



Present Performance & Service Committee Members

Charis Austin, David Bilardello (Chair), Tracie Coffman, Steven Gilbert, Andy Guy

PRESENT PERFORMANCE & SERVICE COMMITTEE

Tuesday, January 8, 2019, 4:00 p.m.

Rapid Administrative Office, 300 Ellsworth Avenue, SW

AGENDA

PUBLIC COMMENT

1. MINUTES – November 5, 2018 Committee Meeting
2. DISCUSSION ITEMS
 - a) Comprehensive Operational Analysis (COA)
 - b) Ridership Review
3. NEXT MEETING – March 5, 2019



**MINUTES OF
PRESENT PERFORMANCE & SERVICE COMMITTEE
November 5, 2018**

ATTENDANCE

Committee Members Present: Charis Austin, David Bilardello (Chair), Tracie Coffman, Mark Huizenga

Committee Members Absent: Andy Guy

Staff Present: Robin Crothers, Andrew Johnson, Nick Monoyios, Brian Pouget, Conrad Venema, Mike Wieringa, Kevin Wisselink

Mr. Bilardello called the meeting to order at 4:06 p.m.

PUBLIC COMMENT – no public present

1. MINUTES

The minutes of the October 9, 2018 committee meeting were approved as written.

2. DISCUSSION ITEMS

a) Comprehensive Operational Analysis

Mr. Venema reviewed a report that he provided in the committee agenda packet regarding the Align Study and the Comprehensive Operational Analysis (COA). He noted that the Align Study is a visionary document that reflects The Rapid's priorities in planning for the system's future based on five goals and related objectives: provide enhanced transit service options to grow ridership and improve reliability, improve equitable access to transit services, prioritize future transit enhancement projects that maximize positive regional impact, foster transit supportive land use policies and encourage economic development, and develop and select implementable investments that have community support.

We will re-evaluate The Rapid's entire system by completing a COA which is scheduled for FY 2019. The last COA was done in 2005. The Align Study serves as a guiding document that identifies priority projects, while the COA gets into the details that are required to implement the recommended near-term and longer-term projects identified by Align. An in-depth evaluation will take place on all aspects of our service including improving ridership, on-time performance and adapting to changes in our communities.

Mr. Venema stated that the COA requires guiding principles to be developed by the Rapid Board addressing issues like frequency vs. coverage, reallocating current resources and developing an alternate service plan for new revenue sources.

Mr. Johnson mentioned that both committees will be involved in the COA. The Present Performance & Service Committee will work on current services and resources while the Future Planning & Technology Committee will look at new revenue possibilities.

Mayor Huizenga commented that the Board has talked about on-time performance and recently Route 19 on Michigan Street provided some insight on this problem. When Route 19 started it was not working well and some changes needed to be made. There is more congestion now, especially in the City of Grand Rapids. What we considered to be good on-time performance in the past may be unrealistic now.

Mr. Bilardello stated that the schedule for Route 19 had to be changed to stay on time.

Mayor Huizenga was concerned that a central hub impacts the ability of the system to be more flexible and stay on time.

Mr. Venema noted that the COA will evaluate if a pulse system is still reasonable.

Mr. Johnson informed the committee that the COA will look at all aspects of service, which will need to adapt to all issues. We will continue to deal with congestion and road construction. The COA will evaluate how to allocate current resources more effectively.

Mayor Huizenga asked that the consultants think "outside the box" when doing the COA. We need creative thinking to service outlying areas and employers that are not currently served.

Mr. Venema stated that the COA will also look at alternate modes.

Mr. Johnson mentioned that the COA will include public/stakeholder input. It will include recommendations on accessibility issues that municipalities may need to address.

Mr. Venema commented that we want to increase ridership through the COA. The Align study determined that people wanted more service on weekends, holidays, late nights. He noted that we do have some holes in our system.

Ms. Coffman would like to see the COA use creativity in coming up with solutions.

