



**MAX Transportation Authority Board
Online Meeting**

Monday, April 27, 2020 at 3:30 p.m.

GoToMeeting <https://global.gotomeeting.com/join/259948253>

(Toll Free): 1 877 309 2073

1. March 2020 Board Meeting Minutes – Action
2. Marketing Committee
 - a) Call Center Summary – Information
3. Executive Committee
 - a) Public Transportation Agency Safety Plan (PTASP) Review – Action
 - b) Build Grant Application – Action
 - c) Fiscal Year 2020 Budget Update and Mid-Year Amendments – Information
 - d) Regional Transit Access and Connectivity Study – Information
 - e) COVID-19 Planning Transitions – Information
 - f) Ridership Reports for March 2020 – Information
 - h) Expenditure Reports for March 2020 – Information
4. MAX Director's Report

Next meeting is Monday, May 18, 2020 at 3:30 p.m.

(Please note change due to Memorial Day)



**Macatawa Area Express Transportation Authority
Meeting Minutes
Monday, March 30, 2020
Proposed Minutes**

The Macatawa Area Express Transportation Authority Board met online at 3:30 pm in accordance with the guidelines set forth by the Federal Government to control the spread of the COVID-19 Virus.

Members Present: Vice-Chair Joe Baumann, Secretary/Treasurer Mike Trethewey; Board Members, Meika Weiss, Al Rios, Tyler Kent, Kristin Myers, and James Gerard

Members Absent: Chair Russ TeSlaa, Kevin Klynstra, and Reilly Shuff

Staff Present: Elisa Hoekwater, Beth Higgs, and Barbara Sonnerville

3.20.1 Approval of the January 27, 2020 Board Meeting Minutes

A motion was made by Rios and supported by Myers to approve the January 27, 2020 board meeting minutes. Motion carried unanimously.

3.20.2 Public Comment

There was no public comment.

3.20.3 Marketing Committee

3.20.3a *Call Center Summary*

There was no discussion.

3.20.4 Executive Committee

3.20.4a *Review of Fiscal Year 2019 Audit*

MAX received a clean/unqualified opinion with no deficiencies in internal controls over financial reporting found. A motion was made by Baumann and supported by Rios to approve the audit report as presented. Motion carried unanimously.

3.20.4b*State Infrastructure Bank Bus Procurement Agreement*

The procurement of 5 Gillig buses and 4 Arboc buses was approved previously with grant funding approved in the FY2020-2023 Transportation Improvement Program to cover the \$2,593,743 cost needed for these nine buses. Though grant funding will be obligated and allocated for these purchases, we learned that they will be a gap of 20 to 24 months between final delivery of the vehicles and the end of FY2021 when grants can be fully drawn down. Project managers at FTA and MDOT were notified, and the State Infrastructure Bank was recommended as a solution to the short-term funding gap.

MDOT has approved the request for a \$1,417,847 State Infrastructure Bank (SIB) loan for fixed route and demand response bus purchases. Upon receipt of the signed agreement from the Macatawa Area Express Transportation Authority as well as approval by the State Transportation Commission, the contract will be considered executed. At that time, MAX will be notified and the MDOT – Office of Economic Development will process a release of funds for the full amount of the loan.

A motion was made by Weiss and supported by Rios to authorize the SIB Bus Procurement contract as written. Motion carried unanimously.

3.20.4c*Fiscal Year 2020 Budget Update and Amendments*

Mid-year budget updates and amendments are being worked on and will be presented to the board next month for approval.

3.20.4d*Fiscal Year 2021 Grant Application*

The Michigan Department of Transportation grant application will be sent out within the week.

3.20.4e*COVID-19 Planning Transitions*

As the situation evolves with the COVID-19 pandemic, MAX must be flexible with staffing and our service schedule. Over the past week, we have recognized a steep decline in ridership, so it was necessary for us to adjust our hours of service. On March 28 until further notice, we changed our service hours to the following:

- Saturday service will be limited to dialysis trips only, between the hours of 10 a.m. – 6 p.m.
- Monday – Friday hours of service are 6 a.m. – 6 p.m. Evening hours will be closed, with the exception of four passengers who have standing rides from work.

Another change we implemented was for those passengers who need to go to the grocery store to be limited to two trips per week. This will allow others the opportunity to use the service for the same purpose. MAX is also temporarily changing the grocery bag limit from 2 to 4 bags. Transportation to food pantry or other essential food services will continue.

3.20.4f *Ridership Reports and Farebox Reports for March 2020*
There was no discussion.

3.20.4g *Ridership Reports for February 2020*
There was no discussion.

3.20.4h *Financial Reports for February 2020*
There was no discussion.

3.20.4i *Expenditure Reports for February 2020*
There was no discussion.

3.20.4j *LAC Meeting Minutes for March 2020*
There was no discussion.

3.20.5 **MAX Director's Report**

Hoekwater reported that MAX has implemented Social Distancing protocols in each department at MAX. The entire MAX workforce was split into two teams with each team working two weeks without the other team to comply with these protocols. Hazard pay will be paid at \$3.00/hour increase for those team members working at MAX during this time. Bus drivers are wearing gloves and will be using homemade face masks. Along with these precautions, each bus interior is being sprayed down with a fine mist of an antibacterial solution twice a day.

Hoekwater has been attending frequent phone conference briefings with the Ottawa County Emergency Management to stay on top of developments.

3.20.6 **Adjournment**

A motion was made by Myers and supported by Kent to adjourn the meeting. Motion carried unanimously.

MEMO

DATE: April 24, 2020
TO: MAX Authority Board
FROM: Elisa Hoekwater, Executive Director
SUBJECT: Public Transportation Agency Safety Plan (PTASP)

Attached for your review is a draft of the MAX Public Transportation Agency Safety Plan (PTASP). This document has been prepared in advance of the July 20, 2020 deadline, and is presented for review and approval. We have also included a fact sheet which outlines the purposes of the PTASP. FTA requirements from this fact sheet are noted below.

Who Approves a Safety Plan?

- Each safety plan must be signed by an operator's Accountable Executive.
- Each safety plan must be approved by its Board of Directors or an equivalent authority
- State Safety Oversight Agencies (SSOAs) must approve the safety plans of the rail transit agencies they oversee.

Certification of Compliance

- Each transit agency must annually certify via FTA's Certifications and Assurances process that its safety plan meets the requirements of the final rule.
- States must certify safety plans on behalf of small public transportation providers that operate 100 or fewer vehicles in peak revenue service within their states, unless providers opt to certify their own safety plans upon notification to the state.

Documentation and Recordkeeping

- A transit agency must maintain documents that set forth its safety plan, including those related to SMS implementation.
- These documents must be made available upon request by FTA and other agencies with safety jurisdiction, such as the National Transportation Safety Board (NTSB) and SSOAs.
- A transit agency must maintain these documents for a minimum of three years after they are created.

RECOMMENDED ACTION

In order to submit a final draft of the PTASP to the MACC Policy Board, and to the FTA, review and approval is recommended.

Public Transportation Agency Safety Plan Final Rule

Fact Sheet



Overview

The Public Transportation Agency Safety Plan (PTASP) final rule (49 C.F.R. Part 673) requires certain operators of public transportation systems that are recipients or sub-recipients of FTA grant funds to develop safety plans that include the processes and procedures necessary for implementing Safety Management Systems (SMS).

Effective Date

The final rule becomes effective on July 19, 2019. Each transit operator is required to certify that it has a safety plan meeting the requirements of the rule by July 20, 2020.

To Whom Does the PTASP Rule Apply?

The rule **applies** to:

- Recipients or sub-recipients of financial assistance under 49 U.S.C. § 5307 that operate a public transportation system.
- Operators of rail systems subject to FTA's State Safety Oversight Program.

The rule **does not apply** to:

- Commuter rail service that is regulated by the Federal Railroad Administration.
- Passenger ferry service that is regulated by the U.S. Coast Guard.
- An operator of a public transportation system that only receives financial assistance under the Formula Grants for Enhanced Mobility of Seniors and Individuals with Disabilities Program (49 U.S.C. § 5310) and/or Formula Grants for Rural Areas Program (49 U.S.C. § 5311).

General Requirements for PTASPs

Each safety plan must include, at a minimum:

- An approval by the agency's Accountable Executive and Board of Directors (or an equivalent authority);
- The designation of a Chief Safety Officer;
- The documented processes of the agency's SMS, including the agency's Safety Management Policy and processes for Safety Risk Management, Safety Assurance, and Safety Promotion;
- An employee reporting program;
- Performance targets based on the safety performance measures established in FTA's National Public Transportation Safety Plan (NSP);
- Criteria to address all applicable requirements and standards set forth in FTA's Public Transportation Safety Program and the NSP; and
- A process and timeline for conducting an annual review and update of the safety plan.

A rail transit agency's safety plan also must include or incorporate by reference an emergency preparedness and response plan or procedures.

Who Develops and Implements a Safety Plan?

- Rail transit agencies to whom the PTASP rule applies must develop and implement their own safety plans.
- Small public transportation providers* that do not operate rail transit systems and to whom the PTASP rule applies may have their states draft safety plans on their behalf, or they may opt to draft their own safety plans. In either case, the small bus operator must implement the safety plan.
- Large bus operators (operating more than 100 vehicles in peak revenue service) to whom the PTASP rule applies must draft and implement their own safety plans.

*A small public transportation provider operates 100 or fewer vehicles in peak revenue service across all non-rail fixed route modes, or in any one non-fixed route mode.



Who Approves a Safety Plan?

- Each safety plan must be signed by an operator's Accountable Executive.
- Each safety plan must be approved by its Board of Directors or an equivalent authority (such as a mayor, county executive, or grant manager).
- State Safety Oversight Agencies (SSOAs) must approve the safety plans of the rail transit agencies they oversee.

Certification of Compliance

- Each transit agency must annually certify via FTA's [Certifications and Assurances](#) process that its safety plan meets the requirements of the final rule.
- States must certify safety plans on behalf of small public transportation providers that operate 100 or fewer vehicles in peak revenue service within their states, unless providers opt to certify their own safety plans upon notification to the state.

Documentation and Recordkeeping

- A transit agency must maintain documents that set forth its safety plan, including those related to SMS implementation.
- These documents must be made available upon request by FTA and other agencies with safety jurisdiction, such as the National Transportation Safety Board (NTSB) and SSOAs.
- A transit agency must maintain these documents for a minimum of three years after they are created.

PTASP and the National Public Transportation Safety Plan (NSP)

Under the PTASP rule, an operator is required to set safety performance targets based on the safety performance measures in the [NSP](#).

The NSP safety performance measures are:

- Fatalities
- Injuries
- Safety Events
- System Reliability (State of Good Repair)

SMS Components of a Safety Plan

Safety Management Policy

- Safety objectives
- Confidential employee reporting program
- Organizational accountabilities and safety responsibilities
- Designation of a Chief Safety Officer

Safety Risk Management

- Processes for hazard identification
- Risk assessment
- Mitigation development

Safety Assurance

All operators develop processes for:

- Safety performance monitoring and measurement

Rail and large bus operators develop processes for:

- Management of change
- Continuous improvement

Safety Promotion

- Comprehensive safety training program
- Safety communication

Relationship to [Transit Asset Management](#)

- A transit agency should consider the results of its asset condition assessments while performing safety risk management and safety assurance activities.
- The results of the condition assessments and subsequent SMS analysis should inform an operator's investment priorities.

Contact

For more information, please email PTASP_OA@dot.gov.

Public Transportation Agency Safety Plan Template for Bus Transit

DRAFT - - In Progress

1. Transit Agency Information

Transit Agency Name	Macatawa Area Express (MAX)		
Transit Agency Address	171 Lincoln Ave, Holland, MI 49423		
Title of Accountable Executive	Executive Director		
Title of Chief Safety Officer	Operations Manager		
Mode(s) of Service Covered by This Plan	Small Transit System – Fixed Routes & Demand Response	List All FTA Funding Types	5307, 5310, 5339, CMAQ
Mode(s) of Service Provided by the Transit Agency (Directly operated or contracted service)	Small Transit System – Fixed Routes & Demand Response (Directly Operated).		

Does the agency provide transit services on behalf of another transit agency or entity?	Yes	No X	Description of Arrangement(s)	N/A
--	-----	---------	--------------------------------------	-----

2. Plan Development, Approval, and Updates

Entity That Drafted This Plan	Macatawa Area Express (MAX)	
Signature by the Accountable Executive	Signature of Accountable Executive	Date of Signature
Approval by the Board of Directors	Name of Individual/Entity That Approved This Plan	Date of Approval
	Relevant Documentation (Title and Location)	
Certification of Compliance	Name of Individual/Entity That Certified This Plan	Date of Certification
	Relevant Documentation (Title and Location)	

Version Number and Updates			
<i>Record the complete history of successive versions of this plan.</i>			
Version Number	Section/Pages Affected	Reason for Change	Date Issued
1	All	PTASP Development	In Progress

Annual Review and Update of the Public Transportation Agency Safety Plan

Describe the process and timeline for conducting an annual review and update of the Public Transportation Agency Safety Plan

The PTASP is a living document, that has been developed to address the needs and issues associated with the agency safety plan on a timely and proactive basis, and to fulfill the requirements set forth by the FTA under Part 673. It is incumbent upon all appropriate personnel of MAX to constantly evaluate the effectiveness of the PTASP as well as the implementation. The PTASP POC will work with the VAPSC to ensure that the PTASP is evaluated for effectiveness annually.

Internal:

Internally, we anticipate reviewing and updating our document on a quarterly basis to review any possible FTA guideline changes, or any changes necessary due to internal policy or operational changes. For example:

- Are the goals and objectives still applicable?
- Are there problems with implementation?
- Is the plan appropriate with the available resources?
- Have there been any service type changes?
- Have there been any FTA or internal policy changes that affect the plan or its implementation?

External:

The Accountable Executive serves as the agency liaison with external agencies involved in the auditing of existing procedures associated with the PTASP.

External audit changes could be made due to:

- Have there been any changes to partners involved in inter-agency coordination?

Modification and Update:

If during the internal or external evaluations, or based upon PTASP Program findings and activities, the MAX will revise its PTASP, supporting documentation and training to reflect any new practices, policies, and procedures. The VAPC is responsible for screening changes and modifications to facilitate ongoing revisions to keep the PTASP current.

3. Safety Performance Targets

Safety Performance Targets

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

Mode of Transit Service	FATALITIES (TOTAL)	FATALITIES (Per 100k VRM)	INJURIES (TOTAL)	INJURIES (Per 100k VRM)	SAFETY EVENTS (TOTAL)	SAFETY EVENTS (Per 100k VRM)	SYSTEM RELIABILITY (Failures/VRM)
FR	0	0	6	0.00005	9	0.00009	448
DR	0	0	19	0.000015	26	0.00026	426

5 Year Statistics Graph

Mode of Transit Service	YEAR	FATALITIES (TOTAL)	INJURIES (TOTAL)	SAFETY EVENTS (Major) (TOTAL)	SAFETY EVENTS (Minor) (TOTAL)	SYSTEM RELIABILITY (Failures/VRM)
FR	2015	0	1	1	1	120
DR			0	4	1	84
FR	2016	0	1	2	0	105
DR			0	3	6	74
FR	2017	0	1	0	0	75
DR			15	2	4	54
FR	2018	0	3	1	1	58
DR			0	1	5	60
FR	2019	0	0	2	1	90
DR			4	0	0	154

Safety Performance Target Coordination

Describe the coordination with the State and Metropolitan Planning Organization(s) (MPO) in the selection of State and MPO safety performance targets.

As a small transit organization, we have used our five (5) year numbers, as listed, in order to generate our performance target numbers. Once we have selected what our target and rate numbers are, we will coordinate with our local MPO (MACC) in order to help them with their reports for the FTA. Annually we will assess our Safety Performance Targets, to see how we can work to improve our current established target numbers.

Targets Transmitted to the State	State Entity Name	Date Targets Transmitted
	MDOT	<i>Transmission Date</i>
Targets Transmitted to the Metropolitan Planning Organization(s)	Metropolitan Planning Organization Name	Date Targets Transmitted
	Macatawa Area Coordinating Council	2/24/2020

4. Safety Management Policy

Safety Management Policy Statement

The mission of the MAX is to provide public transportation for the people and the community of Holland City, Holland Township, Park Township and Zeeland City. Transit services must be safe, reliable efficient and cost effective. Safety is the primary consideration in all operational, maintenance and administrative functions by this organization. To meet this purpose, the following safety goals are established.

- To avoid loss of life, reduce injury, and to minimize loss or damage to property.
- To install an awareness of the importance and purposes of safety in all MAX employees.
- To identify, control, or eliminate exposures to loss and risks through a systematic program of safety management.

It shall be the responsibility of the system Manager to develop, implement and administer a thorough and coordinated System Safety Plan. This plan will emphasize preventive procedures and responsibilities for each department or supervisor focused on identifying, controlling and resolving hazards which endanger and create loss for the public, employees and the MAX assets.

