



Connecting People Throughout  
Kalamazoo County

**NOTICE AND AGENDA  
CENTRAL COUNTY TRANSPORTATION AUTHORITY (CCTA)  
KALAMAZOO COUNTY TRANSPORTATION AUTHORITY (KCTA)  
FEBRUARY 12, 2024  
Regular Meeting**

*Note: The next joint CCTA/KCTA Special Meeting will be held on  
Monday, February 26, 2024 at 11:30 a.m.*

PLEASE BE ADVISED that the Central County Transportation Authority and Kalamazoo County Transportation Authority will meet for its meeting on Monday, February 12, 2024 at 11:30 a.m. for the purpose of:

	<b>Item</b>	<b>KCTA Action</b>	<b>CCTA Action</b>
1.	Roll Call		
2.	Consent Agenda	Voice Vote	Voice Vote
	a. Agenda for February 12, 2024*		
	b. Minutes for January 8, 2024*		
3.	Public Comment		
4.	Planning & Development Committee		
	a. Action Items		
	1. Consideration to Adopt Update to Public Transit Human Services (PTHS)*	Roll Call	Roll Call
	b. Informational Items		
	1. Planning and Development Committee Meeting Notes of January 15, 2024*		
5.	Performance Monitoring Committee		
	a. Action Items		
	b. Informational Items		
	1. Monthly Financial Report*		
	2. Monthly Ridership Reports*		
	3. Monthly Safety and Security Reports*		
6.	External Relations Committee		
	a. Action Items		
	b. Informational Items		
7	Board Operations Committee		
	a. Action Items		
	1. Offer for First Reading Policy No. 1.16 Board Officer Appointment Process*		
	2. Offer for First Reading of Update to CCTA Bylaws to Amend the Annual Meeting Section		
	3. Offer for First Reading of Update to KCTA Bylaws to Amend the Annual Meeting Section.		



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	4. Consideration to schedule a Special Board Meeting for Monday, February 26, 2024 for the Purpose of Reviewing Items Related to the Microtransit Implementation	Roll Call	Roll Call
	b. Informational Items		
	1. Board Operations Committee Meeting Notes of January 4, 2024 and February 1, 2024*		
8.	Report from Executive Director*		
	a. a. Microtransit Implementation*		
	b. b. Metro Share Update*		
9.	Other Reports		
	c. Pension Board		
	d. KATS		
	e. Local Advisory Committee (LAC)		
10.	Chairperson's Report		
11.	Public Comment		
12.	Members' Time		
13.	Adjournment	Voice Vote	Voice Vote

\*Indicates attachments included in agenda packet

The meeting will be held in the Metro Linda Teeter Community Room, 530 N. Rose Street, Kalamazoo, MI. Questions regarding the meeting may be addressed to the Central County Transportation Authority, 530 N. Rose St., Kalamazoo, MI 49007, or by calling (269) 337-8087.

MEETINGS OF THE CENTRAL COUNTY TRANSPORTATION AUTHORITY AND KALAMAZOO COUNTY TRANSPORTATION AUTHORITY ARE OPEN TO ALL WITHOUT REGARD TO RACE, SEX, COLOR, AGE, NATIONAL ORIGIN, RELIGION, HEIGHT, WEIGHT, MARITAL STATUS, DISABILITY, POLITICAL AFFILIATION, SEXUAL ORIENTATION, OR GENDER IDENTITY. CENTRAL COUNTY TRANSPORTATION AUTHORITY WILL PROVIDE NECESSARY REASONABLE AUXILIARY AIDS AND SERVICES, SUCH AS SIGNERS FOR THE HEARING IMPAIRED AND AUDIO TAPES OF PRINTED MATERIALS BEING CONSIDERED AT THE MEETING/HEARING, TO INDIVIDUALS WITH DISABILITIES AT THE MEETING/HEARING UPON FOUR (4) BUSINESS DAYS' NOTICE. INDIVIDUALS WITH DISABILITIES REQUIRING AUXILIARY AIDS OR SERVICES SHOULD CONTACT THE CCTA/KCTA BY WRITING OR CALLING CENTRAL COUNTY TRANSPORTATION AUTHORITY 530 N. ROSE ST., KALAMAZOO, MICHIGAN 49007 (269) 337-8087; TDD PHONE: (269) 383-6464

**CENTRAL COUNTY TRANSPORTATION AUTHORITY  
KALAMAZOO COUNTY TRANSPORTATION AUTHORITY  
Joint Regular Meeting  
January 8, 2024**

Place: Metro Administration Building, 530 N. Rose Street  
Time: 11:30 A.M.  
Staff Present: Sean McBride, Greg Vlietstra, Keshia Woodson-Sow, Sarah Joshi,  
Barbara Blissett  
Others Present: Earl Cox, Sr., Anthony Harp

**1.) KCTA ROLL CALL**

*KCTA Members Present: Curtis Aardema, James Ayers, Tafari Brown, Dusty Farmer, Aditya Rama, Gary Sigman, Tim Sloan, Isaiah Williams, Greg Rosine*  
*KCTA Members Absent: None*

**1). CCTA ROLL CALL**

*CCTA Members Present: Curtis Aardema, Rob Britigan, Chris Burns\*, Dusty Farmer, Rod Halcomb, Lisa Mackie, Garrylee McCormick, Jim Pearson, Randy Thompson, Greg Rosine*  
*CCTA Members Absent: None*  
*\*Burns arrived at 11:40 a.m.*

Chair Rosine introduced Isaiah Williams to KCTA Board.

**2.) REQUEST FOR APPROVAL OF AGENDA/MINUTES**

*A motion was made by KCTA and CCTA for approval of the joint CCTA/KCTA meeting agenda for January 8, 2024 and for approval of the joint CCTA/KCTA meeting minutes for December 11, 2023 with the spelling correction of Boardmember Gary Sigman.*  
*Motion: Sloan Second: Halcomb*  
*Motion carried by voice vote.*

**3.) PUBLIC COMMENT** – Kalamazoo County Commissioner Jen Strebs commented that she had met with Chair Rosine and appreciated the discussion on specific qualities to look for in future boardmembers.

**4.) PLANNING AND DEVELOPMENT COMMITTEE**

Burns reported the Planning and Development Committee did not have a meeting in November.

**5.) PERFORMANCE MONITORING COMMITTEE**

Chair Aardema reported that the Performance Monitoring Committee had met and reviewed the proposed microtransit pilot project and introduced Dep. Dir. of On Demand Services Sarah Joshi to provide further details concerning the project.

Dep Dir. Joshi shared a PowerPoint presentation which included background information, based on the recommendation from the 2023 Comprehensive Operational Analysis to add microtransit as another Metro service.

Dep. Dir. Joshi explained to the Board the evaluation process that was taken to select the appropriate vendor and after reviewing/checking references chose three candidates.

*A motion was made by KCTA and CCTA to approve the contract with River North for microtransit services not to exceed \$3,340,000 to begin upon contract execution through December 31, 2025 and to authorize the Executive Director to sign all related documents.*

*Motion: Sloan/Farmer                      Second: Farmer/McCormick*

*Motion carried by a roll call vote.*

*Ayes:                      Curtis Aardema, James Ayers, Tafari Brown, Dusty Farmer, Aditya Rama, Gary Sigman, Tim Sloan, Isaiah Williams, Greg Rosine*

*Nays:                      None*

*Absent:                      None*

*Ayes:                      Curtis Aardema, Rob Britigan, Chris Burns, Dusty Farmer, Rod Halcomb, Lisa Mackie, Garrylee McCormick, Jim Pearson, Randy Thompson, Greg Rosine*

*Nays:                      None*

*Absent:                      None*

Prior to the motion, the Board asked questions regarding total cost, timeline for project and how long before determining its viability, coordination with other services, fare structure and service areas. (The PowerPoint presentation is included with the meeting minutes.)

Chair Aardema noted the Monthly Ridership Reports were in a new format providing more information and were easier to read. He welcomed comments from Boardmembers on the new report format.

## **6.) EXTERNAL RELATIONS COMMITTEE**

Chair Farmer reported the External Relations Committee met with Blaine Lam regarding Metro's Annual Report. She said the focus report would be community and would include profiles of staff and riders. Chair Farmer stated the ultimate goal was to show that public transportation is a necessity and alternative for all residents of Kalamazoo County.

## **7.) BOARD OPERATIONS COMMITTEE**

Chair Rosine reported the Board Operations Committee had reviewed the January 8<sup>th</sup> CCTA/KCTA meeting agenda and heard the presentation for microtransit.

Chair Rosine shared that the Board Operations Committee discussed bylaws and policy changes to reflect changes regarding committee with the new governance structure. He stated it is intended for a first reading at the February meeting.

The Board Operations Committee appointed the new KCTA Boardmembers to the following committees: James Ayers, External Relations Committee and Isaiah Williams, Performance Monitoring.

## **8.) EXECUTIVE DIRECTORS REPORT**

Exec. Dir. McBride commented the new Metro website had launched mid-December. He said there have been many positive comments from website users.

Exec. Dir. McBride provided additional information on the following topics:

- Human Resources

- Bus Stop Benches
- Service Adjustments
- Board Governance
- Martin Luther King, Jr. Day

Included with the minutes is a summary memo and updates provided to the Boards.

**9.) SUBCOMMITTEE REPORTS**

Pension Board – Did not meet.

KATS Policy Committee – Aardema shared that presentation on microtransit. He said another item on their agenda was formal approval of the business interchange at US-131 reconstruction project and it would begin in 2025.

Local Advisory Committee (LAC) – Will meet January 16, 2024

**10.) CHAIRPERSON REPORT** – Chair Rosine thanked the Performance Monitoring Committee for all the work they put into the microtransit presentation and recommendation of the firm to provide the service.

**11.) PUBLIC COMMENT** – None

**12.) MEMBERS TIME** –

Boardmembers welcomed Isaiah Williams to the KCTA.

Halcomb commented that Pavilion Township has welcomed several new business and housing complexes that are located just outside the CCTA boundaries. He suggested the Board consider reaching out to area businesses and constituents for support of providing services to that area.

Farmer reminded Boardmembers when they conduct jurisdictional presentations that they have a conversation about the precincts they are choosing to have Metro services provided. She said that maybe this information could be provided when the scripts are prepared.

**13.) ADJOURNMENT**

*A motion was made by KCTA and CCTA to adjourn the KCTA/CCTA meeting.*

*Motion: Aardema*

*Support: Farmer*

*Motion carried by voice vote.*

The meeting adjourned at 1:15 PM.

\_\_\_\_\_  
Greg Rosine  
CCTA Chairperson

\_\_\_\_\_  
Barbara Blissett  
CCTA Clerk

\_\_\_\_\_  
Greg Rosine  
KCTA Chairperson

\_\_\_\_\_  
Barbara Blissett  
KCTA Clerk



Agenda Item # 4a1  
Meeting Date 02/12/24

Connecting People Throughout  
Kalamazoo County

**TO:** CCTA and KCTA Boards  
**FROM:** Greg Vlietstra, Director of Support Services  
Prepared by, Richard Congdon, Program Manager  
**DATE:** January 16, 2024  
**SUBJECT:** Public Transit Human Services Plan Update

### **BACKGROUND**

Since 2009, Metro has taken responsibility for developing and approving the Public Transit Human Services (PTHS) Coordinated Plan. The PTHS Committee is made up of community agencies and advocacy groups for seniors, individuals with a disability, veterans and low-income individuals. The Committee is responsible for the development and update of the PTHS Coordinated Plan every two years. The Coordinated Plan is used to identify services, community resources and associated funding to address the transportation needs of these groups. The Federal Transit Administration (FTA) requires submittal of a coordinated plan for Metro to receive funding under Section 5310 – Enhanced Mobility of Seniors and Individuals with Disabilities.

### **DISCUSSION**

Seventy-eight surveys were mailed to area agencies and advocacy groups in June of 2023, to identify transportation needs in the community. The survey was also posted on Survey Monkey. The top priorities identified were linking rural areas to transportation, linking individuals with transportation, county-to-county transportation and coordination of employees and employers. Rural transportation needs and linking these areas with the Metro fixed-route system were cited throughout the survey. Respondents were enthusiastic when asked if a microtransit program would benefit their clientele.

Metro receives \$300,000 annually in Federal and state 5310 funding through the PTHS Plan. The amount was larger in past years due to extra funds that were not used during the pandemic. This money is used to purchase vehicles, fund the travel training program and will be used as part of Metro's new microtransit program. Microtransit will address the needs that many of the PTHS agencies have enumerated in the current and past surveys. Metro is finalizing the contract for microtransit and will begin implementation of the program early this year.

The PTHS Committee met on January 12, 2024, to discuss and approve the Public Transit Human Services Plan update. The PTHS Committee unanimously approved the Plan and it will go to the full CCTA/KCTA boards for final approval. The Planning & Development Committee met on January 15 and also recommends approval of the updated plan.

### **RECOMMENDATION**

The recommendation is to approve the 2024 Public Transit Human Services Coordinated Plan update.

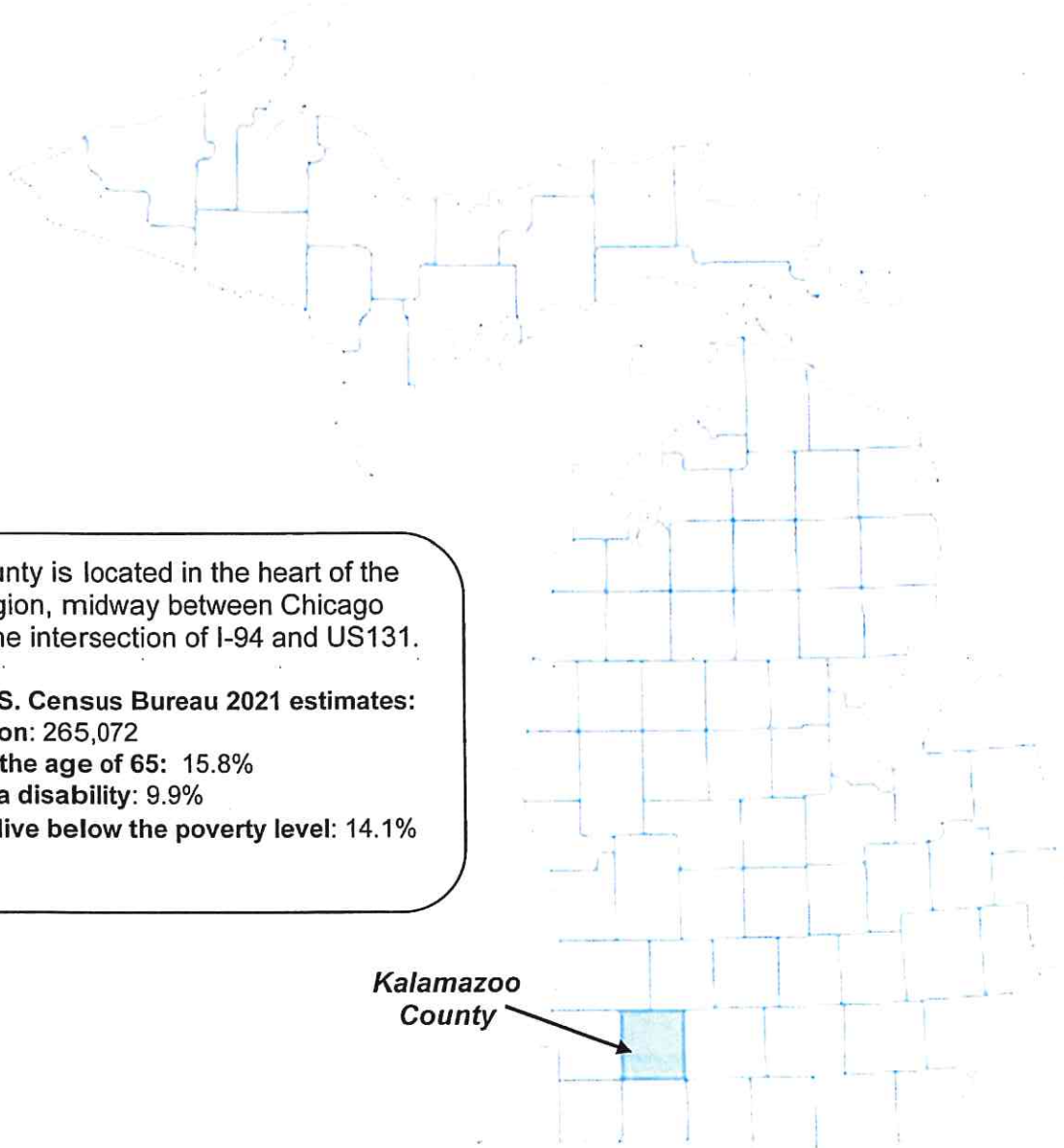
Attachment

1. Public Transit Human Services Coordinated Plan



# PUBLIC TRANSIT HUMAN SERVICES COORDINATED PLAN

Updated January 12, 2024



Kalamazoo County is located in the heart of the Great Lakes region, midway between Chicago and Detroit at the intersection of I-94 and US131.

