



Connecting People Throughout
Kalamazoo County

**NOTICE AND AGENDA
CENTRAL COUNTY TRANSPORTATION AUTHORITY (CCTA)
KALAMAZOO COUNTY TRANSPORTATION AUTHORITY (KCTA)
December 12, 2022
Regular Meeting**

*Note: The next joint CCTA/KCTA regular meeting will be held on
Monday, January 9, 2023 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, December 12, 2022 at 11:30 a.m. for the purpose of:

	Item	KCTA Action	CCTA Action
1.	Roll Call		
2.	Request to Approve Agenda and minutes*:		
	a. Agenda for December 12, 2022	Voice Vote	Voice Vote
	b. Minutes for November 14, 2022	Voice Vote	Voice Vote
3.	Public Comment		
4.	CCTA/KCTA Governance Structure and Policies Update*		
	a. Consideration to Adopt Resolutions Regarding Governance Structure**	Roll Call	Roll Call
5.	Consideration to Approve Updated Support Services Agreement with the City of Kalamazoo*	Roll Call	Roll Call
6.	Consideration to Approve the 2022 Updates to the Public Transportation Agency Safety Plan (PTASP)	Roll Call	Roll Call
7.	Report from Executive Director*		
	a. Monthly Ridership Reports*		
8.	Subcommittee Reports		
	a. Executive Subcommittee - Joint		
	b. Finance Subcommittee – Joint		
	c. Outreach Subcommittee - Joint		
	d. Pension Board		
	e. KATS		
	f. Local Advisory Committee (LAC)		
9.	Chairperson’s Report		
10.	Public Comment		
11.	Members’ Time		
12.	Presentation Regarding Comprehensive Analysis (COA)*		
13.	Adjournment	Voice Vote	Voice Vote

*Indicates attachments included in agenda packet



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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
November 14, 2022**

Place: Metro Administration Building, 530 N. Rose Street
Time: 11:30 A.M.
Staff Present: Sean McBride, Greg Vlietstra, Rob Branch, Keshia Woodson-Sow, Richard Congdon, Juvar Curtis, Kathy Schultz, Annette Arkush
Others Present: John Gisler

1.) KCTA ROLL CALL

KCTA Members Present: Curtis Aardema, Jeff Breneman, Tafari Brown, Dusty Farmer, Martin Janssen, Aditya Rama, Tim Sloan, Greg Rosine

KCTA Members Absent: Jim Pearson, Sam Urban

*A motion was made by KCTA to excuse the absence of Pearson
Motion: Farmer Second: Britigan*

Motion carried by voice vote.

1). CCTA ROLL CALL

CCTA Members Present: Curtis Aardema, Rob Britigan, Chris Burns, Dusty Farmer, Rod Halcomb, Martin Janssen, Garrylee McCormick, Lisa Moaiery, Randy Thompson, Greg Rosine

CCTA Members Absent: None

2.) REQUEST FOR APPROVAL OF AGENDA/MINUTES/2023 CCTA/KCTA MEETINGS

A motion was made by KCTA and CCTA for approval of the joint CCTA/KCTA meeting agenda for November 14, 2022, and for approval of the joint CCTA/KCTA meeting minutes for October 10, 2022, and the 2023 schedule of CCTA/KCTA board meetings.

*Motion: Britigan Second: Janssen
Motion carried by voice vote.*

3.) PUBLIC COMMENT – John Gisler reported that the South County Commission did a Wage and Salary Study. It had not been done in twenty-seven years and found that the compensation of county employees was down on average 4.89% from the market rate.

4.) CONSIDERATION TO APPROVE APPLE BUS CONTRACT EXTENSION

Metro Connect Manager Richard Congdon presented the rationale to approve a two-year contract extension for Apple Bus (First Student) in the amount not to exceed \$10,902,132. He cited the increase in wages as they main reason for the cost increase in order to retain drivers, recruit new drivers and stay competitive. First Student, the company that is in the process of purchasing Apple Bus, has agreed to look into pilot projects such as transportation to work, micro transit and increased partnerships with neighboring counties to increase ridership. In addition, fuel costs have risen significantly.

Halcomb asked why new technology was not mentioned in the contract and if geo-tracking was being considered. Aardema asked if there will be an increase in fare cost to customers. Sloan inquired about where the funds were coming from to cover the increases. Exec. Dir. McBride stated that fare adjustments have to be looked at during a comprehensive fare study analysis of the longer-term issues. Halcomb inquired about how often the contract is evaluated.

A motion was made by KCTA and CCTA to approve a contract extension for Apple Bus.

*Motion: Janssen
Motion carried by a roll call vote.*

Second: Aardema

*Ayes: Aardema, Breneman, Brown, Farmer, Janssen, Rama, Sloan, Rosine
Nays: None
Absent: Pearson, Urban*

*Ayes: Aardema, Britigan, Burns, Farmer, Halcomb, Janssen, McCormick,
Moaier, Thompson, Rosine
Nays: None
Absent: None*

5.) CONSIDERATION TO APPROVE PURCHASE OF VANS

Dir. Vlietstra asked the Board to approve the purchase of Fifteen Light Duty Vans for the Metro Connect Program in the amount of \$1,027,845. He explained that the current vehicles are past their useful life and purchasing now through the MIDEal Extended Purchasing Program will take advantage of the purchasing power of the State of Michigan before it expires on November 30, 2022.

Prior to the vote, Halcomb asked if there was a clause under the current contract that addresses price increases before November 30, 2022, that we would be responsible for. Britigan asked if we are comfortable with the status of our current vehicles and their ability to last until we receive the new vehicles, given we may not see delivery for almost two years.

A motion was made by KCTA and CCTA to approve the purchase of vans in the amount of \$1,027,845

*Motion: Aardema
Motion carried by a roll call vote.*

Second: Janssen

*Ayes: Aardema, Breneman, Brown, Farmer, Janssen, Sloan, Rosine
Nays: None
Absent: Pearson, Urban*

*Ayes: Aardema, Britigan, Burns, Farmer, Halcomb, Janssen, McCormick,
Moaier, Thompson, Rosine
Nays: None
Absent: None*

6.) CONSIDERATION TO APPROVE PURCHASE OF FLUIDS

Dir. of Support Services Greg Vlietstra provided an overview and requested that the board approve a one-year contract with Crystal Flash for the purchase of lubricants at a first-year amount not to exceed \$106,965 with four optional one-year extensions.

Motion was made by KCTA and CCTA to authorize the Executive Director to execute the documents for related to this purchase.

*Motion: Sloan
Motion carried by a roll call vote.*

Support: McCormick

*Ayes: Aardema, Breneman, Brown, Farmer, Janssen, Sloan, Rosine
Nays: None
Absent: Pearson, Urban*

*Ayes: Aardema, Britigan, Burns, Farmer, Halcomb, Janssen, McCormick, Moaiery, Thompson, Rosine
Nays: None
Absent: None*

7.) EXECUTIVE DIRECTORS REPORT

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

- Holiday Parade reminder, Saturday, November 19, 2022
- Exec. Dir. McBride received a request from the new owners of Crossroads Mall asking Metro to contribute to the cost of a new parking lot and pay an annual and perpetual maintenance fee in order to have bus service access the Mall property.
- Metro administrative and managerial staff took a one-day facilitated retreat on October 26th to focus on team building and customer service engagement. Halcomb asked what any bullet points were taken from the retreat. Exec. Dir. McBride stated that he came away with the idea that the staff had a desire to innovate and focus on process improvement in their areas of expertise and desired to be empowered to make such improvements.
- COA status – A draft of the COA will be provided at the December 12 Board meeting. This meeting will include an in-depth discussion with Boris Pachik from Foursquare Integrated Transportation Planning regarding the proposed recommendations for Metro service in the future. Additional stakeholder meetings are planned with the consultant on December 12 and 13, 2022. Aardema requested they meetings be listed on Facebook later this week.

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

8.) SUBCOMMITTEE REPORTS

Chair Rosine stated that due to time constraints, the subcommittee updates would be suspended for this month.

9.) CHAIRPERSON REPORT – None

10.) PUBLIC COMMENT – None

11.) MEMBERS TIME – None

At 12:00 P.M. the CCTA and KCTA Boards paused for a short break.
At 12:15 P.M. the CCTA and KCTA Boards returned to open session.

12.) METRO GOVERNANCE STEERING COMMITTEE PRESENTATION ON GOVERNANCE FINE-TUNING INITIATIVE ACTION REPORT

The Governance Fine-tuning Initiative Steering Committee (Rosine, Farmer, Breneman, Rama, Brown and Aardema) delivered a presentation that introduced enhancements to the CCTA/KCTA Governance Structure and Policies. Attached to the Action Report provided, there are three resolutions presented for first reading, that the Board will be asked to adopt in the December Board meeting. The purpose of these resolutions is to adopt key short-term actions that are important in the implementation of the Action Report. Chair Rosine thanked the consultant, Mr. Doug Eadie for his guidance during this planning phase.

13.) ADJOURNMENT

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

Motion: Janssen

Support: Brown

Motion carried by voice vote.

The meeting adjourned at 1:45 P.M.

Greg Rosine
CCTA Chairperson

Annette Arkush
CCTA Acting Clerk

Greg Rosine
KCTA Chairperson

Annette Arkush
KCTA Acting Clerk



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Kalamazoo County

Agenda Item: # 4 Meeting Date: 12/12/22
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TO: CCTA and KCTA Boards
FROM: Sean McBride, Executive Director
DATE: December 2 2022
SUBJECT: Enhancements to CCTA/KCTA Governance Structure and Policies

DISCUSSION

The KCTA and CCTA conducted a Board Retreat on July 11, 2022. The purpose of the retreat was to review and enhance the overall governance process and experience for the Boards. The Retreat was facilitated by Doug Eadie who specializes in working with public transit agencies on board governance

Based on the exercise and discussion, Mr. Eadie and the Governance Review Steering Committee have continued to work on recommendations to enhance the Board governance structure and experience. The efforts of this group are summarized in the *Governance Fine-Tuning Initiative Action Report*, which was included in the November meeting packet.

Attached are three resolutions that were presented for First Reading to the KCTA/CCTA Boards at the November 14th meeting. The Boards are requested to adopt the resolutions at the December meeting. The purpose of these resolutions is to adopt key short-term actions that are important in the implementation of the Action Report.

Also attached, is the *KCTA and CCTA Board Governance Implementation Timeline*, which provides an overview of governance implementation activities for the next few months.

RECOMMENDATION

The Governance Review Steering Committee Consideration recommends the adoption of Resolution 22-004 – Creating a Metro Board Governing Role and Responsibility Description, Resolution 22-005– Creating Metro Board Standing Committee, and Resolution 22-006– Metro Board Standing Committee Operating Guidelines.

Attachments:

1. Resolution 22-004 – Creating a Metro Board Governing Role and Responsibility Description
2. Resolution 22-005 – Creating Metro Board Standing Committee
3. Resolution 22-006 – Metro Board Standing Committee Operating Guidelines
4. KCTA and CCTA Board Governance Implementation Timeline

CENTRAL COUNTY TRANSPORTATION AUTHORITY

RESOLUTION 22-004

**A RESOLUTION CREATING A METRO BOARD GOVERNING ROLE
AND RESPONSIBILITY DESCRIPTION**

Whereas, the METRO Board of Directors at its July 11, 2022, Governance Fine-Tuning Work Session explored the Board’s governing role in the interest of strengthening the Board’s leadership,

Whereas, the Action Report following up on the July 11, 2022 Governance Fine-Tuning Work Session recommends the adoption of a Board Governing Role and Responsibilities Description to guide the METRO Board in carrying out its governing responsibilities,

Whereas, the METRO Governance Fine-Tuning Steering Committee has developed the Board Governing Role and Responsibilities Description that is set forth in Exhibit A of the Committee’s Action Report,

NOW, THEREFORE BE IT RESOLVED THAT:

The METRO Board of Directors adopts the Governing Role and Responsibilities Statement as set forth in Exhibit A of the Governance Review Steering Committee’s Action Report and directs that it serves as a framework for further developing the Board’s governing work, structure, and processes.

The aforementioned Resolution was offered by _____ and second by _____

AYES:
NAYS:
ABSENT:

RESOLUTION DECLARED _____

CERTIFICATE

I hereby certify that the foregoing is a true and complete copy of a resolution adopted by the Central County Transportation Authority at a regular meeting held on December 12, 2022, and that said meeting was conducted and public notice of said meeting was given pursuant to and in full compliance with the Open Meetings Act, being Act 267, Public Acts of Michigan, 1976, and that the minutes of said meeting were kept and will be or have been made available as required by said Act.

