

ADDENDUM NO.2
REQUEST FOR PROPOSALS (RFP)-TURNKEY TRANSIT MANAGEMENT SERVICES
ISSUED: 9/12/2025

This Addendum forms part of the above-referenced Request for Proposal and is issued to provide responses from questions submitted.

All other terms, conditions, and requirements of the original RFP remain unchanged. Proposers must acknowledge receipt of this Addendum in their submissions.

1. **Page 15, Required Proposal Format, 6. Management Company Profile:** The second bullet states, "The Management Company must be able to secure bonding for surety of performance." However, the RFP does not detail a bonding requirement. Please clarify if there is a bond required.
 - a. If so, what is the amount on the required bond?
 - b. What is required in this section to satisfy this requirement? Is a letter of ability to obtain a bond required?

The selected vendor must be able to secure bonding for surety of performance. No specific amount. Letter of ability to obtain a bond is acceptable.

2. Is a bid bond required? If yes, amount?

Bid bond is not required, Letter of ability to obtain a bond is required.

3. Is a performance bond required? If yes, amount?

A performance bond is not required. A letter of ability to obtain a bond is required.

4. Can we see the Surety Bond / Insurance quotes that you may have received when soliciting bids for insurance, and your current insurance providers information?

No, we anticipate this service to be turnkey and the vendor is required to have insurance. Please refer to RFP for insurance coverage requirements.

5. Can we get an itemized Yearly and/or Monthly expenses accounting of the operations of TCATA that includes salaries for employees, contractors, etc.? And a monthly balance sheet from a few months this year 2025?

Please see the provided TCATA Board Financials - July 2025. This document shows our Year-To-Date expenses for the current financial year (October 1st 2024-September 30th, 2025)

6. Will contractor be responsible for utility costs for the TCATA facility? If so, please provide historical costs for all utilities.

Yes. Building utility costs are expected to be included in the contract recipient's hourly rate. Please see page 8 of the TCATA Board Financials - July 2025 for details of the fiscal year-to-date utility expenses.

7. As our company would like to retain as many of the current employees as possible, please provide a current staff list with seniority date, full or part-time status, and pay rate. Names can be stricken to protect privacy (i.e. Driver1, Dispatcher1, Dispatcher2, etc.).

Please see attachment with detailed staff list.

Unless otherwise noted, please refer to the provided document for answers to the questions below. This document was created using the averages of Fiscal Year 24 (Oct 2023-Sep 2024) and year to date Fiscal Year 25 (Oct 2024-Aug 2025). This is as granular as our current system readily allows.

8. Please provide the volume / hours for each service line on which bidders should base their price proposal. Are there any anticipated changes to these service levels within the next 12 months?

TCATA currently runs the following average annual vehicle service hours:

Fixed Route: 14,382 hrs annually

a. Based on:

- i. Weekdays: 16 Daily hours per vehicle, 5 days, 3 vehicles, 51 weeks (to accommodate for holidays)
- ii. Saturday: 14 Daily hours per vehicle, 1 day, 3 vehicles, 51 weeks (to accommodate for holidays)

b. On Demand service: 49,980 hrs annually

i. Based on:

1. Weekdays: 12 Daily hours per vehicle, 5 days, 15 vehicles, 51 weeks (to accommodate for holidays)
2. Saturday: 8 Daily hours per vehicle, 1 day, 10 vehicles, 51 weeks (to accommodate for holidays)

Changes to these service levels are anticipated with expansion into TCATA's allocated service area. Please provide cost estimates based first on the current service level. If you choose to also provide a cost estimate based on anticipated service expansion, please note that on the estimate and provide details of your expansion plan (# of vehicles, additional served areas, etc.).

*Note** Peak service for On Demand is 17 vehicles.*

9. Please provide/confirm the revenue miles and hours; deadhead miles and hours; and total miles and hours for these services for the past 12 months.

Average revenue hours follow our service schedule

a. Demand Response

1. M-F 6:00 a.m. - 6:00 p.m. (12 daily service hours)

2. SAT 8:00 a.m. - 4:00 p.m. (8 daily service hours)

Fixed Route

M-F 6:00 am - 10:00 pm (16 daily service hours)

Sat 8:00 am - 10:00 pm (14 daily service hours)

10. Please provide detailed information for each Fixed Route to help with blocking and scheduling in Excel format. Please include deadhead hours and miles, number of buses currently used on each route, pull-out and return-to-yard times, etc.

Please see the fleet sheet for information on what service each vehicle is primarily used for. Our vehicle use at peak service is 17 On Demand Vehicles. 3 total vehicles run daily for our fixed routes (i.e. one bus for the red line and two buses for the blue line)

Pull out/Return to yard times:

Pull out times are at the start of each shift (e.g. a 6:00 start time for service = 6:00 pull out time).

We do not have return to yard times in an easily accessible format, but we can say that return to yard times are typically 10-15 minutes after the close of a line haul shift/service except for the last on demand run of the day which is closer to 1/2hr to 45mins after close. (e.g. the Blue route ends at 10:00pm so their return to yard time is 10:15pm)

We have not historically captured deadhead hour data for fixed route service and are unable to confidently provide that information. We can say that the last couple of hours each day typically have low ridership and/or empty fixed route buses. We run the service at this time anyway because we have special funding to do so.

11. Please provide the average number of revenue hours for each day of the week.

Please see the table below.

For additional information on the average number of Vehicle hours per day of the week for Fiscal years 22-25, reference **the Averages per day of the week (FY22-FY25) document.**

Fiscal Year	Weekday	Veh Hours	Passengers / Veh Hr
FY25	Monday	126.43	3.02
FY25	Tuesday	132.01	3.05
FY25	Wednesday	131.82	3.00
FY25	Thursday	129.72	3.03
FY25	Friday	123.95	3.14
FY25	Saturday	66.33	3.54

12. Please provide the average number of deadhead hours for each day of the week.

We have not historically captured deadhead hour data, but we believe it is fairly limited.

13. Please provide the average revenue miles for each day of the week.

Fiscal Year	Weekday	Gas Miles	Propane Miles	Total Miles (Gas and Propane)
FY25	Monday	1145.45	402.26	1547.70
FY25	Tuesday	1222.43	393.48	1615.91
FY25	Wednesday	1184.84	424.94	1609.78
FY25	Thursday	1181.30	399.23	1580.54
FY25	Friday	1109.85	411.83	1521.68
FY25	Saturday	654.33	244.88	899.21

Please see the Averages per day of the week (FY22-FY25) document for additional Fiscal Years and base final prices on Data from NTD23.