According to U.S. Census Bureau 2021 estimates:

- Total population: 265,072
- Persons over the age of 65: 15.8%
- Persons with a disability: 9.9%
- Persons who live below the poverty level: 14.1%

*Kalamazoo  
County*

Public Transit Human Services  
COORDINATED PLAN

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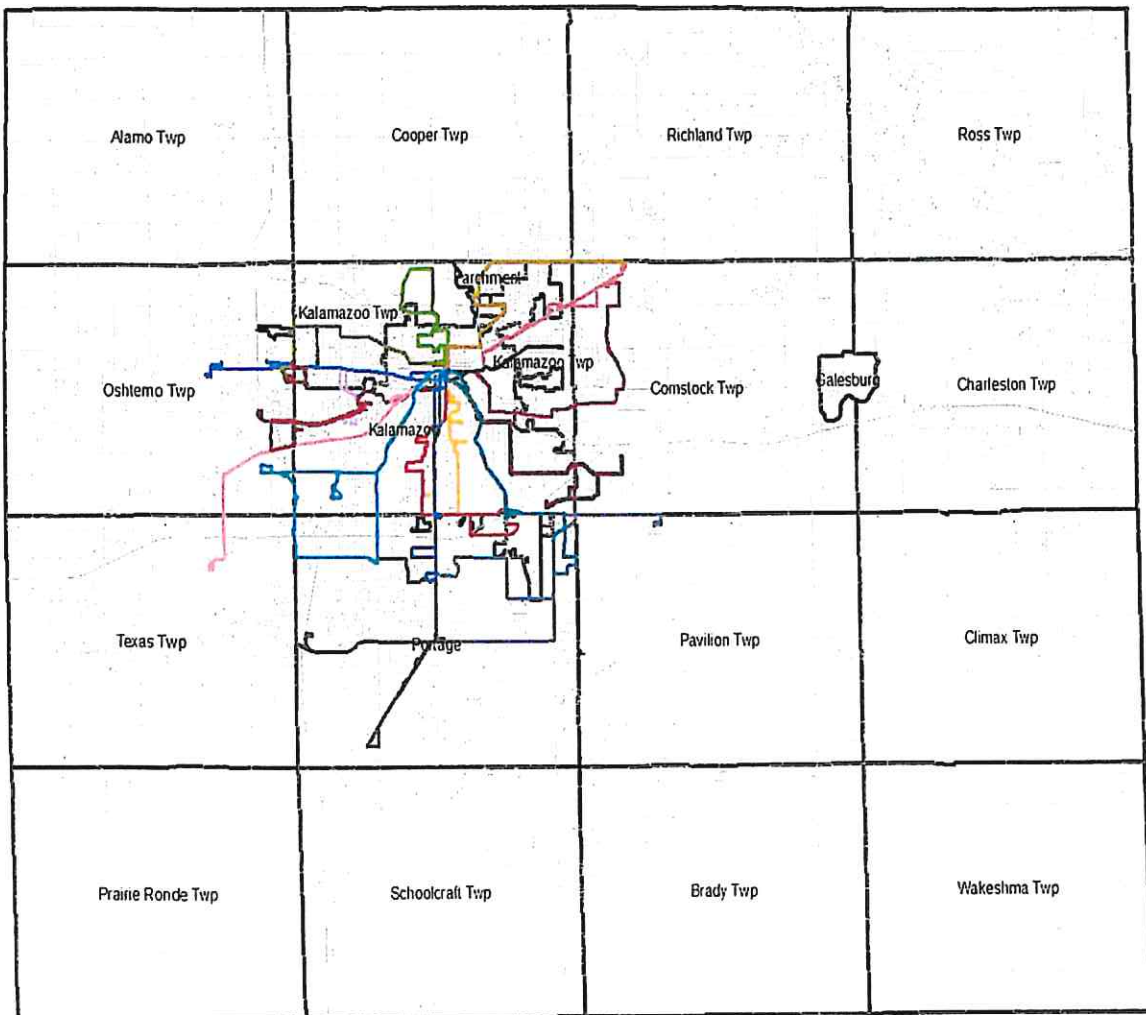


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## INTRODUCTION

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The demand for public transit service in Kalamazoo County is great. The system is looking for an opportunity to enhance service to meet the evolving transportation needs in the community. A significant percentage of citizens in Kalamazoo County depend on public transit services. Often these riders are seniors, individuals with a disability and people with low incomes. As the population continues to age, many residents will need public transportation to meet their travel needs. It will become imperative that those providing services to vulnerable citizens, including transportation providers, explore all options, both public and private, to find innovative solutions to the growing need for transportation.



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## PLAN OVERVIEW

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The Public Transit Human Services Committee (PTHS) of the Kalamazoo County Transportation Authority (KCTA) was given the task of overseeing the development of the coordinated plan to creatively address the transportation needs of senior citizens, individuals with a disability and people with low incomes. The Federal Transit Administration (FTA) requires a coordinated plan in order to receive funding under Section 5310 – Enhanced Mobility for seniors and individuals with a disability. The following is the FTA definition of the plan for grant recipients.

“A coordinated public transit human services transportation plan identifies the transportation needs of individuals with disabilities, older adults, and people with low incomes, provides strategies for meeting those local needs and prioritizes those transportation services for funding and implementation.”

On December 4, 2015, President Obama signed into law the Fixing America’s Surface Transportation Act, or “FAST Act.” This significant legislation sets funding authorization levels for the Federal Motor Carrier Safety Administration (FMCSA) through Fiscal Year 2020 and mandates several rulemakings, reports to Congress, studies and working groups. It is the first law enacted in over ten years that provides long-term funding certainty for surface transportation, meaning States and local governments can move forward with critical transportation projects like new highways and transit lines, with the confidence that they will have a Federal partner over the long term.

The first purpose is to coordinate transportation services with the primary goal of assisting private nonprofit groups in meeting transportation needs of seniors and individuals with a disability.

The second purpose is to provide funding for innovative projects that improve the coordination of transportation services with non-emergency medical transportation services. Eligible recipients are existing partnerships with specific goals for improving coordinated transportation efforts.

Requirements for a Public Transit Human Services Coordinated Plan include:

- An assessment of available services that identifies current transportation providers.
- An assessment of transportation needs for individuals with a disability, older adults, and people with low incomes.
- Strategies, activities, and/or projects to address the identified gaps between current services and needs, as well as the opportunity to achieve efficiencies in service and delivery.
- Priorities for implementation based on resources, time and feasibility for implementing specific strategies and/or activities.

This update focuses on developing a coordinated plan to address the transportation needs of low-income populations, older adults and persons with a disability within the urban area.

The Public Transit Human Services Committee is made up of stakeholders, who together identify resources and needs to develop the plan. Metro, as the lead agency, must formally endorse the coordination plan and submit it for formal certification by the Federal Transportation Administration.

Metro has agreed that regardless if federal funds are available for specific projects, the effort to coordinate public and private transit services with human services transportation needs can be a true, long-term benefit to the entire community.

Metro convened human service providers and transportation stakeholders from across the county who represent the interests of seniors, individuals with a disability and people with low incomes, to identify the transportation needs of these groups. These stakeholders assisted in identifying resources available in the County to meet those needs and to offer creative solutions to merge resources with needs. The assessment of resources, the description of needs and the creative effort to address those needs is the essence of the PTHS Coordinated Plan. The plan will be divided into the following sections:

- 1) Plan overview; state and federal directives for the plan
- 2) Identification of stakeholders and the process used to convene them around the transportation issue
- 3) Countywide transportation resources and services offered
- 4) Identification of needs
- 5) Prioritization of needs
- 6) Completed needs
- 7) Addressing the prioritized needs
- 8) Ongoing assessment of the plan

Public meetings, announcements, postings and the previous Coordinated Plan are displayed on the Metro website, [www.kmetro.com](http://www.kmetro.com), for public view.

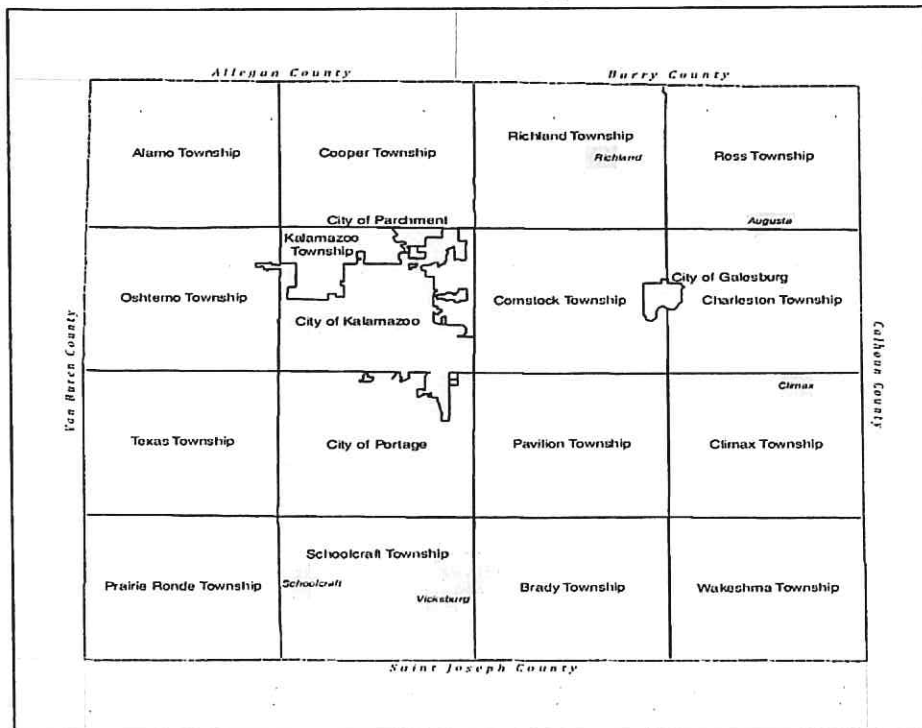
**KALAMAZOO COUNTY**

Kalamazoo County is located in the southwest corner of Michigan. It measures 561 square miles and is bordered by Calhoun County to the east, Barry and Allegan counties to the north, Van Buren County to the west and St. Joseph County to the south. According to 2023 U.S. Census Bureau estimates, the population of Kalamazoo County is 265,072, the tenth largest in the state. The largest population center in the County is the City of Kalamazoo at 73,400, followed by the City of Portage at 49,671. In terms of at-risk population groups in Kalamazoo County, 15.8 % of the population is over the age of 65, 9.9% of the population has a disability (5 years and older), and 14.1% of the population live below the poverty level.

Public transportation in Kalamazoo County is provided by the Metro system. It consists of line haul bus service in the urbanized area with corresponding ADA required complementary paratransit service. In addition, the system provides countywide demand/response service through the Metro Connect program. Metro also operates the Metro Share program that provides vans to agencies serving seniors, individuals with a disability and veterans at no cost. Private transportation providers include taxicab companies, charter bus companies and numerous non-profit agencies that provide transportation to their clients and consumers.

In 2005, the Kalamazoo County Board of Commission created a countywide transportation authority that would absorb all public transportation, administration and operations. On August 6, 2014, the Central County Transportation Authority (CCTA) was incorporated by the Kalamazoo County Board of Commissioners under Public Act 196 (the Public Transportation Act P.A.196 as amended). In October of 2015, the Kalamazoo County Transportation Authority (KCTA), Central County Transportation Authority (CCTA), Kalamazoo Transit Authority Board (KTAB) and City of Kalamazoo approved a Comprehensive Transfer Agreement (CTA) for the transfer of the City of Kalamazoo Metro Transit Bus System to the CCTA. The transfer was completed on October 3, 2016.

**Kalamazoo County, Michigan**



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## STAKEHOLDERS

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The following organizations were convened by Metro, serving as the lead agency, to identify resources and human service transportation needs in Kalamazoo County:

- Area Agency on Aging Region IIIA
- City of Kalamazoo
- Comstock Community Center
- Disability Network SW Michigan
- Douglass Community Association
- Friends of Transit
- Greater Kalamazoo United Way
- Gryphon Place (2-1-1)
- Kalamazoo Area Transportation Study (MPO)
- Kalamazoo County Government
- Kalamazoo County Health and Community Services Department
- Kalamazoo Community Mental Health and Substance Abuse Services
- Kalamazoo County Transportation Authority
- Kalamazoo Regional Educational Service Agency (KRESA)
- Michigan Department of Health and Human Services
- Michigan Works
- Ministries with Community
- MRC Industries
- Portage Community Center
- Portage Senior Center
- Residential Opportunities, Inc.
- Senior Services Inc.
- Shepherd's Center (Volunteer Transportation Service)
- South County Community Services
- Southwest Michigan First
- VA Medical Center -Battle Creek
- WMU Transportation for a Livable Community

Stakeholders were invited based on the population served, transportation service provided, use of public transportation by their constituencies and county geographic location. The stakeholder meetings began in 2007 and have met at least annually since that time. Currently, the PTHS Committee is meeting approximately two times per year. Each was given a Public Transit Human Service Coordinated Plan Survey (**Attachment A**) that compiled information on each agency's transportation capacity, priorities and unmet needs.

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## PUBLIC TRANSIT HUMAN SERVICE COORDINATED PLAN SURVEY RESULTS

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A criteria system was utilized to prioritize which needs should be addressed first. This system was originally collaboratively developed by KCTA board members and key leaders representing seniors, individuals with a disability and individuals with low incomes. Criteria 1-9, listed below, are prioritized in order of importance.

The information below was taken from the surveys that were returned out of the 78 that were mailed on June 14, 2023. The survey was also posted on the website Survey Monkey and emailed to the 29 members of the PTHS Committee. There were four completed surveys returned by mail and nine completed on Survey Monkey for a total response of 13 (12%).

The criteria were ranked based on today's community issues and priorities:

1. Critical to at-risk populations
2. Potential to increase ridership
3. Funding Availability
4. Universal Design, Ease of Use by All
5. Improvement to customer service and Sustainability
6. Sustainability
7. Least costly
8. Ease of Implementation
9. Local economic impact

Other criteria requested to be considered were:

1. Being timely when it comes to getting clients to scheduled appointments.
2. Safety of bus drivers and riders.
3. Speed of service, reduced complexity of routes, eliminate hub-and-spoke model.
4. Looks like the above covers it all.

The top five priorities from the 2023 survey were:

1. Linking rural areas to line haul buses
2. Linking individuals with transportation
3. County-to-county transportation
4. A system to help new passengers learn to ride
5. Coordination of employers and employees

Other priorities:

1. Microtransit
2. Reduce service outside of city limits to improve efficiency and enhance rider experience

The barriers that need to be addressed and resolved included:

1. More bus shelters.
2. Buses not running often enough on routes, especially the Oakland and Parchment.
3. No response.

4. Scheduling rides can be difficult. Excessive hold times and sometimes the only available times make riders significantly late to work or they have to be picked up well after their shift ends. Get more people to answer the phone. Make scheduling rides online via email more readily known.
5. It looks like the CCTA & KCTA are already addressing barriers to transit.
6. No response.
7. Cost of bus tokens.
8. Lack of access in rural communities to bus lines.
9. Getting clients to scheduled appointments. Maintaining scheduled pickup times would be a great resolution.
10. Limited drivers and pickup availability during peak hours.
11. Lack of affordable service in rural areas.
12. Continued lack of interest/support from several townships.
13. Long rides on Metro Connect. Some of our clients cannot physically tolerate being on a van for long periods of time. To resolve this perhaps adding more vans so fewer people are on each van.

The unmet transportation needs in the community were identified as:

1. No response.
2. Not enough buses running on routes, more shelters for inclement weather at stops.
3. No response.
4. Timely transportation to work.
5. Clearing snow and ice off of bus stops & ice dams at curb ramps.
6. Routes are too long and infrequent – should be focused on urban core to reduce cost, increase speed of service.
7. None.
8. General access to bus line. Does not go beyond 26<sup>th</sup> Street and Walmart on Gull Road.
9. Adequate pickup times and reliability.
10. Rural areas and linking other counties into Kalamazoo services.
11. Lack of affordable service in rural areas.
12. Lack of connection between rural and line haul routes; improved ease of travel between counties.
13. We are unable to meet all of the needs of transportation to medical appointments through our volunteer drivers. More of this service would be utilized.

Would your clients benefit from a microtransit program that would transport them to the fixed-route system from areas that are not serviced by the buses?

1. Most likely.
2. No.
3. No response.
4. Potentially. Many of our clients are not good candidates for riding fixed route buses, others I can see that working well for.
5. Yes.
6. No response.
7. Yes.
8. Yes.
9. Yes.
10. Yes.

11. Yes!
12. Yes.
13. Yes.

Would microtransit, by scheduling and providing same-day rides on short notice, assist your clients in getting to work, medical appointments and other services?

1. Most likely.
2. Potentially.
3. No response.
4. Yes! It can be hard for our clients to remember the number of days they need to schedule in advance.
5. Yes.
6. No response.
7. Yes.
8. Yes.
9. Yes.
10. Yes.
11. Yes!
12. Yes.
13. Yes. Allow more often people need next-day or in the next-two-days transportation to medical appointments.

