



# Central County Transportation Authority Adopted Budget 2020 and 2021

Fiscal Year 2020

(October 1, 2019—September 30, 2020)

Fiscal Year 2021

(October 1, 2020—September 30, 2021)

# Board Members

## Central County Transportation Authority

Greg Rosine, Chairperson	City of Kalamazoo Representative
Garrylee McCormick, Vice-Chairperson	City of Kalamazoo Representative
Curtis Aardema	City of Kalamazoo Representative
Rob Bricker	Rural Representative
Robert D. Britigan III	Urban Representative
Chris Burns	City of Portage Representative
Dusty Farmer	Oshtemo Township Representative
Martin Janssen	Rural Representative
Nicolette Leigh	Kalamazoo Township Representative
Jim Pearson	City of Portage Representative
Randy Thompson	Comstock Township Representative

## Kalamazoo County Transportation Authority

Greg Rosine, Chairperson  
Martin Janssen, Vice-Chairperson  
Curtis Aardema  
Jeffrey Breneman  
Pamela Brown Goodacre  
Dusty Farmer  
Aditya Rama  
Timothy Sloan  
Sam Urban

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Date: July 31, 2019  
To: CCTA and KCTA Boards  
From: Sean P. McBride, Executive Director  
Subject: Fiscal Years 2020 and 2021 Budgets

I am pleased to present the Proposed Fiscal Year 2020 and 2021 Budgets.

Metro has the important responsibility of providing public transit in Kalamazoo County since October 1, 2016.

### **Background**

The City of Kalamazoo, since 1967, had been operating the public transit services in Kalamazoo County. On the 50<sup>th</sup> anniversary of **public** transit being provided in Kalamazoo, the public transit system was transferred from the City of Kalamazoo to the Central County Transportation Authority (CCTA).

As background, approximately 15 years ago, leaders in the region identified public transit as an essential service to our community for getting our residents to jobs, school, medical appointments, stores, and around our community. After much community discussion, it was determined that public transit should be operated, governed, planned and funded on a regional basis. In 2005, the Kalamazoo County Transportation Authority (KCTA) was created to begin this process to regionalize public transit. One of the early successes was a passage of a countywide millage that stabilized local funding for public transit. After a few bumps in the road, a second transportation authority was created to fund the higher level of fixed-route bus services in the urbanized CCTA areas of Kalamazoo County, which was the creation of the Central County Transportation Authority in 2014. In 2015, the City of Kalamazoo, CCTA, KCTA and City of Kalamazoo Department of Transportation entered into a Comprehensive Transition Agreement to transfer the public transit system. Many organizations (including the Kalamazoo County Board of Commissioners, City of Kalamazoo, City of Portage, Township of Comstock, Township of Kalamazoo, Township of Oshtemo and the Kalamazoo Area Transportation Study), and numerous individuals played key roles in making regional public transit a reality. On October 1, 2016, the CCTA began operating the public transit system and providing services to the residents of Kalamazoo County.

Since the transition, the organization has also rebranded its organizational identity to be called **Metro**. The transition to Metro has included modernization of vehicle exteriors and facility signage to Metro and the new red, white and grey color scheme.

Metro is now an organization that provides an estimated 2.7 million rides, 218,000 hours of service and 3 million miles driven with over 130 employees, and 113 vehicles (45 buses, 59 vans, 9 support vehicles). As Metro moves into its fourth year of operation, Metro is in a solid financial position. However, there are several revenue sources that are beginning to show signs of on-going risk.

### **Fiscal Years 2020 and 2021**

The CCTA and KCTA Boards and Metro staff are proud of the essential public transit services provided to the community. Included in the budget is investment in several areas that should enhance the product provided to the community. In addition, the budget not only takes a short-term view of service but also reflects the need to invest in fleet and facility maintenance and upkeep in order to have a sustainable system well into the future. Finally, public transit is a service for people to serve people. The budget includes initiatives to hire, train and develop our employees to provide safe and excellent service. A few areas to emphasize include:

**Capital Investment in Fleet and Facility.** The provision of public transit services is capital intensive. As an organization, Metro has spent significant effort in planning to make sure we can maintain a high functioning fleet as well as facilities. One of the challenges is there are limited Federal grant dollars available to meet all capital needs. This is not only impacting us in Kalamazoo, but is an issue at transit agencies across the nation. The Federal Transit Administration (FTA) is looking at opportunities to address a future capital bubble. The FTA created a new Transit Asset Management requirement that all transit organizations had to comply with by October 2018. I'm hopeful that this will lead to future sustained Federal investment in capital for transit operations.

On a very positive note, Metro was the recipient of a competitive FTA grant that will allow for the purchase of seven new buses. These buses are on order and will be received in the next year. The purchase of these seven buses would require several years to obtain without winning the grant. These seven buses will help the average age of our fleet get younger.

**Stop Improvements.** Currently every marked stop and intersection is considered a bus stop. In the future, we will be converting to a system where the buses will stop only at marked stops. In FY 2018, we conducted a study to help identify the locations of the marked stops for each of our routes. In FY 2020, we will begin to implement the marked-stop only process. Part of that is converting our bus stop signs to identify our new organizational identity and provide additional valuable information to our riders. Prototypes of the new bus stop signs are currently being tested on several bus routes.

**High-Quality Customer Service.** We hope to build ridership through high quality customer service. Customer service covers many areas from the cleanliness of buses, lighting at the KTC, informational signage, scheduling Metro Connect rides and courteous/responsive staff. We have begun several organizational initiatives to strive towards exceptional customer service and this will continue to be an on-going emphasis.

The overall economy is continuing to grow, with extremely low unemployment. To emphasize an earlier point, headwinds are beginning to emerge on the key revenues that fund public transit.

**Federal Funding.** Metro receives funding from the Federal government that contributes around 9% of operating funds and 80% of capital funds. Funding is provided through the "Fixing America's Surface Transportation Act (FAST Act)". The Fast Act expires after 2020. With polarization of the Federal governing bodies there is significant concern on how public transit will be treated in either subsequent extensions of the FAST Act or in new surface transportation funding legislation.

**State Funding.** State funding represents over 30% of Metro operating funding and 20% of capital funding. Metro currently receives grants that reimburse Metro 32% for every eligible operating dollar spent. Available funds in the ACT 51 - State Local Bus Operating Assistance (LBOA) Program are growing less than the cost generated by the transit systems requesting funds. It is anticipated that LBOA reimbursement will start to decline over the next years, unless Michigan Legislators identify additional funding sources for ACT 51 that go not only to road investment but also to public transit.

**Contractual Services.** Metro has a significant contract with Western Michigan University. With the decrease in the population of college age students in Michigan, WMU and other higher education institutions are seeing declining enrollment. The declining enrollment is putting financial pressure on these education institutions. The current five-year agreement with WMU expires in 2020.

**Millage Revenue.** Metro's largest portion of revenue comes through voter approved property tax millages. The CCTA millage is expiring after 2020 and the KCTA millage is expiring after 2021. The CCTA is working towards conducting a millage election on March 10, 2020. On-going citizen support is essential for maintaining these two millages. With strong citizen support we have been able to expand the hours of operation to include Sundays and later night service.

As we see headwinds on the revenue side, we are also beginning to see some inflationary pressures on the expenditure side. In particular the cost of employee wages and benefits are escalating faster than the increase in revenues. In 2020, we are optimistic that the collective bargaining agreement with the Amalgamated Transit Union (ATU) will be settled. This will result in a deserved increase in employee wages and associated benefit costs. In addition, we are seeing increases in vehicle costs due to rising steel and other commodity prices.

The Proposed Fiscal Year 2020 and 2021 Budgets reflect the positive financial position that Metro is in but it is also prudent to provide a stable and sustainable on-going financial position in light of anticipated future revenue and expenditure challenges.

## **Budget Development Process**

The presented Metro Budget is for a period of two years: Fiscal Year 2020, which covers the period of October 1, 2019 through September 30, 2020; and, Fiscal Year 2021, which covers the period of October 1, 2020 through September 30, 2021.

The CCTA Board in September 2018, approved FY 2019 and 2020 budgets. The Board is now being asked to review and approve an updated FY 2020 budget.

The budget is being developed for two fiscal years and benefits system planning as well as submitting grant applications to MDOT. Previously, MDOT grant applications were submitted well in advance of budget development.

Metro staff spent a significant amount of time to develop this budget. The Budget Development Team of Cheryl Pesti, Budget and Accounting Manager, and Deputy Director of Support Services, Greg Vlietstra are commended on their fine work.

In addition, the budget was developed using the participation and input of those managing the specific divisions of the budget. The following were involved in budget development:

Yvonne Thrash, Deputy Director of Operations  
Robert Branch, Fleet and Facilities Manager  
Richard Congdon, Program Manager  
Jenniffer McCowen, Grants and Compliance Manager  
David Miller, Transit Technology Analyst  
Kathy Schultz, Planning and Development Manager  
Keshia Woodson-Sow, Customer Service Supervisor

The following calendar was used to develop the current budget.