Mr. Venema stated that The Rapid's current system is not broken, but the COA can make it better.

Mr. Johnson noted that we provide service in six very different, independent communities. There needs to be a balance for how we work through this partnership. A "one size fits all" type system won't work.

In response to a question from Ms. Coffman, Mr. Johnson responded that a COA should be done about every 10 years. Ms. Coffman noted that we need to identify possible partner cities for future opportunities.

Mr. Johnson indicated that we can tell the consultant to go beyond the county lines if that is what the Board wants them to do.

Mr. Monoyios commented that transit service in this region should be proactive and not reactive, which is how it has been mostly been in the past.

Mayor Huizenga noted that businesses will eventually move out of downtown and we need to figure out how to serve these outlying areas.

Mr. Venema summarized that The Rapid has been running a radial, pulse system for many years and it is likely that this will not continue. We need to learn how to maximize service in the future.

Mr. Bilardello stated that we need to identify the roles for the Present Performance & Service Committee and the Future Planning & Technology Committee related to the COA. Mr. Johnson stated that both committees will be involved. The Present Performance & Service Committee will take the lead in the COA process as far as Board involvement.

3. OTHER

a) Meeting Schedule for 2019 – Time, Day and Frequency

The Committee discussed possible meeting days/times. It was suggested that a meeting schedule be developed that coincides with needs of the COA. A meeting was already scheduled for January 8, 2019, which will remain. Ms. Crothers suggested that staff come up with a meeting schedule based on timing for the COA.

Committee Member Comments

Since he was not at the first meeting of the committee, Mr. Bilardello asked Mayor Huizenga to comment on his recommendations on areas of focus for the COA.

Mayor Huizenga stated that the Walker Latent Demand Study should be included in the evaluation. Mr. Monoyios noted that it will be part of the COA.

Mr. Bilardello felt that it was not clear what the priorities are for each of our member cities and suggested that we get a list from each one.

Mayor Huizenga mentioned that the Rapid CEO could attend the city commission meetings to hear the concerns and priorities.

Mr. Johnson reaffirmed that the Board needs to create guiding principles for the COA.

The meeting was adjourned at 4:52 p.m.


Robin Crothers, Board Secretary

REQUEST FOR PROPOSALS

COMPREHENSIVE OPERATIONAL ANALYSIS (COA)



Interurban Transit Partnership
300 Ellsworth Avenue, S.W.
Grand Rapids, MI 49503-4018
(616) 456-7514

SCHEDULE OF EVENTS

Issue RFP	XXXXX
Pre-Proposal Meeting	XXXXX
Questions and Answers	XXXXX
Response to Q & A's	XXXXX
Proposals Due	XXXXX
Interviews	XXXXX
Best and Final Offer Due	XXXXX
ITP Board Actions	XXXXX
Contract Award	XXXXX

TABLE OF CONTENTS

<u>SECTION</u>	<u>PAGE</u>
1. NOTICE: REQUEST FOR PROPOSAL FOR A COMPREHENSIVE OPERATIONAL ANALYSIS	X
2 SCOPE OF WORK	X
3 CONTENT OF PROPOSAL	X
4 EVALUATION OF PROPOSALS	X
5 INSTRUCTIONS TO PROPOSERS	X
6 CONTRACT PROVISIONS	X
ATTACHMENT 1 – The Rapid History and Current Information	X

SECTION 1: PUBLIC NOTICE

REQUEST FOR PROPOSAL (RFP)

COMPREHENSIVE OPERATIONAL ANALYSIS (COA)

The Rapid is requesting sealed proposals for the provision of a Comprehensive Operational Analysis (COA) for its entire fixed route bus system. The Rapid serves a population of more than 569,935 people with 23 bus routes as well as 7 contracted routes. In FY 2018 total ridership on the system was 10,466,464. The Rapid service area is comprised of six cities—Grand Rapids, East Grand Rapids, Kentwood, Wyoming, and Walker—as well as partnering townships.

