



**MAXimizing Resources
to Maintain Service**



LETTER FROM THE LEADERSHIP

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Polly Diehl
Authority Board Chairperson



Linda LeFebre
Transit Director



This was a pivotal year for the Authority as it assumed direct control of operations on July 1 with an in-house workforce. Nearly a year of intense planning helped ensure a smooth, seamless transition for both staff and passengers. Having all employees under direct Authority control helps create a more cohesive work force, and improves morale and internal communications, which ultimately lead to improved service for our customers.

Other highlights of the year included a successful Triennial Review by the Federal Transportation Administration, and implementation of Phase One of an Integrated Technology System with mobile data computers to operate our demand response operations more efficiently.

This year, as in years past, we also saw continued growth in ridership of more than seven percent with new passengers comprising 39 percent of all passengers. Surprisingly, our independent community survey conducted this fall revealed that residents' use of MAX is nearly triple the typical rate for systems and areas of our size.

One of our continuing challenges is to maintain service levels with declining local, state and federal revenues. The Board was forced to adopt an operating budget for FY 2011 that is 11 percent leaner as a result of realized savings from bringing operations in house. In May, we will ask voters for a transit millage renewal of .4 mil for five years to fund operating expenses.

Despite declines in operating revenues, we were able to make several system improvements through the purchase of capital items funded by federal and state grants:

- Installation of a new Information Technology System (ITS) with mobile data computers that eliminates manual data collection and improves efficiencies
- Updating our fleet with the addition of new low floor buses for use on the fixed routes and medium-sized vehicles for demand response services
- Continuation of the "Night Owl" demand response service
- Development of a new online transportation directory, www.LakeshoreRIDELink.org, through our work with the Ottawa Co. Transit Coalition that will help residents with transportation options

Inasmuch as we wish to make further service improvements, fiscal constraints prevent us from doing so. Nonetheless, we are encouraged to see ridership continue to grow and more residents using the MAX. It is gratifying to see that every day, our public transit system helps residents connect, belong, and contribute to our community. Included in this report are comments from passengers in their own words about why they ride and appreciate bus service. We will continue to MAXimize our resources to maintain service that is so vital to our community.

Polly Diehl, Authority Board Chairperson
Linda LeFebre, Transit Director

MISSION STATEMENT

To create a sustainable transportation system to be used by all residents of the Macatawa area with linkages to other transit systems.

VISION STATEMENT

Enhanced mobility and community access that offer efficient and attractive transportation options for the citizens of the Macatawa area.

339,422 Rides

Authority Board Members

Polly Diehl, Chairperson
City of Holland

Joe Baumann, Secretary/Treasurer
Holland Charter Township

Steve Bulthuis, Member
Macatawa Area Coordinating Council

Al Dannenberg, Ex-officio member
City of Zeeland

Michael DeVries, Member
City of Holland

Dave Fackler, Member
Holland Charter Township

Russ TeSlaa, Vice Chairperson
Holland Charter Township

Mike Trethewey, Member
City of Holland

Laurel Ackerman, Youth Representative

Local Advisory Council

Tony Harmer, Chairperson
City of Holland

Ron Martin, Vice Chairperson
City of Holland

Leigh Ann Bartels, Member
City of Holland

Eric Heiberg, Member
Holland Charter Township

Elaine Simcoke, Member
Holland Charter Township

Lisa Scherer, Member
City of Holland

Gert Vos, Member
City of Zeeland



Steve Schaap

What started as a typical school day for high-school student Steve Schaap turned into a nightmare that almost took Steve's life. Normally Steve drove to his drafting class at Careerline Tech Center but that day his car broke down and he carpooled with friends. Foggy weather and slippery road conditions caused the car he was in to slide into the path of an oncoming car.

Steve was badly hurt but considers himself lucky as one of his friends died in the crash. Doctors put him into a drug-induced coma to help him recover from the many injuries he sustained that day.

