



Board Members

Mayor Stephen Kepley, Chair

Charis Austin
Mayor Katie Favale

Rick Baker
Steven Gilbert
Robert Postema

Mayor Rosalynn Bliss
Andy Guy
Terry Schweitzer

David Bilardello, Vice-Chair

Mayor Gary Carey
Jack Hoffman
Paul Troost

Tracie Coffman
Mayor Steve Maas

BOARD OF DIRECTORS BUDGET WORKSHOP

Wednesday, July 28, 2021 – 3 p.m.

Rapid Central Station Conference Room (250 Grandville SW) | Virtual

AGENDA

	<u>TIME</u>	<u>PRESENTER</u>
1. PUBLIC COMMENT		
2. OVERVIEW OF OPERATING BUDGET	45 minutes	Linda Medina and Michael Bulthuis
a. Budget Timeline and Assumptions		
b. Revenues		
c. Expenses		
d. Q&A		
3. FIVE YEAR PROJECTION BUDGET	10 minutes	Linda Medina and Michael Bulthuis
4. CAPITAL BUDGET	30 minutes	Kevin Wisselink
a. Funding Sources		
b. Capital Planning Committee Process		
c. Fiscal Year 2022 Capital Projects		
5. ADJOURNMENT		

Date: July 28, 2021
To: ITP Board
From: Linda Medina, Finance Manager
Kevin Wisselink, Grants Manager
Subject: PROPOSED FY 2022 OPERATING AND CAPITAL BUDGETS

We are pleased to present the FY 2022 proposed budget. The budget consists of two components: operating and capital projects. The operating budget is \$51,107,676 and the capital projects budget is \$23,908,680 for a total of \$75,016,356. Also included is a five-year operating budget projection.

Budget Overview

During fiscal years 2020 and 2021, The Rapid continued to provide essential service for our customers and partners, as well as support for our employees. The Rapid maintained flexibility and adapted to the challenges of the pandemic.

Our focus for FY 2022 is on recovery by maximizing the value provided to our riders and community partners, protecting the health and safety of our employees and the public, remaining flexible to opportunities that may arise throughout the year, and preserving our financial sustainability to emerge from the pandemic a remain a strong community partner.

Operating Budget Highlights

FY 2022 revenues are projected to increase by 2.5% from FY 2021 before federal grant funding (COVID relief). Overall revenues are projected to increase compared to FY 2021 but are still below pre-pandemic numbers. Below are the highlights for FY 2022 revenues:

- The budget reflects a conservative ridership recovery. There are still many unknown factors that affect ridership, including the current labor shortage, how employers choose to navigate a remote/hybrid work schedule, and how and when our local educational institutions return to in-person learning.
- State Operating assistance is budgeted at 30% of eligible expenses.
- The property tax levy is 1.47 mills (1.4308 mills after Headlee reduction)
- The Rapid collaborates closely with all contract service partners to ensure adequate service levels to meet their needs.
- We anticipate receiving \$26.3 million of federal grant funding in FY 2022. This federal grant funding will allow us to achieve a balanced budget amid fare revenue shortfalls caused by the pandemic.

FY 2022 expenses are projected to increase by 5.7% from FY 2021. Following are some key highlights:

- The fuel budget is increased due to the rising cost of diesel fuel. The budget is based on an average rate with an anticipated increase. Staff continues to monitor the cost and will adjust as necessary to control costs. The linehaul fleet is currently 50% CNG and 50% diesel.
- 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.
- As COVID restrictions are lifted, it is our goal to recover service by building and maintaining trust with our riders and community partners, with an emphasis on enhanced marketing and outreach.
- Purchased transportation ridership is steadily recovering from the pandemic. The recovery rate is 54% of pre-pandemic levels.
- Additional staff are budgeted to support agency outcomes and expected service levels.

Five-Year Operating Budget

The five-year operating budget is based on the FY 2022 proposed budget along with an average increase of 2% in revenue for each year through FY 2026. State operating assistance is held constant at 30% through FY 2026. Expenses are projected to increase an average of 2.5% each year. The receipt of federal grant funding will allow us to build a reserve, which will be dedicated to our operating budget each year to offset fare revenue loss and achieve a balanced budget. These funds will also delay the use of preventative maintenance (capitalized operating) funding beyond a five-year horizon, freeing up those funds for other capital projects.

Capital Grants Highlights

The Rapid's FY 2022 Capital Improvement Plan totals \$23,908,680, including discretionary grant applications we are still awaiting word on. The Capital projects in The Rapid's 2022 Capital Improvement Plan are focused on leveraging our capital investments to enhance the service The Rapid provides, with a focus on investing in projects will have the greatest community impacts to our transportation network and to our overall quality of life.

The funding for this plan includes our normal 5307, 5339 and CMAQ federal apportionments. It also includes Laker Line expanded scope funds, Preventative Maintenance funds from previous years being allocated to new maintenance projects, as well as funds from the Grand Valley Metropolitan Council for our Transit Master Plan process. The Rapid is also awaiting word on two discretionary grant applications, one to the Michigan Diesel Settlement Fund to buy two replacement buses and one for a Low/No Emissions Grant to purchase electric vehicles.

Below are the highlights for the FY 2022 Capital Improvement Plan:

- Funds to purchase a property and build a New Campus for Rapid operations, potentially operating GO!Bus service out of this facility.
- Funds set aside to invest in the Division Avenue corridor, to catalyze the implementation of the planning efforts the community has made through the Division United study.
- Funds for the expanded scope of the Laker Line, a \$5 million investment in our community that the FTA has granted to fund additional projects related to the Laker Line, including Park and Ride lot at Cummings and Lake Michigan Drive.
- Funds to purchase replacement revenue service vehicles, including 2 fixed route buses, 15 GO!Buses and 4 RapidVans.
- General maintenance projects, including repair of the Ellsworth building exterior and repaving of the Rapid Central Station oval drive.
- A Low/No Emissions Grant application to purchase electric vehicles to provide on-demand service in our region.

Staff is dedicated to quality customer care and providing efficient and cost effective services to the community as well as demonstrate careful stewardship. The Rapid's management team will continue to examine our operation in an effort 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.

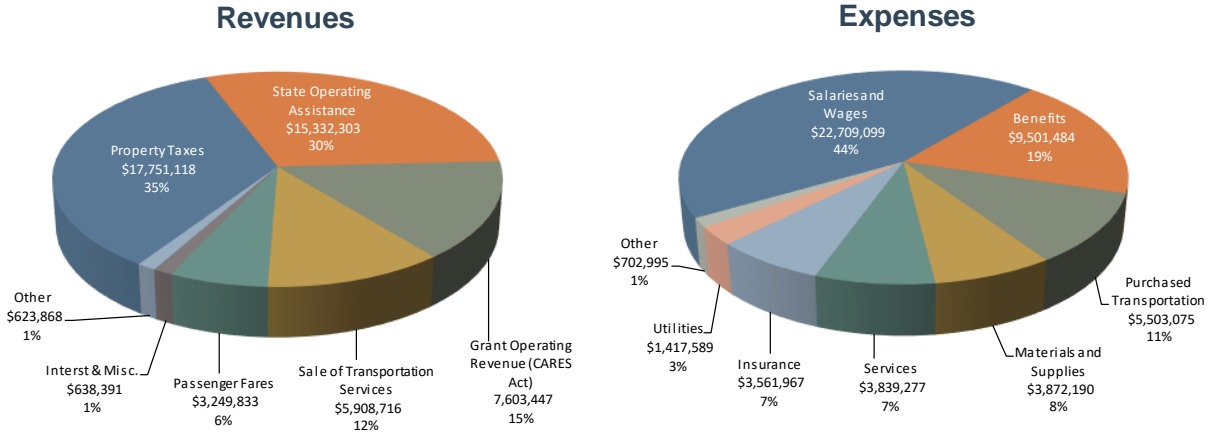


FY 2022 Draft Operating Budget

July 28, 2021



FY 2022 OPERATING REVENUES AND EXPENSES



The FY 2022 proposed budget is \$51.1 million dollars. This is a 5.7% increase from the FY 2021 amended budget of \$48.3 million.

The focus in FY 2022 is on the value The Rapid provides to the riders and the communities of the six cities while continuing to provide excellent and safe service. The proposed budget includes the implementation of the comprehensive operations analysis.

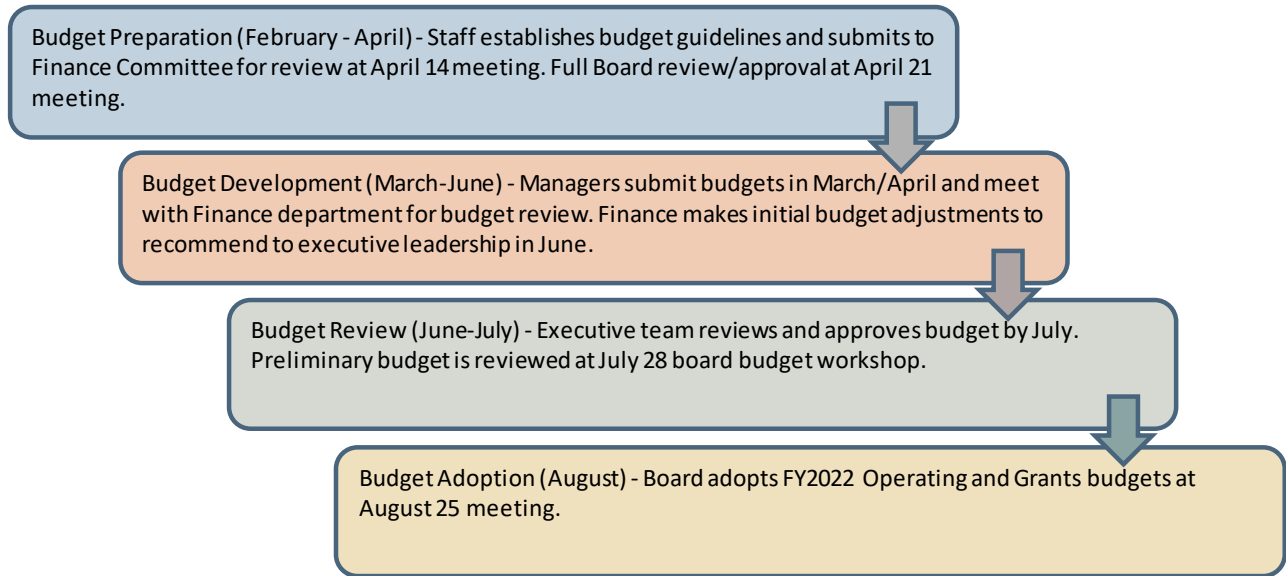
Revenue highlights include:

- Total system ridership is projected to increase 25% 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
- State operating is budgeted at 30% of eligible expenses
- Property taxes remain a consistent majority of our annual revenues, and have been largely unaffected by the pandemic
- The receipt of federal grant funding (CARES/CRRSAA, ARPA) will allow us to continue to provide a valuable service to our communities

Expense highlights include:

- The fuel budget is increased due to the rising cost of diesel fuel. The linehaul fleet is currently 50% CNG and 50% diesel
- 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
- As COVID restrictions are lifted, it is our goal to recover service by building and maintaining trust with our riders and community partners, with an emphasis on enhanced marketing and outreach
- Purchased transportation ridership is steadily recovering from the pandemic. The recovery rate is 54% of pre-pandemic levels
- Additional staff are budgeted to support agency outcomes and expected service levels

BUDGET TIMELINE



Each year a balanced budget must be adopted by the Board prior the new year beginning (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 manager. The draft budget is reviewed in July and approved by the Board in August.

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

FY 2022 OPERATING BUDGET

	FY 2020	FY 2021	FY 2022	FY 2022 Proposed	
	Actual	Budget	Proposed	vs. FY 2021 Budget	%
				\$	%
Revenues and Operating Assistance					
Passenger Fares					
Linehaul	\$ 3,295,865	\$ 2,414,008	\$ 2,651,378	\$ 237,370	9.8%
Paratransit	672,860	446,914	\$ 588,000	141,086	31.6%
PASS	26,068	17,939	\$ 10,455	(7,484)	-41.7%
Subtotal Passenger Fares	3,994,794	2,878,860	\$ 3,249,833	370,973	12.9%
Sale of Transportation Services					
Grand Valley State University	2,282,371	2,833,029	\$ 3,542,974	709,945	25.1%
Dash Contract	2,058,508	2,279,054	\$ 1,764,498	(514,556)	-22.6%
Township Services	570,393	593,259	\$ 344,344	(248,915)	-42.0%
Other	382,609	357,959	\$ 539,868	181,909	50.8%
CMH Contribution	390,641	223,970	\$ 256,900	32,930	14.7%
Route 19	248,366	-	\$ -	-	0.0%
Vanpool Transportation	57,302	29,910	\$ 84,000	54,090	180.8%
Subtotal Sale of Transportation Services	5,990,191	6,317,180	\$ 6,532,584	215,404	3.4%
State Operating	13,348,412	15,277,210	\$ 15,332,303	55,093	0.4%
Property Taxes	16,791,217	17,395,471	\$ 17,751,118	355,647	2.0%
Advertising and Miscellaneous	599,905	590,210	\$ 638,391	48,181	8.2%
Subtotal Revenues and Operating Assistance	40,724,519	42,458,930	\$ 43,504,229	1,045,299	2.5%
Grant Operating Revenue	2,355,997	5,886,517	\$ 7,603,447	1,716,929	29.2%
Total Revenues and Operating Assistance	\$ 43,080,516	\$ 48,345,448	\$ 51,107,676	\$ 2,762,229	5.7%

FY 2022 OPERATING BUDGET

	FY 2020	FY 2021	FY 2022	FY 2022 Proposed	
	Actual	Budget	Proposed	vs. FY 2021 Budget	
				\$	%
Operating Expenses					
Salaries and Wages					
Administrative	\$ 5,032,138	\$ 5,384,641	\$ 5,721,558	\$ 336,917	6.3%
Operator	13,246,310	14,071,600	14,899,149	827,549	5.9%
Maintenance	2,012,580	2,071,539	2,088,392	16,853	0.8%
Subtotal Salaries and Wages	20,291,028	21,527,780	22,709,099	1,181,319	5.5%
Benefits					
FICA/Medicare	1,471,995	1,646,875	1,737,246	90,371	5.5%
Pension	2,116,929	2,684,970	2,796,221	111,251	4.1%
Medical	4,272,563	4,263,133	4,180,926	(82,207)	-1.9%
Unemployment	57,103	304,920	320,166	15,246	5.0%
Worker's Compensation	332,580	310,967	326,515	15,548	5.0%
Uniforms	106,348	127,377	146,609	19,232	15.1%
Benefits Distributed to Grants	(9,801)	(8,400)	(11,200)	(2,800)	33.3%
Other		5,000	5,000	-	0.0%
Subtotal Benefits	8,347,716	9,334,842	9,501,484	166,642	1.8%
Services					
Audit, Legal and Other Consulting	326,204	487,464	485,200	(2,264)	-0.5%
Janitorial and Bus Cleaning	1,406,939	2,187,762	1,953,197	(234,565)	-10.7%
Other Services (IT, Security, E-Fare)	931,244	1,249,824	1,400,881	151,057	12.1%
Subtotal Services	2,664,387	3,925,050	3,839,277	(85,773)	-2.2%
Materials and Supplies					
Fuel and Lubricants	1,660,604	1,704,633	2,111,337	406,704	23.9%
Tires and Tubes	41,459	36,700	40,048	3,348	9.1%
Office Supplies	57,023	55,927	57,936	2,009	3.6%
Printing	62,973	114,046	125,000	10,954	9.6%
Repair Parts	1,375,476	1,214,672	1,388,397	173,725	14.3%
Other Supplies	173,150	143,834	149,472	5,638	3.9%
Subtotal Materials and Supplies	\$ 3,370,685	\$ 3,269,812	\$ 3,872,190	\$ 602,378	18.4%

FY 2022 OPERATING BUDGET

	FY 2020 Actual	FY 2021 Budget	FY 2022 Proposed	FY 2022 Proposed vs. FY 2021 Budget	
				\$	%
Utilities					
Electronic Communications	\$ 226,108	\$ 163,029	\$ 158,475	\$ (4,554)	-2.8%
Gas	118,173	262,000	252,500	(9,500)	-3.6%
Electric	611,769	902,800	933,400	30,600	3.4%
Other	49,870	78,188	73,214	(4,974)	-6.4%
Subtotal Utilities	1,005,920	1,406,017	1,417,589	11,572	0.8%
Insurance					
Property Liability and Property Damage	1,481,957	3,005,705	3,244,566	238,861	7.9%
Building and Other	285,982	311,411	317,400	5,989	1.9%
Subtotal Insurance	1,767,938	3,317,116	3,561,967	244,851	7.4%
Other					
Dues and Subscriptions	95,368	106,759	121,602	14,843	13.9%
Professional Development	69,911	104,468	139,800	35,332	33.8%
Marketing and Promotion	22,239	128,500	258,500	130,000	101.2%
Community Outreach	36,406	37,625	53,000	15,375	40.9%
Office Equipment	1,771	7,475	1,800	(5,675)	-75.9%
Shop Tools	37,303	45,858	50,405	4,547	9.9%
Miscellaneous	43,619	77,682	77,888	206	0.3%
Subtotal Other	306,616	508,367	702,995	194,628	38.3%
Purchased Transportation					
Purchased Transportation - GO!Bus	4,342,815	4,213,550	4,729,268	515,718	12.2%
Purchased Transportation - Hope Network	574,356	327,442	367,092	39,650	12.1%
Other Purchased Transportation - Ridelink/KCCA	286,003	400,926	321,829	(79,097)	-19.7%
Purchased Transportation - PASS	123,051	114,546	84,886	(29,660)	-25.9%
Subtotal Purchased Transportation	5,326,226	5,056,464	5,503,075	446,611	8.8%
Operating Expenses before Capitalized Operating	43,080,516	48,345,448	51,107,676	2,762,228	5.7%
Capitalized Operating Expenses	-	-	-	-	0.0%
Total Expenses	\$ 43,080,516	\$ 48,345,448	\$ 51,107,676	\$ 2,762,228	5.7%

The next three pages identify the different revenue sources for the FY 2022 budget.

