



Interurban Transit Partnership

Board Members

Mayor Gary Carey, Chair

Charis Austin
Mayor Katie Favale

Rick Baker
Steven Gilbert
Robert Postema

Mayor Rosalynn Bliss
Andy Guy
Terry Schweitzer

David Bilardello, Vice-Chair

Mayor Stephen Kepley
Jack Hoffman
Paul Troost

Tracie Coffman
Mayor Steve Maas

BOARD BUDGET WORKSHOP MEETING

Wednesday, July 26, 2023 – 3:00 p.m.

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

AGENDA

	<u>PRESENTER</u>	<u>ACTION</u>
1. PUBLIC COMMENT		
2. MINUTES REVIEW – June 28, 2023	Mayor Carey	Approval
3. CEO'S REPORT	Deb Prato	Information
4. ACTION ITEMS		
a. Amend By-Laws regarding the absence of the Chair/Vice Chair	Deb Prato	Approval
b. Close Rapid Central Station as a public forum	Deb Prato	Approval
5. DISCUSSION		
a. FY 23/24 Operating Budget Draft	Linda Medina	Information
1. Budget Timeline and Assumptions		
2. Revenues		
3. Expenses		
4. Five-Year Projection Budget		
b. Capital Budget Draft	Kevin Wisselink	
1. Funding Sources		
2. Capital Planning Committee Process		
3. Fiscal Year 2024 Capital Projects		
6. CHAIR'S REPORT	Mayor Carey	Information
7. ADJOURNMENT		

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



Board Members

Mayor Gary Carey, Chair

Charis Austin
Mayor Katie Favale

Rick Baker
Steven Gilbert
Robert Postema

Mayor Rosalynn Bliss
Andy Guy
Terry Schweitzer

David Bilardello, Vice-Chair

Mayor Stephen Kepley
Jack Hoffman
Paul Troost

Tracie Coffman
Mayor Steve Maas

BOARD OF DIRECTORS MEETING MINUTES

Wednesday, June 28, 2023 – 4:00 p.m.

Rapid Central Station Conference Room (250 Caesar E Chavez SW)

ATTENDANCE:

Board Members Present:

Mayor Carey, Terry Schweitzer, Rob Postema, Mayor Kepley, Paul Troost, Jack Hoffman, Tracie Coffman, Charis Austin, Andy Guy

Board Members Absent:

Rick Baker, David Bilardello, Mayor Bliss, Mayor Favale, Mayor Maas, Steven Gilbert

Staff Attendees:

Kris Heald, Deron Kippen, Linda Medina, Nick Monoyios, James Nguyen, Deb Prato, Jason Prescott, Andy Prokopy, Steve Schipper, Mike Wieringa, Kevin Wisselink

Other Attendees:

Clover Brown (GVMC), Jerry Brown (ATU Local 836), Cassi Cooper, Tammy Dahn, Max Dillivan, Adam Erber, Wardell Frazier, Jeffrey King, Jack Kyle, Peter Sillanpaa, Kevin Tracy (Mobile GR), Melvin Turnbo, Ethan Vanderboegh, Shawn Wells, James White

Chairman Mayor Carey called the meeting to order at 4:02 p.m.

1. PUBLIC COMMENT

Mr. James White wished to reiterate that he would like to see the bus operators get their due wages. He also read in the board packet that The Rapid is \$1M under budget and would like to see some of that money used to pay the bus operators.

Mr. White is pleased to see that in May ridership showed an increase of 15% on fixed routes. Also, the weekday, evening, and weekend hours are increasing.

He reviewed Mr. King's survey; only 428 riders were surveyed, and he feels that number is low. The top results are buses need to be more on time, the community would like to see more weekend and evening routes, and he would like to see more routes running more often. Mr. White feels if you increase wages, you will have more drivers.

Overall, he liked the survey and would like to see more people surveyed.

2. MINUTES REVIEW – May 24, 2023

Chairman Carey entertained a motion to approve the meeting minutes from May 24, 2023. Mr. Troost motioned to approve, and Mr. Schweitzer supported it. The motion passed unanimously.

3. CEO'S REPORT

- Ms. Prato thanked Mr. White for his comments and advised there will be more conversation later in the meeting on the survey results and how many customers were surveyed.
- Ms. Prato continued her report with the biggest news being the \$6.2M award for eleven (11) new CNG Buses. This is great news for our capital budget, which leaves us with the ability to re-imagine other parts of the business that we would not have been able to do.
- Ms. Prato gave a brief overview of Clean Air Action days. The Rapid receives (CMAQ) Congestion Mitigation and Air Quality funds we receive through GVMC which totals approximately \$170,000. The burn rate is \$10,000/day and we are on day 12 already for this season. Mr. Wisselink has identified other CMAQ funds we can leverage until we get our next drop in the next calendar year.
- Customer Perception Survey. Mr. King will report on the survey later in this meeting and she added it is very exciting to see and share the progress The Rapid is making.

4. ACTION ITEMS

a. RCS Platform Driveway Repair – Mr. Kippen

Mr. Kippen is requesting board approval to enter a contract with Anlaan Corporation in the amount of \$299,944 including a 10% contingency for the rehabilitation of the Rapid Central Station circular drive.

Mayor Carey asked Mr. Kippen if he is comfortable with the 10% contingency being enough with the increase in construction costs.

Mr. Kippen replied yes.

Chairman Carey entertained a motion to approve the RCS Platform Driveway Repair. Mr. Guy motioned to approve, and Ms. Coffman supported it. The motion passed unanimously.

b. Avail VoIP – Mr. Prokopy

Mr. Prokopy is requesting board approval to execute a contract with Avail Technologies to replace the outdated radio communications system on all fixed route, BRT, and DASH buses with a Voice over Internet Protocol (VoIP) communications system.

Mr. Hoffman asked it seems that several months ago there was a public comment from a driver that had an incident on the bus, and he was not able to contact dispatch. Is this related to the problem with the system? Will this address the issue?

Ms. Prato answered the bus operator got off the bus, and that's why dispatch couldn't contact him.

Mayor Kepley sees this as a sole source procurement, is it the hardware, the software, or both?

Mr. Prokopy replied it is all of it together. The hardware that plugs into the AVAIL hardware and it works through the entire AVAIL system so the dispatches can initiate calls from the MyAVAIL system to be able to place calls and have all the information on the bus and the operator. It is all integrated with the current CAT AVIAL system.

Mayor Kepley asked if AVAIL went out of business, how would we get replacement hardware?

Mr. Prokopy answered that the hardware that is on the buses that support the AVAIL system for automated vehicle location and communications with dispatch, is proprietary equipment to AVAIL. The equipment they are installing will be new phone handsets and speakers which are just going to be IP based and will be configured to that system. These could be configured to another system in the event we change systems.

Mayor Carey inquired about the cloud storage and asked if there is any data cap or what the retention percentage would be on the recordings of the driver's actions.

Mr. Prokopy replied, we did ask about that and we were told there is no capping on the number of recordings we keep in the cloud or any space limitations we have for what we keep in the cloud.

Mayor Carey asked if we have a records retention policy on this item.

Ms. Prato answered we do have a records retention policy, but unsure if it includes data.

Mayor Carey asked that we add it to the policy.

Chairman Carey entertained a motion to approve the Avail VoIP system. Mr. Hoffman motioned to approve, and Mr. Postema supported it. The motion passed unanimously.

5. PRESENTATION



June 28 Board
Presentation Onboa

Mr. King's presentation.

On-Board Customer Perception Survey Results – Mr. King

Mr. King provided a high-level overview of the findings of the 2023 On-Board Customer Survey. This survey is an integral part of our 360-degree approach to data collection at The Rapid. This includes learning from our customers, employees, and from the community. A copy of the full report will be included in these minutes.

This survey was completed in the Spring of 2023 by ETC Institute. A total of four surveys were done that include the Customer Survey, the On-Board Customer Survey, the first-ever Community Value Survey as well as a Paratransit Customer Survey and an On-Demand Customer Survey. The latter three survey results will be forthcoming.

Methodology

We provided ETC with extensive ridership data, so they were able to develop a sample base that got us to a level of confidence. The survey was designed and weighted based on Route, Day, and Time of service to obtain a 95% confidence level plus or minus 4.7%. So that included a total of 428 on-board surveys.

The highest percentages of riders surveyed have been customers for 9-plus years and ride The Rapid five or six days per week. They use The Rapid to access employment followed by higher education.

Customer Satisfaction Results. The Rapid first surveyed NPS in 2022. The score has increased by 20% since then. (33 – 40 NPS)

Lastly, ETC Institute provides National Benchmarking. This is based on surveys conducted across the country which was a critical factor when we chose them.

Key Take Aways. The Rapid exceeded the national average of 23 out of 24. Overall, The Rapid is doing very well compared to its national peers.

What will we do with these results?

- Communications strategy
- Security and Safety Tactics based on customer responses.
- Investments in Bus stop amenities or technologies
- Or further operator training

Mr. Schweitzer asked how much time it took people to complete the survey.

Mr. King said surveys were taken on board or on the platform. The survey time was approximately twelve (12) minutes.

Mr. Schweitzer asked if the same questions were asked in the same demographics in other communities across the US.

Mr. King replied yes.

Mr. Schweitzer was surprised to learn that as much as 31% did not purchase their fare and it was provided by different agencies or the like and wondered if that was unique for this area. How does that compare to elsewhere in the US?

Mr. King does not know the answer, but he will investigate it.

Mr. Schweitzer was impressed by the questions and all the information you were able to glean from this survey. Great results.

Ms. Coffman sees 38% of the riders surveyed said they were satisfied with the service hours. Was there a follow-up to this question? 38% seems low. If you answered no, what is your need?

Mr. King replied that 38% represent those individuals that said they were very satisfied, and it does not include satisfied control, so it breaks it down between the five (5) responses. We do have the ability on the dashboards to cross-tabulate those results.

Ms. Prato added our intent is to ask questions that are actionable.

Mayor Carey encouraged Mr. King as he gets more into the dashboard and you begin to extrapolate data, could you make sure to include your findings in future board meetings?

6. PERFORMANCE REPORTS

a. Paratransit Route Ridership – May 2023, Mr. Prescott

Mayor Kepley wished to know if there are any updates on the On-time Performance.

Mr. Prescott said Transdev has developed an action plan and they are working very diligently on improving.

b. On-Demand – Mr. Prescott

c. Fixed Route Ridership – May 2023, Mr. Dillivan

Mr. Hoffman asked Mr. Dillivan, what about the DASH? Why is that not recovering?

Mr. Dillivan, yes that is one item we do see a dip. Due to the change in travel patterns, we usually see this. The DASH changed from its North and West operating on Monday through Sunday schedule now condensing to Wednesday through Sunday we lost the Monday and Tuesday aspect of that service now ridership levels are not matching up as well as last year.

Mr. Hoffman did not realize the DASH did not operate on Monday and Tuesday.

d. Finance – Ms. Medina

1. Operating Statement – May 2023
2. Professional Development and Travel Report
3. Grant Statement

7. CHAIR'S REPORT

Chairman Carey yielded his comments.

8. ADJOURNMENT

The meeting was adjourned at 4:41 p.m.

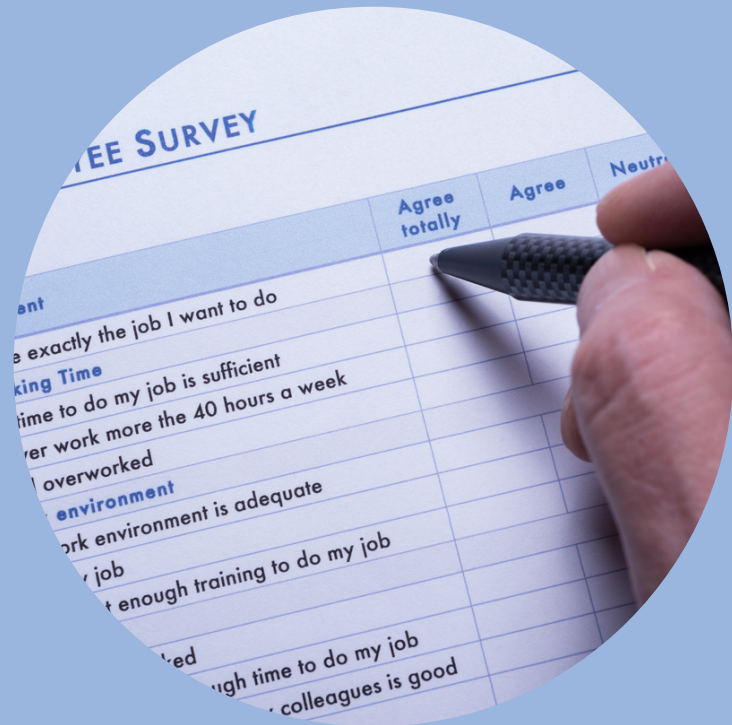
The next meeting is scheduled for July 26, 2023, Board Budget Workshop

Respectfully submitted,



Kris Heald, Board Secretary

Where transit goes, community grows.

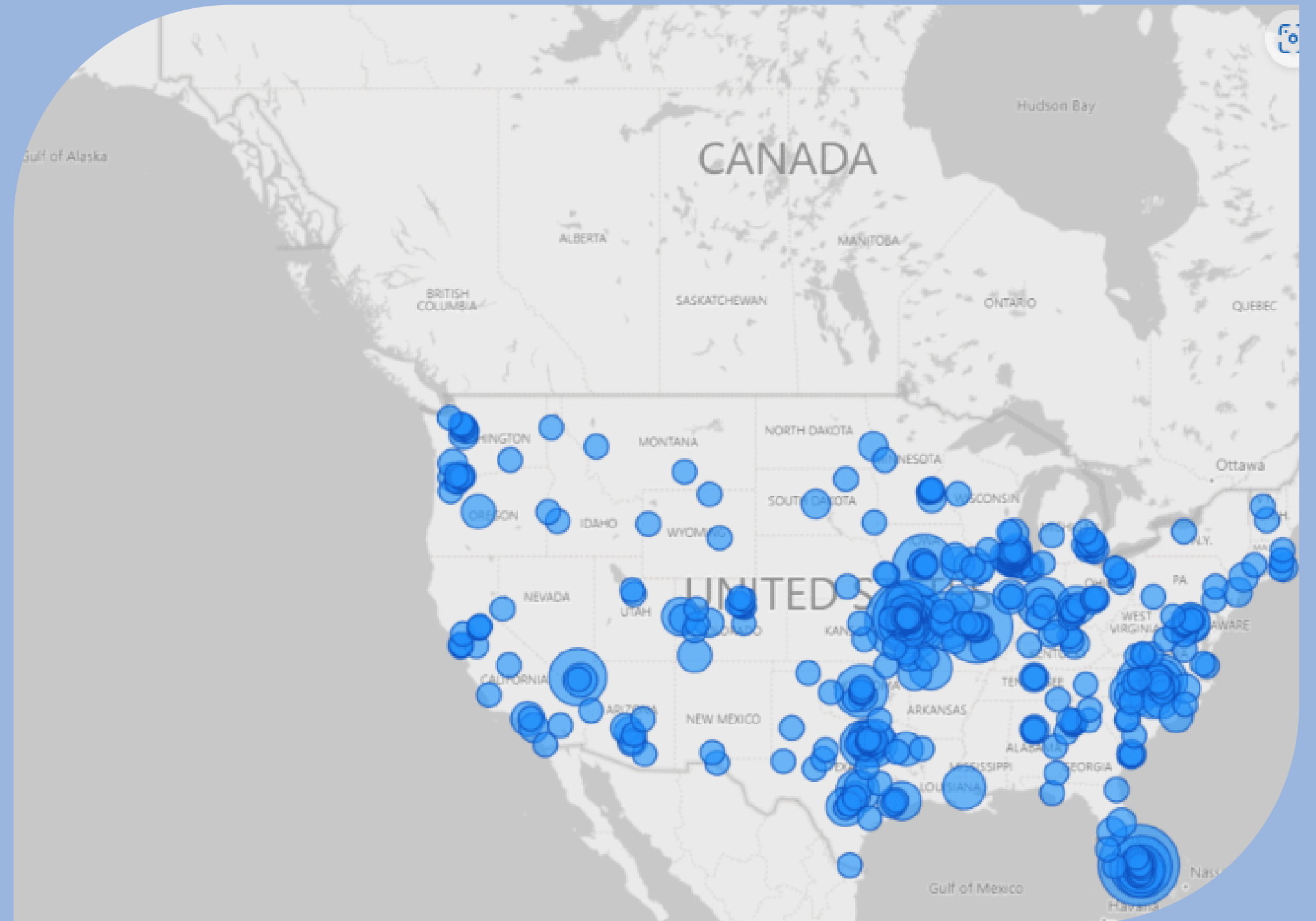


2023

THE RAPID ONBOARD CUSTOMER SURVEY FINDINGS

ETC INSTITUTE Background

During the past five years alone, ETC Institute has administered surveys in more than 1,000 cities and counties across the United States. ETC Institute has conducted research for more major U.S. cities than any other firm.



2023 Surveys Conducted

First-ever community value survey

Onboard customer survey

Go! Bus customer survey

Rapid Connect customer survey



Methodology

428 surveys completed.

95% confidence level +/-4.7%.

Weighted by route, day and time.



Rider Profile

Highest percentage of riders

- Travel on The Rapid 5-6 days a week (38% of those surveyed)
- Have been riding for 9 years or longer (22% of those surveyed)
- Use the bus to get to work (51%), followed by college/university (12%)



Customer Satisfaction

- Net Promoter Score of 40, an increase of 20% since spring 2022
- 83% rate the job The Rapid does in providing them with service as either good or very good, the highest rating in 5 years.
- 59% say services have improved over the past few years, 7 points higher than in 2022, the highest rating in 5 years.



Value of The Rapid

Riders were asked to rate 16 value propositions, from "extremely valuable" to "not valuable at all". The top 3 responses are listed below.

This is the first time "value" has been surveyed at The Rapid.

- To the community (94%)
- To you personally (90%)
- In providing access to places of employment (86%)

Dashboards and National Benchmarks

- Web-based, cross tabulation, correlation coefficients
- Critical differentiator from other vendors
- Comparison to transits across the United States



The Rapid (Grand Rapids, MI)

Onboard Customer Survey

Fixed/Rail

Benchmarks Page

Home Page



of Records

428

2023

Service Type Selection

Route Selection

All

All

Question #1 [Correlation Page]

All things considered; how do you rate the job your local public transit agency does in providing you with service?

WHO RESPONDED



KEY DEMOGRAPHICS BY ROUTE



SATISFACTION RESULTS BY KEY DEMOGRAPHICS



SATISFACTION RESULTS/ IMPORTANCE



INVESTMENT PRIORITIES

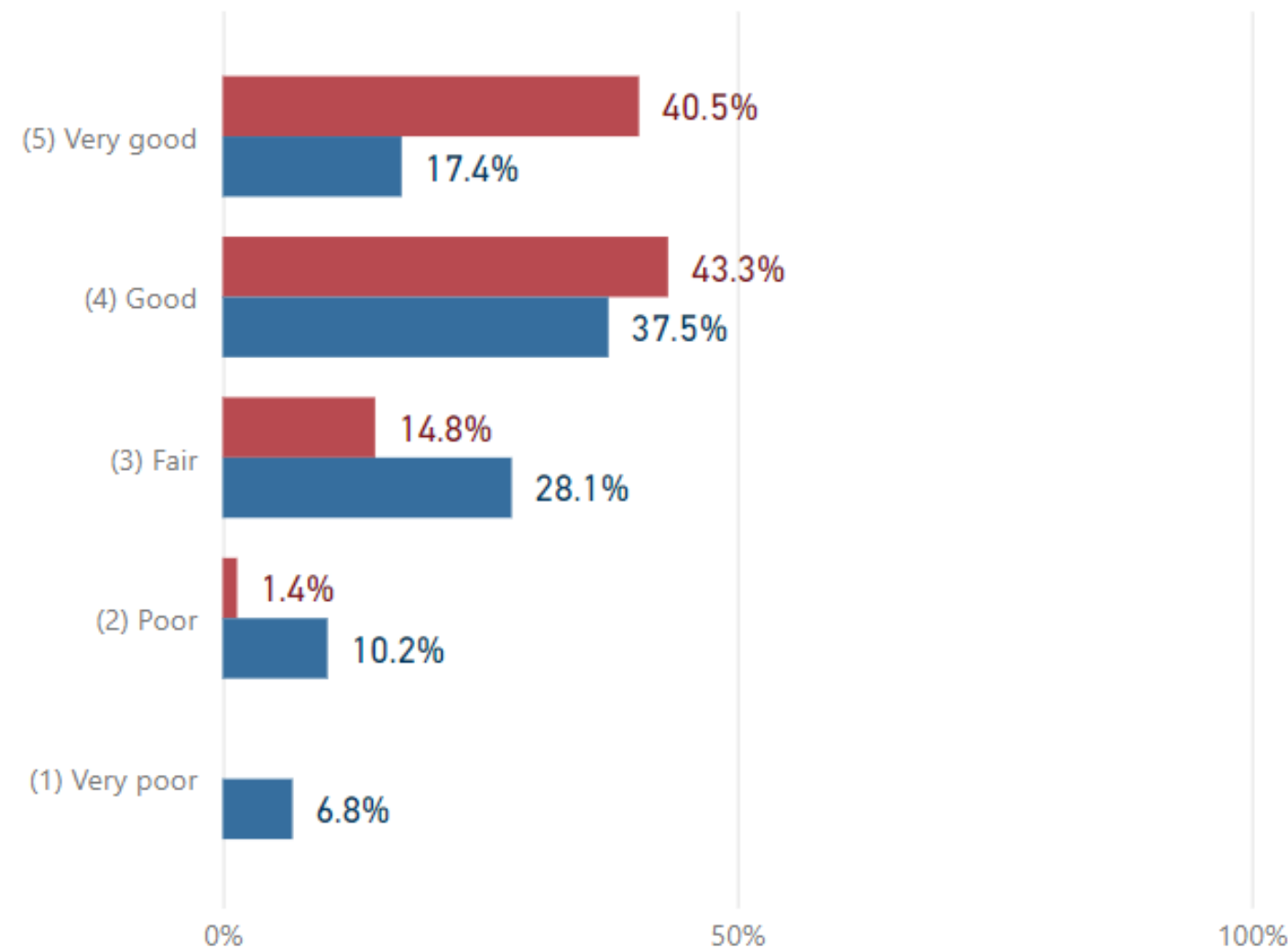


BENCHMARK



Results [Benchmarks]

The Ride % ETC National Transit %



Search

- All things considered; how do you rate the job your local public transit agency does in providing you with service?
- How do you think the current level of public/government funding for public transportation (e.g., bus, paratransit) in ...
- How likely would you be to recommend using public transportation services in the community where you live to a fr...
- Rider Agreement with Bus/Rail Services: Bus stop extras, such as shelters or benches, meet my needs
- Rider Agreement with Bus/Rail Services: Buses are comfortable (good seating, temperature, and ventilation)
- Rider Agreement with Bus/Rail Services: I have a favorable view of the employees who work for the agency that ope...
- Rider Agreement with Bus/Rail Services: I have a positive perception of the agency that operates transit services in ...
- Rider Agreement with Bus/Rail Services: It is safe to use public transit services in my community
- Rider Agreement with Bus/Rail Services: Passengers are courteous and respectful of one another
- Rider Agreement with Bus/Rail Services: Public transit adequately serves employment centers
- Rider Agreement with Bus/Rail Services: Public transit provides service that supports quality of life and social needs
- Rider Agreement with Bus/Rail Services: The agency that operates transit service provides information needed to rid...
- Rider Agreement with Bus/Rail Services: The agency that operates transit services in my area is transparent in its fin...
- Rider Agreement with Bus/Rail Services: The agency that operates transit services in my area provides taxpayer value
- Rider Agreement with Bus/Rail Services: The agency that operates transit services in my area is committed to innova...
- Rider Agreement with Bus/Rail Services: The agency that operates transit services in my area makes infrastructure in...
- Rider Agreement with Bus/Rail Services: Transit employees/drivers are courteous and helpful to passengers
- Rider Agreement with Bus/Rail Services: Transit investment occurs where needed
- Rider Agreement with Bus/Rail Services: Transit service is available to useful/important destinations
- Rider Agreement with Bus/Rail Services: Transit service is convenient and opportunities to transfer between routes a...
- Rider Agreement with Bus/Rail Services: Transit service is provided at convenient intervals
- Rider Agreement with Bus/Rail Services: Transit services are available on days and times of the day you need
- Rider Agreement with Bus/Rail Services: Transit services are easily accessible
- Rider Agreement with Bus/Rail Services: Transit services are on time and on schedule

Select Survey Time Frame:

2023

*Non-Provided/Don't Know Answers have been removed from the results

Info Page



Key Takeaways

- The Rapid exceeds the national average on 23/24 benchmarks
- 20 of those 23 benchmarks, we exceed the national average by 10 percentage points or more
- Data-driven decision making
 - Communication strategies
 - Safety and security tactics
 - Investments in stop amenities
 - Operator training

Questions?



Date: July 26, 2023
To: ITP Board
From: Deb Prato, Chief Executive Officer
Subject: AMEND BY-LAWS REGARDING THE ABSENCE OF THE CHAIR/VICE CHAIR

ACTION REQUESTED

Approval to amend the By-Laws regarding the absence of the Chairperson/Vice Chairperson.

BACKGROUND

Absence of Chairperson.
Should the Chairperson be absent, the Vice Chairman shall be appointed as Chairperson of the meeting. If the Vice Chairperson is also absent, another Board Member selected by the Chairperson shall serve as the Chairperson.



INTERURBAN TRANSIT PARTNERSHIP BOARD OF DIRECTORS

RESOLUTION No. 072623-1

Fiscal Year: 2022-2023

Moved and supported to adopt the following resolution:

Approval to amend the by-laws regarding the absence of the Chairperson and Vice Chairperson.

BE IT RESOLVED that should the Chairperson be absent; the Vice Chairman shall be appointed as Chairperson of the meeting. If the Vice Chairperson is also absent, another Board Member selected by the Chairperson shall serve as the Chairperson.

CERTIFICATE

The undersigned, duly qualified and acting secretary of the Interurban Transit Partnership Board, certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the Interurban Transit Partnership Board.

Kris Heald, Board Secretary

Date

Date: July 26, 2023
To: ITP Board
From: Deb Prato, Chief Executive Officer
Subject: CLOSE RAPID CENTRAL STATION AS A PUBLIC FORUM

ACTION REQUESTED

Approval to close Rapid Central Station as a designated public forum.

BACKGROUND

In the case of Amalgamated Transit Union, et al. v. Interurban Transit Partnership, et al., Case No. 1:15-cv-855, the Court preliminarily held that Rapid Central Station was a public forum because ITP opened that place for use by the public for expressive activity.

WHEREAS, Rapid Central Station, inclusive of the bus loading platform, the enclosed building, and all related property, were constructed to provide a safe and secure boarding location for patrons of The Rapid and other designated transportation providers on that property.

WHEREAS, the Board believes the maintenance of Rapid Central Station as a public forum places the safety and security of employees and patrons of The Rapid at unnecessary risk.

WHEREAS, to the extent that Rapid Central Station inadvertently becomes a designated public forum because of prior events, ITP now wants to close Rapid Central Station as a designated public forum to everyone, to the extent allowed.

BE IT RESOLVED that, to the extent that Rapid Central Station was designated a public forum, ITP now closes Rapid Central Station as a designated public forum beginning on the effective date of this resolution and, going forward, Rapid Central Station may only be used solely for its intended purpose as a platform for the loading and unloading of buses, Rapid events, and other tasks related to the provision of services by The Rapid. This resolution is subject to and limited by all orders of the Court during such time that those orders remain in effect.



INTERURBAN TRANSIT PARTNERSHIP BOARD OF DIRECTORS

RESOLUTION No. 072623-2

Fiscal Year: 2022-2023

Moved and supported to adopt the following resolution:

Approval to close Rapid Central Station as a designated public forum.

BE IT RESOLVED that to the extent that Rapid Central Station was designated a public forum, ITP now closes Rapid Central Station as a designated public forum beginning on the effective date of this resolution and, going forward, Rapid Central Station may only be used solely for its intended purpose as a platform for the loading and unloading of buses, Rapid events, and other tasks related to the provision of services by The Rapid. This resolution is subject to and limited by all orders of the Court during such time that those orders remain in effect.

CERTIFICATE

The undersigned, duly qualified and acting secretary of the Interurban Transit Partnership Board, certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the Interurban Transit Partnership Board.

Kris Heald, Board Secretary

Date



Interurban Transit Partnership

Date: July 26, 2023
To: ITP Board
From: Linda Medina, Director of Finance
Kevin Wisselink, Director of Procurement & Capital Planning
Subject: Proposed FY 23/24 Operating and Capital Budgets

We are pleased to present the FY 23/24 proposed budget. The budget consists of two components: operating and capital projects. The operating budget is \$60,007,392 and the capital projects budget is \$29,835,924 for a total of \$89,843,316. Also included is a five-year operating budget projection.

Budget Overview

As discussed at the June 14th Finance committee meeting, the following changes have been made to the budget format: FY 23/24 Mission and Goals are identified on page 3, FY 20/21 actual expenses were added to the FY 23/24 operating budget, and pre-pandemic information is included in the fares and ridership, sale of transportation services, and state operating assistance graphs for reference. Each Director will also be giving a brief overview of their department and FY 23/24 budget.

Our focus for FY 23/24 is to continue to build relationships with our customers and partners, reach a collective bargaining settlement with mutual gains with our labor partner, develop solutions to improve attraction and retention of our workforce, complete the Transit Master Plan, remain flexible to short term service opportunities that may be identified, and preserve our financial sustainability to emerge as a visible transportation industry leader.

Operating Budget Highlights

FY 23/24 revenues, prior to grant operating revenue, are projected to increase by 10% compared to FY 20/21 actuals, 7% to FY 21/22 actuals, and 8% to FY 22/23's budget. Below are the highlights for FY 23/24 revenues:

- The budget reflects a conservative ridership recovery with a 7% increase compared to current FY 22/23 projections. FY 23/24 represents a 60% recovery of pre-pandemic ridership.
- State Operating assistance is budgeted at 29% of eligible expenses.
- The property tax levy is 1.47 mills (1.4074 mills after Headlee reduction).
- The Rapid collaborates closely with all contract service partners to ensure adequate service levels to meet their needs.
- We anticipate using \$8.2 million in reserves.