Thirteen years later, Steve still copes with the effects of his accident. His short-term memory is limited and he still suffers from seizures. These disabilities prevent Steve from being able to drive, but not from contributing to our community. Living in Zeeland, Steve takes MAX Transit's Route 8 bus every day to work at Hope Church's day care program. Steve says he really enjoys being around the daycare children and is grateful that he has MAX to get him where he needs to go.





Rearview Mirror

October 2009

New Service Van Purchased

A 2010 Dodge Caravan was purchased for \$19,285 from Bill Snethkamp's Lansing Dodge for use as a service vehicle for road supervisors and managers. The new van is in addition to the Ford Hybrid Fusion that also was purchased the previous year as a service vehicle. The Authority previously relied on its service contractor to provide service vehicles for staff.

November 2009

5th Annual "Stuff the Bus" Food Drive

The annual food drive to benefit Community Action House collected 2,160 pounds of food and personal items valued at \$4,570. This year's drive included an ingathering at Holland's Parade of Lights in which volunteers pushing decorated and lit shopping carts collected 42 bags of donated items. Donated items are immediately distributed to local families in distress.

November Ridership Increases 11.40% from Previous Year

November 2009 ridership totaled 27,317, which represents an 11.40% increase over figures for the same month the previous year. Fixed route use now comprises 73% of ridership compared with 27% for demand response service.

December 2009

Mobile Data Computers to be Installed in Fleet

The Authority awarded a \$191,474 contract to RouteMatch of Atlanta, Ga., for Phase I installation of a wireless mobile data computer system on 28 vehicles in the fleet and integration of new software to manage paratransit service.

The new system will provide real-time communications between operators and dispatch, paperless manifests, automatic vehicle location/GPS, and scheduling "on the fly," and improve efficiencies and lower operating costs.

Phase II of the project, scheduled for early 2011, will allow for the integration and management of data from the fixed routes and create a web portal for providing real time data online to MAX passengers.

Bus Security Cameras Upgraded

The Authority Board awarded a \$84,130 contract to Radio Engineering, Inc. of Omaha, Neb., for the installation of a new security camera system on all vehicles. Each bus will have two continuously-recording cameras to capture images from the front of the bus and interior. The current camera system owned by MV Transportation needed to be replaced before the contract with the Authority expires June 30.



Ramps on Arboc Buses Replaced

Ramps on the new Arboc buses in the fleet were replaced with wider and longer models. The new ramps reduce the incline for easier boarding by wheelchair passengers. All five Arboc buses in the fleet will be retrofitted with the new ramps.

February 2010

Board Adopts New Employee Handbook

The Authority approved a new 2010 Employee Handbook of policies, which provides a framework for the Authority as it prepares to assume direct operations of the transit system with its own employees beginning July 1, 2010.

Staff Meets with Elected Officials

MAX management met with elected officials in Lansing for the Michigan Public Transportation Association's mid-year legislative conference. Citing declines in revenue from lower state funding and declining property values, staff urged elected officials to approve legislation for supporting continued funding for state transportation.

Accounting Firm Gives MAX 'Clean Audit'

The accounting and auditing firm of Rehmann Robson of Grand Rapids conducted an audit of the Authority's financial statements and practices for fiscal year 2009, and found the Authority in compliance with all federal financial requirements. The firm audited the Authority in January 2010 against federal OMB standards.

March 2010

Authority Recognized for Community Service

MAX was the recipient of the 2010 Communitas Award by the Association of Marketing and Communication Professionals in recognition of its annual "Stuff the Bus" food drive. MAX collected donations of food from the community each November to restock the food pantry at Community Action House.

The Communitas Award recognizes businesses and organizations that "come together for the benefit of the community."

Employment of City Staff Transferred to MAX Authority

City of Holland employees working on behalf of the Authority officially had their employment transferred to the Authority on April 1. The Authority will post and fill all positions to ensure full staffing when it assumes direct control over operations on July 1 after the contract with the service provider ends June 30, 2010.

