

# 2021 ANNUAL REPORT



*We'll Take You There...*



**MAX** Macatawa  
Area Express



**MAX Board Members**

**Left to right: Joe Baumann, Al Rios, Myron Trethewey, James Gerard, Reilly Shuff, Meika Weiss, Kevin Klynstra, Russell TeSlaa**

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**Vision Statement**

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

**Mission Statement**

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

**MAX Transportation Authority Board Members**

**Russell TeSlaa**  
Chairman, Holland Township

**Joe Baumann**  
Vice Chairman, Holland Township

**Myron Trethewey**  
Secretary/Treasure, Holland

**Tyler Kent**  
Member, Holland Township

**Meika Weiss**  
Member, Holland

**Al Rios**  
Member, Holland

**Kristin Myers**  
Member, Holland

**Kevin Klynstra**  
Ex-Officio, City of Zeeland

**James Gerard**  
Ex-Officio, Park Township

**Reilly Shuff**  
Student Advisor

**Black River Public School Local Advisory Council Members**

**Elizabeth Schultz**  
Council Chair, Resident Holland Charter Township

**Amy Florea**  
Senior Resources

**Ken Deur**  
Resident, Holland

**Martha Zahn**  
Resident, Holland

**Yew-Meng Koh**  
Resident, Holland

# From the Top

In FY2021, as the COVID-19 pandemic continued to impact lives across the globe, MAX recognized transportation gaps here at home during this difficult time. Over the course of the pandemic, our team worked closely with social agencies within the Holland and Zeeland community to strengthen those relationships and to better understand their client's needs. The Holland Mission is just one of many who met with us to discuss a more efficient and sustainable way of transporting clients to work. Through that discussion, MAX created a shuttle that provided 7,519 rides to and from the Gateway Center in Holland beginning September 15, 2020 through September 30, 2021. We will continue to provide this needed service in FY2022.

Change is inevitable, and MAX had its share in 2021. Mike Trethewey Secretary/Treasurer of the MAX Authority Board retired from the Authority Board in October of 2021. His vast knowledge, experience and contributions to MAX since joining in 2010 were invaluable. We thank Mike for his dedication and commitment, wishing him all the best.

In May, MAX millage proposal placed on the May 4 election ballot, passed by 82% with voters in the City of Holland and Holland Township in favor of the five-year 0.4 mill renewal. The funds received through this tax levy provides MAX with roughly 22% of our annual funding, which helps support our existing operations, as well as future expansion of service.

In June, MAX recognized a need for a position to oversee procurement projects and assist with existing Federal and State grants, as well as identify new funding opportunities. In the months ahead, we interviewed many good candidates, but found one close to home. Mark Reese, who worked for MAX as a bus operator, applied for the Procurement Coordinator/Grant Specialist position. With over twenty years in the automotive business, having managed four automotive dealerships, two retail

locations, Mark had the skillset we were seeking. Mark began his new role December 2021.

Looking ahead, plans to renovate the second floor of our Operations facility are currently underway, adding workspaces for our growing administrative staff. We will continue to focus on recruitment of bus operators and other key positions, and pursue funding opportunities to expand our fleet.

## **Russell TeSlaa**

Chairman, Board of Directors



## **Elisa Hoekwater**

Executive Director



# MAX FACTS

Total Ridership

**129,898**

Average on-time Performance

**98.3%**

## Fixed Route & Demand Service

Vehicles in Fleet

**31**

Total Vehicle Miles

**557,526**

Total Fuel in Gallons

**91,235**

# Rearview Mirror

September, 2020

## Helping Where We Can



In September 2020, the Gateway Mission (*formerly the Holland Rescue Mission*) located at the Gateway Building on 24<sup>th</sup> and Waverly, contacted MAX staff to discuss transportation options for their residents involved in their 40-week vocational program, helping clients develop life-changing skills. This program provides hope for those in the community who struggle with hunger, homelessness, poverty, addiction and other challenges, and is an important step for participants to gain independence and stability.

