

**Transportation Authority of Calhoun County  
Meeting Agenda  
December 9, 2025  
Marshall City Hall – Council Chambers  
323 West Michigan Avenue  
Marshall, Michigan 49068**

- I. Call to Order
- II. Roll Call
- III. Approval of Agenda
- IV. Public Comments on Agenda Items
- V. Consent Agenda
  - a. November 25, 2025 Minutes
  - b. Finance and Budget Report
  - c. AP approval through December 5, 2025
- VI. Public Hearings and Subsequent Board Action
- VII. Unfinished Business
- VIII. New Business
  - a. Resolution 32-2025 – Service and Fare Change Procedures
  - b. Resolution 33-2025 – Title VI Policy
  - c. 2026 Meeting Schedule
- IX. Public Comments on Non-Agenda Items
- X. Board and Executive Director Comments
  - a. Communications to the Board
  - b. Legislative Updates
  - c. BCATS Updates – Jeff Franklin
  - d. Consultant Updates – Peter Varga/Clark Harder
- XI. Dates of Next Meetings
  - a. Public Hearing – January 27, 2025
  - b. Board Meeting – January 27, 2025
- XII. Adjournment

**Transportation Authority of Calhoun County**  
**Meeting Minutes**  
**November 25, 2025**  
**Marshall City Hall – Council Chambers**  
**323 West Michigan Avenue, Marshall, MI 49068**

**I. Call to Order**

The meeting was called to order by Chairperson Erick Stewart at 9:00 a.m.

**II. Roll Call**

Members present: Tom Tarkiewicz, Amy Evans, Maya Williams, Vivian Davis, Erick Stewart, Jenasia Morris

Members absent: Dr. Paul Watson (in at 9:02).

**III. Approval of Agenda**

It was motioned by Tarkiewicz and supported by Davis to approve the agenda.

Motion carried.

**IV. Public comment on Agenda Items**

None.

**V. Consent Agenda**

It was motioned by Evans and supported by Davis to approve the Consent Agenda.

**VI. Presentations to the Board**

Brendan Pizzala, TACC Director of Operations, presented the Board with a recap of community outreach events and feedback received from attendees. The Board discussed future events.

**VII. Public Hearings and Subsequent Board Action**

- a) Mallory Avis, TACC Executive Director, went over current fare structures and differences between the communities. She recommended a workshop for the Board to finalize the new fare structure followed by a public hearing to give the community time to give feedback and prepare.

It was motioned by Morris and supported by Tarkiewicz to approve Resolution 24-2025 to set a public hearing for January 27, 2026.

Motion carried.

**VIII. Unfinished Business**

- a) Mallory Avis, TACC Executive Director, spoke about the LDDA financing plan and its changes since being discussed at the last Board meeting. The millage capture went from 100 percent to 35 percent, and the Board agrees that it is an equitable amount.

It was motioned by Dr. Watson and supported by Morris to approve a proposed letter of support for the City of Battle Creek Commission on the new millage capture amount.

Motion carried.

**IX. New Business**

- a) It was motioned by Morris and supported by Tarkiewicz to approve Resolution 25-2025, Purchasing Policy. Motion carried.
- b) It was motioned by Evans and supported by Williams to approve Resolution 26-2025, Conflict of Interest Policy. Motion carried.
- c) It was motioned by Evans and supported by Dr. Watson to approve Resolution 27-2025, ACH/EFT Policy. Motion carried.
- d) It was motioned by Morris and supported by Davis to approve Resolution 28-2025, Drug and Alcohol Testing Policy. Motion carried.

- e) It was motioned by Davis and supported by Dr. Watson to approve Resolution 29-2025, ADA Complementary Paratransit Policy. Motion carried.
- f) It was motioned by Morris and supported by Davis to approve Resolution 30-2025, Bright Light Real Estate LLC Lease Agreement. Motion carried.
- g) It was motioned by Evans and supported by Davis to approve Resolution 31-2025, Holiday Season National Enforcement Mobilization Campaign. Motion carried.

**X. Public Comments on Non-Agenda Items**

- Eric Scott, President of ATU Local 1251, acknowledged he misspoke at the last meeting.
- Jeff Franklin, BCATS Director, would like to reach out to Albion and Marshall to be involved with BCATS moving forward.
- Mallory Avis introduced new TACC Staff members to the Board.

**XI. Board and Executive Director Comments**

- a) Mallory Avis shared a letter to the Chair and Vice Chair from ATU Local.
- b) Mallory Avis explained a concern of the potential to not have the ability to flex federal highway funds to transit. It could have a significant impact on capital funding in the future.
- c) Jeff Franklin updated the Board on BCATS Officer appointments and the Marshall Modernization Project.
- d) Peter Varga was pleased with the adoption of policies and the progress made with staff hiring. He emphasized the importance of the Conflict-of-Interest Policy.

**XII. Next Meetings**

- a) Work Session – December 9, 2025 (will establish if Board Meeting is necessary)
- b) Board Meeting – December 23, 2025 (tentative)

**XIII. Closed Session**

It was motioned by Tarkiewicz and supported by Davis to move into Closed Session Pursuant to Section 8(1)(h) of the Open Meetings Act to consider an attorney's written legal opinion regarding the Executive Director's proposed employment contract that is exempt from public disclosure under state and federal law.

Motion carried by roll call vote.

It was motioned by Morris and supported by Tarkiewicz to return from Closed Session. Motion Carried.