Passenger Fares and Ridership

Since the onset of COVID-19 pandemic, fare revenue has dramatically decreased along with ridership. Given the current vaccination rates and easing of restrictions, total ridership is expected to increase 25% from 3.97 million in FY21 to 4.89 million in FY22. We expect a return to “normal” to be a gradual process, and this projection reflects that expectation. A 25% increase in FY22 represents a 47% recovery or 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.

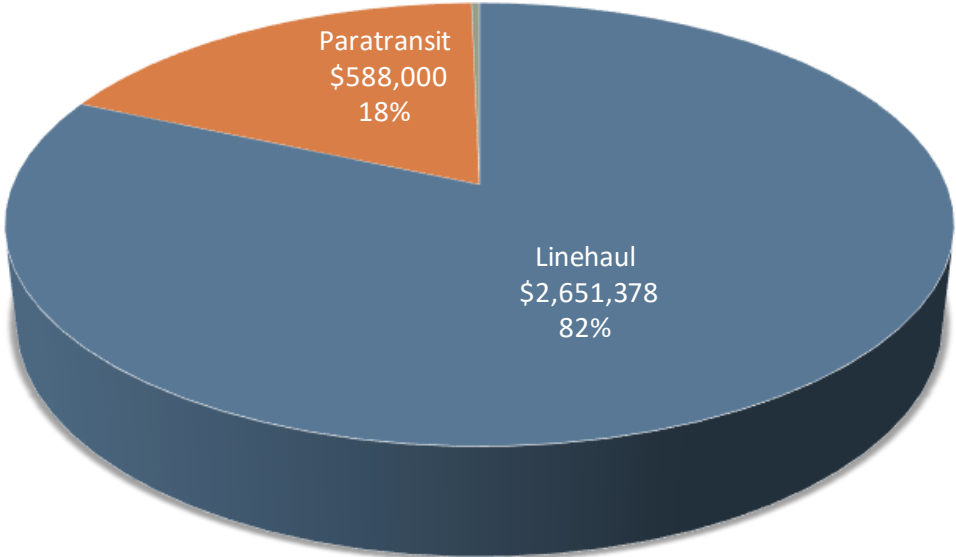
State Operating Assistance

During budget preparation for FY 2021, there was some concern that the pandemic could affect the State’s ability to maintain its dedicated transportation funding. However, the rate of reimbursement has remained consistent with previous years. State operating assistance is budgeted at 30% in FY 2022.

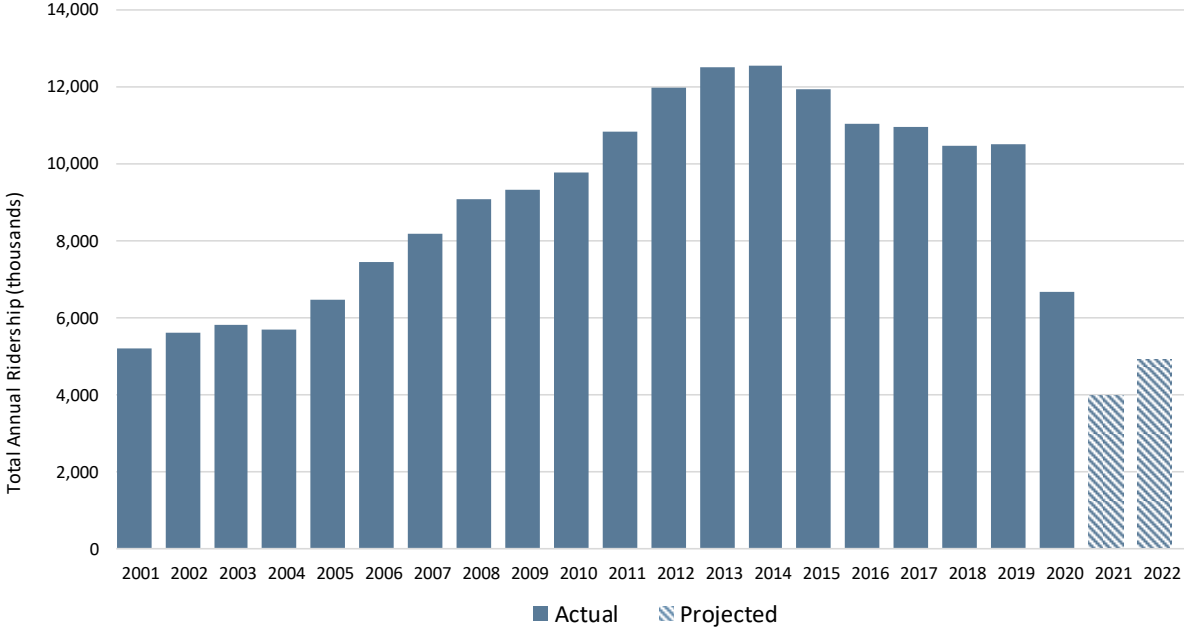
Grant Operating Revenue (Federal funding)

For the past two years and in FY 2022 federal operating assistance funding will be used to fill the gap in lost revenue as well as assist with operating expenses. The Rapid has received federal operating assistance through the Coronavirus Aid, Relief, and Economic Security (CARES) and Coronavirus Response and Relief Supplemental Appropriations (CRRSAA) Acts. It is anticipated in FY 2022 the American Rescue Plan Act (ARPA) will be executed and all eligible operating funds will be received.

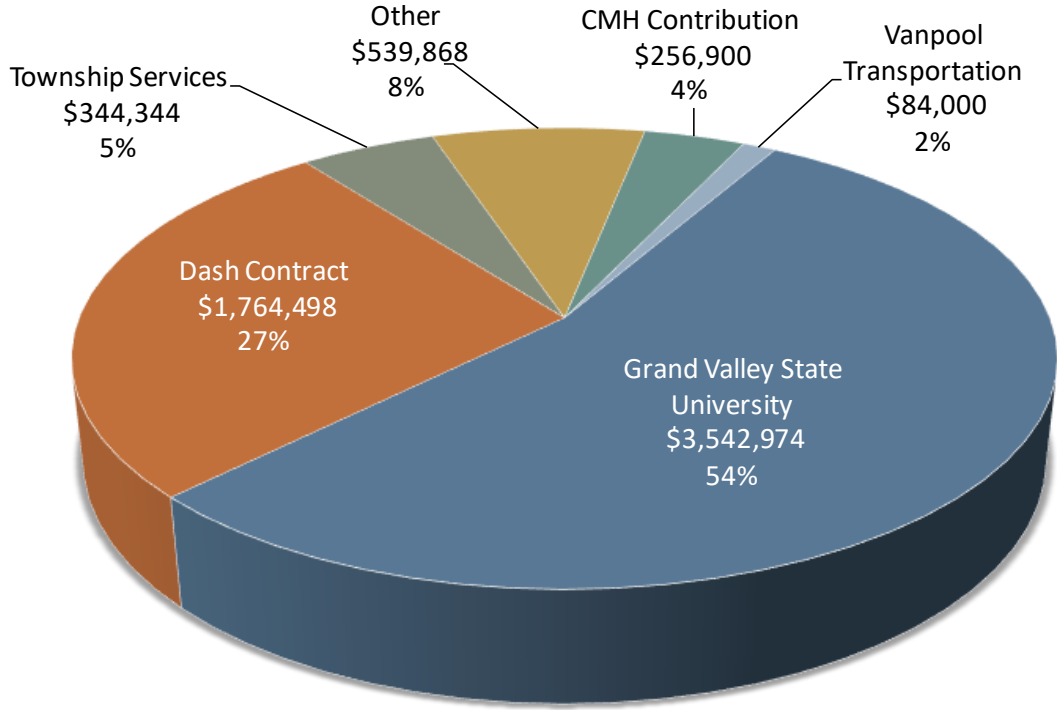
PASSENGER FARES



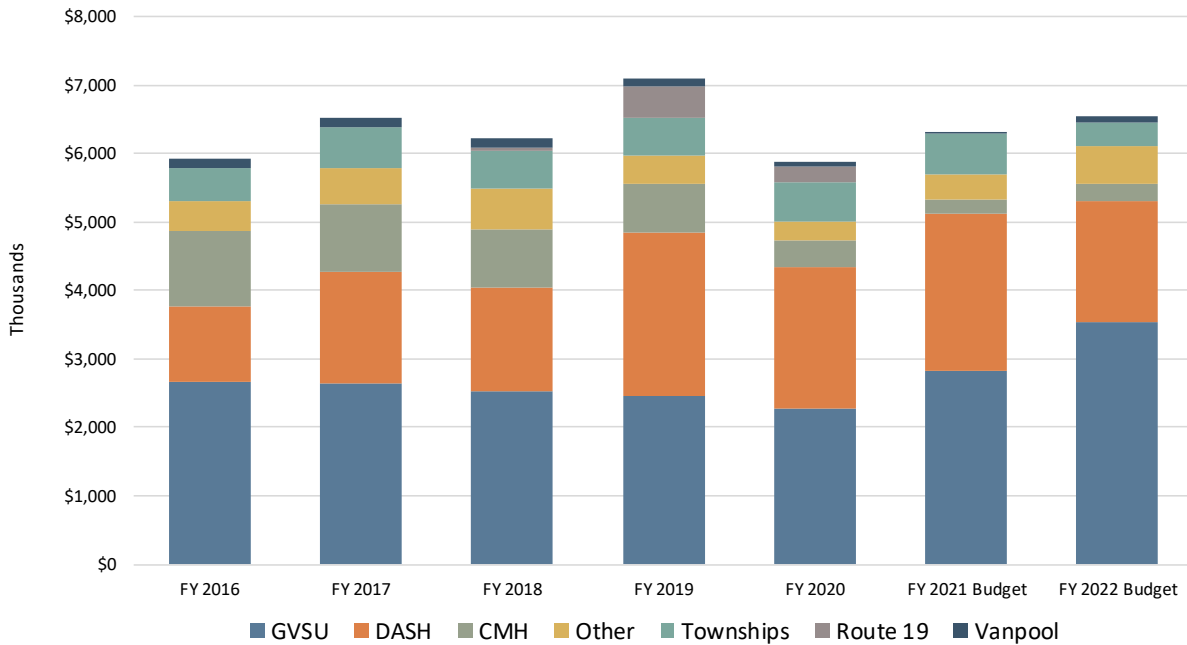
The Rapid's History of Transit Use: FY 2001 - FY 2022



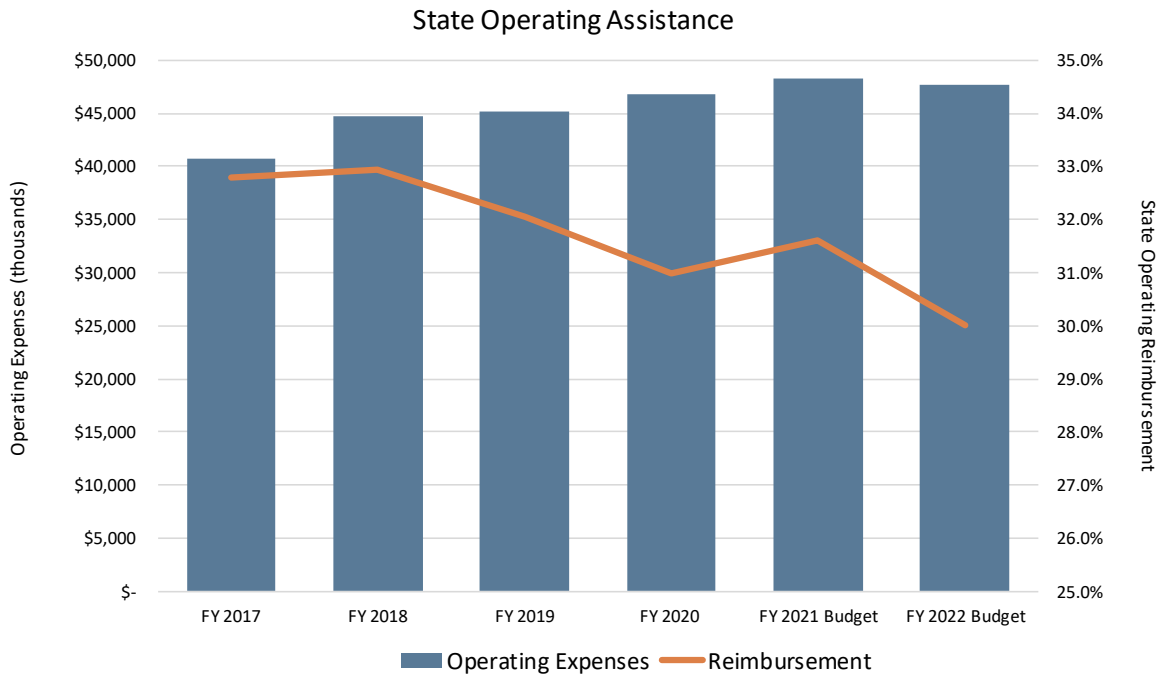
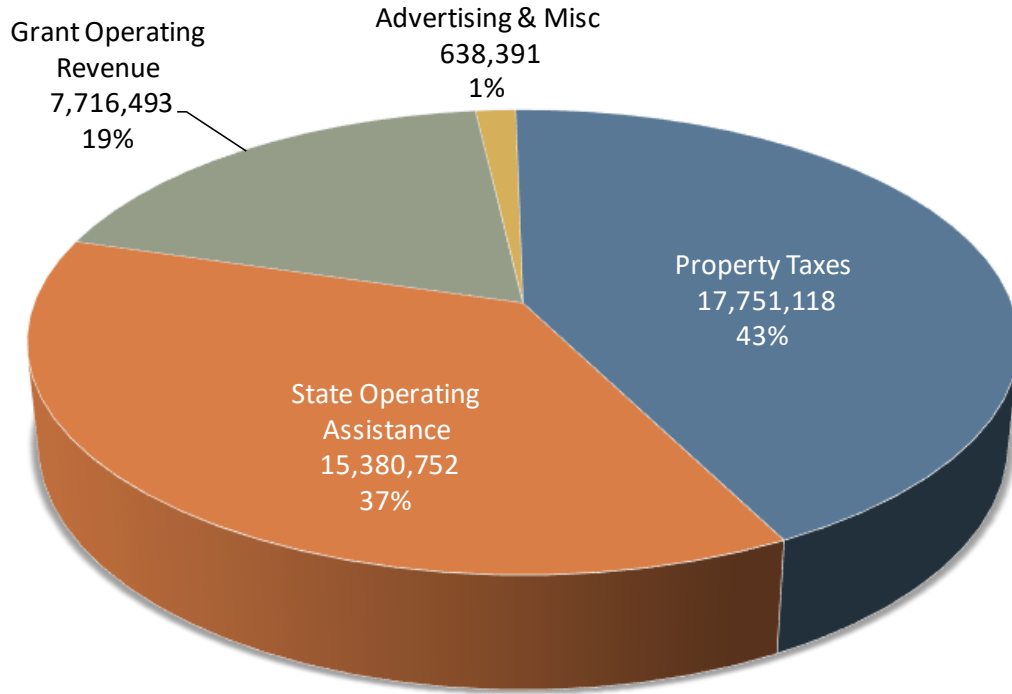
SALE OF TRANSPORTATION SERVICES



Sale of Transportation Services



OTHER REVENUE AND SUPPORT



PERSONNEL

	FY 2021 Authorized	FY 2021 Budget	FY 2021 Actual		Total	FY 2022 Budgeted
			Filled	Vacant		
Administration						
Full Time	87	87	80	7	87	89
Part Time	4	3	3	0	3	3
Total Administration	91	90	83	7	90	92
Maintenance						
Fleet	33	33	31	2	33	33
Facilities	8	8	8	0	8	8
Total Maintenance	41	41	39	2	41	41
Operators						
Full Time	272	268	234	34	268	265
Part Time	49	0	16	(16)	0	20
Total Operators	321	268	250	18	268	285
TOTAL PERSONNEL	453	399	372	27	399	418

Personnel

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 2022 budget includes four new positions, increasing the full-time authorization for administration to 91 FTE's:

- Trainer
- Information Technology Coordinator
- Business Development Coordinators (2)

The FY 2022 administration full-time budgeted positions do not include a chief financial officer or purchasing manager.

