Interurban Transit Partnership

BOARD OF DIRECTORS MEETING AGENDA

Wednesday, August 26, 2026 – 4:00 p.m.

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

AGENDA

		PRESENTER	ACTION
1.	**PUBLIC COMMENT**		
2.	**MINUTES REVIEW – July 22, 2026, Board Budget Workshop**	Mayor Carey	Approval
3.	**CEO'S REPORT**	Deb Prato	Information
4.	**ACTION ITEMS**		
	a. Contract with Anlaan Corporation for installation of 81 Concrete Pads for Bus Stops and Shelters	Nick Monoyios	Approval
	b. Contracts with both SeyferthPR and Truscott Rossman for Public Engagement & Education Services	Jeffrey King	Approval
	c. Contract with FAAC Incorporated to purchase a Transit Bus Simulator	Kevin Wisselink	Approval
	d. Update to the Public Transit Agency Safety Plan (PTASP)	Steve Schipper	Approval
	e. Proposed FY 2026/27 Operating Budget	Linda Medina	Approval
	f. Appointment of Erica Chapin to the Consumer Advisory Committee (CAC) for Seniors and Persons with Disabilities	Deb Prato	Approval
5.	**PERFORMANCE REPORTS**		
	a. Paratransit Route Ridership – July 2026 Report not available	N/A	
	b. Fixed Route Ridership	Tim Roseboom	Information
	1. July 2026		
	c. Finance	Linda Medina	Information
	1. Operating Statement – June 2026		
	2. Professional Development and Travel Report		
	a. June 2026		
	3. Grant Statement		
6.	**CHAIR'S REPORT**	Mayor Carey	Information
7.	**ADJOURNMENT**		

BOARD OF DIRECTORS BUDGET WORKSHOP MEETING MINUTES

Wednesday, July 22, 2026 – 3:00 p.m.

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

ATTENDANCE:

Board Members Present:

Charis Austin, Rick Baker, Mayor Carey, Tracie Coffman, Mayor Favale, Steven Gilbert, Andy Guy, Renee Hill, Jack Hoffman, Mayor David LaGrand, Mayor Steve Maas, Clarkston Morgan, Tim Mroz, Paul Troost

Board Members Absent:

David Moore

Rapid Attendees:

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

Public Attendees:

Keiran Presland (GR Documenters)

Chairman Mayor Carey called the meeting to order at 3:02 p.m.

1. PUBLIC COMMENT

No public comment

2. MINUTES REVIEW – May 27, 2026

Chairman Mayor Carey entertained a motion to approve the meeting minutes from May 27, 2026. Mr. Guy motioned to approve, and Mayor Favale supported it. The motion passed unanimously.

3. CEO'S REPORT

Ms. Prato provided a brief update highlighting several key developments:

State Budget: The final state budget includes $305M for Local Bus Operating (LBO), an increase of $34M over last year. While MPTA advocated for $330M, the final amount falls between the House's $290M proposal and the Governor's and Senate's $315M proposals. The Rapid estimates its state operating assistance reimbursement rate will remain around 29%, as transit agency budgets continue to grow statewide.

Legislative Advocacy: Ms. Prato reported that she provided testimony before the House in June in support of Representative Morgan's tax bill regarding auto-related sales tax. The bill has since been assigned a new House Bill number, HB6079.
She explained that the most significant change in the bill is that, instead of receiving 6.9% of the 25% share of the 4% auto-related sales tax, the proposal would allocate the full 25% share of the 4% auto-related sales tax.
Additionally, the bill addresses an outdated provision in the tax law, which was originally written in 1933. At that time, lawmakers could not have anticipated large retailers such as Walmart or Costco carrying thousands of automotive-related stock keeping units (SKUs). As a result, sales tax revenue from any auto-related products sold by these retailers is currently directed to the state's General Fund rather than being captured under the existing distribution formula. The proposed legislation would redirect those auto-related sales tax dollars regardless of where the products are sold, reflecting today's retail marketplace rather than the retail environment of 1933, when consumers typically purchased automotive products from local tire or auto parts stores.
Ms. Prato noted that they were fortunate to have the bill heard in committee. However, she expects the legislation to remain dormant until the beginning of next year, when legislative activity resumes and priorities become clearer.

Transformational Grant Application: The Rapid submitted an application for the state's $65M Transformational Grant Program. The request includes funding for five buses and $1.4M in operating support for expanded event-related service associated with the Amphitheatre. The three-year grant provides decreasing levels of funding each year before requiring the service to become self-sustaining.

Childcare Center Update: Since the June 8 ribbon-cutting, the new childcare center has generated strong interest. The YMCA is actively promoting enrollment through outreach events, bus advertising, direct rider communications, and social media. The facility has 100 childcare slots, with the infant classroom already having a waiting list. The YMCA continues to prioritize enrollment for Rapid riders, though rider participation has been lower than anticipated, and a few YMCA and Rapid employees have received priority placement.

4. ADVERTISING POLICY UPDATE, Chairman Mayor Carey

Chairman Mayor Carey reported that, following a discussion with Ms. Prato, he requested that the Finance Committee review the Authority's advertising policy. He explained that because advertising is primarily a revenue-generating program, the Finance Committee is the appropriate body to evaluate whether the revenue generated justified the staff time and resources required to administer the program or whether advertising should be discontinued altogether.
Chairman Carey noted that rider surveys have consistently reflected unfavorable feedback regarding full bus wraps, with passengers indicating that they make it more difficult to identify bus stops. He emphasized that he Authority's primary mission is to provide safe, reliable public transportation and stated that any advertising program should support-not district from that mission.
Her further observed that, since the Board considered the Red Project appeal at the previous meeting, the issue has become the subject of public debate, resulting in inquiries from the media and supporters of the applicant. In his view, the discussion has shifted away from public transportation, noting that the Authority's buses are intended to provide transit service rather than serve as billboards.
Chairman Carey also stated that, during the previous meeting, the applicant was encouraged to meet with staff to discuss alternatives, as the proposal presented was an all-or-nothing request. To date, the applicant has not pursued those discussions. He concluded by recommending that the Finance Committee review the advertising policy from a revenue perspective and return its recommendations to the Board for further consideration.

Mr. Hoffman stated that he did not believe the advertising policy itself required revision based on the outcome of a single vote. Rather, he viewed the matter as one within the Board's discretion. He noted that legal counsel had advised the Board and the authority to deny the appeal and, likewise, had the authority to approve it. Given the larger attendance at the current meeting, he requested that the Chair consider a motion to approve the Red Project appeal as new business. He added that, if the Chair determined the matter should instead be placed on a future agenda to provide advance notice, he would respect that decision, but he believed the current attendance presented an opportunity for the full Board to consider the matter.

Chairman Mayor Carey acknowledged that the appeal had been properly considered at the previous meeting with a quorum present. Mr. Hoffman agreed and stated that he was bringing the matter forward as new business in the hope that the Board might reach a different decision and bring the issue to a conclusion.

Chairman Mayor Carey asked Mr. Hoffman to clarify his motion. Mr. Hoffman moved to grant the Red Project advertising appeal. Mayor Maas supported the motion.

Chairman Mayor Carey called for the vote. Those voting 'no' were Mayor Favale, Chairman Mayor Carey, Ms. Hill, Mr. Baker, and Mr. Gilbert.

Following the vote, Chairman Carey acknowledged that the matter could be brought before the Board again in the future but cautioned members to consider the precedent such actions could establish where similar requests might lead.

Mr. Hoffman commented that, in his view, the Board's earlier denial had been unpopular among many of the community members and organizations who support the Authority values.

Ms. Prato informed the Board that another advertising campaign had been declined involving marijuana-related advertising.

5. ACTION ITEMS

a. Contract with BDO for Annual Auditing Services, Mr. Kevin Wisselink

Mr. Wisselink is requesting board approval to enter into a five-year contract with BDO for the average annual amount of $71,050 for annual audit services.

Mr. Mroz noted from the report the 2021 audit and asked whether it had been five years since then. Mr. Wisselink replied that it had been at least two audit cycles, or approximately ten years. Mr. Mroz then asked whether The Rapid has a policy of periodically changing auditors- not because of performance concerns, but to obtain a fresh perspective. Ms. Prato responded that The Rapid does not have such a policy.

Chairman Mayor Carey entertained a motion to approve the five-year contract with BDO. Ms. Coffman motioned to approve, and Mayor Favale supported it. The motion passed unanimously.

b. Contract with Gillig Corporation for (8) 40' CNG/RNG Buses, Mr. Steve Clapp

Mr. Clapp is requesting approval from the board 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 with an additional contingency of $80,000 for technology and safety enhancements should they become available.

Ms. Prato noted that this is the first time the cost of buses has reached $1M per vehicle. She stated that three years ago buses cost approximately $885,000 each, and five years ago they were approximately $550,000 each.

Mayor LaGrand said he had recently read an article suggesting that bus purchasing policies nationwide are largely driven by federal funding requirements. He explained that because the federal government typically funds 80% of bus purchases, agencies are incentivized to purchase more expensive vehicles that meet federal specifications rather than lower-cost alternatives. He noted the article argued that buses costing approximately $300,000 are available but do not qualify for federal funding because they do not meet federal requirements. As an example, he referenced electric

buses manufactured in Shanghai that could potentially enter the U.S. market but are ineligible for federal funding. He compared the situation to federally regulated traffic signals, noting that federal standards can significantly increase costs.
Mayor LaGrand said he would like staff to explore whether there are viable bus options that could provide better value if the agency chose to forgo federal funding. He suggested that if a higher-quality product could be purchased for one-third of the cost, it might eventually make financial sense to forgo federal subsidies.

Ms. Prato noted that opting out of federal funding would also mean losing access to federal preventive maintenance funding, which the agency relies on to maintain its fleet in a state of good repair. Mayor LaGrand acknowledged that concern but observed that electric vehicles generally require significantly less maintenance because they have fewer moving parts. He shared that he has driven electric vehicles for more than 400,000 miles as has only needed to replace the tires. He said electric vehicles are much less complex than traditional vehicles and added that reducing reliance on fossil fuels would be a positive outcome.

Mayor Carey commented on the consolidation occurring within the bus manufacturing industry.

Ms. Coffman asked how the purchase of the eight buses would affect the fleet composition, noting that the agency has been gradually replacing its diesel fleet with Compressed Natural Gas (CNG) buses. Mr. Clapp responded that, with a total fleet of 144 line-haul buses, the purchase would leave the agency with only five hybrid diesel-electric buses. Ms. Coffman confirmed that no diesel buses would remain after the replacement.

Ms. Prato added that the agency has secured Renewable Natural Gas (RNG) pricing at $0.51 per diesel gallon equivalent, with no changes required to fueling infrastructure or bus specifications.

Mr. Morgan asked whether purchasing hybrid buses instead of battery-electric buses was an option if electric buses were not readily available. Mr. Clapp replied that it is an option; however, hybrid buses cost approximately 40% more per vehicle. He explained that, instead of a $1M bus, a hybrid bus purchased through the deferral procurement process would cost approximately $1.4M. Ms. Prato added that charging infrastructure costs would also need to be considered for battery-electric buses.
Ms. Prato stated that, based on the agency's proof-of-concept analysis, two zero-emission battery-electric buses would be needed to replace one renewable natural gas/CNG bus, nearly tripling the cost. She added that charging infrastructure, local topography, winter operating conditions, and battery storage present additional challenges. She noted that our current fleet cannot always climb Michigan hill during winter weather and said that at least half of the transit agencies across the country that purchased electric buses currently have them parked due to operational limitations.

Mr. Morgan asked about the expected delivery timeline if the purchases were approved. Mr. Clapp responded that the buses would be placed on the order list in October, with an estimated delivery time of 20 to 24 months. He said the buses are expected to enter service early to mid-2027.

Mr. Hoffman commented that government-funded infrastructure projects often become increasingly expensive as additional requirements and features are added. While he agreed with Mayor LaGrand's interest in evaluating more cost-effective options, he said he would not want the agency to forgo federal funding.

Chairman Mayor Carey entertained a motion to approve the agreement with Gillig Corporation for the purchase of eight (8) CNG/RNG buses. Mr. Guy motioned to approve, and Mr. Morgan supported it. The motion passed unanimously.

c. Contract with Hoekstra Transportation for (8) Ford E-450 Paratransit Vehicles, Mr. Steve Clapp

Mr. Clapp is requesting approval from the board 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 with an additional contingency of $8,000 for bus inspections and Buy America compliance reports.

Ms. Prato noted that these buses also use alternative fuel operating on propane.

Ms. Coffman asked how the cost of propane compares to Compressed Natural Gas (CNG). Mr. Clapp replied that propane costs approximately $1.00 per gallon, while CNG costs approximately $0.51 per gasoline gallon equivalent.

Chairman Mayor Carey entertained a motion to approve the agreement with Hoekstra Transportation for the purchase of eight (8) Ford E-450 paratransit vehicles. Ms. Coffman motioned to approve, and Ms. Austin supported it. The motion passed unanimously.

6. PERFORMANCE REPORTS

a. Paratransit Route Ridership, Mr. Jason Prescott

1. May/June 2026

No questions

b. Fixed Route Ridership, Mr. Tim Roseboom

1. May/June 2026

No questions

c. Financial Reports, Ms. Linda Medina

1. Operating Statement – April/May 2026
2. Professional Development and Travel Report – May 2026
3. Grant Statement

No questions

7. DISCUSSION

a. Agency Overview, Ms. Deb Prato

Ms. Prato introduced the next section of the draft FY 2026/2027 Operating Budget. She explained that the presentation would begin with an overview of the agency's financial position, followed by budget scenarios that have been discussed during Finance Committee and Board meetings. Ms. Medina would present those scenarios later in the agenda.

FINANCIAL STABILITY

Ms. Prato stated that financial stability is one of the four pillars of The Rapid's strategic framework. She reviewed several key financial indicators used in developing the operating budget:

- Unrestricted Net Reserves: The Rapid currently maintains approximately $66.8M in unrestricted reserves, representing roughly one year of operating expenses. She emphasized the importance of preserving these reserves given the uncertainty surrounding the upcoming millage renewal and proposed increase.
- Pension Liability Coverage: After approximately fourteen years of very intentional funding and investment efforts, the administrative pension plan is 116% funded, while the union pension plan is 109% funded. Separate 457 defined contribution plans are also maintained.
- Annual Balanced Budget: 100% balanced using $6.8M in unrestricted net reserves.
- Operating Expenses: Fiscal year 27 revenue is approximately 82% of expenses before capitalized operating expenses.
- Farebox Recovery: Traditional line-haul farebox recovery is approximately 9%, including fares collected through contactless payments, Wave cards, and cash. When combined with contract revenue generated through the sale of excess service capacity-such as service

provided to Alpine Township, Pine Rest, Grand Valley State University, the City of Grand Rapids (DASH), and Gaines Township-farebox recovery increases to approximately 29%. Combined with local millage revenue, nearly 70% of operating funding comes from local sources.

- Revenue Service: The Rapid provides approximately 395,000 revenue service hours annually.
- Capitalized Operating Expenses: Approximately $5M in federal Preventative Maintenance (PM) funding is projected to support maintenance performed by employees on federally funded capital assets.

CUSTOMER EXPERIENCE
Ms. Prato explained that customer experience is another key component of budget development. The agency evaluates:

- Route Coverage
- Access to healthcare
- Education
- Fresh food
- Employment centers
- Green space
- Customer perception surveys
- Service frequency
- On-time performance
- Missed trips
- Customer amenities

She noted that federal funds support many customer amenities, including shelters, digital signage, real-time passenger information, and software subscriptions such as Transit App. Operating funds are still required to support staff responsible for maintaining those services.

CURRENT SERVICE COVERAGE
Ms. Prato presented a system map showing all fixed routes, the two Bus Rapid Transit (BRT) lines, service frequencies by time of day, and overall coverage throughout the six-city service area.
She highlighted several service accessibility measures:

- Green Space: Approximately 73% of green spaces are within one-quarter mile of fixed route service.
- Healthcare: Of 103 healthcare facilities in the six cities, 92 (89%) are served by The Rapid.
- Fresh Food: The Rapid serves 110 of 116 fresh food locations, providing approximately 95% coverage.
- Employment: The highest concentrations of employment centers are currently served by fixed route. As employment centers expand, routes can be adjusted. Ms. Prato cited Walker Industrial as an example, where sixteen businesses collectively requested fixed route service in place of the pilot Connect On-Demand service.
- Education: Educational partnerships include Grand Rapids Community College (GRCC), Grand Valley State University (GVSU), the GRCC Sneden Shuttle, and transportation provided for Grand Rapids Public Schools (GRPS) high school students.

CUSTOMER PERCEPTION
Ms. Prato reviewed the agency's Net Promoter Score (NPS), which measures whether customers would recommend The Rapid to friends or family.

Since adding net promoter score to the survey in 2023, scores have improved significantly:
2023: -13; 2024: +41; 2025: +37

She noted that scores between 30-70 are considered 'Great," while scores above 70 are considered "excellent."

Survey results have been used to guide investments in safety and security. The Rapid transitioned from contracted security services to an in-house team, providing enhanced training, new uniforms, and expanded Transit Enforcement Officer responsibilities. As a result, school-year platform student related fights declined dramatically.

EMPLOYEE SUCCESS FACTORS

Employee Compensation and Benefits: Ms. Prato explained that ITP recently refreshed employee compensation study which benchmarked wages against comparable local public-sector employers. Fringe benefit costs is 38% for total compensation, not including sick, vacation or any offsets as wage replacement.

ITP considers the reasons for voluntary resignations: evaluating voluntary resignations, with particular emphasis on the position of bus operator.
Retention has improved considerably:

- Approximately three years ago, first-year retention was about 40%.
- Current first-year retention is approximately 60%.

She noted that marijuana legalization in Michigan continues to present hiring challenges because applicants must still pass federally required drug testing.

Mr. Schipper assumed responsibility for interviewing and hiring, and hiring activity has increased substantially. Through the current calendar year, The Rapid has hired 64 employees, compared with 66 total hires during the entire previous calendar year.

ITP conducted focus groups with Michigan Works and identified several misconceptions among prospective employees. Many applicants were unaware that The Rapid provides paid training, is a union employer, both of which have now become stronger recruitment messages.

SAFETY AND WORKFORCE DEVELOPMENT

Ms. Prato identified left-turn collisions and impacts with fixed objects as the agency's most common preventable accidents. With planned additional investments in operator training.

She noted that collective bargaining agreements expire in August 2027, with negotiations expected to begin approximately six months earlier. Additional legal funding will be included in future budgets to support negotiations.

Regarding workforce development, Ms. Prato explained that refresher training had been postponed for one year because of operator shortages. Conducting mandatory training requires taking operators off the road and replacing them with overtime staff, creating both operational and financial impacts. This year we have reinstituted the training and although it has operational costs to keep service running, the benefits of the day-long training far exceed the costs.

REGULATORY COMPLIANCE

The agency also considers:

- Audit findings require corrective action.
- Drug and alcohol testing continues to become more expensive. Saliva testing has not yet been federally approved.
- Federal Transit Administration preventive maintenance requirements, including maintaining 80% on-time preventive maintenance, which directly affects staffing needs across all maintenance facilities.

PROJECTED BUDGET GAP

Ms. Prato stated that updated projected budget gaps were reviewed during the February Board Retreat and the "Rapid Realities" discussions. The projections reflect anticipated future operating costs while assuming no reserve funding. Recent reserve growth has largely resulted from savings created by vacant bus operator positions.

STATE OPERATING ASSISTANCE
State operating assistance remains relatively stagnant. While Act 51 authorizes funding up to 50% of eligible operating expenses, actual funding has remained around 29%, with one recent year, through one-time funding reaching 34%.

FAREBOX RECOVERY AND PARTNERSHIPS
Ms. Prato reviewed the proposed millage strategy.
Although staff initially determined that 2 mills would be necessary to close the projected funding gap, legal counsel advised that a single ballot initiative could request only 0.5 mills beyond the existing authorization. Following Headlee rollback adjustments, the maximum allowable levy has decreased from 1.88 mills to 1.86 mills and could decline further before a 2027 election date.

Mr. Hoffman asked whether the final slide suggested that two separate millage initiatives would ultimately be required.

Ms. Prato responded that staff continues working with SeyferthPR to determine the most effective strategy. While two separate ballot initiatives remain an option, both could fail. Current thinking favors pursuing a single ballot initiative in 2027 while evaluating whether an additional request may be appropriate in 2028, when voter turnout during a presidential election could influence the outcome. She emphasized that numerous uncertainties remain, including other competing ballot initiatives and overall economic conditions.

Mr. Guy appreciated Mr. Hoffman's question and suggested that the Board also consider the duration of any future millage. He noted that ten years is a lengthy commitment and suggested that a shorter authorization period could provide greater flexibility for future funding decisions.

Mayor Carey commented that historical information regarding previous millage durations may be helpful and suggested Mr. Nienstadt could provide that analysis.

Ms. Prato recalled that polling conducted by Competitive Edge indicated little difference in voter support based solely on millage duration. She acknowledged, however, that strategically considering shorter authorizations with small future increases remains part of the discussion.

Ms. Coffman asked whether Mr. Nienstadt had discussed how The Rapid's millage timing compares with other local millage requests. Ms. Prato responded that staff are compiling that information but has not yet received the matrix. Ms. Coffman agreed that the Board should review it.

Mayor LaGrand requested a future conversation regarding The Rapid's hiring policies for returning citizens and the agency's criminal background screening practices.

Ms. Prato explained that The Rapid is a second-chance employer and evaluates criminal histories individually, considering factors such as the applicant's age at the time of the offense, the length of time since the offense occurred, and the nature of the offense. She noted that very few offenses result in disqualification, with sexual felony convictions being among the primary exceptions.
Mayor LaGrand suggested the Board may wish to revisit those hiring policies to determine whether additional changes could expand the applicant pool and improve recruitment efforts.

b. FY 26/27 Operating Budget Draft, Ms. Linda Medina

Ms. Medina noted that the Capital Plan was not included in the budget packet. She explained that this is the first year the Capital Plan will be presented in January, aligning with the actual capital planning schedule. This timing will allow Mr. Wisselink's team and the Leadership Team to identify and prioritize capital needs more accurately, reducing the number of revisions before the plan is presented to the Board in January.

Ms. Medina stated that today's discussion would focus solely on the operating budget. She explained that the presentation would cover the budget timeline, revenue, expenses, and provide additional details on various departments and operational functions.

BUDGET DEVELOPMENT PROCESS

Ms. Medina explained that the budget development process begins with the Leadership Team meeting to discuss organizational priorities and strategic direction. Department Directors then develop their individual budgets based on their operational needs, including staffing requirements and departmental priorities for the upcoming fiscal year. The Leadership Team reconvenes to review each department's proposed budget, during which Directors are responsible for supporting and justifying their requests, including explaining any significant variances from the prior year. Once all information is complied, the proposed budget is presented to the Board Budget Workshop. Following Board discussion and feedback, the budget is revised as needed and returned to the Board in August for formal adoption.

REVENUE

Ms. Medina reported that the proposed FY 2026/27 operating budget reflects a 6.2% increase in revenue compared to the FY 2025/26 budget. She also noted that the budget anticipates using approximately $6.8M in reserves.

Ms. Medina presented a slide comparing revenue sources between the current and previous fiscal years.

She noted that property taxes continue to be The Rapid's largest source of revenue.

Regarding State Operating Assistance, Ms. Medina explained that the FY 2025/26 budget was based on an anticipated reimbursement rate of 26%. Actual state operating assistance is expected to be 29%, which is reflected in the FY 2026/27 budget.

For Sale of Services, Ms. Medina stated that the primary changes are the result of the DASH Realignment Pilot Project, which modified DASH service hours, and updated service levels for Grand Valley. She explained that the FY 2026/27 budget reflects more accurate service levels based on current operating expectations.

Discussing Passenger Fares, Ms. Medina explained that fare revenue projections are based on all fare types, including reduced fares, single rides, the $1.75 fare, transfers, and fare capping. In FY 2025/26, the average fare per ride was budgeted at $0.85 based on historical averages. For FY 2026/27, the projected average fare has increased to $0.91. She attributed much of this increase to the implementation of open payments, noting that riders using open payments receive only the daily fare cap and not the monthly fare cap, resulting in a higher average revenue per passenger trip.

Ms. Medina also noted that the new fare contract represents a 16.3% increase, or approximately $1.3M.

Property Tax revenue is based on the current millage rate of 1.3648 mills. Ms. Medina reported an estimated 5% increase in taxable property values and explained that revenue projections are based on valuation information provided by Kent County, with the approved millage rate applied accordingly.

State Operating Assistance is budgeted at the 29% reimbursement level for FY 2026/27.

Regarding Advertising and Miscellaneous Revenue, Ms. Medina explained that the most significant increase is due to higher projected interest income. She noted that the FY 2025/26 budget was intentionally conservative, while the FY 2026/27 budget reflects current investment earnings trends.

Ms. Medina also reported an increase in Renewable Identification Number (RIN) credits, which is attributable to the organization's Compressed Natural Gas (CNG) operations.

EXPENSES
Before capitalizing eligible operating expenses, total operating expenses increased by 3% over the FY 2025/26 budget. With the planned use of $5M in capitalized operating expenses, the overall increase is reduced to 3.2% compared to the FY 2025/26 budget.
Wages increased modestly, with only a small increase in employee benefits. The wage increase reflects the addition of three full-time positions: one in Human Resources and two in Facilities.