FY 23/24 expenses are projected to increase by 6.0% compared to FY 22/23 after using preventative maintenance funds. Below are highlights for the FY 23/24 expenses:

- Mid to high-range contributions are budgeted for Administration and Union defined benefit plans.
- Fuel decreased by 11.6% due to the reduction in the average cost of diesel and gasoline. It is anticipated that by the end of 2026, the entire fleet will be CNG.
- Purchase Transportation increased by 9.7% as ridership continues to grow.
- 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 are developing a strategic plan with our benefits broker to control costs and lower our loss ratio. The current budget reflects a 10% increase in premiums. Final rates will not be available until August or September.
- Our goal is to recover service by building and maintaining trust with our riders and community partners, with an emphasis on enhanced marketing, website redesign/rebranding, and outreach.
- Additional staff are budgeted to support agency outcomes and expected service levels.

Five-Year Operating Projection

The five-year operating projection is based on the FY 23/24 proposed budget along with an average increase of 3.5% in revenue for each year through FY 27/28. State operating assistance reflects a flat rate of 30%. Property taxes increase by an average of 3% each year. Expenses are projected to increase an average of 4% each year. Preventative Maintenance funds are budgeted each year to offset eligible expenses. The receipt of federal grant funding allowed us to build a reserve. This reserve is budgeted each year to offset fare revenue loss which is anticipated to end by FY 27/28 or sooner. In the next few years, alternative funding sources will need to be explored.

Capital Plan Highlights

The Rapid's FY 23/24 Capital Improvement Plan totals \$29,835,924, including a \$7,746,475 low-no emission discretionary grant we were awarded in June 2023. The Capital projects in The Rapid's 2024 Capital Improvement Plan optimize The Rapid's operating budget while focusing on maintaining The Rapid's assets in a State of Good Repair. The funding for this plan includes our normal 5307, 5337, and 5339 federal apportionments.

Below are the highlights for the FY 23/24 Capital Improvement Plan:

- The receipt of a \$7,746,475 5339 Low-No Emission discretionary grant to fund the purchase of eleven CNG buses, which will be fueled using Renewable Natural Gas (RNG) purchased from the City of Grand Rapids. This project will move The Rapid one step closer to eliminating all diesel-fueled buses from the fleet.
- \$1,483,580 in 5337 funding that will be used to purchase replacement Silver Line buses in 2026 when those vehicles reach the end of their useful life.
- Funding to complete the repair and rehabilitation of the concrete circle drive at Rapid Central Station.

- \$5,200,000 that will be used in the Operating environment, to help fund contracted GO!Bus service and to fund preventative maintenance activities to maintain our assets in a State of Good Repair.
- \$5,815,135 of funds that are currently not allocated to a project and need to be further evaluated. We will evaluate options for this funding over the next few months and come back to the Board with recommendations on how to utilize this funding before the end of 2023.

Staff are dedicated to quality customer care and providing efficient and cost-effective services to the community as well as demonstrating careful stewardship. The Rapid's leadership team will continue to examine our operation to increase revenues, control costs, and improve efficiencies

Please feel free to reach out to Linda Medina directly at (616) 774-1149 or lmedina@ridetherapid.org with any additional questions regarding the operating budget or Kevin Wisselink at 616-774-1190 or kwisselink@ridetherapid.org with regarding the capital grants budget.



FY 23/24 Draft Operating Budget

July 26, 2023



Table of Contents

I.	FY 23/24 Mission and Goals.....	3
II.	FY 23/24 Operating Highlights.....	4
III.	Budget Timeline.....	6
IV.	FY 23/24 Operating Budget.....	7
V.	Revenue Sources.....	10
VI.	Passenger Fares.....	11
VII.	Sale of Transportation Services.....	12
VIII.	Other Revenue and Support.....	13
IX.	Personnel.....	14
X.	Individual Department Budgets.....	15
XI.	Five Year Projection.....	51

I. FY23/24 Mission and Goals

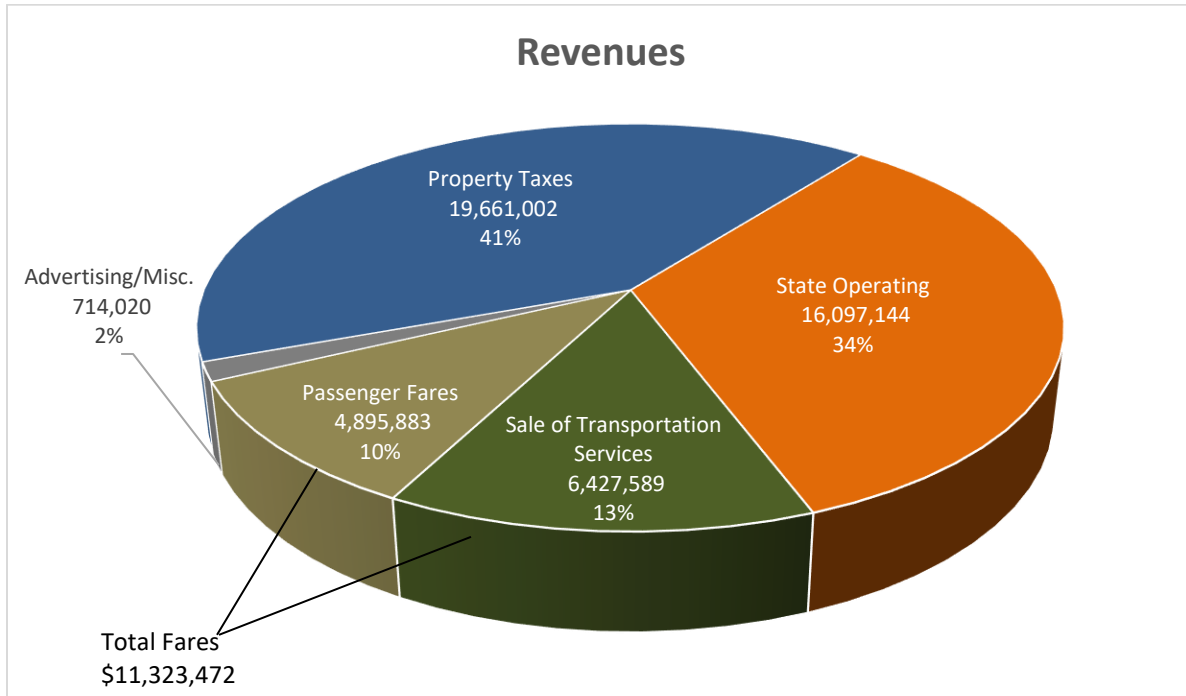
We envision a future where the population of our six cities can lead a sustainable and affordable lifestyle, without the necessity of owning a car. Public transportation holds a critical position as an economic engine and an essential component of citizens' lives within the region. We recognize our responsibility to provide reliable transportation alternatives to all citizens, along with playing a crucial role in regional economic development. Collaborating with other community partners to raise awareness of the value of transit, while enhancing customer satisfaction and sustainability efforts is our core focus.

Goals for fiscal year 23/24:

- To reach a collective bargaining settlement with mutual gains with our labor partner
- Complete the Transit Master Plan while concurrently implementing viable short-term service solutions as identified. Identify longer-range opportunities and plan for action in the next fiscal year.
- Analyze the labor force landscape, and work environment, and develop solutions to improve the attraction and retention of our workforce.
- Continue to improve on key performance indicators and develop additional peer-related metrics.
- Develop a predictive fleet maintenance program.
- Study alternative operating revenue sources.
- Implement new technologies and solutions to increase customer experience and operational efficiency.
- Monitor current and future propulsion technologies to reach our 2050 FTA zero emission plan.
- Continue to build relationships through storytelling locally, regionally, and nationally to remain a visible transportation industry leader.
- Continue to improve all on-time performances.

II. FY 23/24 Operating Highlights

The FY 23/24 proposed budget is \$60.0 million not including grant funds (preventative maintenance). Including grant funding, the FY 23/24 proposed budget is \$56.0 million. This is a 6.0% increase from the FY 22/23 adopted budget.

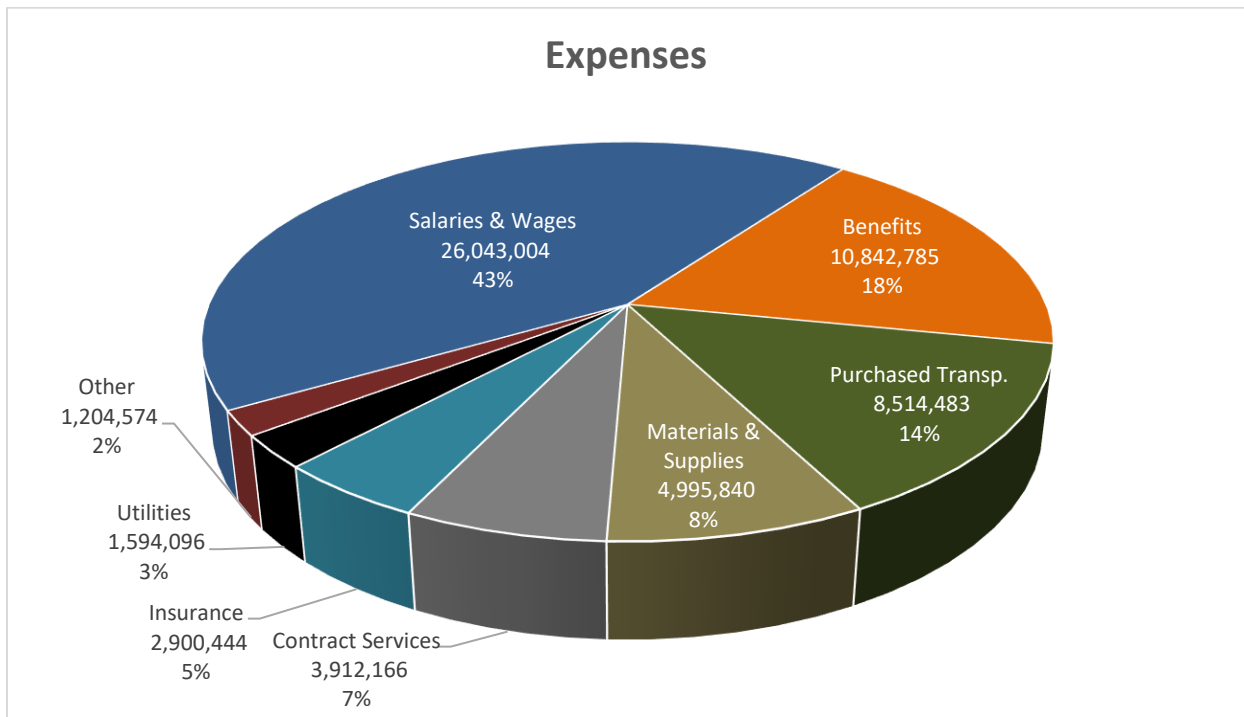


The focus in FY 23/24 is on the value The Rapid provides to the riders and the communities of the six cities while continuing to provide excellent and safe service. The proposed budget includes the implementation of the comprehensive operations analysis, Rapid Connect pilot, the addition of the Davenport Express, and a successful renewal of the GVSU Laker Line and Off Campus contracts.

Revenue highlights include:

- Total system ridership is projected to increase by 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 247,500 trips in FY 23/24, a 10% increase from the FY 22/23 budget projection of 225,000.
- Sale of Transportation Services contract service rate increased by 3.7% compared to FY 22/23.
- State operating assistance is budgeted at 29%; a slight decrease from FY 23/24.
- Property taxes remain a consistent majority of our annual revenues. Compared to FY 22/23 an increase of 7.8%.
- Final Federal grant funding (CARES/CRRSAA/ARPA) was received in FY 22/23.

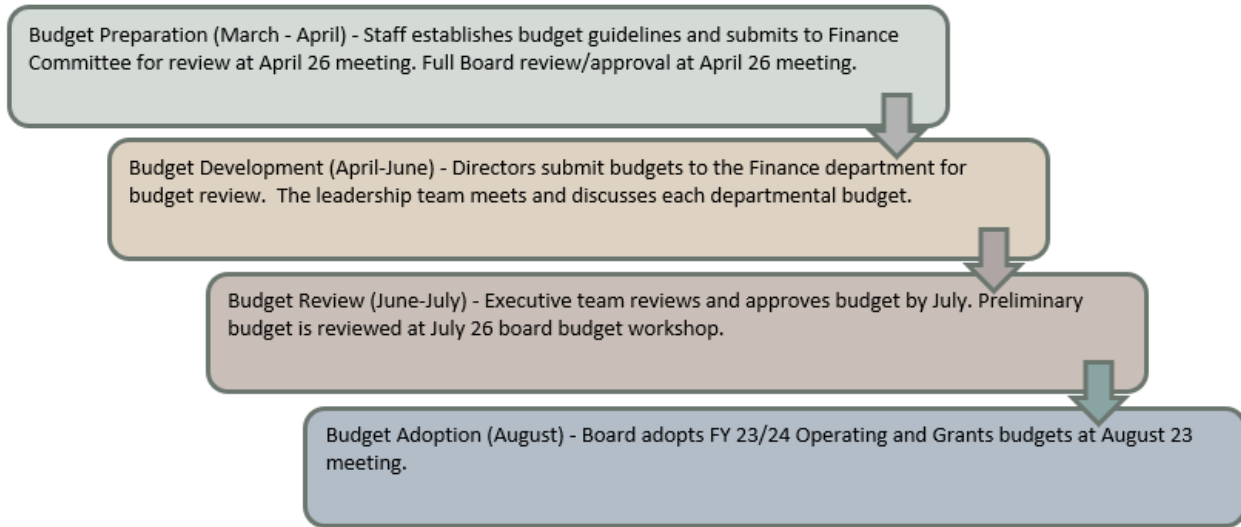
II. FY 23/24 Operating Highlights



Expense highlights include:

- Additional staff are budgeted to support agency outcomes and expected service levels. The current Collective Bargaining Agreement expires in June 2024. Negotiations will begin in December 2023.
- Fuel decreased by 11.6% (\$395K) due to the average cost of diesel and gasoline decreasing (Diesel FY 22/23: \$3.7393/gal, FY 23/24: \$3.1667/gal) (Gas FY 22/23: \$4.5409/gal, FY 23/24: \$2.8289/gal).
- Purchased Transportation increased by 9.7% (\$749K increase) due to significant increases in projected trips for GO! Bus service (+10%) and Network 180 service (+13%)
- 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 later this year. Reducing The Rapid's liability continues to be a priority for staff. Our present forecast indicates a 4.9% decrease in our PL&PD insurance and an overall 2% decrease in other insurance.
- We have a new employee benefits insurance broker (HNI). We are eager to partner with HNI in developing a strategic plan to control costs and lower our loss ratio. These steps will help as we evaluate our position and determine if a move to self-insurance would be successful.
- Our goal is to recover service by building and maintaining trust with our riders and community partners, with an emphasis on enhanced marketing, website redesign/rebranding, and outreach.

III. Budget Timeline



Each year a balanced budget must be adopted by the Board before the new fiscal year begins (October 1st). 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 Director. The draft budget is reviewed in July and approved by the Board in August.

The leadership team meets and collaborates on each departmental budget that was submitted. Directors shared their requested methodology, as well as offered feedback on other requests. The workshop was well-received by the team. Directors took ownership of this process and used the time to engage each other to better understand all the different functions of the organization. Each Director will give a small presentation at the Budget Workshop.

IV. FY 23/24 Operating Budget

	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs. FY 22/23 Budget \$	%
Revenues and Operating Assistance						
Passenger Fares						
Linehaul	\$ 2,133,564	\$ 3,351,135	\$ 3,177,153	\$ 3,789,180	\$ 612,026	19.3%
Paratransit	564,427	617,653	787,500	866,250	78,750	10.0%
Ridelink	206,858	169,232	180,000	165,900	(14,100)	-7.8%
PASS	18,260	22,403	14,196	8,925	(5,271)	-37.1%
Special Services Revenue	(21,277)					
Sale of Wave Cards	59,968	55,697	41,736	65,628	23,892	57.2%
Subtotal Passenger Fares	\$ 2,961,800	\$ 4,216,120	\$ 4,200,585	\$ 4,895,883	\$ 695,297	16.6%
Sale of Transportation Services						
Grand Valley State University	\$ 2,842,767	\$ 3,257,449	\$ 3,113,764	\$ 3,682,642	\$ 568,878	18.3%
DASH Contract	2,205,921	2,289,137	1,465,874	1,856,468	390,594	26.6%
Township Services	540,714	425,945	434,895	185,836	(249,059)	-57.3%
Other	212,486	305,753	305,491	218,635	(86,856)	-28.4%
CMH Contribution	327,379	393,262	414,711	484,007	69,296	16.7%
Vanpool Transportation	29,429	64,517	-	-	-	0.0%
Subtotal Sale of Transportation Services	\$ 6,158,696	\$ 6,736,063	\$ 5,734,736	\$ 6,427,589	\$ 692,853	12.1%
State Operating	\$ 16,254,784	\$ 15,105,760	\$ 15,448,739	\$ 16,097,144	\$ 648,405	4.2%
Property Taxes	17,472,240	18,012,199	18,232,535	19,661,002	1,428,467	7.8%
Advertising and Miscellaneous	568,611	770,856	640,604	714,020	73,416	11.5%
Subtotal Revenues and Operating Assistance	\$ 43,416,131	\$ 44,840,999	\$ 44,257,199	\$ 47,795,637	\$ 3,538,438	8.0%
Grant Operating Revenue	20,253,576	20,442,504	8,321,660	-	(8,321,660)	-100.0%
Total Revenues and Operating Assistance	\$ 63,669,707	\$ 65,283,503	\$ 52,578,859	\$ 47,795,637	\$ (4,783,222)	-9.1%

IV. FY 23/24 Operating Budget

	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs. FY 22/23 Budget \$	%
Operating Expenses						
Salaries and Wages						
Administrative	\$ 5,786,167	\$ 4,449,829	\$ 6,275,115	\$ 7,226,978	\$ 951,863	15.2%
Operator	9,889,724	11,891,322	14,940,290	16,033,168	1,092,878	7.3%
Maintenance	1,842,691	1,846,222	2,291,257	2,782,858	491,601	21.5%
Subtotal Salaries and Wages	\$ 17,518,582	\$ 18,187,373	\$ 23,506,661	\$ 26,043,004	\$ 2,536,342	10.8%
Benefits						
FICA/Medicare	\$ 1,419,940	\$ 1,582,033	\$ 1,798,260	\$ 1,992,290	\$ 194,031	10.8%
Pension	2,549,458	1,813,779	2,825,992	3,033,900	207,908	7.4%
Medical	4,174,229	3,669,084	4,731,458	5,192,400	460,942	9.7%
Unemployment	304,920	557	121,000	84,000	(37,000)	-30.6%
Worker's Compensation	246,463	277,561	339,891	323,275	(16,616)	-4.9%
Sick Leave	195,095	169,667			-	
Holiday	406,682	390,583			-	
Vacation	1,146,533	1,152,392			-	
Bereavement	21,384	20,632			-	
Uniforms	114,253	116,151	154,886	195,834	40,948	26.4%
Personal Days	344,593	312,736			-	
Benefits Distributed to Grants	(10,213)	(9,753)	(11,200)	-	11,200	-100.0%
Certifications	306	338	3,295	1,085	(2,210)	-67.1%
Referral Bonus	2,500	12,250	5,000	20,000	15,000	300.0%
Subtotal Benefits	\$ 10,916,143	\$ 9,508,010	\$ 9,968,582	\$ 10,842,785	\$ 874,203	8.8%
Services						
Audit, Legal and Other Consulting	\$ 329,692	\$ 296,550	\$ 509,500	\$ 513,500	\$ 4,000	0.8%
Janitorial and Bus Cleaning	1,936,633	1,640,472	1,919,045	1,972,148	53,103	2.8%
Other Services (IT, Security, E-Fare)	1,073,096	1,504,320	1,513,476	1,426,518	(86,958)	-5.7%
Subtotal Services	\$ 3,339,421	\$ 3,441,342	\$ 3,942,021	\$ 3,912,166	\$ (29,855)	-0.8%
Materials and Supplies						
Fuel and Lubricants	\$ 1,806,260	\$ 2,838,082	\$ 3,421,740	\$ 3,026,466	\$ (395,274)	-11.6%
Tires and Tubes	25,534	26,555	41,616	57,166	15,550	37.4%
Office Supplies	45,374	40,091	73,604	73,798	194	0.3%
Printing	37,931	31,847	147,200	158,500	11,300	7.7%
Repair Parts	1,275,750	1,405,940	1,591,411	1,537,486	(53,925)	-3.4%
Other Supplies	116,980	99,089	136,857	142,424	5,567	4.1%
Subtotal Materials and Supplies	\$ 3,307,829	\$ 4,441,604	\$ 5,412,428	\$ 4,995,840	\$ (416,588)	-7.7%

IV. FY 23/24 Operating Budget

	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs. FY 22/23 Budget \$	%
Utilities						
Electronic Communications	\$ 152,947	\$ 209,950	\$ 198,280	\$ 196,766	\$ (1,514)	-0.8%
Gas	158,376	257,862	285,800	305,800	20,000	7.0%
Electric	856,430	799,659	991,000	1,006,500	15,500	1.6%
Other	58,341	66,919	84,550	85,030	480	0.6%
Subtotal Utilities	\$ 1,226,094	\$ 1,334,390	\$ 1,559,630	\$ 1,594,096	\$ 34,466	2.2%
Insurance						
Property Liability and Property Damage	\$ 2,962,773	\$ 2,140,940	\$ 2,697,956	\$ 2,566,330	\$ (131,627)	-4.9%
Building and Other	286,832	311,782	341,012	334,114	(6,897)	-2.0%
Subtotal Insurance	\$ 3,249,605	\$ 2,452,722	\$ 3,038,968	\$ 2,900,444	\$ (138,524)	-4.6%
Other						
Dues and Subscriptions	\$ 97,259	\$ 91,628	\$ 196,322	\$ 247,504	\$ 51,182	26.1%
Professional Development	25,736	41,292	144,595	160,950	16,355	11.3%
Marketing and Promotion	120,450	84,639	483,500	541,000	57,500	11.9%
Community Outreach	16,882	2,824	75,000	69,625	(5,375)	-7.2%
Office Equipment	1,771	1,771	2,000	2,000	0	0.0%
Shop Tools	42,317	35,726	52,820	52,145	(675)	-1.3%
Miscellaneous	61,082	56,643	128,656	131,350	2,694	2.1%
Subtotal Other	\$ 365,497	\$ 314,523	\$ 1,082,893	\$ 1,204,574	\$ 121,681	11.2%
Purchased Transportation						
Purchased Transportation - GO!Bus	\$ 4,259,651	\$ 4,631,772	\$ 6,301,500	\$ 7,362,263	\$ 1,060,763	16.8%
Purchased Transportation for JARC (Ascet)	\$ 5,787					
Purchased Transportation - Hope Network	479,486	574,636	584,100	681,700	97,600	16.7%
Other Purchased Transportation - Ridelink/KCCA	289,893	257,553	350,598	370,484	19,886	5.7%
Purchased Transportation - PASS	103,173	94,158	119,125	100,037	(19,089)	-16.0%
Purchased Transportation - On Demand			409,682	-	(409,682)	-100.0%
Subtotal Purchased Transportation	\$ 5,137,990	\$ 5,558,119	\$ 7,765,004	\$ 8,514,483	\$ 749,478	9.7%
Operating Expenses before Capitalized Operating	\$ 45,061,161	\$ 45,238,083	\$ 56,276,189	\$ 60,007,392	\$ 3,731,204	6.6%
Capitalized Operating Expenses	-	-	(3,454,052)	(4,000,000)	(545,948)	15.8%
Total Expenses	\$ 45,061,161	\$ 45,238,083	\$ 52,822,137	\$ 56,007,392	\$ 3,185,256	6.0%
Reserves Used	\$ 1,645,030	\$ 397,084	\$ 8,564,938	\$ 8,211,755	(353,182)	-4.1%

V. Revenue Sources

Passenger Fares and Ridership

Since the onset of the COVID-19 pandemic, fare revenue has dramatically decreased along with ridership. However, we have experienced a significant increase in ridership compared to our original budget for the current fiscal year, starting with a budget of 5.32 million riders, and now we are projecting a total of 5.83 million riders by the end of FY 22/23. Total ridership is expected to increase another 7% in the next year, from 5.83 million in FY 22/23 to 6.25 million in FY 23/24. We expect a return to “normal” to be a gradual process, and this projection reflects that expectation. A 7% increase in FY 23/24 represents a 60% 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 \$69.22 without GO! Bus service per revenue hour and \$80.28 with GO! Bus service per revenue hour. This is a 3.7% increase from FY 22/23 rates. Because audited numbers are the basis for the calculation, the rate is always two years behind, and we currently give all partners a discount on our state operating assistance rate. This rate calculation will be under review early in the fiscal year.

State Operating Assistance

FY 23/24 state operating assistance budgeted rate is 29% which is a slight decrease from FY 22/23 actual rate of 29.5262%. This is preliminary as the Michigan Department of Transportation releases the actual percentage in September.

Grant Operating Revenue (Federal funding)

For the past four years, federal operating assistance funding has been provided to offset 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). All federal funding, totaling \$60,153,686, has been received.

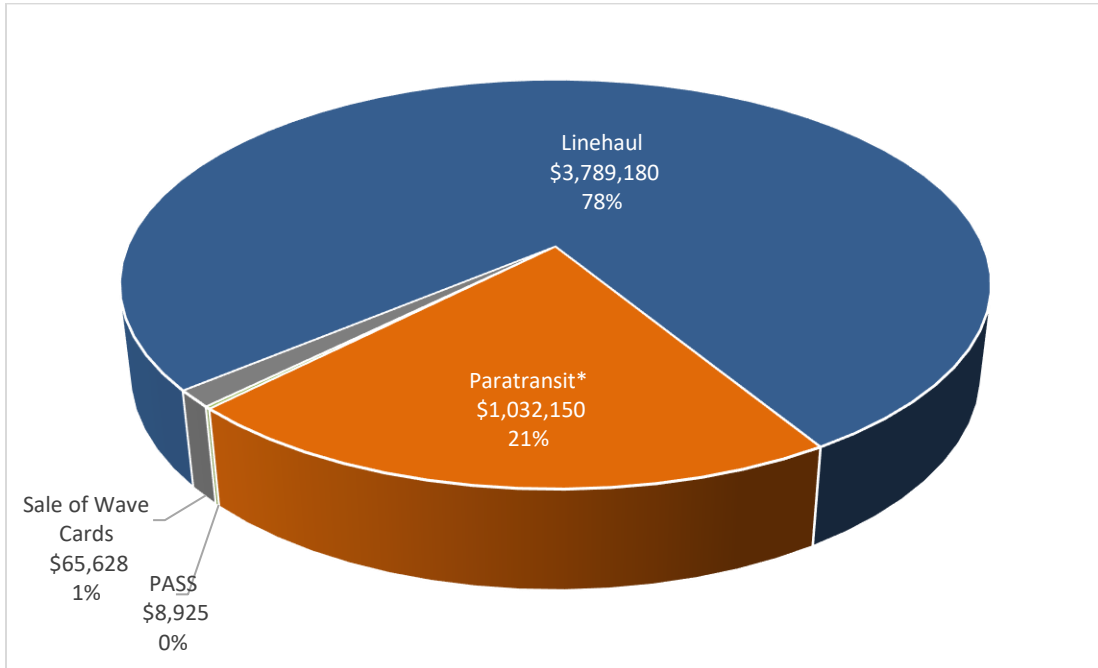
Grant Capital Revenue (Federal and State funding)

The approved Budget Guidelines stated that preventative maintenance funds would only be used as a funding source as permitted by federal regulations. In the FY 23/24 budget, 4 million dollars in operating funds have been identified as eligible expenses. Eligible expenses were identified in the Security, Fleet Maintenance, Facility Maintenance, and IT budgets. Using preventative maintenance funds further reduces the amount to be used from reserves for FY 23/24.

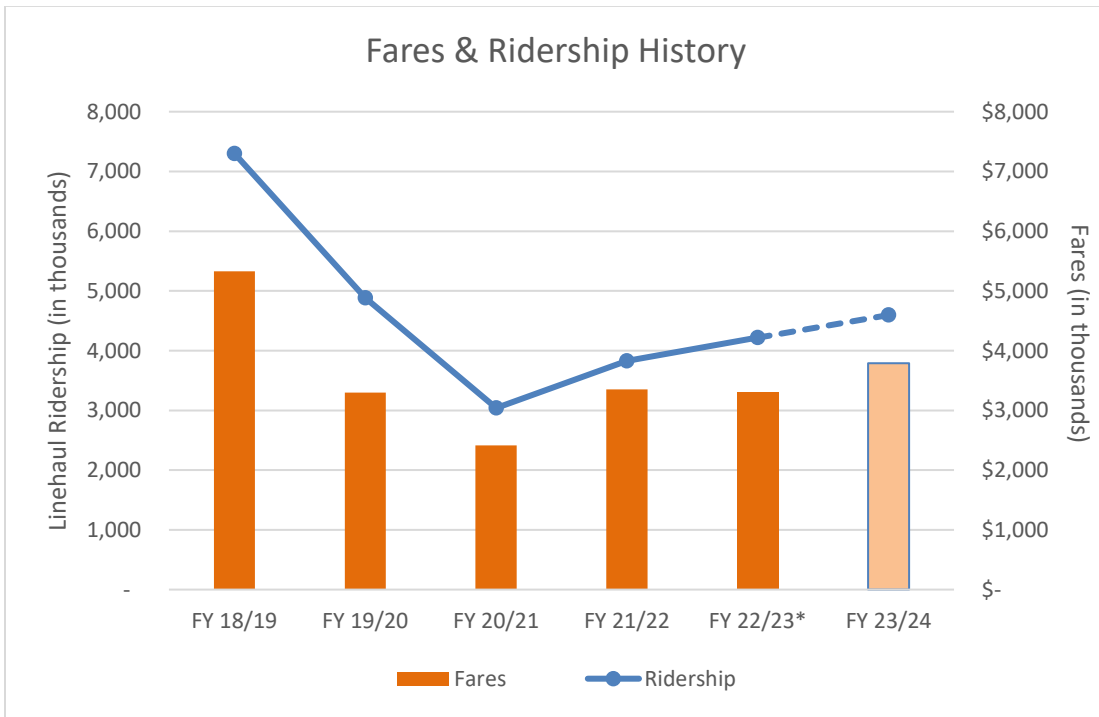
Reserves

\$8.2 million of reserves are budgeted to be used in FY 23/24.

