

# TheRide: Board of Directors' Retreat

**Wednesday, May 20, 2015**

Hilton Garden Inn, 1401 Briarwood Circle Ann Arbor MI  
9:00 a.m. – 3:00 p.m.

## **Documents provided in advance:**

1. Summary of thematic findings extracted from Board of Directors' interviews
  2. Presentation on 5-year Transit Improvement Program (service expansion)
  3. Presentation on planned Ypsilanti Transit Center improvements
  4. Presentation on proposed Space Planning project
  5. Presentation summarizing R&D projects

**Regular Board business**      **Charles Griffith**      **9:00 a.m.**  
*Including public participation*

## Welcome and introductions      **Kerry Sheldon**      9:20 a.m.

Share findings identified through pre-session interviews and survey; review agenda

- Discuss housekeeping items and session norms
  - Engage in round of introductions
  - Desired outcomes for this retreat: (1) To begin the conversation around key priorities that will inform TheRide's budgeting process and ensure successful implementation of the service expansion; and (2) To engage in open, collaborative action-planning around a core set of promising longer-term R&D projects such that the Board and staff are aligned with regard to next steps.

**Colleague connection**      **All, at tables**      **9:45 a.m.**

Share two things that are true, and one thing that is not, with your colleagues. Guess which is which!

**Operational context**      **Bob Guenzel, TheRide staff**      **10:05 a.m.**

Bob and staff will verbally highlight key elements of the presentations that were shared in advance regarding the service expansion, overall fiscal overview, and major projects that will require TheRide's attention and resources in the near term. Questions are welcome!

Principles into practice All. at tables 10:25 a.m.

At your tables, please discuss:

- With these operational and capital demands in mind, what specific principles would you propose to guide staff's prioritization process with regard to the budget? In other words, what are the outcomes that you would find most compelling when considering whether to pursue any given project?

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**Report-out**                           **All, with Kerry facilitating**                   **11:00 a.m.**  
A scribe from each table will share the highlights of their discussion. We'll identify themes where we find agreement, and explore the areas where more discussion is indicated.

Future focus: R&D      Kerry, All      12:15 p.m.

Now we'll turn our attention to the R&D projects that are more longer-term and less under TheRide's direct control. The main ones to address include:

- |                                |                      |
|--------------------------------|----------------------|
| A. The Connector               | Eli Cooper, Sue Gott |
| B. North-South, East-West rail | Larry Krieg          |
| C. Reimagine Washtenaw         | Chris White          |
| D. Park & Ride strategy        | Chris White          |

Presenters will share a brief (5-10 min.), refresher of the key elements of each project, after which each table will engage in discussion around the following topics:

1. Articulate the key benefits of each of these projects in supporting or advancing TheRide's two core values of Customer Service and Sustainability.
  2. If you were to rank these projects according to the quality/quantity of their benefits as described above, which would you place the highest priority upon?
  3. What is the best role for TheRide to play in this project?

**Report-out**                                   **All, with Kerry facilitating**                   **1:45 p.m.**  
A scribe from each table will share the highlights of their discussion. We'll identify themes where we find agreement, and explore the areas where more discussion is indicated.

**Summary and next steps**      **Kerry, All**      **2:15 p.m.**  
Given what we've discussed and decided, how do we need to organize ourselves for the work ahead? Are any changes to TheRide's committee structure indicated? What other adjustments, or assignments, need to be made?

**Appreciations (optional)** All 2:45 p.m.

## **Evaluations and adjourn**      All      3:00 p.m.

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## Ann Arbor Area Transportation Authority

*Board of Directors' retreat, May 2015*

Thematic Summary of Board Interviews

### Organizational strengths

- Professional, hard-working, deeply knowledgeable and competent staff
- Operationally effective; well-run organization
- Balance between short-term execution and long-term vision
- Strong community support; reflective of community values
- Collegial, diverse, committed Board of Directors

### Core values; “the things we’re most proud of”

1. **Customer service:** Serving the community, with particular attention to those who rely on transit as their primary means of mobility, while simultaneously positioning TheRide to attract more, new customers who choose to use transit for convenience, sustainability, and other reasons
2. **Sustainability:** Improving sustainability on several levels (through operational decisions and community-wide carbon emissions reduction)



### Promising opportunities

- First priority is to deliver on the service expansion; the complexity and importance of doing so cannot be overstated
- Also strong interest in R&D projects: Connector, EW/NS Rail, Relimagine Washtenaw, etc.
- Philosophically, interested in making transit the “no-brainer” option throughout the community; must maintain relevance and prepare to move beyond buses
- Need to position the organization correctly – onboarding the new CEO, engaging in thoughtful succession planning, preparing for the millage renewal

## **Ann Arbor Area Transportation Authority**

*Board of Directors' retreat, May 2015*

Thematic Summary of Board Interviews

### **Advice for the retreat**

- Be very deliberate about limiting staff presentations; stay high-level; share as much information in advance as possible to accelerate our progress
- Avoid consultant jargon and opining
- Keep it relaxed and informal; set things up so real discussions are possible
- Manage the conversation so everyone has an opportunity to participate
- Don't waste time; drive toward outcomes and decisions
- Ensure that the ultimate outcomes are helpful and not limiting to the new CEO
- Organize the time around:
  - What are the major moving parts we need to know and understand about the 5-year service expansion?
  - How can we clarify and articulate the Board's expectations around the organization's priorities, such that staff are supported with helpful direction
  - Taking time to engage in a more conceptual exploration of R&D projects: what is TheRide's role in these projects? What level of commitment do we have to advancing them? Who are our partners?

# FY2016 Outlook

a strategic overview of local,  
county, and regional priorities



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Good morning!

Thank you for taking the time to spend with your fellow board members, and with our Senior Staff.

We are looking forward to your discussion and guidance today.

To set the stage for the Board's conversation at the retreat, we are sharing a strategic overview of 2015 and beyond. We have a number of projects and investments underway.

# Job 1

Provide accessible, reliable, safe, environmentally responsible, and cost-effective **public transportation** options for the benefit of the Ann Arbor Area Community.



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To start...We exist to get people where they need to go.

Underlying everything we do is service to **our customers and our communities.**

We strive to

- Provide a truly **accessible** system for all our riders and the Ann Arbor Area
- Deliver a well-run, **reliable** schedule to the best of our abilities
- Ensure **Safety** and a secure environment
- Provide an **environmentally responsible** way to travel (automotive emissions are responsible for anywhere between 50 and 90 percent of air pollution.)
- And do all of this **cost-effectively** and responsibly for our riders and community.

This is the core of our business. We strive to offer the highest levels of customer service for our riders and community.

# Family of Services



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We serve a variety of individuals who use transit for many different reasons.

This means we have a variety of services and amenities

**Fixed Route** serves everyone with comprehensive service throughout the Ann Arbor and Ypsilanti Area and more frequent service as transit corridors. When we have over a certain threshold of riders at a stop, we add amenities, preferably working with partners

**ARide** ensures that those that are unable to ride fixed route services because of a disability.

In addition to that we have **NightRide** and **HolidayRide** that extends service to our customers around the clock.

**ArtFair and FootballRide** are key to transportation demand management around major community events, serving both our community and visitors.

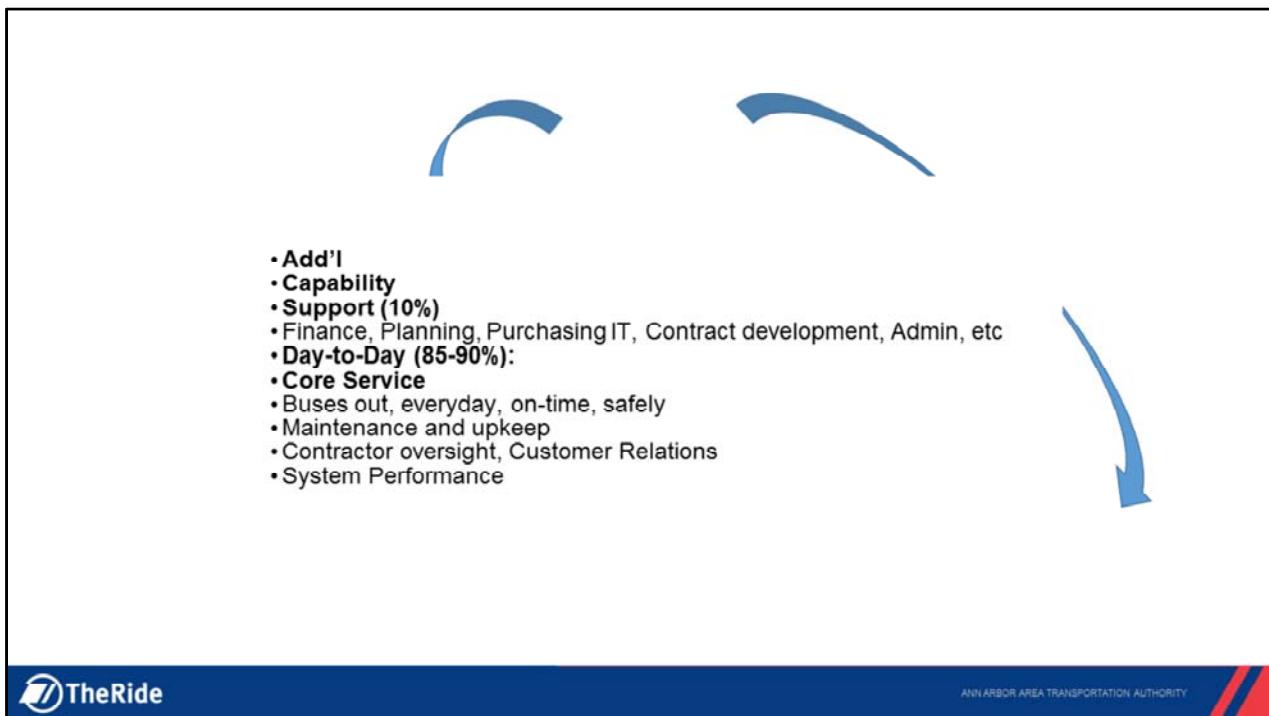
**ExpressRide** brings in workers to Ann Arbor's downtown and major work centers, reducing air pollution and reducing the need for parking.

**AirRide** is a key resource for the region, bringing residents and visitors to Detroit Metro Airport.

**MyRide** extends access to workers and people with disabilities using federal grants through public and private carriers.

Our customers are our core business and our primary focus. These services are the first items on our work plan— we have and will continue to do an excellent job serving our customers and communities.

I'll now move to an overview of what's coming up that we are doing to maintain, improve, and enhance service to our customers and our community.



Here is one view of how the organization's resources are allocated. Smart resource allocation is crucial, especially as we undertake the biggest improvements in service in TheRide's history this coming fiscal year.