When the Gateway Mission staff communicated concern that without reliable transportation some in the program would regress or leave the program, MAX staff were quick to propose a shuttle that could transport their two groups of men and women clients. On September 15, the first shuttle rolled out, and in a year's time has provided 7,519 rides.

The Gateway Mission staff has communicated on multiple occasions how grateful they are to receive this shuttle. The excellent service we provide and thoughtful drivers we have at the MAX helps programs like the Gateway Mission succeed in their efforts to offer support to the community.

May, 2021

## The Holland Community Shows Support for MAX!

The MAX millage proposal placed on the May 4 ballot, passed by an overwhelming 82% with voters in the City of Holland and Holland Township in favor of the five-year 0.4 mill renewal. The funds received through this tax levy provides MAX with roughly 22% of our annual funding, which helps support our existing operations, as well as future expansion of service.

The passing of the millage not only tells us that this community considers MAX a vital resource, but is a direct reflection of the work that we do. Each one of us has an important role at MAX no matter the task, and everyone should be proud of our accomplishments.

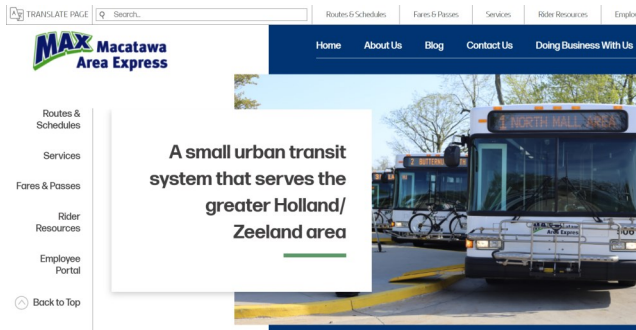
The Lakeshore Friends of Transit committee comprised of local leaders, volunteer their time to advocate on behalf of MAX during the election. Their commitment and support was crucial, and we thank them for helping to educate the community about the important services we provide and encouraging everyone to vote.

We also thank our team for everything they do every day! Without our caring staff, those that rely on our service for work, groceries, or accessing lifesaving treatments would find transportation to be a barrier. Everyone at MAX makes a difference in someone's life!



## August, 2021

### MAX Presents a New Website



In efforts to stay up to date with technology, MAX began the process in FY2021 to design a new website. Paired with a design team from JSL Marketing, the MAX team reviewed many options to make sure their new website was intuitive and user friendly.

The new set up is equipped with buttons that allow site visitors to quickly jump to their desired information, a home page with articles and direct links to important topics,

and a new employee portal where MAX can easily post internal updates. MAX was excited to go live and share the new website in August of 2021 with all users.

## August, 2021

### MAX Staff Receives Pay Increase

At the Board meeting held on August 23, the MAX Transit Authority Board approved a \$2 per hour wage increase for all staff. This raises the starting hourly wage for bus operators to \$17.25 and will help to recruit drivers needed to continue demand response and fixed route services.

Throughout the pandemic, MAX has struggled to find new talent to fill various positions. Non-profit organizations who receive Federal, State and local funding, struggle to compete with the private sector such as manufacturing and other businesses, who can offer a higher wage and sign on bonuses.

To attract bus operator candidates, MAX offers an onboarding bonus of \$500 for qualified bus operators who already have a CDL, and a referral bonus of \$300 for current MAX employees who refer someone who is hired to work at MAX.



## September, 2021

### Employee Appreciation Week



The weeklong event held September 27— October 3 included games, prizes, snacks, an employee breakfast, and a Autumn themed luncheon at Grand Ravines Park in Allendale. Employee families were invited as well, and everyone had a great time. At the luncheon, employee gifts were handed out, lunch was enjoyed, employees got to pick a pumpkin from the pumpkin patch, as well as a kids activity tent.

To enter into the grand prize drawing, employees played a fun game of Corn Maze Crossword. The winner of the grand prize, Driver Austin W., received a traverse city gift box set with a overnight stay at a Traverse City hotel and gift certificate to cover dinner and travel to Traverse City.

**October, 2021****Golden Wheel Award Recipient**

Congratulations to Nic Sanchez who was selected as the winner of the 2021 Golden Wheel Award.