VI. Passenger Fares

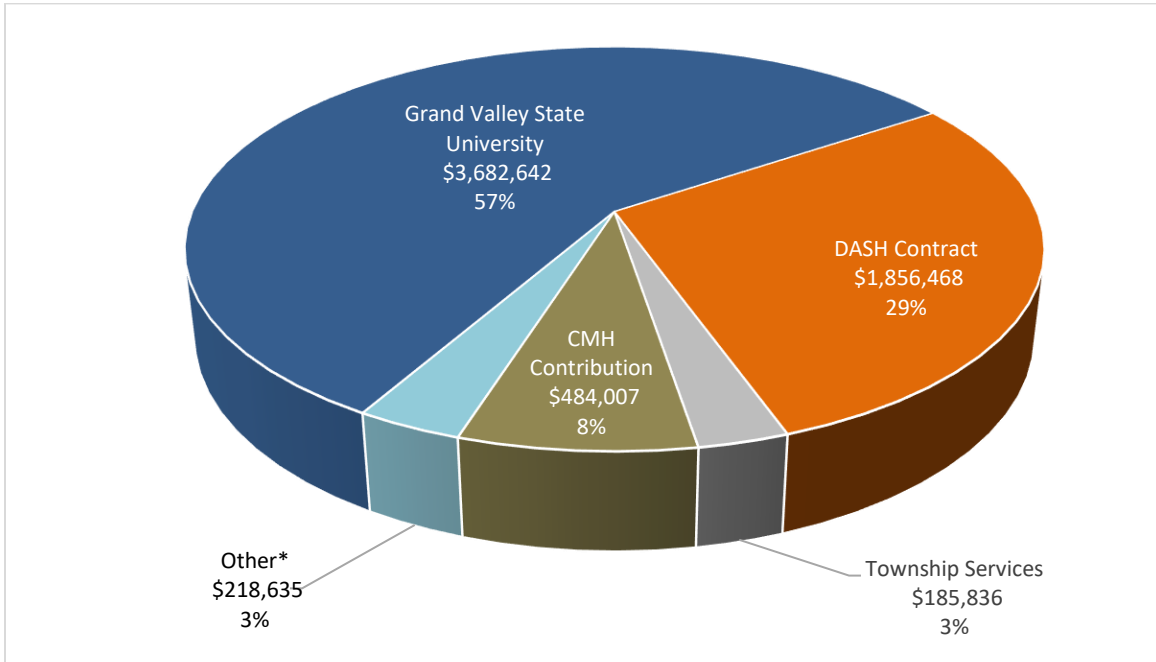


* Includes Ridelink

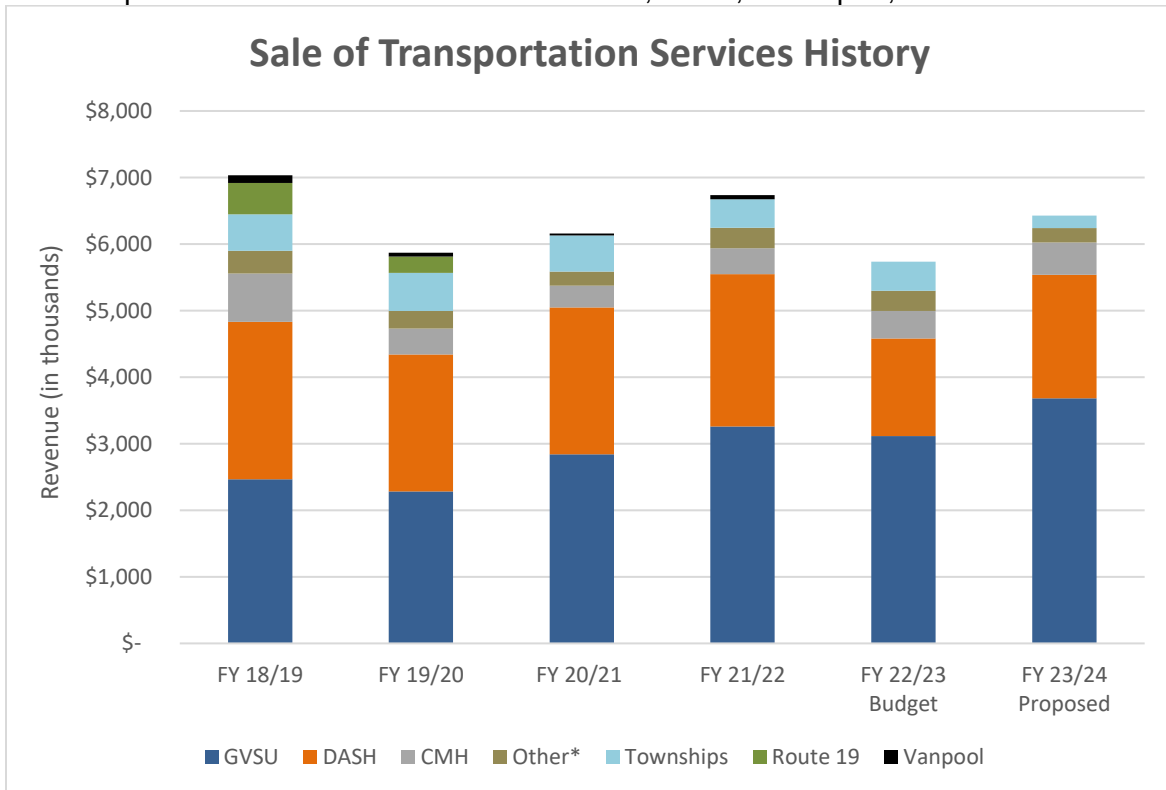


* July-September is projected

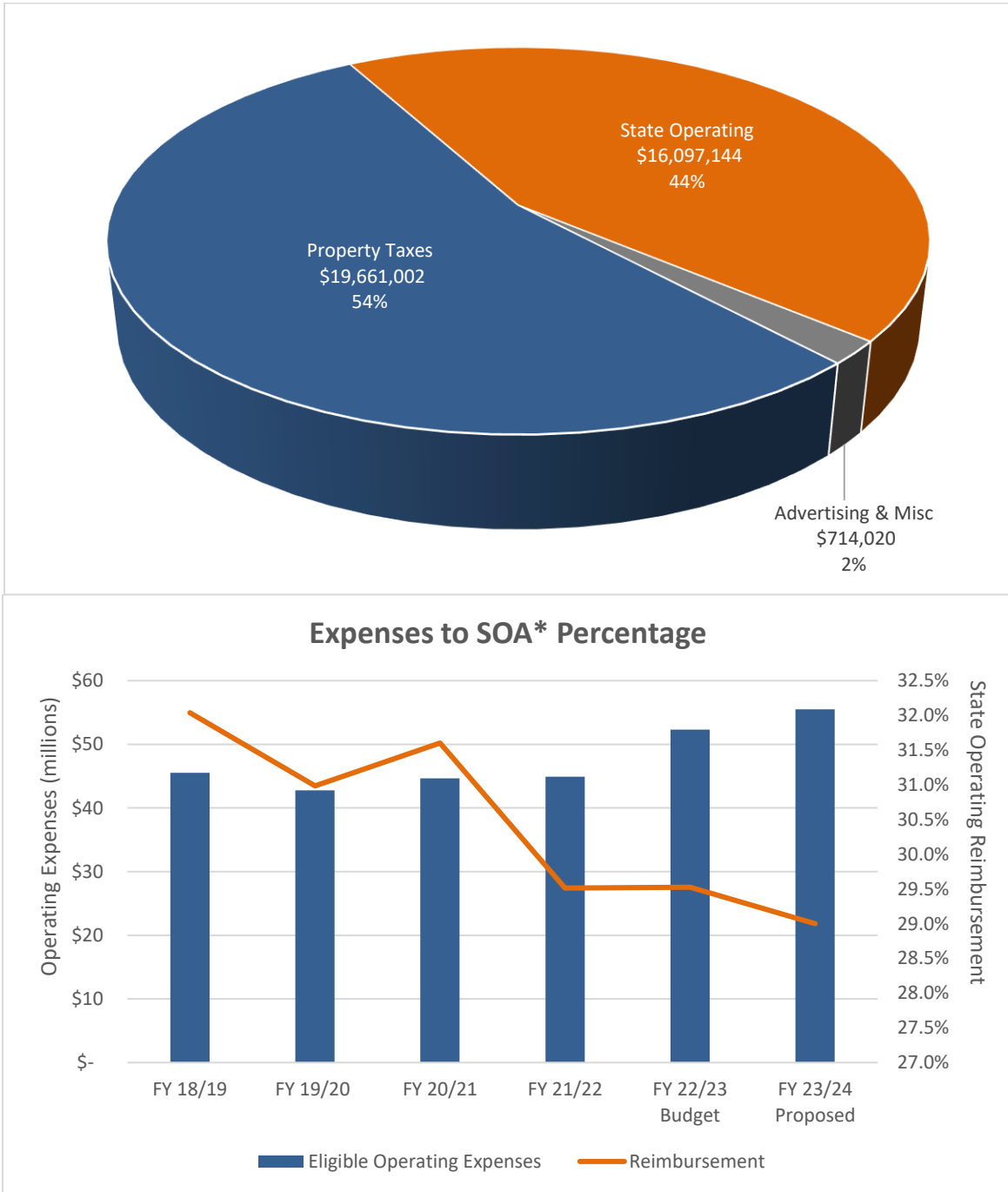
VII. Sale of Transportation Services



*Other transportation services include GRCC shuttle, Ferris, Davenport, and KCCA



VIII. Other Revenue and Support



*SOA = State Operating Assistance

IX. PERSONNEL

	<u>FY 22/23</u> <u>Authorized</u>	<u>FY 23/24</u> <u>New positions</u>	<u>FY 23/24</u> <u>Authorized</u>	<u>FY 23/24</u> <u>Budgeted</u>
Administration				
Full Time	92 *	7	99	97
Part Time	5	3	8	8
Total Administration	97	10	107	105
Maintenance				
Fleet	33 *	0	33	33
Facilities	10	0	10	10
Total Maintenance	43	0	43	43
Operators				
Full Time	272	0	272	245
Part Time	49	0	49	20
Total Operators	321	0	321	265
Total Positions	461	10	471	413

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 23/24 budget includes ten new positions, increasing the full-time authorization for administration to 106 FTEs (part and full-time):

- Transit Enforcement Officers
- Transit Enforcement Supervisor

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

- *Reclassified Maintenance Technician to a Maintenance Superintendent
- Reclassed one Fare Enforcement Officer to a Transit Enforcement Officer

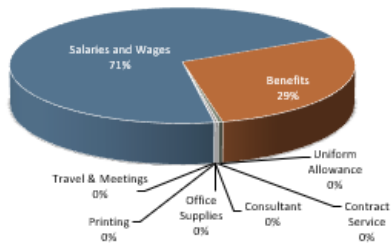
X. Individual Departmental Budgets

TRANSPORTATION

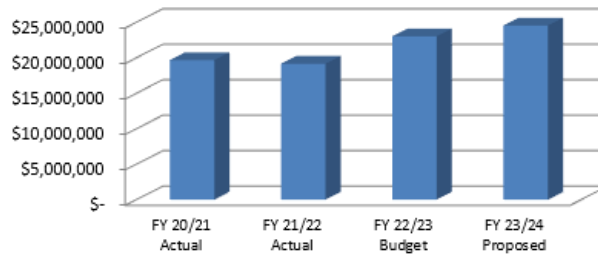
FUNCTIONS

- Operation of fixed-route bus service, including DASH, Laker Line and the Silver Line
- Successfully implement the COA including the On-Demand service areas
- Responding to customer concerns related to the above services
- Ensure adequate number of bus operators for daily service
- Participating in recruitment of bus operators and supervisors
- Mentoring bus operators toward the reduction of accident frequency, potential liability, and improved customer service

FY 23/24 Operating Budget



**Total Operating Expenses
FY 20/21 to FY 23/24**



FY 23/24 Proposed vs FY 22/23 Budget

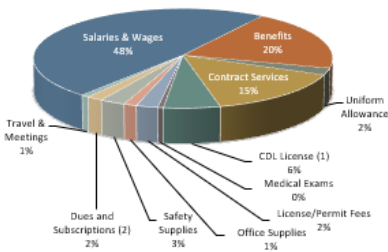
Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries and Wages	\$ 12,109,989	\$ 12,547,651	\$ 16,110,353	\$ 17,281,043	\$ 1,170,690	7.3%
Benefits	7,466,761	6,479,305	6,723,584	7,064,149	340,565	5.1%
Uniform Allowance	70,197	68,815	96,300	99,300	3,000	3.1%
Education Reimbursement	-	-	-	-	-	0.0%
Contract Service	13,591	14,134	16,200	16,200	-	0.0%
Consultant	-	33,573	50,000	50,000	-	0.0%
Office Supplies	1,271	2,215	2,100	1,800	(300)	-14.3%
Printing	751	72	2,400	1,400	(1,000)	-41.7%
Electronic Communications	-	-	-	-	-	0.0%
Employee Engagement	315	1,191	-	-	-	0.0%
Travel & Meetings	4,205	9,321	17,400	16,700	(700)	-4.0%
Total Operating Expenses	\$ 19,667,079	\$ 19,156,277	\$ 23,018,337	\$ 24,530,592	\$ 1,512,255	6.6%
Administration	16	17	17	17	0	0.0%
Operators - FT	265	245	245	245	0	0.0%
Operators - PT	0	20	20	20	0	0.0%
Total Employees	281	282	282	282	0	0.0%

SAFETY

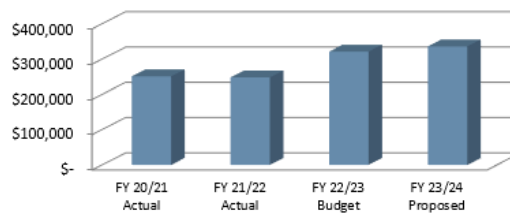
FUNCTIONS

- Managing the Safety Management System (SMS) program as recommended by FTA through the implementation of the Public Transit Agency Safety Plan (PTASP).
- Developing, implementing, and managing the PTASP.
- Developing safety, health, and training plans as recommended by the FTA, TSA/Homeland Security, and MIOSHA.
- Researching and disseminating important safety and training information from federal and state agencies.
- Conducting site safety inspections and monitoring remediation of safety hazards
- Providing scene safety for major accidents and during significant emergencies and disasters.
- Making safety and training recommendations to upper management for consideration and possible action.
- Researching and reporting on accidents to upper management and the FTA with a view to reducing vehicle accidents, injuries, and incidents.
- Coordinating and maintaining Safety Data Sheet (SDS) records.
- Developing and delivering training programs primarily focused on Operations Division employees, both Union and Non-Union.

FY 23/24 Operating Budget



**Total Operating Expenses
FY 20/21 to FY 23/24**



FY 23/24 Proposed vs FY 22/23 Budget

Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries & Wages	\$ 121,249	129,565	154,473	162,196	\$ 7,723	5.0%
Benefits	74,759	66,904	64,469	66,303	1,834	2.8%
Uniform Allowance	373	-	7,980	7,480	(500)	-6.3%
Contract Services	22,827	26,377	49,199	49,925	726	1.5%
CDL License ⁽¹⁾	3,400	7,300	9,200	19,250	10,050	109.2%
Medical Exams	-	-	2,949	1,950	(999)	-33.9%
License/Permit Fees	3,994	2,080	7,425	7,355	(70)	-0.9%
Office Supplies	1,507	232	3,242	4,410	1,168	36.0%
Safety Supplies	19,431	10,277	10,550	8,700	(1,850)	-17.5%
Dues and Subscriptions ⁽²⁾	1,551	1,652	2,996	5,580	2,584	86.2%
Travel & Meetings	1,913	3,632	8,530	2,700	(5,830)	-68.3%
Total Operating Expenses	\$ 251,004	\$ 248,019	\$ 321,013	\$ 335,849	\$ 14,836	4.6%
Total Employees	2	2	2	2	-	0.0%

Notes

⁽¹⁾ Increase in anticipated labor force

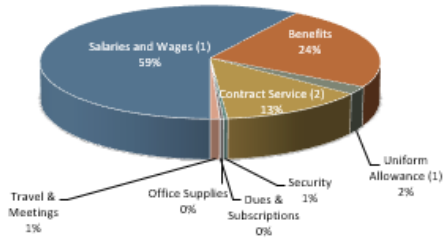
⁽²⁾ Increase in online training

SECURITY

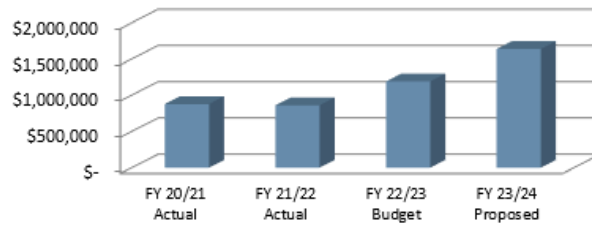
FUNCTIONS

- Coordination of Rapid Central Station security and other Rapid property
- Fare enforcement and education for the Laker Line
- Developing safety, security, and emergency preparedness plans as recommended by the FTA, TSA/Homeland Security, and LEPC
- Researching and disseminating important security and emergency information from federal, state and local agencies
- Conducting site security and threat assessment inspections

FY 23/24 Operating Budget



**Total Operating Expenses
FY 20/21 to FY 23/24**



FY 23/24 Proposed vs FY 22/23 Budget

Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries and Wages ⁽¹⁾	\$ 344,380	\$ 317,269	\$ 386,735	\$ 969,085	\$ 582,350	150.6%
Benefits	212,337	163,830	161,402	396,143	234,741	145.4%
Uniform Allowance ⁽¹⁾	4,654	3,635	3,500	36,545	33,045	944.1%
Contract Service ⁽²⁾	20,048	17,688	27,000	214,063	187,063	692.8%
Security	289,005	353,335	593,682	6,000	(587,682)	-99.0%
Office Supplies	5,870	3,410	4,750	5,000	250	5.3%
Dues & Subscriptions	245	309	490	585	95	19.4%
Travel & Meetings	1,153	1,570	15,415	13,500	(1,915)	-12.4%
Total Operating Expenses	\$ 877,692	\$ 861,045	\$ 1,192,973	\$ 1,640,920	\$ 447,946	37.5%
Total Employees	9	8	8	19	11	137.5%

Notes

⁽¹⁾ Addition of new positions

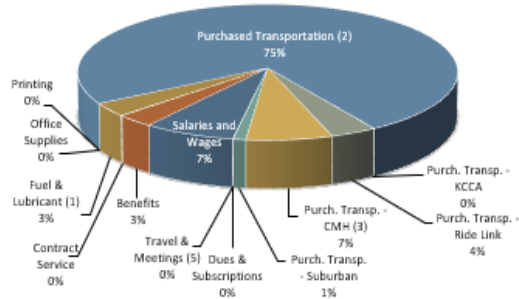
⁽²⁾ Addition of health-monitoring software to ensure reliability and security technology

SPECIALIZED SERVICES

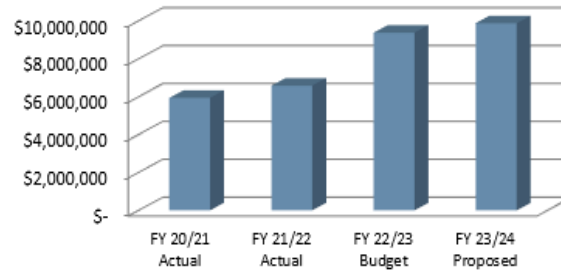
FUNCTIONS

- Certify ADA eligibility with potential customers.
- Provide door-to-door transportation through contracted providers.
- Oversight of contracted providers to ensure quality of service and compliance with all ADA requirements.
- Coordinate demand response services (PASS, Ridelink, and Network 180) with network providers.
- Coordinate micro transit services for Rapid Connect.
- Provide all demand-response services in a safe, efficient, economical manner.
- Oversight of call-center services.

FY 23/24 Operating Budget



**Total Operating Expenses
FY 20/21 to FY 23/24**



FY 23/24 Proposed vs FY 22/23 Budget

Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries and Wages	\$ 477,417	\$ 654,379	\$ 749,580	\$ 726,570	\$ (23,010)	-3.1%
Benefits	294,365	337,906	312,834	297,007	(15,826)	-5.1%
Contract Service	29,098	30,462	39,350	9,050	(30,300)	-77.0%
Fuel & Lubricant ⁽¹⁾	-	-	500,000	318,531	(181,469)	-36.3%
Office Supplies	11	136	500	500	-	0.0%
Printing	-	-	2,500	2,500	-	0.0%
Purchased Transportation ⁽²⁾	4,259,651	4,631,772	6,301,500	7,362,263	1,060,763	16.8%
Purch. Transp. - KCCA	5,787	4,078	5,000	3,500	(1,500)	-30.0%
Purch. Transp. - Ride Link	289,893	253,475	345,598	366,984	21,386	6.2%
Purch. Transp. - CMH ⁽³⁾	479,486	574,636	584,100	681,700	97,600	16.7%
Purch. Transp. - Suburban	103,173	94,158	119,125	100,037	(19,089)	-16.0%
Purch. Transp. - On Demand ⁽⁴⁾	-	-	409,682	-	(409,682)	-100.0%
Dues & Subscriptions	100	-	100	100	-	0.0%
Travel & Meetings ⁽⁵⁾	750	77	2,250	3,500	1,250	55.6%
Total Operating Expenses	\$ 5,939,731	\$ 6,581,078	\$ 9,372,118	\$ 9,872,241	\$ 500,123	5.3%
Total Employees	14	15	15	15	0	0.0%

Notes

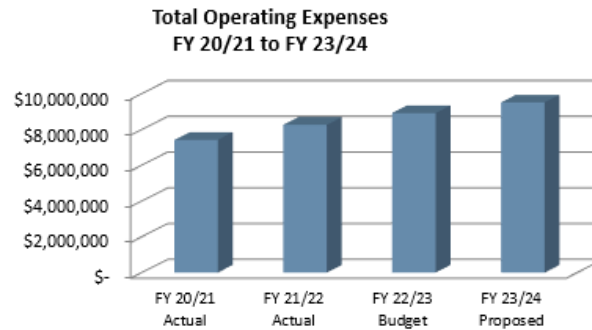
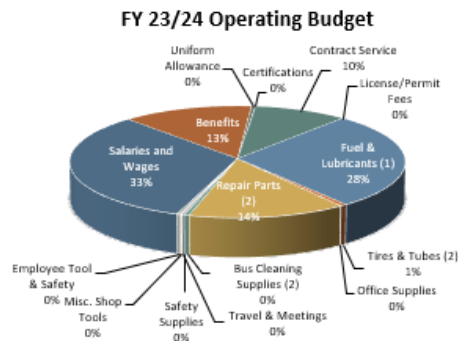
- ⁽¹⁾ Relatively new program, FY 23/24 is the first budget based on actual data
- ⁽²⁾ 10% increase in trips and 3.8% increase in cost per revenue hour
- ⁽³⁾ 13% increase in trips and 3.0% increase in cost per revenue hour
- ⁽⁴⁾ Costs were reclassified to Operations (035) and Maintenance (080) budgets
- ⁽⁵⁾ Increase in opportunities for education and networking

FLEET MAINTENANCE SUMMARY

FUNCTIONS

- Provision of vehicle and equipment maintenance programs in accordance with manufacturer recommendations and FTA requirements
- Comprehensive oversight of the paratransit subcontractor maintenance program
- Increase service reliability by performing timely and quality oriented repairs of vehicles and equipment
- Financially prudent and timely acquisition of parts and supplies
- Adapt to the needs and requirements of the agency's mission
- Continuous skill development of the supervisory and maintenance technician teams
- Accurate management of the agencies assets, maintenance functions, and inventory within an integrated electronic software program

FLEET MAINTENANCE SUMMARY



FY 23/24 Proposed vs FY 22/23 Budget

Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries and Wages	\$ 2,054,729	\$ 2,134,140	\$ 2,564,996	\$ 3,097,302	\$ 532,306	20.8%
Benefits	1,266,902	1,102,019	1,070,493	1,266,116	195,623	18.3%
Uniform Allowance	31,628	35,363	35,611	39,454	3,843	10.8%
Certifications	306	338	1,795	1,085	(710)	-39.6%
Contract Service	992,766	849,966	904,361	906,368	2,008	0.2%
License/Permit Fees	143	340	502	691	189	37.6%
Fuel & Lubricants (1)	1,796,358	2,803,617	2,921,740	2,665,935	(255,804)	-8.8%
Tires & Tubes (2)	25,534	26,555	41,616	57,166	15,550	37.4%
Office Supplies	2,299	2,902	4,386	4,312	(74)	-1.7%
Repair Parts (2)	1,169,304	1,235,009	1,268,911	1,366,186	97,275	7.7%
Bus Cleaning Supplies (2)	27,950	20,790	33,207	45,096	11,889	35.8%
Safety Supplies	19,127	23,156	22,200	19,728	(2,472)	-11.1%
Travel & Meetings	1,142	3,837	5,750	5,850	100	1.7%
Misc. Shop Tools	6,299	4,371	9,390	8,040	(1,350)	-14.4%
Employee Tool & Safety	28,393	22,961	33,550	32,025	(1,525)	-4.5%
Employee Engagement	321	308	-	-	-	0.0%
Total Operating Expenses	\$ 7,423,204	\$ 8,265,673	\$ 8,918,507	\$ 9,515,355	596,848	6.7%
Administration	11	11	11	12	1	9.1%
Union	33	34	34	33	(1)	-2.9%
Total Employees	44	45	45	45	0	0.0%

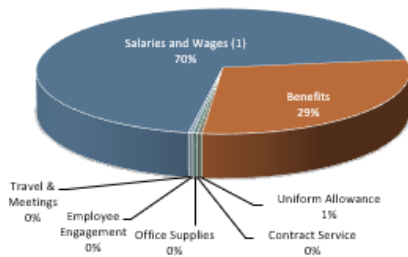
FLEET MAINTENANCE ADMINISTRATION

FUNCTIONS

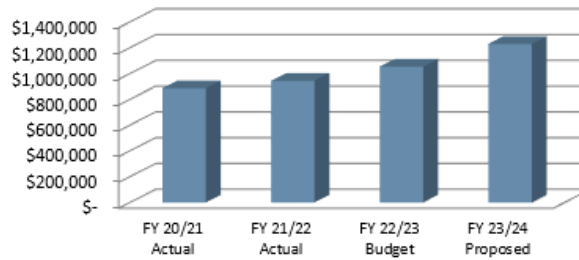
- Provision of vehicle and equipment maintenance programs in accordance with manufacturer recommendations and FTA requirements
- Comprehensive oversight of the paratransit subcontractor maintenance program
- Increase service reliability by performing timely and quality oriented repairs of vehicles and equipment
- Financially prudent and timely acquisition of parts and supplies
- Adapt to the needs and requirements of the agency's mission
- Continuous skill development of the supervisory and maintenance technician teams
- Accurate management of the agencies assets, maintenance functions, and inventory within an integrated electronic software program

MAINTENANCE ADMINISTRATION

FY 23/24 Operating Budget



**Total Operating Expenses
FY 20/21 to FY 23/24**

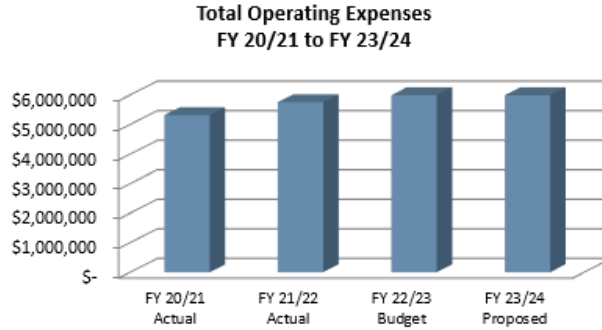
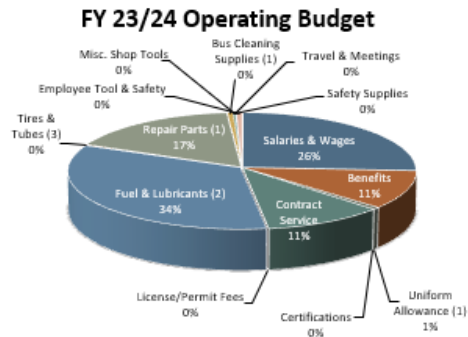


Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries and Wages ⁽¹⁾	\$ 544,012	\$ 615,855	\$ 734,138	\$ 863,893	\$ 129,755	17.7%
Benefits	335,426	318,013	306,392	353,142	46,750	15.3%
Uniform Allowance	4,077	5,394	5,159	4,761	(398)	-7.7%
Contract Service	-	-	-	-	-	0.0%
Office Supplies	2,299	2,902	4,386	4,312	(74)	-1.7%
Employee Engagement	321	308	-	-	-	0.0%
Travel & Meetings	388	2,755	4,400	4,450	50	1.1%
Total Operating Expenses	\$ 886,522	\$ 945,228	\$ 1,054,475	\$ 1,230,558	\$ 176,083	16.7%
Total Employees	11	11	11	12	1	9.1%

Notes

⁽¹⁾ Reclassification of technician role to superintendent

LINEHAUL MAINTENANCE



Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries & Wages	\$ 1,307,152	\$ 1,294,820	\$ 1,401,848	\$ 1,552,854	\$ 151,006	10.8%
Benefits	805,962	668,614	585,055	634,776	49,721	8.5%
Uniform Allowance ⁽¹⁾	27,551	29,969	30,452	34,693	4,242	13.9%
Certifications	306	338	1,795	1,085	(710)	-39.6%
Contract Service	820,969	622,132	656,472	636,352	(20,120)	-3.1%
License/Permit Fees	-	220	181	433	252	139.2%
Fuel & Lubricants ⁽²⁾	1,351,598	2,147,413	2,256,027	2,017,277	(238,750)	-10.6%
Tires & Tubes ⁽³⁾	2,077	591	5,344	10,392	5,048	94.5%
Repair Parts ⁽¹⁾	930,194	937,025	974,256	1,017,835	43,579	4.5%
Bus Cleaning Supplies ⁽¹⁾	21,656	15,040	23,305	33,131	9,826	42.2%
Safety Supplies	14,995	12,000	17,352	13,836	(3,516)	-20.3%
Travel & Meetings	755	882	1,050	1,100	50	4.8%
Misc. Shop Tools	5,627	3,425	6,850	6,150	(700)	-10.2%
Employee Tool & Safety	28,393	22,961	33,550	32,025	(1,525)	-4.5%
Total Operating Expenses	\$ 5,317,236	\$ 5,755,430	\$ 5,993,537	\$ 5,991,938	\$ (1,599)	0.0%
Total Employees	33	34	34	33	(1)	-2.9%

Notes

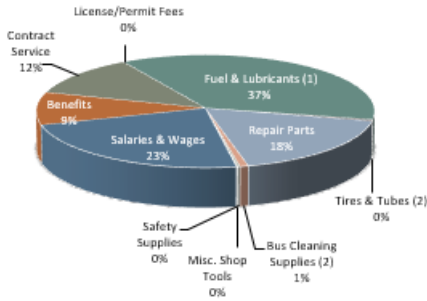
⁽¹⁾ Price increases due to economic factors

