



BATA Regular Meeting Agenda  
Hall Street Transfer Center 115 Hall St, Traverse City, MI  
December 11, 2025 @ 1:00pm

1. Call to Order
2. Pledge of Allegiance and Moment of Silence
3. Roll Call
4. First Public Comment\*
5. Approval of Agenda/Declaration of Conflict of Interest

6. Consent Calendar

The purpose of the consent calendar is to expedite business by grouping noncontroversial items together to be dealt with in one Board motion without discussion. Any member of the Board, staff or the public may ask that any item on the consent calendar be removed and placed elsewhere on the agenda for full discussion. Such requests will be automatically respected. If an item is not removed from the consent calendar, the action noted in the parentheses on the agenda is approved by a single Board action adopting the consent calendar.

Consideration of Approving the following Minutes

- a. Regular Board Meeting Minutes of October 23, 2025

Consideration of Accepting the following Reports

- b. LAC Minutes from October 14, 2025
- c. FY2025 Impact Index – Workplan Score cards
- d. October 2025 Income Statement and Reserve Fund
- e. Correspondence – Staff Compliments
- f. BATA Board Tracker

7. Any items removed from the Consent Calendar
8. Executive Director's Report – Chris Davis
9. Chairperson's Report

10. Q4 Finance Reports – Justin Weston
  - a. Net Position
  - b. Income Statement
  
11. Old Business
  - a. Fare Structure Update – Eric Lingaur
  
  - b. NEORide Resolution – Eric Lingaur
  
12. New Business
  - a. 2025 Employee Engagement Survey – Chris Davis
  
  - b. Employee Retention Stipends – Chris Davis
  
  - c. Resolution Honoring Joe Underwood
  
13. Second Public Comment\*
  
14. Directors’ Comments and Announcement/Open Floor
  
15. Closed Session
  - a. Discussion of Personnel Matter
  
16. Adjournment

\*Next meeting date is **January 22, 2026** @ Hall St. Transfer

\*Public Comment:

Any interested party or person may address the board on any matter of BATA concern during public comment. Comments will be limited to 5 minutes, and a one-minute warning will be given when needed. Any public comment that becomes disruptive, unduly repetitive, or impedes the orderly progress of the meeting may be terminated by the presiding officer. Once you have completed your public comment the board may ask any clarifying questions. If needed, you will be assigned a member of BATA’s staff to follow up directly on any open concerns.

## **BATA Regular Board of Directors Meeting Minutes**

**Location:** Hall St. Transfer Station, 115 Hall St. Traverse City, MI

**Date/Time:** 1:00PM, Thursday, October 23, 2025

### **1. Call to Order**

The meeting was called to order by Chairperson Wayne Schmidt at 1:01 PM.

### **2. Pledge of Allegiance and Moment of Silence**

### **3. Roll Call**

- John Sommavilla - PRESENT
- Lance Boehmer – PRESENT
- Gwenne Allgaier – ABSENT
- Joe Underwood – PRESENT
- Fern Spence – PRESENT
- Sarah Bye - PRESENT
- Wayne Schmidt – PRESENT

### **4. First Public Comment\***

Cindy Evans, Director of GTI, addressed the Board of Directors. GTI has a contract with BATA, to provide daily rides for about 90 riders to GTI. Cindy expressed her concerns regarding the 15% budget increase and the two weeks' notification that GTI was given regarding the significant increase amount. This is not something that GTI can sustain. Cindy said that she reached out to BATA staff and was informed that if they couldn't sign the contract or make the increase, that services would need to be looked into being cut. Cindy is still waiting for a follow up from BATA. GTI currently pays a premium rate, but that premium rate is significantly higher than what the community is paying.

### **5. Approval of Agenda/Declaration of Conflict of Interest**

Wayne Schmidt moved to remove items 11a and 11g from the agenda and add items:

- 13 Closed Session to discuss a legal written opinion from attorney regarding a personnel issue.
- 14 Closed Session – Jeff Meilbeck requested to discuss matters brought against employee.
- 15 Second Public Comment to be added back onto the agenda.

Moved by Lance Boehmer and supported by Joe Underwood to approve the Agenda/Declaration of Conflict of Interest as amended.

- **Ayes: 6**
- **Nays: 0**
- **Motion Carries: 6-0**

## 6. Consideration of Approving the Regular Board Meeting Minutes of September 25, 2025

Moved by Fern Spence and supported by John Sommovilla to approve the minutes of the September 25, 2025, Regular Board Meeting as presented.

- **Ayes: 6**
- **Nays: 0**
- **Motion Carries: 6-0**

## 7. Consent Calendar

The purpose of the consent calendar is to expedite business by grouping non-controversial items together to be dealt with in one Board motion without discussion. Any member of the Board, staff, or the public may ask that any item on the consent calendar be removed and placed elsewhere on the agenda for full discussion. Such requests will be automatically respected. If an item is not removed from the consent calendar, the action noted in parentheses on the agenda is approved by a single Board action adopting the consent calendar.

No items on the Consent Calendar at this time.

## 8. Chairperson's Report

Wayne Schmidt welcomed Sarah Bye to the BATA Board of Directors. Wayne gave a thank you to BATA. Also, gave a reminder that there is no November meeting.

## 9. Finance Reports

FY25 Q4 Finance Reports

Key Points Include:

- Operating Reserve Fund, earning 4.2% interest. Interest income is \$150,261.00
- FY26 budget has been updated for eligible expenses. In this fund BATA is not to exceed 30% and we are currently sitting at 25.4%
- Capital Reserve Funds, interest income was \$346,537. According to policy, BATA transferred 5% of our budget, which was \$653,745.
- BATA spent \$146,000 this year.
- New Facility Reserve Fund, interest income earned, \$158,000. The sale of Diamond was \$376,000
- All decreases listed are in accordance with Hammond and Hall St projects. The outstanding balance is the remainder of the Hall St project and the EV chargers at LaFranier Transfer. Fern Spence asked what level the chargers would be and if it was for public use. Justin Weston and Bill Clark responded that yes, they we be for public use and the chargers will be Level 2 chargers.

Moved by Joe Underwood and supported by Lance Boehmer to accept the FY25 Q4 Finance Reports as presented.

- **Ayes: 6**
- **Nays: 0**
- **Motion Carries: 0**

#### **10. Old Business**

No old business at this time.

#### **11. New Business**

a. Resolution to Approve a contract Between MDOT and BATA.  
Item was removed during the approval of the agenda.

b. FY25 Capital Improvements Recap – Bus Stop Amenities  
Key Points Include:

- 12 new shelters have been added.
- 19 new benches have been added.
- 6 existing benches have relocated to other stops with heavier rider traffic.
- 10 locations have been paved for ADA access.
- 10 bike racks have been added

c. 2026 Strategic Communications and Marketing Plan and 2025 Results  
Key Points Include:

- Basic education was introduced, like how to ride BATA, how to pay and where does BATA go.
- Bus wraps were added to the buses.
- Weekly social media posts. Increase in social media engagement.
- Digital marketing. This information provides great tracking information. Also, a video was created for BATA 101 information.
- Targeted campaigns included TVC Airport, LaFranier Transfer, Cherry Festival, Bike-n-Ride
- Paper marketing and advertising.
- Ridership increase of 18.5%
- Community presentations increased as well. Previously 53, current 121
- Some of the plans for 2026 include education on the new fare system, updating videos, 40<sup>th</sup> Anniversary of BATA, BATA rider experiences, community value, hiring, LaFranier transfer.

d. Fare Structure Update  
Key Points Include:

- BATA had its first introduction meeting the week of October 6, 2025
- BATA has 3-6 months to work out what the new fare structure will look like. More information is still needed.

- More information will be provided at the December Board meeting.

e. FY25 Capital Plan Closeout

Key Points Include:

- Under budget in all categories.
- Total under budget of \$268,000 for FY25

f. FY26 Capital Plan Request

Key Points Include:

- 6 buses to potentially be replaced.
- Local request for the fare system \$210,000
- Ticket vending machines \$150,000
- Grounds mower is added again, with a higher request than last year.
- Propane hardware and software potential replacement.

Moved by Lance Boehmer and supported by Fern Spence to approve the FY26 Capital Plan Request as presented.

Roll Call Vote:

- **Ayes:** John Sommovilla, Lance Boehmer, Joe Underwood, Fern Spence, Sarah Bye, Wayne Schmidt
- **Nays: 0**
- **Motion Carries: 6-0**

g. Strategic Advance

Item was removed during the approval of the agenda.

## 12. Executive Director's Report

Chris Davis reported that the employee engagement survey went out to staff and BATA is happy with the participation at 95.5%. Chris and members of BATA attended the MERS conference that was held in Traverse City. A member of MERS came to BATA to discuss retirement with employees. Chris stated that she followed up with noon Rotary on the request of a Board member and BATA will be presenting to Rotary on April 21<sup>st</sup>. The bearings in the overhead doors are being replaced. Chris thanked Bill Clark and facilities members for the tremendous work putting up the new shelters and benches. A lot of hard work went into getting them done.

## 13. Closed Session

a. Closed session pursuant to Sections 8(1)(h) of the Open Meetings Act to consider an attorney's written legal opinion regarding a personnel issue that is exempt from public disclosure under state and federal law.

Moved by Lance Boehmer and supported by Fern Spence for the BATA Board of Directors to go into closed session at **1:45PM** to discuss an attorney's written opinion that is exempt from discussion disclosure under section 8(1)(h) of the Open Meetings Act to consider an attorney's written legal opinion regarding a personnel issue that is exempt from public disclosure under state and federal law.

Roll Call Vote:

- **Ayes:** John Sommovilla, Lance Boehmer, Joe Underwood, Fern Spence, Sarah Bye, Wayne Schmidt
- **Nays: 0**
- **Motion Carries: 6-0**

Moved by Lance Boehmer and supported by Fern Spence to adjourn Closed Session and reopen the Regular Meeting at **2:21PM**.

Roll Call Vote:

- **Ayes:** John Sommovilla, Lance Boehmer, Joe Underwood, Fern Spence, Sarah Bye, Wayne Schmidt
- **Nays: 0**
- **Motion Carries: 6-0**

#### **14. Jeff Meilbeck opportunity to address the Board in closed session.**

Jeff Meilbeck requested in writing to address the BATA Board of Directors in closed session.

a. Closed session pursuant to section 8(1)(a) of the Open Meetings Act, MCL 15.2681(a), to hear complaints or charges brought against an employee at the request of the employee.

Moved by Lance Boehmer and supported by Joe Underwood for the BATA Board of Directors to go into closed session at **2:22PM** to hear complaints or charges brought against an employee at the request of the employee.

Roll Call Vote:

- **Ayes:** John Sommovilla, Lance Boehmer, Joe Underwood, Fern Spence, Sarah Bye, Wayne Schmidt
- **Nays: 0**
- **Motion Carries: 6-0**

Moved by Fern Spence and supported by Lance Boehmer to adjourn Closed Session and reopen the Regular Meeting at **2:46PM**.

Roll Call Vote:

- **Ayes:** John Sommovilla, Lance Boehmer, Joe Underwood, Fern Spence, Sarah Bye, Wayne Schmidt
- **Nays: 0**
- **Motion Carries: 6-0**

Upon returning to open session, Joe Underwood moved to accept the resignation of Jeff Meilbeck. Supported by Fern Spence.

Roll Call Vote:

- **Ayes:** John Sommavilla, Lance Boehmer, Joe Underwood, Fern Spence, Sarah Bye, and Wayne Schmidt.
- **Nays: 0**
- **Motion Carries: 6-0**

Wayne Schmidt appointed Chris Davis as Interim Executive Director.

Lance Boehmer moved to approve Chris Davis as Interim Executive Director. Supported by Sarah Bye.

Roll Call Vote:

- **Ayes:** John Sommavilla, Lance Boehmer, Joe Underwood, Fern Spence, Sarah Bye, and Wayne Schmidt.
- **Nays: 0**
- **Motion Carries: 6-0**

#### 15. Second Public Comment

No comments were made at this time.

#### 16. Director's Comments and Announcements/ Open Floor

No comments were made at this time.

#### 17. Adjournment

Moved by Lance Boehmer to adjourn the October 23, 2025, Regular Meeting of the BATA Board of Directors at 2:49 PM.

Meeting Minutes Submitted by: \_\_\_\_\_

Meeting Minutes Approved on: \_\_\_\_\_

Lance Boehmer, Secretary: \_\_\_\_\_

## **BATA Local Advisory Council Meeting Minutes**

**Tuesday, October 14, 2025**

**12:00–1:00 p.m.**

**Location:** BATA Hall Street Transfer Station

**Address:** 115 Hall St, Traverse City, MI 49684

**Virtual:** Via Teams

**Bill Clark** began the meeting at **12:02 p.m.**

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### **Council Members in Attendance**

- **Linda Joppich:** Community Representative, Chair
- **Mandy Joppich:** Community Representative
- **Lena Vander Meulen:** Leelanau County Senior Services
- **Demarie Jones:** Disability Network Northern Michigan (virtual)
- **Mitch Treadwell:** Traverse City Commissioner
- **Caleb Lindgren:** Goodwill Northern Michigan (Virtual)
- And we welcomed **Teresa** as a guest representative for the Grand Traverse Band of Ottawa and Chippewa Indians

### **BATA Staff in Attendance**

- Eric Lingaur, Communications Director
  - Bill Clark, Outreach Coordinator and Planner
  - Jeff “Miles” Meilbeck, Executive Director
  - Tracy Melville, Administrative Assistant
  - Keir Rasmussen, Technology
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### **1. Welcome and Introductions**

Bill Clark welcomed everyone to the October meeting and introduced BATA’s new Executive Director, **Jeff “Miles” Meilbeck**.

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## 2. Ridership – 4th Quarter Report

Bill Clark reported on BATA's FY25 Q4 ridership:

- Total rides: **138,813**, which is **129%** of FY24 Q4 ridership.
  - Fixed routes saw a **30,000-ride increase** from FY24 Q4, thanks in part to support from marketing and communications plus improved accuracy with our new Automatic Passenger Counters.
  - Link service rides remained steady.
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## 3. BATA Highlights Since the May 2025 Meeting

- **Bayshore Marathon:** Another strong year with **1,331 early morning rides**, up from **1,100** in 2024.
  - **Cherry Festival:** Second-highest ridership ever with **21,625 rides**, up from **19,639** in 2024. Bayline averaged **2,445 rides per day**, compared to the normal **450**. BATA also provided transportation for the open ramp and orchard tours.
  - **Cedar Polka Festival:** Ridership slightly decreased to **138 rides**, down from **209** in 2024.
  - **Leelanau Uncaged:** Continued annual growth, with **102 rides** provided in one day.
  - **Route 10 Bike-n-Ride:** Despite major construction, the service achieved **4,200 boardings** and transported **737 bikes**. An additional bus was added to assist ADA riders between **6:00 a.m.–3:00 p.m.**
  - **Early Airport Link Service:** A pilot shuttle ran from **March–September**, Monday through Friday, averaging **1 ride per week**. The pilot has ended; riders can continue using the **Link Service** or **Route 14** to reach the airport.
  - **Public Outreach and Education:** At their highest levels since before COVID. Sessions teach riders about routes, schedules, services, passes, fares, and how to ride.
  - **Stop Improvements:** Added **12 new shelters**, **19 benches**, **10 paved ADA-accessible locations**, and **relocated 6 benches** to higher-traffic areas. New brochures indicate shelter and bench locations.
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#### 4. Route Improvements – Effective October 20, 2025

- **Route 1:** Will no longer service Walmart on the inbound trip.
  - **Route 2:** Will no longer service Goodwill Inn; now services **LaFranier Transfer Station**, connecting to Routes **5, 7, and 13**.
  - **New Route 5:** Serves **NMC, Hastings, Garfield,** and **LaFranier Transfer Station**. Takes over portions of the former Route 7 service area.
  - **Route 7:** Will now serve **Goodwill Inn, the mall, SOS,** and the **Salvation Army**; will no longer serve Garfield Road.
  - **Route 10 Bike-N-Ride:** The Big-Bike-Bus service has ended following completion of construction and Route 10 returns on its normal schedule.
  - **Route 11:** Operates on the school schedule to support **Glen Lake School**.
  - **Route 12:** Construction paused for the season. Timetables back to normal.
  - **Route 13:** Now serves **Goodwill Inn** on the outbound trips from Hall St.
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#### 5. Discussion

- **Mitch Treadwell** asked if next year's Bike-N-Ride route will mirror this summer's changes.
  - **Bill Clark** responded that ridership data will be reviewed before underatnd what next summer may look like.
- **Teresa** asked if Route 10 would run hourly instead every two hours to better serve casino employees.
  - **Bill Clark** noted that BATA recognizes the need to increase frequency, would agree that every hour is best, but is currently limited by driver availability.
- **Mitch Treadwell** inquired about East Bay stop improvements.
  - **Bill Clark** shared that **new pavement pads** for the East Bay Adirondack chairs and future shelters are included in the 2026 Capital Improvement Plan.
- **Mitch Treadwell** asked when new brochures and information will be available.

- **Bill Clark** responded that brochures are ready and all information is online.
- **Teresa** asked about service to the Tribe housing development on **Herkner Road**.
  - **Bill Clark** explained that a sign is posted at the safest current stop location for the WEST bus inside the development for deviation requests but could modify that locations once the Community Center is completed.
- **Mitch Treadwell** asked how the state budget impacts BATA.
  - **Jeff Meilbeck** explained that although BATA projected \$500,000 less in revenue, actual reimbursements came in **\$500,000 higher** than anticipated.
- **Mitch Treadwell** asked if Route 5 could travel on LaFranier Rd to serve the riders there.
  - **Bill Clark** noted that LaFranier corridor is served now with Routes 2, 7, and 13 that could transfer to Route 5 at the LaFranier Park-n-Ride.
- **Demarie Jones** expressed excitement about Route 5, noting ongoing rider feedback about long Link service trips.
  - **Bill Clark** commented that the **BATA LINK app** now helps riders identify and suggest nearby fixed-route options to standard riders to give scheduling preference for Link riders with disabilities.
- **Teresa** asked whether Route 10 will use a larger or smaller bus during the winter.
  - **Bill Clark** said that is still being determined.

**Meeting adjourned at 1:07 p.m.**

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## **2025 Local Advisory Council Membership**

- **Linda Joppich:** Chair / Community Representative
- **Matt Morritz:** Community Representative
- **Dan Buron:** Goodwill Northern Michigan
- **Lana Payne:** Commission on Aging
- **Mandy Joppich:** Community Representative
- **Lena Vander Meulen:** Leelanau County Senior Services
- **Amanda Molski / Heidi Gustine:** Area Agency on Aging
- **Demarie Jones:** Disability Network Northern Michigan
- **Susan Odgers:** Community Representative
- **Lacey Edgecomb:** Senior Center Network
- **Mitch Treadwell:** Traverse City Commissioner

**CC:** Alex Simonetti (MDOT), Jeff Meilbeck (BATA), Eric Lingaur (BATA), Bill Clark (BATA)

## BATA 2025 Organization Impact Index

Success Outcome	Metric	2024 Benchmark	Performance Goal	Points	Metric Definition	Q1	Pts	Q2	Pts	Q3	Pts	Q4	Pts
Customer Experience	Net Promoter Score	58%	61%	10	The percentage of promoters minus the percentage of detractors in response to the Net Promoter Score question	58%	9.5	58%	9.5	58%	9.5	58%	9.5
	Overall Customer Satisfaction	82%	86%	10	Average percentage of customer satisfaction with BATA's service delivery	82%	9.5	82%	9.5	82%	9.5	82%	9.5
				20			19.0		19.0		19.0		19.0
Employee Success	Employee Satisfaction	85%	88%	10	Overall score on annual survey which determines if employees feel they would refer BATA to their friends/family	92%	10.0	92%	10.0	92%	10.0	88%	10.0
	Employees' Equipped for Success	90%	92%	10	Overall score on annual survey which determines if employees feel as though they have the tools needed to deliver quality service	88%	9.6	88%	9.6	88%	9.6	95%	10.0
				20			19.6		19.6		19.6		20.0
Community Value	Special Services Support	*New	100	10	Number of rides per quarter provided for special service and community support transportation such as festivals, gov't tours, and community high-impact events	70	7.0	1063	10.0	21,625	10.0	240	10.0
	Community Value	*New	70%	10	An annual evaluation of the % of the community that sees value in BATA (Source Community Value Survey Q#22)	89%	10.0	89%	10.0	89%	10.0	89%	10.0
				20*	*Beginning 10/1/24		17.0		20.0		20.0		20.0
Financial Health	Cost recovery	10.77%	10%	5	The percent of eligible operating expenses recovered by direct revenues	6.49%	3.2	2.92%	1.5	4.00%	2.0	2.66%	1.3
	Operating Expense per Hour	\$97.24	\$77.64	5	Total eligible operating costs divided by number of service hours	\$49.00	5.0	\$58.48	5.0	\$50.02	5.0	\$54.89	5.0
	Operating Expense per Mile	\$6.46	\$5.35	5	Total eligible operating costs divided by number of miles	\$5.88	4.6	\$6.41	4.2	\$5.45	4.9	\$6.01	4.5
	Operating Expense per Passenger/Trip	\$35.83	\$33.84	5	Total eligible operating costs divided by number trips (Link Only?)	\$ 27.98	5.0	\$ 34.86	4.9	\$24.43	5.0	\$29.62	5.0
				20			18		16		17		16

<b>Safety</b>	<b>Preventable Passenger Injuries per 500k miles</b>	0.34	0.34	5	Number of preventable passenger injuries per 500k miles.	0.00	5.0	0.00	5.0	0.00	5.0	0.0	5.0
	<b>Days Since Last Preventable Accident</b>	33.25	48	5	Highest number of days between all preventable accidents. This includes both non-reportable and reportable collisions. Number can roll over from previous quarters.	26	2.7	38	4.22	23	2.4	31.0	3.2
	<b>Preventable Reportable Collisions (per 100k miles)</b>	0.0	0.2	10	Number of preventable, reportable vehicle collisions recorded each quarter per 100k miles driven	0	10	0	10	0	10	0.0	10.0
	<b># of days between employee injuries</b>	164	40	5	Number of days between employee reportable injuries	199	5	282	5	56	5	104.0	5.0
				<b>25</b>			<b>23</b>		<b>24</b>		<b>22</b>		<b>23</b>
<b>Performance-Based Culture</b>	<b>Average Department Scorecard Score</b>	90%	95%	5	A quarterly average of departmental performance scores	90%	4.7	80%	4.2	86%	4.5	82%	4.3
	<b>Monthly Departmental Scorecard Results Shared</b>	NA	100%	5	Departmental Scorecard results shared within each department each month	100%	5	100%	5	100%	5	100%	5
	<b>Bus Observations by Admin Staff</b>	89%	90%	5	An average of 3 bus observations/quarter performed by each member of the admin staff	65%	3.6	58%	3.2	65%	3.6	71%	3.9
				<b>15</b>			<b>13</b>		<b>12</b>		<b>13</b>		<b>13</b>
<b>Overall Performance Score</b>				<b>100</b>			<b>93</b>		<b>91</b>		<b>91</b>		<b>91</b>



# The Work Plan

In our pursuit of success and the fulfillment of our mission to improve lives by linking people and communities, we have prepared a series of important projects and programs over the coming year.

