



## Interurban Transit Partnership

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### Present Performance & Service Committee Members

Charis Austin

David Bilardello (Chair)

Tracie Coffman

Rick Baker

Rob Postema

## PRESENT PERFORMANCE & SERVICE COMMITTEE MEETING

Tuesday, March 19, 2024 – 4 p.m.

Rapid Central Station Conference Room | 250 Cesar E Chavez, SW

### AGENDA

	<u>PRESENTER</u>	<u>ACTION</u>
<b>1. PUBLIC COMMENT</b>		
<b>2. MINUTES REVIEW – January 16, 2024</b>	David Bilardello	Approval
<b>3. INFORMATION</b>		
<b>A. Ridership and Metrics</b>		
1) Paratransit – February 2024	Jason Prescott	Information
2) On-Demand – February 2024	Jason Prescott	Information
3) Fixed Route Ridership - February 2024	Jeffrey King	Information
4) On-Time Performance – January/February 2024	Nick Monoyios	Information
<b>B. Operational Financial/Impacts</b>		
1) RNG – EPA Reporting Changes	Steve Schipper	Information
2) MDOT Funding FY25 LBO Reimbursement Estimates	In Packet	Information
<b>C. Employees</b>		
1) Transit Worker Appreciation Day	Deb Prato	Information
2) Cummins Engine Training for Fleet at CATA	Steve Clapp	Information
<b>D. Safety</b>		
1) Annual Safety Audit Results	Steve Luther	Information
<b>E. Fleet and Facilities</b>		
1) Renovation Security/Info Booth/Indian Trails	Deron Kippen	Information
2) Busch Drive	Steve Schipper	Information
<b>4. ADJOURNMENT</b>		

Next meeting: May 21, 2024

#### Upcoming Procurements:

- Tire Lease
- Architectural & Engineering
- Website Redesign RFP

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



## Interurban Transit Partnership

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### Present Performance & Service Committee Members

Charis Austin      Tracie Coffman      David Bilardello (Chair)      Rick Baker      Robert Postema

## PRESENT PERFORMANCE AND SERVICE COMMITTEE MEETING MINUTES

Tuesday, January 16, 2024 – 4:00 p.m.

Rapid Central Station Conference Room (250 Cesar E Chavez Avenue, SW)

### **ATTENDANCE:**

#### Committee Members Present:

David Bilardello, Tracie Coffman, Rick Baker

#### Committee Members Absent:

Robert Postema, Charis Austin

#### Staff Attendees:

Steve Clapp, Kris Heald, Deron Kippen, Linda Medina, Nick Monoyios, James Nguyen, Deb Prato, Jason Prescott, Andy Prokopy, Steve Schipper, Mike Wieringa, Kevin Wisselink

#### Other Attendees:

Kenneth Dark, Cassi Cooper, Adam Erber, Wardell Frazier, Max Dillivan, Jeffrey King

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Mr. Bilardello called the meeting to order at 4:03 p.m.

### **1. PUBLIC COMMENT**

No Public Comment

### **2. MINUTES – September 19, 2023 (November 14<sup>th</sup> meeting was canceled)**

Chairman Bilardello entertained a motion to approve the minutes from November 14, 2023. Ms. Coffman motioned to approve, and Mr. Baker supported it. The motion passed unanimously.

### **3. INFORMATION**

#### **A. Ridership and Metrics**

##### **1. Paratransit – Mr. Jason Prescott**

Mr. Prescott highlighted two reports in the meeting packet. The Paratransit and the Rapid Connect ridership reports. He noted an increase in the ADA trips while Pass and Network 180 trips dropped slightly. On Time Performance with Transdev has been a struggle, however in the last three (3)

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months, Transdev has shown improvements. He feels this is due to an increase in higher retention and leader oversight, and the delivery of twenty-nine (29) new vehicles.

Ms. Coffman is very excited to see these numbers and she congratulates the team. She hopes the riders and families involved can see the difference as well.

Mr. Prescott added that complaints have dropped way down.

Ms. Coffman asked if the length of the trip had improved.

Mr. Prescott has been tracking that as well, and we have drastically dropped down significantly, and no trip has been longer than 1 ½ hours.

Mr. Baker asked if it looked like the cost per ridership jumped quite a bit. What was the driver?

Mr. Prescott replied if efficiencies drop then the cost drops.

Mr. Bilardello agrees that this is very good news. He asked if this is sustainable and if we are over the hump?

Mr. Prescott believes it will be sustainable. Transdev is fully staffed with technicians in the shop, and they are almost fully staffed with drivers.

## **2. On-Demand – Mr. Jason Prescott**

Mr. Prescott stated to date, we have 1982 signups for the service. Since January 2022, we have had 10,171 trips that have been completed in Kentwood and 4,481 in Walker. The service split for these areas is a consistent 70-30 in terms of where the rides are taking place. We are seeing the same three (3) or four (4) locations, in the Alpine corridor, for the newly expanded service.

Ms. Prato added that we will be doing a deeper dive into the cost like what you have seen on the fixed route. The costs per trip, per hour and we will bring back recommendations as we go through the budget.

Ms. Coffman is curious about national comparisons. Have other transits tried this? Is there something else we should do?

Ms. Prato replied, are we connecting people with first-mile and last-mile trips? If yes, there is a cost balance. When you look at the value of public transportation and how we get people to ride line haul and see it as a natural extension of hard-to-reach places by fixed route, then it makes sense.

Ms. Coffman asked how we are going to frame this for the consultants who will be judging this.

Ms. Prato replied we were going to give them both options so there could be good discussion around them.

## **3. Fixed Route – Mr. Max Dillivan**

Mr. Dillivan summed up the December 2023 Fixed Route ridership report as an approximately 10% increase due to the favorable weather. Mr. Dillivan noted the routes serving the malls are showing an increase in ridership.

Mr. Baker liked the line chart graph when it included results from 2019 to see if we were climbing back up in ridership numbers.

Ms. Prato said experts within transit will tell you that there is no more 2019.

#### 4. On-Time Performance – Mr. Max Dillivan

Mr. Dillivan reported some notable increases in On-Time Performance for December 2023. He believes the favorable weather was a big contributor. For December we are at 88%, performed better than last month and last year at this time.

Mr. Dillivan reported mall coverage routes are picking up more people.

We are just shy of our target of 90%.

#### B. Operational Financial/Impacts – Mr. James Nguyen, Mr. Steve Schipper

##### 1. Winter 2024 Schedule

Ms. Prato gave a brief background to this item. In the fall of 2023, she stated we were cutting service every day for the first three (3) weeks of September due to operator availability, and a lack of operators. We made some strategic cuts of frequency on the least productive routes, making sure we met our customers' expectations.

