



Interurban Transit Partnership

Board Members

Mayor Stephen Kepley, Chair

Charis Austin
Mayor Katie Favale

Rick Baker
Steven Gilbert
Robert Postema

Mayor Rosalynn Bliss
Andy Guy
Terry Schweitzer

David Bilardello, Vice-Chair

Mayor Gary Carey
Jack Hoffman
Paul Troost

Tracie Coffman
Mayor Steve Maas

BOARD OF DIRECTORS MEETING

Wednesday, July 29, 2020 – 4 p.m.

Rapid Central Station Conference Room, 250 Grandville SW

AGENDA

	<u>PRESENTER</u>	<u>ACTION</u>
1. PUBLIC COMMENT		
2. MINUTES REVIEW – June 24, 2020	Mayor Kepley	Approval
3. ACTION ITEMS		
a. Driver Shields / PPE	Steve Clapp	Approval
b. Passenger Fares	Nick Monoyios	Approval
4. DISCUSSION		
a. Consultant Search Firm for CEO Position	Mayor Kepley	Discussion
5. BUDGET REVIEW		
a. Proposed FY 2021 Operating and Capital Budget	Linda Medina Kevin Wisselink	Information
6. ADJOURNMENT		

MISSION: *To create, offer and continuously improve a flexible network of public transportation options and mobility solutions.*

Board Members**Mayor Stephen Kepley, Chair**

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RAPID BOARD MEETING

Wednesday, June 24, 2020 – 4 p.m.

Rapid Central Station Conference Room, 250 Grandville SW

ATTENDANCE:**Board Members Present:**

Charis Austin, Rick Baker, David Bilardello, Mayor Rosalynn Bliss, Mayor Gary Carey, Tracie Coffman, Mayor Katie Favale, Steven Gilbert, Andy Guy, Jack Hoffman, Mayor Stephen Kepley, Mayor Steven Maas, Robert Postema, Terry Schweitzer, Paul Troost

Board Members Absent:**Staff Attendees:**

Michael Bulthuis, Steve Clapp, Judy DeVries-Eppinga, Max Dillivan, Evie Dzomba, Whitney Ehresman, Peggy Galt, Bree Girard, Dan Green, Nancy Groendal, Bill Kirk, Linda Medina, Nick Monoyios, Jason Prescott, Andy Prokopy, Steve Schipper, Brittany Schlacter, Liz Schelling, Mike Wieringa, Kevin Wisselink

Other Attendees:

Steve Faber (Byrum & Fisk), Brian Greenleaf (Sabo Public Relations), Denny Krupchak (MV), Mary Ann Sabo (Sabo Public Relations), Chris Swank (GVSU)

Mayor Kepley called the meeting to order at 4:01 p.m.

1. CHAIRMAN'S STATEMENT

Mayor Kepley read a statement into the record:

"Today, the Board of Directors of The Rapid accepted the resignations of Andrew Johnson as CEO and Dina Reed as Deputy CEO. We have asked Steve Schipper to serve as our interim COO, which he has agreed to do, effective immediately. Steve has done an excellent job as our transportation manager and enjoys great respect throughout the organization. His deep operational knowledge will be invaluable in the coming months as we prepare to conduct a search for a new chief executive. Steve and other members of the senior leadership team have the full support of the entire Board. We appreciate everything they and the entire team at The Rapid do each and every day to ensure our community has access to reliable and affordable public transportation. Their good work and dedication to service is to be commended."

2. PUBLIC COMMENT

No comments were offered.

3. MINUTES – Board of Directors Meetings on April 29, 2020 and May 22, 2020

The Board reviewed minutes from the regular meeting on April 29, 2020. Mayor Kepley introduced a motion to approve the minutes. Mayor Carey approved the motion. Mayor Maas supported the motion. Minutes are approved as written.

The Board reviewed the minutes from the special meeting on May 22, 2020. Mayor Kepley introduced a motion to approve the minutes. Mr. Gilbert approved the motion. Mayor Bliss supported the motion. Minutes are approved as written.

4. ACTION ITEMS

a. Financial and Legal Signatory Authorization

Mayor Kepley reviewed an action item allowing the Board Chair to serve as a legal and/or financial signatory for the Authority pursuant to the ITP bylaws. Mayor Carey requested that the resolution also provide authority to the Board Chair to hire an interim CEO. Mayor Bliss supported the request.

Mr. Bilardello asked if the Board would be able to provide input into hiring an interim CEO, specifically the mayors. Mayor Kepley affirmed this will be taking place. Mr. Troost asked if the interim CEO would be considered for a permanent role. Mayor Kepley noted this will not be the case.

Mayor Kepley introduced the resolution for approval with the change requested by Mayor Carey. Mayor Bliss motioned for the resolution to be approved. Mr. Baker seconded the motion. Motion passed unanimously. Action item and Resolution will be adjusted to reflect this change.

b. Laker Line Maintenance Facility – Access Control System

Mr. Monoyios reviewed an action item requesting approval for the existing Knight Watch contract to provide and install a Lenel OnGuard Access Control System for the Laker Line facility.

Mayor Kepley introduced the resolution for approval. Mr. Baker motioned for the resolution to be approved. Mayor Maas seconded the motion. Motion passed unanimously.

c. Laker Line Maintenance Facility – Design Fees

Mr. Monoyios reviewed an action item requesting approval of additional design fees to the existing Progress A/E contract for required facility design work.

Mr. Schweitzer asked if the additional costs were incurred due to circumstances that were beyond the contractor's control. Mr. Monoyios confirmed it was.

Mayor Kepley introduced the resolution for approval. Mr. Baker motioned for the resolution to be approved. Mayor Bliss seconded the motion. Motion passed unanimously.

d. Purchase of 9 CNG Fixed-Route Buses

Mr. Clapp reviewed an action item requesting to purchase nine (9) CNG buses from Gillig Corporation.

Mr. Hoffman asked about how the current request differed from the original request. Mr. Clapp shared the additional buses will be picked up at a later time. Mr. Guy asked about having modest continuance for any updated technology. Mr. Clapp shared the updated technology will be included in the next bus order. Mr. Baker asked about allocating the CARES funding elsewhere. Mayor Kepley stated the CARES Funding will be discussed during the next agenda item.

Mayor Kepley introduced the resolution for approval. Mr. Guy motioned for the resolution to be approved. Ms. Coffman seconded the motion. Motion passed unanimously.

e. FY 2021 Budget Formulation Guidelines

Ms. Medina reviewed an action item providing FY 2021 budget formulation guidelines. The guidelines include no fare increase, contracts for service will be self-supporting, no salary increase for administrative employees, and state operating assistance is budgeted at the projected rate of 20%.

Mayor Kepley highlighted Item 5 and how the CARES funding would be used to support the base services of the six cities and to meet the federal requirements for specific federal projects.

Mayor Kepley introduced the resolution for approval. Mayor Carey motioned for the resolution to be approved. Mayor Bliss seconded the motion. Motion passed unanimously.

5. DISCUSSION ITEMS

a. Comprehensive Operational Analysis (COA) Update

Mr. Dillivan shared his presentation on the COA update. The focus is on three project strategies: updated timeline, public outreach and emerging mobility. The COA project team will weigh these strategies in the context of priorities as established by the public, regional stakeholders, and the Board.

Ms. Coffman asked if he anticipated this timeline being extended due to the upcoming CEO search. Mr. Dillivan shared he does not anticipate that happening. Mr. Bilardello shared there is great momentum going, but since we do not know what the new normal is going to be with public transportation, wondered if it would be wise for us to pause on this project. Mayor Bliss expressed she has a hard time picturing how the process will look in the future with all the unknowns. There are incredible opportunities in challenges like this. She shared Grand Rapids plans to move forward with bike-share and e-scooter, and would like to make sure that this COA fits in with the city's vision. Mr. Schweitzer agreed that we need to be conscious of the changes.

Mr. Schweitzer suggested the Board hold the retreat, which was originally scheduled for May 2020 and was cancelled, and hold it in the fall. Mr. Guy supports this suggestion in order to do more planning. He would like to look at remote working and what is happening in different sectors to be in a position to support and understand the principles as we are coming out of COVID.

Ms. Coffman asked how long our contract goes with the consultant. Mr. Dillivan shared the contract goes into late March, early April 2021.

Mr. Schweitzer shared Meijer corporate offices have been empty since the beginning of COVID and are just beginning to get employees back onsite. They may be able to provide insight on how to approach a pause to gain additional perspective.

Mayor Kepley suggested holding a special meeting on COA to gain more information. Mayor Bliss shared she would like to hear more from the consultants, but feels it would be good to wait another 60 days to see what happens. There are companies that are completely changing how they work, and these changes will affect the COA. Mayor Carey shared he would support the pause as well.

b. Transit Orientated Development (TOD) Update

Mr. Monoyios shared there has been a pause over the last few months with TOD as a result of COVID. Phase 2 will start mid-way through July with a public kick-off event. Mr. Monoyios discussed using “Division United” as the TOD study branding. He also discussed the Equity Workshop that is taking place on June 25.

Ms. Coffman asked if we are being explicit with the type of equity. Mr. Monoyios shared they are being very specific to race, mobility, economic development, along with other areas.

c. Laker Line Update

Mr. Monoyios shared the Laker Line will be rolling out in the next two months. There are some remaining construction items that in process. Completion of these items is expected to be done on time.

Mr. Bilardello asked if wifi would be available on the buses. Mr. Monoyios stated that it was. Mayor Bliss asked if there was going to be an increase in cameras. Mr. Monoyios stated there are more cameras than ever before. Mr. Monoyios also shared there will be infotainment screens on the buses providing real-time information along with any urgent or important messaging. Additionally, USB ports will be at every seat, allowing passengers to charge their cell phones during their travel. Mr. Guy expressed the grand opening event is more important than ever to promote our economy and infrastructure.

Mr. Monoyios continued the discussion by relating information of a potential 6 million additional dollars that would be used to improve aspects of the Laker Line.

6. STAFF REPORTS

a. Paratransit Ridership Report – March 2020, April 2020, Q2 FY 2020

Information was included in the Board Packet. No questions were asked.

b. Fixed Route Ridership Report – March 2020, April 2020, Q2 FY 2020

Information was included in the Board Packet. No questions were asked.

c. Financial Reports – Operating Statement and Grant Statement

Information was included in the Board Packet. No questions were asked.

6. CHAIR’S REPORT

Mayor Kepley shared that although this is a challenging time, he is excited to be a part of helping The Rapid achieve success. He is grateful that he can assist the RAPID leadership until an interim CEO can be appointed. He will be working on some items that require decisions to be made now. Mayor Kepley also shared his personal decision to intentionally meet with friends and residents in the community to listen to their stories and concerns involving racism. He stated that listening to others will impact our lives and change our hearts. Policies help to save lives, but do not necessarily change hearts. It is listening and understanding that changes the heart.

7. COMMITTEE REPORTS

a. Future Planning & Technology Committee Minutes (June 1, 2020)

Mr. Schweitzer had no additions to the minutes that are in the packet.

b. Present Performance & Service Committee Minutes (May 12, 2020)

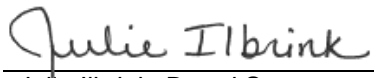
Mr. Bilardello had no additions to the minutes that are in the packet.

8. ADJOURNMENT

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

The next meeting is scheduled for August 26, 2020

Respectfully submitted,


Julie Ilbrink, Board Secretary

Date: July 23, 2020
To: The Rapid Board
From: Steve Clapp, Fleet Maintenance and Parts Manager
Subject: PURCHASE OF 150 BUS OPERATOR PROTECTION BARRIERS

ACTION REQUESTED

Authorization is requested from the ITP Board to purchase one hundred fifty (150) bus operator protection barriers from Gillig Corporation, at a cost of \$258,750.00.

BACKGROUND

The COVID-19 pandemic has required transit agencies to focus much more than previously on bus operator and passenger protection against spreading a virus, germs, microbes and the like. The transit industry and supporting vendors have developed guarding that is mounted at the bus operator compartment as a see through Lexan Polycarbonate barrier to enhance the protection for both the operator and the customers from exchanging viruses and germs. Safety of our employees and customers is a priority and the purchase and installation of these barriers will help to ensure our employees and customers that the ITP is taking the necessary steps to protect them.

Three different protection barrier designs by two different vendors were evaluated. Staff is recommending the Gillig "Extended Barrier" as the guard that will provide the most protection with additional consideration for cost and availability. These barriers have been approved by the bus manufacturer and will be available to be installed by them on future bus production builds.

FUNDING

Funding for the one hundred fifty (150) bus operator protection guards will be derived from the CARES Grant which is 100% federal funds.

Vendor	Description	Part Number	Price Each	Qty Required	Extended Cost	Total Cost
Gillig	Drivers Barrier-Standard, 35-40 Lexan	82-91503-000	\$1,250.00	150	\$187,500.00	\$187,500.00
	To Grand Rapids, MI	Shipping	\$0.00	1	\$0.00	\$0.00
	ETA 8 weeks					\$187,500.00
Note: Smaller barrier that could allow exchange with passenger standing at the farebox. Approved by bus manufacturer. Can be built using bus Vehicle Identification Number (VIN).						

Vendor	Description	Part Number	Price Each	Qty Required	Extended Cost	Total Cost
Gillig	Drivers Barrier-Extended, 35-40 AS4	82-91570-000	\$1,725.00	150	\$258,750.00	\$258,750.00
	To Grand Rapids, MI	Shipping	\$0.00	1	\$0.00	\$0.00
	ETA 8 weeks					\$258,750.00
Note: Full protection with sturdy piano hinge and return spring. Approved by bus manufacturer. Can be built using bus Vehicle Identification Number (VIN).						

Vendor	Description	Part Number	Price Each	Qty Required	Extended Cost	Total Cost
Transit Guard	DriverGuard	Gillig	\$1,500.00	150	\$225,000.00	\$225,000.00
	Bracket/Strap	Latch	\$200.00	150	\$30,000.00	\$30,000.00
	To Grand Rapids, MI	Shipping	\$1,500.00	6	\$9,000.00	\$9,000.00
	ETA 4-6 weeks pending approval of pilot guard					\$264,000.00
Note: Full protection with 3 small hinges, but is very large and rather flimsy. Prototypes (pilots) for each bus model must be mocked up prior to approval and manufacturing which will add to the ETA.						



INTERURBAN TRANSIT PARTNERSHIP BOARD OF DIRECTORS

RESOLUTION No. 072920-1

Fiscal Year: 2019-2020

Moved and supported to adopt the following resolution:

Approval to execute an agreement with Gillig Corporation for the purchase of one hundred fifty (150) bus operator protection guards.

BE IT RESOLVED that the ITP CEO is hereby authorized to execute an agreement with Gillig Corporation to purchase one hundred fifty (150) bus operator protection guards, at a cost of \$258,750.00 in accordance with information presented to the ITP Board on July 29, 2020.

CERTIFICATE

The undersigned, duly qualified and acting secretary of the Interurban Transit Partnership Board, certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the Interurban Transit Partnership Board.

Julie Ilbrink, Board Secretary

Date

Date: July 15, 2020
To: ITP Board
From: Nick Monoyios, Planning Department
Subject: IMPLEMENTING PASSENGER FARES FOR THE DOWNTOWN GRAND RAPIDS SILVER LINE BRT & ROUTE 19

ACTION REQUESTED

Authorization is requested from the ITP Board to resume the collection of passenger fares on the Silver Line BRT in downtown Grand Rapids and Route 19.

BACKGROUND

Downtown Silver Line

In September 2016, The Rapid Board approved a 10-month pilot program for the implementation of a fare-free zone for the Silver Line BRT in downtown Grand Rapids (Central Station to Wealthy St.) based on GR Forward mobility goals. The fare revenue was agreed upon to be fully reimbursed to The Rapid by the City of Grand Rapids Mobile GR Department and approved by the City of Grand Rapids Commission.

This pilot program was extended annually. However, with the increase of DASH frequencies in August 2018 (7-8 minutes headways all day), changes in mobility patterns in downtown Grand Rapids, and the cost increase of the DASH service contract in 2019, the sponsored fare-free downtown Silver Line became partially redundant (due to increased DASH service) and no longer financially feasible for Mobile GR (due to DASH cost increases).

Route 19

In May 2018, The Rapid Board authorized the approval to execute a contract with Spectrum Health and the City of Grand Rapids for funding to significantly enhance Route 19 with realignment and increased all-day frequencies. This agreement included a provision that all Spectrum employees can ride the entire fixed-route system fare-free, and a provision from Mobile GR that Route 19 become fare-free to all riders.

Route 19 has seen significant increases in ridership since the implementation of this enhanced service, and the vast majority of riders are Spectrum employees along the corridor to their park-and-ride lot on Plymouth Ave. However, due to an array of unintended ridership outcomes by providing fare-free service, a large number of concerns emerged from the City of Grand Rapids, Spectrum Health, and other partners. It was determined that concluding the fare-free service was the preferred alternative to proceed.

RESTORING FARE PAYMENT TIMELINE

The target date for implementing fares on the Silver Line in downtown Grand Rapids was originally Tuesday, May 26, 2020 (day after Memorial Day). This date coincided with the anticipated Summer 2020 service start date and will allow for ample time for the evaluation of the FTA mandated disparate impact and disproportionate burden (DIDB) impacts to Title VI protected populations, and also to execute a strategic communications process.

However, due to the COVID-19 shutdown, the process required for resuming fares needed to be suspended. Route 19 was removed from service as part of the COVID-19 shelter-in-place reduced operations beginning on March 24, 2020. This route is not scheduled to resume service until a sufficient growth of Spectrum Health ridership demand is determined. Any addition of Route 19 service will comply with existing contractual funding arrangement for operations between The Rapid and Spectrum Health and/or Mobile GR.

After the shutdown was lifted on May 26, 2020, a date of August 1, 2020 was determined to implement fares.

Public Outreach

Staff hosted an array of public input opportunities including:

- Four (4) public meetings on July 1st and July 8th,
- Two (2) Facebook Live Q&A sessions
- Provided email, phone, and mail options for comment, and interacted heavily on social media.

Overall, staff received minimal concerns for the implementation of fares and all public interaction was documented. In discussions with the FTA, The Rapid has confirmed that widespread public communication of this change, coupled with connections to resources for transit fare assistance for any negatively impacted riders, will suffice as mitigation for any impacts of this change. The Rapid will work collaboratively to communicate this change and provide relevant information and education about resources available to riders by:

- Providing high-visibility notice on buses of the changes to ease the transition on our riders
- Working very closely with transportation staff to mitigate customer service issues as they arise
- Direct coordination with our partner agencies to specifically focus on any potential negative impacts to our most vulnerable riders.

TITLE VI

Demographic passenger surveys have been completed on the downtown Silver Line and Route 19 in early March 2020. The DIDB analysis results will help to calibrate our mitigation steps needed to minimize the negative impacts to Title VI protected populations (i.e. social service and institutional outreach).



INTERURBAN TRANSIT PARTNERSHIP BOARD OF DIRECTORS

RESOLUTION No. 072920-2

Fiscal Year: 2019-2020

Moved and supported to adopt the following resolution:

Approval to restore passenger fare payment on the Silver Line BRT in downtown Grand Rapids and Route 19.

BE IT RESOLVED that the ITP CEO is hereby authorized to implement fares on the Silver Line BRT in downtown Grand Rapids and Route 19 in accordance with the information presented to the ITP Board on July 29, 2020.

CERTIFICATE

The undersigned, duly qualified and acting secretary of the Interurban Transit Partnership Board, certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the Interurban Transit Partnership Board.

Julie Ilbrink, Board Secretary

Date



Date: July 24, 2020

To: ITP Board

From: Linda Medina, Finance Manager
Kevin Wisselink, Grants Manager

Subject: PROPOSED FY 2021 OPERATING AND CAPITAL BUDGET

We are pleased to present for your review and approval the FY 2021 proposed budget. The budget consists of two components, operating and capital projects. The operating budget is \$47,736,325 and the capital projects budget is \$21,543,841 for a total of \$69,280,166.

OPERATING BUDGET HIGHLIGHTS

FY 2021 proposed revenues are projected to decrease by 13% from FY 2020 before CARES Act funding. Below are the highlights for FY 2021 revenues:

- Passenger fare revenue is projected to be 26% less than FY 2020 budget due to decrease in ridership.
- State Operating assistance is budgeted at 20%.
- The property tax levy is 1.4457 mills generating \$16.3 million after captures and a 5% reduction for delinquency.
- The contract service rate potentially can increase up to 30% from FY 2020 rate due to the reduction in the State Operating Assistance percentage. We are currently in discussions with our contract partners regarding the increase along with service levels. Once the State provides the Operating Assistance percentage the rates will be finalized.
- Budgeted to receive \$11.7 million in CARES Act funding which results in a surplus of \$4,685,652.

FY 2021 proposed expenses are projected to decrease by 2% from FY 2020. Below are the highlights for FY 2021 expenses:

- The proposed budget includes the addition of a Parts Room Coordinator and Fleet Maintenance Supervisor for the Laker Line facility
- There is no increase budgeted for Administration employees and contract negotiation starts in November 2020 for union employees
- The growth in contract services and utilities are mainly due to additional COVID-19 expenses and the opening of the Laker Line
- The reduction in fuel costs is due to a decrease in the cost per gallon of diesel fuel, decrease in revenue service due to COVID-19, and the continued conversion of the fleet from diesel to CNG vehicles.
- A 10% increase is budgeted for PL & PD insurance. We are currently working with our broker to minimize costs.
- The outreach program's goal is to build and maintain trust in the recovery phase of COVID-19, which is expected to last through 2021. The Rapid's goal is to drive

community understanding of safety initiatives and bring customers back to using The Rapid as a chosen mode of transportation.

CAPITAL GRANT HIGHLIGHTS

The Rapid's FY 2021 Capital Improvement Plan totals \$21,543,841. This includes our normal 5307 and 5339 federal apportionments, as well as \$1,575,000 from The Rapid's CARES Act funding that is being used for capital projects. The projects are focused on leveraging our capital investments to enhance the service The Rapid provides our community, enhancing the safety of our riders and employees and maintaining The Rapid's assets in state of good repair. Below are the highlights for the FY 2021 Capital Improvement Plan:

- A \$5,175,000 grant request to the FTA to purchase 9 CNG replacement buses. This is a discretionary grant that The Rapid applied for; if we do not receive the grant we will not purchase these buses, we should hear the results of the application within the next month.
- Funds to purchase replacement revenue service vehicles, including 6 fixed route buses, 9 GO!Buses and 4 RapidVans.
- Completion of the Facilities Maintenance Building construction project at 700 Butterworth Ave SW.
- The purchase of a property to service as The Rapid's Training Facility.
- Information Technology projects which include upgrading our scheduling software and purchasing additional Ticket Vending Machines for key locations.
- Upgrading our security cameras on the buses and on the Silver Line to bring them into a state of good repair and enhance their functionality.
- CARES Act funded projects including:
 - electrostatic sprayers for disinfection of buses and facilities;
 - contactless Fare Payments on the pass (pay by phone and pay by credit card on the bus;
 - barriers for our bus drivers;
 - emergency communication radios; and
 - new seat inserts for the Silver Line.