Sealed proposals will be accepted by the ITP's Purchasing Manager until XXXX. A pre-proposal meeting is scheduled for XXXX at The Rapid's administrative offices located at the address listed below.

The Rapid Board reserves the right to postpone, accept or reject any and all proposals in whole or in part, on such basis as The Rapid Board deems to be in its interest to do so, subject to the rules and regulations set forth by the Federal Transit Administration (FTA).

No proposal may be withdrawn for at least sixty (60) days after the scheduled closing time for receipt of proposals. An original and four (4) copies of the proposal shall be submitted in the format prescribed by the Purchasing Department.

Mark R. Fedorowicz
Purchasing Manager
616-456-7514
Fax: 616-774-1195

The Rapid
300 Ellsworth Ave S.W.
Grand Rapids, MI 49503

SECTION 2: SCOPE OF WORK

Background

The Rapid is seeking to contract with a professional planning firm to produce a Comprehensive Operational Analysis (COA) of the fixed-route bus system. A COA was completed in 2005 that delivered both near-term and longer-term recommendations that have since been implemented. Nevertheless the region has since experienced substantial and continuing growth, demographic changes, and changing ridership patterns. In addition, as a result of increasing traffic congestion in the region, a detailed analysis of the on-time performance and reliability of the fixed-route system is required. Lastly, ridership on the system has decreased since 2014. For these reason evaluation of The Rapid's fixed-route system is necessary in order for the transit system to meet the changing mobility needs of the service area.

The COA must consider all mobility options in the process of evaluating the Rapid's fixed-route bus system including the current use of a radial pulse system. The COA must recommend route changes designed to improve service efficiency, on-time performance, increase ridership, and the possible reallocation of The Rapid's fixed-route resources. The COA must also build on the exiting (and future) Bus Rapid Transit (BRT) investments including the Silver Line and the Laker Line. The COA will build these recommendations based on extensive data analysis, public outreach, and efforts to inform The Rapid Board of best practices and best use of various types of public transportation modes.

In addition, the COA process must use existing planning documents (such as the Transit Master Plan, the Align Study, and the future TOD grant), regional plans, and regional initiatives for guidance leading into the final recommendations for the COA outcomes. Furthermore, the COA shall consider the entire spectrum of service modifications ranging from entirely 'resetting' the system to minor modification based on data analysis, public input, and existing documentation. The COA shall also consider the analysis and potential implementation of all mobility options and how they can each be best utilized to meet the region's mobility needs. The Rapid's Title VI plan and an environmental justice analysis must be considered in all evaluation of service recommendations.

The primary deliverable will be as follows:

- Stakeholder engagement plans;
- Summary of service priorities based on public input, existing plans, and regional initiatives;
- A cost-neutral service plan that addressed the immediate mobility needs for the region;
- Alternate service plan that address The Rapid's priorities for service expansion over the next 3 years;
- Alternate service plan that address The Rapid's priorities for service expansion over the next 4-6 years;
- Implementation plan for each of the proposed service options;
- Operating and capital cost needs as well as facility needs for each of the proposed service plans;
- Non-traditional service options for the region including the evaluation of the existing PASS

- service;
- Analysis of infrastructure capacity and functionality to support recommendations for service changes or expansion.

In summary the consultant shall focus on providing practical recommendations to improve the overall productivity and reliability of The Rapid system, and further enhance The Rapid's image throughout the Grand Rapids metropolitan area in a three-phased approach. The Rapid desires the COA to be completed in 12 months from the start of the study.

The final Work Scope is comprised of the following 12 tasks:

1.0 Project Management

Methodology: The Consultants project manager will meet with The Rapid staff at the start of the project to discuss the work plan, schedule and relevant issues/concerns. The final work scope will provide the blueprint for which ensuing tasks will be conducted. The consultant will manage and coordinate the work elements, prepare monthly progress reports, and provide a single point of communication and responsibility with The Rapid Project Manager.