⁽²⁾ Lower cost per diesel gallon for the same number of miles (FY 22/23: \$3.7393/gal, FY 23/24: \$3.1667/gal)

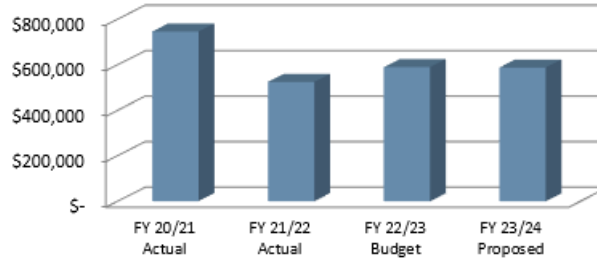
⁽³⁾ Increased spare tire stock

SILVER LINE BRT MAINTENANCE

FY 23/24 Operating Budget



**Total Operating Expenses
FY 20/21 to FY 23/24**



FY 23/24 Proposed vs FY 22/23 Budget

Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries & Wages	\$ 117,952	\$ 79,506	\$ 113,013	\$ 135,031	\$ 22,018	19.5%
Benefits	72,727	41,055	47,166	55,198	8,032	17.0%
Contract Service	106,341	54,883	66,020	69,972	3,952	6.0%
License/Permit Fees	-	20	-	25	25	100.0%
Fuel & Lubricants (1)	321,100	214,276	254,832	215,839	(38,993)	-15.3%
Tires & Tubes (2)	684	166	1,740	2,496	756	43.4%
Repair Parts	117,213	128,029	101,765	102,524	759	0.7%
Bus Cleaning Supplies (2)	6,294	609	3,195	4,487	1,292	40.4%
Safety Supplies	2,956	5,676	1,320	1,308	(12)	-0.9%
Travel & Meetings	-	-	50	50	-	0.0%
Misc. Shop Tools	672	343	540	540	-	0.0%
Total Operating Expenses	\$ 745,939	\$ 524,563	\$ 589,641	\$ 587,469	\$ (2,172)	-0.4%

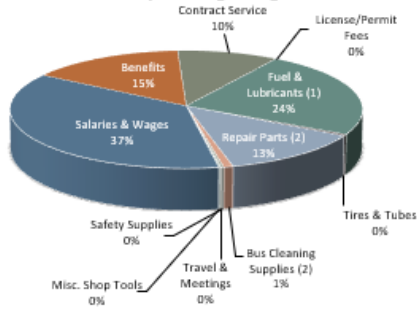
Notes

(1) Lower cost per diesel gallon for the same number of miles (FY 22/23: \$3.7393/gal, FY 23/24: \$3.1667/gal)

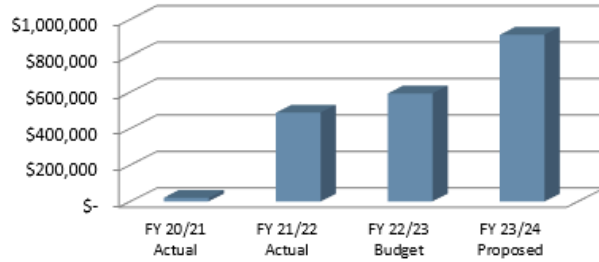
(2) Price increases due to economic factors

LAKER LINE BRT MAINTENANCE

FY 23/24 Operating Budget



**Total Operating Expenses
FY 20/21 to FY 23/24**



Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries & Wages	\$ 14,617	\$ 79,304	\$ 180,821	\$ 337,577	\$ 156,755	86.7%
Benefits	9,012	40,951	75,465	137,995	62,530	82.9%
Contract Service	-	68,446	85,256	90,014	4,759	5.6%
License/Permit Fees	-	-	28	-	(28)	-100.0%
Fuel & Lubricants ⁽¹⁾	-	235,445	170,734	218,046	47,312	27.7%
Tires & Tubes	-	950	4,920	4,026	(894)	-18.2%
Repair Parts ⁽²⁾	(3,272)	52,371	64,291	116,384	52,093	81.0%
Bus Cleaning Supplies ⁽²⁾	-	5,142	6,707	7,478	771	11.5%
Safety Supplies	-	4,328	2,424	2,388	(36)	-1.5%
Travel & Meetings	-	200	250	250	-	0.0%
Misc. Shop Tools	-	603	2,000	1,350	(650)	-32.5%
Total Operating Expenses	\$ 20,357	\$ 487,741	\$ 592,896	\$ 915,508	\$ 322,612	54.4%

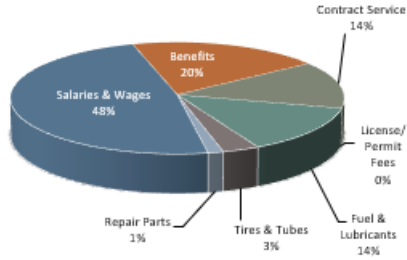
Notes

⁽¹⁾ Higher cost per CNG gallon and an increased amount of service (FY 22/23: \$1.0030/DGE, FY 23/24: \$1.0767/DGE)

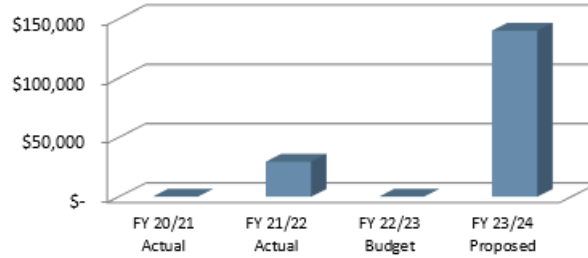
⁽²⁾ Price increases due to economic factors

ON-DEMAND VEHICLE MAINTENANCE

FY 23/24 Operating Budget



**Total Operating Expenses
FY 20/21 to FY 23/24**



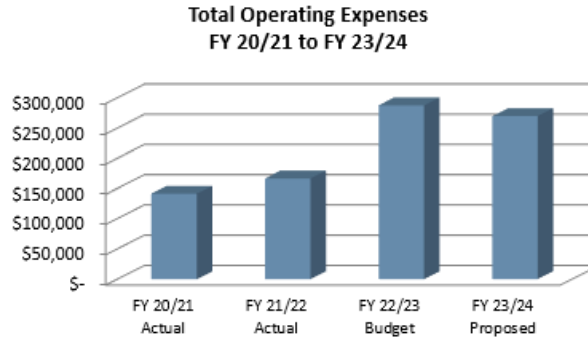
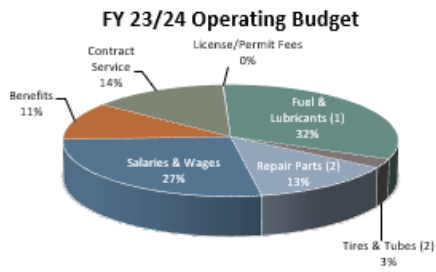
FY 23/24 Proposed vs FY 22/23 Budget

Description	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 23/24 Proposed vs FY 22/23 Budget	
	Actual	Actual	Budget	Proposed	\$	%
Salaries & Wages	\$ -	\$ 915	\$ -	\$ 67,515	\$ 67,515	100.0%
Benefits	-	473	-	27,599	27,599	100.0%
Contract Service	-	8,436	-	19,202	19,202	100.0%
License/Permit Fees	-	-	-	-	-	100.0%
Fuel & Lubricants	-	8,218	-	19,023	19,023	100.0%
Tires & Tubes	-	-	-	4,704	4,704	100.0%
Repair Parts	-	11,455	-	2,000	2,000	100.0%
Total Operating Expenses	\$ -	\$ 29,498	\$ -	\$ 140,043	\$ 140,043	100.0%

Notes

This is a new program which was only implemented in January of 2022; it was previously budgeted in 031

SERVICE VEHICLE MAINTENANCE



Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries & Wages	\$ 36,199	\$ 23,248	\$ 52,191	\$ 72,917	\$ 20,726	39.7%
Benefits	22,319	12,004	21,782	29,807	8,025	36.8%
Contract Service	12,072	40,079	36,972	37,461	489	1.3%
License/Permit Fees	143	75	268	190	(78)	-29.1%
Fuel & Lubricants ⁽¹⁾	37,182	65,708	137,876	86,690	(51,186)	-37.1%
Tires & Tubes ⁽²⁾	3,735	5,145	6,008	7,048	1,040	17.3%
Repair Parts ⁽²⁾	29,629	20,207	32,340	35,621	3,281	10.1%
Total Operating Expenses	\$ 141,280	\$ 166,465	\$ 287,437	\$ 269,733	\$ (17,704)	-6.2%

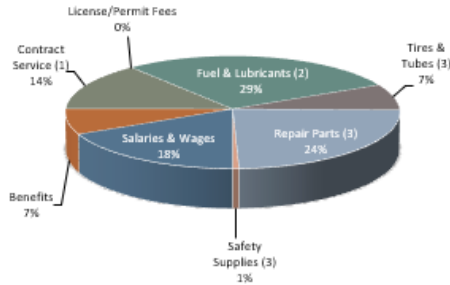
Notes

⁽¹⁾ Lower cost per gasoline gallon for the same number of miles (FY22/23: \$4.5409/gal, FY 23/24: \$2.8289/gal)

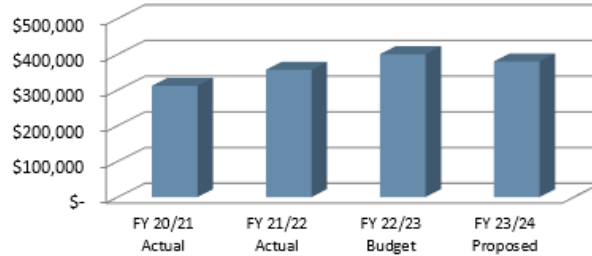
⁽²⁾ Price increases due to economic factors

DASH MAINTENANCE

FY 23/24 Operating Budget



**Total Operating Expenses
FY 20/21 to FY 23/24**



FY 23/24 Proposed vs FY 22/23 Budget

Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries & Wages	\$ 34,798	\$ 40,491	\$ 82,984	\$ 67,515	\$ (15,469)	-18.6%
Benefits	21,456	20,909	34,633	27,599	(7,034)	-20.3%
Contract Service ⁽¹⁾	53,384	55,990	59,641	53,368	(6,273)	-10.5%
License/Permit Fees	-	25	25	43	18	72.0%
Fuel & Lubricants ⁽²⁾	86,477	132,557	102,271	109,061	6,790	6.6%
Tires & Tubes ⁽³⁾	19,038	19,703	23,604	28,500	4,896	20.7%
Repair Parts ⁽³⁾	95,540	85,921	96,259	91,822	(4,437)	-4.6%
Safety Supplies ⁽³⁾	1,176	1,152	1,104	2,196	1,092	98.9%
Total Operating Expenses	\$ 311,870	\$ 356,748	\$ 400,521	\$ 380,104	\$ (20,417)	-5.1%

Notes

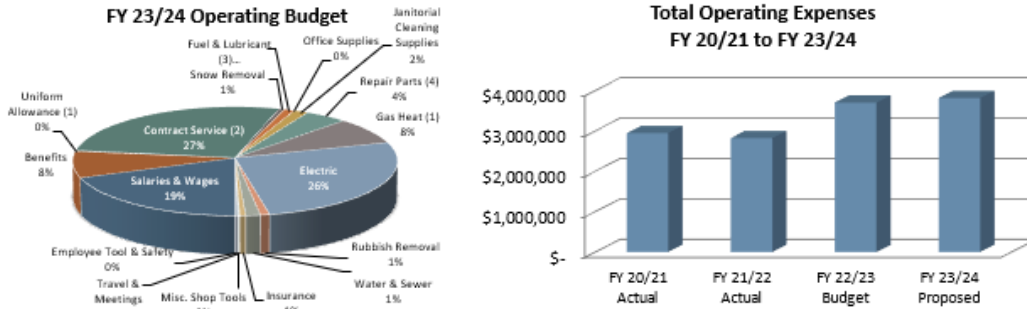
- ⁽¹⁾ Less overall bus cleanings due to no Monday or Tuesday DASH service
- ⁽²⁾ Higher cost per CNG gallon (FY 22/23: \$1.0030/DGE, FY 23/24: \$1.0767/DGE)
- ⁽³⁾ Price increases due to economic factors

FACILITIES MAINTENANCE SUMMARY

FUNCTIONS

- Maintain 9 major facilities (Rapid Central Station, Rapid Operations Center, Rapid Administrative Building, Rapid Amtrak Train Station, Rapid Facilities Maintenance Building, Rapid Kentwood Station, Rapid Laker Line operation Center, Rapid Busch Drive & Rapid CNG Fueling Station)
- Maintain 51 Bus Rapid Transit (BRT) stations to include the 60th St Park and Ride lot and Laker Line park and ride.
- Maintain in excess of 1,600 bus stops, kiosks, and amenities
- Maintain in excess of 120 bus shelters
- Maintain New Laker line facility

FACILITIES MAINTENANCE SUMMARY



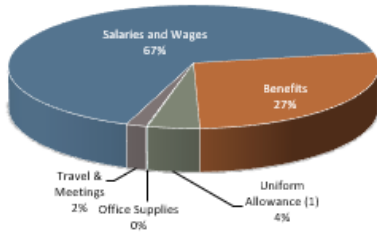
Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries & Wages	460,990	448,699	630,595	728,164	97,570	15.5%
Benefits	284,236	231,696	263,176	297,659	34,483	13.1%
Uniform Allowance ⁽¹⁾	6,740	6,907	9,820	11,480	1,660	16.9%
Education Reimbursement	-	-	-	-	-	0.0%
Contract Service ⁽²⁾	936,065	783,510	994,085	1,044,680	50,595	5.1%
Snow Removal	7,178	6,996	20,600	21,100	500	2.4%
License/Permit Fees	-	-	-	-	-	0.0%
Fuel & Lubricant ⁽³⁾	-	-	-	42,000	42,000	100.0%
Office Supplies	95	159	300	300	-	0.0%
Janitorial Cleaning Supplies	39,926	32,490	60,000	58,000	(2,000)	-3.3%
Repair Parts ⁽⁴⁾	106,446	170,931	322,500	171,300	(151,200)	-46.9%
Gas Heat ⁽¹⁾	158,376	257,862	285,800	305,800	20,000	7.0%
Electric	856,430	799,659	991,000	1,006,500	15,500	1.6%
Rubbish Removal	25,079	28,815	33,900	32,880	(1,020)	-3.0%
Water & Sewer	33,262	38,104	50,650	52,150	1,500	3.0%
Insurance	21,975	3,152	21,267	21,260	(7)	0.0%
Travel & Meetings	341	247	4,100	4,500	400	9.8%
Misc. Shop Tools	943	1,489	1,980	1,980	-	0.0%
Employee Tool & Safety	6,682	6,905	7,900	10,100	2,200	27.8%
Total Operating Expenses	\$ 2,944,764	\$ 2,817,621	\$ 3,697,672	\$ 3,809,854	\$ 112,181	3.0%
Administration	2	2	2	2	0	0.0%
Union	8	10	10	10	0	0.0%
Total Employees	10	12	12	12	0	0.0%

Notes

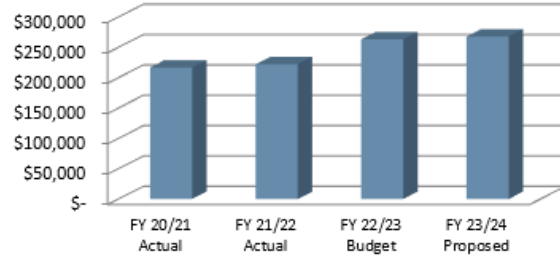
- ⁽¹⁾ Price increases due to economic factors
⁽²⁾ Increase from 4 to 6 compressors and CNG repairs
⁽³⁾ Reclassed from Repair Parts
⁽⁴⁾ Removal of the Ticket Vending Machines (TVMs)

FACILITIES MAINTENANCE ADMINISTRATION

FY 23/24 Operating Budget



Total Operating Expenses
FY 20/21 to FY 23/24



Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries and Wages	\$ 129,017	\$ 141,483	\$ 170,195	\$ 178,715	\$ 8,520	5.0%
Benefits	79,549	73,058	71,030	73,055	2,025	2.9%
Uniform Allowance ⁽¹⁾	6,740	6,907	9,820	11,480	1,660	16.9%
Education Reimbursement	-	-	-	-	-	0.0%
Office Supplies	95	159	300	300	-	0.0%
Travel & Meetings	341	247	4,100	4,500	400	9.8%
Employee Tool & Safety ⁽²⁾	1,093	485	7,900	-	(7,900)	0.0%
Total Operating Expenses	\$ 216,835	\$ 222,338	\$ 263,346	\$ 268,050	\$ 4,705	1.8%
Total Employees	2	2	2	2	0	0.0%

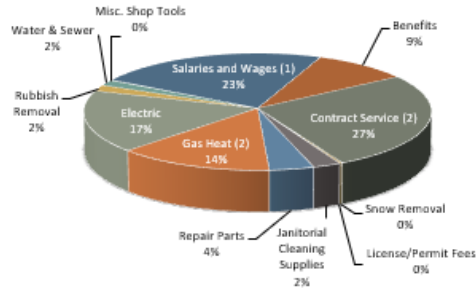
Notes

⁽¹⁾ Price increases due to economic factors

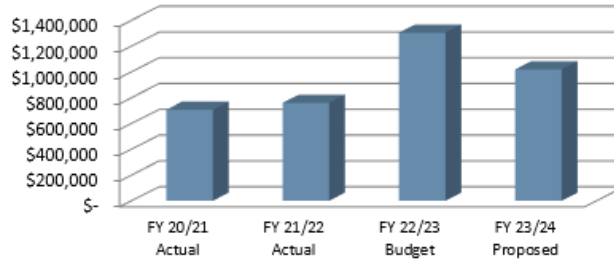
⁽²⁾ Reclassed to Butterworth (148)

WEALTHY BUILDING

FY 23/24 Operating Budget



Total Operating Expenses
FY 20/21 to FY 23/24



FY 23/24 Proposed vs FY 22/23 Budget

Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries and Wages ⁽¹⁾	\$ 129,613	\$ 118,595	\$ 460,399	\$ 233,373	\$ (227,026)	-49.3%
Benefits	79,917	61,240	192,146	95,398	(96,747)	-50.4%
Contract Service ⁽²⁾	187,619	201,521	246,610	272,800	26,190	10.6%
Snow Removal	1,042	932	2,600	2,600	-	0.0%
License/Permit Fees	-	-	-	-	-	0.0%
Janitorial Cleaning Supplies	19,457	18,049	25,000	25,000	-	0.0%
Repair Parts	24,137	26,290	38,000	40,000	2,000	5.3%
Gas Heat ⁽²⁾	85,956	151,532	130,000	140,000	10,000	7.7%
Electric	149,107	146,313	175,000	175,000	-	0.0%
Rubbish Removal	13,233	15,200	16,680	17,400	720	4.3%
Water & Sewer	10,301	12,114	16,000	16,000	-	0.0%
Misc. Shop Tools	943	1,489	1,680	1,680	-	0.0%
Employee Tool & Safety	5,589	6,420	-	-	-	0.0%
Total Operating Expenses	\$ 706,915	\$ 759,695	\$ 1,304,115	\$ 1,019,251	\$ (284,863)	-21.8%
Total Employees	8	10	10	10	0	0.0%

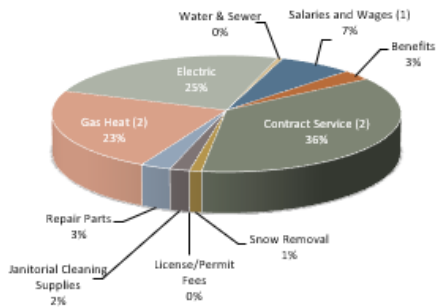
Notes

⁽¹⁾ Technician wages are allocated to all facilities; previously allocated only to Wealthy (141)

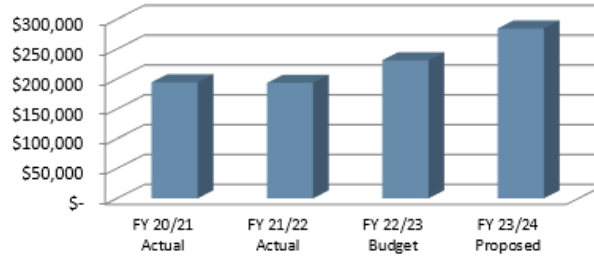
⁽²⁾ Price increases due to economic factors

ELLSWORTH BUILDING

FY 23/24 Operating Budget



**Total Operating Expenses
FY 20/21 to FY 23/24**



FY 23/24 Proposed vs FY 22/23 Budget

Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries and Wages ⁽¹⁾	\$ 11,697	\$ 14,016		\$ 20,406	\$ 20,406	100.0%
Benefits	7,212	7,237		8,342	8,342	100.0%
Contract Service ⁽²⁾	65,276	62,015	94,320	103,840	9,520	10.1%
Snow Removal	1,243	1,145	3,000	3,000	-	0.0%
License/Permit Fees	-	-	-	-	-	0.0%
Janitorial Cleaning Supplies	3,318	3,401	5,000	5,000	-	0.0%
Repair Parts	2,788	4,503	7,500	7,500	-	0.0%
Gas Heat ⁽²⁾	37,796	42,170	55,000	65,000	10,000	18.2%
Electric	64,168	58,091	65,000	70,000	5,000	7.7%
Water & Sewer	1,180	1,172	1,500	1,500	-	0.0%
Total Operating Expenses	\$ 194,678	\$ 193,750	\$ 231,320	\$ 284,588	\$ 53,268	23.0%

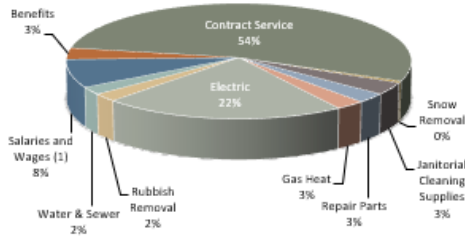
Notes

⁽¹⁾ Technician wages are allocated to all facilities; previously allocated only to Wealthy (141)

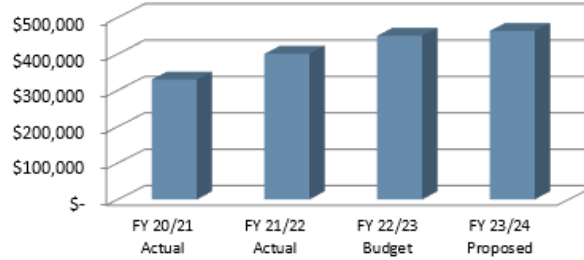
⁽²⁾ Price increases due to economic factors

RAPID CENTRAL STATION

FY 23/24 Operating Budget



Total Operating Expenses
FY 20/21 to FY 23/24



FY 23/24 Proposed vs FY 22/23 Budget

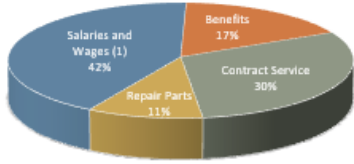
Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries and Wages ⁽¹⁾	\$ 18,219	\$ 17,214		\$ 36,373	\$ 36,373	100.0%
Benefits	11,233	8,889		14,869	14,869	100.0%
Contract Service	172,221	232,523	287,980	249,100	(38,880)	-13.5%
Snow Removal	1,171	1,049	2,300	2,300	-	0.0%
License/Permit Fees	-	-	-	-	-	0.0%
Janitorial Cleaning Supplies	14,579	8,215	16,000	16,000	-	0.0%
Repair Parts	5,665	17,164	11,800	12,300	500	4.2%
Gas Heat	7,568	13,233	12,000	12,000	-	0.0%
Electric	84,931	84,321	100,000	100,000	-	0.0%
Rubbish Removal	7,763	8,939	9,600	10,200	600	6.3%
Water & Sewer	6,156	8,997	10,000	10,000	-	0.0%
Total Operating Expenses	\$ 329,506	\$ 400,543	\$ 449,680	\$ 463,141	\$ 13,461	3.0%

Notes

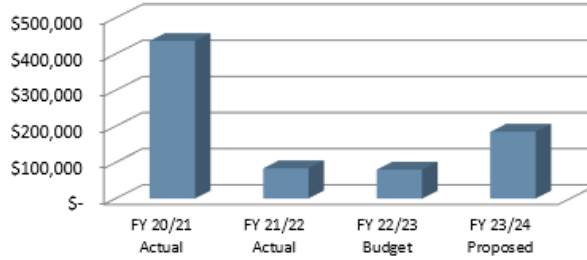
⁽¹⁾ Technician wages are allocated to all facilities; previously allocated only to Wealthy (141)

BUS STOP AND SHELTER PROGRAM

FY 23/24 Operating Budget



Total Operating Expenses
FY 20/21 to FY 23/24

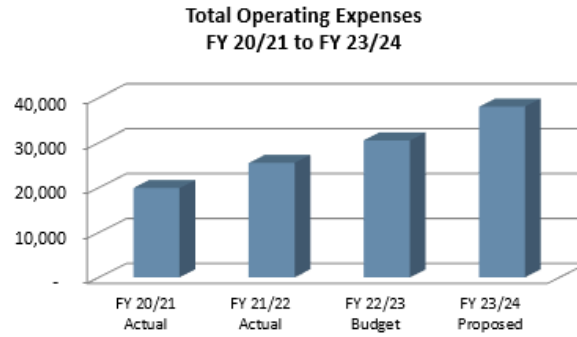
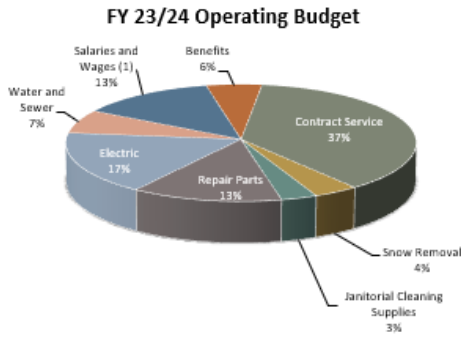


Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries and Wages ⁽¹⁾	\$ 57,822	\$ 38,620		\$ 78,111	78,111	100.0%
Benefits	35,652	19,942		31,930	31,930	100.0%
Contract Service	324,475	23,481	61,000	56,000	(5,000)	-8.2%
Repair Parts	18,399	1,978	19,000	19,000	-	0.0%
Total Operating Expenses	\$ 436,348	\$ 84,021	\$ 80,000	\$ 185,041	\$ 105,041	131.3%

Notes

⁽¹⁾ Technician wages are allocated to all facilities; previously allocated only to Wealthy (141)

KENTWOOD STATION



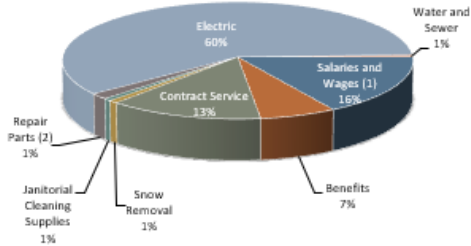
Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries and Wages ⁽¹⁾	\$ 1,540	\$ 2,393	\$ -	\$ 5,046	5,046	100.0%
Benefits	950	1,235	-	2,063	2,063	100.0%
Contract Service	9,891	13,001	14,800	14,200	(600)	-4.1%
Snow Removal	560	658	1,500	1,500	-	0.0%
Janitorial Cleaning Supplies	660	-	1,200	1,200	-	0.0%
Repair Parts	517	1,132	4,500	5,000	500	11.1%
Electric	4,189	4,909	6,000	6,500	500	8.3%
Water and Sewer	1,573	2,163	2,500	2,500	-	0.0%
Total Operating Expenses	19,881	25,491	30,500	38,008	7,508	24.6%

Notes

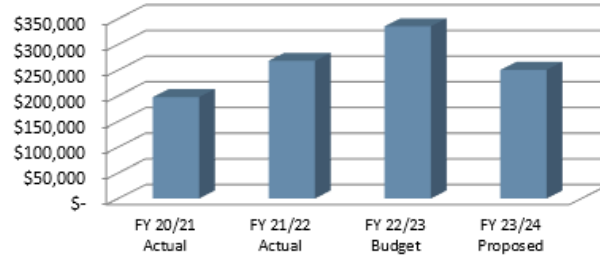
⁽¹⁾ Technician wages are allocated to all facilities; previously allocated only to Wealthy (141)

SILVER LINE BRT STATIONS

FY 23/24 Operating Budget



**Total Operating Expenses
FY 20/21 to FY 23/24**



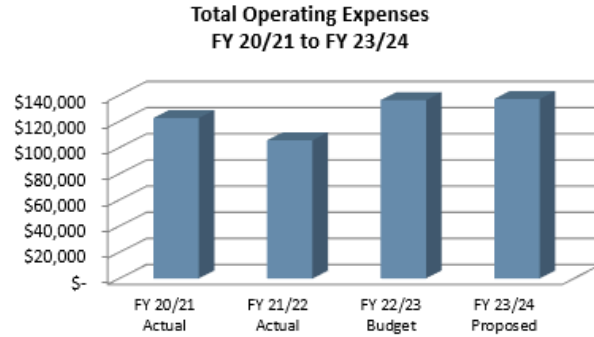
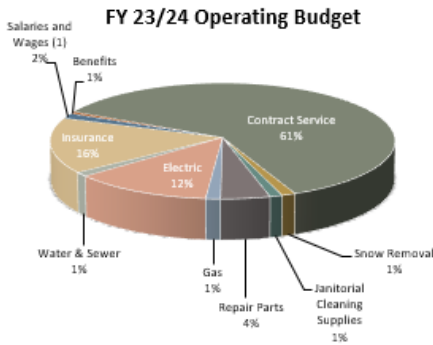
Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries and Wages ⁽¹⁾	\$ 31,108	\$ 26,332		\$ 40,962	40,962	100.0%
Benefits	19,181	13,597		16,744	16,744	100.0%
Contract Service	24,605	77,528	33,250	33,750	500	1.5%
Snow Removal	606	541	2,000	2,000	-	0.0%
Janitorial Cleaning Supplies	400	-	1,700	1,700	-	0.0%
Repair Parts ⁽²⁾	16,250	77,023	146,900	4,000	(142,900)	-97.3%
Electric	104,457	71,971	150,000	150,000	-	0.0%
Water and Sewer	1,080	1,158	1,500	1,500	-	0.0%
Total Operating Expenses	\$ 197,687	\$ 268,150	\$ 335,350	\$ 250,656	\$ (84,694)	-25.3%

Notes

⁽¹⁾ Technician wages are allocated to all facilities; previously allocated only to Wealthy (141)

⁽²⁾ Removal of the Ticket Vending Machines (TVMs)