Each functional unit with this transit organization shall support the process of the System Safety Plan, and shall fully cooperate in the achievement of its goals and objectives.

Accountability for safety rests with each employee, supervisor and manager. All are obligated to meet the safety responsibilities identified and inherent in their positions. Individual employees must comply with the safety rules and policies applicable to their respective work duties. Supervisors and managers must enforce safety standards applicable to their respective departments, and to the operational purposes of the MAX.

Departments and supervisors will regularly consult and coordinate their activities to achieve the goals and objectives of the established System Safety Plan. Methods to evaluate and monitor the effectiveness of the safety plan shall be established and enforced by management. It is the responsibility of each MAX employee to cooperate with authorized safety personnel, and to provide all information requested by such personnel to assist in any safety related inspection, audit or investigation.

Safety Management Policy Communication

Describe how the safety management policy is communicated throughout the agency. Include dates where applicable.

Our workplace safety program is a top priority at the Authority, but our success depends on everyone being alert and committed. We want the Authority to be a safe and healthy place for employees, customers, and visitors. The Safety Team is responsible for implementing, administering, monitoring, and evaluating the safety program.

We regularly communicate in different ways with employees about workplace safety and health issues. These communications may include supervisor-employee meetings, bulletin board postings, memos, or other written communications.

The MAX Authority issues both temporary and permanent communications to inform employees about policy and procedure changes, benefits information, job opportunities, and other work-related items. Depending on the nature of the notice, employees may receive communications from management many different ways:

- Written communications placed in their employee mailbox
- Memos and notices posted on Authority bulletin boards in common areas
- Shared verbally through Authority or department meetings
- Through e-mail communications to the employee's Authority email address
- Accessed through a secure location on the Authority's website or shared drive on the server
- The Authority's e-newsletter

The Authority may post notices, announcements and other items of interest and importance on employee bulletin boards. Employees are required to read information posted on the Bulletin Boards. Employees may post items on bulletin boards with permission from their immediate supervisor. (The Authority reserves the right to add and remove materials from the bulletin board at their discretion, and to remove dated materials placed there by employees.)

The Authority may also distribute written communications to employees, which require receipt and acknowledgement by employees. Employees may be required to sign and date a receipt and acknowledge participation in meetings, training, activities or programs and submit these to their supervisor.

Authorities, Accountabilities, and Responsibilities

Describe the role of the following individuals for the development and management of the transit agency's Safety Management System (SMS).

<p>Executive Director</p>	<p>It is the role of our Executive Director to assist in the development, implementation, and execution of this plan to ensure its execution on a day-to-day basis. Other Responsibilities include but not limited to:</p> <ul style="list-style-type: none">• The designation and training of the Chief Safety Officer.• To ensure that MAX has implemented its SMS and PTASP effectively.• Assumes and maintains the responsibilities for maintaining and carrying out the agency SMS and PTASP. <p>This position reports directly to the Executive Management Board as to the day-to-day progress and any necessary reportable issues.</p>
<p>Chief Safety Officer/ Operations Manager</p>	<p>It is the role of our Chief Safety Officer is to direct the day-to-day operations, and ensure implementation of the SMS and PTASP. Other responsibilities include, but not limited to:</p> <ul style="list-style-type: none">• Developing system SMS policies and procedures, and oversees and provides support for SRM policies and systems.• Ensuring that system policies are consistent with the safety objectives of MAX.• Manages the ESRP. <p>This position reports directly to the Accountable Executive as to the day-to-day progress and any necessary reportable issues.</p>
<p>Executive Management Board</p>	<p>The role of this position is to ensure that all necessary pieces of leadership within the organization are fulfilling their roles and are carrying out the necessary day-to-day functions as required and listed in their job descriptions and duties.</p>

<p>Other Key Staff</p>	<p>The following Key Staff support the Executive Director and the Chief Safety Officer through various departments. These individuals will provide support and collaboration through implementation of the SMS, SRM, and help to provide feedback on current safety practices and help to identify and safety concerns. Listed below are some of their primary roles, but not limited to:</p> <p>Deputy Director/Marketing Manager</p> <ul style="list-style-type: none"> • Directly supports the Executive Director • <p>Safety & Training Coordinator</p> <ul style="list-style-type: none"> • Responsible for quarterly, and annual training programs. • Responsible for the training of new drivers. • Responsible for the Safety Assurance and Safety Promotion policies and program implementation. • Chair of the VAPSC. <p>Transit Supervisors</p> <ul style="list-style-type: none"> • Development of the PTASP plan. • Provide support for development and implementation of the SMS and SRM policies. <p>Vehicle Accident Prevention & Safety Committee</p> <ul style="list-style-type: none"> • Help to access current safety policies and practices. • Help to identify potential hazards within the work environment, and how to limit any potential hazards.
-------------------------------	---

Employee Safety Reporting Program

Describe the process and protections for employees to report safety conditions to senior management. Describe employee behaviors that may result in disciplinary action (and therefore, are excluded from protection).

MAX personnel must understand and adopt their specific roles and responsibilities, thereby increasing their own personal safety and the safety of other associates, passengers and the general public during normal operations and in emergency conditions.

The Authority encourages an open and frank atmosphere in which problems, complaints, suggestions and questions receive timely responses from management. The Authority is committed to a fair and orderly system with specific steps for resolving employee disputes or complaints, which could include disciplinary action or the interpretation or application of policies in this Handbook.

Our Complaint Resolution plan provides four (4) sequential steps in order to help resolve any filed complaint. (pg. 73 HB)

5. Safety Risk Management

Safety Risk Management Process

Describe the Safety Risk Management process, including:

- *Safety Hazard Identification: The methods or processes to identify hazards and consequences of the hazards.*

Safety Risk Management Process: The SRM is our primary method of process here at MAX, to ensure that safety of not only our employees and vehicles, but the safety of our passengers as well. With any hazard or potential safety risk that is identified by either a passenger or employee, leadership looks to investigate and resolve within an acceptable manner. The SRM process as a whole, will help us to examine each identified risk, assess the potential for harm and find solutions to limit any future incidents.

The Chief Safety officer leads the Key staff, and the VAPSC to together identify hazards and consequences, assess the safety risk of any potential consequences, and mitigate the safety risk. The SRM process applies to all the system elements here at MAX; our vehicles, maintenance and facilities, our personnel and training process, and our supervisors as well.

Throughout the entirety of the SRM process of evaluation, MAX uses the terms listed:

- **Event** – Any accident, or incident that has occurred.
- **Hazard** – Any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, or infrastructure belonging to MAX; and or damage to the environment.
- **Risk** – Any composite of predicted severity and likelihood of the potential effect of a hazard.
- **Risk Mitigation** – Any Method(s) to eliminate or reduce the effects of any hazards.
- **Consequence** – An effect of a hazard involving injury, illness, death, or damage to MAX property or the environment.

Safety Hazard Identification: This process allows us to identify hazards and potential consequences in the operation and maintenance of our system. Hazards can be identified through a variety of sources, including but not limited to:

- Our ESRP program.
- Any observations made supervisors and or employee.
- Any review of vehicle camera footage, may it be random or through an investigation of incident or potential occurrence.
- As a result of any inspections or audits of our facilities.
- Any training or retraining assessments

When a safety concern is observed and or identified by any MAX leadership, whatever the source, it will be reported to the Chief Safety Officer. The procedures for reporting hazards to the Chief Safety Officer are reviewed regularly during Staff Meetings and in the VAPSC meetings. The Chief Safety Officer can also receive any employee reports through the ESRP, any customer related comments regarding safety, and daily operations log from our dispatchers. The Chief Safety Officer will then review these sources for hazards and will document them in Safety Risk Register.

The Chief Safety Officer may also enter any hazards found into the Safety Risk Register based on their performance review of operations and or maintenance, any results of audits and observations, and information received from the FTA and any other oversight authorities, as well as the National Transportation Safety Board. The Chief Safety Officer may also conduct any further analyses of hazards and consequences entered into the Safety Risk Register to collect information and identify additional consequences and to inform which hazards should be prioritized for safety risk assessment.

In following up on identified hazards, the Chief Safety Officer may, but not limited to:

- Reaching out to the customer that reported their concern, if available to gain as much information as possible.
- Conduct any interviews of MAX employees to gather any other information not already written down that could be potentially relevant to the reported incident.
- Conduct an onsite walkthrough of any potential affected work areas in order to generate any necessary video or photographic documentation deemed necessary after an incident or a potential hazard has been identified.
- After a potential hazard or incident has been identified, review and document everything associated with the potential hazard or incident, as well reviewing as any previous documentation from any similar or repeating incidents.

After the investigation is complete, the Chief Safety Officer will prepare a report to then discuss any identified hazards and consequences with the VAPSC at the bi-monthly meetings.

Any identified hazard that poses a potential and immediate threat to life, property, or the environment must immediately be brought to the attention of the Accountable Executive and addressed through the SRM process for safety risk assessment and mitigation. This means that if the Chief Safety Officer believes immediate intervention is necessary to preserve life, prevent major property destruction, or avoid harm to the environment that would constitute a violation of Environmental Protection Agency or Any State environmental protection standards. Otherwise, the VAPSC will prioritize and all hazards for further SRM activity.

- *Safety Risk Assessment: The methods or processes to assess the safety risks associated with identified safety hazards.*

Safety Risk Assessment: MAX assesses safety risk associated with any identified safety hazards using its safety risk assessment process. This process includes an assessment of the likelihood and severity of the consequences of hazards, including any existing mitigations, and prioritizing any and all hazards based on safety risk. The Chief Safety Officer and VAPSC will assess the prioritized hazards using our Safety Risk Matrix. This matrix expresses assessed risk as a combination of a severity category and a likelihood level, also referred to as a hazard rating. For example, a risk may be assessed as “1E” or the combination of a Catastrophic (1) severity category and an Improbable (E) probability level.

Our matrix also includes categorizes combined into three different risks levels, High, Medium, and Low, which are based on the likelihood of occurrence and severity of the outcome.

For purposes of accepting risk:

- **High** – This safety risk rating is considered to be an unacceptable level, for which immediate action is required by MAX to mitigate the safety risk.
- **Medium** – This safety risk rating is considered to be an undesirable level, and will require the VAPSC to make a decision regarding their acceptability with regards to the risk and mitigation factor.
- **Low** – This safety risk rating is considered to be a more acceptable risk by the Chief Safety Officer, without any additional review or mitigation.

Using these categorizations, allows MAX to prioritize the hazards for any necessary mitigation based on their associated safety risk levels.

The Chief Safety Officer will schedule safety risk assessment activities for the VAPSC agenda and prepare any Safety Risk Assessment Package required. This package will be distributed at least one week in advance of the VAPSC meeting. During the meeting, the Chief Safety Officer will review any hazards and their consequence(s) and then review available information distributed within the Safety Risk Assessment Package on severity and likelihood. The Chief Safety Officer may request support from members of the VAPSC with obtaining any additional information to support the Safety Risk Assessment.

Once sufficient information has been obtained, the Chief Safety Officer will facilitate the completion of any and all relevant sections of the Safety Risk Registry, using the Safety Risk Assessment Matrix, with the assistance of the VAPSC. The Chief Safety Officer will then document the VAPSC’s Safety Risk Assessment, including the hazard rating and any mitigation options for each assessed safety hazard in the Safety Risk Registry. The Chief Safety Officer will also maintain a file of VAPSC meeting agendas, Safety Risk Assessment Packages, any additional information collected, and a completed Safety Risk Registry for a period of three years from the date of generation.

- *Safety Risk Mitigation: The methods or processes to identify mitigations or strategies necessary as a result of safety risk assessment.*

Safety Risk Mitigation: The Accountable Executive and Chief Safety Officer will review the current methods of Safety Risk Mitigation to establish any and all methods or procedures to mitigate or eliminate any safety risk associated with specific hazards based on recommendations from the VAPSC. MAX can reduce any safety risks by reducing the likelihood and/or severity of potential consequences of hazards, through training and making employees aware of the various risks that inherent with the services provided.

Prioritization of Safety Risk mitigations is based on the results of and Safety Risk Assessments. The Chief Safety Officer tracks and regularly updates any Safety Risk Mitigation information in the Safety Risk Registry and makes the registry available to the VAPSC during the bi-monthly meetings and to MAX staff upon request. Within the Safety Risk Register, the Chief Safety Officer will also document any specific measures or activities, such as reviews, observations, or audits, that will be conducted to monitor the effectiveness of mitigations once implemented.

RISK ASSESSMENT MATRIX				
SEVERITY LIKELIHOOD	CATASTROPHIC (1)	CRITICAL (2)	MARGINAL (3)	NEGLIGIBLE (3)
FREQUENT (A)	HIGH	HIGH	HIGH	MEDIUM
PROBABLE (B)	HIGH	HIGH	MEDIUM	MEDIUM
OCCASIONAL (C)	HIGH	MEDIUM	MEDIUM	LOW
REMOTE (D)	MEDIUM	MEDIUM	LOW	LOW
IMPROBABLE (E)	MEDIUM	LOW	LOW	LOW

SAFETY RISK INDEX	CRITERIA BY INDEX
HIGH	<u>Unacceptable - Action Required:</u> Safety risk must be mitigated or eliminated.
MEDIUM	<u>Undesirable - Management Decision:</u> Executive management must decide whether to accept the safety risk with monitoring or require additional action.
LOW	<u>Acceptable with Review:</u> Safety risk is acceptable pending management review.

SEVERITY CATEGORIES			
DESCRIPTION	LEVEL	INDIVIDUAL ITEM	SYSTEM OR VEHICLE FLEET
FREQUENT	A	Continuously experienced	No fewer than 20 and no more than 30 events throughout the year.
PROBABLE	B	Likely to occur frequently	No fewer than 10 and no more than 20 events throughout the year.
OCCASIONAL	C	Likely to occur several times	No fewer than 5 and no more than 10 events throughout the year.
REMOTE	D	Unlikely, but can reasonably be expected to occur	Fewer than 5 documented events during the year.
IMPROBABLE	E	Unlikely to occur, but possible	Zero documented events during the year.

6. Safety Assurance

Safety Performance Monitoring and Measurement
<p><i>Describe activities to monitor the system for compliance with procedures for operations and maintenance.</i></p>
<p>MAX has many processes in place to monitor its entire transit system for compliance with operations and maintenance procedures, including:</p> <ul style="list-style-type: none">• Regular review of onboard camera footage to assess drivers and specific incidents,• Safety surveys,• Investigation of safety occurrences,• Safety review prior to the launch or modification of any facet of service,• Daily data gathering and monitoring of data related to the delivery of service, and• Regular vehicle inspections and preventative maintenance. <p>Results from these processes are compared against recent performance trends by the Chief Safety Officer to determine where action needs to be taken. The Chief Safety Officer then enters any non-compliant or ineffective activities back to the SRM process for reevaluation by the Safety Committee.</p>
<p><i>Describe activities to monitor operations to identify any safety risk mitigations that may be ineffective, inappropriate, or were not implemented as intended.</i></p>
<p>The MAX monitors safety risk mitigations to determine if they have been implemented and are effective, appropriate, and work as intended. The mechanism for monitoring safety risk mitigations varies as depending on the mitigation required.</p> <p>The MAX's Safety Committee reviews the performance of the individual safety risk mitigations during monthly meetings, based on the reporting schedule determined for each mitigation and will determine if the specific safety risk mitigation is not implemented or performing as intended. If the mitigation is not implemented or performing as intended, the Safety Committee will propose a new course of action to modify the mitigation or take other actions to manage the safety risk. The Chief Safety officer has final say and approval for the proposed course of action and oversee its execution.</p> <p>The MAX's Chief Safety Officer and Safety Committee will also monitor the MAX's operations on a large scale to help identify mitigations that may be ineffective, inappropriate, or not implemented as intended by:</p> <ul style="list-style-type: none">• Reviewing results from accident and incident investigations;• Monitoring employee safety reporting;• Reviewing results from safety audits and inspections; and• Analyzing operational and safety data to identify safety concerns. <p>The Chief Safety Officer works with the Safety Committee to carry out and document all monitoring activities.</p>

Describe activities to conduct investigations of safety events, including the identification of causal factors.

The MAX maintains documented procedures for conducting safety investigations of events I.E. accidents, incidents and occurrences, as defined by FTA, to find causal and contributing factors and review existing mitigations in place at the time of the event.

The Chief Safety Officer and the Safety Committee will determine whether:

- The accident was preventable or non-preventable;
- Personnel require discipline or retraining;
- If there was a causal factor(s) indicate(s) that a safety hazard contributed to or was present during the event; and
- If the accident appears to involve underlying organizational causal factors other than individual employee behavior.

Describe activities to monitor information reported through internal safety reporting programs.

Safety data that is given through incident reports, safety concerns from employees, and complaints by customers, will all be reviewed by the Safety & Training coordinator, Transit supervisors and Chief Safety Officer. The various concerns, complaints and incidents will be reviewed and investigated through either video when available, and discussions with employees and customers.