14. Please provide the average dead head miles for each day of the week.

We have not historically captured deadhead hour data, but we believe it is fairly limited.

15. Please provide the revenue service hour definition for each of the services listed in the RFP.

Revenue service hour is defined as pull out to return to yard time.

- Return to yard time is typically 10 to 15 minutes after the end of a shift.

16. What is the current level of productivity for each of the service types provided?

See NTD23 for “Service Effectiveness” (productivity). For informational purposes, we have also made the last several years’ Operational data available. Please see the “Non Financial Operating Data” spreadsheets to assist you.

Note** “Line Haul JARC Blue”, “Line Haul JARC Red”, “Line Haul Other” are only separated for funding purposes. They should all be grouped together as Line Haul Service (i.e. Fixed Route” in any of your calculations.

17. Please provide the current vehicle schedule for drivers for the last twelve (12) months, in Excel format, if possible, including:
- Scheduled start and end time of shifts
 - Actual start and end time of shifts

Please see attached drivers schedule spreadsheet.

18. How many trips per day/week/month do the vehicles complete?
TCATA had 68,803 trips entered into our dispatching system over the past 11 months. As rough estimate only:

Monthly trips: 6255

Weekly Trips: 1433

Daily Trips: 235

Please note that we were not able to determine which trips had been cancelled prior to pick up, so please consider this data to be a rough estimate.

19. Are there any benchmark datapoints that can be shared and targeted as goals? (i.e., Cost /Passenger, Ridership, PVH, etc.).

Our biggest targets are...

- Serviced area (in square miles)
- Number of Riders annually

20. Can you please provide data and / or commentary on your ridership numbers and how they differ from unlinked passenger trips? Ideally, can you provide the avg. number of passengers per ride / trip booking?

Most On Demand passenger trips are made for individual riders. We do not currently track the number of passengers per trip, so are unable to provide that information. When looking at NTD data, the unlinked passenger trips are equal to the total number of passengers on each service type per Fiscal Year.

21. How many new applications, and recertifications are received (monthly)?

1 new ADA applicant annually. Most ADA eligible riders choose to do day-of trips instead of pre-booking ADA trips

22. Please clarify which vehicles in the fleet are typically associated with each service type.

Refer to column "M" of the TCATA Fleet (updated 8-5-2025).xlsx

23. Please provide mileage per vehicle for the last 12 months.

Please refer to the [FY25 - Miles Driven Per Vehicle Per Month \(Oct 24-Aug 25\).xlsx](#) spreadsheet.

24. Please clarify TCATA 's planned replacement schedule for the provided fleet.

TCATA currently has \$987,509 available to replace vehicles. Vehicle #s 5,35,36,37,38,39,40, and 5 are due for replacement.

25. Please provide more detail on the internal and external cameras that are on TCATA's current fleet.

Refer to the [TCATA Fleet \(updated 8-5-2025\).xlsx](#)

26. Please provide ridership numbers by route type for the last twelve (12) months, in Excel format, if possible, including:

- a. Origins and destinations
- b. Scheduled pick-up and drop-off times
- c. Actual pick-up and drop-off times
- d. Number of passengers per trip
- e. Seat type

Our current data system does not capture scheduled vs actual pick up/drop off times, number of passengers per trip, or associate seat type with individual trips. Please see the provided "PCTrans Dispatch Console (Oct 2024 - Sep 5 2025)" for trip information from the current fiscal year – including Origins and Destinations, Trip Vehicle Assignment time, pick up times, and wait times.

See the "Seat type (ADA and Wheelchairs per month) FY 2025" for details on seat types

27. Can we see a description or details of your TCATA Facility Maintenance Program?

See attached facility maintenance program

28. What is the budget allocated for this project in three (3) years and its subsequent years?

Please refer to historical NTD data the provided TCATA Board Financials - July 2025 for details on TCATA's available funding.

29. What are the minimum qualifications for a vendor/company to be considered a valid bidder responding to this RFP?

The minimum qualifications for a Vendor is that they must have experience in providing public transit services – preferably with experience in Government grants, funding, and reporting.

30. What is the annual number of trips? For how many users the service is intended?

TCATA had 68,803 trips entered into our dispatching system over the past 11 months. As a rough estimate only:

Monthly trips: 6255

Weekly Trips: 1433

Daily Trips: 235

Please note that we were not able to determine which trips had been cancelled prior to pick up, so please consider this data to be a rough estimate.

The service is intended for as many users as possible. We have not calculated a more specific service load.

31. What is the commencement date of the program?

TCATA's current anticipated schedule is to Execute an award on November 24th, with a transition period from January 2nd - March 31, 2026 and a contract start date (when the contractor will assume/commence operations) on April 1st, 2026.

32. Is there any specific Pricing Format available?

Yes. Please see the price sheet attached to addenda 1 for formatting.

33. Is the Contractor responsible for providing vehicles? If yes, then please provide information about the number, type of vehicles, seating capacity, wheelchairs, and if EV's are allowed or not.

No. The contractor will not be providing vehicles. They will be using TCATA owned vehicles. Please see the provided fleet list for details on individual vehicles.

34. In the RFP, under Required Proposal Format- 1. Cover Letter, it is mentioned "Please list the names of all full-time nonresident staff that will be available to support the engagement. Identify their expertise and if Possible, provide a resume that details their work for similar transit systems.""- Kindly elaborate on what is being referred to as "all full-time nonresident staff".

Full-time nonresident staff refers to full time staff who will not reside in or directly around TCATA's service area and who, as a result, will be working on this engagement remotely (e.g. working from Wisconsin, California, Detroit, etc.

35. In the RFP, under Required Proposal Format- 6. Management Company Profile, it is mentioned "submittal of a current audit statement"- Does the Contractor needs to provide it with the proposal? Please explain it.

Yes Contractor should provide audited financial statement.

36. In the RFP, under Required Proposal Format- 6. Management Company Profile, it is mentioned "The Management Company must be able to secure bonding for surety of performance."- What does this refers to? Is a performance or bond required for this project? Please advise.

The selected vendor must be able to secure bonding for surety of performance. No specific amount. Letter of ability to obtain a bond is acceptable.

37. In the RFP, under Required Proposal Format- 7. Overall Proposed Management Plan, it is mentioned "Provide a sample of the proposed management agreement or agreements for each possible management structure and the fee structure associated to each management structure and operations approach."- Kindly elaborate on this topic.

