



MAX Transportation Authority Board

Meeting Agenda

Monday, July 24, 2023

MAX Training Room

11660 Greenway Dr., Holland, MI 49424

1. June 12, 2023 Board Meeting Minutes – Action
2. Opportunity for Public Comment – Please limit public comment to three (3) minutes or less
3. Marketing Committee
 - a) Call Center Summary – Information
4. Executive Committee
 - a) Amtrak Lease Agreement – Action
 - b) Selection of Consultant to Complete MAX Route Study – Action
 - c) One-time Bonus for Employee Appreciation Week – Action
 - d) Revisions to MAX Uniform Policy – Action
 - e) Revisions to MAX Public Transportation Agency Safety Plan (PTASP) – Action
 - f) Revision to MAX Drug-Free Workplace Policy – Action
 - g) Memorandum of Understanding Between MAX and Macatawa Area Coordinating Council – Action
 - h) FY2024-2026 Title VI Program – Action
 - i) Triennial Review July 2023 – Information
 - j) Transit Asset Management (TAM) Plan Performance Targets – Information
 - k) Board Member Committee Engagement – Information
 - l) Ridership Reports for June 2023 – Information
 - m) Financial Reports for June 2023 – Information
 - n) Expenditure Reports for June 2023 – Information
5. Director's Report

Next meeting is Monday, Aug 28, 2023 at 3:30 p.m.



**Macatawa Area Express Transportation Authority
Meeting Minutes
Monday, May & June 12, 2023
Proposed Minutes**

The Macatawa Area Express Transportation Authority Board met at 3:30 pm in the training room at the MAX Operations building - 11660 Greenway Drive, Holland, MI 49424.

Members Present: Chair Russ TeSlaa and Vice-Chair Lyn Raymond; Board Members Meika Weiss, Kristin Myers, Jason Latham, and Kevin Klynstra,

Others Present: N/A

Members Absent: Secretary/Treasurer Joe Baumann; Board Members Al Rios, and Abraham Hernandez

Staff Present: Elisa Hoekwater, Beth Higgs, Lynn McCammon, Kaitlynn Riegling, and Barbara Sonnerville

6.23.1 Acceptance of Public Comment on Bus Service Changes

A public hearing was held on May 22, 2023 at 3:30 p.m. during the regular scheduled Board meeting to receive public input on the impacts of MAX Transit bus service changes since the onset of Covid-19 pandemic.

The Board did not meet quorum of four voting members to take action however, comments were heard during the meeting, and a recording of those comments is available. The letter received from the one public attendee, expressed the need for extended evening service to their residence at Benjamin's Hope located in Park Township, as well as the need for a ride scheduling online app, offering passengers a more convenient way to schedule rides.

In response to these concerns, Executive Director, Elisa Hoekwater mentioned during the hearing that a transit study is underway, to understand community needs and how we can improve services. Also mentioned was the new scheduling software MAX is procuring that will allow passengers to schedule rides through an online app. A motion was made by Myers and supported by Latham to approve the public comments as submitted. Motion carried unanimously.

6.23.2 Public Comment

There were no public comments.

6.23.3 Approval of the March 27, 2023 Board Meeting Minutes

A motion was made by Latham and supported by Meyers to approve the March 27, 2023 board meeting minutes. Motion carried unanimously.

6.23.4 Marketing Committee

Higgs reported that recruiting drivers is still the main focus in advertising.

6.23.4a *Call Center Summary*

There was no discussion.

6.23.5 Executive Committee

6.23.5a *Action to Approve Amtrak Lease Renewal*

During the March meeting of the MAX board, it was decided to await approval of the Amtrak contract until after a rental agreement is approved with the City of Holland for the use of the depot building. The Amtrak contract was extended through July 31, 2023, providing adequate time for the rental agreements between MAX and the City of Holland to be finalized. A motion was made by Latham and supported by Raymond to approve the extension as written. Motion carried unanimously.

6.23.5b *Ottawa County Certificate of Compliance and Form L4029*

The 2023 Tax Rate Request Form L-4029 and Certificate of Compliance was prepared and submitted on behalf of Macatawa Area Transportation Authority showing the tax rates authorized for levy on the 2023 tax roll. A motion was made by Weiss and supported by Myers to submit the forms as presented. Motion carried unanimously.

6.23.5c *Accounting Software Replacement*

As fiscal agent for Macatawa Area Express Transportation Authority, the City of Holland has communicated interest in replacing the financial software that both organizations use. The City of Holland reviewed several options to upgrade to a newer product and selected the software best suited for the use by both organizations. Any fees related to the system upgrade will be included as part of the fiscal services fee. A motion was made by Latham and supported by Weiss to approve the replacement of the current accounting software system and approve the additional \$63,195 City Fiscal Services fee, payable in 3 installments. Motion carried unanimously.

6.23.5d *Route Study Proposal and Mobility Planning Update*

The Macatawa Area Express Transportation Authority is seeking a consultant support to complete a Transportation Study. MAX staff wish to issue a Request for Proposals to complete a Transportation Study and recommend strategies to increase ridership and improve transit services. A motion was made by Raymond and supported by Weiss approve the RFP as written. Motion carried unanimously.

6.23.5e*Scheduling Software Update*

Request for Proposal (RFP) No. 2022-1 Cadillac/Wexford, was issued November 21, 2022 on behalf of Michigan transit agencies, including Macatawa Area Express. VIA Mobility LLC was one of the top 2 vendors selected through this process and is the preferred vendor to provide software for the purpose of scheduling and dispatching MAX buses. The service order will be for a 5-year term and included Demand Response, Fixed Route, and Transit Planning & Fixed Route Scheduling. A motion was made by Latham and supported by Weiss approve the third-party contract with VIA Mobility LLC and complete a service order for the deployment of the scheduling software as written. Motion carried unanimously.

6.23.5f*Mid-Year Budget Amendments*

Provided for review are recommended amendments to the FY 2023 budget (see attached). Below is a revised summary of the amended budget based on the expenses for the year-to-date (YTD).

FY2023 Budget Summary

REVENUES: Original Budget Amended Budget Difference

Department 000 - General Revenues \$ 10,223 \$ 10,223 \$ 0

Department 537 - Routine Transit Operations \$5,244,787 \$5,244,787 \$ 0

Revenue Totals \$5,255,010 \$5,255,010 \$ 0

(Note: Revenue totals do not include funds for capital)

EXPENDITURES:

Department 171 - Management & Admin. \$731,150, \$711,192 \$ (19,958)

Department 266 - Customer Service & Marketing \$ 528,085 \$ 530,176 \$ 2,090

Department 537 - Routine Transit Operations \$3,349,695 \$ 3,310,954 \$ (38,741)

Department 591 - Transit Maintenance \$ 646,080 \$ 702,688 \$ 56,608

Department 890 – Contingencies Appropriation \$ 35,000 \$ 35,000

Expenditure Totals \$5,255,010 \$5,290,009 \$ 34,999

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

NET IMPACT OF BUDGET AMENDMENTS: \$35,000 to be added for contingencies.

Funds to be redistributing between line items within departments, the total expenditures will remain unchanged for the mid-year.

Staff recommends Board approval of the proposed amendments to the FY 2023 budget amendments. A motion was made by Weiss and supported by Raymond approve the mid-year budgets amendments as written. Motion carried unanimously.

6.23.5g*Ridership Reports for April and May 2023*

There was no discussion.

6.23.5h*Financial Reports for April and May 2023*

There was no discussion.

6.23.5i*Expenditure Reports for April and May 2023*

There was no discussion.

6.23.6

MAX Director's Report

Hoekwater reported that many projects are coming to a close with great results. Staff is continuing to focus on improved transportation for passengers and bringing in new drivers and retaining employees.

Hoekwater reminded everyone that the next MAX Board Meeting will be held on Monday, July 24, 2023.

6.23.7

Adjournment

A motion was made by Latham and supported by Rios to adjourn the meeting.

Motion carried unanimously.

FOURTH AMENDMENT TO LEASE AGREEMENT
(Holland, Michigan)

This Fourth Amendment to Easement Agreement ("Fourth Amendment") is made this _____ day of _____, _____ by and between Macatawa Area Express Transportation Authority ("Lessor") and National Railroad Passenger Corporation ("Lessee"). The Lessor and the Lessee shall hereinafter be referred to collectively as the "Parties."

BACKGROUND

A. Lessee and the City of Holland entered into a station lease agreement which commenced on January 1, 1993, as amended ("Agreement") pursuant to which the City of Holland leased to Lessee space at the Holland Depot located at 171 Lincoln Avenue, Holland, Michigan; and

B. The City of Holland assigned its interest in the Agreement to Lessor, and such assignment was effective as of July 1, 2007; and

C. The term of the Agreement will expire on July 31, 2023; and

D. Lessor and Lessee are currently in negotiations of the terms of a new lease; and

E. Lessor and Lessee desire to extend the term of the Agreement to provide additional time to negotiate the terms of a new lease.

NOW THEREFORE, for and in consideration of the covenants and obligations hereinafter set forth and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Parties intending to be legally bound hereby agree as follows:

1. Incorporation of Recitals. The foregoing recitals are hereby incorporated by reference. All capitalized terms used herein and not otherwise defined in this Second Amendment shall have the same meaning as in the Agreement.

2. Extensions. The term of the Agreement shall be extended for three (3) months beginning August 1, 2023 and ending September 30, 2023, unless sooner terminated in accordance with the terms of the Agreement.

3. Non-Waiver. Except as expressly amended hereby, the Agreement shall remain unmodified and in full force and effect. The term "Agreement" shall mean the Agreement as amended hereby, and as the parties may amend it from time to time.

IN WITNESS THEREOF, the undersigned, intending to be legally bound hereby, have executed this Fourth Amendment to the Lease Agreement as of the day and year first written above.

Witness: Lessor:
Macatawa Area Express Transportation Authority

By: _____ (Seal)
Name: _____
Title: _____

Witness: Lessee:
National Railroad Passenger Corporation

By: _____ (Seal)
Name: Louis Wolfowitz
Title: VP Real Estate & Commercial Development



TO: MAX Authority Board

FROM: Sandra Korhorn, Mobility Manager *SKK*

RE: Transportation Study & Route Restoration Plan – Consultant Selection

MEETING DATE: July 24, 2023

The Transportation Study & Route Planning Restoration Request for Proposal (RFP) was approved by the MAX Board at their June 12 meeting and was issued June 14. Submissions were due Friday, July 7 and MAX received three (3) proposals. All three proposals were deemed competitive and responsive and were moved forward in the process.

The MAX Selection Committee met Monday & Tuesday (July 17 & 18) to evaluate and discuss the proposals. While all three proposals had pros and cons, Transpo Group came out ahead of the other proposals in the rankings. Transpo Group will partner with Har Ye Kan Consulting, who will provide the public engagement efforts for the project.

Comments from the Selection Committee re: Transpo Group's proposal were as follows:

- Robust public engagement sessions with examples and creativity.
- Social Pinpoint platform that supports the face-to-face public engagement activities, not substitutes it. It also allows for virtual participation.
- Clearly stated the deliverables and they were easy to follow.
- Evident that they had researched MAX and the Holland/Zeeland communities.
- The proposal was polished.
- The team was experienced with an organizational chart that provided a clearly defined role for team members.
- The group specializes in transit/transportation and has relevant experience with past mid-size urban transits.
- The public engagement consultant has worked on other Holland area projects and received high marks from both Elisa & Steve Peterson (City of Holland Senior Planner).

The three proposals were within \$260 of each other. The proposal cost for Transpo Group is \$99,920.

Based on the positive reviews from the Selection Committee as well as the references provided by Transpo Group, the MAX team is recommending Transpo Group for the Macatawa Area Express Transportation Authority Transportation Study & Route Planning Restoration plan. If approved by the MAX Authority board, the group plans to start in August and wrap up June 2024.

July 7, 2023

Proposal for Macatawa Area Express Transit Authority

Transportation Study & Route Planning Restoration

Prepared by:

TRANSPO GROUP

118 Maple Ave, Ste 2
New City, NY 10956
845.207.0785



transpogroup 

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LETTER OF INTEREST

118 Maple Ave, Ste. 2 • New City, NY 10956

July 7, 2023

SUBJECT: Transportation Study & Route Planning Restoration

Dear Selection Committee:

We appreciate the opportunity to submit our qualifications to assist the Macatawa Area Express (MAX) in its Transportation Study and Route Planning Restoration, which will address opportunities to improve MAX services while considering route restoration. At Transpo Group, we believe that transit and other mobility services are critical to building vibrant communities that empower and enable all people to fully access and meaningfully participate in life. The role of transit and public transportation agencies is becoming increasingly important in the rapidly changing landscape of personal mobility, service coordination, accessibility, and service for people who do not have access to a car. We understand the complexities of a region's changing mobility needs and the critical role an efficient transportation network plays. Transpo will assess service gaps in the greater Holland/Zeeland area and recommend a service plan in collaboration with MAX and the community. At the same time, our partner Har Ye Kan Consulting will ensure a robust public engagement effort based on understanding the community and existing and planned local efforts.

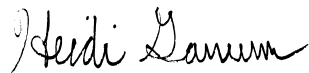
Our enclosed materials highlight our project manager and team, scope/approach to the study, schedule, and cost proposal. We offer the following strengths to complete this work:

- ▶ **Project Experience and Subject Matter Expertise**—Our team possesses a rare combination of small transit system experience conducted nationally. Transpo has recently completed similar studies for transit properties operating in small urban, suburban, and rural markets, including Orange and Herkimer Counties in New York, Hunterdon County, New Jersey, City of Kuna in Idaho, Yakima County, Washington and the Whatcom Transit Authority in Bellingham, Washington, which required an analysis of existing service and the recommendation of enhanced service delivery models to meet local transit needs.
- ▶ **Local Knowledge**—Har Ye Kan Consulting led the vision for the Waterfront Holland Project, which involved over 1,300 community members and 60+ stakeholders in developing a vision and framework for Holland's waterfront. Har Ye is unique in that she brings extensive local knowledge, professional expertise, and international experience, which informs her collaborative approach to community engagement. Har Ye's local knowledge, combined with our team's similar project experiences across the country, provides us with a wealth of background information and understanding that is critical to the project's efficient and effective success.

► **Effective Stakeholder Engagement and Communication**—Understanding stakeholder transit needs for travel within, to, and from the greeter Holland/Zeeland area is critical, as is obtaining buy-in on the study's findings. Our team will draw on our previous experience with similar studies to conduct public engagement activities that will lay the groundwork for understanding community needs. To gain buy-in for moving the project to implementation, we will provide high-quality graphics and outreach strategies that will clarify concepts and effectively communicate the benefits, challenges, and trade-offs of various transit delivery alternatives. We propose using Social Pinpoint, an online platform with robust customizable tools, to amplify our engagement efforts. Social Pinpoint will enable our team to facilitate effective in-person and online engagement and provide the public with a one-stop shop for project information.

Thank you for considering our team on behalf of the Transpo Group, and we look forward to working with MAX. We believe our team has the technical expertise and relevant experience to complete this project and deliver MAX a transit plan that meets the Macatawa region's current and future mobility needs. We appreciate the opportunity to contribute our team's expertise and approach to this important project. Please contact me at 503-841-7936 if you have any questions about our qualifications.

Sincerely,

A handwritten signature in black ink that reads "Heidi Ganum". The signature is fluid and cursive, with the first name "Heidi" and last name "Ganum" clearly distinguishable.

Heidi Ganum, AICP, Project Manager
503-841-7936 | heidi.ganum@transpogroup.com

TITLE PAGE

Closing Date: July 7, 2023

Time: 5:00pm

Transpo Group USA, Inc.

118 Maple Ave, Suite 2
New City, NY 10956

Phone: 845-207-0785

Fax: n/a

Contact Person: Heidi Ganum, Project Manager

Phone: 503-841-7936

E-mail: heidi.ganum@transpogroup.com

Fax: n/a

Responsible for bind the contract contractually:

Patrick Lynch, Principal in Charge

Phone: 425-896-5231

E-mail: patrick.lynch@transpogroup.com

Fax: n/a

OUR TEAM



Transpo Group has assembled a team of transit professionals, mobility planners, and public engagement specialists to complete this study and provide a fresh perspective on future opportunities for MAX service enhancement. Our team comprises nationally recognized experts who have completed small-to-medium transit system redesign projects with scopes comparable to those outlined in the RFP. Transpo Group will be the primary consultant in charge of the study's overall direction, technical analysis, and delivery. Har Ye Kan Consulting, which specializes in meaningful community engagement and planning, will help with public outreach and provide the team with a comprehensive understanding of local assets and community needs.

Transpo Group offers MAX a wide range of skilled experts who have prepared award-winning transportation plans for communities of all sizes since 1975. We recognize that the fundamental components of all successful transportation projects include a clear vision of success, a well-developed strategy at each stage of the process, sound technical analyses, and, most importantly, meaningful public participation. We recognize that the planning process and meaningful engagement are just as necessary as the final plan itself because it is where the community discovers, understands, and endorses an idea.

WE ARE TRANSIT & MOBILITY EXPERTS

OUR TRANSIT SERVICES INCLUDE:



**Transit Policy, Operations
& Service Planning**



**Ped/Bike
Accessibility**



**Public Transportation
Regulation & Policy**



**Station Area Planning &
Transit-Oriented Development**



**Transit
Technologies**



**Microtransit & New
Mobility Models**



**BRT/High Speed
Transit Corridors**



**Ridership Market &
Demand Analysis**



**Alt Fuel Assessments
& Fleet Electrification**

UNDERSTANDING & APPROACH



Project Understanding

Transpo Group understands that MAX's desired outcomes from the Transportation Study and Route Planning Restoration project are increased ridership and improved transit services. Furthermore, Transpo recognizes that, like transit agencies across the country, MAX is looking into ways to improve staff retention and skill development while supporting community health, including increased use of low- and no-emissions vehicles.

Transpo also recognizes several key factors that provide a valuable foundation for the Transportation Study, including:

- ▶ MAX's recent and planned efforts to leverage technology (through the provision of GTFS, MAX's website update, and the planned implementation of a rider-facing mobile application),
- ▶ Community support of MAX, including the success of the 2021 millage proposal, and
- ▶ MAX's experience of reducing and re-introducing services through the COVID-19 pandemic and public outreach throughout.

Transpo Group (Transpo) and Har Ye Kan Consulting (HYK Consulting) have the right combination of national experience and local understanding to assist MAX in exploring the benefits of, and opportunities for improvement in, the current transit system. This exploration will result in a plan that MAX can implement to advance the agency's goals and position the agency to compete for future funding.

Description of the Work to be Performed:

Our team will address the primary tasks and services listed in the RFP, with the level of detail in each task depending on the final project management plan and the agreement of the team and MAX. The primary tasks and services can be understood to address two main outcomes:

1. To improve the experience for riders, especially underserved and vulnerable populations. This includes improved transit options (getting more riders where they want to go when they want to go there, reliably), improved use of technology and data sharing, and strengthening community engagement and ownership of service changes. This outcome reflects the following RFP requests:

- ▶ Provide detailed options to restore transit service, including reduced travel times.
- ▶ Resume fixed route services to underserved and vulnerable populations.
- ▶ Make adjustments to increase the quality or frequency of transit for low-income riders and those in disadvantaged neighborhoods or communities.
- ▶ Provide options to launch micro-transit operations to increase ridership.
- ▶ Gather input from the public, community organizations, and businesses.

2. To improve the experience of the agency and staff. This includes creating systems management improvements (operational and technical), building staff capacity, improving transit system performance (increased ridership), and providing a clear framework for the next steps. This outcome reflects RFP requests:

- ▶ Assist with identifying strategies for improved transit systems management.
- ▶ Offer workforce development strategies to equip transit staff with the skills and training to respond effectively to the increasing demands of transit innovation.
- ▶ Create an electrification plan to reduce vehicle emissions.
- ▶ Summary report and communication strategies.

Our team will bring an approach that builds on the existing strengths of the MAX system and focuses on the challenge of balancing the two objectives. Based on the goals of MAX and the experience of our team, we anticipate the study to address, at a minimum, the following elements:

- ▶ Identification of emerging demand for expanded span of hours and reduced customer ride time on existing MAX services,
- ▶ Identification of opportunities to modify existing routes to address nearby but currently unserved trip residential origins and desired destinations to increase system efficiency, and
- ▶ Development of recommendations that address the unmet mobility needs of members of the public and specialized needs of older persons and individuals with various abilities that are currently unserved or underserved by the current MAX system services.

The ultimate goal of this study is to develop a comprehensive understanding of the existing transit services and how they are used, evaluate and understand the root causes of existing service gaps, develop opportunities to most efficiently use the area's transit resources to bridge those gaps, and develop a framework for future implementation.

Proposed Plan of Action:

Task 1: Project Initiation Project Management, Developing Shared Understanding

During Task 1, our team will work with MAX and key stakeholders to set the foundation for a successful project.

TASK 1.1 PROJECT INITIATION & KICK-OFF

Before our first meeting, Transpo will develop a draft project management plan to be shared with MAX. The plan will include the project schedule with major milestones, recommended check-in meetings, invoicing processes, QA/QC processes, and team roles, responsibilities, and contact information. HYK Consulting will develop a list of potential Study Advisory Committee (SAC) members. In addition, HYK Consulting, with support from Transpo, will develop the draft outreach plan. The plan will include:

- ▶ Dates for the engagement events
- ▶ Plan for communicating about and publicizing the events
- ▶ Activities and supporting materials for each event
- ▶ Required logistics for each event

To kick off the project with the internal team, Transpo and HYK Consulting will meet with MAX staff to review the following:

- ▶ Project goals
- ▶ Project management plan
- ▶ Outreach plan
- ▶ List of potential advisory committee members
- ▶ Assumptions for service planning (for example, planning for the same resources as currently available or assuming increases in the fleet?)

In coordination with MAX, the team will develop a matrix of goals and objectives for the transit study. These goals and objectives will be vetted and agreed to by MAX during the project initiation.

The team will organize an in-person project kick-off with MAX and the SAC to introduce the team and committee and to provide the draft outreach plan and project plan for feedback. The team will also use the kick-off meeting to identify key stakeholders for survey outreach. After project kick-off, Transpo will revise the project management plan, and HYK Consulting will revise the outreach plan.

Task 1 Deliverables:

- ▶ Draft and final project management plan
- ▶ Draft and final outreach plan
- ▶ Existing conditions description
- ▶ Operations and technology evaluation
- ▶ Performance analysis
- ▶ Meeting agendas and notes – project initiation with MAX and project kick-off with SAC
- ▶ On-going project management deliverables – invoices, regular check-in meeting agendas, and notes

Task 2: External Project Kick-off and Testing Our Understanding

In Task 2, the team will supplement our quantitative understanding of MAX service conditions and demographics with qualitative information gathered through public engagement. We will then assess gaps and needs to serve as the foundation for the first public workshop.

TASK 2.1 PROJECT WEBPAGE AND PUBLIC SURVEY

The team proposes to use Social Pinpoint to provide a robust online option for public engagement to supplement in-person events. Through Social Pinpoint, the team can quickly set up and revise a project webpage that can be used to inform the public about the project, disseminate surveys, provide participatory

mapping and trade-off exercises, and access advanced analytics to evaluate the feedback received.

The team will use multiple channels to publicize the Social Pinpoint project page and other materials throughout the process, particularly before the community survey and the public engagement events. These channels include, but are not limited to:

- ▶ Local media (print and radio)
- ▶ Newsletters by local units of government
- ▶ Mailing lists and contacts through the West Coast Chamber of Commerce & Lakeshore Advantage, Lakeshore Nonprofit Alliance, local school districts, and private schools to reach the businesses, employers, nonprofit organizations (including cultural groups and agencies serving under-represented populations), school administrators, and other motorized and non-motorized transportation service groups
- ▶ Social media (MAX's Facebook & Twitter accounts, Holland Informed, Nextdoor.org)

The community survey will be developed and distributed by Transpo, with the assistance of HYK Consulting. The survey will be accessible online via Social Pinpoint. The surveys will be designed so that respondents can complete them in 5-10 minutes.

Survey questions will be designed to help the team better understand the following:

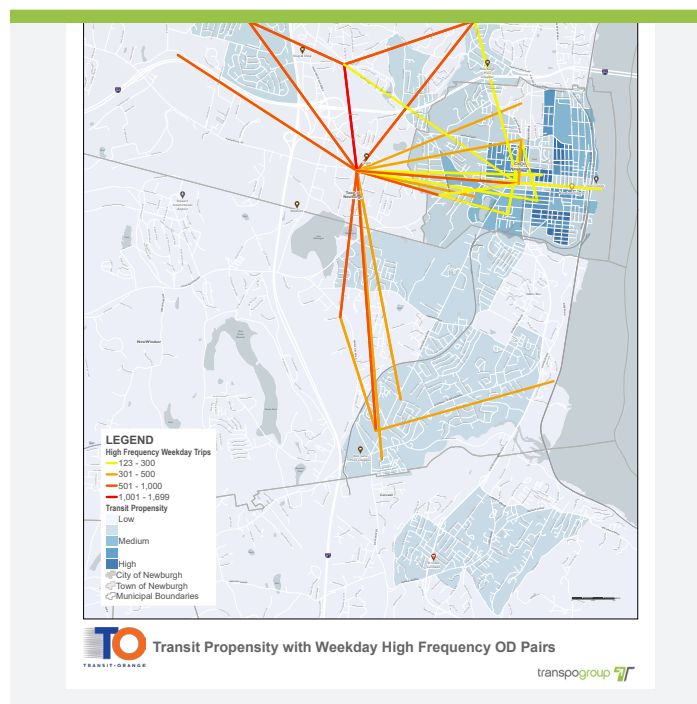
- ▶ For riders, the types of trips they use MAX for (purpose, day of week and time of day, recurring, etc.), the major benefits and challenges of using MAX, and their priorities for service enhancements.
- ▶ For non-riders, the barriers to using MAX and the enhancements that would increase their likelihood of using MAX for different types of trips.

Transpo will document, analyze, and summarize the responses once the survey window has closed and all surveys have been collected.

TASK 2.2 GAPS AND NEEDS ASSESSMENT

The transit propensity analysis results will be overlaid on transit desire lines identified through public engagement and travel pattern trends to and from key activity centers. We will use Replica data to provide origin-to-destination travel patterns. Replica is a simulated travel survey database with advanced relational features. It is compiled from several sources, including decennial Census and American Community Survey datasets, as well as Census Transportation Planning Package (CTPP) data, Longitudinal Employer-Household Data (LEHD), in-vehicle

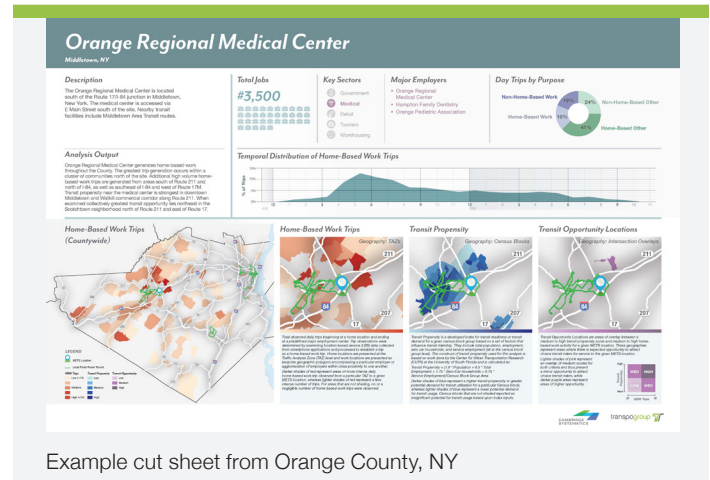
GPS traces, and published count data such as Average Annual Daily Traffic (AADT). Replica data are generated for a representative day of a season (either a weekday or a Saturday). Replica has a significant advantage in synthesizing data that would normally come from a custom regional travel or passenger survey and providing quasi-travel survey data in areas where information is often limited. We have successfully used Replica data to establish transit customer travel patterns in a number of our transit redesign projects, most recently as core data input for a number of transit planning analyses conducted on behalf of the New York State Association of MPOs (NYSAMPO) Transit Committee sponsored Shared-Use Transit Software project.



The Replica-generated origin-destination travel patterns will be used as part of the gaps and needs assessment to identify locations with the greatest transit opportunity and desired connections. These high-transit-opportunity areas will then be assessed to determine how they currently connect to one another, whether improved connections would be beneficial, and how those connections align with the study's goals and objectives.

The gaps and needs assessment will be summarized in a series of graphically rich cut sheets that highlight the current transit service, the service area's transit propensity and travel trends, and areas of opportunity for improved service (such as new/adjusted service areas or temporal adjustments). The figure below depicts an example cut sheet from a project in Orange County, New York. Key qualitative insights gleaned from the public engagement

task will also be included on these cut sheets. The cut sheets will be used to evaluate and develop the proposed concept in Task 3 and the recommended service alternative in Task 4, and they will serve as the foundation for materials for the first public workshop.



Example cut sheet from Orange County, NY

TASK 2.3 PUBLIC WORKSHOP #1

After completing the survey effort and needs and gaps assessment, Transpo and HYK Consulting will work together to develop the first public workshop. In addition to holding the workshop in person (at a location to be determined during the development of the outreach plan), the team will provide an option for individuals to learn about the project and share their thoughts online through Social Pinpoint. During the workshop, the team's main goals will be:

To share:

- ▶ Current system and benefits/challenges
- ▶ Transit propensity and identified key origins and destinations
- ▶ What we've already heard from the community so far

To learn:

- ▶ Are we missing anything? Benefits/challenges, further concerns that have yet to be captured in previous efforts, changes to needs since service reduction and partial restoration?
- ▶ Major origins and destinations
- ▶ How do riders consider the trade-offs – e.g., is it more important to have more coverage less frequently or higher frequency but with more compact coverage?
- ▶ How do riders get information about the service? How do they plan trips? How would they like to?

Exact activities will be determined during the development of the outreach plan. At a minimum, our team intends to make large-scale service maps available to participants for them to identify major destinations, underserved areas, and desired service lines. To reduce workshop costs, the team anticipates receiving MAX and stakeholder committee support for staffing and outreach for this and the following two workshops.

Transpo will synthesize feedback from the online and in-person engagement efforts with the assistance of HYK Consulting. The team will use our transportation expertise and local knowledge to translate the feedback into actionable insights that will be used to develop the proposed service concept.

Task 2 Deliverables:

- ▶ Gaps and needs assessment
- ▶ Public survey and response analysis
- ▶ Public engagement materials
- ▶ Public engagement event and documentation

Task 3: Proposed Concept Development and Feedback

This task aims to assess the potential alternatives for more efficient transit access throughout the study area. The Transpo team will recommend a transit service concept that best matches the levels of transit demand and needs throughout the study area, with the goal of providing the best overall mobility access in a cost-effective way.

TASK 3.1 DEVELOP PROPOSED CONCEPT

Building off the work completed and analyzed in previous tasks, the Transpo team will identify a potential service plan concept tailored to the specific needs of the service area and the targeted service gaps, with consideration of the existing transit assets. Potential options may include:

- ▶ Extended hours and/or days of operations
- ▶ Additional or amended service routes or areas
- ▶ Consolidation of existing overlapping services to increase overall system efficiency
- ▶ Improvements to scheduling and/or dispatching policies and practices to improve and expand access to demand responsive service
- ▶ Services designed to enhance the mobility of specific community groups such as youths, veterans, seniors, or persons with disabilities
- ▶ Partnerships with and between local operators, agencies, organizations, and/or employers

Nationally, there is an increasing body of examples of small and medium-sized communities introducing flexible and on-demand service models to supplement fixed-route networks with the intent of right-sizing service, both geographically and temporally, to improve customer access to mobility options. As part of developing the proposed concept, we will investigate such models and pilots.

During development, the team will evaluate the proposed concept using an iterative service design approach based on, at a minimum, the following considerations further refined based on Task 1 confirmed project priorities, public feedback, and SAC feedback.

- ▶ How well does the concept serve priority transit markets?
- ▶ Local partnerships – Can partnerships with local organizations and employers be leveraged?
- ▶ Connectivity – How well does the concept interact with and support the existing transportation network, including multimodal networks that could serve as first/last mile connections?
- ▶ Efficiency – How well does the proposed concept increase efficiency of service such that additional residents can be served?

In addition to reviewing the proposed concept during a regular check-in meeting with MAX, the team will facilitate a meeting to review the concept with MAX and the SAC. Transpo will refine the concept based on MAX and SAC feedback.

TASK 3.2 PUBLIC WORKSHOP #2

With review by HYK Consulting, Transpo will develop the materials and activities for the second public workshop, focusing on public response to the proposed concept. Exact activities will be determined during the outreach plan development. One activity our team has successfully facilitated in the past is an exercise where participants are given yarn that represents how much service of a given frequency can be provided for the same high-level budget under consideration in the proposed concept. Participants will have maps of the existing service and proposed concept and can use their yarn to suggest different route alignments or frequencies within the allotted budget.

Activities will be focused on educating the public on the factors that go into designing transit service at a high level and learning more about their priorities, including topics such as:

- ▶ Resources available (funding, vehicles, drivers)
- ▶ Frequency/headway versus coverage
- ▶ Service span (operating hours)

The team will develop a Social Pinpoint activity to allow those who cannot participate in the in-person workshop to provide feedback.

With support from HYK Consulting, Transpo will synthesize feedback from the workshop and Social Pinpoint. This information will inform the development of the service recommendation and provide meaningful guidance for the final report's discussion of short-, mid-, and long-term service enhancement opportunities.

Task 3 Deliverables:

- ▶ Proposed concept with supporting documentation
- ▶ Meeting agenda and notes – SAC meeting
- ▶ Public engagement materials
- ▶ Public engagement feedback analysis and summary

Task 4: Recommended Service Development and Feedback

Based on public feedback, Transpo will further refine the proposed concept into a recommended service plan for further feedback.

TASK 4.1 DEVELOPMENT OF THE SERVICE PLAN

Transpo will refine the proposed concept into a recommendation and provide further operational and performance analysis for the recommended service, including:

- ▶ Service orientation – The routing and general stop locations for fixed-route service and service areas for demand-responsive services.
- ▶ Service hours – The hours of operation and frequency for each service type.
- ▶ Service schedule – A service schedule summarizing a timetable for each route.
- ▶ Microtransit – Service structure and operational characteristics (if supported).
- ▶ Ridership forecasts – using FTA's industry-standard STOPS software, a ridership forecast for the preferred system routing alignment will be developed.
- ▶ Operational expenses – Planning level estimate on the proposed service cost based on comparing current operational costs at the revenue mile and revenue service hour.
- ▶ Social impact – How well does the proposed alternative serve underserved and vulnerable communities compared to current services?

In addition to reviewing the service recommendation during a regular check-in meeting with MAX, the team will facilitate a meeting to review the recommendation with MAX and the SAC.

TASK 4.2 PUBLIC WORKSHOP #3

Transpo will develop materials and activities for the third public workshop, focusing on public response to the recommended service plan, with the assistance of HYK Consulting.

Exact activities will be determined during the development of the outreach plan. One activity our team has successfully facilitated in previous efforts included giving participants example travelers and example trips to plan on the recommended system and evaluating how well those trips are served. This activity allows participants to share their own experiences and concerns, as well as consider how the changes may affect others in the community.

Activities will center on informing the public about the factors that were considered and prioritized in developing the recommendation, as well as the team's consideration and responses to previous rounds of feedback. The team will also provide information on study elements that are not part of the recommended service plan, such as recommendations for future phased enhancements.

The team will develop a Social Pinpoint activity to allow those who cannot participate in the in-person workshop to provide feedback.

With support from HYK Consulting, Transpo will synthesize feedback from the workshop and Social Pinpoint. This information will inform the final recommended service plan and study.

Task 4 Deliverables:

- ▶ Recommended service plan with supporting documentation
- ▶ Meeting agenda and notes – SAC meeting
- ▶ Public engagement materials
- ▶ Public engagement event and documentation

Task 5: Final Transportation Study and Route Planning Restoration Report

Transpo will draft and finalize a study summarizing the previous tasks' analyses and recommendations. The Transpo team will also provide an implementation framework, or "road map," outlining a strategic timeline for implementing the recommendations. This would be organized by year and would outline key actions and milestones. More detailed, immediately implementable

strategies would be prioritized in the short-term, with larger-scale deployment, operations, and monitoring efforts positioned in the mid- and long-term. While the study's findings will determine the specific implementation framework, we anticipate it will be structured as follows:

- ▶ Year 1: Immediately implementable tactical strategies; stakeholder/partnership building; human capital needs
- ▶ Year 2: Longer lead time tactical strategies; initial piloting efforts, if deemed necessary
- ▶ Year 3-5: Pilot expansion and/or large-scale deployment; concept of operations and implementation plan; establishment of key performance indicators; service provider contracting; service administration
- ▶ Year 10: Key performance indicators and monitoring evaluation; revisit goals and objectives

Task 5 Deliverables:

- ▶ Final recommended service plan
- ▶ Final study document

Task 6: Electrification Transition Framework

After developing an understanding of MAX's operations and understanding the core of the recommended service concept, Transpo will work with MAX to develop a guide for electrification transition plan considerations. Effective electrification plans require modeling and analysis that consider all aspects of operations and service delivery, including facilities, route planning, and staff training. These plans require granular data about route mileage, elevation changes, and more that are beyond the scope of this proposed effort.

To support MAX's goal of reducing vehicle emissions, Transpo will provide a framework for MAX's approach to the transition to electric vehicles. The framework will include a high-level estimation (using nationally based, non-customized statistics) of key needs related to the recommended service and a guide for what steps MAX will need to take to complete an electrification transition plan in the future.

Task 6 Deliverables:

- ▶ Estimated MAX EV procurement needs
- ▶ Guide for transition plan considerations

Task 7: Workforce Development Plan

Concurrent with Tasks 2-6, Transpo will identify needed staff capacity-building efforts and resources for addressing those needs based on operational analysis and technology evaluation, as well as an understanding of upcoming industry trends and potential service enhancements. Topics such as scheduling, reporting, performance evaluation, grant writing, and other topics identified during the project may be included in the report.

Task 7 Deliverable:

- ▶ Report on staff capacity development needs and resources



QUALITY ASSURANCE/ QUALITY CONTROL

Transpo will coordinate with MAX staff to identify the most appropriate quality control tools to be employed and how quality control will fit in with the overall project management of the on-call. Tools and processes we have utilized on similar projects and may recommend for this effort include:

Risk Register—At the onset of the contract, we will develop a Risk Register, which is designed to identify and track risks to scope, schedule, and budget including level of risk, responsible party, and plan(s) for eliminating or minimizing that risk to success project completion.

Budget and Scope Tracking—Transpo utilizes the Deltek Vision project monitoring and budgeting tool. This tool provides our Account Manager with a powerful project analytic and reporting system. At the outset of the contract, we will develop a project plan in Vision, budgeting time, labor rates, and direct expenses against a project schedule. We will prepared earned value (EV) reports that enable MAX and our project manager to monitor how we are performing against the project plan, actual work, and work-completed to see if a project or task is on track.

QC Process—The process for auditing draft and final deliverables, including expected durations of specific review tasks, will be included in the project management plan. The primary goal of the QA/QC process is client satisfaction. Client satisfaction is achieved by regular and open communication with the client by all levels of the project team. To achieve this begins at the very outset of the project and carries through to close-out.

SCHEDULE

PROPOSED PROJECT SCHEDULE											
WORK TASK	2023					2024					
	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Task 1	1 2 A	3	4	5							
Task 2	6		7								
Task 3						8 B	9				
Task 4								10 C	11		
Task 5										12	13
Task 6										14	15
Task 7											16

- DELIVERABLES
- SAC MEETINGS
1. Project management plan
2. Outreach plan
3. Existing conditions description
4. Technology and operations evaluation
5. Performance analysis
6. Public survey and analysis
7. Workshop #1
8. Proposed concept
9. Workshop #2
10. Recommended service plan
11. Workshop #3
12. Final service plan
13. Final study document
14. Estimated EV needs
15. EV transition guidance
16. Workforce capacity building report

- A. Kick-off
- B. Review proposed concept
- C. Review recommended service plan

QUALIFICATIONS OF PERSONNEL

Organizational Chart

Complete resumes for our proposed staff follow in this section.



Transpo Group specializes in multimodal and transit planning. It has a successful history of providing support to smaller and rural transit properties, working collaboratively to develop right-sized solutions to unique transit and mobility challenges. Transpo is passionate about this work and has a strong team of transit planners and analysts who develop solutions through a balance of evaluating quantitative data and engaging with the community they serve. Our goal is always to build upon existing strengths and enhance transit service to best serve the community’s needs.

Transpo Group is committed to collaborating with our clients, sharing skills and knowledge to help them expand their capabilities and improve their plans and designs. To support this commitment, we’ve assembled a team of experts who share these values and are ready to meet and exceed the project management and technical requirements outlined in the RFP. Heidi Ganum, a Senior Transit and Mobility Planner, will lead our team as the Project Manager.

Heidi has nearly 15 years of experience in transportation policy and planning, transit design, demand-responsive transportation and technology, and human service transportation. Heidi has spent her career assisting small to medium-sized transit agencies in exploring opportunities to improve mobility and access to public transportation. Heidi provides MAX with a hands-on professional who has led transit service redesigns, microtransit, and mobility as a service (MaaS) projects across the country. Heidi is a collaborative partner who strives to improve the cost-efficiency and effectiveness of mobility solutions through actionable and data-driven results that reinforce a community’s vision and improve mobility for all.

Heidi will ensure overall quality control and timely delivery of requested deliverables and the plan. Heidi will also be in charge of the project’s overall technical approach and will be the primary point of contact with MAX personnel. The above organizational chart summarizes the personnel proposed for this effort as well as their specialized roles. The following pages contain detailed resumes for each proposed staff member.

Heidi Ganum | AICP

PROJECT MANAGER



Heidi is a Senior Project Manager with over a decade of experience working at the intersection of urban planning, public health, and social and environmental justice. Heidi has deep expertise helping groups build shared understanding on issues ranging from data specifications to long range plans. She is equally comfortable facilitating discussions with elected leaders, community advocates, software developers, private business interests, and transportation agency staff, and she has led several efforts integrating public health, environmental health, and equity concerns into transportation plans, projects, and policies. Heidi's modal expertise includes walking,

PROJECT EXAMPLES

► Middletown and Newburgh Area Transit System Redesigns

Transit Orange, Orange County, NY

Transpo led the development and analysis of Transit Orange's fixed route transit services in the Middletown and Newburgh service areas for Orange County. The projects aimed to assess current and projected demographics, land uses, travel patterns, and transit demand, create a redesigned service plan to optimize transit network efficiency and effectiveness, and enhance mobility to meet short- and long-term community needs. Both projects aimed to reimagine how passengers access transit and move around their communities. The Transpo team used cutting-edge transit planning tools such as Replica and FTA STOPS modeling to understand better transit-dependent population O-D travel patterns and estimate ridership forecasts for preferred route alignments. The final plans included an implementable fixed route service plan for each area and innovative transit services delivery models, such as microtransit and TDM strategies that reimagine how transit could operate and improve public transportation in Orange County.