Each initiative is outlined on the following pages, including a dedicated team and owner to champion its key endeavors. Quarterly milestones have been devised to ensure the seamless execution of our plans.

Much like our success outcomes, the strategic initiatives detailed in the following pages of our work plan are harmoniously aligned with our six outcome areas:

Customer Experience

Employee Success

Community Value

Financial Health

Safety

Performance-Based Culture

# 2025 Customer Experience

## WORK PLAN



Project Name	<b>Customer Experience Survey (Ongoing)</b>
Project Owner	Eric
Project Description	Develop and conduct customer survey to gauge BATA's performance and help identify future service improvements.
<b>FY 2025 Q1</b>	
<ul style="list-style-type: none"><li>• Explore and get estimates for an outside vendor to conduct BATA's Customer Experience survey. EL - Need to gather additional estimates, get pricing and determine next steps.</li></ul>	
<b>FY 2025 Q2</b>	
<ul style="list-style-type: none"><li>• Create survey, distribute, promote and gather results. EL - Selected Brand Tonic to help support survey creation and plan to launch in May 2025.</li></ul>	
<b>FY 2025 Q3</b>	
<ul style="list-style-type: none"><li>• Review findings and make any initial improvements as needed. Paused survey to gauge feedback from the service improvements and onboard of new ED.</li></ul>	
<b>FY 2025 Q4</b>	
<ul style="list-style-type: none"><li>• New ED wanted to revamp survey, but ED departure will restart the process.</li></ul>	

Project Name

## Stop Improvements 2025 (Completed)



Project Owner

Bill/Kurt

Project Description

Increasing rider experience through stop amenity improvements.

### FY 2025 Q1

- Order necessary components for improvements (shelter, benches, etc.)

### FY 2025 Q2

- Prep locations with necessary infrastructure improvements (concrete)

### FY 2025 Q3

- Install components on location

### FY 2025 Q4

- Identify next years stop improvements within Capital Plan

# 2025 Employee Success

## WORK PLAN



Project Name

**New Hire Orientation/Onboarding Process (Completed)**

Project Owner

Chris/Brittany

Project Description

Ensure new employee orientation covers what employees need.

### FY 2025 Q1

- Review current orientation/onboarding and identify areas in need of improvement

### FY 2025 Q2

- Review current orientation/onboarding and identify areas in need of improvement



Project Name	<b>Benefit Analysis (Completed)</b>
Project Owner	Chris
Project Description	Ensure employee benefits are competitive.
<b>FY 2025 Q1</b>	
<ul style="list-style-type: none"><li>• Review Traverse Connect Benefit Analysis and determine what areas are missing</li></ul>	
<b>FY 2025 Q2</b>	
<ul style="list-style-type: none"><li>• Compare BATA's current benefits with Traverse Connect's Benefits Analysis. Prepare analysis of costs of benefit changes, if any. CD - In progress.</li></ul>	
<b>FY 2025 Q3</b>	
<ul style="list-style-type: none"><li>• Determine changes in benefits recommended to be changed</li></ul>	
<b>FY 2025 Q4</b>	
<ul style="list-style-type: none"><li>• Communicate changes to employees, and revise policies needing to be changed</li></ul>	



Project Name

**New HQ Technology (Ongoing)**

Project Owner

Kurt

Project Description

Ubisense yard management integration.

#### FY 2025 Q1

- Continue to develop efficiencies in UBI. KB - Continue back end work in program logic, very close to going live with the full version.

#### FY 2025 Q2

- Analyze efficiency gains to determine new processes (Porters/Fluid checkers/Grounds team). KB/SP - Working on specking the SQL server to setup the system.

#### FY 2025 Q3/Q4

- Develop Capital replacement schedules for all new HQ assets. KD - Still finalizing last data integration and functionality for the UBisense system. Hope to have it up and running in early 2026.



Project Name

**Employee Handbook Update (Completed)**

Project Owner

Chris

Project Description

Ensure Employee Handbook is reflective of current practices.

**FY 2025 Q1**

- Review/revise pages 27-41 and 41-46

**FY 2025 Q2**

- Review/revise pages 47-61

**FY 2025 Q3**

- Share revisions with employees

**FY 2025 Q4**

- Publish revised Employee Handbook



Project Name

## Succession Plan Development (Paused)

Project Owner

Chris

Project Description

Have an action plan for key positions that become vacant.

### FY 2025 Q1

- Review example Succession Plans. .

### FY 2025 Q2

- Draft Succession Plan and review with Executive Director

### FY 2025 Q3/Q4

- Success plan process has evolved and taken a different direction with the departure of the new ED. Hoping to take a new look and approach in 2026.



Project Name

## Administrative Manual Creation (Paused)

Project Owner

Tracy / Chris

Project Description

Have a central location for key administrative policies and procedures.

### FY 2025 Q1

- Review current policies to determine if changes are needed, and revise where necessary

### FY 2025 Q2

- Meet with appropriate stakeholders to develop procedures needing to be written. CD - Lower on priority list at this time.

### FY 2025 Q3

- CD - Changing the direction and scope and developing a different direction for the manual.

### FY 2025 Q4

- On hold.



Project Name

## Employee Benefits Education (Completed)

Project Owner

Chris/Jon

Project Description

Ensure that employees are aware of and utilize employee benefits to their potential.

### FY 2025 Q1

- Identify benefits to educate staff on and determine who is best to provide the education

### FY 2025 Q2

- Schedule education sessions



Project Name

# Route To Excellence Training (Completed)

Project Owner

Adam

Project Description

Staff will learn communication skills and techniques to improve customer interactions.

## FY 2025 Q1

- Teach three classes with 5 to 8 staff members in each class

## FY 2025 Q2

- Teach three classes with 5 to 8 staff members in each class

## FY 2025 Q3

- Teach three classes with 5 to 8 staff members in each class

## FY 2025 Q4

- Teach three classes with 5 to 8 staff members in each class. Trained more than 20 new staff on RTE practices.



Project Name	<b>All Computers on BATA's Domain Updated to Windows 11 (Completed)</b>
Project Owner	Paul
Project Description	Upgrade to Windows 11 as Win 10 ends support Oct. 2025.
<b>FY 2025 Q1</b>	
<ul style="list-style-type: none"><li>• Address and determine all machines that require upgrades to meet requirements for Windows 11.</li></ul>	
<b>FY 2025 Q2</b>	
<ul style="list-style-type: none"><li>• Finalize all update to Windows 11 on all domain PCs.</li></ul>	
<b>FY 2025 Q3</b>	
<ul style="list-style-type: none"><li>• Complete</li></ul>	
<b>FY 2025 Q4</b>	
<ul style="list-style-type: none"><li>•</li></ul>	



Project Name

## New Software Setup & Performance (Completed)

Project Owner

Kurt

Project Description

Retire RTA software and move to Fleetio.

### FY 2025 Q1

- Integrate all RTA records and inventory including adjusting to new Bin numbering system for completion of ongoing cycle counting. KB - Switched fully to Fleetio for CMMS.
- Assess SOP tracking process. KB - Working with RTA/Fleetio side by side testing functionality.

### FY 2025 Q2

- Integrate all RTA records and inventory including adjusting to new Bin numbering system for completion of ongoing cycle counting
- Assess SOP tracking process

### FY 2025 Q3

- Develop new impact metrics inside of Fleetio

### FY 2025 Q4

- Report on success of transition



Project Name

## Operator's Handbook and Policies Review and Update (Ongoing)

Project Owner

Erik

Project Description

Perform a full handbook review and update to reflect BATA's current practices.

### FY 2025 Q1

- OPS team review of current handbook and policies.
- Identify areas that need updating.
- Create a handbook and policy review team comprised of drivers, dispatchers, and admin that will meet regularly. EF - Just need to create review team.

### FY 2025 Q2

- The handbook and policy review team will submit a draft updated Operator's Handbook to the management team. EF - Get front line team together to conduct the review.

### FY 2025 Q3

- Continuing updates to policies and creating front line team for the project.



Project Name

## Mentorship Program (Completed)

Project Owner

Meredith

Project Description

Create a mentorship program that fosters a culture of learning and collaboration to support an individual's growth and development at BATA.

### FY 2025 Q1

- Conduct mentor training. Launch mentorship program. EF - Training completed and program created, just need to launch.

### FY 2025 Q2

- Gather feedback from mentors and mentees
- Check and adjust as needed ML - Development in progress

# 2025 Community Value

## WORK PLAN



Project Name

**HQ Relocation (Completed)**

Project Owner

Kurt

Project Description

Assess current storage needs, help staff to reduce surplus, plan cadence of move, execute plan and vacate old facilities, including remediation.

### FY 2025 Q1

- Clean-up and remediate Cass & Diamond facilities for turnover to new owner - Complete

### FY 2025 Q2

- Sell off used equipment still in possession (air compressor, tire machine, furniture). KB - Furniture, Tire Equipment sold, only air compressor remains. Another Milestone should be added to work out the MANY complications with the new facilities equipment and mechanical systems which are ongoing.



<b>Project Name</b>	<b>New HQ Public Events (Completed)</b>
<b>Project Owner</b>	Eric
<b>Project Description</b>	Showcase BATA's new HQ with stakeholder and public facing activities.

**FY 2025 Q1**

- Host BATA friends and family / public event if not already completed in FY24 Q4. EL - Hosted events in October 2024

**FY 2025 Q2**

- Look for additional ways to bring in community groups and other transit systems to tour BATA's new facility EL continuing to bring in groups to tour the facility and learn about BATA's services

**FY 2025 Q3**

- Look for additional ways to bring in community groups and other transit systems to tour BATA's new facility

**FY 2025 Q4**

- Celebrate one-year anniversary of moving into BATA's new HQ focusing on efficiencies and service delivery improvements



Project Name

## Strategic Communications Plan (Completed)

Project Owner

Eric

Project Description

Create and execute a Community Strategic Communications Plan that provides consistent and comprehensive outreach focusing on:

- 1) Education
- 2) Attraction, and
- 3) Information.

### FY 2025 Q1

- Start rolling out long term plan elements

### FY 2025 Q2

- Review performance of initial activities and make adjustments if needed

### FY 2025 Q3

- Implement second phase of the strategic plan

### FY 2025 Q4

- Conduct a 12 month review of activities and develop next 12 month plans as needed



Project Name

## After-Hours Airport Service (Completed)

Project Owner

Adam

Project Description

Public transportation options to/from Airport for first flight out and last flight in.

### FY 2025 Q1

- Identify additional service hours
- Board approval

### FY 2025 Q2

- Launch service. AB - Service launched Feb. 26

### FY 2025 Q3 / Q4

- Modify service as needed. Wrapped up pilot in September 2025 based on low usage and ridership. Will revisit and repackage future airport service.

# 2025 Financial Health

## WORK PLAN



Project Name

**Financial Reportiting by Mode (Completed)**

Project Owner

Justin/Shaughn

Project Description

Expand reportiting of finance metrics to distitinguish fixed route vs on-demand service costs and efficiencies, and increase transparency and create alignment with NTD reportiting.

### FY 2025 Q1

- Begin compiling reports for reporting on applicable NTD forms

### FY 2025 Q2

- Refine reports and expense distribution



Project Name

## Development of 5-Year Capital Plan (Ongoing)

Project Owner

Kurt

Project Description

Develop GIS software tools to provide a comprehensive CP outlook while producing necessary information to keep the TAM plan and FCA up to date at all times.

### FY 2025 Q1

- Organize all new facility compliance needs (services, repairs, useful life). KB - Continued with background data input from iAGis recognized need for re-imaging date TBD.

### FY 2025 Q2

- Organize all new facility compliance needs (services, repairs, useful life). KB - Currently working to bring PM services under contract. Will still require JEG to provide useful life est's and replacement costs.

### FY 2025 Q3

### FY 2025 Q4

- Currently working to bring PM services under contract. Will still require Johny Green to provide useful life estimate and replacement costs.



Project Name

## Maximize Federal Funding Opportunities (Ongoing)

Project Owner

Justin/Shaughn

Project Description

Develop an understanding of how STIC credits work and the rural vs. urban funding impacts.

### FY 2025 Q1

- Contact FTA or State of Michigan to determine agency statistics and ensure data accuracy

### FY 2025 Q2

- Monitor quarterly data statistics and begin collecting/reporting to STIC metrics
- Determine BATA numbers and compare to prior year baselines/averages



Project Name

New Finance Software (Ongoing)

Project Owner

Justin/Paul

Project Description

Secure new finance software.

FY 2025 Q1

- Switched to QuickBooks online

FY 2025 Q2

- Determine if Quickbooks online will be a better option while looking into other software options
- \* Explore other options, determine what software may work before considering a bid, need a tool with built in budgeting



Project Name

## Ensure Finance Policies are Current (Completed)

Project Owner

Justin

Project Description

Review and update finance policies.

### FY 2025 Q1

- Review BATA Investment Policy, Capital Fund Policy, Operating Reserve Fund Policy

### FY 2025 Q2

- Submit any recommendations for existing policies for review by Admin

### FY 2025 Q3

- Update with recommendations and present to the BoD for approval as applicable



Project Name

## Fare System Review and Replacement (Ongoing)

Project Owner

All

Project Description

Review and replace aging fare system, and review fare pricing approach.

### FY 2025 Q1

- Start researching fare system options

### FY 2025 Q2

- Develop and distribute RFP. EL/PC - working on options and next steps to bring before the BATA Board for consideration.

### FY 2025 Q3

- Choose vendor and begin implementation and rider education

### FY 2025 Q4

- EL - vendor selected and board approved - onboarding process has started.

# 2025 Safety

## WORK PLAN



Project Name

**Passenger Transportation Agency Safety Plan (PTASP) Creatition (Complete)**

Project Owner

Erik

Project Description

Create and develop an agency safety plan and its components that meet FTA standards.

**FY 2025 Q1**

**FY 2025 Q2**

- Refine current safety policies and add them to the ASP, such as the Safety Management System (SMS) and Employee Safety Reporting Program (ESRP)

**FY 2025 Q3**

- Submit updated ASP to BATA board for approval, then update TRAMS



Project Name	<b>Emergency Operations Plan for Hammond HQ (Ongoing)</b>
Project Owner	Erik
Project Description	Create an Emergency Operations Plan (EOP) for BATA's new HQ and current operations based on the comprehensive template shared by MDOT.
<b>FY 2025 Q1</b>	
<b>FY 2025 Q2</b>	
<ul style="list-style-type: none"><li>• Work across departments and with partner agencies to document procedures and agreements</li></ul>	
<b>FY 2025 Q3</b>	
<ul style="list-style-type: none"><li>• Submit a draft EOP for management team review</li><li>• Refine and create final draft</li></ul>	
<b>FY 2025 Q4</b>	
<ul style="list-style-type: none"><li>• EF - Continuing to build the plan.</li></ul>	



<b>Project Name</b>	<b>MIOHSA Safety Requirements Compliance (Complete)</b>
<b>Project Owner</b>	Kurt
<b>Project Description</b>	Develop and implement MIOSHA Safe program including written programs, and safety assesments..
<b>FY 2025 Q1</b>	
<b>FY 2025 Q2</b>	
• Engage MIOSHA-CET Division onsite, tour building discuss deficiancies. 30 days to bring company to comliance. Developed written plans, performed safety assessments, developed & performed training for all employees. Installed numerous safety enhancements. Submitted corrections to MIOSHA. Awaiting response.	
<b>FY 2025 Q3</b>	
• Conduct any additional follow up needed.	
<b>FY 2025 Q4</b>	
• Complete	

## BATA Income Statement October 2025

	October 2025		\$ Over (Under)	October 2024
	Actual	Budget	Budget	Actual
<b>Income</b>				
Fare Box Revenue	\$ 54,146	\$ 47,917	\$ 6,229	\$ 53,680
Local Service Contracts	-	<u>1</u> 46,536	(46,536)	48,530
Auxiliary Trans Revenue	80,386	<u>2</u> 19,850	60,536	36,844
Non-Trans Revenue	35	83	(48)	475
Local Revenue	11,064	12,789	(1,725)	11,645
State Formula & Contracts	373,732	<u>3</u> 350,872	22,860	320,558
Federal Operating Grants	199,765	<u>4</u> 187,276	12,489	179,657
Other Revenue	62,635	<u>5</u> 20,833	41,801	77,431
Refunds and Credits	936	4,167	(3,230)	-
<b>Total Income</b>	<b>\$ 782,698</b>	<b>\$ 690,323</b>	<b>\$ 92,375</b>	<b>\$ 728,820</b>
<b>Expense</b>				
Salaries & Wages	\$ 372,293	\$ 603,978	\$ (231,685)	\$ 538,097
Paid Leave	56,010	56,009	1	42,991
Fringe Benefits	168,096	180,317	(12,221)	156,644
Services	44,180	<u>6</u> 87,971	(43,791)	58,071
Fuel & Lubricants	59,995	<u>7</u> 49,483	10,511	55,842
Materials & Supplies	42,270	35,774	6,496	30,626
Utilities	1,242	<u>8</u> 28,589	(27,347)	5,099
Insurance	66,428	66,334	94	55,532
Misc Expense	21,811	<u>9</u> 5,334	16,477	9,420
Operating Leases & Rentals	150	150	-	150
<b>Total Expense</b>	<b>\$ 832,474</b>	<b>\$ 1,113,939</b>	<b>\$ (281,466)</b>	<b>\$ 952,473</b>
<b>Net Income before Depreciation</b>	<b>\$ (49,776)</b>	<b>\$ (423,617)</b>	<b>\$ 373,841</b>	<b>\$ (223,653)</b>
Depreciation	298,891	158,770	140,122	97,028
<b>Net Income (Loss)</b>	<b>\$ (348,667)</b>	<b>\$ (582,386)</b>	<b>\$ 233,719</b>	<b>\$ (320,681)</b>

**BATA Income Statement Notes  
October 2025**

	<u>Account(s)</u>	<u>Explanation</u>
	Revenue	Revenue
<u>1</u>	Local Service Contracts	Contract with Grand Traverse Industries Billed in November, using actual hours on Agency routes, billing will now be a month later than last year.
<u>2</u>	Auxiliary Trans Revenue	Big advertising contracts executed
<u>3</u>	State Formula & Contracts	Actual based on eligible expenses from October 2025, reimbursement rate of 34.8467% for FY26
<u>4</u>	Federal Operating	Based on current year expenses, requesting funds from FTA quarterly. Reimbursement rate of 18%.
<u>5</u>	Other Revenue	Interest Revenue from investments, averaging 4.2044%
	Expenses	Expenses
<u>6</u>	Services	Service Contracts will be paid throughout the year when due, budget based on average over 12 months
<u>7</u>	Fuel & Lubricants	Budget reflects new propane contract pricing, \$0.29 less per gallon for FY26. New Contract starts December 2025.
<u>8</u>	Utilities	Billing is a month behind, budget is a 12 month average
<u>9</u>	Misc Expense	MPTA Invoice paid in October, budget based on 12 month average

