



### Board Members

<i>Charis Austin</i>	<i>Barbara Holt, Chair</i>	<i>Rosalynn Bliss</i>	<i>Stephen Kepley, Vice-Chair</i>	<i>David Bulkowski</i>	<i>Gary Carey</i>	<i>Tim Cochran</i>
<i>Randy Gelderloos</i>	<i>David Bilardello</i>	<i>Jack Hoffman</i>	<i>Mark Huizenga</i>	<i>Terry Schweitzer</i>	<i>Amna Seibold</i>	<i>Paul Troost</i>
<i>Michael Verhulst</i>						

### **RAPID BOARD MEETING**

**October 25, 2017 - 4:00 p.m.**

**Rapid Central Station Conference Room, 250 Grandville SW**

### AGENDA

	<u>Presenter</u>	<u>Action</u>
1. PUBLIC COMMENT		
2. MINUTES – September 27, 2017 Board Meeting	Barb Holt	Approval
3. AGENDA ITEMS – no action items		
4. STAFF REPORTS		
a) Monthly Financials - August 2017	Scott Walsh	Information
b) August 2017 Ridership and Productivity Report	Kevin Wisselink	Information
c) August 2017 Paratransit Ridership Report	Meegan Joyce	Information
d) Balanced Scorecard	Conrad Venema	Information
5. CEO'S REPORT		
a) CEO Monthly Report	Peter Varga	Information
6. CHAIR'S REPORT		
a) Committee Charges	Barb Holt	Information
7. ADVISORY COMMITTEE REPORT(S)		
a) Consumer Advisory Committee (CAC) for Seniors and Persons with Disabilities	CAC Chair	Information
8. CLOSED SESSION – Collective Bargaining (if necessary)	Brian Pouget	TBD
9. ADJOURNMENT		

#### Enclosures

Minutes of 10-11-17 Governance Committee Meeting  
Communications

**MINUTES OF**  
**INTERURBAN TRANSIT PARTNERSHIP BOARD**

**September 27, 2017**

ATTENDANCE

Board Members Present: Charis Austin, David Bilardello, Rosalynn Bliss, Dave Bulkowski, Gary Carey, Randy Gelderloos, Jack Hoffman, Barbara Holt (Chair), Stephen Kepley, Terry Schweitzer, Anna Seibold, Paul Troost, Michael Verhulst

Board Members Absent: Tim Cochran, Mark Huizenga

Staff Present: Ali Brown, Michael Bulthuis, Robin Crothers, Judy DeVries-Eppinga, Nancy Groendal, Meegan Joyce, Jeremy Mlaker, Nick Monoyios, Brian Pouget, Liz Schelling, Brittany Schlacter, Peter Varga (CEO), Conrad Venema, Scott Walsh, Mike Wieringa, Kevin Wisselink

Others Present: Josh Bocks (AECOM), Marc Gillman, Laurel Joseph (GVMC), Amy LeFebre (Truscott Rossman), Asher Lockwood, Josh Lunger (GRACC), Watchdog Miller, Josh Naramore (Mobile GR), Grant Pecor (Clark Hill), Zoe Pentaleri, Pete Ricketson (ATU-Local 836), Officer Jason Sotke (GRPD), Chris Swank (GVSU), John Verzi, Floyd Visser

Ms. Holt called the meeting to order at 4:02 p.m. She noted the new Board agenda format developed as part of the Board Governance Study.

1. PUBLIC COMMENT

John Verzi stated that a major issue is the planning. Buses don't line up correctly. Board members should ride so they can experience it. He gave some examples of recent trips on Rapid buses that show bad planning. He commented that they want people to vote for the millage but The Rapid has worse service than it did ten years ago. There were better connections.

Floyd Visser came to the meeting to ask about and obtain written documentation on The Rapid's policy for dealing with people who bring things on buses, particularly walkers and carts. He rides the bus every day and it is his only means of transportation. Some drivers let him bring his cart on the bus and some don't and he has been told to get off the bus. He felt he was being singled out and wanted the same policy to apply to all riders. Ms. Holt asked Mr. Visser to leave his contact information so The Rapid could respond on his concerns.

Pete Ricketson commented that the ATU Local 836 had a ratification vote on Sunday, September 24, 2017. He noted that union members have a problem with elimination of daily overtime. They offered a compromise on daily overtime that he came up with. Mr. Pouget says

there is an issue with absenteeism where people get overtime after eight hours in a day and then take a day off later in the week while still receiving overtime pay. Mr. Ricketson stated if someone takes a day off in a week where they have daily overtime and don't have personal time or vacation time to cover it they lose their daily overtime. He feels it is an acceptable compromise because it deals with the absenteeism problem. More schedules could be made for only eight hours. Some of this was dealt with in establishing 10-hour runs where people with four days for 40 hours. These are all straight time. Morale is bad here. The ratification vote failed by 97% of those voting. There is no need for animosity. He mentioned that the Kent County Democrats have said they won't support the millage if there is no contract. They will help with the millage if a contract is approved. Mr. Ricketson stated it was silly to fight over \$300,000 and the loss of seniority clause while we have \$30 million at risk. We have a first class art festival and why do we want a third class bus system. Management has not been able to give him an amount for what is being spent on daily overtime, only estimates. We need to come to a fair compromise.

Watchdog Miller stated that Route 28 should connect to all routes. The Rapid needs to look into their policy on bringing carts on buses. The Rapid needs to go to double decker buses. Spectrum passes are free and they don't like The Rapid service. The special buses like Spectrum buses are competition. The Rapid needs to get their buses looking as good as the Spectrum buses and they will see more ridership. He asked why the windows are so high on the buses. The seats are ridiculous. They should be wider and have cushions. The conditions on buses are appalling. They should dismiss the union goons from the last meeting.

2. MINUTES – August 30, 2017

Ms. Holt asked for corrections to the minutes. None were offered. The minutes of the August 30, 2017 Board meeting stand approved as written.

3. AGENDA ITEMS

a) Senior Millage Funds:

Ms. Joyce stated that Board approval is requested to complete the continuation of funding process and enter into a contract with the Area Agency on Aging of Western Michigan for Senior Millage funds in an amount up to \$276,073 to fund transportation, a RideLink Coordinator position and a part-time call-taker position.

She reviewed the background for RideLink, which started as a pilot program 11 years ago as the result of a study by the Essential Needs Task Force (ENTF). Six agencies have provided trips for RideLink, including The Rapid, Hope Network of West Michigan, Senior Neighbors, United Methodist Community House, Area Community Services Employment and Training Council (ACSET) and the American Red Cross. She mentioned that the Red Cross no longer provides transportation services and as of July 2016, Hope Network took over that operation.

The requested amount of Senior Millage funds of \$276,073 includes \$223,860 for providing up to 13,000 trips and \$52,213 for the RideLink Coordinator and part-time call-taker. These funds cover the full cost of the service.

Mr. Bulkowski noted that he is co-chair of the ENTFF and will abstain from voting on this item.

A motion was made by Seibold, supported by Austin, to approve submittal of the continuation of funding request and to execute a contract with the Area Agency on Aging of Western Michigan for Senior Millage funds in an amount not to exceed \$276,073 for RideLink trips, the RideLink Coordinator position and a part-time call-taker. Motion passed, with 12 in favor and 1 abstention (Bulkowski).

b) Renew of One-Ride Ticket Program:

Mr. Wisselink provided background on this pilot program. With the fare increase in October 2016, The Rapid was approached by organizations working with homeless populations about the need for reduced fare options to provide to their clients. The Rapid Board authorized the sale of up to 35,000 tickets to organizations working with homeless populations in The Rapid's six-city service area at the rate of \$1.35 per ticket. This is the equivalent of the per ticket cost of an adult 10-ride card. Sixteen organizations have been authorized to purchase tickets under this program who applied to purchase a total of 29,40 tickets. So far through FY 2017, The Rapid has sold 13,335 tickets. There have been no major issues in the selection of organizations or distribution of the tickets. Staff has received a very positive response from the participating organizations.

The Board was asked to authorize the reduced one-ride ticket program as a part of The Rapid's fare structure.

In response to a question from Mayor Seibold, Mr. Wisselink stated that there was no general advertisement for the program. The Rapid sent out information to organizations we have dealt with in the past and any other organizations that deal with homeless populations.

Mr. Schweitzer inquired about how this program will work once the smart card program is implemented. Mr. Wisselink responded that there will be a one-ride barcode ticket to replace the current magnetic strip ticket.

Mayor Bliss suggested that The Rapid contact the Coalition on Homelessness through the Essential Needs Task Force. Mr. Wisselink noted that he will reach out to them.

A motion was made by Bliss, supported by Troost, to authorize continuation of the one-ride ticket program as a permanent program of The Rapid which includes the sale of up to 35,000 one-ride tickets per year at the price of \$1.35 per ticket to organizations in the service area that deal with homeless populations. Motion passed unanimously.

c) Walker Latent Transit Demand Analysis:

Mr. Wisselink stated that the Walker Latent Transit Demand Analysis of the 3-Mile corridor in the City of Walker was conducted in response to increased demand for transit service. AECOM was hired to complete the study. Mr. Josh Bocks from AECOM was present for any questions. There is a large number of commuters coming into the corridor for employment and employment growth is projected. The study determined that there is a potential for more employment trips in the corridor if transit service was available. Data analysis was done and employers in the corridor were surveyed to obtain the necessary information. Mr. Wisselink noted that the employment patterns in the 3-Mile corridor are similar to the patterns along Route 17 and ridership levels should be comparable, depending on the level of service offered.

Mr. Wisselink reviewed the options that came out of the study. The preferred option was a Route 7-West Leonard deviation to Walker Avenue and 3 Mile Road. This option would be basically peak service only and it does not require any additional buses. He informed the Board that The Rapid does not have any operational funding currently to implement this service and staff recommends incorporating it into the Short Range Plan as a priority if and when additional operational funding is identified.

Mr. Bulkowski stated that he was surprised by the lack of creativity and innovation from this study. The preferred option is a two-tailed route, which doesn't work well. There will be long walks from bus stops to employment front doors since this area was built as an industrial area. This type of land use does not call for a 40-foot bus. He mentioned a door-to-door option which would be more like demand response service. He felt there could be more creative solutions. There must be options in other cities that could be examined. We need to connect employees to where the employers are located.

Mr. Bilardello noted that he has heard that Wheels to Work in Walker is exceeding its ridership goals. He asked if this new service would take rides from that service and that we take this into consideration. He had similar concerns as Mr. Bulkowski with the staff recommendation.

In response to a question from Ms. Holt, Mr. Wisselink stated that the next Board retreat would be a good opportunity to discuss the results of the study and any potential modifications or other options for inclusion in the Short Range Plan.

Mr. Bulkowski reiterated his preference for looking at a demand response type service.

Mr. Varga commented that there are three other priorities in the Short Range Plan. The Board needs to review the Short Range Plan at the Board retreat to determine what needs to be included and come to a compromise on service priorities.

Mayor Bliss suggested that this matter be revisited when Mayor Huizenga can be part of the discussion since he has been actively engaged in the study.

Ms. Holt asked for a progress report on Wheels to Work.

Mayor Bliss agreed with Mr. Bulkowski's comments regarding a more creative solution, and that a larger conversation needed to take place.

Mayor Seibold asked for clarification that accepting the Walker Latent Transit Demand Analysis does not mean anything in the report will be implemented. Further discussion will take place. This was confirmed by Ms. Holt.

A motion was made by Seibold, supported by Austin, to accept the Walker Latent Transit Demand Analysis report. Motion passed with 12 in favor and 1 opposed (Bulkowski).

d) FY 2018 Priorities and Work Plan:

Mr. Varga explained that the FY 2018 Priorities and Work Plan has been revised based on Board member comments. The Work Plan lays out work for the upcoming fiscal year. The report on the Work Plan will be provided in June.

A motion was made by Hoffman, supported by Seibold, to approve the FY 2018 Priorities and Work Plan. Motion passed unanimously.

e) DASH Contract:

Mr. Pouget stated that the Board is requested to approve a contract with the City of Grand Rapids for continuation of DASH service in the downtown area. He noted that this is a 3-year contract through September 30, 2020. The city buys the buses and The Rapid operates the service and maintains the buses. This DASH contract has been reconfigured to include all of the DASH services, including DASH North, DASH West, and DASH Silver Line (no fare zone). The contract has been reviewed by The Rapid's legal counsel.

Mayor Bliss mentioned that Josh Naramore, Director of GR Mobility, was present at the meeting if there were any questions. She thanked Mr. Naramore for the work he has done with the DASH services and other work that he does for the city.

A motion was made by Schweitzer, supported by Bliss, to approve the DASH contract with the City of Grand Rapids.

In response to a question from Mr. Bulkowski, Mr. Pouget stated that the city determines the routing for DASH services.

Josh Naramore commented that the current DASH routing is the result of the multi-year planning effort by GR Forward in conjunction with DGRI and the City of Grand Rapids. The city is working with a consultant on a rebranding and future visioning process for the next five years for DASH services. He noted the city is also in the early stages of a research project with the University of Michigan regarding first mile/last mile trips. The University will be debuting a new on-demand shuttle system to gather information on ways to optimize fixed route service. There should be information available to share with the Rapid Board in the spring of 2018.

