



5-Year Transit Program

Transit Master Plan for Washtenaw County
September 5, 2012

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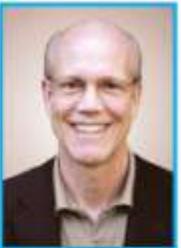
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Alternates:

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Peter Murdock, Ypsilanti District

Dear Community Members,



After receiving your input, consulting with District Advisory Committees throughout the county, and reviewing with many local officials, we are pleased to present the Five Year Transit Program.

Outreach has been a cornerstone of this process and will continue through the years as new needs and conditions arise.

This document reflects a holistic approach to meeting local and regional transportation needs—services for those travelling within their community combined with services that link these communities to the broader network.

We believe that our region needs to connect to prosper and thrive. The Five Year Transit Program provides options for people in all walks of life: from youth traveling to their first job, parents deciding whether to save for college or buy a third car, workers saving stress, time, and money on their daily commute, or seniors staying active

Sincerely,
Michael G. Ford, Chief Executive Officer

ANN ARBOR TRANSPORTATION AUTHORITY BOARD OF DIRECTORS,

Jesse Benvenuti *Doris* *Chris J. Hill*
Ed Cogan *Amy B. Dale* *Sue Grotz* *Ben* *Lee*

in their downtown or traveling to the regional medical center. Ignoring these critical needs merely enhances our transportation and infrastructure challenges in the future.

It is now up to local communities to receive this document and determine if they will unite as a region to create a comprehensive transit network for their residents, employees, and visitors. While transportation works best as a comprehensive system, the decision to participate is ultimately local.

We hope that the Washtenaw County communities join together in this initial “incorporation” of a new transportation authority and that their voters have the opportunity to support it. If some communities are not yet ready, we will leave the door open in the future—our transportation network is better when it connects us all.

DISTRICT REPRESENTATIVES, UNINCORPORATED NEW AUTHORITY BOARD

William Lowry
John McHehe *Robert Mester* *Daniel R. Keller*
David Mlead *Helen J. Jurejko* *Raf* *Paul J. Schriber*

I. EXECUTIVE SUMMARY

The Five Year Transit Program proposes a dynamic transit system allowing anyone in Washtenaw County to travel anywhere in the county using a variety of services appropriate to the needs and conditions in local communities. The program embodies a set of interconnected services designed to serve the transit needs of residents and businesses of Washtenaw County while promoting economic development and sound land use patterns.

Improved public transit helps **everyone** by saving money on commuting, helping senior citizens remain independent longer, delivering high school students to jobs and activities, reducing traffic congestion and air pollution, providing affordable, safe, reliable transportation to jobs, preserving rural landscapes and attracting and retaining young talent in our communities.

Improved public transit helps **our economy** and stimulates economic development by supporting the local economy through connecting consumers and employees to job and educational opportunities, creating attractive accessible urban areas, recreation (sporting events, parks, leisure activities), shopping (neighborhood business districts, malls, grocery stores), and entertainment (movies, museums, restaurants).

Public transit helps **create jobs** by supporting workforce development and education giving residents (including young people and people re-entering the workforce) affordable, reliable transportation options and access to employment (manufacturing, retail, health care), job training, and education (public and private schools, colleges, universities, libraries).

Public transit improves **our quality of life and the environment** for all residents (particularly seniors and people with disabilities). Transit reduces traffic congestion and improves air quality; creates affordable transportation options; supports vibrant downtown areas; increases access to health care (doctors, hospital, pharmacies); increases access to worship and faith-based activities (places of worship, prayer groups, religious school); increases access to social activities (senior centers, support groups, community events), ensures all residents are mobile and independent.

Public transit promotes **equality and social justice** by providing equal opportunities, access and mobility through affordable, safe, reliable transportation for all people regardless of age, income or ability.

This program reflects an unprecedented public involvement process and includings thousands of requests and recommendations made by citizens and local community leaders in both the public and private sectors. Background on the planning process, public involvement, and

Washtenaw County demographics can be found in Chapter II. Information on existing transit services in Washtenaw County can be found in Chapter III. In order to implement, deliver, and manage new transit services, a new regional governance structure is outlined in Chapter VII.

In the next few pages, this report provides summary of proposed services, costs, funding needed and existing funding. Please see individual chapters for more details!

A. PROPOSED SERVICES

The Five Year Transit Program calls for a wide variety of improvements in urban services, connections to job centers, community circulators, and service for those without access to the fixed routes. Details on all services can be found in Chapter IV. A summary of the transit improvements in each Washtenaw County “district” can be found in Chapter IX.

Highlights of proposed services include:

Urban Bus Service Enhancements: Increased levels of fixed route bus service within Ann Arbor and Ypsilanti that increases service hours by over 54%. This would benefit all residents, particularly seniors, people with disabilities, low-income families, teens and non-drivers. Enhancements would result in shorter wait periods at bus stops and decreased travel time. Convenient service attracts more riders, which eases traffic congestion and air pollution. A robust urban system drives economic and workforce development. Improvements include:

- Extending operating hours earlier in the morning and later in the evening
- Creating more direct routes
- Increasing frequency of bus services
- Expanding Saturday and Sunday services

Table 1 and Figure 1 offer details on the level of service changes planned.

Table 1: Urban Bus Service Hours Increase by Area

Annual Service Hours Increase by Area

	Base	FYTP	Percent increase
West Ann Arbor	21,879	48,180	120%
Key Corridors	83,593	121,913	46%
Ypsilanti	25,537	64,179	151%
Other Existing Routes	46,824	50,577	8%
Total	184,430	284,849	54%

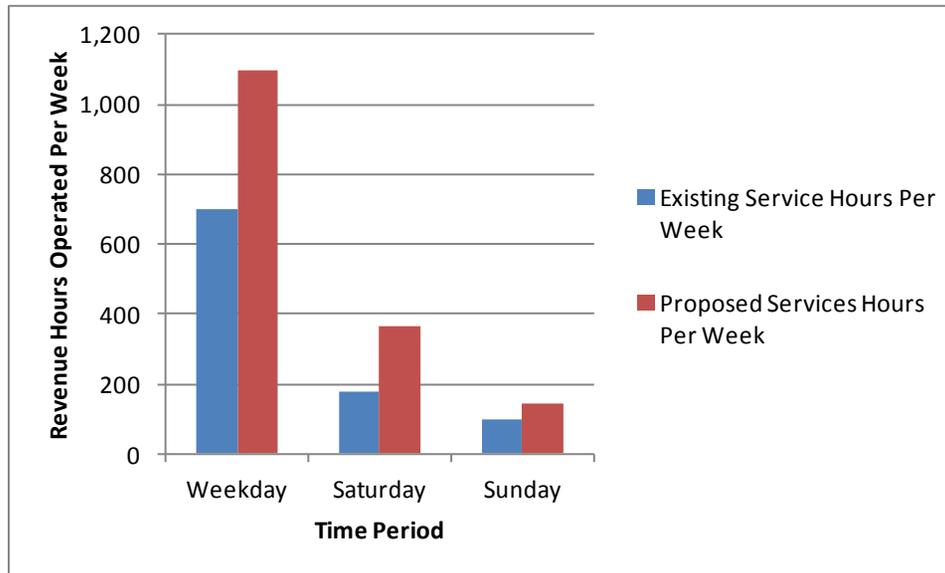


Figure 1: Urban Bus Service Revenue Hours Operated per Week

Express Ride Expansion – Express Ride services connect people in outlying areas of the county to the ‘urban core’ at peak commuting periods. These tend to be longer distance trips and buses make few or no stops between their starting point and downtown Ann Arbor. This would benefit all businesses and employers by enlarging the pool of workers and consumers, reducing the need and cost of building and maintaining additional parking structures and roads, and helping maintain the open spaces of many communities. Improvements include:

- Enhancing of existing services between Ann Arbor and Chelsea and between Ann Arbor and Canton Township
- Creating new services to Ann Arbor from Dexter, Saline, and Whitmore Lake,
- In addition, if the Authority obtains out-of-county funding, creating new services to Brighton, Belleville and Plymouth.

Expanded Dial-a-Ride / Dial-a-Ride PLUS – Countywide services designed to serve people’s transit needs that cannot be efficiently served by the fixed route bus services typically used in the denser parts of the region. Users request these services as needed and the Authority are provided them using small buses, vans or taxis.

Dial-a-Ride serves seniors and people with disabilities ensuring they stay independent and participate in social and civic activities. Dial-a-Ride Plus provides service to all residents who are picked up and taken to the nearest bus stop, benefiting those not near a bus line but want or need access to the transit network (e.g. if their car breaks down, cannot afford gas, or unable to drive). This provides access to a reliable workforce attracting businesses to the area, reducing traffic congestion, improving air quality and ensuring all citizens access to an affordable commuting alternative. Improvements include:

- Providing additional demand responsive services curb-to-curb (or door-to-door) for unmet needs among seniors, persons with disabilities and others in urban and rural areas.
- Expanding the service hours of urban dial-a-ride commensurate with extended fixed route service hours on weekday evenings and weekends.
- Creating new Countywide Dial-a-Ride Plus (feeder) services providing residents with access from their home to County’s fixed route network.

Community Connectors – Community Connectors serve people traveling between the major communities in the region. These operate in rural corridors, connecting areas of the county with higher population density, where there is high enough travel volume to justify a semi-fixed-route operation. These services may deviate from their route to pick up and drop off passengers who are located some distance from the route. This would benefit all residents, especially youth, by reducing the cost of travel, reducing the need of building and maintaining additional roads and helps maintain open spaces between communities. Improvements include:

- Enhancing the WAVE Interurban Connector between Chelsea, Dexter and Ann Arbor
- Providing new connections between Milan and Pittsfield Township, Saline and Ann Arbor, and between Manchester and Chelsea

Community Circulators – These serve people travelling within a community, and generally use smaller buses. These services benefit businesses, workers, youth, and residents by promoting economic vitality in local communities while alleviating traffic congestion and growth pressures in small urban places. Improvements include:

- Enhancing the Community Ride in Chelsea
- Providing new local Circulator services in Saline, Milan and Dexter.

Expanding Park & Ride Options– Park and Ride lots offer people the ability to drive to the periphery of the fixed route transit system and use the urban fixed route services to complete their journey benefitting urban residents and businesses by alleviating traffic and parking congestion, providing efficient and affordable worker transportation, and reducing the pressure to expand the road network. Improvements include:

- Creating 5 new Park and Ride Lots near outside the City of Ann Arbor.
- Developing several smaller Park and Ride lots in the urban area
- Enhancing or expanding existing lots as appropriate

Expanding VanRide Options – Van Ride services are used by small groups of people travelling to and from the same place. When 5-7 commuters travel together in a van, they use less gas, parking and other resources than if they travelled separately. Sharing a ride helps combat the rising cost of commuting to work and traffic congestion.

Support Services and Activities. Improvements include:

- Creating more and improving bus stops and amenities
- Coordinating efforts with local communities and the State of Michigan to improve pedestrian and cycling amenities along transit routes
- Enhancing route and schedule information systems
- Bus Priority measures and advanced dispatching and bus tracking

Ann Arbor, Washtenaw County, and Southeastern Michigan are all anticipating many more transit and transportation improvements in the next several years not included in this Five Year Transit Program—see the list in Chapter VI for more details. Implementation of these projects and those in the Five Year Transit Program will be up to citizens, local leaders, and ultimately, voters.

Figure 2 depicts all proposed services in the Five Year Transit Program; note that Dial-a-Ride Plus and VanRide will be available throughout the county.

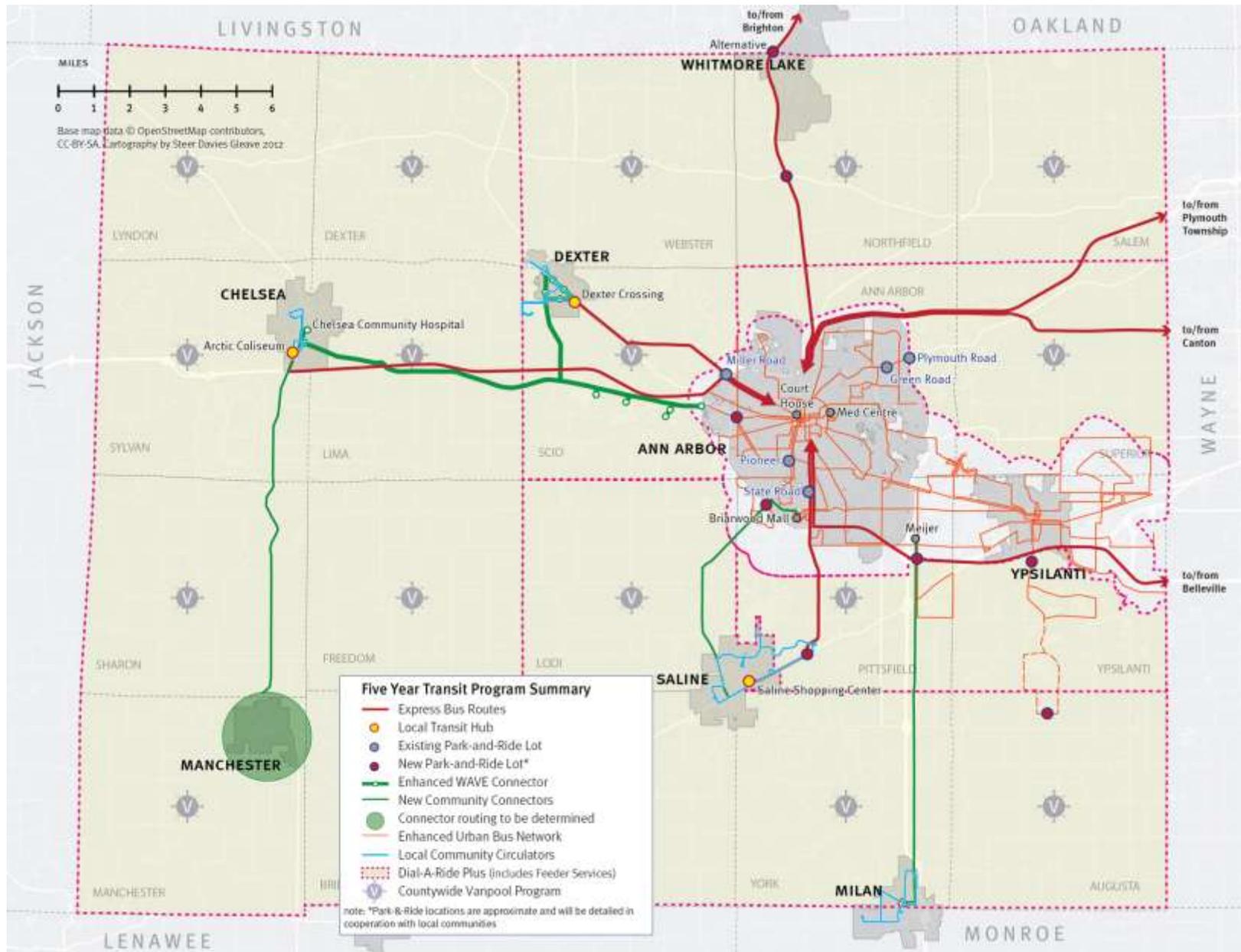


Figure 2: Five Year Transit Program Summary

B. COST, REVENUES AND FUNDING

The proposed improvements to the transit system require additional local investment from both urban and rural communities. The Authority would use the funds to increase the transit system’s efficiency, attractiveness to new users, and provide more travel choices for people throughout the county. Communities willing to invest in public transportation can leverage additional state and federal funds. However, only communities willing to invest in transit would receive the benefit of the state and federal matching funds.

Table 2: Funding Summary

	5 Year Capital	5 Year Operating	5 Year Operating and Capital Combined
Expense	\$59 M	\$164 M	\$223 M
Estimated Revenues	\$44 M	\$140 M	\$184 M
Difference	\$15 M	\$24 M	\$39 M
Millage Equivalent	.228	.356	.584

A comparison of Program costs and revenues reveals a gap of approximately \$39 M over the five year period. After close consultation with business and civic leaders, as well as local elected officials, and particularly the legislature and the Governor’s office, it was decided that a local millage would be the best currently-available source of funding to provide the balance of funding needed to implement the Program. Current estimates suggest that a 0.58 levy countywide would provide the needed funding.

An increase in automobile registration fees as a source of funding was considered for this plan. Such a funding source was being considered by the Michigan legislature during 2012, but has not been enacted into law. It is estimated that a fee of \$38 per vehicle per year would yield an amount of funding equivalent to the new funding needed for the FYTP. A sales tax in Washtenaw county of 2/10 of 1% has also been estimated to yield the funding needed for the FYTP, but to date there has been little movement to enact such a tax, which would require an amendment to the state constitution.

It is believed that either a motor vehicle registration fee or a sales tax would be preferable as a source of funding for the FYTP, but neither of these sources are available at this time. For that reason, the millage described above appears to be the best current option for funding the FYTP. It should be noted that a .58 mils assessment would cost the owner of a \$200,000 home about \$58 per year, about the same as a tank of gas.

II. INTRODUCTION AND BACKGROUND

A. ABOUT COUNTYWIDE TRANSIT

This document represents the latest step toward realizing the Washtenaw County vision of fully meeting the transit needs of residents, employees, businesses, and visitors.

The idea to provide transit services throughout Washtenaw County has been around for many years. In its 1999 “Destination 2010 – AATA Strategic Plan”, the Ann Arbor Transportation Authority (AATA) recognized the need to “expand its services outward as the urbanized area continues to grow”. In 2004, Washtenaw County published “A Comprehensive Plan for Washtenaw County” that included objectives for expansion of the County’s transit system and identification of a “dedicated source of funds for county-wide transit services”. In December 2007, the Washtenaw Area Transportation Study adopted the “Transit Plan for Washtenaw County” including a countywide service plan.

The AATA Board realized the need for the Transit Master Plan after identifying the shortfalls in current service coverage, both geographically and temporally. In particular, SEMCOG forecasts dispersed population growth in the County, at the same time employment growth is concentrated in the Cities and Villages. Due to social and environmental implications of land use policy, as well as challenges such as poverty, congestion, an aging population, providing youth mobility, and economic development, the County needs a strong public transit vision for the next 30 years.

Recognizing that population and employment in the county continues to grow well beyond the historical boundaries of the AATA service area, the AATA Board adopted the following Vision Statement on November 18, 2009:

The Ann Arbor Transportation Authority shall be the public transportation provider for Washtenaw County. Our customers shall see AATA’s expanded services as the preferred option for traveling to destinations within the county, as well as to and from the county. AATA will offer appropriate modes of transportation with the most efficient use of resources. These services shall enhance the quality of life for Washtenaw County stakeholders while promoting the economy, safeguarding the environment, and strengthening communities.

With this mandate, AATA embarked on a planning process to extend the benefits of transit throughout the County.

B. THE PLANNING AND ENGAGEMENT PROCESS

AATA initiated the Transit Master Plan early in 2010 using a multi-phase planning process supported by an extensive program of community outreach, as shown in Table 3. The Transit Master Plan (TMP) for Washtenaw County, published in April 2011, defines the countywide transit vision for the next 30 years. The plan provided an overview of a robust, feasible, and integrated package of transit investments and services, designed to make transit a realistic and attractive transportation choice for Washtenaw County residents, businesses and visitors. Reports and analysis that supported the conclusions of the vision preceded the 30-Year Transit Master Plan. Those documents included The Visioning report; the Transit Needs Assessment report, and the Scenarios and Options report. The Authority used each document to promote discussion during successive rounds of public information meetings.

Table 3: Transit Master Plan Public Involvement Program

Time Period	Planning Phase	Public Events
Summer 2010	Shared Community Visions / Needs Assessment	7 major community events plus 11 organizations, Leadership Group, Technical Committee
Fall 2010	Transit Options	20 public meetings
Winter 2010	Scenarios and Alternative Futures	20 public meetings, Leadership Group, Technical Committee
Spring 2011	Draft and Final 30 Year Transit Master Plan	10 public meetings, Leadership Group, Technical Committee
Fall / Winter 2011	Financial Task Force and District Advisory Committees	8 District Advisory Committee Meetings, Financial Task Force Meetings
Spring 2012	Five Year Transit Program report – First Draft (April 2012)	8 District Advisory Committee Meetings, Leadership Group, Technical Committee
Planned public events frequently generated requests for additional group or one-on-one presentations with county private and public sectors leaders in both the private and public sectors. Several hundred meetings have taken place over the course of the planning effort, including meetings with jurisdictions and organizations that never or rarely had any interactions with AATA.		

In addition to the meetings described above, the AATA convened several special purpose groups to provide additional input to the plan. These were:

- **Leadership Group** – a group of business, non-profit and political leaders from across the county, convened several times to provide high-level input into the planning process
- **Technical Committee** – planners and operators of transportation services, convened to review draft work products, and comment on feasibility of the proposed projects supplying needed analytical resources
- **Financial Task Force** – this group of business and political leaders in particular focused on the financial aspects of the plan ensuring the plan made financial sense
- **District Advisory Committees** – the District Advisory Committees established in each proposed governance district for the new authority, and provided guidance to the uBoard (and eventually the Act 196 Board) members in the development of countywide transit.

The membership of each of these groups is listed in the back of this document.



C. THE FIVE YEAR TRANSIT PROGRAM

Following widespread public review and acceptance of the 30-year vision, the Authority initiated the refinement and prioritization of specific near-term service proposals based on the urgent need for service. This document (first draft issued in April 2012) presents the proposed Five Year Transit Plan for implementation. The document incorporates comments from the District Advisory meetings and the Technical Committee, local officials and the general public.

In addition to service planning, there are parallel efforts underway to: 1) create a countywide organization with the power to implement the plan and 2) identify funding sources to supplement the existing funding base.

D. GOVERNANCE

Prior to formation of a new countywide organization to implement and oversee countywide transit, a precursor board, comprised of three AATA's Board members plus eight members from outside of Ann Arbor appointed by elected officials was formed to guide plan development and outreach to the citizens of the county. The board was named the "u196 Board", after the State legislation (Act 196) that would be used to create the new countywide transit authority. The "u" refers to the fact that the Board was unincorporated, formed without the formal act of incorporation, allowing the involved communities to participate in planning without a permanent commitment. After incorporation, the 196 Board will be seated to oversee the formal transit authority under the law, and the 196 authority would supersede the AATA with the enlarged board. The new 196 Board would consist of 15 Directors including all seven AATA Board members. More governance details are available in Chapter VII.

E. FUNDING

In August 2011, the AATA released a companion report to the 30 Year Transit Master Plan, called the Funding Options Report. This report outlined possibilities for funding the expanded transit system, listing the advantages and disadvantages of each. The Authority delegated the task of developing an actual recommendation to the Financial Task Force (FTF) formed specifically to identify and recommend funding sources for the Countywide Transit Master Plan. McKinley Properties CEO Albert Berriz and former County Administrator Bob Guenzel organized and co-chaired a committee of respected business, political and financial leaders in the County. The group met several times between September 2011 and February 2012, and completing work detailed below:

- Created a sub-group to examine the Five Year Transit Master Plan and make recommendations to the full FTF regarding the timing and priority of proposed services for inclusion in a Five-Year Transit Program. After a careful examination of financial performance measures and other data, the sub-group confirmed that the services proposed were sound, reflected the needs of the community, and offered priorities for implementation;
- Reviewed the initial service, revenue, and expense projections, refined the financials, tested the service plan against needs of the community, and separated the local funding from projected state and federal funding to reframe the projected expenses at \$30 million less than the original projections;
- Produced a budget model whose inputs included expenses and revenue assumptions, and whose output calculated a funding ‘gap’ (capital and operating) and the funding equivalent to countywide millage requirement to fill the gap; and
- The FTF concluded that the program would require funding equivalent to a countywide levy of 0.5 mils, according to the model. This is equal to \$50 per year for property with a taxable valuation of \$100,000 (or market value of \$200,000).
- The FTF also noted that legislation was pending in the State legislature that might provide other options for funding transit. As a result, the FTF deferred making a firm recommendation until the legislative process was completed, and it is expected that the group will re-convene at a later date.
- As of this writing, revisions to the budget have taken place due to requests for additional improvements and the Authority will seek to reconvene the Financial Task Force to review the revised program.

F. PUBLIC SUPPORT

Public support for the plan and related governance and funding components has been measured in many different ways over the course of the project. A recent Washtenaw County survey confirming key plan components was undertaken in the fall 2011. The random sample survey of over 1300 registered voters in Washtenaw County was designed to provide insight into residents’ attitudes towards and perceptions of public transportation in the County. AATA conducted a nearly identical survey in 2009 which, combined with, the 2011 survey provides insights into how attitudes have changed over the past two years.

The survey showed that despite Michigan’s uncertain economy and decreasing property values, support for transit remains strong: almost 70 percent of respondents indicated that transit is important.

These voters were also asked to comment on their willingness to pay a 1 mil property tax to support expansion of public transit in Washtenaw County. The table below presents the findings for both the 2009 and 2011 surveys:

Washtenaw County Voter Willingness to Support a 1 mil Tax for Transit Expansion		
	2009	2011
Definitely or probably YES	51%	54%
Definitely or probably NO	41%	38%
Unsure/Undecided	7%	8%

In addition, the service improvements proposed in the TMP are important to Washtenaw County residents. As shown, approximately 80 percent of respondents listed the following service improvements as either “very important” or “somewhat important:”

- Dial-A-Ride service for seniors and persons with disabilities;
- New services using small buses and vans in areas where there are not enough people for regular bus service;
- Express bus service between park-and-ride lots and employment centers; and
- More direct, more frequent, and later, services in the urban bus network.

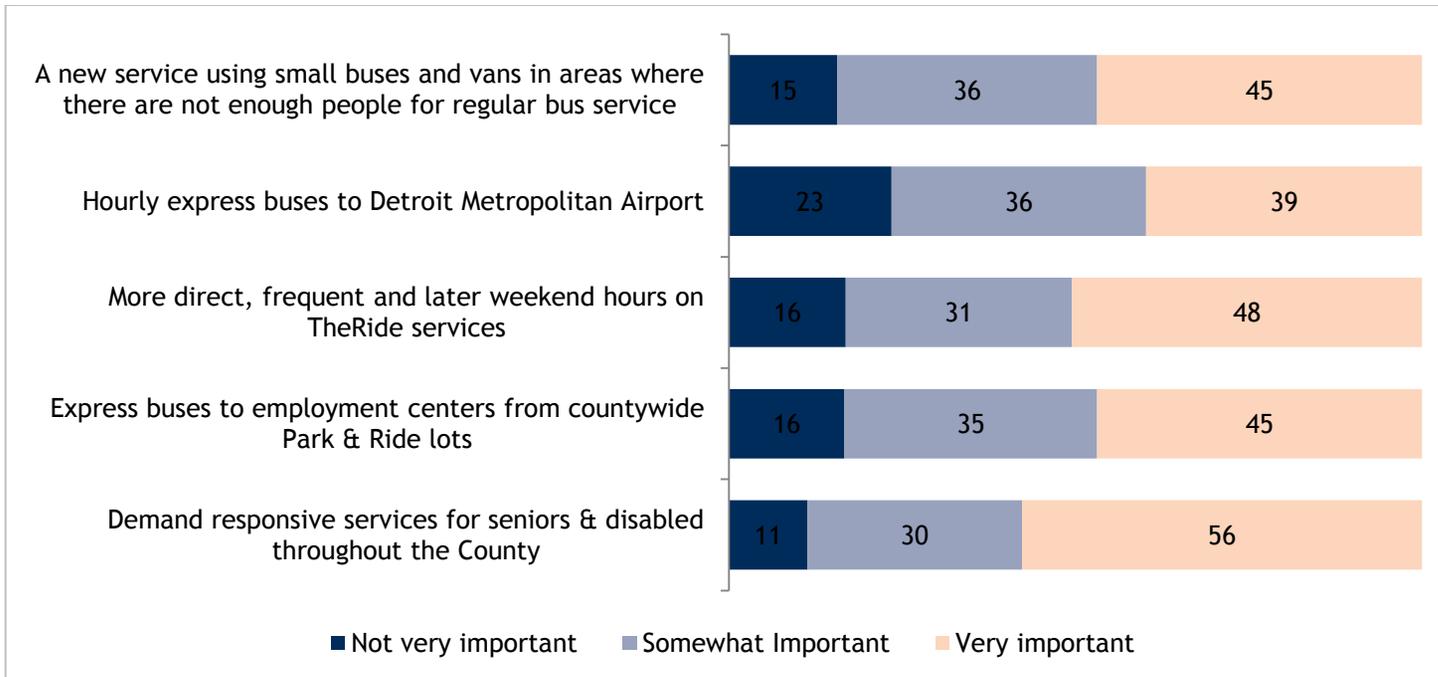


Figure 3: Washtenaw County Survey Results: High Priority Services

G. DEMOGRAPHIC PROFILE

Situated in southeast Michigan, 38 miles west of Detroit, Washtenaw County comprises approximately 720 square miles of mostly rural area with the exception of the urban area made up of Ann Arbor (2010 population 113,934) and Ypsilanti (2010 population 19,435)¹ and surrounding urban townships. Ann Arbor is the county seat, and home to the University of Michigan (UM), one of the nation's top universities. Largely due to the presence of UM and a number of other colleges and universities in the Ann Arbor-Ypsilanti area, Washtenaw County has been able to develop a more diversified economy than most other parts of Michigan. The recent economic downturn did not impact the Ann Arbor and Washtenaw County economy which is well diversified with companies in computer technology, healthcare, and other high-tech industries.

Washtenaw County is a growing region with growing transportation needs. In 2010, the County reported a population of 344,791, up from 323,000 in 1990, and is expected to grow to 380,000 by 2035. At the same time, SEMCOG projects Washtenaw County employment to increase nearly 25% to 286,000 in 2035. The SEMCOG projections expect significant growth through 2035 to be outside, including the Cities and Villages of Chelsea, Dexter, Manchester, Milan, and Saline.

By 2035, senior citizens will account for over 22% of the County's total population or 85,000 people (seniors accounted for 10% in 2010).

As population and employment in the county grow and the population ages, the demand for quality transit services will commensurately expand. Although transit is available to all, it is particularly important for the following groups:

Persons with Disabilities

Persons with disabilities rely on transit, especially Dial-A-Ride transit. The Americans with Disabilities Act (ADA) mandates that service for persons with disabilities must accompany traditional transit fixed-route service; most agencies provide this with Dial-A-Ride service.

Older Adults and Youth

Because those 17 or younger and older than 65 or tend to drive less, transit is integral to helping both older and younger people achieve or maintain mobility, especially in areas that are not walkable. Older adults are more likely to have disabilities that limit their mobility, especially in

¹ The maps in this document show an urban area made up of the area within the I 94 - US 23 ring road around the City of Ann Arbor, as well as the City of Ypsilanti and the portions of Pittsfield and Ypsilanti Townships that are north of I94.

colder weather and at night. Transit also provides a safe mobility option for younger people who do not have a license or are inexperienced drivers.

Persons with Low Income

Persons with low income depend on transit for much of their mobility. They are less likely to own a car, less able to afford vehicular transportation costs such as parking fees and gas costs, and are more likely to be over 65, under 17, and/or have a disability.

Persons without Access to a Vehicle

Especially in non-walkable areas, households without access to vehicles or who have more workers than vehicles likely depend on public transportation, not only for work trips but education, health and social and errand trips as well.

H. TRANSIT DEPENDENCY INDEX

In order to identify areas with concentrated transit dependent populations, the Five Year Transit Program uses a Transit Dependency Index (TDI). An industry best practice, this tool is a composite index of population density of the groups listed above. Analyses ranking each census-designated block group in the County by density of each demographic category mentioned above, and summed to develop a Transit Dependency Index. TDI is not a projection of transit demand, and is not the entire basis for the analysis that follows. Nevertheless, it is a useful tool to identify areas and populations underserved by transit. Because urban areas are denser than non-urban areas, when the non-urban area is examined, the differences in TDI are difficult to see. Therefore, different standards for “low” through “high” applied inside and outside of the urban service area. For further details on the development of the TDI for Washtenaw County, please see Appendix H.

I. MAJOR TRIP GENERATORS

Essential destinations play an important role in transit use. These include major employers; educational facilities; retail and grocery; and community and health services. Many of the County’s top employers are universities and medical centers in the Ann Arbor–Ypsilanti area and currently served by transit. However, major employers located in Saline, as well as Pittsfield, Ypsilanti, and Scio Townships, are not accessible using transit service. Educational facilities are also major trip generators. Table 4 lists the major colleges and universities in the Ann Arbor–Ypsilanti area by student population.

Table 4: Major Ann Arbor-Ypsilanti Universities/Colleges

College/University	Location	Students
University of Michigan	Ann Arbor	58,000
Eastern Michigan University	Ypsilanti	23,000
Washtenaw Community College	Ypsilanti	18,000

Major shopping centers and health and community services are spread more evenly throughout the county, though still centered on Ann Arbor, Ypsilanti and adjoining townships.



III. EXISTING TRANSIT SERVICES IN WASHTENAW COUNTY

Today there are four public transit operators in Washtenaw County (TheRide, the Western-Washtenaw Area Value Express (WWAVE) the People's Express and the University of Michigan bus service), and a large number of social, community, health, and education-orientated providers, as well as many private operators.

Many of these operators and providers already work together, sharing information and/or resources, but there is further opportunity to integrate resources and services, improving efficiency and maximizing value.

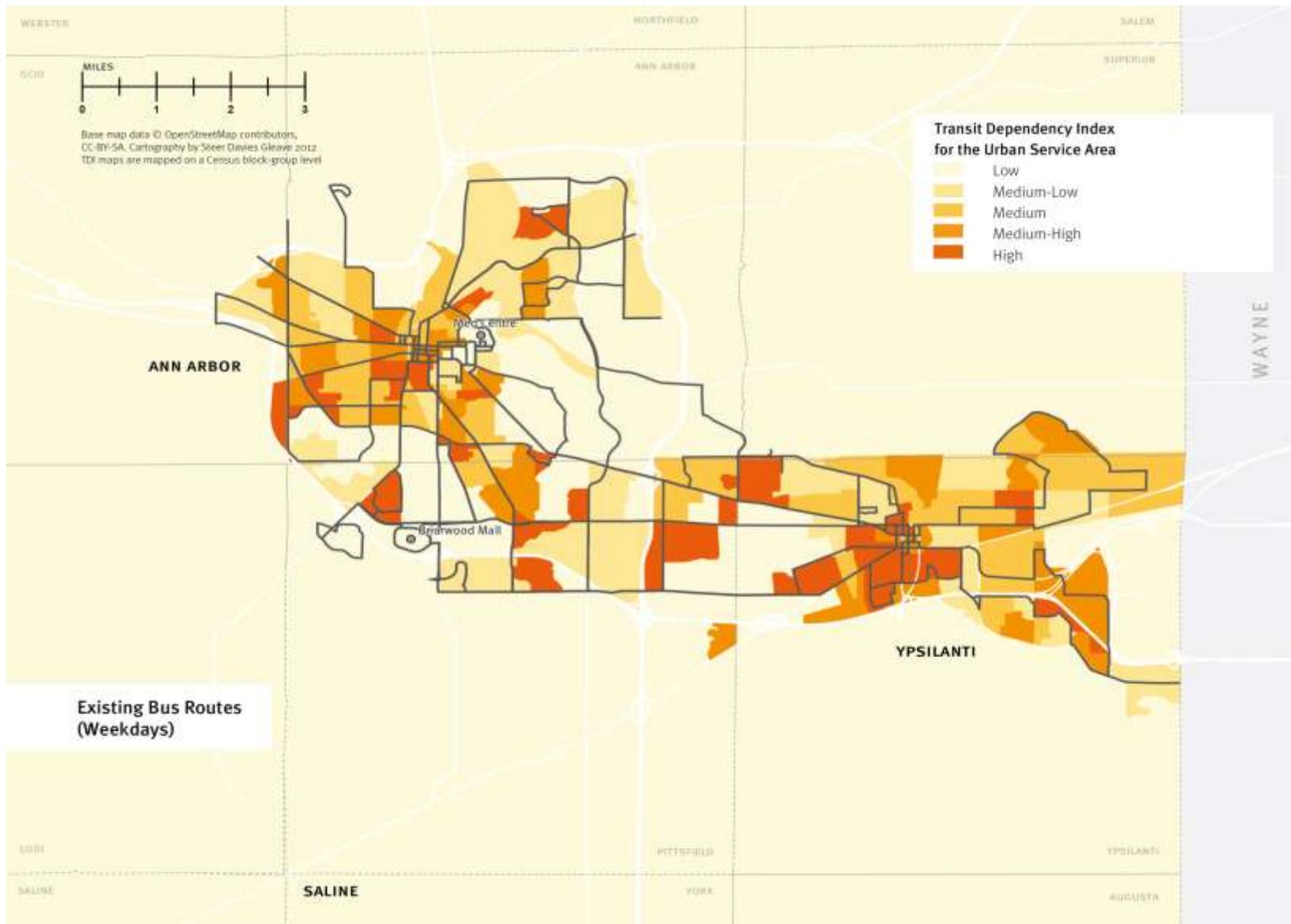


Figure 4: Existing Urban Bus Network Operated by TheRide

TheRide provides a fixed route bus network in and around the cities of Ypsilanti and Ann Arbor as shown in Figure 4. The University of Michigan fixed route network, which focuses on trips that begin and end on university property, complements the Ann Arbor network. A property tax in the City of Ann Arbor partly funds TheRide, and the City has the greatest network coverage (geographically and temporally).

TheRide operates additional services in the City of Ypsilanti and the adjacent townships under Purchase of Service Agreements (POSA): this means that often services are limited and TheRide cannot always enhance them when demand warrants service increases due to funding limitations. TheRide also offers a Dial-A-Ride service for ADA eligible residents in the core urbanized area, as well as two commuter express bus services from and to other local communities (Chelsea and Canton).