We would like to see a sample agreement (i.e. contract) for the services you are proposing. If you propose several different service options, please provide a contract for each option.

For example, you might propose two different versions of service: one with all On Demand service and no fixed route, and one with both service types. We would want to see a separate sample agreement for each of those service versions.

38. Are there any Disadvantaged Business Enterprise (DBE) goals or participation incentives associated with this procurement?

TCATA has a 2% DBE goal and DBEs are encouraged to apply, but there are no DBE participation incentives with this procurement.

If yes, does the vendor need to be DBE certified in MI to submit a proposal?

All DBE work that goes towards meeting TCATA's DBE goals must be completed by DBEs who are certified in the State of Michigan

If the vendor is DBE certified in other states, will this satisfy any DBE requirement for

this project?

No. All DBE work that goes towards meeting TCATA's DBE goals must be completed by DBEs who are certified in the State of Michigan. DBEs can, however, apply for reciprocity through the Interstate Certification process.

39. Is there any page limit for this proposal? If yes, what things are and are not counted towards the page limit?

No, there is no page limit for this submission.

40. In order to allow bidders to prepare a more detailed and informed response, can the Agency please extend the submission deadline for the proposals?

We have decided to extend the submission deadline by one week. The new submission deadline is Friday, Oct 3rd, 2025, by 5pm.



Board Financials

Twin Cities Area
For the period ended July 31, 2025

Prepared on
August 21, 2025

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Balance Sheet

As of July 31, 2025

		Total
ASSETS		
Current Assets		
Bank Accounts		
10101 Huntington Checking		99,436.53
10102 Horizon Checking (7810)		717,614.79
Total Bank Accounts		817,051.32
Other Current Assets		
13000 Petty Cash		50.20
140 Due From		
102-1 Due From Federal		
10210 Due From Federal - Oper		212,642.91
10212 Due From Federal - Capital		54,713.53
Total 102-1 Due From Federal		267,356.44
102-2 Due From State		
10221 Due From State - Capital		105,138.12
10222 Due from JARC		128,680.00
Total 102-2 Due From State		233,818.12
Total 140 Due From		501,174.56
150 Prepaid Expenses		
10401 Prepaid Vehicle Insurance		94,091.64
10402 Prepaid Workers Comp		3,292.64
10403 Prepaid Health Insurance		23,916.06
10404 Prepaid Building Insurance		15,773.70
10405 Prepaid Other		2,162.40
Total 150 Prepaid Expenses		139,236.44
160 Inventory		
10301 Fuel Inventory		12,668.62
Total 160 Inventory		12,668.62
17000 Undeposited Funds		522.94
Total Other Current Assets		653,652.76
Total Current Assets		1,470,704.08
Fixed Assets		
11010 Land		80,715.20
11020 Facility		1,919,419.56
11021 Depreciation		-1,683,675.24
Total 11020 Facility		235,744.32
11030 Revenue Vehicles		2,642,350.22

	Total
11031 Depreciation	-1,649,299.44
Total 11030 Revenue Vehicles	993,050.78
11040 Other Vehicles	282,692.42
11041 Depreciation	-221,441.34
Total 11040 Other Vehicles	61,251.08
11050 Equipment	927,926.06
11051 Depreciation	-614,891.63
Total 11050 Equipment	313,034.43
12500 Construction in Progress	16,337.50
Total Fixed Assets	1,700,133.31
TOTAL ASSETS	\$3,170,837.39

LIABILITIES AND EQUITY

Liabilities

Current Liabilities

Accounts Payable

20000 Accounts Payable	228,174.97
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Total Accounts Payable	228,174.97
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Credit Cards

24100 BILL S&E Credit Card	2,306.84
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Total Credit Cards	2,306.84
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Other Current Liabilities

210 Payroll Liabilities	0.00
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210-1 Payroll Withholdings	0.00
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21011 Union Dues	407.60
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21013 Colonial	846.07
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21014 TransAmerica	534.63
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21015 Creditor Payable	914.50
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Total 210-1 Payroll Withholdings	2,702.80
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21020 Accrued Payroll	65,397.61
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Total 210 Payroll Liabilities	68,100.41
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22000 Accrued Expenses	23,691.12
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230 Due To

23010 Due To Federal	18,400.00
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23020 Due To State	224,192.38
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Total 230 Due To	242,592.38
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Total Other Current Liabilities	334,383.91
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Total Current Liabilities	564,865.72
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Long-Term Liabilities

25010 Accrued Sick Days	7,670.10
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25020 Accrued Vacation Pay	28,587.47
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	Total
Total Long-Term Liabilities	36,257.57
Total Liabilities	601,123.29
Equity	
39000 Retained Earnings	3,123,442.53
Net Income	-553,728.43
Total Equity	2,569,714.10
TOTAL LIABILITIES AND EQUITY	\$3,170,837.39

Profit and Loss

October 2024 - July 2025

		Total
INCOME		
4-1 Operating Revenue		
401 Passenger Fares		
40101 Farebox		91,983.47
40102 Tokens		26,407.00
40111 Punch Cards White		3,735.50
40112 Punch Cards Blue		24,532.88
40199 Over / Short		1,423.92
Total 401 Passenger Fares		148,082.77
Total 4-1 Operating Revenue		148,082.77
4-2 Non-operating Revenue		
408 Local Contributions		
40801 Local Tax Levy		142,109.20
Total 408 Local Contributions		142,109.20
411 State of Michigan Operating Grants		
41101 State Operating Assistance		618,871.02
41150 State Capital Grant		70,295.43
41199-1 JARC Grant		321,700.00
Total 411 State of Michigan Operating Grants		1,010,866.45
413 Federal Operating Grants		
41302 Section 5307 Operating		823,971.91
41350 Federal Capital Grant		366,901.73
Total 413 Federal Operating Grants		1,190,873.64
499 Other Revenue		
40760 Gains on the Sale of Cap. Equip		725.00
40799 Other Non Transit Revenue		105.00
41400 Interest Income		563.54
44000 Refunds and Credits		120,481.04
Total 499 Other Revenue		121,874.58
Total 4-2 Non-operating Revenue		2,465,723.87
41201 Prior Year Adj -St,Fed.&Local		1,274.00
Total Income		2,615,080.64
GROSS PROFIT		2,615,080.64