Mayor Bliss asked Mr. Naramore to talk about integrating an equity lens into the work the city is doing related to mobility.

Mr. Naramore reported that a survey was done last fall related to the DASH rebrand and it was found that many people don't find the DASH service accessible. They are looking at new ways to extend out to areas of low car ownership and poverty and to some of those business districts like Madison Square. There is also a bike share study underway. They are looking at ways to connect into The Rapid's fixed route system.

Discussion was held regarding automated and autonomous vehicles.

Mr. Varga stated that automated vehicles is a quickly evolving area in transit. Informal discussions have been held with Ford. They are entering into the transit area. There may be a good opportunity to partner with the city on something.

The motion passed unanimously.

#### 4. INFORMATION ITEMS

##### a) Monthly Financial Statements – July 2017:

Mr. Walsh reported that the July 2017 financial statements look good. There is no capitalized operating budgeted at this time. We show a \$375,000 surplus as of the end of August. He noted that he was not certain if we will finish the year with a surplus, however, through the year-end process the number typically fall to our advantage.

Mr. Schweitzer asked if there was any money for the unfunded pension liability. Mr. Walsh responded that he believes there will be money for that purpose.

Mr. Varga commented that we budgeted for the high end contribution as we have in past years and has authorized a \$250,000 contribution to the Administrative Defined Benefit plan in this fiscal year. There was a \$300,000 payment this year to the Union Defined Benefit plan. The plan is to pay off the Union pension liability over the next 10-15 years.

In response to a question from Mr. Hoffman, Mr. Varga stated that he did not advise using Preventive Maintenance funds for unfunded liabilities. We should look at our capital needs over the next five years. He suggested that this would be a good topic for the Board's next retreat in order to determine the appropriate policy direction.

Ms. Schweitzer mentioned that we need a long-term strategy to take care of the unfunded liability.

Mayor Kepley indicated that he would like to see the capital plan for the next 15 years.

##### b) July 2017 Ridership and Productivity Report:

Mr. Wisselink reviewed the July 2017 ridership and productivity report. The ridership trend has stayed pretty much the same. There were two Clean Air Action Days in July 2016 and none in July 2017 which brings down comparative ridership levels for the month. Removing Clean Air Action Days, the change in fixed route ridership is a 3.5% decrease.

Total monthly ridership decreased 4.2% compared to July 2016. Total ridership year-to-date was down 3.9%.

##### c) July 2017 Paratransit Ridership Report:

Ms. Joyce reported that total monthly ridership for August 2017 decreased 3.1% compared to August 2016. There were 834 trips in Cascade Township. Average weekday ridership decreased 0.1%, average Saturday ridership decreased 4.0%, and average Sunday ridership increased 7.6%. On-time performance was 95.62% and on-time drop-off performance was 96.86%. The average cost per trip increased 4.7%.

d) Balanced Scorecard:

Mr. Venema reviewed the balanced scorecard that was part of the recent Board governance study that was developed for the Board to use to measure a variety of organizational attributes at The Rapid. The Balanced Scorecard has five categories, including Innovation and Learning, Internal Process, Customer and Community Satisfaction, Financial, and Strategic. Each of these categories contains sub-categories with target objectives established by the consultant and Board and staff leadership. He noted that some categories will ultimately meet the objectives, however, others may require a change in Board policy in order to do so. Also, certain categories may prove too difficult to measure. Categories and targets can be revised over time. Mr. Venema suggested that the Balanced Scorecard be presented to the Board on a quarterly basis.

Ms. Holt mentioned that the category called "Lost Service Hours" should be changed to "Full Service Hours". Mr. Venema stated he would change that and correct how this measure is tracked.

Ms. Holt noted that the Balanced Scorecard is a work in progress and can be revised by the Board at any point.

The Board discussed the various categories of the Balanced Scorecard. Mr. Bulkowski suggested something be included on safety.

5. CEO REPORT

a) CEO Monthly Report:

Mr. Varga reported that we expect the Laker Line grant in October 2017. The Rapid was approved for \$56.1 million in federal funds with a state match of \$14 million. All other projects were capped at \$40 million.

Because the federal grant for FY 2017 are just coming in, The Rapid had to use local funds to bridge the gap. He commented that it is possible we will have the same issue for FY 2018 and he will keep the Board updated.

Mr. Varga mentioned that he has been on the Parking Commission for several years and appreciates this appointment. It has been a great experience.

He stated that the FY 2018 Work Plan will be his last. The Board will need to evaluate how this will work going forward. He believes that there has been some very good work done at The Rapid over the last 20 years.

6. CHAIR'S REPORT

Ms. Holt noted that the CEO Search Committee had their first meeting on 9-21-17 and will meet again in October. They are moving forward with an RFQ for a recruiting firm.

In response to a question from Mayor Bliss, Ms. Holt stated the Request for Quotations has been sent out and responses are due back sometime in November.

7. ADVISORY COMMITTEE REPORT(S)

a) Consumer Advisory Committee:

Ms. Joyce explained that there was no meeting of the Consumer Advisory Committee in September and consequently there was nothing to report.

8. CLOSED SESSION – Collective Bargaining

A motion was made by Bliss, supported by Verhulst, to go into Closed Session to discuss collective bargaining issues. A roll call vote was taken.

Yes: Austin, Bilardello, Bliss, Bulkowski, Carey, Gelderloos, Hoffman, Holt, Schweitzer, Troost, Verhulst

No: None

Motion passed unanimously (5:24 p.m.). (Kepley and Seibold left the meeting prior to this vote.)

A motion was made by Carey, supported by Schweitzer, to adjourn Closed Session and return to Regular Session. A roll call vote was taken.

Yes: Bilardello, Bulkowski, Carey, Gelderloos, Hoffman, Holt, Schweitzer, Troost

No: None

Motion passed unanimously (6:02 p.m.). (Austin, Bliss and Verhulst left the meeting prior to this vote.)

There was no action necessary on collective bargaining.

9. ADJOURNMENT

The meeting was adjourned at 6:03 p.m.

Respectfully submitted,

  
Robin Crothers, Board Secretary



Date: October 19, 2017  
To: ITP Board  
From: Scott Walsh  
Subject: MONTHLY FINANCIAL STATEMENTS

ACTION REQUESTED

Attached for your review and acceptance are the August 2017 Combined Operating Statements and Grant Revenues & Expenditures Statements.

Interurban Transit Partnership  
Combined Operating Statement  
Month Ended 08/31/17

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	Adopted Budget	Amended Budget	Month To Date	Year To Date	Balance	Percent Target= 92%
Revenue & Operating Assistance						
1. <u>Passenger Fares - Linehaul</u>	6,594,208	6,594,208	477,817	5,559,961	1,034,247	84%
2. Passenger Fares - Paratransit	905,429	905,429	50,133	734,149	171,280	81%
3. Passenger Fares - Other	30,730	30,730	1,862	26,901	3,829	88%
4. Total Passenger Fares	7,530,367	7,530,367	529,812	6,321,011	1,209,356	84%
5. <u>CMH Contribution</u>	1,179,000	1,179,000	66,635	899,619	279,381	76%
6. Dash Contract	1,615,007	1,615,007	136,315	1,498,644	116,363	93%
7. Grand Valley State University	2,626,329	2,626,329	127,582	2,356,789	269,540	90%
8. Employment Transportation (Van Pool)	199,200	199,200	11,702	125,170	74,030	63%
9. Township Services	598,230	598,230	49,853	548,381	49,849	92%
10. Other	746,873	746,873	40,057	490,851	256,022	66%
11. Total Sale Of Transportation Services	6,964,639	6,964,639	432,144	5,919,454	1,045,185	85%
12. <u>State Operating</u>	13,753,190	13,753,190	1,024,152	12,242,169	1,511,021	89%
13. Property Taxes	14,863,947	14,863,947	1,238,663	13,625,285	1,238,662	92%
14. Advertising	150,000	150,000	25,006	143,770	6,230	96%
15. Interest & Miscellaneous	398,778	398,778	86,904	328,153	70,625	82%
16. Total Other Revenue & Support	29,165,915	29,165,915	2,374,725	26,339,377	2,826,538	90%
17. TOTAL REVENUE & OPERATING ASSISTANCE	43,660,921	43,660,921	3,336,681	38,579,842	5,081,079	90%
Expenditures Route Service & Demand Response						
18. <u>Administrative Salaries</u>	3,734,244	3,734,244	276,658	3,405,744	328,500	91%
19. Driver Wages	11,585,881	11,585,881	815,557	10,442,899	1,142,982	90%
20. Maintenance Wages	1,711,985	1,711,985	104,748	1,463,363	248,622	85%
21. Total Labor	17,032,110	17,032,110	1,196,963	15,312,006	1,720,104	90%
22. <u>FICA/Medicare Tax</u>	1,379,600	1,379,600	95,915	1,234,757	144,843	90%
23. Pension	1,388,872	1,388,872	46,896	1,181,347	207,525	85%
24. Group Medical	4,463,441	4,464,798	405,715	3,182,590	1,282,208	71%
25. Unemployment Taxes	80,000	80,000	0	46,599	33,401	58%
26. Worker's Compensation	512,000	518,243	28,561-	447,111	71,132	86%
27. Sick Leave	154,913	154,913	12,399	142,645	12,268	92%
28. Holiday	386,273	386,273	0	309,380	76,893	80%
29. Vacation	1,056,235	1,056,235	89,261	995,748	60,487	94%

Interurban Transit Partnership  
Combined Operating Statement  
Month Ended 08/31/17

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	Adopted Budget	Amended Budget	Month To Date	Year To Date	Balance	Percent Target= 92%
30. Bereavement	18,450	18,450	1,189	19,316	866-	105%
31. Uniforms	111,086	111,086	7,240	88,119	22,967	79%
32. Personal Days	312,402	312,402	23,774	210,265	102,137	67%
33. Fringe Benefits Distributed to Grants	22,726-	22,726-	1,258-	16,054-	6,672-	71%
34. Total Fringe Benefits	9,840,546	9,848,146	652,570	7,841,823	2,006,323	80%
35. <u>Audit, Legal, and Consultant</u>	447,750	468,444	815	277,257	191,187	59%
36. Contract Service: Janitor & Bus Cleaning	1,354,645	1,384,587	101,936	968,673	415,914	70%
37. Contract Service: Other	922,418	944,976	50,789	788,633	156,343	83%
38. Total Services	2,724,813	2,798,007	153,540	2,034,563	763,444	73%
39. <u>Fuel &amp; Lubricants</u>	3,146,819	3,022,763	181,600	2,204,181	818,582	73%
40. Tires & Tubes	35,405	35,405	215	14,943	20,462	42%
41. Office Supplies	59,913	55,263	5,701	34,124	21,139	62%
42. Printing	50,332	113,755	4	102,953	10,802	91%
43. Repair Parts	1,518,165	1,542,957	82,921	1,196,057	346,900	78%
44. Other Supplies	111,798	118,881	5,782	57,066	61,815	48%
45. Total Materials & Supplies	4,922,432	4,889,024	276,223	3,609,324	1,279,700	74%
46. <u>Electronic Communications</u>	113,699	111,304	7,612	86,734	24,570	78%
47. Gas Heat	323,523	272,103	337	165,491	106,612	61%
48. Electric	514,260	496,571	36,866	388,206	108,365	78%
49. Other	66,685	82,768	5,181	63,207	19,561	76%
50. Total Utilities	1,018,167	962,746	49,996	703,638	259,108	73%
51. <u>PL &amp; PD Insurance</u>	1,019,600	1,019,600	117,813	1,134,838	115,238-	111%
52. Building & Other Insurance	299,058	309,784	1,158	296,412	13,372	96%
53. Total Casualty & Liability	1,318,658	1,329,384	118,971	1,431,250	101,866-	108%

Interurban Transit Partnership  
Combined Operating Statement  
Month Ended 08/31/17

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	Adopted Budget	Amended Budget	Month To Date	Year To Date	Balance	Percent Target= 92%
54. Dues & Subscriptions	74,679	75,167	0	69,777	5,390	93%
55. Professional Development	97,095	94,221	9,595	53,181	41,040	56%
56. Marketing & Promotion	200,000	203,550	3,779-	164,525	39,025	81%
57. Community Outreach	350,000	350,000	4,000	349,757	243	100%
58. Office Equipment	22,000	22,000	2,603	16,572	5,428	75%
59. Shop Tools	44,851	44,851	5,264	32,731	12,120	73%
60. Miscellaneous	67,000	67,645	9,524	40,404	27,241	60%
61. Total Other	855,625	857,434	27,207	726,947	130,487	85%
62. Purchased Transportation	5,237,918	5,482,908	505,923	4,958,212	524,696	90%
63. Purchase Transp. - CMH	1,646,000	1,430,572	92,749	1,251,389	179,183	87%
64. Purchase Transp. - Other	346,047	346,047	68,041-	190,992	155,055	55%
65. Purchase Transp. - Suburban Paratransit	204,925	170,863	13,290	142,207	28,656	83%
66. Transfer Out - Grant Budget	0	0	0	0	0	100%
67. Operating Expenses - Capitalized	1,486,320-	1,486,320-	0	0	1,486,320-	0%
68. TOTAL OPERATING EXPENDITURES	43,660,921	43,660,921	3,019,391	38,202,351	5,458,570	87%
69. Net Surplus	0	0	317,290	377,491	377,491	100%
	43,660,921	43,660,921	3,336,681	38,579,842	5,081,079	88%