Staff is dedicated to quality customer care and providing efficient and cost effective services to the community. The Rapid's management team will continue to examine our operation in an effort to increase revenues, control costs and improve efficiencies

Please feel free to reach out to me directly at (616) 774-1149 or Imedina@ridetherapid.org with any additional questions regarding the operating budget and kwisselink@ridetherapid.org with regarding the capital grants budget.



FY 2021 Draft Operating Budget

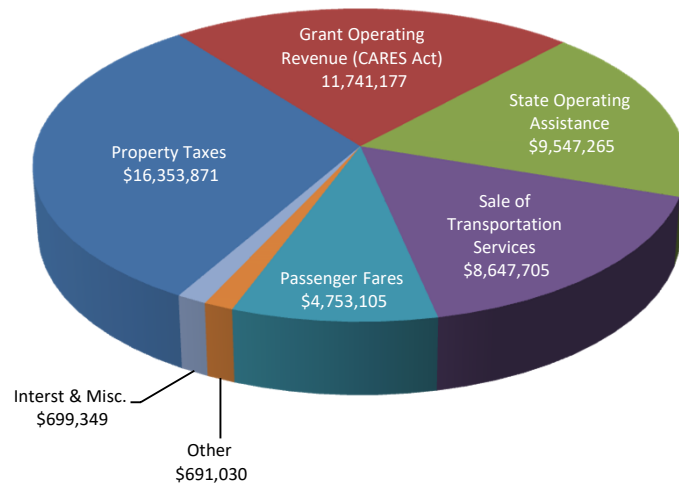
July 29, 2020



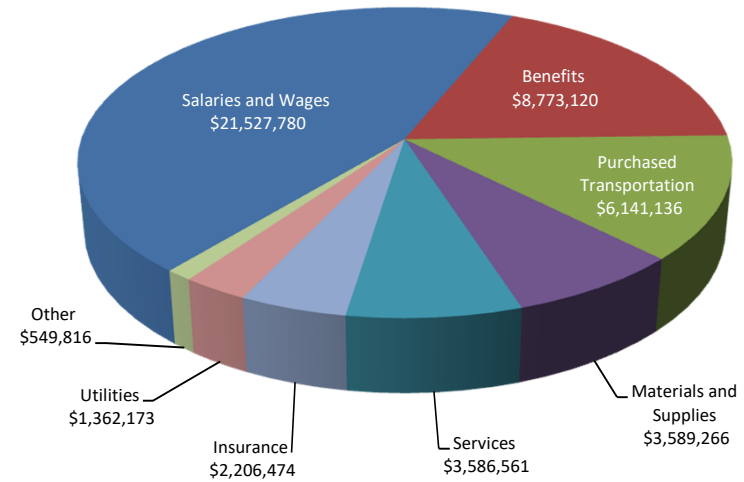
THE RAPID

FY 2021 BUDGETED OPERATING REVENUE AND EXPENSES

Revenues - \$52.4 million



Expenses - \$47.7 million



The Rapid
FY 2021 Operating Budget

	FY 2019	FY 2020	FY 2021	FY 2021 Budget vs. FY 2020 Budget	
	Actual	Budget	Budget	\$	%
Revenues and Operating Assistance					
Passenger Fares					
Linehaul	\$ 5,458,633	\$ 5,364,766	\$ 4,031,727	\$ (1,333,039)	-25%
Paratransit	939,829	1,013,095	700,000	(313,095)	-31%
PASS	40,220	22,873	21,378	(1,495)	-7%
Subtotal Passenger Fares	6,438,683	6,400,734	4,753,105	(1,647,629)	-26%
Sale of Transportation Services					
Grand Valley State University	2,466,820	2,710,385	4,236,285	1,525,900	56%
Dash Contract	2,365,359	2,637,194	2,653,438	16,243	1%
CMH Contribution	724,649	794,950	836,760	41,810	5%
Other	405,391	746,831	595,030	(151,801)	-20%
Township Services	548,036	607,990	921,223	313,233	52%
Route 19	468,408	525,014	-	(525,014)	-100%
Vanpool Transportation	115,696	150,000	96,000	(54,000)	-36%
Subtotal Sale of Transportation Services	7,094,359	8,172,365	9,338,736	1,166,370	14%
Other Revenue & Support					
State Operating	14,894,725	14,978,651	9,547,265	(5,431,386)	-36%
Property Taxes	16,237,538	16,588,984	16,353,871	(235,113)	-1%
Advertising	131,889	165,000	200,000	35,000	21%
Interest & Miscellaneous	392,790	502,549	499,349	(3,200)	-1%
Subtotal Revenue & Support	31,656,942	32,235,184	26,600,485	(5,634,699)	-17%
Grant Operating Revenue	-	-	11,741,177	11,741,177	100%
Total Revenues and Operating Assistance	\$ 45,189,984	\$ 46,808,283	\$ 52,433,503	\$ 5,625,220	12%

The Rapid
FY 2021 Operating Budget

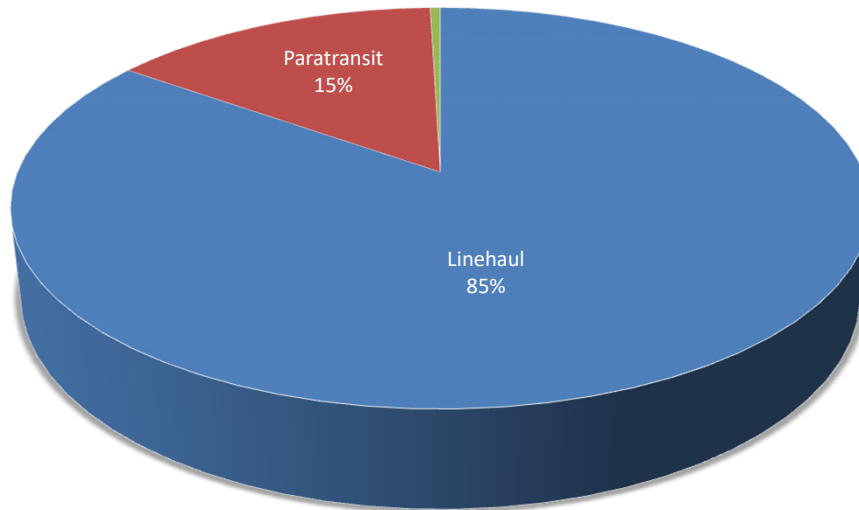
	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	FY 2021 Budget vs. FY 2020 Budget	
				\$	%
Operating Expenses					
Salaries and Wages					
Administrative	\$ 4,838,629	\$ 5,186,064	\$ 5,400,427	\$ 214,363	4.1%
Operator	13,937,464	14,092,303	14,031,488	(60,815)	-0.4%
Maintenance	2,035,861	2,083,822	2,095,866	12,044	0.6%
Subtotal Salaries and Wages	20,811,955	21,362,189	21,527,780	165,591	0.8%
Benefits					
FICA/Medicare	1,524,153	1,634,208	1,646,875	12,667	0.8%
Pension	1,419,245	2,361,046	2,377,168	16,122	0.7%
Medical	4,540,641	4,246,500	4,263,133	16,633	0.4%
Unemployment	51,342	60,000	59,300	(700)	-1.2%
Worker's Compensation	332,952	342,940	310,967	(31,973)	-9.3%
Uniforms	115,065	134,876	124,077	(10,799)	-8.0%
Benefits Distributed to Grants	(12,593)	(15,240)	(8,400)	6,840	-44.9%
Subtotal Benefits	7,970,804	8,764,330	8,773,120	8,790	0.1%
Services					
Audit, Legal and Other Consulting	260,888	325,500	513,867	188,367	57.9%
Janitorial and Bus Cleaning	1,474,462	1,495,459	1,841,951	346,492	23.2%
Other Services (IT, Security, E-Fare)	945,997	1,064,118	1,230,743	166,625	15.7%
Subtotal Services	2,681,346	2,885,077	3,586,561	701,484	24.3%
Materials and Supplies					
Fuel and Lubricants	2,710,729	2,774,173	1,725,633	(1,048,540)	-37.8%
Tires and Tubes	36,048	50,130	36,700	(13,430)	-26.8%
Office Supplies	50,902	62,502	61,038	(1,464)	-2.3%
Printing	159,471	166,825	122,900	(43,925)	-26.3%
Repair Parts	1,680,319	1,597,527	1,502,473	(95,054)	-6.0%
Other Supplies	85,949	106,918	140,522	33,604	31.4%
Subtotal Materials and Supplies	\$ 4,723,419	\$ 4,758,075	\$ 3,589,266	\$ (1,168,809)	-24.6%

The Rapid
FY 2021 Operating Budget

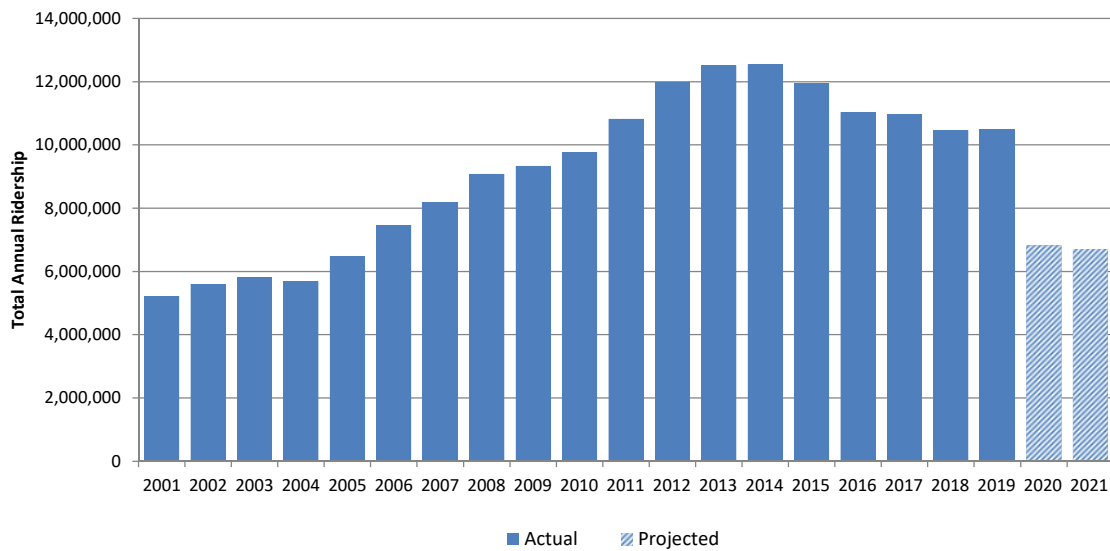
	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	FY 2021 Budget vs. FY 2020 Budget	
				\$	%
Utilities					
Electronic Communications	\$ 100,823	\$ 110,993	\$ 119,185	\$ 8,192	7.4%
Gas	176,792	180,000	262,000	82,000	45.6%
Electric	594,352	637,100	902,800	265,700	41.7%
Other	47,918	64,680	78,188	13,508	20.9%
Subtotal Utilities	919,884	992,773	1,362,173	369,400	37.2%
Insurance					
Property Liability and Property Damage	1,301,532	1,359,000	1,920,842	561,842	41.3%
Building and Other	295,092	299,908	285,632	(14,276)	-4.8%
Subtotal Insurance	1,596,624	1,658,908	2,206,474	547,566	33.0%
Other					
Dues and Subscriptions	70,401	102,259	108,761	6,502	6.4%
Professional Development	97,484	144,313	125,183	(19,130)	-13.3%
Marketing and Promotion	132,568	40,700	113,500	72,800	178.9%
Community Outreach	91,994	40,100	62,500	22,400	55.9%
Office Equipment	24,819	7,475	7,475	-	0.0%
Shop Tools	41,461	45,200	45,858	658	1.5%
Miscellaneous	58,567	96,150	86,538	(9,612)	-10.0%
Subtotal Other	517,294	476,197	549,816	73,619	15.5%
Purchased Transportation					
Purchased Transportation - GO!Bus	5,895,052	6,253,866	4,609,744	(1,644,122)	-26.3%
Purchased Transportation - Hope Netw	1,071,750	1,169,350	1,045,950	(123,400)	-10.6%
Other Purchased Transportation - Rideli	328,747	318,000	327,000	9,000	2.8%
Purchased Transportation - PASS	184,501	169,518	158,442	(11,076)	-6.5%
Subtotal Purchased Transportation	7,480,048	7,910,734	6,141,136	(1,769,598)	-22.4%
Operating Expenses before Capitalized Operating	46,701,376	48,808,283	47,736,325	(1,071,958)	-2.2%
Capitalized Operating Expenses	(1,511,393)	(2,000,000)	-	2,000,000	-100.0%
Total Expenses	\$ 45,189,984	\$ 46,808,283	\$ 47,736,325	\$ 928,042	2.0%

THE RAPID BREAKDOWN OF FY 2021 BUDGETED PASSENGER FARES

Passenger Fares



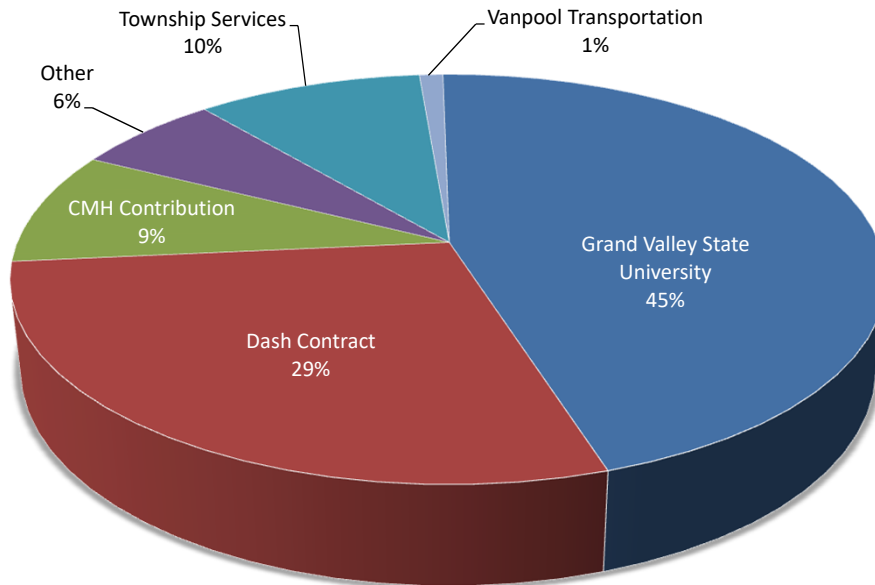
The Rapid's History of Transit Use: FY 2001 - FY 2021



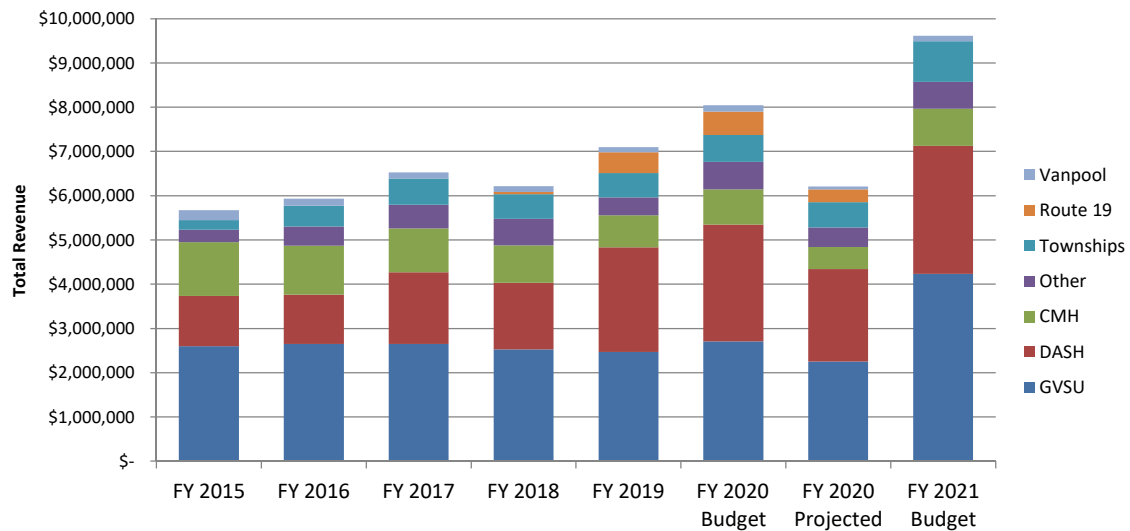
Overall ridership is expected to climb back up to current year levels, and will be down 36% from FY 2019, with a projected decrease of 2.5 million fixed route rides and 1.1 million contract service rides.

THE RAPID BREAKDOWN OF FY 2021 BUDGETED SALE OF TRANSPORTATION SERVICES

Sale of Transportation Services



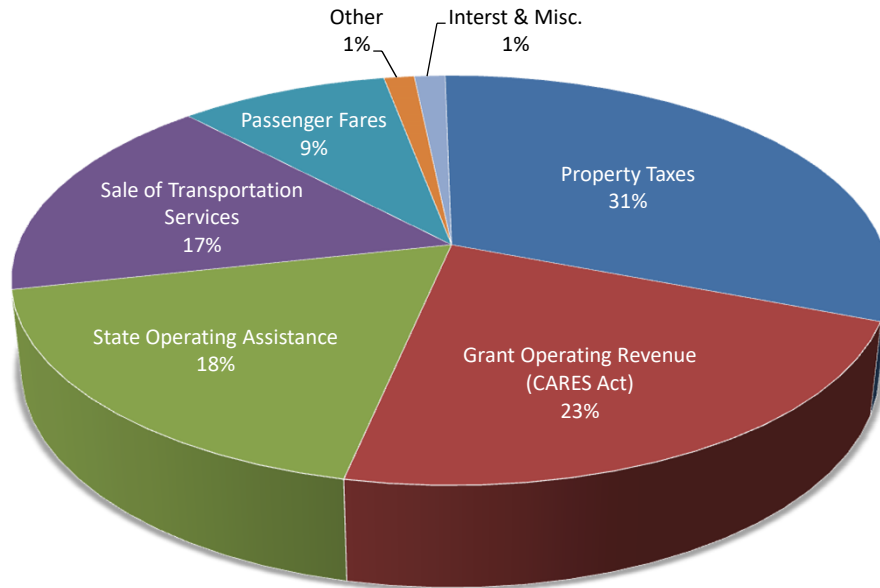
Sale of Transportation Services



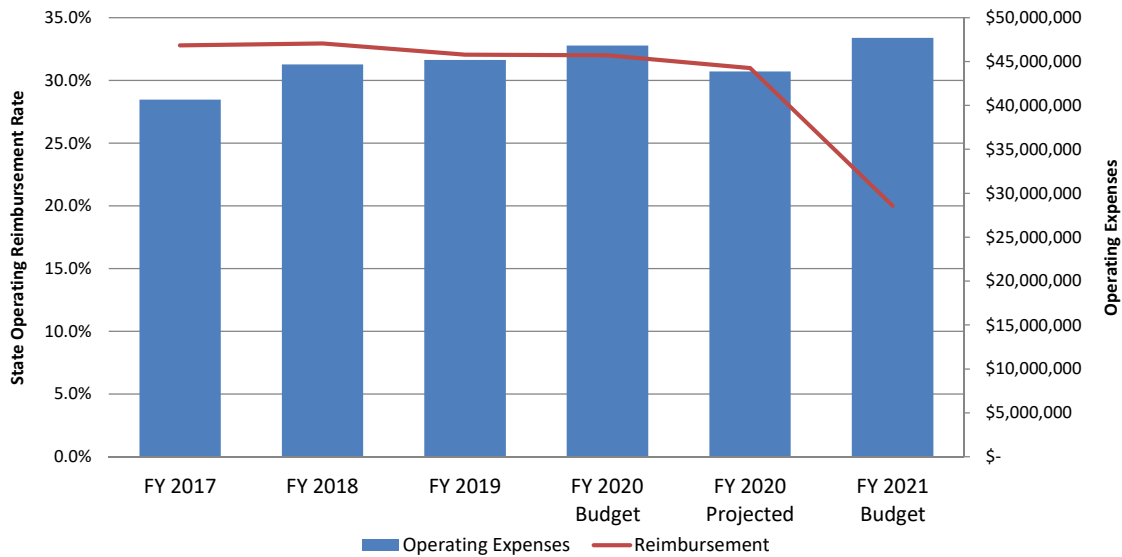
We continue our history of strong strategic partnerships with community stakeholders including The City of Grand Rapids (Mobile GR), Spectrum Health, Grand Valley State University, and surrounding townships.

THE RAPID BREAKDOWN OF FY 2021 BUDGETED OTHER REVENUE

Other Revenue & Support



State Operating Assistance



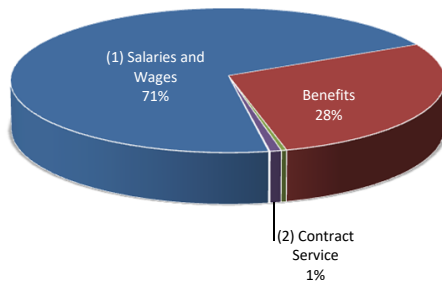
As expenses have grown over previous fiscal years, state operating assistance has remained flat or declined. State operating is budgeted conservatively at 20% in FY 2021.

