

ANNUAL REPORT 2022



We'll Take You There...



MAX Board Members

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

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Vision Statement

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

Mission Statement

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

MAX Transportation Authority Board Members

- Russell TeSlaa**
Chairman, Holland Township
- Lyn Raymond**
Vice Chairman, Greater Ottawa County United Way
- Joe Baumann**
Secretary/Treasure, Holland Township
- Kevin Klynstra**
Ex-Officio, City of Zeeland
- Jan Steggerda**
Ex-Officio, Park Township
- Meika Weiss**
Member, Holland
- Al Rios**
Member, Holland

Kristin Myers
Member, Holland

Jason Latham
Member, MACC

Abraham Hernandez
Student Advisor

Local Advisory Council Members

Elizabeth Schultz
Council Chair, Resident Holland Charter Township

Amy Florea
Senior Resources

Ken Deur
Resident, Holland

Martha Zahn
Resident, Holland

Yew-Meng Koh
Resident, Holland

From the Top

As Covid-19 moves from a pandemic to endemic, passengers are feeling more confident to return to public transportation. Transit agencies now grapple with a new challenge - driver shortage. During the pandemic, many senior drivers retired, and businesses in the private sector increased wages significantly, making it difficult for non-profits to attract candidates. In FY2022 MAX increased employee wages in March and again in August to stay competitive and retain existing talent. Anticipating ridership to increase to pre-pandemic numbers MAX has a need to fill ten bus operator positions. We will continue to monitor wages and find creative ways to enhance recruitment efforts.

On a more positive note, this year MAX reached a milestone of 7,000,000 rides since our inception in 2000. These milestones are exciting and remind us how much the community relies on MAX to provide easy, reliable, and affordable transportation.

In FY2022, MAX secured grant funding to purchase four full size-ADA accessible passenger vans to arrive in January 2023. These vehicles will assist with demand response service and future micro transit to connect passengers with other area transit agencies.

We are also thrilled to announce that MAX has received a competitive grant award to launch a full-scale comprehensive transit study. This study will provide important data to identify improvements, and gaps in service. The study will kick-off in the fall of 2023, wrapping up in 2024.

We look forward to another successful year at MAX, and we are grateful to our dedicated team who work hard every day to deliver great transportation options for the Holland/Zeeland Community.



Russell TeSlaa
Chairman,
Board of Directors



Elisa Hoekwater
Executive Director

MAX FACTS

Total Ridership

228,226

Average on-time Performance

98.3%

Fixed Route & Demand Service

Vehicles in Fleet

31

Total Vehicle Miles

662,377

Total Fuel in Gallons

112,825.7



Rearview Mirror

November, 2021

Depot Renovation Completed



Having embarked on our renovation journey in 2020, we are proud to announce the successful transformation of our Depot building. The timing of this project aligned perfectly with the shift to remote work during the COVID 19 pandemic, allowing us the flexibility to make major updates to the office without disrupting our day-to-day operations.

The Louis Padnos Transportation Center (*Holland Depot*) was last renovated in 1991. Over time, the carpet became frayed, posing a tripping hazard, while the kitchen cabinets were literally falling apart. The restroom floor tiles and sinks were outdated and deteriorating, losing their integrity.

Additionally, the office layout no longer supported the necessary social distancing during the pandemic, highlighting the urgent need for an upgrade. Recognizing these needs, we have meticulously replaced the old flooring with modern, durable materials that add both function and style to our workspace. The kitchen area was also reimagined, with brand-new cabinets, state-of-the-art appliances, and updated hardware, creating a more efficient and comfortable environment for all staff.

Our employee bathrooms received a full remodel, offering new tile flooring with a fresh, clean look, and upgraded fixtures, ensuring a more pleasant and practical experience for all who use them.

Finally, with the completion of the renovations, we turned our attention to re-setting the desks throughout the office, creating a more streamlined and collaborative atmosphere. The updated layout fosters a sense of organization and productivity as we transition back to in-person work.

The renovation of our Depot building represents not only an improvement in the physical space but also a commitment to providing our team with a modern, comfortable, and functional environment to support their work. We look forward to seeing the positive impact this revamped space will have on our team's performance and morale.



April, 2022

Customer Service Returns: A Milestone in Our Post-Pandemic Transition

In April of 2022, we proudly welcomed back our Customer Service Team to the Depot Office, after more than two years of working remotely due to the COVID-19 pandemic. During this time, we adapted quickly to new circumstances, with the team continuing to provide exceptional service while working from home.

Before reopening the office, we conducted several practice days to ensure a smooth transition and retrain the team on selling passes and handling in-person interactions. This allowed us to get back into the rhythm of serving our passengers with the same level of dedication and efficiency that our community expects.



May, 2022

Fare Collections Begin Again

When the pandemic first began, MAX made the decision to suspend fare collection in order to help reduce the spread of COVID-19, as the public and health experts were still learning about the virus. Prior to the pandemic, we had planned to transition to a cashless system, believing it would streamline the fare collection process and improve efficiency. However, as we resumed operations, we quickly realized that making this shift would be difficult for many of our passengers, especially those who rely on cash for transportation. In response, we made the decision to reinstall fare boxes on the buses, ensuring that all riders could continue to pay for their fares in the manner that best suited their needs. This adjustment reflects our commitment to providing accessible and convenient services for all members of our community.