The transportation types used by the clients of the agencies surveyed in order of use are:

1. Metro Connect - 11
2. Fixed-route bus service - 10
3. Metro Share - 9
4. Non-emergency medical transport - 5
5. Uber/Lyft - 4
6. Taxi service - 2
7. Shepherd's Center - 2

Other types of transportation:

1. NA
2. Parent/guardian/caregiver transport school staff

Agency classifications:

1. Not-for-profit private agency - 7
2. Federal/State/local government - 2
3. For-profit private agency - 1

Other classification:

1. N/A
2. Myself
3. Private business
4. Post-secondary public education Special Education



The populations served by the agencies in order of use are:

1. Individuals with a disability - 11
2. Seniors ages 60+ - 10
3. Veterans - 9
4. Low income - 9
5. Individuals seeking employment/education - 7
6. Adults ages 18-59 – 6
7. General Public – 6
8. Children ages 12 and under – 2
9. All of the above – 2
10. Adolescents ages 13-17 - 1

There were no additional comments.

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### COUNTY TRANSPORTATION RESOURCES

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The following county, public and private transportation organizations were identified as transportation resources in Kalamazoo County:

- ABC Taxi
- ACC Medlink
- B & W Charters
- Bronco Express
- Bronco Transit
- Comstock Community Center
- Ecumenical Senior Center
- Indian Trails Bus Line
- KRESA
- Life Care Ambulance
- Life EMS
- Metro
- Metro Connect ADA/Demand service
- Metro Share
- MRC Industries
- Portage Senior Center
- Pride Care Ambulance
- Residential Opportunities, Inc.
- Senior Services, Inc.
- Shepherd's Center
- South County Community Services
- Uber and Lyft

These organizations provide the following services:

**TRANSPORTATION ASSESSMENT TABLE**

	# of Vehicles	Rides per Month	Seating Capacity	Fare	Hours in Operation	Are Vehicles Wheelchair Accessible?	Paid/Volunteers
<b>B &amp; W Charter</b> (345-4222)	15	Varies	14-56	Varies	Travel hours are customer driven, Office hours 8:30-5:30 M-F	3	Paid
<b>Comstock Community Center</b> (345-8556)	3	4-16	1-14	\$2.00	Varies usually Thursdays	Yes	Paid
<b>Ecumenical Senior Center</b> (381-9750)	1	Varies	1-10	Free	9:00 am – 3:00 pm Monday - Friday	Yes	Paid & Volunteers
<b>Indian Trails</b> (800-292-3831)	81	Varies	34	Varies	8:00 am – 6:00 pm	Yes	Paid
<b>Metro Share</b> (337-8858)	11	1,773	5-10	\$0.00	24/7	Yes	Paid & Volunteers
	# of Vehicles	Rides per Month	Seating Capacity	Fare	Hours in Operation	Are Vehicles Wheelchair Accessible?	Paid/Volunteers

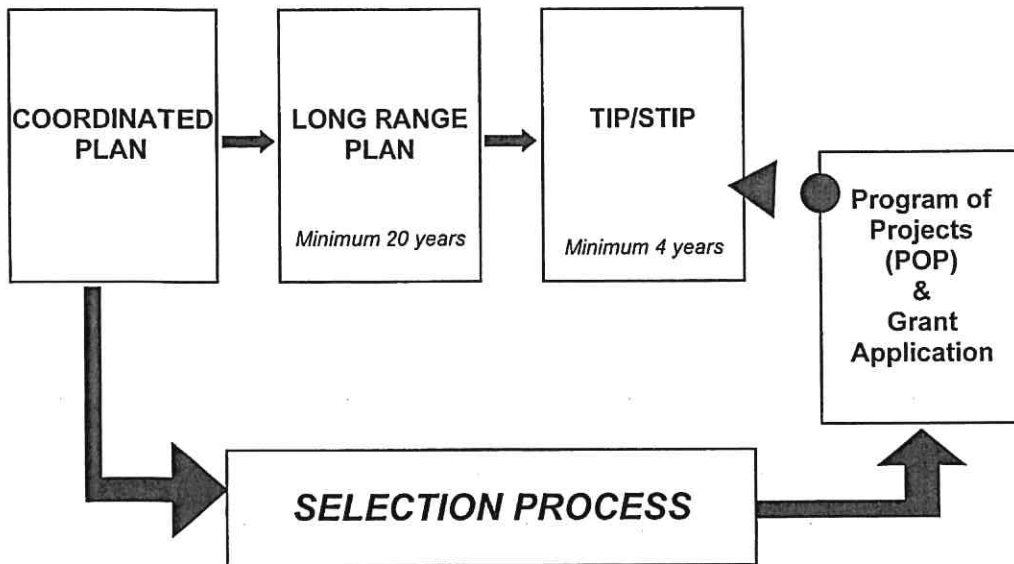
<b>Metro Connect ADA Access (350-2970)</b>	13 Buses 35 Vans	4,459	5 - 25	\$3.00 ADA certified	M-F 6 am- 12am Sat 6am- 10pm Sun 8am- 6pm	Yes	Paid
<b>Metro Connect Demand Response (350-2970)</b>	13 Buses 35 Vans	6,327	5 - 25	\$4.00 for certified disability or senior	M-F 6 am- 12am Sat 6am- 10pm Sun 8am- 6pm	Yes	Paid
<b>Metro Fixed- Route (337-8222)</b>	42	154,000	32-40	\$1.50 \$0.75 for disability or senior	M-F 6 am- 12am Sat 6am- 10pm Sun 8am- 6pm	Yes	Paid
<b>MRC Industries (343-0747)</b>	VANS 3 - 8 Pass. 2 -12 Pass. 1 -15 Pass.	1,200	8-15	\$0.00	Mon - Sat. 8:00-5:30	2	Paid
<b>Portage Senior Center (329-5555)</b>	1 provided by the Metro Share program	42	7	\$3.50 Donation	Mon - Fri. 8:30 am - 1:30 pm	Yes	Volun- teers
<b>Pride Care Ambulance (343-2222)</b>	33	1,500 - 2,000	1-12	Varies	24/7	Yes	Paid
<b>Shepherd's Center (Volunteer Senior Transportation 383-1122)</b>	Varies Volunteer Provided	150- 175	Varies	Donations	M-F 8:30 - 4:30	0	Volunt- eers
<b>South County Community Services (649-2901)</b>	1 provided by the Metro Share program	77	7	Donation	Mon - Fri. 8:30 am - 1:30 pm	Yes	Volun- teers

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## PLANNING PROCESS

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The FTA expects the coordinated planning process to take human service needs into account. The figure below demonstrates the planning process.



**COORDINATED PLAN:** The development and coordination of the planning process will include:

- Set meeting dates, times and locations
- Review and update the stakeholders list
- Inventory - An assessment of available services that identifies current transportation providers, e.g., public, private and nonprofit
- Survey - An assessment of the transportation needs for individuals with a disability and older adults. Two surveys were designed for the provider, business/agency and user to get a comprehensive outlook on the transportation system
- Develop strategies, activities and projects to address the identified gaps between current services and needs, as well as opportunities to improve efficiencies in service delivery
- Prioritize strategies based on resources, time and feasibility for implementing specific strategies and identified activities
- Plan design
- Final plan submittal

**METROPOLITAN TRANSPORTATION PLAN:** The Metropolitan Transportation Plan extends to the year 2050, with the focus on safety, efficiency and accessibility. It discusses strategies and projects to develop and maintain an integrated multi-modal transportation system. A substantial amount of capital is being planned over the next twenty years to improve the transit system within the urban and rural areas of Kalamazoo County. A complete list of capital improvements and operation funding projects is included in the Financial Plan and the 2050 Transportation Plan. The Financial Plan and 2050 Transportation Plan is available from the KATS office or on-line at [www.KATSmpo.org](http://www.KATSmpo.org).

**TIP/STIP (Transportation Improvement Program (TIP) and State Transportation Improvement Program (STIP):** The TIP is a prioritized, financially controlled four-year program of federally supported projects addressing the most immediate priorities. All plans proposed for funding under FTA's human services transportation programs are required to be listed in the TIP. The TIP is included in the statewide prioritized program - STIP, and is consistent with the statewide long-range plan. Plans that receive federal funding are required to be listed in the STIP - referencing the project list in TIPs of metropolitan areas of the state.

**PROGRAM OF PROJECTS (POP):** Program of Projects (POP) is submitted to the FTA for approval. It must state:

- The sub-recipients and indicate their status:
  - Private nonprofit agency, or
  - Governmental authority, or
  - Private operator of public transit services
- Whether they serve urbanized or rural populations
- Identifies Indian tribal agencies
- Brief description
- Total cost of each project and Section 5310 share of each project
- Total funds required for planning, technical, and administration costs

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#### THE COVID-19 PANDEMIC

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The Covid-19 pandemic effected the entire world at the beginning of 2020 and Kalamazoo was no exception. The first Covid cases were identified in Michigan on March 10, 2020, and a state of emergency was declared. A stay-at-home order was issued for all non-essential workers on March 23<sup>rd</sup>. Metro suspended the fixed-route service from April 2, 2020, through May 18, 2020, when they returned with limited service hours.

Metro Connect maintained regular days and hours of service during the shutdown of the fixed-route system and continued to do so throughout the pandemic. Metro Connect transported fixed-route passengers for essential trips when the busses were shut down and when they are operating under limited hours. Metro Connect did limit capacity on the vehicles to maintain social distancing and protect the drivers. There was a limit of one passenger on the vans and three on the busses. The capacity was increased on July 1, 2021, to three on the vans and twelve on the busses. Metro Connect returned to full capacity on December 1, 2021.

Fares were free on both the fixed-route service and Metro Connect from March 24, 2020, until August 2, 2021, to limit contact between passengers and drivers. The driver's area of the fixed-route buses was sealed off with plexiglass and all boarding was done at the rear of the bus. All drivers and passengers are required to wear masks as mandated by the Center for Disease Control for all public transportation.

All Metro vehicles were sanitized twice daily, fogged at night every two weeks with a chemical that kills airborne viruses and lasts up to 30 days. Metro Connect vehicles were wiped after every passenger trip.

Overall, Metro Connect ridership was half of what it was prior to Covid-19. The Americans with Disabilities Act trip numbers were particularly low at the beginning of the pandemic. Prior to the pandemic, Metro Connect did have any trip denials but due to the limited capacity and scheduling

essential trips only there were trip denials. Denials declined significantly when capacity was increased and reached zero again once full capacity was reinstated on December 1, 2021.

While service was not suspended, the Metro Share program ran at very limited capacity because many of the agencies and schools that use the program were closed. Ridership went from a monthly average of 3,608 in 2019 to an average of 163 in 2020. Metro Share was utilized more after many of those agencies and schools went back in-person beginning in August of 2021. There are currently eight agencies using the vans, down only one from 2019. While there has been a sharp rise in ridership in 2023, numbers are still 51% less when compared to 2019.

Driver shortages have been a major issue for the fixed-route service. Limited hours, numbers of busses on a route and no Sunday service continued in 2021. Metro Connect was able to maintain enough drivers so as not to have to cut any service.

Metro Connect has continued to run regular service throughout 2023. Ridership has steadily grown and the ADA service has come back from the all time lows in ridership and certifications. Overall, ridership is still down 24% from 2019, but ridership has remained steady in 2023.

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#### PRIORITIES IDENTIFIED IN THE COORDINATED PLAN SURVEY

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Priorities and unmet transportation needs have been compiled beginning in 2007 and have been revised with updates to the PTHS Plan document. The following is a summary of activities that have resulted from or have supported the recommendations identified through the Coordinated Plan process.

#### **1. Public Awareness-Linking Individuals with Transportation**

This strategy speaks to the development of a consistent, ongoing and accessible public awareness campaign designed to create awareness in the community on the benefits and importance of public transportation throughout Kalamazoo County. This strategy addresses most of the identified criteria with emphasis on the Potential to Increase Ridership, Low Cost, Universal Design, Sustainability and Ease of Implementation.

Metro provides a Mobility Specialist that trains new and current passengers on how to use both the fixed-route and Metro Connect services. The program provides instruction on basic public transportation skills including safety, bus rules and trip planning.

Another strategy is to facilitate cross-marketing and collaborative opportunities with non-profit organizations. For example, providing thorough public transit information to Gryphon Place for distribution through the 2-1-1 Help-Line will assist passengers.

Kalamazoo Metro Transit changed the system's name to Metro on January 1, 2018, after holding public input meetings and working with a consultant. A rebranding with new logos and color schemes went with the name change. There was a campaign to make the public aware of the changes.

- The Travel Training/Mobility Management program was brought in-house in February of 2021 after being contracted to the Disability Network since 2015. The Travel Training Program is available at no cost to individuals and groups. The Mobility Specialist teaches passengers how to ride the fixed-route system and Metro Connect, specific bus routes, transfers, fares and how to schedule rides. This program opens services to the public who would otherwise not utilize it on their own.
- Metro developed a marketing campaign to bring attention to Dump the Pump Day in order to get people out of their cars and onto public transportation. Metro joined more

than 100 public transportation systems across the nation to help bring awareness of the many benefits of public transportation on National Dump the Pump Day. The awareness campaign is featured on MLive, as well as radio stations such as WKZO. This is an annual campaign that encourages people to ride public transportation instead of driving to save money.

- The Metro website was completely redone in 2018 with the new look of the system. The website features information about all services and includes links to “Track my Bus” where passengers can see where their bus is in real time. Individuals can download bus schedules, plan trips and search bus stops. The website lists changes to service and alerts passengers to service closures and detours. Individuals can download applications for discounted service and file comments about the system.
- Metro fixed-route and Metro Connect provided free rides for Earth Day in 2017 and 2018 to raise public awareness and get people to ride. Both services also gave free rides on Sundays and weekdays from 10:00 p.m. to midnight in September of 2016 to promote the extended service hours.
- Metro takes part in many community events to promote fixed-route and Metro Connect services such as Senior Expo, Touch-a-Truck, neighborhood events, Earth Day and Project Connect.
- Metro Connect conducted passenger surveys in 2018 and 2022 to help identify areas of satisfaction and areas that needed to be improved. Passengers gave their ideas for improvements or changes to the service. Another survey is planned in 2023.

## **2. Intercounty Trips**

There are many passengers that need to travel outside of Kalamazoo County and passengers that need to travel to Kalamazoo County from other counties. Intercounty agreements are in place with all surrounding counties to allow other systems to bring passengers into Kalamazoo County.

Metro participated in a Universal Reduced Fare Card pilot program sponsored by the Michigan Department of Transportation which began in 2018. The purpose of the program is to allow seniors and individuals with a disability to receive a discounted fare when traveling throughout Michigan without having to be certified by each transit system in the State. Metro passengers with a senior or disability ID card get a sticker that lets them ride at the discount on other systems and passengers from other systems can show their ID card for the discounted fare on Metro fixed-route and Connect services. This program will assist passengers traveling between counties.

Metro Connect works with other county systems to connect passengers who are traveling between counties. There are established points to transfer passengers from one system to another. Most transfers are between St. Joseph County and Van Buren County but Metro Connect works with all surrounding counties. There have been 4,487 intercounty trips taken since they began in 2014.

Metro Connect also provides service to the Battle Creek VA Medical Center in Calhoun County. Metro Connect has provided 16,165 trips to the VA since the program began in 2014. From that location, riders can arrange medical transportation with the Veterans Transportation Service where they can ride to Ann Arbor, Detroit, Lansing, Muskegon and Wyoming. In addition, riders can catch a Battle Creek Transit bus at the VA to connect anywhere in their transit system.

### **3. Bus Stop and Shelter Improvements**

A study of Metro Transit's stops and shelters was completed in 2014. That study indicated that a number of stops and shelter locations did not meet the Americans with Disability Act (ADA) guidelines for accessible transit stops. Metro is working to develop a plan to upgrade stops as a part of future road improvement projects as well as part of funding received specifically for transit stop improvements through the Kalamazoo Area Transportation Study. As of 2021, 250 stops have been upgraded to ADA standard.

New shelters have been installed on the system starting in 2017. The shelters will meet ADA guidelines for accessible shelters and measure 9' x 5'. They are made of aluminum with tempered safety glass and have benches and backrests. The installation includes a concrete pad with a roll-off level to the adjacent street to assist passengers in mobility devices.

Metro conducted a bus stop study in 2018 to compile an action plan to improve operational safety, improve the passenger's experience when traveling on the system and to prioritize capital improvements such as shelters and benches at stops. Metro received input from passengers on bus stop improvements through two public meetings and from a website where individuals could leave comments.

Metro began replacing over 750 bus stop signs for the system in August of 2020 based on the recommendations from the 2018 study. The new signs have the bus stop number for use with the myStop mobile app and can be used to provide the passenger's exact location. They have Text to Stop information that can provide arrival times. There is braille information on the bottom of every sign. There is also contact information for Metro. This project was completed at the end of 2021.