**XIV. Adjournment**

Meeting adjourned at 10:36 a.m.  
Respectfully Submitted,

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Vivian Davis, Secretary

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Erick Stewart, Chair

## Transportation Authority of Calhoun County Statement of Revenues, Expenses, and changes in Net Position

As of November 30, 2025

	Current Month 11/30/2025	Current FYTD 11/30/2025	Prior Month 10/31/2025	Prior FYTD 09/30/2025
<b>Revenue</b>				
Revenue - Other				
4080001 - Property Tax Revenue - Calhoun County	56.97	(353.35)	(410.32)	421,313.98
4080002 - Property Tax Revenue - City of Albion	0.00	0.00	0.00	246,435.16
4080003 - Property Tax Revenue - City of Battle Creek	24.29	182.01	157.72	3,230,945.29
4080004 - Property Tax Revenue - City of Marshall	0.00	0.00	0.00	633,914.25
4080005 - Property Tax Revenue - City of Springfield	0.00	92.02	92.02	234,388.12
4110100 - State Operating Assistance	523,904.00	523,904.00	0.00	0.00
Total Revenue - Other	<u>523,985.26</u>	<u>523,824.68</u>	<u>(160.58)</u>	<u>4,766,996.80</u>
Total Revenue	<u>523,985.26</u>	<u>523,824.68</u>	<u>(160.58)</u>	<u>4,766,996.80</u>
<b>Operating Expenses</b>				
General and Administrative Expenses				
Due and Subscriptions				
5090300 - Dues & Subscriptions	0.00	18,358.55	18,358.55	924.00
Total Due and Subscriptions	<u>0.00</u>	<u>18,358.55</u>	<u>18,358.55</u>	<u>924.00</u>
Travel, Meals and Entertainment				
Travel Expenses				
5090202 - Travel & Meetings and Trainings - Training	0.00	0.00	0.00	2,278.28
Total Travel Expenses	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>2,278.28</u>
Total Travel, Meals and Entertainment	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>2,278.28</u>
Total General and Administrative Expenses	<u>0.00</u>	<u>18,358.55</u>	<u>18,358.55</u>	<u>3,202.28</u>
Marketing and Advertising Expenses				
Advertising and Promotion				
5030200 - Advertising Fees	0.00	0.00	0.00	50.00
Total Advertising and Promotion	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>50.00</u>
Total Marketing and Advertising Expenses	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>50.00</u>
Utilities and Facilities				
Rent				
5120003 - Operating Leases and Rental - Other	0.00	0.00	0.00	275.00
5125001 - Lease/Rental Agreements > 12 months	12,500.00	12,500.00	0.00	0.00
Total Rent	<u>12,500.00</u>	<u>12,500.00</u>	<u>0.00</u>	<u>275.00</u>
Total Utilities and Facilities	<u>12,500.00</u>	<u>12,500.00</u>	<u>0.00</u>	<u>275.00</u>
Operating and Maintenance Expenses				
Miscellaneous Expense				
5099900 - Other Misc. Expense	0.00	0.00	0.00	764.71
Total Miscellaneous Expense	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>764.71</u>
Professional Services				
5039901 - Accounting Services	29,299.00	51,696.00	22,397.00	71,449.00
5039902 - Legal Services	3,608.75	12,338.75	8,730.00	132,132.65
5039904 - All Other Professional and Technical Services	11,742.00	75,130.25	63,388.25	176,372.04
Total Professional Services	<u>44,649.75</u>	<u>139,165.00</u>	<u>94,515.25</u>	<u>379,953.69</u>
Total Operating and Maintenance Expenses	<u>44,649.75</u>	<u>139,165.00</u>	<u>94,515.25</u>	<u>380,718.40</u>

## Transportation Authority of Calhoun County Statement of Revenues, Expenses, and changes in Net Position

As of November 30, 2025

	Current Month 11/30/2025	Current FYTD 11/30/2025	Prior Month 10/31/2025	Prior FYTD 09/30/2025
Taxes and Insurance				
Insurance				
5060301 - Liability Insurance	0.00	193,275.00	193,275.00	1,726.75
Total Insurance	<u>0.00</u>	<u>193,275.00</u>	<u>193,275.00</u>	<u>1,726.75</u>
Total Taxes and Insurance	<u>0.00</u>	<u>193,275.00</u>	<u>193,275.00</u>	<u>1,726.75</u>
Total Operating Expenses	<u>57,149.75</u>	<u>363,298.55</u>	<u>306,148.80</u>	<u>385,972.43</u>
<b>Other Revenue (Expense)</b>				
Other Revenue				
Interest Revenue				
4140000 - Interest	15,992.05	31,999.29	16,007.24	132,604.61
Total Interest Revenue	<u>15,992.05</u>	<u>31,999.29</u>	<u>16,007.24</u>	<u>132,604.61</u>
Total Other Revenue	<u>15,992.05</u>	<u>31,999.29</u>	<u>16,007.24</u>	<u>132,604.61</u>
Other Expense				
Other Expenses				
5500900 - Ineligible Percent of Association Dues	0.00	(1,205.17)	(1,205.17)	0.00
Total Other Expenses	<u>0.00</u>	<u>(1,205.17)</u>	<u>(1,205.17)</u>	<u>0.00</u>
Total Other Expense	<u>0.00</u>	<u>(1,205.17)</u>	<u>(1,205.17)</u>	<u>0.00</u>
Total Other Revenue (Expense)	<u>15,992.05</u>	<u>30,794.12</u>	<u>14,802.07</u>	<u>132,604.61</u>
<b>Change in Net Position</b>	<u><b>\$ 482,827.56</b></u>	<u><b>\$ 191,320.25</b></u>	<u><b>\$ (291,507.31)</b></u>	<u><b>\$ 4,513,628.98</b></u>

## Transportation Authority of Calhoun County Statement of Net Position

As of November 30, 2025

	Month Ending 11/30/2025	Month Ending 10/31/2025
<b>Assets</b>		
Current Assets	5,012,329.54	4,529,995.21
<b>Total Assets</b>	<b>\$ 5,012,329.54</b>	<b>\$ 4,529,995.21</b>
<b>Liabilities and Net Position</b>		
Liabilities		
Current Liabilities	68,103.07	68,596.30
Total Liabilities	68,103.07	68,596.30
Net Position		
Unrestricted Net Position	4,461,398.91	4,752,906.22
Change in Net Position	482,827.56	(291,507.31)
Total Net Position	4,944,226.47	4,461,398.91
<b>Total Liabilities and Net Position</b>	<b>\$ 5,012,329.54</b>	<b>\$ 4,529,995.21</b>

