



## Interurban Transit Partnership

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### Finance Committee Members

Steven Gilbert      Mayor Stephen Kepley (Chair)      Mayor Gary Carey      Mayor Katie Favale      Mayor Steve Maas

## FINANCE COMMITTEE MEETING

Wednesday, June 14, 2023 – 4:00 p.m.

Rapid Central Station Conference Room (250 Cesar Chavez Avenue, SW)

### AGENDA

	<u>PRESENTER</u>	<u>ACTION</u>
1. PUBLIC COMMENT		
2. MINUTES REVIEW – April 26, 2023	Mayor Kepley	Review
3. DISCUSSION		
a. April Operating Statement	Linda Medina	
b. Review Budget Process/Package	Linda Medina	
4. ADJOURNMENT		

Next meeting: August 16, 2023



## Interurban Transit Partnership

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Steven Gilbert                      Mayor Stephen Kepley (Chair)  
Mayor Gary Carey                      Mayor Katie Favale                      Mayor Steve Maas

## FINANCE COMMITTEE MEETING MINUTES

Wednesday, April 26, 2023 – 3:00 p.m.

Rapid Central Station Conference Room (250 Cesar E Chavez Avenue, SW)

### **ATTENDANCE:**

#### Committee Members Present:

Mayor Carey, Rick Baker, Steven Gilbert, Mayor Kepley

#### Committee Members Absent:

Mayor Favale, Mayor Maas

#### Staff Attendees:

Steve Schipper, Mike Wieringa, Nathan Bigelow, Linda Medina, Deb Prato, Peter Sillanpaa, Nancy Groendal, Kevin Wisselink, Nick Monoyios, Kris Heald, Deron Kippen, Jason Prescott

#### Other Attendees:

Justin Hagel, John Kleckner

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Mayor Carey called the meeting to order at 3:04 p.m. Mayor Kepley was delayed due to traffic while returning from Lansing.

### **1. PUBLIC COMMENT**

No Public Comment

### **2. MINUTES – February 21, 2023**

Mayor Carey entertained a motion to approve the meeting minutes from February 21, 2023. Mr. Gilbert motioned to approve, and Mr. Baker supported it. The motion passed unanimously.

### **3. DISCUSSION**

#### **a. FY 23/24 Budget Guidelines**

Ms. Medina started her report by noting that the budget process has started, and she will ask the Finance Committee to recommend these guidelines to the full Board at the meeting scheduled right after this meeting.

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**MISSION:** *To create, offer and continuously improve a flexible network of public transportation options and mobility solutions.*

The Guidelines:

- 1) We will continue evaluating our service hours and frequency and close any gaps.
- 2) Admin and Union defined benefit plans are a priority. We will continue to make contributions that are either in the mid-range or the high-range depending on what the budget will allow.
- 3) We will use the Federal 5307 Funds for preventative maintenance as the Federal regulations will allow.
- 4) The contract Service Rate will be inclusive of all operating expenses. No changes for FY 23/24 budget.
- 5) State Operator Assistance will stay flat. The current rate is 29.15 (29%)
- 6) No Fare Increases in FY 23/24.
- 7) Millage Rate is 14.074 which includes a small Headlee. This item will be brought to the Board in May 2023.
- 8) Any salary structures will be adjusted based on labor market data.

Mayor Carey entertained a motion to adopt the presented Budget Guidelines and bring them to the full board for approval. Mr. Baker motioned to approve, and Mr. Gilbert supported it. The motion passed unanimously.

#### **b. Financial Planning & Analysis**

Ms. Medina highlighted key points in the February Operating Statement.

- Before Federal Assistance, we are 1.5% over budget. We have received \$8.3M in Federal Funding
- The last of the ARPA Funding will be requested in March, and we will have received \$26M.
- Expenses are trending 7.8% under budget in all categories.
- \$1.7M was used to fill the gaps between revenue and expenses.
- Operating expenses have been identified as eligible for the 5307 Preventative Maintenance Federal Funding.

Budget Guideline Timeline:

- Department Heads have reviewed their budgets and developed what is needed, and they are submitted to the Finance team.
- All Departments will present their budgets in a leadership meeting.
- The Board Budget Workshop is July 26, 2023, and then we anticipate the Budget will be adopted at the August Board meeting.

Large Spend Items:

- Diesel Fuel Price/gallon is \$3.74. Ms. Medina presented a chart showing we are purchasing and consuming less diesel. This is because much of the fleet is CNG. This initiative helps with our climate action plan as well.
- CNG Consumption is more than what we budgeted for because the fleet is 69% CNG. We budgeted \$1.00/gallon. However, there has been flexibility in the price, and the current average cost is \$.84/gallon. We anticipate the fuel bill will be under budget.

Mr. Gilbert wished to clarify that when we say diesel gallon equivalent that is just in terms of the amount of CNG that will travel at the same distance equivalent.

Ms. Medina replied yes, and there is a formula used to calculate the equation.

Mayor Carey asked about the actual vs budgeted year to date it is considerably over what we budgeted as opposed to the diesel that is trending under.

Ms. Prato replied the two cancel each other out.

Ms. Medina presented the winter roster showing there are 260 hours of built-in overtime in each of the 214 rosters for the winter pick. The fall roster was 213 rosters. There were 1799 hours that were un-scheduled and 821 that are un-picked. Compared to the Fall Roster the built-in overtime increased by 4% which is approximately 174 hours, the un-picked hours stayed at 29%, and the unscheduled reduced by 4% compared to the fall roster. There is an average of 2600-2800 hours per pay period in overtime.

Ms. Prato added that the reason this is important is that we want to know what the right number of operators is, and we are fine-tuning the right number of built-in overtime hours that you pick, and you have as a part of your work schedule vs calling un-picked overtime hours out through dispatch every morning. It is very hard to get someone to come in early. Ms. Prato feels a portion of overtime is smart overtime because, with our fringe load on top of a driver, there is 42% fringe on top of hourly wage. There is a right balance between the number of operators and the number of overtime, and we are doing better by having fewer people because we don't pay the fringe on all of them.

Mayor Carey asked if 42% is non-statutory fringes.

Ms. Prato confirmed that it is all the benefits i.e.: medical and health. We are challenging Mr. Asher Lockwood to tweak the numbers and build over time into the rosters.

Mayor Carey commented that 42% is a pleasant surprise and thought it would have been more.

Ms. Medina added that we used to be in the 50% range.

PL and PD Insurance:

Ms. Medina reviewed the status of the PL and PD Insurance.

She presented a chart containing premiums compared to incurred costs. As we moved from FY 19/20 and beyond our costs have been getting better year over year. Our total lost ratio for January 2023 is 55.05%.

Most of our claims have been bodily property damage and bodily injury. As we close claims our lost ratio decreases. The Rapid will be bringing two (2) Brokers to the Board for approval.

Mayor Carey confirmed that many of the incidents are far enough in the rearview that it will impact us dropping way down.

Ms. Medina replied yes, and there are no major claims this year.

Mayor Carey asked the committee to go back to a slide (regarding the winter roster report) for Mayor Kepley's benefit as he just arrived.

Mayor Kepley asked if funding from ARPA was talked about yet and how much of that money was spent and if the last of the funds have been requested yet.

Ms. Medina answered yes, and we did request the \$8.3M and in February she also requested the last of the funds for a total of \$26M to reimburse ourselves. The funds we have not spent, such as our Property Tax, we didn't have to use because we used the reimbursement from ARPA to fund what we needed.

Mayor Kepley confirmed that we have used ARPA funds correctly. He also asked what the balance is we could use for future expenses.

Ms. Medina replied that we have \$47M which is an unrestricted net reserve that we can use. To date, we have taken in \$60M and we have used approximately \$8M-\$10M to fill the gap.

Mayor Kepley confirmed that we have enough funding to get through the period of lower fares.

Ms. Prato replied, "Think about the three (3) tranches of covid relief money that we received." Each time we received a tranche we were not using for property taxes, we put it in the bank for this 'rainy day'. It is dependent on how long in terms of farebox recovery.

Ms. Prato circled back with Mayor Kepley on the Winter Roster report, as he has inquired about the right number of bus operators.

There is a right number of overtime where we pay a person plus their fringe and the overtime which is cheaper than putting on a whole new person at forty (40) hours and fringe. Mr. Asher Lockwood is working on writing new picks building in more overtime into something the operator would pick, and they know in advance they own it. We are trying to optimize picked hours, roster hours, and overtime hours. We are very concerned with Operator fatigue.

Mayor Kepley is concerned with sustainability in the long term. He is pleased that we have money in the bank, we are not in panic mode as we have some funds left, and he is hopeful that ridership will increase. The question is, if it does not recover then we need to right-size this and how do we right-size it? If things don't change, we must do something. When do we say things aren't working with the COA?

Ms. Prato replied there are some converging studies going on such as the Transit Master Plan (TMP): Six Cities, Contiguous Counties. Newaygo County has asked us to run service. But there are density issues as that is a long run, and where are people going? The TMP is doing all the analytics on where people go in their cars and where would the transit propensity be and how often. More will be revealed. Currently, we have a feasibility study ongoing with West Michigan Express and it will continually evolve.

Medical Insurance:

Ms. Medina continued her report on medical insurance expenses. Through January our premiums and our costs are close to each other. Our Net loss ratio is 89.2%.

Ms. Medina noted that the Board will be asked to review and approve a new benefits broker, HNI. HNI was selected for its strategic approach to claims management. It is also The Rapid's goal to improve the net loss ratio of 89.2% down to 80% to eventually go self-funded.

Mayor Kepley asked how many belly buttons are covered.

Ms. Medina advised she will find out and get back to the board with the number of covered individuals.

Ms. Prato teed up the next slide about the cost of operating. The Rapid has been operating the two (2) On-Demand zones (Walker/Kentwood) for approximately sixteen (16) months. We want to discuss how we are doing cost-wise. You are informed about how we are doing utilization-wise, and where people are going, but we haven't talked about cost. There is little to no cost recovery and there is no additional fare because most riders are transfers.

Rapid Connect Pilot:

Ms. Medina reported that we compared expenses and maintenance costs for both Rapid Connect and Line Haul.

Rapid Connect for a 16-month period is \$384,197.

Then we took revenue hours, revenue miles, and service miles and the total revenue hours is approximately 3,544 for a cost of just over \$108/revenue hour, \$9.85/revenue mile, and \$8.02/service mile.

Total ridership comes down to \$59.34 with approximately 6,475,000 in ridership.

Ms. Prato stated as we go into the TMP process, we are asking ourselves these questions; have we drawn the lines correctly; do we invest more money in another app that is more Uber/Lyft-like, do we draw the lines to be more expansive or do we contract them, do we redeploy to 32 hours a day we

are out with Rapid Connect to an overnight service model. We have two (2) vehicles out all day long for 16 hours, there are six (6) vehicles in total. Should we re-design some of our Routes? Route 33 is an outgrowth of Rapid Connect and ridership is increasing. Walker ridership remains flat however we are moving some riders onto the fixed route.

Mayor Kepley agrees the cost per ride is expensive. What were we paying in overall cost when comparing the two? Was it more or less than \$384,000?

Ms. Prato says the change in Walker was the completion of Northridge Drive. These areas were identified in the COA, and we were optimizing our rolling stock to see how frequently it should be out and where it should be out. Those areas were identified as industrial and low residential and were not served well by fixed routes.

Ms. Prato added that this is the cost of doing business and how we show up in the community as an access company. There is labor scarcity throughout every industry, and we are connecting people to jobs. As part of our mission, is this the right thing on first mile/last mile? Or is there a different bigger first mile/last mile, or is it the overnight service?

Lastly, Ms. Prato addressed an item not on the agenda regarding our Security contractor. We have had two (2) Security Contractors in place recently and neither has been able to staff up and live up to the contract requirements. We had several issues in the afternoon with students from various schools. For the last two (2) months, the leadership team has been out on the platform, and we are all shocked at what goes on. One item I would like to consider is bringing Security in-house. The reason it is timely for this meeting is that it needs more set-up time. The contractor we currently have has a one-year contract with renewal options, and that ends May 20th. Our proposal is to use our own in-house resources and add additional positions. They would include part-timers, a security supervisor, and six (6) more full-time positions. Currently, Woodland Mall is not covered ....at all. As you are aware, with a Contractor, you have no control over hiring. We are throwing a lot of money out every day and we feel we can do this better. I am proposing we set this up as a bifurcated title where you would work some Fare Enforcement and some Security. We do have the budget to do it within this year and we would not exceed our current budget. The plan would come in approximately \$40,000 over but we would have a full staff. Overall, it would be a win-win for our customers and our team.

Mayor Kepley confirmed, for a \$40,000 premium this would make a huge change in the safety and the performance of the area. He thinks this is great and supports this idea!

Ms. Prato asked how she should move forward with this. There is a May 20<sup>th</sup> date coming up with the contractor and there is no language in the contract where we need to give notice.

Mr. Baker asked about the quality of the market and whether we would be able to hire for these positions.

Ms. Prato replied we would be transitioning some of our current employees and there would be a compensation increase. We talked about whether we would be competitive with other companies going in-house and we feel we would be highly competitive, especially with our benefits package.

Mr. Gilbert asked how long it would take to stand this up.

Mr. Wieringa answered approximately sixty (60) days.

More to come.

#### **4. ADJOURNMENT**

This meeting was adjourned at 3.53 p.m.

The next meeting is scheduled for June 14, 2023

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Kris Heald".

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Kris Heald, Board Secretary



Financial Planning & Analysis

The Rapid

**Finance Committee**

June 14<sup>th</sup>, 2023





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April 2023 Operating Statement

FY23/24 Budget Sample

Options for Budget Changes

# April 2023 Operating Statement - Revenues

	YTD as of April 30, 2023		Variance		Last Year FY 21/22*	Current Year FY 22/23**
	Budget	Actual	\$	%	YTD Actual	Annual Budget
Revenues and Operating Assistance						
Passenger Fares	\$ 2,346,710	\$ 2,386,824	\$ 40,114	1.7%	\$ 2,207,678	\$ 3,978,849
Sale of Transportation Services						
CMH Contribution	244,184	243,804	(380)	-0.2%	218,035	414,711
Dash Contract	845,696	954,397	108,701	12.9%	1,418,569	1,465,874
Grand Valley State University	2,223,492	2,162,087	(61,405)	-2.8%	2,323,750	3,113,764
Van Pool Transportation	-	(1,242)	(1,242)		28,292	-
Township Services	253,689	238,706	(14,983)	-5.9%	250,063	434,895
Other	296,312	290,894	(5,418)	-1.8%	164,615	485,491
Subtotal Sale of Transportation Services	3,863,372	3,888,646	25,274	0.7%	4,403,324	5,914,735
State Operating	8,730,707	8,280,928	(449,779)	-5.2%	8,070,165	15,448,739
Property Taxes	10,635,645	10,866,114	230,469	2.2%	10,643,874	18,232,535
Advertising & Miscellaneous	397,146	852,612	455,466	114.7%	344,388	682,340
Subtotal Revenues and Operating Assistance	25,973,581	26,275,124	301,543	1.2%	25,669,430	44,257,198
Grant Operating Revenue	4,996,214	9,342,326	4,346,112	87.0%	11,533,251	8,564,938
Total Revenues and Operating Assistance	<b>\$ 30,969,795</b>	<b>\$ 35,617,450</b>	<b>\$ 4,647,655</b>	<b>15.0%</b>	<b>\$ 37,202,681</b>	<b>\$ 52,822,136</b>

# April 2023 Operating Statement - Expenses

	YTD as of April 30, 2023		Variance		Last Year	Current Year
	Budget	Actual	\$	%	FY 21/22* YTD Actual	FY 22/23** Annual Budget
Salaries and Wages						
Administrative	\$ 3,593,281	\$ 3,242,007	\$ (351,274)	-9.8%	\$ 3,146,534	\$ 6,275,114
Operators	8,741,912	7,750,061	(991,850)	-11.3%	8,197,672	14,940,291
Maintenance	1,322,736	1,287,018	(35,719)	-2.7%	1,236,682	2,291,256
Subtotal Salaries and Wages	13,657,929	12,279,086	(1,378,843)	-10.1%	12,580,889	23,506,661
Benefits	5,559,719	5,333,905	(225,815)	-4.1%	4,955,489	9,965,287
Contractual Services	1,772,573	1,637,511	(135,062)	-7.6%	1,700,766	3,942,021
Materials and Supplies						-
Fuel and Lubricants	2,008,885	1,651,079	(357,806)	-17.8%	1,377,216	3,421,740
Other	936,020	893,251	(42,770)	-4.6%	930,197	1,990,688
Subtotal Materials and Supplies	2,944,905	2,544,329	(400,576)	-13.6%	2,307,413	5,412,428
Utilities, Insurance, and Miscellaneous	3,557,051	3,125,633	(431,418)	-12.1%	2,747,195	5,684,786
Purchased Transportation	4,010,725	3,922,825	(87,900)	-2.2%	3,054,486	7,765,005
Expenses Before Capitalized Operating	31,502,903	28,843,289	(2,659,613)	-8.4%	27,346,238	56,276,188
Capitalized Operating Expenses	(1,933,547)	(485,400)	1,448,147	-74.9%	-	(3,454,052)
Total Operating Expenses	<b>\$ 29,569,355</b>	<b>\$ 28,357,889</b>	<b>\$(1,211,467)</b>	<b>-4.1%</b>	<b>\$ 27,346,238</b>	<b>\$ 52,822,136</b>
Net Surplus/(Deficit) without CARES		\$ (2,082,765)			\$ 9,856,443	
Net Surplus/(Deficit) with CARES		\$ 7,259,561				

# April 2023 Operating Statement – Highlights

- Revenue is favorable by 1.2% before federal operating assistance
- Received the remaining federal operating assistance (ARPA) funding; 9.3 million this fiscal year
- Expenses continue to trend under budget by 4.1%
- \$485,400 has been identified as eligible for Federal 5307 preventative maintenance funding to be used in the operating environment

# Review Current Operating Budget Report Format

Our goal is to review the current budget format, attached is a copy of the form from FY 21/22 Budget Proposal

Items currently included in the proposal:

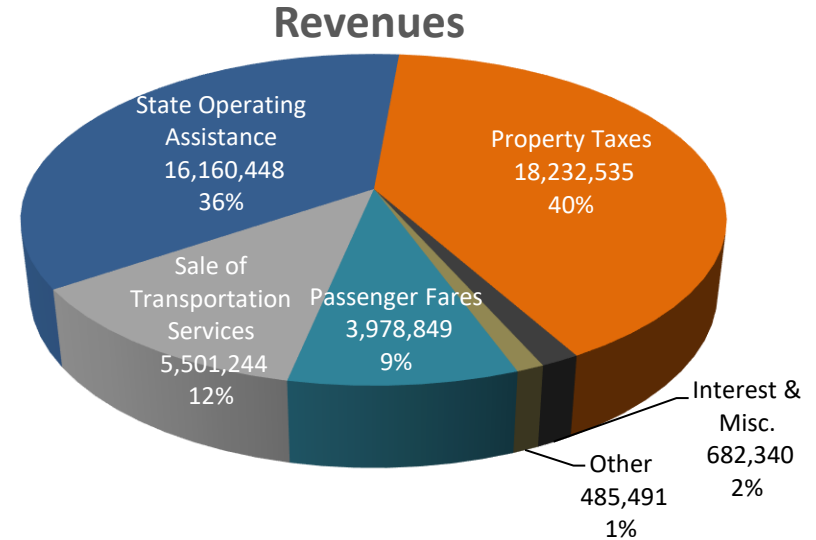
- Total revenue and expenses highlight overview
- Explanation of the budget process and timeline
- Summary of Proposed Operating budget
- Identify various revenue sources
- Personnel report showing additions and/or changes
- Individual departmental budgets
- Five-year projection



# Revenue and Expenses Highlights Report Format

Charts for revenues and expenses:

- Identifies the individual source
- Budget amount
- Percentage compared to the total
- List of highlights of the changes
- Any changes to the format?