Our service, value, and core business is built on the hard work and dedication of our employees.

The vast majority of our resources, human and capital, are dedicated to getting and keeping service on the street for our customers day after day.

This core business requires the **support** of the rest of staff— maintaining the budget, keeping materials coming in, planning future adjustments, hiring and training, etc.

We truly value the future, and expanding the authority's ability to meet its mission to the community— but it is done in balance with our core responsibilities. It takes focus and prioritization to do it right.

As we add capabilities, they improve and/or **or add** to our core and support service.

You will see that 2016 will be a year where we, after many years of investment and planning, will expand our capabilities immensely, which in turn, requires a building up of our core and support services. This will be our major focus—getting our service and support working optimally for our customers.

## Finishing 2015 with excellence

- 5YTIP: Year 2 rollout begins Aug 23 (later weekend service!); gearing up for Year 3
- Triennial Review
- ARide
- CAD/AVL
- Purchasing Maintenance Software
- MRide



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Before 2016 begins, our major project is to get the second year of the **Five Year Transit Improvement Program** rolling and prepare for year 3.

We've got new drivers in training, are prepping buses, and gearing up communications as we speak.

This is our major focus. It is imperative that we get this right for our customers and community. We have many promises that we've made and are 100% committed to meet.

We just completed the **FTA Triennial Review** earlier in May— I'd like to congratulate staff for ensuring this was a smooth review— and commend them for their hard work and commitment to excellence.

Staff are also hard at work with

- The new ARide service, both in house and with the new contractor
- Major software and hardware installations
- And ramping up discussions with UM

# 2016



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2016 will be one of the biggest, most intense, and important years in TheRide's history.

2016 will be a year dedicated to:

- delivering on the 5YTIP promises we've made to our riders and communities,
- investing in our services and technological infrastructures,
- and striving, as always to ensure the highest levels of customer service.

# Delivering 5YTIP Year 3's major route network restructure



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The service changes planned for May will mean that thousands of residents will have access to quicker, more direct, and more frequent service to more places. It is a tremendous leap forward for this community.

That being said, it will be the organization's largest undertaking since TheRide introduced fixed route service in 1979. Bar none. It fundamentally alters our core service and delivery.

In addition to hiring, training, re-training dozens of drivers; the additional buses and times served require significant adjustments, hiring, and training in the maintenance area.

We will be taking in dozens of buses and incorporating them into the fleet.

We will be finalizing major agreements with partners.

We will be perfecting each route, each turn, each bus stop.

And, we will be communicating to riders and communities about how service is being transformed– and how it will affect **them**.

# Rehauling and advancing foundational technology: CAD/AVL ITS system



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At the same time, we will be continuing to implement the new CAD/AVL with each of our new buses, with paratransit—and completing the transition from our old system to the new one. This touches each bus and the core of our service delivery. We have to get it right. When we do, it will be another leap forward for our operations' capabilities and customers ability to get highly-desired service information.

An updated system will streamline and transform our abilities to communicate our customers, improve real time information and web apps, and is a prerequisite and major component of Transit Signal Priority.

# A-Ride



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As I said earlier, ARide will be a key effort in 2015, but it will extend into 2016. We will be learning a lot this May and over the next few months, and will be preparing a long-term proposal for this service by December.

As for customers, 5YTIP improvements will expand services for seniors and people with a disability along with the Fixed Route FYTIP changes in service hours and geography. The new ITS system will enable better booking, tracking, and communications with drivers and customers.

# Space Needs

## YTC

## Bus procurement



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I would like to highlight a few more key elements of 2016, particularly that involve capital.

**Space needs:** With many, many more buses and drivers, we are seeing that we are running into some critical space needs at 2700. While we don't have all the answers, it will be crucial to develop short and long-term plans. We need to start this in earnest now, to ensure that we are strategically positioned for success and fulfillment of our mission in 2016.

The Ypsilanti Transit Center rehabilitation will also be a focus with many more customers and buses coming through; and a need to address perception of safety.

We will continue order buses in 2017, 2018, and 2019. Staff are actively researching several technologies and configurations that will help the authority achieve its promises to voters while adhering to our Environmentally-responsible and Cost-effective missions.

# RTA



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The RTA is launching its planning efforts in earnest, hoping for Alternatives and Scenarios by early fall, and a final plan by early winter. They target November 2016 for a regional referendum.

We are working closely with the RTA as they develop. Formal committee structures have been developed, and we have allocated limited and appropriate staff time to ensure their messaging and their plans will be appropriate and responsive to local needs. Their first major outreach, introducing themselves and their process, is scheduled for Monday the 18th in Washtenaw County.

We hope to have the RTA in front of you at one of our June meetings so that you, and Matt Carpenter can deliberate with them in more detail.

# Millage Years 6-10



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Staff anticipate that planning and strategy efforts regarding the first millage renewal will increase significantly after the May services are launched.

# Research, Development, and Partnerships



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While the organization's absolute focus must be on getting service expansion right, staff will be coordinating with partners on

- the Connector,
- Park and Rides
- working out next steps with rail, and
- preparing for our 2017 BRT/Transit Signal Priority study.

## Strategic Topics for 2016

- Capital Needs and How to Prioritize
- Local Partnerships and Service Development



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### **Guiding Principles for Developing a Budget that Addresses Capital, Operating Needs**

TheRide will be spending the next several years implementing the Five Year Transit Improvement Plan in the member communities of Ann Arbor, Ypsilanti, and Ypsilanti Township and contracting communities. However, other transit needs and desires remain in the Urban Core, Washtenaw County, and the region. How will we as an agency approach this?

### **Regional Relationships**

RTA will start to address regional planning, funding, and coordination this year in earnest. How do we want to position ourselves?

Before we get there, strategically, we must look beyond 2015.

# Looking Further Ahead...



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Here are a few key considerations that I would like to bring to your attention.

# 2017

- FYTIP Year 4 Implementation
- 2<sup>nd</sup> Bus Delivery (incl. 3 Alt-propulsion vehicles)
- Operations Management System and Business Intelligence Software (programmed capital funds)
- Prep for millage renewal
- Negotiate Labor Agreement
- Relimagine Washtenaw BRT Study- Transit Signal Priority(capital funds programmed)
- RTA millage (November 2016, FY2017)



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In 2017

We'll be implementing the last of the 5YTIP improvements, highlighted by increased service frequency on route #6, an ExpressRide between Ypsilanti, and if possible, Belleville, to Ann Arbor; and other frequency improvements, new service in Pittsfield and Saline. We will continue to receive new and replacement buses from another tentatively planned order of buses.

We will be preparing for our millage renewal.

The 5-year labor contract with our union, the TWU, will also need to be renegotiated.

Hopefully, we can also bring Transit Signal Priority to fruition with local partners. The investment in the Fixed Route Advanced Operating System in 2016 is a key prerequisite on our part.

Along with Transit Signal Priority, a Bus Rapid Transit Study, would formalize our current superstop and incremental improvements on Washtenaw Avenue.

# 2018/19

- *Renewal millage*
- *FTA Triennial Review (2018)*
- *3rd Bus Delivery and Acceptance (tbd)*



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Finally, though it's a long way out, we look to 2018 and 2019....

We will be implementing, monitoring and improving service over the next couple years and hope that the voters of the community will again approve funding to maintain these improvements in a renewal millage. It is imperative that we do an excellent job today and everyday.

We will also see another Triennial Review in 2018 and another order of replacement buses in both 2018 and 2019.

# In conclusion



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It's been a thrilling year and I am so proud to have worked with staff, our board, and our advocates to deliver excellent service day in and day out and to improve service that will offer tremendous benefit to our riders, future riders, and communities. Matt, you've got a great organization to lead.

2015 and 2016 will continue to be busy, full years. I look forward to the discussions today as you look ahead strategically, together.

# Ypsilanti Transportation Center Building and Waiting Area Renovation Program – Draft May 2015

## Program Goal:

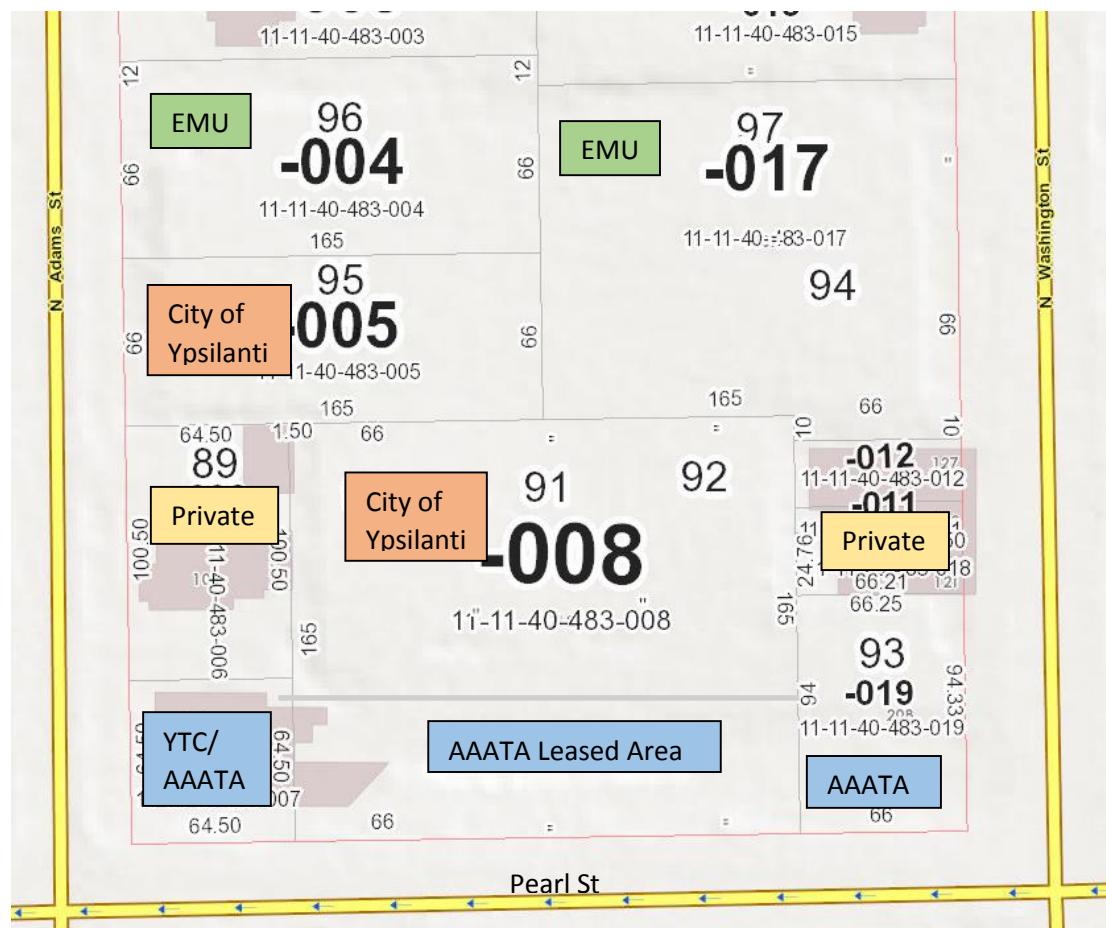
The YTC was originally constructed in 1993, and is eligible for federal capital funds for rehabilitation. The Ride will rehabilitate the Ypsilanti Transit Center in the summer of 2016 in order to better serve our community:

- extend the useful life of the facility commensurate with monetary investment
  - meet the increased capacity, service levels, operations, and ridership levels to benefit our customers
  - enhance the aesthetic and community character for a greater customer experience

## Background:

TheRide's Ypsilanti Transit Center (YTC) is a unique and valuable community asset located on Pearl Street, one block north of Michigan Avenue. The YTC is located within a historic district and the property is zoned "Center". This zoning is a mixed use district allowing for residential, commercial, and institutional land uses.