Product/Deliverable: A final work scope and schedule will be prepared following the kick-off meeting. Monthly progress reports will summarize the project status, outstanding issues, and work planned for next the next month.

2.0 The Rapid Board Engagement

Methodology: The consultant team will create a plan of action and implement it to engage The Rapid Board as to best industry practices and most effective use of transit modes based on land-use, demographics, and travel patterns.

Product/Deliverable: Presentations, board activities, and general Board engagement to determine guiding principles for the COA.

3.0 Rapid Staff Engagement

Methodology: The Rapid management will be interviewed to canvass their opinions regarding the current system's strengths, weaknesses and opportunities. Interviews will be conducted with operations, planning, scheduling, marketing, and customer service department management and staff.

Product/Deliverable: A report will be generated that summarizes the input received.

4.0 External Stakeholder Engagement

Methodology: The consultant will meet with key stakeholders when crafting the COA plan alternatives. This will provide the necessary framework in order to present and gain meaningful feedback to the final findings to the public once the final COA recommendations are presented.

Product/Deliverable: A report will be generated that summarizes the input received.

5.0 Data Collection

Methodology: The Consultant will assemble and review information presently available and to collect new data for a comprehensive analysis of The Rapid current route performance, system operations and procedures. In addition, data collection must include current travel patterns, stop-level boarding and alighting data, transfer analysis, operating cost data, on-time performance metrics, and stop spacing analysis and other data as required. The consultant shall also collect data on regional job and housing locations, employment centers, population, demographics, and regional travel patterns.

Key documents to be collected by the consultant team are daily and monthly route summary reports, productivity and ridership reports which The Rapid prepares to determine ridership characteristics of each route. The Rapid plans for future operations and facilities should be consistent with various transportation and land use development plans and policies developed by local and regional governments.

Product/Deliverable: A report will be generated that summarizes the input received.

6.0 Evaluation of Services

Methodology: Route profiles will be prepared that evaluates the overall productivity, efficiency and effectiveness of each route. Segments and time-of-day productivity will be evaluated when developing individual route profiles.

After completion of the individual route profiles, the project team will review the following key operational, service alignment and schedule issues for each of The Rapid's fixed-route services. This is not a comprehensive list and other data points recommended by the consultant are welcome.

- Social economic equity;
- Headways (service frequencies);
- Passenger loads by route segments relative to capacity;
- Route complexity, including deviations and turn backs;
- Locations of transfer centers, opportunities for timed transfers;
- Equipment utilization and assignment by type and time period;
- Directness and redundancy of route alignments;
- Scheduling arrival/departure times at key generators;
- Transfer needs and opportunities;
- Interlining (scheduled through-routes);

- Time point locations (optimal spacing and schedule adherence management);
- Layover and terminal locations and recovery times;
- Bus stop spacing;
- Operating hours, days of service;
- Scheduled adherence/running times;
- Deadhead operations;
- Reverse commuting/bi-directional demand opportunities;
- Evaluation of alternate service options other than traditional fixed route service;
- Traffic and bus turning movement considerations;
- Passenger amenities (facility, shelter and bus stop needs);
- Service frequency recommendations; and
- Evaluation of bus fleet requirements and vehicle size needs.

Product/Deliverable: A report will be generated that summarizes the input received.

7.0 Latent Demand Analysis

Methodology: The Consultant must assess the potential of expanded Rapid service in geographic areas where service does not currently exist or is limited. Where possible, this should be identified by latent demand by time of day, origin-destination zones and user group. In addition, the Consultant team must consider alternate mode of transit—other than fixed route—to address the region’s mobility needs.