CONTRACTED SERVICES
Contracted services increased by 7.7%. The primary drivers include:

- Biannual cleaning of the Rapid Central Station platform canopy.
- Transitioning to an unlimited cellular service plan for onboard bus connectivity.
- Anticipated procurement of a new contract for cleaning Bus Rapid Transit (BRT) stations following the conclusion of the Kent County Community Service Program in FY 2026/27.

Ms. Prato noted that staff met with Kent County to explore assuming responsibility for the Community Service Program, However, because participants are not required to report consistently, the arrangement was not operationally feasible.

OPERATOR STAFFING
Ms. Coffman observed that operator salaries and wages decreased by 2.1% compared to the prior year and asked whether this reflected updated hiring projections.
Ms. Medina explained that the agency continues to budget for 245 full-time operators and currently employs 198. The reduction reflects the elimination of 20 part-time operator positions rather than a reduction in full-time staffing. As new operators are hired, they will be placed into full-time positions.
Ms. Prato added that part-time operators proved difficult to schedule effectively. Given the agency's sixteen-hour operating day, two full-time eight-hour shifts provide greater flexibility. Additionally, current labor agreement provisions allow part-time operators significant flexibility in scheduling, creating operational challenges and additional administrative work during roster selection. Overall, the part-time model did not provide the anticipated benefits.

CONTRACT SERVICE RATES
Ms. Medina reviewed the contract service rates charged to partner agencies. The rates continue to be based on FT 2024/25 audited financial data.
Key updates include:

- State Operating Assistance discount: 29.15%
- GO!Bus costs increased 8%
- Line-haul rates increased 4%
- The DASH Reimagined Pilot will now be billed at direct cost rather than through the blended rate.

The FY 2026/27 rates are:

- Line -haul: $74.14 per hour
- GO!Bus: $94.73 per hour

STAFFING CHANGES
Administrative staffing changes include:

- Addition of one full-time Human Resources employee to support recruitment and HR operations
- Transfer of the Safety and Training Director to Human Resources, placing training under the HR department.
- Reclassification of the Director position to Manager
- Transfer and reclassification of an administrative position from Specialized Services (ADA) to Customer Service Experience to support the Information Booth.
- Addition of two Facilities Technicians to address maintenance needs associated with aging facilities.

Ms. Prato noted that the purchase of the building at 620 Century has increased demands in the Facilities Department, necessitating additional staffing.

The agency continues to budget for 245 full-time bus operators while eliminating 20 part-time positions. Prior to development of the budget, one operator position was reclassified to a full-time Maintenance Technician position to retain an intern following graduation.

MAINTENANCE RECRUITMENT
Chairman Mayor Carey asked about recruitment efforts with Ferris State University.
Ms. Prato stated that Ferris offers a Heavy Equipment Diesel program and remains an important recruitment partner.
Mr. Clapp added that staff regularly attend Ferris job fairs and participate in evaluating student projects. The Rapid maintains a strong relationship with the university and shares resources with the program.
Chairman Mayor Carey confirmed that Ferris is currently the only local institution offering this specialized training.
Ms. Prato also noted that the agency reached an agreement with the union allowing interns to perform union work, creating an additional recruitment opportunity.
Ms. Coffman asked whether MTech offers a similar program.
Mr. Clapp explained the MTech currently focuses on automotive technology rather than heavy equipment. While discussions have occurred regarding a heavy equipment program, MTech has expressed concerns about sufficient student demand. Although The Rapid hires automotive technicians, applicants typically need at least one year of professional experience or technical education.

WORKFORCE DEVELOPMENT
Mr. Morgan asked whether state funding exists to support workforce development initiatives like programs available in law enforcement, such as scholarship opportunities tied to employment commitments.
Mr. Clapp was unaware of any state funding available directly to The Rapid, although educational institutions may receive support.
Ms. Prato added that federal funding opportunities have been explored in partnership with the ATU, primarily focused on mentorship programs that support employee retention. However, staff have not identified any reliable, long-term funding sources for training initiatives.

TECHNOLOGY AND SOFTWARE CONSOLIDATION
Mr. Morgan asked whether increased use of artificial intelligence or digital systems had resulted in operational efficiencies or staffing reductions.
Ms. Prato clarified that recent efforts have focused on Software-as-a-Service (SaaS) consolidation under the IT department not workforce reductions. Various departments utilize cloud-based software for security systems, information technology, and transit applications. Consolidating these services allows the agency to utilize eligible federal funding, improve oversight of software subscriptions, better evaluate vendor pricing, and clarify departmental responsibility for technology expenses.

HEALTH INSURANCE RENEWAL
Ms. Medina reported that staff are evaluating health insurance renewal options.
Remaining fully insured would result in an 8.9% premium increase and include a $40,000 rebate from the carrier. Staff also evaluated self-insurance but determined that assuming additional financial risk is not advisable, particularly with the anticipated millage. Staff recommended remaining fully insured.

Chairman Mayor Carey asked whether the 8.9% rate had been secured.
Ms. Prato explained that the rate cap was negotiated when the agency transitioned from Blue Cross Blue Shield to Priority Health. Priority Health agreed to honor the 8.9% cap for the second year and provide an additional $40,000 incentive.

PL/PD CASUALTY INSURANCE
Ms. Medina stated that staff continue to work with the insurance broker regarding PL/PD casualty coverage. While final premiums are not yet available, staff anticipate an increase of less than 10%, with final figures expected before the August Board meeting.

FIVE-YEAR FINANCIAL PROJECTION
Ms. Medina reviewed the updated five-year financial forecast.
The projection now assumes state operating assistance will remain at 29%, compared to the previous assumption of 26%. The forecast has also been extended through FY 2031/32 using updated FY 2024/25 and FY 2025/26 financial data.
Key assumptions include:

- Revenue growth of approximately 4% annually.
- State Operating Assistance maintained at 29%.
- Operating expense growth of 5% annually.
- Continue capitalization of eligible operating expenses through FY 2030/31.

Under these assumptions, reserves would total approximately $8.5M at the end of FY 2023/31 before being depleted during FY 2031/32 if no additional funding sources are identified.

BUDGET SUMMARY
Staff proposal:

- Utilizing $5M in capitalized operating expenses.
- A 6.2% increase in revenues before the use of reserves.
- A 3.2% increase in operating expenses after capitalized operating expenses.
- Use of approximately $6.8M in reserves.

The updated five-year projection indicates reserves would be exhausted in FY 2031/32. Staff remain committed to identifying new revenue opportunities, managing expenses responsibly, and continuing to serve as good stewards of public funds.

Mr. Hoffman commended the administration, finance staff, and all employees for their responsible financial management and stewardship.

Mr. Guy stated that the proposed budget appears operationally sound and appreciated the detailed information included in the meeting packet. He asked about funding for public education and communications related to the anticipated transit millage, noting that the marketing budget appeared to decrease.
Ms. Prato explained that the agency is permitted to conduct education and information outreach but cannot advocate for the ballot proposal. An RFP for education and public outreach services received 18 proposals, which are currently under review. Approximately $600,000 has been designated for marketing and public education efforts, with the Transit Ballot Initiative budget scheduled for Board review in August. Staff anticipate launching the education campaign in September. She also noted that SeyferthPR is currently producing educational video content.

Mr. Guy asked where the ballot initiative funding appears within the budget.
Ms. Medina responded that the ballot initiative is budgeted within the Finance General Fund Account – Election Services at $750,000.

c. Financial Scenarios, Ms. Linda Medina

Ms. Medina noted that, at the last finance committee meeting, staff were tasked with bringing some revenue scenarios back to the board.

Staff reviewed the State Operating Assistance (SOA) received and the amount passed through to contract partners. Staff were also asked to evaluate the direct cost of the Laker Line using a methodology similar to the analysis previously completed for DASH.

STATE OPERATING ASSISTANCE (SOA)
Ms. Medina explained that staff developed several scenarios based on the current SOA rate and the amount passed through to contract partners.

- Scenario 1: Represents the current arrangement.

- Scenario 2: The Rapid would retain all SOA rather than passing any portion on to contract partners, generating approximately $2.5M in additional revenue.
  Scenario 3: If the SOA rate passed through to partners were reduced from 29% to 20%, The Rapid would generate approximately $781,000 in additional revenue.
- If the rate were reduced to 15%, The Rapid would generate approximately $1.2M in additional revenue.
- If the rate were reduced to 10%, The Rapid would generate approximately $1.6M in additional revenue.

The scenarios were calculated using FY 2027 revenue hours and FY 2024/25 audited financial information, applying the same methodology currently used to calculate contract rates.

Ms. Medina explained that the scenarios demonstrate the potential revenue that could be generated by reducing the SOA pass-through to contract partners. Staff have discussed the tentative rate with some partners and indicated that, as The Rapid considers renewal of the new millage, it is important to evaluate a range of revenue options. Unlike State Operating Assistance, the contract rate and fares are areas that are within the Board's control.

Ms. Prato characterized the issue as a question of whether "the juice is worth the squeeze," particularly given the potential impact on relationships with contract partners. At the current 29% rate, The Rapid is not projected to generate additional revenue from SOA. If no SOA were passed through, approximately $2.5M in additional revenue could be generated; however, there is also a risk that contract partners could reconsider their agreements. Those potential impacts are difficult to predict.
Ms. Prato also noted that some contract parters are not property taxpayers within the State Operating Assistance funding structure, raising the question of whether SOA should be passed through to those partners at the same level. She said the key question is whether changing the SOA rate under the ten-year agreement with Grand Valley State University (GVSU) would be worth the associated risk.

LAKER LINE RERVENUE SCENARIO DISCUSSION
Ms. Medina explained that staff applied the same methodology used for DASH analysis to determine the cost of operating the Laker Line.

The analysis included direct costs associated with the Laker Line, including operators, vehicle maintenance, and Bus Rapid Transit (BRT) stations, most of which are used primarily for Laker Line service. Staff also calculated indirect costs based on the percentage of total service hours. The indirect cost allocation is approximately 10%.

Using this methodology, the total cost of Laker Line service is approximately $6.2M. Laker Line revenue hours, excluding off-campus service, result in a cost of approximately $151.13 per hour. Applying the same SOA rate used in the contract rate calculation reduces the direct cost to approximately $107.07 per hour.

GVSU is currently charged the FY 2027 line-haul rate of $74.14 per hour.

Ms. Prato said the analysis raises the question of whether the six cities are effectively subsidizing the specialized Laker Line service in order to make it as affordable as possible for GVSU. She noted that applying the same methodology used for DASH would represent a substantial change in the current arrangement.

Mr. Morgan asked whether GVSU has identified an alternative transportation option if The Rapid needed to increase the cost of service in order to better support the system financially. He asked whether there was a viable outside service provider that could meet GVSU's transportation needs.

Ms. Prato responded that no other Act 51 public transportation provider could provide service within The Rapid's six-city service area. She noted that GVSU also has a campus in Allendale, outside The

Rapid's service area, and could potentially secure private transportation between parking facilities and its downtown campus. However, there are no other providers currently positioned to staff enough buses, including articulated buses, to provide service at the level required by the campus. Mr. Roseboom indicated The Rapid carries approximately 5,000 customers a day on the Laker Line.

Mr. Hoffman said Mr. Morgan's comments highlighted the significance of the existing relationship with GVSU. Having served on The Rapid Board of Directors for many years, he said it would be a major change to alter the agreement with GVSU, particularly given the connection between the Laker Line and Silver Line. He described that connection as an important selling point for The Rapid and a strong structure for the future.
Mr. Hoffman acknowledged the need for additional revenue but said it would be a long time before he would support eliminating the existing subsidy increase.

Ms. Prato clarified that the scenarios presented were not a recommendation. Staff were asked to provide potential scenarios, and the purpose was to give the Board information to support future discussions and decision-making. She emphasized that having this information available allows the Board to make informed requests of staff and make sound financial decisions.

Chairman Mayor Carey provided additional context from the Finance Committee. He explained that the Committee has been shifting toward looking at longer-term financial projections and "what-if" scenarios. The information presented reflects discussions held by the Finance Committee and is intended to provide the Board with additional information rather than a specific recommendation.

Mr. Hoffman agreed that it was valuable for the entire Board to understand the financial dynamics involved.

Ms. Coffman said she did not view the scenarios as an all-or-nothing decision. She noted that while increasing GVSU's rate from $74.14 to 107.07 per hour in one step could have a significant impact, the information could instead be used as part of a conversation with GVSU about gradually closing the funding gap. She said the analysis provides information that could support a realistic discussion with GVSU.

Ms. Prato noted that fares and contract rates are among the only financial levers available to the Board, which is why staff are presenting these scenarios for consideration.

Mr. Guy asked about the nature and timing of potential discussions with GVSU and whether those conversations had already begun.

Ms. Prato responded that discussions with GVSU had not yet begun. GVSU signed a ten-year contract with The Rapid in 2023. She noted that having a ten-year agreement provides The Rapid with security and establishes GVSU as a long-term partner.
The contract specifies how the hourly rate is calculated, including provisions related to the State Operating Assistance reduction and whether GVSU receives the full 29% SOA discount or a lesser amount. Any future discussion would therefore begin with the need to address the funding gap and determine how the parties could move closer together financially.
Ms. Prato noted the GVSU's enrollment is expected to remain relatively flat this year. GVSU also operates off-campus circulators that provide transportation to campus, in addition to using the Laker Line. GVSU is evaluating whether it can reduce some of those service hours.
She also noted that GVSU pays the paratransit rate because The Rapid is required to provide paratransit service whenever fixed-route service is available within three quarters of a mile. GVSU is actively evaluating ways to reduce its overall transportation costs with The Rapid.

8. COMMITTEE MEETING MINUTES NOT APPRPOVED YET

a. Present Performance & Service Committee May 19, 2026, Ms. Charis Austin
No comment from Ms. Austin

b. Future Planning & Innovations Committee June 8, 2026, Mr. Jack Hoffman

Mr. Hoffman did make a few comments relating to today's discussion of the budget and future funding. He noted it was his first meeting as Chair of the Future Planning & Innovations Committee. He noted Mr. Prokopy gave an update on the new website, Mr. Monoyios gave a planning overview, and then Mr. Guy and Mr. Baker, himself, and Mr. Monoyios and Ms. Prato had a wide-ranging discussion. He said we all agreed that a healthy denser urban core is necessary to the health of the region and a healthy public transportation system is necessary to a healthy urban core. Mr. Guy observed that the transportation economy appears to be entering a period of dynamic change for at least the next five years and probably long after that. There are threats but also opportunities, he mentioned new vehicle technology, new approaches to affordable housing and urban densities, unprecedented disruptions to the oil market and the permanent rise in the price of gas. Failure of current revenue sources supports the state's transportation system as a whole and the need for new revenue sources, the importance of walkable neighborhoods and active and public transportation to educated young people who are essential to our community's economic future to name a few. At the same time state transportation funding is failing to support denser urban core with regards to both roads and public transportation. For example, if the state provided the cities of the ITP with the same per capita transportation funding as rural county road commission that would double the amount the cities currently receive from the state for both road and public transportation. If just 1/5 of new urban funds were devoted to public transportation that would double our operations budget. As Chair it is his hope that the committee will continue to debate and will soon report out a draft plan for keeping The Rapid healthy stormy times, nimble and ready to take advantage of opportunities.

9. CHAIR'S REPORT

Chairman Mayor Carey yielded the floor.

For the Good of the Order:

Mr. Guy shared a couple of comments. First, he expressed his appreciation for the budget presentation and said the operational discussion was very strong. He noted that he has raised questions at several Board meetings regarding budget formulation and goals, including at the recent committee meeting, specifically concerning how the budget supports the organization's strategic direction.

Mr. Guy observed that, while several factors were considered in the budget presentation, organizational plans, Board-adopted strategic priorities, measurable outcomes, and long-term organizational goals were not specifically addressed. He stated that he would like the Board to consider these factors during next year's budget discussion so that the Board can provide leadership and direction regarding the organization's long-term vision, rather than focusing solely on its annual operations.

Second, Mr. Guy expressed his appreciation for the discussion regarding the advertising policy and acknowledged Chairman Mayor Carey for his work in reconsidering the policy. If the Board moves forward with reviewing the policy, he encouraged the Board not to consider eliminating advertising altogether. He noted that the organization is working to diversify its revenue sources and that advertising revenue, which was non-existent several years ago, has grown in recent years. He encouraged the Board to identify ways to improve and expand this revenue source because it will be needed in the future.

Chairman Mayor Carey stated that the Board had previously taken a clear position on the matter, noting that the vote was 9-5. Unless otherwise directed, he did not anticipate Finance taking another look at the issue. He said the discussion prior to the vote was different from the discussion following the Board's decision and emphasized that the Board had made its determination.

Mayor Carey described himself as risk-adverse and stated that he believes there may be potential organizational downsides to changing the policy. He also expressed concern that, from a legal standpoint, the organization may be operating on uncertain ground.

Ms. Prato suggested there needs to be some requested clarification on several aspects of the advertising policy. She stated that she would prefer advertising to be limited to the exterior of buses and not be displayed toward customers inside the buses.
She also proposed conducting customer surveys regarding bus wraps. She noted that this issue arose frequently during the TMP process and that customers have expressed concerns about fully wrapped buses. According to Ms. Prato, approximately 90% of the buses are wrapped, and window wraps can make it difficult for passengers to see their stops. She proposed including questions about window wraps in the September Customer Intercept survey to obtain data regarding customer perspectives.

Mayor LaGrand asked whether the question should be framed as, "Would you rather have your fare increased or have the bus wrapped?" Ms. Prato replied that she did not think $425,000 would significantly change riders' lives any more than other options but said the question could certainly be asked.

Mayor LaGrand said that, otherwise, the issue becomes a matter of push and pull. He noted that if you asked someone whether they would prefer to have zero billboards on the highway, the answer would likely be yes. Similarly, if asked whether they would prefer to have no advertisements on television, the answer would also be yes. He said he did not believe anyone was particularly supportive of advertising and did not think asking the question would be worthwhile, noting that he did not believe customers would support advertising.

Ms. Prato responded that the issue is also one of safety and security, which she considers an important concern. She stated that passengers, particularly those with low vision, may benefit from being able to see outside the bus. She believes it is worthwhile to ask customers about their experiences and determine whether the results are statistically significant enough to inform future decisions.

Mr. Hoffman asked Ms. Prato whether she was opposed specifically to the Naloxone advertisements and, if so, why she objected to having the signs displayed inside buses where riders would see them.

Ms. Prato explained that public transportation already carries a stigma of being for "those people," a perception she said the organization has heard repeatedly. She noted that some people support public transportation but choose not to ride the public bus, instead, using other transportation options such as shuttles.
Ms. Prato stated that much of the advertising discussed by the Board focuses on issues associated with illegal activity or individuals in difficult circumstances, including overdose, felony convictions, and recovery. She questioned whether it was appropriate to place such messaging in front of passengers who are paying customers and who are effectively captive inside the buses.
She stated that, rather than this type of advertising, customers may be more interested in information about the childcare center, fares, Title VI, and the operations of The Rapid. Ms. Prato reiterated that she is not opposed to advertising on the exterior of buses. However, she would like the organization to better understand whether passengers feel less safe or secure when buses are darkened by window wraps.
Ms. Prato also identified a second issue with the policy. She noted that the policy currently states that the Board will hear an appeal within 30 days, while the most recent appeal was heard after 37 days. She recommended revising the language from "within 30 days" to "at the next regularly scheduled Board meeting."

Mayor LaGrand agreed that increasing the amount of light entering the buses could benefit more than just passengers with low vision. He stated that exploring options for cutting out portions of window wraps was a good idea.

10. ADJOURNMENT

The meeting was adjourned at 4:49 p.m.
The next meeting is scheduled for August 26, 2026

Respectfully submitted,

Kris Heald, Board Secretary

The Rapid ITP

2026 ITP Board Budget Meeting

July 22, 2026

Factors We Consider: Financial Stability

- Unrestricted Net Reserves
- Pension Liability Coverage
- Annual Budget Balanced without using reserves
- Total Expenses % of Revenue
- Farebox Recovery/Contract Partners/Sale of Excess Capacity
- Current Revenue Service Hours
- Capitalized Operating Expenses

Factors We Consider: Customer Experience

- Route Coverage – Healthcare, Education, Fresh Food, Employment Centers, Greenspace
- Customer Perceptions Survey Results & NPS Score
- Service Frequency
- On-Time Performance
- Missed Trips
- Customer Amenities – Shelters, Wayfinding, Real-Time Information

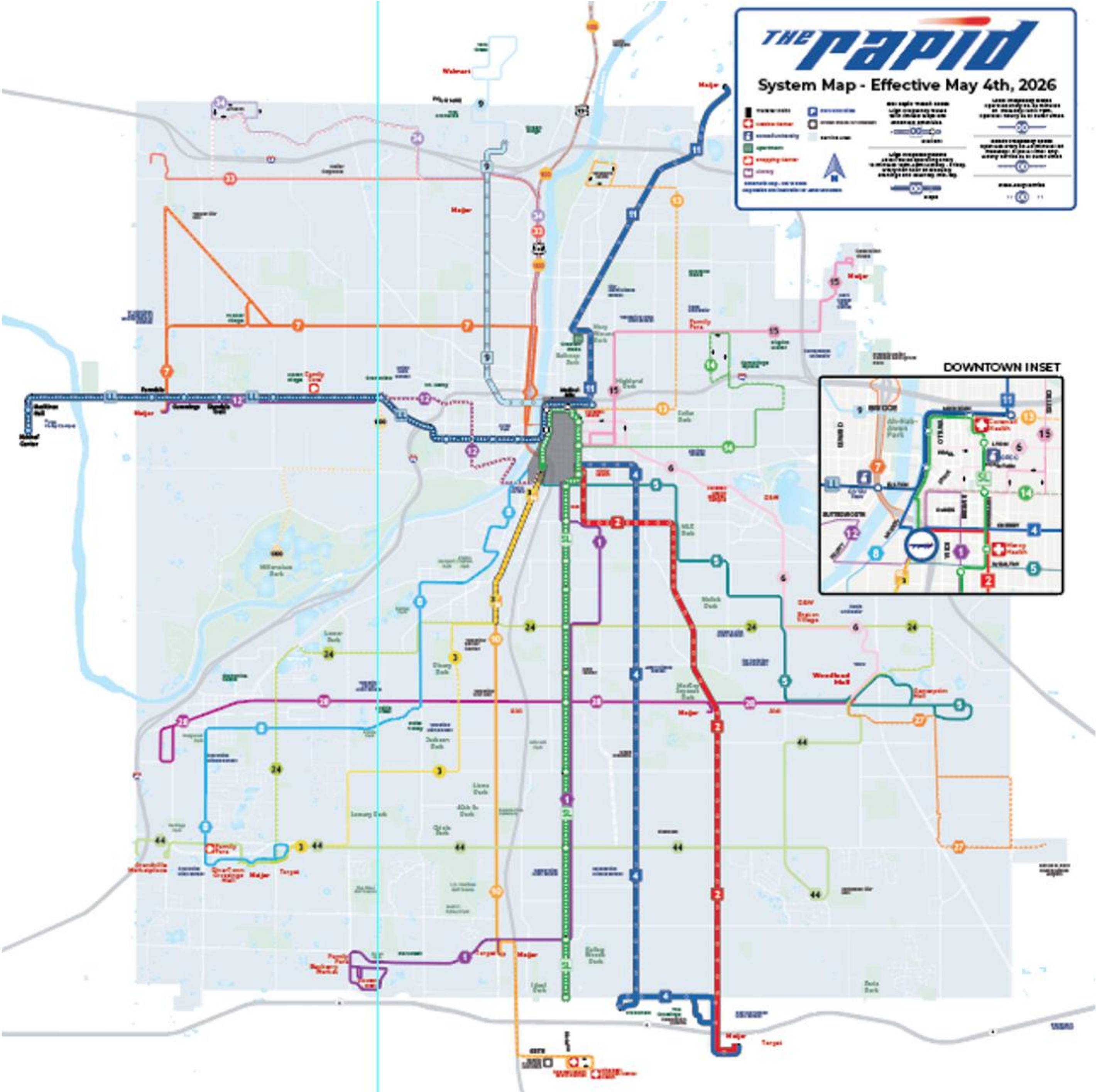
Current State

FREQUENCY OF ROUTES

Use this table to learn about how often buses run by time of day and day of the week. View individual schedules for specific route details.