Mr. Schipper added that the best play is finding the balance with smart overtime. We have a revolving worklist or the extra board, which is a schedule that you don't know until the day before you work it. Those operators are not spread so thin, and we are not touching the revolving worklist for the operators who like to work overtime hours.

Mr. Nguyen reported on the status of hiring. He reported that we currently have 225 full-time operators and a class of twelve (12) operators who just started on Monday, which puts us at 237 plus 8 part-time operators, and two (2) additional operators in training. We have not been at 240 operators since 2020. The cut Ms. Prato is talking about is strategic.

Mr. Schipper added we have not heard one complaint about any of the cuts we made to the service.

Mr. Bilardello wondered about the complaints, and asked if I was working with the app, does the bus still show that it is still coming?

Mr. Schipper said yes, all the software for the schedule is updated.

Ms. Prato gave kudos to the planning team (Mr. Asher Lockwood, Mr. Max Dillivan & Mr. Nick Monoyios).

Mr. Bilardello asked if there are studies regarding an operator who worked 60 hours and if there are potential safety concerns or fatigue issues.

Mr. Schipper said we have collective bargaining agreement rules, and up until a few years ago we didn't have any rules or regulations regarding the time a person could work.

Approximately eleven (11) years ago the rule was to have eight (8) hours in between shifts.

As bargaining gets underway, the ATU may bring it up in negotiations.

#### C. Employees

1. Mr. Nguyen reported that the Bus Operator Hiring numbers are heading in a positive direction and the talent pool seems to be bigger. He also noted that we are looking for another big class in February.

Ms. Prato added that starting in October, we gave HR a goal of setting up fifteen (15) phone screens per week. We are seeing many more candidates.

2. Mr. Clapp introduced Mr. Ken Dark, The Rapid's new Fleet Maintenance Superintendent. Mr. Dark brings 32 years of Fleet Maintenance experience. Twenty-three of those years are with the United States Air Force, and most recently nine (9) years with Consumers Energy based out of Traverse City, Michigan. We are very excited to have him on our team, and we welcome him.

Ms. Prato noted that this is a new position for us. Mr. Dark will fortify our ability to meet that goal.

3. In-House Security Update

Mr. Wieringa is happy to report that we successfully transitioned from contract security to in-house security. Securitas was great through the transition, and the officers are getting used to their new roles in both enforcing fares and security. It is going very well. Mr. Wieringa is in the process of hiring one more full-time officer, and three (3) part-time officers.

Ms. Prato added that we intended to do this transition in July, but the talent pool was not there. Having this within our control is paramount and we are saving money.

**D. Fleet and Facilities**

1. Update Ellsworth Completion – Mr. Deron Kippen reported The Rapid's goal for this project was to give the drivers more restrooms, and an updated more convenient space for their breaks. The Ventilation system was completely overhauled. We are currently within a week of completion and moving in. This project is well under budget.
2. Info Booth/Security Relocation – Mr. Steve Schipper confirmed The Rapid will have a childcare center going in at Rapid Central Station. Indian Trails Transit has little need for the space they are currently using so Mr. Wieringa's new security team, and the Info Center will be moving to that space when the remodel is complete.

Ms. Prato asked Mr. Prokopy to show the latest renderings for the Childcare Center that is coming to Rapid Central Station.

**4. ADJOURNMENT**

This meeting was adjourned at 4:53 p.m.

The next meeting is scheduled for March 19, 2024

Respectfully submitted,



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Kris Heald, Board Secretary



**Interurban Transit Partnership**

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DATE: March 19, 2024  
TO: ITP Board  
FROM: Jason Prescott  
SUBJECT: FEBRUARY 2024 PARATRANSIT RIDERSHIP REPORT

**Paratransit ridership information for February 2024, as compared to February 2023**

	2024	2023	% Change
Total Paratransit Ridership	19,262	16,487	16.8%
ADA Ridership	15,957	13,398	19.1%
Non-Disabled Senior (NDS) Ridership	169	86	96.5%
PASS Ridership	224	184	21.7%
Network 180	2,250	2,006	12.2%

**Ridership averages, as compared to 2023**

	2024	2023	% Change
Weekday Ridership	723	628	15.1%
Saturday Ridership	258	230	12.2%
Sunday Ridership	236	217	8.8%

**Other Performance Measures**

	2024	2023	% Change
On-Time Performance	93.90%	78.00%	20.4%
On-Time Drop-Off	95.60%	77.00%	24.2%
Average Cost Per Trip	\$45.93	\$39.71	15.7%

## February 2024 Paratransit Ridership and Operating Statistics

<b>ADA</b>	<b>2024</b>	<b>2023</b>	<b>Change</b>	<b>% Change</b>
Clients	1,262	1,197	65	5.4%
Passenger Trips	15,957	13,398	2,559	19.1%

<b>NDS</b>				
Clients	17	16	1	6.3%
Passenger Trips	169	86	83	96.5%

<b>PASS</b>				
Clients	14	15	(1)	-6.7%
Passenger Trips	224	184	40	21.7%

<b>CONTRACTED</b>				
Clients	0	0	0	#DIV/0!
Passenger Trips	0	0	0	#DIV/0!

<b>RIDELINK</b>				
Clients	249	302	(53)	-17.5%
Passenger Trips (Performed by The Rapid)	662	813	(151)	-18.6%

<b>TOTALS</b>				
Clients	1,542	1,530	12	0.8%
Passenger Trips	17,012	14,481	2,531	17.5%
Average Weekday Ridership	723	628	95	15.1%
Average Saturday Ridership	258	230	28	12.2%
Average Sunday Ridership	236	217	19	8.8%
All Ambulatory Passengers	13,906	11,629	2,277	19.6%
All Wheelchair Passengers	3,106	2,852	254	8.9%
No - Shows	377	358	19	5.3%
Cancellations	447	853	(406)	-47.6%

<b>Transdev</b>				
Average Cost per Trip	\$45.93	\$39.71	\$6.22	15.7%
Riders per Hour	2.0	2.1	(0.1)	-3.8%
Accidents per Month	2.0	0.0	2	#DIV/0!