Barbara A. Blissett, Clerk – CCTA

CENTRAL COUNTY TRANSPORTATION AUTHORITY

RESOLUTION: 22-005

**A RESOLUTION CREATING METRO BOARD
STANDING COMMITTEES**

Whereas, the Action Report following up on the July 11, 2022 Governance Fine-Tuning Work Session recommends that the METRO Board employ four standing committees consisting of Board members for the purpose of accomplishing the detailed governing work of the Board: the Board Operations Committee; the Planning and Development Committee; the Performance Monitoring Committee; and the External/Stakeholder Relations Committee,

Whereas, detailed functional descriptions of the of the recommended four Board standing committees are set forth in Exhibit B of the Action Report,

NOW, THEREFORE BE IT RESOLVED THAT:

The four standing committees recommended in the Action Report be adopted as the governing structure of the METRO Board, that the Governance Fine-Tuning Steering Committee oversee the implementation of the four new committees during 2022, and that implementation of the four standing committees adhere to the committee descriptions that are set forth in Exhibit B of the Action Report.

The aforementioned Resolution was offered by _____ and second by _____

AYES:

NAYS:

ABSENT:

RESOLUTION DECLARED _____

CERTIFICATE

I hereby certify that the foregoing is a true and complete copy of a resolution adopted by the Central County Transportation Authority at a regular meeting held on December 12, 2022, and that said meeting was conducted and public notice of said meeting was given pursuant to and in full compliance with the Open Meetings Act, being Act 267, Public Acts of Michigan, 1976, and that the minutes of said meeting were kept and will be or have been made available as required by said Act.

Barbara A. Blissett, Clerk-CCTA

CENTRAL COUNTY TRANSPORTATION AUTHORITY

RESOLUTION: 22-006

METRO Board Standing Committee Operating Guidelines

Whereas, the Action Report following up on the July 11, 2022 Governance Fine-Tuning Work Session recommends that the METRO Board employ four standing committees consisting of Board members for the purpose of accomplishing the detailed governing work of the Board: the Board Operations Committee; the Planning and Development Committee; the Performance Monitoring Committee; and the External/Stakeholder Relations Committee,

Whereas, the Action Report recommends that a set of Standing Committee Operating Guidelines be adopted to ensure that the new standing committees function effectively,

Whereas, the Standing Committee Guidelines are set forth in Exhibit D of the Action Report,

NOW, THEREFORE BE IT RESOLVED THAT:

The Standing Committee Operating Guidelines set forth in Exhibit D of the Action Report be adopted and periodically updated by the Board Operations Committee.

The aforementioned Resolution was offered by _____ and second by _____

AYES:

NAYS:

ABSENT:

RESOLUTION DECLARED _____

CERTIFICATE

I hereby certify that the foregoing is a true and complete copy of a resolution adopted by the Central County Transportation Authority at a regular meeting held on December 12, 2022, and that said meeting was conducted and public notice of said meeting was given pursuant to and in full compliance with the Open Meetings Act, being Act 267, Public Acts of Michigan, 1976, and that the minutes of said meeting were kept and will be or have been made available as required by said Act.

Barbara A. Blissett, Clerk – CCTA

KCTA and CCTA Board Governance Implementation Timeline
Version – November 21, 2022

Task/Activity	Target Date	Action Approval Body	Task Assignment
Receive Action Report	11/14/22	KCTA/CCTA	
First Reading Resolutions	11/14/22	KCTA/CCTA	
Second Reading Resolution	12/12/22	KCTA/CCTA	
Staff Meeting with Doug Eadie	12/15/22	Staff	
Board Governance Steering Committee Meets	1/05/22	Steering Committee	
Establish Transition Action Plan Transition Implementation Plan	1/05/22	Steering Committee	
Update to KCTA/CCTA Bylaws 1 st Reading	1/9/23	KCTA/CCTA	
Update to KCTA/CCTA Bylaws 2nd Reading	2/13/23	KCTA/CCTA	
Establish Board Operations Committee Membership	2/13/23	KCTA/CCTA	
Board Operations Committee Meet	2/20/23	Board Operations Committee	
Board Operations Committee appoints Committee Membership	3/13/23	Board Operations Committee	
Committees Meet for First Time	Late March 2023	Committees	
Committees develop short-term workplans	By mid-April 2023	Committees	
Committee workplans are reviewed and approved by Board Operations Committee	By mid-May 2023	Board Operations Committee	



Agenda Item # 5
Meeting Date 12/12/22

Connecting People Throughout
Kalamazoo County

TO: CCTA and KCTA Boards
FROM: Sean McBride, Executive Director
DATE: December 2, 2022
SUBJECT: Updated Support Services Agreement with the City of Kalamazoo

BACKGROUND

In 2015 the CCTA entered into a Support Services Agreement with the City of Kalamazoo (COK) to provide accounting and financial functions, benefits processing, treasury, information technologies, human resources, and purchasing/risk management, for CCTA. The original Agreement was extended for the period of October 1, 2019 through September 30, 2022.

DISCUSSION

Overall, the partnership with COK has remained very positive and steady.

Moving forward with an agreement extension, much of the structure of the original Support Services Agreement remains. As part of the previous extension, the CCTA reduced the role of COK in administering human resources. The role currently is limited to the use of specialized human resources software and the management of employee benefits.

It makes sense to maintain the partnership with the COK. In particular, many of the protocols in these areas are designed using software that has been carried over from the COK. To purchase proprietary software and redesign systems would be very expensive, time-consuming, and impactful to staff.

The cost of service reflects an 8.5% increase from the final year of the current Agreement. The City also conducted a stand-alone cost assessment looking at staff hourly costs, contract management and costs for software. This cost assessment was equivalent to the new contract cost with the inflationary adjustment. funds are included in the proposed FY 2022 and 2023 budgets for this service.

The City of Kalamazoo conducted a more thorough review of the agreement after CCTA/KCTA Boards approved the document at the October 10, 2022. The attached updated agreement has one substantive change. On page 5, (Section 4.b.i), the new agreement identifies that a Consumer Price Index (CPI) adjustment will be applied to year two and three of the agreement. This is consistent with what was discussed between Metro and COK staff however was missed in what was provided to the Board in October.

RECOMMENDATION

Approve the three-year CCTA Support Services Agreement with the City of Kalamazoo beginning on October 1, 2022 and ending on September 30, 2025 and authorize the Executive Director to sign all related documents.

Attachment:

1. CCTA Administrative Services Agreement with the City of Kalamazoo (updated)

CCTA-City Support Services Agreement

Central County Transportation Authority ("CCTA") 530 North Rose Street Kalamazoo, Michigan 49007 Attn: Executive Director	City of Kalamazoo ("City") 241 West South Street Kalamazoo, Michigan 49007 Attn: City Manager
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The City and CCTA agree:

1. Acknowledged Facts.

- a. CCTA has taken over the operation of the City's public transportation system known as Metro Transit. Before that transition, the City had been providing administrative services to Metro Transit. CCTA is requesting to continue receiving similar services from the City as described below.

2. Term of Agreement.

- a. It is agreed by the parties that the City shall perform certain accounting and financial functions, benefits processing, treasury, information technologies, human resources, and purchasing/risk management, for CCTA for a three-year period beginning on October 1, 2022, and ending on September 30, 2025. The term of this Agreement may be extended by the mutual agreement of the parties.

3. City Responsibilities.

The City shall perform the following accounting services and financial support functions for CCTA:

- a. Payroll Vendor Payments.
 - i. Provide full payroll services for CCTA employees including the preparation of payroll checks, direct deposits, processing and submission of tax withholding payments and tax reporting documents. CCTA will purchase its own paper stock for payroll checks and stubs. Payroll will be processed in accordance with the City's standard payroll procedures and timekeeping software.
 - ii. Process and pay CCTA invoices, including payments to vendors. CCTA will purchase its own check stock for payments to be made in accordance with the City's accounts payable procedures.
 - iii. Process annual information returns including unemployment taxes, W-2's and 1099's as needed.

- iv. Work with the Kalamazoo City Treasurer to use CCTA funds to finance payroll and vendor payments.
- b. Pension & Retiree Health Care Management
 - i. Calculate employee pension benefits, process pension checks, pay retiree health care claims and related expenses, and administer annual reporting and actuarial studies relative to CCTA retirees and active CCTA employees who are eligible to receive pension and/or defined retiree health care benefits.
 - ii. Administer the assets entrusted to pay CCTA employee and retiree defined benefit pension and retiree health care benefits, as well as related reporting, legal compliance, investments, cash management, payment of expenses, and related ministerial tasks.
 - iii. Administer retiree healthcare savings accounts for CCTA employees and retirees.
- c. Annual Reporting
 - i. Coordinate with independent auditors selected by CCTA, to the extent necessary, to assist in the completion of the annual financial statements and single audit of federal awards in accordance with generally accepted accounting practices and applicable statutes.
 - ii. Consult with CCTA on financial policies and procedures.
 - iii. Assist CCTA with preparation for triennial review by the Federal Transit Administration (FTA).
- d. General Ledger
 - i. Prepare and maintain a year-to-date general ledger and provide detailed information supporting financial statement numbers to CCTA, including recording financial activity in the City's financial enterprise resource program (Eden, or another system) and balancing the general ledger module with subsidiary systems.
 - 1. Bank account and balance sheet account reconciliations including inventory, and prepaid asset accounts.
 - 2. Update Chart of Accounts based upon input from CCTA.
 - 3. Complete F-60 report in compliance with National Transit Database requirements.

4. Regulatory changes such as new Governmental Accounting Standard Board (GASB) implementation may be billed separately from the amount listed in this contract. The City will provide CCTA a proposal for cost of implementation. Complex implementations may require external resources.

e. Treasury

- i. Receive CCTA tax collection funds from the County Treasurer, as well as other CCTA receipts. Deposit CCTA funds into a bank account which has been established solely for CCTA funds.
- ii. Process reimbursements from the CCTA to taxing units as required, identify, and process all eligible reimbursements and rebates from the State of Michigan or other entities to the CCTA (i.e., exempt personal property reimbursements, etc.).
 1. File all required property tax-related remiss to various entities including the State of Michigan.
- iii. Invest CCTA surplus cash in a manner consistent with applicable laws, CCTA and City policies. Manage CCTA funds to finance CCTA payroll, accounts payable and other CCTA needs. The City will not provide City funds to cover CCTA needs.

f. Information Technology

- i. Will provide the following solutions: Office 365 (0365), Exchange, Active Directory licensing; server availability; VoIP phone service; network devices; Antivirus software; current software maintenance; IT security and data.
- ii. Will provision and administer the accounts as necessary and respond to requests within 48 hours.
 1. CCTA agrees to abide by the IT security rules and policies enacted by City IT. Exceptions can be implemented where necessary by mutual agreement
 2. CCTA agrees to share all data from City supported systems with City IT.
- iii. Billing related to additional databases and proportionate use, or City software is included in the contracted price. Change in software resulting in increased fees will be allocated to CCTA.

- iv. Migrations from currently supported software solutions to new city standard software solutions will be supported by City IT.
- v. Any additional accounts beyond those existing at time of contract signing that are needed will be paid for by CCTA via City IT process.
- vi. New hardware as needed, will be purchased by CCTA through the City IT department. CCTA will abide by the city lifecycle management requirements for all hardware, including but not limited to, network hardware, laptops, and PCs.

g. City Clerk

- i. The City Clerk will provide records maintenance according to the retention and destruction schedules established by the City and provide records to CCTA as requested by CCTA.

h. Human Resources

- i. Provide benefit administration, affordable health care reporting, and EEO reporting in a manner consistent with CCTA policies.

i. Purchasing & Risk Management

- i. Purchasing- including support, review and approval of purchase orders, requisitions, competitive bidding, contract management, and vendor qualification, excluding fuel bids.
- ii. Risk management- including leased underground storage tanks and buildings.
 - 1. Notwithstanding termination rights under Section 9 of this Agreement, services under this section may be discontinued in whole or in part at the discretion of CCTA at any time upon notification to the City.

j. Timeliness

- i. City staff shall be provided 48 business hours to respond to any information request from the CCTA; reasonable requests for expedition by the CCTA will be honored by the City.

k. Planning Meetings

- i. The City's Chief Financial Officer and the CCTA's Executive Director and any appropriate staff and/or consultants will meet on

a regular basis to identify outstanding issues, their resolutions and the resources assigned to the same within the scope of this Agreement.