April 2010

Jobs Section Launched on Website

MAX designs and posts a new Jobs section on its website to begin accepting applications online for all operational positions that will come under direct control of the Authority July 1. The Authority encourages contract employees to submit their applications for consideration.

May 2010

Contracts Signed for Legal Services

Through a competitive bidding process, the Authority awards three-year contracts to Cunningham Dalman, P.C., of Holland, for general legal services and to Miller Johnson of Grand Rapids for employment and labor legal services.

MAX Takes Delivery of 4 Gillig Buses

The Authority takes delivery of four 29-foot buses from Gillig of California. Purchased with \$1.6 million in federal economic stimulus funds, the new buses will replace the older buses on the fixed routes that have reached the end of their useful life. A minimum of nine major components on the Gillig buses are manufactured by Michigan suppliers, which helps stimulate Michigan's economy.

New Uniforms Issued

The Authority invests in all new uniforms for its drivers and road supervisors by awarding a three-year contract to West Michigan Uniform as the selected supplier. The new uniforms, which were selected for year-around comfort, and fit and performance, ensure that staff appear neat and professional on the job and can easily



Elizabeth Gebben

Liz Gebben is one of the 40 percent of passengers who use MAX for work.

Liz is an experienced MAX rider, having used the bus for transportation to work for over two years. She takes the fixed routes to go to her employer, Sunshine Properties, and for shopping and doctor visits. Although her parents can give her a ride if necessary, MAX Transit offers her independence.

Liz appreciates the high-quality service she experiences on MAX Transit. According to Liz, on her very first ride on the bus, the bus operator recognized that she was new and took the time to explain the schedule and how to use the bus. She says that the bus operators do their best to keep the bus comfortable and safe for the riders.



Olivia Emig

For Olivia Emig, riding the MAX bus from kindergarten is a fun time she spends with her cousin. For her mom, Judith, the MAX bus is safe and convenient transportation that meets the needs of her family.

Five year old Olivia attends Vanderbilt Academy now, but while in preschool, she rode the MAX buses for field trips. She was familiar with the bus system before she started school. Just one day with her mom accompanying her was all Olivia needed to feel comfortable travelling on her own. Nowadays, her cousin joins her on the 40-minute ride home.

For working parents, MAX provides a means for parents to meet their child's education needs. Says Judith, "I've had people ask me how I can let my five-year old ride the bus. But when I rode the bus with Olivia, I saw how the driver looked out for her." Olivia says "I like riding the bus. It's really fun riding with my cousin."

be identified as Authority employees. Employees will debut the new uniforms when the Authority formally takes over direct operations on July 1. Employees can order replacement items online through a website store developed by the supplier for MAX.

West Ottawa Students Star in 'Fun Pass' TV Commercial

Theater and drama students from West Ottawa High School were recruited as actors for the taping of a new television commercial promoting MAX's Teen Summer Fun Pass. About a dozen students participated in the all day filming at several area locations. The TV spots will be shown on several cable networks broadcast locally on Comcast and Charter Media. The special \$30 pass gives teens ages 10-17 unlimited rides on the fixed bus routes from June 1 to Labor Day.

June 2010

New ADA Photo ID Cards Issued

Authority begins issuing new photo identification ADA cards to eligible passengers. The measure is designed to eliminate unauthorized use of ADA cards by non-ADA passengers and to ensure only ADA passengers receive priority service and reduced fares.

Board Adopts 'Use of Volunteers' Policy

The Authority adopts a new Use of Volunteers policy that would allow the transit system to use citizens, volunteers, civic groups and student interns to donate their time and talents to support and improve MAX's programs and services. Three volunteer services being developed include a "Bus Buddies" travel training program, "Adopt-A-Stop" shelter cleaning, and "Mystery Riders" for conducting assessments of service levels by anonymous passengers.