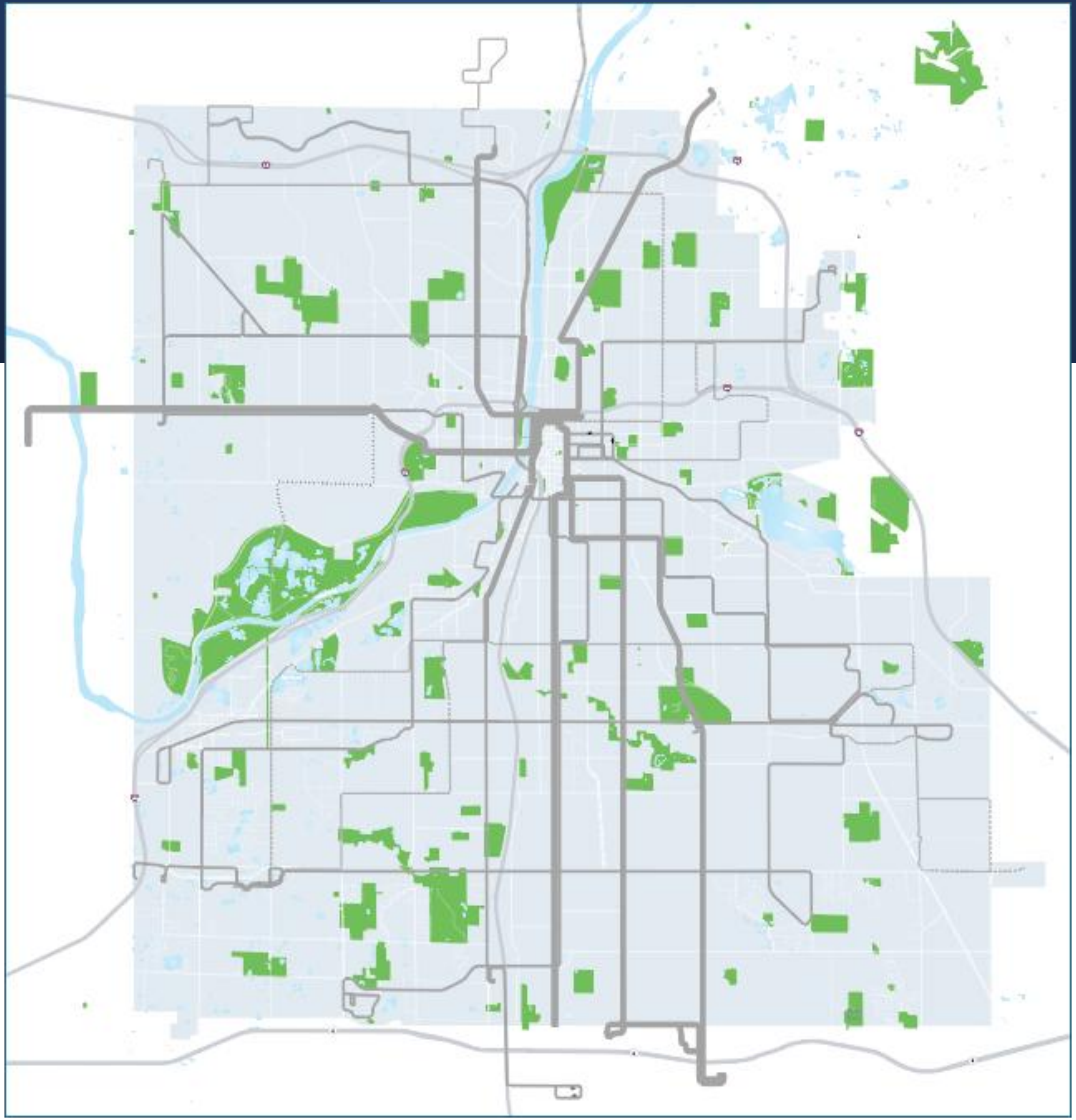
Routes	WEEKDAY Mornings 5:30 am - 1:00 pm	WEEKDAY Afternoons 1:00 pm - 5:30 pm	WEEKDAY Evenings 5:30 pm - 10:30 pm	SATURDAY Morning 6:00 am - 9:30 am	SATURDAY Midday 9:30 am - 5:00 pm	SATURDAY Evening 5:00 pm - 10:00 pm	SUNDAY All Day 7:00 am - 7:00 pm
LL Laker Line	15 min.	15 min.	15/20 min.		30 min. 10AM +	30 min. until 8:30PM	30 min. 10AM-8:30PM
SL Silver Line	15 min.	15 min.	30 min.	30 min.	30 min.	30 min.	30 min.
1 DIVISION/MADISON	30 min.	30 min.	60 min.	60 min.	60 min.	60 min.	60 min.
2 KALAMAZOO	15 min.	15 min.	30 min.	60 min.	30 min.	60 min.	30 min.
3 WYOMING RIVERTOWN	60 min.	60 min.	60 min.	60 min.	60 min.	60 min.	60 min.
4 EASTERN	30 min.	15 min.	30 min.	60 min.	30 min.	60 min.	60 min.
5 WEALTHY	30 min.	30 min.	60 min.	60 min.	60 min.	60 min.	
6 EASTOWN	30 min.	30 min.	60 min.	60 min.	30 min.	60 min.	60 min.
7 WEST LEONARD	30 min.	30 min.	60 min.	60 min.	60 min.	60 min.	60 min.
8 PRAIRIE	45 min.	45 min.	60 min.	60 min.	60 min.	60 min.	60 min.
9 ALPINE	15 min.	15 min.	30 min.	60 min.	30 min.	60 min.	60 min.
10 CLYDE PARK	30 min.	30 min.	60 min.	60 min.	60 min.	60 min.	60 min.
11 PLAINFIELD	30 min.	15 min.	30 min.	60 min.	30 min.	60 min.	60 min.
12 WESTSIDE	30 min.	30 min.	60 min.	60 min.	60 min.	60 min.	60 min. 11AM - 7PM
13 MICHIGAN FULLER	30/60* min.	30 min.	60 min.	60 min.	60 min.	60 min.	
14 FULTON	60 min.	60 min.	60 min.	60 min.	60 min.	60 min.	
15 EAST LEONARD	30 min.	30 min.	60 min.	60 min.	60 min.	60 min.	60 min.
24 BURTON	60 min.	30 min.	60 min.	60 min.	60 min.	60 min.	
27 AIRPORT INDUSTRIAL	60 min.	30 min.	60 min.				
28 28TH STREET	30 min.	30 min.	30 min.	60 min.	30 min.	60 min.	60 min.
33 3 MILE	30/60** min.	30/60** min.					
34 NORTHRIDGE	30/60** min.						
44 44TH STREET	30 min.	30 min.	60 min.	60 min.	60 min.	60 min.	60 min.
1000 WESTSIDE/ MILLENNIUM PARK					60 min. 11AM - 7PM	60 min. 11AM - 7PM	60 min. 11AM - 7PM

* Route 13 operates at 60 min. frequency between 9AM - 1PM
** Route 33 & 34 operates at 30 min. frequency between 6-8AM & 2-4PM



Access to Green Space

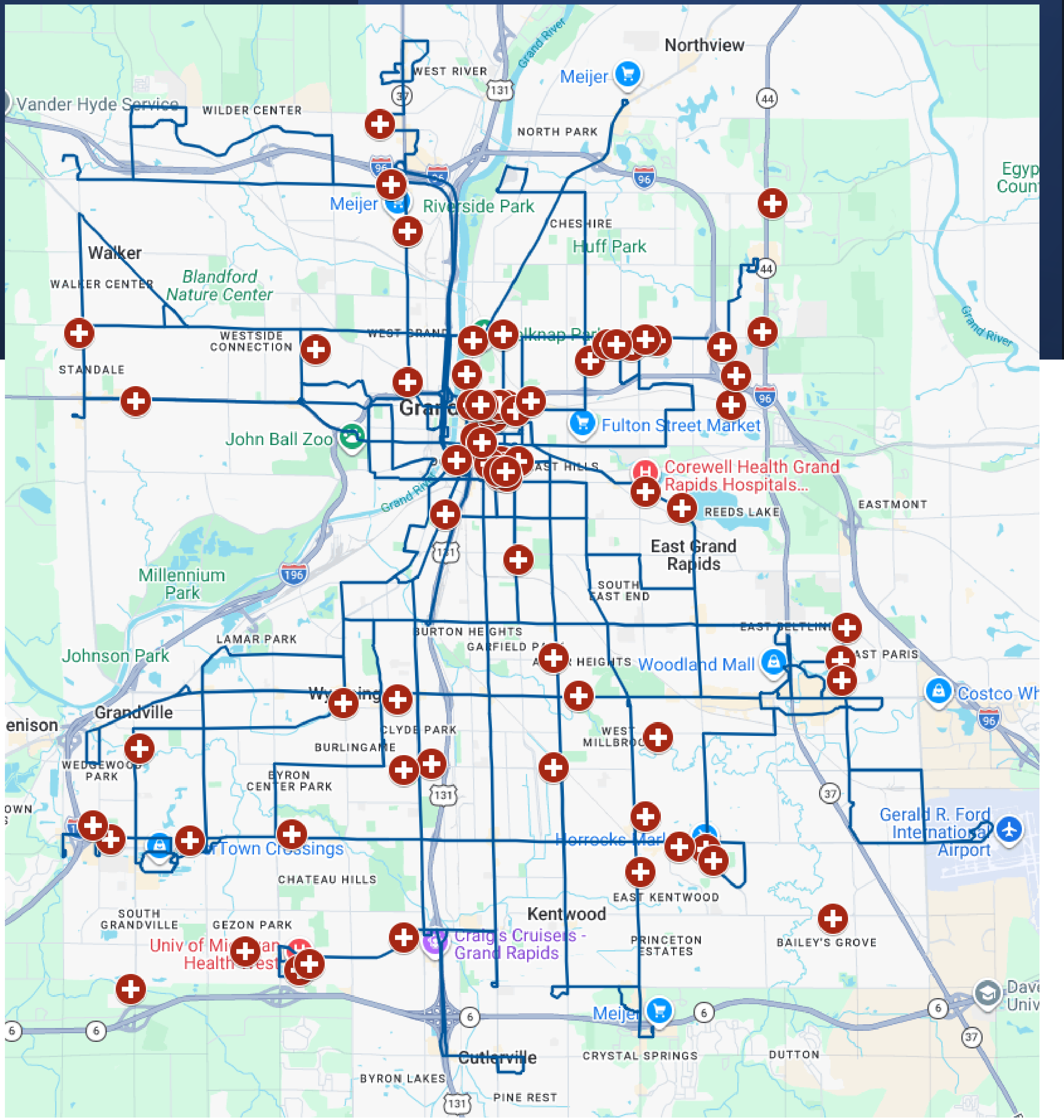
Of the **97** parks/greenspaces in the six cities, The Rapid provides walkable fixed-route access* to **71** locations – or **73.2%.**



*Defined as <= ¼ mile from a bus stop

Access to Healthcare

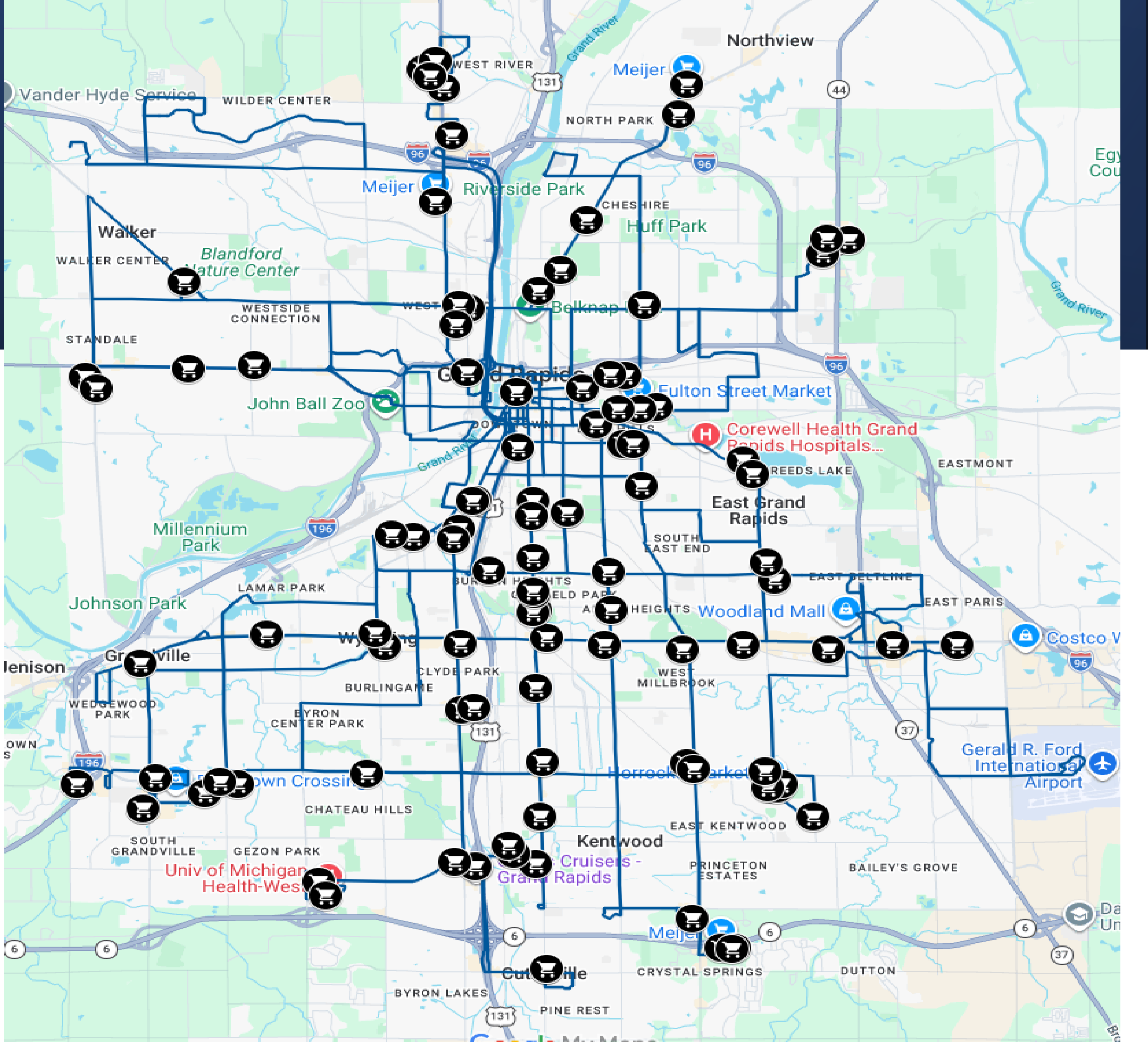
Of the **103** Healthcare Facilities in the six cities, The Rapid provides walkable fixed-route access to **92** locations – or **89%.**



Dataset compiled by the author using publicly available business information from Google Maps (accessed July 2026)

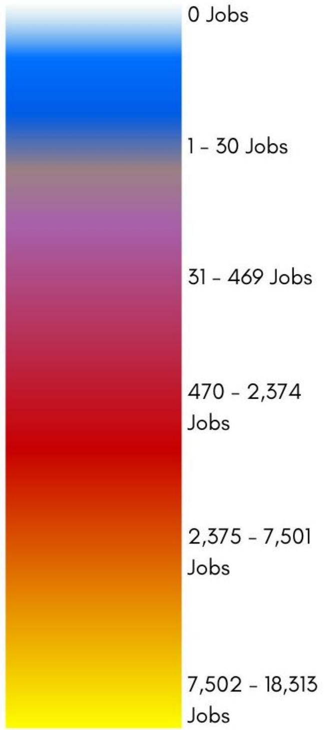
Fresh Food

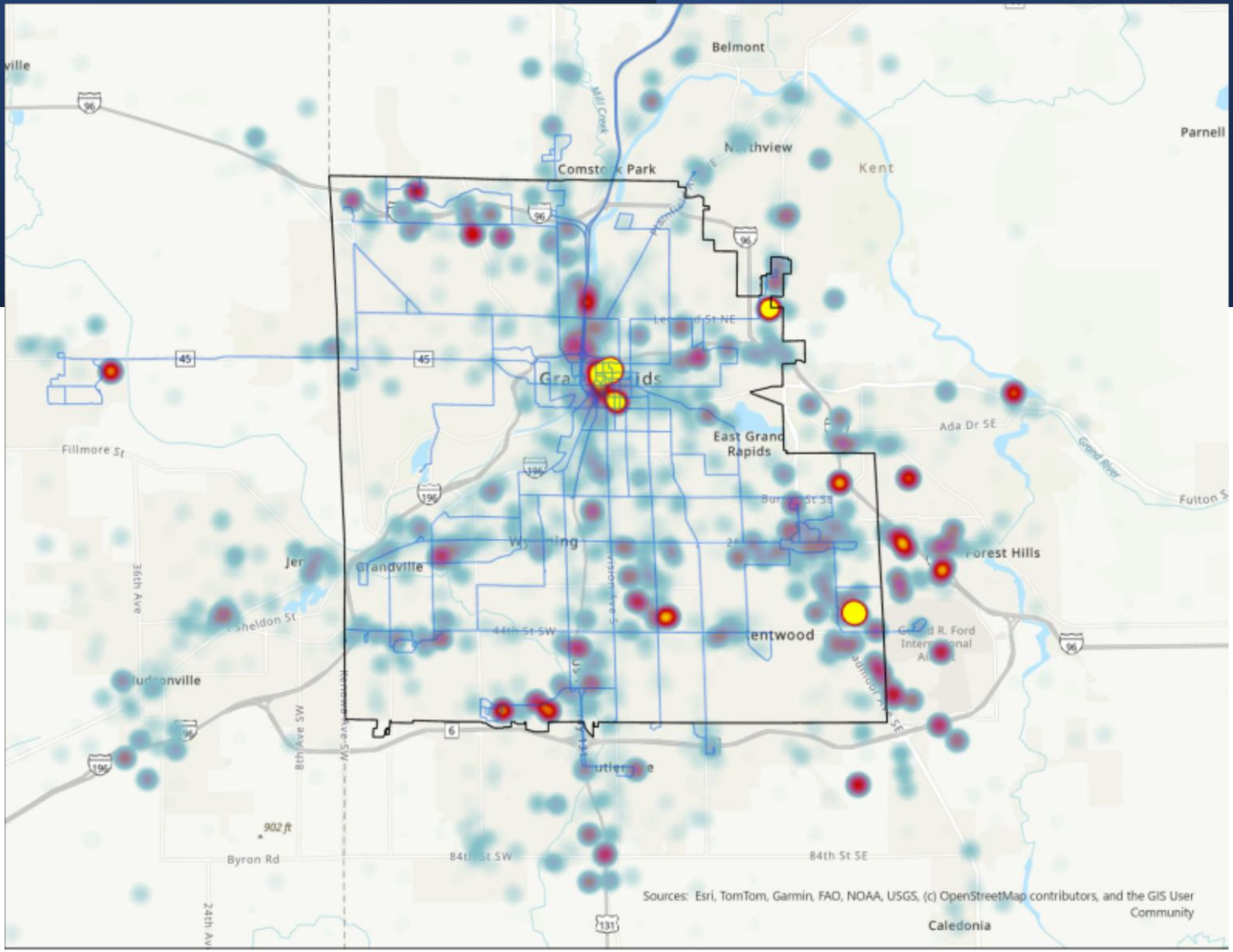
Of the **116** fresh food options in the six cities, The Rapid provides walkable fixed-route access to **110** locations – or **95%.**



Dataset compiled by the author using publicly available business information from Google Maps (accessed July 2026)

Access to Employment

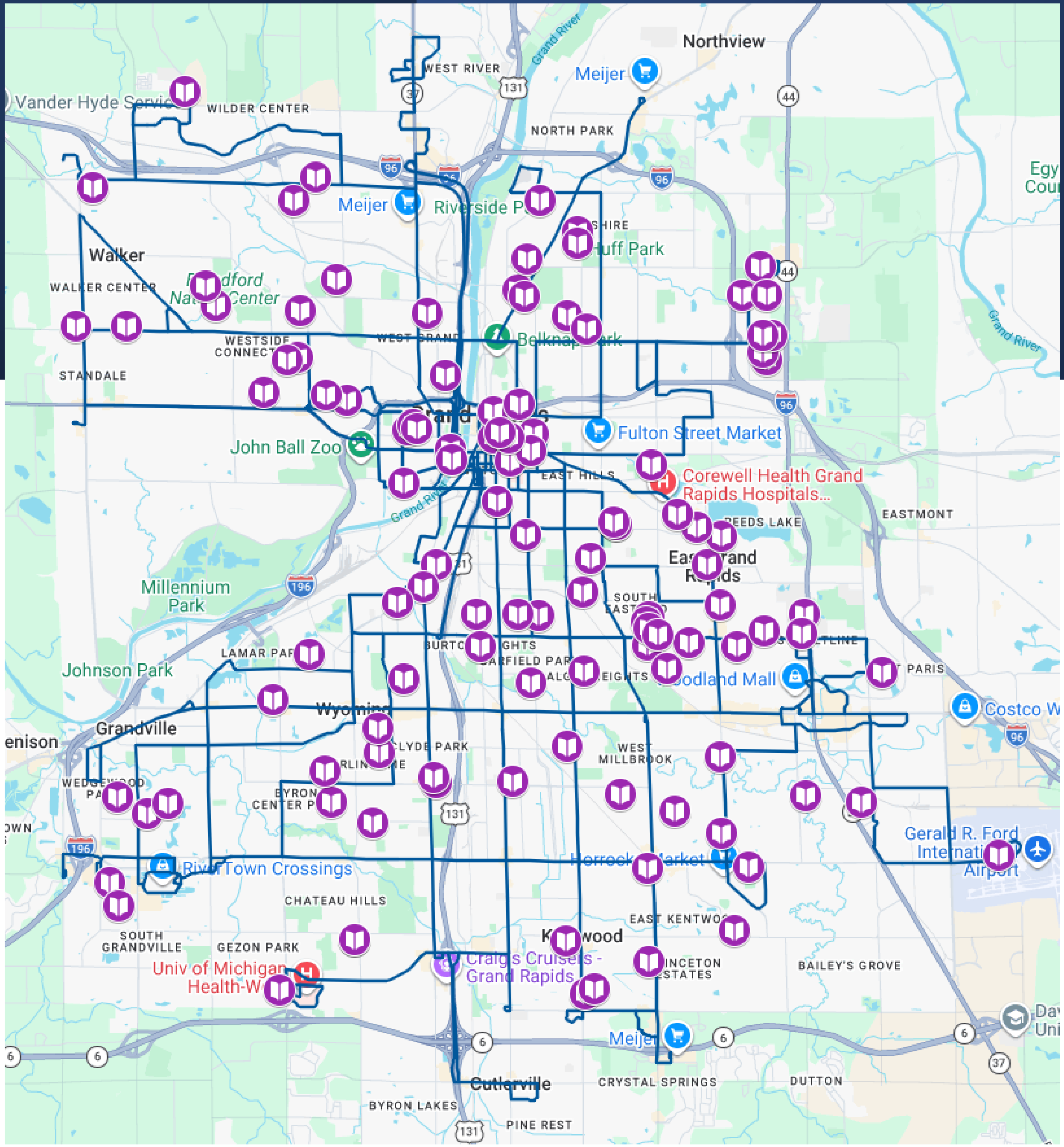




Source: LEHD 2021

Access to Education

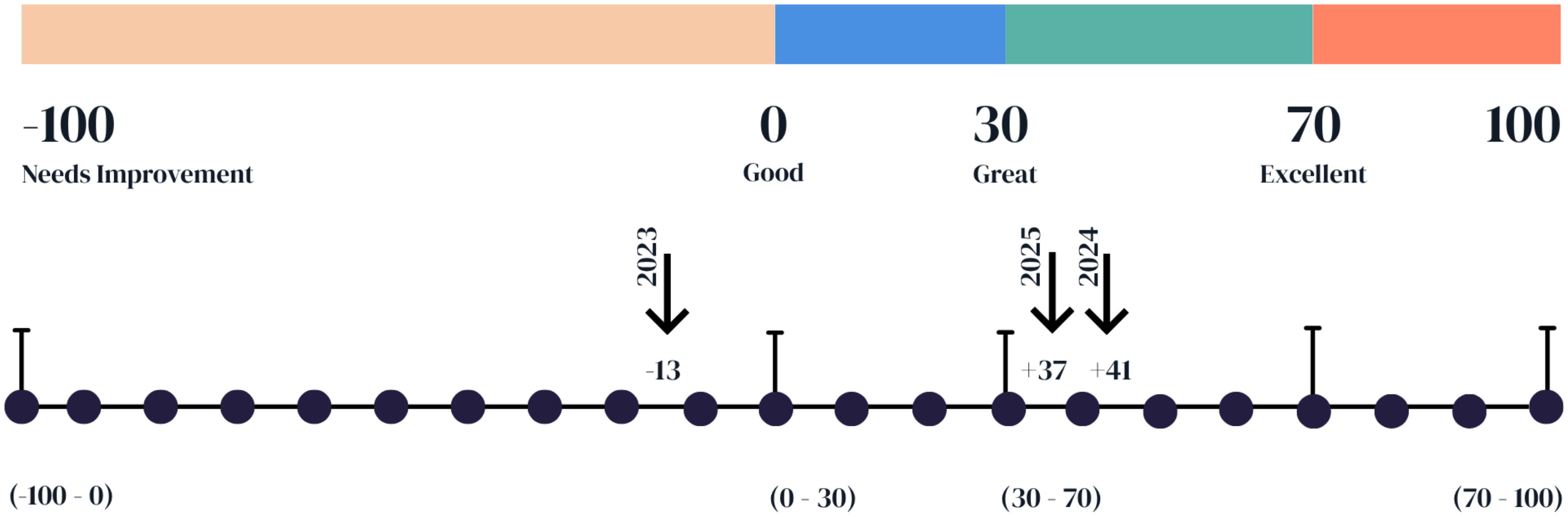
Of the **136** schools in the six cities, The Rapid provides walkable fixed-route access to **97** locations – or **71%.**



Dataset compiled by the author using publicly available business information from Google Maps (accessed July 2026)

Customer Perceptions Survey & Net Promoter Score

In 2025, The Rapid achieved an NPS of 37, with half of the respondents classified as Promoters. This score is significantly higher than the National Average Score for transit providers, which is -16.



Investments in Safety and Security

Between 2023 and 2025, we experienced a **17.4% increase** in customers who agreed or strongly agreed with the statement: **The Rapid provides a safe, non-threatening bus experience**. Moving from 58.6% to 76%.