4. CCTA Responsibilities.

- a. CCTA agrees to do the following to assist the City in performing the services and functions being provided under this Agreement:
 - i. Provide general information on a timely basis to the City to allow the City to perform its tasks.
 - ii. Provide hourly and/or salary information for employees as needed to allow City to perform payroll: functions.
 - iii. Provide a tie out report from CCTA for quarterly OAR report to general ledger. Provide occasional fixed asset additions and deletions.
 - iv. Timely submission of approved accounts payable documents in a manner provided by the City.
 - v. Timely submission of approved payroll forms in a manner provided by the City.
 - vi. Assist independent auditors with the annual CCTA audit, with support from City.

- b. Compensation.
 - i. CCTA shall pay \$550,644 to the City in four equal installments of \$137,661 payable on October 1st, January 1st, April 1st and July 1st for first year of the Agreement increasing by the Consumer Price Index (CPI) for each year of the Agreement.
 - ii. In the event that CCTA requests that the City perform any additional services not enumerated in this Agreement, including any transition services and related costs. Such services shall be billed to CCTA at the cost of \$50.00 per hour plus the actual costs of materials and services and shall be payable within 30-days from receipt of an invoice. Additional services shall not be provided by the City without prior written approval from CCTA. The City can decline to provide any additional services requested by CCTA.

5. City as Independent Contractor.

- a. The City, in providing the services set forth in this Agreement, shall be acting as an independent contractor and not as an agent, partner, joint venture or employee of the CCTA. Neither City nor its employees are entitled to benefits provided by the CCTA to its employees. The CCTA is not responsible for any compensation, FICA, withholding taxes, employment compensation or any other similar payment for the City or the City's employees.

6. Non-Discrimination.

- a. City agrees not to discriminate against any employee or applicant for employment with respect to hire, tenure, terms, conditions or privileges of employment, or any other matter directly or indirectly related to employment, because of sex, color, age, national origin, religion, height, weight, marital status, disability, political affiliation, sexual orientation, or gender identity. City further agrees to require compliance with this paragraph of the Agreement by any of City's subcontractors providing services under this Agreement. Breach of this paragraph of the Agreement may be regarded as a material breach of the Agreement.

7. No Third-Party Rights

- a. This Agreement is made solely for the benefit of the parties who are signatories to it and is not for the benefit of any third party. No third party can enforce any obligations under this Agreement.

8. Termination Rights

- a. This Agreement may be terminated by either party at any time, either with or without cause, by providing the other party with the required written notice of the same. The right to terminate this Agreement is not an exclusive remedy.
- b. Termination for Cause. For purposes of this Agreement, "for cause" is deemed to be a material breach by either party of the terms of this Agreement.
 - i. For purposes of terminating this Agreement for cause, the terminating party shall provide the non-terminating party with written notice of the default and at least fifteen (15) business days to cure the same. The fifteen (15) business day period to cure the default shall begin to run when written notice of the default is deemed received by the non-terminating party as determined by paragraph 13 of this Agreement. If, at the end of this fifteen (15) business day period, the non-terminating party has failed to cure the default, this Agreement will terminate.

- c. Termination Without Cause. Either party may terminate this Agreement at any time without cause by providing the other party with sixty (60) days advance written notice of the same. This Agreement shall be deemed to terminate sixty (60) days from the date that written notice is deemed received by the non-terminating party as determined by paragraph 12 of this Agreement.
- d. Compensation. If this Agreement is terminated by either party, CCTA shall have no obligation to pay the City for any work done by the City after the date the Agreement is deemed terminated.

9. Hold Harmless.

- a. City agrees to hold harmless CCTA and its employees, officers, directors, and representatives from and against any and all costs, claims, liens, damages, losses, expenses, fees, fines, penalties, including reasonable attorney fees arising from or relating to any proceedings, actions, demands, causes of action, liability and suits of any kind and nature, made upon CCTA directly or indirectly in any way arising out of or resulting from the willful acts or negligence of City, its agents, employees or contractors.
- b. CCTA agrees to hold harmless City and its employees, officers, directors, and representatives from and against any and all costs, claims, liens, damages, losses, expenses, fees, fines, penalties, including reasonable attorney fees arising from or relating to any proceedings, actions, demands, causes of action, liability and suits of any kind and nature, made upon City directly or indirectly in any way arising out of or resulting from the willful acts or negligence of CCTA, its agents, employees or contractors.

10. Severability.

- a. If any provision of this Agreement is determined to be invalid or unenforceable, the other provisions of the Agreement will remain valid and enforceable in accordance with their respective terms, and any such invalid or unenforceable provision will be deemed to be modified with retroactive effect to render such provision valid and enforceable.

11. CCTA Documents.

- a. During the course of this Agreement, the City will have access to information of CCTA. The City agrees that this information will not be used for any purpose other than to carry out the terms of this Agreement. In the event the City receives a Freedom of Information Act ("FOIA") request for any public record of CCTA in the City's possession, the City shall immediately advise CCTA of the FOIA request. The City agrees to work with CCTA in preparing a response to the FOIA request.

12. Notice.

- a. Any notice, consent or approval required or permitted to be given under this Agreement shall be:
 - i. in writing.
 - ii. addressed to the recipient at the address of the recipient set forth on this Agreement's first page, or to such other address as that party may hereafter designate in writing to the other party; and
 - iii. deemed to have been received upon (i) personal delivery, (ii) one business day after being deposited with Federal Express or another reliable, nationally- recognized overnight courier service for next day delivery or transmission, or (iii) two business days after being deposited in the United States mail, registered or certified mail, postage prepaid, return receipt required.

13. Miscellaneous

- a. This Agreement shall be governed by the laws of the State of Michigan. This Agreement shall be binding upon and inure to the benefit of the parties and their respective successors and assigns. This Agreement is personal to each of the parties and neither party may assign or delegate any of its rights or obligations under this Agreement without first obtaining the other party's written consent. This Agreement may not be amended, altered, or modified except by written agreement signed by both of the parties. The headings contained in this Agreement are for convenience only and shall not affect the interpretation or construction of this Agreement.

IN WITNESS WHEREOF, this Agreement has been duly executed and delivered by the parties hereto as of the date first above written.

The City of Kalamazoo

Central County Transportation Authority

By: _____
James K. Ritsema
City Manager

By: _____
Sean McBride
Executive Director

Date: _____

Date: _____



Agenda Item: # 6
Meeting Date: 12/12/22

Connecting People Throughout
Kalamazoo County

TO: CCTA and KCTA Boards
FROM: Sean McBride, Executive Director
PREPARED BY: Keshia Woodson-Sow, Director of Operations
DATE: December 5, 2022
SUBJECT: Public Transportation Agency Safety Plan

BACKGROUND

On July 19, 2018, Federal Transit Administration (FTA) published the Public Transportation Agency Safety Plan (PTASP) Final Rule (49 CFR Part 673), which requires certain operators of public transportation systems that receive federal funds under FTA's Urbanized Area Formula Grants to develop safety plans that include the processes and procedures to implement Safety Management Systems (SMS).

The Agency Safety Plan (ASP) and Safety Management System (SMS) beyond setting safety performance targets must include the following:

- A Safety Management Policy
- Safety Risk Management
- Safety Assurance
- Safety Promotion

The PTASP rule became effective on July 19, 2019. FTA published a Notice of Enforcement Discretion on April 22, 2020, effectively extending the deadline from July 20, 2020 to December 31, 2020. CCTA/KCTA board's approved Metro's PTASP in the fall of 2020.

DISCUSSION

On February 17, 2022, the FTA published a Dear Colleague Letter, listing new requirements under the Bi-Partisan Infrastructure Law. Guidance and trainings on how this Infrastructure Law will change agency PTASP's became available in the Spring 2022. In September 2022, the Technical Assistance Center for PTASP became available to provide guidance on completing requirements and reviewing agency plans.

The plan must include safety performance targets to be transmitted to the Metropolitan Planning Organizations and the State. Transit operators also must certify the new safety plan in place meets requirements of the Bi-Partisan Infrastructure Law by December 31, 2022. The plan must be updated, approved by the Safety Committee, approved by the Board of Directors, and certified by the transit agency annually.

Changes to the PTASP under the Bi-Partisan Infrastructure Law include:

- Creation of a Safety Committee that is structured with equal parts of management and frontline employees by July 31, 2022.
 - Prior to the dear colleague letter, Metro Safety Committee met the required standards.
- Approval of the PTASP by the Safety Committee, prior to the submission to the Board.
 - Metro received approval from all members of the Safety Committee on December 6, 2022.

Memo re: Public Transportation Agency Safety Plan

Date: December 5, 2022

Page 2

- Ensure annual de-escalation training for all frontline employees and members of maintenance.
 - Metro is currently working with a company to establish the training goals for De-Escalation training which will take place in June 2023.
- Inclusion of an infectious disease prevention plan.
 - Metro is working with Human Resources to determine a training date for 2023.

The Agency Safety Plan, Safety Management System, and Public Transportation Agency Safety Plan annual certifications will be reviewed for compliance as part of the Tri-Annual review process.

After review of this plan by the Safety Committee, this plan was transmitted to the PTASP- Technical Assistance Center (TAC) for review. The TAC responded with notes for updates and suggestions for future improvements to the plan. Metro staff will work with the Safety Committee and members of management to develop policies and procedures for those recommendations.

RECOMMENDATION

It is recommended CCTA and KCTA Boards approve Metro's Public Transportation Agency Safety Plan.

Attachment

1. Public Transportation Agency Safety Plan

Public Transportation Agency Safety Plan Template for Bus Transit

Version 3, Issued 12/31/19

The Federal Transit Administration (FTA) is providing the *Public Transportation Agency Safety Plan Template for Bus Transit* and accompanying *Reference Guide* to assist with the development of an Agency Safety Plan (ASP) for bus transit modes. Use of this template is voluntary. The template and reference guide are intended for use by States and operators of public transportation systems that are required to draft a Safety Plan in accordance with 49 C.F.R. Part 673 (Part 673). The full text of Part 673 is available at <http://www.transit.dot.gov/PTASP>.

Certain requirements in Part 673 do not apply to small public transportation providers.¹ The relevant sections in this template are noted in red to indicate where requirements differ. Transit operators that are subject to Part 673 may choose to include additional sections beyond what is required in Part 673.

Under Part 673, a transit agency is required to maintain documents that describe its ASP, including those related to implementation and results from processes and activities. Also, a transit operator may have existing documentation that describes processes, procedures, and other information required in Part 673. You may reference these documents in your ASP by specifying the document names and locations within the appropriate sections of the plan.

1. Transit Agency Information

Transit Agency Name	Central County Transportation Authority of Kalamazoo, MI (Metro)		
Transit Agency Address	530 N. Rose Street Kalamazoo, MI 49007		
Name and Title of Accountable Executive	Sean McBride, Executive Director		
Name of Chief Safety Officer or SMS Executive	Keshia Woodson-Sow, Director of Operations		
Mode(s) of Service Covered by This Plan	Fixed Route, Demand Response, ADA Paratransit, Special Services	List All FTA Funding Types (e.g., 5307, 5337, 5339)	5339, 5310, 5307, and 5311

¹ Part 673 defines small public transportation provider as a recipient or subrecipient of Federal financial assistance under 49 U.S.C. § 5307 that has one hundred (100) or fewer vehicles in peak revenue service and does not operate a rail fixed guideway public transportation system. (49 C.F.R. § 673.5). This includes bus transit systems with one hundred (100) or fewer vehicles in revenue service during peak regular service across all non-rail fixed route modes or in any one non-fixed route mode.

Mode(s) of Service Provided by the Transit Agency (Directly operated or contracted service)	Fixed Route, directly operated Demand Response, ADA Paratransit, Operated by contracted service Special Services, directly operated			
Does the agency provide transit services on behalf of another transit agency or entity?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	Description of Arrangement(s)	Not Applicable
Name and Address of Transit Agency(ies) or Entity(ies) for Which Service Is Provided	Not Applicable			

2. Plan Development, Approval, and Updates

Name of Entity That Drafted This Plan	Central County Transportation Authority of Kalamazoo, MI (Metro)		
Signature by the Accountable Executive	Signature of Accountable Executive	Date of Signature	
	Sean McBride Executive Director		
Approval by the Board of Directors or an Equivalent Authority	Name of Individual/Entity That Approved This Plan	Date of Approval	
	Central County Transportation Authority (Metro) Board of Directors		
	Safety Committee		
	Relevant Documentation (Title and Location)		

Version Number and Updates			
<i>Record the complete history of successive versions of this plan.</i>			
Version Number	Section/Pages Affected	Reason for Change	Date Issued
1	All	New Document	November 2020
2	All	New Requirements, position changes, corrections	December 2022

Annual Review and Update of the Public Transportation Agency Safety Plan

Describe the process and timeline for conducting an annual review and update of the ASP.