### **4. Linking Rural Areas to Line Haul Buses**

Metro Connect travels anywhere in Kalamazoo County and can take passengers to any bus line in the system where they can travel on the fixed-routes. A discounted fare for individuals linking to the fixed-route can be explored.

The Metro fixed-route service ran a pilot route to Galesburg beginning January 7, 2019. The route ran along M-96 and serviced the factories, businesses and greenhouses. It also expanded the ADA service area along the route. The route ended after twelve months due to low ridership.

Metro will be implementing a microtransit program in 2024 that will provide links to the fixed-route system by employing short notice, same day rides to passengers in rural areas.

### **5. A System to Help New Passengers Learn to Ride**

The Travel Training/Mobility Management program was brought in-house in February of 2021 after being contracted to the Disability Network since 2015. The Travel Training Program is available at no cost to individuals and groups. The Mobility Specialist teaches passengers how to ride the fixed-route system and Metro Connect, specific bus routes, transfers, fares and how to schedule rides. This program opens services to the public who would otherwise not utilize it on their own.

### **6. Capacity in the Metro Connect Program**

Metro Connect did not deny any rides prior to the Covid-19 pandemic but had to deny rides due to the limited passenger capacity on the vehicles. Denials declined dramatically once capacity was increased and are expected to reach zero once full capacity is reinstated on December 1, 2021.



The scheduling telephones are very busy, particularly in the morning, and passengers may get voicemail. Schedulers are required to call passengers back within half an hour of receiving the message to schedule the ride. However, many passengers do not leave a message and continue to call or give up. Metro Connect has been trying to educate passengers to leave a message and working on ways to improve the scheduling process. Metro Connect promotes email scheduling to help reduce the number of calls to scheduling. Email scheduling now accounts for an average of 40% of all trips scheduled each month.

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## ACCOMPLISHMENTS – ENHANCED COORDINATION

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Since the completion of the 2008 Coordinated Plan, many accomplishments have been made. There are many examples of ongoing coordination of transportation services and activities in Kalamazoo County. Previous and on-going negotiations among entities have proven beneficial to enhance public transit services and the effective use of available federal, state and local transportation resources. Accomplishments due to enhanced coordination are described below:

### **1. Expanded Service Hours and Days for the System – Accomplished in 2008/2016**

The KCTA approved the expansion of Care-A-Van, now Metro Connect, hours to mirror the hours of operation for the Metro line haul service. Metro Connect is the countywide demand response system. Before the expansion, the system ran from 7 a.m. to 6 p.m., Monday through Friday.

In February 2016, Metro Connect expanded its service hours to include Sunday service from 8:00 a.m. – 5:00 p.m. In September 2016, the fixed-route system also extended its service hours from 8:00 a.m. – 5:00 p.m. Sunday hours were extended to 6:00 p.m. for both services in January 2018.

In September 2016, the fixed-route and Metro Connect extended service hours to include late night service Monday through Friday until 12:15 a.m. The expansion of services was funded by the passing of the CCTA millage in 2015.

Third shift workers and other individuals needing public transportation did not have access after 10:00 p.m. for work, cultural events, entertainment, etc. This identified need represented quality of life issues. Criteria associated with this strategy include Potential to Increase Ridership, Critical to At-Risk Populations, and Improvement to Customer Service.

### **2. Merging ADA and Demand/Response Systems – Accomplished in 2009**

On November 1, 2009, the ADA and demand/response services were combined under one contract and renamed Metro County Connect and became Metro Connect in 2018. The demand/response service policies were brought in line with the ADA policies. The contractor, Apple Bus Company, was selected through competitive bidding and was awarded the contract. Bringing these two services together created less confusion for the rider and allowed for more efficient scheduling of the service to handle increased ridership. Metro Connect is used primarily by individuals with a disability and seniors. This issue was a top priority in the 2008 Plan.

### **3. Origin-to-Destination Service - Accomplished in 2009**

The Federal Department of Transportation's ADA regulation provides that a complementary paratransit service for ADA eligible persons shall be "origin-to-destination". While the base service is curb-to-curb, individuals that need extra assistance are certified as door-to-door to ensure they can reach their destinations. The needs of the system to provide timely, effective service are taken into account with this regulation. No undue burden will be imposed on the

provider but a transportation provider cannot impose a policy to prohibit service beyond the curb if it is possible and warranted. This priority ranked high as critical to individuals with a disability and seniors, as well as Improvement to Customer Service and Universal Design/Ease of Use. "Origin-to-Destination" service has been formalized by the system.

#### **4. Bariatric Lift Capacity – Accomplished in 2012**

Service providers in the community have referenced the need for vans capable of transporting individuals that exceed the weight limits of the vehicle lifts, oftentimes in mobility devices. Two Metro Connect vans and two Metro Share vans have lifts that have the capacity for up to 1,000 pounds. The new vans were placed into service on October 1, 2012.

#### **5. Mobility Manager/Travel Trainer – On Going**

The Travel Training/Mobility Management program was brought in-house in February of 2021 after being contracted to the Disability Network since 2015. The Travel Training Program is available at no cost to individuals and groups. The Mobility Specialist teaches passengers how to ride the fixed-route system and Metro Connect, specific bus routes, transfers, fares and how to schedule rides. This program opens services to the public who would otherwise not utilize it on their own.

#### **6. Technical Improvements**

Public transit in Kalamazoo County is investing in the technology necessary to improve service and increase ridership. That investment included an Intelligent Transportation System Project.

Additional technical improvements include:

- o **Completed in 2015** - The bus camera system was updated. Higher quality cameras, along with more storage space, allow better monitoring for security and safety on the buses.
- o **Completed in 2015** – Metro established the Trip Planner portion of the previously installed Intelligent Transportation System Project on the Metro website. This section of the online tools enables passengers to enter both their trip origins and destinations, along with dates and times, into the Trip Planner tab. Utilizing Google Transit, the exact times and bus stop locations, as well as detailed routing information will be instantaneously provided back to the passenger. This will greatly reduce the confusion riders may have when trying to determine their local travels via the fixed-route bus.
- o **Completed in 2015** - A newly designed Mobile Application for cellular and wireless devices was developed to work in conjunction with Metro's website and the Intelligent Transportation System Project.
- o **Completed in 2015** - Eight LED signs have been installed throughout the community. These LED signs announce upcoming arrivals and departures at key or major bus stops in the Metro service area. These electronic signs work with the on-board Global Positions Systems (GPS) already operational on buses. The signs have a Braille button for activation and the information displayed on the LED portion of the sign will be audibly announced after the Braille button has been initiated. This will enable real-time boarding and departing information at these key locations.
- o **Completed in 2016** - Avail ITS (Intelligent Transportation System) Software updates were completed. These updates provide a more user friendly interface to work with. Another new feature includes a Yard Management tool for dispatchers to monitor pull times in the mornings.

- **Completed in 2017** - Mobile App improvements were completed. These improvements allow users to plan their trip with the mobile app. The myStop Mobile app lets passengers get real-time bus information and trip planning on their smart phones and links with the Metro website and Avail GPS. The app also announces detours and delays.
- **Completed in 2018** – The Token Transit app allows passengers to buy bus passes on their phones from anywhere using a debit or credit card. The passenger can show the pass on their phone to the driver to pay their bus fare. A similar system is going to be implemented for Metro Connect.
- **Completed in 2018** – The Metro website was updated with the new name and logo and a trip planning feature where passengers can enter their pickup and destination addresses and it will tell them the best bus route and exact times to take their trip. They can be sent alerts to remind them when the bus will be arriving. All bus stops can be searched through the trip planner. Descriptions of all of Metro's programs, printable schedules and applications
- **Completed in 2019** – Metro Connect installed ParaScope Tablets and software on all vehicles. The tablets communicate with the CTS scheduling system and serve as the driver's manifest, mapping system and can be updated for scheduling changes as needed. They are much more user friendly than the old system and have worked out very well. All the tablets are being replaced in June of 2023, along with a new wireless provider for a significant cost savings for Metro.
- **Completed in 2021** – All bus stop signs were replaced with new ones that display the bus stop number, the routes that service the stop, a number to text for bus information and Metro's contact information. There is also braille that indicates it is a bus stop and the number.
- **Completed in 2022** – Metro conducted a Comprehensive Operational Analysis (COA) with the consultant Foursquare Integrated Transportation Planning. The report examined the existing infrastructure of the fixed-routes, Metro Connect, bus stops and ridership. The last COA was done in 2010 and many of the recommendations were implemented. Metro will implement some of the recommendations from the report in 2023.

## **7. Expansion of the Metro Share Program**

The Metro Share Program is a specialized service providing vehicles to approved agencies serving seniors and individuals with a disability at no cost. Approved agencies include governmental organizations, non-profits serving seniors and individuals with a disability, and others as approved by Metro. This program is funded in part by the Michigan Department of Transportation.

There are nine accessible vans available to community organizations through a reservation system to provide special transit services to their clients. There are two vans that are permanently placed with the Portage Senior Center and South County Community Services. The vans are utilized by area churches, non-profit organizations and the veterans' service office. Organizations provide volunteer drivers and incur no additional expense.

As knowledge of the program increases, there is a corresponding increase in demand countywide. Expanding this program would require additional vehicles, a capital expense for Metro. Key criteria: Least Costly and Potential to Increase Ridership. Metro Share will

also do outreach to recruit more agencies and promote the service on Fridays and the weekend when there are more vehicles available.

## 8. Microtransit

Many transit systems have begun using microtransit as a way to close the gaps that exist in their service. Transit agencies are implementing microtransit solutions that improve the rider's experience by operating small-scale, on-demand public transit services that can offer fixed-routes and schedules, as well as flexible routes with on-demand scheduling.

Microtransit can operate zones where passengers can be picked up and taken to bus stops in order to utilize the entire transit system. This way, microtransit can be more cost effective in areas where bus ridership is low. Microtransit operates similar to Uber and Lyft services but at a much lower cost to the passengers. Rides can be booked through a phone app or by calling to schedule and passengers would be picked up within 30 to 45 minutes.

The implementation of a microtransit program was one of the recommendations in the Comprehensive Operational Analysis. Metro is currently in the process of reviewing microtransit contractors, software and programs. There are 10 vans that were used in the Metro Share and Metro Connect services that are reserved for possible use in a microtransit program. All the vans are accessible.

The Microtransit Request For Proposals was issued on October 23, 2023, with a bid opening scheduled for November 21, 2023. A pre-proposal meeting was held on October 31<sup>st</sup>, with 14 potential bidders in attendance to ask questions about the RFP. The proposal requests for a "turn-key" operation where the contractor provides all aspects of service.

Microtransit is allowed under the 5310 funding. The 5310 funds for FY 2023 have been updated to include funding for a microtransit program. There is a total of \$189,451 between the Federal and State shares for the fiscal year that will be used for microtransit (see table on pg. 20).

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### PRIORITIES FOR FEDERAL TRANSIT ADMINISTRATION SECTION 5310 FUNDING

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Metro receives approximately \$500,000 of Section 5310 funds on an annual basis with anticipated slight increases each year. Of this amount, at least 55% must be invested in Capital needs. The remaining 45% may be utilized for additional public transportation projects that exceed the ADA minimum requirements, improve access to fixed-route service and decrease reliance on ADA paratransit service and provide alternatives to public transportation that assist seniors and individuals with a disability with transportation. The definition of how these funds can be allocated in operating funds is defined through FTA Circular 9070.1G. In compliance with these requirements, the priorities identified by the current and past Public Transit Human Service Committees and the availability of funding, the recommendation for utilization of current year funding is as follows:

#### Priority 1 – Maintain current levels of service and implement microtransit:

- o **Maintaining Metro Connect and Metro Share**

At least 55% of funding must be applied to capital costs. The Metro Connect fleet has 48 vehicles with life spans of eight to ten years depending on the type of vehicle. The Metro Share fleet has 11 vehicles with a life span of 10-12 years. These funds are an important component of maintaining a high functioning and safe fleet.

- **Mobility Specialist**

Metro hired a Mobility Specialist in 2021 to maintain the service of a travel trainer. The Mobility Specialist provides education and support to the community by conducting one-on-one training, presentations to large groups such as senior centers, group homes, schools, etc., and meets with medical personnel to explain what transportation options Kalamazoo County offers to their clients. The Mobility Specialist will show the public how to choose, register and schedule the best form of transportation for their individual needs.

- **Microtransit**

Implement a microtransit program to connect rural areas of Kalamazoo County to the Metro System.

- **Section 5310 Funding**

Based on Section 5310 Funding, the following allocations will be distributed to maintain and enhance the demand-response service:

<i>FY 2022</i>	<i>Traditional Section 5310 Projects – Capital Purchase of MC Vans (80%)</i>	<i>Other Section 5310 Projects – Mobility Management (20%)</i>	<i>2021/2022 Apportionment</i>
Projected Total	\$200,000	\$50,000	\$250,000
Federal Share	\$160,000	\$40,000	\$200,000
State	\$40,000	\$10,000	\$50,000
<i>FY 2023</i>	<i>Traditional Section 5310 Projects – Capital Purchase of MC Vans (60%)</i>	<i>Other Section 5310 Projects – Micro Transit (40%)</i>	<i>2022/2023 Apportionment</i>
Projected Total	\$284,176	\$189,451	\$473,627
Federal Share	\$227,341	\$151,561	\$378,902
State	\$56,835	\$37,890	\$94,725

<i>FY 2024</i>	<i>Traditional Section 5310 Projects – Capital Purchase of MC Vans (60%)</i>	<i>Other Section 5310 Projects – Micro Transit (30%)</i>	<i>Other Section 5310 Projects – Mobility Management (10%)</i>	<i>2023/2024 Apportionment</i>
Projected Total	\$174,000	\$87,000	\$29,000	\$290,000
Federal Share	\$139,200	\$69,600	\$23,200	\$232,000
State	\$34,800	\$17,400	\$5,800	\$58,000

<i>FY 2025</i>	<i>Traditional Section 5310 Projects – Capital Purchase of MC Vans (60%)</i>	<i>Other Section 5310 Projects – Micro Transit (30%)</i>	<i>Other Section 5310 Projects – Mobility Management (10%)</i>	<i>2024/2025 Apportionment</i>
Projected Total	\$175,350	\$87,675	\$29,225	\$292,250
Federal Share	\$140,280	\$70,140	\$23,380	\$233,800
State	\$35,070	\$17,535	\$5,845	\$58,450

## **Illustrative List**

As funding is available, the following items should be considered for future implementation. With the current availability of funds, these areas cannot be pursued with Section 5310 funds.

### **1. Identify Unmet Needs for Linking Employers with Potential Employees**

One key benefit of public transportation is to link individuals with employers. Data and input should be obtained from both employees and employers on the demand and needs of these groups for public transportation services. Based on the data and input, specific strategies can be identified to better meet the public transportation needs of employers and employees. The ability to travel to and from work is an essential component of community and individual wellness and can be a positive component in decreasing poverty levels. A specific action may include partnering with organizations like the Michigan Department of Human Services, Michigan Works, Kalamazoo Regional Educational Service Agency and others.

Exploring other ways to meet the unmet needs could include:

- Enhancing services to urban, rural, and adjoining counties.
- Expanding service to include linking students to Job Programs, Technical Training and Education.
- Developing a downtown loop that would connect employees to employers.

### **2. Coordinating and Enhancing Multi-County Trips**

The need for riders traveling between two or more counties is increasing. Currently, Metro Connect works with Calhoun, St. Joseph and Van Buren Counties to provide this service. Metro Connect has provided 4,457 intercounty trips since 2014. There are set transfer points where passengers can safely from one service to the other. A marketing strategy is needed to promote, educate and enhance the ability to travel to surrounding counties.

### **3. Linking Rural Areas to Line Haul**

A common theme for citizens living in the rural areas of Kalamazoo County is a service option linking them with the line haul routes in the urban area. In its meetings with community stakeholders, KCTA Board members and transportation advocates have heard this idea repeatedly. The Comprehensive Operations Analysis recommended the implementation of a microtransit program to link passengers with the fixed-route system.

### **4. Maintaining Level of Service for Metro Connect Transportation**

The Metro Connect contract is in the first year of a two-year extension. The original contractor, Apple Bus Company, was bought by First Student on January 1, 2023. They maintained all of the staff and there was no apparent change for passengers. The extension expires on December 31, 2024, and the contract will have to go out to competitive bid as required by the FTA in 2024.

### **5. Improve Service to the Regional Airport**

Public transportation benefits the public by providing access to the Kalamazoo-Battle Creek International Airport. Currently, Metro fixed-route buses provide limited service to the airport Monday – Friday 6:40 a.m. – 8:40 a.m. and 2:40 p.m. – 6:40 p.m. There is no Saturday or Sunday service. Enhanced service hours and routes should be implemented to better serve the community.

### **6. Bus Stop & Shelter Improvements**

Metro completed replacement and upgrades with a total of 102 in the system. Bus stops and shelters include increased placement of benches. All the bus stop signs in the system

are currently being replaced. Bus stops and shelters are being upgraded for ADA compliance.

