Interurban Transit Partnership

BOARD BUDGET WORKSHOP MEETING AGENDA

Wednesday, July 22, 2026 – 3:00 p.m.

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

AGENDA

		PRESENTER	ACTION
1.	**PUBLIC COMMENT**		
2.	**MINUTES REVIEW – May 27, 2026**	Mayor Carey	Approval
3.	**CEO'S REPORT**	Deb Prato	Information
4.	**ADVERTISING POLICY UPDATE**	Mayor Carey	Information
5.	**ACTION ITEMS**		
	a. Contract with BDO for Annual Auditing Services	Kevin Wisselink	Approval
	b. Contract with Gillig Corporation for (8) 40' CNG/RNG Buses	Steve Clapp	Approval
	c. Contract with Hoekstra Transportation for (8) Ford E-450 Paratransit Vehicles	Steve Clapp	Approval
6.	**PERFORMANCE REPORTS**		
	a. Paratransit Route Ridership	Jason Prescott	Information
	1. May/June 2026		
	b. Fixed Route Ridership	Tim Roseboom	Information
	1. May/June 2026		
	c. Finance	Linda Medina	Information
	1. Operating Statement – April/May 2026		
	2. Professional Development and Travel Report – May 2026		
	3. Grant Statement		
7.	**DISCUSSION**		
	a. Agency Overview	Deb Prato	Presentation
	b. FY 26/27 Operating Budget Draft	Linda Medina	Review
	c. Financial Scenarios	Linda Medina	Presentation
8.	**COMMITTEE MEETING MINUTES NOT APPROVED YET**		
	a. Present Performance & Service Committee May 19, 2026	Charis Austin	Information
	b. Future Planning & Innovations Committee June 8, 2026	Jack Hoffman	Information
9.	**CHAIR'S REPORT**	Mayor Carey	Information
10.	**ADJOURNMENT**		

BOARD OF DIRECTORS MEETING MINUTES

Wednesday, May 27, 2026 – 4:00 p.m.

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

ATTENDANCE:

Board Members Present:

Charis Austin, Mayor Carey, Steven, Gilbert, Andy Guy, Renee Hill, Jack Hoffman, David Moore, Clarkston Morgan, Paul Troost

Board Members Absent:

Rick Baker, Tracie Coffman, Mayor Favale, Mayor LaGrand, Mayor Maas, Tim Mroz

Rapid Attendees:

Josh Brink, Steve Clapp, Kris Heald, Jeffrey King, Deron Kippen, Linda Medina, Nick Monoyios, Deb Prato, Jason Prescott, Andy Prokopy, Tim Roseboom, Steve Schipper, Mike Wieringa, Kevin Wisselink

Public Attendees:

Steve Alsum (Red Project), David Covey, Colin Dick (Red Project), John Helmholdt (SeyferthPR), Joshua McLenithan (Red Project), John Nienstedt (Competitive Edge), Jordan Orr (GR Documenters), Robert Smith (Red Project), James White

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Mayor Carey called the meeting to order at 4:07 p.m.

1. PUBLIC COMMENT

Mr. James White, a seven-year rider of The Rapid, spoke about bus announcements and said most of his concerns were resolved after discussions with Ms. Prato and Mr. King. He thanked them for taking the time to explain how the announcement system works.

Mr. White also raised concerns about the Red Project advertising issue. He questioned why the contract remained in place for four months before someone determined it violated The Rapid's advertising policy. He felt the issue should have been identified earlier and expressed concern that the group had difficulty reaching anyone at The Rapid. He emphasized that The Rapid should remain accessible, communicative, and engaged with the community.

Additionally, Mr. White commented positively on The Rapid's financial condition and noted that ridership appears to be gradually increasing. However, he said more staffing is needed in areas such as bus operators, administration, and maintenance. He also mentioned seeing increased ridership on his route and noted the addition of a new shelter near 52nd Street and Eastern Avenue. Finally, he requested that trash barrels be added at stops in the Wyoming area.

Mr. Joshua McLenithan of Red Project addressed what has become the central justification for rejecting the Grand Rapids Red Project Naloxone messaging which is viewpoint neutrality. He argued that Naloxone messaging should not be treated as political or ideological advocacy because Naloxone is simply a legal, life-saving medication that prevents overdose deaths. He questioned why The Rapid

considers Naloxone a prohibited “viewpoint” when it already permits other public health and social service advertisements, including campaigns from the Kent County Health Department, CommQuest, and Exodus Place.
Mr. McLenithan emphasized that Naloxone supports the same public good by helping people survive long enough to access recovery, treatment, and housing services. He also noted that The Rapid’s advertising policy bans illegal drugs and illegal activity, neither of which applies to Naloxone. Since the policy allows nonprofit public service announcements, he concluded by asking what specific provision prohibits advertising a legal medication used to save lives.

Mr. Steve Alsum of Grand Rapids Red Project argues that overdose deaths are preventable, and that stigma, silence, and political hesitation continue to cost lives.
His core message is that the community is living through an ongoing epidemic that society has chosen to ignore despite its visibility in public spaces, homes, and daily life. He used metaphors of “shoving the issue under the rug” and “locking it in the closet” to describe how communities avoid confronting addiction and overdose allowing the problem to worsen and pass from one generation to the next.
Mr. Alsum emphasizes several key themes:
Overdose is a public health crisis.
Stigma and lack of awareness kill people.
Naloxone is the solution – proven overdose-reversal medication used medically since 1971 and by community members since 2008 to save lives.
The Red Project has a history of action, tracing its roots to HIV/AIDS prevention efforts in Grand Rapids during the late 1990’s after outreach from former Mayor John Logie.
Public messaging matters and reducing stigma around naloxone is essential to saving lives.
A major focus of the statement is frustration over the rejection of Red Project advertisements on The Rapid buses. Mr. Alsum argues the ads are not political or controversial but instead promote compassion, awareness, and survival. He challenges the idea that keeping people alive could be considered anything other than “viewpoint neutral.”
He concluded with a direct call for partnership and action: he urges transit officials and the boarder community to reverse the advertising decision, support naloxone awareness, and work with Red Project to prevent unnecessary deaths.

Mr. David Covey attended the previous Board of Directors meeting and apologized for The Rapid having an outdated email address on file. He stated that he would provide his current contact information after the meeting.

Mr. Covey expressed concerns about the GO!Bus service and emphasized the need for a designated management-level contact to address service issues promptly when they arise. He also raised concerns regarding rider compensation and ticket retention in situations where service failures occur. Specifically, he believes riders should be allowed to keep their tickets when:
A bus is more than two hours late despite proper arrangements being made.
A bus arrives without functioning heat or is removed from service due to mechanical issues, such as suspension problems.
A bus arrives without sufficient fuel or power, resulting in additional delays.

Mr. Covey requested that a representative from The Rapid contact him after he provides his updated contact information to further discuss these concerns.

2. MINUTES REVIEW – April 22, 2026

Chairman Mayor Carey entertained a motion to approve the meeting minutes from April 22, 2026. Mr. Morgan motioned to approve, and Mr. Hoffman supported it. The motion passed unanimously.

3. CEO’S REPORT

Ms. Prato set the stage for the upcoming presentation from Competitive Edge for the Initial Polling Analysis. She noted the polling analysis presentation will show a millage amount of 1.88, which differs from the number discussed at the February Board Retreat.
Following consultation with the attorney, a single ballot initiative cannot exceed an increase of 0.5 (half a mill). The previous 1.47 rate rolled back to 1.38 due to Headlee. Because of the 0.5 cap on new increases for a single ballot, the maximum allowable rate is set at 1.88 (though Headlee rollbacks may prevent fully recovering this amount).
Ms. Prato pre-emptively shared this so the Board would understand the origin of the number in Mr. Nienstedt's upcoming presentation.

Chairman Mayor Carey requested that the Board move Action Item 5f, the Red Project Advertising Appeal, forward on the agenda because the Board was operating under a deadline to hear the appeal. He reminded members that the appeal had been presented at the previous meeting and was tabled to allow time for review of both the request and The Rapid's advertising policy. A missing page from the meeting packet was distributed to board members before the discussion.

Mayor Carey explained that The Rapid's staff had completed their review and unanimously determined that the proposed advertisement does not comply with The Rapid's advertising policy. The decision was also reviewed by legal counsel, who agreed that the denial was consistent with the policy. Under the appeal process, the Board has the authority to reconsider the staff's decision.
Opening discussion, Mayor Carey stated that overturning staff decisions through appeals can create a slippery slope. He expressed confidence in the thorough review conducted by staff and legal counsel and said he was reluctant to undermine their recommendation. He added that approving the request would likely require changes to The Rapid's advertising policy. Mayor Carey indicated that he was inclined to uphold the staff's decision and emphasized that the matter was about policy compliance rather than politics before inviting comments from the rest of the Board.

Mr. Hoffman questioned whether there was any valid reason not to approve the request. He compared the situation to the strong public opposition that former Mayor Logie faced regarding the needle exchange program, noting that despite criticism, the mayor viewed it as a public health issue. He said that was when he first became aware of Red Project and emphasized that the organization has been a longstanding and respected community institution, as demonstrated by its donor support over many years.
Mr. Hoffman acknowledged the Chairman's concern that established policies should not be changed arbitrarily and recognized that the board has the authority to modify its policy if it chooses. However, he sought clarification on the board's appeal authority under the current policy, specifically asking whether staff's decision was inconsistent with the policy's clear language or whether the board was considering making an exception in this case.
He concluded by expressing support for any resolution that would allow Red Project to be treated the same as any other advertiser with The Rapid.

Mr. Guy said it would be helpful to hear an overview of the staff's analysis and explained that, while he appreciates Mayor Carey's support for the staff recommendation, he wants to understand how staff concluded that the proposal does not align with current policy.

Before allowing Ms. Prato to respond, Mayor Carey noted that he had spoken with Mayor LaGrand, who expressed support for the Red Project. Mayor Carey emphasized that the issue centers on policy interpretation and that the attorney agreed with the staff's decision. He added that if the board cannot reach a well-supported decision today, he would rather take additional time to ensure the decision is made correctly.

Ms. Prato explained that the transit system's buses and platforms are designated as a non-public forum, advertising campaigns are subject to viewpoint-neutral content restrictions. When the advertising policy was adopted in 2021, the board established 15 categories of prohibited advertising content. Viewpoint neutral means the agency cannot permit one side of an issue, an ideology, thought, or message issue while prohibiting the opposing viewpoint. For example, if the policy banned advertising related to abortion, pro-life advertisements would not be allowed.

Regarding Naloxone advertising, Ms. Prato stated that although Naloxone is a legal medication, its use is closely associated with opioid overdoes, which are often connected to illegal drug use. She noted that public comments supporting Naloxone focused on overdose prevention and recovery from substance use, which she believes relates to prohibited subject matter under the advertising policy, specifically provisions barring advertising related to illegal drugs and unlawful controlled-substance use. She also referred to a policy prohibiting advertising that could be interpreted as encouraging or relating to unlawful activity.
Ms. Prato stated approving Naloxone advertising could require the agency to allow broader public debate on responses other than Naloxone to drug use, including law enforcement responses, treatment, and harm reduction approaches, in order to maintain viewpoint neutrality. After reviewing the history of the 2021 policy and prior committee discussions, she concluded that the board intentionally adopted these prohibitions and that, under the current policy, Naloxone advertisements cannot be approved without amending or revising the advertising policy. While she indicated openness to revisiting the policy given its age, she stated that agency leadership unanimously concluded that the proposed Naloxone advertising does not comply with the existing advertising standards.

Mr. Hoffman sought clarification on a statement that the attorney had found the decision consistent with policy standards, or whether the attorney simply meant the decision fell within the decision-maker's discretion.

Ms. Prato explained that the attorney's opinion was based on the current advertising policy language, under which the decision to deny the advertisement was appropriate. She noted that the policy provides limited flexibility: if no agreement on acceptable revisions is reached within ten days of an advertisement's rejection, the aggrieved party may file a written appeal.
Ms. Prato stated that she and Mr. Schipper met with representatives from Red Project and Mesmerize Advertising, The Rapid's advertising contractor, however, no compromise could be reached because Red Project insisted that its message focus solely on Naloxone. Red Project had already submitted their formal appeal, as required by the policy, using the word "appeal" and outline its reasons for seeking reversal of the advertisement's rejection. The appeal was properly filed and would be considered by The Rapid's Board of Directors.

Mr. Hoffman acknowledged that the administrative staff strongly opposed the ad and said he was surprised by the controversy, believing it would be relatively noncontroversial. While he understood management's concerns, he compared the situation to past debates over needle-exchange program.

Ms. Prato explained that she initially struggled with the issue and brought it to the leadership team for broader input. The team concluded that opioid use, illegal drug use, and naloxone were closely interconnected within the context of the advertisement. Because the policy prohibits advertising related to illegal drug use, they found it difficult to separate the ad from that prohibition.

Mr. Guy sought clarification on whether the policy applied to both interior and exterior bus advertisements, and Ms. Prato confirmed that the same standards apply to all advertising, including public service announcements inside buses.

Mr. Guy agrees with Mr. Hoffman about finding a way to allow this. While recognizing the importance of staff judgement and legal interpretation, he viewed the ad as a nonpolitical public health message rather than a promotion of illegal activity. He noted that the campaign was state-funded, suggesting it could not reasonably be considered an endorsement of illegal conduct. Although he acknowledged possible reputational concerns, he favored working with legal counsel to revise the advertising policy to permit such messaging in the future.

Ms. Prato clarified that the advertising purchase involved 100 fixed route interior bus cards and 26 Queen Panels displayed on the exterior of buses. She noted that the advertising policy does not consider the amount of funding or the identity of the campaigns sponsor, instead, decisions are based on the campaign's content.

Mr. Guy emphasized the credibility of the campaign's financial sponsor, noting that it is supported by a state health agency and likely supported by the county health department. He argued that the campaign's public health purpose is difficult to dispute and that the source of the funding is relevant to the discussion.

Mayor Carey suggested moving on to the next agenda item, stating that the issue required more in-depth discussion than anticipated. Out of respect for the guest speaker, he believed it was best to continue with the agenda.

Mr. Hoffman agreed that the matter had become more complex than expected, noting that he had anticipated only a brief discussion.

4. INITIAL POLLING ANALYSIS, Mr. John Nienstedt, President, Competitive Edge

Mr. John Nienstedt presented a summary of what Competitive Edge will be working on for the upcoming millage. His presentation is attached to these meeting minutes for review.

Q&A

Mr. Hoffman thanked Mr. Nienstedt for an excellent presentation. He noted the irony that while a recession could hurt millage support by putting voters in a negative mood, high gas prices and economic hardship would likely increase the need for public transportation. Mr. Nienstedt agreed that recessions can make voters less receptive to tax-related proposals.

Mr. Morgan appreciated the presentation as well and raised questions about how voter ideology is categorized, noting that political views are increasingly complex and exist on a spectrum rather than fitting neatly into liberal or conservative labels. He emphasized the importance of understanding how voters perceive the proper use of funds when developing a campaign. He also suggested considering younger voters and former riders who used The Rapid for school, particularly those from families most affected by rising gas prices and living costs.

Mr. Nienstedt responded that the survey was designed as a viability survey and could not answer every question in depth. He explained that ideological classifications were based on respondents' self-reported identification, regardless of whether they completed the survey by phone or email.

Chairman Mayor Carey returned to Action Item 5f, the Red Project Advertising Appeal, and invited board members who had not yet spoken to share their views.

Ms. Austin stated that under the current policy, she did not believe the appeal could be approved. However, she expressed support for exploring policy changes because she felt the project's message is important to the community. Mayor Carey clarified that Ms. Austin would support revising the policy and reconsidering the appeal afterward.

Mr. Moore said the concern centers on avoiding any association with illegal drugs, which is a significant factor in the discussion. He suggested that if the advertising policy were to be amended, the board would need to consider where to draw the line and what those boundaries would look like, noting that this appears to be a broader policy conversation rather than a matter of approving or denying a single request on a case-by-case basis. He also asked whether the Red Project team had met with the legal team to discuss the issue and explore the differing interpretations or viewpoints. Mr. Moore expressed hope for a robust discussion among all parties and an outcome that benefits everyone involved.

Mr. Troost stated that he does not want to undermine staff and appreciates the effort that has gone into the matter. However, he emphasized that the board is a policymaking body with the authority to revise policies it has previously adopted. He disagrees with what he sees as a rigid interpretation of the requirement for viewpoint neutrality. He argued that drug addiction should be treated as a public health issue and expressed concern that denying the advertisement could contribute to treating it as a law enforcement issue, something he does not want The Rapid to support. He indicated that he favors reviewing and potentially revising the advertising policy and said he would support granting the appeal immediately if that reflected the will of the board.

Mr. Morgan appreciates the information that was presented as well as the comments provided by fellow board members. He noted that, when viewing advertisements on billboards throughout the city, he generally sees them as paid advertisements rather than endorsements by the billboard owners. Similarly, he does not automatically associate advertising displayed on the exterior of buses with The Rapid's endorsement of the message. At the same time, he recognizes concerns about advertisements that could be perceived as supporting illegal substances or promoting controversial social issues. He believes there are valid arguments on both sides and would like additional information before forming a final position.

Ms. Hill stated that the City of Wyoming relies heavily on its boards and commissions because they thoroughly research and evaluate issues before making recommendations. While the City Council ultimately approves or rejects those recommendations, it generally supports the boards' decisions because of the extensive work they perform. Regarding this issue, she expressed concern about the potential for a 'slippery slope' and noted that once certain actions are taken, they may be difficult to reverse. Although her perspective as a medical provider adds another dimension to the discussion, she emphasized that, as a council member, she would support the board's recommendation. At the same time, she is open to further discussion and believes it is important for everyone involved to be fully informed about the issue.

Mr. Gilbert acknowledged that there is some inconsistency between the policy and its application in this case. He referenced a point raised by Mr. Troost, noting that there are different ways to view this issue. One perspective is rooted in law enforcement approaches, similar to past policies associated with the war on drugs. He believes the matter involves competing viewpoints that must be balanced under the current policy framework. Mr. Gilbert emphasized the need for a broader policy-level discussion to ensure the framework is sound and to avoid repeating past mistakes. As a result, he voted against the proposal under the current policy and called for further review.

Chairman Mayor Carey posed two questions to the group.

1. Is it the desire of the board to table this for more information/discussion, as Mr. Morgan just mentioned in order to understand this a bit more.
2. Is there a desire to grant the appeal today based on what you know.

He started with Mr. Guy.
Mr. Guy is in favor of supporting the appeal and encouraging our legal and policy team and board members to revise the policy and bring a new one forward.

Ms. Hill said the board should review the policy in greater detail to better understand its implications but emphasized that the process should not be prolonged indefinitely and that a decision needs to be made. She supports following legal counsel's recommendation at this time, with the option to revisit and review the policy later. As a result, she does not support granting the appeal at this meeting.

Mr. Morgan agrees that the matter should not be delayed unnecessarily. He noted that the advertising campaign is intended to run for six months and expressed uncertainty about how far along it is and what impact further delays could have on the allocated funding. While he supports allowing additional time for discussion, he suggested that conversations occur before the next board meeting so members can come to the July meeting prepared and avoid another postponement.

Mr. Gilbert stated that he does not support the appeal at this time. He favors first revising the advertising policy and establishing clear guidelines, rather than modifying the policy in response to a successful appeal. In his view, the board should develop the policy framework first and then apply it to future advertising requests.

Mr. Moore supported Mr. Morgan's suggestion of holding an interim discussion before the July board meeting if possible. While he is reluctant to delay the matter for another two months, he said he is not comfortable making a decision at this time and does not want to rush the process. He believes additional information is needed to gain a more complete understanding of the appeal and therefore supports tabling the decision for now.

Mr. Troost reiterated his support for granting the appeal immediately while also revisiting the advertising policy for the future. He argued that the board had already exceeded the policy's 30-day timeframe for hearing the appeal and should make a decision without further delay. While he understood the desire to review the policy, he questioned whether the issue was truly controversial, noting that he had not heard evidence of significant opposition. He maintained that the board had sufficient information to act and expressed concern that postponing the decision further would be inconsistent with the board's own policy requirements.

Mr. Hoffman stated that he would vote to grant the appeal. While emphasizing his strong support for staff and recognizing that legal counsel's interpretation of the policy was reasonable, he viewed the matter as one of board discretion. He said the board has the authority to disagree with that interpretation and approve the appeal. Although he supports reviewing and potentially revising the policy, he believes any consequences of granting the appeal can be addressed more fairly than denying it and entering an uncertain policy review process. For those reasons, he is prepared to approve the appeal immediately.

Ms. Austin said she was partially revising her earlier position and would be willing to vote in favor of the appeal, provided the board commits to reviewing the policy afterward to identify ways to improve it and make future situations like this easier to address.

Chairman Mayor Carey said he agrees that the policy should be reviewed and updated to better reflect current conditions. He expressed support for both staff and legal council's decision and stated he would vote against the appeal. However, he noted that there is a general agreement among the board that the policy needs to be revisited. He also warned about the risk of a slippery slope when making exceptions and the challenge of determining where to draw the line in future cases.

Without a roll call vote, it appears we have five members to deny the appeal, and four to approve the appeal. Chairman Mayor Carey entertained a motion for either/or to either approve the appeal or to deny the appeal, and then he asked Ms. Heald to call the roll call vote. Mr. Hoffman motioned to approve, and Mr. Troost supported it. The motion passed unanimously.

Ms. Heald called roll.

Mr. Guy, yes.
Ms. Hill, no.
Mr. Morgan, no.
Mr. Gilbert, no
Mr. Moore, no.
Mr. Troost, yes.
Mr. Hoffman, yes.
Ms. Austin, yes.
Chairman Mayor Carey, no.

Chairman Mayor Carey said the motion failed, and the appeal is denied, however there is a unanimous desire from the board to revisit this from a policy perspective.

5. ACTION ITEMS

a. FY 2026 Amendment to the Unified Planning Work Program (UPWP), Mr. Kevin Wisselink

Mr. Wisselink is requesting board approval of an amendment to the FY 2026 Unified Planning Work Program (UPWP).

Ms. Hill supported the change, noting it could improve interdepartmental communication and reduce paper use, and said it aligns with similar efforts underway in the City of Wyoming.

Mr. Wisselink explained the goal is to consolidate legacy and separate systems into a single source of information.
Mr. Hoffman asked why this is an amendment. Mr. Wisselink clarified that it is an amendment because funds are being reallocated within the existing 2026 capital plan rather than introducing new money, allowing the project to move forward sooner instead of waiting for the 2027 plan.

Chairman Mayor Carey entertained a motion to approve the amendment to the FY 2026 Unified Planning Work Program (UPWP). Mr. Guy motioned to approve, and Ms. Hill supported it. The motion passed unanimously.

b. FY 2027 Unified Planning Work Program (UPWP), Mr. Kevin Wisselink

Mr. Wisselink is requesting board approval of the FY 2027 Unified Planning Work Program (UPWP).

Mr. Morgan asked whether funding adjustments were being made to address usage levels or improve efficiencies from prior efforts. Mr. Wisselink responded that the program is ongoing and includes various components such as ride-share matching, billboard advertising, and other initiatives aimed at encouraging alternatives to single-occupancy vehicle use in the region and beyond West Michigan.

Chairman Mayor Carey entertained a motion to approve the FY 2027 Unified Planning Work Program (UPWP). Mr. Morgan motioned to approve, and Mr. Hoffman supported it. The motion passed unanimously.

c. Grant Statement Budget Amendment, Ms. Linda Medina

Ms. Medina is requesting board approval to amend the FY 25/26 Grant Statement budget to $30,016,370, an increase of $5,877,896.

Chairman Mayor Carey entertained a motion to approve the FY 25/26 Grant Statement budget. Mr. Morgan motioned to approve, and Ms. Austin supported it. The motion passed unanimously.

d. Annual Approval of Public Transportation Millage Levy, Ms. Linda Medina

Ms. Medina is requesting board approval of 2026 millage rate of 1.3648 including the Headlee rollback and authorization for the CEO to execute and file L-4029 tax request form with Kent County and appropriate entities.

Chairman Mayor Carey entertained a motion to approve the 2026 millage rate of 1.3648 including the Headlee rollback. Mr. Guy motioned to approve, and Ms. Hill supported it. The motion passed unanimously.

e. Revised Budget Formulation Guidelines FY 26/27, Ms. Linda Medina

Ms. Medina is requesting board to adopt the FY 26/27 Operating Budget Formulation Guidelines as presented.

Ms. Prato wished to draw their attention to the second paragraph that was the one revised to incorporate consideration will be given to the TMP.

Mr. Guy appreciated the consideration given to the TMP and the effort to align the operating budget with the capital plan. However, he noted that these changes do not significantly alter the underlying budget guidelines, which remain largely unchanged.
He raised questions about how funding decisions are evaluated and determined, particularly regarding the guiding principle of enhancing service frequency and operating hours to improve mobility for residents across the six cities. While he supports giving staff flexibility to respond to changing conditions, he expressed concern that, without a board-approved policy framework, it is unclear how these decisions are guided and prioritized. He also noted that increasing frequency and

service hours in one part of the system may require adjustments elsewhere, underscoring the need for a clear policy basis for such tradeoffs.

Ms. Prato explained that public feedback consistently prioritizes increased service frequency and expanded operating hours, but delivering those improvements requires balancing both capital and workforce constraints.
On the capital side, service expansion depends on having enough buses available. The agency currently operates about 101 buses during peak service, with 138 buses in its fleet, while some are undergoing repairs or being used for training. Fleet expansion is limited by the high cost of buses-nearly $1M each-and federal spare-ratio requirements. In addition, many buses purchased in 2016 are nearing the end of their useful lives, creating further pressure on the agency's approximately $17M capital program.
On the workforce side, operator staffing is the primary constraint. The agency budgets for 245 operators, which Ms. Prato considers the minimum level needed to confidently expand service. Current staffing is around 198 operators, after having fallen as low as 190. Recruitment and retention remain challenging due to screening requirements, training attrition, retirements, and resignations, resulting in a constant struggle to maintain staffing levels.
As a result, the operating budget is focused on maximizing available human capital to deliver as much service as possible. Ms. Prato noted that the agency compares favorably with peer systems and is among the most efficient in terms of service delivery and administrative spending. Long-term capital planning is conducted over five years, while operating budgets are more difficult to forecast because of uncertainties surrounding state operating assistance and property tax revenues.
She emphasized that the agency has financial capacity to support service growth when staffing allows. For example, although the prior year's budget anticipated using $6M in unrestricted reserves, none of those funds were needed and $1.2M was added back to reserves. However, service cannot be expanded at the expense of operator safety or excessive overtime, especially given contract provisions that permit employees to work significant overtime as long as required rest periods are maintained.
Ms. Prato cited recent examples of service enhancements, such as extending event-night service, as evidence that the agency can adapt within existing budgets when resources permit. She described transit operations as a continual balancing act requiring daily adjustments to cover absences and maintain service commitments.
Regarding budget development, she explained that each department annually justifies every expenditure based on organizational priorities. Over the past three years, the agency has focused on a "back-to basics" strategy, prioritizing reliable and efficient fixed route service after experimenting with initiatives such as on-demand service. While those efforts provided valuable lessons, she stressed that strengthening core fixed route operations remains the agency's primary commitment to riders.

Mr. Guy agrees it certainly is complicated and there was a lot there, and recognized staff are managing a wide range of challenges and responsibilities however, the way he reads the bullet support bus service that come more often and operates longer vs. service decisions that are minimizing costs, or at the expense of coverage further out, because we have more stuff happening more frequently somewhere else, and he is curious how we go through those decisions without a board approved document that helps provide the guidance that we know how we are defining success and giving staff good direction to go and implement the communities vision. The other thing he asked is in the second to the last paragraph, again he fully supports flexibility to adjust with ever changing conditions in a complex environment. Adjust priorities as needed to remain aligned with the strategic objective. Could you say a bit more about those strategic objectives.

Ms. Prato explained that The Rapid's primary objective is to provide the maximum amount of transit service possible to the constituents who fund the system, with budget priorities focused first on service delivery and bus operators.
Addressing the question of strategic objectives and service allocation, she recalled that shortly after joining The Rapid, concerns were raised by residents and leaders in Walker who felt they were contributing more in taxes than they were receiving in transit service. In response, staff analyzed the relationship between property tax revenues and service levels across the six cities. While recognizing

differences in property values and unique service factors such as the Laker Line and downtown services, she noted that service distribution generally aligns closely with revenue contributions, within approximately three percentage points. As a result, a key strategic objective is to provide service fairly across the six cities while recognizing that the City of Grand Rapids receives a larger share of the service because it serves as the region's central transit hub.
Ms. Prato emphasized that another core strategic objective is delivering high-quality, reliable service. She pointed to challenges in 2023, when operator shortages forced service cuts almost every day, creating an inconsistent experience for riders. Since then, The Rapid has adjusted service levels to better match available staffing, with the goal of operating service that is dependable, safe, and consistently meets published schedules. She noted that reliability is measured daily through on-time performance and adherence to scheduled time points, ensuring that riders can trust buses to arrive when expected.

Mr. Guy asked whether the strategic objectives referenced by staff are formally documented in a board-approved policy. Ms. Prato responded that the objectives are included in the operating budget that the board adopts each August.
Mr. Guy acknowledged that the operating budget provides guidance but expressed the view that the board has additional work to do in establishing a broader policy framework. He noted that the board has not adopted a new Transit Master Plan since the Comprehensive Operational Analysis (COA), and that many assumptions underlying that plan were disrupted by the COVID-19 pandemic. Now that ridership patterns have begun to stabilize and a new normal is emerging, he believes it is an appropriate time to revisit the agency's strategic objectives and definitions of success.
He emphasized the importance of having board-approved policies and guidance that clearly anchor complex service decisions, enabling the board to effectively direct staff, evaluate outcomes, and measure whether transit services are meeting community goals. Mr. Guy added that this work is especially important as The Rapid prepares for broader community discussions and potential future funding requests, ensuring that both staff and the public have a clear understanding of the agency's priorities and vision.

Ms. Prato welcomes this discussion at the Board Budget Workshop in July.

Chairman Mayor Carey entertained a motion to adopt the FY 26/27 Operating Budget Formulation Guidelines as presented. Ms. Hill motioned to approve, and Mr. Moore supported it. The motion passed unanimously.

f. Red Project Advertising Appeal, Chairman Mayor Carey

Chairman Mayor Carey moved this item up on the agenda and it was discussed after the CEO comments from Ms. Prato.

6. PERFORMANCE REPORTS

a. Paratransit Route Ridership – April 2026, Mr. Jason Prescott

No questions

b. Fixed Route Ridership – April 2026, Mr. Tim Roseboom

No questions

c. Finance Operating Statement – March 2026, Ms. Linda Medina

No questions

7. CHAIR'S REPORT

Chairman Mayor Carey yields the floor.

Chairman Mayor Carey noted that he spoke with Mr. Hoffman and asked him to serve as Chair the Future Planning and Innovations Committee. Mr. Hoffman accepted the invitation.

8. ADJOURNMENT

The meeting was adjourned at 6:02 p.m.
The next meeting is scheduled for July 22, 2026, Board Budget Workshop

Respectfully submitted,

Kris Heald, Board Secretary

Public Opinion · Public Policy · Organizations · Campaigns

1987 – Founded in San Diego
1988 – Phone centers established in Riverside, CA and San Diego
1990 – Phone centers established in Reno, NV and San Diego
1992 – Predictive dialing installed to double interviewing capacity; CERC calls San Diego Mayor’s race
1993 – "The Edge" newsletter launches
1998 – Qualitative focus groups introduced
2000 – CERC calls San Diego Mayor’s race
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John Nienstedt, MA Political Science: **President**
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SBA Entrepreneurial Success Award (2000)
Pollster of the Year (x8)

Rachel Lawler, MA Political Science: **Research Analyst**
Member, American Association for Public Opinion Research
Ronald Zavala: **Director of Operations**
James Iwu: **Research Assistant**

Ride The Rapid –
Greater Grand Rapids Area Millage Measure Poll

May 27, 2026

n=607 active voters

Summary

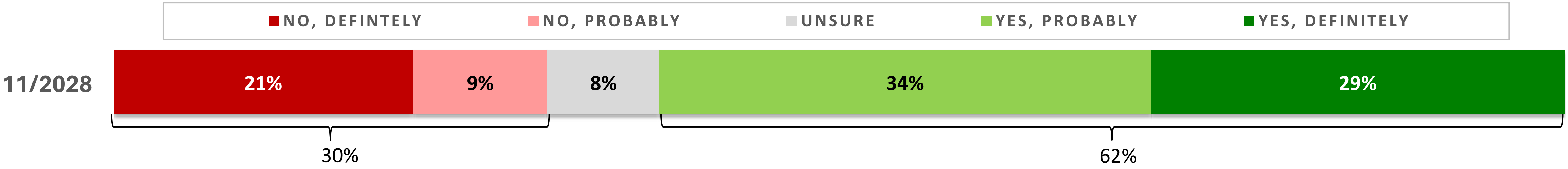
Research Objectives:	1) Gauge voter support for a property millage increase to fund public transit
	2) Understand vote dynamics
	3) Test supporter and opponent messaging
	4) Anticipate an outcome given a campaign
	5) Determine which election would produce the strongest support
Sample Size:	n=607
Margin of Sampling Error:	± 4.0%
Confidence Level:	95%
Sample Methodology:	Simple random sampling from listed sample
Jurisdiction:	Cities of East Grand Rapids, Grand Rapids, Grandville, Kentwood, Walker, and Wyoming
Eligibility:	Active voters
Effective Turnout Models:	60% (November 2028) and 35% (November 2026)
Interview Methods:	Telephone (landlines and cellphones), email push-to-web, text push-to-web
Field Dates:	May 4-8, 2026
Field Facility:	Competitive Edge Research, El Paso TX
Project Director:	John Nienstedt, Sr.
Research Analyst:	Rachel Lawler
Research Assistant:	James Iwu

Initial Ballot Test

Voters Back this Measure by a Wide Margin

- 62% support the measure and 30% are voting "no"
- A November 2026 measure is equally doable
- Great, though support is somewhat soft
  - Half the vote is "probable" or uncertain
- There is substantial "play" in the electorate.

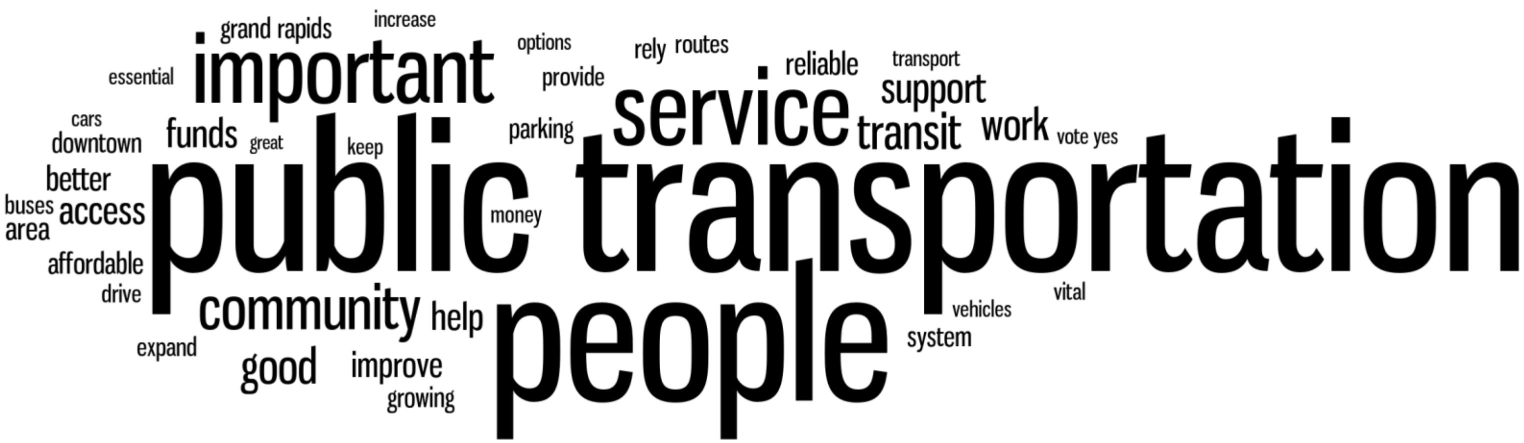
"May the Interurban Transit Partnership (The Rapid) levy a tax of [1.88] mills ($1.88 per $1,000 in taxable value) for a period of twelve (12) years, 2029 through 2040, inclusive, on all taxable property within The Rapid's district (consisting of the cities of East Grand Rapids, Grandville, Grand Rapids, Kentwood, Walker and Wyoming) to provide funds for public transportation purposes within such district? This millage would consist of the renewal of that portion of a 1.47 mills authorization previously approved by the electors in 2017 and expiring in 2029 that has been reduced by operation of the Headlee amendment, which was [1.38] mills in [2026], and new additional millage of 0.500 mill. The Rapid estimates that this millage would raise $32,511,168 when first levied in 2029. If the election were held today, would you vote "yes" to approve the measure or "no" to reject it?"

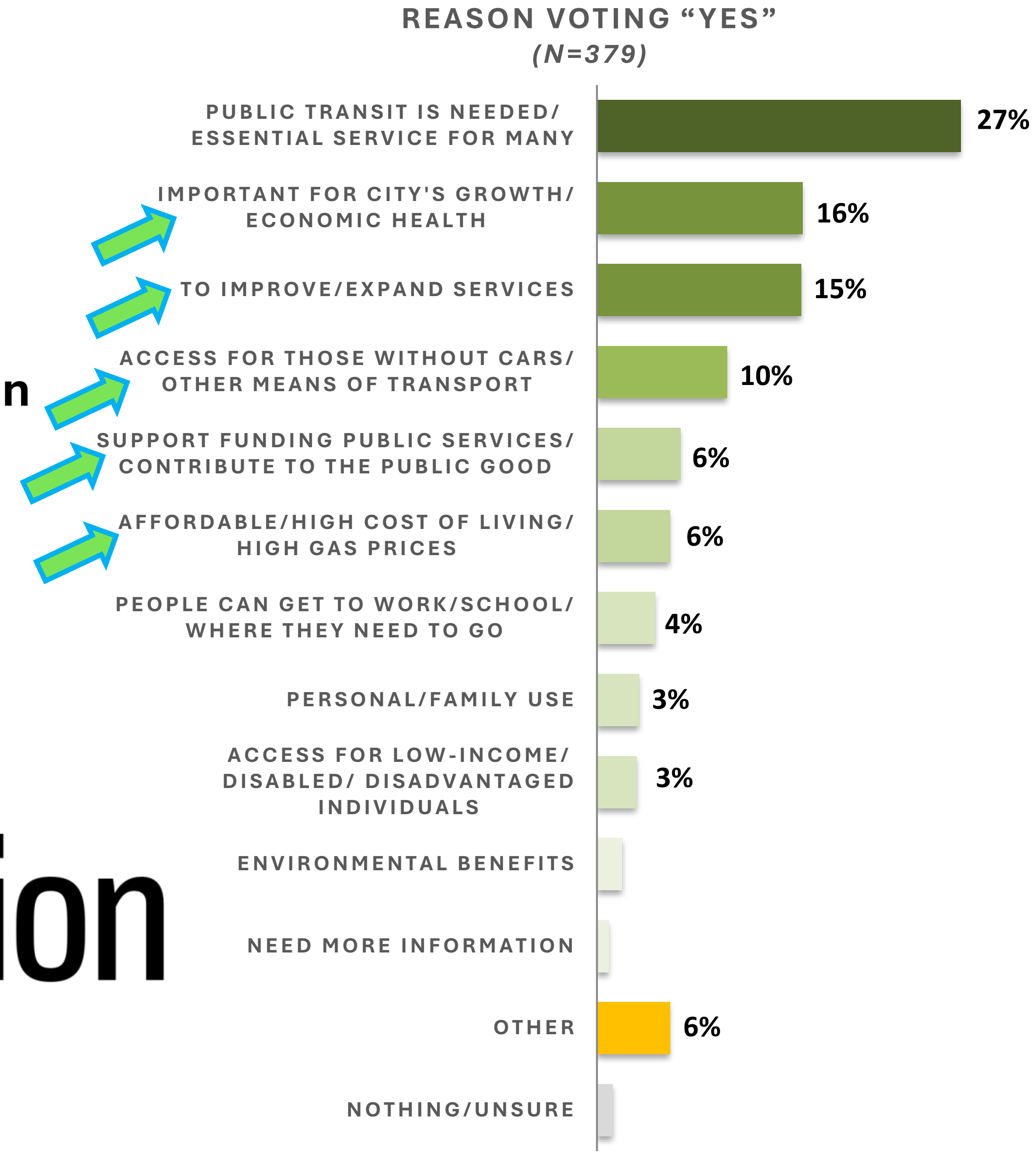


Why?