# Summary Proposed Operating Budget – Revenues Format

## Current format:

- Actual expenses for prior closed year
- Prior approved budget
- Proposed current budget
- Comparison of proposed current budget to prior approved budget in dollars and percentages
- Any changes to the format?

	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Proposed	FY 22/23 Proposed vs. FY 21/22 Budget \$	%
Revenues and Operating Assistance					
Passenger Fares					
Linehaul	\$ 2,238,299	\$ 2,709,012	\$ 3,177,153	\$ 468,141	17.3%
Paratransit	564,427	588,000	787,500	199,500	33.9%
PASS	18,260	10,455	14,196	3,741	35.8%
Subtotal Passenger Fares	<b>\$ 2,820,986</b>	<b>\$ 3,307,467</b>	<b>\$ 3,978,849</b>	<b>671,382</b>	<b>20.3%</b>
Sale of Transportation Services					
Grand Valley State University	\$ 2,842,767	\$ 3,542,974	\$ 3,113,764	\$ (429,210)	-12.1%
DASH Contract	2,205,921	1,764,498	1,465,874	(298,624)	-16.9%
Township Services	540,714	344,344	434,895	90,551	26.3%
Other	243,478	482,234	485,491	3,257	0.7%
CMH Contribution	327,379	256,900	414,711	157,811	61.4%
Vanpool Transportation	29,428	84,000	-	(84,000)	-100.0%
Subtotal Sale of Transportation Services	<b>\$ 6,189,687</b>	<b>\$ 6,474,950</b>	<b>\$ 5,914,736</b>	<b>\$ (560,215)</b>	<b>-8.7%</b>
State Operating	\$ 16,254,784	\$ 15,332,303	\$ 15,448,739	\$ 116,436	0.8%
Property Taxes	17,472,240	17,751,118	18,232,535	481,417	2.7%
Advertising and Miscellaneous	678,432	638,391	682,340	43,949	6.9%
Subtotal Revenues and Operating Assistance	<b>\$ 43,416,129</b>	<b>\$ 43,504,229</b>	<b>\$ 44,257,199</b>	<b>\$ 752,970</b>	<b>1.7%</b>
Grant Operating Revenue	<b>20,253,576</b>	<b>7,603,447</b>	<b>8,564,938</b>	<b>961,491</b>	<b>12.6%</b>
Total Revenues and Operating Assistance	<b>\$ 63,669,705</b>	<b>\$ 51,107,676</b>	<b>\$ 52,822,137</b>	<b>\$ 1,714,460</b>	<b>3.4%</b>

# Current Proposed Summary Operating Budget – Expenses Format

## Current format:

- Actual expenses for the prior closed year
- Approved budget for the prior year
- Proposed budget
- Comparison of proposed budget to approved budget in dollars and percentage
- Any changes to the format?

	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Proposed	FY 22/23 Proposed vs. FY 21/22 Budget	%
<b>Utilities</b>					
Electronic Communications	\$ 152,947	\$ 158,475	\$ 198,280	\$ 39,805	25.1%
Gas	158,376	252,500	285,800	33,300	13.2%
Electric	856,430	933,400	991,000	57,600	6.2%
Other	58,341	73,214	84,550	11,336	15.5%
<b>Subtotal Utilities</b>	<b>\$ 1,226,094</b>	<b>\$ 1,417,589</b>	<b>\$ 1,559,630</b>	<b>\$ 142,041</b>	<b>10.0%</b>
<b>Insurance</b>					
Property Liability and Property Damage	\$ 2,962,773	\$ 3,244,566	\$ 2,697,956	\$ (546,610)	-16.8%
Building and Other	286,832	317,400	371,972	54,572	17.2%
<b>Subtotal Insurance</b>	<b>\$ 3,249,605</b>	<b>\$ 3,561,967</b>	<b>\$ 3,069,928</b>	<b>\$ (492,038)</b>	<b>-13.8%</b>
<b>Other</b>					
Dues and Subscriptions	\$ 97,259	\$ 121,602	\$ 196,322	\$ 74,720	61.4%
Professional Development	26,042	139,800	147,890	8,090	5.8%
Marketing and Promotion	119,470	258,500	483,500	225,000	87.0%
Community Outreach	16,882	53,000	75,000	22,000	41.5%
Office Equipment	1,771	1,800	2,000	200	11.1%
Shop Tools	42,317	50,405	52,820	2,415	4.8%
Miscellaneous	56,945	77,888	128,656	50,768	65.2%
<b>Subtotal Other</b>	<b>\$ 360,686</b>	<b>\$ 702,995</b>	<b>\$ 1,086,188</b>	<b>\$ 383,193</b>	<b>54.5%</b>
<b>Purchased Transportation</b>					
Purchased Transportation - GO!Bus	\$ 4,259,651	\$ 4,729,268	\$ 7,948,171	\$ 3,218,902	68.1%
Purchased Transportation - Hope Network	479,486	367,092	584,100	217,008	59.1%
Other Purchased Transportation - Ridelink/KCCA	295,681	321,829	350,598	28,769	8.9%
Purchased Transportation - PASS	103,173	84,886	119,125	34,239	40.3%
Purchased Transportation - On Demand	-	-	86,928	86,928	100.0%
<b>Subtotal Purchased Transportation</b>	<b>\$ 5,137,991</b>	<b>\$ 5,503,075</b>	<b>\$ 9,088,921</b>	<b>\$ 3,498,918</b>	<b>63.6%</b>
<b>Operating Expenses before Capitalized Operating</b>	<b>\$ 43,489,022</b>	<b>\$ 51,107,676</b>	<b>\$ 57,686,621</b>	<b>\$ 6,492,017</b>	<b>12.7%</b>
Capitalized Operating Expenses	-	-	(3,454,052)	(3,454,052)	0.0%
<b>Total Expenses</b>	<b>\$ 43,489,022</b>	<b>\$ 51,107,676</b>	<b>\$ 54,232,569</b>	<b>\$ 3,037,965</b>	<b>5.9%</b>

# Identified Revenue Sources Report Format

The following revenue sources are identified with an explanations and graphs:

- Passenger Fares and Ridership
- Sales of transportation services
- State operating assistance
- Grant capital revenue
- Reserves
- Any changes to the format?

# Personnel Report Format

## Current information:

- Authorized totals for prior year
- Proposed new positions for current year
- New authorized totals including new positions
- Number of positions budgeted in the current year
- Any changes to the format?

	FY 21/22 Authorized	FY 22/23 New positions	FY 22/23 Authorized	FY 22/23 Budgeted
Administration				
Full Time	90	1	91	89
Part Time	4	1	5	5
Total Administrator	94	2	96	94
Maintenance				
Fleet	33	1	34	34
Facilities	8	2	10	10
Total Maintenance	41	3	44	44
Operators				
Full Time	272	0	272	245
Part Time	49	0	49	20
Total Operators	321	0	321	265
Total Positions	456	5	461	403

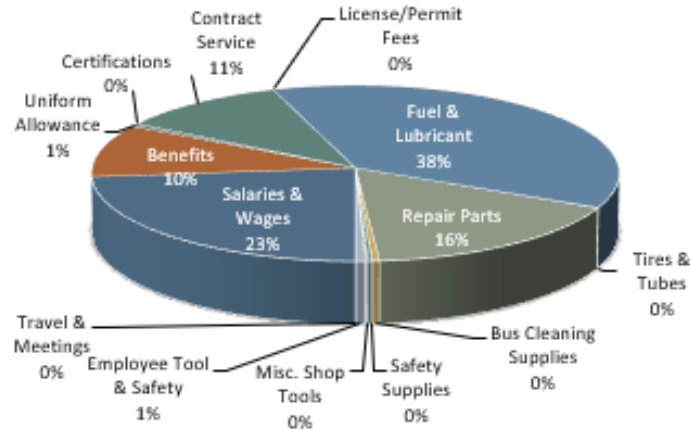


# Individual Departmental Budget Report Format

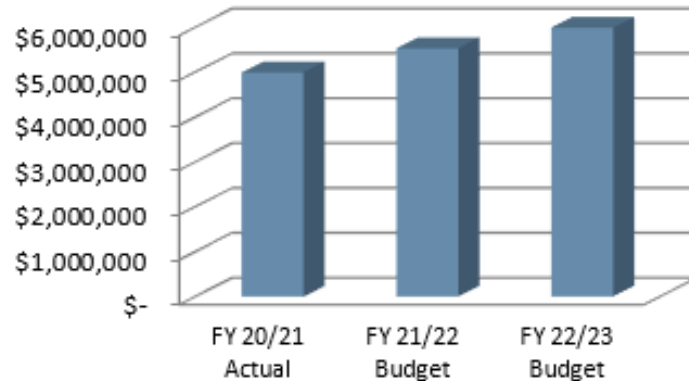
## THE RAPID MAINTENANCE DEPARTMENT FY 22/23 BUDGETED OPERATING EXPENSES

### LINEHAUL MAINTENANCE

#### FY 22/23 Operating Budget




#### Total Operating Expenses FY 20/21 to FY 22/23



# Additional Individual Departmental Budget Report Format

Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries & Wages	\$ 1,307,152	\$ 1,558,552	\$ 1,401,848	\$ (156,704)	-10.1%
Benefits	483,646	642,036	585,055	(56,981)	-8.9%
Uniform Allowance	27,551	23,403	30,452	7,048	30.1%
Certifications	306	995	1,795	800	80.4%
Contract Service	820,969	724,623	656,472	(68,151)	-9.4%
License/Permit Fees	-	508	181	(327)	-64.4%
Fuel & Lubricant	1,351,598	1,590,739	2,256,027	665,287	41.8%
Tires & Tubes	2,077	7,414	5,344	(2,070)	-27.9%
Repair Parts	930,194	897,456	974,256	76,800	8.6%
Bus Cleaning Supplies	21,656	32,232	23,305	(8,927)	-27.7%
Safety Supplies	14,995	13,968	17,352	3,384	24.2%
Misc. Shop Tools	5,627	7,040	6,850	(190)	-2.7%
Employee Tool & Safety	28,393	31,700	33,550	1,850	5.8%
Travel & Meetings	755	1,825	1,050	(775)	-42.5%
<b>Total Operating Expenses</b>	<b>\$ 4,994,921</b>	<b>\$ 5,532,492</b>	<b>\$ 5,993,537</b>	<b>\$ 461,045</b>	<b>8.3%</b>
<b>Total Full Time Employees</b>	<b>34</b>	<b>33</b>	<b>34</b>	<b>1</b>	<b>2.9%</b>

# Breakdown for Current Individual Budget Report Format

- FY 23/23 Operating budget pie graph shows proposed individual budgeted expenses in relationship to total expenses by percentage
  - Total Operating Expenses bar graph compares prior actual expenses (FY 21/22), to current budget (22/23) and to proposed budget (23/24)
  - Notes is an explanation of the various increases within the budget
  - List of departmental functions
  - Any changes to the format?
- 

# 5 Year Operating Projection Report Format

The Rapid  
Operating Budget Projection  
FY 22/23 Budget - FY 26/27 Projected

## Current format:

- Prior years amended budget
- Proposed year's budget
- Assumptions are determined based on current and prior activity for the out going additional years
- Reflects the usage of capitalized operating funding and reserves if necessary
- Any changes to the format?

	FY 21/22 AMENDED	FY 22/23 PROPOSED	FY 23/24 PROJECTED	FY 24/25 PROJECTED	FY 25/26 PROJECTED	FY 26/27 PROJECTED
<b>Revenues and Operating Assistance</b>						
Passenger Fares	\$ 3,307,467	\$ 3,978,849	\$ 4,177,792	\$ 4,386,681	\$ 4,518,282	\$ 4,608,647
Sale of Transportation Services	6,474,950	5,914,736	6,470,906	6,724,433	6,971,035	7,228,770
State Operating Assistance	15,332,303	15,448,739	17,686,633	19,123,756	20,589,979	22,147,412
Property Taxes	17,751,118	18,232,535	18,693,818	19,166,772	19,651,691	20,148,879
Advertising & Miscellaneous	\$638,391	\$682,340	\$884,901	\$913,750	\$917,637	\$921,564
Subtotal Revenues and Operating Assistance	43,504,229	44,257,199	47,914,049	50,315,392	52,648,625	55,055,272
Grant Operating Revenues (COVID Relief)	22,748,574	8,296,842				
<b>Total Revenues and Operating Assistance</b>	<b>66,252,803</b>	<b>52,554,041</b>	<b>47,914,049</b>	<b>50,315,392</b>	<b>52,648,625</b>	<b>55,055,272</b>
<b>Expenses</b>						
Salaries and Wages	22,709,099	23,506,661	27,611,357	28,991,925	30,441,522	31,963,598
Benefits	9,501,484	9,965,287	10,843,437	11,328,619	11,838,609	12,374,701
Contractual Service	3,839,277	3,942,021	4,178,543	4,403,899	4,433,016	4,521,676
Materials and Supplies	3,872,190	5,412,428	5,725,427	5,890,296	6,060,263	6,176,738
Utilities, Insurance, and Miscellaneous	5,682,551	5,684,787	5,909,679	6,142,187	6,384,688	6,637,640
Purchased Transportation	5,503,075	7,765,004	8,187,000	8,432,610	8,685,588	8,946,156
Expenses Before Capitalized Operating	51,107,676	56,276,189	62,455,443	65,189,535	67,843,686	70,620,508
Capitalized Operating Expenses	-	(3,454,052)	(3,500,000)	(3,500,000)	(3,500,000)	(3,500,000)
<b>Total Operating Expenses</b>	<b>51,107,676</b>	<b>52,822,137</b>	<b>58,955,443</b>	<b>61,689,535</b>	<b>64,343,686</b>	<b>67,120,508</b>
Reserved Used	7,603,447	8,564,938	11,041,394	11,374,143	11,695,061	3,920,375
Reserve Balance	\$ 38,299,068	\$ 38,030,972	\$ 26,989,579	\$ 15,615,435	\$ 3,920,375	\$ -
Deficit						\$ (8,144,862)



## FY 22/23 Draft Operating Budget

July 27, 2022





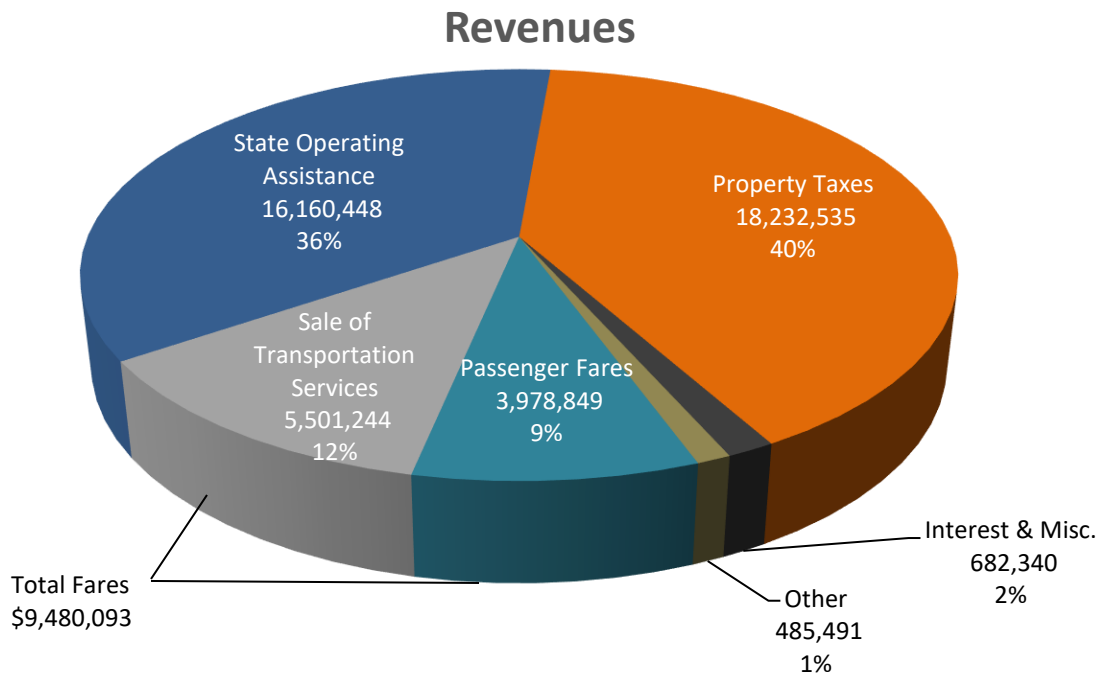
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# FY 22/23 OPERATING REVENUES AND EXPENSES

The FY 22/23 proposed budget is \$57.7 million dollars before applying grant funds (preventative maintenance). This is a 12.9% increase from the FY 21/22 amended budget of \$51.1 million. After apply grant funding the FY 22/23 proposed budget is \$54.2 million. This is a 6.1% increase from the FY 21/22 amended budget.

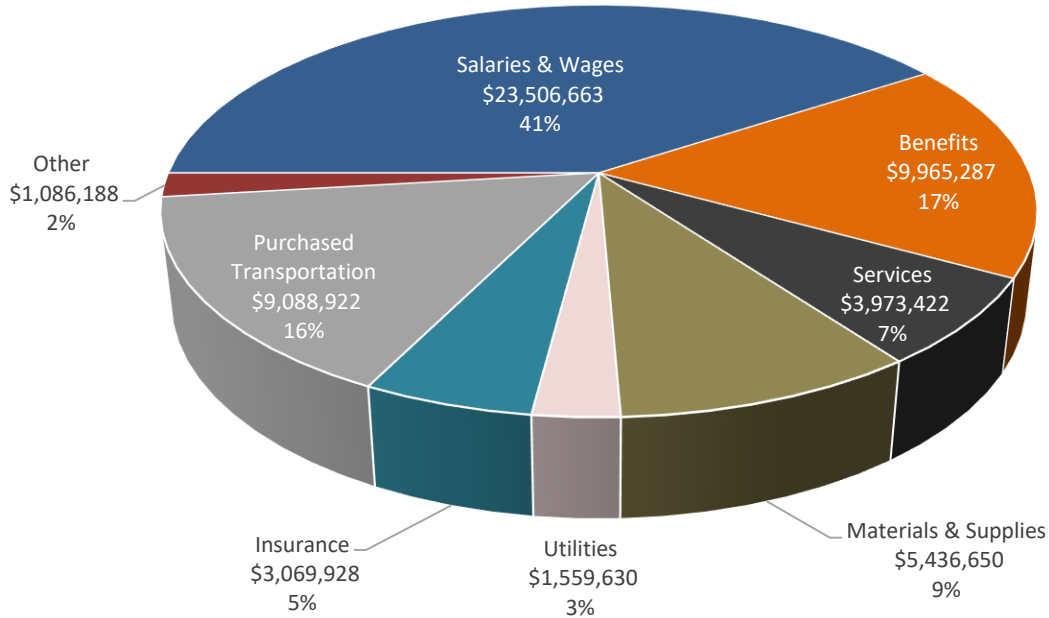
The focus in FY 22/23 is on the value The Rapid provides to the riders and the communities of the six cities while continuing to provide excellent and safe service. The proposed budget includes the implementation of the comprehensive operations analysis.



Revenue highlights include:

- Total system ridership is projected to increase 7% from the current year.
- Maintaining strong community partnerships to provide transit service within our service area, in our outlying townships, and regionally via West Michigan Rideshare.
- Paratransit trips are projected at 225,000 trips in FY22/23, a 34% increase from the FY 21/22 budget projection of 168,000.
- State operating budgeted at 29.5% of eligible expenses which is a slight decrease.
- Property taxes remain a consistent majority of our annual revenues. There is a slight increase of 2% in property tax revenue compared to FY 21/22.
- Most of the federal grant funding (CARES/CRRSAA, ARPA) has been received. These funds allow us to continue to provide a valuable service to our communities.