July 2010

New Financial Software Funded

The Authority Board decides to share in the cost of the City of Holland's investment in new software to better manage financial and human resources information. The Authority currently contracts with the city for financial, human resources, vehicle maintenance, and IT support. MAX's \$70,000 investment would allow the Authority license to use the software if and when it no longer contracts with the city for financial services.

Authority Assumes Direct Control of Operations

The Authority made a seamless transition from using contracted services to having direct control over operations and a full



complement of in-house employees on July 1. For nearly a year, Authority management created the infrastructure necessary to support an internal staff of approximately 65 employees. Groundwork included drafting of policies and procedures, developing job descriptions with pay scales and competitive benefits programs.

August 2010

Additional Arboc Mobility Buses Added to Fleet

The Authority approves the purchase of six additional Arboc Mobility buses from Holland Bus Company for a total cost of \$707,958. The buses were purchased with federal and state grant funds by "piggybacking" on Cadillac Wexford's multi-year procurement agreement with Holland Bus Co. The vehicles will replace aging BlueBird buses in the fleet and will be used primarily for demand response.

September 2010

Employees Decertify Teamsters Union Local 406

In a strong vote of confidence for the Authority Board and management, bus operators and other workers employed by the Authority voted 25-15 to decertify Teamsters Union Local 406 as their representative on September 15, 2010.

Employees initiated the decertification process by gathering the required 30 percent of signatures from union employees to force a vote, and submitting the petition to the Michigan Employment Relations Commission (MERC).



Bus operators had been represented by the Teamsters Union since 2000. Union employees had been working without a contract since June 30, 2010, when MAX's contract with its former service provider, MV Transportation, expired. The union contract between MV Transportation and the Teamsters Local 406 also expired on June 30. The Authority assumed direct control of transit operations on July 1, 2010.

"The election results clearly indicate a high level of confidence that the Authority's management team will continue to treat all employees with fairness in respect to wages and working conditions," said MAX Director Linda LeFebre. "We view our employees as our most valuable asset, and we have demonstrated this by investing in new training, uniforms, vehicles and communications technology for their professional growth."

Board Approves 2% Pay Increase

The Authority Board approved a two percent pay increase for all employees formerly represented by the Teamsters union. The increase will take effect October 1, 2010, the beginning of the Authority's new 2011 fiscal budget year. Full and part time employees who have been employed by the Authority for 12 months or more will be eligible for the pay increase. The Board approved the increase, which will cost approximately \$20,000, because of realized savings from assuming direct operations of the

transit system July 1 and reduced legal expenses from not having to engage in union negotiations.

Surveys Reveal Surprising Results

MP2 Planning of Muncie, Ind., conducted annual passenger surveys and a 2010 community survey in September under a three year, \$24,500 contract. Some of the surprising findings from the survey were that six percent of the community uses MAX, which is nearly triple the usual use rate found in comparable communities with transit. There also was strong support for bus service and the transit millage from residents in the jurisdictions represented by the Authority as well as the neighboring communities of Park and Laketown Townships, which are not currently in the service area. The survey also found that 38.5 percent are new passengers who have been using MAX for less than a year, 61.7% ride the MAX at least several times weekly, and 40 percent take the bus to go to work.