Interurban Transit Partnership  
Grant Revenues & Expenditures  
Month Ended 08/31/17

GL0376

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	Adopted Budget	Amended Budget	Month To Date	Year To Date	Balance	Percent Target 92%
1. Federal Grant Assistance	35,038,869	35,038,869	2,329,153	16,652,829	18,386,040	48%
2. State Grant Assistance	9,199,311	9,199,311	611,595	4,370,816	4,828,495	48%
3. Transfer In - Operating Budget	0	0	0	0	0	100%
4. Use of Restricted Net Assets	0	0	0	0	0	100%
5. Other Local	0	0	0	0	0	100%
6. Total Grant Revenue	44,238,180	44,238,180	2,940,748	21,023,645	23,214,535	48%
7. Administrative Salaries	44,554	44,554	3,146	37,548	7,006	84%
8. Driver Wages	0	0	0	0	0	100%
9. Temporary Wages	0	0	0	0	0	100%
10. Fringe Benefit Distribution	22,726	22,726	1,258	16,054	6,672	71%
11. Total Labor	67,280	67,280	4,404	53,602	13,678	80%
12. Tires & Tubes	350,000	350,000	0	221,293	128,707	63%
13. Office Supplies	500	500	0	0	500	0%
14. Printing	7,500	0	0	0	0	100%
15. Total Material & Supplies	358,000	350,500	0	221,293	129,207	63%
16. Purchased Transportation	800,000	800,000	66,667	733,333	66,667	92%
17. Specialized Services	463,289	463,289	0	111,292	351,997	24%
18. Total Purchased Transportation	1,263,289	1,263,289	66,667	844,625	418,664	67%
19. Dues & Subscriptions	4,500	4,500	0	575	3,925	13%
20. Professional Development	25,000	42,500	4,662	43,880	1,380-	103%
21. Miscellaneous	10,000	0	0	0	0	100%
22. Total Other Expenses	39,500	47,000	4,662	44,455	2,545	95%
23. Office Lease	0	0	0	0	0	100%
24. Transit Center Lease	0	0	0	0	0	100%
25. Storage Space Lease	0	0	0	0	0	100%
26. Total Leases	0	0	0	0	0	100%
27. Rolling Stock	14,111,880	14,111,880	2,307,495	13,066,443	1,045,437	93%
28. Facilities	18,918,417	18,918,417	427,158	3,566,958	15,351,459	19%
29. Equipment	1,450,000	1,450,000	0	46,307	1,403,693	3%
30. Other	5,955,268	5,955,268	125,091	2,966,457	2,988,811	50%
31. Total Capital	40,435,565	40,435,565	2,859,744	19,646,165	20,789,400	49%
32. Planning Services	588,226	588,226	5,271	213,505	374,721	36%
33. Capitalized Operating	1,486,320	1,486,320	0	0	1,486,320	0%
34. Total Expenditures	44,238,180	44,238,180	2,940,748	21,023,645	23,214,535	48%

PROFESSIONAL DEVELOPMENT REPORT  
ALL EMPLOYEES (EXCLUDING VARGA)  
AUGUST 2017

AMOUNT	PURPOSE	EMPLOYEE (s)	LOCATION
\$168.48	MPTA Annual Meeting	Pouget	Crystal Mountain
\$1,239.38	INIT User Group Meeting	Wisselink	Portland, OR
\$1,667.75	Transit Management Implementation Conference	Clapp	New York, NY
\$415.00	2017 SHRM Conference	Lee	Grand Rapids, MI
\$534.40	APTA Expo	Schipper	Atlanta, GA
\$248.15	APTA Expo	Fedorowicz	Atlanta, GA
\$766.93	Association for Commuter Transportation	Bulthuis	New Orleans, LA
\$689.09	ATI Conference	Green	Austin, TX
\$1,234.70	Schedule Masters Conference	Bunn	Shreveport, LA
 \$6,963.88			

\*This total does not include incidental travel and meeting expenses such as mileage, parking, lunch meetings, etc.

8/25/2017  
1:00:09AM

Interurban Transit Partnership  
Personnel Authorization

ITP\_HR\_PersonnelAuth.rpt

<u>Positions</u>	<u>Authorized</u>	<u>Actual</u>
<b>Senior Managers</b>	15	13
<b>Supervisors &amp; Admins.</b>		
Administration	3	3
Operations	16	16
<b>Professionals</b>		
Administration	4	4
External Relations	2	2
Operations	6	6
Planning & Grants	2	2
Special Services	1	1
<b>Call Takers/Schedulers</b>		
Special Services - Full Time	6	7
Special Services - Part Time	3	3
<b>Administrative Support</b>		
Administration - Full Time	3	4
Administration - Part Time	2	1
Customer Service/Marketing	1	1
External Relations	3	3
Operations	3	3
Operations - Full Time	1	1
Security	4	4
Special Services	2	1
<b>Total Admin. Personnel</b>	<u>77</u>	<u>75</u>
Mechanics - Facilities	7	7
Mechanics - Fleet	30	26
Bus Operators - Full time	261	251
Bus Operators - Part Time	39	35
<b>Total Union Personnel:</b>	<u>337</u>	<u>319</u>
<b>TOTAL PERSONNEL</b>	<u>414</u>	<u>394</u>

**Date:** October 5, 2017  
**To:** ITP Board  
**From:** Kevin Wisselink / Planning Department  
**Subject:** AUGUST 2017 RIDERSHIP AND PRODUCTIVITY REPORT

#### ACTION REQUESTED

The Board is asked to accept the August 2017 Ridership and Productivity Report.

#### BACKGROUND

There were 3 Clean Air Action Days in August 2016 and none in August 2017. If those days are factored out, Fixed Route ridership decreased by only 0.1% in August 2017.

#### RIDERSHIP SUMMARY

##### **August 2017 compared to August 2016**

###### Total Ridership by Category:

- Routes 1 – 44 ridership (588,370) decreased **4.5%** (-27,713)
- Contracted/Specialized Service ridership (134,448) increased **5.5%** (7,061)
- Demand-Response ridership (29,855) decreased **3.1%** (-957)
- **Total Ridership (752,673) decreased 2.8% (-21,609)**

###### Daily Averages:

- Average Weekday total ridership (28,258) decreased **3.2%** (-924)
- Average Weekday evening ridership (4,452) decreased **12.5%** (-635)
- Average Saturday ridership (12,517) increased **3.8%** (457)
- Average Sunday ridership (5,702) decreased **5.1%** (-309)

##### **Fiscal Year 2017 compared to Fiscal Year 2016**

###### Total Ridership by Category:

- Routes 1 – 44 ridership (6,987,472) decreased **3.1%** (-224,902)
- Contracted/Specialized Service ridership (2,557,945) decreased **5.6%** (-153,531)
- Demand-Response ridership (326,554) decreased **2.9%** (-9,736)
- **Total Ridership (9,891,971) decreased 3.8% (-388,169)**

###### Daily Averages:

- Average Weekday total ridership (36,661) decreased **4.2%** (-1,625)
- Average Weekday evening ridership (5,072) decreased **5.8%** (-314)
- Average Saturday ridership (13,362) decreased **3.7%** (-511)
- Average Sunday ridership (5,915) increased **1.1%** (67)

#### ROUTE PERFORMANCE SUMMARY (Routes 1-44 Only)

August 2017 fixed-route system performance increased compared to August 2016 (contracted services not included). The fixed-route summary is as follows:

- Average passengers per hour (**18.7**) decreased **4.4%** (-0.4 points)
- Average passengers per mile (**1.50**) decreased **5.0%** (-0.6 points)
- Average farebox recovery percent (**22.7%**) decreased **5.7%** (-0.7 points)
- Average daily passengers (**18,880**) decreased **5.0%** (-2.2 points)
- **Monthly system performance (75.2 points) decreased 5.0% (-4.0 points)**
- **FY 2017 system performance (84.1 points) decreased 3.6% (-3.1 points) compared to FY 2016**

#### Monthly Fixed-Route Point Summary

	FY 17	FY 16	FY 17	FY 16		%
	<u>Avg</u>	<u>Avg</u>	<u>Points</u>	<u>Points</u>	<u>Change</u>	<u>Change</u>
Avg Passengers per Hour per Route:	18.7	19.5	<b>9.3</b>	<b>9.8</b>	-0.4	-4.4%
Avg Passengers per Mile per Route:	1.50	1.58	<b>11.6</b>	<b>12.2</b>	-0.6	-5.0%
Avg Fare-box Recovery % per Route:	22.7%	24.1%	<b>11.4</b>	<b>12.1</b>	-0.7	-5.7%
Avg Daily Fixed-Route Passengers:	18,880	19,866	<b>42.9</b>	<b>45.2</b>	-2.2	-5.0%
<b>August Total:</b>			<b>75.2</b>	<b>79.1</b>	<b>-4.0</b>	<b>-5.0%</b>
<b>Year Average:</b>			<b>84.1</b>	<b>87.3</b>	<b>-3.1</b>	<b>-3.6%</b>

- **17 of 23 (73.9%) fixed-routes performed within the average range (within one standard deviation of the system mean)**
- **The Silver Line performed above standard (greater than 66.7% above the system mean)**
- Route 1 – Division, Route 2 – Kalamazoo and Route 9 – Alpine performed one standard deviation above the system mean
- Route 17 – Woodland/Airport performed one standard deviation below the system mean
- **Route 19—Michigan Crosstown performed below standard (less than 66.7% below the system mean)**

August 2017 Fixed Route Ridership Change: **-0.1%**

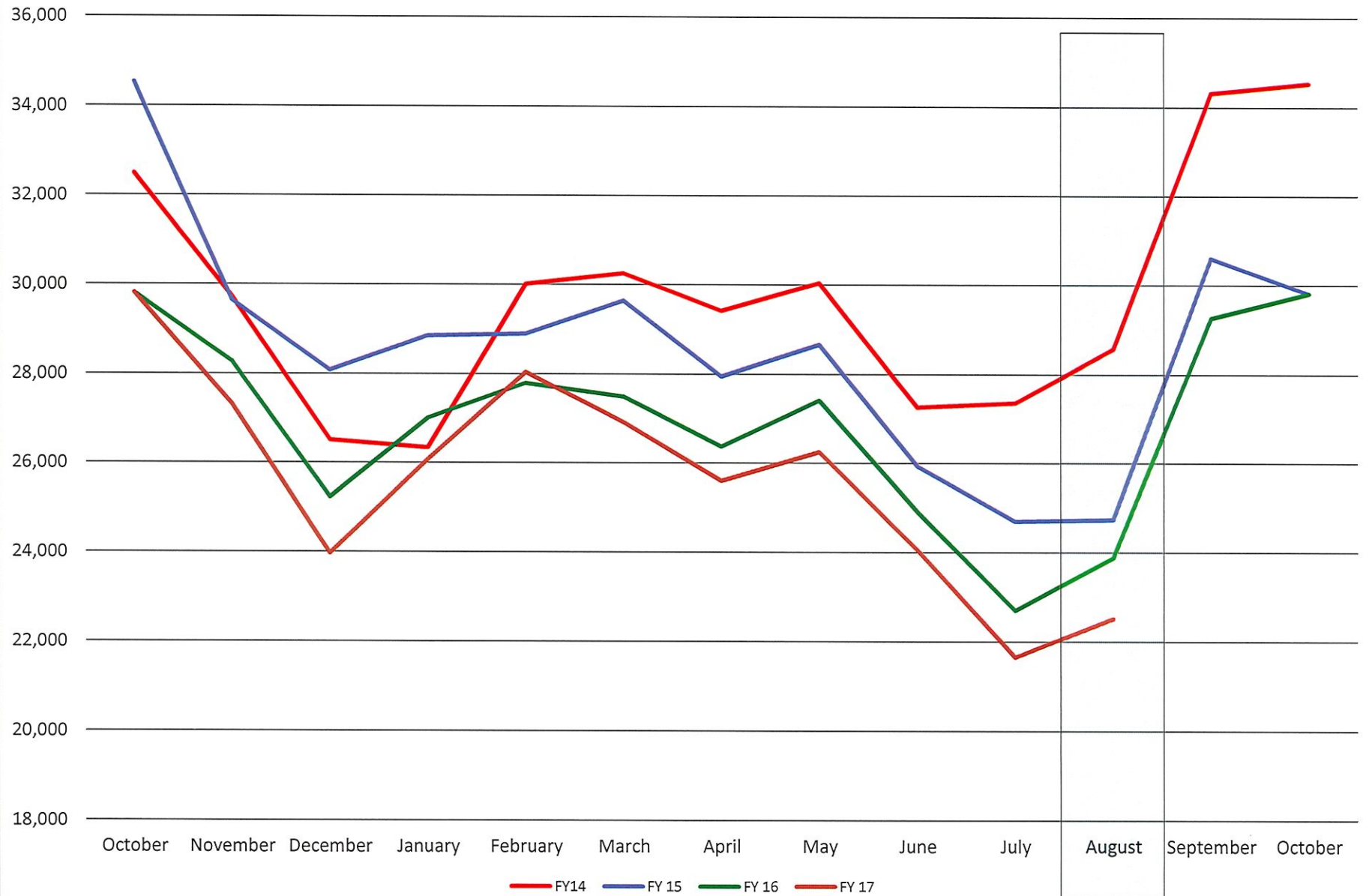
August 2017 Total Ridership Change: **-1.6%**