The Chief Safety Officer will also review any reviews either external or internal, and any audits and assessments where concerns are raised regarding any performance issues, safety compliance issues and or the effectiveness of any safety risks.

7. Safety Promotion

Competencies and Training

Describe the safety training program for all agency employees and contractors directly responsible for safety.

The MAX's comprehensive safety training program applies to all MAX employees directly responsible for safety, including:

- Bus operators,
- Dispatchers,
- Managers and supervisors,
- Executive Management, and
- Chief Safety Officer.

The MAX dedicates resources to conduct a comprehensive safety training program, as well as training on SMS roles and responsibilities. The scope of the safety training, including annual refresher training, is appropriate to each employee's individual safety-related job responsibilities and their role in the SMS.

Basic training requirements for the MAX employees, including frequencies and refresher training, are documented in the MAX's Safety Training Matrix and the MAX Employee Handbook.

Operations safety-related skill training includes the following:

- New-hire bus operator classroom and hands-on skill training,
- Bus vehicle operator refresher training,
- Bus vehicle operator retraining (recertification or return to work), and
- Classroom and on-the-job training for dispatchers.

Safety Communication

Describe processes and activities to communicate safety and safety performance information throughout the organization.

The MAX's Chief Safety Officer and the Safety/Training Coordinator coordinate the Max's safety communication activities for the SMS, according with 49 CFR Part 673 (Part 673):

- **Communicating safety and safety performance information throughout the agency:** The MAX communicates information on safety and safety performance in its monthly newsletter and during quarterly All-staff Safety meetings. Also, the MAX's Safety/Training Coordinator posts memos, safety bulletins and flyers on all bulletin boards located throughout the building (3 bulletin boards) promoting awareness of safety issues.
- **Communicating information on hazards and safety risk relevant to employee' roles and responsibilities throughout the agency:** As part of the new-hire training process, The MAX distributes safety policies and procedures, included in the MAX Employee Handbook, to all employees. MAX provides training on these policies and procedures. For newly emerging issues or safety events, MAX's Safety/Training Coordinator issues bulletins or messages to employees that are reinforced by supervisors in one-on-one or group discussions with employees.
- **Informing employees of safety actions taken in response to reports submitted through the ESRP:** MAX provides targeted communications to inform employees of safety actions in response to reports submitted, including handouts and flyers, updates to bulletin boards and one-on-one talks between employees and supervisors.

Additional Information

Supporting Documentation

Include or reference documentation used to implement and carry out the Safety Plan that are not included elsewhere in this Plan.

MAX maintains various documentation related to the implementation of its SMS; programs, policies, and the various procedures used to carry out this ASP; and the results from its SMS processes and activities for three years after creation. They will be available to the FTA or other Federal or oversight entity upon request.

Definitions of Special Terms Used in the Safety Plan

Term	Definition
Public Transportation Agency Safety Plan	The documented comprehensive Agency Safety Plan for a transit agency that is required by 49 U.S.C. 5329 and Part 673.
Safety Management Policy	A transit agency's documented commitment to safety, which defines the transit agency's safety objectives and the accountabilities and responsibilities of its employees in regard to safety.
Executive Director	A single, identifiable person who has ultimate responsibility for carrying out the Public Transportation Agency Safety Plan of a public transportation agency; responsibility for carrying out the agency's Transit Asset Management Plan; and control or direction over the human and capital resources needed to develop and maintain both the agency's Public Transportation Agency Safety Plan, in accordance with 49 U.S.C. 5329(d), and the agency's Transit Asset Management Plan, in accordance with 49 U.S.C. 5326.
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 time period required by the FTA.
Safety Performance Target	A performance target related to safety management activities.
Accident	An Event that involves any of the following: A loss of life; a report of a serious injury to a person; a collision of public transportation vehicles; a runaway train; an evacuation for life safety reasons; or any derailment of a rail transit vehicle, at any location, at any time, whatever the cause.
Investigation	The process of determining the causal and contributing factors of an accident, incident, or hazard, for the purpose of preventing recurrence and mitigating risk.
Event	Any accident, incident, or occurrence.
Hazard	Any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, or infrastructure belonging to MAX; and or damage to the environment.
Risk	Any composite of predicted severity and likelihood of the potential effect of a hazard.
Risk Mitigation	Any Method(s) to eliminate or reduce the effects of any hazards.
Consequences	An effect of a hazard involving injury, illness, death, or damage to MAX property or the environment.

Safety Management System	The formal, top-down, organization-wide approach to managing safety risk and assuring the effectiveness of a transit agency's safety risk mitigation. SMS includes systematic procedures, practices, and policies for managing risks and hazards.
Safety Risk Management	A process within a transit agency's Agency Safety Plan for identifying hazards and analyzing, assessing, and mitigating safety risk.
Safety Risk Assessment	The formal activity whereby a transit agency determines Safety Risk Management priorities by establishing the significance or value of its safety risks.
Safety Promotion	A combination of training and communication of safety information to support SMS as applied to the transit agency's public transportation system.

List of Acronyms Used in the Safety Plan

Acronym	Word or Phrase
PTASP	Public Transportation Agency Safety Plan
POC	Point of Contact
VAPSC	Vehicle Accident Prevention & Safety Committee
MACC	Macatawa Area Coordinating Council
ESRP	Employee Safety Reporting Program
SMS	Safety Management System
SRM	Safety Risk Management
MPO	Metropolitan Planning Organization
FTA	Federal Transportation Administration

MEMO

DATE: April 24, 2020
TO: MAX Authority Board
FROM: Elisa Hoekwater, Executive Director
SUBJECT: FY 2020 BUILD Grant Notice of Funding Opportunity

MDOT recently informed Michigan transit agencies that the U.S. Department of Transportation (DOT) has announced a Notice of Funding Opportunity ([NOFO](#)) to apply for \$1 billion in Fiscal Year (FY) 2020 discretionary grant funding through the Better Utilizing Investments to Leverage Development (BUILD) Transportation Discretionary Grants program. The Michigan Department of Transportation (MDOT) will assist the process by assembling consolidated proposal(s) on behalf of rural agencies. Though MAX may submit an individual proposal, as a small urban agency, we have been asked to participate in this grant effort with other Michigan transit agencies and submit a consolidated grant proposal through Grants.gov.

Eligible projects for BUILD Transportation grants are surface transportation capital projects that include, but are not limited to: (1) highway, bridge, or other road projects eligible under title 23, United States Code; (2) public transportation projects eligible under chapter 53 of title 49, United States Code; (3) passenger and freight rail transportation projects; (4) port infrastructure investments (including inland port infrastructure and land ports of entry); (5) intermodal projects; and (6) projects investing in surface transportation facilities that are located on tribal land and for which title or Other than projects described in this section, improvements to Federally owned facilities are ineligible under the FY 2020 BUILD program. Research, demonstration, or pilot projects are eligible only if they will result in long-term, permanent surface transportation infrastructure that has independent utility as defined in Section C.4. (b).

MDOT will provide 20 percent state match for the projects if funded.

Attached for your review is a summary of the BUILD Grant application, which the Macatawa Area Express Transportation Authority will submit with the following transit agencies in Michigan: Huron County Board of Commissioners, Isabella County Transportation Commission, and Van Buren County Board of Commissioners.

RECOMMENDED ACTION

In order to submit a final grant application to the FTA, review and approval is recommended.

FY 2020 BUILD Project Narrative

Agency's Legal Name: Macatawa Area Express Transportation Authority (MAX)

- I. Project Description** (See D.2.i of the [NOFO](#), p. 13). Describe the transportation **challenges** that it is intended to address, and how it will **address those challenges**; the **project's history**, including a description of any previously completed components; include a detailed **statement of work that focuses on the technical and engineering aspects of the project** and describes in **detail the project to be constructed**.

Grantee Description

Organization

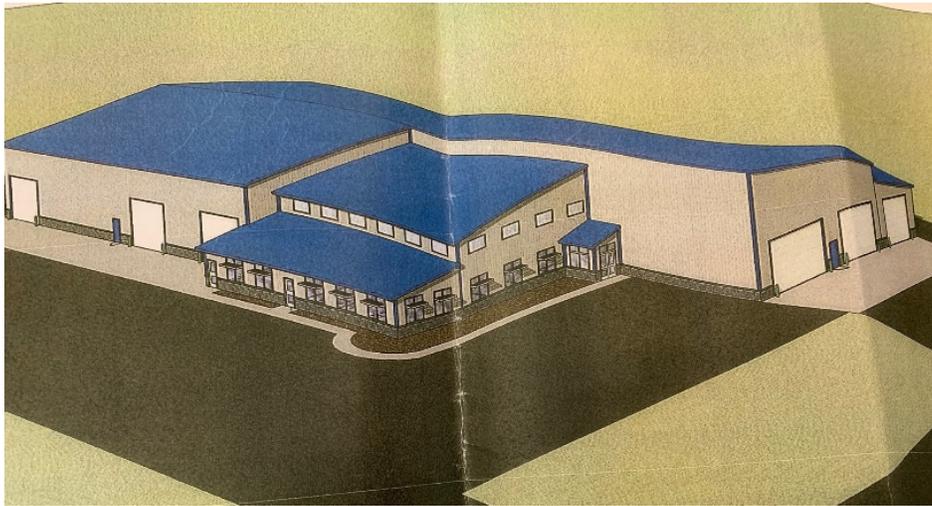
Macatawa Area Express (MAX) has been serving the greater Holland-Zeeland area of West Michigan with fixed route bus service since 2000. Oversight of the system was transferred from the City of Holland to the Macatawa Area Express Transportation Authority in 2007. MAX provides transit service to the City of Holland, Holland Charter Township, the City of Zeeland, Zeeland Charter Township, and most recently to Park Township. The Authority contracts with the City of Holland for essential administrative support services in finance and maintenance.

Services

MAX operates a network of eight fixed routes and launched a new connector route (Route 11) in 2018. Service is provided weekdays from 6:00 a.m. to 7:00 p.m. Saturday service is operated from 8:00 a.m. to 7:00 p.m. Night-time service is provided through two Twilight Routes, which operate from 7 p.m. to 10 p.m. and Night Owl reserved-ride service, which operates from 7:00 p.m. to 12:15 a.m. There is no service on Sunday. Complementary paratransit service, known as Reserve-A-Max, operates during the same days and hours of service as the fixed routes. The basic adult fare for bus services is \$1.00. Service is free for senior citizens, persons with disabilities, and Medicare cardholders. The fare for ADA paratransit service is \$2.00. For ADA riders that use fixed routes the fare is free.

The MAX administrative office is located at the Padnos Transportation Center located at 171 Lincoln Ave. This facility serves as a transit center where fixed route buses meet every hour on the hour. The center also serves daily AMTRAK commuter service, the Pere Marquette, to and from Chicago's Union Station and Grand Rapids, Michigan, as well as intercity bus service for Indian Trails Bus Lines. MAX's bus garage is located at its recently completed facility at 11660 Greenway Drive in Holland.

MAX currently has a local property tax millage which expires on 12/30/2021. An election to renew this tax is schedule for May 2021 for a five (5) year renewal. MAX is currently in discussions with Park Township for a geographical expansion of the service area.



Project Description

MAX is seeking funds to complete the maintenance and storage portion of the new facility at Greenway Avenue. The proposed project will be the second phase of a construction project that began with a land purchase in 2012. The project will complete an addition to current facilities to include electric vehicle (EV) charging stations, as well as in-house maintenance and washing for all vehicles in the fleet. The project will include costs to add a shower on the main floor and ensure ADA compliance with an elevator to second floor.

Transportation challenges – MAX vehicles are refueled at a fueling facility operated by Holland Public Schools in the City of Holland. Daily fueling adds 6 miles at the end of the day for each vehicle. Fixed route buses leave the Padnos Transportation Center, continue south to the fueling facility, and then return to the bus garage.

MAX vehicles are now stored at the bus garage, commonly named Greenway. Because mechanics are located off-site, each bus must travel nearly 9 miles to receive needed services. Each morning bus operators arrive at Greenway to pre-trip vehicles before beginning morning routes. Mechanics are based 4.4 miles away, at the City of Holland Transportation Services Department on Wyngarden Way, and drive to Greenway to be on-site during the morning pre-trip. If repairs are needed, one mechanic must transport the bus 4.4 miles, while another mechanic drives a second vehicle back to the Transportation Services Department. After the repair or preventative maintenance is completed, one mechanic returns the bus to Greenway following the same procedure.

In addition to mileage, the current process requires schedules to be closely aligned between MAX and the City of Holland staff. Though MAX runs 18 hours per weekday, the current schedule limits repairs and preventative maintenance work to the 8 hours when the Transportation Services Department is in service.

How the project will address challenges – Reduced vehicle emissions in an area with high levels of Ozone is a major benefit of the project. The project will include the installation of two electric charging stations which will enable on-site charging of MAX vehicles. As MAX makes the transition from diesel and gasoline powered vehicles to alternative fuels and electric vehicles, on-site charging stations would reduce the need to drive each vehicle 6 miles to be refueled.

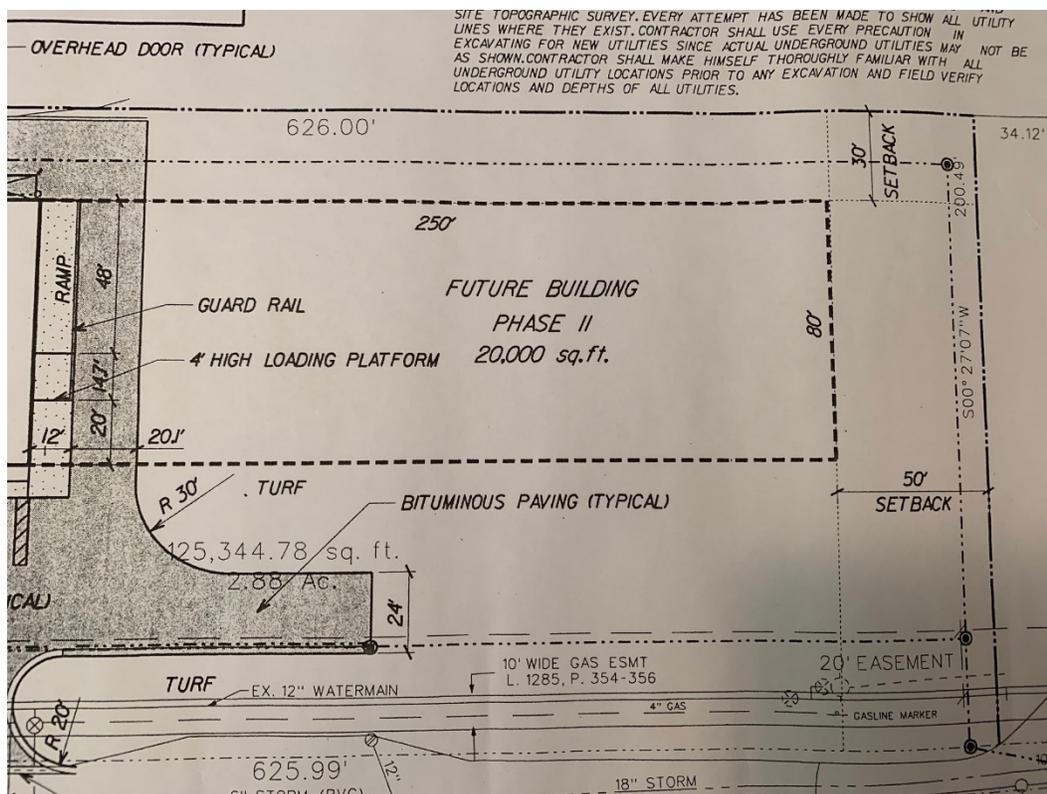
The addition of the maintenance and wash bay to the existing Greenway facility will make it possible to house mechanics on-site, reducing an estimated 2,710 miles annually (accumulated daily travel) between Greenway and the Transportation Services Department. One of the areas identified for improvement during the 2019 Triennial Review is the oversight of preventative

maintenance (PM) work. The project will allow MAX staff to monitor PM work more closely and provide direct oversight. With the addition of the maintenance and wash bay, preventative maintenance will be addressed throughout the day. Vehicle repairs can be completed during the hours that MAX is in service, and not be limited to the 8 hours when the Transportation Services Department is in service.

Project history - In February 2012, MAX purchased a parcel of land and constructed a 30,000 square foot bus garage located at 1160 Greenway in Holland, Michigan. MAX is seeking funds for phase II, to complete the maintenance and storage portion of the new facility at Greenway Avenue. The 20,000 square foot addition to current facilities will include in-house maintenance and washing for all vehicles in fleet, including construction costs to ensure ADA compliance with an elevator to second floor.