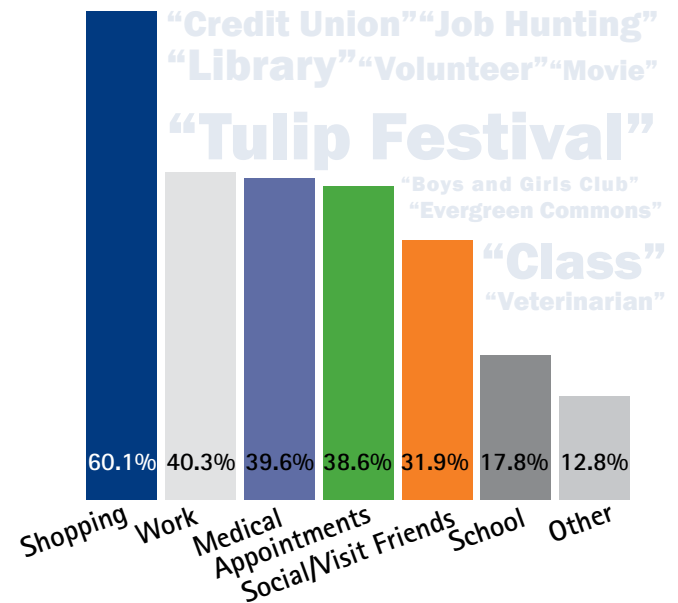


2010 Ridership

“In May 2010, I was diagnosed with ALS. About that same time, I lost the use of my legs and had to stop driving. I appreciate that MAX will keep me set up with a standing order (for rides to work).” Melissa Schwartz

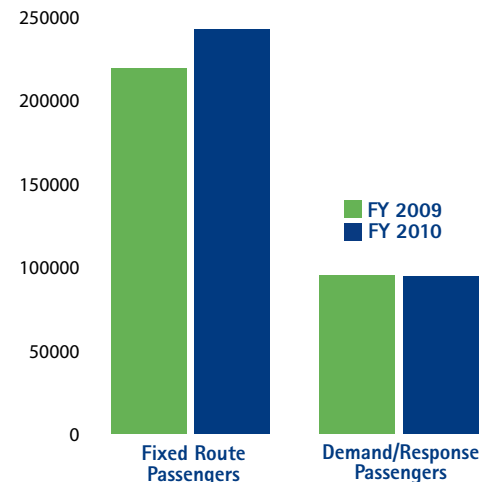


Where Are You Going When You Ride MAX Transit?



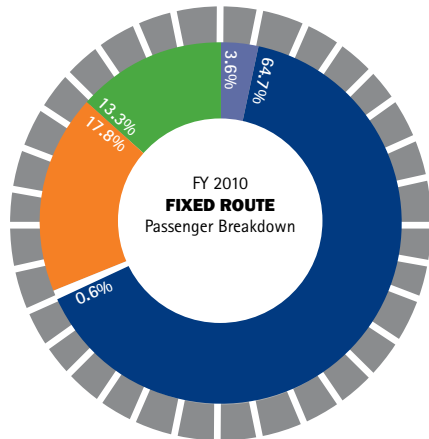
Ridership Figures for Fiscal Year 2010

Service	Fiscal Year 2010	Fiscal Year 2009	%Change
Fixed Route Passengers	242,230	218,586	10.82%
Demand/Response Passengers	94,252	95,164	- 0.96%
Night Owl Passengers	2,940	2,828	3.96%
Total Ridership	339,422	316,578	7.22%
Fixed Route Vehicle Miles	436,038	394,994	10.39%
Fixed Route Passengers/Mile	0.56	0.55	0.39%
Demand/Response Vehicle Miles	379,602	433,787	-12.49%
Demand/Response Passengers/Mile	0.25	0.22	13.18%
Night Owl Vehicle Miles	25,035	24,938	0.39%
Night Owl Passengers/Mile	0.12	0.11	3.56%
Fixed Route Vehicle Hours	33,563.93	31,391.18	6.92%
Fixed Route Passengers/Hour	7.22	6.96	3.64%
Demand/Response Vehicle Hours	31,444.20	33,605.61	-6.43%
Demand/Response Passengers/Hour	3.00	2.83	5.85%
Night Owl Vehicle Hours	1,803.08	1,764.23	2.20%
Night Owl Passengers/Hour	1.63	1.60	1.72%