FIVE-YEAR OPERATING PROJECTION

	FY 2021 AMENDED	FY 2022 REQUESTED	FY 2023 PROJECTED	FY 2024 PROJECTED	FY 2025 PROJECTED	FY 2026 PROJECTED
Revenues and Operating Assistance						
Passenger Fares	\$ 2,878,860	\$ 3,249,833	\$ 3,314,830	\$ 3,381,127	\$ 3,448,749	\$ 3,517,724
Sale of Transportation Services	6,317,180	6,532,584	6,538,521	6,694,920	6,833,816	7,005,845
State Operating Assistance	15,277,210	15,332,303	15,323,808	15,715,912	16,059,909	16,493,161
Property Taxes	17,395,471	17,751,118	18,106,140	18,468,263	18,837,628	19,214,381
Advertising & Miscellaneous	590,210	638,391	892,275	921,198	925,160	929,161
Subtotal Revenues and Operating Assistance	42,458,930	43,504,229	44,175,575	45,181,419	46,105,262	47,160,272
Grant Operating Revenues (COVID Relief)	22,639,483	26,377,113				
Total Revenues and Operating Assistance	65,098,413	69,881,342	44,175,575	45,181,419	46,105,262	47,160,272
Expenses						
Salaries and Wages	21,527,780	22,709,099	23,163,281	23,684,455	24,217,355	24,762,246
Benefits	9,334,842	9,501,484	9,452,779	9,775,750	10,108,760	10,455,643
Contractual Service	3,925,050	3,839,277	3,916,063	4,094,384	4,074,272	4,155,757
Materials and Supplies	3,269,812	3,872,190	2,978,835	2,861,962	2,745,813	2,783,475
Utilities, Insurance, and Miscellaneous	5,231,500	5,682,551	5,914,920	6,157,635	6,411,181	6,676,066
Purchased Transportation	5,056,464	5,503,075	5,653,484	5,812,186	5,975,649	6,144,015
Expenses Before Capitalized Operating	48,345,448	51,107,676	51,079,361	52,386,372	53,533,029	54,977,202
Capitalized Operating Expenses	-	-	-	-	-	-
Total Operating Expenses	48,345,448	51,107,676	51,079,361	52,386,372	53,533,029	54,977,202
Reserve Used	5,886,518	7,603,447	6,903,787	7,204,952	7,427,768	7,816,930
Reserve Balance	\$ 25,534,059	\$ 44,307,726	\$ 37,403,939	\$ 30,198,987	\$ 22,771,219	\$ 14,954,289

Federal Funding

CARES funding is projected to be fully requested by the end of FY 2021. We anticipate beginning to draw on ARPA funding in FY 2022 and expect to receive the full apportionment by the end of FY 2022.

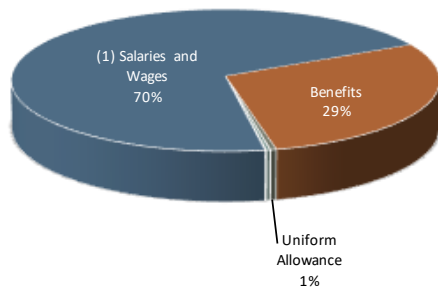
Federal grant funding, including CARES, CRRSAA, and ARPA, are intended to offset revenue loss (fares) due to the pandemic, and are requested based on eligible operating expenses incurred during the previous month. This revenue allows us to build a reserve fund, shown in the table above, that eliminates budget deficits caused by the loss of normal operating revenue.

TRANSPORTATION

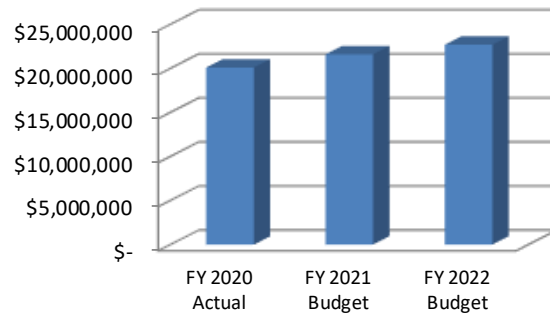
FUNCTIONS

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

FY 2022 Operating Budget



**Total Operating Expenses
FY 2020 to FY 2022**



Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
(1) Salaries and Wages	\$ 14,187,946	\$ 15,049,221	\$ 15,933,954	\$ 884,733	5.9%
Benefits	5,675,178	6,436,575	6,563,895	127,319	2.0%
Uniform Allowance	60,446	79,875	94,300	14,425	18.1%
Contract Service	13,068	13,590	14,952	1,362	10.0%
(2) Consultant	-	-	50,000	50,000	100.0%
Catering	150	-	-	-	0.0%
Office Supplies	1,410	1,117	3,750	2,633	235.7%
Printing	165	1,000	1,200	200	20.0%
Electronic Communications	133,796	-	-	-	0.0%
Service Awards	-	400	2,700	2,300	575.0%
Travel & Meetings	1,077	10,234	19,400	9,166	89.6%
Misc/Contingencies	-	-	-	-	100.0%
Total Operating Expenses	\$ 20,073,236	\$ 21,592,013	\$ 22,684,151	\$ 1,092,138	5.1%
Administration	17	16	16	0	0.0%
Operators - FT	254	268	265	(3)	-1.1%
Operators - PT	33	0	20	20	100.0%
Total Full Time Employees	304	284	301	17	6.0%

Footnotes:

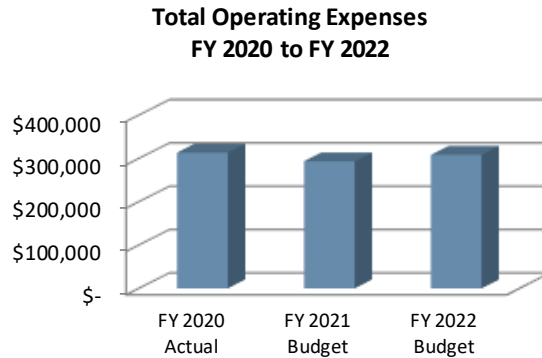
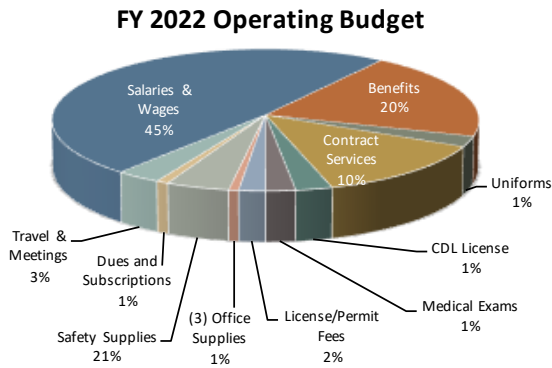
(1) Budgeted 265 full time operators and 20 part time operators - 3% raise 6/10/21, 2% raise 6/10/22

(2) Consulting fee for Land Matters

SAFETY

FUNCTIONS

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



Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
Salaries & Wages	\$ 147,863	\$ 139,381	\$ 149,831	\$ 10,450	7.5%
Benefits	59,145	59,613	61,722	2,109	3.5%
(1) Uniforms	1,212	1,477	7,411	5,934	401.8%
(2) Contract Services	18,468	31,917	40,365	8,448	26.5%
CDL License	4,550	6,000	8,000	2,000	33.3%
(3) Medical Exams	-	3,250	6,500	3,250	100.0%
License/Permit Fees	-	5,806	5,800	(6)	-0.1%
(3) Office Supplies	2,210	1,200	2,140	940	78.3%
Safety Supplies	77,249	39,550	13,840	(25,710)	-65.0%
Dues and Subscriptions	1,201	2,284	2,649	365	16.0%
Travel & Meetings	1,121	2,640	9,819	7,179	271.9%
Total Operating Expenses	\$ 313,019	\$ 293,118	\$ 308,077	\$ 14,959	5.1%
Total Full Time Employees	2	2	2	-	0.0%

Footnotes:

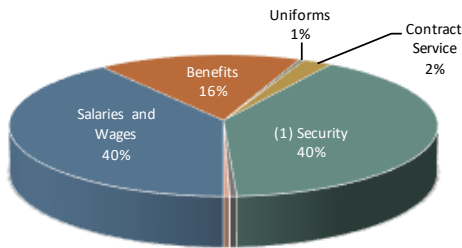
- (1) High visibility coats and shirts for operator instructors
 (2) CNG alarm inspection and calibration
 (3) Additional supplies for new operator classes

SECURITY

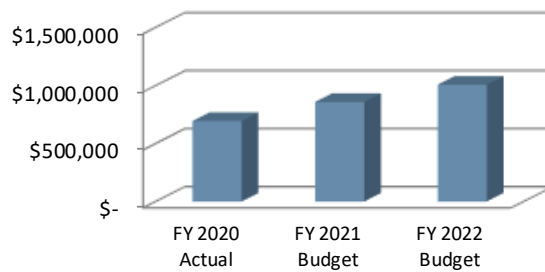
FUNCTIONS

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

FY 2022 Operating Budget



**Total Operating Expenses
FY 2020 to FY 2022**



Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
Salaries and Wages	\$ 252,081	\$ 390,458	\$ 400,526	\$ 10,068	2.6%
Benefits	100,832	166,999	164,994	(2,005)	-1.2%
Uniforms	6,208	6,150	4,120	(2,030)	-33.0%
Contract Service	-	14,933	23,500	8,567	57.4%
(1) Security	331,744	271,655	403,993	132,338	48.7%
Office Supplies	1,858	5,153	4,890	(263)	-5.1%
Dues & Subscriptions	270	490	490	-	0.0%
Travel & Meetings	936	2,505	3,975	1,470	58.7%
Total Operating Expenses	\$ 693,929	\$ 858,343	\$ 1,006,488	\$ 148,145	17.3%
Total Full Time Employees	6	9	9	0	0.0%

Footnotes:

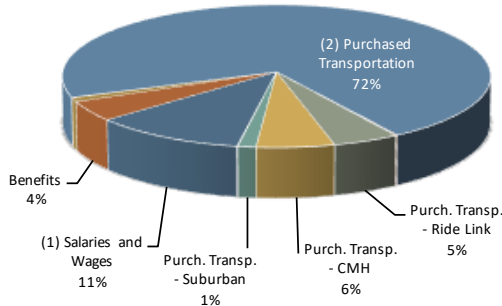
(1) Increased security presence with students returning to in-person learning

SPECIALIZED SERVICES

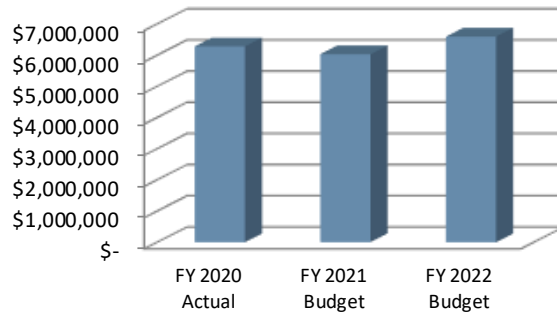
FUNCTIONS

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

FY 2022 Operating Budget



**Total Operating Expenses
FY 2020 to FY 2022**



Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
(1) Salaries and Wages	\$ 668,158	\$ 642,315	\$ 722,996	\$ 80,682	12.6%
Benefits	267,263	274,719	297,834	23,115	8.4%
Uniform Allowance	706	750	825	75	10.0%
Contract Service	11,127	47,676	59,350	11,674	24.5%
Office Supplies	76	2,736	1,950	(786)	-28.7%
Printing	6,969	5,250	6,300	1,050	20.0%
(2) Purchased Transportation	4,342,815	4,213,550	4,729,268	515,718	12.2%
Purch. Transp. - KCCA	2,798	-	10,000	10,000	100.0%
Purch. Transp. - Ride Link	283,205	400,926	311,829	(89,097)	-22.2%
Purch. Transp. - CMH	574,356	327,442	367,092	39,650	12.1%
Purch. Transp. - Suburban	123,051	114,546	84,886	(29,660)	-25.9%
Dues & Subscriptions	-	100	100	-	0.0%
Travel & Meetings	785	1,283	3,350	2,067	161.1%
Total Operating Expenses	\$ 6,281,311	\$ 6,031,293	\$ 6,595,781	\$ 564,488	9.4%
Total Full Time Employees	15	15	16	1	6.7%

Footnotes:

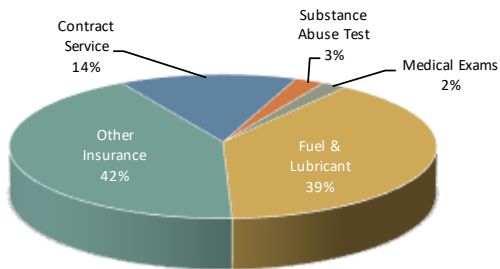
- (1) Part time mobility assistant position vacant in FY 2021, increased to full time in FY 2022
 (2) Purchased Transportation - projecting 168,000 rides in FY 2022 (projecting 146,000 rides in FY 2021)

VANPOOL

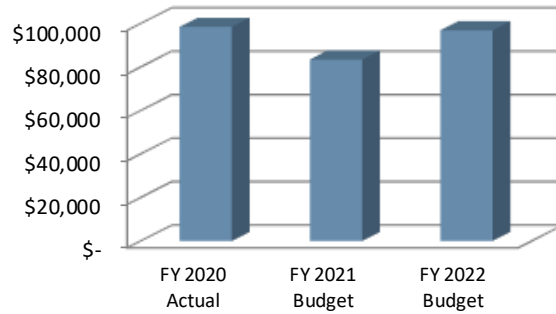
FUNCTIONS

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

FY 2022 Operating Budget



**Total Operating Expenses
FY 2020 to FY 2022**



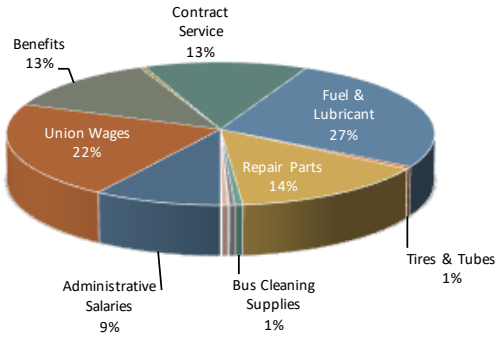
Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
Contract Service	\$ 20,548	\$ 10,413	\$ 13,770	\$ 3,357	32.2%
Substance Abuse Test	751	1,247	2,310	1,063	85.2%
Medical Exams	595	945	1,925	980	103.7%
Fuel & Lubricant	22,075	38,247	37,901	(346)	-0.9%
Other Insurance	54,539	32,611	40,992	8,381	25.7%
Total Operating Expenses	\$ 98,508	\$ 83,463	\$ 96,898	\$ 13,435	16.1%
Total Part Time Employees	1	1	1	0	0.0%

Footnotes:

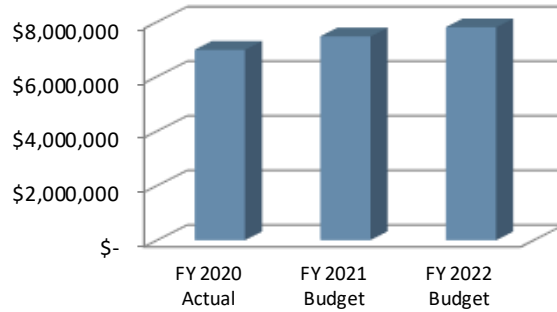
Projecting 14 vans operating in FY 2022

FLEET MAINTENANCE SUMMARY

FY 2022 Operating Budget



**Total Operating Expenses
FY 2020 to FY 2022**



Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
Administrative Salaries	\$ 502,822	\$ 606,322	\$ 710,305	\$ 103,983	17.1%
Union Wages	1,702,383	1,725,978	1,694,079	(31,899)	-1.8%
Benefits	882,082	997,528	990,471	(7,057)	-0.7%
Uniform Allowance	30,436	30,025	30,103	78	0.3%
Contract Service	745,912	1,199,339	1,020,621	(178,718)	-14.9%
License/Permit Fees	150	150	768	618	100.0%
Fuel & Lubricant	1,667,921	1,666,386	2,073,436	407,050	24.4%
Tires & Tubes	41,459	36,700	40,048	3,348	9.1%
Office Supplies	2,533	3,679	4,580	901	24.5%
Repair Parts	1,325,831	1,103,090	1,120,397	17,307	1.6%
Bus Cleaning Supplies	35,599	33,827	44,814	10,987	32.5%
Safety Supplies	13,686	23,759	29,868	6,109	25.7%
Misc. Shop Tools	4,030	7,758	8,905	1,147	14.8%
Employee Tool & Safety	25,872	28,900	31,700	2,800	9.7%
Certifications	-	2,746	995	(1,751)	-63.8%
Travel & Meetings	669	5,825	6,545	720	12.4%
Service Awards	400	400	400	-	0.0%
Total Operating Expenses	\$ 6,981,785	\$ 7,472,412	\$ 7,808,035	\$ 335,623	4.5%
Total Full Time Employees	33	44	44	0	0.0%

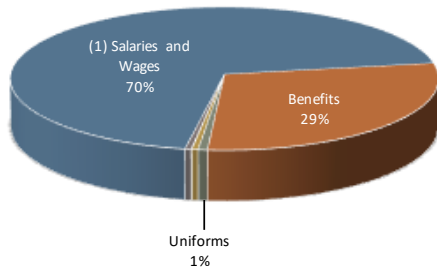
FLEET MAINTENANCE ADMINISTRATION

FUNCTIONS

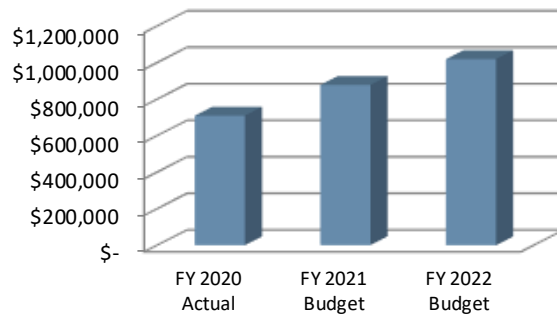
- Responsible for the maintenance of The Rapid's linehaul, Bus Rapid Transit (BRT), Dash and service vehicles
- Provision of fixed-route maintenance in accordance with FTA requirements
- Provision of 60-day maintenance of service vehicles
- Management of parts inventory
- Continued skill development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