Public Transit is Essential Tops the List

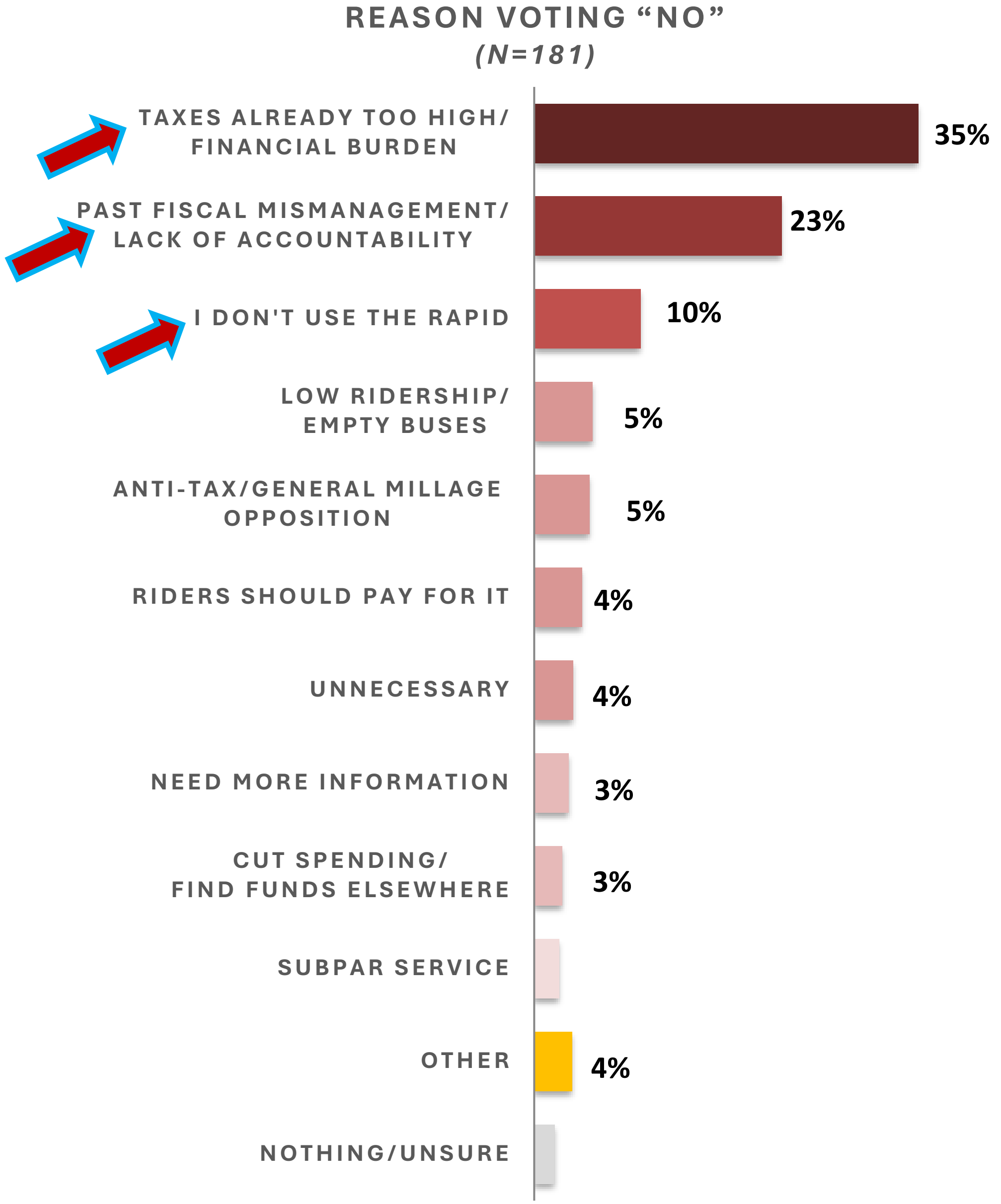
- 27% of supporters say that's why they're voting "yes"
  - Their mantra: *"Everyone needs transportation"*
  - Even many non-users empathize with transit riders
- 16% cite transit's **growth and economic benefits**
  - Popular answer among newer registrants
- Young supporters often prioritize **improvement/expansion**
- 10% want transit **for those without other options**
- 6% generally want **public services funded**
  - Often low-income supporters
- Another 6% highlight **affordability.**

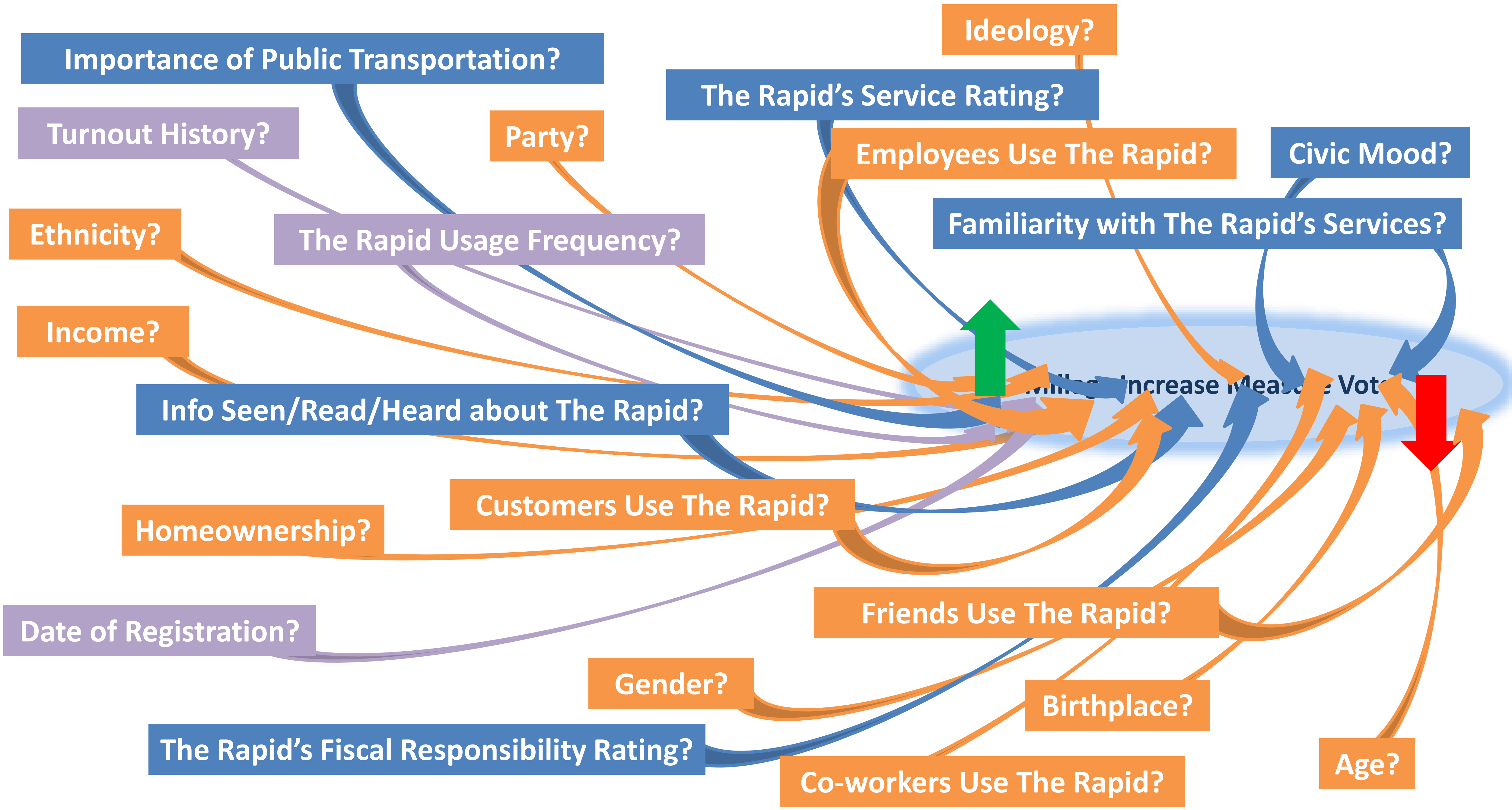




2 Reasons for Most "No" Votes

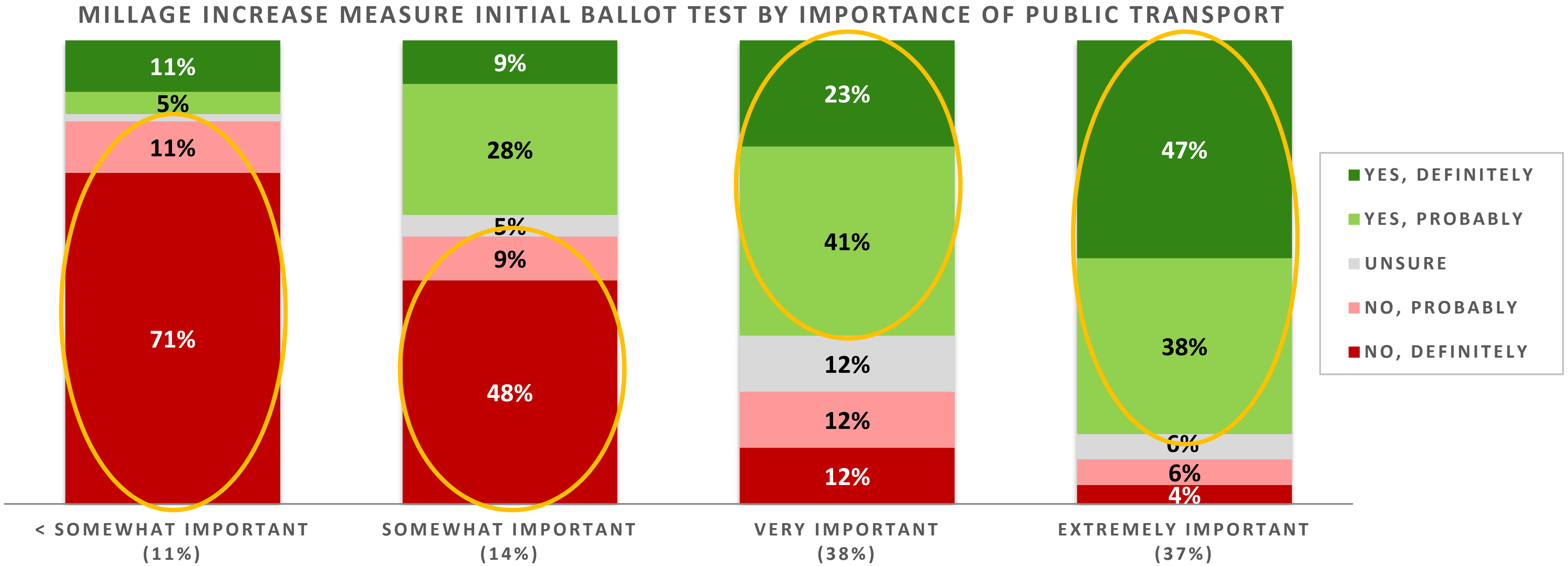
- **Taxes are already too high/financial burden** tops the list
  - *"I'm sick of taxes on top of taxes on top of taxes; just to pay my property tax I have to pay a 1% administrative fee; I have to pay a tax just to pay my property tax?"*
  - Popular among opponents who are very reliable voters
- 23% are upset about perceived **past fiscal mismanagement**
  - Some opponents paint the millage with a broad brush
- 10% **don't use The Rapid**
  - *"I don't want to pay for something I don't use"*
- Remaining responses are disparate and minor.




Importance of Public Transportation?
Ideology?
The Rapid's Service Rating?
Turnout History?
Party?
Employees Use The Rapid?
Civic Mood?
Familiarity with The Rapid's Services?
Ethnicity?
The Rapid Usage Frequency?
Income?
Info Seen/Read/Heard about The Rapid?
Customers Use The Rapid?
Homeownership?
Friends Use The Rapid?
Date of Registration?
Gender?
Birthplace?
The Rapid's Fiscal Responsibility Rating?
Age?
Co-workers Use The Rapid?

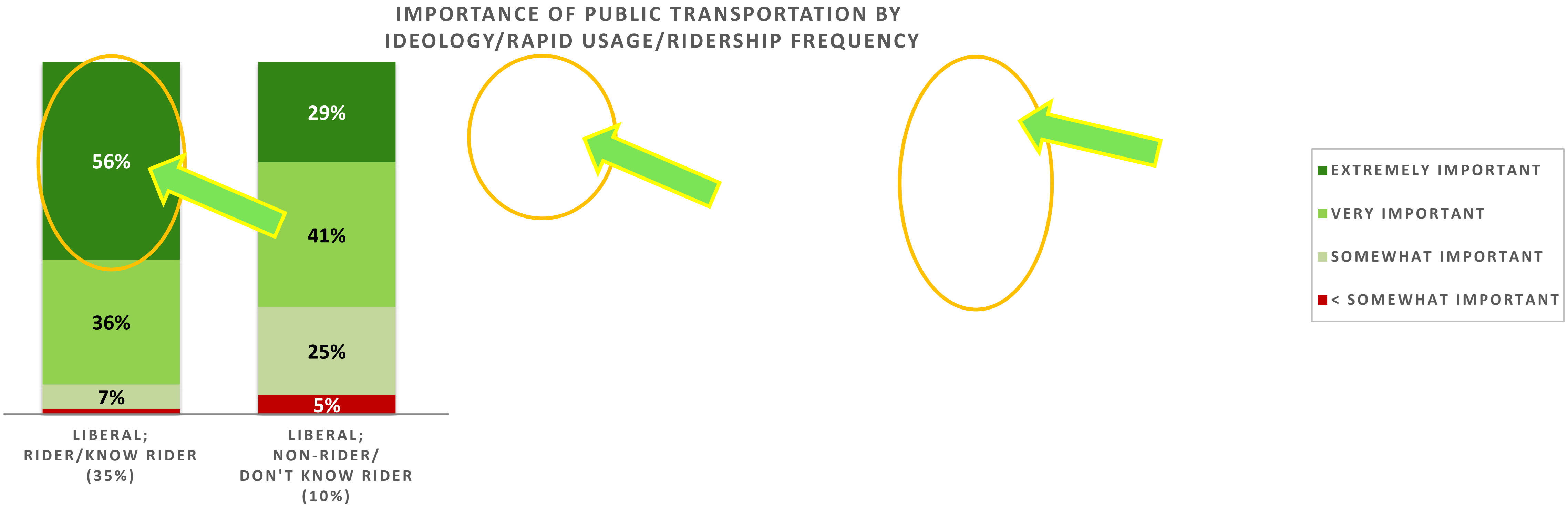
1) A Bedrock Belief in Public Transportation Girds Support

- Voters who think transit is *extremely* important overwhelmingly support the measure
- Even those who say it's *very* important are broadly supportive
  - But note how soft that support is
- Support drops dramatically among those who deem public transit less than very important
  - However, they're only ¼ of the electorate
- The importance attached to public transport probably won't deteriorate over time
  - Supporters are on solid footing.



Liberals Love Public Transportation, but Ridership is Key

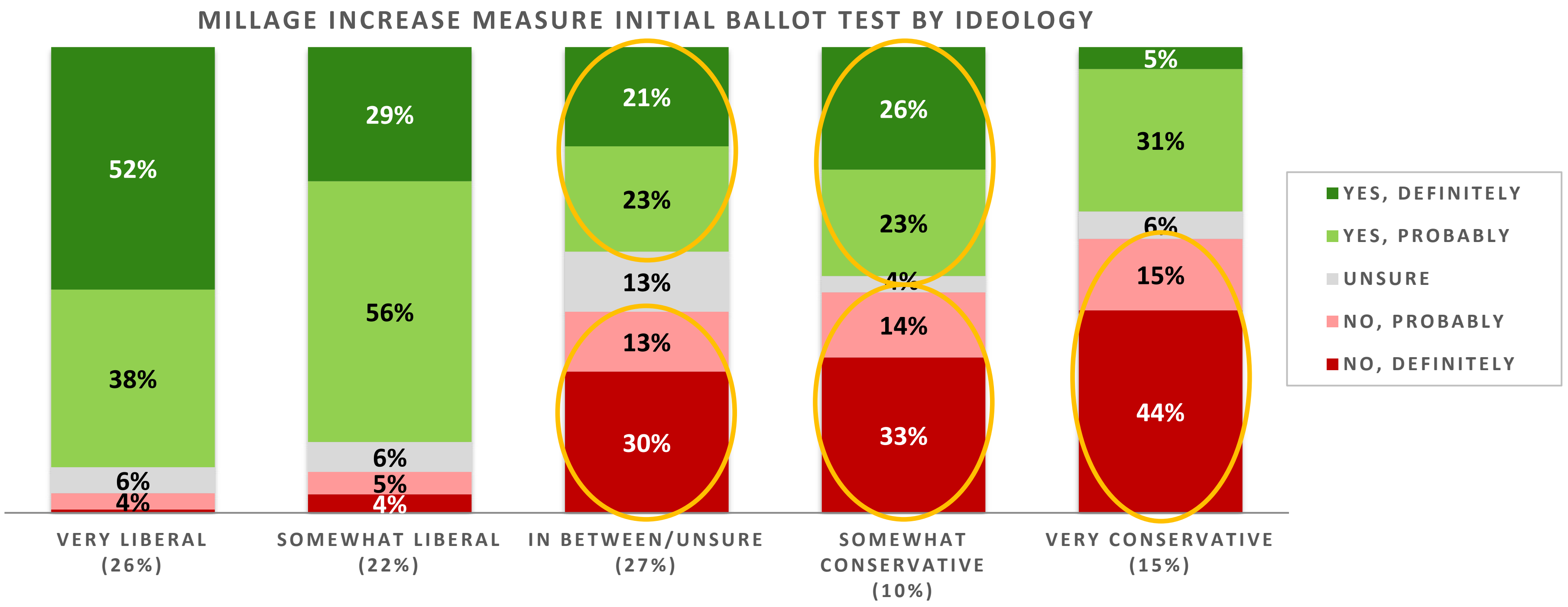
- Most liberals *who ride The Rapid* or *know a rider* think public transit is extremely important
- Liberals who don't ride and don't know one are not completely convinced
- Center-right voters show a similar pattern
- Far-right voters generally don't prioritize it *unless* they have ever personally used it



- Getting very conservative folks – or anyone -- on the bus can turn them in to public transit fans.

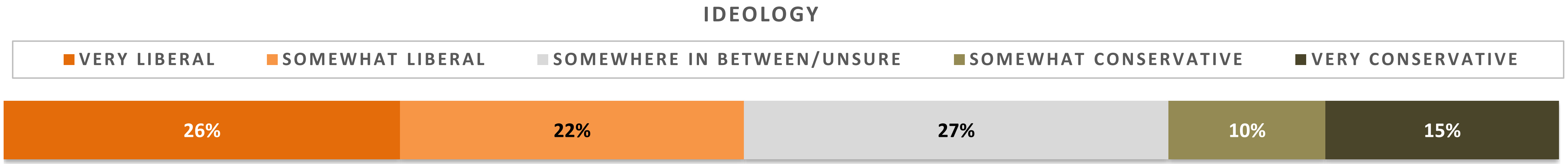
2) With a Far-left Base, Moderates Are Key

- The far-right typically lines up against the measure
- Moderate conservatives split almost evenly
  - Same with middle-of-the road voters
    - Demographically, the battle for votes will happen here
- Proponents can generally count on liberals to vote “yes”



- Appealing to conservatives isn’t mandatory, but convincing those in the mushy middle is.

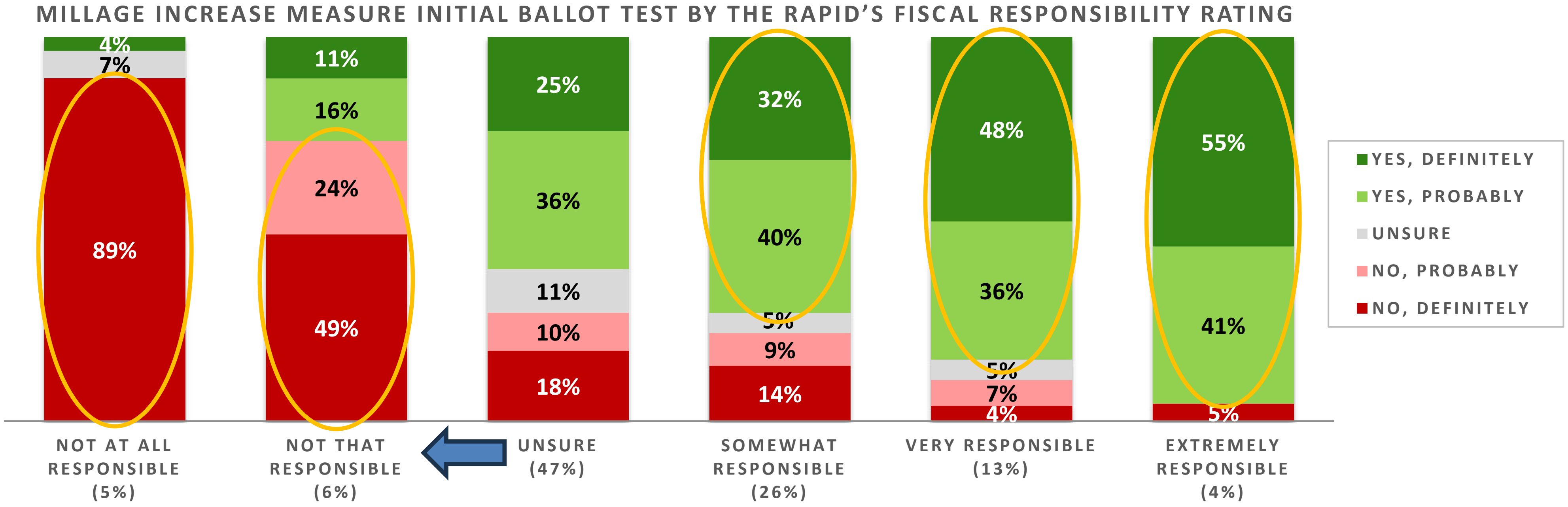
Liberals Outnumber Conservatives Nearly 2:1



- Liberal voters are disproportionately:
  - Women
  - < 55
  - Transplants from outside Michigan
  - Earn $100k+
  - Democrats
- Conservative voters are disproportionately:
  - Men
  - Seniors
  - MI natives
  - Earn < $50k, and 22% are low-income homeowners
  - Republicans
- Middle-of-the-road voters more often have incomes < $50k.

3) *Fiscal Responsibility is a Must*

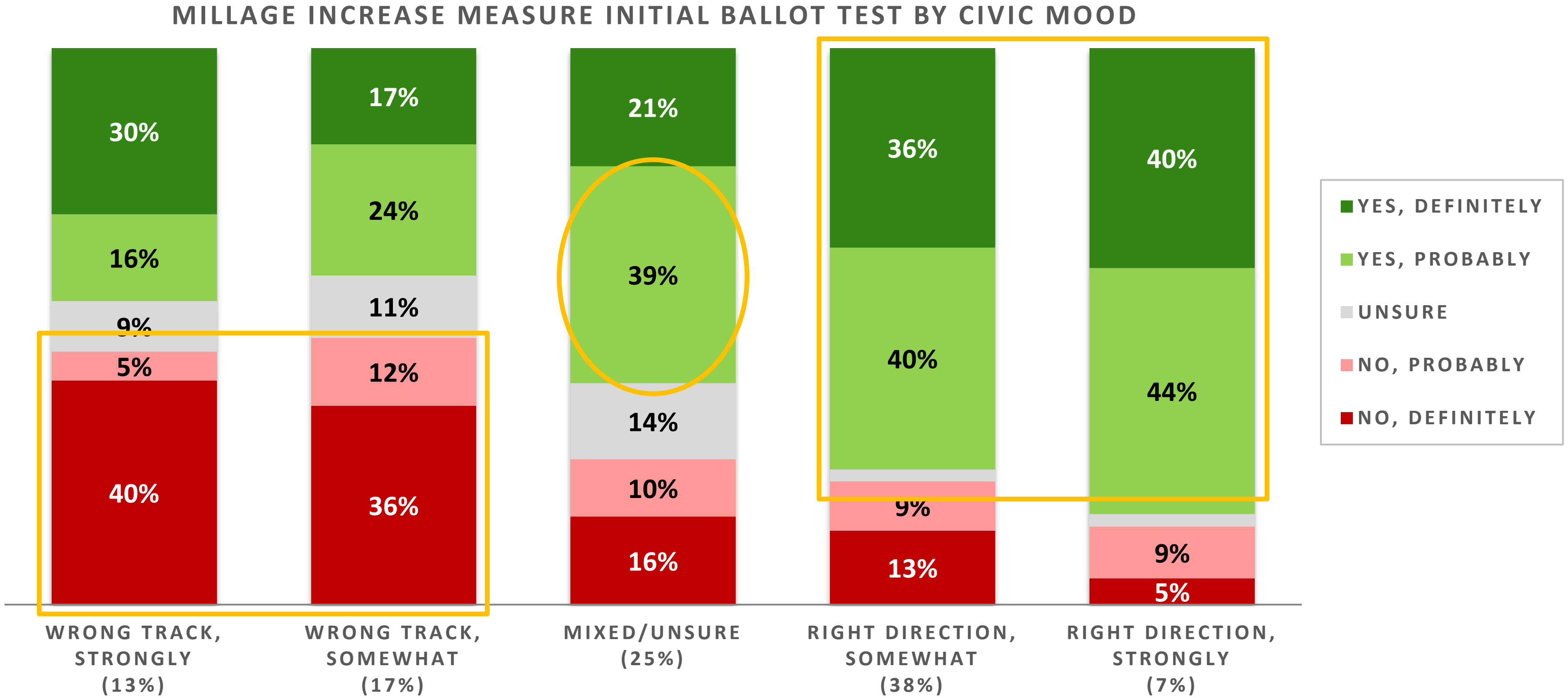
- Perceived fiscal responsibility is associated with more votes for the measure
- Even The Rapid being tagged as *somewhat* responsible isn't automatically bad
- On the other hand, very few "yes" votes can be had if The Rapid is seen as fiscally *irresponsible*
  - Fortunately, only 1-in-9 voters currently feel that way
- Risk comes into play if "unsure" voters start doubting The Rapid's stewardship of public funds
  - That huge chunk is susceptible to changing their minds



- Maintaining a good, or at least not bad, reputation for fiscal responsibility is important.

4) Avoid a Downturn

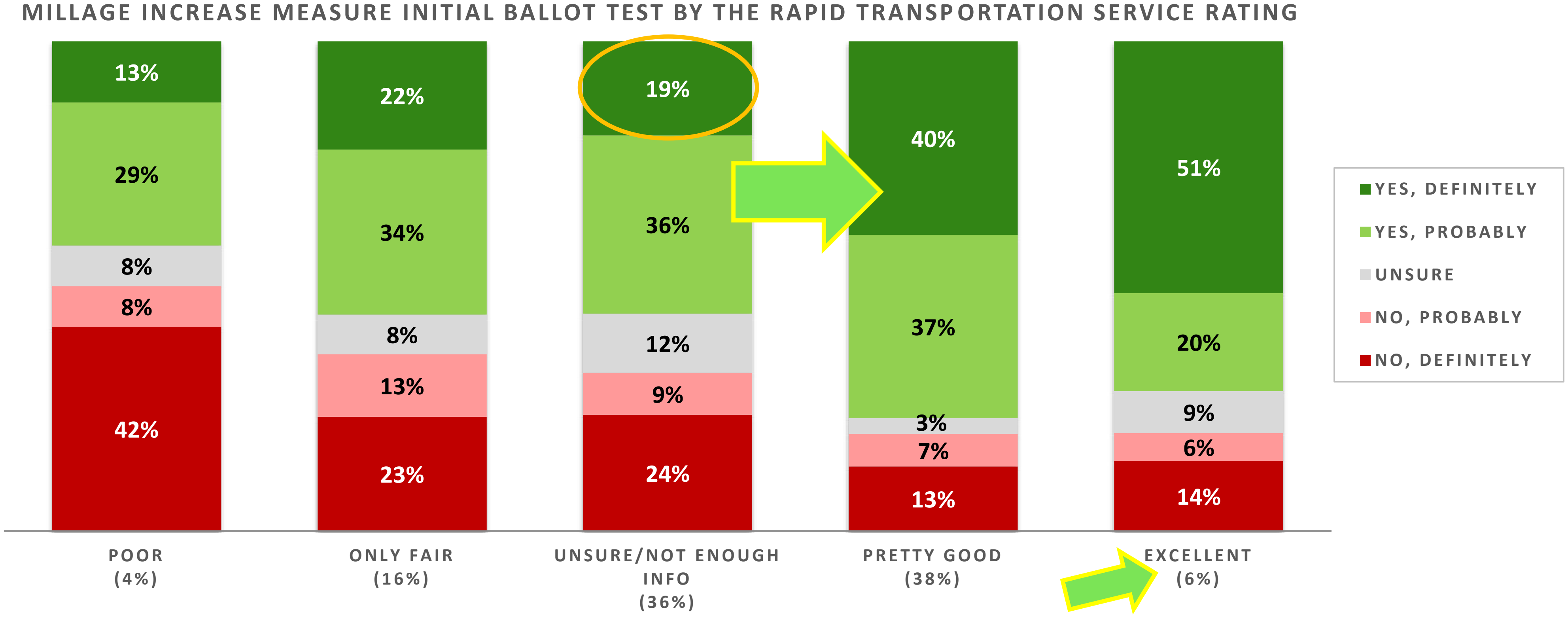
- Optimistic voters tend to support civic initiatives; this is no different
- Support is soft among voters with mixed/unsure opinions
- Dissatisfied voters are against the measure more strongly than not
  - They're currently in the minority



- What will the civic mood be like when voters are casting ballots?

5) Good Service Generates Support

- Voters rating The Rapid's service as *excellent* overwhelmingly support the measure
  - But they're only a small part of the anticipated electorate
- Those who rate the service as *pretty good* are less-intensely supportive
- The measure becomes wobbly for voters with no opinion
  - They largely favor the measure but their support needs solidification.



6) Low-Income Homeowners Feel Pinched

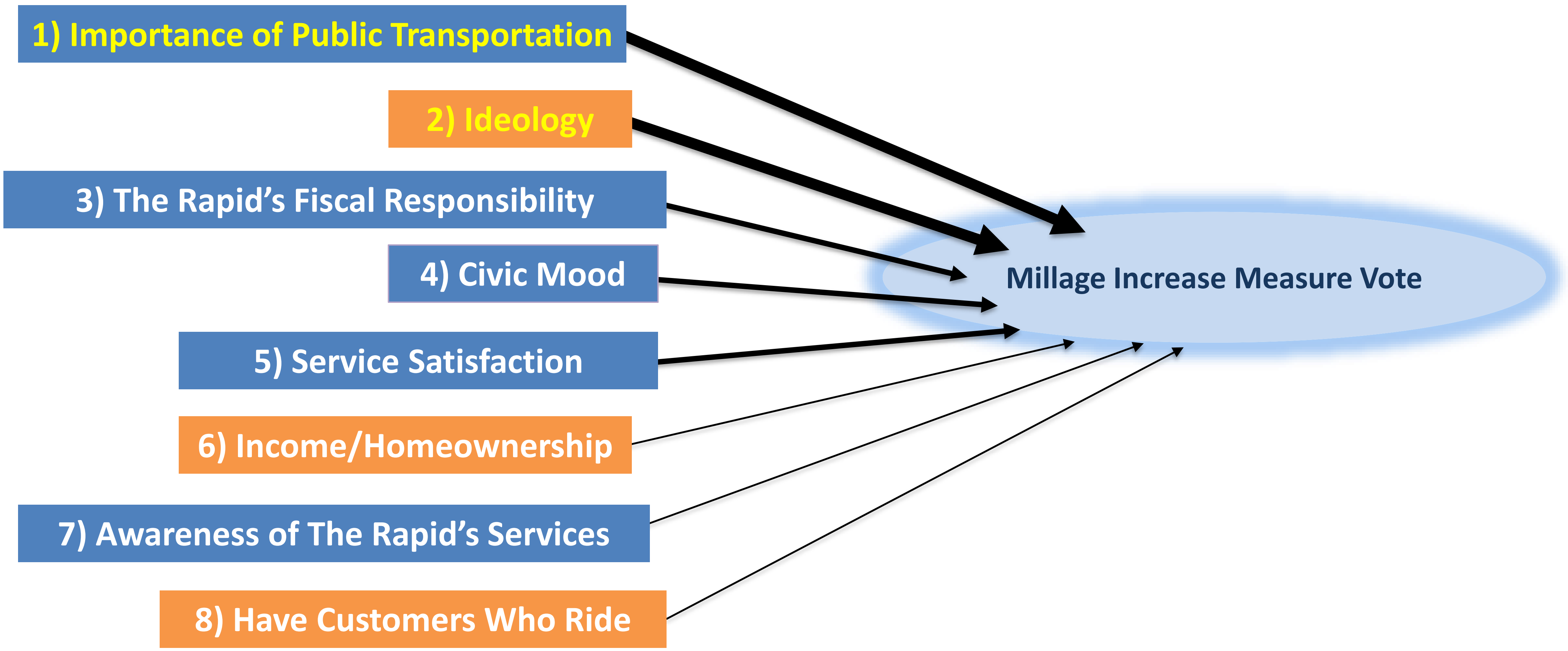
- Homeowners making < $50k are nervous about the additional tax burden
  - But they won’t be a difference-maker if all other factors hold steady
- Higher-earning homeowners and renters don't face similar pressures from the millage increase

7) To Know The Rapid is to Support the Millage

- The relatively tiny segment that’s never heard of The Rapid is mostly voting “no”
  - It won’t be a difference-maker if all other factors remain constant
- Widespread awareness with The Rapid benefits the measure

8) The Rapid’s Economic Benefit isn’t Lost on Business Owners

- The 13% who cater to customers vote 73% “yes,” with 42% *definite*
  - They could be early pro-millage vanguards
- Voters serving Rapid-riding customers are 3x more likely to be women < 55 than men < 55.


1) Importance of Public Transportation
2) Ideology
3) The Rapid's Fiscal Responsibility
4) Civic Mood
5) Service Satisfaction
6) Income/Homeownership
7) Awareness of The Rapid's Services
8) Have Customers Who Ride
Millage Increase Measure Vote

Moving Forward

Messages

The MPower™ Metric

- CERC measures the persuasive power of messages using proprietary statistical techniques
- Computed among persuadable voters
- MPower is the metric:
  - Range is from -200 to +200
  - Superstar messages generate scores of 130+
  - Useful messages range from 70 to 129
  - Ineffective messages come in < 70
  - Messages that backfire score negatively.

4 of 12 Messages are Dynamite

- CERC has never seen such powerful messaging for one ballot measure!
- That it **keeps bus rides low and affordable for low-income residents** tops the list
  - Leading with either version of this message would be very appropriate

Premium Supporter Messages	MPower™
We need to keep bus rides affordable. With more than 4-in-10 riders having incomes below $20,000, this measure will enable The Rapid to keep bus rides affordable for low-income residents in your community. *(n=140)*	**188**
We need to keep bus rides affordable. With more than 4-in-10 riders having incomes below $20,000, this measure will enable The Rapid to keep bus rides affordable for low-income residents in (the respondents' specific community). *(n=146)*	**168**

- The **economic help for the community**, **access to regular off-hours transportation**, and **strong fiscal guardrails** are fantastic second-tier messages.

2nd Tier Blockbuster Messages	MPower™
Buses must run when riders need them most. Many entry-level service, healthcare, and retail jobs are concentrated on evenings and weekends. This measure ensures access to regular off-hours transportation so people can get to work when jobs are available and so businesses relying on them won't suffer.	133
Good public transportation allows everyone in our community freedom and opportunity. This measure enables all residents to do what is important to them, and help working families and our community succeed economically.	133
There are strong guardrails to ensure the funds are well-managed. The Rapid is overseen by board members from each of the six partner cities. A Community Advisory Committee guides The Rapid on programs for services to seniors and persons with disabilities.	131

3 Useful Opposition Arguments

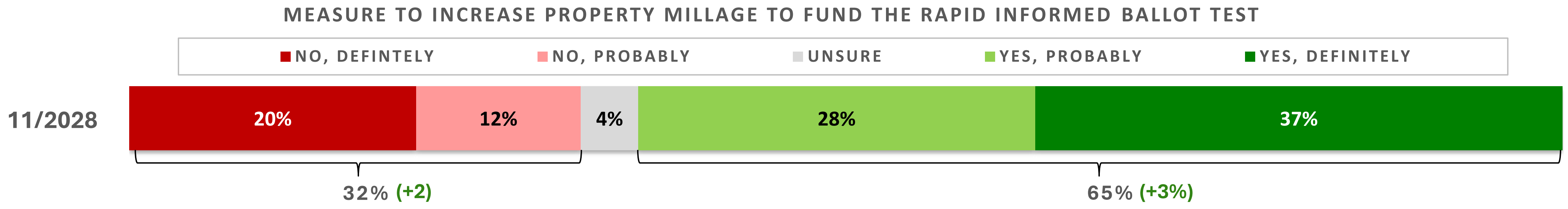
- None come close to the persuasiveness achieved by proponents'
- That **homeowners are already paying too many taxes** is their strongest weapon
- A **struggling economy and stagnant wages** is a close second
- **Multiple tax proposals on the ballot** is only somewhat effective
- The **empty busses** argument gets close, but won't be damaging
- Remaining arguments are duds.

Opponent Messages	MPower™
Enough is enough. Homeowners can only be asked to support so many taxes, no matter how worthy the purpose, and people in our area are paying too many taxes already. By voting "no," our taxes will go down.	92
Michigan's economy is still struggling and wages are stagnant, which means it is still a bad time to pay higher taxes. We shouldn't increase our tax burden now.	89
Voters will be asked to support other important tax proposals, including taxes for schools, police, fire, roads and others. There are better things to spend our money on, and those taxes should be a higher priority than a tax increase for public transportation.	83
This millage increase isn't needed. The bus service is adequate for the population, and, in fact, the buses are not used all that much right now, with many running mostly empty.	67
This millage increase amounts to throwing good money after bad. The bus system is unreliable, offers limited service hours and coverage, and the service is inconsistent. We should not reward the bureaucrats who run The Rapid with more of our money.	18
Riders -- not homeowners -- should be the ones paying for bus service. If the users of the system aren't supporting it enough to keep it going, it's not fair to burden people who don't ride the buses with a higher tax.	14

Informed Ballot Test

Opinions Shifted Positively

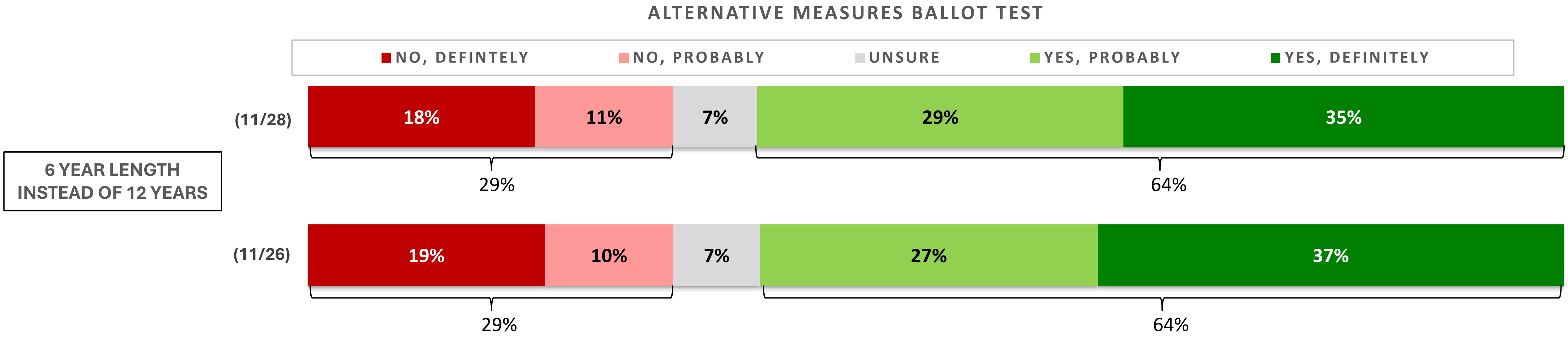
- The messaging mix did not expand supporters' overall vote share, but it:
  - Helped solidify a substantial portion of "yes" votes
    - +8% *definite* "yes" in both '28 and '26
  - Prevented opponents from gaining significant ground.



Alternative Measures

No Difference Between the 3 Versions we Tested

- After the messaging, voters supportive of the 12-year increase also like the alternatives in either year.



Conclusions and Recommendations

1. Largely due to strong general support for public transportation, the millage increase is in good shape
   - ✓ The Rapid should pick the option it likes best
2. The campaign would largely be a matter of locking down support
3. Job #1 is to demonstrate the extreme importance of public transportation
   - ✓ Voters need to get on the bus!
4. Proponents must appeal to those in the middle of the ideological spectrum
   - ✓ Centrist, nonpartisan, and non-political endorsers will be best
5. Maintaining a good -- or at least not bad -- reputation for fiscal responsibility will be important
   - ✓ Avoid scandal at all cost and tell good financial stories
   - ✓ Target the 13% who are 42- to 48-years-old with fiscal prudence messaging
6. You can't control the civic mood, but be prepared for a harder fight if there's a recession
7. Many voters don't know how good The Rapid's service is, putting those voters at risk
   - ✓ Consider a fare-free day to entice bus riding, create awareness, and boost service ratings
   - ✓ You don't have to do this in Kentwood
8. Low-income homeowners present a challenge that doesn't necessarily need to be addressed
   - ✓ It's middle-income non-Democrats who should initially be prime targets
9. Business owners with customers could be easily recruited as messengers
10. Stick to the winning messages and don't get sidetracked
11. Make some effort to combat the three potent opposition messages.

Thank You!

Public Opinion · Public Policy · Organizations · Campaigns

1987 – Founded in San Diego
1988 – Phone centers established in Riverside, CA and San Diego
1990 – Phone centers established in Reno, NV and San Diego
1992 – Predictive dialing installed to double interviewing capacity; CERC calls San Diego Mayor’s race
1993 – "The Edge" newsletter launches
1998 – Qualitative focus groups introduced
2000 – CERC calls San Diego Mayor’s race
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Ronald Zavala: **Director of Operations**
James Iwu: **Research Assistant**

Date:	July 22, 2026
To:	ITP Board
From:	Linda Medina, Director of Finance Kevin Wisselink, Director of Procurement and Capital Planning
Subject:	PROJECT 2026-32: PROFESSIONAL FINANCIAL AND COMPLIANCE AUDITING SERVICES

ACTION REQUESTED

Authorization is requested by the ITP Board to enter into a five-year contract with BDO for the average annual amount of $71,050 for annual audit services.

BACKGROUND

Because of its size, the Interurban Transit Partnership (ITP) is required to conduct an annual audit of its finances which include a Single Audit, a comprehensive organization-wide financial and compliance audit required for non-federal entities that receive federal funding. This audit includes a review of ITP's financial practices and a review of compliance with major federal grant programs.

BDO has successfully conducted ITP's audits through the past two audit contracts. Their contract term expires this year, so the project was put out for competitive bid.

PROCUREMENT

The procurement was conducted through a Request for Proposals (RFP) process, as the selection of an insurance brokerage firm involves critical factors beyond price that must be carefully evaluated. In total, 38 firms accessed the RFP, and six proposals were submitted. Of these, five were deemed responsive and advanced for evaluation based on their proposal, project team and pricing:

Firm	Round 1 Score	Bid
Andrews Hooper	65.6	$66,310.00
BDO	93.1	$71,050.00
Clark Shaefer	80.0	$68,245.60
Crowe	84.6	$86,445.00
Plante Moran	88.1	$76,540.00

Following the initial evaluation, BDO, Crowe and Plante Moran had the three highest scores and were invited to participate in interviews. All three firms performed well for their interviews and demonstrated the capability of carrying out this project, especially BDO and Crowe. After the second round of evaluation, BDO was unanimously ranked as the top firm by the review team, consistent with its leading position in the first round:

Firm	Round 2 Score
BDO	**97.8**
Plante Moran	94.2
Crowe	77.7

The review team selected BDO for several reasons.

First, BDO has been an excellent partner for ITP, creating a professional environment during the audit, setting clear expectations and being very responsive.

Second, BDO proved that their audits meet the highest standards when their audit was reviewed by the federal Office of the Inspector General (OIG) in 2021. Their audit of ITP was selected by the OIG for a comprehensive review, and the audit passed with no findings, demonstrating the quality of the BDO audit.

Third, BDO assured the project team of the impartiality of their audit process. All audits are reviewed by a BDO team leader outside the regular audit process to ensure it meets all audit regulations, and through the OIG review of their audit as mentioned above.

Fourth, BDO demonstrated their continued commitment to ITP through the RFP review process, providing an excellent bid submission and performing very well during their interview process

Fifth, while pricing was not the primary factor in selecting, BDO's cost proposal is less average annual cost than Crowe and Plante Moran, the runner-up firms for this project.

FUNDING

The project is being funded using local operating funds.

INTERURBAN TRANSIT PARTNERSHIP BOARD OF DIRECTORS

RESOLUTION No. 072226-1

Fiscal Year: 2025-2026

Moved and supported to adopt the following resolution:

Approval is requested from the ITP Board to enter into a five-year contract with BDO for the average annual amount of $71,050 for professional financial and compliance auditing services.

BE IT RESOLVED that the ITP CEO is hereby authorized by the ITP Board to enter into a five-year contract with BDO for the average annual amount of $71,050 for professional financial and compliance auditing services in accordance with the information presented to the ITP Board on July 22, 2026.

CERTIFICATE

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

____
Kris Heald, Board Secretary

____
Date

Date: July 22, 2026

To: ITP Board of Directors

From: Steve Clapp, Director of Fleet Maintenance

Subject: Project 2026-17: Procurement of Eight (8) Replacement Fixed-Route Revenue Buses

ACTION REQUESTED

Authorization is requested from the Interurban Transit Partnership (ITP) Board of Directors to enter into an agreement with Gillig Corporation for the purchase of eight (8) Gillig 40' Compressed Natural Gas/Renewable Natural Gas (CNG/RNG) buses at a total price of $8,020,919 for the purpose of replacing existing fixed-route revenue buses that have met their useful life benchmark (ULB) of 12 yrs/500,000 miles. A total additional contingency of $80,000 is requested for technology and safety enhancements should they become available, 3rd party bus inspections, and Buy America compliance reports.

BACKGROUND

The replacement of vehicles is necessary as they meet or exceed their ULB in order to maintain a state of good repair, and to provide safe and reliable vehicles for our customers. In November 2025, ITP was awarded a Low or No Emission 5339-c discretionary grant to replace aging diesel-powered vehicles with cleaner, lower-emission vehicles. The move to CNG buses combined with our RNG partnership with Clean Energy has also served to reduce and stabilize our fuel costs. The project will replace three (3) existing Linehaul diesel buses and five (5) Silver Line diesel-electric hybrid buses that have met or exceeded the Federal Transit Administration's (FTA) useful life benchmark of 12 years/500,000 miles.

PROCUREMENT

The vehicles will be purchased under the existing contract with the Gillig Corporation which was competitively bid in compliance with FTA requirements (ITP Project 2021-16).

FUNDING

This project is funded through a No or Low Emission 5339-c federal discretionary competitive grant with state match. No local funds will be required.

INTERURBAN TRANSIT PARTNERSHIP BOARD OF DIRECTORS

RESOLUTION No. 072226-2

Fiscal Year: 2025-2026

Moved and supported to adopt the following resolution:

Approval to enter into an agreement with Gillig Corporation for the purchase of eight (8) CNG 40’ buses.

BE IT RESOLVED that the ITP CEO is hereby authorized to enter into an agreement with Gillig Corporation for the purchase of eight (8) CNG 40’ buses in the amount of $8,020,919 with a total additional contingency $80,000 for vehicle technology and safety enhancements, 3rd party bus inspections, and Buy America compliance reports in accordance with the information presented to the Board on July 22, 2026.