MAX Metrics

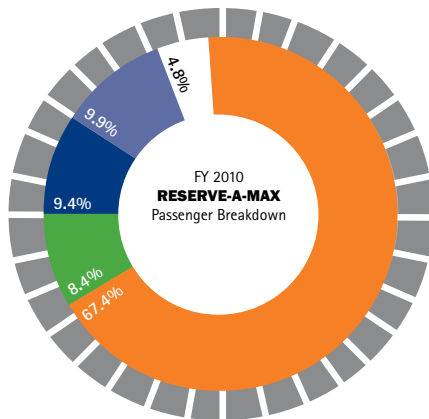
Ridership



Fixed Route Passenger Breakdown

(FY October 2009– September 2010)

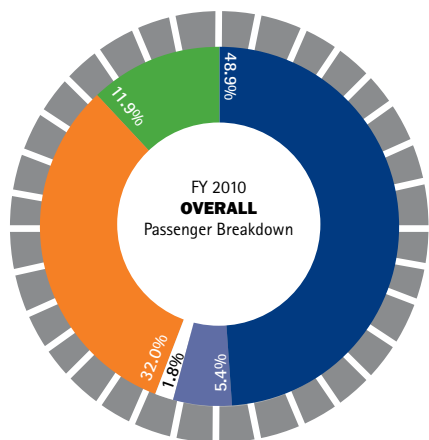
Rider Type	2010	2009
Regular	156,801 (64.7%)	105,370 (48.2%)
Disabled	43,050 (17.8%)	56,862 (26.0%)
Youth	32,236 (13.3%)	44,057 (20.2%)
Senior	8,800 (3.6%)	10,565 (4.8%)
Senior Disabled	1,343 (0.6%)	1,732 (0.8%)



Reserve-A-MAX Passenger Breakdown

(FY October 2009– September 2010)

Rider Type	2010	2009
Regular	9,163 (9.4%)	10,980 (11.2%)
Disabled	65,508 (67.4%)	68,880 (70.2%)
Youth	8,196 (8.4%)	4,765 (4.9%)
Senior	9,664 (9.9%)	8,696 (8.9%)
Senior Disabled	4,661 (4.8%)	4,743 (4.8%)



Overall Passenger Breakdown

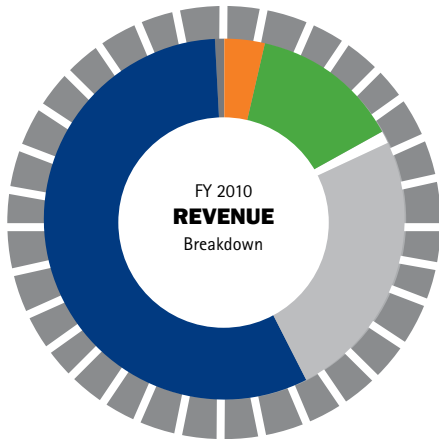
(FY October 2009– September 2010)

Rider Type	2010	2009
Regular	165,964 (48.9%)	116,278 (36.7%)
Disabled	108,558 (32.0%)	125,742 (39.7%)
Youth	40,432 (11.9%)	48,822 (15.4%)
Senior	18,484 (5.4%)	19,261 (6.1%)
Senior Disabled	6,004 (1.8%)	6,475 (2.1%)

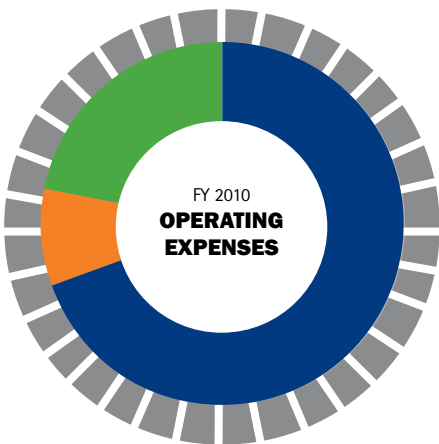
“Without MAX, I wouldn't have this job because I wouldn't be able to get to work.” Romelia Chagolla