With the return of our Customer Service Team to office, we also reinstated fare collection in May 2022, marking another important step toward returning to normal operations and rebuilding the service passengers rely on. In addition to reinstating fare collections, the MAX Authority Board Approved the rise in fare. MAX has not raised the fares in many years. This allows us to help cover the services but still makes sure to keep the fare affordable.

The return of our Customer Service team and the restart of the fare collection reflects the resilience of our organization and our commitment to providing reliable public transit while prioritizing the health and safety of our passengers and staff. We're excited to be back in full operation and look forward to continuing to serve our community.

July, 2022

Employee Appreciation: A Celebration of Hard Work & Dedication

This year's Annual Employee Appreciation event was held at Hagar Park in Jenison, where employees gathered to enjoy a day of fun, relaxation, and recognition for their hard work and commitment throughout the year. The event served as a heartfelt celebration of the outstanding contributions made by our team.

During the event, we proudly presented the prestigious Golden Wheel Award to Hubert Timmer. Hubert was recognized for his exemplary service as a safe and kind driver, consistently going above and beyond to ensure the well-being of his colleagues and the safety of those around him.



We also honored Doug Mytton with the Commitment to Excellence Award, acknowledging his exceptional attention to detail and dedication in his role as Buildings & Grounds Supervisor. Doug's tireless efforts have played a key role in maintaining and improving our facilities, ensuring that they are in top condition for all employees.

The Employee Appreciation event was a wonderful opportunity to reflect on the hard work and achievements of our team while fostering a sense of camaraderie and gratitude. We look forward to continuing to celebrate our employees' success and contributions in the years to come.

August, 2022

Green Commute Week: Promoting Sustainable Transportation

This year, MAX proudly participated in Green Commute Week, a community-wide celebration of sustainable transportation in the Holland and Zeeland areas. The focus of this year's event was on how our commuting choices connect us, build a healthier community, and create a more vibrant future for all. By embracing greener transportation options, we can collectively make a more significant impact than we could on our own.

In support of this initiative, MAX encouraged the public to switch to public transit by offering a Free Bus Pass Raffle. Passengers had the opportunity to enter by providing their contact information and answering a few brief feedback



Green Commute Continued...

questions. Every Friday through August, the MAX team drew a new winner, giving participants the chance to win a free bus pass while promoting the use of public transit.

MAX is committed to fostering a sustainable future by encouraging environmentally friendly commuting habits and connecting people through our reliable public transit services. Green Commute Week provided an excellent platform to raise awareness and inspire the community to explore greener ways to travel, creating a healthier and more connected environment for everyone.

September, 2022

New Storage Shed Arrives: Enhancing Buildings & Grounds Organization

In an effort to support our Buildings & Grounds team and improve their operational efficiency, we recently purchased an additional storage shed to better accommodate their tools and equipment. With the growing demands of their role and the increasing volume of materials required for daily tasks, this new storage solution will provide the team with the space needed to keep their tools organized and easily accessible.

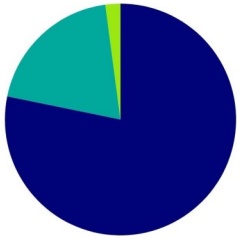
The addition of this shed ensures that the team can work more efficiently by reducing time spent searching for or organizing equipment. It also helps maintain a safer work environment by keeping tools and materials stored properly. This investment reflects our ongoing commitment to providing our teams with the resources they need to succeed in their roles and continue delivering high-quality service across our facilities.



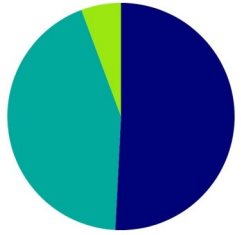
MAX Metrics

Ridership for Fiscal Year 2022

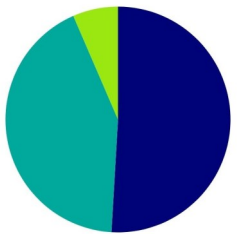
**Includes Auxiliary Ridership: Tulip Time Shuttle, etc.*



Service	FY 2022	FY 2021	Change%
Fixed Route Passengers*	178,496	77,841	129.3%
Twilight Route Passengers	0	0	0.0
Demand Response Passengers*	44,934	47,719	-5.8
Night Owl Passengers	4,796	4,338	10.6
Total Ridership	228,226	129,898	75.7



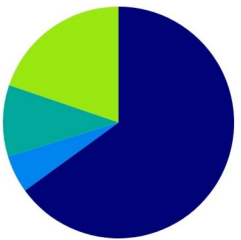
Service	FY 2022	FY 2021	Change%
Fixed Route Vehicle Miles	336,540	200,265	68.1
Fixed Route Passengers/Mile	0.53	0.39	35.9
Twilight Route Vehicle Miles	0	0	0.0
Twilight Route Passengers/Mile	0	0	0.0
Demand Response Vehicle Miles	288,293	325,006	-11.3
Demand Response Passengers/Mile	0.16	0.15	6.7
Night Owl Vehicle Miles	37,544	32,255	16.4
Night Owl Passengers/Mile	0.13	0.13	0.0