THE RAPID TRANSPORTATION DEPARTMENT FY 2021 BUDGETED OPERATING EXPENSES

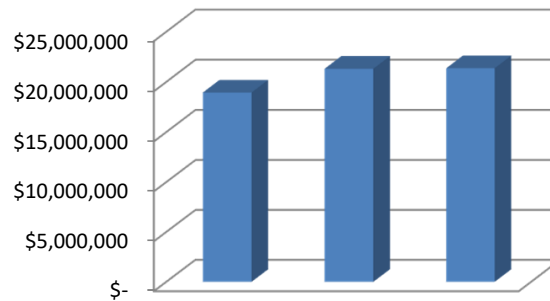
FUNCTIONS

- Operation of fixed-route bus service, including DASH, Laker Line and the Silver Line
- Responding to customer concerns related to the above services
- Ensure adequate number of bus operators for daily service
- Mentoring bus operators toward the reduction of accident frequency, potential liability, and improved customer service

FY 2021 Operating Budget



**Total Operating Expenses
FY 2019 to FY 2021**



Description	FY 2019	FY 2020	FY 2021	FY 2020 vs FY 2021	
	Actual	Budget	Budget	\$	%
(1) Salaries and Wages	\$ 13,447,747	\$ 15,090,805	\$ 15,049,221	\$ (41,584)	-0.3%
Benefits	5,379,099	6,096,070	6,049,700	(46,370)	-0.8%
Uniform Allowance	73,205	86,700	79,875	(6,825)	-7.9%
(2) Contract Service	12,576	13,068	169,898	156,830	100.0%
Catering	-	800	-	(800)	-100.0%
Office Supplies	204	2,465	2,125	(340)	-13.8%
Printing	831	1,000	1,000	-	0.0%
Electronic Communications	15,014	-	-	-	0.0%
Service Awards	608	2,200	2,200	-	0.0%
Travel & Meetings	8,288	17,000	12,800	(4,200)	-24.7%
Misc/Contingencies	-	-	-	-	0.0%
Total Operating Expenses	\$ 18,937,571	\$ 21,310,108	\$ 21,366,820	\$ 56,711	0.3%
Administration	16	15	16	1	6.7%
Operators - FT	247	272	268	(4)	-1.5%
Operators - PT	33	20	0	(20)	-100.0%
Total Full Time Employees	296	307	284	(23)	-7.5%

Footnotes:

(1) Budgeted 268 full time operators and no part time operators

(2) Budget reallocated from IT

THE RAPID

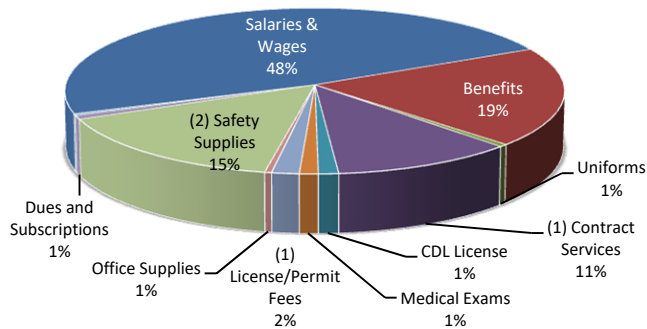
SAFETY & TRAINING DEPARTMENT

FY 2021 BUDGETED OPERATING EXPENSES

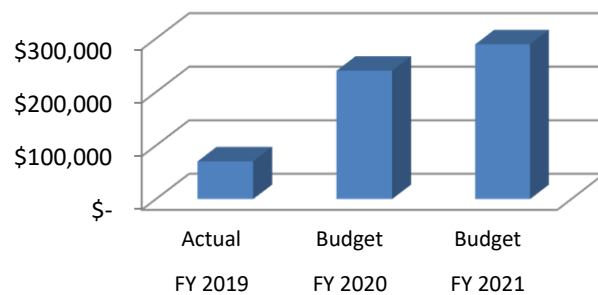
FUNCTIONS

- Managing the Safety Management System (SMS) program as recommended by FTA
- Developing safety, health, security, and emergency preparedness plans
- Conducting site safety inspections and monitoring remediation of safety hazards
- Researching and reporting on accidents to upper management and the FTA with a view to reducing accidents
- Developing and coordinating new employee, remedial and refresher training programs to operators, technicians and supervisors

FY 2021 Operating Budget



**Total Operating Expenses
FY 2019 to FY 2021**



Description	FY 2019		FY 2020		FY 2021		FY 2020 vs FY 2021	
	Actual	Budget	Budget	Budget			\$	%
Salaries & Wages	\$ 38,224	\$ 140,201	\$ 139,381	\$ 139,381	\$ (820)	-0.6%		
Benefits	15,290	56,635	56,030	56,030	(605)	-1.1%		
Uniforms	-	2,150	1,477	1,477	(673)	-31.3%		
(1) Contract Services	15,262	15,455	31,903	31,903	16,448	100.0%		
CDL License	-	5,250	3,500	3,500	(1,750)	-33.3%		
Medical Exams	-	3,500	3,250	3,250	(250)	-7.1%		
(1) License/Permit Fees	-	-	4,754	4,754	4,754	100.0%		
Office Supplies	-	3,040	1,200	1,200	(1,840)	-60.5%		
(2) Safety Supplies	1,787	7,822	44,390	44,390	36,568	100.0%		
Dues and Subscriptions	-	1,489	2,284	2,284	795	53.4%		
Travel & Meetings	-	4,363	900	900	(3,463)	-79.4%		
Total Operating Expenses	\$ 70,563	\$ 239,905	\$ 289,069	\$ 289,069	\$ 49,164	20.5%		
Total Full Time Employees	0	2	2	2	0	0.0%		

Footnotes:

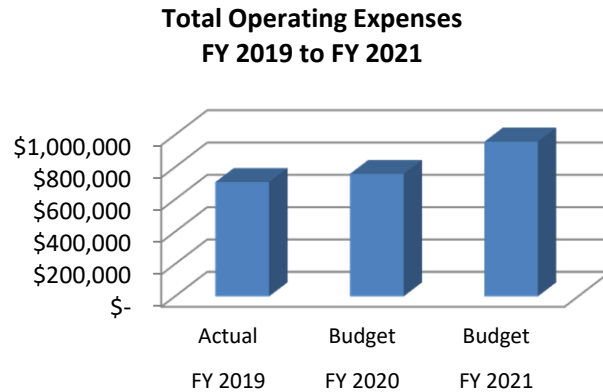
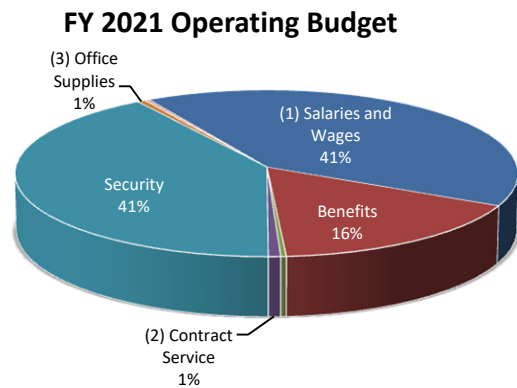
(1) Budget reallocated from Facilities

(2) Additional budget for COVID-19 supplies

THE RAPID SECURITY DEPARTMENT FY 2021 BUDGETED OPERATING EXPENSES

FUNCTIONS

- Coordination of Rapid Central Station security and other Rapid property
- Fare enforcement and education for the Silver Line and Laker Line
- Developing safety, health, security, and emergency preparedness plans as recommended by the FTA, TSA/Homeland Security and OSHA



Description	FY 2019	FY 2020	FY 2021	FY 2020 vs FY 2021	
	Actual	Budget	Budget	\$	%
(1) Salaries and Wages	\$ 250,885	\$ 264,820	\$ 390,458	\$ 125,638	47.4%
Benefits	100,354	106,976	156,962	49,985	46.7%
Uniforms	6,465	8,300	3,150	(5,150)	-62.0%
(2) Contract Service	-	-	6,998	6,998	100.0%
Security	343,448	371,675	391,187	19,512	5.2%
(3) Office Supplies	1,634	2,000	5,400	3,400	100.0%
Dues & Subscriptions	1,725	495	490	(5)	-1.0%
Travel & Meetings	2,763	3,530	2,505	(1,025)	-29.0%
Total Operating Expenses	\$ 707,273	\$ 757,796	\$ 957,149	\$ 199,353	26.3%
Total Full Time Employees	6	9	9	0	0.0%

Footnotes:

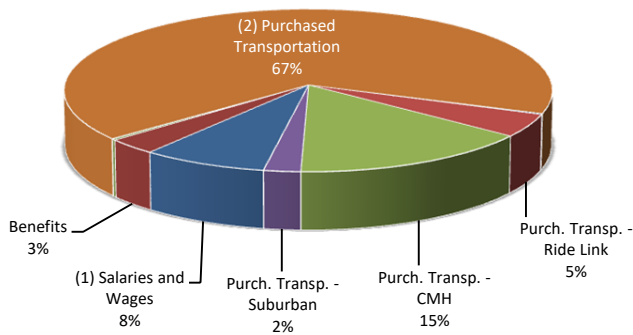
- (1) Four additional fare enforcement officers (FEO) for the Laker Line
- (2) Software costs reallocated from IT
- (3) Budget reallocated from other accounts/departments

THE RAPID SPECIALIZED SERVICES DEPARTMENT FY 2021 BUDGETED OPERATING EXPENSES

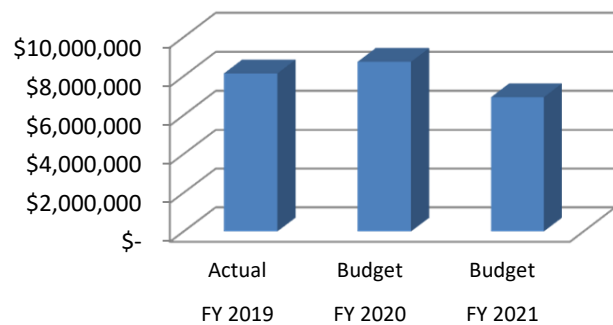
FUNCTIONS

- Certify ADA eligibility; provide door-to-door transportation through contracted providers, monitor service for compliance with all ADA requirements
- Coordinate demand response services (PASS and network 180) with contracted providers
- Provide the call center to schedule Ride Link service as well as provide trips for this contracted countywide senior transportation service.

FY 2021 Operating Budget



**Total Operating Expenses
FY 2019 to FY 2021**



Description	FY 2019	FY 2020	FY 2021	FY 2020 vs FY 2021	
	Actual	Budget	Budget	\$	%
(1) Salaries and Wages	\$ 457,277	\$ 571,028	\$ 539,493	\$ (31,535)	-5.5%
Benefits	182,911	230,672	216,873	(13,799)	-6.0%
Contract Service	13,132	17,300	17,350	50	0.3%
Office Supplies	184	400	450	50	12.5%
Printing	2,087	2,100	3,000	900	42.9%
(2) Purchased Transportation	5,895,052	6,253,866	4,609,744	(1,644,122)	-26.3%
Purch. Transp. - ASCET	6,372	12,000	12,000	-	0.0%
Purch. Transp. - Ride Link	322,375	306,000	315,000	9,000	2.9%
Purch. Transp. - CMH	1,071,750	1,169,350	1,045,950	(123,400)	-10.6%
Purch. Transp. - Suburban	184,501	169,518	158,442	(11,076)	-6.5%
Dues & Subscriptions	449	450	100	(350)	-77.8%
Travel & Meetings	437	750	750	-	0.0%
Total Operating Expenses	\$ 8,136,525	\$ 8,733,434	\$ 6,919,151	\$ (1,814,283)	-20.8%
Total Full Time Employees	12	13	12	(1)	-7.7%

Footnotes:

(1) Part time mobility assistant position vacant for FY 2021

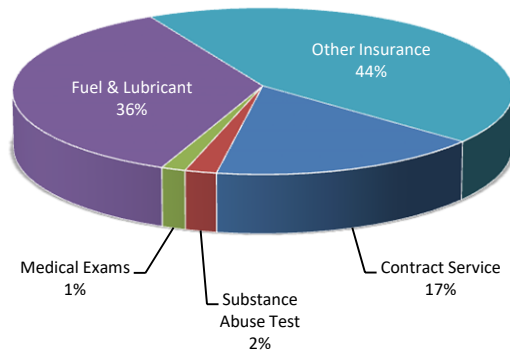
(2) Projecting 200,000 rides in FY 2021 (budgeted 268,000 in FY 2020)

THE RAPID VANPOOL DEPARTMENT FY 2021 BUDGETED OPERATING EXPENSES

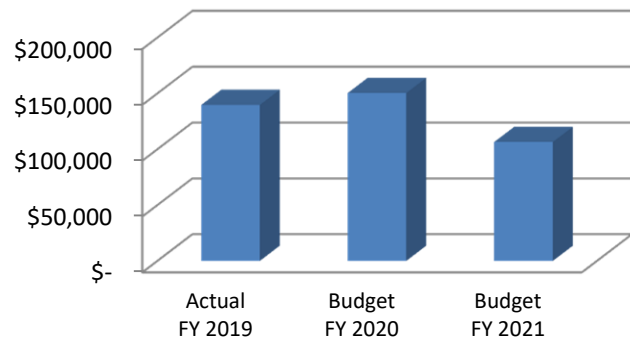
FUNCTIONS

- Vanpools are designed to help participants get to work or to work-related job appointments
- RapidVan vanpools include fuel, maintenance, driver testing and training, inside/outside carwashes and insurance
- Traditional vanpools are currently insured through Lancer, a company that specializes in vanpool insurance

FY 2021 Operating Budget



**Total Operating Expenses
FY 2019 to FY 2021**



Description	FY 2019	FY 2020	FY 2021	FY 2020 vs FY 2021	
	Actual	Budget	Budget	\$	%
Contract Service	\$ 24,840	\$ 25,262	\$ 17,744	\$ (7,518)	-29.8%
Substance Abuse Test	1,075	2,150	2,064	(86)	-4.0%
Medical Exams	875	1,750	1,584	(166)	-9.5%
Fuel & Lubricant	44,633	52,393	38,246	(14,147)	-27.0%
Other Insurance	68,280	68,808	46,848	(21,960)	-31.9%
Total Operating Expenses	\$ 139,703	\$ 150,363	\$ 106,486	\$ (43,877)	-29.2%
Total Part Time Employees	1	1	1	0	0.0%

Footnotes:

Projecting 16 vans in FY 2021 (23 vans in FY 2020)

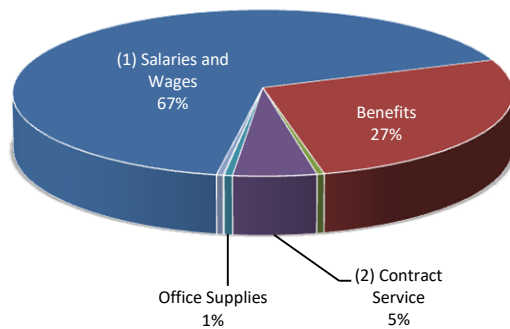
THE RAPID MAINTENANCE DEPARTMENT FY 2021 BUDGETED OPERATING EXPENSES

FUNCTIONS

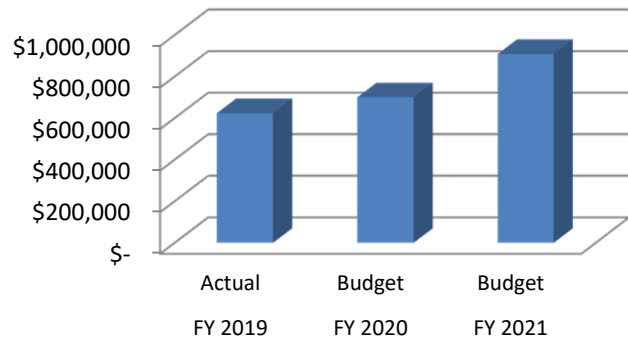
- Responsible for the maintenance of The Rapid's linehaul, Bus Rapid Transit (BRT), Dash and service vehicles
- Provision of fixed-route maintenance in accordance with FTA requirements
- Provision of 60-day maintenance of service vehicles
- Management of parts inventory
- Continued skill development of Maintenance Technicians

MAINTENANCE ADMINISTRATION

FY 2021 Operating Budget



**Total Operating Expenses
FY 2019 to FY 2021**



Description	FY 2019	FY 2020	FY 2021	FY 2020 vs FY 2021	
	Actual	Budget	Budget	\$	%
(1) Salaries and Wages	\$ 438,621	\$ 490,971	\$ 606,322	\$ 115,351	23.5%
Benefits	175,449	198,332	243,738	45,406	22.9%
(1) Uniforms	2,884	2,797	4,077	1,280	45.8%
(2) Contract Service	-	-	46,082	46,082	100.0%
Office Supplies	3,356	4,493	4,680	187	4.2%
Service Awards	372	400	400	-	0.0%
Travel & Meetings	3,492	3,633	3,750	117	3.2%
Total Operating Expenses	\$ 624,175	\$ 700,626	\$ 909,049	\$ 208,423	29.7%
Total Full Time Employees	8	8	10	2	25.0%

Footnotes:

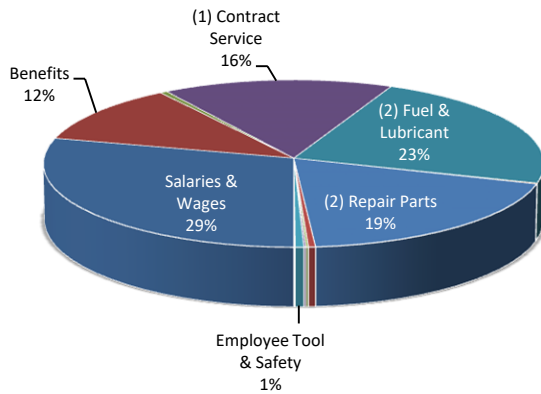
(1) Added 2 new positions: supervisor and parts room coordinator for Laker Line building

(2) Software costs reallocated from IT

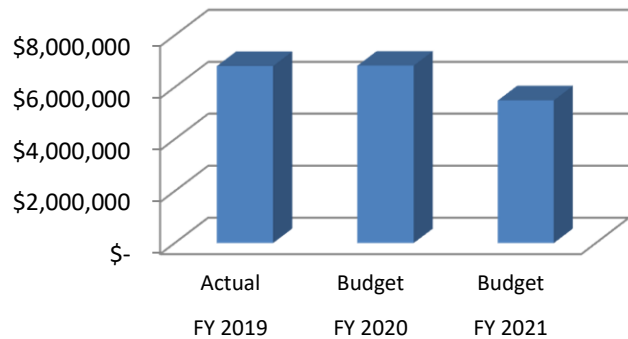
**THE RAPID
MAINTENANCE DEPARTMENT
FY 2021 BUDGETED OPERATING EXPENSES**

LINEHAUL MAINTENANCE

FY 2021 Operating Budget



**Total Operating Expenses
FY 2019 to FY 2021**



Description	FY 2019	FY 2020	FY 2021	FY 2020 vs FY 2021	
	Actual	Budget	Budget	\$	%
Salaries & Wages	\$ 1,420,727	\$ 1,576,418	\$ 1,587,900	\$ 11,482	0.7%
Benefits	568,291	636,809	638,326	1,518	0.2%
Uniform Allowance	25,219	25,179	25,948	769	3.1%
(1) Contract Service	809,269	795,497	867,241	71,744	9.0%
(2) Fuel & Lubricant	2,568,501	2,420,346	1,262,847	(1,157,499)	-47.8%
(2) Tires & Tubes	16,553	19,956	9,382	(10,574)	-53.0%
(2) Repair Parts	1,340,937	1,276,987	1,031,842	(245,145)	-19.2%
Bus Cleaning Supplies	22,429	24,937	23,703	(1,234)	-4.9%
(2) Safety Supplies	12,059	15,448	7,980	(7,468)	-48.3%
Misc. Shop Tools	3,592	6,725	6,750	25	0.4%
Employee Tool & Safety	28,968	28,275	28,900	625	2.2%
Certifications	-	4,500	2,746	(1,754)	-39.0%
Travel & Meetings	1,651	2,105	1,825	(280)	-13.3%
Total Operating Expenses	\$ 6,818,195	\$ 6,833,182	\$ 5,495,391	\$ (1,337,791)	-19.6%
Total Full Time Employees	30	34	34	0	0.0%

Footnotes:

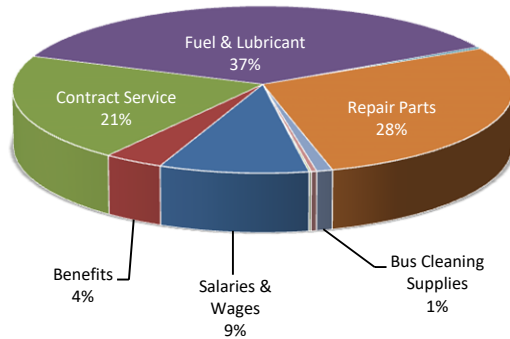
(1) Additional bus cleaning due to COVID-19

(2) Service reduction due to COVID-19

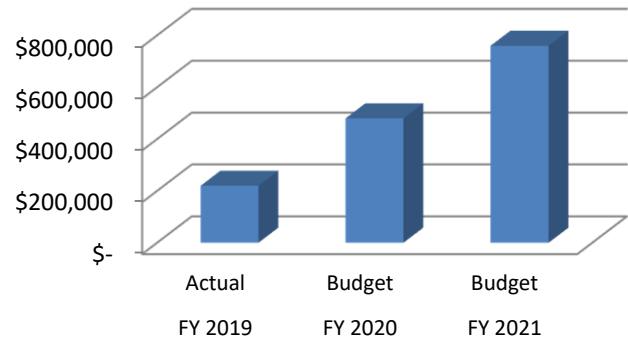
**THE RAPID
MAINTENANCE DEPARTMENT
FY 2021 BUDGETED OPERATING EXPENSES**

BUS RAPID TRANSIT (BRT) MAINTENANCE

FY 2021 Operating Budget



**Total Operating Expenses
FY 2019 to FY 2021**



Description	FY 2019	FY 2020	FY 2021	FY 2020 vs FY 2021	
	Actual	Budget	Budget	\$	%
Salaries & Wages	\$ 61,652	\$ 68,541	\$ 69,039	\$ 498	0.7%
Benefits	24,661	27,688	27,753	66	0.2%
Contract Service	46,557	53,469	156,485	103,016	100.0%
Fuel & Lubricant	750	234,033	279,460	45,427	19.4%
Tires & Tubes	517	5,400	2,754	(2,646)	-49.0%
Repair Parts	83,727	85,839	213,192	127,353	100.0%
Bus Cleaning Supplies	161	2,181	7,384	5,203	100.0%
Safety Supplies	813	1,440	2,556	1,116	77.5%
Misc. Shop Tools	858	1,000	1,008	8	0.8%
Travel & Meetings	-	-	250	250	100.0%
Total Operating Expenses	\$ 219,696	\$ 479,591	\$ 759,882	\$ 280,291	58.4%

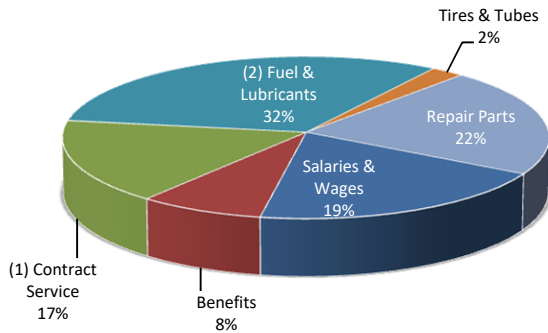
Footnotes:

Adding 16 Laker Line buses

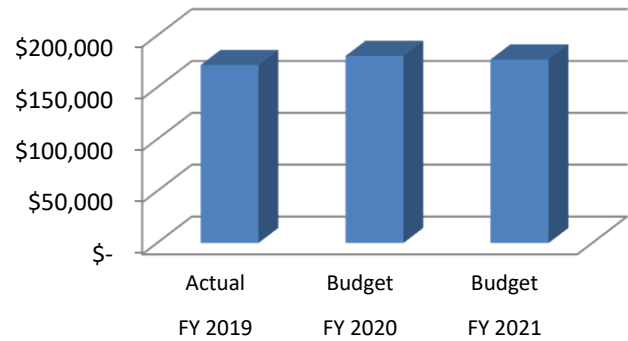
**THE RAPID
MAINTENANCE DEPARTMENT
FY 2021 BUDGETED OPERATING EXPENSES**

SERVICE VEHICLE MAINTENANCE

FY 2021 Operating Budget



**Total Operating Expenses
FY 2019 to FY 2021**



Description	FY 2019	FY 2020	FY 2021	FY 2020 vs FY 2021	
	Actual	Budget	Budget	\$	%
Salaries & Wages	\$ 23,513	\$ 34,270	\$ 34,520	\$ 250	0.7%
Benefits	9,405	13,844	13,877	33	0.2%
(1) Contract Service	23,324	18,562	29,417	10,855	58.5%
License/Permit Fees	1,663	150	150	-	0.0%
(2) Fuel & Lubricants	71,482	67,401	56,509	(10,892)	-16.2%
Tires & Tubes	5,947	5,484	4,176	(1,308)	-23.9%
Repair Parts	36,202	40,620	38,340	(2,280)	-5.6%
Total Operating Expenses	\$ 171,536	\$ 180,331	\$ 176,988	\$ (3,343)	-1.9%

Footnotes:

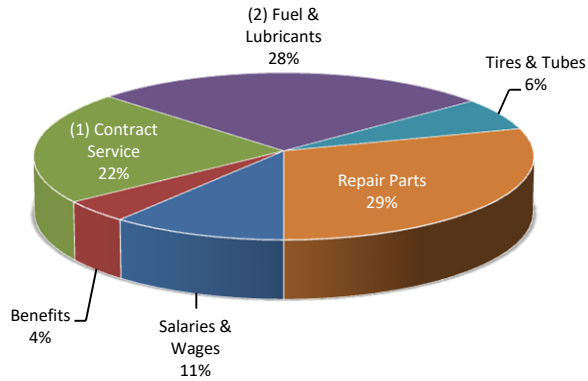
(1) Additional COVID-19 cleaning and new major clean

(2) Reduction in fuel is due to cost per gallon

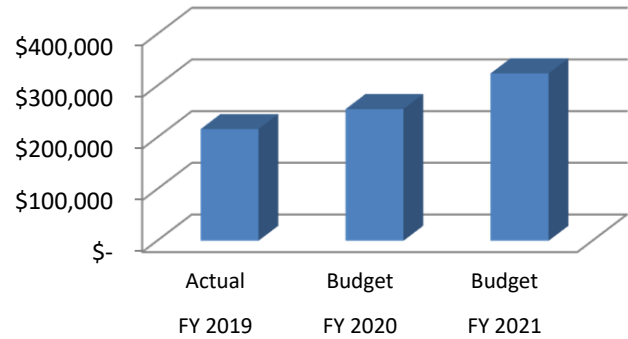
**THE RAPID
MAINTENANCE DEPARTMENT
FY 2021 BUDGETED OPERATING EXPENSES**

DASH MAINTENANCE

FY 2021 Operating Budget



**Total Operating Expenses
FY 2019 to FY 2021**



Description	FY 2019	FY 2020	FY 2021	FY 2020 vs FY 2021	
	Actual	Budget	Budget	\$	%
Salaries & Wages	\$ 36,010	\$ 34,270	\$ 34,520	\$ 250	0.7%
Benefits	14,404	13,844	13,877	33	0.2%
(1) Contract Service	42,946	44,195	70,992	26,797	60.6%
(2) Fuel & Lubricants	-	64,953	88,570	23,617	36.4%
Tires & Tubes	13,031	14,290	20,388	6,098	42.7%
Repair Parts	109,809	83,381	94,999	11,618	13.9%
Safety Supplies	-	-	588	588	100.0%
Total Operating Expenses	\$ 216,200	\$ 254,933	\$ 323,933	\$ 69,001	27.1%

Footnotes:

(1) Additional bus cleaning

(2) Reallocated budget from Linehaul (solvents, oil, trans fluid)

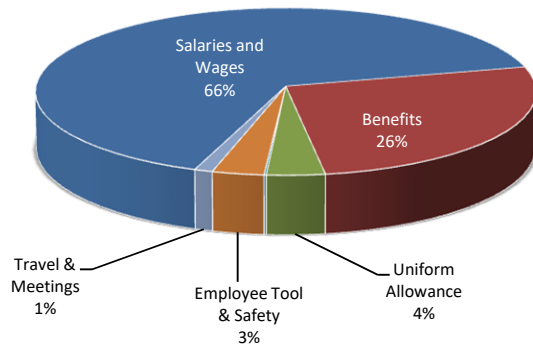
THE RAPID FACILITIES DEPARTMENT FY 2021 BUDGETED OPERATING EXPENSES

FUNCTIONS

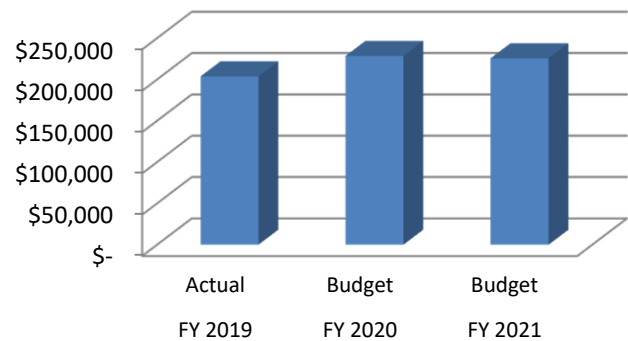
- Responsible for the maintenance of the Rapid's administration buildings (Ellsworth, Rapid Central Station, Wealthy, Laker Line, Butterworth), Kentwood Hub and Amtrak stations, CNG Fueling Station, Bus Transit stations and bus stop and shelter program
- Timely repairs/response to building and grounds requests and needs
- Implementation of conservation initiatives to reduce our energy use
- Continued development of Building and Grounds Technician skills
- Management of facility construction projects

FACILITIES ADMINISTRATION

FY 2021 Operating Budget



**Total Operating Expenses
FY 2019 to FY 2021**

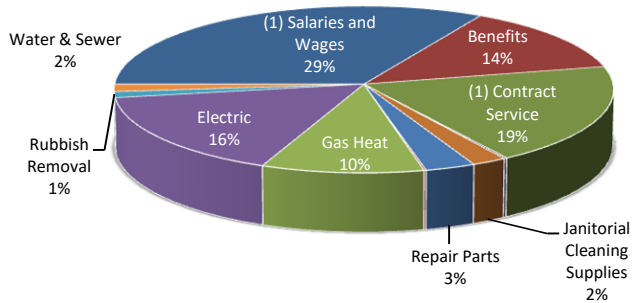


Description	FY 2019	FY 2020	FY 2021	FY 2020 vs FY 2021	
	Actual	Budget	Budget	\$	%
Salaries and Wages	\$ 133,635	\$ 150,903	\$ 148,096	\$ (2,807)	-1.9%
Benefits	53,454	58,951	59,534	583	1.0%
Uniform Allowance	6,451	8,000	8,000	-	0.0%
Education Reimbursement	-	500	-	(500)	-100.0%
Office Supplies	24	400	300	(100)	-25.0%
Employee Tool & Safety	6,623	7,100	7,100	-	0.0%
Travel & Meetings	3,511	2,623	2,500	(123)	-4.7%
Total Operating Expenses	\$ 203,697	\$ 228,477	\$ 225,530	\$ (2,947)	-1.3%
Total Full Time Employees	2	2	2	0	0.0%

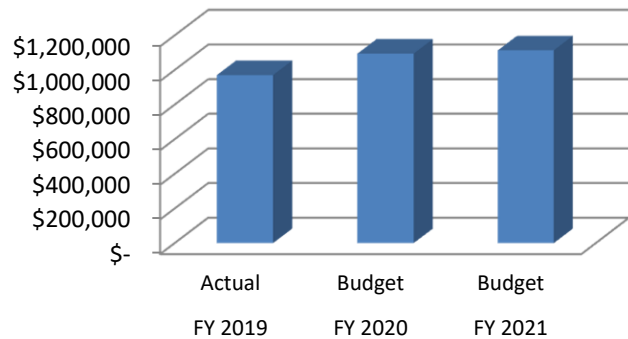
**THE RAPID
FACILITIES MAINTENANCE DEPARTMENT
FY 2021 BUDGETED OPERATING EXPENSES**

WEALTHY BUILDING

FY 2021 Operating Budget



**Total Operating Expenses
FY 2019 to FY 2021**



Description	FY 2019	FY 2020	FY 2021	FY 2020 vs FY 2021	
	Actual	Budget	Budget	\$	%
Salaries and Wages	\$ 296,578	\$ 370,323	\$ 369,888	\$ (435)	-0.1%
Benefits	159,766	149,595	148,693	(903)	-0.6%
(1) Contract Service	161,414	180,150	215,270	35,120	19.5%
Snow Removal	1,822	1,850	2,000	150	8.1%
(2) License/Permit Fees	836	1,865	-	(1,865)	-100.0%
Janitorial Cleaning Supplies	23,046	23,200	23,500	300	1.3%
Repair Parts	30,373	33,800	34,000	200	0.6%
Misc. Shop Tools	1,420	2,100	1,500	(600)	-28.6%
Gas Heat	108,784	120,000	110,000	(10,000)	-8.3%
Electric	163,605	180,000	180,000	-	0.0%
Rubbish Removal	12,005	11,760	12,828	1,068	9.1%
Water & Sewer	10,942	20,000	16,000	(4,000)	-20.0%
Total Operating Expenses	\$ 970,592	\$ 1,094,643	\$ 1,113,679	\$ 19,035	1.7%
Total Full Time Employees	8	8	8	0	0.0%

Footnotes:

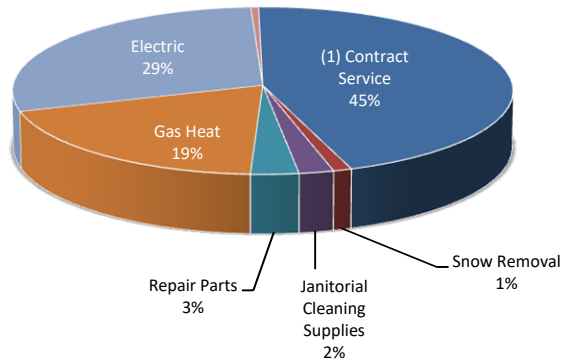
(1) Additional facilities cleaning due to COVID-19

(2) Budget reallocated to Safety & Training

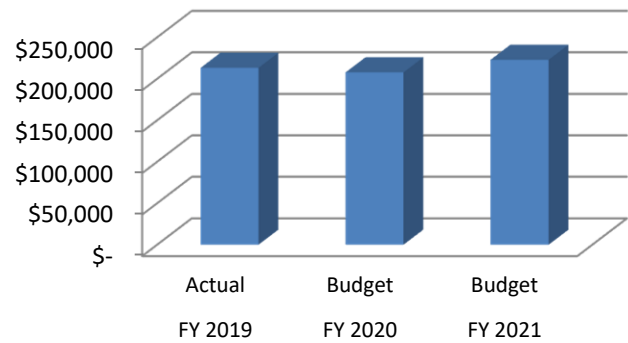
**THE RAPID
FACILITIES MAINTENANCE DEPARTMENT
FY 2021 BUDGETED OPERATING EXPENSES**

ELLSWORTH BUILDING

FY 2021 Operating Budget



**Total Operating Expenses
FY 2019 to FY 2021**



Description	FY 2019	FY 2020	FY 2021	FY 2020 vs FY 2021	
	Actual	Budget	Budget	\$	%
(1) Contract Service	\$ 85,163	\$ 82,064	\$ 100,029	\$ 17,965	21.9%
Snow Removal	2,380	2,500	2,500	-	0.0%
(2) License/Permit Fees	-	750	-	(750)	-100.0%
Janitorial Cleaning Supplies	3,300	4,700	4,700	-	0.0%
Repair Parts	6,175	8,500	6,500	(2,000)	-23.5%
Gas Heat	52,734	43,000	43,000	-	0.0%
Electric	62,363	65,000	65,000	-	0.0%
Water & Sewer	1,100	1,200	1,200	-	0.0%
Total Operating Expenses	\$ 213,216	\$ 207,714	\$ 222,929	\$ 15,215	7.3%

Footnotes:

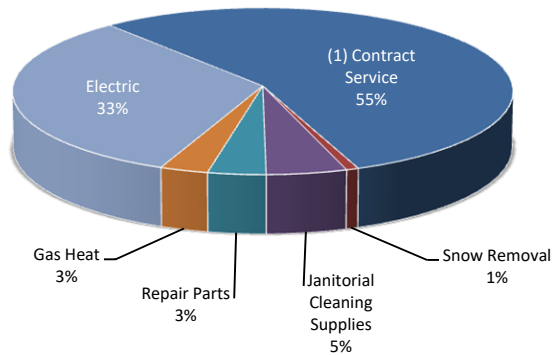
(1) Additional facilities cleaning due to COVID-19

(2) Budget reallocated to Safety & Training

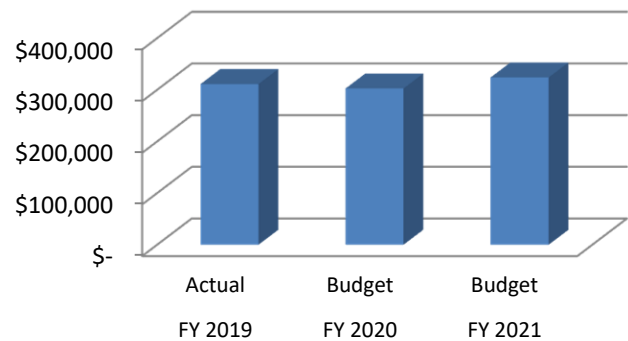
**THE RAPID
FACILITIES MAINTENANCE DEPARTMENT
FY 2021 BUDGETED OPERATING EXPENSES**

RAPID CENTRAL STATION BUILDING

FY 2021 Operating Budget



**Total Operating Expenses
FY 2019 to FY 2021**



Description	FY 2019	FY 2020	FY 2021	FY 2020 vs FY 2021	
	Actual	Budget	Budget	\$	%
(1) Contract Service	\$ 154,108	\$ 158,522	\$ 169,340	\$ 10,818	6.8%
Snow Removal	2,200	2,300	2,300	-	0.0%
(2) License/Permit Fees	490	1,150	-	(1,150)	-100.0%
Janitorial Cleaning Supplies	15,000	15,000	15,000	-	0.0%
Repair Parts	10,455	10,800	10,800	-	0.0%
Gas Heat	8,469	9,000	9,000	-	0.0%
Electric	104,004	90,000	100,000	10,000	11.1%
Rubbish Removal	6,505	6,780	7,200	420	6.2%
Water & Sewer	9,923	9,000	10,200	1,200	13.3%
Total Operating Expenses	\$ 311,154	\$ 302,552	\$ 323,840	\$ 21,288	7.0%

Footnotes:

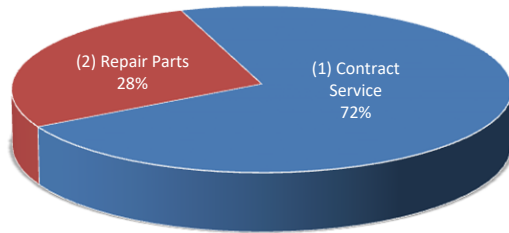
(1) Additional facilities cleaning due to COVID-19

(2) Budget reallocated to Safety & Training

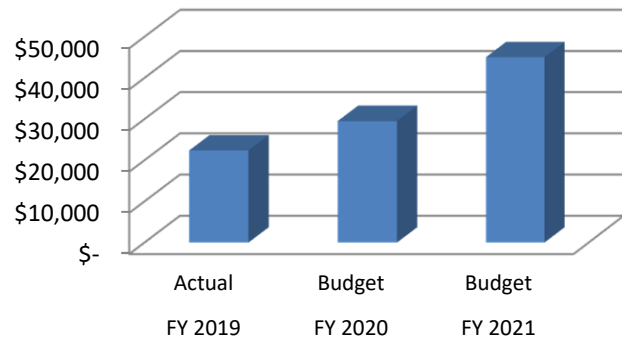
**THE RAPID
FACILITIES MAINTENANCE DEPARTMENT
FY 2021 BUDGETED OPERATING EXPENSES**

BUS SHELTER AND STOP SIGN PROGRAM

FY 2021 Operating Budget



**Total Operating Expenses
FY 2019 to FY 2021**



Description	FY 2019	FY 2020	FY 2021	FY 2020 vs FY 2021	
	Actual	Budget	Budget	\$	%
(1) Contract Service	\$ 18,880	\$ 22,000	\$ 32,500	\$ 10,500	47.7%
(2) Repair Parts	3,465	7,500	12,500	5,000	66.7%
Total Operating Expenses	\$ 22,345	\$ 29,500	\$ 45,000	\$ 15,500	52.5%

Footnotes:

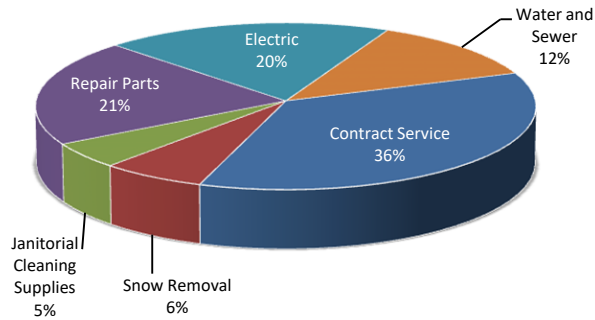
(1) Increased shelter cleaning

(2) Additional parts for MobileGR shelters

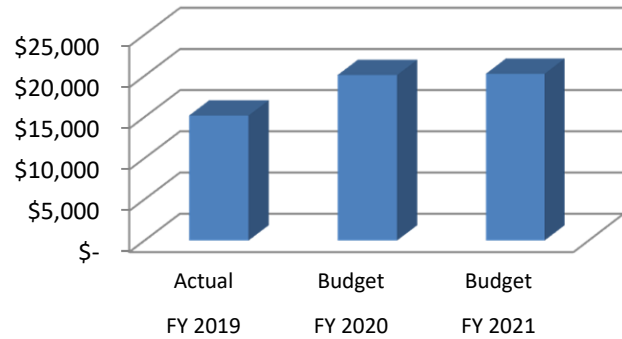
**THE RAPID
FACILITIES MAINTENANCE DEPARTMENT
FY 2021 BUDGETED OPERATING EXPENSES**

KENTWOOD STATION

FY 2021 Operating Budget



**Total Operating Expenses
FY 2019 to FY 2021**

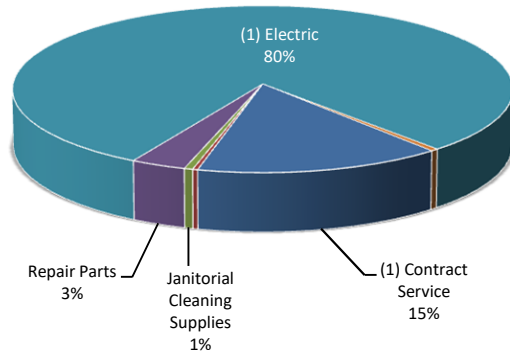


Description	FY 2019	FY 2020	FY 2021	FY 2020 vs FY 2021	
	Actual	Budget	Budget	\$	%
Contract Service	\$ 6,611	\$ 7,100	\$ 7,250	\$ 150	2.1%
Snow Removal	1,100	1,300	1,300	-	0.0%
Janitorial Cleaning Supplies	755	1,000	1,000	-	0.0%
Repair Parts	740	4,200	4,200	-	0.0%
Electric	4,408	4,000	4,000	-	0.0%
Water and Sewer	1,566	2,500	2,500	-	0.0%
Total Operating Expenses	\$ 15,180	\$ 20,100	\$ 20,250	\$ 150	0.7%

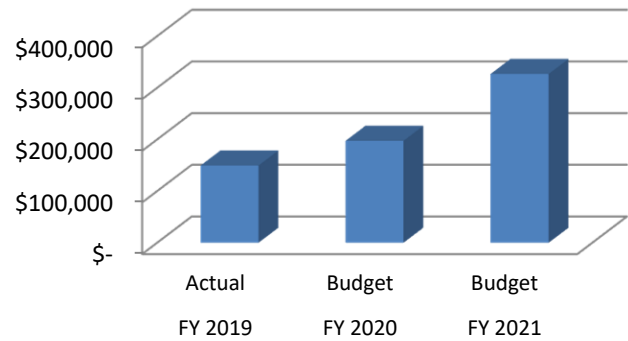
**THE RAPID
FACILITIES MAINTENANCE DEPARTMENT
FY 2021 BUDGETED OPERATING EXPENSES**

BUS RAPID TRANSIT (BRT) STATIONS

FY 2021 Operating Budget



**Total Operating Expenses
FY 2019 to FY 2021**



Description	FY 2019	FY 2020	FY 2021	FY 2020 vs FY 2021	
	Actual	Budget	Budget	\$	%
(1) Contract Service	\$ 25,976	\$ 26,150	\$ 49,150	\$ 23,000	88.0%
Snow Removal	1,565	1,000	1,000	-	0.0%
Janitorial Cleaning Supplies	1,445	1,700	1,700	-	0.0%
Repair Parts	5,036	21,000	11,000	(10,000)	-47.6%
(1) Electric	114,609	145,000	262,400	117,400	81.0%
Water and Sewer	923	1,500	1,500	-	0.0%
Property Taxes	-	1,000	-	(1,000)	-100.0%
Total Operating Expenses	\$ 149,554	\$ 197,350	\$ 326,750	\$ 129,400	65.6%

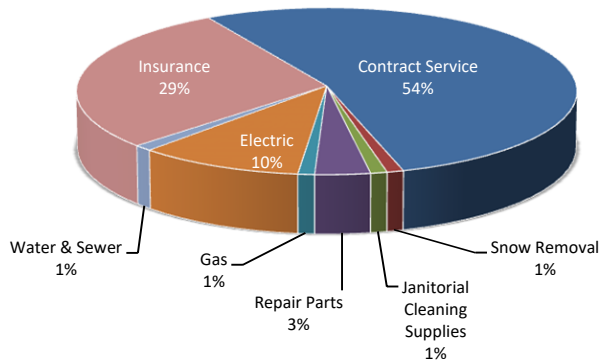
Footnotes:

(1) Addition of 16 Laker Line stations in August 2020

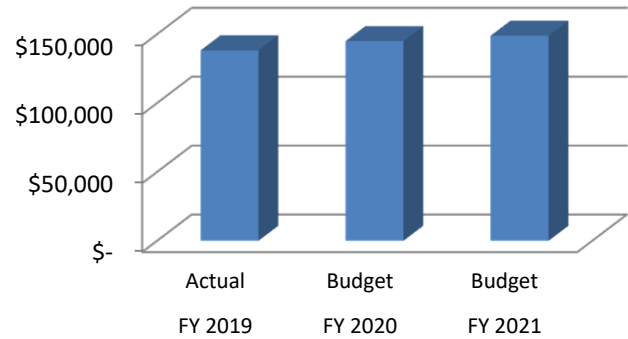
**THE RAPID
FACILITIES MAINTENANCE DEPARTMENT
FY 2021 BUDGETED OPERATING EXPENSES**

AMTRAK STATION

FY 2021 Operating Budget



**Total Operating Expenses
FY 2019 to FY 2021**



Description	FY 2019	FY 2020	FY 2021	FY 2020 vs FY 2021	
	Actual	Budget	Budget	\$	%
Contract Service	\$ 72,319	\$ 76,000	\$ 79,920	\$ 3,920	5.2%
Snow Removal	780	1,500	1,500	-	0.0%
Janitorial Cleaning Supplies	803	1,500	1,500	-	0.0%
Repair Parts	4,117	5,000	5,000	-	0.0%
Gas	1,190	1,500	1,500	-	0.0%
Electric	15,421	15,000	15,000	-	0.0%
Water & Sewer	1,093	1,650	1,650	-	0.0%
Insurance	42,512	42,800	42,800	-	0.0%
Total Operating Expenses	\$ 138,234	\$ 144,950	\$ 148,870	\$ 3,920	2.7%

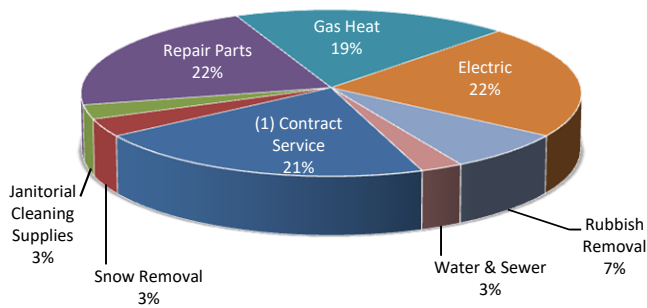
Footnotes:

All expenses are reimbursed by Amtrak and Michigan Department of Transportation

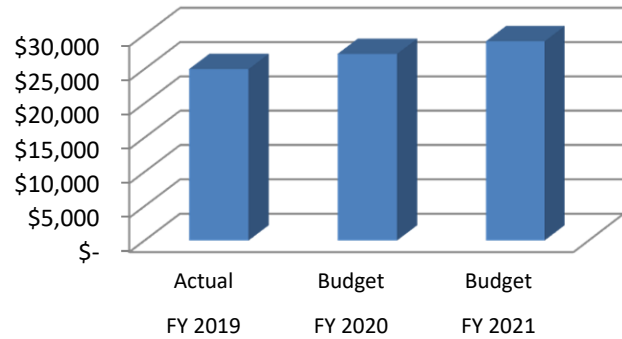
**THE RAPID
FACILITIES MAINTENANCE DEPARTMENT
FY 2021 BUDGETED OPERATING EXPENSES**

BUTTERWORTH BUILDING

FY 2021 Operating Budget



**Total Operating Expenses
FY 2019 to FY 2021**



Description	FY 2019	FY 2020	FY 2021	FY 2020 vs FY 2021	
	Actual	Budget	Budget	\$	%
(1) Contract Service	\$ 2,629	\$ 3,500	\$ 6,120	\$ 2,620	74.9%
Snow Removal	500	800	1,000	200	25.0%
Janitorial Cleaning Supplies	750	800	800	-	0.0%
Repair Parts	6,952	7,300	6,300	(1,000)	-13.7%
Gas Heat	5,615	5,500	5,500	-	0.0%
Electric	6,028	6,400	6,400	-	0.0%
Rubbish Removal	2,001	2,150	2,160	10	0.5%
Water & Sewer	505	750	750	-	0.0%
Total Operating Expenses	\$ 24,980	\$ 27,200	\$ 29,030	\$ 1,830	6.7%

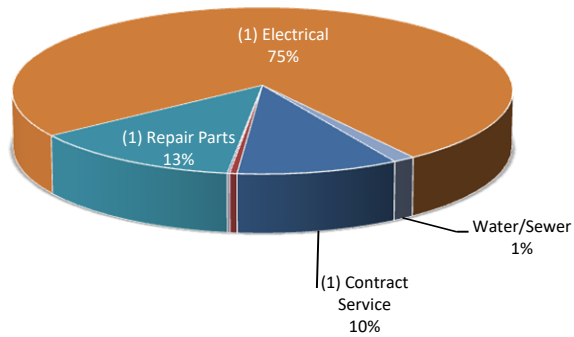
Footnotes:

(1) Additional facilities cleaning due to COVID-19

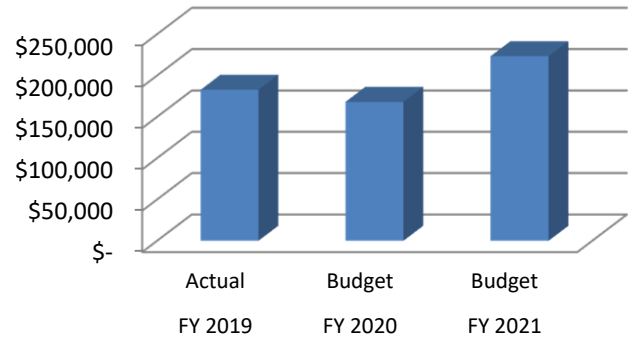
**THE RAPID
FACILITIES MAINTENANCE DEPARTMENT
FY 2021 BUDGETED OPERATING EXPENSES**

CNG FUELING STATION

FY 2021 Operating Budget



**Total Operating Expenses
FY 2019 to FY 2021**



Description	FY 2019	FY 2020	FY 2021	FY 2020 vs FY 2021	
	Actual	Budget	Budget	\$	%
(1) Contract Service	\$ 14,111	\$ 15,000	\$ 22,000	\$ 7,000	46.7%
Snow Removal	806	1,000	1,000	-	0.0%
(2) License/Permit Fees	-	2,500	-	(2,500)	-100.0%
Janitorial Cleaning Supplies	172	300	300	-	0.0%
(1) Repair Parts	42,332	17,600	29,000	11,400	64.8%
(1) Electrical	123,914	128,700	168,000	39,300	30.5%
Water/Sewer	1,355	3,000	3,000	-	0.0%
Total Operating Expenses	\$ 182,690	\$ 168,100	\$ 223,300	\$ 55,200	32.8%

Footnotes:

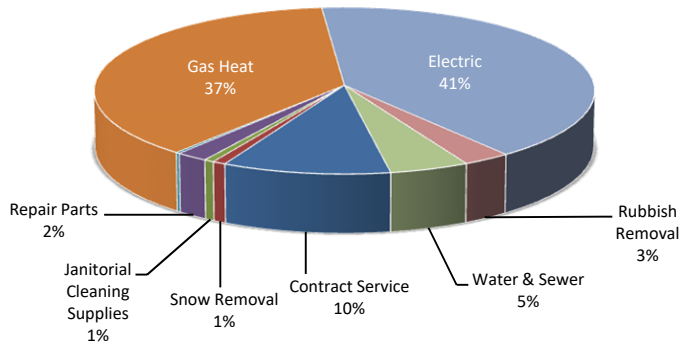
(1) Additional linehaul and Laker Line CNG buses going into service

(2) Budget reallocated to Safety & Training

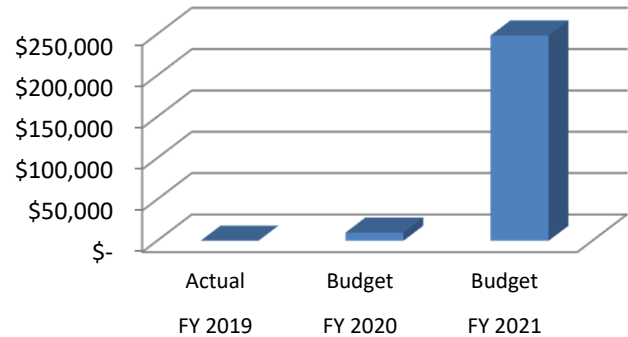
**THE RAPID
FACILITIES MAINTENANCE DEPARTMENT
FY 2021 BUDGETED OPERATING EXPENSES**

LAKER LINE BUILDING

FY 2021 Operating Budget



**Total Operating Expenses
FY 2019 to FY 2021**



Description	FY 2019	FY 2020	FY 2021	FY 2020 vs FY 2021	
	Actual	Budget	Budget	\$	%
Contract Service	\$ -	\$ 1,000	\$ 25,400	\$ 24,400	100.0%
Snow Removal			\$ 2,000	2,000	100.0%
Janitorial Cleaning Supplies	-	500	1,500	1,000	100.0%
Repair Parts			4,800	4,800	100.0%
Misc. Shop Tools			600	600	100.0%
Gas Heat	-	1,000	93,000	92,000	100.0%
Electric	-	3,000	102,000	99,000	100.0%
Rubbish Removal	-	3,390	7,200	3,810	100.0%
Water & Sewer	-	1,000	12,000	11,000	100.0%
Total Operating Expenses	\$ -	\$ 9,890	\$ 248,500	\$ 238,610	100.0%

Footnotes:

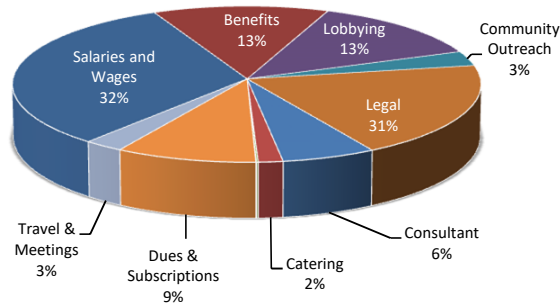
FY 2020 budget based on 2 months of service

THE RAPID CEO DEPARTMENT FY 2021 BUDGETED OPERATING EXPENSES

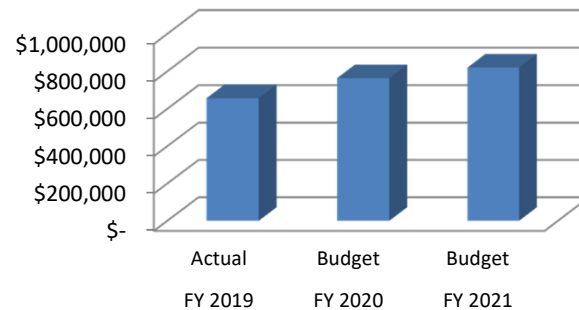
FUNCTIONS

- Internal and external direction of The Rapid's divisions
- Managing The Rapid's Work Plan
- Increasing community support for our objectives
- Obtaining continued operating and capital financial support
- External communications and media relations
- Cost-efficient and customer-accountable
- New service development

FY 2021 Operating Budget



**Total Operating Expenses
FY 2019 to FY 2021**



Description	FY 2019	FY 2020	FY 2021	FY 2020 vs FY 2021	
	Actual	Budget	Budget	\$	%
Salaries and Wages	\$ 220,780	\$ 241,236	\$ 262,122	\$ 20,886	8.7%
Benefits	88,312	97,450	105,371	7,922	8.1%
Uniforms	-	-	200	200	100.0%
Lobbying	-	96,000	108,000	12,000	12.5%
Community Outreach	91,994	25,000	25,000	-	0.0%
⁽¹⁾ Legal	103,854	128,000	159,000	31,000	24.2%
Consultant	60,315	45,000	50,000	5,000	11.1%
Catering	2,494	15,000	13,000	(2,000)	-13.3%
Office Supplies	871	960	950	(10)	-1.0%
Printing	-	300	300	-	0.0%
Electronic Communications	230	-	-	-	0.0%
Dues & Subscriptions	59,450	75,000	74,600	(400)	-0.5%
Travel & Meetings	28,108	39,500	21,000	(18,500)	-46.8%
Total Operating Expenses	\$ 656,408	\$ 763,446	\$ 819,543	\$ 56,098	7.3%
Total Full Time Employees	2	2	2	0	0.0%

Footnotes:

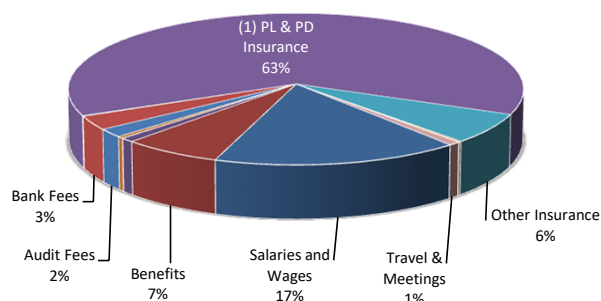
⁽¹⁾ Increase due to collective bargaining agreement negotiations

THE RAPID FINANCE DEPARTMENT FY 2021 BUDGETED OPERATING EXPENSES

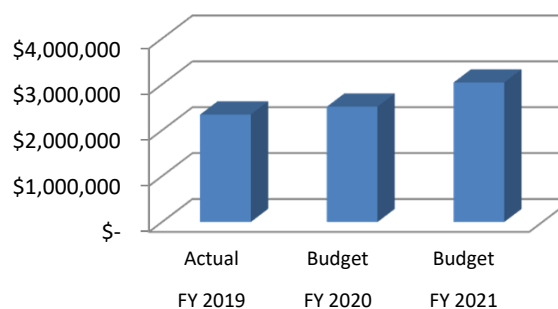
FUNCTIONS

- Develop and maintain financial and internal controls in alignment with the Rapids', State and Federal rules as well as GAAP
- Manage the annual budget through financial analysis and reporting
- Preparation of internal and external financial reports
- Collection of revenues and disbursement of expenditures
- Provide executive leadership for budgetary, fiscal and financial management of the Rapid's activities

FY 2021 Operating Budget



**Total Operating Expenses
FY 2019 to FY 2021**



Description	FY 2019	FY 2020	FY 2021	FY 2020 vs FY 2021	
	Actual	Budget	Budget	\$	%
Salaries and Wages	\$ 393,007	\$ 494,075	\$ 502,817	\$ 8,742	1.8%
Benefits	157,203	199,586	202,129	2,543	1.3%
Temporary Help	23,124	-	-	-	0.0%
Contract Service	27,000	27,000	27,000	-	0.0%
Catering	-	2,000	1,000	(1,000)	-50.0%
Armored Car Serv.	11,209	12,084	12,600	516	4.3%
Audit Fees	47,000	50,000	55,000	5,000	10.0%
Bank Fees	74,537	95,000	90,000	(5,000)	-5.3%
Office Supplies	1,482	4,200	4,200	-	0.0%
(1) PL & PD Insurance	1,301,532	1,359,000	1,920,842	561,842	41.3%
Other Insurance	184,300	188,300	195,984	7,684	4.1%
(2) Printing	113,925	63,000	6,000	(57,000)	-90.5%
(3) Dues and Subscriptions	-	435	600	165	37.9%
Travel & Meetings	8,219	18,992	24,100	5,108	26.9%
Total Operating Expenses	\$ 2,342,539	\$ 2,513,672	\$ 3,042,272	\$ 528,600	21.0%
Total Full Time Employees	5	6	6	0	0.0%

Footnotes:

(1) Reflects a 10% increase on FY 2020 premium

(2) Reduction in printing paper tickets

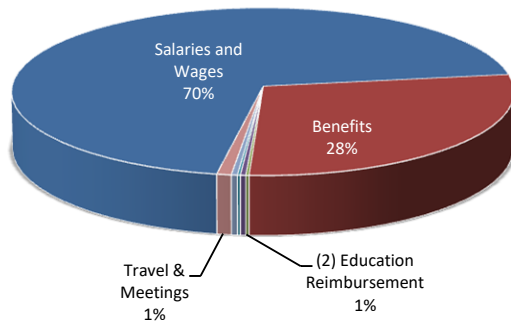
(3) Government Finance Officers Association (GFOA) membership dues

THE RAPID PURCHASING DEPARTMENT FY 2021 BUDGETED OPERATING EXPENSES

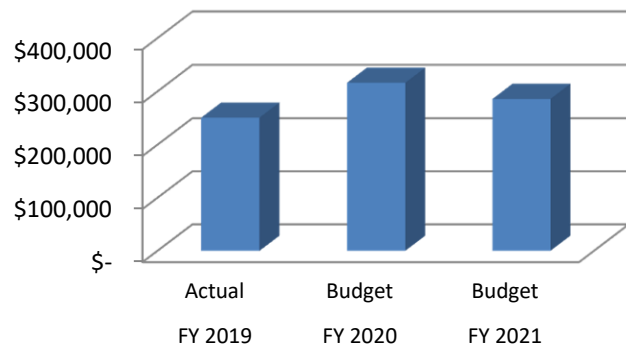
FUNCTIONS

- Procure goods and services that are the best overall value
- Encourage maximum competition while adhering to agency, state and federal rules and regulations
- Develop and maintain the use of disadvantaged business enterprises (DBE) firms

FY 2021 Operating Budget



**Total Operating Expenses
FY 2019 to FY 2021**



Description	FY 2019	FY 2020	FY 2021	FY 2020 vs FY 2021	
	Actual	Budget	Budget	\$	%
Salaries and Wages	\$ 177,628	\$ 221,920	\$ 199,928	\$ (21,992)	-9.9%
Benefits	71,051	89,647	80,370	(9,277)	-10.3%
⁽¹⁾ Education Reimbursement	-	300	555	255	85.0%
Classified Ads/Public Notices	345	2,090	920	(1,170)	-56.0%
Office Supplies	419	350	500	150	42.9%
Printing	115	700	-	(700)	-100.0%
⁽²⁾ Dues & Subscriptions	574	490	1,050	560	100.0%
Travel & Meetings	620	600	2,500	1,900	100.0%
Total Operating Expenses	\$ 250,752	\$ 316,097	\$ 285,823	\$ (30,274)	-9.6%
Total Full Time Employees	2	3	3	0	0.0%

Footnotes:

⁽¹⁾ Certified Public Procurement Officer (CPPO) certification for buyer

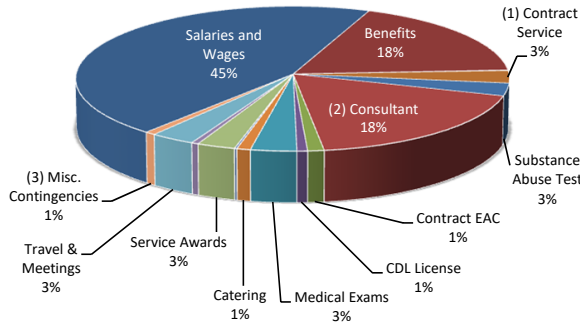
⁽²⁾ Amazon company membership added for small procurements

**THE RAPID
HUMAN RESOURCES DEPARTMENT
FY 2021 BUDGETED OPERATING EXPENSES**

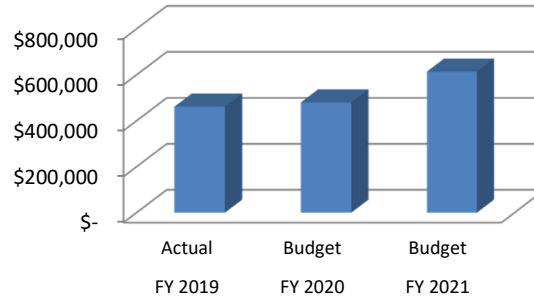
FUNCTIONS

- Promoting and recruiting the best qualified people, recognizing and encouraging the value of diversity in the work place
- Providing a competitive salary and benefit package that encourages retention
- Establishing, administering and effectively communicating sound policies, rules and practices that treat employees with dignity and equality while maintaining company compliance with employment labor laws and labor agreements
- Developing and coordinating employee development programs for agency wide employees as training needs are identified

FY 2021 Operating Budget



**Total Operating Expenses
FY 2019 to FY 2021**



Description	FY 2019	FY 2020	FY 2021	FY 2020 vs FY 2021	
	Actual	Budget	Budget	\$	%
Salaries and Wages	\$ 241,360	\$ 254,839	\$ 275,894	\$ 21,055	8.3%
Benefits	96,544	102,945	110,908	7,963	7.7%
Uniform Allowance	153	-	-	-	0.0%
Education Reimbursement	1,447	3,780	-	(3,780)	-100.0%
Classified Ads/Public Notices	1,705	2,000	700	(1,300)	-65.0%
(1) Contract Service	-	250	17,115	16,865	100.0%
Substance Abuse Test	13,711	19,870	17,230	(2,640)	-13.3%
(2) Consultant	3,373	1,500	110,867	109,367	100.0%
Contract EAC	7,560	6,990	7,028	38	0.5%
CDL License	14,170	7,150	4,550	(2,600)	-36.4%
Medical Exams	22,467	16,040	19,740	3,700	23.1%
Catering	3,466	5,800	5,800	-	0.0%
Office Supplies	5,016	2,144	1,108	(1,036)	-48.3%
Printing	168	150	-	(150)	-100.0%
Service Awards	19,408	22,550	16,450	(6,100)	-27.1%
Dues & Subscriptions	4,309	5,500	2,972	(2,528)	-46.0%
Travel & Meetings	12,202	18,869	19,232	363	1.9%
(3) Misc. Contingencies	14,624	9,500	4,500	(5,000)	-52.6%
Total Operating Expenses	\$ 461,682	\$ 479,877	\$ 614,095	\$ 134,218	28.0%
Total Full Time Employees	5	4	4	0	0.0%

Footnotes:

(1) Vista software maintenance expiring in FY 2021

(2) Additional cost for CEO and CFO search firm

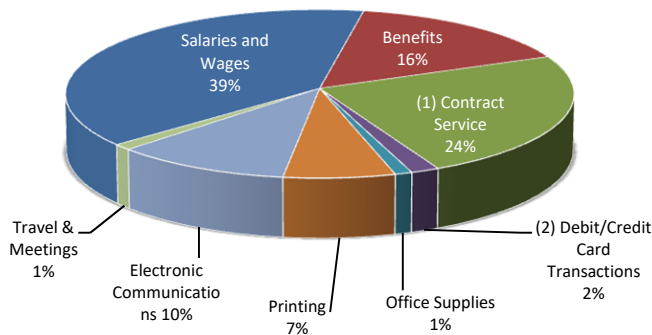
(3) Budget reallocated to benefits

THE RAPID INFORMATION TECHNOLOGY DEPARTMENT FY 2021 BUDGETED OPERATING EXPENSES

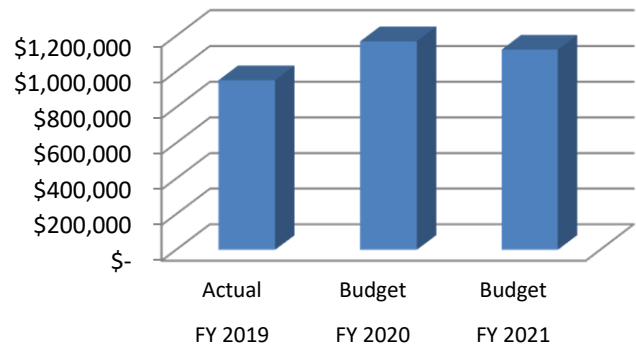
FUNCTIONS

- Install, configure and manage IT infrastructure, software solutions, and data that support business requirements
- Purchase and maintain hardware, software, and computer equipment/supplies
- Operate centralized Helpdesk to support end users with routine immediate support
- Plan and maintain disaster recovery/business continuity for IT infrastructure and services
- E Fare manager is included within IT and monitors the operation and compliance of the electronic fare collection system
- Ensure Title VI compliance

FY 2021 Operating Budget



**Total Operating Expenses
FY 2019 to FY 2021**



Description	FY 2019	FY 2020	FY 2021	FY 2020 vs FY 2021	
	Actual	Budget	Budget	\$	%
Salaries and Wages	\$ 340,453	\$ 429,818	\$ 438,920	\$ 9,102	2.1%
Benefits	136,181	173,629	176,443	2,814	1.6%
(1) Contract Service	326,309	353,789	270,682	(83,107)	-23.5%
(2) Debit/Credit Card Transactions	7,682	8,370	19,000	10,630	100.0%
Office Supplies	12,339	13,000	11,600	(1,400)	-10.8%
Printing	36,510	75,000	75,000	-	0.0%
Electronic Communications	85,579	110,993	119,185	8,192	7.4%
Dues & Subscriptions	-	-	-	-	0.0%
Travel & Meetings	7,061	5,115	12,495	7,380	100.0%
Total Operating Expenses	\$ 952,115	\$ 1,169,714	\$ 1,123,325	\$ (46,389)	-4.0%
Total Full Time Employees	5	6	6	0	0.0%

Footnotes:

(1) Software contract budgets reallocated to individual departments

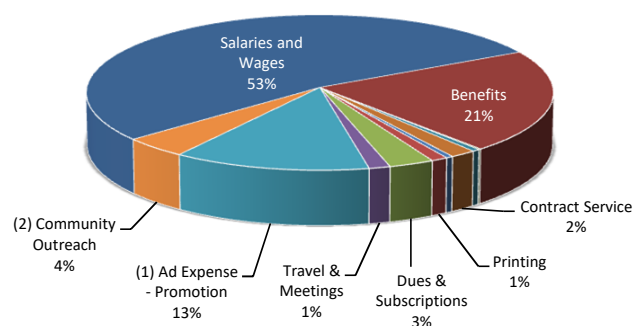
(2) Smart card retail network growth

THE RAPID COMMUNICATIONS DEPARTMENT FY 2021 BUDGETED OPERATING EXPENSES

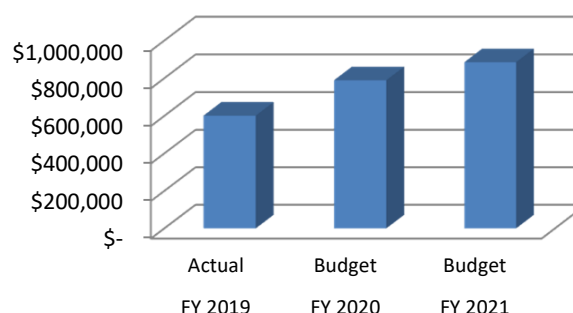
FUNCTIONS

- Public education & outreach
- Creative & strategic communications for external and internal stakeholders and events
- Proactively engage with the business community, government, and media
- Process, track, and report customer feedback to deliver a positive customer experience
- Maintain The Rapid's brand identity
- Support mobility for all with communications efforts, special events, and West Michigan Rideshare activities
- Develop & direct revenue generation from The Rapid's advertising program

FY 2021 Operating Budget



**Total Operating Expenses
FY 2019 to FY 2021**



Description	FY 2019	FY 2020	FY 2021	FY 2020 vs FY 2021	
	Actual	Budget	Budget	\$	%
Salaries and Wages	\$ 313,856	\$ 465,095	\$ 471,916	\$ 6,821	1.5%
Benefits	125,542	187,879	189,708	1,828	1.0%
Uniform Allowance	689	1,750	1,350	(400)	-22.9%
Education Reimbursement	-	7,000	-	(7,000)	-100.0%
Temporary Help	11,080	5,000	4,320	(680)	-13.6%
Contract Service	1,920	24,000	15,000	(9,000)	-37.5%
Office Supplies	1,202	4,400	4,000	(400)	-9.1%
Printing	589	13,000	9,500	(3,500)	-26.9%
Dues & Subscriptions	3,894	18,400	26,065	7,665	41.7%
Travel & Meetings	10,030	6,984	12,200	5,216	74.7%
(1) Ad Expense - Promotion	132,568	40,700	113,500	72,800	100.0%
(2) Community Outreach	-	15,100	37,500	22,400	100.0%
Total Operating Expenses	\$ 601,370	\$ 789,308	\$ 885,059	\$ 95,750	12.1%
Total Full Time Employees	8	10	10	0	0.0%

Footnotes:

(1) Transitioning community outreach planning for more diversity and inclusions efforts and impacts

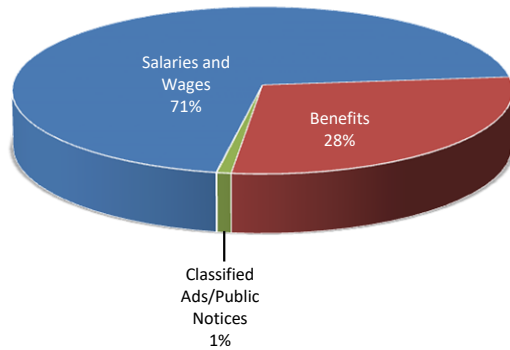
(2) Outreach campaign for business affairs position; community partnerships

THE RAPID GRANTS & CAPITAL PROJECTS DEPARTMENT FY 2021 BUDGETED OPERATING EXPENSES

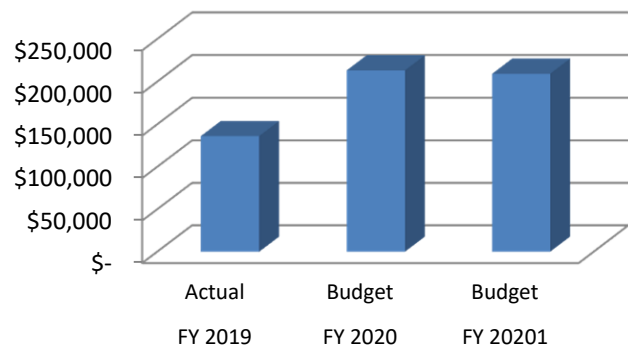
FUNCTIONS

- Submission and administration of all capital and operating grants to both Federal Transit Administration (FTA) and Michigan Department of Transportation (MDOT)
- Liaison with FTA and MDOT staff
- Preparation of the annual elements for the Transportation Improvement Program (TIP)
- Reporting on all grant activities
- Continual review and preparation for Triennial
- Seek opportunities and apply for new sources of capital and operating funds

FY 2021 Operating Budget



**Total Operating Expenses
FY 2019 to FY 2021**



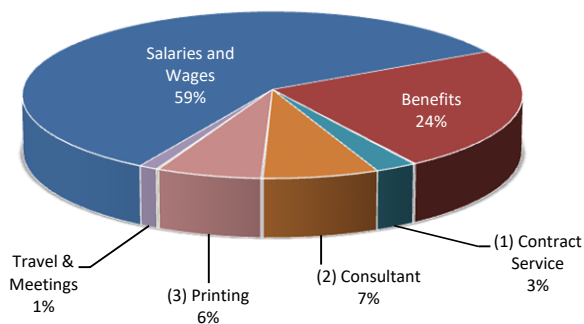
Description	FY 2019	FY 2020	FY 20201	FY 2020 vs FY 2021	
	Actual	Budget	Budget	\$	%
Salaries and Wages	\$ 96,289	\$ 150,331	\$ 147,888	\$ (2,443)	-1.6%
Benefits	38,515	60,728	59,450	(1,277)	-2.1%
Classified Ads/Public Notices	1,142	1,800	1,800	-	0.0%
Office Supplies	61	50	25	(25)	-50.0%
Travel & Meetings	194	300	75	(225)	-75.0%
Total Operating Expenses	\$ 136,200	\$ 213,209	\$ 209,238	\$ (3,970)	-1.9%
Total Full Time Employees	1	2	2	0	0.0%

THE RAPID PLANNING DEPARTMENT FY 2021 BUDGETED OPERATING EXPENSES

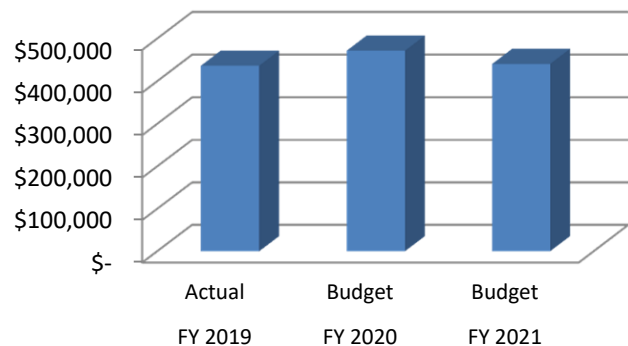
FUNCTIONS

- Short and long range planning and reporting
- Fixed route planning, route scheduling, mapping and Geographic Information System services
- Monthly route data entry and analysis
- Quarterly report card data and reporting
- Bus stop/shelter data and location analysis

FY 2021 Operating Budget



**Total Operating Expenses
FY 2019 to FY 2021**



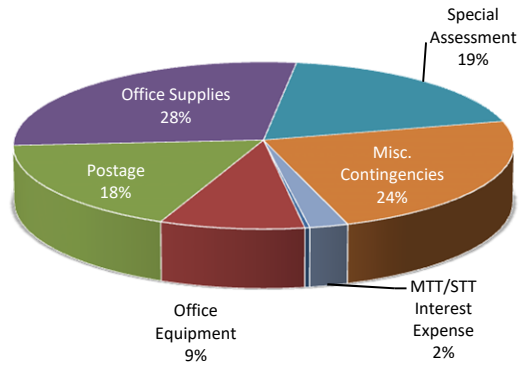
Description	FY 2019	FY 2020	FY 2021	FY 2020 vs FY 2021	
	Actual	Budget	Budget	\$	%
Salaries and Wages	\$ 268,124	\$ 312,324	\$ 259,459	\$ (52,865)	-16.9%
Benefits	107,249	126,166	104,301	(21,865)	-17.3%
Education Reimbursement	456	-	-	-	0.0%
Classified Ads/Public Notices	-	500	500	-	0.0%
(1) Contract Service	-	-	11,000	11,000	100.0%
(2) Consultant	46,347	16,500	31,000	14,500	87.9%
Office Supplies	339	500	500	-	0.0%
(3) Printing	5,247	11,575	28,100	16,525	100.0%
(4) Dues & Subscriptions	-	-	600	600	100.0%
Travel & Meetings	8,531	3,869	5,000	1,131	29.2%
Total Operating Expenses	\$ 436,293	\$ 471,434	\$ 440,460	\$ (30,974)	-6.6%
Total Full Time Employees	4	4	4	0	0.0%

Footnotes:

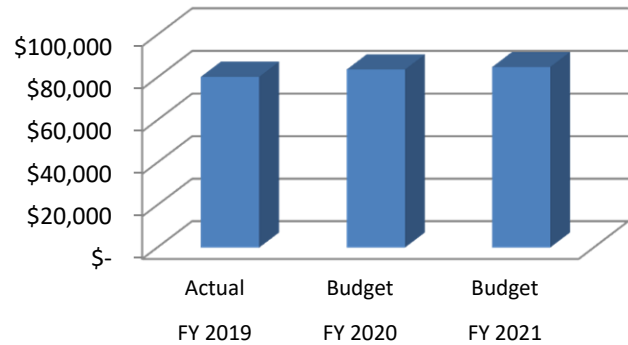
- (1) Budget reallocated from IT
- (2) Increase in data collection relating to the new normal due to COVID-19
- (3) Updating all bus stop insert designs, and new schedule books with Laker Line service
- (4) American Institute of Certified Planners (AICP) certification for senior planner

**THE RAPID
GENERAL FUNCTION DEPARTMENT
FY 2021 BUDGETED OPERATING EXPENSES**

FY 2021 Operating Budget



**Total Operating Expenses
FY 2019 to FY 2021**



Description	FY 2019	FY 2020	FY 2021	FY 2020 vs FY 2021	
	Actual	Budget	Budget	\$	%
Courier Service	\$ -	\$ 250	\$ 250	\$ -	0.0%
Office Equipment	24,819	7,475	7,475	-	0.0%
Postage	14,155	15,000	15,000	-	0.0%
Office Supplies	23,770	24,000	24,000	-	0.0%
Special Assessment	15,702	15,000	16,188	1,188	7.9%
Misc. Contingencies	36	20,000	20,000	-	0.0%
MTT/STT Interest Expense	1,858	2,000	2,000	-	0.0%
Total Operating Expenses	\$ 80,339	\$ 83,725	\$ 84,913	\$ 1,188	1.4%



5-Year Capital Improvement Plan

FY 2021 to FY 2025

July 29, 2020



Table of Contents

I.	The Rapid at a Glance.....	2
II.	The Rapid's Goals and Objectives.....	3
III.	Five-Year Service Projections.....	5
IV.	Capital Planning Process Overview.....	7
V.	Capital Funding Sources.....	10
VI.	FY 2021 to FY 2025 Capital Improvement Plan.....	12
	5-Year Capital Plan Projects by Year.....	12
	5-Year Capital Plan Projects by Funding Source.....	13
VII.	FY 2021 Capital Improvement Plan.....	14
VIII.	Capital Project Descriptions.....	15
	A. Vehicle Purchases.....	15
	B. New Facilities / Facility Rehabilitation.....	16
	C. Vehicle Maintenance.....	18
	D. Facility Maintenance.....	22
	E. Information Technology.....	23
	F. Operations Funding.....	26
	G. Security.....	27
	H. Planning.....	28

I. The Rapid at a Glance

The Rapid is the public transportation provider for the metropolitan Grand Rapids region. It is a regional body, comprised of the member cities of East Grand Rapids, Grand Rapids, Grandville, Kentwood, Walker and Wyoming, formed as an Act 196 Authority under Michigan Public Act 196 of 1986. There is a 15 member board of directors appointed by the member communities. The Rapid is authorized to have taxing authority and currently levies a 1.47 mil property tax on the member communities that is used to operate The Rapid's services. The Rapid provided just under 10.5 million trips in FY 2019.

The Rapid operates a number of different services. These include:

Bus Rapid Transit: The Rapid operates one Bus Rapid Transit (BRT) line, The Silver Line, on Division Avenue. This line is the first BRT service in Michigan, and has enhanced features such as dedicated lanes, substantial stations at all stops and level boarding. The Rapid is set to open its second BRT line, The Laker Line, in August 2020.

Fixed Route: The Rapid operates 27 fixed route bus lines, making up the core of The Rapid's services. This includes service throughout the member communities as well as limited contract service into some of the surrounding townships. The service is fully accessible and carries the majority of The Rapid's trips.

GO!Bus Paratransit: The Rapid provides Americans with Disabilities Act (ADA) transportation throughout its six-city service area. This service provides door-to-door service for people with disabilities and seniors who cannot access The Rapid's fixed-route system. The Rapid also operates the PASS system that provides service to the public who live in the service area but not on a fixed route bus line.

Vanpool/Ridesharing: The Rapid coordinates West Michigan Rideshare, a service that promotes vanpooling and carpooling throughout the West Michigan region. This includes operating the RapidVan vanpool fleet, matching up potential carpool riders using West Michigan Rideshare and directly working with local employers on transportation issues.

2020 has been dramatically impacted by the COVID pandemic. The Rapid was on course for a modest ridership increase before the pandemic hit, but now is facing substantial ridership losses and the need to rebuild bus services with the lifting of the shelter in place order. This response will undoubtedly dominate The Rapid's efforts over the upcoming year.

II. The Rapid's Goals and Objectives

The Rapid's Mission is to “create, offer, and continuously improve a flexible network of regional public transportation options and mobility solutions.” The Rapid's vision for the future is a growing community in which:

- Citizens can live conveniently without owning a car.
- More citizens choose public transportation because it is an easy, economical, and efficient way of getting where they want to go.
- Employers choose our community because it provides multiple solutions for getting employees to work.
- Public transit serves as an economic engine.
- Public transportation is an integral part of the life of every citizen in the region and creates opportunities.
- Public transportation supports sustainability and economic development.

Further refining The Rapid's goals are its Transit Asset Management (TAM) Plan, which directs how The Rapid is to most efficiently and effectively utilize its assets. The Plan outlines three core values that drive The Rapid's mission:

- **Customer service orientation.** ITP will provide service that is convenient, affordable, accessible, timely and responsive to customer needs;
- **Customer loyalty.** ITP will earn its customers' trust by providing service that is friendly, respectful, safe and dependable; and
- **Employees.** ITP sees its employees as the first line of contact with its customers and, therefore, ITP values its employees as integral to the success of the organization.

In evaluating future projects at The Rapid, the TAM Plan determined a Capital Investment Decision Matrix (see Figure 1) that provides a structured framework linked to The Rapid's strategic priorities. This model is what The Rapid is using to score and evaluate the capital projects within the 5-Year Capital Improvement Plan (CIP). These criteria facilitate a system that is customer focused, prioritizes our employees as an asset and maximizes The Rapid's capital investments to bring the best service possible to the community. All of the projects contained in the 5-Year Capital Improvement Plan are aimed at furthering this mission and these goals.

Capital Planning Investment Decision Criteria		Weighting
State of Good Repair		30%
Maintain assets and operation capability		15%
Support an urgent business need		10%
Support our staff safety, health or retention		5%
Continuous Improvement to Customer Service		20%
Provide safe, secure and reliable customer service		10%
Apply continuous improvement to service delivery		5%
Mitigate risk to the Authority / Regulatory Compliance		5%
Financial Return		20%
Optimize external funding source (Federal, State or Local Grant)		5%
Expands Revenue Stream		5%
Minimizes the Operation Budget Impact		5%
Positive Return on Investment		5%
Community Impact		10%
Improves Regional Mobility		5%
Improves Quality of Life in the Community		5%
Deliverability		10%
Skillsets		5%
Capacity		5%
Environmental Stewardship and Sustainability		10%
Reduce release of emissions and contaminants		4%
Improve waste management practices		3%
Promote sustainable energy and technology		3%

Figure 1: The Rapid's Capital Planning Investment Decision Matrix

III. Five-Year Service Projections

The Rapid's service provision and operating environment are expected to change dramatically over the five year period of this capital plan. Most of the projects included are focused on the maintenance of existing services; we anticipate greater changes in the future due to disruption to the transit industry caused by the COVID pandemic, as well as the rise of services like Uber and Lyft and other new transportation-related technologies. Below are the key known factors that will be affecting The Rapid's services and subsequently our capital planning efforts over the course of the next five years:

COVID Response – The onset of the pandemic, in Michigan, caused a shelter in place order and limited travel on The Rapid's services to essential trips only. As a result, service continued but was reduced, and ridership decreased to approximately 15% of usual volumes. Service did increase in the summer of 2020 and ridership is recovering, but still less than half of what we would expect at this time.

The Federal CARES Act funds provide some emergency funding to help The Rapid through this time. However, this is not a long term solution and The Rapid will face lower fare revenues as well as anticipated cuts in property tax and state operating assistance moving forward. Calibrating The Rapid's response to the pandemic and creating a new normal for transit service in the region will dominate The Rapid's planning efforts for the foreseeable future.

Laker Line – The Rapid is currently finishing construction on the Laker Line, our second Bus Rapid Transit line, travelling from Medical Mile in downtown Grand Rapids, through Standale in Walker and out to the Grand Valley State University Allendale Campus. This line will replace Route 50, The Rapid's highest ridership route. The BRT line will include features such as level boarding, traffic signal priority and The Rapid's first 60-foot articulated buses, increasing capacity by 50%. With GVSU set to open for classes this fall, the opening of the Laker Line is scheduled to go on as planned on August 24, 2020.

Comprehensive Operational Analysis – The Rapid is in the middle of a Comprehensive Operational Analysis (COA). This analysis is reviewing all of The Rapid's operations and will make recommendations about how transportation service can be improved in the region. In the spring of 2020 we were about halfway through the process, having created three draft scenarios for review. However, the effort was interrupted by the pandemic which made public outreach very difficult. Additionally, the underlying conditions being monitored including ridership patterns and funding levels are being impacted by the pandemic so the assumptions that went into the initial recommendations may no longer be valid.

The COA is now on a temporary pause but will continue later this year and provide valuable guidance for moving forward. One note, a number of the recommendations, including all day 15-minute service on key routes were adopted as part of The Rapid's current service in response to the pandemic.

Transit Asset Management – The Rapid completed a Transit Asset Management (TAM) plan in the fall of 2018. This plan presents a long-term action strategy for management of the assets of The Rapid, laying out a blueprint on how The Rapid intends to achieve and maintain its assets in a state of good repair. This will ensure The Rapid maintains its asset in an optimal manner, decreasing overall lifecycle costs. This various elements of this plan are now in the process of being implemented and will have an impact on The Rapid's operational and capital project selection. The TAM Plan is set to be updated later this year to reflect the changes The Rapid has experienced since the plan was implemented.

Regional Development – Employment and development patterns in the West Michigan region continue to evolve. Employment centers continue to emerge outside the core Rapid service area, and riders are looking for new ways to navigate the region. The Rapid is working with its member communities and surrounding partners to meet the changing mobility needs and to ensure that transportation demands such as first mile/last mile and remote job centers are accessible by transit. Additionally, The Rapid is the middle of a Transit Oriented Development study of the Division Avenue Corridor in conjunction with the Cities of Grand Rapids, Kentwood and Wyoming. This study will look to determine how we can partner to encourage sustainable development in this corridor by bringing together the local community, developers and local governments.