## METRO

### 2-Year Budget Calendar

#### FISCAL YEARS:

**FY20 (October 1, 2019 – September 30, 2020)**

**FY21 (October 1, 2020 – September 30, 2021)**

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April 29	<u>Staff Budget Kick-off Meeting</u> Budget directions issued and discussed
May 10	Proposed Position Changes for FY20 Budget submitted by Divisions
May 17	FY20 <b>Capital</b> Revenue/Expense Budget submitted by Divisions FY21 <b>Capital</b> Revenue/Expense Budget submitted by Divisions
May 24	FY19 <b>Operating Expense</b> Budget Projections submitted by Divisions FY20 <b>Operating Expense</b> Budget submitted by Divisions FY21 2 <sup>nd</sup> Year <b>Operating Expense</b> Budget submitted by Divisions FY20 Draft Budget Narratives submitted to Divisions (include historical data/metrics/projections)
May 31	FY19 <b>Operating Revenue</b> Budget Projections submitted by Divisions FY20 <b>Operating Revenue</b> Budget submitted by Divisions FY21 2 <sup>nd</sup> Year <b>Operating Revenue</b> Budget submitted by Divisions
June 7	FY20 Budget <b>Narratives</b> due from Divisions
June 11-18	Draft Budget – Budget Manager
June 19-20	Budget meeting with Divisions – Iterative Process (capital/operations)
June 28	Budget changes (made during Iterative Process) due to Budget Manager
July 12	2 <sup>nd</sup> Draft Budget (with Iterative Process changes) given to Executive Director
July 31	FY20 Budget Meeting #1: CCTA and KCTA Board Finance Subcommittee Follow-up meetings to be scheduled as needed.
August 9	FY20 Preliminary Budget distributed to full CCTA Board and KCTA Board (public notice and posted on Website)
August 12	FY20 Preliminary Budget Presented to CCTA Board and KCTA Board
Mid-August	Notice of Public Hearing (Kalamazoo Gazette, website)



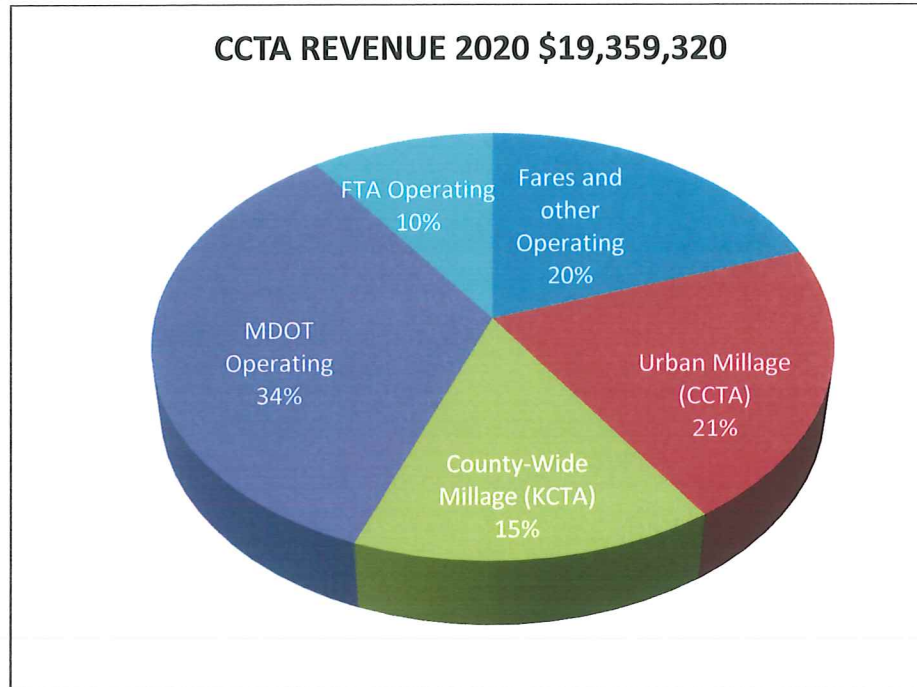
Late August/ Early September	CCTA and KCTA Board small group meetings
September 9	Present Proposed FY20 Budget to joint CCTA/KCTA Board and conduct public hearing. Potential Metro budget adoption
September 23	FY20 Budget adopted by CCTA Board, if not adopted on September 9
October 1	Beginning of Fiscal Year 2020
February 15, 2020	Submit to the State of Michigan: FY21 Specialized Services Budget Submit to the State of Michigan: FY21 Urbanized and Non-Urbanized Budgets Submit to the State of Michigan: 4 (Four) Year Capital Plan

## 2020 and 2021 Budget

	2019 Budget	2019 Projected	2020 Budget	2021 Budget
<b>Operating Revenue</b>				
<b>Fare Revenue</b>				
Regular Route Cash	\$ 1,045,000	\$ 1,020,000	\$ 1,025,000	\$ 1,030,000
Metro Connect Fares	\$ 383,843	\$ 329,737	\$ 394,287	\$ 402,173
Specialized Services Fares				
MC - ADA Fares	\$ 231,676	\$ 273,136	\$ 234,261	\$ 238,946
Tokens	\$ 458,000	\$ 465,000	\$ 470,000	\$ 472,500
Special Transit	\$ 1,800	\$ 1,800	\$ 1,900	\$ 1,900
Pass Sales	\$ 351,000	\$ 362,000	\$ 362,100	\$ 362,100
WMU Prepaid Fares	\$ 660,250	\$ 660,250	\$ 680,050	\$ 680,050
Prepaid Fares				
<b>Total Fare Revenue</b>	<b>\$ 3,131,569</b>	<b>\$ 3,111,923</b>	<b>\$ 3,167,598</b>	<b>\$ 3,187,669</b>
<b>Other Revenue</b>				
Advertising	\$ 50,500	\$ 50,500	\$ 52,000	\$ 54,000
Intermodal Operations	\$ 133,500	\$ 143,700	\$ 143,800	\$ 143,800
Miscellaneous Revenue	\$ 24,700	\$ 29,992	\$ 36,700	\$ 36,700
Commission Revenue - Ticket Sales	\$ 60,000	\$ 48,000	\$ 48,000	\$ 48,000
Interest Income	\$ 9,200	\$ 107,500	\$ 57,500	\$ 57,500
<b>Total Other Revenue</b>	<b>\$ 277,900</b>	<b>\$ 379,692</b>	<b>\$ 338,000</b>	<b>\$ 340,000</b>
City of Kalamazoo Tax Levy				
Urban Millage (CCTA)	\$ 3,729,212	\$ 3,821,839	\$ 3,879,167	\$ 3,937,354
County-wide Millage (KCTA)	\$ 2,704,263	\$ 2,774,093	\$ 2,815,704	\$ 2,857,940
Texas Twp/KVCC Contract	\$ 83,173	\$ 83,499	\$ 84,835	\$ 86,259
Oshtemo Twp Contract	\$ 65,353	\$ 65,608	\$ 66,920	\$ 34,000
MDOT - Operating	\$ 6,088,103	\$ 5,814,379	\$ 6,374,849	\$ 6,511,104
FTA - Operating	\$ 1,388,342	\$ 1,367,348	\$ 1,824,006	\$ 2,060,200
	<b>\$ 14,058,445</b>	<b>\$ 13,926,766</b>	<b>\$ 15,045,482</b>	<b>\$ 15,486,857</b>
<b>Working Capital for the Period</b>	<b>\$ 860,822</b>	<b>\$ 266,341</b>	<b>\$ 808,240</b>	<b>\$ 1,117,918</b>
<b>TOTAL OPERATING REVENUE</b>	<b>\$ 18,328,736</b>	<b>\$ 17,684,722</b>	<b>\$ 19,359,320</b>	<b>\$ 20,132,444</b>
<b>Direct Operating Expenses by Division</b>				
Administration	\$ 3,639,057	\$ 3,614,589	\$ 3,756,592	\$ 3,979,403
Kalamazoo Transportation Center	\$ 849,570	\$ 764,195	\$ 851,864	\$ 862,203
Maintenance	\$ 3,014,832	\$ 2,797,485	\$ 2,981,861	\$ 3,104,065
Operations	\$ 6,782,062	\$ 6,440,768	\$ 7,302,497	\$ 7,474,631
Metro Connect	\$ 3,965,811	\$ 4,002,363	\$ 4,387,343	\$ 4,631,125
Metro Share	\$ 77,403	\$ 65,322	\$ 79,163	\$ 81,017
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 18,328,736</b>	<b>\$ 17,684,722</b>	<b>\$ 19,359,320</b>	<b>\$ 20,132,444</b>
<b>BALANCE</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

## Revenue

Metro's projected revenue is estimated at \$19,359,320 for FY 2020.