#### Change in service days from August 2017 to August 2016

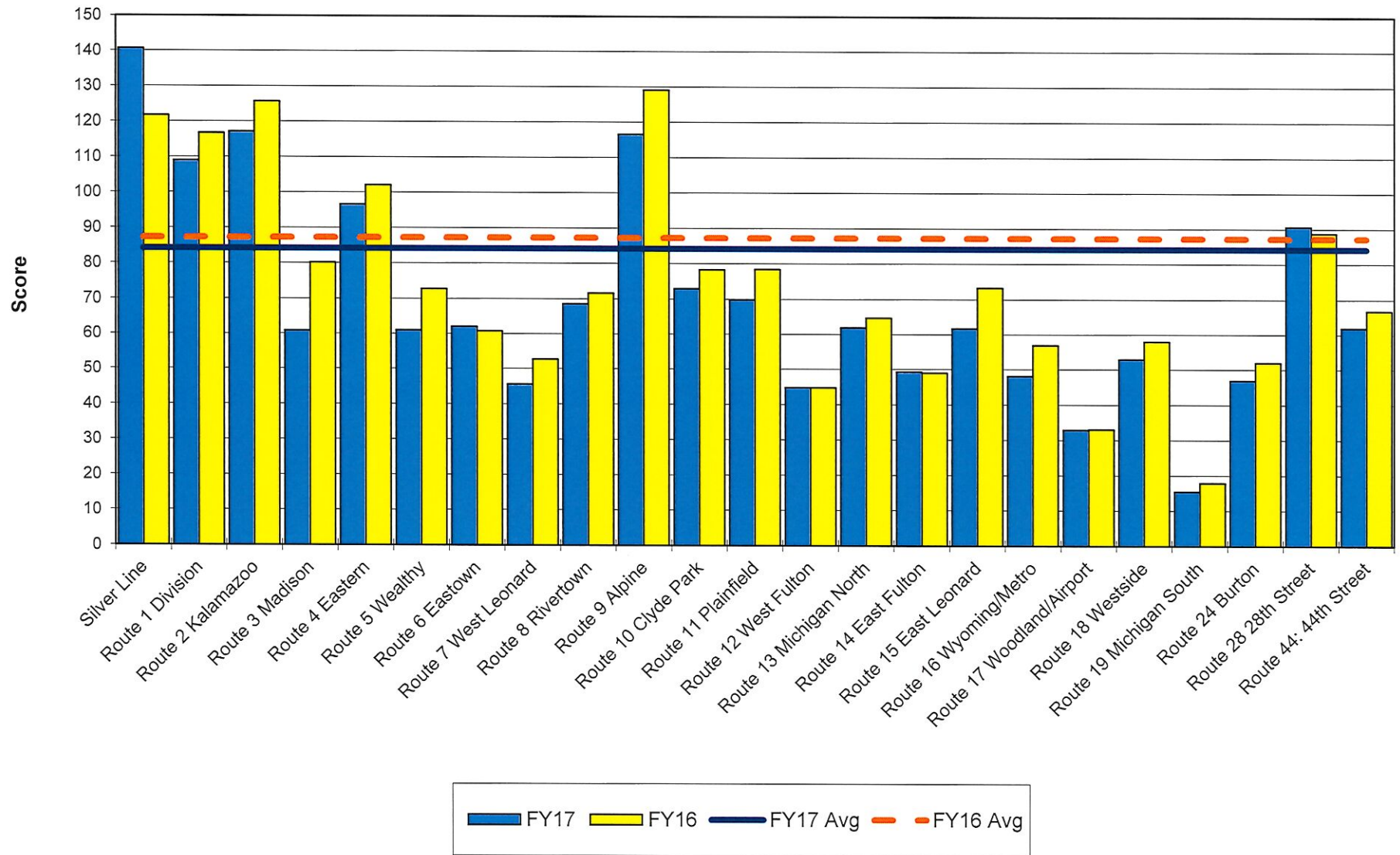
	FY 2017	FY 2016	Change
Total Service Weekdays	23	23	0
Total Service Saturdays	4	4	0
Total Service Sundays	4	4	0

Attached is a graphical summary of the system and individual fixed-route performance

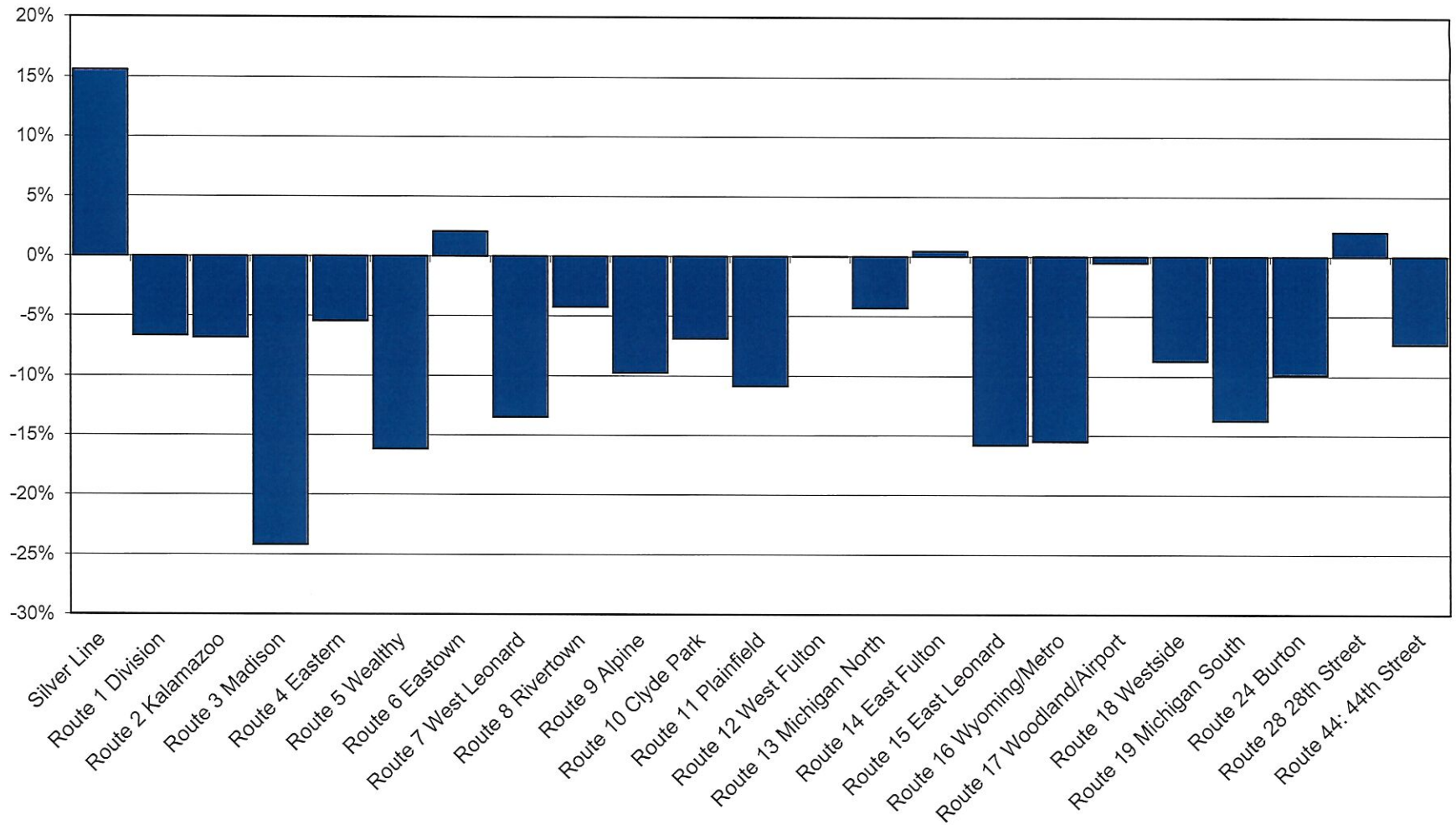
## Monthly Weekday Average Ridership History



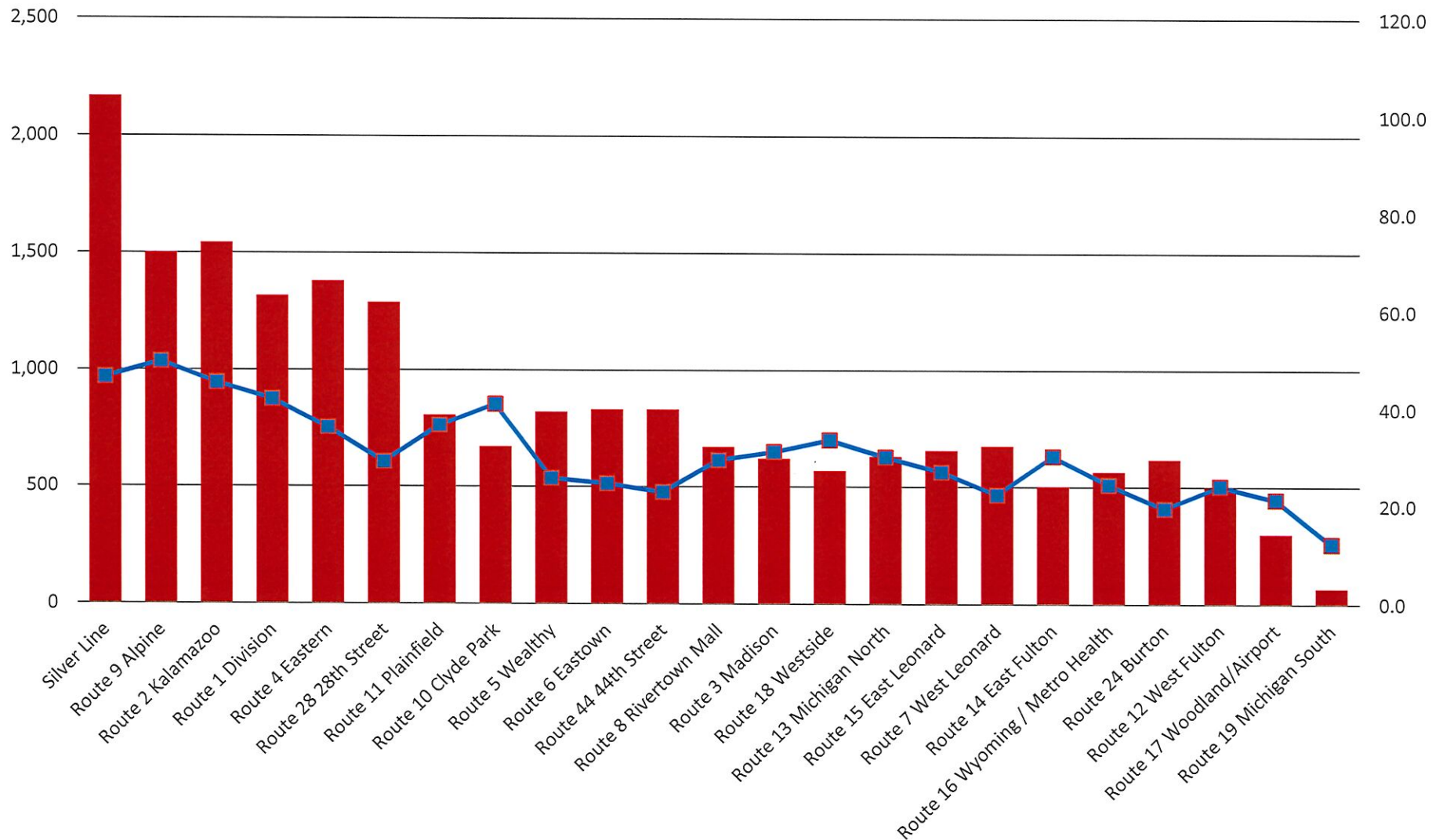
## Fixed-Route Scoring Summary: August 2017 Compared to August 2016