<b>Trip Denials</b>	0	0	0	#DIV/0!
<b>NTD Travel Time (minutes)</b>	30	29	1	2.8%

<b>NETWORK 180</b>				
Passenger Trips	2,250	2,006	244	12.2%
Average Weekday Ridership	107	100	7	7.0%

<b>TOTAL PASSENGER TRIPS</b>	<b>19,262</b>	<b>16,487</b>	<b>2,775</b>	<b>16.8%</b>
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### Paratransit Service Quality Statistics: network 180 Excluded

<b>Complaints</b>	<b>2024</b>	<b>2023</b>	<b>% of Trips</b>	<b>% Change</b>
Transdev Complaints	23	26	0.1%	-11.5%

<b>On-Time Performance</b>				
On-Time Compliance - Pick-up	93.90%	78.00%	15.9%	20.4%
On-Time Compliance - Drop-off	95.60%	77.00%	18.6%	24.2%



**Interurban Transit Partnership**

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300 Ellsworth SW, Grand Rapids, Michigan 49503-4005 Ph 616 456 7514

**Date:** February 8, 2024

**To:** Board of Directors

**From:** Jason Prescott, Director, Paratransit, ADA and Mobility

**Subject:** Rapid Connect

**OVERVIEW**

Rapid Connect mobility on-demand program report from Thursday, February 1 through Wednesday, February 7. The intent of these reports is to be distributed weekly on Friday mornings. The reports will always cover a five-day service period.

**HISTORICAL CONTEXT**

The Rapid Connect service launched on January 3<sup>rd</sup>, 2022, in Walker and Kentwood to improve accessibility to public transportation within those two jurisdictions. The initial pilot (Jan-Mar) had a service operating on weekdays from 6 a.m. to 6 p.m. Presently the service operates until 10 p.m. on weekdays.

Sign-ups remain consistent from week to week. To date, 2,051 people have signed up to use this new service.

All training and testing trips taken by operators or Rapid employees have been omitted from all calculations included in this report.

**CURRENT RIDERSHIP**

Between Thursday, February 1 and Wednesday, February 7 (five-day service period), there were a total of 283 completed trips. All 283 trips were scheduled on-demand through the app.



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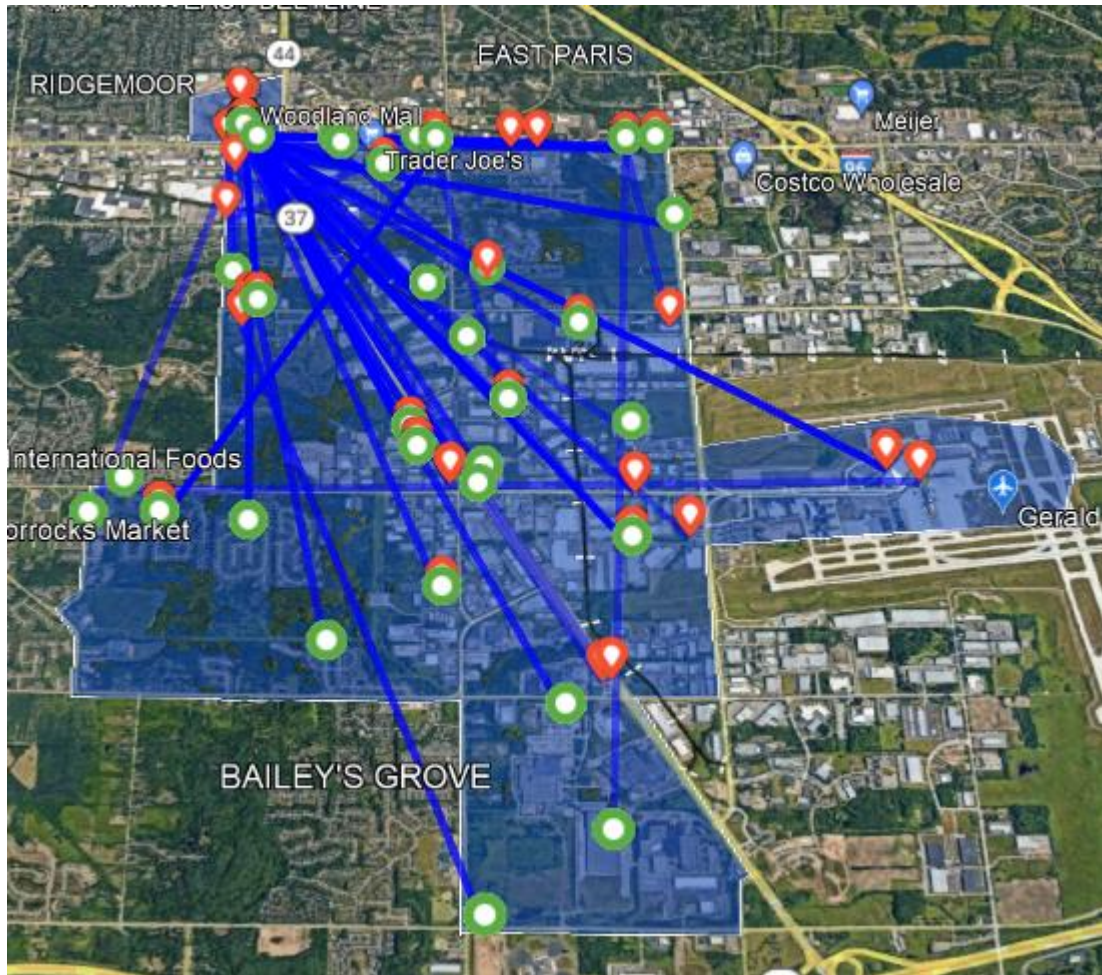
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300 Ellsworth SW, Grand Rapids, Michigan 49503-4005 Ph 616 456 7514

There were 184 completed trips in Kentwood (65%), and 99 trips completed in Walker (35%). There were 51 individual riders in Kentwood and 19 in Walker that made up these trip counts for this week.

The average fare trip distance in Kentwood is 2.81 miles, and 2.85 miles in Walker. The fare trip distance is the distance between the pickup and drop off points and does not consider other stops on the route.

The earliest trip in Kentwood for this five-day service period had a reported arrival time of 5:56 a.m. The latest trip was completed at 9:40 p.m.