Metro's Agency Safety Plan is reviewed annually by the Safety & Security Manager with recommendations made to the Chief Safety Officer in June of each year. The Chief Safety Officer will present recommendations to the Accountable Executive. Approved recommendations by the Accountable Executive for changes in the Safety Plan along with budget changes to address safety issues will be presented first to the Metro Safety Committee for approval. Once the Safety Committee approves the changes, the safety plan will be presented to the Metro Board no later than a meeting during the third quarter of the calendar year. Changes made will implemented beginning October 1, the start of the new fiscal year. The ASP will address all applicable requirements and standards as set forth in FTA's Public Transportation Safety Program and the National Transportation Safety Plan.

3. Safety Performance Targets

Safety Performance Targets

Specify performance targets based on the safety performance measures established under the National Public Transportation Safety Plan.

Mode of Transit Service	Fatalities (Total)	Fatalities (Rate)	Injuries (Total)	Injuries (Rate)	Safety Events (Total)	Safety Events (Rate)	System Reliability
Fixed Route	0 per year	0 per 100K VRM	5.6 per year	.441 per 100K VRM	1 per year	.164 per 100K VRM	77,971 mi
Demand Response /Paratransit	0 per year	0 per 100K VRM	2.33 per year	.256 per 100K VRM	0 per year	0 per 100K VRM	170,000 mi

Safety Performance Target Coordination

Describe the coordination with the State and Metropolitan Planning Organization(s) (MPO) in the selection of State and MPO safety performance targets.

Annual Safety targets will be presented to the State of Michigan Department of Transportation Program Manager and to the Metropolitan Planning Organization (MPO) Kalamazoo Area Transportation Study (KATS) following annual certification of Metro's Safety Plan during a third quarter meeting. These goals will be submitted annually and obtained during the same time frame Metro plans to update the safety plan and Safety Management System (SMS).

Targets Transmitted to the State	State Entity Name	Date Targets Transmitted
	State of Michigan Department Of Transportation	
Targets Transmitted to the Metropolitan Planning Organization(s)	Metropolitan Planning Organization Name	Date Targets Transmitted
	Kalamazoo Area Transportation Study (KATS)	
	Transit Asset Management (TAM)	

4. Safety Management Policy

<p>Safety Management Policy Statement</p> <p><i>Use the written statement of safety management policy, including safety objectives.</i></p>	
<p>Safety is a core value at Metro and is echoed in our organization's Mission Statement. We will manage safety by developing, implementing, maintaining, and continuously improving processes to ensure the safety of our customers, employees, and the public. Metro is committed to the following Safety Objectives:</p> <ul style="list-style-type: none"> • Communicating the purpose and benefits of the SMS to all staff, managers, supervisors, and employees. • Providing a culture of open reporting of all Safety concerns, ensuring that no action will be taken against any employee who discloses a safety concern through Metro's Employee Safety Reporting Program (ESRP), unless such disclosure indicates, beyond any reasonable doubt, an illegal act, gross negligence, or a deliberate or willful disregard of regulations or procedures. • Providing appropriate management involvement and the necessary resources to establish an effective ESRP that will encourage employees to communicate and report any unsafe work conditions, hazards, or at-risk behaviors to the management team. • Identifying hazardous and unsafe work conditions and analyzing data from the ESRP. (After thoroughly analyzing provided data, the transit operations division will develop processes and procedures to mitigate safety risk to an acceptable level.) 	
<p>Safety Management Policy Communication</p> <p><i>Describe how the safety management policy is communicated throughout the agency. Include dates where applicable.</i></p>	
<p>Metro's Safety Plan was created and distributed to staff on November 12, 2020. Metro will communicate the Safety Management Policy Statement throughout the year during staff meetings to ensure all employees of the organization will have access to it. Metro also can post the Safety Management Policy Statement on bulletin boards in the administration building, the Kalamazoo Transportation Center, and in the operations and maintenance break areas. Metro will incorporate review and distribution of the Safety Management Policy Statement into new-hire training and all-staff annual refresher training. Metro will extend the Safety Management Policy Statement to all contract service providers (CSPs).</p>	
<p>Authorities, Accountabilities, and Responsibilities</p> <p><i>Describe the role of the following individuals for the development and management of the transit agency's Safety Management System (SMS).</i></p>	
<p>Accountable Executive</p>	<p>Accountable Executive – The Executive Director</p> <p>The Executive Director is responsible:</p> <ol style="list-style-type: none"> 1. To make annual certifications of Metro's compliance with the Safety Management System 2. To carry out Metro's Safety Plan, SMS, and Transit Asset Management (TAM) Plan. 3. To control and direct human and capital resources needed to develop and maintain Metro's Safety Plan to ensure safety compliance and ensuring that enough resources and attention are devoted to the SMS Program and TAM Plan. 4. To insure the SMS is effectively implemented and action is taken as necessary to address substandard performance in the Metro's SMS including approving standards and enforcement of operating procedures related to employee security duties as outlined in the Safety and Security Emergency Preparedness Plan (SSEPP). 5. To designate an adequately trained and qualified Safety Management Executive to serve as the Chief Safety Officer to manage the SMS.

<p>Chief Safety Officer or SMS Executive</p>	<p>The Director of Operations will serve as the Chief Safety Officer with authority to oversee the daily implementation of the Safety Management System and is responsible:</p> <ol style="list-style-type: none"> 1. The Chief Safety Officer reporting directly or holds a direct line of reporting without intermediaries to the accountable executive. 2. For maintaining a supervisor role and does not work as a operator or in maintenance. 3. To oversee development and enforcement of safety and security regulations including risk assessment. 4. To oversee development of emergency operating procedures maximizing transit system response effectiveness and minimizing system interruptions during emergencies and security incidents in keeping with the SSEPP. 5. To develop relations with outside organizations that contribute to the SMS program, including local public safety, federal law enforcement, and emergency planning agencies. 6. To make budget recommendations in keeping with risk assessments to the accountable executive.
<p>Agency Leadership and Executive Management</p>	<p>Safety Management Overseer Point of Contact – Director of Support Services The Director of Support Services is responsible:</p> <ol style="list-style-type: none"> 1. To Oversee Support Services Risk Assessment. 2. To Oversee the Transit Asset Management Plan. 3. To Oversee Support Services Safety Communication. 4. To Oversee Support Services Competencies & Safety Training. 5. To make Support Services budget recommendations in keeping with risk assessments. 6. To report to the accountable executive. <p>Risk Assessment, Communication, and Training Coordinator – Safety & Security Manager The Safety & Security Manager is responsible for:</p> <ol style="list-style-type: none"> 1. Conducting & Documenting Risk Assessments. 2. Developing safety and security regulations. 3. Soliciting and documenting employee safety recommendations. 4. Overseeing an effective notification and reporting system for security incidents and emergencies. 5. Communicating security and emergency preparedness as top priorities to all employees.
<p>Key Staff</p>	<p>Safety Compliance Officers – Senior Operations Supervisors & Deputy Director of Fleet and Facilities The Senior Operations Supervisors & Deputy Director of Fleet and Facilities are responsible:</p> <ol style="list-style-type: none"> 1. To insure individual employees are following safety rules and protocols by monitoring employee work, coaching and when necessary applying progressive discipline to correct safety violations. 2. To make safety recommendations as part of the safety communication process to the safety committee. 3. To include maintenance personnel in the Safety Committee.

Employee Safety Reporting Program

Describe the process and protections for employees to report safety conditions to senior management. Describe employee behaviors that may result in disciplinary action (and therefore, are excluded from protection).

SMS relies on continuous management of and commitment to communication. Metro's management is responsible to encourage and motivate open authentic communication without concern for reprisal.

Metro encourages participation in good faith employee reported safety issues however, Metro may take disciplinary action if the report involves willful participation in illegal activity, such as assault or theft; gross negligence such as knowingly utilizing heavy equipment for purposes other than intended such that people or property are put at risk; or deliberate or willful disregard of regulations or procedures, such as reporting to work under the influence of controlled substances.

Each employee is responsible to communicate all safety concerns to their supervisor or another member of management. Employees are also encouraged to bring safety concerns to employee leaders who serve on the safety committee. A suggestion box in the operators' lounge will also be maintained for employees to share ideas and safety concerns anonymously. Metro maintains a three-part memo communication system where employees can submit safety concerns directly to a supervisor or a specific manager.

Metro has created a safety specific email address (safetycommittee@kmetro.com & suggestionbox@kmetro.com) where employees can easily submit concerns. Metro is also in the process of providing employee emails to all Metro employees for easier communication. The goal is to have this implemented between December 2022 and beginning of 2023.

Supervisors or managers who receive safety concerns shall respond back to those employees within a two business day period to assure them the information has been received. Safety concerns received will be processed by the Management team and followed up with risk mitigation according to risk assessments. All written and signed suggestions by employees will be given a written response. All changes made based on employee safety reporting will be communicated as appropriate through policy memos, in regularly scheduled staff meetings and in upcoming employee trainings. A record of all safety suggestions, the risk assessment and any risk mitigation implemented will be maintained by the Safety & Security Manager.

Metro's ESRP also encourages all contract service providers (CSPs) to report safety concerns or safety issue they may encounter while working with Metro employees, on Metro properties, or during Metro operations. CSPs will be encouraged to report any safety concerns to the supervisor that is in charge of their services. Metro will also create a culture of open reporting without fear of disciplinary action for CSPs, unless such disclosure indicates, beyond a reasonable doubt, an illegal act, gross negligence, or a deliberate or willful disregard of regulations or procedures. CSPs can use any communication method available to them to report safety concerns such as phone, text, email, or in person conversation. CSPs will also be given access to Metro's safety specific email address to voice or submit their concerns when this becomes operational. Metro will also maintain records of safety issues reported to them from CSPs.

5. Safety Risk Management

Safety Risk Management Process

Describe the Safety Risk Management process, including:

- *Safety Hazard Identification: The methods or processes to identify hazards and consequences of the hazards.*
- *Safety Risk Assessment: The methods or processes to assess the safety risks associated with identified safety hazards.*
- *Safety Risk Mitigation: The methods or processes to identify mitigations or strategies necessary as a result of safety risk assessment.*

Consequences of Hazard Identification:

Methods used by Metro to identify the consequences of hazards and vulnerabilities of the system include the collection of incident reports submitted by operators and supervisors, daily security reports provided by our security contractor, management reports, safety assessments conducted by our insurers, The Michigan Municipality Risk Management Authority (MMRMA) information provided by local law enforcement, the employee safety reporting system, and information received through public comments and complaints.

Information resources include the following:

- Operator collision and incident reports and suggestion box submissions
- Risk management reports
- Bus maintenance reports
- Marketing surveys
- Passengers' letters and telephone calls
- Management's written concerns
- Staff meeting notes
- Statistical reports
- Security guard Incident Reports
- TSA security monthly updates
- The Federal Transit Administration (FTA) and other oversight authorities including the National Transportation Safety Board
- FTA bulletins

All reports, notes, comments, and surveys are reviewed by the supervisor or manager who receive each report. Safety issues that are identified in any communication will be directed to the Safety & Security Manager and will be documented. Metro's Safety & Security Manager will review security information resources and determine when additional methods should be used to identify consequences of hazards and vulnerabilities.

Safety Risk Assessment:

Safety testing and inspections may be conducted to assess the vulnerability of the transit system. Testing and inspection includes the following three-phase approach:

- Equipment preparedness - to ensure that security equipment is operable and in the location where it belongs
- Employee proficiency - To ensure that employees know how and when to use security equipment
- System effectiveness - To evaluate security by employing security system exercises

Metro assesses safety risk associated with identified consequences of hazards using the safety risk assessment process. The Safety & Security Manager with the assistance of the safety committee, and/or managers, will make assessments of consequences of hazards and vulnerabilities that were identified using a Risk Assessment Matrix. The matrix expresses assessed risk as a combination of one severity category and one likelihood level, also referred to as a consequence of hazard rating.

For example, a risk may be assessed as '1A' or the combination of a Catastrophic (1) severity category and a Frequent (A) probability level.