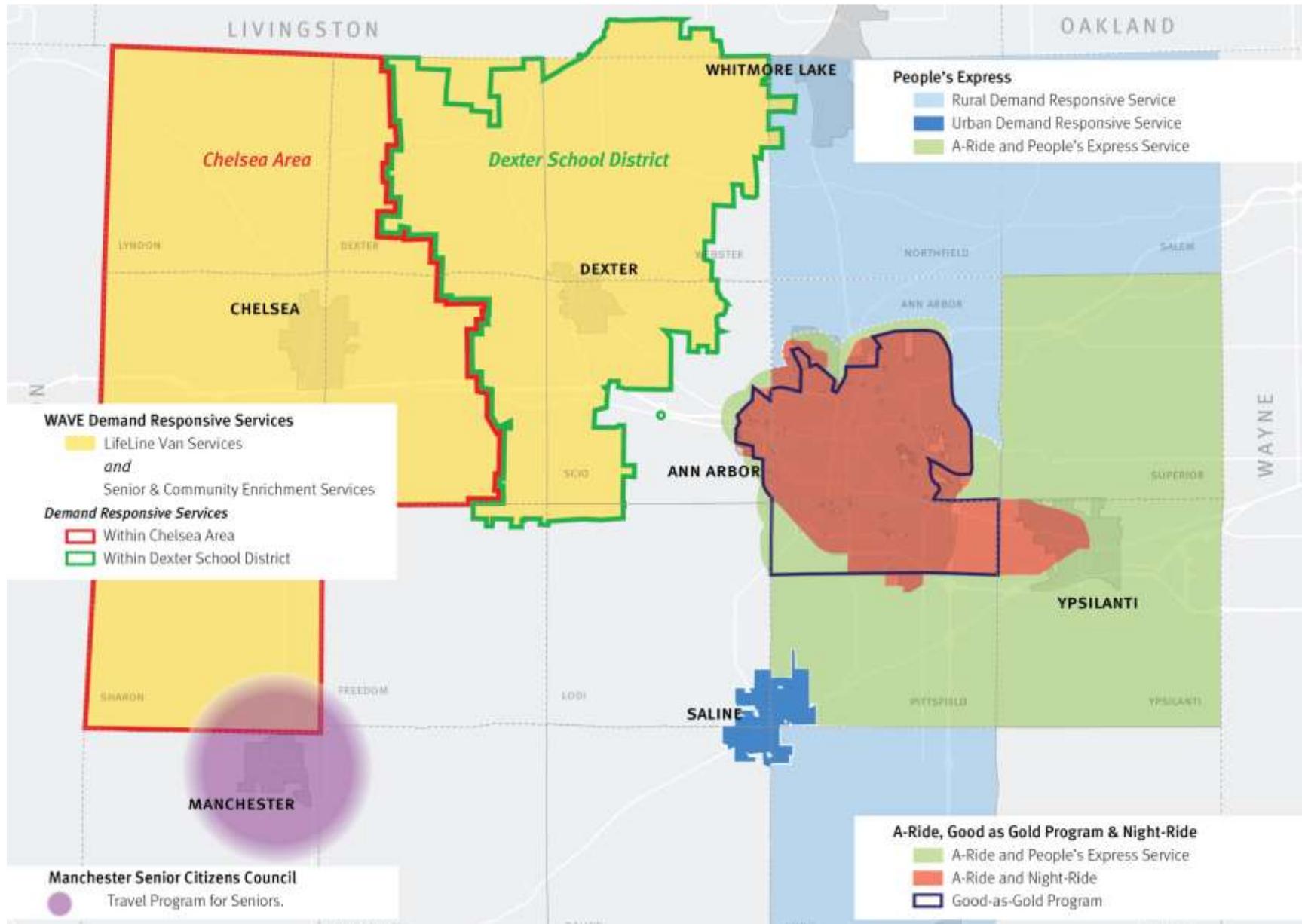


Figure 5: Existing Dial-A-Ride Services in Washtenaw County

There are several Dial-A-Ride services offered in Washtenaw County (Figure 5). TheRide, WAVE, People's Express, Manchester Senior Services, and local private operators offer Dial-A-Ride transit services.

TheRide currently provides three Dial-A-Ride services:

- A-Ride is a 'curb-to-curb' (or 'door-to-door') shared paratransit service for individuals who are unable to ride TheRide's fixed route service due to disabilities. ('Curb-to-curb' is defined as service that picks the passenger up at the point nearest to the origin at which the vehicle can safely stop and load and drops off at the point nearest to the destination at which the vehicle can safely stop and load. "Door-to-door" is defined as service where the driver accompanies the passenger from the door of their origin to the door of their destination.)
- Good as Gold provides individuals with TheRide's senior ID cards with curb-to-curb (or door-to-door) shared-ride service within Ann Arbor.
- NightRide is a late-night, shared-ride taxi service available to the general public when TheRide's urban fixed route network is not operating.

WAVE offers Dial-A-Ride bus programs for seniors, persons with disabilities, and other disadvantaged residents of the Chelsea area and the Dexter School District.

People's Express provides scheduled and unscheduled transit service to disadvantaged individuals in Washtenaw and adjacent Counties, with the US-23 corridor as a main focal point. People's Express also provides service in the City of Saline.

The Manchester Area Senior Citizens' Council operates demand-responsive service in the Village of Manchester and surrounding Townships. The service is focused on providing rides for seniors to meals, shopping, medical appointments, and other scheduled events.

RideConnect provides Mobility Management Services. This includes operation of a Call Center to provide transit dependent individuals with information and referrals on available transit options; matches and schedules rides with the most appropriate transit provider based on trip needs; and provides assistance for eligible passengers to pay fares for trips originating or ending in the County's urbanized area. RideConnect does not provide direct transit services but coordinates transit through a network of existing public and private providers.

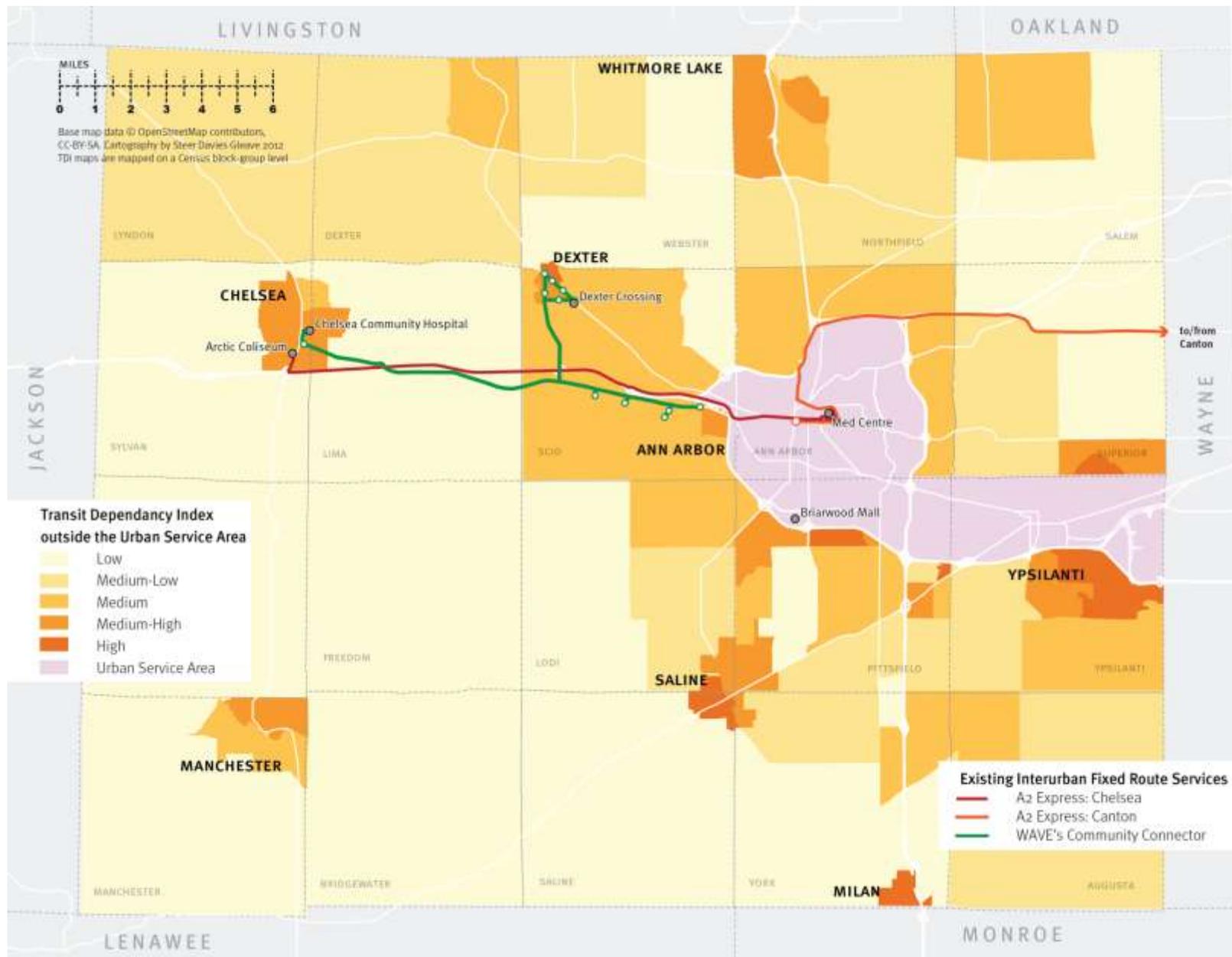


Figure 6: Existing Express Bus Services and Interurban (Connector) Bus

Figure 6 illustrates the express and connector routes offered in the County. TheRide operates two express routes to Ann Arbor, from Chelsea and Canton respectively. WAVE operates an inter-urban bus between Chelsea, Dexter connecting with TheRide at the edge of Ann Arbor.

WAVE also operates a community circulator within the City of Chelsea as a free service. A private sector contribution provides half the funding. The remainder is funded by state and federal funding that is passed through from AATA.

In response to the ever increasing demands on the transit system, AATA has recently implemented a number of transit improvements and this Five Year Transit Program builds on these. Significant recent improvements include the following:

- AATA Route 4

Ridership on Route 4 on Washtenaw Avenue between Ann Arbor and Ypsilanti has the highest ridership among all of AATA's routes. Washtenaw bus service was recently expanded (doubled) to provide more frequent, more direct and less crowded service between Ann Arbor and Ypsilanti, primarily along Washtenaw Avenue, between the Blake Transit Center in downtown Ann Arbor and the Ypsilanti Transit Center. Ridership on Route 4 has the highest ridership among all of TheRide routes. More than 800,000 trips are taken per year and more than 3,000 trips on an average weekday on Route 4. These improvements were made possible in part by one-time contributions, from the Ann Arbor Downtown Development Authority and Washtenaw County, respectively, of \$20,000 and \$14,000.

- AATA AirRide Service to Detroit Metro Airport

AirRide has been launched as a public-private partnership between TheRide, Michigan Flyer, the University of Michigan, the Ann Arbor Downtown Development Authority and the Ann Arbor Convention and Visitors Bureau. AirRide provides a convenient and affordable alternative to driving and parking for the more than 2,000 people traveling to and from the airport every day. As of April 2, 2012, Twelve trips are offered daily between Ann Arbor and Detroit Metropolitan Airport. Buses pick up at the Blake Transit Center and Kensington Court Hotel at Briarwood Mall. Four stops are made daily at the University of Michigan Central Campus Transit Center. At the airport, AirRide offers bus stops at both the McNamara and North terminals. The buses feature comfortable seating, wireless internet and restroom amenities.

- AATA NightRide/HolidayRide

NightRide is TheRide's late-night, door-to-door, shared-ride taxi service which operates when fixed-route buses are not in service. The service has been expanded beyond the City of Ann Arbor east to downtown Ypsilanti south of Clark Road/East Huron River Drive and north of Ellsworth

Road/Michigan Avenue. HolidayRide operates on seven major holidays when fixed-route buses are not in service. This will enable early-morning and late-night workers to better access their employment sites.

- AATA VanRide

TheRide is launching VanRide, its new commuter vanpool service, in the Spring of 2012. VanRide is TheRide's first countywide service. This will provide a commuting solution to workers traveling within and to Washtenaw County. Seven-seat-passenger vans will be available to commuters who want to share rides to work. TheRide will assist commuters in forming vanpool groups to alleviate the cost, gas use, and parking stress of commuting alone. This service will be available to individual commuters and to organizations interested in providing or supporting a commuting option for their employees.

- AATA Blake Transit Center

The Blake Transit Center in downtown Ann Arbor serves an average of 5,000 passengers daily with an indoor waiting area, pass and token sales, map and schedule information and rest room facilities. A new two-story transit center is scheduled for construction on the same site to begin in August, 2012, with completion in mid-2013. The new center will double the size of the current structure, allowing for expanded lobby, rest room, meeting, office and driver break areas.

- Central Campus Transit Center

The Central Campus Transit Center, a joint project of the University of Michigan and TheRide, has been constructed on Geddes Avenue on the U-M Central Campus. Both TheRide and the U-M buses serve the center, providing a comfortable and convenient facility and transfers between the two bus systems for faculty, staff and students, as well as the general public.

- AATA Washtenaw Avenue Transfer Center

On Washtenaw Avenue at Pittsfield Blvd, the Washtenaw Avenue Transfer Center now provides passengers with an off-street location to board or transfer among three eastbound routes operated on Washtenaw Avenue by TheRide. Routes 4, 7 and 22 serve the transfer center. A new super shelter will be installed in 2012.

- ExpressRide Services

Express services connecting Canton and Chelsea to downtown Ann Arbor and the University have been reconfigured, schedules have been adjusted, and return trips, previously 'deadheaded' (not in service), were made into revenue runs in the reverse peak direction.

- AATA East AA Medical Center

Improved information, encouraging more use of existing services. Includes a partnership with UM to cover the costs of ARide service from the City of Ann Arbor borders for trips to the UM East Medical Center

- WWAVE Interurban Improvements

WAVE's community connector route provides connections between Chelsea, Dexter and Ann Arbor. The Monday through Friday, 6am-7:15pm service has been operating since 2005 and provides 8,000 rides per year. In November 2011, WAVE began Saturday and Sunday services for rural to urban travel. During the first three quarters of its existence, the weekend connector provided 750 rides for western Washtenaw County travel, where none was previously available.

- WWAVE Circulator Improvements

Circulator service in Chelsea began in July 2010. The Circulator travels from the western-most senior retirement communities, then through the heart of Chelsea's business district. 'Hop on' services provide 7500 or more free rides along that route yearly. Although the circulator serves all demographics, this is the preferred method for senior populations to travel for day-to-day needs. The Chelsea circulator opens up scheduled ride availability on demand response vehicles.

- People's Express Commuter Route

This route has two pick-up locations; one at the Lee Road Park and Ride Lot in Brighton and the other located just south at the M-36 Park and Ride in Whitmore Lake. The bus picks up passengers at these two locations and travels south on U.S. 23 to the U of M hospital in Ann Arbor several times in the morning and in the afternoon.

The following table (Table 5) lists the impacts of these services to date:

Table 5: Impacts of Recent Service Improvements

Service Improvement	Date Started	Impact
WWAVE Interurban	November 2011	WAVE's Community Connector route began JARC (Job Access/Reverse Commute) funded services to allow travel between Chelsea, Dexter and Ann Arbor on weekends. One benefit of weekend services is providing transportation-to-work services using public transit where none existed in rural western Washtenaw County
WWAVE Circulator	July 2010	Benefits of this service include no-cost transportation to at-risk and other populations, as well as increased support for local businesses.
People's Express Commuter Route	August 2009	Ridership has grown from 1951 trips in 2009 to 13,716 trips in the first 7 months of 2012. (Also due to budget cuts by the county, PEX lost approximately 6,540 rides per year. These were located in the rural areas of Washtenaw County. Eleven townships in all were affected.)
AATA Route 4*	January, 2012	Service frequency along Route 4 was doubled. 28 % increase in ridership as of August 2012.
AATA AirRide*	April, 2012	1000+ riders per week and growing
AATA East AA Medical	July, 2011	Improved rider awareness of transit options for trip to UM East Medical Center.
AATA Van Pool	June 2012	20 new vans in operation, and 100 new participants, as of August, 2012
AATA Night Ride	January, 2012	55% increase in ridership as of August, 2012
AATA Express Ride	Late 2011/Early 2012	Approximate 50% increase in ridership since previous year

* These services represent early implementation of the Five Year Transit Program, and are currently funded by a combination of community contributions and AATA reserves, but that funding is not permanent. Continuation of these services will depend on successful achievement of a countywide funding source. Therefore, funding for these services continue to appear in the FYTP budget.

IV. PROPOSED SERVICES AND RIDERSHIP

A. OVERVIEW OF PROPOSED SERVICES

The Five Year Transit Program consists of a wide range of services which, collectively, provide connections between any two points in the county. For illustrative purposes, the discussion here puts the services into several different categories, with each category of service having its own distinct set of operational characteristics, and each serving distinct markets. The categories of services to be described in the next few sections are as follows:

- **Expanded Dial-a-Ride / Dial-a-Ride PLUS** – A countywide set of services that are designed to serve people’s transit needs that cannot be efficiently served by the fixed route bus services that are typically used in the denser parts of the region (the ‘urban core’). These services are arranged by a user request and are provided by small buses, vans or taxis.
- **Enhanced Urban Bus Services** – This is the fixed-route network of bus services in ‘urban core’, consisting of Ann Arbor, Ypsilanti and portions of adjacent townships. These services are supplied by large transit buses operating on routes that users walk or drive to.
- **Express Ride Expansion** – Express Ride services connect people in outlying areas of the county to the ‘urban core’, using mid to large size transit buses. These tend to be longer distance trips and buses make few or no stops between their starting point and downtown Ann Arbor.
- **Community Connectors** – Community Connectors serve people traveling between the major communities in the region. These operate in rural corridors, connecting areas of the county with higher population density, where there is high enough travel volume to justify a semi-fixed-route operation. These services may deviate from their route to pick up and drop off passengers who are located some distance from the route.
- **Community Circulators** – These serve people travelling within the community, and generally use smaller buses.
- **Park & Ride Expansion** – Park and Ride lots offer people the ability to drive to the periphery of the fixed route transit system and then get on one of the urban fixed route services to complete their journey.
- **Van Ride Expansion** – Van Ride services are used by small groups of people who are travelling to and from the same place. When 6-8 people travel together in a van, less gas, parking and other resources are used than if those same people travelled separately. In addition, this arrangement ‘converts’ drivers (except the driver of the van itself) to passengers, allowing them to use their time more productively.
- **Support Services and Activities** – many of the services described above are supported by other facilities and services, such as bus stops, and route and schedule information systems.

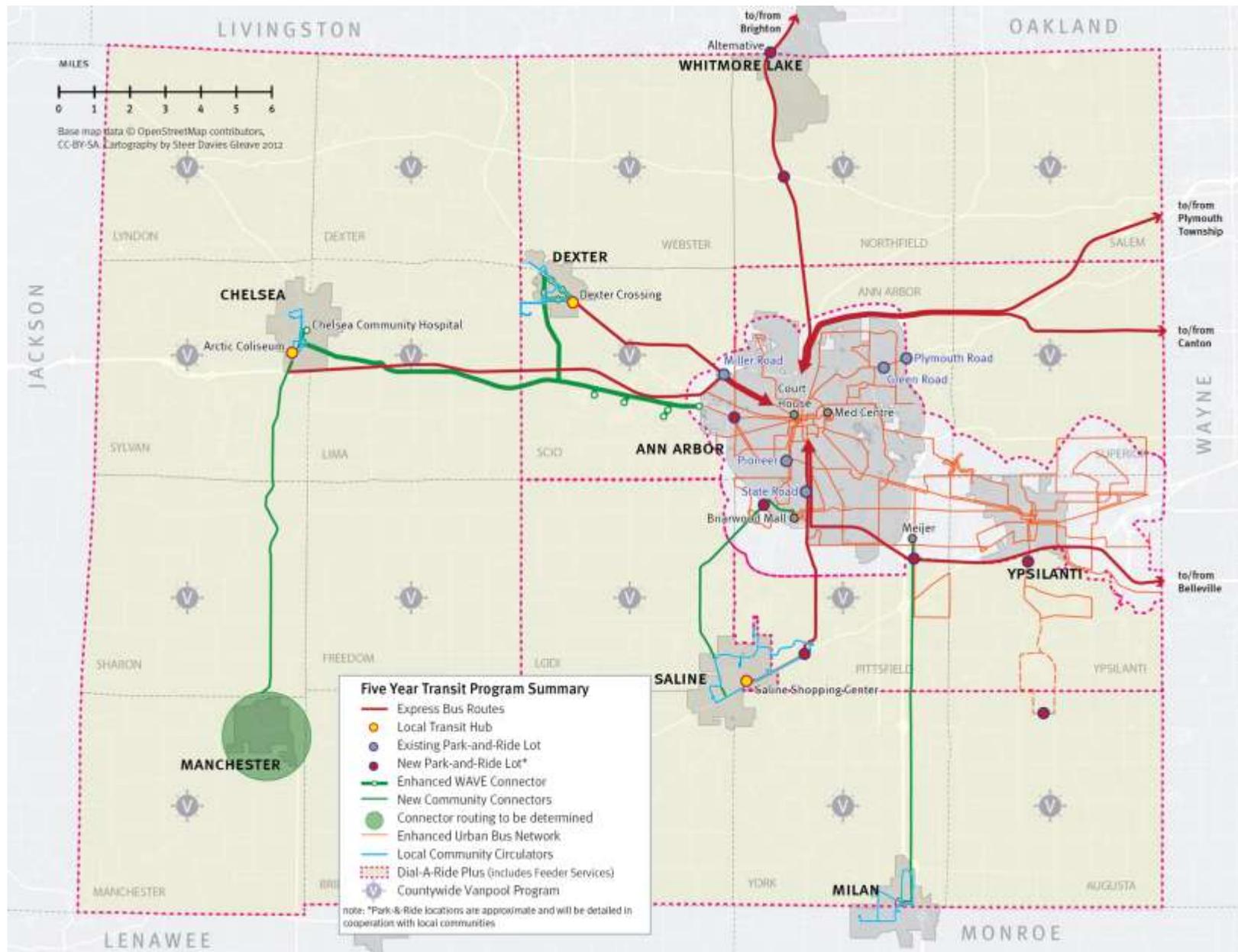


Figure 7: Five Year Transit Program

The categories of service listed above are described more fully in the following sections of this chapter.

B. EXPANDED DIAL-A-RIDE AND DIAL-A-RIDE PLUS

1. OVERVIEW

Dial-A-Ride services are typically used in low density situations where larger fixed-route services would be inappropriate, and to provide ‘door-to-door’ services to people who cannot get to or use a fixed-route service. The Countywide Dial-A-Ride Plus service builds on the established service platform and the existing operators currently providing essential services across the County. The priorities are to:

- tackle unmet transit needs;
- ensure maximum accessibility for residents to the County’s transit system;
- ensure a coordinated and integrated system;
- provide coverage across the County; and
- support and assist existing service providers (financially and operationally).

“Dial-A-Ride”, as used here, is really two services in one, hence the name Dial-A-Ride Plus. One component of the proposed Dial-a-Ride service is a service available to people who have disabilities or who are senior citizens. This service will pick eligible people up at their home and take them all the way to their destination.

The “Plus” component of Dial-A-Ride service involves using the same service to provide rides to those who are not people with disabilities or senior citizens. Services to this group of users would take them to the nearest fixed-route transit service, which they can then use to complete their trip. Such service is also sometimes called feeder service or flex service. While in the long run the intent is to provide this service to all areas of the county, this program will be implemented incrementally in geographic zones, with each zone containing at least one primary access point to the fixed route system.

2. THE NEED FOR COUNTYWIDE DIAL-A-RIDE SERVICES

In 2011 riders made 200,000 trips on Dial-A-Ride services across the County. The A-Ride, Good as Gold and NightRide programs in the urban service area accounted for 150,000 trips (three quarters of the total). The remaining trips were on carriers operating in the non-urban parts of the County.

Figure 8 shows the forecasted need by 2020 for Dial-A-Ride services across the County based on the forecast populations of seniors, people with disabilities and other transit dependent groups. Also shown is the forecast demand for services associated with this need. The Transit Dependency Index is used as a background to show concentrations of transit dependent populations.



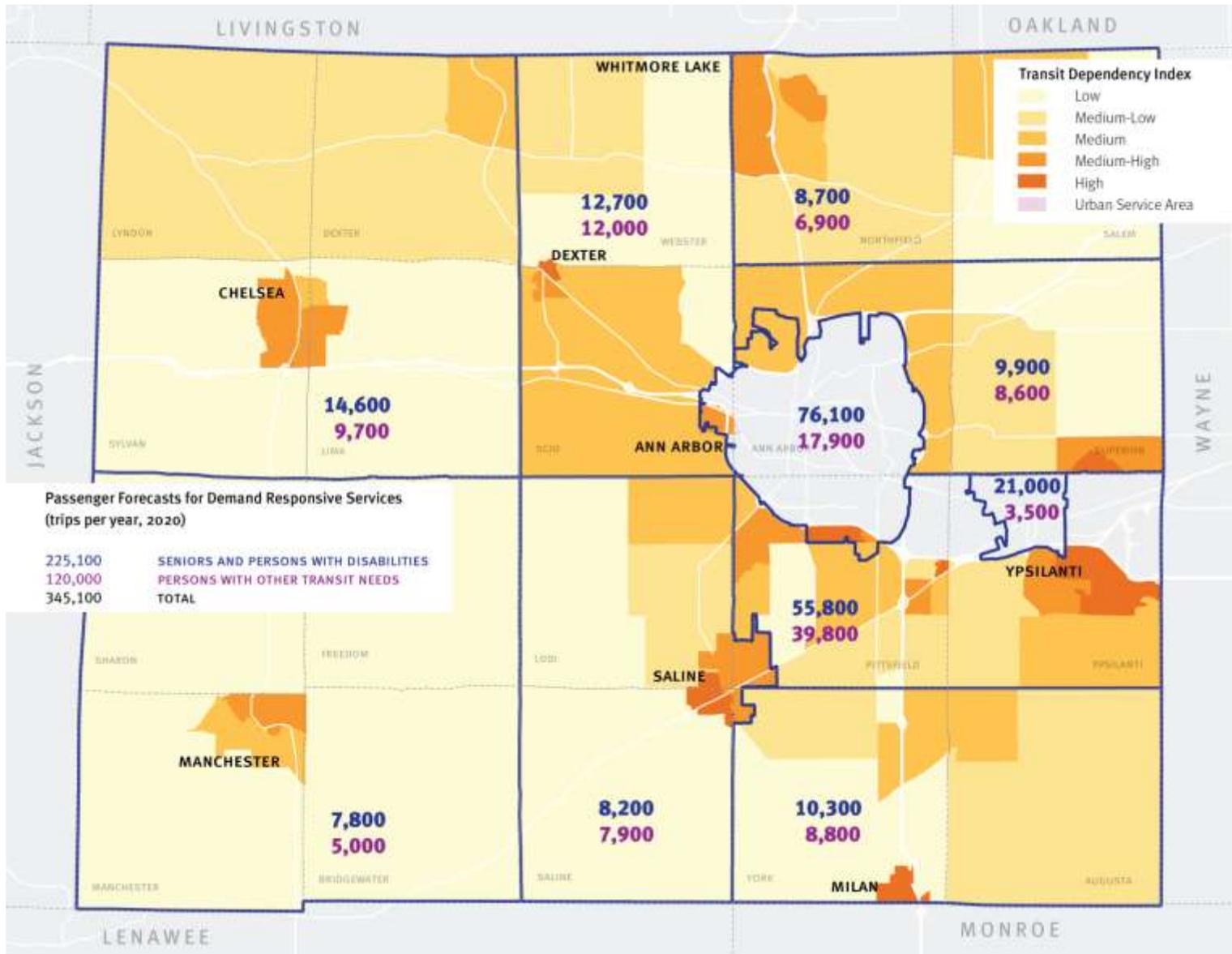


Figure 8: 2020 Passenger Forecasts for Demand Responsive Services in Washtenaw County

By 2020, transportation demand for Dial-A-Ride services in the County is forecast to be over 345,000 trips. The A-Ride service area² is forecast to account for 66% of the total.

Table 6: Forecast Demand for Dial-A-Ride Service (2020)

Annual Trips	Trips by Seniors	Trips by Persons with Disabilities	Trips by Persons with Other Transit Needs ³	Total	Unmet Need
Within A-Ride Boundary	53,300	107,100	67,500	227,900	77,800
Outside A-Ride Boundary	18,900	45,800	52,500	117,200	71,800
Total	72,200	152,900	120,000	345,100	149,600

The current Dial-A-Ride services operating within the A-Ride service area are meeting a significant proportion of passenger demand among persons with disabilities and seniors living in the city of Ann Arbor. However there are significant pockets of transit dependents, including seniors, who live in Pittsfield, Ypsilanti and Superior townships, outside TheRide’s network service area, who need access to transit. The estimated unmet need for these residents within the A-Ride boundary is approximately 77,800 trips per year.

Outside of A-Ride’s service area, the forecast demand for Dial-A-Ride services is over 117,000. This represents an additional 71,800 trips over and above what the providers carry today.

3. KEY COMPONENTS OF THE DIAL-A-RIDE SERVICE PLAN

Providers would meet the additional need for Dial-A-Ride transit through advanced reservations. All residents of Washtenaw County will be eligible for service, but registration would be required. For curb-to-curb (or door to door) services riders would schedule trip requests one to

² Demand projections are based on cities, villages and townships; they therefore could not have the same boundaries as the urban areas elsewhere defined in this document. Areas within the A-Ride boundary are therefore distinguished in the demand projections. These are the City of Ann Arbor, the City and Township of Ypsilanti, the Village of Barton Hills, and the Townships of Superior and Pittsfield.

³ This category includes transit dependent populations, including young people and those with low income, but also includes people who are not in any defined transit dependent user group.

seven days in advance. Providers would give priority to persons with disabilities and seniors, with trips then delivered to all others on a first come, first served basis. The division of responsibility for the Dial-A-Ride service is shown in Table 7.

Other passengers would be served on a first come, first available basis. However, these passengers would be encouraged to use Feeder Services when possible, and the countywide fare structure would reinforce this preference.

The program anticipates that existing service providers will continue their existing community-based transit services and that the new Dial-A-Ride service will be provided in addition to these services, again focusing on unmet need. This could be provided as an expansion of the WAVE's or People's Express service areas.

Hours and days of operation: Dial-A-Ride services would operate Monday through Friday from 6:30AM to 8:00PM and Saturday from 8:00AM to 6:30PM. Sunday services, though not included in the costs of the FYTP, could also be provided.

Currently in the non-urban service area, service hours are limited to Monday through Friday from 8:30AM to 4:30PM, with limited service on Saturday.

Dedicated vehicles would all be ADA compatible and accessible, and would be easily identifiable as a part of these services.

The new transit authority will enter into memoranda of understanding (MOU's) with existing providers to define the relationship between them and the new authority. As of this writing, discussions regarding such MOU's are actively taking place.

Table 7: How the Components of Dial-A-Ride Services Would be Divided

Service Component	TheRide Responsibility	Service Provider Responsibility
Information Requests		
Call Intake / Reservations		
Scheduling		
Dispatching		
Operations & Maintenance		
Policy Creation & Changes		
Service Marketing		

4. KEY COMPONENTS OF DIAL-A-RIDE PLUS (THE FEEDER SERVICES) PLAN

Users who are not ADA-eligible and who have destinations on the fixed-route network would be eligible to use Dial-A-Ride as a “feeder service”, which would provide Dial-A-Ride service to and from fixed-route services only.

Dial-A-Ride feeder services would be operated on a service area basis (see Figure 9). These services (previously referred to as Flex-Ride in the 30-Year TMP) would pick up residents from their home or origins and drop them at designated fixed-route stops within their service area of operation.

Feeder services could be operated by existing providers and would be integrated with other Dial-A-Ride services.

The Dial-A-Ride feeder services:

- may be accessed through same-day trip requests, advance reservation, or subscription service;
- would be booked at least one hour in advance, and are subject to availability;
- would require users to be registered but are open to all residents of the non-urbanized areas of the County;
- would not prioritize any groups of potential users but would operate on a first come, first available basis;
- would only take passengers to the most efficient fixed route stop location; and
- would involve users 'sharing' rides so the most direct route cannot be guaranteed.

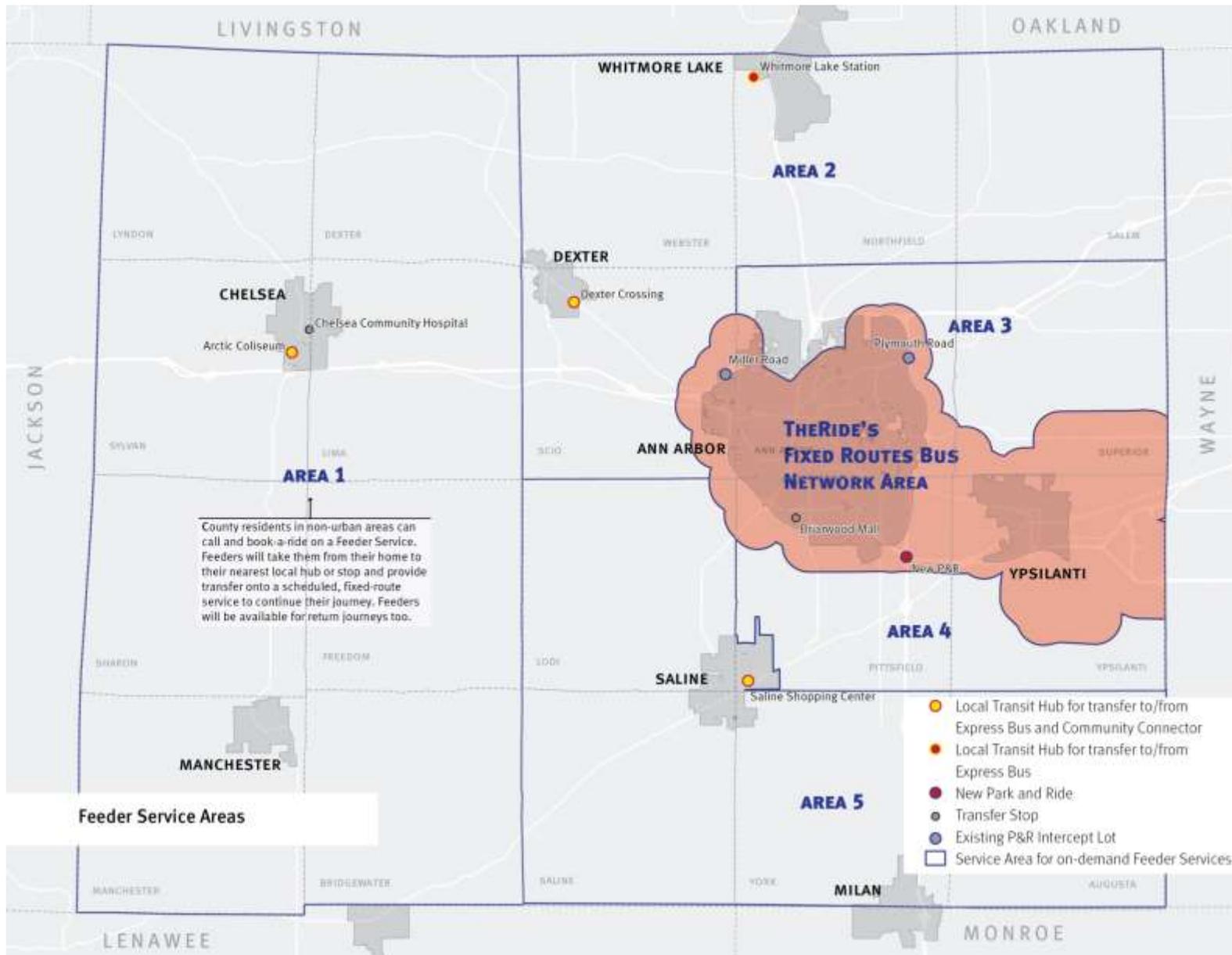


Figure 9: Local Feeder Service Zones (Preliminary)

Examples of types of vehicles used for Dial-A-Ride and feeder services are shown in Figure 10.



Example of Dial-A-Ride Vehicle



Example of Feeder Service Vehicle

Figure 10: Examples of Transit Vehicles for Dial-A-Ride and Feeder Services

Table 8: DIAL-A-RIDE – Operational Details

	Annual Operating Hours	Days and Hours of Service	Number of Vehicles Required
Expanded Dial-a-Ride	36,200	M-F 14hrs; Sat 10hrs	22
Dial-a-Ride PLUS (Feeders)	20,000	M-F 14hrs; Sat 10hrs	10
Totals	56,200		32

5. DIAL-A-RIDE AND DIAL-A-RIDE PLUS BUDGET

Table 9: DIAL-A-RIDE - Budget

	Annual Operating Costs	Annual Operating Hours	Annual Trips	Annual Revenue ⁴	Additional Vehicles	Capital Costs
Expanded Dial-a-Ride	724,500	36,200	65,000	260,000	22	1,650,000
Dial-a-Ride PLUS (Feeders)	405,000	20,000	85,000	212,500	10	1,500,000
Total	1,129,500	56,200	150,000	472,500	32	3,150,000

C. ENHANCED URBAN BUS NETWORK

1. OVERVIEW

This Five Year Transit Program refines and prioritizes the bus network enhancements developed in the Transit Master Plan Vision.