► Transit Development Plan

Twin Falls, Idaho

Heidi was the project manager for the plan. The City of Twin Falls expected to surpass 50,000 in population by the 2020 Census, necessitating the creation of a Metropolitan Planning Organization. Twin Falls requested the plan to prepare for the new government body and a change in transit funding for the area. Heidi led the plan creation, which included conducting multiple interviews and workshops with elected leaders, community and business leaders, and community members to identify desired outcomes and building capacity among stakeholders to consider transit investment trade-offs in the future. Recommendations for Twin Falls considered a wide range of factors, including zoning and housing development, active transportation facility design and networks, and parking policy.

► Orange County Coordinated Human Services Transportation Plan

Orange County, NY

To support Orange County, NY's first CHSTP update since the implementation of MAP-21 and the FAST Act, Heidi conducted stakeholder engagement (including the planning and facilitation of stakeholder advisory committee meetings), developed best practices and case studies, and drafted elements of the plan as a sub-consultant. Heidi is also part of the Transpo team currently working on the 2023 update to the plan.

EXPERTISE

- Transit Service Evaluation and Design
- Transit Technology
- Facilitation
- Rural and Small Urban Transit
- Project Management
- Shared Mobility Planning
- Human Service Transportation Planning

EDUCATION

- Master of Public Health (Health Disparities),
Oregon Health and Science University, 2014
- Master of Urban and Regional Planning (Land Use),
Portland State University, 2010
- B.A. (Economics; English Language & Literature),
University of Virginia, 2004

CERTIFICATION

AICP - 028892

MEMBERSHIPS

American Planning Association
American Public Health Association
Institute of Transportation Engineers
Women in Transportation Seminar
Institute of Transportation Engineers/
Vice-Chair MaaS MOD Committee



heidi.ganum@transpogroup.com

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► **Health Connector - Improving Access to Healthcare**

Heart of Iowa Regional Transit Authority (HIRT)

With funding from the US DOT ITS4US Deployment Program, HIRT is working to improve access to healthcare in rural Dallas County, Iowa. The project is focused reducing transportation barriers to healthcare for underserved populations and their caregivers through advanced trip planning, booking, and wayfinding technologies. At IBI Group, Heidi was the project manager and continues to serve as a subject matter expert through Transpo Group.

► **Small Urban and Rural Transit MaaS Support**

NCMM, National

Heidi acted as the MaaS 'adjunct faculty' for the National Center for Mobility Management. In this role she provides training, technical assistance, and other resources to support the adoption of MaaS among agencies supported by NCMM.

► **Software Evaluation for Scheduling and Dispatch and Standardized Reporting for Rural Agencies**

Ohio DOT (ODOT)

In preparation for a new procurement effort, ODOT was interested in evaluating the performance of existing scheduling and dispatch software used by rural agencies in the state. Heidi was the project manager for this effort, which included on-site evaluations of technology and related operations and resulted in recommendations for ODOT, the software vendors, and the agencies. After the completion of the evaluation, Heidi continued to work with ODOT and the vendors to develop standardized reports to improve ease and consistency of reporting for rural agencies.

► **Strategic Technology Technical Assistance for Improved Operations and Regional Coordination**

East Central Iowa Council of Governments (ECICOG)

Heidi was the project manager for this effort, funded by the National Center for Applied Transit Technology. ECICOG provides contracting and procurement support for local transit agencies and wanted to better understand the benefits and challenges of each agency's existing technology and processes for scheduling and dispatch. Heidi conducted the evaluations, including of agencies working with pen and paper solutions, and provided procurement recommendations, technical specifications, and training and change management recommendations.

► **Shared Mobility Management Plan Pilot Projects**

Nassau County, NY

As a subconsultant, Heidi led the team developing two pilot project implementation plans, one for microtransit and one for shared micromobility, for the Nassau County Shared Mobility Management Plan. Heidi led the efforts to evaluate potential areas within the county, prioritize pilot locations, and tailor pilot implementations to the selected locations. Implementation plans included service span and areas, cost estimates, technology requirements, outreach and marketing recommendations, and performance evaluation guidance.

► **Mobility On Demand Strategic Development Plan**

Humboldt County

As a sub-consultant, Heidi researched and reported on model mobility on demand projects and programs in areas sharing similar geographic, demographic, or other factors with Humboldt County. Information included service descriptions, governance structures, and cost of start-up and operations.

► **Coordinated Human Services Transportation Plan**

Anchorage, Alaska

Heidi managed Anchorage's updated Coordinated Human Services Transportation Plan. Tasks included managing local subcontractors, funding and policy analysis, public outreach to diverse communities, including tribes, people with disabilities, and people with low-incomes, and plan development. The CHSTP was updated shortly after a major re-design of Anchorage's transportation system and resulting changes to the ADA paratransit system, so special emphasis was put on improving access to the new fixed route system through pedestrian improvements and first-/last-mile solutions.

► **EZConnect Regional Mobility Center Planning & Development**

NEORide, Ohio

NEORide is an Ohio-based council of governments that improves coordination and efficiency among member agencies to make it easier for riders to use public transit. Members include agencies in Michigan, Ohio, Kentucky, and Arkansas, and West Virginia. Building on the success of EZFare – the coordinated mobile ticketing product used by 14 NEORide members – NEORide is developing the EZConnect Regional Mobility Center with support from IBI. The EZConnect project includes the consolidation of fixed route, demand response, and ADA paratransit options into one trip planning and discovery application for travelers and for customer service agents supporting the EZConnect Regional Mobility Center. At IBI Group, Heidi was the Technical Lead on the project.



Chris Titze | AICP/PP

SENIOR TRANSIT PLANNER

Chris is a senior-level transit professional who has dedicated his career to working with small and rural transit systems. Chris specializes in transit operations and service planning, transit policy and finance, strategic and long-range transit planning, human service transportation (HST), demand responsive transport, passenger market assessments, and technology applications in the transit market. He has collaborated with transit agencies operating within small city, suburban, and rural communities throughout the country. Chris is a collaborative partner who strives on improving the cost-efficient and effective delivery of transit services using implementable and data driven solutions that reinforce community visions and encourage performance, economic development, and sustainable growth. Chris is a founding member of TRB's Transit Data Committee (AP090) and a member of ASC's Transportation and Development Institute (T&DI) Public Transport Committee and APTA's State of Affairs Committee.

PROJECT SAMPLES

► Middletown and Newburgh Area Transit System Redesigns

Transit Orange, Orange County, NY

Transpo led the development and analysis of Transit Orange's fixed route transit services in the Middletown and Newburgh service areas for Orange County. The projects aimed to assess current and projected demographics, land uses, travel patterns, and transit demand, create a redesigned service plan to optimize transit network efficiency and effectiveness, and enhance mobility to meet short- and long-term community needs. Both projects aimed to reimagine how passengers access transit and move around their communities. The Transpo team used cutting-edge transit planning tools such as Replica and FTA STOPS modeling to understand better transit-dependent population O-D travel patterns and estimate ridership forecasts for preferred route alignments. The final plans included an implementable fixed route service plan for each area and innovative transit services delivery models, such as microtransit and TDM strategies that reimagine how transit could operate and improve public transportation in Orange County. Chris served as project manager for these projects, overseeing all technical analyses, alternative development, public engagement activities, and final plan drafting.

► System-wide Analysis for Transit Based Transportation Connections Study

HOCTC Oneida County, NY

For the Herkimer-Oneida Counties Transportation Council (HOCTC), Transpo led a team that evaluated the Oneida County transit system operated by CENTRO including the rural and urban components. The purpose of this study was to provide recommendations to build system efficiency, provide a higher level of service, increase ridership, and obtain a greater return on investment of public transit dollars in Oneida County. Recommendations focused on encouraging economic development and enhance the quality of life, identifying and strengthening transit opportunities, and improving the efficient use of resources in rural and urban Oneida County. Chris acted as a senior transit and mobility analyst and led the alternatives evaluation, the development of short- and long-term service recommendations, and offered guidance on financing alternatives.



EXPERTISE

- Transit Planning, Operations, and Finance
- Transit Data, Analytics, and Demand Forecasting
- FTA Policy and Regulation
- Human Service Transportation (HST)
- Mobility as a Service (MaaS) / New Mobility Solutions
- Transit Technologies and Software Applications

EDUCATION

- M.U.P., Urban Planning,
New York University
- B.A., Political Science
Muhlenberg College

MEMBERSHIPS

New Jersey Professional Planner (NJPP) – License Number: 33LI00613200

American Institute of Certified Planners (AICP) – Certification Number: 023402

APTA – State Affairs Committee
American Society of Civil Engineers (ASCE) T&DI Public Transport Committee

Transportation Research Board
Transit Data Committee (AP090)



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► **Shared Transit Service Planning & Analytics Initiative**

Capital District Transportation Committee | Albany, NY

Chris is currently leading a team that is conducting an in-depth assessment and evaluation of transit planning and analysis tools in an effort to guide the broader use of these tools by entities conducting transit and mobility planning throughout the State of New York. To meet the needs of CDTC, NYSAMPO, NYSDOT and the greater statewide collective of 14 New York MPOs and transit involved in this project, the research team is evaluating the proficiency and efficacy of various open-source and proprietary transit planning software packages through a series of pilot studies. Pilot studies will work to understand the tools that are available for use, what planning and analytical service(s) they provide, and what level of technical capacity is needed to use them – with the goal of identifying the most effective software tools to be used under common practice throughout New York State's metropolitan areas.

► **Major Employer Transit Service (METS) Plan**

Orange County, NY

Chris has acted as the project manager and lead researcher for this project; leading the examination of best practices in Public-Private Partnership (PPP) transit service models and TMD strategies, conducted engagement activities with healthcare, tourism, retail, warehousing, academic institutions and government employers regarding their operations and disposition for employer sponsored transportation programs, analyzed home-based work trip travel pattern data, and is currently developing short and long term service improvement recommendations that focus on service modifications, establishing employer-based transportation programs, mobility as a service (MaaS), and active transportation opportunities.

► **Orange County Transit Management & Planning Services On-Call**

Transit Orange | Orange County, NY

For over a decade, Chris has supported Transit Orange and the Orange County Planning Department in the planning, operations, finance and management of Orange County's transit services. As the contract manager of this task order agreement, Chris is responsible for day-to-day communication, development of requested task orders, the technical approach to all projects, and the timely submission of high-quality deliverables. Chris has led over twenty different transit projects including the development and implementation of a transit operator oversight program for fifteen (15) of the County's transit properties, supported four FTA Triennial reviews, performed equity analyses and developed the County Title VI and LEP Plans, provided guidance on FTA and NYS transit

policy, examined and developed procurement specification for computer aided dispatch and automated vehicle location technologies, conducted a countywide Dial-A-Bus operational and service analysis, developed the County's Asset Management Plan and established state of good repair targets using TERM Lite, and led the development of the Coordinated Health and Human Services Transportation Plan. Most recently Chris completed a zero-emission fleet feasibility assessment, conducted alternative analyses for ferry services, and is currently exploring microtransit solutions to expand transit availability to transit scarce communities as well as major employers looking to expand employee transportation options.

► **Public Transit-Human Services Transportation Regions & Coordinated Plan Framework**

Ohio Department of Transportation | Columbus, OH

Chris was part of a multi-faceted team that examined opportunities to improve regional coordination, planning, and service delivery of transportation services for individuals with disabilities, seniors and people with low incomes in rural, suburban, and urban communities. The goals of this project included establishing public transit regions throughout Ohio and developing a framework to create standardized coordinated plans in order to facilitate regional and statewide coordination efforts. Chris provided technical support in transit technology alternative service delivery models and worked with rural counties and state agencies such as the Department of Aging, the Department of Job and Family Services, the Department of Developmental Disabilities, the Department of Veterans Services, and the Department of Medicaid.

► **PennDOT/rabbittransit FindMyRidePA Transportation Information Services.**

Pennsylvania Department of Transportation (PennDOT) and York Adams Transportation Authority (YATA)/rabbittransit

Chris was part of a team that developed and deployed trip-planning software for Veterans and other transportation disadvantaged populations. The software enables travelers in need of assistance to obtain accurate and timely information about a wide range of available transportation services and, in some cases, to book their trips. Travelers access the system through a web browser or mobile device, through existing 2-1-1 and elder services telephone call centers or through interactive kiosks located to serve Veterans, active service members, and military families. Chris led the stakeholder involvement and outreach efforts, assisted with software development and user requirements, and lead the roll-out of the kiosk distribution and installation for the greater six-county region in southeastern Pennsylvania.



Scott Levine | AICP

TRANSIT MODELER/RIDERSHIP FORCASTER

Scott is a Senior Transportation Planner at Transpo Group, with 20 years of experience in consulting and academia. In addition to his consulting engagements (highlights below), he teaches Urban Planning at the State University of New York. He serves on TRB's Standing Committee on Innovative and Emerging Public Transportation Technologies and is an immediate past member of TRB's ITS Committee and Trustee of the UK's shared-mobility trade body CoMoUK. He has led numerous travel survey efforts and is one of the most accomplished practitioners working with the US and British National Travel Surveys, including restricted-access versions with suitable privacy protections. He has also led major research initiatives, with recent contributions including the impacts of advanced and autonomous driving technologies and development of new techniques to policy making for curb space management in congested urban areas.

PROJECT SAMPLES

► Binghamton Travel Demand Model Upgrade

Binghamton Metropolitan Transportation Study | Binghamton, NY

Scott is serving as Technical Lead on this major travel demand model upgrade for BMTS, the Binghamton-region MPO. In this demographically mature metro region, key issues include developing the ability for the travel demand model to output travel demand forecasts that are useful in evaluating intersection-level improvements. Scott is responsible for re-estimation of several major model components, as well as general technical support across this project.

► Ridership Forecasting and Analysis for the SMTS Long Range Transit Plan

San Diego Metro Transit System (SMTS) | San Diego, CA

Scott worked for SMTS to develop ridership forecasts for transit investment projects to prioritize which projects to implement in the event of a successful public referendum to increase the local sales tax. Scott was responsible for application of the U.S. Federal Transit Administration's STOPS (Simplified Trips-on-Project) software to prepare the ridership forecasts, which is a generic travel demand modeling approach that can be deployed in regions across the US using national-level datasets in combination with local data that is available (surveys, ridership counts, etc.)

► Pinellas Aerial Gondola Feasibility Study

Tampa Bay Area Regional Transportation Authority, FL

Scott is serving as Project Manager on this study of the social, economic, technological, and physical feasibility of introducing advanced aerial-gondola technology across multiple corridors in the Tampa Bay area. Recently completed work includes an assessment of the intermodal connectivity potential of various competing alignments, taking into account both existing and under-construction transit services as well as walkability and cyclability.

► GBNRTC Update and Enhancements to Regional Transit Model

Buffalo, NY

Scott is working to update the region's travel demand model. He is currently analyzing data collected within the region during the 2017 edition of the National Household Travel Survey, to establish how mobility patterns (trip rates in various segments, trip lengths, etc.) have evolved since the most recent regional travel survey in the early 2000s.



EXPERTISE

TDM Refinement

Multimodal Microsimulation

Transit Service Planning

Equity Analysis

Ridership Forecasting

EDUCATION

► PhD, Transport Studies

Imperial College (Topic: Methods to Model Demand for Mobility Services), 2011

► MS/MUP Dual Degrees, Urban Planning/Transportation Planning & Engineering

Polytechnic University/New York University, 2005

► BS, Geography (Minor, Economics)

McGill University, 2002



scott.levine@transpogroup.com

Maris Fry | PE

TRANSIT AND MOBILITY PLANNER



Maris is a licensed professional engineer with more than eight years of professional experience in multi-modal transportation engineering and planning. During her career, Maris has performed multi-modal corridor studies, evaluated the feasibility and strategies surrounding transit expansions and new services, and developed comprehensive transportation management plans for large-scale event spaces and universities. Maris blends technical expertise in the transportation planning field with a passion for creating safe, accessible and vibrant spaces that meet the needs of the community they serve.

PROJECT SAMPLES

► Orange County Major Employer Transit Service (METS) Plan

Orange County, NY

Maris serves as a transit and multimodal planner, working to improve transit access to major employers throughout Orange County. By analyzing countywide census data, employer profiles, employee commute patterns and existing transit service, she has assisted in identifying temporal, technological, and geographic transit service gaps throughout the County. To address these gaps, solutions have been identified that can lead to the greatest increase in ridership reach including route expansions for fixed-route service, additional or shifted service hours, an “early bird/night owl” connecting services program, and collaboration with micro-transit and transportation network companies.

► Kuna Transit Study

Valley Regional Transit (VRT) | Kuna, ID

Maris is assisting the City of Kuna and Valley Regional Transit in understanding the feasibility of public transportation to support growth and transportation choice in the region. The study includes the completion of a market analysis to define travel patterns, key activity centers, and existing transit service; coordination with and input from local stakeholders; and development of transit delivery model alternatives including potential cost implications and strategies for integration with existing transit services in the region.

► TBARTA Pinellas Aerial Gondola Feasibility Study

St. Petersburg and Clearwater, Florida

Maris served as lead planner in an evaluation of the intermodal connectivity of TBARTA's proposed aerial gondola service. She developed a set of intermodal performance metrics and evaluation criteria catered to the specific study area and goals of the project. She evaluated potential stop locations and route alignment alternatives, which provided key insights on the intermodal access potential for each alignment alternative.

► Pennsylvania Avenue Transportation Feasibility Study

Washington, DC

Using the District Department of Transportation (DDOT) Performance Measures Toolbox, Maris collaborated with stakeholders to establish goals and objections for addressing vehicle operations, transit operations, pedestrian and bicycle connectivity and comfort, and public space design along the section of Pennsylvania Avenue that connects the White House and the US Capitol Building.

EXPERTISE

- Transportation Engineering
- Transit Planning
- New Mobility and Active Transportation
- Intermodal Planning

EDUCATION

- B.A., Civil Engineering
Purdue University

LICENSURE

PE, Washington

MEMBERSHIPS

Women's Transportation Seminars
Toastmasters International



maris.fry@transpogroup.com

Paul Sharman | PE

PERFORMANCE MEASURES/EV ENGINEER



Paul is a transportation engineer at Transpo Group who specializes in blending data analytics and multimodal planning. Much of Paul's recent work has been analyzing transportation data to help clients understand roadway and transit performance to efficiently move people, not just vehicles. He has also worked on several Human Services Transportation Plans across the Pacific Northwest which aim to provide transportation and mobility options to those who are historically under served by existing transportation systems.

PROJECT SAMPLES

► Jefferson Transit Authority Electric Bus Study

Jefferson Transit Authority (JTA), WA

Paul assisted Jefferson Transit Authority assess their fixed-route bus system to evaluate whether a transition to electric buses is currently feasible. This included a literature review to determine the state of existing electric bus technologies, and an evaluation of JTA's existing bus routes and driver block profiles to determine if this transition was feasible given the state of current technology. The final phase of the project included JTA conduct a life-cycle cost analysis to determine the fiscal impact of a potential transition to an electric bus fleet and estimating the greenhouse gases saved by transitioning to a zero emissions fleet.

► Whatcom Transportation Authority Zero Emission Bus Transition Plan

Whatcom Transportation Authority (WTA), WA

Paul Sharman is currently leading an effort to develop a transition plan for Whatcom Transportation Authority to transition to a zero-emission fleet. This transition plan includes developing a timeline and cost estimate for both fixed-route and paratransit vehicles and associated infrastructure upgrades. This work includes documenting the state of existing ZEB technologies, analyzing how WTA's routes and driver blocks would operate using existing ZEB technologies and developing a plan to transition WTA to a zero emissions fleet. The study will document lifecycle costs associated with the transition to ZEB as well as expected greenhouse gas emissions saved.

► Port of Seattle Electric Bus Fleet Conversion Needs Analysis

Port of Seattle, WA

Paul helped the Port of Seattle conduct a feasibility analysis for converting two shuttle systems (to and from the employee parking lot and the rental car facility) at SeaTac Airport to electric buses. Paul helped develop an operational model for both shuttle systems to understand whether each route could be converted to electric propulsion without impacting the operations. He also helped conduct a total cost of ownership analysis which compared the life-cycle cost of electric buses and the required infrastructure to CNG powered buses.

EXPERTISE

- Transportation Planning
- Data Analysis and Visualization
- GMA Based Planning
- HSTP Plan Development

EDUCATION

- MS, Transportation Engineering,
University of Washington
- BS, Civil Engineering,
University of Washington

LICENSE

PE, Washington

MEMBERSHIPS

Institute of Transportation
Engineers (ITE)

American Planning Association
(APA), Washington Chapter



paul.sharman@transpogroup.com

transpogroup 

Jonathan DenHaan

GIS/DATA VISUALIZATION

Jonathan is a GIS Technician who primarily focuses on developing databases, mapping, data collection and analysis. His expertise includes a mixture of GIS and transportation solutions such as implementing good mapping design techniques, performing proper database management, and using transportation engineering procedures. Jonathan works on transportation plans for multiple agencies around the Puget Sound and in the states of New York and Idaho. He ensures proper data collection techniques are used and that raw data is correctly transformed through GIS into valuable information that can be used to better urban conditions for all transportation users.

PROJECT SAMPLES

► Orange County Title IV and LEP 2021 update

Orange County, NY

Jonathan helped to update Orange County's Title IV and LEP transportation plans using the most up to date census data. He used data obtained from the US census Bureau to create multiple maps showing the distribution of various demographic and language groups in Orange County. Jonathan was able to effectively visualize the levels of transit service available to Orange County Residents, as well as provide many different statistics on Orange County that were used in the final report.

► Herkimer-Oneida Counties Transportation Council Road Atlas

Herkimer and Oneida Counties, NY

Jonathan is assisting Transpo's marketing team by providing GIS data from many different sources and converting them for use in Adobe Illustrator. He has worked to help document the infrastructure in these counties, including the transportation network, points of interest, waterbodies, watersheds, tourism destinations and more.

► Valley Regional Transit Corridor Study

Ada County, ID

For this transit focused project, Jonathan worked to create and display transit related data in an online environment. Jonathan created an online portal where Transpo staff and clients could view and utilize data for their own analysis. Jonathan developed map layers displaying information related to Transit Analysis Zones (TAZ), demographic data, pedestrian infrastructure, collisions data, bus routes and ridership data to aid in analysis of new bus route and stop options for the City's of Meridian and Boise in Ada County, Idaho.



EXPERTISE

- GIS Mapping/Analysis
- Census Data
- Interactive Web Mapping
- ADA Standards and Compliance

EDUCATION

► Geographic information Science and Cartography Certificate

University of Washington

► MS, Teaching

University of Washington

► B.S. Environmental Science

Calvin University

LICENSE

PE, Washington

MEMBERSHIPS

Institute of Transportation Engineers (ITE)

American Planning Association (APA), Washington Chapter



jonathan.denhaan@transpogroup.com

transpogroup 

Borna Khedri

TRANSIT DATA ANALYST

Borna received his master's degree in Civil and Environmental Engineering with a focus on Transportation Engineering before joining Transpo Group in July 2021. He comes from both an engineering and data science background, and his role in the company involves an array of services. He has demonstrated experience working with different publicly available datasets such as the US census data and other datasets gathered through GIS shapefiles, online APIs, etc. to visualize data and gain insights through statistical modeling. Having taken numerous courses related to data science and data analytics (e.g, Database Management, Machine Learning, Inferential Data Analysis, Data Visualization, etc.) and being part of research projects at the university, Borna is well-versed in exploring new datasets, gathering data from multiple sources, and visualizing and modeling data to solve a variety of real-world problems. Having served as a research assistant at UW for nearly two years, and before that as an undergraduate research assistant, he has experience in conducting literature reviews, finding research gaps, and has several publications that showcase his experience.

PROJECT SAMPLES

► WSDOT Transit Performance Monitoring

WSDOT, Seattle

Borna is involved in a monthly transit performance monitoring report where he gathers bus location data from three different transit agencies to tabulate and visualize metrics such as average bus speeds, travel times, etc. in Downtown Seattle corridors. He created a fully automated data pipeline that processes raw data provided by King County Metro, Sound Transit, and Community Transit (that are all in different formats) into insightful metrics that show how well buses and link light rail operate along six different corridors and compare with data from previous months.

► Transit Corridor Interference Study, Mobility Innovation Center (MIC)

Seattle

Borna completed at UW as part of a research team collaborating with the Mobility Innovation Center, funded by Amazon, Uber, and other stakeholders. The goal of this project was to identify interference instances of non-transit modes (vehicles, pedestrians, bicyclists, and ridesharing vehicles) with buses in 10 Greater Seattle area transit corridors. Borna and his team at UW were able to scrape GTFS Realtime data from the OneBusAway API and store it on an AWS server. He participated in building an interactive data visualization tool that displays transit metrics such as 85th percentile bus speeds, schedule adherence, etc. on an online map using data from GTFS-R live feeds and static GTFS schedules.

► Orange County-Bus Shelter Inventory

Orange County, NY

Borna was part of a team that set up a data inventory of all bus stops and bus shelter in Orange County, New York using GIS, and he independently collected data from more than 300 bus stops in Orange County, New York. He created a data-driven model (by joining US Census Data, Employment Data, Location-Based Services Trip Generation, WalkScore and BikeScore APIs, and other sources) to define a bus stop amenity tiering system for the county that is used to define what types/levels of amenities are needed for each bus stop which also serves as a rehabilitation prioritization tool.



EXPERTISE

- Data collection, data cleaning, data visualization, and data modeling
- Programming in Python and R
- Setting up Database Management Systems (DBMS) in SQL
- Research experience

EDUCATION

- MSc, Transportation Engineering, University of Washington
- BSc, Civil Engineering, Sharif University of Technology



borna.khedri@transpogroup.com

Cameron Duncan

GRAPHIC/ WEBSITE DESIGN



Cameron is a trained graphic designer with an urban planning background, which makes him a skilled creative resource for the Transpo team and our clients. His background allows him to effectively develop and apply creative ideas to a variety of transportation projects. Cameron works with our project managers illustrating processes and concepts, developing renderings, and supporting outreach and communication efforts with printed and digital/web-based graphic design. He is an expert with the Adobe Creative Suite, in addition to strengths in hand-drawn rendering and illustration, presentation development, and marketing communications support. His talents include translating technical ideas and processes into clear, elegant graphics that unify, simplify, and amplify ideas. His work often includes outreach communications, technical reports, corporate communications and branding, e-marketing, brochures, product and direct marketing, conference and tradeshow displays, web design, and information presentation.

PROJECT SAMPLES

► OCTC Coordinated Plan – 2023 Update

Orange County, NY

Cameron was the lead graphic designer assisting Orange County Transportation Council with the outreach efforts associated with the update of its 2023 CPT-HSTP. Cameron's work included the design of an online open house and survey to collect information about user needs.

► Human Services Transportation Plan

Skagit Council of Governments | Skagit County, WA

For the Skagit Council of Governments Coordinated Public Human Services Transportation Plan 2022 update, Cameron designed the final document, which included customized cover, graphics, branding elements from SCOG, and the creation of a number of infographics to help relay data to a public-facing audience.

► California Street Bicycle and Pedestrian Improvements

City of Everett | Everett, WA

For this corridor study in downtown Everett, Cameron created public outreach materials such as a project website, online survey, posters and flyers for in-person events, materials for survey promotion, concept illustrations, and corridor segment visualizations.

► Local Road Safety Plans

Multiple Agency including City of Covington, City of Port Angeles, City of Lake Forest Park, City of Kenmore, City of Maple Valley

Transpo has led the development of Local Road Safety Plans for numerous agencies in Washington State. Each of these plans culminated in a final document designed by Cameron which included details of complex crash data analysis in the form of graphical charts and graphs, and displaying system improvement plans and countermeasure options.

EXPERTISE

- Graphic Design
- Urban Design
- Conceptual Renderings and Illustrations
- Branding & Advertising Campaigns

EDUCATION

- MUP Urban Design,
University of Washington, Seattle, WA
- BA English,
Pacific Lutheran University, Tacoma, WA

CERTIFICATIONS

- Graphic Design Certification,
Bellevue College, Bellevue, WA

MEMBERSHIPS

American Institute of Graphic Artists (AIGA)



cameron.duncan@transpogroup.com

transpogroup

Har Ye Kan

PUBLIC ENGAGEMENT



Har Ye believes in the power of people and place in shaping our communities. Her work ranges in scale and type, from housing and neighborhood design to the planning of cities. She provides design and planning services grounded in intentional engagement, thoughtful analysis, and prudent stewardship. Through a collaborative design process, she seeks to create legible, enduring, and sustainable places that elevate our everyday life.

PROJECT SAMPLES

► Waterfront Holland

City of Holland, Michigan

Waterfront Holland was a community initiative to formulate a vision and framework for the future of Holland's waterfront. Through a comprehensive engagement process, the initiative also generated ideas for the potential redevelopment of the decommissioned James De Young coal-fired power plant located by Lake Macatawa. More than 1,300 community members and 60+ stakeholders participated in the dozen or so outreach events, along with some 550+ survey respondents. The vision, guiding principles, and framework were adopted by the City Council in 2020.

► Comprehensive Master Plan

Holland Charter Township, Michigan

As part of the Township's intentional focus on creating a roadmap for thoughtful redevelopment, subarea visioning and plans were created for the Federal District, the US-31 Corridor, and the River Ave/Beechwood District. Stakeholder workshops and surveys were conducted before a set of guiding principles, framework, design possibilities, and implementation plans were developed for each subarea.

► South Shore Village Visioning

City of Holland, Michigan

A community engagement and visioning process was undertaken to help cast a new future for a unique, nautical neighborhood node in the City of Holland. Local businesses, residents, and City staff were involved in formulating the vision, which is now advanced into implementation by the local business improvement district committee.

► The Shops at Westshore Redevelopment Master Plan

Holland Charter Township, Michigan

To revitalize a suburban big box mall into a community hub in broader service to the Township, a long-term master plan was developed with close, comprehensive collaboration with the client and the local municipality. The redevelopment will include a Community College, a Township Recreation Center, a skilled nursing facility, an educational facility for young adults with special needs, as well as a variety of mixed-income housing such as apartments, senior living, and townhomes.

EDUCATION

► DOCTOR OF DESIGN

Harvard University Graduate School of Design

► A.M. IN REGIONAL STUDIES - EAST ASIA

Harvard University Graduate School of Arts & Sciences

► B.A. IN GEOGRAPHY WITH FIRST CLASS HONORS

University of Cambridge

AFFILIATIONS

Board Member, Outdoor Discovery

Center · Board Member, West Coast Chamber of

Commerce · Master Planning Committee, Hope

College 2017 Campus Master Plan



hykconsultingllc@gmail.com

HYK CONSULTING

EXPERIENCE ON SIMILAR PROJECTS

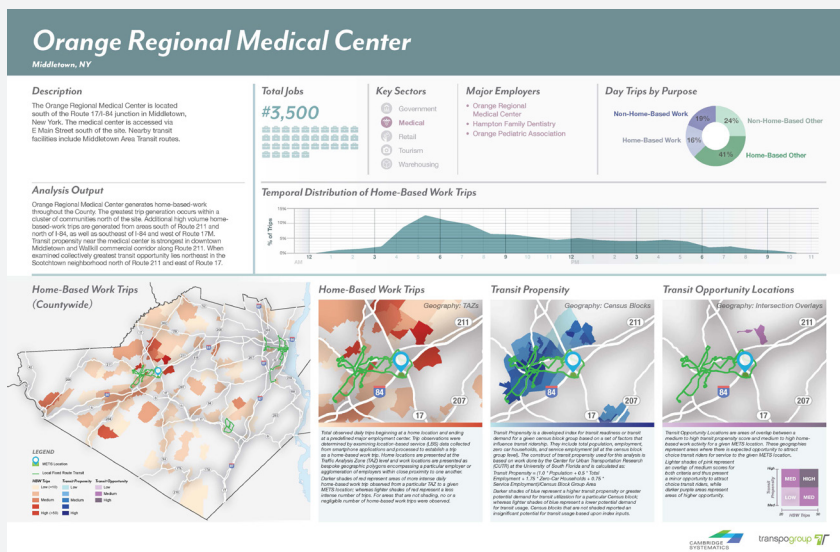
Orange County Transit Management & Planning Services On-Call

OCTC Orange County, NY

Transpo is providing on-call support to the Orange County Planning Department with planning and implementation of transit services and projects, overall transit program management improvement, operator oversight, and development of policies to ensure compliance with State and Federal requirements.

Tasks provided to Orange County have included:

- ▶ Middletown and Newburgh Area Transit Service Redesigns – fixed route transit system redesign projects that evaluate the current bus network performance and developed innovative service delivery models, including microtransit and TDM strategies, to reimagine the transit network and enhance public transportation offerings.
- ▶ Major Employer Transit Service (METS) Plan - examined opportunities to improve mobility and transit accessibility to 38 major employers by modifying existing service structures and implementing new transit service delivery models.
- ▶ Conducted an alternative fuel vehicle feasibility analysis to determine the operational viability and associated costs of transitioning to alternative fuel transit vehicles, such as electric or hydrogen.
- ▶ Developing a long-range countywide transit plan.
- ▶ Supporting the management of Federal Transit Administration (FTA) grants and financial planning for transit expenditures through FTA and the NYSDOT's State Transit Operating Assistance (STOA) program.
- ▶ Improving the collection, management, and reporting of National Transit Database (NTD) data and applying the data to improve transit operations.
- ▶ Evaluating the County's and transit operators' safety and security plans to ensure compliance with FTA guidelines before FTA Triennial Review.
- ▶ Developed and implemented an operator oversight program to ensure fixed-route transit and municipal Dial-A-Bus operators comply with FTA and State requirements and maximize their services' potential. analysis and the most recent service provider data. The update is scheduled for completion by August 2023.



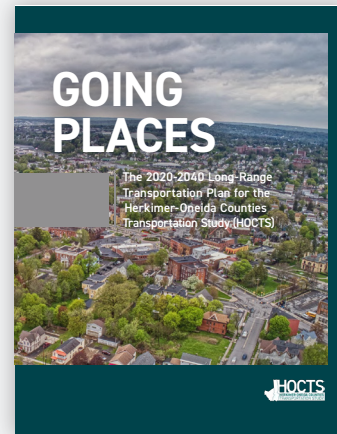
Example cut sheet from Orange County, NY

Herkimer-Oneida Counties Transportation Council Transportation Planning Studies

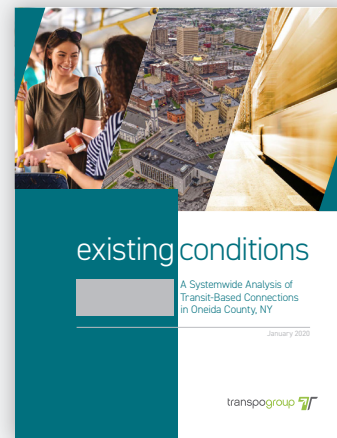
Herkimer-Oneida County Transportation Council (HOCTC) | Utica, NY

Transpo Group has performed key assignments supporting HOCTC, the metropolitan planning organization for the Utica, NY, metro region.

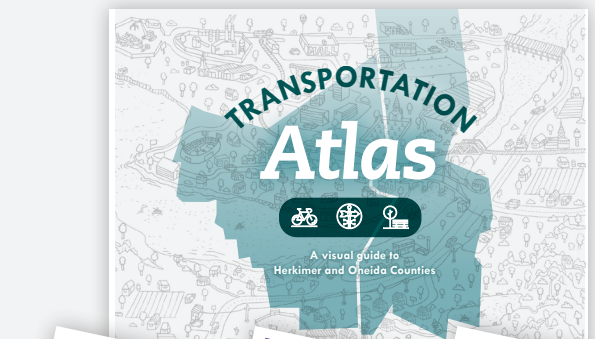
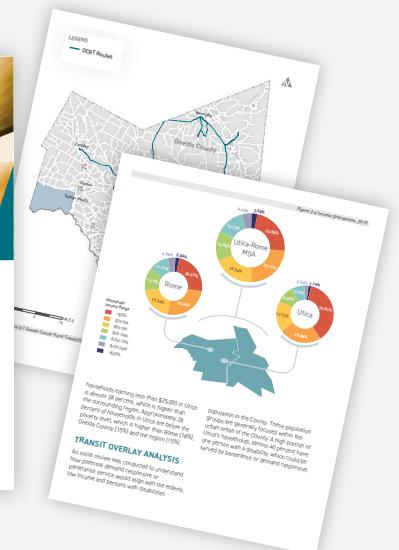
- ▶ Completed a systemwide bus-system evaluation for HOCTC. The study's key recommendations are intended to encourage economic development and enhance the quality of life by identifying, developing, and strengthening transit opportunities and resources in rural and urban Utica County. The proposed system led to a change of operator, rationalization of service into core routes, and re-branding of the transit services. As a follow-up work item, Transpo supported the Oneida Indian Nation (OIN) in developing grant applications to USDOT for a new public transit service.
- ▶ Prepared HOCTC's 2020-2040 Long-Range Transportation Plan (LRTP), which places new emphasis on maintaining the region's networks in a state of good repair, support for economic development activities, and the opportunities created by emerging transportation technologies. An extensive outreach task to communities across the region was at the project's core, with particular challenges of reaching the region's distinctive and hard-to-reach refugee communities. The updated LRTP was delivered in a compressed 8-month timeframe, approximately half the duration of the previous LRTP. The 2020-2040 LRTP received a commendation from FHWA, recognizing its innovative planning practices tailored to delivering value to the region within a resource-constrained funding environment.
- ▶ Transpo supported HOCTC on an on-call basis with the development and implementation of HOCTC's covid-impacted transit operations and supported its finances, with funding secured via the federal CARES Act.



HOCTC Long Range Plan



Systemwide Analysis of Transit-Based Connections



HOCTC Transportation Atlas

Shared Transit Service Planning and Analytics Initiative

NYSAMPO and CTCD | Albany, NY

Transpo and its teaming partners are performing this unique, in-depth assessment and evaluation of transit planning and analysis tools in an effort to guide a potentially broader use of these tools by entities conducting transit and mobility planning in New York State. To meet the needs of CDTC, NYSAMPO, NYSDOT, and the greater statewide collective of 14 New York MPOs and transit agencies involved in this project, the research team is evaluating the proficiency and efficacy of various open-source and proprietary transit planning software packages through a series of pilot studies. The pilot studies will serve to understand the tools that are available for use, what planning and analytical service(s) they provide, and what level of technical capacity is needed to use them – with the goal of identifying the most effective software tools to be used under common practice throughout New York State’s metropolitan areas. Examples of potential analyses of interest include transit accessibility, ridership, demand forecasting, revenue projections, and operational scenario planning. The results of this project will guide the broader use of analytical tools by entities conducting transit and mobility planning and improve the decision-making processes for regional planners in New York.

Waterfront Holland James De Young Power Plant Visioning

City of Holland & The Holland Board of Public Works, Michigan

Waterfront Holland was a community engagement initiative to formulate a vision and framework for the future of Holland’s waterfront. The process also generated ideas for the potential redevelopment of the decommissioned James De Young coal-fired power plant located by Lake Macatawa.

More than 1,300 community members and 60+ stakeholders participated in the dozen or so outreach events, along with some 550+ survey respondents.

The vision, guiding principles, and framework were adopted by the City Council in 2020. These will help steer long-term development directions supporting the needs of Holland’s working, residential, public, and natural waterfronts. More importantly, the documents will serve as an evaluative criteria for any proposed project, with the intent of creating a welcoming waterfront integrating places to live, work, learn, and play.

HYK CONSULTING



REFERENCES



Project descriptions can be found in the project experience section

Orange County Transit Management & Planning Services On-Call

Orange County Department of Planning and Transit
Orange | Orange County, NY

Rob Parrington, Senior Transit Planner

Email: rparrington@orangecountygov.com

Phone: (845) 615-3852

Shared Transit Service Planning and Analytics Initiative

NYSAMPO and CTCD | Albany, NY

Carrie Ward, Senior Transportation Planner

Email: cward@cdtcmpo.org

Phone: 518.458.2161

Herkimer-Oneida Counties Transportation Council Transportation Planning Studies

Herkimer-Oneida County Transportation Council (HOCTC) | Utica, NY

Dana Crisino, Director of HOCTC

Email: dcrisino@ocgov.net

Phone: 315.798.5710

FEE/COST PROPOSAL

		TG labor	HYK labor	Total
Task 1	Project Initiation—Project Management, Developing Shared Understanding			
	Project management plan	\$440	\$100	
	Outreach plan	\$440	\$1200	
	Existing conditions	\$5300	\$200	
	Operations and technology analysis	\$4175	\$0	
	Performance analysis	\$4255	\$0	
	On-going project management (including client meetings)	\$3960	\$1000	
	Advisory committee meeting	\$440	\$100	
	TOTAL	\$19010	\$2600	\$21610
Task 2	External Project Kick-off and Testing Our Understanding			
	Public survey and response analysis	\$1060	\$1800	
	Public engagement event materials	\$1450	\$600	
	Public engagement event and documentation	\$3960	\$1800	
	TOTAL	\$6470	\$4200	\$10670
Task 3	Developing Alternatives for Discussion			
	Service concept	\$8760	\$400	
	Advisory committee meeting	\$440	\$200	
	Public engagement event materials	\$1450	\$600	
	Public engagement event and documentation	\$3960	\$1800	
	TOTAL	\$14610	\$3000	\$17610
Task 4	Refining Service Plan			
	Service plan development and documentation	\$15290	\$200	
	Advisory committee meeting	\$440	\$200	
	Public engagement event materials	\$1450	\$600	
	Public engagement event and documentation	\$3960	\$1800	
	TOTAL	\$21140	\$2800	\$23940
Task 5	Final Transportation Study and Route Planning Restoration Report			
	Revise service plan after public event	\$4160	\$200	
	Final study	\$6450	\$600	
	TOTAL	\$10610	\$800	\$11410
Task 6	Electrification Transition Framework			
	Estimate MAX EV procurement needs	\$2460	\$0	
	Develop guide for transition plan considerations	\$2385	\$0	
	TOTAL	\$4845	\$0	\$4845
Task 7	Workforce Development Plan			
	Develop report on staff capacity development needs and resources	\$2035	\$0	
	TOTAL	\$2035	\$0	\$2035
TOTAL		\$78720	\$13400	\$92120

Expenses

Item	Reimbursable Cost
Four trips for in-person events (hotel, flight, per diem, incidentals)	\$3,750
Social Pinpoint online project engagement	\$3,500
Printing for in-person events	\$550
TOTAL	\$7,800
TOTAL Labor + Direct Expenses	\$99,920

FORMS

SECTION 6

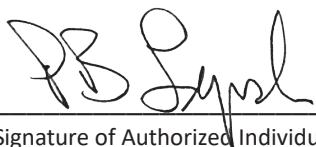
FEDERAL TRANSIT ADMINISTRATION REQUIRED CERTIFICATIONS

CERTIFICATION REGARDING DEBARMENT & SUSPENSION

As required by U.S. Department of Transportation regulations on Government and Suspension at 49 CFR 29.510, the Contractor certifies to the best of its knowledge and belief, that and its principals:

- (1) Are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency.
- (2) Have not within a three-year period preceding this bid or proposal been convicted of or had a civil judgement rendered against them for commission of fraud or criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) transaction or contract under a public transaction; violation of Federal or state anti-trust statutes; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property.
- (3) Are not presently indicated or otherwise criminally or civilly charged by a government entity (Federal, state, or local) with the commission of any of these offenses listed in paragraph (2) of this certification.
- (4) Have not within a three-year period preceding this contract had one or more public transactions (Federal, state, or local) terminated for cause of default.