In 2011, Nic began his career at MAX as a bus operator, then promoted to Utility Supervisor in May of 2020. Along with other duties, he and his team play a vital role to keep the bus fleet sanitized throughout the Covid-19 pandemic, fogging each vehicle with a solution that kills the virus. As MAX was short staffed in the Utility's department, Nic worked long hours to ensure the all buses and the garage were in tiptop shape.

Nominated by his co-workers, Nic was selected as the winner based on nine criteria; productivity; reliability; teamwork; adherence to policies and procedures; workplace safety; positive attitude; customer service; accident/incident free, and integrity. Executive Director, Elisa Hoekwater presented the

award on Oct 3 at the Employee Appreciation Week Celebration Lunch. Nic received a plaque, jacket and a monetary award for his employee excellence.

**October, 2021****Mike Trethewey Retires from MAX Board**

Mike Trethewey Secretary/Treasurer of the MAX Authority Board retired from the Board effective October 25, 2021. Appointed in 2010, Mike brought with him valuable perspective and years of experience to MAX. Mike has also served as a Council Member for the City of Holland since 1997, and held the position of Senior Buyer/Parts Manager at Louis Padnos Iron & Metal Company for the past 25 years. Mike will retire from those positions as well, moving to Texas to be closer to family.

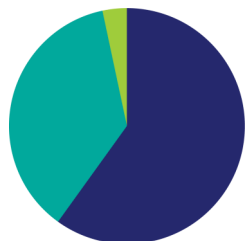
During the October Board meeting, MAX Executive Director, Elisa Hoekwater and Chairman of the Board Russ TeSlaa along with other board members, thanked Mike for his commitment and considerable contributions to MAX. His leadership and wisdom was instrumental to the growth and success of the Holland/Zeeland transportation system. We are grateful to Mike for his many years of service, and thank him for his dedication to this community. We wish him all the best!



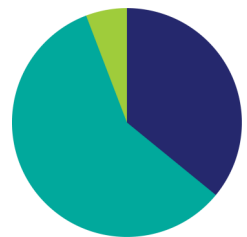
# MAX Metrics

## Ridership Figures for Fiscal Year 2021

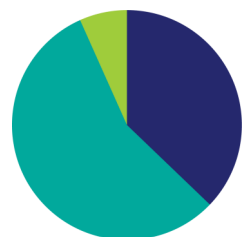
*\*Includes Auxiliary Ridership: Tulip Time Shuttle, etc.*



Service	FY 2021	FY 2020	Change%
Fixed Route Passengers*	77,841	153,844	-49.4%
Twilight Route Passengers	0	3,963	-100.0
Demand Response Passengers*	47,719	58,956	-19.1
Night Owl Passengers	4,338	3,682	17.8
<b>Total Ridership</b>	<b>129,898</b>	<b>220,445</b>	<b>-41.1</b>



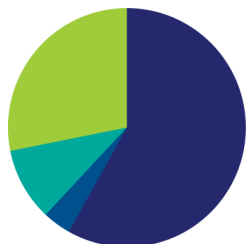
Fixed Route Vehicle Miles	200,265	217,267	-7.8
Fixed Route Passengers/Mile	0.39	0.71	-45.1
Twilight Route Vehicle Miles	0	11,360	-100.0
Twilight Route Passengers/Mile	0	0.35	-100.0
Demand Response Vehicle Miles	325,006	384,347	-15.4
Demand Response Passengers/Mile	0.15	0.15	0.0
Night Owl Vehicle Miles	32,255	30,339	6.3
Night Owl Passengers/Mile	0.13	0.12	8.3



Fixed Route Vehicle Hours	16,060	16,596	-3.2
Fixed Route Passengers/Hour	4.85	9.27	-47.7
Twilight Route Vehicle Hours	0	879	-100.0
Twilight Route Passengers/Hour	0	4.51	-100.0
Demand Response Vehicle Hours	24,258	26,353	-7.9
Demand Response Passengers/Hour	1.97	2.24	-12.1
Night Owl Vehicle Hours	2,889	2,040	41.6
Night Owl Passengers/Hour	1.50	1.81	-17.1