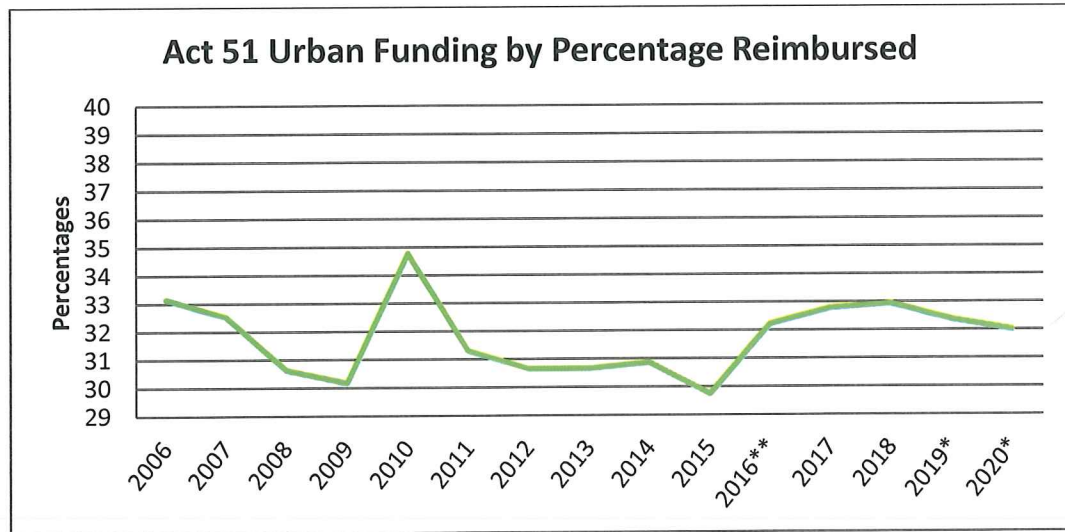
Federal Transportation Administration (FTA) along with Michigan Department of Transportation (MDOT) make up the largest funding source at 44% of the projected revenues for FY 2020.

- FTA Operating Assistance – \$1,824,006
  - 5307 Urbanized Formula Grant - Discretionary
  - 5310 Enhanced Mobility of Seniors and Individuals with Disabilities Program (Mobility Management)
  - 5311 Non-Urbanized Formula Grant – Discretionary
- MDOT Operating Assistance – \$6,362,597
  - Act 51 Urban Formula Distribution
  - Act 51 Rural Formula Distribution
  - Congested Mitigated Air Quality (CMAQ) – Rideshare
  - Specialized Services Program (CSV)

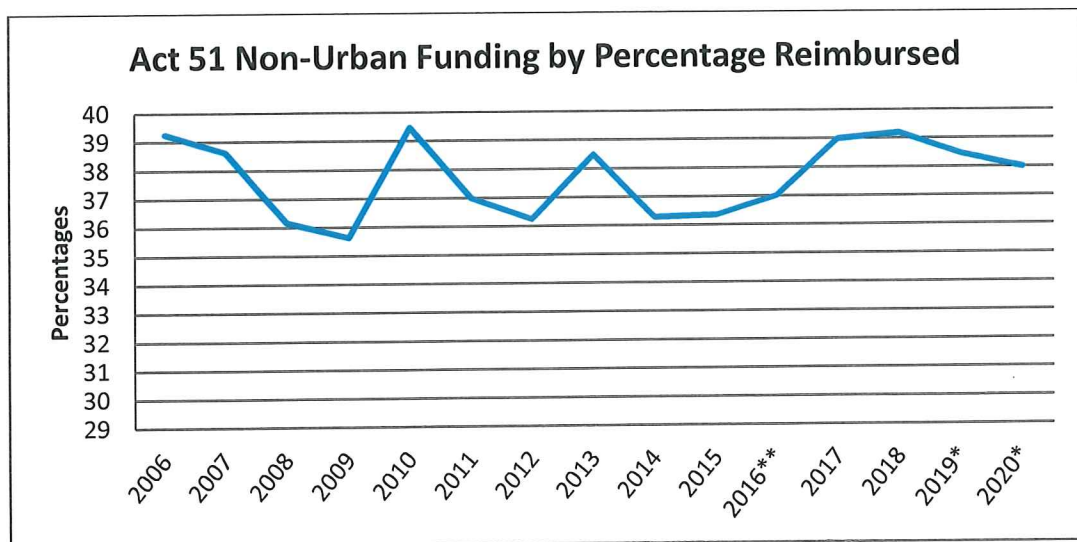
State of Michigan calculates and distributes the Local Bus Operating (LBO) percentages according to the ACT 51 formula. As part of the formula, service to designated urban and rural areas are reimbursed at a separate rate. The budgeted reimbursement for urban service is currently 32.0376%. The urban service represents the vast majority of service expenses and includes both fixed-route bus service and demand response service. The budgeted reimbursement for rural service is currently 38.0667%. Rural service includes a small percentage of demand response service. There is some risk that the reimbursement percentage will start to decline as the amount of available ACT 51 funds is not keeping up with the growth in expenses among the urban public transit agencies in the state.

## Revenue (cont.)

The chart below depicts the percentage reimbursed by the State of Michigan for urban public transit service. Please note that these percentages are adjusted based on actual expenses of all eight urban public transit systems in the State.



The chart below depicts the percentage reimbursed by the State of Michigan for rural public transit service. Please note that these percentages are adjusted based on actual expenses of all 79 rural public transit systems in the State.



\*\* 2016 was a 9-month year due to the transition from the City of Kalamazoo

\*2019 and 2020 are estimates

## Revenue (cont.)

### Voter-Approved Property Tax Millages

The Kalamazoo County Transportation Authority (KCTA) and Central County Transportation Authority (CCTA) projected revenues represent 36% for FY 2019 Budget. We have projected a 1.5% increase in FY 2020 and FY 2021 due to projected growth of our tax base.

- Urban Millage (CCTA) - \$3,879,167

The CCTA millage was approved in August 2015 by the voters in the City of Kalamazoo, City of Parchment, City of Portage, Comstock Township, Kalamazoo Township and a portion of Oshtemo Township (an area that includes voting precincts 4, 5, 6, 7 and 8). The approved millage covers the years 2016 through 2020 and allows the levying of a millage up to 0.75 mills. The FY 2019 includes levying the 0.75 mills. In fiscal year 2020, we will be holding a millage election for the Central County Transportation Authority. Please refer to the CCTA Boundary Map for the Fixed Route Bus System (page 14).

- County-Wide Millage (KCTA) - \$2,744,827

In May 2016, the voters of Kalamazoo County approved a new five-year millage that runs from 2017 through 2021. The amount of levy is up to 0.315 mills. The FY 2020 budget includes a levy of 0.315 for both the 2019 winter tax collection and the summer 2020 tax collection. In fiscal year 2021, we will be holding a millage election for the Kalamazoo County Transportation Authority.

General operating projected revenues are 20% (\$3,649,853) for FY 2019 from the following sources:

- Fixed Route Passenger Fares
- Metro County Connect Passenger Fares
- WMU Contract
- KVCC/Texas Township Contract
- Commissions (Greyhound/Indian Trails)
- Rent and AMTRAK reimbursement
- Miscellaneous (parking, interest, sale of fixed assets, advertising, etc.)
- Oshtemo Township