The contractor certified that if it becomes aware of any later information that contradicts the statements of paragraphs (1) through (4) above, it will promptly inform FTA. Should the contractor be unable to certify to the statements of paragraphs (1) through (4) above, it shall acknowledge on its signature page and provide a written explanation to FTA.



Signature of Authorized Individual

Principal, Director of Public Planning

Title

CERTIFICATION REGARDING LOBBYING

(To be submitted with each bid or offer exceeding \$100,000)

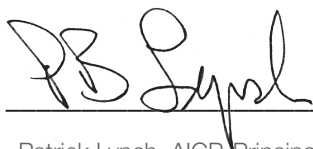
The undersigned [Contractor] certifies, to the best of his or her knowledge and belief, that:

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for making lobbying contacts to an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form--LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions [as amended by "Government wide Guidance for New Restrictions on Lobbying," 61 Fed. Reg. 1413 (1/19/96). Note: Language in paragraph (2) herein has been modified in accordance with Section 10 of the Lobbying Disclosure Act of 1995 (P.L. 104-65, to be codified at 2 U.S.C. 1601, et seq.)]
- (3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31, U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

[Note: Pursuant to 31 U.S.C. § 1352(c)(1)-(2)(A), any person who makes a prohibited expenditure or fails to file or amend a required certification or disclosure form shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such expenditure or failure.]

The Contractor, Transpo Group USA, Inc., certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. A 3801, et seq., apply to this certification and disclosure, if any.



Signature of Contractor's Authorized Official

Patrick Lynch, AICP, Principal

Name and Title of Contractor's Authorized Official

July 7, 2023

Date

SECTION 7

ACKNOWLEDGEMENT FORM FOR TERMS & CONDITIONS AND REQUIRED FTA CLAUSES

I have received, read, understand, and agree to comply with the Terms & Conditions and the Required FTA Clauses included in the Macatawa Area Express Transportation Authority's Request for Proposal (RFP) that was issued June 14, 2023.

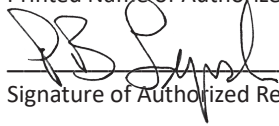
I understand that failure to acknowledge or comply with any of these terms, conditions, or requirements will deem our firm unresponsive to the RFP or result in our default of contract after its execution.

July 7, 2023

Date

Patrick Lynch, AICP

Printed Name of Authorized Representative



Signature of Authorized Representative:

Transpo Group

Name of Firm

118 Maple Ave, Ste 2 New City, NY 10956

Address, City, State

MEMO
Board Action Item

DATE: July 18, 2023
TO: MAX Authority Board
FROM: Elisa Hoekwater, Executive Director
Beth Higgs, Deputy Director
SUBJECT: One-Time Bonus for Employee Appreciation Week – Action

We will discuss plans for Employee Appreciation Week, which includes issuing a one-time payment to each employee, which is to be issued separately from payroll checks.

MEMO

Board Action Item

Date: July 24, 2023

To: MAX Authority Board

From: Elisa Hoekwater, Executive Director
Beth Higgs, Deputy Director

Re: MAX Uniform Policy - Revision 6

At a Management & Staff meeting held in February 2023, a Uniform Committee was formed to identify possible improvements to our current MAX Uniform Program. The committee had three objectives; consider adding summer shirt options to our uniform program, reduce inventory, and stay within the annual uniform budget of \$21,000.

West Michigan Uniforms was invited to speak to the committee about their uniform rental program. Although the program is ideal for other businesses, the committee unanimously elected to forego that option due to the annual cost of around \$40,000, and for logistical reasons. As of May 5, the cost to maintain our current program was \$2,950, and expected to end the year at approximately \$7,000. As we fill more bus operator positions, this number will increase, but will stay within budget.

The committee added two summer polo shirts to the uniform program. Each bus operator will receive a lime green and royal blue shirt at no cost to the employee. The following are recommended revisions to our current Uniform Policy.

1. Pants are difficult to find in larger sizes, and do not always fit properly once they arrive. Bus Operators at other transit agencies are responsible for purchasing uniform pants/shorts at their cost just as we currently manage with shoes, boots and belts. The committee recommends that MAX update our policy to manage this the same way.
2. Should the Board approve the first item above, the committee recommends a decrease in points bus operators receive each fiscal year. One point equals one dollar.
 - Current points – Full time drivers receive 100 points, part time 75 points
 - Revised points – Full time drivers receive 75 points, part time 50 points.
3. To reduce aged inventory, the Uniform Committee will host a MAX clothing sale, to include uniform pants, vests, sweaters, and other items. This will offer bus operators the opportunity to purchase pants at a lower cost ahead of the revised policy.
4. MAX to supply each driver with one winter beanie cap and one pair of snow cleats at no cost to the driver. Approximate cost to MAX is \$3,000.00.

Action Request

MAX staff requests Board approval of all recommended revisions to their current Uniform Policy.

UNIFORM POLICY

Effective Date: 4/1/2010

Revision 6 Date: 07/24/2023

I. POLICY STATEMENT

It is the policy of the Authority to require uniforms for all operators and supervisors to promote a positive, professional image to the public, and to provide specific guidelines for the appropriate wearing of uniforms.

II. PURPOSES OF THE POLICY

The purposes of this policy are to ensure:

1. Uniformed employees wear attire that is appropriate for their job function;
2. Employees can be clearly identified as Authority personnel by passengers and the public;
3. A positive and professional image is projected to passengers and the general public.

III. APPLICATION

This Policy applies to all uniformed employees, which includes bus operators (drivers) and road supervisors.

IV. APPROVED UNIFORMED ITEMS

The Authority provides uniforms that are functional and professional and accommodate all four seasons of weather. The Authority reserves the right to change or substitute the style, color and fabric of any, and all uniform pieces as necessary.

New Hires Uniform Issue

New hires will be issued the following by MAX at no cost to the Bus Operator:

- Three (3) "in training" uniform shirts for the first sixty (60) days of employment, or until solo date
- One winter jacket, or one spring jacket depending on the time of year they are hired
- One winter beanie cap
- One set of snow cleats

Bus operators must purchase their own:

- Employee's own solid black closed toe shoes or boots (*lace up, slip-on, or velcro style enclosure acceptable*)
- Employee's own solid white or black socks
- Employee's own navy uniform style trousers/cargo pants/shorts
- Employee's own black belt

After successfully completing a 60 day period, or driving solo, **new hires will return the Authority-issued shirts to their immediate supervisor** and will be issued the permanent uniform. New hire "in training" shirts may only be worn by new hires during their introductory period. Employees who are terminated must return all Authority-issued uniform items.

Permanent Uniform Issue

Once bus operators and supervisors successfully complete a 60 day introductory period, or driving solo, they must order permanent uniform items in the specified quantities:

1. Full Time bus operators: Five (5) approved style woven shirts (any combination of long or short sleeve at the employee's preference)
2. Part time bus operators: Three (3) approved style woven shirts (any combination of long or short sleeve at the employee's preference)
3. One additional winter or rain jacket (whichever one was not provided as a new hire)
4. 1 outer vest OR 1 sweater

Optional uniform items that are approved and may be ordered with uniform allowance or at the employee's expense include:

1. Black or navy knit cap (*initially receive one at no cost*)
2. Navy ball cap
3. Navy blue mock turtleneck - may not be worn as a shirt. Must be worn under the uniform
4. Sunglasses/protective eye wear
5. Winter snow cleats (*initially receive one pair at no cost*)

Summer Uniforms

- MAX summer uniforms consist of Lime green or Turquoise polo shirts. These summer uniforms can only be worn from May 1 – Oct 1. *These summer polo shirts are not required but optional.*
- Bus Operators may wear their Iron Grey and Navy Polo during this time May 1 – Oct 1.

V. APPROVED WEARING OF UNIFORMS

The following are acceptable combinations of the approved uniform pieces:

1. Approved pants or shorts with the approved long or short sleeve shirt.
2. A solid black belt is required with the pants.
3. Solid black or white socks with closed toe solid black shoes or boots with heels not exceeding 1.5".
4. The uniform shirt (long or short sleeve) must always be worn under the sweater. Sweater may not be worn alone or with only a tee.
5. The optional mock turtleneck may only be worn under the uniform shirt.
6. The approved outer vest may be worn over the shirt or over the shirt and sweater.
7. The Authority issued jacket is to be worn over the approved uniform in cold weather. All other jackets or coats are prohibited.
8. The Authority issued jacket, sweater or vest may be worn over the introductory polo shirt.

VI. UNIFORM VIOLATIONS

The following are specific examples of violations of the Uniform policy. If you are found in violation of the Uniform Policy during visual inspection at the start of your shift, you will be sent home to change and will not be paid for that time. Employees who violate this policy will be subject to discipline, up to and including, termination.

1. Wearing Authority uniforms off-duty is prohibited. Uniforms may only be worn when employees are on duty, traveling to and from work, or representing the Authority at public events or Authority functions.
2. Failure to wear the Authority-issued Identification badge at all times while on duty.
3. Wearing unauthorized badges, buttons, pins, necklaces and lanyards are prohibited.
4. Wearing excessive rings and jewelry, or anything deemed unsafe while driving. Employees may wear one wristwatch.
5. Long or short sleeve t-shirts of any other color than solid navy blue or white, or wearing t-shirts that are frayed, stained, ripped or otherwise unacceptable.
6. Wearing long sleeve t-shirts or the mock turtleneck under short sleeve shirts so that the t-shirt sleeves show.
7. Soiled, stained, ripped/torn, ill-fitting (too tight, baggy, long or short) and thread-bare or worn uniform items are prohibited.
8. Failure to wear socks is prohibited. Socks are required.
9. Wearing socks of any other color than black or white is prohibited.
10. Wearing shoes or boots that are any other color than black. Only black shoes or boots are allowed, with a heel no higher than 1.5".
11. Wearing any hat other than the Authority approved knit or baseball hat. A plain black or navy without any logo is acceptable.
12. Belts of any other color than black.
13. Failure to wear underwear or allowing underwear to show. Women must wear bras.
14. Wearing of new hire polo shirts beyond the introductory period is prohibited. Temporary uniform polo shirts must be returned at the end of the introductory period.

VII. IMPLEMENTATION & ENFORCEMENT

1. The Human Resource Assistant or designee in their absence is responsible for:
 - a. Issuing uniform items and ensuring full compliance with the Uniform Policy.
 - b. Ordering uniform shirts, jackets, hats, vests or sweater, snow cleats, and sunglasses.

- c. Retrieve old and worn uniform pieces from operators when new items are received, as assigned.
- 2. Road Supervisors are responsible for:
 - a. Enforcing uniform compliance bus operators at the beginning of shifts with visual inspections.
 - b. Notifying bus operators when their uniforms are in non-compliance and documenting non-compliance.
 - c. Directing operators to order replacement items as needed.
- 3. Road Supervisor/Dispatch Coordinator/Safety Coordinator/HR Assistant are responsible for:
 - a. Retrieve Authority-issued uniform items upon an operator's separation from employment with the Authority, using employee uniform inventory list to ensure all items are returned.
- 4. Bus Operators are responsible for:
 - a. Reporting to work in a clean uniform that complies with the Uniform Policy.
 - b. Minor mending and repairs (sewing on buttons, mending hems, etc.) to the uniform to ensure its upkeep.
 - c. Regular laundering and pressing of garments as necessary for a neat, professional appearance.
 - d. Replacing items when specifically directed to do so by their immediate supervisor.
 - e. Returning all uniform items to their immediate supervisor when they terminate employment with the Authority.
 - f. Alterations to uniforms to accommodate size changes after initial fitting and/or ordering are the responsibility of the employee and will be done at his/her expense, or new items may be ordered with their uniform allowance.
 - g. Keeping track of his/her own uniform items. Only employees of MAX may wear issued uniform items.
- 5. The Authority is responsible for allocating resources to fund the ongoing purchase and replacement of uniform items as the budget allows in order for operators and supervisors to Be clearly identified as transit employees and to maintain a neat, professional image in the community.

Acknowledgement Form

EMPLOYEE UNIFORM ACKNOWLEDGEMENT & RECEIPT FORM

I acknowledge receipt of the approved issued uniform items. I understand that all uniform items are the property of the MAX and must be returned upon voluntary or involuntary termination from MAX, and that I may be charged for any Uniform items not returned as stated in the Employee Handbook in section *707 Return of MAX Property*.

I have been informed that custom Uniform items are not exchangeable and are more points than listed on the Uniform Order Form.

I understand that it is my responsibility to read and follow the Uniform Policy.

Date: _____

Employee's Name: _____

Employee's Signature: _____

AUTHORITY COPY

Approval by Governing Board

The Macatawa Area Express Board of Directors hereby approves the revisions to the Uniform Policy at the Board meeting held on day 24 of July 2023.

The undersigned duly qualified Board Chairman of the Macatawa Area Express Transportation Authority certifies the foregoing is true and correct copy of a Uniform Policy adopted at a legally convened meeting of the Macatawa Area Express Transportation Authority held on **July 24, 2023**.

Russell TeSlaa, Board Chairman – Macatawa Area Express

MEMO

Board Action Item

Date: July 24, 2023

To: MAX Authority Board

From: Elisa Hoekwater, Executive Director
Beth Higgs, Deputy Director

Re: MAX Public Transportation Agency Safety Plan (PTASP) Policy - Revision 7

February 2023, MAX staff responded to a FTA Recipient Information Request (RIR) packet requiring information and documents for fiscal years 2019 –2022 to prepare for the July 2023 Triennial Review. As anticipated, on July 11 MAX received a request for additional documents and information, which includes two elements of the PTASP Policy.

- Signature of the accountable executive (Executive Director) – Section 2 of PTASP policy
- Section addressing infectious disease exposure. Section 8, beginning on page 20 of PTASP policy

The attached PTASP Policy revision 7 presented today satisfies both requirements.

Action Request

MAX staff requests Board approval of recommended revisions to their current PTASP Policy revision 7, and required signature of Board Chairman in section 2 of the policy.

2023

MAX Transit Public Transportation Agency Safety Plan



Public Transportation Agency Safety Plan Template for Bus Transit


Version 7 – 07/14/2023

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
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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
		7/14/2023
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			
Record the complete history of successive versions of this plan.			
Version Number	Section/Pages Affected	Reason for Change	Date Issued
1	All	PTASP Development	5/18/2020
2	All	PTASP Board Approval	5/18/2020
3	Pg. 9	Removal of Transit Supervisor Position	12/23/20
4	All	Date updates / Review	5/11/2022
5	All	Title changes.	12/9/2022
6	All	Safety Committee Review/Approval	12/29/2022
7	2	Approval and signature of Accountable Executive	07/14/2023
	2	Approval and signature of Board of Directors	07/14/2023
	20	Addition of Infectious Disease Control Plan	07/14/2023

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, which 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/100K VRM)
FR	0	0	3	0.00003	3	0.00003	90 / .0009
DR	0	0	5	0.00005	2	0.0002	85 / .00085

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	2018	0	3	1	1	58/.00058
DR		0	0	1	5	60/.0006
FR	2019	0	0	2	1	90/.0009
DR		0	4	0	0	154/.00154
FR	2020	0	0	1	0	25/.00025
DR		0	0	1	0	142/.00142
FR	2021	0	0	0	0	22/.00022
DR		0	0	0	0	153/.00153
FR	2022	0	6	2	0	67/.00067
DR		0	4	1	0	121/.00121

*This table of statistics is what was used to create our target goals.

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, 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) 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	5/18/2020
Targets Transmitted to the Metropolitan Planning Organization(s)	Metropolitan Planning Organization Name	Date Targets Transmitted
	Macatawa Area Coordinating Council	5/18/2020

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 ways:

- Written communications placed in their employee mailbox.
- Memos and notices posted on Authority bulletin boards{xe "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).

Executive Director	<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>
Chief Safety Officer/ Operations Manager	<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>
Executive Management Board	<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. • 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"> • Attending quarterly meetings • Help to access current safety policies and practices. • Help to identify potential hazards within the work environment, and how to limit any potential hazards.
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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 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.

Employees who have a safety concern or complaint, can share those concerns in the following manner:

- Discuss any safety concerns or complaint with the Dispatcher.
- Discuss any safety concerns or complaint with the Road supervisor.
- Discuss any safety concerns or complaints with, but not limited to, the Safety Training Coordinator, and Chief Safety Officer.
- Share any safety concerns, complaints, and or comments within the vehicle pre-trip system.

These concerns or complaints will be reviewed daily by the Chief Safety Officer, and discussed with the Safety Training Coordinator, Dispatcher and Road Supervisor to address the reported concerns in a timely manner appropriate to the reported concern.

All concerns that have been reported will then be discussed at Management and Staff meetings, and quarterly VAPSC meetings.

With any reported complaints, the MAX does have a Complaint Resolution plan, which provides four (4) sequential steps to help resolve any filed complaint and can be found within our Employee Handbook.

In Good faith, the MAX wants to encourage all employees to participate in the reporting of any safety concerns that they see, or any complaints they feel necessary to bring attention to. It is in many cases that only through reports from employees does the MAX learn of various concerns and issues.

However, the MAX may need to take necessary disciplinary actions if any reported safety concern or comment involves any of the following:

- Any willful participation in an illegal activity.
- Any gross negligence, that would put MAX property, passengers, or employees are put at risk.
- Any deliberate, and or willful disregard for regulations or procedures.

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 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 by supervisors and or employee.
- Any review of vehicle camera recordings, 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 the 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 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 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 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 an unacceptable level, for which immediate action is required by MAX to mitigate the safety risk.
- **Medium** – This safety risk rating is an undesirable level and will require the VAPSC to decide regarding their acceptability with regards to the risk and mitigation factor.
- **Low** – This safety risk rating is 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 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 because 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 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 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	Unacceptable - Action Required: Safety risk must be mitigated or eliminated.
MEDIUM	Undesirable - Management Decision: Executive management must decide whether to accept the safety risk with monitoring or require additional action.
LOW	Acceptable with Review: Safety risk is acceptable pending management review.

SEVERITY CATEGORIES			
DESCRIPTION	LEVEL	INDIVIDUAL ITEM	SYSTEM OR VEHICLE FLEET
FREQUENT	A	Continuously experienced	More than 10 events throughout the year.
PROBABLE	B	Likely to occur frequently	No fewer than 5 and no more than 10 events throughout the year.
OCCASIONAL	C	Likely to occur several times	No fewer than 2 and no more than 5 events throughout the year.
REMOTE	D	Unlikely, but can reasonably be expected to occur	Fewer than 2 documented events during the year.
IMPROBABLE	E	Unlikely to occur, but possible	0 to 1 documented event throughout the year.

6. Safety Assurance

Safety Performance Monitoring and Measurement
<i>Describe activities to monitor the system for compliance with procedures for operations and maintenance.</i>
<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>
<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>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 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 oversees 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; and• Monitoring employee safety reporting; and• 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; and
- Personnel require discipline or retraining; and
- 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 Manager, 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 Manager will coordinate 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 Manager 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.

8. Infectious Disease Exposure Control Plan

MACATAWA AREA EXPRESS TRANSPORTATION AUTHORITY BLOODBORNE INFECTIOUS DISEASES EXPOSURE CONTROL PLAN FOR EMPLOYERS WITH LIMITED EMPLOYEE EXPOSURE



Note: This document is intended as a compliance guide for MIOSHA Occupational Health rule 325.70001-70018, Bloodborne Infectious Diseases. This guide does not substitute for a full reading of the standard. This document is provided as an informational service under the authority of Public Act 154 of 1974. Its purpose is to aid in the development of written programs related to bloodborne infectious diseases. This program is designed to be adapted to each individual employer's need; forms should be shortened, expanded, or duplicated as needed.



This plan is provided as a guide to assist employers who have a nurse or a small first aid team and perform occasional limited medical procedures resulting in limited exposures to blood or other potentially infectious material and associated waste products. Any statement retained from this guide will be considered to be in place and verifiable.

Company Name: Macatawa Area Express Transportation Authority
Date of Preparation: July 14, 2023

EXPOSURE DETERMINATION

The following employee job classifications at this company are Category A due to anticipated occupational exposure to blood or other potentially infectious material (OPIM),* regardless of frequency. The exposure determination is made without regard to the use of personal protective equipment:

<u>Category "A" Job Classification</u>	<u>Task</u>
Utility Supervisor	Supervision of Utility Crew Cleaning of MAX buses and garage area
Utility Crew Worker	Cleaning of MAX buses and garage area
Road Supervisor	Supervises Bus Operators, bus services on the road, passenger assistance & real-time complaints, frontline accident/incident. Public Interaction
Bus Operator	Operation of MAX revenue vehicles Public interaction
Building & Grounds Manager/Supervisor	Maintains MAX building & grounds. Cleaning of MAX facilities
Building & Grounds Crew Worker	Maintains MAX building & grounds. Cleaning of MAX facilities

Compliance Methods

Standard precautions will be observed at this company in the provision of first aid, the removal of sharps and waste from the first aid station, and the housekeeping of any first aid area in order to prevent contact with blood or OPIM. All blood and OPIM will be considered infectious regardless of the perceived status of the source individual.

Engineering and work practice controls are limited to handwashing and housekeeping practices. (Also, see Needles, page 3). Where scissors are used in a medical procedure and become contaminated, they are classified as a contaminated sharp and discarded in approved sharps container or decontaminated.

** Other potentially infectious materials include A) semen, B) vaginal secretions, C) amniotic fluid, D) cerebrospinal fluid, E) peritoneal fluid, F) pleural fluid, G) pericardial fluid, H) synovial fluid, I) saliva in dental procedures, J) any bodily fluid that is visibly contaminated with blood, K) all body fluids in situations where it is difficult or impossible to differentiate between body fluids. Urine, feces, and vomit are not considered OPIM except in cases (J) or (K).*

Handwashing facilities are available to the employees who incur exposure to blood or other potentially infectious materials. MIOSHA requires that these facilities be readily accessible after incurring exposure. At this company, handwashing facilities are located:

- Depot restrooms
- Greenway restrooms
- Eye washing stations are located at the Depot and Greenway garage.

Upon providing first aid or incurring exposures when handwashing facilities are not feasible, the employer is required to provide either an antiseptic cleanser in conjunction with a clean cloth/paper towel or antiseptic towelettes. If these alternatives are used, then the hands are to be washed with soap and running water as soon as feasible.

After removal of personal protective gloves, employees shall wash their hands and any other potentially contaminated skin area immediately or as soon as feasible with soap and water.

If employees incur exposure to their skin or mucous membranes, then those areas shall be washed or flushed with water as soon as feasible following contact.

Needles

Needles are used in this company. If used, they must not be recapped unless required by a medical procedure, must not be bent, or broken and must be disposed of in a labeled, closeable, leakproof, puncture-resistant container.

Work Area Restrictions

In work areas (i.e., Bus garage, the Depot, Bus Shelters, Buses) where there is a reasonable likelihood of exposure to blood or other potentially infectious materials, employees are not to eat, drink, apply cosmetics or lip balm, smoke, or handle contact lenses.

Personal Protective Equipment

All first aid personal protective equipment used in patient treatment, first aid or housekeeping involving blood or OPIM at this company will be provided without cost to employees. Personal protective equipment will be chosen based on the anticipated exposure to blood or other potentially infectious materials. The protective equipment will be considered appropriate only if it does not permit blood or OPIM to pass through or reach the employee's clothing, skin, eyes, mouth, or other

mucous membranes under normal conditions of use and for the duration of time which the protective equipment will be used.

Protective clothing will be provided to first aid and housekeeping employees involved in first aid in the following manner:

- Gloves are provided to drivers at the driver check-in area at Greenway.
- All other PPE is locked, and access is given to the Utility Supervisor and Road Supervisors.
- Responsibility of distribution and maintaining inventory of PPE items.

The following PPE is used in this company:

Personal Protective Equipment	Task
Gloves	Cleaning and handling potential OPIM.
Gowns	Used when fogging buses.
Fluid-proof aprons	Used when handling toxic fluids (DEF fluid)
Face shields or mask and eye protection	Used when fogging and filling DEF, also used for bodily fluid spills
Other ventilation devices	Respirators are used when fogging the buses.

All personal protective equipment will be cleaned, laundered, and disposed of by the employer at no cost to employees. All repairs and replacements will be made by the employer at no cost to employees.

All personal protective equipment will be removed prior to leaving the work area. If visibly contaminated, the equipment shall be placed in an appropriately designated area or container for storage, washing, decontamination or disposal.

The following procedure has been developed to facilitate leaving the equipment at the work area:

- Depot – Red disposal container for biohazard material in the utility closet.
- Greenway – Red disposal container for biohazard material in lane #1 in the garage by the eyewash station.

If an employee were to have another person's blood or OPIM splash or soak their clothing, they would remove the contaminated clothing as soon as possible. This clothing would be laundered at the employer's expense. The clothing would be identified as contaminated and any employee, of any employer, exposed to it would be notified and protected from exposure.

Gloves shall be worn where it is reasonably anticipated that employees will have hand contact with blood, other potentially infectious materials, non-intact skin, and mucous membranes. Gloves will be available at the driver check-in station or from the Utility Supervisor.

Disposable gloves used at this company are not to be washed or decontaminated for re-use and are to be replaced as soon as practical when they become contaminated or as soon as feasible if they are torn, punctured, or when their ability to function as a barrier is compromised. Utility gloves may be decontaminated for re-use provided that the integrity of the glove is not compromised. Utility gloves will be discarded if they are cracked, peeling, torn, punctured, or exhibit other signs of deterioration or when their ability to function as a barrier is compromised.

Housekeeping

First aid stations and areas involved in a first aid incident will be cleaned and decontaminated according to the following schedule:

1. Bus, service vehicle, or facility are involved are cleaned first.
2. The garage floor or surrounding area of spill is cleaned next.
3. Restrooms (wash up area) are cleaned last.

Decontamination will be accomplished by utilizing the following materials:

- Bleach and water solution between 1:100 and 1:10 is used, it must be prepared on an as needed basis. Note: Bleach loses its disinfectant quality when stored in water.
- EPA registered cleaning products
- Disposable towels
- Disposable gloves

All contaminated work surfaces will be decontaminated after completion of procedures and immediately or as soon as feasible after any spill of blood or OPIM materials, as well as the end of the work shift if the surface may have become contaminated since the last cleaning.

Regulated Waste Disposal

All bins, pails, cans, and similar receptacles for regulated waste disposal in the first aid station or any area normally involved in first aid shall be appropriately colored or labeled as containing biohazards and shall be inspected, emptied, and decontaminated on a regularly scheduled basis. Note: Disposal of feminine hygiene products and bandages or Kleenex used in self-administered first aid (bloody nose, small cut) are not considered regulated waste and will be disposed of in the normal waste stream. List location of designated biohazard disposal containers and areas:

- Depot – Red disposal container for biohazard material in the utility closet.
- Greenway – Red disposal container for biohazard material in lane #1 in the garage by the eyewash station

Standard Operating Procedures

Standard operating procedures (S.O.P.'s) provide guidance and information on the anticipated first aid tasks assigned to our employees. They will be based on the form found in Appendix A and will be utilized in employee training.

Contingency Plans

Where circumstances can be foreseen in which recommended standard operating procedures could not be followed, the employer shall prepare contingency plans for employee protection, incident investigation and medical follow-up. See Appendix A.

Hepatitis B Vaccine

***HBV Vaccination Option for Employers with employees trained to render first aid Category A employees:**

According to OSHA and MIOSHA policies, an employer may elect to postpone offering and administering the HBV vaccine series to Category A designated first aid trained employees if the following conditions exist:

- The primary job assignment of the first aid provider is not the rendering of first aid.

- Any first aid rendered by such persons is rendered only as a collateral duty, responding solely to injuries resulting from workplace incidents, generally at the location where the incident occurred.
- Full training and personal protective equipment shall be provided to these employees.
- Provision for a reporting procedure that ensures that all first aid incidents involving the presence of blood or OPIM will be reported to the employer before the end of the work shift during which the first aid incident occurred. The report must include the names of all first aid providers who rendered assistance, regardless of whether personal protective equipment was used and must describe the first aid incident, including the time and date. The description must include a determination of whether or not, in addition to the presence of blood or OPIM, an exposure incident, as defined in the standard.
- Provision for the full HBV vaccination series is to be made available as soon as possible, but no later than 24 hours following an event, to all unvaccinated first aid providers who have rendered assistance in any situation involving the presence of blood or OPIM regardless of whether or not a specific "exposure incident," as defined by the standard, has occurred.
- In the event of a Bonafede exposure incident, the portion of the standard relating to post-exposure evaluation and follow-up would apply.

These conditions exist at Macatawa Area Express:

We elect to postpone offering the HBV vaccine series to our designated first aid responder employees until a blood incident occurs.

**Note: The above HBV vaccine exception does not apply to designated first aid providers who render assistance on a regular basis, for example, at a first aid station, clinic, dispensary, or other location where injured employees routinely go for assistance; nor does it apply to any healthcare, emergency, or public safety personnel who are expected to render first aid in the course of their work. These employees must be offered the vaccine prior to exposure.*

Post-Exposure Evaluation and Follow-Up

When an employee experiences an exposure incident, it must be reported to the Road Supervisor on duty, and the Safety Training Coordinator.

All employees who experience an exposure incident will be offered post-exposure evaluation and follow-up by a licensed physician in accordance with Centers for Disease Control and Prevention guidelines as specified in MIOSHA standard.

This follow-up will include the following:

- Documentation of the route of exposure and the circumstances related to the incident.
- If possible, the identification of the source individual and, if possible, the status of the source individual. The blood of the source individual will be tested (after consent is obtained) for HIV/HBV infectivity.
- Results of testing of the source individual will be made available to the exposed employee with the exposed employee informed about the applicable laws and regulations concerning disclosure of the identity and infectivity of the source individual.

Employers may need to modify this provision in accordance with applicable local laws on this subject.

- The employee will be offered the option of having their own blood collected for testing of their HIV/HBV serological status. The blood sample will be preserved for at least 90 days to allow the employee to decide if the blood should be tested for HIV serological status.
- The employee will be offered post exposure prophylaxis in accordance with the current recommendations of the U.S. Public Health Service in consultation with a licensed healthcare professional.
- The employee will be given appropriate, confidential counseling concerning precautions to take during the period after the exposure incident. Counseling on risk reduction and the risks and benefits of HIV testing. The employee will also be given information on what potential illnesses to be alert for and to report any related experiences to appropriate personnel.
- The following person(s) has been designated to assure that the policy outlined here is effectively carried out as well as to maintain records related to this policy:
 - Deputy Director
 - Operations Manager
 - Safety Training Coordinator

Interaction with Health Care Professionals

An employer shall ensure that the health care professional who is responsible for the hepatitis B vaccination is provided with a copy of these rules and appendices. A written opinion shall be obtained from the health care professional who evaluates the employees of this facility. Written opinions will be obtained in the following instances:

- 1) When the employee is sent to obtain the Hepatitis B vaccine.
- 2) Whenever the employee is sent to a health care professional following an exposure incident.

Health care professionals shall be instructed to limit their written opinions to:

- 1) Whether the Hepatitis B vaccine is indicated and if the employee has received the vaccine, or for evaluation following an incident.
- 2) A statement that the employee has been informed of the results of the evaluation, and;
- 3) A statement that the employee has been told about any medical conditions resulting from exposure to blood or other potentially infectious materials. (Note: The written opinion to the employer is not to reference any personal medical information.)

Training

Training for all Category A employees will be conducted prior to initial assignment to tasks where occupational exposure may occur. Training will be conducted in the following manner and include training and explanations of:

- The MIOSHA standard for Bloodborne Infectious Disease
- Epidemiology and symptomatology of bloodborne diseases
- Modes of transmission of bloodborne pathogens
- This Exposure Control Plan, (i.e., points of the plan, lines of responsibility, how the plan will be implemented, access to the plan, etc.)
- Procedures which might cause exposure to blood or other potentially infectious materials at this facility.
- Control methods which will be used at the facility to control exposure to blood or other potentially infectious materials.
- Personal protective equipment is available at this facility and who should be contacted concerning its use.
- Post Exposure evaluation and follow-up
- Signs and labels used at the facility.
- Hepatitis B vaccine program at the facility

Training sessions shall afford employees ample opportunity for discussion and the answering of questions by a knowledgeable trainer.

Employers should list here if training will be conducted using videotapes, written material, etc. Also, the employer should indicate who is responsible for conducting the training:

All Category A employees will receive annual refresher training.

Note: This training is to be conducted within one year of the employee's previous training.

Recordkeeping

This company shall establish and maintain a record for each employee with occupational exposure to include:

- Name
- Social Security Number
- Hepatitis B vaccine from status
- A copy of all results of examinations, medical testing, and follow-up procedures required as part of vaccinations and postexposure follow-up. - Employer shall ensure record confidentiality
- Kept for duration of employment plus 30 years.

Training Records:

- Date(s)
- Summary of Contents
- Names and qualifications of trainers
- Names and job titles of all trainees
- Maintain records for three (3) years.

Records for this company shall be kept by Human Resources.

Annual reviews: Date: _____ Performed by: _____

 Date: _____ Performed by: _____

 Date: _____ Performed by: _____

APPENDIX A

STANDARD OPERATING PROCEDURE FOR BLOODBORNE INFECTIOUS DISEASE CONTROL MEASURES

Task/Procedure: Decontamination of work surfaces/spill cleanup. Routine cleaning.

Exposure Potential: Non-intact skin exposure to blood or general exposure

Personal Protective Equipment: Disposable exam gloves.

Use: Don personal protective equipment (PPE) before performing task or procedure

Maintenance/Disinfection: Do not disinfect and reuse disposable gloves.

Disposal:

- Discard PPE in standard trash can unless saturated/dripping with blood or OPIM which requires biohazard waste disposal (red bag waste).

Engineering Controls: Safety-tipped scissors and sinks for handwashing.

Work Practice Controls:

- Wear PPE as noted above.
- Post-procedures where blood or OPIM exposure is likely/occurred: Decontaminate surfaces using approved EPA registered disinfectant or bleach wipes. Also, disinfection of surfaces may be conducted at the end of a workday.
- Dispose of bleach wipes used on surfaces in the regular trash unless saturated with blood or OPIM.
- Hands must be washed/sanitized after removal of gloves or other PPE

General work practice controls:

- Eating, drinking, smoking, applying cosmetics are prohibited in work areas where there is reasonable likelihood of occupational exposure.
- Food and drink shall not be kept in refrigerators, freezers, shelves, cabinets or on countertops or benchtops where blood or OPIM are present.

Management of Exposure Incidents: Provide immediate first aid and follow post exposure follow up procedure in exposure control plan.

Contingency Plan: If employees determine that this SOP cannot be followed, they should stop the procedure/work activity and consult with the Safety Training Coordinator on how to proceed (e.g., use bottled water to cleanse hands during a utility outage). The Safety Training Coordinator will ensure that needed equipment/supplies, etc. are provided to employees and a revised SOP is developed to address the hazards identified.

APPENDIX B

Organization and Address:

Macatawa Area Express Transportation Authority
171 Lincoln Ave
Holland, MI 49423
616-355-1010

HEPATITIS B

Vaccination Declination

I understand that due to my occupational exposure to blood or other potentially infectious materials I may be at risk of acquiring hepatitis B virus (HBV) infection. I have been given the opportunity to be vaccinated with hepatitis B vaccination at this time. I understand that by declining this vaccine, I continue to be at risk of acquiring hepatitis B, a serious disease. If in the future I continue to have occupational exposure to blood or other potentially infectious materials and I want to be vaccinated with hepatitis B vaccine, I can receive the vaccination series at no charge to me.

Print Name: _____

Job Classification: _____

Signature

Date: _____

Resources:

Michigan Department of Labor and Economic Opportunity
Michigan Occupational Safety and Health Administration
Consultation Education and Training Division

Additional Information

<div>Supporting Documentation</div> <div><i>Include or reference documentation used to implement and carry out the Safety Plan that are not included elsewhere in this Plan.</i></div>
<p>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.</p>

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 regarding 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 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

Board Action Item

Date: July 24, 2023

To: MAX Authority Board

From: Elisa Hoekwater, Executive Director
Beth Higgs, Deputy Director

Re: MAX Drug-Free Workplace Policy Revision

February 2023, MAX staff responded to a FTA Recipient Information Request (RIR) packet requiring information and documents for fiscal years 2019 –2022 to prepare for the July 2023 Triennial Review. As anticipated, on July 11 MAX received a request for additional documents and information, which includes one revision to the current Drug-Free Workplace Policy.

- Include the statement “If convicted of a drug statute violation that occurred in the workplace, employees are to report it to the employer in writing no later than five calendar days after such a conviction.”

The attached Drug-Free Workplace Policy revision presented today satisfies that requirement.

Action Request

MAX staff requests Board approval of the recommended revision to their current Drug-Free Workplace Policy.

MEMO

Board Action Item

DATE: July 19, 2023
TO: MAX Authority Board
FROM: Elisa Hoekwater, Executive Director
SUBJECT: Memorandum of Understanding Between MAX and Macatawa Area Coordinating Council – Action

An updated version of the memorandum of understanding between the Macatawa Area Express Transportation Authority and the Macatawa Area Coordinating Council has been provided for review and approval. This item is required for the Triennial Review.

Staff recommends Board approval of the updated memorandum of understanding between the two agencies.

MEMORANDUM OF UNDERSTANDING BETWEEN THE MACATAWA AREA EXPRESS TRANSPORTATION AUTHORITY AND THE MACATAWA AREA COORDINATING COUNCIL

THIS AGREEMENT, entered into this _____ day of _____ 2023 between the Macatawa Area Coordinating Council, the designated Metropolitan Planning organization for the Holland Urbanized Area, hereinafter referred to as "the MACC" and the Macatawa Area Express Transportation Authority Board, the owner and operator of the Macatawa Area Express, here in after referred to as "MAX" . This agreement replaces the July 25th, 2016 Memorandum of Understanding between the MAX and the MACC.

WHEREAS, the U.S. Department of Transportation requires that the urbanized area maintain a continuing, comprehensive planning process carried on cooperatively by state and local communities.

WHEREAS, the Governor of the State of Michigan in consultation with locally elected officials has designated the MACC as the Metropolitan Planning Organization responsible to conduct, in cooperation with the State of Michigan, the provisions of U.S.C. 134, and as such is the recipient agency for transportation planning funds;

NOW, THEREFORE, the parties do hereto mutually agree that:

1. Cooperating between the MACC and MAX is essential in respect to the provision of public transportation services to the residents of the MACC area.
2. The MACC shall function as the public body for transportation planning studies being conducted under this interagency agreement.
3. The role of the MACC is defined as activities related to planning, review and comment as provided for in the appropriate Federal and State legislation as well as specific cooperative and coordinated planning activities that will be identified in the MACC's Annual Unified Work Program .
4. The role of the MAX is recognized as essentially that of implementation of public transit services in the Holland Urbanized area, with corollary activities to promote or assist implementation.
5. This agreement does not prohibit MAX from conducting independent planning and feasibility studies as it deems necessary.
6. During the term of the Agreement, the MAX shall appoint a person to the MACC's Transportation Technical Committee to serve as the Authority's representative.
7. During the term of the Agreement, the MAX shall appoint a person to the MACC's Policy Committee.
8. The MACC shall periodically submit reports to the MAX regarding the provision of public transportation services in the MACC area.
9. The MACC shall submit reports to the MAX upon request of the MAX Board Chair.
10. The MACC shall develop and publish an annual list of obligated projects.
11. The MACC, in cooperation with the MAX as required by federal regulations will develop the Transportation Improvement Program (TIP). MAX will be required to submit a financial plan for existing and proposed transit projects.

12. The MACC, in cooperation with MAX will conduct public involvement activities for the TIP.
13. The MACC and MAX agree to indemnify, and hold harmless each other, its officials, officers, board members, employees, and agents from and against any liability claim, or cause of action ("the Claims") relating to this Agreement. Notwithstanding, this indemnification shall not extend to Claims relating to the sole negligence of either party, its officials, officers, board members, employees or agents. If a joint judgement is entered by any court or tribunal against the MAX, its officials, officers, board members, employees, or agents (collectively referred to as the "MAX Indemnified Parties"), and the MACC, its officials, officers, Board members, employees, or agents (collectively referred to as "MACC Indemnified Parties"), allocation of the loss under such judgement to the MAX Indemnified Parties and the MACC indemnified Parties shall be limited to the percentage of negligence or fault of one-party (or its officials, officers, board members, employees or agents) and to the percentage of negligence or fault of the other party (or its officials, officers, board members, employees, or agents) in causing the injuries or damage for which the judgement was entered. The indemnification shall apply to the portion of such judgement attributable on a comparative basis to the negligence or fault of the MAX Indemnified Parties or the negligence or fault of the MACC Indemnified Parties in causing such injuries or damage, but shall not apply to attorney fees or other costs of defense incurred by the parties.
14. This term of Agreement shall be from the date of execution and extending until such time as it is officially terminated in accordance with the term of the Agreement.
15. Either party may terminate this Agreement not less than sixty (60) days after written notice to the other party.
16. Any change or modification to this agreement shall be in writing and signed by appropriate representative of the MAX and MACC.

Witnesses:

Macatawa Area Coordinating Council

Witnesses:

Macatawa Area Express Transportation Authority Board

MEMO

Date: July 20, 2023

To: Macatawa Area Express (MAX) Transportation Authority Board

From: Charles Veldhoff, Data Analyst/EEO Officer

Re: FY2024-2026 Title VI Program & Procedures: Authority Board Review & Approval

Every three years, MAX must submit to the Federal Transit Administration (FTA) a copy of its updated Title VI Program. The following are brief definitions and descriptions of the primary components of the program, each of which is outlined in greater detail within the *FY2024-2026 Title VI Program & Procedures* document:

Title VI Program Objectives: The procedures described and outlined within the Title VI Program will enable the Macatawa Area Express to:

- ensure the level and quality of bus service is provided in a nondiscriminatory manner;
- promote full and fair participation in public transportation decision-making without regard to race, color, or national origin;
- ensure meaningful access to transit-related programs and activities by persons with limited English proficiency.

Title VI Statement & Public Notice: The following statement is posted in all master bus schedules, the public website, all buses, outside the main office, and runs continuously on two (2) monitors located inside the MAX main office and transfer center passenger lobby:

Title VI – Civil Rights Act of 1964

MAX operates without regard to race, color, or national origin. Information on MAX's Title VI obligations—including a Title VI complaint form—can be obtained by calling 616.928.2494, going to the MAX website: www.catchamax.org, or by visiting or writing the MAX main office:

*Title VI Staff Officer
Macatawa Area Express
171 Lincoln Ave., Suite 20
Holland MI 49423*

Title VI Complaint Process: Detailed steps outlining the submission, investigation, notification, resolution, and record-keeping requirements associated with any investigations, lawsuits, or complaints alleging discrimination.