**BATA Operating Reserve Fund  
October 2025 YTD**

	<b>Michigan Class</b>	<b>Adjustments</b>	<b>Reserve Fund Total</b>
<b>Balance at October 31, 2025</b>	\$ 3,416,707	\$ -	\$ <b>3,416,707</b>
<b>Increases:</b>			
Interest Income	12,222		12,222
Investment Income	-		-
FY26 3% Transfer Per Policy \$345,661.50	-		-
<b>Total Increases</b>	\$ 12,222	\$ -	\$ <b>12,222</b>
<b>Cash Transfers</b>			
Independent Bank/ICS Balance			-
Michigan Class Balance	3,428,929		3,428,929
			-
<b>Balance at October 31, 2025</b>	\$ 3,428,929	\$ -	\$ <b>3,428,929</b>

FY26 Budgeted Eligible Expenses \$ 13,438,903  
25.4%  
*\*Maximum Balance = 30%* \$ 4,031,671

**BATA Capital Reserve Fund  
October 2025 YTD**

	<b>Michigan Class</b>	<b>Adjustments</b>	<b>Reserve Fund Total</b>
<b>Balance at September 30, 2025</b>	<b>\$ 8,067,183</b>	<b>\$ -</b>	<b>\$ 8,039,736</b>
<b>Increases:</b>			
Interest Income	29,576		29,576
Investment Income			-
FY2026 Funding Oct/Apr \$345,661.50:	345,662	-	345,662
<b>Total Increases</b>	<b>\$ 375,237</b>	<b>\$ -</b>	<b>\$ 375,237</b>
<b>Decreases:</b>			
26A - Major Vehicle Repairs \$75,000	-	-	
26B - Shelters \$75,000	-	-	
25B C/O Shelters \$1,400	-	-	
26C General IT \$10,000	-	-	
26D - Vehicle Technologies \$150,000	-	-	
25E C/O - 2 Used School Bus Outfitting \$22,561	-	-	
26E - Vehicle Purchases (6 Buses) \$1,500,000	-	-	
26G - Fare System Replacement \$360,209	-	-	
26H - Grounds Mower \$15,000	-	-	
26I Landscaping/Land Improvement \$30,000	-	-	
26J Propane Pump H/S wares \$10,000	-	-	
FY26 Contingency 10% of budget \$224,917	-	-	
<b>Total Decreases</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Cash Transfers</b>			
Prior Year Transfers Completed	-		
FY25 Pending Transfers		(27,447)	(27,447)
Michigan Class Balance	8,442,420		8,442,420
			-
<b>Balance at October 31, 2025</b>	<b>\$ 8,442,420</b>	<b>\$ -</b>	<b>\$ 8,414,973</b>

<b>BATA New Facility Reserve Fund October 2025 YTD</b>			
	<b>Michigan Class</b>	<b>Adjustments</b>	<b>Reserve Fund Total</b>
<b>Michigan Class Balance FY26</b>	-		2,147,495
<b>Increases:</b>			
Interest Income	7,682		7,682
<b>Total Increases</b>	\$ 7,682	\$ -	\$ 7,682
<b>Decreases:</b>			
		-	-
		-	-
<b>Total Decreases</b>	\$ -	\$ -	\$ -
<b>Cash Transfers</b>	-		-
Outstanding Transfers			-
Michigan Class Balance	2,155,176		2,155,176
<i>Hall Street Project FY2025/2026 Balance</i>			<b>\$ (147,621)</b>
<i>LaFrainer Park &amp; Ride EV Charging Project</i>			<b>\$ (15,931)</b>
<b>Projected New Facility Reserve Fund Balance</b>			<b>\$ 1,991,624</b>

<b>Date Received</b>	<b>Employee</b>	<b>Route #</b>	<b>Comment</b>
10/24/25	All Staff		A passenger called in to thank BATA for the transportation we provide for without it he could not get the supplies he needs. He has respiratory disease and heart failure and is only 62 years old. He appreciates everything we do for him.
11/04/25	Chris Gorence	Loop	A rider called to say thank you to Sir Chris. He said that Chris has been awesome with him, supports him 100% and is so awesome. He said that Chris is one of the best drivers.
11/7/25	Justin Jones	Link	A rider's wife called in to say thank you to Justin Jones for helping her husband. After Justin dropped the rider off at home and was beginning to pull away, Justin noticed the gentleman had fallen. Justin stopped and came over to help her husband up after his legs gave out.
11/11/25	Dispatch and Drivers		A rider called in and wanted to thank all the dispatchers and drivers for going out to her home in Interlochen. She said that she hadn't really ridden a bus much, but it has been a very good experience. She is going to use us more.
11/22/25	Brad Herman	Link	The wife of one of our riders called to compliment Brad on helping her husband on/off the bus. Her husband is in a motorized wheelchair, and she said that Brad was very patient and good with him, and he was a true help.

Date Received	Employee	Route #	Comment
12/03/25	Donna Coyne	Link	A rider called in and stated that she dropped her garage door opener on the bus, and they couldn't find it. The driver, Donna found the opener later and returned it to the rider later in the day. She said Donna went beyond being a bus driver.
	Bain Donegan		A passenger called to say that there was a head-on collision ahead of the bus. Bain saw the accident happen, told the passengers to brace themselves and hit the brakes. The passenger believes that Bain saved their lives by being aware of the environment and reacting so quickly.
	Nikki Hysell, Mariah Guernsey, IT		An employee wrote to say what a great job Nikki, Mariah and the IT Team did when VIA wasn't functioning due to the Amazon Web Services crashing on October 20 <sup>th</sup> . Great teamwork.
	Mariah Guernsey, Peter Johne, Gabby Lee, Erik Falcon, Eric Lingaur		On Sunday, October 26 <sup>th</sup> , BATA received an unverified threat through the onboard GMV system. Out of an abundance of caution, and per guidance from law enforcement, BATA pulled all vehicles off the road to allow authorities to thoroughly screen BATA's entire fleet. No threat was validated. Great work by everyone involved. But especially Mariah, Peter, Gabby, Erik, and Eric, who kept calm and processed all the buses very efficiently.
	Josh Stone	Dispatch	A passenger called to say that Josh saved her hide when she missed her bus. She couldn't believe she missed the bus the first time, but Josh saved her.

Date Received	Employee	Route #	Comment
	Nikki Hysell and The Wellness Team		An employee wrote to say that he was sitting in a deer blind for 8+ hours a day in a small area where he needed to stay quiet and relatively motionless. He said he has been using many of the stretch exercises that have been provided in our COMMS meetings. He said they have made a huge difference in their aches, pains, and stiffness from sitting in the cold. The stretches didn't help him bag a buck, but he was able to stay in the woods longer. He said thanks for making a difference in both his work life and leisure life.
	Brian Moore		An employee wrote to thank Brian for his initiative in decorating our route 13 buses in recognition of the Kingsley school team's accomplishments. The community loved the decorations and support.
	Joe Pisani and all drivers		A regular passenger called and wanted to compliment Joe and all BATA drivers. He said he is very thankful for all that we do.
	Ken Hammond	Mechanic	A dispatcher wrote to thank Ken for pulling a stuck bus out after it was side swiped near McDonalds on Front Street.

Board Meeting Date Discussed	Board/Staff Member	Topic	Status
6/27/2024	Adam BeVier	Link Service	Will revisit again at a later date. TBD.
2/27/2025	Eric Lingaur Bill Clark	Year over year ridership report	Presented at the April 2025 meeting. <b>COMPLETED</b>
5/22/2025	Eric Lingaur Kurt Braun	Location of BATA bus stops.	Will revisit again at a later date. Discussion being held at the 10/23/25 meeting. <b>COMPLETED</b>

## DECEMBER INTERIM EXECUTIVE DIRECTOR UPDATE

### INTERNAL:

- \*Attended and presented to all employees at the monthly Comms meetings.
- \*Met with the two new van drivers.
- \*Completed insurance open enrollment for 2026 for all employees.
- \*Prepared for and met with monthly Safety Team.
- \*Attended Chili Cook-Off for employees.
- \*Conducted annual direct reports evaluations.
- \*Overall, the annual audit went very well. Rehmann has offered to assist with GASB 101 new requirements for FY25.
- \*MDOT announced that the FY2027 Annual Application will be available December 18, 2025, and is due February 16, 2026.
- \*The propane Invitation for Bid received six responses, and a two-year contract was signed with Blarney Castle. \$70K/year savings compared to last year.
- \*Kicked off the redesign of BATA's website that will be more ADA/rider friendly, be better for mobile device responsiveness and integrates new bus tracking features.
- \*Conducted two photo shoots to update stock and staff photography.
- \*Image 360/BATA Give Back Program to recognize three local non-profits with bus ads (TC Paw Cat Rescue, Project Feed the Kids and Food Rescue of Northwest Michigan).
- \*Conducted Holiday Luncheon for all employees and Board members.

### EXTERNAL:

- \*Attended weekly noon Rotary meetings.
- \*Attended Traverse Area Human Resources Association (TAHRA) Board Meeting and presented Legislative update.
- \*Attended the Michigan Negotiators Association (MNA) weekend planning conference in Grand Rapids.
- \*Attended the Economic Summit at the Grand Traverse Resort.

\*Met with Cindy Evans from Grand Traverse Industries (GTI) and executed an Agreement on contracted services for 2025-26.

\*Attended the monthly Executive Lunch at the YMCA.

\*Met with representatives with HUB International to go over the upcoming 2025-26 insurance renewal for property, cyber, auto, workers' comp, general liability, public officials' liability and management liability. After fierce back and forth negotiations premiums only increased 2.09% after anticipated increase of 10-12%.

\*Awaiting formal Participation Agreement from Masabi for Fare System Replacement.

\*Received all of the Cradlepoint hardware for the Fleet Network upgrade and have begun installation. Initially budgeted for \$60K but with incentives and credits the project will cost approximately \$2,500.

\*Axis camera relocation and additional cameras for Hammond parking garage and Hall Street installed.

\*Data is now being pushed from Fleetyr via the API to Ubisense for status change information to be displayed properly in SmartSpace.

\*Awaiting shipment of EV chargers for headquarters and Hall Street.

\*Installation completed on EV charger at LaFranier, waiting for an activation date.

\*Floors completed at Hall Street Transfer. They are a big improvement.

\*All overhead doors at headquarters had all four bearings replaced in them.

\*BATA participated in holiday activities including the TC Holiday Light Parade, Toys for Tots Stuff a Bus event at Meijer/Burger King, and the Interlochen Light Up the Night event.

\*Hosted three regional leaders participating in Traverse Connect's Leadership Grand Traverse program to showcase the importance of public transit in our community.

\*Spoke at the official M-22/M-72 Ribbon Cutting.

Chris Davis

December 11, 2025

## BATA Statement of Net Position September 2025

	September 30, 2025	September 30, 2024	\$ Change	% Change
<b>ASSETS</b>				
<b>Current Assets</b>				
ICS/Money Market - General Fund	\$ 1,069,610	\$ 236,380	\$ 833,231	352.5%
<b>Total Cash</b>	<b>1,069,610</b>	<b>236,380</b>	<b>833,231</b>	<b>352.5%</b>
Michigan Class - General Fund	3,141,384	1,658,368	1,483,016	<u>1</u> 89.4%
Michigan Class - Operating Reserve	3,416,707	3,252,463	164,245	<u>1</u> 5.0%
Michigan Class - Capital Reserve	8,067,183	5,329,201	2,737,981	<u>1</u> 51.4%
Michigan Class - New Facility Reserve	2,147,495	7,580,102	(5,432,607)	<u>1</u> -71.7%
<b>Total Michigan Class</b>	<b>16,772,768</b>	<b>17,820,134</b>	<b>(1,047,366)</b>	<b>-5.9%</b>
Accounts Receivable	99,689	332,400	(232,712)	<u>2</u> -70.0%
Due (to) from State	383,959	32,863	351,096	<u>3</u> 1068.3%
Due from Federal	185,504	553,165	(367,661)	<u>4</u> -66.5%
Property Taxes Receivable	631,112	-	631,112	<u>5</u> #DIV/0!
Prepaid Expenses	148,858	155,173	(6,315)	-4.1%
<b>Total Current Assets</b>	<b>19,291,500</b>	<b>19,130,116</b>	<b>161,384</b>	<b>0.8%</b>
Hammond Facility/Land Acquisition	30,187,621	25,827,986	4,359,634	<u>6</u> 16.9%
Fixed Assets (net of depreciation)	8,644,181	7,750,892	893,289	11.5%
Deferred Outflows of Resources for Pension Obl.	1,370,397	2,043,710	(673,313)	<u>7</u> -32.9%
Net Pension Asset	1	1	-	<u>7</u>
<b>TOTAL ASSETS</b>	<b>\$ 59,493,700</b>	<b>\$ 54,752,706</b>	<b>\$ 4,740,995</b>	<b>8.7%</b>
<b>LIABILITIES &amp; NET POSITION</b>				
<b>Liabilities</b>				
<b>Current Liabilities</b>				
Accounts Payable	\$ 10,873	\$ 376,133	\$ (365,260)	-97.1%
Accrued Expenses	782,799	371,130	411,669	<u>8</u> 110.9%
Deferred Revenue	48,948	1,205	47,743	<u>9</u> 3962.0%
Other Current Liabilities	(32,549)	36,129	(68,678)	-190.1%
<b>Total Current Liabilities</b>	<b>810,070</b>	<b>784,597</b>	<b>25,473</b>	<b>3.2%</b>
Net Pension Liability	291,084	941,547	(650,463)	<u>7</u> -69.1%
Deferred Inflows of Resources for Pension Obl.	-	176,037	(176,037)	<u>7</u> -100.0%
<b>Total Liabilities</b>	<b>1,101,154</b>	<b>1,902,181</b>	<b>(801,027)</b>	<b>-42.1%</b>
<b>Long Term Debt</b>				
<b>Net Position</b>				
<b>Assigned</b>				
Operating Reserve Fund	3,416,707	3,252,463	164,245	5.0%
Capital Reserve Fund	8,039,736	5,329,201	2,710,534	50.9%
New Facility Fund	2,147,495	7,580,943	(5,433,448)	-71.7%
<b>Total Assigned</b>	<b>13,603,937</b>	<b>16,162,607</b>	<b>(2,558,669)</b>	<b>-15.8%</b>
Investment in Capital Assets	38,831,802	33,578,879	5,252,923	15.6%
Restricted for Pension	1,079,314	926,127	153,187	16.5%
Unrestricted	4,877,492	2,182,912	2,694,581	123.4%
<b>Total Net Position</b>	<b>58,392,546</b>	<b>52,850,524</b>	<b>5,542,021</b>	<b>10.5%</b>
<b>TOTAL LIABILITIES &amp; NET POSITION</b>	<b>\$ 59,493,700</b>	<b>\$ 54,752,706</b>	<b>\$ 4,740,995</b>	<b>8.7%</b>

**BATA Statement of Net Position Notes  
September 2025**

	<u>Account(s)</u>	<u>Explanation</u>
<u>1</u>	Michigan Class	Interest earned averaging 4.2827%
<u>2</u>	Accounts Receivable	Outstanding invoices - Transportation Contract & Advertising
<u>3</u>	Due from State	State reimburses based on revised budget. Adjusted to state share of eligible operating expenses. Positive represents amount due from MDOT.
<u>4</u>	Due from Federal	5307/5311 funds - Positive represents amount due from FTA, amount reflects remaining payments requested and received in October 2025
<u>5</u>	Property Tax Receivable	FY2025 Summer Taxes due from the applicable government entities
<u>6</u>	New Facility (CIP)/Land Acquisition	New Facility Construction costs
<u>7</u>	Deferred Outflows of Resources Deferred Inflows of Resources Net Pension Liability	<p><b>GASB 68 audit adjustment, as of 9/30/24</b></p> <p><u>Deferred Outflows of Resources \$1,370,397</u>            Difference in experience \$123,003            Difference in assumptions \$62,916            Contributions subsequent to the measurement date \$674,730</p> <p><u>Deferred Inflows of Resources (\$0.00)</u>            Difference in experience change (\$0.00)            Difference between projected and actual earnings \$0.00</p> <p><u>Net Pension Liability (\$291,084)</u>            Plan fiduciary net position \$11,796,782            Total pension liability (\$12,087,866)</p>
<u>8</u>	Accrued Expenses	Accrued Payroll/PTO Liability/Payables for FY25 Year End
<u>9</u>	Deferred Revenue	Advertising Revenue outside of current fiscal year, Full year advertising invoices paid in full

## BATA Income Statement September 2025

	September 2025		\$ Over (Under)	Sept 2024
	Actual	Budget	Budget	Actual
<b>Income</b>				
Fare Box Revenue	\$ 651,349	\$ 565,000	\$ 86,349	\$ 632,158
Local Service Contracts	546,235 <u>1</u>	342,392	203,843	348,112
Auxiliary Trans Revenue	183,165 <u>2</u>	150,000	33,165	243,481
Non-Trans Revenue	167,976 <u>3</u>	750	167,226	1,433,343
Local Revenue	5,359,274	5,208,422	150,852	5,419,834
State Formula & Contracts	4,818,291	4,911,633	(93,342)	4,819,012
Federal Operating Grants	2,298,414	2,220,590	77,824	2,252,541
Other Revenue	752,744 <u>4</u>	200,000	552,744	978,319
Refunds and Credits	239,694 <u>5</u>	100,000	139,694	213,287
<b>Total Income</b>	<b>\$ 15,017,142</b>	<b>\$ 13,698,787</b>	<b>\$ 1,318,355</b>	<b>\$ 16,340,088</b>
<b>Expense</b>				
Salaries & Wages	\$ 7,077,533 <u>6</u>	\$ 6,807,728	\$ 269,805	\$ 6,547,628
Paid Leave	573,660 <u>6</u>	515,879	57,781	518,254
Fringe Benefits	2,213,873 <u>6</u>	2,006,289	207,584	1,907,643
Services	846,624	961,719	(115,095)	722,923
Fuel & Lubricants	602,108	712,109	(110,001)	724,707
Materials & Supplies	432,111	442,207	(10,096)	414,513
Utilities	331,560 <u>7</u>	206,272	125,288	163,331
Insurance	814,048 <u>8</u>	640,719	173,329	693,785
Misc Expense	159,307 <u>9</u>	52,908	106,399	132,090
Operating Leases & Rentals	3,134	6,661	(3,527)	18,592
<b>Total Expense</b>	<b>\$ 13,053,957</b>	<b>\$ 12,352,491</b>	<b>\$ 701,466</b>	<b>\$ 11,843,466</b>
<b>Net Income before Depreciation</b>	<b>\$ 1,963,185</b>	<b>\$ 1,346,296</b>	<b>\$ 616,889</b>	<b>\$ 4,496,622</b>
Depreciation	1,598,869	1,122,656	476,213	1,223,000
<b>Net Income (Loss)</b>	<b>\$ 364,316</b>	<b>\$ 223,640</b>	<b>\$ 140,676</b>	<b>\$ 3,273,622</b>

**BATA Income Statement Notes  
September 2025**

	<u>Account(s)</u>	<u>Explanation</u>
	<b>Revenue</b>	<b>Revenue</b>
<u>1</u>	Local Service Contracts	Increased Revenue due to additional GTI Contract, contract rate increase and an additional bus for FY25
<u>2</u>	Auxiliary Trans Revenue	Above expected Revenue - Advertising
<u>3</u>	Non-Trans Revenue	Net Proceeds/Sale of Diamond Property & Buses sold
<u>4</u>	Other Revenue	Interest Revenue from investments, averaging 4.2827%
<u>5</u>	Refunds & Credits	\$132k from Alternative Fuel Credit based on Propane Gallons used
	<b>Expenses</b>	<b>Expenses</b>
<u>6</u>	Wages/Leave/Benefits	Additional Staffing, overtime not accounted for in budget
<u>7</u>	Utilities	New Headquarters heating and gas bills during winter were higher than projected in budget
<u>8</u>	Insurance	Fleet and Building coverage increased, fleet increased just due to industry and recent natural disasters
<u>9</u>	Misc Expense	Loss on Disposal of 3 buses (\$4,687), membership dues, TAPTCO training, FY21 (\$99,068) and FY24 (\$49,789) LBO Audited payback to the State of Michigan

## RECOMMENDATION

### 12.11.25

**Memo to:** BATA Board of Directors  
**From:** Eric Lingaur, Director of Communications and Development  
Justin Westin, Director of Finance  
**Re:** Fare Structure

After conducting a thorough review of BATA's current fare structure and future fare revenue scenarios, BATA staff recommends maintaining the current structure at the launch of the new EZ Fare System for the following reasons:

#### **Solid Fare Revenue:**

BATA collected \$652,249 (4.7% of total revenue) in FY2025 based on our current fare structure and ridership. Ridership continues to increase resulting in higher fare revenue at BATA's current fare rates. (City Loop: \$1.50 / \$.75 \* Village Loop: \$3 / \$1.50 \* Link: \$6 / \$3)

#### **Reduce Confusion:**

The launch of a new fare system in 2026 will be quite the learning curve for riders so keeping the same fare structure with the launch of the new system eliminates one point of confusion.

#### **State Fare Revenue Percentage Mandate:**

The State of Michigan may require public transit agencies to generate 6% of their total revenue from rider fares in the future. If that mandate occurs BATA can build off that reason for any needed fare changes.

#### **Millage Timing:**

BATA will be requesting a millage in November of 2026. Raising fares the same year of the millage may cause voter concern. Recommend changing fares on a non-millage year.

#### **Better Fare Data:**

The new EZ Fare system will have a lot more data regarding fare usage that we can use to develop a revised fare structure at a later date. Launching the system with our current fare rates will provide better insights into future modifications.