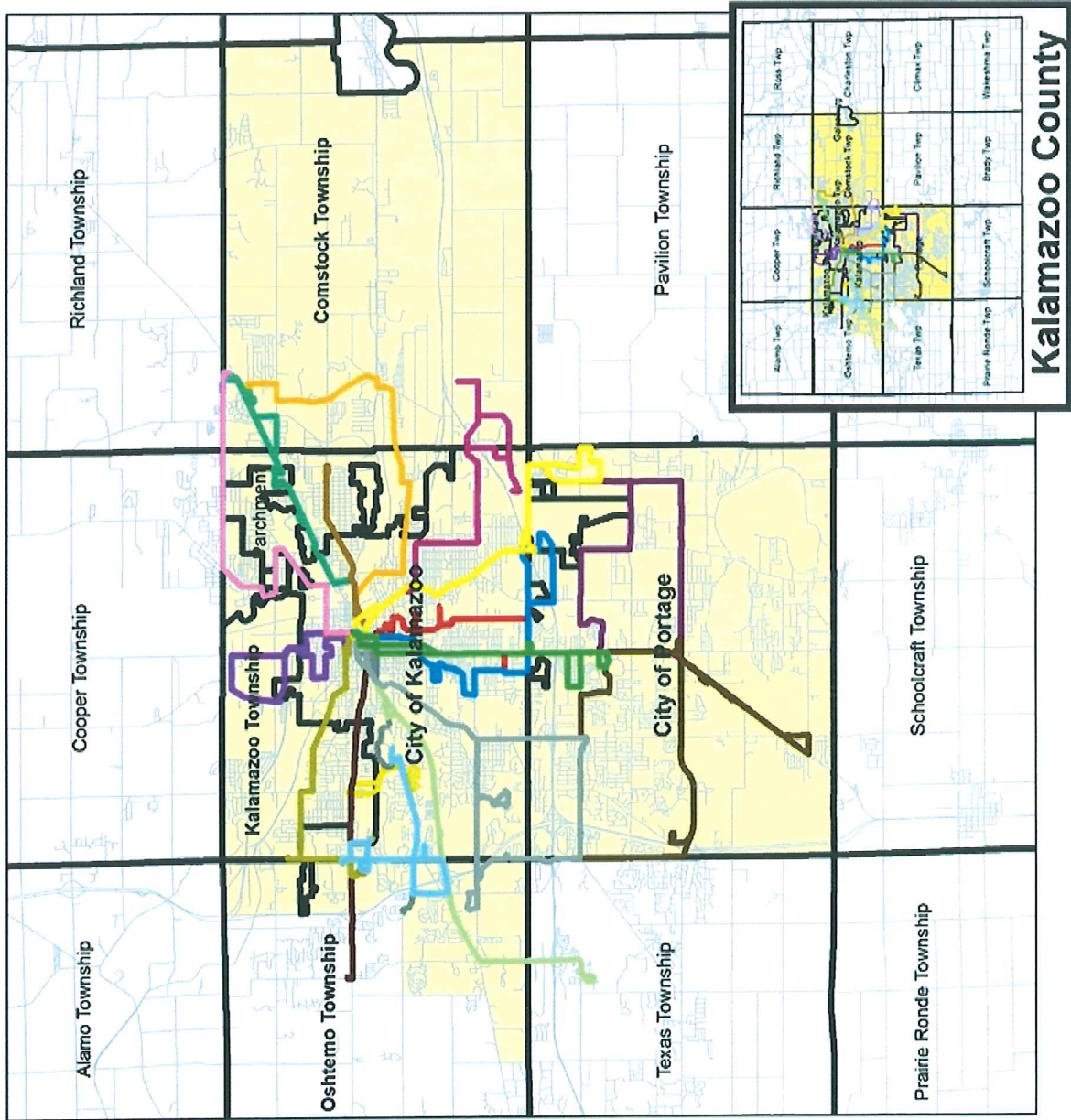
**REVENUE**

<b>DESCRIPTION</b>		<b>2019 Projection</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
<b>OPERATING REVENUE</b>				
1	Line-Haul Fares	\$ 1,848,800	\$ 1,859,000	\$ 1,866,500
2	Demand Response Fares	\$ 602,873	\$ 628,548	\$ 641,119
3	Urban Millage (CCTA, formerly COK)	\$ 3,821,839	\$ 3,879,167	\$ 3,937,354
4	County-Wide Millage (KCTA)	\$ 2,774,093	\$ 2,815,704	\$ 2,857,940
5	FTA Operating Grants	\$ 1,367,348	\$ 1,824,006	\$ 2,060,200
6	MDOT Operating Grants	\$ 5,814,379	\$ 6,374,849	\$ 6,511,104
7	WMU Contract	\$ 660,250	\$ 680,050	\$ 680,050
8	Miscellaneous Revenue	\$ 795,140	\$ 1,297,995	\$ 1,578,177
		<u>\$ 17,684,722</u>	<u>\$ 19,359,320</u>	<u>\$ 20,132,444</u>



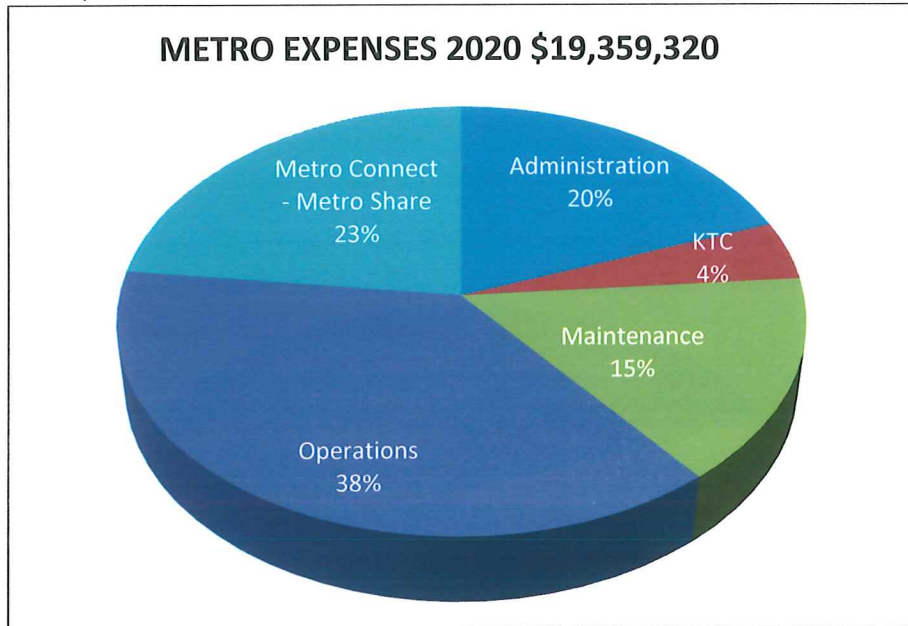
**CCTA Boundary  
 Metro Fixed Route  
 Bus System as of July, 2016**

- 1-Westnedge
  - 2-Portage
  - 3-West Michigan
  - 4-Oakland
  - 5-East Main
  - 6-Parchment
  - 7-Alamo
  - 8-Egleston
  - 9-Gull
  - 10-Comstock
  - 11-Stadium
  - 12-Duke
  - 13-Burdick
  - 14-West Main
  - 15-Paterson
  - 16-Lovell
  - 21-Solon/Kendall/Lafayette
  - 26-Centre
  - 27-Romence
- Jurisdiction Boundary  
 Streets  
 CCTA Boundary



## Expense

Metro's projected expense is estimated at \$19,359,320 for FY 2020.



Operations and Metro Connect make up the largest divisions at a combined 60% of the projected expenses for FY 2020. Below is the breakout of divisions, highlighting key expenditures.

- Operations - \$7,302,497
  - Fuel - \$1,214,000
  - Contractual Services - \$182,439
  - Operations staff accounts for 70% of full-time equivalent staff (incl Metro Connect and Metro Share)
- Metro Connect - \$4,387,343
  - Third Party Contract for Demand Response Service - \$4,250,000

Maintenance, Kalamazoo Transportation Center and Metro Share Program divisions combined for a total of 20% of the projected expenses in FY 2020.

- Maintenance - \$2,981,861
  - Repair Parts and Supplies - \$642,500
  - Contractual Services - \$127,900
  - Maintenance staff accounts for 20% of full-time equivalent staff
- Kalamazoo Transportation Center - \$851,864
  - Security Services - \$264,370
- Metro Share - \$79,163

Administration is projected at 20% of expenses for FY 2020.

- Administration - \$3,756,592
  - Insurance - \$318,000
  - Support Services Fees - \$505,000
  - OPEB - \$635,920
  - Mobility Management/Rideshare - \$89,566
  - Admin staff accounts for 10% of full-time equivalent staff

## Administration

The mission of the Executive Director is to effectively and efficiently manage the delivery of Metro Transit services within the guidelines and policies established by the CCTA Board, to provide leadership to the organization to ensure overall effectiveness, long-term financial stability, and development and execution of long-term fiscal and organizational plans supporting transit priorities that contribute to the sustainability of the community.

The Administrative Division provides comprehensive employee and labor relations services to all Metro Transit employees. Programs administered include hiring and recruiting, compensation and benefits administration, training and career development, labor contract administration, policy development, and workers' compensation administration. The administrative staff also partners with the City of Kalamazoo to administer the support services agreement which includes such areas as pension management, human resources, purchasing, treasury services, and information technology.

The Finance Division ensures the reliability and integrity of financial information and the means used to identify, measure, classify, and report such information. The division coordinates the budget development and fiscal monitoring, processes payroll, accounts payable and accounts receivables, prepares requisitions to promote competition and provide equal access by potential vendors, prepares all grant applications and complies with all federal and state granting regulations and reporting requirements.

IT staff is responsible for Metro's computer infrastructure including hardware and software, voice communications, GIS, websites, helpdesk, and central services such as email, analog devices, and the INET fiber rings throughout the organization. The mission is to provide information technologies that enable the employees of Metro Transit to deliver efficient, effective and accessible services to the citizens of Kalamazoo by providing superior internal customer service.

Marketing and public relation efforts are overseen by the Planning & Development Manager. Some initiatives include design artwork, organizational identity (branding), social media communication, videos, the annual report, and campaigns to increase ridership.

A significant change this year is the transition of human resources services from the City of Kalamazoo (support services agreement) to an in-house employee. This position will provide the organization with focused recruiting, interviewing, testing, on-boarding, labor relations, etc.

In fiscal years 2020 and 2021, we will be holding millage elections for Central County Transportation Authority and the Kalamazoo County Transportation Authority respectively. Therefore, we will incur additional expenses for those elections.