This matrix also categorizes combined risks into levels, High, Medium, or Low based on the likelihood of occurrence and severity of the outcome. For purposes of accepting risks:

- High ratings will be considered as unacceptable and will require swift action to mitigate the safety risk.
- Medium consequences of hazards will be considered undesirable and be referred to the Safety Committee for review and recommendations for acceptance or mitigation.
- Low hazards may be accepted by the Chief Safety Officer without additional review.

Using a categorization of High, Medium, or Low allows for consequences of hazards to be prioritized for mitigation based on their associated safety risk. Below is a template of the Safety Risk Assessment Matrix:

Risk Assessment Matrix for Safety Hazard Identification:

Likelihood		Severity			
		Catastrophic(1)	Critical(2)	Marginal(3)	Negligible(4)
Frequent	(A)	High	High	High	Medium
Probable	(B)	High	High	Medium	Medium
Occasional	(C)	High	Medium	Medium	Low
Remote	(D)	Medium	Medium	Low	Low
Improbable	(E)	Medium	Low	Low	Low

For instance an Occasional (C) likelihood event that had a Marginal (3) severity would be considered a medium risk and would be referred to the Safety Committee for review and recommendations for acceptance of risk or action for mitigation.

A record of safety issues, the ratings and mitigation actions will be retained by the Safety & Security Manager.

Safety Risk Mitigation:

Recommendations made by the Safety & Security Manager and/or the Safety Committee will be used by the management team to make necessary changes required for risk mitigation. Data collected from collision/incident reports and safety evaluations will be used to determine the best use of safety resources.

It will be an ongoing responsibility of the Safety & Security Manager to determine the level of compliance with agency policies, rules, regulations, standards, codes, procedures, and to identify changes or new challenges as a result of incidents or other operating experience as outlined in the SSEPP.

To improve safety risk mitigation, Metro will establish a risk reduction program that will focus on the following provisions:

1. A reduction of vehicular and pedestrian collisions involving buses that includes measures to reduce visibility impairments for operators that contribute to collisions, including retrofits to buses in revenue service and specifications for future procurements that reduce visibility impairments.
2. Mitigation of assaults on operators, including the deployment of assault mitigation infrastructure and technology on buses, including barriers to restrict the unwanted entry of individuals and objects into the work stations of operators when a risk analysis performed by the Safety Committee determines that such barriers or other measures would reduce assaults on operators and injuries to operators.
3. The Safety Committee will have an active role in the risk reduction program (see Safety Committee responsibilities).

Exposure to Infectious Diseases Mitigation Plan:

After lessons learned from the Covid-19 pandemic, Metro aims to enhance strategies to decrease the exposure to infectious diseases. These strategies to minimize the exposure to the public, personnel, and property to consequences of hazards and unsafe conditions, will remain consistent with guidelines from the Centers for Disease Control and Prevention or a State health authority, to minimize exposure to infectious diseases. Specific strategies include:

1. Evaluate if a committee with managers and frontline employees is needed and implement if needed
2. Train employees on best practices through mandatory meetings and presentations
3. Educate the public through electronic resources such as website, post informative signage (if available), and public announcements
4. Minimize exposure from co-workers
5. Minimize exposure from the public
6. Minimize exposure from vendors/visitors
7. Reduce/limit building and facility operations as needed
8. Cross-train employees to perform essential functions so the workplace can operate even if key employees are absent
9. Identify alternate supply chains for critical goods and services in the event of disruption
10. Develop an emergency communication plan to send important messages to the employees

6. Safety Assurance

Safety Performance Monitoring and Measurement

Describe activities to monitor the system for compliance with procedures for operations and maintenance.

Safety Assurance can only be maintained through a continuous process of interaction with Safety Risk Management where safety performance data is collected and analyzed and where ongoing monitoring and recording is made of the safety performance. This practice will verify that Metro's safety performance is in line with the safety objectives and targets.

Safety performance data is collected throughout the organization through the analysis of incident reports, personal injury reports, supervisor reports, customer complaints, and employee safety suggestions. All safety related incidents are reviewed using video surveillance when available. Both Operations and Maintenance have written safety rules, policies and procedures. All supervisors monitor operations and maintenance procedures to ensure they are sufficient and that employees are complying with the procedures. Safety concerns including threat and vulnerability assessments will be directed to the Safety & Security Manager for study analysis and recommendation. Metro supervisors and Metro employees will also keep oversight of CSPs to ensure they comply and meet Metro's safety standards.

Safety Committee Responsibilities:

The Chief Safety Officer and the Safety and Security Manager will be responsible for managing the Safety Committee meetings that will occur on a bimonthly schedule. Metro's Safety Committee will consist of representatives from each department area to include fleet & facilities, operations, maintenance, dispatch, and operators. The Safety Committee will be made up of managers and frontline employees of equal representation. It is the role of the Safety Committee representatives to bring forward safety concerns from other employees not on the Safety Committee. The responsibilities of the Safety Committee include:

1. Identifying and recommending risk-based mitigations or strategies necessary to reduce the likelihood and severity of consequences identified through the agency's safety risk assessment.
2. Identifying mitigations or strategies that may be ineffective, inappropriate, or were not implemented as intended.
3. Identifying safety deficiencies for purposes of continuous improvement.
4. Establish performance for the risk reduction program using a three-year rolling average of the data submitted by the recipient to the national transit database under section 5335.

Describe activities to monitor operations to identify any safety risk mitigations that may be ineffective, inappropriate, or were not implemented as intended.

As a continuing responsibility of Metro's Safety Committee, there will be a permanent agenda oriented toward safety, security and emergency preparedness matters. It will also be an ongoing part of the security agenda to determine the level of compliance with agency policies, rules, regulations, standards, codes, procedures, and to identify changes or new challenges as a result of incidents or other operating experience.

Safety Compliance Officers (SCO - Senior Operations Supervisors, Deputy Director of Fleet & Facilities) will be given the task of oversight for current and newly implemented safety mitigation strategies in their departments to insure individual employees are following safety rules and protocols by monitoring employee work and providing constructive guidance to employees to comply and fix safety related hazards or concerns. The Safety & Security Manager should be considered as a resource to assist Senior Operation Supervisors, Fleet & Facilities Managers. The Safety & Security Manager will continuously evaluate if these protocols are ineffective, inappropriate, or not implemented as intended concerning mitigation strategies.

The Safety & Security Manager's strategies include:

1. Conducting & Documenting Risk Assessments
2. Developing safety and security regulations
3. Soliciting and documenting employee safety recommendations
4. Conducting or overseeing safety and competency trainings
5. Obtaining data on agency security performance
6. Developing strategies for addressing agency security problems
7. Identifying security conditions and problems at the agency
8. Coordinating the sharing of security responsibilities and information
9. Managing the integration of security initiatives and policies in agency operations
10. Evaluating the effectiveness of the security program
11. Managing the development and revising of agency policies, procedures, and rule-book

Metro will work with all CSPs to ensure they meet Metro's safety standards. If CSPs have their own safety protocol procedure, Metro will request a copy of it and ensure it complies with the ASP, SMS, and Metro's protocols and guidelines.

Describe activities to conduct investigations of safety events, including the identification of causal factors.

The Chief Safety Officer has the responsibility for overseeing the daily operation of the ASP. The Chief Safety Officer will be the direct liaison with the agency's Managers and Supervisors, regarding the ASP. The Chief Safety Officer will also serve as the Department's primary contact with other public agencies. To the extent that liaison is necessary with local, state, and federal agencies, the Chief Safety Officer will serve as the lead liaison for Metro. In managing this program, the Chief Safety Officer will organize and oversee incident investigations and make determinations that identify causal factors using data collected, including findings from the NTSB or MDOT. All collisions/incidents will be rated as preventable, non-preventable or unable to be determined. All preventable collisions will be subject to review upon request by the collision review board. If the collision or incident is found to involve underlying organizational causal factors beyond an individual employee's behavior, this information will be documented and included in current and future risk assessments and plans.

Describe activities to monitor information reported through internal safety reporting programs.

All collisions, incidents, public comments/complaints and safety related discipline is compiled and stored in databases. These, along with the consequence of hazards resources listed above, will be evaluated by the Risk Assessment Matrix and Safety & Security Manager to make an annual assessment of safety programs. Additionally, the Chief Safety Officer and the Safety Committee will review safety data captured throughout the year as they address concerns and questions concerning compliance with operations and maintenance procedures and the effectiveness of safety related risk mitigations.

Management of Change (Not Required for Small Public Transportation Providers)

Describe the process for identifying and assessing changes that may introduce new hazards or impact safety performance.

To manage change in the interest of safety, Metro will maintain a continuous system of Safety Risk Assessment every time a process or protocol has been changed. The change will be closely monitored for a minimum period of 60 days to ensure if the change is working and if it has created other hazards or impacts. If other hazards have been identified, the Risk Assessment Matrix will be used to determine the risk levels of the hazard. High ratings will be considered as unacceptable and will require swift action to mitigate the safety risk. Medium hazards will be considered undesirable and be referred to the Safety Committee for review and recommendations for acceptance or mitigation. Low hazards may be accepted by the Chief Safety Officer without additional review.

Continuous Improvement (Not Required for Small Public Transportation Providers)

Describe the process for assessing safety performance. Describe the process for developing and carrying out plans to address identified safety deficiencies.

Safety Assurance can only be maintained through a continuous process of interaction with Safety Risk Management where safety performance data is collected and analyzed and where on-going monitoring and recording is made of the safety performance. This practice will verify that Metro's safety performance is in line with the safety objectives and targets.

Methods used by Metro to identify the safety hazards and vulnerabilities of the system include the collection of incident reports submitted by operators and supervisors, daily security reports provided by our security contractor, management reports, safety assessments conducted by our insurers (the MMRMA), information provided by local law enforcement, the employee safety reporting system, and information received through public comments and complaints. The collection of information resources previously identified in the risk identification section of this plan will also be used to identify safety deficiencies. Once it has been identified, again the Safety Assessment Matrix will be used to determine the best course of action to problem solve the deficiencies.

7. Safety Promotion

Competencies and Training

Describe the safety training program for all agency employees and contractors directly responsible for safety.

Risk management and safety assurance only succeeds through safety training and development. Resources will continue to be allocated for training to maintain and develop appropriate safety training. Safety training will be maintained at a minimum as followed:

Administration – Safety topics will be presented and reviewed as safety issues arise.

External Service Providers (ESP) – Contract Service Providers (CSPs) will be given Metro's Safety Policy Statement and Metro will review the CSPs safety guideline procedures to ensure they align with Metro's protocol and guidelines.

Maintenance – New hire training includes: Right to Know, Signs & Symptoms of prohibited drug & alcohol use, On the Job Training with co-worker trainer. All maintenance employees - monthly safety meetings held to discuss and review safety topics and present safety training.

Operations – New hire training including: defensive driving & behind the wheel training, Collision & Incident Management, Passenger relations, Right to Know, Defibulator training, Mobility securement, Sign & Symptoms of prohibited drug & alcohol use. All bus operators receive Tri-Annual mandatory trainings that include safety and security reviews and instruction.

Metro will provide a comprehensive training program that will include all frontline employees, specifically maintenance department employees, with the following provisions:

1. The completion of a safety training program.
2. Continuing safety education and training.
3. De-escalation training.

Metro will provide Transit Safety & Security Program (TSSP) Certificate to the Chief Safety Officer, all Operation Managers, and the Safety & Security Manager. The TSSP includes the following trainings:

- Transit Bus System Safety
- Fundamentals of Bus Collision Investigation
- Transit System Security
- Effectively Managing Transit System Emergencies

Safety Communication

Describe processes and activities to communicate safety and safety performance information throughout the organization.

Supervisors are responsible for communicating Metro's security policies to all employees, volunteers and contractors. For this reason, supervisors must have full knowledge of all security rules and policies. Supervisors must communicate those policies to Operation Division personnel in a manner that encourages them to incorporate SSEPP practices into their everyday work. The specific responsibilities of supervisors include the following:

1. Having full knowledge of all standard and emergency operating procedures.
2. Ensuring that employees make security and emergency preparedness a primary concern when on the job.
3. Cooperating fully with the SSEPP Program regarding any collision investigations as well as listening and acting upon any security concerns raised by the employees.
4. Immediately reporting security concerns to the Safety & Security Manager or the Director of Operations.

Safety communication will also be given through safety memos, posting on bulletin boards, information on internal web page postings, on employee posting monitors and during employee trainings to include new hire training.

Additional Information

Supporting Documentation

Include or reference documentation used to implement and carry out the Safety Plan that are not included elsewhere in this Plan.