## Fixed Route Passenger Breakdown

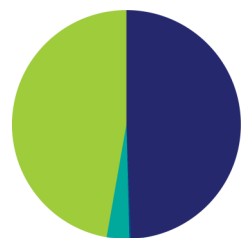
*\*Includes Twilight Route 9 & 10 Passengers*



Rider Type	FY 2021	FY 2020	Change%
Regular	45,236	100,939	-55.2%
Youth	3,000	13,813	-78.3
Senior	7,696	10,170	-24.3
ADA	21,909	32,884	-54.5

## Demand Response Passenger Breakdown

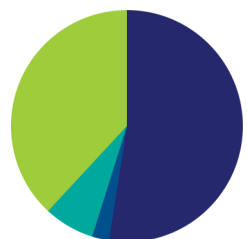
*\*Includes Auxiliary Ridership: Tulip Time Shuttle, etc.*



Rider Type	FY 2021	FY 2020	Change%
Regular	22,909	15,023	52.5%
Youth	96	1,111	-91.4
Senior	1,469	1,658	-11.4
ADA	27,583	44,847	-38.5

## Overall Passenger Breakdown

*\*Includes Twilight Route 9 & 10 Passengers*

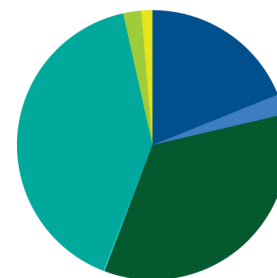


Rider Type	FY 2021	FY 2020	Change%
Regular	68,145	115,963	-46.2%
Youth	3,096	14,924	-79.3
Senior	9,165	11,828	-22.5
ADA	49,492	77,730	-36.3

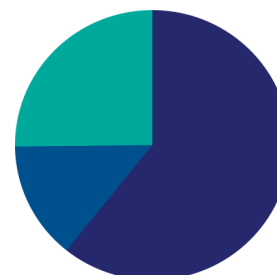
# Financials

## Financials for Fiscal Year 2021

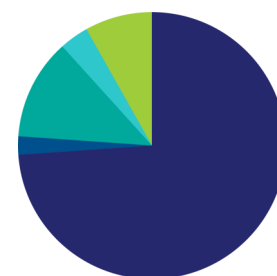
Revenue	FY 2021	FY 2020	Change%
Passenger Fares	\$0	\$ 110,880	-100%
Tax Levy	1,101,145	1,068,918	3.0
Local Operating Assistance	142,092	107,763	31.9
State Assistance			
Operating & Planning	2,005,189	1,787,572	12.2
Capital Grants	10,080	312,031	-96.8
Federal Assistance			
Operating & Planning	2,366,036	1,508,204	56.9
Capital Grants	125,535	1,366,001	-90.8
Interest & Other Reserves	77,484	82,449	-6.0
TOTAL	\$5,827,561	\$6,343,735	-8.1%



Operating Expenses	FY 2021	FY 2020	Change%
Operations	\$2,825,889	\$2,929,746	-3.5%
Maintenance	654,725	660,814	-0.9
General Administration	1,171,148	1,114,761	5.1
TOTAL	\$4,651,762	\$4,705,321	-1.1%



Breakdown of Expenses	FY 2021	FY 2020	Change%
Wages/Salaries/Employee Costs	\$3,436,899	\$3,495,799	-1.7%
Utilities	103,784	103,461	0.3
Maintenance & Operations	568,008	610,313	-6.9
Casualty & Liability Insurance	164,546	201,387	-18.3
Other Operating Expenses	378,525	294,362	28.6
TOTAL	\$4,651,762	\$4,705,321	-1.1%





## Keeping in Touch

MAX keeps the community updated with text messaging, and through Facebook, Twitter, Instagram. Simply search for “MAX Transit” and connect with us via those media.

To sign up for text messages, send the message “maxtransit” to phone number “313131.”



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Holland, MI 49423