MAX Metrics

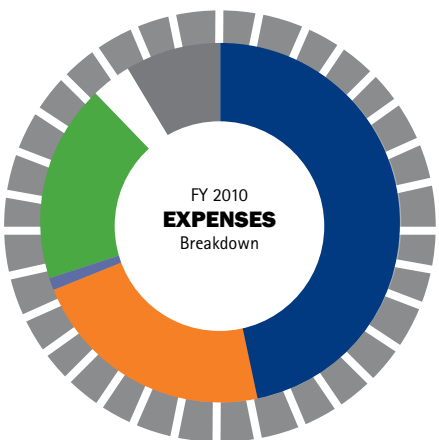
Financials



Revenue	2010	2009	%Change
● Passenger Fares	\$ 225,122 (3.7%)	\$ 233,695	-3.7%
● Tax Levy	819,161 (13.4%)	859,855	-4.7%
○ Local Operating Assistance	71,646 (1.2%)	78,408	-8.6%
● State Assistance			
Operating & Planning	1,305,590 (21.4%)	1,680,660	-22.3%
Capital Grants	173,853 (2.9%)	99,003	75.6%
● Federal Assistance			
Operating & Planning	1,142,482 (18.7%)	1,000,000	14.3%
Capital Grants	2,323,640 (38.1%)	651,450	256.7%
● Interest & Other Reserves	45,698 (0.8%)	40,831	11.9%
Total	\$6,107,192	\$4,643,902	31.5%



Operating Expenses	2010	2009	%Change
● Operations	\$2,659,741	\$2,745,855	-3.1%
● Maintenance	334,741	365,388	-8.4%
● General Administration	831,067	556,734	49.3%
Total	\$3,825,549	\$3,667,977	4.3%



Breakdown of Expenses	2010	2009	%Change
● Purchased Services	\$1,793,726	\$2,353,979	-23.8%
● Wages/Salaries/Employee Costs	841,556	227,359	270.1%
○ Utilities	50,918	52,684	-3.4%
● Maintenance & Operations	675,540	701,497	-3.7%
● Casualty & Liability Insurance	141,178	74,692	89.0%
● Other Operating Expenses	322,631	257,766	25.2%
Total	\$3,825,549	\$3,667,977	4.3%

Moving Forward

Planning for New Bus Facility Underway

The Authority has already begun work on finding a suitable location for a new 38,000 sq. facility that will serve as a vehicle storage center and provide office space for operations personnel. Total project cost is estimated at \$7.5 million, and is being funded with federal and state capital grants and is not subsidized by local millage revenue.

The new facility will replace the 24th Street bus garage, which has limited space to house an expanding fleet and staff and has been in use since the 1970s. Once a site is selected, construction of the facility will occur in phases over a 10-15 year period.

The initial phase involves the construction of 11,000 sq. ft. of indoor

storage for 20 vehicles and 5,000 sq. ft. of office space. The complete build-out will provide indoor parking space for 40 vehicles, a wash bay, fluid/equipment storage area, and a light maintenance bay.

The Padnos Transportation Center will continue to house transit system administrative staff and serve as a transfer center for fixed route buses.

Millage Renewal on May 2011 Ballot

The Authority will ask voters of the City of Holland and Holland Charter Township for a renewal of the existing millage of .4 mills to fund transit operations. The current millage expires in November 2011. The Authority's first millage request in 2006 was overwhelmingly approved by more than 70 percent of the voters in the City of Holland and Holland Charter Township.

“I appreciate riding the bus because it saves me gas money, wear and tear on my vehicle, and from having to drive in terrible weather.” **Gordan Lankford**



Bill Bowerman

I have worked for MAX for three years. My work experience prior to MAX gave me skills that I use every day. My career began in the Navy where I served for 20 years. After that, I held various jobs which included farming, factory work, machinist, wood floor installer and finisher, and West Ottawa bus driver.

A lot of training is required to be a MAX bus operator. Besides maintaining my Commercial Drivers License, I received training in operating the various buses owned by MAX as well as working with the disabled, traffic safety, bicycle and pedestrian concerns, and gang-related issues in the community. I'm currently receiving training in road supervision and safety.