CERTIFICATE

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

____
Kris Heald, Board Secretary

____
Date

Price Summary
5/14/2026
Grand Rapids, MI (Option - Grand Rapids, MI - RFP Project #2021-16)
(3) 40' Low Floor CNG
Serial Number: TBD

Action	Section	Item	Price
		Base Unit Price (1/14//2025)	$837,686.00
		Pre-Production Meeting Changes (Steve Clapp) 2/6/2025	
Delete	1	Engine oil sampling port	($48.00)
Delete	2	Transmission oil sampling port	($48.00)
Add	9	Fuel Master AIM Titanium fuel management system	$568.00
Add	12	(2) Static ground chassis straps	$28.00
Delete	28	ClearRide	($310.00)
Change	28	Insight narrow ADA seats to BC55 seats	$0.00
Delete	61	Seon 12 camera, NH16V2, 4TB HDD, 10" & 7" montitors, UPS, R900 router, provide base contract pre-wire	($19,942.00)
Delete	61	Base contract 12 camera pre-wire	($2,333.00)
Add	61	Seon 12 camera, NH16V2, 16TB SSD, 10" & 7" monitors, UPS, R920 router	$27,716.00
Change	65	Sportworks 9" mounting brackets to Byk-Rak mounting brackets and spring assisted pivot plate	$500.00
Delete	71	Grand Rapids, MI custom graphics (same as 198803)	($6,260.00)
Add	71	Grand Rapids, MI custom graphics with new RNG decal (same as 200773) for 18 buses	$5,212.00
		Email Changes (Steve Clapp) 3/13/2025	
Change	2	B400 to 3400xfe	$1,915.00
		Email Changes (Steve Clapp) 6/13/2025	
Delete	61	Seon 12 camera, NH16V2, 16TB SSD, 10" & 7" monitors, UPS, R920	($27,716.00)
Add	61	Seon 12 camera, NH16V2, 16TB SSD, 10" & 7" monitors, UPS	$24,901.00
		Total Unit Price	**$841,869.00**
		New Order (3) 40' Grand Rapids, MI Low Floor CNG Buses (5/14/2026)	
		Total Grand Rapids, MI Current Unit Price (6/13/2025)	**$841,869.00**
Delete	28	Insight Classic W/ Q'Pods & BC55 Narrow Seats in ADA	($9,833.00)
Delete	61	Seon 12 camera, NH16V2, 16TB SSD, 10" & 7" monitors, UPS, R920 router	($24,901.00)
Delete	69	Avail Full Install, W/ WR64, VoIP, Antenna, Front & Rear Door APC & Pre-Wire Traffic Preemption	($37,125.00)
		Total Grand Rapids, MI Non-Adjusted Unit Price (6/13/2025)	$770,010.00
Add		PPI 1413 Adjustment 378.257 (MAR '26) / 356.044 (NOV '24) = 6.24%	$48,049.00
		Total Grand Rapids, MI Adjusted Unit Price (5/14/2026)	$818,059.00
Add	28	Insight Classic, Q'Pods & BC55 Narrow Seats in ADA (New Supplier Quote)	$18,940.00
Add	61	Seon 12 camera, NH16V2, 16TB SSD, 10" & 7" monitors, UPS, R920 Router (New Supplier Quote)	$41,072.00
Add	69	Avail Full Install, W/ TX64 Router, VoIP, Antenna, Front & Rear Door Gateway GW400 APC, Sunrise Interior Red LED Sign, 10" MDT Operator Display & Pre-Wire Traffic Preemption (New Supplier Quote)	$67,833.00
Add		Rosco Mobileye Shield + W/ Rosco (APAS) Advanced Redestrian Alert System (New Supplier Quote)	$14,434.00
Add	1	**2027 EPA Mandated Engine Change to Cummins L9N (Budgetary Only)**	**$25,000.00**
		Total Grand Rapids, MI Current Adjusted Unit Price (5/14/2026)	**$985,338.00**

Spares & Tooling Budget (Included In Bus Price)

Spares & Tooling Budget (To Deferred Account)	$6,424.00

Price Summary
5/14/2026
Grand Rapids, MI (Option - Grand Rapids, MI - RFP Project #2021-16)
(5) 40' BRT Plus Low Floor CNG
Serial Number: TBD

Action	Section	Item	Price
		Base Unit Price (1/14//2025)	$837,686.00
		Pre-Production Meeting Changes (Steve Clapp) 2/6/2025	
Delete	1	Engine oil sampling port	($48.00)
Delete	2	Transmission oil sampling port	($48.00)
Add	9	Fuel Master AIM Titanium fuel management system	$568.00
Add	12	(2) Static ground chassis straps	$28.00
Delete	28	ClearRide	($310.00)
Change	28	Insight narrow ADA seats to BC55 seats	$0.00
Delete	61	Seon 12 camera, NH16V2, 4TB HDD, 10" & 7" montitors, UPS, R900 router, provide base contract pre-wire	($19,942.00)
Delete	61	Base contract 12 camera pre-wire	($2,333.00)
Add	61	Seon 12 camera, NH16V2, 16TB SSD, 10" & 7" monitors, UPS, R920 router	$27,716.00
Change	65	Sportworks 9" mounting brackets to Byk-Rak mounting brackets and spring assisted pivot plate	$500.00
Delete	71	Grand Rapids, MI custom graphics (same as 198803)	($6,260.00)
Add	71	Grand Rapids, MI custom graphics with new RNG decal (same as 200773) for 18 buses	$5,212.00
		Email Changes (Steve Clapp) 3/13/2025	
Change	2	B400 to 3400xfe	$1,915.00
		Email Changes (Steve Clapp) 6/13/2025	
Delete	61	Seon 12 camera, NH16V2, 16TB SSD, 10" & 7" monitors, UPS, R920	($27,716.00)
Add	61	Seon 12 camera, NH16V2, 16TB SSD, 10" & 7" monitors, UPS	$24,901.00
		Total Unit Price	**$841,869.00**
		New Order (5) 40' Grand Rapids, MI BRT Plus Low Floor CNG Buses (5/14/2026)	
		Total Grand Rapids, MI Current Unit Price (6/13/2025)	**$841,869.00**
Change	0	Front STD Low Floor CNG Styling to BRT Plus Styling Package (Front Cap, Rear Cap, Roof Line & Engine Door Styling)	$18,950.00
Delete	28	Insight Classic W/ Q'Pods & BC55 Narrow Seats in ADA	($9,833.00)
Delete	61	Seon 12 camera, NH16V2, 16TB SSD, 10" & 7" monitors, UPS, R920 router	($24,901.00)
Delete	69	Avail Full Install, W/ WR64, VoIP, Antenna, Front & Rear Door APC & Pre-Wire Traffic Preemption	($37,125.00)
		Total Grand Rapids, MI Non-Adjusted Unit Price (6/13/2025)	$788,960.00
Add		PPI 1413 Adjustment 378.257 (MAR '26) / 356.044 (NOV '24) = 6.24%	$49,231.00
		Total Grand Rapids, MI Adjusted Unit Price (5/14/2026)	$838,191.00
Add	28	Insight Classic, Q'Pods & BC55 Narrow Seats in ADA (New Supplier Quote)	$18,940.00
Add	61	Seon 12 camera, NH16V2, 16TB SSD, 10" & 7" monitors, UPS, R920 Router (New Supplier Quote)	$41,072.00
Add	69	Avail Full Install, W/ TX64 Router, VoIP, Antenna, Front & Rear Door Gateway GW400 APC, Sunrise Interior Red LED Sign, 10" MDT Operator Display & Pre-Wire Traffic Preemption (New Supplier Quote)	$67,833.00
Add		MIOVISION Opticom Radio Preemption (TSP) Low Priority- 2101 Control w/ Antenna Vehicle Kit- (Gillig to Supply W/ Full Installation) (New Supplier Quote)	$7,511.00
Add		Rosco Mobileye Shield + W/ Rosco (APAS) Advanced Redestrian Alert System (New Supplier Quote)	$14,434.00
Add	1	**2027 EPA Mandated Engine Change to Cummins L9N (Budgetary Only)**	**$25,000.00**
		Total Grand Rapids, MI Current Adjusted Unit Price (5/14/2026)	**$1,012,981.00**

Date:	July 22, 2026
To:	ITP Board of Directors
From:	Steve Clapp, Director of Fleet Maintenance
Subject:	PROJECT 2026-47: PROCUREMENT OF EIGHT (8) REPLACEMENT PARATRANSIT VEHICLES

ACTION REQUESTED

Authorization is requested from the Interurban Transit Partnership (ITP) Board of Directors to enter into an agreement with Hoekstra Transportation for the purchase of eight (8) Ford E-450 paratransit vehicles at a total price of $1,452,864 for the purpose of replacing existing paratransit vehicles that have met their useful life benchmark (ULB) of 7 yrs/200,000 miles with an additional contingency of $8,000 for 3rd party bus inspections and Buy America compliance reports.

BACKGROUND

The replacement of vehicles is necessary as they meet or exceed their ULB in order to maintain a state of good repair, and to provide safe and reliable vehicles for our customers. The Ford E-series chassis is modified for paratransit service through Forest River Inc. and can accommodate 12 ambulatory clients and 2 ADA placements, or 6 ambulatory clients and 4 ADA placements. The vehicles will have a side mounted ADA lift and bi-fold entry doors which will provide consistency with the rest of our fleet for our customers. The vehicles will be powered by low emission propane engines and will have a scheduled delivery date of December 2026.

PROCUREMENT

The vehicles were competitively bid on by the State of Michigan in compliance with FTA procurement requirements. Two paratransit vehicle dealers (Hoekstra Transportation and Tesco) were awarded contracts under the State Vehicle Purchasing Program. The table below shows the price comparison between three bus models available from the paratransit vehicle dealers. This procurement is included as part of the MiDeal program of which the ITP is an eligible participant. Hoekstra Transportation was selected as they are the lowest responsible bidder under the State of Michigan contract #250000000580 and have historically provided good customer service to ITP.

Paratransit Bus Dealer - Bus Model	Price Per Bus	Bus Qty.	Total Price
Hoekstra Transportation - Champion	$181,608	8	$1,452,864
Tesco - Turtle Top	$187,486	8	$1,499,888
Tesco - Glaval	$187,717	8	$1,501,736

FUNDING

Funding for six (6) buses will be provided through approved Federal 5307 and 5339 funds, while funding for the other two (2) buses will come from a No or Low Emissions grant.

INTERURBAN TRANSIT PARTNERSHIP BOARD OF DIRECTORS

RESOLUTION No. 072226-3

Fiscal Year: 2025-2026

Moved and supported to adopt the following resolution:

Approval to enter into an agreement with Hoekstra Transportation for the purchase of eight Ford E-450 paratransit vehicles.

BE IT RESOLVED that the ITP CEO is hereby authorized to enter into an agreement with Hoekstra Transportation for the purchase of eight Ford E-450 paratransit vehicles in the amount of $1,452,864 with an additional contingency of $8,000 for 3rd party bus inspections and Buy America compliance reports in accordance with the information presented to the Board on July 22, 2026.

<u>CERTIFICATE</u>

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

____
Kris Heald, Board Secretary

____
Date

VEHICLE ORDER FORM - Hoekstra - Champion/Forest River
Small Class II Metal Cage Bus Only
158”(min) Wheelbase (21-23 ft) 176” Wheelbase (24-25 ft)
7 year / 200,000 miles

Instructions: (1) Complete sections I & II. (2) For sections III and IV, simply type in the quantity and the form will automatically calculate costs. (3) For section V (local options), type in the quantity, item decriptions, and unit prices as the form will automatically calculate costs. (4) Sign and date the form in section VII. (5) Submit completed and signed form to the vendor. (6) Once new bus is received and accepted, a copy of this completed form shall be submitted to MDOT with payment request (see *State Vehicle Purchasing Program Guidelines*).
Revision Date: 4/3/25

I	Contact Information
Transit Agency Name:	Interurban Transit Partnership (The Rapid)
Contact Name:	Kevin Wisselink / Steven Clapp
Phone Number:	616-774-1190
E-mail:	kwisselink@ridetherapid.org / sclapp@ridetherapid.org
FORD FIN CODE	
TAX ID #	

II	Funding,Contract and Vehicle Information				
Program		**Vehicle Base Color**		**Color Code**	
Agency Contract No.		**Vehicle Color Top**			
State Vehicle Contract No.	250000000580	**Striping Color**	**RAPID CUSTOM DECALS/PAINT PACKAGE**		
Vendor Name	Hoekstra Transportation, Inc.	**Striping Width**			
Body Manufacturer	Champion/Forest River	**Seating Color**	Vinyl: ☐ Tan ☑ Gray ☐ Blue Fabric: ☐ Synergy Gray ☐ Synergy Blue		
Chassis/ Manufacturer	Ford **(Gas Only - No Diesel Available)**	**Flooring**	☐ Tan ☑ Gray		

III	Base Vehicle Floor Plans						
	Qty	**Description**	**Price Each**	**Total Price**	**Low Bidder Price**	**Federal/State Share**	**Local Share**
		Vinyl Seat Covers 158” (min) Wheelbase (21-23 ft) 176” Wheelbase (24-25 ft)					
A		18 passenger without lift	$110,360.00	$0.00	$110,360.00	$0.00	$0.00
B		10 + 1 passenger with lift	$120,570.00	$0.00	$120,570.00	$0.00	$0.00
C		8 + 2 passenger with lift	$124,676.00	$0.00	$124,676.00	$0.00	$0.00
D	**8**	4 + 2 passenger with lift	$128,826.00	$1,030,608.00	$128,826.00	$1,030,608.00	$0.00
E		22 passenger without lift	$114,651.00	$0.00	$114,651.00	$0.00	$0.00
F		6 + 2 passenger with lift	$124,724.00	$0.00	$124,724.00	$0.00	$0.00
G		10 + 2 passenger with lift	$128,449.00	$0.00	$128,449.00	$0.00	$0.00
H		4 + 2 passenger with lift	$132,804.00	$0.00	$132,804.00	$0.00	$0.00
		Fabric Seat Covers 158” (min) Wheelbase (21-23 ft) 176” Wheelbase (24-25 ft)					
I		18 passenger without lift	$110,631.00	$0.00	$110,631.00	$0.00	$0.00
J		10 + 1 passenger with lift	$120,780.00	$0.00	$120,780.00	$0.00	$0.00
K		8 + 2 passenger with lift	$124,856.00	$0.00	$124,856.00	$0.00	$0.00
L		4 + 2 passenger with lift	$129,067.00	$0.00	$129,067.00	$0.00	$0.00
M		22 passenger without lift	$114,982.00	$0.00	$114,982.00	$0.00	$0.00
N		6 + 2 passenger with lift	$124,965.00	$0.00	$124,965.00	$0.00	$0.00
O		10 + 2 passenger with lift	$128,660.00	$0.00	$128,660.00	$0.00	$0.00
P		4 + 2 passenger with lift	$133,075.00	$0.00	$133,075.00	$0.00	$0.00
Total	**8**		**Base Vehicle Totals**	$1,030,608.00		$1,030,608.00	$0.00

IV	Contract Options							
		Qty	Contract Options	Price Each	Total Price	Low Bidder Price	Federal/State Share	Local Share
	1		Air Conditioning – Split System-Skirt Mounted Condeser	$10,468.00	$0.00	$10,468.00	$0.00	$0.00
	2	**8**	Air Conditioning – Split System-Roof Mounted Condeser	$12,876.00	$103,008.00	$12,876.00	$103,008.00	$0.00
	3		Air Conditioning - Rooftop System	$15,539.00	$0.00	$15,539.00	$0.00	$0.00
	4		Auxiliary Coolant Heater	$2,894.00	$0.00	$2,894.00	$0.00	$0.00
	5		Auxiliary Air Heater	$4,351.00	$0.00	$4,351.00	$0.00	$0.00
	6		Destination Sign – Roller Curtain	$3,074.00	$0.00	$3,074.00	$0.00	$0.00
	7		Destination Sign – LED	$5,991.00	$0.00	$5,991.00	$0.00	$0.00
	8		Donation box (in lieu of standard farebox – deduct)	-$1,602.00	$0.00	-$1,602.00	$0.00	$0.00
	9	**8**	Driver Side Running Board/Steps/Grab Handle	$611.00	$4,888.00	$611.00	$4,888.00	$0.00
	10	**8**	Farebox Electrical Prep Only (less standard farebox- deduct)	-$1,788.00	-$14,304.00	-$1,788.00	-$14,304.00	$0.00
	11	**8**	Limited Slip Differential	$322.00	$2,576.00	$322.00	$2,576.00	$0.00
	12	**8**	Rear Emergency Exit Window	-$966.00	-$7,728.00	-$966.00	-$7,728.00	$0.00
	13		Paint - One stripe	$1,223.00	$0.00	$1,223.00	$0.00	$0.00
	14	**8**	Paint - Roof second color	$1,303.00	$10,424.00	$1,303.00	$10,424.00	$0.00
	15	**8**	Paint - Different Full body	$5,574.00	$44,592.00	$5,574.00	$44,592.00	$0.00
	16	**8**	Reflective Vinyl Belt Stripe	$712.00	$5,696.00	$712.00	$5,696.00	$0.00
	17		Lift – Type I (in lieu of standard lift - deduct)	-$1,363.00	$0.00	-$1,363.00	$0.00	$0.00
	18		Lift – Type II – Powered outer barrier (in lieu of standard lift)	$0.00	$0.00	$0.00	$0.00	$0.00
	20	**16**	Wheelchair Single Point Securement System (in lieu of one standard L-Track position)	$565.00	$9,040.00	$565.00	$9,040.00	$0.00
	21		Recessed Wheelchair Securement Station	$7,631.00	$0.00	$7,631.00	$0.00	$0.00
	22		Additional Wheelchair Position – L Track System	$1,229.00	$0.00	$1,229.00	$0.00	$0.00
	23	**16**	Additional Wheelchair Position – Single Point System	$1,564.00	$25,024.00	$1,564.00	$25,024.00	$0.00
	24		Portable Oxygen Tank Holder	$361.00	$0.00	$361.00	$0.00	$0.00
	25		Assistive Blue Loop Straps	$100.00	$0.00	$100.00	$0.00	$0.00
	26	**8**	Two-way radio prep package	$425.00	$3,400.00	$425.00	$3,400.00	$0.00
	27		Radio - AM/FM stereo system w/ four speakers	$363.00	$0.00	$363.00	$0.00	$0.00
	28		Public Address (PA) System Only w/ two speakers	$305.00	$0.00	$305.00	$0.00	$0.00
	29		Radio – AM/FM/PA System w/ four speakers	$489.00	$0.00	$489.00	$0.00	$0.00
	30		Radio – Speaker only (additional)	$28.00	$0.00	$28.00	$0.00	$0.00
	31	**8**	Raised Flooring (No Wheel Wells)	$1,043.00	$8,344.00	$1,043.00	$8,344.00	$0.00
	32	**8**	Entrance Stepwell Heater	$201.00	$1,608.00	$201.00	$1,608.00	$0.00
	33		Manual Entrance Door (no charge)	-$201.00	$0.00	-$201.00	$0.00	$0.00
	34		Power Seat Base (Driver)	$698.00	$0.00	$698.00	$0.00	$0.00
	35		Alternate Engine - CNG Class II - Dedicated	$30,434.00	$0.00	$30,434.00	$0.00	$0.00
C	37		Alternate Engine LPG 40 GGE Class II - Dedicated	$22,130.00	$0.00	$22,130.00	$0.00	$0.00
o	38	**8**	Alternate Engine LPG 64 GGE Class II - Dedicated	$26,841.00	$214,728.00	$26,841.00	$214,728.00	$0.00
n t	40		Alternate Engine LPG 24 GGE Class II - Bi-fuel	$15,258.00	$0.00	$15,258.00	$0.00	$0.00
	41		Stop Request System	$654.00	$0.00	$654.00	$0.00	$0.00
r	42		Back-up Sensor System	$650.00	$0.00	$650.00	$0.00	$0.00

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43	8	Back-up Camera System (no charge)	$0.00	$0.00	$0.00	$0.00	$0.00
44		Video Surveillance – Two Camera System	$2,372.00	$0.00	$2,372.00	$0.00	$0.00
45		Video Surveillance - Four Camera System	$2,714.00	$0.00	$2,714.00	$0.00	$0.00
46		Video Surveillance - Six Camera System	$3,234.00	$0.00	$3,234.00	$0.00	$0.00
47		Video Surveillance - DVR System Upgrade	$702.00	$0.00	$702.00	$0.00	$0.00
48		Video Surveillance – Extra Interior Cameras	$310.00	$0.00	$310.00	$0.00	$0.00
49		Video Surveillance – Extra Exterior Cameras	$440.00	$0.00	$440.00	$0.00	$0.00
50		Video Surveillance Prep Package	$52.00	$0.00	$52.00	$0.00	$0.00
51		Rear Suspension Assist System - Mor/Ryde RS	$1,363.00	$0.00	$1,363.00	$0.00	$0.00
52		Rear Suspension Assist System - Liquid Spring Hydraulic	$10,627.00	$0.00	$10,627.00	$0.00	$0.00
53	8	Spare Tire - Steer Axle - Only one spare tire per bus will be funded by MDOT	$494.00	$3,952.00	$494.00	$3,952.00	$0.00
54		Spare Tire - Drive Axle - Only one spare tire per bus will be funded by MDOT	$494.00	$0.00	$494.00	$0.00	$0.00
55	8	Entry Door Grab Handles	$261.00	$2,088.00	$261.00	$2,088.00	$0.00
56		Ceiling Handrails	$415.00	$0.00	$415.00	$0.00	$0.00
57		Wheelchair Lift Plexiglass Barriers	$126.00	$0.00	$126.00	$0.00	$0.00
58		Bike Rack - Three Position	$4,502.00	$0.00	$4,502.00	$0.00	$0.00
59		Bike Rack - Standard	$2,687.00	$0.00	$2,687.00	$0.00	$0.00
60		Yellow Seatback Grab Handles	$74.00	$0.00	$74.00	$0.00	$0.00
61	8	OEM Chassis Cruise Control	$221.00	$1,768.00	$221.00	$1,768.00	$0.00
62	8	Strobe Light	$257.00	$2,056.00	$257.00	$2,056.00	$0.00
63		Alternate Flooring Manufacturer	$409.00	$0.00	$409.00	$0.00	$0.00
64		Blind Spot Assist Mirrors	$4,567.00	$0.00	$4,567.00	$0.00	$0.00
Seating is standard in base vehicle floor plan. Only use options below to modify floor plan.							
65	16	Seating – Forward Facing Standard Double Seat – Vinyl	$1,379.00	$22,064.00	$1,379.00	$22,064.00	$0.00
66		Seating – Forward Facing Standard Double Seat – Fabric	$1,302.00	$0.00	$1,302.00	$0.00	$0.00
67		Seating – Forward Facing Standard Double Seat – Vinyl (Deduct)	-$1,178.00	$0.00	-$1,178.00	$0.00	$0.00
68		Seating – Forward Facing Standard Double Seat – Fabric (Deduct)	-$1,302.00	$0.00	-$1,302.00	$0.00	$0.00
69		Seating – Forward Facing Double Fold-A-Way – Vinyl	$1,893.00	$0.00	$1,893.00	$0.00	$0.00
70		Seating – Forward Facing Double Fold-A-Way – Fabric	$1,817.00	$0.00	$1,817.00	$0.00	$0.00
71	24	Seating – Forward Facing Double Fold-A-Way – Vinyl (Deduct)	-$1,692.00	-$40,608.00	-$1,692.00	-$40,608.00	$0.00
72		Seating – Forward Facing Double Fold-A-Way – Fabric (Deduct)	-$1,817.00	$0.00	-$1,817.00	$0.00	$0.00
73		Seating – Single Flip-up – Vinyl	$986.00	$0.00	$986.00	$0.00	$0.00
74		Seating – Single Flip-up – Fabric	$998.00	$0.00	$998.00	$0.00	$0.00
75		Seating – Double Flip-up – Vinyl	$1,580.00	$0.00	$1,580.00	$0.00	$0.00
76		Seating – Double Flip-up – Fabric	$1,604.00	$0.00	$1,604.00	$0.00	$0.00
77		Seating – Double w/Single Integrated Child Seat (ICS) - Vinyl	$2,145.00	$0.00	$2,145.00	$0.00	$0.00
78		Seating – Double w/Single Integrated Child Seat (ICS) – Fabric	$2,169.00	$0.00	$2,169.00	$0.00	$0.00
79	8	Seating – Double w/Single Integrated Child Seat (ICS) – Vinyl (Deduct)	-$2,045.00	-$16,360.00	-$2,045.00	-$16,360.00	$0.00
80		Seating – Double w/Single Integrated Child Seat (ICS) – Fabric (Deduct)	-$2,169.00	$0.00	-$2,169.00	$0.00	$0.00
81		Seating – Double w/Double Integrated Child Seat (ICS) - Vinyl	$2,773.00	$0.00	$2,773.00	$0.00	$0.00

	82		Seating – Double w/Double Integrated Child Seat (ICS) - Fabric	$2,747.00	$0.00	$2,747.00	$0.00	$0.00
	83		Seating - Rear five place passenger - Vinyl	$2,000.00	$0.00	$2,000.00	$0.00	$0.00
	84		Seating - Rear five place passenger - Fabric	$2,375.00	$0.00	$2,375.00	$0.00	$0.00
				Contract Options Total	$386,256.00		$386,256.00	$0.00
			Base + Contract Option Subtotal		$1,416,864.00		$1,416,864.00	$0.00
V	**Non-Specified Alternate Options (Paid with Federal/State)**							
		Qty	**Enter Item Description Below**	**Enter Unit Price Below**	**Total Price**	**Low Bidder Price**	**Federal/State Share**	**Local Share**
Alternate Options	1		Alt. Video Surveillance – Two Camera System		$0.00	$2,372.00	$0.00	$0.00
	2		Alt. Video Surveillance - Four Camera System		$0.00	$2,714.00	$0.00	$0.00
	3		Alt. Video Surveillance - Six Camera System		$0.00	$3,234.00	$0.00	$0.00
	4		Alt. Video Surveillance - DVR System Upgrade		$0.00	$702.00	$0.00	$0.00
	5		Alt. Video Surveillance – Extra Interior Cameras		$0.00	$310.00	$0.00	$0.00
	6		Alt. Video Surveillance – Extra Exterior Cameras		$0.00	$440.00	$0.00	$0.00
	7		Alt. Bike Rack (if different than brand above)		$0.00	$2,687.00	$0.00	$0.00
	8	**8**	Decals/Branding - Limit $3000	$3,000.00	$24,000.00	$3,000.00	$24,000.00	$0.00
	9	**8**	Two-way Radio	$1,500.00	$12,000.00		$12,000.00	$0.00
				Reimbursable Options Subtotal	$36,000.00		$36,000.00	$0.00
VI	**Non-Specified Local Options (Paid 100% Locally)**							
		Qty	**Enter Item Description Below**	**Enter Unit Price Below**	**Total Price**		**Local Share**	
Local Options	1				$0.00		$0.00	
	2				$0.00		$0.00	
	3				$0.00		$0.00	
	4				$0.00		$0.00	
	Non-specified Alternate and Local Options (Paid 100% Locally) subtotal				$0.00		$0.00	
	Total (Base + Contract Options + Alternate Options + Local Options)				$1,452,864.00		$0.00	
	Optional: Administrative Fee			Not to exceed: $14,528.64				
	Grand Total				**$1,452,864.00**		**$0.00**	
VII	**Comments**							
	1) Remove factory AM-FM radio and install cover over vacant radio space. 2) Pre-wire for 2-Way radio in overhead compartment. 3) Install longer L-track on upper right wall instead of on the ceiling. 4) Move access panel on floor to directly above propane tank fuel level sender wiring. 5) Gray vinyl driver seat cover as opposed to fabric. 6) Upfitter wiring too short, make wires a minimum of 6" longer so easier to repair. 7) Install seal on battery compartment door to prevent water/dirt to enter. 8) Add 12 volt prewire to overhead compartment for Camera system.							
VIII	**Authorization**							
	Authorized Signature:				**Date:**			

THE RAPID

Interurban Transit Partnership

6a1

DATE: July 22, 2025

TO: ITP Board

FROM: Jason Prescott

SUBJECT: MAY 2026 PARATRANSIT RIDERSHIP REPORT

Paratransit ridership information for May 2026, as compared to May 2025

	2026	2025	% Change
Total Paratransit Ridership	19,807	19,471	1.7%
ADA Ridership	16,750	16,479	1.6%
Non-Disabled Senior (NDS) Ridership	117	127	-7.9%
PASS Ridership	111	146	-24.0%
Network 180	2,177	2,201	-1.1%

Ridership averages, as compared to 2025

	2026	2025	% Change
Weekday Ridership	747	684	9.2%
Saturday Ridership	294	272	8.1%
Sunday Ridership	301	254	18.5%

Other Performance Measures

	2026	2025	% Change
On-Time Performance	90.08%	91.05%	-1.1%
On-Time Drop-Off	96.30%	94.98%	1.4%
Average Cost Per Trip	$37.42	$46.40	-19.4%

May 2026 Paratransit Ridership and Operating Statistics

ADA	2026	2025	Change	% Change
Clients	1,325	1,336	(11)	-0.8%
Passenger Trips	16,750	16,479	271	1.6%
NDS				
Clients	20	15	5	33.3%
Passenger Trips	117	127	(10)	-7.9%
PASS				
Clients	5	7	(2)	-28.6%
Passenger Trips	111	146	(35)	-24.0%
RIDELINK				
Clients	302	252	50	19.8%
Passenger Trips (Performed by The Rapid)	652	518	134	25.9%
TOTALS				
Clients	1,652	1,610	42	2.6%
Passenger Trips	17,630	17,270	360	2.1%
Average Weekday Ridership	747	684	63	9.2%
Average Saturday Ridership	294	272	22	8.1%
Average Sunday Ridership	301	254	47	18.5%
All Ambulatory Passengers	12,314	14,130	(1,816)	-12.9%
All Wheelchair Passengers	5,316	3,140	2,176	69.3%
No - Shows	357	354	3	0.8%
Cancellations	353	378	(25)	-6.6%
Transdev				
Average Cost per Trip	$37.42	$46.40	($8.98)	-19.4%
Riders per Hour	1.9	1.8	0.1	5.6%
Accidents per Month	4.0	5.0	(1)	-20.0%
Trip Denials	0	0	0	0.0%
NTD Travel Time (minutes)	0	0	0	#DIV/0!
NETWORK 180				
Passenger Trips	2,177	2,201	(24)	-1.1%
Average Weekday Ridership	109	115	(6)	-5.3%
TOTAL PASSENGER TRIPS	**19,807**	**19,471**	**336**	1.7%

Paratransit Service Quality Statistics: network 180 Excluded

Complaints	2026	2025	% of Trips	% Change
Transdev Complaints	20	20	0.1%	0.0%
On-Time Performance				
On-Time Compliance - Pick-up	90.08%	91.05%	-1.0%	-1.1%
On-Time Compliance - Drop-off	96.30%	94.98%	1.3%	1.4%

Interurban Transit Partnership

6a1

DATE: July 22, 2026

TO: ITP Board

FROM: Jason Prescott

SUBJECT: JUNE 2026 PARATRANSIT RIDERSHIP REPORT

Paratransit ridership information for June 2026, as compared to June 2025

	2026	2025	% Change
Total Paratransit Ridership	19,320	18,328	5.4%
ADA Ridership	16,417	15,620	5.1%
Non-Disabled Senior (NDS) Ridership	184	108	70.4%
PASS Ridership	120	115	4.3%
Network 180	2,220	1,954	13.6%

Ridership averages, as compared to 2025

	2026	2025	% Change
Weekday Ridership	702	645	8.8%
Saturday Ridership	275	241	14.1%
Sunday Ridership	290	266	9.0%

Other Performance Measures

	2026	2025	% Change
On-Time Performance	92.06%	93.00%	-1.0%
On-Time Drop-Off	96.77%	97.00%	-0.2%
Average Cost Per Trip	$36.43	$49.03	-25.7%

June 2026 Paratransit Ridership and Operating Statistics

ADA	2026	2025	Change	% Change
Clients	1,335	1,294	41	3.2%
Passenger Trips	16,417	15,620	797	5.1%
NDS				
Clients	24	20	4	20.0%
Passenger Trips	184	108	76	70.4%
PASS				
Clients	5	6	(1)	-16.7%
Passenger Trips	120	115	5	4.3%
RIDELINK				
Clients	231	251	(20)	-8.0%
Passenger Trips (Performed by The Rapid)	379	531	(152)	-28.6%
TOTALS				
Clients	1,595	1,571	24	1.5%
Passenger Trips	17,100	16,374	726	4.4%
Average Weekday Ridership	702	645	57	8.8%
Average Saturday Ridership	275	241	34	14.1%
Average Sunday Ridership	290	266	24	9.0%
All Ambulatory Passengers	12,064	13,266	(1,202)	-9.1%
All Wheelchair Passengers	5,036	3,108	1,928	62.0%
No - Shows	408	334	74	22.2%
Cancellations	397	339	58	17.1%
Transdev				
Average Cost per Trip	$36.43	$49.03	($12.60)	-25.7%
Riders per Hour	2.0	1.7	0.3	15.9%
Accidents per Month	1.0	5.0	(4)	-80.0%
Trip Denials	0	0	0	0.0%
NTD Travel Time (minutes)	30	34	-4	-10.6%
NETWORK 180				
Passenger Trips	2,220	1,954	266	13.6%
Average Weekday Ridership	101	93	8	8.5%
TOTAL PASSENGER TRIPS	**19,320**	**18,328**	**992**	5.4%

Paratransit Service Quality Statistics: network 180 Excluded

Complaints	2026	2025	% of Trips	% Change
Transdev Complaints	14	7	0.1%	100.0%
On-Time Performance				
On-Time Compliance - Pick-up	92.06%	93.00%	-0.9%	-1.0%
On-Time Compliance - Drop-off	96.77%	97.00%	-0.2%	-0.2%

THE rapid

Interurban Transit Partnership **6b1**

Date: July 22, 2026

To: ITP Present, Performance & Service Committee

From: Tim Roseboom – Senior Planner

Subject: FIXED ROUTE RIDERSHIP AND PRODUCTIVITY REPORT – MAY 2026

OVERVIEW: In May 2026, there was a 1.9% decrease in total monthly route ridership as compared to May 2025. Regular fixed route services increased 3.6%, however contract services decreased 31.3%. With the May 4 schedule, DASH Work was eliminated and the DASH Circulators were combined to one consolidated clockwise route. DASH monthly revenue hours were reduced by over 850 compared to May 2025. Pre-pandemic ridership recovery is 60.3% compared to May 2019 and 61.9% FY 2026 to date.

BACKGROUND INFORMATION

Monthly Ridership

	May 2026	May 2025[1]	% Change
Regular Fixed Route Service *(Routes 1–44)*	381,961	368,681	3.6%
Contracted Service *(GVSU, DASH, GRCC, and Ferris)*	47,773	69,495	-31.3%
Total Monthly Fixed Route Ridership	**429,734**	**438,176**	**-1.9%**

Daily Average Ridership

	May 2026	May 2025[1]	% Change
Weekday Total	18,164	18,030	0.7%
Weekday Evening	2,698	2,453	10.0%
Saturday	8,895	8,336	6.7%
Sunday	4,396	4,467	-1.6%

Productivity Summary

	May 2026	May 2025[1]	% Change
Average passengers per hour per route	14.9	14.0	6.4%
Average passengers per mile per route	1.10	1.01	9.0%
Average farebox recovery percent per route	10.5%	11.1%	-5.0%

Fiscal Year Ridership

	FY 2026	FY 2025[1]	% Change
Regular Fixed Route Service *(Routes 1–44)*	2,913,069	2,924,542	-0.4%
Contracted Service *(GVSU, DASH, GRCC, and Ferris)*	1,493,524	1,504,653	-0.7%
Total Fixed Route Ridership YTD	**4,406,593**	**4,429,195**	**-0.5%**

[1] Prior-year monthly ridership figures shown in this report may differ from those published in last year's Committee/Board report for the same month due to delayed farebox data retrieval.

COMPARISON OF MAY 2026 TO MAY 2019

Monthly Ridership

	May 2026	May 2019	% Change
Regular Fixed Route Service *(Routes 1–44)*	381,961	643,084	-40.6%
Contracted Service *(GVSU, DASH, GRCC, and Ferris)*	47,773	69,718	-31.5%
Total Monthly Fixed Route Ridership	**429,734**	**712,802**	**-39.7%**

Daily Average Ridership

	May 2026	May 2019	% Change
Weekday Total	18,164	29,099	-37.6%
Weekday Evening	2,698	4,306	-37.3%
Saturday	8,895	12,291	-27.6%
Sunday	4,396	5,867	-25.1%

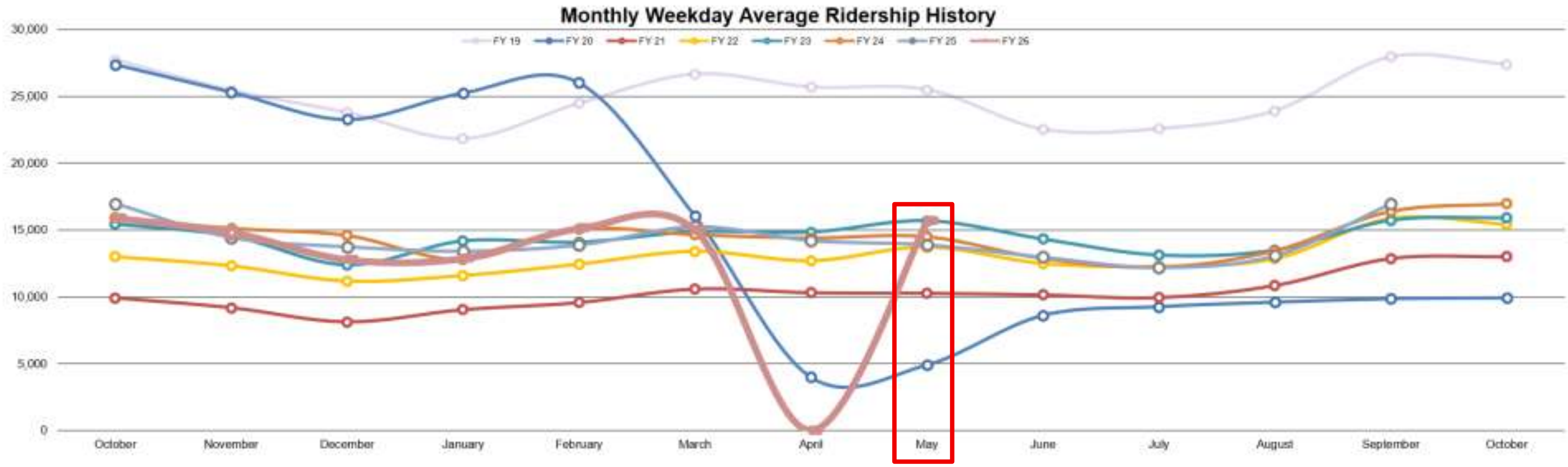
Productivity Summary

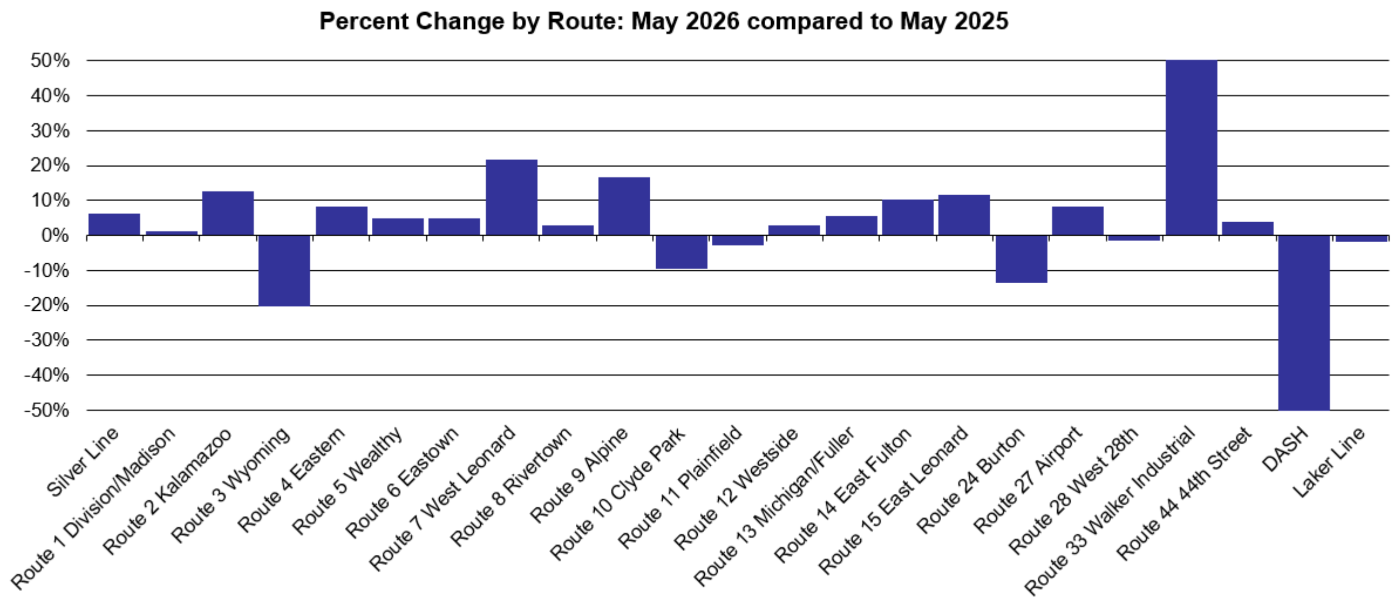
	May 2026	May 2019	% Change
Average passengers per hour per route	14.9	18.9	-21.0%
Average passengers per mile per route	1.10	1.50	-26.5%
Average farebox recovery percent per route	10.5%	24.5%	-57.0%

Fiscal Year Ridership

	FY 2026	FY 2019	% Change
Regular Fixed Route Service *(Routes 1–44)*	2,913,069	4,959,123	-41.3%
Contracted Service *(GVSU, DASH, GRCC, and Ferris)*	1,493,524	2,160,833	-30.9%
Total Fixed Route Ridership YTD	**4,406,593**	**7,119,956**	**-38.1%**

	Monthly Farebox Recovery	Weekday Farebox Recovery	Saturday Farebox Recovery	Sunday Farebox Recovery
Silver Line	11.65%	11.43%	13.95%	10.80%
Route 1 Division/Madison	9.99%	10.37%	8.90%	7.71%
Route 2 Kalamazoo	11.27%	11.36%	12.10%	9.43%
Route 3 Wyoming/Rivertown	9.02%	9.70%	8.01%	5.97%
Route 4 Eastern	12.29%	12.51%	11.02%	11.31%
Route 5 Wealthy	10.47%	10.53%	9.95%	n/a
Route 6 Eastown	9.03%	8.97%	8.05%	11.82%
Route 7 West Leonard	9.40%	9.39%	10.46%	8.02%
Route 8 Prairie/Rivertown	8.93%	9.34%	8.54%	6.40%
Route 9 Alpine	14.38%	13.92%	16.21%	17.65%
Route 10 Clyde Park	10.53%	10.40%	10.66%	12.17%
Route 11 Plainfield	10.51%	10.43%	10.24%	12.47%
Route 12 Westside	9.86%	10.67%	7.51%	2.87%
Route 13 Michigan/Fuller	9.74%	10.01%	7.75%	n/a
Route 14 East Fulton	10.31%	11.19%	6.39%	n/a
Route 15 East Leonard	13.77%	14.36%	10.28%	13.45%
Route 24 Burton	7.83%	8.08%	6.38%	n/a
Route 27 Airport Industrial	8.73%	8.73%	n/a	n/a
Route 28 West 28th	10.00%	9.93%	10.01%	10.66%
Route 33 Walker Industrial	3.34%	3.34%	n/a	n/a
Route 34 Northridge	2.05%	2.05%	n/a	n/a
Route 44 44th Street	10.22%	10.20%	11.01%	9.40%
Route 1000 Millenium Park	0.82%	n/a	0.55%	1.96%
Route 71 Central 4A	13.75%	13.75%	n/a	n/a
Route 72 Central 10A	11.22%	11.22%	n/a	n/a
Route 73 Union 3A	39.46%	39.46%	n/a	n/a
Route 74 Union 7A	32.62%	32.62%	n/a	n/a
Route 75 Union 10B	26.45%	26.45%	n/a	n/a
Route 76 Union 12A	28.88%	28.88%	n/a	n/a


Monthly Weekday Average Ridership History
30,000
25,000
20,000
15,000
10,000
5,000
0
FY 19
FY 20
FY 21
FY 22
FY 23
FY 24
FY 25
FY 26
October
November
December
January
February
March
April
May
June
July
August
September
October


Percent Change by Route: May 2026 compared to May 2025
50%
40%
30%
20%
10%
0%
-10%
-20%
-30%
-40%
-50%
Silver Line
Route 1 Division/Madison
Route 2 Kalamazoo
Route 3 Wyoming
Route 4 Eastern
Route 5 Wealthy
Route 6 Eastown
Route 7 West Leonard
Route 8 Rivertown
Route 9 Alpine
Route 10 Clyde Park
Route 11 Plainfield
Route 12 Westside
Route 13 Michigan/Fuller
Route 14 East Fulton
Route 15 East Leonard
Route 24 Burton
Route 27 Airport
Route 28 West 28th
Route 33 Walker Industrial
Route 44 44th Street
DASH
Laker Line

Date: July 22, 2026

To: ITP Present, Performance & Service Committee

From: Tim Roseboom – Senior Planner

Subject: FIXED ROUTE RIDERSHIP AND PRODUCTIVITY REPORT – JUNE 2026

OVERVIEW: In June 2026, there was a 2.6% increase in total monthly route ridership as compared to June 2025. Regular fixed route services increased 12.0%, and contract services decreased 38.6%. As a reminder, DASH Work was eliminated and the DASH Circulators were combined to one consolidated clockwise route on May 4. As a result, DASH monthly revenue hours were reduced by nearly 1,400 compared to June 2025. Pre-pandemic ridership recovery is 64.0% compared to June 2019 and 62.1% FY 2026 to date.

BACKGROUND INFORMATION

Monthly Ridership

	June 2026	June 2025[1]	% Change
Regular Fixed Route Service *(Routes 1–44)*	345,635	308,468	12.0%
Contracted Service *(GVSU, DASH, GRCC, and Ferris)*	43,475	70,834	-38.6%
Total Monthly Fixed Route Ridership	**389,110**	**379,302**	**2.6%**

Daily Average Ridership

	June 2026	June 2025[1]	% Change
Weekday Total	15,310	15,327	-0.1%
Weekday Evening	2,567	2,418	6.2%
Saturday	8,776	8,834	-0.7%
Sunday	4,295	4,419	-2.8%

Productivity Summary

	June 2026	June 2025[1]	% Change
Average passengers per hour per route	13.2	12.3	7.0%
Average passengers per mile per route	0.97	0.89	9.7%
Average farebox recovery percent per route	9.1%	10.5%	-12.9%

Fiscal Year Ridership

	FY 2026	FY 2025[1]	% Change
Regular Fixed Route Service *(Routes 1–44)*	3,258,704	3,233,010	0.8%
Contracted Service *(GVSU, DASH, GRCC, and Ferris)*	1,536,999	1,575,487	-2.4%
Total Fixed Route Ridership YTD	**4,795,703**	**4,808,497**	**-0.3%**

[1] Prior-year monthly ridership figures shown in this report may differ from those published in last year's Committee/Board report for the same month due to delayed farebox data retrieval.