Statement of work - technical and engineering aspects

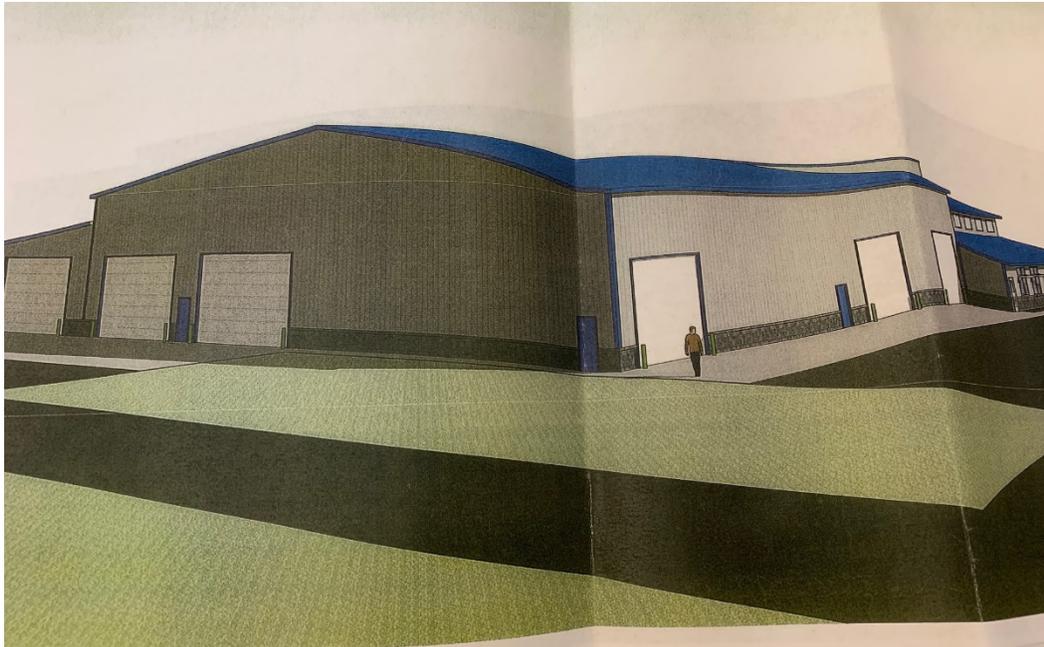
Land was purchased in 2012 for two phases of the garage and maintenance facility. Phase I of the project included the design and construction of a garage and administrative offices. Review of the project included the site where the maintenance and washing bay will be constructed. For this reason, much of the technical and engineering aspects of the project have been previously addressed. Following the purchase of the property in 2012, the Architectural Control Committee approved renderings of the Macatawa Area Express Transportation Authority. The site plan below illustrates the footprint of the future building of phase II. The space is to be 20,000 square feet and will connect the existing garage, employee lockers, and administrative offices.



Details of the maintenance/wash bay project – As the second phase of the Greenway facility, the future building will include a maintenance and washing bay for all vehicles in fleet. The maintenance area of the project will include concrete floors with steel reinforcement bars and grid mesh. Two mechanic stations will each be designed with reinforced concrete and will include an anchor point in the concrete to accommodate jacks and hydraulic lifts. Heavy maintenance areas will be spaced at 900 square feet per 30 fleet vehicles. Light maintenance areas will be spaced at 750 square feet per 30 vehicles and will have the same slab thickness as the remainder of the floor space.

The building will include longitudinal floor drains, waterproof wall outlets placed at 12- to 15-foot intervals (45 inches above the poured floor). The wash bay will include installation of a self-contained bus wash with all-stainless steel frame and corrosion-proof spray system.

The storage portion of the project will include two level 3 charging stations with electric vehicle supply equipment (EVSE) for MAX vehicles. To assist with building ventilation, the roof/ceiling design will include ceilings of 24 to 28 feet to allow for additional height of bus lifts and provide a fuel flexible design. Heating and ventilation equipment will include additional ventilation units and exhaust registers with placement designed to ensure that odors or gas leaks will not migrate into adjacent unprotected areas, such as offices and vehicle storage areas.



Cost estimate of the maintenance/wash bay project – As noted earlier, much of the technical and engineering aspects of the project were addressed during phase I of the project. For this reason, pre-construction project costs are expected to be lower than if this was to be a groundbreaking project. Phase II elements will include final design of the 20,000 foot addition, architectural review and approval, environmental assessment, excavation and restoration of the site. Pre-construction tasks are estimated to cost \$85,000 to \$100,000.

Construction of the building is estimated to cost \$2.5m to \$3m. The addition of two level 3 charging stations and security upgrades to the property are estimated to cost up to \$350,000. Interior modifications including mechanic workstations with tools, and wash bay equipment are estimated to cost \$275,000 to \$300,000. Preliminary costs of the project total approximately \$3.75m.

Total expenses will be confirmed once bids are sought for the various elements of the project. To account for fluctuations in the bidding process and unforeseen project costs, the project application for small urban transit agency will request up to \$4,8m Federal and \$1.2m State. Total project costs may not exceed \$6m.

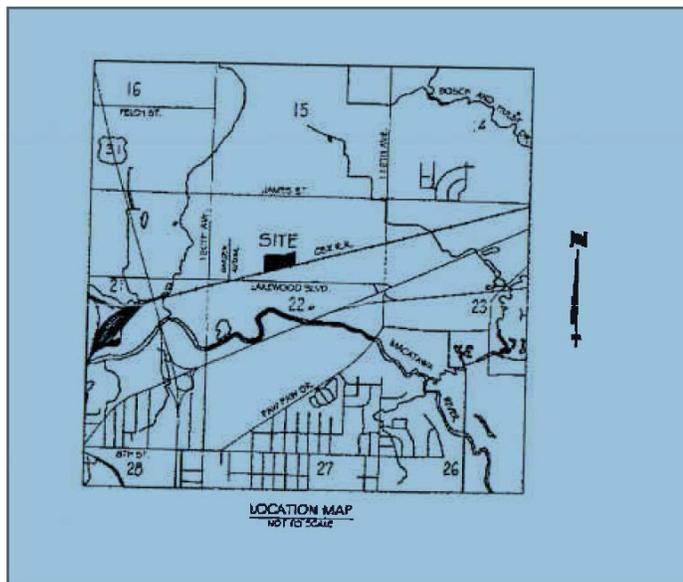
Federal (BUILD) 80%	State (CTF) 20%	Total
\$4,800,000	\$1,200,000	\$6,000,000

Project Location

(See D.2.ii of the [NOFO](#), p. 14)

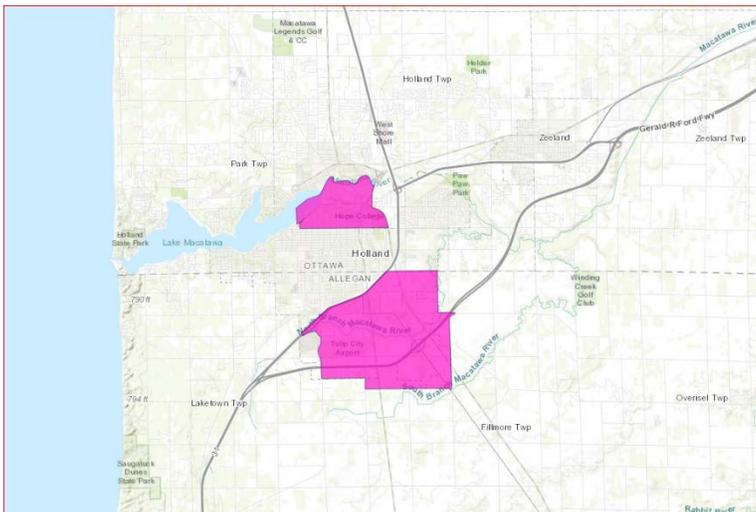
Legal Description E 3/4 of S 1/2 of NW 1/4 Lying N of C&O R.R. and S of Greenway Dr,
exc W 1076.06 ft. Sec. 22 T5N R15W

MAX's bus garage is located at its recently completed facility at 11660 Greenway Drive in in Holland Charter Township. The proposed project is to be constructed on-site and will include a maintenance area, wash bay, electric charging and storage area for MAX vehicles. The location map below shows proximity of the site to Lakewood Boulevard, East of US-31 and north of BL-196/Chicago Drive.



1 Parcel ID 70-16-22-100_076

The MAX service area includes two [Opportunity Zones](#): #26139024900 and #26005032401. See map below illustrating the location of these zones. For more information about the Department's activities related to Opportunity Zones see <https://www.transportation.gov/opportunity-zones>



MEMO

DATE: April 25, 2020
TO: MAX Authority Board
FROM: Elisa Hoekwater, Executive Director
Beth Higgs, Deputy Director
SUBJECT: FY2020 Mid-Year Budget Amendments

Approaching the end of the second quarter of the 2020 fiscal year, we have identified line items in the FY2020 budget which have exceeded initial estimates and recommend amendments to reallocate funds. Provided for review is a summary of recommended amendments to the FY 2020 budget.

FY2020 Budget Summary

<u>EXPENDITURES:</u>	<u>Original Budget</u>	<u>Amended Budget</u>	<u>Difference</u>	
Department 171 - Management & Administration	\$634,550.00	\$593,750.00	\$ (40,800.00)	
Department 266 - Customer Service & Marketing	\$323,200.00	\$326,500.00	\$ 3,300.00	
Department 537 - Routine Transit Operations	\$2,961,400.00	\$2,967,686.00	\$ 6,286.00	
Department 591 - Transit Maintenance	\$552,300	\$526,054.00	\$ (26,246.00)	
Department 890 – Contingencies Appropriation	\$39,985.00	39,985.00	0	
Expenditure Totals	\$4,511,435	\$4,453,975.00	\$ (57,460.00)	

(Note: the brackets signify reduction in the line item, no brackets indicate an increase in the line item)

RECOMMENDED AMENDMENTS:

In order to end the fiscal year with a balanced budget we recommend the transfer of funds between expense line items as part of the budget amendment. See attached.

Macatawa Area Express Transportation Authority
FY2020 Amended Budget Details

ACCOUNT DESCRIPTION	EXPENSE ACCOUNTS		ORIGINAL BUDGET	AMENDED BUDGET	DIFFERENCE
Management & Administration					
Payroll-Regular General	103-171	710701	\$ 125,000.00	\$ 143,000.00	\$18,000.00
Payroll Holidays	103-171	711703	\$ 3,800.00	\$ 5,000.00	\$1,200.00
Marketing Advertising/Promotionals	103-171	722801.901	\$ 70,000.00	\$ 33,000.00	(\$37,000.00)
Marketing Printing	103-171	722801.9	\$ 8,000.00	\$ 4,000.00	(\$4,000)
Contractual Misc. Services	103-171	722809.41	\$ 75,000.00	\$ 66,000.00	(\$9,000.00)
Travel, Conferences, Seminars	103-171	723860	\$ 20,000.00	\$ 15,000.00	(\$5,000.00)
Education & Training	103-171	723960	\$ 1,000.00	\$ 6,000.00	\$5,000.00
Public Utilities Depot	103-171	723920.1	\$ 30,000.00	\$ 23,000.00	(\$7,000.00)
Public Utilities Greenway	103-171	723920.2	\$ 35,000.00	\$ 35,000.00	
Misc. General	103-171	723955	\$ 2,000.00	\$ 1,000.00	(\$1,000)
Dues & Subscriptions	103-171	723961	\$ 15,000.00	\$ 13,000.00	(\$2,000)
Cust. Service & Marketing					
Workers Comp	103-266	712724	\$ 700.00	\$ 4,000.00	\$3,300.00
RT Transit Operations					
Payroll Regular Drivers	103-537	710707.1	\$ 900,000.00	\$ 894,000.00	(\$6,000.00)
Payroll Temporary Help Other	103-537	710707.2	\$ 200,000.00	\$ 213,187.25	\$13,187.25
Payroll Overtime Other Ops	103-537	710709.2	\$ 25,000.00	\$ 19,000.00	(\$6,000.00)
Uniforms	103-537	721744.UNIF	\$ 25,000.00	\$ 12,000.00	(\$13,000.00)
Commercial Insurance Premiums	103-537	723910	\$ 170,000.00	\$ 202,000.00	\$32,000.00
Commercial Insurance Premium Depot	103-537	723910.1	\$ 15,000.00	\$ 1,099.00	(\$13,901.00)
Transit Maintenance					
Payroll Temp Help General	103-591	710707	\$ 27,000.00	\$ 18,000.00	(\$9,000)
Payroll Holidays	103-591	711703	\$ 1,800.00	\$ 2,350.00	\$550
Retirement contributions	103-591	711718	\$ 6,000.00	\$ 9,500.00	\$3,500
Employer FICA/Medicare	103-591	712715	\$ 7,000.00	\$ 13,700.00	\$6,700
B&G Maintenance Depot	103-591	721931.1	\$ 30,000.00	\$ 22,000.00	(\$8,000)
Mechanical Maintenance Depot	103-591	721932.1	\$ 15,000.00	\$ 7,000.00	(\$8,000)
Vehicle Graphics	103-591	721939.6	\$ 500.00	\$ 2,700.00	\$2,200.00
Contraction – snow removal	103-591	722808.5	\$ 36,000.00	\$ 21,804.00	(\$14,196)
			\$ 1,843,800.00	\$ 1,786,340.25	(\$57,459.75)

(Note: the brackets signify reduction in the line item, no brackets indicate an increase in the line item)

MAX Transit Access and Connectivity Study

GIS Mapping Plan (Using Network Analyst)

When using Network Analyst, instead of using a circular buffer, a Service Area can be created around each stop that takes in to consideration real walking networks (sidewalks and paths) and barriers (water features, buildings, etc.).

Two service areas will be created. One that displays a ½ mile walking distance from each stop and one that displays a ¼ mile walking distance from each stop. These will be used in each step.

***A note on household locations / population locations:** The MACC recently purchased updated Ottawa County building footprint data. With this, we are able to filter out all non-residential buildings to determine household locations in Ottawa County. While number of people per unit is not available, we can use the average American household size of 2.52 to calculate a more accurate estimate of people located within the service areas *and* the exact number of households located within each service area.

However, we do not have building footprint data for Allegan County. The MAX Transit service area includes both counties, and using building footprints for one county and not the other would cause inconsistencies. Going forward, we will contact Allegan County to see if they have building footprints and determine the best way to use the available Ottawa County data.

Where are people located? Do routes currently serve these areas?

Data: Refined 2010 Census data used for MACC's FY20-23 TIP and 2045 LRTP

Process:

- Create a dot density map of population
- Overlay MAX Transit routes, stops, and service areas
- Complete a visual analysis to identify deficiencies and opportunities
- *(Because this data does not contain exact household locations, the percentage of people living/households within the service areas cannot be accurately calculated)

Where will new dwelling units be located in the future? Will routes serve these areas?



Data: 2019 new dwelling unit shapefile from MDOT for MACC 2045 LRTP. This shapefile shows where new dwelling units are projected to be built in the future.

Process:

- Overlay MAX Transit routes, stops, and service areas on new dwelling unit shapefile
- Calculate percentage of new dwelling units located in within the service areas
- Supplement with visual analysis to identify deficiencies and opportunities

Where is employment located? Do routes currently serve these areas?

Data: 2018 TDM data from MDOT for MACC 2045 LRTP. The provided “MACC_UpdatedEmployment2018” shapefile contains the precise locations of all employers in the MACC area.

Process:

- Overlay MAX Transit routes, stops, and service areas on dot density map of employment locations
- Use point density tool to create “heat map” of employment locations (this map can also be created by number of employees at each location to show density of employees across the map)
- Calculate percentage of employment located within service areas
- Calculate average number of employment locations located within service areas
- Supplement with visual analysis to identify deficiencies and opportunities

Where are social services, medical offices, grocery stores, pharmacies, schools, etc. located? Do routes serve these businesses?

Data: 2018 TDM data from MDOT for MACC 2045 LRTP. The provided “MACC_UpdatedEmployment2018” shapefile contains the locations of all employers in the MACC area, broken down in to business type and number of employees.

Process:

- Overlay MAX Transit routes, stops, and service areas on map or maps of specified business / service types
- Calculate percentage of specified business / service type located within service areas
- Calculate average number of specified business / service type located within service areas
- Supplement with visual analysis to identify deficiencies and opportunities

Are routes adequately serving minority populations?

Data: Refined 2010 Census data used for MACC's FY20-23 TIP and 2045 LRTP

Process:

- Overlay MAX Transit routes, stops, and service areas on dot density map of minority populations (already created)
- Complete a visual analysis to identify deficiencies and opportunities
- (Because this data does not contain exact minority population household locations, the percentage of people/households within the service areas cannot be accurately calculated)

Are routes adequately serving low income populations?

Data: Refined 2012-2016 ACS data used for MACC's FY20-23 TIP and 2045 LRTP

Process:

- Overlay MAX Transit routes, stops, and service areas on dot density map of low income populations (already created)
- Complete a visual analysis to identify deficiencies and opportunities
- (Because this data does not contain exact low income population household locations, the percentage of people/households within the service areas cannot be accurately calculated)

Are routes adequately serving aging populations?