Improvements to the urban bus network enhancements are grouped into four categories:

- West Ann Arbor Area;
- Ypsilanti Area;
- New Services; and
- Key Corridor Upgrades.

⁴ Based on existing fare levels and structure, allowing for discounts.

The proposed services address one or more of the following objectives:

- Network simplification, including reduction of one-way loop services;
- Coverage enhancement to address unmet need;
- Increased operating hours;
- More weekend services;
- Improved access to key destinations, including hospitals and libraries, grocery stores, schools, and employment locations.
- Increased frequencies, particularly on key corridors; and
- Improved accessibility and condition of bus stops.

The urban bus network enhancements would build on the TheRide’s fixed route network in the urbanized area in and around Ann Arbor and Ypsilanti providing greater geographic and temporal coverage to serve transit dependent people and attract more young people, seniors, and choice riders.

2. THE NEED FOR URBAN BUS SERVICE ENHANCEMENTS

To prioritize Urban Bus Network Enhancement proposals, the Transit Master Plan used a Composite Transit Dependency and Employment Index to indicate the degree of transit dependency (as a representation of potential origins) and the key employment centers (as a representation of potential destinations) geographically around a route.

As with the Transit Dependency Index each route was evaluated for transit dependent residential populations living within a five-minute, quarter-mile buffer of the route. As before, this looked at persons with disabilities, those 17 or younger or 65 or older, households without access to a vehicle, and households with annual income of less than \$25,000. The quarter-mile around each route was ranked for each of these categories, and these rankings were summed to give a Transit Dependency Index.

To represent destinations served by each route, the routes were ranked by the number of employees working within a five-minute, quarter-mile walk (determined using the WATS Model).

These two indices, transit dependency and employment, were equally weighted to establish a Composite Index. Further description of the Transit Dependency Index can be found in Appendix H.

3. KEY COMPONENTS OF THE URBAN BUS SERVICE ENHANCEMENTS

Like the Transit Master Plan Vision, the proposals to enhance the urban bus network can be grouped into the four categories above. The proposals make the following changes to the network:

- Restructure the West Ann Arbor network;
- Restructure the Ypsilanti network and extend into neighboring townships;
- Increase Sunday service dramatically across the network;
- Provide longer operating hours throughout the week;
- Enhance service on key corridor routes;
- Enhance frequencies on many routes across the network;
- Implement bus priority transit-responsive intersection improvements including bus traffic signal prioritization and queue jumping;
- Reintroduce a Downtown Circulator service in Ann Arbor connecting key destinations in the city center; and
- Upgrade urban bus stops.

The Five Year Transit Program proposes no changes to routes 1U, 13, 14, 18, 33, 36, and 609. Restructured routes in West Ann Arbor and Ypsilanti would replace service on existing routes 8, 9, 10, 11, 12A/B, 15, 20, 33, and 34.

Figure 11 shows the proposed new urban bus routes. Maps showing the existing and current services split by days of operation are included in Appendix I (Separately bound).

Table 10 provides details of proposed improvements to the urban bus network. Figure 11, Figure 12 and Figure 13 show the proposed urban bus network configurations.



Table 10: Urban Bus Network Improvements – Details

Category	Routes	Redsigned Routing more direct service - more places	Extended Hours		Service Frequency (minutes)				
			Mon.-Fri.	Sat. Sun.	Mon.-Fri. peak hrs.	Mon.-Fri. midday	Mon.-Fri. evening	Sat. & Sun.	
Key Corridors	2: Plymouth		x	x	5-10	7-15	30	60	
	3: Huron River				30	30	60		
	4: Washtenaw	x	x	x	5-10	10-20	30	30-60	
	5: Packard		x	x	15	15	30	30/60	
	6: Ellsworth	x	x	x	15	15	60	30-60	
	7: S. Main - East	x	x	x	30	30	60	60	
	West Ann Arbor / Scio Township	8: Pauline		x	x	15	30	60	60
9: Jackson		Becomes 2 routes: #10 Jackson and #11 Dexter							
10: Jackson (NEW ROUTE)		x	x	x	30	30	30	30-60	
11: Dexter (NEW ROUTE)		x	x	x	30	30	60	60	
12: Miller - Liberty		Becomes 3 routes: #9 Liberty, #12 Miller, and #20 N. Maple Connector							
9: Liberty (NEW ROUTE)		x	x	x	30	30	60	60	
12: Miller (NEW ROUTE)		x	x	x	30	30	60	60	
20: N. Maple Connector		x	x	x	30	30	30	60	
15: Scio Church - W. Stadium		Becomes 2 routes: #15 W. Stadium - Oak Valley and #19 Scio Church							
15: W. Stadium - Oak Valley (NEW ROUTE)		x	x	x	30	30	60	60	
19: Scio Church	x	x	x	30	60	60	60		
Other Routes	1: Pontiac - Dhu Varren	x							
	16: Ann Arbor - Saline	x							
	17: Amtrak - Depot St.	x							
	22: North - South Connector	x	x		30	30	60	60	
	Service on routes 1U, 13, 14, 18, 33, 36, and 609 will be maintained								
Ypsilanti Area (includes services to Ypsilanti and Pittsfield Townships)	Current Ypsilanti Local Routes #10, #11, #20 are replaced by service on routes #41 - #49								
	41: LeForge Geddes (New Route)	x	x	x	60	60	60	60	
	42: Forest - MacArthur (NEW ROUTE)	x	x	x	30	30	60	60	
	43: E. Michigan (NEW ROUTE)	x	x	x	30	30	60	60	
	44: Ecorse-Tyler (NEW ROUTE)	x	x	x	30	30	60	60	
	45: Harris-Grove (NEW ROUTE)	x	x	x	30	30	60	60	
	46: Huron-Whittaker (NEW ROUTE)	x	x	x	30	30	60	60	
	47: First - Congress (NEW ROUTE)	x	x	x	30	60	60	60	
	49: Harris-Ford Connector (NEW ROUTE)	x	x	x	30	30	60	60	

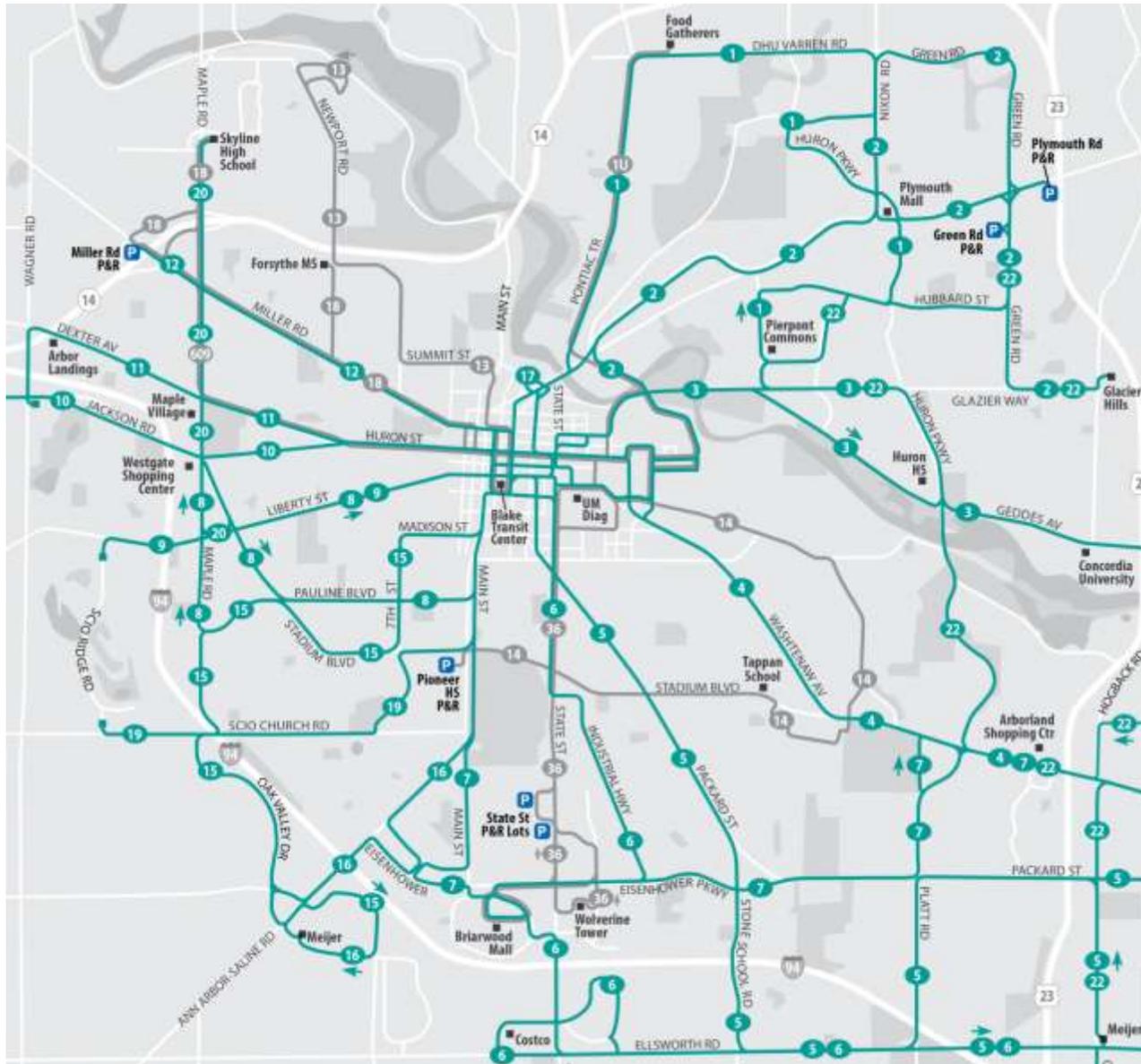


Figure 12: West Ann Arbor Area Proposed Bus Network (Weekdays)

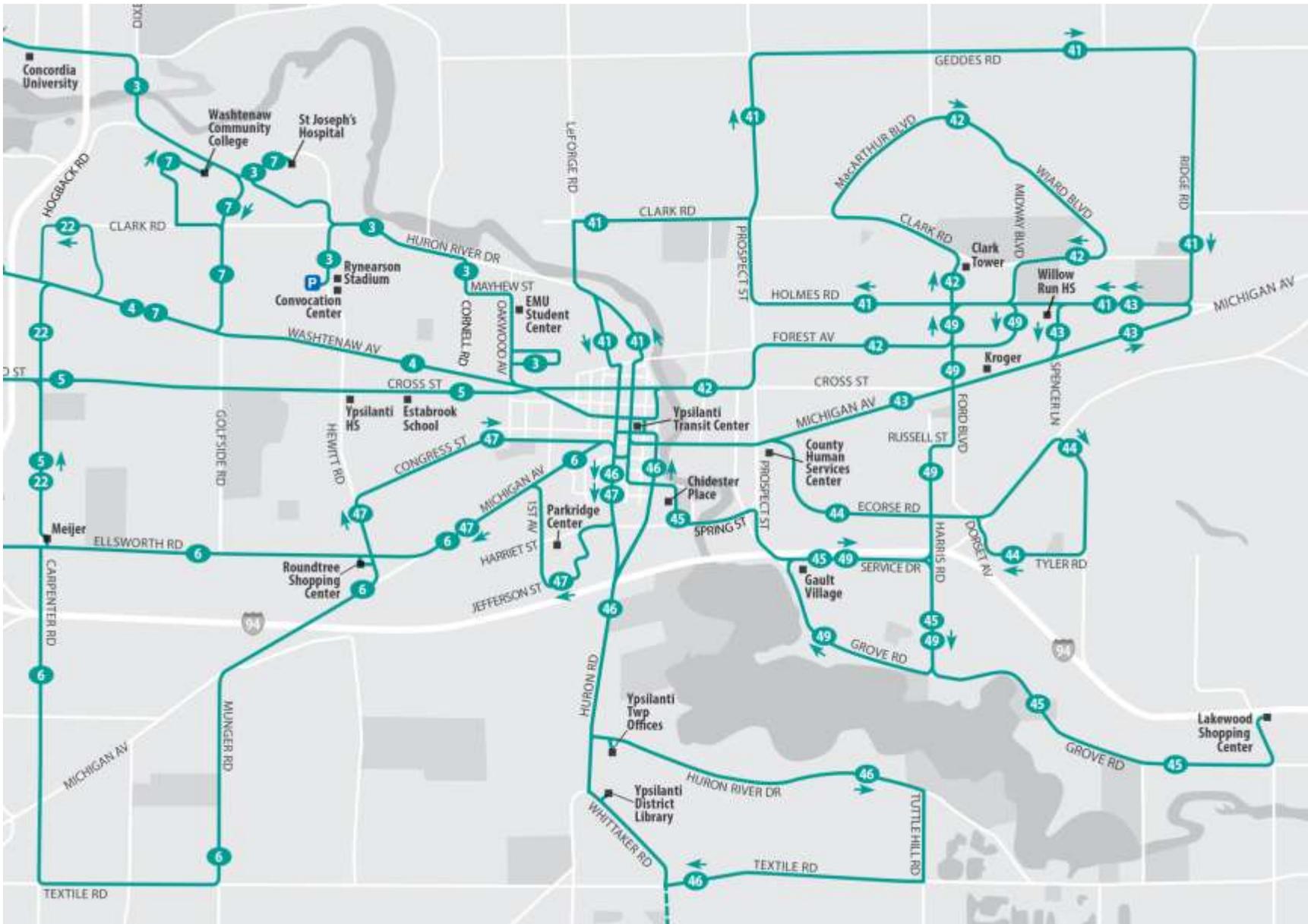


Figure 13: Ypsilanti Area Proposed Bus Network (Weekdays)

Table 11 to Table 14 show the operational specification and costs for each set of routes (West Ann Arbor Area, Ypsilanti Area, New Services, Key Corridor Upgrades).

Table 11: West Ann Arbor Area - Operational Details

Route	Average Weekly Operating Hours	Number of Vehicles Required	Typical Trip Time (minutes)	Number of Trips in the Peak Hours	Hours per Day M-F, Sat, Sun	Days per Week	Annual Operating Cost
New 8	117	2	30	4	18, 14, 10	7	\$596,700
New 9	87	1	30	2	18, 14, 10	7	\$443,700
New 10	218	2	60	2	18, 14, 10	7	\$1,111,800
New 11	87	1	30	2	18, 14, 10	7	\$443,700
New 12	87	1	30	2	18, 14, 10	7	\$443,700
New 15	174	2	60	2	18, 14, 10	7	\$887,400
New 19	72	1	45	2	18, 14	7	\$367,200
New 20	97	1	30	2	18, 14	6	\$494,700
Totals	984	13	-	-	-	-	\$5,018,400

Table 12: Ypsilanti Area - Operational Details

Route	Average Weekly Operating Hours	Number of Vehicles Required	Typical Trip Time (minutes)	Number of Trips in the Peak Hours	Hours per Day M-F, Sat, Sun	Days per Week	Annual Operating Cost
41	104	1.0	60	1	18, 14	6	\$530,400
42	130	1.5	45	2	18, 14, 10	7	\$665,550
43	87	1.0	30	2	18, 14, 10	7	\$443,700
44	87	1.0	30	2	18, 14, 10	7	\$443,700
45	130	1.5	45	2	18, 14, 10	7	\$665,550
46	82	1.0	60	2	18, 14	6	\$418,200
47	87	1.0	30	2	18, 14, 10	7	\$443,700
49	82	1.0	30	1	18, 14	6	\$418,200
Totals	790	9	-	-	-	-	\$4,029,000

Table 13: New Services - Operational Details

Route	Average Weekly Operating Hours	Number of Vehicles Required	Typical Trip Time (minutes)	Number of Trips in the Peak Hours	Hours per Day M-F, Sat, Sun	Days per Week	Annual Operating Cost
Link	99.5	1	20	3	18, 14, 10	7	\$654,075*
Totals	99.5	1	-	-	-	-	\$654,075

*TheRide would seek private funding to subsidize The Downtown Circulator or Link service. A service with a 10 minute headway would double the operating cost and require an extra vehicle. These costs are not included in the FYTP budget.

Table 14: Key Corridors - Operational Details

Route	Average Weekly Operating Hours	Number of Vehicles Required	Typical Trip Time (minutes)	Number of Trips in the Peak Hours	Hours per Day M-F, Sat, Sun	Days per Week	Annual Operating Cost
2	480	8	30	6**	18, 14, 10	7	\$2,652,000
3	195	3	45	2	18	5	\$962,625
4	687	12	45	8	18, 14, 12	7	\$3,656,700
5	366	5	30/45***	4	18, 14, 10	7	\$1,927,800
6	568	8	60	4	18, 14, 12	7	\$3,080,400
7	285	4	60	2	18, 14, 10	7	\$1,611,600
Totals	2,581	41	-	-	-	-	\$13,891,125

**2A/2B = 4 trips/hour; 2C = 2 trips/hour

***5A = 45 minute trip time; 5B = 30 minute trip time

Table 15: Balance of Existing Routes

Route	Average Weekly Operating Hours	Number of Vehicles Required	Typical Trip Time (minutes)	Number of Trips in the Peak Hours	Hours per Day M-F, Sat, Sun	Days Per Week	Annual Operating Cost
1	169	2	60	6	18, 14, 10	7	\$861,900
1U*	30	1	30	12	6, 0, 0	5	\$153,000
13*	45	1	30	12	12	5	\$229,500
14*	45	2	45	8	6	5	\$229,500
16	131	2	45	8	18, 14, 10	7	\$665,550
17	44	1	15	24	18, 14, 10	7	\$221,850
22	261	3	60	4	18, 14	6	\$1,331,100
36*	240	4	36	10	15	5	\$1,377,000
609*	45	2	45	8	6	5	\$229,500
Totals	1009	18	-	-	-	-	\$5,298,900

*Routes remain unchanged.



Figure 14: Increases in Urban Bus Services

Figure 14 and Table 16 show the changes in service hours as a result of program improvements, and shows the changes in service hours by geographical area.

Table 16: Urban Bus Service Hours Increase by Area

Annual Service Hours Increase by Area

	Base	FYTP	Percent increase
West Ann Arbor	21,879	48,180	120%
Key Corridors	83,593	121,913	46%
Ypsilanti	25,537	64,179	151%
Other Existing Routes	46,824	50,577	8%
Total	184,430	284,849	54%

The Urban Bus Network Enhancements:

- would be open to all potential users without priority, registration, or booking;
- would operate using low-floor/wheelchair accessible vehicles (as in existing operations);
- would operate using new technologies to reduce emissions where possible (as per existing operations); and
- would incorporate bus priority transit-responsive intersection improvements to speed up bus transport services at intersections.
-

4. THE BUDGET

Table 17 shows the combined budget and operating specification for the Urban Bus Network Enhancements in the first five years of the Transit Master Plan.

Table 17: The Urban Bus Network Enhancement - Budget

	Average Weekly Operating Hours	Annual Operating Cost	Annual Trips	Vehicles Required	Capital Cost
Proposed⁵	5,463.5	\$28,925,925	9,114,482	78	_____
Existing 2011	3,540	\$18,585,375	6,200,000	60	_____
Difference	3,187	\$10,340,550	2,914,482	18	\$13,850,000*

*Cost, but not vehicle count, includes 20% spare bus fleet over and above vehicles required.

⁵ The cost figures exclude The Downtown Circulator or Link service, which would cost approximately \$500,000 to operate and would require support from the private sector. The forecast annual trips include the full package of urban bus improvements in the FYTP, including bus stop and priority measures described later in this report.



D. EXPRESS RIDE EXPANSION

1. OVERVIEW

An expanded Express Ride network has been designed to achieve the following:

- Enhance public transit access across the County;
- Provide a realistic alternative to commuting by private car;
- Serve areas where high numbers of Ann Arbor employees reside;
- Stem growing congestion on the County's highways; and
- Relieve parking pressures in the employment areas of Ann Arbor, particularly downtown.



The associated local transit hubs as described in Chapter IV, Section I would help:

- Provide a focal point for transit in each community;
- Support the implementation of transit oriented development; and
- Provide a safe and attractive place to access or transfer to transit.

2. THE NEED FOR EXPRESS BUS SERVICES AND LOCAL TRANSIT HUBS

Figure 15 shows where employees working at Ann Arbor's largest employer (the University of Michigan) reside. Approximately 33,000, or 80%, of 41,000 commuters originate within the geographic area shown. While many live close to or within the urbanized area, 13,000 live in the outer (colored in green) parts of the County and areas just beyond the County boundary. This latter population represents an excellent market for express commuter services.

The University of Michigan and the University Medical Center provide around 30% of the total jobs in Ann Arbor, and 20% of the total jobs in the urbanized area. Assuming that these employers give a reasonable representation where all employees in downtown Ann Arbor reside, the total market for express commuter services to downtown Ann Arbor is estimated at 20,000 or more employees. Because virtually all these employees have no means of transportation to access their place of work other than in a private vehicle and are not guaranteed parking, express commuter services should be an attractive option.

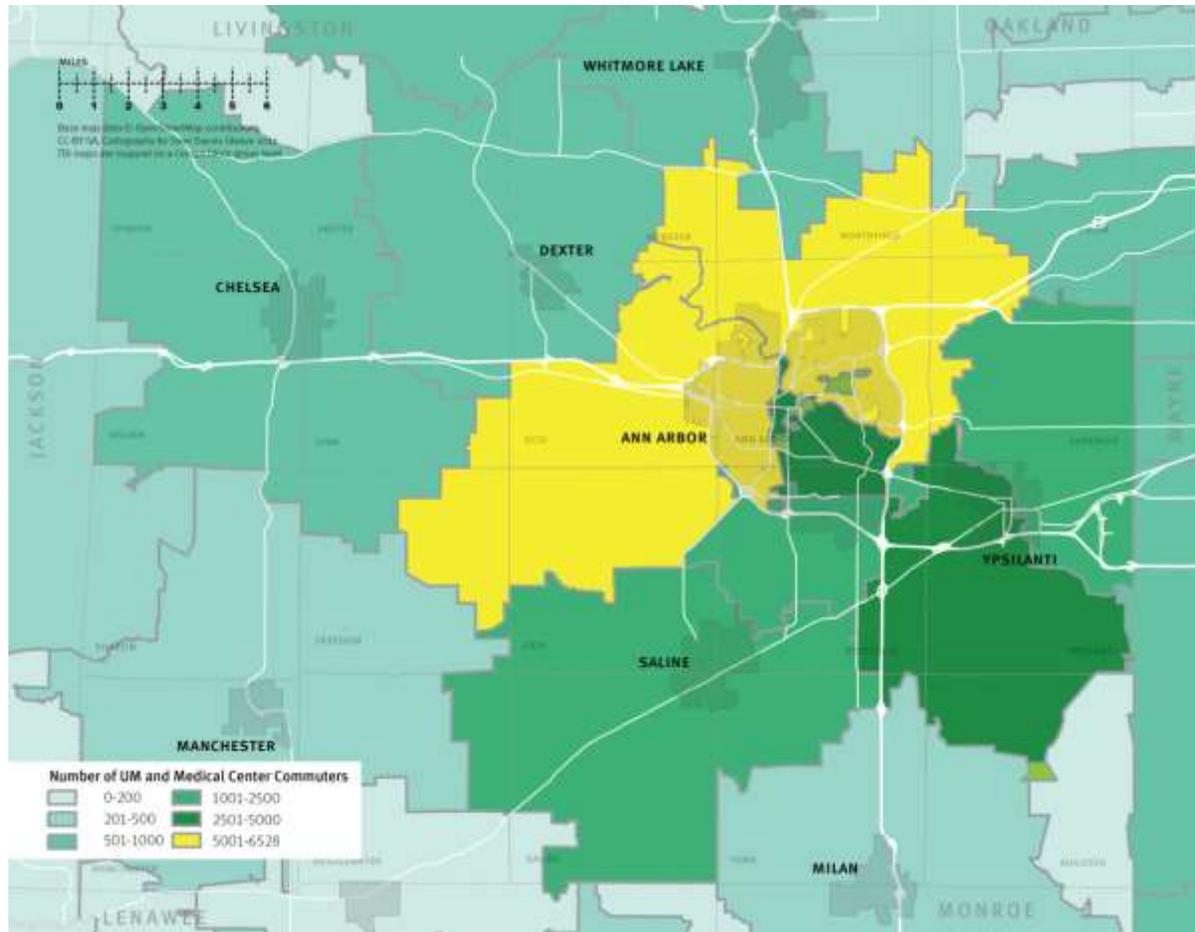


Figure 15: Origin of University of Michigan and Medical Center Employees

Washtenaw County is a growing region with rising transportation needs: by 2020, SEMCOG forecasts Ann Arbor employment to grow by 6,000 jobs, with an additional 7,000 jobs created in other parts of the urban area. Demand for car parking within the Downtown area is forecast to increase significantly and as a consequence road congestion would only worsen. The Express services currently operating to Chelsea and Canton have experienced significant passenger growth, nearly 40% over the past year.

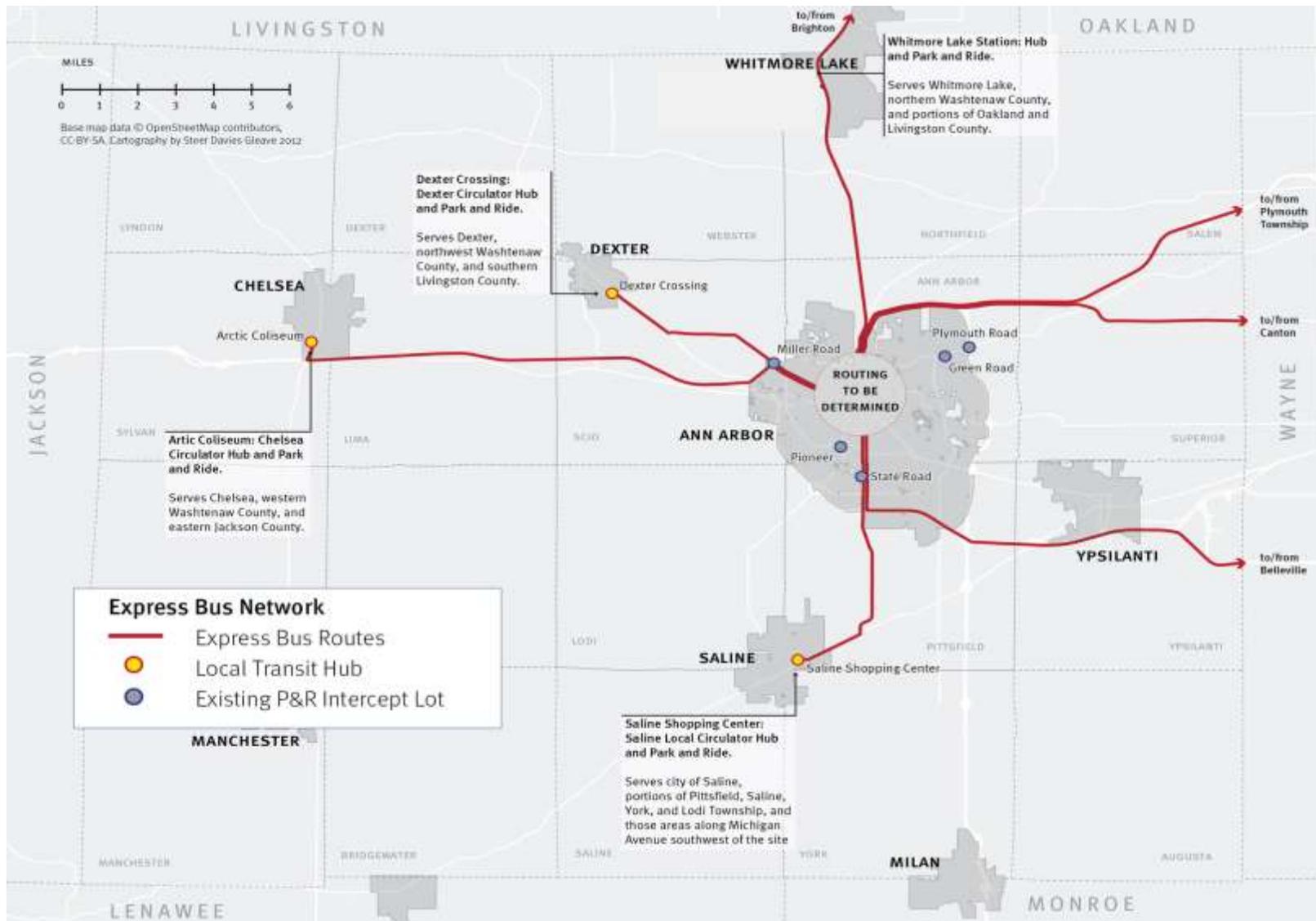


Figure 16: Proposed Express Bus Services and Local Transit Hubs

The Budget details the Express Bus network designed to meet local commuter needs. The Express network as designed, with frequent service, would provide an attractive, alternative means of transportation to the car. The demand forecasts for the Express bus assume the service would capture a 4% share of the total market.

In the first five years, the two existing Express Bus Services (to Canton and Chelsea) will be enhanced and five new services would be introduced. These services are shown in the Budget and detailed in Table 18 and Table 19.

3. KEY COMPONENTS OF THE EXPRESS BUS SERVICES

The Express Bus Services would also have the following operating features:

- Operation Monday to Friday with longer hours:
- AM Peak Period - First buses would leave their origin between 5:45AM and 6:05AM and last services would leave their origin between 8:45AM and 9:05AM.
- PM Peak Period – First buses would leave Ann Arbor between 3:30PM and 3:35PM and last services would leave Ann Arbor between 6:55PM and 7:15PM.
- TheRide would either operate these services directly (as per the existing service model) or would contract with private local operators.⁶
- TheRide would brand this service in the same manner throughout the County to ensure it is easily recognizable for users and potential users.
- Providers would operate the services using modern, comfortable vehicles with Wi-Fi facilities; these may resemble the bus shown in Figure 17.

Appendix B includes draft timetables for the Express Bus Services.

⁶ Costs assume the same fixed costs as current AATA service, these have been slightly reduced due to increased efficiency.

The character of the express buses is important. This Program does not recommend particular buses, but the following qualities can be important in attracting the choice riders that are the backbone of express bus ridership:

- Attractive buses that are branded in an appealing way;
- Comfortable seats for longer trips;
- Wireless internet access and; and
- Buses should have low floors.



Figure 17: Example of Bus Vehicle for the Express Services

Table 18: Express Bus – Operational Details

	Annual Operating Hours	Days and Hours of Service	Number of Vehicles Required	Typical Trip Time	Services Depart Every	Morning Peak Period Vehicle Trips	Evening Peak Period Vehicle Trips
Improved Chelsea Express	3,867	M-F AM, PM Peaks	2	37 minutes	35 minutes	6	7
Improved Canton Express	3,938	M-F AM, PM Peaks	2	45 minutes	42 minutes	5	6
New Saline Express Ride	3,758	M-F AM, PM Peaks	2	28 minutes	30 minutes	7	8
New Dexter Express Ride	3,758	M-F AM, PM Peaks	2	23 minutes	25 minutes	8	10
New Brighton/Whitmore Area Express Ride	3,758	M-F AM, PM Peaks	2	28 minutes	30 minutes	7	8
New Ypsilanti Twp / Belleville Area Express Ride	3,754	M-F AM, PM Peaks	2	41 minutes	40 minutes	5	6
New Plymouth Area Express Ride	3,754	M-F AM, PM Peaks	2	41 minutes	40 minutes	5	6
AirRide Airport Service	8,275	M-F Sat, Sun 4:45am to 10pm	5	56 minutes	60 minutes	3	3
Totals							

4. THE BUDGET

Table 19: Express Bus - Budget

	Annual Operating Costs	Annual Operating Hours	Annual Trips	Annual Revenue ⁷	Additional Vehicles	Capital Costs
Improved Chelsea Express	\$328,667*	3,867	37,400	\$45,570	1	\$400,000
Improved Canton Express	\$334,688*	3,938	44,600	\$70,560	1	\$400,000
New Saline Express Ride	\$319,458*	3,758	41,000	\$86,100	2	\$800,000
New Dexter Express Ride	\$319,458*	3,758	40,400	\$84,840	2	\$800,000
New Brighton/Whitmore Area Express Ride	\$386,042*	4,542	68,100	\$143,010	2	\$800,000
New Ypsilanti Twp / Belleville Area Express Ride	\$319,104*	3,754	26,300	\$55,230	2	\$800,000
New Plymouth Area Express Ride	\$319,104*	3,754	41,400	\$86,940	2	\$800,000
AirRide Airport Service⁸	\$840,000*	0	50,000	400,000	0	0
Total	\$3,166,521*	27,371	322,500	972,250	12	\$4,800,000

*Services are assumed to be in operation only part of the five year program cycle. As a result ExpressRide in the Operating Budget is a reduced total.

⁷ Based on existing fare levels and structure, allowing for discounts.

⁸ AirRide service is currently being funded out of AATA reserves as a temporary measure. Continuation of the service is therefore included in the costs of the FYTP.

E. COMMUNITY CONNECTORS

1. OVERVIEW

Community Connectors serve people traveling between the major communities in the region. These operate in rural corridors, connecting areas of the county with higher population density, where there is high enough travel volume to justify a semi-fixed-route operation. These services may deviate from their route to pick up and drop off passengers who are located some distance from the route.

2. THE NEED FOR COMMUNITY CONNECTORS

Figure 18 shows a Transit Dependency Indices (TDI) map for the non-urban service area. Although many areas identified by the TDI as having potential for high levels of transit demand are already served by fixed-route or Dial-A-Ride operations, many others have no service.

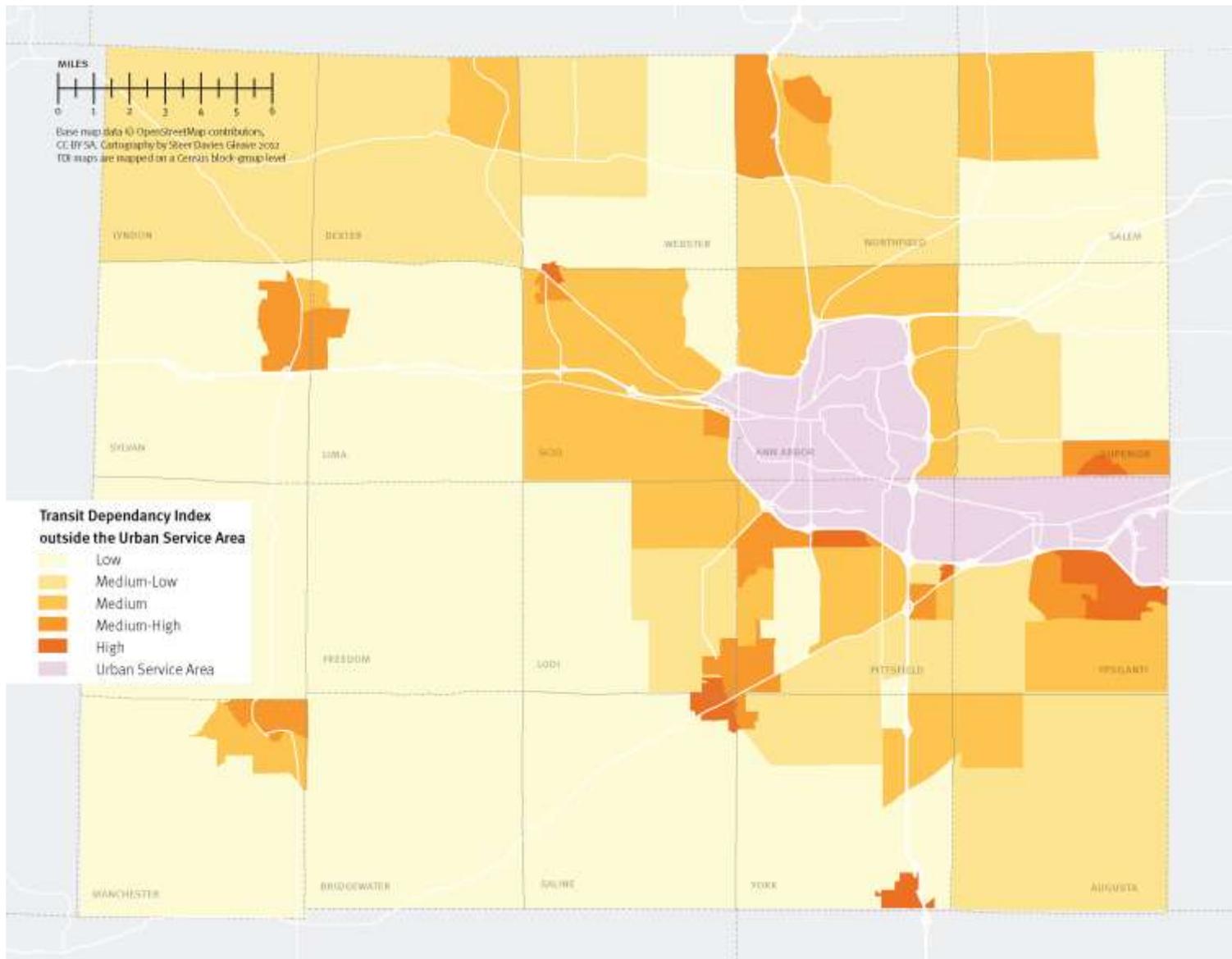


Figure 18: Non-Urban Service Area Transit Dependency Index

3. KEY COMPONENTS OF THE LOCAL CONNECTORS

Under the Five Year Transit Program, TheRide would make enhancements to the existing WWAVE Connector and create three new connector routes.