Source: ETC Institute onboard customer survey 2023 - 2025

Factors We Consider: Employee Success

- Employee Compensation & Benefits
- Reasons - Voluntary Resignations
- New Hire Retention
- Reasons - Terminations For Cause
- Preventable Accidents
- Collective Bargaining
- Workforce Development

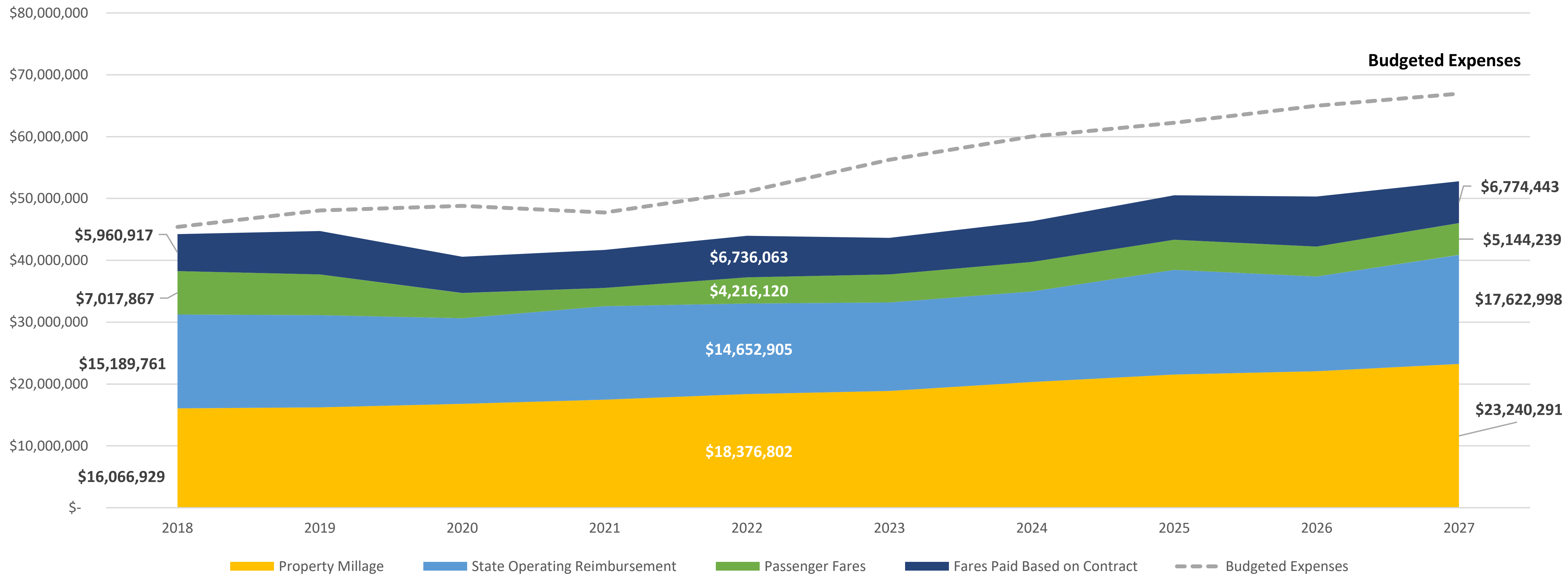
Factors We Consider: Regulatory

- Audit Results/Close Gaps Recommendations
- US DOT Drug and Alcohol Compliance
- Preventative Maintenance FTA Compliance

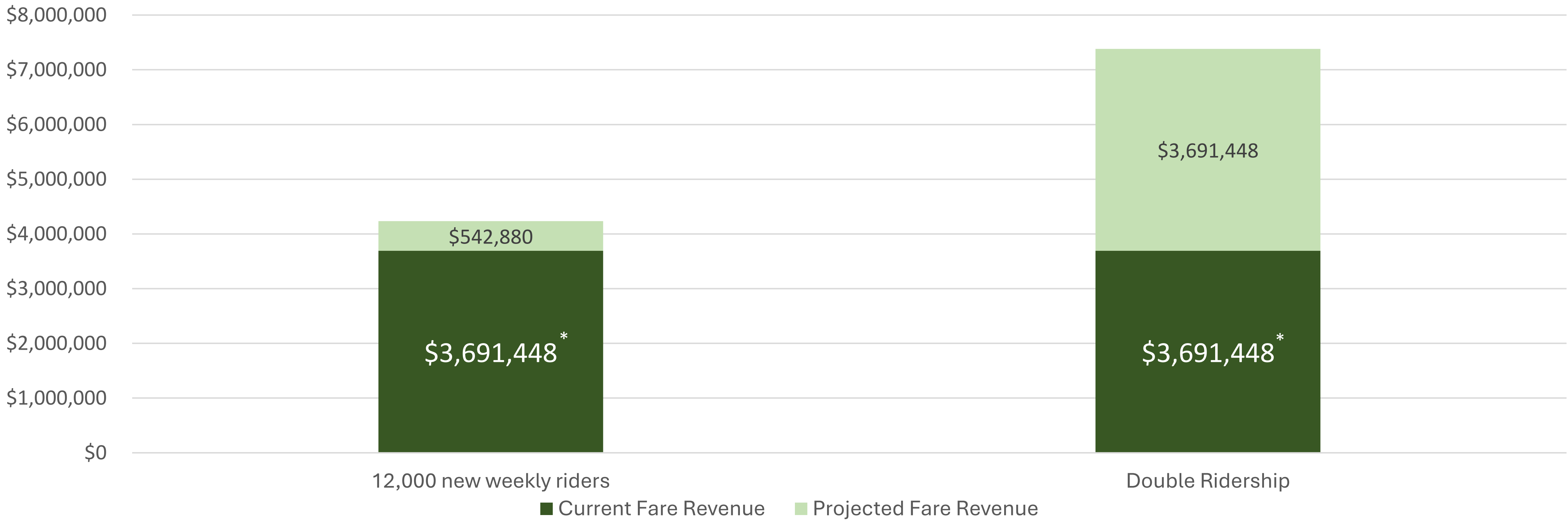
Projected Gap

Proposed FY 26/27 5-Year Projections					
	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
	PROPOSED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Total Revenue	$55,181,412	$58,385,070	$61,314,750	$64,394,628	$67,632,694
Total Expenses	$66,948,600	$70,546,414	$74,068,161	$77,781,530	$81,697,960
Gap between Revenue and Expenses	$11,767,188	$12,161,344	$12,753,411	$13,386,902	$14,065,266
Reserves	$6,767,188	$7,161,344	$7,753,412	$8,386,903	$9,065,267
Capitalized Operating Expenses	$5,000,000	$5,000,000	$5,000,000	$5,000,000	$5,000,000

State Operating is Stagnant



Farebox Revenue Alone Won’t Close The Gap



*calculated based on FY25 linehaul noncontract ridership

Single Ballot 1.86 Max Mill Increase

Operating Budget Projections FY 26/27 – FY 30/31					
	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31
	PROPOSED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Total Revenue	$55,181,412	$58,385,070	$61,314,750	$64,394,628	$67,632,694
Total Expenses	$66,948,600	$70,546,414	$74,068,161	$77,781,530	$81,697,960
Gap between Revenue and Expenses	$11,767,188	$12,161,344	$12,753,411	$13,386,902	$14,065,266
Reserves	$6,767,188	$7,161,344	$1,713,696	$985,987	$248,702
Additional funding from 1.86 millage*	$0	$0	$11,039,715	$12,400,915	$13,816,565
Capitalized Operating Expenses	**$5,000,000**	**$5,000,000**	$0	$0	$0

*Assumption of 4% YOY in millage funding due to property tax value

Date:	August 26, 2026
To:	ITP Board
From:	Nick Monoyios, Director of Planning Deron Kippen, Director of Facilities
Subject:	PROJECT 2026-44: INSTALLATION OF CONCRETE PADS FOR BUS STOPS AND BUS SHELTERS

ACTION REQUESTED

Authorization is requested from the Interurban Transit Partnership (ITP) Board of Directors to enter into an agreement with Anlaan Corporation for installation of 81 new concrete pads for our bus stops and bus shelters. Their bid price was $304,560, plus a contingency of 10% or $30,456, for a total installation price of $335,016.

BACKGROUND

ITP has undertaken a significant bus stop improvement program to enhance the passenger waiting experience. With support from partner agencies, benches, shelters, waste receptacles, and other amenities have been installed throughout the service area. Building on the success of these initial improvements, additional phases are planned to achieve the program's long-term objectives.

The next phase includes the installation of bus shelters at locations recently selected for concrete pad improvements. To support these installations, concrete work is required at 81 transit stops throughout The Rapid's service area. The project includes new boarding pads, pad extensions, and rear-door alighting pads of varying sizes. These improvements are necessary to meet Americans with Disabilities Act (ADA) requirements and to provide a safer, more accessible, and more comfortable environment for riders of The Rapid's fixed-route transit system.

PROCUREMENT

The concrete pads were competitively bid as a Request for Quotation (RFQ), soliciting five vendors for request. ITP received two competitive bids from Anlaan Corporation and Nagel Construction. The table below shows the price comparison between the two bidders. Anlaan was selected as they were the lowest responsive bidder. Anlaan has historically provided good service on past concrete pad projects.

Vendor	Total price
Anlaan Corporation	$304,560
Nagel Construction	$326,025

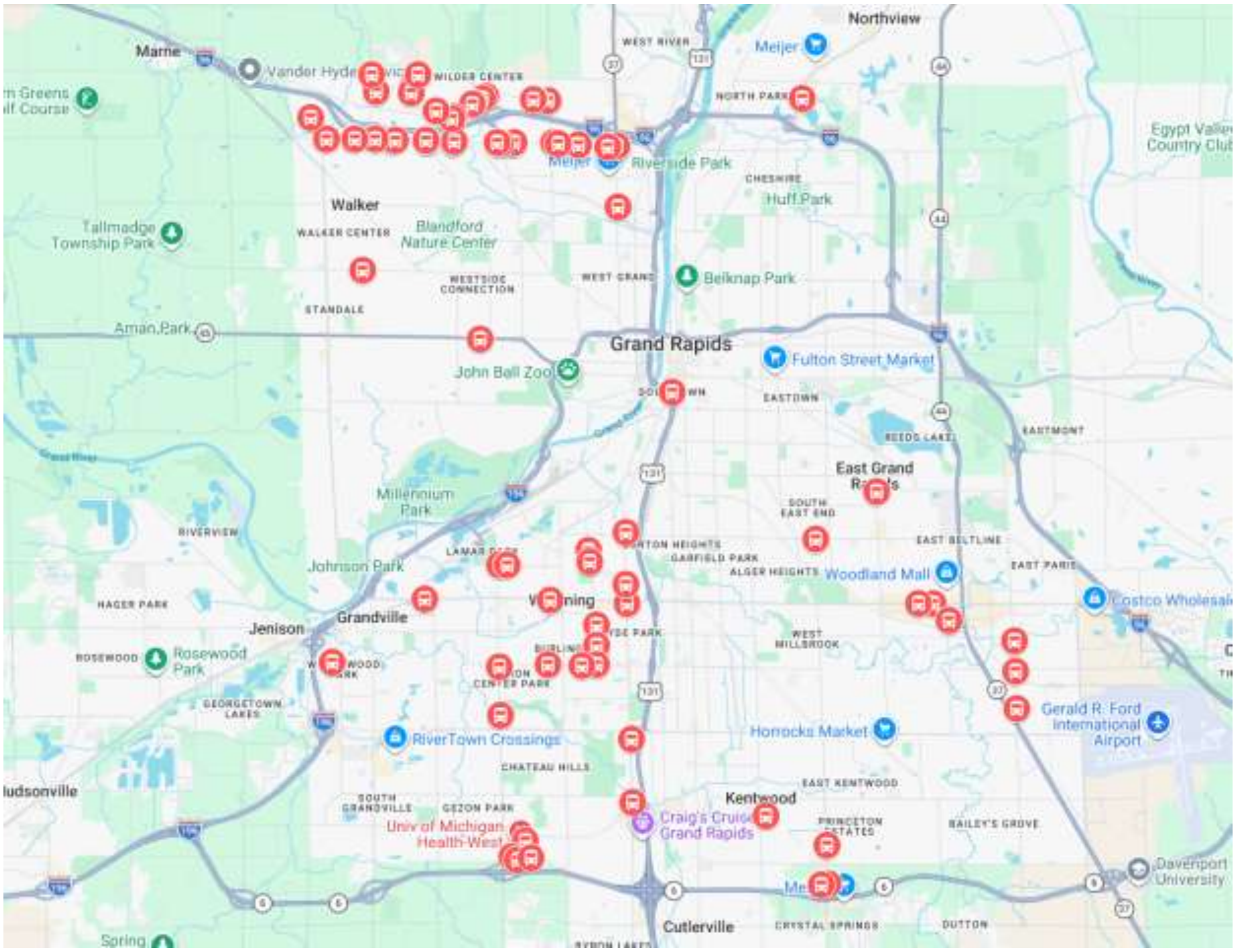
FUNDING

The funding for the eighty-one (81) concrete pads will be provided through approved Federal and State funds.

BUS STOP LOCATIONS - LIST

BUS STOP LOCATIONS	
Alpine/3 Mile (NB)	Plainfield/Salerno (NB)
Alpine/I-96 (SB)	28th/Hague (EB)
3 Mile/Alpine (EB)	28th/Radcliff (WB)
3 Mile/Valley (WB)	28th east of Woodlawn (WB)
3 Mile/Bristol (WB)	28th/3319 28th (WB)
3 Mile/Bristol (EB)	36th/Fairlanes (WB)
3 Mile/Walkent (EB)	Kalamazoo/Eastport (NB)
3 Mile/Walkent (WB)	Eastport/Kalamazoo (WB)
3 Mile/Walker (EB)	Cherry/Ottawa (EB)
3 Mile/Walker (WB)	Clyde Park/Burton (NB)
3 Mile/Peach Ridge (EB)	Eastern/East-West Trail (NB)
3 Mile/Peach Ridge (WB)	Kalamazoo/Pembroke (SB)
3 Mile/Erickson (EB)	Kalamazoo/Christie (SB)
3 Mile/Erickson (WB)	East Paris/36th (NB)
3 Mile/Mullins (EB)	Shaffer/29th (NB)
3 Mile/Mullins (WB)	East Paris/3760 East Paris (NB)
3 Mile/Fruit Ridge (WB)	East Paris/32nd (NB)
3 Mile/Kinney (WB)	Breton/Elmwood (NB)
3 Mile/Kinney (EB)	Porter/Byron Center (EB)
3 Mile/Wilson (WB)	Porter/Wyoming (WB)
3 Mile/Wilson (EB)	Clyde Park/Dolphin (NB)
Northridge/Bristol (WB)	Clyde Park/28th (SB)
Northridge/Bristol (EB)	Clyde Park/26th (SB)
Northridge/Flexco (WB)	Health/2093 (WB)
Northridge/Flexco (EB)	Clyde Park/52nd (SB)
Northridge/Walker (WB)	Metro Way/Metro Ct
Northridge/Walker (EB)	Metro Way/Emergency Room (EB)
Northridge/2686 Northridge (WB)	Metro Way/Byron Center (SB)
Northridge/2686 Northridge (EB)	Cleveland/Belfield (SB)
Northridge/Peach Ridge (WB)	Cleveland/Belfield (NB)
Northridge/Peach Ridge (EB)	DeHoop/Wyoming Senior Center (SB)
Northridge/Walker Ridge (WB)	DeHoop/Wyoming Senior Center (NB)
Northridge/Hendershot (WB)	Michael/Den Hertog (NB)
Northridge/Hendershot (EB)	Michael/34th (SB)
Northridge/Fruit Ridge (WB)	Michael/Wyoming Library (NB)
4 Mile/Hendershot (EB)	Michael/36th (SB)
Fruit Ridge/4 Mile (NB)	36th/Robin (EB)
Wilson/Wilson Ct (NB)	36th/Hubal (EB)
Leonard/Kinney (EB)	Byron Center/36th (SB)
Alpine/Ann (SB)	Byron Center/Fox Run (SB)
Lake Michigan/Fairfield (EB)	

BUS STOP LOCATIONS - MAP



INTERURBAN TRANSIT PARTNERSHIP BOARD

RESOLUTION No. 082626-1

Fiscal Year 2026

Moved and supported to adopt the following resolution:

Approval to enter into agreement with Anlaan Corporation for the installation of 81 new concrete pads for bus stops and shelters.

BE IT RESOLVED that the ITP CEO is hereby authorized to purchase these concrete pads from Anlaan Corporation for an amount of $335,016 as presented to the ITP Board on August 26, 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.

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Kris Heald, Board Secretary

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Date

Date: August 26, 2026

To: ITP Board

From: Jeffrey King, Community Relations Specialist

Subject: PROJECT 2026-40: PUBLIC ENGAGEMENT AND EDUCATION SERVICES

ACTION REQUESTED

Authorization is requested from the ITP Board to enter into contracts with both SeyferthPR and Truscott Rossman for Public Engagement and Education Services for a period of nine months, from September 2026 through May 2027. The SeyferthPR retainer is $10,000 per month for a total of $90,000 while the Truscott Rossman retainer is $15,000 per month for a total of $135,000. Additionally, both firms may help with media buys in addition to the base retainer fee as directed by The Rapid during the campaign.

BACKGROUND

The Rapid’s current property tax millage is set to expire in 2029 and will need to be renewed at the very least. It is vital that the public understand the purpose of the millage election and what the funds would be used for. The Rapid is seeking partners with specialized expertise and capacity to lead an education and outreach campaign of this scope, including public outreach, strategic communications, research-informed messaging, community engagement, public sector communications, and ballot education initiatives.

The public outreach and education campaign will:

- Build public understanding of the ballot initiative.
- Deliver a coordinated, strategic communications campaign.
- Develop consistent, research-informed messaging.
- Establish a recognizable and accessible brand identity.
- Expand community reach through multi-channel engagement and partnerships.
- Measure, report, and optimize engagement effectiveness.

Therefore, The Rapid went out to bid to secure the service of one or more firms to coordinate and manage this public education campaign.

PROCUREMENT

The procurement was conducted through a Request for Proposals (RFP) process, as the selection of an outreach firm means analyzing the quality of the proposals received beyond just the cost proposal. In total, 126 firms accessed the RFP, and 18 proposals were submitted. Of these, 17 were deemed responsive and advanced for evaluation based on their proposal, experience, project team and cost.

Firm	Score	Bid
Truscott Rossman	**81.0**	**$135,000**
Seyferth	**80.0**	**$125,000**
Gud	**77.5**	**$225,000**
Bellweather	66.7	$90,000
Addis	66.5	$44,800
American Eagle	66.5	$120,000
Burch	66.5	$109,875
Inverve	62.5	$503,600
Piper and Gold	60.0	$149,413
Byrum	56.5	$140,000
McClure	53.5	$90,000
98 Forward	52.3	$126,000
Hollencamp	51.8	$139,500
Zilo	49.7	$65,000
We US Them	47.5	$97,850
Atypical	44.8	$98,000
Impact Kind	36.5	$154,350

Following the initial evaluation, Gud Marketing, SeyferthPR and Truscott Rossman received the three highest scores and were invited to participate in Round Two interviews.

Company	Round Two Ranking
Truscott Rossman	1.0
SeyferthPR	2.0
Gud Marketing	3.0

The review team unanimously ranked Truscott Rossman number one and SeyferthPR number two after the Round Two interviews. They both provided excellent proposals and performed very well in the interviews and demonstrated a high level of awareness of The Rapid and its place in greater Grand Rapids area. Both firms had significant technical expertise that demonstrated their capacity to successfully carry out the required public outreach and education campaign. However, both demonstrated different core strengths, with Truscott Rossman excelling in public education messaging and Seyferth excelling in stakeholder outreach and engagement.

Therefore, it was decided to recommend extending contracts to both Truscott Rossman and Seyferth for this project. Truscott Rossman will serve as the lead firm for public education strategy, message architecture, creative development, content production, digital communications, media planning and measurement. Its role will capitalize on its direct experience with millage education, transportation communications and large-scale public education campaigns, combined with its in-house creative capabilities.

Truscott Rossman’s core responsibilities will include public education strategy, messaging and educational content, as well as creative design and production,

SeyferthPR will serve as The Rapid's lead strategic advisor for stakeholder intelligence, constituency engagement and local community strategy. Its role will be to help The Rapid understand the regional landscape, determine which audiences and organizations require direct engagement, develop appropriate engagement strategies, and build meaningful two-way relationships with community stakeholders. Its role will capitalize on its extensive West Michigan relationships, public-sector experience, political and government affairs expertise, and demonstrated experience with transit millage initiatives.

SeyferthPR’s core responsibilities will include stakeholder strategy and engagement, constituency specific strategies, engagement feedback loop and strategic counsel.

The Rapid will work with the two firms to ensure their work is carefully coordinated. The firms will operate through a single integrated work plan maintained by The Rapid, with regular coordination between their project leads. SeyferthPR will bring forward what The Rapid needs to know about the community while Truscott Rossman will translate that intelligence, along with approved research and factual information, into what the public needs to know and how best to communicate it. The Rapid will determine what information is accurate and authorized for release, provide final approvals, and resolve competing priorities.

FUNDING

The project is being funded using local operating funds.

INTERURBAN TRANSIT PARTNERSHIP BOARD OF DIRECTORS

RESOLUTION No. 082626-2

Fiscal Year: 2025-2026

Moved and supported to adopt the following resolution:

Approval is requested from the ITP Board to enter into contracts with both SeyferthPR and Truscott Rossman for Public Engagement and Education Services for a period of nine months, from September 2026 through May 2027. The SeyferthPR retainer is $10,000 per month for a total of $90,000 while the Truscott Rossman retainer is $15,000 per month for a total of $135,000. Additionally, both firms may help with media buys in addition to the base retainer fee as directed by The Rapid during the campaign.

BE IT RESOLVED that the ITP CEO is hereby authorized by the ITP Board to enter into contracts with both SeyferthPR and Truscott Rossman for Public Engagement and Education Services for a period of nine months, from September 2026 through May 2027. The SeyferthPR retainer is $10,000 per month for a total of $90,000 while the Truscott Rossman retainer is $15,000 per month for a total of $135,000. Additionally, both firms may help with media buys in addition to the base retainer fee as directed by The Rapid during the campaign in accordance with the information presented to the ITP Board on August 26, 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.

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Kris Heald, Board Secretary

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Date

Date: August 26, 2026

To: ITP Board

From: Kevin Wisselink, Director of Procurement and Capital Planning

Subject: PROJECT 2026-12: TRANSIT BUS SIMULATOR

ACTION REQUESTED

Authorization is requested from the ITP Board to enter into a contract with FAAC Incorporated for the purchase of a Transit Bus Simulator, for a total project cost of $772,408.

BACKGROUND

The Rapid is always exploring ways to improve its safety training. This includes extensive training of new bus drivers and periodic refresher training of current bus drivers. One training tool that continues to advance in capability, and realism is transit bus simulators.

These immersive simulators provide the next best thing to being behind the wheel and have many benefits. They allow trainees to experience safely experience different weather conditions, simulate dangerous traffic situations and practice what it means to be a bus driver under safe conditions. If an operator experiences a certain incident, this can be recreated in the simulator to train what should be done in that situation. The simulator can supplement on-road training programs, lessening the need for buses on the road dedicated to training. The simulator can also provide feedback on how trainees drive, allowing trainers to provide guidance on how to improve their driving skills.

Therefore, the purchase of a transit bus simulator was included in the ITP Capital Improvement Plan, and a bid was released to purchase a simulator.

PROCUREMENT

The procurement was conducted through a Request for Proposals (RFP) process, as the selection of a simulator means assessing the quality of the simulator beyond just the cost proposal. The transit bus simulator is a very specialized market, and ITP received two bids on the project for FAAC and SimTech.

ITP reviewed both proposals for the simulator solutions, technical expertise, workplan and the project cost. ITP also conducted virtual demos with both firms to further assess their products. After the review, the team unanimously selected FAAC for this project.

Firm	Score	Bid
FAAC	**77.1**	**$772,408**
SimTech	67.5	$432,137

FAAC was selected for a number of reasons. First, FAAC is the foremost provider of bus transit simulators in the industry. FAAC has a long history of providing dedicated transit simulators and has a proven track record in the industry.

Because of this experience, FAAC has refined their simulator to meet transit agency needs. The FAAC solution has many features that replicate the transit driver experience, including a very realistic cab with real doors, immersive surrounding screens, and a program that simulates passengers in the rear of the cab, with programs that can simulate veracious passenger scenarios including health emergencies and fights on the bus.

FAAC provided an excellent proposal, and the demo successfully demonstrated their ability to provide ITP with an excellent transit solution. While it was not more expensive option, FAAC's substantial transit experience and robust solution make this the preferred choice.

SimTech did demonstrate a credible solution, but they are just emerging into the transit bus simulator area, just completing this first deployment of a transit bus simulator currently. Their demo was still more geared for a tractor trailer and did not show a fully immersive transit simulator environment. SimTech's cab environment was not as immersive, and they did not provide the array of transit options that FAAC did.

<u>FUNDING</u>

The project is being funded using federal and state grant funds.

INTERURBAN TRANSIT PARTNERSHIP BOARD OF DIRECTORS

RESOLUTION No. 082626-3

Fiscal Year: 2025-2026

Moved and supported to adopt the following resolution:

Approval is requested from the ITP Board to enter into a contract with FAAC Incorporated for the purchase of a Transit Bus Simulator, for a total project cost of $772,408.