Data: Refined 2010 Census data used for MACC's FY20-23 TIP and 2045 LRTP

Process:

- Overlay MAX Transit routes, stops, and service areas on dot density map of aging populations (already created)
- Complete a visual analysis to identify deficiencies and opportunities
- (Because this data does not contain exact aging population household locations, the percentage of people/households within the service areas cannot be accurately calculated)

Are routes adequately serving zero vehicle households?

Data: 2018 TDM data from MDOT for MACC 2045 LRTP. The provided "TAZ" shapefile contains an attribute that estimates the average number of vehicles per household.

Process:

- 
- Overlay MAX routes and stops and Service Area for distances of ½ mile and ¼ mile from each stop on shapefile of average number of cars per household
 - Complete a visual analysis to identify deficiencies and opportunities

MEMO

DATE: April 24, 2020

TO: Russell TeSlaa, Chairman, Members of MAX Authority Board
and MAX Employees

FROM: Elisa Hoekwater, Executive Director

SUBJECT: COVID-19 Planning Transitions

This morning Governor Gretchen Whitmer extended the Stay-at-Home Executive Order. The initial Executive Order scheduled through April 30, 2020 has been rescinded, and Executive Order 2020-59 will now go through May 15, 2020. As employees at MAX are frontline workers providing essential services in the community, we are doing all possible to ensure their safety as well as ensure safety of our passengers. We have seen ridership decline 90%, yet we have seen a very steady group of passengers reserving rides for dialysis, medical, and grocery shopping. Riders have expressed their gratitude, acknowledging that the service is necessary for them to get to their destinations.

One week ago today, the daily rate of new confirmed cases in the region was 2.5 per day. As of this morning, the rate of new cases has increased to 4. Of the 161 cases in West Michigan, 32% of the cases were confirmed in the last week. Until the region sees a decline, we will continue efforts to prevent the spread of COVID-19 through the following strategies:

- Daily disinfection of MAX vehicles using a fogger and COVID-19 disinfectant, and sanitizing wipes during shifts
- Non-latex gloves provided to bus operators while on duty
- Face masks and coverings are required of all bus operators, passengers, and staff (we will be asking staff to wear masks while walking through the offices and in common areas)
- Plastic sheeting installed in buses to separate drivers from seating areas
- Hand sanitizers installed in buses and individual sanitizers distributed to passengers and employees for personal use
- Replace supplies and stay fully stocked in the months ahead

I have been working with the Ottawa County Emergency Management Center and Dept of Public Health to define what re-engagement will look like in our area and when we can expect MAX fixed routes to be back in service. I am on weekly calls with a local Human Service Response Team, communicating transportation needs as well as food, housing, and mental health. This group of over 40 organizations has been passionate about meeting the needs of the community through this crisis and they have appreciated hearing updates from MAX.

There has also been a daily conference call between Operations Manager, Susan Gorby; Deputy Director, Beth Higgs; and myself. I would like you to know that the three of us have been thorough, planning for scheduling changes and anticipating needs of the MAX team. Reaching out to other transit agencies throughout Michigan, we can see that the time we have invested in our planning has been productive and has prepared MAX to continue operations through this pandemic.

With the extended Stay-At-Home order, we are going to continue our team rotation at MAX. We know that employees are willing to serve and the team rotation makes it possible to continue to provide transit services with two separate groups of employees who are able to maintain limited operations at MAX. Team A will be scheduled through Wednesday, April 29, and beginning on Thursday, April 30, Team B will be in the office or on the road.

One point I would like to make clear is that MAX cannot run operations on a voluntary basis. When the teams are scheduled they are expected to work. If additional routes are needed on a particular day, on-call drivers from that team are expected to drive. As Governor Whitmer announced an hourly increase for direct healthcare workers (hazard pay), MAX will continue to offer hazard pay to MAX employees who must show up to work. Any employees who can telecommute will do so. Employees who are not needed to work will be home. Our passengers need MAX and this means that we must do all we can to stay healthy and to continue operations.

We know that there is a need for testing and that efforts are underway to expand testing in Michigan. Though the Governor's office has made it clear that transit agencies are to be tested, just as first responders are, it looks like we have some time before that will be possible. Local hospitals are prepared for a surge in patient care – but the ability to expand testing is still unclear.

We will continue to keep you all informed as we work with partners in the community to define our next steps. We will watch the Ottawa County data and we will be following guidance from the health department as they work with employers to plan for re-engagement and recovery. It is difficult to wait. I can personally tell you that the last seven weeks have been stressful and I have been searching for clarity and a plan to move us forward with certainty. We will get there. We are making progress together. The genuine desire to serve our community and the teamwork that I have observed here at MAX has been truly amazing.

We are a small transit agency – but together we are making a difference.



STATE OF MICHIGAN
OFFICE OF THE GOVERNOR
LANSING

GRETCHEN WHITMER
GOVERNOR

GARLIN GILCHRIST II
LT. GOVERNOR

EXECUTIVE ORDER

No. 2020-59

Temporary requirement to suspend activities that are not necessary to sustain or protect life

Rescission of Executive Order 2020-42

The novel coronavirus (COVID-19) is a respiratory disease that can result in serious illness or death. It is caused by a new strain of coronavirus not previously identified in humans and easily spread from person to person. There is currently no approved vaccine or antiviral treatment for this disease.

On March 10, 2020, the Department of Health and Human Services identified the first two presumptive-positive cases of COVID-19 in Michigan. On that same day, I issued Executive Order 2020-4. This order declared a state of emergency across the state of Michigan under section 1 of article 5 of the Michigan Constitution of 1963, the Emergency Management Act, 1976 PA 390, as amended, MCL 30.401 et seq., and the Emergency Powers of the Governor Act of 1945, 1945 PA 302, as amended, MCL 10.31 et seq.

In the three weeks that followed, the virus spread across Michigan, bringing deaths in the hundreds, confirmed cases in the thousands, and deep disruption to this state's economy, homes, and educational, civic, social, and religious institutions. On April 1, 2020, in response to the widespread and severe health, economic, and social harms posed by the COVID-19 pandemic, I issued Executive Order 2020-33. This order expanded on Executive Order 2020-4 and declared both a state of emergency and a state of disaster across the state of Michigan under section 1 of article 5 of the Michigan Constitution of 1963, the Emergency Management Act, and the Emergency Powers of the Governor Act of 1945.

The Emergency Management Act vests the governor with broad powers and duties to "cop[e] with dangers to this state or the people of this state presented by a disaster or emergency," which the governor may implement through "executive orders, proclamations, and directives having the force and effect of law." MCL 30.403(1)-(2). Similarly, the Emergency Powers of the Governor Act of 1945, provides that, after declaring a state of emergency, "the governor may promulgate reasonable orders, rules, and regulations as he or she considers necessary to protect life and property or to bring the emergency situation within the affected area under control." MCL 10.31(1).

To suppress the spread of COVID-19, to prevent the state's health care system from being overwhelmed, to allow time for the production of critical test kits, ventilators, and personal protective equipment, to establish the public health infrastructure necessary to contain the spread of infection, and to avoid needless deaths, it is reasonable and necessary to direct residents to remain at home or in their place of residence to the maximum extent feasible. To that end, on March 23, 2020, I issued Executive Order 2020-21, ordering all people in Michigan to stay home and stay safe, and then extended that order through April 30, 2020, with Executive Order 2020-42. The orders limited gatherings and travel, and required all workers who are not necessary to sustain or protect life to stay home.

The measures put in place by Executive Orders 2020-21 and 2020-42 have been effective: the number of new confirmed cases each day has started to drop. Although the virus remains aggressive and persistent—on April 23, 2020, Michigan reported 35,291 confirmed cases and 2,977 deaths—the strain on our health care system has begun to relent, even as our testing capacity has increased. We can now start the process of gradually resuming in-person work and activities that were temporarily suspended under my prior orders. But in doing so, we must move with care, patience, and vigilance, recognizing the grave harm that this virus continues to inflict on our state and how quickly our progress in suppressing it can be undone. Accordingly, with this order, I find it reasonable and necessary to reaffirm the measures set forth in Executive Order 2020-42, amend their scope, and extend their duration to May 15, 2020, unless modified earlier. With this order, Executive Order 2020-42 is rescinded.

Acting under the Michigan Constitution of 1963 and Michigan law, I order the following:

1. This order must be construed broadly to prohibit in-person work that is not necessary to sustain or protect life.
2. Subject to the exceptions in section 7 of this order, all individuals currently living within the State of Michigan are ordered to stay at home or at their place of residence. Subject to the same exceptions, all public and private gatherings of any number of people occurring among persons not part of a single household are prohibited.
3. All individuals who leave their home or place of residence must adhere to social distancing measures recommended by the Centers for Disease Control and Prevention (“CDC”), including remaining at least six feet from people from outside the individual's household to the extent feasible under the circumstances.
4. No person or entity shall operate a business or conduct operations that require workers to leave their homes or places of residence except to the extent that those workers are necessary to sustain or protect life, to conduct minimum basic operations, or to perform a resumed activity within the meaning of this order.
 - (a) For purposes of this order, workers who are necessary to sustain or protect life are defined as “critical infrastructure workers,” as described in sections 8 and 9 of this order.

- (b) For purposes of this order, workers who are necessary to conduct minimum basic operations are those whose in-person presence is strictly necessary to allow the business or operation to maintain the value of inventory and equipment, care for animals, ensure security, process transactions (including payroll and employee benefits), or facilitate the ability of other workers to work remotely.

Businesses and operations must determine which of their workers are necessary to conduct minimum basic operations and inform such workers of that designation. Businesses and operations must make such designations in writing, whether by electronic message, public website, or other appropriate means. Workers need not carry copies of their designations when they leave the home or place of residence for work.

Any in-person work necessary to conduct minimum basic operations must be performed consistently with the social distancing practices and other mitigation measures described in section 11 of this order.

- (c) Workers who perform resumed activities are defined in section 10 of this order.

5. Businesses and operations that employ critical infrastructure workers or workers who perform resumed activities may continue in-person operations, subject to the following conditions:

- (a) Consistent with sections 8, 9, and 10 of this order, businesses and operations must determine which of their workers are critical infrastructure workers or workers who perform resumed activities and inform such workers of that designation. Businesses and operations must make such designations in writing, whether by electronic message, public website, or other appropriate means. Workers need not carry copies of their designations when they leave the home or place of residence for work. Businesses and operations need not designate:

- (1) Workers in health care and public health.
- (2) Workers who perform necessary government activities, as described in section 6 of this order.
- (3) Workers and volunteers described in section 9(d) of this order.

- (b) In-person activities that are not necessary to sustain or protect life or to perform a resumed activity must be suspended.

- (c) Businesses and operations maintaining in-person activities must adopt social distancing practices and other mitigation measures to protect workers and patrons, as described in section 11 of this order. Stores that are open for in-

person sales must also adhere to the rules described in section 12 of this order.

- (d) Any business or operation that employs workers who perform resumed activities under section 10(a) of this order, but that does not sell necessary supplies, may sell any goods through remote sales via delivery or at the curbside. Such a business or operation, however, must otherwise remain closed to the public.

6. All in-person government activities at whatever level (state, county, or local) that are not necessary to sustain or protect life, or to support those businesses and operations that are maintaining in-person activities under this order, are suspended.

- (a) For purposes of this order, necessary government activities include activities performed by critical infrastructure workers, including workers in law enforcement, public safety, and first responders.
- (b) Such activities also include, but are not limited to, public transit, trash pick-up and disposal (including recycling and composting), activities necessary to manage and oversee elections, operations necessary to enable transactions that support the work of a business's or operation's critical infrastructure workers, and the maintenance of safe and sanitary public parks so as to allow for outdoor activity permitted under this order.
- (c) For purposes of this order, necessary government activities include minimum basic operations, as described in section 4(b) of this order. Workers performing such activities need not be designated.
- (d) Any in-person government activities must be performed consistently with the social distancing practices and other mitigation measures to protect workers and patrons described in section 11 of this order.

7. Exceptions.

- (a) Individuals may leave their home or place of residence, and travel as necessary:
 - (1) To engage in outdoor recreational activity, consistent with remaining at least six feet from people from outside the individual's household. Outdoor recreational activity includes walking, hiking, running, cycling, boating, golfing, or other similar activity, as well as any comparable activity for those with limited mobility.
 - (2) To perform their jobs as critical infrastructure workers after being so designated by their employers. (Critical infrastructure workers who need not be designated under section 5(a) of this order may leave their home for work without being designated.)

- (3) To conduct minimum basic operations, as described in section 4(b) of this order, after being designated to perform such work by their employers.
- (4) To perform resumed activities, as described in section 10 of this order, after being designated to perform such work by their employers.
- (5) To perform necessary government activities, as described in section 6 of this order.
- (6) To perform tasks that are necessary to their health and safety, or to the health and safety of their family or household members (including pets). Individuals may, for example, leave the home or place of residence to secure medication or to seek medical or dental care that is necessary to address a medical emergency or to preserve the health and safety of a household or family member (including in-person procedures or veterinary services that, in accordance with a duly implemented non-essential procedure or veterinary services postponement plan, have not been postponed).
- (7) To obtain necessary services or supplies for themselves, their family or household members, their pets, and their motor vehicles.
 - (A) Individuals must secure such services or supplies via delivery to the maximum extent possible. As needed, however, individuals may leave the home or place of residence to purchase groceries, take-out food, gasoline, needed medical supplies, and any other products necessary to maintain the safety, sanitation, and basic operation of their residences or motor vehicles.
 - (B) Individuals may also leave the home to pick up or return a motor vehicle as permitted under section 9(i) of this order, or to have a motor vehicle or bicycle repaired or maintained.
 - (C) Individuals should limit, to the maximum extent that is safe and feasible, the number of household members who leave the home for any errands.
- (8) To pick up non-necessary supplies at the curbside from a store that must otherwise remain closed to the public.
- (9) To care for a family member or a family member's pet in another household.
- (10) To care for minors, dependents, the elderly, persons with disabilities, or other vulnerable persons.

- (11) To visit an individual under the care of a health care facility, residential care facility, or congregate care facility, to the extent otherwise permitted.
 - (12) To visit a child in out-of-home care, or to facilitate a visit between a parent and a child in out-of-home care, when there is agreement between the child placing agency, the parent, and the caregiver about a safe visitation plan, or when, failing such agreement, the individual secures an exception from the executive director of the Children's Services Agency.
 - (13) To attend legal proceedings or hearings for essential or emergency purposes as ordered by a court.
 - (14) To work or volunteer for businesses or operations (including both religious and secular nonprofit organizations) that provide food, shelter, and other necessities of life for economically disadvantaged or otherwise needy individuals, individuals who need assistance as a result of this emergency, and people with disabilities.
 - (15) To attend a funeral, provided that no more than 10 people are in attendance.
 - (16) To attend a meeting of an addiction recovery mutual aid society, provided that no more than 10 people are in attendance.
- (b) Individuals may also travel:
- (1) To return to a home or place of residence from outside this state.
 - (2) To leave this state for a home or residence elsewhere.
 - (3) Between two residences in this state, including moving to a new residence.
 - (4) As required by law enforcement or a court order, including the transportation of children pursuant to a custody agreement.
- (c) All other travel is prohibited, including all travel to vacation rentals.

8. For purposes of this order, critical infrastructure workers are those workers described by the Director of the U.S. Cybersecurity and Infrastructure Security Agency in his guidance of March 19, 2020 on the COVID-19 response (available [here](#)). This order does *not* adopt any subsequent guidance document released by this same agency.

Consistent with the March 19, 2020 guidance document, critical infrastructure workers include some workers in each of the following sectors:

- (a) Health care and public health.
- (b) Law enforcement, public safety, and first responders.
- (c) Food and agriculture.
- (d) Energy.
- (e) Water and wastewater.
- (f) Transportation and logistics.
- (g) Public works.
- (h) Communications and information technology, including news media.
- (i) Other community-based government operations and essential functions.
- (j) Critical manufacturing.
- (k) Hazardous materials.
- (l) Financial services.
- (m) Chemical supply chains and safety.
- (n) Defense industrial base.

9. For purposes of this order, critical infrastructure workers also include:

- (a) Child care workers (including workers at disaster relief child care centers), but only to the extent necessary to serve the children or dependents of critical infrastructure workers, workers who conduct minimum basic operations, workers who perform necessary government activities, or workers who perform resumed activities. This category includes individuals (whether licensed or not) who have arranged to care for the children or dependents of such workers.
- (b) Workers at suppliers, distribution centers, or service providers, as described below.
 - (1) Any suppliers, distribution centers, or service providers whose continued operation is necessary to enable, support, or facilitate another business's or operation's critical infrastructure work may designate their workers as critical infrastructure workers, provided

that only those workers whose in-person presence is necessary to enable, support, or facilitate such work may be so designated.