Current census data will be analyzed to identify markets of potential riders that presently have inadequate transit service. The analysis will focus on identifying markets of disadvantaged populations (i.e., those persons who because of age, mobility limitations, or low income would rely on public transportation), and commuter travel markets. This analysis will be corroborated by public service requests, interviews with management and the Rapid Board, as well as data collected in the TMP, the Align Study, and the future Transit Oriented Development (TOD) grant. This analysis will identify demographic characteristics of areas with high transit ridership, future land-use planning, and will identify areas that are presently underserved by transit. Key trip generators with regional travel patterns will also be identified.

Product/Deliverable: A report will be generated that summarizes the input received.

8.0 Cost-Neutral Service Plan

Methodology: The cost-neutral service plan will focus on the reallocation of The Rapid’s current resources to best meet the changing needs of the Grand Rapids metropolitan region and build upon the investments The Rapid has and will make in the BRT network.

Product/Deliverable: The consultant will deliver a cost-neutral service plan that will address the immediate mobility needs of the region.

9.0 Near-Term Recommendations (1-3 years)

Methodology: The near-term plan will address new service options, additional service, and expansion opportunities within the metropolitan service area with the understanding that additional funding sources may be required. The near-term plan will build on the recommendations from the cost-neutral plan.

Product/Deliverable: The consultant team will deliver a near-term service plan that incorporates the facility needs, operating cost, capital cost, and vehicles needs over this time period.

10.0 Short-Term Recommendations (4-6 years)

Methodology: The near-term plan will address new service options, additional service, and expansion opportunities within the metropolitan service area with the understanding that additional funding sources may be required. This plan will build upon the recommendations from the near-term plan.

Product/Deliverable: The consultant team will deliver a short-term service plan that incorporates facility needs, operating cost, capital cost, and vehicles needs over this time period.

11.0 Presentation of Findings

Methodology: The consultant will present findings of the COA in report, electronic and graphics media and will prepare a Draft COA Report that documents all of the aforementioned work elements, results, and recommendations. After a suitable period of review by Rapid staff, the consultant will prepare the final COA Report, incorporating review comments. The consultant will assist staff in the design and layout of graphic presentation materials, as required. Lastly, the consultant team will present the recommendations of the COA to the Board of Directors at a regularly scheduled board meeting.

Product/Deliverable: The consultant will prepare a final COA Report that documents all of the aforementioned work elements, results, and recommendations.

12.0 Implementation Plans

Methodology: The consultant will present findings of the COA service plans and provide an implementation plan for each of the alternate service plans. These plans must include all the elements of implementing the various service plan options including operating and capital cost and facility needs for the various plans.

Product/Deliverable: The consultant team will deliver an implementation plan for each of the service plan options.