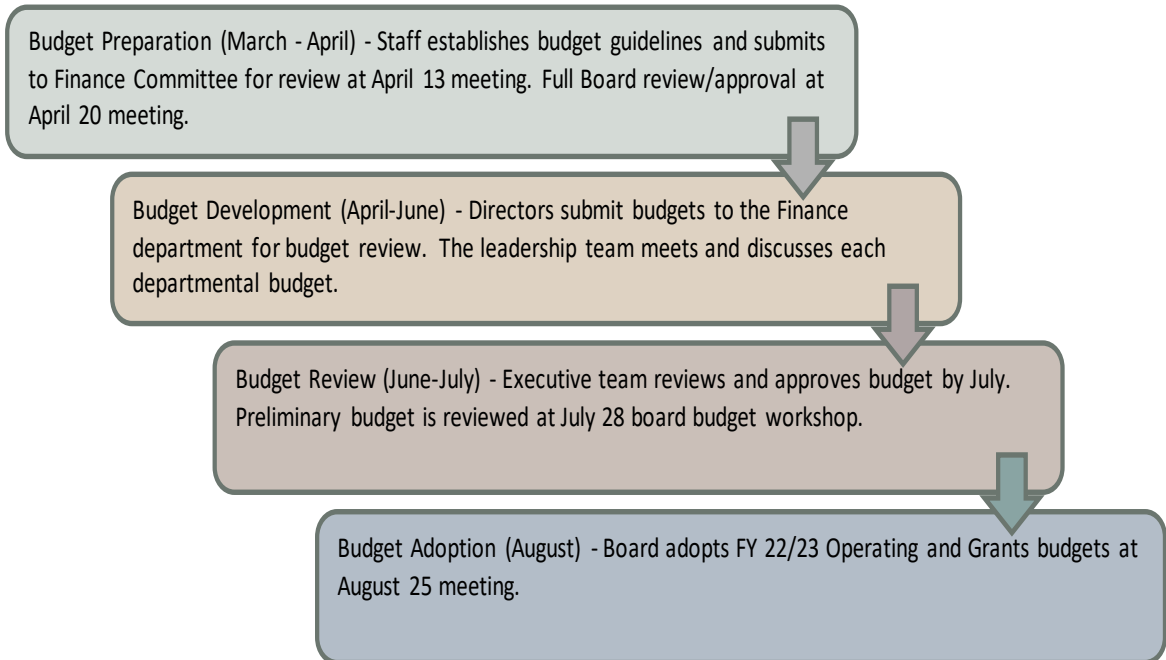
## Expenses



Expense highlights include:

- Additional staff are budgeted to support agency outcomes and expected service levels.
- The fuel budget increased by 63.2 % (\$1.3 million) due to the rising cost of fuel along with the addition of The Rapid supply the fuel for purchase transportation services.
- The purchase transportation budget increased by 63.6% (\$3.5 million increase) due to the change in the cost per revenue hour rate. The rate increase is contributed global economic factors such as labor market, supply chain, etc.
- We work closely with our insurance broker to manage our exposure and risk, but final rates for the upcoming fiscal year will not be available until September. Reducing The Rapid's liability continues to be a priority for staff.
- We work closely with our benefits broker on comparing a fully insured policy to a self-insured policy. Currently the budget reflects the fully insured costs, but a meeting is scheduled to look at all our options.
- Our goal is to recover service by building and maintaining trust with our riders and community partners, with an emphasis on enhanced marketing, a website redesign/rebranding, and outreach.

# BUDGET TIMELINE



Each year a balanced budget must be adopted by the Board prior the new year beginning (October 1<sup>st</sup>). The budget process starts with establishing the budget guidelines for the year. A budget is then drafted with many inputs including the budget guidelines, collective bargaining agreements, and recommendations from each departmental manager. The draft budget is reviewed in July and approved by the Board in August.

The leadership team meet and collaborate on each individual departmental budget that was submitted. Directors shared their own requests and methodology, as well as offered feedback on other requests. The workshop was well-received by the team. Directors really took ownership of this process and used the time to engage each other to better understand all the different functions of the organization.

# FY 22/23 OPERATING BUDGET

	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Proposed	FY 22/23 Proposed vs. FY 21/22 Budget \$	%
<b>Revenues and Operating Assistance</b>					
<b>Passenger Fares</b>					
Linehaul	\$ 2,238,299	\$ 2,709,012	\$ 3,177,153	\$ 468,141	17.3%
Paratransit	564,427	588,000	787,500	199,500	33.9%
PASS	18,260	10,455	14,196	3,741	35.8%
<b>Subtotal Passenger Fares</b>	<b>\$ 2,820,986</b>	<b>\$ 3,307,467</b>	<b>\$ 3,978,849</b>	<b>671,382</b>	<b>20.3%</b>
<b>Sale of Transportation Services</b>					
Grand Valley State University	\$ 2,842,767	\$ 3,542,974	\$ 3,113,764	\$ (429,210)	-12.1%
DASH Contract	2,205,921	1,764,498	1,465,874	(298,624)	-16.9%
Township Services	540,714	344,344	434,895	90,551	26.3%
Other	243,478	482,234	485,491	3,257	0.7%
CMH Contribution	327,379	256,900	414,711	157,811	61.4%
Route 19	-	-	-	-	0.0%
Vanpool Transportation	29,428	84,000	72,000	(12,000)	-14.3%
<b>Subtotal Sale of Transportation Services</b>	<b>\$ 6,189,687</b>	<b>\$ 6,474,950</b>	<b>\$ 5,986,736</b>	<b>\$ (488,215)</b>	<b>-7.5%</b>
State Operating	\$ 16,254,784	\$ 15,332,303	\$ 16,160,448	\$ 828,145	5.4%
Property Taxes	17,472,240	17,751,118	18,232,535	481,417	2.7%
Advertising and Miscellaneous	678,432	638,391	682,340	43,949	6.9%
<b>Subtotal Revenues and Operating Assistance</b>	<b>\$ 43,416,129</b>	<b>\$ 43,504,229</b>	<b>\$ 45,040,908</b>	<b>\$ 1,536,679</b>	<b>3.5%</b>
Grant Operating Revenue	<b>20,253,576</b>	<b>5,886,517</b>	<b>9,191,661</b>	<b>3,305,144</b>	<b>56.1%</b>
<b>Total Revenues and Operating Assistance</b>	<b>\$ 63,669,705</b>	<b>\$ 49,390,747</b>	<b>\$ 54,232,569</b>	<b>\$ 4,841,822</b>	<b>9.8%</b>

# FY 22/23 OPERATING BUDGET

	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Proposed	FY 22/23 Proposed vs. FY 21/22 Budget \$	%
<b>Operating Expenses</b>					
<b>Salaries and Wages</b>					
Administrative	\$ 5,100,986	\$ 5,721,558	\$ 6,275,115	\$ 553,556	9.7%
Operator	12,544,622	14,899,149	14,940,290	41,141	0.3%
Maintenance	1,991,199	2,088,392	2,291,257	202,865	9.7%
Subtotal Salaries and Wages	<b>\$ 19,636,807</b>	<b>\$ 22,709,099</b>	<b>\$ 23,506,661</b>	<b>\$ 797,562</b>	<b>3.5%</b>
<b>Benefits</b>					
FICA/Medicare	\$ 1,419,940	\$ 1,737,246	\$ 1,798,260	\$ 61,014	3.5%
Pension	977,317	2,796,221	2,825,992	29,771	1.1%
Medical	4,174,229	4,180,926	4,731,458	550,532	13.2%
Unemployment	304,920	320,166	121,000	(199,166)	-62.2%
Worker's Compensation	246,463	326,515	339,891	13,376	4.1%
Uniforms	116,753	146,609	154,886	8,276	5.6%
Benefits Distributed to Grants	(10,213)	(11,200)	(11,200)	0	0.0%
Referral Bonus		5,000	5,000	-	0.0%
Subtotal Benefits	<b>\$ 7,229,409</b>	<b>\$ 9,501,484</b>	<b>\$ 9,965,286</b>	<b>\$ 463,803</b>	<b>4.9%</b>
<b>Services</b>					
Audit, Legal and Other Consulting	\$ 329,692	\$ 485,200	\$ 509,500	\$ 24,300	5.0%
Janitorial and Bus Cleaning	1,936,009	1,953,197	1,919,045	(34,151)	-1.7%
Other Services (IT, Security, E-Fare)	1,084,465	1,400,881	1,544,810	143,929	10.3%
Subtotal Services	<b>\$ 3,350,166</b>	<b>\$ 3,839,277</b>	<b>\$ 3,973,355</b>	<b>\$ 134,078</b>	<b>3.5%</b>
<b>Materials and Supplies</b>					
Fuel and Lubricants	\$ 1,806,260	\$ 2,111,337	\$ 3,445,962	\$ 1,334,625	63.2%
Tires and Tubes	25,534	40,048	41,616	1,568	3.9%
Office Supplies	45,374	57,936	73,604	15,668	27.0%
Printing	37,931	125,000	147,200	22,200	17.8%
Repair Parts	1,275,750	1,388,397	1,591,411	203,014	14.6%
Other Supplies	107,415	149,472	136,857	(12,615)	-8.4%
Subtotal Materials and Supplies	<b>\$ 3,298,264</b>	<b>\$ 3,872,190</b>	<b>\$ 5,436,650</b>	<b>\$ 1,564,460</b>	<b>40.4%</b>

# FY 22/23 OPERATING BUDGET

	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Proposed	FY 22/23 Proposed vs. FY 21/22 Budget	\$	%
<b>Utilities</b>						
Electronic Communications	\$ 152,947	\$ 158,475	\$ 198,280	\$ 39,805		25.1%
Gas	158,376	252,500	285,800	33,300		13.2%
Electric	856,430	933,400	991,000	57,600		6.2%
Other	58,341	73,214	84,550	11,336		15.5%
<b>Subtotal Utilities</b>	<b>\$ 1,226,094</b>	<b>\$ 1,417,589</b>	<b>\$ 1,559,630</b>	<b>\$ 142,041</b>		<b>10.0%</b>
<b>Insurance</b>						
Property Liability and Property Damage	\$ 2,962,773	\$ 3,244,566	\$ 2,697,956	\$ (546,610)		-16.8%
Building and Other	286,832	317,400	371,972	54,572		17.2%
<b>Subtotal Insurance</b>	<b>\$ 3,249,605</b>	<b>\$ 3,561,967</b>	<b>\$ 3,069,928</b>	<b>\$ (492,038)</b>		<b>-13.8%</b>
<b>Other</b>						
Dues and Subscriptions	\$ 97,259	\$ 121,602	\$ 196,322	\$ 74,720		61.4%
Professional Development	26,042	139,800	147,890	8,090		5.8%
Marketing and Promotion	119,470	258,500	483,500	225,000		87.0%
Community Outreach	16,882	53,000	75,000	22,000		41.5%
Office Equipment	1,771	1,800	2,000	200		11.1%
Shop Tools	42,317	50,405	52,820	2,415		4.8%
Miscellaneous	56,945	77,888	128,656	50,768		65.2%
<b>Subtotal Other</b>	<b>\$ 360,686</b>	<b>\$ 702,995</b>	<b>\$ 1,086,188</b>	<b>\$ 383,193</b>		<b>54.5%</b>
<b>Purchased Transportation</b>						
Purchased Transportation - GO!Bus	\$ 4,259,651	\$ 4,729,268	\$ 7,948,171	\$ 3,218,902		68.1%
Purchased Transportation - Hope Network	479,486	367,092	584,100	217,008		59.1%
Other Purchased Transportation - Ridelink/KCCA	295,681	321,829	350,598	28,769		8.9%
Purchased Transportation - PASS	103,173	84,886	119,125	34,239		40.3%
Purchased Transportation - On Demand	-	-	86,928	86,928		100.0%
<b>Subtotal Purchased Transportation</b>	<b>\$ 5,137,991</b>	<b>\$ 5,503,075</b>	<b>\$ 9,088,921</b>	<b>\$ 3,498,918</b>		<b>63.6%</b>
<b>Operating Expenses before Capitalized Operating</b>	<b>\$ 43,489,022</b>	<b>\$ 51,107,676</b>	<b>\$ 57,686,621</b>	<b>\$ 6,492,017</b>		<b>12.7%</b>
Capitalized Operating Expenses	-	-	(3,454,052)	(3,454,052)		0.0%
<b>Total Expenses</b>	<b>\$ 43,489,022</b>	<b>\$ 51,107,676</b>	<b>\$ 54,232,569</b>	<b>\$ 3,037,965</b>		<b>5.9%</b>



# Revenue Sources

## Passenger Fares and Ridership

Since the onset of COVID-19 pandemic, fare revenue has dramatically decreased along with ridership. Total ridership is expected to increase 7% from 4.98 million in FY21/22 to 5.32 million in FY22/23. We expect a return to “normal” to be a gradual process, and this projection reflects that expectation. A 7% increase in FY22/23 represents a 51% recovery of pre-pandemic ridership (10.4 million rides in FY19).

## Sales Of Transportation Services

Each year a new contract service rate is calculated based on audited financials, and revenue service hours are adjusted to meet the needs of our partners. The rate this year is \$66.73 without GO Bus per revenue hour and \$76.37 with GO Bus per revenue hour. This is a 2% increase from FY 21/22 rates. Because audited numbers are the base for the calculation the rate is always two years behind and we currently give all partners the discount of our state operating assistance rate. This rate calculation will be under review early in the fiscal year.

## State Operating Assistance

FY 22/23 state operating assistance budgeted rate is 29.5262% which is a slight increase from FY 21/22 of 29.5143%. This is a preliminary number from Michigan Department of Transportation.

## Grant Operating Revenue (Federal funding)

For the past three years and in FY 22/23, federal operating assistance funding assists with the offsetting the loss of revenue (fares). The Rapid has received federal operating assistance through the Coronavirus Aid, Relief, and Economic Security (CARES), the Coronavirus Response and Relief Supplemental Appropriations (CRRSAA) Acts, and the American Rescue Plan Act (ARPA). Most of the federal funding has been received with approximately \$8.2 million dollars to be received in FY 22/23.

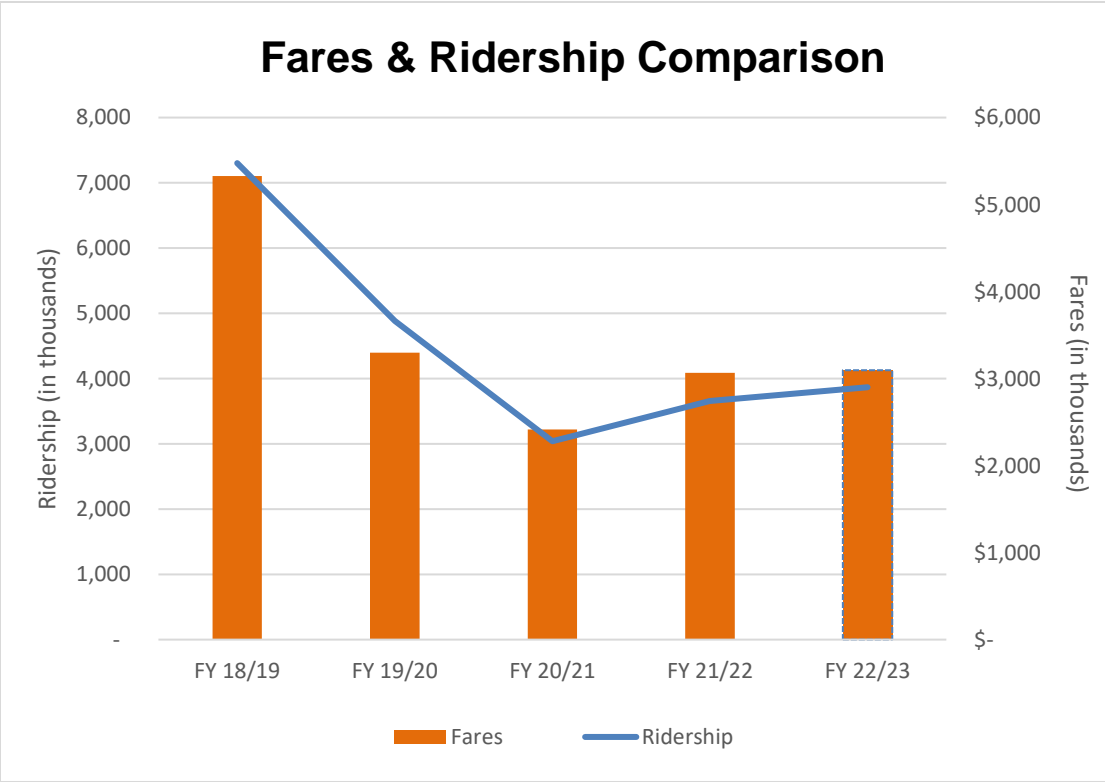
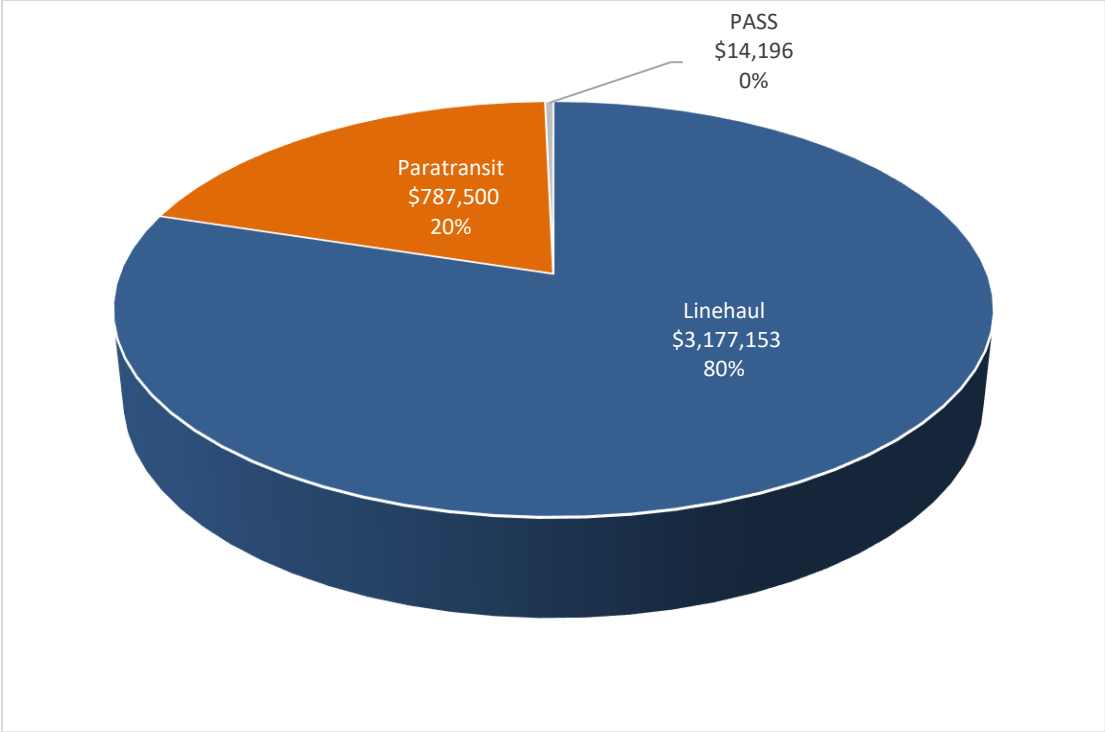
## Grant Capital Revenue (Federal and State funding)

The approved Budget Guidelines stated that preventative maintenance funds would only be used as a funding source as permitted by the federal regulations. In the FY 22/23 budget \$3.4 million dollars in operating funds have been identified as eligible expenses. Eligible expenses were identified in the Fleet Maintenance, Facility Maintenance, and IT budgets. Using preventative maintenance funds further reduces the amount to be used from reserves for FY 22/23.