#### **Link Service Review:**

In 2026 BATA will be conducting an interview review of our Link service and may have recommendations for service modal modifications that would tie into BATA's overall fare structure.



Resolution Number  
2025-2

RESOLUTION AUTHORIZING Bay Area Transportation Authority (BATA) EXECUTE THE MEMBERSHIP AGREEMENT AND BYLAWS TO BECOME A MEMBER OF NEORIDE A COUNCIL OF GOVERNMENTS.

WHEREAS, the Board of Trustees of BATA hereby finds and determines that all formal actions relative to the adoption of this resolution were taken in an open meeting of the Board of BATA Trustees, and that all deliberations of the Board of BATA Trustees, and of its committees, if any, which resulted in formal actions, were taken in meetings open to the public, in full compliance with applicable legal requirements, including Open Meetings Act (OMA) is 1976 PA 267, MCL 15.261 through 15.275, and

WHEREAS, Public Act 8 of 1967 in the Michigan Compiled Laws (MCL) as MCL 124.531 to 124.536 provides that a political subdivision may, pursuant to the extent that it considers necessary, join with other political subdivisions in establishing and maintaining a Council of Governments for the purpose of including, but not limited to promoting cooperative arrangements and coordinate actions among its members, and

WHEREAS, a need has been identified to plan, promote, future and enhance transportation options within and between the jurisdictions of the members by encouraging cooperative arrangements and coordinating action among the members, and between the members and other governmental agencies, private persons, corporations, or agencies, and

WHEREAS, BATA Board of Trustees has determined that it is in the best interest of BATA to become a member of NEORide to explore coordination options and join with other political subdivisions to benefit all involved.

NOW THEREFORE, BE IT RESOLVED, by the BATA Board of Trustees, in and for Grand Traverse and Leelanau Counties in Michigan that:

- Section 1. The BATA Board of Trustees authorizes the Executive Director, or their designee, to execute a membership agreement and bylaws of NEORide a Council of Governments to explore coordination options and join with other political subdivisions to benefit all involved.
- Section 2. The Eric Lingaur is appointed as the primary voting Director and Shaughn Handley is appointed as the alternate voting Director to represent BATA on the NEORide Council of Government Board.
- Section 3. This resolution is effective immediately upon its adoption.

X

BATA Board Chairperson

X

Chris Davis  
Interim Executive Director

# 2025 Annual Employee Engagement Survey

Wednesday, October 29, 2025

**129**

Total Responses

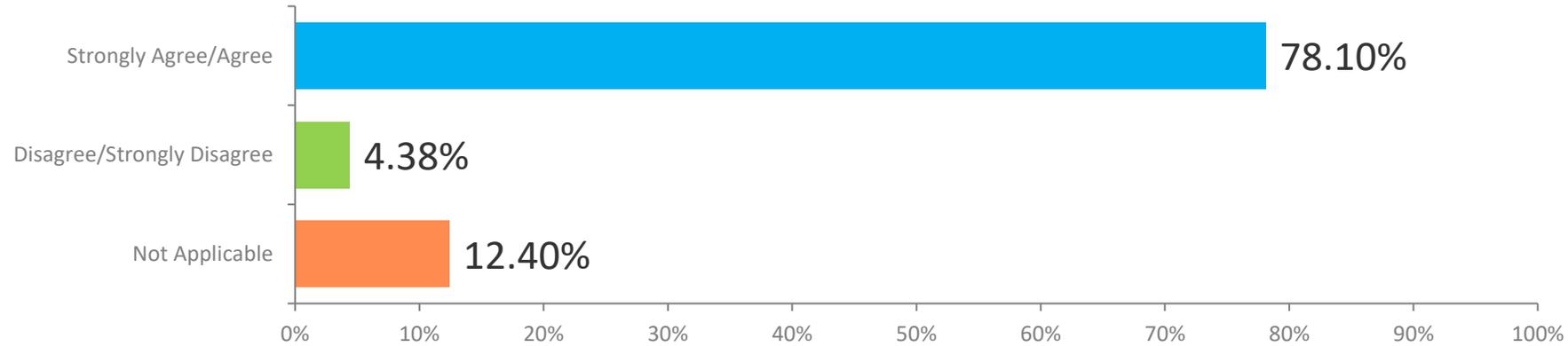
Monday, October 6, 2025

Complete Responses: 129

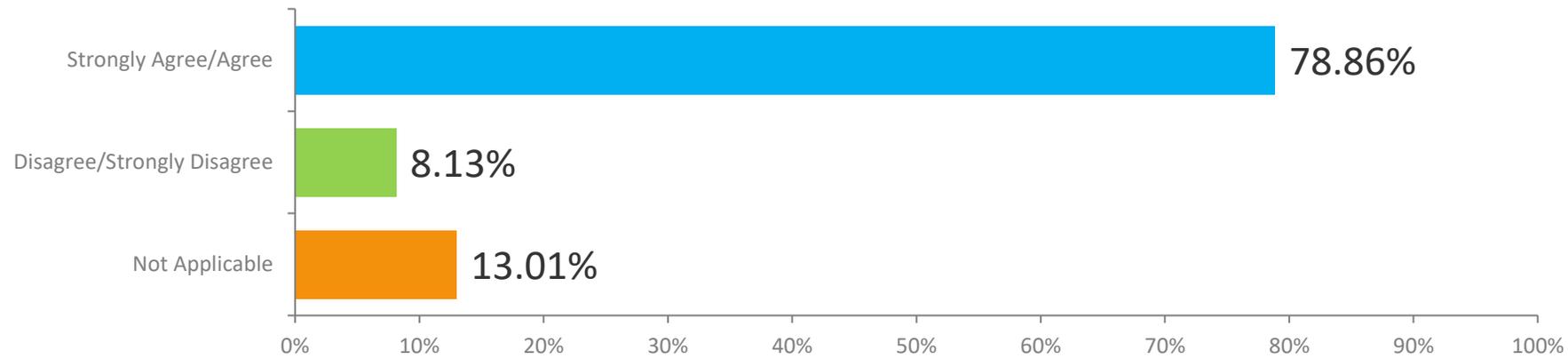
# Q1: I am satisfied with the TAPTCO training my organization offers.

Answered: 129 Skipped: 0

2025



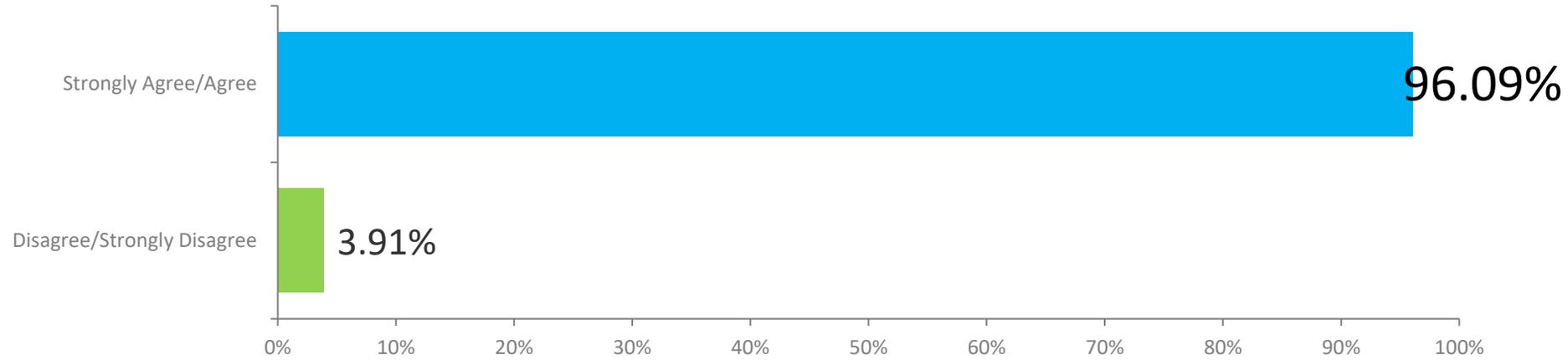
2024



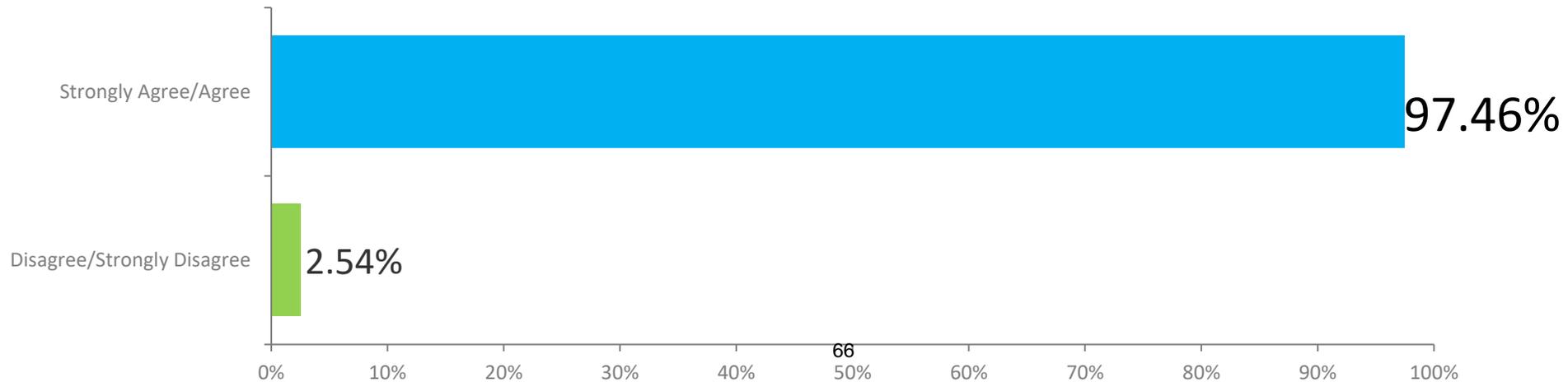
# Q2: My position has a direct impact on our mission: "Improving lives by linking people and communities."

Answered: 128 Skipped: 1

## 2025



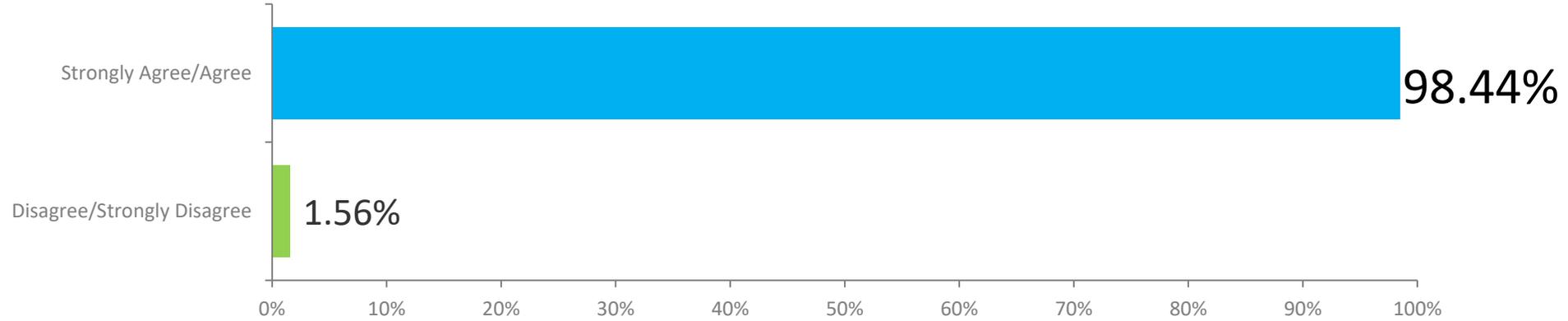
## 2024



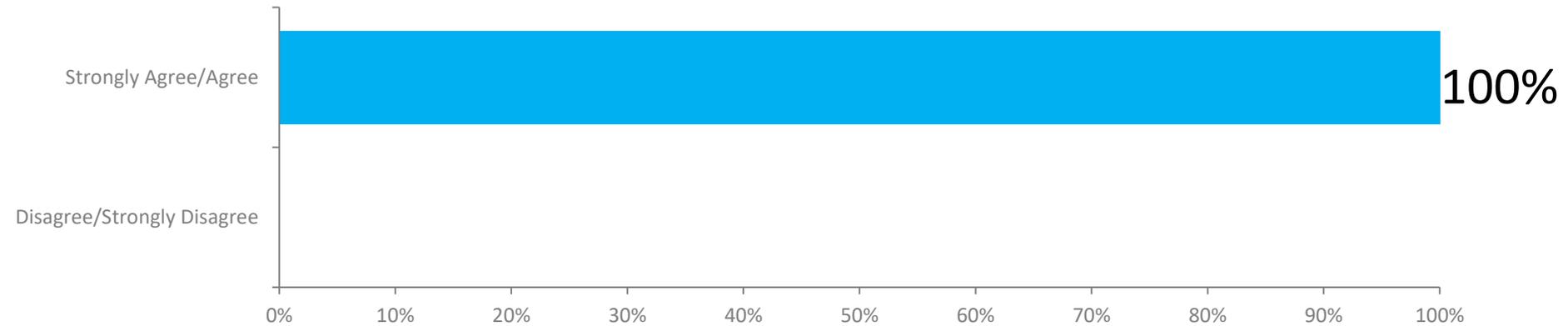
# Q3: I am willing to take on new tasks as needed.

Answered: 128 Skipped: 1

2025



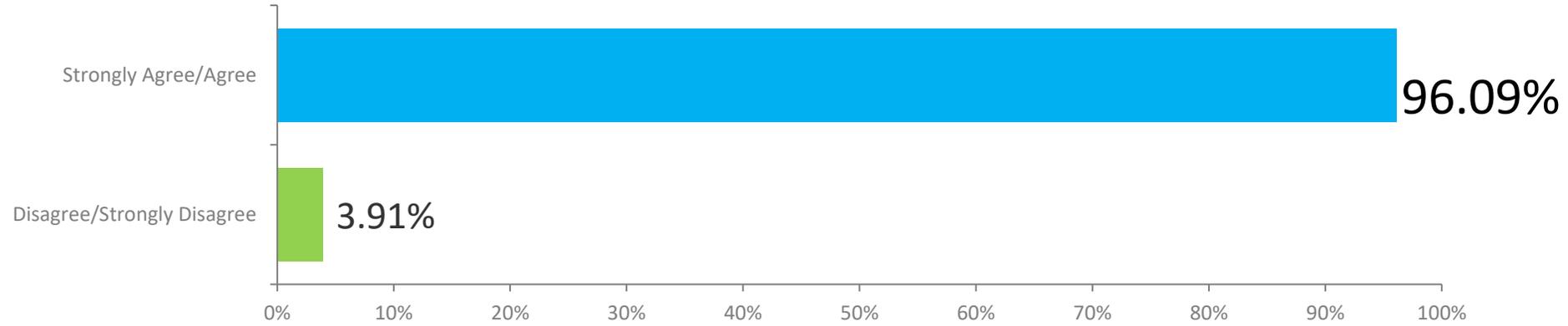
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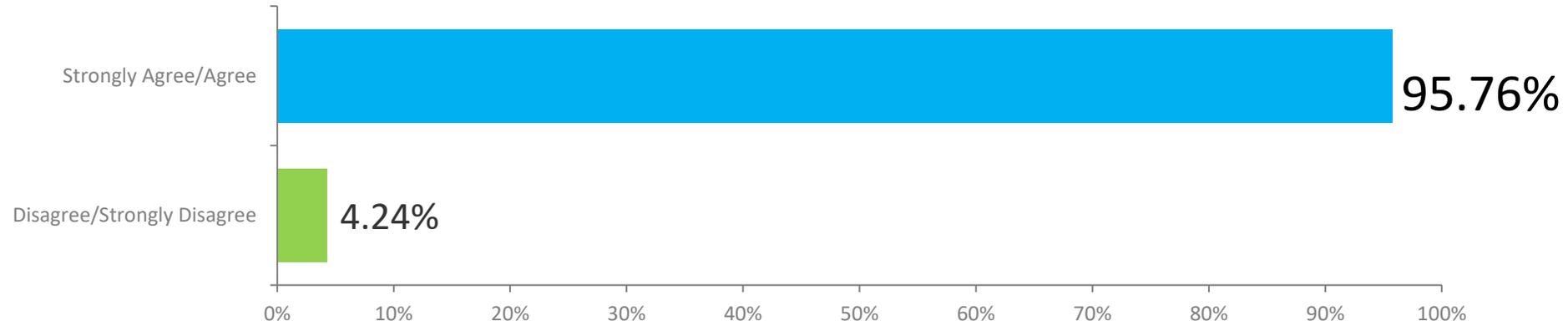
# Q4: I willingly accept change.

Answered: 128 Skipped: 1

## 2025



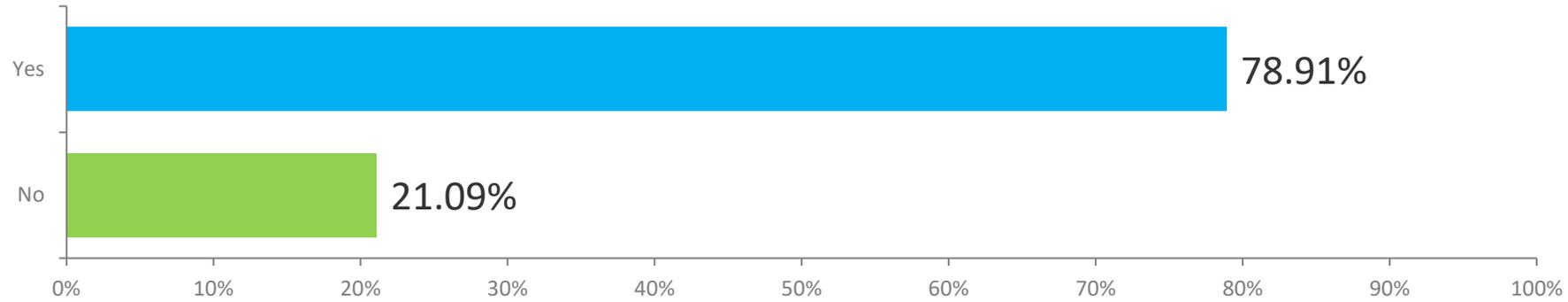
## 2024



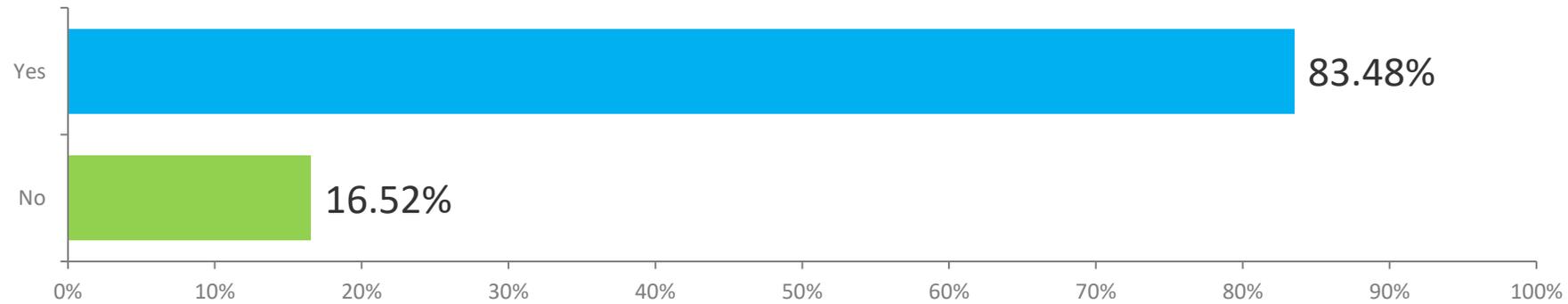
# Q5: Do YOU trust your leadership?