**Transportation Authority of Calhoun County  
Board AP Bill Approval Report**

<b>Vendor Name</b>	<b>Bill Number</b>	<b>Description</b>	<b>Bill Date</b>	<b>GL Date</b>	<b>Amount</b>
Bright Light Real Estate, LLC	DEP 12-2025	Deposit - 25% of Annual Rental Agreement	11/20/2025	11/20/2025	12,500.00
King Media, Inc.	84250	Awareness & Perception Media Campaign - December 2025	11/26/2025	11/26/2025	11,742.00
Maner Costerisan & Ellis, PC	75989	Intacct Implementation 10/17-11/20/25	11/22/2025	11/22/2025	4,998.00
<b>Sum Total</b>					<b>29,240.00</b>

**TRANSPORTATION AUTHORITY OF CALHOUN COUNTY  
BOARD OF DIRECTORS**

**Resolution 32-2025**

At the regular Board of Directors meeting of the Transportation Authority of Calhoun County (TACC), held in the Chambers of Marshall City Hall, located at 323 West Michigan Avenue, Marshall, Michigan 49068, on Tuesday, December 9, 2025, with Chair Erick Stewart presiding, the following action was taken:

**Whereas**, the Transportation Authority of Calhoun County (TACC) is required to hold a public hearing to obtain citizen input on proposed service or fare changes; and

**Whereas**, the Federal Transit Administration (FTA) will regularly conduct a review of the Transportation Authority of Calhoun County's operations and compliance with regulations;

**Now, Therefore**, be it resolved that the Transportation Authority of Calhoun County formally adopts version 1.0 of the Service or Fare Changes procedures as shown in Attachment A for obtaining citizen input on proposed service and fare changes.

**CERTIFICATE**

The undersigned duly qualified Board Secretary of the Transportation Authority of Calhoun County certifies the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the Transportation Authority of Calhoun County held on December 9, 2025.

\_\_\_\_\_

Signature

\_\_\_\_\_

Printed Name

\_\_\_\_\_

Title

\_\_\_\_\_

Date

## Attachment A

### TRANSPORTATION AUTHORITY OF CALHOUN COUNTY PROCEDURES FOR SOLITICING PUBLIC COMMENT ON FARE AND SERVICE CHANGES

1. Transportation Authority of Calhoun County (TACC) will hold a public hearing to receive citizen input on proposed service and fare changes if the following conditions exist:
  - a. Any proposed service change that affects more than 25% of the system's route miles and/or hours or substantially alters a single route.
  - b. Any proposed fare change that increases the fares paid by passengers on either the fixed route, demand response, or paratransit systems.
2. If either of these two conditions exist, TACC will undertake the following activities for the purpose of holding a public hearing:
  - a. TACC will place in the local newspaper(s) a notice informing citizens of a public hearing.
  - b. This notice will briefly describe the nature of the proposed service or fare changes, the time, date and location of the public hearing, the availability of auxiliary aids for citizens with visual and hearing impairments, the availability of free transportation to the public hearing, and the opportunity for submitting oral or written comments.
  - c. This notice will appear in the local newspaper(s) and on TACC Social Media sites and website a minimum of 30 days prior to the date of the public hearing.
  - d. A copy of the proposed service or fare change will be made available for public inspection at the TACC office a minimum of 30 days prior to the date of the public hearing. If requested, this material will also be made available in braille, large print, or audio tape for individuals with visual or hearing impairments.
  - e. TACC will also develop and send out a press release to the area media and human service agencies notifying them of the proposed service or fare change and the scheduled public hearing. Notices will be posted at the Transportations Center.
3. Citizens comments made at the public hearing will be recorded and a transcript will be reviewed allowing TACC to modify the proposed service or fare changes where warranted.
4. The proposed service and fare changes will then be presented to the TACC Board of Directors at the next appropriate meeting following the public hearing for approval.

**TRANSPORTATION AUTHORITY OF CALHOUN COUNTY  
BOARD OF DIRECTORS**

**Resolution 33-2025**

At the regular Board of Directors meeting of the Transportation Authority of Calhoun County (TACC), held in the Chambers of Marshall City Hall, located at 323 West Michigan Avenue, Marshall, Michigan 49068, on Tuesday, December 9, 2025, with Chair Erick Stewart presiding, the following action was taken:

**Whereas**, the Transportation Authority of Calhoun County (TACC) is required to comply with Title VI of the Federal Civil Rights Act of 1964 which states that: *No person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance;* and

**Whereas**, the policy addresses the required components including nondiscrimination, service equity, Limited English Proficiency (LEP), disparate impact, environmental justice, public involvement, and complaint procedures; and

**Whereas**, the Transportation Authority of Calhoun County, to remain in compliance with regulations, has adopted a Title VI Compliance Program covering the period 2025 through 2028, and which will be submitted to the appropriate state and federal agencies; and

**Now, Therefore**, be it resolved that the Transportation Authority of Calhoun County formally adopts version 1.0 of the Title VI policy.

**CERTIFICATE**

The undersigned duly qualified Board Secretary of the Transportation Authority of Calhoun County certifies the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the Transportation Authority of Calhoun County held on December 9, 2025.

\_\_\_\_\_

Signature

\_\_\_\_\_

Printed Name

\_\_\_\_\_

Title

\_\_\_\_\_

Date

## **Transportation Authority of Calhoun County Title VI Plan**

Agency Name: Transportation Authority of Calhoun County (TACC)

Effective Date: October 1, 2025

### **Plan Statement**

In compliance with Title VI of the Civil Rights Act of 1964, TACC operates all of its programs and provides public transportation services without regard to race, color, or national origin.