The frequency and hours of operation of WAVE's Interurban Connector would be increased to hourly between 6:00AM and 10:00PM Monday through Friday and between 8:00AM and 6:00PM on Saturdays and Sundays; and three new Community Connectors would be initiated on the following routes (see Figure 19 and Appendix C).

- Between Milan and Ann Arbor (running on Carpenter Road north to the Meijer store at Ellsworth and Carpenter)
- Between Saline and Ann Arbor (running on Ann Arbor-Saline Road, connecting with the current Route #16 near Ann Arbor Saline road and Oak Valley Drive)
- Between Manchester and Chelsea (running on M-52)

Table 20 and Table 21 provide details of the proposed connector services. While the general timing and alignments of the routes have been determined, the schedules and timetables for the new Community Connectors will be developed following discussions with the local communities involved.

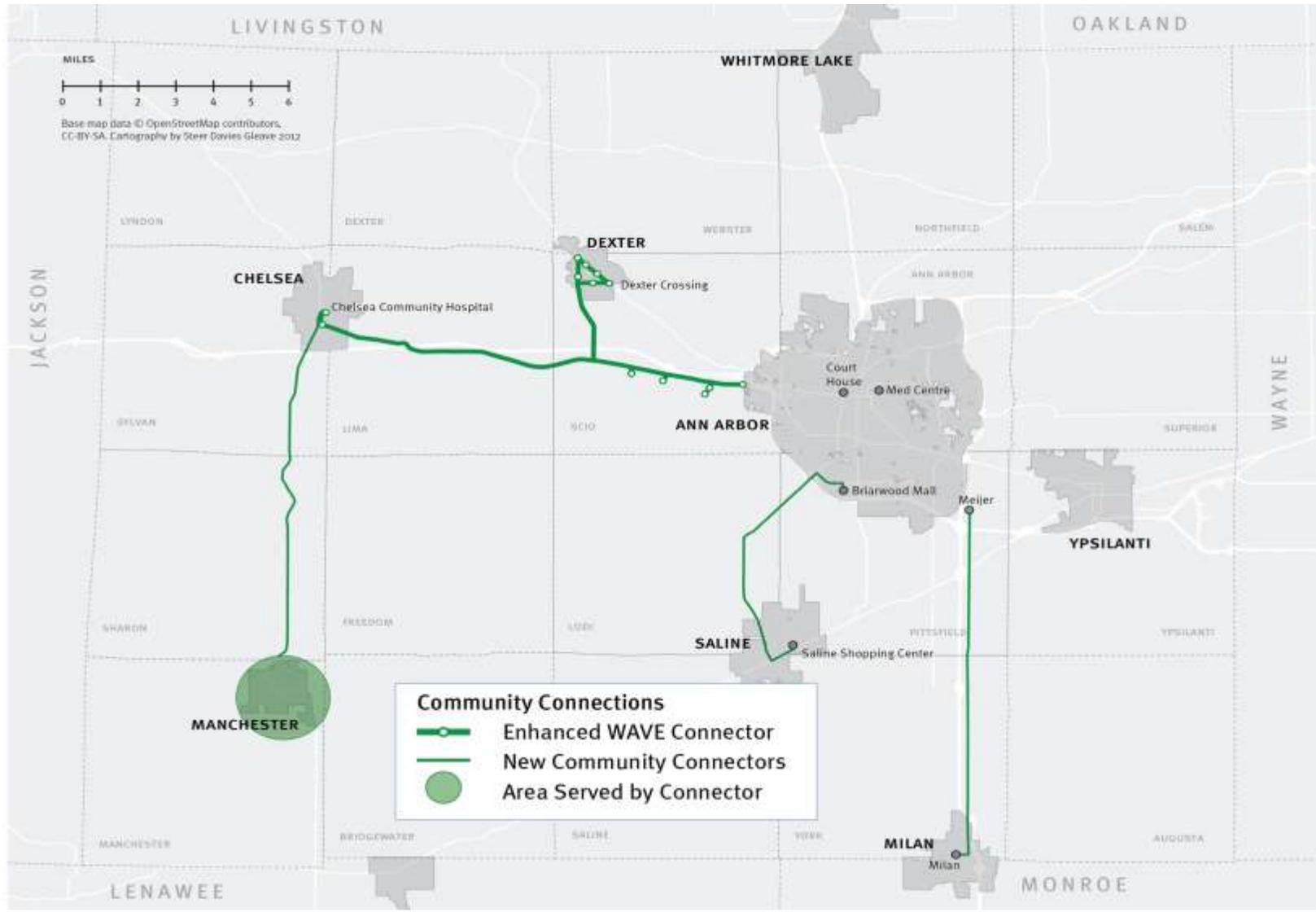


Figure 19: Community Connectors

Table 20: Community Connectors - Operational Details

Service	Annual Operating Hours	Number of Vehicles Required	Typical Trip Time	Services Depart Every	Days per Week	Hours per day
The WAVE Interurban Connector / Chelsea-Dexter-Ann Arbor Community Connector*	9,242	2	1 hour	1 hour	Mon-Sun	15 Mon–Fri 9 Sat & Sun
Milan- AA Community Connector	2,400	1	1 hour	2 hours	Mon-Sat	4 Mon–Sat
Manchester-Chelsea Community Connector	1,200	1	1 hour	2 hours	Mon-Sat	2 Mon-Sat
Saline – Ann Arbor Community Connector	2,400	1	1 hour	2 hours	Mon-Sat	4 Mon-Sat

*Existing service hours for the WAVE’s Connector are included in the table.

It is important to note that these services are neither designed nor intended to replace existing services or providers already available in the County, but rather to maximize access to express and urban bus services for all County residents. The Five Year Transit Program anticipates that existing service providers would continue their community-based transportation services as they exist today with increases as appropriate.

The Community Connectors would be open to all potential users without priorities, registration or booking. The two new Community Connectors would operate flexibly and may include flag-stop, or hail-and-ride, sections of the route and/or divergence within ¼ mile of the route.

4. THE BUDGET

The costs and revenues forecast associated with the Community Connectors are shown in Table 21.

Table 21: Community Connectors - Budget

Service	Annual Operating Costs	Annual Trips	Annual Farebox Revenue	Additional Vehicles	Capital Costs
WAVE Interurban Connector	\$282,083	25,000	\$17,667	1	\$175,000
Milan-AA Community Connector	\$120,000	10,000	\$6,360	1	\$175,000
Manchester-Chelsea Community Connector	\$60,000	5,000	\$3,180	1	\$175,000
Saline-AA Community Connector	\$120,000	10,000	\$6360	1	\$175,000
Spare Vehicles				1	\$175,000
Total	\$582,083	50,000	\$33,567	5	\$875,000

F. COMMUNITY CIRCULATORS

1. OVERVIEW

Community circulators serve people travelling within the community, and generally use smaller buses. The existing Chelsea Community Ride is an example of a community circulator.

2. THE NEED FOR LOCAL COMMUNITY CIRCULATOR SERVICES

Figure 18 (shown previously) also helps identify the need for local community circulators.

3. KEY COMPONENTS OF LOCAL COMMUNITY CIRCULATOR SERVICES

Under the Five Year Transit Program, TheRide would make enhancements to existing Chelsea Circulator (“Community Ride”) and provide new community circulator services in three communities (see Figure 20).

- The Chelsea Community Ride would be extended and the hours of operation and frequency would be enhanced;
- New Community Circulators would be provided in Dexter, Saline and Milan, illustrated in Figure 22, Figure 23 and Figure 24 respectively.
- The shaded areas illustrate catchment areas within a quarter mile of each route.

Table 22 shows the detail of each service and draft timetables for the WAVE and the Community Circulators for Chelsea, Dexter, Saline and Milan are included within Appendices D, E, F and G. The routes, schedules and timetables for the new Community Circulators have been developed following discussions with the local communities involved, and these will be finalized with the help of the host communities.

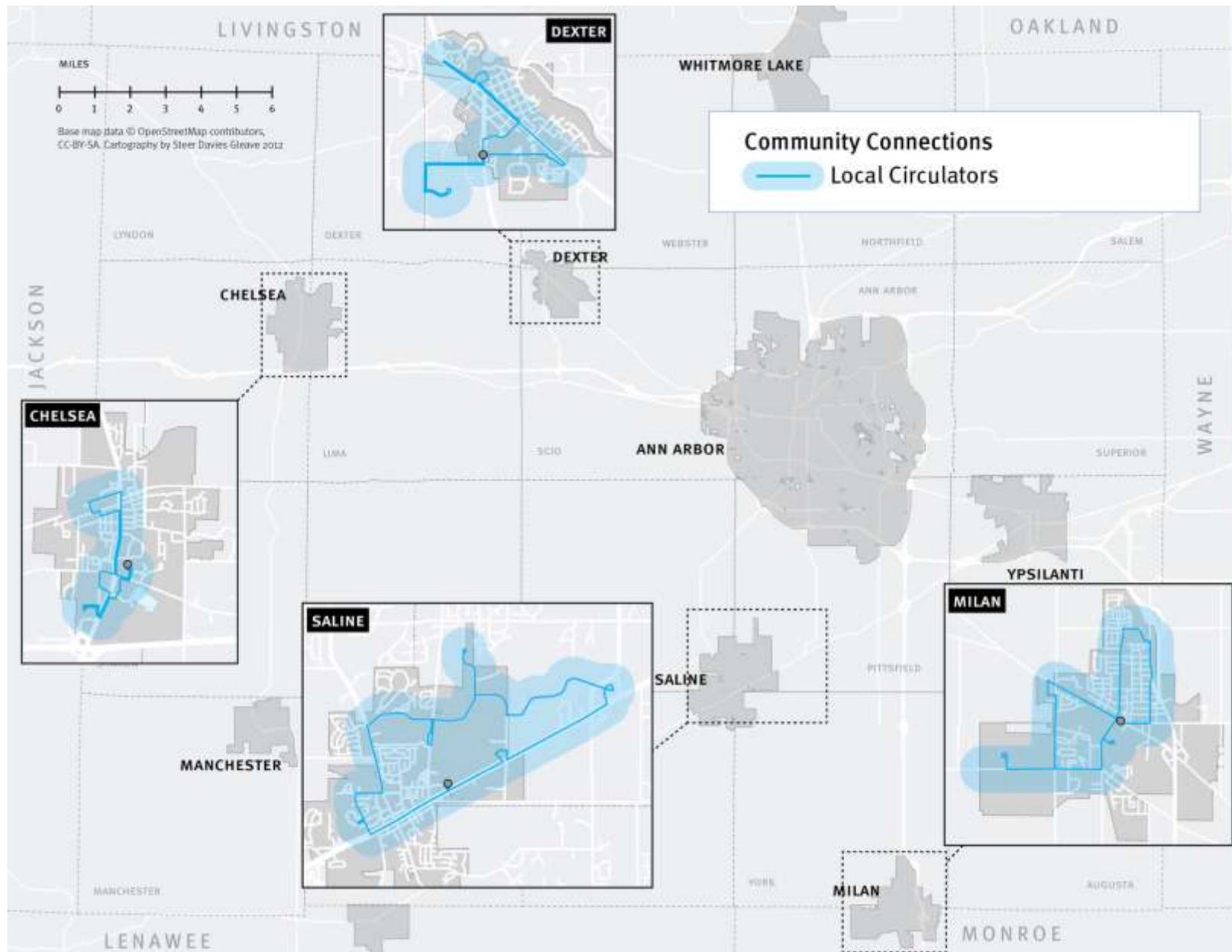


Figure 20: Local Community Circulator Services

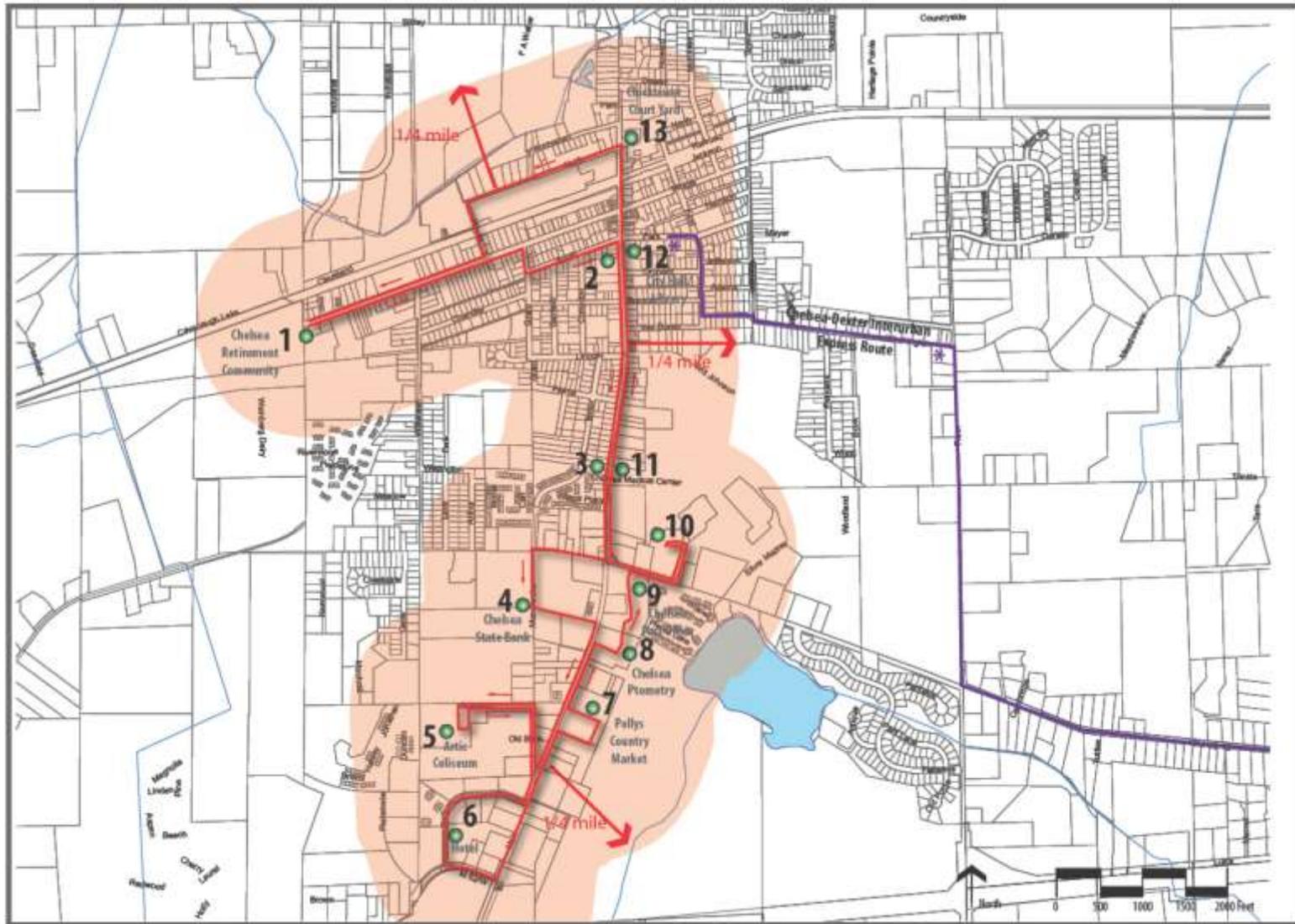


Figure 21: Local Community Circulator Service in Chelsea

Service could be extended southwards to serve hotels.

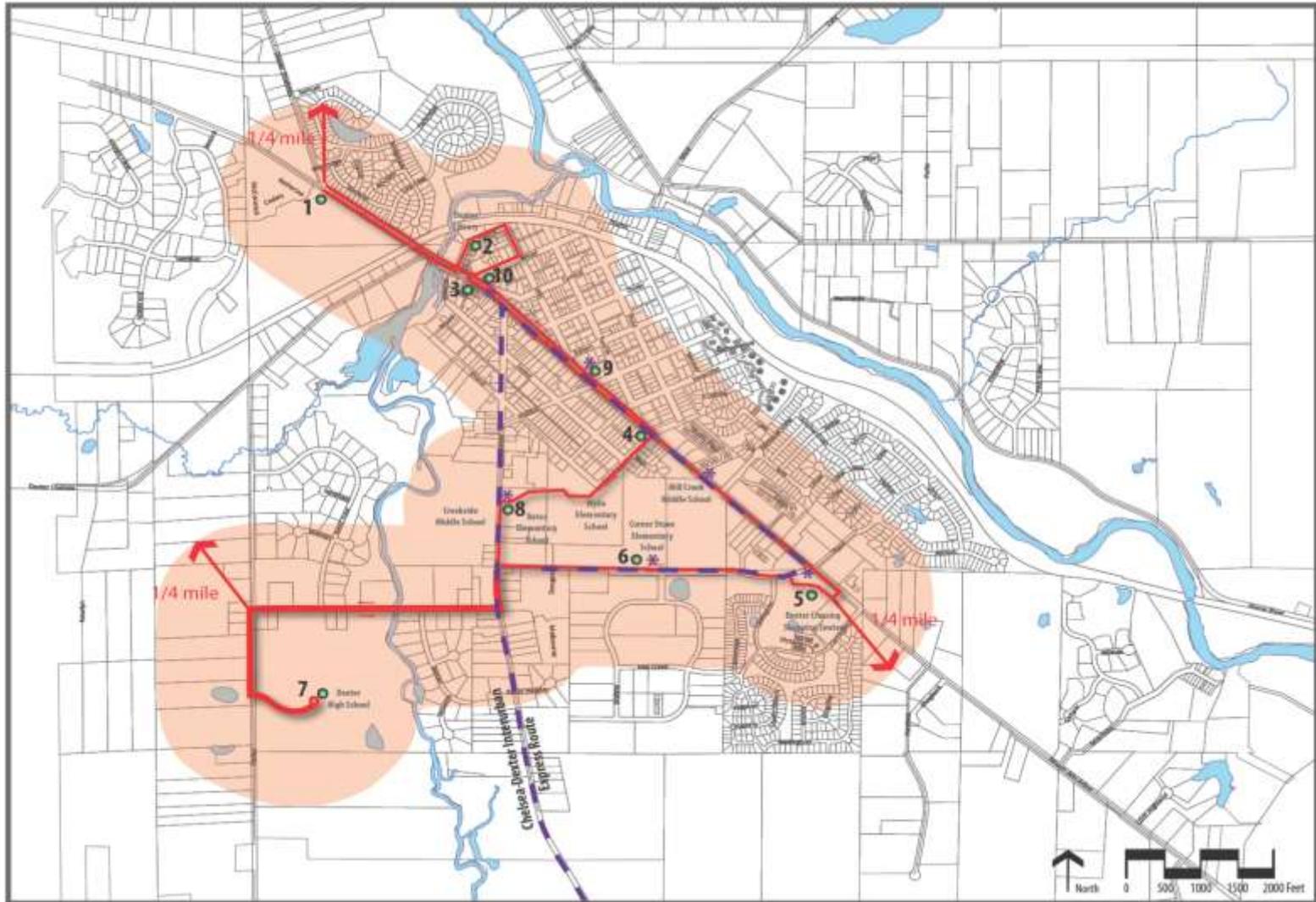


Figure 22: Local Community Circulator Service in Dexter

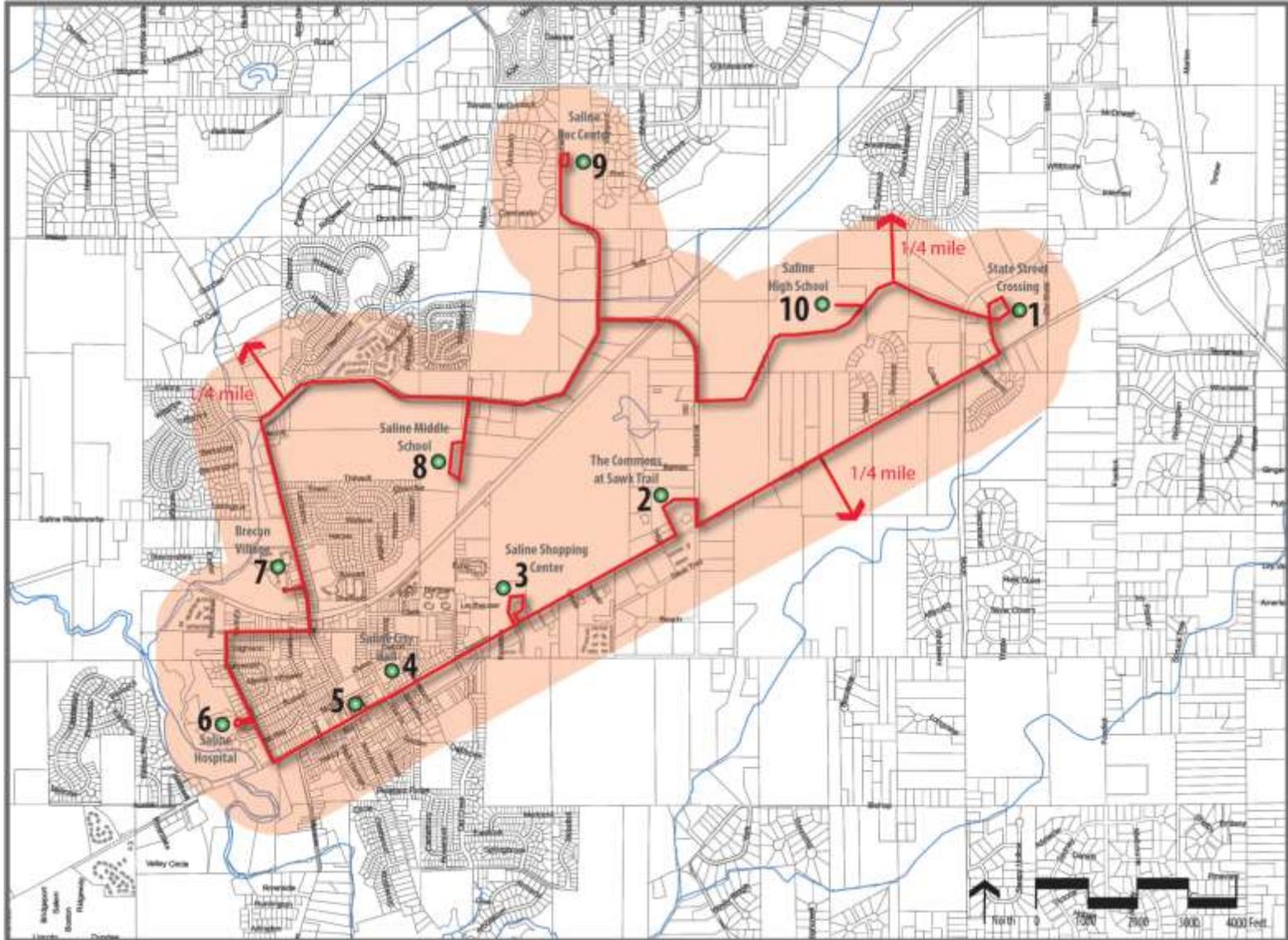


Figure 23: Local Community Service in Saline

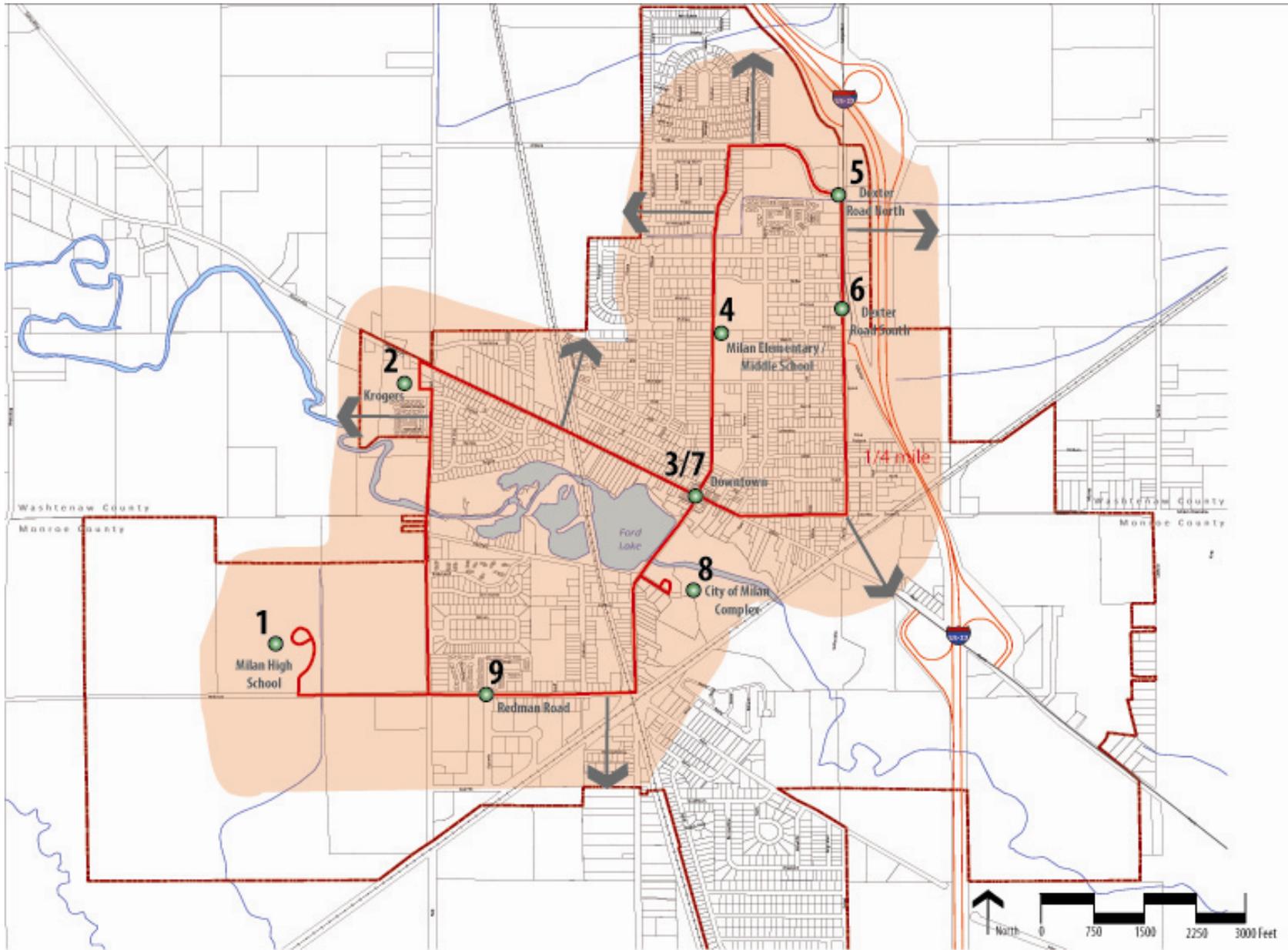


Figure 24: Local Community Circulator in Milan

Table 22: Community Circulators - Operational Details

Service	Annual Operating Hours	Number of Vehicles Required	Typical Trip Time	Services Depart Every	Days per Week	Hours per day
Chelsea Community Circulator*	2,288	1	45 mins	45 mins	Mon-Sun	8 Mon–Fri 4 Sat 2 Sun
Saline Community Circulator	2,200	1	1 hour	1 hour	Mon-Sat	8 Mon–Fri 4 Sat
Dexter Community Circulator	2,288	1	45 mins MF 30 mins Sat	45 mins MF 30 mins Sat	Mon-Sat	8 Mon–Fri 4 Sat
Milan Community Circulator	2,200	1	1 hour	1 hour	Mon-Sat	8 Mon-Fri 4 Sat

The Community Circulators:

- would be open to all potential users without priorities, registration or booking;
- would operate on a fixed loop around the city/village; and
- would serve key community destinations and residential areas.

An example of a possible community circulator vehicle is shown in the figure below.



4. THE BUDGET

The costs and revenues forecast associated with the Community Circulators are shown in Table 23.

Table 23: Community Circulators - Budget

Service	Annual Operating Costs	Annual Trips	Annual Farebox Revenue	Additional Vehicles	Capital Costs
Chelsea Community Circulator	\$114,375	15,000	Free Service	0	\$150,000
Saline Community Circulator	\$110,000	12,000	Free Service	1	\$150,000
Dexter Community Circulator	\$114,375	10,000	Free Service	1	\$150,000
Milan Community Circulator	\$110,000	10,000	Free Service	1	\$150,000
Spare and Replacement Vehicles	—————	—————	—————	1	\$150,000
Total	\$448,750	47,000	\$0	4	\$600,000

G. PARK & RIDE EXPANSION

1. OVERVIEW

There are currently five park-and-ride intercept lots located on the edge of and within Ann Arbor’s urbanized area. These sites are well connected to the urban fixed route network, and served by frequent bus service.

Over the past decade, park-and-ride usage has steadily increased, as TheRide introduced new sites. The average daily use is currently over 850 vehicles. The total available capacity is around 1,200 spaces.

2. THE NEED FOR PARK-AND-RIDE

Ann Arbor is and will remain an employment hub for the region; SEMCOG forecasts the number of jobs in the City of Ann Arbor to increase by 6,000 by 2020. Although this growth is welcomed, it would compound existing parking problems unless alternative parking options are implemented, as pressure on parking downtown and in several of the employment districts is already high.

3. KEY COMPONENTS OF THE PARK-AND-RIDE INTERCEPT PLAN

Park and Ride intercept lots on the edge of the urban area are a key element of the FYTP, however the intercept lots are part of a broader park and ride strategy which is focused on expanding Park and Ride facilities across the County to make it as attractive as possible for County residents and non-residents to access transit services by car. Different types of park and ride facilities will be provided across the County, these will include:

- Park and ride lots in outlying communities. These will be located by transit hubs at the end point of the express service. People from the surrounding areas can drive to them or be dropped off at these lots. If the lot is well located, some people can walk, ride a bike or take a community circulator to the lot. Possible locations of the transit hubs were shown in the express bus section of this program.
- ‘Casual or informal’ park and ride in designated areas. In addition to providing large intercept lots, emphasis will be placed on developing agreements with property owners to permit park and ride from shopping centers and office parking lots near bus stops.

'Casual' park and ride lots will be relatively small, 10-30 spaces. Buses will not pull into the lot, and users will access the bus service at stop on the street. Up to 12 possible sites for informal park and ride could be identified providing an additional 200-300 spaces.

- Park and ride intercept lots on the edge of the urban area. More detail on these lots is provided below, the locations of these lots will be designed to attract commuters to leave their vehicle at the lot and use the urban bus network to complete their trip. This option is particularly attractive for commuters at workplaces with limited parking or who have to pay for parking.

The Five Year Transit Program would increase the available capacity of park-and-ride intercept lots by an additional 800 spaces around the urban service area, including up to five new sites and strategically enhancing specific existing intercept lots. The five potential new sites were chosen in part from the Park and Ride locations identified in the 2009 City of Ann Arbor Transportation Master Plan Update. The proposed new sites are shown in Table 24 and in Figure 25. (All locations are approximate).



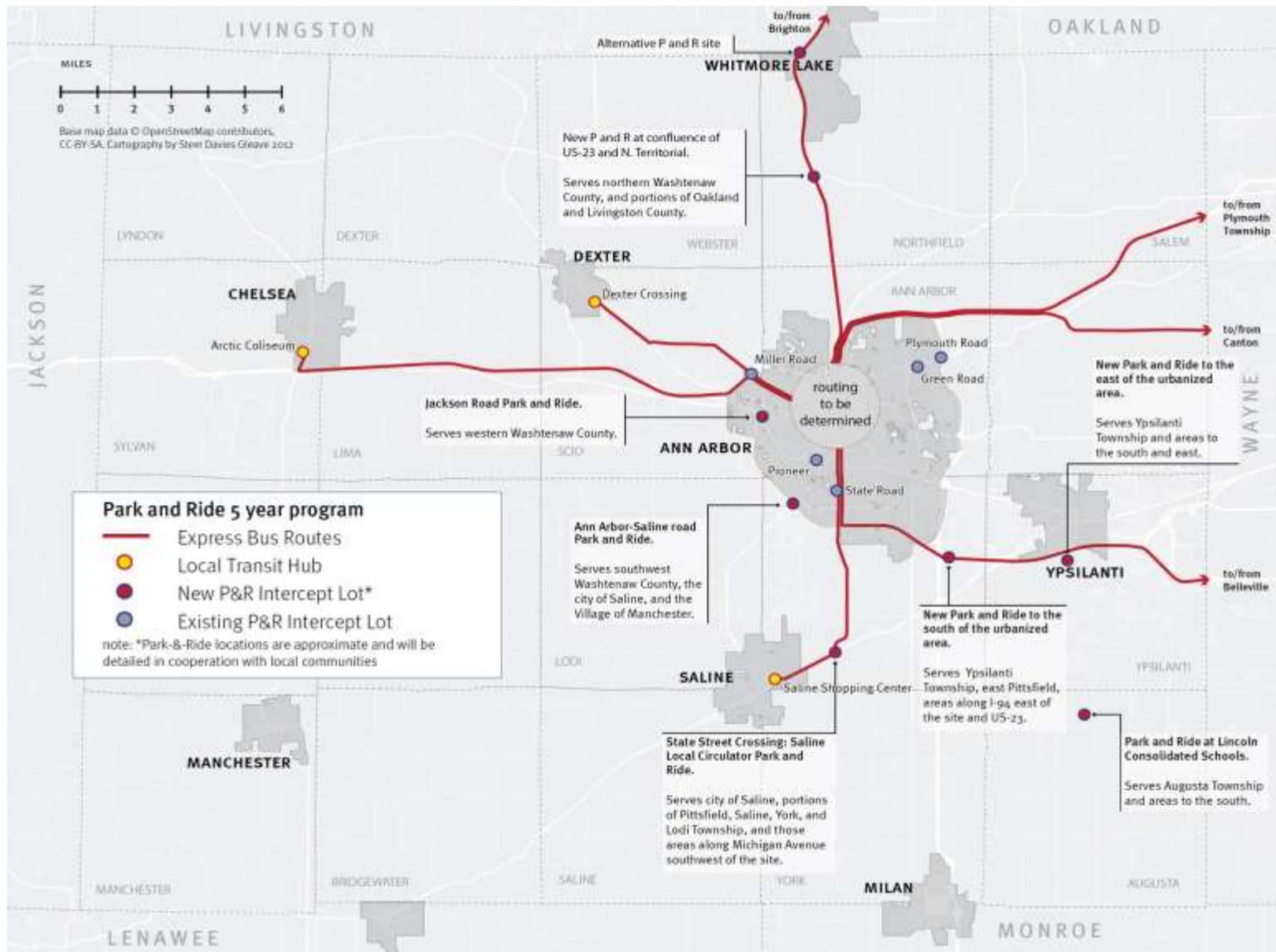


Figure 25: Park and Ride Expansion

The provision of new Park and Ride locations and the strategic expansion of existing ones will intercept cars heading downtown, which not only reduces automobile traffic and congestion but also reduces capital costs for new parking facilities in locations where real estate and construction costs are high. The new lots would have high-quality passenger shelters, good accessibility and signage, information, lighting, security cameras, designated areas for passenger drop off, covered bike parking, and high-frequency bus connections to Downtown Ann Arbor. The creation of the new Park and Ride lots and expansion of existing ones may be done in public-private partnerships, which will reduce capital costs and provide for additional development opportunities. Existing examples where AATA is collaborating with businesses to provide parking for transit access includes the Meijer store in Canton.

Table 24: Proposed and Existing Park-and-Ride Sites

Site Location	Close to Intersection	Served by Intercept Lots Transit	Status
Northfield Township	US-23 and N. Territorial	ExpressRide – Brighton to AA	New
Pittsfield Township / City of Saline	S. State and E. Michigan (US12)	ExpressRide – Saline to AA Local Community Circulator	New
Pittsfield Township / City of Ypsilanti, Ypsilanti Township	I-94 and US-23	ExpressRide – Belleville to AA TheRide Route 6	New
Jackson Road	Jackson and Maple	TheRide Route 9 WAVE Connector	New
Ann Arbor – Saline Road	Ann Arbor – Saline Road/Lohr Road	The Ride / Route 16	New
Plymouth Park-and-ride	US-23 and Plymouth Rd	TheRide Route 2	Existing
Green Rd Park-and-ride	Green Rd and Plymouth Rd	TheRide Routes 2 and 22	Existing
State Street Park-and-ride	State Street and Eisenhower Pkwy	TheRide Route 36	Existing: Considered for Expansion
Pioneer High School Park-and-ride	S. Main St and Stadium Blvd	TheRide Routes 7, 14, 16 and 17	Existing
Miller Rd Park-and-ride	Miller Rd & M-14	TheRide Route 11	Existing

4. THE BUDGET

As Table 25 shows, the total capital budget in the Five Year Transit Program is \$5,530,000.

Table 25: Park-and-Ride Intercept Lots - Budget

	Number of Sites	Capital Costs	Spaces
Potential New Parking	Up to 5 ⁹	\$4,480,000	700
Enhancement and Expansion of Existing Sites	1-2	\$550,000	100
Contingency		\$503,000	
Budgeted Total		\$5,533,000	800

H. VAN RIDE EXPANSION

TheRide launched VanRide, its new commuter vanpool service, in the Spring of 2012. VanRide is TheRide’s first countywide service. This will provide a commuting solution to workers traveling within and to Washtenaw County. Seven-passenger vans will be available to commuters who want to share rides to work. TheRide will assist commuters in forming vanpool groups to assist those without a transportation option and to alleviate the cost, gas use, and parking stress of commuting alone. This service will be available to individual commuters and to organizations interested in providing or supporting a commuting option for their employees.



⁹ Number of sites to be determined based on implementation feasibility.