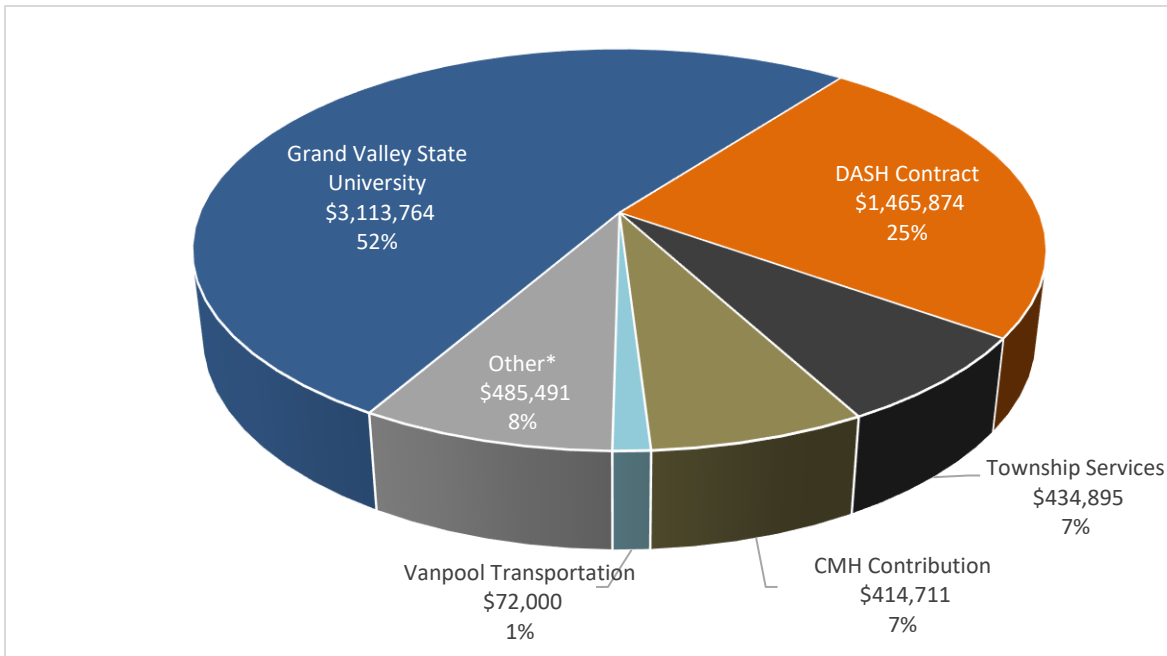
## Reserves

Federal grant funding, including CARES, CRRSAA, and ARPA, are intended to offset revenue loss (fares) due to the pandemic, and are requested based on eligible operating expenses incurred during the previous month. This revenue allowed us to build a reserve fund. \$9.2 million dollars of reserves are budgeted to be used in FY 22/23.

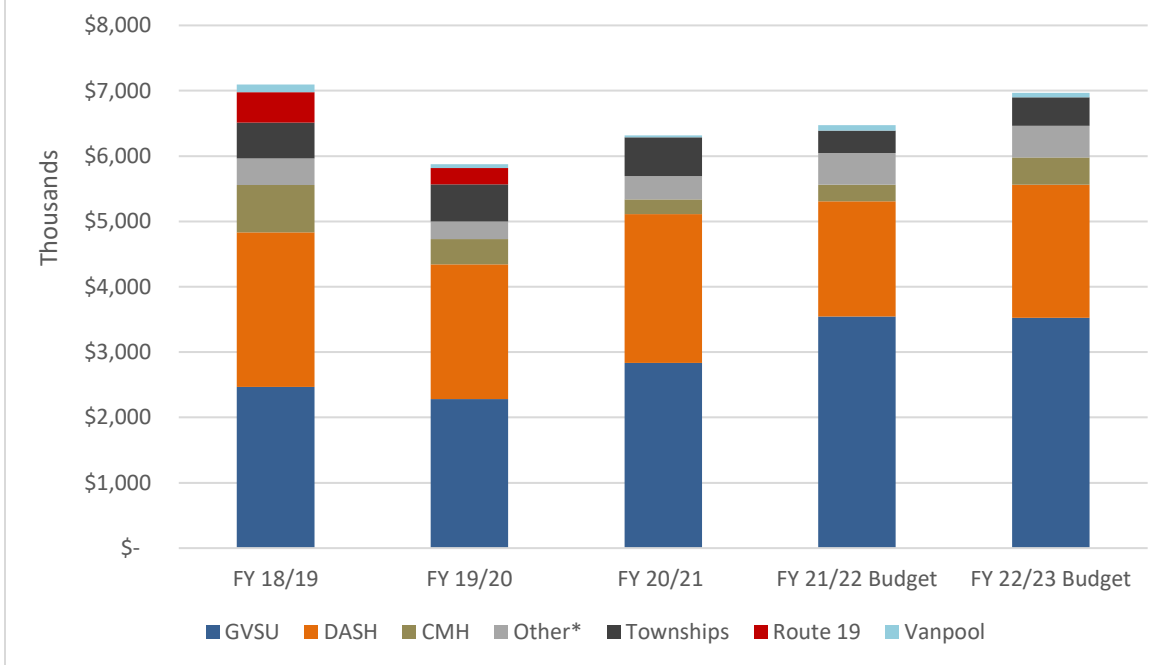
# PASSENGER FARES



# SALE OF TRANSPORTATION SERVICES

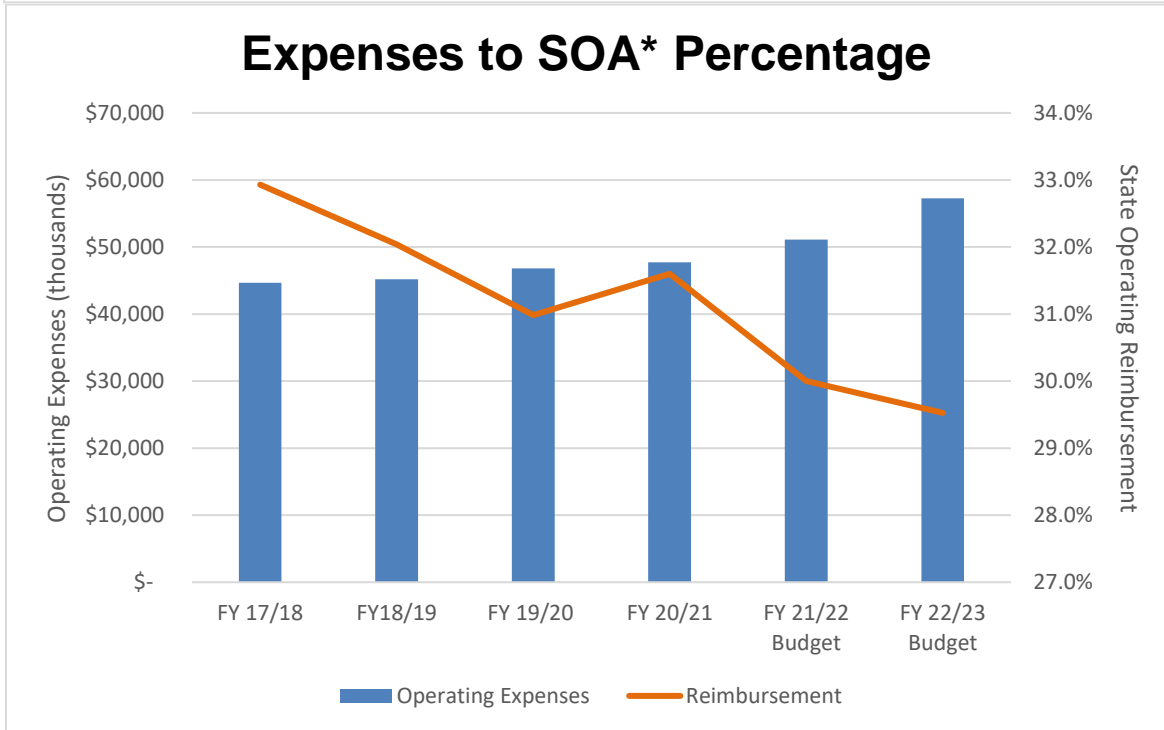
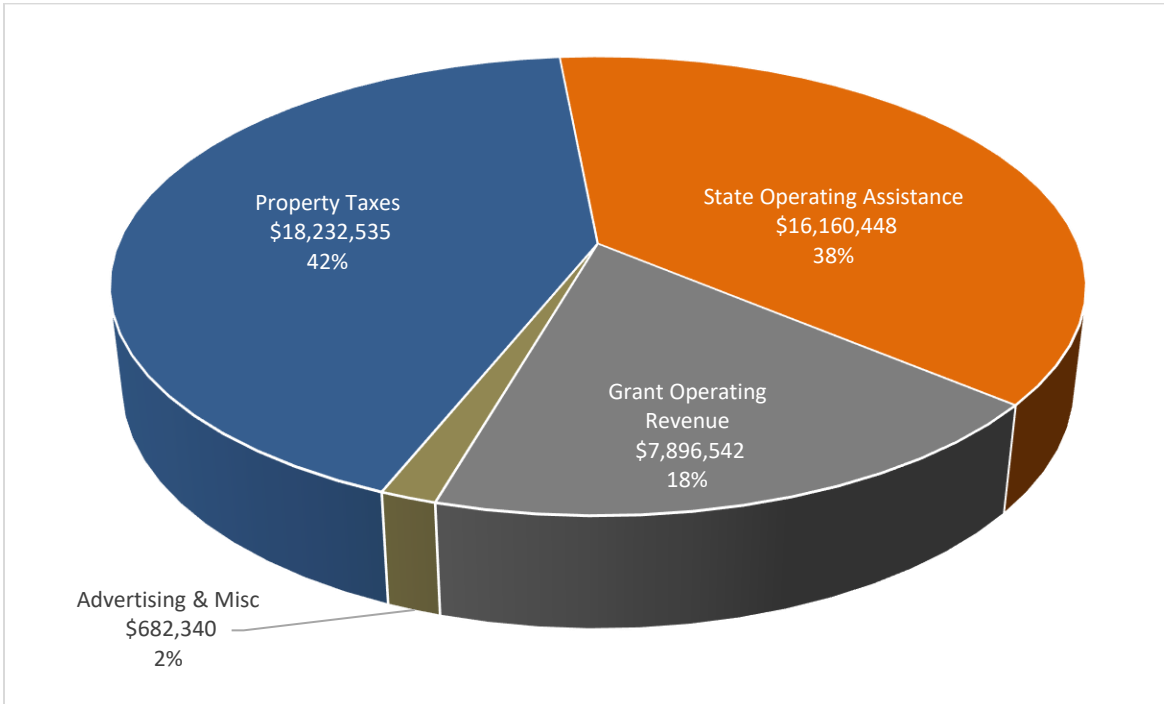


## 5 Year Comparison



\*Other transportation services include GRCC shuttle, Ferris, KCCA, and Ridelink

# OTHER REVENUE AND SUPPORT



\*SOA = State Operating Assistance

## PERSONNEL

	FY 21/22 Authorized	FY 22/23 New positions	FY 22/23 Authorized	FY 22/23 Budgeted
<b>Administration</b>				
Full Time	90	1	91	89
Part Time	4	1	5	5
<b>Total Administration</b>	<b>94</b>	<b>2</b>	<b>96</b>	<b>94</b>
<b>Maintenance</b>				
Fleet	33	1	34	34
Facilities	8	2	10	10
<b>Total Maintenance</b>	<b>41</b>	<b>3</b>	<b>44</b>	<b>44</b>
<b>Operators</b>				
Full Time	272	0	272	245
Part Time	49	0	49	20
<b>Total Operators</b>	<b>321</b>	<b>0</b>	<b>321</b>	<b>265</b>
<b>Total Positions</b>	<b>456</b>	<b>5</b>	<b>461</b>	<b>403</b>

Staffing levels are reviewed annually as part of the budget process to ensure desired outcomes and projected service levels are met. With the focus on meeting the communities' needs during recovery, as well as improving service and remaining flexible, additional positions were added to Administration and Operators.

The FY 22/23 budget includes five new positions, increasing the full-time authorization for administration to 96 FTE's (part and full time), and maintenance to 44 FTE's:

- Dispatcher
- Specialized Services Mobility Assistant (part time)
- Fleet Technician
- Utility Technician (2)

Also, during this process positions were reclassified to improve the desired outcomes. The following positions were reclassified:

- Reclassed Transportation Superintendent to a Dispatcher
- Reclassed Purchasing Manager to new Project Management position
- Reclassed IT Project Manager to new Project Management position

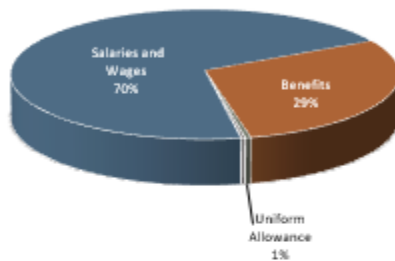
# Individual Departmental Budgets

## TRANSPORTATION

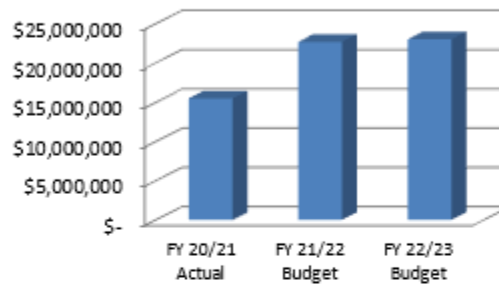
### FUNCTIONS

- Operation of fixed-route bus service, including DASH, Laker Line and the Silver Line
- Responding to customer concerns related to the above services
- Ensure adequate number of bus operators for daily service
- Mentoring bus operators toward the reduction of accident frequency, potential liability, and improved customer service

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**



Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries and Wages	\$ 11,221,364	\$ 15,933,954	\$ 16,110,353	\$ 176,398	1.1%
Benefits	4,151,905	6,563,895	6,723,584	159,690	2.4%
Uniform Allowance	70,197	94,300	96,300	2,000	2.1%
Education Reimbursement	-	-	-	-	-
Contract Service	13,591	14,952	16,200	1,248	8.3%
Consultant	-	50,000	50,000	-	0.0%
CDL License	-	-	-	-	0.0%
Office Supplies	1,271	3,750	2,100	(1,650)	-44.0%
Printing	751	1,200	2,400	1,200	100.0%
Electronic Communications	-	-	-	-	0.0%
Employee Engagement	315	2,700	-	(2,700)	-100.0%
Travel & Meetings	4,205	19,400	17,400	(2,000)	-10.3%
<b>Total Operating Expenses</b>	<b>\$ 15,463,599</b>	<b>\$ 22,684,151</b>	<b>\$ 23,018,337</b>	<b>\$ 334,186</b>	<b>1.5%</b>
Administration	16	16	17	1	6.3%
Operators - FT	268	265	245	(20)	-7.5%
Operators - PT	0	20	20	0	100.0%
<b>Total Full Time Employees</b>	<b>284</b>	<b>301</b>	<b>282</b>	<b>(19)</b>	<b>-6.3%</b>

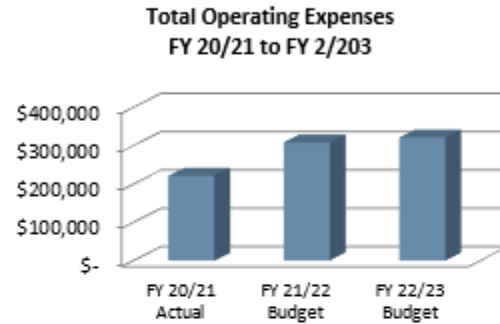
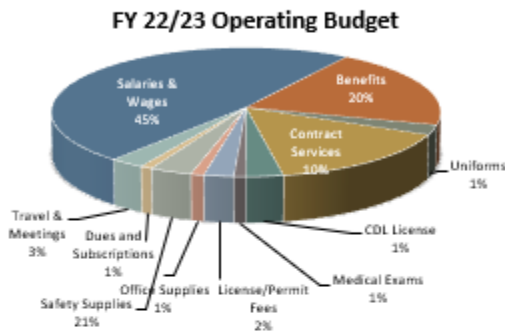
**Notes:**

Increase in full time employees is due to the addition of a Dispatcher.  
Operators are budgeted at 245 full time and 20 part time

# SAFETY

## FUNCTIONS

- Managing the Safety Management System (SMS) program as recommended by FTA
- Developing safety, health, security, and emergency preparedness plans
- Conducting site safety inspections and monitoring remediation of safety hazards
- Researching and reporting on accidents to upper management and the FTA with a view to reducing accidents
- Developing and coordinating new employee, remedial and refresher training programs to operators, technicians and supervisors



Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries & Wages	\$ 121,249	149,831	154,473	\$ 4,641	3.1%
Benefits	44,862	61,722	64,468	2,746	4.4%
Uniforms	373	7,411	7,980	569	7.7%
Contract Services	22,827	40,365	49,199	8,834	21.9%
CDL License	3,400	8,000	9,200	1,200	15.0%
Medical Exams	-	6,500	2,990	(3,510)	-54.0%
License/Permit Fees	3,994	5,800	7,425	1,625	28.0%
Office Supplies	1,507	2,140	3,242	1,102	51.5%
Safety Supplies	19,431	13,840	10,550	(3,290)	-23.8%
Dues and Subscriptions	1,551	2,649	2,955	306	11.6%
Travel & Meetings	1,913	9,819	8,530	(1,289)	-13.1%
<b>Total Operating Expenses</b>	<b>\$ 221,107</b>	<b>\$ 308,077</b>	<b>\$ 321,012</b>	<b>\$ 12,935</b>	<b>4.2%</b>
<b>Total Full Time Employees</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>-</b>	<b>0.0%</b>

**Notes:**

Contract service increased as the number of fire extinguisher inspections increase

CDL license and office supplies increase as the goal is to hire additional operators

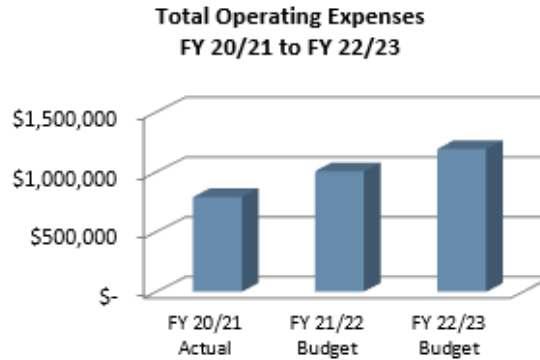
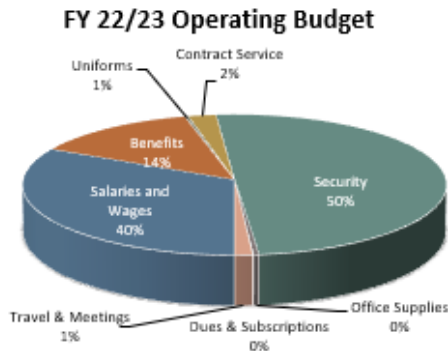
License/Permit fees increase is due to overall economy price increases



# SECURITY

## FUNCTIONS

- Coordination of Rapid Central Station security and other Rapid property
- Fare enforcement and education for the Silver Line and Laker Line
- Developing safety, health, security, and emergency preparedness plans as recommended by the FTA, TSA/Homeland Security and OSHA



Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries and Wages	\$ 344,380	\$ 400,526	\$ 386,735	\$ (13,791)	-3.4%
Benefits	127,421	164,994	161,402	(3,592)	-2.2%
Uniforms	4,654	4,120	3,500	(620)	-15.0%
Contract Service	20,048	23,500	27,000	3,500	14.9%
Security	289,005	403,993	593,682	189,689	47.0%
Office Supplies	5,870	4,890	4,750	(140)	-2.9%
Dues & Subscriptions	245	490	490	-	0.0%
Travel & Meetings	1,153	3,975	15,415	11,440	287.8%
<b>Total Operating Expenses</b>	<b>\$ 792,776</b>	<b>\$ 1,006,488</b>	<b>\$ 1,192,973</b>	<b>\$ 186,485</b>	<b>18.5%</b>
<b>Total Full Time Employees</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>0</b>	<b>0.0%</b>

### Notes:

Contract service increase is due to overall economy price increases

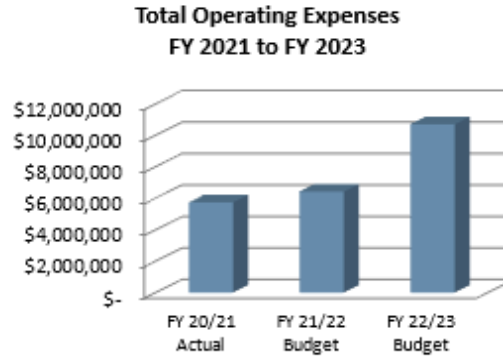
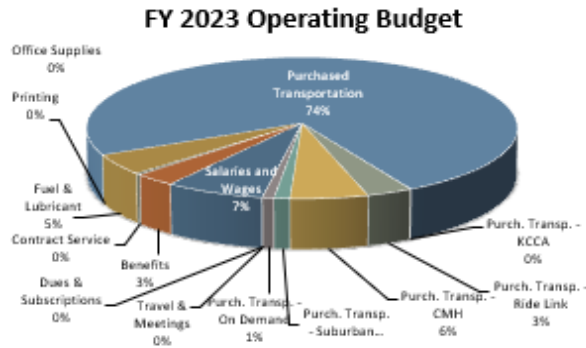
Security reflects the increase in cost for the new contract - officers increased 68%, supervisors increased 43% and GRPD increased 6%

Travel & Meetings includes additional training for the security software

# SPECIALIZED SERVICES

## FUNCTIONS

- Certify ADA eligibility; provide door-to-door transportation through contracted providers, monitor service for compliance with all ADA requirements
- Coordinate demand response services (PASS and network 180) with contracted providers
- Provide the call center to schedule RideLink service as well as provide trips for this contracted countywide senior transportation service.



Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries and Wages	\$ 477,417	\$ 615,092	\$ 749,580	\$ 134,488	21.9%
Benefits	190,967	253,383	312,834	59,450	23.5%
Contract Service	29,098	44,350	39,350	(5,000)	-11.3%
Fuel & Lubricant	-	-	500,000	500,000	100.0%
Office Supplies	11	450	500	50	11.1%
Printing	-	2,800	2,500	(300)	-10.7%
Purchased Transportation	4,259,651	4,729,268	7,948,171	3,218,902	68.1%
Purch. Transp. - KCCA	5,787	10,000	5,000	(5,000)	-50.0%
Purch. Transp. - Ride Link	289,893	311,829	345,598	33,769	10.8%
Purch. Transp. - CMH	479,486	367,092	584,100	217,008	59.1%
Purch. Transp. - Suburban	100	84,886	119,125	34,239	40.3%
Purch. Transp. - On Demand	-	-	86,928	86,928	
Dues & Subscriptions	750	100	100	-	0.0%
Travel & Meetings	-	1,200	2,250	1,050	87.5%
<b>Total Operating Expenses</b>	<b>\$ 5,733,160</b>	<b>\$ 6,420,450</b>	<b>\$ 10,696,035</b>	<b>\$ 4,275,585</b>	<b>66.6%</b>
<b>Total Full Time Employees</b>	<b>12</b>	<b>14</b>	<b>15</b>	<b>1</b>	<b>7.1%</b>

**Notes:**

Proposing the addition of a part time Specialized Service Mobility Assistance

The new purchase transportation contract does not include fuel so this item is new this year

Purchased Transportation's per revenue hour cost for GO Bus, KCCA, Ridelink, Suburban and On Demand increased from \$53 to \$66.68 along with a 10% increase in trips

Purchase Transportation - CMH cost increased from \$18.35 to \$19.47 along with a 50% increase in trips

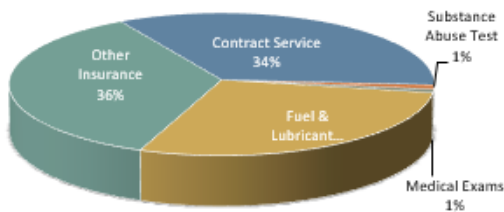
Travel & Meetings includes attendance to the MPTA fall conference

# VANPOOL

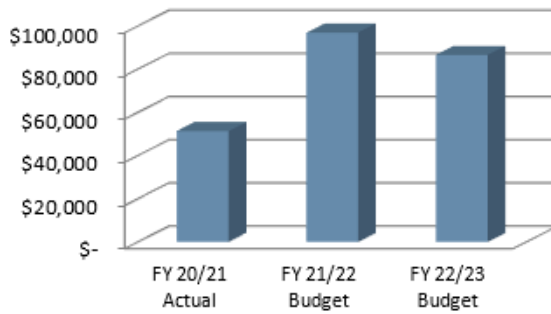
## FUNCTIONS

- Vanpools are designed to help participants get to work or to work-related job appointments
- RapidVan vanpools include fuel, maintenance, driver testing and training, inside/outside carwashes and insurance
- Traditional vanpools are currently insured through Lancer, a company that specializes in vanpool insurance

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**

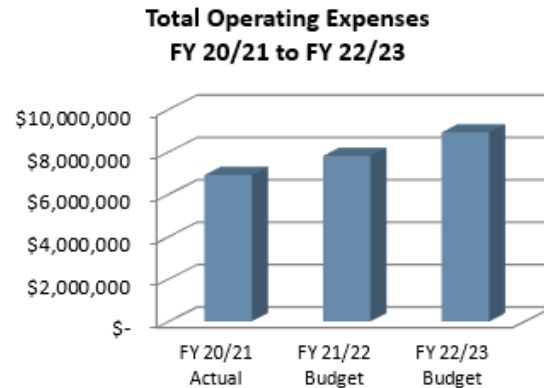
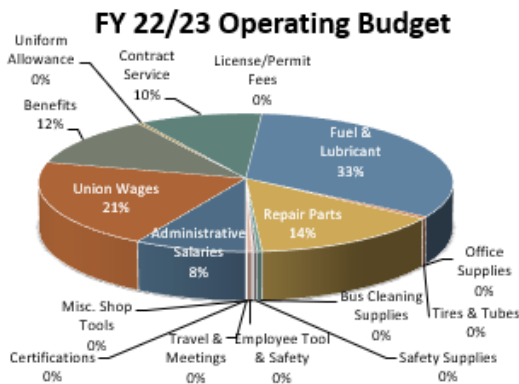


Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Contract Service	\$ 12,521	\$ 13,770	\$ 29,794	\$ 16,024	116.4%
Substance Abuse Test	43	2,310	840	(1,470)	-63.6%
Medical Exams	35	1,925	700	(1,225)	-63.6%
Fuel & Lubricant	9,902	37,901	24,222	(13,679)	-36.1%
Other Insurance	28,857	40,992	30,960	(10,032)	-24.5%
<b>Total Operating Expenses</b>	<b>\$ 51,359</b>	<b>\$ 96,898</b>	<b>\$ 86,516</b>	<b>\$ (10,382)</b>	<b>-10.7%</b>
<b>Total Part Time Employees</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0.0%</b>

**Notes:**

Contract Service includes the addition of Wi-Fi to the vehicles

# FLEET MAINTENANCE SUMMARY



Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Administrative Salaries	\$ 544,012	\$ 710,305	\$ 734,138	\$ 23,833	3.4%
Union Wages	1,510,718	1,694,080	1,830,858	136,778	8.1%
Benefits	755,928	990,470	1,070,490	80,020	8.1%
Uniform Allowance	31,628	30,103	35,611	5,507	18.3%
Contract Service	992,766	1,020,621	904,360	(116,260)	-11.4%
License/Permit Fees	143	768	502	(266)	-34.6%
Fuel & Lubricant	1,796,358	2,073,436	2,921,740	848,304	40.9%
Tires & Tubes	25,534	40,048	41,616	1,568	3.9%
Office Supplies	2,299	4,580	4,386	(194)	-4.2%
Repair Parts	1,169,304	1,120,397	1,268,911	148,514	13.3%
Bus Cleaning Supplies	27,950	44,814	33,207	(11,607)	-25.9%
Safety Supplies	19,127	29,868	22,200	(7,668)	-25.7%
Misc. Shop Tools	6,299	8,905	9,390	485	5.4%
Employee Tool & Safety	28,393	31,700	33,550	1,850	5.8%
Certifications	306	995	1,795	800	80.4%
Travel & Meetings	1,142	6,545	5,750	(795)	-12.1%
Employee Engagement	321	400	-	(400)	-100.0%
<b>Total Operating Expenses</b>	<b>\$ 6,912,229</b>	<b>\$ 7,808,035</b>	<b>\$ 8,918,504</b>	<b>\$ 1,110,469</b>	<b>14.2%</b>
<b>Total Full Time Employees</b>	<b>44</b>	<b>44</b>	<b>45</b>	<b>1</b>	<b>2.3%</b>

**Notes:**

The budget includes the addition of 1 fleet mechanic, another position is proposed but not presently budgeted.  
 Uniform Allowance includes the addition of 1 fleet mechanic  
 Fuel and Lubricants increase is due to the dramatic change in diesel and CNG fuel costs (\$3.74 for diesel and \$1.50 for CNG)  
 Repair Parts and Safety Supplies increase is due to overall economy price increases

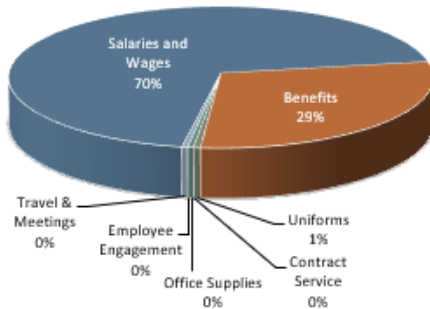
# FLEET MAINTENANCE ADMINISTRATION

## FUNCTIONS

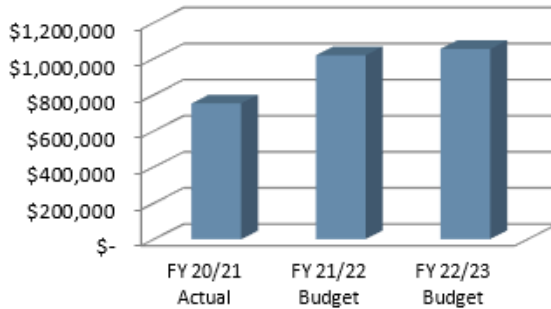
- Responsible for the maintenance of The Rapid's linehaul, Bus Rapid Transit (BRT), Dash and service vehicles
- Provision of fixed-route maintenance in accordance with FTA requirements
- Provision of 60-day maintenance of service vehicles
- Management of parts inventory
- Continued skill development of Maintenance Technicians

## MAINTENANCE ADMINISTRATION

**FY 2223 Operating Budget**



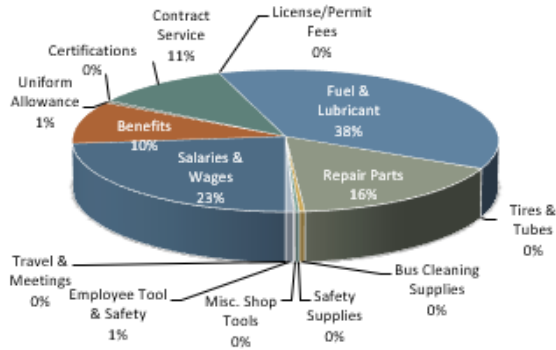
**Total Operating Expenses  
FY 20/21 to FY 22/23**



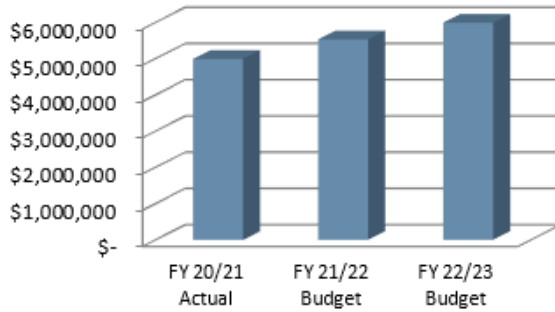
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries and Wages	\$ 544,012	\$ 710,305	\$ 734,138	\$ 23,833	3.4%
Benefits	201,284	292,606	306,389	13,784	4.7%
Uniforms	4,077	6,700	5,159	(1,541)	-23.0%
Contract Service	-	-	-	-	0.0%
Office Supplies	2,299	4,580	4,386	(194)	-4.2%
Employee Engagement	321	400	-	(400)	-100.0%
Travel & Meetings	388	4,470	4,400	(70)	-1.6%
<b>Total Operating Expenses</b>	<b>\$ 752,381</b>	<b>\$ 1,019,061</b>	<b>\$ 1,054,472</b>	<b>\$ 35,412</b>	<b>3.5%</b>
<b>Total Full Time Employees</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>0</b>	<b>0.0%</b>

# LINEHAUL MAINTENANCE

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**

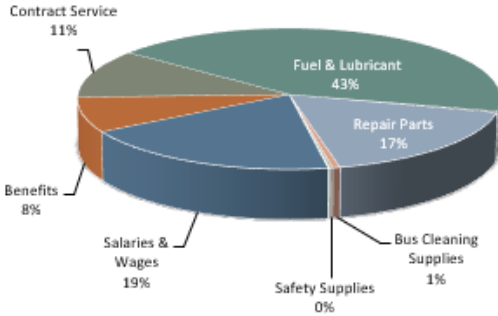


**FY 21/22 vs FY 22/23**

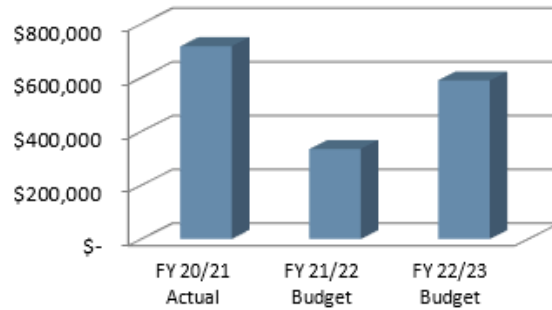
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries & Wages	\$ 1,307,152	\$ 1,558,552	\$ 1,401,848	\$ (156,704)	-10.1%
Benefits	483,646	642,036	585,055	(56,981)	-8.9%
Uniform Allowance	27,551	23,403	30,452	7,048	30.1%
Certifications	306	995	1,795	800	80.4%
Contract Service	820,969	724,623	656,472	(68,151)	-9.4%
License/Permit Fees	-	508	181	(327)	-64.4%
Fuel & Lubricant	1,351,598	1,590,739	2,256,027	665,287	41.8%
Tires & Tubes	2,077	7,414	5,344	(2,070)	-27.9%
Repair Parts	930,194	897,456	974,256	76,800	8.6%
Bus Cleaning Supplies	21,656	32,232	23,305	(8,927)	-27.7%
Safety Supplies	14,995	13,968	17,352	3,384	24.2%
Misc. Shop Tools	5,627	7,040	6,850	(190)	-2.7%
Employee Tool & Safety	28,393	31,700	33,550	1,850	5.8%
Travel & Meetings	755	1,825	1,050	(775)	-42.5%
<b>Total Operating Expenses</b>	<b>\$ 4,994,921</b>	<b>\$ 5,532,492</b>	<b>\$ 5,993,537</b>	<b>\$ 461,045</b>	<b>8.3%</b>
<b>Total Full Time Employees</b>	<b>34</b>	<b>33</b>	<b>34</b>	<b>1</b>	<b>2.9%</b>

# SILVER LINE BRT MAINTENANCE

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**

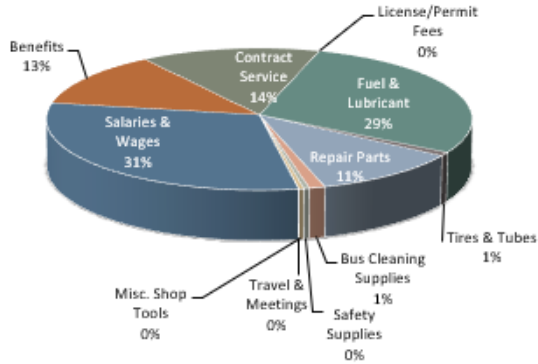


Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries & Wages	\$ 117,952	\$ 26,063	\$ 113,013	\$ 86,950	333.6%
Benefits	43,642	10,736	47,166	36,430	339.3%
Contract Service	106,341	61,452	66,020	4,568	7.4%
License/Permit Fees	-	20	-	(20)	-100.0%
Fuel & Lubricant	321,100	177,585	254,832	77,247	43.5%
Tires & Tubes	684	1,728	1,740	12	0.7%
Repair Parts	117,213	46,739	101,765	55,026	117.7%
Bus Cleaning Supplies	6,294	3,963	3,195	(768)	-19.4%
Safety Supplies	2,956	5,676	1,320	(4,356)	-76.7%
Misc. Shop Tools	672	540	540	-	0.0%
Travel & Meetings	-	-	50	50	100.0%
<b>Total Operating Expenses</b>	<b>\$ 716,854</b>	<b>\$ 334,502</b>	<b>\$ 589,641</b>	<b>\$ 255,139</b>	<b>76.3%</b>

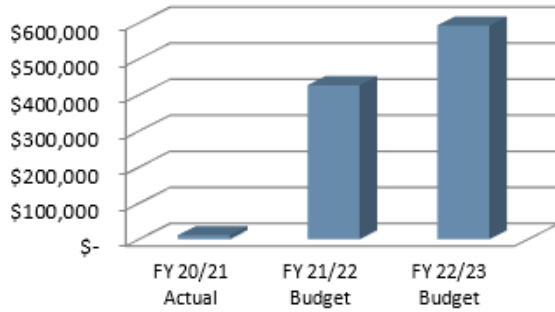


# LAKER LINE BRT MAINTENANCE

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**

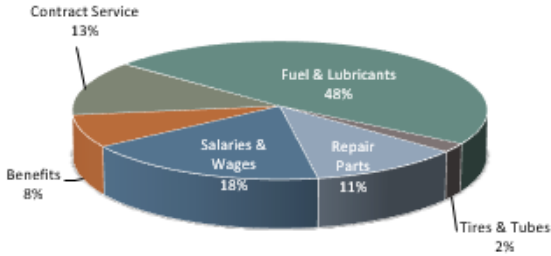


**FY 21/22 vs FY 22/23**

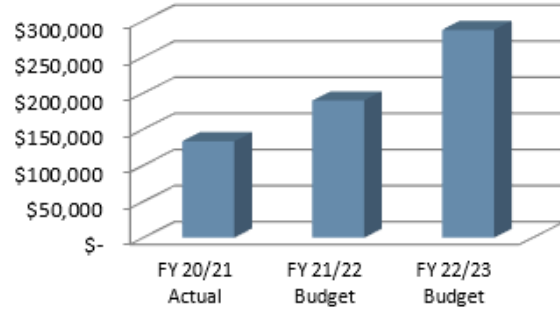
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries & Wages	\$ 14,617	\$ 41,701	\$ 180,821	\$ 139,120	333.6%
Benefits	-	17,178	75,465	58,287	339.3%
Contract Service	-	121,430	85,256	(36,175)	-29.8%
License/Permit Fees	-	-	28	28	100.0%
Fuel & Lubricant	-	152,121	170,734	18,612	12.2%
Tires & Tubes	-	2,634	4,920	2,286	86.8%
Repair Parts	(3,272)	72,932	64,291	(8,641)	-11.8%
Bus Cleaning Supplies	-	8,618	6,707	(1,911)	-22.2%
Safety Supplies	-	9,072	2,424	(6,648)	-73.3%
Misc. Shop Tools	-	1,325	2,000	675	50.9%
Travel & Meetings	-	250	250	-	0.0%
<b>Total Operating Expenses</b>	<b>\$ 11,345</b>	<b>\$ 427,262</b>	<b>\$ 592,896</b>	<b>\$ 165,634</b>	<b>38.8%</b>