### **Title VI Coordinator Contact Information**

Transportation Authority of Calhoun County, Attn: Executive Director, 339 W Michigan Avenue, Battle Creek, MI 49037

### **Title VI Information Dissemination**

TACC is committed to ensuring that no person is excluded from participation in, or denied the benefits of its transit services on the basis of race, color, or national origin, as protected by Title VI in the Federal Transit Administration (FTA) Circular 4702.1B.

TACC has a published notice to the public that it complies with Title VI and instructions on how to file a discrimination complaint (Appendix B & C). This notice is displayed in TACC's revenue vehicles, administrative offices, and our downtown Bus Transfer shelters. The notice is also posted on TACC's website ([ridecalhoun.org](http://ridecalhoun.org)).

All employees are provided a copy of the Title VI Plan upon hire and/or update of the Title VI plan and are required to sign the Acknowledgement of Receipt (Appendix A).

### **Title VI Complaint Procedures**

Complaints for Title VI issues will be directed to the Executive Director (Appendix C).

Any person who believes they have been discriminated against on the basis of race, color, or national origin by the Transportation Authority of Calhoun County, may file a Title VI complaint by completing and submitting the agency's Title VI Complaint Form (Appendix D). TACC investigates complaints received no more than 180 days after the alleged incident. TACC will process complaints that are complete. Once the complaint is received, TACC will review it to determine if our office has jurisdiction. Within 7 days of receipt of the complaint, TACC will mail an

acknowledgement letter to the complainant informing them whether the complaint will be investigated by our office (Appendix E).

TACC will commence an investigation into the complaint within 7 days of the receipt of the complaint. If more information is needed to resolve the case, then TACC may contact the complainant. The complainant has 10 business days from the date of the letter to send requested information to the investigator assigned to the case. If the investigator is not contacted by the complainant or does not receive the additional information within the 10 business days, then TACC can administratively close the case. A case can also be administratively closed if the complainant no longer wishes to pursue their case. TACC will make every effort to respond back to the complainant in writing within 40 days of the receipt of the original complaint, if not sooner, as provided below.

After the investigator reviews the complaint, they will issue one of two letters to the complainant: a closure letter (Appendix F) or a letter of finding (LOF) (Appendix G). A closure letter summarizes the allegations and states that there was not a Title VI violation and that the case will be closed. An LOF summarizes the allegations and the interviews regarding the alleged incident, and explains whether any disciplinary action, additional training of the staff member, or other action will occur. If the complainant wishes to appeal the decision, they have 14 calendar days after the date of the letter or the LOF to do so.

### **Title VI Investigations, Complaints, or Lawsuits**

TACC maintains a list of all Title VI investigations, complaints, and/or lawsuits and results of each (Appendix H).

### **Public Participation and Community Outreach**

As an agency, TACC has made, or is making, the following public outreach efforts:

- Meetings of its advisory committees, consisting of persons with disabilities, senior citizens, low-income persons, and minorities, are routinely scheduled and noticed and open to the public with a public comment period provided.
- TACC continues to improve the accessibility of transit service information to minority populations and limited English proficient persons within our community. In furtherance of that effort, TACC provides all schedules and route information in Spanish.
- Opportunities for public hearings are provided to citizens to offer their input on proposed service changes, fare increases, and Federal and State applications.

- TACC participates at the Michigan Department of Transportation’s (MDOT) annual DBE Conference and Outreach.
- Opportunities for public participation through attendance and public comments at TACC board meetings are posted via public notice at our bus shelters at the Transportation Center, and on TACC’s Facebook page and website.
- Opportunity for public comments are provided with each Federal and State application for capital and/or operating assistance via publicized 30-day public comment period; notices in various publications; and a public hearing period with public comment during TACC Board meetings.

### **Limited English Proficiency (LEP) Plan**

TACC has developed this Limited English Proficiency (LEP) plan to help identify reasonable steps to provide language assistance for LEP persons seeking access to public transportation services as required by Executive Order 13166. An LEP person is one who does not speak English as their primary language and who has a limited ability to read, speak, write, or understand English.

This plan will identify procedures on how to identify a person who may need language assistance, the ways in which assistance may be provided, training staff, notification to LEP persons that assistance is available, and information for future plan updates.

In developing its plan, TACC used the requisite “four-factor” analysis to determine the extent of its obligation to provide LEP services. The LEP four-factor analysis considers the following:

1. The number or proportion of LEP persons eligible in the public transportation system’s service area who may be served or are likely to encounter a public transportation program, activity, or service;
2. The frequency with which LEP persons come in contact with TACC services;
3. The nature and importance of the program, activity, or service provided by TACC to the community; and
4. The resources available to TACC and overall cost to provide LEP assistance.

### **Four-Factor Analysis**

- 1. The number or proportion of LEP persons eligible in the public transportation system’s service area who may be served or likely to encounter a public transportation program, activity, or service.**

TACC examined 2020 Census data and determined that approximately 5,113 people within the Battle Creek urbanized area spoke a language other than English. 1,934 indicated that they spoke English less than “very well”. These 1,934 persons, however, represented roughly 4% of the total urbanized area population five years and older.

The Spanish language comprised the largest non-English speaking language group in the Battle Creek urbanized area. There were 2,520 (5.3%) persons identified as speaking Spanish. Of this group, 828 persons indicated that they spoke English less than “very well”.

The second largest group of non-English speaking language was the Asian and Pacific Island languages. There were 1,485 (3.1%) identified in this category. Of this combined group, 808 (54.4%) persons indicated they spoke English less than “very well”.