Answered: 128 Skipped: 1

**2025**



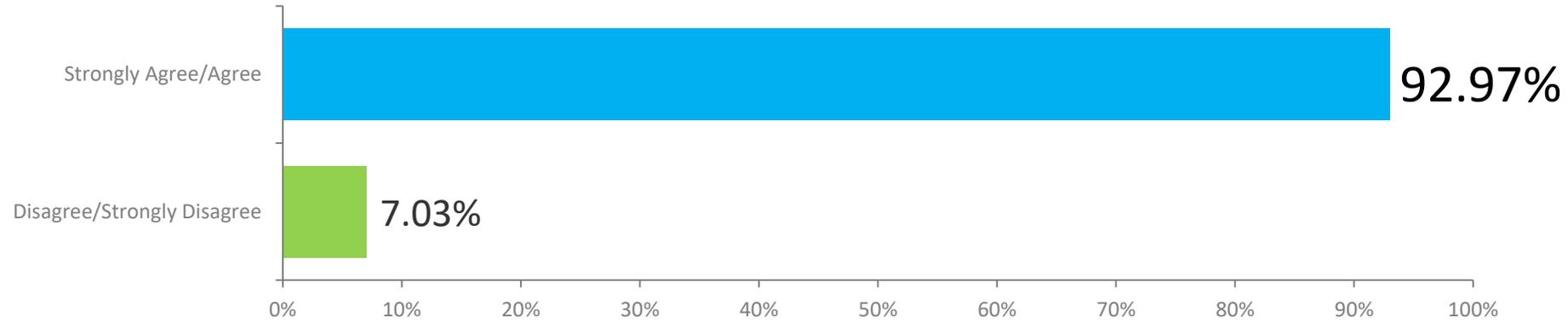
**2024**



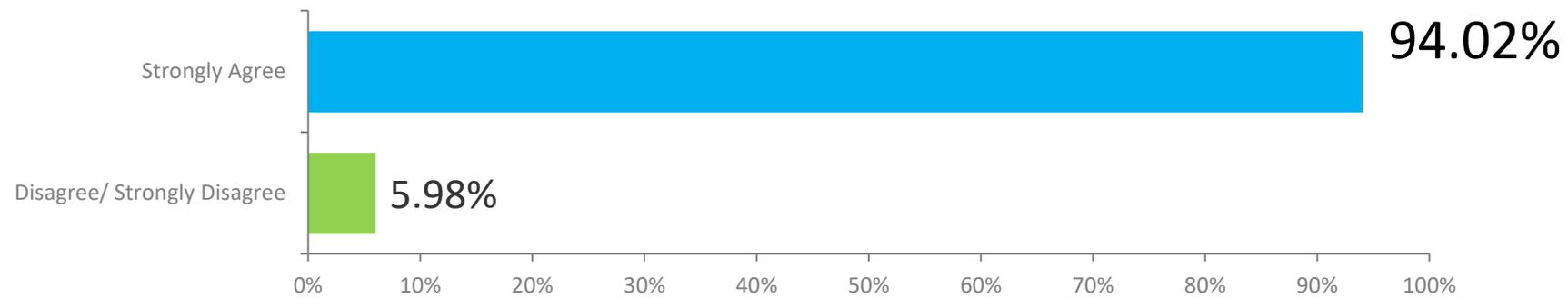
# Q6: I am treated with respect and appreciation regardless of race, gender, position, function/department, age, disability, etc.

Answered: 128 Skipped: 1

2025

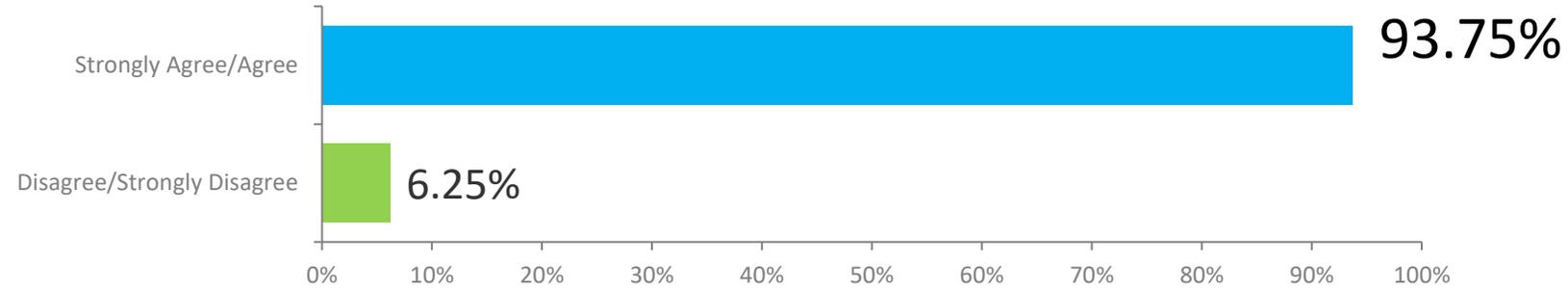


2024

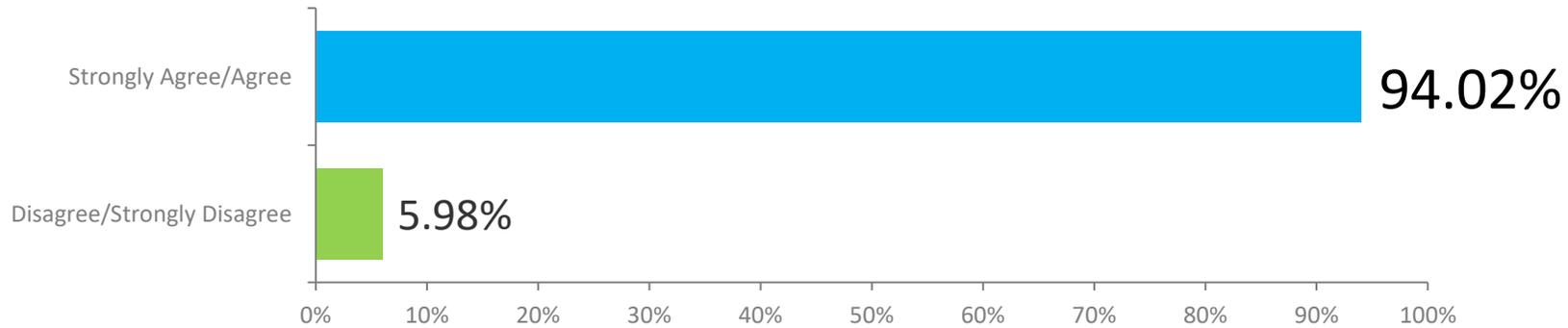


# Q7: My organization is dedicated to diversity and inclusiveness.

Answered: 128 Skipped: 1



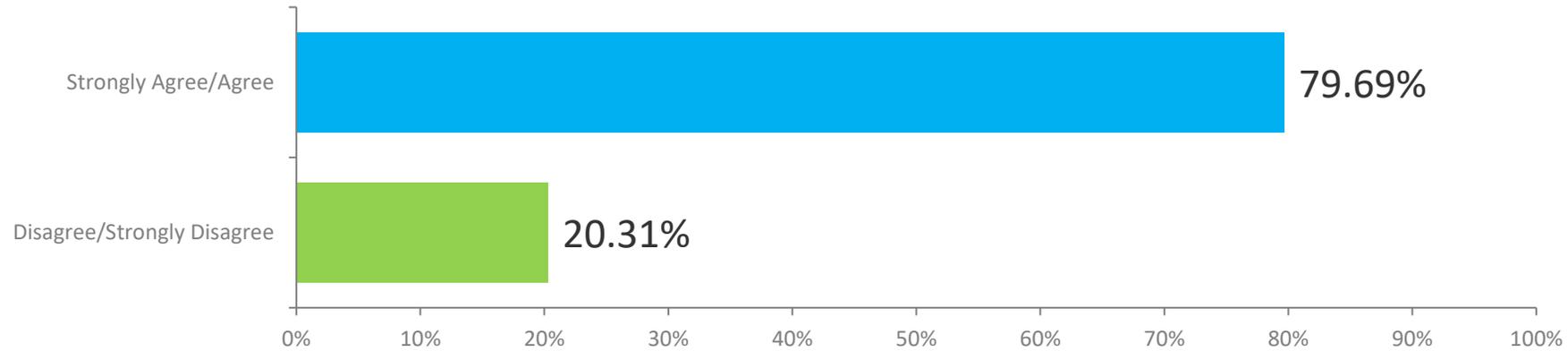
**2024**



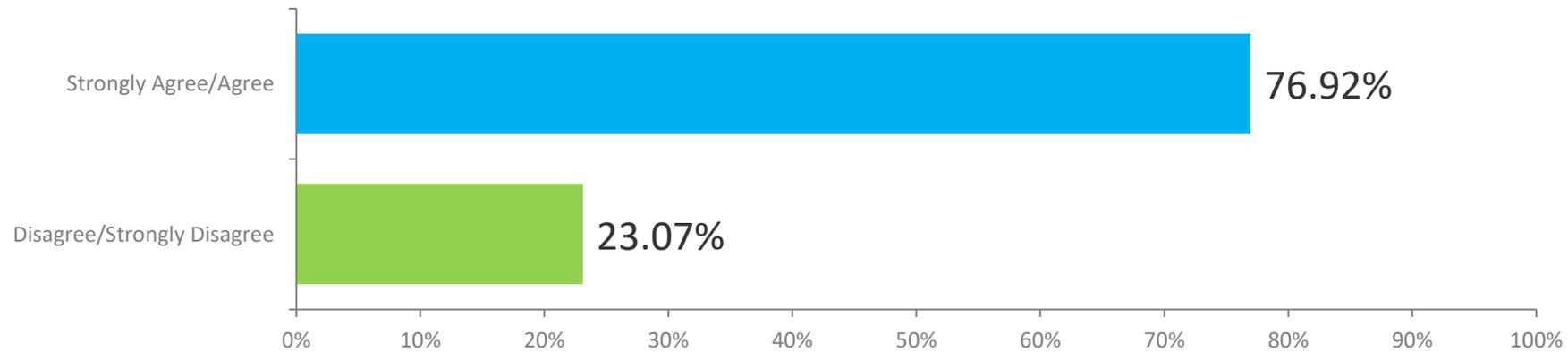
# Q8: I have the opportunity to provide feedback and input for key decisions.

Answered: 128 Skipped: 1

2025



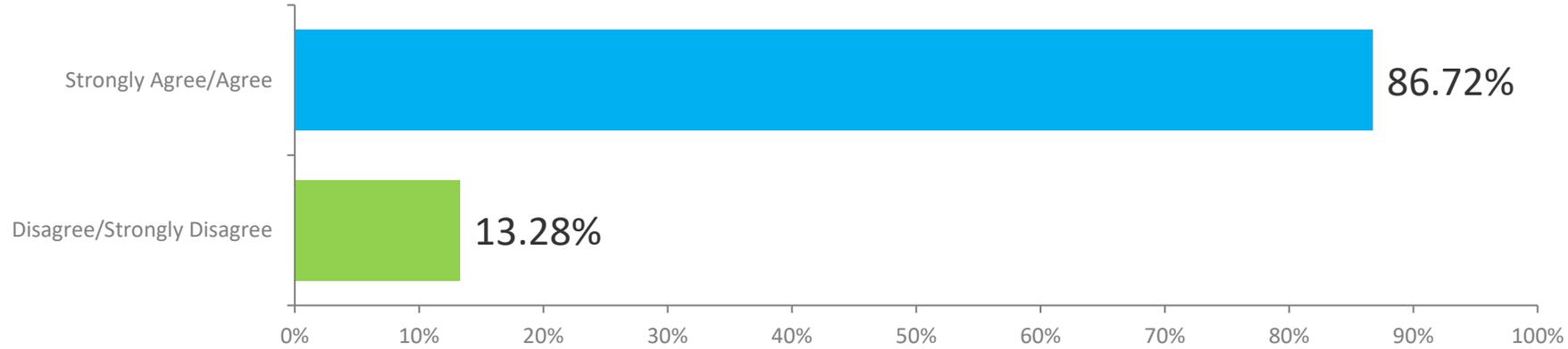
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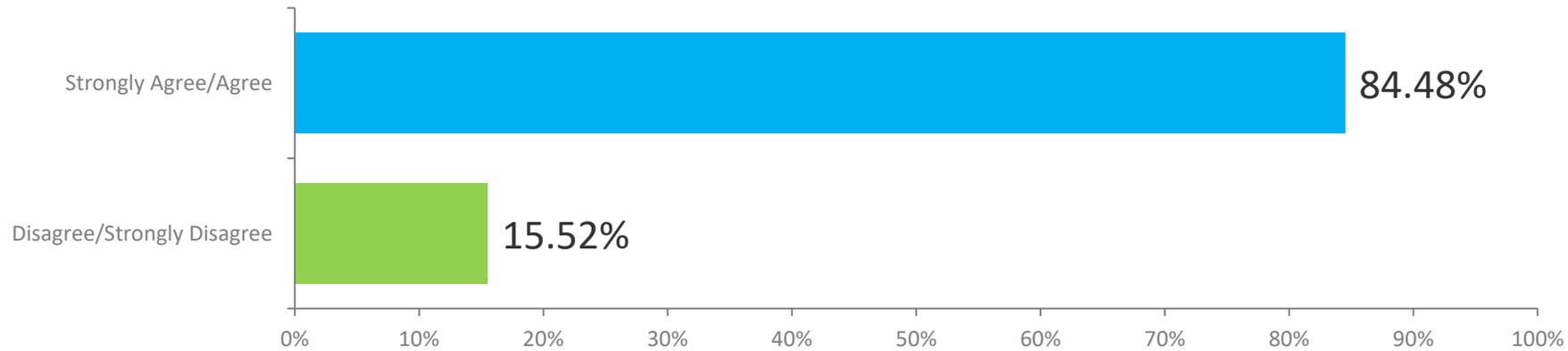
# Q9: Employees treat other employees as customers.

Answered: 128 Skipped: 1

2025



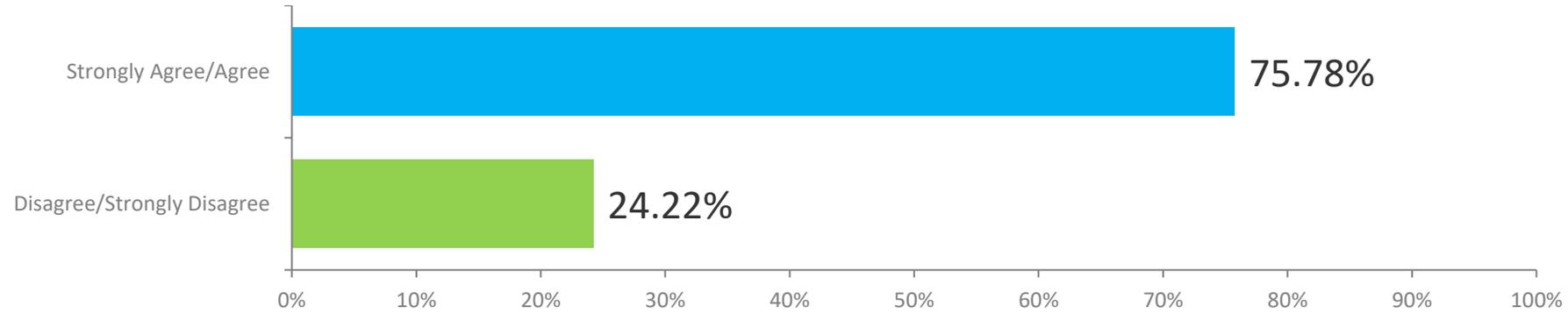
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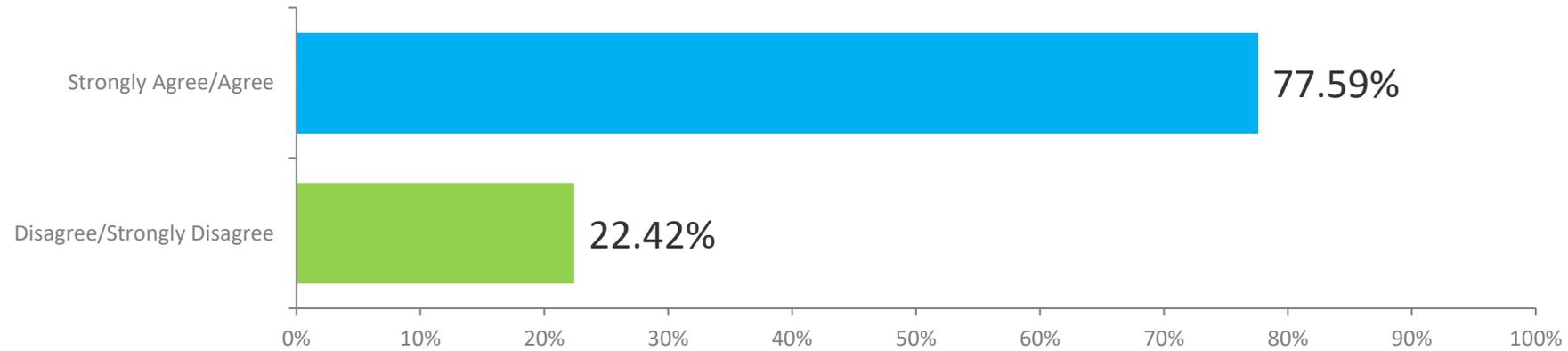
# Q10: The hourly rate/salary I receive is fair relative to my local market.

Answered: 128 Skipped: 1

## 2025

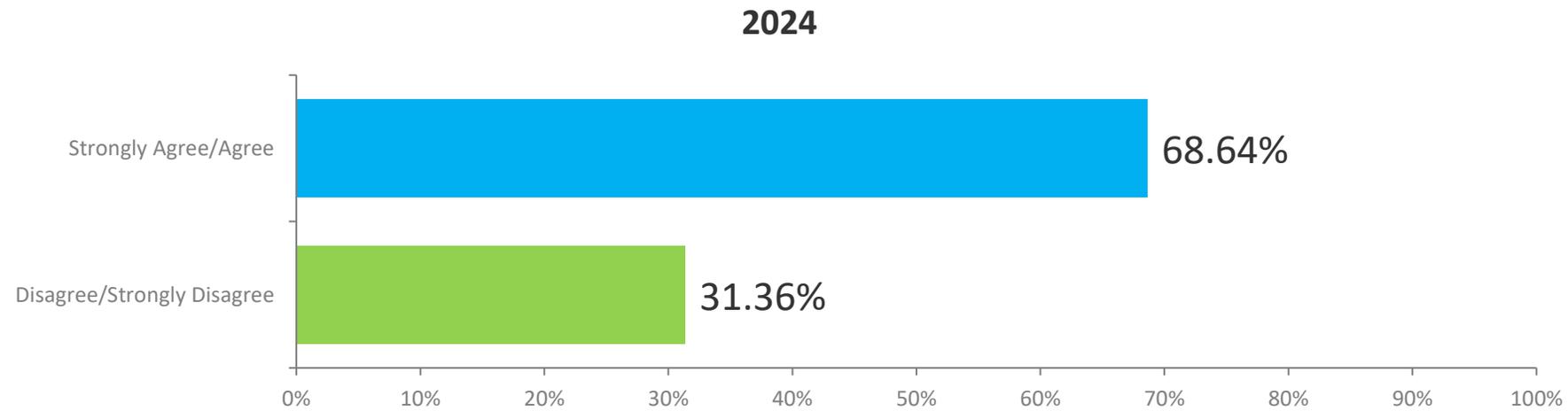
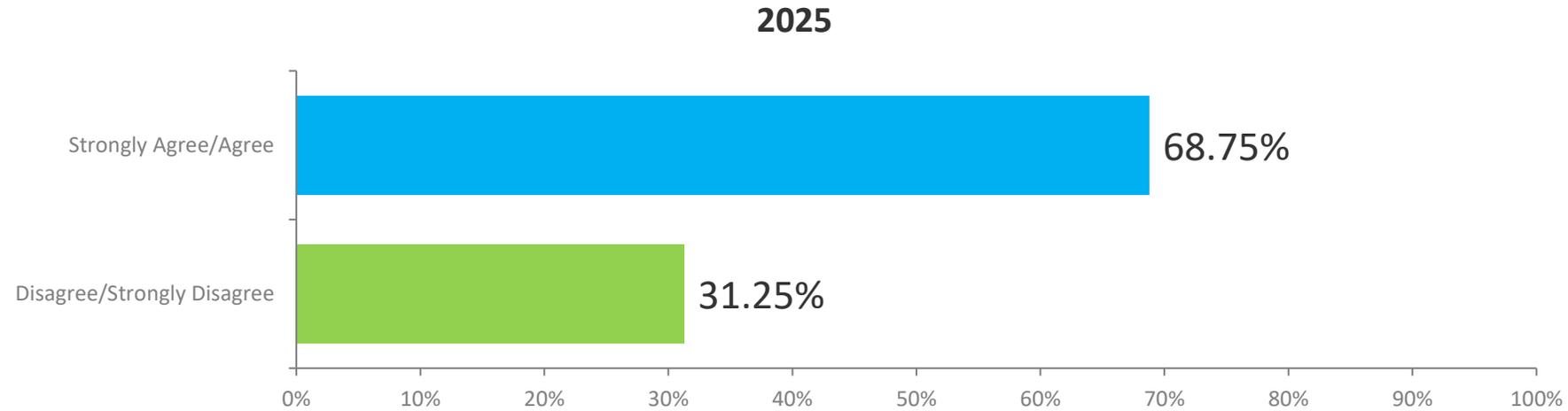