COMPARISON OF JUNE 2026 TO JUNE 2019

Monthly Ridership

	June 2026	June 2019	% Change
Regular Fixed Route Service *(Routes 1–44)*	345,635	535,869	-35.5%
Contracted Service *(GVSU, DASH, GRCC, and Ferris)*	43,475	72,542	-40.1%
Total Monthly Fixed Route Ridership	**389,110**	**608,411**	**-36.0%**

Daily Average Ridership

	June 2026	June 2019	% Change
Weekday Total	15,310	25,779	-40.6%
Weekday Evening	2,567	4,340	-40.9%
Saturday	8,776	12,755	-31.2%
Sunday	4,295	5,811	-26.1%

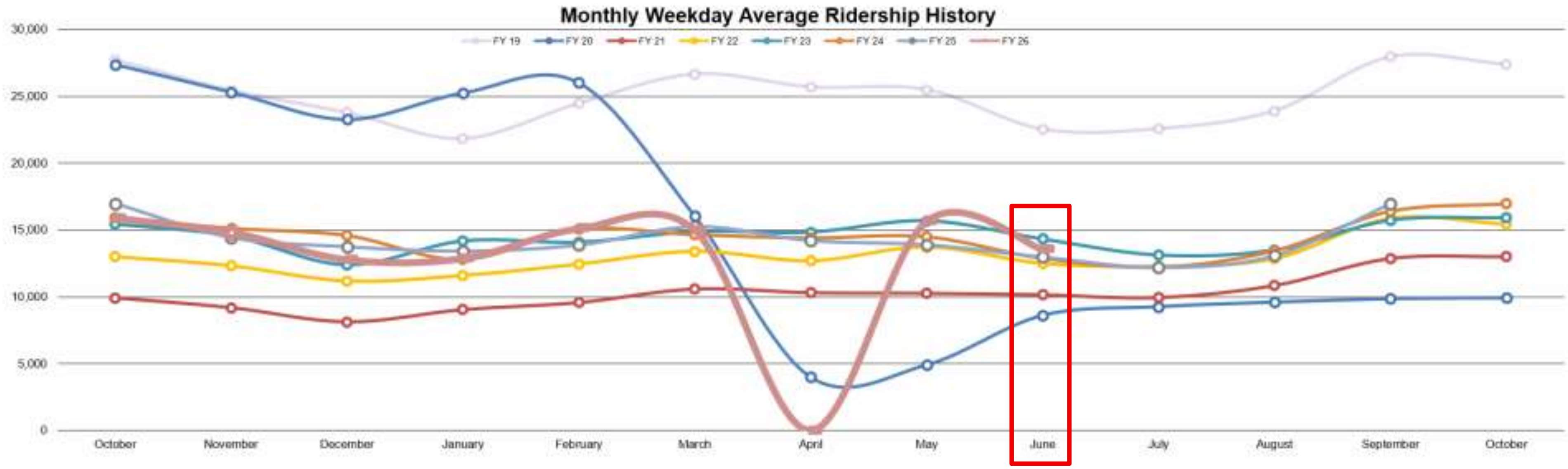
Productivity Summary

	June 2026	June 2019	% Change
Average passengers per hour per route	13.2	18.4	-28.3%
Average passengers per mile per route	0.97	1.46	-33.2%
Average farebox recovery percent per route	9.1%	25.3%	-64.0%

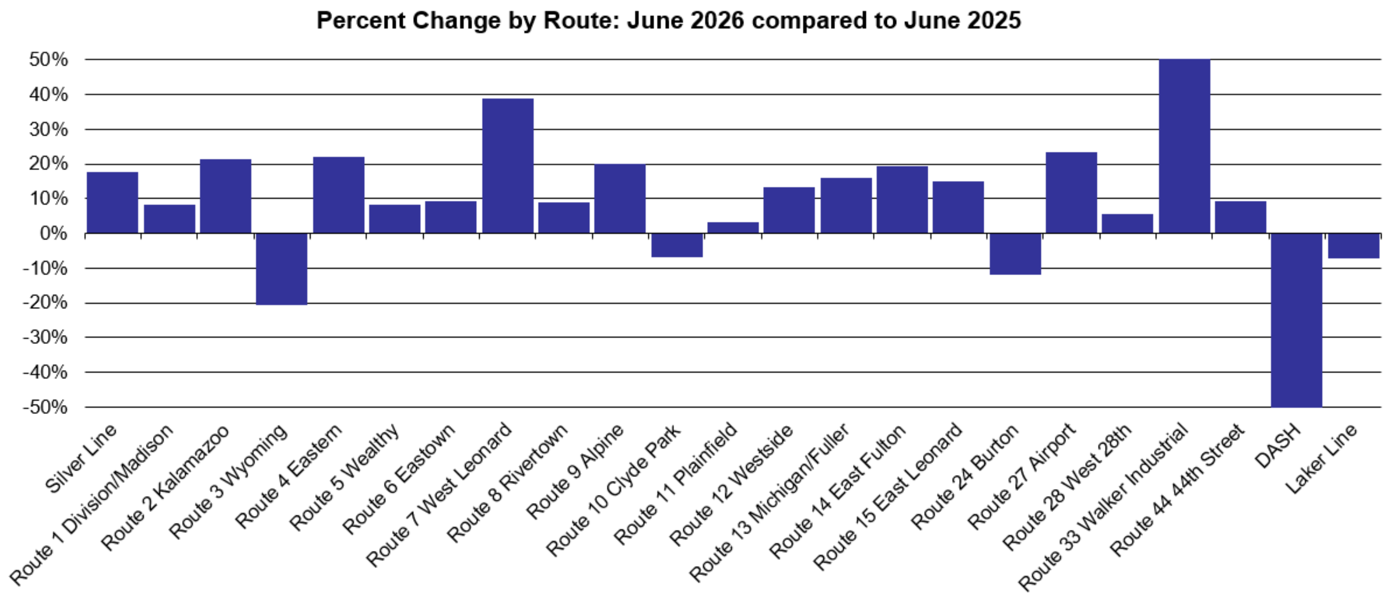
Fiscal Year Ridership

	FY 2026	FY 2019	% Change
Regular Fixed Route Service *(Routes 1–44)*	3,258,704	5,494,992	-40.7%
Contracted Service *(GVSU, DASH, GRCC, and Ferris)*	1,536,999	2,233,375	-31.2%
Total Fixed Route Ridership YTD	**4,795,703**	**7,728,367**	**-37.9%**

	Monthly Farebox Recovery	Weekday Farebox Recovery	Saturday Farebox Recovery	Sunday Farebox Recovery
Silver Line	10.17%	9.46%	14.65%	12.92%
Route 1 Division/Madison	8.87%	8.74%	9.38%	9.11%
Route 2 Kalamazoo	9.36%	8.92%	13.23%	9.57%
Route 3 Wyoming/Rivertown	6.98%	6.99%	8.33%	5.03%
Route 4 Eastern	10.67%	10.43%	11.71%	11.77%
Route 5 Wealthy	8.94%	8.81%	9.93%	n/a
Route 6 Eastown	7.65%	7.16%	8.57%	11.51%
Route 7 West Leonard	8.02%	7.65%	10.27%	10.64%
Route 8 Prairie/Rivertown	8.80%	8.82%	9.70%	6.79%
Route 9 Alpine	13.12%	12.31%	17.21%	19.25%
Route 10 Clyde Park	9.78%	9.46%	11.03%	11.77%
Route 11 Plainfield	8.37%	8.01%	10.77%	9.86%
Route 12 Westside	7.29%	7.29%	7.57%	5.13%
Route 13 Michigan/Fuller	7.76%	7.58%	8.37%	n/a
Route 14 East Fulton	9.38%	9.52%	7.47%	n/a
Route 15 East Leonard	11.25%	11.18%	9.70%	13.95%
Route 24 Burton	5.45%	5.49%	4.93%	n/a
Route 27 Airport Industrial	7.86%	7.83%	n/a	n/a
Route 28 West 28th	9.41%	9.22%	9.83%	10.96%
Route 33 Walker Industrial	3.55%	3.48%	n/a	n/a
Route 34 Northridge	2.09%	1.95%	n/a	n/a
Route 44 44th Street	9.52%	9.32%	10.89%	9.32%
Route 1000 Millenium Park	2.37%	n/a	2.04%	3.10%
Route 71 Central 4A	1.07%	1.07%	n/a	n/a
Route 72 Central 10A	0.94%	0.94%	n/a	n/a
Route 73 Union 3A	14.96%	14.96%	n/a	n/a
Route 74 Union 7A	9.03%	9.03%	n/a	n/a
Route 75 Union 10B	6.41%	6.41%	n/a	n/a
Route 76 Union 12A	8.79%	8.79%	n/a	n/a



Monthly Weekday Average Ridership History
FY 19
FY 20
FY 21
FY 22
FY 23
FY 24
FY 25
FY 26
30,000
25,000
20,000
15,000
10,000
5,000
0
October
November
December
January
February
March
April
May
June
July
August
September
October



Percent Change by Route: June 2026 compared to June 2025
50%
40%
30%
20%
10%
0%
-10%
-20%
-30%
-40%
-50%
Silver Line
Route 1 Division/Madison
Route 2 Kalamazoo
Route 3 Wyoming
Route 4 Eastern
Route 5 Wealthy
Route 6 Eastown
Route 7 West Leonard
Route 8 Rivertown
Route 9 Alpine
Route 10 Clyde Park
Route 11 Plainfield
Route 12 Westside
Route 13 Michigan/Fuller
Route 14 East Fulton
Route 15 East Leonard
Route 24 Burton
Route 27 Airport
Route 28 West 28th
Route 33 Walker Industrial
Route 44 44th Street
DASH
Laker Line

Interurban Transit Partnership

Date: July 22, 2026

To: ITP Board of Directors

From: Linda Medina, Director of Finance

Subject: May 2026 Financial Statements

Attached are the May 31, 2026, financial statements for both General Operations and Grants for your review along with the Professional Development and Travel Activity Report for May 2026. There was no activity to report for April 2026.

FY 25/26 YTD Operating Statement Analysis

Total revenues and expenses are trending favorably through May 2026. Revenues are 1.8% over budget while expenses are 10.5% under budget.

Revenue associated with Community Mental Health (CMH) transportation services is below budget due to lower-than-projected ridership. Additionally, Grand Valley State University (GVSU) contract revenue is below budget because the original budget overstated anticipated revenue.

Wages and fringe benefits remain below budget as staffing levels continue to be lower than budgeted. Recruitment efforts are ongoing to fill vacant positions and increase workforce levels. Other operating expenses are generally in line with budget and do not reflect any significant trends.

Please feel free to reach out to me directly at (616) 774-1149 or lmedina@ridetherapid.org with any additional questions regarding the attached financial reports.

The Rapid
General Operating Statement
Year to Date as of May 31, 2026

	YTD as of May 31, 2026		Variance		Last Year FY 24/25	% Variance to FY 24/25	Current Year FY 25/26
	Budget	Actual	$	%	YTD Actual	YTD Actual	Annual Budget
Revenues and Operating Assistance							
Passenger Fares	$ 3,163,478	$ 3,124,804	$ (38,674)	-1.2%	$ 3,075,035	2%	$ 4,813,645
Sale of Transportation Services							
CMH Contribution	310,260	263,050	(47,210)	-15.2%	250,840	5%	461,985
Dash Contract	1,665,821	1,590,450	(75,371)	-4.5%	1,741,185	-9%	2,501,834
Grand Valley State University	3,204,265	2,733,480	(470,785)	-14.7%	2,879,830	-5%	4,583,236
Van Pool Transportation	-	-	-	0.0%	-	0%	-
Township Services	137,018	143,043	6,025	4.4%	149,582	-4%	185,918
Other	283,921	259,668	(24,253)	-8.5%	275,864	-6%	360,063
Subtotal Sale of Transportation Services	5,601,285	4,989,691	(611,594)	-10.9%	5,297,301	-6%	8,093,036
State Operating	10,122,074	10,094,836	(27,238)	-0.3%	9,227,134	9%	15,339,950
Property Taxes	14,791,789	15,379,491	587,702	4.0%	14,394,653	7%	22,061,749
Advertising & Miscellaneous	1,388,337	2,123,462	735,125	53.0%	1,937,266	10%	1,660,675
Subtotal Revenues and Operating Assistance	35,066,963	35,712,284	645,321	1.8%	33,931,389	5%	51,969,055
Grant Operating Revenue	-		-	0.0%	-	0%	
Unrestricted Net Reserves	-	-	-	0.0%	-		8,030,753
Total Revenues and Operating Assistance	**$ 35,066,963**	**$ 35,712,284**	**$ 645,321**	**1.8%**	**$ 33,931,389**	**5%**	**$ 59,999,808**
Expenses							
Salaries and Wages							
Administrative	$ 5,304,238	$ 4,245,237	$ (1,059,001)	-20.0%	$ 3,979,290	7%	$ 8,113,721
Operators	11,031,011	9,823,564	(1,207,447)	-10.9%	9,418,515	4%	16,870,956
Maintenance	2,536,495	2,234,309	(302,186)	-11.9%	1,766,179	27%	3,879,337
Subtotal Salaries and Wages	18,871,744	16,303,110	(2,568,634)	-13.6%	15,163,984	8%	28,864,014
Benefits	6,892,667	6,000,732	(891,935)	-12.9%	5,622,139	7%	10,431,981
Contractual Services	2,684,379	2,620,430	(63,948)	-2.4%	2,043,506	28%	5,538,372
Materials and Supplies				0.0%			-
Fuel and Lubricants	1,281,157	1,232,801	(48,356)	-3.8%	1,233,480	0%	2,273,730
Other	1,665,474	1,640,741	(24,733)	-1.5%	1,226,867	34%	2,672,063
Subtotal Materials and Supplies	2,946,631	2,873,542	(73,089)	-2.5%	2,460,347	17%	4,945,793
Utilities, Insurance, and Miscellaneous	3,300,358	3,116,440	(183,918)	-5.6%	3,693,777	-16%	5,967,010
Purchased Transportation	6,004,938	5,715,050	(289,888)	-4.8%	5,667,561	1%	9,252,638
Expenses Before Capitalized Operating	40,700,717	36,629,304	(4,071,412)	-10.0%	34,651,314	6%	64,999,808
Capitalized Operating Expenses	(1,623,314)	(1,666,347)	(43,033)	2.7%	(1,616,799)	3%	(5,000,000)
Total Operating Expenses	**$ 39,077,403**	**$ 34,962,958**	**$ (4,114,445)**	**-10.5%**	**$ 33,034,515**	**6%**	**$ 59,999,808**
Net Surplus/(Deficit) without Net Reserves		**$ 749,326**			**$ 896,874**		

Grant Revenues & Expenditures
Month Ended 05/31/26

	Adopted Budget	Amended Budget	Month To Date	Year To Date	Balance	Percent Target 67%
Grant Revenue						
1. Federal Grant Assistance	19,310,779	24,013,096	1,417,763	17,216,710	6,796,386	72%
2. State Grant Assistance	4,827,695	6,003,274	354,441	4,304,177	1,699,097	72%
3. Transfer In - Operating Budget	0	0	0	0	0	100%
4. Use of Restricted Net Assets	0	0	0	0	0	100%
5. Other Local	0	0	0	0	0	100%
6. Total Grant Revenue	24,138,474	30,016,370	1,772,204	21,520,887	8,495,483	72%
Labor						
7. Administrative Salaries	40,000	38,900	2,182	10,686	28,214	27%
8. Driver Wages	0	0	0	0	0	100%
9. Temporary Wages	0	0	0	0	0	100%
10. Fringe Benefit Distribution	20,000	20,000	1,225	3,558	16,442	18%
11. Total Labor	60,000	58,900	3,407	14,244	44,656	24%
Material & Supplies						
12. Tires & Tubes	900,000	900,000	23,869	192,334	707,666	21%
13. Office Supplies	1,000	1,000	0	0	1,000	0%
14. Printing	1,000	4,100	0	0	4,100	0%
15. Total Material & Supplies	902,000	905,100	23,869	192,334	712,766	21%
Purchased Transportation						
16. Purchased Transportation	1,200,000	1,100,000	0	0	1,100,000	0%
17. Specialized Services	795,474	795,474	198,868	397,736	397,738	50%
18. Total Purchased Transportation	1,995,474	1,895,474	198,868	397,736	1,497,738	21%
Other Expenses						
19. Dues & Subscriptions	30,000	30,000	0	22,596	7,404	75%
20. Professional Development	30,000	28,000	0	1,111	26,889	4%
21. Miscellaneous	0	0	0	0	0	100%
22. Total Other Expenses	60,000	58,000	0	23,707	34,293	41%
Leases						
23. Office Lease	0	0	0	0	0	100%
24. Transit Center Lease	0	0	0	0	0	100%
25. Storage Space Lease	0	0	0	0	0	100%
26. Total Leases	0	0	0	0	0	100%
Capital						
27. Rolling Stock	10,463,411	14,063,417	0	13,219,476	843,941	94%
28. Facilities	1,208,000	4,339,000	159,701	3,971,608	367,392	92%
29. Equipment	938,843	938,843	16,537	90,138	848,705	10%
30. Other	4,053,116	3,300,006	492,637	1,888,433	1,411,573	57%
31. Total Capital	16,663,370	22,641,266	668,875	19,169,655	3,471,611	85%
32. Planning Services	457,630	457,630	818	56,864	400,766	12%
33. Capitalized Operating	4,000,000	4,000,000	876,367	1,666,347	2,333,653	42%
34. Total Expenditures	24,138,474	30,016,370	1,772,204	21,520,887	8,495,483	72%

PROFESSIONAL DEVELOPMENT & TRAVEL REPORT
ALL EMPLOYEES
MAY 2026

AMOUNT	PURPOSE	EMPLOYEE (s)	LOCATION
$ 818.40	APTA Mobility Training	D. Prato	Salt Lake City, UT
1,270.30	INIT User Conference	A. Prokopy and N. Bigelow	Nashville, TN
1,115.00	Field Training Officer and Leadership Training	N. Melton	Grand Rapids, MI
$ 2,385.30			

*This total does not include incidental travel and meeting expenses such as mileage, local parking, lunch meetings, etc.

THE rapid

Interurban Transit Partnership

7b

Date: July 22, 2026

To: ITP Board

From: Linda Medina, Director of Finance

Subject: FY 26/27 Preliminary Operating Budget

Presented for consideration is the FY 26/27 Preliminary Operating Budget totaling $66,948,600. After capitalizing $5.0 million of eligible operating expenses, the net operating budget is $61,948,600**.**

In prior years, the Capital Plan has been presented as part of the Budget Workshop to provide the Board with an overview of planned capital investments. Beginning this year, the Capital Plan will be presented separately from the operating budget. This change aligns with the January timing of the annual grant application process and allows staff to determine the most current project priorities and funding assumptions.

Budget Overview

This budget outlines a plan to support both the agency's ongoing operations. Key considerations in developing this budget include projected service demand, anticipated cost increases, workforce development, and available funding at the local, state, and federal levels. Our focus remains on returning to the fundamentals—providing reliable, sustainable service, enhancing customer experience, and maintaining financial sustainability.

In FY 25/26, the DASH Reimagined Pilot was implemented in conjunction with the opening of the Acrisure Amphitheater. During the previous fiscal year, the Board of Directors reviewed and approved an alternative contract rate methodology based on the allocation of direct and indirect costs. The DASH Reimagined Pilot hourly contract rate is based on this methodology. Staff will present various scenarios for discussion and consideration for alternative contract service methodologies.

Operating Budget Highlights

FY 26/27 projected revenues increased 6.2% compared to FY 25/26 budget and expenses 3% before capitalizing eligible operating expenses. Below are the highlights for FY 26/27:

Revenue

- Ridership is projected to be flat or grow very slightly over the next year. Reimagined DASH Pilot alignment adjustments and projected flat GVSU enrollment are major drivers.
- State Operating assistance is budgeted at 29% of eligible expenses.

- The approved property tax levy is 1.47 mills, the FY 26/27 budget reflects a 1.3648 millage rate after Headlee rollback provisions and assumes an overall 8% reduction due to capture for Downtown Development Authorities (DDA), Brownfield, and similar tax captures.

Expenses

- Contracted Services: Contract costs are increasing due to overall annual vendor price adjustments, the biannual under-cleaning of the canopy at Rapid Central Station, the transition to cellular service providing connectivity and unlimited on-board bus camera video feeds, and the anticipated cost of a new contract to clean BRT stations following the conclusion of the Kent County Court Community Service program.
- Property and Casualty Insurance: A new property and casualty insurance broker has been selected and is currently managing the renewal process. Based on current market conditions, premium increases are expected to be at or under 10%.
- Employee Health Insurance: Priority Health provided a renewal rate cap of 8.9% for FY 26/27 as a component of the transition in FY 25/26. Staff evaluated both fully insured and self-funded options. After assessing implementation timelines, financial risk, organizational capacity, and plan design the current recommendation is to renew the existing fully insured plan. We are also evaluating adjustments to the employee contribution for the PPO plan.

    - One (1) Human Resources Generalist to support recruiting efforts and provide additional human resource functions.
    - Safety and Training Director transferred to Human Resources and was reclassified as Training Manager to help centralize employee training and development.
    - Administrative Assistant position transferred to Customer Service for additional support for the Customer Information Center.
    - Two (2) additional Facility Technicians to support increased number of and aging facilities.
    - Bus Operators' full-time staff remain budgeted at 245 while part-time positions are unfunded.
    - Prior to this budget plan one Bus Operator position was reclassified to a full time Maintenance Technician position to facilitate the retention of an intern after their graduation from Ferris State.

Staff are dedicated to quality customer care and providing efficient and cost-effective services to the community as well as demonstrating responsible stewardship. The Rapid's leadership team will continue to examine our operations for opportunities 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.

FY 26/27 Draft Operating Budget

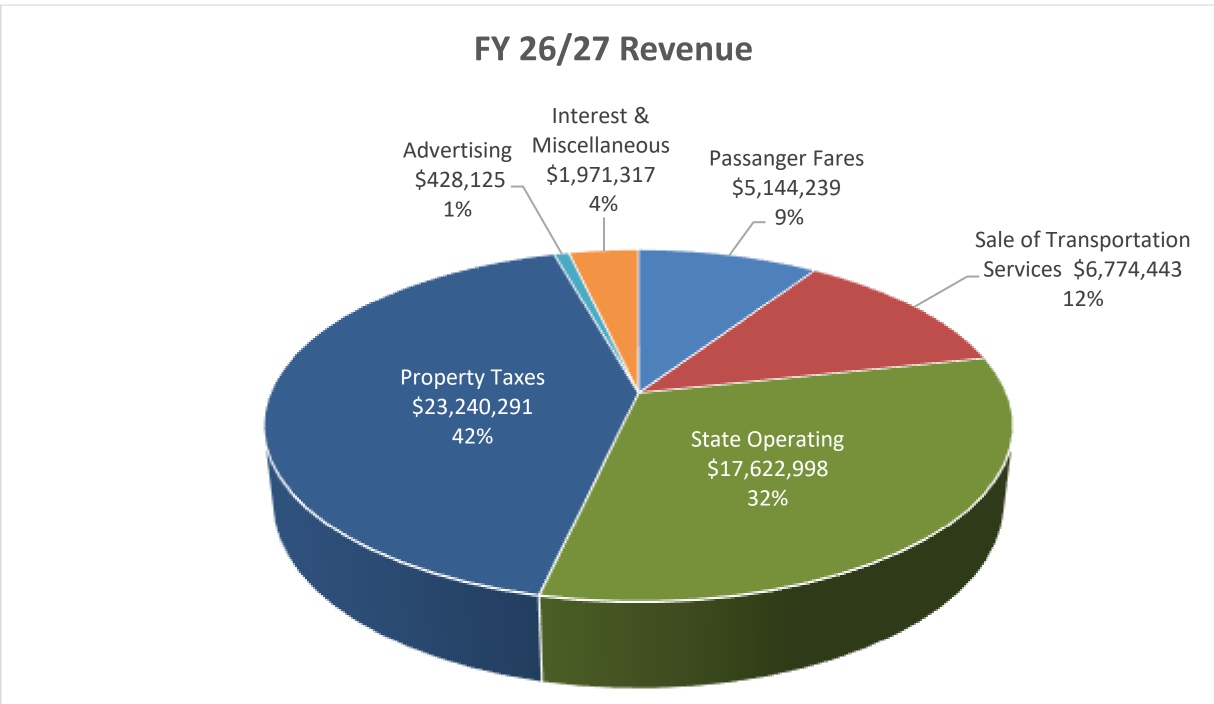
July 22, 2026

Table of Contents

I. FY 26/27 Operating Highlights

This document outlines a plan to support the agency's operations as well as our long-term capital investments. It has been developed with careful consideration of projected service demand, anticipated cost increases, workforce development needs, and available funding from local, state, and federal sources. Our priorities remain focused on delivering the fundamentals exceptionally well by providing reliable and sustainable services, enhancing customer experience, and financial sustainability.

The FY 26/27 proposed budget is $67 million dollars not including federal preventative maintenance funds. Including federal grant funding, the proposed budget for FY 26/27 is $62.0 million. This is a 3.2% increase from the FY 25/26 adopted budget.

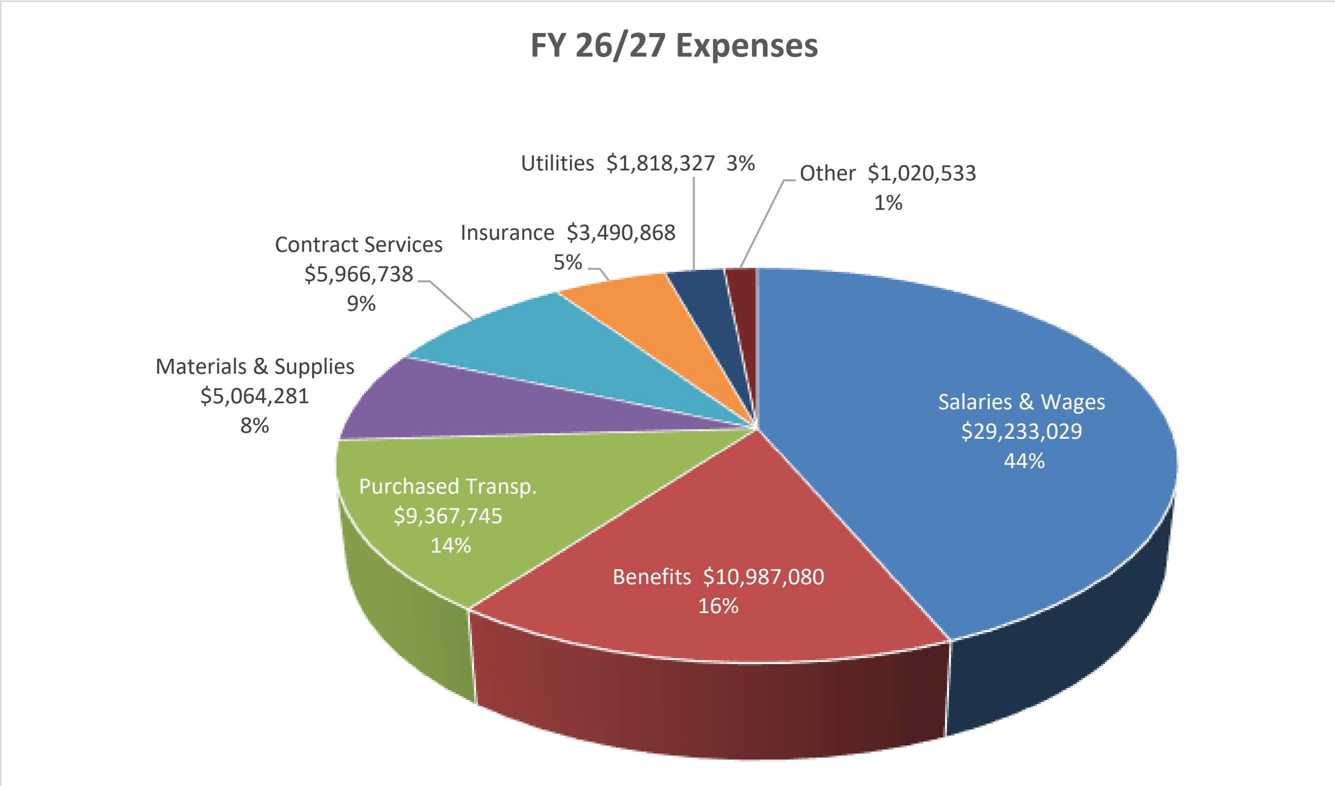


The focus in FY 26/27 is on the value The Rapid provides to the riders and the communities of the six cities, while continuing to provide excellent and safe service.

Revenue highlights include:

- Total system ridership is projected to increase slightly compared to FY 25/26.
- Paratransit trips are projected to be 213,155 trips in FY 26/27, a 2% increase from the current FY 25/26 end of year projection of 208,091.
- The billing rate for linehaul service to our contract partners increased by 4% compared to FY 25/26.
- State operating assistance is budgeted at 29%.
- Property tax receipts remain a consistent majority of our annual revenues. This budget plan reflects a forecasted increase of 5%.

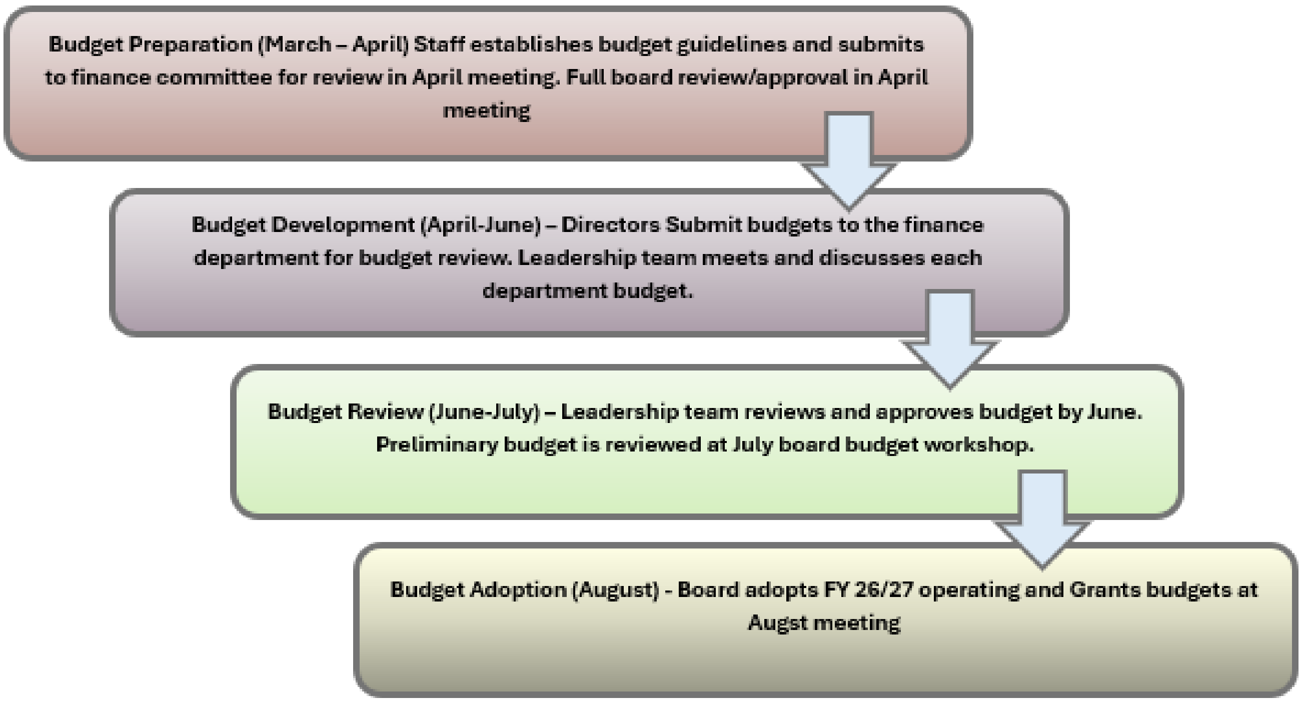
I. FY 26/27 Operating Highlights



Expense highlights include:

- **Contracted Services**: Contract costs are increasing due to overall annual vendor price adjustments, the biannual under-cleaning of the canopy at Rapid Central Station, the transition to cellular service providing connectivity and unlimited on-board bus camera video feeds, and the anticipated cost of a new contract to clean BRT stations following the conclusion of the Kent County Court Community Service program.
- **Property and Casualty Insurance**: A new property and casualty insurance broker has been selected and is currently managing the renewal process. Based on current market conditions, premium increases are expected to be at or under 10%.
- **Employee Health Insurance**: Priority Health provided a renewal rate cap of 8.9% for FY 26/27 as a component of the transition in FY 25/26. Staff evaluated both fully insured and self-funded options. After assessing implementation timelines, financial risk, organizational capacity, and plan design the current recommendation is to renew the existing fully insured plan. We are also evaluating adjustments to the employee contribution for the PPO plan.

II. Budget Timeline



The Board is required to adopt a balanced budget before the start of each fiscal year on October 1. The annual budget process begins with establishing budget guidelines, followed by the development of a draft budget that incorporates those guidelines, collective bargaining agreements, projected revenues and expenditures, and recommendations from each department. The draft budget is reviewed in July and presented to the Board for adoption in August.

The budget is developed through a collaborative leadership process in which Department directors present their requests, explain their assumptions, budget year departmental priorities. The collaborative approach strengthens cross-functional understanding, promotes shared ownership of this budget plan and ensures resources are aligned.

II. FY 26/27 Operating Budget

	FY 18/19 Actual	FY 19/20 Actual	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs. FY 25/26 Budget $	%
Revenues and Operating Assistance									
Passenger Fares	**$ 6,611,260**	**$ 4,105,834**	**$ 4,534,783**	**$ 4,783,317**	**$ 4,857,788**	**$ 4,813,645**	**$ 5,144,239**	**$ 330,594**	**6.9%**
Sale of Transportation Services									
Grand Valley State University	$ 2,466,820	$ 2,282,372	$ 3,188,376	$ 3,423,844	$ 3,743,876	$ 4,583,236	$ 3,964,479	$ (618,757)	-13.5%
DASH Contract	2,365,359	2,058,507	1,659,742	2,270,135	2,522,264	2,501,834	1,766,202	(735,632)	-29.4%
Township Services	548,036	570,393	388,759	197,217	204,912	185,918	256,450	70,532	37.9%
Other	202,981	220,356	203,024	234,889	282,557	360,063	362,782	2,719	0.8%
CMH Contribution	724,649	390,640	403,637	361,793	452,010	461,985	424,530	(37,455)	-8.1%
Route 19	468,408	248,366	-	-	-	-	-		
Vanpool Transportation	115,696	57,302	(1,243)	-	-	-	-		
Subtotal Sale of Transportation Services	**$ 6,891,949**	**$ 5,827,936**	**$ 5,842,295**	**$ 6,487,878**	**$ 7,205,619**	**$ 8,093,036**	**$ 6,774,443**	**$ (1,318,593)**	**-16.3%**
State Operating	$ 14,894,724	$ 13,849,041	$ 14,310,222	$ 14,652,905	$ 16,946,705	$ 15,339,950	$ 17,622,998	$ 2,283,048	14.9%
Property Taxes	16,237,538	16,791,217	18,867,978	20,315,753	21,250,832	22,061,749	23,240,291	1,178,541	5.3%
Advertising and Miscellaneous	554,551	649,209	1,907,029	3,650,877	1,921,685	1,660,675	2,399,442	738,767	44.5%
Subtotal Revenues and Operating Assistance	**$ 45,190,024**	**$ 41,223,237**	**$ 45,462,307**	**$ 49,890,730**	**$ 52,182,628**	**$ 51,969,055**	**$ 55,181,412**	**$ 3,212,357**	**6.2%**
Grant Operating Revenue		**2,355,997**	**8,321,660**	-	-	-	-		
Reserves Used					**6,061,050**	**8,030,753**	**6,803,172**	**(1,227,581)**	**-15.3%**
Total Revenues and Operating Assistance	**$ 45,190,024**	**$ 43,579,234**	**$ 53,783,968**	**$ 49,890,730**	**$ 58,243,678**	**$ 59,999,808**	**$ 61,984,584**	**$ 1,984,776**	**3.3%**

	FY 18/19 Actual	FY 19/20 Actual	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs. FY 25/26 Budget $	%
Operating Expenses									
Salaries and Wages									
Administrative	$ 4,400,948	$ 6,118,778	$ 4,793,970	$ 5,177,203	$ 7,826,769	$ 8,113,721	$ 8,459,567	$ 345,846	4.3%
Operator	12,508,602	10,286,500	12,093,929	11,755,935	17,173,678	16,870,956	16,521,881	(349,075)	-2.1%
Maintenance	1,840,683	1,896,150	2,100,983	2,330,365	2,949,964	3,879,337	4,251,581	372,244	9.6%
Subtotal Salaries and Wages	**$ 18,750,233**	**$ 18,301,428**	**$ 18,988,882**	**$ 19,263,503**	**$ 27,950,411**	**$ 28,864,014**	**$ 29,233,029**	**$ 369,015**	**1.3%**
Benefits	**$ 10,670,188**	**$ 10,336,791**	**$ 10,156,108**	**$ 9,923,063**	**$ 10,629,553**	**$ 10,431,981**	**$ 10,987,080**	**$ 555,099**	**5.3%**
Contractual Services	**$ 2,653,123**	**$ 2,644,897**	**$ 3,475,406**	**$ 3,189,355**	**$ 4,129,900**	**$ 5,538,372**	**$ 5,966,738**	**$ 428,365**	**7.7%**
Materials and Supplies									
Fuel and Lubricants	2,710,729	1,689,996	2,716,979	2,276,303	3,029,049	2,273,730	2,322,656	$ 48,927	2.2%
Other	2,024,395	1,780,345	1,748,878	1,906,343	2,145,030	2,672,063	2,741,624	69,561	2.6%
Subtotal Materials and Supplies	**$ 4,735,124**	**$ 3,470,341**	**$ 4,465,857**	**$ 4,182,646**	**$ 5,174,078**	**$ 4,945,793**	**$ 5,064,281**	**$ 118,488**	**2.4%**
Utilities, Insurance, & Miscellaneous	**$ 3,039,242**	**$ 3,089,703**	**$ 4,420,125**	**$ 4,168,689**	**$ 5,609,698**	**$ 5,967,009**	**$ 6,329,728**	**362,719**	**6.1%**
Purchased Transportation	**$ 7,480,048**	**$ 5,326,226**	**$ 7,269,466**	**$ 7,337,871**	**$ 8,750,038**	**$ 9,252,638**	**$ 9,367,745**	**$ 115,107**	**1.2%**
Operating Expenses before Capitalized Operating	**$ 47,327,958**	**$ 43,169,386**	**$ 48,775,844**	**$ 48,065,128**	**$ 62,243,678**	**$ 64,999,808**	**$ 66,948,600**	**$ 1,948,792**	**3.0%**
Capitalized Operating Expenses	(1,511,393)		(3,186,414)	(3,729,671)	(4,000,000)	(5,000,000)	(5,000,000)	-	**0.0%**
Subtotal Operating Expenses	**45,816,565**	**43,169,386**	**45,589,430**	**44,335,457**	**58,243,678**	**59,999,808**	**61,948,600**	**1,948,792**	**3.2%**
Reserve									
Total Operating Expenses	**$ 45,816,565**	**$ 43,169,386**	**$ 45,589,430**	**$ 44,335,457**	**$ 58,243,678**	**$ 59,999,808**	**$ 61,948,600**	**$ 1,948,792**	**3.2%**
Net Surplus (Deficit)			**$ 8,194,500**	**$ 5,555,273**	**$ -**	**$ -**	**$ -**		
Reserves Used		**1,812,352**	**$ 127,123**	**$ -**	**$ 6,061,050**	**$ 8,030,753**	**$ 6,767,188**	(1,263,564)	-15.7%
Reserves Gained				**$ 5,555,273**					

IV. Revenue Sources

Passenger Fares and Ridership

Passenger fares include linehaul, paratransit, Passenger Adaptive Suburban Service (PASS), and wave card-stock sales. We continue to see small ridership increases on an annual basis. We are currently projecting 4.4 million fixed route rides by the end of FY 25/26; we are forecasting no increase in FY 26/27. Passenger fares are budgeted at an average rate of 91 cents per customer.

The Rapid's current farebox recovery ratio using MDOT's definition is 9.73%. Farebox recovery measures the percentage of operating expenses that are recovered through passenger fare revenue. This includes all fares paid directly by riders or by a third party on behalf of riders for transit service.

Passenger fare revenue, as defined by the federal National Transit Database (NTD), includes all revenue received for transporting passengers. This includes fares paid directly by riders as well as organizational passenger fares, such as agreements with GVSU, GRCC, and DASH that purchase transit passes or rides on behalf of their students, employees, or members. When including all revenues are recovery rate is 29.47%.

Sales Of Transportation Services

Each year a new contract service rate is calculated based on audited financials, and revenue service hours are adjusted to meet the needs of our partners. The rate this year is $74.14 without GO! Bus service per revenue hour and $94.73 with GO! Bus service per revenue hour. This is a 4% increase for linehaul service, and an 8% increase for linehaul & GO! Bus service from FY 25/26 rates. Because the audited numbers are the basis for the calculation, the rate is always two years behind, and we currently give all partners a discount on our state operating assistance rate. Dash Reimagined Pilot will be billed at the direct cost hourly rate of $105.51 and $121.17 for Sunday service operations.

State Operating Assistance

FY 26/27 state operating assistance rate is budgeted at 29%, which is a decrease from FY 25/26 actual rate of 29.4342%. This is a preliminary number.

Property Taxes

On May 27, 2026, the Board approved a 1.3648 millage rate with Headlee and includes an 8% reduction for captures. Captures include DDA, Brownfield, etc.

Advertising and Miscellaneous

This category mainly includes bus advertising revenue, interest income, and revenue from RIN credits related to our status as a R/CNG dispenser.

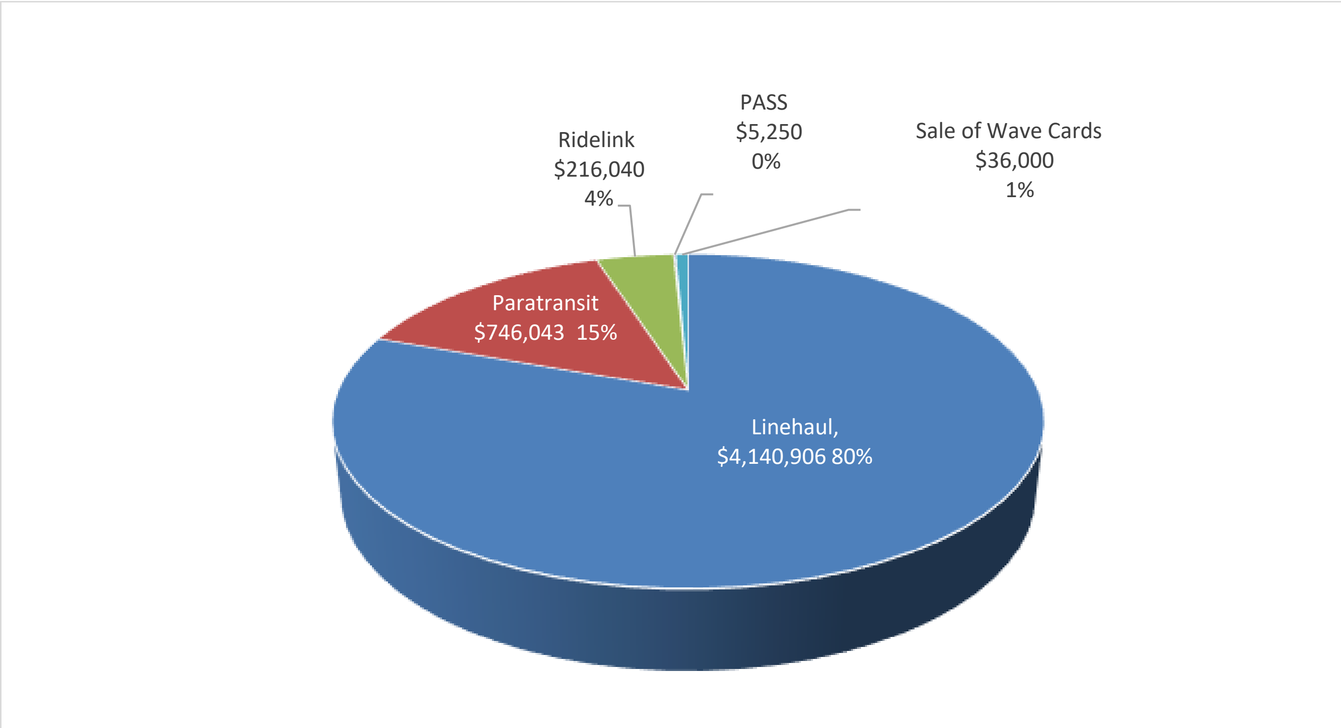
Grant Capital Revenue (Federal and State funding)

The approved Budget Guidelines stated that preventative maintenance funds would only be used as a funding source as permitted by the federal regulations. In the FY 26/27 budget, $5 million dollars in operating funds have been identified as eligible expenses. Eligible expenses were identified in the Fleet Maintenance, Facility Maintenance, and IT budgets. Using preventative maintenance funds further reduces the amount to be used from unrestricted net reserves.

Reserves

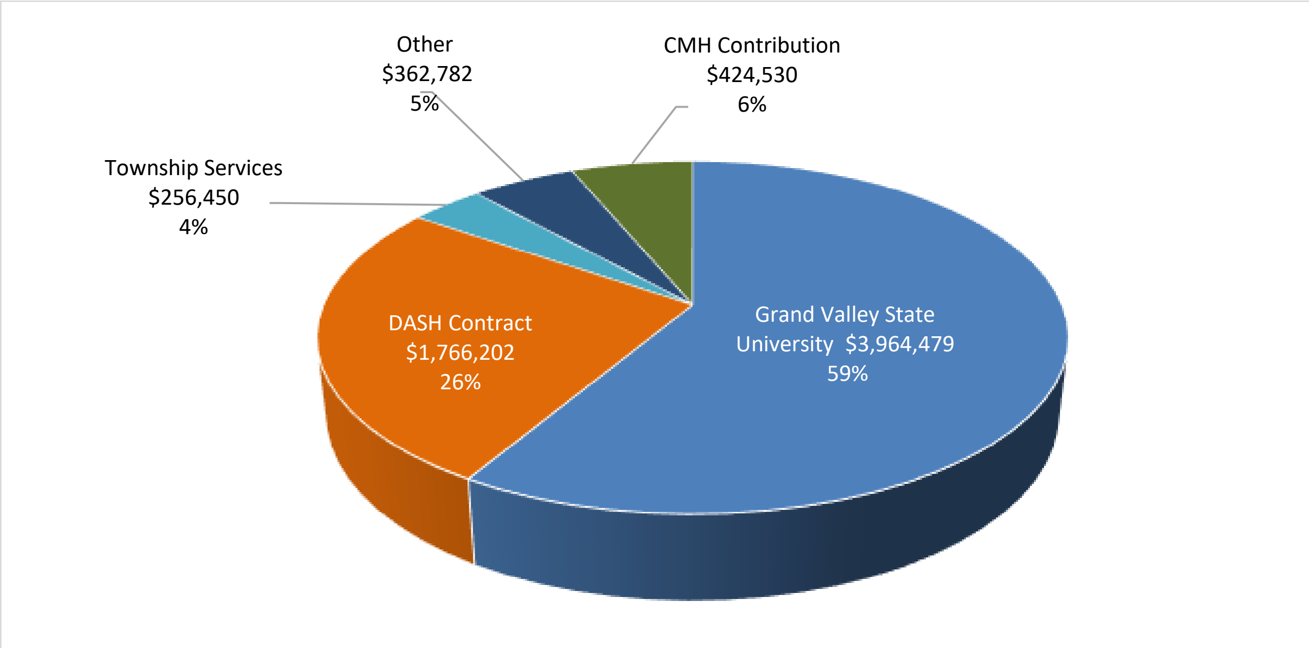
$6.8 million dollars of reserves are budgeted to be used in FY 26/27.