## 7. Technology

Exploring new technologies will help meet challenges that will dramatically change how the public use transit, vehicles operations, information and record keeping, and service enhancement.

Technologies to explore (*but not limited to*) include:

- o Fare Box Technology – Can provide benefits such as: convenience, lower operating costs, improved record keeping and greater security.
- o Communication – Transit related technology can keep riders informed, secure and safe which will enhance service for riders and improve efficiency. Such technologies could include items such as improved web and phone interfaces that allow riders to find information on transit services. Examples of this could include routing, services delays, and trip planning.

## 8. Service Options for Low-Income Populations

Explore service options that will help address challenges that low-income individuals are experiencing in Kalamazoo County. This may include individuals and families that have relocated to Kalamazoo County. Challenges that these individuals may face include language barriers, traveling outside the current service areas, and the expense to travel with their families.

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### ASSESSMENT AND ADOPTION OF THE COORDINATED PLAN

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A committee shall be made up of key stakeholders with a vested interest in the long term success of transit, both private and public in Kalamazoo County and will be responsible for providing direction on the Coordinated Plan. Included on that committee will be a representative rider(s) of the system and a member of the Local Advisory Committee for Metro, as well as representatives from county non-profit organizations that need or provide transportation for their consumers. The committee shall meet twice a year and review progress made in addressing the agreed upon priorities and related objectives and strategies, recommend needed updates to the plan, reset priorities if necessary, and provide input on grant applications through FTA Section 5310 - Enhanced Mobility for Seniors and Individuals with Disabilities as well as other applicable funding sources.

The Coordinated plan must first be endorsed by the PTHS Committee followed by the CCTA/KCTA Boards and area Metropolitan Planning Organization (KATS) prior to submitting it to MDOT and finally to the FTA for approval.

Each proposed component of the Coordinated Plan is a service addition designed to enhance the overall performance of the system. The system references transportation provided through both the public and private sectors. Each requires resources over and above what is currently allocated to the system from current funding sources.

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### CONCLUSIONS

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The Kalamazoo County Public Transit Human Service Coordinated Plan is a comprehensive view of transportation needs in Kalamazoo County, Michigan, and is an assessment of resources both

public and private to address needs, a prioritization of those unmet needs in the community and a set of strategies to address them with special focus on the needs of senior citizens, individuals with a disability and individuals with low incomes.

A prioritization of the plan is an effort to increase awareness of the transportation resources available to at risk populations in the community, strategies to link these populations with available resources and services and to do so in a customer friendly fashion that ensures an increase in ridership.

**ATTACHMENT A: COORDINATED PLAN SURVEY**

The following results were based on 13 surveys returned in July of 2023.

1. Review the 2021 priority criteria and make any changes based on today’s community issues and priorities.

- 1) Critical to At-Risk Population
- 2) Potential to Increase Ridership
- 3) Funding Availability
- 4) Universal Design, Ease of Use by All
- 5) Improvement to Customer Service
- 6) Sustainability
- 7) Least Costly
- 8) Ease of Implementation
- 9) Local Economic Impact

Number of Ranked	1	2	3	4	5	6	7	8	9	10	11	12	13
Critical to At-Risk Populations	9	2	2	1	1	4	1	1	1	2	1	1	1
Potential to Increase Ridership	4	1	1	9	5	3	2	2	9	5	2	3	6
Funding Availability	5	5	3	8	2	5	3	8	2	8	3	4	2
Universal Design, Ease of Use by All	1	4	4	2	4	1	4	9	7	6	5	2	9
Improvement to Customer Service	7	3	5	3	7	2	5	5	6	1	4	5	5
Sustainability	8	6	7	5	3	6	6	4	5	4	6	8	7
Least Costly	6	7	6	4	8	7	7	6	3	3	9	9	4
Ease of Implementation	2	8	8	7	9	8	8	7	4	7	8	6	3
Local Economic Impact	3	9	9	6	6	9	9	3	8	9	7	7	8

2. Should any other criteria be considered?

1. No response.
2. No response.
3. No.
4. No response.
5. Looks like the above covers it all.
6. Speed of service, reduced complexity of routes, eliminate the hub-and-spoke model.
7. Safety of bus drivers and riders.
8. No response.
9. Being timely when it comes to getting clients to scheduled appointments.
10. No response.



- 11. No response.
- 12. No response.
- 13. No response

3. Choose the top 5 priorities from the 2018 PTHS Coordinated Plan in order of priority from high to low.

- 1) A system to help new passengers learn to ride
- 2) County-to-county transportation
- 3) Linking rural areas to line haul buses
- 4) Transporting children to and from daycare
- 5) Linking individuals with transportation
- 6) Increasing awareness of public transportation throughout the county
- 7) Coordination of employers and employees
- 8) Bus stop and shelter improvements
- 9) Transportation to work
- 10) Expansion of Metro Share program
- 11) Other

Number of Ranked	1	2	3	4	5	6	7	8	9	10	11	12	13
A system to help new passengers learn to ride			2	3			2					3	
County-to-county transportation	5	3	1						4	5	3	2	1
Linking rural areas to line haul buses		4	3		5		5	1	3	4	1	1	4
Transporting children to and from daycare			5			4							
Linking individuals with transportation			4	4	1	2	1		1	1	5		3
Increasing awareness of public transportation in the county	4			5				5	5		4	4	5
Coordination of employers and employees	3	2		1	3	5		3		3			
Bus stop and shelter improvements	2	1			4	3	3	2				5	
Transportation to work	1	5		2	2	1		4		2			
Expansion of Metro Share program							4		2		2		2
Other													

Other priorities:

- 1. No response.
- 2. No response.
- 3. No response.
- 4. No response.
- 5. No response..
- 6. Reduce service outside of city limits to improve efficiency and enhance rider experience.
- 7. No response.
- 8. No response.
- 9. No response.
- 10. No response.
- 11. No response.
- 12. Microtransit.

13. No response.

4. What barriers need to be addressed and how should they be resolved?

1. More bus shelters.
2. Buses not running often enough on routes, especially the Oakland and Parchment.
3. No response.
4. Scheduling rides can be difficult. Excessive hold times and sometimes the only available times make riders significantly late to work or they have to be picked up well after their shift ends. Get more people to answer the phone. Make scheduling rides online via email more readily known.
5. It looks like the CCTA & KCTA are already addressing barriers to transit.
6. No response.
7. Cost of bus tokens.
8. Lack of access in rural communities to bus lines.
9. Getting clients to scheduled appointments. Maintaining scheduled pickup times would be a great resolution.
10. Limited drivers and pickup availability during peak hours.
11. Lack of affordable service in rural areas.
12. Continued lack of interest/support from several townships.
13. Long rides on Metro Connect. Some of our clients cannot physically tolerate being on a van for long periods of time. To resolve this perhaps adding more vans so fewer people are on each van.

5. What transportation needs are not being met in the community?

1. No response.
  2. Not enough buses running on routes, more shelters for inclement weather at stops.
  3. No response.
  4. Timely transportation to work.
  5. Clearing snow and ice off of bus stops & ice dams at curb ramps.
  6. Routes are too long and infrequent – should be focused on urban core to reduce cost, increase speed of service.
  7. None.
  8. General access to bus line. Does not go beyond 26<sup>th</sup> Street and Walmart on Gull Road.
  9. Adequate pickup times and reliability.
  10. Rural areas and linking other counties into Kalamazoo services.
  11. Lack of affordable service in rural areas.
  12. Lack of connection between rural and line haul routes; improved ease of travel between counties.
  13. We are unable to meet all of the needs of transportation to medical appointments through our volunteer drivers. More of this service would be utilized.
6. Would your clients benefit from a microtransit program that would transport them to the fixed-route system from areas that are not serviced by the buses.

1. Most likely.
2. Yes.
3. No response.
4. Potentially. Many of our clients are good candidates for riding fixed-route buses, others I can see that working well for.
5. Yes.
6. No response.
7. Yes.
8. Yes.
9. Yes.
10. Yes.
11. Yes.
12. Yes.
13. Yes.

7. Would microtransit, by scheduling and providing same-day rides on short notice, assist your clients in getting to work, medical appointments and other services?

1. Most likely.
2. Potentially.
3. No response.
4. Yes! It can be hard for our clients to remember the number of days they need to schedule in advance.
5. Yes.
6. No response.
7. Yes.
8. Yes.
9. Yes.
10. Yes.
11. Yes!
12. Yes.
13. Yes. Allow more often people need next-day or in the next-two-days transportation to medical appointments.

8. What type of transportation do your clients use (check all that apply)?

	1	2	3	4	5	6	7	8	9	10	11	12	13	Total
Fixed-route bus service	X	X	X	X	X	X	X				X		X	9
Metro Connect	X			X	X		X		X	X	X	X	X	9
Metro Share	X		X	X	X		X			X	X	X		8
Non-emergency medical transport		X			X		X			X				4
Taxi service		X					X							2
Uber/Lyft		X	X		X		X							4
Shepherd's Center									X					1
Other														0

Other types of transportation:

4. Parent/guardian/caregiver transport school staff transport.

Type of agency completing this survey.

	1	2	3	4	5	6	7	8	9	10	11	12	13	Total
Not-for-profit private agency					X	X	X	X		X	X		X	7
Federal/State/local government	X													1
For-profit private agency			X											1
Other								X				X		2

Other type of agency:

- 2. Post-secondary public education; Special Education
- 9. Private business
- 12. Myself

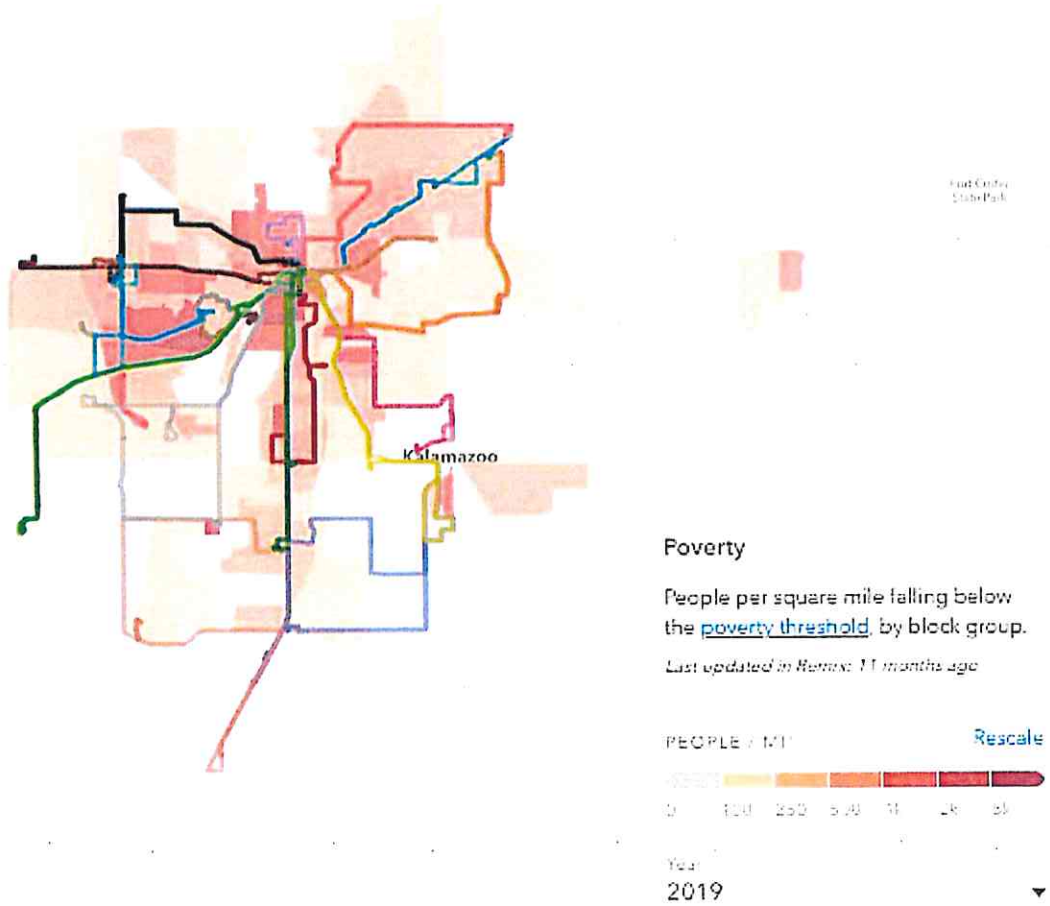
Which of the following populations do you represent/serve (check all that apply)?

	1	2	3	4	5	6	7	8	9	10	11	12	13	Total
Low-income		X		X		X		X	X	X	X		X	10
Children ages 12 and under								X						3
Adolescents ages 13-17														2
Adults ages 18-59		X		X				X	X	X				7
Seniors ages 60+		X	X		X			X	X	X	X	X	X	11
Veterans			X		X			X	X	X	X	X	X	10
Individuals with a disability		X		X	X	X		X	X	X	X	X	X	12
General public						X		X						4
Seeking job/education		X	X	X		X		X		X			X	9
All of the above	X						X							2

Do you have any additional comments or suggestions?

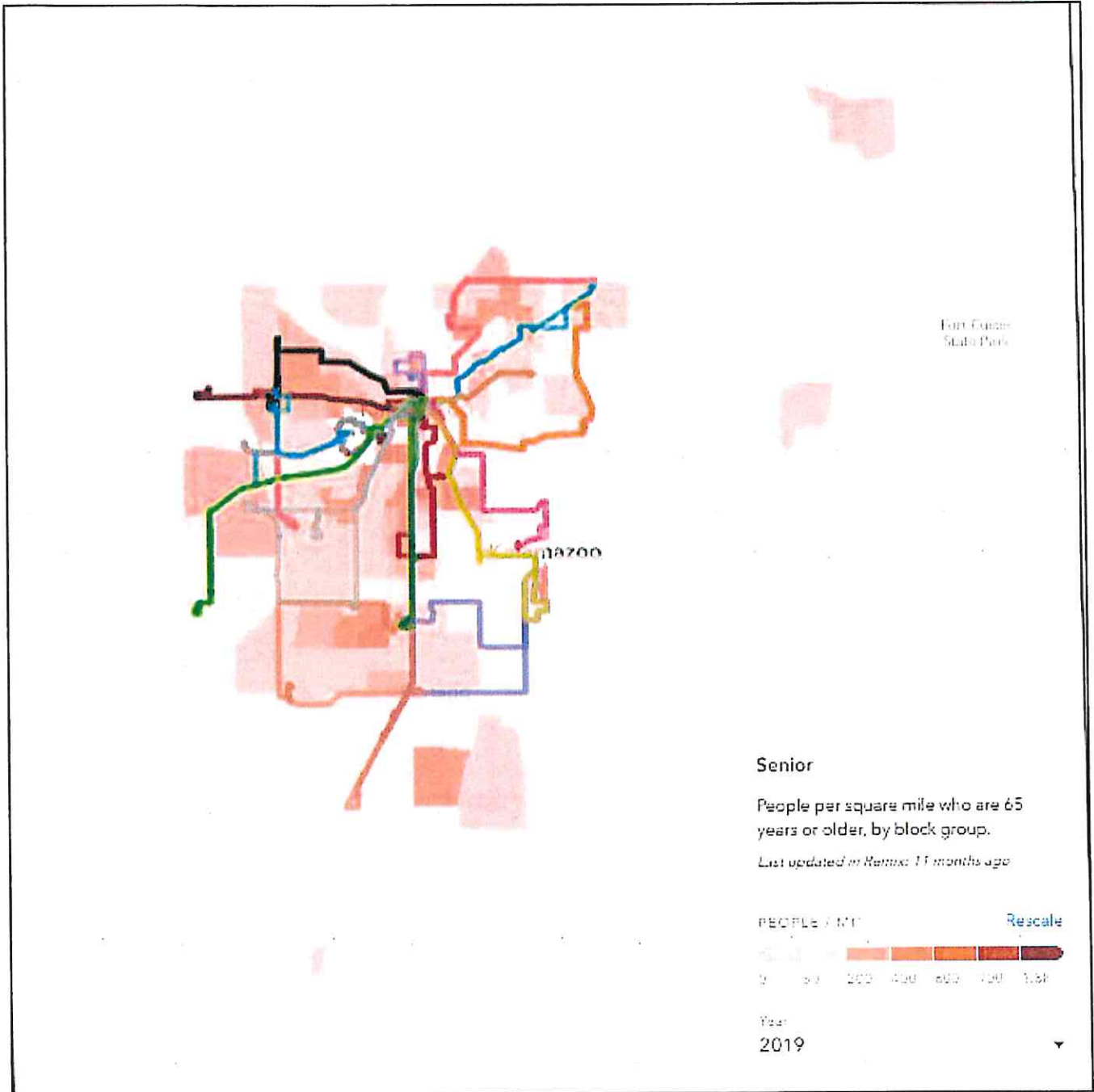
There were none.