# SERVICE VEHICLE MAINTENANCE

**FY 2023 Operating Budget**



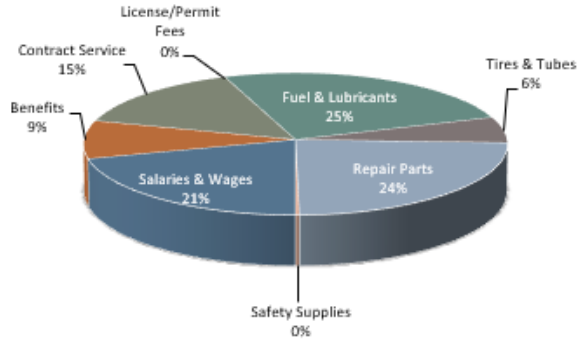
**Total Operating Expenses  
FY 2021 to FY 2023**



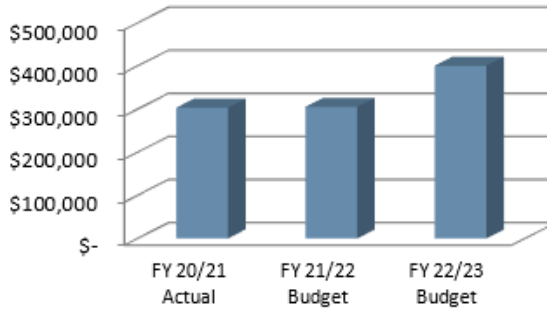
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries & Wages	\$ 36,199	\$ 33,882	\$ 52,191	\$ 18,309	54.0%
Benefits	14,479	13,957	21,782	7,825	56.1%
Contract Service	12,072	37,911	36,972	(939)	-2.5%
License/Permit Fees	143	215	268	53	24.7%
Fuel & Lubricants	37,182	60,991	137,876	76,885	126.1%
Tires & Tubes	3,735	6,264	6,008	(256)	-4.1%
Repair Parts	29,629	36,480	32,340	(4,140)	-11.3%
<b>Total Operating Expenses</b>	<b>\$ 133,440</b>	<b>\$ 189,700</b>	<b>\$ 287,437</b>	<b>\$ 97,737</b>	<b>51.5%</b>

# DASH MAINTENANCE

**FY 22/23 Operating Budget**

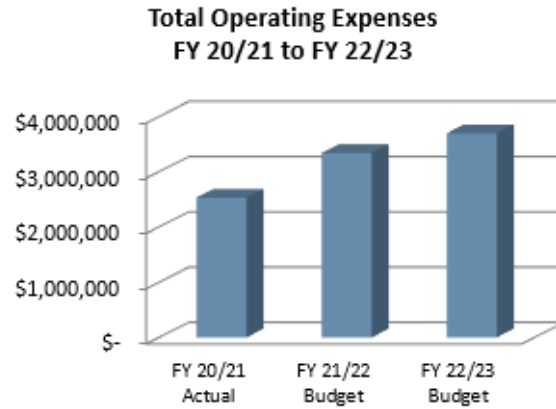
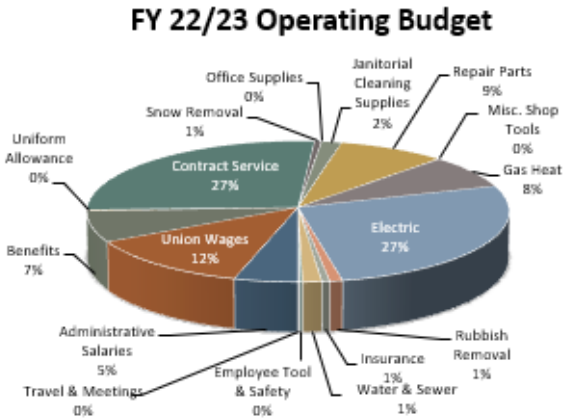


**Total Operating Expenses  
FY 20/21 to FY 22/23**



Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries & Wages	\$ 34,798	\$ 33,882	\$ 82,984	\$ 49,102	144.9%
Benefits	12,875	13,957	34,633	20,676	148.1%
Contract Service	53,384	75,204	59,641	(15,563)	-20.7%
License/Permit Fees	-	25	25	-	100.0%
Fuel & Lubricants	86,477	91,999	102,271	10,272	11.2%
Tires & Tubes	19,038	22,008	23,604	1,596	7.3%
Repair Parts	95,540	66,790	96,259	29,469	44.1%
Safety Supplies	1,176	1,152	1,104	(48)	-4.2%
<b>Total Operating Expenses</b>	<b>\$ 303,289</b>	<b>\$ 305,017</b>	<b>\$ 400,520</b>	<b>\$ 95,503</b>	<b>31.3%</b>

# FACILITIES MAINTENANCE SUMMARY



Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Administrative Salaries	\$ 129,017	\$ 160,721	\$ 170,195	\$ 9,474	5.9%
Union Wages	128,333	394,313	460,399	66,086	16.8%
Benefits	95,220	228,643	263,176	34,533	15.1%
Uniform Allowance	6,740	8,000	9,820	1,820	22.8%
Contract Service	936,065	918,176	994,085	75,909	8.3%
Snow Removal	6,446	14,400	20,600	6,200	43.1%
License/Permit Fees	-	-	-	-	0.0%
Office Supplies	95	300	300	-	0.0%
Janitorial Cleaning Supplies	40,549	54,000	60,000	6,000	11.1%
Repair Parts	105,759	268,000	322,500	54,500	20.3%
Misc. Shop Tools	943	2,100	1,980	(120)	-5.7%
Gas Heat	157,952	252,500	285,800	33,300	13.2%
Electric	842,289	933,400	991,000	57,600	6.2%
Rubbish Removal	25,079	26,364	33,900	7,536	28.6%
Insurance	2,309	23,155	21,267	(1,888)	-8.2%
Water & Sewer	46,314	46,850	50,650	3,800	8.1%
Employee Tool & Safety	6,682	7,700	7,900	200	2.6%
Travel & Meetings	341	2,500	4,100	1,600	64.0%
Employee Engagement	72				
<b>Total Operating Expenses</b>	<b>\$ 2,530,205</b>	<b>\$ 3,341,122</b>	<b>\$ 3,697,672</b>	<b>\$ 356,550</b>	<b>10.7%</b>
<b>Total Full Time Employees</b>	<b>10</b>	<b>10</b>	<b>12</b>	<b>2</b>	<b>20.0%</b>

**Notes:**

- Uniform Allowance increase is due to the addition of 2 utility technicians
- Contract Services increase issue to the cleaning of the canopy at Central Station
- Snow Removal, Janitorial Supplies, and Repair Parts increases are due to overall economy price increase
- Utilities all increased due to rising costs
- Travel & Meeting increase includes CNG training for staff

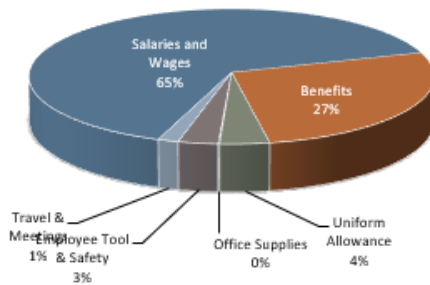
# FACILITIES MAINTENANCE ADMINISTRATION

## FUNCTIONS

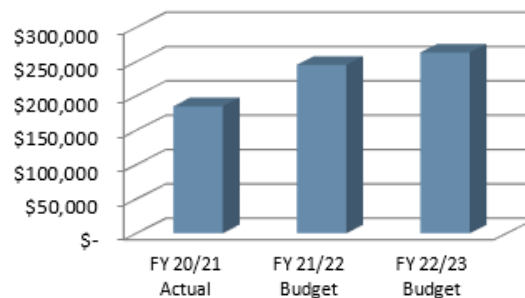
- Responsible for the maintenance of the Rapid's administration buildings (Ellsworth, Rapid Central Station, Wealthy and Butterworth) Kentwood Hub and Amtrak stations, CNG Fueling Station, Bus Transit stations and bus stop/shelter program
- Timely repairs/response to building and grounds requests and needs
- Implementation of conservation initiatives to reduce our energy use
- Continued development of Building and Grounds Technician skills
- Management of facility construction projects

## FACILITIES ADMINISTRATION

**FY 22/23 Operating Budget**



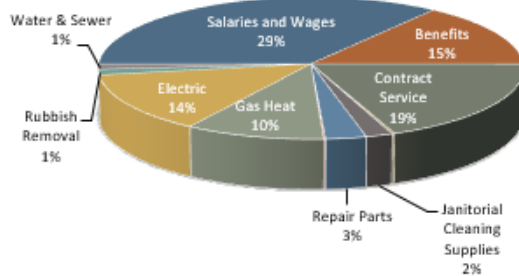
**Total Operating Expenses  
FY 20/21 to FY 22/23**



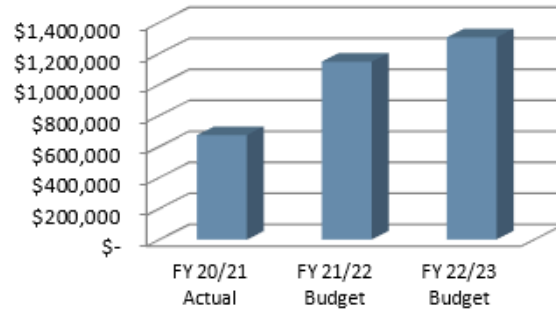
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries and Wages	\$ 129,017	\$ 160,721	\$ 170,195	\$ 9,474	5.9%
Benefits	47,736	66,208	71,030	4,822	7.3%
Uniform Allowance	6,740	8,000	9,820	1,820	22.8%
Education Reimbursement	-	-	-	-	-
Office Supplies	95	300	300	-	0.0%
Employee Tool & Safety	1,093	7,700	7,900	200	2.6%
Travel & Meetings	341	2,500	4,100	1,600	64.0%
Employee Engagement	72	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 185,095</b>	<b>\$ 245,429</b>	<b>\$ 263,346</b>	<b>\$ 17,916</b>	<b>7.3%</b>
<b>Total Full Time Employees</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0.0%</b>

# WEALTHY BUILDING

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**

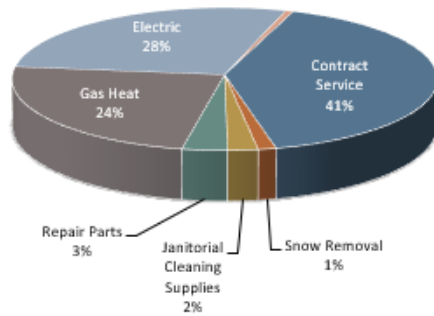


**FY 21/22 vs FY 22/23**

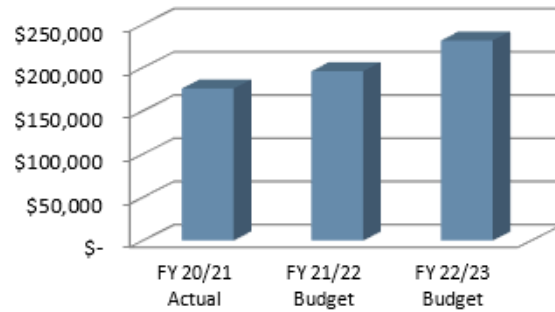
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries and Wages	\$ 128,333	\$ 394,313	\$ 460,399	\$ 66,086	16.8%
Benefits	47,483	162,435	192,146	29,711	18.3%
Contract Service	187,619	218,993	246,610	27,617	12.6%
Snow Removal	1,042	2,000	2,600	600	30.0%
License/Permit Fees	-	-	-	-	0.0%
Janitorial Cleaning Supplies	19,457	23,500	25,000	1,500	6.4%
Repair Parts	24,137	34,000	38,000	4,000	11.8%
Misc. Shop Tools	943	1,500	1,680	180	12.0%
Gas Heat	85,956	110,000	130,000	20,000	18.2%
Electric	149,107	170,000	175,000	5,000	2.9%
Rubbish Removal	13,233	14,400	16,680	2,280	15.8%
Water & Sewer	10,301	16,000	16,000	-	0.0%
Employee Tool & Safety	5,589	-	-	-	0.0%
<b>Total Operating Expenses</b>	<b>\$ 673,201</b>	<b>\$ 1,147,141</b>	<b>\$ 1,304,115</b>	<b>\$ 156,974</b>	<b>13.7%</b>
<b>Total Full Time Employees</b>	<b>8</b>	<b>8</b>	<b>10</b>	<b>2</b>	<b>25.0%</b>

# ELLSWORTH BUILDING

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**



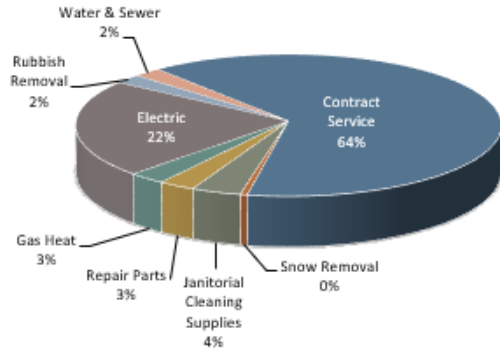
**FY 21/22 vs FY 22/23**

Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Contract Service	\$ 65,276	\$ 70,934	\$ 94,320	\$ 23,386	33.0%
Snow Removal	1,243	2,500	3,000	500	20.0%
License/Permit Fees	-	-	-	-	-
Janitorial Cleaning Supplies	3,318	4,700	5,000	300	6.4%
Repair Parts	2,788	6,500	7,500	1,000	15.4%
Gas Heat	37,796	45,000	55,000	10,000	22.2%
Electric	64,168	65,000	65,000	-	0.0%
Water & Sewer	1,180	1,200	1,500	300	25.0%
<b>Total Operating Expenses</b>	<b>\$ 175,768</b>	<b>\$ 195,834</b>	<b>\$ 231,320</b>	<b>\$ 35,486</b>	<b>18.1%</b>

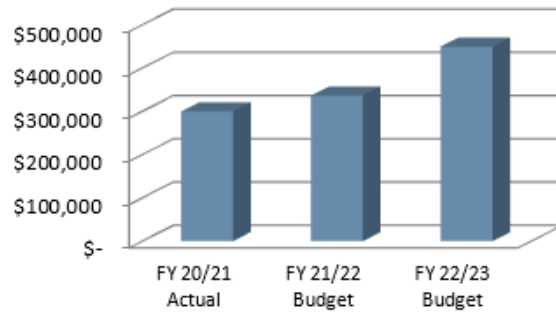


# RAPID CENTRAL STATION

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**

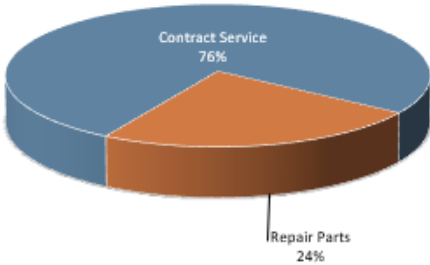


**FY 21/22 vs FY 22/23**

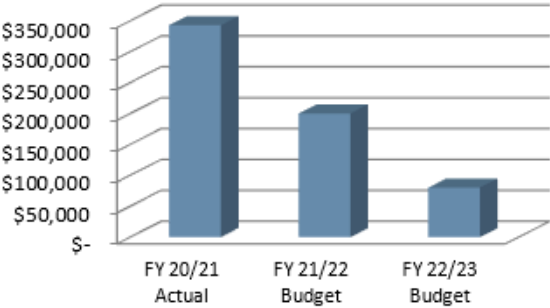
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Contract Service	\$ 172,221	\$ 180,640	\$ 287,980	\$ 107,340	59.4%
Snow Removal	1,171	2,300	2,300	-	0.0%
Janitorial Cleaning Supplies	14,579	15,000	16,000	1,000	6.7%
Repair Parts	5,665	10,800	11,800	1,000	9.3%
Gas Heat	7,568	10,000	12,000	2,000	20.0%
Electric	84,931	100,000	100,000	-	0.0%
Rubbish Removal	7,763	7,848	9,600	1,752	22.3%
Water & Sewer	6,156	10,000	10,000	-	0.0%
<b>Total Operating Expenses</b>	<b>\$ 300,054</b>	<b>\$ 336,588</b>	<b>\$ 449,680</b>	<b>\$ 113,092</b>	<b>33.6%</b>

# BUS STOP AND SHELTER PROGRAM

**FY 22/23 Operating Budget**



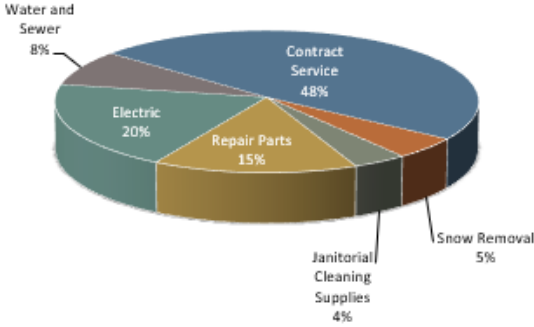
**Total Operating Expenses  
FY 20/21 to FY 22/23**



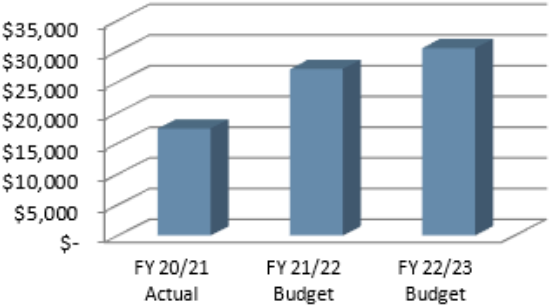
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Contract Service	\$ 324,475	\$ 182,500	\$ 61,000	\$ (121,500)	-66.6%
Repair Parts	18,399	17,500	19,000	1,500	8.6%
<b>Total Operating Expenses</b>	<b>\$ 342,874</b>	<b>\$ 200,000</b>	<b>\$ 80,000</b>	<b>\$ (120,000)</b>	<b>-60.0%</b>

# KENTWOOD STATION

**FY 22/23 Operating Budget**



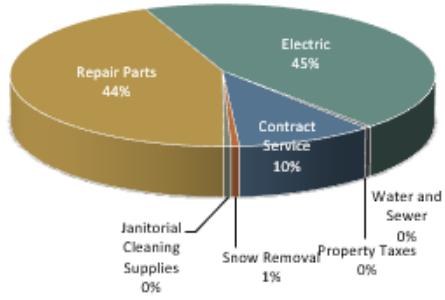
**Total Operating Expenses  
FY 20/21 to FY 22/23**



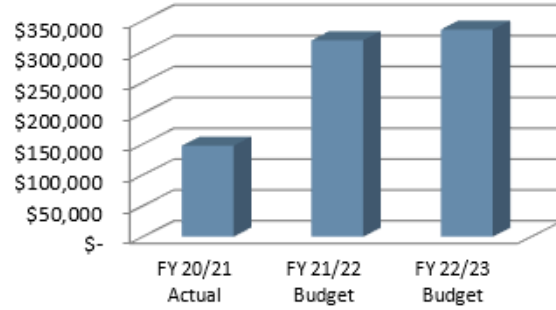
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Contract Service	\$ 9,891	\$ 13,100	\$ 14,800	\$ 1,700	13.0%
Snow Removal	560	1,300	1,500	200	15.4%
Janitorial Cleaning Supplies	660	1,000	1,200	200	20.0%
Repair Parts	517	4,200	4,500	300	7.1%
Electric	4,189	5,000	6,000	1,000	20.0%
Water and Sewer	1,573	2,500	2,500	-	0.0%
<b>Total Operating Expenses</b>	<b>\$ 17,391</b>	<b>\$ 27,100</b>	<b>\$ 30,500</b>	<b>\$ 3,400</b>	<b>12.5%</b>