## 2024



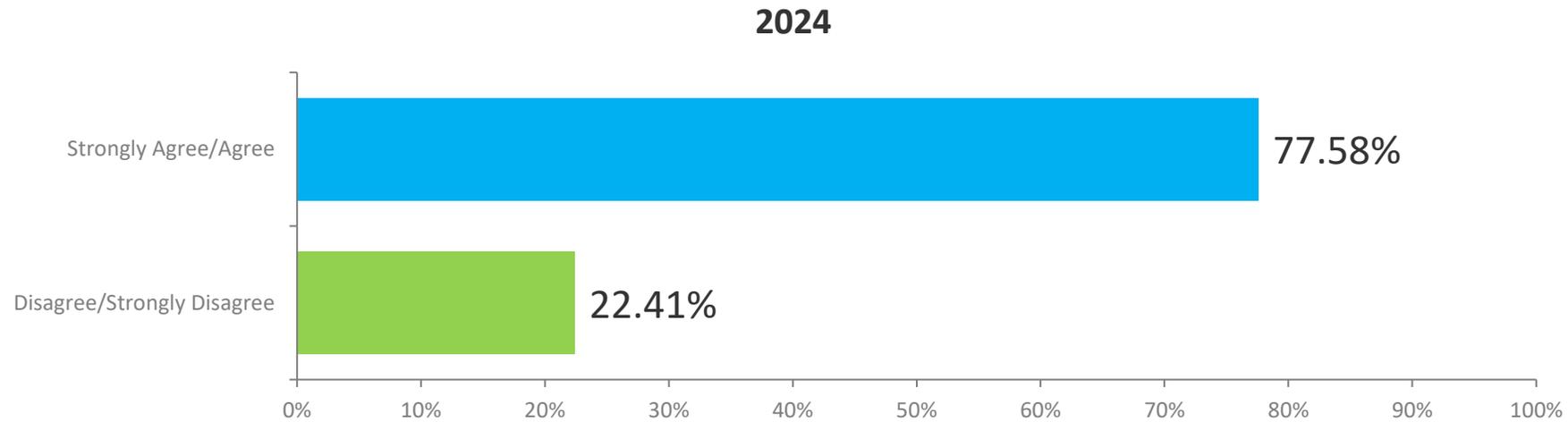
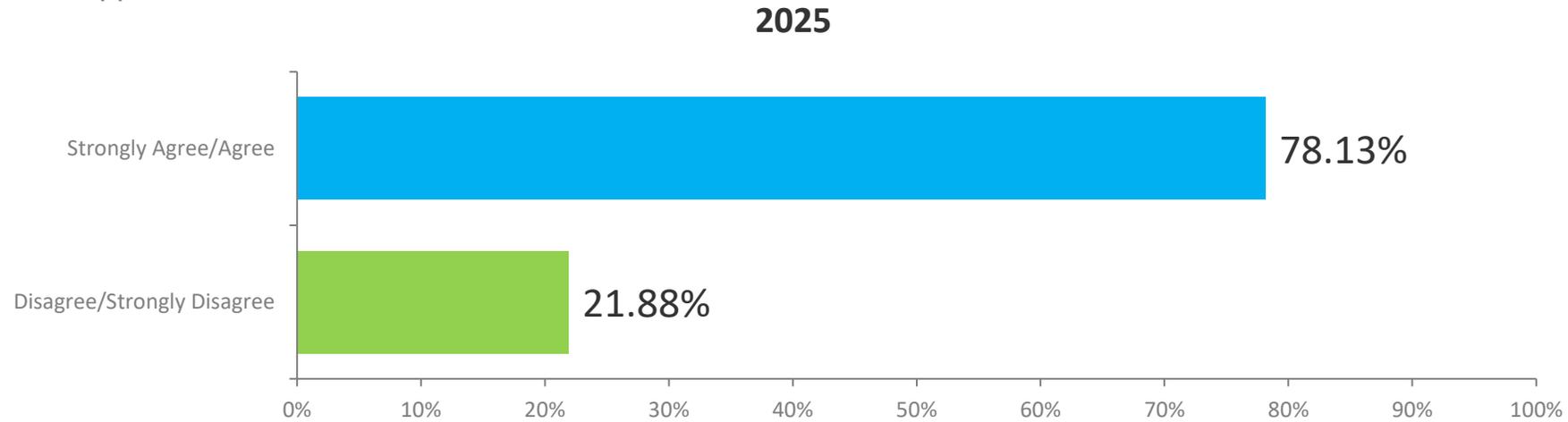
# Q11: I am satisfied with my total compensation (pay, benefits, incentives, paid time off, retirement plans, etc).

Answered: 128 Skipped: 1



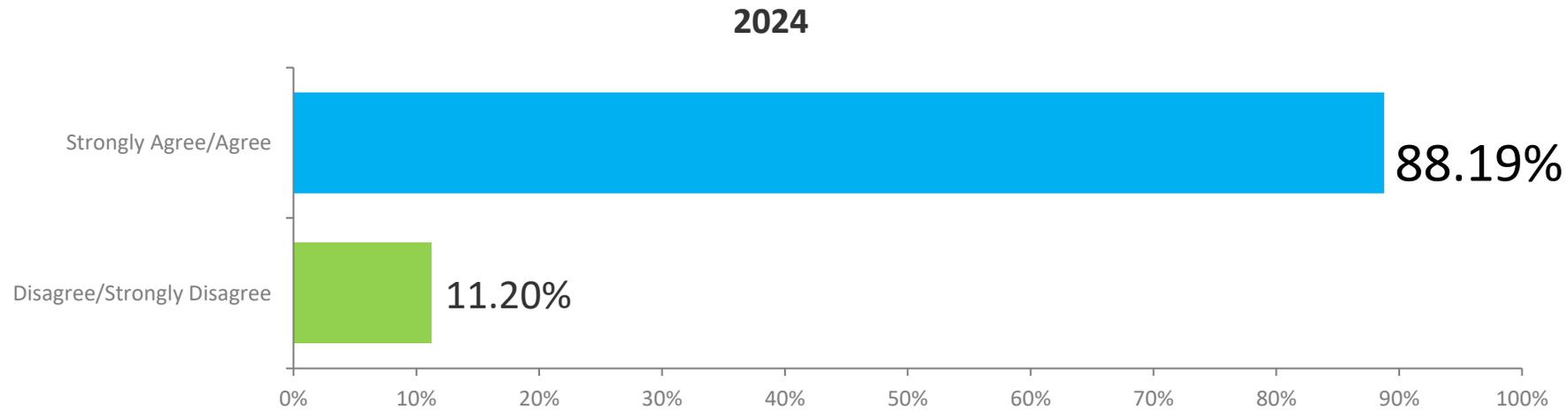
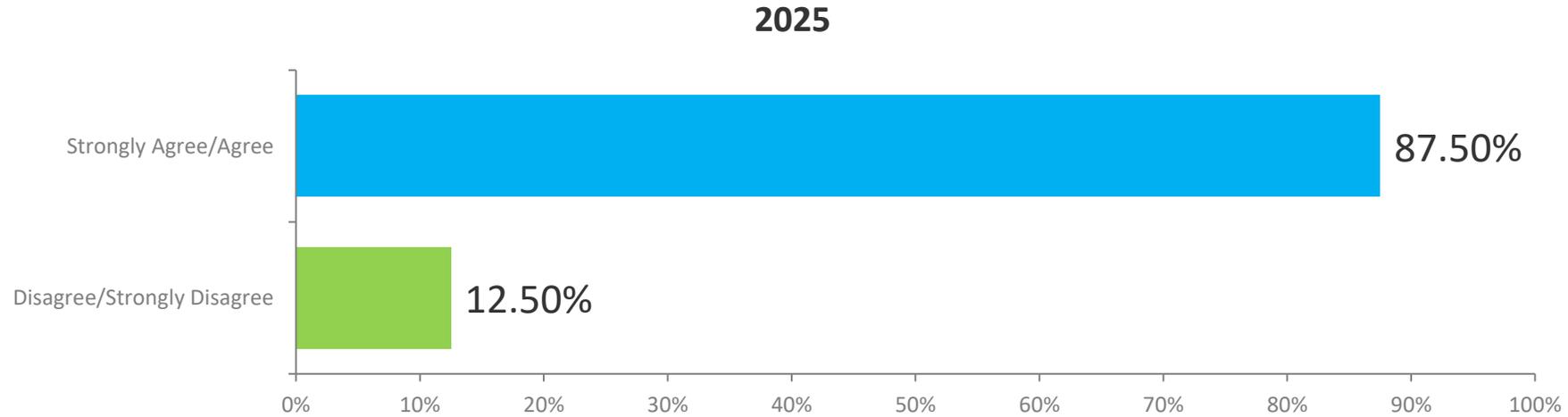
# Q12: Communication between senior leaders (directors) and employees is good in my organization.

Answered: 128 Skipped: 1



# Q13: My manager/supervisor recognizes strong job performance.

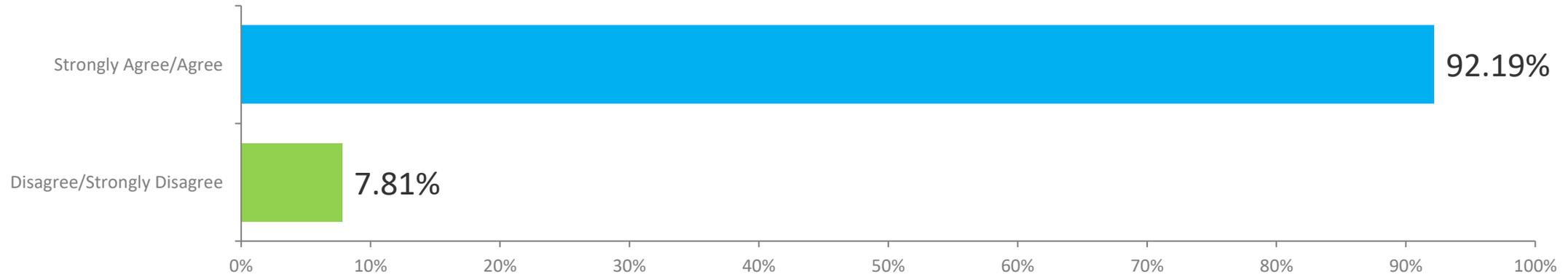
Answered: 128 Skipped: 1



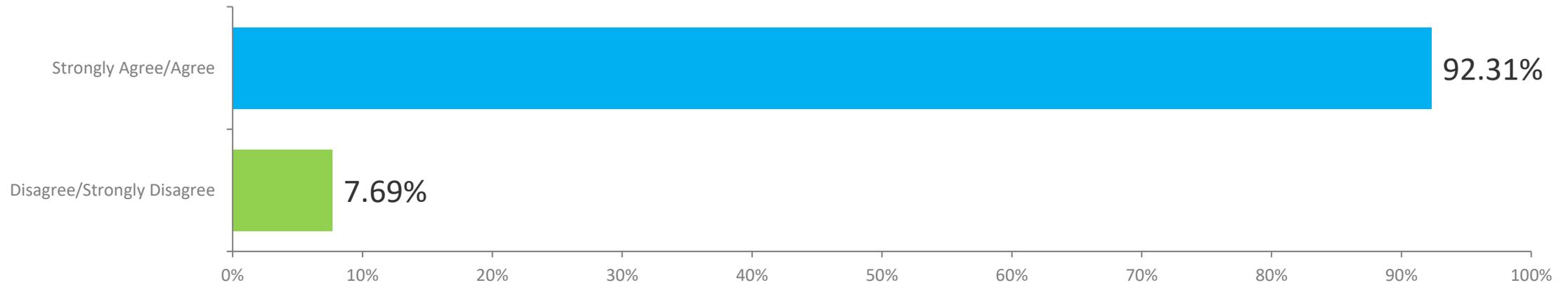
# Q14: My supervisor and I have a good working relationship.

Answered: 128 Skipped: 1

2025



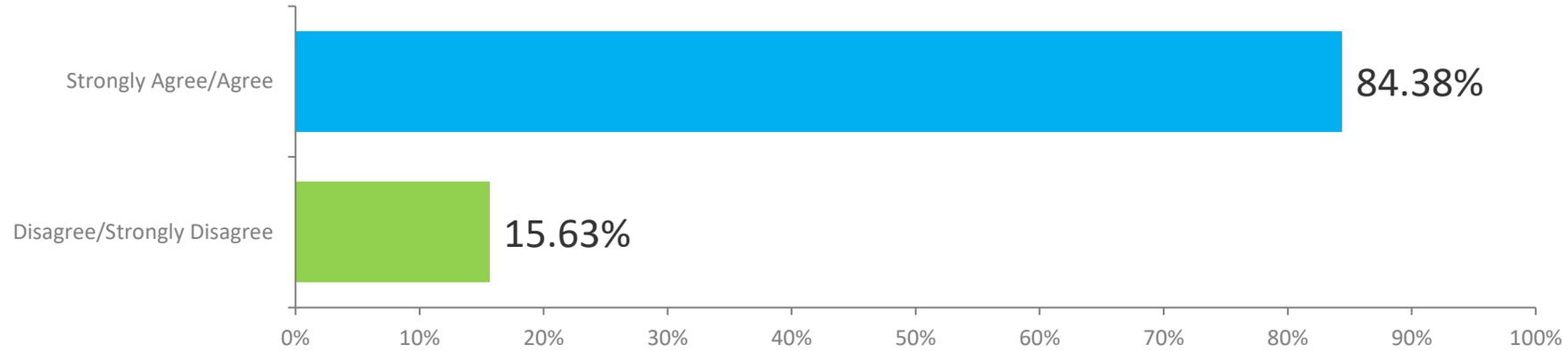
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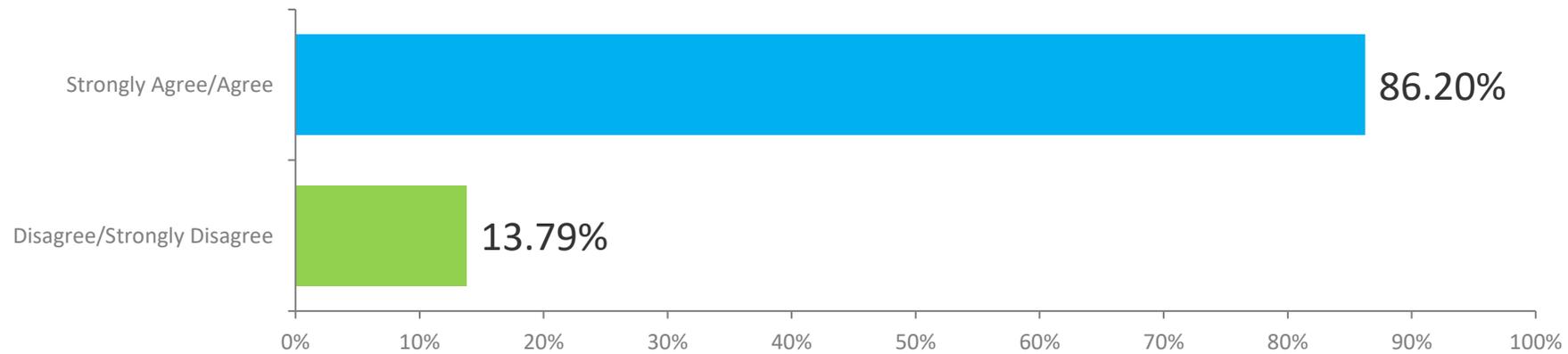
# Q15: I am able to make decisions affecting my work.

Answered: 128 Skipped: 1

2025

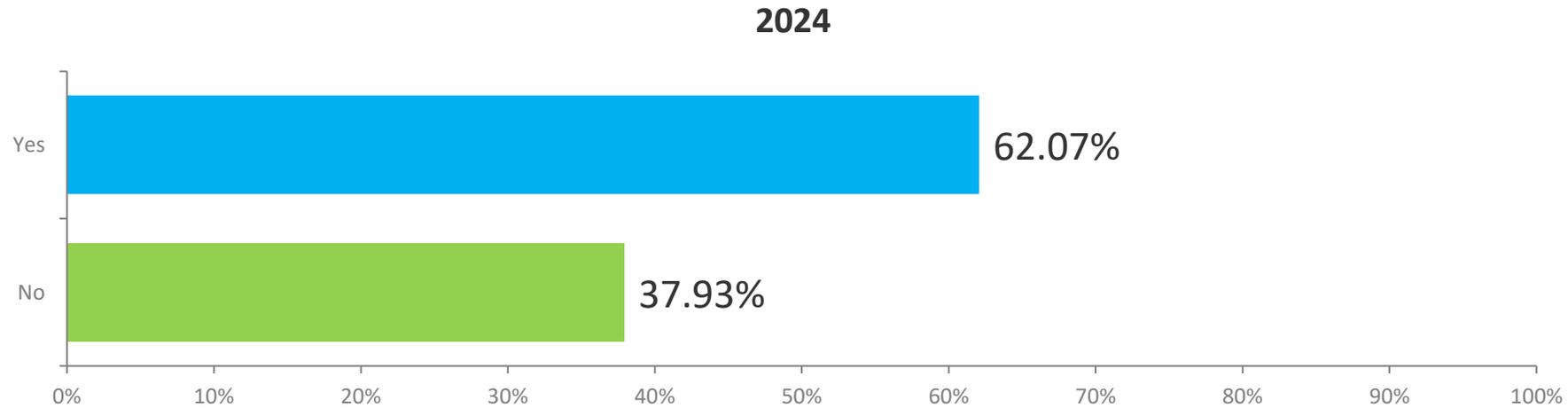
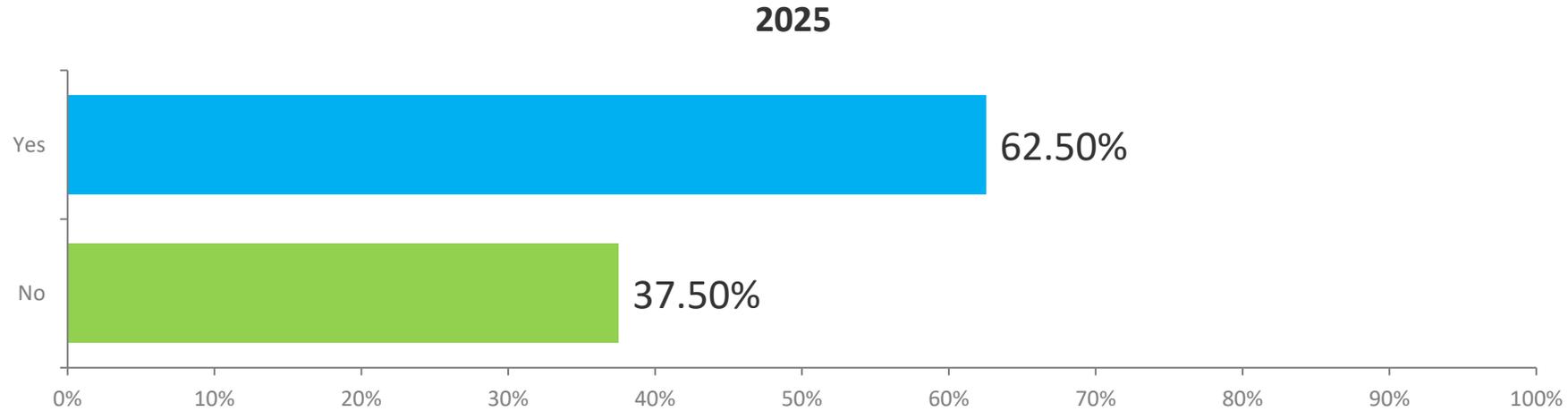


2024



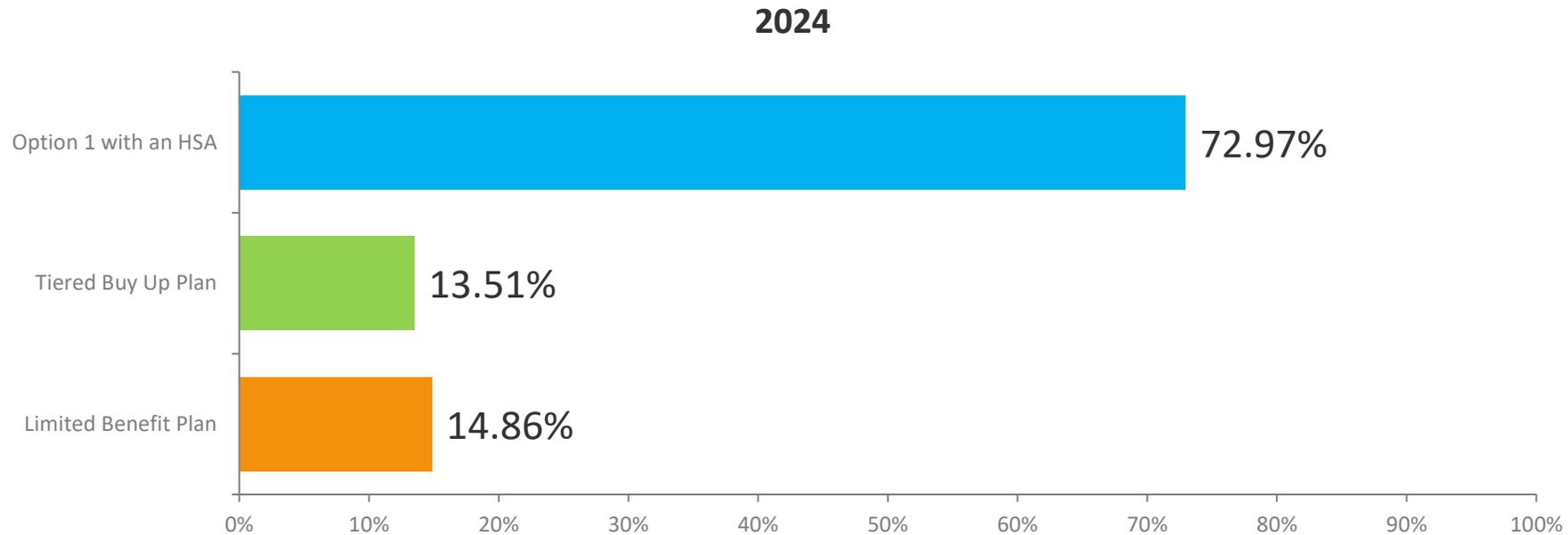
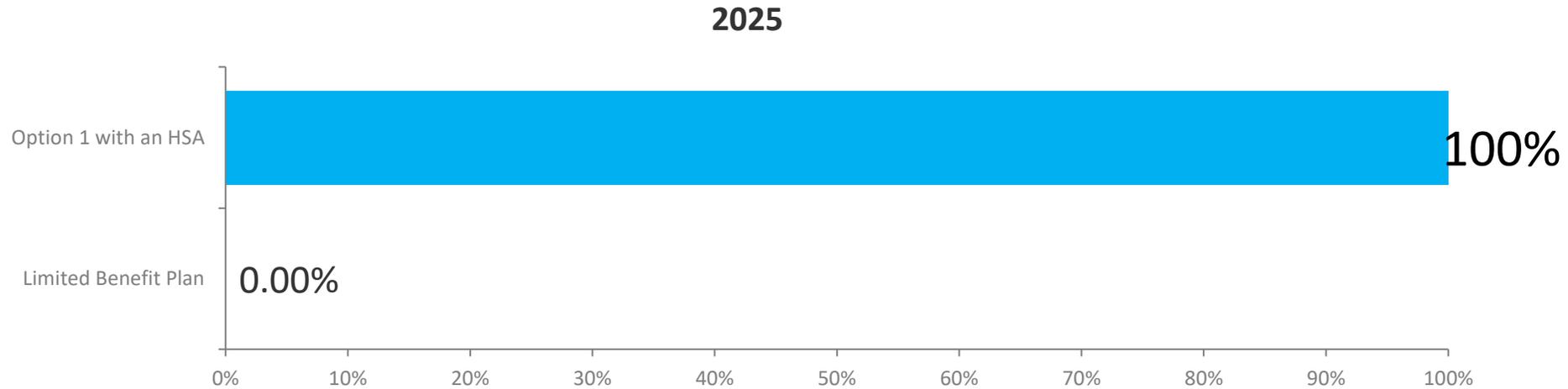
# Q16: I participate in medical insurance offered by the organization