Percent Change by Route: August 2017 Compared to Compared August 2016



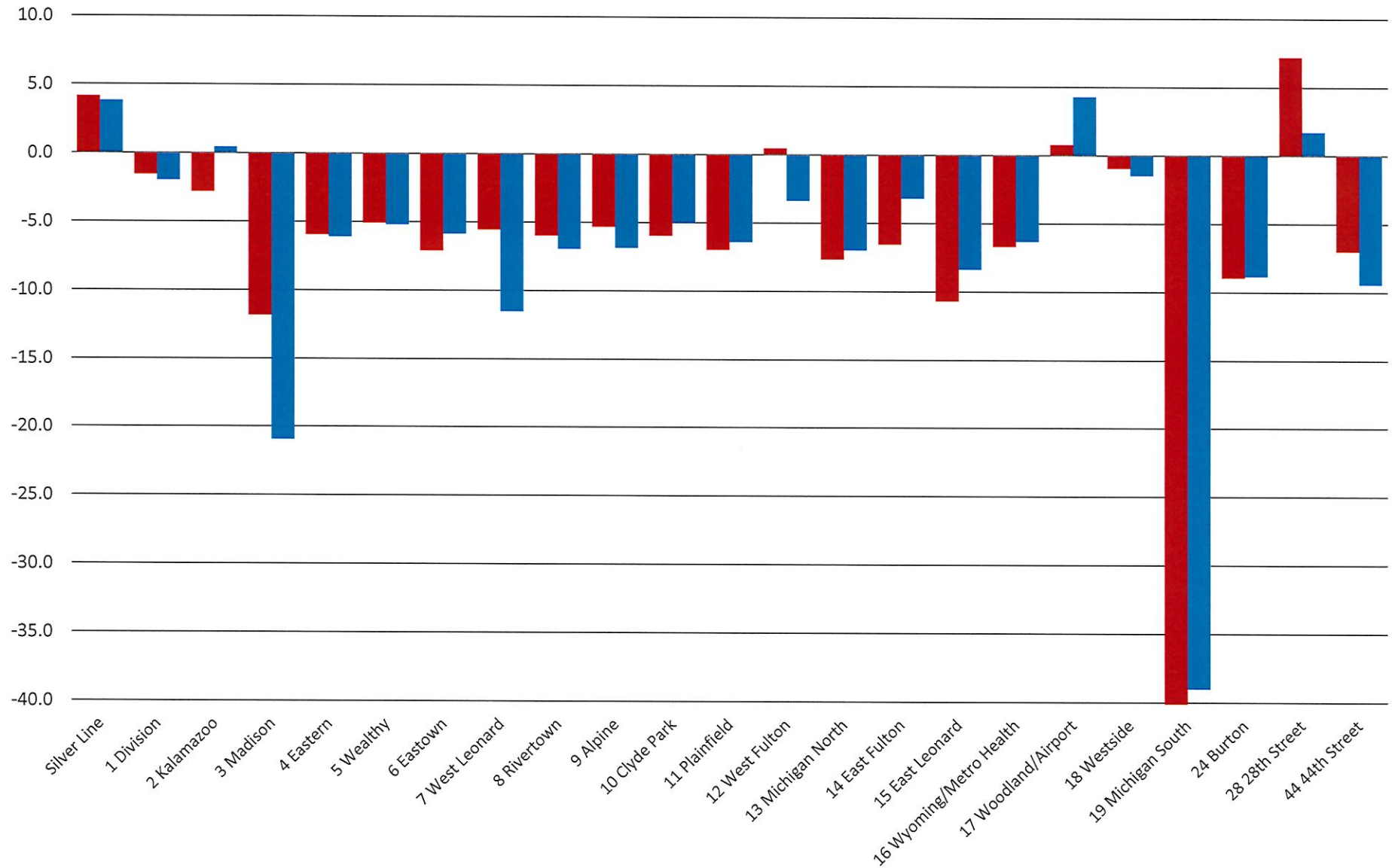
## Fixed Route Efficiency Score and Ridership Levels - August 2017



The Efficiency Score is an average of Farebox Recovery Rate, Passengers/Mile and Passengers/Hour.

Effectiveness Score Efficiency Score

## Change in Ridership and Efficiency: FY 2017 to FY 2016



The Efficiency Score is an average of Farebox Recovery Rate, Passengers/Mile and Passengers/Hour.

■ % Change Ridership ■ % Change Efficiency

August 2017 Ridership Report  
Ridership by Fare Category

Regular Route Summary	August 2017	August 2016	Actual Change	% Change
\$1.75 Cash Fare	80,844	79,871	973	1.2%
\$1.75 Adult One-Ride Ticket	9,355	7,524	1,831	24.3%
\$1.35 Adult Ticket	36,389	34,362	2,027	5.9%
\$1.05 Student Ticket, Aquinas, Calvin and Kendall Tickets	40,714	26,882	13,832	51.5%
\$0.85 Senior / Disabled Ticket and Cash	25,036	23,062	1,974	8.6%
\$47 Regular and \$30 Reduced 31-Day Month Pass	127,038	120,734	6,304	5.2%
\$3.50 One-Day Pass	31,848	29,238	2,610	8.9%
\$16.00 Seven-Day Pass	16,868	13,194	3,674	27.8%
Spectrum Health Employee Pass	4,423	3,544	879	24.8%
Free ADA	13,439	9,594	3,845	40.1%
GVSU Students on Routes 1-44	11,722	11,886	-164	-1.4%
Miscellaneous Fare	33,862	111,753	-77,891	-69.7%
Transfers	89,627	85,107	4,520	5.3%
Silver Line	67,205	59,332	7,873	13.3%
<b>Total Regular Route Ridership</b>	<b>588,370</b>	<b>616,083</b>	<b>-27,713</b>	<b>-4.5%</b>

Contracted/Specialized Services Summary

DASH	28,992	19,497	9,495	48.7%
GRCC Shuttle	6,773	5,782	991	17.1%
GVSU Campus Connector	51,799	54,827	-3,028	-5.5%
DASH to the Hill	0	3,283	-3,283	-100.0%
GVSU Off-Campus Shuttle	20,629	14,732	5,897	40.0%
GVSU South Campus Express	22,802	25,025	-2,223	-8.9%
FSU	152	152	0	0.0%
Vanpools	3,301	4,089	-788	-19.3%
<b>Total Contracted Ridership</b>	<b>134,448</b>	<b>127,387</b>	<b>7,061</b>	<b>5.5%</b>

Demand Response Summary

GO!Bus (does not include PASS)	29,325	30,122	-797	-2.6%
PASS North Ridership (Including Transfers)	245	283	-38	-13.4%
PASS SE Ridership (Including Transfers)	213	327	-114	-34.9%
PASS SW Ridership (Including Transfers)	72	80	-8	-10.0%
<b>Total Demand Response Ridership</b>	<b>29,855</b>	<b>30,812</b>	<b>-957</b>	<b>-3.1%</b>

	2017	2016	Change	YTD Change
Total Service Weekdays	23	23	0	1
Total Service Saturdays	4	4	0	0
Total Service Sundays	4	4	0	-2
Total Holidays	0	0	0	0
<b>Total Service Days</b>	<b>31</b>	<b>31</b>	<b>0</b>	<b>-1</b>
<b>Total Days</b>	<b>31</b>	<b>31</b>	<b>0</b>	<b>-1</b>

Total Weekday Fixed-Route Ridership	547,544	554,182	-6,638	-1.2%
Total Weekday Evening Fixed-Route Ridership	102,400	117,005	-14,605	-12.5%
<b>Total Weekday and Weekday Evening Fixed-Route Ridership</b>	<b>649,944</b>	<b>671,187</b>	<b>-21,243</b>	<b>-3.2%</b>
Total Saturday Fixed-Route Ridership	50,068	48,241	1,827	3.8%
<b>Total Sunday Fixed-Route Ridership</b>	<b>22,806</b>	<b>24,042</b>	<b>-1,236</b>	<b>-5.1%</b>
Avg Weekday Daytime Fixed-Route Ridership	23,806	24,095	-289	-1.2%
Avg Weekday Evening Fixed-Route Ridership	4,452	5,087	-635	-12.5%
<b>Avg Weekday and Weekday Evening Fixed-Route Ridership</b>	<b>28,258</b>	<b>29,182</b>	<b>-924</b>	<b>-3.2%</b>
Avg Saturday Fixed-Route Ridership	12,517	12,060	457	3.8%
<b>Avg Sunday Fixed-Route Ridership</b>	<b>5,702</b>	<b>6,011</b>	<b>-309</b>	<b>-5.1%</b>

	2017	2016	Change	% Change
Fixed-Route Ridership Month to Date	588,370	616,083	-27,713	-4.5%
Contracted/Specialized Service Ridership Month to Date	134,448	127,387	7,061	5.5%
Demand Response Ridership Month to Date	29,855	30,812	-957	-3.1%
<b>Total Monthly Ridership</b>	<b>752,673</b>	<b>774,282</b>	<b>-21,609</b>	<b>-2.8%</b>
	2017	2016	Change	% Change
Fixed-Route Ridership Year to Date	6,987,472	7,212,374	-224,902	-3.1%
Contracted/Specialized Service Ridership Year to Date	2,577,945	2,731,476	-153,531	-5.6%
Demand Response Ridership Year to Date	326,554	336,290	-9,736	-2.9%
<b>Total Ridership Year to Date</b>	<b>9,891,971</b>	<b>10,280,140</b>	<b>-388,169</b>	<b>-3.8%</b>
<b>Projected Annual Ridership</b>	<b>11,013,948</b>	<b>11,446,144</b>	<b>-432,196</b>	<b>-3.8%</b>

## August 2017 Productivity Report

Fixed-Route Services	Passengers per Bus Hour	Passengers per Bus Mile	Farebox Recovery %	Efficiency Score	Daily Passengers	Effectiveness Score	Total Score	Distance from Mean	Current Rank	FY 2016 Rank	Change	Total Passengers	Peak Frequency
Silver Line	27.6	2.05	33.9%	46.5	2,168	108.4	154.9	106.1%	1	1	0	67,205	10
Route 9 Alpine	25.6	2.67	32.9%	49.8	1,500	75.0	124.7	65.9%	2	3	1	46,489	15
Route 2 Kalamazoo	25.4	2.47	27.6%	45.4	1,543	77.1	122.6	63.1%	3	2	-1	47,827	15
Route 1 Division	24.2	1.91	30.6%	42.1	1,318	65.9	107.9	43.6%	4	5	1	40,844	15
Route 4 Eastern	20.2	1.70	26.1%	36.2	1,380	69.0	105.2	39.9%	5	4	-1	42,768	15
Route 28 28th Street	17.5	1.23	21.9%	29.1	1,288	64.4	93.5	24.4%	6	11	5	39,920	15
Route 11 Plainfield	20.4	1.71	26.6%	36.7	808	40.4	77.1	2.5%	7	7	0	25,039	15
Route 10 Clyde Park	24.6	1.77	30.2%	41.0	671	33.6	74.6	-0.8%	8	12	4	20,807	30
Route 5 Wealthy	14.3	1.23	18.2%	25.7	821	41.1	66.8	-11.1%	9	13	4	22,179	15
Route 6 Eastown	13.6	1.29	15.9%	24.6	833	41.6	66.3	-11.8%	10	9	-1	25,813	15
Route 44 44th Street	12.8	0.95	18.3%	22.9	833	41.6	64.5	-14.2%	11	17	6	22,482	30
Route 8 Rivertown Mall	18.0	1.26	21.5%	29.5	671	33.6	63.0	-16.1%	12	14	2	20,807	30
Route 3 Madison	20.8	1.23	22.6%	31.2	622	31.1	62.3	-17.1%	13	10	-3	16,781	30
Route 18 Westside	18.9	1.73	21.7%	33.7	568	28.4	62.1	-17.4%	14	8	-6	15,341	30
Route 13 Michigan North	17.7	1.56	18.7%	30.2	630	31.5	61.7	-18.0%	15	15	0	17,021	15
Route 15 East Leonard	14.7	1.39	18.0%	27.1	656	32.8	59.9	-20.4%	16	6	-10	20,340	15
Route 7 West Leonard	13.8	0.91	16.9%	22.4	676	33.8	56.2	-25.2%	17	16	-1	18,250	15
Route 14 East Fulton	16.7	1.59	19.5%	30.3	502	25.1	55.4	-26.3%	18	18	0	13,550	30
Route 16 Wyoming / Metro Health	14.2	1.06	18.4%	24.5	564	28.2	52.7	-29.9%	19	20	1	17,495	30
Route 24 Burton	10.7	0.83	15.6%	19.6	617	30.9	50.4	-32.9%	20	19	-1	16,668	30
Route 12 West Fulton	14.2	1.33	13.6%	24.1	499	25.0	49.1	-34.7%	21	21	0	13,474	30
Route 17 Woodland/Airport	13.4	0.94	14.7%	21.3	299	14.9	36.3	-51.7%	22	22	0	6,871	30
Route 19 Michigan South	6.4	0.64	9.9%	12.3	67	3.3	15.6	-79.2%	23	23	0	1,594	30
<b>System Summary</b>	<b>18.7</b>	<b>1.50</b>	<b>22.7%</b>		<b>858</b>		<b>75.2</b>	<b>n/a</b>				<b>579,505</b>	

	Passengers per Bus Hour	Passengers per Bus Mile	Farebox Recovery %	Efficiency Score	Daily Passengers	Effectiveness Score	Total Score	Distance from Mean
System Average (mean)	18.7	1.50	22.7%	32.3	858	42.9	75.2	n/a
Standard deviation	5.0	0.51	6.0%	9.4	386	19.3	31.7	n/a
Routes above standard (equal or greater than 66.7% of mean)	31.1	2.51	37.9%	53.8	1,431	71.5	125.3	66.7%
Routes above one standard deviation of mean	31.0	2.50	37.8%	53.6	1,430	71.5	125.2	66.6%
Above average routes within one standard deviation of mean	23.7	2.01	28.7%	41.7	1,244	62.2	106.8	42.1%
Average routes	+/- 12.5% mean	+/- 12.5% mean	+/- 12.5% mean	+/- 12.5% mean	+/- 12.5% mean	+/- 12.5% mean	+/- 12.5% mean	+/- 12.5% mean
Below average routes within one standard deviation of mean	13.6	0.99	16.8%	22.9	472	23.6	43.5	-42.1%
Routes below one standard deviation of mean	6.3	0.51	7.7%	10.9	287	14.3	25.2	-66.6%
Routes below standard (equal or less than 66.7% of mean)	6.2	0.50	7.6%	10.7	286	14.3	25.1	-66.7%