V. Passenger Fares Breakdown

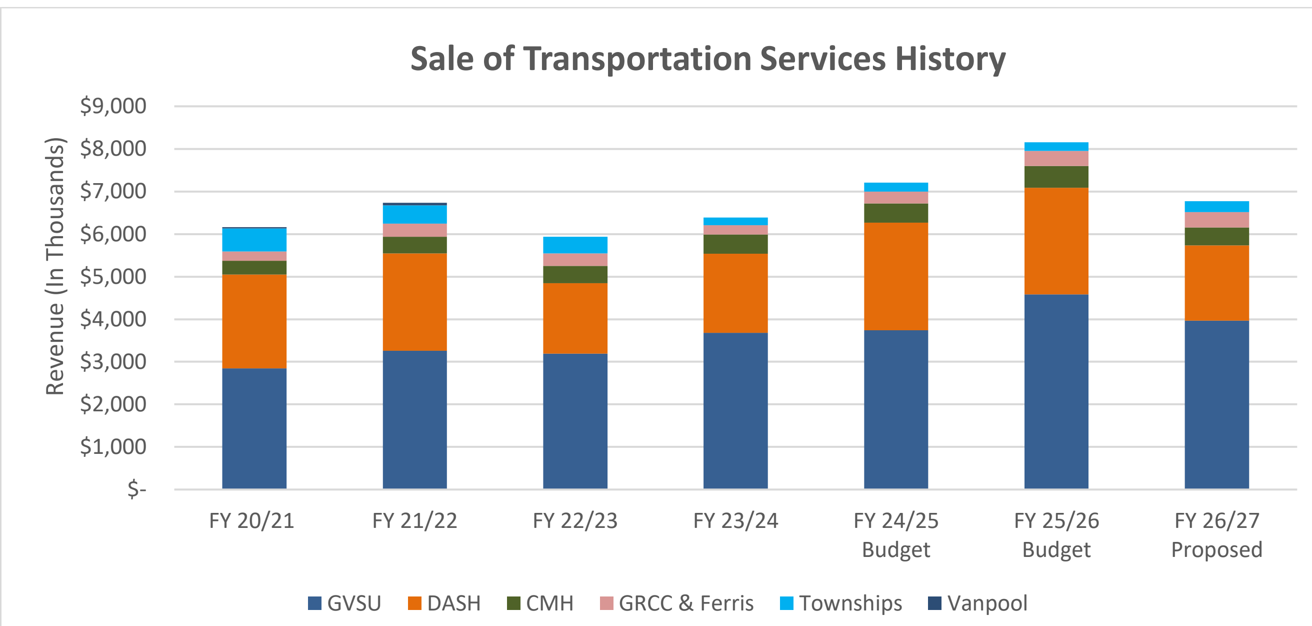


* Includes Go!Bus & Ridelink

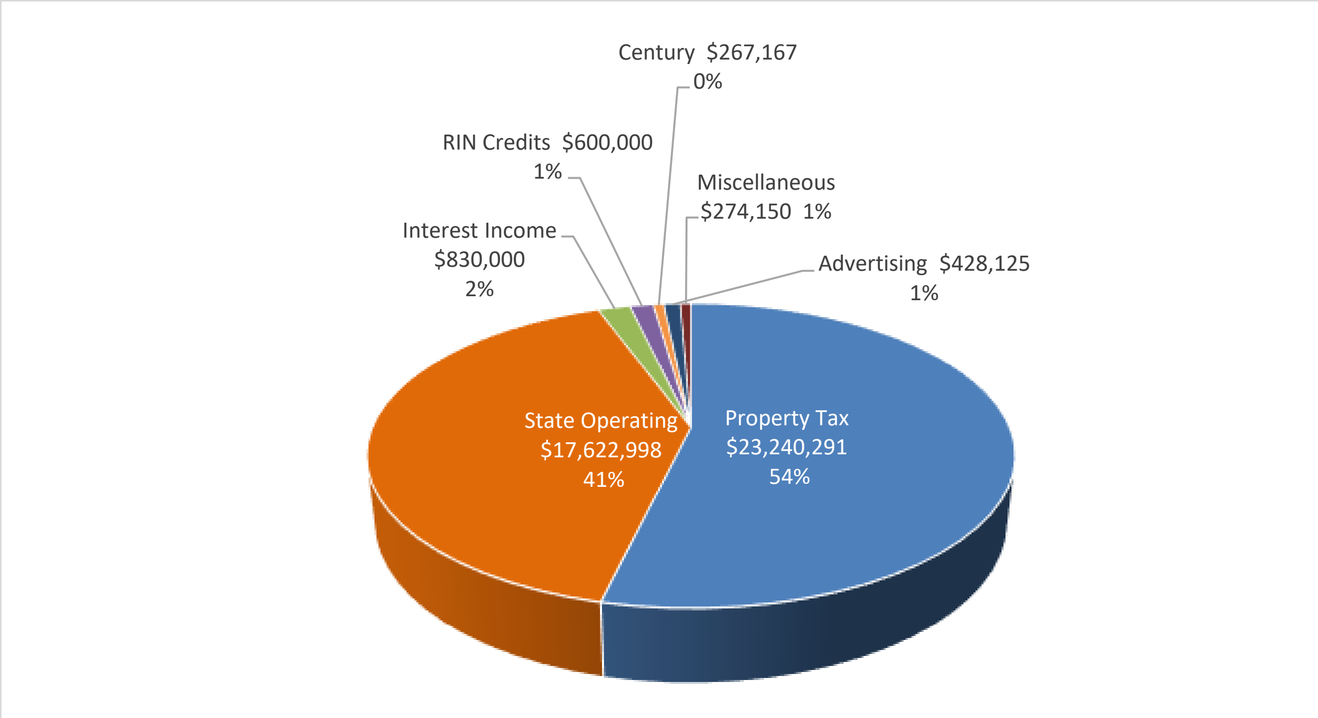
VI. Sale of Transportation Services



*Other transportation services include GRCC and Ferris



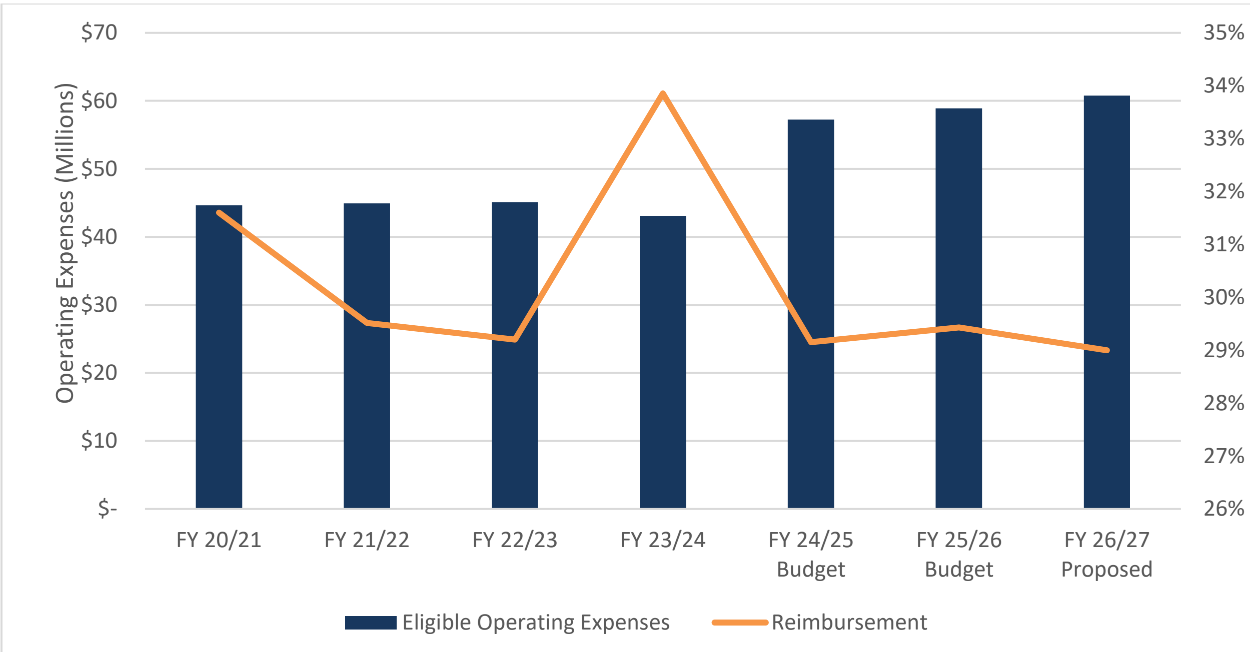
VII. Other Revenue and Support Breakdown



*Includes sale of fixed assets, CNG fuel sales, leases (Amtrak, billboard, & Indian Trails

VIII. State Operating Assistance History

The chart below compares the eligible expenses we incurred on the State Operating Assistance (SOA) rate we received as reimbursement over the past several years.



IX. PERSONNEL

	Full Time	Part Time	Total Positions
Administrative	**111**	**5**	**116**
Fleet Maintenance	**48**	**0**	**48**
Facilities Maintenance	**12**	**0**	**12**
Operators	**245**	**0**	**245**
Total	**416**	**5**	**421**

Staffing levels are reviewed annually during the budget development process to align resources with organizational priorities and projected service levels. The proposed budget includes the following staff changes:

- Addition of one (1) Human Resources Generalist to support recruiting efforts and provide additional human resource functions.
- The Safety and Training Director position was transferred to Human Resources and was reclassified as Training Manager to help centralize employee training and development.
- An Administrative Assistant position was reclassified and transferred to Customer Experience for additional support for the Customer Information Center.
- Addition of two (2) additional Facility Technicians to support the increased number of aging facilities.
- Bus Operators' full-time staff remain budgeted at 245 while part-time positions are unfunded.
- Prior to this budget plan one Bus Operator position was reclassified to a full time Maintenance Technician position to facilitate the retention of an intern after their internship with us and graduation from Ferris State.

X. Individual Departmental Budgets

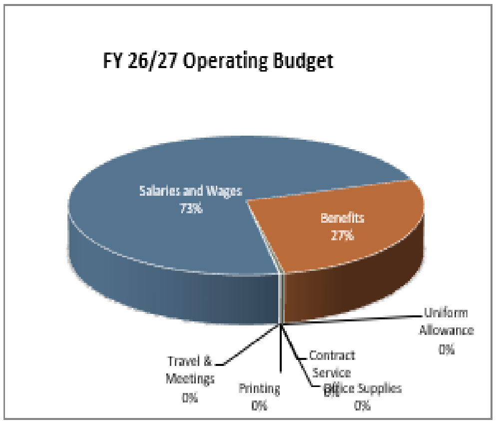
The individual budgets are presented based on their proportion of the overall total, starting with the largest department. The notes are far more streamlined this year, with only the most significant changes to budgets being highlighted.

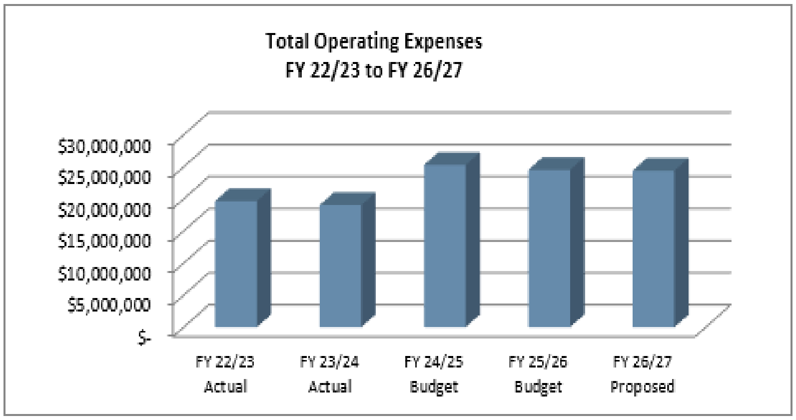
Summary of Budget Changes from FY 25/26 to FY 26/27			
Department	Amount	%	Reason
Transportation	(116,922)	-0.5%	Reduced part-time FTEs funding
Paratransit, ADA & Mobility	81,535	0.8%	Increased purchase transportation demand response contractor rates
Fleet Maintenance	614,501	5.4%	Increase costs for parts, supplies and services
Facilities Maintenance	627,954	14.0%	The addition of the under cleaning of bus canopy, replacing concrete at Rapid Central Station door entries, and anticipated increase for new contract to clean BRT stations with Kent County Court Community Service program concluding.
Operations	458,570	12.8%	New insurance brokerage contract and insurance trend increases
Information Technology	119,124	6.6%	Consolidation of all software as a service subscriptions (SAAS) to IT for improved-budget, management, and tracking
Security	112,027	7.2%	Paratransit vehicle live camera feed and switched to cellular service with unlimited video feed
Office of the CEO	131,089	11.7%	Legal services to support collective bargaining in 2027
Human Resources	170,232	16.1%	Increase in number of medical exams and substance testing along with vendor cost increases.
Finance	137,107	14.8%	Increase in bank fees based on current transaction trends along with vendor increased costs
General Fund	(264,000)	-24.4%	Reduction in transit ballot initiative year 2 budget
Marketing & Communications	(56,464)	-5.9%	Consolidated under SAAS in IT
Government & External Relations	1,282	0.3%	Wages and Benefits
Planning	26,673	5.8%	Wages and Benefits; Schedule and Kiosk information printing and travel
Safety	(135,867)	-39.9%	FTE transferred to Human Resources
Purchasing	13,999	5.5%	Wages and Benefits and travel
Grants	16,628	5.2%	Wages and Benefits

TRANSPORTATION

FUNCTIONS

- Labor Relations
- Investigations
- Customer Facing Service Impacts
- Dispatch Operations
- Regulatory Compliance





Departmental Budget

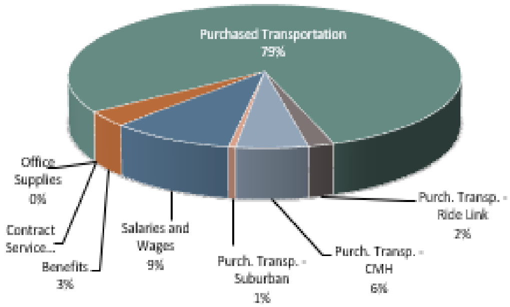
Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	%
Salaries and Wages	$ 12,808,473	$ 12,564,310	$ 18,311,106	$ 18,007,857	17,748,395	$ (259,462)	-1.4%
Benefits	6,771,069	6,370,175	6,847,233	6,390,243	6,543,833	153,590	2.4%
Education Reimbursement	-	-	-	-		-	
Uniform Allowance	65,064	63,152	96,300	95,100	91,050	(4,050)	-4.3%
Contract Service	14,520	15,027	16,200	16,200	16,200	-	0.0%
Office Supplies	474	150	1,800	2,000	500	(1,500)	-75.0%
Printing	597	-	1,400	1,400	1,200	(200)	-14.3%
Service Awards	-	-	-	-		-	
Travel & Meetings	2,151	3,756	12,300	12,300	7,000	(5,300)	-43.1%
Total Operating Expenses	$ 19,662,349	$ 19,016,570	$ 25,286,340	$ 24,525,100	$ 24,408,178	$ (116,922)	-0.5%
Administration	14	15	16	16	16	-	0.0%
Operators - FT	265	245	245	245	245	-	0.0%
Operators - PT	-	20	20	20	0	(20)	-100.0%
Total Full Time Employees	279	280	281	281	261	(20)	-7.1%

PARATRANSIT, ADA & MOBILITY SERVICES

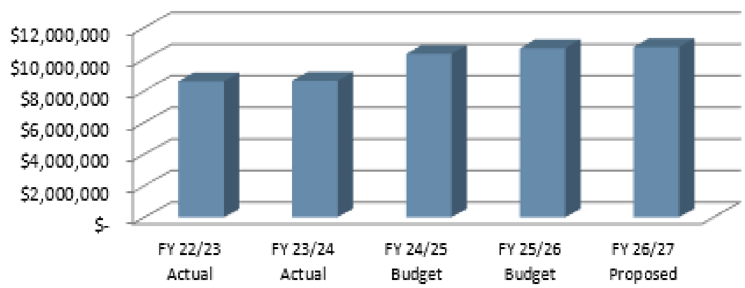
FUNCTIONS

- Purchased Transportation Management
- Investigations
- Regulatory Compliance

FY 26/27 Operating Budget



Total Operating Expenses
FY 22/23 to FY 26/27



Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	%
Salaries and Wages	$ 560,584	$ 564,053	$ 785,449	$ 1,058,369	1,023,681	$ (34,688)	-3.3%
Benefits	296,347	285,978	293,710	375,615	377,431	1,816	0.5%
Contract Service	4,608	1,355	4,050	4,350	3,850	(500)	-11.5%
Fuel	467,711	452,302	500,000	-		-	0.0%
Lubricants	-	-	-	-		-	0.0%
Office Supplies	67	35	250	250	250	-	0.0%
Printing	2,561	111	-	-		-	0.0%
Purchased Transportation	6,260,891	6,348,554	7,697,720	8,199,460	8,493,600	294,140	3.6%
Purch. Transp. - KCCA	(140)	(0)	2,000	-		-	0.0%
Purch. Transp. - Ride Link	338,061	319,496	300,542	320,743	216,040	(104,703)	-32.6%
Purch. Transp. - CMH	582,134	550,794	632,068	624,435	598,105	(26,330)	-4.2%
Purch. Transp. - Suburban	88,520	119,027	117,708	108,000	60,000	(48,000)	-44.4%
Purch. Transp. - On Demand	-	-	-	-		-	0.0%
Dues & Subscriptions	-	-	100	200	-	(200)	0.0%
Travel & Meetings	888	767	3,250	3,500	3,500	-	0.0%
Total Operating Expenses	$ 8,602,231	$ 8,642,472	$ 10,336,846	$ 10,694,922	$ 10,776,457	$ 81,535	0.8%
Total Full Time Employees	14	15	15	21	20		

Notes

Purchased Transportation - Increase in contractor hourly rate

Purchase Transportation (CMH, Suburban, & Ridelink) - Reduction reflects current service demand trends and lower ridership

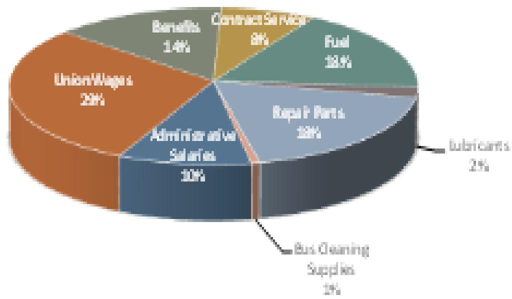
FLEET MAINTENANCE SUMMARY

FUNCTIONS

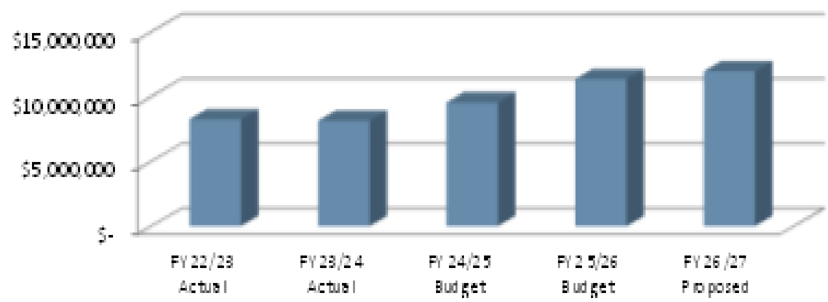
- Capital Project Management
- Contractor Management
- Asset Management
- Labor Relations

FLEET MAINTENANCE SUMMARY

FY 26/27 Operating Budget



Total Operating Expenses
FY 22/23 to FY 26/27

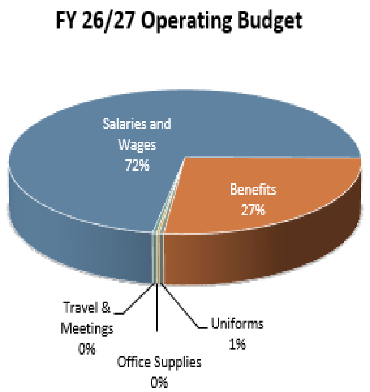


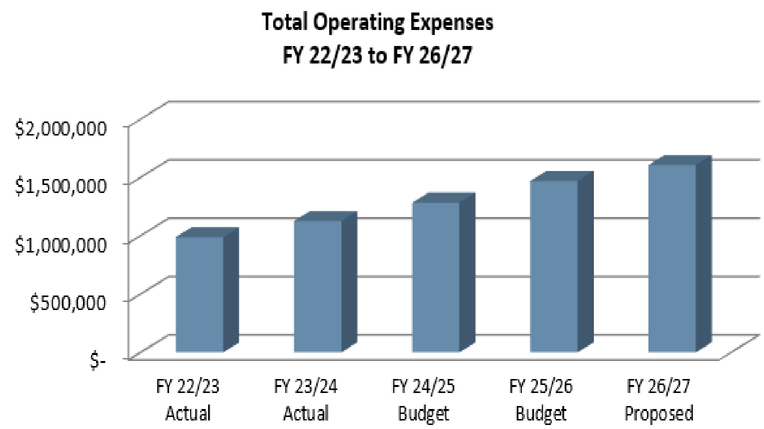
Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	FY 26/27 Proposed vs FY 25/26 Budget %
Administrative Salaries	$ 642,347	$ 730,483	$ 915,249	$ 1,074,598	$ 1,162,714	$ 88,116	8.2%
Union Wages	1,728,298	1,899,107	2,371,920	3,223,621	3,418,714	195,093	6.1%
Benefits	1,253,217	1,333,215	1,229,200	1,524,290	1,689,173	164,882	10.8%
Education Reimbursement	-	13,566	13,536	-	-	-	0.0%
Uniform Allowance	40,436	42,245	42,615	66,157	69,700	3,543	5.4%
Employee Tool & Safety	24,351	26,003	33,375	37,250	41,825	4,575	12.3%
Certifications	233	1,199	1,685	602	853	251	41.7%
Contract Service	841,816	727,229	825,310	925,621	942,486	16,865	1.8%
License/Permit Fees	61	681	670	997	570	(427)	-42.8%
Fuel	2,226,737	1,802,470	2,475,049	1,975,975	2,063,522	87,548	4.4%
Tires & Tubes	33,782	43,294	85,421	94,510	67,226	(27,284)	-28.9%
Lubricants	-	-	-	291,755	255,134	(36,621)	-12.6%
Office Supplies	2,287	2,342	4,312	4,312	3,535	(777)	-18.0%
Repair Parts	1,405,977	1,466,876	1,497,268	2,029,393	2,134,448	105,055	5.2%
Bus Cleaning Supplies	30,575	34,393	42,959	68,908	73,959	5,051	7.3%
Safety Supplies	20,517	15,581	18,096	17,300	15,456	(1,844)	-10.7%
Service Awards	-	-	-	-	-	-	0.0%
Misc. Shop Tools	8,370	6,945	8,440	13,710	12,285	(1,425)	-10.4%
Travel & Meetings	10,203	6,993	7,900	7,930	9,830	1,900	24.0%
Bus Wrap Repairs	-	-	-	2,000	12,000	10,000	100.0%
Total Operating Expenses	$ 8,269,208	$8,152,622	$ 9,573,005	$ 11,358,929	$ 11,973,430	614,501	5.4%
Total Full Time Employees	44	45	45	62	63		

Notes

Repair Parts - Economic trends and pressures

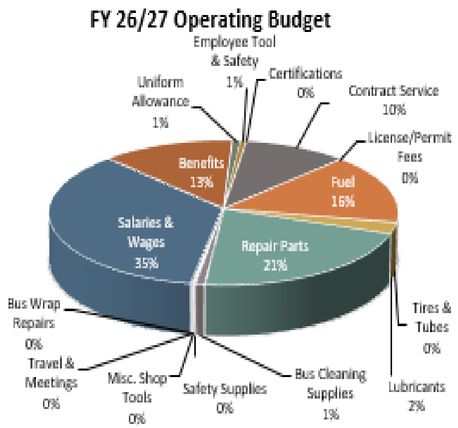
FLEET MAINTENANCE ADMINISTRATION

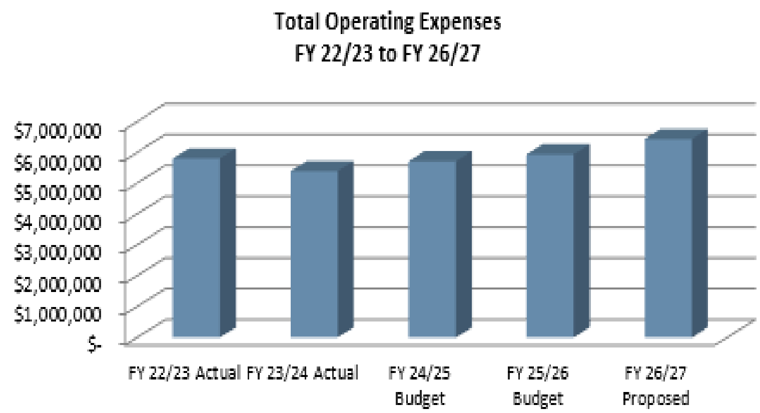




Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	%
Salaries and Wages	$ 642,347	$ 730,483	$ 915,249	$ 1,074,598	$ 1,162,714	$ 88,116	8.2%
Benefits	339,570	370,359	342,247	381,330	428,693	47,363	12.4%
Education Reimbursement	-	13,566	13,536	-	-	-	0.0%
Uniforms	3,394	3,991	5,149	6,060	6,489	429	7.1%
Contract Service	-	-	-	-	-	-	0.0%
Office Supplies	2,287	2,342	4,312	4,312	3,535	(777)	-18.0%
Employee Engagement	-	-	-	-	-	-	0.0%
Travel & Meetings	1,561	5,986	4,500	4,480	5,530	1,050	23.4%
Total Operating Expenses	$ 989,159	$ 1,126,727	$ 1,284,993	$ 1,470,780	$ 1,606,960	$ 136,181	9.3%
Total Full Time Employees	11	11	12	14	14	0	

LINEHAUL MAINTENANCE



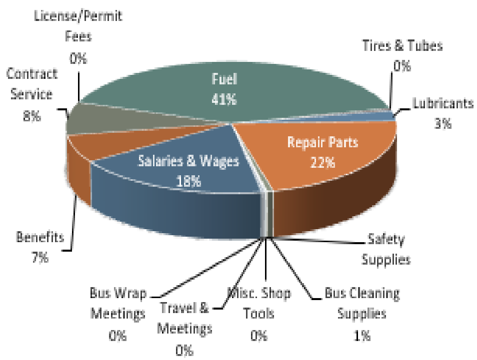


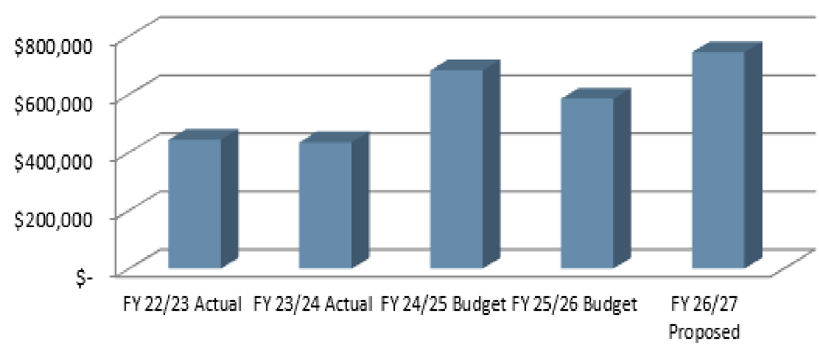
Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	FY 26/27 Proposed vs FY 25/26 Budget %
Salaries & Wages	$ 1,445,094	$ 1,519,290	$ 1,649,159	$ 2,073,928	$ 2,260,665	$ 186,737	9.0%
Benefits	763,934	770,288	616,684	735,951	833,507	97,556	13.3%
Uniform Allowance	37,042	38,254	37,466	48,890	47,939	(952)	-1.9%
Employee Tool & Safety	24,351	26,003	33,375	33,950	36,575	2,625	7.7%
Certifications	233	1,199	1,685	602	853	251	41.7%
Contract Service	632,939	527,020	588,441	644,072	651,880	7,808	1.2%
License/Permit Fees	46	423	452	629	200	(429)	-68.2%
Fuel	1,724,531	1,381,117	1,647,318	938,582	1,008,220	69,638	7.4%
Tires & Tubes	3,716	5,240	8,820	8,328	8,340	12	0.1%
Lubricants	-	-	-	164,353	154,167	(10,186)	-6.2%
Repair Parts	1,119,157	1,083,560	1,072,962	1,220,805	1,358,306	137,501	11.3%
Bus Cleaning Supplies	23,429	25,656	31,618	46,444	46,464	20	0.0%
Safety Supplies	17,345	11,322	13,668	7,956	8,004	48	0.6%
Misc. Shop Tools	6,664	5,165	6,250	6,350	6,500	150	2.4%
Travel & Meetings	845	894	3,150	3,300	4,050	750	22.7%
Bus Wrap Repairs	-	-	-	-	6,000	6,000	0.0%
Total Operating Expenses	$ 5,799,327	$ 5,395,431	$ 5,711,048	$ 5,934,140	$ 6,431,670	$ 497,530	8.4%
Total Full Time Employees	33	34	36	37	38		0.0%

Notes

Repair Parts - Increase in cost of parts to include consumables, bus surveillance/audio systems, destination signs, body shop paint/supplies.

SILVER LINE BRT MAINTENANCE





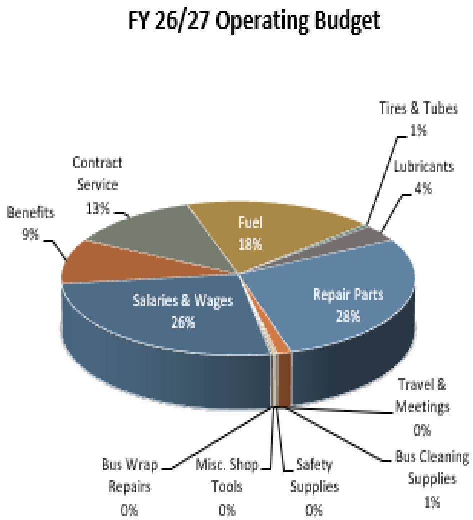
Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	%
Salaries & Wages	$ 74,920	$ 83,871	$ 143,405	$ 122,956	$ 135,503	$ 12,547	10.2%
Benefits	39,606	42,523	53,625	43,632	49,960	6,328	14.5%
Contract Service	59,557	51,658	65,367	71,697	60,882	(10,815)	-15.1%
License/Permit Fees	-	25	25	25	150	125	500.0%
Fuel	176,918	154,081	311,038	204,874	304,593	99,719	48.7%
Tires & Tubes	289	708	9,054	4,200	4,320	120	2.9%
Lubricants	-	-	-	21,637	19,471	(2,166)	-10.0%
Repair Parts	89,039	98,068	93,591	109,683	161,546	51,863	47.3%
Bus Cleaning Supplies	1,300	2,330	4,104	4,566	4,411	(155)	-3.4%
Safety Supplies	1,120	966	1,176	756	732	(24)	-3.2%
Misc. Shop Tools	519	430	780	840	840	-	0.0%
Travel & Meetings	-	-	50	50	150	100	200.0%
Bus Wrap Meetings	-	-	-	-	2,000	2,000	100.0%
Total Operating Expenses	$ 443,269	$ 434,660	$ 682,214	$ 584,916	$ 744,558	$ 159,642	27.3%

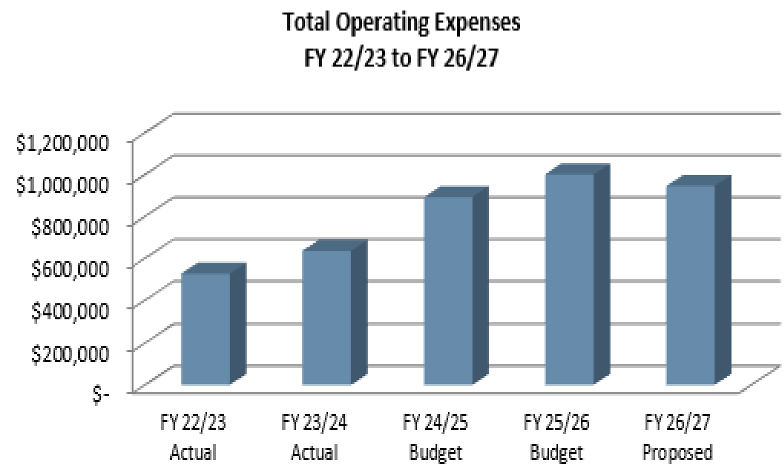
Notes

Fuel - Increased fuel costs due to market volatility.

Repair Parts - Increase in cost of parts to include consumables, bus surveillance/audio systems, destination signs, body shop paint/supplies.

LAKER LINE BRT MAINTENANCE



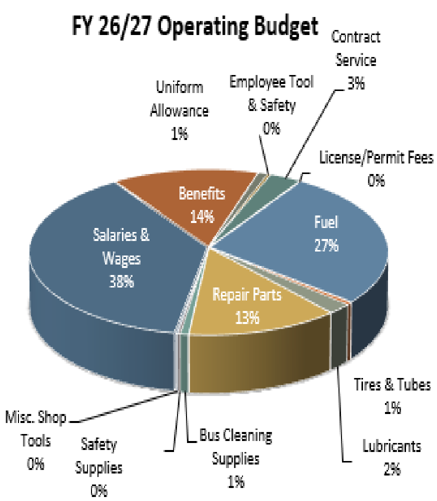


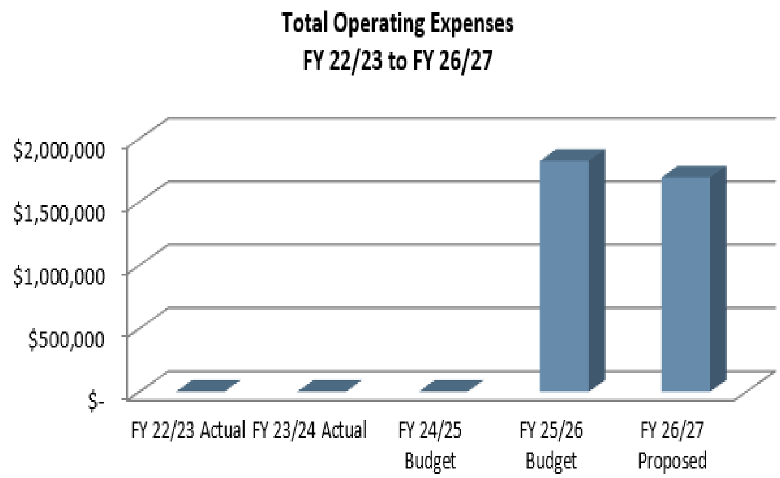
Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	%
Salaries & Wages	$ 140,716	$ 181,550	$ 286,810	$ 352,242	$ 243,905	$ (108,337)	-30.8%
Benefits	74,388	92,047	107,249	124,026	89,928	(34,099)	-27.5%
Contract Service	63,003	86,720	87,611	97,704	119,137	21,433	21.9%
License/Permit Fees	15	-	-	-	-	-	0.0%
Fuel	155,202	141,895	219,511	163,477	172,638	9,161	5.6%
Tires & Tubes	2,226	262	25,161	4,140	5,060	920	22.2%
Lubricants	-	-	-	39,656	34,376	(5,280)	-13.3%
Repair Parts	75,758	124,030	154,916	206,079	264,070	57,991	28.1%
Bus Cleaning Supplies	5,846	6,408	7,237	10,399	11,659	1,260	12.1%
Safety Supplies	1,120	1,544	2,304	1,884	1,680	(204)	-10.8%
Misc. Shop Tools	1,187	1,350	1,410	1,520	1,835	315	20.7%
Travel & Meetings	7,797	113	200	100	100	-	0.0%
Bus Wrap Repairs	-	-	-	-	2,000	2,000	0.0%
Total Operating Expenses	$ 527,259	$ 635,919	$ 892,410	$ 1,001,227	$ 946,387	$ (54,840)	-5.5%

Notes

Repair Parts - Increase in cost of parts to include consumables, bus surveillance/audio systems, destination signs, body shop paint/supplies.

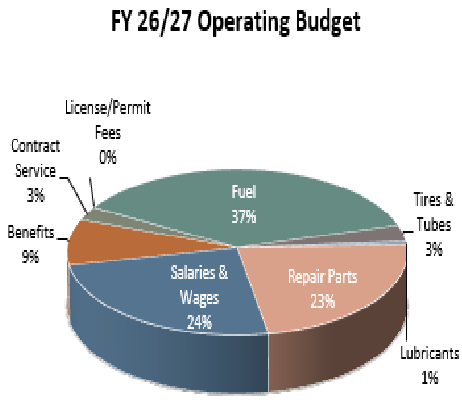
PARATRANSIT MAINTENANCE

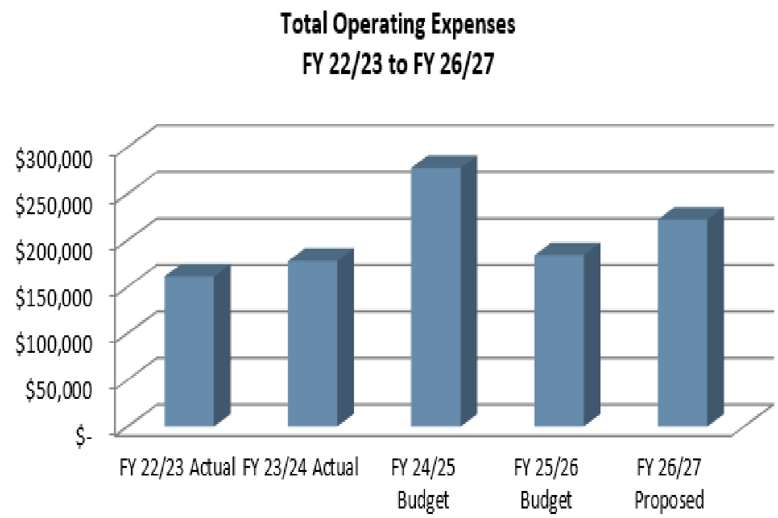




Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	%
Salaries & Wages	$ -	$ -	$ -	$ 617,948	$ 643,138	$ 25,190	4.1%
Benefits	-	-	-	219,284	237,125	17,841	8.1%
Uniform Allowance	-	-	-	11,207	15,273	4,066	36.3%
Employee Tool & Safety	-	-	-	3,300	5,250	1,950	59.1%
Contract Service	-	-	-	39,975	51,113	11,138	27.9%
License/Permit Fees	-	-	-	150	100	(50)	-33.3%
Fuel	-	-	-	500,000	460,000	(40,000)	-8.0%
Tires & Tubes	-	-	-	31,410	8,122	(23,288)	-74.1%
Lubricants	-	-	-	43,175	34,443	(8,732)	-20.2%
Repair Parts	-	-	-	341,616	220,845	(120,771)	-35.4%
Bus Cleaning Supplies	-	-	-	7,500	11,426	3,926	52.3%
Safety Supplies	-	-	-	5,000	3,636	(1,364)	-27.3%
Misc. Shop Tools	-	-	-	5,000	3,110	(1,890)	-37.8%
Total Operating Expenses	$ -	$ -	$ -	$ 1,825,565	$ 1,693,580	$ (131,985)	-7.2%
Total Full Time Employees				11	11		

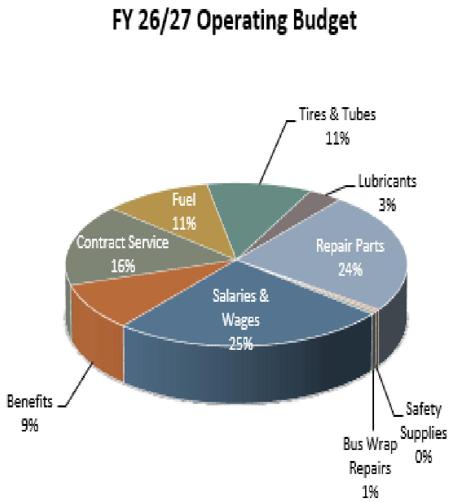
SERVICE VEHICLE MAINTENANCE

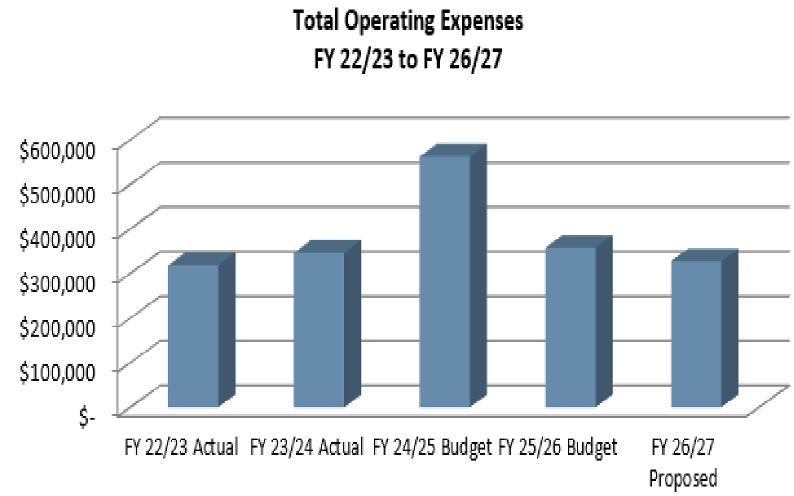




Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	%
Salaries & Wages	$ 28,640	$ 52,399	$ 77,439	$ 30,233	$ 54,201	$ 23,968	79.3%
Benefits	15,140	26,566	28,957	10,728	19,984	9,256	86.3%
Contract Service	32,582	24,551	4,359	5,970	5,900	(70)	-1.2%
License/Permit Fees	-	190	193	193	120	(73)	-37.8%
Fuel	55,908	35,437	116,957	81,954	82,913	959	1.2%
Tires & Tubes	5,522	6,230	7,360	7,452	7,068	(384)	-5.2%
Lubricants	-	-	-	4,357	1,583	(2,775)	-63.7%
Repair Parts	23,333	32,472	42,515	43,224	50,500	7,276	16.8%
Total Operating Expenses	$ 161,125	$ 177,844	$ 277,780	$ 184,111	$ 222,268	$ 38,157	20.7%

DASH MAINTENANCE





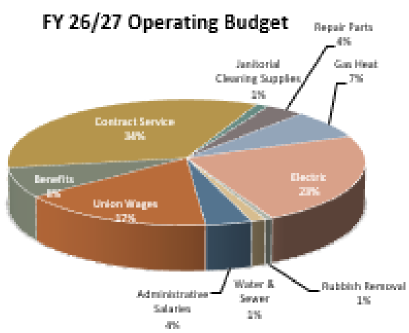
						FY 26/27 Proposed vs FY 25/26 Budget	
Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	$	%
Salaries & Wages	$ 37,479	$ 56,387	$ 143,405	$ 26,314	81,302	$ 54,988	209.0%
Benefits	19,813	28,588	53,625	9,339	29,976	20,637	221.0%
Contract Service	49,714	29,336	64,277	66,203	53,573	(12,629)	-19.1%
License/Permit Fees	-	43	-	-	-	-	0.0%
Fuel	91,256	75,761	139,697	87,088	35,159	(51,929)	-59.6%
Tires & Tubes	22,029	28,072	32,506	38,980	34,316	(4,664)	-12.0%
Lubricants	-	-	-	18,577	11,095	(7,482)	-40.3%
Repair Parts	97,954	126,749	128,472	107,986	79,181	(28,805)	-26.7%
Safety Supplies	933	1,748	948	1,704	1,404	(300)	-17.6%
Bus Wrap Repairs	-	-	-	2,000	2,000	-	0.0%
Total Operating Expenses	$ 319,178	$ 346,683	$ 562,930	$ 358,190	$ 328,006	$ (30,184)	-8.4%