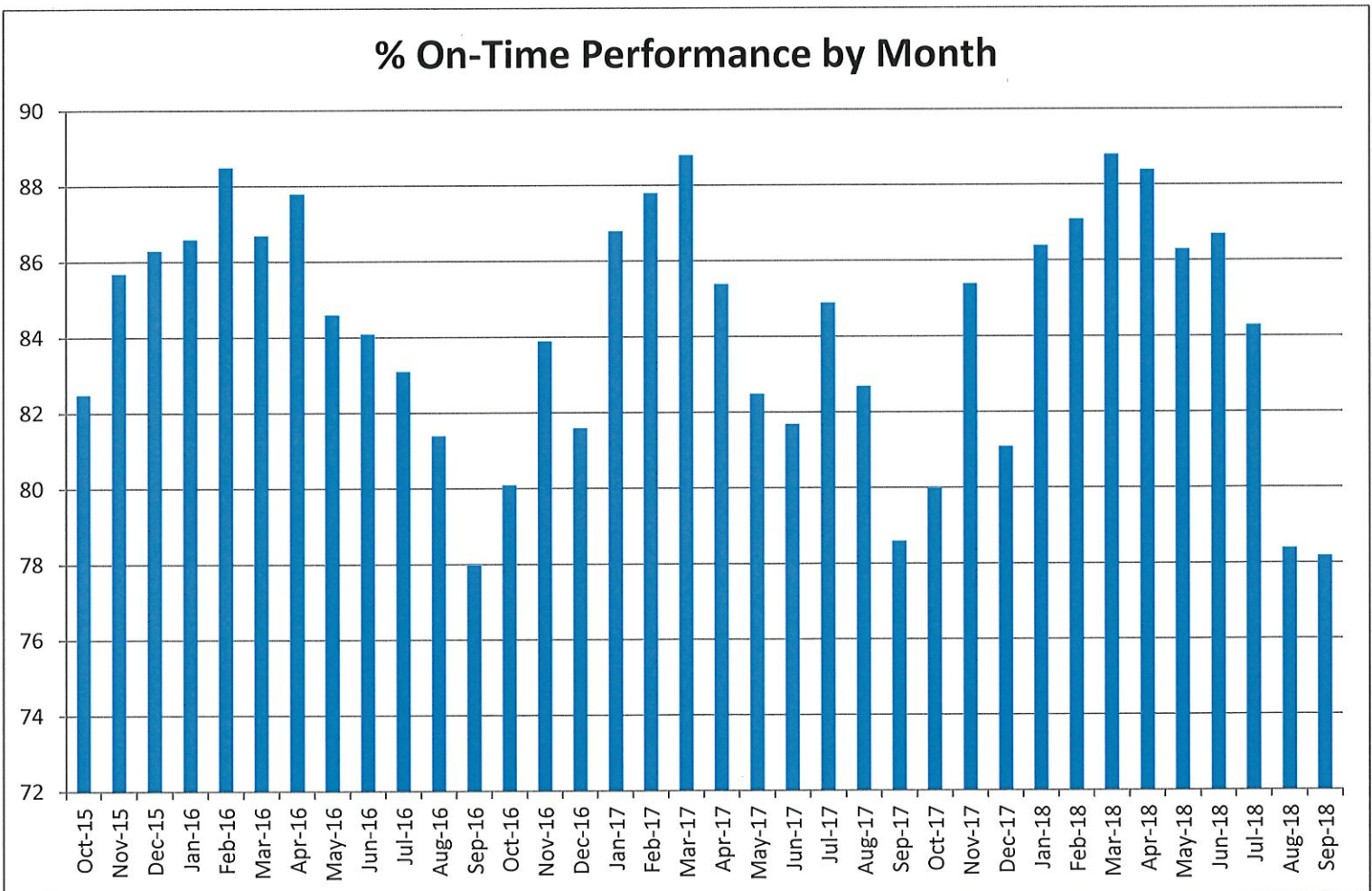


Date: January 2, 2019
To: Present Performance & Service Committee
From: Kevin Wisselink
Subject: RIDERSHIP AND ON-TIME PERFORMANCE HISTORY

ON-TIME PERFORMANCE

The Rapid considers a bus to be on time if it is anywhere from 0 to 5 minutes late. A bus that arrives before the scheduled time or 5 minutes after the scheduled time is not considered to be on time.

A monthly history of Rapid route on-time performance reveals seasonal trends. Buses tend towards better on-time performance in the winter and spring, and perform less on-time in the late summer and early fall. September is consistently the worst month, with construction in full swing and the return to school and work increasing the traffic on the road. This indicates that the primary factor is road construction which typically has much more of an effect than winter weather. Note that the bottom of the chart starts at 72% to highlight the seasonal fluctuations.



We can also look at the change in on-time performance by route by year. The table reveals that there have not been dramatic changes over the past 3 years and that overall system performance has stayed very close to 84% overall.