EXPENSES

50-1 Labor and Benefits

5010 Labor

	Total
50101-1 Wages	1,189,223.09
50200-1 Other Wages	117,881.53
50200-2 Taxes	111,327.68
Total 5010 Labor	1,418,432.30
50200 Benefits	
5020 Insurance	
50200-3 Health Insurance	188,014.25
50200-4 Dental & Vision Insurance	8,623.14
50200-5 Life & LTD	4,678.96
50200-6 Workers Comp	9,970.36
Total 5020 Insurance	211,286.71
Total 50200 Benefits	211,286.71
Total 50-1 Labor and Benefits	1,629,719.01
50-2 Fleet Expenses	
503 Repairs and Maintenance	
50399-7 Fleet Repair Service	107,949.48
50402-1 Tires	11,406.08
50499-1 Fleet Repair Supplies	55,397.07
Total 503 Repairs and Maintenance	174,752.63
50401-1 Fuel	108,384.80
50603-1 Bus Insurance	217,159.03
Total 50-2 Fleet Expenses	500,296.46
50-3 General Administrative Expenses	
50-3-2 Marketing	
50302-1 Advertising	612.98
Total 50-3-2 Marketing	612.98
53-3-1 Professional Fees	
50399-1 Consulting Fees	112,346.37
50399-11 Engineering Expense	11,650.00
50399-2 Accounting Fees	130,697.33
50399-3 Legal Fees	9,204.00
50399-4 Technology Assistance	31,312.69
50902-1 Training	2,225.00
50903-1 Professional Association Fees	571.19
50903-2 Dues and Subscriptions	4,408.46
Total 53-3-1 Professional Fees	302,415.04
53-3-4 Other	
50399-10 Subscription Fees	23,492.10
50399-12 Human Resources Expense	10,989.80
50399-8 Bank & Vendor Fees	351.55

	Total
50499-2 Other Materials & Supplies	7,371.08
50902-2 Meals	1,857.68
50902-3 Travel	6,996.36
Total 53-3-4 Other	51,058.57
Services	
503054 Audit Costs	14,300.00
Total Services	14,300.00
Total 50-3 General Administrative Expenses	368,386.59
50-4 Occupancy Costs	
50399-9 Building Maintenance Service	25,578.74
50499-3 Building Maintenance Supplies	9,395.25
505 Utilities	
50500-1 Electric	20,195.08
50500-2 Gas Service	7,213.55
50500-3 Water	6,523.87
50500-4 Trash	1,166.00
50500-5 Telephone & Internet	11,151.05
Total 505 Utilities	46,249.55
50603-2 Building Insurance	16,605.08
Total 50-4 Occupancy Costs	97,828.62
55000 Ineligible Expenses	
55008 Other Ineligible Expenses	59,543.03
Total 55000 Ineligible Expenses	59,543.03
Total Expenses	2,655,773.71
NET OPERATING INCOME	-40,693.07
OTHER EXPENSES	
50909 Loss on Disposal of Assets	138,768.86
50999 Other miscellaneous expense	590.00
513191 DEPRECIATION EXPENSE	363,052.40
513192 Depreciation Exp-Eligible	10,624.10
Total Other Expenses	513,035.36
NET OTHER INCOME	-513,035.36
NET INCOME	\$ -553,728.43

A/P Aging Summary

As of July 31, 2025

	Current	1 - 30	31 - 60	61 - 90	91 and over	Total
ADT Commercial, Inc.	93.40					93.40
All Automotive Equipment, Inc.		200.00				200.00
All Cities Occupational & Environmental Medicine					182.00	182.00
AT&T, Inc.			-370.59			-370.59
Best Way Disposal, Inc.	116.60					116.60
CITY OF Benton Harbor		583.30				583.30
Closson's 3-D Truck Repair & Auto Repair	1,963.02					1,963.02
Colonial Life & Accidental Ins. Co		-230.69				-230.69
Community Solutions by Design		11,650.00				11,650.00
Crystal Flash	1,406.79					1,406.79
Hanson Beverage Co.		53.05				53.05
Hungerford Nichols	21,594.00					21,594.00
Indiana Michigan Power, Inc.	1,795.83				-2,648.98	-853.15
M & O Consulting LLC		2,500.00				2,500.00
Mackinaw Administrators Llc		2,109.17				2,109.17
Michigan Department of Transportation	145,093.00					145,093.00
Michigan Gas Utilities	77.63					77.63
Petro Tank & Line Testing	1,047.28					1,047.28
Priority Health	22,618.13					22,618.13
STATE OF MICHIGAN-1		14,300.00				14,300.00
TCA SynerTech, LLC	345.14	866.68				1,211.82

	Current	1 - 30	31 - 60	61 - 90	91 and over	Total
Unifirst Corporation	1,197.90					1,197.90
UNIFIRST FIRST AID	500.06				-814.67	-314.61
VJ Transcriptions		200.00				200.00
WellNow Urgent Care Hometown Urgent Care, Inc.		1,910.00				1,910.00
Zolman Tire, Inc.					-163.08	-163.08
TOTAL	\$197,848.78	\$34,141.51	\$ -370.59	\$0.00	\$ -3,444.73	\$228,174.97

Expenses by Vendor Summary

October 2024 - July 2025

	Total
360 Risk Management	188,183.36
A & A Testing (Patti Wozniak)	400.00
ACE HARDWARE	12.71
ADT Commercial, Inc.	864.43
AIRBNB	507.37
ALDI	6.34
All Automotive Equipment, Inc.	2,265.00
All Cities Occupational & Environmental Medicine	3,386.00
AMAZON	7,183.62
AT&T	708.57
AT&T, Inc.	7,561.37
August Pohl Auto	90.10
Auto-Owners Insurance	2,521.16
Awash (Ecowash) Systems Corp.	412.97
BEAUDOIN ELECTRICAL CONSTRUCTION	1,488.24
BENTON CHARTER TOWNSHIP	154.50
Best Way Disposal, Inc.	1,049.40
Best-One Fleet SVC Benton Harbor	1,968.16
BILL	1,240.09
Brown's Locksmiths and Hardware	156.64
BROWNS LOCKSMITH & HAR	10.00
CITY OF Benton Harbor	6,523.87
City Plumbing, Heating & Air Conditioning, Inc.	946.91
Clement Communications	432.12
Closson's 3-D Truck Repair & Auto Repair	4,116.39
Comcast Corporation	3,589.68
Commercial Lighting	725.12
Community Solutions by Design	11,650.00
Cora Robinson	38.40
Crystal Flash	109,064.18
CRYSTAL H LODGIN	308.86
CRYSTAL SPRINGS FLORI	198.90
DEBRA BAILEY	27.00
Delta Dental	4,106.01
Dollar Tree	31.99
Endeavor Business Media Llc	225.00
EXXONMOBIL	39.50
FEDEX OFFICE	78.27
First class box hauling LLC	1,500.00
FORD PRO	11,195.70
Foster Swift Collins Smith Pc	9,205.20