# SILVER LINE BRT STATIONS

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**

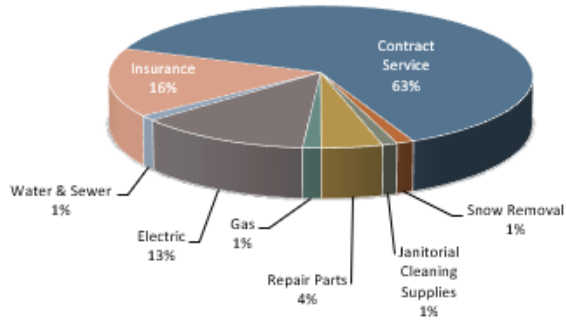


**FY 21/22 vs FY 22/23**

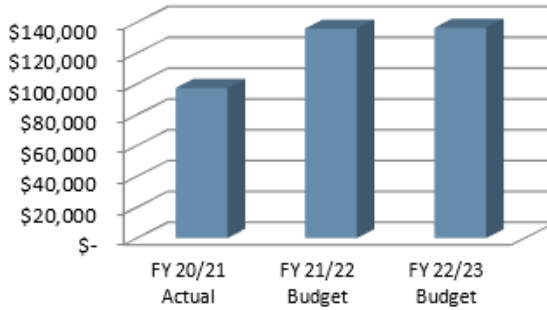
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Contract Service	\$ 24,605	\$ 31,950	\$ 33,250	\$ 1,300	4.1%
Snow Removal	606	1,000	2,000	1,000	100.0%
Janitorial Cleaning Supplies	400	1,700	1,700	-	0.0%
Repair Parts	16,250	146,900	146,900	-	0.0%
Electric	104,457	135,000	150,000	15,000	11.1%
Water and Sewer	1,080	1,500	1,500	-	0.0%
Property Taxes	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 147,398</b>	<b>\$ 318,050</b>	<b>\$ 335,350</b>	<b>\$ 17,300</b>	<b>5.4%</b>

# AMTRAK STATION

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**

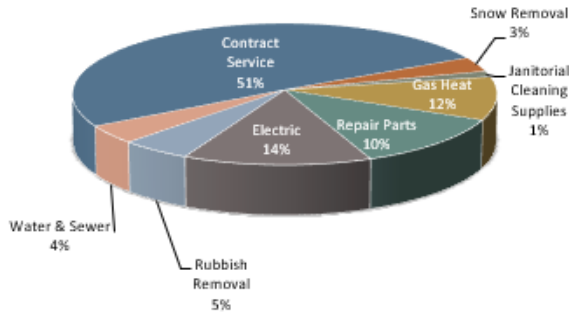


**FY 21/22 vs FY 22/23**

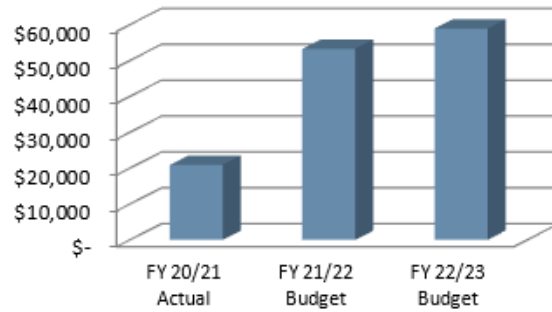
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Contract Service	\$ 76,893	\$ 84,570	\$ 85,470	\$ 900	1.1%
Snow Removal	-	1,500	1,700	200	13.3%
Janitorial Cleaning Supplies	732	1,500	1,500	-	0.0%
Repair Parts	110	5,000	6,000	1,000	20.0%
Gas	797	1,500	1,800	300	20.0%
Electric	1,221	17,000	17,000	-	0.0%
Water & Sewer	15,361	1,650	1,650	-	0.0%
Insurance	2,309	23,155	21,267	(1,888)	-8.2%
<b>Total Operating Expenses</b>	<b>\$ 97,424</b>	<b>\$ 135,875</b>	<b>\$ 136,387</b>	<b>\$ 512</b>	<b>0.4%</b>

# BUTTERWORTH BUILDING

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**

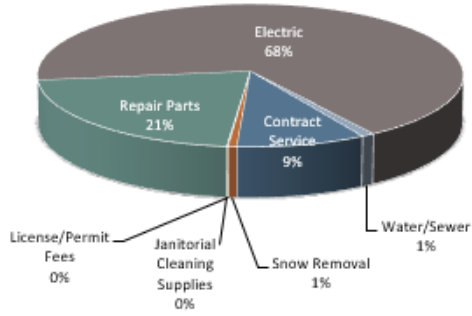


**FY 21/22 vs FY 22/23**

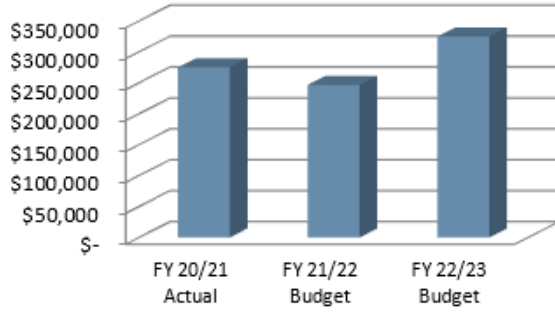
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Contract Service	\$ 1,640	\$ 29,820	\$ 29,820	\$ -	0.0%
Snow Removal	431	1,000	2,000	1,000	100.0%
Janitorial Cleaning Supplies	82	800	800	-	0.0%
Repair Parts	3,811	5,800	5,800	-	0.0%
Gas Heat	3,887	6,000	7,000	1,000	16.7%
Electric	8,036	6,400	8,000	1,600	25.0%
Rubbish Removal	2,413	2,436	3,000	564	23.2%
Water & Sewer	599	1,000	2,500	1,500	150.0%
<b>Total Operating Expenses</b>	<b>\$ 20,899</b>	<b>\$ 53,256</b>	<b>\$ 58,920</b>	<b>\$ 5,664</b>	<b>10.6%</b>

# CNG FUELING STATION

**FY 22/23 Operating Budget**



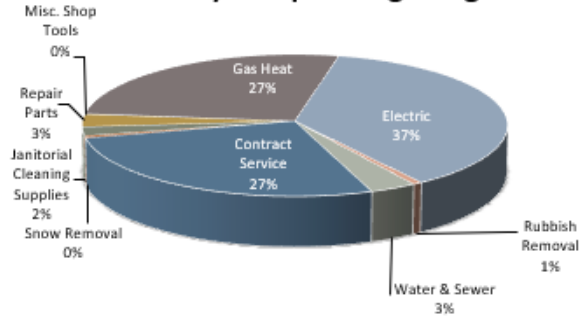
**Total Operating Expenses  
FY 20/21 to FY 22/23**



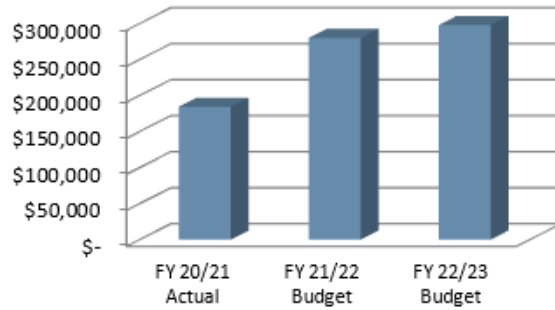
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Contract Service	\$ 43,858	\$ 23,175	\$ 30,175	\$ 7,000	30.2%
Snow Removal	531	1,000	2,000	1,000	100.0%
License/Permit Fees	-	-	-	-	-
Janitorial Cleaning Supplies	32	300	300	-	0.0%
Repair Parts	28,933	29,000	69,300	40,300	139.0%
Electric	200,778	190,000	220,000	30,000	15.8%
Water/Sewer	1,040	3,000	3,000	-	0.0%
<b>Total Operating Expenses</b>	<b>\$ 275,172</b>	<b>\$ 246,475</b>	<b>\$ 324,775</b>	<b>\$ 78,300</b>	<b>31.8%</b>

# LAKER LINE BUILDING

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**



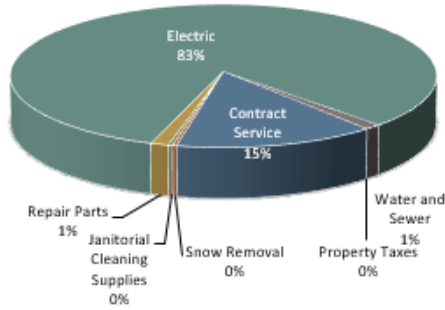
**FY 21/22 vs FY 22/23**

Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Contract Service	\$ 24,126	\$ 68,494	\$ 79,660	\$ 11,166	16.3%
Snow Removal	861	1,500	1,500	-	0.0%
Janitorial Cleaning Supplies	1,288	5,000	6,000	1,000	20.0%
Repair Parts	4,746	7,800	8,500	700	9.0%
Misc. Shop Tools	-	600	300	(300)	-50.0%
Gas Heat	21,948	80,000	80,000	-	0.0%
Electric	120,667	105,000	110,000	5,000	4.8%
Rubbish Removal	1,671	1,680	1,920	240	14.3%
Water & Sewer	9,024	10,000	10,000	-	0.0%
<b>Total Operating Expenses</b>	<b>\$ 184,332</b>	<b>\$ 280,074</b>	<b>\$ 297,880</b>	<b>\$ 17,806</b>	<b>6.4%</b>

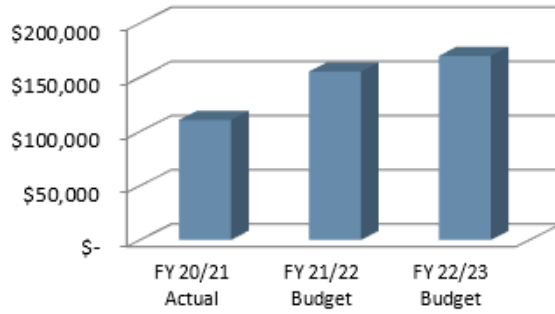


# LAKER LINE BRT STATIONS

**FY 22/23 Operating Budget**



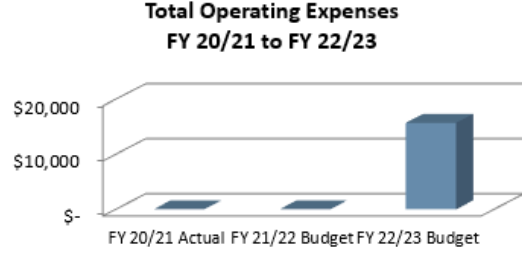
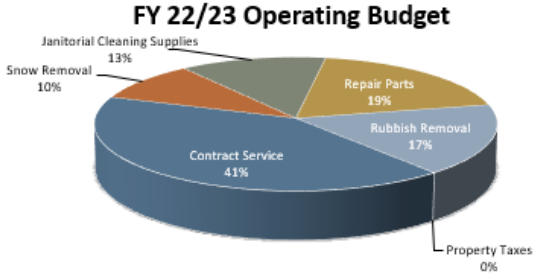
**Total Operating Expenses  
FY 20/21 to FY 22/23**



**FY 21/22 vs FY 22/23**

Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Contract Service	\$ 5,460	\$ 14,000	\$ 24,500	\$ 10,500	75.0%
Snow Removal	-	300	500	200	100.0%
Janitorial Cleaning Supplies	-	500	500	-	0.0%
Repair Parts	403	500	2,200	1,700	340.0%
Electric	104,735	140,000	140,000	-	0.0%
Water and Sewer	-	-	2,000	2,000	100.0%
Property Taxes	-	-	-	-	100.0%
<b>Total Operating Expenses</b>	<b>\$ 110,597</b>	<b>\$ 155,300</b>	<b>\$ 169,700</b>	<b>\$ 14,400</b>	<b>9.3%</b>

# DEMAND RESPONSE FACILITY



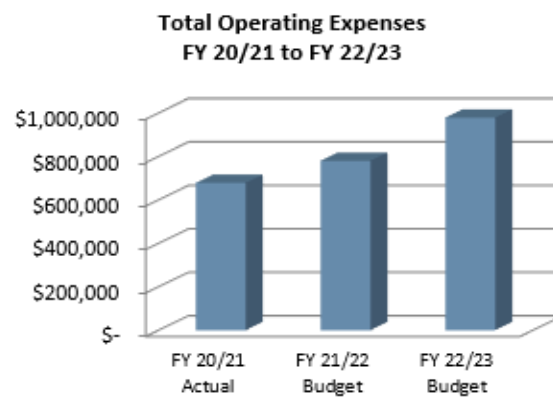
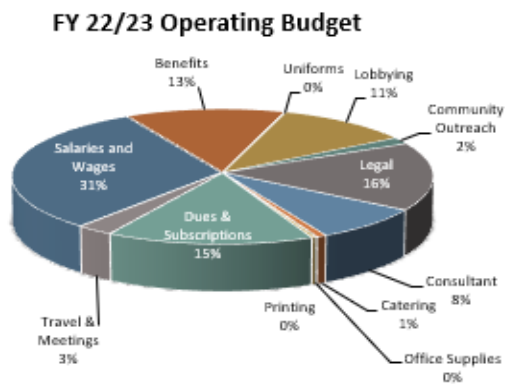
Description	FY 20/21 Actual	FY 21/22 Budget
Contract Service	\$ -	\$ -
Snow Removal	-	-
Janitorial Cleaning Supplies	-	-
Repair Parts	-	-
Gas Heat	-	-
Electric	-	-
Rubbish Removal	-	-
Water and Sewer	-	-
Property Taxes	-	-
<b>Total Operating Expenses</b>	<b>\$ -</b>	<b>\$ -</b>

FY 22/23 Budget	FY 21/22 vs FY 22/23	
	\$	%
\$ 6,500	\$ 6,500	100.0%
1,500	1,500	100.0%
2,000	2,000	100.0%
3,000	3,000	100.0%
-	-	-
-	-	-
2,700	2,700	100.0%
-	-	-
-	-	100.0%
<b>\$ 15,700</b>	<b>\$ 15,700</b>	<b>100.0%</b>

# OFFICE OF THE CEO

## FUNCTIONS

- Internal and external direction of The Rapid's divisions
- Managing The Rapid's Work Plan
- Increasing community support for our objectives
- Obtaining continued operating and capital financial support
- External communications and media relations
- Cost-efficient and customer-accountable
- New service development



Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries and Wages	\$ 236,910	\$ 268,783	\$ 303,280	\$ 34,497	12.8%
Benefits	127,623	110,723	126,572	15,849	14.3%
Uniforms	-	500	500	-	0.0%
Lobbying	108,078	108,000	108,000	-	0.0%
Community Outreach	11,948	10,000	15,000	5,000	50.0%
Legal	68,734	136,000	161,000	25,000	18.4%
Consultant	44,885	30,000	80,000	50,000	166.7%
Catering	8,283	13,000	6,500	(6,500)	-50.0%
Office Supplies	1,629	950	1,500	550	57.9%
Printing	245	-	2,500	2,500	0.0%
Dues & Subscriptions	67,887	80,700	148,000	67,300	83.4%
Travel & Meetings	2,309	21,000	25,500	4,500	21.4%
<b>Total Operating Expenses</b>	<b>\$ 678,531</b>	<b>\$ 779,656</b>	<b>\$ 978,352</b>	<b>\$ 198,696</b>	<b>25.5%</b>
<b>Total Full Time Employees</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0.0%</b>

### Notes:

Legal increased for potential arbitration fees due to current labor market frailty

Consultant increase reflects an investment in how to improve and educate employees to be ambassadors for transit

Office Supplies increase is due to overall economy price increases

Dues and Subscriptions increased due to joining TransDash association and the Hydrogen Bus Coalition

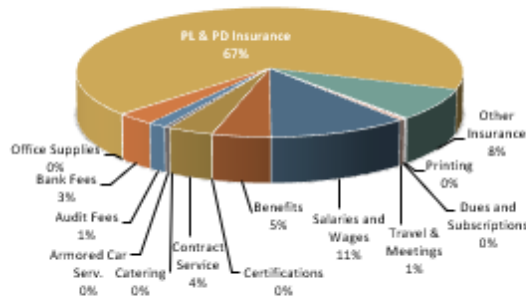
Travel & Meetings increased due to rise in costs in various travel expenses

# FINANCE

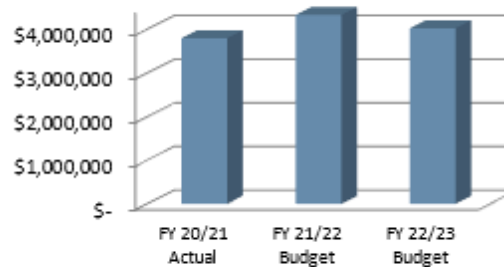
## FUNCTIONS

- Develop and maintain financial and internal controls in alignment with ITP, State and Federal rules as well as GAAP
- Manage the annual budget through financial analysis and reporting
- Preparation of internal and external financial reports
- Collection of revenues and disbursement of expenditures
- Provide executive leadership for budgetary, fiscal and financial management of the Rapid's activities

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**



Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries and Wages	\$ 319,171	\$ 355,406	\$ 443,104	\$ 87,698	24.7%
Benefits	109,207	146,407	184,927	38,520	26.3%
Certifications	-	1,500	1,500	-	0.0%
Contract Service	-	141,000	145,000	4,000	2.8%
Catering	-	-	-	-	0.0%
Armored Car Serv.	12,536	13,200	18,000	4,800	36.4%
Audit Fees	49,225	55,000	58,000	3,000	5.5%
Bank Fees	95,232	90,000	120,000	30,000	33.3%
Office Supplies	2,406	3,700	4,200	500	13.5%
PL & PD Insurance	2,962,773	3,244,566	2,697,956	(546,610)	-16.8%
Other Insurance	236,000	253,254	319,745	66,491	26.3%
Printing	5,491	3,000	7,000	4,000	133.3%
Dues and Subscriptions	280	3,600	3,600	-	0.0%
Travel & Meetings	657	19,000	18,500	(500)	-2.6%
<b>Total Operating Expenses</b>	<b>\$ 3,792,980</b>	<b>\$ 4,329,633</b>	<b>\$ 4,021,533</b>	<b>\$ (308,100)</b>	<b>-7.1%</b>
<b>Total Full Time Employees</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>1</b>	<b>16.7%</b>

## Notes

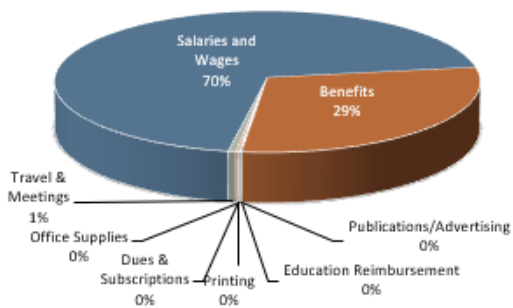
Total number of employees has increased due to an IT functional internal transfer  
 Armored Car Service, Bank Fees, and Printing increased due to overall economy price increases  
 PL & PD insurance has decreased compared to budget, but the actual expense on budgeted with a 25% increase  
 Travel has increased due to a number of professional development conferences that were not available over the past few years  
 Cost of printing Go Bus and Pass tickets has increased due to inflation

# PURCHASING

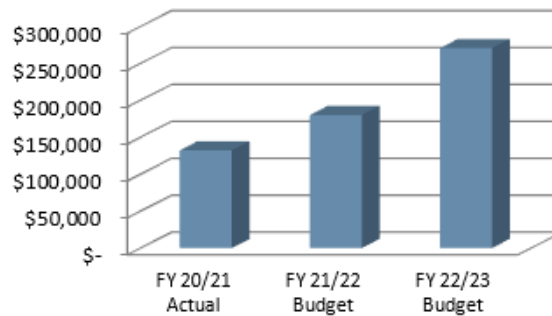
## FUNCTIONS

- Procure good and services that are the best overall value
- Encourage maximum competition while adhering to agency, State and Federal rules and regulations
- Develop and maintain the use of Disadvantaged Business Enterprises (DBE) firms