Limited English Proficiency Plan (LEP) Plan: The LEP portion of Title VI incorporates local demographics related to the need for enacting appropriate language assistance measures, and its monitoring thereof. Included within this section are LEP outreach/participation methods and descriptions of language assistance services and policies, the use bilingual staff, English/Spanish brochures and documents, and language assistance notices provided in the master bus schedules.

The complete Title VI Program is available for Authority Board review in the July 2023 board packet materials. The Authority Board is asked to acknowledge it has reviewed and approved the Title VI Program ahead of MAX's submission date to FTA (by October 1, 2023).

FY2024-2026

MACATAWA AREA EXPRESS TRANSPORTATION AUTHORITY

HOLLAND, MICHIGAN

Revised: July 20, 2023

TITLE VI PROGRAM & PROCEDURES

Title VI Program & Procedures, Title VI Complaint Process Overview, Title VI Service Standards & Policies, Environmental Justice Guidance, Limited English Proficiency (LEP) Policy

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SECTION 1: TITLE VI PROGRAM, PUBLIC NOTICE, COMPLAINT DETERMINATION & RECORDS OF COMPLAINTS

The Macatawa Area Express Transportation Authority (MAX) serves as the federal recipient of Section 5307 funds for the Holland/Zeeland urbanized area. As a recipient of federal financial assistance and under Title VI of the Civil Rights Act of 1964 and related Title VI statutes, MAX assures that no person shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits thereof, or otherwise be subjected to discrimination under any MAX programs or activities.

This Title VI Program is developed in accordance with FTA C 4702.1B. These prohibitions extend to all programs funded in whole or in part from federal financial assistance and are subject to Title VI requirements.

This policy is intended to establish a procedure under which complaints alleging discrimination in MAX provisions, services, or activities can be made by persons who are not MAX employees. MAX will not condone retaliation against an individual for their involvement in asserting their rights pursuant to Title VI or because they filed a complaint or participated in an investigation under Title VI.

TITLE VI PROGRAM OBJECTIVES

The procedures described and outlined within the following pages of the Title VI Program will enable the Macatawa Area Express to:

- Ensure that the level and quality of public transit service is provided in a nondiscriminatory manner;
- Promote full and fair participation in public transportation decision-making for all affected populations without regard to race, color, or national origin;
- Ensure meaningful access to transit-related programs and activities by persons with limited English proficiency;
- Make good faith efforts to achieve Environmental Justice as part of its mission by identifying and addressing—as appropriate—disproportionally high and adverse human health or environmental effects of its programs, activities, and services on minority populations and low-income populations within MAX’s service area;
- Ensure that Limited English Proficient (LEP) individuals have access to MAX’s programs, activities, and services.

This policy is applicable to all MAX employees, members of the public, and all contractors hired by the Macatawa Area Express. Failure of MAX employees to follow this policy and procedure may subject such employees to disciplinary action up to and including employee termination.

REQUIREMENT TO PROVIDE ADDITIONAL INFORMATION

The Federal Transit Administration may request, at its discretion, information other than that required by Circular FTA C 4702.1B (October 1, 2012) in order for FTA to investigate complaints of discrimination or to resolve concerns about possible noncompliance with DOT’s Title VI regulations.

NOTE: Any person who believes MAX or any entity who receives federal financial assistance from or through MAX (i.e. sub-contractors or sub-grantees) has subjected them or any specific class of individuals to unlawful discrimination is encouraged to file a complaint of discrimination.

TITLE VI PUBLIC NOTICE

The Macatawa Area Express Transportation Authority has created a public notice that it complies with Title VI, including instructions to the public on how to file a discrimination complaint. The Title VI notice is posted in the following places and locations:

1. The MAX Authority’s public website;
2. Outside the main passenger transfer center (see APPENDIX A);

3. On all revenue vans and buses (see APPENDIX D);
4. Within the Master Bus Schedule booklet (both English- and Spanish-print versions);
5. Runs continuously on two (2) announcement monitors (see APPENDIX D) located inside the MAX main office and the transfer center passenger lobby (both English- and Spanish-versions).

Also, copies of the U.S. Department of Justice Civil Rights Division pamphlet “Your Rights Under Title VI of the Civil Rights Act of 1964” (available at <https://www.justice.gov/sites/default/files/crt/legacy/2010/12/14/TitleVIEng.pdf>) are stocked at our main office and transfer center lobby information displays.

The Title VI statement and policy is reviewed annually with Authority staff as part of the LEP training session.

TITLE VI COMPLAINT DETERMINATION & RECORDS OF COMPLAINTS

The Macatawa Area Express recognizes that Title VI complaints may not always be indicated to MAX as a specific or direct Title VI violation; therefore, all written complaints received by MAX—whether directly or indirectly—are reviewed by the designated Title VI Specialist with regard to violation of Title VI rights. All staff are trained to also recognize possible Title VI complaints, and to inform the Title VI Specialist immediately. Those complaints not requiring Title VI investigation are followed up within three (3) business days, with appropriate departmental managers involved as needed. Complaints warranting Title VI investigation, whether received through written record or subsequent interview, are the responsibility of the Title VI Specialist and will follow the sequence of steps detailed in the section *Title VI Complaint Process Overview* later outlined in this document.

The Title VI master data file includes such key information as:

- Basic information about the complaint such as when it was filed, who filed it, and who it was against, where the incident occurred, and identified witnesses;
- A description of the nature of the alleged discriminatory action;
- Notes/Status of the investigation;
- Findings of the investigation.

MAX will follow timelines set forth in guidance from the Department of Transportation for processing Title VI discrimination complaints. Forms are available to the public upon request and are shown in APPENDIX C.

WHEN TO FILE

A complaint of discrimination must be filed within 180 calendar days of the alleged act of discrimination, or discovery thereof—or where there has been a continuing course of conduct, the date on which the conduct was discontinued. Filing means a written complaint must be postmarked before the expiration of the 180-day period. The filing date is the day the complaint form is completed, signed, and mailed. The complaint form and consent/release form must be dated and signed for acceptance. Complaints received more than 180 days after the alleged discrimination will not be processed and will be returned to the complainant with a letter explaining why the complaint could not be processed and alternative agencies to which a report may be made.

WHERE TO FILE

In order to be processed, signed original complaint forms must be mailed or hand delivered to:

Macatawa Area Express Transportation Authority
Title VI Specialist
171 Lincoln Ave., Suite 20
Holland MI 49423

Upon request, reasonable accommodations will be made for persons who are unable to complete the complaint form due to disability or limited English proficiency. A complaint may also be filed by a representative on behalf

of a complainant. Persons not satisfied with the findings of MAX may seek remedy from other applicable state or federal agencies.

REQUIRED ELEMENTS OF A COMPLAINT

In order to be processed, a complaint must be in writing and contain the following:

- Name(s), and addresses(s) and business(es)/organization(s) of person(s) who allegedly discriminated;
- Date of alleged discrimination;
- Basis of complaint (i.e. race, color, or national origin);
- Signed consent release form.

INCOMPLETE COMPLAINTS

Upon initial review, the Title VI Specialist will ensure that the form is complete and that any initial supporting documentation is provided. Should deficiencies be found, the Title VI Specialist will notify the complainant within 10 working days. If reasonable efforts to reach the complainant are unsuccessful or the complainant does not respond within the time-period specified in the request (30 days), the recipient may close the complainant's file. The complainant may resubmit the complaint provided it is filed within the original 180-day period.

Should the complaint be closed due to lack of required information, MAX will notify the complainant at their last known address. In the event the complainant submits the missing information after the file has been closed, the complainant may be reopened provided it has not been more than 180 days since the date of the alleged discriminatory action.

SECTION 2: TITLE VI COMPLAINT PROCESS OVERVIEW

The following describes how a discrimination complaint is handled once received by MAX. This overview is also posted on the organizational website: www.catchamax.org under the *DBE/EEO/Title VI* section, along with the Title VI Complaint Form and a full copy of the Title VI Program & Procedures.

1. A complaint is received by MAX:

Complaints must be in writing and signed by the complainant or their designated representative. If the complainant is unable to complete the form in writing due to disability or limited-English proficiency, upon request reasonable accommodations will be made to ensure the complaint is received and processed in a timely manner. Complainants wishing to file a complaint that do not have access to the Internet nor ability to pick up a form, a form will be mailed to the complaint to complete. The complainant will be notified if the complaint form is incomplete and asked to furnish the missing information.

2. Complaint is logged into tracking database:

Completed complaint forms will be logged into the complaint tracking database; basic data will be maintained on each complaint received.

3. Review Complaint:

MAX's Title VI Specialist will complete an initial review of the complaint. The purpose of the review is to determine if the complaint meets the basic criteria. Criteria required for a complete complaint:

- Basis of alleged discrimination (i.e. race, color, or national origin);
- Determination of timeliness will also be made to ensure that the complaint was filed within the 180-day time requirement.

4. Initial written notice to complainant:

Within 10 working days of the receipt of the complaint, MAX will send notice to the complainant confirming receipt of the complaint; if needed the notice will request additional information, notify complainant that the activity is not related to a MAX program or activity, or does not meet deadline requirements. Conclusions made in step three will determine the appropriate response to the complaint. Examples of response letters are located in APPENDIX B of the Title VI Plan. If any additional information is needed from the complainant, it will be communicated at this point in the process.

5. Investigation of the complaint:

The Title VI Specialist will determine the most appropriate fact-finding process to ensure that all available information is collected in effort to reach the most informed conclusion and resolution of the complaint. The type of investigation techniques used may vary depending on the nature and circumstances of the alleged discrimination. An investigation may include but is not limited to:

- Internal meetings with MAX staff and legal counsel;
- Consultation with state and federal agencies;
- Interview(s) of complainant(s);
- Review of documentation (i.e. planning, public involvement, & technical program activities);
- Interview and review of documentation with other agencies involved;
- Review of technical analysis methods;
- Review of demographic data.

6. Determination of investigation:

An investigation must be completed within 60 days of receiving the complete complaint unless facts and circumstances warrant otherwise. A determination will be made based on information obtained. The Title VI Specialist and/or designee will render an action recommendation, including formal and/or informal resolution strategies in a Findings Report.

7. Notification of determination:

Within 10 days of completion of an investigation, the complainant must be notified by the Title VI Specialist of the final decision. The notification will advise the complainant of their appeal rights—including with state and federal agencies—if dissatisfied with the final decision. A copy of this letter, along with a report of the findings, will be forwarded to the Michigan Department of Transportation and Federal Transit Administration for informational purposes only.

SECTION 3: TITLE VI INVESTIGATION DETERMINATION & RESOLUTION STRATEGIES, PENDING CASES

Should an investigation conclude or indicate that the Macatawa Area Express Transportation Authority acted in violation of a complainant's Title VI rights—whether directly or indirectly—corrective actions will be taken by the Authority for individual employees and/or the Authority as a whole, including appropriate efforts to educate, train, monitor, re-evaluate policy, and/or, if warranted, administration of disciplinary measures.

Below are known local organizations within the Macatawa Area Express service area that have either worked with the Authority in the past or are known to offer training seminars and readily available information relating to rights protected under Title VI:

Disability Network Lakeshore
442 Century Lane
Holland MI 49423
www.dnlakeshore.org

Lakeshore Ethnic Diversity Alliance
515 South Waverly Road
Holland MI 49423
www.ethnicdiversity.org

TITLE VI COMPLAINT FORM

A sample of the Title VI complaint form is shown in APPENDIX C. Spanish-language versions of the Title VI form are posted on the MAX website and are available upon request from MAX Transit staff members.

TITLE VI INVESTIGATIONS, COMPLAINTS, LAWSUITS

The Macatawa Area Express Transportation Authority will maintain records of any, and all, Title VI-related investigations, complaints, or lawsuits that have occurred since the last update of this plan. A specific form (APPENDIX E) is used to record summary information, complaint basis, status of the case, and any other important notes pertaining to an incident.

SECTION 4: PUBLIC PARTICIPATION PLAN**PURPOSE OF THE PLAN**

As an FTA grant recipient, the Macatawa Area Express complies with the public participation requirements of 49 U.S.C. Sections 5307(b)—requiring programs of projects to be developed with public participation—and 5307(c)(1)(I)—requiring a locally developed process to consider public comment before raising a fare or carrying out a major reduction in transportation service.

The fundamental objective of public engagement programs is to ensure that the concerns and issues of those with a stake in transportation decisions are identified and addressed in the development of policies, programs, and projects being proposed in their communities. As projects vary in time and size, the public participation process may vary for each, as well as the extent of public participation.

The following strategies are meant to ensure constructive, productive dialogue that will lead to practical decisions benefitting all members of the community, including low-income, traditionally underserved, and/or limited English proficient populations.

MAX's Public Participation Plan is based on the following principles:

- The engagement process will be flexible and accommodate participation in a variety of ways, and be adjusted as need;
- MAX will seek inclusiveness and proactively reach out to and engage low income, minority, and/or limited English proficient populations;
- All community feedback will be given careful and respectful consideration;
- Participation methods will allow for early involvement, and be ongoing;
- Participation methods will have a clear purpose and use for the input, and will be described in language that is easy to understand;
- Transparency—information provided will be accurate, trustworthy, and complete;
- MAX will respond and incorporate appropriate public comments into transit decisions;
- Meetings will be held in locations which are fully accessible and welcoming to all area residents, including low income and/or minority members of the community, and in locations relevant to the topics being presented and discussed.

OUTREACH AND INVOLVEMENT ACTIVITIES

Ongoing involvement strategies include:

- **Website/Social/Traditional Media:** MAX's website is used to share transit information, including proposed service changes. Information is also shared through social media outlets with community comment sought. Notices and/or handbills describing service proposals are also distributed directly on

buses for those without access to social media or internet. Press releases to area newspapers, television and radio stations are used to notify the community of upcoming MAX activities or to relay information.

- **Title VI Public Notices:** Notices are posted in readily accessible locations on all MAX revenue vehicles, ensuring that drivers understand our obligations and passengers understand their rights. Program notices are displayed outside the door of the Administration Office, and are posted on MAX's website;
- **Authority Board Meetings:** Board meetings are held monthly and the public is invited to attend; a comment period is scheduled at the start of meetings; meeting locations are ADA-accessible and can be reached using public transportation; schedules are posted on MAX's website and outside the main office. Open board seats are communicated directly to area organizations serving female, minority, and/or low-income persons in effort to further diversify board representation;
- **Local Advisory Council:** The LAC meets nine (9) times annually. Membership is made up of persons from the community and users of public transportation, representing varying demographic profiles; a comment period is scheduled near the start of each meeting; meeting locations are ADA-accessible and can be reached using public transportation; schedules are posted on MAX's website;
- **Travel Trainings:** MAX regularly hosts travel training classes meant to educate and seek service feedback from potential customers and their caregivers on MAX services. The classes are held at locations that are ADA-accessible and have access to public transportation; Spanish-language interpretation is also available;
- **Regional Partnership:** MAX's local MPO—the Macatawa Area Coordinating Council (MACC)—in the development of the area's Long-Range Transportation Plan (LRTG) and Transportation Improvement Program (TIP). The MACC's public participation processes satisfy MAX's public participation requirements for its Program of Projects, and ensures that existing and future expenditures for transportation projects and programs are based on a continuing, cooperative, and comprehensive planning process;
- **Language Outreach:** Spanish-language service schedules and brochures are provided. Additionally, at least one (1) Spanish-speaking phone operator is available at the main call center on a regular basis;
- **Customer Comment/Complaint Process:** Persons may call the main MAX phone number at 355-1010 to place a formal complaint, or to comment on current, proposed, or recommended service changes. Comment/Complaint forms are made available on transit service vehicles, at the main office, and electronically on the agency website. Social media outlets (Facebook, Twitter, etc.) offer additional opportunities for soliciting and receiving public feedback.

Since MAX's last submission, the Authority has utilized the following specific outreach activities:

- **Mobility Manager Position:** A newly added position now aims to align local and regional transportation goals in partnership with area social agencies and community groups; this positions helps to identify transportation gaps and barriers or other human service needs in the Holland/Zeeland area.
- **Residential Meetings/Community Events:** Attendance at special gatherings (Ben's Hope Harvest Festival, National Night Out, Juneteenth, Senior Community Day, Momentum Center Family Fun Night); special social programs (SAFE with MAX); City of Holland neighborhood outreach (3Sixty—EastCore & Montello Park Neighbors, Heights of Hope, WestCore Neighbors, Washington School Neighbors, and the Great Lakes Urban Restoration Network) used to gauge community needs or to communicate/seek feedback on transit-related proposals.
- **Local Non-Profit/Business Community Needs:** Helping organizations successfully connect clientele through transit connections (Community Action House, Lighthouse Immigrant Advocates, Ottawa County Dept. of Health & Human Services, Ottawa Food); worker/employment mobility issues (Lakeshore Advantage, LG Chem, Manpower);

- **Public Transit Surveys:** Customer surveys are typically conducted annually—or at a minimum—every three (3) years. Surveys help identify service needs based on the demographic background (collected simultaneously), assisting in the development of improved services. Survey takers travel portions of all service hours and routes (both fixed routes and demand-response). Additionally, surveys are made available electronically on the MAX website; surveys are available in both English and Spanish;
- **Educating the Community:** MAX took part in events for area agencies and non-profits (Benjamin's Hope, Community Mental Health, Upward Bound Summer Event, Compassionate Heart, Evergreen Commons Community Center), educating them on MAX services and seeking service feedback; the agencies and non-profits serve segments of low-income and minority populations;

The public participation process related specifically to MAX's Limited English Proficiency provisions is found as a subpart of Section 10 entitled *Public Participation & Dissemination of the LEP Policy*.

MAJOR SERVICE & FARE CHANGE POLICY

MAX will consider public comments before raising fares or carrying out a major reduction in transit services. Public input will be solicited while proposals are under consideration, and affected community members will be notified before the implementation of any major service changes or fare increases.

A full copy of MAX's *Policy for Public Comment on Fare & Service Changes* is included in APPENDIX I.

SECTION 5: MONITORING OF SUBRECIPIENTS

To ensure that sub-recipients are complying with the DOT Title VI regulations, primary recipients must establish a means to monitor their sub-recipients for compliance with the regulations of 49 CFR 21.9(b). Importantly, if a sub-recipient is not in compliance with Title VI regulations, then the primary recipient is also not in compliance.

At the present time, the Macatawa Area Express Transportation Authority does not utilize sub-recipients for transit services. Should sub-recipients be utilized in the future, the Authority—as a primary recipient—shall develop a schedule of sub-recipient Title VI Program submissions and see that all other required processes are enacted and monitored to ensure full Title VI compliance.

GENERAL TITLE VI PLAN INFORMATION

The MAX Transit Title VI Plan is posted on the website www.catchamax.org. For individuals without internet services, the Herrick Public Library in downtown Holland offers web access free-of-charge. Following updates, the LEP Plan will be provided to local community organizations serving LEP individuals (see Page 25 of the Title VI Plan).

The Plan will be available upon request in hard copy at the Padnos Transportation Center. Requests will also be fulfilled via mail or sent electronically in PDF format over email.

Questions or comments regarding the Title VI or LEP plans should be directed to the Title VI Coordinator:

Charles Veldhoff
Data Analyst/EEO Officer

Macatawa Area Express Transportation Authority
171 Lincoln Avenue
Holland MI 49423

Phone: 616.928.2494

Fax: 616.928.2467

Email: c.veldhoff@catchamax.org

SECTION 6: TITLE VI MINORITY REPRESENTATION NON-ELECTED BOARDS & COUNCILS

The Macatawa Area Express has been working to more broadly diversify representation on its non-elected boards and councils as vacancies become available. Since Summer 2019, a Hispanic/Latinx member has joined the Authority Board.

Although these steps were small, continued and additional efforts will be made to further diversify board and council membership with the goal to more truly represent the overall service-area population profile, and that as well of Holland/Zeeland-area transit users.

The following tables reference, respectively, the proportion of non-elected planning boards and councils consisting of public representation with that of service-area demographic characteristics:

BOARD/COUNCIL	AFRICAN AMERICAN	ASIAN AMERICAN	CAUCASIAN	HISP/ LATINX	NATIVE AMERICAN	NATIVE HI. PACIFIC ISLANDER	OTHER RACE/TWO OR MORE RACES
Service Area Population	2.6%	5.2%	66.7%	21.4%	0.2%	0.0%	3.9%
Authority Board	0%	0%	88.9%	11.1%	0%	0%	0%
Local Advisory Council	0%	0.0%	100.0%	0%	0%	0%	0%

Source: U.S. Census Bureau, 2020 Decennial Census.

JURISDICTION	TOTAL	AFRICAN AMERICAN	ASIAN AMERICAN	CAUCASIAN	HISP/ LATINX	NATIVE AMERICAN	NATIVE HI. PACIFIC ISLANDER	OTHER RACE/TWO OR MORE RACES
City of Holland	34,378	1,279	913	22,641	8,042	76	30	1,397
Holland Charter Twp.	38,276	998	3,576	21,925	10,122	66	35	1,554
City of Zeeland	5,719	75	93	4,926	425	7	0	193
Park Township	18,625	149	493	15,214	2,124	22	1	622
TOTAL	96,998	2,501	5,075	64,706	20,713	171	66	3,766

Source: U.S. Census Bureau, 2020 Decennial Census.

Efforts will continue to encourage the participation of minorities on MAX committees. Recruiting efforts planned or used in the past to fill open or newly-created board or council seats include:

- Public notice of board or committee vacancies, particularly in media used more heavily by minorities;

- Recruiting ads onboard buses or via social media, encouraging minority representation;
- Outreach to local service organizations, particularly those serving minorities, women, or the disabled;
- Personal inquiry (verbal or written) among informal networks, business partners, or transit users;
- Allowing additional time for vacancies to remain open, to allow “word to get out.”

SECTION 7: SERVICE STANDARDS—VEHICLE LOAD, HEADWAY, ON-TIME PERFORMANCE, & AVAILABILITY

The Federal Transit Administration requires all fixed-route public transportation providers to develop quantitative standards for each transportation mode: vehicle load, vehicle headway, on-time performance, and service availability. Individual public transportation providers set these standards; therefore, these standards will apply to each individual agency rather than across the entire industry.

The Macatawa Area Express Transportation Authority has adopted system-wide service standards for its fixed route and demand-response services. These standards—summarized below—were developed and implemented to better help the Macatawa Area Express in its goal of achieving equity among all transit customers in service design and operations decisions.

VEHICLE LOAD STANDARDS

Load factor is generally expressed as the ratio of passengers to the number of seats on a vehicle, relative to the vehicle’s maximum load point. For example, a 1.0 load factor means that every seat on a 40-seat bus is occupied; and a load factor of 1.3 means that every seat on the bus is full and the number of standees equals 30% of the number of seats on the bus, or approximately 12 standees.

The Macatawa Area Express does not currently operate additional modes (express, B.R.T., van pool, etc.) aside from its hourly fixed-route and demand-response services. Factors used to determine maximum load factors include the following:

- Current and expected fixed route ridership counts;
- Expected standing time during the hourly fixed route headways;
- The number of passenger entry/exit doors available per service vehicle category;
- Internal movement for boarding/alighting passengers, particularly with single-door vehicles.

For the Macatawa Area Express, the average of all loads during peak or off-peak operation should not exceed vehicles’ achievable capacities, which are 33 passengers for a 29’ Gillig Low Floor bus, and 24 passengers for an Arboc Low Floor bus. For vans and minivans used in the provision of revenue service, standees are not permitted; seat capacities are never to be exceeded.

This data is additionally expressed in the tabular format below:

FIXED ROUTE VEHICLE TYPE	SEATED	STANDING	TOTAL	MAXIMUM LOAD FACTOR
29’ Gillig Low Floor 505-513, DD	26	7	33	1.3
26’ Arboc Low Floor 415, 417-19, 701-714, 2715-2716, SD	19	5	24	1.3

NOTE: DD—Double-door vehicles, SD—Single-door vehicles.

VEHICLE HEADWAY STANDARDS

Vehicle headway is defined as the measurement of time between buses on a transit line. At the Macatawa Area Express, service operates on nine (9) fixed routes every 60 minutes (50-55 minutes on-route, 5-10 minutes transfer time)—a frequency of one (1) bus per hour—from early morning to early evening, six (6) days per week. On weekdays, hourly service should begin no later than 6:00 a.m. and continue until 7:00 p.m. On Saturdays, hourly service should begin by 8:00 a.m. and continue until 7:00 p.m.

Additionally, two (2) New Freedom funded fixed routes offer service through late evening. Fixed-route service operates on Route 9 and Route 10 every 60 minutes, six (6) days per week, from 7:00 p.m. to 10:00 p.m. There is no Sunday service.

Fixed route planning and scheduling involves consideration of a number of factors, including but not limited to: transit/pedestrian friendly streets, density of transit-dependent population and activities, relationship to the MAX's long-range service plans, relationship to major transportation developments, land use connectivity, and realized and expected ridership trends and growth rates.

ON-TIME PERFORMANCE

The Macatawa Area Express—in keeping with industry standards—considers a fixed route vehicle on time if it arrives at a bus stop no more than one (1) minute early and no more than five (5) minutes late. The on-time performance definition for demand-response service is the arrival of the vehicle for pickup within the pre-arranged 30-minute window of time. The on-time fiscal year performance goal for the Macatawa Area Express fixed routes and demand-response service is 95% or better (91% or better on an individual fixed route). Programming software allows the transit authority to record, monitor, and tabulate on-time performance.

SERVICE AVAILABILITY

The Macatawa Area Express Transportation Authority will distribute service so **at least 85%** of service area residents are within a ¼ mile walk of fixed route service. Public transit access generally corresponds to major traffic corridors linking urban/suburban areas, and population centers and trip generators in urbanized areas.

IMPORTANT NOTE REGARDING SERVICE AVAILABILITY: Eligibility for door-to-door demand-response service in the Holland/Zeeland area is determined by jurisdictional boundaries rather than a specified mileage distance from fixed-route corridors. In addition, able-bodied full fare passengers (non-disabled, non-senior residents) are eligible for public transportation service anywhere within the service area provided they are more than ½ mile from a fixed route for the payment of \$5.50 per ride.

SECTION 8: SERVICE POLICIES—VEHICLE ASSIGNMENT & TRANSIT AMENITIES

VEHICLE ASSIGNMENT POLICY

The Macatawa Area Express Transportation Authority has guidelines in place regarding the assignment of buses to its fixed routes. As a small urban transit system, daily service-vehicle deployments are made from one centrally-located operations and bus storage facility. Therefore, the assignment and distribution of the vehicle fleet among dispersed locations is not warranted.

All service vehicles provide similar passenger accommodations and amenities—including wheelchair ramps and air-conditioning. Low-floor buses are deployed on all nine (9) fixed routes, including the grant-funded Routes 9 & 10. The assignment of vehicles to routes takes into account the characteristics of the vehicle matched with the operating needs of the route. Double-door, higher-capacity vehicles (buses 505-513) are assigned to all routes—or at a minimum—to routes with higher ridership and more frequent passenger stops (Routes 1, 2, 4, 5, and 6), while routes with lower ridership are sometimes assigned single-door, lower-capacity Arboc Low Floor vehicles

(Routes 3, 7, 8, and 11). The only exceptions to this rule apply to Routes 9 & 10, which exclusively use Arboc Low Floor buses to better aid in the routes' nature as deviated-fixed route service—allowing better maneuverability away from main thoroughfares and side streets.

Additionally—to better maximize available seating capacities—lower capacity Arboc Low Floor buses are used on lower-ridership routes whenever Gillig vehicles are removed from service on higher-ridership routes due to maintenance needs. This rotation of buses allows the larger capacity vehicle to then be reassigned to the higher ridership fixed routes.

TRANSIT AMENITIES POLICY

The Macatawa Area Express has in place a policy regarding the implementation of transit amenities, defined as an investment in property or services that make riding public transportation a more pleasant experience. Transit amenities typically include the installation of such things as bus stop shelters, benches, or trash receptacles, but may also include enhanced signage, transit vehicle improvements, technological upgrades (wireless internet), the design of new services or routes, rider incentive programs, or the locating of transit service facilities.

Factors generally considered in the creation, placement, or installation of transit amenities:

- Availability of funding from federal, state, or local government, or through partnerships with the public;
- Number of passengers using a bus stop, or expected to benefit from the enhancement;
- Community and/or driver/staff input or suggestion;
- Proximity to commercial, medical, or residential areas, or existing, accessible sidewalks;
- Proximity to inbound/outbound portions of a route, or transfer points to other fixed routes;
- Space or property availability for amenity construction—whether within the public right-of-way or through private property legal agreements;
- The physical suitability of placement;
- Overall safety and ease of accessibility.

The Macatawa Area Express believes the most successful public transit improvements are those that fulfill an important community need. Providing an amenity that is in demand by passengers can lead to successful implementation. It remains important as well to consider potential passengers and the amenities that are important to them. Additionally, in the planning and placement of transit amenities, careful consideration and review will always be followed to ensure that all citizens receive equal consideration and experience full participation and benefit without regard to minority and/or low-income status.

SECTION 9: ENVIRONMENTAL JUSTICE POLICY GUIDANCE FOR FTA RECIPIENTS

Executive Order 12898, *Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations*, requires the U.S. Department of Transportation (DOT) and the Federal Transit Administration (FTA), to make environmental justice (EJ) part of its mission by identifying and addressing, as appropriate, disproportionately high and adverse human health or environmental effects of programs, policies, and activities on minority populations and/or low-income populations (collectively “EJ populations”). Environmental justice at FTA includes incorporating environmental justice and non-discrimination principles into transportation planning and decision-making processes as well as project-specific environmental reviews.

In May 2012, DOT issued an updated internal Order, *Actions to Address Environmental Justice in Minority Populations and Low-Income Populations* (DOT Order). The DOT Order updates the Department's original Environmental Justice Order, which was published April 15, 1997. The DOT Order continues to be a key

component of the Department's strategy to promote the principles of environmental justice in all Departmental programs, policies, and activities.

DOT Order 5610.2(a) sets forth the DOT policy to consider environmental justice principles in all DOT programs, policies, and activities. It describes how the objectives of environmental justice will be integrated into planning and programming, rulemaking, and policy formulation. The DOT Order sets forth steps to prevent disproportionately high and adverse effects to minority or low-income populations through Title VI analyses and environmental justice analyses conducted as part of Federal transportation planning and NEPA provisions. It also describes the specific measures to be taken to address instances of disproportionately high and adverse effects and sets forth relevant definitions.

The updated DOT Order reaffirms DOT's commitment to environmental justice and clarifies certain aspects of the original order, including the definitions of "minority" populations in compliance with the Office of Management and Budget's (OMB) Revisions to the Standards for the Classification of Federal Data on Race and Ethnicity of October 30, 1997. The revisions clarify the distinction between a Title VI analysis and an environmental justice analysis conducted as part of a NEPA review, and affirm the importance of considering environmental justice principles as part of early planning activities in order to avoid disproportionately high and adverse effects. The updated DOT Order maintains the original order's general framework and procedures and DOT's commitment to promoting the principles of environmental justice in all DOT programs, policies, and activities.

The Executive Order directs Federal agencies to identify and address, as appropriate, disproportionately high-and-adverse human health or environmental effects of agency programs, policies, and activities on EJ populations.

The overlap between the statutory obligation placed on Federal agencies under Title VI to ensure nondiscrimination in Federally assisted programs administered by State and local entities, and the administrative directive to Federal agencies under the Executive Order to address disproportionately high-and-adverse impacts of Federal activities on EJ populations explain why Title VI and environmental justice are often paired.

The clear objective of the Executive Order and Presidential Memorandum accompanying the Executive Order is to ensure that Federal agencies promote and enforce nondiscrimination as one way of achieving the overarching objective of environmental justice—a fair distribution of the benefits or burdens associated with Federal programs, policies, and activities.

IMPORTANT NOTE: While Title VI is one tool for agencies to use to achieve the principles of environmental justice, it is important to recognize that Title VI imposes statutory and regulatory requirements that are broader in scope than environmental justice. While there may be overlap, engaging in an EJ analysis under Federal transportation planning and the National Environmental Policy Act of 1969 (NEPA) provisions will not satisfy Title VI requirements, as outlined in FTA's Title VI Circular. Similarly, a Title VI analysis will not necessarily satisfy environmental justice, given that Title VI does not include *low-income populations*. Moreover, Title VI applies to all activities of Federal recipients, not solely those which may have disproportionately high-and-adverse human health or environmental effects on EJ populations.

The remaining pages of this section highlight key aspects of the EJ plan, how it relates overall to Title VI and public transportation, and the steps required of the Macatawa Area Express Transportation Authority—a recipient of FTA financial assistance—in incorporating EJ principles into plans, projects, and activities that receive funding from FTA. The complete FTA circular—*FTA C 4702.1B* [Effective Date: October 1, 2012] is kept on file by the Macatawa Area Express and is available for review and reference as part of its Title VI Program & Procedures.

GUIDING ENVIRONMENTAL JUSTICE PRINCIPLES

The guiding EJ principles followed by DOT and FTA are briefly summarized as follows:

- To avoid, minimize, or mitigate disproportionately high-and-adverse human health and environmental effects—including social and economic effects—on minority populations and low-income populations;
- To ensure the full and fair participation by all potentially affected communities in the transportation decision-making process;
- To prevent the denial of, reduction in, or significant delay in the receipt of benefits by minority and low-income populations.

ENVIRONMENTAL JUSTICE ANALYSIS

An **EJ analysis** starts with knowing basic socioeconomic information about the people who live and/or work in the community. This information is used to determine whether a proposed activity will affect minority and/or low-income populations, after which a targeted **public engagement plan** can be developed to encourage the full and fair participation by all members of the affected communities. The public engagement plan allows guidance throughout the rest of the analysis as consideration is made to whether the proposed programs, policies, and activities will result in disproportionately high-and-adverse human health or environmental effects on EJ populations.

It is vital that EJ populations are engaged at all stages of project development. The following steps outline the engagement of EJ populations in the transportation decision-making process.

STEP 1: KNOW YOUR COMMUNITY BY ANALYZING DEMOGRAPHIC DATA Creation of a residential demographic profile within the planning or project area using U.S. Census Bureau data—Decennial Census of Population and American Community Survey data. Careful consideration will be used to ensure data is the most up-to-date and reliable while recognizing the purposes for which the data were originally collected, as well as consistency across data sources. Geographic units must be carefully analyzed, to ensure chosen boundaries do not artificially dilute or inflate the affected minority population and/or low-income population.

IMPORTANT NOTE: Disproportionately high-and-adverse effects, not population size, are the bases for environmental justice. A very small minority or low-income population in the project, study, or planning area does not eliminate the possibility of a disproportionately high-and-adverse effect on these populations; EJ determinations are made based on effects, not population size.

STEP 2: DEVELOP A PUBLIC ENGAGEMENT PLAN THAT RESPONDS TO THE COMMUNITY When considering whether a potential effect is “adverse,” it is important to include the community that might be impacted by that effect in the discussion. What one population may perceive as an adverse effect, another may perceive as a benefit. It is also possible that—within the same population—the same action may be perceived by various segments as both an adverse effect and a benefit. The fundamental objective of public engagement programs is to ensure that the concerns and issues of everyone with a stake in transportation decisions are identified and addressed in the development of the policies, programs, and projects being proposed within the community.

The **public engagement process** is made more inviting and user-friendly by writing clear, concise, and understandable documents, and by clarifying the ways for members of the public to provide comments on proposed transportation plans and projects. Examples of methods used to engage the public include:

- Customer comments through passenger surveys and comment cards;
- Internet blogs and websites concerning local public transportation;
- Public meetings, listening sessions, and community forums;

- Public participation/recruitment for major decisions (long-range planning or significant capital projects);
- Non-Traditional Outreach, examples of which include:
 - *Informal Group Meetings:* Existing community group meetings such as neighborhood associations, faith-based coalitions, and advocacy groups;
 - *Digital Media:* Accessible via computer or mobile devices, including social media (e.g., Twitter, Facebook);
 - *Direct Mail Campaigns:* fliers or handbills distributed by postal mail, or at bus stops or transfer centers, or through partnerships with local schools or businesses, or community-based organizations;
 - *Community Led Events:* Hosting information booths at community events or fairs (e.g., Senior Expo, Hope College Move-In Day, etc.);
 - *Partnerships with Community-Based Organizations & Leaders:* (e.g., MAX Local Advisory Council, Latin-Americans United for Progress, Disability Network Lakeshore).

IMPORTANT NOTE: The Macatawa Area Express Transportation Authority is committed to work diligently to engage in meaningful public dialogue with the EJ populations impacted by its plans, projects, or decisions by listening to what EJ populations have to say, responding to their comments and concerns, and incorporating those comments into the transportation process where practicable.

Considerations for the importance of **hosting a successful public meeting** are outlined below:

Successful Public Meetings = (Convenient Location + Convenient Times + Open Format)

Although formal public meetings, hearings, and comment periods are often required under Federal, State, or local laws, the most successful outreach engagement strategy should follow a series of more informal meetings with community groups and smaller gatherings of community members.

Key points to remember when planning public meetings include:

Considering the *location* of the meetings, including whether to hold the meeting in a location that serves the interests of EJ communities, such as community centers, social service organizations, or local schools:

- Is the meeting in a convenient location that is easily accessible by public transit?
- Is the room large enough and comfortable?
- Is the location accessible to persons with disabilities?

The *timing* for the meeting should be designed to allow maximum participation by EJ communities:

- Consider work schedules, school schedules, rush hours, meal hours, and religious worship hours when setting the date and time for the meeting. More than one meeting may be necessary, along with varied times of the meetings;
- Consider whether your community might prefer meetings scheduled for early mornings or weekends.

You should consider the *format* of the meeting to allow maximum input:

- Develop a meeting format that allows everyone to participate if they want to. This may mean setting reasonable time limits for speakers so that a few individuals do not monopolize the meeting;
- Limit your own comments. The purpose of this meeting is to hear from the public;

- Be willing to adapt the room set-up to accommodate the attendees. For example, if 100 people are expected to attend a public meeting, that may require a traditional public meeting set-up (a head table, a podium and rows of chairs, and regulated by an agenda and a 3-minute speaking limit). A meeting with a smaller group may be more informally arranged.

Make the public participation process *accessible to all*:

- Designate a specific employee to accommodate the needs of persons who are linguistically and culturally isolated, as well as persons who have disabilities. There may be obligations under Title VI to provide assistance to persons who do not speak English well or at all;
- When planning accessible public engagement campaigns, it is vital for agencies to consider that people have different learning styles, educational attainment levels, and literacy skills. Therefore, it is a good idea to go beyond the auditory nature of public meetings to include visual and tactile tools and techniques in the overall public engagement strategy.

Communicate clearly during the meeting:

- Assess a group's preferred types of communications prior to the meeting;
- Clearly explain the purpose of the meeting and the steps in the process, including the proposed schedule;
- Provide information in plain language. Make sure technical information and complex policies and procedures are described in layperson's terms rather than jargon;
- Spell out acronyms and define technical concepts and terms; Federal, State, and local transportation planning processes are complex;
- Break the plan or project into pieces; plan public sessions that focus on one part or section at a time.

Provide effective *notice to the community*, including EJ populations, beyond minimum requirements:

- Post on websites, electronic versions of major action documents, proposed transportation plans, and actions by the governing board;
- Use of traditional media sources: local newspapers, radio, television stations;
- Provide a reasonable comment period, with instructions for submitting comments;
- Offer public review during office hours for walk-in customers;
- Use of signage on transit vehicles (internal or external), stations, and bus stops;
- Utilized electronic media for email blasts and social networking posts;
- Posting of notices in Ethnic or Community media.

IMPORTANT NOTE: Consider identifying other ways to engage the public that may be less formal than a public meeting or formal listening session. For example, consider attending meetings held within the community or organized by local advocacy groups or faith-based coalitions.

The following are key considerations in **achieving full public participation** in outreach toward to EJ populations:

- What messages and information will you provide to spark public interest and engagement at the planning stage before project details and spending plans are established?

- Through what means and in what manner will you distribute this information?
- At what stages in the planning process will you engage in outreach and information dissemination?
- How will transportation decision makers learn of issues that are of particular concern to EJ populations?
- How will you use input from the public, including EJ populations, in the planning process, so that their input influences transportation investment decisions?
- How will you evaluate the effectiveness of the public engagement process, including its success in reaching EJ populations?
- Are there barriers to the public engagement process to limited English proficient populations, people with disabilities, etc.? How will you avoid or mitigate those barriers?

STEP 3: CONSIDER THE PROPOSED PROJECT, AND LIKELY ADVERSE EFFECTS AND BENEFITS Determinations of disproportionately high-and-adverse effects include taking into consideration “mitigation and enhancements measures that will be taken and all offsetting benefits to the affected minority and low-income populations, as well as the design, comparative impacts, and the relevant number of similar existing system elements in nonminority and non-low-income areas.

Whether adverse effects will be disproportionately high is dependent on the net results after consideration of the totality of the circumstances. Reasonable efforts should be made to engage members of EJ populations who may be impacted by a proposed project, program, or activity, regardless of whether or not it is considered the proposed activity will have an overall benefit to the community.

Examples of adverse effects and benefits include:

ADVERSE EFFECTS:

- Air and water pollution, soil contamination
- Destruction or disruption of man-made or natural resources
- Adverse impacts on community cohesion or economic vitality
- Noise and vibration
- Effects on property values

BENEFITS:

- Decrease in travel time
- Improved air quality
- Expanded employment opportunities
- Better access to transit options
- Improved quality of transit service
- Increased property values

DETERMINING WHETHER ADVERSE EFFECT WILL BE BORNE BY EJ POPULATION Whether an adverse effect is “disproportionately high” on minority and low-income populations depends on whether that effect is (1) predominantly borne by an EJ population, or (2) will be suffered by the EJ population and is appreciably more severe or greater in magnitude than the adverse effect that will be suffered by the non-EJ population.

Questions to be considered when determining whether a disproportionately high-and-adverse human health or environmental impact exists include:

- Whether the adverse effects on EJ populations exceed those borne by non-EJ populations?
- Whether cumulative or indirect effects would adversely affect an EJ population?
- Whether mitigation and enhancement measures will be taken for EJ and non-EJ populations?
- Whether there are off-setting benefits to EJ populations as compared to non-EJ populations?

STEP 4: SELECT AN ALTERNATIVE, INCORPORATE MITIGATION AS NEEDED

If after considering the adverse effects and potential benefits of the proposed project it is determined that the proposed project will have a disproportionately high-and-adverse effect on minority populations or low-income populations, it should then be determined whether further mitigation measures or alternatives are practicable, and implement practicable mitigation measures or alternatives, before moving forward with the activity. "In determining whether a mitigation measure or an alternative is 'practicable,' the social, economic (including costs) and environmental effects of avoiding or mitigating the adverse effects will be taken into account (DOT Order, section 8.c.).

IMPORTANT NOTE: Title VI of the Civil Rights Act of 1964 prohibits discrimination on the basis of race, color, and national origin. Accordingly, a program, policy, or activity that will result in a disparate impact as to one of these protected classes may be carried out only if: (1) the recipient can demonstrate a substantial legitimate justification for the program, policy or activity; and (2) there are no comparably effective, reasonable alternative practices that would result in less disparate impacts.