Table 26: VanRide Budget

Operating Expense	Capital Expense
\$282,750	\$2,500,000

I. SUPPORT SERVICES & FACILITIES

The provision of transit services involves more than just vehicles and drivers. A number of services and facilities are needed to support the services described in the preceding sections. Among the more important of these are:

- Bus Stops and Transit Hubs
- Real Time Information Systems
- Fares and Ticketing
- Improved Computer Aided Dispatch (CAD) / Automatic Vehicle Location (AVL)
- Bus Priority Measures



Each of these programs is detailed below.

1. BUS STOP PROGRAM / TRANSIT HUBS

The Five Year Transit Program includes significant investment in bus stops within the County’s urbanized and non-urban areas. In the urban area, the program builds on the framework of established service standards. Figure 26 shows a potential design option for the new kiosks at stops.

To ensure passengers can wait in comfort, this standard recommends all bus stop locations that average fifty or more boardings per day (as shown in Figure 27) have shelter for waiting passengers. Amenities such as shelters for waiting bus passengers have the potential to attract and maintain ridership. The number of stops that meets this standard will increase with increasing ridership.

The standard also recommends that (where possible) all bus stop locations that average more than twenty boardings per day (as shown in Figure 28) have a bus pad or other hard surface upon which passengers can wait. TheRide can only legally make improvements to bus stops where there is an accessible path to the stop.

Bus stops can offer much more than ADA accessibility and covered shelters. Features such as artful design and combined uses can make buses more attractive by making the waiting areas places that people want to be.

As part of the ReImagine Washtenaw project, Superstops are planned along the Washtenaw Avenue bus corridor. ReImagine Washtenaw plans for stops on both sides of Washtenaw Avenue at the following intersections: Platt, Huron Parkway, Pittsfield, Hogback/Carpenter, Dalton/Glencoe Crossing Shopping Center, Golfside, Fountain Plaza, and Hewitt. Figure 29 shows these preliminary locations and these facilities are included in the Five Year Transit Program.

The Five Year Transit Program also includes some investment in the existing transit centers in downtown Ann Arbor (Blake) and downtown Ypsilanti.

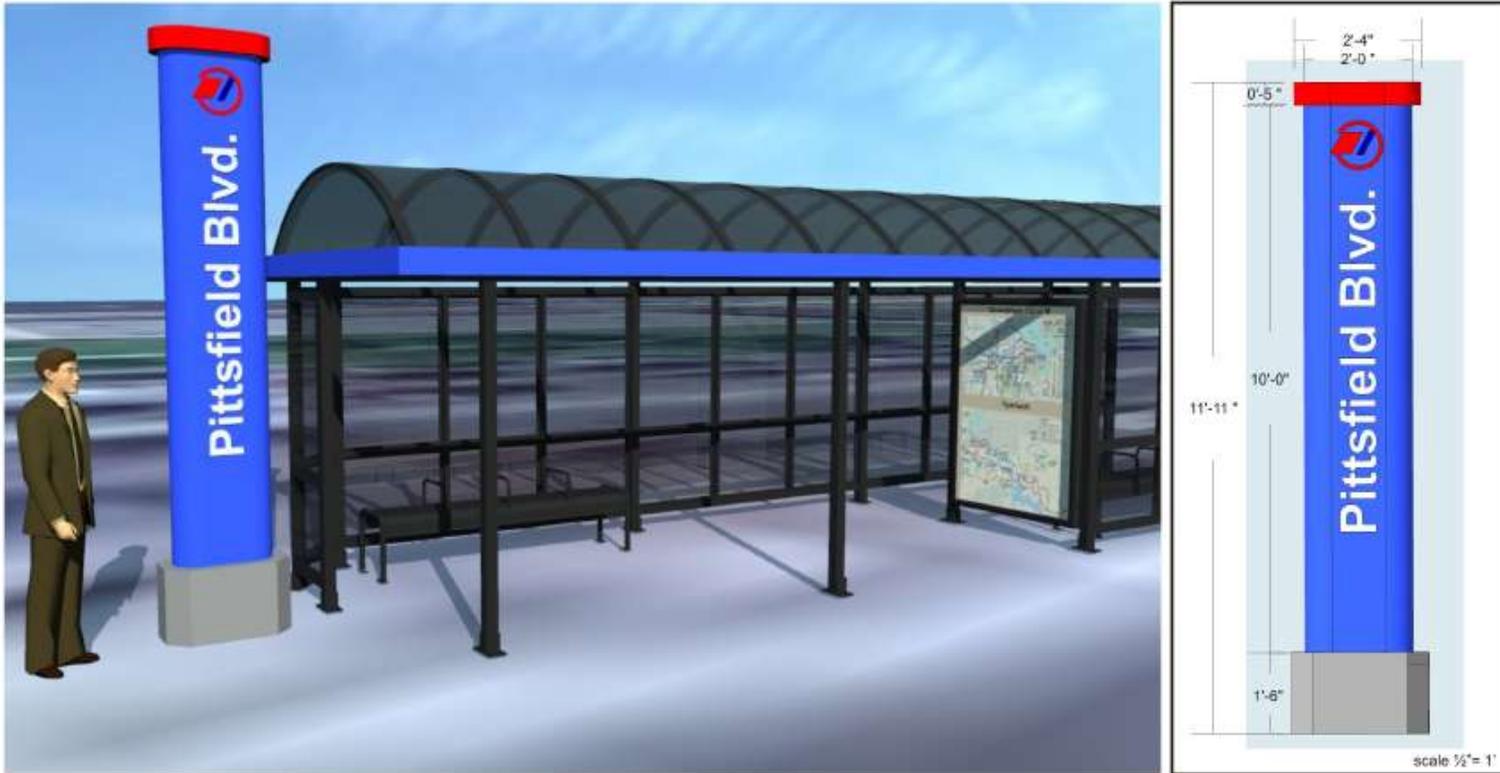
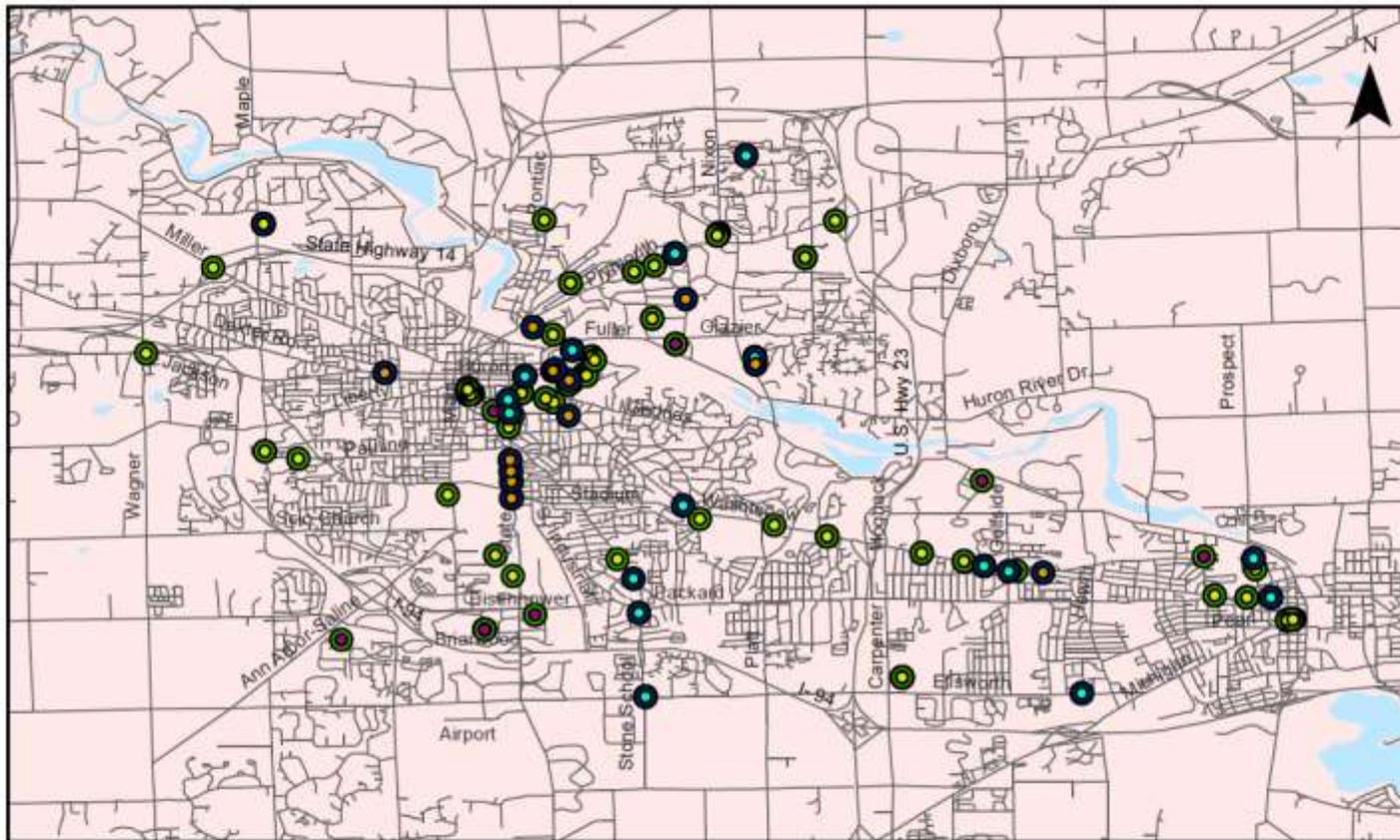


Figure 26: New Kiosk Concept

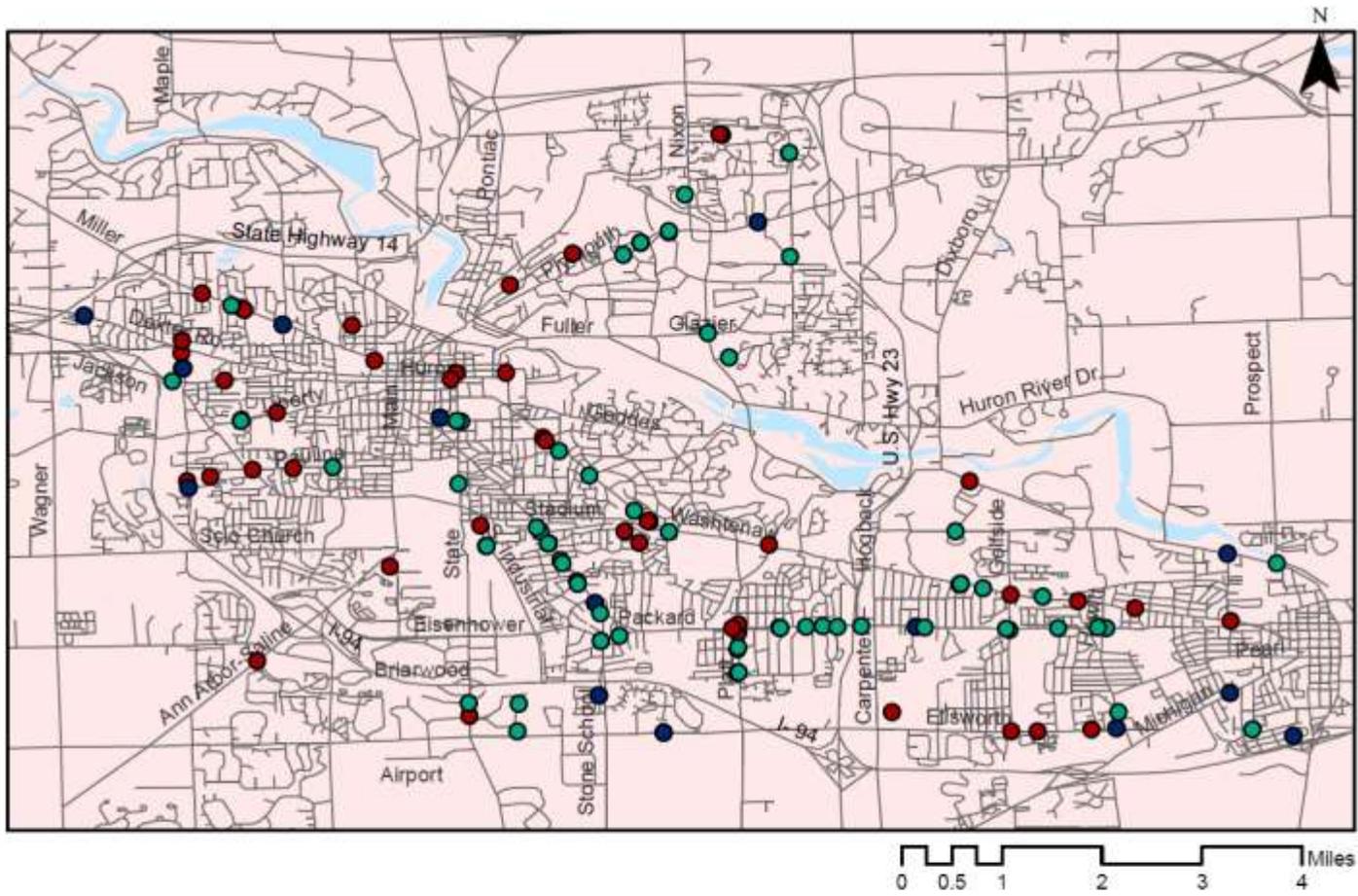


Legend

- Stops with shelter
- AATA shelters
- Shelter provided by others
- Water
- Washtenaw County
- Stops without shelter
- Stops with shelter potential
- Shelter not physically feasible at this time*
- Roads

*dependent on external factors such as no sidewalks, limited right of way, or property ownership

Figure 27: Bus Stops with Fifty Daily Boarders per Day without a Shelter (2012)



Legend

- Added access 2010-2011 (65)
- Potential ADA Upgrades (42)
- Other Improvements needed* (21)
- Roads
- Water
- Washtenaw County

*dependent on external factors such as limited right of way, pedestrian infrastructure, or property ownership

Figure 28: ADA Accessibility for Bus Stops with Twenty+ Daily Boarders (2012)



Figure 29: Washtenaw Avenue Proposed Superstops

The transit hub concept is takes the notion of a bus stop a step or two beyond the simple shelter on a pad. Working with local communities, TheRide would develop local transit hubs in each of the communities served by an Express Bus Service. Such hubs would function, at a minimum, as a bus stop, but could be more fully developed as community focal points. For communities with circulator services, the transit hub would serve as a transfer point to the express or connector service. TheRide and local communities will weigh such issues as whether the hubs should be park and ride or transit-oriented development, and whether they should be in village centers or outlying areas.

Each hub would be a welcoming place that would be well signed and would provide:

- passenger shelters with lighting, heating information and seating;
- security cameras;
- designated areas for passenger drop-off;
- car parking facilities; and
- a covered bicycle storage area and bicycle lockers.

Shelters can come in many forms, and can be as inviting and interesting as the community chooses. The stop is the first and last place users see on their journey, and a welcoming place with user amenities is key in attracting choice riders.

Most cost effective are traditional, off-the-shelf shelters (Figure 30) that can still be quite attractive and can also allow advertising to offset costs.



Figure 30: Examples of Traditional Bus Shelters

Transit stops can also be pieces of art (Figure 31). These can be opportunities for architectural design competitions, designed by advertisers.



San Francisco, CA



Minneapolis, MN

Figure 31: Examples of Artistic Bus Shelters

Transit stations can be more than just bus stops. Either on their own, or in concert with adjacent premises, a stop could incorporate a tourist information kiosk, a café or news stand, or a flower stall (Figure 32).



News Stand - Cambridge, MA



Tourist Information Booth - Bogota, Colombia

Figure 32: Examples of Combined Use Transit Hub

2. REAL TIME INFORMATION SYSTEMS

With real-time bus schedule, arrival and departure information available on all transit vehicles, customers will be able to manage their time more efficiently and avoid waiting for the bus longer than needed. Unlike static schedules, real-time departures and arrival information, using GPS satellite technology and taking into account traffic conditions, can track and predict when a bus will be at a stop. Real-time information can be accessed by multiple methods, including telephone, desktop computers, cell phones and other mobile devices, on-street electronic signs and large screen monitors.

By simply knowing a bus stop number it would be possible to obtain departure times, and predict arrival times or static schedule information. This information could be obtained by using a land line telephone, sending a text message to request a predicted arrival time, subscribing to email alerts to be notified when a bus is a specified number of minutes away from a preferred stop, using a desktop computer, and by using a smart phone or other mobile device to view a web version of real time or static information.



Live streaming of bus real time and static schedule information would make departure data available for third-party developers to create, sell and license mobile applications that meet the various interests and needs of transit riders.

For most riders, real-time information is a valuable tool for planning bus trips. While most predictions are expected to be accurate, the technology is very complex and relies on multiple systems, on and off the bus, to work together. Real-time departure information can use historical data to help predict arrival times.

3. FARES AND TICKETING

The services described in this program are typically paid for by the rider using some form of ticket, token or other media. The AATA, WAVE and People's Express have all evolved their own fares and ticketing systems over time, and these are largely independent of each other.

A separate Fares and Ticketing Study has been undertaken to analyze the existing fares and tickets of each provider and make recommendations for changes to the systems that can achieve the goals described above. Details of this work and a description of next steps in the process are described in Chapter V – Fares and Ticketing.

4. IMPROVED COMPUTER AIDED DISPATCH (CAD) / AUTOMATIC VEHICLE LOCATION (AVL)

TheRide was an early leader in the use of computer-aided dispatch and automatic vehicle locator (CAD/AVL) systems. Systems currently in use at TheRide are approaching obsolescence compared to new systems in the marketplace. In addition, the expansion of services into new geographic areas, and the need to work more closely with other service providers, increases the need for more advanced capabilities in terms of tracking and managing transit operations. For this reason, the Five Year Transit Program budget includes an allocation of funds to begin the investment in new CAD/ AVL technology. This expense is combined in the budget with real time information systems and new ticketing methods, all of which need better definition to arrive at a more refined budget estimate.

5. BUS PRIORITY MEASURES

Bus priority measures are ways to give buses temporary right-of-way at congested stops through options such as traffic signal prioritization and queue-jumping. These measures enhance the urban bus network both in terms of speed and reliability for riders. Traffic signal prioritization (TSP) shortens the red light for buses, granting them a green light a few seconds earlier than the rest of traffic, or it extends the green light as a bus approaches, improving travel time for passengers. A queue-jump gives buses precedence to go through an intersection first. This "head-start" over other vehicles lets the bus merge into the right-hand lane immediately after the light, reducing delay caused by the signal and increasing efficiency of the transit system overall. As detailed in the 2009 City of Ann Arbor Transportation Master Plan Update, a queue-jump lane can either be incorporated into an existing right-turn-only lane where right-of-way is more limited, or separated as a bus-only lane for greater safety and prioritization benefits.

For the Five Year Transit Program, bus priority measures are envisioned to be developed by TheRide in collaboration with relevant local authorities in order to determine feasibility and funding levels. AATA in conjunction with the City of Ann Arbor and the Washtenaw County Roads Commission have started planning these types of projects along the Washtenaw Avenue corridor, and expect to see application to at least five other areas including Plymouth Road, Main Street, Jackson Road, Ann Arbor-Saline Road, and State Street. There is also potential for integration of bus priority measures on Geddes Road/Huron River Drive, Packard Street, and Ellsworth Road/Michigan Avenue. Once these alternatives are narrowed down, the estimated budget of bus priority measures in Washtenaw is approximately \$1.5 million for planning and implementation over the next five years. This is a provisionary figure pending local authorities' discussion on particular locations and the scale of bus priority measures for the county.

Table 27 shows the budget for Support Services and Facilities.

Table 27: Support Services and Facilities - Budget

Element	Count	Costs
Bus Stops: New Shelters, Bus Pads and Facilities	30	\$300,000
Bus Stops: Access Improvements and Refurbishment	100	\$400,000
Superstops on Washtenaw Avenue	16	\$2,000,000
Transit Hubs	4	\$1,200,000
Real Time Information Systems		\$2,300,000
Fares and Ticketing Systems		
Upgraded CAD / AVL		
Bus Priority Measures		\$1,500,000 ¹⁰
Total		\$7,700,000

¹⁰ Particular bus priority measures have to be planned with local authorities; pending those discussions, this is a provisionary figure.

J. YEAR 1 SERVICE IMPROVEMENTS

The service improvements described in the foregoing chapters can begin after 1) the new transit authority is incorporated and all opt-ins are determined, and 2) a ballot initiative for the needed local funding has been approved by popular referendum (see Chapter VII for more details on that process). Assuming a referendum in May of 2013 is successful, the new transit funding could flow as early as August 2013.

It is expected that the new transit authority will implement some service as soon as possible after passage of a local funding package, but of course not all of the Program services can be implemented at once. Thus, there needs to be identified a sub-set of the activities from the Five Year Transit Program that are both high-priority in terms of need for the service, but also 'ready' in terms of practical feasibility. This section describes the actions that can take place in the first year after establishment of a fully functioning, fully funded new transit authority.

Virtually all of the proposed services will depend upon availability of additional transit vehicles to provide the service. Lead time (the time from decision to receipt of the vehicles) for *large buses* is 16 to 18 months, and for smaller vehicles is about 6 months. However, some of the procurement work can get started early, for example specification writing, solicitation of vendors, even the establishment of blanket contracts with vendors. At any given time however, there may be a small number of contingency buses to implement a small amount of new service (4-6 buses). These are buses that have exceeded their useful lives from a regulatory standpoint but are still operable if needed. The strategy would be to replace them with new buses as soon as possible. Therefore, it is important that AATA do a new procurement for large buses with the intent of awarding a contract by May, 2013. Having the contract in place does not commit the new transit authority to ordering new buses, but it makes it possible to do so if needed.

AATA (or the new transit authority) can probably obtain new *small buses* much more quickly. MDOT has open contracts for several different vehicle types that will avoid the need for AATA to go through a procurement process. The time span from order to delivery is believed to be about six months.

The use of federal and state grant funds can add significant time to obtaining new vehicles. Expansion vehicles cannot be included in the regional Transportation Improvement Program until funds are identified for implementing service (that is, the local funding source must have passed). Therefore, the appropriate strategy will be to use some of the first year's millage revenues to purchase buses in order to implement new service more quickly.

Some services can be implemented without procuring additional vehicles. For example, extending the hours of service on many routes may simply require running the same vehicles longer using existing drivers. At some point, however, such a strategy may create overtime expenses, resulting in the need to hire new drivers.

With the above constraints in mind, listed below is a possible set of services that can be implemented within 3-6 months of a successful local funding service referendum:

Year 1 New Services
Urban Bus Network
NOTE: Replacing current routes in Ypsilanti with new routes has to be done at one time for most routes. Similarly, the new west –side Ann Arbor routes have to be implemented as a set.
Extended weekday hours for services described in Urban Bus Network Enhancements. Add one additional trip on most routes. Serves AA, Pittsfield, Ypsilanti, Ypsilanti Township, and Superior Twp. Does not require additional buses. Requires additional driver hours and potentially supervisory hours (depending on how late).
Extended Saturday hours. Extend service on same hours as weekday for selected routes. Serves AA, Pittsfield, Ypsilanti, Ypsi. Twp., and Superior Twp. Does not require additional buses. Requires additional driver hours, supervisory hours, and maintenance hours.
Saturday service on current route #20. Does not require additional buses. Only requires additional driver hours. Serves Ypsilanti Township and Ypsilanti. (extends Saturday A-Ride service area)
Implement new route #10 and #11 in Ann Arbor to extend service west on Jackson Road to Meijer. Seven days a week. Requires 2 additional buses and additional driver hours. Serves Ann Arbor and Scio Township (extends A-Ride service area). The new routes 10 and 11 must be implemented together.
Implement new route #46 in Ypsilanti Township to provide service to library, civic center, and shopping center. Six days a week. Requires 1 additional bus and additional driver hours. Services Ypsilanti Township and Ypsilanti (extends A-Ride service area).
Implementing these services will involve implementing some fraction of the bus stop improvement program as well.
Dial-a-Ride Plus (Urban Flex service)
NOTE: It would probably be wise to only implement one of these initially to gain experience.
Implement Flex service in Pittsfield Township in the area near the Meijer on Ann Arbor – Saline Road. 2-3 small buses required. Operated by either new transit authority or contractor. If new transit authority operates the service, it will require additional driver hours. Serves Pittsfield Township.
Implement Flex service in Ypsilanti Township in the area near library/civic center south to Lincoln Consolidated Schools. 2-3 small buses required. Operated by either new transit authority or contractor. Can only be done if route #46 is implemented too. Same notes as above. Serves Ypsilanti Township

Dial-a-Ride
Implement new branding for WAVE and People’s Express vehicles
Work with WAVE and PEX on extending weekday span of service in existing areas.
Work with WAVE and PEX to extend service to some new areas. They will need to help define what is possible. May require new buses.
Express Ride
Implement service between Saline and Ann Arbor. Requires 1-2 additional peak-hour buses depending on frequency. Could be peak-hour service only initially. Requires additional driver hours for express service. Serves Saline and Ann Arbor.
Community Circulators
It is recommended that the new transit authority implement circulator services gradually: one service in Year 1, one in Year 3 and one in Year 5. Selecting Saline in Year 1 would correspond to start-up of express services from that community
Park and Ride
Consistent with recommendations (above) to start Saline ExpressRide and Saline Circulator, the park and ride proposal for the vicinity of State and Michigan ought to be implemented in Year 1. Likely candidate is a Wal-mart lot where little or no construction would be required. Saline HS might be alternative parking.

Shown below is the distribution of Year 1 service improvements by new transit authority governance district.

District	Year One Improvements
Ann Arbor	Fixed route bus extended weekday hours, Saturday hours; new #10 and #11
Ypsilanti	Fixed route bus extended weekday hours, Saturday hours; Saturday service on #20; new #46
Southeast	Fixed route bus extended weekday hours, Saturday hours; Saturday service on #20; new #46; Flex service in Ypsilanti Township terminating at new route #46
South Central	Saline ExpressRide, Park and Ride, and Community Circulator
Northeast	Fixed route bus extended weekday hours, Saturday hours; PEX Dial-A-Ride extended hours and geographic expansion
North Central	WAVE Dial-A-Ride extended hours and geographic expansion
West	WAVE extended hours and geographic expansion
Pittsfield	Fixed route bus extended weekday hours, Saturday hours; Flex service in Pittsfield, serving Stonebridge subdivision and terminating at #16 (Meijer store)

Some of the services described in the foregoing will need to be further refined with the host communities and / or the local providers. It is also possible to 'swap-in' other services, based on discussions with the affected communities, provided the overall budgetary constraint is not exceeded.



V. FARES AND TICKETING

The services described in this program are typically paid for by the rider using some form of ticket, token or other media. The AATA, WAVE and People's Express have all evolved their own fares and ticketing systems over time, and these are largely independent of each other.

A countywide fare and ticketing system needs to 1) introduce some new fares and media to be used on new services that don't exist today; 2) integrate the systems of each carrier in a way that makes it as easy as possible for riders to understand and be able to use multiple services as seamlessly as possible, and; 3) achieve an optimal trade-off between ridership goals and revenue goals.

A separate Fares and Ticketing Study was undertaken to analyze the existing fares and the tickets of each provider and make recommendations for changes to the systems that can achieve the goals described above. The study also examined practices at a number of other transit agencies that are considered 'peers' of the AATA, looking at both how products were priced relative to each other and at the general level of fares, as compared to AATA. This section describes the highlights of that report, including the consultant's recommendations, and the steps that AATA (and the new transit authority) will take to act on the consultants recommendations.

A. FARES LEVELS

One element of the consultant's charge was to address the recommendations of the Financial Task Force that AATA include in the Program some adjustments to fares, using the resulting revenue to help fund the Program (see Chapter 7). To inform this effort the consultant examined the fares charged by a number of transit authorities in the AATA's 'peer group' (that is, agencies whose communities are roughly the same size as Ann Arbor and that contain a large university) as well as Chicago, Washington, Los Angeles and some Canadian cities.

The table below provides a summary of the relative prices of common ticket products across peer agencies. Among the consultant findings were that AATA's fares were a bit lower than was typical. The \$1.50 cash fare in Ann Arbor is consistent with the rates in Detroit (DDOT), Grand Rapids, Los Angeles and Washington, but is lower than the fare in many other US cities. In Bridgeport it is \$1.75, \$2.00 for SMART, \$2.20 in Denver/Boulder, and \$2.25 in Chicago. Lansing has a two-zone system with fares of \$1.25 and \$2.50. Fares in Canadian cities (Calgary, Montreal, Toronto) tend to be significantly higher at \$2.75 to \$3.00 per ride.

Transfers are free in many cities (on request), although a supplemental charge is levied in Detroit and Chicago (both \$0.25), rising to \$0.35 in Los Angeles (valid only for transfers between Metro and Muni services).

City/Agency	State	Bus Fare Structure	Cash Single (base) \$	Transfers \$	Transfer Duration	Monthly/30 Day Ticket \$
Ann Arbor	MI	Flat	1.50	Free	90 mins	58.00
Grand Rapids	MI	Flat	1.50	Free	120 mins	40.00
Lansing	MI	2 Zone	1.25 / 2.50	Free	120 mins	35.00
Kalamazoo	MI	Flat	1.50	Free	60 mins	60.00
Detroit DDOT	MI	Flat	1.50	0.25		47.00
Detroit SMART	MI	Flat	2.00	0.25	180 mins	66.00
Boulder/Denver	CO	Flat	2.20	Free	60 mins	79.00
Bridgeport	CT	Flat	1.75	Included	90 mins	70.00
Colorado Springs	CO	2 Zone	1.75 / 2.75	Free	120 mins	63.00
Des Moines	IA	Flat	1.75	Free	120 mins	48.00
Knoxville	TN	Flat	1.50	0.50		50.00
Madison	WI	Flat	2.00	Free	120 mins	55.00
Toledo	OH	Flat	1.00	No Transfers		40.00
Chicago	IL	Flat	2.25	0.25	120 mins	86.00
Washington	DC	Flat	1.70	Free	120 mins	-
Los Angeles	CA	Flat	1.50	0.35	Metro-Muni only	75.00
Calgary	Canada	Flat	2.75	Free	90 mins	94.00
Montreal	Canada	Flat	3.00	Free		75.00
Toronto	Canada	Flat	3.00	Free		126.00

B. FARE STRUCTURE DESIGN PRINCIPLES

The consultant also was asked to develop a fare structure that could account for the new needs of a countywide system. This new structure would have to reconcile the differing structures of the existing carriers, as well as address the revenue enhancement goals set forth by the Financial Task Force. Among the principles governing the development of the new fare structure were the following:

- Fares are set with the aim of achieving a defined level of cost recovery in addition to meeting wider economic and social development objectives (as opposed to a market-led approach which seeks to maximize income).
- The fares policy should take into consideration the travel needs of different segments of the population, and of their ability to pay.
- The fare policy should allow the transit network to be used at an affordable price and minimize potential barriers, such as financial penalties for transfers where a direct service is not available.
- The level of fares should be perceived as fair in relation to the trip undertaken and level of local funding contribution.
- When considering appropriate fare structures and range of ticket products, it is important to recognize that a relatively small percentage of individual users typically account for a high proportion of total trips.
- Passengers desire ticketing solutions which offer:
 - An easily understood fare structure
 - Guaranteed accuracy (right fare for trip) and best value for trips made
 - Consistent approach to payment and validation of tickets
 - Convenient distribution network to obtain tickets
- AATA requires a ticketing system which is flexible, operationally fast, secure and has low transaction costs.

C. RECOMMENDATIONS FOR TRANSIT AUTHORITY CONSIDERATION

Figure 33 shows the consultant's recommendation for how TheRide could implement a zonal fare system based on a series of concentric rings. The fare structure should be as simple as possible in order to be easily communicated to potential users, and from the practical perspective of selling tickets and checking valid passes. Zone A covers Ann Arbor and Ypsilanti, including all the existing urban fixed route network service area. Zone B takes in the remainder of the County's Federally-determined urbanized area within Washtenaw. The Federally-determined urbanized area boundary is a relevant delineator because it determines qualifying criteria for the amount of Federal funding and matching state funds. As the precise boundary is subject to revision based on the 2010 Census, a simplified approximation is used, allowing opportunity for future

expansion. Remaining areas of Washtenaw County, and the portion of Milan that is in Monroe County, are covered by Zone C. All other out of County areas would be in Zone D.

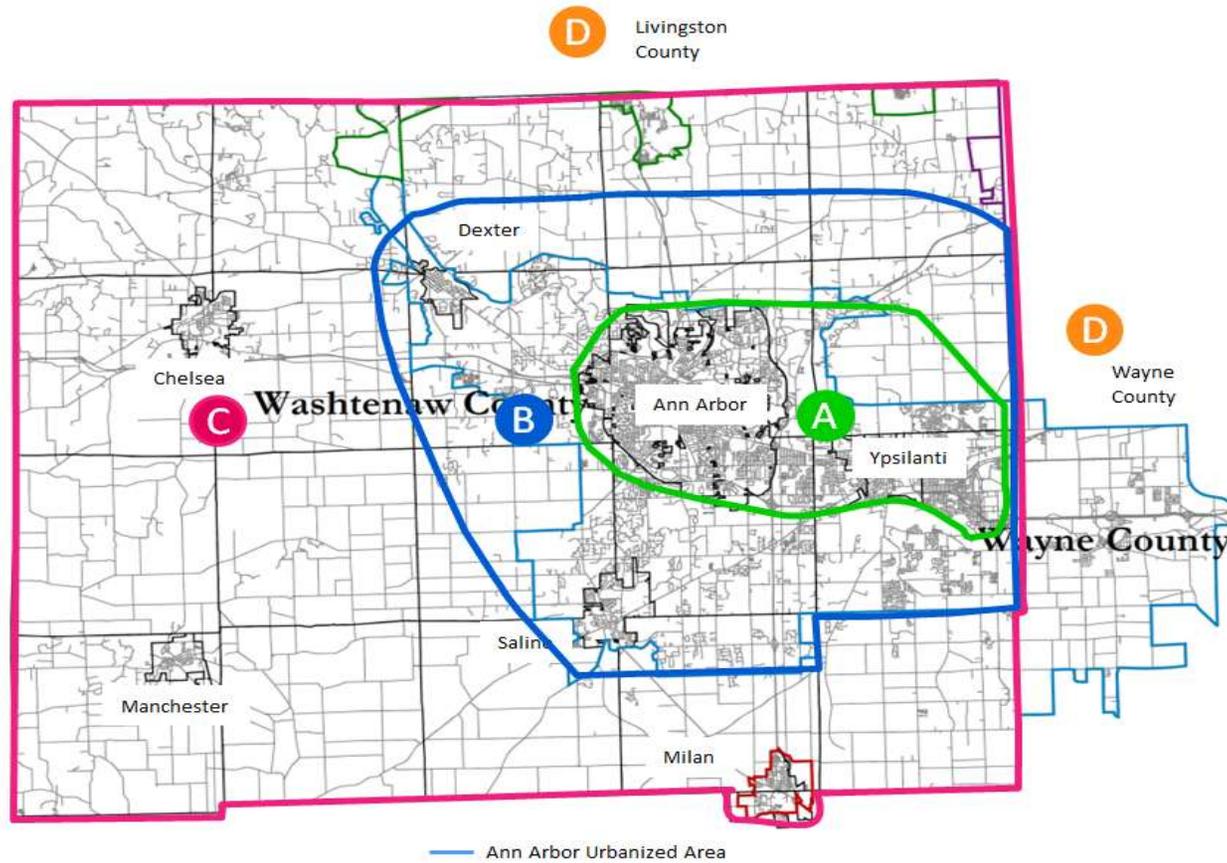


Figure 33: Possible Fare Zone System

Additional recommendations include:

- Adjust cash fares to be more comparable to peer agencies’.
- Adjust the fare and price ratio (relative to cash fare) of the 30-day Flex Pass and Express Ride Pass
- Augment ticket and pass offerings, including introducing a Family Pass, Weekly Pass and perhaps an Evening Pass. These three new ticket products are proposed to encourage greater use of the network, and are detailed as follows:
 - For lower income workers, a 7-day (weekly) ticket would offer a more affordable alternative to the 30-day Flex Pass.
 - An evening ticket valid after 6PM would make leisure trips more affordable for people who do not work Downtown and should prove popular with young adults wanting to make use of extended service hours.
 - For families, an option to take up to 2 adults and 4 children for just twice the adult cash fare for all day travel at weekends.
 - The under-used Day Pass should be eliminated.
 - Change the pricing and terms of the go!pass to reduce effective discount and limit potential for abuse.
 - Senior 100% discounts should be limited to off-peak hours, while a 50% discount would apply during peak times.
 - Fare Deal and K-12 Student discounts should be maintained, but should be migrated from tokens to Ten-Ride swipe cards.
 - Peak/off-peak differential pricing should only be pursued if there is a significant imbalance in the level of demand between different times of day
- Dial-A-Ride Service Fares (for example, Senior (Good as Gold) Service, A-Ride Paratransit, WAVE, People’s Express) would be set at twice the applicable cash fixed-route fare. Requests for same day rides would incur a \$1.00 additional charge per trip.

Table 28 through Table 31 provide details of the proposed fares by ticket type for each of the main service categories, that is: fixed route (urban bus network), Express Ride services, Dial-A-Ride and Connectors, and Community Circulators. This fare structure was adopted as the working model for making fare-related revenue calculations for the program, but many details may change as the consultant’s recommendations are more fully discussed internally among the region’s existing providers.