Service	FY 2022	FY 2021	Change%
Fixed Route Vehicle Hours	27,161	16,060	69.1
Fixed Route Passengers/Hour	6.57	4.85	35.5
Twilight Route Vehicle Hours	0	0	0.0
Twilight Route Passengers/Hour	0	0	0.0
Demand Response Vehicle Hours	22,701	24,258	-6.4
Demand Response Passengers/Hour	1.98	1.97	0.5
Night Owl Vehicle Hours	3,468	2,889	20.0
Night Owl Passengers/Hour	1.38	1.50	-8.0

Fixed Route Passenger Breakdown

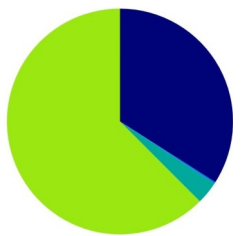
**Includes Twilight Route 9 & 10 Passengers*



Rider Type	FY 2022	FY 2021	Change%
Regular	116,018	45,236	156.5%
Youth	9,333	3,000	211.1
Senior	17,839	7,696	131.8
ADA	35,306	21,909	61.1

Demand Response Passenger Breakdown

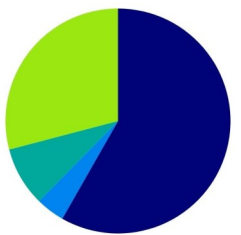
**Includes Auxiliary Ridership: Tulip Time Shuttle, etc.*



Rider Type	FY 2022	FY 2021	Change%
Regular	16,928	22,909	-26.1%
Youth	123	96	28.1
Senior	1,606	1,469	9.3
ADA	31,073	27,583	12.7

Overall Passenger Breakdown

**Includes Twilight Route 9 & 10 Passengers*

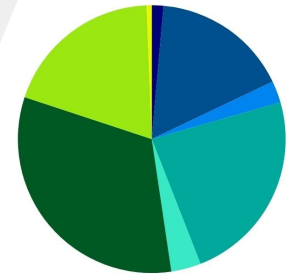


Rider Type	FY 2022	FY 2021	Change%
Regular	132,946	68,145	95.1%
Youth	9,456	3,096	205.4
Senior	19,445	9,165	112.2
ADA	66,379	49,492	34.1

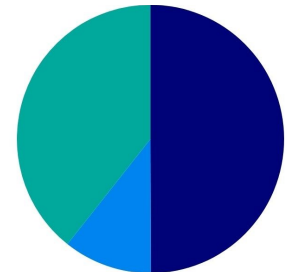
Financials

Financials for Fiscal Year 2022

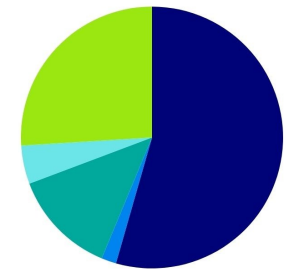
Revenue	FY 2022	FY 2021	Change%
● Passenger Fares	\$105,021	\$ -	-%
● Tax Levy	1,225,291	1,101,145	11.3
● Local Operating Assistance	195,892	142,092	37.9
Local Grant	1,000	-	-
State Assistance			
● Operating & Planning	1,745,368	2,005,189	-13.0
● Capital Grants	266,910	10,080	2547.9
Federal Assistance			
● Operating & Planning	2,407,203	2,366,036	1.7
● Capital Grants	1,433,505	125,535	1041.9
● Interest & Other Reserves	46,010	77,484	-40.6
TOTAL	\$7,426,200	\$5,827,561	27.4%

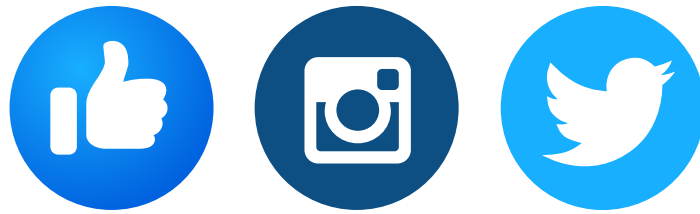


Operating Expenses	FY 2022	FY 2021	Change%
● Operations	\$3,443,700	\$2,825,889	21.9%
● Maintenance	739,394	654,725	12.9
● General Administration	2,711,154	1,171,148	131.5
TOTAL	\$6,894,248	\$4,651,762	48.2



Breakdown of Expenses	FY 2022	FY 2021	Change%
● Wages/Salaries/Employee Costs	\$3,752,939	\$3,436,899	9.2%
● Utilities	125,997	103,784	21.4
● Maintenance & Operations	896,162	568,008	57.8
● Casualty & Liability Insurance	327,987	164,546	99.3
● Other Operating Expenses	1,791,163	378,525	373.2
TOTAL	\$6,894,248	\$4,651,762	48.2%





Keeping in Touch

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



171 Lincoln Ave.
Holland, MI 49423