**Administration (cont.)****Service Measures**

Type	2018 Actual	2019 Estimated	2020 Projected	2021 Projected
Website Hits	203,591	210,000	225,000	240,000
Token Transit Users	485	950	1,200	2,150
Token Transit Passes	6,497	20,000	30,000	44,000
Facebook Followers	690	900	1,000	1,200
Accounts Payable - Invoices Processed	3,604	3,882	4,126	4,385
Purchase Orders Issued	422	460	501	550



**ADMINISTRATION**

	<b>DESCRIPTION</b>	<b>2019 Projection</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
1	Salaries/Wages	\$ 628,491	\$ 804,695	\$ 829,217
2	Fringe Benefits	\$ 348,124	\$ 430,282	\$ 451,710
3	Materials and Supplies	\$ 53,600	\$ 40,510	\$ 54,776
4	Travel and Training	\$ 24,000	\$ 21,500	\$ 21,500
5	Legal	\$ 156,200	\$ 123,000	\$ 103,000
6	Banking and Audit Fees	\$ 55,000	\$ 55,000	\$ 57,000
7	Utilities	\$ 238,950	\$ 246,569	\$ 251,107
8	Insurance	\$ 391,524	\$ 318,000	\$ 335,000
9	Contractual Services	\$ 163,983	\$ 210,750	\$ 356,000
10	Building and Grounds Maintenance	\$ 157,000	\$ 160,000	\$ 165,000
11	Advertising/Marketing	\$ 40,000	\$ 70,000	\$ 75,000
12	Support Services Fees	\$ 432,130	\$ 505,000	\$ 520,150
13	Membership/Dues/Subscriptions	\$ 40,736	\$ 45,800	\$ 45,850
14	OPEB Expenses	\$ 812,449	\$ 635,920	\$ 635,742
		<u>\$ 3,542,187</u>	<u>\$ 3,667,027</u>	<u>\$ 3,901,051</u>

## Rideshare and Mobility Management – Travel Training

Kalamazoo Metro Ridesharing provides free carpool and vanpool matching services to individuals and businesses as well as provides information on bus and bike travel around the Kalamazoo area. The program's website, [www.KMetroRide.com](http://www.KMetroRide.com), allows users to find others to share the ride with around Kalamazoo or to surrounding communities. Staff also works with area employers to educate their workforce on commuting options by providing free carpool/vanpool matching and outreach activities.

Outreach on the benefits of ridesharing and how the program operates are keys to getting the word out about transportation options besides single occupant vehicles and public transit. Past events where ridesharing information was promoted have included various career fairs sponsored by Michigan Works and United Way as well as larger community events such as Earth Day events in the area. Ridesharing continues to be part of presentations about Metro's service to agencies in the county, including Michigan Works, Goodwill Industries, and KRESA.

Future funding through CMAQ will be focused on redesigning the ridesharing program with details established through the grant application. The redesign will incorporate working with employers who continuously have employee retention issues and identify ways to create carpools/vanpools using vehicles specifically identified for the ridesharing program. Connecting people to destinations outside the service area during regular operating hours will also be reviewed, using the first mile/last mile model.

The Mobility Management program provides training to those looking to learn how to use Metro's public transit services (Metro line-haul bus and Metro Connect). The contract to have travel training was awarded to Disability Network Southwest Michigan in July 2015. The contract funds one travel trainer who works at Disability Network Southwest Michigan and provides service to groups and individuals that are primarily seniors or persons with a disability. The contract also provides for outreach for Metro's services. Outreach includes meetings with agencies such as public schools who work with students with disabilities and the Senior Center. The travel trainer also works with agencies to train their employees in order for them to teach participants how to ride the bus. This training enables agencies to have information on all Metro services without having to have one-on-one training required from the travel trainer. The one-on-one training provides individualized attention on how to ride the fixed route or Metro Connect systems, including filling out applications for reduced fare.

## Service Measures - Rideshare

Type	2018 Actual	2019 Estimated	2020 Projected	2021 Projected
Phone Inquiries	135	150	160	170
Applications	44	30	40	45
Employer Promotions	2	2	5	5
Outreach Events	2	5	5	8

## Service Measures – Mobility Management

Type	2018 Actual	2019 Estimated	2020 Projected	2021 Projected
Contact Organizations	20	20	25	30
Organization Training	13	50	25	30
One-on-One or Small Group Trainings	348	180	190	190
Applications for Reduced Fare	131	100	110	110

**ADMINISTRATION - MOBILITY MANAGEMENT**

	DESCRIPTION	2019 Projection	2020 Budget	2021 Budget
4	Services	\$ 59,185	\$ 61,258	\$ 49,000
		<u>\$ 59,185</u>	<u>\$ 61,258</u>	<u>\$ 49,000</u>

**ADMINISTRATION - RIDESHARE - MARKETING**

	DESCRIPTION	2019 Projection	2020 Budget	2021 Budget
1	Salaries/Wages	\$ 2,244	\$ 12,123	\$ 16,019
2	Fringe Benefits	\$ 1,273	\$ 6,484	\$ 9,833
3	Materials and Supplies	\$ 7,200	\$ 7,200	\$ 1,000
4	Travel and Training	\$ 2,500	\$ 2,500	\$ 2,500
		<u>\$ 13,217</u>	<u>\$ 28,308</u>	<u>\$ 29,352</u>

## Maintenance

The Maintenance Division is responsible for maintaining Metro's fleet and facilities assets in accordance with the Federal Transit Administration (FTA) and the State of Michigan (MDOT) requirements.

During the past year, four used coaches were added to our fleet to increase the line haul fleet to 40. A clean bus initiative committee was established to improve on the appearance and cleanliness of the bus interiors and exteriors. Plans continue in final phase to refurbish up to seven coach exteriors. There has been an additional focus on upgrading the appearance/maintenance of the grounds at the Transportation Center, Administration/garage building, and the surrounding parking lots. Metro is maintaining a total of eighty- six passenger shelters in the service area.

Bus shelters and passenger stops are in the process of being upgraded to the latest ADA specifications utilizing capital dollars. The plan includes increasing amenities like solar lighting, schedule displays, and refuse containers at bus shelters.

The 2020-2021 budget year objectives include continued training on new technologies for current and new staff as the system vehicles needs have increased. There are currently fourteen Gillig Hybrid low floor coaches in service and an additional ten fuel-efficient clean diesel coaches. These vehicles bring in a new era of technology. Maintenance staff has been attending trainings covering hybrid technology, the latest in engine emissions, new transmission advances, and diagnosis and repairs to our new and improved GPS systems and camera systems.

The first purchase of hybrid coaches is in its 9<sup>th</sup> year of operation; the first phase of hybrid battery replacements was completed last year. This was made possible by planning for the securement of capital dollars to fund the entire project. Over the next three years, three (3) coaches per year will receive replacement batteries.

This year the public address system of the Transportation Center was upgraded. Last fall six new retro style ceiling fans were installed in the lobby of the Kalamazoo Transportation Center to help control the heating and cooling of that area. The repair shop and vehicle storage area were repainted. This summer exterior painting of the plaza area of the Kalamazoo Transportation Center is scheduled. Plans are currently underway with architects to design upgraded heating and cooling to the Metro Administration offices and Repair facility. This will help reduce energy costs, maximize efficiency, and automate the controls. The ventilation system controls in the storage area were upgraded last year. The shop area was finished the previous year. LED lighting upgrades for the interior and exterior of the Kalamazoo Transportation Center, the repair shop, vehicle storage area, and the exterior of the facility are currently underway.



**Maintenance (cont.)****Service Measures**

Type	2018 Actual	2019 Estimated	2020 Projected	2021 Projected
Bus Details Completed	485	480	480	480
PM Service Inspections Completed	326	333	333	333
Shelters Cleaned	2,395	2,400	2,400	2,400
Miles per Major/Minor and Service Call	1,213	1,500	1,500	1,500

**MAINTENANCE**

	<b>DESCRIPTION</b>	<b>2019 Projection</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
1	Salaries/Wages	\$ 1,056,832	\$ 1,110,028	\$ 1,151,014
2	Fringe Benefits	\$ 534,117	\$ 633,483	\$ 666,351
3	Fuel	\$ 8,000	\$ 8,250	\$ 8,500
4	Repair Parts and Supplies	\$ 628,500	\$ 642,500	\$ 655,900
5	Cleaning Supplies	\$ 35,000	\$ 35,700	\$ 36,000
6	Shop Supplies	\$ 117,000	\$ 117,000	\$ 119,000
7	Travel and Training	\$ 20,000	\$ 20,000	\$ 20,000
8	Contractual Services	\$ 111,036	\$ 127,900	\$ 135,300
9	Bus Repair Services	\$ 275,000	\$ 275,000	\$ 300,000
10	Radio Maintenance	\$ 12,000	\$ 12,000	\$ 12,000
		<u>\$ 2,797,485</u>	<u>\$ 2,981,861</u>	<u>\$ 3,104,065</u>

## Operations

Metro bus service includes nineteen (19) fixed bus routes, fifteen (15) that emanate from the Kalamazoo Transportation Center in downtown Kalamazoo, two (2) from Western Michigan University campus loading zone, and two (2) from the City of Portage. The twenty-eight (28) buses travel a fixed route within the City of Kalamazoo, Portage and Parchment along with the townships of Comstock, Kalamazoo, Oshtemo, and Texas. One additional bus travels a fixed route that services the campus of Western Michigan University from September through April.

Operating hours are Monday through Friday 5:45am to 12:15am., Saturday 5:45am to 10:15pm., and Sunday 8:15am to 6:15pm.