## **2. The frequency with which LEP persons come in contact with TACC services.**

TACC has not formally assessed the frequency with which LEP persons have or could possibly come in contact with a public transportation program, activity, or service. Rider surveys have been conducted periodically in the past, but have not included questions relating to a person’s ethnicity. Transportation staff (drivers and dispatchers) have reported very little contact with LEP persons in recent years. TACC estimates that less than five (5%) of the residents in the Battle Creek urbanized area use public transportation. It is unknown at this time how many LEP persons may be regular or infrequent users of public transportation in Battle Creek.

## **3. The nature and importance of the program, activity, or service provided by TACC to the community.**

The fixed route and demand-response services provided by TACC are important to persons living in the Battle Creek Urbanized Area and rural portions of Calhoun County, including the limited LEP community. TACC provides vital mobility and independence to persons who cannot drive and/or cannot afford a personal automobile.

## **4. The resources available to TACC and the overall costs to provide LEP assistance.**

TACC utilizes its available resources that could be used in providing LEP assistance. This includes identifying bilingual staff that could assist with

translation services, identifying which documents would be the most valuable to be translated when warranted by the need, inventorying organizations that TACC could partner with for outreach and translation services, and providing the appropriate level of staff training.

### **Department of Transportation (DOT) Guidelines**

The four-factor analysis helps to determine the “mix” of LEP services required. There are two main ways to provide language services:

- (a) **Oral** (Interpretation) either in person or via telephone interpretation services; and
- (b) **Written** (Translation), ranging from translation of an entire document to translation of a short description of the document

Some language services should be made available on an expedited basis, while in others the LEP person may be referred to another office for language assistance. Regardless of the methods(s) chosen, quality and accuracy of any language service is critical.

**Oral (Interpretation)** is the act of listening to something in one language and orally translating it into another language. Interpreters should demonstrate proficiency in and the ability to communicate information accurately in both English and in the other language; have knowledge in both languages and of any specialized terms or concepts peculiar to the public transportation program.

**Written (Translation)** is the replacement of a written text from one language into an equivalent written text in another language. The extent of a recipient’s obligation to provide written translations of documents is determined on a case-by-case basis, looking at the totality of the circumstance in light of the four-factor analysis.

*Safe Harbor: To help ensure with greater certainty that recipients comply with their obligations to provide written translations in languages other than English, Paragraphs (a) and (b) below outline the circumstances that can provide a “safe harbor” for recipients. That means, when a recipient provides written translations under these circumstances, such action will be considered strong evidence of compliance with written-translation obligations under Title VI.*

*The following will be considered strong evidence of compliance with the recipient’s written-translation obligations:*

- (a) The DOT recipient provides written translation of vital documents for each LEP language group that constitutes 5% or 1,000, whichever is less of the population of persons eligible to be served or likely to be effected or encountered. Translation of other documents, if needed, can be provided orally.*
- (b) If there are fewer than 50 persons in a language group that reaches the 5% trigger in (a), the recipient does not translate vital written materials but provides written notice in the primary language of the LEP language group of the right to receive competent oral interpretation of those written materials, free of cost.*

The Safe Harbor provisions apply to the translation of written documents. Besides accounting for LEP population figures, a decision to provide written translation of materials must also be based on a cost/benefit analysis, taking into account the level of contact that a transit system has with LEP persons, as well as the potential costs associated with providing translated materials.

### **TACC LEP PLAN**

Based upon the four-factor analysis above, and in consideration of the Department of Justice (DOJ) guidance, TACC has developed the following plan to improve the accessibility of public transportation services in the Battle Creek Urbanized Area to the Spanish-speaking community. TACC recognizes the significant growth of the Hispanic population that has taken place in the community in the past 10 years. As such, TACC believes that it is important to provide written transit service information to those LEP persons in the Hispanic community to better enable them to utilize public transportation services.

### **Identification of LEP Persons Needing Assistance**

TACC recognizes that the most likely LEP group to be encountered in the service area is the Spanish-speaking population. As such, TACC will undertake the following activities to help identify LEP persons needing language assistance:

- Work with community organizations that interact with Spanish-speaking LEP persons.
- Keep records of interactions with members of the public at Transit meetings. The language of any LEP person in attendance can be included as part of the record, helping to determine future LEP improvements.
- Have the Census Bureau's "I Speak Cards" at Transit public meetings and TACC offices. While TACC staff may not be able to provide translation assistance, the cards are a tool to identify language needs at future meetings and staff interaction with customers.

- Encourage drivers, dispatchers, and other front line employees to inform supervisors of any difficulties or suggestions regarding their interaction(s) with LEP persons.

### **Language Assistance Measures**

TACC will assess available resources that could be used for providing LEP assistance. This may include:

- Printing service and schedule information, i.e. bus schedules, rider's guide, in Spanish
- Identify community organizations that could partner with TACC for outreach and translation efforts
- Using "I Speak" cards at Transit public meetings and at TACC offices
- Utilizing bilingual staff when appropriate and available to assist with translation needs
- Providing service information in languages other than English on TACC's website

### **Staff Training**

TACC staff will be provided with the LEP Plan and educated on procedures to follow. This information will also be part of TACC staff orientation process for new employees. Training topics are listed below:

- Understanding the Title VI policy and LEP responsibilities
- Language assistance services offered by TACC
- Documentation of language assistance requests
- Procedures for handling Title VI and/or LEP complaints

### **Providing Notice to LEP Persons**

Census data indicates the primary LEP population to be Hispanic in the Battle Creek urbanized area. TACC may utilize the following for notifying Hispanic LEP persons:

- Signs will be posted in customer service areas and on buses
- Staff will contact community organizations that work with Spanish-speaking LEP persons to inform them of public transportation services
- Key printed materials, including bus schedules and maps, will be translated into Spanish and made available at the Transportation Center, TACC offices, and onboard buses
- Post a notice of language assistance services on TACC's website
- Language assistance may be provided in other languages if warranted by the LEP population in the area and the costs of providing language assistance

## **Monitoring & Updating LEP Plan**

This plan is designed to be flexible and one that can be easily updated as circumstances and the need by LEP persons for language assistance changes. Periodic monitoring of language assistance measures that could be implemented will help TACC to determine if assistance is being provided in the best manner. At a minimum, each LEP Plan update should examine components such as:

- How many LEP persons utilize public transit services?
- Were their transportation needs met?
- What is the LEP population in TACC's service area?
- Has there been a change in the types of languages where translation services are needed?
- Have TACC's available resources, such as technology, staff, and financial costs changed?