CURRENT OPERATIONS, MANAGEMENT, AND MAINTENANCE

Environmental justice requires that EJ populations be engaged to obtain feedback on the need for new or expanded transit services, as well as improvements to how existing facilities and services are being operated and maintained; transit providers planning for future service operations should also engage EJ populations, especially when considering possible reductions or restructuring of transit service.

Below are questions to consider in guiding public discussion on how well current operation, management, and maintenance of facilities and services meet the needs of communities, with particular attention to the parity between EJ and non-EJ populations.

- Are transportation facilities and systems maintained to an adequate and equivalent state of good repair in EJ and non-EJ areas?
- Are facilities and services operated to an equivalent degree of safety and reliability in EJ areas as compared with non-EJ areas?
- Is accessibility to key employment, medical, educational, and other opportunities at equivalent levels for EJ and non-EJ populations?
- Are newer vehicles placed on routes based on ridership, age of vehicles being replaced, and other neutral criteria?
- Have you considered EJ concerns when considering sites for maintenance or bus storage facilities?

The Macatawa Area Express Transportation Authority's planning process continues to monitor and survey the use of transportation facilities and services, the demographic characteristics of transit customers, the performance of the systems, and how patterns of exceptional and inferior performance are experienced by customers.

ENVIRONMENTAL IMPACT STATEMENTS, ENVIRONMENTAL ASSESSMENTS, AND CATEGORICAL EXCLUSIONS

An **Environmental Impact Statement (EIS)** is required for major Federal actions significantly affecting the quality of the human environment. Proposed actions in which the significance of the environmental impact is not clearly established are analyzed in an **Environmental Assessment (EA)**. EAs are important analytical tools, intended to aid in the determination of significance of the effects of a proposed action. The scale of EAs usually depends on the relative significance of the projected impacts.

An EIS or EA should include the following components:

- Provide a description of the EJ populations within the study area affected by the project, if any, and a discussion of the method used to identify this population (e.g., analysis of Census data, minority business directories, direct observation, or public involvement process);
- A discussion of all adverse effects of the project both during and after construction that would affect the identified minority and low-income populations;
- A discussion of all positive effects that would affect the identified minority and low-income populations, such as an improvement in transit service, mobility, or accessibility;
- A description of all mitigation and environmental enhancement actions incorporated into the project to address effects, including, but not limited to, any special features of the relocation program that go beyond the Uniform Relocation Act and address adverse community resources destroyed by the project;
- A discussion of the remaining effects, if any, and why further mitigation is not proposed;
- For projects that travel through predominantly minority and low-income and predominantly non-minority and non-low-income areas, a comparison of mitigation and environmental enhancement actions that affect predominantly low-income and minority areas with mitigation implemented in predominantly non-minority or non-low-income areas.

An EJ analysis should include a discussion of the consideration of the affected community's views on the project and the potential benefits and burdens of the project, and alternatives that have less impact on EJ populations.

Categorical Exclusions are actions that do not individually or cumulatively have a significant environmental effect. Activities classified as a categorical exclusion are projects that:

- Do not induce significant impacts to planned growth or land use for the area;
- Do not require the relocation of significant numbers of people;
- Do not have a significant impact on any natural, cultural, recreational, historic or other resource;
- Do not involve significant air, noise or water quality impacts;
- Do not have significant impacts on travel patterns; or
- Do not otherwise either individually or cumulatively have any significant environmental impacts.

Examples of transit activities listed under documented categorical exclusions (23 CFR § 771.117 (d)) include the construction of new bus storage and maintenance facilities in areas used predominately for industrial or transportation purposes where such construction is not inconsistent with existing zoning, or certain rehabilitation or reconstruction of existing rail and bus buildings. As a part of the documentation process, the potential impacts on members of EJ populations will need to be considered and information provided to support the EJ analysis. The scope of the documents and analysis required will vary depending on the scope of the proposed project. The Regional Office will offer assistance in determining what additional documentation or studies may be required before a determination of the classification of the action.

If a proposed activity involves unusual circumstances, such as substantial controversy on environmental grounds or inconsistencies with Federal, State, or local laws, the project may need to be evaluated with additional documentation, including possibly an environmental impact statement or an environmental assessment.

A copy of the transit system's most recent **Title VI Equity Analysis & Environmental Justice Review** is highlighted in APPENDIX H. Future projects will follow similar processes and reporting formats.

SECTION 10: LIMITED ENGLISH PROFICIENCY (LEP) POLICY**BACKGROUND & INTRODUCTION**

On August 11, 2000, the President signed E.O. 13166, "Improving Access to Services for Persons with Limited English Proficiency." The Executive Order requires Federal agencies to examine the services they provide, identify any need for services to those with limited English proficiency (LEP), and develop and implement a system to provide those services so LEP persons can have meaningful access to them. It is expected that agency plans will provide for such meaningful access consistent with, and without unduly burdening, the fundamental mission of the agency.

The Executive Order also requires that the Federal agencies work to ensure that recipients of Federal assistance provide meaningful access to their LEP applicants and beneficiaries. Executive Order 13166 applies to all federal agencies, all programs and operations of entities that receive funding from the federal government, including state agencies, local agencies and governments, private and non-profit entities, and sub-recipients.

KEY LIMITED ENGLISH PROFICIENCY POLICY COMPONENTS

Federally assisted recipients are required to make reasonable efforts to provide language assistance to ensure meaningful access for LEP persons to the recipient's programs and activities. To do this, the recipient should:

1. Conduct the four-factor analysis;
2. Develop a Language Access Plan (LAP);
3. Provide appropriate language assistance.

The actions that the recipient may be expected to take to meet its LEP obligations depend upon the results of the four-factor analysis including the services the recipient offers, the community the recipient serves, the resources the recipient possesses, and the costs of various language service options. All organizations would ensure nondiscrimination by taking reasonable steps to ensure meaningful access for persons who are LEP.

As part of its Title VI update, the Macatawa Area Express Transportation Authority (MAX) has developed the following Limited English Proficiency Policy. The plan's contents are consistent with the guidance on an effective language implementation plan expressed in Section VII of the U.S. Department of Transportation's Policy Guidance Concerning Recipients' responsibilities to Limited English Proficient (LEP) Persons [Federal Register: December 14, 2005] (Volume 70, Number 239).

The following policy explains to the transit agency staff the need to undertake language assistance activities including the following activities that are recommended in the DOT LEP Guidance on an implementation plan.

The U.S. Department of Justice, Civil Rights Division has developed a set of elements that may be helpful in designing an LEP policy or plan. These elements include:

1. Identifying LEP individuals who need language assistance;
2. Providing language assistance measures;
3. Training staff;
4. Providing notice to LEP persons of the availability of language assistance;
5. Monitoring and updating the LEP Policy.

This policy details procedures on how to identify a person who may need language assistance, the ways in which assistance may be provided, the training of staff, how to notify LEP persons that assistance is available, and information for future plan updates.

FOUR FACTOR ANALYSIS

The DOT guidance outlines four factors recipients should apply to the various kinds of contacts they have with the public to assess language needs for ensuring reasonable and meaningful access for LEP persons:

1. The number or proportion of LEP persons eligible to be served or likely to be encountered by a program, activity, or service of MAX;
2. The frequency with which LEP individuals come in contact with MAX;
3. The nature and importance of the program, activity, or service provided by MAX to the LEP Community;
4. The resources available to MAX and the overall cost.

The greater the number or proportion of eligible LEP persons; the greater the frequency with which they have contact with a program, activity, or service; and the greater the importance of that program, activity, or service, the more likely enhanced language services will be needed. Smaller recipients with more limited budgets are typically not expected to provide the same level of language service as larger recipients with larger budgets. The intent of DOT's guidance is to suggest a balance that ensures meaningful access by LEP persons to critical services while not imposing undue burdens on small organizations and local governments.

Additional detail can be found in the Dept. of Transportation issued Policy Guidance Concerning Recipients' Responsibilities to LEP Persons, Federal Register: December 14, 2005 (Volume 70, Number 239).

A summary of the results of the MAX four-factor analysis is contained in the following section:

FACTOR 1: THE PROPORTION, NUMBER, AND DISTRIBUTION OF LEP PERSONS

The U.S. Census Bureau's *2021 American Community Survey 5-Year Estimates* has a range of four classifications of how well persons speak English. For planning purposes, we are considering people that speak English less than "very well" as Limited English Proficient persons.

Table 1: Population 5 Years Old & Older Speaking a Language Other than English at Home, with any change from the last plan update noted in parenthesis.

JURISDICTION	POPULATION 5 YEARS OLD & OLDER (GAIN/LOSS)	SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME (GAIN/LOSS)	PERCENT SPEAKING A LANGUAGE OTHER THAN ENGLISH AT HOME (DIFFERENCE +/-)
HOLLAND, CITY OF	32,392 (+940)	5,111 (-466)	15.8% (-1.9)
HOLLAND CHARTER TWP.	36,045 (+597)	8,834 (-1,663)	24.5% (-5.1)
ZEELAND, CITY OF	5,350 (+240)	227 (-215)	4.2% (-4.5)
PARK TWP.	17,716 (-80)	1,504 (-49)	8.5% (-0.2)

Table 2: Among the Languages Spoken at Home, the Proportion of Population 5 Years Old or Older Speaking English Less Than “Very Well.”

	SPANISH, SPEAKING ENGLISH LESS THAN “VERY WELL.”	OTHER INDO- EUROPEAN, SPEAKING ENGLISH LESS THAN “VERY WELL.”	ASIAN & PACIFIC ISLANDER, SPEAKING ENGLISH LESS THAN “VERY WELL.”	OTHER LANGUAGES, SPEAKING ENGLISH LESS THAN “VERY WELL.”
HOLLAND, CITY OF	3.9% (-1.2)	0.1% (0.0)	0.9% (+0.2)	0.1% (-0.1)
HOLLAND CHARTER TWP.	5.7% (-1.5)	0.8% (+0.1)	3.4% (-0.5)	0.1% (+0.1)
ZEELAND, CITY OF	1.1% (-1.0)	0.5% (-0.6)	0.0% (-0.1)	0.0% (0.0)
PARK TWP.	2.5% (+0.8)	0.2% (-0.1)	0.7% (-0.1)	0.0% (0.0)

FACTOR 2: THE FREQUENCY WITH WHICH LEP INDIVIDUALS COME INTO CONTACT WITH THE SERVICE

An established Latinx/Spanish-speaking community resides within the MAX service area, the population primarily concentrated within the city limit of Holland and in portions of Holland Charter Township, with fewer numbers reported within the city limit of Zeeland and in Park Township. MAX assessed the frequency with which staff and drivers have—or could have—contact with LEP persons, and includes vehicles operators, dispatchers, supervisory staff, and customer service representatives.

To date the most frequent contact between LEP persons is with bus drivers, and customer service staff that either field incoming phone calls or handle walk-in customers at the front desk. Currently, MAX employs four (4) bus drivers, one (1) Road Supervisor, one (1) Utility Supervisor, and one (1) Administration staff (Executive Director) who are bilingual in Spanish; four (4) bilingual telephone operators assist Spanish-speaking LEPs at the main passenger transfer and service center—at nearly all times, at least one is available during daily service hours.

Reserve-A-MAX travel training is also available upon request, with a Spanish-speaking staff member provided when requested, and is made available free-of-charge.

As part of its Limited English Proficiency Policy, MAX will work with staff to recognize, identify, and record the frequency with which persons identified as specific Asian language-speaking LEPs (with fewer but notable numbers within the service area, primarily in Holland Township) come into contact with MAX staff.

Possible contact points include but are not limited to: Community marketing events, telephone inquiries, service center walk-in visits, day-to-day bus route operations, or written or verbal inquiries or outreach, formal or informal, from related local groups and organizations. Based upon findings and occurrences, including ongoing demographic trends, MAX will routinely evaluate the need and feasibility of providing print information and/or direct language assistance in specific languages other than English and Spanish as part of its LEP program reviews.

FACTOR 3: THE NATURE AND IMPORTANCE OF THE SERVICE PROVIDED TO THE LEP COMMUNITY

Without a conscious effort from federal recipients to make available adequate and necessary information to all persons, some populations may not have fair and equal access to important, perhaps life-saving services. MAX recognizes that access to transportation is crucial to many populations, regardless of background.

As the provider of public transportation for the greater Holland-Zeeland area, MAX does not provide direct emergency services or assistance to the community in situations that potentially have serious or life-threatening implications on an LEP individual, especially compared to services such as health, emergency transportation, utilities, fire/police protection, and other emergency services.

The Macatawa Area Express Transportation Authority does understand its role within the community and operates in full agreement with the U.S. Department of Transportation's Limited English Proficiency Guidance Section V (4) recognizing that the inability of an LEP person to effectively utilize public transit (due to a language barrier) could in fact adversely affect his or her ability to obtain quality health care, child care, education, or access to employment opportunities within the service area.

Based on the demographic analysis and the frequency of contact with the available services, MAX considers access to its fixed routes and demand-response services within the local service area as essential with respect to the area's LEP population. MAX will continue to assess the relative impact of these services on LEP individuals and employ effective means to provide language assistance for LEP persons to ensure meaningful access.

HOLLAND-AREA ORGANIZATIONS SERVING LIMITED ENGLISH PROFICIENCY (LEP) INDIVIDUALS

The listing below identifies organizations MAX has either partnered with in the past or has contacted seeking input on its LEP Policy and whether any issues or barriers are known to exist with respect to local transit services. Copies of the LEP Policy will be submitted at least annually to each organization listed below both for awareness purposes and to open the Policy as well to public feedback—all to better serve the community as a whole:

Holland Public Schools, Melissa Remillard, Assistant Superintendent of School Improvement

320 W. 24th St., Holland MI 49423

616.494.2017, mremilla@hollandpublicschools.org

Lakeshore Ethnic Diversity Alliance, Gloria Lara, Executive Director

PO Box 2945, Holland MI 49422

616.846.9074, g.lara@ethnicdiversity.org

Lao Christian Reformed Church, Lee Khang, Reverend

940 Royce Ave., Holland MI 49423

616.719.7319, lee.khaab@gmail.com

Latin Americans United for Progress, Johnny Rodriguez, Executive Director

430 W. 17th St., Suite 31, Holland MI 49423

616.888.7225, johnny@laup.org

Lighthouse Immigrant Advocates, David Lee, Advancement Director

412 W. 24th St., Holland MI 49423

616.298.8984, dlee@lia-michigan.org

FACTOR 4: THE RESOURCES AVAILABLE AND THE OVERALL COST

Although current resources remain limited, MAX continues to provide Spanish-language translations that are included or available separately in bus schedules, brochures, service announcements, and pre-street closure bus stop notices. Bilingual staff also assist Spanish-language LEP persons, and these same staff members attend or accompany others to selected community events and outreach opportunities where the need for their skills is expected. MAX has Spanish-language "vital" documents and translation of its website (which now includes multiple languages) as part of its LEP planning.

Because the remaining LEP population in the service area does not currently represent a single yet sizeable proportional group of individuals, no further language assistance is planned; demographic trends and frequency of contact will be monitored and incorporated into the Macatawa Area Express LEP Policy review process.

IDENTIFYING LEP INDIVIDUALS WHO NEED LANGUAGE ASSISTANCE

To help identify and record the primary language of a Limited English Proficiency individual, MAX staff will make use of a language identification listing during any such initial encounters, and to report the encounter directly to the transit system's Title VI coordinator. Additionally, review of the translation service billing cycle will be used as a system double-check, which lists encounter dates, times, and languages used.

The official listing to be utilized by MAX Transit, the 2004 Census Test Language Identification Flashcard, has been developed by the U.S. Census Bureau and contains a check box with the phrase "Mark this box if you read or speak (name of each language)" listed in 38 different languages. The flashcard is used by governmental and non-governmental agencies to identify the primary language of LEP individual during face-to-face contacts. The Language Identification Flashcard has been made available at the front desk of the MAX Transit main transfer station, the Padnos Transportation Center.

MAX staff are also instructed to utilize the Language Identification Flashcard and to report any contacts made during other instances where LEP contact may occur, such as public meetings, workshops, or community events.

Documentation forms for reporting LEP contact are found in the LEP Plan binders for office staff use, and additionally on each bus driver's daily time sheets. These forms are reviewed by the Title VI coordinator, directly to whom LEP contacts can also be reported. Through the use of such cards and double-checks, MAX Transit will be better able to record any contact with an LEP individual.

PROVIDING LANGUAGE ASSISTANCE MEASURES

In compliance with the "safe harbor" threshold, Spanish-language assistance will be provided for LEP individuals through the translation of key or "vital" documents and materials, as well as through oral language interpretation when necessary and when possible. Translation of all MAX Transit plans and materials is not possible due to cost restrictions and secondary population levels that do not warrant such measures.

MAX Transit continues to provide Spanish-language bus schedules, bus stop pre-closure notices, and "how to" guides among its inventory of translated brochures. In addition, the transit system's website offers a Spanish-translation version—as well as ten (10) additional language options—through the use of translation software.

Spanish-language staff are available to assist with written communications and document translation requests. Spanish-language staff members also assist customers who are Spanish-speaking LEPs.

Beyond this scope, MAX has contracted with AAA Translation to provide language translations services in more than 150 languages. Additionally, Google Translate—a free, web-based translation service—is available for use by either office staff, or by MAX bus operators, accessed through onboard vehicle tablets.

As part of the LEP Policy, "vital" documents (those documents deemed necessary to understanding the transit system's policies and safety measures, and for utilizing all available services) have been identified and translated into Spanish. Examples of these documents include the demand-response No-Show Policy, No-Show infraction letters, Title VI policies and complaint forms, ADA Assessment Applications, holiday-related service notices, and the MAX system's general Comment/Complaint form.

Since MAX is unable to determine which recipients of No-Show letters might be LEPs, the English version of the letter contains a line in Spanish notifying the reader to call the offices to request a Spanish-Language letter. A similar format will be used on future documents routinely mailed and have been deemed "vital" by the MAX Transit system.

Written correspondence, regardless of language, is to be directed through the Data Analyst/EEO Officer, where the document can be translated either through internal or external sources. A professional response or action

can be determined, and a translation made back into the original language for return to the original LEP individual.

Since 2008, MAX Transit has recorded contacts with LEP individuals other than Spanish-speaking LEPs:

- (2) Mandarin Chinese
- (2) Vietnamese
- (1) Cantonese Chinese
- (1) Laotian
- (1) Brazilian Portuguese
- (1) Polish
- (1) Urdu
- (4) Spanish*

**Spanish-speaking staff members were unavailable for translation assistance.*

During the above documented encounters, use of the Language Identification Flashcard, and Google Translate or the AAA Translation service assisted staff in meeting each LEP's needs. When needed, the transit system has selected and continues to provide for financially, on an on-demand basis (rather than under contract), the following organization for language interpretation services, for no cost to Limited English Proficiency individuals:

AAA Translation
17295 Chesterfield Airport Rd., Suite 200
Chesterfield MO 63005
888-263-0481
www.aaatranslation.com

No complaints were received in the preceding four (4) years concerning MAX's failure to meet LEP needs.

TRAINING OF STAFF

Members of the MAX Transit staff will be made aware of their obligations to provide meaningful access to information and services for Limited English Proficiency individuals, and will be properly trained. MAX will provide an LEP review for current employees on an annual basis and will include LEP training as part of the new employee orientation process. Management staff will also be made aware of the processes in place so they can reinforce its importance and ensure its implementation by staff.

Staff training will include, but is not limited to the following:

- Understanding the Title VI LEP responsibilities;
- Background on LEP populations within the service area;
- Description of the type of language assistance MAX currently provides, including use of the LEP language identification flashcards;
- How to use the AAA Translation and Google Translate language assistance services;
- Documentation of LEP language assistance requests;
- How to handle a potential Title VI / LEP complaint.

In key areas, the step-by-step instructions in the following section have been outlined—and as part of training—will be distributed to all transit system Customer Service and Bus Operator staff in event contact is received from an LEP person in need of interpretation services.

INSTRUCTIONS FOR LANGUAGE INTERPRETATION ASSISTANCE**BUS OPERATORS:**

It may be difficult for a non-bilingual bus operator to provide assistance to a Limited English Proficiency person who boards the vehicle requesting information.

In such circumstances, bus operators are **required** at a minimum to:

1. Ask if another passenger on the vehicle could serve as a translator;
2. Provide the phone number to the agency's transfer center customer service desk, which will provide translation services;
3. Direct the LEP person to a translated schedule placed aboard the vehicle;
4. If a riding passenger, direct them to the transfer center, where language assistance is available.

GOOGLE TRANSLATE: Translations can be accessed via your onboard vehicle tablets.

PLEASE NOTE: COMPLETE INSTRUCTIONS ARE AVAILABLE IN APPENDIX J.

Things to keep in mind when using Google Translate:

1. You may need to try different languages if initially unknown;
2. Use short, simple terms for translation (translations can be read visually and/or read audibly);
3. **IMPORTANT!** Document the encounter by completing the Title VI/LEP section on the bottom of your Driver's Sheet (see Page 29).

CUSTOMER SERVICE/PHONE OPERATORS:

NOTE: It is against federal law to charge any service fees to a Limited English Proficiency individual. All associated fees must be paid for by Macatawa Area Express (MAX).

AAA TRANSLATION (AVAILABLE IN ADDITION TO GOOGLE TRANSLATE):

If an interpreter is unavailable in the office, follow the instructions shown below. It only takes four simple steps to get connected with an interpreter:

Step 1

Use the Language Flashcard to identify the customer's language.

Step 2

Call AAA Translation: 1-888-263-0481

Step 3

Enter MAX Transit's PIN Code, and you'll be speaking with an Interpreter within seconds.

Step 4

Remember to document the LEP encounter with the form shown on Page 29.

*This service is recommended for all non-emergency situations.

AAA Translation offers:

- Language interpreting & translation services for more than 150 languages.
- U.S. cost is \$2.25 per minute, billed in one-minute increments.
- 24 hours, 7 days a week, 365 days a year.
- On-demand, pay-as-you-go service plan.

POLICY REGARDING THE USE OF INTERPRETERS/TRANSLATORS

IMPORTANT: Interpreters and translators should not deviate into a role as counselor, legal advisor, or any other role aside from interpreting or translator.

General Guidelines:

1. Be sure to always speak directly to your customer, not to the interpreter;
2. Always use words, not body language or gestures, to convey meaning;
3. Speak audibly and in a positive tone;
4. Always speak slowly and clearly;
5. Do not allow the customer to wait alone, or over extended periods;
6. Be prepared to explain technical terms or jargon to the interpreter, especially if the interpreter is unfamiliar with mass transit;
7. When communicating, be sure to use simple vocabulary and easy-to-understand terms;
8. Use short sentences, pausing frequently to allow the interpreter to speak;
9. Ask one question at a time;
10. Do what you can to control the environment.

To help assist the customer, remember to keep the following in mind:

1. Ask your customer if they feel they understand your question and if they need to ask any questions themselves;
2. Ask your customer if they need anything re-explained. If your message is not clearly understood, be prepared to say it differently;
3. If you think that your message may not be fully understood by your customer, double check by saying "Tell me what you understand."

To help assist the interpreter, remember to keep the following in mind:

1. Allow the interpreter the time needed to provide the clearest interpretation;
2. Allow the interpreter to stop you and seek clarification when appropriate;
3. Allow the interpreter to take notes if things get complicated;
4. Allow the interpreter to clarify cultural issues, if necessary.

LISTING OF BILINGUAL STAFF

<u>Name:</u>	<u>Job Title:</u>	<u>Language:</u>
Junior Beltran	Bus Operator	Spanish
Jacinto Flores	Bus Operator	Spanish
Elisa Hoekwater	Executive Director	Spanish
Leandro Montes	Bus Operator	Spanish
Nicandro Sanchez	Utility Supervisor	Spanish
Andrea Rubio	Information Specialist	Spanish
Jacob Trevino	Road Supervisor (AM)	Spanish
Alyssa Valderas	Information Specialist	Spanish
Jessica Valderas	Information Specialist	Spanish
Tawney Valderas	Info. Specialist/Human Resources Assistant	Spanish
Noe Ybarra	Bus Operator	Spanish

LIMITED ENGLISH PROFICIENCY (LEP) CONTACT DOCUMENTATION FORM:**LEP Documentation Form:**

Date of contact ____/____/____

Location of contact: _____

Name of staff member filling out form: _____

Indicate language of LEP customer: SPANISH Other: _____

Did the LEP customer purchase a bus pass? (Circle one) YES NO

How were the LEP language needs met? (Circle one) MAX TRANSLATOR AAA TRANSLATIONS GOOGLE TRANSLATE

Please describe the nature of the LEP customer's visit:

Were their needs met by the end of the visit? YES NO

Return completed form to: Charles Veldhoff, Compliance Analyst/EEO Officer

LEP Documentation Form/Bus Operators (SHOWN IN YELLOW BELOW ON THE FIXED ROUTE FORM):

MAX TIME RECORD SHEET FIXED ROUTE													
DATE		ROUTE		BUS NO		DRIVER NAME							
AM ROUTE					PM ROUTE								
TIME					TIME								
CLOCK IN		<input style="width: 100px;" type="text"/>			CLOCK IN		<input style="width: 100px;" type="text"/>						
		Odometer					Odometer						
DEPART GARAGE		<input style="width: 100px;" type="text"/>			DEPART FIXED RTE END		<input style="width: 100px;" type="text"/>						
ARRIVE FIXED RTE START		<input style="width: 100px;" type="text"/>			ARRIVE AT GARAGE		<input style="width: 100px;" type="text"/>						
CLOCK OUT		<input style="width: 100px;" type="text"/>			CLOCK OUT		<input style="width: 100px;" type="text"/>						
FUEL STOPS													
	BUS #	GALLONS	MILEAGE	TIME IN	TIME OUT								
BUS 1													
BUS 2													
BUS 3													
BUS SWITCH OUT													
	BUS #	TIME IN	TIME OUT	BEG ODOM	END ODOM								
OTHER DRIVER INFORMATION													
CHECK ALL LIGHTS		<input style="width: 100px;" type="text"/>			Google Translate - TITLE VI/LEP DOCUMENTATION								
LOG OFF TABLET		<input style="width: 100px;" type="text"/>			Which Language required Translation? _____								
POWER TABLET DOWN		<input style="width: 100px;" type="text"/>			Were you able to successfully assist the passenger today? YES NO								
COMPLETE PAPERWORK		<input style="width: 100px;" type="text"/>			Which Language required Translation? _____								
DID YOU HAVE A LUNCH?		YES / NO			Were you able to successfully assist the passenger today? YES NO								
LUNCH START:		<input style="width: 100px;" type="text"/>			Which Language required Translation? _____								
LUNCH END:		<input style="width: 100px;" type="text"/>			Were you able to successfully assist the passenger today? YES NO								
HOURLY WALKTHROUGH CHECKS													
<input type="checkbox"/> 6AM	<input type="checkbox"/> 7AM	<input type="checkbox"/> 8AM	<input type="checkbox"/> 9AM	<input type="checkbox"/> 10AM	<input type="checkbox"/> 11AM	<input type="checkbox"/> 12PM	<input type="checkbox"/> 1PM	<input type="checkbox"/> 2PM	<input type="checkbox"/> 3PM	<input type="checkbox"/> 4PM	<input type="checkbox"/> 5PM	<input type="checkbox"/> 6PM	<input type="checkbox"/> 7PM

NOTICE OF THE AVAILABILITY OF LANGUAGE ASSISTANCE

The Macatawa Area Express (MAX) has established the following methods to inform Spanish-speaking LEP individuals, supporting organizations—as well as the general public—of available no-fee LEP services.

- An English/Spanish sign (see sample in APPENDIX A) has been incorporated into the Title VI statement and has been posted at the front entrance of the transit system’s central transfer center. The notice will also allow for LEPs traveling between cities to learn of language interpretation services. The central transfer center also serves Amtrak passengers and inter-city bus lines. In the past, MAX Transit staff has assisted Spanish-speaking LEPs using transportation other than our own, and will continue to do so when needed;
- A phrase in English/Spanish has been added to reprints of the master bus schedules, reminding passengers of the availability of language services offered by MAX Transit, free of charge;
- When possible, MAX Transit will have present at least one Spanish-speaking member of the staff at any public meeting intended for educational purposes or for gathering community input. Spanish-speaking staff will be on-hand to serve LEPs during community marketing events and shows, when possible, especially given scenarios where demographics point to a higher probability of participation by Spanish-speaking LEPs;
- A notice has been posted on the MAX Transit website www.catchamax.org under the “Contact Us” section notifying visitors of the availability of language assistance at no cost to the user. The notice can be translated into ten (10) languages through use of the website’s translation feature;
- On an annual basis MAX will mail/email copies of its LEP Policy to seek input from local organizations who serve the LEP population (list shown on Page 24), while at the same time notifying them of available language services offered by the transit system.

Current budget and staff limitations do not allow for the implementation of all available notification techniques. However, MAX will consider additional notification options in the future, especially those suggested from within the local LEP community.

MONITORING & UPDATING THE LEP POLICY

The Macatawa Area Express Transportation Authority’s Limited English Proficiency Policy has been designed to be flexible and can be easily updated as needed. At a minimum, the LEP Policy will be evaluated and updated on a tri-annual basis.

Each update will include but will not be limited to a review of the following information:

- Feedback and frequency from documentation/recorded LEP encounters;
- Establishing whether or not LEP needs have been met through existing assistance;
- Nature and importance of activities to LEP persons;
- Evaluating local population/demographic changes, particularly among LEPs;
- Feedback from LEP individuals or community organizations, or participation in public meetings;
- A review of whether any complaints have been received;
- Availability of resources and the costs imposed.

PUBLIC PARTICIPATION & DISSEMINATION OF THE LEP POLICY

The Macatawa Area Express will continue cultivating relationships with community agencies that serve LEP populations. LEP engagement may include attending already existing community meetings and gatherings—such as school meetings, farmers markets, faith-based events, and other community activities—in order to reach LEP populations who may not attend hosted events.

Additionally, more directly targeted LEP engagement efforts to be utilized by the Authority include:

- Ensuring that non-English language interpretation will be made at any public meeting or workshop, as is appropriate or necessary;
- Utilizing bilingual postings on all buses and transit-related public facilities;
- Posting any event information in both English and Spanish, as deemed necessary;
- Distributing event information to community groups and agencies that work with LEP populations, through both contact lists and postings on social media;
- Making notices bilingual, or using Spanish-language notices alongside English notices, as deemed necessary;
- As appropriate or necessary, having non-English language interpretation available in additional languages.

MAX will continue assessing the language needs of citizens in its service area through its Language Assistance Plan. As such time—as additional groups with limited English proficiency reach significant numbers—MAX will review this plan and its strategies for engaging with non-English speaking populations.

The public participation process will be augmented with specific outreach activities appropriate for the particular projects, such as additional public workshops, focus groups, and surveys. As funding permits, multiple public hearings or workshops may be held at varying times to accommodate different schedules. Public participation events will be held at central locations close to bus stops, short of accentuating circumstances dictating otherwise. These projects may also require the development of special materials such as fact sheets, newsletters, project webpages, and additional social media and press releases.

MONITORING OF SUB-RECIPIENTS

To ensure that sub-recipients are complying with the DOT Title VI regulations, primary recipients must establish a means to monitor their sub-recipients for compliance with the regulations of 49 CFR 21.9(b). Importantly, if a sub-recipient is not in compliance with Title VI regulations, then the primary recipient is also not in compliance.

At the present time, the Macatawa Area Express Transportation Authority does not utilize sub-recipients for transit services. Should sub-recipients be utilized in the future, the Authority—as a primary recipient—shall develop a schedule of sub-recipient LEP submissions in order to see that all other required processes are enacted and monitored to ensure full LEP compliance.

GENERAL LEP POLICY INFORMATION

The MAX Transit LEP Policy is posted on the website www.catchamax.org. For individuals without internet services, the Herrick Public Library in downtown Holland offers web access free-of-charge. Following updates, the LEP Policy will be provided to local community organizations serving LEP individuals.

The Plan will be available upon request in hard copy at the Padnos Transportation Center. Requests will also be fulfilled via mail, or sent electronically in PDF format over email.

Questions or comments regarding the LEP Policy should be directed to:

Charles Veldhoff
Title VI Coordinator
Macatawa Area Express
171 Lincoln Ave.
Holland MI 49423

Phone: 616.928.2494

Fax: 616.928.2467

Email: c.veldhoff@catchamax.org

APPENDIX A

TITLE VI PUBLIC NOTICE STATEMENT

We can help!

Free language assistance is available. Please proceed to the main office, and MAX staff will promptly assist you.

¡Podemos ayudar!

La ayuda libre del idioma está disponible. Continúe por favor a la oficina principal, y al personal MAX inmediatamente le ayudará.

NOTICE: Your rights under Title VI:

The Macatawa Area Express Transportation Authority operates without regard to race, color, or national origin. To request additional information on MAX's Title VI obligations, please contact the Title VI staff officer at 616-928-2494. A Title VI complaint form can be obtained at the Macatawa Area Express website www.catchamax.org, by calling 616-928-2494, or via mail by writing:

MAX Transit
171 Lincoln Ave.
Holland MI 49423

La NOTA: Sus derechos bajo Titula VI:

El Area de Macatawa Expresa el Transporte operar de Autoridad sin la consideración para competir, colorar, o el origen nacional. Para solicitar información adicional en obligaciones MAX de Título VI, contacta por favor al oficial del personal del Título VI en 616-928-2494. Una forma de la queja del Título VI puede ser obtenida en el sitio web MAX www.catchamax.org, llamando 616-928-2494, o vía el correo escribiendo:

MAX Transit
171 Lincoln Ave.
Holland MI 49423

APPENDIX B

Letter Acknowledging Receipt of Complaint:

Today's Date

Ms. Jane Doe
1234 Holland St.
Holland MI 49423

Dear Ms. Doe:

This letter is to acknowledge receipt of your complaint against the Macatawa Area Express Transportation Authority, alleging, _____

An investigation will begin shortly. If you have additional information you wish to convey or questions concerning this matter, please feel free to contact this office by calling (616) 928-2494, or write me at this address.

Sincerely,

Charles Veldhoff
Title VI Program Specialist
Macatawa Area Express Transportation Authority
171 Lincoln Ave.
Holland MI 49423

APPENDIX B (CONT'D)

Letter Notifying Complainant that the Complaint is substantiated:

Today's Date

Ms. Jane Doe
1234 Tulip St.
Holland MI 49423

Dear Ms. Doe:

The matter referenced in your letter of _____ (date) against the Macatawa Area Express Transportation Authority alleging Title VI violation has been investigated.

(An/Several) apparent violation(s) of Title VI of the Civil Rights Act of 1964, including those mentioned in your letter (was/were) identified. Efforts are underway to correct these deficiencies.

Thank you for calling this important matter to our attention. You were extremely helpful during our review of the program. (If a hearing is requested, the following sentence may be appropriate) You may be hearing from this office, or from Federal authorities, if your services should be needed during the administrative hearing process.

Sincerely,

Charles Veldhoff
Title VI Program Specialist
Macatawa Area Express Transportation Authority
171 Lincoln Ave.
Holland, MI 49423

APPENDIX B (CONT'D)**Letter Notifying Complainant that the Complainant is Not Substantiated:**

Today's date

Ms. Jane Doe
1234 Tulip St.
Holland MI 49423

Dear Ms. Doe:

The matter referenced in your complaint of _____ (date) against the Macatawa Area Express Transportation Authority, alleging, _____ has been investigated.

The results of the investigation did not indicate that the provisions of Title VI of the Civil Rights Act of 1964 had in fact been violated. As you know, Title VI prohibits discrimination based on race, color, or national origin in any program receiving federal financial assistance.

The Macatawa Area Express Transportation Authority has analyzed the materials and facts pertaining to your case for evidence of the Authority's failure to comply with any of the civil rights laws. There was no evidence found that any of these laws have been violated.

I therefore must advise you that your complaint has not been substantiated and that I am closing this matter in our files.

If dissatisfied with this final written decision by the Macatawa Area Express Transportation Authority, you do have the right to (1) appeal the decision to MAX's Executive Director, and/or (2) file a complaint externally with the U.S. Department of Transportation:

Office of Civil Rights
Federal Transit Administration
East Building-5th Floor TCR
1200 New Jersey Ave SE
Washington DC 20590

Or by calling 888-446-4511, 8:30am-5:00pm ET, Monday-Friday.

Sincerely,

Charles Veldhoff
Title VI Program Specialist
Macatawa Area Express Transportation Authority
171 Lincoln Ave.
Holland, MI 49423

APPENDIX C

MACATAWA AREA EXPRESS TRANSPORTATION AUTHORITY**TITLE VI COMPLAINT FORM**

Title VI of the Civil Rights Act of 1964 prohibits discrimination on the basis of race, color, or national origin in programs and activities receiving Federal financial assistance. Specifically, Title VI provides that “no person in the United States shall, on the ground of **race, color, or national origin**, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.” (42 U.S.C. Section 2000d).

The Environmental Justice component of Title VI guarantees fair treatment and meaningful involvement for all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. Executive Order 12898 directs the Macatawa Area Express to make achieving environmental justice part of its mission by identifying and addressing—when appropriate—disproportionately high and adverse human health or environmental effects of its programs, policies, and activities on minority and low-income populations, and to undertake reasonable steps to ensure that Limited English Proficiency (LEP) persons have meaningful access to the programs, services, and information provided by the Macatawa Area Express.

In order to be processed, signed original complaint forms must be mailed or hand delivered to:

Macatawa Area Express Transportation Authority
Attention: Title VI Specialist
171 Lincoln Ave.
Holland MI 49423

Upon request, reasonable accommodations will be made for persons who are unable to complete the complaint form due to disability or Limited English Proficiency. A complaint may also be filed by a representative on behalf of a complainant.

Section I:

Name:

Address:

City:

State:

ZIP Code:

Email Address:

Home Phone:

Work Phone:

Section II:

Did anyone else witness the incident? ☐ Yes ☐ No

Please list any witnesses, including name, address, and phone number (use a separate sheet if necessary):

APPENDIX C (CONT'D)

Section III:	
I believe the discrimination I experienced was based on (check all that apply):	
<input type="checkbox"/> Race	<input type="checkbox"/> Color <input type="checkbox"/> National Origin <input type="checkbox"/> Other: _____
Date of Alleged Discrimination (Month, Day, Year): _____	
Explain as clearly as possible what happened and why you believe discrimination has occurred. Please provide dates, location, and time of discrimination. Use additional sheets as necessary.	

Indicate the person(s) you believe responsible for the discrimination (if known):	
Name(s): _____	
Work Location (if known): _____	
Section IV:	
Have you previously filed a Title VI complaint with this agency? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Section V:	
You may attach any written materials or other information that you think is relevant to your complaint.	
<i>I hereby swear/affirm that the information provided in this TITLE VI Complaint Form is true and correct to the best of my knowledge.</i>	
Signature: _____	Date: _____

Please submit this form in person at the address below, or mail this form to:

Macatawa Area Express Transportation Authority
 Attention: Title VI Specialist
 171 Lincoln Ave.
 Holland, MI 49423
 Phone: (616) 928-2494
 Email: info@catchamax.org

INTERNAL USE ONLY:	
Date Received: _____	Signature/Title VI Specialist: _____

APPENDIX C (CONT'D)

MACATAWA AREA EXPRESS TRANSPORTATION AUTHORITY**FORMULARIO DE QUEJA DE TÍTULO VI**

Título VI de la ley de derechos civiles de 1964 prohíbe la discriminación por raza, color u origen nacional en programas y actividades que reciben asistencia financiera Federal. Específicamente, Título VI establece que "ninguna persona en los Estados Unidos por motivos de **raza, color u origen nacional**, podrá ser excluida de participar en, ser negada los beneficios de o ser sometida a discriminación bajo ningún programa o actividad que reciba asistencia financiera Federal." (42 U.S.C. sección 2000d).

El componente de justicia ambiental del Título VI garantiza un trato justo y la participación significativa de todas las personas independientemente de su raza, color, origen nacional o ingresos en relación con el desarrollo, implementación y ejecución de políticas, normas y leyes ambientales. Orden Ejecutiva 12898 dirige el Area de Macatawa Express para hacer lograr justicia ambiental de parte de su misión por identificar y abordar — cuando proceda — salud humana desproporcionadamente alta y adversa o efectos ambientales de sus actividades, programas y políticas sobre minorías y las poblaciones de bajos ingresos y para llevar a cabo los pasos razonables para asegurar que las personas de Dominio de Inglés Llimitado (LEP) tengan un acceso significativo a los programas, servicios e información proporcionada por el Area de Macatawa Express.

Para poder ser procesado, formularios de queja original firmada deben ser enviadas o entregada mano a:

Macatawa Area Express Transportation Authority
Atención: Título VI Especialista
171 Lincoln Ave.
Holland MI 49423

A petición, se harán adaptaciones razonables para las personas que son incapaces de completar el formulario de queja debido a incapacidad o habilidad limitada en inglés. Una queja también puede ser presentada por un representante en nombre de una queja.

Section I:

Nombre:

Dirección:

Ciudad:

Estado:

Codigo Postal:

Dirección Electronica:

Teléfono en Casa:

Teléfono de Trabajo:

Section II:

¿Nadie presencié el incidente? ☐ Si ☐ No

Por favor liste cualquier testigo, incluyendo nombre, dirección y número de teléfono (utilice una hoja de papel si es necesario):

APPENDIX C (CONT'D)

Section III:	
Creo que la he experimentado la discriminación se basa en (marque todas las que apliquen):	
<input type="checkbox"/> Raza <input type="checkbox"/> Color <input type="checkbox"/> Origen Nacional <input type="checkbox"/> Otro: _____	
Fecha de la supuesta discriminación (mes, día, año): _____	
Explicar lo más claramente posible qué sucedió y por qué crees que la discriminación se ha producido. Por favor proporcionar fechas, lugar y tiempo de discriminación. Utilice hojas adicionales si es necesario.	