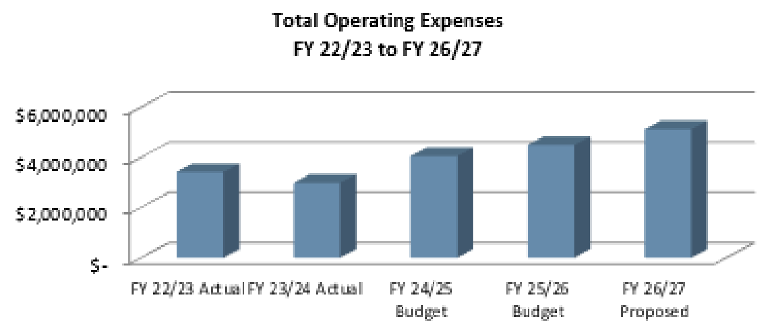
FACILITIES MAINTENANCE SUMMARY

FUNCTIONS

- Labor Relations
- Routine Maintenance
- Capital Plan
- Construction Oversight

FACILITIES MAINTENANCE SUMMARY





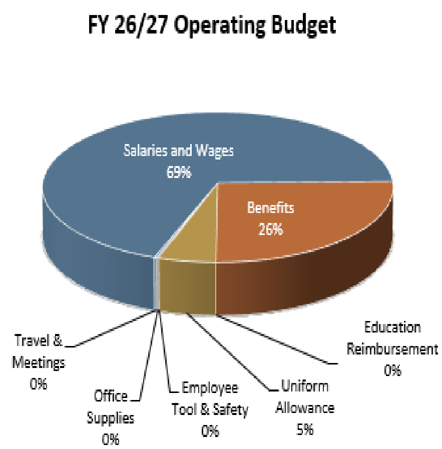
Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	FY 26/27 Proposed vs FY 25/26 Budget %
Administrative Salaries	$ 148,989	$ 158,516	$ 191,425	$ 193,140	$ 198,935	$ 5,795	3.0%
Union Wages	371,365	426,149	578,044	655,716	832,864	177,148	27.0%
Benefits	268,280	296,426	287,735	301,255	380,424	79,170	26.3%
Education Reimbursement	-	-		-	-	-	0.0%
Uniform Allowance	8,736	10,027	11,480	12,520	14,470.00	1,950	15.6%
Employee Tool & Safety	6,068	6,200	10,100	10,100	11,000	900	8.9%
Contract Service	1,178,389	809,019	1,192,440	1,519,290	1,726,940	207,650	13.7%
Snow Removal	8,319	8,941	21,100	21,600	23,600	2,000	9.3%
License/Permit Fees	-	-	-	-	-	-	0.0%
Fuel	22,530	21,531	54,000	4,000	4,000	-	0.0%
Lubricants	-	-	-	-	-	-	0.0%
Office Supplies	7	34	400	400	400	-	0.0%
Janitorial Cleaning Supplies	34,852	44,869	58,000	57,800	61,800	4,000	6.9%
Repair Parts	112,943	114,038	213,900	191,400	183,650	(7,750)	-4.0%
Misc. Shop Tools	625	884	3,180	2,680	2,680	-	0.0%
Gas Heat	230,831	145,548	311,100	318,800	378,800	60,000	18.8%
Electric	911,829	840,830	1,007,000	1,086,000	1,170,400	84,400	7.8%
Rubbish Removal	30,939	27,313	21,060	24,860	31,200	6,340	25.5%
Water & Sewer	43,380	40,767	52,200	58,200	62,700	4,500	7.7%
Insurance	20,248	21,013	22,064	23,649	24,500	851	3.6%
Travel & Meetings	547	153	6,200	3,200	700	(2,500)	-78.1%
Office Equipment	-	1,200	-	-	-	-	0.0%
Electric Communitcations	-	-	-	-	3,500	3,500	0.0%
Total Operating Expenses	$ 3,398,879	$ 2,973,457	$ 4,041,428	$ 4,484,610	$ 5,112,564	$ 627,954	14.0%
Total Full Time Employees	10	12	12	12	14		

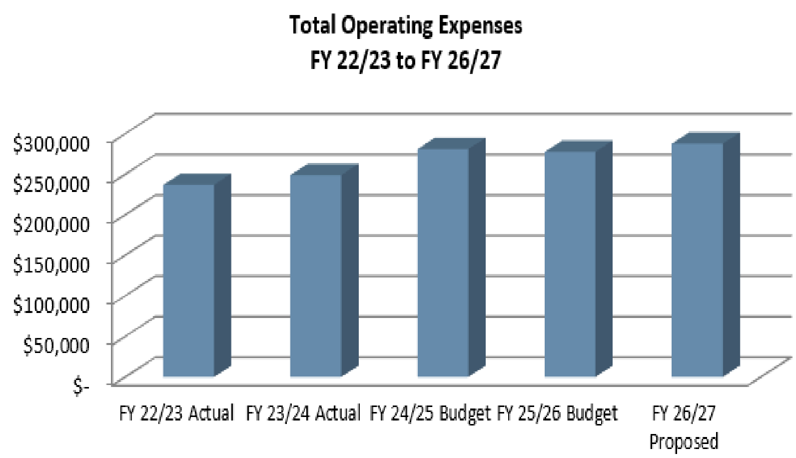
Notes

Contract Services – Addition of the bus platform under cleaning, replacement of deteriorated concrete in front of the main entry doors, a new contract for BRT station cleaning

Gas Heat - Utilities forecasting based on current trends

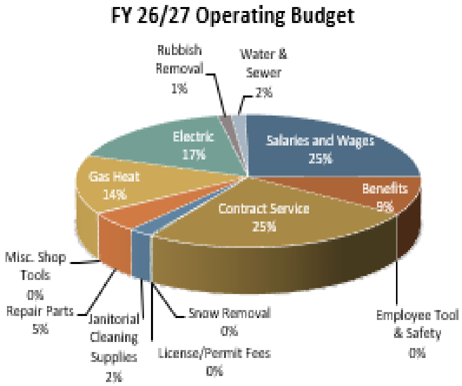
FACILITIES MAINTENANCE ADMINISTRATION

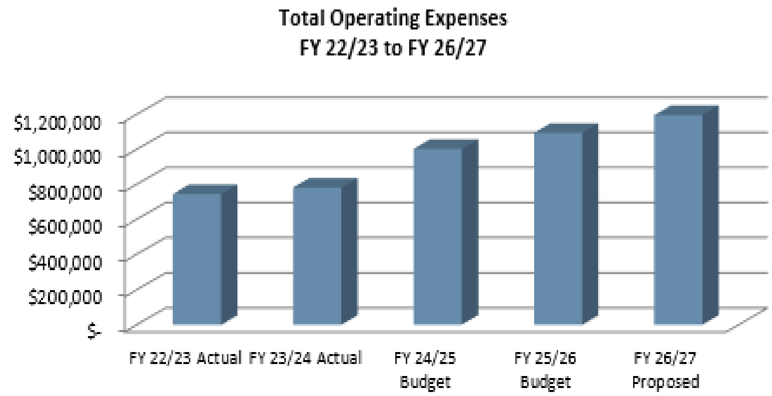




Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	%
Salaries and Wages	$ 148,989	$ 158,516	$ 191,425	$ 193,140	$ 198,935	$ 5,795	3.0%
Benefits	78,762	80,368	71,581	68,545	73,347	4,802	7.0%
Education Reimbursement	-	-	-	-	-	-	0.0%
Uniform Allowance	8,736	10,027	11,480	12,520	14,470	1,950	15.6%
Employee Tool & Safety	129	-	-	-	-	-	0.0%
Office Supplies	7	34	400	400	400	-	0.0%
Travel & Meetings	547	153	6,200	3,200	700	(2,500)	-78.1%
Total Operating Expenses	$ 237,170	$ 249,098	$ 281,087	$ 277,805	$ 287,852	$ 10,047	3.6%
Total Full Time Employees	2	2	2	2	2		

WEALTHY BUILDING





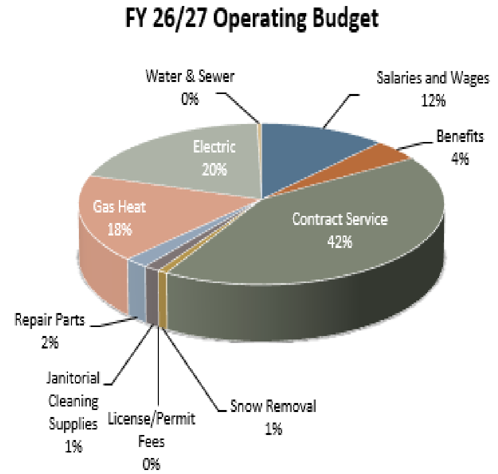
Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	%
Salaries and Wages	$ 132,923	$ 144,058	$ 221,646	$ 255,254	$ 301,831	$ 46,577	18.2%
Benefits	70,269	73,038	82,882	90,590	111,285	20,695	22.8%
Employee Tool & Safety	5,939	-	-	-	-	-	0.0%
Contract Service	181,757	208,859	278,700	300,800	295,200	(5,600)	-1.9%
Snow Removal	1,204	1,126	2,600	2,600	2,600	-	0.0%
License/Permit Fees	-	-	-	-	-	-	0.0%
Janitorial Cleaning Supplies	15,114	21,986	25,000	25,000	25,000	-	0.0%
Repair Parts	20,959	36,740	42,000	45,000	56,250	11,250	25.0%
Misc. Shop Tools	625	884	1,680	1,680	1,680	-	0.0%
Gas Heat	133,981	91,924	145,000	150,000	170,000	20,000	13.3%
Electric	152,403	173,574	175,000	190,000	199,500	9,500	5.0%
Rubbish Removal	16,266	15,423	12,000	15,800	16,000	200	1.3%
Water & Sewer	12,794	13,594	16,000	17,000	17,000	-	0.0%
Total Operating Expenses	$ 744,234	$ 781,205	$ 1,002,508	$ 1,093,724	$ 1,196,346	$ 102,622	9.4%
Total Full Time Employees	8	10	10	10	12		

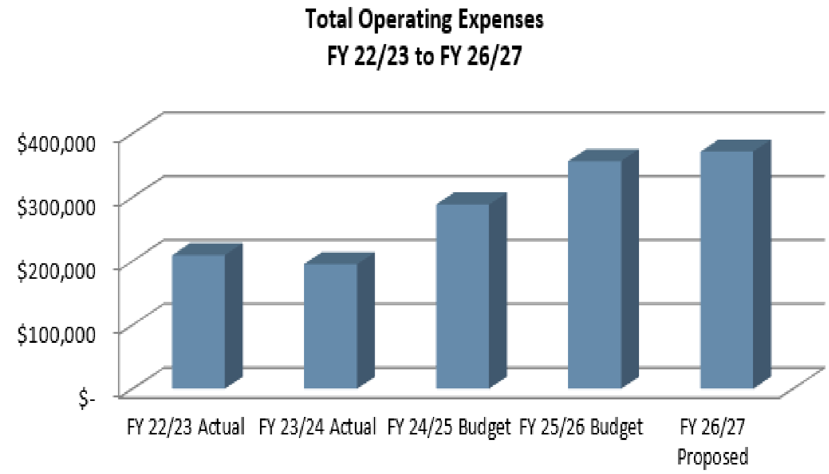
Notes

Repair Parts - Correcting the account used for parts in prior year's budget and vendor cost increases

Gas Heat - Utilities forecasting based on current trends

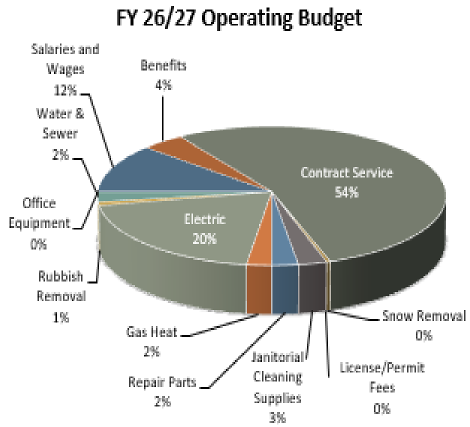
ELLSWORTH BUILDING

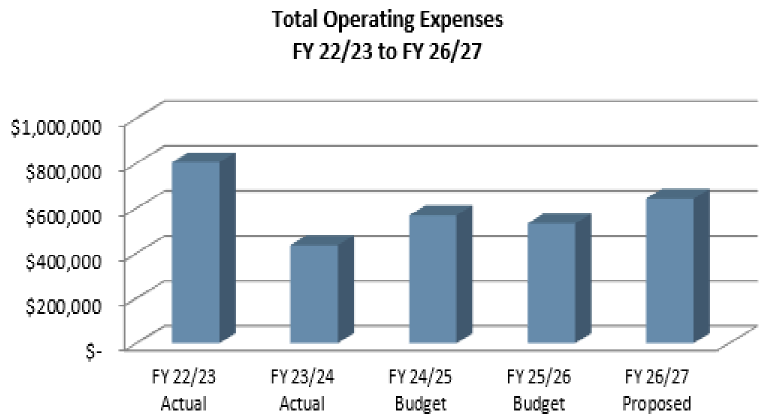




Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	FY 26/27 Proposed vs FY 25/26 Budget %
Salaries and Wages	$ 21,682	$ 25,572	$ 29,108	$ 36,669	$ 43,892	$ 7,223	19.7%
Benefits	11,462	12,965	10,884	13,014	16,183	3,169	24.4%
Contract Service	63,349	67,572	96,900	155,040	156,340	1,300	0.8%
Snow Removal	1,110	1,298	3,000	3,000	3,000	-	0.0%
License/Permit Fees	-	-	-	-	-	-	0.0%
Janitorial Cleaning Supplies	2,892	2,333	5,000	5,000	5,000	-	0.0%
Repair Parts	3,227	6,379	7,500	7,500	7,500	-	0.0%
Gas Heat	43,201	16,890	65,000	65,000	65,000	-	0.0%
Electric	61,409	60,979	70,000	70,000	73,500	3,500	5.0%
Water & Sewer	1,201	1,375	1,500	1,500	1,500	-	0.0%
Total Operating Expenses	$ 209,532	$ 195,364	$ 288,892	$ 356,723	$ 371,915	$ 15,192	4.3%

RAPID CENTRAL STATION



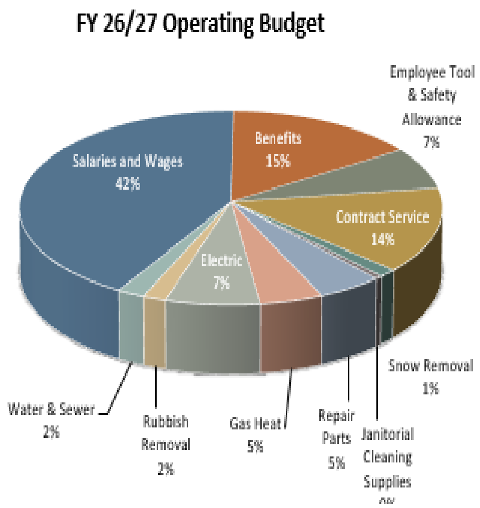


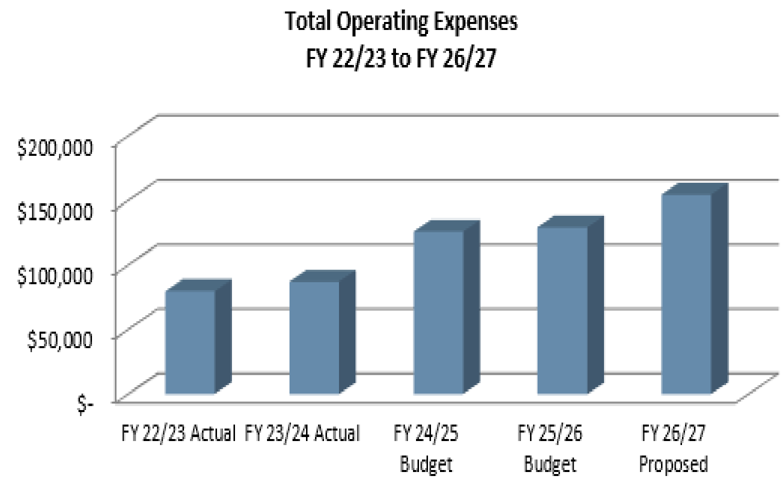
Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	FY 26/27 Proposed vs FY 25/26 Budget %
Salaries and Wages	$ 35,753	$ 39,182	$ 40,198	$ 54,776	$ 73,875	$ 19,099	34.9%
Benefits	18,900	19,865	15,032	19,440	27,238	7,798	40.1%
Contract Service	599,469	220,632	354,400	272,100	347,100	75,000	27.6%
Snow Removal	955	1,072	2,300	2,300	2,300	-	0.0%
License/Permit Fees	-	-	-	-	-	-	0.0%
Janitorial Cleaning Supplies	10,238	13,852	16,000	16,000	16,000	-	0.0%
Repair Parts	11,742	11,150	12,800	13,800	14,800	1,000	7.2%
Gas Heat	9,317	8,201	12,000	14,000	14,000	-	0.0%
Electric	99,651	103,980	100,000	120,000	126,000	6,000	5.0%
Rubbish Removal	9,647	7,803	5,400	5,400	5,400	-	0.0%
Water & Sewer	8,359	9,115	10,000	15,000	15,000	-	0.0%
Office Equipment	-	1,200	-	-	-	-	0.0%
Total Operating Expenses	$ 804,031	$ 436,051	$ 568,129	$ 532,816	$ 641,713	$ 108,897	20.4%

Notes

Contract Services – Addition of the bus platform undercleaning and replacement of deteriorated concrete in front of the main entry doors

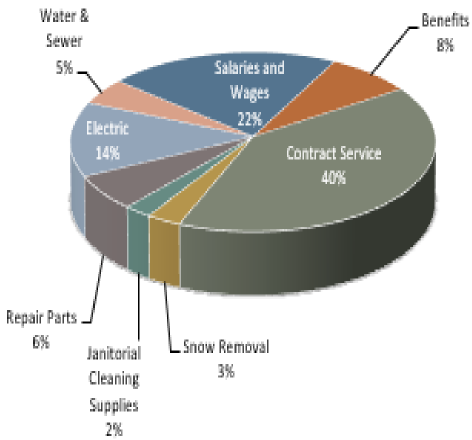
BUTTERWORTH BUILDING

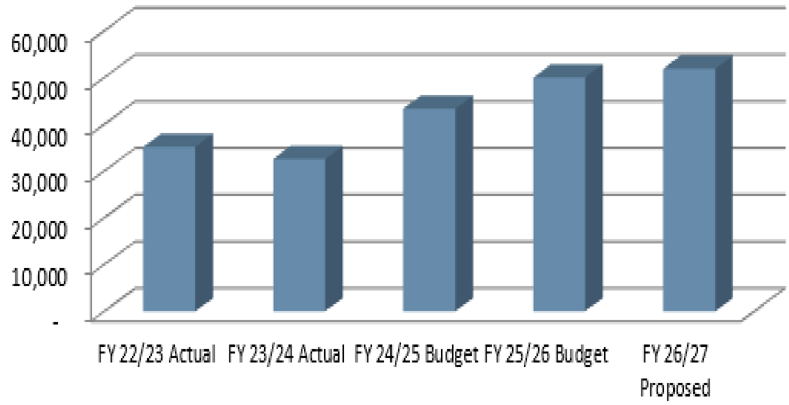




Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	%
Salaries and Wages	$ 26,893	$ 31,215	$ 49,348	$ 48,484	$ 64,714	16,230	33.5%
Benefits	14,217	15,826	18,453	17,207	23,860	6,653	38.7%
Employee Tool & Safety Allowance	-	6,200	10,100	10,100	11,000	900	8.9%
Contract Service	12,766	11,779	17,940	21,800	21,800	-	0.0%
Snow Removal	755	862	2,000	2,000	2,000	-	0.0%
Janitorial Cleaning Supplies	794	664	800	800	800	-	0.0%
Repair Parts	6,287	3,817	6,800	7,300	7,300	-	0.0%
Gas Heat	4,460	4,136	7,000	7,000	7,000	-	0.0%
Electric	7,871	7,867	8,000	9,000	10,500	1,500	16.7%
Rubbish Removal	3,007	2,395	2,400	2,400	2,600	200	8.3%
Water & Sewer	2,775	2,442	3,000	3,000	3,000	-	0.0%
Total Operating Expenses	$ 79,826	$ 87,203	$ 125,841	$ 129,091	$ 154,574	$ 25,483	19.7%

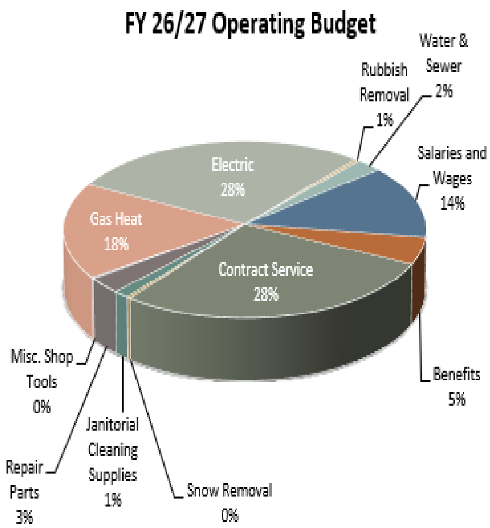
KENTWOOD STATION

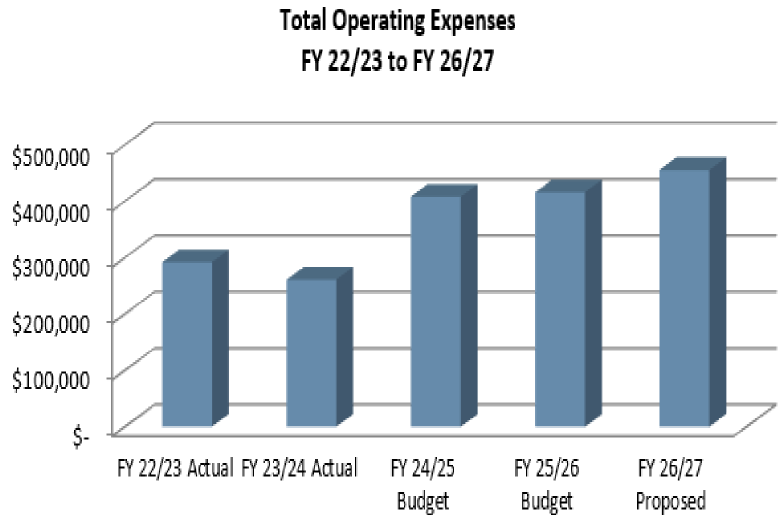




						FY 26/27 Proposed vs FY 25/26 Budget	
Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	$	%
Salaries and Wages	$ 5,763	$ 6,590	$ 6,441	$ 9,990	$ 11,244	1,254	12.5%
Benefits	3,047	3,341	2,408	3,545	4,146	600	16.9%
Contract Service	13,394	13,092	19,000	21,000	21,000	-	0.0%
Snow Removal	570	649	1,500	1,500	1,500	-	0.0%
Janitorial Cleaning Supplies	1,130	986	1,200	1,200	1,200	-	0.0%
Repair Parts	3,334	934	3,300	3,300	3,300	-	0.0%
Electric	5,427	4,904	7,000	7,000	7,000	-	0.0%
Water & Sewer	2,534	2,101	2,500	2,500	2,500	-	0.0%
Total Operating Expenses	35,198	32,597	43,349	50,035	$ 51,889	1,854	3.7%

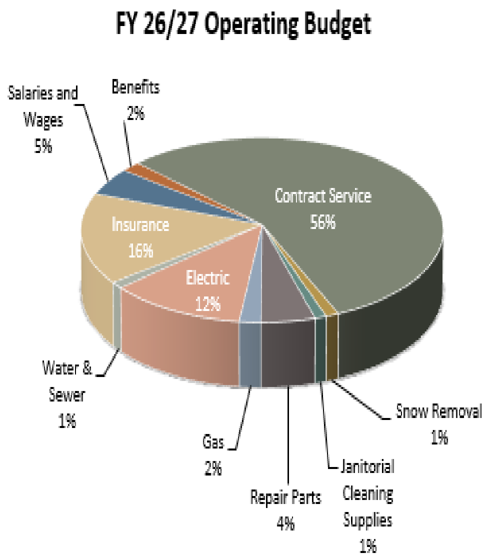
LAKER LINE BUILDING

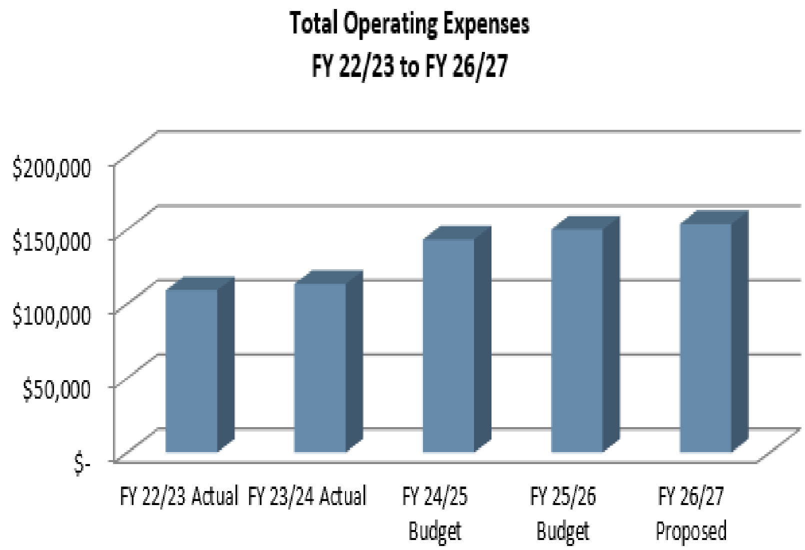




Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	%
Salaries and Wages	$ 28,728	$ 26,309	$ 41,534	$ 44,664	$ 61,132	16,468	36.9%
Benefits	15,187	13,339	15,531	15,851	22,539	6,688	42.2%
Contract Service	72,173	63,647	122,300	124,150	127,650	3,500	2.8%
Snow Removal	615	648	1,500	1,500	1,500	-	0.0%
Janitorial Cleaning Supplies	3,274	2,628	6,000	6,000	6,000	-	0.0%
Repair Parts	10,627	6,322	8,500	8,500	13,500	5,000	58.8%
Misc. Shop Tools	-	-	1,500	1,000	1,000	-	0.0%
Gas Heat	37,544	22,364	80,000	80,000	80,000	-	0.0%
Electric	112,147	115,847	120,000	123,000	129,150	6,150	5.0%
Rubbish Removal	2,019	1,693	1,260	1,260	2,100	840	66.7%
Water & Sewer	9,561	8,220	10,000	10,000	11,000	1,000	10.0%
Total Operating Expenses	$ 291,875	$ 261,016	$ 408,125	$ 415,925	$ 455,571	$ 39,646	9.5%

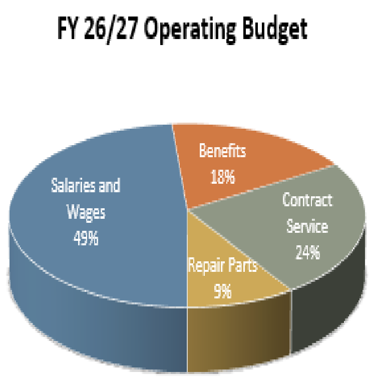
AMTRAK STATION

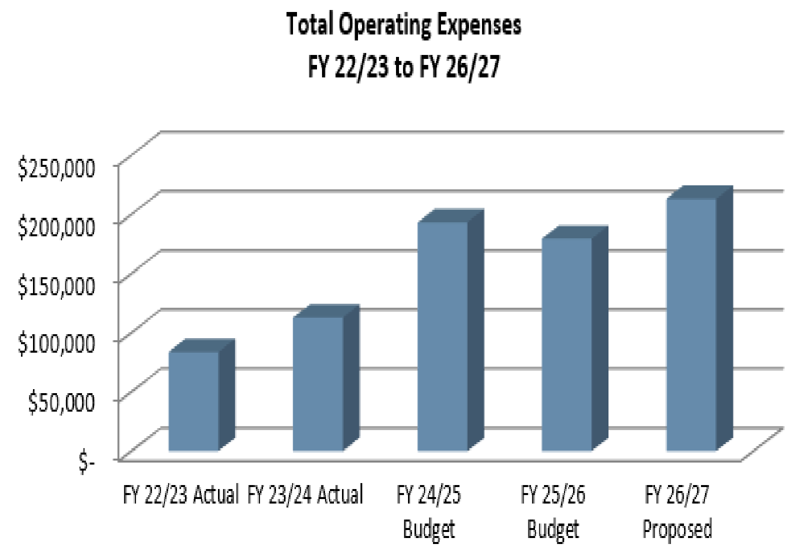




Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	FY 26/27 Proposed vs FY 25/26 Budget %
Salaries and Wages	$ 2,789	$ 4,598	$ 4,343	$ 6,198	$ 7,579	1,381	22.3%
Benefits	1,475	2,331	1,624	2,200	2,794	595	27.0%
Contract Service	71,846	70,775	85,350	86,350	86,350	-	0.0%
Snow Removal	705	733	1,700	1,700	1,700	-	0.0%
Janitorial Cleaning Supplies	-	1,338	1,500	1,500	1,500	-	0.0%
Repair Parts	1,612	3,094	6,000	7,000	7,000	-	0.0%
Gas	2,257	2,009	2,100	2,800	2,800	-	0.0%
Electric	7,049	6,138	17,000	17,000	17,850	850	5.0%
Water & Sewer	1,239	1,379	1,700	1,700	1,700	-	0.0%
Insurance	20,248	21,013	22,064	23,649	24,500	851	3.6%
Total Operating Expenses	$ 109,220	$ 113,408	$ 143,380	$ 150,097	$ 153,773	$ 3,677	2.4%

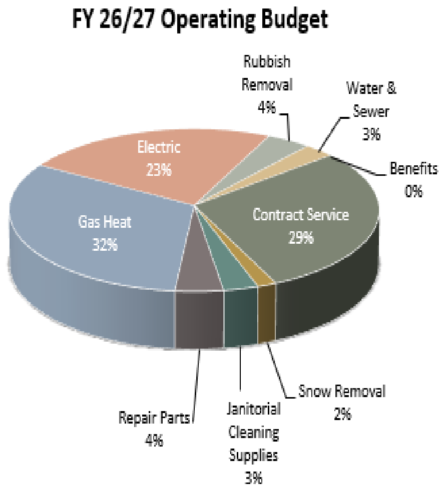
BUS SHELTER AND STOP SIGN PROGRAM

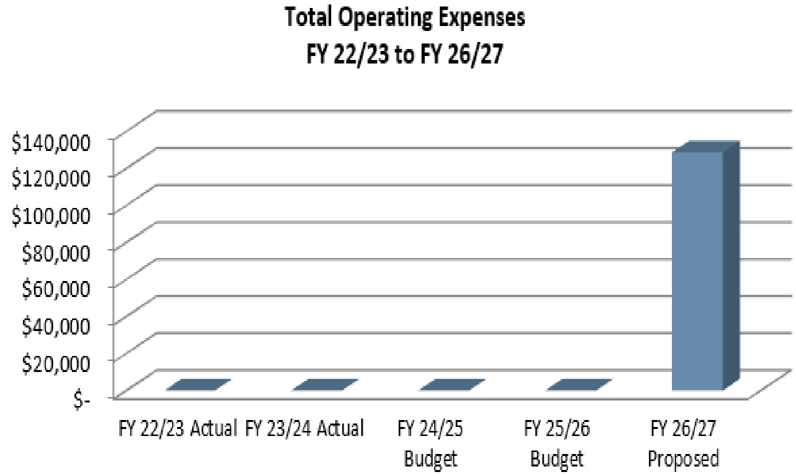




						FY 26/27 Proposed vs FY 25/26 Budget	
Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	$	%
Salaries and Wages	$ 39,833	$ 58,519	$ 76,823	$ 75,681	$ 103,525	27,844	36.8%
Benefits	21,057	29,670	28,727	26,859	38,170	11,310	42.1%
Contract Service	21,690	23,392	68,800	56,000	51,500	(4,500)	-8.0%
Repair Parts	1,112	1,248	19,000	21,000	20,000	(1,000)	-4.8%
Total Operating Expenses	$ 83,691	$ 112,829	$ 193,350	$ 179,540	$ 213,195	$ 33,654	18.7%

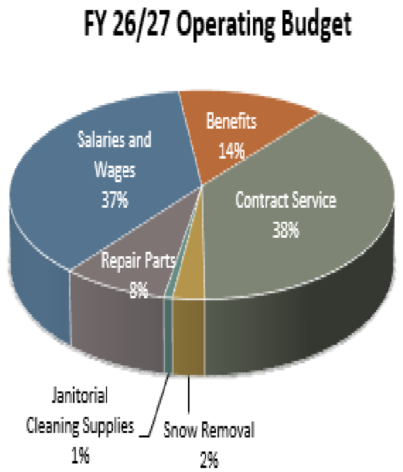
Century

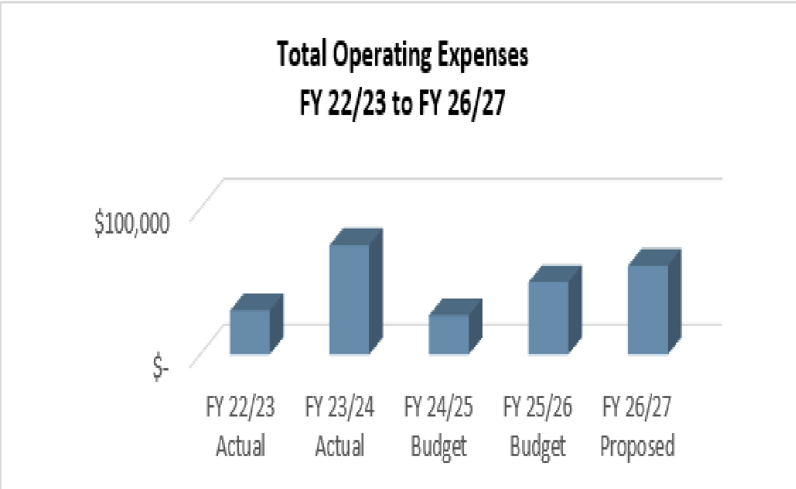




Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	FY 26/27 Proposed vs FY 25/26 Budget %
Salaries and Wages	$ -	$ -	$ -	$ -	$ -	-	0.0%
Benefits	-	-	-	-	-	-	0.0%
Contract Service	-	-	-	-	36,600	36,600	100.0%
Snow Removal	-	-	-	-	2,000	2,000	100.0%
Janitorial Cleaning Supplies	-	-	-	-	3,600	3,600	100.0%
Repair Parts	-	-	-	-	5,000	5,000	100.0%
Gas Heat	-	-	-	-	40,000	40,000	100.0%
Electric	-	-	-	-	29,400	29,400	100.0%
Rubbish Removal	-	-	-	-	5,100	5,100	100.0%
Water & Sewer	-	-	-	-	3,500	3,500	100.0%
Electronic Communications				-	3,500	3,500	100.0%
Total Operating Expenses	$ -	$ -	$ -	$ -	$ 128,700	$ 128,700	100.0%

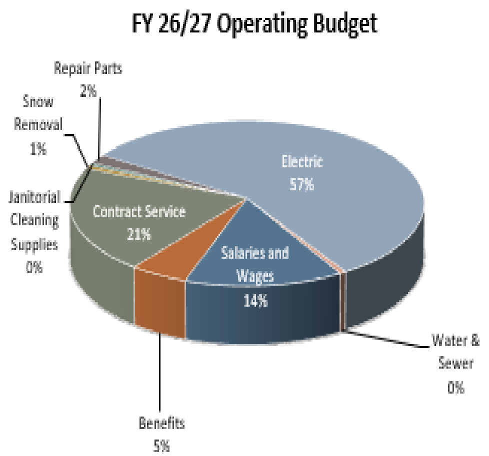
DEMAND RESPONSE FACILITY

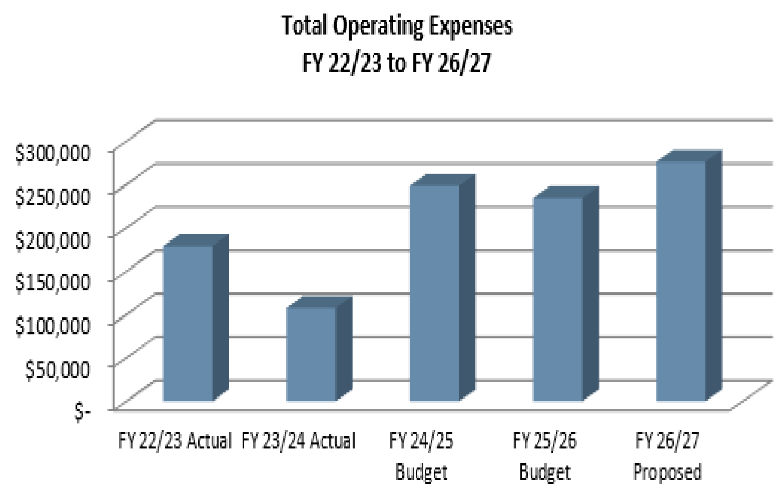




Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	FY 26/27 Proposed vs FY 25/26 Budget %
Salaries and Wages	$ 12,866	$ 17,099	$ 9,065	$ 18,630	$ 22,404	3,774	20.3%
Benefits	-	8,669	3,390	6,612	8,260	1,649	24.9%
Contract Service	14,217	44,607	7,900	17,900	23,400	5,500	30.7%
Snow Removal	630	578	1,500	1,500	1,500	-	0.0%
Janitorial Cleaning Supplies	-	-	-	-	400	400	0.0%
Repair Parts	1,226	3,572	5,000	5,000	5,000	-	0.0%
Gas Heat	71	24	-	-	-	-	0.0%
Electric	1,083	458	-	-	-	-	0.0%
Rubbish Removal	-	-	-	-	-	-	0.0%
Water & Sewer	27	-	-	-	-	-	0.0%
Total Operating Expenses	$ 30,119	$ 75,006	$ 26,855	$ 49,642	$ 60,964	$ 11,323	22.8%

SILVER LINE BRT STATIONS



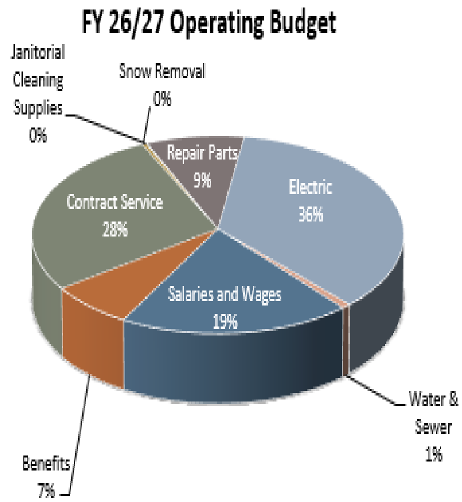


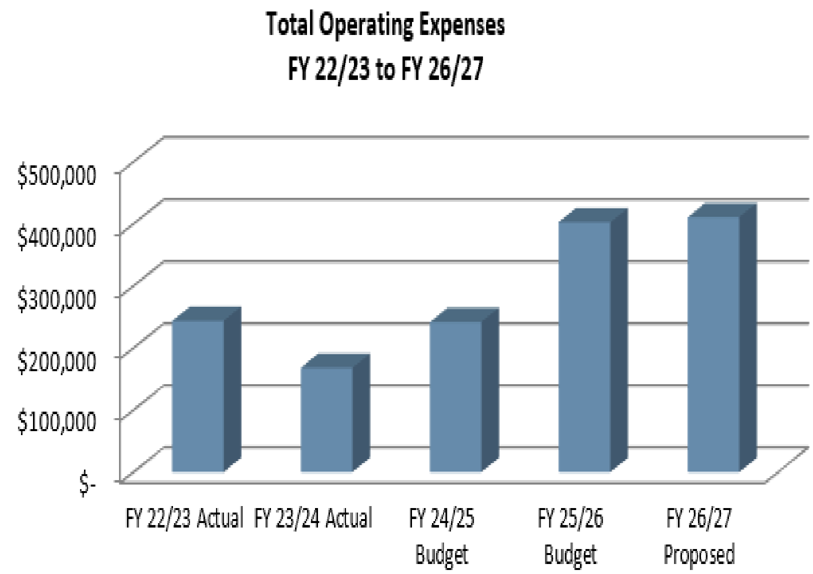
Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	%
Salaries and Wages	$ 16,958	$ 11,539	$ 37,677	$ 27,959	$ 37,728	9,769	34.9%
Benefits	8,965	5,850	14,089	9,921	13,910	3,989	40.2%
Contract Service	28,841	18,091	37,750	37,750	57,000	19,250	51.0%
Snow Removal	805	862	2,000	2,000	2,000	-	0.0%
Janitorial Cleaning Supplies	729	731	1,700	1,500	1,500	-	0.0%
Repair Parts	11,128	388	4,000	4,000	5,000	1,000	25.0%
Electric	109,983	70,059	150,000	150,000	157,500	7,500	5.0%
Water & Sewer	1,593	348	1,500	1,500	1,500	-	0.0%
Total Operating Expenses	$ 179,002	$ 107,867	$ 248,716	$ 234,630	$ 276,138	$ 41,508	17.7%

Notes

Contract Services – Budget includes funding for outsourced BRT station maintenance based on anticipated vendor costs.