AAATA owns two parcels both corner properties, the first at Pearl and N. Washington Street, and the second at Pearl and N. Adams Street. AAATA also leases the some of the property connecting these two parcels. The lease is a long term governmental lease between the City of Ypsilanti and AAATA. The following maps list the property ownership and neighboring uses.



The parking areas shown below are a partnership between the City of Ypsilanti and Eastern Michigan University. AAATA operates a park and ride within the parking lot along Adams Street.



In 2011 less than 3,000 riders used the YTC on an average weekday. The Authority operated routes 3,4,5,6,10,11,20, and 33 with a service frequency of 16 vehicles per hour delivering riders to the YTC. In 2012 the Authority increased frequency on Route 4 which increased the amount of vehicles per hour to 20. By 2016, significantly more service will be added to the YTC through the Five-Year Transit Improvement program with up to 29 vehicles per hour. The 5YTIP changes will bring more riders transferring at the YTC, but is anticipated to reduce the amount of time riders will wait at the YTC.

TheRide had a basic needs assessment done by DLZ in 2012, that suggested at a minimum, the building's HVAC, Roof, and mechanical systems be replaced. TheRide would also like to improve the public's perception and experience of safety at the YTC and will be paying particular attention to the waiting area. In addition, TheRide will be taking into account: accessibility, rider amenities/comfort, sign/technology improvements, and environmental improvements.

## ISSUES AND OPPORTUNITIES:

### Staffing Levels

#### Information Specialists

The Authority is reviewing the operational plan of staffing the YTC with information specialists and ticket sales staff. We have identified a need for up to 4 such staff positions occupying two workstations. This minimum staffing level will give the YTC customers the same service as the BTC customers.

#### Drivers

In 2016, The Authority will implement increases serving the Ypsilanti Transit Center with 29 vehicles per hour. This includes new or redesigned routes 41, 42, 43, 44, 45 46, and 47 along with the current routes 3, 4, 5, and 6. This increase is an 81% increase in service vehicles delivering riders to the YTC since 2011. There will be 29 drivers per hour using this terminal as an end point on their run. At end points there is time built into the run to allow a driver to use the restroom.

#### Security Staff

The security staff has been contracted for many years. Eastern Michigan University and AAATA had an agreement to house EMU Security Staff but that agreement ended. There has been a lot of work by the Eastern Washtenaw Safety Alliance, to review the opportunity of having a substation for police within the YTC. The team believes that we should include a security office that can operate as a general police substation.

### Multiple Modes of Transportation

The location of the transit center provides clear options of our riding public to use public transit and the YTC as a transfer location between modes of transportation. There is a current taxi stand located along our sidewalk platform within the parking lot area. AAATA operates a park and ride option for riders and additionally there is a bicycle parking area.

AAATA staff supports multi-model design with willing partners and will continue to work with other stakeholders to build relationships that benefit our riders. We recommend building additional contingency areas for future multiple modes of transportation, future growth beyond the Five Year Transit Improvement Program, and if mechanical failures cause stand closures. Our initial design request may include parking for the following vehicles:

1. Two more bus stands
2. A stand for an Articulated Bus
3. Bicycle lockers
4. ARide or MyRide vehicle parking area
5. Future Employee Parking (if required based on future staffing levels)

Future regional projects such as East-West Rail, and Michigan Avenue BRT Line will have an impact on this project but they are not in the final planning phases at this time. These projects should be reviewed for impacts when the final designs are being considered by the AAATA Board and public.

## **Public Engagement**

The Staff implemented a public engagement plan that included surveys of drivers, riders, public officials, and the general public. Staff spoke at public meetings with a focus of gathering information about experiences people had with the current facility.

The top comments expressed by those surveyed were the indoor waiting area is small, general concerns about safety and security, restroom improvements, staff waiting area improvements, more covered outdoor waiting areas, and remove the planter (wall) area.

The staff generated a matrix listing and tabulating every comment into 42 categories. We also listed the full unedited comment for future reference. These comments are attached to this report and can be used as a guide during the design phase of the project.

### **Team's Assessment Recommendation:**

The team has reviewed the operational characteristics of the current facility with the known future demands, and recommends that the Board allow the team to start to work with a design team. We believe that the following list identified by DLZ and AAATA staff shall serve as the minimum standards needed for improving the facility.

#### **Primary Opportunities:**

##### **1. Perception of safety**

The employees and public surveyed during our outreach

- Additional site lighting
- improve and break up seating area
- have on-site information specialist/customer service options
- Bring EMU stop back to YTC
- increase the accessibility of the facility

##### **2. Outdoor Waiting Area:**

- a. Remove planter area
- b. Put in pedestrian friendly, waiting area; benches, shelters. Need shade/protection from elements.
- c. Add cameras all the way to Washington Street.
- d. Customer window for fare media and information.
- e. Options for obtaining food and drinks. (mentioned by 3 or more people including Ypsilanti Mayor and board member

##### **3. Building Rehab (Update DLZ evaluation)**

- a. HVAC (installed 1991)
- b. Roof (leaks in lobby area)
- c. Double doors in lobby need to be energy efficient, and ADA compliant
- d. Entrance mats need to be larger and not present a trip hazard
- e. Redesign drinking fountain, currently used as a seat
- f. Mechanical

- g. Replace Counters (need to be ADA compliant, provide better line of sight for security guards)
- h. Front Desk Area:
  - i. Create Info Specialist Area at Front Desk (ADA compliant, IT capable, secured. Will we sell passes/tokens?)
  - ii. Computer maintenance issues, needs new security monitor.
  - iii. Tile is uneven and breaks office chair wheels
- i. Restrooms: higher frequency of drivers coming through YTC in 2016
  - i. Customer (need durable, easy to maintain, aesthetic materials. No graffiti-proof paint.)
  - ii. Better ventilation in bathroom areas - Fix exhaust fans
  - iii. Employee (Need more bathroom stalls to meet the number of drivers)
- j. Pay Phone: Replace with informational kiosk?
- k. Janitors closet is wasted space, (includes IT closet and roof access)
- l. Break room
  - i. Need storage cubbies

#### 4. Incorporate Technology

- a. Cameras
  - i. Good: No blind spots in the building
  - ii. Add an Additional Camera at Pearl -- to see Park and Ride spaces, bike racks, AAATA vehicles
  - iii. Re-Aim west side camera or consider a Pan, tilt, zoom.
- b. Real-Time Information/Arrivals screen
- c. Route Information

### Project Funding

In the coming months staff will work with a design team to start reviewing concepts and construction costs. This process will identify design and cost options for the Board to consider based on all available funding options. Once the budget and project are finalized, staff will make a final recommendation based on available resources and budget.

### Project Timing

The 5YTIP May 2016 major route restructuring is the driving force for the facility improvement. Staff is committed to completing the design work the Fall of 2015. If the design is finalized by the Board in the Fall of 2015 then we can submit to the City of Ypsilanti during the winter of 2015-2016. Once final approvals have been received by the City the project is ready to send out for bid in the Spring of 2016. The team would like to start construction during the early Summer of 2016.

Stage	Tasks
Jan 2015	<ul style="list-style-type: none"> <li>• Internal scoping and planning</li> <li>• Meet with AAATA Board Members Gott, Kreig, Ream Gainsley           <ul style="list-style-type: none"> <li>▪ Internal Stakeholder Outreach (Internal survey)               <ul style="list-style-type: none"> <li>▪ Drivers</li> <li>▪ Security Team</li> <li>▪ Facilities</li> <li>▪ Community Relations</li> </ul> </li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>▪ IT</li> <li>▪ Transportation (Supervisors)</li> <li>▪ Board Members</li> <li>▪ Senior Staff</li> </ul> <ul style="list-style-type: none"> <li>• Meeting with Ypsilanti Government – Mayor, City Manager, and Planner</li> <li>• Develop “development program”</li> </ul>
<b>Feb 2015</b>	<ul style="list-style-type: none"> <li>• Public Outreach – Combination of Meetings and Surveys <ul style="list-style-type: none"> <li>• EWSA Members: Ypsilanti civic groups, city leaders, potentially covered in EWSA Feb. meeting</li> <li>• Social Service Agencies – Roundtable (CIL, CSTS, S.O.S., WISD, LSS, Avalon, DHS, ect.)</li> <li>• Ypsilanti DDA</li> <li>• LAC-(2<sup>nd</sup> Tuesday of the month) Feb 10<sup>th</sup></li> <li>• PDC-Feb 10<sup>th</sup></li> <li>• Governance</li> </ul> </li> <li>• Amend “development program”</li> </ul>
<b>March-April 2015</b>	<ul style="list-style-type: none"> <li>• Public Outreach <ul style="list-style-type: none"> <li>• Public Meeting – input, needs, concerns, *NO CONCEPT DRAWINGS</li> </ul> </li> <li>• Finalize “development program”</li> <li>• Deliver “development program” for concepts and estimates</li> <li>• Draft Architect RFP</li> </ul>
<b>Draft Outline:</b> <b>Timing to be established as the scoping process develops</b>	<ul style="list-style-type: none"> <li>• Finalize funding</li> <li>• Release Architect RFP</li> <li>• Interview and Hire Architect Firm</li> <li>• Final Schematic Design</li> <li>• Final Design Revisions</li> <li>• Public Outreach <ul style="list-style-type: none"> <li>▪ Public Meeting – Ypsilanti Planning Commission, Historical Commission, City Council (four month process)</li> </ul> </li> <li>• Final Certified Drawings and specification drawings</li> <li>• Drawings submitted to all public agencies</li> <li>• Bid project – either Architect and general contractor or Architect</li> <li>• Award contracts</li> <li>• All new routes start in YTC <u>no construction possible</u></li> <li>• Construction</li> <li>• Move-in</li> </ul>

## **Project Team**

This report was generated by our YTC Renovation Team consisting of Reggie Whitlow, Transportation Supervisor, Deborah Freer, Community Outreach Coordinator, and William De Groot, Financial Analyst and Planner.