BE IT RESOLVED that the ITP CEO is hereby authorized by the ITP Board to enter into a contract with FAAC Incorporated for the purchase of a Transit Bus Simulator, for a total project cost of $772,408, in accordance with the information presented to the ITP Board on August 26, 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

Interurban Transit Partnership

4d

Date: August 26, 2026

To: ITP Board

From: Steve Schipper, Chief Operating Officer

Subject: Approval of the Public Transit Agency Safety Plan and designation of Chief Safety Officer

ACTION REQUESTED

Request of the Board to approve updates to the target areas of The Rapid's annual submission of its Public Transit Agency Safety Plan (PTASP) as required by the Federal Transit Administration. In addition, the CEO will designate the Chief Safety Officer as Robert Olejniczak

BACKGROUND

On July 19, 2018, FTA published its final rule for a Public Transportation Agency Safety Plan (PTASP), which requires public transportation providers receiving federal funds under FTA's Urbanized Area Formula Grants to develop safety plans that adopt a Safety Management Systems (SMS) approach. Annual renewal of the PTASP is required by FTA. In May of 2024, the annual reporting targets were revised to include a total of fourteen (14) targets. It is necessary for the Board to approve the PTASP with the updated targets reported as required.

This approval allows the Accountable Executive, in this case the CEO, to certify that The Rapid has completed the PTASP according to the requirements under 49 CFR Part 673.

INTERURBAN TRANSIT PARTNERSHIP BOARD OF DIRECTORS

RESOLUTION No. 082626-4

Fiscal Year: 2025-2026

Moved and supported to adopt the following resolution:

Approval to accept the updated Public Transit Agency Safety Plan.

BE IT RESOLVED that the Board of Directors approves the Public Transit Agency Safety Plan for The Rapid as amended to include changes recommended in the Bipartisan Infrastructure Law (amending Chapter 53 of Title 49 of the U.S. Code).

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

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Date

INTERURBAN TRANSIT PARTNERSHIP

Public Transportation Agency Safety Plan

INTERURBAN TRANSIT PARTNERSHIP
Public Transportation Agency Safety Plan

The Interurban Transit Partnership, aka The Rapid, is required to maintain a written safety plan along with supporting documents, including those related to program implementation and results from its safety management system as required in 49 CFR Part 673, and amended in the *Bipartisan Infrastructure Law changes to 49 U.S.C. §5329(d).* The Rapid has existing documentation describing processes, procedures, and other information that are now incorporated into the Public Transit Agency Safety Plan (PTASP). If these documents are not a physical part of the PTASP, they are referenced by specifying the document names and locations within the appropriate sections of the plan.

1. Transit Agency Information

<table>
<tr><td>Transit Agency Name</td><td colspan="5">Interurban Transit Partnership / “The Rapid”</td></tr>
<tr><td>Transit Agency Address</td><td colspan="5">300 Ellsworth Ave SW, Grand Rapids, MI 49503</td></tr>
<tr><td>Name and Title of Accountable Executive</td><td colspan="5">Deb Prato, CEO</td></tr>
<tr><td>Name of Chief Safety Officer</td><td colspan="5">Robert R. Olejniczak, Manager of Safety and Training</td></tr>
<tr><td>Modes of service covered by this plan</td><td colspan="3">MB DO: Fixed Route Service directly operated.
DR DO: Demand Response directly operated.
DR PT: Paratransit, currently operated by Transdev.
RB DO: Bus Rapid Transit, directly operated.</td><td>FTA Funding Types</td><td>5307
5337
5339</td></tr>
<tr><td>Modes of service provided by the Transit Agency</td><td colspan="5">MB DO: Fixed Route Service directly operated.
DR DO: Demand Response directly operated.
DR PT: Paratransit, currently operated by Transdev.
RB DO: Bus Rapid Transit, directly operated</td></tr>
<tr><td>Transit services provided on behalf of another entity.</td><td>Yes
X</td><td>No
☐</td><td>Description of Arrangement</td><td colspan="2">The Rapid provides bus operators and maintenance services to the City of Grand Rapids to operate DASH service.</td></tr>
<tr><td>Name and Address of entity for which service is provided</td><td colspan="5">City of Grand Rapids
300 Monroe Ave NW
Grand Rapids, MI 49503</td></tr>
</table>

2. Plan Development, Approval, and Updates

Name of person who drafted this plan	Robert R. Olejniczak, Manager of Safety and Training (CSO)	
Name of Accountable Executive	Deb Prato, CEO, ITP	
Signature by the Accountable Executive (updated annually)	**Signature of Accountable Executive**	**Date of Signature**
	Debora Prato	8/20/2026
Approval by the Safety Committee	**Name of Committee Chair**	**Date of Approval**
	Robert R. Olejniczak, Committee Chair	8/20/2026
	Relevant Documentation (title and location)	
	Minutes from Safety Committee Meeting approving PTASP, 8/20/2026, **ATTACHMENT A**	
Approval by the Board of Directors or an Equivalent Authority	**Name of Individual/Entity That Approved This Plan**	**Date of Approval**
	Mayor Gary Carey, Board Chairman, ITP	8/26/2026
	Relevant Documentation (title and location)	
	Signed Board resolution located in Accountable Executive's office	
Certification of Compliance	**Name of Individual/Entity That Certified This Plan**	**Date of Certification**
	Steve Schipper, COO, ITP	8/19/2026
	Relevant Documentation (title and location)	
	Certified in TrAMS	

Revision	**Section(s) Affected**	**Reason for Change**	**Date Issued**
001	All	Original Document	12/02/2020
002	All	FTA recommendations	07/08/2021
003	All	Bipartisan Infrastructure Law Changes to 49 U.S.C. § 5329(d) and Annual Review	05/01/2022
004	6	Addition of air purification and ADAS initiatives	08/01/2022
005	All	PTASP with updated changes from FTA	03/28/2024
006	All	2025 update including requirements from General Directive 24-1	01/29/2025
007	All	Annual Update	01/28/2026
008	3, 4, 6	To conform with 49CFR Part 673 Final Rule effective 5/13/24	8/26/2026

Annual Review and Update of the PTASP

Annual review of this PTASP will occur near the beginning of each calendar year by the Chief Safety Officer, the Safety Committee, and the Management Team. The plan will be approved by the Safety Committee, the Board of Directors, and the Accountable Executive. The updated plan will replace all previous plans and will be available to employees at the time of implementation. The Plan review and updates will occur as close to the beginning of the year as feasible.

3. Safety Performance Targets

Safety Performance Targets

The Rapid will provide safety performance targets for the upcoming year and compare them to actual safety performance during the previous 4 years in this plan, beginning in 2021 and advancing each year.

Safety performance targets are based on the measures established under the National Public Transportation Safety Plan.

These targets are based on a three-year rolling average of data submitted to the National Transit Database (NTD).

These measures are:

- Fatalities: Total number of fatalities reported to NTD and rate per total vehicle miles by mode (including categories for: Transit Employee/Contractor, Transit Vehicle Operator, and Other Transit Staff).
- Injuries: Total number of injuries reported to NTD and rate per total vehicle miles by mode (including categories for: Transit Employee/Contractor, Transit Vehicle Operator, and Other Transit Staff).
- Collisions: Total number of Collisions reported to NTD and rate per total vehicle miles by mode.
- Pedestrian Collisions: Total number of Pedestrian Collisions reported to NTD and rate per total vehicle miles by mode.
- Major Safety Events: Total number of safety events reported to NTD and rate per total vehicle miles by mode.
- Transit Worker Assaults: Total number of assaults on transit workers reported to NTD and rate per total vehicle miles by mode. (Note: Reporting begins in FY 2023-2024).
- System Reliability: Mean distance between major mechanical failures by mode.

Annual Mileage	MB DO	RB DO	DR DO	DR PT
FY 2025	5,343,425	386,939	15,908	1,890,590

Actual Reported FY 2025 (based on performance measures)

	Fatalities Reported to NTD					Injuries Reported to NTD				
Mode	Total	Fatality Rate per 100,000 VM	Transit Employee/ Contractor	Transit Vehicle Operator	Other Transit Staff	Total	Injury Rate per 100,000 VM	Transit Employee/ Contractor	Transit Vehicle Operator	Other Transit Staff
MB DO	0	0	0	0	0	9	0.16	0	0	0
RB DO	0	0	0	0	0	0	0	0	0	0
DR DO	0	0	0	0	0	0	0	0	0	0
DR PT	0	0	0	0	0	0	0	0	0	0

Actual Reported FY 2025 (based on performance measures)

	Major Events Reported to NTD		Transit Worker Assault Reported to NTD		System Reliability Mean Distance Between Major Failures	
Mode	Total	Major Event Rate per 100,000 VM	Total	Rate per 100,000 VM	Total	Rate per 100,000 VM
MB DO	5	0.09	2	0.03	328	6.14
RB DO	1	0.26	0	0	32	8.27
DR DO	0	0	0	0	0	0
DR PT	0	0	0	0	85	4.49

Safety Performance Targets Actual Reported FY 2025 (based on performance measures)						
	Collisions Reported to NTD				Pedestrian Collisions Reported to NTD	
Mode	Total number of Instances	Collision Rate per 100,000 VM	Total	Vehicular Collision Rate per 100,000 VM	Total number of Instances	Rate per 100,000 VM
MB DO	10	0.18	10	0.18	0	0
RB DO	0	0	0	0	0	0
DR DO	0	0	0	0	0	0
DR PT	0	0	0	0	0	0

Target FY 2026 (based on a 5 percent reduction of a 3-year rolling average performance measures)								
	Fatalities Reported to NTD		Injuries Reported to NTD		Major Events Reported to NTD		Collisions Reported to NTD	
Mode	Total number of Fatalities	Rate per 100,000 VM	Total number of Injuries	Rate per 100,000 VM	Total number of Major Events	Rate per 100,000 VM	Total number of Collisions	Rate per 100,000 VM
MB DO	**0**	0	17.3	0.26	7	0.093	7	0.093
RB DO	**0**	0	0	0	0	0.25	0	0
DR DO	**0**	0	0	0	0	0	0	0
DR PT	**0**	0	0	0	0	0	0	0

Target FY 2026 (based on a 5 percent reduction of a 3-year rolling average performance measures)					
	Pedestrian Collisions Reported to NTD		Transit Worker Assault Reported to NTD		System Reliability Mean Distance Between Major Failures
Mode	Total number of Pedestrian Collisions	Rate per 100,000 VM	Total number of Transit Worker Assaults	Rate per 100,000 VM	(assume 10 percent increase)
MB DO	0	0	4	0.013	17,920
RB DO	0	0	0	0	13,301
DR DO	0	0	0	0	>15,908
DR PT	0	0	0	0	24,466

Safety Performance Target Coordination

At the beginning of each fiscal year, The Rapid communicates its safety performance targets listed above with the State of Michigan Department of Transportation and Grand Valley Metropolitan Council, our regional MPO. The Rapid reports fatality, injury, and event data to NTD monthly and conducts a CEO certification of the data in February of the following year. Safety Performance Indicators (SPI) and Safety Performance Targets (SPT) are reported to the Management Team, CEO, and the Board of Directors on a regular basis throughout the year.

	State Entity Name and Address	Date Targets Transmitted
Targets Transmitted to the State	Michigan Department of Transportation Office of Passenger Transportation State Transportation Building 425 W. Ottawa St. P.O. Box 30050 Lansing, MI 48909	1/29/2026
Targets Transmitted to the Metropolitan Planning Organization(s)	**Metropolitan Planning Organization Name and Address**	**Date Targets Transmitted**
	Grand Valley Metropolitan Council 678 Front Ave. N.W. Ste. 200 Grand Rapids, MI 49504 (616) 776-3876	1/29/2026
Statement of Compliance	This PTASP addresses all applicable requirements and standards as set forth in FTA's Public Transportation Safety Program (49 CFR Part 673), the Bipartisan Infrastructure Law (49 U.S.C. 5339, IIJA 30018, and IIJA Division), and the National Public Transportation Safety Plan (49 U.S.C. 5329(b)).	

4-YEAR SAFETY PERFORMANCE FOR THE RAPID (based on the aggregate of all modes per 100,000 VM)					
SPT Category	2022	2023	2024	2025	4-Year Avg
Annual VM – All Modes	8,143,796	8,091,953	8,395,820	7,636,862	8,067,107
Total Fatalities	1	0	0	0	0.25
Fatality Rate	0.01	0.0	0.0	0.0	0.00
Total Injuries	17	25	27	0	17.25
Injury Rate	0.21	0.31	0.49	0.0	0.26
Total Safety Events	25	7	9	5	11.5
Safety Event Rate	0.31	0.09	0.11	0.08	0.15
Total Transit Worker Assault	N/A	2	2	0	1
Transit Worker Assault Rate	N/A	0.02	0.02	0.0	0.01
Mean Distance between Major Failures – All Modes	47,260	2,539	2,609	16,506	17,229

3. Safety Management Policy

SAFETY MANAGEMENT POLICY STATEMENT

The management of safety and security are core business functions. The Rapid is committed to developing, implementing, maintaining, and improving processes that ensure the highest practical level of safety and security performance in all our transit service delivery and organizational activities.

All employees are accountable for following safe work behaviors, understanding safety and security standards, and encouraging safe performance from coworkers and patrons, starting with the CEO, and spreading throughout the agency.

***THE RAPID* is committed to:**

- Supporting the management of safety and security through the provision of adequate and appropriate resources, resulting in an organizational culture that fosters safe practices.
- Including safety and security input, reviews, and certification, in the planning and design of new and remodeled buildings, systems, processes or equipment.
- Encouraging effective employee safety and security reporting and communication.
- Devoting the same high level of attention to safety and security as is demonstrated in its provision of exceptional transportation service.
- Integrating the management of safety among the primary job descriptions and responsibilities of all employees.
- Establishing and operating hazard identification, hazard analysis, and safety risk evaluation activities, including an employee safety reporting program as a fundamental source for identifying safety hazards and concerns.
- Establishing a program to track near miss events to identify and mitigate potential hazards before accidents, incidents or injuries occur.
- Ensuring that no action will be taken against employees who disclose safety or security concerns unless disclosure reveals an illegal act, gross negligence, or a deliberate or willful disregard of regulations or procedures.
- Meeting or exceeding legislative and regulatory requirements.
- Ensuring that sufficiently skilled and trained personnel are available to administer the safety and security management processes.
- Ensuring that employees are provided with sufficient safety and security information and training to safely perform assigned jobs or tasks.
- Establishing and measuring safety performance targets against realistic data-driven safety performance indicators.

• Improving safety performance through management processes ensure appropriate safety management action is taken and is effective. • Ensuring that subcontractors, third party systems and contracted services conform, and can demonstrate continued conformance, to our safety performance standards.

Safety Management Policy Communication:
The Safety Management Policy is communicated directly to The Rapid's leadership, management and to each employee at the beginning of their employment, in periodic refresher training, and as an addition to the Employee Handbook and Operations Policy and Procedures Manual. It is also posted on Vista and Blink sites as part of Safety communication. The policy statement is also shared with The Rapid's contractors or directly with the contractors' employees working onsite.

Authorities, Accountabilities, and Responsibilities	
Accountable Executive	The authorized Accountable Executive is the CEO of The Rapid. They have a responsibility to ensure that SMS and all safety activities are accomplished under their authority. The CEO has ultimate accountability and responsibility for: • Directing the implementation and maintenance of SMS at The Rapid. • Directing the implementation and maintenance of the *Transit Asset Management (TAM)* plan. • Ensuring the allocation of human and capital resources needed to develop and maintain SMS and TAM. • Ensuring transparency in safety management priorities for both the Board of Directors and the agency's employees. • Establishing guidance on the acceptable level of safety risk for The Rapid; and • Ensuring that the safety management policy statement is appropriate and communicated throughout the agency. • Ensuring that The Rapid's Safety Management System is effectively implemented, and action is taken to address substandard performance of the program.
Chief Safety Officer and SMS Executive	The Chief Safety Officer (CSO) is the Manager of Safety and Training. They are adequately trained in safety management, is responsible for day-to-day implementation and operation of the SMS reports directly to the Accountable Executive regarding safety.

	They are responsible for: • Managing the safety programs under SMS. • Directing hazard identification and safety risk evaluation and/or analysis. • Reviewing designs, plans, processes, procedures, and/or equipment to ensure safety. • Monitoring mitigation activities. • Providing periodic reports on safety performance. • Certifying safety critical elements of new or remodeled construction. • Maintaining safety documentation; and • Organizing the content of safety management training (not technical skills training) • Collecting and analyzing safety data. • Acting as a conduit for communicating safety from and to departmental/operational managers, front-line employees, and executive management, as necessary. • Reviewing, revising, maintaining, and communicating The Rapid's safety plans and programs. • Acting as a subject area expert and advisory resource in local, state, and federal safety regulations and standards. • Providing safety information and intelligence to line managers and front-line employees. • Monitoring safety performance. • Advising senior management on safety matters. • Conducting safety audits, inspections, and investigations; and • Maintaining safety documents and records. The CSO reports directly to the Accountable Executive or their designee for safety critical items.
Board of Directors and Agency Leadership	The Board of Directors will have access to the PTASP and will be informed of any plan changes. A copy of the annual plan review will be presented to the Board as close to the first Board meeting as feasible of each calendar year.
Key Staff	**TAM Manager:** The position of TAM Manager is delegated to the Asset Management Warranty Administrator. They are responsible for: • Creating and maintaining the Transit Asset Management (TAM) plan for The Rapid.

	• Creating and maintaining documents and records related to asset management at The Rapid. • Coordinating with the Maintenance Manager, Facilities Manager and SMS Manager to establish benchmarks for a state of good repair to include safety assessments and evaluations. **Security Director:** The Security Director reports to the COO and, in times of threat or disaster, to the CEO. They are responsible for: • Managing security threats and vulnerabilities through both human and capital resources as needed. • Directing threat and vulnerability identification, analysis, evaluation, and mitigation. • Collecting and analyzing security data. • Acting as a conduit for communicating security from and to departmental/operational managers, front-line employees, and executive management, as necessary. • Acting as liaison between The Rapid and local, state, and Federal law enforcement. • Reviewing, revising, maintaining, and communicating The Rapid's security and emergency response plans and programs. • Acting as a subject area expert and advisory resource in local, state, and federal security regulations and standards. • Providing security information and intelligence to line managers and front-line employees • Security performance monitoring. • Advising senior management on security matters. • Stopping processes in situations that are immediately dangerous to life and health. • Conducting security audits, inspections, and investigations; and • Maintaining security documents and records. **Transportation Director:** The Transportation Director has a duty to support and communicate SMS principles, policies and procedures to supervisors, front-line bus operators, and staff. The Transportation Director is responsible for:

	• Communicating safety and security initiatives, processes and practices to supervisors, bus operators, department staff, and ridership. • Forwarding reports of hazards from supervisors and bus operators, both real and potential, to the appropriate department. • Participating in and delegating authority to the investigation of accidents, incidents and occurrences using SMS principles and providing written data for later analysis. • Participating in safety and security meetings and training. • Directing the collection and storage of accidents and incident reports for analysis. • Stopping processes in situations that are immediately dangerous to life and health. • Encouraging safe and secure behaviors; and • Monitoring, evaluating, and providing feedback concerning safety behaviors to supervisor and bus operators. **Transportation Supervisors:** Transportation supervisors have a responsibility to support and communicate SMS principles, policies and procedures to front-line bus operators and are responsible for: • Communicating safety and security initiatives, processes and practices to operators, dual-class staff, and ridership, as necessary. • Reporting hazards, both real and potential, to management. • Forwarding reports of hazards from bus operators and ridership, both real and potential, to management. • Investigating accidents, incidents and occurrences using SMS principles and producing written data for later analysis. • Participating in safety and security meetings and training. • Stopping processes in situations that are immediately dangerous to life and health. • Encouraging safe and secure behaviors; and • Monitoring, evaluating, and providing feedback concerning safety behaviors to personnel. **Facilities Director:** As one of the keys to SMS success, the Facilities Director works closely with the Safety Department to remove or reduce hazards in the workplace, especially when it involves facilities, grounds, or infrastructure. The Facilities Director is responsible for:

	• Assisting the agency with personnel and materials in support of SMS. • Participating in safety committees and initiatives. • Encouraging safe and secure behaviors. • Directing the collection and storage of accidents and incident reports for analysis. • Maintaining facility-related TAM policies, procedures, and records. • Monitoring, evaluating, and providing feedback concerning safety behaviors to personnel. • Stopping processes in situations that are immediately dangerous to life and health. • Communicating and enforcing safety initiatives, policies, and/or procedures as necessary; and • Responding to employee safety concerns and providing feedback. **Fleet Maintenance Director, Fleet Maintenance Superintendent, Maintenance Supervisors:** The Fleet Maintenance Director and maintenance supervisors are responsible for: • Aiding the agency with personnel and materials in support of SMS. • Participating in safety committees and initiatives. • Encouraging safe and secure behaviors. • Directing the collection and storage of accidents and incident reports for analysis. • Maintaining vehicle/equipment-related TAM policies, procedures, and records. • Monitoring, evaluating, and providing feedback concerning safety behaviors to personnel. • Stopping processes in situations that are immediately dangerous to life and health. • Communicating and enforcing safety initiatives, policies, and/or procedures as necessary; and • Responding to employee safety concerns and providing feedback. **Department Directors and Managers:** All department directors and managers are responsible for: • Helping the agency with personnel and materials in support of SMS. • Participating in safety initiatives.

	• Communicating and enforcing safety initiatives, policies, and/or procedures, as necessary. • Responding to employee safety concerns and providing feedback. • Stopping processes in situations that are immediately dangerous to life and health. • Determining the human and financial needs for each department to provide safe and secure work environments for employees and agency patrons; and • Allocating human and financial resources related to SMS to department staff. **Bus Operators, Maintenance Technicians, Facilities Technicians and Administrative Staff:** Front-line employees are the eyes and ears of the organization and are the most likely to identify specific hazards and safety risks in the workplace. Employee activities include: • Reporting hazards, both real and potential, to supervisors, managers, and safety personnel. • Performing safety functions diligently. • Participating in safe work behaviors. • Stopping processes in situations that are immediately dangerous to life and health. **Safety Committee Members:** Membership is an equal number of frontline employee representatives and management representatives and may include personnel from Transportation, Maintenance, Facilities, Planning/Scheduling, Administration, Security and Safety. It is employee-driven, and its activities and responsibilities include: • Reporting accidents, incidents, near miss events, and injuries from employee groups. • Directing employee safety reports to the appropriate committee or department for review and mitigation. • Providing feedback to employee work groups. • Identifying and recommending risk-based mitigations or strategies necessary to reduce the likelihood and severity of consequences identified through the agency's safety risk assessment. • Identifying mitigations or strategies that may be ineffective, inappropriate, or were not implemented as intended.

	• Identifying safety deficiencies for purposes of continuous improvement. **Contractors and Contractors' Employees:** Contractors and their employees play an integral role in safety at The Rapid. Contractors are responsible for ensuring that the same degree of safety protection and training is supplied to their employees as is afforded by The Rapid's personnel. Copies of The Rapid's programs, including the PTASP and other appropriate safety programs, are made available to contractors. If contractors have safety programs and plans, a copy will be made available to The Rapid.

4. Safety Risk Management

Safety Hazard Identification

General information regarding hazards, incidents, and injuries for all The Rapid's employees, departments and contractors can be found through information from the FTA National Transit Database, Michigan's Department of Licensing and Regulatory Affairs (MI LARA), as well as other federal and state oversight agencies. This data is tracked, and in some cases reported to, for identifiable workplaces hazards and illnesses. Data from MI LARA are supplemental to internal hazard reporting.

Internally, hazards are identified through employee observations and reporting or by means of periodic safety inspections and audits by a Safety Officer. Current records of inspection items and results are available from the Safety/Training Office. During the hazard assessment process, the potential consequences of unresolved hazards are highlighted. The contracted paratransit service provider is expected to have its own hazard identification process as part of its safety plan or adopt The Rapid's plan as outlined in the PTASP.

Employee Safety Hazard Reporting System

All employees are encouraged and expected to report real or potential safety hazards, accidents, injuries, other incidents, and near misses to The Rapid using one or more of the following methods:

1. **Verbal Report:** An employee may report a safety hazard, accident, or incident directly to their supervisor, manager, Safety Committee representative, or safety officer who will then report it to the Safety and Training Department for tracking and

resolution. Verbal reports are entered into the Hazard Reporting System by the Safety and Training Department.

2. **Written Operator Report:** For accidents and incidents involving a transit vehicle, a written *Operator Report* is completed and turned into the supervisor's office before or at the end of the day on which the accident or incident occurred. The report is written by the operator involved in the incident and is included in the finished accident packet for scanning and storage.

3. **Written Supervisor Report:** A supervisor is assigned to each accident/incident and completes a written *Supervisor/Investigator Report* after compiling photos, video, operator, bus rider, and witness reports. It becomes part of the finished accident packet.