ATTACHMENT B: MAPS

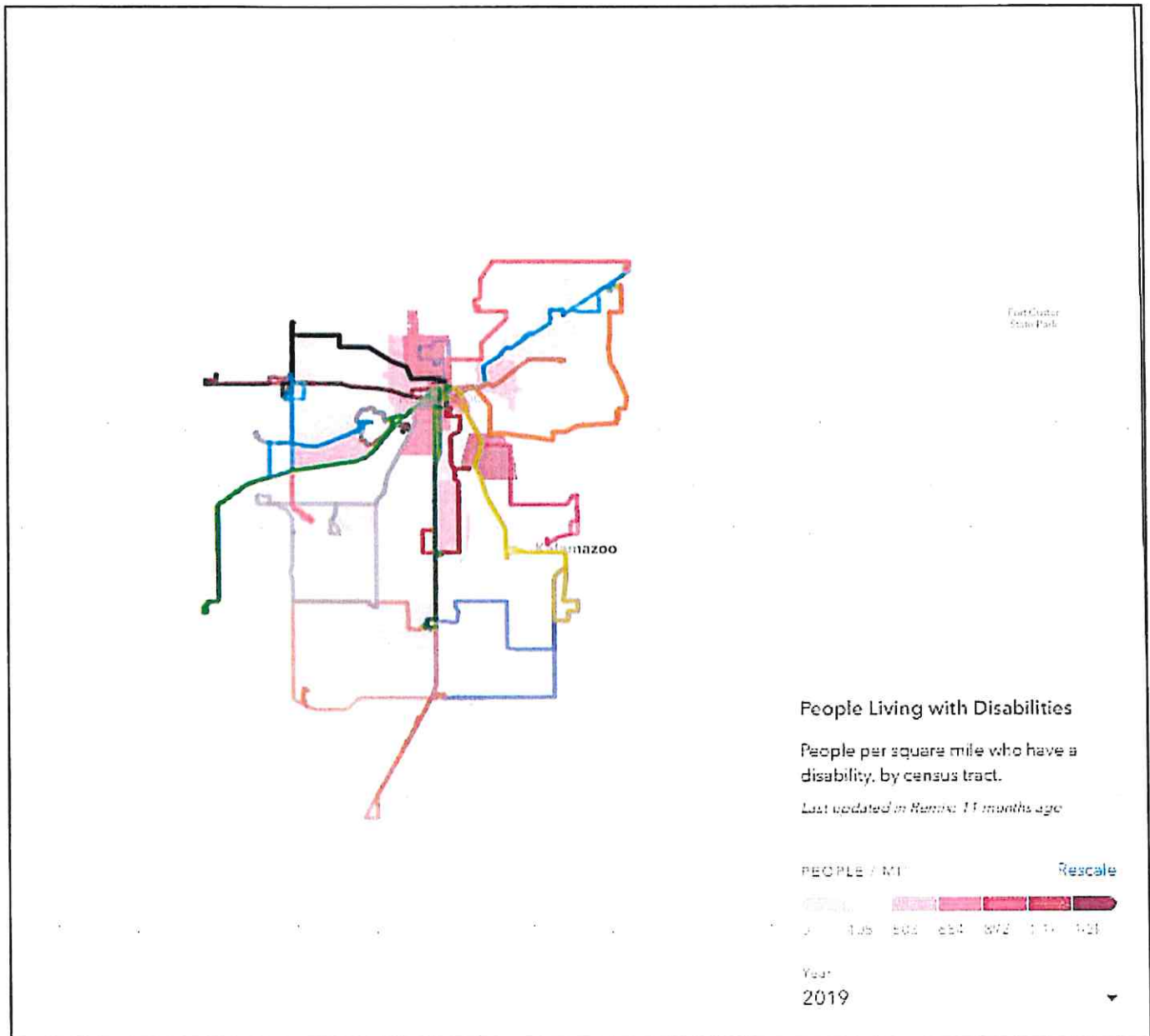


Population Below 150% Poverty Level – Kalamazoo County 2019

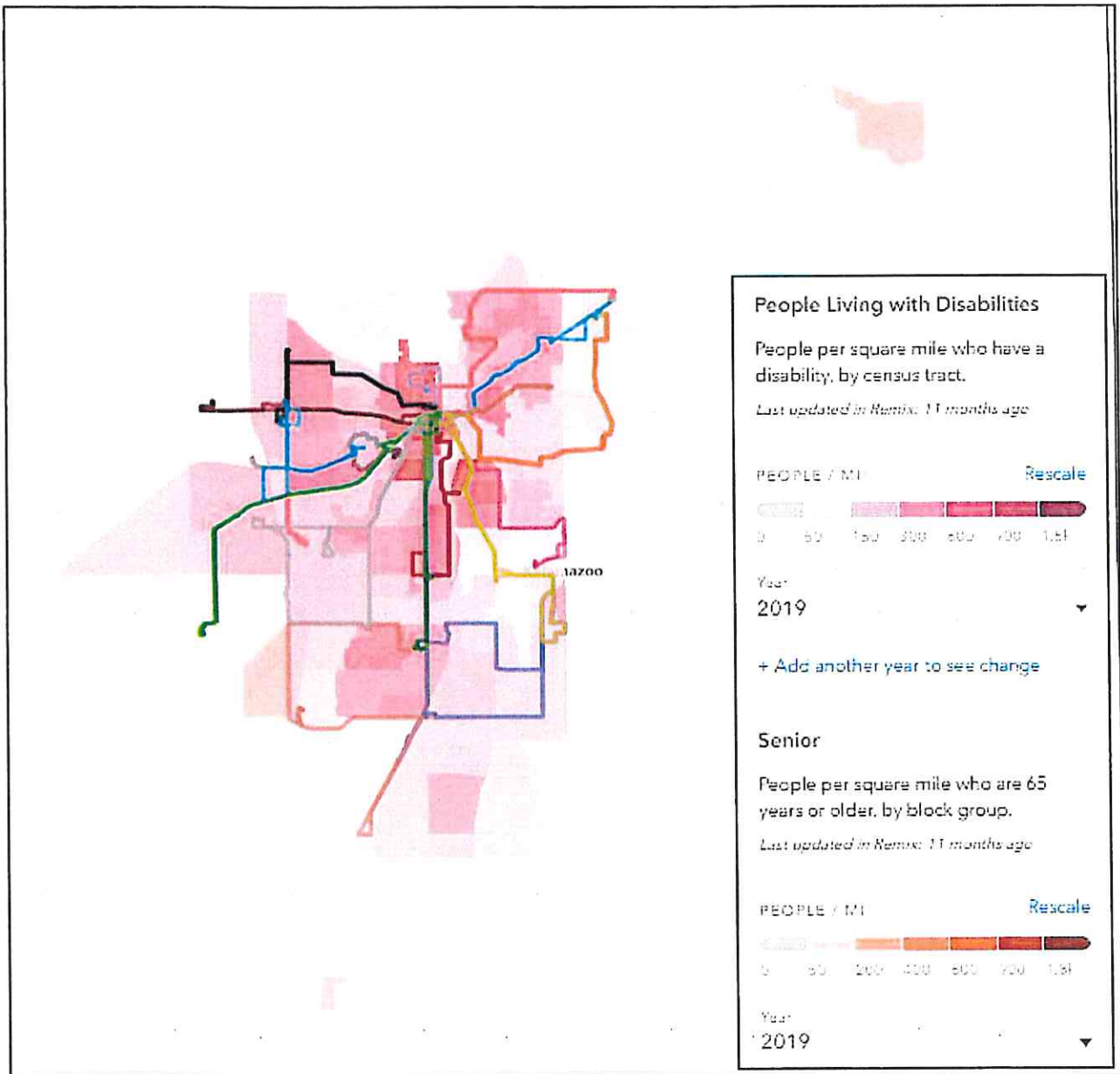
# Population 65+ – Kalamazoo County 2019



# People Living with Disabilities – Kalamazoo County 2019



# People Over 65+ Living with Disabilities – Kalamazoo County 2019





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**ATTACHMENT C: ABBREVIATIONS**

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ADA – Americans with Disabilities Act

ARRA – American Recovery and Reinvestment Act

AVL – Automated Vehicle Location System

CBD – Central Business District

CCTA - Central County Transportation Authority

CTA - Comprehensive Transfer Agreement

FAST ACT – Fixing America’s Surface Transportation Act

FTA – Federal Transportation Administration

KATS-MPO – Kalamazoo Area Transportation Study-Metropolitan Planning Organization

KCHCS – Kalamazoo County Health and Community Services Department

KCTA – Kalamazoo County Transportation Authority

KRESA – Kalamazoo Regional Educational Service Agency

KTAB - Kalamazoo Transit Authority Board

LAC – Local Advisory Committee

LED – Light Emitting Diode

MAP-21 – Moving Ahead for Progress in the 21st Century Act

MDOT – Michigan Department of Transportation

POP - Program of Projects

PTHS – Public Transit Human Services

ROI – Residential Opportunities, Inc.

SAFETEA-LU – Safe, Affordable, Flexible, Efficient Transportation Equity Act-A Legacy for Users

STIP - State Transportation Improvement Program

TIP - Transportation Improvement Program



## **AGENDA and MEETING NOTES**

### **Planning & Development Committee January 15, 2024 at 2 PM Microsoft Teams Virtual Meeting**

Members: Chris Burns (Chair), Rob Britigan, Tafari Brown  
Absent: Lisa Mackie, Jim Pearson

Staff: Greg Vlietstra, Sean McBride, Barbara Blissett, Richard Congdon

#### Items for Action

##### 1. Public Transit Human Services (PTHS)

###### **Notes:**

- Metro Connect Program Manager Richard Congdon presented an overview of the Public Transit Human Services (PTHS) Plan and the process for updates. He said it was required to conduct a survey and be reviewed by the Local Advisory Committee (LAC)
- Congdon explained the Federal Transit Administration (FTA) allocated approximately \$290,000 for disbursement by the PTHS group. It is required that at least 55% is used for capital expenditures. Metro uses these funds for investment in Metro Connect vans.
- Discussion took place on the Committee's input and what was expected
- A motion was made by member Britigan, support by Brown to recommend the updated PTHS Plan to the CCTA/KCTA Board for approval at the January 8<sup>th</sup> meeting

##### 2. Microtransit Update

###### **Notes:**

- Exec. Dir. McBride updated the Committee on the microtransit RFP. He stated staff is finalizing the contract with River North. Once the contract is finalized meetings will begin prioritizing to implementation
- The Committee discussed how the new service would coordinate with other Metro services

##### 3. Other Updates

###### **Notes:**

- Dir. of Support Services Vlietstra shared staff was working with Rose Street Advisors on the Employee Handbook update and it should be available this spring for review
- Exec. Dir. McBride reported a draft RFP was in process for a fare study

- The Committee discussed the current fares for services, how they might affect the new microtransit service and who would be the firm performing the study

#### 4. Other Items

##### Notes:

- Exec. Dir. McBride shared that during the recent snowstorm and frigid temperatures several buses has been stuck. Dir. of Support Services Vlietstra said the Martin Luther King celebration, due to cold weather, was canceled
- Exec. Dir. McBride commented ATU negotiations were moving along with the economic portion being on the table at this time



Agenda Item: # 5a1  
Meeting Date: 02/12/24

Connecting People Throughout  
Kalamazoo County

**TO:** CCTA and KCTA Boards  
**FROM:** Sean McBride, Executive Director  
Prepared By: Cheryl Pesti, Budget and Accounting Manager  
**DATE:** January 2, 2024  
**SUBJECT:** November 2023 Income & Expense Statement

**BACKGROUND**

The Income and Expense Statement is an internal document which is used to measure the CCTA's financial performance. The budget is used as a comparison for perspective.

We are currently within budget.

Some areas to highlight:

- Both the urban millage (CCTA) and county-wide millage (KCTA) are due in February and September. At this point we have collected \$188,246 (3%) of the FY24 millage.
- We have collected \$300,047 (9% of the budgeted amount) in fares for this year.
- The FTA operating assistance revenue is accrued at the end of the year (September). To date, we have requested \$10,524,494 in COVID-19 relief funds (2020-\$1,500,000; 2021-\$4,500,000, 2022-\$2,000,000, 2,524,494).
- The average price for a gallon of diesel fuel in November 2022 was \$4.10 and in November 2023, it was \$2.86. This is a 30% decrease.
- Total operating expenditures for Metro year-to-date are 8% of the total budgeted amount.

Attachment:

1. November 2023 Income & Expense Statement



FY2024  
 CCTA Board  
 Recommended Budget      November 2023      Year to Date FY 2024      Year to Date %      Monthly Funding %

STATEMENT OF INCOME AND EXPENSE

Operating Revenue

	FY2024 Recommended Budget	November 2023	Year to Date FY 2024	Year to Date %	Monthly Funding %
<b>Fare Revenue</b>					
Regular Route Cash	762,500	57,559	114,165	15%	5%
Metro County Connect Fares	504,176	54,363	86,062	17%	3%
Microtransit Fares	192,699	0	0	0%	
WMU Fares	1,250,000	0	0	0%	
Tokens	328,240	19,556	47,425	14%	2%
<b>Pass Sales</b>					
Texas Twp/KVCC Prepaid Fares	285,175	18,356	52,395	18%	3%
	95,685	0	0	0%	0%
	<u>3,418,475</u>	<u>149,834</u>	<u>300,047</u>	9%	13%
<b>Other Revenue</b>					
Advertising	75,000	6,250	6,250	8%	0%
Intermodal Operations	209,700	4,800	11,050	5%	1%
Miscellaneous Revenue	32,650	9,008	9,418	29%	0%
Commission Revenue - (GH, IT, FlixBus)	7,200	389	954	13%	0%
Interest Income	144,050	40,023	84,821	59%	4%
	<u>468,600</u>	<u>60,471</u>	<u>112,494</u>	24%	4%
<b>Urban Millage (CCTA)</b>					
	5,740,395	79,324	128,931	2%	4%
<b>County-wide Millage (KCTA)</b>					
	3,420,217	27,617	59,315	2%	3%
<b>MDOT - Operating</b>					
	6,988,911	580,780	1,225,624	18%	55%
<b>FTA - Operating</b>					
	4,558,905	0	0	0%	0%
<b>Provision for Depreciation</b>					
	3,255,200	251,856	506,613	16%	22%
<b>TOTAL OPERATING REVENUE</b>	<u>27,850,703</u>	<u>1,149,882</u>	<u>2,333,024</u>	8%	100%

Operating Expenses by Division

Administration/Overhead	7,369,270	371,837	817,995	11%
Kalamazoo Transportation Center Operations	1,038,122	84,912	111,276	11%
Maintenance	3,567,798	237,495	435,572	12%
Operations	8,667,952	561,060	1,082,008	12%
Metro Connect	5,706,916	451,240	455,942	8%
Metro Share	66,543	4,301	6,621	10%
Microtransit	1,766,809	0	0	0%
<b>TOTAL OPERATING EXPENSE</b>	<u>28,183,410</u>	<u>1,710,845</u>	<u>2,909,414</u>	10%

NET (UNFUNDED) BALANCE for period

(332,707)      (560,963)      (576,390)



Connecting People Throughout  
Kalamazoo County

Agenda Item: # 5a1 Meeting Date: 02/12/24
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**TO:** CCTA and KCTA Boards  
**FROM:** Sean McBride, Executive Director  
Prepared By: Cheryl Pesti, Budget and Accounting Manager  
**DATE:** January 25, 2024  
**SUBJECT:** December 2023 Income & Expense Statement

**BACKGROUND**

The Income and Expense Statement is an internal document which is used to measure the CCTA's financial performance. The budget is used as a comparison for perspective.

We are currently within budget.

Some areas to highlight:

- Both the urban millage (CCTA) and county-wide millage (KCTA) are due in February and September. At this point we have collected \$200,339 (3%) of the FY24 millage.
- We have collected \$415,004 (13% of the budgeted amount) in fares for this year.
- The FTA operating assistance revenue is accrued at the end of the year (September). To date, we have requested \$10,524,494 in COVID-19 relief funds (2020-\$1,500,000; 2021-\$4,500,000, 2022-\$2,000,000, 2023-\$2,524,494).
- The average price for a gallon of diesel fuel in December 2022 was \$3.61 and in December 2023, it was \$2.65. This is a 27% decrease.
- Total operating expenditures for Metro year-to-date are 17% of the total budgeted amount.