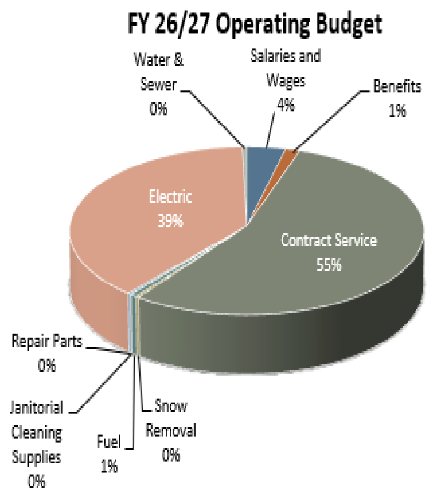
LAKER LINE BRT STATIONS

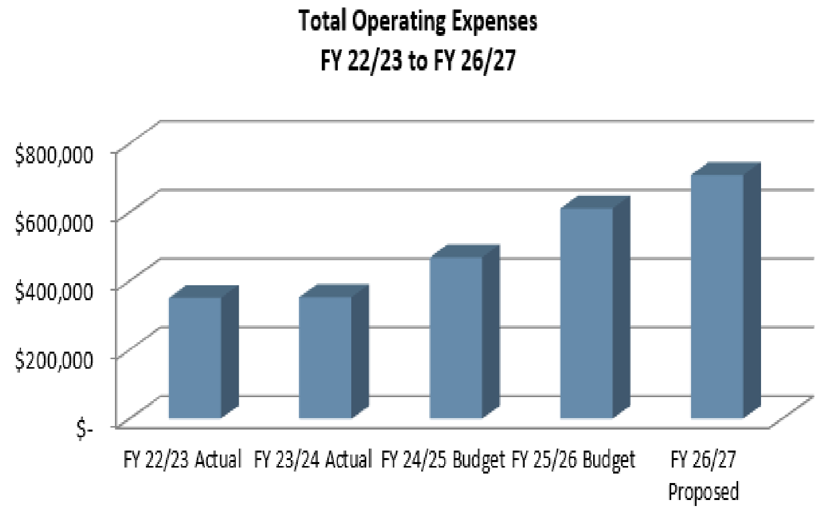




Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	FY 26/27 Proposed vs FY 25/26 Budget %
Salaries and Wages	$ 34,500	$ 48,745	$ 41,271	$ 58,376	$ 78,622	$ 20,246	34.7%
Benefits	18,238	24,714	15,433	20,715	28,988	8,273	39.9%
Contract Service	54,612	18,084	34,000	112,000	114,600	2,600	2.3%
Snow Removal	165	254	1,000	1,500	1,500	-	0.0%
Janitorial Cleaning Supplies	421	234	500	500	500	-	0.0%
Repair Parts	1,398	1,618	7,000	67,000	37,000	(30,000)	-44.8%
Electric	132,695	73,576	140,000	140,000	147,000	7,000	5.0%
Water & Sewer	1,890	1,187	3,000	3,000	3,000	-	0.0%
Total Operating Expenses	$ 243,919	$ 168,412	$ 242,204	$ 403,091	$ 411,210	$ 8,119	2.0%

CNG FUELING FACILITY





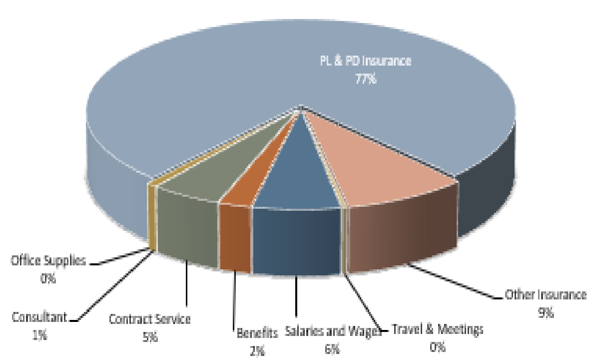
Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	FY 26/27 Proposed vs FY 25/26 Budget %
Salaries and Wages	$ 12,676	$ 12,722	$ 20,591	$ 19,035	$ 26,319	7,284	38.3%
Benefits	6,701	6,450	7,700	6,756	9,704	2,948	43.6%
Contract Service	44,277	48,488	69,400	314,400	388,400	74,000	23.5%
Snow Removal	805	862	2,000	2,000	2,000	-	0.0%
License/Permit Fees	-	-	-	-	-	-	0.0%
Fuel	22,530	21,531	54,000	4,000	4,000	-	0.0%
Lubricants	-	-	-	-	-	-	0.0%
Janitorial Cleaning Supplies	260	116	300	300	300	-	0.0%
Repair Parts	40,292	38,778	92,000	2,000	2,000	-	0.0%
Electric	222,111	223,447	220,000	260,000	273,000	13,000	5.0%
Water & Sewer	1,409	1,006	3,000	3,000	3,000	-	0.0%
Total Operating Expenses	$ 351,061	$ 353,400	$ 468,990	$ 611,491	$ 708,722	$ 97,232	15.9%

OPERATIONS

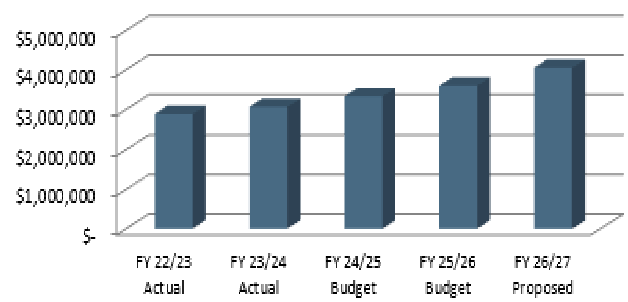
FUNCTIONS

- Remove Obstacles & Barriers
- Compliance
- Project Management
- Risk Management

FY 26/27 Operating Budget



Total Operating Expenses
FY 22/23 to FY 26/27



						FY 26/27 proposed 25/26 budget	
Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	$	%
Salaries and Wages	$ 181,549	$ 205,521	$ 238,045	$ 242,007	$ 249,258	$ 7,251	3.0%
Benefits	95,974	104,200	89,014	85,878	$ 91,901	6,023	7.0%
Contract Service	147,836	150,480	150,000	51,000	$ 201,000	150,000	294.1%
Consultant	-	24,302	30,000	30,000	$ 30,000	-	0.0%
Catering	-	-	-	-	$ -	-	0.0%
Office Supplies	115	-	300	600	$ 600	-	0.0%
PL & PD Insurance	2,181,385	2,286,716	2,476,954	2,850,529	$ 3,110,581	260,052	9.1%
Other Insurance	266,191	284,364	331,825	323,443	$ 355,787	32,344	10.0%
Dues & Subscriptions	-	-	-	-	$ -	-	0.0%
Travel & Meetings	8,149	5,120	9,700	10,000	$ 12,900	2,900	29.0%
Total Operating Expenses	$ 2,881,199	$ 3,060,703	$ 3,325,838	$ 3,593,457	$ 4,052,027	$ 458,570	12.8%
Total Full Time Employees	3	2	2	2		-	0.0%

Notes

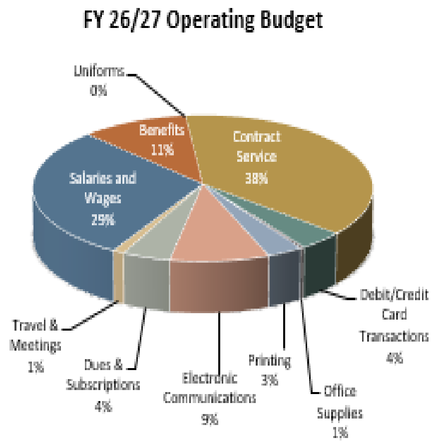
Contract Service - Due to the award of a new insurance brokerge contrat

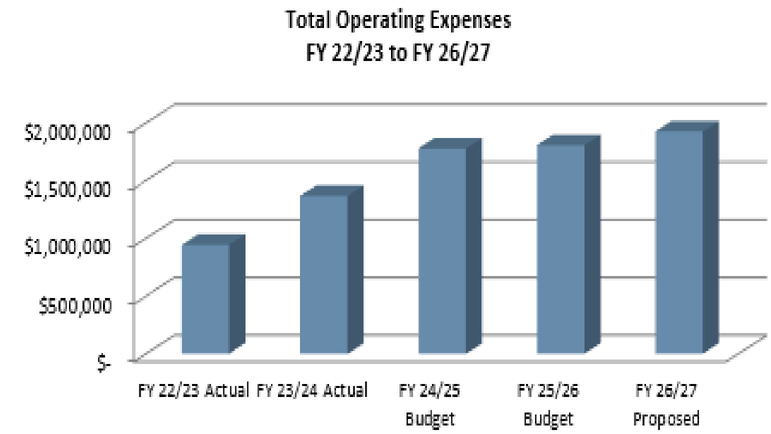
Other Insurance - Reflects projected premiums based on industry trends

INFORMATION TECHNOLOGY

FUNCTIONS

- Hardware and Infrastructure
- Software & Information Services
- Lifecycle & Innovative Capital Planning
- Vendor & Project Management
- Electronic Fare Collection





						FY 26/27 Proposed vs FY 25/26 Budget	
Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	$	%
Salaries and Wages	$ 296,059	$ 325,847	$ 535,349	$ 527,590	$ 561,661	$ 34,071	6%
Benefits	156,508	165,206	200,188	187,242	207,084	19,843	11%
Uniforms	-	-	-	990	-	(990)	-100%
Contract Service	228,901	533,054	658,341	711,882	733,498	21,616	3%
Debit/Credit Card Transactions	43,384	54,575	68,232	67,992	78,120	10,128	15%
Office Supplies	6,167	8,413	7,200	7,200	7,200	-	0%
Printing	11,725	79,800	75,000	75,000	62,000	(13,000)	-17%
Electronic Communications	186,684	186,017	195,520	176,615	171,727	(4,888)	-3%
Dues & Subscriptions	6,728	6,803	18,940	31,237	83,582	52,345	168%
Travel & Meetings	7,329	7,160	20,500	20,300	20,300	-	0%
Total Operating Expenses	$ 943,485	$ 1,366,875	$ 1,779,270	$ 1,806,048	$ 1,925,172	$ 119,124	6.6%
Total Full Time Employees	7	5	7	7			

Notes

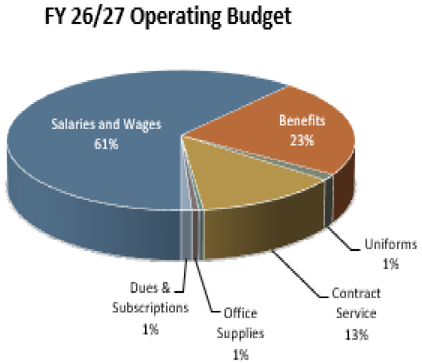
Deb/Credit Card Transactions - Increase in vendor costs and transactions

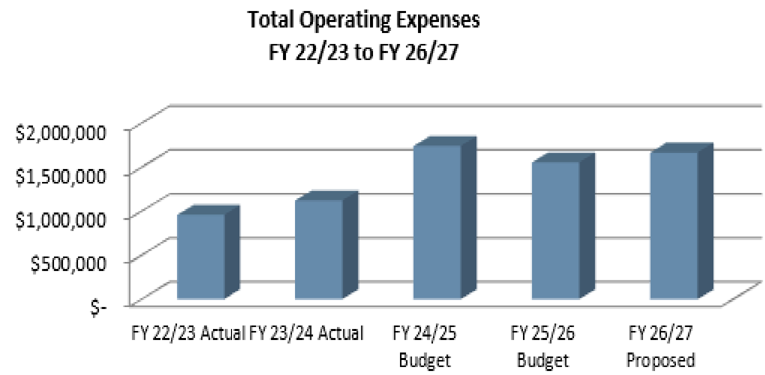
Dues and Subscriptions - Consolidated software subscriptions to improve budget management, tracking and consistency

SECURITY

FUNCTIONS

- Emergency Management Liaison
- Capital Projects
- System Security
- Fare Enforcement
- Lost & Found





Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	%
Salaries and Wages	$ 337,151	$ 603,438	$ 1,077,510	$ 990,837	$ 1,024,343	$ 33,506	3.4%
Benefits	178,232	305,947	402,923	351,607	377,675	26,068	7.4%
Uniforms	2,459	37,411	16,675	16,690	23,060	6,370	38.2%
Contract Service	20,581	64,564	194,819	152,000	210,700	58,700	38.6%
Security	411,384	103,478	5,000	-		-	0.0%
Office Supplies	3,191	5,410	7,400	6,000	6,700	700	11.7%
Dues & Subscriptions	309	325	22,985	25,506	10,339	(15,167)	-59.5%
Travel & Meetings	5,452	890	14,725	13,550	15,400	1,850	13.7%
Total Operating Expenses	$ 958,759	$ 1,121,462	$ 1,742,037	$ 1,556,190	$ 1,668,217	$ 112,027	7.2%
Total Full Time Employees	9	8	19	18	18		

Notes

Contract Service - Paratransit vehicle live camera feed

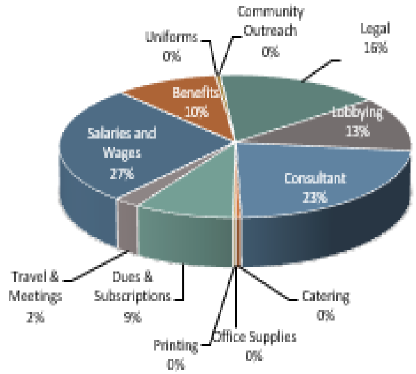
Dues & Subscriptions - Switched to cellular service with unlimited video feed

OFFICE OF THE CEO

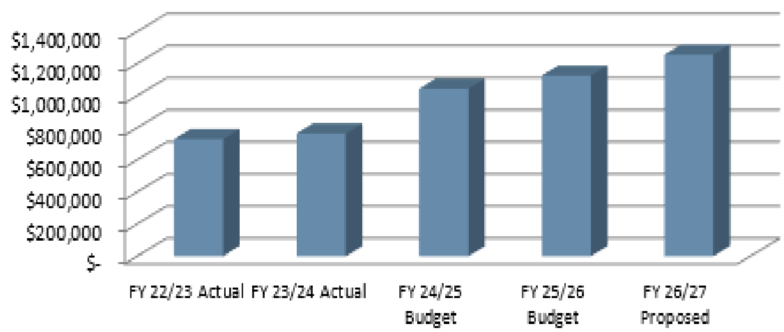
FUNCTIONS

- Culture
- External Relationships
- Idea Generator
- Board Relations
- Industry Pulse
- Funding

FY 26/27 Operating Budget



Total Operating Expenses
FY 22/23 to FY 26/27



Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	FY 26/27 Proposed vs FY 25/26 Budget %
Salaries and Wages	$ 244,965	$ 260,767	$ 320,384	$ 339,613	$ 339,126	$ (487)	-0.1%
Benefits	129,498	132,210	119,804	120,529	125,036	4,507	3.7%
Uniforms	-	-	500	500	500	-	0.0%
Community Outreach	2,076	673	6,125	5,000	5,000	-	0.0%
Legal	33,317	95,833	200,000	75,000	200,000	125,000	166.7%
Lobbying	108,091	131,500	150,000	150,000	156,000	6,000	4.0%
Consultant	39,875	33,000	83,000	283,990	285,009	1,019	0.4%
Catering	4,071	1,661	4,500	4,500	4,500	-	0.0%
Office Supplies	306	385	1,500	1,000	1,000	-	0.0%
Printing	-	372	2,500	2,500	2,500	-	0.0%
Dues & Subscriptions	156,643	104,175	112,950	108,820	108,870	50	0.0%
Travel & Meetings	9,209	4,146	41,500	33,000	28,000	(5,000)	-15.2%
Total Operating Expenses	$ 728,050	$ 764,722	$ 1,042,763	$ 1,124,452	$ 1,255,541	$ 131,089	11.7%
Total Full Time Employees	2	2	2	2	2		

Notes

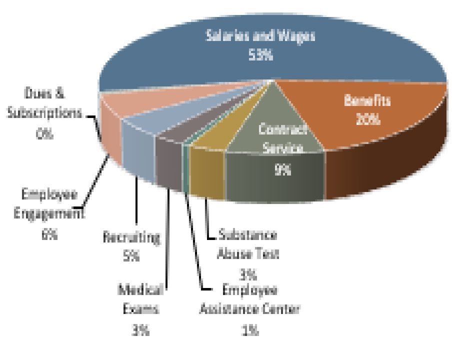
Legal - Services to support collective bargaining in 2027

HUMAN RESOURCES

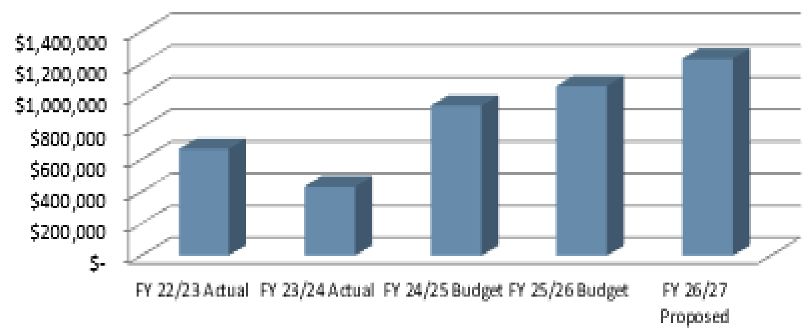
FUNCTIONS

- Talent Acquisition
- Performance Management
- Compliance
- Total Rewards
- Organizational Design

FY 26/27 Operating Budget



Total Operating Expenses FY 22/23 to FY 26/27



Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	FY 26/27 Proposed vs FY 25/26 Budget %
Salaries and Wages	$ 302,650	$ 187,010	$ 502,118	$ 506,909	$ 643,130	$ 136,221	26.9%
Benefits	159,993	94,815	187,762	179,902	237,122	57,220	31.8%
Education Reimbursement	-	-	-	5,000	4,812	(188)	-3.8%
Contract Service	5,707	38,507	5,000	111,500	105,000	(6,500)	-5.8%
Substance Abuse Test	21,663	22,911	20,808	35,720	40,325	4,605	12.9%
Employee Assistance Center	-	5,542	6,500	8,750	9,000	250	2.9%
Consultant	3,837	1,644	2,500	2,500	2,500	-	0.0%
Publications/Advertising	6,857	1,200	350	10,580	500	(10,080)	-95.3%
CDL License	6,370	5,980	10,260	5,005	3,900	(1,105)	-22.1%
Medical Exams	26,791	23,481	23,380	25,075	35,190	10,115	40.3%
Temporary Help	78,217	-	-	-	-	-	0.0%
Catering	2,002	974	3,500	3,500	3,500	-	0.0%
Office Supplies	338	1,123	4,600	4,600	4,600	-	0.0%
Printing	504	183	1,800	2,800	2,800	-	0.0%
Recruiting	4,613	22,168	36,690	55,770	57,060	1,290	2.3%
Employee Engagement	39,550	21,498	112,750	76,900	68,750	(8,150)	-10.6%
Dues & Subscriptions	998	1,985	2,300	3,028	6,582	3,554	117.4%
Travel & Meetings	5,288	3,176	17,000	22,500	5,500	(17,000)	-75.6%
Misc. Contingencies	1,914	-	-	-	-	-	0.0%
Total Operating Expense:	$ 667,290	$ 432,198	$ 937,318	$ 1,060,039	$ 1,230,271	$ 170,232	16.1%
Total Full Time Employee:	**5**	**5**	**5**	**5**	**7**		

Notes

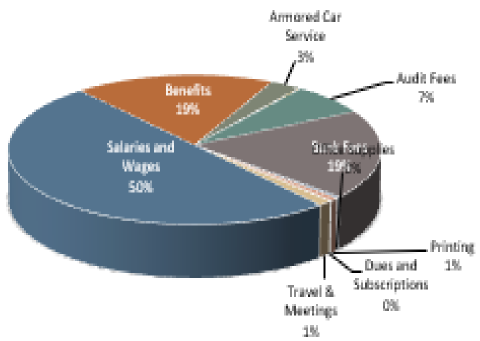
Medical Exams -Increase in number of required DOT exams and vendor price

FINANCE

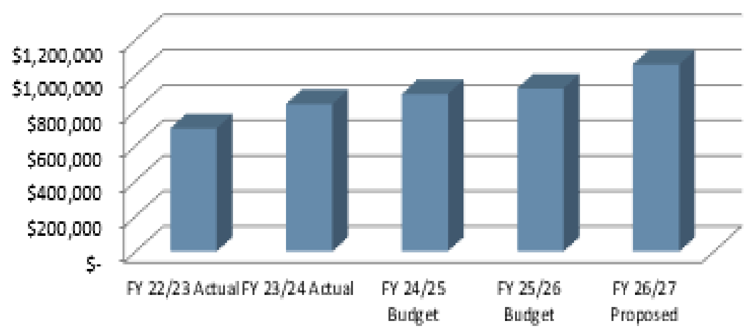
FUNCTIONS

- Record Retention
- Revenue and Cash Management
- Payroll and Accounts Payable Processing
- Reporting and Reconciliations
- Compliance and Internal Control

FY 26/27 Operating Budget



Total Operating Expenses FY 22/23 to FY 26/27



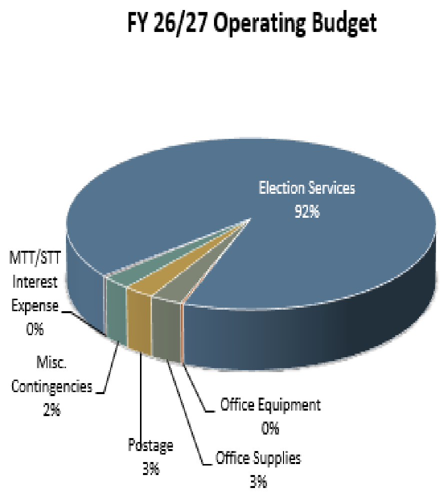
Departmental Budget

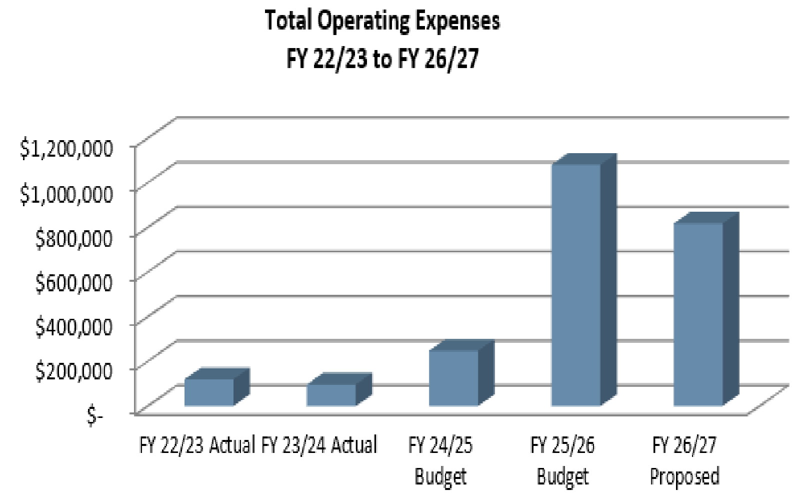
Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	%
Salaries and Wages	$ 364,223	$ 396,557	$ 484,794	$ 483,856	$ 530,273	$ 46,417	9.6%
Benefits	192,543	201,057	181,283	171,720	195,512	23,791	13.9%
Certifications	-	-	-	-	-	-	0.0%
Armored Car Service	18,573	20,334	22,000	25,000	30,000	5,000	20.0%
Advertising & Publications	-	-	-	1,800	2,000	200	11.1%
Audit Fees	39,135	93,476	65,000	70,000	75,000	5,000	7.1%
Bank Fees	71,008	116,096	110,000	144,000	204,000	60,000	41.7%
Office Supplies	1,326	2,712	4,600	4,400	4,000	(400)	-9.1%
Printing	5,548	5,550	8,500	8,500	7,000	(1,500)	-17.6%
Dues and Subscriptions	922	529	2,100	1,100	1,549	449	40.8%
Travel & Meetings	4,507	528	14,300	13,950	12,100	(1,850)	-13.3%
Total Operating Expense	$ 697,785	$ 836,839	$ 892,577	$ 924,326	$ 1,061,434	$ 137,107	14.8%
Total Full Time Employee	5	6	6	6	6		

Notes

Bank Fees - Based on current transaction activity and recent fee trends

GENERAL FUND



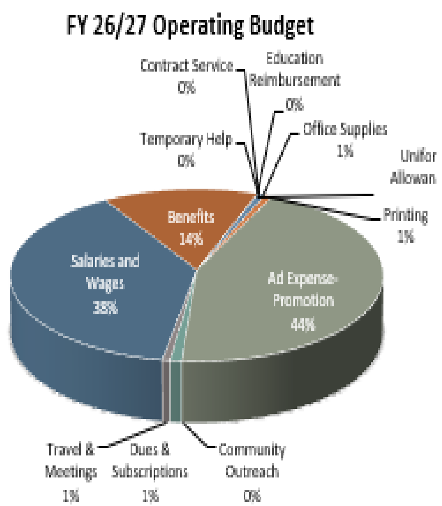


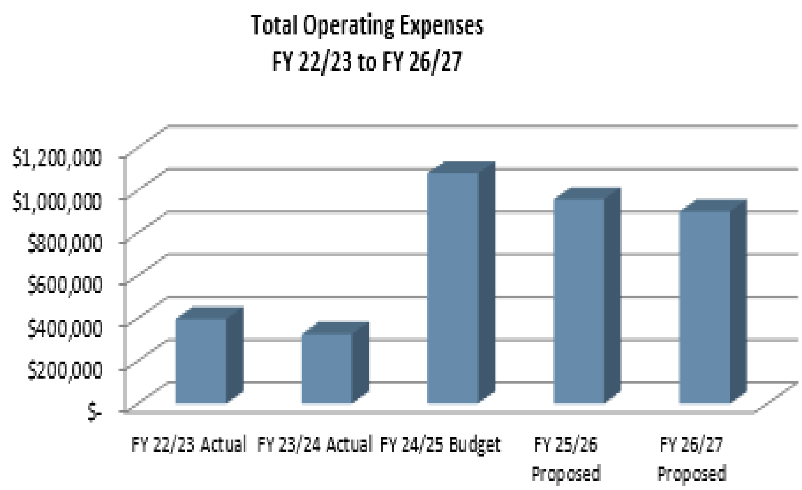
Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	FY 26/27 Proposed vs FY 25/26 Budget %
Salaries and Wages	-	-	-	-	$ -		0.0%
Benefits	-	-	-	-	-		0.0%
Election Services	-	-	150,000	1,000,000	750,000	(250,000)	-25.0%
Office Equipment	1,786	1,475	1,800	1,800	1,800	-	0.0%
Office Supplies	25,879	15,180	29,000	20,000	22,000	2,000	10.0%
Postage	12,859	17,436	17,000	18,000	21,000	3,000	16.7%
Property Assessments	18,638	-	25,000	19,000	-	(19,000)	-100.0%
Misc. Contingencies	-	-	20,000	20,000	20,000	-	0.0%
Penalty/Fine	(63)	-	-	-	-	-	0.0%
MTT/STT Interest Expense	1,071	2,784	4,000	2,700	2,700	-	0.0%
Lease Expense	58,812	58,812	-	-	-	-	0.0%
Total Operating Expenses	$ 118,982	$ 95,687	$ 246,800	$ 1,081,500	$ 817,500	$ (264,000)	-24.4%

MARKETING & COMMUNICATIONS

FUNCTIONS

- Public Relations
- Content Creation
- Digital Communications
- Advertising
- Customer Information & Customer Service
- Manage end-to-end fare transactions



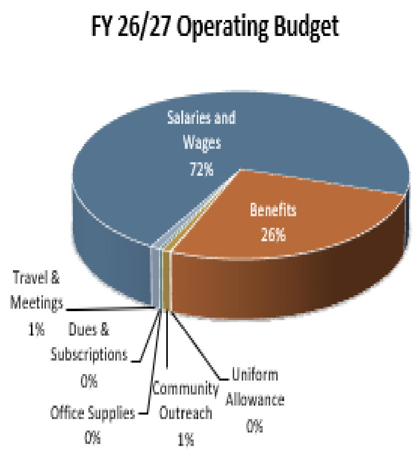


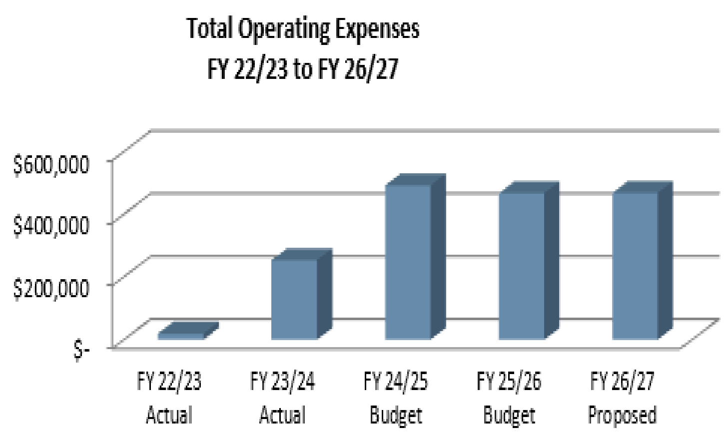
Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Proposed	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	FY 26/27 Proposed vs FY 25/26 Budget %
Salaries and Wages	$ 204,209	$ 178,630	$ 361,487	$ 335,521	$ 347,526	$ 12,005	3.6%
Benefits	107,953	90,566	135,174	119,076	128,133	9,056	7.6%
Education Reimbursement	-	-	-	-	-	-	0.0%
Uniform Allowance	902	592	675	300	675	375	125.0%
Contract Service	-	-	-	-	-	-	0.0%
Temporary Help	-	-	-	-	-	-	0.0%
Office Supplies	2,737	211	3,500	3,500	6,000	2,500	71.4%
Printing	2,483	2,818	8,500	5,000	6,500	1,500	30.0%
Ad Expense- Promotion	58,593	24,784	533,000	458,000	398,000	(60,000)	-13.1%
Community Outreach	3,079	-	-	-	-	-	0.0%
Dues & Subscriptions	16,864	25,966	29,000	30,100	8,200	(21,900)	-72.8%
Travel & Meetings	359	3,032	7,900	5,750	5,750	(2,150)	-37.4%
Total Operating Expenses	$ 397,178	$ 326,598	$ 1,079,236	$ 957,247	$ 900,784	$ (56,464)	-5.9%
Total Full Time Employees	9	6	6	6	7		

GOVERNMENT & EXTERNAL RELATIONS

FUNCTIONS

- Statistical Analysis & Evaluation
- Brand Management
- Community Collaboration





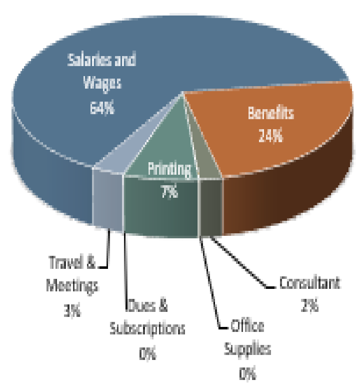
Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	FY 26/27 Proposed vs FY 25/26 Budget %
Salaries and Wages	$ -	$ 158,765	$ 346,991	$ 336,118	$ 333,666	$ (2,452)	-0.7%
Benefits	-	80,495	129,754	119,288	123,023	3,734	3.1%
Education Reimbursement	-	6,655	-	-	-	-	0.0%
Uniform Allowance	-	-	400	400	400	-	0.0%
Community Outreach	-	952	3,500	3,500	3,500	-	0.0%
Contract Service	-	-	-	-	-	-	0.0%
Office Supplies	-	2,505	2,500	1,500	1,500	-	0.0%
Printing	1,146	2,188	5,000	2,500	2,500	-	0.0%
Dues & Subscriptions	18,000	-	-	-	-	-	0.0%
Travel & Meetings	295	2,069	4,000	4,000	4,000	-	0.0%
Total Operating Expenses	$ 19,441	$ 253,630	$ 492,145	$ 467,306	$ 468,589	$ 1,282	0.3%
Total Full Time Employees	0	4	4	4			

PLANNING

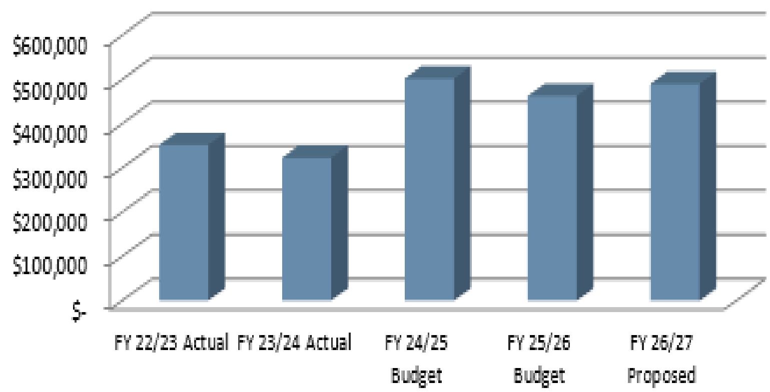
FUNCTIONS

- Long-range service planning and regional transportation coordination
- Service Analysis and Reporting
- Route planning and schedule rostering

FY 26/27 Operating Budget



Total Operating Expenses
FY 22/23 to FY 26/27



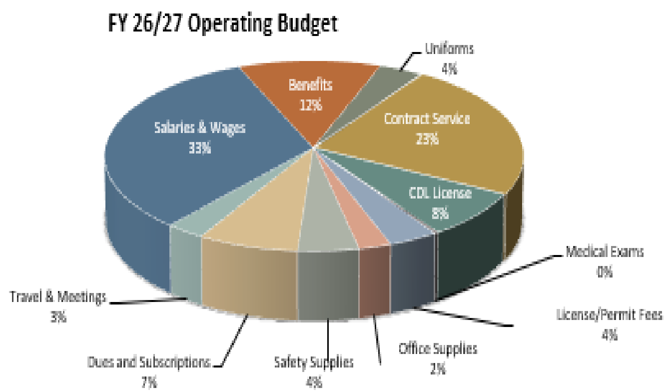
Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	%
Salaries and Wages	$ 210,412	$ 197,007	$ 318,026	$ 301,464	$ 315,158	$ 13,694	4.5%
Benefits	111,232	99,884	118,922	106,990	116,199	9,209	8.6%
Education Reimbursement	-	-	-	-	-	-	0.0%
Contract Service	-	-	-	-	-	-	0.0%
Consultant	-	-	15,000	10,000	10,000	-	0.0%
Publications/Advertising	-	-	-	-	-	-	0.0%
Office Supplies	365	-	500	500	500	-	0.0%
Printing	22,315	20,699	41,300	30,350	32,870	2,520	8.3%
Dues & Subscriptions	1,187	-	-	-	250	250	0.0%
Travel & Meetings	5,784	4,941	8,000	13,500	14,500	1,000	7.4%
Total Operating Expenses	$ 351,296	$ 322,530	$ 501,748	$ 462,804	$ 489,477	$ 26,673	5.8%

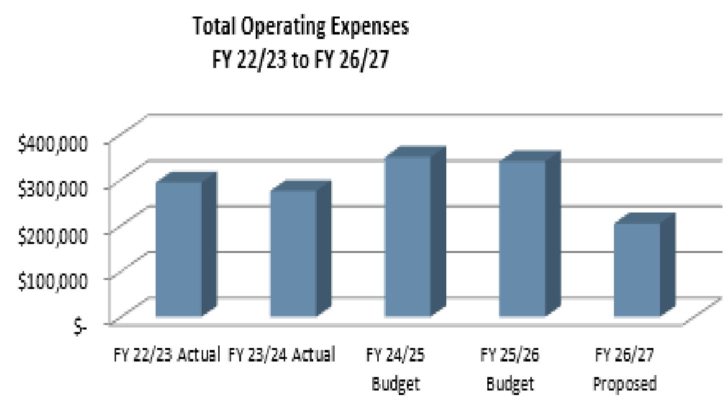
Total Full Time Employees	4	4	4	4	4

SAFETY

FUNCTIONS

- System Safety
- Operator Training
- Regulatory Compliance



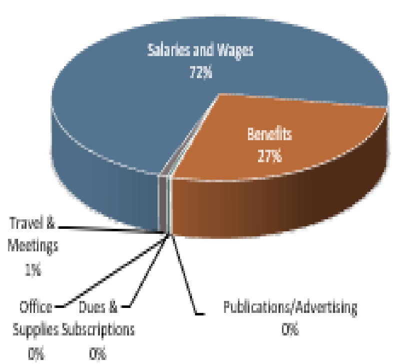


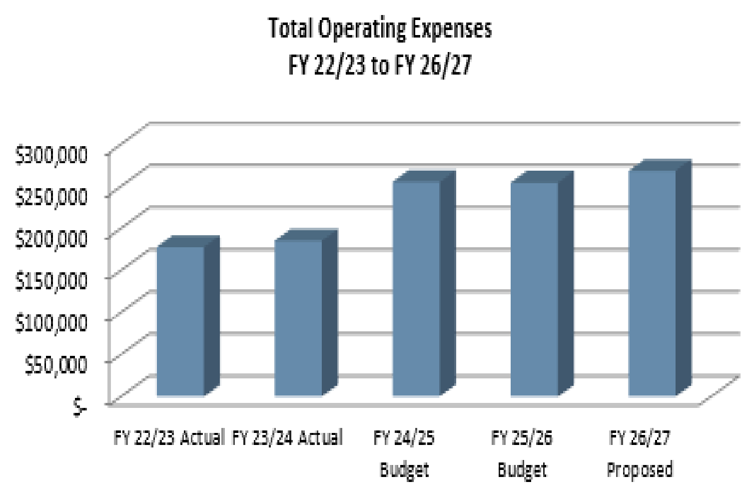
						FY 26/27 Proposed vs FY 25/26 Budget	
Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	$	%
Salaries & Wages	$ 135,453	129,011	167,067	167,731	$ 66,585	$ (101,146)	-60.3%
Benefits	71,606	65,409	62,473	59,528	24,550	(34,978)	-58.8%
Uniforms	-	-	7,480	7,480	7,480	-	0.0%
Contract Service	54,622	40,602	55,035	48,070	48,070	-	0.0%
CDL License	15,275	12,025	19,250	15,750	15,750	-	0.0%
Medical Exams	-	-	1,950	1,825	525	(1,300)	-71.2%
License/Permit Fees	948	1,919	7,055	7,255	7,305	50	0.7%
Office Supplies	3,739	4,083	5,500	5,260	4,780	(480)	-9.1%
Safety Supplies	3,225	15,466	10,324	8,900	8,900	-	0.0%
Dues and Subscriptions	6,655	6,817	6,580	14,213	14,700	487	3.4%
Travel & Meetings	2,600	259	7,200	4,265	5,765	1,500	35.2%
Total Operating Expenses	$ 294,123	$ 275,590	$ 349,914	$ 340,277	$ 204,410	$ (135,867)	-39.9%
Total Full Time Employees	2	2	2	2	1	-	0.0%

PURCHASING

FUNCTIONS

- Bid & RFP process
- Vendor & Contract Management
- Compliance
- Cost & Price Analysis





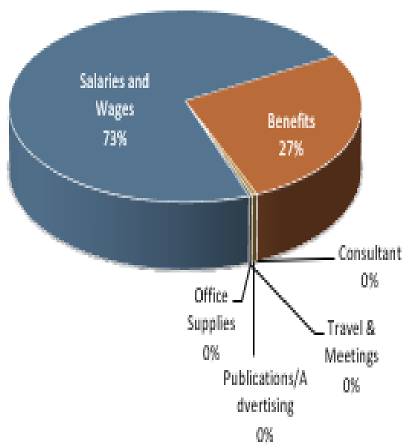
Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs FY 25/26 Budget $	FY 26/27 Proposed vs FY 25/26 Budget %
Salaries and Wages	$ 115,255	$ 121,247	$ 183,635	$ 185,538	$ 193,530	$ 7,992	4.3%
Benefits	60,929	61,473	68,668	65,847	71,355	5,507	8.4%
Education Reimbursement	-	-	-	-	-	-	0.0%
Publications/Advertising	125	125	300	300	300	-	0.0%
Office Supplies	271	78	100	100	100	-	0.0%
Printing	-			-	-	-	0.0%
Dues & Subscriptions	340	485	800	804	804	-	0.0%
Travel & Meetings	440	1,687	1,500	1,500	2,000	500	33.3%
Total Operating Expenses	$ 177,360	$ 185,095	$ 255,003	$ 254,089	$ 268,089	$ 13,999	5.5%
Total Full Time Employees	3	3	3	3	3		

GRANTS

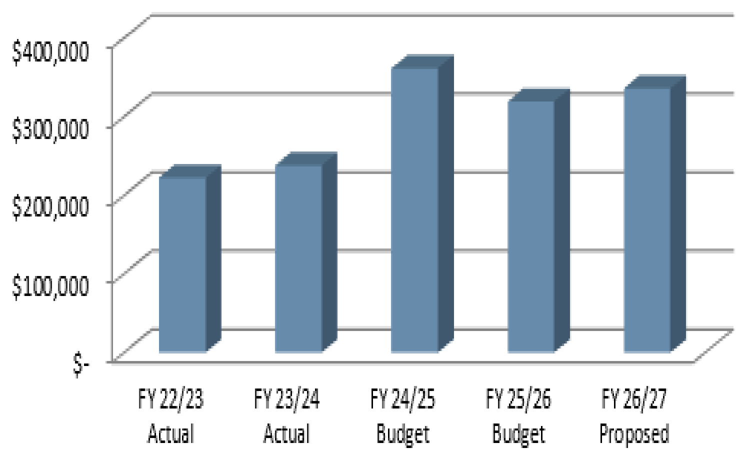
FUNCTIONS

- Notice of Funding Opportunity (NOFO)
- Application Coordination
- Stakeholder & Partner Coordination
- Compliance & Reporting

FY 26/27 Operating Budget



Total Operating Expenses FY 22/23 to FY 26/27



						FY 26/27 Proposed vs FY 25/26 Budget	
Description	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	$	%
Salaries and Wages	$ 145,191	$ 157,087	$ 261,810	$ 233,528	$ 243,468	$ 9,940	4.3%
Benefits	76,754	79,644	97,901	82,879	89,767	6,888	8.3%
Consultant	-	-	-	-	-	-	0.0%
Publications/Advertising	564	840	900	1,500	1,500	-	0.0%
Office Supplies	-	7	50	-	50	50	0.0%
Travel & Meetings	-	499	750	1,250	1,000	(250)	-20.0%
Total Operating Expenses	$ 222,508	$ 238,078	$ 361,411	$ 319,157	$ 335,785	$ 16,628	5.2%
Total Full Time Employees	2	3	3	3	3		

XI. Five-Year Operating Budget

	FY 22/23 ACTUALS	FY 23/24 ACTUALS	FY 24/25 APPROVED	FY 25/26 APPROVED	FY 26/27 PROPOSED	FY 27/28 PROJECTED	FY 28/29 PROJECTED	FY 29/30 PROJECTED	FY 30/31 PROJECTED
Revenues and Operating Assistance									
Passenger Fares	$ 4,534,783	$ 4,783,317	$ 4,857,788	$ 4,813,645	$ 5,144,239	$ 5,382,210	$ 5,632,595	$ 5,896,000	$ 6,173,058
Sale of Transportation Services	5,932,328	6,487,878	7,205,619	8,093,036	6,774,443	7,072,680	7,384,582	7,710,789	8,051,972
State Operating Assistance	14,310,222	14,652,905	16,946,705	15,339,950	17,622,998	19,008,460	20,029,767	21,106,644	22,242,408
Property Taxes	18,867,978	20,315,753	21,250,832	22,061,749	23,240,291	24,402,305	25,622,420	26,903,541	28,248,719
Advertising & Miscellaneous	$1,816,996	$3,650,877	$1,921,685	$1,660,675	$2,399,442	$2,519,414	$2,645,385	2,777,654	2,916,537
Subtotal Revenues and Operating Assistance	$45,462,307	$49,890,730	$52,182,628	$51,969,055	$55,181,412	$58,385,070	$61,314,750	$64,394,628	$ 67,632,694
Grant Operating Revenues (COVID Relief)	8,321,660								
Reserves Used			6,061,050	8,030,753	6,767,188	7,161,344	7,753,412	8,386,903	9,065,267
Total Revenues and Operating Assistance	**$53,783,967**	**$49,890,730**	**$58,243,678**	**$59,999,808**	**$61,948,600**	**$65,546,414**	**$69,068,161**	**$72,781,530**	**$ 76,697,961**
Expenses									
Salaries and Wages	$18,988,882	$19,263,505	$27,950,411	$28,864,014	$29,233,029	$30,694,680	$32,229,414	$33,840,885	$ 35,532,929
Benefits	10,156,108	9,921,328	10,629,553	10,431,981	10,987,080	11,555,181	12,098,874	12,669,432	13,268,191
Contractual Service	3,475,406	3,189,355	4,129,900	5,538,372	5,966,738	6,363,994	6,682,194	7,016,303	7,367,119
Materials and Supplies	4,465,857	4,182,645	5,174,078	4,945,793	5,064,281	5,428,867	5,695,515	5,977,928	6,277,128
Utilities, Insurance, and Miscellaneous	4,420,125	4,170,424	5,609,698	5,967,009	6,329,728	6,748,174	7,202,582	7,696,340	8,233,168
Purchased Transportation	7,269,466	7,337,871	8,750,038	9,252,638	9,367,745	9,755,517	10,159,583	10,580,642	11,019,426
Expenses Before Capitalized Operating	$48,775,844	$48,065,129	$62,243,678	$64,999,808	$66,948,600	$70,546,414	$74,068,161	$77,781,530	$ 81,697,960
Capitalized Operating Expenses	(3,186,414)	(3,729,671)	(4,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)
Total Operating Expenses	**$45,589,430**	**$44,335,458**	**$58,243,678**	**$59,999,808**	**$61,948,600**	**$65,546,414**	**$69,068,161**	**$72,781,530**	**$ 76,697,961**
Reserves Used	127,123		6,061,050	8,030,753	6,767,188	7,161,344	7,753,412	8,386,903	$ 9,065,267
Reserves Gained		5,555,272							
Reserve Balance	**$56,172,096**	**$61,727,369**	**$55,666,319**	**$47,635,566**	**$40,868,378**	**$33,707,034**	**$25,953,622**	**$17,566,719**	**$ 8,501,452**

A conservative approach was used in developing the Five-Year Operating budget. The five-year operating budget is based on the proposed FY 26/27 budget along with an average increase of 4% in revenues and an average increase of 5% in expenses for each year through FY 30/31. Each year preventative maintenance is used to minimize the use of reserves.

Based on the current five-year financial forecast, The Rapid is projected to maintain approximately $8.5 million in unrestricted reserves through the end of FY 30/31. While this outlook is stronger than prior forecasts, it continues to reflect a structural funding that requires a long-term, sustainable revenue structure for financial sustainability and preservation of service levels. Staff continue to explore alternative funding sources, including pursuing additional grant opportunities, expanding business partnerships, and a millage increase or at the minimum a millage renewal. As part of this effort, we are working through a ballot initiative process to assess public support and determine a future millage proposal. At the same time, the organization continues to evaluate operating expenses and efficiency to ensure resources are aligned with delivering safe, reliable sustainable service for the community.

The Rapid

Board Budget Workshop

July 22, 2026

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Budget Timeline

Budget Preparation (March – April) Staff establishes budget guidelines and submits to finance committee for review in April meeting. Full board review/approval in April meeting

Budget Development (April-June) – Directors Submit budgets to the finance department for budget review. Leadership team meets and discusses each department budget.

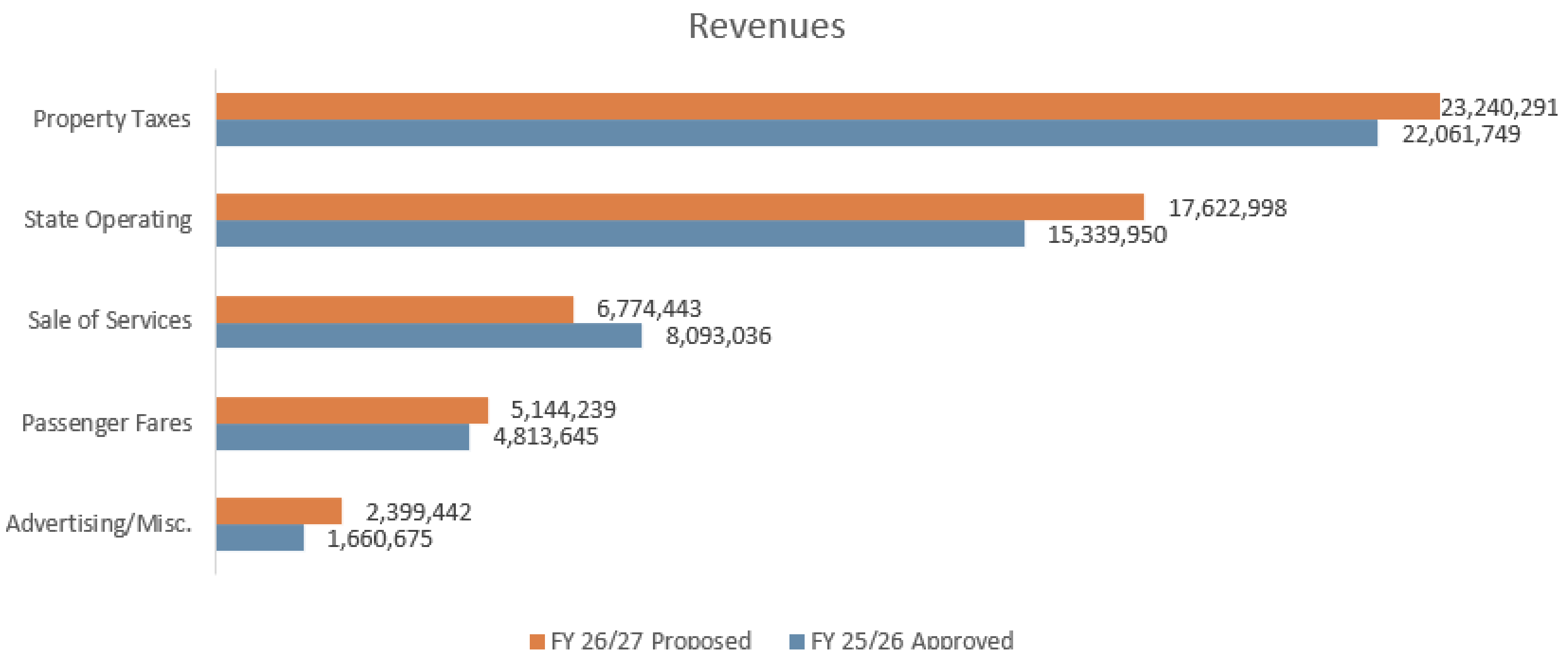
Budget Review (June-July) – Leadership team reviews and approves budget by June. Preliminary budget is reviewed at July board budget workshop.