Mobility Changes – The Rapid is moving towards becoming a regional Mobility Manager, moving beyond being just a fixed route bus agency. This means working with area employers and governments to craft mobility solutions that meet their needs, embracing mobility innovation in a rapidly changing transportation environment and analyzing new ways to provide transportation options. The need to move in this direction has been underscored by the pandemic, especially to respond to early morning, late night and low density destinations within our service area. The Rapid is in the process of procuring a demand response scheduling software that will include the ability to schedule and dispatch on demand trips.

IV. Capital Planning Process Overview

The Rapid's Capital Planning program is overseen by the Capital Planning Committee, which was convened in the fall of 2018.

The mission of the Capital Planning Committee is to strategically guide the capital planning process at The Rapid. This will be achieved by evaluating the lifecycle benefits and costs of each proposed capital project to determine its value in furthering the mission of The Rapid. This information will be used by the Committee to formulate a plan to prioritize The Rapid's capital investments.

The committee includes multidisciplinary representation from across The Rapid to guide our Capital Planning and Asset Management efforts. The standing members include:

Communications Manager	Information Technology Manager
Chief Operating Officer	Maintenance Manager
Facilities Manager	Purchasing Manager
Financial Analyst	Security Manager
Finance Manager	Special Services Manager
Grants and Capital Planning Manager	Strategic Planning Manager
Grants Officer	Training and Safety Manager
Human Resources Manager	

Other Rapid staff members may be asked to periodically participate depending on what the committee is discussing.

Last year, the committee created The Rapid's first 5-Year Capital Improvement Plan for FY 2020 to FY 2024. The committee has spent the first part of 2020 formulating The Rapid's second 5-Year Capital Improvement Plan which will cover FY 2021 through FY 2025. This process included the following steps:

- Reviewed the capital project application process and project scoring criteria.
- Sent out a call for projects internally for capital projects within the 5-year horizon.
- Reviewed submissions and scored them based on scoring criteria.
- Formulated 5-Year Capital Plan based on this review process.

The project scoring helps to determine which projects are selected for funding in the Capital Plan. The results of the scoring can be seen below in Figure 2, the green shaded projects are receiving funding in the FY 2021 capital budget.

Project	Points Received	Ranking
Fixed Route Bus Replacement	90.8	1
Demand Response Bus Replacement	89.3	2
CARES Bus Modifications (Inserts and Barriers)	80.8	3
Hybrid Bus Battery Replacement	79.0	4
Contactless Fare Payments	77.8	5
Bus Mid-Life Repower	76.8	6
Fluid Management System Upgrade	74.3	7
Scheduling Software Replacement	73.8	8
Mobile Column Lift Replacement	73.5	9
Avail Bus Technology Upgrade	72.8	10
Service Vehicle Replacement	72.5	11
Silver Line Ticket Vending Machine Replacement	70.8	12
Training Facility Construction	70.3	13
Disinfecting Sprayers	69.8	14
Defibrillators	69.5	15
Security Equipment	68.8	16
Silver Line Station Camera Replacement	67.5	17
Bus Security Camera Replacement	67.3	18
Real Time Information Sign Replacement	66.8	19
Bus Training Simulator	66.3	20
Butterworth Construction Phase 2	66.0	21
Physical Access Control Upgrade	65.0	22
GO!Bus Facility Construction	62.3	23
Butterworth Construction Phase 3	58.5	24
Incident Reporting Software	58.3	25
Bike Rack Replacement	58.3	26
Security Gate Installation	58.0	27
Warranty Tracking Software	52.3	28

Figure 2: Summary of FY 2020 Capital Project scoring

The process emphasized the prioritization of capital needs first and then matched the needs to available funding, as opposed to starting by looking at available funding. The vast majority of the projects selected were the top scored projects but there were a couple of exceptions as the Capital Planning Committee does look at factors beyond just project scoring.

The Real Time Information Sign Replacement project was not funded due to funding constraints and the amount of projects already awarded to the Information Technology Department resulting in potential departmental capacity constraints. The Bus Training Simulator is largely dependent on the construction of a training building as part of the Training Facility project. The construction of the training building has not been programmed at this point, so the Bus Simulator was deferred as well.

Conversely, the Incident Reporting Software was included even though it had a low score. This was due to the improvements in employee workflow efficiency it would create and its low relative cost meaning it can be accommodated within the capital funding plan.

The Capital Improvement Plan also includes day to day capital items necessary for the operation of The Rapid's services. This includes such things as bus parts, facility maintenance and basic software upgrades. All of these things are necessary for the continued operation of The Rapid and are therefore not scored against other projects but are included as part of the capital plan budget.

The 5-Year Capital Improvement Plan will be revised throughout the year as necessary, but projects for the upcoming fiscal year must be included in the plan before it is brought to the Rapid Board at its annual budget meeting held each summer. Projects included in FY 2021 for this capital plan and that are eligible for federal formula grant funding will be included in our FY 2021 grant application to the Federal Transit Administration (FTA) which begins in the fall of 2020. Funds applied for in the fall of 2020 will be available to The Rapid in the late summer of 2021. The projected timeline is shown in Figure 3, but is dependent upon FTA action which could adjust the listed dates.

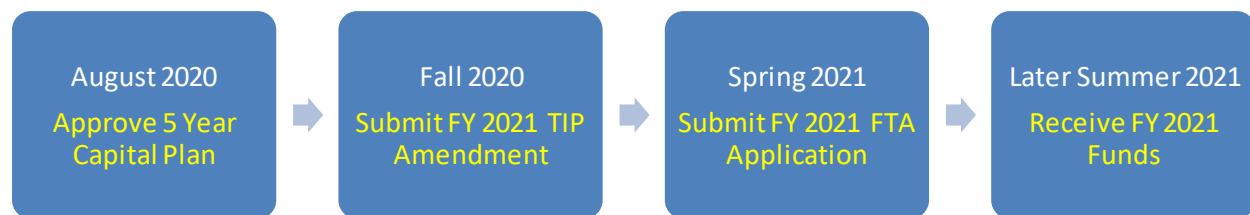


Figure 3: Summary of The Rapid's FY 2021 Federal Formula Grant application timeline

V. Capital Funding Sources

Funding sources for the projects in this plan include federal formula grants, as well as federal and state competitive discretionary grants. Funding sources included in the 5-Year Capital Program include:

5307 Grant: Federal formula funds for capital transit projects. Funding is distributed by formula, using population, population density and service delivery to determine the award amount. The Rapid's 5307 funds are anticipated to increase incrementally year over year but are dependent on Congressional action.

5339 Formula Grant: Federal formula funds dedicated for purchase and rehabilitation of buses and bus-related facilities. Just over half of the 5339 funds are distributed by a formula, similar to how 5307 funds are distributed. The Rapid's 5339 funds are also anticipated to increase incrementally year over year.

Congestion Mitigation and Air Quality Grant: Grand Valley Metropolitan Council (GVMC) receives Congestion Mitigation and Air Quality (CMAQ) funds each year, to fund projects that improve area air quality. The Rapid receives a share of these funds and uses them to fund rideshare efforts, clean air action days and purchase additional buses. Our region recently became an attainment area meaning its air quality is improving. As a result, CMAQ funds will decrease substantially starting in FY 2021 and are anticipated to remain at the reduced level moving forward.

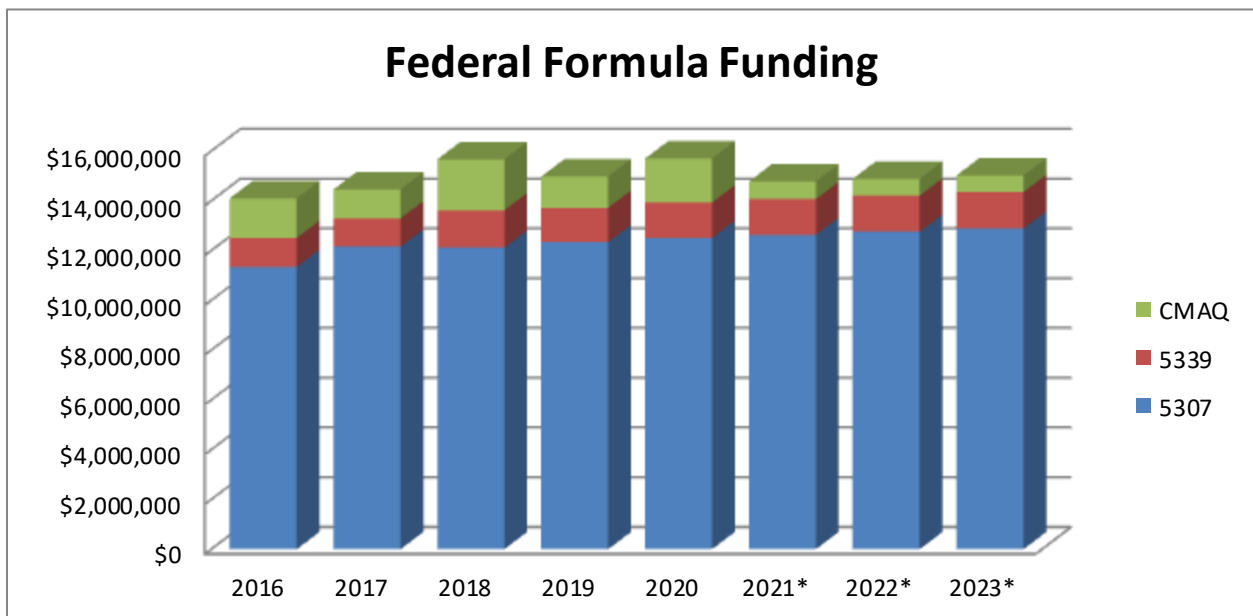


Figure 4: History and projections for The Rapid's federal formula funds; FY 2021 through 2023 are projections

5339 Discretionary Grants: The remaining 5339 funds are distributed to transit agencies through competitive discretionary grants. These grants are related to bus and bus facility projects. The Rapid has applied for one of these grants in 2020 to purchase nine replacement Compressed Natural Gas buses to bring our fleet into a better state of good repair. That grant is still be evaluated, and we anticipate hearing back this summer on whether we receive these funds.

CARES Grant: With the pandemic outbreak in 2020, Congress passed the CARES Act which included \$25 billion to support public transit systems across the country. These funds were distributed using the same formula to distribute 5307 and 5339 formula funds, resulting in The Rapid receiving \$28,359,064. These funds are primarily intended to be used to cover operating expenses but can also be used for capital projects. Currently The Rapid has programmed \$1,575,000 for capital projects to respond to the pandemic, these projects are included in this Capital Improvement Plan, the remaining funds are slated to be used to cover operating expenses. A summary of the capital projects programmed for the CARES Grant can be found in Figure 5 below.

These funding sources are all the sources included in the current 5-Year Capital Improvement Plan. The Rapid anticipates looking at additional funding sources in the coming years to expand our funding base and meet the capital needs identified in the capital planning process.

VI. FY 2021 to FY 2025 Capital Improvement Plan

5-Year Capital Plan: Projects by Year

	#	Project Description	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Vehicle Purchase	1	Fixed Route Buses	\$8,544,267	\$7,162,536	\$7,303,380	\$6,826,468	\$5,062,392	\$34,899,043
	2	Demand Response Buses	\$900,000	\$1,260,000	\$1,320,000	\$805,000	\$990,000	\$5,275,000
	3	Service Vehicles	\$135,317	\$97,000	\$31,000	\$36,000	\$66,000	\$365,317
	4	RapidVans	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000
	Vehicle Subtotal		\$9,704,584	\$8,644,536	\$8,779,380	\$7,792,468	\$6,243,392	\$41,164,360
Facility Const.	5	700 Butterworth Construction	\$1,200,000	\$0	\$0	\$0	\$0	\$1,200,000
	6	Training Center	\$1,980,537	\$1,000,000	\$0	\$0	\$0	\$2,980,537
	7	GO!Bus Facility	\$0	\$0	\$0	\$1,500,000	\$3,700,000	\$5,200,000
	8	Office Furniture	\$50,000	\$90,000	\$90,000	\$90,000	\$90,000	\$410,000
	New/Rehab Facilities Subtotal		\$3,230,537	\$1,090,000	\$90,000	\$1,590,000	\$3,790,000	\$9,790,537
Vehicle Maintenance	9	Bus Mid-Life Drive Repowering	\$319,670	\$708,390	\$722,558	\$737,009	\$751,750	\$3,239,377
	10	Tire/Tube Lease	\$0	\$0	\$102,000	\$263,302	\$275,000	\$640,302
	11	Shop Equipment	\$11,000	\$20,000	\$5,000	\$5,000	\$5,000	\$46,000
	12	Hybrid Battery Replacement	\$550,000	\$0	\$0	\$0	\$0	\$550,000
	13	Mobile Lift Column Replacement	\$180,000	\$0	\$0	\$0	\$0	\$180,000
	14	Bus Capital Maintenance	\$850,000	\$800,000	\$700,000	\$600,000	\$500,000	\$3,450,000
	15	Bus Operator Barriers	\$258,750	\$0	\$0	\$0	\$0	\$258,750
	16	Bus Seat Inserts	\$37,061	\$0	\$0	\$0	\$0	\$37,061
	17	Demand Response Vehicle Parts	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
	Vehicle Maintenance Subtotal		\$2,206,481	\$1,533,390	\$1,534,558	\$1,610,311	\$1,536,750	\$8,421,490
Facility Main.	18	General Facility Rehabilitation	\$255,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,255,000
	19	Facility Equipment	\$139,482	\$100,000	\$100,000	\$100,000	\$100,000	\$539,482
	20	Bus Stop Enhancements	\$10,000	\$50,000	\$50,000	\$50,000	\$50,000	\$210,000
	Facility Maintenance Subtotal		\$404,482	\$400,000	\$400,000	\$400,000	\$400,000	\$2,004,482
IT	21	Ticket Vending Machines	\$200,000	\$0	\$1,450,000	\$0	\$0	\$1,650,000
	22	Contactless Fare Payments	\$300,000	\$0	\$0	\$0	\$0	\$300,000
	23	RTIS Sign Replacement	\$0	\$0	\$0	\$840,000	\$0	\$840,000
	24	Scheduling Software Replacement	\$500,000	\$0	\$0	\$0	\$0	\$500,000
	25	Fluid Tracking System Upgrade	\$150,000	\$0	\$0	\$0	\$0	\$150,000
	26	Avail Bus Tech Upgrade	\$650,000	\$0	\$0	\$0	\$0	\$650,000
	27	IT Hardware	\$251,500	\$176,000	\$196,500	\$156,500	\$231,500	\$1,012,000
	28	IT Software	\$230,000	\$115,000	\$95,000	\$115,000	\$105,000	\$660,000
	29	Intelligent Transportation Systems	\$75,000	\$40,000	\$40,000	\$40,000	\$40,000	\$235,000
	IT Subtotal		\$2,356,500	\$331,000	\$1,781,500	\$1,151,500	\$376,500	\$5,997,000
Operations	30	GO!Bus Operation	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$3,500,000
	31	Preventative Maintenance	\$0	\$1,500,000	\$1,300,000	\$1,300,000	\$1,300,000	\$5,400,000
	Operations Subtotal		\$700,000	\$2,200,000	\$2,000,000	\$2,000,000	\$2,000,000	\$8,900,000
Security	32	Bus Security Cameras	\$2,224,307	\$0	\$0	\$0	\$0	\$2,224,307
	33	Incident Reporting Software	\$85,000	\$0	\$0	\$0	\$0	\$85,000
	34	Silver Line Station Cameras	\$185,000	\$0	\$0	\$0	\$0	\$185,000
	35	Security Equipment	\$250,000	\$100,000	\$100,000	\$100,000	\$100,000	\$650,000
	Security Subtotal		\$2,744,307	\$100,000	\$100,000	\$100,000	\$100,000	\$3,144,307
UPWP	36	Unified Planning Work Program	\$196,950	\$200,000	\$200,000	\$200,000	\$200,000	\$996,950
	Planning Subtotal		\$196,950	\$200,000	\$200,000	\$200,000	\$200,000	\$996,950
	Grand Total		\$21,543,841	\$14,498,926	\$14,885,438	\$14,844,279	\$14,646,642	\$80,419,126

5-Year Capital Plan: Projects by Funding Source

	#	Project Description	5307	5339 Formula	CMAQ	CARES	Discretionary Grant	Total
Vehicle Purchase	1	Fixed Route Buses	\$20,905,884	\$7,318,159	\$1,500,000	\$0	\$5,175,000	\$34,899,043
	2	Demand Response Buses	\$5,275,000	\$0	\$0	\$0	\$0	\$5,275,000
	3	Service Vehicles	\$365,317	\$0	\$0	\$0	\$0	\$365,317
	4	RapidVans	\$0	\$0	\$625,000	\$0	\$0	\$625,000
	Vehicle Subtotal		\$26,546,201	\$7,318,159	\$2,125,000	\$0	\$5,175,000	\$41,164,360
Facility Const.	5	700 Butterworth Construction	\$1,200,000	\$0	\$0	\$0	\$0	\$1,200,000
	6	Training Center	\$2,980,537	\$0	\$0	\$0	\$0	\$2,980,537
	7	GO!Bus Facility	\$5,200,000	\$0	\$0	\$0	\$0	\$5,200,000
	8	Office Furniture	\$360,000	\$0	\$0	\$50,000	\$0	\$410,000
	New/Rehab Facilities Subtotal		\$9,740,537	\$0	\$0	\$50,000	\$0	\$9,790,537
Vehicle Maintenance	9	Bus Mid-Life Drive Repowering	\$3,239,377	\$0	\$0	\$0	\$0	\$3,239,377
	10	Tire/Tube Lease	\$640,302	\$0	\$0	\$0	\$0	\$640,302
	11	Shop Equipment	\$46,000	\$0	\$0	\$0	\$0	\$46,000
	12	Hybrid Battery Replacement	\$550,000	\$0	\$0	\$0	\$0	\$550,000
	13	Mobile Lift Column Replacement	\$180,000	\$0	\$0	\$0	\$0	\$180,000
	14	Bus Capital Maintenance	\$3,445,811	\$0	\$0	\$4,189	\$0	\$3,450,000
	15	Bus Operator Barriers	\$0	\$0	\$0	\$258,750	\$0	\$258,750
	16	Bus Seat Inserts	\$0	\$0	\$0	\$37,061	\$0	\$37,061
	17	Demand Response Vehicle Parts	\$20,000	\$0	\$0	\$0	\$0	\$20,000
	Vehicle Maintenance Subtotal		\$8,121,490	\$0	\$0	\$300,000	\$0	\$8,421,490
Facility Main.	18	General Facility Rehabilitation	\$1,055,000	\$0	\$0	\$200,000	\$0	\$1,255,000
	19	Facility Equipment	\$489,482	\$0	\$0	\$50,000	\$0	\$539,482
	20	Bus Stop Enhancements	\$210,000	\$0	\$0	\$0	\$0	\$210,000
	Facility Maintenance Subtotal		\$1,754,482	\$0	\$0	\$250,000	\$0	\$2,004,482
IT	21	Ticket Vending Machines	\$1,450,000	\$0	\$0	\$200,000	\$0	\$1,650,000
	22	Contactless Fare Payments	\$0	\$0	\$0	\$300,000	\$0	\$300,000
	23	RTIS Sign Replacement	\$840,000	\$0	\$0	\$0	\$0	\$840,000
	24	Scheduling Software Replacement	\$480,000	\$0	\$0	\$20,000	\$0	\$500,000
	25	Fluid Tracking System Upgrade	\$150,000	\$0	\$0	\$0	\$0	\$150,000
	26	Avail Bus Tech Upgrade	\$650,000	\$0	\$0	\$0	\$0	\$650,000
	27	IT Hardware	\$937,000	\$0	\$0	\$75,000	\$0	\$1,012,000
	28	IT Software	\$430,000	\$0	\$0	\$230,000	\$0	\$660,000
	29	Intelligent Transportation Systems	\$235,000	\$0	\$0	\$0	\$0	\$235,000
	IT Subtotal		\$5,172,000	\$0	\$0	\$825,000	\$0	\$5,997,000
Operations	30	GO!Bus Operation	\$3,500,000	\$0	\$0	\$0	\$0	\$3,500,000
	31	Preventative Maintenance	\$5,400,000	\$0	\$0	\$0	\$0	\$5,400,000
	Operations Subtotal		\$8,900,000	\$0	\$0	\$0	\$0	\$8,900,000
Security	32	Bus Security Cameras	\$2,224,307	\$0	\$0	\$0	\$0	\$2,224,307
	33	Incident Reporting Software	\$85,000	\$0	\$0	\$0	\$0	\$85,000
	34	Silver Line Station Cameras	\$185,000	\$0	\$0	\$0	\$0	\$185,000
	35	Security Equipment	\$500,000	\$0	\$0	\$150,000	\$0	\$650,000
	Security Subtotal		\$2,994,307	\$0	\$0	\$150,000	\$0	\$3,144,307
UPWP	36	Unified Planning Work Program	\$996,950	\$0	\$0	\$0	\$0	\$996,950
	Planning Subtotal		\$996,950	\$0	\$0	\$0	\$0	\$996,950
	Grand Total		\$64,225,967	\$7,318,159	\$2,125,000	\$1,575,000	\$5,175,000	\$80,419,126