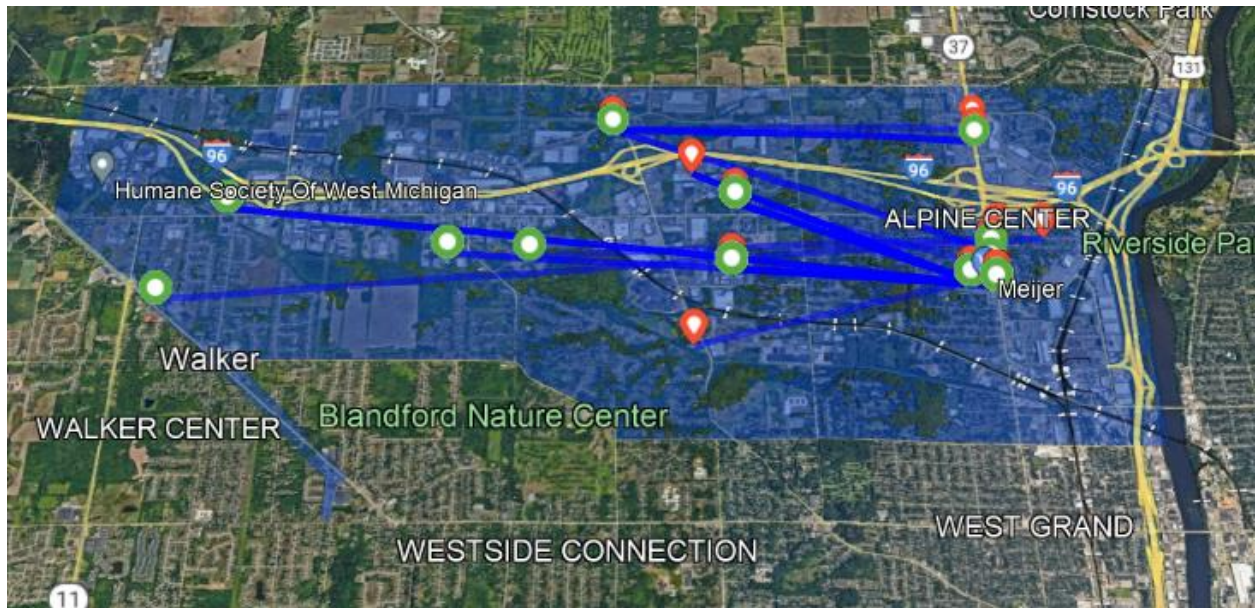


## Interurban Transit Partnership

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300 Ellsworth SW, Grand Rapids, Michigan 49503-4005 Ph 616 456 7514

The earliest trip in Walker for this five-day service period had a reported arrival time of 5:53 a.m. The latest trip was completed at 9:41 p.m.



4 Trips taken this week in the expanded zone.

3352 Alpine Ave NW

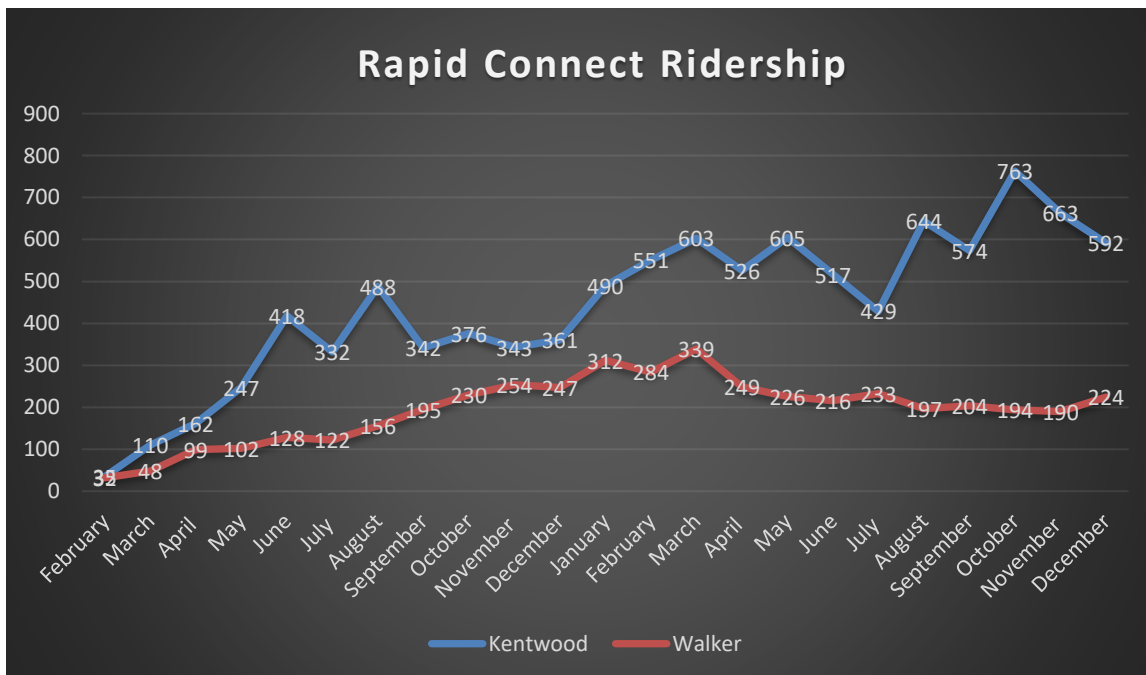
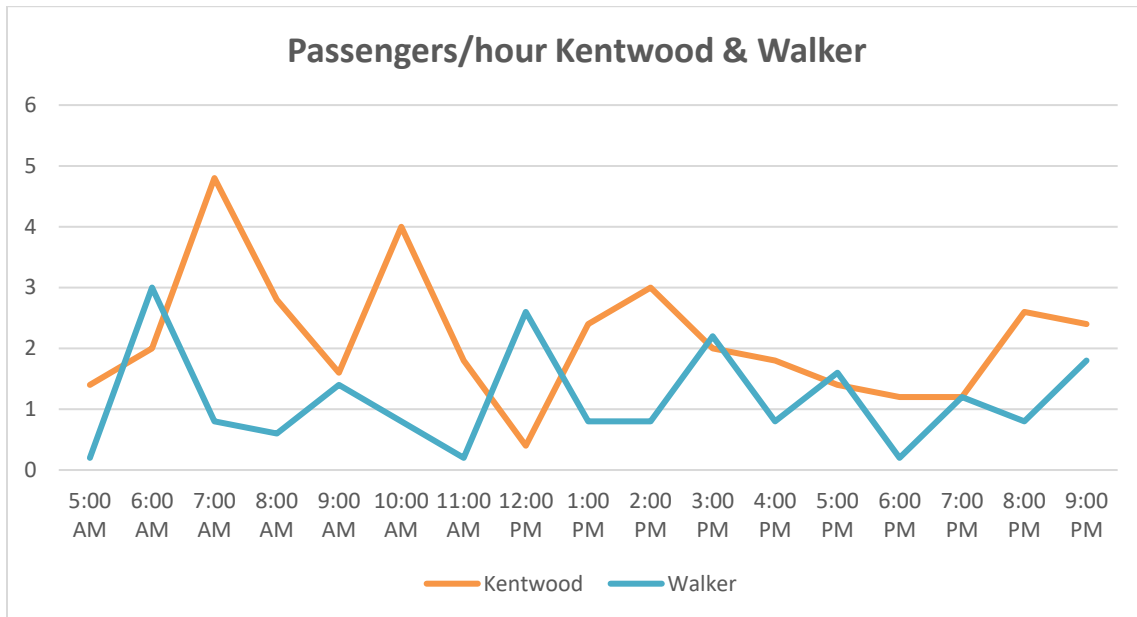
3248 Alpine Ave NW