# Sound Financial Footing

- Operating budget is balanced
- Operating and capital funds programmed for promised service expansion
- Replacement capital funding programmed through 2018

# State and Federal Outlook

- State
  - Proposition 1 defeat not disastrous
  - Continuing decline in level of operating assistance likely
  - Continuing match for federal funds likely
- Federal
  - MAP-21 is current authorizing legislation
  - Provides formula funds with little or no increase
  - Very little discretionary capital for large bus projects

# Funding for New Projects

- All local funds are committed
- Limited funds are available in federal formula funds (with State match)
- Competition for limited discretionary grant funds will be intense
- New State or Federal legislation could help
- Prioritizing use of limited funds is necessary

# Current Status of Projects

## Funding Secured/Programmed

- 1 Washtenaw Superstop - \$250,000
- 2700 S. Industrial improvements - \$600,000
- YTC Rehabilitation - ~ \$1,500,000
- Washtenaw BRT study - \$300,000
- Transit Signal Priority - \$300,000

## Not Funded Currently

- Washtenaw Superstops
- Park & Ride construction
- Connector next planning phase
- North-South rail
- RTA Michigan Ave. BRT

# Comprehensive Space Plan

A Strategic Look at AAATA Space Needs

DRAFT 5/14/15



TheRide

Services

**Supporting  
Facilities**

# Quick History of AAATA Space

- Original AATA HQ – 3700 Carpenter Road
- 1984 – Move in to 2700 S. Industrial
- 1999 – Transportation Wing built
- 2012 – Expansion of Bus Garage
- 2013 – Conversion of CR/Transportation Atrium to Office Space
- 2015 - Conversion of Finance Atrium to Office Space



1993- YTC Constructed  
2014 – BTC Re-constructed



Note Parking Loss

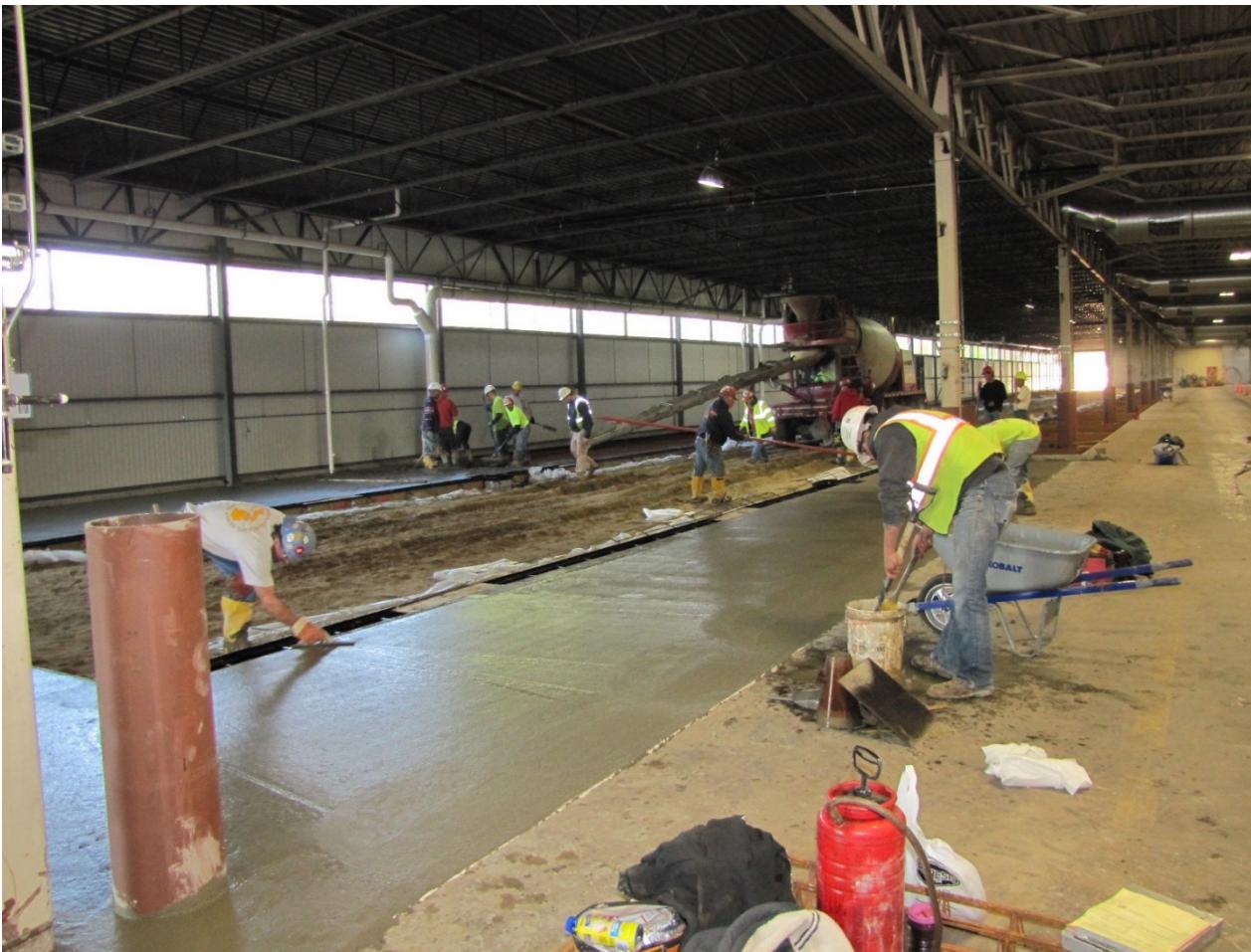
This aerial photograph shows a large bus garage facility. A red arrow points to a section of the building where parking spaces have been removed, indicated by a red box. The building is surrounded by several parking lots. A road labeled "S Industrial Hwy" runs along the right side of the facility. A grey box with white text is overlaid on the image.

2012 Expansion of Bus Garage

© 2015 Google



# Garage Expansion Adds Three Lanes of Bus Storage (but...at the expense of 16 auto parking spaces)



# Assessment of Existing Conditions

## Space Shortages at 2700 South Industrial - Current and Projected

PRELIMINARY DATA (REVISED 5-13-15)

Space Category	Units	Capacity		Use		Preliminary Shortage Analysis						
						2015			2019			
		Initial	Adaptive Spaces	2015	Projected	Use in Excess of Initial Capacity	%	Use in Excess of Initial plus Adaptive Capacity	%	Use in Excess of Initial Capacity	%	Notes
Administrative Offices	Persons	20	14	36	tbd	16	80%	2	6%			Growth forecasts not currently available
Transportation and Maintenance Offices	Persons	14	4	19	tbd	5	36%	1	6%			Growth forecasts not currently available
Control Center / Call Center	Persons	4	2	6	tbd	2	50%					Use reflects A-Ride call-takers.
Vehicle Storage	Buses	96		90	130	-6	-6%			34	35%	Future shuttles not included. Inactive fleet moved to Wheeler Center not included. Outside fueling / by-pass lane not included in adaptive capacity. Wash and service lanes not included in adaptive capacity
Parking	Spaces	158		165	194	7	4%			36	23%	Based on 4/23/15 and other peak days. 2019 estimate assumes 36 additional people added to transportation. 23 spaces at 2000 S. Industrial not included in adaptive capacity.

Except for the Call Center, A-Ride needs are not reflected in this table

Current use in excess of initial capacity has been made possible by "adaptive measures" over the years, including:

Conversion of West Atrium reception and collaboration area to offices

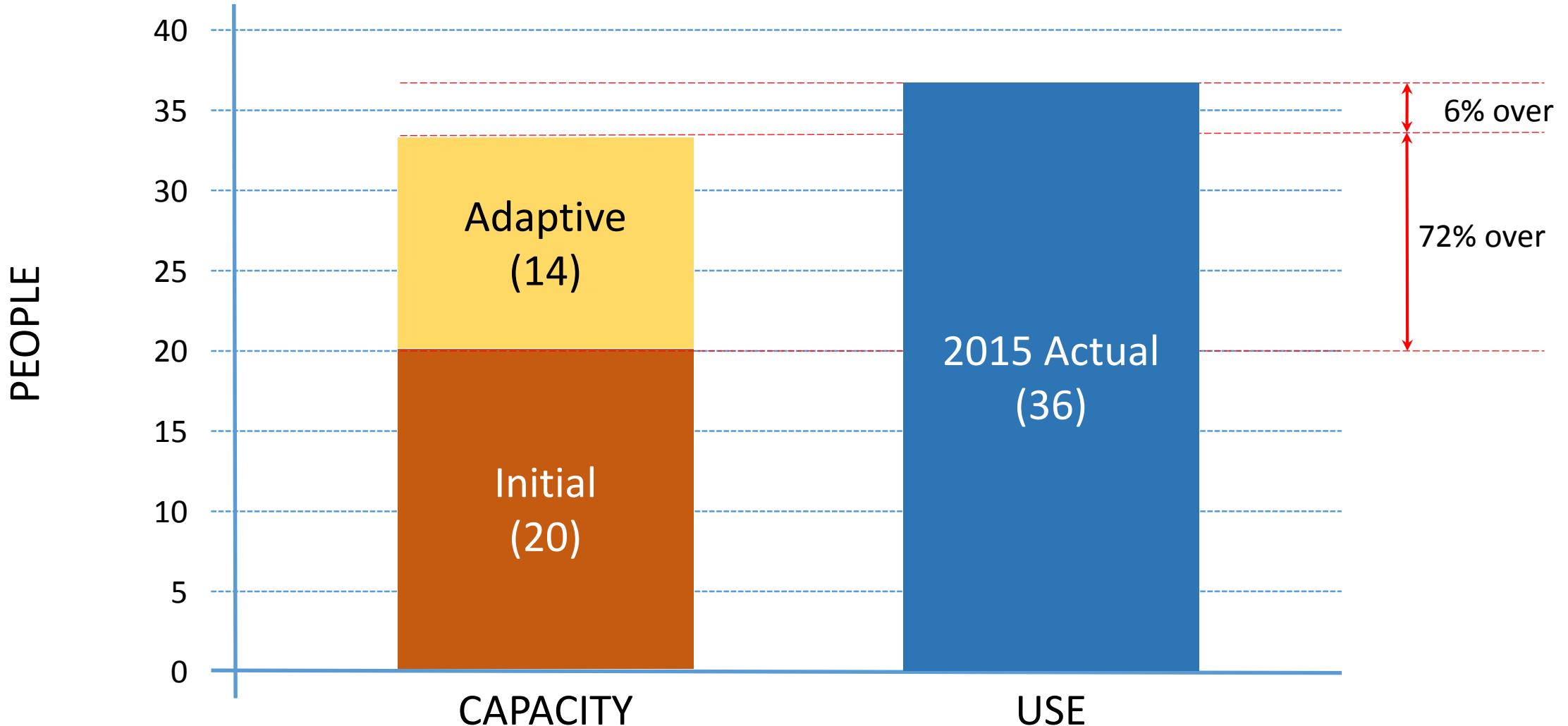
Conversion of East (Finance) Atrium reception area and collaboration area to offices