Answered: 128 Skipped: 1



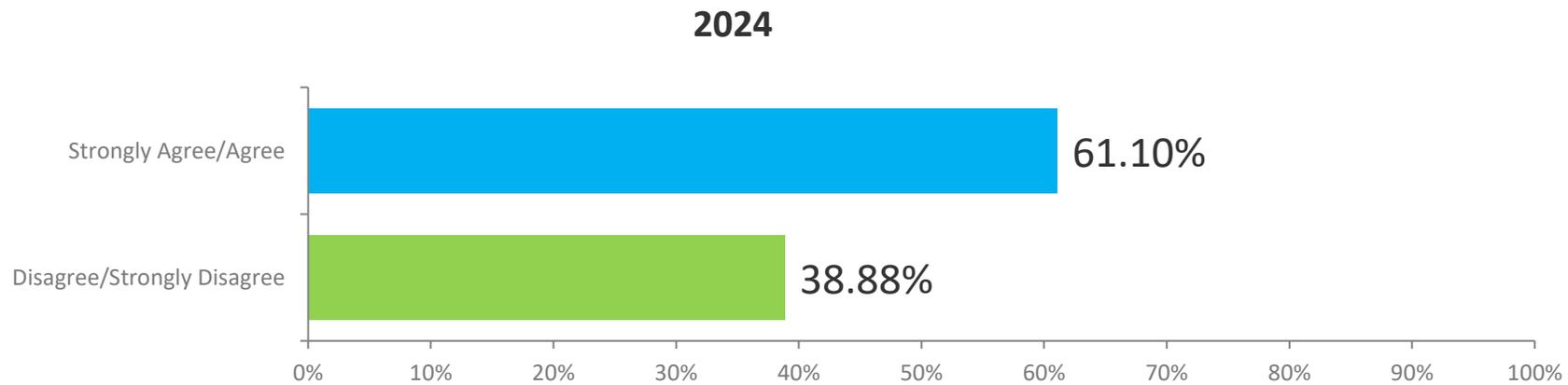
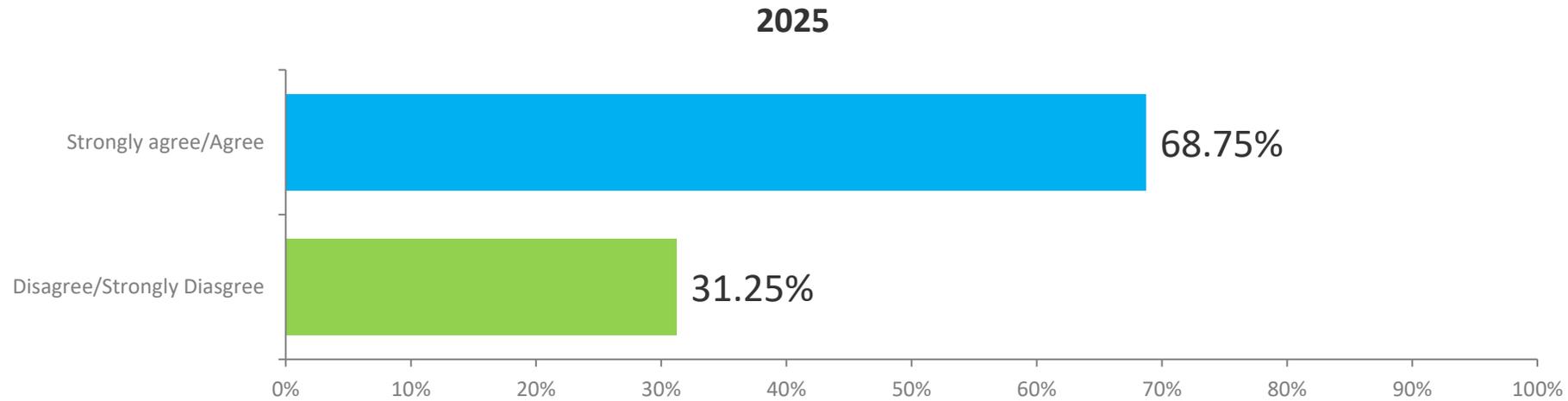
# Q17: Please indicate which medical plan you participate in?

Answered: 80 Skipped: 49



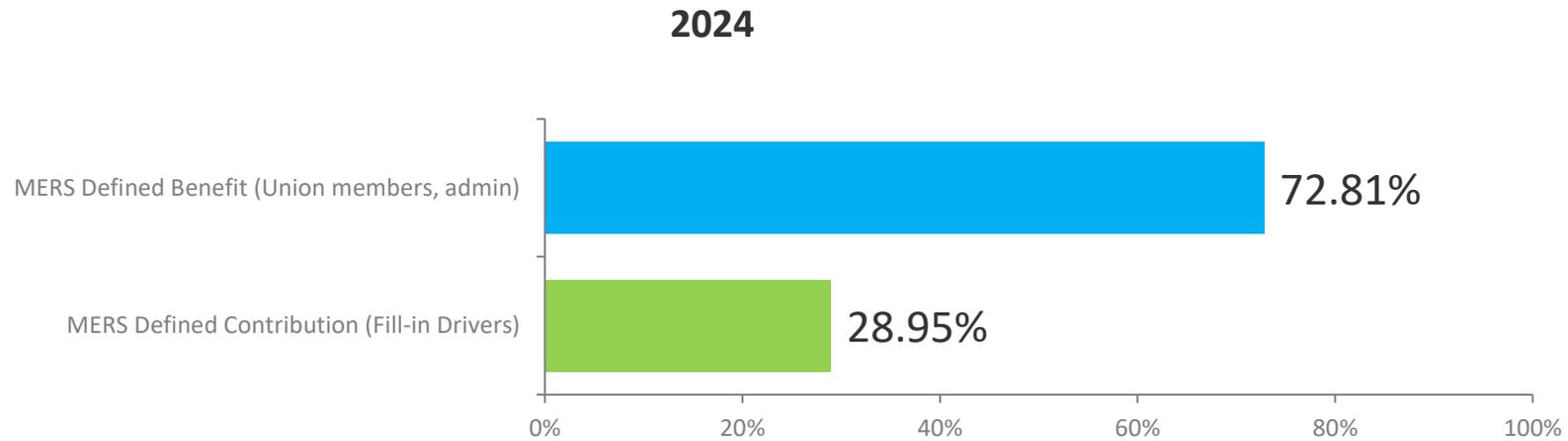
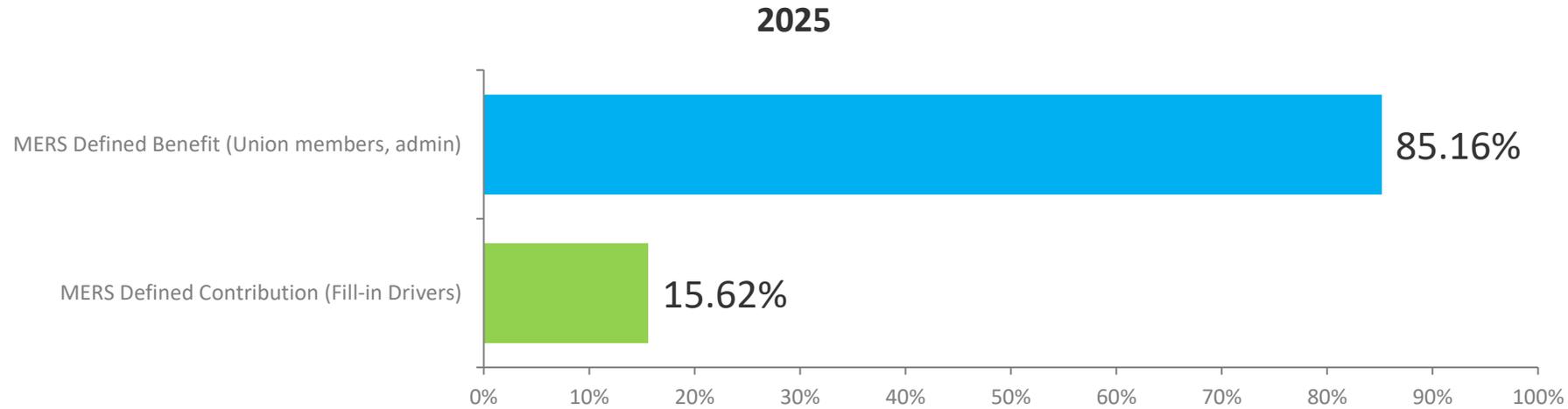
# Q18: I am satisfied with the HSA Medical Plan offered by my organization.

Answered: 68 Skipped: 61



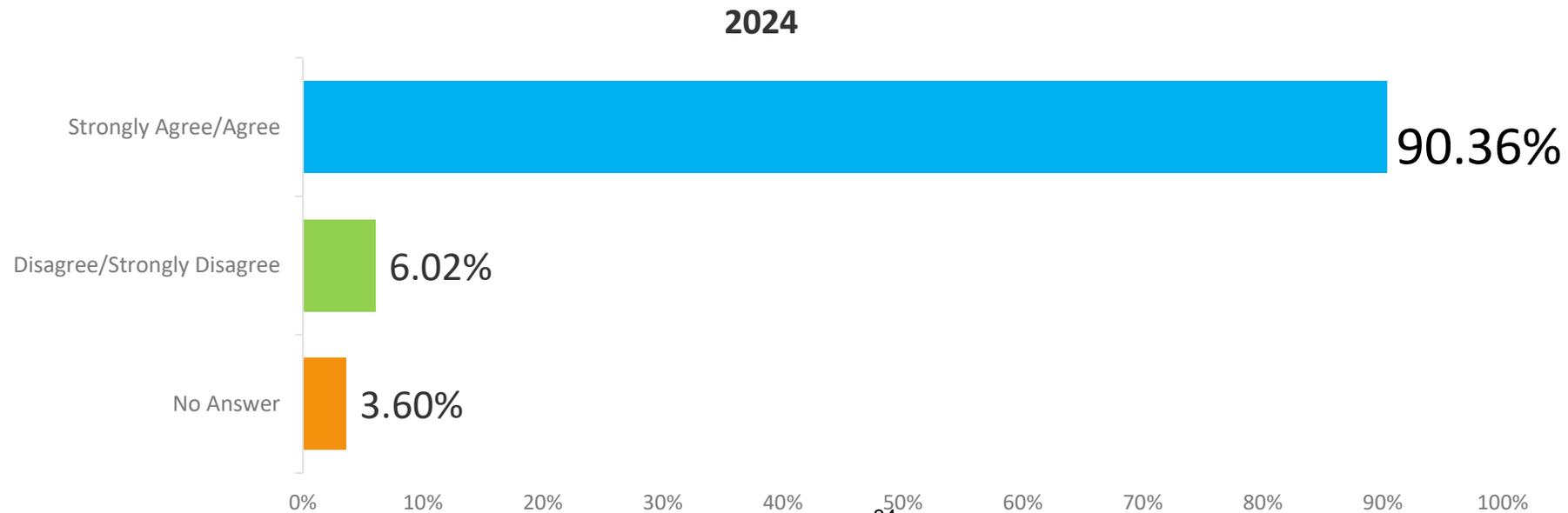
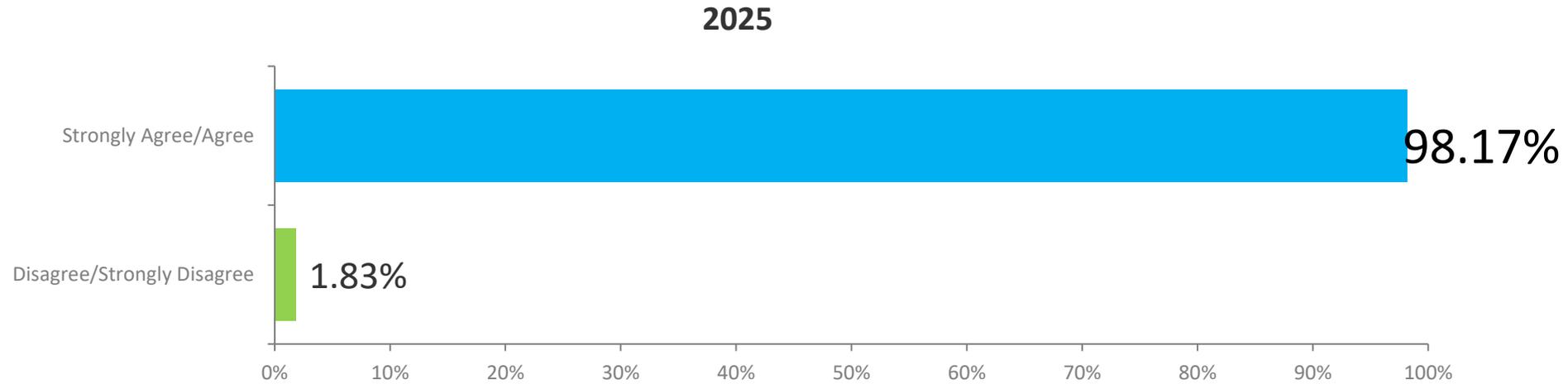
# Q19: Which retirement plan are you currently contributing to?

Answered: 128 Skipped: 1



# Q20: I am satisfied with the MERS Defined Benefit retirement plan offered by my organization.

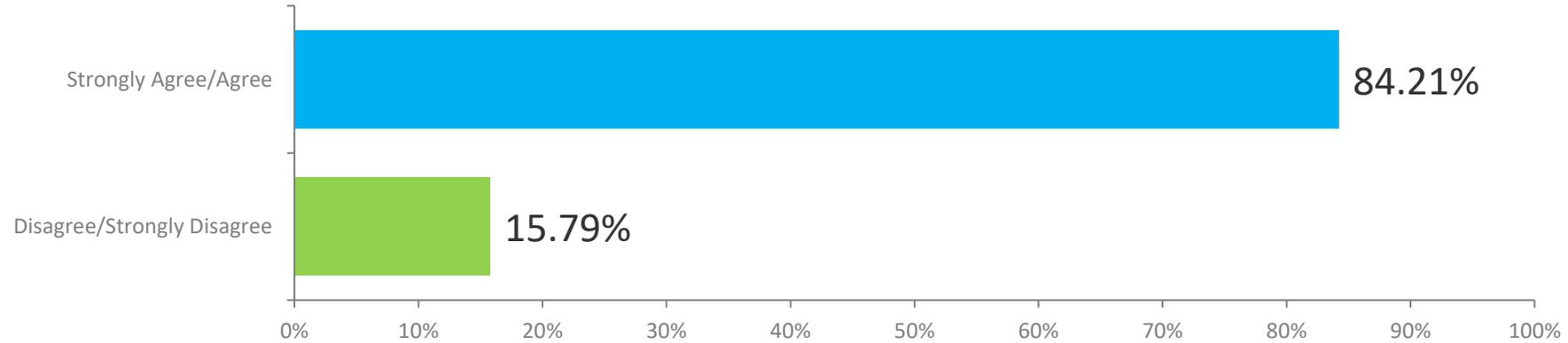
Answered: 109 Skipped: 20



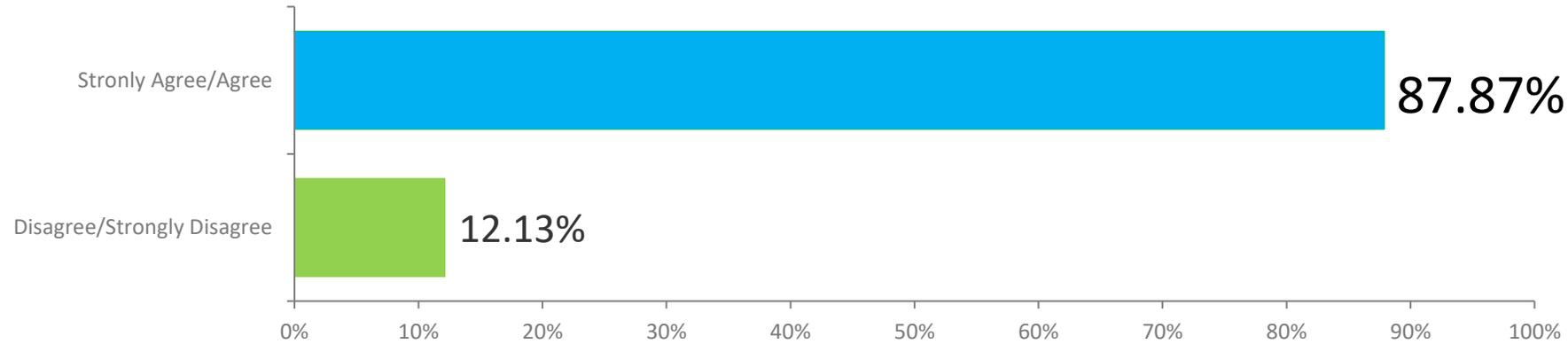
# Q21: I am satisfied with the MERS Defined Contribution retirement plan offered by my organization.

Answered: 19 Skipped: 110

2025



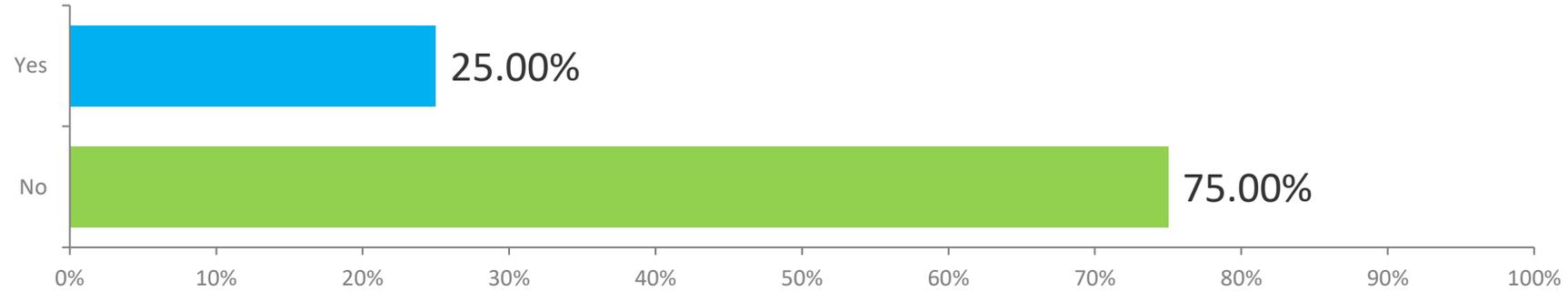
2024



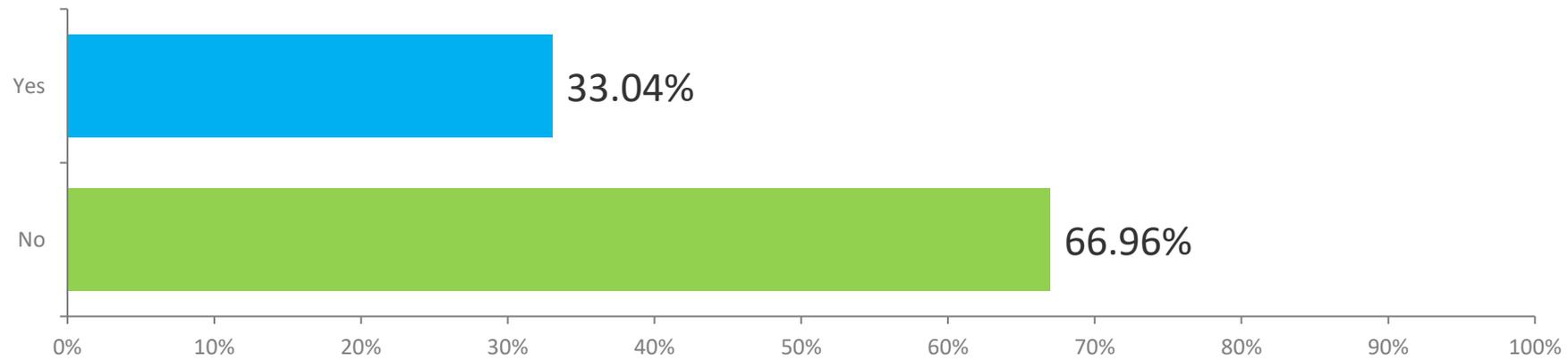
# Q22: Do you contribute to the Mission Square 457 plan?