Table 28: Illustrative Urban Fixed Route Bus Fares

Zones	Fare Type	Current List Price	Proposed List Price	Ratio vs. Cash	Change
Within A or B	Cash*	\$1.50	\$2.00	1.0	33%
Within A or B	Evening Ticket		\$3.00	1.5	
Within A or B	Weekly Ticket		\$18.00	9.0	
Within A or B	Flex 30 Day	\$58.00	\$65.00	32.5	12%
A to B, B to C, or within C	Cash*	\$2.00	\$2.50	1.0	25%
A to B, B to C, or within C	Evening Ticket		\$3.00	1.2	
A to B, B to C, or within C	Weekly Ticket		\$21.00	8.4	
A to B, B to C, or within C	Flex 30 Day		\$75.00	30.0	
A to C	Cash*	\$3.00	\$3.00	1.0	0%
A to C	Evening Ticket		\$3.00	1.0	
A to C	Weekly Ticket		\$24.00	8.0	
A to C	Flex 30 Day		\$85.00	28.3	

* Family Day-Out tickets for up to two adults and four children would be available at weekends priced at two times the full cash fare.

Table 29: Illustrative Express Bus Fares

Zones	Fare Type	Current List Price	Proposed List Price	Ratio vs. Cash	Change
A to B or B to C	Cash	\$5.00	\$5.00	1.0	0%
A to B or B to C	Multi-Ride	\$4.00	\$4.50	0.9	13%
A to B or B to C	Weekly Ticket		\$42.00	8.4	
A to B or B to C	Flex 30 Day	\$99.00	\$149.00	29.8	51%
A to C	Cash	\$5.00	\$6.00	1.0	20%
A to C	Multi-Ride	\$4.00	\$5.50	0.9	38%
A to C	Weekly Ticket		\$48.00	8.0	
A to C	Flex 30 Day	\$99.00	\$169.00	28.2	71%
Out of County	Cash	\$5.00	\$7.50	1.0	50%
Out of County	Multi-Ride	\$4.00	\$7.00	0.9	78%
Out of County	Weekly Ticket		\$65.00	8.7	
Out of County	Flex 30 Day	\$99.00	\$195.00	26.0	97%

Table 30: Illustrative Dial-a-Ride and Community Connector Fares

Zones	User	Demand Responsive	Feeder to the nearest fixed route stop	Connector
With B or C	Senior/disabled	\$2.00	\$2.00	\$1.50
	All others	\$5.00	\$2.50	\$2.50
A to B, B to C	Senior/disabled	\$3.00	\$2.50	\$2.00
	All others	\$10.00	\$3.00	\$2.50
A to C	Senior/disabled	\$10.00		\$2.50
	All others	\$20.00		\$3.00

Table 31: Illustrative Community Circulator Fares

Zones	Fare Type	Current List Price	Proposed List Price
Circulators		Free	Free

D. REVENUE AND DEMAND IMPACTS

An analysis of the demand and revenue implications of this proposed all day fare structure has been undertaken, looking at users of the individual products and their time of travel. Appropriate price elasticities have been applied for the specific markets.

The results of adopting the proposed fare structure indicate a potential farebox revenue gain of 12% above current levels, against a loss of 7%.

Although the fare proposals contained herein have not been adopted as policy, the estimates have been included as placeholders in the budget.

E. FINALIZING THE FARE STRUCTURE – NEXT STEPS

Fares and ticketing are complex issues for the operators and very sensitive issues for the riding public. Although the consultant's recommendations are based on a careful analysis of peer group practices, and have a sound economic basis, the ultimate decisions regarding fares and ticketing policies lie with the carriers and their policy-making boards, and ultimately, with the new transit authority created to govern the expanded system. In order to finalize (or revise and finalize) the consultant's recommendations, an inter-agency Fares and Ticketing Committee has been established to examine, analyze and discuss the preliminary recommendations, and devise final recommendations for consideration by the new transit authority Board. This committee is currently overseeing completion of the consultant's fares and ticketing report, and will soon undertake the more thorough analyses needed to arrive at final decisions.



VI. PLANNING FOR FUTURE IMPROVEMENTS

While this document focuses on service improvements to be implemented during the next five years, the remaining projects that appeared in the 30-Year Transit Master Plan (TMP) are not being ignored. Many of the projects scheduled for the later years of the TMP are larger and more complex, very capital intensive in nature, or otherwise have long lead times in terms of the planning efforts that need to take place. Therefore, while these projects are not currently scheduled for implementation during the five year period covered by this document, there is significant work that will take place to plan, establish feasibility, estimate costs, estimate ridership, etc, in preparation for possible future programming. Much of this work is supported by federal planning grants and other non-local sources.

Among the projects that are currently in the feasibility analysis, planning or early design stages are the following:

High Capacity Transit on Washtenaw Avenue: An examination of some form of high-capacity transit is currently under way as part of the ReImagine Washtenaw study being undertaken by the County. This effort focuses on Washtenaw Avenue between Ypsilanti and Ann Arbor and involves a number of different government jurisdictions, in addition to private businesses in the corridor. High-capacity transit refers to technologies such as bus rapid transit (BRT) or light rail (trolley, street car) that can carry the higher volumes of riders expected in this corridor. Light rail and BRT also have the ability to help shape development in a corridor, so that any planning of transit services using these technologies must take place hand-in-hand with development and land-use planning.



Ann Arbor Connector: A feasibility study concluded in 2011 found that some form of high capacity transit was needed and could feasibly operate in a corridor running through the heart of the Ann Arbor business district and parts of the University of Michigan campus. The service would begin in the vicinity of Plymouth Road and US-23 and would serve the North Campus Research Complex, North Campus, UM Medical Center, through Central Campus and downtown Ann Arbor, before heading south to Briarwood shopping center and beyond. The exact technology to provide this service has not been established. The feasibility study determined that bus rapid transit (BRT), street car, light rail, and elevated guideway are technically feasible.

As of this writing, work is about to begin on the next phase of development, alternatives analysis. Eighty percent of the cost of this phase will come from a federal grant, with the AATA, University of Michigan (UM), and City of Ann Arbor providing the local share of the cost. The alternatives analysis is expected to take 15 months to complete. The end product of the alternatives analysis will be a locally-preferred alternative for the technology, the alignment (route), station locations, potential environmental impacts, and estimated cost. The AATA is the lead agency, and is following a process to be eligible for federal funding if the community decides to proceed to development.

East-West Commuter Rail: This commuter rail project has been in the planning stages for some time, and some elements of the project are actually in implementation. The project envisions commuter rail service on existing freight rail track between Ann Arbor and Detroit, with intermediate station stops in Dearborn, near Metro Airport and in Ypsilanti. The planning and development work is being undertaken jointly by the Southeast MI Council of Governments (SEMCOG) and the Michigan Department of Transportation. Much of the effort to date has been devoted to resolving inefficient track configurations in or near Detroit so that commuter services can run on quick and reliable schedules. The improvements being made will also improve existing Amtrak services and envisioned high-speed rail services. As part of this project, MDOT has undertaken the lease and rehabilitation of 24 commuter rail cars that were purchased by a private railroad (the Great Lakes Central Railroad - GLCRR) from Chicago's Metra some time ago. When the rehabilitation is completed, the GLCRR will lease these cars to MDOT for deployment on the East-West service, and possibly on the North-South service as well.

North – South Commuter Rail: This is another commuter rail project that proposes using existing freight track to run commuter service. The project currently envisions service between the City of Howell and Ann Arbor, with intermediate stops in Genoa Township, Hamburg Township, and Whitmore Lake. In Ann Arbor, station locations are planned for the Barton Road area, downtown and at Michigan Stadium. The tracks that the service would operate on are almost entirely owned by the State of Michigan, with a short but critical segment in Ann Arbor owned by the Ann Arbor Railroad. A 2007 study concluded that commuter service was feasible but a number of issues must be resolved before implementation can be considered. AATA and MDOT are jointly leading efforts to resolve these issues and better define costs and operating parameters. As of this writing, two grants of federal money has been received and will be combined with community contributions to more precisely determine station locations and costs, and satisfy federal environmental analysis requirements. This work is important to prepare the project for possible federal funding in the future. Recent track work by the State in support of freight operations has reduced the potential cost of this project.

Also included in the years 6 – 30 of the TMP are:

- Additional enhancements to the urban bus network
- Additional van pooling capacity
- Continuation of efforts to implement bus prioritization in traffic
- Additional park and ride lots
- Possible introduction of new fare media
- Additional bus stop enhancements

VII. GOVERNANCE & ORGANIZATION

A. CURRENT CONDITIONS-ANN ARBOR TRANSPORTATION AUTHORITY

The Ann Arbor Transportation Authority was incorporated under Michigan’s Public Act 55 of 1963 in 1969 by the City of Ann Arbor as an independent public transportation authority. Seven directors appointed by the Mayor of Ann Arbor and approved by City Council govern the AATA. In 1973, Ann Arbor voters approved a 2.50 charter millage to fund mass transportation in perpetuity. Over the years, the Headlee amendment reduced the rate to 2.056 mills. AATA combines this local contribution with fares, contracts, state operating funds, and federal funds to operate transit services, purchase buses, and make other improvements.

As of 2012, the AATA operates service in the City of Ann Arbor and also in the City of Ypsilanti, Ann Arbor Township, Pittsfield Township, Superior Township, and Ypsilanti Township. AATA develops, delivers, and funds fixed route and dial-a-ride service in these other municipalities primarily through Purchase of Service Agreements (POSA). Communities pay for services based on the number of service hours the AATA operates in the community on an annual basis. Note; there are select key regional destinations (e.g. Washtenaw Community College in Ann Arbor Township and St. Joseph Mercy Hospital in Superior Township) that AATA serves without a Purchase of Service Agreement for operations. WCC does subsidize trips for stops from campus (see Fares and Ticketing).

Table 32: Current Governance and Local Contribution

Municipality	Board	Source of Local Funding
City of Ann Arbor	7 seats	2.056 Charter Millage (Headlee adjusted from 2.50 mills approved by voters in 1973)
City of Ypsilanti	--	Purchase of Service Agreement: 0.9789 Charter Millage (approved by voters in 2010)
Ann Arbor Township	--	--
Pittsfield Township	--	Purchase of Service Agreement: General Fund
Superior Township	--	Purchase of Service Agreement: General Fund
Ypsilanti Township	--	Purchase of Service Agreement: General Fund

B. MOVING TO A “REGIONAL” SYSTEM

The Ann Arbor Transportation Authority, in partnership with communities throughout Washtenaw County, developed a process to transition from a “city” Act 55 Transit Authority to a “regional” Act 196 Authority in order to jointly develop, fund, operate, and govern transit services in all communities in Washtenaw County who chose to participate.

Public Act 196 of 1986 provides a mechanism for political subdivisions to work collaboratively. The following table illustrates some of the differences in the two types of Public Transportation Authorities.

Table 33: Comparing Act 55 and Act 196 to Create a Multi-Jurisdictional Authority

Feature	Act 55	Act 196
Unit of Control	Designed for a city or single governmental entity to form a transportation authority.	Designed for political subdivisions (local governments) to form an authority—one city, multiple cities, a county, etc.
Area Served	Act 55 limits service to a 10-mile radius of the authority.	Act 196 places no geographic limit on where the Authority provides service.
Deciding to Participate: Countywide	If used to form a countywide authority every local government would be included with no opt-out option. If a new entity joins, there is no provision to leave.	If used to create a countywide authority, political subdivisions are notified and have 30 days to withdraw from the authority (and not be included in voter-approved funding levied by that authority).
Length of Millage	For an authority that provides regular bus service, allows for a levy of a maximum of 5 mills, for a maximum of 5 years.	Act 196, in addition, to the 5 year 5 mill limitation, allows voters to approve a millage for up to 25 years if it includes a fixed guide way project.

AATA, in partnership with local communities throughout Washtenaw County, is pursuing a 196 authority to allow for flexible membership with a an option for communities to choose to participate at incorporation and/or in the future. This flexibility allows local governments to govern jointly, discuss service improvements, and discuss network connection improvements, at formation, while ensuring the option for other communities to join later. Creating a regional authority with Act 55 forces all communities to participate, or if done individually, does not allow

the ability to opt out at a later date. Adding individual communities to an Act 55 authority also does not provide a clear method for how board representation could be expanded fairly.

C. REGIONAL GOVERNANCE

While creating a regional transit system within Washtenaw County that incorporates existing AATA service, improves urban services, and creates countywide connections; AATA provided all Washtenaw County communities an opportunity to participate in the creation of the system and to make decisions jointly. For this reason, AATA and the Washtenaw Area Transportation Study (WATS) collaborated with local governments throughout the county to develop a transit authority governance structure for the new regional authority. Using several factors, including population, historical transit investment, and ongoing financial contribution, the county was divided into 8 transit “Districts” as seen in the figure below.

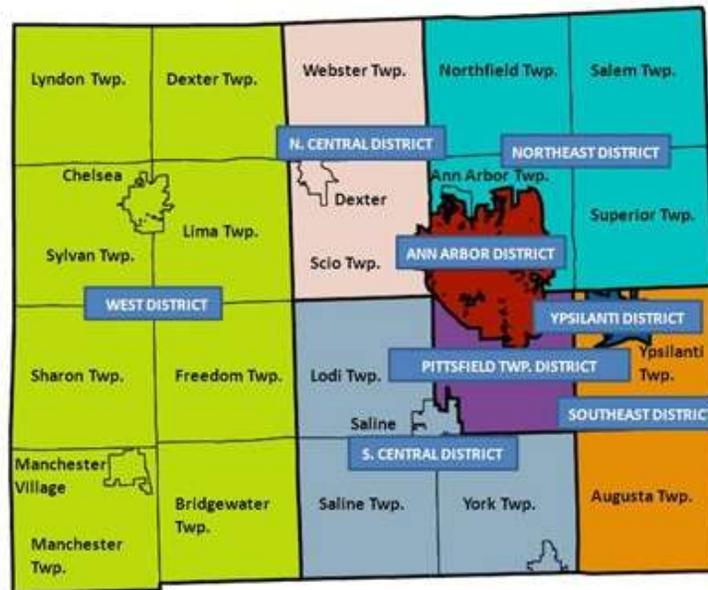


Figure 34: Map of Transit Districts in Washtenaw County

When comprised of multiple jurisdictions, the transit District’s local governments developed interlocal agreements (using MCL Act 7 of 1967) defining how participating local governments would select and appoint a director to the transit authority board. For this reason, transit Districts are also known as “appointing entities” for board membership.

A few local governments did not adopt an interlocal agreement with the intention of not participating in the formation of a new transit authority (Townships of Sylvan, Salem, Bridgewater, Sharon, and Saline). Note: these communities and any other communities that do not participate in the formation of new authority are permitted to join the new authority at a later date with the cooperation of the transit District and new transit authority board.

The eight transit Districts provide 15 directors for the new transit authority board as seen in the table below:

Table 34: Transit Districts and Board Distribution

Board Seats	Transit District	Board Seats	Transit District
7	City of Ann Arbor District	1	City of Ypsilanti District
1	Pittsfield Township District	1	North Central District: The Village of Dexter, and the Townships of Scio and Webster)
1	North East District: the Townships of Ann Arbor, Northfield, Salem, and Superior	1	South Central District: Cities of Milan and Saline and the Townships of Lodi, Saline and York
2	South East District: Townships of Augusta and Ypsilanti	1	West District: The City of Chelsea, Village of Manchester and the Townships of Bridgewater, Dexter, Freedom, Lima, Lyndon, Manchester, Sharon, and Sylvan

The formation documents of the authority specify that districts may select an alternate to serve in place of the member or members in their absence. When a director is absent, the alternate shall have the same voting powers but may not assume an officer position. In addition, Washtenaw County may appoint a non-voting ex-officio member to the Board.

Provisions in the formation documents allow the new transit authority board to reconfigure its membership as necessary, under the following conditions:

- After each census to assure appropriate attention to population distribution
- If Ann Arbor or Ypsilanti City reduces or fails to contribute its charter millage
- If another community levies a millage and contributes it to the new transit authority
- If all communities within a particular district withdraws from the Authority

D. FORMATION OF A NEW TRANSIT AUTHORITY

In developing a process and plan to create a new regional transit authority, the AATA worked with local governments on several activities.

1. UNINCORPORATED 196 BOARD

An “unincorporated” 196 transit authority board convened representatives from each district, selected in the same manner as the new transit authority board directors. This “u196” board met regularly beginning in October 2011 to discuss and deliberate proposals for transit improvements throughout Washtenaw County.

In addition, AATA staff worked with Washtenaw County, City of Ann Arbor, City of Ypsilanti, and AATA board, in collaboration with the u196 board, to define a process to create, fund, and operate a new authority. Two major documents, the “Four Party” Public Transportation agreement and transit Articles of Incorporation set up and initiate the process to create a 196 authority.

2. THE “FOUR PARTY” PUBLIC TRANSPORTATION AGREEMENT AND ARTICLES OF INCORPORATION

To transition from an Act 55 authority controlled by (and with the majority of local funds coming from) Ann Arbor to an a 196 authority with governance and funding provided by participating Washtenaw County communities, AATA worked with Washtenaw County, and the Cities of Ann Arbor and Ypsilanti to define how existing service, assets, and governance will change with a transition. The Four Party agreement designates the process that AATA and the other parties take to create and make operational a new transit authority and defines the required conditions.

The Four Party Agreement lays out the process to create an authority footprint:

- To create an authority, the AATA must first publish details of a service and funding plan.
- The County Clerk, upon the AATA’s written request, files Articles of Incorporation and creates the new 196 authority.
- AATA notifies all “political subdivisions” of Washtenaw County of the incorporation and that they are given 30 days to respond if they would like to “opt out” their entire municipality or specific precincts, per state law. Political subdivisions and precincts that opt out will not be subject to voter referendum, voter-approved tax, or receive service from the new transit authority.
- At the end of the 30-day period, the service area of the authority is established.



The Articles of Incorporation, the founding document of a new 196 authority, specifies board structure, board governance, and the powers/limitations of the new authority.

Upon the end of the incorporation period, the new 196 transit authority is created, but does not have assets or operate transit services. The 196 directors, as appointed by the districts will govern the new authority. If the plan or board structure needs adjustment because of changes to the service area, they are determined at this time.

E. TRANSITION FROM AATA TO A MULTI-JURISDICTIONAL TRANSIT AUTHORITY

When ready, the incorporated 196 board will request funding from voters in the transit authority service area to operate new transit services.

If the voters approve funding for the new authority, then AATA will transition to the 196 transit authority to operate new and existing and services in the authority service area. As specified in the Four Party Agreement, Ann Arbor and Ypsilanti will transfer their existing charter millage to the new authority to maintain existing service levels.

F. PARTICIPATION AFTER FORMATION

After the new transit authority is operating, Act 196 allows political subdivisions that opted out at formation, to “opt in” as a mutual decision of the political subdivision’s board and the 196 board. In addition, Act 196 permits political subdivisions who are participating in the authority to opt out at the expiration of voter-approved funding.

G. ONGOING CITIZEN PARTICIPATION: DISTRICT ADVISORY COMMITTEES

In order to assist the Board of Directors and to ensure service addresses local and regional transit needs, each district has a District Advisory Committee (DAC) chaired by the 196 Board member(s) from the district. Membership in the committee consists of representatives from local governments, health and human services, local businesses, major employers, churches, educational entities (K-12, University), neighborhood associations, transportation providers, and/or youth organizations. These DACs will meet before major service changes at a minimum. Other input committees, such as the federally mandated Local Advisory Committee (which focuses on transportation issues for people with disabilities and seniors) and rider forums will continue.

H. EXISTING TRANSIT PROVIDERS AND THE NEW AUTHORITY

In addition to AATA, Washtenaw County has three non-profit transit providers that provide a variety of services: the Western-Washtenaw Area Value Express, People’s Express, and Manchester Senior Services. Operational details are provided in Chapter (III).

These providers offer transit in non-urban areas and are key partners in any new transit authority. Local communities attach significant importance to the familiarity and local identity embodied by the services provided by existing carriers, and communities value these local

services. In order to enhance existing non-urban service, extend services, and create cross-county connections, the new authority must establish a working relationship with the providers that creates efficiencies, ease of use, and connections for users, but maintains a local identity.

Broadly, there are three ways to accomplish this:

- Providing these services ‘in-house’ within the new transit authority. In other words, making existing providers become part, or a division, of the new transit authority.
- Procuring these services through competitive procurement. Under this Request for Proposal (RFP) option, the authority could select one or more providers.
- Extending partnerships with existing carriers in the County. This would involve establishing a formal relationship, with Memorandum of Understanding (MOU), between the new transit authority and existing carriers to determine service standards, etc.

Because the community values the existing local carriers, any expansion of countywide demand responsive (including the introduction of Dial a Ride Plus services) will be more acceptable if achieved through the third option by establishing a formal relationship between the new transit authority and existing carriers through a Memorandum of Understanding. To ensure consistent service standards throughout the service area (including hours of operation), the authority will provide existing providers with operational, maintenance and procurement support while maintaining a local identity.

Before the new authority is incorporated, AATA and the non-profit providers will finalize a Memorandum of Understanding that covers:

- Services provided
- Service standards
- Maintenance
- Funding (local, fares, pass through)
- Vehicle procurement
- Local and Regional branding

I. SERVICE IN NON-PARTICIPATING COMMUNITIES

Historically, AATA has contracted with communities outside of Ann Arbor to provide service through one-year Purchase of Service Agreements (POSAs). The primary goal of converting the existing Act 55 organization to a multi-jurisdictional 196 authority is to create, enhance, and make

easier connections in urban and non-urban areas, while regularizing funding to assure stable service and return on investments. The authority achieves this through board representation for the communities on the 196 authority.

While POSAs provide flexibility to the authority and local governments, they limit the authority's ability to plan and the level of transit service a municipality offers from year to year is uncertain. To obtain federal funding for bus purchases or other capital improvement requires assurance of continued transit provision in a community.

For local governments, local transit contributions primarily come from general funds which compete with other essential services such as police and fire. In 2010, Ypsilanti voters approved a charter millage to support local transit service. In either case, POSA contributions do not entitle a community to board representation.

In order to regularize funding, increase efficiency, and planning of transit services, the new transit authority will discontinue the use of short-term POSAs. Communities that participate in the new authority will receive board representation, authority services, and participate in an authority funding mechanism (replacing POSAs, if applicable). Communities that do not participate will not receive service or board representation. As appropriate, the 196 board may offer POSAs (coinciding with local transit funding voting cycles) to communities.

AATA currently passes through State and Federal formula funds to WAVE and PEX. If there are communities that currently obtain these pass-through funds, but opt out of the new transit authority, the new transit authority will continue to pass through state and federal funding from MDOT only for existing services. If communities would like to obtain more pass-through funds to expand service, they will need to join the new transit authority. Note that MDOT determines the percent of pass through funding annually and is subject to change.

J. SERVICE IN COMMUNITIES OUTSIDE WASHTENAW COUNTY

At times it may be appropriate to operate service outside of Washtenaw County to provide the most efficient access to and from communities or to coordinate with regional transit systems. In these cases, the new transit authority will consider offering Purchase of Service Agreements (POSAs) to communities outside Washtenaw County using an agreement with the transit authority that serves that area. If no transit authority serves the area, agreements would be established with affected local communities. These POSAs will need to align with the new transit authority's local funding cycle (a minimum of three years) to allow adequate planning, efficiency and purchase of equipment. Services to communities outside of Washtenaw County would only be provided if they connect to the Washtenaw County network.

K. PERFORMANCE STANDARDS, MONITORING AND CONTINUOUS IMPROVEMENT

As implementation of program improvements gets underway, it is important to track the performance of each service. AATA is committed to a cycle of continuous improvement of all of its services, as illustrated in Figure 35. The diagram illustrates a cyclical approach whereby a plan is developed with the best information available, then implemented, then monitored against performance objectives to see if the service is performing as planned. With the new information, the service can be adjusted as necessary, initiating a new cycle of improvement. Importantly every step in the cycle is influenced by a robust program of public engagement.

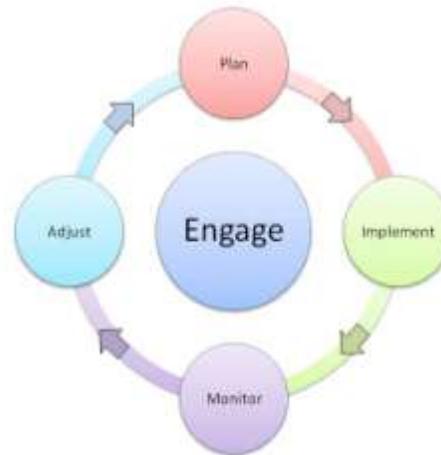


Figure 35: AATA Continuous Improvement Cycle

AATA already uses a robust set of performance measures to evaluate existing services on an on-going basis. The set of measures is potentially quite large, but an illustrative set includes the following:

- Ridership
- Overall
- By route
- By time period (time of day, time of week, time of year)
- Per bus service-hour
- By type of service (urban fixed route, ExpressRide, Dial-a-Ride, AirRide, etc.)
- Operating Performance
- Service-hours operated
- Vehicle mileage
- Fuel consumption
- On-time performance
- Accidents

- Financial Performance
- Cost per trip, cost per hour
- Revenues per trip, revenues per hour
- Fare box recovery ratio
- Achievement of Environmental and Social Objectives
- Air quality impacts
- Energy consumption impacts
- Access to (for example) grocery shopping opportunities, medical care, education, employment, by user group (e.g. low-income, youth, seniors, etc.)
- Impacts on development and urban form
- Customer Relations
- Rider satisfaction
- Commendations and complaints
- Telephone calls / web site visits
- Attendance at informational events
- Service requests

Listed below are reports currently used by AATA to document and analyze system performance, and these would be expanded and adapted to include all new services implemented as part of the Five Year Transit Program:

- Weekly - Key Performance Indicators Report
- Monthly
- Report on Operations (revenues and expenses compared to budget)
- Report to Treasurer (revenues and expenses by mode)
- Performance Report (performance indicators by mode compared to budget and previous year)
- Ridership Report (ridership compared to previous year)
- Quarterly
- Service Standard Report
- Ridership and Productivity by Route
- Annual

- Report on Operations
- Report to Treasurer
- Performance Report
- Ridership and Productivity by Route

There are many other regular reports related to special topics (for example web site visits). In addition there are a number of one-time, annual or biennial reports that help inform the AATA as to how it is performing. Examples include On-Board Surveys of Riders, and Community Attitudes and Awareness Surveys and the Financial Statement Audit and single Audit of Federal Programs. Yet another aspect of performance analysis is examination of how any of the measures cited above change with time.

Similar measures are used by other transit providers in the County, and under a new transit authority, existing reporting would be consolidated to provide a consistent approach to performance monitoring. As part of the effort to establish a countywide performance monitoring system, staff will engage the new transit authority Board to help define specific standards or targets for performance, if such targets do not already exist. While much of the data discussed above has always been available to the public, technology is making it easier than ever to share this information. AATA is committed to using the latest tools in the market place to share its critical performance measures with the public at large.

VIII. FUNDING

A. SERVICES, COSTS AND REVENUES

This chapter presents the overall budget for the FYTP. On the revenue side, forecasts have been made regarding future funding availability, based on existing formulas from Local, State, and Federal programs. The proposed service expenses have been detailed in previous.

Table 35 presents operating expenses and estimated revenues, indicating a difference of about \$23.7 M, again an amount that would have to be covered by new funding. This amount would be equivalent to .356 mils if funded by a property tax.

Table 36 presents capital expenses and estimated revenues, indicating a difference of about \$15 M, an amount that would have to be covered by new funding. This amount would be equivalent to .228 mils if funded by a property tax.

Table 37 combines the capital and operating budgets, showing a total new 5-year funding requirement of \$38.7 M, which would be equivalent to a property tax assessment of .584 mils.

The model that was generated to compute funding is a simplistic measure of program revenues and program expenditures. The millage rate estimation has been generated to reduce the funding gap and make the budget neutral. This estimation model is subject to adjustment from many factors such as the Headley Act, changes in State or Federal transit revenue, Community recommendations, and Transit Staff analysis.

Cost of ExpressRide services to areas outside Washtenaw County have been excluded.

Table 35: Operating Budget

Countywide 5-Year Transit Improvement Program		
OPERATING BUDGET SUMMARY		
REVENUES- Funds for Operations		5-YEAR TOTAL
Federal Operating Grants (Urban)		\$ 12,687,117
Federal Operating Grants (Non-Urban)	16% contribution	\$ 1,037,785
State Formula Operating (Urban)	1.20% of pot in Year 1 - share grows relative to rest of State	\$ 38,455,402
State Formula Operating (Non-Urban)	35% contribution	\$ 2,270,154
Other (Advertising)		\$ 588,311
POSA (excluding Ypsilanti)	POSA contribution removed once Countywide millage adopted	\$ -
Passenger Fares / UM Fares Support	Includes increase in real terms @1% pa and UM fare support	\$ 33,812,021
Fares Increase	Yield from fare supplement introduced Year 3 (includes UM support)	\$ 2,866,585
	Sub-Total Non-Property Tax Revenue	\$ 91,717,375
Ann Arbor Millage	2.056 mills	\$ 47,261,055
Ypsilanti Millage	0.9789 mills	\$ 1,400,000
	Sub-Total Existing Property Tax Revenue	\$ 48,661,055
TOTAL REVENUE FUNDING FOR OPERATIONS		\$ 140,378,431
EXPENSES		5-YEAR TOTAL
Continuing Existing Service		\$ 122,575,000
Urban Bus Network Enhancements		\$ 24,830,753
Community Connectors		\$ 1,309,688
Express Services		\$ 7,301,252
Community Circulators		\$ 448,750
Park & Ride / Intercept Lots		\$ 414,975
Dail - A - Ride		\$ 3,622,500
Dial - A - Ride Plus (Feeders)		\$ 2,025,000
Van Ride		\$ 282,750
Support Services and Activities		\$ 1,211,250
Contingency		\$ -
		5-YEAR TOTAL
TOTAL EXPENSE		\$ 164,021,918
NET OPERATING INCOME		\$ (23,643,487)
	Millage Including Existing Property Tax Revenue (Total TV)	0.000323568
	Millage Including Existing Property Tax Revenue (Excluding PPT TV)	0.000356123
Total Millage Required		0.356

Table 36: Capital Budget

Countywide 5-Year Transit Improvement Program		
CAPITAL BUDGET SUMMARY		FY 2012-2016
Category	Service or Project	5-YEAR TOTAL
REVENUE FUNDS FOR CAPITAL IMPROVEMENTS		
Federal Urban Formula Grants		\$ 24,711,000
Federal Non-Urban Formula Grants		\$ 3,319,000
Federal Discretionary (Competitive Grants)*		\$ 7,075,886
State (Match for Federal Grants)		\$ 8,776,471
TOTAL REVENUE CAPITAL		\$ 43,882,357
CAPITAL IMPROVEMENTS		
Continuing Existing Service		\$ 18,000,000
Urban Bus Network Enhancements		\$ 13,850,000
Community Connectors		\$ 875,000
Express Services		\$ 4,800,000
Community Circulators		\$ 600,000
Park & Ride / Intercept Lots		\$ 5,533,000
Dial - A - Ride		\$ 1,650,000
Dial - A - Ride Plus (Feeders)		\$ 1,500,000
Van Ride		\$ 2,500,000
Support Services and Activities		\$ 7,700,000
Contingency	5% Contingency Capital for Improved Services	\$ 1,950,400
Summary Totals and Millage Requirement		
TOTAL CAPITAL IMPROVEMENTS		\$ 58,958,400
ADDITIONAL CAPITAL FUNDING DIFFERENCE		\$ (15,076,043)
	Millage Including Existing Property Tax Revenue (Total TV)	0.000210124
	Millage Including Existing Property Tax Revenue (Excluding PPT TV)	0.000228012
Total Millage Required		0.228
*May not be available or may be delayed		

The figures below illustrate the breakdown of expenses by service and revenues by source.

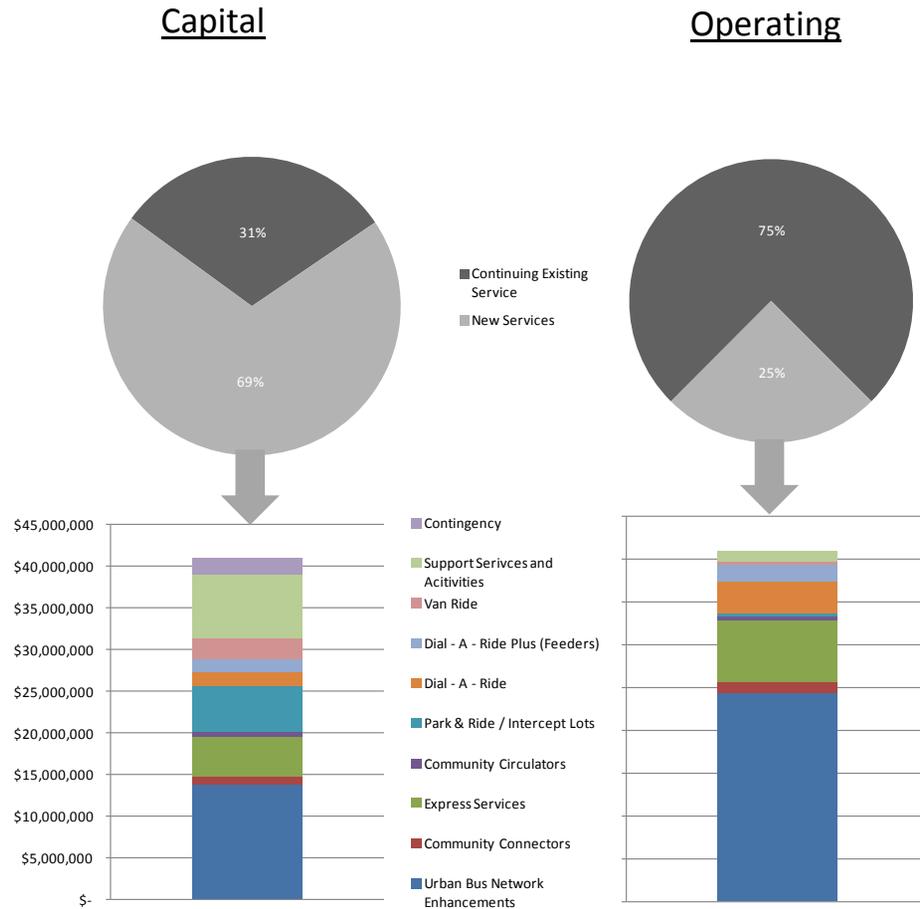


Figure 36: Summary of Expenses

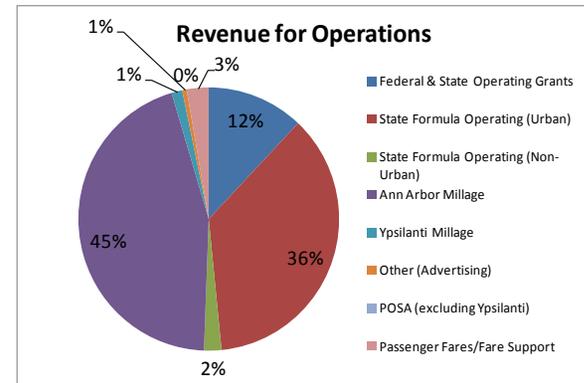


Figure 37: Summary of Revenues

Table 37: Budget Summary

Countywide 5-Year Transit Improvement Program

BUDGET SUMMARY AND MILLAGE

Value	2011 County Taxable Value
Total real property taxable value	\$13,115,440,565
Total personal property taxable value	\$967,688,119
Total ad valorem taxable value	\$14,119,845,726
Total IFT real property taxable value	\$124,817,766
Total IFT personal property taxable value	\$84,936,333
Total IFT taxable value	\$209,754,099
Total taxable value	\$14,329,599,825
Total taxable value excluding personal property	\$13,240,258,331

Item #	Category ("Theme")	5-YEAR TOTAL
REVENUES- Funds for Operations		
10	Sub-Total Non-Property Tax Revenue	\$ 91,712,475
13	Sub-Total Existing Property Tax Revenue (A2 mills = 2.096, Ypsi mills = 0.9789) /1	\$ 48,661,055
14	TOTAL REVENUE	\$ 140,373,530
EXPENSES		
19	Sub-Total Existing Services	\$ 122,575,000
50	Sub-Total Additional Services	\$ 41,446,918
51	TOTAL EXPENSE	\$ 164,021,918
52	NET OPERATING INCOME	(\$23,648,388)
53	Millage Including Existing Property Tax Revenue (Total TV)	0.000330
54	Millage Including Existing Property Tax Revenue (Excluding PPT TV)	0.000357
FUNDS FOR CAPITAL IMPROVEMENTS		
14	TOTAL CAPITAL	\$ 43,882,357
CAPITAL IMPROVEMENTS		
19	Sub-Total Existing Services	\$ 18,000,000
50	Sub-Total Additional Capital	\$ 40,958,400
51	TOTAL CAPITAL IMPROVEMENTS	\$ 58,958,400
52	ADDITIONAL CAPITAL FUNDING	(\$15,076,043)
53	Millage Including Existing Property Tax Revenue (Total TV)	0.000210
54	Millage Including Existing Property Tax Revenue (Excluding PPT TV)	0.000228
Summary Estimated Operating & Capital Revenue		
	NET OPERATING INCOME	(\$23,648,388)
	ADDITIONAL CAPITAL FUNDING	(\$15,076,043)
	TOAL FUNDING to be RAISED by LOCAL PROPERTY TAX Millage	(\$38,724,431)
Estimated Total Millage for Operations & Capital Improvements		
	Millage including existing property tax revenue (total TV)	0.000540
	Millage including existing property tax revenue (excluding PPT TV)	0.000584
	Total Millage Requirement	0.584

B. NEW FUNDING REQUIREMENTS

A comparison of Program costs and revenues reveals a gap of approximately \$39 M over the five year period. After close consultation with business and civic leaders, as well as local elected officials, and particularly the legislature and the Governor's office, it was decided that a local millage would be the best currently-available source of funding to provide the balance of funding needed to implement the Program. Current estimates suggest that a 0.58 levy countywide would provide the needed funding.