MAINTENANCE ADMINISTRATION

FY 2022 Operating Budget



**Total Operating Expenses
FY 2020 to FY 2022**



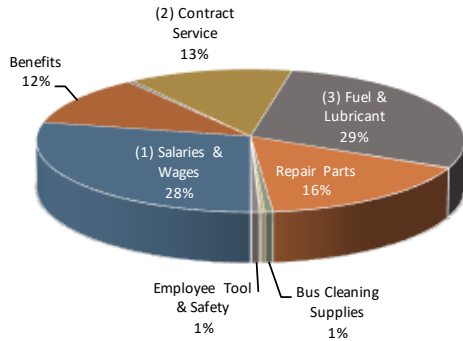
Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
(1) Salaries and Wages	\$ 502,822	\$ 606,322	\$ 710,305	\$ 103,983	17.1%
Benefits	201,129	259,325	292,606	33,281	12.8%
Uniforms	2,508	4,077	6,700	2,623	64.3%
Office Supplies	2,533	3,679	4,580	901	24.5%
Service Awards	400	400	400	-	0.0%
Travel & Meetings	-	3,750	4,470	720	19.2%
Total Operating Expenses	\$ 709,393	\$ 877,553	\$ 1,019,061	\$ 141,508	16.1%
Total Full Time Employees	8	10	11	1	10.0%

Footnotes:

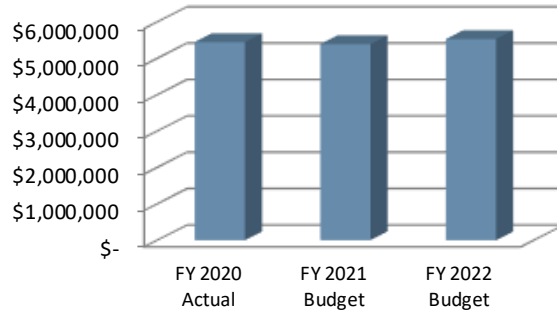
(1) Added Asset Management/Warranty Administrator

LINEHAUL MAINTENANCE

FY 2022 Operating Budget



**Total Operating Expenses
FY 2020 to FY 2022**



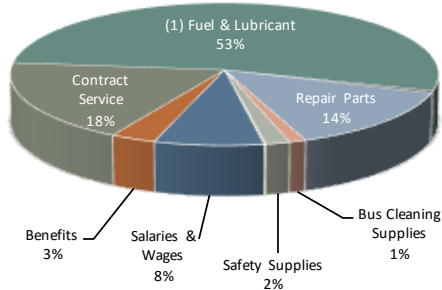
Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
(1) Salaries & Wages	\$ 1,553,654	\$ 1,587,899	\$ 1,558,553	\$ (29,346)	-1.8%
Benefits	621,462	679,147	642,036	(37,111)	-5.5%
Uniform Allowance	27,928	25,948	23,403	(2,545)	-9.8%
(2) Contract Service	655,322	954,726	724,623	(230,103)	-24.1%
License/Permit Fees			508	508	100.0%
(3) Fuel & Lubricant	1,430,036	1,241,847	1,590,739	348,892	28.1%
Tires & Tubes	11,913	9,382	7,414	(1,968)	-21.0%
Repair Parts	1,072,251	809,778	897,456	87,678	10.8%
Bus Cleaning Supplies	32,969	24,695	32,232	7,537	30.5%
Safety Supplies	12,961	18,230	13,968	(4,262)	-23.4%
Misc. Shop Tools	3,239	6,750	7,040	290	4.3%
Employee Tool & Safety	25,872	28,900	31,700	2,800	9.7%
Certifications	-	2,746	995	(1,751)	-63.8%
Travel & Meetings	669	1,825	1,825	-	0.0%
Total Operating Expenses	\$ 5,448,275	\$ 5,391,873	\$ 5,532,493	\$ 140,620	2.6%
Total Full Time Employees	25	34	33	(1)	-2.9%

Footnotes:

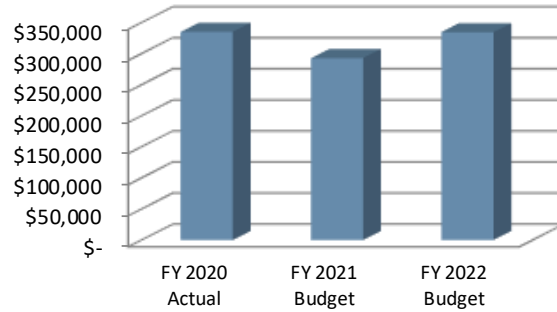
- (1) Eliminated one fleet technician position
- (2) COVID cleaning reduction (\$308K in FY21; \$54K in FY22)
- (3) Diesel budget price increase from \$1.78 to \$2.50

SILVER LINE BRT MAINTENANCE

FY 2022 Operating Budget



**Total Operating Expenses
FY 2020 to FY 2022**



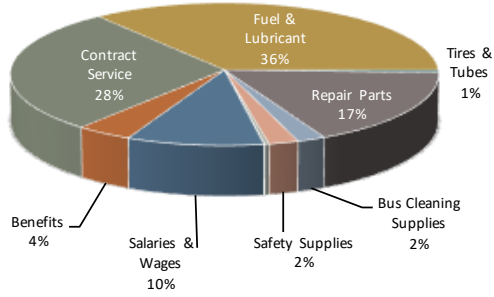
Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
Salaries & Wages	\$ 70,339	\$ 26,553	\$ 26,063	\$ (491)	-1.8%
Benefits	28,136	11,357	10,736	(621)	-5.5%
Contract Service	24,663	58,993	61,452	2,459	4.2%
License/Permit Fees			20	20	100.0%
(1) Fuel & Lubricant	112,867	133,701	177,585	43,884	32.8%
Tires & Tubes	5,118	1,059	1,728	669	63.1%
Repair Parts	91,142	55,753	46,739	(9,014)	-16.2%
Bus Cleaning Supplies	1,693	3,512	3,963	451	12.8%
Safety Supplies	367	1,341	5,676	4,335	323.3%
Misc. Shop Tools	688	388	540	152	39.3%
Travel & Meetings	-	96	-	(96)	-100.0%
Total Operating Expenses	\$ 335,012	\$ 292,754	\$ 334,503	\$ 41,749	14.3%

Footnotes:

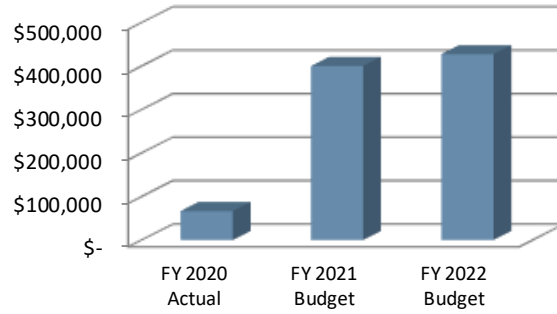
(1) Diesel budget price increase from \$1.78 to \$2.50

LAKER LINE BRT MAINTENANCE

FY 2022 Operating Budget



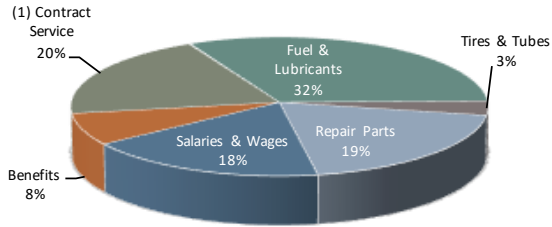
**Total Operating Expenses
FY 2020 to FY 2022**



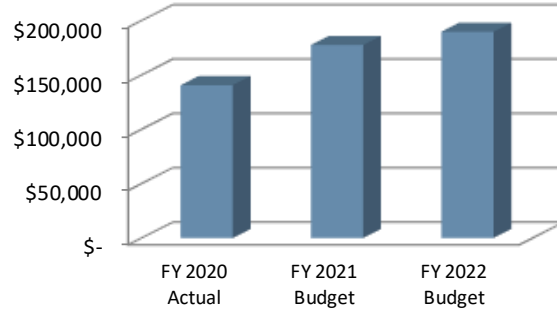
Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
Salaries & Wages	\$ 7,081	\$ 42,486	\$ 41,700	\$ (785)	-1.8%
Benefits	2,832	18,171	17,178	(993)	-5.5%
Contract Service	15,732	94,390	121,430	27,041	28.6%
Fuel & Lubricant	24,293	145,759	152,121	6,362	4.4%
Tires & Tubes	282	1,695	2,634	939	55.4%
Repair Parts	14,867	89,204	72,932	(16,272)	-18.2%
Bus Cleaning Supplies	937	5,620	8,618	2,999	53.4%
Safety Supplies	358	2,145	9,072	6,927	322.9%
Misc. Shop Tools	103	620	1,325	705	113.6%
Travel & Meetings		154	250	96	62.5%
Total Operating Expenses	\$ 66,485	\$ 400,244	\$ 427,262	\$ 27,018	6.8%

SERVICE VEHICLE MAINTENANCE

FY 2022 Operating Budget



**Total Operating Expenses
FY 2020 to FY 2022**



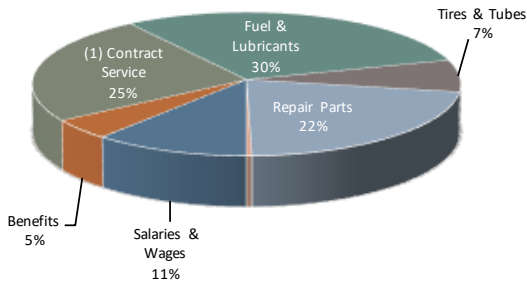
Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
Salaries & Wages	\$ 30,596	\$ 34,520	\$ 33,882	\$ (638)	-1.8%
Benefits	12,238	14,764	13,957	(807)	-5.5%
(1) Contract Service	12,489	28,283	37,911	9,628	34.0%
License/Permit Fees	150	150	215	65	43.3%
Fuel & Lubricants	35,772	56,509	60,991	4,482	7.9%
Tires & Tubes	4,966	4,176	6,264	2,088	50.0%
Repair Parts	44,397	39,153	36,480	(2,673)	-6.8%
Total Operating Expenses	\$ 140,608	\$ 177,555	\$ 189,700	\$ 12,145	6.8%

Footnotes:

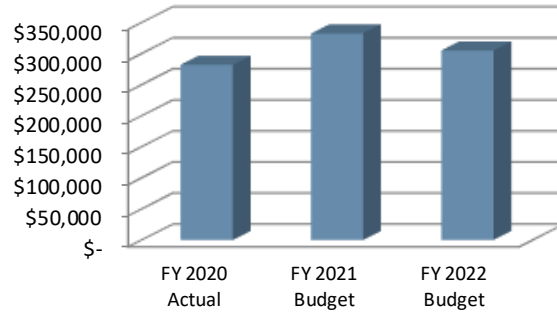
(1) Increase major cleans

DASH MAINTENANCE

FY 2022 Operating Budget



**Total Operating Expenses
FY 2020 to FY 2022**



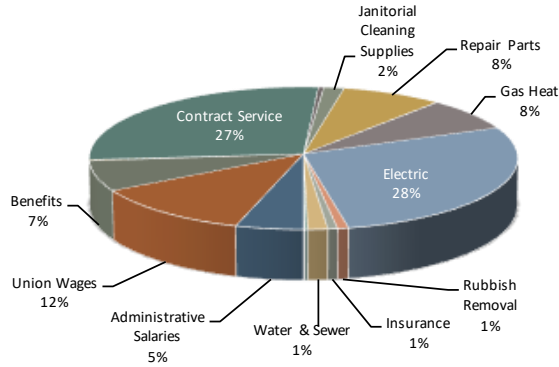
Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
Salaries & Wages	\$ 40,713	\$ 34,520	\$ 33,882	\$ (638)	-1.8%
Benefits	16,285	14,764	13,957	(807)	-5.5%
(1) Contract Service	37,707	62,947	75,204	12,257	19.5%
License/Permit Fees			25	25	100.0%
Fuel & Lubricants	64,953	88,570	91,999	3,429	3.9%
Tires & Tubes	19,180	20,388	22,008	1,620	7.9%
Repair Parts	103,174	109,202	66,790	(42,412)	-38.8%
Safety Supplies	-	2,043	1,152	(891)	-43.6%
Total Operating Expenses	\$ 282,012	\$ 332,434	\$ 305,017	\$ (27,417)	-8.2%

Footnotes:

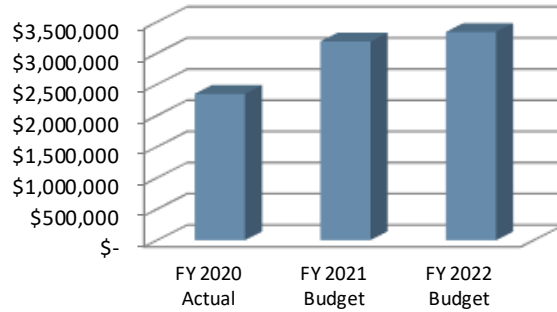
(1) Additional COVID cleaning

FACILITIES MAINTENANCE SUMMARY

FY 2022 Operating Budget



**Total Operating Expenses
FY 2020 to FY 2022**



Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
Administrative Salaries	\$ 157,261	\$ 148,096	\$ 160,721	\$ 12,625	8.5%
Union Wages	345,847	369,888	394,313	24,425	6.6%
Benefits	222,671	221,543	228,643	7,101	3.2%
Uniform Allowance	6,532	8,000	8,000	-	0.0%
Contract Service	649,730	982,146	918,176	(63,970)	-6.5%
Snow Removal	11,296	6,277	14,400	8,123	129.4%
License/Permit Fees	938	-	-	-	0.0%
Office Supplies	14	200	300	100	50.0%
Janitorial Cleaning Supplies	45,078	43,792	54,000	10,208	23.3%
Repair Parts	74,006	111,582	268,000	156,418	140.2%
Misc. Shop Tools	1,123	2,100	2,100	-	0.0%
Gas Heat	121,994	262,000	252,500	(9,500)	-3.6%
Electric	611,769	902,800	933,400	30,600	3.4%
Rubbish Removal	22,386	29,388	26,364	(3,024)	-10.3%
Insurance	42,512	42,800	23,155	(19,645)	-45.9%
Water & Sewer	27,484	48,800	46,850	(1,950)	-4.0%
Employee Tool & Safety	6,278	7,100	7,700	600	8.5%
Travel & Meetings	231	1,500	2,500	1,000	66.7%
Total Operating Expenses	\$ 2,347,149	\$ 3,188,011	\$ 3,341,122	\$ 153,111	4.8%
Total Full Time Employees	10	10	10	0	0.0%

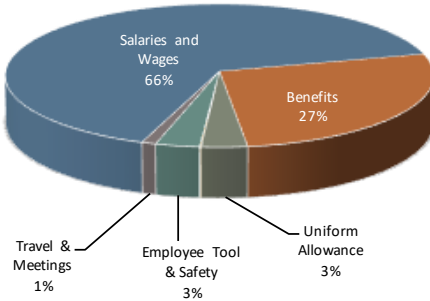
FACILITIES MAINTENANCE ADMINISTRATION

FUNCTIONS

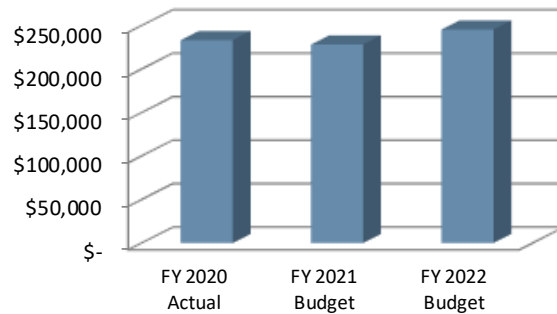
- Responsible for the maintenance of the Rapid's administration buildings (Ellsworth, Rapid Central Station, Wealthy and Butterworth) Kentwood Hub and Amtrak stations, CNG Fueling Station, Bus Transit stations and bus stop/shelter program
- Timely repairs/response to building and grounds requests and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

FACILITIES ADMINISTRATION

FY 2022 Operating Budget



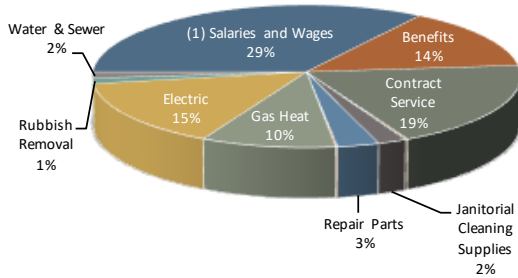
**Total Operating Expenses
FY 2020 to FY 2022**



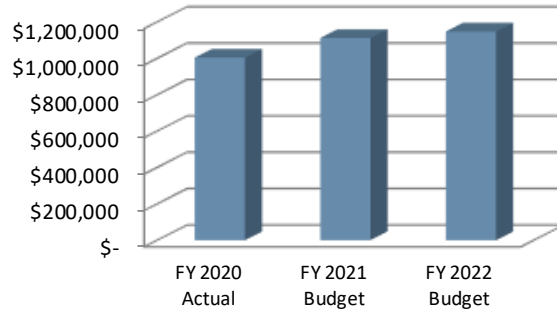
Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
Salaries and Wages	\$ 157,261	\$ 148,096	\$ 160,721	\$ 12,625	8.5%
Benefits	62,905	63,341	66,208	2,867	4.5%
Uniform Allowance	6,532	8,000	8,000	-	0.0%
Office Supplies	14	200	300	100	50.0%
Employee Tool & Safety	6,278	7,100	7,700	600	8.5%
Travel & Meetings	231	1,500	2,500	1,000	66.7%
Total Operating Expenses	\$ 233,293	\$ 228,237	\$ 245,429	\$ 17,193	7.5%
Total Full Time Employees	2	2	2	0	0.0%

WEALTHY BUILDING

FY 2022 Operating Budget



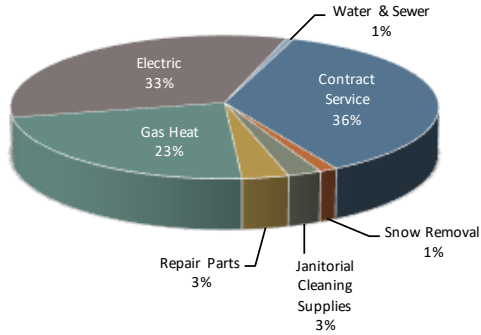
**Total Operating Expenses
FY 2020 to FY 2022**