2189 Walker Ave NW

566 Lankamp

## Interurban Transit Partnership

300 Ellsworth SW, Grand Rapids, Michigan 49503-4005 Ph 616 456 7514



**Date:** March 16, 2024  
**To:** ITP Board  
 Nick Monoyios – Director of Planning  
**From:** Jeffrey King – Community Relations Specialist  
**Subject:** FIXED ROUTE RIDERSHIP AND PRODUCTIVITY REPORT – February 2024

**OVERVIEW:** February 2024 ridership and productivity metrics outperformed February 2023. Notably, our Contracted Services experienced a 31.9% increase in ridership primarily driven by the Laker Line and GVSU apartment routes.

**BACKGROUND INFORMATION**

**Monthly Ridership**

	<b>Feb 2024</b>	<b>Feb 2023</b>	<b>% Change</b>
Regular Fixed Route Service ( <i>Routes 1–44</i> )	367,941	331,376	↑ 11%
Contracted Service ( <i>GVSU, DASH, GRCC, and Ferris</i> )	223,088	169,162	↑ 31.9%
<b>Total Monthly Fixed Route Ridership</b>	<b>591,029</b>	<b>500,538</b>	<b>↑ 18.1%</b>

**Daily Average Ridership**

	<b>Feb 2024</b>	<b>Feb 2023</b>	<b>% Change</b>
Weekday Total	25,391	22,336	↑ 13.7%
Weekday Evening	3,482	2,926	↑ 19%
Saturday	9,422	9,046	↑ 4.2%
Sunday	5,031	4,409	↑ 14.1%

**Productivity Summary**

	<b>Feb 2024</b>	<b>Feb 2023</b>	<b>% Change</b>
Average passengers per hour per route	15.1	13	16.2%
Average passengers per mile per route	1.12	0.96	16.1%
Average farebox recovery percent per route	11.2%	11%	↑ 0.2%

**Fiscal Year Ridership**

	<b>FY 2024</b>	<b>FY 2023</b>	<b>% Change</b>
Regular Fixed Route Service ( <i>Routes 1–44</i> )	1,814,411	1,751,173	↑ 3.6%
Contracted Service ( <i>GVSU, DASH, GRCC, and Ferris</i> )	906,438	798,436	↑ 13.5%
<b>Total Fixed Route Ridership YTD</b>	<b>2,720,849</b>	<b>2,549,609</b>	<b>↑ 6.7%</b>

## COMPARRISON OF FEBRUARY 2024 TO FEBRUARY 2019

### Monthly Ridership

	<b>Feb 2024</b>	<b>Feb 2019</b>	<b>% Change</b>
Regular Fixed Route Service ( <i>Routes 1–44</i> )	367,941	564,439	-34.8%
Contracted Service ( <i>GVSU, DASH, GRCC, and Ferris</i> )	223,088	331,281	-32.7%
<b>Total Monthly Fixed Route Ridership</b>	<b>591,029</b>	<b>895,720</b>	<b>-34%</b>

### Daily Average Ridership

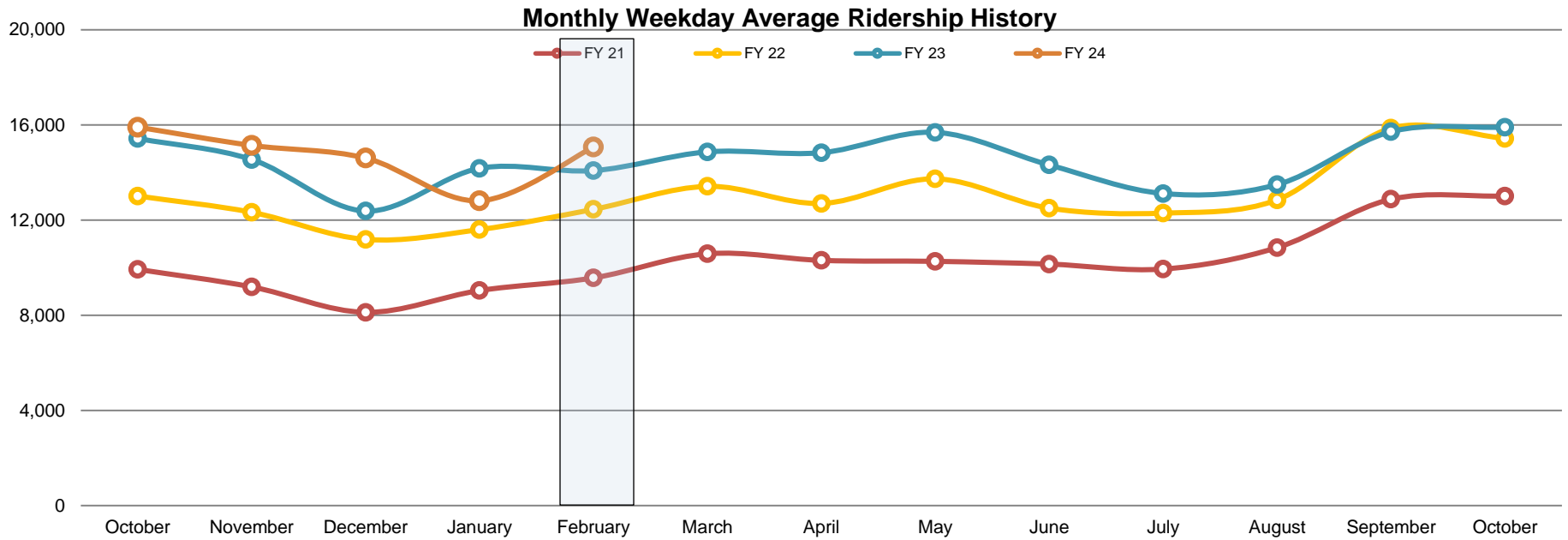
	<b>Feb 2024</b>	<b>Feb 2019</b>	<b>% Change</b>
Weekday Total	25,391	40,865	-37.9%
Weekday Evening	3,482	5,530	-37%
Saturday	9,422	13,447	-29.9%
Sunday	5,031	6,160	-18.3%