4. **Blink Report:** Close calls and near misses can voluntarily be reported by following a link on Blink or by using a QR code distributed through posters and handouts. Reports are entered directly into the Safety Hazard and Near-Miss Report Survey and are managed by the Safety and Training Department. (*Figure 1*)

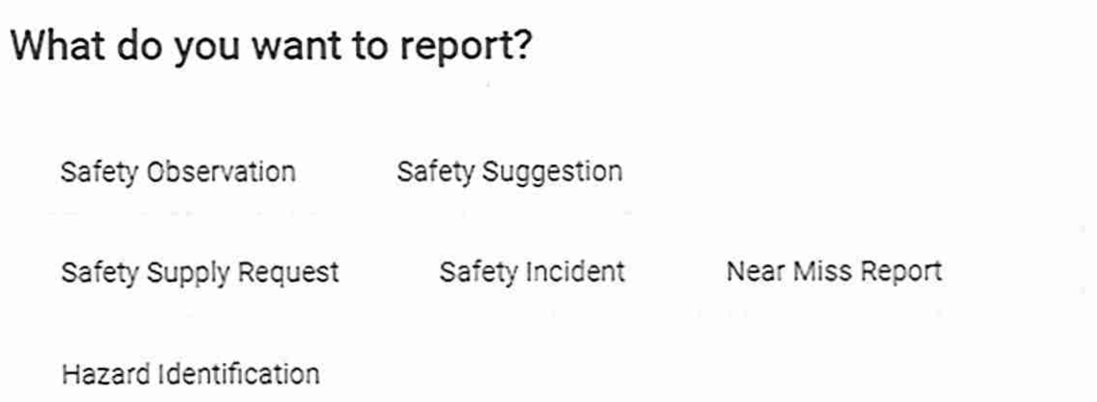

Figure 1: Blink sample report

All reports are tracked and collated to determine the types of events that may lead to accidents, property damage, or injuries. The data is used to determine hazard trends and resources will be applied to reducing or mitigating the risk. If a near miss report describes a risk of greater concern, it can be added to the Hazard Log for assessment and tracking.

Employee Hazard Identification and Near Miss Reporting Program

The National Safety Council describes a near miss as "an unplanned event that did not result in injury, illness or damage – but had the potential to do so." When an employee experiences a close call, or near miss, they can report it voluntarily and anonymously, if they wish, using the Near Miss Report. Under normal circumstances, employees who report a near miss will not be subject to potential discipline related to the event unless:

- The employee's actions were the result of a willful violation of law or policies.
- The employee's actions contributed directly or indirectly to an injury, illness, or damage.
- The employee was impaired by alcohol or illegal drugs (including marijuana) at the time of the event.
- Facts related to the event were proven to have been omitted; statements were falsified, or reports were exaggerated to put the employee in a better light.

Examples of a near miss include:

- Loss of control on an icy road resulting in no accident or injury.
- An incident contributing to a close call involving a pedestrian.
- An operator almost passes up a customer at a stop.
- Someone slipped on an icy sidewalk resulting in no fall and no injury.
- An object falling off a shelf almost hits an employee.
- A bus left in neutral with the parking brake off rolls forward and comes to rest on a curb.
- Incidents involving verbal altercations with customers.

Hazard Assessment

Hazard analyses may occur within an individual department, during one of the monthly Safety Team meetings, or through other meetings with small groups or individuals. The assessment should include a description of the hazard, supporting test results, documents and/or photos and recommendations for resolution.

When a hazard has been identified and analyzed, it is resolved by determining its risk value, using the Risk Assessment Matrix, or RAM, (*Figure 2*) to compare a hazard's severity and probable frequency, assessing the appropriate response to the hazard, and then determining the best method for remediation. Hazards with higher risk values should be addressed as soon as practical, with those posing imminent danger being given immediate attention. Work stoppages may be necessary when an activity is deemed too hazardous to continue without additional support or proper equipment.

RISK ASSESSMENT MATRIX – The Rapid

Risk Assessment Matrix RAM		SEVERITY 1. Catastrophic	2. Critical	3. Marginal	4. Negligible
LIKLIHOOD	A. Frequent	High (1A)	High (2A)	Serious (3A)	Medium (4A)
	B. Probable	High (1B)	High (2B)	Serious (3B)	Medium (4B)
	C. Occasional	High (1C)	Serious (2C)	Medium (3C)	Low (4C)
	D. Remote	Serious (1D)	Medium (2D)	Medium (3D)	Low (4D)
	E. Improbable	Medium (1E)	Medium (2E)	Medium (3E)	Low (4E)
	F. Eliminated	Eliminated			

RESOLUTION REQUIREMENTS

High	Unacceptable	Correction to ALARP required
Serious	Undesirable	Correction to ALARP may be required, decision by management
Medium	Acceptable w/ review	With review and documentation by management
Low	Acceptable	without review
Eliminated	Acceptable	no action needed

ALARP = As low as reasonably possible

LIKELIHOOD		Likelihood of event in specific item	MTBE*in Operating Hours	Occurrence in time	Occurrence Description
A	Frequent	Will occur frequently	< 1,000 oh	Once per day, week, or month	Continuously Experienced
B	Probable	Will occur several times	1,000 – 100,000 oh	Semi-annually or once per year	Will likely occur
C	Occasional	Likely to occur sometimes	100,000 – 1,000,000 oh	Once every 1-2 years	Will occur several times
D	Remote	Unlikely but possible to occur	1,000,000 - 100,000,000	Approximately once every 5 years	Unlikely, but can be expected to occur
E	Improbable	So unlikely, occur may not be experienced.	> 100,000,000 oh	Historically possible not in the last 10 years.	Unlikely to occur, but possible
F	Eliminate	Risk removed / eliminated	Never	N/A	Will not occur

*Mean Time Between Events The likelihood that hazards will be experienced during the planned life expectancy of the system can be estimated in potential occurrences per unit of time, events, population, items, or activity.

SEVERITY BY SYSTEM	1. Catastrophic	2. Critical	3. Marginal	4. Negligible
Total System Disruption	> 24 hrs.	12 - 24 hrs.	4 – 12 hrs.	< 4 hrs.
Service Operations	Substantial or total loss of operation	Partial shutdown of operation	Brief disruption to operation	No disruption
People	Multiple permanent injuries or a fatality	Permanent or long-term injury of at least one person	Injury requiring medical treatment away from work	Minor injury requiring first aid at the scene

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SEVERITY BY SYSTEM cont.	1. Catastrophic	2. Critical	3. Marginal	4. Negligible
Financial	> $ 1,000,000	< $ 1,000,000	< $ 250,000	< $ 100,000
Legal and Regulatory	Significant breach of the law. Individual or company law suits.	Breach of law; report /investigation by authority. Attracts compensation/ penalties/ enforcement action	Breach of regulatory requirements; report /involvement of authority. Attracts administrative fine	Technical non-compliance. No warning received; no regulatory reporting required
Environment	Permanent impact; affects a whole region; highly sensitive environment	Lasting months; impact on an extended area, area with some environmental sensitivity	Lasting weeks; reduced area, no environmentally sensitive surroundings	Lasting days or less; limited to small area, low significance/ sensitivity
Social	Major widespread social impacts	Significant , ongoing social issues	Some impacts on local population, mostly repairable	Minor disturbance of culture/social structures
Reputation	Noticeable reputational damage; national /international public attention and repercussions	Suspected reputational damage; local/regional public concern and reactions	Limited, local impact; concern/complaints from certain groups/organizations	Minor impact, awareness/concern from specific individuals
Injury	Death (not include suicides or by natural causes)	Fracture, Severe Bleeding, Brain injury, Dismemberment	Bruising, Abrasions, Bleeding (Ambulance transport)	Bruising, Abrasions, Sprains (No Ambulance transport)
Health	Exposure with irreversible impacts with loss of quality of life of a numerous group/ population or multiple fatalities	Exposure with irreversible impact on health with loss of quality of life or single fatality	Exposure with reversible impact on health or permanent change with no disability or loss of quality of life	Exposure to health hazard resulting in symptoms requiring medical intervention, with full recovery
Safety	Severe accident with major service disruption or loss of life, Potential Federal agency involvement, damages over $250,000	Accident with serious injuries, damages exceed $100,000	Reportable accident with over $25,000 in damages	Incident with minor damage
Technology	Technology infrastructure: Applications that are categorized as critical infrastructure and/or system(s):			
	cannot be accessed via Primary or DR infrastructure which includes data and major fiscal loss.	has an outage but can restore services at the primary or DR datacenter site in an allotted SLA timeframe. Causing Operations and fiscal loss.	has an outage, but UTA can restore services at the primary or DR datacenter site in an allotted SLA timeframe. Causing No Operations nor fiscal loss.	or not on list, has a brief outage that is not noticed by the users, nor affects any Operation, nor causes fiscal loss.
Information Security	A breach of patron, employee information, network infrastructure, security systems:			Malware or other type of Virus is identified on a PC, Server, or another network node, but does not affect any process nor accesses data, and is quickly eliminated.
	where PII/PCI data is exposed/ accessed by malware, virus or ransomware, an external or internal hacker, employee abusing trusted elevated permissions and breach is of non-encrypted data or cause the encryption of data causing data loss	where no PII/PCI data is exposed/accessed by malware, virus, or ransomware, an external or internal hacker, employee abusing trusted elevated permissions and breach is of non-encrypted data or cause the encryption of data. Data is recoverable by backup or DR.	where No PII/PCI data is exposed/accessed by malware, virus or ransomware, an external or internal hacker, employee abusing trusted elevated permissions and breach is of non-encrypted data information, but quickly fail-over to DR site.	
Security / Police	Criminal or terrorism attack of system resulting in death or serious bodily harm to customers. Violent attack/ terrorism at UTA business unit or administrative facility with grave loss of life or significant bodily harm to multiple employees.	Non-life-threatening workplace violence incident or significant targeted criminal damage to business unit facilities, vehicles, or UTA critical infrastructure.	Suspicious package resulting in minor system delays; or trespasser (suicide) on the alignment (classified as security incident).	Assault of employee or customer; minor criminal activity on system or at business unit/ administrative facility.

Figure 2: Risk Assessment Matrix (Sample)

The Rapid looks at existing hazard mitigations to determine if they are effective and sufficient before replacing them or adding other measures. This is also true for The Rapid's contractors and vendors, each of which must provide copies of their mitigation methods and must allow The Rapid to inspect equipment and review their safety programs.

The Risk Assessment Matrix (RAM) is used to determine risks to people, the environment, the agency's assets, and its reputation. The Rapid recognizes that the safety of the agency has a bearing on its employees and takes a holistic approach to determining risks.

This process is the same for The Rapid's paratransit service provider if they do not have separate, equally effective methods.

Safety Risk Reduction Program (SRRP)

The Rapid maintains a formal Safety Risk Reduction Program (SRRP) as required under 49 U.S.C. §5329(d), as amended by the Bipartisan Infrastructure Law (BIL). The SRRP establishes a structured, data-driven approach to reducing the rates and numbers of:

- Reportable accidents
- Reportable injuries
- Reportable safety events
- Transit worker assaults

The SRRP integrates with our SMS processes and ensures that safety decisions are supported by objective analysis, collaborative evaluation, and measurable outcomes.

1. SRRP Data Inputs

The Rapid uses multiple data sources to identify and analyze hazards contributing to safety events:

- NTD monthly safety submissions
- Accident/incident packets
- Near-miss reports (Blink system and QR submissions)
- Operator reports
- Supervisor investigations
- Maintenance data (MDBF trends)
- Onboard and facility video review
- Customer complaint tracking
- Safety Committee observations and recommendations

2. Causal Analysis Methodology

For each qualifying safety event category, the Safety and Training Department conducts a causal analysis that includes:

- Event reconstruction using video, witness statements, and physical evidence
- Identification of unsafe conditions or contributing factors
- Human factors evaluation
- Review of policies, training, scheduling, and environmental factors
- Determination of root cause(s) and systemic influences
- Causal analysis results are documented in the Safety Risk Register and reviewed by the Safety Committee.

3. Mitigation Prioritization

- Mitigation strategies are prioritized based on a combination of:
- Risk score using the agency's likelihood × severity matrix
- Frequency and trend data
- Impact on safety performance targets
- Operational feasibility
- Resource requirements
- Worker and labor input
- Mitigations addressing hazards with high or unacceptable risk are implemented first.

4. Required SRRP Focus Areas

Consistent with BIL, The Rapid's SRRP places elevated emphasis on reducing:

- Operator assaults
- Customer or third-party injuries
- Vehicle collisions and fixed-object impacts
- Slip/trip/fall events in facilities
- Any hazard trend identified as "high-risk" by the Safety Committee

5. Monitoring and Evaluation

All implemented mitigations are monitored by:

- Tracking related safety indicators
- Measuring pre- and post-implementation performance
- Reviewing effectiveness quarterly through the Safety Committee
- Making adjustments as needed
- Annual evaluation findings feed into the CEO's annual PTASP certification.

The SRRP is reviewed annually as part of the Accountable Executive's PTASP certification.

Transit Worker Assault Risk Reduction Program

In compliance with the Bipartisan Infrastructure Law and FTA General Directive 24-1, The Rapid establishes and maintains a Transit Worker Assault Risk Reduction Program (TWARRP). This program evaluates assault-related hazards, identifies and implements mitigations, and ensures meaningful worker participation throughout the process. The Rapid ensures that frontline employee and labor participation in the assault mitigation process is meaningful and conducted in good faith, with worker representatives actively engaged in identifying hazards, evaluating mitigation strategies, and reviewing the effectiveness of implemented actions.

1. Definition of Transit Worker Assault

For the purposes of this program, a "transit worker assault" aligns with NTD and GD 24-1:

- Any attempted or actual physical harm
- Threatening actions or statements that place a worker in reasonable fear of harm
- Spitting, thrown objects, or intentional exposure to bodily fluids
- Use or attempted use of a weapon
- Physical interference with the safe operation of a transit vehicle

2. Assault Hazard Identification

The Rapid identifies hazards contributing to worker assaults through:

- Operator assault reports
- Near-miss reports involving threatening behavior
- Customer complaint data
- Onboard video review
- Law enforcement reports
- Union/labor safety feedback
- Safety Committee analysis
- Assault hazards are entered into the Risk Register and processed through the SRM workflow.

3. Risk Assessment and Trend Analysis

The Safety and Training Department conducts ongoing analysis of:

- Assault frequency by route, time of day, and location
- Repeat offenders when identifiable
- Environmental contributors (lighting, stop placement, facilities)
- Vehicle design factors (cab layout, barriers)
- Service factors (crowding, missed trips, long headways)

4. Required Labor Participation

Consistent with BIL, 50% of the Safety Committee membership represents frontline employees. Labor representatives:

- Participate in selecting assault-related mitigations
- Review proposed policy or operational changes affecting operator safety
- Provide feedback on training content and design
- Participate in post-implementation reviews of mitigation effectiveness

5. Mitigation Measures

Mitigations may include, but are not limited to:

- Operator barrier improvements and upgrades
- Deployment of advanced camera systems
- De-escalation and conflict-resolution training for all operations transit workers, transit workers directly responsible for safety of the system, and maintenance transit workers (49 CFR § 673.29(a))
- Route or stop adjustments
- Increased supervisory presence on high-risk routes
- Transfer-only or no-fare zones during high-risk periods
- Law enforcement or contracted security coordination
- Targeted public awareness campaigns
- All mitigations are evaluated using the SRRM risk matrix and approved by the Safety Committee.

6. Implementation and Monitoring

Implemented mitigations are tracked in the Assault Mitigation Log, which includes:

- Description of the mitigation
- Implementation date
- Responsible department(s)
- Training or communication actions
- Post-implementation evaluation intervals
- Effectiveness assessments

7. Annual Assessment

As required by BIL and GD 24-1:

The CEO evaluates all assault-related mitigations each year

- Determinations of effectiveness are documented
- Ineffective mitigations are revised or replaced

A summary is included in the annual PTASP update

Accident/Incident Review

Accidents and incidents are reviewed monthly by the Safety Department as part of NTD reporting requirements and are intended to determine causation and recommend mitigations. Accident and incident investigations contribute directly to Safety Assurance by identifying ineffective mitigations and validating SRRP and TWARRP effectiveness. Activities include:

- Reviewing safety events and near miss reports to determine causation.
- Analyzing reports to determine human and organizational factors leading to safety events, both real and potential, and
- Recommending methods to mitigate safety risks for the agency.

Stop Action Authority

All employees have the authority to stop any activity or process that puts The Rapid's employees, guests, and/or patrons at risk of immediate death or injury. If this occurs, it must be reported as soon as possible to the department Director, the CSO, the COO and the CEO.

Safety Hazard Log and Issue Tracker

The Safety Hazard Log and Issue Tracker are designed to allow employees to follow identified hazards from the initial report to conclusion in a format that contains a summary of the hazard or concern, date reported, recommendations for remediation, responsible parties, actions taken, results obtained and date of completion. Other documentation, such as inspection reports, environmental tests, hazard monitoring reports, are referenced for review if needed.

Safety Risk Mitigation

Many hazards can be resolved through more than one means, but the general process for determining the best method should be by considering engineering controls, administrative work practices or employee protective equipment and training, in that order. A combination of methods to mitigate hazards may be necessary and both current methods and their effectiveness are to be considered during the decision-making process. The Safety Committee will periodically review mitigations to determine if they are effective, ineffective, or not implemented as intended.

Risk Reduction Program

The Safety Committee establishes performance targets for the risk reduction program using a 3-year rolling average of data submitted to NTD as a means of measurement, with the understanding that data from transit worker assaults will begin in 2023 and continue forward.

Safety Event Reporting, Investigation and Review

The ultimate purpose for providing in-house management and investigation of work-related safety events is to limit injury and damage, identify facts, establish causes, suggest methods for preventing recurrence, and eliminate or reduce safety risks for The Rapid's transit workers and customers.

Human Factors Analysis and Classification System, or **HFACS** (*Figure 3*), is a method for determining all factors related to an accident, incident, or event. HFACS considers both active and latent factors and attempts to discover factors beyond the employee's involvement. The Safety Department uses HFACS as a tool to determine factors leading to safety events.

The four main categories of HFACS are Physical Actions, Pre-Conditions, Supervision and Organizational Influences. Within each of these are sub-categories that are designed to consider other specific factors involved in an event.

Types of safety events include:

- Motor Vehicle Collisions
- Falls on the same or to a lower level.
- Getting caught in, on or between equipment or vehicles.
- Exposure to chemicals, infectious diseases, electricity, heat, cold, or radiation.
- Bodily reaction from either voluntary or involuntary motion.
- Being struck against or by a moving, flying, or falling object.
- Being rubbed or abraded by friction, pressure, or vibration.

Examples of incidents include:

- Acts of violence against an employee.
- Acts of violence by an employee against a person or persons.
- Reports of unsafe acts by employees or customers.
- Bomb threats or other threats of violence.
- Evacuations for life safety reasons.

Employee Injury and Transit Worker Assault:

Injuries, and physical or non-physical assaults are reported by the affected employee, or a witness, to Dispatch or his or her immediate supervisor as soon as possible. If the affected employee needs medical attention, the appropriate response from coworkers is to:

- Assess the injury.
- Call 911 if necessary.
- Call for other assistance, if available.
- Begin emergency medical treatment, if willing and able.
- Continue treatment until emergency responders arrive.
- Contact a Safety/Training Officer and complete a written report as soon as practical.

As soon as practical, the affected employee must complete an Employee Injury Report for the Human Resources Department. In compliance with MIOSHA regulations, all reportable employee injuries will be recorded by a representative from the Human Resources Department, and a summary will be posted from February 1 to April 30 each year for employee review.

The department Director will investigate and log for review by the Safety and Training Department. Remedial recommendations may be made by the Safety and Training Department or Safety Committee and will follow normal channels of communication. Investigative resources will include the Employee Injury Report, eyewitness accounts, employee interviews, equipment testing and any other reasonable means to determine root causes. Injury reports will be kept on file for future analysis. In the case of assaults on transit workers and others, the Director of Security will conduct the lead investigation.

Vehicle Collisions

All vehicle collisions are reported to the Transportation Department by the operator while still at the scene. Bus Operators are instructed to contact Dispatch at the time of the safety event. In most cases, the vehicle operator, and a Transportation Supervisor complete separate reports. When the collision is minor and does not involve a safety hazard, the vehicle operator may be instructed to continue in service. A written report is completed at the end of the Operator's workday and may be accompanied by a Supervisor's and other reports. Reports are reviewed by the Transportation Director, who determines preventability. Reports may also be reviewed by The Rapid's insurance carrier and the Safety/Training Department.

Copies of the accident/incident reports and a summary are kept for review and reporting, as required by agency policy or governmental standards.

Safety Program (MIOSHA and Transit Specific) Management:

The Rapid's safety program consists of many different plans and programs. The list below is a sampling of the separate modules.

- HVAC 608 and 609 Technician Certification
- Abrasive Wheel Program
- Accident Prevention Plan
- Aerial Work Platform Licensing
- Bloodborne Pathogen Exposure Program
- Confined Spaces Plan
- CPR/AED Training Program
- Defensive Driving Program
- Drug and Alcohol Awareness Program
- Electrical Safety Plan
- Eyewash and Emergency Shower Maintenance Program
- Fall Protection Program
- Fire Protection Plan
- Hand and Foot Safety
- Hand Tool Safety
- Hazard Communication (Right to Know)
- Hearing Conservation
- Incident Investigation
- Infectious Disease Exposure Program
- Job Safety Analysis Plan
- Lockout/Tagout Program
- OSHA 10- and 30-Hour Training
- Overhead Cranes
- Portable Ladders Requirements
- Powered Industrial Truck Licensing
- Personal Protective Equipment Program
- Respiratory Protection
- Safety Meetings and Committees
- Safety Policy
- Snow Removal Plan
- Spill Cleanup Plan
- TAPTCO Operator Development Program
- Transit Worker Assault Prevention Plan
- Underground Storage Tank Maintenance
- Walking/Working Surfaces Requirements
- Weather Safety

- Welding Safety

The Rapid's safety programs and plans are regularly monitored, reviewed, and revised as needed. Program reviews include the safety department and other stakeholders involved in implementing and maintaining the program. The standard method for program reviews is as follows:

- The review for a specific program is scheduled, and the current program is shared with stakeholders who review it individually.
- The stakeholders meet to discuss changes, and a draft is produced.
- The draft is approved, and the revised program is dated and signed by the appropriate parties.
- Records are retained as prescribed by The Rapid's record retention policies.

5. Safety Assurance

Safety Performance Monitoring and Measurement

Members of the Safety and Training Department are responsible for monitoring and measuring safety programs, processes, and procedures at The Rapid. The results of monitoring activities are reviewed by the Safety and Training Department along with department managers, supervisors, and individual employees to determine potential consequences.

When encountering non-compliance or insufficiencies, the Safety and Training Department will work with affected employees to determine the best methods for improvement. The same applies to contractors and vendors. The Rapid will attempt to work directly with any affected employees and will actively elicit ideas and suggestions before determining the best course of action.

Information will be documented on the Hazard Log or, if the investigation is lengthy, a separate report will be generated and stored electronically in one of the Safety and Training Department folders. If contractors have a separate program, they will supply copies of any activities related to hazard monitoring, measurement, and mitigation.

To monitor and measure the success and quality of The Rapids' hazard management efforts, the methods below are used.

Safety Audits and Inspections: Safety audits and inspections refer to on-site visual inspections of the physical environment. An audit refers to a broad, general inspection of a work area or vehicle, and an inspection is focused on a specific feature (i.e., the

Maintenance Shop would undergo a safety audit and the eyewash station in the shop would be inspected).

HFACS Reviews: HFACS reports are tracked on the HFACS Summary for analysis and review. Accident/Incident factors that may not be evident in the original reports may be highlighted through a closer look at other potential causes.

Operator Evaluations: Evaluations of bus operator performance can determine errors occurring with the individual and with operators in general. As common errors are discovered, methods for mitigating the hazards can be implemented. Operator evaluations can be conducted by the Transportation or Safety departments.

Technician Evaluations: Evaluations of technician performance can determine errors occurring with the individual and with technicians in general. As common errors are discovered, methods for mitigating the hazards can be implemented. Technician evaluations can be conducted by the Maintenance, Facilities, or Safety Departments.

Safety Compliance Reviews: As safety program reviews are completed, a compliance review is conducted to ensure that employees continue to perform safely. Any changes in a safety program must be communicated to all affected employees.

Trend/Statistical Analyses: Accident, injury, incident, or close call trends are analyzed monthly, risk levels are determined, and appropriate changes or mitigations are applied. Each affected department is notified.

Safety Program Reviews: Periodic reviews of The Rapid's safety programs are conducted to determine their validity and effectiveness. If a safety program undergoes revision or updating, all affected employees must be informed through training or other appropriate means. Safety compliance is also reviewed.

MIOSHA CET Inspections: Third party (particularly MIOSHA's CET Division) audits of The Rapid's safety program are periodically scheduled to discover any deficiencies, inefficiencies, or inappropriate applications. When reported, the Safety Department will determine the level of risk to the agency and begin mitigation.

Reviews of Potential Practical Drift: Not all instances of practical drift have negative results. The purpose of reviewing instances of practical drift, or employee non-compliance, is to determine if a safety rule needs to be refreshed with the affected workgroup (i.e., the importance of wearing safety glasses) or perhaps revised to conform to a more appropriate safety rule.

Activities to Conduct Investigations of Safety Events to Identify Causal Factors
Organizational and Human Factors: The Rapid views safety events from an organizational perspective and is expressed in terms of safety defenses and causal factors. Initial investigations are based on gathering data as reported in accident/injury/incident reports conducted by supervisors or department managers. The Safety and Training department uses these initial reports and applies its own techniques and procedures in discovering factors or causes based on a review using HFACS (see figure 3). The intent of each investigation is to compare the type of failures in each area of defense to apply effective mitigations or remedies. A failure in supervision, for example, cannot be fixed by retraining an individual employee.

Employee Incident HFACS	**Name:** Click here to enter text.	**Today's Date:** 10/15/2014
Accident/Incident Report No.: Click here to enter text.	**Assessment by:** Steve Luther	**Incident Date:** Click here to enter a date.
Incident Description: Click here to enter text.		