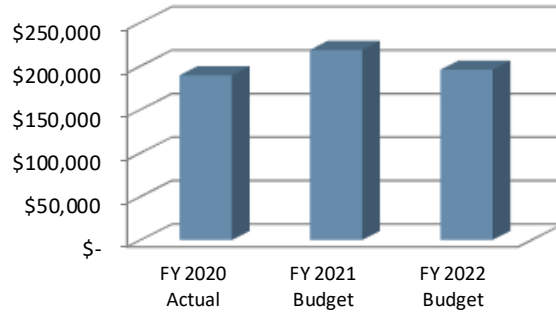
Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
Salaries and Wages	\$ 345,847	\$ 369,888	\$ 394,313	\$ 24,425	6.6%
Benefits	159,766	158,202	162,435	4,233	2.7%
Contract Service	185,848	211,650	218,993	7,343	3.5%
Snow Removal	2,066	862	2,000	1,138	132.0%
License/Permit Fees	938	-	-	-	0.0%
Janitorial Cleaning Supplies	23,815	19,457	23,500	4,043	20.8%
Repair Parts	29,979	31,389	34,000	2,611	8.3%
Misc. Shop Tools	1,123	1,500	1,500	-	0.0%
Gas Heat	75,139	110,000	110,000	-	0.0%
Electric	156,480	180,000	170,000	(10,000)	-5.6%
Rubbish Removal	12,604	12,828	14,400	1,572	12.3%
Water & Sewer	10,518	16,000	16,000	-	0.0%
Total Operating Expenses	\$ 1,004,124	\$ 1,111,775	\$ 1,147,141	\$ 35,366	3.2%
Total Full Time Employees	8	8	8	0	0.0%

ELLSWORTH BUILDING

FY 2022 Operating Budget



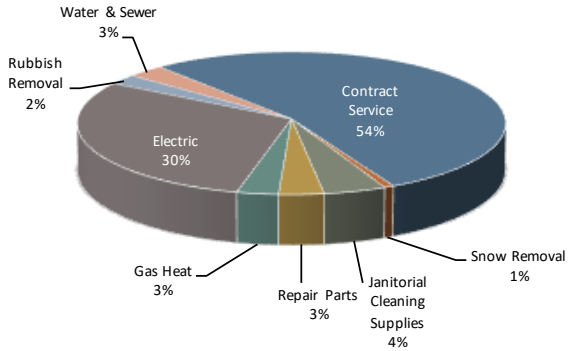
**Total Operating Expenses
FY 2020 to FY 2022**



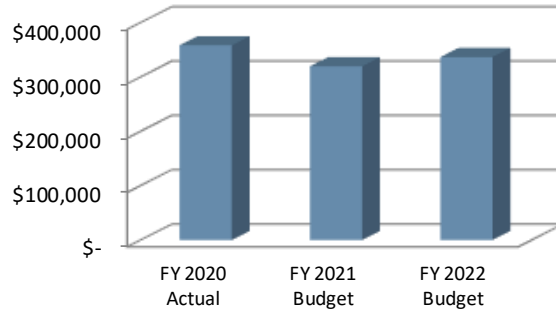
Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
Contract Service	\$ 80,272	\$ 98,743	\$ 70,934	\$ (27,809)	-28.2%
Snow Removal	2,500	1,078	2,500	1,422	131.9%
Janitorial Cleaning Supplies	2,484	3,700	4,700	1,000	27.0%
Repair Parts	8,342	5,835	6,500	665	11.4%
Gas Heat	34,840	43,000	45,000	2,000	4.7%
Electric	59,752	65,000	65,000	-	0.0%
Water & Sewer	1,187	1,200	1,200	-	0.0%
Total Operating Expenses	\$ 189,376	\$ 218,556	\$ 195,834	\$ (22,722)	-10.4%

RAPID CENTRAL STATION

FY 2022 Operating Budget



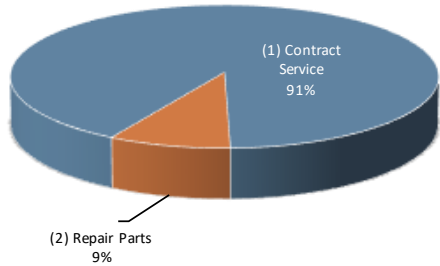
**Total Operating Expenses
FY 2020 to FY 2022**



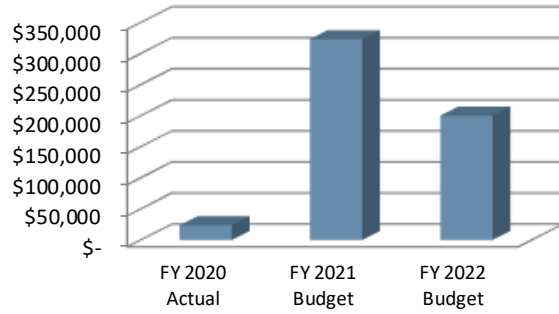
Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
Contract Service	\$ 217,920	\$ 169,535	\$ 180,640	\$ 11,105	6.6%
Snow Removal	2,300	991	2,300	1,309	132.1%
Janitorial Cleaning Supplies	16,227	14,785	15,000	215	1.5%
Repair Parts	8,740	7,908	10,800	2,892	36.6%
Gas Heat	5,285	9,000	10,000	1,000	11.1%
Electric	92,794	100,000	100,000	-	0.0%
Rubbish Removal	7,329	7,200	7,848	648	9.0%
Water & Sewer	7,626	10,200	10,000	(200)	-2.0%
Total Operating Expenses	\$ 358,221	\$ 319,619	\$ 336,588	\$ 16,969	5.3%

BUS STOP AND SHELTER PROGRAM

FY 2022 Operating Budget



**Total Operating Expenses
FY 2020 to FY 2022**



Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
(1) Contract Service	\$ 16,925	\$ 312,575	\$ 182,500	\$ (130,075)	-41.6%
(2) Repair Parts	6,747	10,596	17,500	6,904	65.2%
Total Operating Expenses	\$ 23,672	\$ 323,171	\$ 200,000	\$ (123,171)	-38.1%

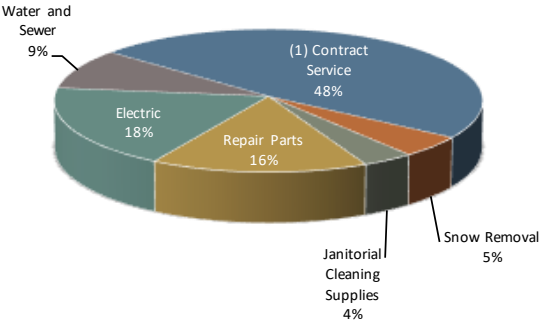
Footnotes:

(1) FY 2021 budget higher due to COA bus stop pad project

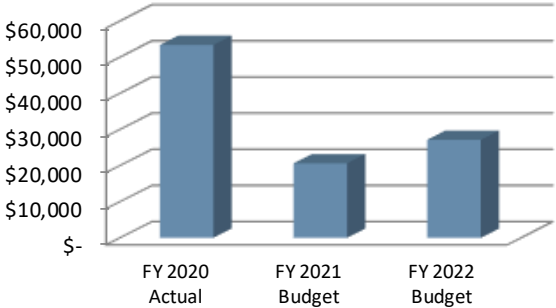
(2) Shelter repairs no longer grant eligible

KENTWOOD STATION

FY 2022 Operating Budget



**Total Operating Expenses
FY 2020 to FY 2022**

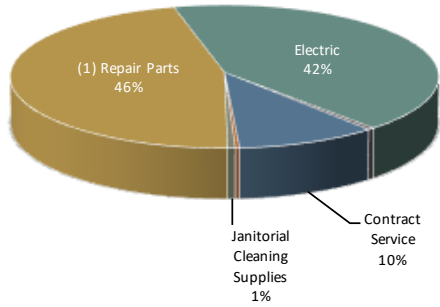


Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
(1) Contract Service	\$ 45,447	\$ 9,948	\$ 13,100	\$ 3,152	31.7%
Snow Removal	1,300	560	1,300	740	132.1%
Janitorial Cleaning Supplies	300	700	1,000	300	42.9%
Repair Parts	1,184	2,900	4,200	1,300	44.8%
Electric	3,513	4,000	5,000	1,000	25.0%
Water and Sewer	1,637	2,500	2,500	-	0.0%
Total Operating Expenses	\$ 53,382	\$ 20,608	\$ 27,100	\$ 6,492	31.5%

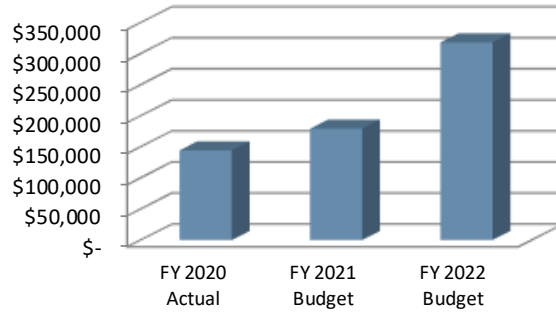
Footnotes:
(1) New cleaning contract

SILVER LINE BRT STATIONS

FY 2022 Operating Budget



**Total Operating Expenses
FY 2020 to FY 2022**



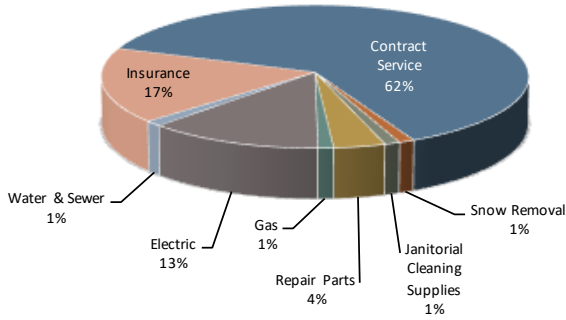
Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
Contract Service	\$ 21,606	\$ 33,630	\$ 31,950	\$ (1,680)	-5.0%
Snow Removal	1,000	431	1,000	569	132.0%
Janitorial Cleaning Supplies	1,091	450	1,700	1,250	277.8%
(1) Repair Parts	1,466	8,248	146,900	138,652	1681.0%
Electric	117,380	135,000	135,000	-	0.0%
Water and Sewer	1,723	1,500	1,500	-	0.0%
Total Operating Expenses	\$ 144,267	\$ 179,259	\$ 318,050	\$ 138,791	77.4%

Footnotes:

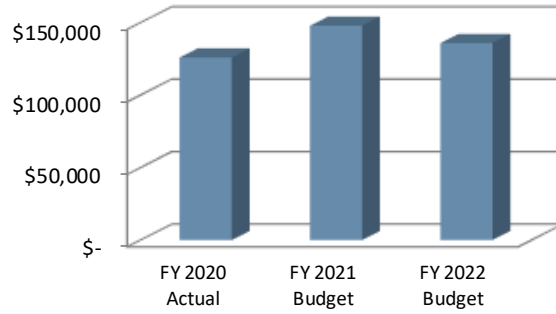
(1) TVM repair parts no longer under warranty

AMTRAK STATION

FY 2022 Operating Budget



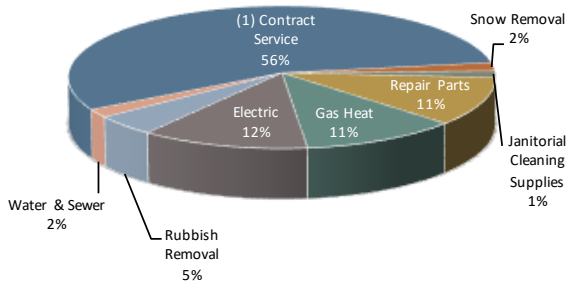
**Total Operating Expenses
FY 2020 to FY 2022**



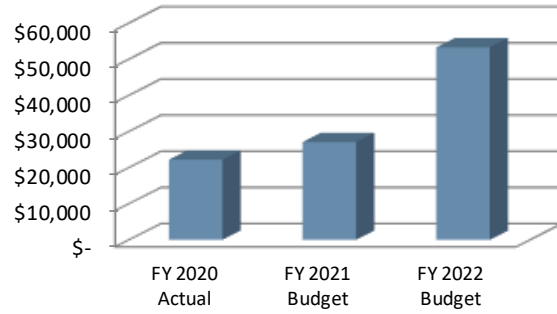
Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
Contract Service	\$ 68,836	\$ 79,842	\$ 84,570	\$ 4,728	5.9%
Snow Removal	330	632	1,500	868	137.3%
Janitorial Cleaning Supplies	551	1,500	1,500	-	0.0%
Repair Parts	1,018	4,918	5,000	82	1.7%
Gas	1,471	1,500	1,500	-	0.0%
Electric	10,029	15,000	17,000	2,000	13.3%
Water & Sewer	1,173	1,650	1,650	-	0.0%
Insurance	42,512	42,800	23,155	(19,645)	-45.9%
Total Operating Expenses	\$ 125,921	\$ 147,842	\$ 135,875	\$ (11,967)	-8.1%

BUTTERWORTH BUILDING

FY 2022 Operating Budget



**Total Operating Expenses
FY 2020 to FY 2022**



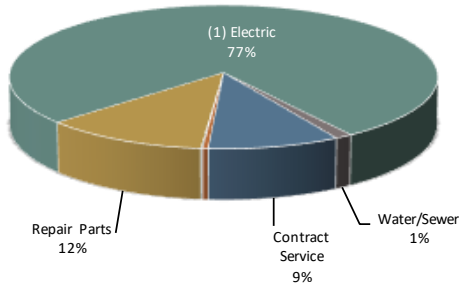
Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
(1) Contract Service	\$ 2,434	\$ 4,940	\$ 29,820	\$ 24,880	503.6%
Snow Removal	800	431	1,000	569	132.0%
Janitorial Cleaning Supplies	237	600	800	200	33.3%
Repair Parts	2,692	6,281	5,800	(481)	-7.7%
Gas Heat	5,018	5,500	6,000	500	9.1%
Electric	8,271	6,400	6,400	-	0.0%
Rubbish Removal	2,197	2,160	2,436	276	12.8%
Water & Sewer	548	750	1,000	250	33.3%
Total Operating Expenses	\$ 22,198	\$ 27,062	\$ 53,256	\$ 26,194	96.8%

Footnotes:

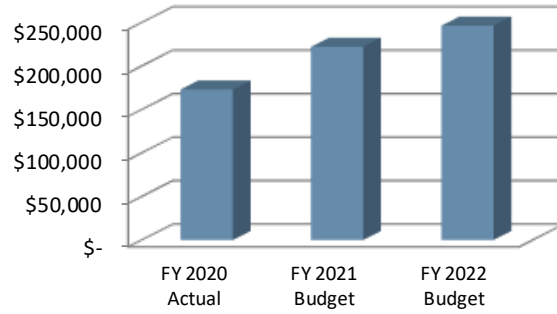
(1) Cleaning contract for new building

CNG FUELING STATION

FY 2022 Operating Budget



**Total Operating Expenses
FY 2020 to FY 2022**



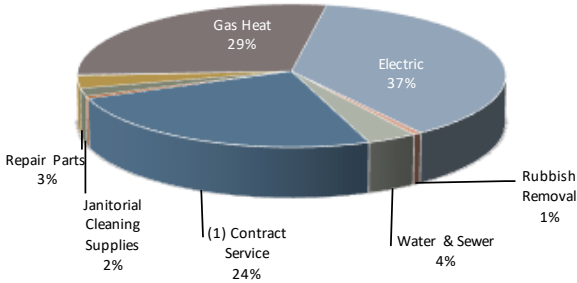
Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
Contract Service	\$ 7,033	\$ 22,125	\$ 23,175	\$ 1,050	4.7%
Snow Removal	1,000	431	1,000	569	132.0%
Janitorial Cleaning Supplies	72	300	300	-	0.0%
Repair Parts	13,836	28,344	29,000	656	2.3%
(1) Electric	150,114	168,000	190,000	22,000	13.1%
Water/Sewer	928	3,000	3,000	-	0.0%
Total Operating Expenses	\$ 172,983	\$ 222,200	\$ 246,475	\$ 24,275	10.9%

Footnotes:

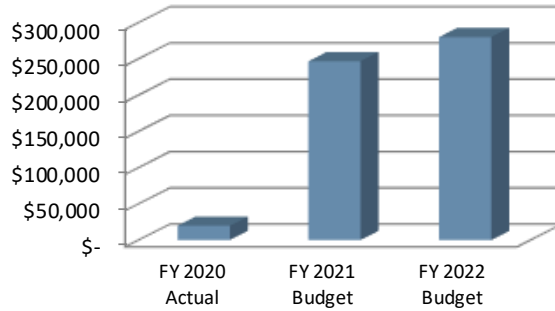
(1) Additional CNG buses going into service prior to FY 2022

LAKER LINE BUILDING

FY 2022 Operating Budget



**Total Operating Expenses
FY 2020 to FY 2022**



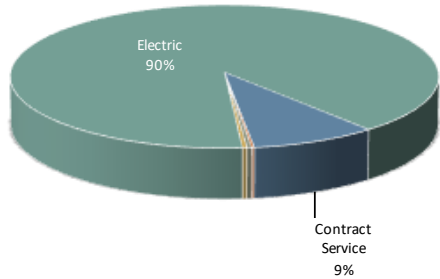
Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
(1) Contract Service	\$ 3,410	\$ 25,398	\$ 68,494	\$ 43,096	169.7%
Snow Removal	-	861	1,500	639	74.2%
Janitorial Cleaning Supplies	300	1,500	5,000	3,500	233.3%
Repair Parts		4,163	7,800	3,637	87.4%
Misc. Shop Tools		600	600	-	0.0%
Gas Heat	241	93,000	80,000	(13,000)	-14.0%
Electric	13,436	102,000	105,000	3,000	2.9%
Rubbish Removal	256	7,200	1,680	(5,520)	-76.7%
Water & Sewer	2,144	12,000	10,000	(2,000)	-16.7%
Total Operating Expenses	\$ 19,786	\$ 246,722	\$ 280,074	\$ 33,352	13.5%