Indicar a la persona o personas que se cree responsable de la discriminación (si lo conoce):	
Nombre(s): _____	
Lugar de trabajo (si lo conoce): _____	
Section IV:	
¿Usted ha presentado una demanda de Título VI con esta Agencia anteriormente? <input type="checkbox"/> Si <input type="checkbox"/> No	
Section V:	
Puede adjuntar cualquier material escrito o cualquier otra información que usted piensa que es relevante para usted denuncia.	
<i>Yo por la presente Juro/afirmo que la información proporcionada en este Título VI queja es verdadera y correcta.</i>	
Firma: _____	Fecha: _____

Por favor, envíe este formulario en persona en la siguiente dirección, o envíe por correo este formularioa:

Macatawa Area Express Transportation Authority
Atención: Título VI Especialista
171 Lincoln Ave.
Holland MI 49423
Teléfono: (616) 928-2494
Direccion electronica: info@catchamax.org

INTERNAL USE ONLY:	
Date Received: _____	Signature/Title VI Specialist: _____

APPENDIX D

PADNOS CENTER MONITORS NOTICE (W/SPANISH—BEGINNING FY2019)**MACATAWA AREA EXPRESS TRANSPORTATION AUTHORITY****Know Your Rights****Title VI – Civil Rights Act of 1964**

MAX operates without regard to race, color, or national origin. Information on MAX's Title VI obligations—including a Title VI complaint form—can be obtained by calling 616.928.2494, going to the MAX website: www.catchamax.org, or by visiting or writing the MAX main office:

Title VI Staff Officer
Macatawa Area Express
171 Lincoln Ave.
Holland MI 49423

SERVICE VEHICLE NOTICE (W/SPANISH — ALL NEW BUSES BEGINNING FY2019)**Title VI – Civil Rights Act of 1964****Your Title VI Rights**

MAX operates without regard to race, color, or national origin. Information on MAX's Title VI obligations—including a Title VI complaint form—can be obtained by calling 616.928.2494, going to the MAX website www.catchamax.org, or by visiting or writing the MAX main office:

Title VI Staff Officer
Macatawa Area Express
171 Lincoln Ave.
Holland MI 49423

Sus Derechos Conforme al Título VI

MAX opera sin distinción de raza, color, u origen nacional. Para pedir información adicional sobre las obligaciones de MAX en cuanto al Título VI, favor de comunicarse con el funcionario del Título VI al 616.928.2494.

Se puede obtener un formulario de queja de Título VI en el sitio web de MAX, www.catchamax.org, llamando al 616.928.2494, o por correo:

Title VI Staff Officer
Macatawa Area Express
171 Lincoln Ave.
Holland MI 49423



APPENDIX E

TITLE VI TRANSIT-RELATED INVESTIGATIONS, LAWSUITS, AND COMPLAINTS

RECORD OF TITLE VI-RELATED INVESTIGATIONS, LAWSUITS, & COMPLAINTS					
INVESTIGATIONS					
	DATE	PROTECTED CLASS	SUMMARY	STATUS (OPEN/CLOSED)	ACTION(S) TAKEN
1.	None.				
LAWSUITS					
	DATE	PROTECTED CLASS	SUMMARY	STATUS (OPEN/CLOSED)	ACTION(S) TAKEN
1.	10/28/2019	Race	Allegation by customer that he was unlawfully removed from the bus for one day due to race.	CLOSED (OCT. 2021)	None; Dismissed by Court.
2.					
3.					
COMPLAINTS					
	DATE	PROTECTED CLASS	SUMMARY	STATUS (OPEN/CLOSED)	ACTION(S) TAKEN
1.	None.				

APPENDIX F

AUTHORITY BOARD REVIEW & APPROVAL OF TITLE VI PROGRAM (TBD)

~~The Authority Board was provided a complete copy of the Title VI Program one week prior to the meeting, and was presented background information on the primary areas of the Title VI Program and Limited English Proficiency (LEP) Policy, on Monday, November 25, 2019, with formal Approval additionally granted on Monday, November 25, 2019.~~



**Macatawa Area Express Transportation Authority
Meeting Minutes
Monday, November 25, 2019**

The Macatawa Area Express Transportation Authority Board met at 3:30 pm at the Padnos Transportation Center.

Members Present: Chair Russ TeSlaa, Vice-Chair Joe Baumann, and Secretary/Treasurer Mike Trethewey; Board Members, Meika Weiss, Al Rios, James Gerard, Kevin Klynstra, and Reilly Shuff

Members Absent: Kristin Myers

Staff Present: Elisa Hoekwater, Beth Higgs, Charlie Veldhoff, Brian VanderHulst, and Barbara Sonnerville

Others Present: Tim Vagle

11.19.1 Approval of the October 28, 2019 Board Meeting Minutes

A motion was made by Baumann and supported by Weiss to approve the October 28, 2019 board meeting minutes. Motion carried unanimously.

11.19.2 Public Comment

There was no public comment.

11.19.3 Marketing Committee

11.19.3a Call Center Summary

There was no discussion.

11.19.4 Executive Committee

11.19.4a Park Township Transit Service Contract

The MAX Board reviewed the proposed contract and as there are still some questions from both parties, the discussion has been tabled until a later date.

11.19.4b Bus Shelter Construction Contracts

Two new bus shelters have been proposed for bus stops located at the Family Fare on Butternut Drive and the other at the Greenbriar Apartments on Waverly. Land Use Contracts have been drawn up for each location that require board approval and signatures. A motion was made by Baumann and supported by Trethewey to approve the bus shelter contracts as written. Motion carried unanimously.

APPENDIX F

AUTHORITY BOARD REVIEW & APPROVAL OF TITLE VI PROGRAM (CONTINUED)

- | | |
|----------|--|
| 11.19.4c | <p><i>FY2020-2022 Title VI Program</i></p> <p>Every three years, MAX must submit to the Federal Transit Administration (FTA) a copy of its updated Title VI Program. The newly updated Title VI Program was presented to the Authority Board for review and approval. A motion was made by Trethewey and supported by Baumann to approve the FY2020-2022 Title VI Program as written. Motion carried unanimously.</p> |
| 11.19.4d | <p><i>Succession Plan Policy</i></p> <p>During the recent Triennial Review, it was suggested that MAX should have a Succession Plan Policy in place in case of a sudden or planned departure of any key management personnel. The Succession Plan Policy is a risk management strategy to ensure the long-term sustainability of the organization, and places MAX in a better position for future success. The newly developed Succession Plan Policy was presented to the board for approval. A motion was made by Baumann and supported by Weiss to approve the Succession Plan Policy as written. Motion carried unanimously.</p> |
| 11.19.4e | <p><i>Drug & Alcohol Maintenance Contractor Drug Testing Procedures</i></p> <p>The City of Holland's vehicle maintenance department provides services to MAX Transit. The FTA requires procedures for Drug & Alcohol testing of safety sensitive contractor employees to ensure that MAX has proper oversight of all testing and data reporting. City safety-sensitive employees will be added to MAX Transit's random testing pool and added to the MDOT reporting module.</p> |
| 11.19.4f | <p><i>Ridership Reports for October 2019</i></p> <p>There was no discussion.</p> |
| 11.19.4g | <p><i>Financial Reports for October 2019</i></p> <p>There was no discussion.</p> |
| 11.19.4h | <p><i>Expenditure Reports for October 2019</i></p> <p>There was no discussion.</p> |
| 11.19.4i | <p><i>LAC Meeting Minutes for November 2019</i></p> <p>There was no discussion.</p> |
| 11.19.5 | <p>MAX Director's Report</p> <p>Hoekwater reported that the new Operations Manager, Sue Gorby, has been settling into her new position and has already implemented changes that will hopefully improve procedures in the operations department. Hoekwater also reported that RouteMatch has assigned a Project Manager to MAX to address issues pertaining to the implementation of the new scheduling software.</p> |
| 11.19.6 | <p>Adjournment</p> <p>A motion was made by Baumann and supported by Weiss to adjourn the meeting. Motion carried unanimously.</p> |

APPENDIX G

ENVIRONMENTAL JUSTICE PROGRAM NOTICE
TRANSPORTATION EQUITY & ENVIRONMENTAL JUSTICE

Whereby Title VI prohibits discrimination by recipients of Federal financial assistance on the basis of race, color, and national origin—including matters related to language access for limited English proficient (LEP) persons—Environmental Justice ensures the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies.

Executive Order 12898 on Environmental Justice directs federal agencies to “make achieving environmental justice part of its mission by identifying and addressing, as appropriate, disproportionately high and adverse human health or environmental effects of its programs, policies, and activities on minority populations and low-income populations.”

Transit equity concerns may arise when wealthier, more educated parts of society receive more transportation benefits while minority or low-income populations receive less transportation or experience more negative effects of transportation activities. For example, these neighborhoods may have more air pollution and noise as a result of transportation activities, and may experience loss of homes or cultural landmarks, or receive little or no relief measures. They may also not receive employment or business opportunities because of a transportation construction project.

GUIDING PRINCIPLES

The U.S. Dept. of Transportation has adopted three fundamental environmental justice principles to guide transportation efforts:

- To avoid, minimize, or mitigate disproportionately high-and-adverse health and environmental effects, including social and economic effects, on minority and low-income populations.
- To ensure the full and fair participation by all potentially affected communities in the transportation decision-making process.
- To prevent the denial of, reduction in, or significant delay in the receipt of benefits by minority and low-income populations.

A COMMITMENT TO LOW-INCOME COMMUNITIES & COMMUNITIES OF COLOR

The Macatawa Area Express (MAX) will comply with this requirement, and has made environmental justice part of its overall mission. MAX is committed to providing high-quality service to low-income communities and communities of color by using transit equity and environmental justice considerations in its planning and decision-making, including such areas as:

- transit service to minority and low-income neighborhoods
- service cuts, policy changes, or restructuring—including the increase of fares
- placement of bus stops, passenger waiting shelters, or related enhancements or amenities
- allocation of new transit vehicles, or construction of new facilities or stations
- service for non-English speaking populations

Additional information can be found in the Environmental Justice section of the MAX Title VI Policy: ***TITLE VI PROGRAMS & PROCEDURES***

APPENDIX H

TITLE VI EQUITY ANALYSIS & ENVIRONMENTAL JUSTICE REVIEW
CONSTRUCTION OF NEW BUS STORAGE & MAINTENANCE FACILITY (2012)

Address: 11660 Greenway Drive, Holland, Michigan

Parcel ID Number: 70-16-22-100-076

Est. Project Completion: Fall 2013

The selection and acquisition of property needed for the construction of the Macatawa Area Express Transportation Authority's Bus Storage & Maintenance Facility involved careful documentation preparation, planning, and decision-making to ensure proper analysis were conducted with respect to Federal Transit Equity & Environmental Justice principles.

Initially, multiple industrial-zoned siting alternatives were considered, with selection of the Greenway property resulting from its proximity to major thoroughfares, and its centralized location within the service area and potential future service area. Reconstruction of the present site—along with acquisition of an existing City of Holland building—was additionally explored but ruled out due to higher expected overall costs and limited expansion potential. Although none would be displaced, an area of low-income housing with some minority representation exists adjacent to that site, creating the potential for unfavorable community impact.

Preparation of materials required in submission for request for **Categorical Exclusion** identify the proposed site located within an established industrial park, itself surrounded by existing commercial and (additional) industrial properties. Wide access streets link the industrial park directly to major thoroughfares, without passing through any residential communities. Careful review of multiple records and visits to the site revealed no existing structures or wetland areas, and no evidence of structural or historical significance present or evident in record.

IN SUMMARY, NO DISRUPTIONS OR DISPARATE IMPACTS ON THE ENVIRONMENT OR HUMAN POPULATIONS WERE IDENTIFIED IN THE ACQUISITION, CONSTRUCTION, OR FINAL USE PHASES OF THE NEW FACILITY. The complete, detailed application materials and records submitted are archived in the document: *FEDERAL TRANSIT ADMINISTRATION, REGION V, INFORMATION REQUIRED FOR PROBABLE CATEGORICAL EXCLUSION (23 CFR SECTION 771.117(d))*.

A **CATEGORICAL EXCLUSION WAS GRANTED** dated June 15, 2011 by FTA Region V in accordance with 23 C.F.R. Part 771-117(d)(8) and supported concurrently by the Phase I Environmental Site Assessment prepared by DLZ Michigan, Inc., 1425 Keystone Avenue, Lansing, Michigan, dated January 2011. All documents and reports stated in the above paragraphs are archived and available for review upon request.

Prepared by: Charles Veldhoff, Transit Planner
Macatawa Area Express Transportation Authority
Date: July 23, 2012
*Updated: December 5, 2012**

**As of the construction bid award, final available funding does not exist for construction of the maintenance portion, though the design work has been completed for use with future, available funding. The project is identified and referred to as "New Operations Building."*

APPENDIX I

POLICY FOR PUBLIC COMMENT ON FARE & SERVICE CHANGES

MACATAWA AREA EXPRESS TRANSPORTATION AUTHORITY
POLICY FOR PUBLIC COMMENT ON FARE & SERVICE CHANGES

February 7, 2007

Revised: 04/26/2016, 01/03/2019, 09/08/2020

The Macatawa Area Express (MAX) Transportation Authority will consider public comments before raising a fare or carrying out a major reduction in transit services. The purpose of these procedures is to ensure adequate, reasonable opportunity for public feedback with regard to proposed changes.

A major reduction in transit services has been defined by MAX as a service change that will result in at least 10% of the past year's total ridership no longer having access to public transportation in the service area.

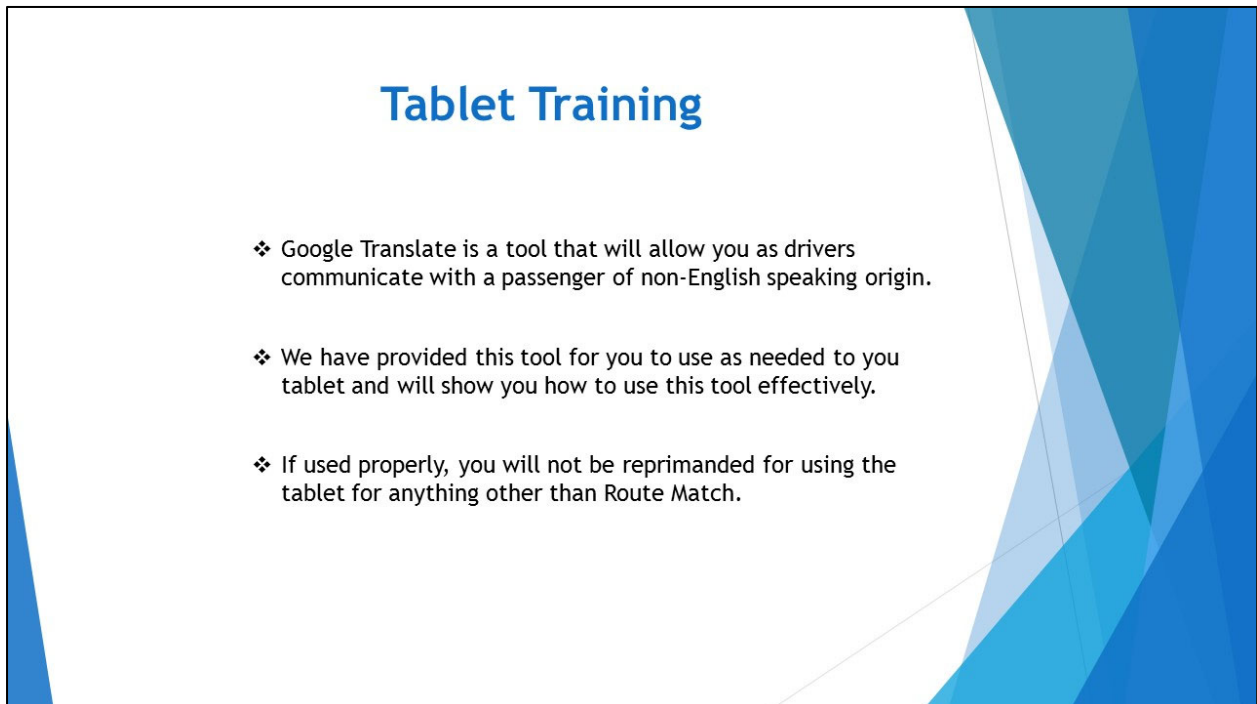
MAX will assess and document its efforts at identifying, avoiding, minimizing, and/or mitigating potential *disparate impacts* based on race, color, or national origin populations, and/or potential *disproportionate burdens* based on low-income, non-minority populations.

The process for receiving public comment on fare increases or major reductions in transit service are as follows:

1. At least thirty (30) days in advance of the public hearing, **public notice** of the proposed fare increase or major reduction of transit service will be distributed to the community and/or posted as follows:
 - to local media and newspapers, in the form of press releases
 - on the MAX website (www.catchamax.org)
 - on all transit buses
 - through all social media outlets
2. Public notices shall contain the following information:
 - a description of the proposed change in sufficient detail, including—if applicable—the area(s) and route(s) to be affected
 - the proposed effective date of the change(s)
 - points-of-contact for asking questions or registering comments: MAX's main telephone line, MAX's website, revenue-vehicle comment cards, written letters to the board, or in person during public hearings
 - the date, time, and location(s) of the planned public hearing
3. MAX will hold a minimum of one (1) public hearing on the proposed fare increase or major reduction in service. The public meeting may be held in connection with the Authority Board's regular monthly meeting, and will appear on the Authority Board agenda.
4. The Authority Board will consider all public comments before making a final decision.
5. The Authority Board's decision will be final, and shall be posted on the MAX website.

APPENDIX J

GOOGLE TRANSLATE INSTRUCTIONS (ONBOARD TABLETS)



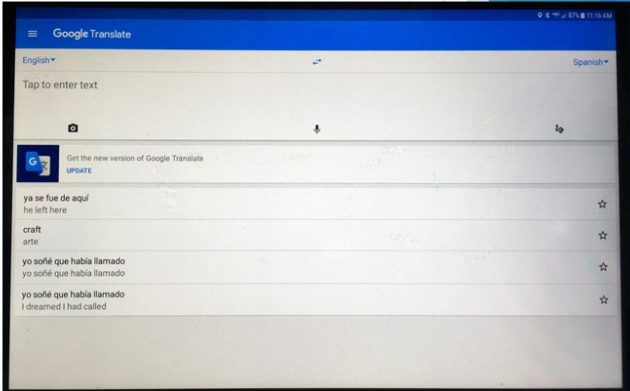
APPENDIX J (CONTINUED)

Tablet Training

Google Translate: Step by Step

Step 1:
Power on tablet

Step 2:
Load Google Translate
- Look for this APP



Tablet Training

Google Translate: Step by Step

Step 3:
Load Google Route Match
- Look for this APP
- Log into Route Match



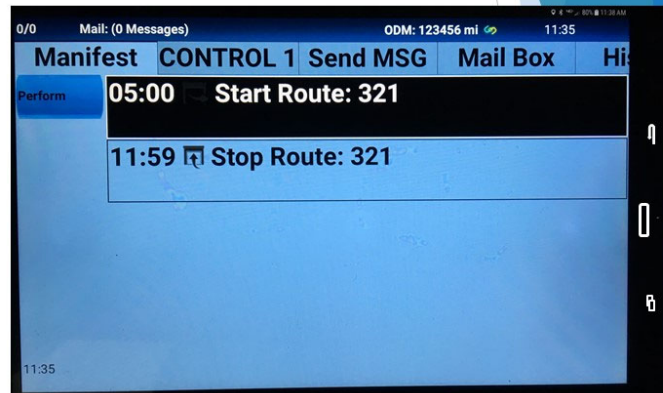
APPENDIX J (CONTINUED)

Tablet Training

Route Match to Google Translate Steps

Step 1:

Push and Hold  Button

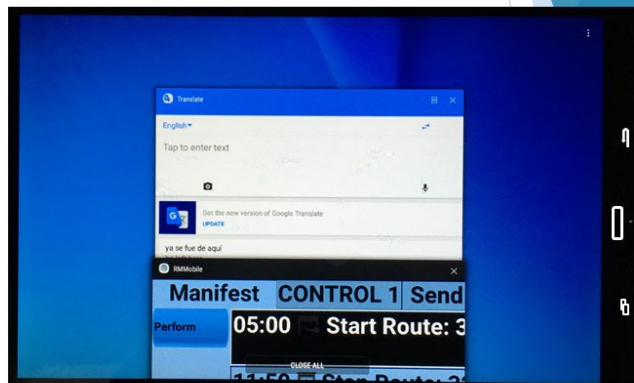


Tablet Training

Route Match to Google Translate Steps

Step 2:

Tap on Translate to make it Primary APP



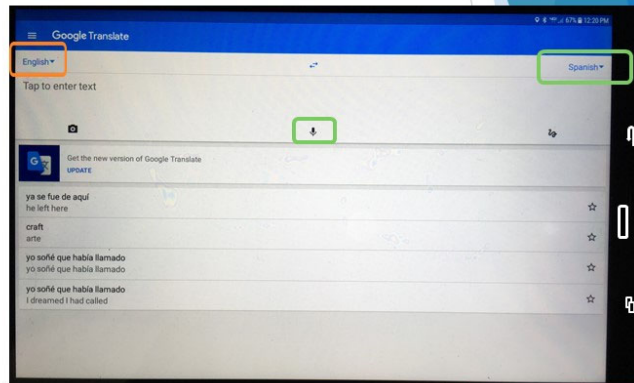
APPENDIX J (CONTINUED)

Tablet Training

Google Translate Steps

Step 3:

From here you can choose language, and Type or Speak Question or Direction to be translated.



Tablet Training

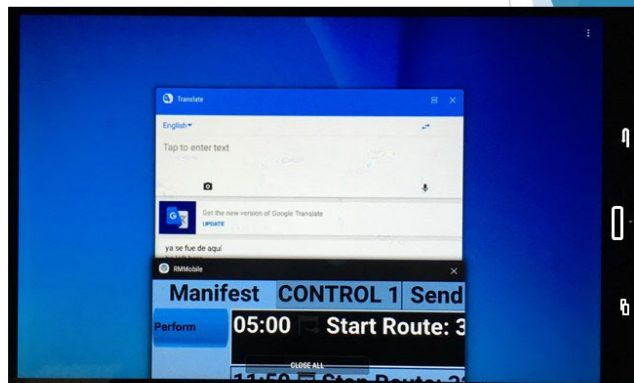
Google Translate Back to Route Match Steps

Step 4:

Push and Hold  Button

Step 5:

Tap on Route Match to make it Primary APP



MEMO

Board Action Item

DATE: July 20, 2023
TO: MAX Authority Board
FROM: Elisa Hoekwater, Executive Director
Beth Higgs, Deputy Director
SUBJECT: Triennial Review July 2023 - Information

The Federal Transit Administration (FTA) provides financial and technical assistance to public transit systems across the U.S. To ensure agencies follow FTA rules and guidelines for continued funding, a review of twenty-two areas across the organization is conducted every three years. Due to the Covid-19 pandemic in 2020, FTA suspended reviews, so this Triennial Review will cover a four-year period FY2019 – FY2022.

In February, MAX staff received a Recipient Information Request (RIR) packet that included questions about our organization, finances, maintenance of facilities and equipment, EEO Program, Drug and Alcohol Program, and much more. The next phase of the review, MAX received an agenda package on July 11 that included dates and times of our virtual Triennial Review, and additional questions and documents requested by reviewers in preparation of the review. Staff had one week to complete the packet, which was submitted on time July 18.

Attached is the schedule of our official review July 25 – July 26. July 27 is a placeholder if more time is needed. On Monday, July 31, MAX staff can expect to receive a summary of the review to include any corrective action requests for deficiencies found in policies, processes, or procedures. MAX will have five days to respond, and FTA will then decide if the deficiencies will remain in place, or removed. The final phase of the Triennial Review is the "Exit Conference" scheduled for August 10.

On July 20, MAX staff met with FTA and reviewers virtually for their pre-site visit to discuss the Triennial Review process. It was a very positive meeting, and staff looks forward to learning how we can improve.



Triennial Review Site Visit Schedule

July 25 – July 26

		Proposed day / time
Tuesday, July 25, 2023		
Entrance Conference – MAX Team/City Finance Team	15-30 min	9:00 a.m.
Financial Management and Capacity (2) + ECHO follow- up Elisa/Beth/City Finance	1 hour	9:30 a.m.
Technical Capacity		
• Award Management (3) Elisa/Beth/City Finance	30 mins	10:30 a.m.
• Project Management (5) Elisa/Beth		10:45 a.m.
Satisfactory Continuing Control (7) Elisa/Beth	30 mins	11:00 a.m.
PTASP (22) Sue/Mark/Elisa/Beth		11:15 a.m.
Drug-Free Workplace Act (17) Pam/Tawney/Elisa/Beth	30 mins	11:30 a.m.
Drug and Alcohol Programs (18) Same as above		
Wednesday, July 26, 2023		
Maintenance (8) Doug/Sue/Mark/Elisa/Beth		10:00 a.m.
Procurement (9) Kait/Beth/Elisa		10:30 a.m.
+ procurement files follow up Kait/Beth/Elisa	1 hour	
Legal (1) Elisa/Beth	30 mins	11:00 a.m.
Section 5307 Program Requirements (19) Elisa/Beth		
Americans with Disabilities Act		
• General (12) Shelby/Jessica/Elisa/Beth		11:30 a.m.
• Complementary Paratransit (13) Same as above	1 hour	
Disadvantaged Business Enterprise (10) Charlie/Elisa/Beth	45 min	12:30 p.m.

MEMO

Date: May 23, 2023

To: MAX Authority Board

From: Charles Veldhoff, Data Analyst/EEO Officer

Re: Transit Asset Management (TAM) Plan: FY2024 Annual Performance Targets

Transit Asset Management (TAM) Plan Annual Performance Targets are used to assess progress toward achieving strategic goals, to consider tradeoffs and risks in achieving objectives, to communicate with stakeholders, and to help show what direction an agency is heading. A key measure used in establishing targets is the *Useful Life Benchmark (ULB)*. ULB is considered the expected lifecycle of a capital asset, or the acceptable period of use before maintenance costs and downtime typically make replacement necessary.

The following describes MAX's Annual Performance Targets estimated for the end of FY2024:

Revenue Vehicles—Revenue (passenger carrying) vehicles are traditionally targeted for replacement *after* reaching FTA's grant eligible useful life (or minimum age) and *before* the ULB (or maximum age) is met or exceeded. MAX may extend a vehicle's use should funding be limited, delays in production exist, or in instances where the vehicle is not a safety risk and has been deemed economically feasible to remain in continued revenue service.

Cutaway (CU) series buses now in line for replacement are ten (10) Arbocs (701-710) acquired in 2017, FTA eligible for replacement in 2024; five (5) new Arbocs from among this group are currently on order for FY2024 delivery. The next group of Cutaways up for replacement include four (4) 2020s, becoming FTA eligible in 2027.

MAX's two (2) Minivans (MV) are planned to be phased out. Currently, one (1) minivan is beyond its ULB, with the other reaching full ULB in 2025. No new or additional minivans are currently planned. However, four (4) new Van-class (VN) Ford Transits were recently added to the revenue fleet.

Gillig-class buses will not be up for replacement consideration until FY2026 at the earliest—with four (4) units eligible. The trolley is well beyond its useful life, reaching 20 years old in 2024; the trolley has seen very limited use in recent years.

Asset Class	Year Built	Manufacturer/Vendor	Total Vehicles in Class	FTA Grant Replacement Eligible Date (Min.)	FTA Useful Life Benchmark Date (Max.)	Useful Life Benchmark Yrs. (or TERM Score)	Current Age (FY2024)	Past ULB (or <3.0 TERM Score)	Est. Repl. Cost/Vehicle
BU - Bus	2004	Freightliner Corp.	Qty. 1	2014	2018	14	20	Yes	No Replmnt.
BU - Bus	2016	Gillig Corp.	Qty. 4	2026	2030	14	8	No	\$411,000
BU - Bus	2019	Gillig Corp.	Qty. 5	2029	2033	14	5	No	\$411,000
CU - Cutaway Bus	2012	Arboc Mobility LLC	Qty. 2	2019	2022	10	12	Yes	\$133,000
CU - Cutaway Bus	2013	Arboc Mobility LLC	Qty. 1	2020	2023	10	11	Yes	\$145,000
CU - Cutaway Bus	2015	Arboc Mobility LLC	Qty. 2	2022	2025	10	9	No	\$174,041
CU - Cutaway Bus	2017	Arboc Mobility LLC	Qty. 10	2024	2027	10	7	No	\$174,041
CU - Cutaway Bus	2020	Arboc Mobility LLC	Qty. 4	2027	2030	10	4	No	\$174,041
CU - Cutaway Bus	2022	Arboc Mobility LLC	Qty. 2	2029	2032	10	2	No	\$174,041
MV - Minivan	2013	Dodge Div. Chrysler Corp.	Qty. 1	2017	2021	8	11	Yes	\$30,000
MV - Minivan	2017	Dodge Div. Chrysler Corp.	Qty. 1	2021	2025	8	7	No	\$30,000
VN - Van	2022	MobilityTRANS	Qty. 4	2026	2030	8	2	No	\$70,000

Equipment—MAX typically utilizes its non-revenue/service vehicles (road supervisor, staff, and maintenance vehicles) an undetermined number of years beyond the 8-year ULB—provided preventive maintenance costs remain reasonable.

One (1) vehicle—the Ford F-150 maintenance truck—has exceeded full ULB and is currently planned for replacement and disposal during FY2024; the Dodge Journey is tentatively slated for replacement during FY2024 due to high mileage.

Asset Category	Asset Class	Year Built	Manu.	Model	Vehicle Miles at (3/1/23)	FTA Grant Replacement Eligible Date (Min.)	FTA Useful Life Benchmark Date (Max.)	Useful Life Benchmark Yrs. (or TERM Score)	Current Age (FY2024)	Past ULB (or <3.0 TERM Score)	Est. Repl. Cost
Equipment	Truck/Rubber Tire	2018	Dodge	Journey	100,029	2022	2026	8	6	No	\$33,000
Equipment	Truck/Rubber Tire	2014	Ford	F-150	45,627	2018	2022	8	10	Yes	\$29,000
Equipment	Truck/Rubber Tire	2021	Jeep	Cherokee (RED)	4,623	2025	2029	8	3	No	\$36,000
Equipment	Truck/Rubber Tire	2021	Jeep	Cherokee (GRAY)	33,669	2025	2029	8	3	No	\$36,000
Equipment	Truck/Rubber Tire	2021	Jeep	Cherokee (BLUE)	4,071	2025	2029	8	3	No	\$36,000
Equipment	Truck/Rubber Tire	2022	Dodge	Ram 2500 3/4 Ton	4,489	2026	2030	8	2	No	\$48,000

Non-vehicle Equipment (>\$50,000) represents MAX's portion of the shared fuel system installed in 2012, which has a 20-year expected useful life. Though noted for possible future planning needs, MAX does not appear to have paid a portion of 2015's joint fueling *storage tank* replacement.

Asset Name	Asset Owner	Year Built	Manufacturer/ Vendor	FTA Grant Replacement Eligible Date (Min.)	FTA Useful Life Benchmark Date (Max.)	FTA Grant Eligible Age (Yrs.)	Useful Life Benchmark Yrs. (or TERM Score)	Current Age (FY2024)	Past ULB (or <3.0 TERM Score)	Est. Repl. Cost/Vehicle
Fuel System Dispensing/Tank Monitoring/Management	MAX (75%)	2012	RW Mercer	-	2032	-	20	12	No	\$120,000
Fuel System Underground Storage Tanks	Holland Public Schools	2015	-	-	2040	-	25	9	No	-

Facilities—MAX facilities are expected to remain well-above a 3.0 (out of 5.0) score. Building systems are monitored monthly and scores calculated annually following inspections of each facility's HVAC, substructure, electrical, fire protection, rooftop, and plumbing systems.

Asset Name	Year Built	NTD ID	FTA Grant Replacement Eligible Date (Min.)	FTA Useful Life Benchmark Date (Max.)	FTA Grant Eligible Age (Yrs.)	Useful Life Benchmark Yrs. (or TERM Score)	Current Age (FY2024)	Past ULB (or <3.0 TERM Score)	Est. Repl. Cost/Vehicle
Padnos Transportation Ctr.	1992	50184	2032	-	40	4	32	No	\$3,400,000
Greenway Operations Bldg.	2013	50184	2053	-	40	5	11	No	\$4,600,000

For planning purposes, the Annual Performance Targets are formally approved by the Executive Director and are shared annually with MDOT and the Holland-area MPO, the Macatawa Area Coordinating Council (MACC). These annual goals are being provided to the Authority Board for informational purposes—no board action is requested.

Macatawa Area Express Transportation Authority
Annual Performance Target

Asset Category - Performance Measure	Asset Class	FY2024 Target
Revenue Vehicles		
Age - % of revenue vehicles within a particular asset class that have met or exceeded their Useful Life Benchmark (ULB)	<i>AB - Articulated Bus</i>	-
	<i>AO - Automobile</i>	-
	<i>BR - Over-the-road Bus</i>	-
	<i>BU - Bus</i>	10.00%
	<i>CU - Cutaway Bus</i>	5.00%
	<i>DB - Double Decked Bus</i>	-
	<i>FB - Ferryboat</i>	-
	<i>MB - Mini-bus</i>	-
	<i>MV - Mini-van</i>	0.00%
	<i>RT - Rubber-tire Vintage Trolley</i>	-
	<i>SB - School Bus</i>	-
	<i>SV - Sport Utility Vehicle</i>	-
	<i>TB - Trolleybus</i>	-
	<i>VN - Van</i>	0.00%
Equipment		
Age - % of vehicles that have met or exceeded their Useful Life Benchmark (ULB)	<i>Non Revenue/Service Automobile</i>	-
	<i>Steel Wheel Vehicles</i>	-
	<i>Trucks and other Rubber Tire Vehicles</i>	0.00%
	<i>Fueling System</i>	0.00%
Facilities		
Condition - % of facilities with a condition rating below 3.0 on the FTA Transit Economic Requirements Model (TERM) Scale	<i>Administration</i>	-
	<i>Maintenance</i>	0.00%
	<i>Parking Structures</i>	-
	<i>Passenger Facilities</i>	0.00%

Signature: Elisa Hoekwater

Date: June 8, 2023

Printed Name/Title: Elisa Hoekwater, Executive Director

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		
JUN. '23	JUN. '22	% CHG.	JUN. '23	JUN. '22	% CHG.	JUN. '23	JUN. '22	% CHG.
2,195	2,211	-0.7%	99.8	100.5	-0.7%	0.0	0.0	#DIV/0!
2,247	2,594	-13.4%	102.1	117.9	-13.4%	0.0	0.0	#DIV/0!
1,541	1,674	-7.9%	70.0	76.1	-8.0%	0.0	0.0	#DIV/0!
1,787	1,511	18.3%	81.2	68.7	18.2%	0.0	0.0	#DIV/0!
1,931	1,500	28.7%	87.8	68.2	28.7%	0.0	0.0	#DIV/0!
2,892	2,352	23.0%	131.5	106.9	23.0%	0.0	0.0	#DIV/0!
1,425	1,455	-2.1%	64.8	66.1	-2.0%	0.0	0.0	#DIV/0!
1,193	1,259	-5.2%	54.2	57.2	-5.2%	0.0	0.0	#DIV/0!
0	0	#DIV/0!	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
0	0	#DIV/0!	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
0	0	#DIV/0!	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
#REF!	0	#REF!	#REF!	0.0	#REF!	#REF!	0.0	#REF!
0	0	#DIV/0!	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
9,761	9,675	0.9%	443.7	439.8	0.9%	0.0	0.0	#DIV/0!
987	797	23.8%	44.9	36.2	23.9%	0.0	0.0	#DIV/0!
2,049	1,690	21.2%	93.1	76.8	21.3%	0.0	0.0	#DIV/0!
2,414	2,394	0.8%	109.7	108.8	0.9%	0.0	0.0	#DIV/0!
15,211	14,556	4.5%	691.4	661.6	4.5%	0.0	0.0	#DIV/0!

CITY OF HOLLAND
HOLLAND TWP.
CITY OF ZEELAND
ZEELAND TWP.
PARK TWP.
AUXILIARY

TOTAL MONTHLY BOARDING		
JUN. '23	JUN. '22	% CHG.
8,066	7,250	11.3%
6,012	6,110	-1.6%
1,133	1,196	-5.2%
0	0	#DIV/0!
0	0	#DIV/0!
0	0	#DIV/0!

TWILIGHT ROUTE

TOTAL MONTHLY BOARDING			AVG. WEEKDAY BOARDING			AVG. SATURDAY BOARDING		
JUN. '23	JUN. '22	% CHG.	JUN. '23	JUN. '22	% CHG.	JUN. '23	JUN. '22	% CHG.
0	0	#DIV/0!	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
0	0	#DIV/0!	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
-	-	-	-	-	-	-	-	-
0	0	#DIV/0!	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
0	0	#DIV/0!	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
0	0	#DIV/0!	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
0	0	#DIV/0!	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
0	0	#DIV/0!	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
0	0	#DIV/0!	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!

CITY OF HOLLAND
HOLLAND TWP.

TOTAL MONTHLY BOARDING		
JUN. '23	JUN. '22	% CHG.
0	0	#DIV/0!
0	0	#DIV/0!

DEMAND RESPONSE

TOTAL MONTHLY BOARDING			AVG. WEEKDAY BOARDING			AVG. SATURDAY BOARDING		
JUN. '23	JUN. '22	% CHG.	JUN. '23	JUN. '22	% CHG.	JUN. '23	JUN. '22	% CHG.
133	1,250	-89.4%	5.7	55.4	-89.7%	1.8	8.0	-78.1%
1	2	-50.0%	0.0	0.1	-100.0%	0.3	0.0	#DIV/0!
163	106	53.8%	7.4	4.7	57.6%	0.0	0.8	-100.0%
2,671	2,608	2.4%	116.7	113.4	2.9%	26.0	27.7	-6.1%
2,968	3,966	-25.2%	129.8	173.6	-25.2%	28.0	36.5	-23.3%

CITY OF HOLLAND
HOLLAND TWP.
CITY OF ZEELAND
ZEELAND TWP.
PARK TWP.
AUXILIARY

TOTAL MONTHLY BOARDING		
JUN. '23	JUN. '22	% CHG.
1,371	2,254	-39.2%
1,200	1,229	-2.4%
136	228	-40.4%
40	31	29.0%
221	224	-1.3%
0	0	#DIV/0!

NIGHT OWL

TOTAL MONTHLY BOARDING			AVG. WEEKDAY BOARDING			AVG. SATURDAY BOARDING		
JUN. '23	JUN. '22	% CHG.	JUN. '23	JUN. '22	% CHG.	JUN. '23	JUN. '22	% CHG.
144	210	-31.4%	6.4	9.4	-32.3%	1.0	1.3	-23.1%
0	0	#DIV/0!	0.0	0.0	#DIV/0!	0.0	0.0	#DIV/0!
15	12	25.0%	0.5	0.4	25.0%	1.0	0.8	25.0%
149	186	-19.9%	6.2	7.6	-18.7%	3.3	4.4	-26.1%
308	408	-24.5%	13.0	17.4	-25.0%	5.3	6.5	-19.2%

CITY OF HOLLAND
HOLLAND TWP.
CITY OF ZEELAND
ZEELAND TWP.

TOTAL MONTHLY BOARDING		
JUN. '23	JUN. '22	% CHG.
112	183	-38.8%
144	164	-12.2%
50	57	-12.3%
2	4	-50.0%

OVERALL RIDERSHIP

TOTAL MONTHLY BOARDING			AVG. WEEKDAY BOARDING			AVG. SATURDAY BOARDING		
JUN. '23	JUN. '22	% CHG.	JUN. '23	JUN. '22	% CHG.	JUN. '23	JUN. '22	% CHG.
10,038	11,135	-9.9%	455.8	504.4	-9.6%	2.8	9.3	-70.4%
988	799	23.7%	44.9	36.3	23.6%	0.3	0.0	#DIV/0!
2,227	1,808	23.2%	101.0	81.9	23.4%	1.0	1.5	-33.3%
5,234	5,188	0.9%	232.6	230.0	1.1%	29.3	32.2	-9.2%
18,487	18,930	-2.3%	834.3	852.6	-2.1%	33.3	43.0	-22.7%

CITY OF HOLLAND
HOLLAND TWP.
CITY OF ZEELAND
ZEELAND TWP.
PARK TWP.
AUXILIARY

TOTAL MONTHLY BOARDING		
JUN. '23	JUN. '22	% CHG.
9,549	9,687	-1.4%
7,356	7,503	-2.0%
1,319	1,481	-10.9%
42	35	20.0%
221	224	-1.3%
0	0	#DIV/0!