I chose to be a MAX bus operator because I enjoy driving, and being outdoors and with people. The drivers at MAX are truly professional and the staff is helpful and supportive. At MAX, safety really is the top priority. My favorite part of driving is listening to passengers; you hear all kinds of stories from the people depending on you to get them to their destinations.

Moving Forward

New Transit Advocacy Group Formed

The Authority and other transit systems along the lakeshore will receive the support of a newly formed advocacy group, Lakeshore Friends of Transit (LFOT).

Organized by Disability Network/Lakeshore, the coalition is a group of 1,600 local business and community leaders, organizations, and individual residents throughout Ottawa, Kent and Muskegon Counties that support improved, expanded and coordinated public transportation.

MAX and LFOT will work closely together in the coming year to educate the business community, elected officials and residents of the value of public transportation in supporting economic development and promoting more livable communities. More information about LFOT can be found online at www.transitmeansmore.org.

Phase II of ITS Project

In the spring of 2011, we will implement the second phase of our Intelligent Technology System, which will bring the management of our fixed route performance and schedule adherence online.

Data transmitted and collected from the mobile data computers on fixed route buses will be integrated with MAX's demand response scheduling and management software for total system integration. The project is being funded by a \$95,858 federal New Freedom grant.

Phase two involves customer assisted dispatch with automatic vehicle location (CAD/AVL), route and run creation with geo-coding of locations, and tracking of fixed route schedule performance and adherence.

The software also allows for the creation of a web portal that allows online trip reservations and real-time

status updates for each fixed route. This new technology will provide improved customer accessibility to information, streamline reservations, and optimize performance and productivity leading to a higher level of service for customers.

Continuation of 'Night Owl' Service

MAX will continue to offer its popular "Night Owl" service in FY2011, which dedicates one bus and one operator to provide evening demand response service from 7 p.m. to midnight Monday through Saturday. In FY2010, MAX provided 2,940 Night Owl rides, a 3.96 percent over the previous year and need continues to outpace current capacity.

The Night Owl service fills a critical need in the community for transportation to persons with evening jobs. The Authority will consider possible expansion of this service if and when additional funding becomes available. The current program is funded by a \$60,000 federal New Freedom grant with 50% local matching funds.

Two Shelters Planned

Often, something as simple as improving amenities for passengers can encourage more residents to use public transit. To that end, MAX has applied for \$15,000 in federal grant funding for the purchase and installation of a bus shelter at two high use locations. Permission from property owners must be obtained before the shelters could be installed. Possible locations include a busy retail center and a densely populated residential neighborhood.

Upgrading Call Center

The Authority is pursuing federal grant funding to invest in a new VoIP/phone system for its call center. MAX is currently using the City of Holland's phone system, which no longer meets the need of our busy call center. The new phone system and equipment will allow MAX to better manage the efficiency of call center staff and improve customer service. The majority of calls received are ADA passengers making reservations for paratransit services.

'TransitSHARE' Promotes Statewide Collaboration

A new electronic resource library is being developed by the MAX Authority and the Ottawa Co. Transit Coalition for the Michigan Public Transit Association (www.mptaonline.org). Called "TransitSHARE," the new online reference library promotes sharing of information between transit systems statewide for benchmarking, greater efficiencies and system improvements.

The TransitSHARE feature will allow MPTA members to search and download files posted by other agencies, and upload their information to share with others.

The online library will include sample policies and procedures, legal notices, requests for proposals, vendor listings and surplus capital. Funded with Federal planning money, TransitSHARE will be introduced at MPTA's February conference.

Our Key Values

Integrity
Competence
Trust
Knowledge
Community
Accountability

Keeping in Touch

MAX keeps the community updated with a monthly newsletter and via Facebook and Twitter. MAX uses these media to inform about specific issues like route changes and road conditions and general topics such as MAX improvement programs.



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