Attachment:

1. December 2023 Income & Expense Statement



STATEMENT OF INCOME AND EXPENSE

	FY2024 CCTA Board Recommended Budget	December 2023	Year to Date FY 2024	Year to Date % 25%	Monthly Funding %
<b>Operating Revenue</b>					
<b>Fare Revenue</b>					
Regular Route Cash	762,500	47,380	161,545	21%	5%
Metro County Connect Fares	504,176	22,826	108,888	22%	3%
Microtransit Fares	192,699	0	0	0%	
WMU Fares	1,250,000	0	0	0%	
Tokens	328,240	26,785	74,210	23%	2%
Pass Sales	285,175	17,966	70,361	25%	3%
Texas Twp/KVCC Prepaid Fares	95,685	0	0	0%	0%
	<u>3,418,475</u>	<u>114,957</u>	<u>415,004</u>	12%	13%
<b>Other Revenue</b>					
Advertising	75,000	0	6,250	8%	0%
Intermodal Operations	209,700	3,300	14,350	7%	1%
Miscellaneous Revenue	32,650	643	10,062	31%	0%
Commission Revenue - (GH, IT, FlixBus)	7,200	341	1,295	18%	0%
Interest Income	144,050	36,901	121,723	85%	4%
	<u>468,600</u>	<u>41,185</u>	<u>153,679</u>	33%	4%
Urban Millage (CCTA)	5,740,395	739	129,670	2%	4%
County-wide Millage (KCTA)	3,420,217	11,354	70,669	2%	3%
MDOT - Operating	6,988,911	(633,554)	592,070	8%	55%
FTA - Operating	4,558,905	1,284,490	1,284,490	28%	0%
Provision for Depreciation	3,255,200	229,793	736,405	23%	22%
<b>TOTAL OPERATING REVENUE</b>	<u>27,850,703</u>	<u>1,048,963</u>	<u>3,381,987</u>	12%	100%
<b>Operating Expenses by Division</b>					
Administration/Overhead	7,369,270	602,238	1,443,174	20%	
Kalamazoo Transportation Center Operations	1,038,122	60,955	172,218	17%	
Maintenance	3,567,798	205,729	635,925	18%	
Operations	8,667,952	539,511	1,603,985	19%	
Metro Connect	5,706,916	450,506	906,434	16%	
Metro Share	66,543	3,764	10,380	16%	
Microtransit	1,766,809	0	0	0%	
<b>TOTAL OPERATING EXPENSE</b>	<u>28,183,410</u>	<u>1,862,703</u>	<u>4,772,117</u>	17%	
<b>NET (UNFUNDED) BALANCE for period</b>	<u>(332,707)</u>	<u>(813,740)</u>	<u>(1,390,130)</u>		



# Ridership

Monthly Report-  
December 2023

The Following information is being provided to the Central County Transportation Authority and Kalamazoo County Transportation Authority boards as an informational item.



**BACKGROUND**

The information listed below shows the changes in ridership levels across all three of Metro's major services for the month of December 2022 and December 2023.

Monthly Ridership December 2023				
	Bus	Metro Connect	Metro Share	System Total
FY24	133,032	9,940	1,595	144,567
FY23	129,141	9,395	1,584	140,120
Difference	3,891	545	11	4,447
%Change	3.01%	5.80%	0.69%	3%



**FIXED ROUTE BUS SERVICE**

Metro fixed route bus service shows a increase in ridership of 3.01% or approximately 3,891 more rides in December 2023 than December 2022. This trend is due to heavier ridership on routes that serve the Crossroads Mall and the shopping plazas on Gull Road.

Route 1- Westnedge increased from 16,185 to 17,814.

Route 9- Gull Road Ridership increased from 11,176 to 13,456 rides.

Route 11- Stadium Drive ridership increased from 6,568 to 8,061 rides.

December 2023 ridership compared to December 2022 ridership varied, thirteen routes had an increase in ridership while eight routes ridership decreased when compared year to year. Some routes continued to have low levels of ridership like the Duke whose low ridership numbers were consistent with Loy Norrix high school closing for the winter break.

**METRO CONNECT**

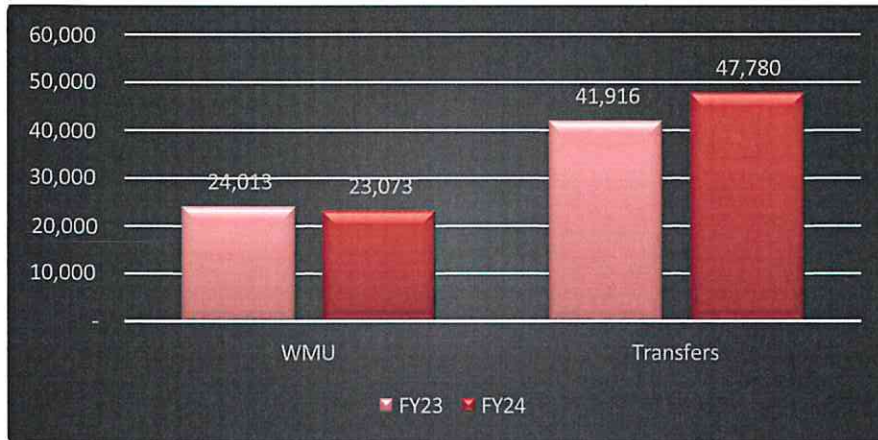
Metro Connect shows an increase in ridership of 5.80% or approximately 545 more rides in December 2023 than December 2022. December trips on Metro Connect were down due to less service days, colder weather and agencies and schools closing for the holidays. December is historically the least travelled month of the year due to these factors.

**METRO SHARE**

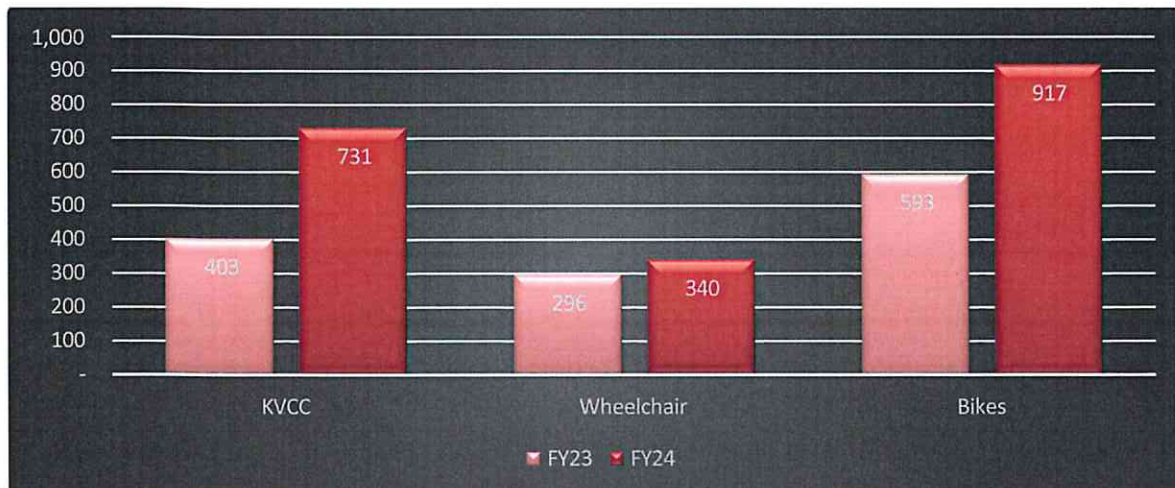
Metro Share shows an increase in ridership of 0.69% or approximately 11 more rides in December 2023 than December 2022.

**OTHER DATA**

The data for Western Michigan University shows a decrease of 3.91% and can be contributed to less days of service in December 2023 than December 2022. Whereas the number of people transferring from one bus to another bus is up 13.99%.



Other data types like KVCC, passengers traveling in a wheelchair, and bikes continue to show increases in ridership December 2023 to December 2022. The data for Youth Mobility in December 2023 is 1,371 as the program started around November 1, 2023 and passes being issued have continued to grow.



**5 YEAR DATA TRENDS**

**FIXED ROUTE**



**METRO CONNECT**



**METRO SHARE**



**December 2023 KTC Security Report**  
**Prepared by: Keshia Woodson-Sow**  
**Title: Director of Operations**

**Overview:**

KDPS's presence at the KTC was consistent through the month of December. KDPS's presence typically lasts for a few minutes at a time.

209 of the security incidents this month were regarding loitering after a series of bomb threats having been called into the gospel mission. These loitering incidents were handled by security and required little police assistance. Additionally 39 people were asked to move along when found sleeping in the bus bays in the early

**Activity Summary:**

**257 Total security incidents** occurred during December 2023 (Increase **156** in November).

Incident Types	(Definitions)
5 Trespasses	(Asked to leave due to refused to do so/Someone trespassed returned to site)
209 Loitering	(Significantly overstayed their time on property, sleeping. Blocking paths)
0 Vandalism	(Damage to property)
1 Active Fights	(Physical Altercation between parties occurred)
18 Disturbances	(Behavior is interrupting other people around them)
1 Harassments	(Using threatening or degrading language)
0 Assaults	(Someone physically attacked by another)
0 Thefts	(Property Stolen on KTC Property)
15 Medical	(Medical emergency situations)

Of the total **257** incident types:

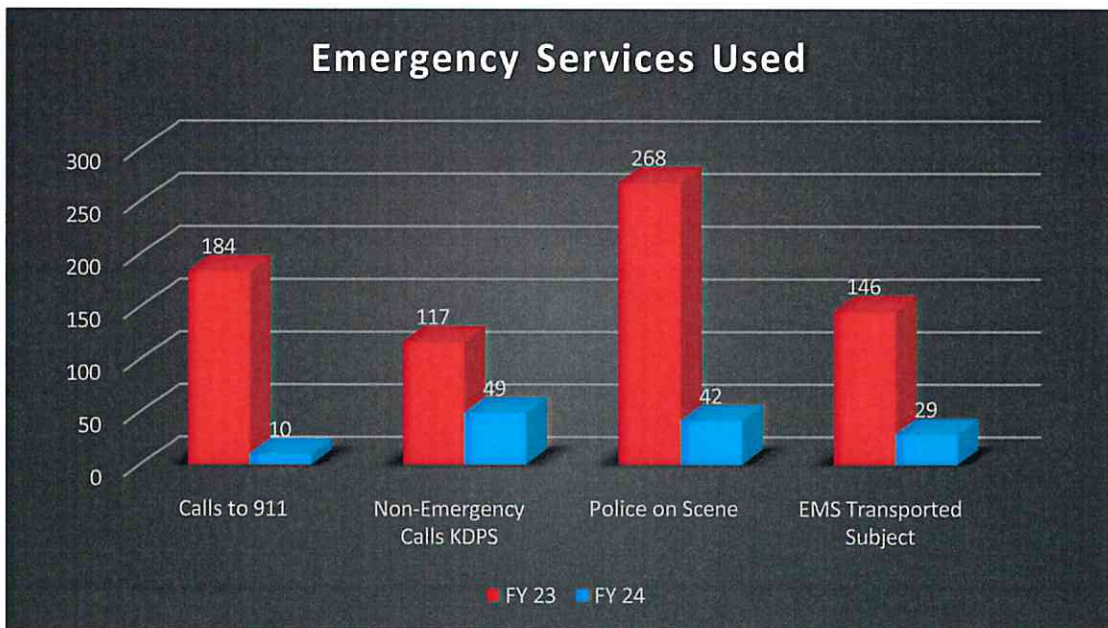
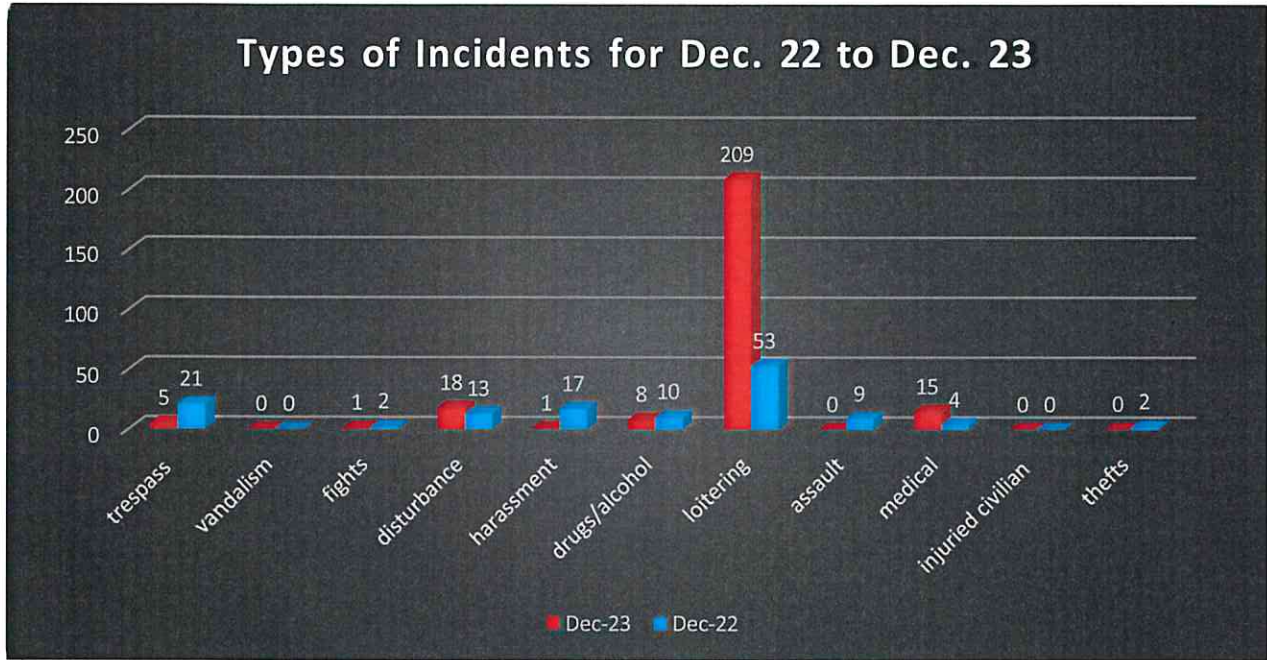
- 8 were Drug/Alcohol related.
- 2 were calls to 9-1-1 made by security.
- 23 needed police to respond.
- 17 needed EMS/medical to respons.

Of the **17** total EMS/medical incident **16** people were transported to the hospital.

Drug dealing continued to decrease on and around the edges of the KTC property throughout December. Metro continues to monitor the cameras on the property for continuous improvements.

**Please see next page for running total graphs for security related incidents:**

**December 2023 KTC Security Report**  
**Prepared by: Keshia Woodson-Sow**  
**Title: Director of Operations**





Agenda Item # 7a1&2  
Meeting Date 02/12/24

Connecting People Throughout  
Kalamazoo County

**TO:** CCTA and KCTA Boards  
**FROM:** Board Operations Committee  
**PREPARED BY:** Sean McBride, Executive Director  
**SUBJECT:** CCTA/KCTA Policy re Appointment Process and Bylaw Updates re  
CCTA and KCTA Board Officers  
**DATE:** February 6, 2024

### **BACKGROUND**

Current CCTA and KCTA Officers are:

**CCTA:** Chair – Greg Rosine and Vice-Chair – Garrylee McCormick

**KCTA:** Chair – Greg Rosine and Vice-Chair – Curtis Aardema

The CCTA and KCTA Boards appoint leadership positions in March of each year as part of the Annual Meeting. Below are items contained in the CCTA and KCTA Bylaws regarding Officers:

*Section 3.1 – Officers. The board must appoint a chairperson, vice-chairperson and clerk. The chairperson and vice-chairperson must each be a director. The board may appoint other officers. Officers have the authority described in these bylaws and as prescribed by the board.*

*Section 3.2 - Appointment and Term of Office. The board must appoint officers (by majority vote of the entire board) at each annual meeting.*

*Section 3.4 - Vacancies. The board may fill an office vacancy for the unexpired term.*

*Section 3.5 – Chairperson. The chairperson is the principal executive officer of the Authority and shall in general supervise the Authority's business. The chairperson may delegate duties to the vice-chairperson, executive director, or otherwise. The chairperson presides at all board meetings and is an ex-officio member of all committees.*

*Section 3.6 – Vice Chairperson. In the chairperson's absence, or if the chairperson is unable or unwilling to act, the vice-chairperson performs the chairperson's duties.*

The Board Operations Committee has been reviewing establishing policies and procedures that align with the changes to the Board Governance process undertaken during the past year.

### **DISCUSSION**

To align updates to the Board Governance process and the nomination and election of officers the following is recommended by the Board Operations Committee:

1. Establish the new attached CCTA/KCTA Board Policy 1.16 – Board Officer Appointment Process.
2. Amend the CCTA and KCTA Bylaws to state the following:

Memo re: CCTA and KCTA Nominating Committee

Date: February 6, 2024

Page 2

Annual Meeting. The Board must meet in the first quarter of each odd-numbered calendar year to elect officers. The Board will determine other business to transact during the Annual Meeting.

- Located in Section 2.12 for the CCTA
- Located in Section 2.8 for the KCTA
- Current language is, "The Board must meet in their first quarter of each calendar year to elect officers and transact other business as the Board determines."

**RECOMMENDATION**

1. Receive for First Reading new CCTA/KCTA Board Policy 1.16 – Board Officer Appointment Process. No action is requested for this item, to be considered at the March 11, 2024 meeting.
2. Receive for First Reading update to the CCTA and KCTA Bylaws to amend the Annual Meeting section. No action is requested for this item, to be considered at the March 11, 2024 meeting.