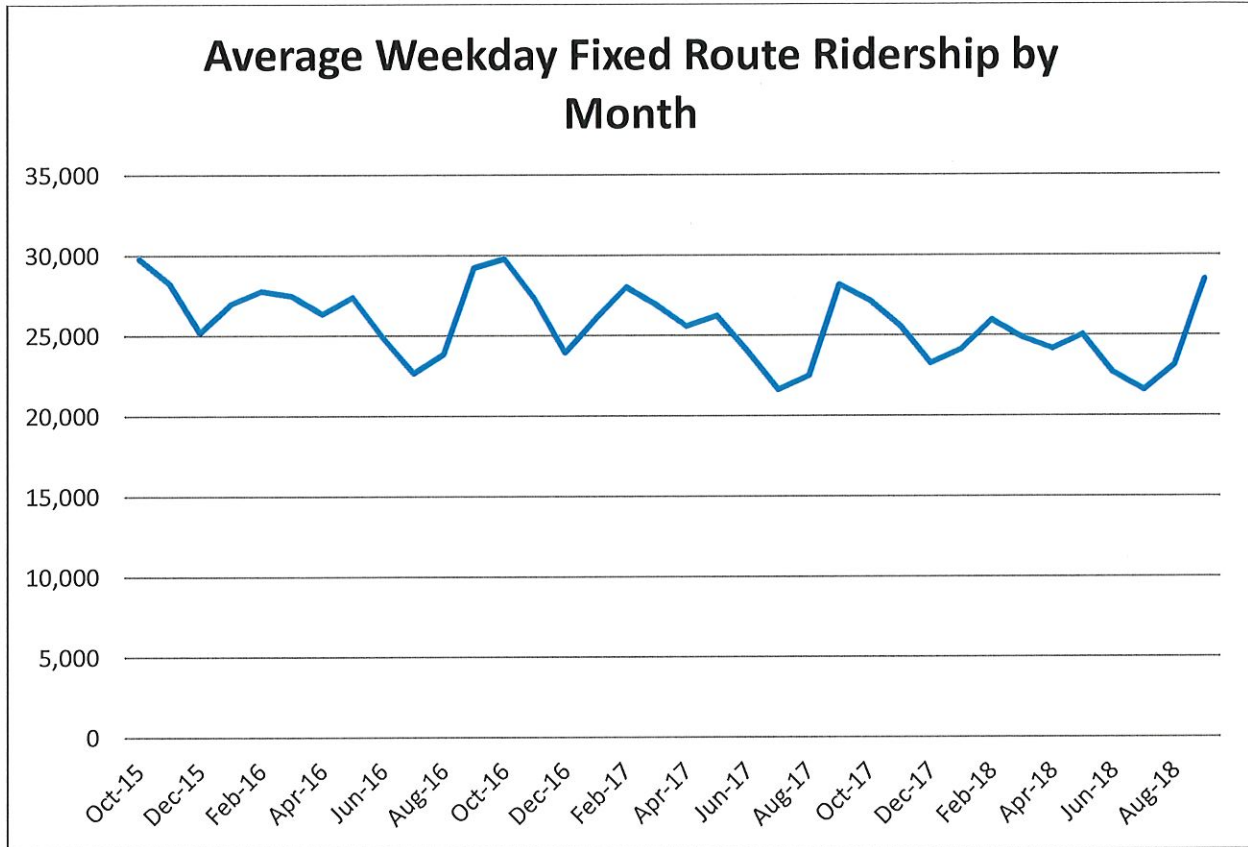
% On-Time Performance By Route

Route	FY 2016	FY 2017	FY 2018	Change FY16-FY18
Route 6 – Eastown	81.7	87.7	86.2	5.5%
Route 8 – Rivertown	84.2	89.2	88.4	5.0%
Route 1 – Division	77	78.8	80.7	4.8%
Route 4 – Eastern	79.2	81.8	82.7	4.4%
Route 2 – Kalamazoo	80.1	79.9	83.2	3.9%
Route 10 – Clyde Park	86.5	89.1	87.9	1.6%
Route 28 – 28 th Street	76.6	77.3	77.7	1.4%
Route 3 – Madison	88.1	89.6	89.3	1.4%
Route 17 – Airport	90.8	91.8	91.6	0.9%
Route 18 – Westside	88.5	86.7	88.7	0.2%
Route 5 – Wealthy	92	91.2	92.2	0.2%
Route 24 – Burton	91.4	91.3	91.2	-0.2%
Route 15 – East Leonard	86	80.2	85.8	-0.2%
Route 12 – West Fulton	93.6	91.7	93.1	-0.5%
Route 9 – Alpine	84.8	85.8	84.2	-0.7%
Route 44 – 44 th Street	89.5	86.4	88.7	-0.9%
Route 14 – East Fulton	93	92.6	91.6	-1.5%
Route 11 – Plainfield	83.7	83	81.8	-2.3%
Route 16 – Metro Health	92.6	89	89.7	-3.1%
Route 13 – Michigan/Fuller	89.6	87.6	85.7	-4.4%
Route 7 – West Leonard	87.8	84.3	83.2	-5.2%
Route 90 – Silver Line	81.8	76.9	77	-5.9%
Route 19 –Michigan	89	84.6	82.5	-7.3%
Total	84.6	83.7	84.3	-0.4%

Some of the routes showing the most improvement have been the historically worst performing routes, which are also the routes that have been the primary focus of the Route and Service Planning Team. The main reduction of Route 19 on-time performance came when it was realigned to become a crosstown route for FY 2017. Perhaps the most concerning decrease is shown by the Silver Line, and staff is limited in responses as service cannot be realigned and frequencies must be maintained. This drop in performance is primarily due to the increasing congestion the Silver Line is experiencing in the downtown Grand Rapids area.

RIDERSHIP

Ridership has been on the overall decline at The Rapid for the past 4 years. Looking at the monthly fixed route ridership graph reveals this overall trend.