Type of Failure	Category 1	Category 2	Category 3	Notes
Latent	☐Outside Influences	☐Social		Click here to enter text.
		☐Economic		
		☐Other		
Latent	☐Organizational Influences	☐Resource Management		
		☐Organizational Climate		
		☐Organizational Process		
Latent	☐Supervision	☐Inadequate Supervision		
		☐Planned Inappropriate Operations		
		☐Failed to Correct Known Problem		
		☐Supervisory Violations		
Active or Latent	☐Preconditions	☐Environmental Factors	☐Physical Environment	
			☐Technological Environment	
		☐Operator Conditions	☐Cognitive Factors	
			☐Psycho-Behavioral Factors	
			☐Adverse Psychological States	
			☐Physical/Mental Limitations	
			☐Perceptual Factors	
		☐Personnel Factors	☐Coordination, Communication, Planning	
			☐Self-imposed Stress	
		☐Condition of Vehicle		
Active	☐Unsafe Acts	☐Errors	☐Skill-based Errors	
			☐Judgment and Decision Errors	
			☐Perceptual Errors	
		☐Violations	☐Routine	
			☐Exceptional	

Figure 3 – HFACS Form (Sample)

Data Review and Analysis:
Data collected by the Safety and Training Department is monitored through periodic reviews and analyses. It is used to determine the success and appropriateness of safety performance indicators and targets. If an indicator or target is determined to need adjustment, all stakeholders will be involved in review and revision if necessary. Safety indicators and targets are useful to determine when change is needed, and resources need to be redirected. Areas for data monitoring include: • Accident/Incident reports and summaries • Injury reports and summaries • Near Miss data • NTD Safety data
Management of Change
Management of change is accomplished through the following: • Retention and control of documents, blueprints, and floorplans • Inserting safety certification in plans, designs, and documents. • Review and recertification of changes in plans, designs, and documents.
Continuous Improvement
The process of continuous improvement is designed to identify potential or real deficiencies in the PTASP and to address them in a systematic and efficient manner. It is achieved through data collection, analysis, planning, designing and execution of safety programs and mitigations. As new technology, equipment, and techniques for working environments become available, the Safety Department will assist with the review, analysis, and testing for possible inclusion at The Rapid. Safety rule testing is applied when appropriate to ensure that any risks from new hazards introduced by system improvements are reduced to the lowest level practical. Two notable improvements include methods for air purification on buses and in facilities, and the addition of Advanced Driver Assist Systems (ADAS) on fleet vehicles to better improve the safety of our operators, customers, and the public. The Rapid will continue to study these two improvements and implement them on our system if the opportunity arises. Activities involving continuous improvement are subject to review and approval by the Safety Committee.

6. Safety Promotion

Competencies and Training

Safety Communication and Training

Information concerning workplace safety issues is provided to employees through company-wide or departmental meetings, Safety Team briefings, bulletin board postings, memos, and other written communications. All employees are encouraged to report hazardous conditions or safety concerns by reporting them to the Safety/Training Department, a Safety Team Member, Dispatch, or the appropriate Supervisor.

These reports form the foundation for Safety Team analyses, reviews, and recommendations. Workplace safety training is conducted under the direction or approval of the Safety/Training Department. The primary goal of safety training is to give employees the information and skills necessary to perform their assigned tasks without endangering themselves or others. The training complies with current State and federal standards and covers potential safety and health hazards as well as safe work practices and procedures to eliminate or minimize hazards.

Safety training occurs during initial training, at sufficient intervals to refresh employees on safe practices, when safety protocols change, when deficiencies in safety programs or procedures are identified, and as new hazards are identified in the workplace. An example of a new hazard might include the recent COVID-19 pandemic.

Examples of subjects eligible for safety training include:

- Safe driving best practices.
- Procedures designed to improve general safety in the workplace.
- Infectious disease prevention and exposure minimization, as guided by the Centers for Disease Control or local health departments.
- Safe practices for using tools and equipment.
- Ergonomic best practices.

Training records will be kept by the Safety/Training Officer and will include:

- Dates of training
- Employee names
- Copies of training materials
- Training subject

Employee sign-in sheets and/or course certification. The Human Resources Department will keep copies of individual training records.

All safety training is considered mandatory for affected employees. Other trainings, such as Basic First Aid and CPR, are considered voluntary and will be offered to employees as time and resources permit. All employees are encouraged to participate in community safety training and will receive credit for the classes as it applies to the work environment.
Safety Communication
The following processes and activities are used to communicate safety and safety performance information throughout The Rapid: • **Safety Training:** Safety training includes initial employee training, classroom style training for new employees, online courses for new and current employees, maintenance safety training, supervisor and dispatch safety responsibility training, security, and de-escalation training, TWARRP components (assault prevention, reporting, response), emergency management training, and recurring training as needed with individuals. • **Safety Memos:** Memos are issued by the Safety Department and include information regarding new or updated safety rules, policies or procedures, warnings about recognized hazards, or critical safety notices. • **Digital Communication Displays:** The digital communication displays are used for transmitting the same information as issued in safety memos and include periodic safety reminders. • **Blink:** The communication platform allows safety communication with occasional postings, surveys, access to elements of the safety program, electronic forms, employee chats, and critical safety notices. • **Vista:** The software, primarily used by the Human Resources Department, houses the chemical inventory and additional safety program material. • **Agency Website:** The agency website is used for communicating safety information to The Rapid's customers and the community at large. • **Toolbox Talks:** Toolbox talks deliver brief, focused safety reminders that reinforce critical procedures, highlight emerging risks, and keep safety top-of-mind during daily operations. • **Agency Social Media:** The agency social media is used for communicating safety information to The Rapid's customers and the community at large in a similar way to the agency website. • **Public Media:** Personnel from the Communications Department are responsible for interacting with public media and can issue prepared statements, participate in interviews, and share information as approved by management. • **After Action Summaries and Lessons Learned:** After-action summaries and lessons learned provide employees with clear, timely insights into what occurred,

why it happened, and what corrective actions or best practices will prevent similar events in the future.

Safety Culture Reinforcement

The Rapid is committed to promoting a positive and proactive safety culture where every employee – regardless of role – has ownership in maintaining a safe and secure transit system. Safety culture reinforcement ensures that the principles of Safety Management Systems (SMS) are consistently demonstrated, communicated, and embedded into daily operations.

To reinforce a strong safety culture, The Rapid engages in the following activities:

- **Leadership Modeling Safety Behaviors:** Managers, supervisors, and trainers consistently demonstrate safe work practices, support hazard reporting, and reinforce expectations without blame or retaliation.
- **Recognition of Safe Performance:** The Rapid highlights safe behavior through recognition programs, commendations, safety milestones, and public acknowledgment of employees who contribute to safety improvements.
- **Encouraging Open and Transparent Reporting:** Employees are encouraged to report hazards, near misses, and safety concerns without fear of retaliation, consistent with the agency's Just Culture principles.
- **Feedback Loops and Follow-Up:** Employees receive timely feedback on reported concerns, investigations, and corrective actions so they understand how their input drives safety improvements.
- **Inclusive Engagement:** Frontline personnel participate in discussions, assessments, and reviews that influence decision-making related to hazards, mitigations, and service changes.
- **Reinforcement Through Daily Operations:** Safety messages, briefings, pre-trip reminders, and shift-start discussions integrate safety expectations into routine activities.
- **Consistency Across Departments:** Safety culture reinforcement is coordinated across Operations, Maintenance, Facilities, Security, Customer Service, and Administration to ensure shared understanding and consistent application of safety principles.

Through these ongoing activities, The Rapid strives to maintain a workplace where safety is valued, supported, and practiced consistently at every level of the organization.

Safety Committee

The Rapid's Safety Committee operates in compliance with the Bipartisan Infrastructure Law (49 U.S.C. §5329(d)(1)(H)). The Committee is composed of:

- **50% frontline worker representatives**, selected by the labor organization
- **50% management representatives**

The Safety Committee is comprised of 8 voting members and is chaired by the Manager of Safety and Training, as appointed by the Accountable Executive. Agendas are developed by the chair with the understanding that any member or employee of The Rapid can contribute by completing an agenda request form. Meeting notes are recorded in writing and maintained in electronic format. Paper copies or pdf copies are available to members on request.

Compensation of Committee Members: the meetings are held during business hours. Therefore, The Rapid does not compensate the members for their participation.

Safety training is made available through online offerings from FTA, OSHA, MIOSHA, NIOSH, FMCSA, APTA, ATU, NSC, and any other state or national safety organization with training resources.

The committee will utilize subject matter experts as needed to aid in determining recommendations.

The Safety Committee will consider, discuss, and vote on agenda items it deems worthy of forwarding to the Accountable Executive for consideration and further action.

Communication with the Board of Directors will be done through the Accountable Executive in the form of a report.

If the Safety Committee were to become deadlocked on an issue, the matter will be turned over to the Chief Operating Officer, who will be given the deadlocked issue or issues at hand, a brief or interview with a spokesperson representing each side of the deadlock and will be allowed a reasonable time to render a decision.

Safety Committee Responsibilities

At a minimum, the Safety Committee will:

1. Reviewing and recommending improvements to the PTASP
2. Participating in the Safety Risk Management (SRM) process, including:
    - Identifying hazards

- Participating in risk assessments
- Prioritizing mitigations

3. Participating in Safety Assurance (SA) through the review of:
    - Safety performance monitoring data
    - Effectiveness of mitigations
    - Corrective action plans
4. Approving the SRRP and TWARRP components of the PTASP
5. Elevating high-risk safety concerns to the Accountable Executive
6. Documenting all recommendations and monitoring their progress

Additional Information

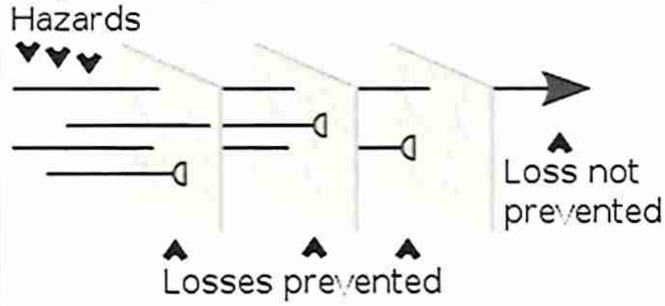
Supporting Documentation
• Military Standard 882E • The Rapid Emergency Response Plan (ERP) • The Rapid Security Plan • Individual safety plans and programs • Transit Asset Management Plan (TAM)

Definitions of Special Terms Used in the PTASP

Term	Definition
Accountable Executive	A single, identifiable person who has ultimate responsibility for carrying out the Public Transportation Agency Safety Plan of a transit agency; responsibility for carrying out the transit agency's Transit Asset Management Plan; and control or direction over the human and capital resources needed to develop and maintain both the transit agency's PTASP, in accordance with 49 U.S.C. 5329(d) and the transit agency's TAM Plan in accordance with 49 U.S.C. 5326
Assault on a Transit Worker	As defined under 49 U.S.C. 5302, a circumstance in which an individual knowingly, without lawful authority or permission, and with intent to endanger the safety of any individual, or with a reckless disregard for the safety of human life, interferes with, disables, or incapacitates a transit worker while the transit worker is performing the duties of the transit worker.
CDC	Centers for Disease Control and Prevention of the United States Department of Health and Human Services.
Chief Safety Officer	An adequately trained individual who has responsibility for safety and reports directly to a transit agency's chief executive officer, general manager, president, or equivalent officer. A Chief Safety Officer may not serve in other operational or maintenance capacities, unless the Chief Safety Officer is employed by a transit agency that is a small public transportation provider as defined in this

	part, or a public transportation provider that does not operate a rail fixed guideway public transportation system.
Direct Recipient	An entity that receives Federal financial assistance directly from the Federal Transit Administration.
Emergency	As defined under 49 U.S.C. 5324, a natural disaster affecting a wide area (such as a flood, hurricane, tidal wave, earthquake, sever storm, or landslide) or a catastrophic failure from any external cause, as a result of which the Governor of a State has declared an emergency and the Secretary has concurred; or the President has declared a major disaster under section 401 of the Robert T. Stafford Disaster Relief and emergency Assistance Act (42 U.S.C. 5170).
Equivalent Entity	An entity that carries out duties like that of a Board of Directors, for a recipient or subrecipient of FTA funds under 49 U.S.C. chapter 53, including sufficient authority to review and approve a recipient or subrecipient's PTASP.
FTA	The Federal Transit Administration, an operating administration within the United States Department of Transportation.
Hazard	Any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment, public perception, or reputation of a public transit system.
Human Factors Analysis and Classification System (HFACS)	A standardized process for determining active and latent causes of human error. The 4 levels of potential failure are unsafe acts, preconditions for unsafe acts, unsafe supervision, and organizational influences.
Injury	Harm to persons because of a safety event that requires immediate medical attention away from the scene.
Investigation	The process of determining the causal and contributing factors of a safety event, or hazard, for the purpose of preventing recurrence and mitigating safety risk.
Joint Labor-Management Process	A formal approach to discuss topics affecting transit workers and the public transportation system.
Large Urbanized Area Provider	A recipient or subrecipient of financial assistance under 49 U.S.C. 5307 that serves an urbanized area with a population of 200,000 or more as determined by Census data.
Military Standard 882E	The basis for Safety Management Systems in public transportation. This system safety standard practice identifies the Department of Defense (DoD) Systems Engineering (SE) approach to eliminating hazards, where possible, and minimizing risks where those hazards cannot be eliminated. This Standard covers hazards as they apply to systems / products / equipment / infrastructure (including both hardware and software) throughout design, development, test, production, use, and disposal. http://everyspec.com/MIL-STD/MIL-STD-0800-0899/MIL-STD-882E_41682/
National Public Transportation Safety Plan	The plan to improve the safety of all public transportation systems that receive Federal financial assistance under 49 U.S.C. chapter 53
Near-miss (also known as a Close Call)	A narrowly avoided safety event.

Operator of a Public Transportation System	A provider of public transportation. The Rapid is such an operator organized under Michigan Act 197.
Performance Measure	An expression based on a quantifiable indicator of performance or condition that is used to establish targets and to assess progress toward meeting the established targets.
Performance Target	A quantifiable level of performance or condition expressed as a value for the measure, to be achieved within a set period required by FTA.
Potential Consequence	The possible effect of a hazard.
Practical Drift	The slow uncoupling of practice from written procedure. It usually occurs to fit the needs of the individual but may indicate an undocumented improvement in procedures.
Public Transportation	As defined under 49 U.S.C. 5302, regular, continuing shared-ride surface transportation services that are open to the public or open to a segment of the public defined by age, disability, or low income; and does not include: • Intercity passenger rail transportation provided by the entity described in 49 U.S.C. chapter 243 (or a successor to such entity). • Intercity bus service. • Charter bus service. • School bus service. • Sightseeing service. • Courtesy shuttle service for patrons of one or more specific establishments. • Intra-terminal or intra-facility shuttle services.
Public Transportation Agency Safety Plan (PTASP)	A documented comprehensive agency safety plan for a transit agency that is required by 49 U.S.C. 5329.
Recipient	A State or local governmental authority, or any other operator of a public transportation system, that receives financial assistance under 49 U.S.C. chapter 53.
Root Cause	The basic condition that leads to an accident or incident. The root cause does not always produce accidents and injuries but does produce an environment where accidents and injuries become more likely to occur.
Safety	Freedom from conditions that can cause death, injury, occupational illness, damage to or loss of equipment or property, or damage to the environment. Safety is freedom from unintentional harm.
Safety Assurance	Processes within a transit agency's Safety Management System that functions to ensure the implementation and effectiveness of safety risk mitigation, and to ensure that the transit agency meets or exceeds its safety objectives through the collection, analysis, and assessment of information.
Safety Committee	The formal joint labor-management committee on issues related to safety that is required by 49 U.S.C. 5329.
Safety Event	An unexpected and undesirable outcome resulting in injury or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; damage to the environment; or harm to an agency's reputation.

Safety Management Policy	A transit agency's documented commitment to safety, which defines the transit agency's safety objectives and the accountabilities and responsibilities for the management of safety.
Safety Management System (SMS)	The formal, organization-wide approach to managing safety risk and assuring the effectiveness of a transit agency's safety risk mitigation. SMS include systematic procedures, practices, and policies for managing hazards and safety risks.
SMS Executive	A Chief Safety Officer or an equivalent.
Safety Performance Target	A quantifiable level of performance or condition expressed as a value for the measure, related to safety management activities, to be achieved within a specified period.
Safety Promotion	A combination of training and communication of safety information to support SMS as applied to the transit agency's public transportation system.
Safety Risk	The composite of predicted severity and likelihood of a potential consequence of a hazard.
Safety Risk Assessment	The formal activity whereby a transit agency determines safety risk management priorities by establishing the significance or value of its safety risk.
Safety Risk Management	A process within a transit agency's PTASP for identifying hazards and analyzing, assessing, and mitigating the safety risk of their potential consequences.
Safety Risk Mitigation	A method or methods to eliminate or reduce the severity and/or likelihood of a potential consequence of a hazard.
Safety Set-aside	The allocation of not less than 0.75 percent of assistance received by a large, urbanized area provider under 49 U.S.C. 5307 to safety-related projects eligible under 49 U.S.C. 5307.
Security	Freedom from conditions that can cause death, injury, occupational illness, damage to or loss of equipment or property, or damage to the environment caused intentionally by others. Acts of vandalism, violence or terrorism are considered security events. Security is freedom from intentional harm.
State of Good Repair	The condition in which a capital asset can operate at a full level of performance.
Subrecipient	An entity that receives Federal transit grant funds indirectly through a State or a direct recipient.
Swiss Cheese Model of Accident Causation	As described by James Reason, organizations build defenses to reduce or eliminate safety risks. Each defense contains weaknesses or "holes" through which a hazard can move forward. If the holes in defenses line up, an accident, injury or catastrophic event can occur. 

Transit Agency	An operator of a public transportation system that is a recipient or subrecipient of Federal financial assistance under 49 U.S.C. 5307 or a rail transit agency.
Transit Asset Management Plan (TAM)	The strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks, and costs of their life cycles, for the purpose of providing safe, cost-effective, and reliable public transportation, as required by 49 U.S.C. 5326 and 49 CFR part 625.
Transit Worker	Any employee, contractor, or volunteer working on behalf of the transit agency.
Urbanized Area	As defined under 49 U.S.C. 5302, an area encompassing a population of 50,000 or more that has been defined and designated in the most recent decennial census as an "urbanized area" by the Secretary of Commerce.
Work Injury	Any injury, occupational disease or disability that arises out of, or during any work-related activity and requires first aid or medical treatment. Worker's Compensation and MIOSHA related injuries are considered work injuries for the purposes of this policy.

List of Acronyms Used in the PTASP

Acronym	Word or Phrase
ADA	Americans with Disabilities Act
AED	Automated Electronic Defibrillator
APTA	American Public Transportation Association
CAP	Corrective Action Plan
CBA	Collective Bargaining Agreement
CCTV	Closed Circuit Television
CDL	Commercial Driver's License
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CFR	Code of Federal Regulations
CM	Change Management (aka Configuration Management)
CNG	Compressed Natural Gas
COO	Chief Operations Officer
COOP	Continuity of Operations Plan
CPTED	Crime Prevention Through Environmental Design
CPR	Cardiopulmonary Resuscitation
CSO	Chief Safety Officer
DOJ	Department of Justice
DOT	Department of Transportation
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
ERP	Emergency Response Plan
FMCSA	Federal Motor Carrier Safety Administration
FMLA	Family Medical Leave Act

FOIA	Freedom of Information Act
FTA	Federal Transit Administration
HFACS	Human Factors Analysis and Classification System
HIPAA	Health Insurance Portability and Accountability Act
HR	Human Resources
IT	Information Technology
MDT	Mobile Data Terminal
MIOSHA	Michigan Occupational Safety and Health Administration
MOA/MOU	Memorandum of Agreement/Memorandum of Understanding
MPO	Metropolitan Planning Organization
NFPA	National Fire Protection Association
NIMS	National Incident Management System
NIOSH	National Institute for Occupational Safety and Health
NTD	National Transit Database
NTSB	National Transportation Safety Board
OEM	Original Equipment Manufacturer/Manufacturing
OHA	Operational Hazard Analysis
OSHA	Occupational Safety and Health Administration
PA	Public Address
PHA	Preliminary Hazard Analysis
PIO	Public Information Officer
PMP	Project Management Plan
PPE	Personal Protective Equipment
PTASP	Public Transit Agency Safety Plan
SMS	Safety Management System
SRRP	Safety Risk Reduction Program
SSI	Sensitive Security Information
SSMP	Safety and Security Management Plan
SSP	System Security Program
SSPP	System Safety Program Plan
TRB	Transportation Research Board
TSI	Transportation Safety Institute
TSSP	Transit Safety and Security Program (certificate)
TVA	Threat and Vulnerability Assessment
TWARRP	Transit Worker Assault Risk Deduction Program
VIPR	Visible Intermodal Protection and Response Team
WMD	Weapons of Mass Destruction

Interurban Transit Partnership

4e

Date: August 26, 2026

To: ITP Board

From: Linda Medina, Director of Finance

Subject: Proposed FY 26/27 Operating Budget

ACTION REQUESTED

Staff recommend that the Board of Directors approve the FY 26/27 Annual Operating Budget, Five-Year Operating Budget, and Grants Annual Operating Budget.

The FY 2026/27 operating budget is $66,948,600. After capitalizing $5.0 million of eligible operating expenses, the net operating budget is $61,948,600. The FY 26/27 annual grants operating budget is $21,922,849.

BACKGROUND

The proposed budget provides a financial plan to support the agency's ongoing operations while maintaining reliable and sustainable service to the community. Key considerations in developing the budget include projected service demand, anticipated cost increases, workforce needs, and available funding from local, state, and federal sources.

The agency's focus remains on returning to the fundamentals: providing reliable and sustainable service, enhancing customer experience, and maintaining long-term financial sustainability. The operating budget presented for approval is the same budget presented to the Board at the July budget workshop.

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. The remaining partners contract rate is calculated using the same methodology as in prior years.

For FY 26/27, the contract rates are $74.14 per revenue hour for linehaul service and $94.73 per revenue hour for linehaul service with paratransit.

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.

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.
- Budget includes $6,767,188 in net reserves to be utilized to support projected expenditures.

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.
- Pension: Funds are available for a mid or high contribution. The 2026 actuarial pension reports are anticipated to be completed by October 2026.

Personnel Changes

- 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.

Five-Year Operating Budget

The five-year operating budget is based on the FY 26/27 proposed budget along with a conservative increase of 4% in revenue each year through FY 30/31 State Operating Assistance reflects a flat rate of 29%. Expenses are projected to increase an average of 5% each year. Capital preventative maintenance funds are programmed in accordance with Federal regulations. Federal funding allows us to preserve greater reserves, enabling reserves to offset the ongoing fare revenue gap in future years.

Staff remain committed to providing quality customer care, providing efficient and cost-effective services to the community as well as demonstrating responsible financial transparency. The Rapid's leadership team will continue to examine our operations for opportunities to increase revenues, control costs and improve efficiency.

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.

INTERURBAN TRANSIT PARTNERSHIP BOARD OF DIRECTORS

RESOLUTION No. 082626-5

Fiscal Year: 2025-2026

Moved and supported to adopt the following resolution:

Whereas, the Interurban Transit Partnership, formed under Public Act 196 ("ITP") will levy 1.3648 mills of ad valorem property taxes for the purpose of providing public transportation services during FY 2026: and

Whereas the 1.3648 millage rate reflects a slight decrease in the millage rate levied by the Interurban Transit Partnership Board of Directors ("ITP Board") in FY 2026 (1.3817);
and

Whereas total expenditures do not exceed total revenues; and

Whereas estimated revenues (by source) are to be collected in the Operating Budget and Grant Budgets are contained in the budget document presented to the ITP Board;

THEREFORE, BE IT RESOLVED that the ITP Board hereby adopts the FY 2027 Operating and Grant Budgets as presented to the ITP Board on August 28, 2026.

BE IT FURTHER RESOLVED that the ITP Board hereby approves the 1.3648 budgeted millage rate for FY 2027 pursuant to Section 211.24e(3) of the Michigan Truth in Taxation Act.

BE IT FURTHER RESOLVED that the CEO, or their designee, is authorized to execute contracts to maintain employee fringe benefit programs as outlined in the Budget.

BE IT FURTHER RESOLVED that the Interurban Transit Partnership Board has reviewed and hereby approves the Costing for Contracted Services as presented.

BE IT FURTHER RESOLVED those funds in the budget ($66,948,600 Operating), ($23,372,849 Grant Annual) are appropriate for those purposes described in the budget, as required under Section 21 of Act 196 (Public Act of 1986, as amended).