Attachment:

1. CCTA/KCTA Board Policy No. 1.16 Board Officer Appointment Process



**CENTRAL COUNTY TRANSPORTATION AUTHORITY AND  
KALAMAZOO COUNTY TRANSPORTATION AUTHORITY BOARD POLICY**

**BOARD OFFICER APPOINTMENT PROCESS**

**NO: 1.16**

**PURPOSE**

To define the process for nominating and appointing the officers of the CCTA and KCTA Boards. The officers include the Chair and Vice-Chair for each board.

**POLICY STATEMENT**

The Board Operations Committee shall, prior to the Annual Meeting in odd number years, appoint a Nominating Committee for officers. A member of the Board Operations Committee shall serve as chair. The Nominating Committee shall have a representative from the Performance Monitoring Committee, the External Relations Committee, and the Planning and Development Committee. There shall also be adequate representation of both the KCTA and CCTA. The Nominating Committee shall recommend a slate of officers for consideration by both the KCTA and CCTA. The Nominating Committee shall be dissolved concluding the election of new officers.

Should a Chair or Vice-Chair of the CCTA/KCTA become vacant midterm, the Board Operations Committee will recommend to the KCTA and CCTA an interim Chair or Vice-Chair for the duration of the vacated term. The period for which an individual is appointed midterm as interim shall not count toward the two-year term limit for a subsequent appointment. The interim position shall require KCTA and CCTA Board approval at a regular meeting.

**APPROVAL**

\_\_\_\_\_  
KCTA/CCTA Board Chair      Date

\_\_\_\_\_  
KCTA/CCTA Board Clerk      Date





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## **AGENDA and MEETING NOTES**

Board Operations Committee

January 4, 2024

9:30 am

Microsoft Teams Virtual Meeting

**Members:** Curtis Aardema, Chris Burns, Dusty Farmer, Garrylee McCormick,  
Greg Rosine  
**Absent:** None  
**Staff:** Sean McBride, Greg Vlietstra, Keshia Woodson-Sow, Sarah Joshi,  
Barbara Blissett

Items for Discussion:

1. Review CCTA/KCTA January 8, 2024 Agenda

**Notes:**

- The Committee reviewed the January 8, 2024 CCTA/KCTA Board Agenda.

2. Review Committee Activities (See Board Governing Agenda Planning Matrix dated January 2<sup>nd</sup>)

3. Board Operating Committee

**Notes:**

- The Committee discussed and appointed new Boardmembers James Avery to the External Relations Committee and Isaiah Williams to the Performance Monitoring Committee.
- The Committee discussed how to conduct the nominating process for new officers with the need for a policy which included setting two-year terms for officers. The Committee suggested this might require an amendment to the bylaws. Exec. Dir McBride stated he would draft the amendment and policy for the Committee's review.

4. Performance Monitoring Committee

**Notes:**

- Chair Aardema shared information discussed at the Committee meeting about microtransit

- Sarah Joshi presented a PowerPoint with of the selection process including: bids, evaluations, interviews and selecting the top three finalists: River North/Via, Sparelabs and WeDriveU
- The Committee had a lengthy discussion regarding microtransit which included topics such as timeline, vehicle ownership, integrating the service with linehaul and Metro Connect, cost, funding, branding, marketing, and boundaries

#### Informational Items

#### Notes:

- Exec. Dir. McBride shared how negotiations were going
- Exec. Dir. noted there would be a Legislative Breakfast May



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## **AGENDA and MEETING NOTES**

Board Operations Committee

February 1, 2024

9:30 am

Microsoft Teams Virtual Meeting

**Members:** Curtis Aardema, Chris Burns, Dusty Farmer, Garrylee McCormick, Greg Rosine

**Staff:** Sean McBride, Barbara Blissett

Items for Discussion:

1. The Committee reviewed the CCTA/KCTA February 12, 2024 Agenda

2. Board Operations Committee

**Notes:**

- The Committee discussed the draft Policy 1.16 re Board Officer Appointment and the amendment to the CCTA and KCTA Bylaws re Election of Officers. The Committee agreed to a recommend to offer both for first reading
- The Committee discussed the plans for discussion of Metro fare structure. While the microtransit consultants will provide some fare options for that service, a more comprehensive review will occur separately

**Notes:** Performance Monitoring Committee

- Aardema indicated the Performance Monitoring Committee currently had no items for discussion or Board approval

**Notes:** External Relations Committee

- Farmer reported that the Committee was working on preparing the 2023 Annual Report

4. Informational Items

**Notes:**

- Exec. Dir. McBride updated the Committee on the ATU negotiations. He said the non-economic items were in a good place and the financial items were now on the table
- Exec. Dir. McBride shared the Crossroads lawsuit had been dismissed

- Exec. Dir McBride stated the first priorities to launching the Microtransit service would be service name and service area boundaries. These items would need to have Board approval possibly at a Special meeting due to the items time sensitivity
- After discussion, Chair Rosine indicated a special CCTA/KCTA Board meeting would be targeted for February 29<sup>th</sup>
- Burns remarked a topic to consider was performance monitoring of Microtransit
- The Committee discussed preliminary timing of the 2025 CCTA millage election



Agenda Item: # 8  
Meeting Date: 02/12/24

Connecting People Throughout  
Kalamazoo County

**TO:** CCTA and KCTA Boards  
**FROM:** Sean McBride, Executive Director  
**DATE:** February 6, 2024  
**SUBJECT:** Executive Director Update

### **Human Resources**

Metro had four new Coach Operators start training on January 22<sup>nd</sup>. Please welcome Carolyn Anderson, Tammy Hitchcock, Allizette Newton and Shakeera Wimes to Metro. The next training class is planned to begin February 19<sup>th</sup>. Current staffing for Coach Operators is 66 out of 70 full-time and 4 out of 10 part-time.

Metro is currently recruiting for two Class B Mechanic positions.

### **Community Engagement**

Staff is making a focused and concerted effort to reach out to and engage with key non-profit partner agencies. With the pandemic many non-profit agencies have had significant staffing changes and even service scope changes. Metro is identifying these key partner agencies to ensure lines of communication are open, key contacts are identified, public transit service needs are being met and partnership opportunities are being identified. This outreach will be an on-going process over the next several months. Agencies recently met with and events attended include:

- Discover Kalamazoo Transportation Committee
- Comstock Community Center
- Bronson Hospital
- Kalamazoo Gospel Mission
- YWCA
- Kalamazoo Public Library
- Leadership Kalamazoo – Keisha Woodson-Sow is participating in the current class
- WMU Transportation Research Center

Additionally the Executive director attended the Southwest Michigan First, State of Economic Development Forum.

### **Metro Share**

Program Coordinator Vivian Dobbins will provide a PowerPoint presentation regarding Metro Share.

### **Triennial Review**

Every three years the Federal Transit Administration (FTA) conducts a comprehensive review of each public transit grant recipient agency. Staff compiles a tremendous amount of requested information for the FTA. Areas of review include finance, grant administration, procurement, fleet and facility maintenance, federal regulatory compliance, civil rights compliance, safety and security and several other areas. The FTA will conduct a sight review later this spring/summer.

**Lawsuit Update**

The US District Court has dismissed the lawsuit brought by Crossroads Mall. Attached you will find the Judgment.

Attachments

1. United States District Court Judgement
2. Board Governance Agenda Planning Matrix

UNITED STATES DISTRICT COURT  
WESTERN DISTRICT OF MICHIGAN  
SOUTHERN DIVISION

CROSSROADS MALL REALTY HOLDING,  
LLC,

Plaintiff,

Case No. 1:23-cv-478

v.

HON. JANE M. BECKERING

KALAMAZOO COUNTY  
TRANSPORTATION AUTHORITY, et al.,

Defendants.

\_\_\_\_\_ /

**JUDGMENT**

In accordance with the Opinion and Order entered this date:

**IT IS HEREBY ORDERED** that Plaintiff's First Amended Complaint (ECF No. 20) is  
DISMISSED.

Dated: January 16, 2024

/s/ Jane M. Beckering  
JANE M. BECKERING  
United States District Judge

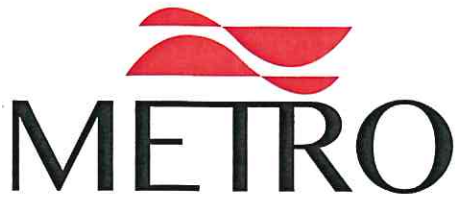
**BOARD GOVERNANCE - AGENDA PLANNING**

Version: January 25, 2024

Committee Agenda Item	CCTA/KCTA Board									Informational Item	Action Item	CCTA/KCTA Board Action Date (s)	Additional Information	Initial Materials and Memo Preparation
	October	November	December	January	February	March	April	May						
<b>KCTA/CCTA Board Meeting Date</b>	10/09	11/13	12/11	1/08	2/12	3/11	4/8	5/13						
<b>Board Operations</b>														
<b>Committee Meeting Date</b>	9/21	10/19	12/01	1/04	2/01	2/29	3/21	4/18						
<b>Chair/Liaison/ED Meeting</b>														
1 Review Committees Workplan	X	X	X	X								Ongoing		
2 Review and Approve Upcoming CCTA/KCTA Meeting Agenda	X	X	X	X								Ongoing		
3 Collective Bargaining Process	X	X	X	X	X					X	Jan/Feb/Mar?	CBA Expires February, 24. Process to start summer 23	McBride	
4 Governance Review		X	X							X			McBride	
5 Board Leadership			X	X	X	X				X	March		McBride	
6 Committee Chairs							X			X	April		McBride	
7 Board Education and Development Opportunities														
<b>Performance Monitoring</b>														
<b>Committee Meeting Date</b>	9/28	10/26	11/30	1/3	1/25	2/14	3/28	4/25						
<b>Chair/Liaison/ED Meeting</b>														
1 Microtransit Services Procurement	X			X						X	March		Joshi/McBride	
2 Tire Lease Procurement							X			X				
3.1 Fixed-Route Service Reporting	X	X	X							X			Woodson-Sow	
3.2 Metro Connect Reporting				X	X									
3.3 Establish Performance Metrics and Reporting for Microtransit										X				
4 Administrative Area Roof Replacement Procurement										X	Dec?		Vlietstra/Branch	
5 Triennial Review Overview						X				X			Vlietstra/McCowen	
6 Annual Financial Report						X				X	March		Pesti/Vlietstra	
7 Develop Plan to Review Performance Metrics Provided to the Board										X		Long-term projects with multi subcomponents		
<b>Planning &amp; Development</b>														
<b>Committee Meeting Date</b>	9/18	10/16	11/20	12/18	01/15	2/19	3/18	4/15						
<b>Chair/Liaison/ED Meeting</b>														
1 Microtransit Implementation						X	X	X	X			Ongoing Project	Joshi/McBride	
2 Public Transit Human Services Plan					X					X			Congdon	
3 5-Year Financial Plan Review						X	X		X				Pesti/McBride	
4 Update to Employee Handbook							X	X		X		TBD	DeYoung/Vlietstra	
5 Fare Study and Fare Policy Review						X	X		X			TBD		
6 Comprehensive Operational Analysis Implementation									X			Ongoing Project		
7 Resolution of Intent to Apply F"Y 2024 MDOT Grant Funding						X				X	March			
<b>External Relations</b>														
<b>Committee Meeting Date</b>	9/19	10/31	11/21	12/19	1/16	2/20	3/19	4/16						
<b>Chair/Liaison/ED Meeting</b>										X				
1 Review Metro Outreach Plan						X								
4 Review Metro Legislative and Related Lobbying Efforts							X		X					
5 Review Microtransit Outreach and Education Legislative Breakfast							X					Targeting May 17		
<b>Completed Items</b>														
<b>Board Operations</b>														
1 2023 KCTA/CCTA Millage Levies										X	April		McBride	
2 Boardmember Characteristics and Composition										X	May		McBride	
3 Boardmember Appreciation										X			McBride	
4 Boardmember Orientation										X	September		McBride	
5 CCTA/KCTA Operating Agreement										X	October	Make sure all committees review/provide feedback in 2024		
6 Executive Director Goals and Objectives Review														
<b>Performance Monitoring</b>														
1 Inground Bus Lift Procurement										X	April	Estimated \$100,000	Vlietstra	
2 Security Services Procurement										X	June		Woodson-Sow	
3 Janitorial Services Procurement										X	June		Vlietstra	
4 MMRMA Liability Insurance										X	Sept		Vlietstra	
5 Workers Compensation Insurance										X	Nov		Vlietstra	
6 Avail Bus Hardware and Software Updates										X	Nov	Estimated \$300,000	Vlietstra	
7 Washrack Improvements Procurement														
8 Performance Monitoring Reports (Security/Fixed Route Ridership)										X	Dec		Branch/Vlietstra	
9 Fixed-Route Gillig Bus Procurement											Dec			
10 Hybrid Battery Refresh Procurement											Dec		Woodson -Sow	







Agenda Item: # 8a  
Meeting Date: 02/12/24

Connecting People Throughout  
Kalamazoo County

**TO:** CCTA and KCTA Boards  
**FROM:** Sean McBride, Executive Director  
Prepared by: Sarah Joshi, Deputy Director of On-Demand Services & Planning  
**SUBJECT:** Microtransit Update  
**DATE:** February 12, 2024

### **BACKGROUND**

Following board approval of Via (River North) as the provider of microtransit pilot services, plans to launch the service are underway. An extensive team of Metro staff meets weekly with the vendor and is on track to launch April 15, the beginning of the week following that month's board meeting.

### **DISCUSSION**

Working hand-in-hand with the microtransit vendor and Metro's marketing consultant, staff is generating deliverables that will be key to creating a locally specific service. Such work centers around the following topics:

- Service goals
- An identifiable, memorable service name that fits well within Metro's established brand
- Ensuring safe, convenient pickup/dropoff points within each zone
- Maximally efficient zone boundaries
- A distinctive visual identity within the current Metro branding parameters
- Rider profiles and appropriate messaging themes and channels
- A plan for integration with the fixed-route bus system to maximize ridership
- Marketing program action plan
- Service monitoring metrics
- A fare system that balances accessibility with sustainability and encourages use of the fixed-route bus system
- Launch-specific fare promotion(s)

The most time-sensitive approvals for implementing the service by mid-April will be:

#### **1. Service zone boundaries**

Plans call for three distinct, non-contiguous zones. The approval timeline includes:

- February 19: Zone boundaries review by Planning & Development Committee
- February 26: Zone boundaries approval by KCTA/CCTA Boards

#### **2. Service name**

A name aligning with Metro's current service mix and fits within the established brand:

- February 20: Recommended name review by External Relations Committee
- February 26: Recommended name approval by KCTA/CCTA Boards

Staff will update and involve the both the Board and Committees on other important service aspects as plans develop. The timeline has not been finalized, but staff anticipates the following:




**March 11 KCTA/CCTA Board Meeting**

Fare structure, system integration, community outreach plan, brand assets

**April 8 KCTA/CCTA Board Meeting**

Final launch plan overview and service monitoring indicators

Attached are visuals provided by Via that provide an overview of key implementation milestones.

Launch Roadmap				
Workstream	Kickoff	Implementation	Testing and finalization	Launch!
 <b>Service design and tech setup</b>	<ul style="list-style-type: none"> <li>Define service design objectives and settings, mapping inputs, ride payment, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Programs service design settings into system</li> <li>Create rider app</li> </ul>	<ul style="list-style-type: none"> <li>Conduct automated and end-to-end tests and tweak service as needed</li> <li>Send app to stores</li> </ul>	<ul style="list-style-type: none"> <li>Adjust service settings if needed based on initial ridership</li> </ul>
 <b>Branding and marketing</b>	<ul style="list-style-type: none"> <li>Determine service name, logo, and branding elements</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate branding elements into rider app</li> <li>Create rider growth and marketing approach and materials</li> </ul>	<ul style="list-style-type: none"> <li>Finalize marketing plan and review material</li> </ul>	<ul style="list-style-type: none"> <li>Execute marketing plan (including rider comms, PR, etc.)</li> </ul>
 <b>Operations</b>	<ul style="list-style-type: none"> <li>Set parameters for driver and vehicle acquisition</li> </ul>	<ul style="list-style-type: none"> <li>Procure and in fleet vehicles to specifications</li> <li>Recruit and onboard drivers</li> </ul>	<ul style="list-style-type: none"> <li>Deliver vehicles to service</li> <li>Conduct driver training (including WAV operation)</li> </ul>	<ul style="list-style-type: none"> <li>Monitor driver supply and vehicle status through initial weeks of service</li> </ul>

Key Milestones		
Date	Milestone	Notes/Responsible Party
Done!	Contract finalized	Via business development, Metro Transit core team
January 23	Via x Metro Transit kickoff meeting, aligned on general service design and goals	Happening now! Core Via team and core Metro Transit team
Mid-February	Service name, logo, and app branding finalized; integrated transit inputs received	Via marketing team, Metro Transit marketing team + core teams
Mid-March	Marketing assets created, reviewed, and finalized	Via marketing team, Metro Transit marketing team + core teams
Feb + March	App dev / driver recruitment / field testing / vehicle in-fleeting	Via core team and Via tech team
Early-mid April	Service goes live!	Exact launch date to be discussed