Conversion of AATA Library to office space

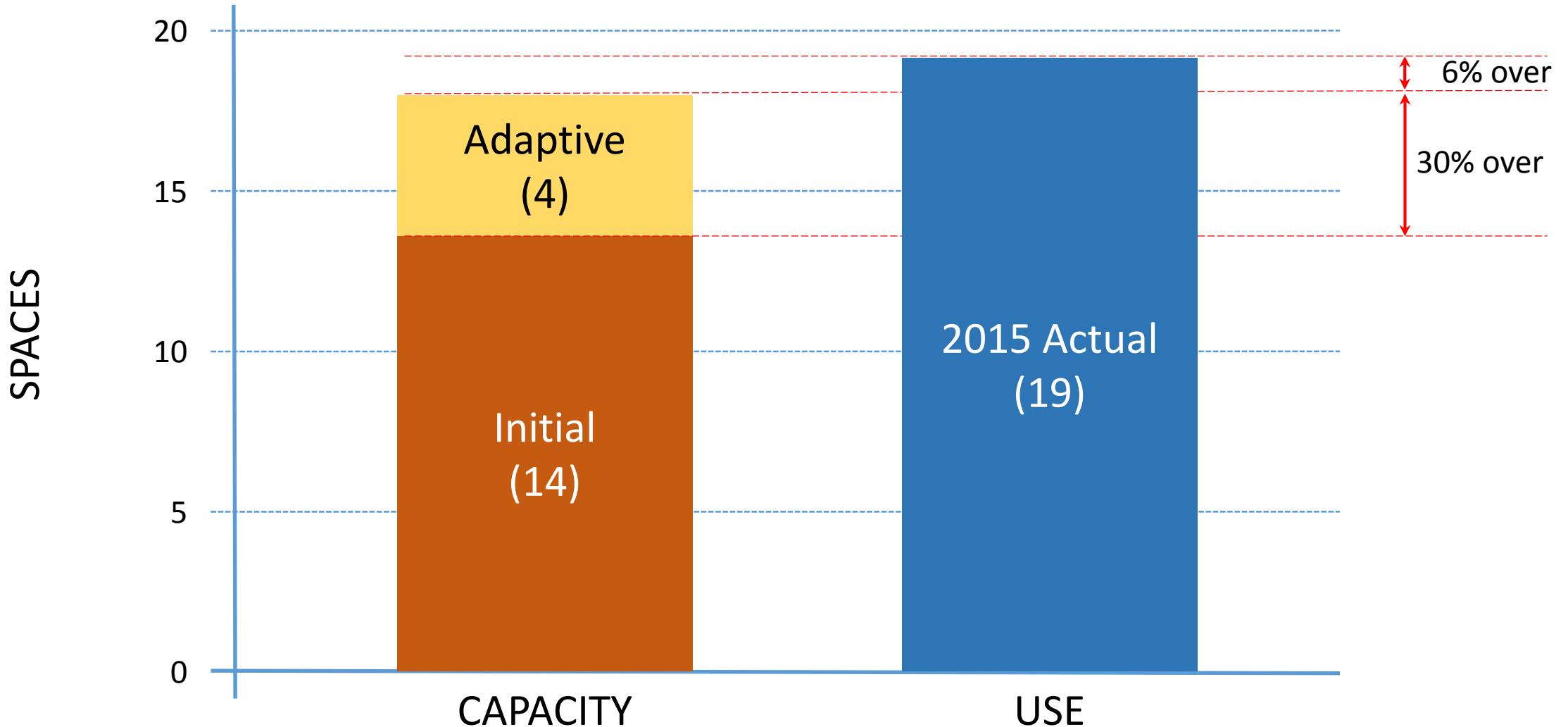
Conversion of Old Training Room to offices