Metro maintains records as part of the Safety Management System. These records are used to define our Safety Management Policy, evaluate safety risks and make risk assessments, and document all activities related to Safety Management including training and safety communication. The following are documents that Metro maintains related to Safety Management:

1. Agency Safety Plan (ASP)
2. System Security and Emergency Preparedness Plan (SSEPP)
3. Maintenance Employee Safety Program
4. Catastrophic Emergency Evacuation Plan
5. Bus Operators' Manual
6. Employee Work Rules
7. Collision and Incident reports
8. National Transit Database Annual Collision & Injury reports
9. MIOSHA Form 300
10. Employee generated safety complaints
11. Safety Committee Agendas and action reports
12. Annual SMS compliance certifications
13. Metro's Safety Management System related board approvals
14. Safety and Security memos and communications
15. Safety and Security Training and drill records

Definitions of Special Terms Used in the ASP

Term	Definition
Accountable Executive	A single, identifiable person who has ultimate responsibility for carrying out the Public Transportation Agency Safety Plan of a public transportation agency; responsibility for carrying out the agency's Transit Asset Management Plan; and control or direction over the human and capital resources needed to develop and maintain both the agency's Public Transportation Agency Safety Plan, in accordance with 49 U.S.C. 5329(d), and the agency's Transit Asset Management Plan, in accordance with 49 U.S.C. 5326.
Collision	An event that involves any of the following: A loss of life; a report of a serious injury to a person; a collision of public transportation vehicles; a runaway train; an evacuation for life safety reasons; or any derailment of a rail transit vehicle, at any location, at any time, whatever the cause.
Equivalent Authority	An entity that carries out duties like that of a Board of Directors for a recipient or subrecipient of FTA funds under 49 U.S.C. Chapter 53, including sufficient authority to review and approve a recipient or subrecipient's Public Transportation Agency Safety Plan.
Event	Any Collision, Incident, or Occurrence.
Hazard	Any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.
Incident	An event that involves any of the following: a personal injury that is not a serious injury; one or more injuries requiring medical transport; or damage to facilities, equipment, rolling stock, or infrastructure that disrupts the operations of a transit agency.
Investigation	The process of determining the causal and contributing factors of an accident, incident, or hazard, for the purpose of preventing recurrence and mitigating risk.
National Public Transportation Safety Plan	The plan to improve the safety of all public transportation systems that receive Federal financial assistance under 49 U.S.C. Chapter 53.
Occurrence	An Event without any personal injury in which any damage to facilities, equipment, rolling stock, or infrastructure does not disrupt the operations of a transit agency.
Operator	Operator of a public transportation system means a provider of public transportation as defined under 49 U.S.C. 5302.
Performance Measure	An expression based on a quantifiable indicator of performance or condition that is used to establish targets and to assess progress toward meeting the established targets.
Performance Target	A quantifiable level of performance or condition, expressed as a value for the measure, to be achieved within a time period required by the FTA.
Public Transportation Agency Safety Plan (or Agency Safety Plan)	The documented comprehensive Agency Safety Plan for a transit agency that is required by 49 U.S.C. 5329 and Part 673.
Risk	The composite of predicted severity and likelihood of the potential effect of a hazard.
Risk Mitigation	A method or methods to eliminate or reduce the effects of hazards.
Safety Assurance	Processes within a transit agency's Safety Management System that function to ensure the implementation and effectiveness of safety risk mitigation, and to ensure that the transit agency meets or exceeds its safety objectives through the collection, analysis, and assessment of information.
Safety Management Policy	A transit agency's documented commitment to safety, which defines the transit agency's safety objectives and the accountabilities and responsibilities of its employees regarding safety.

Safety Management System	The formal, top-down, organization-wide approach to managing safety risk and assuring the effectiveness of a transit agency's safety risk mitigation. SMS includes systematic procedures, practices, and policies for managing risks and hazards.
Safety Performance Target	A performance target related to safety management activities.
Safety Promotion	A combination of training and communication of safety information to support SMS as applied to the transit agency's public transportation system.
Safety Risk Assessment	The formal activity whereby a transit agency determines Safety Risk Management priorities by establishing the significance or value of its safety risks.
Safety Risk Management	A process within a transit agency's Agency Safety Plan for identifying hazards and analyzing, assessing, and mitigating safety risk.
Serious Injury	Any injury which: (1) Requires hospitalization for more than 48 hours, commencing within 7 days from the date when the injury was received; (2) Results in a fracture of any bone (except simple fractures of fingers, toes, or noses); (3) Causes severe hemorrhages, nerve, muscle, or tendon damage; (4) Involves any internal organ; or (5) Involves second- or third-degree burns, or any burns affecting more than 5 percent of the body surface.
Transit Agency	An operator of a public transportation system.
Transit Asset Management Plan	The strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks, and costs over their life cycles, for the purpose of providing safe, cost-effective, and reliable public transportation, as required by 49 U.S.C. 5326 and 49 CFR Part 625

List of Acronyms Used in the ASP

Acronym	Word or Phrase
ASP	Agency Safety Plan
CSPs	Contract Service Providers
ESP	External Service Providers
ESRP	Employee Safety Reporting Program
KATS	Kalamazoo Area Transportation Study
MPO	Metropolitan Planning Organization
SMS	Safety Management System
TAS	Transit Asset Management
TSSP	Transit Safety & Security Program
VRM	Vehicle Revenue Miles
Part 673	49 CFR Part 673 (Public Transportation Agency Safety Plan)



Agenda Item: # 7
Meeting Date: 12/12/22

Connecting People Throughout
Kalamazoo County

TO: CCTA and KCTA Boards
FROM: Sean McBride, Executive Director
DATE: December 2, 2022
SUBJECT: Executive Director Update

Outreach

Recent and scheduled community outreach events include:

Kalamazoo Valley Community College – January 17 to 19

Metro staff talk to students about bus passes for KVCC students and providing information on routes to multiple campus sites

Shop with A Senior – Thursday, December 8

Metro helped with transporting seniors, through the Metro Share program, for a holiday luncheon and grocery shopping trip. The event was coordinated by the Kalamazoo Department of Public Safety and the Area Agency on Aging.

WKFR Stuff A Bus - Saturday, December 3

A Metro bus was at Blaine's Farm and Fleet in Portage as part of the Big Brothers Big Sisters program. The community stuffed the bus with toys and other items for kids.

Portage Senior Center Community Services Open House – November 3

Other meetings include:

- Executive Director attended Southwest Michigan First Legislative Update
- Executive Director met with Don Saldia, Kalamazoo County Director of Older Adult Services and County Health Officer Jim Rutherford regarding the Kalamazoo County Senior Millage and opportunities for partnership, coordination and education
- Executive Director participated in the City of Portage Master Plan update meeting regarding transportation
- Executive Director met with Kalamazoo County Airport Director Craig Williams regarding airport surface transportation
- Executive Director participated in the Region #3 Rural Task Force meeting which involved the allocation of rural federal transportation funds
- Staff met with Michigan Public Transit Association Director Clark Harder and other regarding non-emergency medical transportation programs and services
- Staff will be meeting with Texas Township staff to discuss future opportunities for public transportation in the Texas Corners area

Snow

During the first major winter storm this season over 12 inches fell overnight on November 18th with more following the next day. All 92 shelters plus 5 bench areas were cleared of snow and ice by 7 pm Sunday night November 20th by our contractor.

Technology

After a couple years of limited technology support, and limited on-site visits, staff has been focused on working with our technology vendors to ensure systems are working well and staff are trained. Within the past couple weeks the following software vendors have been on-site to conduct systems reviews, troubleshoot, and train:

- Avail – enterprise transit management software
- TMS – software used for scheduling staff for fixed-route system
- Angel Trax – provider of on-bus camera systems

Fleet

Four new 40-foot Gillig fixed-route buses have been delivered from northern California and will be operational in January.

KTC Security Reports

Attached is the November Security Report from Eric Davis, Safety and Security Manager. Data tracking systems are in the process of being enhanced.

Crossroads Mall

No additional information for update.

Attachments:

1. Metro's KTC November Security Report

November 2022 KTC Security Report

Prepared by: Eric Davis

Title: Safety & Security Manager

Overview:

KDPS presence at the KTC remained consistent on almost a daily basis. On average, their patrols and time spent at the KTC is only for a few minutes at a time. KDPS produced a heavy presence on the 22nd, 23rd, and 24th with at least one KDPS Officer stationed at the KTC for each train arrival.

Activity Summary:

63 Total security incidents occurred during November (Increased from 57 in October).

Problems typically occur in Bus Bays, the KTC bathrooms, and the KTC lobby. Due to the colder weather in November, there has been a dramatic increase in problems in the bathrooms and lobby of the KTC.

Incident Types	(Definitions)
o 7 Trespasses	(Asked to leave due to aggressive/threatening behaviors and refused to do so)
o 20 Loitering	(Significantly overstayed their time on property, sleeping, blocking paths)
o 1 Vandalism	(Damage to property)
o 2 Active Fights	(Physical altercation between parties occurred)
o 6 Disturbances	(Behavior is interrupting other people around them)
o 8 Harassments	(Using threatening or degrading language)
o 1 Assaults	(Someone physically attacked by another)
o 0 Thefts	(Property stolen on KTC property)
o 9 Medical	(Medical emergency situations)

One Vandalism incident occurred on November 6, 2022, that consisted of an unknown female starting a fire using the flowerpots tucked into the northwest corner of the KTC near the railroad tracks. The female started a small fire which quickly became uncontrollable causing damage to 6 flowerpots. Only one flowerpot had to be discarded due extensive damage. Thankfully, a night shift maintenance employee happened to be cleaning the grounds of the KTC and noticed the fire. Several other maintenance employees arrived shortly after, and they all assisted in putting out the fire before it became any worse.

Of the total incident types:

10 of these incidents were Drug/Alcohol related.

17 of these incidents were calls to 9-1-1 made by security

26 of these incidents needed police to respond

15 of these incidents needed EMS/medical to respond

Of the 15 total EMS/medical incidents, 14 people were transported to the hospital

Consistent drug dealing still occurred around and on the edges of the KTC property throughout November.



Connecting People Throughout
Kalamazoo County

TO: Central County Transportation Authority and Kalamazoo County Transportation Authority
FROM: Sean McBride, Executive Director
 Prepared By: Kathy Schultz, Planning and Development Manager
DATE: December 8, 2022
SUBJECT: October 2022 Information Summary Report

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

BACKGROUND

Monthly Ridership				
	Bus	Metro Connect	Metro Share	System Total
FY23	154,772	10,482	1,963	167,217
FY22	111,081	9,202	1,486	121,769
Difference	+43,691	+1,280	+477	+45,448
% Change	+39.33%	+13.91%	+32.10%	37.32%

Year-to-Date Ridership				
	Bus	Metro Connect	Metro Share	Oct 21-Sept 22 System Total
FY23	154,772	10,482	1,963	167,217
FY22	111,081	9,202	1,486	121,769
Difference	+43,691	+1,280	+477	+45,448
% Change	+39.33%	+13.91%	+32.10%	37.32%

WHEELCHAIR LIFT/RAMP INCIDENT REPORT – October 2022

Passengers in mobility devices for the month of October 2022 were 909. There were no incidents that involved a ramp/lift during this month.

WMU STUDENT RIDERSHIP REPORT – October 2022

For the month of October 2022 there were 44,276 passenger trips for WMU.

DEMAND/RESPONSE MONTHLY SUMMARY REPORT – October 2022

For the month of October 2022 there were 10,482 passenger trips on Metro Connect.