AMTRAK STATION



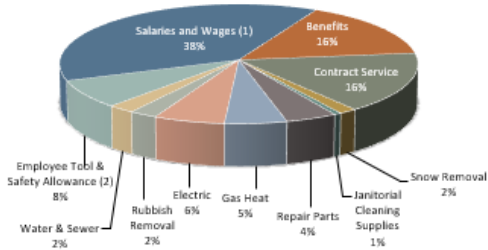
Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries and Wages (1)	\$ 1,994	\$ 1,873		\$ 1,999	1,999	100.0%
Benefits	1,229	967		817	817	100.0%
Contract Service	76,893	82,984	85,470	83,550	(1,920)	-2.2%
Snow Removal	732	736	1,700	1,700	-	0.0%
Janitorial Cleaning Supplies	110	645	1,500	1,500	-	0.0%
Repair Parts	797	814	6,000	6,000	-	0.0%
Gas	1,221	1,759	1,800	1,800	-	0.0%
Electric	15,361	11,571	17,000	17,000	-	0.0%
Water & Sewer	2,309	1,160	1,650	1,650	-	0.0%
Insurance	21,975	3,152	21,267	21,260	(7)	0.0%
Total Operating Expenses	\$ 122,622	\$ 105,662	\$ 136,387	\$ 137,276	\$ 889	0.7%

Notes

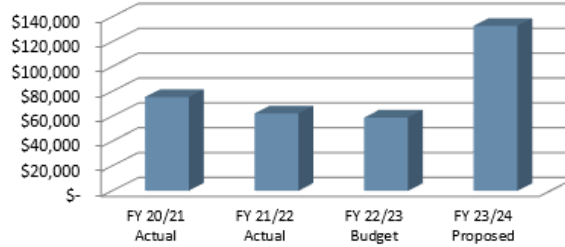
(1) Technician wages are allocated to all facilities; previously allocated only to Wealthy (141)

BUTTERWORTH BUILDING

FY 23/24 Operating Budget



Total Operating Expenses
FY 20/21 to FY 23/24



FY 23/24 Proposed vs FY 22/23 Budget

Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries and Wages ⁽¹⁾	\$ 33,750	\$ 27,472		\$ 50,618	50,618	100.0%
Benefits	20,809	14,186		20,692	20,692	100.0%
Contract Service	1,640	2,850	29,820	21,640	(8,180)	-27.4%
Snow Removal	431	541	2,000	2,000	-	0.0%
Janitorial Cleaning Supplies	82	50	800	800	-	0.0%
Repair Parts	3,811	3,908	5,800	5,800	-	0.0%
Gas Heat	3,887	3,453	7,000	7,000	-	0.0%
Electric	8,036	5,518	8,000	8,000	-	0.0%
Rubbish Removal	2,413	2,805	3,000	3,120	120	4.0%
Water & Sewer	599	1,456	2,500	3,000	500	20.0%
Employee Tool & Safety Allowance ⁽²⁾				10,100	10,100	100.0%
Total Operating Expenses	\$ 75,458	\$ 62,239	\$ 58,920	\$ 132,770	\$ 73,850	125.3%

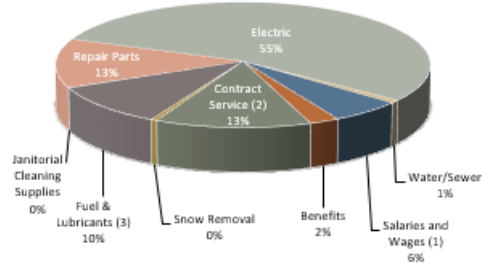
Notes

⁽¹⁾ Technician wages are allocated to all facilities; previously allocated only to Wealthy (141)

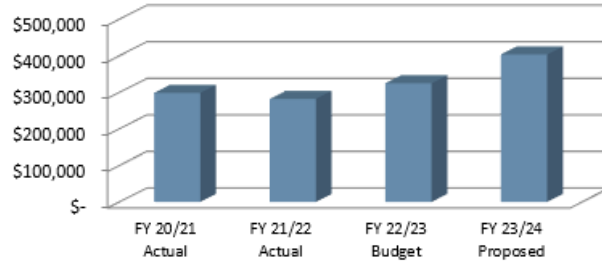
⁽²⁾ Reclassified from Wealthy (141)

CNG FUELING STATION

FY 23/24 Operating Budget



**Total Operating Expenses
FY 20/21 to FY 23/24**

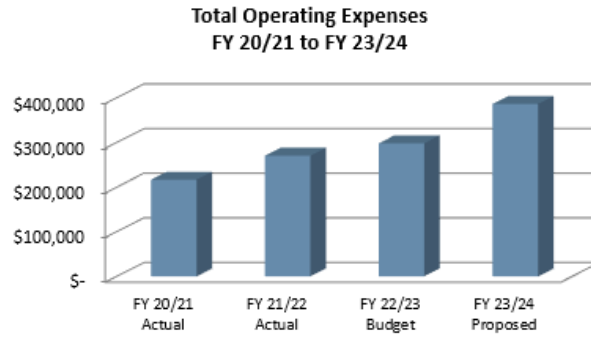
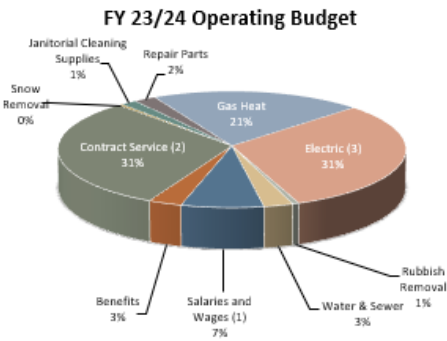


Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries and Wages ⁽¹⁾	\$ 14,306	\$ 11,064		\$ 23,895	23,895	100.0%
Benefits	8,821	5,713		9,768	9,768	100.0%
Contract Service ⁽²⁾	43,858	26,200	30,175	51,400	21,225	70.3%
Snow Removal	531	541	2,000	2,000	-	0.0%
License/Permit Fees	-	-	-	-	-	0.0%
Fuel & Lubricants ⁽³⁾	-	-	-	42,000	42,000	100.0%
Janitorial Cleaning Supplies	32	-	300	300	-	0.0%
Repair Parts	28,933	34,014	69,300	51,200	(18,100)	-26.1%
Electric	200,778	203,217	220,000	220,000	-	0.0%
Water/Sewer	1,040	1,037	3,000	3,000	-	0.0%
Total Operating Expenses	\$ 298,299	\$ 281,786	\$ 324,775	\$ 403,563	\$ 78,788	24.3%

Notes

- ⁽¹⁾ Technician wages are allocated to all facilities; previously allocated only to Wealthy (141)
- ⁽²⁾ Increase from 4 to 6 compressors
- ⁽³⁾ Reclassed from Repair Parts

LAKER LINE BUILDING



Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries and Wages ⁽¹⁾	\$ 19,777	\$ 27,584		\$ 27,872	27,872	100.0%
Benefits	12,194	14,244		11,393	11,393	100.0%
Contract Service ⁽²⁾	24,126	54,252	79,660	118,500	38,840	48.8%
Snow Removal	861	736	1,500	1,500	-	0.0%
Janitorial Cleaning Supplies	1,288	2,130	6,000	6,000	-	0.0%
Repair Parts	4,746	4,103	8,500	8,500	-	0.0%
Gas Heat	21,948	45,715	80,000	80,000	-	0.0%
Electric ⁽³⁾	120,667	110,938	110,000	120,000	10,000	9.1%
Rubbish Removal	1,671	1,871	1,920	2,160	240	12.5%
Water & Sewer	9,024	8,847	10,000	10,000	-	0.0%
Misc. Shop Tools	-	-	300	300	-	0.0%
Total Operating Expenses	\$ 216,303	\$ 270,421	\$ 297,880	\$ 386,225	\$ 88,345	29.7%

Notes

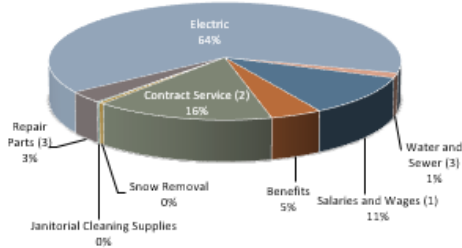
⁽¹⁾ Technician wages are allocated to all facilities; previously allocated only to Wealthy (141)

⁽²⁾ Increase for CNG repairs

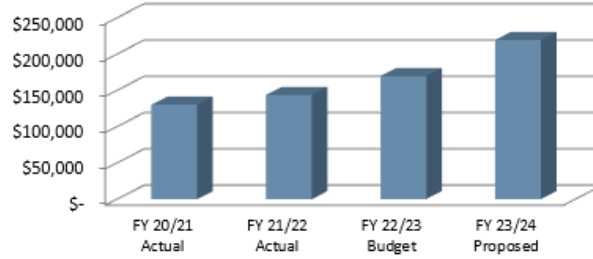
⁽³⁾ Price increases due to economic factors

LAKER LINE BRT STATIONS

FY 23/24 Operating Budget



**Total Operating Expenses
FY 20/21 to FY 23/24**



FY 23/24 Proposed vs FY 22/23 Budget

Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries and Wages ⁽¹⁾	\$ 12,147	\$ 22,053		\$ 23,987	23,987	100.0%
Benefits	7,489	11,388		9,805	9,805	100.0%
Contract Service ⁽²⁾	5,460	7,156	24,500	34,000	9,500	38.8%
Snow Removal	-	117	500	1,000	500	100.0%
Janitorial Cleaning Supplies	-	-	500	500	-	0.0%
Repair Parts ⁽³⁾	403	-	2,200	7,000	4,800	218.2%
Electric	104,735	102,811	140,000	140,000	-	0.0%
Water and Sewer ⁽³⁾	-	-	2,000	3,000	1,000	50.0%
Other Insurance	-	-	-	-	-	0.0%
Total Operating Expenses	\$ 130,233	\$ 143,525	\$ 169,700	\$ 219,293	\$ 49,593	29.2%

Notes

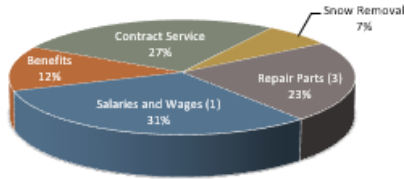
⁽¹⁾ Technician wages are allocated to all facilities; previously allocated only to Wealthy (141)

⁽²⁾ Addition of landscaping at the Park & Ride

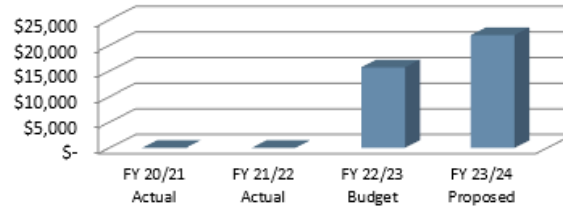
⁽³⁾ Price increases due to economic factors

DEMAND RESPONSE FACILITY

FY 23/24 Operating Budget



**Total Operating Expenses
FY 20/21 to FY 23/24**



Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries and Wages ⁽¹⁾	\$ -	\$ -	\$ -	\$ 6,808	6,808	0.0%
Benefits	\$ -	\$ -	\$ -	\$ 2,783	2,783	0.0%
Contract Service	-	-	6,500	5,900	(600)	-9.2%
Snow Removal	-	-	1,500	1,500	-	0.0%
Janitorial Cleaning Supplies ⁽²⁾	-	-	2,000	-	(2,000)	-100.0%
Repair Parts ⁽³⁾	-	-	3,000	5,000	2,000	66.7%
Gas Heat	-	-	-	-	-	0.0%
Electric	-	-	-	-	-	0.0%
Rubbish Removal	-	-	2,700	-	(2,700)	-100.0%
Water and Sewer	-	-	-	-	-	0.0%
Total Operating Expenses	\$ -	\$ -	\$ 15,700	\$ 21,990	\$ 6,290	40.1%

Notes

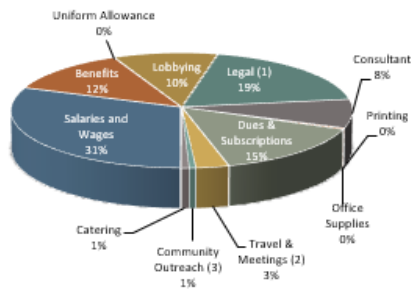
- ⁽¹⁾ Technician wages are allocated to all facilities; previously allocated only to Wealthy (141)
- ⁽²⁾ Provided by Purchased Transportation contractor (TransDev)
- ⁽³⁾ Price increases due to economic factors

OFFICE OF THE CEO

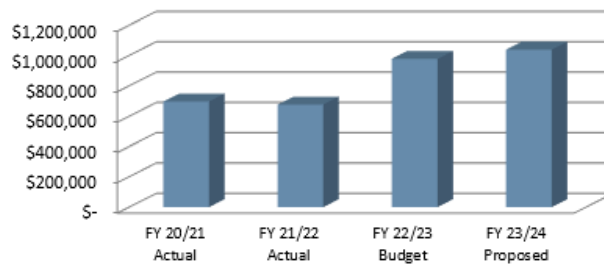
FUNCTIONS

- 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

FY 23/24 Operating Budget



**Total Operating Expenses
FY 20/21 to FY 23/24**



FY 23/24 Proposed vs FY 22/23 Budget

Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries and Wages	\$ 236,910	\$ 264,918	\$ 303,280	\$ 318,444	\$ 15,164	5.0%
Benefits	146,074	136,797	126,574	130,173	3,599	2.8%
Uniform Allowance	-	-	500	500	-	0.0%
Lobbying	108,078	108,000	108,000	108,000	-	0.0%
Legal ⁽¹⁾	68,734	35,651	161,000	200,000	39,000	24.2%
Consultant	44,885	22,500	80,000	83,000	3,000	3.8%
Office Supplies	1,629	1,678	1,500	1,500	-	0.0%
Printing	-	-	2,500	2,500	-	0.0%
Dues & Subscriptions	67,887	84,363	148,000	151,950	3,950	2.7%
Travel & Meetings ⁽²⁾	2,309	11,160	25,500	30,500	5,000	19.6%
Community Outreach ⁽³⁾	11,948	2,162	15,000	6,125	(8,875)	-59.2%
Catering	8,283	9,240	6,500	7,000	500	7.7%
Total Operating Expenses	\$ 696,737	\$ 676,469	\$ 978,354	\$ 1,039,692	\$ 61,338	6.3%

Total Employees	2	2	2	2	0	0.0%
------------------------	---	---	---	---	---	------

Notes

⁽¹⁾ Collective Bargaining Agreement expires in June 2024; renegotiations anticipated

⁽²⁾ Increase in opportunities for education and networking

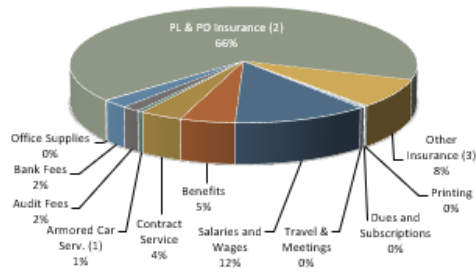
⁽³⁾ Reclassification to HR - Employee Engagement

FINANCE

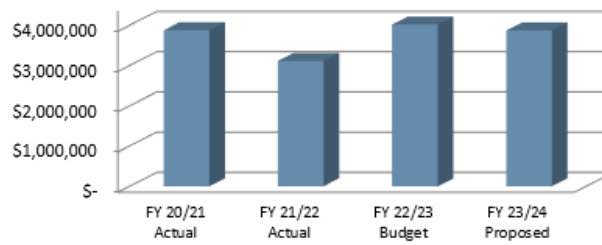
FUNCTIONS

- 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
- E-Fare collections and revenue management
- Provide executive leadership for budgetary, fiscal and financial management of the Rapid's activities
- Oversight of annual reporting to the National Transit Database (NTD)

FY 23/24 Operating Budget



**Total Operating Expenses
FY 20/21 to FY 23/24**



FY 23/24 Proposed vs FY 22/23 Budget

Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries and Wages	\$ 319,171	\$ 246,945	\$ 443,104	\$ 459,095	\$ 15,991	3.6%
Benefits	196,794	127,516	184,929	187,669	2,740	1.5%
Certifications	-	-	1,500	-	(1,500)	-100.0%
Contract Service	-	136,000	145,000	145,000	-	0.0%
Armored Car Serv. (1)	12,536	15,925	18,000	20,000	2,000	11.1%
Audit Fees	49,225	68,515	58,000	60,000	2,000	3.4%
Bank Fees	95,232	99,992	120,000	90,000	(30,000)	-25.0%
Office Supplies	2,406	1,187	4,200	4,600	400	9.5%
PL & PD Insurance (2)	2,962,773	2,144,540	2,757,956	2,566,330	(191,627)	-6.9%
Other Insurance (3)	236,000	269,624	259,745	312,854	53,109	20.4%
Printing	5,491	5,463	7,000	8,000	1,000	14.3%
Dues and Subscriptions	280	280	3,600	3,699	99	2.8%
Travel & Meetings	657	18	18,500	16,800	(1,700)	-9.2%
Catering	-	-	-	-	-	0.0%
Total Operating Expenses	\$ 3,880,566	\$ 3,116,006	\$ 4,021,534	\$ 3,874,047	\$ (147,487)	-3.7%

Total Employees	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Change	%
	5	6	6	6	0	0.0%

Notes

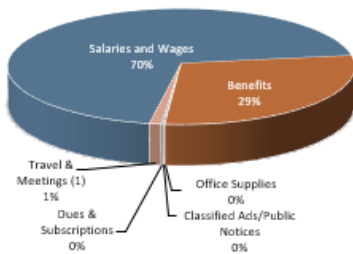
- (1) Price increases due to economic factors
 (2) Continuous improvement in loss ratio history
 (3) Increase in various premiums

PURCHASING

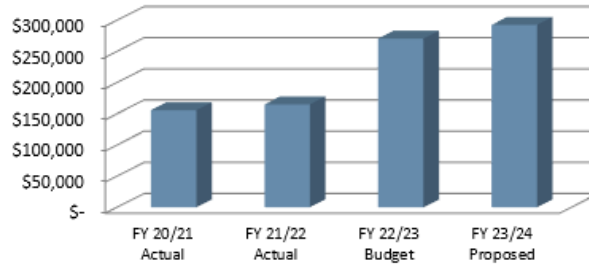
FUNCTIONS

- 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 23/24 Operating Budget



**Total Operating Expenses
FY 20/21 to FY 23/24**



Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries and Wages	\$ 95,583	\$ 107,985	\$ 189,146	\$ 204,870	\$ 15,724	8.3%
Benefits	58,934	55,761	78,940	83,747	4,807	6.1%
Education Reimbursement	106			-	-	0.0%
Office Supplies	442	59	250	100	(150)	-60.0%
Printing	-	-	-	-	-	0.0%
Classified Ads/Public Notices	115	115	300	300	-	0.0%
Dues & Subscriptions	614	255	550	550	-	0.0%
Travel & Meetings ⁽¹⁾	-	868	1,500	3,000	1,500	100.0%
Total Operating Expenses	\$ 155,793	\$ 165,043	\$ 270,686	\$ 292,566	\$ 21,880	8.1%
Total Employees	3	3	3	3	0	0.0%

Notes

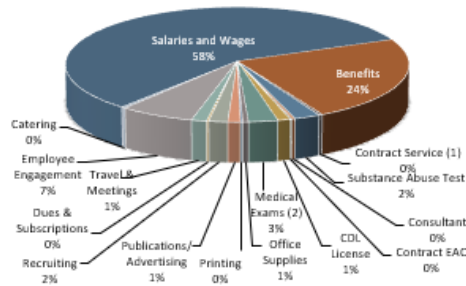
⁽¹⁾ Increase in opportunities for education and networking

HUMAN RESOURCES

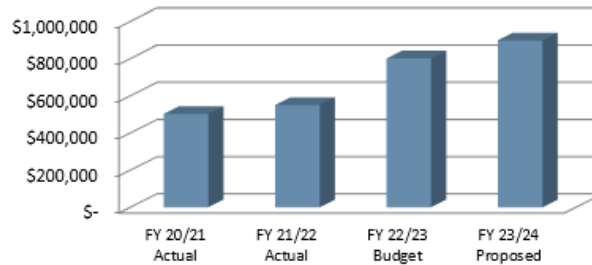
FUNCTIONS

- 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 23/24 Operating Budget



**Total Operating Expenses
FY 20/21 to FY 23/24**



FY 23/24 Proposed vs FY 22/23 Budget

Description	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 23/24 Proposed vs FY 22/23 Budget	
	Actual	Actual	Budget	Proposed	\$	%
Salaries and Wages	\$ 224,218	\$ 241,499	\$ 441,455	\$ 516,443	\$ 74,988	17.0%
Benefits	138,248	124,704	184,241	211,112	26,871	14.6%
Uniform Allowance	-	-	-	-	-	0.0%
Education Reimbursement	-	-	-	-	-	0.0%
Temporary Help	3,937	58,826	-	-	-	0.0%
Contract Service ⁽¹⁾	2,011	17,697	10,500	3,000	(7,500)	-71.4%
Substance Abuse Test	13,936	17,014	19,828	20,808	980	4.9%
Consultant	58,771	28,311	2,500	2,500	-	0.0%
Contract EAC	5,806	200	1,500	1,500	-	0.0%
CDL License	3,315	3,440	8,710	9,945	1,235	14.2%
Medical Exams ⁽²⁾	18,790	22,216	14,700	23,380	8,680	59.0%
Office Supplies	1,441	552	5,076	4,576	(500)	-9.9%
Printing	-	682	1,800	1,800	-	0.0%
Publications/Advertising	398	3,324	10,000	10,000	-	0.0%
Recruiting	-	-	15,000	15,000	-	0.0%
Dues & Subscriptions	1,677	3,273	2,072	1,854	(218)	-10.5%
Travel & Meetings	9,118	8,226	14,500	12,000	(2,500)	-17.2%
Employee Engagement	17,735	16,754	62,600	59,850	(2,750)	-4.4%
Catering	926	2,083	3,500	3,500	-	0.0%
Misc. Contingencies ⁽³⁾	1,754	949	3,000	-	(3,000)	-100.0%
Total Operating Expenses	\$ 502,082	\$ 549,750	\$ 800,982	\$ 897,267	\$ 96,285	12.0%
Total Employees	5	5	5	5	\$ -	0.0%

Notes

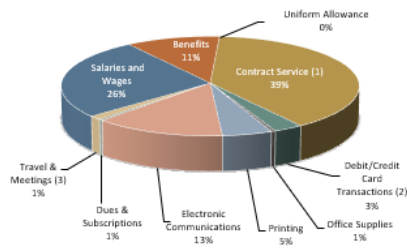
- ⁽¹⁾ Removal of Airbo contract
⁽²⁾ Increased DOT physicals
⁽³⁾ Reclassified to Employee Engagement

INFORMATION TECHNOLOGY

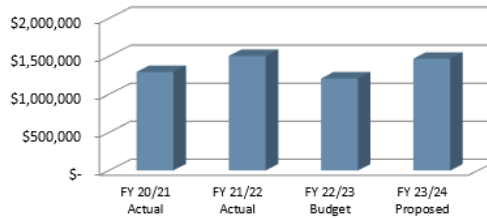
FUNCTIONS

- Provide high-availability server and storage infrastructure and services with redundancy, failover, and load balancing for all mission critical applications.
- Move applications to vendor hosted and/or cloud-based servers and storage when possible and focus IT personnel work on data and application integration.
- Provide high-availability data and voice networks through a robust and reliable network and server infrastructure that follows industry standards and architecture.
- Improve customer service and be known as a trusted partner that is pro-active and responsive in aligning IT resources with the needs of the business units.
- Maintain a secure, reliable, and dynamic information technology infrastructure.
- Evaluate and implement emerging technologies to solve problems, enhance processes and services, and assist with defining the direction for the Rapid.
- Facilitate the use of technology throughout the agency.
- Monitor and maintain the electronic fare system to ensure efficient operation.
- Work with the contracted vendor to investigate and resolve complex issues related to electronic fare software and hardware.
- Work with key departments including customer service, facilities, community relations, and finance to ensure all areas related to the electronic fare system are supported.
- Purchase new smart card stock for sale, programming, and distribution related to the electronic fare system.
- Implement improvements and added features by working with vendors to solve problems.

FY 23/24 Operating Budget



**Total Operating Expenses
FY 20/21 to FY 23/24**



FY 23/24 Proposed vs FY 22/23 Budget

Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	\$	%
Salaries and Wages	\$ 364,686	\$ 416,729	\$ 355,434	\$ 387,617	\$ 32,183	9.1%
Benefits	224,858	215,189	148,339	158,450	10,111	6.8%
Uniform Allowance	-	924	-	-	-	0.0%
Contract Service ⁽¹⁾	505,888	623,627	368,720	575,401	206,681	56.1%
Debit/Credit Card Transactions ⁽²⁾	21,076	24,225	30,970	44,000	13,030	42.1%
Office Supplies	7,568	8,740	9,200	6,600	(2,600)	-28.3%
Printing	8,984	-	75,000	75,000	-	0.0%
Electronic Communications	152,947	209,950	198,280	196,766	(1,514)	-0.8%
Dues & Subscriptions	5,852	5,639	7,630	6,836	(794)	-10.4%
Travel & Meetings ⁽³⁾	3,203	1,253	16,500	18,500	2,000	12.1%
Total Operating Expenses	\$ 1,295,062	\$ 1,506,276	\$ 1,210,074	\$ 1,469,171	\$ 259,097	21.4%
Total Employees	7	5	5	5	0	0.0%

Notes

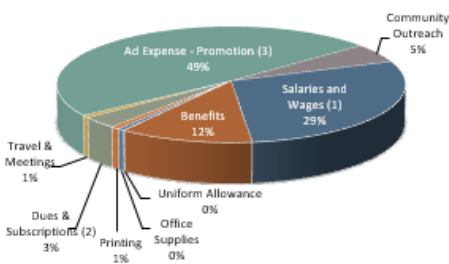
- ⁽¹⁾ Software fees previously paid directly by a Grant; this year reimbursed via Preventative Maintenance
⁽²⁾ Price increases due to economic factors
⁽³⁾ Increase in opportunities for education and networking

COMMUNICATIONS

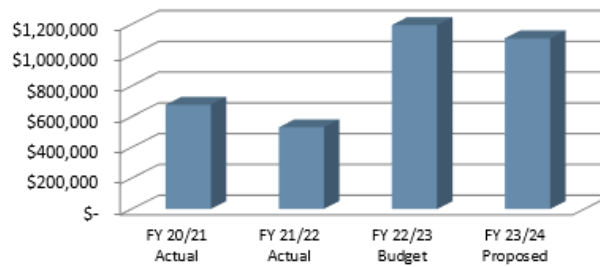
FUNCTIONS

- 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
- External communications and media relations

FY 23/24 Operating Budget



**Total Operating Expenses
FY 20/21 to FY 23/24**



FY 23/24 Proposed vs FY 22/23 Budget

Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries and Wages ⁽¹⁾	\$ 326,210	\$ 285,309	\$ 410,530	\$ 318,704	\$ (91,827)	-22.4%
Benefits	201,135	147,326	171,334	130,280	(41,054)	-24.0%
Uniform Allowance	661	508	1,075	675	(400)	-37.2%
Education Reimbursement	-	-	-	-	-	0.0%
Temporary Help	-	-	-	-	-	0.0%
Contract Service	-	-	15,000	-	(15,000)	-100.0%
Office Supplies	2,989	475	6,000	6,500	500	8.3%
Printing	3,191	1,646	10,000	8,500	(1,500)	-15.0%
Dues & Subscriptions ⁽²⁾	18,489	14,031	29,575	35,700	6,125	20.7%
Travel & Meetings	838	812	8,150	7,900	(250)	-3.1%
Ad Expense - Promotion ⁽³⁾	119,470	80,609	483,500	541,000	57,500	11.9%
Community Outreach	4,933	661	60,000	60,000	-	0.0%
Total Operating Expenses	\$ 677,917	\$ 531,376	\$ 1,195,164	\$ 1,109,259	\$ (85,906)	-7.2%
Total Employees	9	6	6	6	0	0.0%

Notes

⁽¹⁾ Position was reclassified to the Government & External Relations budget (178)

⁽²⁾ Addition of the Transit APP

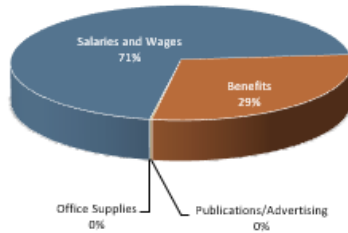
⁽³⁾ Website redesign

GRANTS AND CAPITAL PROJECTS

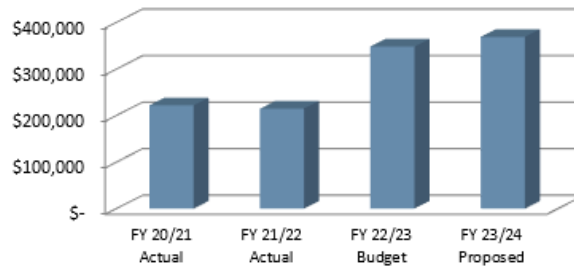
FUNCTIONS

- 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, including discretionary FTA grants
- Ensure compliance with all federal and state regulations and guidance regarding our transportation programs

FY 23/24 Operating Budget



**Total Operating Expenses
FY 20/21 to FY 23/24**



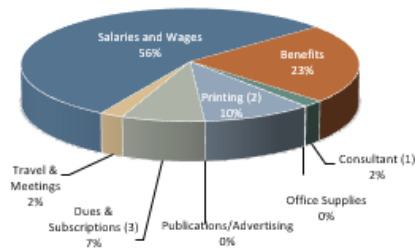
Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries and Wages	\$ 137,004	\$ 141,248	\$ 245,207	\$ 261,244	\$ 16,037	6.5%
Benefits	84,474	72,937	102,337	106,792	4,455	4.4%
Consultant	-	-	-	-	-	0.0%
Publications/Advertising	467	591	600	600	-	0.0%
Office Supplies	-	-	100	100	-	0.0%
Travel & Meetings	-	6	-	-	-	0.0%
Total Operating Expenses	\$ 221,944	\$ 214,781	\$ 348,244	\$ 368,736	\$ 20,492	5.9%
Total Employees	2	3	3	3	0	0.0%

PLANNING

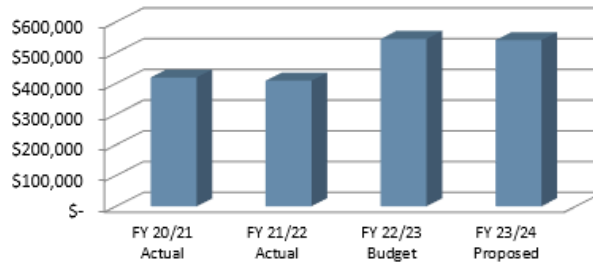
FUNCTIONS

- Short and long range route service planning and reporting
- Fixed route planning, route scheduling, mapping and Geographic Information System services
- Weekly & monthly route data entry and analysis
- Bus stop/shelter data and location analysis
- Planning assistance and cooperation with other planning entities (GVMC, MDOT, contracted communities and other jurisdictional entities)