Route 20 East Comstock pilot service was added on January 7, 2019. This pilot program has been scheduled for a one-year trial

## Service Measures

Type	2018 Actual	2019 Estimated	2020 Projected	2021 Projected
Number of Routes	19	19	19	19
Service Hours*	130,252	132,591	131,189	130,968
Service Miles*	1,747,807	1,774,892	1,753,576	1,750,481
Number of Rides	2,669,863	2,620,252	2,633,353	2,638,619

\*Includes deadhead

**OPERATIONS**

	<b>DESCRIPTION</b>	<b>2019 Projection</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
1	Salaries/Wages	\$ 3,636,990	\$ 3,908,736	\$ 4,046,346
2	Fringe Benefits	\$ 1,533,078	\$ 1,828,471	\$ 1,921,796
3	Fuel	\$ 903,000	\$ 1,214,000	\$ 1,239,750
4	Oil/Lubricants	\$ 42,500	\$ 40,000	\$ 44,000
5	Tires/Tubes	\$ 95,000	\$ 75,000	\$ 80,000
6	Materials and Supplies	\$ 52,100	\$ 45,000	\$ 50,000
7	Travel and Training	\$ 500	\$ 4,000	\$ 5,000
8	Utilities	\$ 4,850	\$ 4,850	\$ 4,850
9	Contractual Services	\$ 172,750	\$ 182,439	\$ 82,889
		<u>\$ 6,440,768</u>	<u>\$ 7,302,497</u>	<u>\$ 7,474,631</u>

## Metro Connect

Metro Connect is Metro's shared ride origin-to-destination transit service. Metro Connect is open to all residents of Kalamazoo County. Discounted fares are available to individuals who are certified with a disability, seniors 62 years or older, and individuals with a disability who are certified as Americans with Disabilities Act (ADA) eligible.

Metro Connect travels anywhere in Kalamazoo County and to the Veteran's Administration Hospital in Calhoun County. The Metro Connect ADA service is federally mandated by the Federal Transportation Administration to provide complementary paratransit service to the fixed-route bus system. Funding is provided by Federal and State of Michigan grants, local millages and fare box revenue.

Metro Connect provides service seven days a week. Sunday service and extended night service was implemented in 2016. Metro Connect service is contracted with Apple Bus Company and the five-year contract expires on December 31, 2019. A Request for Proposals was issued on May 29, 2019, as required by the Federal Transit Administration. The new three-year contract will begin on January 1, 2020, with an option of a two-year extension.

## Service Measures

Type	2018 Actual	2019 Estimated	2020 Projected	2021 Projected
ADA Certifications	153	162	170	180
Demand Response Certifications	757	787	818	850
Ridership	164,456	169,389	172,777	176,233
Revenue Miles	1,283,554	1,309,225	1,335,410	1,362,118
Revenue Hours	90,401	92,209	94,053	95,934



**METRO CONNECT**

	<b>DESCRIPTION</b>	<b>2019 Projection</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
1	Salaries/Wages	\$ 63,936	\$ 66,412	\$ 68,404
2	Fringe Benefits	\$ 30,407	\$ 35,931	\$ 37,720
3	Materials and Supplies	\$ 19,000	\$ 9,500	\$ 9,500
4	Contractual Services	\$ 40,798	\$ 25,500	\$ 25,500
5	Third-Party Contract	\$ 3,848,222	\$ 4,250,000	\$ 4,490,000
		<u>\$ 4,002,363</u>	<u>\$ 4,387,343</u>	<u>\$ 4,631,125</u>

## Kalamazoo Transportation Center

Renovated in 2006, the intermodal Kalamazoo Transportation Center (KTC) provides a one-stop location for travelers. The intermodal transportation center utilizes Greyhound, Indian Trails, and Miller Transportations inter-city bus service as well as Amtrak rail passenger services. The Transportation Center also supports Metro Transit's fixed route bus service with service to 19 routes daily.

To improve safety for the transportation facility, bus, and rail passengers, the public safety station was relocated to the center of the depot in August of 2017. Public Safety officers are visible and readily available in an emergency. Public Safety officers are on site seven days a week from 11am through 10pm. In July 2018, Security Plus was contracted to provide security services in addition to Public Safety. The Security Plus Associates are available Monday through Friday from 6:30pm through 12:30am and Saturday from 1 pm through 11 pm.

At the end of 2018, Customer Service began the register system upgrade to a system that would be easier to train and use for current and new employees. In June 2019, the register system went live. In addition to the system upgrade, customer service received upgraded technology including computers, card printers and new touch screen monitors. The new equipment affords more enhanced and efficient capabilities for our staff, which provides a more positive experience for customers.

## Service Measures

Type	2018 Actual	2019 Estimated	2020 Projected	2021 Projected
Tokens Sold	334,157	350,000	355,000	300,000
MC Pass Sales	106,795	112,000	115,000	112,000
KVCC Student Bus Passes	146	175	170	180
Bronson Bus2Work	136	200	180	150

**KALAMAZOO TRANSPORTATION CENTER (KTC)**

	<b>DESCRIPTION</b>	<b>2019 Projection</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
1	Salaries/Wages	\$ 142,200	\$ 192,848	\$ 198,573
2	Fringe Benefits	\$ 77,685	\$ 96,118	\$ 100,853
3	Materials and Supplies	\$ 16,729	\$ 10,965	\$ 10,965
4	Utilities	\$ 96,305	\$ 100,063	\$ 102,797
5	Contractual Services	\$ 71,276	\$ 72,500	\$ 72,500
7	Building and Grounds Maintenance	\$ 110,000	\$ 115,000	\$ 110,000
8	Security Services	\$ 250,000	\$ 264,370	\$ 266,515
		<u>\$ 764,195</u>	<u>\$ 851,864</u>	<u>\$ 862,203</u>

## Metro Share

Metro Share is a specialized service program sponsored by the Michigan Department of Transportation that provides vans to approved non-profit agencies for passenger trips at no cost to the agency. There are 11 accessible vehicles in the Metro Share fleet; there are nine available for approved agencies to reserve at Metro; one located in Vicksburg for South County Community Services; and one used by Portage Senior Services. Drivers are trained and certified by Metro staff. Trainings are held quarterly with two mandatory refresher courses.

Metro Share provides service for seniors and individuals with a disability. The Michigan Department of Transportation Specialized Services program reimburses Metro Share for each passenger that is transported. The program is also funded through a voter approved Central County Transportation Authority millage as contributed to the operation of the public transit system. Capital costs for vehicle purchases are currently funded by Federal Highway Administration funds which are utilized by Metro as part of the Kalamazoo Area Transportation Study.

## Service Measures

Type	2018 Actual	2019 Estimated	2020 Projected	2021 Projected
Participating Agencies	26	28	30	33
Registered Drivers	84	90	96	103
Service Hours	4,984	3,958	4,037	4,118
Ridership	50,289	40,459	41,268	42,093
Service Miles	89,747	80,095	81,697	83,331

**METRO SHARE**

<b>DESCRIPTION</b>		<b>2019 Projection</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
1	Salaries/Wages	\$ 14,000	\$ 19,162	\$ 19,737
2	Fringe Benefits	\$ 8,922	\$ 11,501	\$ 12,080
4	Contractual Services and Supplies	\$ 27,400	\$ 23,500	\$ 24,200
5	Fuel	\$ 15,000	\$ 25,000	\$ 25,000
		<u>\$ 65,322</u>	<u>\$ 79,163</u>	<u>\$ 81,017</u>

## Capital

The Transportation Improvement Program (TIP) is the regionally agreed upon list of priority transportation projects, as required by Federal law (ISTEA, TEA-21, SAFETEA LU, MAP-21, and FAST). The TIP document must list all projects that intend to use Federal funds, along with all non-federally funded projects that are regionally significant. The projects are multi-modal; that is, they include bicycle, pedestrian, ITS, and freight related projects, as well as the more traditional highway and public transit projects.

Our main source of capital funding is the Urbanized Area Formula Program Section 5307. There is a requirement that at least 25% of 5307 funds are spent on capital projects. Metro has been investing in capital to ensure that we maximize the life of our capital assets. Capital investing is also being coordinated through the FTA required and board approved Transit Asset Management Plan.

Funding for Capital Improvement Projects are typically an 80/20 calculation with a higher Federal match (80%) and a lower State match (20%)

Sources for Federal funding are derived from the following:

- Urbanized Area Formula Program Section 5307
- Enhanced Mobility of Seniors and Individuals with Disabilities Program Section 5310
- Bus and Bus Facilities Program Section 5339
- Surface Transportation Program (STP) Funds flexed from Federal Highway

State of Michigan funding is derived from the Comprehensive Transportation Fund (CTF)

A chart containing updates to current capital projects is on the following page.