Doubling up in some offices

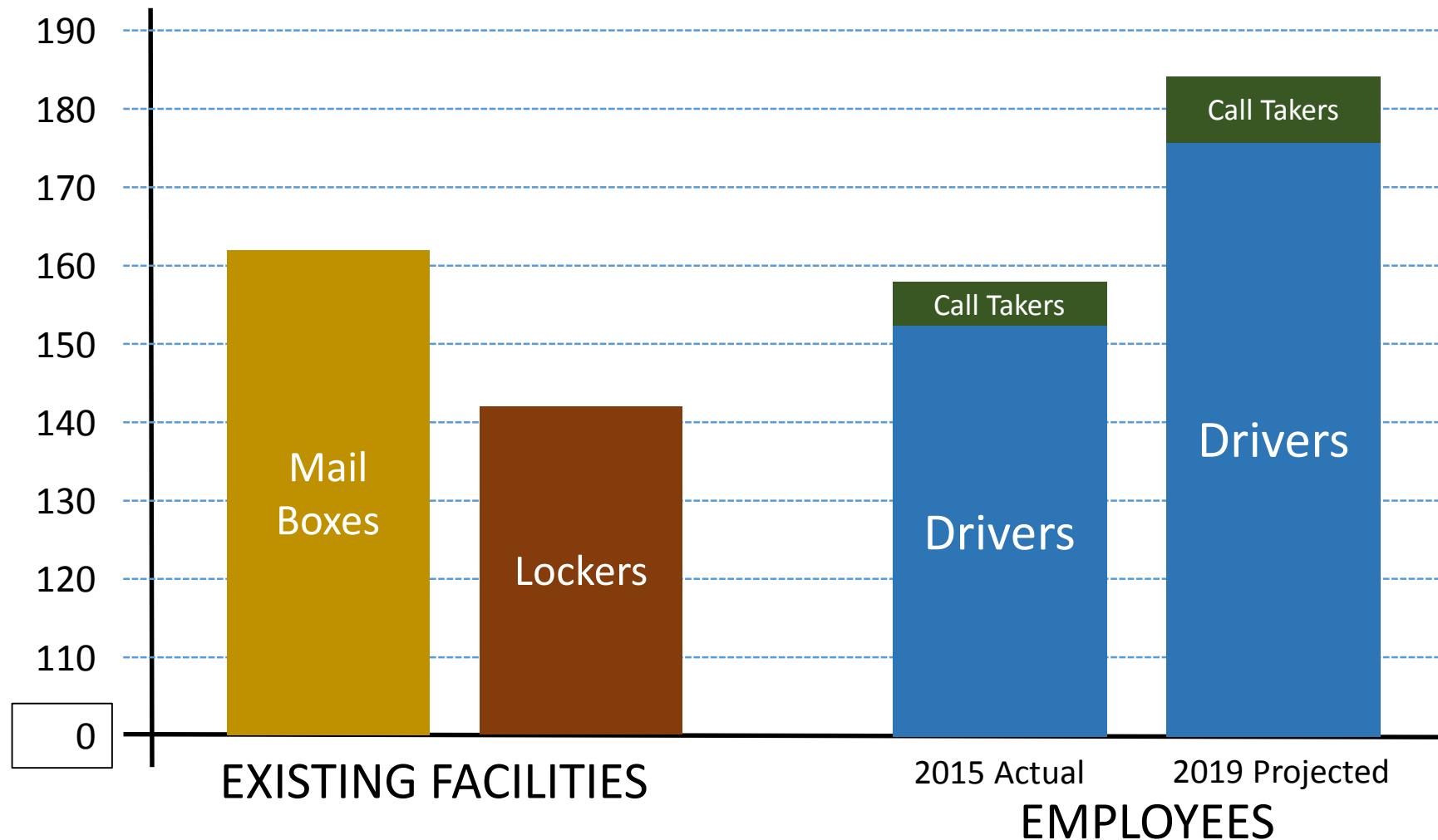
# Administrative Office Space



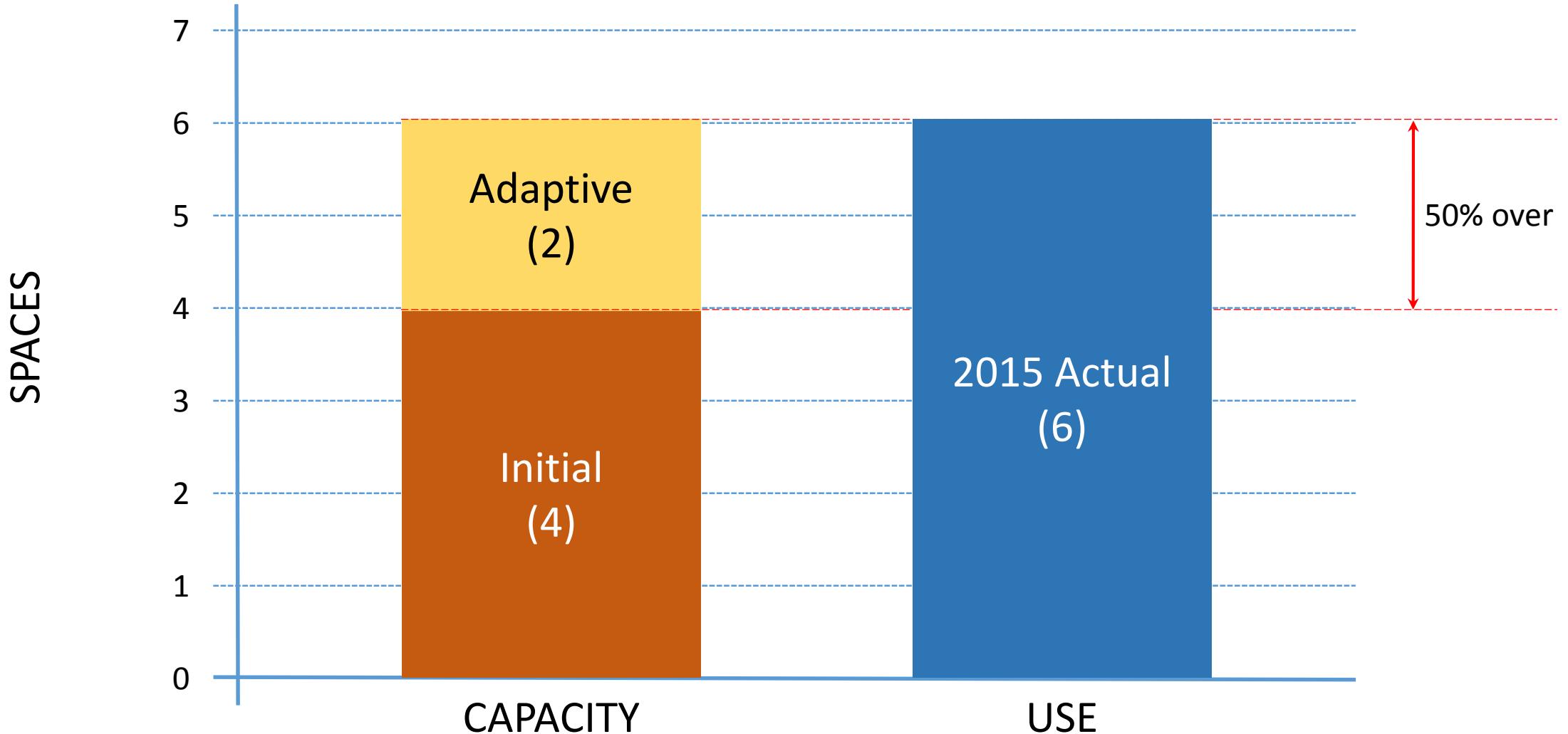
# Transportation Office Space



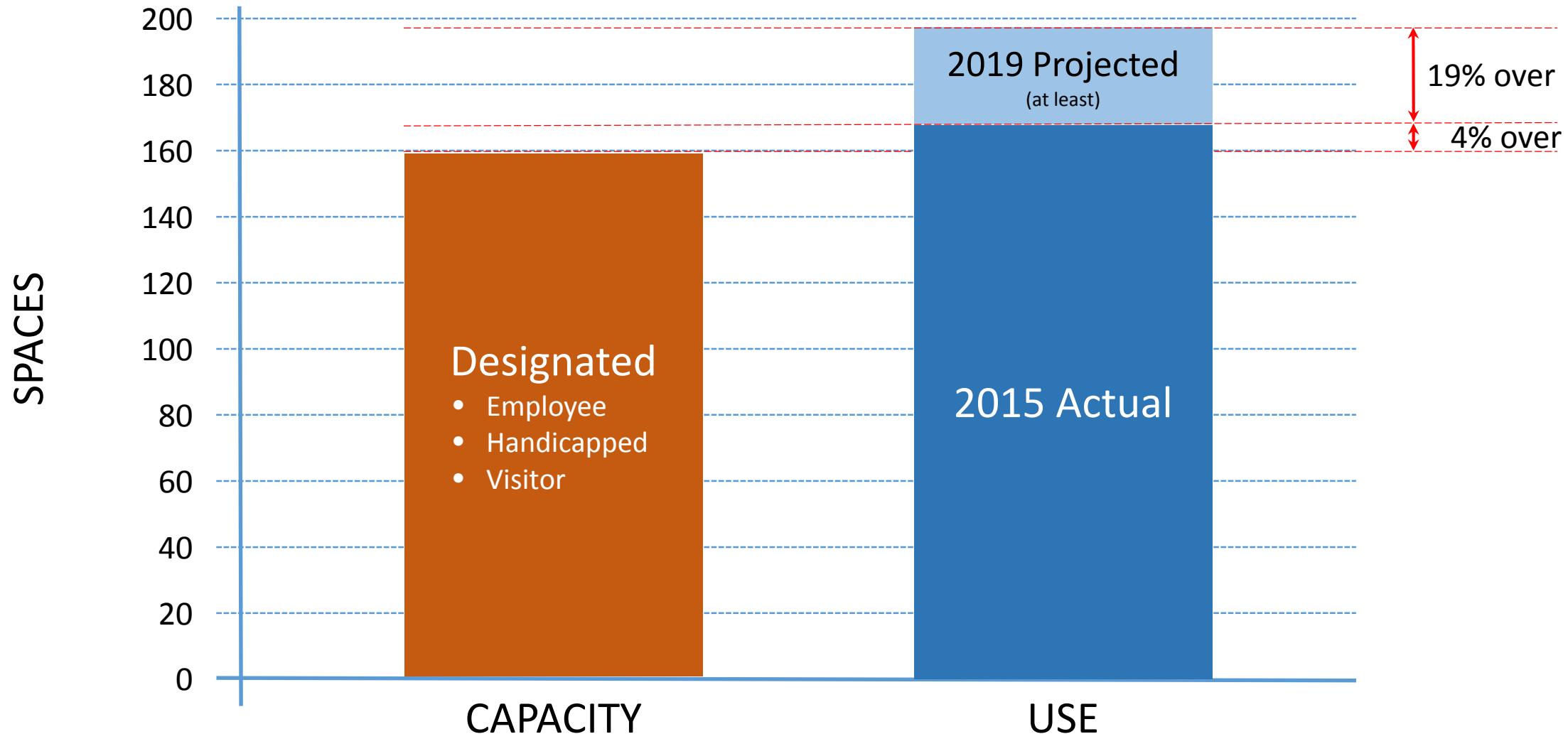
# Transportation Break Room



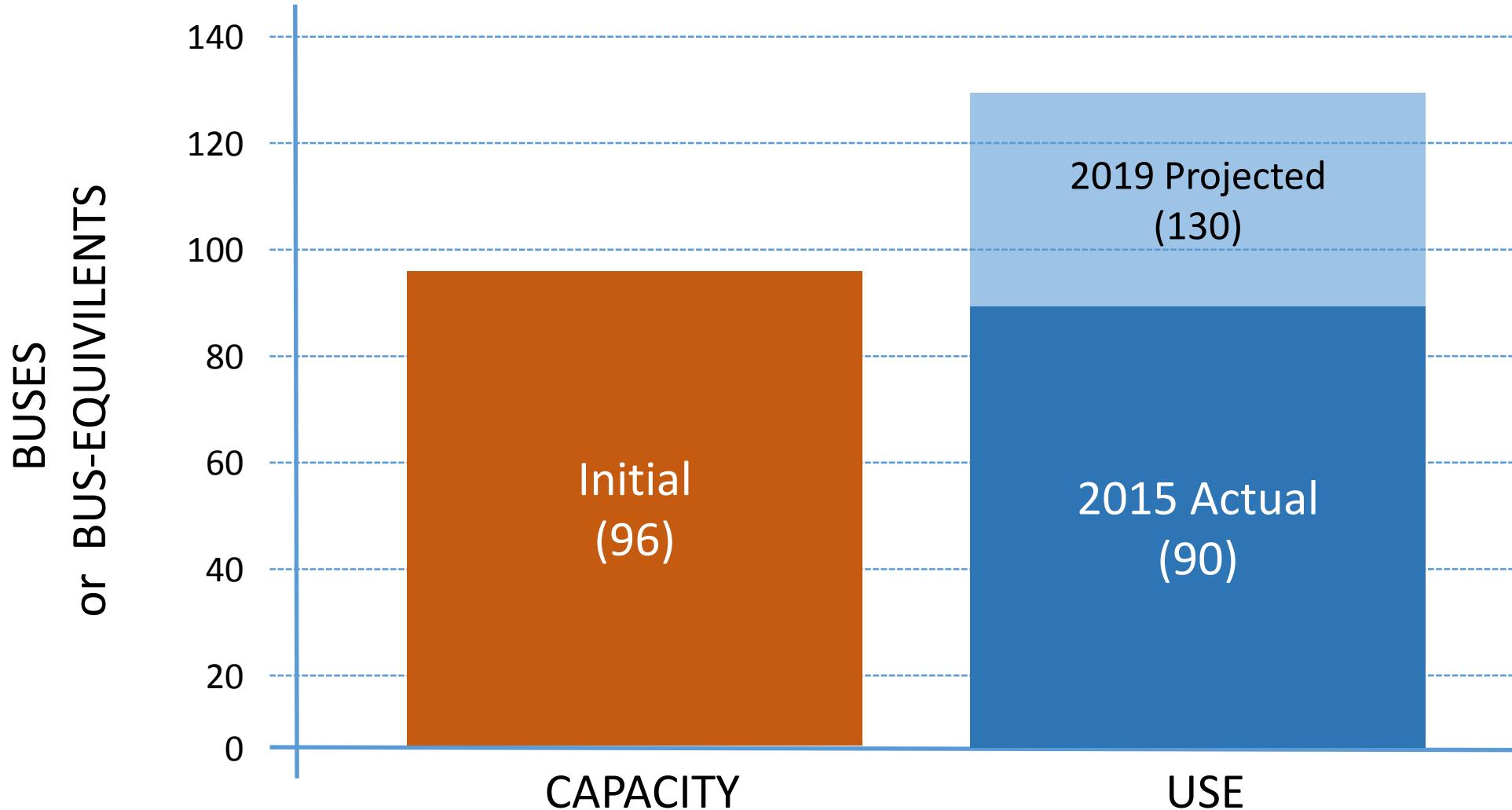
# Control Center / Call Center

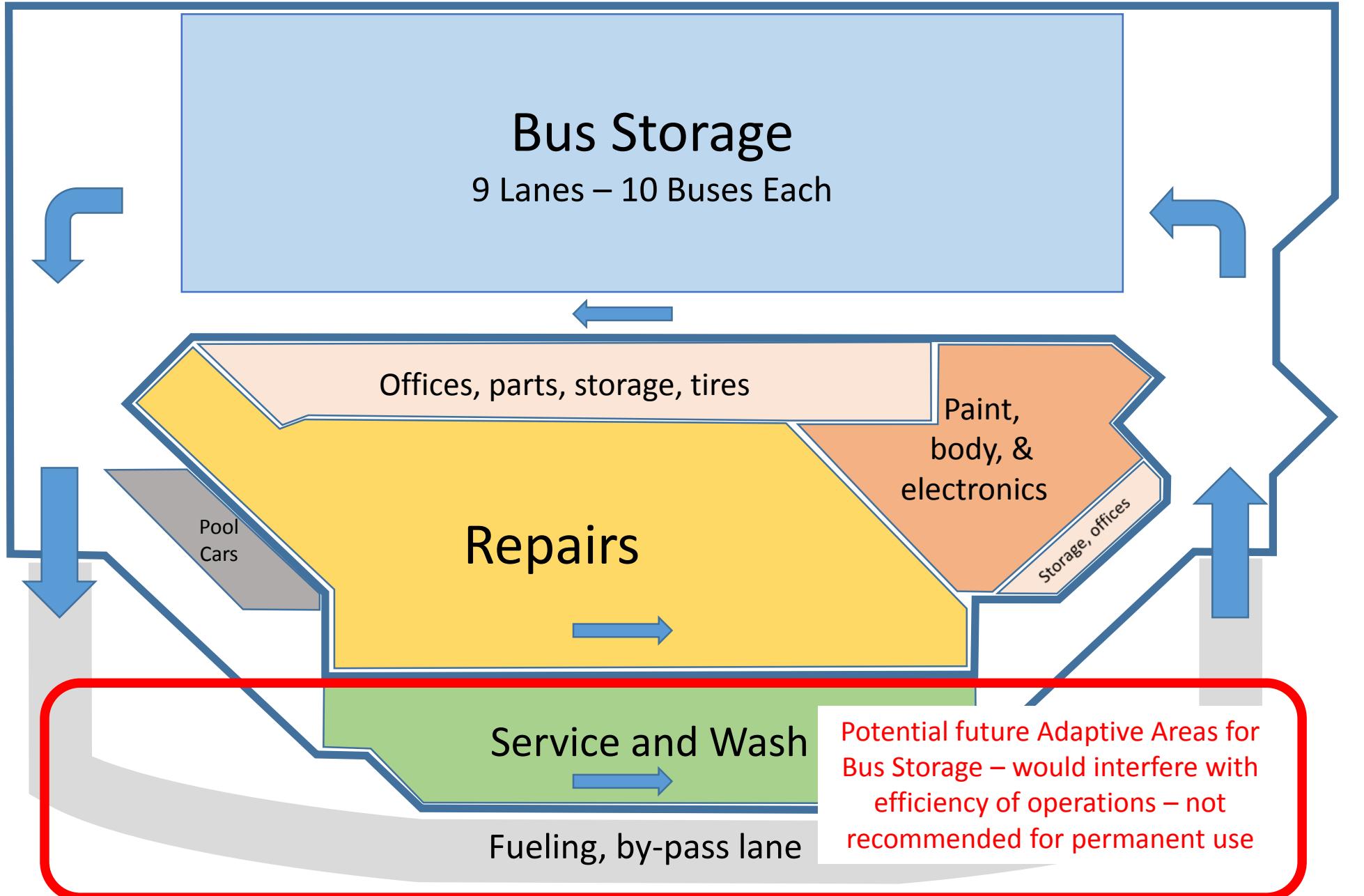


# Employee Parking



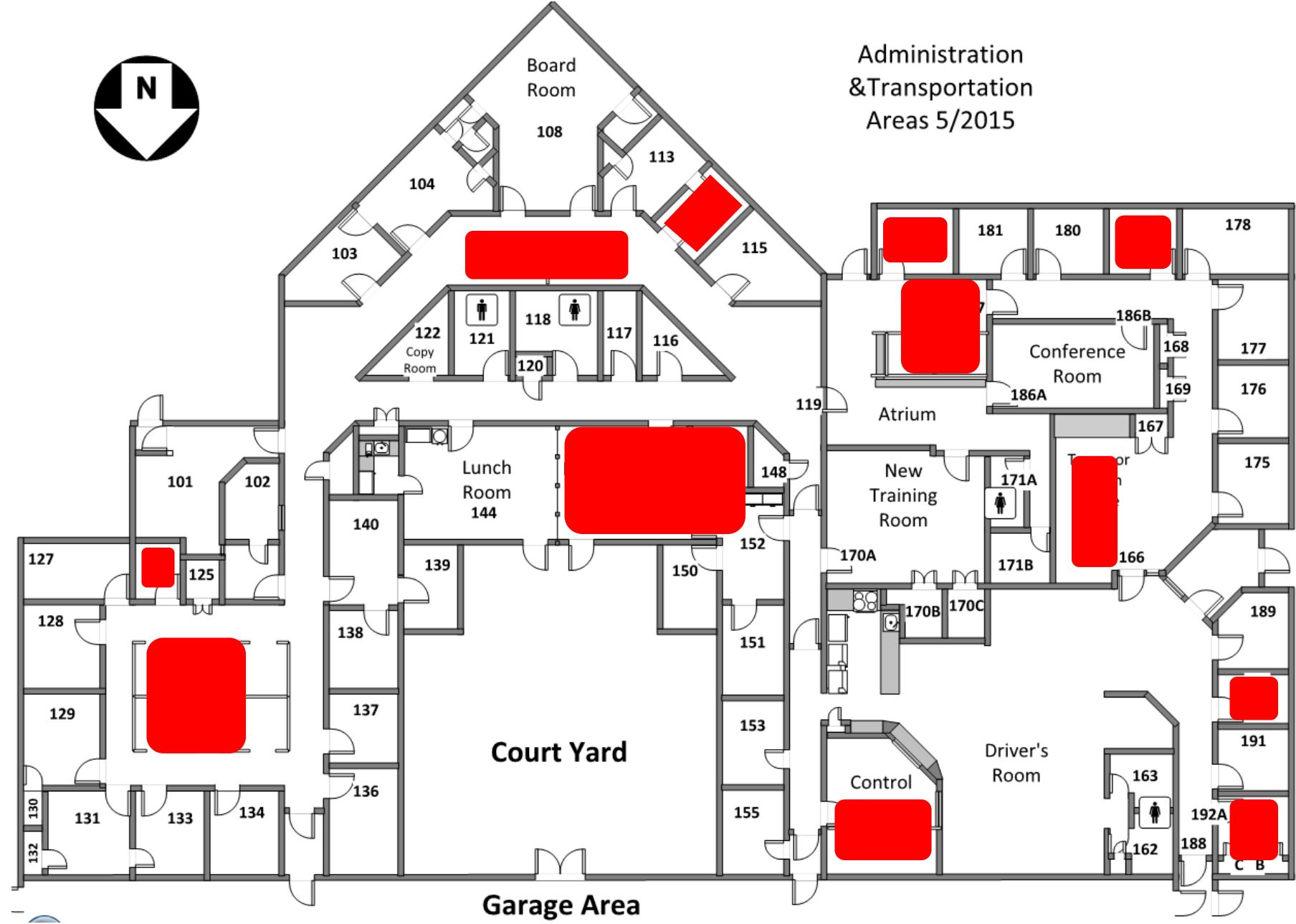
# Vehicle Storage





# Adaptive Use of Office Spaces:

Areas in red were previously used for non-office purposes, or are in use beyond design capacity



# Former reception / collaboration spaces turned into offices



# Adaptive use of space – administrative offices

- Conversion of West Atrium reception and collaboration area to offices
- Conversion of East (Finance) Atrium reception area and collaboration area to offices
- Conversion of AATA Library to office space
- Conversion of Old Training Room to offices
- Doubling up in some offices: Deb/Sam, Sarah/Gail, Supervisors



# Adaptive use of space – transportation office



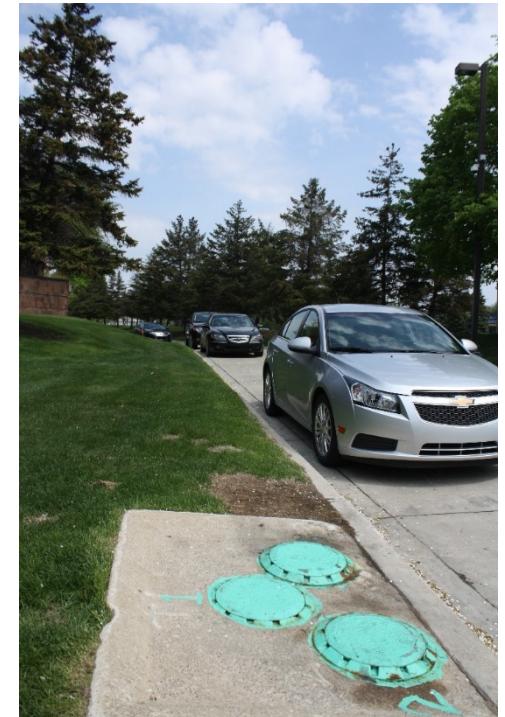
# Some Issues with Adapted Spaces

Original Use	Current Use	Issues
West Atrium – entryway, waiting area, casual meeting area	2 office cubicles; file space, copy machine, small casual area	This area opens directly into the outside. High traffic area creates bad environment for employees. Eliminated reception area from Transportation offices.
East Atrium	6 cubicles	No windows, no light