TACC will update the LEP Plan every three years as part of its overall Title VI Plan update requirements. An integral component of updating the LEP Plan will be consulting with community organizations representing Hispanic LEP persons. TACC will also obtain feedback from staff to assess their interactions with LEP persons and determine whether changes to the LEP Plan are warranted. This plan was last reviewed and updated in October, 2025 and will be updated in three years using the current year ACS data. TACC will reassess whether new documents, programs, services, or activities need to be made accessible for LEP persons, and provide notice of any changes.

## **Dissemination of TACC's LEP Plan**

TACC's LEP Plan will be made available to the public in a number of ways.

- Posted on TACC's website
- On file at TACC's administrative offices
- Provided to community organizations that work with the Spanish-speaking community
- Provided to individuals upon request, including a translated version if needed

Any questions or comments regarding this plan should be directed to TACC's Title VI Coordinator:

Executive Director

Transportation Authority of Calhoun County

339 West Michigan Avenue

Battle Creek, MI 49037

Our LEP and Title VI policy are also available on our website at [www.ridecalhoun.org](http://www.ridecalhoun.org).

### **Transit-Related, Non-Elected Boards**

TACC has one transit-related, non-elected Local Advisory Council (LAC) and one transit-related, non-elected Local Coordination Committee (LCC). Members are appointed by the TACC Board. Memberships on both currently meet the minimum number of members as provided in the by-laws of both boards. If the membership of either committee drops below the established minimum number of members, TACC will encourage committee members to reach out within their community and other organizational affiliations for new membership seeking more racial diversity in new appointments. Additionally, TACC will reach out to the general public through various newspaper advertisements and correspondence with local minority churches and related groups.

<b>Race</b>	<b>LAC</b>	<b>LCC</b>
Caucasian	3	7
African American	1	1
Latino	0	0
Asian American	0	0

### **Sub-recipients**

TACC does not have any sub-recipients as it relates to Federal financial assistance.

### **Facility Improvements**

TACC has not constructed any vehicle storage, maintenance, or operation center-type facilities since our last approved submission, however, should construction or improvements occur a Title VI Equity Analysis will be conducted.

### **System Wide Standards and Policies**

TACC has adopted system-wide service standards for its fixed route and demand-response services. These standards – summarized below – were developed and implemented to better help TACC in its goal of achieving equity among all transit customers in service design and operations decisions.

#### **1. Vehicle Load Standards**

TACC does not currently operate additional transportation modes (express, B.R.T., van pool, etc.) aside from its hourly fixed-route, paratransit, and demand-response services. Factors used to determine maximum load factors include the following:

- Current and expected fixed route ridership counts
- Expected standing time during the hourly fixed route headways
- The number of passengers entry/exit doors available per vehicle category
- Internal movement for boarding/alighting passengers, particularly with single-door vehicles

For TACC, the average of all loads during peak or off-peak operation should not exceed the vehicles' achievable capacities, which are: 47 passengers for eight 35' Gillig Low Floor buses, 50 passengers for two 40' Gillig Low Floor buses.

This data is additionally expressed in tabular format below:

<b>Fixed Route Vehicle Type</b>	<b>Seated</b>	<b>Standing</b>	<b>Total</b>	<b>Maximum Load Factor</b>
35' Gillig, Low Floor, DD	32	10	47	1.46
40' Gillig, Low Floor, DD	40	10	50	1.25

Note: SD = Single Door DD = Double Door

## 2. Vehicle Headway Standards

For TACC, weekday service operates on eight (8) fixed routes. Three (3) of these routes operate every 60 minutes (50-55 minutes on-route, 5-10 minutes transfer time), and five (5) of these routes operate every 30 minutes (approximately 23-25 minutes on the route, 5-10 minutes transfer time). Weekday service begins at 5:15 a.m. and continues until 3:45 p.m.

Fixed route planning and scheduling involves consideration of a number of factors, including but not limited to: transit/pedestrian friendly streets, density of transit-dependent population and activities, and the relationship to the TACC ridership study.

## 3. On-time Performance

In keeping with industry standards, TACC considers a fixed route vehicle on time if it arrives at a bus stop no more than one (1) minute early and departs no more than five (5) minutes late. The on-time performance definition for demand-response service is the arrival of the vehicle for pickup within the pre-arranged 30-minute window to time.

The on-time performance rate for TACC fixed routes is tracked by the number of complaints. We estimate during optimal driving conditions, fixed route on-time

performance is 90% or better. Scheduling software allows TACC to record, monitor, and tabulate on-time demand-response performance. TACC demand-response service is 90% or better.

#### **4. Service Availability**

TACC's service area includes the cities of Battle Creek, Springfield, Marshall, and Albion. TACC's service area is approximately 90 square miles with a population of nearly 90,000 people. TACC operates eight (8) bus routes and complimentary ADA paratransit service as well as demand response service for senior citizens, persons with disabilities, as well as the general public.

Transit service design standards have been established using population density as a criterion. This is not to suggest that these standards are set in stone. Consideration was also given to generators, employment concentrations, and other factors when designing transit services.

A review of TACC's service area demographics, major destinations, travel patterns and budget constraints indicate that a radial hub and spoke system is currently the most effective. This is due to 1) the geography of the community; 2) the relative low densities beyond the urban core; and, 3) the dispersed location of major generators. Future plans include transition to bidirectional routes on major corridors.