## Update to current CIP projects

Projects	FTA Funds	MDOT Funds	Status
<b>2017</b>			
<b>Facility Improvements / Equipment Replacement:</b>			
Upgrade HVAC, LED lighting & Painting-All Facilities	240,000	60,000	Scheduled Completion Spring 2020
Engineering, Design, and Specs for HVAC upgrades	65,000	16,250	Completed 1/2019
Parking Lot Resurfacing & Security Upgrades	120,000	30,000	Scheduled Completion Fall 2019
Line Haul Fare Boxes (5) & Associated Technology	74,000	18,500	Completed 4/2018
Replace (2) Fuel Pumps	32,000	8,000	Delivery 7/2019
Replace Portable Hoist	28,000	7,000	Completed 3/2019
<b>ITS:</b>			
Computer/Software IT	160,000	40,000	Ongoing Support Services
Building Camera / Security System-Public Announcement System	40,000	10,000	In Process
Board and Training Room A/V and ADA Upgrades	55,000	13,750	Completed 04/2018
<b>Vehicle Replacements:</b>			
Up to (3) 40' Line Haul Buses	1,464,890	366,223	Delivered (3) 4/2019
Up to (3) 30' Diesel Buses	592,557	148,139	Delivered of (2) 4/2019
Up to (6) Demand Response Vans	277,927	69,482	Delivered 3/2019
Van Buren Transit-Van for Demand Response (1)	46,000	11,500	Delivered 3/2019
<b>Bus Shelters:</b>			
ADA Bus Stop/Shelter	12,000	3,000	Partially Completed
<b>2018</b>	<b>FTA Funds</b>	<b>MDOT Funds</b>	<b>Status</b>
<b>Facility Improvements / Equipment Replacement:</b>			
Facility Improvements	112,000	28,000	Ongoing
PA System KTC	32,000	8,000	Completed 4/2019
HVAC Upgrade Installation	72,000	18,000	Bid scheduled 9/2019
Ceiling Fans (KTC)	5,000	1,250	Completed 11/2018
Repaint Shop / Storage Area	56,000	14,000	Completed 4/2019
Parking Lot Security (Install)	80,000	20,000	Bid opening 7/2019
<b>ITS:</b>			
Computer / Software IT	160,000	40,000	Ongoing
Avail ITS 3G Modem Upgrades & PCIT Software	228,000	41,700	Completed 7/2019
<b>Vehicle Replacements:</b>			
Replace up to Two (2) Line Haul Buses	40,000	100,000	Delivery 12/2019
Capital Bus Parts	96,000	24,000	Grant Awarded 7/2019
(1) Medium Duty Bus	144,000	36,000	Delivery 10/2019
(1) Medium Duty Bus	116,000	29,000	Delivery 10/2019
(1) Medium Duty Bus	91,200	22,800	Delivery 10/2019
Up to Two (2) Line Haul Buses	360,000	90,000	Delivery 12/2019
Two (2) Demand Response Vans	33,886	8,475	Board Approval 8/2019
Demand Response Vans	141,000	35,250	Board Approval 8/2019
Two (2) Demand Response Vans	80,000	20,000	Board Approval 8/2019
Demand Response Vehicles	360,000	90,000	Board Approval 8/2019
Operations Vehicle 9-919	40,000	10,000	Delivered 6/2019
Van Buren Transit Van Replacement	48,000	12,000	Board Approval 8/2019



# Metro Budget FY 20/21

<b>Bus Shelters:</b>			
ADA Bus Stop / Shelter Improvements	50,000	12,500	Ongoing
ADA Bus Stop / Shelter Improvements	40,000	10,000	Ongoing
Bus Stop Signs	96,000	24,000	Ongoing
<b>2019</b>	<b>FTA Funds</b>	<b>MDOT Funds</b>	<b>Status</b>
<b>Facility Improvements/Equipment Replacement:</b>			
Shop Floor Rehab	127,000	32,000	
Floor Scrubber	44,000	11,000	
Refrigerator Recovery	24,000	6,000	
Replace Boilers	56,000	14,000	
<b>ITS:</b>			
Computer / Software IT	117,000	29,000	
<b>Vehicle Replacements:</b>			
Replace up to Three (3) Line Haul Buses	800,000	200,000	
Replace up to Six (6) Demand Response Vehicles	144,000	36,000	
Demand Response Van for Van Buren Transit	51,000	12,750	
One (1) Medium Duty Bus	87,632	21,908	
Demand Response Vans	87,870	22,000	
Admin Support Vehicle	32,000	8,000	

We are in the process of applying for the FY 2019 capital budget.

The TIP, as presented, has been recommended and approved by the Transportation Improvement Program Subcommittee, Technical Committee, and Policy Committee under the direction of Kalamazoo Area Transportation Study (KATS). Changes, additions and deletions are processed under the aforementioned committees. On the next pages you will see the 2020 and 2021 projects that are included in the TIP.

## CAPITAL IMPROVEMENT PROJECTS (CIP) as submitted in the 2020-2023 TIP

Type	2020 CIP	Total	Federal	Funding Source
I	ITS Computer/Software Upgrade/Maint	200,000	160,000	5307
R	Replace Portable Hoist	35,000	28,000	5307
R	HVAC Improvements	300,000	240,000	5307
R	Replace Operations Staff Vehicle	40,000	32,000	5307
R	Up to Two (2) Line Haul Buses	500,000	400,000	5307
R	Demand Response Van for Van Buren Transit	66,250	53,000	5307
R	Up to Four (4) Line Haul Buses	1,000,000	800,000	5307
				5339
R	Up to Six (6) Demand Response Vehicles	183,774	147,019	5310
R	Van Replacement	90,000	72,000	STL
R/E	Up to Three (3) Demand Response Vans	102,196	81,757	STP Flex-Rural
Total		<b>2,517,220</b>	<b>2,013,776</b>	

Type	2021 CIP	Total	Federal	Funding Source
I	ITS Computer/Software Upgrade/Maint	200,000	160,000	5307
I	KTC Roof Deck-Insulation to Attic	55,000	44,000	5307
R	HVAC Control Software	50,000	40,000	5307
R	Camera System for Fleet	250,000	200,000	5307
R	Pressure Washer at Washrack	15,000	12,000	5307
R	Hybrid Bus Batteries	180,000	144,000	5307
E	Bus Shelter/Stop Improvements	65,000	52,000	5307
R	Up to Four (4) Line Haul Buses	880,000	704,000	5307
				5339
E	Demand Response Van for Van Buren Transit	54,000	43,200	5307
R	Up to Three (3) Demand Response Vehicles	196,000	156,800	5310
R	Up to Two (2) Medium Duty Buses	128,750	103,000	STP Flex-Rural
R	Up to Two (2) Demand Response Vans	62,125	49,700	STP Flex-Urban
Total		<b>2,135,875</b>	<b>1,708,700</b>	

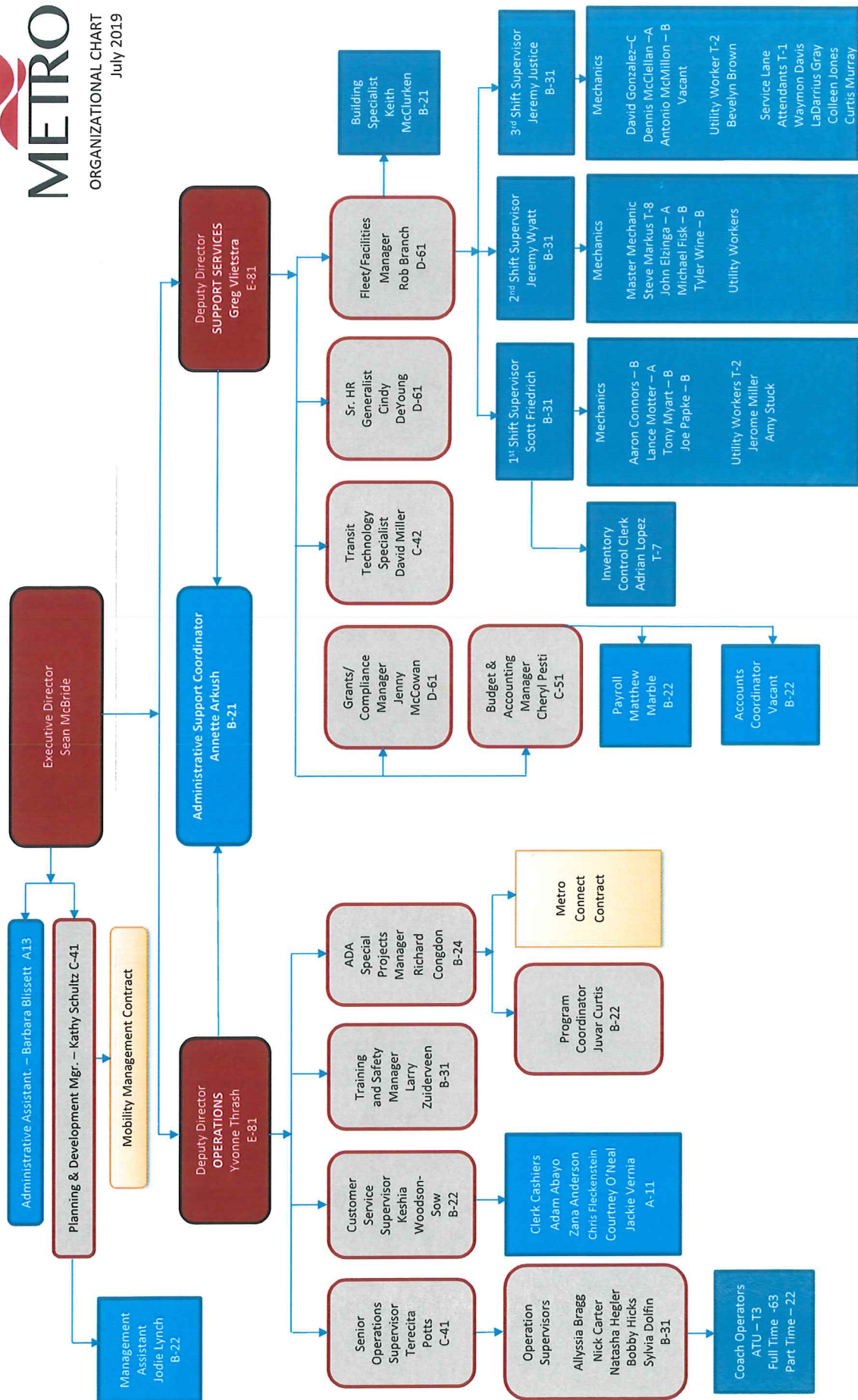
Project Type	
Replacement	R
Expansion	E
Improvement	I
Operating	O