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

The Rapid
FY 26/27 Proposed Operating Budget

	FY 18/19 Actuals	FY 19/20 Actuals	FY 22/23 Actuals	FY 23/24 Actuals	FY 24/25 Actuals	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	$ 4,843,729	$ 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	$ 3,843,146	$ 4,583,236	$ 3,964,479	$ (618,757)	-13.5%
DASH Contract	2,365,359	2,058,507	1,659,742	2,270,135	2,599,716	2,501,834	1,766,202	(735,632)	-29.4%
Township Services	548,036	570,393	388,759	197,217	223,968	185,918	256,450	70,532	37.9%
Other	202,981	220,356	203,024	234,889	386,604	360,063	362,782	2,719	0.8%
CMH Contribution	724,649	390,640	403,637	361,793	381,572	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	$ 7,435,006	$ 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	$ 14,003,621	$ 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	21,832,305	22,061,749	23,240,291	1,178,541	5.3%
Advertising and Miscellaneous	554,551	649,209	1,907,029	3,650,877	2,937,811	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	$ 51,052,472	$ 51,969,055	$ 55,181,412	$ 3,212,357	6.2%
Grant Operating Revenue		2,355,997	8,321,660	-	-	-	-		
Reserves Used						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	$ 51,052,472	$ 59,999,808	$ 61,948,600	$ 1,948,792	3.2%
Operating Expenses									
Salaries and Wages									
Administrative	$ 4,400,948	$ 6,118,778	$ 4,793,970	$ 5,177,203	$ 4,130,978	$ 8,113,721	$ 8,459,567	$ 345,846	4.3%
Operator	12,508,602	10,286,500	12,093,929	11,755,935	13,298,915	16,870,956	16,521,881	(349,075)	-2.1%
Maintenance	1,840,683	1,896,150	2,100,983	2,330,365	3,435,906	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	$ 20,865,798	$ 28,864,014	$ 29,233,029	$ 369,015	1.3%
Benefits	$ 10,670,188	$ 10,336,791	$ 10,156,108	$ 9,923,063	$ 10,060,278	$ 10,431,981	$ 10,987,080	$ 555,099	5.3%
Contractual Services	$ 2,653,123	$ 2,644,897	$ 3,475,406	$ 3,189,355	$ 3,487,675	$ 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	2,004,304	2,273,730	2,322,656	$ 48,927	2.2%
Other	2,024,395	1,780,345	1,748,878	1,906,343	1,937,746	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	$ 3,942,050	$ 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	$ 4,835,505	$ 5,967,009	$ 6,329,728	362,719	6.1%
Purchased Transportation	$ 7,480,048	$ 5,326,226	$ 7,269,466	$ 7,337,871	$ 8,618,334	$ 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	$ 51,809,640	$ 64,999,808	$ 66,948,600	$ 1,948,792	3.0%
Capitalized Operating Expenses	(1,511,393)		(3,186,414)	(3,729,671)	(2,933,298)	(5,000,000)	(5,000,000)	-	0.0%
Subtotal Operating Expenses	45,816,565	43,169,386	45,589,430	44,335,457	48,876,342	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	$ 48,876,342	$ 59,999,808	$ 61,948,600	$ 1,948,792	3.2%
Net Surplus (Deficit)			$ 8,194,500	$ 5,555,273	$ 2,176,130	$ -	$ -		
Reserves Used		1,812,352	$ 127,123	$ -		$ 8,030,753	$ 6,767,188	(1,263,564)	-15.7%
Reserves Gained				$ 5,555,273	$ 2,176,130				

The Rapid

Operating Budget Projection

FY 25/26 PROPOSED - FY 29/30 PROJECTED

	FY 22/23 ACTUALS	FY 23/24 ACTUALS	FY 24/25 ACTUALS	FY 25/26 ACTUALS	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	$ 4,843,729	$ 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	7,435,006	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	14,003,621	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	21,832,305	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	$2,937,811	$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	$ 51,052,472	$ 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				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**	**$ 51,052,472**	**$ 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	$ 19,263,503	$ 20,865,799	$ 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	10,060,278	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	3,487,675	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	3,942,049	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	4,835,506	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	8,618,334	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	$ 48,065,126	$ 51,809,641	$ 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)	(2,933,298)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)
Total Operating Expenses	**$ 45,589,430**	**$ 44,335,455**	**$ 48,876,343**	**$ 59,999,808**	**$ 61,948,600**	**$ 65,546,414**	**$ 69,068,161**	**$ 72,781,530**	**$ 76,697,961**
Reserves Used	127,123		-	8,030,753	6,767,188	7,161,344	7,753,412	8,386,903	$ 9,065,267
Reserves Gained		5,555,275	2,176,129						
Reserve Balance	**$ 56,172,096**	**$ 61,727,371**	**$ 63,903,500**	**$ 55,872,747**	**$ 49,105,559**	**$ 41,944,215**	**$ 34,190,804**	**$ 25,803,901**	**$ 16,738,634**

Interurban Transit Partnership
Grant Revenues Expenditures
Proposed FY 26/27 Budget

	Proposed Budget	Amended Budget	Month To Date	Year To Date	Balance
Grant Revenue					
Federal Grant Assistance	$ 18,698,279	$ 18,698,279	$ -	$ -	$ 18,698,279
State Grant Assistance	4,674,570	4,674,570	-	-	4,674,570
Transfer In - Operating Budget	-	-	-	-	-
Use of Restricted Net Assets	-	-	-	-	-
Other Local	-	-	-	-	-
Total Grant Revenue	**$ 23,372,849**	**$ 23,372,849**	**$ -**	**$ -**	**$ 23,372,849**
Labor					
Administrative Salaries	17,367	17,367	-	-	17,367
Fringe Benefit Distribution	4,719	4,719	-	-	4,719
Total Labor	22,086	22,086	-	-	22,086
Materials & Supplies					
Tires & Tubes	$ 203,000	$ 203,000	$ -	$ -	$ 203,000
Office Supplies	-	-			-
Printing	2,772	2,772			2,772
Total Materials & Supplies	**$ 205,772**	**$ 205,772**		**$ -**	**$ 205,772**
Purchased Transportation					
Purchased Transportation	$ -	$ -		$ -	$ -
Specialized Services	397,738	397,738			397,738
Total Purchased Transportation	**$ 397,738**	**$ 397,738**	**$ -**	**$ -**	**$ 397,738**
Other Expenses					
Dues & Subscriptions	$ 60,000	$ 60,000	$ -	$ -	$ 60,000
Professional Development	8,077	8,077			8,077
Total Other Expenses	**$ 257,295**	**$ 257,295**	**$ -**	**$ -**	**$ 257,295**
Capital					
Rolling Stock	$ 11,354,975	$ 11,354,975	$ -	$ -	$ 11,354,975
Facilities	2,387,449	2,387,449			2,387,449
Equipment	2,718,799	2,718,799			2,718,799
Other	944,165	944,165			944,165
Total Capital	**$ 17,405,388**	**$ 17,405,388**	**$ -**	**$ -**	**$ 17,405,388**
Planning Services	84,571	84,571			84,571
Capitalized Operating	5,000,000	5,000,000			5,000,000
Total Expenditures	**$ 23,372,849**	**$ 23,372,849**	**$ -**	**$ -**	**$ 23,372,849**

Date: August 26, 2026

To: ITP Board

From: Deb Prato, Chief Executive Officer

Subject: CONSUMER ADVISORY COMMITTEE APPOINTMENT

ACTION REQUESTED

The Consumer Advisory Committee (CAC) recommends the appointment of Erica Chapin to the committee, Erica is replacing Deb Atwood on the CAC her term of membership will expire on December 31, 2027.

BACKGROUND

The ITP Board maintains a Consumer Advisory Committee (CAC) to review and comment on public transit service plans and policies as they relate specifically to the needs and concerns of seniors and persons with disabilities. The by-laws of the CAC provide for between 10 and 12 members, of whom at least five must be senior or disabled consumers. The remaining members may be representatives of human service agencies serving seniors and/or persons with disabilities.

Erica Chapin serves as the Interim Executive Director at Deaf and Hard of Hearing Services (D&HHS), an agency serving seniors and/or persons with disabilities, a role she has held since January 2026. Prior to this position, she worked with D&HHS for six years as the Community and Partnerships Manager.

Erica earned a Bachelor of Science in Public and Nonprofit Administration from Grand Valley State University, graduating in December 2019. Originally from Midland, Michigan, she moved to the Greater Grand Rapids area in 2016 to attend college and has since enjoyed learning from and serving the community. Erica serves on the State Advisory Board for the Division on Deaf, Deaf Blind, and Hard of Hearing. In addition to her work with the Deaf, Deaf Blind, and Hard of Hearing communities, she has also worked with adults with intellectual and developmental disabilities as a CLS worker. Erica believes it is critical that all people have access and opportunity to create thriving communities.

At the July 14, 2026, CAC meeting the committee recommended advancing Erica's nomination as a committee member to the ITP Board of Directors.

INTERURBAN TRANSIT PARTNERSHIP BOARD OF DIRECTORS

RESOLUTION No. 082626-6

Fiscal Year: 2025-2026

Moved and supported to adopt the following resolution:

Approval to appoint Erica Chapin as a member of the ITP Consumer Advisory Committee for a term ending on December 31, 2027.

BE IT RESOLVED that the CEO is hereby authorized to submit and approve the confirmation on behalf of the ITP Board in accordance with the information presented to the ITP Board on August 26, 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

Interurban Transit Partnership **5b1**

Date: August 26, 2026

To: ITP Board of Directors

From: Tim Roseboom – Senior Planner

Subject: FIXED ROUTE RIDERSHIP AND PRODUCTIVITY REPORT – JULY 2026

OVERVIEW: In July 2026, there was a 1.2% increase in total monthly route ridership as compared to July 2025. Regular fixed route services increased 10.3%, and contract services decreased 38.9%. 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 1,100 compared to July 2025. Pre-pandemic ridership recovery is 61.0% compared to July 2019 and 62.0% FY 2026 to date.

BACKGROUND INFORMATION

Monthly Ridership

	July 2026	July 2025[1]	% Change
Regular Fixed Route Service *(Routes 1–44)*	343,117	310,984	10.3%
Contracted Service *(GVSU, DASH, GRCC, and Ferris)*	42,962	70,367	-38.9%
Total Monthly Fixed Route Ridership	**386,076**	**381,351**	**1.2%**

Daily Average Ridership

	July 2026	July 2025[1]	% Change
Weekday Total	14,877	15,015	-0.9%
Weekday Evening	2,653	2,463	7.7%
Saturday	8,615	8,364	3.0%
Sunday	4,516	4,391	2.8%

Productivity Summary

	July 2026	July 2025[1]	% Change
Average passengers per hour per route	12.8	12.1	5.1%
Average passengers per mile per route	0.94	0.87	7.7%
Average farebox recovery percent per route	8.6%	10.1%	-15.2%

Fiscal Year Ridership

	FY 2026	FY 2025[1]	% Change
Regular Fixed Route Service *(Routes 1–44)*	3,601,821	3,543,994	1.6%
Contracted Service *(GVSU, DASH, GRCC, and Ferris)*	1,579,961	1,645,853	-4.0%
Total Fixed Route Ridership YTD	**5,181,779**	**5,189,847**	**-0.2%**

[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 JULY 2026 TO JULY 2019

Monthly Ridership

	July 2026	July 2019	% Change
Regular Fixed Route Service *(Routes 1–44)*	343,117	560,988	-38.8%
Contracted Service *(GVSU, DASH, GRCC, and Ferris)*	42,962	71,979	-40.3%
Total Monthly Fixed Route Ridership	**386,076**	**632,967**	**-39.0%**

Daily Average Ridership

	July 2026	July 2019	% Change
Weekday Total	14,877	25,388	-41.4%
Weekday Evening	2,653	4,452	-40.4%
Saturday	8,615	12,631	-31.8%
Sunday	4,516	5,979	-24.5%

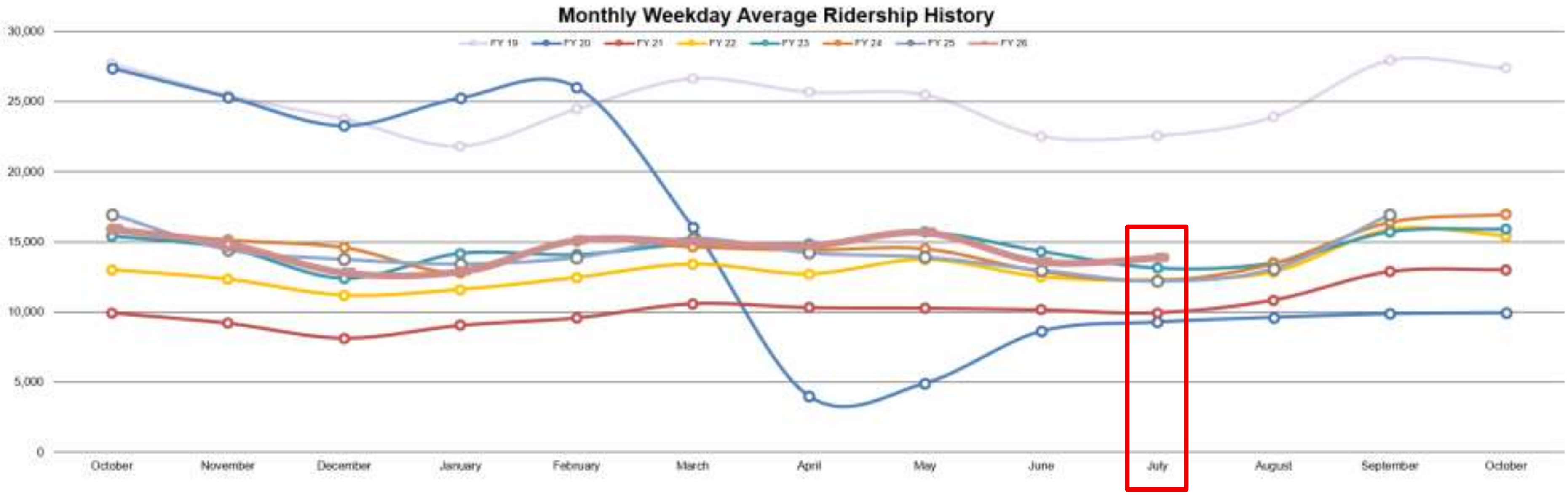
Productivity Summary

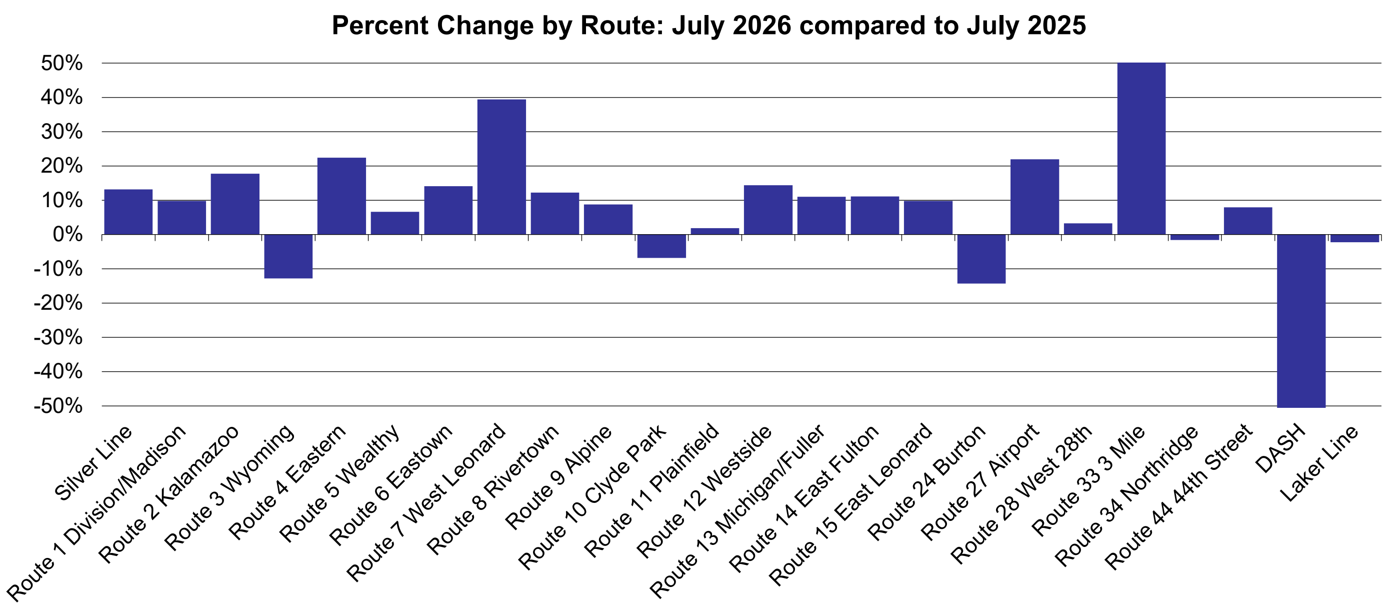
	July 2026	July 2019	% Change
Average passengers per hour per route	12.8	18.8	-32.2%
Average passengers per mile per route	0.94	1.49	-36.8%
Average farebox recovery percent per route	8.6%	26.0%	-67.0%

Fiscal Year Ridership

	FY 2026	FY 2019	% Change
Regular Fixed Route Service *(Routes 1–44)*	3,601,821	6,055,980	-40.5%
Contracted Service *(GVSU, DASH, GRCC, and Ferris)*	1,579,961	2,305,354	-31.5%
Total Fixed Route Ridership YTD	**5,181,779**	**8,361,334**	**-38.0%**

	Monthly Farebox Recovery	Weekday Farebox Recovery	Saturday Farebox Recovery	Sunday Farebox Recovery
Silver Line	9.34%	8.89%	13.74%	10.40%
Route 1 Division/Madison	8.53%	8.43%	9.63%	7.84%
Route 2 Kalamazoo	8.55%	8.25%	12.46%	8.39%
Route 3 Wyoming/Rivertown	7.12%	7.12%	8.42%	5.71%
Route 4 Eastern	10.04%	9.80%	12.01%	10.50%
Route 5 Wealthy	8.59%	8.46%	9.69%	n/a
Route 6 Eastown	7.51%	7.18%	7.56%	11.10%
Route 7 West Leonard	7.63%	7.34%	10.08%	9.26%
Route 8 Prairie/Rivertown	8.77%	8.79%	9.81%	7.15%
Route 9 Alpine	12.48%	11.84%	16.96%	17.16%
Route 10 Clyde Park	9.22%	9.07%	9.88%	9.54%
Route 11 Plainfield	7.50%	7.13%	9.59%	10.98%
Route 12 Westside	6.76%	6.95%	6.88%	0.36%
Route 13 Michigan/Fuller	7.09%	6.91%	8.39%	n/a
Route 14 East Fulton	8.31%	8.36%	7.04%	n/a
Route 15 East Leonard	10.50%	10.33%	9.46%	12.73%
Route 24 Burton	4.98%	4.88%	5.57%	n/a
Route 27 Airport Industrial	8.25%	8.20%	n/a	n/a
Route 28 West 28th	9.06%	8.74%	10.46%	10.80%
Route 33 Walker Industrial	3.52%	3.48%	n/a	n/a
Route 34 Northridge	2.18%	2.09%	n/a	n/a
Route 44 44th Street	8.78%	8.63%	10.65%	7.92%
Route 1000 Millenium Park	2.16%	n/a	1.76%	3.10%
Route 71 Central 4A	n/a	n/a	n/a	n/a
Route 72 Central 10A	n/a	n/a	n/a	n/a
Route 73 Union 3A	n/a	n/a	n/a	n/a
Route 74 Union 7A	n/a	n/a	n/a	n/a
Route 75 Union 10B	n/a	n/a	n/a	n/a
Route 76 Union 12A	n/a	n/a	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: July 2026 compared to July 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 3 Mile
Route 34 Northridge
Route 44 44th Street
DASH
Laker Line

THE rapid

Interurban Transit Partnership

5c1

Date: August 26, 2026

To: ITP Board of Directors

From: Linda Medina, Director of Finance

Subject: June 2026 Financial Statements

Attached are the June 30, 2026, financial statements for both General Operations and Grants for your review along with the Professional Development and Travel Activity Report for June.

FY 25/26 YTD Operating Statement Analysis

Total revenues and expenses are trending favorably through June 2026. Revenues are 1.1% over budget while expenses are 11.5% 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. Contract services are under budget due to the rebidding of the cleaning contracts, which resulted in lower than anticipated costs compared to the original budget.

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 June 30, 2026

	YTD as of June 30, 2026		Variance		Last Year	% Variance	Current Year
					FY 24/25	to FY 24/25	FY 25/26
	Budget	Actual	$	%	YTD Actual	YTD Actual	Annual Budget
Revenues and Operating Assistance							
Passenger Fares	$ 3,529,002	$ 3,540,212	$ 11,210	0.3%	$ 3,491,790	1%	$ 4,813,645
Sale of Transportation Services							
CMH Contribution	346,489	293,664	(52,825)	-15.2%	285,260	3%	461,985
Dash Contract	1,872,720	1,712,210	(160,510)	-8.6%	1,957,409	-13%	2,501,834
Grand Valley State University	3,413,148	2,902,710	(510,438)	-15.0%	3,042,209	-5%	4,583,236
Van Pool Transportation	-	-	-	0.0%	-	0%	-
Township Services	153,570	166,779	13,209	8.6%	167,919	-1%	185,918
Other	296,421	276,856	(19,565)	-6.6%	295,710	-6%	360,063
Subtotal Sale of Transportation Services	6,082,348	5,352,219	(730,129)	-12.0%	5,748,508	-7%	8,093,036
State Operating	11,280,938	11,019,007	(261,931)	-2.3%	10,465,977	5%	15,339,950
Property Taxes	16,630,268	17,301,927	671,659	4.0%	16,194,178	7%	22,061,749
Advertising & Miscellaneous	1,636,364	2,391,987	755,623	46.2%	2,185,522	9%	1,660,675
Subtotal Revenues and Operating Assistance	39,158,920	39,605,352	446,432	1.1%	38,085,975	4%	51,969,055
Grant Operating Revenue	-		-	0.0%	-		
Unrestricted Net Reserves	-	-	-	0.0%	-		8,030,753
Total Revenues and Operating Assistance	**$ 39,158,920**	**$ 39,605,352**	**$ 446,432**	**1.1%**	**$ 38,085,975**	**4%**	**$ 59,999,808**
Expenses							
Salaries and Wages							
Administrative	$ 5,940,525	$ 4,712,939	$ (1,227,586)	-20.7%	$ 4,417,376	7%	$ 8,113,721
Operators	12,328,777	10,855,295	(1,473,482)	-12.0%	10,440,147	4%	16,870,956
Maintenance	2,834,906	2,496,220	(338,686)	-11.9%	1,976,917	26%	3,879,337
Subtotal Salaries and Wages	21,104,208	18,064,454	(3,039,754)	-14.4%	16,834,440	7%	28,864,014
Benefits	7,348,282	6,248,002	(1,100,280)	-15.0%	6,162,679	1%	10,431,981
Contractual Services	3,605,130	2,989,268	(615,862)	-17.1%	2,360,462	27%	5,538,372
Materials and Supplies							-
Fuel and Lubricants	1,434,757	1,389,368	(45,389)	-3.2%	1,370,698	1%	2,273,730
Other	1,752,045	1,812,526	60,481	3.5%	1,400,803	29%	2,672,063
Subtotal Materials and Supplies	3,186,802	3,201,894	15,092	0.5%	2,771,501	16%	4,945,793
Utilities, Insurance, and Miscellaneous	3,408,492	3,253,794	(154,698)	-4.5%	3,952,095	-18%	5,967,010
Purchased Transportation	6,397,154	6,091,108	(306,046)	-4.8%	6,441,130	-5%	9,252,638
Expenses Before Capitalized Operating	45,050,068	39,848,520	(5,201,548)	-11.5%	38,522,307	3%	64,999,808
Capitalized Operating Expenses	(1,623,314)	(1,662,489)	(39,175)	2.4%	(1,870,284)	-11%	(5,000,000)
Total Operating Expenses	**$ 43,426,754**	**$ 38,186,031**	**$ (5,240,723)**	**-12.1%**	**$ 36,652,023**	**4%**	**$ 59,999,808**
Net Surplus/(Deficit) without Net Reserves		**$ 1,419,321**			**$ 1,433,953**		

Interurban Transit Partnership
Grant Revenues & Expenditures
Month Ended 06/30/26

	Adopted Budget	Amended Budget	Month To Date	Year To Date	Balance	Percent Target 75%
Grant Revenue						
1. Federal Grant Assistance	19,310,779	24,013,096	253,566	17,470,274	6,542,822	73%
2. State Grant Assistance	4,827,695	6,003,274	63,391	4,367,569	1,635,705	73%
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	316,957	21,837,843	8,178,527	73%
Labor						
7. Administrative Salaries	40,000	38,900	865	11,551	27,349	30%
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	249	3,807	16,193	19%
11. Total Labor	60,000	58,900	1,114	15,358	43,542	26%
Material & Supplies						
12. Tires & Tubes	900,000	900,000	35,660	227,993	672,007	25%
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	35,660	227,993	677,107	25%
Purchased Transportation						
16. Purchased Transportation	1,200,000	1,100,000	0	0	1,100,000	0%
17. Specialized Services	795,474	795,474	0	397,736	397,738	50%
18. Total Purchased Transportation	1,995,474	1,895,474	0	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	84,698	4,056,307	282,693	93%
29. Equipment	938,843	938,843	41,050	131,188	807,655	14%
30. Other	4,053,116	3,300,006	155,342	2,043,775	1,256,231	62%
31. Total Capital	16,663,370	22,641,266	281,090	19,450,746	3,190,520	86%
32. Planning Services	457,630	457,630	2,951	59,815	397,815	13%
33. Capitalized Operating	4,000,000	4,000,000	3,858-	1,662,488	2,337,512	42%
34. Total Expenditures	24,138,474	30,016,370	316,957	21,837,843	8,178,527	73%

PROFESSIONAL DEVELOPMENT & TRAVEL REPORT
ALL EMPLOYEES
JUNE 2026

AMOUNT	PURPOSE	EMPLOYEE (s)	LOCATION
$ 3,275.88	APTA TRANSform	S. Schipper, S. Clapp	Chicago, IL
$ 1,506.10	APTA Mobility Conference	D. Prato	Salt Lake, UT
$ 751.80	Avail Engage Conference	S. Clapp	State College, PA
$ 419.00	AIC 301 Course (Insurance claims handling)	D. Vilic	Online
$ 1,445.00	GSX Security Conference	M. Wieringa	Atlanta, GA
$ 7,397.78			

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