METRO
RIDERSHIP ANALYSIS
October 2022

Route #	Route	Month to Date				Year to Date									
		# of Rides		Rides per hour		Increase / decrease		# of Rides		Rides per hour		Increase / decrease			
		FY23	FY22	FY23	FY22	FY23	FY22	FY23	FY22	FY23	FY22	FY23	FY22		
01	Westnedge	17,091	12,036	24.14	23.71	42.00%	24.14	23.71	17,091	12,036	42.00%	24.14	23.71	1.79%	1.79%
02	Portage	7,731	4,257	17.05	11.40	81.61%	17.05	11.40	7,731	4,257	49.57%	17.05	11.40	81.61%	49.57%
03	West Michigan	4,604	4,718	10.14	12.63	-2.42%	10.14	12.63	4,604	4,718	-19.73%	10.14	12.63	-19.73%	-19.73%
04	Oakland	5,939	3,743	13.07	10.00	58.67%	13.07	10.00	5,939	3,743	30.73%	13.07	10.00	58.67%	30.73%
05	East Main	4,291	3,745	18.75	19.92	14.58%	18.75	19.92	4,291	3,745	-5.87%	18.75	19.92	-5.87%	-5.87%
06	Parchment	6,348	5,598	14.45	15.07	13.40%	14.45	15.07	6,348	5,598	-4.11%	14.45	15.07	-4.11%	-4.11%
07	Alamo	8,793	6,517	20.31	17.45	34.92%	20.31	17.45	8,793	6,517	16.36%	20.31	17.45	34.92%	16.36%
08	Egleston	5,588	3,664	12.30	9.84	52.51%	12.30	9.84	5,588	3,664	25.08%	12.30	9.84	52.51%	25.08%
09	Gull Road	12,037	8,041	17.04	21.49	49.70%	17.04	21.49	12,037	8,041	-20.67%	17.04	21.49	49.70%	-20.67%
10	Comstock	4,248	2,756	9.35	7.36	54.14%	9.35	7.36	4,248	2,756	26.99%	9.35	7.36	54.14%	26.99%
11	Stadium Drive	7,757	6,886	17.08	18.43	12.65%	17.08	18.43	7,757	6,886	-7.33%	17.08	18.43	12.65%	-7.33%
12	Duke	1,456	746	11.56	6.00	95.17%	11.56	6.00	1,456	746	0.00%	11.56	6.00	95.17%	92.44%
13	South Burdick	6,842	6,477	15.06	17.31	5.64%	15.06	17.31	6,842	6,477	-13.00%	15.06	17.31	5.64%	-13.00%
14	West Main	12,971	8,585	18.38	22.96	51.09%	18.38	22.96	12,971	8,585	-19.94%	18.38	22.96	51.09%	-19.94%
15	Paterson	2,787	2,063	12.23	11.08	35.09%	12.23	11.08	2,787	2,063	10.40%	12.23	11.08	35.09%	10.40%
16	Lovell	17,603	11,293	24.69	30.20	55.88%	24.69	30.20	17,603	11,293	-18.23%	24.69	30.20	55.88%	-18.23%
19	Ring	5,940	3,201	13.34	13.34	136.06%	13.34	13.34	5,940	3,201	93.52%	13.34	13.34	85.57%	0.00%
21	Solom/Kendall/Lafayette	5,447	3,562	15.26	9.98	67.54%	15.26	9.98	5,447	3,562	-22.51%	15.26	9.98	67.54%	0.00%
25	Parkview	12,162	8,158	29.23	18.97	49.08%	29.23	18.97	12,162	8,158	-54.10%	29.23	18.97	49.08%	54.10%
26	West Centre	2,639	2,756	6.24	7.64	-4.25%	6.24	7.64	2,639	2,756	-18.32%	6.24	7.64	-4.25%	-18.32%
27	East Romance	2,498	2,279	5.69	6.33	9.61%	5.69	6.33	2,498	2,279	-10.06%	5.69	6.33	9.61%	-10.06%
30/31	WMU Shuttle	0	0	0.00	0.00	0.00%	0.00	0.00	0.00	0.00	0.00%	0.00	0.00	0.00%	0.00%
	Total Fixed Route	154,772	111,081	16.59	16.51	39.33%	16.59	16.51	154,772	111,081	0.47%	16.59	16.51	39.33%	0.47%

Metro County Connect		Month to Date		Year to Date	
		FY23	FY22	FY23	FY22
Demand-Response		10,482	9,202	1.93	1.87
ADA Trips		4,421	3,796	1.96	1.87
Specialized Service		1,963	1,486	11.28	8.70
Charters		0	0	0	0
Total Services		167,217	121,769	11.20	10.30

Metro County Connect		Month to Date		Year to Date	
		FY23	FY22	FY23	FY22
Demand-Response		10,482	9,202	1.93	1.87
ADA Trips		4,421	3,796	1.96	1.87
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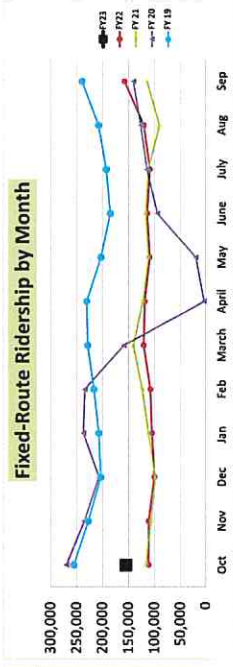
Metro County Connect		Month to Date		Year to Date	
		FY23	FY22	FY23	FY22
Demand-Response		10,482	9,202	1.93	1.87
ADA Trips		4,421	3,796	1.96	1.87
Specialized Service		1,963	1,486	11.28	8.70
Charters		0	0	0	0
Total Services		167,217	121,769	11.20	10.30

Other Data	Month to Date				Year to Date				
	# of Rides		Increase / decrease		# of Rides		Increase / decrease		
	FY23	FY22	FY23	FY22	FY23	FY22	FY23	FY22	
WMU	44,276	30,701	44.22%	44.276	30,701	44.22%	44,276	30,701	44.22%
KVCC	778	803	-3.11%	778	803	-3.11%	778	803	-3.11%
Transfers	47,931	57,199	-16.20%	47,931	57,199	-16.20%	47,931	57,199	-16.20%
Wheelchair	909	450	102.00%	909	450	102.00%	909	450	102.00%
Bikes	1,480	1,924	-23.08%	1,480	1,924	-23.08%	1,480	1,924	-23.08%
Youth Mobility	3,251	219	1384.47%	3,251	219	1384.47%	3,251	219	1384.47%

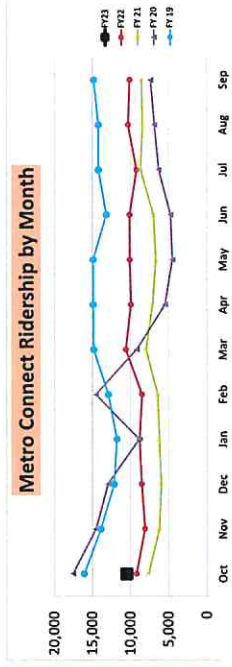
Metro FY 2023
October, 2022

COVID-19 No Fare Collection March 24, 2020 - August 2, 2021

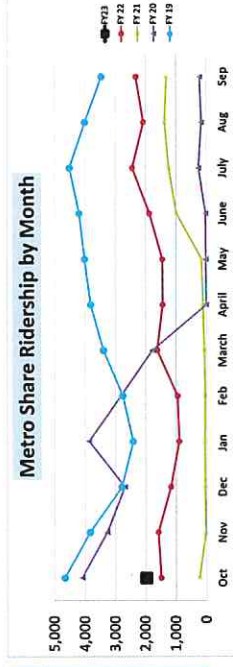
Fixed-Route	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sep
FY23	154,772											
FY22	111,081	110,936	99,797	104,448	107,420	120,374	118,404	108,775	113,729	108,641	120,024	157,474
FY 21	116,340	106,583	98,448	111,044	123,352	140,679	122,253	110,950	116,725	111,485	90,114	114,200
FY 20	270,270	235,017	206,618	236,803	233,960	158,855	3,053	20,235	94,104	114,359	126,171	140,709
FY 19	256,407	227,942	203,583	207,095	216,717	228,868	230,683	203,056	185,112	192,778	207,565	239,660



Metro Connect	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY23	10,482											
FY22	9,202	8,077	8,502	8,773	8,466	10,556	9,891	10,049	10,073	9,179	10,281	10,068
FY 21	7,651	6,217	5,951	6,197	6,430	7,970	7,093	6,678	6,976	8,669	8,433	8,557
FY 20	17,529	14,514	12,941	8,841	14,536	9,168	5,456	4,495	4,736	6,277	6,851	7,341
FY 19	16,106	13,923	12,153	11,781	12,918	14,857	14,935	14,934	13,191	14,231	14,231	14,837



Metro Share	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sep
FY23	1,963											
FY 22	1,486	1,579	1,161	886	943	1,612	1,431	1,441	1,866	2,432	2,065	2,313
FY 21	237	22	50	59	49	72	115	159	982	1,235	1,376	1,317
FY 20	4,106	3,275	2,686	3,875	2,813	1,774	6	18	27	260	167	226
FY 19	4,684	3,856	2,793	2,419	2,765	3,410	3,829	4,036	4,213	4,531	4,027	3,476



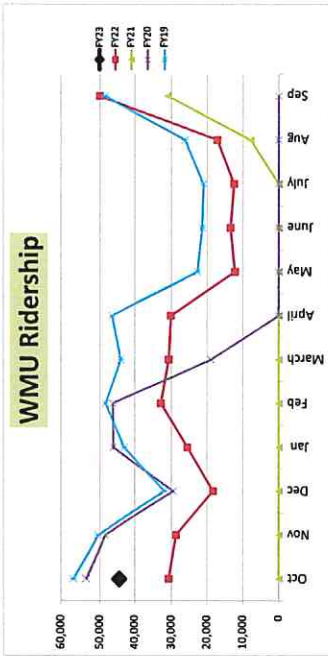
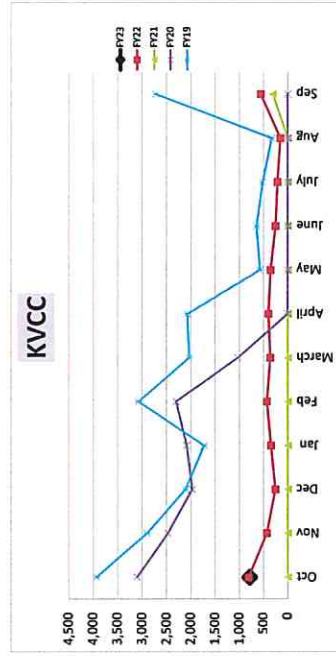
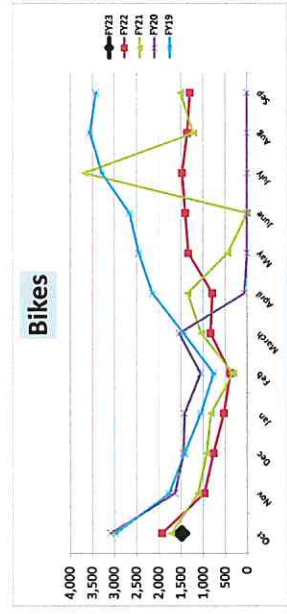
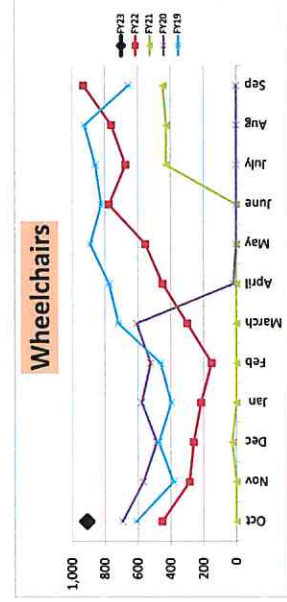
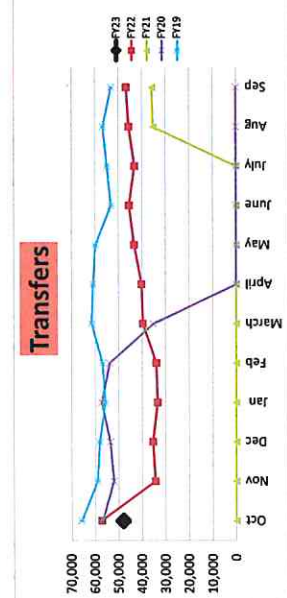
Metro FY 2023
October 2022
 COVID-19 No Fare Collection March 24, 2020-August 2, 2021

	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sep
WMU Ridership												
FY23	44,276											
FY22	30,701	28,672	18,218	25,443	32,823	30,670	30,067	12,180	13,404	12,401	17,085	49,978
FY21	0	0	0	0	0	0	0	0	0	0	7,884	31,015
FY20	53,611	48,398	29,500	46,080	46,220	18,875	7	0	0	0	0	0
FY19	56,916	50,544	31,930	43,036	49,461	44,029	46,574	22,710	21,372	21,016	26,213	48,558
KVCC												
FY23	778											
FY22	803	426	250	340	427	357	395	350	248	207	150	556
FY21	0	0	0	0	0	0	0	0	0	0	0	311
FY20	3,098	2,467	1,969	2,081	2,296	1,030	1	0	0	0	0	0
FY19	3,938	2,900	2,112	1,729	3,080	2,033	2,070	577	649	519	334	2,722