Contracted/Specialized Services	Passengers per Bus Hour	Passengers per Bus Mile	Farebox Recovery %	Efficiency Score	Daily Passengers	Effectiveness Score	Total Score	Distance from Mean	Current Rank	FY 2014 Rank	Change	Total Passengers	Peak Frequency
GVSU Campus Connector	24.4	1.35	n/a	35.0	1,992	99.6	134.6	n/a	n/a	n/a	n/a	51,799	7
GVSU South Campus Express	58.1	6.50	n/a	120.7	991	49.6	170.2	n/a	n/a	n/a	n/a	22,802	10
GVSU Off-Campus	70.4	9.09	n/a	160.1	897	44.8	205.0	n/a	n/a	n/a	n/a	20,629	10
GVSU CHS Express	#REF!	n/a	n/a	#REF!	0	0.0	#REF!	n/a	n/a	n/a	n/a	0	5
GRCC Shuttle	#DIV/0!	#DIV/0!	n/a	#DIV/0!	1,693	84.7	#DIV/0!	n/a	n/a	n/a	n/a	6,773	10
DASH South	#DIV/0!	n/a	n/a	#DIV/0!	0	0.0	#DIV/0!	n/a	n/a	n/a	n/a	0	5
DASH West	17.9	2.41	n/a	41.7	1,052	52.6	94.4	n/a	n/a	n/a	n/a	24,204	5
DASH North	4.5	0.58	n/a	10.3	208	10.4	20.7	n/a	n/a	n/a	n/a	4,788	20
FSU	#DIV/0!	#DIV/0!	n/a	#DIV/0!	7	0.3	#DIV/0!	n/a	n/a	n/a	n/a	152	120
	25.18	2.10	n/a									131,147	

<b>Total System Summary</b>	<b>19.66</b>	<b>1.59</b>	<b>22.85%</b>	Farebox includes GRPS services									
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The range of values comprising approximately 68% of the samples above and below the mean  
 Routes with scores greater than 66.7% above the mean  
 Routes with scores between 1 standard deviation above the mean and 66.7% above the mean  
 Routes with scores within 1 standard deviation above the mean  
 Routes with scores with +/- 12.5% of the mean  
 Routes with scores within 1 standard deviation below the mean  
 Routes with scores between 1 standard deviation below the mean and 66.7% below the mean  
 Routes with scores greater than 66.7% below the mean

**DATE:** September 22, 2017  
**TO:** ITP Board  
**FROM:** Meegan Joyce  
**SUBJECT:** AUGUST 2017 PARATRANSIT RIDERSHIP REPORT

#### ACTION REQUESTED

Staff is requesting the ITP Board to approve the August 2017 Paratransit Ridership report.

#### BACKGROUND

Total monthly paratransit ridership for August 2017 (**29,855**) decreased **3.1% (957)** from August 2016 (**30,812**).

ADA ridership (20,969) increased **1.0% (202)**, NDS ridership (92) increased **4.5% (4)**, and PASS ridership (530) decreased **23.2% (160)** from August 2016. Network 180 ridership (7,059) decreased **12.0% (966)**.

There were 834 trips in Cascade township in August 2017 compared to 725 in August 2016.

Average weekday ridership for GO!Bus/PASS service decreased **0.1% (1)**, average Saturday ridership decreased **4.0% (14)**, and average Sunday ridership increased **7.6% (23)** from August 2016.

On-time performance for August 2017 was 95.62% compared to 96.72% in 2016. On-time drop-off performance for August 2017 was 96.86% compared to 95.36% last year.

Average cost per GO!Bus/PASS trip increased **4.7% (\$1.16)** from August 2016.

## AUGUST 2017 Paratransit Ridership and Operating Statistics

ADA	2017	2016	Change	% Change
Clients	1,522	1,508	14	0.9%
Passenger Trips	20,969	20,767	202	1.0%

### NDS

Clients	21	28	(7)	-25.0%
Passenger Trips	92	88	4	4.5%

### PASS

Clients	35	41	(6)	-14.6%
Passenger Trips	530	690	(160)	-23.2%

### CONTRACTED

Clients	4	8	(4)	-50.0%
Passenger Trips	70	115	(45)	-39.1%

includes ACSET

### RIDELINK

Clients	377	402	(25)	-6.2%
Passenger Trips	1,135	1,127	8	0.7%
Phone Calls	4,648	4,565	83	1.8%
Total Trips Sched. Thru Rapid Call Center	5,594	6,229	(635)	-10.2%

### TOTALS

Clients	1,959	1,987	(28)	-1.4%
Passenger Trips	22,796	22,787	9	0.0%
Average Weekday Ridership	876	877	(1)	-0.1%
Average Saturday Ridership	337	351	(14)	-4.0%
Average Sunday Ridership	326	303	23	7.6%
All Ambulatory Passengers	15,673	15,536	137	0.9%
All Wheelchair Passengers	7,123	7,251	(128)	-1.8%
No - Shows	548	439	109	24.8%
Cancellations	5,377	5,036	341	6.8%
<b>MV</b>				
Average Cost per Trip	\$25.61	\$24.45	\$1.16	4.7%
Riders per Hour	1.95	2.0	(0.1)	-2.5%
Accidents per 100,000 Miles	1	2	(1)	-50.0%

Trip Denials	0	0	0	0.0%
NTD Travel Time (minutes)	31	30	1	3%

### NETWORK 180

Passenger Trips	7,059	8,025	(966)	-12.0%
Average Weekday Ridership	336	349	(13)	-3.7%
Average Saturday Ridership	0	0	0	0.0%
Average Sunday Ridership	0	0	0	0.0%

<b>TOTAL PASSENGER TRIPS</b>	<b>29,855</b>	<b>30,812</b>	<b>(957)</b>	<b>-3.1%</b>
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### Paratransit Service Quality Statistics: network 180 Excluded

	2017 Actual Number	2016 Actual Number	2017 % of Trips	% Change
Complaints				
MV Complaints	15	18	0.1%	-16.7%

### On-Time Performance by customer call

MV Late Trips (Less than 45 Minutes Late)	3	46	0.0%	-93.5%
MV Missed Trips (Greater than 45 Minutes Late)	5	8	0.0%	-37.5%
Actual On-Time Compliance	95.62%	96.72%		
Actual ADA on-time drop-off for appointments	96.86%	95.36%	0.10%	-0.80%

**Date:** October 19, 2017  
**To:** Rapid Board  
**From:** Conrad Venema – Planning Department  
**Subject:** BALANCED SCORECARD – SEPTEMBER 2017

#### BACKGROUND

As a recommendation coming out of the recent governance study, a Balanced Score Card has been developed for the Board to use to measure a variety of organizational attributes of The Rapid. The objective is to use the Balanced Scorecard as a tool to help guide the Board with the governance of The Rapid and to help drive Board policies and procedures.

The Balanced Scorecard measures five (5) general categories of The Rapid that collectively provide the Board with a barometer of overall organizational performance. These are as follows:

- Innovation and Learning
- Internal Process
- Customer and Community Satisfaction
- Financial
- Strategic

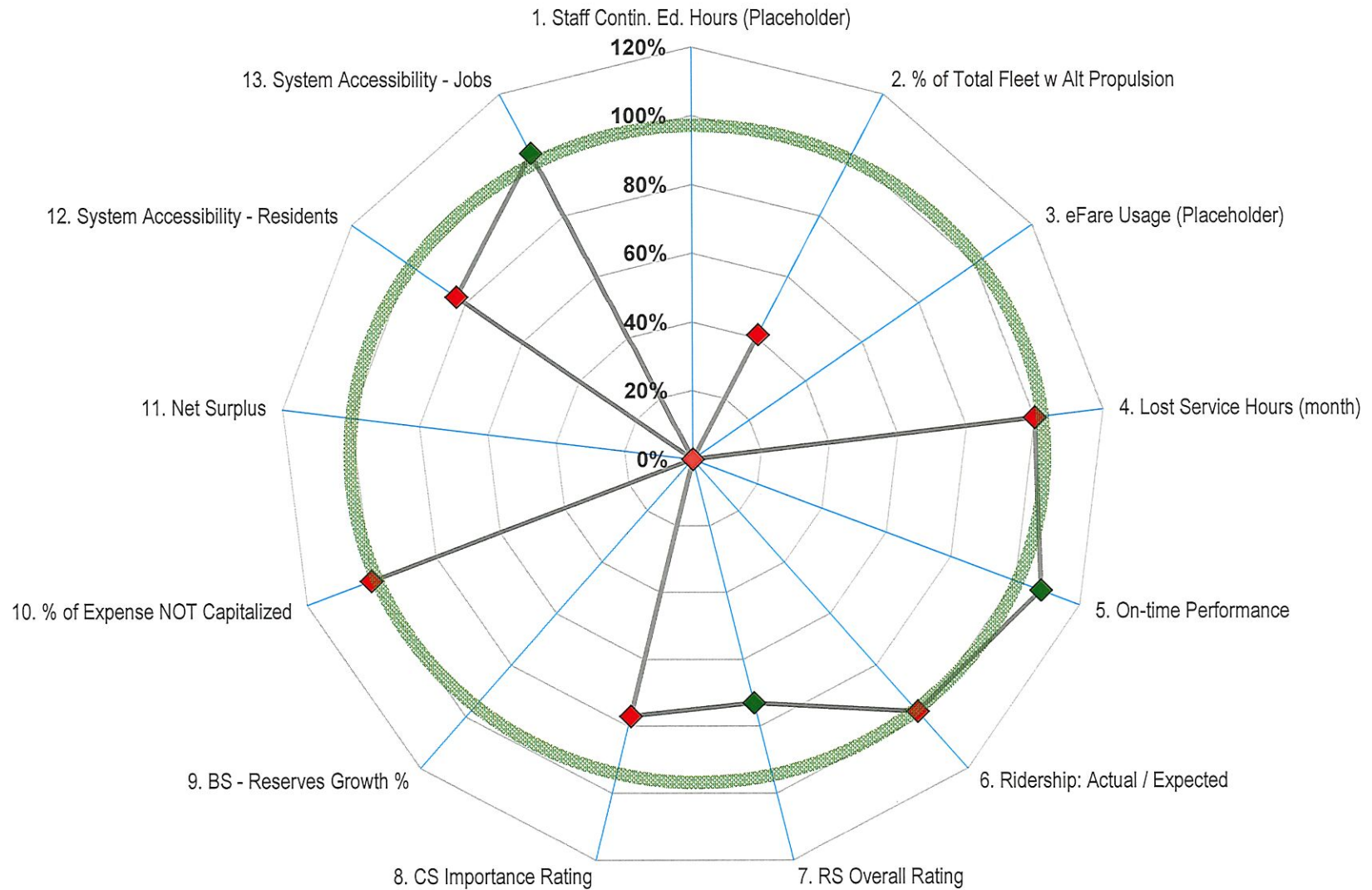
Overall, the September Balanced Score Card remains consistent with the previous month with a few exceptions. The only change is that there were zero (0) lost service hours for the month of September. This is an improvement from the month of August when there were 16 lost service hours. Second, the system on-time performance increased to 86.4% which is above the target of 85%. The other categories remained the same as the previous month.