Footnotes:

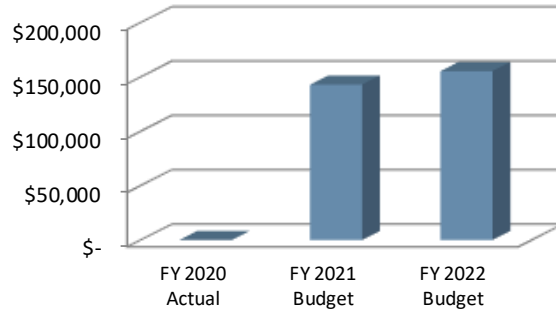
(1) Various contracts added in FY 2022, including pest control, landscaping, HVAC monitoring and maintenance plan, and service bay testing and maintenance

LAKER LINE BRT STATIONS

FY 2022 Operating Budget



**Total Operating Expenses
FY 2020 to FY 2022**



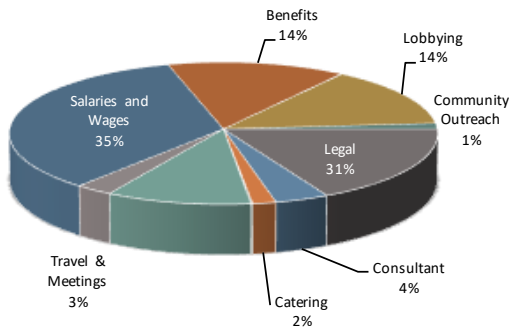
Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
Contract Service		\$ 13,760	\$ 14,000	\$ 240	1.7%
Snow Removal		-	300	300	100.0%
Janitorial Cleaning Supplies		800	500	(300)	-37.5%
Repair Parts		1,000	500	(500)	-50.0%
Electric		127,400	140,000	12,600	9.9%
Total Operating Expenses	\$ -	\$ 142,960	\$ 155,300	\$ 12,340	8.6%

OFFICE OF THE CEO

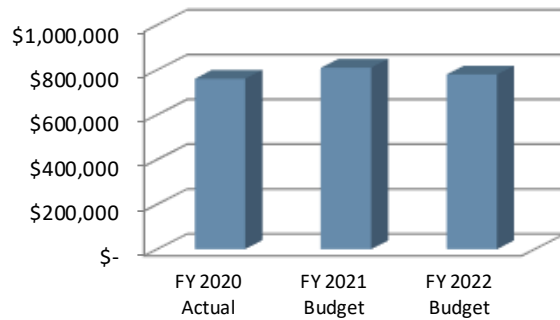
FUNCTIONS

- 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 2022 Operating Budget



**Total Operating Expenses
FY 2020 to FY 2022**



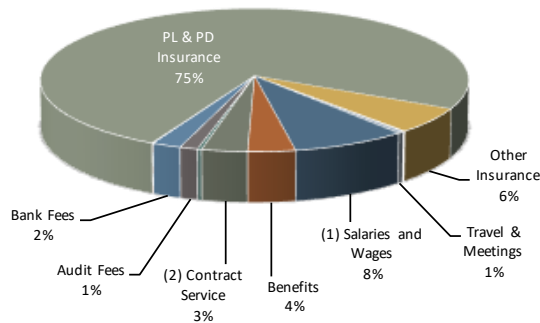
Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
Salaries and Wages	\$ 265,420	\$ 262,122	\$ 268,783	\$ 6,661	2.5%
Benefits	106,168	112,110	110,723	(1,386)	-1.2%
Uniforms	78	500	500	-	0.0%
Lobbying	8,000	108,000	108,000	-	0.0%
Community Outreach	22,214	15,875	10,000	(5,875)	-37.0%
Legal	134,563	156,469	136,000	(20,469)	-13.1%
Consultant	122,000	46,906	30,000	(16,906)	-36.0%
Catering	10,753	10,944	13,000	2,056	18.8%
Office Supplies	725	1,750	950	(800)	-45.7%
Printing	245	-	-	-	0.0%
Dues & Subscriptions	66,464	74,600	80,700	6,100	8.2%
Travel & Meetings	24,025	20,200	21,000	800	4.0%
Total Operating Expenses	\$ 760,654	\$ 809,475	\$ 779,656	\$ (29,820)	-3.7%
Total Full Time Employees	2	2	2	0	0.0%

FINANCE

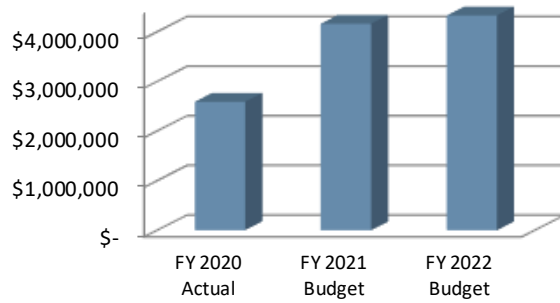
FUNCTIONS

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

FY 2022 Operating Budget



**Total Operating Expenses
FY 2020 to FY 2022**



Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
(1) Salaries and Wages	\$ 510,856	\$ 502,817	\$ 355,406	\$ (147,411)	-29.3%
Benefits	204,343	215,055	146,407	(68,648)	-31.9%
(2) Contract Service	27,000	27,000	141,000	114,000	422.2%
Catering	-	1,000	-	(1,000)	-100.0%
Armored Car Serv.	11,662	12,429	13,200	771	6.2%
Audit Fees	48,175	49,225	55,000	5,775	11.7%
Bank Fees	61,281	86,229	90,000	3,771	4.4%
Office Supplies	1,887	3,901	3,700	-	0.0%
PL & PD Insurance	1,486,059	3,005,705	3,244,566	238,861	7.9%
Other Insurance	188,931	236,000	253,254	17,254	7.3%
Printing	36,653	3,000	3,000	-	0.0%
(3) Dues and Subscriptions	280	280	3,600	3,320	1185.7%
Travel & Meetings	13,009	19,100	19,000	(100)	-0.5%
Total Operating Expenses	\$ 2,590,135	\$ 4,161,741	\$ 4,329,633	\$ 168,093	4.0%
Total Full Time Employees	5	6	5	(1)	-16.7%

Footnotes:

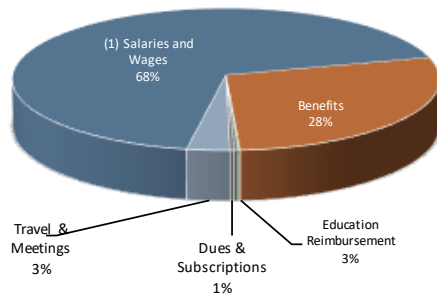
- (1) CFO position vacant
 (2) Insurance brokerage fee per new contract
 (3) GFOA publications, project management tools

PURCHASING

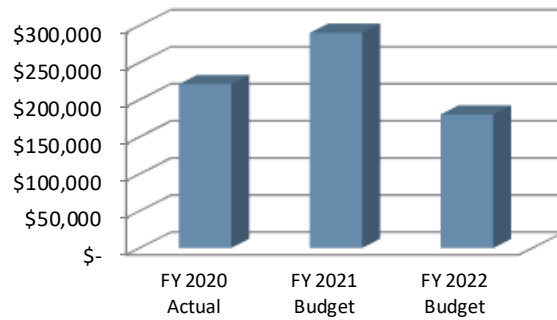
FUNCTIONS

- 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 2022 Operating Budget



**Total Operating Expenses
FY 2020 to FY 2022**



Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
(1) Salaries and Wages	\$ 157,101	\$ 199,928	\$ 122,732	\$ (77,196)	-38.6%
Benefits	62,840	85,510	50,559	(34,951)	-40.9%
Certifications	-	555	-	(555)	-100.0%
Publications/Advertising	-	340	250	(90)	-26.5%
Office Supplies	268	478	500	22	4.6%
Dues & Subscriptions	558	1,050	550	(500)	-47.6%
Travel & Meetings	394	2,500	5,500	3,000	120.0%
Total Operating Expenses	\$ 221,162	\$ 290,361	\$ 180,091	\$ (110,269)	-38.0%
Total Full Time Employees	2	3	2	(1)	-33.3%

Footnotes:

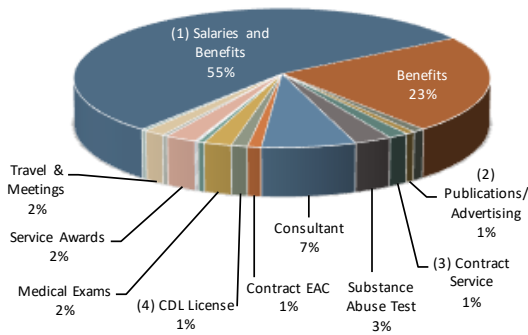
(1) Manager retired in March 2020

HUMAN RESOURCES

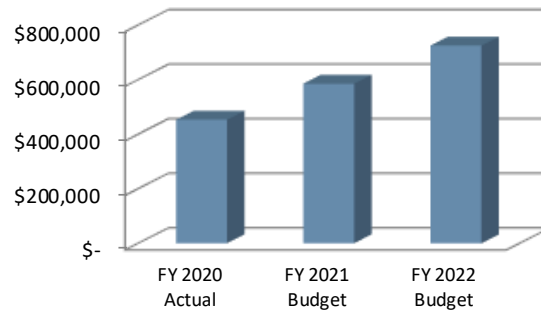
FUNCTIONS

- 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 2022 Operating Budget



**Total Operating Expenses
FY 2020 to FY 2022**



Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
(1) Salaries and Benefits	\$ 230,219	\$ 275,894	\$ 398,729	\$ 122,835	44.5%
Benefits	92,087	118,000	164,254	46,254	39.2%
Education Reimbursement	-	-	6,371	6,371	100.0%
(2) Publications/Advertising	652	399	5,000	4,601	1153.1%
(3) Contract Service	29,427	3,500	10,500	7,000	200.0%
Substance Abuse Test	16,298	17,230	19,945	2,715	15.8%
Consultant	7,816	90,834	50,200	(40,634)	-44.7%
Contract EAC	5,806	5,806	7,337	1,531	26.4%
(4) CDL License	3,400	3,745	8,710	4,965	132.6%
Medical Exams	19,856	19,779	14,700	(5,079)	-25.7%
Catering	1,424	5,800	3,500	(2,300)	-39.7%
Office Supplies	2,262	1,084	876	(208)	-19.2%
Printing	-	-	1,000	1,000	100.0%
Service Awards	18,383	16,450	16,600	150	0.9%
Dues & Subscriptions	2,911	2,872	2,972	100	3.5%
Travel & Meetings	14,497	18,960	11,000	(7,960)	-42.0%
Misc. Contingencies	8,138	4,500	3,000	(1,500)	-33.3%
Total Operating Expenses	\$ 453,176	\$ 584,854	\$ 724,694	\$ 139,840	23.9%
Total Full Time Employees	5	4	5	1	25.0%

Footnotes:

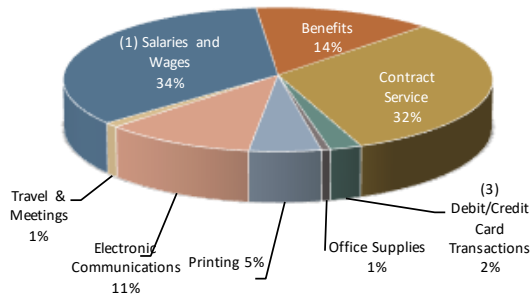
- (1) Added Trainer and 4 interns
- (2) Advertising for additional positions
- (3) Benefits enrollment contract added (Airbo)
- (4) CDL training for new operator classes

INFORMATION TECHNOLOGY

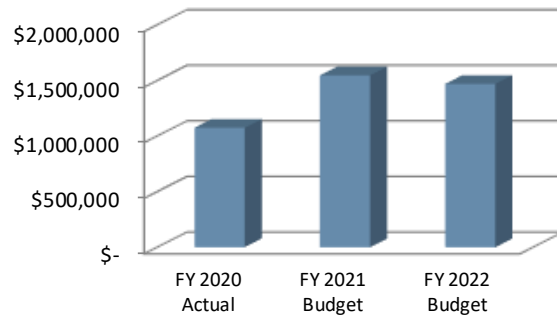
FUNCTIONS

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

FY 2022 Operating Budget



**Total Operating Expenses
FY 2020 to FY 2022**



Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
(1) Salaries and Wages	\$ 427,479	\$ 438,920	\$ 504,985	\$ 66,065	15.1%
Benefits	170,992	187,727	208,025	20,299	10.8%
(2) Uniforms	-	-	900	900	100.0%
Contract Service	327,823	640,040	463,316	(176,724)	-27.6%
(3) Debit/Credit Card Transactions	8,350	16,634	33,370	16,736	100.6%
Office Supplies	10,004	9,423	9,200	(223)	-2.4%
Printing	36,600	75,000	75,000	-	0.0%
Electronic Communications	92,312	163,029	158,475	(4,554)	-2.8%
Dues & Subscriptions	-	5,753	366	(5,387)	-93.6%
Travel & Meetings	1,168	9,995	14,995	5,000	50.0%
Total Operating Expenses	\$ 1,074,728	\$ 1,546,521	\$ 1,468,632	\$ (77,889)	-5.0%
Total Full Time Employees	5	6	7	1	16.7%

Footnotes:

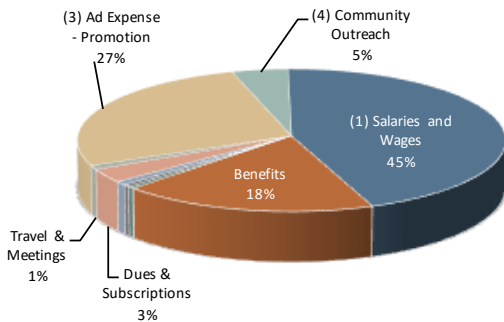
- (1) Added IT project coordinator
- (2) Budget added for employees working in public spaces
- (3) Retail network growth

COMMUNICATIONS

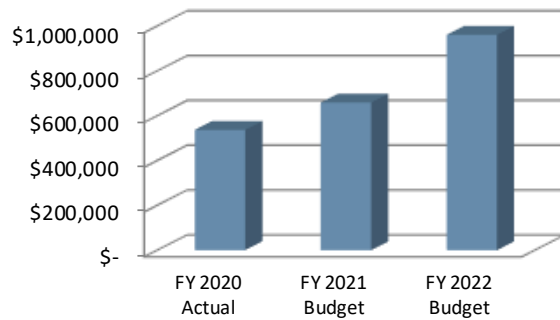
FUNCTIONS

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

FY 2022 Operating Budget



**Total Operating Expenses
FY 2020 to FY 2022**



Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
(1) Salaries and Wages	\$ 320,595	\$ 333,986	\$ 427,317	\$ 93,332	27.9%
Benefits	128,238	142,846	176,031	33,185	23.2%
Uniform Allowance	730	600	450	(150)	-25.0%
Education Reimbursement	5,922	-	-	-	0.0%
(2) Temporary Help	-	-	4,320	4,320	100.0%
Office Supplies	14,372	3,428	4,500	1,072	31.3%
Printing	762	6,714	8,000	1,286	19.2%
Dues & Subscriptions	23,166	19,730	29,575	9,845	49.9%
Travel & Meetings	6,650	1,350	9,250	7,900	585.2%
(3) Ad Expense - Promotion	22,239	128,500	258,500	130,000	101.2%
(4) Community Outreach	14,193	21,750	43,000	21,250	97.7%
Total Operating Expenses	\$ 536,866	\$ 658,904	\$ 960,943	\$ 302,040	45.8%
Total Full Time Employees	7	6	8	2	33.3%

Footnotes:

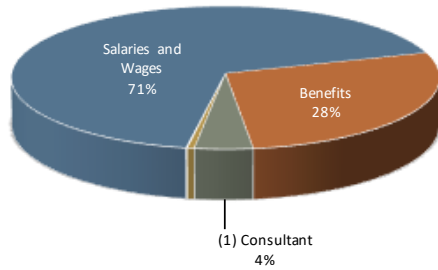
- (1) Added two business development coordinators
- (2) Summer intern budgeted to assist with community events
- (3) Increased outreach plan (\$50K) and advertising placements (\$80K) for increased presence post-pandemic
- (4) Ramping up outreach efforts for increased presence post-pandemic

GRANTS AND CAPITAL PROJECTS

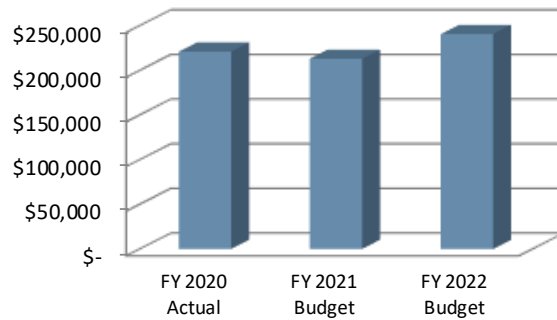
FUNCTIONS

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

FY 2022 Operating Budget



**Total Operating Expenses
FY 2020 to FY 2022**



Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
Salaries and Wages	\$ 157,228	\$ 147,888	\$ 162,338	\$ 14,450	9.8%
Benefits	62,891	63,252	66,874	3,622	5.7%
(1) Consultant	-	-	10,000	10,000	100.0%
Publications/Advertising	887	1,667	1,200	(467)	-28.0%
Office Supplies	-	25	100	75	300.0%
Travel & Meetings	-	75	100	25	33.3%
Total Operating Expenses	\$ 221,006	\$ 212,907	\$ 240,613	\$ 27,706	13.0%
Total Full Time Employees	1	2	2	0	0.0%