- (2) Any suppliers, distribution centers, or service providers whose continued operation is necessary to enable, support, or facilitate the necessary work of suppliers, distribution centers, or service providers described in subprovision (1) of this subsection may designate their workers as critical infrastructure workers, provided that only those workers whose in-person presence is necessary to enable, support, or facilitate such work may be so designated.
 - (3) Consistent with the scope of work permitted under subprovision (2) of this subsection, any suppliers, distribution centers, or service providers further down the supply chain whose continued operation is necessary to enable, support, or facilitate the necessary work of other suppliers, distribution centers, or service providers may likewise designate their workers as critical infrastructure workers, provided that only those workers whose in-person presence is necessary to enable, support, or facilitate such work may be so designated.
 - (4) Suppliers, distribution centers, and service providers that abuse their designation authority under this subsection shall be subject to sanctions to the fullest extent of the law.
- (c) Workers in the insurance industry, but only to the extent that their work cannot be done by telephone or remotely.
 - (d) Workers and volunteers for businesses or operations (including both religious and secular nonprofit organizations) that provide food, shelter, and other necessities of life for economically disadvantaged or otherwise needy individuals, individuals who need assistance as a result of this emergency, and people with disabilities.
 - (e) Workers who perform critical labor union functions, including those who administer health and welfare funds and those who monitor the well-being and safety of union members who are critical infrastructure workers, provided that any administration or monitoring should be done by telephone or remotely where possible.
 - (f) Workers at retail stores who sell groceries, medical supplies, and products necessary to maintain the safety, sanitation, and basic operation of residences or motor vehicles, including convenience stores, pet supply stores, auto supplies and repair stores, hardware and home maintenance stores, and home appliance retailers.
 - (g) Workers at laundromats, coin laundries, and dry cleaners.

- (h) Workers at hotels and motels, provided that the hotels or motels do not offer additional in-house amenities such as gyms, pools, spas, dining, entertainment facilities, meeting rooms, or like facilities.
 - (i) Workers at motor vehicle dealerships who are necessary to facilitate remote and electronic sales or leases, or to deliver motor vehicles to customers, provided that showrooms remain closed to in-person traffic.
10. For purposes of this order, workers who perform resumed activities are defined as follows:
- (a) Workers who process or fulfill remote orders for goods for delivery or curbside pick-up.
 - (b) Workers who perform bicycle maintenance or repair.
 - (c) Workers for garden stores, nurseries, and lawn care, pest control, and landscaping operations, subject to the enhanced social-distancing rules described in section 11(h) of this order.
 - (d) Maintenance workers and groundskeepers who are necessary to maintain the safety and sanitation of places of outdoor recreation not otherwise closed under Executive Order 2020-43 or any order that may follow from it, provided that the places and their workers do not provide goods, equipment, supplies, or services to individuals, and subject to the enhanced social-distancing rules described in section 11(h) of this order.
 - (e) Workers for moving or storage operations, subject to the enhanced social-distancing rules described in section 11(h) of this order.
11. Businesses, operations, and government agencies that remain open for in-person work must adhere to sound social distancing practices and measures, which include but are not limited to:
- (a) Developing a COVID-19 preparedness and response plan, consistent with recommendations in Guidance on Preparing Workplaces for COVID-19, developed by the Occupational Health and Safety Administration and available [here](#). Such plan must be available at company headquarters or the worksite.
 - (b) Restricting the number of workers present on premises to no more than is strictly necessary to perform the in-person work permitted under this order.
 - (c) Promoting remote work to the fullest extent possible.
 - (d) Keeping workers and patrons who are on premises at least six feet from one another to the maximum extent possible.

- (e) Increasing standards of facility cleaning and disinfection to limit worker and patron exposure to COVID-19, as well as adopting protocols to clean and disinfect in the event of a positive COVID-19 case in the workplace.
- (f) Adopting policies to prevent workers from entering the premises if they display respiratory symptoms or have had contact with a person with a confirmed diagnosis of COVID-19.
- (g) Any other social distancing practices and mitigation measures recommended by the CDC.
- (h) For businesses and operations whose in-person work is permitted under sections 10(c) through 10(e) of this order, the following additional measures must also be taken:
 - (1) Barring gatherings of any size in which people cannot maintain six feet of distance from one another.
 - (2) Limiting in-person interaction with clients and patrons to the maximum extent possible, and barring any such interaction in which people cannot maintain six feet of distance from one another.
 - (3) Providing personal protective equipment such as gloves, goggles, face shields, and face masks as appropriate for the activity being performed.
 - (4) Adopting protocols to limit the sharing of tools and equipment to the maximum extent possible and to ensure frequent and thorough cleaning of tools, equipment, and frequently touched surfaces.

12. Any store that remains open for in-store sales under section 9(f) or section 10(c) of this order:

- (a) Must establish lines to regulate entry in accordance with subsection (b) of this section, with markings for patrons to enable them to stand at least six feet apart from one another while waiting. Stores should also explore alternatives to lines, including by allowing customers to wait in their cars for a text message or phone call, to enable social distancing and to accommodate seniors and those with disabilities.
- (b) Must adhere to the following restrictions:
 - (1) For stores of less than 50,000 square feet of customer floor space, must limit the number of people in the store (including employees) to 25% of the total occupancy limits established by the State Fire Marshal or a local fire marshal.

- (2) For stores of more than 50,000 square feet, must:
 - (A) Limit the number of customers in the store at one time (excluding employees) to 4 people per 1,000 square feet of customer floor space.
 - (B) Create at least two hours per week of dedicated shopping time for vulnerable populations, which for purposes of this order are people over 60, pregnant women, and those with chronic conditions like heart disease, diabetes, and lung disease.
 - (3) The director of the Department of Health and Human Services is authorized to issue an emergency order varying the capacity limits described in this subsection as necessary to protect the public health.
 - (c) May continue to sell goods other than necessary supplies if the sale of such goods is in the ordinary course of business.
 - (d) Must consider establishing curbside pick-up to reduce in-store traffic and mitigate outdoor lines.
13. No one shall rent a short-term vacation property except as necessary to assist in housing a health care professional aiding in the response to the COVID-19 pandemic or a volunteer who is aiding the same.
14. Michigan state parks remain open for day use, subject to any reductions in services and specific closures that, in the judgment of the director of the Department of Natural Resources, are necessary to minimize large gatherings and to prevent the spread of COVID-19.
15. Effective on April 26, 2020 at 11:59 pm:
- (a) Any individual able to medically tolerate a face covering must wear a covering over his or her nose and mouth—such as a homemade mask, scarf, bandana, or handkerchief—when in any enclosed public space.
 - (b) All businesses and operations whose workers perform in-person work must, at a minimum, provide non-medical grade face coverings to their workers.
 - (c) Supplies of N95 masks and surgical masks should generally be reserved, for now, for health care professionals, first responders (e.g., police officers, fire fighters, paramedics), and other critical workers who interact with the public.
 - (d) The protections against discrimination in the Elliott-Larsen Civil Rights Act, 1976 PA 453, as amended, MCL 37.2101 et seq., and any other protections against discrimination in Michigan law, apply in full force to persons who wear a mask under this order.

16. Nothing in this order should be taken to supersede another executive order or directive that is in effect, except to the extent this order imposes more stringent limitations on in-person work, activities, and interactions. Consistent with prior guidance, neither a place of religious worship nor its owner is subject to penalty under section 20 of this order for allowing religious worship at such place. No individual is subject to penalty under section 20 of this order for violating section 15(a) of this order.
17. Nothing in this order should be taken to interfere with or infringe on the powers of the legislative and judicial branches to perform their constitutional duties or exercise their authority.
18. This order takes effect immediately, unless otherwise specified in this order, and continues through May 15, 2020 at 11:59 pm. Executive Order 2020-42 is rescinded. All references to that order in other executive orders, agency rules, letters of understanding, or other legal authorities shall be taken to refer to this order.
19. I will evaluate the continuing need for this order prior to its expiration. In determining whether to maintain, intensify, or relax its restrictions, I will consider, among other things, (1) data on COVID-19 infections and the disease's rate of spread; (2) whether sufficient medical personnel, hospital beds, and ventilators exist to meet anticipated medical need; (3) the availability of personal protective equipment for the health care workforce; (4) the state's capacity to test for COVID-19 cases and isolate infected people; and (5) economic conditions in the state.
20. Consistent with MCL 10.33 and MCL 30.405(3), a willful violation of this order is a misdemeanor.

Given under my hand and the Great Seal of the State of Michigan.



Date: April 24, 2020

Time: 11:00 am

GRETCHEN WHITMER
GOVERNOR

By the Governor:

SECRETARY OF STATE

MACATAWA AREA EXPRESS - MONTHLY RIDERSHIP SUMMARY

(NOTES: Some figures calculated using non-rounded numbers. AUXILIARY ridership includes counts for non-traditional services: Tulip Time Tours, Shuttle, Kertsmarket, etc.)

FIXED ROUTE	TOTAL MONTHLY BOARDING			AVG. WEEKDAY BOARDING			AVG. SATURDAY BOARDING			TOTAL MONTHLY BOARDING			
	MAR. '20	MAR. '19	% CHG.	MAR. '20	MAR. '19	% CHG.	MAR. '20	MAR. '19	% CHG.	MAR. '20	MAR. '19	% CHG.	
ROUTE 1	2,467	4,550	-45.8%	95.8	179.5	-46.6%	89.8	156.2	-42.5%	CITY OF HOLLAND HOLLAND TWP. CITY OF ZEELAND ZEELAND TWP. PARK TWP. AUXILIARY	8,241	14,453	-43.0%
ROUTE 2	2,367	3,893	-39.2%	98.5	160.6	-38.7%	50.0	104.2	-52.0%		6,342	10,874	-41.7%
ROUTE 3	1,459	3,304	-55.8%	60.1	138.5	-56.6%	34.0	79.0	-57.0%		1,116	1,802	-38.1%
ROUTE 4	1,709	2,732	-37.4%	70.8	116.6	-39.3%	38.0	56.6	-32.9%		28	54	-48.1%
ROUTE 5	2,072	3,608	-42.6%	84.9	145.8	-41.8%	51.3	109.2	-53.1%				
ROUTE 6	2,897	4,245	-31.8%	117.3	171.2	-31.5%	79.3	129.8	-38.9%				
ROUTE 7	1,532	2,831	-45.9%	62.8	117.5	-46.5%	37.5	72.8	-48.5%				
ROUTE 8	1,154	1,817	-36.5%	49.8	80.4	-38.0%	14.5	25.8	-43.8%				
ROUTE 11	70	204	-65.7%	2.7	8.7	-68.7%	2.5	4.4	-43.2%				
ROUTE 12													
ROUTE 13													
ROUTE 14													
AUXILIARY	0	0	#DIV/0!	-	-	-	-	-	-		0	0	#DIV/0!
REGULAR	10,359	16,635	-37.7%	422.1	680.9	-38.0%	268.0	467.1	-42.6%				
YOUTH	1,309	2,606	-49.8%	57.1	114.9	-50.3%	13.0	38.8	-66.5%				
SENIOR	979	1,693	-42.2%	39.7	68.3	-41.8%	26.3	51.6	-49.1%				
ADA	3,080	6,250	-50.7%	123.7	254.6	-51.4%	89.5	180.5	-50.4%				
TOTAL	15,727	27,184	-42.1%	642.7	1,118.8	-42.6%	396.8	738.0	-46.2%				

TWILIGHT ROUTE	TOTAL MONTHLY BOARDING			AVG. WEEKDAY BOARDING			AVG. SATURDAY BOARDING			TOTAL MONTHLY BOARDING			
	MAR. '20	MAR. '19	% CHG.	MAR. '20	MAR. '19	% CHG.	MAR. '20	MAR. '19	% CHG.	MAR. '20	MAR. '19	% CHG.	
ROUTE 9	219	350	-37.4%	9.1	13.0	-30.1%	4.8	15.4	-69.2%	CITY OF HOLLAND HOLLAND TWP.	219	350	-37.4%
ROUTE 10	281	329	-14.6%	11.5	13.5	-15.2%	7.3	9.2	-21.2%		281	329	-14.6%
REGULAR	377	421	-10.5%	15.5	16.4	-5.8%	9.3	15.4	-39.9%				
YOUTH	40	70	-42.9%	1.5	2.9	-46.7%	1.5	2.0	-25.0%				
SENIOR	20	28	-28.6%	0.9	0.9	-4.0%	0.3	2.0	-87.5%				
ADA	63	160	-60.6%	2.7	6.4	-58.1%	1.0	5.2	-80.8%				
TOTAL	500	679	-26.4%	20.5	26.5	-22.5%	12.0	24.6	-51.2%				

DEMAND RESPONSE	TOTAL MONTHLY BOARDING			AVG. WEEKDAY BOARDING			AVG. SATURDAY BOARDING			TOTAL MONTHLY BOARDING			
	MAR. '20	MAR. '19	% CHG.	MAR. '20	MAR. '19	% CHG.	MAR. '20	MAR. '19	% CHG.	MAR. '20	MAR. '19	% CHG.	
REGULAR	638	451	41.5%	27.1	20.2	34.1%	10.5	5.4	94.4%	CITY OF HOLLAND HOLLAND TWP. CITY OF ZEELAND ZEELAND TWP. PARK TWP. AUXILIARY	2,093	3,340	-37.3%
YOUTH	70	177	-60.5%	3.2	8.4	-62.1%	0.0	0.0	#DIV/0!		1,579	2,447	-35.5%
SENIOR	103	180	-42.8%	4.4	7.9	-44.2%	1.5	3.0	-50.0%		292	451	-35.3%
ADA	3,452	5,944	-41.9%	148.0	264.2	-44.0%	48.8	79.2	-38.4%		16	35	-54.3%
TOTAL	4,263	6,752	-36.9%	182.7	300.7	-39.2%	60.8	87.6	-30.7%		283	479	-40.9%
										0	0	#DIV/0!	

NIGHT OWL	TOTAL MONTHLY BOARDING			AVG. WEEKDAY BOARDING			AVG. SATURDAY BOARDING			TOTAL MONTHLY BOARDING			
	MAR. '20	MAR. '19	% CHG.	MAR. '20	MAR. '19	% CHG.	MAR. '20	MAR. '19	% CHG.	MAR. '20	MAR. '19	% CHG.	
REGULAR	122	89	37.1%	5.3	3.7	43.7%	1.3	2.2	-43.2%	CITY OF HOLLAND HOLLAND TWP. CITY OF ZEELAND ZEELAND TWP.	86	112	-23.2%
YOUTH	0	0	#DIV/0!	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!		114	152	-25.0%
SENIOR	12	0	#DIV/0!	0.5	0.0	#DIV/0!	0.0	0.0	#DIV/0!		60	48	25.0%
ADA	126	224	-43.8%	5.0	9.2	-45.2%	3.8	6.2	-39.5%		0	1	-100.0%
TOTAL	260	313	-16.9%	10.9	12.9	-15.4%	5.0	8.4	-40.5%				

OVERALL RIDERSHIP	TOTAL MONTHLY BOARDING			AVG. WEEKDAY BOARDING			AVG. SATURDAY BOARDING			TOTAL MONTHLY BOARDING			
	MAR. '20	MAR. '19	% CHG.	MAR. '20	MAR. '19	% CHG.	MAR. '20	MAR. '19	% CHG.	MAR. '20	MAR. '19	% CHG.	
REGULAR	11,496	17,596	-34.7%	470.0	721.2	-34.8%	289.0	490.1	-41.0%	CITY OF HOLLAND HOLLAND TWP. CITY OF ZEELAND ZEELAND TWP. PARK TWP. AUXILIARY	10,639	18,255	-41.7%
YOUTH	1,419	2,853	-50.3%	61.9	126.1	-50.9%	14.5	40.8	-64.5%		8,316	13,802	-39.7%
SENIOR	1,114	1,901	-41.4%	45.5	77.1	-40.9%	28.0	56.6	-50.5%		1,468	2,301	-36.2%
ADA	6,721	12,578	-46.6%	279.5	534.4	-47.7%	143.0	271.1	-47.3%		44	90	-51.1%
TOTAL	20,750	34,928	-40.6%	856.9	1,458.8	-41.3%	474.5	858.6	-44.7%		283	479	-40.9%
										0	0	#DIV/0!	