Answered: 128 Skipped: 1

2025



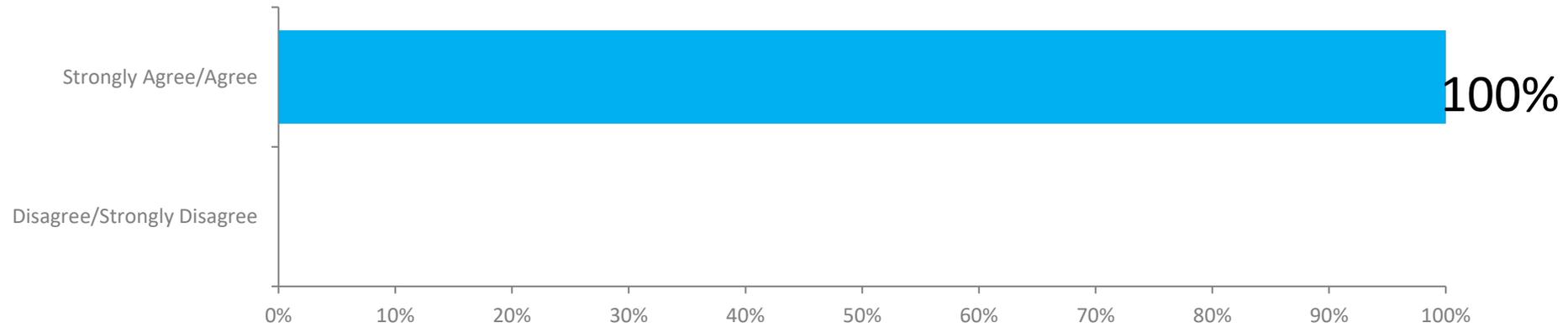
2024



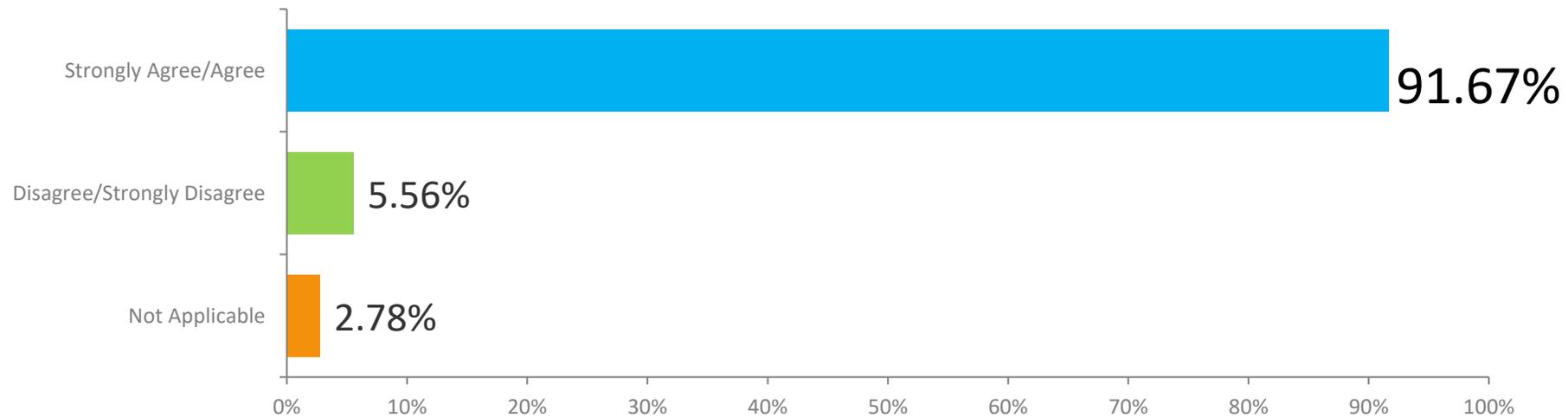
# Q23: I am satisfied with the provider of the 457 plan.

Answered: 32 Skipped: 97

2025

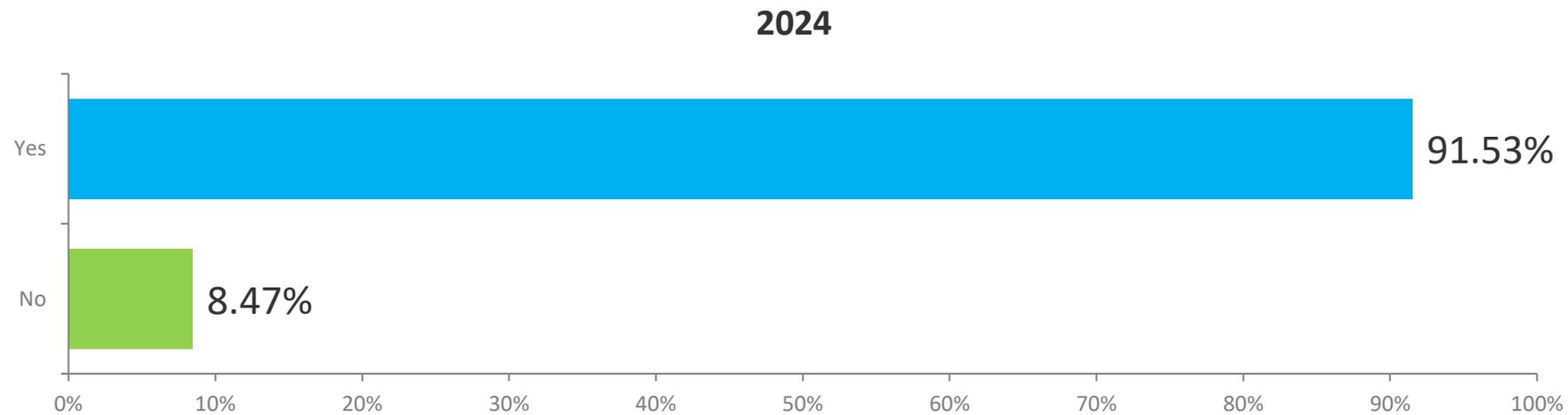
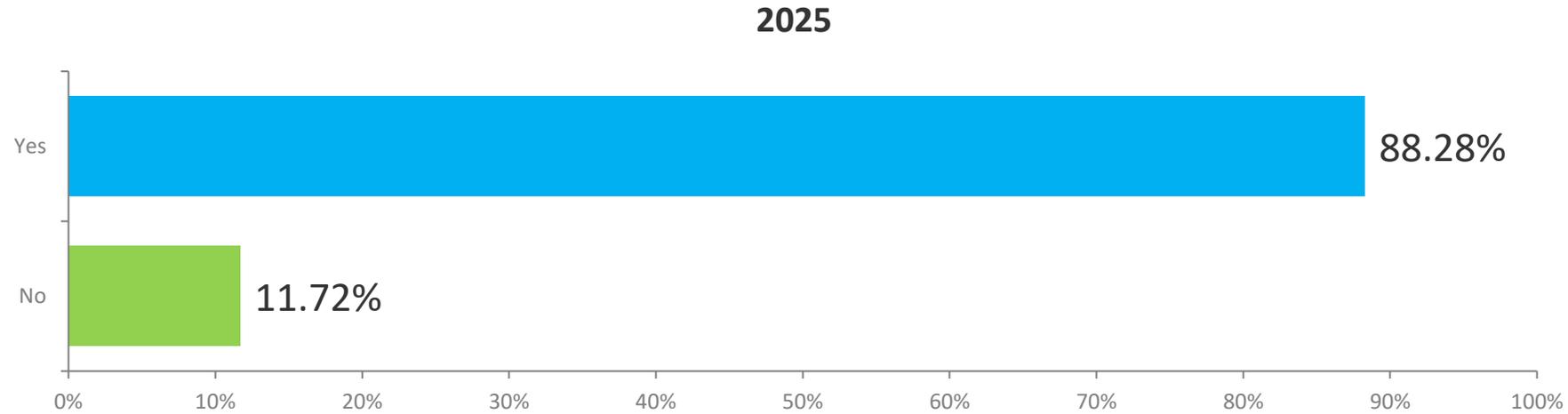


2024



# Q24: Would you recommend BATA as an employer to friends and family?

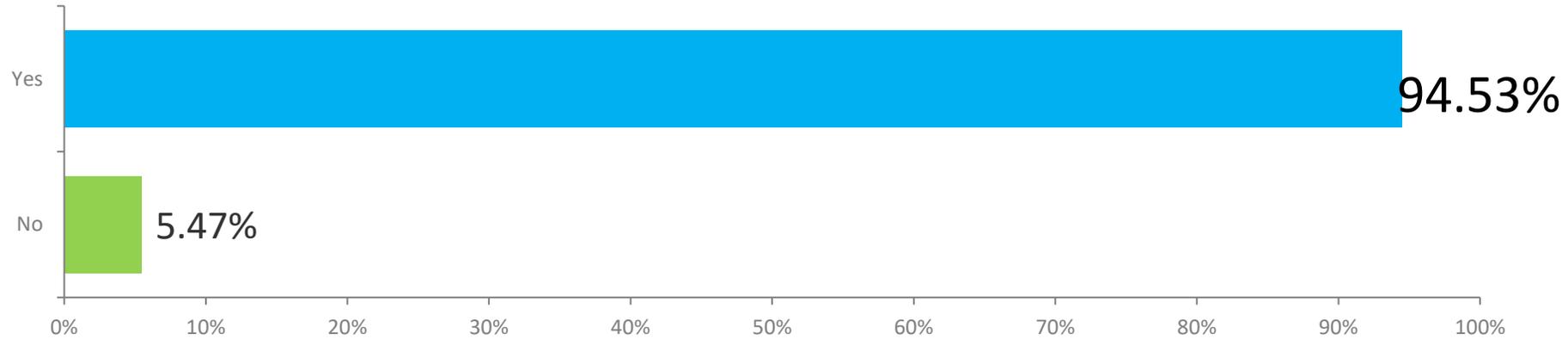
Answered: 128 Skipped: 1



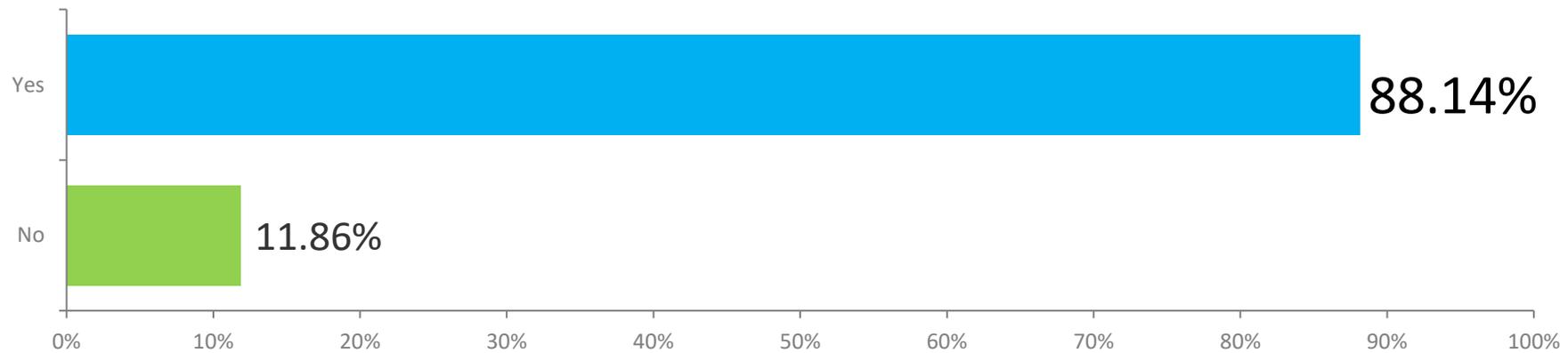
# Q25: Do you feel you have the tools needed to deliver quality service?

Answered: 128 Skipped: 1

2025



2024



## Q26: What tools do you need that you currently don't have?

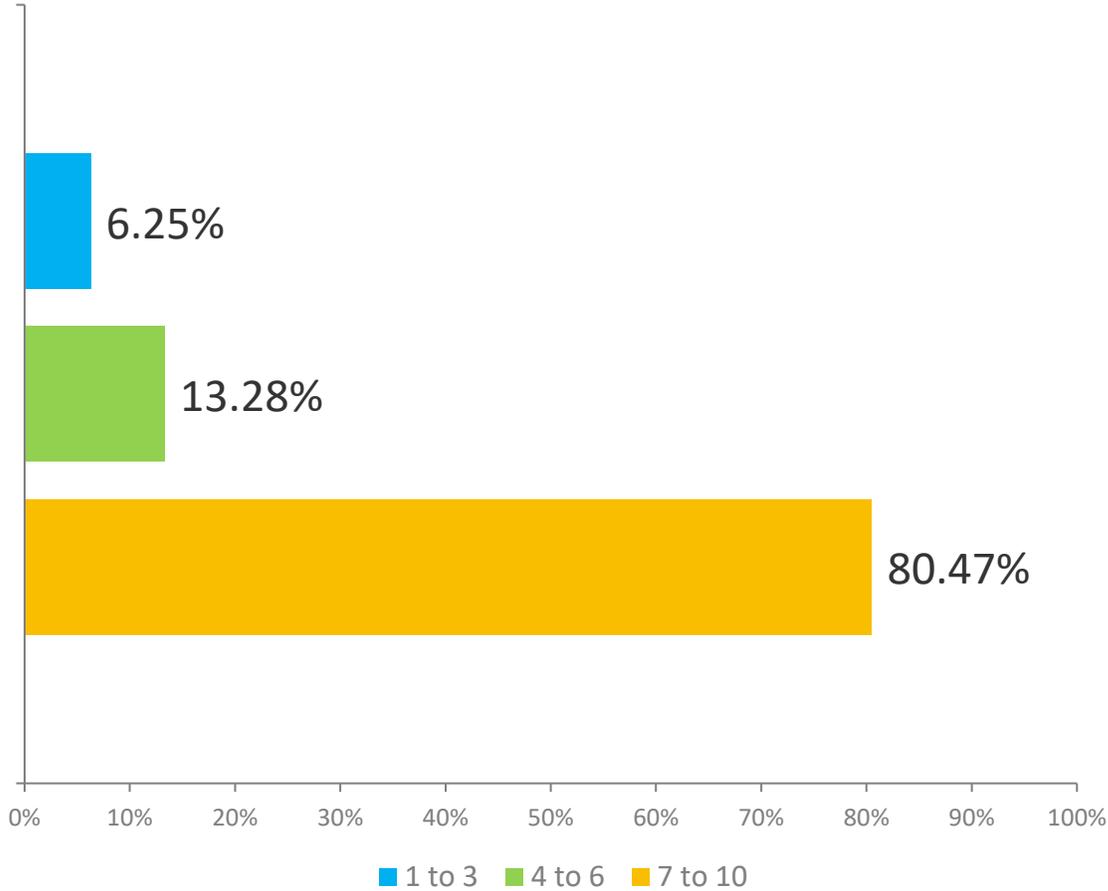
Answered: 7

- A living wage. Affordable healthcare. Paid sick time (not paying myself with my PTO!)
- Tools that aren't worn out and or damaged.
- Training.
- The paddles and left right sheets need to be continuously checked for errors and updates.
- Better and newer busses.
- No comment.
- Competent support and trust from higher management and supervisors.

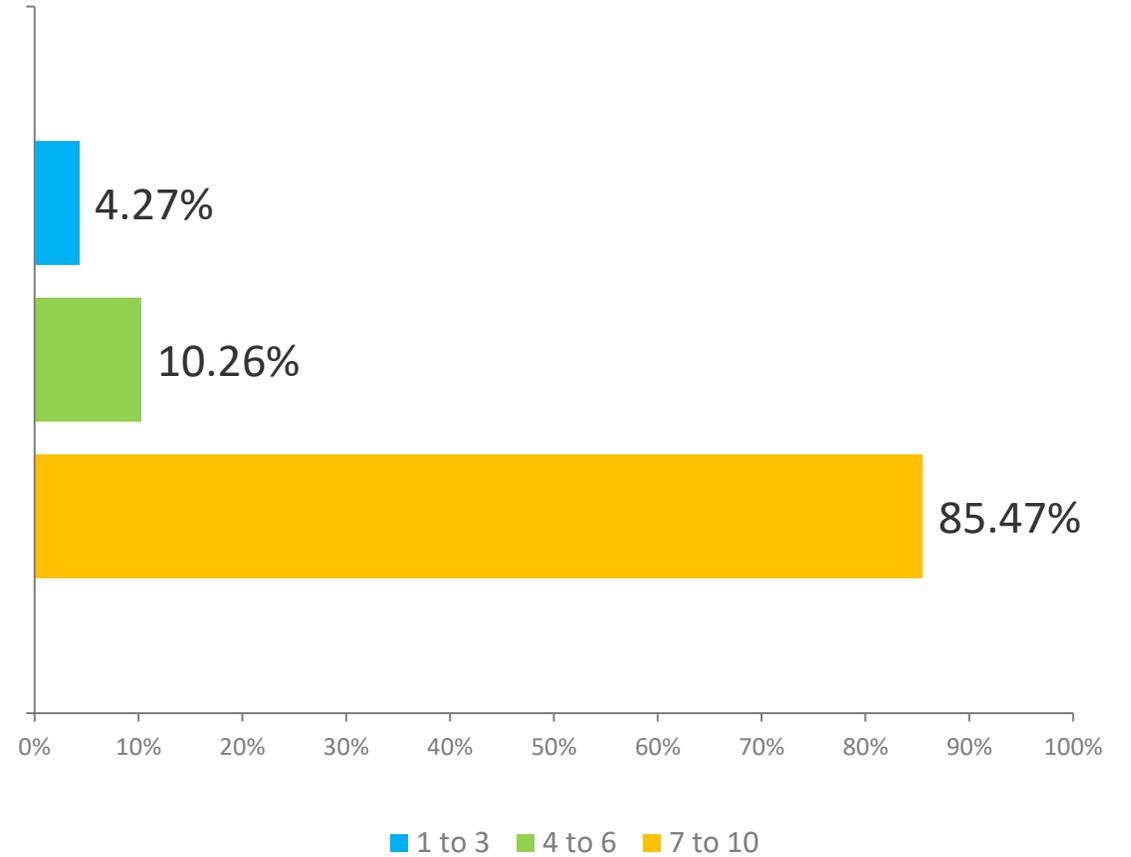
# Q27: Please rate your overall job satisfaction from 1 being very dissatisfied, 10 being very satisfied.

Answered: 128 Skipped: 1

2025



2024





## MEMO

To: BATA Board of Directors  
From: Chris Davis  
Date: 12/4/2025  
Re: Employee Retention Stipends

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On September 25, 2025, the BATA Board of Directors approved a three-year contract with Teamsters Local 214 Bus Drivers and Mechanics and Teamsters Local 214 Dispatchers. At the time of the Tentative Agreements, the expected revenue was considerably less than subsequently given to BATA. As part of the Agreement with the Teamsters Local 214, the Board approved an off-schedule stipend of \$500 to employees if revenue and expenses were better than expected at the time of the Tentative Agreement. Revenue and expenses were better than expected at the time of the Tentative Agreement, therefore, it is recommended that a \$500 off-schedule stipend be given to all employees who worked for BATA 32 hours or more per week prior to October 1, 2025, and \$250 to employees who worked less than 32 hours per week prior to October 1, 2025. The approximate cost of the stipends is \$62,000.

Request: The BATA Board of Directors approves the request for the off-schedule employee stipends, totaling approximately \$62,000.

Bay Area Transportation Authority



Resolution Honoring

Joe Underwood

WHEREAS: Joe Underwood served on the Bay Area Transportation Authority Board of Directors from December 31, 2022, to December 31, 2025;

WHEREAS: Joe Underwood served as Vice-Chairperson of the Bay Area Transportation Authority Board of Directors from January 1, 2025, to December 31, 2025;

WHEREAS: Joe Underwood served as a member of BATA’s Executive Director Ad Hoc Interview Team interviewing candidates for the vacant Executive Director position;

WHEREAS: Joe Underwood has supported BATA’s mission, vision and values and brought forth ideas to better reach the public, elected bodies, and Grand Traverse and Leelanau County stakeholders;

THEREFORE, BE IT RESOLVED that the Bay Area Transportation Authority Board of Directors shall honor Joe Underwood for his dedicated service and leadership to the Bay Area Transportation Authority.

Presented this 11th day of December 2025

Ayes:

Nays:

Approved this 11<sup>th</sup> day of December 2025

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Director

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Director

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