	Total
Garage Doors Plus More LLC	765.00
General Agency Co.	2,553.37
Gordon Food Service	382.21
GREAT LAKES TRUCK & AUTO	1,543.82
Gusto, Inc.	7,558.63
Hanson Beverage Co.	465.15
HARBOR FREIGHT TOOLS	411.25
Harmon Glass Doctor	428.92
Hasse's Towing Service, L.L.C.	325.00
HBSS Connect Corp.	5,270.80
HEI WIRELESS	4,005.14
Herald Palladium	387.98
High Point Irrigation	810.00
Hoekstra Transportation	112,301.20
HOLLYWOOD SMALL ENGINE	327.54
HOMEGOODS	385.80
Hungerford Nichols	130,697.33
Huntington Bank	300.00
Indiana Electronics & Communications, Inc.	6,623.36
Indiana Michigan Power, Inc.	20,195.08
INTUIT	162.47
JERRY GREER	13.56
JETS	195.32
Joseph W. Boes	1,400.00
Kss Enterprises	1,226.22
Lowe's	114.29
M & O Consulting LLC	67,925.37
Mackinaw Administrators Llc	18,744.01
Marathon	11.00
Martin's Super Markets	97.47
Meijer	1,187.78
MENARDS	155.82
Merle Bros, Inc.	825.20
MICHAELS	217.26
Michigan Department of Treasury	191.27
Michigan Gas Utilities	7,213.55
Michigan Municipal League	200.00
Michigan Public Transit Association	894.75
MML Workers' Compensation Fund	6,834.00
NAPA AUTO PARTS	137.23
O'Reilly Auto Parts	12,645.90
Orkin	967.40
Parrett Company	376.40

	Total
Personnel Concepts	213.95
Petro Tank & Line Testing	6,009.04
PILOT FLYING J	120.79
PREMIER AUTO	2,083.32
Priority Health	105,668.07
Rapid Graphics Inc.	3,278.20
Rose Pest Solutions	2,250.00
ROUSH CLEANTECH	1,538.50
SOCIETYFORHUMANRESOURCE	264.00
SP ENTERPRISES LLC	100.00
Standard Insurance Company	3,841.50
Staples	26.73
STATE OF MICHIGAN INTERNET CRIMINAL HISTORY ACCESS TOOL	220.00
STATE OF MICHIGAN-1	14,300.00
STATE POLICE CRASH	15.00
STONE HOTEL & COTTAGES	308.46
SUMMIT FIRE PROTECTION	2,600.40
SWEETWATERS DONUT MILL	61.96
TARGET	237.33
TCA SynerTech, LLC	20,382.20
Tennant Sales and Service Company	2,141.36
THE HOME DEPOT	397.00
Tinq	2,250.00
Todd Shurn	5,903.07
TRACTOR SUPPLY	41.85
TRADER JOE'S	19.83
TRANSIT ASSN	215.00
Transpro	42,696.00
Truck Centers Inc.	1,082.24
Twin Cities Area Transportation	90.00
Unifirst Corporation	10,741.40
UNIFIRST FIRST AID	1,507.53
US POSTAL SERVICE	37.58
Verizon Connect Fleet USA, LLC	4,336.43
VJ Transcriptions	1,725.00
VSP INSURANCE CO. (CT)	1,150.53
Walmart	178.01
WellNow Urgent Care Hometown Urgent Care, Inc.	7,001.00
Westfield Insurance	7,557.09
WOODHAMS FORD LINCOLN	452.47
WORLD MARKET	79.98
WSJM Inc.	5,633.94
Zolman Tire, Inc.	10,204.92

	Total
Not Specified	2,098,200.41
TOTAL	\$3,168,809.07

TWIN CITY AREA TRANSPORTATION AUTHORITY

Seniority List

Individuals place into seniority after successful probationary period

Position	Date of Hire	Seniority Date
Driver	09/28/2005	12/30/2008
Driver	10/02/2009	03/03/2016
Driver	03/01/2010	09/01/2016
Driver	07/15/2015	01/08/2018
Driver	06/13/2017	04/06/2020
Driver	11/27/2017	06/14/2021
Driver	03/12/2018	09/27/2021
Driver	01/27/2020	11/01/2021
Driver	06/07/2023	02/22/2024
Driver/pt	08/25/2023	
Driver	09/18/2023	03/27/2024
Driver/pt	05/08/2024	
Driver/pt	06/17/2024	
Driver/pt	07/31/2024	
Driver/pt	09/20/2024	
Driver/pt	04/13/2025	
Driver/pt	05/14/2025	
Driver/pt	05/14/2025	
Driver/pt	07/01/2025	
Driver/pt	07/21/2025	
Driver/pt	07/24/2025	
Driver/pt	08/15/2025	
Driver/pt	09/07/2025	

Maintenance

Donnel Kyle	Maintenance Assistant	10/03/1984	10/03/1984
Carl Sergeant	Prev. Maintenance/pt	09/20/2022	03/20/2023
Jerry Greer	Preventative Maintenance/pt	12/22/2024	
Demarious Mckinney	Maintenance Asst	06/18/2025	
Markeese Perry	Maintenance Asst/pt	07/14/2025	

Dispatcher/Phone Answerer

Position	Date of Hire	Seniority Date
Dispatcher	06/27/2011	09/04/2022
Dispatcher	03/08/2022	09/08/2022
Dispatcher	07/21/2025	08/25/2025
Phone Answerer/pt	08/18/2022	02/18/2023
Phone Answerer/pt	10/17/2024	
Phone Answerer/pt	04/04/2025	



Twin Cities Area Transportation Authority
(269) 927-2268 • Fax (269) 927-2310

275 East Wall Street, Benton Harbor, MI 49023

1Administrative Non UNION: pt \$15.00

1Office Assisstant: \$17.00 hourly

1Maintenance Coordinator: \$26 hourly

1Maintenance asst: \$16.50

1Preventative maintenance: \$17

1Preventative maintenance asst: \$17

All full time CDL drivers \$18 hourly (currently staffing 23 drivers total including chauffeur license drivers)