### The Rapid Governance Scorecard - Month of September 2017

	Metric	% Current / Target <i>(this is the plotted value)</i>	Current Value	Target Value	NOTES	Operational Definition	
Innovation / Learning	1. Staff Contin. Ed. Hours (Placeholder)	0	0	n/a	Goal is to be above target	Continuing Education is tracked for the balance of the workforce using an application of the HRIS and provided there is an amount of staff time to enter information into a Data Base.	Not yet available.
	2. % of Total Fleet w Alt Propulsion	0.41	41.00%	100%	Goal is to reach 100%	The percentage of fleet vehicles that use a propulsion system other than a diesel engine or unleaded gasoline. Measured quarterly by the Fleet Maintenance Manager. This will include all Fixed-Route and Demand-Response vehicles.	Done
	3. eFare Usage (Placeholder)	0	0	n/a	eFare not fully implemented.	This is measured based on the actual usage of the efare system versus use of alternate payment methods (i.e. cash fare, magnetic tickets, other).	Not yet available.
Internal Process	4. Lost Service Hours (month)	1	1	1	measured by a percent of total revenue hours (i.e. 43 lost hours/105K revenue hours = 99.99%).	Total Revenue Service Hours scheduled but not fulfilled (cut in service) for any reason. To be tracked by staff of the Transportation Department as part of the daily report. Measured Monthly	Done
	5. On-time Performance	1.08	86.40%	80%	Goal is to be above target	Any buss that's 0-5 min late is on time. All fixed routes - not counting contractual. This is measured monthly.	Done
Customer / Community	6. Ridership: Actual / Expected	0.98	0.98	1	Goal is to be above target	Expected is (fare change, service levels and gas prices, indexed), compared to indexed ridership level . This is measured monthly.	Done
	7. RS Overall Rating	0.73	73%	100%	Goal is to be as close to 100% as possible. Measured annually	The % of Ridership Survey respondents indicating a positive response (very good and good) to "All things considered, how do you rate the job The Rapid does in providing you with service?"	Done
	8. CS Importance Rating	0.77	77%	100%	Goal is to be as close to 100% as possible. Measured annually	The % of Community Attitude Survey respondents indicating a positive response (Essential to people in your community or very important) to "Overall, do you think that the public transportation services offered by The Rapid, which is the public transportation authority that serves your area, are...?"	Done
Financial	9. BS - Reserves Growth %	0	0.00%	2.00%	Currently this is not a budgeted number	The % increase in Financial Reserves as indicated on the current Balance Sheet. Measured quarterly by the Finance Manager. Note that this is not a budgeted number.	Not yet available.
	10. % of Expense NOT Capitalized	1	96.50%	96.50%	This number reflects the annual target of \$1.5 million capital divided by a budget of \$43.7 million. Target should therefore be 96.5%	The percentage of operating expenses used by revenue sources other than capitalized preventive maintenance. Measured bi-monthly by the Finance Manager.	Done
	11. Net Surplus	0	\$0	\$850,000	Currently this is not a budgeted number	The amount of revenue recognized after certain operating expenses have been deducted. The operating expenses include operating expenses, tax payments, interest, and insurance. Measured quarterly by the Finance Manager.	Not yet available.
Strategic	12. System Accessibility - Residents	0.8325	67%	80%	Goal is to be above target. Measured annually	The estimated % of 6 City residents residing within 1/4 mile of any fixed route. Source: Planning Team using Remix. This is measured annually.	Done
	13. System Accessibility - Jobs	1.00625	81%	80%	Goal is to be above target. Measured annually	The estimated % of 6 City jobs residing within 1/4 mile of any fixed route. Source: Planning Team using Remix. This is measured annually.	Done

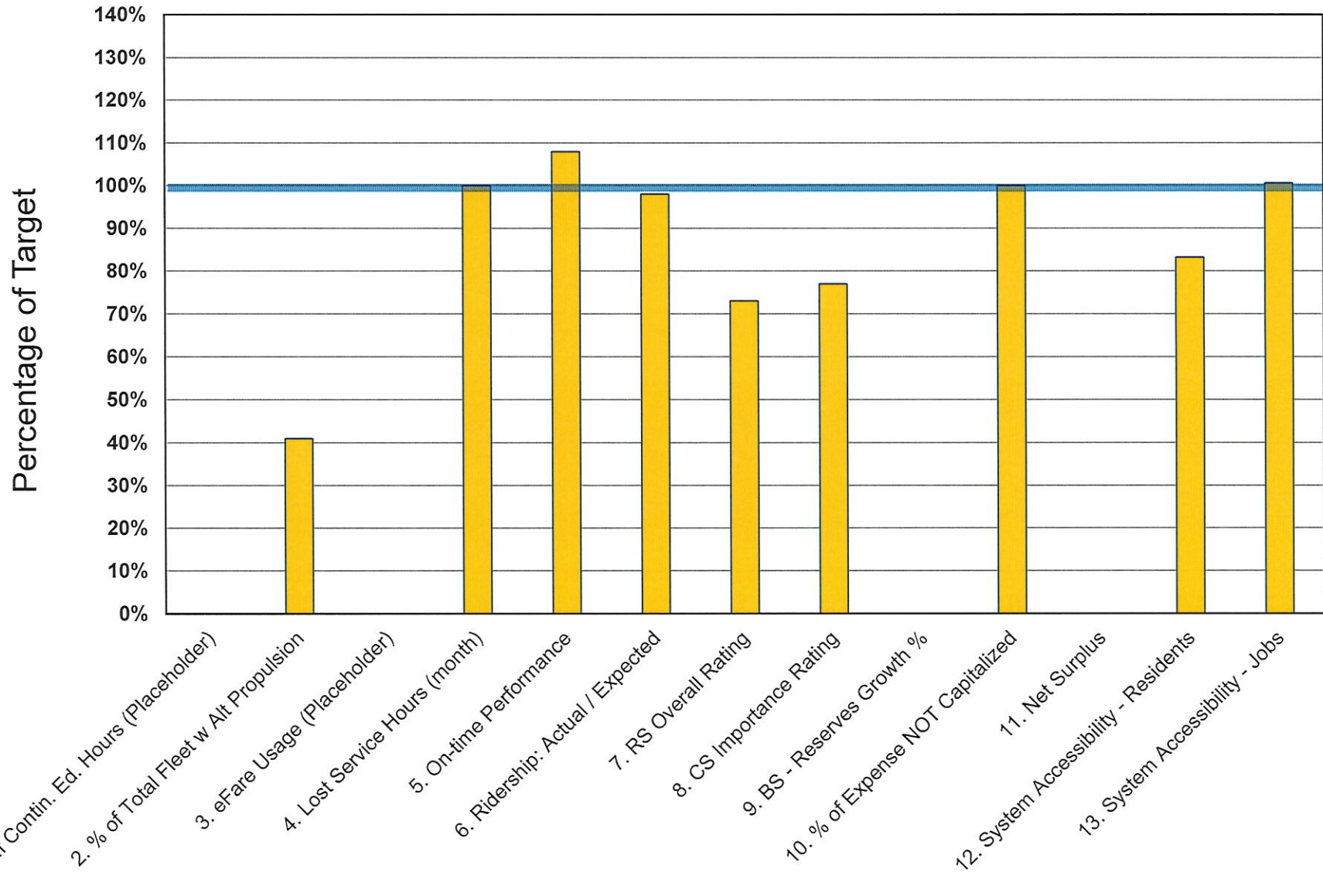
# The Rapid - Governance Scorecard

## September 2017



# The Rapid - Governance Scorecard

September 2017





Date: October 19, 2017  
To: Rapid Board  
From: Barb Holt  
Subject: COMMITTEE CHARGES

The draft charges for the Board Development Committee and the Planning and Innovation Committee are attached. These were recommended in the Governance Study conducted by Jeff Schilling and are provided for Board review and discussion.

## APPENDIX C

### Draft Board Development Committee Charge Statement

**Overall Charge:** The Board Development Committee is responsible for improving and optimizing the performance of *The Rapid* Board of Directors as a Governing Body. To accomplish this, the Board Development Committee must engage in an ongoing and repeating cycle of assessing organizational needs, assessing current Board capability, identifying development and recruitment priorities, and preparing and implementing Board-approved Development and Recruitment Plans. The Committee works closely with the member communities to identify the best available candidates for advancing the Vision of *The Rapid* and representing the unique and communal needs of the member communities. The Board Development Committee also works closely with *The Rapid* Leadership to identify and provide development opportunities that will enable the Board to guide strategic advancement of the organization.

**Membership:** The Board Development Committee will be chaired by the current Chair of *The Rapid* Board and also include up to 4 other Board members for a total of 5 Board members.

#### **Action Plan:**

Responsibility	Full Board Expectation	Deliverable(s)	Timing / Due Date
1. Create and annually review the <u>Desired Board Competencies (collective)</u> , <u>Board Member Characteristics</u> , <u>Board Member Performance Standards</u> , and <u>Board Position Descriptions (officers)</u> of The Rapid Board (Key Input: Mission, Vision, and Strategic Plan of The Rapid)	Committee development for Full Board Review & Approval	<input type="checkbox"/> Desired Board Competencies <input type="checkbox"/> Board Member Characteristics <input type="checkbox"/> Board Member Performance Standards <input type="checkbox"/> Board Position Descriptions	November Meeting
2. Conduct an Annual Self-Assessment of Board Competencies and Performance (individual and collective), including: <ul style="list-style-type: none"><li>- Governance Evaluation (survey)</li><li>- Individual Board Member talent and engagement assessment</li><li>- Assess Strategic Plan progress</li><li>- Assess organizational success</li><li>- <i>Competency Gap Analysis (Current Competencies compared to Needed Competencies)</i></li><li>- <i>Identification of Performance Improvement opportunities</i></li></ul>	Summaries as part of other Proposed Plans (see items 3 and 4).	<input type="checkbox"/> Summary of Competency Gaps (if any) <input type="checkbox"/> Descriptive list of prioritized Performance Improvement opportunities with success measures <sup>1</sup>	November and February Meetings (Self-Assessment Survey in January)

<sup>1</sup> It is recommended that improvement opportunities be framed using Thomas Nolan's 3 Questions: 1) What are we trying to improve, 2) How will we know that a change is an improvement, and 3) What changes can we make that will result in an improvement. For more information on Nolan's 3 Questions, see: The Improvement Guide: A Practical Approach to Enhancing Organizational Performance. G. Langley, K. Nolan, T. Nolan, C. Norman, L. Provost. Jossey-Bass Publishers, San Francisco, 1996.

Responsibility	Full Board Expectation	Deliverable(s)	Timing / Due Date
<p>3. Assist the Board in the ongoing development and use of performance measures, including:</p> <ul style="list-style-type: none"> <li>a. Maintenance and enhancement of the Governance Scorecard, insuring relevance to: <ul style="list-style-type: none"> <li>◆ <i>The Rapid</i> Strategic Plan</li> <li>◆ A balanced set of measures that is consistent with a focus on the sustainability of the organization</li> </ul> </li> <li>b. Reporting of other measures of key importance to governance (e.g. unfunded liabilities)</li> <li>c. Implementation of new measures of the CEO / Board relationship, including, but not limited to, additional Annual Board Self-Evaluation items.</li> </ul>	<p>Recommendations for Governance Scorecard improvements.</p> <p>Recommendations regarding other Governance measures, reporting, and application.</p>	<input type="checkbox"/> Governance Scorecard <input type="checkbox"/> Reports as applicable	Ongoing
4. Prepare an Annual Board Development Plan designed to address Competency or Performance Gaps through current Board Member Education	Committee development for Full Board Review & Approval (March)	<input type="checkbox"/> Board Development Plan (Learning Objectives, Topics, Sources, Schedule)	February Meeting
<p>5. Annually or as needed, prepare a Board Recruitment Plan by:</p> <ul style="list-style-type: none"> <li>- Identifying Competency Gaps that cannot be addressed by Development alone</li> <li>- Developing, in collaboration with the Full Board, a profile(s) of Board member(s) to address Competency Gaps</li> <li>- Identification of Recruitment Sub-Committee and Timeline</li> </ul>	Committee development for Full Board Review & Approval (May)	<input type="checkbox"/> Board Recruitment Plan	April Meeting
6. Oversee implementation of the Development Plan (working with Leadership and other resources as needed)	Committee has responsibility for implementing Plan	<input type="checkbox"/> Board Member Completion of Education	

<b>Responsibility</b>	<b>Full Board Expectation</b>	<b>Deliverable(s)</b>	<b>Timing / Due Date</b>
7. Recruit new Board Members <ul style="list-style-type: none"> <li>- Form and maintain Recruitment Sub-Committee</li> <li>- Working with the representative(s) of the member of the Authority that will be making an appointment:               <ul style="list-style-type: none"> <li>o Review profile(s)</li> <li>o Seek input and names of possible nominees</li> <li>o Identify Candidates using profiles</li> <li>o Solicit interest and obtain completed applications from desired candidates</li> <li>o Determine nominations</li> </ul> </li> <li>- Board recommendation and approval</li> <li>- Orientation</li> <li>- Mentoring<sup>2</sup></li> </ul>	New Member Nominees for Full Board Vote (August)  Committee has responsibility for onboarding new Members	<input type="checkbox"/> Nominations	July Meeting
8. Succession Planning of Board & Officers <ul style="list-style-type: none"> <li>- Identify Optimal Officer Succession Path</li> <li>- Assess Current Member and Officer Interest and Performance</li> <li>- Determine future needs</li> <li>- Submit nominations to Board</li> </ul>	Board approval of Optimal Officer Succession Path  Officer Nominees for Full Board Vote (August)	<input type="checkbox"/> Brief description of Succession Path  <input type="checkbox"/> Nominations	July Meeting
9. Ongoing development and improvement of New Board Member Orientation and Onboarding	Board approval of Updates	<input type="checkbox"/> Summary of recommended changes or updates	Ongoing

<sup>2</sup> The development of a Mentoring program as part of the onboarding of new Board members is highly recommended. Program elements should include criteria for selecting mentors, written descriptions of the Mentor and Mentoree expectations, suggested topical and subject matter focus, and the method of individual case and program evaluation.

## APPENDIX D

### Draft Planning and Innovation Committee Charge Statement

**Overall Charge:** The approval of *The Rapid* Strategic Plan, including the Mission and Vision (or Goals), is the responsibility of the Full Board. The role of the Planning and Innovation Committee is to extend the Board's strategic guidance at key points in the annual planning and operations cycle of the organization and to work closely with Leadership in the development, implementation, and evaluation of the Strategic Plan. This includes detailed work for Board approval related to the periodic review of the mission, the development of a Vision and associated measures for the organization, and supporting the Board in the routine review of strategic measures and other Balanced Scorecard measures against targets. The Committee can also assist Leadership in identifying potential tactics and evaluating the effectiveness of current tactics. The Planning and Innovation Committee also helps integrate the strategic intent and direction of the organization into routine business operating cycles including budgeting, capital planning, and performance review. Finally, the Planning and Innovation Committee extends the governing Board's ability to support leadership in fostering and leveraging innovation.