FY 23/24 Operating Budget



**Total Operating Expenses
FY 20/21 to FY 23/24**



Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Salaries and Wages	\$ 246,048	\$ 252,921	\$ 313,335	\$ 301,094	\$ (12,241)	-3.9%
Benefits	151,708	130,602	130,770	123,081	(7,689)	-5.9%
Education Reimbursement	-	-	-	-	-	0.0%
Contract Service	623	-	-	-	-	0.0%
Consultant ⁽¹⁾	-	-	50,000	10,000	(40,000)	-80.0%
Office Supplies	347	54	500	500	-	0.0%
Printing ⁽²⁾	19,513	23,985	43,500	53,800	10,300	23.7%
Publications/Advertising	-	-	-	-	-	0.0%
Dues & Subscriptions ⁽³⁾	564	1,187	1,350	40,650	39,300	2911.1%
Travel & Meetings	-	265	5,500	11,500	6,000	109.1%
Total Operating Expenses	\$ 418,803	\$ 409,014	\$ 544,955	\$ 540,625	\$ (4,330)	-0.8%
Total Employees	4	4	4	4	0	0.0%

Notes

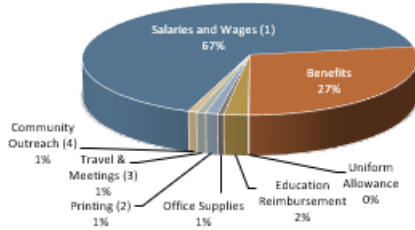
- ⁽¹⁾ Reclassified to Dues & Subscriptions
⁽²⁾ Price increases due to economic factors
⁽³⁾ Reclassified from Consultant

GOVERNMENT & EXTERNAL RELATIONS

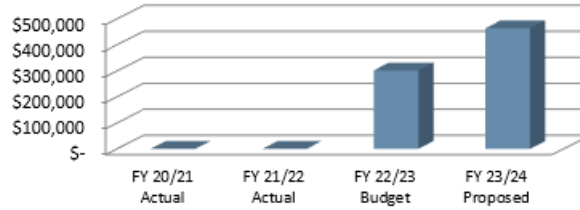
FUNCTIONS

- Increasing community support for our objectives
- Obtaining continued operating and capital financial support
- Public education & outreach

FY 23/24 Operating Budget



**Total Operating Expenses
FY 20/21 to FY 23/24**



FY 23/24 Proposed vs FY 22/23 Budget

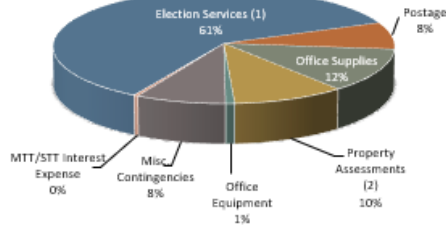
Description	FY 20/21		FY 21/22		FY 22/23		FY 23/24		FY 23/24 Proposed vs FY 22/23 Budget	
	Actual	Actual	Actual	Actual	Budget	Proposed	\$	%		
Salaries and Wages ⁽¹⁾	\$ -	\$ -	\$ -	\$ -	\$ 208,439	\$ 311,133	\$ 102,694	49.3%		
Benefits	-	-	-	-	86,992	127,185	40,193	46.2%		
Uniform Allowance	-	-	-	-	100	400	300	300.0%		
Education Reimbursement	-	-	-	-	-	10,000	10,000	100.0%		
Contract Service	-	-	-	-	-	-	-	0.0%		
Office Supplies	-	-	-	-	2,500	2,500	-	0.0%		
Printing ⁽²⁾	-	-	-	-	2,500	5,000	2,500	100.0%		
Dues & Subscriptions	-	-	-	-	-	-	-	0.0%		
Travel & Meetings ⁽³⁾	-	-	-	-	1,000	4,000	3,000	300.0%		
Community Outreach ⁽⁴⁾	-	-	-	-	-	3,500	3,500	100.0%		
Total Operating Expenses	\$ -	\$ -	\$ -	\$ -	\$ 301,531	\$ 463,719	\$ 162,188	53.8%		
Total Employees			0	4	4		0	0.0%		

Notes

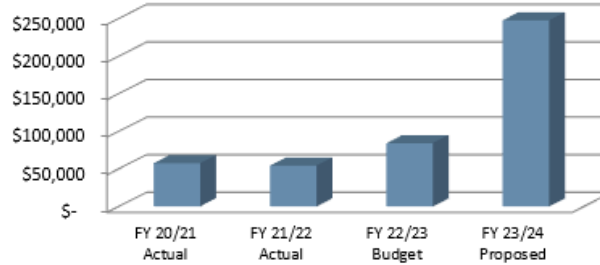
- ⁽¹⁾ Position was reclassified from Communications budget (170)
⁽²⁾ Increased public outreach program
⁽³⁾ Increase in opportunities for education and networking
⁽⁴⁾ Increased community outreach events

GENERAL FUNCTION

FY 23/24 Operating Budget



Total Operating Expenses
FY 20/21 to FY 23/24



Description	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs FY 22/23 Budget	
					\$	%
Specialty Pay	-	(1,883)	-	-		
Election Services (1)	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000	100.0%
Postage	10,545	12,375	15,000	19,000	4,000	26.7%
Office Supplies	17,499	18,292	29,000	30,500	1,500	5.2%
Property Assessments (2)	9,190	23,519	16,856	25,000	8,144	48.3%
Office Equipment	1,771	1,771	2,000	2,000	0	0.0%
Misc. Contingencies	-	-	20,000	20,000	-	0.0%
Penalty/Fine	18,121	179	-	-	-	0.0%
MTT/STT Interest Expense	299	-	1,200	1,000	(200)	-16.7%
Lease Expense	-	-	-	-	-	
Total Operating Expenses	\$ 57,426	\$ 54,253	\$ 84,056	\$ 247,500	\$ 163,444	194.4%

Notes

(1) Millage campaign

(2) FY 22/23 was under budgeted

XI. Five-Year Operating Budget

The Rapid
Operating Budget Projection
FY 23/24 PROPOSED - FY 27/28 PROJECTED

	FY 20/21 ACTUALS	FY 21/22 ACTUALS	FY 22/23 BUDGET	FY 23/24 PROPOSED	FY 24/25 PROJECTED	FY 25/26 PROJECTED	FY 26/27 PROJECTED	FY 27/28 PROJECTED
Revenues and Operating Assistance								
Passenger Fares	\$ 2,961,800	\$ 4,216,120	\$ 4,200,585	\$ 4,895,883	\$ 5,132,072	\$ 5,282,014	\$ 5,385,961	\$ 5,491,971
Sale of Transportation Services	6,158,696	6,736,063	5,734,736	6,427,589	6,946,497	7,206,392	7,479,276	7,764,546
State Operating Assistance	16,254,784	15,105,760	15,448,739	16,097,144	18,420,185	19,223,408	20,064,835	20,947,282
Property Taxes	17,472,240	18,012,199	18,232,535	19,661,002	20,644,052	21,263,374	21,901,275	22,558,313
Advertising & Miscellaneous	\$568,611	\$770,856	\$640,604	\$714,020	\$751,085	\$791,514	\$835,638	\$883,824
Subtotal Revenues and Operating Assistance	43,416,131	44,840,999	44,257,199	47,795,637	51,893,891	53,766,701	55,666,986	57,645,937
Grant Operating Revenues (COVID Relief)	20,252,630	20,442,306	8,321,660					
Total Revenues and Operating Assistance	63,668,761	65,283,305	52,578,859	47,795,637	51,893,891	53,766,701	55,666,986	57,645,937
Expenses								
Salaries and Wages	17,518,582	18,187,373	23,506,661	26,043,004	29,750,129	31,237,636	32,799,518	34,439,493
Benefits	10,916,143	9,508,010	9,968,582	10,842,785	11,693,668	12,223,404	12,780,350	13,365,933
Contractual Service	3,339,421	3,441,342	3,942,021	3,912,166	4,129,531	4,150,417	4,233,426	4,318,094
Materials and Supplies	3,307,829	4,441,604	5,412,428	4,995,840	5,138,200	5,285,000	5,385,658	5,488,488
Utilities, Insurance, and Miscellaneous	4,841,196	4,101,635	5,681,492	5,699,115	5,919,173	6,148,554	6,387,681	6,636,994
Purchased Transportation	5,137,990	5,558,119	7,765,004	8,514,483	8,769,917	9,033,015	9,304,005	9,583,125
Expenses Before Capitalized Operating	45,061,161	45,238,083	56,276,189	60,007,392	65,400,618	68,078,026	70,890,637	73,832,127
Capitalized Operating Expenses	-	-	(3,454,052)	(4,000,000)	(4,000,000)	(4,000,000)	(4,000,000)	(4,000,000)
Total Operating Expenses	45,061,161	45,238,083	52,822,137	56,007,392	61,400,618	64,078,026	66,890,638	69,832,127
Reserved Used	1,645,030	397,084	8,564,938	8,211,755	9,506,727	10,311,325	11,223,652	8,480,823
Reserve Balance	\$ 27,932,338	\$ 47,977,560	\$ 47,734,282	\$ 39,522,527	\$ 30,015,800	\$ 19,704,475	\$ 8,480,823	\$ -
							Deficit	\$ (3,705,367)

Five-Year Budget Projection

A conservative approach was used in developing the Five-Year Operating budget. The five-year operating budget is based on the FY 23/24 proposed budget along with an average increase of 3.5% in revenues and an average increase of 4% in expenses for each year through FY 27/28. Each year preventative maintenance is used to minimize the use of reserves.

Based on our forecast, starting in FY 27/28 additional funding will be needed to minimize revenue loss. Our goal is to identify and explore alternative funding sources, including additional grant opportunities, attracting new business partnerships, and exploring a millage increase or at the minimum a millage renewal. Even with ridership recovery, we must continue to examine alternative revenue sources and re-evaluate our expenses annually to ensure that we can continue to provide an optimal level of service to the community.



5-Year Capital Improvement Plan

FY 2024 to FY 2028

Revised July 2023



Table of Contents

I.	The Rapid at a Glance.....	2
II.	The Rapid’s Goals and Objectives.....	3
III.	Five-Year Service Projections.....	5
IV.	Capital Planning Process Overview.....	7
V.	Capital Funding Sources.....	9
VI.	FY 2024 to FY 2028 Capital Improvement Plan.....	11
VII.	FY 2024 Capital Improvement Plan.....	12
VIII.	Capital Project Highlights.....	13
	A. Vehicle Purchases.....	13
	B. Facilities Construction.....	15
	C. Vehicle Maintenance.....	16
	D. Facility Maintenance.....	17
	E. Information Technology.....	18
	F. Operations Funding.....	19
	G. Safety and Security.....	19
	I. Planning.....	20

I. The Rapid at a Glance

The Rapid is the public transportation provider for the greater Grand Rapids region. It is a regional body, comprised of the member cities of East Grand Rapids, Grand Rapids, Grandville, Kentwood, Walker, and Wyoming, formed as an Act 196 Authority under Michigan Public Act 196 of 1986. There is a 15-member board of directors appointed by the member cities. The Rapid is authorized to have taxing authority and currently levies a 1.47 mil property tax on the member communities that are used to operate The Rapid's services.

The Rapid operates several different services. These include:

Bus Rapid Transit: The Rapid operates two Bus Rapid Transit (BRT) lines, The Silver Line, on Division Avenue and the Laker Line out to GVSU's Allendale Campus. These are the first two BRT lines in Michigan and have enhanced features such as dedicated lanes, substantial stations at all stops, and level boarding. These are the two highest ridership lines in The Rapid's system.

Fixed Route: The Rapid operates 24 fixed route bus lines, making up the core of The Rapid's services. This includes service throughout the member communities as well as limited contract service in some of the surrounding townships. The service is fully accessible and carries the majority of The Rapid's trips.

GO!Bus Paratransit: The Rapid provides Americans with Disabilities Act (ADA) transportation throughout its six-city service area. This service provides door-to-door service for people with disabilities and seniors who cannot access The Rapid's fixed-route system. The Rapid also operates the PASS system that provides service to the public who live in the service area but are not on a fixed route bus line.

Rapid Connect: The Rapid provides on-demand transportation service to two low-density industrial employment centers, in Kentwood around the Gerald R. Ford Airport and Walker along the 3-Mile Corridor. This service provides transportation access to the jobs offered in these areas which have limited to no fixed-route bus service.

Ridesharing: The Rapid coordinates West Michigan Rideshare, a service that promotes alternatives to single-occupancy vehicle travel throughout the West Michigan region. The Rapid provides a technology solution that matches potential carpool riders using the West Michigan Rideshare platform and works directly with local employers on transportation needs.

II. The Rapid's Goals and Objectives

The Rapid's Mission is to "create, offer, and continuously improve a flexible network of regional public transportation options and mobility solutions." The Rapid's vision for the future is a growing community in which:

- Citizens can live conveniently without owning a car.
- More citizens choose public transportation because it is an easy, economical, and efficient way of getting where they want to go.
- Employers choose our community because it provides multiple solutions for getting employees to work.
- Public transit serves as an economic engine.
- Public transportation is an integral part of the life of every citizen in the region and creates opportunities.
- Public transportation supports sustainability and economic development.

Further refining The Rapid's goals are its Transit Asset Management (TAM) Plan, which directs how The Rapid is to most efficiently and effectively utilize its assets. The Plan outlines three core values that drive The Rapid's mission:

- **Customer service orientation.** ITP will provide a service that is convenient, affordable, accessible, timely, and responsive to customer needs.
- **Customer loyalty.** ITP will earn its customers' trust by providing service that is friendly, respectful, safe and dependable; and
- **Employees.** ITP sees its employees as the first line of contact with its customers and, therefore, ITP values its employees as integral to the success of the organization.

In evaluating future projects at The Rapid, the TAM Plan determined a Capital Investment Decision Matrix (see Figure 1) that provides a structured framework linked to The Rapid's strategic priorities. This model is what The Rapid is using to score and evaluate the capital projects within the 5-Year Capital Improvement Plan (CIP). This matrix is the same that was used in the FY 2023 CIP and is designed to put more value on The Rapid's community impacts. These criteria facilitate a system that is customer focused, prioritizes our employees as an asset, and maximizes The Rapid's capital investments to leverage the greatest community benefit.

Figure 1: The Rapid's Capital Planning Investment Decision Matrix

Capital Planning Investment Decision Criteria		Weighting
Safety		25
	Provide safe, secure, and reliable customer service	10
	Mitigate risk to ITP and the community	10
	Support an urgent business need	5
Modernization		25
	Maintain assets and operation capability	10
	Reduce operational cost impacts	10
	Apply continuous improvement to service delivery	5
Climate		20
	Reduce the release of emissions and contaminants	10
	Promote sustainable energy and technology	10
Equity		20
	Positively Impacts Environmental Justice Populations	10
	Improves Regional Mobility	5
	Improves Quality of Life in the Community	5
Financial Return		10
	Minimizes the Operations Budget	5
	Optimizes external funding sources	5

III. Five-Year Service Projections

Transportation providers across the country continue to face a rapidly changing service environment. It is anticipated that The Rapid's service provision and operating environment will change dramatically over the five years of this capital plan as well. Here are the key known factors that will be affecting The Rapid's services and subsequently our capital planning efforts over the next five years, including funding programs and study efforts:

Infrastructure Investment and Jobs Act (IIJA) – Congress passed this bill at the end of 2022 which increased formula transit funding by approximately 30%, starting with the FY 2022 allocation. As a result, capital funding for The Rapid has increased significantly from pre-EEJA levels, allowing The Rapid to implement additional capital projects such as the purchase of the Busch Drive property in 2022. However, these funding levels are subject to political pressures at the federal level, meaning that they cannot be counted on to remain in place indefinitely.

Competitive Grant Awards The IIJA contains substantial increases to Federal Transit Administration (FTA) competitive grant programs including the Low/No Emission program. The Rapid submitted a \$7.75 million proposal to the Low and No Emission competitive grant program in 2023 and was awarded this grant in June 2023. This funding will purchase 11 Compressed Natural Gas buses, which will run on Renewable Natural Gas produced by the City of Grand Rapid's biodigesters. This fuel is negative carbon, meaning it will help The Rapid make significant steps in reducing greenhouse gas emissions.

Zero-Emission Bus Plan – The Rapid has completed a Zero-Emission Bus Plan (ZEB Plan). This plan is an evolving document that will change as technology and funding opportunities change. Currently, The Rapid is focusing on developing its Renewable Natural Gas Program.

COVID-19 Pandemic – The onset of the pandemic in Michigan caused a shelter-in-place order and limited travel on The Rapid's services to essential trips only. As a result, service continued but was reduced, and ridership decreased to approximately 15% of usual volumes. Ridership has recovered over time, and as of July 2023, The Rapid is showing a greater than 10% increase in average ridership growth over the previous year.

The Federal CARES Act funds provide some emergency funding to help The Rapid through this time. However, these funds have all now been utilized and this is not a long-term solution. The Rapid still faces lower fare revenues as well as uncertainty regarding other funding sources moving forward. Additionally, costs for personnel and materials have increased dramatically, which affects the cost of many of The Rapid's projects, increasing the funds The Rapid must allocate to complete them.

Transit Master Plan – The Rapid has embarked on a new master planning process, starting earlier this year. The purpose of the plan is to look at transit service throughout our region, to look at what The Rapid is doing now but focus on what The Rapid should be doing in the future. While the COA was focused on the utilization of existing resources, the Transit Master Plan (TMP) is an aspirational document that envisions what transit service in the greater Grand Rapids area should look like over the next 20 years. The plan will also look at multiple ways of delivering service, a 40-foot transit bus may not be the best solution for many transit-related opportunities in the region.

Concurrently, Grand Valley Metropolitan Council is currently conducting a Transit Demand Management (TDM) study of the region looking at overall travel patterns and how travel patterns can be optimized, including the promotion of public transportation options. The TDM and TMP studies will be closely coordinated, and the results of both studies should complement each other.

Transit Asset Management – The Rapid completed a Transit Asset Management (TAM) plan in the fall of 2018, with a revision to the plan completed in the fall of 2022. This plan presents a long-term action strategy for the management of the assets of The Rapid, laying out a blueprint on how The Rapid intends to achieve and maintain its assets in a state of good repair. This will ensure The Rapid optimally maintains its assets, decreasing overall lifecycle costs. The various elements of this plan are now in the process of being implemented and will have an impact on The Rapid's operational and capital project selection.

IV. Capital Planning Process Overview

The Rapid's Capital Planning program is overseen by the Capital Planning Committee, which was first convened in the fall of 2018.

The mission of the Capital Planning Committee is to strategically guide the capital planning process at The Rapid. This will be achieved by evaluating the lifecycle benefits and costs of each proposed capital project to determine its value in furthering the mission of The Rapid. This information will be used by the Committee to formulate a plan to prioritize The Rapid's capital investments.

The committee includes multidisciplinary representation from across The Rapid to guide our Capital Planning and Asset Management efforts. The standing members include:

Director of Communications	Director of Paratransit, ADA, and Mobility Services
Chief Operating Officer	Director of Maintenance
Director of Facilities	Director of Transportation
Financial Analyst	Director of Safety
Director of Finance	Director of Security
Director of Procurement and Capital Planning	Director of Planning
Grants Officer	Asset Management/Warranty Administrator
Director of Human Resources	Chief Executive Officer
Director of Information Technology	

Other Rapid staff members may be asked to periodically participate depending on what the committee is discussing.

This is the Capital Improvement Plan formulated by The Rapid. The Capital Planning Committee has spent the first part of 2023 formulating The Rapid's 5-Year Capital Improvement Plan which covers FY 2024 through FY 2028. This process included the following steps:

- Reviewed the capital project application process and project scoring criteria.
- Sent out a call for projects internally for capital projects within the 5-year horizon.
- Reviewed submissions and scored them based on scoring criteria.
- Formulated a 5-Year Capital Plan based on this review process.

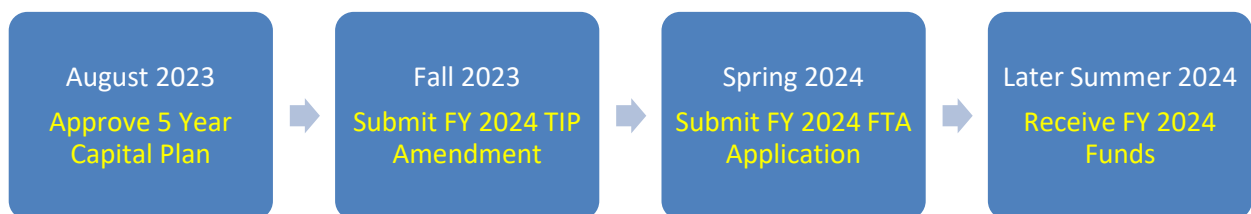
The project scoring helps to determine which projects are selected for funding in the Capital Plan. The results of the scoring can be seen below in Figure 3, sufficient funding exists that all projects are receiving funding in the plan. The projects are all scored out of a total of 100 possible points.

Figure 2: Summary of FY 2024 Capital Project scoring

Project Title	Score
Revenue Vehicle Replacements	90.3
Demand Response Vehicle Replacements	89.0
RCS Platform Concrete Drive	73.0
Intelligent Transportation Systems	71.5
Revenue Tire Lease	71.3
ADP Hardware	70.5
Facilities Rehab	70.5
ADP Software	69.8
Facility Equipment	69.3
Non-Revenue Vehicle Replacements	69.3
Shop Equipment	68.0
New Shelters/Stop Improvements	65.8
Silverline Network Switch Replacement	65.5
HA Failover Server Site	65.3
A&E	64.5
CNG Station Upgrades	63.5
Security General	59.0

The 5-Year Capital Improvement Plan will be revised throughout the year as necessary, but projects for the upcoming fiscal year must be included in the plan before it is brought to the Rapid Board at its annual budget meeting held each summer. Projects included in FY 2024 for this capital plan and that are eligible for federal formula grant funding will be included in our FY 2024 grant application to the Federal Transit Administration (FTA) which begins in the fall of 2023. Funds applied for in the fall of 2023 will be available to The Rapid in the late summer of 2024.

Figure 3: FTA Capital Funding Timeline for FY 2024



V. Capital Funding Sources

Funding sources for the projects in this plan include federal formula grants, as well as state matching funds, most federal grants are matched with 20% state funding. Funding sources included in the 5-Year Capital Program include:

5307 Formula Grant: Federal formula funds for capital transit projects. Funding is distributed by formula, using population, population density, and service delivery to determine the award amount. The Rapid's 5307 funds are anticipated to increase incrementally year over year but are dependent on Congressional action.

5337 Formula Grant: Fixed Guideway systems that have been in operation for at least seven years are eligible for 5337, which are used to keep them in a state of good repair. The Silver Line now qualifies for this funding, which can be used to maintain BRT stations and alignments and purchase replacement buses for the Silver Line.

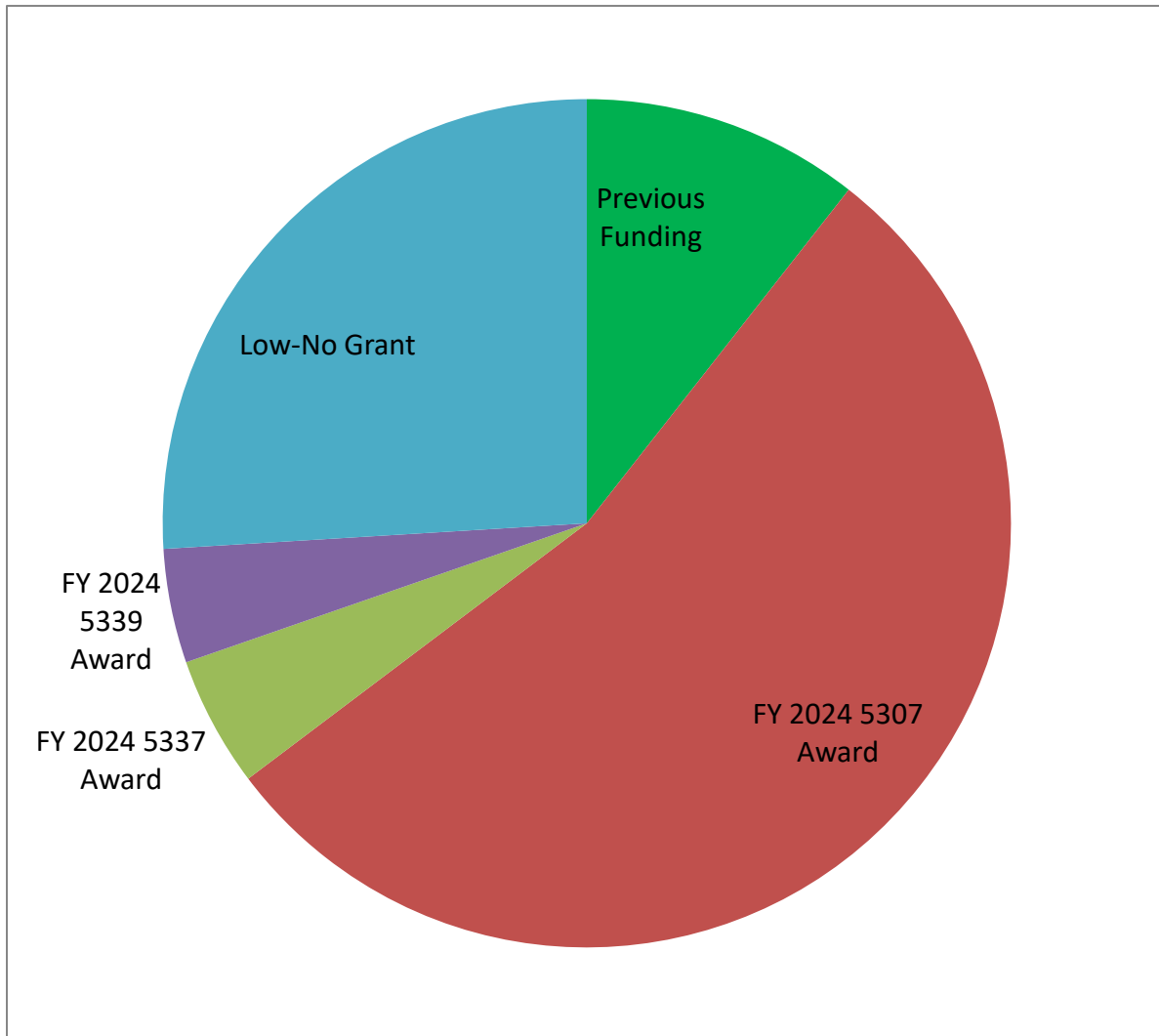
5339 Formula Grant: Federal formula funds dedicated to the purchase and rehabilitation of buses and bus-related facilities. Just over half of the 5339 funds are distributed by a formula, like how 5307 funds are distributed. The Rapid's 5339 funds are also anticipated to increase incrementally year over year.

5339 Competitive Grant: The Rapid was awarded a \$7.75 million grant to purchase 11 fixed-route buses, this funding can be found in the 2024 Capital Improvement Plan. It moves The Rapid much closer to its goal of eliminating diesel buses and deploying a sustainably fueled fleet. The Rapid will continue to seek out future grant opportunities to help enable further growth of our transportation program.

Congestion Mitigation and Air Quality Grant: Grand Valley Metropolitan Council (GVMC) receives Congestion Mitigation and Air Quality (CMAQ) funds each year, to fund projects that improve area air quality. The Rapid receives a share of these funds and uses them to fund rideshare efforts, clean air action days, and purchase additional buses. There are no CMAQ funds for vehicle purchases for FY 2024.

In FY 2024, the Low-No Competitive Grant makes up nearly a quarter of the capital budget, greatly increasing the overall funding of The Rapid's capital program. A breakdown of The Rapid 2024 projected Capital Budget by funding source can be found below.

Figure 4: FY 2024 Rapid Capital Funding by Funding Source – total projected funding is \$29,835,924.