VII. FY 2021 Capital Improvement Plan

	#	Project Description	Previous Grants	FY 2021 5307	FY 2021 5339 Formula	FY 2021 CMAQ	CARES Act	Discretionary Grant*	Total
Vehicle Purchase	1	15 Fixed Route Buses	\$443,087	\$1,205,734	\$1,420,446	\$300,000	\$0	\$5,175,000	\$8,544,267
	2	9 Demand Response Buses	\$0	\$900,000	\$0	\$0	\$0	\$0	\$900,000
	3	Non-Revenue Vehicles	\$0	\$135,317	\$0	\$0	\$0	\$0	\$135,317
	4	4 RapidVans	\$0	\$0	\$0	\$125,000	\$0	\$0	\$125,000
	Vehicle Subtotal		\$443,087	\$2,241,051	\$1,420,446	\$425,000	\$0	\$5,175,000	\$9,704,584
Facility Const.	5	Butterworth Phase 2	\$0	\$1,200,000	\$0	\$0	\$0	\$0	\$1,200,000
	6	Rapid Training Center	\$0	\$1,980,537	\$0	\$0	\$0	\$0	\$1,980,537
	8	Office Furniture	\$0	\$0	\$0	\$0	\$50,000	\$0	\$50,000
	New/Rehab Fac. Subtotal		\$0	\$3,180,537	\$0	\$0	\$50,000	\$0	\$3,230,537
Vehicle Main.	9	Bus Mid-Life Repower	\$0	\$319,670	\$0	\$0	\$0	\$0	\$319,670
	11	Hybrid Battery Replacement	\$0	\$550,000	\$0	\$0	\$0	\$0	\$550,000
	12	Shop Equipment	\$0	\$11,000	\$0	\$0	\$0	\$0	\$11,000
	13	Bus Capital Maintenance	\$0	\$845,811	\$0	\$0	\$4,189	\$0	\$850,000
	14	Bus Operator Barriers	\$0	\$0	\$0	\$0	\$258,750	\$0	\$258,750
	15	Bus Seat Inserts	\$0	\$0	\$0	\$0	\$37,061	\$0	\$37,061
	16	Mobile Lift Replacement	\$0	\$180,000	\$0	\$0	\$0	\$0	\$180,000
	Vehicle Maintenance Subtotal		\$0	\$1,906,481	\$0	\$0	\$300,000	\$0	\$2,206,481
Facility Main.	18	General Facility Needs	\$0	\$55,000	\$0	\$0	\$200,000	\$0	\$255,000
	19	Facility Equipment	\$0	\$89,482	\$0	\$0	\$50,000	\$0	\$139,482
	20	Stop Enhancements	\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000
	Facility Maintenance Subtotal		\$0	\$154,482	\$0	\$0	\$250,000	\$0	\$404,482
IT	21	Ticket Vending Machines	\$0	\$0	\$0	\$0	\$200,000	\$0	\$200,000
	22	Contactless Fare Payments	\$0	\$0	\$0	\$0	\$300,000	\$0	\$300,000
	24	Scheduling Software Replacement	\$0	\$480,000	\$0	\$0	\$20,000	\$0	\$500,000
	25	Fluid Tracking System Upgrade	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
	26	Avail Bus Tech Upgrade	\$0	\$650,000	\$0	\$0	\$0	\$0	\$650,000
	27	IT Hardware	\$0	\$176,500	\$0	\$0	\$75,000	\$0	\$251,500
	28	IT Software	\$0	\$0	\$0	\$0	\$230,000	\$0	\$230,000
	29	Intelligent Transportation Systems	\$0	\$75,000	\$0	\$0	\$0	\$0	\$75,000
	IT Subtotal		\$0	\$1,531,500	\$0	\$0	\$825,000	\$0	\$2,356,500
Ops.	30	GO!Bus Operations	\$0	\$700,000	\$0	\$0	\$0	\$0	\$700,000
	Operations Subtotal		\$0	\$700,000	\$0	\$0	\$0	\$0	\$700,000
Security	32	Bus Security Cameras	\$0	\$2,224,307	\$0	\$0	\$0	\$0	\$2,224,307
	33	Incident Reporting Software	\$0	\$85,000	\$0	\$0	\$0	\$0	\$85,000
	34	Silver Line Station Cameras	\$0	\$185,000	\$0	\$0	\$0	\$0	\$185,000
	35	Security Equipment	\$0	\$100,000	\$0	\$0	\$150,000	\$0	\$250,000
	Security Subtotal		\$0	\$2,594,307	\$0	\$0	\$150,000	\$0	\$2,744,307
UPWP	36	Unifed Planning Work Program	\$0	\$196,950	\$0	\$0	\$0	\$0	\$196,950
	Planning Subtotal		\$0	\$196,950	\$0	\$0	\$0	\$0	\$196,950
	Grand Total		\$443,087	\$12,505,308	\$1,420,446	\$425,000	\$1,575,000	\$5,175,000	\$21,543,841

*Will only purchase 9 buses if The Rapids wins the 5339 discretionary grant

VIII. Capital Project Descriptions

A. Vehicle Purchases

1. Fixed Route Buses – \$34,889,043

Fixed route buses provide the backbone of The Rapid's service. Replacing our fixed route buses on a regular basis is essential to providing safe, reliable and efficient bus service to our community. The Rapid generally operates fixed route buses for 12 years or 500,000 miles, beyond that point the repairs become prohibitively expensive and affect our operating budget. The bus replacement schedule over the course of the 5-Year Capital Plan is shown below.



	2021*	2022	2023	2024	2025	Total
Buses purchased	15	12	12	11	8	58
Cost	\$8,554,267	\$7,162,536	\$7,303,380	\$6,826,468	\$5,062,392	\$34,899,043

*Includes 9 potential buses from a 5339 discretionary grant which we are still waiting the results of.

2. Demand Response Buses – \$5,275,000

GO!Bus vehicles provide complementary demand response transportation service as required by the Americans with Disabilities Act (ADA). Once again, replacing these vehicles is essential for providing safe and effective GO!Bus service to our community. The Rapid generally operates GO!Bus vehicles for 7 years or 200,000 miles, the replacement schedule over the course of the 5-Year Capital Plan is found below.



	2021	2022	2023	2024	2025	Total
GO!Buses purchased	9	12	12	7	9	49
Cost	\$900,000	\$1,260,000	\$1,320,000	\$805,000	\$990,000	\$5,275,000

3. Service Vehicles – \$365,317

The Rapid utilizes a variety of service vehicles, including vehicles for road supervisors, facilities and fleet maintenance and other pool vehicles. These vehicles must be replaced periodically as they complete their useful life. The request for FY 2021 is for a higher amount due to this item being neglected for a number of years, with some of the vehicles programmed to be replaced in excess of 15 years old and well past their useful life.



	2021	2022	2023	2024	2025	Total
Service Vehicles	\$135,317	\$97,000	\$31,000	\$36,000	\$66,000	\$365,317

4. RapidVans – \$625,000



The Rapid provides RapidVan vanpools for commuters to utilize for trips coming into Kent, Ottawa and Allegan Counties. These vanpools encourage ridesharing and provide substantial cost savings for the participants. The Rapid uses part of the CMAQ grant to fund the replacement of these vehicles and ensure the continuation of this program.

	2021	2022	2023	2024	2025	Total
RapidVans purchased	4	4	4	4	4	20
Cost	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000

B. Facility Construction

5. 700 Butterworth Construction – \$1,200,000

The Rapid's Facilities Department is housed at 700 Butterworth SW. We are using the existing building but it is inefficiently designed for how we are using it and can present a safety and accessibility hazard. Additionally, we do not have enough space to store our vehicles indoors and do not have a dedicated salt storage.



This project has two phases. The first is to demolish and rebuild the Facilities building, redesigning it to allow for more efficient and safer operation. This phase was funded in last year's CIP and is slated to begin in the spring of 2021. The second phase, funded with \$1,200,000 from this CIP, would be to build the salt storage as well as sheds to store the Facilities vehicles and repave the facility.

6. Rapid Training Center Construction – \$2,980,537



Bus driver training requires access to an off-road large paved surface for training of new bus drivers and retraining of current drivers. The Rapid has never owned such a dedicated off-road bus training facility. Over our history we have found locations that work on a temporary basis. We were using the old 36th Street GM Plant site, but anticipate this no longer being available in near future as well. We will find

another temporary site, but as development pressures in the area increase it will become more and more difficult to find a suitable location to rent.

To move this forward, The Rapid must find and purchase a piece of property large enough to conduct off-road bus training. Ideally, this property would also have the space for other ancillary activities, such as a future GO!Bus Facility. The \$2,001,787 programmed for FY 2021 would be enough to purchase the property and potentially do work necessary to use it for training. Future funding will probably have to be programmed to finish the facility, but the FY 2021 funding will be enough to begin the project.

7. GO!Bus Facility – \$5,200,000

Construct a new GO!Bus Facility, containing all demand response vehicle storage, maintenance, dispatch, administration and scheduling. Currently MV rents a space for this purpose and passes the cost of this facility on through the hourly rate they charge The Rapid for service.

This would centralize all GO!Bus operations and give The Rapid flexibility in how it oversees and administers demand response service. It also would provide flexibility to incorporate new transportation services such as on-demand services as they come on-line.



We have some funds identified in the later years of the CIP, but substantial additional funding would have to be found as the project would minimally cost \$15,000,000. However, it is possible that the property purchased for the Training Facility could also house the GO!Bus Facility which will put The Rapid on the path for moving this project forward.

8. Office Furniture – \$410,000

The Rapid periodically needs to purchase new and replacement office furniture for its employees, including such things as desk, chairs and tables.

	2021	2022	2023	2024	2025	Total
Office Furniture	\$50,000	\$90,000	\$90,000	\$90,000	\$90,000	\$410,000

C. Vehicle Maintenance

9. Bus Mid-Life Drive Repowering – \$3,239,377

The Rapid is beginning a mid-life bus repowering program with the funds coming in 2020. In the past we would run with the original engines, and if they failed we had to react to this and repair the engines. This leads to buses failing while in service, unpredictable maintenance schedules and reduced reliability of our service.



	2021	2022	2023	2024	2025	Total
Bus Mid-Life Drive Repowering	319,670	\$708,390	\$722,558	\$737,009	\$751,750	\$3,239,377

Under this program, The Rapid repowers bus engines as the buses enter the second half of their useful life. This will mean we can proactively maintain these buses and have a more reliable service on the road. Additionally, this will result in maintenance savings over time as this project is implemented.

10. Tube and Tire Lease – \$640,302

The Rapid leases its tire and tubes instead of buying them outright. We pay a per mile fee to the leasing company, who keeps us supplied with tires for our fleet. This has proven to be a cheaper way to fund tubes and tires for our buses; we will continue to monitor its effects on our operating budget moving forward. Funding from previous grants is still available, so we do not need to program additional funding for our tire lease for the next two years.



	2021	2022	2023	2024	2025	Total
Tube and Tire Lease	\$0	\$0	\$102,000	\$263,302	\$275,000	\$640,302

11. Shop Equipment – \$46,000

Bus maintenance requires a whole array of shop equipment, including oil drain carts, data connectors and tool boxes. This line item will be used to periodically replace or upgrade available shop equipment used for bus maintenance.

	2021	2022	2023	2024	2025	Total
Shop Equipment	\$11,000	\$20,000	\$5,000	\$5,000	\$5,000	\$46,000

12. Hybrid Battery Replacement – \$550,000

The Silver Line buses are hybrid electric and have a battery that enables this operation. These batteries have a useful life only about half of that of the rest of the bus and must be replaced to ensure the buses can maintain operations. This one time project will replace the batteries on the Silver Line buses and ensure they can operate for the full extent of their useful life of approximately 12 years.



13. Mobile Lift Column Replacement – \$180,000

The Rapid utilizes mobile lift columns at its Rapid Operations Center to raise buses for maintenance work. The existing lifts have exceeded their useful life and will need increasing repair work if they are not replaced. This project would purchase twelve replacement lift columns keeping them in a state of good repair and ensures proper continued bus maintenance.



14. Bus Capital Maintenance – \$3,450,000

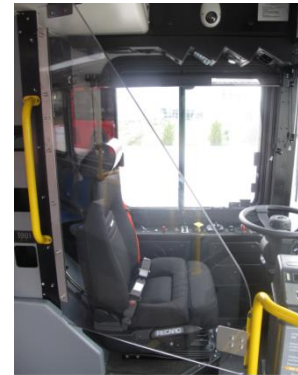


The Rapid must purchase high value bus parts, including fuel pumps, particulate filters, air compressors, driver seats and alternators to maintain its fleet in a state of good repair. This line item will be used to ensure our maintenance staff has the necessary bus parts on hand to carry out necessary bus maintenance and repairs. The cost of bus capital maintenance is expected to decrease over time because of the investment in bus mid-life drive repowering.

	2021	2022	2023	2024	2025	Total
Bus Capital Maintenance	\$850,000	\$800,000	\$700,000	\$600,000	\$500,000	\$3,500,000

15. Bus Operator Barriers – \$258,750

With the COVID pandemic, The Rapid is currently exploring all methods of making bus riding safer. One such method is to install a Plexiglas barrier for the driver, to minimize their exposure to any airborne pathogens including COVID. This would not be a security barrier, but act more like a sneeze guard barrier now commonly found at retail locations. This will protect the safety of our drivers and increase confidence in our buses being safe for passengers. This project will be funded using CARES Act funding and will be completed as soon as we can complete the procurement process.



16. Silver Line Bus Seat Insert Replacement – \$37,061

The Silver Line utilized plush fabric seats for the passengers. They are comfortable seats but they have not aged well as they do not clean as well as regular seats. This project will replace all the plush seat inserts with a vinyl seat insert that is still comfortable but much easier to clean and antimicrobial. This will also be the seat type coming in on all new Rapid buses. This project is funded through CARES Act funds and is moving forward in the summer of 2020.

17. Demand Response Vehicle Parts – \$25,000



The Rapid must purchase certain demand response parts, such as hydraulic ADA ramp motors and complete ADA ramp assemblies. This line item will pay for these parts necessary for the operation of our GO!Bus service. We have sufficient funding available from previous years, so there are no funds being asked for FY 2021.

	2021	2022	2023	2024	2025	Total
Demand Response Bus Parts	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000

D. Facility Maintenance

18. General Facility Rehabilitation – \$1,255,000

The Rapid owns a number of facilities across the region. All these facilities are need of periodic rehabilitation to keep them in a state of good repair. This line item will be used to purchase such things as flooring, doors, HVAC units and other items that are necessary for the proper operation of The Rapid's facilities.



	2021	2022	2023	2024	2025	Total
General Facility Rehabilitation	\$255,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,255,000

19. Facility Equipment – \$539,482

The Rapid's Facilities Department needs certain equipment to properly carry out its role. In FY 2021 this is expected to include a new floor scrubber, disinfectant sprayers and replacement defibrillators.

	2021	2022	2023	2024	2025	Total
Facility Equipment	\$139,482	\$100,000	\$100,000	\$100,000	\$100,000	\$539,482

20. Bus Stop Rehabilitation and Enhancement – \$210,000

Bus stops are in need of periodic repair, subjected to the elements and vandalism. Some of the repair efforts necessitate the purchase of capital items such as new bus signs. There is also the need to provide bus stop enhancements such as shelters and benches. This fund may be adjusted in the future based on the outcome of the Comprehensive Operational Analysis.

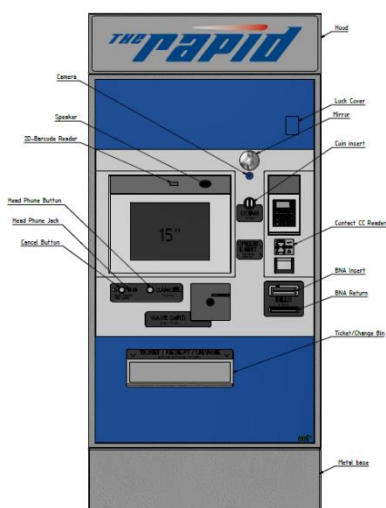


	2021	2022	2023	2024	2025	Total
Bus Stop Enhancement and Rehabilitation	\$10,000	\$50,000	\$50,000	\$50,000	\$50,000	\$210,000

E. Information Technology

21. Ticket Vending Machine Purchase – \$1,650,000

The Scheidt & Bachmann Ticket Vending Machines (TVMs) we currently have installed on the Silver Line are beyond their useful life and are not integrated with our new Wave Card E-Fare system. The new INIT machines being installed on the Laker Line will be fully integrated. Using FY 2020 funds, we will install 4 new TVMs at key locations, including Rapid Central Station and Kentwood Station, as well as possibly the 60th Street Park and Ride.



With \$200,000 of additional grant funds we received from the CARES Act we plan to increase this to 8 TVMs, providing more locations for our riders

The goal in subsequent years is to replace all the S&B TVMs so that they all interface with the Wave Card. At this point this is programmed for FY 2023 funds. We will also evaluate if all the locations need full TVMs at all Silver Line locations or if other

alternatives exist.

22. Contactless Fare Payment – \$300,000

One of the common themes of transit industry professionals about how transit will change in the future is towards more contactless fare payment options. This speeds boarding times and minimizes contact between the rider and the farebox which is important during the COVID pandemic. The Wave Card readers on all of our buses all are capable of contactless fare collection such as through contactless credit cards and phone based payment apps, but there needs to be additional programming and set up to enable this. This project will enable this feature and allow The Rapid to offer these fare collection options. This will be funded through the CARES Act and is slate to move forward later this year.



23. Real Time Information Sign Replacement – \$840,000

The Silver Line stations are all outfitted with real time arrival information signs. The Laker Line is also receiving real time signs, more advanced LED based signs that are much more attractive, easier to maintain and change information, and can be used for messages other than real time arrival information. This project would upgrade the Silver Line signs to match the Laker Line signs. This did score as a project that should move forward, but given funding constraints and IT Department capacity constraints, it was decided to defer this project until the FY 2022 CIP.

Arriving 4 MIN	SL Silver Line	Next Bus 19 MIN
Arriving 4 MIN	LL Laker Line	Next Bus 19 MIN
11:51am		Tuesday, June 30th

24. Scheduling Software Replacement – \$500,000

Replacement of The Master Scheduler (TMS) scheduling software for creation and tracking of fixed route bus scheduling. TMS no longer meets the needs of the agency, as it is limited in its functionality and doesn't have an adequate support system for fixes or improvements. A replacement system would provide enhanced functionality and customer support, and would be much accessible to operate as TMS is not user friendly software.

25. Fluid Tracking System Upgrade – \$150,000

The Rapid uses software to track the usage of fluids at its various facilities including CNG, diesel and other lubricants. The CNG facility recently implemented new software that can handle CNG fueling, but our Rapid Operations Center still relies on an old software solution (EJ Ward) that is no longer supported by its company. Therefore The Rapid will upgrade this software to one that is supported and one that is compatible with our CNG fueling software.

26. Avail Bus Technology Upgrade – \$650,000

Replacement of older computer systems on utilized on older Rapid buses with newer software systems with increased functionality and support. This will standardize the onboard software on all Rapid buses making utilization and maintenance of these systems much easier. The software also positions The Rapid to capitalize on other available features of the software such as Vehicle Health Monitoring (VHM) and communication using Voice Over Internet Protocol (VOIP).

27. IT Hardware – \$930,500

The Rapid has various hardware needs, including computer replacements, projectors, network switches and servers. This fund will be used to ensure that The Rapid's hardware requirements are met, ensuring the necessary IT infrastructure is in place.

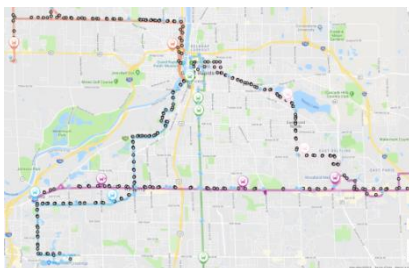
	2021	2022	2023	2024	2025	Total
IT Hardware	\$251,500	\$176,000	\$196,500	\$156,500	\$231,500	\$1,012,000

28. IT Software – \$580,000

The Rapid has specific software needs over the course of the next five years. These include replacing older software systems and getting the necessary licenses for our required software programs.

	2021	2022	2023	2024	2025	Total
IT Software	\$230,000	\$115,000	\$95,000	\$115,000	\$105,000	\$660,000

29. Intelligent Transportation Systems – \$375,000



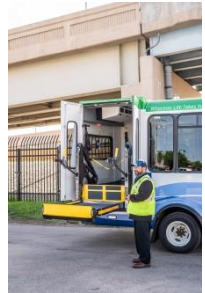
Rapid buses carry a host of technological enhancements onboard allowing for better operation, data generation, enhanced security and real time bus information for our passenger. These systems need to be upgraded, including bus camera system replacement for our older buses and expanding the capability of our ITS systems.

	2021	2022	2023	2024	2025	Total
Intelligent Transportation Systems	\$75,000	\$40,000	\$40,000	\$40,000	\$40,000	\$235,000

F. Operations Funding

30. GO!Bus Operations – \$3,500,000

The Federal Transit Administration allows transit systems to use a portion of their capital funds to fund the operation of federally mandated ADA demand response service. The Rapid takes advantage of this to fund a portion of our GO!Bus costs from the capital budget. These funds are not eligible for State of Michigan matching funds, but they do help us defray our operating budget.



	2021	2022	2023	2024	2025	Total
GO!Bus Operations	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$3,500,000

31. Preventative Maintenance – \$7,700,000



The Federal Transit Administration also allows transit systems to use a portion of their capital funds to cover bus maintenance costs so as to keep the bus fleet it funded in a state of good repair. The Rapid takes advantage of this option to ensure we can meet our operational budget obligations. As with using capital funds for GO!Bus operations, these funds are not eligible to be matched by the State of Michigan as they are capital funds, which decreases The Rapid's overall state match. This year we anticipate using CARES Act funds for this purpose, and therefore have not programmed Preventative Maintenance funds for FY 2021 given we have sufficient existing funds programmed for this purpose.

	2021	2022	2023	2024	2025	Total
Preventative Maintenance	\$0	\$1,500,000	\$1,300,000	\$1,300,000	\$1,300,000	\$5,400,000

G. Security

32. Bus Security Camera Replacement – \$2,224,307

Upgrade old Apollo bus cameras with a new bus security camera system. The Apollo cameras are beyond their useful life, are difficult to access and use and are having increasing technical issues. The new system will allow for much more efficient and effective investigations of incidents saving staff time and producing better results and ensure our buses are all on the same security camera platform moving forward.

33. Incident Reporting Software – \$85,000

Purchase a multi-purpose incident based reporting software program to report security, transportation, fare enforcement and safety events. This will make incident tracking much easier as we currently do not have a dedicated program and much of the work must be done manually. It will allow for much better safety incident data collection, which is increasingly being required under new federal regulations.

34. Silver Line Station Camera Replacement – \$185,000

Since installation of cameras at the Silver Line stations, The Rapid has upgraded its camera system to the Avigilon camera system. All other sites have completed the upgrade. The Silver Line cameras are in frequent need of repair and difficult to access being on a different monitoring system. This project will standardize all Rapid facility security cameras.



35. Security Equipment – \$650,000

The Federal Transit Administration requires that transit systems spend 1% of their federal 5307 funds on security-related projects, including such projects as security cameras and access control. The FY 2021 allocation includes CARES Act funds to purchase 800 MHz radios for use during emergency response situations, as well as funds to maintain existing security assets such as cameras and access control.

	2021	2022	2023	2024	2025	Total
Security Projects	\$250,000	\$100,000	\$100,000	\$100,000	\$100,000	\$650,000

H. Planning

36. Unified Planning Work Program – \$996,950

The Unified Planning Work Program (UPWP) is prepared and submitted annually and describes



the major transportation planning activities that will take place in the upcoming fiscal year in the Grand Rapids area. Any transportation related planning projects must be contained in an approved UPWP in order to be eligible for federal and/or state funding. The UPWP is developed jointly by The Rapid staff and the Grand Valley Metropolitan Council (GVMC).

The Rapid's 2021 UPWP projects include ADA compliance and short range planning activities. Each subsequent year's UPWP will be developed with GVMC and submitted to The Rapid Board for approval.

	2021	2022	2023	2024	2025	Total
Planning Projects	\$196,950	\$200,000	\$200,000	\$200,000	\$200,000	\$996,950