Footnotes:

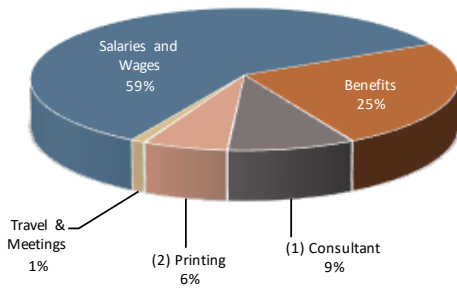
(1) NEPA Consultant for New Campus environmental review

PLANNING

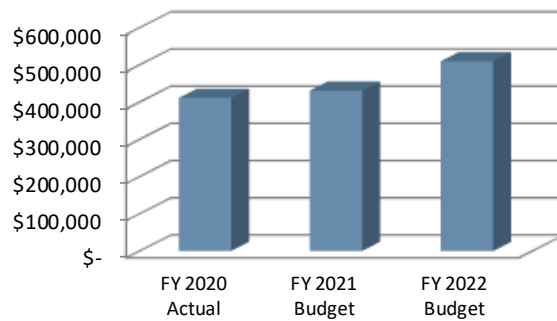
FUNCTIONS

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

FY 2022 Operating Budget



**Total Operating Expenses
FY 2020 to FY 2022**



Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
Salaries and Wages	\$ 244,377	\$ 259,459	\$ 302,083	\$ 42,623	16.4%
Benefits	97,751	110,971	124,441	13,470	12.1%
Publications/Advertising	-	500	500	-	0.0%
Temporary Help	8,880	-	-	-	0.0%
Contract Service	-	624	-	(624)	-100.0%
(1) Consultant	46,347	30,376	46,000	15,624	51.4%
Office Supplies	339	200	500	300	150.0%
(2) Printing	5,247	23,082	30,500	7,418	32.1%
Dues & Subscriptions	-	600	600	-	100.0%
Travel & Meetings	8,531	5,000	5,000	-	0.0%
Total Operating Expenses	\$ 411,471	\$ 430,812	\$ 509,624	\$ 78,811	18.3%
Total Full Time Employees	4	4	4	0	0.0%

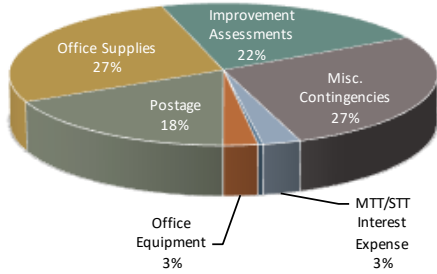
Footnotes:

(1) Mobility analytics platform

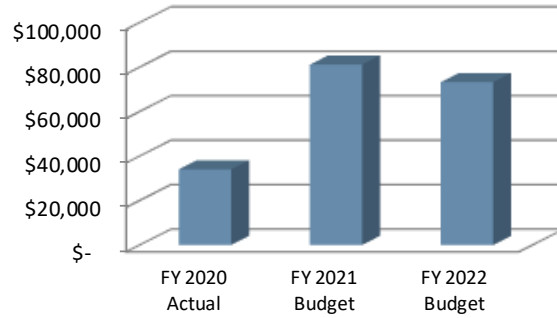
(2) Updating all bus stop insert designs, and new schedule books with implementation of COA

GENERAL FUNCTION

FY 2022 Operating Budget



**Total Operating Expenses
FY 2020 to FY 2022**



Description	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2021 vs FY 2022	
				\$	%
Courier Service	-	250	250	-	0.0%
Office Equipment	1,771	7,475	1,800	(5,675)	-75.9%
Postage	9,522	13,630	13,000	(630)	-4.6%
Office Supplies	19,248	21,553	20,000	(1,553)	-7.2%
Improvement Assessments	-	16,188	16,188	-	0.0%
Misc. Contingencies	2,426	20,000	20,000	-	0.0%
MTT/STT Interest Expense	1,024	2,000	2,000	-	0.0%
Total Operating Expenses	\$ 33,990	\$ 81,096	\$ 73,238	\$ (7,858)	-9.7%



5-Year Capital Improvement Plan

FY 2022 to FY 2026

Revised July 2021



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	7
V.	Capital Funding Sources.....	10
VI.	FY 2022 to FY 2026 Capital Improvement Plan.....	12
VII.	FY 2022 Capital Improvement Plan.....	13
VIII.	Capital Project Descriptions.....	14
	A. Vehicle Purchases.....	14
	B. New Facilities / Facility Rehabilitation.....	16
	C. Vehicle Maintenance.....	18
	D. Facility Maintenance.....	19
	E. Information Technology.....	20
	F. Operations Funding.....	21
	G. Security.....	21
	H. Grant Applications.....	22
	I. Planning.....	22

I. The Rapid at a Glance

The Rapid is the public transportation provider for the metropolitan 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 communities. The Rapid is authorized to have taxing authority and currently levies a 1.47 mil property tax on the member communities that is used to operate The Rapid's services. The Rapid provided just under 10.5 million trips in FY 2019.

The Rapid operates a number of 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 into 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 not on a fixed route bus line.

Vanpool/Ridesharing: The Rapid coordinates West Michigan Rideshare, a service that promotes vanpooling and carpooling throughout the West Michigan region. This includes operating the RapidVan vanpool fleet, matching up potential carpool riders using West Michigan Rideshare and directly working with local employers on transportation issues.

The Rapid has been dramatically impacted in 2020 and 2021 by the COVID pandemic. The Rapid was on course for a modest ridership increase in 2020 before the pandemic hit, but experienced a sharp decline in ridership at the beginning of the pandemic and recovery from that loss is just beginning.

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 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 has been adjusted for the FY 2022 Capital Plan 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
State of Good Repair		30
Maintain assets and operation capability		15
Support an urgent business need		10
Support our staff safety, health or retention		5
Continuous Improvement to Customer Service		20
Provide safe, secure and reliable customer service		10
Apply continuous improvement to service delivery		5
Mitigate risk to the Authority/Regulatory Compliance		5
Financial Return		15
Optimize external funding source (Federal, State or Local grant)		5
Expands Revenue Stream		5
Minimizes the Operation Budget Impact		5
Community Impact		25
Improves Regional Mobility		8
Positively Impacts Environmental Justice Populations		9
Improves Quality of Life in the Community		8
Environmental Stewardship and Sustainability		10
Reduce release of emissions and contaminants		5
Promote sustainable energy and technology		5

III. Five-Year Service Projections

Given the rapidly evolving nature of transportation provision due to disruption in the transportation sector as well as disruption from the COVID pandemic, The Rapid's service provision and operating environment will change dramatically over the five-year period of this capital plan. The Rapid is responding to this disruption through the investments contained in this plan, placing a greater emphasis on customer needs and community impacts. Below are the key known factors that will be affecting The Rapid's services and subsequently our capital planning efforts over the course of the next five years:

COVID Response – 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, but as of June 2021 The Rapid is still only carrying about 35% to 40% of expected ridership levels.

The Federal CARES Act funds provide some emergency funding to help The Rapid through this time. However, this is not a long-term solution and The Rapid will face lower fare revenues as well as uncertainty regarding other funding sources moving forward. Calibrating The Rapid's response to the pandemic and creating a new normal for transit service in the region will dominate The Rapid's planning efforts for the foreseeable future.

Comprehensive Operational Analysis Implementation – The Rapid is currently implementing its Comprehensive Operational Analysis (COA). This analysis reviewed all The Rapid's operations and made recommendations to best utilize The Rapid's current resources. This plan did analyze service expansion or regional growth but focused on realigning existing resources to get the best return on investment.

The recommendations of the COA are being implemented over the course of the next half year. On August 30, 2021, most of the bus routing changes will start. This includes moving key routes to service every 15 minutes throughout the weekday, serving new key areas, and removing service where the demand no longer warrants fixed route bus service. Further recommendations will be implemented over time, including on-demand service to industrial employment centers along the 3-Mile corridor in Walker and the airport area in Kentwood.

Transit Master Plan – The Rapid will be initiating a new master planning process in 2022. The purpose of the plan is to take a 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.

Division United – The Rapid is in the process of completing a Transit Oriented Demand study of the Silver Line corridor on Division Avenue, from Division and Wealthy south to Division and 60th Street. This project is focused on fostering affordable housing, accessible employment, and diverse transportation options along South Division Avenue from Wealthy Street in Grand Rapids to 60th Street in Kentwood.

As part of the study, the project team is investigating invest opportunities to catalyze sustainable development along the corridor. As these opportunities become more fully developed, there is room within this Capital Plan to provide capital funding for these projects to leverage development opportunities and begin to implement the recommendations of the project.

Transit Asset Management – The Rapid completed a Transit Asset Management (TAM) plan in the fall of 2018. This plan presents a long-term action strategy for 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 maintains its asset in an optimal manner, 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. The TAM Plan was updated in the spring of 2021 and will constantly be updated at The Rapid furthers its TAM activities.

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:

Communications Manager	Information Technology Manager
Chief Operating Officer	Maintenance Manager
Facilities Manager	Purchasing Manager
Financial Analyst	Safety Manager
Finance Manager	Security Manager
Grants and Capital Planning Manager	Special Services Manager
Grants Officer	Strategic Planning Manager
Human Resources Manager	Training and Safety Manager

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 2021 formulating The Rapid's this 5-Year Capital Improvement Plan which covers FY 2022 through FY 2026. This process included the following steps:

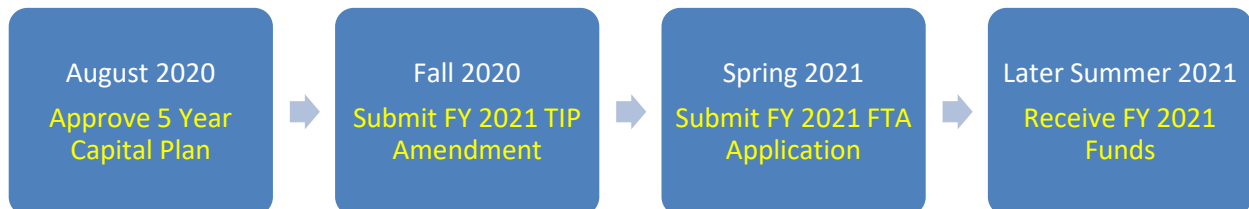
- Reviewed the capital project application process and project scoring criteria.
- Sent out a call for projects internally for capital projects within the 5-year horizon.
- Reviewed submissions and scored them based on scoring criteria.
- Formulated 5-Year Capital Plan based on this review process.

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 2, the green shaded projects are receiving funding in the FY 2021 capital budget.

Figure 2: Summary of FY 2022 Capital Project scoring

Project	Points Received	Ranking
Revenue Vehicle Replacement	89.6	1
Demand Response Vehicle Replacement	88.4	2
Associated Capital Maintenance	84.2	3
Revenue Vehicle Mid-Lifecycle Repower	83.2	4
Bus Stop Enhancements	77.6	5
New Shelters	75.4	6
ADP Hardware	74.8	7
ADP Software	74.6	8
Central Station Oval Drive	74.2	9
Facilities Rehabilitation	72.6	10
RCS Canopy Renovation	71.4	11
Intelligent Transportation Systems	71.1	12
New Campus	70.7	13
Slilver Line 60th Lot Camera Replacement	69.4	14
Facility Equipment	68.8	15
Non-Revenue Vehicle Replacments	68.1	16
Ellsworth Exterior Renovation	66.1	17
Platform Replacement Cameras	65.3	18
Security and Traffic Control Gates	63.8	19
Facility and Bus Security Equipment	63.1	20
Ellsworth Interior Renovation	60.8	21
Panic Buttons/Misc. Security Items	58.9	22
Wealthy Upgrades	57.9	23
Radio Sysytem Wide Transition	56.0	24
Access/Perimeter Control	55.8	25

The process emphasized the prioritization of capital needs first and then matched the needs to available funding, as opposed to starting by looking at available funding. The vast majority of the projects selected were the top scored projects but there were a couple of exceptions as the Capital Planning Committee does look at factors beyond just project scoring.





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 2022 for this capital plan and that are eligible for federal formula grant funding will be included in our FY 2022 grant application to the Federal Transit Administration (FTA) which begins in the fall of 2021. Funds applied for in the fall of 2021 will be available to The Rapid in the late summer of 2022.

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 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.

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

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. Our region recently became an attainment area meaning its air quality is improving. As a result, CMAQ funds decreased substantially starting in FY 2021 and the future availability of funding through the program for the West Michigan region is in doubt because of its cleaner air.

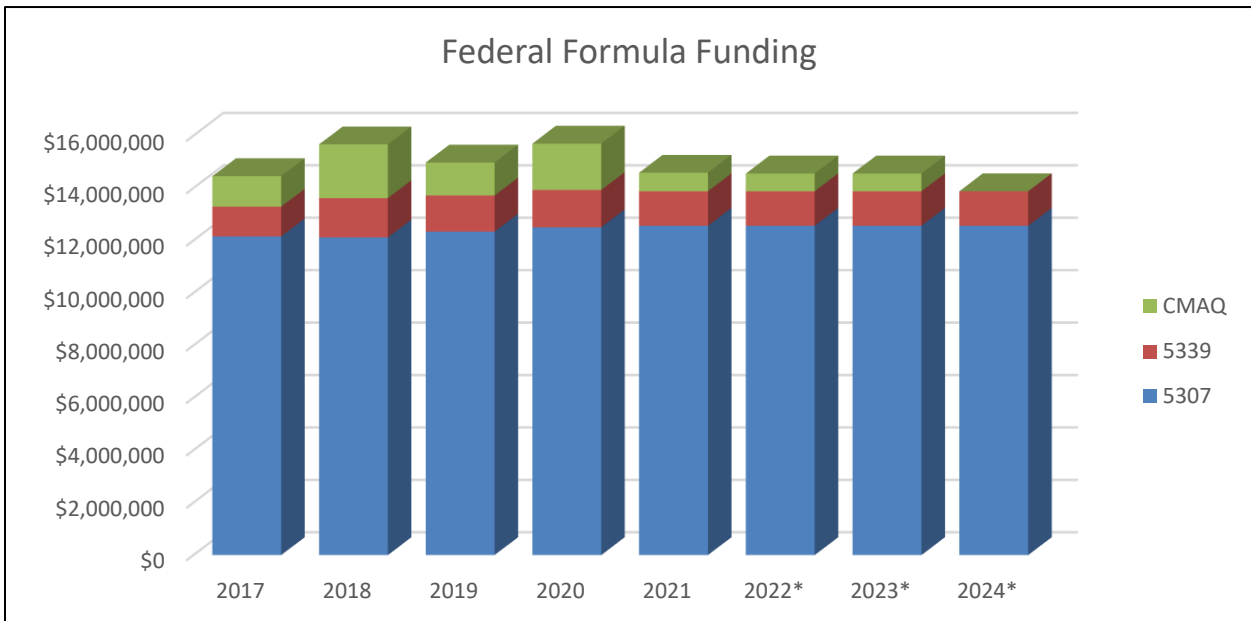


Figure 4: History and projections for The Rapid's federal formula funds; FY 2021 through 2023 are projections

COVID Recovery Grants: With the pandemic outbreak in 2020, Congress passed the CARES Act which included \$25 billion to support public transit systems across the country. Subsequently, Congress has passed the CRRSA and American Rescue Plan Act, which are providing further operating assistance to The Rapid. These funds are primarily intended to be used to cover operating expenses, although they do allow The Rapid not to apply for Preventative Maintenance funds, resulting in more funds for other capital projects.

These funding sources are all the sources included in the current 5-Year Capital Improvement Plan. The Rapid anticipates looking at additional funding sources in the coming years to expand our funding base and meet the capital needs identified in the capital planning process.

Additionally, the new federal administration has proposed some significant infrastructure investment projects that are currently being debated in congress. There is no specific legislation that has been finalized from this process, but The Rapid is closely monitoring the opportunities this may provide.