### Productivity Summary

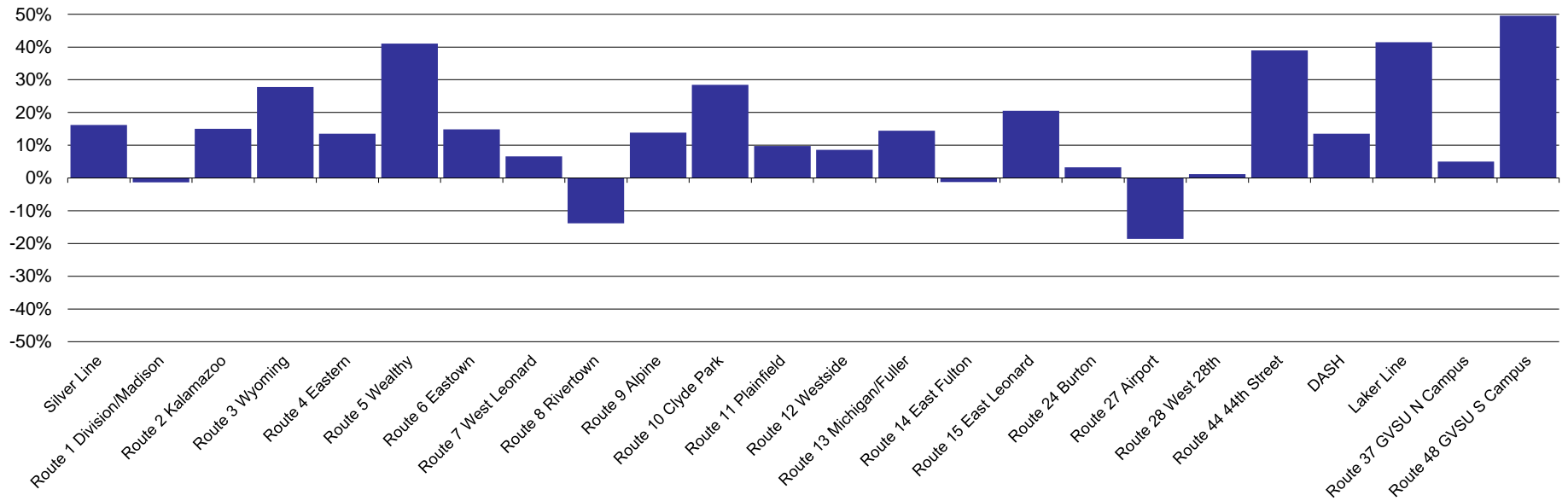
	<b>Feb 2024</b>	<b>Feb 2019</b>	<b>% Change</b>
Average passengers per hour per route	15.1	19.62	-23%
Average passengers per mile per route	1.12	1.59	-29.6%
Average farebox recovery percent per route	11.2%	23.21%	-51.7%

### Fiscal Year Ridership

	<b>FY 2024</b>	<b>FY 2019</b>	<b>% Change</b>
Regular Fixed Route Service ( <i>Routes 1–44</i> )	1,814,411	3,013,901	-39.8%
Contracted Service ( <i>GVSU, DASH, GRCC, and Ferris</i> )	906,438	1,533,010	-40.9%
<b>Total Fixed Route Ridership YTD</b>	<b>2,720,849</b>	<b>4,546,911</b>	<b>-40.2%</b>



### Percent Change by Route: February 2024 compared to February 2023



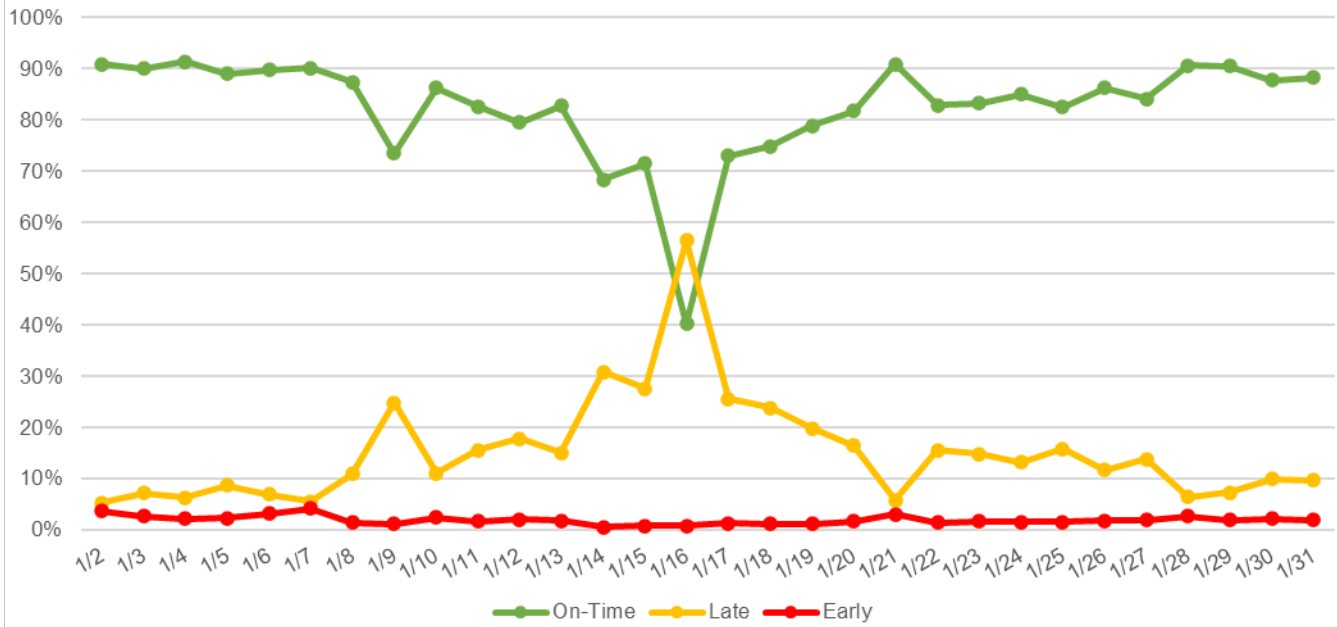


**Date:** March 12, 2024  
**To:** Present Performance & Service Committee  
**From:** Nicholas Monoyios – Director of Planning  
**Subject:** FIXED ROUTE ON-TIME PERFORMANCE REPORT – JANUARY 2024

**SYSTEMWIDE ANALYSIS**

The Rapid considers a bus to be on time if it is anywhere from 0 to 5 minutes late. A bus that arrives before the scheduled time or 5 minutes after the scheduled time is considered not to be on time.