An increase in automobile registration fees as a source of funding was considered for this plan. Such a funding source was being considered by the Michigan legislature during 2012, but has not been enacted into law. It is estimated that a fee of \$38 per vehicle per year would yield an amount of funding equivalent to the new funding needed for the FYTP. A sales tax in Washtenaw county of 2/10 of 1% has also been estimated to yield the funding needed for the FYTP, but to date there has been little movement to enact such a tax, which would require an amendment to the state constitution.

It is believed that either a motor vehicle registration fee or a sales tax would be preferable as a source of funding for the FYTP, but neither of these sources are available at this time. For that reason, the millage described above appears to be the best current option for funding the FYTP. It should be noted that a .58 mils assessment would cost the owner of a \$200,000 home about \$58 per year, about the same as a tank of gas.



IX. DISTRICT SUMMARIES

In this chapter, the proposed Five-Year Transit Program services are arrayed by Governance District (see Chapter VII). The district map is shown as Figure 38.

Figure 38: Governance Districts

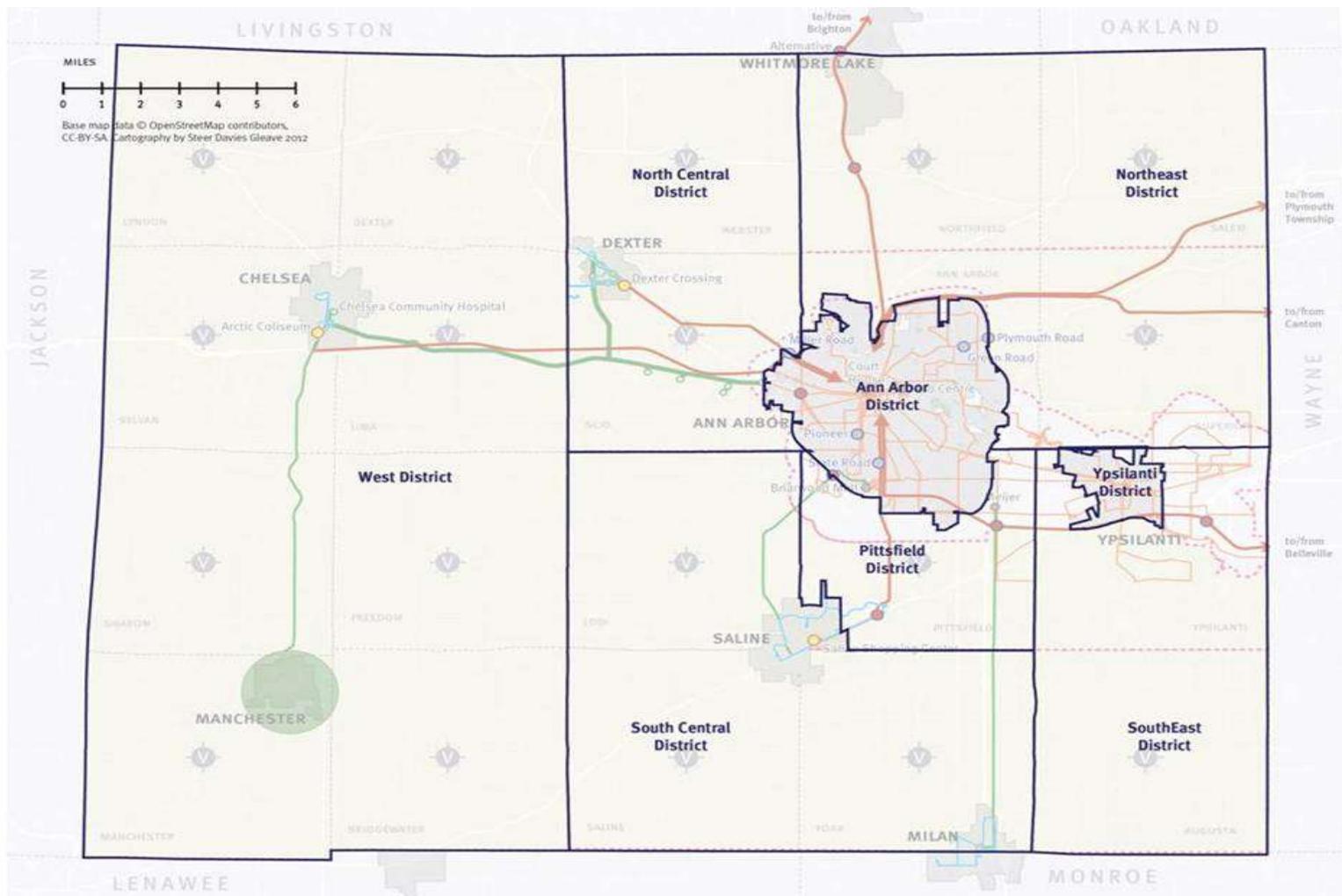


Table 38 below provides a check list of the services in the Five Year Transit Program by district. District by district details of the program can be found in the following sections.

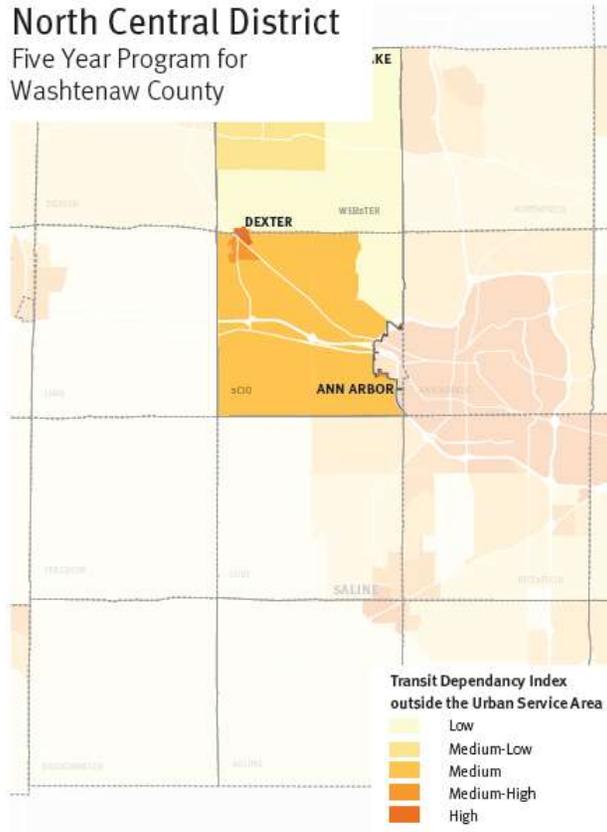
Table 38: Five Year Transit Program Services by District

District	Dial-A-Ride Service	Dial-A-Ride Plus (Feeder Services)	Urban Bus Network Enhancements	Express Ride (New or Enhanced)	Community Connectors (New or Enhanced)	Community Circulators	Access to Expanded Park and Ride	Van Ride Expansion
West								
North Central								
North East								
South Central								
South East								
Pittsfield								
Ann Arbor								
Ypsilanti								

A. NORTH CENTRAL DISTRICT SUMMARY

North Central District

Five Year Program for Washtenaw County

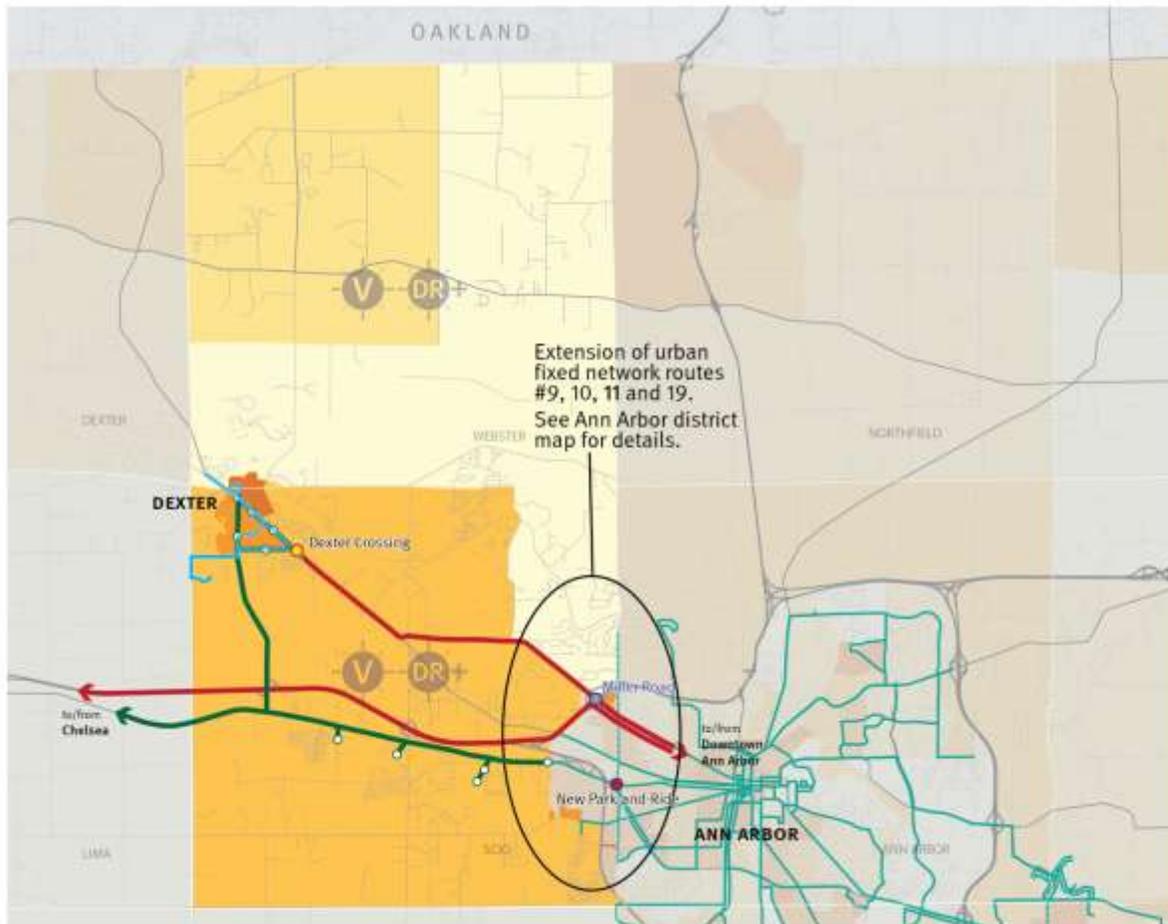


District Demographics	2000	2010	2035	Change 2000-10	Change 2010-35
Population	20,957	26,865	29,082	+5,908	+2,217
Youth	5,865	7,163	5,928	+1,298	-1,235
Seniors	1,686	2,867	6,302	+1,181	+3,435
Persons with disabilities	1,993				
Low Income or with limited car availability	879				
Residents who travel to Ann Arbor for Work	4,632				

Transit Today	Service provided	Annual Trips
WAVE Dial-A-Ride	Limited to Monday-Friday 8:30AM to 4:30PM	7,660
WAVE Community Connector	Limited to Monday-Saturday 6:00 AM- 5:00PM, services runs every two hours	10,600

Table 39: Summary of North Central District Services

Five Year Transit Program	Service provided	Additional Trips per Year	Additional Annual Farebox Revenue
Existing Transit Programs	All existing programs remain		
Additional Dial-A-Ride	New curb-to-curb (or door-to-door) services, offering additional service over extended hours of operations: Monday-Friday 6:30AM to 8:00PM and Saturday 8:00AM to 6:30PM. Serves seniors and people with disabilities.	8,125	\$32,500
Enhanced Urban Bus Network	Improvements to the Urban Bus Network result in a number of extensions of the system into Scio Township. Specifically, newly re-designed routes #9 and #19 extend west on Liberty and Scio Church, respectively, to Scio Ridge Road. Also services on the reconfigured #10 and #11 also extend into Scio Township.		
Dial-A-Ride Plus (Feeder Services)	New Dial-A-Ride services connecting residents from their home to the Countywide transit network. Monday-Friday 6:30AM to 8:00PM and Saturday 8:00AM to 6:30PM. Serves all residents of the North Central District.	10,625	\$26,563
Enhanced WAVE Connector	Increased to hourly frequency and extended hours of operation, from 6:00AM to 10:00PM Monday-Friday, and from 8:00AM and 6:00PM on Saturday. Sunday service is included too.	15,000	\$17,667
New Dexter Community Circulator	Providing a new local circulator bus service in Dexter. Providing hourly service Monday-Friday 10:00M to 4:00PM and Saturday 10:00AM to 2:00PM.	7,500	Free
New Dexter ExpressRide	Providing new direct service to Ann Arbor, Monday to Friday : with 8 direct services provided in AM Peak and 10 services in PM Peak. Using new comfortable vehicles with WiFi access.	40,400	\$84,840
New Vanpool Service (VanRide)	Seven-seat passenger vans will be made available to commuters from the district who want to share rides within and to Washtenaw County.		
New Transit Hub in Dexter	Providing a welcoming place for riders to access transit.		
Park and Ride	Improved access to park and ride facilities, including a new facility in the vicinity of Jackson and Wagner.		



North Central District Five Year Transit Program for Washtenaw County

BENEFITS

- Access to the transit network for all residents of the district
- More options for senior citizens, people with disabilities, youth and people on low income
- Transit options for people travelling within the village of Dexter
- Fast convenient access for all commuters to downtown Ann Arbor and U of M
- More frequent service connecting subdivisions and businesses in the Jackson road corridor

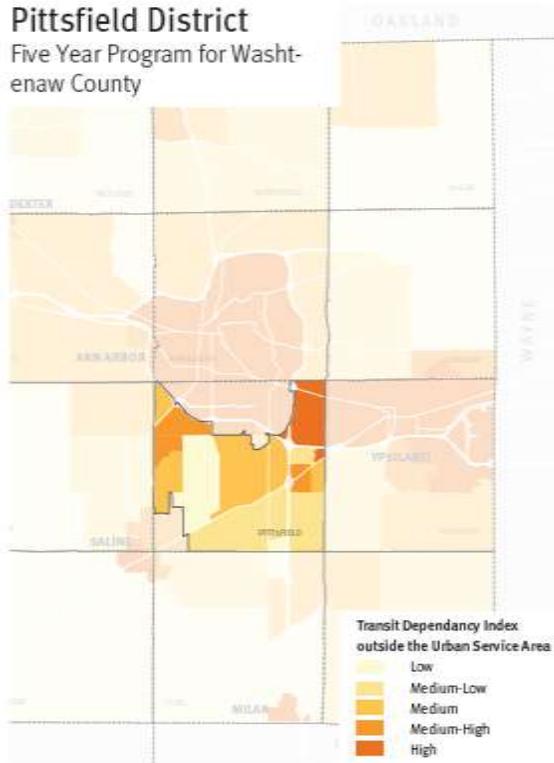
- Express Bus Routes
- Local Transit Hub
- Existing Park-and-Ride Intercept Lot
- New Park-and-Ride Intercept Lot*
- Enhanced WAVE Connector
- Enhanced Urban Bus Network
- Local Community Circulators
- Dial-A-Ride Plus (includes Feeder Services)
- Vanpool

(note: *Park-&-Ride locations are approximate and will be detailed in cooperation with local communities)

Transit Dependency Index outside the Urban Service Area

- Low
- Medium-Low
- Medium
- Medium-High
- High

B. PITTSFIELD TOWNSHIP DISTRICT SUMMARY



District Demographics	2000	2010	2035	Change 2000-10	Change 2010-35
Population	30,167	34,663	36,870	+4,496	+2,207
Youth	7,228	8,454	6,856	+1,226	-1,598
Seniors	1,722	2,726	8,422	+1,004	+5,696
Persons with disabilities	3,247				
Low Income or with limited car availability	2,842				
Residents who travel to Ann Arbor for Work	5,991				

Transit Today	Service provided	Annual Trips
People's Express Dial-A-Ride	Limited to Monday-Friday 8:30AM to 4:30PM and serving northern areas of the district	4,400
A-Ride	Dial-A-Ride service available to ADA and non-ADA eligible residents in Pittsfield Township	105,710 ¹¹

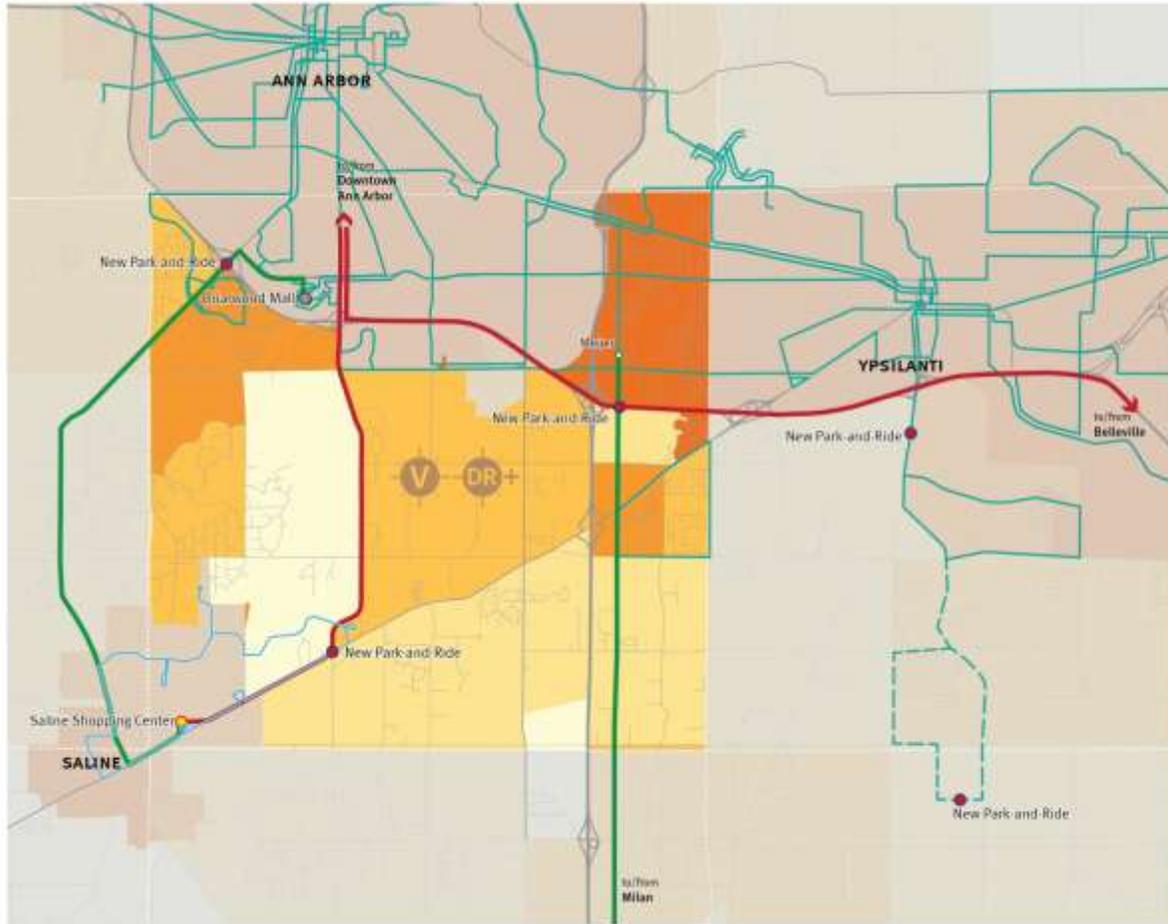
¹¹ This figure is the total for A-Ride program in all served communities.

Table 40: Summary of Pittsfield District Services

Five Year Transit Program	Service provided	Additional Trips per Year	Add'l Annual Fare Revenue
Existing Programs	All existing programs remain		
Additional Dial-A-Ride	New curb-to-curb (or door-to-door) services, offering additional service over extended hours of operations: Monday-Friday 6:30AM to 8:00PM and Saturday 8:00AM to 6:30PM. Serves seniors and people with disabilities.	8,125	\$32,500
Dial-A-Ride Plus (Feeder Services)	New Dial-A-Ride services connecting residents from their home to the Countywide transit network. Mon-Fri 6:30AM to 8:00PM and Sat 8:00AM to 6:30PM. Serves all residents of the Pittsfield District.	10,625	\$26,563
New Park-and-Ride Intercept Lots	Creating a three new Park-and-Ride lots at State Street Crossing, near I-94/US-23, and near Briarwood Mall, providing access to Pittsfield residents living in the south and south east of the township to direct ExpressRide and urban fixed route services into Ann Arbor.	199,680 ¹²	\$107,827 ²
Urban Bus Network Enhancements	Residents in Pittsfield who travel to/from Ann Arbor for work or other reasons will benefit from the additional services, extended hours of operation and weekend services (Saturday and Sunday) on the urban service area network. Specific improvements include Route #16 (extended hours) and a re-designed Route #6 which would extend service south in a loop consisting of Michigan, Carpenter, Textile and Munger.	2,710,468 ¹³	\$1,853,610 ³
New Commuter Express Service (ExpressRide)	New Express services from Saline would stop at State St. Crossing. Providing new direct service to Ann Arbor, Mon. to Fri.: with 7 direct services provided in AM Peak and 8 services in PM Peak. Uses new comfortable vehicles with WiFi access.	41,000	\$86,100
New Vanpool Service (VanRide)	Seven-seat passenger vans will be made available to commuters from the district who want to share rides within and to Washtenaw County		
Super stops on Washtenaw Avenue Corridor	Eight high quality stops will be created on both sides of Washtenaw Ave, providing improved boarding environments and preparing the corridor for higher capacity transit solutions in the future. These are being coordinated with plans for new development along the corridor.		
Community Connectors	Two community connectors pass through the District, one from Milan and another from Saline. Both would make stops in the District.	18,600	\$12,720

¹² Park-and-Ride figures are countywide totals.

¹³ Urban Bus Network Enhancement figures are totals for entire network.



Pittsfield District Five Year Transit Program for Washtenaw County

BENEFITS

- Access to the transit network for all residents of the district
- More options for senior citizens, people with disabilities, youth and people on low income
- Fast convenient access for all commuters to downtown Ann Arbor and U of M
- Increased bus frequencies, network coverage, evening and weekend services for residents living in northern areas of Pittsfield township.

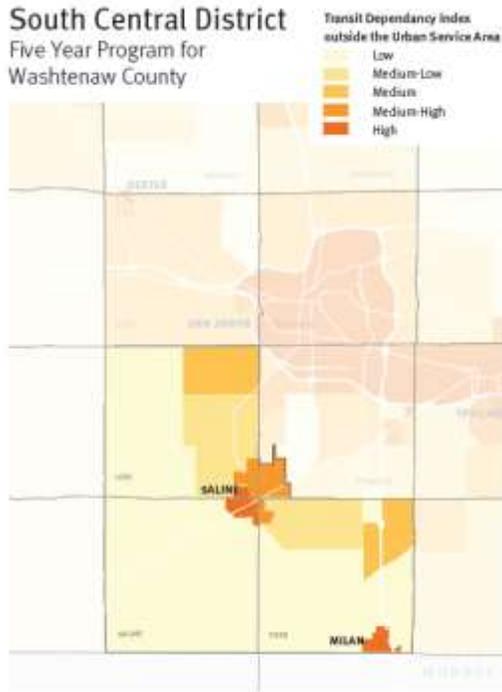
- Express Bus Routes
- Local Transit Hub
- New Park-and-Ride Intercept Lot
- New Community Connectors
- Enhanced Urban Bus Network
- Local Community Circulators
- ⊕ Dial-A-Ride Plus (includes Feeder Services)
- ⊕ Vanpool

(note: *Park & Ride locations are approximate and will be detailed in cooperation with local communities)

Transit Dependency Index outside the Urban Service Area

- Low
- Medium-Low
- Medium
- Medium-High
- High

C. SOUTH CENTRAL DISTRICT SUMMARY

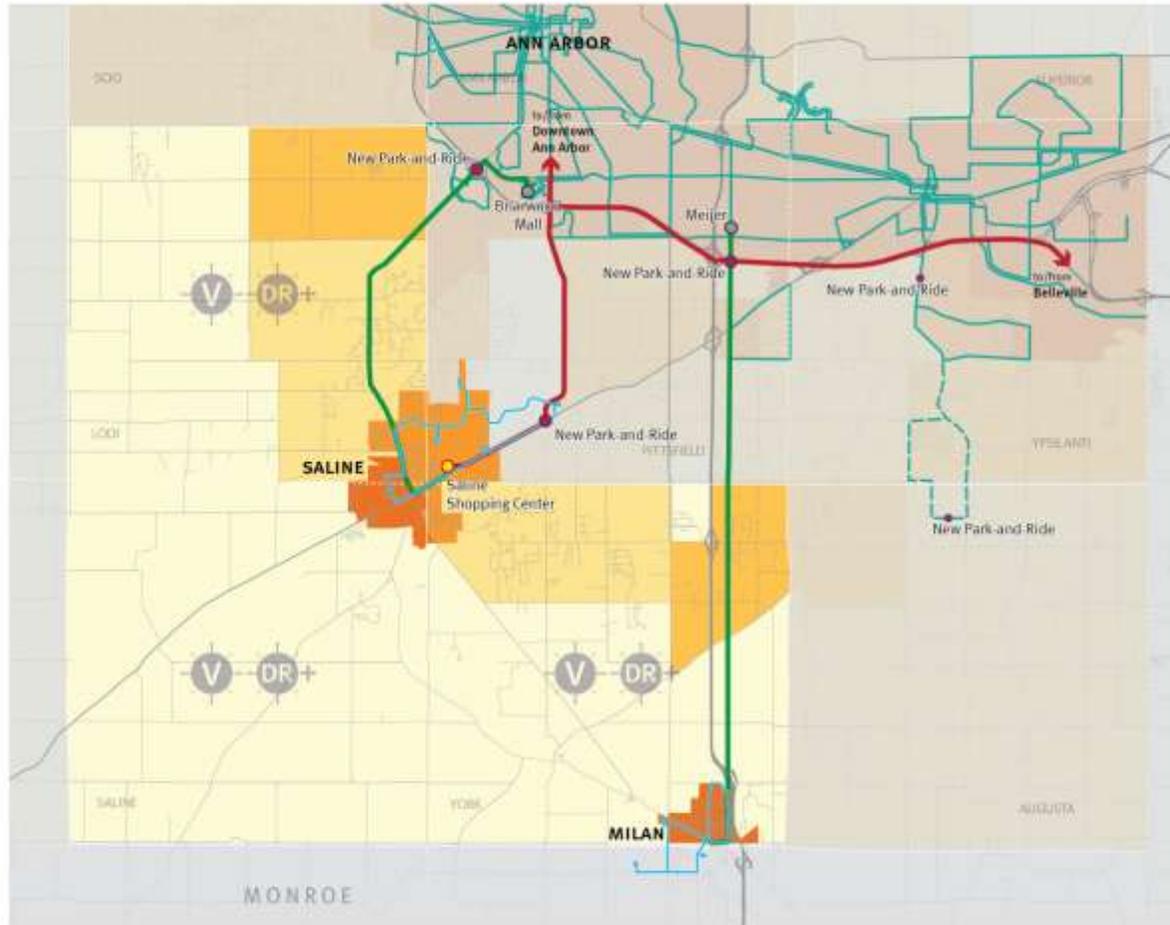


District Demographics	2000	2010	2035	Change 2000-10	Change 2010-35
Population	25,503	29,242	34,188	+3,739	+4,946
Youth	6,754	7,157	5,387	+403	-1,770
Seniors	2,360	3,472	8,611	+1,112	+5,139
Persons with disabilities	2,394				
Low Income or with limited car availability	1,288				
Residents who travel to Ann Arbor for Work	3,597				

Transit Today	Service provided	Annual Trips
People's Express Dial-A-Ride	Limited to Monday-Friday 8:30AM to 4:30PM	9,700

Table 41: Summary of South Central District Services

Five Year Transit Program	Service provided	Add'l Trips per Year	Add'l Annual Fare Revenue
Existing Transit Programs	All existing programs remain		
Additional Dial-A-Ride	New curb-to-curb (or door-to-door) services, offering additional service over extended hours of operations: Monday-Friday 6:30AM to 8:00PM and Saturday 8:00AM to 6:30PM. Serves seniors and people with disabilities.	8,125	\$32,500
Dial-A-Ride Plus (Feeder Services)	New Dial-A-Ride services connecting residents from their home to the Countywide transit network. Monday-Friday 6:30AM to 8:00PM and Saturday 8:00AM to 6:30PM. Serves all residents of the South Central District.	10,625	\$26,563
2 New Community Connector Services	Providing new fixed route connectors Monday-Saturday running every 2 hours. One connector linking Milan to the urban fixed route network at Meijer store on Ellsworth and Carpenter. The second connector links Saline with Ann Arbor, terminating at Briarwood Mall	18,600	\$12,720
New Community Circulators in Saline and Milan	Providing new local circulator bus service in Saline and Milan, with a two-hourly service Monday-Friday 8:00M to 4:00PM and Saturday 10:00AM to 2:00PM	24,000	Free
New Saline ExpressRide	Providing new direct service to Ann Arbor, Monday to Friday : with 7 direct services provided in AM Peak and 8 services in PM Peak. Using new comfortable vehicles with WiFi access	41,000	\$86,100
New Vanpool Service (VanRide)	Seven-seater passenger vans will be made available to commuters from the district who want to share rides within and to Washtenaw County		
Creating new Transit Hub in Saline	Providing a welcoming place for riders to access transit		
Park and Ride	Convenient access to new park and ride facilities located in Pittsfield Township and Ann Arbor		



South Central District Five Year Transit Program for Washtenaw County

BENEFITS

- Access to the transit network for all residents of the district
- More options for senior citizens, people with disabilities, youth and people on low income
- Transit options for people travelling within the village of Saline
- Fast convenient access for all commuters to downtown Ann Arbor and U of M
- New community service connecting the cities of Milan and Saline to Ann Arbor

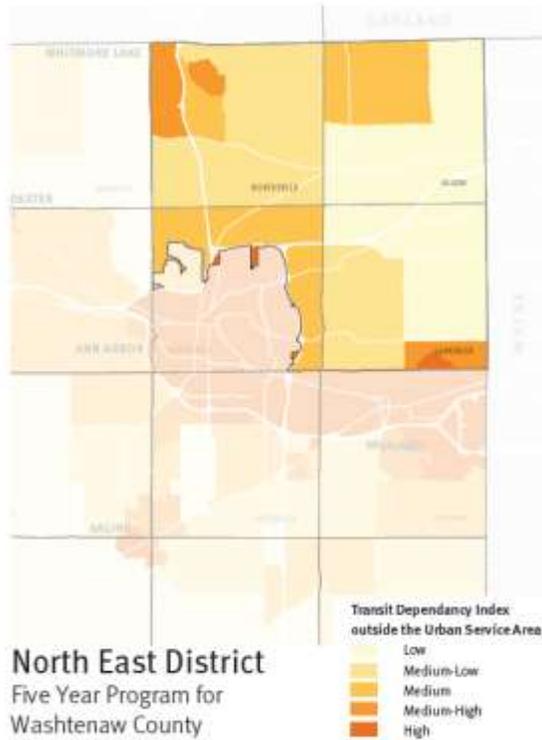
- Express Bus Route
- Local Transit Hub
- New Park-and-Ride Intercept Lot*
- New Community Connector
- Enhanced Urban Bus Network
- Local Community Circulator
- Dial-A-Ride Plus (includes Feeder Services)
- Vangool

(Note: *Park-and-Ride locations are approximate and will be detailed in cooperation with local communities)

Transit Dependency Index outside the Urban Service Area

- Low
- Medium-Low
- Medium
- Medium-High
- High

D. NORTH EAST DISTRICT SUMMARY



District Demographics	2000	2010	2035	Change 2000-10	Change 2010-35
Population	28,939	30,997	38,480	+2,058	+7,483
Youth	7,653	7,486	7,650	-167	+164
Seniors	2,654	3,861	8,873	+1,207	+5,012
Persons with disabilities	3,259				
Low Income or with limited car availability	1,941				
Residents who travel to Ann Arbor for Work	3,622				

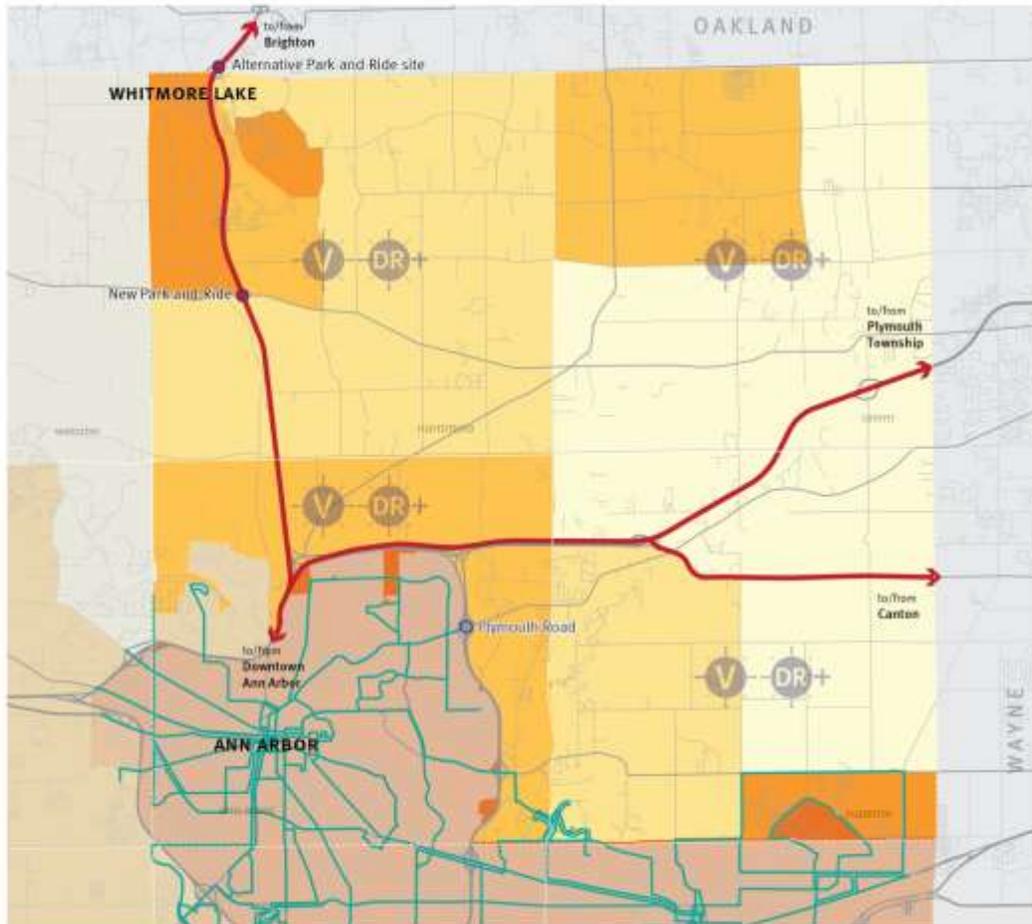
Transit Today	Service provided	Annual Trips
People's Express Dial-A-Ride	Limited to Monday-Friday 8:30AM to 4:30PM and serving northern areas of the district	4,400
A-Ride (entire service)	Dial-A-Ride service available to ADA and non-ADA eligible residents in An Arbor and Superior Townships.	105,710

Table 42: Summary of North East District Services

Five Year Transit Program	Service provided	Additional Trips per Year	Add'l Annual Fare Revenue
Existing Transit Programs	All existing programs remain.		
Additional Dial-A-Ride	New curb-to-curb (or door-to-door) services, offering additional service over extended hours of operations: Mon-Fri 6:30AM to 8:00PM and Sat 8:00AM to 6:30PM. Serves seniors and people with disabilities.	8,125	\$32,500
Dial-A-Ride Plus (Feeder Services)	New Dial-A-Ride services connecting residents from their home anywhere in the District to the Countywide transit network. Mon-Fri 6:30AM to 8:00PM and Sat 8:00AM to 6:30PM. Serves all residents of the North East District.	10,625	\$26,563
New Park-and-Ride Intercept Lot	Creating a new Park-and-Ride lot at US-23 Connecting residents to direct ExpressRide services into Ann Arbor.	199,680 ¹⁴	\$107,827
Urban Bus Network Enhancements	Redesigned routes, extension of service hours and weekend routes (Sat and Sun) will serve areas to the north of city of Ypsilanti, in the south of Superior township. A new Route#41 will extend fixed-routed services further north into the township, serving residents and destinations along Prospect, Geddes and Ridge.	2,710,468 ¹⁵	\$1,853,610
New ExpressRide Service	New ExpressRide services from Brighton, serving park and ride at Whitmore Lake Station or North Territorial. Providing new direct service to Ann Arbor, Monday to Friday : with 7 direct services provided in AM Peak and 8 services in PM Peak. Using new comfortable vehicles with WiFi access.	68,100	\$143,010
New Vanpool Service (VanRide)	Seven-seat passenger vans will be made available to commuters from the district who want to share rides within and to Washtenaw County.		

¹⁴ Park-and-Ride figures are countywide totals.

¹⁵ Urban Bus Network Enhancement figures are totals for entire network.