ON-TIME PERCENTAGE

JUN. '23	JUN. '22	DIFF. (+/-)
97.1%	97.0%	0.1%
99.7%	99.1%	0.5%

SERVICE DAYS

JUN. '23	JUN. '22
22	22
4	4

FIXED ROUTE
DEMAND RESPONSE

WEEKDAYS
SATURDAYS

DISTRIBUTION OF RIDERSHIP

JUN. '23	JUN. '22	DIFF. (+/-)
82.28%	76.89%	5.39%
16.05%	20.95%	-4.90%
0.00%	0.00%	0.00%
1.67%	2.16%	-0.49%

FIXED ROUTE
DEMAND RESPONSE
TWILIGHT
NIGHT OWL

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-20	0	0	###	0	###	0	###	0	###	0	###	0	###	6,021	3,429	57	2,021	34	430	7	39	1	102	2	0	0	
Nov-20	0	0	###	0	###	0	###	0	###	0	###	0	###	4,590	2,543	55	1,547	34	338	7	46	1	116	3	0	0	
Dec-20	0	0	###	0	###	0	###	0	###	0	###	0	###	4,193	2,209	53	1,555	37	248	6	47	1	134	3	0	0	
Jan-21	0	0	###	0	###	0	###	0	###	0	###	0	###	4,137	2,336	56	1,390	34	231	6	37	1	143	3	0	0	
Feb-21	0	0	###	0	###	0	###	0	###	0	###	0	###	4,035	2,347	58	1,323	33	231	6	14	0	120	3	0	0	
Mar-21	8,565	4,149	48	3,769	44	647	8	0	0	0	0	0	0	3,995	2,342	59	1,318	33	184	5	12	0	139	3	0	0	
Apr-21	9,806	4,682	48	4,448	45	676	7	0	0	0	0	0	0	3,704	2,115	57	1,261	34	167	5	14	0	147	4	0	0	
May-21	10,178	4,889	48	4,488	44	801	8	0	0	0	0	0	0	3,228	1,755	54	1,120	35	158	5	18	1	177	5	0	0	
Jun-21	11,669	5,973	51	4,983	43	713	6	0	0	0	0	0	0	3,473	1,908	55	1,185	34	175	5	22	1	183	5	0	0	
Jul-21	11,785	5,901	50	5,062	43	822	7	0	0	0	0	0	0	3,389	1,853	55	1,160	34	173	5	12	0	191	6	0	0	
Aug-21	12,516	6,395	51	5,249	42	872	7	0	0	0	0	0	0	3,513	1,889	54	1,238	35	188	5	21	1	177	5	0	0	
Sep-21	13,322	6,685	50	5,607	42	1,030	8	0	0	0	0	0	0	3,441	1,851	54	1,235	36	185	5	20	1	150	4	0	0	
Total	77,841	38,674	50	33,606	43	5,561	7	0	0	0	0	0	0	47,719	26,577	56	16,353	34	2,708	6	302	1	1,779	4	0	0	
Oct-21	14,570	7,045	48	6,361	44	1,164	8	0	0	0	0	0	0	3,781	2,051	54	1,341	35	201	5	21	1	167	4	0	0	
Nov-21	14,675	7,350	50	6,186	42	1,139	8	0	0	0	0	0	0	3,794	2,052	54	1,267	33	178	5	23	1	202	5	72	2	
Dec-21	13,965	6,982	50	5,859	42	1,124	8	0	0	0	0	0	0	3,534	1,896	54	1,233	35	181	5	34	1	190	5	0	0	
Jan-22	13,236	6,604	50	5,527	42	1,105	8	0	0	0	0	0	0	3,349	1,826	55	1,162	35	162	5	31	1	168	5	0	0	
Feb-22	15,720	7,830	50	6,461	41	1,429	9	0	0	0	0	0	0	3,587	1,892	53	1,273	35	213	6	25	1	184	5	0	0	
Mar-22	19,155	9,846	51	7,665	40	1,644	9	0	0	0	0	0	0	4,061	2,152	53	1,456	36	218	5	27	1	208	5	0	0	
Apr-22	16,385	8,401	51	6,696	41	1,288	8	0	0	0	0	0	0	3,637	2,017	55	1,236	34	203	6	22	1	159	4	0	0	
May-22	13,863	6,880	50	5,605	40	1,378	10	0	0	0	0	0	0	3,764	2,131	57	1,187	32	222	6	27	1	183	5	14	0	
Jun-22	14,556	7,250	50	6,110	42	1,196	8	0	0	0	0	0	0	3,966	2,254	57	1,229	31	228	6	31	1	224	6	0	0	
Jul-22	13,283	6,648	50	5,523	42	1,112	8	0	0	0	0	0	0	3,510	1,999	57	1,105	31	175	5	26	1	205	6	0	0	
Aug-22	14,959	7,810	52	6,044	40	1,105	7	0	0	0	0	0	0	4,154	2,319	56	1,335	32	208	5	32	1	260	6	0	0	
Sep-22	14,129	7,342	52	5,555	39	1,232	9	0	0	0	0	0	0	3,797	2,117	56	1,272	34	176	5	23	1	209	6	0	0	
Total	178,496	89,988	50	73,592	41	14,916	8	0	0	0	0	0	0	44,934	24,706	55	15,096	34	2,365	5	322	1	2,359	5	86	0	
Oct-22	13,577	7,232	53	5,146	38	1,199	9	0	0	0	0	0	0	3,476	1,836	53	1,224	35	187	5	25	1	204	6	0	0	
Nov-22	13,699	7,158	52	5,363	39	1,178	9	0	0	0	0	0	0	3,166	1,442	46	1,223	39	170	5	27	1	229	7	75	2	
Dec-22	13,106	6,988	53	5,109	39	1,009	8	0	0	0	0	0	0	2,811	1,277	45	1,136	40	181	6	15	1	202	7	0	0	
Jan-23	14,448	7,799	54	5,397	37	1,252	9	0	0	0	0	0	0	3,100	1,446	47	1,205	39	198	6	24	1	227	7	0	0	
Feb-23	12,881	6,685	52	5,064	39	1,132	9	0	0	0	0	0	0	2,973	1,387	47	1,176	40	180	6	25	1	205	7	0	0	
Mar-23	14,950	7,753	52	6,043	40	1,154	8	0	0	0	0	0	0	3,401	1,529	45	1,446	43	178	5	25	1	223	7	0	0	
Apr-23	12,838	6,435	50	5,469	43	934	7	0	0	0	0	0	0	2,825	1,272	45	1,210	43	137	5	19	1	187	7	0	0	
May-23	14,247	7,070	50	5,968	42	1,209	8	0	0	0	0	0	0	3,042	1,342	44	1,290	42	148	5	47	2	215	7	0	0	
Jun-23	15,211	8,066	53	6,012	40	1,133	7	0	0	0	0	0	0	2,968	1,371	46	1,200	40	136	5	40	1	221	7	0	0	
Jul-23	0	0	###	0	###	0	###	0	###	0	###	0	###	0	0	###	0	###	0	###	0	###	0	###	0	###	###
Aug-23	0	0	###	0	###	0	###	0	###	0	###	0	###	0	0	###	0	###	0	###	0	###	0	###	0	###	###
Sep-23	0	0	###	0	###	0	###	0	###	0	###	0	###	0	0	###	0	###	0	###	0	###	0	###	0	###	###
Total	124,957	65,186	52	49,571	40	10,200	8	0	0	0	0	0	0	27,762	12,902	46	11,110	40	1,515	5	247	1	1,913	7	75	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-20	0	0	###	0	###	485	193	40	278	57	6	1	8	2	6,506	3,622	56	2,299	35	436	7	47	1	102	2	0	0	
Nov-20	0	0	###	0	###	351	130	37	200	57	16	5	5	1	4,941	2,673	54	1,747	35	354	7	51	1	116	2	0	0	
Dec-20	0	0	###	0	###	265	115	43	133	50	6	2	11	4	4,458	2,324	52	1,688	38	254	6	58	1	134	3	0	0	
Jan-21	0	0	###	0	###	314	119	38	171	54	24	8	0	0	4,451	2,455	55	1,561	35	255	6	37	1	143	3	0	0	
Feb-21	0	0	###	0	###	354	135	38	183	52	36	10	0	0	4,389	2,482	57	1,506	34	267	6	14	0	120	3	0	0	
Mar-21	0	0	###	0	###	417	184	44	194	47	39	9	0	0	12,977	6,675	51	5,281	41	870	7	12	0	139	1	0	0	
Apr-21	0	0	###	0	###	353	149	42	147	42	57	16	0	0	13,863	6,946	50	5,856	42	900	6	14	0	147	1	0	0	
May-21	0	0	###	0	###	335	162	48	125	37	45	13	3	1	13,741	6,806	50	5,733	42	1,004	7	21	0	177	1	0	0	
Jun-21	0	0	###	0	###	357	173	48	134	38	50	14	0	0	15,499	8,054	52	6,302	41	938	6	22	0	183	1	0	0	
Jul-21	0	0	###	0	###	340	157	46	139	41	42	12	2	1	15,514	7,911	51	6,361	41	1,037	7	14	0	191	1	0	0	
Aug-21	0	0	###	0	###	393	187	48	146	37	58	15	2	1	16,422	8,471	52	6,633	40	1,118	7	23	0	177	1	0	0	
Sep-21	0	0	###	0	###	374	157	42	152	41	64	17	1	0	17,137	8,693	51	6,994	41	1,279	7	21	0	150	1	0	0	
Total	0	0	###	0	###	4,338	1,861	43	2,002	46	443	10	32	1	129,898	67,112	52	51,961	40	8,712	7	334	0	1,779	3	0	0	
Oct-21	0	0	###	0	###	387	184	48	146	38	55	14	2	1	18,738	9,280	50	7,848	42	1,420	8	23	0	167	1	0	0	
Nov-21	0	0	###	0	###	403	207	51	134	33	60	15	2	0	18,872	9,609	51	7,587	40	1,377	7	25	0	202	1	72	0	
Dec-21	0	0	###	0	###	403	190	47	148	37	61	15	4	1	17,902	9,068	51	7,240	40	1,366	8	38	0	190	1	0	0	
Jan-22	0	0	###	0	###	347	144	41	137	39	64	18	2	1	16,932	8,574	51	6,826	40	1,331	8	33	0	168	1	0	0	
Feb-22	0	0	###	0	###	368	172	47	118	32	78	21	0	0	19,675	9,894	50	7,852	40	1,720	9	25	0	184	1	0	0	
Mar-22	0	0	###	0	###	490	252	51	170	35	68	14	0	0	23,706	12,250	52	9,291	39	1,930	8	27	0	208	1	0	0	
Apr-22	0	0	###	0	###	485	224	46	173	36	87	18	1	0	20,507	10,642	52	8,105	40	1,578	8	23	0	159	1	0	0	
May-22	0	0	###	0	###	392	168	43	156	40	67	17	1	0	18,019	9,179	51	6,948	39	1,667	9	28	0	183	1	14	0	
Jun-22	0	0	###	0	###	408	183	45	164	40	57	14	4	1	18,930	9,687	51	7,503	40	1,481	8	35	0	224	1	0	0	
Jul-22	0	0	###	0	###	321	133	41	142	44	46	14	0	0	17,114	8,780	51	6,770	40	1,333	8	26	0	205	1	0	0	
Aug-22	0	0	###	0	###	427	203	48	173	41	50	12	1	0	19,540	10,332	53	7,552	39	1,363	7	33	0	260	1	0	0	
Sep-22	0	0	###	0	###	365	160	44	159	44	45	12	1	0	18,291	9,619	53	6,986	38	1,453	8	24	0	209	1	0	0	
Total	0	0	###	0	###	4,796	2,220	46	1,820	38	738	15	18	0	228,226	116,914	51	90,508	40	18,019	8	340	0	2,359	1	86	0	
Oct-22	0	0	###	0	###	373	174	47	149	40	49	13	1	0	17,426	9,242	53	6,519	37	1,435	8	26	0	204	1	0	0	
Nov-22	0	0	###	0	###	375	172	46	153	41	49	13	1	0	17,240	8,772	51	6,739	39	1,397	8	28	0	229	1	75	0	
Dec-22	0	0	###	0	###	304	151	50	108	36	45	15	0	0	16,221	8,416	52	6,353	39	1,235	8	15	0	202	1	0	0	
Jan-23	0	0	###	0	###	339	156	46	129	38	47	14	7	2	17,887	9,401	53	6,731	38	1,497	8	31	0	227	1	0	0	
Feb-23	0	0	###	0	###	334	165	49	121	36	43	13	5	1	16,188	8,237	51	6,361	39	1,355	8	30	0	205	1	0	0	
Mar-23	0	0	###	0	###	368	162	44	144	39	56	15	6	2	18,719	9,444	50	7,633	41	1,388	7	31	0	223	1	0	0	
Apr-23	0	0	###	0	###	329	125	38	150	46	48	15	6	2	15,992	7,832	49	6,829	43	1,119	7	25	0	187	1	0	0	
May-23	0	0	###	0	###	312	108	35	155	50	48	15	1	0	17,601	8,520	48	7,413	42	1,405	8	48	0	215	1	0	0	
Jun-23	0	0	###	0	###	308	112	36	144	47	50	16	2	1	18,487	9,549	52	7,356	40	1,319	7	42	0	221	1	0	0	
Jul-23	0	0	###	0	###	0	0	###	0	###	0	###	0	###	0	0	###	0	###	0	###	0	###	0	###	0	###	
Aug-23	0	0	###	0	###	0	0	###	0	###	0	###	0	###	0	0	###	0	###	0	###	0	###	0	###	0	###	
Sep-23	0	0	###	0	###	0	0	###	0	###	0	###	0	###	0	0	###	0	###	0	###	0	###	0	###	0	###	
Total	0	0	###	0	###	3,042	1,325	44	1,253	41	435	14	29	1	155,761	79,413	51	61,934	40	12,150	8	276	0	1,913	1	75	0	

**Historical
Ridership
FY2000-FY2022**

7,021,115

**Historical
Ridership Through
FY2023**

7,176,876

Macatawa Area Express Transportation Authority

Meeting Date: July 24, 2023

Agenda Item:

Subject: Financial Reports for 6/30/2023–Unaudited

Prepared By: Julie Ziurinskas, City Finance

Recommendation: Accept Financial Reports as information

Attached are Budget Performance Reports for the nine months ended June 30, 2023 (75.00% of year). The attached reports reflect the activities of the MAX as well as capital.

Revenues

Operating revenues currently total \$3,309,658, or 33% of budget. The lower than anticipated amount is primarily a timing difference as a large portion of the revenues are not received until the end of the fiscal year. June operating revenues are composed of fare collection revenues, investment income and reimbursements from Michigan Transit Pool. Zeeland City, Zeeland Township, and Park Township are billed quarterly for services rendered and the first two quarters payments have been received. Federal Operating grant revenues are received mid-late September, and State Reimbursed PPT Tax Loss payments are typically received near the end of the fiscal year. The private donation that MAX received is also reflected in the report.

Expenses

Operating expenses for the first nine months totaled \$4,832,192, or 58% of budget, and appear to be in line with expectations.

Grant Activity

- ✓ Federal Operating Grant Revenue: \$0 of \$1,250,000 budgeted has been received. MAX receives Federal Operating grant revenues toward the end of the fiscal year, generally mid-late September.
- ✓ State Operating Grant Revenue (received at the beginning of each month) - \$1,222,299 of \$1,648,598 budgeted has been received.
- ✓ New Freedom Grant (grant request submitted after the end of each quarter) - \$61,300 of \$142,500 has been received.
- ✓ Mobility Management Federal and State Grants (grant request submitted after the end of each quarter) - \$8,682 of \$70,000 has been received.
- ✓ Federal ARPA Operating Grant Revenue: The budgeted amount of \$452,778 has been drawn down and received.



Budget by Organization Report

Through 06/30/23
Prior Fiscal Year Activity Excluded
Detail Listing

Classification	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year YTD
Fund 103 - General Fund									
REVENUE									
Department 000 - General Revenues									
INTEREST AND RENTS	9,223.00	.00	9,223.00	6,130.09	.00	36,752.82	(27,529.82)	398	2,181.03
OTHER	1,000.00	.00	1,000.00	51.61	.00	480,885.63	(479,885.63)	48089	46.15
Department 000 - General Revenues Totals	\$10,223.00	\$0.00	\$10,223.00	\$6,181.70	\$0.00	\$517,638.45	(\$507,415.45)	5063%	\$2,227.18
Department 537 - Routine Transit Operations									
Division 4 - General									
TAXES	1,194,211.00	.00	1,194,211.00	.85	.00	(34,506.20)	1,228,717.20	-3	28,478.88
STATE REVENUE SHARING	88,878.00	.00	88,878.00	11.43	.00	11.43	88,866.57	0	1,238.05
CHARGES FOR SERVICE	150,500.00	.00	150,500.00	24,222.85	.00	154,958.15	(4,458.15)	103	38,224.15
INTEREST AND RENTS	25,000.00	.00	25,000.00	.00	.00	3,946.05	21,053.95	16	11,741.93
OTHER	30,100.00	.00	30,100.00	(119.15)	.00	187,754.01	(157,654.01)	624	811.41
GAIN ON DISPOSAL OF CAPITAL ASSETS	15,000.00	.00	15,000.00	.00	.00	6,479.00	8,521.00	43	18,183.40
LOAN PROCEEDS	.00	.00	.00	.00	.00	.00	.00	+++	.00
Division 4 - General Totals	\$1,503,689.00	\$0.00	\$1,503,689.00	\$24,115.98	\$0.00	\$318,642.44	\$1,185,046.56	21%	\$98,677.82
Division 5 - Grants									
FEDERAL GRANTS	1,702,778.00	4,070,017.00	5,772,795.00	452,778.00	.00	976,939.50	4,795,855.50	17	1,000,289.00
STATE GRANTS	1,648,598.00	751,305.00	2,399,903.00	192,578.45	.00	1,280,802.19	1,119,100.81	53	1,269,250.06
OTHER	.00	.00	.00	.00	.00	.00	.00	+++	.00
Division 5 - Grants Totals	\$3,351,376.00	\$4,821,322.00	\$8,172,698.00	\$645,356.45	\$0.00	\$2,257,741.69	\$5,914,956.31	28%	\$2,269,539.06
Division 6 - Operating Assistance									
CHARGES FOR SERVICE	247,222.00	.00	247,222.00	49,136.48	.00	147,242.50	99,979.50	60	146,356.96
OTHER	.00	.00	.00	.00	.00	.00	.00	+++	.00
Division 6 - Operating Assistance Totals	\$247,222.00	\$0.00	\$247,222.00	\$49,136.48	\$0.00	\$147,242.50	\$99,979.50	60%	\$146,356.96
Division N - New Freedom									
TAXES	142,500.00	.00	142,500.00	.00	.00	61,300.00	81,200.00	43	.00
CHARGES FOR SERVICE	.00	.00	.00	.00	.00	7,093.00	(7,093.00)	+++	3,158.00
Division N - New Freedom Totals	\$142,500.00	\$0.00	\$142,500.00	\$0.00	\$0.00	\$68,393.00	\$74,107.00	48%	\$3,158.00
Division T - Trolley									
CHARGES FOR SERVICE	.00	.00	.00	.00	.00	.00	.00	+++	.00
Division T - Trolley Totals	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
Department 537 - Routine Transit Operations Totals	\$5,244,787.00	\$4,821,322.00	\$10,066,109.00	\$718,608.91	\$0.00	\$2,792,019.63	\$7,274,089.37	28%	\$2,517,731.84
REVENUE TOTALS	\$5,255,010.00	\$4,821,322.00	\$10,076,332.00	\$724,790.61	\$0.00	\$3,309,658.08	\$6,766,673.92	33%	\$2,519,959.02
EXPENSE									
Department 171 - Management & Administration									
PERSONNEL SERVICES	381,550.00	(20,686.00)	360,864.00	34,988.05	.00	318,429.83	42,434.17	88	238,014.52
OTHER CURRENT EXPENDITURES	349,600.00	(18,958.00)	330,642.00	29,737.62	10,234.60	245,972.82	74,434.58	77	279,263.64
DEBT SERVICE	.00	.00	.00	.00	.00	.00	.00	+++	1,470,810.38
Division N - New Freedom									
PERSONNEL SERVICES	.00	20,686.00	20,686.00	.00	.00	10,721.03	9,964.97	52	14,292.80



Budget by Organization Report

Through 06/30/23
Prior Fiscal Year Activity Excluded
Detail Listing

Classification	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year YTD
Fund 103 - General Fund									
EXPENSE									
Department 171 - Management & Administration									
Division N - New Freedom									
OTHER CURRENT EXPENDITURES	.00	18,958.00	18,958.00	.00	.00	8,190.89	10,767.11	43	16,875.21
DEBT SERVICE	.00	.00	.00	.00	.00	.00	.00	+++	3,159.73
Division N - New Freedom Totals	\$0.00	\$39,644.00	\$39,644.00	\$0.00	\$0.00	\$18,911.92	\$20,732.08	48%	\$34,327.74
Department 171 - Management & Administration Totals	\$731,150.00	\$0.00	\$731,150.00	\$64,725.67	\$10,234.60	\$583,314.57	\$137,600.83	81%	\$2,022,416.28
Department 266 - Customer Service & Marketing									
PERSONNEL SERVICES	528,085.00	(28,642.00)	499,443.00	41,944.90	.00	350,103.97	149,339.03	70	300,927.33
OTHER CURRENT EXPENDITURES	.00	.00	.00	.00	.00	.00	.00	+++	.00
Division M - Mobility Grant									
PERSONNEL SERVICES	.00	70,000.00	70,000.00	5,301.78	.00	26,805.69	43,194.31	38	9,455.34
OTHER CURRENT EXPENDITURES	.00	.00	.00	.00	.00	.00	.00	+++	.00
CAPITAL OUTLAY	.00	.00	.00	.00	.00	.00	.00	+++	.00
Division M - Mobility Grant Totals	\$0.00	\$70,000.00	\$70,000.00	\$5,301.78	\$0.00	\$26,805.69	\$43,194.31	38%	\$9,455.34
Division N - New Freedom									
PERSONNEL SERVICES	.00	28,642.00	28,642.00	.00	.00	11,356.16	17,285.84	40	18,083.94
OTHER CURRENT EXPENDITURES	.00	.00	.00	.00	.00	.00	.00	+++	.00
Division N - New Freedom Totals	\$0.00	\$28,642.00	\$28,642.00	\$0.00	\$0.00	\$11,356.16	\$17,285.84	40%	\$18,083.94
Department 266 - Customer Service & Marketing Totals	\$528,085.00	\$70,000.00	\$598,085.00	\$47,246.68	\$0.00	\$388,265.82	\$209,819.18	65%	\$328,466.61
Department 537 - Routine Transit Operations									
PERSONNEL SERVICES	2,755,395.00	(149,433.00)	2,605,962.00	206,230.82	.00	1,888,916.75	717,045.25	72	1,751,822.10
OTHER CURRENT EXPENDITURES	594,300.00	(32,226.00)	562,074.00	4,945.59	38,240.00	388,529.87	135,304.13	76	518,045.91
Division N - New Freedom									
PERSONNEL SERVICES	.00	149,433.00	149,433.00	6,618.51	.00	89,009.30	60,423.70	60	143,504.81
OTHER CURRENT EXPENDITURES	.00	32,226.00	32,226.00	.00	.00	13,679.46	18,546.54	42	30,492.86
Division N - New Freedom Totals	\$0.00	\$181,659.00	\$181,659.00	\$6,618.51	\$0.00	\$102,688.76	\$78,970.24	57%	\$173,997.67
Division T - Trolley									
PERSONNEL SERVICES	.00	.00	.00	.00	.00	.00	.00	+++	.00
OTHER CURRENT EXPENDITURES	.00	.00	.00	.00	.00	.00	.00	+++	.00
Division T - Trolley Totals	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
Department 537 - Routine Transit Operations Totals	\$3,349,695.00	\$0.00	\$3,349,695.00	\$217,794.92	\$38,240.00	\$2,380,135.38	\$931,319.62	72%	\$2,443,865.68
Department 591 - Transit Maintenance									
PERSONNEL SERVICES	223,953.00	(12,150.00)	211,803.00	23,257.11	.00	185,041.27	26,761.73	87	143,656.97
OTHER CURRENT EXPENDITURES	422,127.00	(22,905.00)	399,222.00	36,093.05	.00	360,340.18	38,881.82	90	351,680.73
Division N - New Freedom									
PERSONNEL SERVICES	.00	12,150.00	12,150.00	.00	.00	5,737.75	6,412.25	47	8,620.03
OTHER CURRENT EXPENDITURES	.00	22,905.00	22,905.00	.00	.00	12,056.09	10,848.91	53	20,998.65
Division N - New Freedom Totals	\$0.00	\$35,055.00	\$35,055.00	\$0.00	\$0.00	\$17,793.84	\$17,261.16	51%	\$29,618.68
Department 591 - Transit Maintenance Totals	\$646,080.00	\$0.00	\$646,080.00	\$59,350.16	\$0.00	\$563,175.29	\$82,904.71	87%	\$524,956.38



Budget by Organization Report

Through 06/30/23
Prior Fiscal Year Activity Excluded
Detail Listing

Classification	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year YTD
Fund 103 - General Fund									
EXPENSE									
Department 890 - Contingencies Appropriation									
CONTINGENCIES	.00	.00	.00	.00	.00	.00	.00	+++	.00
Department 890 - Contingencies Appropriation Totals	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
Department CAP - Capital Outlay									
CAPITAL OUTLAY	.00	4,608,822.00	4,608,822.00	11,773.46	882,882.94	917,301.16	2,808,637.90	39	438,665.46
Department CAP - Capital Outlay Totals	\$0.00	\$4,608,822.00	\$4,608,822.00	\$11,773.46	\$882,882.94	\$917,301.16	\$2,808,637.90	39%	\$438,665.46
EXPENSE TOTALS	\$5,255,010.00	\$4,678,822.00	\$9,933,832.00	\$400,890.89	\$931,357.54	\$4,832,192.22	\$4,170,282.24	58%	\$5,758,370.41
Fund 103 - General Fund Totals									
REVENUE TOTALS	5,255,010.00	4,821,322.00	10,076,332.00	724,790.61	.00	3,309,658.08	6,766,673.92	33%	2,519,959.02
EXPENSE TOTALS	5,255,010.00	4,678,822.00	9,933,832.00	400,890.89	931,357.54	4,832,192.22	4,170,282.24	58%	5,758,370.41
Fund 103 - General Fund Totals	\$0.00	\$142,500.00	\$142,500.00	\$323,899.72	(\$931,357.54)	(\$1,522,534.14)	\$2,596,391.68		(\$3,238,411.39)
Grand Totals									
REVENUE TOTALS	5,255,010.00	4,821,322.00	10,076,332.00	724,790.61	.00	3,309,658.08	6,766,673.92	33%	2,519,959.02
EXPENSE TOTALS	5,255,010.00	4,678,822.00	9,933,832.00	400,890.89	931,357.54	4,832,192.22	4,170,282.24	58%	5,758,370.41
Grand Totals	\$0.00	\$142,500.00	\$142,500.00	\$323,899.72	(\$931,357.54)	(\$1,522,534.14)	\$2,596,391.68		(\$3,238,411.39)



Expense Budget Performance Report

Fiscal Year to Date 06/30/23

Exclude Rollup Account

Account	Account Description	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year YTD
Fund 103 - General Fund										
Department 171 - Management & Administration										
EXPENSE										
710701.0	Payroll-Regular General	246,900.00	(20,686.00)	226,214.00	21,809.60	.00	216,162.63	10,051.37	96	168,105.19
710701.25	Payroll-Regular Human Resources	28,000.00	.00	28,000.00	.00	.00	.00	28,000.00	0	.00
710707.0	Payroll-Temporary Help General	.00	.00	.00	.00	.00	1,223.60	(1,223.60)	+++	.00
710709.0	Payroll - Overtime General	.00	.00	.00	.00	.00	.00	.00	+++	391.78
711702	Payroll - Paid Time Off	17,000.00	.00	17,000.00	2,497.30	.00	17,136.78	(136.78)	101	11,891.08
711703	Payroll - Holidays	7,200.00	.00	7,200.00	1,512.96	.00	5,308.57	1,891.43	74	3,899.05
711705	Payroll - Bereavement	.00	.00	.00	.00	.00	1,447.54	(1,447.54)	+++	.00
711712	Special Pay - One Time	250.00	.00	250.00	.00	.00	.00	250.00	0	236.37
711714	Safety Incentive	800.00	.00	800.00	.00	.00	487.79	312.21	61	329.95
711716.1	Insurance Health	32,000.00	.00	32,000.00	3,670.74	.00	30,924.19	1,075.81	97	21,387.06
711716.2	Insurance Dental	2,500.00	.00	2,500.00	309.84	.00	2,270.20	229.80	91	1,531.08
711716.4	Insurance Vision	600.00	.00	600.00	98.10	.00	713.33	(113.33)	119	417.17
711717	Insurance - Life & AD&D	300.00	.00	300.00	40.15	.00	283.43	16.57	94	210.32
711718	Retirement Contribution	18,000.00	.00	18,000.00	2,442.55	.00	19,160.40	(1,160.40)	106	10,859.23
711720	Insurance - Income Protection	3,000.00	.00	3,000.00	363.17	.00	2,687.56	312.44	90	1,970.05
712715	Employer FICA/Medicare Contribution	20,500.00	.00	20,500.00	1,937.63	.00	17,817.67	2,682.33	87	13,908.07
712724	Workers Comp Insurance	4,500.00	.00	4,500.00	306.01	.00	2,806.14	1,693.86	62	2,878.12
721730	Postage	700.00	.00	700.00	.00	.00	628.33	71.67	90	364.44
721740.0	Operating Supplies General	7,000.00	.00	7,000.00	1,202.90	.00	7,192.31	(192.31)	103	11,595.28
721740.TECH	Operating Supplies Equipment IT	1,000.00	.00	1,000.00	89.99	.00	5,959.34	(4,959.34)	596	3,387.77
721905	Photocopies	1,500.00	.00	1,500.00	.00	.00	.00	1,500.00	0	.00
722801.9000	Contractual-Promotions/Printing Printing	5,000.00	.00	5,000.00	.00	.00	.00	5,000.00	0	745.92
722801.9010	Contractual-Promotions/Printing Advertising/Promotional	50,000.00	(18,958.00)	31,042.00	387.56	.00	7,889.03	23,152.97	25	20,516.87
722801.9080	Contractual-Promotions/Printing Publishing-News Media	5,500.00	.00	5,500.00	520.00	.00	3,004.15	2,495.85	55	4,577.52
722803.9	Contractual-Human Resources Flex Benefits	2,400.00	.00	2,400.00	153.02	.00	1,651.70	748.30	69	1,666.37
722803.10	Contractual-Human Resources Employee Assistance	1,000.00	.00	1,000.00	1,080.00	.00	1,080.00	(80.00)	108	884.19
722804	Contractual-Legal	4,000.00	.00	4,000.00	2,480.00	.00	6,430.00	(2,430.00)	161	2,321.95
722805.1	Contractual-Finance/Property Independent Audit	12,000.00	.00	12,000.00	.00	.00	10,762.52	1,237.48	90	10,477.06
722805.4	Contractual-Finance/Property Financial Service Fees	10,000.00	.00	10,000.00	853.33	.00	6,345.36	3,654.64	63	7,333.55
722805.12	Contractual-Finance/Property Accounting & Collections	85,000.00	.00	85,000.00	7,126.75	.00	69,664.41	15,335.59	82	74,345.84
722808.2	Contractual-Buildings & Grounds Greenway Solid Waste Disposal	1,000.00	.00	1,000.00	.00	.00	692.85	307.15	69	761.64
722808.3	Contractual-Buildings & Grounds Depot Solid Waste Disposal	700.00	.00	700.00	.00	.00	596.13	103.87	85	568.65
722809.41	Contractual-Miscellaneous Services	50,000.00	.00	50,000.00	7,572.65	10,234.60	38,839.53	925.87	98	56,259.89
723850.0	Communications Telephone	8,000.00	.00	8,000.00	728.85	.00	4,182.98	3,817.02	52	4,824.44
723850.CELL	Communications Cellular	12,000.00	.00	12,000.00	1,109.82	.00	8,826.92	3,173.08	74	7,440.12
723860	Travel, Conf, Seminars	8,000.00	.00	8,000.00	486.89	.00	1,812.05	6,187.95	23	7,312.56



Expense Budget Performance Report

Fiscal Year to Date 06/30/23
Exclude Rollup Account

Account	Account Description	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year YTD
Fund 103 - General Fund										
Department 171 - Management & Administration										
EXPENSE										
723920.1	Public Utilities Depot	20,000.00	.00	20,000.00	3,268.87	.00	19,990.67	9.33	100	16,273.61
723920.2	Public Utilities Greenway	35,000.00	.00	35,000.00	2,062.35	.00	22,093.86	12,906.14	63	20,090.59
723955.0	Miscellaneous General	2,500.00	.00	2,500.00	.00	.00	933.14	1,566.86	37	1,091.10
723955.11	Miscellaneous Internet Ticket Sales	.00	.00	.00	322.27	.00	1,920.40	(1,920.40)	+++	61.98
723960	Education & Training	1,500.00	.00	1,500.00	.00	.00	8,374.80	(6,874.80)	558	3,487.56
723961	Dues & Subscriptions	15,000.00	.00	15,000.00	.00	.00	12,008.80	2,991.20	80	12,603.86
723963.2	Write-Offs Uncoll Property Taxes	.00	.00	.00	25.91	.00	(165.24)	165.24	+++	45.07
723964.2	Refunds Property Tax Prior Years	800.00	.00	800.00	.00	.00	32.23	767.77	4	1,505.21
723969	Employee Events	10,000.00	.00	10,000.00	266.46	.00	5,226.55	4,773.45	52	8,720.60
740991.0	Principal Payment General	.00	.00	.00	.00	.00	.00	.00	+++	1,417,847.00
740995.0	Interest Payment General	.00	.00	.00	.00	.00	.00	.00	+++	52,963.38
EXPENSE TOTALS		\$731,150.00	(\$39,644.00)	\$691,506.00	\$64,725.67	\$10,234.60	\$564,402.65	\$116,868.75	83%	\$1,988,088.54
Division N - New Freedom										
EXPENSE										
710701.0	Payroll-Regular General	.00	20,686.00	20,686.00	.00	.00	7,351.59	13,334.41	36	10,109.13
710707.0	Payroll-Temporary Help General	.00	.00	.00	.00	.00	62.80	(62.80)	+++	.00
710709.0	Payroll - Overtime General	.00	.00	.00	.00	.00	.00	.00	+++	22.59
711702	Payroll - Paid Time Off	.00	.00	.00	.00	.00	530.68	(530.68)	+++	705.70
711703	Payroll - Holidays	.00	.00	.00	.00	.00	192.87	(192.87)	+++	232.23
711705	Payroll - Bereavement	.00	.00	.00	.00	.00	73.98	(73.98)	+++	.00
711712	Special Pay - One Time	.00	.00	.00	.00	.00	.00	.00	+++	13.63
711714	Safety Incentive	.00	.00	.00	.00	.00	12.21	(12.21)	+++	20.05
711716.1	Insurance Health	.00	.00	.00	.00	.00	1,031.20	(1,031.20)	+++	1,280.19
711716.2	Insurance Dental	.00	.00	.00	.00	.00	70.87	(70.87)	+++	91.53
711716.4	Insurance Vision	.00	.00	.00	.00	.00	22.10	(22.10)	+++	24.95
711717	Insurance - Life & AD&D	.00	.00	.00	.00	.00	7.99	(7.99)	+++	12.60
711718	Retirement Contribution	.00	.00	.00	.00	.00	590.01	(590.01)	+++	653.79
711720	Insurance - Income Protection	.00	.00	.00	.00	.00	77.14	(77.14)	+++	118.43
712715	Employer FICA/Medicare Contribution	.00	.00	.00	.00	.00	601.57	(601.57)	+++	835.46
712724	Workers Comp Insurance	.00	.00	.00	.00	.00	96.02	(96.02)	+++	172.52
721730	Postage	.00	.00	.00	.00	.00	25.44	(25.44)	+++	21.38
721740.0	Operating Supplies General	.00	.00	.00	.00	.00	225.15	(225.15)	+++	701.40
721740.TECH	Operating Supplies Equipment IT	.00	.00	.00	.00	.00	295.95	(295.95)	+++	314.30
722801.9000	Contractual-Promotions/Printing Printing	.00	.00	.00	.00	.00	.00	.00	+++	47.08
722801.9010	Contractual-Promotions/Printing Advertising/Promotional	.00	18,958.00	18,958.00	.00	.00	207.75	18,750.25	1	1,263.81
722801.9080	Contractual-Promotions/Printing Publishing-News Media	.00	.00	.00	.00	.00	95.91	(95.91)	+++	275.84



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Account	Account Description	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year YTD
Fund 103 - General Fund										
Department 171 - Management & Administration										
Division N - New Freedom										
EXPENSE										
722803.9	Contractual-Human Resources Flex Benefits	.00	.00	.00	.00	.00	58.58	(58.58)	+++	100.52
722803.10	Contractual-Human Resources Employee Assistance	.00	.00	.00	.00	.00	.00	.00	+++	55.81
722804	Contractual-Legal	.00	.00	.00	.00	.00	185.00	(185.00)	+++	142.55
722805.1	Contractual-Finance/Property Independent Audit	.00	.00	.00	.00	.00	537.48	(537.48)	+++	622.94
722805.4	Contractual-Finance/Property Financial Service Fees	.00	.00	.00	.00	.00	181.84	(181.84)	+++	444.53
722805.12	Contractual-Finance/Property Accounting & Collections	.00	.00	.00	.00	.00	2,080.43	(2,080.43)	+++	4,486.68
722808.2	Contractual-Buildings & Grounds Greenway Solid Waste Disposal	.00	.00	.00	.00	.00	26.59	(26.59)	+++	45.86
722808.3	Contractual-Buildings & Grounds Depot Solid Waste Disposal	.00	.00	.00	.00	.00	19.80	(19.80)	+++	34.44
722809.41	Contractual-Miscellaneous Services	.00	.00	.00	.00	.00	1,295.59	(1,295.59)	+++	3,332.57
723850.0	Communications Telephone	.00	.00	.00	.00	.00	133.98	(133.98)	+++	290.38
723850.CELL	Communications Cellular	.00	.00	.00	.00	.00	278.33	(278.33)	+++	447.38
723860	Travel, Conf, Seminars	.00	.00	.00	.00	.00	24.78	(24.78)	+++	434.75
723920.1	Public Utilities Depot	.00	.00	.00	.00	.00	633.19	(633.19)	+++	978.74
723920.2	Public Utilities Greenway	.00	.00	.00	.00	.00	797.23	(797.23)	+++	1,200.24
723955.0	Miscellaneous General	.00	.00	.00	.00	.00	47.19	(47.19)	+++	62.90
723955.11	Miscellaneous Internet Ticket Sales	.00	.00	.00	.00	.00	59.77	(59.77)	+++	3.91
723960	Education & Training	.00	.00	.00	.00	.00	195.20	(195.20)	+++	209.44
723961	Dues & Subscriptions	.00	.00	.00	.00	.00	577.50	(577.50)	+++	743.71
723963.2	Write-Offs Uncoll Property Taxes	.00	.00	.00	.00	.00	191.15	(191.15)	+++	2.84
723964.2	Refunds Property Tax Prior Years	.00	.00	.00	.00	.00	.11	(.11)	+++	92.84
723969	Employee Events	.00	.00	.00	.00	.00	16.95	(16.95)	+++	518.37
740995.0	Interest Payment General	.00	.00	.00	.00	.00	.00	.00	+++	3,159.73
EXPENSE TOTALS		\$0.00	\$39,644.00	\$39,644.00	\$0.00	\$0.00	\$18,911.92	\$20,732.08	48%	\$34,327.74
Division N - New Freedom Totals		\$0.00	(\$39,644.00)	(\$39,644.00)	\$0.00	\$0.00	(\$18,911.92)	(\$20,732.08)	48%	(\$34,327.74)
Department 171 - Management & Administration Totals		(\$731,150.00)	\$0.00	(\$731,150.00)	(\$64,725.67)	(\$10,234.60)	(\$583,314.57)	(\$137,600.83)	81%	(\$2,022,416.28)
Department 266 - Customer Service & Marketing										
EXPENSE										
710701.0	Payroll-Regular General	340,000.00	(28,642.00)	311,358.00	23,932.10	.00	215,685.44	95,672.56	69	191,138.70
710707.0	Payroll-Temporary Help General	14,000.00	.00	14,000.00	2,322.32	.00	12,381.12	1,618.88	88	7,818.12
710709.0	Payroll - Overtime General	200.00	.00	200.00	95.98	.00	563.51	(363.51)	282	208.86
711702	Payroll - Paid Time Off	14,200.00	.00	14,200.00	1,023.34	.00	8,002.70	6,197.30	56	9,477.98
711703	Payroll - Holidays	7,000.00	.00	7,000.00	1,340.80	.00	5,135.56	1,864.44	73	4,519.86
711705	Payroll - Bereavement	100.00	.00	100.00	.00	.00	355.15	(255.15)	355	363.56
711712	Special Pay - One Time	100.00	.00	100.00	.00	.00	1,213.52	(1,113.52)	1214	94.55
711714	Safety Incentive	1,500.00	.00	1,500.00	.00	.00	705.47	794.53	47	707.17



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Fund 103 - General Fund										
Department 266 - Customer Service & Marketing										
EXPENSE										
711715	Shift Premium	.00	.00	.00	86.40	.00	343.20	(343.20)	+++	.00
711716.1	Insurance Health	90,000.00	.00	90,000.00	7,243.96	.00	56,426.65	33,573.35	63	45,982.91
711716.2	Insurance Dental	5,000.00	.00	5,000.00	518.56	.00	3,828.77	1,171.23	77	3,002.62
711716.4	Insurance Vision	1,200.00	.00	1,200.00	157.16	.00	1,160.22	39.78	97	922.10
711717	Insurance - Life & AD&D	800.00	.00	800.00	72.27	.00	623.74	176.26	78	529.14
711718	Retirement Contribution	19,300.00	.00	19,300.00	2,141.45	.00	17,614.71	1,685.29	91	12,217.60
711720	Insurance - Income Protection	4,500.00	.00	4,500.00	427.83	.00	3,681.89	818.11	82	3,242.23
712715	Employer FICA/Medicare Contribution	23,185.00	.00	23,185.00	2,093.21	.00	17,828.44	5,356.56	77	15,731.90
712724	Workers Comp Insurance	7,000.00	.00	7,000.00	489.52	.00	4,553.88	2,446.12	65	4,970.03
EXPENSE TOTALS		\$528,085.00	(\$28,642.00)	\$499,443.00	\$41,944.90	\$0.00	\$350,103.97	\$149,339.03	70%	\$300,927.33
Division M - Mobility Grant										
EXPENSE										
710701.0	Payroll-Regular General	.00	70,000.00	70,000.00	4,939.54	.00	23,015.68	46,984.32	33	7,150.72
710707.0	Payroll-Temporary Help General	.00	.00	.00	.00	.00	90.90	(90.90)	+++	.00
711702	Payroll - Paid Time Off	.00	.00	.00	.00	.00	89.15	(89.15)	+++	.00
711714	Safety Incentive	.00	.00	.00	.00	.00	25.00	(25.00)	+++	.00
711716.1	Insurance Health	.00	.00	.00	.00	.00	989.21	(989.21)	+++	1,000.21
711716.2	Insurance Dental	.00	.00	.00	.00	.00	64.55	(64.55)	+++	67.41
711716.4	Insurance Vision	.00	.00	.00	.00	.00	19.59	(19.59)	+++	23.33
711717	Insurance - Life & AD&D	.00	.00	.00	.00	.00	8.60	(8.60)	+++	57.12
711718	Retirement Contribution	.00	.00	.00	.00	.00	678.02	(678.02)	+++	484.19
711720	Insurance - Income Protection	.00	.00	.00	.00	.00	70.96	(70.96)	+++	75.58
712715	Employer FICA/Medicare Contribution	.00	.00	.00	362.24	.00	1,754.03	(1,754.03)	+++	596.78
EXPENSE TOTALS		\$0.00	\$70,000.00	\$70,000.00	\$5,301.78	\$0.00	\$26,805.69	\$43,194.31	38%	\$9,455.34
Division M - Mobility Grant Totals		\$0.00	(\$70,000.00)	(\$70,000.00)	(\$5,301.78)	\$0.00	(\$26,805.69)	(\$43,194.31)	38%	(\$9,455.34)
Division N - New Freedom										
EXPENSE										
710701.0	Payroll-Regular General	.00	28,642.00	28,642.00	.00	.00	7,142.07	21,499.93	25	11,495.60
710707.0	Payroll-Temporary Help General	.00	.00	.00	.00	.00	263.46	(263.46)	+++	459.98
710709.0	Payroll - Overtime General	.00	.00	.00	.00	.00	1.38	(1.38)	+++	12.33
711702	Payroll - Paid Time Off	.00	.00	.00	.00	.00	309.93	(309.93)	+++	569.67
711703	Payroll - Holidays	.00	.00	.00	.00	.00	192.84	(192.84)	+++	269.66
711705	Payroll - Bereavement	.00	.00	.00	.00	.00	14.69	(14.69)	+++	22.70
711712	Special Pay - One Time	.00	.00	.00	.00	.00	9.49	(9.49)	+++	5.45
711714	Safety Incentive	.00	.00	.00	.00	.00	19.53	(19.53)	+++	42.83
711716.1	Insurance Health	.00	.00	.00	.00	.00	1,798.23	(1,798.23)	+++	2,763.30