**Membership:** The Planning and Innovation Committee will be chaired by the current Vice Chair of *The Rapid* Board and also include up to 4 other Board members for a total of 5 Board members.

#### **Action Plan:**

Responsibility	Full Board Expectation	Deliverable(s)	Timing / Due Date
1. Utilizing the early Plan input provided by the Full board in their January meeting, works with Leadership to develop the Annual Strategic Plan Update (Goals, Measures, Targets, Tactics) for Full Board discussion and review	Review and discussion of Draft Plan update (May)	<input type="checkbox"/> Summary of Key Assumptions and Possible Goals for May Planning Meeting	February and April Meetings
2. Reviews projected Year End results (Strategic, Financial, Operating) and works with Leadership to assess effectiveness of current tactics	Board review and approval of Tactical Changes (September)	<input type="checkbox"/> Summary of Recommended SP Tactical Changes	September Meeting
3. Serves as the Strategic Plan Development Committee when a new Strategic Plan is developed	Full Board Engagement in the development process at key points  Full Board review & approval of any new Strategic Plan	<input type="checkbox"/> Strategic Plan development documentation as applicable	Typically every 3 years

<b>Responsibility</b>	<b>Full Board Expectation</b>	<b>Deliverable(s)</b>	<b>Timing / Due Date</b>
4. Review Mission Statement, evaluate need for change, make recommendation to Full Board	Board Review & Approval	<input type="checkbox"/> Analysis and Recommended Changes	Typically every 5 – 10 years
5. Ensures use of Listening Posts to obtain Customer Feedback, including measures of satisfaction, and use of feedback to develop improvement plans	Update Board on new research efforts or finding related to Governance Scorecard or Strategic Plan	<input type="checkbox"/> Brief Written Summary	Ongoing
6. Provides guidance as needed on the integration of The Rapid Strategic Planning and Budgeting Process	Board Review & Approval of any Process Changes	<input type="checkbox"/> Recommended Changes	Ongoing
7. Identifies emergent / new strategic issues and opportunities for Full Board; collaborates with Leadership Team on additional analysis and the formulation of recommendations as requested by Full Board or Leadership Team	Provide synopsis and / or analysis to Board for consideration	<input type="checkbox"/> Written Brief	Ongoing
8. Provide counsel to Leadership regarding major system upgrades and other capital investments for possible inclusion in next Fiscal Year budget	Brief summary to Board on guidance provided	<input type="checkbox"/> Written Summary	As Needed
9. Reviews Feasibility Studies and Business Plans and formulates recommendations to Full Board	Provide recommendation to Board	<input type="checkbox"/> Recommendations	As Needed
10. Serves as a sounding board and resource for the Leadership Team regarding developing and potential innovations of process or service	Update Board as needed	<input type="checkbox"/> Verbal or written report	As Needed



**MINUTES OF  
GOVERNANCE COMMITTEE**

**October 11, 2017**

ATTENDANCE

Committee Members Present: Jack Hoffman, Barbara Holt (Chair), Stephen Kepley, Terry Schweitzer, Anna Seibold

Committee Members Absent: None

Staff Present: Robin Crothers, Brian Pouget, Peter Varga (CEO)

Others Present: Watchdog Miller

Ms. Holt called the meeting to order at 4:00 p.m.

PUBLIC COMMENT – No comments.

1. Minutes of 9-13-17 Governance Committee Meeting:

Ms. Holt asked for corrections to the minutes. None were offered. The minutes stand approved as written.

2. CEO Professional Development Report for September 2017:

A motion was made by Schweitzer, supported by Hoffman, to accept the CEO Professional Development Report for September 2017. Motion passed unanimously.

3. DISCUSSION

Ms. Holt mentioned the new Governance Committee agenda format. She and Mayor Kepley develop the agenda for each meeting.

- a) Board Onboarding Policy – Ms. Holt noted that there was a session on Board onboarding/orientation at the APTA Transit Board Members Conference and Board Support Workshop held in Chicago in July 2017. Mayor Kepley, Jack Hoffman and Dave Bulkowski attended the conference.

Mayor Kepley reviewed the session which included a plan for onboarding new Board members which included meeting managers and holding facilities tours and many

other topics. He indicated that he would like to have new Board members meet managers in their offices if possible. He would like to start a new process for onboarding in January. He asked Ms. Crothers to obtain the documentation on this session from APTA.

Mr. Varga commented that current new Board member orientation includes a tour and some staff have been included.

In response to a question from Mayor Kepley, Ms. Holt stated that Board member onboarding should be mandatory for all new Board members. The new process will take longer than it has in the past.

Ms. Holt asked that committee members contact her or Mayor Kepley with any ideas. She asked Mr. Varga to prepare an outline of how the onboarding could be structured.

- b) CNG Facility Update – Mr. Varga reported that the CNG facility is up and running. We are fueling all 33 CNG buses there currently. We have not released the contractor yet due to a few punch list items that are still being addressed. There is an issue with a mistake made by the contractor that requires either moving a piece of equipment or putting up a wall. At this point, a final decision has not been made on how to deal with this. Either way, it will be resolved at the contractor's expense.

Ms. Holt stated that the new Board member onboarding should include a tour of the CNG facility and dispatch. She stated that current Board members should be notified when an onboarding session is going to take place in case they would like to attend.

Mr. Varga mentioned that the Laker Line light maintenance facility will be adjacent to the CNG facility.

- c) Bus Technicians – Ms. Holt stated that we are down in the number of maintenance technicians. Mayor Kepley asked if we are behind in preventive maintenance on buses and if we are doing any outsourcing.

Mr. Varga noted that we have recently hired for third shift. Mr. Pouget informed the committee that we are short six technicians on second shift. The FY 2018 budget includes a total of 30 technicians. We are outsourcing engine work and we are behind on inspections which are supposed to be done every 6,000 miles. We are confident, however, that there are no safety issues with the buses. It has been difficult to recruit technicians. Those we have hired are auto mechanics but the transition to diesel has been going well. There is one new position in the FY 2018 budget for a Utility Technician which we are recruiting for at this time.

In response to questions from Mayor Seibold, Mr. Pouget explained the requirements for hiring technicians. We hire some technicians who went to Ferris State University, there is a school in Illinois that some have come from and GRCC has a program.

Ms. Holt commented that we should recruit directly from Ferris by actually going there to recruit. We need to actively seek individuals for these positions. Mr. Pouget noted that we actively recruiting.

Mr. Varga mentioned that most people don't prefer third shift. Wages is a problem due to the union issues which are preventing wage increases. He stated that many who we have recruited recently are from the automotive side.

- d) New Committees – Ms. Holt handed out the committee charge statements from the Governance Study for the Governance Committee and the Strategic Planning Committee. These committees will start the new process in January 2018.

Mayor Kepley stated that committee members and chairs need to be appointed.

Ms. Holt stated that the chairs will put together the agendas for these committee meetings.

Mayor Seibold commented that committee chairs need to understand the charge of their committee, how to approach it and see what issues are coming up that need to be addressed. The responsibilities are different than they were before. We should start working with the chairs soon. Any processes that are developed can be revised as needed.

Ms. Holt suggested that the Board Chair could act as the Governance Committee Chair and the Board Vice-Chair could act as the Strategic Planning Committee Chair.

Mayor Seibold felt there should be some discussion about who would work best as the chairs for these committees.

Mayor Kepley stated that this could be discussed at the November Governance Committee meeting.

#### 4. INFORMATION

- a) Pension Rate of Return Update – Mr. Varga informed the committee that bids are due on 10-13-17 to engage a consultant for pension investment services.

Ms. Holt noted that this item will stay on the committee's agenda for updates.

#### 5. SPECIAL COMMITTEE REPORTS

- a) Compensation Committee – Mr. Pouget reported that there is a little more work to do to finalize the compensation study.
- b) CEO Search Committee – Mr. Varga stated that an RFQ was sent out for CEO recruitment services. The RFQ was sent to a total of eight firms. The committee should be ready to make a decision in December. He noted that the committee added two firms to the list of six after the initial distribution of the RFQ and they made some changes to the job description.

#### 6. CEO REPORT

- a) October 25, 2017 Board Agenda – Mr. Varga stated that there are no action items for the October 24, 2017 Board meeting.

It was noted by Mayor Kepley that the Board should meet in October in case a closed session is needed regarding collective bargaining.

Ms. Holt mentioned that the Board could have a discussion about Board committees at the October meeting.

- b) Board Retreat – Mr. Varga suggested that the committee discuss the date/time for the next Board Retreat in order to get it on Board members' calendars. He had some Board policy items that could be included on the retreat agenda.

- Cost of providing service to townships
- Use of capital in operating – Preventive Maintenance plus other
- Capital needs for other projects
- Short Range Plan review – 3 priorities, add Walker Latent Transit Demand Study, ALIGN study
- Balanced Scorecard – including surplus, reserves, etc.
- Shared mobility

Mayor Kepley asked that this be added to the next Governance Committee agenda for discussion.

Ms. Holt stated that she wanted to wait to do anything further on the Balanced Scorecard until it has been on the agenda for a while.

Ms. Holt inquired if the townships were asking about cost. Mr. Varga responded that Cascade Township has expressed concern about their cost. He thought the Board should have a consistent policy on how to handle the cost for township services. Ms. Holt asked Mr. Varga to bring policy options to the Board regarding the cost of providing township services.

Mayor Kepley wanted to have a discussion regarding onboarding new Board members before the retreat.

Mr. Varga commented that the Board will need a full day for the retreat. Mayor Kepley concurred that a full day would be necessary.

Mr. Hoffman preferred to keep the Balanced Scorecard on the retreat agenda.

It was decided to schedule the Board Retreat for Thursday, January 25, 2018, 8:30am to 4:30pm.

## 7. FUTURE

- a) Board Development: Primer on Preventive Maintenance – No discussion.
- b) CEO Evaluation Process with Consultant – No discussion.
- c) Post Millage Contingencies (November) – No discussion.

## 8. OTHER

Millage – Mayor Seibold inquired about what is happening related to the upcoming millage renewal. Ms. Holt stated that Friends of Transit is working on several initiatives. Discussion was held regarding what Board members could do to help the effort.

Committee Charge – Mr. Schweitzer asked about report card standards since it was not included in the charge for either of the two committees discussed earlier in the meeting.

Ms. Holt commented that the committee charge documents will be reviewed and revised as necessary.

Governance Structure – Committee members commented that the new structure has been good so far. Ms. Holt stated that they need to be flexible and changes can be made as needed. Mayor Seibold felt that they had good discussion on useful issues at today's meeting.

The meeting was adjourned at 5:29 p.m.



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Robin Crothers, Board Secretary

**communications**

# The Rapid rolls out transit study

Public transit provider launches public feedback tool for input on system improvements.

**Ehren Wynder**  
Grand Rapids Business Journal

The Rapid is reaching out for customer input to determine how it will improve its system in the next 10 years.

The public transportation agency, which services Grand Rapids and the five surrounding cities, launched an online feedback tool early in September to obtain feedback from the public about ways in which the system could be improved.

Align: the Rapid's Transit Improvement Study is a yearlong project aimed at supporting the Rapid's short-range transit plan. The goal of Align is to identify, analyze and prioritize a set of transit improvement recommendations. At this point, the study does not guarantee any changes, and there are no funding initiatives tied to it.

The Align study involves three phases: data collection, analytics and recommendations.

"We're still in the first phase of the study," said Conrad Venema, strategic planning manager for the Rapid and Align study leader. "We're collecting a lot of qualitative data. They haven't released the first push of recommendations."

Although the data collection phase is still ongoing, study officials are noticing a large number of respondents citing access to employment as an important factor in public transportation.

Venema explained that employers in the city are having trouble recruiting and keeping employees because of limited access to places of work.

"The region is growing both in terms of population and employment," he said. "We want to make the system as good as we can and as effectively and efficiently as we can accomplish that."

The ultimate goals of the study are to provide a competitive option to congested roadways, provide safe and equitable access, service existing and future population and employment centers and support urban revitalization and economic development.

"The Align study is an opportunity to work together and 'align' for better public transit in the metro region, so we encourage the public to engage with the short online feedback tool," said Peter Varga, Rapid CEO.

The study will seek to engage with riders and non-riders, as well as community stakeholders for recommendations on how the Rapid can better meet the needs of the community.

The Rapid launched a similar system evaluation in 2005 aimed

at discovering ways to improve the transit system. Venema said that now is "a good time" to re-evaluate and ensure the Rapid is meeting its goals.

"It's been an enjoyable process. We're looking forward to when recommendations come through."

The feedback tool is available online at [aligntransit.org](http://aligntransit.org). The platform is mobile-friendly and

features several interactive exercises, including ranking enhancement priorities and an interactive map where participants can place comments to provide specific locations where enhancements are most important.

The feedback period ends Sep. 30, after which Align officials will analyze the feedback and produce a report for the Rapid's board of directors to be delivered in November.