	ON-TIME PERCENTAGE			WEEKDAYS	SERVICE DAYS		FIXED ROUTE	DISTRIBUTION OF RIDERSHIP		
	MAR. '20	MAR. '19	DIFF. (+/-)		MAR. '20	MAR. '19		MAR. '20	MAR. '19	DIFF. (+/-)
FIXED ROUTE	96.70%	96.40%	0.30%	22	21	75.79%	77.83%	-2.04%		
DEMAND RESPONSE	98.05%	99.10%	-1.05%	4	5	20.54%	19.33%	1.21%		
						2.41%	1.94%	0.47%		
						1.25%	0.90%	0.35%		

Macatawa Area Express Ridership by Government Unit

Fiscal Year	Fixed Route													Reservation Service													
	Total Rides	City of Holland	%	Holland Twp.	%	City of Zeeland	%	Zeeland Twp.	%	Park Twp.		Auxiliary	%	Total Rides	City of Holland	%	Holland Twp.	%	City of Zeeland	%	Zeeland Twp.	%	Park Twp.	%	Auxiliary	%	
Oct-17	28,144	15,164	54	10,725	38	2,255	8	0	0	0	0	0	0	7,765	3,724	48	2,730	35	451	6	62	1	508	7	290	4	
Nov-17	26,629	14,699	55	9,849	37	2,081	8	0	0	0	0	0	0	7,070	3,601	51	2,500	35	450	6	55	1	464	7	0	0	
Dec-17	24,268	13,393	55	9,077	37	1,798	7	0	0	0	0	0	0	6,587	3,186	48	2,334	35	371	6	42	1	394	6	260	4	
Jan-18	29,035	16,287	56	10,429	36	2,319	8	0	0	0	0	0	0	7,910	4,036	51	2,800	35	469	6	63	1	542	7	0	0	
Feb-18	27,903	15,708	56	10,073	36	2,122	8	0	0	0	0	0	0	7,297	3,718	51	2,543	35	465	6	79	1	492	7	0	0	
Mar-18	30,288	16,613	55	11,423	38	2,252	7	0	0	0	0	0	0	7,927	3,974	50	2,790	35	534	7	105	1	524	7	0	0	
Apr-18	27,287	14,580	53	10,573	39	2,134	8	0	0	0	0	0	0	7,315	3,695	51	2,562	35	458	6	76	1	470	6	54	1	
May-18	33,380	14,717	44	10,866	33	2,442	7	0	0	0	0	5,355	16	7,235	3,448	48	2,693	37	513	7	48	1	477	7	56	1	
Jun-18	26,901	13,962	52	10,806	40	2,133	8	0	0	0	0	0	0	6,549	3,296	50	2,425	37	402	6	25	0	401	6	0	0	
Jul-18	24,883	12,825	52	9,902	40	2,156	9	0	0	0	0	0	0	5,816	2,948	51	2,141	37	365	6	17	0	345	6	0	0	
Aug-18	27,679	14,391	52	11,107	40	2,119	8	62	0	0	0	0	0	7,019	3,574	51	2,575	37	407	6	27	0	436	6	0	0	
Sep-18	27,054	14,215	53	10,579	39	2,200	8	60	0	0	0	0	0	6,451	3,309	51	2,157	33	463	7	41	1	430	7	51	1	
Total	333,451	176,554	53	125,409	38	26,011	8	122	0	0	0	5,355	2	84,941	42,509	50	30,250	36	5,348	6	640	1	5,483	6	711	1	
Oct-18	30,420	15,982	53	11,815	39	2,556	8	67	0	0	0	0	0	7,509	3,818	51	2,591	35	505	7	39	1	526	7	30	0	
Nov-18	26,955	13,998	52	10,582	39	2,318	9	57	0	0	0	0	0	6,825	3,370	49	2,416	35	507	7	43	1	489	7	0	0	
Dec-18	25,780	13,315	52	10,360	40	2,045	8	60	0	0	0	0	0	6,489	3,229	50	2,227	34	449	7	64	1	440	7	80	1	
Jan-19	24,479	12,918	53	9,442	39	2,056	8	63	0	0	0	0	0	5,946	2,956	50	2,102	35	455	8	27	0	406	7	0	0	
Feb-19	24,510	13,209	54	9,463	39	1,769	7	69	0	0	0	0	0	6,359	3,149	50	2,278	36	447	7	32	1	453	7	0	0	
Mar-19	27,184	14,454	53	10,874	40	1,802	7	54	0	0	0	0	0	6,752	3,340	49	2,447	36	451	7	35	1	479	7	0	0	
Apr-19	26,902	14,196	53	10,758	40	1,881	7	67	0	0	0	0	0	6,869	3,458	50	2,394	35	453	7	49	1	461	7	54	1	
May-19	33,100	13,421	41	10,199	31	2,145	6	95	0	0	0	7,240	22	6,785	3,334	49	2,413	36	511	8	41	1	486	7	0	0	
Jun-19	23,798	12,182	51	9,755	41	1,778	7	83	0	0	0	0	0	6,243	3,114	50	2,185	35	454	7	24	0	428	7	38	1	
Jul-19	24,900	12,709	51	10,246	41	1,859	7	86	0	0	0	0	0	6,243	3,035	49	2,286	37	422	7	24	0	466	7	10	0	
Aug-19	28,352	14,564	51	11,661	41	2,049	7	78	0	0	0	0	0	6,516	3,202	49	2,353	36	493	8	32	0	418	6	18	0	
Sep-19	25,812	13,448	52	10,132	39	2,133	8	99	0	0	0	0	0	5,952	2,823	47	2,240	38	415	7	24	0	450	8	0	0	
Total	322,192	164,396	51	125,287	39	24,391	8	878	0	0	0	7,240	2	78,488	38,828	49	27,932	36	5,562	7	434	1	5,502	7	230	0	
Oct-19	29,615	15,152	51	11,965	40	2,387	8	111	0	0	0	0	0	7,005	3,496	50	2,525	36	427	6	33	0	524	7	0	0	
Nov-19	26,277	13,731	52	10,662	41	1,833	7	51	0	0	0	0	0	5,881	2,919	50	2,136	36	351	6	25	0	450	8	0	0	
Dec-19	25,808	13,232	51	10,722	42	1,816	7	38	0	0	0	0	0	5,816	2,886	50	2,063	35	351	6	30	1	463	8	23	0	
Jan-20	27,883	14,732	53	11,089	40	2,014	7	48	0	0	0	0	0	6,591	3,334	51	2,312	35	387	6	30	0	528	8	0	0	
Feb-20	28,534	15,030	53	11,463	40	1,983	7	58	0	0	0	0	0	6,088	3,066	50	2,112	35	373	6	32	1	505	8	0	0	
Mar-20	15,727	8,241	52	6,342	40	1,116	7	28	0	0	0	0	0	4,263	2,093	49	1,579	37	292	7	16	0	283	7	0	0	
Apr-20	0	0	###	0	###	0	###	0	###	0	###	0	###	0	0	###	0	###	0	###	0	###	0	###	0	###	###
May-20	0	0	###	0	###	0	###	0	###	0	###	0	###	0	0	###	0	###	0	###	0	###	0	###	0	###	###
Jun-20	0	0	###	0	###	0	###	0	###	0	###	0	###	0	0	###	0	###	0	###	0	###	0	###	0	###	###
Jul-20	0	0	###	0	###	0	###	0	###	0	###	0	###	0	0	###	0	###	0	###	0	###	0	###	0	###	###
Aug-20	0	0	###	0	###	0	###	0	###	0	###	0	###	0	0	###	0	###	0	###	0	###	0	###	0	###	###
Sep-20	0	0	###	0	###	0	###	0	###	0	###	0	###	0	0	###	0	###	0	###	0	###	0	###	0	###	###
Total	153,844	80,118	52	62,243	40	11,149	7	334	0	0	0	0	0	35,644	17,794	50	12,727	36	2,181	6	166	0	2,753	8	23	0	

Macatawa Area Express Ridership by Government Unit

Fiscal Year	Twilight Fixed Route					Night Owl Service										Total Service												
	Total Rides	City of Holland	%	Holland Twp.	%	Total Rides	City of Holland	%	Holland Twp.	%	City of Zeeland	%	Zeeland Twp.	%	Total Rides	City of Holland	%	Holland Twp.	%	City of Zeeland	%	Zeeland Twp.	%	Park Twp.	%	Auxiliary	%	
Oct-17	681	361	53	320	47	342	149	44	154	45	39	11	0	0	36,932	19,398	53	13,929	38	2,745	7	62	0	508	1	290	1	
Nov-17	652	348	53	304	47	294	129	44	138	47	27	9	0	0	34,645	18,777	54	12,791	37	2,558	7	55	0	464	1	0	0	
Dec-17	640	344	54	296	46	300	132	44	139	46	29	10	0	0	31,795	17,055	54	11,846	37	2,198	7	42	0	394	1	260	1	
Jan-18	758	412	54	346	46	348	142	41	170	49	36	10	0	0	38,051	20,877	55	13,745	36	2,824	7	63	0	542	1	0	0	
Feb-18	683	389	57	294	43	337	135	40	162	48	39	12	1	0	36,220	19,950	55	13,072	36	2,626	7	80	0	492	1	0	0	
Mar-18	721	398	55	323	45	346	152	44	160	46	34	10	0	0	39,282	21,137	54	14,696	37	2,820	7	105	0	524	1	0	0	
Apr-18	727	351	48	376	52	337	155	46	148	44	34	10	0	0	35,666	18,781	53	13,659	38	2,626	7	76	0	470	1	54	0	
May-18	788	426	54	362	46	296	144	49	137	46	15	5	0	0	41,699	18,735	45	14,058	34	2,970	7	48	0	477	1	5,411	13	
Jun-18	655	305	47	350	53	329	159	48	157	48	13	4	0	0	34,434	17,722	51	13,738	40	2,548	7	25	0	401	1	0	0	
Jul-18	539	233	43	306	57	269	124	46	126	47	19	7	0	0	31,507	16,130	51	12,475	40	2,540	8	17	0	345	1	0	0	
Aug-18	646	334	52	312	48	311	143	46	160	51	8	3	0	0	35,655	18,442	52	14,154	40	2,534	7	89	0	436	1	0	0	
Sep-18	566	288	51	278	49	282	126	45	128	45	28	10	0	0	34,353	17,938	52	13,142	38	2,691	8	101	0	430	1	51	0	
Total	8,056	4,189	52	3,867	48	3,791	1,690	45	1,779	47	321	8	1	0	430,239	224,942	52	161,305	37	31,680	7	763	0	5,483	2	6,066	1	
Oct-18	713	331	46	382	54	311	144	46	139	45	28	9	0	0	38,953	20,275	52	14,927	38	3,089	8	106	0	526	1	30	0	
Nov-18	604	273	45	331	55	310	128	41	143	46	39	13	0	0	34,694	17,769	51	13,472	39	2,864	8	100	0	489	1	0	0	
Dec-18	657	274	42	383	58	252	90	36	129	51	33	13	0	0	33,178	16,908	51	13,099	39	2,527	8	124	0	440	1	80	0	
Jan-19	670	306	46	364	54	274	99	36	134	49	41	15	0	0	31,369	16,279	52	12,042	38	2,552	8	90	0	406	1	0	0	
Feb-19	605	298	49	307	51	308	113	37	147	48	45	15	3	1	31,782	16,769	53	12,195	38	2,261	7	104	0	453	1	0	0	
Mar-19	679	350	52	329	48	313	112	36	152	49	48	15	1	0	34,928	18,256	52	13,802	40	2,301	7	90	0	479	1	0	0	
Apr-19	648	309	48	339	52	299	119	40	148	49	32	11	0	0	34,718	18,082	52	13,639	39	2,366	7	116	0	461	1	54	0	
May-19	670	306	46	364	54	294	131	45	140	48	23	8	0	0	40,849	17,192	42	13,116	32	2,679	7	136	0	486	1	7,240	18	
Jun-19	632	335	53	297	47	311	153	49	127	41	31	10	0	0	30,984	15,784	51	12,364	40	2,263	7	107	0	428	1	38	0	
Jul-19	616	279	45	337	55	278	103	37	154	55	21	8	0	0	32,037	16,126	50	13,023	41	2,302	7	110	0	466	1	10	0	
Aug-19	736	359	49	377	51	329	129	39	181	55	19	6	0	0	35,933	18,254	51	14,572	41	2,561	7	110	0	418	1	18	0	
Sep-19	594	320	54	274	46	360	115	32	193	54	52	14	0	0	32,718	16,706	51	12,839	39	2,600	8	123	0	450	1	0	0	
Total	7,824	3,740	48	4,084	52	3,639	1,436	39	1,787	49	412	11	4	0	412,143	208,400	51	159,090	39	30,365	7	1,316	0	5,502	1	7,470	2	
Oct-19	669	333	50	336	50	426	155	36	203	48	68	16	0	0	37,715	19,136	51	15,029	40	2,882	8	144	0	524	1	0	0	
Nov-19	624	299	48	325	52	381	140	37	160	42	81	21	0	0	33,163	17,089	52	13,283	40	2,265	7	76	0	450	1	0	0	
Dec-19	639	323	51	316	49	346	114	33	148	43	84	24	0	0	32,609	16,555	51	13,249	41	2,251	7	68	0	463	1	23	0	
Jan-20	741	387	52	354	48	383	114	30	176	46	93	24	0	0	35,598	18,567	52	13,931	39	2,494	7	78	0	528	1	0	0	
Feb-20	790	417	53	373	47	356	132	37	153	43	71	20	0	0	35,768	18,645	52	14,101	39	2,427	7	90	0	505	1	0	0	
Mar-20	500	219	44	281	56	260	86	33	114	44	60	23	0	0	20,750	10,639	51	8,316	40	1,468	7	44	0	283	1	0	0	
Apr-20	0	0	###	0	###	0	0	###	0	###	0	###	0	###	0	0	###	0	###	0	###	0	###	0	###	0	###	###
May-20	0	0	###	0	###	0	0	###	0	###	0	###	0	###	0	0	###	0	###	0	###	0	###	0	###	0	###	###
Jun-20	0	0	###	0	###	0	0	###	0	###	0	###	0	###	0	0	###	0	###	0	###	0	###	0	###	0	###	###
Jul-20	0	0	###	0	###	0	0	###	0	###	0	###	0	###	0	0	###	0	###	0	###	0	###	0	###	0	###	###
Aug-20	0	0	###	0	###	0	0	###	0	###	0	###	0	###	0	0	###	0	###	0	###	0	###	0	###	0	###	###
Sep-20	0	0	###	0	###	0	0	###	0	###	0	###	0	###	0	0	###	0	###	0	###	0	###	0	###	0	###	###
Total	3,963	1,978	50	1,985	50	2,152	741	34	954	44	457	21	0	0	195,603	100,631	51	77,909	40	13,787	7	500	0	2,753	1	23	0	

Historical Ridership
FY2000-FY2019
6,442,546

Historical Ridership Through
FY2020
6,638,149

MEMO

Date: April 16, 2020
 To: MAX Transportation Authority Board
 From: Charles Veldhoff, Kiersten Diamond
 Re: Mid-Fiscal Year 2020 Ridership Summary

The tables below offer a glimpse into mid-year ridership counts by comparing data over the same period from the previous fiscal year. The top five (5) most utilized bus stops on each fixed route are also included for comparison.

MID-FY2020 RIDERSHIP COMPARISON

(AUXILIARY ridership includes counts for non-traditional services: Tulip Time Tours, Shuttle, Kerstmarket, etc.)