### **Service Policies – Vehicle Assignment & Transit Amenities**

#### **1. Transit Amenities**

TACC utilizes the following criteria for placement or installation of transit amenities:

- Availability of funding from Federal, State, or local government, or through partnerships with the public
- Number of passengers using a bus stop, or expected to benefit from the enhancement
- Community input or suggestion
- Proximity to commercial, medical, or residential areas, or existing, accessible sidewalks
- Proximity to inbound/outbound portions of a route, or transfer points to other fixed routes

- Space or property availability for amenity construction—whether within the public right-of-way or through private property legal agreements
- The physical suitability of placement
- Overall safety and ease of accessibility

TACC believes the most successful public transit improvements are those that fulfill an important community need. Providing an amenity that is in demand by passengers can lead to successful implementation. It remains important as well to consider potential passengers and the amenities that are important to them.

Additionally, in the planning and placement of transit amenities, careful consideration and review will always be followed to ensure that all citizens receive equal consideration and experience full participation and benefit without regard to minority and/or low income status.

## **2. Vehicle Assignment**

TACC has guidelines in place regarding the assignment of buses to its fixed routes. As a small urban transit system, daily service-vehicle deployments are made from one centrally-located operations and bus storage facility. Therefore, the assignment and distribution of the vehicle fleet among dispersed locations is not warranted. All service vehicles provide similar passenger accommodations and amenities—including wheelchair ramps and air-conditioning. All of our fixed route fleet is low-floor buses, and all are double door buses. Vehicle assignments are based on route ridership. This philosophy is implemented as much as possible however due to our small fleet size and the required low spare ratio, all of our vehicles are rotated through all routes based on availability due to maintenance requirements.

# Employee Acknowledgement of Receipt of Title VI Plan

Appendix A

I have reviewed and received a copy of the Transportation Authority of Calhoun County's:

- Civil Rights Title VI policy
- Limited English Proficiency (LEP) policy
- Title VI Complaint procedures process

I have had an opportunity to discuss and ask questions on the information covered.

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

## Public Notice of Rights Under Title VI

Appendix B

- In compliance with Title VI of the Civil Rights Act of 1964, the Transportation Authority of Calhoun County (TACC) operates all of its programs and provides public transportation services without regard to race, color, or national origin. Any person who believes they have been aggrieved by any unlawful discriminatory practice under Title VI may file a written complaint with the Transportation Authority of Calhoun County.
- For more information on TACC's civil rights program, and the procedures to file a complaint, contact TACC Customer Service at 269-966-3474; email to [mavis@ridecalhoun.org](mailto:mavis@ridecalhoun.org); or visit our administrative office at 339 W Michigan Avenue, Battle Creek, MI 49037. For more information, visit our website at: [www.ridecalhoun.org](http://www.ridecalhoun.org)
- A complainant may file a complaint directly with the Federal Transit Administration by filing a complaint with the Office of Civil Rights, Attention: Title VI Program Coordinator, East Building, 5<sup>th</sup> Floor – TCR, 1200 New Jersey Avenue, SE, Washington, DC 20590.
- If information is needed in another language, please contact 269-966-3474.
- Si se necesita información en otro idioma, por favor llame 269-966-3474.

NOTE: This Public Notice is posted at the following location: TACC's revenue vehicles; TACC administrative offices; and downtown Bus Transfer shelters. The notice is also posted on TACC's website, [www.ridecalhoun.org](http://www.ridecalhoun.org).

**Transportation Authority of Calhoun County**  
**Title VI Complaint Procedure**

Appendix C

Any person who believes they have been discriminated against on the basis of race, color, or national origin by the Transportation Authority of Calhoun County, “Ride Calhoun” (hereinafter referred to as TACC) may file a Title VI complaint by completing and submitting the agency’s Title VI Complain Form. The Transportation Authority of Calhoun County investigates complaints received no more than 180 days after the alleged incident. TACC will process complaints that are complete.

Once the complaint is received, TACC will review it to determine if our office has jurisdiction. Within 7 days of receipt of the complaint, TACC will mail an acknowledgement letter to the complainant informing them whether the complaint will be investigated by our office.

TACC will commence an investigation into the complaint within 7 days of the receipt of the complaint. If more information is needed to resolve the case, then TACC may contact the complainant. The complainant has 10 business days from the date of the letter to send requested information to the investigator assigned to the case. If the investigator is not contacted by the complainant or does not receive the additional information within the 10 business days, then TACC can administratively close the case. A case can also be administratively closed if the complainant no longer wishes to pursue their case. TACC will make every effort to respond back to the complainant in writing within 40 days of the receipt of the original complaint, if not sooner, as provided below.

After the investigator reviews the complaint, they will issue one of two letters to the complainant: a closure letter or a letter of finding (LOF). A closure letter summarizes the allegation and states that there was not a Title VI violation and that the case will be closed. An LOF summarizes the allegation and the interviews regarding the alleged incident, and explains whether any disciplinary action, additional training of the staff member or other action will occur. If the complainant wishes to appeal the decision, they have 14 calendar days after the date of the letter or the LOF to do so.

In addition to the above complaint procedure, a person may also file a complaint directly with the Federal Transit Administration, at FTA Office of Civil Rights, 1200 New Jersey Avenue SE, Washington, DC 20590. The complaint must be filed within 180 days of the alleged discrimination.

If information is needed in another language, then contact 269-966-3474.  
Si se necesita información en otro idioma, por favor llame 269-966-3474.

**Transportation Authority of Calhoun County**  
**Title VI Complaint Form**

Appendix D

The following information is necessary to assist us in processing and investigating your complaint. If you require assistance in completing this form, then please contact the Title VI Coordinator at (269) 966-3588.