Kalamazoo Area Transportation Study FY 2020-2023 Transportation Improvement Program

Fiscal Year	Primary Work Type	Project Description	Fund Source	Fed Estimated Amount	State Estimated Amount	Local Estimated Amount	Total Estimated Amount
2020	1110-Bus Rolling Stock	Vehicle Replacement	STL	\$80,000	\$20,000	\$0	\$100,000
2020	SP10-State Match Urban Agency	Operating	5307	\$1,700,000	\$5,200,000	\$8,000,000	\$14,900,000
2020	SP1404-computers (hardware and software)	5307 Capital	5307	\$160,000	\$40,000	\$0	\$200,000
2020	SP1409-administrative vehicle	5307 Capital	5307	\$32,000	\$8,000	\$0	\$40,000
2020	SP1105-van replacement, any size with or without lift	5307 Capital	5307	\$53,000	\$13,250	\$0	\$66,250
2020	SP1203-admin/maintenance facility improvements	5307 Capital	5307	\$268,000	\$67,000	\$0	\$335,000
2020	SP1103-35-39 foot replacement bus with or without lift	5307 Capital	5307	\$886,602	\$221,651	\$0	\$1,108,253
2020	SP1103-35-39 foot replacement bus with or without lift	5339 Capital	5339	\$313,398	\$78,349	\$0	\$391,747
2020	SP1105-van replacement, any size with or without lift	5310 Capital	5310	\$196,026	\$49,006	\$0	\$245,032
2020	SP3000-operating except JARC and New Freedom lift	5311 Rural Operating	5311	\$30,000	\$7,500	\$0	\$37,500
2020	SP1701-rideshare	FY 2020 CMAQ - Community Rideshare Marketing	CMG	\$51,408	\$0	\$0	\$51,408
2020	SP1105-van replacement, any size with or without lift	Vehicle Replacement	STU	\$80,000	\$20,000	\$0	\$100,000
2021	SP10-State Match Urban Agency	van purchase	STL	\$103,000	\$25,750	\$0	\$128,750
2021	SP1203-admin/maintenance facility improvements	5307 Capital	5307	\$340,000	\$85,000	\$0	\$425,000
2021	SP1103-35-39 foot replacement bus with or without lift	5307 Capital	5307	\$660,000	\$165,000	\$0	\$825,000
2021	SP3000-operating except JARC and New Freedom	5307 Operating	5307	\$1,700,000	\$5,200,000	\$8,000,000	\$14,900,000
2021	SP1203-admin/maintenance facility improvements	5339 Capital	5339	\$119,000	\$29,750	\$0	\$148,750
2021	SP1103-35-39 foot replacement bus with or without lift	5339 Capital	5339	\$231,000	\$57,750	\$0	\$288,750
2021	SP1502-JARC mobility management	5310 Capital	5310	\$39,200	\$9,800	\$0	\$49,000
2021	SP1105-van replacement, any size with or without lift	5310 Capital	5310	\$156,800	\$39,200	\$0	\$196,000
2021	SP3000-operating except JARC and New Freedom lift	5311 Operating	5311	\$30,400	\$7,600	\$0	\$38,000
2021	SP1110-van expansion, any size with or without lift	Vanpool Program	CMG	\$55,299	\$0	\$0	\$55,299
2021	SP1105-van replacement, any size with or without lift	Van Replacement	STU	\$49,700	\$12,425	\$0	\$62,125
2021	SP1105-van replacement, any size with or without lift	Van Replacement	STU	\$87,000	\$21,750	\$0	\$108,750

Kalamazoo Area Transportation Study FY 2020-2023 Transportation Improvement Program

Fiscal Year	Primary Work Type	Project Description	Fund Source	Fed Estimated Amount	State Estimated Amount	Local Estimated Amount	Total Estimated Amount
2022	SP10-State Match urban Agency	van purchase	STL	\$105,000	\$26,250	\$0	\$131,250
2022	SP105-van replacement, any size with or without lift	Van Replacement	STU	\$87,000	\$21,750	\$0	\$108,750
2022	SP3000-operating except JARC and New Freedom	5307 Operating	5307	\$1,700,000	\$5,200,000	\$8,000,000	\$14,900,000
2022	SP1203-admin/maintenance facility improvements	5307 Capital	5307	\$340,000	\$85,000	\$0	\$425,000
2022	SP1103-35-39 foot replacement bus with or without lift	5307 Capital	5307	\$660,000	\$165,000	\$0	\$825,000
2022	SP1203-admin/maintenance facility improvements	5339 Capital	5339	\$121,312	\$30,328	\$0	\$151,640
2022	SP1103-35-39 foot replacement bus with or without lift	5339 Capital	5339	\$235,488	\$58,872	\$0	\$294,360
2022	SP1502-JARC mobility management	5310 Capital	5310	\$40,000	\$10,000	\$0	\$50,000
2022	SP1105-van replacement, any size with or without lift	5310 Capital	5310	\$160,000	\$40,000	\$0	\$200,000
2022	SP3000-operating except JARC and New Freedom	5311 Operating	5311	\$30,400	\$7,600	\$0	\$38,000
2022	SP1110-van expansion, any size with or without lift	Vanpool Program	CMG	\$60,299	\$0	\$0	\$60,299
2023	SP10-State Match urban Agency	Bus Purchase	STL	\$145,000	\$36,250	\$0	\$181,250
2023	SP3000-operating except JARC and New Freedom	5307 Operating	5307	\$1,700,000	\$5,200,000	\$8,000,000	\$14,900,000
2023	SP1203-admin/maintenance facility improvements	5307 Capital	5307	\$340,000	\$85,000	\$0	\$425,000
2023	SP1103-35-39 foot replacement bus with or without lift	5307 Capital	5307	\$660,000	\$165,000	\$0	\$825,000
2023	SP1203-admin/maintenance facility improvements	5339 Capital	5339	\$123,760	\$30,940	\$0	\$154,700
2023	SP1103-35-39 foot replacement bus with or without lift	5339 Capital	5339	\$240,240	\$60,060	\$0	\$300,300
2023	SP1105-van replacement, any size with or without lift	5310 Capital	5310	\$160,000	\$40,000	\$0	\$200,000
2023	SP1502-JARC mobility management	5310 Capital	5310	\$44,000	\$11,000	\$0	\$55,000
2023	SP3000-operating except JARC and New Freedom	5311 Operating	5311	\$30,400	\$7,600	\$0	\$38,000



# Metro Budget - Allocated Positions

FY20/21

## Administration

	2019	2020	2021
Executive Director	1	1	1
Deputy Director of Support Services	1	1	1
Grants and Compliance Manager	1	1	1
Transit Technology Analyst	1	1	1
Budget and Accounting Manager	1	1	1
Planning and Development Manager	1	1	1
Human Resource Manager	1	1	1
Technical or Financial Analyst (Vacant - TBD)	2	2	2
Administrative Support Coordinator (FT)	1	1	1
Administrative Support Specialist (PT)	1	1	1
Management Assistant	1	1	1
Accounts Coordinator	2	2	2

Administration Full Time Positions	13	13	13
Administration Part Time Positions	1	1	1
<b>Total Administration Positions</b>	<b>14</b>	<b>14</b>	<b>14</b>

## Maintenance

Fleet and Facilities Manager	1	1	1
Maintenance Supervisor	3	3	3
Master Mechanic	2	2	2
Class A Mechanic	5	5	5
Class B Mechanic	4	4	4
Class C Mechanic	1	1	1
Body Repair Mechanic	1	1	1
Inventory Control Clerk	1	1	1
Building Specialist	1	1	1
Utility Worker	3	3	3
Service Lane Attendant	4	4	4

<b>Total Maintenance Full Time Positions</b>	<b>26</b>	<b>26</b>	<b>26</b>
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## Operations

Deputy Director of Operations	1	1	1
Training and Safety Manager	1	1	1
Senior Operations Supervisor	1	1	1
Dispatch Supervisor	5	5	5
Bus Driver (FT)	63	63	63
Bus Driver (PT)	22	22	22

Operations Full Time Positions	71	71	71
Operations Part Time Positions	22	22	22
<b>Total Operations Positions</b>	<b>93</b>	<b>93</b>	<b>93</b>

# Metro Budget - Allocated Positions

FY20/21

## Kalamazoo Transportation Center (KTC)

	2019	2020	2021
Customer Service Supervisor	1	1	1
Clerk Cashier I (FT)	3	3	3
Clerk Cashier I (PT)	2	2	2

KTC Full Time Positions	4	4	4
KTC Part Time Positions	2	2	2
Total KTC Positions	6	6	6

## Metro County Connect (MCC)

Program Manager	1	1	1
Program Coordinator	1	1	1

Total MCC Full Time Positions	2	2	2
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Grand Total Full Time Positions	116	116	116
Grand Total Part Time Positions	25	25	25
Grand Total Positions	141	141	141