VI. FY 2024 to FY 2028 Capital Improvement Plan

	Project Description	Previous Funding	FY 2024 5307 Award	FY 2024 5337 Award	FY 2024 5339 Award	Low-No Grant	Total Funding
Vehicle Purchase	Fixed Route Buses	\$2,861,384	\$ 163,791	\$ -		\$7,746,475	\$ 10,771,650
	BRT State of Good Repair	\$ -	\$ -	\$ 1,483,580			\$ 1,483,580
	Demand Response Buses	\$ -	\$ 849,223		\$ 1,297,836	\$ -	\$ 2,147,059
	Service Vehicles	\$ -	\$ 460,000	\$ -		\$ -	\$ 460,000
	Vehicle Purchase Subtotal	\$2,861,384	\$ 1,473,014	\$ 1,483,580	\$ 1,297,836	\$7,746,475	\$ 14,862,289
New Facilities	Architecture and Engineer Services	\$ -	\$ 50,000	\$ -		\$ -	\$ 50,000
	New Shelters	\$ -	\$ 250,000	\$ -		\$ -	\$ 250,000
	New/Rehab Facilities Subtotal	\$ -	\$ 300,000	\$ -		\$ -	\$ 300,000
Vehicle Main.	Revenue Tire Lease	\$ -	\$ 50,000	\$ -		\$ -	\$ 50,000
	Shop Equipment	\$ -	\$ 37,000	\$ -		\$ -	\$ 37,000
	Vehicle Maintenance Subtotal	\$ -	\$ 87,000	\$ -		\$ -	\$ 87,000
Facility Main.	RCS Concrete Drive Repair	\$ -	\$ 375,000	\$ -		\$ -	\$ 375,000
	Facilities Rehabilitation	\$ -	\$ 50,000	\$ -		\$ -	\$ 50,000
	Facility Equipment	\$ -	\$ 44,000	\$ -		\$ -	\$ 44,000
	Facility Maintenance Subtotal	\$ -	\$ 469,000	\$ -		\$ -	\$ 469,000
IT	IT Hardware	\$ -	\$ 441,500	\$ -		\$ -	\$ 441,500
	IT Software	\$ -	\$ 375,000	\$ -		\$ -	\$ 375,000
	Intelligent Transportation Systems	\$ -	\$ 240,000	\$ -		\$ -	\$ 240,000
	Silverline Network Switch	\$ 300,000	\$ -	\$ -		\$ -	\$ 300,000
	HA Failover Server Site	\$ -	\$ 225,000	\$ -		\$ -	\$ 225,000
	Bus Router Replacement	\$ -	\$ 1,200,000	\$ -		\$ -	\$ 1,200,000
	Information Technology Subtotal	\$ 300,000	\$ 2,481,500	\$ -		\$ -	\$ 2,781,500
Operations	GO!Bus Operations	\$ -	\$ 1,200,000	\$ -		\$ -	\$ 1,200,000
	Preventative Maintenance	\$ -	\$ 4,000,000	\$ -		\$ -	\$ 4,000,000
	Operations Subtotal	\$ -	\$ 5,200,000	\$ -		\$ -	\$ 5,200,000
Safety	General Security Maintenance	\$ -	\$ 246,000	\$ -		\$ -	\$ 246,000
	Security Subtotal	\$ -	\$ 246,000	\$ -		\$ -	\$ 246,000
UPWP	UPWP Activities	\$ -	\$ 75,000	\$ -		\$ -	\$ 75,000
	UPWP Subtotal	\$ -	\$ 75,000	\$ -		\$ -	\$ 75,000
TBD	To Be Further Evaluated	\$ -	\$ 5,815,135	\$ -		\$ -	\$ 5,815,135
	To Be Further Evaluated Subtotal	\$ -	\$ 5,815,135	\$ -		\$ -	\$ 5,815,135
	Totals	\$3,161,384	\$16,146,649	\$ 1,483,580	\$ 1,297,836	\$7,746,475	\$ 29,835,924



VII. FY 2024 Capital Improvement Plan

	Project Description	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Total Funding
Vehicle Purchase	Fixed Route Buses	\$10,771,650	\$ 8,120,000	\$ 6,000,000	\$ 5,000,000	\$ 5,054,066	\$ 34,945,716
	BRT SGR Buses	\$ 1,483,580	\$ 1,483,580	\$ 1,483,580	\$ -	\$ -	\$ 4,450,740
	Demand Response Buses	\$ 2,147,059	\$ 2,053,092	\$ -	\$ -	\$ -	\$ 4,200,151
	Service Vehicles	\$ 460,000	\$ 105,000	\$ 96,000	\$ 49,000	\$ 146,000	\$ 856,000
	Vehicle Purchase Subtotal	\$14,862,289	\$ 11,761,672	\$ 7,579,580	\$ 5,049,000	\$ 5,200,066	\$ 44,452,607
New Facilities	Architecture and Engineering	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ -	\$ 100,000
	New Shelters	\$ 250,000	\$ 200,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 850,000
	New/Rehab Facilities Subtotal	\$ 300,000	\$ 200,000	\$ 250,000	\$ 100,000	\$ 100,000	\$ 950,000
Vehicle Main.	Tire/Tube Lease	\$ 50,000	\$ 294,356	\$ 306,491	\$ 319,159	\$ 332,324	\$ 1,302,330
	Bus Capital Maintenance	\$ -	\$ 50,000	\$ 143,760	\$ 515,000	\$ 515,000	\$ 1,223,760
	ADA Vehicle Parts	\$ -	\$ 22,434	\$ 12,807	\$ 22,434	\$ 22,434	\$ 80,109
	Shop Equipment	\$ 37,000	\$ 10,000	\$ 15,000	\$ 10,000	\$ 15,000	\$ 87,000
	Vehicle Maintenance Subtotal	\$ 87,000	\$ 376,790	\$ 478,058	\$ 866,593	\$ 884,758	\$ 2,693,199
Facility Main.	Facilities Rehabilitation	\$ 425,000	\$ 1,050,000	\$ 1,055,000	\$ 1,055,000	\$ 1,055,000	\$ 4,640,000
	BRT SGR Facilities	\$ -	\$ -	\$ -	\$ 1,483,580	\$ 1,483,580	\$ 2,967,160
	Facility Equipment	\$ 44,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 244,000
	Facility Maintenance Subtotal	\$ 469,000	\$ 1,100,000	\$ 1,105,000	\$ 2,588,580	\$ 2,588,580	\$ 7,851,160
IT	IT Hardware	\$ 666,500	\$ 231,500	\$ 221,000	\$ 350,000	\$ 400,000	\$ 1,869,000
	IT Software	\$ 375,000	\$ 375,000	\$ 365,000	\$ 365,000	\$ 350,000	\$ 1,830,000
	Intelligent Transportation Systems	\$ 1,740,000	\$ 720,000	\$ 380,000	\$ 400,000	\$ 400,000	\$ 3,640,000
	Information Technology Subtotal	\$ 2,781,500	\$ 1,326,500	\$ 966,000	\$ 1,115,000	\$ 1,150,000	\$ 7,339,000
Ops	GO!Bus Operations	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 6,000,000
	Preventative Maintenance	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 20,000,000
	Operations Subtotal	\$ 5,200,000	\$ 5,200,000	\$ 5,200,000	\$ 5,200,000	\$ 5,200,000	\$ 26,000,000
Security	General Security Maintenance	\$ 246,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 846,000
	Security Subtotal	\$ 246,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 846,000
Grant Award	UPWP Activities	\$ 75,000	\$ 155,000	\$ 160,000	\$ 165,000	\$ 165,000	\$ 720,000
	UPWP Subtotal	\$ 75,000	\$ 155,000	\$ 160,000	\$ 165,000	\$ 165,000	\$ 720,000
TBD	To Be Further Evaluated	\$ 5,815,135	\$ -	\$ -	\$ -	\$ -	\$ 5,815,135
	To Be Further Evaluated Subtotal	\$ 5,815,135	\$ -	\$ -	\$ -	\$ -	\$ 5,815,135
Totals		\$29,835,924	\$ 20,269,962	\$ 15,888,638	\$15,234,173	\$ 15,438,404	\$ 96,667,101

VIII. Capital Project Highlights

A. Vehicle Purchases

1. Fixed Route Buses – \$34,945,716

Fixed route buses provide the backbone of The Rapid's service. Replacing our fixed-route buses regularly is essential to providing safe, reliable, and efficient bus service to our community. The Rapid generally operates fixed route buses for 12 years or 500,000 miles, beyond that point the repairs become prohibitively expensive and affect our operating budget. The bus replacement schedule over the course of the 5-Year Capital Plan is shown below. FY 2024 funding includes a \$7.75 million discretionary award from the FTA Low/No Emission Grant Award program.



	2024	2025	2026	2027	2028	Total
Cost	\$10,771,650	\$8,120,000	\$6,000,000	\$5,000,000	\$5,054,066	\$34,945,716

2. 5337 Silver Line State of Good Repair Funds (Bus Purchase) – \$4,450,740

The Rapid receives 5337 in funding from the FTA to maintain its Silver Line Bus Rapid Transit system in a State of Good Repair (SGR). This funding is approximately \$150,000 per year and was used last year for projects to rehabilitate the Silver Line stations. For the next three years, this funding is slated to go towards the purchase of new Silver Line buses, which are slated to be replaced in 2026.



5337 Funding	2024	2025	2026	2027	2028	Total
Purchase Buses	\$1,483,580	\$1,483,580	\$1,483,580	\$0	\$0	\$4,450,740

3. Demand Response Buses – \$4,200,151



GO!Bus vehicles provide complementary demand response transportation service as required by the Americans with Disabilities Act (ADA). Once again, replacing these vehicles is essential for providing safe and effective GO!Bus service to our community. The Rapid generally operates GO!Bus vehicles for 7 years or 200,000 miles, the replacement schedule over the course of the 5-Year Capital Plan is shown below.

	2024	2025	2026	2027	2028	Total
Cost	\$2,147,092	\$2,053,092	\$0	\$0	\$0	\$4,200,151

4. Service Vehicles – \$856,000

The Rapid utilizes a variety of service vehicles, including vehicles for road supervisors, facilities and fleet maintenance, and other pool vehicles. These vehicles must be replaced periodically as they complete their useful life.

	2024	2025	2026	2027	2028	Total
Service Vehicles	\$460,000	\$105,000	\$96,000	\$49,000	\$146,000	\$856,000

B. Facility Construction

5. Architecture & Engineering Services – \$100,000

The Rapid reserves funds to study and research potential upcoming projects before an actual new project is created. These funds are used to investigate various facility options and determine the potential scope of projects and environmental work.

	2024	2025	2026	2027	2028	Total
Busch Drive	50,000	\$0	\$50,000	\$0	\$0	\$100,000

6. New Shelters – \$850,000

Purchase and install new shelters to be placed around The Rapid's service area. These locations will be cleared through the NEPA process before the grant application. The shelters will be purchased from our existing contract with Tolar and the funds in the project include required concrete pads as well.



	2024	2025	2026	2027	2028	Total
Shelters and Stop Enhancements	\$250,000	\$200,000	\$200,000	\$100,000	\$200,000	\$850,000

C. Vehicle Maintenance

7. Bus Capital Maintenance and Parts – \$2,693,199



The Rapid must purchase high-value bus parts, including fuel pumps, particulate filters, air compressors, driver seats, and alternators to maintain its fleet in a state of good repair. This line item will be used to ensure our maintenance staff has the necessary bus parts on hand to carry out necessary bus maintenance and repairs.

	2024	2025	2026	2027	2028	Total
Bus Capital Maintenance	\$0	\$50,000	\$143,760	\$515,000	\$515,000	\$1,223,760
Tire/Tube Lease	\$50,000	\$294,356	\$306,491	\$319,159	\$332,324	\$1,302,330
ADA Vehicle Parts	\$0	\$22,434	\$12,807	\$22,434	\$22,434	\$80,109
Shop Equipment	\$37,000	\$10,000	\$15,000	\$10,000	\$15,000	\$87,000

D. Facility Maintenance

8. General Facility Rehabilitation and Facilities Equipment – \$7,851,160

The Rapid owns several facilities across the region. All these facilities need periodic rehabilitation to keep them in a state of good repair. This line item will be used to purchase such things as flooring, doors, HVAC units, and other items that are necessary for the proper operation of The Rapid's facilities as well as certain facilities equipment. Starting in 2027, funds from the 5339 Bus Rapid Transit State of Good Repair funding will be directed to Silver Line station and facilities rehabilitation.



	2024	2025	2026	2027	2028	Total
General Facility Rehabilitation	\$425,000	\$1,050,000	\$1,050,000	\$1,050,000	\$1,050,000	\$4,640,000
5339 Funds Silver Line Facilities Rehab	\$0	\$0	\$0	\$1,483,580	\$1,483,580	\$2,967,160
Facility Equipment	\$44,000	\$50,000	\$50,000	\$50,000	\$50,000	\$244,000

E. Information Technology

9. IT Hardware – \$1,869,000

The Rapid has various hardware needs, including computer replacements, projectors, network switches, and servers. This fund will be used to ensure that The Rapid's hardware requirements are met, ensuring the necessary IT infrastructure is in place.

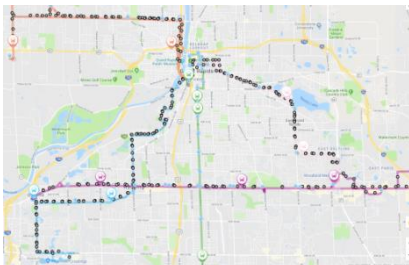
	2024	2025	2026	2027	2028	Total
IT Hardware	\$666,500	\$231,500	\$221,000	\$350,000	\$400,000	\$1,869,000

10. IT Software – \$1,830,000

The Rapid also has various software upgrades and licensing needs. There currently is an ongoing IT needs study being conducted that will give clarity to future IT needs and upgrades.

	2024	2025	2026	2027	2028	Total
IT Software	\$375,000	\$375,000	\$365,000	\$365,000	\$350,000	\$1,830,000

11. Intelligent Transportation Systems – \$3,640,000



Rapid buses carry a host of technological enhancements onboard allowing for better operation, data generation, enhanced security, and real-time bus information for our passengers. These systems need to be upgraded, including bus camera system replacement for our older buses and expanding the capability of our ITS systems. FY 2024 includes a substantial upgrade of Avail ITS

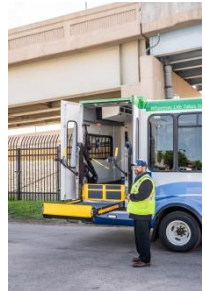
hardware to modernize the Computer Aided Dispatch system serving The Rapid's fleet which is estimated to cost \$1.2 million.

	2024	2025	2026	2027	2028	Total
Intelligent Transportation Systems	\$1,700,000	\$720,000	\$380,000	\$400,000	\$400,000	\$3,640,000

F. Operations Funding

12. GO!Bus Operations – \$6,000,000

The Federal Transit Administration allows transit systems to use a portion of their capital funds to fund the operation of federally mandated ADA demand response service. The Rapid takes advantage of this to fund a portion of our GO!Bus costs from the capital budget. The cost of providing GO!Bus service has increased, so the amount eligible to be funded through capital grants has increased, which is reflected in the increases below.



	2024	2025	2026	2027	2028	Total
GO!Bus Operations	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$6,000,000

13. Preventative Maintenance – \$20,000,000

The Federal Transit Administration allows transit systems to use a portion of their capital funds for preventative maintenance activities to keep federal assets in a state of good repair. The Rapid has identified specific budget items that qualify for this and included them in the Capital Improvement Plan on an annual basis and will also pay a portion of maintenance technician wages out of this line item.

	2024	2025	2026	2027	2028	Total
Preventative Maintenance	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$20,000,000

G. Safety and Security

14. Security Projects – \$846,000

Funding for security-related projects, including new and replacement security cameras, security gates, access control, and upgrades of existing security assets.

	2024	2025	2026	2027	2028	Total



Security Projects	\$246,000	\$150,000	\$150,000	\$150,000	\$150,000	\$846,000
-------------------	-----------	-----------	-----------	-----------	-----------	-----------

H. Planning

15. Unified Planning Work Program – \$720,000

The Unified Planning Work Program (UPWP) is prepared and submitted annually and describes the major transportation planning activities that will take place in the upcoming fiscal year in the Grand Rapids area. Any transportation-related planning projects must be contained in an approved UPWP to be eligible for federal and/or state funding. The UPWP is developed jointly by The Rapid staff and the Grand Valley Metropolitan Council (GVMC).

The Rapid's 2024 UPWP projects include community outreach funds and planning funds to follow up on the Transit Master Plan.

	2024	2025	2026	2027	2028	Total
Planning Projects	\$75,000	\$155,000	\$160,000	\$165,000	\$165,000	\$720,000

16. Projects To be Further Evaluated – \$5,815,135

The Rapid has approximately \$6 million in allocated funds for its FY 2024 capital budget. A few potential projects have been brought forward, including:

- Additional funds for bus purchases
- Building BRT-like bus stops at key fixed route stop locations.
- A new paratransit storage facility to enhance GO!Bus coverage and capacity.
- TOD partnerships to leverage FTA funds for mixed-use developments, such as projects suggested in the Division United study.

Staff will evaluate options for this funding before coming back with a final recommendation to The Rapid Board before the end of the calendar year 2023.

	2024	2025	2026	2027	2028	Total
To Be Further Evaluated	\$5,980,135	\$0	\$0	\$0	\$0	\$5,815,135

FY 23/24 Draft Operating & Capital Budget

The Rapid



Board Budget Workshop

July 26, 2023

Table of Contents

Budget Timeline

FY 23/24 Draft Operating Budget

Revenues

- Prior Year Comparison
- Fares & Ridership History
- Ridership Recovery
- Maintaining Strong Regional Partnerships

Expenses

- Prior Year Comparison
- New Proposed Positions & Reclassifications
- Individual Department Budgets
- Health Insurance Renewal
- Fuel Cost Comparison
- Fleet Conversion
- PL & PD Experience

Five Year Operating Projection

Summary

Budget Timeline

Budget Preparation (March - April) - Staff establishes budget guidelines and submits to Finance Committee for review at April 26 meeting. Full Board review/approval at April 26 meeting.

Budget Development (April-June) - Directors submit budgets to the Finance department for budget review. The leadership team meets and discusses each departmental budget.

Budget Review (June-July) - Executive team reviews and approves budget by July. Preliminary budget is reviewed at July 26 board budget workshop.

Budget Adoption (August) - Board adopts FY 23/24 Operating and Grants budgets at August 23 meeting.

FY 23/24 Draft Operating Budget

	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs. FY 22/23 Budget \$	%
Revenues and Operating Assistance						
Passenger Fares						
Linehaul	\$ 2,133,564	\$ 3,351,135	\$ 3,177,153	\$ 3,789,180	\$ 612,026	19.3%
Paratransit	564,427	617,653	787,500	866,250	78,750	10.0%
Ridelink	206,858	169,232	180,000	165,900	(14,100)	-7.8%
PASS	18,260	22,403	14,196	8,925	(5,271)	-37.1%
Special Services Revenue	(21,277)					
Sale of Wave Cards	59,968	55,697	41,736	65,628	23,892	57.2%
Subtotal Passenger Fares	\$ 2,961,800	\$ 4,216,120	\$ 4,200,585	\$ 4,895,883	695,297	16.6%
Sale of Transportation Services						
Grand Valley State University	\$ 2,842,767	\$ 3,257,449	\$ 3,113,764	\$ 3,682,642	\$ 568,878	18.3%
DASH Contract	2,205,921	2,289,137	1,465,874	1,856,468	390,594	26.6%
Township Services	540,714	425,945	434,895	185,836	(249,059)	-57.3%
Other	212,486	305,753	305,491	218,635	(86,856)	-28.4%
CMH Contribution	327,379	393,262	414,711	484,007	69,296	16.7%
Vanpool Transportation	29,429	64,517	-	-	-	0.0%
Subtotal Sale of Transportation Services	\$ 6,158,696	\$ 6,736,063	5,734,736	\$ 6,427,589	\$ 692,853	12.1%
State Operating	\$ 16,254,784	\$ 15,105,760	\$ 15,448,739	\$ 16,097,144	\$ 648,405	4.2%
Property Taxes	17,472,240	18,012,199	18,232,535	19,661,002	1,428,467	7.8%
Advertising and Miscellaneous	568,611	770,856	640,604	714,020	73,416	11.5%
Subtotal Revenues and Operating Assistance	\$ 43,416,131	\$ 44,840,999	\$ 44,257,199	\$ 47,795,637	\$ 3,538,438	8.0%
Grant Operating Revenue	20,253,576	20,442,504	8,321,660	-	(8,321,660)	-100.0%
Total Revenues and Operating Assistance	\$ 63,669,707	\$ 65,283,503	\$ 52,578,859	\$ 47,795,637	\$ (4,783,222)	-9.1%

FY 23/24 Draft Operating Budget

	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs. FY 22/23 Budget \$	%
Operating Expenses						
Salaries and Wages						
Administrative	\$ 5,786,167	\$ 4,449,829	\$ 6,275,115	\$ 7,226,978	\$ 951,863	15.2%
Operator	9,889,724	11,891,322	14,940,290	16,033,168	1,092,878	7.3%
Maintenance	1,842,691	1,846,222	2,291,257	2,782,858	491,601	21.5%
Subtotal Salaries and Wages	\$ 17,518,582	\$ 18,187,373	\$ 23,506,661	\$ 26,043,004	\$ 2,536,342	10.8%
Benefits						
FICA/Medicare	\$ 1,419,940	\$ 1,582,033	\$ 1,798,260	\$ 1,992,290	\$ 194,031	10.8%
Pension	2,549,458	1,813,779	2,825,992	3,033,900	207,908	7.4%
Medical	4,174,229	3,669,084	4,731,458	5,192,400	460,942	9.7%
Unemployment	304,920	557	121,000	84,000	(37,000)	-30.6%
Worker's Compensation	246,463	277,561	339,891	323,275	(16,616)	-4.9%
Sick Leave	195,095	169,667			-	
Holiday	406,682	390,583			-	
Vacation	1,146,533	1,152,392			-	
Bereavement	21,384	20,632			-	
Uniforms	114,253	116,151	154,886	195,834	40,948	26.4%
Personal Days	344,593	312,736			-	
Benefits Distributed to Grants	(10,213)	(9,753)	(11,200)	-	11,200	-100.0%
Certifications	306	338	3,295	1,085	(2,210)	-67.1%
Referral Bonus	2,500	12,250	5,000	20,000	15,000	300.0%
Subtotal Benefits	\$ 10,916,143	\$ 9,508,010	\$ 9,968,582	\$ 10,842,785	\$ 874,203	8.8%
Services						
Audit, Legal and Other Consulting	\$ 329,692	\$ 296,550	\$ 509,500	\$ 513,500	\$ 4,000	0.8%
Janitorial and Bus Cleaning	1,936,633	1,640,472	1,919,045	1,972,148	53,103	2.8%
Other Services (IT, Security, E-Fare)	1,073,096	1,504,320	1,513,476	1,426,518	(86,958)	-5.7%
Subtotal Services	\$ 3,339,421	\$ 3,441,342	\$ 3,942,021	\$ 3,912,166	\$ (29,855)	-0.8%
Materials and Supplies						
Fuel and Lubricants	\$ 1,806,260	\$ 2,838,082	\$ 3,421,740	\$ 3,026,466	\$ (395,274)	-11.6%
Tires and Tubes	25,534	26,555	41,616	57,166	15,550	37.4%
Office Supplies	45,374	40,091	73,604	73,798	194	0.3%
Printing	37,931	31,847	147,200	158,500	11,300	7.7%
Repair Parts	1,275,750	1,405,940	1,591,411	1,537,486	(53,925)	-3.4%
Other Supplies	116,980	99,089	136,857	142,424	5,567	4.1%
Subtotal Materials and Supplies	\$ 3,307,829	\$ 4,441,604	\$ 5,412,428	\$ 4,995,840	\$ (416,588)	-7.7%

FY 23/24 Draft Operating Budget

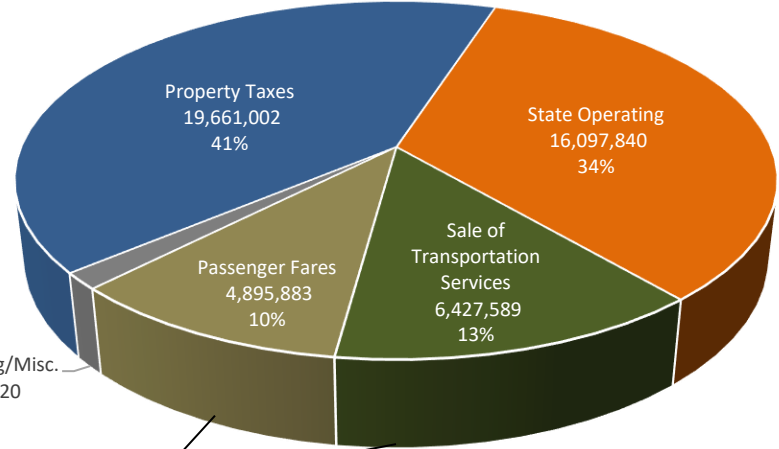
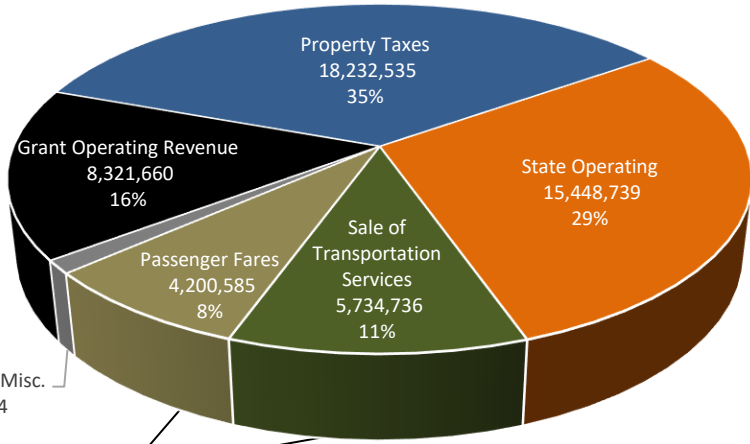
	FY 20/21 Actual	FY 21/22 Actual	FY 22/23 Budget	FY 23/24 Proposed	FY 23/24 Proposed vs. FY 22/23 Budget \$	%
Utilities						
Electronic Communications	\$ 152,947	\$ 209,950	\$ 198,280	\$ 196,766	\$ (1,514)	-0.8%
Gas	158,376	257,862	285,800	305,800	20,000	7.0%
Electric	856,430	799,659	991,000	1,006,500	15,500	1.6%
Other	58,341	66,919	84,550	85,030	480	0.6%
Subtotal Utilities	\$ 1,226,094	\$ 1,334,390	\$ 1,559,630	\$ 1,594,096	\$ 34,466	2.2%
Insurance						
Property Liability and Property Damage	\$ 2,962,773	\$ 2,140,940	\$ 2,697,956	\$ 2,566,330	\$ (131,627)	-4.9%
Building and Other	286,832	311,782	341,012	334,114	(6,897)	-2.0%
Subtotal Insurance	\$ 3,249,605	\$ 2,452,722	\$ 3,038,968	\$ 2,900,444	\$ (138,524)	-4.6%
Other						
Dues and Subscriptions	\$ 97,259	\$ 91,628	\$ 196,322	\$ 247,504	\$ 51,182	26.1%
Professional Development	25,736	41,292	144,595	160,950	16,355	11.3%
Marketing and Promotion	120,450	84,639	483,500	541,000	57,500	11.9%
Community Outreach	16,882	2,824	75,000	69,625	(5,375)	-7.2%
Office Equipment	1,771	1,771	2,000	2,000	0	0.0%
Shop Tools	42,317	35,726	52,820	52,145	(675)	-1.3%
Miscellaneous	61,082	56,643	128,656	131,350	2,694	2.1%
Subtotal Other	\$ 365,497	\$ 314,523	\$ 1,082,893	\$ 1,204,574	\$ 121,681	11.2%
Purchased Transportation						
Purchased Transportation - GO!Bus	\$ 4,259,651	\$ 4,631,772	\$ 6,301,500	\$ 7,362,263	\$ 1,060,763	16.8%
Purchased Transportation for JARC (Ascet)	\$ 5,787					
Purchased Transportation - Hope Network	479,486	574,636	584,100	681,700	97,600	16.7%
Other Purchased Transportation - Rideline/KCCA	289,893	257,553	350,598	370,484	19,886	5.7%
Purchased Transportation - PASS	103,173	94,158	119,125	100,037	(19,089)	-16.0%
Purchased Transportation - On Demand			409,682	-	(409,682)	-100.0%
Subtotal Purchased Transportation	\$ 5,137,990	\$ 5,558,119	\$ 7,765,004	\$ 8,514,483	\$ 749,478	9.7%
Operating Expenses before Capitalized Operating	\$ 45,061,161	\$ 45,238,083	\$ 56,276,189	\$ 60,007,392	\$ 3,731,204	6.6%
Capitalized Operating Expenses	-	-	(3,454,052)	(4,000,000)	(545,948)	15.8%
Total Expenses	\$ 45,061,161	\$ 45,238,083	\$ 52,822,137	\$ 56,007,392	\$ 3,185,256	6.0%
Reserves Used	\$ 1,645,030	\$ 397,084	\$ 8,564,938	\$ 8,211,755	(353,182)	-4.1%

Revenues

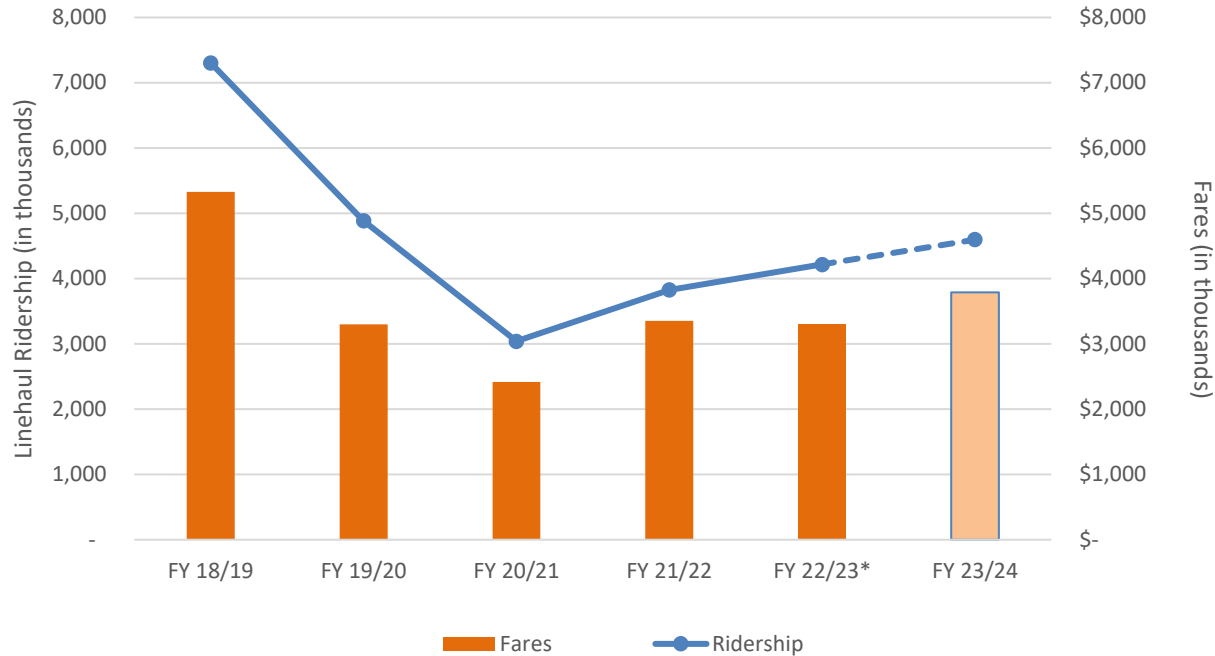
Prior Year Comparison

FY 22/23 - \$52.6 Million

FY 23/24 - \$47.8 Million

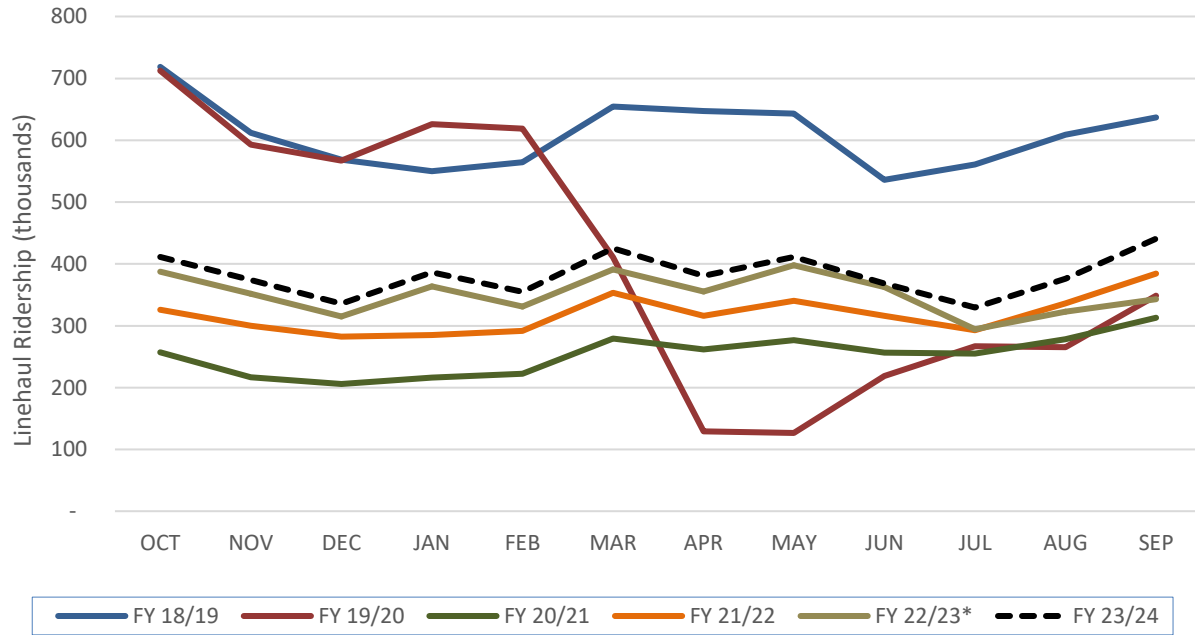


Fares & Ridership History



*July-Sep are forecasted for FY 22/23

Ridership Recovery

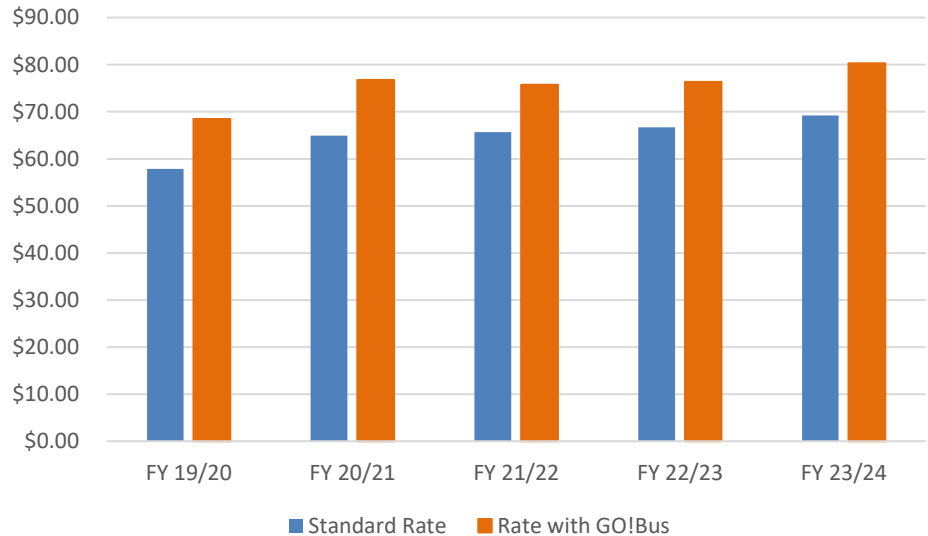


*July-Sep are forecasted for FY 22/23

Maintaining Strong Regional Partnerships

	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
State Operating %	32.93%	32.04%	30.98%	31.60%	29.51%
Full Hourly Cost	\$86.30	\$94.91	\$95.21	\$97.56	\$98.20
Partner Cost	\$57.88	\$64.92	\$65.71	\$66.73	\$69.22
Rate with GO!Bus	\$68.48	\$76.75	\$75.71	\$76.37	\$80.28