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**



Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries and Wages	\$ 95,583	\$ 122,732	\$ 189,146	\$ 66,414	54.1%
Benefits	35,366	50,559	78,939	28,381	56.1%
Education Reimbursement	106	-	-	-	0.0%
Certifications	-	-	-	-	0.0%
Publications/Advertising	115	250	300	50	20.0%
Office Supplies	442	500	250	(250)	-50.0%
Printing	-	-	-	-	0.0%
Dues & Subscriptions	614	550	550	-	0.0%
Travel & Meetings	-	5,500	1,500	(4,000)	-72.7%
<b>Total Operating Expenses</b>	<b>\$ 132,225</b>	<b>\$ 180,091</b>	<b>\$ 270,686</b>	<b>\$ 90,595</b>	<b>50.3%</b>
<b>Total Full Time Employees</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>0.0%</b>

Notes:

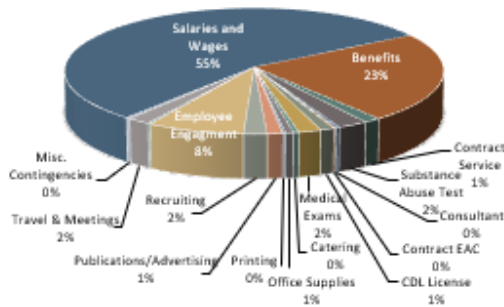
Purchasing Manager role has been replaced with a Project Management Officer (PMO)

# HUMAN RESOURCES

## FUNCTIONS

- Promoting and recruiting the best qualified people, recognizing and encouraging the value of diversity in the work place
- Providing a competitive salary and benefit package that encourages retention
- Establishing, administering and effectively communicating sound policies, rules and practices that treat employees with dignity and equality while maintaining company compliance with employment labor laws and labor agreements
- Developing and coordinating employee development programs for agency wide employees as training needs are identified

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**



Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries and Wages	\$ 224,218	\$ 398,729	\$ 441,455	\$ 42,726	10.7%
Benefits	82,961	164,254	184,239	19,985	12.2%
Education Reimbursement	-	3,371	-	(3,371)	100.0%
Temporary Help	3,937	-	-	-	-
Contract Service	2,011	19,500	10,500	(9,000)	-46.2%
Substance Abuse Test	13,936	19,945	19,828	(117)	-0.6%
Consultant	58,771	41,200	2,500	(38,700)	-93.9%
Contract EAC	5,806	7,337	1,500	(5,837)	-79.6%
CDL License	3,315	8,710	8,710	-	0.0%
Medical Exams	18,790	14,700	14,700	-	0.0%
Catering	926	3,500	3,500	-	0.0%
Office Supplies	1,441	876	5,076	4,200	479.5%
Printing	-	1,000	1,800	800	100.0%
Publications/Advertising	398	5,000	10,000	5,000	100.0%
Recruiting	-	-	15,000	15,000	100.0%
Employee Engagement	17,735	16,694	62,600	45,906	275.0%
Dues & Subscriptions	1,677	2,972	2,072	(900)	-30.3%
Travel & Meetings	9,118	14,000	14,500	500	3.6%
Misc. Contingencies	1,754	2,906	3,000	94	3.2%
<b>Total Operating Expenses</b>	<b>\$ 446,794</b>	<b>\$ 724,694</b>	<b>\$ 800,980</b>	<b>\$ 76,286</b>	<b>10.5%</b>
<b>Total Full Time Employees</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>0.0%</b>

## Notes

Office supplies is increased for onboarding supplies and job fair attendance

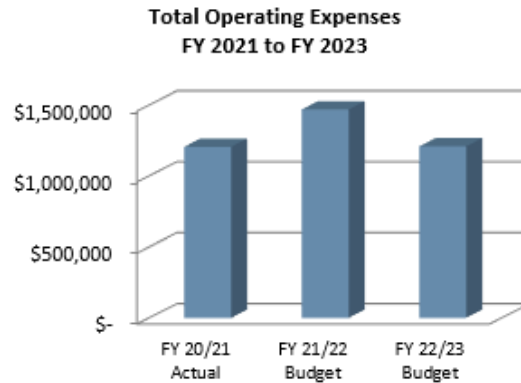
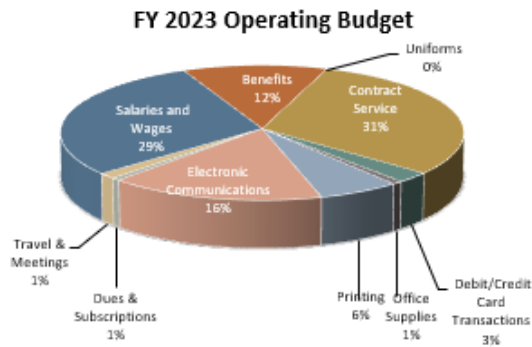
All service awards & employee appreciation costs across all departments have been moved to Employee Engagement

\$15K increase in Recruiting to assist with filling open vehicle operator positions via job fairs

# INFORMATION TECHNOLOGY

## FUNCTIONS

- Install, configure and manage IT infrastructure, software solutions, and data that support business requirements
- Purchase and maintain hardware, software, and computer equipment/supplies
- Operate centralized Helpdesk to support end users with routine immediate support
- Plan and maintain disaster recovery/business continuity for IT infrastructure and services
- E Fare manager is included within IT and monitors the operation and compliance of the electronic fare collection system
- Ensure Title VI compliance



Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries and Wages	\$ 364,686	\$ 504,985	\$ 355,434	\$ (149,550)	-29.6%
Benefits	134,934	208,025	148,339	(59,686)	-28.7%
Uniforms	-	900	-	(900)	100.0%
Contract Service	505,888	463,316	368,720	(94,596)	-20.4%
Debit/Credit Card Transactions	21,076	33,370	30,970	(2,400)	-7.2%
Office Supplies	7,568	9,200	9,200	-	0.0%
Printing	8,984	75,000	75,000	-	0.0%
Electronic Communications	152,947	158,475	198,280	39,805	25.1%
Dues & Subscriptions	5,852	366	7,630	7,264	1984.7%
Travel & Meetings	3,203	14,995	16,500	1,505	10.0%
<b>Total Operating Expenses</b>	<b>\$ 1,205,138</b>	<b>\$ 1,468,632</b>	<b>\$ 1,210,074</b>	<b>\$ (258,558)</b>	<b>-17.6%</b>
<b>Total Full Time Employees</b>	<b>6</b>	<b>7</b>	<b>5</b>	<b>(2)</b>	<b>-28.6%</b>

### Notes:

Total employees have decreased due to a Finance internal transfer and Grants internal transfer

Contract Service decreased as Avail system licensing and INIT warranty hardware are being funded via Grants

Electronic Communications increased due to overall economy price increases

Dues and Subscriptions increased as several subscriptions for separate divisions are being managed under IT (Adobe Creative Cloud Suite, Survey Planet, Zoom, etc.)

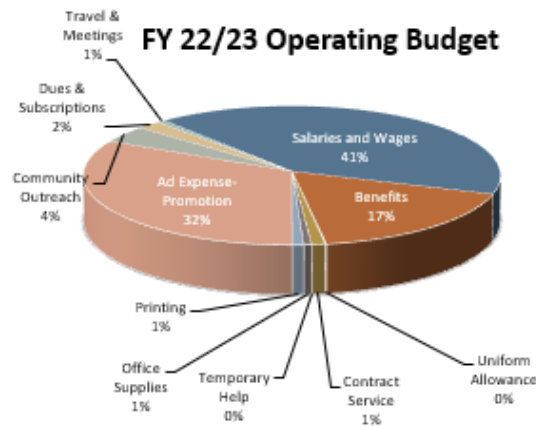
Travel & Meetings increased for PowerBI training and instructor-led technical training



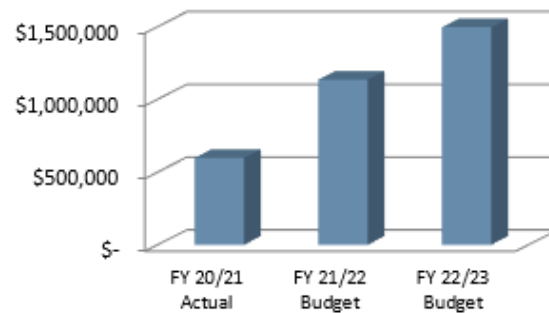
# COMMUNICATIONS

## FUNCTIONS

- Public education & outreach
- Creative & strategic communications for external and internal stakeholders and events
- Proactively engage with the business community, government, and media
- Process, track, and report customer feedback to deliver a positive customer experience
- Maintain The Rapid's brand identity
- Support mobility for all with communications efforts, special events, and West Michigan Rideshare activities
- Develop & direct revenue generation from The Rapid's advertising program



**Total Operating Expenses  
FY 20/21 to FY 22/23**



Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries and Wages	\$ 326,210	\$ 535,221	\$ 618,970	\$ 83,749	15.6%
Benefits	120,698	220,482	258,324	\$ 37,842	17.2%
Uniform Allowance	661	1,275	1,175	\$ (100)	-7.8%
Contract Service	-	15,000	15,000	\$ -	0.0%
Temporary Help	-	4,320	-	\$ (4,320)	100.0%
Office Supplies	2,989	6,000	8,500	\$ 2,500	41.7%
Printing	3,191	11,500	12,500	\$ 1,000	8.7%
Ad Expense- Promotion	119,470	258,500	483,500	\$ 225,000	87.0%
Community Outreach	4,933	43,000	60,000	\$ 17,000	39.5%
Dues & Subscriptions	18,489	29,575	29,575	\$ -	0.0%
Travel & Meetings	838	11,400	9,150	\$ (2,250)	-19.7%
<b>Total Operating Expenses</b>	<b>\$ 597,480</b>	<b>\$ 1,136,273</b>	<b>\$ 1,496,694</b>	<b>\$ 360,421</b>	<b>31.7%</b>
<b>Total Full Time Employees</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>0</b>	<b>0.0%</b>

### Notes:

Office Supplies, Printing and Community outreach increase is due to increasing our campaign with community partners  
 Ad Expense - Promotion increase is due to a website redesign and rebranding  
 This budget currently includes External Relations/Governmental personnel and budget

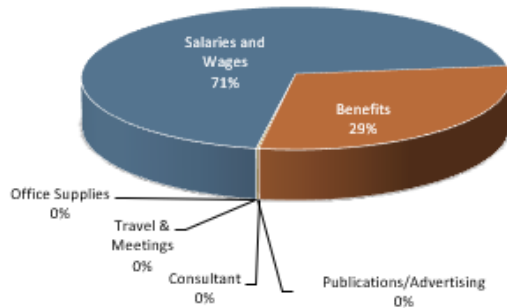


# GRANTS AND CAPITAL PROJECTS

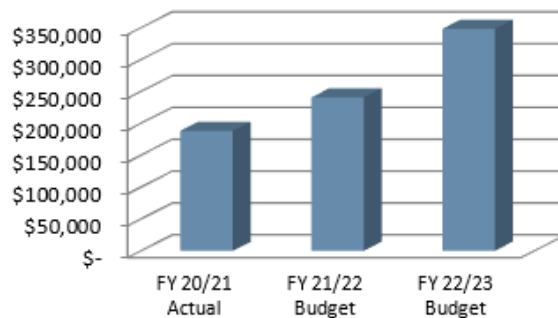
## FUNCTIONS

- Submission and administration of all capital and operating grants to both Federal Transit Administration (FTA) and Michigan Department of Transportation (MDOT)
- Liaison with FTA and MDOT staff
- Preparation of the annual elements for the Transportation Improvement Program (TIP)
- Reporting on all grant activities
- Continual review and preparation for Triennial
- Seek opportunities and apply for new sources of capital and operating funds

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**



Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries and Wages	\$ 137,004	\$ 162,338	\$ 245,207	\$ 82,869	51.0%
Benefits	50,691	66,874	102,336	35,462	53.0%
Consultant	-	10,000	-	(10,000)	100.0%
Publications/Advertising	467	1,200	600	(600)	-50.0%
Office Supplies	-	100	100	-	0.0%
Travel & Meetings	-	100	-	(100)	-100.0%
<b>Total Operating Expenses</b>	<b>\$ 188,162</b>	<b>\$ 240,612</b>	<b>\$ 348,244</b>	<b>\$ 107,632</b>	<b>44.7%</b>
<b>Total Full Time Employees</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>50.0%</b>

Notes:

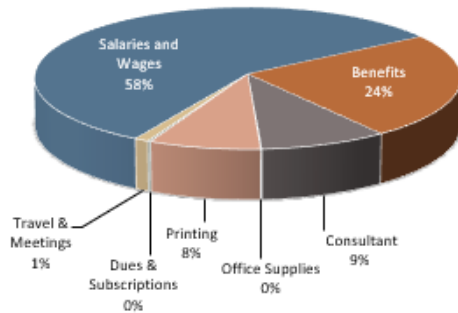
Total employees have increased due to an internal transfer from Electronic Fares

# PLANNING

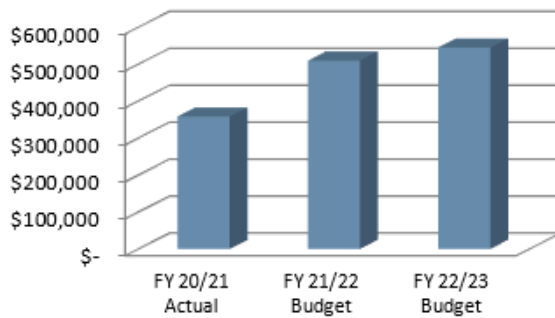
## FUNCTIONS

- Short and long range planning and reporting
- Fixed route planning, route scheduling, mapping and Geographic Information System services
- Monthly route data entry and analysis
- Quarterly report card data and reporting
- Bus stop/shelter data and location analysis

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**



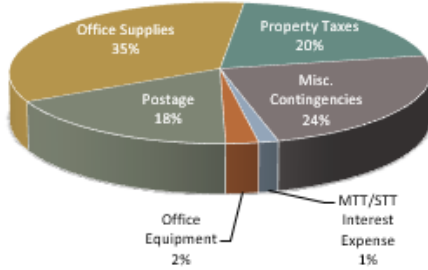
Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Salaries and Wages	\$ 246,048	\$ 302,083	\$ 313,335	\$ 11,253	3.7%
Benefits	91,038	124,441	130,769	6,328	5.1%
Publications/Advertising	-	500	-	(500)	-100.0%
Temporary Help	-	-	-	-	0.0%
Contract Service	623	-	-	-	0.0%
Consultant	-	46,000	50,000	4,000	8.7%
Office Supplies	347	500	500	-	0.0%
Printing	19,513	30,500	43,500	13,000	42.6%
Dues & Subscriptions	564	600	1,350	750	100.0%
Travel & Meetings	-	5,000	5,500	500	10.0%
<b>Total Operating Expenses</b>	<b>\$ 358,132</b>	<b>\$ 509,624</b>	<b>\$ 544,954</b>	<b>\$ 35,330</b>	<b>6.9%</b>
	4	4	4	0	0.0%

**Notes:**

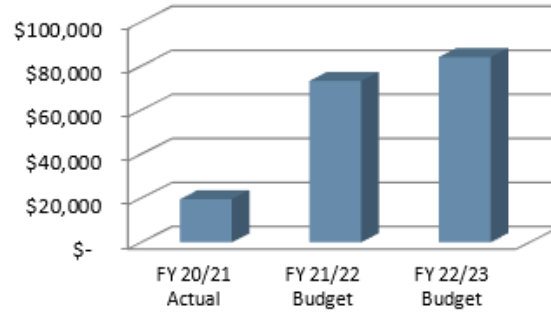
Consultant, Printing and Dues and Subscriptions increased due to overall economy price increases

# GENERAL FUNCTION

**FY 22/23 Operating Budget**



**Total Operating Expenses  
FY 20/21 to FY 22/23**



**FY 21/22 vs FY 22/23**

Description	FY 20/21 Actual	FY 21/22 Budget	FY 22/23 Budget	FY 21/22 vs FY 22/23	
				\$	%
Courier Service	\$ -	\$ 250	\$ -	\$ (250)	-100.0%
Office Equipment	-	1,800	2,000	200	11.1%
Postage	17,499	13,000	15,000	2,000	15.4%
Office Supplies	-	20,000	29,000	9,000	45.0%
Property Taxes	-	16,188	16,856	668	4.1%
Misc. Contingencies	1,771	20,000	20,000	-	0.0%
MTT/STT Interest Expense	299	2,000	1,200	(800)	-40.0%
<b>Total Operating Expenses</b>	<b>\$ 19,570</b>	<b>\$ 73,238</b>	<b>\$ 84,056</b>	<b>\$ 10,818</b>	<b>14.8%</b>

Notes:

Postage and Office Supplies increased due to overall economy price increases

# FIVE-YEAR OPERATING PROJECTION

	FY 21/22 AMENDED	FY 22/23 PROJECTED	FY 23/24 PROJECTED	FY 24/25 PROJECTED	FY 25/26 PROJECTED	FY 26/27 PROJECTED
<b>Revenues and Operating Assistance</b>						
Passenger Fares	\$ 3,307,467	\$ 3,978,849	\$ 4,177,792	\$ 4,386,681	\$ 4,518,282	\$ 4,608,647
Sale of Transportation Services	6,474,950	5,986,736	6,538,334	6,790,612	7,036,269	7,292,870
State Operating Assistance	15,332,303	16,160,448	18,137,962	19,604,322	21,101,149	16,376,042
Property Taxes	17,751,118	18,232,535	18,693,818	19,166,772	19,651,691	20,148,879
Advertising & Miscellaneous	\$638,391	\$682,340	\$884,901	\$913,750	\$917,637	\$921,564
Subtotal Revenues and Operating Assistance	43,504,229	45,040,908	48,432,808	50,862,138	53,225,027	49,348,001
Grant Operating Revenues (COVID Relief)	22,748,574	8,296,842				
<b>Total Revenues and Operating Assistance</b>	<b>66,252,803</b>	<b>53,337,750</b>	<b>48,432,808</b>	<b>50,862,138</b>	<b>53,225,027</b>	<b>49,348,001</b>
<b>Expenses</b>						
Salaries and Wages	22,709,099	23,506,661	27,611,357	28,991,925	30,441,522	31,963,598
Benefits	9,501,484	9,965,286	10,843,437	11,328,619	11,838,609	12,374,701
Contractual Service	3,839,277	3,973,355	4,211,757	4,438,109	4,468,253	4,557,618
Materials and Supplies	3,872,190	5,436,650	5,751,102	5,916,741	6,087,502	6,204,521
Utilities, Insurance, and Miscellaneous	5,682,551	5,715,747	5,942,187	6,176,320	6,420,528	6,675,272
Purchased Transportation	5,503,075	9,088,921	9,600,034	9,888,035	10,184,676	10,490,216
Expenses Before Capitalized Operating	51,107,676	57,686,621	63,959,875	66,739,749	69,441,089	72,265,926
Capitalized Operating Expenses	-	(3,454,052)	(3,500,000)	(3,500,000)	(3,500,000)	(22,634,417)
<b>Total Operating Expenses</b>	<b>51,107,676</b>	<b>54,232,569</b>	<b>60,459,875</b>	<b>63,239,749</b>	<b>65,941,089</b>	<b>49,631,509</b>
Reserved Used	7,603,447	9,191,661	12,027,067	12,377,612	12,716,062	283,508
Reserve Balance	\$ 38,299,068	\$ 37,404,249	\$ 25,377,182	\$ 12,999,570	\$ 283,508	\$ 0

## Five Year Budget Projection

In developing the five-year project conservative revenue and expense amounts were used. FY 23/24 increased with the anticipation of a labor contract. The other additional year are all based on the same assumptions. Each year preventative maintenance is used to minimize the use of reserves.

Based on our forecast, we are expecting to utilize all recent federal funding by the end of FY 26/27. Because of this, we will need to identify avenues available to either increase our revenue streams or locate any excess spending that can be removed from our expenditures. Our goal for the next few years is to identify alternative funding sources, potentially including millage increase, additional grant opportunities, and attracting new business partnerships. While the continual rise in ridership bodes well for the Rapid's future, it is imperative that we examine all our funding sources to ensure that we can continue to provide our optimal level of service to the community.