Planning Center	3 employee workspaces	High traffic, noisy. Took away a conference and multi-use space
Call Center / Control Room	1 Supervisor, 4 (soon maybe 5) call takers	Noisy, cramped, poor circulation. Bad environment for employees.
Executive Aisle	Two employee work stations	This eliminated the executive reception area
Supervisor offices	Usually 2, maybe 3 people per office	Overcrowding, loss of privacy

Parking at HQ is regularly FULL. Drivers, maintenance employees MUST have priority use of back lot. New remote lot at 2000 S. Industrial is being used.



Parking in the fueling lane cannot take place on fuel shipment days



# Pending Space Issues in Garage

Acquisition of A-Ride additional vehicles was unexpected, placing new strains on garage maintenance and storage facilities. More vehicles are coming.



# HQ Building is constrained in all directions

This view is looking north from 2700 roof



Call Center is at, or beyond, capacity, in part due to A-Ride related activities



# Space Projects in the Works

PROJECT	COST ESTIMATE (if available)	STATUS
YTC Rehabilitation and Remodeling	\$1.2 – 1.5 M (budget)	Specifications complete. Out to bid for design soon. More budget likely needed for construction
Call Center Expansion / Rehabilitation		On-hold pending....
South Atrium Weather Protection		Budgetted...
Remodeling of Driver Break Room		????
Remodeling / Sound-Proofing Training Room		????
Expand Employee Parking	\$300K	Removal of barrier wall and expansion is designed.