**Systemwide Daily On-Time Analysis**  
*January 2 through January 31*



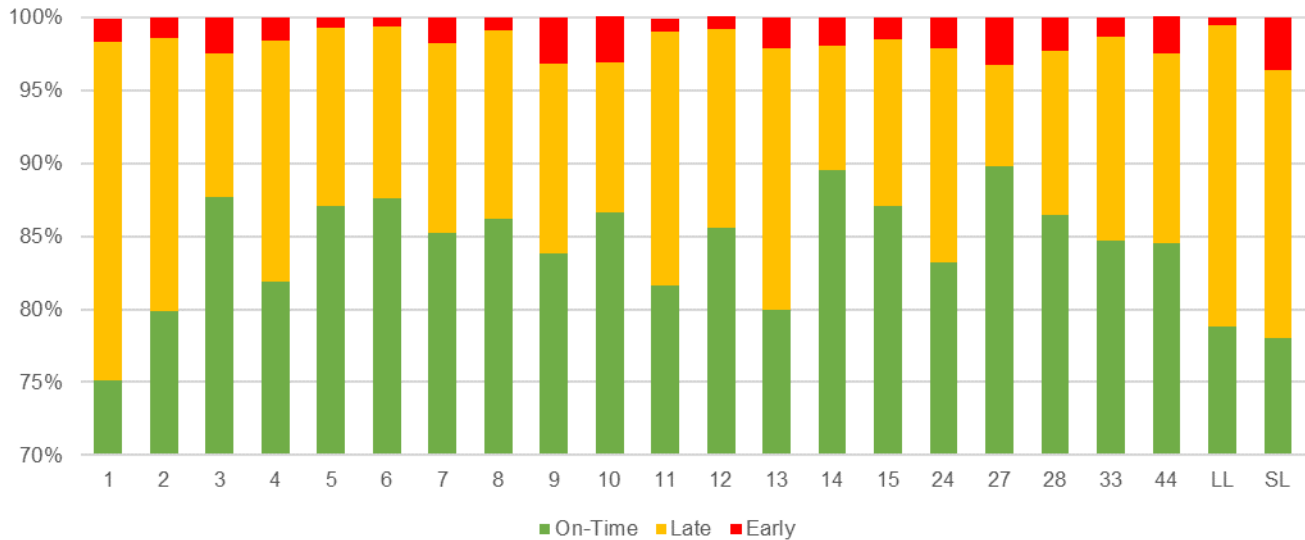
The figure above demonstrates daily on-time performance over the past month. Through the month of January 2024, systemwide on-time performance was 82.0% with incidents of lateness reaching 16.0% and incidents of earliness reaching 1.9%. This represents a decrease from 88.0% on-time the system operated at during the month of December 2023 as well as an decrease from 90.1% the system operated at during January 2023. Wintery weather and multiple snow days through the month of January 2024 created unfavorable road conditions enabling decreased schedule adherence.

## ROUTE BY ROUTE ANALYSIS

Similar to previous months, street closures and detours stemming from road projects have the primary cause of decreased on-time performance. The following is a list of road projects with major impacts to on-time performance:

- Corewell Health parking ramp (impacts Silver Line and Route 6) – *expected to continue until end of construction season.*

**Route by Route On-Time Analysis**  
January 2 through January 31



Planning continues to monitor on-time performance at a granular level to make necessary minor adjustments to schedules and provide recommendations to address on-time performance issues.



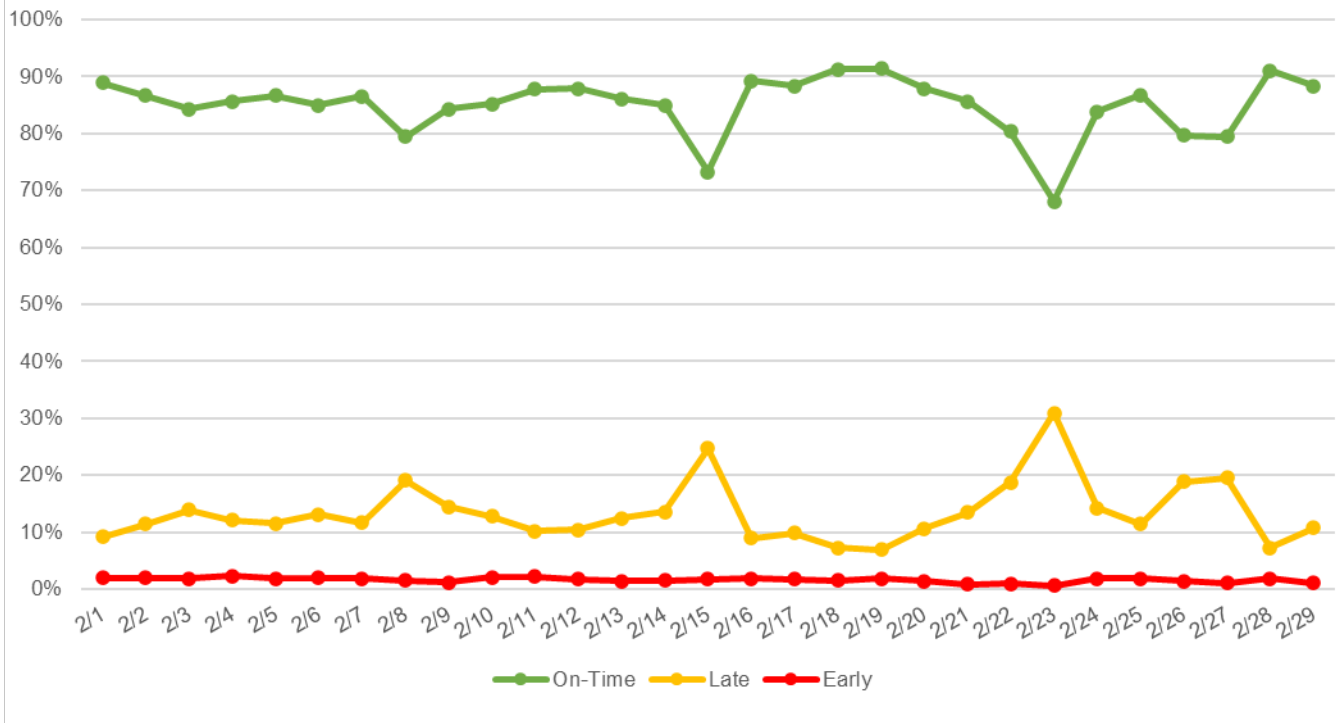


**Date:** March 12, 2024  
**To:** Present Performance & Service Committee  
**From:** Nicholas Monoyios – Director of Planning  
**Subject:** FIXED ROUTE ON-TIME PERFORMANCE REPORT – FEBRUARY 2024

**SYSTEMWIDE ANALYSIS**

The Rapid considers a bus to be on time if it is anywhere from 0 to 5 minutes late. A bus that arrives before the scheduled time or 5 minutes after the scheduled time is considered not to be on time.