All chauffeur license drivers \$16 hourly

Lead Dispatch \$22hourly (3 total dispatchers)

Dispatch 2 and 3 \$21hourly

Phone answers \$15hourly

- All Part time staff have been marked others are full time staff

[illegible]

Miles Driven Per Vehicle Per Month

	10/2024	11/2024	12/2024	1/2025	2/2025	3/2025	4/2025	5/2025	6/2025	7/2025	8/2025	Total
33	0	0	93	0	0	0	0	0	0	281	151	525
34	0	13	296	0	0	0	0	0	0	0	0	309
35	2124	1296	1405	1377	1563	1522	2121	2123	1557	193	0	15281
36	2378	1788	1624	1614	1336	1905	1819	1224	1295	869	759	16611
37	1888	1763	47	1052	1260	1978	1927	1856	1404	494	1717	15386
38	1446	409	182	0	0	0	0	0	0	0	0	2037
39	1949	1614	1757	523	1852	1315	393	2796	1942	193	0	14334
40	2119	1732	1283	1842	1028	772	2270	2294	584	0	1331	15255
42	490	0	45	286	1310	2101	1802	1876	1768	2283	2026	13987
43	2057	1337	967	1120	1217	2095	2201	2310	707	75	1499	15585
44	0	0	0	0	0	0	0	0	0	277	1116	1393
45	3857	3153	3096	2995	2117	1378	1338	1656	2812	4032	2216	28650
50	6086	5501	5114	3470	1726	3408	3582	3316	3571	4777	3993	44544
51	4256	3903	2230	3904	4165	3616	3220	730	0	248	4241	30513
54	3296	2378	3220	3825	5482	7161	6779	7267	3998	7035	4186	54627
55	0	0	0	36	0	1440	1353	1792	1964	1872	2361	10818
56	1766.5	1691	1476	767	996	1925	2283	1453	1523	583	808	15271.5
57	1496	1281	979	0	54	1838	1470	816	415	1409	1028	10786
58	1220	1709	477	1283	1192	1256	1821	2258	1763	3255	2585	18819
59	375	492	1281	1827	1893	1267	2098	1639	1682	2161	1897	16612
60	976	1593	1380	1392	1447	916	790	574	2543	2682	2039	16332
61	629	475	1259	1966	1201	897	762	1646	1850	2556	2196	15437
62	476	713	2066	2369	2471	1704	1049	1120	3102	2823	1835	19728
63	0	0	1701	706	1324	996	1117	1575	2110	2485	2166	14180
Total	41602.5	34889	34397	34568	35277	39490	40195	40321	36590	40583	40150	418062.5