TOTAL FIXED ROUTE & TWILIGHT BOARDING: OCT. 1 - MAR. 31				TOTAL DEMAND-RESPONSE & N.O. BOARDING: OCT. 1 - MAR. 31			
	FY2020	FY2019	% CHANGE		FY2020	FY2019	% CHANGE
ROUTE 1	24,222	26,011	-6.9%	REGULAR	3,281	3,506	-6.4%
ROUTE 2	22,436	22,122	1.4%	YOUTH	1,057	1,324	-20.2%
ROUTE 3	15,469	17,226	-10.2%	SENIOR	1,062	1,431	-25.8%
ROUTE 4	17,537	16,067	9.1%	ADA	32,396	35,387	-8.5%
ROUTE 5	21,218	21,974	-3.4%	TOTAL	37,796	41,648	-9.2%
ROUTE 6	26,206	27,294	-4.0%				
ROUTE 7	14,440	14,692	-1.7%				
ROUTE 8	11,480	12,754	-10.0%				
ROUTE 9	1,978	1,832	8.0%				
ROUTE 10	1,985	2,096	-5.3%				
ROUTE 11	836	1,188	-29.6%				
ROUTE 12	0	0	-				
ROUTE 13	-	-	-				
ROUTE 14	-	-	-				
AUXILIARY	0	0	-				
	-	-	-				
REGULAR	100,940	100,756	0.2%				
YOUTH	13,813	15,156	-8.9%				
SENIOR	10,170	9,986	1.8%				
ADA	32,884	37,358	-12.0%				
TOTAL	157,807	163,256	-3.3%				

OVERALL BOARDING: OCT. 1 - MAR. 31			
	FY2020	FY2019	% CHANGE
REGULAR	104,221	104,262	0.0%
YOUTH	14,870	16,480	-9.8%
SENIOR	11,232	11,417	-1.6%
ADA	65,280	72,745	-10.3%
TOTAL	195,603	204,904	-4.5%

SERVICE DAYS: OCT. 1 - MAR. 31 (FR/DR)			
	FY2020	FY2019	% CHANGE
WEEKDAYS	118/128	126/126	-6.4%/1.6%
SATURDAYS	24/26	26/26	-7.7%/0.0%
TOTAL	142/154	152/152	-6.6%/1.3%

TOP BOARDING LOCATIONS PER FIXED ROUTE (FOR THE PERIOD OCT. 1 - MAR. 31)

ROUTE 1				ROUTE 7			
	FY2020	FY2019	% CHG.		FY2020	FY2019	% CHG.
N. Park Dr. S. of James (Walmart Auto)	3,146	4,351	-27.7%	Hastings S. of 24th (BPW)	483	809	-40.3%
W. Shore Dr. N. of Riley (N. End of Meijer)	1,212	1,872	-35.3%	Hastings N. of 32nd (Social Security Office)	362	424	-14.6%
Van Ommen Dr. N. of James	875	391	123.8%	Central N. of 16th (Apartments)	333	448	-25.7%
River N. of 7th	573	655	-12.5%	Columbia N. of 15th	326	165	97.6%
W. Shore Dr. S. of Greenly (N. End of Target)	537	581	-7.6%	Columbia & 19th	298	232	28.4%

ROUTE 2				ROUTE 8			
	FY2020	FY2019	% CHG.		FY2020	FY2019	% CHG.
Westwood & Campus (Traditions)	1,887	1,756	7.5%	State & Garfield	585	749	-21.9%
144th N. of Butternut (Family Fare)	1,618	1,460	10.8%	W. Lawrence & Pine (City on a Hill)	508	311	63.3%
132nd S. of Riley	1,023	897	14.0%	Fairview & E. Roosevelt	397	736	-46.1%
James E. of Butternut (James Center)	728	654	11.3%	State N. of Main (Downtown)	375	583	-35.7%
Howard & Jackson (Dunton Park)	657	436	50.7%	Riley E. of State/96th (Family Fare)	332	343	-3.2%

ROUTE 3				ROUTE 9			
	FY2020	FY2019	% CHG.		FY2020	FY2019	% CHG.
Van Raalte & 18th (Boys & Girls Club)	630	937	-32.8%	16th E. of Waverly (Meijer)	383	487	-21.4%
Diekema & 18th (Wildwood Creek)	574	722	-20.5%	Diekema & 18th (Wildwood Creek)	92	64	43.8%
Van Raalte N. of 15th	541	518	4.4%	16th E. of River	38	48	-20.8%
16th W. of Van Raalte (Vanderbilt School)	432	753	-42.6%	Stratford & Abbey Ct.	38	38	0.0%
40th W. of S. Washington (Harbor Village)	359	843	-57.4%	22nd & Homestead	33	20	65.0%

ROUTE 4				ROUTE 10			
	FY2020	FY2019	% CHG.		FY2020	FY2019	% CHG.
8th & Reed	1,212	1,831	-33.8%	N. Park Dr. S. of James (Walmart / Sams Club)	556	686	-19.0%
James E. of US 31 (Plaza - North End)	692	705	-1.8%	Westwood & Campus (Traditions)	120	78	53.8%
Waverly S. of Chicago Dr. (Credit Union)	683	586	16.6%	Waverly N. of 8th (Greenbriar Apts.)	54	47	14.9%
James St. (County Buildings)	673	881	-23.6%	8th E. of Reed	41	24	70.8%
Waverly N. of 8th (Greenbriar Apts.)	512	568	-9.9%	James W. of Van Ommen (Walmart Plaza)	25	16	56.3%

ROUTE 5				ROUTE 11			
	FY2020	FY2019	% CHG.		FY2020	FY2019	% CHG.
12th W. of S. River (City Hall/Library)	2,835	3,549	-20.1%	James St. (County Buildings)	132	185	-28.6%
River N. of 7th	1,629	1,200	35.8%	92nd & Hillcrest Dr.	122	155	-21.3%
21st W. of State (Evergreen Commons)	986	1,158	-14.9%	Felch & Chicago Dr. (Spectrum Health Zeeland)	104	127	-18.1%
S. Washington N. of US 31 (Family Fare)	865	969	-10.7%	State N. of Main (Downtown)	101	114	-11.4%
River & 14th	668	827	-19.2%	James E. of US 31 (Plaza - North End)	100	117	-14.5%

ROUTE 6				ROUTE 12			
	FY2020	FY2019	% CHG.		FY2020	FY2019	% CHG.
16th E. of Waverly (Meijer)	4,711	5,727	-17.7%		0	-	-
Waverly N. of 24th (Across GVSU)	1,510	910	65.9%		0	-	-
Fairbanks N. of 16th (Smallenburg Park)	982	1,231	-20.2%		0	-	-
Stratford & Abbey Ct.	969	910	6.5%		0	-	-
Century S. of 16th	740	771	-4.0%		0	-	-

Invoice Process Status	Paid
Journal Type	Journal Entry
Organization	(Multiple Items)
Account Code And Description	(Multiple Items)
Detail Account Code	(Multiple Items)
Entered Date.Fiscal	(Multiple Items)



AP Check dt 3/26/2020

GL Account Code	Vendor Name	Invoice Number	Invoice Description	Amount
103-171-723920.1	SEMCO ENERGY - ACH	2020-00000156	MAX - DEPOT AND GREENWAY GAS BILLS	451.08
103-171-723920.2	SEMCO ENERGY - ACH	2020-00000156	MAX - DEPOT AND GREENWAY GAS BILLS	936.86
103-537-6-460627.INPS	INDIAN TRAILS - ACH	2020-00000155	MAX - PASS THROUGH REVENUE FOR WEEK OF 3/8/2020-3/14/2020	153.35
Grand Total				1,541.29



Invoice Process Status	Paid
Journal Type	Journal Entry
Organization	(Multiple Items)
Account Code And Description	(Multiple Items)
Detail Account Code	(Multiple Items)
Entered Date.Fiscal	(Multiple Items)

GL Account Code	Vendor Name	Invoice Number	Invoice Description	Amount
103-171-712724	ACCIDENT FUND	2020-00000147	MAX	211.65
103-171-721730	PITNEY BOWES INC	2020-00000152	MAX	520.99
103-171-722803.9	KUSHNER & COMPANY INC	72306	MAX - FSA ADMIN	180.00
103-171-722804	CUNNINGHAM DALMAN PC	268526	MAX - LEGAL SERVICES	255.86
103-171-722808.2	REPUBLIC SERIVCES #240	0240-007861670	MAX - SERVICES	106.75
103-171-722809.41	SPECTRUM HEALTH ZEELAND	2020-00000153	MAX - JULY 2019 INVOICE FOR SERVICES - REISSUE CHECK	600.00
103-171-723850.0	WINDSTREAM	72364686	MAX - SERVICES	579.64
103-171-723920.1	HOLLAND BOARD OF PUBLIC WORKS	2020-00000149	MAX - UTILITIES	1,606.88
103-171-723920.2	HOLLAND BOARD OF PUBLIC WORKS	2020-00000149	MAX - UTILITIES	175.00
		2020-00000150	MAX	1,211.80
103-171-723960	AMERICAN RED CROSS	22266936	MAX - TRAINING	1,285.00
	HOLLAND CITY TREASURER	2020-09	MAX - RECORD TRAINING 3/5/20	200.00
103-266-712724	ACCIDENT FUND	2020-00000147	MAX	423.17
103-537-6-460627.INPS	INDIAN TRAILS - ACH	2020-00000151	MAX - PASS THROUGH REVENUE 3/1-3/7/2020	556.25
103-537-711720	GUARDIAN LIFE INSURANCE COMPANY	2020-00000148	MAX -	1,989.32
103-537-712724	ACCIDENT FUND	2020-00000147	MAX	3,331.59
103-537-722803.6	HOLLAND MEDI CENTER	98110	MAX - TESTING	187.71
103-591-712724	ACCIDENT FUND	2020-00000147	MAX	370.29
103-591-721931.1	OTTAGAN PLUMBING INC	8514	MAX - SERVICES	166.45
103-591-721931.2	DORNBOS SIGN & SAFETY, INC	INV48623	MAX - SUPPLIES	481.25
	WOLVERINE POWER SYSTEMS	2020-00000154	GENERATOR REPAIRS	1,565.39
103-591-721933.1	TELE-RAD INC	896662	MAX - BATTERY	70.80
103-591-721933.2	APPLIED IMAGING INC	1515863	MAX - MAINTENANCE	282.85
103-591-721939.1	HOLLAND CITY TREASURER	2020-023	MAX - MAINTENANCE CHARGES FEBRUARY 2020	32,648.05
103-591-721939.6	ZEELAND RECORD	1033833	DECALS/GRAPHICS ON (4) ARBOC BUSES	2,544.00
750-210231.D	ICMA RETIREMENT TRUST - 457	2020-00000144	DEF-ICMA% - Deferred Comp - ICMA %*	1,090.09
750-210231.G	STATE OF MICHIGAN	2020-00000146	FOC-MI PT - Friend of the Court-Michigan	442.76
750-210231.M	MERS - ACH	2020-00000145	PENSION - Pension - Original*	8,396.36
Grand Total				61,479.90

Invoice Process Status	Paid
Journal Type	Journal Entry
Organization	(Multiple Items)
Account Code And Description	(Multiple Items)
Detail Account Code	(Multiple Items)
Entered Date.Fiscal	(Multiple Items)



AP Check dt 3/12/2020

GL Account Code	Vendor Name	Invoice Number	Invoice Description	Amount
103-171-721740.TECH	SWORD, JARED	460	REPAIR MILESTONE SERVER	172.85
103-171-722801.9010	MIDWEST COMMUNICATIONS, INC	415630-1	MAX ADVERTISING - FEB 2020	56.00
		415632-1	MAX ADVERTISING - FEB 2020	400.00
103-171-722805.12	HOLLAND CITY TREASURER	2020-0022	MARCH SERVICES	833.33
		2020-0032	MARCH SERVICES	6,375.00
103-171-722809.41	ROUTEMATCH SOFTWARE INC	40942	ANNUAL HOSTING FEES	14,400.00
		41939	USER LICENSES	7,500.00
		41940	ANNUAL HOSTING FEES	6,300.00
		42657	VEHICLE LICENSE	925.00
103-171-723961	MICHIGAN WEST COAST CHAMBER OF COMMERCE	1153476	APRIL 2020-MARCH 2021 DUES	675.00
103-537-6-460627.INPS	INDIAN TRAILS - ACH	2020-00000143	MAX PASS THROUGH REVENUE 2/23/2020-2/29/2020	1,105.51
103-537-721748.0	HOLLAND CITY TREASURER	2020-0017	FEB 2020 SERVICES	20,801.44
103-537-722803.6	HOLLAND MEDI CENTER	97590	FEB SERVICES DRUG SCREENING	931.25
103-591-721740.8	ACTION INDUSTRIAL SUPPLY COMPANY	3724228	ACCT	112.50
	ONE WAY PRODUCTS, INC	725339	MAX SUPPLIES	833.75
103-591-721933.1	TELE-RAD INC	896862	MAX SUPPLIES	70.80
103-591-721939.1	K&R TRUCK REPAIR	2020-00000142	ACCT	170.80
103-591-722808.4	WESTENBROEK MOWER INC	700680	MAX PARTS	35.94
750-210231.HB	HOLLAND CITY TREASURER	2020-0052	PREMIUM	3,154.25
		2020-0054	HEALTH INS PREMIUM FEB 2020	47,158.52
Grand Total				112,011.94

Invoice Process Status	Paid
Journal Type	Journal Entry
Organization	(Multiple Items)
Account Code And Description	(Multiple Items)
Detail Account Code	(Multiple Items)
Entered Date.Fiscal	(Multiple Items)



GL Account Code	Vendor Name	Invoice Number	Invoice Description	Amount
103-171-711717	GUARDIAN	2020-00000138	MAX - MARCH 20220 INS PREM DENTAL,LIFE,STD,LTD, VISION	26.72
103-171-711720	GUARDIAN	2020-00000138	MAX - MARCH 20220 INS PREM DENTAL,LIFE,STD,LTD, VISION	219.12
103-171-721740.0	FIFTH THIRD BANK-CC ACH	2020-00000133	MAX - JAN/FEB 2020 CREDIT CARD STATEMENT	1,857.86
	STAPLES CREDIT PLAN	2020-00000140	MAX - SUPPLIES	219.54
103-171-721740.TECH	RADIO ENGINEERING INDUSTRIES INC	460604	(4) HDD MODULE, HDS, 1TB HARD DRIVES FOR BUS CAMERAS	1,794.43
103-171-722801.9010	FIFTH THIRD BANK-CC ACH	2020-00000133	MAX - JAN/FEB 2020 CREDIT CARD STATEMENT	676.91
103-171-722809.41	THRIVE POP	4009	MAX - WEB HOSTING	39.99
103-171-723850.0	FIFTH THIRD BANK-CC ACH	2020-00000133	MAX - JAN/FEB 2020 CREDIT CARD STATEMENT	190.00
103-171-723860	FIFTH THIRD BANK-CC ACH	2020-00000133	MAX - JAN/FEB 2020 CREDIT CARD STATEMENT	189.32
103-171-723920.1	HOLLAND BOARD OF PUBLIC WORKS	2020-00000139	MAX	10.75
103-171-723960	FIFTH THIRD BANK-CC ACH	2020-00000133	MAX - JAN/FEB 2020 CREDIT CARD STATEMENT	349.00
103-171-723969	FIFTH THIRD BANK-CC ACH	2020-00000133	MAX - JAN/FEB 2020 CREDIT CARD STATEMENT	135.29
103-171-N-721740.TECH	FIFTH THIRD BANK-CC ACH	2020-00000133	MAX - JAN/FEB 2020 CREDIT CARD STATEMENT	2,539.30
103-266-711717	GUARDIAN	2020-00000138	MAX - MARCH 20220 INS PREM DENTAL,LIFE,STD,LTD, VISION	53.44
103-266-711720	GUARDIAN	2020-00000138	MAX - MARCH 20220 INS PREM DENTAL,LIFE,STD,LTD, VISION	312.54
103-537-6-460627.INPS	INDIAN TRAILS - ACH	2020-00000134	MAX - PASS THROUGH REVENUE 2/16/2020-2/22/2020	55.22
103-537-711717	GUARDIAN	2020-00000138	MAX - MARCH 20220 INS PREM DENTAL,LIFE,STD,LTD, VISION	244.13
103-537-711720	GUARDIAN	2020-00000138	MAX - MARCH 20220 INS PREM DENTAL,LIFE,STD,LTD, VISION	1,651.82
103-537-721742	J&H OIL CO	8564423	MAX - SUPPLIES	326.26
103-537-721744.UNIF	FIFTH THIRD BANK-CC ACH	2020-00000133	MAX - JAN/FEB 2020 CREDIT CARD STATEMENT	170.84
103-537-722803.6	BRITT CHIROPRACTIC	120	MAX - AGILITY TEST	125.00
103-591-711717	GUARDIAN	2020-00000138	MAX - MARCH 20220 INS PREM DENTAL,LIFE,STD,LTD, VISION	6.68
103-591-711720	GUARDIAN	2020-00000138	MAX - MARCH 20220 INS PREM DENTAL,LIFE,STD,LTD, VISION	43.21
103-591-721740.8	ARNOLD SALES	1304633	MAX - SUPPLIES	50.00
		1305905	MAX - SUPPLIES	58.14
103-591-721931.1	FIFTH THIRD BANK-CC ACH	2020-00000133	MAX - JAN/FEB 2020 CREDIT CARD STATEMENT	58.31
	PLEUNE SERVICE CO	132876	MAX - SERVICES	463.10
	SHORELINE SERVICES INC	140786	MAX - SERVICES	45.00
	VAN DYKEN MECHANICAL, INC	2020-00000141	ANNUAL HVAC PREVENTATIVE MAINTENANCE INV 329814 & 815	495.00
103-591-721931.2	SHORELINE SERVICES INC	140786	MAX - SERVICES	45.00
	VAN DYKEN MECHANICAL, INC	2020-00000141	ANNUAL HVAC PREVENTATIVE MAINTENANCE INV 329814 & 815	525.00
103-591-721933.1	TELE-RAD INC	896752	(2) MOTOROLA BUS RADIOS	1,880.00
103-591-721939.1	K&R TRUCK REPAIR	R201058595-01	MAX - TOWING	225.00
		R201058802-01	MAX - TOWING	268.35
103-591-722808.5	AESTHETIC GARDENER LLC	11394	MAX - SALTING AND PLOWING SERVICES	3,215.40
		11400	MAX - SALTING AND PLOWING SERVICES	4,023.58
103-CAP-730981	FIFTH THIRD BANK-CC ACH	2020-00000133	MAX - JAN/FEB 2020 CREDIT CARD STATEMENT	223.19
750-210231.D	ICMA RETIREMENT TRUST - 457	2020-00000135	DEF-ICMA% - Deferred Comp - ICMA %*	1,077.08
750-210231.G	STATE OF MICHIGAN	2020-00000137	FOC-MI PT - Friend of the Court-Michigan	442.76
750-210231.H	GUARDIAN	2020-00000138	MAX - MARCH 20220 INS PREM DENTAL,LIFE,STD,LTD, VISION	3,376.26
750-210231.M	MERS - ACH	2020-00000136	PENSION - Pension - Original*	8,082.03
750-210231.V	GUARDIAN	2020-00000138	MAX - MARCH 20220 INS PREM DENTAL,LIFE,STD,LTD, VISION	938.27
Grand Total				36,728.84