Budget Adoption (August) - Board adopts FY 26/27 operating and Grants budgets at Augst meeting

FY 26/27 Operating Budget – Revenue

	FY 18/19 Actual	FY 19/20 Actual	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs. FY 25/26 Budget $	%
Revenues and Operating Assistance									
Passenger Fares	$ 6,611,260	$ 4,105,834	$ 4,534,783	$ 4,783,317	$ 4,857,788	$ 4,813,645	$ 5,144,239	$ 330,594	6.9%
Sale of Transportation Services									
Grand Valley State University	$ 2,466,820	$ 2,282,372	$ 3,188,376	$ 3,423,844	$ 3,743,876	$ 4,583,236	$ 3,964,479	$ (618,757)	-13.5%
DASH Contract	2,365,359	2,058,507	1,659,742	2,270,135	2,522,264	2,501,834	1,766,202	(735,632)	-29.4%
Township Services	548,036	570,393	388,759	197,217	204,912	185,918	256,450	70,532	37.9%
Other	202,981	220,356	203,024	234,889	282,557	360,063	362,782	2,719	0.8%
CMH Contribution	724,649	390,640	403,637	361,793	452,010	461,985	424,530	(37,455)	-8.1%
Route 19	468,408	248,366	-	-	-	-	-		
Vanpool Transportation	115,696	57,302	(1,243)	-	-	-	-		
Subtotal Sale of Transportation Services	$ 6,891,949	$ 5,827,936	$ 5,842,295	$ 6,487,878	$ 7,205,619	$ 8,093,036	$ 6,774,443	$ (1,318,593)	-16.3%
State Operating	$ 14,894,724	$ 13,849,041	$ 14,310,222	$ 14,652,905	$ 16,946,705	$ 15,339,950	$ 17,622,998	$ 2,283,048	14.9%
Property Taxes	16,237,538	16,791,217	18,867,978	20,315,753	21,250,832	22,061,749	23,240,291	1,178,541	5.3%
Advertising and Miscellaneous	554,551	649,209	1,907,029	3,650,877	1,921,685	1,660,675	2,399,442	738,767	44.5%
Subtotal Revenues and Operating Assistance	$ 45,190,024	$ 41,223,237	$ 45,462,307	$ 49,890,730	$ 52,182,628	$ 51,969,055	$ 55,181,412	$ 3,212,357	6.2%
Grant Operating Revenue		2,355,997	8,321,660	-	-	-	-		
Reserves Used					6,061,050	8,030,753	6,767,188	(1,263,564)	-15.7%
Total Revenues and Operating Assistance	$ 45,190,024	$ 43,579,234	$ 53,783,968	$ 49,890,730	$ 58,243,678	$ 59,999,808	$ 61,948,600	$ 1,948,792	3.2%

Comparison to Previous Fiscal Year



Revenue Highlights Compared to FY 25/26

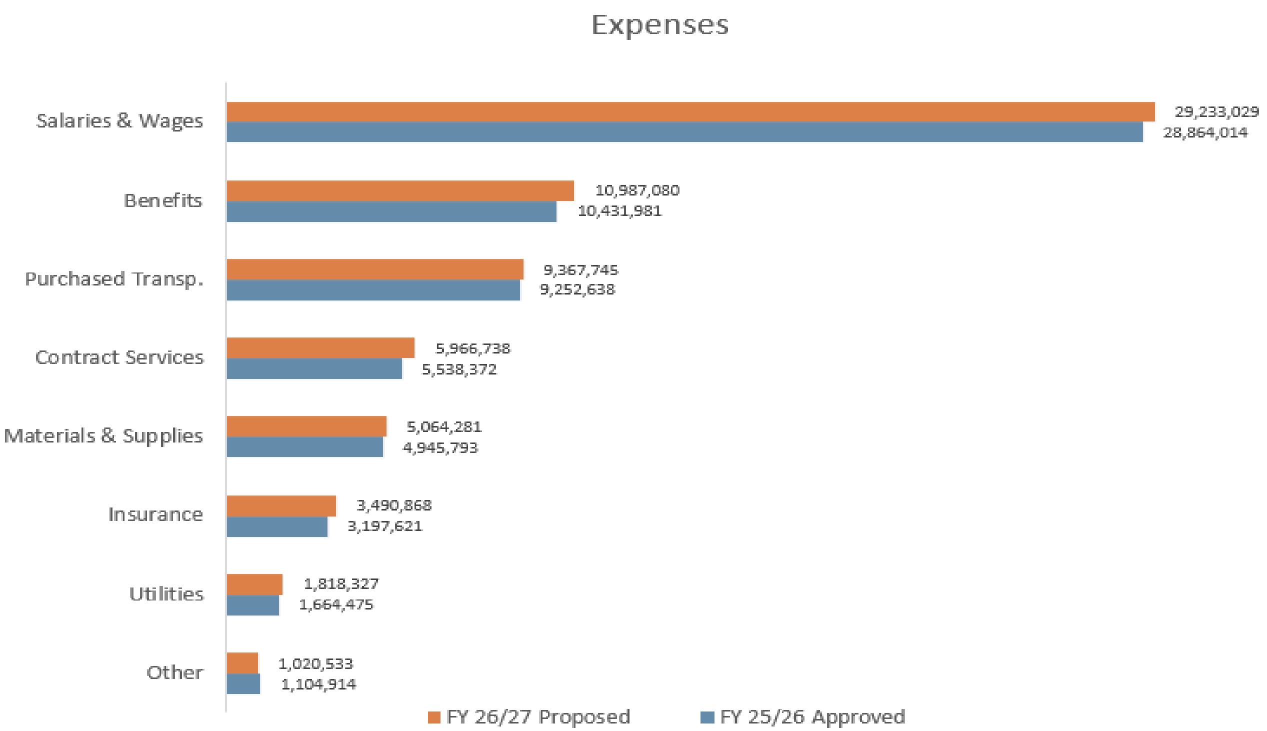
$330K (6.9%) increase in Total Fares	•Increase in Ridelink funding for demand response trips •Forecasting a 6% increase in linehaul fares from current projections at an average $0.91 per ride, which includes Adult, Youth, Reduced, and cash fare types
$1.3(16.3%) decrease in Sale of Transportation Services	•New contract service rate is $74.14 for Linehaul service, $94.73 for Linehaul & Go!Bus •DASH Reimagined Pilot Program direct cost rate is $105.51 and $121.17 for Sunday Service
Property Taxes reflects a $1.1 (5.3%) increase	•Approved millage rate is 1.3648 mills with Headlee rollback
State Operating Assistance increased from previous year	•FY 25/26: budgeted 26%, FY 26/27: budgeted 29%.
$738K (44.5%) increase in Advertising and Miscellaneous	•Includes bus advertising, interest income, and revenue from RIN credits related to our status as a R/CNG dispenser

FY 26/27 Operating Budget – Expenses

	FY 18/19 Actual	FY 19/20 Actual	FY 22/23 Actual	FY 23/24 Actual	FY 24/25 Budget	FY 25/26 Budget	FY 26/27 Proposed	FY 26/27 Proposed vs. FY 25/26 Budget $	%
Operating Expenses									
Salaries and Wages									
Administrative	$ 4,400,948	$ 6,118,778	$ 4,793,970	$ 5,177,203	$ 7,826,769	$ 8,113,721	$ 8,459,567	$ 345,846	4.3%
Operator	12,508,602	10,286,500	12,093,929	11,755,935	17,173,678	16,870,956	16,521,881	(349,075)	-2.1%
Maintenance	1,840,683	1,896,150	2,100,983	2,330,365	2,949,964	3,879,337	4,251,581	372,244	9.6%
Subtotal Salaries and Wages	**$ 18,750,233**	**$ 18,301,428**	**$ 18,988,882**	**$ 19,263,503**	**$ 27,950,411**	**$ 28,864,014**	**$ 29,233,029**	**$ 369,015**	**1.3%**
Benefits	**$ 10,670,188**	**$ 10,336,791**	**$ 10,156,108**	**$ 9,923,063**	**$ 10,629,553**	**$ 10,431,981**	**$ 10,987,080**	**$ 555,099**	**5.3%**
Contractual Services	**$ 2,653,123**	**$ 2,644,897**	**$ 3,475,406**	**$ 3,189,355**	**$ 4,129,900**	**$ 5,538,372**	**$ 5,966,738**	**$ 428,365**	**7.7%**
Materials and Supplies									
Fuel and Lubricants	2,710,729	1,689,996	2,716,979	2,276,303	3,029,049	2,273,730	2,322,656	$ 48,927	2.2%
Other	2,024,395	1,780,345	1,748,878	1,906,343	2,145,030	2,672,063	2,741,624	69,561	2.6%
Subtotal Materials and Supplies	**$ 4,735,124**	**$ 3,470,341**	**$ 4,465,857**	**$ 4,182,646**	**$ 5,174,078**	**$ 4,945,793**	**$ 5,064,281**	**$ 118,488**	**2.4%**
Utilities, Insurance, & Miscellaneous	**$ 3,039,242**	**$ 3,089,703**	**$ 4,420,125**	**$ 4,168,689**	**$ 5,609,698**	**$ 5,967,009**	**$ 6,329,728**	**362,719**	**6.1%**
Purchased Transportation	**$ 7,480,048**	**$ 5,326,226**	**$ 7,269,466**	**$ 7,337,871**	**$ 8,750,038**	**$ 9,252,638**	**$ 9,367,745**	**$ 115,107**	**1.2%**
Operating Expenses before Capitalized Operating	**$ 47,327,958**	**$ 43,169,386**	**$ 48,775,844**	**$ 48,065,128**	**$ 62,243,678**	**$ 64,999,808**	**$ 66,948,600**	**$ 1,948,792**	**3.0%**
Capitalized Operating Expenses	(1,511,393)		(3,186,414)	(3,729,671)	(4,000,000)	(5,000,000)	(5,000,000)	-	**0.0%**
Subtotal Operating Expenses	**45,816,565**	**43,169,386**	**45,589,430**	**44,335,457**	**58,243,678**	**59,999,808**	**61,948,600**	**1,948,792**	**3.2%**
Reserve									
Total Operating Expenses	**$ 45,816,565**	**$ 43,169,386**	**$ 45,589,430**	**$ 44,335,457**	**$ 58,243,678**	**$ 59,999,808**	**$ 61,948,600**	**$ 1,948,792**	**3.2%**
Net Surplus (Deficit)			$ 8,194,500	$ 5,555,273	$ -	$ -	$ -		
Reserves Used		1,812,352	$ 127,123	$ -	$ 6,061,050	$ 8,030,753	$ 6,767,188	(1,263,564)	-15.7%
Reserves Gained				$ 5,555,273					

Comparison to Previous Fiscal Year

FY 25/26 – FY 26/27



Expense Highlights Compared to FY 25/26

$370K (1.3%) increase in wages and salaries

- Addition of 3 FTEs – 1 in Human Resources and 2 in Facilities

$428K (7.7%) increase in contract services

- Addition of bi-annual under-cleaning of the canopy at Rapid Central Station
- Transition to cellular service providing unlimited on-bard bus camera feeds
- New contract to clean BRT stations following the conclusion of the Kent County Community Service Program

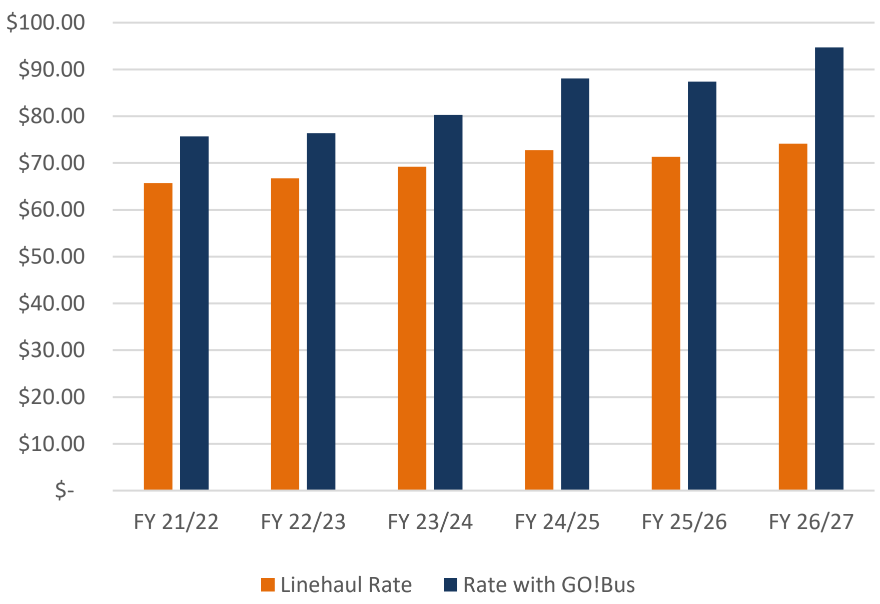
$363K (6.1%) increase in utilities, PL & PD insurance, & miscellaneous

- Anticipating upward trend in utility expenses
- Higher premiums for public liability and property damage (PL & PD) insurance

$1.9M (3.2%) increase in overall expenses after capitalized operating

Maintaining Strong Partnerships

	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27
Full Hourly Cost	$ 95.21	$ 97.56	$ 98.20	$ 102.80	$ 107.83	$ 108.58
Linehaul Rate	$ 65.71	$ 66.73	$ 69.22	$ 72.78	$ 71.32	$ 74.14
Rate with GO!Bus	$ 75.71	$ 76.37	$ 80.28	$ 88.10	$ 87.37	$ 94.73
Sate Operating %	30.98%	31.60%	29.51%	29.20%	33.86%	29.15%
Audited Fiscal Year	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25



1. Full cost per hour is based on audited financial statements and expected service levels
2. State operating "discount" of 29.1515% applied
3. Additional cost for GO!Bus operations added to partner cost for service outside of six-city service area (townships)
4. Linehaul rate decreased 2.4% from FY 25/26
5. Rate with GO!Bus Increased 8% from FY 25/26
6. DASH Reimagined Pilot is billed at a direct cost hourly rate

Staff Count

Description	FY 26/27		
	Full Time	Part Time	Total Positions
Administrative	111	5	116
Fleet Maintenance	48	0	48
Facilities Maintenance	12	0	12
Operators	245	0	245
Total	416	5	421

Individual Department Budgets

Summary of Budget Changes from FY 25/26 to FY 26/27			
Department	Amount	%	Reason
Transportation	(116,922)	-0.5%	Reduced part-time FTEs funding
Paratransit, ADA & Mobility	81,535	0.8%	Increased purchase transportation demand response contractor rates
Fleet Maintenance	614,501	5.4%	Increase costs for parts, supplies and services
Facilities Maintenance	627,954	14.0%	The addition of the under cleaning of bus canopy, replacing concrete at Rapid Central Station door entries, and anticipated increase for new contract to clean BRT stations with Kent County Court Community Service program concluding.
Operations	458,570	12.8%	New insurance brokerage contract and insurance trend increases
Information Technology	119,124	6.6%	Consolidation of all software as a service subscriptions (SAAS) to IT for improved-budget, management, and tracking
Security	112,027	7.2%	Paratransit vehicle live camera feed and switched to cellular service with unlimited video feed
Office of the CEO	131,089	11.7%	Legal services to support collective bargaining in 2027
Human Resources	170,232	16.1%	Increase in number of medical exams and substance testing along with vendor cost increases.
Finance	137,107	14.8%	Increase in bank fees based on current transaction trends along with vendor increased costs
General Fund	(264,000)	-24.4%	Reduction in transit ballot initiative year 2 budget
Marketing & Communications	(56,464)	-5.9%	Consolidated under SAAS in IT
Government & External Relations	1,282	0.3%	Wages and Benefits
Planning	26,673	5.8%	Wages and Benefits; Schedule and Kiosk information printing and travel
Safety	(135,867)	-39.9%	FTE transferred to Human Resources
Purchasing	13,999	5.5%	Wages and Benefits and travel
Grants	16,628	5.2%	Wages and Benefits

Health Insurance Renewal

Reviewed fully and self-insured options with insurance broker

Fully Insured

- Option 1 – Renewal with rate cap
  - Rate cap in place of 8.9% with rebate

Self Insured

- First year broker indicates a positive trend with project claims to premium
- maximum liability risk of $500 K
- Data is available for utilization and deciding on what to keep and give up n insurance

5-Year Forecast - Revenue

	FY 22/23 ACTUALS	FY 23/24 ACTUALS	FY 24/25 APPROVED	FY 25/26 APPROVED	FY 26/27 PROPOSED	FY 27/28 PROJECTED	FY 28/29 PROJECTED	FY 29/30 PROJECTED	FY 30/31 PROJECTED
Revenues and Operating Assistance									
Passenger Fares	$ 4,534,783	$ 4,783,317	$ 4,857,788	$ 4,813,645	$ 5,144,239	$ 5,382,210	$ 5,632,595	$ 5,896,000	$ 6,173,058
Sale of Transportation Services	5,932,328	6,487,878	7,205,619	8,093,036	6,774,443	7,072,680	7,384,582	7,710,789	8,051,972
State Operating Assistance	14,310,222	14,652,905	16,946,705	15,339,950	17,622,998	19,008,460	20,029,767	21,106,644	22,242,408
Property Taxes	18,867,978	20,315,753	21,250,832	22,061,749	23,240,291	24,402,305	25,622,420	26,903,541	28,248,719
Advertising & Miscellaneous	$1,816,996	$3,650,877	$1,921,685	$1,660,675	$2,399,442	$2,519,414	$2,645,385	2,777,654	2,916,537
Subtotal Revenues and Operating Assistance	$45,462,307	$49,890,730	$52,182,628	$51,969,055	$55,181,412	$58,385,070	$61,314,750	$64,394,628	$ 67,632,694
Grant Operating Revenues (COVID Relief)	8,321,660								
Reserves Used			6,061,050	8,030,753	6,767,188	7,161,344	7,753,412	8,386,903	9,065,267
Total Revenues and Operating Assistance	$53,783,967	$49,890,730	$58,243,678	$59,999,808	$61,948,600	$65,546,414	$69,068,161	$72,781,530	$ 76,697,961

5-Year Forecast - Expenses

	FY 22/23 ACTUALS	FY 23/24 ACTUALS	FY 24/25 APPROVED	FY 25/26 APPROVED	FY 26/27 PROPOSED	FY 27/28 PROJECTED	FY 28/29 PROJECTED	FY 29/30 PROJECTED	FY 30/31 PROJECTED
Expenses									
Salaries and Wages	$18,988,882	$19,263,505	$27,950,411	$28,864,014	$29,233,029	$30,694,680	$32,229,414	$33,840,885	$ 35,532,929
Benefits	10,156,108	9,921,328	10,629,553	10,431,981	10,987,080	11,555,181	12,098,874	12,669,432	13,268,191
Contractual Service	3,475,406	3,189,355	4,129,900	5,538,372	5,966,738	6,363,994	6,682,194	7,016,303	7,367,119
Materials and Supplies	4,465,857	4,182,645	5,174,078	4,945,793	5,064,281	5,428,867	5,695,515	5,977,928	6,277,128
Utilities, Insurance, and Miscellaneous	4,420,125	4,170,424	5,609,698	5,967,009	6,329,728	6,748,174	7,202,582	7,696,340	8,233,168
Purchased Transportation	7,269,466	7,337,871	8,750,038	9,252,638	9,367,745	9,755,517	10,159,583	10,580,642	11,019,426
Expenses Before Capitalized Operating	$48,775,844	$48,065,129	$62,243,678	$64,999,808	$66,948,600	$70,546,414	$74,068,161	$77,781,530	$ 81,697,960
Capitalized Operating Expenses	(3,186,414)	(3,729,671)	(4,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)
Total Operating Expenses	$45,589,430	$44,335,458	$58,243,678	$59,999,808	$61,948,600	$65,546,414	$69,068,161	$72,781,530	$ 76,697,961
Reserves Used	127,123		6,061,050	8,030,753	6,767,188	7,161,344	7,753,412	8,386,903	$ 9,065,267
Reserves Gained		5,555,272							
Reserve Balance	$56,172,096	$61,727,369	$55,666,319	$47,635,566	$40,868,378	$33,707,034	$25,953,622	$17,566,719	$ 8,501,452

5-Year Operating Projection

Assumptions

Revenues are increasing at an average of 4.0% year over year

State Operating Assistance is budgeted at 29% starting in FY 26/27

Expenses are increasing at an average of 5.0% year over year

Capitalizing eligible operating expenses are programed through FY 30/31

Conclusion

Reserves will be $8.5 million at the end of FY 30/31

Summary

- $5.0 million in operating expenses will be capitalized as allowed by Federal regulations
- Proposed revenues to increase 6.2%, before net reserves
- Proposed total expenses to increase 3.2% after capitalized operating expenses
- $6.8 million in reserves will be utilized to address the shortfall between projected revenue and expenses
- Reserves are projected to be depleted by FY 31/32
- Staff remains committed to identifying revenue strategies within our control

Present Performance & Service Committee Members

Charis Austin (Chair)
Tracie Coffman *Renee Hill* *Mayor David LaGrand* *David Moore*
Clarkston Morgan *Tim Mroz*

PRESENT PERFORMANCE AND SERVICE COMMITTEE MEETING MINUTES
Not approved by Committee

Tuesday, May 19, 2026 – 4:00 p.m.

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

ATTENDANCE:
Committee Members Present:
Charis Austin, Clarkson Morgan, David Moore,

Committee Members Absent:
Tracie Coffman, Renee Hill, Mayor LaGrand, Tim Mroz

Rapid Attendees:
Steve Clapp, Kris Heald, Jeffrey King, Deron Kippen, Linda Medina, Nick Monoyios, James Nguyen, Deb Prato, Jason Prescott, Andy Prokopy, Tim Roseboom, Steve Schipper, Lindsay Thomasini, Mike Wieringa, Kevin Wisselink

Public Attendees:

Ms. Austin called the meeting to order at 4:10 p.m.

1. PUBLIC COMMENT

No public comment

2. MINUTES – March 17, 2026

A quorum was not present, so the meeting minutes could be approved. Approval of March 17, 2026, minutes will be deferred to the July 21, 2026, meeting.

3. INFORMATION

A. Ridership and Metrics
1. Paratransit, April 2026 – Mr. Jason Prescott

Mr. Prescott noted that recent efforts have focused on improving productivity by maximizing driver utilization and vehicle occupancy. In April 2026, paratransit service achieved 1.99 riders per hour, nearly meeting the established goal of 2.0 riders per hour, with continued efforts aimed at exceeding that benchmark.
As productivity has improved, attention is now shifting to factors affecting On-Time Performance (OTP). Current OTP stands at 80%, significantly below the agency goal of 95%. Contributing issues include drivers arriving late for shifts, delays leaving the yard, and non-work-related stops during service hours, such as visits to gas stations or fast-food restaurants. To address these concerns staff are working with Transdev to strengthen collective bargaining agreement (CBA) language, increase accountability, improve morale, and establish higher performance standards.
Transdev is currently operating without a General Manager and is actively recruiting for the position after a recent candidate declined the role. Driver recruitment remains a priority, with the contractor approximately 20 full-time drivers short of its target workforce of 110 drivers. Through twice-monthly job fairs, Transdev hired 11 new drivers in April.
Ridership remains about 30% below pre-pandemic levels; however, ADA applications continue to increase steadily, indicating expected future ridership growth despite current figures not yet reflecting that trend.

Mr. Moore asked what CBA means. Mr. Prescott explained that CBA stands for Collective Bargaining Agreement, which is the contract between the drivers and their union. He stated that the agreement establishes expectations for service and allows drivers to be held to a higher standard, with both parties working to reach terms that support high-quality service and performance.

Mr. Moore asked whether this issue has had any impact on ridership. Mr. Prescott said he does not believe it has reduced ridership percentages, but he noted that some negative behaviors have been allowed to continue. He expressed concern that if passengers do not reach their destination at the start of a negotiation period, they may delay their trip to a later time. Efforts are being made to prevent that from happening.

Mr. Moore noted that ridership is continuing to increase. What were the numbers like last year.   Mr. Prescott explained that total ridership, which includes Ride Link and Network 180 services, is 6.5% higher than it was at the same time last year. ADA ridership has also increased, but at a slower rate of approximately 3% to 3.5% year over year. While ridership growth is positive across services, overall, ADA ridership has not yet returned to pre-pandemic levels.

Mr. Morgan stated that there is now evidence of unsatisfactory work being performed and asked whether the community has been surveyed to gather feedback that could help demonstrate concerns and provide a better understanding of the contract and ongoing negotiations.
Mr. Prescott responded that questions regarding surveys would be best addressed by Mr. King, while questions about collective bargaining agreement (CBA) language should be directed to Mr. Schipper. He added that many paratransit labor negations occur directly between the contractor and the drivers' union. However, customer surveys conducted by the agency indicate that riders would like more reliable, timely service and shorter trips.

Mr. Schipper noted that some concerns have developed over time and that the departure of the previous GM is not necessarily viewed negatively, as the organization's culture did not fully align with the desired standards of professionalism and accountability for passengers. He expressed optimism about working with a new GM and hopes to have input in the hiring process. He also noted that Transdev negotiates directly with the union, so while ideas and feedback can be shared, they do not always influence the outcome.

Ms. Prato stated that after bringing the operation in-house, the team assumed responsibility for dispatch and maintenance. While vehicle operations have lacked consistent leadership, efforts are underway to strengthen management and move the operation forward.

2. Fixed Route Ridership, April 2026 – Mr. Tim Roseboom

Mr. Roseboom reported that combined Fixed Route and Contract Services carried more than 601,000 passengers in April 2026. Contract Services continued to outpace Fixed Route growth, driven largely by GVSU and GRCC having more days in session, as students ride using their school IDs under existing agreements.

Overall ridership has recovered to approximately 62% of pre-pandemic levels, while year-to-date ridership remained essentially flat with a 0.4% increase compared to FY25.

Board members discussed how ridership should be evaluated. Ms. Prato questioned the continued relevance of comparing current ridership to 2019 levels, while Mr. Morgan supported retaining the comparison as a recovery benchmark and recommended reporting it annually. Mr. Moore emphasized the need to establish clear ridership goals and identify strategies to increase ridership.

3. On-Time Performance, April 2026 – Mr. Tim Roseboom for Mr. Josh Brink

Mr. Roseboom reported that April's On-Time Performance (OTP) finished slightly above 88%, below the 90% goal. While performance improved compared to April of the previous year, it declined from March. He noted that seasonal road construction and detours are beginning to affect service, with major detours identified in the report and expected to continue through the summer and into early fall.

Mr. Roseboom reviewed how OTP is measured, explaining that arrivals 0-5 minutes early are considered early, and approximately 10% of trips were late.

Mr. Clarkston asked why Routes 73 and 76 showed the highest percentage of early arrivals. Mr. Roseboom explained the OTP is measured at designated timepoints along each route. For the Grand Rapids Public School trippers (Routes 71-76), which operate only one trip with two timepoints.

Mr. Clarkston questioned whether these school trippers should be measured differently to avoid skewing the overall data. Ms. Prato noted Routes 1-44 represent the core fixed-route system, while the remaining routes are specialized trips. She agreed it would be worthwhile evaluating the impact of the trippers on the overall OTP data but stated that the report did not reveal any significant concerns. She also emphasized that running early is undesirable and noted that the system instructs operators to stop and wait if they are ahead of schedule.

B. Operational

1) Overview – FTA Triennial Review Process, Mr. Kevin Wisselink

Ms. Prato introduced the discussion by explaining that the Present Performance & Service Committee focuses on organizational operations, accountability, and transparency. With an upcoming millage, she emphasized that demonstrating strong oversight and responsible stewardship of taxpayer dollars is essential. One key measure of that accountability is the Federal Transit Administration (FTA) Triennial Review.

Mr. Wisselink explained that because The Rapid receives significant federal capital funding, the FTA conducts a comprehensive review every three years to ensure compliance with federal regulations and proper use of grant funds. Independent contractors oversee the review on behalf of the FTA.

The review process began with a detailed Recipient Information Request (RIR), requiring completion of a 93-page questionnaire along with 217 supporting documents. The agency is evaluated in 17 compliance areas, including legal compliance, financial management, grant administration, project management, transit asset management, fleet maintenance, procurement, Title VI, ADA compliance, GO!Bus operations, school bus and charter service regulation, drug-free workplace requirements, drug and alcohol testing, Section 5307 grant administration, and the Public Transportation Agency Safety Plan (PTASP).

Mr. Wisselink highlighted Financial Management as one of the most significant review areas. The FTA requires extensive documentation, including three years of audits, financial policies, funding sources, staff responsibilities, grant records, five-year financial plans, and capital and operating budgets. He noted that the review involves staff across the leadership team, with Ms. Liz Shelling coordinating the overall effort.

The Review Process includes:

- Submission of required documentation through the RIR.
- Preliminary review by the FTA and contracted reviewer.
- An on-site visit scheduled for the week of August 10, 2026, during which additional procurement and maintenance records will be examined.
- A draft findings report, allowing the agency two weeks to provide clarification or address any issues.
- A final report issued approximately 45 business days after the site visit, followed by corrective actions if necessary.

Mr. Wisselink reported that The Rapid received only two findings during its previous Triennial Review, relating to drug-free workplace advertising requirements and vehicle disposal procedures during the COVID-19 pandemic. The goal for every review is zero findings.

He also noted that two compliance areas-Disadvantaged Business Enterprise (DBE) and Equal Employment Opportunity (EEO)-will not be formally reviewed this cycle because federal requirements are currently being revised, although the agency must still comply with those programs.

Danielle Holmes of Holmes CPA has been assigned as the lead reviewer. The agency expects to receive additional document requests in late July before the August site visit.

Mr. Clarkston asked how compliance is scored. Mr. Wisselink explained that performance is measured by the number of findings, with zero findings representing full compliance.
Mr. Clarkston also asked about consequences for unresolved findings. Mr. Wisselink stated that unresolved issues can escalate and may ultimately result in withholding of federal funding.

Mr. Moore asked about procurement compliance. Mr. Wisselink explained that federal procurement requires several mandatory steps including cost estimates, competitive bidding, evaluation criteria, and proper advertising—failure to complete required documentation can result in a finding.
Mr. Moore also asked whether the discussion surrounding the Red Project related to the Triennial Review.

Ms. Prato clarified that it does not directly relate to the review but instead concerns The Rapid's advertising policy. She explained that the agency's viewpoint-neutral advertising policy prohibits advertisements promoting federally illegal drugs. While naloxone is a life-saving overdose reversal medication, permitting such advertising could require revisions to the policy. She noted that discussions with the Red Project were unsuccessful because the organization was unwilling to modify its proposed messaging, while The Rapid must also uphold its federally required drug-free workplace policies.

C. Employees

1) Bus Operator Hiring Update, Mr. Steve Schipper

Mr. Schipper reported that bus operator hiring has improved significantly, with staffing nearing full capacity. The maintenance team is currently overstaffed by one mechanic, and a recently graduated intern is expected to be hired. Due to reduced summer service while schools are out and employee vacations, there are currently only four open operator schedules, with approximately 30 expected to be posted int eh fall and winter.
The Rapid has three employees currently in training, along with a second training class of seven additional candidates at various stages of the hiring process.

Mr. Moore asked whether staffing shortages have contributed to lower ridership. Mr. Schipper did not believe there is a direct correlation, noting that many applicants are motivated by The Rapid's mission.
Ms. Prato added that an extra board of operators helps cover vacations and medical leave, and volunteers are used through a revolving work list. She also noted that service cuts have been minimal over the last quarter, though managing unlimited work hours remains an ongoing concern.

2) Training – Summer Bus Operator Refresher, Mr. Steve Schipper

Mr. Schipper noted we are meeting with every bus operator to refresh skills in a relaxed, supportive environment. The summer refresher includes collaboration with Pine Rest staff to strengthen customer service and people skills, while planning and maintenance teams are also included to reinforce operational best practices.

D. Fleet and Facilities

1) Fleet Maintenance Scorecard, Mr. Steve Clapp

Mr. Clapp explained that the maintenance team reviews a weekly scorecard to track key performance indicators (KPIs), including road calls, which occur when a bus experiences a mechanical failure while in service. Using daily dispatch reports, the team identifies the most common causes of road calls and works with supervisors to ensure accurate diagnoses, high-quality repairs, and long-term solutions that help prevent recurring issues.

As an example, Mr. Clapp described an issue with 2021 Gillig buses experiencing check engine warnings. After nearly two years of investigation, the team determined the root cause was a faulty water pump valve. The problem was isolated to the 2021 model year, allowing the maintenance team to implement targeted repairs and reduce future occurrences.

4. ADJOURNMENT

This meeting was adjourned at 5:02 p.m.
The next meeting is scheduled for July 21, 2026

Respectfully submitted,

Kris Heald, Board Secretary

Future Planning & Innovations Committee Members

Rick Baker *Andy Guy* *Jack Hoffman (Chair)* *Paul Troost*

FUTURE PLANNING & INNOVATIONS COMMITTEE MEETING MINUTES
Not approved by Committee

Monday, June 8, 2026 – 8:30 a.m.

Rapid Board Room (300 Ellsworth Avenue, SW)

ATTENDANCE:

Committee Members Present:

Rick Baker, Andy Guy, Jack Hoffman

Committee Members Absent:

Paul Troost

Rapid Attendees:

Josh Brink, Kris Heald, Linda Medina, Nick Monoyios, Deb Prato, Andy Prokopy, Steve Schipper, Tim Roseboom, Kevin Wisselink

Public Attendees:

Dan Miller, Kate Miller

Mr. Hoffman called the meeting to order at 8:30 a.m.

1. PUBLIC COMMENT

Mr. Dan Miller, representing Together West Michigan (TWM), a non-Partisan faith-based, citizen-led organization focused on leadership development, shared the organization's' efforts to make the Grand Rapids/Kent County area more affordable and livable. He highlighted priorities including childcare, housing, and transportation. Speaking as a member of TWM's transportation subcommittee, he said the organization is gathering ideas from community meetings while also offering recommendations. Suggestions included creating family transit passes to simplify fare payment for parents traveling with children, improving transit connections to downtown Grand Rapids, employment centers, and destinations such as Meijer, and adding under-seat storage or netting to better accommodate grocery bags. Mr. Miller also noted that TWM plans to meet with other local committees and engage elected officials to gather additional input and support.

Mr. Hoffman thanked Mr. Miller for his comments.

2. MINUTES REVIEW – February 9, 2026

Mr. Hoffman entertained a motion to approve the meeting minutes from February 9, 2026. No objections, minutes stand as submitted.

3. DISCUSSION

a. Website Update, Mr. Andy Prokopy

Mr. Prokopy presented an overview of the agency's newly redesigned website. He explained that while minor updates had been made over the past 20 years, the site's overall design, layout, navigation, and content management system had become outdated and difficult to maintain.

Following a competitive bidding process, the website redesign project was awarded to Boston Digital, which was later acquired by Mighty Union, the firm now completing the project.

The redesign focused on improving user navigation, accessibility, mobility responsiveness, real-time information, interactive tools, and overall branding. While the previous website scored well in accessibility and branding, it fell below current standards in navigation, mobile optimization, and real-time functionality.

Key improvements included a modernized design, enhanced accessibility features, better mobile performance, stronger visual branding, and preservation of the old website to meet Federal Transit Administration (FTA) historical record requirements.

Mr. Prokopy compared the old and new websites, noting that the new site had a soft launch two weeks ago. Although a few features are still being finalized, approximately 99% of the site is functioning as expected. EH described the new website as cleaner, easier to navigate, and more user-friendly, and encouraged committee members to explore the site and provide feedback.

In response to a question from Mr. Baker, Mr. Prokopy confirmed that registered users can reload their Wave Card online.

b. Planning Overview

- Previous Planning Efforts

Mr. Monoyios reviewed the agency's planning process, beginning with the 2018 Align Study. Originally intended to identify a third BRT corridor, the study found that no corridor justified additional BRT service. That finding helped shape subsequent planning efforts, including the COA (2021), Division United, the Zero-Emission Bus Plan, and the Climate Action Plan. Together, these initiatives informed the Transit Master Plan (TMP), completed in early 2025. Looking ahead, the agency will focus on short-term (0-5 years), mid-term (5-10 years), and long-term (10+ years) priorities, using fiscal sustainability as the foundation for determining future transit improvements.

- Summer 2026 Service

For Summer 2026 service, Mr. Monoyios presented a system map with all transit routes and a frequency table. A new weekend-only Route 100 was introduced, operating on Saturdays and Sundays, serving the eastern portion of Route 12 into Millennium Park.

- Evaluating Data & Analyzing Trends

The team continuously analyzes multiple data sources to improve transit planning, scheduling, and service delivery. They use Longitudinal Employer-Household Dynamics (LEHD) data to identify job location density and evaluate whether transit service adequately connects riders to employment centers. OptiBus scheduling software is used to create schedules, assign runs, and develop operator rosters.

Geographic Information Systems (GIS) provide heat maps of ridership, showing where passengers travel and the volume of riders, while Replica uses anonymized cell phone data to analyze workforce density, population movement, and travel origins and destinations.

Technology enhancements continue through INIT, including Wave Card tap-and-transfer data that improves rider information, and Avail Technologies, which supports operations efficiency, customer-facing display, vehicle incident integration, National Transit Database (NTD) reporting, and more accurate Automatic Passenger Counter (APC) data.

Performance benchmarking shows that Grand Rapids Transit operates with one of the lowest operating costs among its peers while maintaining a lean organization and strategically allocating resources where they are needed most.

- Fall 2026 Service

Mr. Monoyios reviewed the three service periods; winter, spring, and fall, and emphasized that fall routes and schedules must be finalized by July 4. With the return of school service in the fall, adjustments may be needed due to changes affecting the new daycare, and layover times will be monitored accordingly. He also stressed a “back to the basics” approach, focusing on continuous improvement of internal processes across all departments.

Mr. Baker asked whether AI tools are being used to assist the team. Mr. Monoyios said the team has been experimenting with AI and regularly shares ideas with the finance team. They have tested AI by uploading spreadsheets with known answers and found that it produces the correct results only about half the time. Despite these limitations, AI has been useful for developing macros to analyze data and for researching practices at agencies across the country to gain insights and improve understanding.

Mr. Hoffman responded to Mr. Guy’s question about the organization’s strategic plan and whether its primary goal is simply to survive, He explained that he once saw Governor Whitmer’s road funding initiative as an opportunity for broader transportation funding reform, but while it benefited truckers and rural counties, it did little for cities and public transit. He emphasized that transportation funding remains highly uncertain and that current state funding falls short of meeting needs.

Mr. Hoffman noted that higher-density cities are more economically productive, environmentally sustainable, and better aligned with goals such as affordable housing. Given the uncertainty surrounding future transportation funding and fossil fuels, he believes the organization’s priority should be maintaining its strength and readiness so it can capitalize on future funding opportunities.

He pointed to data from Mr. John Helmholdt showing that The Rapid has a strong reputation in the community, with even non-riders recognizing it as a well-managed organization. He believes this positions the agency to make a strong case for additional local funding when the opportunity arises. In the near term, his focus is on maintaining a healthy organization and securing approval of a millage.

Addressing comments about expanding community engagement, Mr. Hoffman said the organization has already made significant efforts involving the community. While public input is important, he argued that transit professionals have a deeper understanding of what works because of their expertise and experience. He concluded by observing that many voters want high-quality public services but are reluctant to pay for them.

Mr. Guy said this is a dynamic time for the organization and emphasized the importance of maintaining a healthy, sustainable transit system. He explained that the board’s primary role is to provide long-term policy direction and strategic guidance, while staff are responsible for day-to-day operations. He noted that the Transit Master Plan (TMP) has not yet been adopted, meaning the board has not formally established long-term, community-informed guidance for the organization.

Mr. Guy also questioned the continued relevance of the Comprehensive Operational Analysis (COA), noting that it was completed during the COVID-19 pandemic when travel patterns and ridership were significantly disrupted. He asked whether its findings and recommendations still reflect current conditions.

Finally, he expressed concern about the budget guidelines, particularly the goal of both increasing service frequency and expanding service hours. He noted that limited resources require tradeoffs, as improving frequency in one area can reduce service coverage elsewhere. He said he does not believe the board has provided sufficient high-level strategic direction to guide those decisions and would like clearer policy guidance to ensure operational choices support the organization’s long-term goals rather than focusing solely on the day-to-day management.

Mr. Hoffman believes that widespread reliance on motor vehicles has disrupted the natural environment. He sees a denser, greener future for West Michigan as both possible and necessary, driven in part by the rising cost of living in surrounding townships, which he believes will encourage changes in how communities develop.

Mr. Baker said the biggest challenge to increasing transit use is the area's automobile-centric culture, particularly in Michigan. He noted that public reaction to the new Amphitheatre showed many people were unwilling to walk even two blocks. While he supports maintaining a healthy, growth-oriented organization, he questioned whether the available data can be used not only to evaluate current service but also to predict how route changes such as those considered in the BRT study could increase ridership.

Mr. Monoyios said the main challenge is encouraging a cultural shift toward using different transportation modes, rather than expanding the route network. While additional routes could be added, the current hub-and-spoke system continues to meet travel demand, and any new routes would supplement not replace existing service.
Since the COA established its presence in 2021, the agency has monitored travel patterns closely. The data shows that travel destinations have remained relatively stable, with the biggest changes being increasing demand during evenings and weekends rather than shifts in where people are traveling. As a result, increasing service frequency and providing more travel opportunities is a higher priority than creating new routes.
Currently, the data does not reveal any significant gaps in service. Although there may be a few isolated trip generators, the existing hub-and-spoke network effectively serves most trips, with about 90% of travel fitting the current system's triangular travel pattern.

Mr. Baker asked to be reminded of the discussion from the COA process regarding the psychology of transfer and whether a hub-and-spoke model is the best approach. The group discussed whether riders may be reluctant to transfer, particularly when using routes such as the Silver Line as a primary corridor while other lines intersect with it. Mr. Monoyios noted that successful transfers depend on having sufficient service frequency to support them. He added that hub-and-spoke pulse systems work well for transit networks with varying service frequencies, such as 15-, 30-, and 60-minute intervals throughout the day.

Mr. Prato discussed the evolution of cross-town services and highlighted Route 33 as an example of growth-focused planning. The route began as a response to feedback from sixteen businesses in the Walker Industrial area during the Connect pilot. Employees, particularly hourly workers without smartphones, wanted reliable fixed-route option where they could wait at a bus stop and know when service would arrive. This led to the creation of Route 33.
Since its launch, Route 33 has continued to improve, including the addition of both clockwise and counterclockwise service. The Fruit Ridge Bridge project created another opportunity to adjust the route, allowing it to better serve the area by extending service beyond peak morning and evening periods to all day and evening operations. Continued growth in the employment center is making further adjustments as businesses report increasing employee numbers.
She noted that regulatory requirements can slow the pace of service changes, but The Rapid has consistently made improvements during each service planning period. The long-term plan includes three opportunities each year to evaluate and adjust routes, with dispatch also making operational refinements as needed.
She also emphasized the need to balance service investments across the five other cities, considering both revenue contributions and service hours. Contributions are currently aligned within approximately 3-4% between property tax revenue and service provided. While Grand Rapids receives the largest share of service due to its population and role as a transit hub with at least 14 routes converging there, the agency continues to evaluate equitable service distribution across all communities.

Ms. Prato emphasized the importance of revitalizing the Division United 2021 initiative and asked how to encourage developers to invest in making the BRT corridor more productive. Mr. Baker agreed, noting that this aligns with the city's housing plan, which focuses on developing housing along established corridors.

Mr. Guy added the issue has been discussed since the planning phase of the Silver Line and was part of the promises made during the 2004 millage campaign. He asked what actions are needed to make meaningful progress and expressed appreciation for the growth-focused comments. He also asked which of the presented plans should serve as the guiding policy framework for day-to-day decision-making.

Ms. Prato explained that the discussion centered on the guiding principles of the Transit Master Plan (TMP) and asked Mr. Monoyios to display the guiding principles document for the group. She noted that public feedback consistently calls for transit to serve more destinations with more frequent service. However, she emphasized that these expectations are constrained by financial sustainability, workforce limitations, and shortages in rolling stock and capital resources.

Mr. Monoyios noted that the community wants more. He emphasized the need to align land use and economic development with transit by encouraging growth where transit already exists on Division Avenue.

Mr. Baker noted he wishes we had levers to pull to come to the table with the developer and say here's what The Rapid can bring to the table to make this a feasible development for density. He is so passionate about us building along Division, and every one of those stops but it's not happening. Mr. Monoyios added that discussions through Division United showed developers, bankers, and neighborhood groups support incremental infill development, but financial challenges and perceived risk prevent many projects from being viable.

Mr. Baker asked Mr. Monoyios to go back to the chart that shows ridership compared to our other peers. He asked what happened to the approximately 12 million riders lost since 2013, noting that despite community growth and job creation, ridership has not recovered. He recalled that ridership increased when gas prices approached $4.00 per gallon and asked whether higher gas prices, potentially reaching $5.00, were driving ridership up again. Mr. Monoyios responded that they have not seen that effect yet, explaining that changing travel patterns and fewer people coming downtown continue to impact ridership.

Mr. Hoffman thanked both Mr. Guy and Mr. Baker for their comments.

c. Learning Opportunities, Mr. Nick Monoyios
Mr. Monoyios presented a slide with upcoming Learnings or APTA Conferences with details.

Board Member Seminar in Detroit, MI July 17-20
APTA Tech and Sustainability Operations Planning, St. Louis, MO August 9-12
Transit Ballot Initiatives, Nashville, TN December 14-16
Annual Expo Chicago, Il October 4-7
Mpact Toronto, Ontario September 14-17

4. ADJOURNMENT

This meeting was adjourned at 9:05 a.m.
The next meeting is scheduled for October 12, 2026

Respectfully submitted,

Kris Heald, Board Secretary