Some projects must move forward soon; others on hold pending space plan completion

# Lots of Ideas – Which Ones Might Work?

- Existing Footprint
  - Second story on the existing building.
  - Use the building courtyard – offices, other
  - Create parking deck over existing lot(s)
  - Build over pond in front of the building
  - Restripe / reconfigure / expand existing parking
- Expand Footprint
  - Expand into 2500 South Industrial
  - Tunnel under RR tracks
- Satellite Facility
  - Expand near Ypsilanti Transit Center
  - Expand in other Ypsilanti location
- New Centralized Location

# Connector

- The Connector is a developing plan for high-capacity transit in an arc from northeast to south Ann Arbor, connecting major destinations including downtown, University of Michigan campuses and medical center, and commercial areas.
- The Feasibility Study determined that a Connector is technically feasible and that the number of people expected to use The Connector warrants a high-capacity system. The Feasibility Study identified four potential transportation modes
- Subsequent Alternatives Analysis nearing completion
- Alternatives Analysis will conclude with selection of Locally Preferred Alternative (LPA)
  - Mode
  - Alignment
  - Station Locations
  - Public Involvement

# Next Phase after Alternatives Analysis

- Consultation with Federal Transit Administration
  - Seeking entry into project development phase
- Project Development
  - Two years to complete environmental process under NEPA
    - Cost = \$3-4 Million
  - Adopt into metropolitan transportation plan
  - New Starts – develop information for project to be rated and evaluated in order to enter into Engineering

# Projected Rating for Federal New Starts Funding

- Project Justification Rating

- Medium = minimum rating required for consideration

EVALUATION CRITERIA	ESTIMATED RANKING
Mobility Improvements	Medium
Environmental Benefit	Medium
Congestion Relief	Medium
Economic Development	Medium
Cost Effectiveness	Medium-High
Land Use	Medium
Summary Project Justification Rating	<b>Medium</b>

- Financial Commitment Rating

- 30-50% local funding minimum required



# Commuter Rail Proposals around Ann Arbor

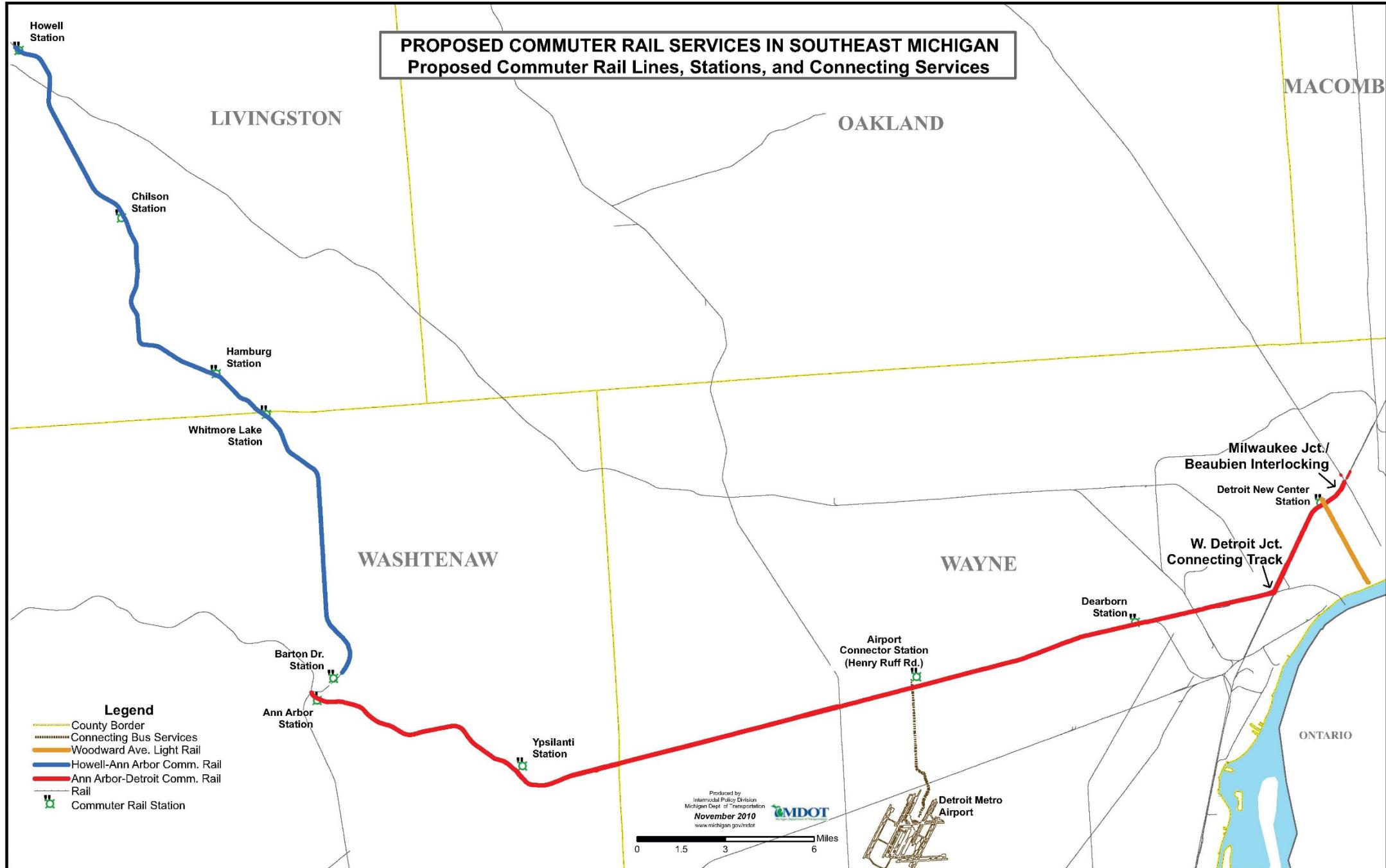
**North-South (“Wally”)**

- What's proposed?
- Who's working on this?
- Engineering
- Funding
- Governance
- Implementation

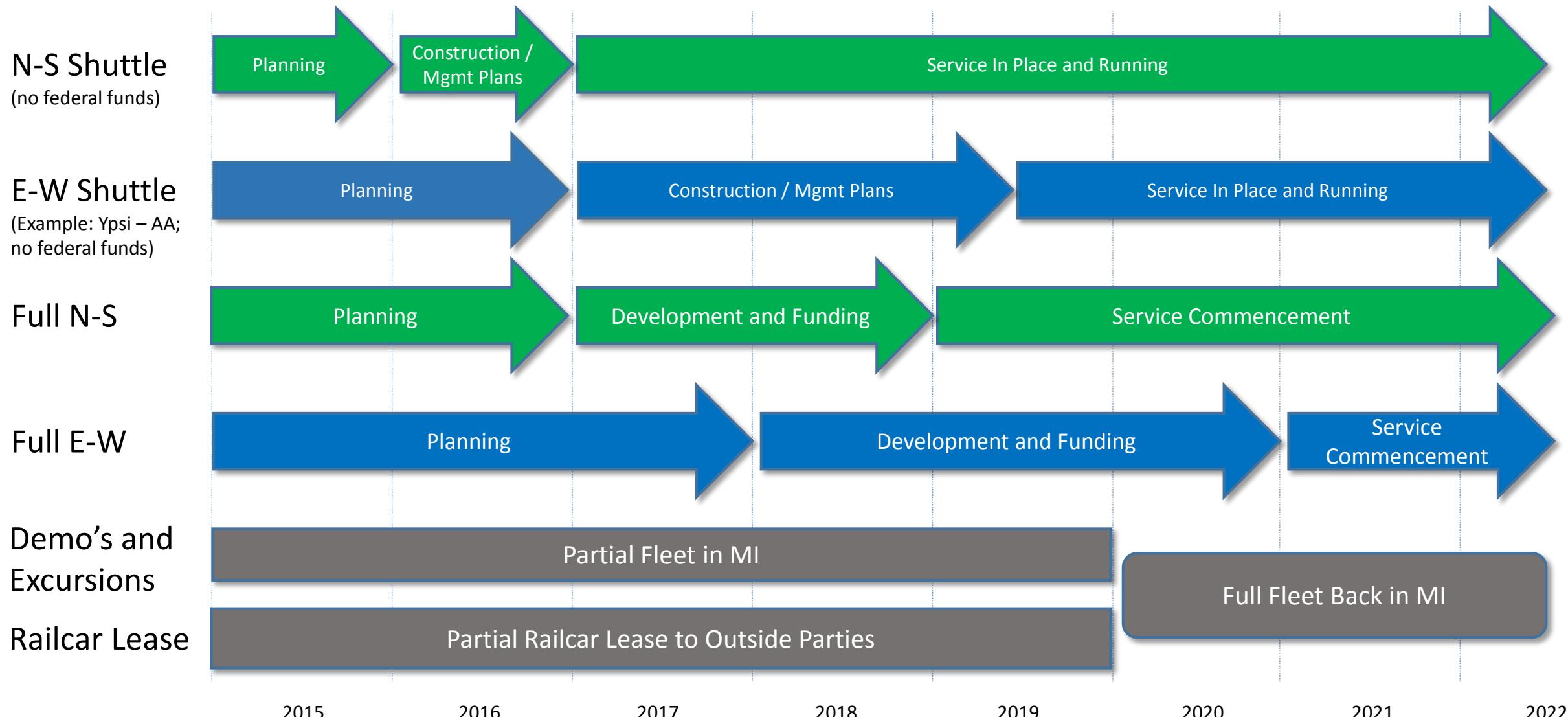
**East-West (A2D or “AnnDe”)**

## N-S vs E-W?

- N-S has more visible (for now) grass-roots supporters, but lower potential ridership, and lower costs. There is minimal freight activity on N-S, and zero Amtrak activity, making N-S easier to implement
- E-W has higher ridership potential, clearer governance model, but will be more complicated to implement, due to presence of significant freight activity and Amtrak operations
- Competing for funding...?



# MI Commuter Rail Service Development- A Possible Scenario





# Re-Imagine Washtenaw

- Long-term vision for redevelopment of Washtenaw Ave.
  - Between Ypsilanti water tower and Washtenaw/Stadium split
- Joint effort led by County with Ypsilanti, Ann Arbor, Ypsilanti Twp., Pittsfield Twp., MDOT, WATS, and AAATA
- Zoning and land-use changes to promote transit use
- 14 AAATA superstops – 7 in each direction
- Corridor has highest level of current service and ridership
  - 82 buses per weekday in each direction
  - 20% of local fixed-route riders (> 1.2 million/year)

# Superstops

- 2 Partially constructed
  - Westbound Washtenaw, east of Hogback at County Svc. Ctr.
  - Eastbound Washtenaw, east of Pittsfield
- Pittsfield location – 2015 expansion of rider area and pedestrian/bike path
- Specification underway for furnishings to complete 2 superstops as examples
- Future superstops intended to be funded as part of property development where possible

# Development of BRT

- Gradual development of BRT required because of current traffic volumes and lack of adjacent right-of-way
- Planning study programmed in 2017 to guide development of BRT
- Priority for Transit Signal Priority

# Commuter Parking

One Size Does Not Fit All



# Types of Commuter Parking

- Carpool lot

- For carpools/vanpools – not transit

- Community Lot

- In outlying community – usually limited # of bus trips per day

- Intercept Lot

- Intercept commuters at edge of AA – combine with local service for frequent service

- Shared-Use Lot

- Existing lot along transit route

# AAATA Planning

- Park and Ride Development Study in 2007 by Parsons Brinckerhoff
- Includes analysis and recommended locations for both intercept and community lots
- Location recommendations are for an area – not specific site
- Plymouth Rd. P&R was first to be implemented

# Current Status

- Intercept Lots – Little effort since demise of countywide service effort
- Community Lots – Lot identification underway for 5YTIP express service from Saline and Ypsilanti Township.
- Shared Use Lots – Limited success so far – about 100 spaces total. Major opportunity with Meijer stores on Ann Arbor – Saline Rd. and Jackson Rd.