Equipment Listing Report

Twin Cities Area Transportation Authority - 275 Wall

Vehicle #	Date Purchased (yyyy/mm/dd)	Vehicle / Equipment	Year, Make, Model	Fuel Type	Mileage as of 8/1/2025	Mileage Updated	Unit#	Serial#	Vehicle Load Type	Vehicle Style	Line Haul (LH) or On Demand (OD)	Vehicle Type	# of Seats (Including Driver)	Security Camera System	Type	Service Status	Details
4		2014 Dodge Grand Caravan	2014 Dodge Grand Caravan	Gas	59,212	1/18/2025	4		Passenger	Passenger Van	OD	Van (Passenger Van)	5		102x170	In Service	
33		2017 Dodge Grand Caravan	2017 Dodge Grand Caravan	Gas	43,348	1/18/2025	33	2C7WDGBG1H1R802286	Passenger	Chauffeur Van	OD	Van	5			In Service	ADA Accessible
34		2017 Dodge Grand Caravan	2017 Dodge Grand Caravan	Gas	39,542	2/11/2025	34	2CWDGBG1H1R802258	Passenger	Chauffeur Van	OD	Van	5	Angel Tracks		In Service	ADA Accessible
35		2018 Ford E450	2018 Ford E450	Propane	185,731	2/11/2025	35	1FDFE4F83JDC27748	Passenger	Cut Away	OD	Bus	17	Angel Tracks	113X827	In Service	
36		2018 Ford E450	2018 Ford E450	Propane	135,339	2/11/2025	36	1FDFE4F83JDC27750	Passenger	Cut Away	OD	Bus	17	Angel Tracks	113X828	In Service	
37		2018 Ford E450	2018 Ford E450	Propane	152,244	2/11/2025	37	1FDFE4F83JDC27749	Passenger	Cut Away	OD	Bus	17	Angel Tracks	113x829	In Service	
38		2018 Ford E450	2018 Ford E450	Propane	140,325	1/18/2025	38	1FDFE4F83JDC27756	Passenger	Cut Away	OD	Bus	17	Angel Tracks	113x830	In Service	
39		2018 Ford E450	2018 Ford E450	Propane	151,166	2/11/2025	39	1FDFE4F83JDC27753	Passenger	Cut Away	OD	Bus	17	Angel Tracks	113x831	In Service	
40		2018 Ford E450	2018 Ford E450	Propane	153,368	2/11/2025	40	1FDFE4F83JDC27754	Passenger	Cut Away	OD	Bus	17	Angel Tracks		In Service	
42		2018 Ford E450	2018 Ford E450	Propane	133,957	2/11/2025	42	1FDFE4F83JDC27752	Passenger	Cut Away	OD	Bus	17	Angel Tracks	113x834	In Service	
43		2018 Ford E450	2018 Ford E450	Propane	170,296	2/11/2025	43	1FDFE4F83JDC27751	Passenger	Cut Away	OD	Bus	17	Angel Tracks	113x835	In Service	
44		2015 Ford E350	2015 Ford E350	Gas	76,345		44	1FDEE3FL9FDA02837	Passenger	Cut Away	LH	Bus	15	Angel Tracks	112X758	In Service	No Lift AC System FIXED "noted cool"
45		2020 Ford E450	2020 Ford E450	Gas	204,626	2/11/2025	45	1FDFE4F86KDC74077	Passenger	Cut Away	LH	Bus	15	Angel Tracks		In Service	2019 Ford E450 according to Vin #
46		2019 Dodge Ram 2500	2019 Dodge Ram 2500	Gas	40,885	1/31/2025	46	3C6MR5AJ8KG637736	Personal	Pickup	n/a	Pickup		Angel Tracks	DC93039	In Service	
47		2021 FREIGHTLINER TOW TRUCK	2021 FREIGHTLINER TOW TRUCK	Gas	4,996	2/11/2025	47	3ALACXFE5MDML2043	Equipment	Tow Truck	n/a	TOW TRUCK		Angel Tracks	118x719	In Service	"Wrecker"
48		2020 Ford Fusion	2020 Ford Fusion	Gas	27,050	2/13/2025	48	3FA6POHD8LR167763	Personal	Car - Sedan	n/a	car	5	Angel Tracks	117x540	In Service	
49		2020 Ford Fusion	2020 Ford Fusion	Hybrid	71,488	2/12/2025	49	3FA6POLU7R105827	Personal	Car - Sedan	n/a	car	5	Angel Tracks	117x604	In Service	
50		2021 Ford E450	2021 Ford E450	Gas	214,291	2/11/2025	50	1FDFE4FN4MDC40734	Passenger	Cut Away	LH	Bus	17	Angel Tracks	118X722	In Service	
51		2021 Ford E450	2021 Ford E450	Gas	191,297	2/11/2025	51	1FDFE4FN2MDC40733	Passenger	Cut Away	LH	Bus	17	Angel Tracks	118x720	In Service	
54		2024 Ford E450	2024 Ford E450	Gas	70,135	2/11/2025	54	1FDFE4FN2RDD43674	Passenger	Cut Away	LH	Bus	15	REI	120X420	In Service	Champion Bus
55		2024 Ford Transit	2024 Ford Transit	Electric	15273.6	1/18/2025	55	1FTBW3XK0PKA78244	Passenger	Chauffeur Van	OD	Van	12	REI		In Service	
56		2024 Ford Transit	2024 Ford Transit	Electric	23985.2	1/18/2025	56	1FTBW3XK0PKA78847	Passenger	Chauffeur Van	OD	Van	12	REI		In Service	
57		2024 Ford Transit	2024 Ford Transit	Electric	20631.9	1/18/2025	57	1FTBW3XK5PKA78997	Passenger	Chauffeur Van	OD	Van	12	REI		In Service	
58		2024 Ford Transit	2024 Ford Transit	Gas	20,816.60	2/11/2025	58	1FDVU5XG0RKA58245	Passenger	Chauffeur Van	OD	Van	12	REI		In Service	Year: 2024 Make: MobilityTrans Model: SAFTRBUS Body Style: STA WAGON-M VIN: 1FDVU5XG0RKA58245 ODOM: 294 on 7-10-2024
59		2024 Ford Transit	2024 Ford Transit	Gas	18,132	2/11/2025	59	1FDVU5XG0RKA56784	Passenger	Chauffeur Van	OD	Van	12	REI		In Service	Year: 2024 Make: MobilityTrans Model: SAFTRBUS Body Style: STA WAGON-M VIN: 1FDVU5XG0RKA56784 ODOM: 260 on 7-10-2024
60		2024 Ford Transit	2024 Ford Transit 350 HD	Gas	18962	2/11/2025	60	1FDVU5XG6RKA58377	Passenger	Chauffeur Van	OD	Van	12	REI		In Service	Year: 2024 Make: MobilityTrans Model: SAFTRBUS Body Style: STA WAGON-M VIN: 1FDVU4XX3RKA76246 ODOM: 285 on 9-16-2024
61		2024 Ford Transit	2024 Ford Transit 350 HD	Gas	15,537	2/11/2025	61	1FBVU4XX3RKA76246	Passenger	Chauffeur Van	OD	Van	12	REI	133x292	In Service	Year: 2024 Make: MobilityTrans Model: SAFTRBUS Body Style: STA WAGON-M VIN: 1FDVU4XX3RKA79974 ODOM: 280 on 9-16-2024 Delivered on October 1, 2024
62		2024 Ford Transit	2024 Ford Transit 350 HD	Gas	19,547	2/11/2025	62	1FBVU4XX3RKA79974	Passenger	Chauffeur Van	OD	Van	12	REI	133X293	In Service	Year: 2024 Make: MobilityTrans Model: SAFTRBUS Body Style: STA WAGON-M VIN: 1FDVU4XX3RKA74387 ODOM: 577 on 10-1-2024
63		2024 Ford Transit	2024 Ford Transit 350 HD	Gas	13,088	2/11/2025	63	1FDVU4887RKA74387	Passenger	Chauffeur Van	n/a	Van	12	REI		In Service	
--		mower - 2021 scagg Patriot	2021 scagg Patnot	Gas	68.3		mower	7478FV1	Equipment	Lawn Mower	n/a	Mower		-		In Service	

Twin Cities Area Transportation Authority Facility and Equipment Maintenance Plan

Updated 01-2025

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Objective

This plan defines procedures for facility and equipment maintenance at Twin Cities Area Transportation Authority (TCATA). These procedures are aimed at achieving our goal of providing a safe and useful environment for our employees and customers and maximizing the useful life of all FTA funded real property and equipment. This plan is to be used as reference material for operations and maintenance staff and will be updated by the Maintenance Coordinator annually in June and as necessary.

Maintenance & Inspections

Facility / Equipment: Mission Critical and Safety Items

The Twin Cities Area Transportation Authority is located at 275 East Wall, Benton Harbor, and MI.49022. The facility consists of an upper area containing a lobby, administrative offices, a lunchroom, a male and female employee restroom for the administrative area, a break room and a male and female employee restroom with showers and lockers., There is a half floor to the garage area that is accessible by a ramp and stairs.

Listed below are the facility components that require regular maintenance. An Annual Facility Visual/Recorded Inspection is performed by the EXECUTIVE DIRECTOR or DEPUTY DIRECTOR and the MAINTENANCE COORDINATOR biannually each year around January 1st and July 1st (attachment A). All of the following items are part of that inspection unless otherwise noted. A monthly inspection is also conducted. Details of the Monthly Inspection can be found in Attachment A, Appendix E. Unless otherwise noted, the Executive Director and Deputy Director are notified of all completed inspections with intervals of one month or more and hard copies of maintenance records are kept by Maintenance staff.

Office Building: First level of the facility that houses administration and the lower garage area is cleaned daily by the maintenance department. We have a power garage floor washer that is used daily.

Maintenance Garage/ Parking Area: Normal upkeep and organization of this area is performed by maintenance. Uni First maintains First-Aid and Safety kits and is responsible for maintaining the Eye Wash Station quarterly. Fire Extinguishers are inspected annually.