VI. FY 2022 to FY 2026 Capital Improvement Plan

	Project Description	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Vehicle Purchase	Fixed Route Buses	\$1,203,228	\$9,815,152	\$9,382,740	\$6,378,270	\$6,490,000	\$33,269,390
	Demand Response Buses	\$397,324	\$1,544,640	\$1,181,652	\$803,529	\$614,700	\$4,541,845
	Service Vehicles	\$230,000	\$150,000	\$95,000	\$95,000	\$95,000	\$665,000
	RapidVans	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000
	Vehicle Purchase Subtotal	\$1,955,552	\$11,634,792	\$10,784,392	\$7,401,799	\$7,324,700	\$39,101,235
New/Rehab Facilities	New Campus	\$9,275,000	\$0	\$0	\$2,500,000	\$0	\$11,775,000
	Ellsworth Exterior Rehabilitation	\$400,000	\$0	\$0	\$0	\$0	\$400,000
	RCS Drive Repaving	\$882,000	\$0	\$0	\$0	\$0	\$882,000
	RCS Canopy Rehabilitation	\$0	\$1,000,000	\$0	\$0	\$0	\$1,000,000
	New Shelters	\$127,018	\$100,000	\$100,000	\$0	\$0	\$327,018
	Division United	\$818,361	\$0	\$0	\$1,000,000	\$1,000,000	\$2,818,361
	New/Rehab Facilities Subtotal	\$11,502,379	\$1,100,000	\$100,000	\$3,500,000	\$1,000,000	\$17,202,379
Vehicle Main.	Bus Mid-Life Drive Repowering	\$86,549	\$1,271,811	\$1,800,872	\$1,386,688	\$2,248,317	\$6,794,237
	Tire/Tube Lease	\$0	\$0	\$0	\$133,654	\$278,968	\$412,622
	Shop Equipment	\$0	\$20,000	\$5,000	\$5,000	\$5,000	\$35,000
	Bus Capital Maintenance	\$700,000	\$700,000	\$600,000	\$500,000	\$400,000	\$2,900,000
	Demand Response Vehicle Parts	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
	Vehicle Maintenance Subtotal	\$786,549	\$1,996,811	\$2,410,872	\$2,030,342	\$2,937,285	\$10,161,859
Facility Main.	General Facility Rehabilitation	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
	Facility Equipment	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
	Bus Stop Enhancements	\$10,000	\$10,000	\$50,000	\$250,000	\$500,000	\$820,000
	Facility Maintenance Subtotal	\$50,000	\$50,000	\$90,000	\$290,000	\$540,000	\$1,020,000
IT	RTIS Sign Replacement	\$0	\$0	\$840,000	\$0	\$0	\$840,000
	IT Hardware	\$176,500	\$176,500	\$200,000	\$200,000	\$250,000	\$1,003,000
	IT Software	\$160,000	\$175,000	\$200,000	\$200,000	\$250,000	\$985,000
	Intelligent Transportation Systems	\$240,000	\$240,000	\$240,000	\$240,000	\$240,000	\$1,200,000
	Information Technology Subtotal	\$576,500	\$591,500	\$1,480,000	\$640,000	\$740,000	\$4,028,000
Operations	GO!Bus Operation	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$3,500,000
	Preventative Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
	Operations Subtotal	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$3,500,000
Security	Bus Security Cameras	\$230,000	\$50,000	\$50,000	\$50,000	\$50,000	\$430,000
	Security Equipment	\$10,000	\$100,000	\$120,000	\$120,000	\$120,000	\$470,000
	Security Subtotal	\$240,000	\$150,000	\$170,000	\$170,000	\$170,000	\$900,000
Grant Awards	Laker Line Expanded Scope	\$4,962,500	\$0	\$0	\$0	\$0	\$4,962,500
	Low-No Grant Application	\$2,355,200	\$0	\$0	\$0	\$0	\$2,355,200
	Laker Line Subtotal	\$7,317,700	\$0	\$0	\$0	\$0	\$7,317,700
Planning	Unified Planning Work Program	\$780,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,580,000
	UPWP Subtotal	\$780,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,580,000
TOTALS		\$23,908,680	\$16,423,103	\$15,935,264	\$14,932,141	\$13,611,985	\$84,811,173

VII. FY 2022 Capital Improvement Plan

	Project Description	Previous Grants	FY 2022 5307	FY 2022 5339 Formula	FY 2022 CMAQ	Discretionary or TBD	Total
Vehicle Purchase	2 Fixed Route Buses	\$0	\$183,228	\$0	\$300,000	\$720,000	\$1,203,228
	Demand Response Buses	\$0	\$397,324	\$0	\$0	\$0	\$397,324
	Non-Revenue Vehicles	\$0	\$230,000	\$0	\$0	\$0	\$230,000
	Rapid Van Vehicles	\$0	\$0	\$0	\$125,000	\$0	\$125,000
	Vehicle Purchase Subtotal	\$0	\$810,552	\$0	\$425,000	\$720,000	\$1,955,552
New/Rehab Facilities	New Campus	\$0	\$7,957,997	\$1,317,003	\$0	\$0	\$9,275,000
	Ellsworth Exterior Rehabilitation	\$400,000	\$0	\$0	\$0	\$0	\$400,000
	RCS Drive Repaving	\$882,000	\$0	\$0	\$0	\$0	\$882,000
	New Shelters	\$0	\$127,018	\$0	\$0	\$0	\$127,018
	Division United	\$0	\$0	\$0	\$0	\$818,361	\$818,361
	New/Rehab Facilities Subtotal	\$1,282,000	\$8,085,015	\$1,317,003	\$0	\$818,361	\$11,502,379
Vehicle Main.	Bus Mid-Life Repower	\$0	\$86,549	\$0	\$0	\$0	\$86,549
	Bus Capital Maintenance	\$0	\$700,000	\$0	\$0	\$0	\$700,000
	Vehicle Maintenance Subtotal	\$0	\$786,549	\$0	\$0	\$0	\$786,549
Facility Main.	General Facility Needs	\$0	\$20,000	\$0	\$0	\$0	\$20,000
	Facility Equipment	\$0	\$20,000	\$0	\$0	\$0	\$20,000
	Stop Enhancements	\$0	\$10,000	\$0	\$0	\$0	\$10,000
	Facility Maintenance Subtotal	\$0	\$50,000	\$0	\$0	\$0	\$50,000
IT	IT Hardware	\$0	\$176,500	\$0	\$0	\$0	\$176,500
	IT Software	\$0	\$160,000	\$0	\$0	\$0	\$160,000
	Intelligent Transportation Systems	\$0	\$240,000	\$0	\$0	\$0	\$240,000
	Information Technology Subtotal	\$0	\$576,500	\$0	\$0	\$0	\$576,500
Operations	GO!Bus Operations	\$0	\$700,000	\$0	\$0	\$0	\$700,000
	Preventative Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
	Operations Subtotal	\$0	\$700,000	\$0	\$0	\$0	\$700,000
Security	Replacement Cameras	\$0	\$230,000	\$0	\$0	\$0	\$230,000
	General Security Maintenance	\$0	\$10,000	\$0	\$0	\$0	\$10,000
	Security Subtotal	\$0	\$240,000	\$0	\$0	\$0	\$240,000
Grant Awards	Laker Line Expanded Scope	\$4,962,500	\$0	\$0	\$0	\$0	\$4,962,500
	Low-No Grant Application	\$0	\$0	\$0	\$0	\$2,355,200	\$2,355,200
	Laker Line Subtotal	\$4,962,500	\$0	\$0	\$0	\$2,355,200	\$7,317,700
Planning	UPWP Activities	\$0	\$495,000	\$0	\$0	\$285,000	\$780,000
	UPWP Subtotal	\$0	\$495,000	\$0	\$0	\$285,000	\$780,000
		\$6,244,500	\$11,743,616	\$1,317,003	\$425,000	\$4,178,561	\$23,908,680

VIII. Capital Project Descriptions

A. Vehicle Purchases

1. Fixed Route Buses – \$33,266,162

Fixed route buses provide the backbone of The Rapid's service. Replacing our fixed route buses on a regular basis 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.



	2022	2023	2024	2025	2026	Total
Buses purchased	2	11	12	8	10	43
Cost	\$1,200,000	\$9,815,152	\$9,382,740	\$6,378,270	\$6,490,000	\$33,266,162

One element of fleet management that The Rapid is monitoring is the nationwide move towards bus electrification. There are increasing directives and grants from the FTA to move towards zero emissions vehicles, primarily electric battery powered buses. The Rapid is monitoring this FTA activity and determining internally what our fleet composition should be moving forward and will make adjustments to future bus purchases as necessary.

2. Demand Response Buses – \$4,541,845



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.

	2022	2023	2024	2025	2026	Total
GO!Buses purchased	15	16	12	8	6	49
Cost	\$397,324	\$1,544,640	\$1,181,652	\$803,529	\$614,700	\$4,541,845

3. Service Vehicles– \$665,000

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. The request for FY 2022 is for a higher amount due to this item being neglected for a number of years, with some of the vehicles programmed to be replaced in excess of 15 years old and well past their useful life.



	2022	2023	2024	2025	2026	Total
Service Vehicles	\$230,000	\$150,000	\$95,000	\$95,000	\$95,000	\$665,000

4. RapidVans – \$625,000



The Rapid provides RapidVan vanpools for commuters to utilize for trips coming into Kent, Ottawa and Allegan Counties. These vanpools encourage ridesharing and provide substantial cost savings for the participants. The Rapid uses part of the CMAQ grant to fund the replacement of these vehicles and ensure the continuation of this program.

	2022	2023	2024	2025	2026	Total
RapidVans purchased	4	4	4	4	4	20
Cost	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000

B. Facility Construction

5. New Campus – GO!Bus Facility \$11,775,000

Construct a new GO!Bus Facility, containing all demand response vehicle storage, maintenance, dispatch, administration, and scheduling. Currently MV Transportation operates The Rapid's GO!Bus service and rents a space for this purpose. These costs are passed on to The Rapid through the hourly rate they charge for services.

This would centralize all GO!Bus operations and give The Rapid flexibility in how it oversees and administers demand response service. It also would provide flexibility to incorporate new transportation services such as on-demand services as they come on-line.



	2022	2023	2024	2025	2026	Total
New Campus	\$9,275,000	\$0	\$0	\$2,500,000	\$0	\$11,775,000

6. Ellsworth Exterior Rehabilitation – \$400,000



The Ellsworth building was renovated in 1998, with EIFS added to the south and east faces in 2006. There are several items that need maintenance to keep the facility in good operating condition. The clay brick masonry on the north and west faces need tuck pointing repair of the mortar joints. The EIFS is typically a 10-12 year solution (from 2006), and so is in need of redoing system joint sealants and examining and repairing points

of failure in the system. Last, the roof is nearing the end of its useful life and will need to be replaced.

7. RCS Drive Repaving – \$882,000

The platform at Rapid Central Station is surrounded by a concrete drive lane used by buses each day. It has gone through many repairs over its lifetime. It is in need of being replaced. Given that it surrounds the platform, it will need to be replaced in phases to keep the buses operational.



There is snow melt piping that runs through a portion of the drive lane, mostly under bus parking.

8. New Shelters – \$327,018

Purchase and install 15 new shelters to be placed around The Rapid's service area. These locations will be cleared through the NEPA process prior to the grant application. The shelters will be purchased off our existing contract with Tolar and the funds in the project include required concrete pads as well.

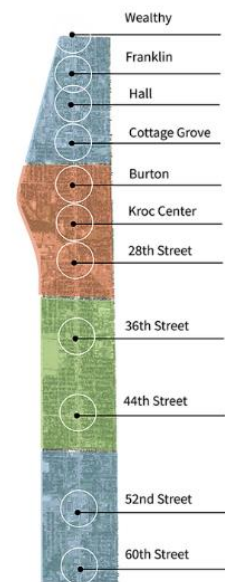


	2022	2023	2024	2025	2026	Total
New Shelters	\$127,018	\$100,000	\$100,000	\$0	\$0	\$327,018

9. Division United – \$2,818,361

The Rapid is in the process of completing its Division United Transit Oriented Development study. A substantial portion of this study demonstrates land use investment strategies to stimulate equitable development along the corridor including affordable housing, retail, and employment opportunities.

The Rapid intends to take a proactive approach in spurring these developments. Through key investments in transportation and development opportunities in the corridor and by partnering with local governments, businesses, residents and non-profit organizations, The Rapid can spur development and catalyze the development called for in Division United. The exact nature of the investments and where the funding can come from are still being determined, but the inclusion of this project in the Capital Improvement Plan demonstrates The Rapid's intention to move this project forward.



	2022	2023	2024	2025	2026	Total
Division United	\$818,361	\$0	\$0	\$1,000,000	\$1,000,000	\$3,928,744

C. Vehicle Maintenance

10. Bus Mid-Life Drive Repowering – \$6,794,237

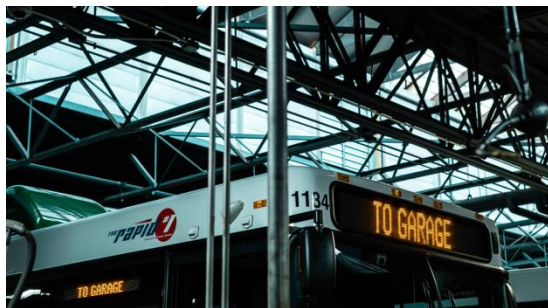
The Rapid is conducting a mid-life bus repowering program of all its buses. In the past we would run with the original engines, and if they failed we had to react to this and repair the engines. This leads to buses failing while in service, unpredictable maintenance schedules and reduced reliability of our service.



Under this program, The Rapid repowers bus engines as the buses enter the second half of their useful life. This will mean we can proactively maintain these buses, making them more reliable on the road and resulting in maintenance savings over time as this project is implemented. Additionally, this may extend the useful life of the buses.

	2022	2023	2024	2025	2026	Total
Bus Mid-Life Drive Repowering	\$86,549	\$1,271,811	\$1,800,872	\$1,386,688	\$2,248,317	\$6,794,237

11. Bus Capital Maintenance – \$2,900,000



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. The cost of bus capital maintenance is expected to decrease over time because of the investment in bus mid-life drive repowering.

	2022	2023	2024	2025	2026	Total
Bus Capital Maintenance	\$700,000	\$700,000	\$600,000	\$500,000	\$400,000	\$2,900,000

D. Facility Maintenance

12. General Facility Rehabilitation – \$100,000

The Rapid owns a number of facilities across the region. All these facilities are need of 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.



	2022	2023	2024	2025	2026	Total
General Facility Rehabilitation	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000

13. Facility Equipment – \$100,000

The Rapid's Facilities Department needs certain equipment to properly carry out its role. In FY 2022 this is expected to include a new floor scrubber and replacement salt spreader.

	2022	2023	2024	2025	2026	Total
Facility Equipment	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000

14. Bus Stop Rehabilitation and Enhancement – \$820,000

Bus stops are in need of periodic repair, subjected to the elements and vandalism. Some of the repair efforts necessitate the purchase of capital items such as new bus signs. There is also the need to provide bus stop enhancements such as shelters and benches.



	2022	2023	2024	2025	2026	Total
Bus Stop Enhancement and Rehabilitation	\$10,000	\$10,000	\$50,000	\$250,000	\$500,000	\$820,000

E. Information Technology

15. IT Hardware – \$1,003,000

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.

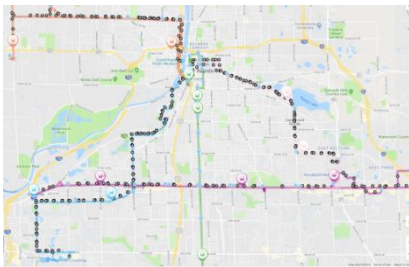
	2022	2023	2024	2025	2026	Total
IT Hardware	\$176,500	\$176,500	\$200,000	\$200,000	\$250,000	\$1,003,000

16. IT Software – \$985,000

The Rapid has specific software needs over the course of the next five years. These include replacing older software systems and getting the necessary licenses for our required software programs.

	2022	2023	2024	2025	2026	Total
IT Software	\$160,000	\$175,000	\$200,000	\$200,000	\$250,000	\$985,000

17. Intelligent Transportation Systems – \$1,200,000



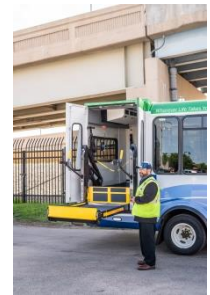
Rapid buses carry a host of technological enhancements onboard allowing for better operation, data generation, enhanced security, and real time bus information for our passenger. These systems need to be upgraded, including bus camera system replacement for our older buses and expanding the capability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

	2022	2023	2024	2025	2026	Total
Intelligent Transportation Systems	\$240,000	\$240,000	\$240,000	\$240,000	\$240,000	\$1,200,000

F. Operations Funding

18. GO!Bus Operations – \$3,500,000

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. These funds are not eligible for State of Michigan matching funds, but they do help us defray our operating budget.



	2022	2023	2024	2025	2026	Total
GO!Bus Operations	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$3,500,000

G. Security

19. Bus Security Camera Replacement – \$430,000

Funding for upgrade to existing platform cameras to a HD 32 mp multi-sensor cameras that allow for continuous 360-degree viewing. These cameras will replace cameras that are beyond their useful life and allow for better coverage of the RCS and Silverline platforms. The new cameras will have video analytics, which will assist in incident investigations saving labor time on collecting video evidence.



	2022	2023	2024	2025	2026	Total
Security Cameras	\$230,000	\$50,000	\$50,000	\$50,000	\$50,000	\$430,000

20. Security Equipment – \$470,000

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

	2022	2023	2024	2025	2026	Total
Security Projects	\$10,000	\$100,000	\$120,000	\$120,000	\$120,000	\$470,000

H. Grant Applications

22. Laker Line Expanded Scope —\$4,962,500

The Rapid's Laker Line project is coming in significantly under budget. As a result, the FTA is allowing The Rapid to utilize \$4,962,500 to implement expanded scope projects related to the Laker Line. Projects will include:

- Construction of a park and ride lot at Seward and Lake Michigan
- Purchase of an additional Laker Line BRT vehicle
- Painting of bus only lanes on Monroe Avenue
- Purchase of additional property for Laker Line operations
- Enhanced BRT vehicle features
- Enhanced landscaping at the Standale Trail station
- Convert eight platforms from cellular to wireless communication



The cost and exact scope of each element are still being finalized, but work should begin in FY 2022 on all the expanded scope projects listed above.

23. Low No Electric Bus Grant Application – \$2,355,200



The Rapid submitted a Low/No Emissions Grant to the FTA to purchase 8 electric battery cutaway buses and necessary charging infrastructure to operate our on-demand service. These buses will provide zero-emissions on-demand bus service in the airport industrial area in Kentwood and 3-Mile corridor in Walker.

The Rapid did not receive a grant when the original awards were made, but there is a possibility the grant funds will be placed in the upcoming Transportation Bill. The result of this and any potential funding will not be known until the Transportation Bill passes later this year.

I. Planning

23. Unified Planning Work Program – \$1,580,000

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 in order 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 2022 UPWP projects include community outreach the creation of a Long Range Transit Master Plan, that will build off the Align



Study and Comprehensive Operation Analysis to build a vision for transportation services in West Michigan beyond The Rapid's existing system. This study is funded with \$285,000 from CVID Relief Highway Infrastructure Program funds awarded through a competitive funding process from the Grand Valley Metropolitan Council.

	2022	2023	2024	2025	2026	Total
Planning Projects	\$780,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,580,000