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Fund 103 - General Fund										
Department 266 - Customer Service & Marketing										
Division N - New Freedom										
EXPENSE										
711716.2	Insurance Dental	.00	.00	.00	.00	.00	122.79	(122.79)	+++	180.47
711716.4	Insurance Vision	.00	.00	.00	.00	.00	37.15	(37.15)	+++	55.43
711717	Insurance - Life & AD&D	.00	.00	.00	.00	.00	20.57	(20.57)	+++	31.81
711718	Retirement Contribution	.00	.00	.00	.00	.00	565.34	(565.34)	+++	736.54
711720	Insurance - Income Protection	.00	.00	.00	.00	.00	121.25	(121.25)	+++	195.02
712715	Employer FICA/Medicare Contribution	.00	.00	.00	.00	.00	580.52	(580.52)	+++	945.26
712724	Workers Comp Insurance	.00	.00	.00	.00	.00	156.92	(156.92)	+++	297.89
EXPENSE TOTALS		\$0.00	\$28,642.00	\$28,642.00	\$0.00	\$0.00	\$11,356.16	\$17,285.84	40%	\$18,083.94
Division N - New Freedom Totals		\$0.00	(\$28,642.00)	(\$28,642.00)	\$0.00	\$0.00	(\$11,356.16)	(\$17,285.84)	40%	(\$18,083.94)
Department 266 - Customer Service & Marketing Totals		(\$528,085.00)	(\$70,000.00)	(\$598,085.00)	(\$47,246.68)	\$0.00	(\$388,265.82)	(\$209,819.18)	65%	(\$328,466.61)
Department 537 - Routine Transit Operations										
EXPENSE										
710701.1	Payroll-Regular Drivers	990,000.00	(149,433.00)	840,567.00	77,270.82	.00	743,613.52	96,953.48	88	696,708.72
710701.2	Payroll-Regular Other Operations	375,000.00	.00	375,000.00	25,605.84	.00	238,944.44	136,055.56	64	245,151.72
710701.3	Payroll-Regular Dispatch	110,000.00	.00	110,000.00	6,489.93	.00	64,470.35	45,529.65	59	74,249.08
710707.1	Payroll-Temporary Help Drivers	95,000.00	.00	95,000.00	8,626.84	.00	78,484.02	16,515.98	83	67,577.53
710707.2	Payroll-Temporary Help Other Operations	35,000.00	.00	35,000.00	3,897.28	.00	39,176.87	(4,176.87)	112	21,543.43
710707.3	Payroll-Temporary Help Temporary Help Dispatch	.00	.00	.00	2.72	.00	2.72	(2.72)	+++	.00
710709.1	Payroll - Overtime Drivers	64,400.00	.00	64,400.00	8,133.85	.00	60,028.12	4,371.88	93	38,850.19
710709.2	Payroll - Overtime Other Operations	30,000.00	.00	30,000.00	2,737.35	.00	25,501.50	4,498.50	85	21,694.45
710709.3	Payroll - Overtime Dispatch	13,050.00	.00	13,050.00	1,014.80	.00	3,896.90	9,153.10	30	7,334.32
711702	Payroll - Paid Time Off	183,350.00	.00	183,350.00	6,736.57	.00	67,246.47	116,103.53	37	52,542.37
711703	Payroll - Holidays	40,000.00	.00	40,000.00	5,948.32	.00	23,838.20	16,161.80	60	24,603.41
711705	Payroll - Bereavement	.00	.00	.00	.00	.00	190.74	(190.74)	+++	521.93
711712	Special Pay - One Time	850.00	.00	850.00	1,863.46	.00	13,019.23	(12,169.23)	1532	990.72
711714	Safety Incentive	10,000.00	.00	10,000.00	(2.72)	.00	4,094.75	5,905.25	41	4,008.13
711715	Shift Premium	.00	.00	.00	1,480.20	.00	6,042.00	(6,042.00)	+++	.00
711716.1	Insurance Health	427,416.00	.00	427,416.00	26,131.76	.00	256,547.37	170,868.63	60	263,625.19
711716.2	Insurance Dental	28,312.00	.00	28,312.00	1,844.32	.00	18,348.56	9,963.44	65	19,476.34
711716.4	Insurance Vision	7,937.00	.00	7,937.00	572.68	.00	5,503.47	2,433.53	69	5,829.06
711717	Insurance - Life & AD&D	3,500.00	.00	3,500.00	303.41	.00	2,503.05	996.95	72	2,566.02
711718	Retirement Contribution	110,000.00	.00	110,000.00	11,225.13	.00	88,852.14	21,147.86	81	67,682.10
711720	Insurance - Income Protection	37,532.00	.00	37,532.00	2,331.49	.00	20,257.15	17,274.85	54	23,761.81
711725	Compensated Absences Adjustment	24,611.00	.00	24,611.00	.00	.00	.00	24,611.00	0	.00
712715	Employer FICA/Medicare Contribution	129,437.00	.00	129,437.00	10,958.11	.00	97,747.33	31,689.67	76	88,255.43
712723	Unemployment Comp Insurance	5,000.00	.00	5,000.00	.00	.00	3,097.45	1,902.55	62	.00



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Fund 103 - General Fund										
Department 537 - Routine Transit Operations										
EXPENSE										
712724	Workers Comp Insurance	35,000.00	.00	35,000.00	3,058.66	.00	27,510.40	7,489.60	79	24,850.15
721742	Anti-Freeze & Oil	1,200.00	.00	1,200.00	418.59	.00	2,653.77	(1,453.77)	221	1,475.13
721744.UNIF	Clothing Uniforms	21,000.00	.00	21,000.00	222.00	3,000.00	2,779.83	15,220.17	28	11,183.36
721748.0	Gasoline General	350,000.00	(32,226.00)	317,774.00	.00	.00	202,013.04	115,760.96	64	202,216.81
721939.3	Vehicle Maintenance Tires	20,000.00	.00	20,000.00	.00	35,240.00	12,705.02	(27,945.02)	240	15,051.76
722803.6	Contractual-Human Resources Drug/Alcohol Testing	10,000.00	.00	10,000.00	1,101.00	.00	7,129.54	2,870.46	71	6,172.71
723860	Travel, Conf, Seminars	7,000.00	.00	7,000.00	.00	.00	.00	7,000.00	0	5,643.76
723910.0	Commercial Insurance Premiums General	175,000.00	.00	175,000.00	3,204.00	.00	160,330.97	14,669.03	92	276,075.98
723910.1	Commercial Insurance Premiums Depot	10,000.00	.00	10,000.00	.00	.00	917.70	9,082.30	9	226.40
723964.3	Refunds Operating Assistance PY	100.00	.00	100.00	.00	.00	.00	100.00	0	.00
EXPENSE TOTALS		\$3,349,695.00	(\$181,659.00)	\$3,168,036.00	\$211,176.41	\$38,240.00	\$2,277,446.62	\$852,349.38	73%	\$2,269,868.01
Division N - New Freedom										
EXPENSE										
710701.1	Payroll-Regular Drivers	.00	149,433.00	149,433.00	5,075.72	.00	45,509.06	103,923.94	30	71,912.84
710701.2	Payroll-Regular Other Operations	.00	.00	.00	.00	.00	7,921.68	(7,921.68)	+++	14,715.40
710701.3	Payroll-Regular Dispatch	.00	.00	.00	.00	.00	2,142.26	(2,142.26)	+++	7,406.85
710707.1	Payroll-Temporary Help Drivers	.00	.00	.00	.00	.00	536.76	(536.76)	+++	1,299.48
710707.2	Payroll-Temporary Help Other Operations	.00	.00	.00	.00	.00	1,309.95	(1,309.95)	+++	1,294.26
710709.1	Payroll - Overtime Drivers	.00	.00	.00	144.23	.00	1,578.80	(1,578.80)	+++	2,789.25
710709.2	Payroll - Overtime Other Operations	.00	.00	.00	.00	.00	709.22	(709.22)	+++	1,300.17
710709.3	Payroll - Overtime Dispatch	.00	.00	.00	.00	.00	82.10	(82.10)	+++	438.85
711702	Payroll - Paid Time Off	.00	.00	.00	603.01	.00	5,304.65	(5,304.65)	+++	4,228.96
711703	Payroll - Holidays	.00	.00	.00	337.52	.00	2,123.54	(2,123.54)	+++	2,146.60
711705	Payroll - Bereavement	.00	.00	.00	.00	.00	9.50	(9.50)	+++	32.73
711712	Special Pay - One Time	.00	.00	.00	.00	.00	140.09	(140.09)	+++	59.28
711714	Safety Incentive	.00	.00	.00	.00	.00	102.53	(102.53)	+++	241.87
711715	Shift Premium	.00	.00	.00	.00	.00	91.20	(91.20)	+++	.00
711716.1	Insurance Health	.00	.00	.00	.00	.00	9,090.74	(9,090.74)	+++	15,850.44
711716.2	Insurance Dental	.00	.00	.00	.00	.00	647.49	(647.49)	+++	1,170.61
711716.4	Insurance Vision	.00	.00	.00	.00	.00	196.40	(196.40)	+++	350.44
711717	Insurance - Life & AD&D	.00	.00	.00	.00	.00	82.59	(82.59)	+++	154.82
711718	Retirement Contribution	.00	.00	.00	.00	.00	2,857.56	(2,857.56)	+++	4,082.72
711720	Insurance - Income Protection	.00	.00	.00	.00	.00	687.89	(687.89)	+++	1,431.79
712715	Employer FICA/Medicare Contribution	.00	.00	.00	458.03	.00	6,953.21	(6,953.21)	+++	11,108.00
712724	Workers Comp Insurance	.00	.00	.00	.00	.00	932.08	(932.08)	+++	1,489.45
721742	Anti-Freeze & Oil	.00	.00	.00	.00	.00	92.00	(92.00)	+++	91.76
721744.UNIF	Clothing Uniforms	.00	.00	.00	.00	.00	102.42	(102.42)	+++	657.89



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Account	Account Description	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year YTD
Fund 103 - General Fund										
Department 537 - Routine Transit Operations										
Division N - New Freedom										
EXPENSE										
721748.0	Gasoline General	.00	32,226.00	32,226.00	.00	.00	6,199.19	26,026.81	19	10,856.99
721939.3	Vehicle Maintenance Tires	.00	.00	.00	.00	.00	644.17	(644.17)	+++	918.35
722803.6	Contractual-Human Resources Drug/Alcohol Testing	.00	.00	.00	.00	.00	184.96	(184.96)	+++	372.79
723860	Travel, Conf, Seminars	.00	.00	.00	.00	.00	.00	.00	+++	356.24
723910.0	Commercial Insurance Premiums General	.00	.00	.00	.00	.00	6,411.03	(6,411.03)	+++	17,225.33
723910.1	Commercial Insurance Premiums Depot	.00	.00	.00	.00	.00	45.69	(45.69)	+++	13.51
EXPENSE TOTALS		\$0.00	\$181,659.00	\$181,659.00	\$6,618.51	\$0.00	\$102,688.76	\$78,970.24	57%	\$173,997.67
Division N - New Freedom Totals		\$0.00	(\$181,659.00)	(\$181,659.00)	(\$6,618.51)	\$0.00	(\$102,688.76)	(\$78,970.24)	57%	(\$173,997.67)
Department 537 - Routine Transit Operations Totals		(\$3,349,695.00)	\$0.00	(\$3,349,695.00)	(\$217,794.92)	(\$38,240.00)	(\$2,380,135.38)	(\$931,319.62)	72%	(\$2,443,865.68)
Department 591 - Transit Maintenance										
EXPENSE										
710701.0	Payroll-Regular General	100,000.00	(12,150.00)	87,850.00	10,048.87	.00	85,531.63	2,318.37	97	64,494.99
710707.0	Payroll-Temporary Help General	32,500.00	.00	32,500.00	5,111.68	.00	32,664.64	(164.64)	101	20,762.73
710709.0	Payroll - Overtime General	18,500.00	.00	18,500.00	843.10	.00	9,084.53	9,415.47	49	13,863.39
711702	Payroll - Paid Time Off	8,000.00	.00	8,000.00	200.24	.00	4,993.61	3,006.39	62	3,426.32
711703	Payroll - Holidays	2,000.00	.00	2,000.00	529.76	.00	2,093.24	(93.24)	105	1,389.27
711705	Payroll - Bereavement	173.00	.00	173.00	.00	.00	952.32	(779.32)	550	162.47
711712	Special Pay - One Time	.00	.00	.00	.00	.00	285.35	(285.35)	+++	.00
711714	Safety Incentive	600.00	.00	600.00	.00	.00	440.24	159.76	73	329.95
711715	Shift Premium	.00	.00	.00	468.00	.00	1,403.40	(1,403.40)	+++	.00
711716.1	Insurance Health	30,000.00	.00	30,000.00	3,163.50	.00	23,213.63	6,786.37	77	20,937.70
711716.2	Insurance Dental	3,500.00	.00	3,500.00	227.60	.00	1,688.81	1,811.19	48	1,544.98
711716.4	Insurance Vision	1,200.00	.00	1,200.00	67.00	.00	495.60	704.40	41	443.84
711717	Insurance - Life & AD&D	300.00	.00	300.00	8.03	.00	186.14	113.86	62	134.07
711718	Retirement Contribution	8,000.00	.00	8,000.00	933.26	.00	7,743.28	256.72	97	4,689.03
711720	Insurance - Income Protection	1,800.00	.00	1,800.00	80.84	.00	1,277.81	522.19	71	957.75
712715	Employer FICA/Medicare Contribution	13,380.00	.00	13,380.00	1,269.22	.00	10,180.90	3,199.10	76	7,680.08
712724	Workers Comp Insurance	4,000.00	.00	4,000.00	306.01	.00	2,806.14	1,193.86	70	2,840.40
721740.8	Operating Supplies Cleaning Materials	15,000.00	.00	15,000.00	928.51	.00	11,095.72	3,904.28	74	11,613.15
721740.18	Operating Supplies Repair Parts	.00	.00	.00	.00	.00	.00	.00	+++	1,391.11
721931.1	Building & Grounds Maintenance Depot	25,000.00	.00	25,000.00	173.24	.00	34,052.47	(9,052.47)	136	21,854.40
721931.2	Building & Grounds Maintenance Greenway	25,000.00	.00	25,000.00	1,123.18	.00	15,452.43	9,547.57	62	19,516.31
721932.1	Mechanical Maintenance Depot	500.00	.00	500.00	.00	.00	800.00	(300.00)	160	.00
721933.1	Equipment Maintenance Radio Maintenance	500.00	.00	500.00	.00	.00	58.32	441.68	12	349.05
721933.2	Equipment Maintenance Office Equipment	4,000.00	.00	4,000.00	534.23	.00	5,644.37	(1,644.37)	141	5,754.49



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Fund 103 - General Fund										
Department 591 - Transit Maintenance										
EXPENSE										
721939.1	Vehicle Maintenance Mechanical	300,000.00	(22,905.00)	277,095.00	33,333.89	.00	251,722.14	25,372.86	91	246,399.60
721939.4	Vehicle Maintenance Bodywork	3,000.00	.00	3,000.00	.00	.00	50.30	2,949.70	2	.00
721939.6	Vehicle Maintenance Graphics	3,000.00	.00	3,000.00	.00	.00	3,672.50	(672.50)	122	956.84
722808.1	Contractual-Buildings & Grounds Depot Janitorial	3,000.00	.00	3,000.00	.00	.00	.00	3,000.00	0	308.23
722808.4	Contractual-Buildings & Grounds Depot Lawn Care	10,000.00	.00	10,000.00	.00	.00	4,556.49	5,443.51	46	5,269.11
722808.5	Contractual-Buildings & Grounds Depot Snow Removal	33,127.00	.00	33,127.00	.00	.00	33,235.44	(108.44)	100	38,268.44
EXPENSE TOTALS		\$646,080.00	(\$35,055.00)	\$611,025.00	\$59,350.16	\$0.00	\$545,381.45	\$65,643.55	89%	\$495,337.70
Division N - New Freedom										
EXPENSE										
710701.0	Payroll-Regular General	.00	12,150.00	12,150.00	.00	.00	2,609.60	9,540.40	21	3,870.05
710707.0	Payroll-Temporary Help General	.00	.00	.00	.00	.00	988.48	(988.48)	+++	1,247.07
710709.0	Payroll - Overtime General	.00	.00	.00	.00	.00	341.47	(341.47)	+++	829.90
711702	Payroll - Paid Time Off	.00	.00	.00	.00	.00	174.40	(174.40)	+++	206.37
711703	Payroll - Holidays	.00	.00	.00	.00	.00	79.50	(79.50)	+++	82.73
711705	Payroll - Bereavement	.00	.00	.00	.00	.00	48.88	(48.88)	+++	9.69
711712	Special Pay - One Time	.00	.00	.00	.00	.00	14.65	(14.65)	+++	.00
711714	Safety Incentive	.00	.00	.00	.00	.00	9.76	(9.76)	+++	20.05
711716.1	Insurance Health	.00	.00	.00	.00	.00	707.14	(707.14)	+++	1,256.20
711716.2	Insurance Dental	.00	.00	.00	.00	.00	51.75	(51.75)	+++	92.68
711716.4	Insurance Vision	.00	.00	.00	.00	.00	15.16	(15.16)	+++	26.63
711717	Insurance - Life & AD&D	.00	.00	.00	.00	.00	6.58	(6.58)	+++	8.07
711718	Retirement Contribution	.00	.00	.00	.00	.00	233.67	(233.67)	+++	281.91
711720	Insurance - Income Protection	.00	.00	.00	.00	.00	44.35	(44.35)	+++	57.63
712715	Employer FICA/Medicare Contribution	.00	.00	.00	.00	.00	316.34	(316.34)	+++	460.81
712724	Workers Comp Insurance	.00	.00	.00	.00	.00	96.02	(96.02)	+++	170.24
721740.8	Operating Supplies Cleaning Materials	.00	.00	.00	.00	.00	365.77	(365.77)	+++	696.51
721740.18	Operating Supplies Repair Parts	.00	.00	.00	.00	.00	.00	.00	+++	87.81
721931.1	Building & Grounds Maintenance Depot	.00	.00	.00	.00	.00	320.13	(320.13)	+++	1,311.59
721931.2	Building & Grounds Maintenance Greenway	.00	.00	.00	.00	.00	619.58	(619.58)	+++	1,168.89
721933.1	Equipment Maintenance Radio Maintenance	.00	.00	.00	.00	.00	.00	.00	+++	21.45
721933.2	Equipment Maintenance Office Equipment	.00	.00	.00	.00	.00	162.78	(162.78)	+++	344.66
721939.1	Vehicle Maintenance Mechanical	.00	22,905.00	22,905.00	.00	.00	8,779.26	14,125.74	38	14,767.93
721939.4	Vehicle Maintenance Bodywork	.00	.00	.00	.00	.00	2.50	(2.50)	+++	.00
721939.6	Vehicle Maintenance Graphics	.00	.00	.00	.00	.00	103.50	(103.50)	+++	55.16
722808.1	Contractual-Buildings & Grounds Depot Janitorial	.00	.00	.00	.00	.00	.00	.00	+++	17.77
722808.4	Contractual-Buildings & Grounds Depot Lawn Care	.00	.00	.00	.00	.00	18.31	(18.31)	+++	311.27



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Account	Account Description	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year YTD
Fund 103 - General Fund										
Department 591 - Transit Maintenance										
Division N - New Freedom										
EXPENSE										
722808.5	Contractual-Buildings & Grounds Depot Snow Removal	.00	.00	.00	.00	.00	1,684.26	(1,684.26)	+++	2,215.61
EXPENSE TOTALS		\$0.00	\$35,055.00	\$35,055.00	\$0.00	\$0.00	\$17,793.84	\$17,261.16	51%	\$29,618.68
Division N - New Freedom Totals		\$0.00	(\$35,055.00)	(\$35,055.00)	\$0.00	\$0.00	(\$17,793.84)	(\$17,261.16)	51%	(\$29,618.68)
Department 591 - Transit Maintenance Totals		(\$646,080.00)	\$0.00	(\$646,080.00)	(\$59,350.16)	\$0.00	(\$563,175.29)	(\$82,904.71)	87%	(\$524,956.38)
Department CAP - Capital Outlay										
EXPENSE										
730975	Buildings & Structures	.00	.00	.00	.00	.00	34,809.96	(34,809.96)	+++	.00
730975.10	Buildings & Structures Grant MI-2021-010	.00	398,919.00	398,919.00	3,109.00	.00	224,466.91	174,452.09	56	92,257.96
730975.26	Buildings & Structures Grant MI-2018-026	.00	.00	.00	.00	.00	.00	.00	+++	77,038.29
730975.39	Buildings & Structures Grant MI-2020-039	.00	537,733.00	537,733.00	.00	.00	.00	537,733.00	0	28,545.00
730977	Machinery & Equipment	.00	.00	.00	3,430.00	.00	8,060.09	(8,060.09)	+++	13,339.00
730977.10	Machinery & Equipment Grant MI-2021-010	.00	295,782.00	295,782.00	199.98	6,398.92	57,171.39	232,211.69	21	23,785.85
730977.26	Machinery & Equipment Grant MI-2018-026	.00	.00	.00	.00	.00	.00	.00	+++	12,678.92
730977.33	Machinery & Equipment Grant MI-2019-033	.00	17,091.00	17,091.00	5,034.48	6,278.27	10,798.82	13.91	100	1,016.24
730977.39	Machinery & Equipment Grant MI-2020-039	.00	65,716.00	65,716.00	.00	.00	2,588.29	63,127.71	4	48,316.20
730981	Vehicle	.00	.00	.00	.00	.00	.00	.00	+++	26,366.80
730981.10	Vehicle Grant MI-2021-010	.00	2,973,581.00	2,973,581.00	.00	870,205.75	579,405.70	1,523,969.55	49	25,000.00
730981.21	Vehicle Grant MI-2017-021	.00	.00	.00	.00	.00	.00	.00	+++	15,322.00
730981.26	Vehicle Grant MI-2018-026	.00	.00	.00	.00	.00	.00	.00	+++	74,999.20
730981.39	Vehicle Grant MI-2020-039	.00	320,000.00	320,000.00	.00	.00	.00	320,000.00	0	.00
EXPENSE TOTALS		\$0.00	\$4,608,822.00	\$4,608,822.00	\$11,773.46	\$882,882.94	\$917,301.16	\$2,808,637.90	39%	\$438,665.46
Department CAP - Capital Outlay Totals		\$0.00	(\$4,608,822.00)	(\$4,608,822.00)	(\$11,773.46)	(\$882,882.94)	(\$917,301.16)	(\$2,808,637.90)	39%	(\$438,665.46)
Fund 103 - General Fund Totals		\$5,255,010.00	\$4,678,822.00	\$9,933,832.00	\$400,890.89	\$931,357.54	\$4,832,192.22	\$4,170,282.24		\$5,758,370.41
Grand Totals		\$5,255,010.00	\$4,678,822.00	\$9,933,832.00	\$400,890.89	\$931,357.54	\$4,832,192.22	\$4,170,282.24		\$5,758,370.41



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Fund 103 - General Fund										
Department 000 - General Revenues										
REVENUE										
480665	Investment Income	9,223.00	.00	9,223.00	6,130.09	.00	36,752.82	(27,529.82)	398	2,181.03
490675.0	Private Donations General	.00	.00	.00	.00	.00	480,831.22	(480,831.22)	+++	.00
490692.0	Miscellaneous General	1,000.00	.00	1,000.00	51.61	.00	54.41	945.59	5	46.15
REVENUE TOTALS		\$10,223.00	\$0.00	\$10,223.00	\$6,181.70	\$0.00	\$517,638.45	(\$507,415.45)	5063%	\$2,227.18
Department 000 - General Revenues Totals		\$10,223.00	\$0.00	\$10,223.00	\$6,181.70	\$0.00	\$517,638.45	(\$507,415.45)	5063%	\$2,227.18
Department 537 - Routine Transit Operations										
Division 4 - General										
REVENUE										
400402	Property Tax	1,164,711.00	.00	1,164,711.00	.00	.00	(37,518.26)	1,202,229.26	-3	25,041.42
400423	Service Charge in Lieu of Taxes	3,000.00	.00	3,000.00	.00	.00	.00	3,000.00	0	1,681.71
400437.0	Property Taxes IFT IFT Levy - General	25,000.00	.00	25,000.00	.00	.00	1,671.39	23,328.61	7	.00
400445	Interest & Penalties (Taxes)	1,500.00	.00	1,500.00	.85	.00	1,340.67	159.33	89	1,755.75
440573	State-Reim Local PPT Tax Loss	88,878.00	.00	88,878.00	11.43	.00	11.43	88,866.57	0	1,238.05
460644.1	Concessions & Commissions Bus Signage-Advertising Commiss	20,000.00	.00	20,000.00	8,907.25	.00	15,347.75	4,652.25	77	7,826.50
460651.1B	Use & Admissions Fees Fares-Bus Fleet Rental	7,500.00	.00	7,500.00	.00	.00	.00	7,500.00	0	.00
460651.1D	Use & Admissions Fees Fares-Demand/Response	25,000.00	.00	25,000.00	4,622.35	.00	34,362.05	(9,362.05)	137	5,481.10
460651.1F	Use & Admissions Fees Fares-Fixed Route	25,000.00	.00	25,000.00	3,210.15	.00	42,370.15	(17,370.15)	169	9,766.95
460651.1R	Use & Admissions Fees Fares-Adult Monthly	25,000.00	.00	25,000.00	2,831.50	.00	25,520.00	(520.00)	102	7,305.00
460651.1S	Use & Admissions Fees Fares-Daily Pass	5,000.00	.00	5,000.00	39.10	.00	1,665.20	3,334.80	33	660.10
460651.1T	Use & Admissions Fees Fares-Tickets	16,000.00	.00	16,000.00	300.00	.00	1,050.00	14,950.00	7	.00
460651.1X	Use & Admissions Fees Fares-Student Pass	2,000.00	.00	2,000.00	1,035.00	.00	2,829.00	(829.00)	141	207.00
460651.1DW	Use & Admissions Fees Fares-Reduced Demand/Response	2,000.00	.00	2,000.00	40.00	.00	880.00	1,120.00	44	220.00
460651.1FD	Use & Admissions Fees Fares-Reduced Monthly (Fixed/DR)	15,000.00	.00	15,000.00	3,000.00	.00	27,754.50	(12,754.50)	185	5,100.00
460651.1FR	Use & Admissions Fees Fares-Reduced Fixed Route	5,000.00	.00	5,000.00	117.50	.00	2,434.50	2,565.50	49	967.50
460651.1WP	Use & Admissions Fees Fares-Adult Weekly	3,000.00	.00	3,000.00	120.00	.00	745.00	2,255.00	25	690.00
480669.C	Rental Bus / Motor Coach	5,000.00	.00	5,000.00	.00	.00	.00	5,000.00	0	.00
480669.D	Rental Amtrak	20,000.00	.00	20,000.00	.00	.00	3,946.05	16,053.95	20	11,741.93
490683.1	Reimbursements Michigan Transit Pool	28,000.00	.00	28,000.00	.00	.00	187,527.79	(159,527.79)	670	.00
490685.1	Recoveries Insurance	1,800.00	.00	1,800.00	.00	.00	.00	1,800.00	0	.00
490692.0	Miscellaneous General	100.00	.00	100.00	.00	.00	50.90	49.10	51	(1.33)
490692.E	Miscellaneous Lost Eligible Pass	200.00	.00	200.00	.00	.00	45.00	155.00	22	.00
490694	Cash Short/Over	.00	.00	.00	(119.15)	.00	130.32	(130.32)	+++	812.74
570674	Sale of Fixed Assets	15,000.00	.00	15,000.00	.00	.00	6,479.00	8,521.00	43	18,183.40
REVENUE TOTALS		\$1,503,689.00	\$0.00	\$1,503,689.00	\$24,115.98	\$0.00	\$318,642.44	\$1,185,046.56	21%	\$98,677.82
Division 4 - General Totals		\$1,503,689.00	\$0.00	\$1,503,689.00	\$24,115.98	\$0.00	\$318,642.44	\$1,185,046.56	21%	\$98,677.82



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Fund 103 - General Fund										
Department 537 - Routine Transit Operations										
Division 5 - Grants										
REVENUE										
540536.1	Federal Operating (Current Year)	1,250,000.00	.00	1,250,000.00	.00	.00	.00	1,250,000.00	0	.00
540536.3	Federal CARES Act	.00	.00	.00	.00	.00	.00	.00	+++	600,000.00
540536.4	Federal Mobility Management	.00	56,000.00	56,000.00	.00	.00	6,946.00	49,054.00	12	4,655.00
540536.6	Federal New Freedom	.00	142,500.00	142,500.00	.00	.00	61,299.50	81,200.50	43	134,887.00
540536.8	Federal Capital Outlay	.00	3,871,517.00	3,871,517.00	.00	.00	455,916.00	3,415,601.00	12	260,747.00
540536.3A	Federal ARPA	452,778.00	.00	452,778.00	452,778.00	.00	452,778.00	.00	100	.00
550570.1	State Operating (Current Year)	1,648,598.00	.00	1,648,598.00	135,811.00	.00	1,222,299.00	426,299.00	74	1,217,268.00
550570.4	State Mobility Management	.00	14,000.00	14,000.00	.00	.00	1,735.74	12,264.26	12	1,164.70
550570.8	State Capital Outlay	.00	737,305.00	737,305.00	56,767.45	.00	56,767.45	680,537.55	8	50,817.36
REVENUE TOTALS		\$3,351,376.00	\$4,821,322.00	\$8,172,698.00	\$645,356.45	\$0.00	\$2,257,741.69	\$5,914,956.31	28%	\$2,269,539.06
Division 5 - Grants Totals		\$3,351,376.00	\$4,821,322.00	\$8,172,698.00	\$645,356.45	\$0.00	\$2,257,741.69	\$5,914,956.31	28%	\$2,269,539.06
Division 6 - Operating Assistance										
REVENUE										
460627.1	Charges for Services Rendered Zeeland City	62,862.00	.00	62,862.00	14,584.86	.00	44,190.35	18,671.65	70	46,083.71
460627.2	Charges for Services Rendered Park Township	137,190.00	.00	137,190.00	33,543.25	.00	100,629.75	36,560.25	73	98,017.25
460627.9	Charges for Services Rendered Zeeland Twp	8,034.00	.00	8,034.00	1,008.37	.00	2,422.40	5,611.60	30	2,256.00
460627.IN	Charges for Services Rendered MAX Share-Sale Mtr Coach Tickets	10,000.00	.00	10,000.00	.00	.00	.00	10,000.00	0	.00
460627.INPS	Charges for Services Rendered Pass-Thru Sale Mtr Coach Tickets	29,136.00	.00	29,136.00	.00	.00	.00	29,136.00	0	.00
REVENUE TOTALS		\$247,222.00	\$0.00	\$247,222.00	\$49,136.48	\$0.00	\$147,242.50	\$99,979.50	60%	\$146,356.96
Division 6 - Operating Assistance Totals		\$247,222.00	\$0.00	\$247,222.00	\$49,136.48	\$0.00	\$147,242.50	\$99,979.50	60%	\$146,356.96
Division N - New Freedom										
REVENUE										
400402	Property Tax	142,500.00	.00	142,500.00	.00	.00	61,300.00	81,200.00	43	.00
460651.1D	Use & Admissions Fees Fares-Demand/Response	.00	.00	.00	.00	.00	7,093.00	(7,093.00)	+++	3,158.00
REVENUE TOTALS		\$142,500.00	\$0.00	\$142,500.00	\$0.00	\$0.00	\$68,393.00	\$74,107.00	48%	\$3,158.00
Division N - New Freedom Totals		\$142,500.00	\$0.00	\$142,500.00	\$0.00	\$0.00	\$68,393.00	\$74,107.00	48%	\$3,158.00
Department 537 - Routine Transit Operations Totals		\$5,244,787.00	\$4,821,322.00	\$10,066,109.00	\$718,608.91	\$0.00	\$2,792,019.63	\$7,274,089.37	28%	\$2,517,731.84
Fund 103 - General Fund Totals		\$5,255,010.00	\$4,821,322.00	\$10,076,332.00	\$724,790.61	\$0.00	\$3,309,658.08	\$6,766,673.92		\$2,519,959.02
Grand Totals		\$5,255,010.00	\$4,821,322.00	\$10,076,332.00	\$724,790.61	\$0.00	\$3,309,658.08	\$6,766,673.92		\$2,519,959.02

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 6/1/23

GL Account Code	Vendor Name	Invoice Number	Invoice Description	Amount
103-171-722801.9080	ZEELAND RECORD	1037673	MAX - MAY HIRING ADS	88.00
103-171-723850.0	AT&T MOBILITY	2023-00000171	MAX	50.15
103-171-723920.2	HOLLAND CHARTER TOWNSHIP	2023-00000172	MAX	126.66
		2023-00000173	MAX	23.35
103-537-722803.6	BRITT CHIROPRACTIC	162	MAX - AGILITY TEST	125.00
		163	MAX - AGILITY TEST	125.00
103-591-721740.8	ARNOLD SALES	1396918	MAX - SUPPLIES	497.37
		1396976	MAX - SUPPLIES	228.18
103-591-721931.2	HOLLAND CITY TREASURER	2023-156	MAX - SIGN WORK 2/9/23	296.77
	VAN DYKEN MECHANICAL INC	341267	MAX- SERVICE CALL	275.00
	WESTENBROEK MOWER INC	821039	MAX- PARTS AND SERVICES	100.98
103-591-722808.4	BOSCH'S LANDSCAPE & LAWN SPECIALTIES INC	517975	MAX - LINCOLN - BARK	3,348.80
		517991	MAX - GREENWAY - FERTILIZER	126.00
		518005	MAX - LINCOLN FERTILIZER	294.00
750-210231.K	AFLAC	2023-00000170	MAY 2023 INSURANCE PREMIUM FOR AFLAC	703.56
Grand Total				6,408.82

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 6/8/23

GL Account Code	Vendor Name	Invoice Number	Invoice Description	Amount
103-171-722801.9010	MIDWEST COMMUNICATIONS, INC	591502-3	MAX- MAY SERVICES	385.56
103-171-723920.1	HOLLAND BOARD OF PUBLIC WORKS	2023-00000177	MAX	11.00
103-171-723920.2	HOLLAND BOARD OF PUBLIC WORKS	2023-00000178	MAX	40.00
103-537-711716.1	MERCANTILE BANK OF MICHIGAN - ACH	2023-00000179	BARBARA TJAPKES PRO-RATED EMPLOYER CONTRIBUTION TO HSA	107.69
103-591-721931.1	NEW DAWN LINEN SERVICE LLC	23755	MAX- RUGS	43.31
		24053	MAX- RUGS	43.31
103-591-721933.2	KONICA MINOLTA BUSINESS SOLUTIONS USA INC	5025271535	MAX - COPIER CHARGES	378.00
750-210231.D	MISSION SQUARE	2023-00000176	DEF-ICMA - Deferred Comp - ICMA *	1,292.00
750-210231.HB	HOLLAND CITY TREASURER	2023-49	MAX- MAY HEALTH INS PREMIUMS	45,769.26
		2023-50	MAX- 5/23 HEALTH INS PREM	2,696.95
750-210231.HS	MERCANTILE BANK OF MICHIGAN - ACH	2023-00000174	HSA-ADD - HSA Additional Contribution	620.76
750-210231.M	MERS - ACH	2023-00000175	PENSION - Pension - Original*	10,736.79
Grand Total				62,124.63

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 6/15/23

GL Account Code	Vendor Name	Invoice Number	Invoice Description	Amount
103-171-712724	ACCIDENT FUND	2023-00000185	MAX	306.01
103-171-721740.0	IDENTISYS INC.	622865	MAX - SERVICE CALL	366.97
	MERRI HIGGS	2023-00000182	MAX - DUST PANS	11.93
103-171-722803.9	KUSHNER & COMPANY INC	86114	MAX- MAY SERVICES	180.05
103-171-722805.12	HOLLAND CITY TREASURER	2023-024	MAX - MARCH IT SERVICES	250.00
		2023-31	MAX - JUNE IT SERVICES	250.00
		2023-65	MAX- JUNE FINANCE TREASURER SERVICES	6,876.75
103-171-722808.2	REPUBLIC SERIVCES #240	0240-009213750	MAY REFUSE	84.64
103-171-722808.3	REPUBLIC SERIVCES #240	0240-009213750	MAY REFUSE	111.32
103-171-722809.41	CCS TECHNOLOGIES INC	155714	MAX- JUNE SERVICES	906.00
	HR COLLABORATIVE LLC	INV-2127	MAX - COMPENSATION BENCHMARK	500.00
	LEFF, SARAH	LS02832	MAX - WEBSITE MTCE - HOSTING - JUNE 2023	125.00
	SURPRENANT, VERNA	5564	DEPOT CLEANING SERVICES FOR MAY 2023	1,165.40
103-171-723920.1	HOLLAND BOARD OF PUBLIC WORKS	2023-00000180	MAX - UTILITY BILLS DUE 6/22/23	2,034.83
103-171-723920.2	HOLLAND BOARD OF PUBLIC WORKS	2023-00000180	MAX - UTILITY BILLS DUE 6/22/23	290.00
103-171-723969	JONES, MARK	2023-00000181	2023 SAFETY MEETING LUNCH SUPPLIES 50 PEOPLE	76.69
	MERRI HIGGS	2023-00000183	MAX - SUPPLIES FOR EMPLOYEE EVENTS	71.22
		2023-00000186	MAX - RETIREMENT GIFT ETC	140.28
103-266-712724	ACCIDENT FUND	2023-00000185	MAX	489.52
103-537-712724	ACCIDENT FUND	2023-00000185	MAX	3,058.66
103-537-721744.UNIF	SHELDON CLEANERS	2023-00000184	MAY	117.94
103-537-721748.0	HOLLAND CITY TREASURER	2023-022	MAX - APRIL FUEL	24,050.02
		2023-20	MARCH FUEL - CORRECTED ACCT DIST	17,754.42
		2023-24	MAX - MAY FUEL	25,430.53
103-591-712724	ACCIDENT FUND	2023-00000185	MAX	306.01
103-591-721931.2	WOLVERINE POWER SYSTEMS	0251902-IN	MAX - SERVICE CALL	333.69
103-591-721939.1	K&R TRUCK REPAIR	R201099141.01	MAX TOWING	333.75
Grand Total				85,621.63

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 6/22/23

GL Account Code	Vendor Name	Invoice Number	Invoice Description	Amount
103-171-722809.41	REHMANN TECHNOLOGY SOLUTIONS LLC	RTS13397	MAX DIRECTCIRCUITS	569.00
	SURPRENANT, VERNA	5320	DEPOT CLEANING SERVICES MARCH 2023	1,350.00
103-171-723860	MICHIGAN PUBLIC TRANSIT ASSOCIATION	000503	MAX 2023 ANNUAL CONFERENCE	210.00
103-171-723920.2	HOLLAND BOARD OF PUBLIC WORKS	2023-00000190	MAX	1,090.74
103-537-710707.3	STATE OF MICHIGAN	2023-00000191	2023 UNCLAIMED PROPERTY	2.72
103-537-721744.UNIF	CHROMATIC GRAPHICS INC	65779	MAX - EMBROIDERY	7.00
103-537-722803.6	HOLLAND MEDI CENTER	118960	MAX - HEALTH SERVICES	577.00
103-591-721931.1	NEW DAWN LINEN SERVICE LLC	24343	MAX - RUGS	43.31
103-591-721939.1	HOLLAND CITY TREASURER	2023-33	MAY 2023 MAINTENANCE CHARGE	33,000.14
750-210231.D	MISSION SQUARE	2023-00000189	DEF-ICMA - Deferred Comp - ICMA *	1,292.00
750-210231.HS	MERCANTILE BANK OF MICHIGAN - ACH	2023-00000187	HSA-ADD - HSA Additional Contribution	620.76
750-210231.M	MERS - ACH	2023-00000188	PENSION - Pension - Original*	11,251.55
Grand Total				50,014.22

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 6/29/23

GL Account Code	Vendor Name	Invoice Number	Invoice Description	Amount
103-171-711717	GUARDIAN	2023-00000193	JULY 2023 INS PREMIUMS DENTAL, LIFE, STD, LTD, VISION	40.15
103-171-711720	GUARDIAN	2023-00000193	JULY 2023 INS PREMIUMS DENTAL, LIFE, STD, LTD, VISION	363.17
103-171-722801.9080	ZEELAND RECORD	1037759	MAX - PUBLIC NOTICE	25.00
103-171-722803.10	PINE REST CHRISTIAN MENTAL HEALTH SERVICES	INV118025	MAX - ANNUAL BILLING FOR EAP SERVICES 7/1/23-6/30/24 & PROG FEE	1,080.00
103-171-722809.41	OTTAWA KENT INSURANCE	4132	MAX- NEW CYBER COVERAGE EFFECTIVE 6/21/23	2,772.65
103-171-723850.0	AT&T MOBILITY	2023-00000192	MAX	23.04
103-171-723850.CELL	VERIZON WIRELESS	9936985705	MAX - CELL SERVICES	1,109.82
103-171-723860	PERDOK, MICHELLE	2023-00000196	MAX PETTY CASH REIMBURSEMENT	49.29
103-171-723920.1	SEMCO ENERGY - ACH	2023-00000197	MAX - JUNE READ DATES	404.90
103-171-723920.2	HOLLAND CHARTER TOWNSHIP	2023-00000194	MAX	23.35
		2023-00000195	MAX	375.54
	SEMCO ENERGY - ACH	2023-00000197	MAX - JUNE READ DATES	282.72
103-171-723969	PERDOK, MICHELLE	2023-00000196	MAX PETTY CASH REIMBURSEMENT	88.22
103-266-711717	GUARDIAN	2023-00000193	JULY 2023 INS PREMIUMS DENTAL, LIFE, STD, LTD, VISION	72.27
103-266-711720	GUARDIAN	2023-00000193	JULY 2023 INS PREMIUMS DENTAL, LIFE, STD, LTD, VISION	427.83
103-537-711717	GUARDIAN	2023-00000193	JULY 2023 INS PREMIUMS DENTAL, LIFE, STD, LTD, VISION	303.41
103-537-711720	GUARDIAN	2023-00000193	JULY 2023 INS PREMIUMS DENTAL, LIFE, STD, LTD, VISION	2,331.49
103-537-721742	J&H OIL CO	12749734	MAX - FUEL SUPPLIES	418.59
103-537-721744.UNIF	PERDOK, MICHELLE	2023-00000196	MAX PETTY CASH REIMBURSEMENT	120.00
103-537-723910.0	THE CINCINNATI INSURANCE COMPANY	2023-00000198	ACCT	3,204.00
103-591-711717	GUARDIAN	2023-00000193	JULY 2023 INS PREMIUMS DENTAL, LIFE, STD, LTD, VISION	8.03
103-591-711720	GUARDIAN	2023-00000193	JULY 2023 INS PREMIUMS DENTAL, LIFE, STD, LTD, VISION	80.84
103-591-721740.8	ARNOLD SALES	1398510	MAX - SUPPLIES	550.37
103-591-721931.1	NEW DAWN LINEN SERVICE, LLC	24931	MAX - RUGS	43.31
103-591-721931.2	VANGUARD FIRE & SECURITY SYSTEMS, INC.	IN00444018	MAX - GREENWAY INSPECTIONS	345.00
103-591-721933.2	APPLIED IMAGING INC	2239671	MAX - COPIER SERVICES	156.23
750-210231.H	GUARDIAN	2023-00000193	JULY 2023 INS PREMIUMS DENTAL, LIFE, STD, LTD, VISION	4,123.18
750-210231.L	GUARDIAN	2023-00000193	JULY 2023 INS PREMIUMS DENTAL, LIFE, STD, LTD, VISION	647.94
750-210231.V	GUARDIAN	2023-00000193	JULY 2023 INS PREMIUMS DENTAL, LIFE, STD, LTD, VISION	1,241.49
Grand Total				20,711.83