	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sep
Transfers												
FY23	47,931											
FY22	57,199	34,239	35,282	33,321	33,854	39,559	40,102	43,261	45,400	43,011	45,507	46,576
FY21	0	0	0	0	0	0	0	0	0	0	35,215	35,724
FY20	56,803	52,014	53,526	57,197	53,714	35,112	1	0	0	0	0	0
FY19	65,958	59,137	58,174	55,735	56,924	61,623	61,009	60,027	53,215	54,874	56,769	53,125

	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sep
Wheelchairs												
FY23	909											
FY22	450	284	259	214	150	298	447	552	774	673	759	932
FY21	0	0	26	0	0	0	0	0	0	428	427	447
FY20	694	567	484	576	522	606	18	0	0	0	0	0
FY19	611	386	474	399	463	719	776	894	825	862	929	659

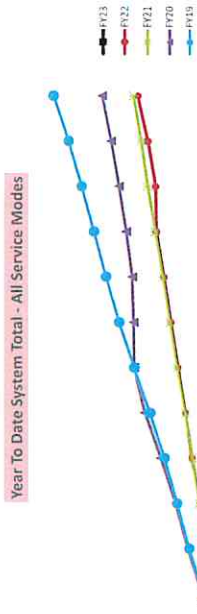
	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sep
Bikes												
FY23	1,460											
FY22	1,924	969	762	525	362	824	785	1,326	1,395	1,469	1,351	1,292
FY21	1,720	1,117	923	826	327	1,045	1,352	450	0	3,682	1,217	1,510
FY20	3,085	1,636	1,444	1,418	1,054	1,539	62	0	0	0	0	0
FY19	2,983	1,774	1,428	1,058	770	1,446	2,142	2,454	2,664	3,288	3,564	3,429



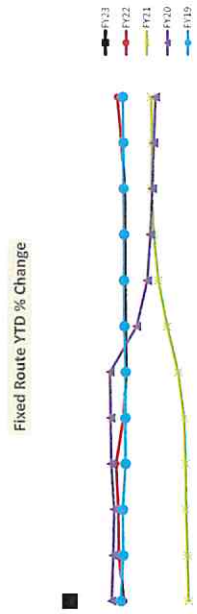
October 2022

COVID-19 No Fare Collection March 24, 2020-August 2, 2021

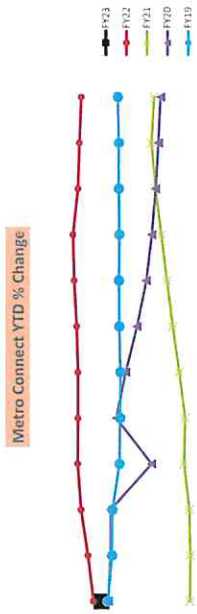
YTD System Total	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sep
FY23	167,217											
FY22	124,496	246,574	321,814	467,414	584,243	716,785	846,511	966,766	1,092,444	1,103,605	1,223,629	1,381,103
FY21	124,288	237,050	341,489	458,799	588,630	737,351	866,812	984,875	1,109,558	1,230,947	1,330,870	1,454,944
FY20	291,905	544,765	787,010	1,016,529	1,267,838	1,437,635	1,446,150	1,470,898	1,569,765	1,690,661	1,823,850	1,972,126
FY19	277,179	522,918	741,447	962,742	1,195,142	1,442,277	1,691,724	1,913,750	2,116,266	2,327,806	2,553,629	2,811,602



Fixed Route YTD % Change	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sep
FY23	39.33%											
FY22	-4.52%	-0.41%	0.14%	1.88%	-3.97%	-6.09%	-5.65%	-5.21%	-4.91%	-4.69%	-1.95%	1.39%
FY21	-56.95%	-55.90%	-54.86%	-54.42%	-53.01%	-48.09%	-39.11%	-31.87%	-28.26%	-26.39%	-26.55%	-25.80%
FY20	5.41%	4.33%	3.49%	6.00%	6.38%	7.00%	-14.43%	-23.08%	-25.54%	-26.90%	-27.98%	-29.36%
FY19	-1.81%	-3.49%	-3.16%	-5.24%	-5.19%	-5.26%	-4.28%	-3.91%	-3.87%	-3.38%	-3.13%	-2.64%



Metro Connect YTD % Change	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sep
FY23	13.91%											
FY22	20.27%	24.60%	30.08%	32.82%	32.59%	32.56%	33.59%	35.67%	36.67%	32.84%	31.67%	30.29%
FY21	-56.35%	-56.72%	-55.94%	-51.67%	-52.54%	-47.87%	-42.75%	-38.06%	-33.67%	-29.10%	-25.71%	-27.76%
FY20	8.84%	6.71%	6.64%	-26.00%	2.21%	-5.15%	-14.16%	-21.62%	-26.11%	-29.16%	-31.26%	-32.96%
FY19	8.99%	5.87%	5.48%	-0.10%	-0.62%	-0.86%	0.06%	0.31%	0.00%	0.52%	0.51%	1.36%



Metro Share YTD % Change	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sep
FY23	32.10%											
FY22	527.00%	1267.00%	1289.13%	1289.13%	1352.04%	1467.89%	1406.29%	1281.26%	610.89%	397.89%	288.02%	238.71%
FY21	-94.23%	-96.49%	-96.93%	-97.36%	-97.51%	-97.36%	-96.74%	-95.89%	-90.81%	-84.16%	-77.08%	-70.50%
FY20	-12.34%	-13.57%	-11.17%	1.38%	1.44%	-7.02%	-21.98%	-33.24%	-41.95%	-48.43%	-53.14%	-56.33%
FY19	NA	0.62%	-8.41%	-19.83%	-21.66%	-21.55%	-18.94%	-16.12%	-15.08%	-12.11%	-12.14%	-12.42%





Connecting People Throughout
Kalamazoo County

Agenda Item: #12 Meeting Date: 12/12/22
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TO: CCTA and KCTA Boards
FROM: Sean McBride, Executive Director
Prepared by: Kathy Schultz, Planning and Development Manager
DATE: December 7, 2022
SUBJECT: Comprehensive Operational Analysis Update

BACKGROUND

The Comprehensive Operational Analysis (COA) continues to be developed with the consultant, Foursquare Integrated Transportation Planning (Foursquare). The analysis started in October 2021 and is approaching the end of the contract.

DISCUSSION

Presentation of Recommendations

A presentation will be provided to the Boards at the December 12 meeting. This presentation will be provided by Boris Palchik, the lead project manager for the COA, and will include system recommendations based on the analysis of Metro's current fixed route operations over the past twelve months. The recommendations will include route adjustments that are considered cost neutral, short term- and long-term. The short- and long-term recommendations will be provided with scenarios of how they could be implemented in the future with no specific timelines identified.

The recommendation packet is provided with the meeting materials (link at kmetro.com). Along with the recommendations is a memo outlining implementation considerations as we move forward with the recommendations. Implementing many of the recommendations as presented in the document will take time. Details such as route connections, driver schedules, and bus stop locations will need careful review before timelines will be developed and start dates identified. Implementation will include additional public input. It should be noted that the last COA (completed in 2010) took several years and a significant number of staff hours to implement large portions, including the start of Sunday hours and later night service (both started in 2016 based on a millage increase and staffing needs being met).

Outreach and Feedback

Two public meetings will be held to present the recommendations to the community:

- Monday, December 12 – 3-5 p.m.
- Monday, December 12 – 6-8 p.m.

Both of these public meetings will be held in the boardroom at 530 North Rose Street. A formal presentation of the recommendations will be provided. A number of maps and information will also be available for viewing.

In addition to the public meetings, a website will be available for persons unable to make the meeting to provide feedback at kmetro.com/COA.

Staff will also be meeting with the stakeholder group that originally provided feedback in the spring. This meeting will be held Tuesday, December 13 at 9 am in the board room. A driver meeting is also scheduled.

Comprehensive Operational Analysis Update

December 7, 2022

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Next Steps

Once feedback has been provided by the board, the public, and staff, any adjustments to the recommendations will be made to the final report. It is anticipated that the final report will be provided to the Boards for their acceptance at the February meeting. Please see the attached implementation discussion memo for an outline of the report's acceptance and next steps.

RECOMMENDATION

This item is for presentation and discussion. No board action is requested.

Attachments:

1. Implementation Memo
2. Comprehensive Operational Analysis Recommendation Document –
<https://www.kmetro.com/our-team/central-county-transportation-authority/ccta-meetings>



Connecting People Throughout
Kalamazoo County

TO: CCTA and KCTA Boards
FROM: Sean McBride, Executive Director
Prepared by: Kathy Schultz, Planning and Development Manager
DATE: December 7, 2022
SUBJECT: Comprehensive Operational Analysis Implementation Discussion

The Comprehensive Operational Analysis (COA) recommendations will be presented to the Central County Transportation Authority (CCTA) and the Kalamazoo County Transportation Authority (KCTA) boards on Monday, December 12. This presentation will be made by Boris Palchik, Project Manager from Foursquare Integrated Transportation Planning and the consultant who has been working with Metro staff since October 2021 to create the COA recommendations.

In addition to the presentation to the boards on December 12, two public meetings will be held in the afternoon and evening (3-5 p.m. and 6-8p.m.). On December 13, a meeting will be held with those stakeholders who provided input during the initial planning phase of the document. This meeting will involve a discussion surrounding the recommendations and feedback. The consultant will also be meeting with drivers and internal staff to review the recommendations.

Next Steps

After the presentations to the boards and the public in December, staff will work with Foursquare to finalize the document to be provided to Metro by February 1, 2023. This document will include the initial planning findings, discussion materials as the recommendation was being developed, as well as feedback from the boards and public. The recommendations will be identified as cost neutral, short term and long term.

Implementation Planning

Once the final document has been accepted by the CCTA and KCTA boards, staff will begin the process of preparing a detailed implementation plan that will outline how recommendations could be put in place in the community. The implementation plan will include all departments at Metro and will involve looking at what recommendations could be started with minimal planning and operation adjustments and projected timelines for other recommendations that could take more time to develop. It is the goal to have the process for implementation in place by Spring 2023. At this point, staff will begin working with the Boards and the new committee structure on implementation.

Implementation of the recommendations with the COA will take time, with the initial focus being on minor route adjustments. These types of changes could include minor extensions of routes, adjusting streets used in the area of the current routing, or timing.

Minor route adjustments will need to have:

- A review to identify any issues with time points and transfer points (where other buses will meet at same time). This process includes the Route Committee, a working group of drivers, operations staff, and planning staff.
- A new run board created for drivers to sign.

- Updates to Avail Technology, Schedule Masters, and other technology systems to include new route trace, ADA announcements, and items needed to have route information collected when route is implemented and a successful rollout of route adjustments.
- Bus stop signs installed/removed where needed.
- New bus schedules
- Public notice of route changes through social media, website, and bus information signs.

Short- and Long-Term Recommendations

Short term recommendations as presented in the COA include increased frequency of routes to the community and the addition of new service areas. Several routes include increases from 1 hour service to 30-minute service, increasing the number of hours of service per year. With this, there will need to be several items in place for the system:

- Increase in the number of drivers to provide the service. With an increase in service frequency, there will need to be additional drivers to operate the routes. New run boards will need to be developed.
- Review of route connections in the community. Changing the frequency of routes impacts how they connect with other routes. Staff will need to review time schedules for routes to determine how best to make positive connections at key locations.

Public input, as well as driver input, will be sought during the short-term plan development. Portions of the short-term plan may be able to be implemented sooner than others.

Long term recommendations present increased hours for Metro's fixed route system. This long-term planning effort will again need the identification of revenue hours and staff. The longer-term recommendation identifies frequency that is currently not in place for the fixed-route system. Projecting a timeline for the start of the long-term recommendations will be part of the implementation plan.

Microtransit

Microtransit zones were identified to be included with service adjustments moving into the future. With this recommendation, Metro staff will be reviewing the feasibility of a starting microtransit zone service as a pilot to introduce it to the community before any route changes are implemented. With this, there are several items that will need to be addressed, including:

- The review of using Metro staff and vehicles to provide the service versus the service being provided a subcontractor. The use of a subcontractor could include the scheduling software, vehicles and drivers needed to implement the pilot project.
- Identifying the zone area for the pilot project.
- Outline budget and funding for the pilot, include a fare structure and hours of service.
- Marketing the new service to the community.

Four microtransit zones were identified in the recommendations. The microtransit zones are intended to connect the community to points of interest within the zone or to the fixed route system. Service frequency, hours of service and fare structure will be part of the planning process for the pilot project with the intent of expanding the pilot project to the other recommended zones in the future.