As with on-time performance, there are seasonal fluctuations, with the lowest monthly ridership occurring in the summer and highest in the fall.

Looking at differences in ridership by route, there has been a range of change experienced. Route 19 shows the most dramatic increase just based on the September 2018 ridership gains due to extremely low performance prior to the service change. The Silver Line has consistently been our best performing route, showing yearly increases since its inception. The other two routes to show gains are Route 28 – 28th Street Crosstown and Route 17 – Woodland/Airport which show the increasing importance of reaching the jobs available in these corridors.

Route	FY 2016	FY 2017	FY 2018	% Change FY16- FY18
Route 19	25,613	14,265	39,594	54.6%
Silver Line	773,531	817,489	847,015	9.5%
Route 28	416,584	447,876	434,804	4.4%
Route 17	83,553	84,542	84,552	1.2%
Route 16	226,901	212,870	218,589	-3.7%
Route 12	172,718	176,487	163,253	-5.5%
Route 1	540,278	531,142	504,444	-6.6%
Route 7	253,417	241,564	234,086	-7.6%
Route 2	641,518	624,756	584,174	-8.9%
Route 8	329,794	311,294	300,035	-9.0%
Route 10	270,404	255,091	242,898	-10.2%
Route 44	276,168	258,870	245,086	-11.3%
Route 13	233,907	218,752	206,775	-11.6%
Route 9	584,296	554,312	511,305	-12.5%
Route 4	584,011	550,983	510,685	-12.6%
Route 5	307,102	293,660	267,977	-12.7%
Route 6	394,100	367,370	339,763	-13.8%
Route 24	248,173	227,864	213,055	-14.2%
Route 18	256,333	255,463	219,734	-14.3%
Route 11	356,200	332,607	298,127	-16.3%
Route 14	187,400	177,099	154,802	-17.4%
Route 15	377,193	334,665	302,779	-19.7%
Route 3	246,732	217,800	196,452	-20.4%
Total	7,785,926	7,506,821	7,119,984	-8.6%

Unfortunately, the table does show many more routes with decreases. Route 3 – Madison was hit particularly hard with the closing of Grand Rapids Plastics on the south end of the route and the moving of a Hope Network job site out to the airport area.