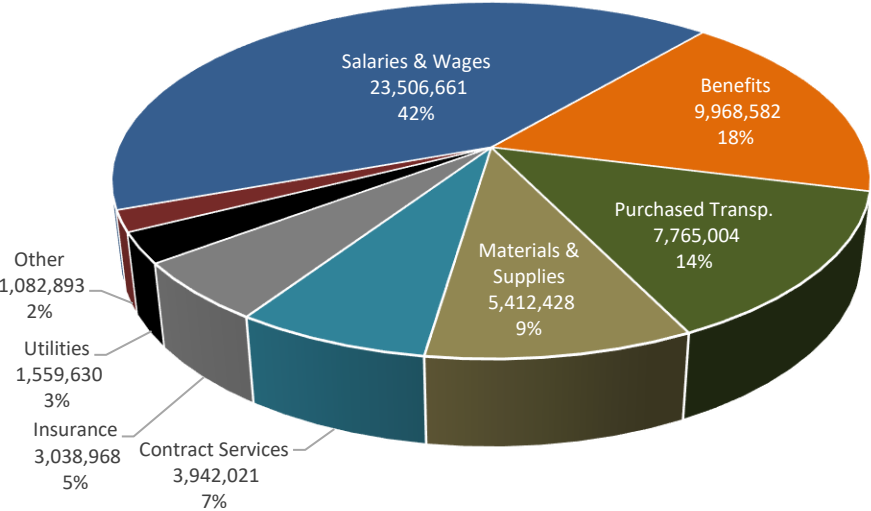
- Full cost per hour is based on audited financial statements and expected service levels
- State operating “discount” of 29.51% applied
- Additional cost for GO!Bus operations added to partner cost for service outside of six-city service area (townships)
- There was a full hourly cost increase of approximately 0.7% from FY 22/23 to FY 23/24



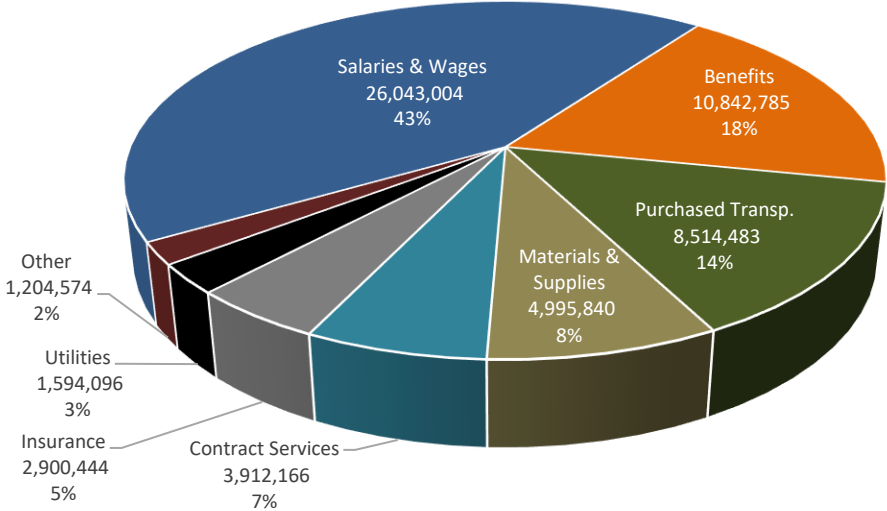
Expenses

Prior Year Comparison

FY 22/23 - \$56.3 Million



FY 23/24 - \$60.0 Million



New Proposed Positions & Reclassifications

- **New Positions**

- Transit Enforcement Officer
- Transit Enforcement Supervisor

- **Reclassifications**

- *Reclassed Maintenance Technician to a Maintenance Superintendent
- Fare Enforcement Officer to Transit Enforcement Officer

	<u>FY 22/23</u>	<u>FY 23/24</u>	<u>FY 23/24</u>	<u>FY 23/24</u>
	<u>Authorized</u>	<u>New positions</u>	<u>Authorized</u>	<u>Budgeted</u>
Administration				
Full Time	92 *	7	99	97
Part Time	5	3	8	8
Total Administration	97	10	107	105
Maintenance				
Fleet	33 *	0	33	33
Facilities	10	0	10	10
Total Maintenance	43	0	43	43
Operators				
Full Time	272	0	272	245
Part Time	49	0	49	20
Total Operators	321	0	321	265
Total Positions	461	10	471	413

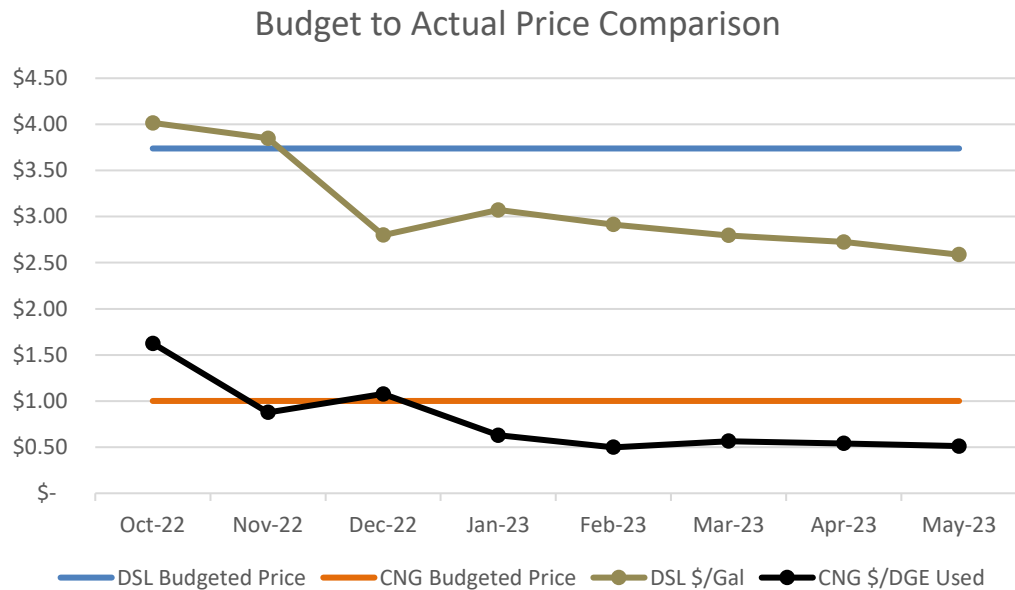
Individual Department Budgets

- Each Director will provide a short summary of their department
- Individual budgets can be referenced in FY 23/24 Draft Operating Budget Packet, Pages 15-50

Health Insurance Renewal

- **Medical**
 - Anticipating a 10% increase
 - Currently reviewing our prescription plan
- **Dental**
 - Flat renewal with the potential of going to self insured
- **Life Insurance, Short Term Disability and Long Terms Disability**
 - Flat renewal
- **Employee Assistance Program (EAP)**
 - Flat renewal
- **Vision**
 - Anticipating 8% savings; paid by the employee
- **Ancillary (life, accident and critical illness)**
 - Flat renewal rate; paid by the employee

Fuel Cost Comparison

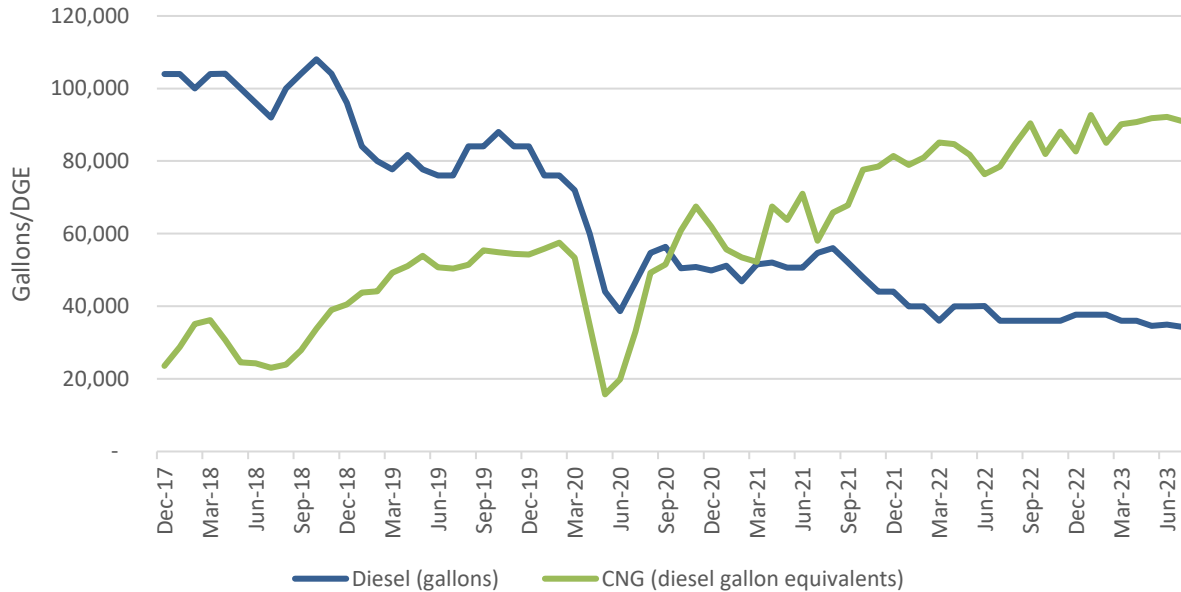


Source: Monthly Mileage Fuel Reports

- Budgeted CNG avg \$1.0030/DGE and Diesel avg \$3.7393 for FY 22/23
- Monthly averages have remained under forecast since November
- Budgeted CNG avg \$1.0767/DGE and Diesel avg \$3.1667 for FY 23/24
 - Diesel estimate based on overall average cost
 - CNG estimate based on highest cost per DGE used in the past 7 months (December 2022)
- We began taking RNG from the biodigester in March, and will receive our first RIN credits in July
 - Estimating \$75K in RIN credits for FY 23/24

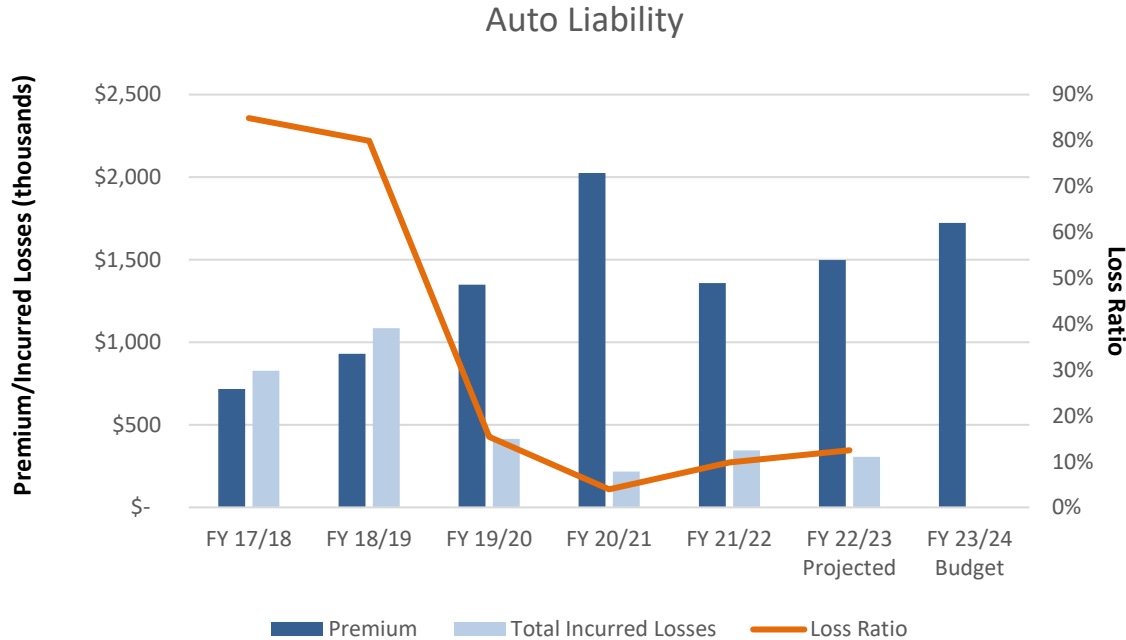
Fleet Conversion

Rolling Quarterly Average Consumption



- Diesel
 - 46 buses in fleet
 - 31 linehaul
 - 10 Silver Line
 - 5 DASH
- CNG
 - 101 buses in fleet
 - 75 linehaul
 - 17 Laker Line
 - 9 DASH
- Fully CNG fleet by the end of calendar year 2026

PL & PD Experience



- Premiums

- Using broker's preliminary numbers
- Increased 15% from current year due to general market outlook
- Reviewing market and negotiating a single digit increase with current carrier

- Experience

- Losses have remained well under our premium since FY 19/20

5-Year Operating Projection


	FY 20/21 ACTUALS	FY 21/22 ACTUALS	FY 22/23 BUDGET	FY 23/24 PROPOSED	FY 24/25 PROJECTED	FY 25/26 PROJECTED	FY 26/27 PROJECTED	FY 27/28 PROJECTED
Revenues and Operating Assistance								
Passenger Fares	\$ 2,961,800	\$ 4,216,120	\$ 4,200,585	\$ 4,895,883	\$ 5,132,072	\$ 5,282,014	\$ 5,385,961	\$ 5,491,971
Sale of Transportation Services	6,158,696	6,736,063	5,734,736	6,427,589	6,946,497	7,206,392	7,479,276	7,764,546
State Operating Assistance	16,254,784	15,105,760	15,448,739	16,097,144	18,420,185	19,223,408	20,064,835	20,947,282
Property Taxes	17,472,240	18,012,199	18,232,535	19,661,002	20,644,052	21,263,374	21,901,275	22,558,313
Advertising & Miscellaneous	\$568,611	\$770,856	\$640,604	\$714,020	\$751,085	\$791,514	\$835,638	\$883,824
Subtotal Revenues and Operating Assistance	43,416,131	44,840,999	44,257,199	47,795,637	51,893,891	53,766,701	55,666,986	57,645,937
Grant Operating Revenues (COVID Relief)	20,252,630	20,442,306	8,321,660					
Total Revenues and Operating Assistance	63,668,761	65,283,305	52,578,859	47,795,637	51,893,891	53,766,701	55,666,986	57,645,937

5-Year Operating Projection

	FY 20/21 ACTUALS	FY 21/22 ACTUALS	FY 22/23 BUDGET	FY 23/24 PROPOSED	FY 24/25 PROJECTED	FY 25/26 PROJECTED	FY 26/27 PROJECTED	FY 27/28 PROJECTED
Expenses								
Salaries and Wages	17,518,582	18,187,373	23,506,661	26,043,004	29,750,129	31,237,636	32,799,518	34,439,493
Benefits	10,916,143	9,508,010	9,968,582	10,842,785	11,693,668	12,223,404	12,780,350	13,365,933
Contractual Service	3,339,421	3,441,342	3,942,021	3,912,166	4,129,531	4,150,417	4,233,426	4,318,094
Materials and Supplies	3,307,829	4,441,604	5,412,428	4,995,840	5,138,200	5,285,000	5,385,658	5,488,488
Utilities, Insurance, and Miscellaneous	4,841,196	4,101,635	5,681,492	5,699,115	5,919,173	6,148,554	6,387,681	6,636,994
Purchased Transportation	5,137,990	5,558,119	7,765,004	8,514,483	8,769,917	9,033,015	9,304,005	9,583,125
Expenses Before Capitalized Operating	45,061,161	45,238,083	56,276,189	60,007,392	65,400,618	68,078,026	70,890,637	73,832,127
Capitalized Operating Expenses	-	-	(3,454,052)	(4,000,000)	(4,000,000)	(4,000,000)	(4,000,000)	(4,000,000)
Total Operating Expenses	45,061,161	45,238,083	52,822,137	56,007,392	61,400,618	64,078,026	66,890,638	69,832,127
Reserved Used	1,645,030	397,084	8,564,938	8,211,755	9,506,727	10,311,325	11,223,652	8,480,823
Reserve Balance	\$ 27,932,338	\$ 47,977,560	\$ 47,734,282	\$ 39,522,527	\$ 30,015,800	\$ 19,704,475	\$ 8,480,823	\$ -
							Deficit	\$ (3,705,367)

Summary

- Ridership is projected to climb conservatively over the next year
- \$4.0M in preventative maintenance funds will be used for operating
- \$8.2M from reserves will be used to offset lost revenue
- Proposed total expenses to increase 6.0%
- Overall fuel costs to decrease 11.6%
- Conversion to CNG buses increased 8% and is continuing to progress
- Working closely with our insurance broker to manage healthcare and auto liability
- The Rapid remains committed to delivering safe, reliable, and clean service to our communities



The Rapid's 5-Year Capital
Improvement Plan

Board Budget Workshop

July 26, 2023

Table of Contents

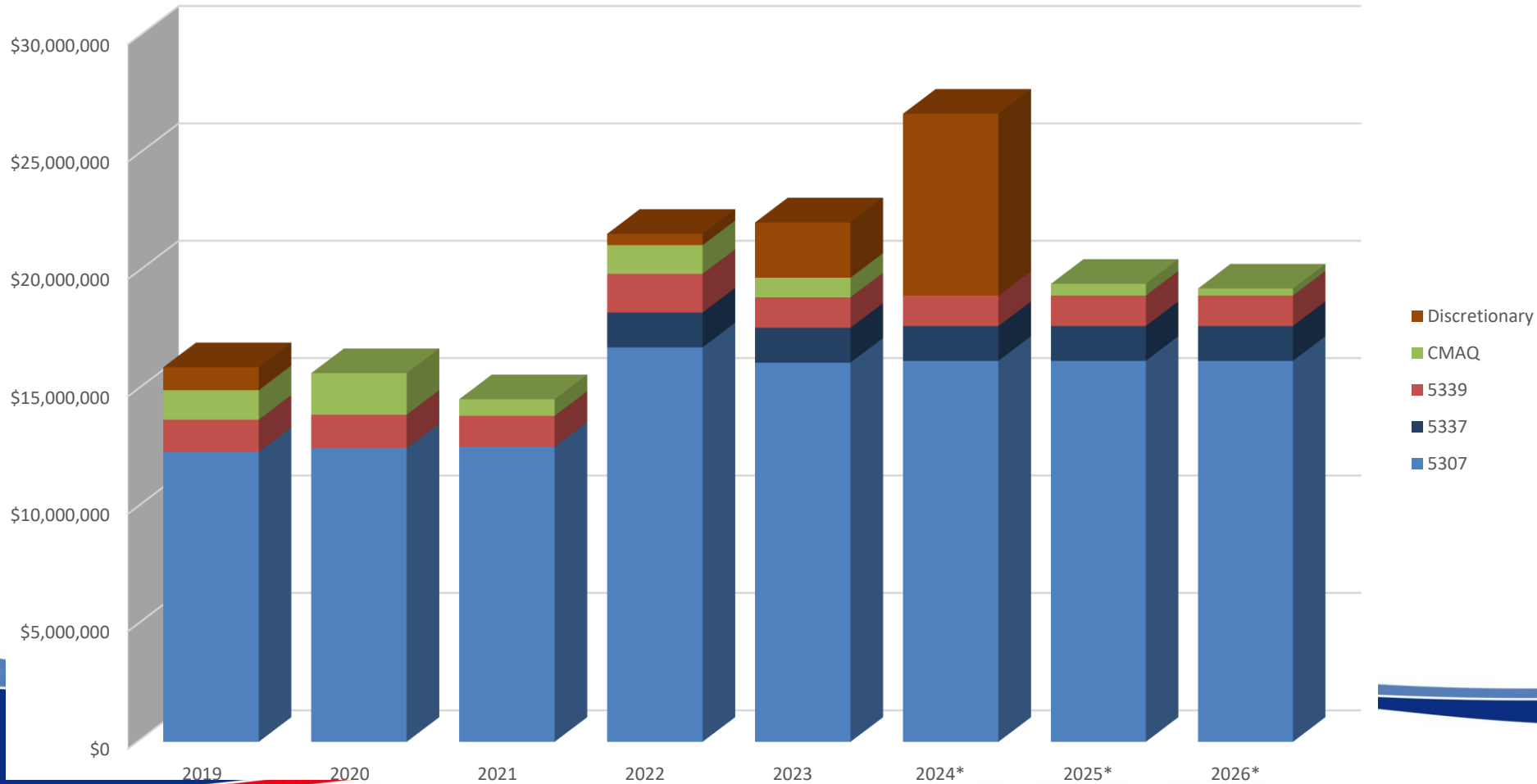
Funding Sources

Capital Planning Committee Process

Fiscal Year 2024 Capital Projects

Funding Sources

Rapid Capital Plan Funding by Year



Federal Funding Sources

5307 and 5339 – the Infrastructure Investment and Jobs Act (IIJA) passed in November 2021 increased these formula funds by 30%

The Rapid is also now eligible for 5337 funds annually – available to fixed guideway systems that have been operation for 7 years; this can be used to maintain Silver Line stations and replace Silver Line buses



Other Funding Sources

Discretionary Funding Award

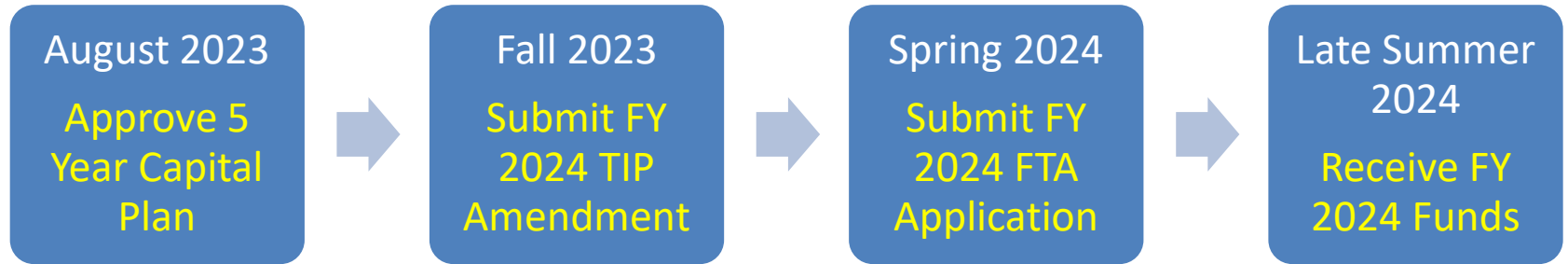
The Rapid was awarded a 5339 Low No Grant to purchase 11 buses. This increases the FY 2024 Capital Budget by \$7,746,745.

Michigan Department of Transportation

Matches most of our federal grants at 20%



Federal FY 2022 Grant Application Timeline



Capital Planning Committee Process

Capital Planning Committee Process

- January 2023: finalized capital project application process and evaluation criteria; sent out a call for projects
- April 2023: project submission deadline; collected and refined projects
- May – June 2023: determined project scores and prioritization
- June – July 2023: created 5-Year Capital Plan based on project scoring and funding availability
- July 26, 2023: bringing the 5-Year Capital Improvement Plan to the Board Budget Meeting for review; will make changes based on Board input
- August 23, 2023: bringing the 5-Year Capital Improvement Plan to the Board meeting for approval

Capital Planning Investment Decision Criteria

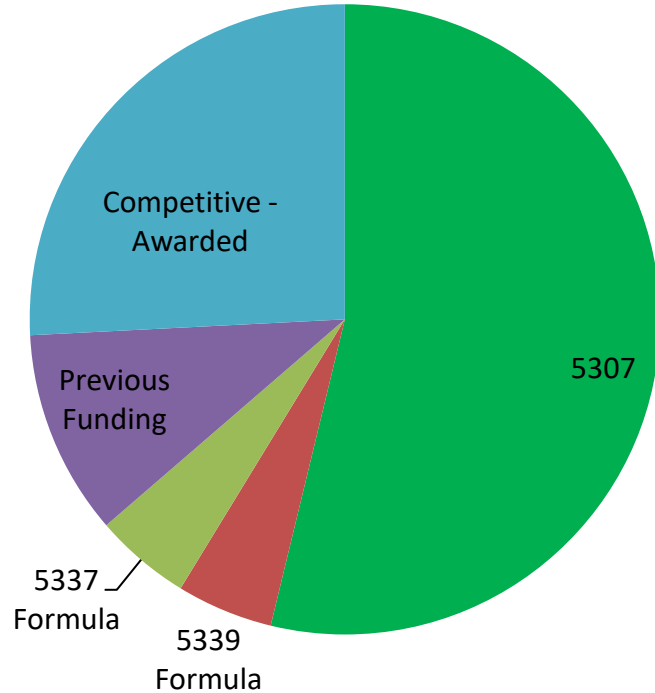
Weighting

	Weighting
Safety	25
Provide safe, secure, and reliable customer service	10
Mitigate risk to ITP and the community	10
Support an urgent business need	5
Modernization	25
Maintain assets and operation capability	10
Reduce operational cost impacts	10
Apply continuous improvement to service delivery	5
Climate	20
Reduce the release of emissions and contaminants	10
Promote sustainable energy and technology	10
Equity	20
Positively Impacts Environmental Justice Populations	10
Improves Regional Mobility	5
Improves Quality of Life in the Community	5
Financial Return	10
Minimizes the Operations Budget	5
Optimizes external funding sources	5

Capital Project Selection Criteria

FY 2024 Capital Projects

FY 2024 Capital Project Plan by Funding Source



FY 2024 Capital Plan
Funding: \$29,835,924

Purchase fixed route buses:
\$10,774,650



Purchase Service Vehicles:
\$460,000

Vehicle
Purchase:
\$14,862,289



Purchase Silver Line
Replacement Buses:
\$1,483,580



Purchase demand response
buses: \$2,147,059

THE **RAPID**



New Shelters:
\$250,000



A&E Services:
\$50,000



General Facility
Needs: \$50,000



Security Equipment:
\$246,000



RCS Drive Repair:
\$375,000



Facility and Shop
Equipment: \$81,000

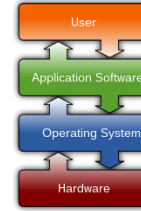
Vehicle
Maintenance
and Facilities:
\$1,102,000



Revenue Tire Lease:
\$50,000

Bus Router Replacement
Project: \$1,200,000

IT Hardware:
\$441,500

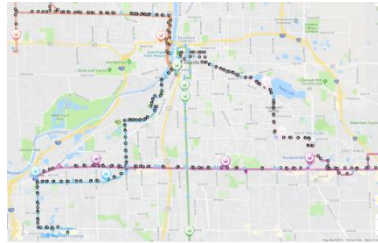


IT Software:
\$375,000



Silver Line Network
Switch \$300,000

Information
Technology:
\$2,781,500



Intelligent Transportation
Systems: \$240,000



HA Failover Server Site:
\$225,000



GO! Bus Operations:
\$1,200,000

Operations
and Planning:
\$5,275,000



Preventive Maintenance:
\$4,000,000

Moving Our Community Forward
TRANSIT MASTER PLAN

THE RAPID

Transportation Planning: \$75,000

THE RAPID

To Be Further Evaluated...

The Rapid has \$5,815,135 that is unallocated in its FY 2024 Capital Improvement Plan.

Several potential projects have been identified, including:

- Additional funds for bus purchases
- Building BRT-like bus stops at key fixed route stop locations
- A new paratransit storage facility to enhance GO!Bus coverage and capacity
- TOD partnerships to leverage FTA funds for mixed-use developments, such as projects suggested in the Division United study

Staff will bring options back to the Board before the end of 2023.