Passenger Shelters: We currently utilize one accessible passenger shelter in the community. located at Michigan Works. TCATA Maintenance keeps the area clear of snow and in clean condition as needed.

Parking Lot: The parking lot is cleared of trash and debris daily by Maintenance staff. The parking lot is resealed as needed.

Lawn care and any landscaping needed is also performed by maintenance staff.

Electrical Distribution and Control Equipment: A visual inspection is done by the maintenance department. They look at the breakers and for any wires that may be loose or worn monthly during the building inspections.

Plumbing and Heating: The plumbing and HVAC System has a contract maintenance schedule quarterly by City Plumbing and Heating. These systems are also reviewed during biannual inspections.

Overhead door: Maintenance department checks for loose panels and smoothness of opening and closing. Twice a year the vendor does an inspection.

Vehicle Lifts: The vehicle lifts used for maintenance, a Mohawk 4 post lift, are fully inspected annually. Maintenance also inspects and greases chains. Hoses are inspected biannually for wear.

Bus Washer: The Ace International bus washer is inspected by maintenance annually for wear and necessary repairs. Separately, the brushes and hoses are annually inspected by the manufacturer. At minimum, hard copy proof of this inspection is kept in maintenance's files to track maintenance and safety.

Security Equipment: In addition to inspection during biannual inspections, security equipment such as automatic door locks, entrance buzzers, and security cameras are used daily and are considered high priority repairs. Problems are reported to maintenance staff immediately and repaired as soon as possible.

Accessibility Features

It is of the utmost importance that we maintain a facility that is fully accessible to all who wish to use our service. As with most transit agencies, a portion of our customer base live with disabilities. We ensure accessibility through keeping our facility components with accessibility features working through scheduled and preventative maintenance procedures. Below are the facility components which have accessibility features along with the maintenance practices we follow to maintain them.

Main Entrance Doors: We have Low Energy Power Operated Doors which are certified by the American Association of Automatic Door Manufacturers (AAADM). These doors are cleaned daily and inspected biannually by maintenance staff. The batteries for the doors, push buttons are changed annually on Oct 1st.

Facility Equipment

To maximize the useful life and protect warranty of all the facility-related equipment in use, it is crucial that we follow all original equipment manufacturer (OEM) requirements for scheduled maintenance. The list below details our equipment inventory, the vendor, make/model and maintenance schedule. To help supplement scheduled maintenance, it is vital that preventative maintenance is performed when necessary. This includes reporting any equipment malfunction directly to maintenance staff and observing all recommended operating procedures when using equipment. All records are submitted to the EXECUTIVE DIRECTOR or appointee for approval prior to physical and digital storage.

Fuel Pump & Monitoring System

Vendor: Petro Tank and Line

Make/ Model: Wayne

Fuel Pump & Monitoring System Maintenance Schedule: Per the Michigan Department of Environmental Quality (DEQ) we are required to maintain an Underground Storage Tank Registration Certificate that is renewed annually. This certification includes a quarterly inspection designed to identify any maintenance or safety issues involving the tank.

TCATA has entered into a contract with Petro Tank and Line of Holland, MI to serve as TCATA's 'B' Operator per Michigan DEQ Regulations. Strick is responsible for performing 'Underground Storage Tank Operational Facility Inspections'.

Tire Changer/ Balancer

Vendor: Oreily's

Make/Model: Balancer Coats 1000, Tire Changer Rim Clamp5040a

Tire Changer/ Balancer Maintenance Schedule: They key to maximizing the useful life of this equipment is sound preventative maintenance. For the *Tire Balancer*, maintenance staff will perform the following procedures for each use: 1) Keep the wheel balancing shaft, securing ring nut, centering cones and flanges clean (this can be done with a brush dipped in environmentally friendly solvent); 2) After use, store cones and flanges on hangers on balancer. For the *Tire Changer*, keep machine and general area clean to avoid dust from entering the moving parts.

Lubricate the entire working side of the machine weekly or as needed

Garage Floor Washer

Vendor: Tennant

Make/Mode: T 15

Garage Floor Washer Maintenance Schedule: Those using the floor washer look for any unusual wear and, if concerned, check that the brushes are in good shape. The vendor services the floor washer every quarter.

Preventative Maintenance Activities:

GARAGE AREA

- 1. Walks, aisles, and stairs shall be kept clean and clear of any hazards**
- 2. Tools, equipment, scrap, and trash should be removed from work area after job is completed**
- 3. Tools should be kept in designated areas when not being used.**
- 4. Storage racks and cabinets should not be overloaded to which they become unstable.**
- 5. All refillable containers should be clearly labeled clearly as to what is in them.**
- 6. When wet/slippery conditions are found on the floors, they should be marked with caution signs and immediately cleaned.**
- 7. Any lighting that is not working properly needs to be reported to maintenance directly.**
- 8. Each maintenance employee is responsible for their work area, neatness and orderliness of his immediate work area.**

JANITORIAL

Clean bathrooms

1. Sink
2. Toilet, inside and outside
3. Mirror
4. Trash
5. Disinfect door handles
6. Disinfect assist rails
7. Fill paper towel dispensers
8. Fill toilet paper dispensers
9. Fill soap dispensers
10. Sweep and mop floors
11. Spot clean walls

BREAK ROOM

9. Clean sink
10. Clean counters and tables
11. Clean cabinets
12. Clean refrigerator, inside and outside
13. Clean the microwave
14. Spot clean the walls
15. Vacuum rugs
16. Sweep and mop
17. Empty trash

ADMIN AREA

18. Trash emptied
19. Windows cleaned
20. Door handles sterilized
21. Office areas dusted

- 22. All rugs vacuumed
- 23. Swept and mopped

DISPATCH AREA

- 24. Empty trash
- 25. Vacuum rugs
- 26. Sweep and mop
- 27. Clean glass

LOBBY AREA

- 28. Sweep and mop daily
- 29. Clean all glass
- 30. Wipe down bench
- 31. Empty trash

GROUND MAINTENANCE

- 32. Seasonal clean up of leaves and debris
- 33. Landscape and mowing of lawn on a weekly basis
- 34. Replace mulch in flower beds in the spring
- 35. Trimming of trees and shrubs and trees on grounds as needed
- 36. Edging of sidewalks and driveways once a month

PASSENGER SHELTER

- 37. Garbage checked 2x's a week
- 38. Debris picked up in and around the shelter
- 39. Seasonal snow removal and salt
- 40. Inspect for repairs needed