**Section I:**

Name: \_\_\_\_\_ Telephone No.: (\_\_\_\_) \_\_\_\_\_  
Address: \_\_\_\_\_ Alt. Tele. No.: (\_\_\_\_) \_\_\_\_\_  
City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_  
Electronic Mail (email) address: \_\_\_\_\_

**Section II:**

Are you filing this complaint on your own behalf?  Yes\*  No  
\*If you answered "yes" to this question, then skip to Section III.

If not, then please supply the name and relationship of the person for whom you are complaining: \_\_\_\_\_

Please explain why you have filed for a third party: \_\_\_\_\_  
\_\_\_\_\_

Please confirm that you have obtained the permission of the aggrieved party if you are filing on behalf of a third party  Yes  No

**Section III:**

Name of the agency complaint is against: \_\_\_\_\_  
Contact person: \_\_\_\_\_  
Title: \_\_\_\_\_ Telephone Number: \_\_\_\_\_

**Section IV**

Which of the following best describes the reason you believe the alleged discrimination was based on? (Check all that apply)  
 Race  Color  National Origin

Date of Alleged Discrimination (month/day/year): \_\_\_\_\_

Witnesses to alleged discrimination:

Name: \_\_\_\_\_ Contact Info.: \_\_\_\_\_  
Name: \_\_\_\_\_ Contact Info.: \_\_\_\_\_

Explain as clearly as possible what happened and how you believe you were discriminated against. Describe all persons who were involved, and provide the names and title of all TACC employees involved, if possible. Be sure to include the names and contact information of any witnesses. If more space is needed, then please use the back of the form.

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**Section V:**

Have you filed this complaint with any other Federal, State, or local agency; or with any Federal or State court?  Yes  No

If yes, check all that apply:

Federal agency  Federal court  State agency  State court  Local agency

Please provide information about a contact person at the agency/court where the complaint was filed.

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

City, State, and Zip Code: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

You may attach any written materials or other information that you think is relevant to your complaint. I affirm that I have read the above charge and that it is true to the best of my knowledge, information and belief.

Signature and date required below:

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Date**

**Please submit this form in person at the address below or mail this form to:**

**Title VI Coordinator  
Transportation Authority of Calhoun County  
339 West Michigan Avenue  
Battle Creek, MI 49037-2313**

Date Received: _____
Received By: _____

# Sample Letter of Acknowledgement

Appendix E

Today's date

Ms. Jane Doe  
1234 Main Street  
Battle Creek, MI 49015

Dear Ms. Doe:

This letter is to acknowledge receipt of your complaint against the Transportation Authority of Calhoun County alleging

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An investigation will begin shortly. If you have additional information you wish to convey, or questions regarding this matter, please feel free to contact me directly at (269) 966-3588, my mail at Transportation Authority of Calhoun County, 339 W. Michigan Avenue, Battle Creek, MI 49037, or via email at [mavis@ridecalhoun.org](mailto:mavis@ridecalhoun.org).

Sincerely,

Mallory Avis  
Title VI Coordinator &  
Executive Director

## Sample Letter of Closure

Appendix F

Today's date

Ms. Jane Doe  
1234 Main Street  
Battle Creek, MI 49015

Dear Ms. Doe:

This matter referenced in your complaint of \_\_\_\_\_ (date) against the Transportation Authority of Calhoun County (TACC) alleging \_\_\_\_\_ has been investigated.

The results of the investigation did not indicate that the provisions of Title VI of the Civil Rights Acts of 1964, had in fact been violated. As you know, Title VI prohibits discrimination based on race, color, or national origin in any program receiving federal financial assistance.

TACC has analyzed the materials and facts pertaining to your case for evidence of TACC's failure to comply with any of the civil rights laws. There was no evidence found that any of these laws have been violated.

I, therefore, advise you that your complaint has not been substantiated, and that I am closing this matter in our files.

You have the right to; 1) appeal within 14 calendar days of receipt of this final written decision from TACC, and/or 2) file a complaint externally with the U.S. Department of Transportation and/or the Federal Transit Administration at

Federal Transit Administration Office of Civil Rights  
Attention: Title VI Program Coordinator  
East Building, 5<sup>th</sup> Floor – TCR  
1200 New Jersey Avenue SE  
Washington, DC 20590

Thank you for taking the time to contact us. If I can be of assistance in the future, do not hesitate to contact me at (269) 966-3588, by mail at Transportation Authority of Calhoun County, 339 W. Michigan Avenue, Battle Creek, MI 49037, or via email at [mavis@ridecalhoun.org](mailto:mavis@ridecalhoun.org).

Sincerely,

Mallory Avis  
Title VI Coordinator &  
Executive Director

## Sample Letter of Finding (Substantiated)

Appendix G

Today's date

Ms. Jane Doe  
1234 Main Street  
Battle Creek, MI 49015

Dear Ms. Doe:

The matter referenced in your letter of \_\_\_\_\_ (date) against the Transportation Authority of Calhoun County (TACC) alleging Title VI violation has been investigated.

(An/Several) apparent violation(s) of Title VI of the Civil Rights Act of 1964, including those mentioned in your letter (was/were) identified. Efforts are underway to correct these deficiencies.

Thank you for calling this important matter to our attention. You were extremely helpful during our review of the program. *(If a hearing is requested, the following sentence may be appropriate.)* You may be hearing from this office, or from federal authorities, if your service should be needed during the administrative hearing process.

Sincerely,

Mallory Avis  
Title VI Coordinator &  
Executive Director

## List of Complaints, Investigations and Lawsuits

Appendix H
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TACC has not received any complaints since the last Title VI update therefore there have been no investigations completed and no lawsuits.

	<u>Date</u> M/D/YY	<u>Summary</u> i.e. Race, Color, or National Origin	<u>Status</u>	<u>Action Taken</u>
<b>Complaints:</b>				
<b>Investigations:</b>				
<b>Lawsuits:</b>				