**Systemwide Daily On-Time Analysis**  
*February 1 through February 29*



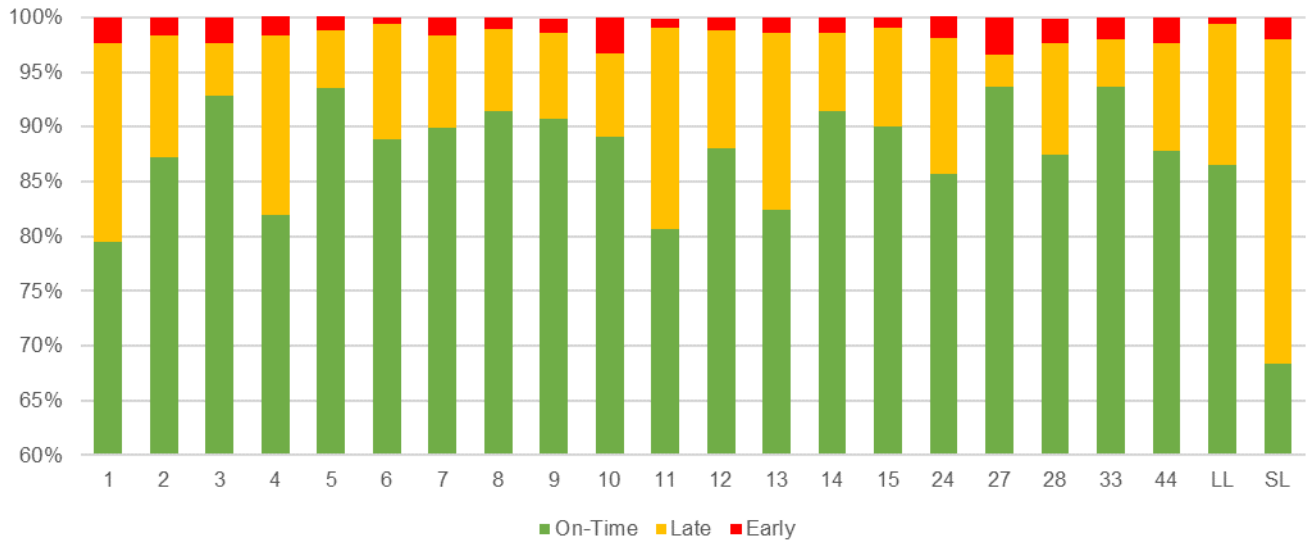
The figure above demonstrates daily on-time performance over the past month. Through the month of February 2024, systemwide on-time performance was 84.6% with incidents of lateness reaching 13.8% and incidents of earliness reaching 1.5%. This represents an increase from 82.0% on-time the system operated at during the month of January 2024 as well as a decrease from 90.2% the system operated at during February 2023. A couple weather related days contributed to lower overall monthly on-time performance.

## ROUTE BY ROUTE ANALYSIS

Similar to previous months, street closures and detours stemming from road projects have the primary cause of decreased on-time performance. The following is a list of road projects with major impacts to on-time performance:

- Corewell Health parking ramp (impacts Silver Line and Route 6) – *expected to continue until end of construction season.*

**Route by Route On-Time Analysis**  
February 1 through February 29



Planning continues to monitor on-time performance at a granular level to make necessary minor adjustments to schedules and provide recommendations to address on-time performance issues.

## Deb Prato

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**From:** Wieferich, Michelle (MDOT) <WieferichM@michigan.gov> on behalf of Ruestman, Jean (MDOT) <RUESTMANJ@michigan.gov>

**Sent:** Friday, March 8, 2024 2:12 PM

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**Subject:** LBO Reimbursement Estimates Based on Executive Budget

Hello Everyone,

I first want to apologize that the LBO percentages included in the FY 2025 annual application instructions were not the adjusted percentages we had calculated to reflect the reduction of the one-time funding included in the FY 2024 budget. Unfortunately, this error was not realized until budgets had already been submitted by the majority of agencies. We have now received FY2025 budgeted OARs from all transit agencies so we are able to provide adjusted percentages based on these budgets and the Governor's executive budget. The budgets for both the 50% group (urban agencies with service areas over 200,000 population) and the 60% group (those in urban areas under 200,000 population and rural agencies) increased by 9% compared to FY 2024. This is a much larger increase than we had anticipated. This increase paired with the 15% decrease in the LBO appropriation included in the FY 2025 executive budget (\$221,750,000) results in a significant decrease in the preliminary reimbursement rates for FY 2025 as indicated below:

- Over 100,000 population urban (50% group in Act 51): Estimated FY 2025 distribution rate is 26.3207% based on budgeted eligible expenses of \$600 million.
- Under 100,000 population urban/nonurban (60% group in Act 51): Estimated FY 2025 distribution rate is 30.9021% based on budgeted eligible expenses of \$202 million.

I want to make it clear that this is just the beginning of the legislative budget process, so this is likely not the final LBO appropriation amount. Although you should start considering how your budgets might need to be adjusted based on these reimbursement rates, I do not recommend taking official action to change your budgets yet. We will recalculate percentages based on the House and Senate versions of the budget when those are released. I have already shared this impact with the Michigan Infrastructure Office and plan to share it with the Transit Caucus along with information regarding the

amount of funding needed to restore the FY 2024 rates (not calculated yet) and the amount needed to provide the 50% and 60% allowed by Act 51 (\$200 million additional). I would encourage you to reach out to your legislators and explain the impact this will have on your operations so they can take that into consideration as they prepare their budget recommendations.

Please feel free to reach out to me if you have any questions about the information provided above. I would also appreciate you letting me or your project manager know how these rates would impact your operations so that we can share that with legislators and the Transit Caucus.

Sincerely,  
Jean

Jean Ruestman, Administrator



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