North East District Five Year Transit Program for Washtenaw County

BENEFITS

- Access to the transit network for all residents of the district
- More options for senior citizens, people with disabilities, youth and people on low income
- Fast convenient access for all commuters to downtown Ann Arbor and U of M
- Increased bus frequencies, network coverage, evening and weekend services for all residents living in Ann Arbor and Superior townships

- Express Bus Routes
- Existing Park-and-Ride Intercept Lot
- New Park-and-Ride Intercept Lot*
- Enhanced Urban Bus Network
- ⊕ Dial-A-Ride Plus (includes Feeder Services)
- ⊕ Vanpool

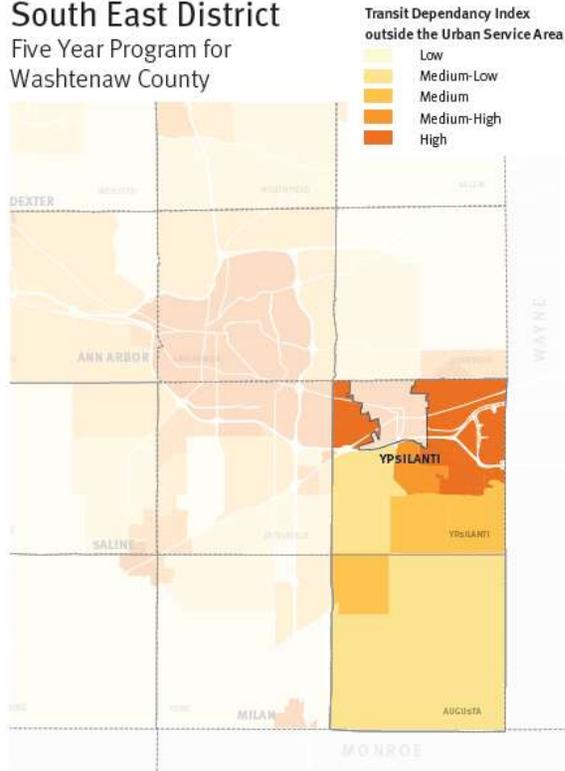
(Note: *Park & Ride locations are approximate and will be detailed in cooperation with local communities)

Transit Dependency Index outside the Urban Service Area

- Low
- Medium-Low
- Medium
- Medium-High
- High

E. SOUTH EAST DISTRICT SUMMARY

South East District
Five Year Program for
Washtenaw County



District Demographics	2000	2010	2035	Change 2000-10	Change 2010-35
Population	53,995	60,107	65,380	+6,112	+5,273
Youth	14,132	15,689	12,853	+1,557	-2,836
Seniors	4,049	5,334	14,683	+1,285	+9,349
Persons with disabilities	9,322				
Low Income or with limited car availability	6,088				
Residents who travel to Ann Arbor for Work	6,667				

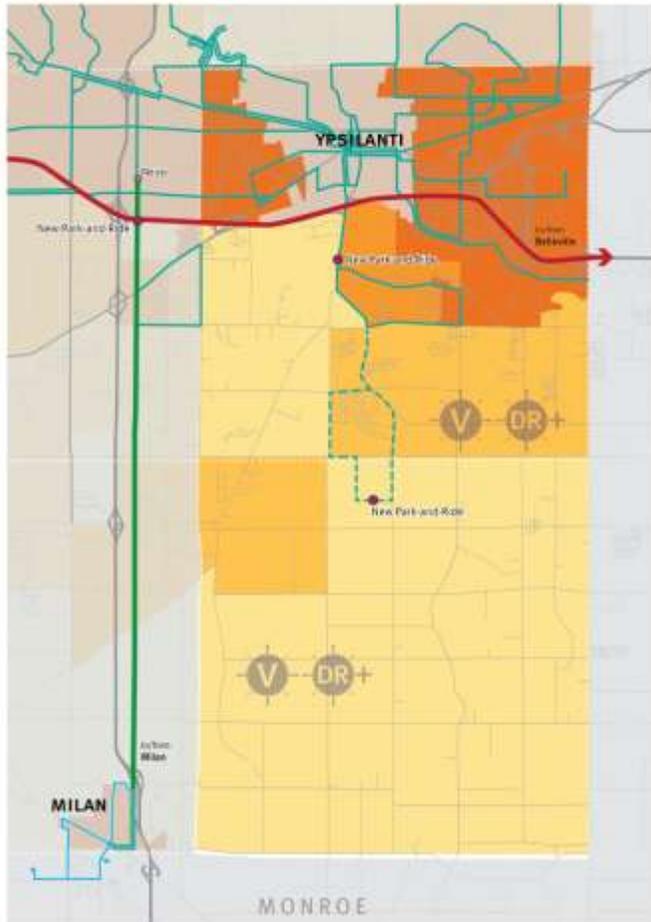
Transit Today	Service provided	Annual Trips
People's Express Dial-A-Ride	Limited to Monday-Friday 8:30AM to 4:30PM and serving northern areas of the district	4,400
A-Ride Entire service	Dial-A-Ride service available to ADA and non-ADA eligible residents in Pittsfield Township.	105,710

Table 43: Summary of South East District Services

Five Year Transit Program	Service provided	Add'l Trips per Year	Add'l Annual Fare Revenue
Existing Transit Programs	All existing programs remain.		
Additional Dial-A-Ride	New curb-to-curb (door-to-door) services, offering additional service over extended hours of operations: Mon-Fri 6:30AM to 8:00PM and Sat 8:00AM to 6:30PM. Serves seniors and people with disabilities.	8,125	\$32,500
Dial-A-Ride Plus (Feeder Services)	New Dial-A-Ride services connecting residents from their home to the Countywide transit network. Mon-Fri 6:30AM to 8:00PM and Sat 8:00AM to 6:30PM. Serves everyone.	10,625	\$26,563
New Park-and-Ride Intercept Lots	Creating a new Park-and-Ride lot in the vicinity of I-94 and Huron street, providing access for Ypsilanti Township residents living in the south of the township, and Augusta Township residents, to direct commuter ExpressRide services into Ann Arbor, and to the urban fixed route network. An additional Park-and-Ride lot will be considered in the vicinity of Lincoln Consolidated Schools, to serve the extension of the new Route #46 into that area.	199,680 ¹⁶	\$107,827 ⁶
Urban Bus Network Enhancements	Residents in South East District who travel to/from Ann Arbor for work or other reasons will benefit from the additional services, extended hours of operation and weekend services (Sat and Sun) on the urban service area network. The new Route #46 will extend fixed route service South on Huron Street to a loop consisting of Huron River Drive, Tuttle Hill, Textile and Whitaker Road. Points further south will be served either by extension of some runs of the #46 to Lincoln Consolidated Schools area, or by Dial-A-Ride Plus feeder services to that area. If accomplished by an extension of the fixed route service, routing would take place via Whitaker Road to Railsplitter Drive to Lincoln Trail to Bemis to Hitchingham to Merrit. Also, the new route #42 (formerly the #10) will be re-routed to service the Ypsilanti Township Community Center on Clark Road.	2,710,468 ¹⁷	\$1,853,610 ⁷
New Vanpool Service (VanRide)	Seven-seat passenger vans will be made available to commuters from the district who want to share rides within and to Washtenaw County		
Community Connector	The Community Connector proposed for Milan to Meijer's via Carpenter Road is just over a mile from Ypsilanti and Augusta Townships, for the entire length of the route and easily accessible from points with the SE District.		

¹⁶ Park and Ride figures are countywide totals.

¹⁷ Urban Bus Network Enhancement figures are totals for entire network.



South East District Five Year Transit Program for Washtenaw County

BENEFITS

- Access to the transit network for all residents of the district
- More options for senior citizens, people with disabilities, youth and people on low income
- Increased bus frequencies, network coverage, evening and weekend services for all residents living in Ypsilanti townships

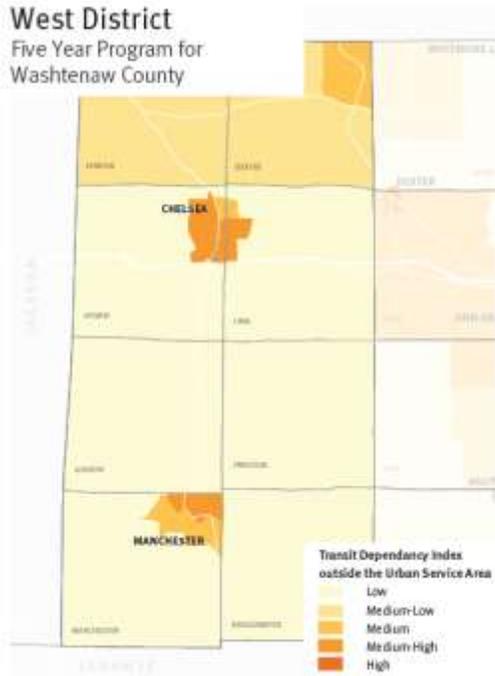
- Express Bus Routes
- New Park-and-Ride Interceptor Lot*
- New Community Connector
- Enhanced Urban Bus Network
- - - Potential Urban Bus Route Extension or Dial-A-Ride Feeder Service
- Local Community Circulator
- ⊕ Dial-A-Ride Plus (includes Feeder Services)
- ⊕ Vanpool

Note: *Park & Ride locations are approximate and will be detailed in cooperation with local communities

Transit Dependency Index outside the Urban Service Area

- Low
- Medium-Low
- Medium
- Medium-High
- High

F. WEST DISTRICT SUMMARY

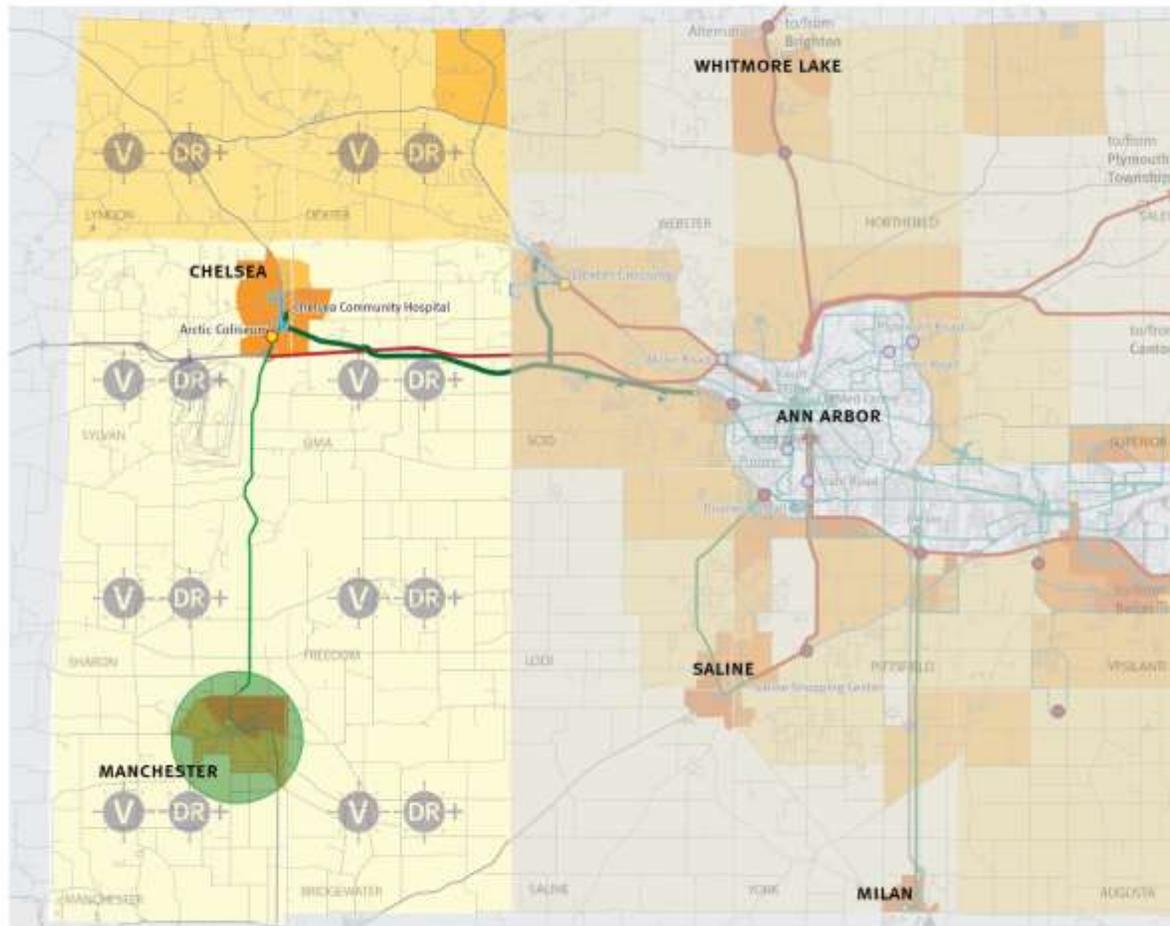


District Demographics	2000	2010	2035	Change 2000-10	Change 2010-35
Population	26,613	29,254	38,370	+2,641	+9,116
Youth	6,926	6,817	7,618	-109	+801
Seniors	3,137	4,383	8,916	+1,246	+4,533
Persons with disabilities	3,411				
Low Income or with limited car availability	1,626				
Residents who travel to Ann Arbor for Work	7,279				

Transit Today	Service provided	Annual Trips
WAVE Dial-A-Ride	Limited to Monday-Friday 8:30AM to 4:30PM	10,722
WAVE Community Connector	Limited to Monday-Saturday 6:00AM- 5:00 PM, services runs every two hours	10,600
Manchester Seniors	Limited to seniors and funded by local community	4,000
Chelsea Local Circulator	Monday-Saturday, only runs three round trips per day	7,400
Chelsea Express Bus	Monday-Friday, two services in AM Peak and three in PM Peak	15,600

Table 44: Summary of West District Services

Five Year Transit Program	Service provided	Add'l Trips per Year	Add'l Annual Fare Revenue
Existing Transit Programs	All existing programs remain		
Additional Dial-A-Ride	New curb-to-curb (door-to-door) services, offering additional service over extended hours of operations: Mon-Fri 6:30AM to 8:00PM and Sat 8:00AM to 6:30PM. Serves seniors and people with disabilities.	8,125	\$32,500
Dial-A-Ride Plus (Feeder Services)	New Dial-A-Ride services connecting residents from their home to the Countywide transit network. Mon-Fri 6:30AM to 8:00PM and Sat 8:00AM to 6:30PM. Serves all residents of the West District.	10,625	\$26,563
Enhanced WAVE Connector	Increased to hourly frequency and extended hours of operation between 6:00AM and 10PM Mon-Fri and between 8:00AM and 6:00PM Sat and Sun.	15,000	\$17,667
New Manchester-Chelsea Connector	Providing a regular service – Mon-Sat, 2 services per day each way	4,650	\$3,180
Enhanced Chelsea Community Circulator	Increased frequency to hourly service and extended hours of operation to 9:00AM to 4PM Mon to Fri and 10:00 to 3:00PM on Sat.	7,600	Free Service
Enhanced Chelsea Express	Service frequency extended to 6 buses in morning peak and 7 buses in evening peak. Using new comfortable vehicles with Wi-Fi access	21,700	\$45,570
New Vanpool service (VanRide)	Seven-seat passenger vans will be made available to commuters from the district who want to share rides within and to Washtenaw		
Creating new Transit Hub in Chelsea	Providing a welcoming place for riders to access transit		
Access to Park and Ride Lots	Many District residents will have access to new park and ride facilities in Ann Arbor.		
Access to New Express Ride Services	Many District residents will have access to new ExpressRide services operating out of Saline and Dexter.		



West District Five Year Transit Program for Washtenaw County

BENEFITS

- Access to the transit network for all residents of the district
- More options for senior citizens, people with disabilities, youth and people on low income
- Transit options for people travelling within the village of Chelsea
- Fast convenient access for all commuters to downtown Ann Arbor and U of M
- More frequent service connecting subdivisions and businesses in the Jackson road corridor
- New community service connecting village of Manchester to the city of Chelsea

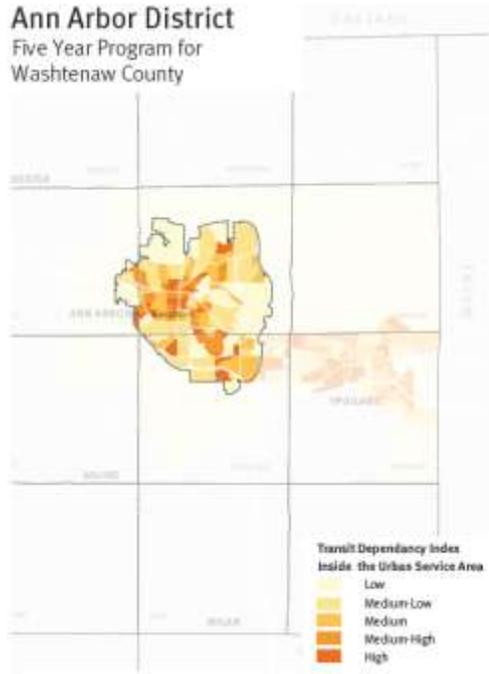
- Express Bus Routes
- Local Transit Hub
- New Park-and-Ride Intercept Lot*
- Enhanced WAVE Connector
- New Community Connectors
- Routing to be Determined
- Enhanced Urban Bus Network
- Local Community Circulators
- Dial-A-Ride Plus (includes Feeder Services)
- Vanpool

(Note: *Park & Ride locations are approximate and will be detailed in cooperation with local communities)

Transit Dependency Index outside the Urban Service Area

- Low
- Medium-Low
- Medium
- Medium-High
- High

G. ANN ARBOR DISTRICT SUMMARY



District Demographics	2000	2010	2035	Change 2000-10	Change 2010-35
Population	114,024	113,934	115,218	-90	+1,284
Youth	19,109	16,382	18,232	-2,727	+2,850
Seniors	9,017	10,612	25,159	+1,595	+14,547
Persons with disabilities	12,281				
Low Income or with limited car availability	16,948				
Residents who travel to Ann Arbor for Work	40,148				

Transit Today	Service provided	Annual Trips
TheRide Fixed Route Network	Fixed route bus network in and around Ypsilanti and Ann Arbor.	6,200,000 ¹⁸
A-Ride	Dial-A-Ride service available to ADA and non-ADA eligible residents.	105,710 ¹⁹
Good-As-Gold	Curb-to-curb (door-to-door) shared-ride service for individuals with senior ID cards.	24,000
Night/Holiday Ride	Late-night, door-to-door, shared-ride taxi service which operates when fixed-route buses are not in service.	20,400
AirRide	Hourly fixed-route bus shuttle between Ann Arbor and Detroit Metropolitan Airport	Commenced service in April, 2012

¹⁸ TheRide figure is for entire network.

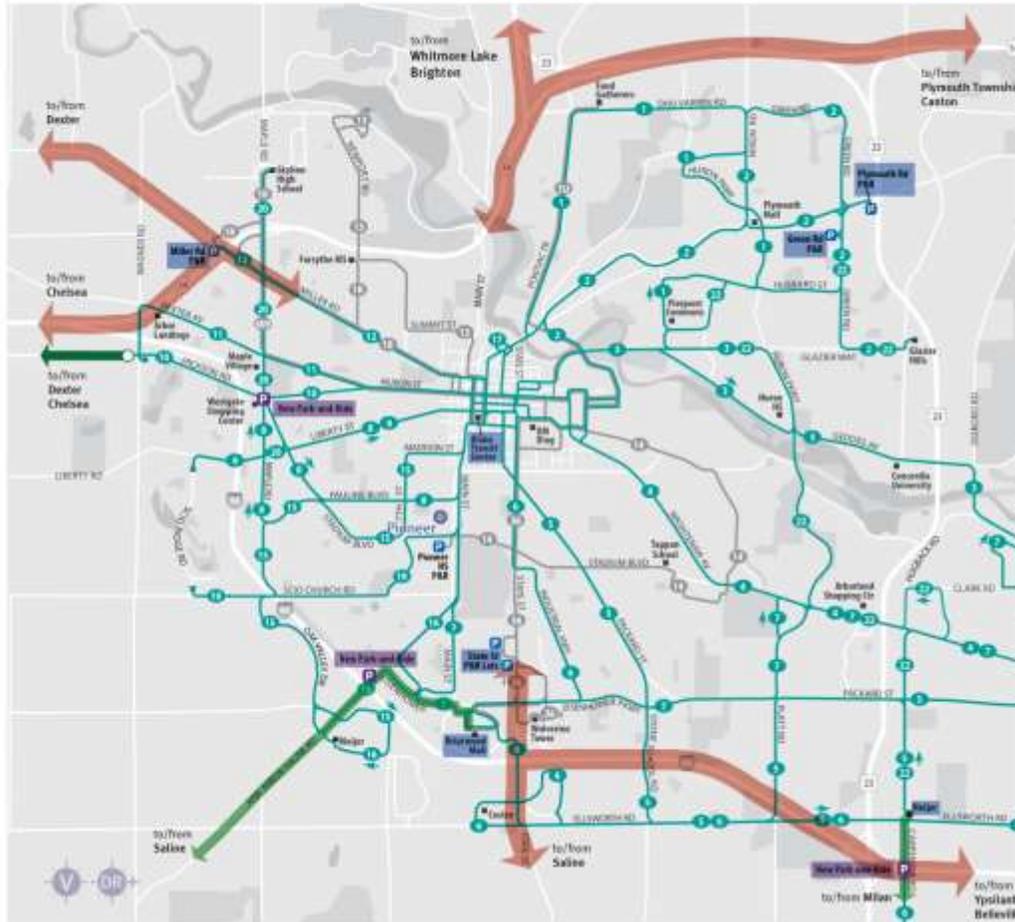
¹⁹ A-Ride figure is for entire network.

Table 45: Summary of Ann Arbor District Services

Five Year Transit Program	Service provided	Add'l Trips per Year	Add'l Annual Fare Revenue
Urban Bus Network Enhancements	A package of improvements including new services, coverage enhancements, increased frequencies on key corridors, increased operating hours and more services at weekends. Routes on the west side of Ann Arbor have been reconfigured to improved travel times and make more direct connections. Certain Key Corridor routes (#4, 5, 6) have extended hours (#4, 5, 6, 7) and increased frequency (#4, 5, 6) Total revenue hours operated to increase by 33% on weekdays and over 100% on Saturdays and Sundays	2,710,468 ²⁰	\$1,853,610
Bus Stop Upgrades	Over 100 stops will be refurbished, with access improvements across the fixed route network. 30 stops will be fitted with new, modern shelters, bus s pads and facilities		
Super stops on Washtenaw Avenue Corridor	Eight high quality stops will be created on both sides of Washtenaw Avenue, providing improved boarding environments and preparing the corridor for higher capacity transit solutions in the future. These are being coordinated with plans for new development along the corridor.		
Park and Ride intercept Lots	An additional 800 park-and-ride spaces will be created outside and on the edge of the urban service area. These sites will be linked to downtown with high frequency bus routes. This will reduce commuter traffic, congestion and downtown parking demand	199,680 ²¹	\$107,827
Bus Priority Measures	Bus priority measures, including traffic signal prioritization and queue-jumping, will be implemented. Improvements will be focused on improving bus reliability and journey times		
New Vehicles	High quality, low –floor/wheelchair accessible vehicles using new technologies to reduce emissions will be continue to be provided		
ExpressRide services to Chelsea, Canton, Saline, Dexter, and other areas	Selected proposed ExpressRide services will operate in the ‘reverse commute’ direction, providing service to Ann Arbor residents commuting to employment destinations outside of Ann Arbor.		
Dial-A-Ride Plus Feeder Services	These services connect to the edge of the fixed route bus network and can be used by all District residents to access areas outside of the ‘urban core’.		

²⁰ Urban Bus Network Enhancement figures are totals for entire network.

²¹ Park and Ride figures are countywide totals.



Ann Arbor District Five Year Transit Program for Washtenaw County

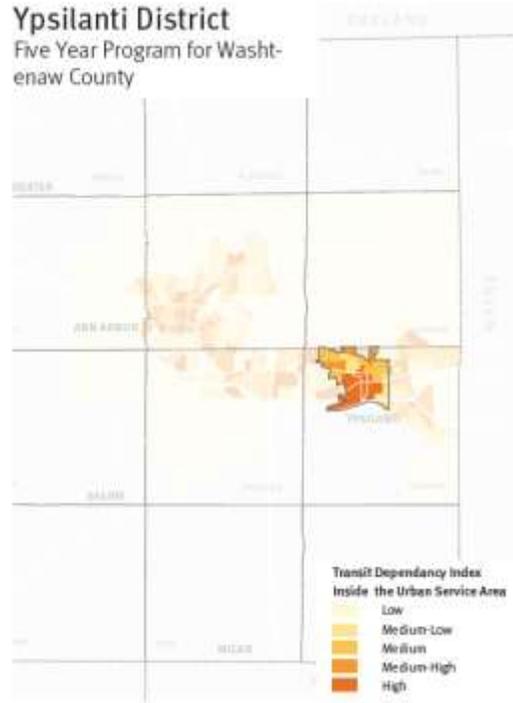
BENEFITS

- Enhanced bus services in Western Ann Arbor
- Higher peak frequencies and improved evening and weekend services
- Improved connections with Ypsilanti
- New downtown connector loop (similar to The Link service)
- New park and ride lots and commuter services to help stem growing congestion and parking problems in and around the City
- Faster journey times through the implementation of bus priority measures
- Improved facilities at stops and improved access to stops

- Express Bus Routes
- Existing Park-and-Ride Intercept Lot
- New Park-and-Ride Intercept Lot*
- Enhanced WAVE Connector
- New Community Connectors
- Enhanced Urban Bus Network
- Dial-A-Ride Plus (includes Feeder Services)
- Vanpool

(Note: *Park & Ride locations are approximate and will be detailed in cooperation with local communities)

H. YPSILANTI DISTRICT SUMMARY



District Demographics	2000	2010	2035	Change 2000-10	Change 2010-35
Population	22,237	19,435	22,247	-2,802	+2,812
Youth	3,558	2,741	3,070	-817	+329
Seniors	1,571	1,609	5,335	+38	+3,726
Persons with disabilities	3,995				
Low Income or with limited car availability	4,978				
Residents who travel to Ann Arbor for Work	3,826				

Transit Today	Service provided	Annual Trips
TheRide Fixed Route Network	Fixed route bus network in and around Ypsilanti and Ann Arbor (limited services on Saturday and no local service on Sunday in Ypsilanti)	6,200,000 ²²
A-Ride	Dial-A-Ride service available to ADA and non-ADA eligible residents in Pittsfield Township	105,710 ²³

²² TheRide figure is for entire network.

²³ A-Ride figure is for entire network.

Table 46: Summary of Ypsilanti District Services

Five Year Transit Program	Service provided	Add'l Trips per Year	Add'l Annual Farebox Revenue
Urban Bus Network Enhancements	<p>A package of improvements including new services, coverage enhancements, increased frequencies on key corridors, increased operating hours and more services at weekends. Routes in Ypsilanti and neighboring townships have been reconfigured to improved travel times and make more direct connections.</p> <p>Certain Key Corridor routes (#4, 5, 6) have extended hours (#4, 5, 6, 7) and increased frequency (#4, 5, 6)</p> <p>Total revenue hours operated to increase by 33% on weekdays and over 100% on Saturdays and Sundays</p>	2,710,468 ²⁴	\$1,853,610 ¹⁴
Bus Stop Upgrades	<p>Over 100 stops will be refurbished, with access improvements across the fixed route network. 30 stops will be fitted with new, modern shelters, bus s pads and facilities</p>		
Super stops on Washtenaw Road Corridor	<p>Eight high quality stops will be created on both sides of Washtenaw Avenue, providing improved boarding environments and preparing the corridor for higher capacity transit solutions in the future. These are being coordinated with plans for new development along the corridor.</p>		
Park-and Ride Intercept Lots	<p>An additional 800 park-and-ride spaces will be created outside and on the edge of the urban service area. These sites will be linked downtown with high frequency bus routes. This will reduce commuter traffic, congestion and downtown parking demand</p>	199,680 ²⁵	\$107,827 ¹⁵
Bus Priority Measures	<p>Bus priority measures, including traffic signal prioritization and queue-jumping, will be implemented. Improvements will be focused on improving bus reliability and journey times.</p>		
New Vehicles	<p>High quality, low –floor/wheelchair accessible vehicles using new technologies to reduce emissions will be continue to be provided</p>		
Dial-A-Ride Plus Feeder Services	<p>These services connect to the edge of the fixed route bus network and can be used by all District residents to access areas outside of the ‘urban core’.</p>		

²⁴ Urban Bus Network Enhancement trips are totals for entire network.

²⁵ Park and Ride trips are countywide totals.



Ypsilanti District Five Year Transit Program for Washtenaw County

BENEFITS

- Enhanced transit coverage throughout Ypsilanti
- Higher peak frequencies
- Additional evening and weekend services
- Improved connections to Ann Arbor
- Faster journey times through the implementation of bus priority measures
- Improved facilities at stops and improved access to stops

- Express Bus Routes
- Existing Park-and-Ride Intercept Lot
- New Park-and-Ride Intercept Lot*
- New Community Connectors
- Enhanced Urban Bus Network
- Dial-A-Ride Plus (includes Feeder Services)
- Vanpool

(Note: *Park & Ride locations are approximate and will be detailed in cooperation with local communities)

APPENDIX A

EXISTING DEMAND RESPONSIVE TRANSIT

Table 47: Existing Demand Responsive Transit-Days, Hours of Operation and Base Adult Fares

Carrier	Service/Program	Days and Hours of Operation	Base Adult Fares			
			Senior	Disabled	Student	Others
WAVE	Chelsea Demand Responsive Service	Monday-Friday 8:00AM-4:30PM	\$2.00 to \$3.00	\$2.00 to \$3.00	\$4.00 to \$6.00	\$4.00 to \$6.00
	Dexter Demand responsive Service	Monday-Friday 8:00AM-4:30PM	\$2.00 to \$3.00	\$2.00 to \$3.00	\$4.00 to \$6.00	\$4.00 to \$6.00
	Lifeline Service Bus	Monday-Friday 8:00AM-4:30PM	\$10.00	\$10.00	\$10.00	\$20.00
	Special Trips Bus	As scheduled	\$75 per hour	\$75 per hour	\$75 per hour	\$75 per hour
	Senior Life Enrichment	As scheduled	Free	Not available	Not available	Not available
People's Express	Rural Demand responsive Service	Monday-Friday 8:00AM-4:30PM	\$2.00	\$2.00	\$2.00	\$2.00
	Urban Demand responsive Service (within city, to or from outside city)	Monday-Friday 8:00AM-4:30PM	\$2.00 \$4.00	\$2.00 \$4.00	\$2.00 \$4.00	\$2.00 \$4.00
RideConnect Providers	Trip Planning/Coordination and Mobility Management	Call center: Monday-Friday 8:00AM-4:30PM	10%-50% cost of trip	10%-50% cost of trip		20%-50% cost of trip
TheRide	A-Ride ADA Service	Monday-Friday 6:30AM-10:45PM. Saturday/Sunday 8:00AM-6:30PM	Not available	\$3.00	Not available	Not available
	A-Ride Non-ADA Service	Ann Arbor City as above. Townships: Monday-Friday 6:30AM-6:30PM	Not available	\$3.00 to \$4.00	Not available	Not available

APPENDIX B

EXPRESS BUS SERVICES – SAMPLE SCHEDULES

B1 APPENDIX – EXPRESS ROUTE DRAFT SCHEDULES

Canton to Ann Arbor		Chelsea to Ann Arbor		Belleville to Ann Arbor		Plymouth to Ann Arbor	
Canton	Ann Arbor	Chelsea	Ann Arbor	Belleville	Ann Arbor	Plymouth	Ann Arbor
6:00	6:45	5:45	6:22	6:05	6:46	6:05	6:46
6:45	7:30	6:20	6:57	6:45	7:26	6:45	7:26
7:25	8:10	6:55	7:32	7:26	8:07	7:26	8:07
8:10	8:55	7:30	8:07	8:06	8:47	8:06	8:47
8:50	9:35	8:05	8:42	8:47	9:28	8:47	9:28
		8:40	9:17				
To Canton		To Chelsea		To Belleville		To Plymouth	
Ann Arbor	Canton	Ann Arbor	Chelsea	Ann Arbor	Belleville	Ann Arbor	Plymouth
15:30	16:15	15:35	16:12	15:30	16:11	15:30	16:11
16:15	17:00	16:10	16:47	16:10	16:51	16:10	16:51
16:55	17:40	16:45	17:22	16:51	17:32	16:51	17:32
17:40	18:25	17:20	17:57	17:31	18:12	17:31	18:12
18:20	19:05	17:55	18:32	18:12	18:53	18:12	18:53
19:05	19:50	18:30	19:07	18:52	19:33	18:52	19:33
		19:05	19:42				

Saline to Ann Arbor		Dexter to Ann Arbor		Whitmore Lake to Ann Arbor	
Saline	Ann Arbor	Dexter	Ann Arbor	W / Lake	Ann Arbor
5:40	6:08	6:00	6:23	6:05	6:33
6:10	6:38	6:25	6:48	6:35	7:03
6:40	7:08	6:50	7:13	7:05	7:33
7:10	7:38	7:15	7:38	7:35	8:03
7:40	8:08	7:40	8:03	8:05	8:33
8:10	8:38	8:05	8:28	8:35	9:03
8:40	9:08	8:30	8:53	9:05	9:33
		8:55	9:18		
To Saline		To Dexter		To Whitmore Lake	
Ann Arbor	Saline	Ann Arbor	Dexter	Ann Arbor	Whitmore Lake
15:35	16:03	15:30	15:53	15:30	15:58
16:05	16:33	15:55	16:18	16:00	16:28
16:35	17:03	16:20	16:43	16:30	16:58
17:05	17:33	16:45	17:08	17:00	17:28
17:35	18:03	17:10	17:33	17:30	17:58
18:05	18:33	17:35	17:58	18:00	18:28
18:35	19:03	18:00	18:23	18:30	18:58
19:05	19:33	18:25	18:48	19:00	19:28
		18:50	19:13		
		19:15	19:38		

APPENDIX C

ENHANCED WAVE CONNECTOR – DRAFT SCHEDULE

C1 APPENDIX-THE WAVE DRAFT SCHEDULE

Eastbound (EB) from Chelsea to Ann Arbor										
Dexter – Bates School	Dexter – Downtown Shelter	Dexter – Senior Center	Dexter – Mill Creek School	Dexter – Crossing / Busch’s	Dexter – Cornerstone School	Scio Farms	Meijer	Sunward/ Great Oak Cohousing	Lakestone Apartments	TheRide #9 at Jackson/ Wagner Bus Shelter
6:23AM	6:24 AM	6:25 AM	6:28 AM	6:29 AM	6:31 AM	6:38 AM	6:41 AM	6:46 AM	6:48 AM	7:01 AM
7:23AM	7:24 AM	7:25 AM	7:28AM	7:29 AM	7:31 AM	7:38 AM	7:41 AM	7:46 AM	7:48 AM	8:01 AM
8:23AM	8:24 AM	8:25 AM	8:28 AM	8:29 AM	8:31 AM	8:38 AM	8:41 AM	8:46 AM	8:48 AM	9:01 AM
9:23AM	9:24 AM	9:25 AM	9:28 AM	9:29 AM	9:31 AM	9:38 AM	9:41 AM	9:46 AM	9:48 AM	10:01 AM
10:23AM	10:24 AM	10:25AM	10:28AM	10:29AM	10:31 AM	10:38AM	10:41AM	10:46 AM	10:48 AM	11:01 AM
11:23AM	11:24 AM	11:25AM	11:28AM	11:29AM	11:31 AM	11:38AM	11:41AM	11:46 AM	11:48 AM	12:01 PM
12:23PM	12:24 PM	12:25PM	12:28PM	12:29PM	12:31 PM	12:38PM	12:41PM	12:46 PM	12:48 PM	1:01 PM
1:23 PM	1:24 PM	1:25 PM	1:28 PM	1:29 PM	1:31 PM	1:38 PM	1:41 PM	1:46 PM	1:48 PM	2:01 PM
2:23 PM	2:24 PM	2:25 PM	2:28 PM	2:29 PM	2:31 PM	2:38 PM	2:41 PM	2:46 PM	2:48 PM	3:01 PM
3:23 PM	3:24 PM	3:25 PM	3:28 PM	3:29 PM	3:31 PM	3:38 PM	3:41 PM	3:46 PM	3:48 PM	4:01 PM
4:23 PM	4:24 PM	4:25 PM	4:28 PM	4:29 PM	4:31 PM	4:38 PM	4:41 PM	4:46 PM	4:48 PM	5:01 PM
5:23 PM	5:24 PM	5:25 PM	5:28 PM	5:29 PM	5:31 PM	5:38 PM	5:41 PM	5:46 PM	5:48 PM	6:01 PM
6:23 PM	6:24 PM	6:25 PM	6:28 PM	6:29 PM	6:31 PM	6:38 PM	6:41 PM	6:46 PM	6:48 PM	7:01 PM
7:23 PM	7:24 PM	7:25 PM	7:28 PM	7:29 PM	7:31 PM	7:38 PM	7:41 PM	7:46 PM	7:48 PM	8:01 PM
8:23 PM	8:24 PM	8:25 PM	8:28 PM	8:29 PM	8:31 PM	8:38 PM	8:41 PM	8:46 PM	8:48 PM	9:01 PM

Westbound (WB) from Ann Arbor to Chelsea

TheRide #9 at	Sunward/	Lakestone	Taco Bell	Scio Farms	Dexter – Bates School	Dexter – Downtown Shelter	Dexter – Senior Center	Dexter – Mill Creek School	Dexter – Crossing / Busch’s	Dexter – Cornerstone School	Chelsea – Washington St. School Complex	Chelsea – Park St. (Downtown)
Jackson/Wagner Bus Shelter	Great Oak Cohousing	Apartments	(Meijer riders may use EB Bus at Meijer to travel WB)									
7:01	7:05 AM	7:07 AM	7:11AM	7:15AM	7:21AM	7:22 AM	7:24AM	7:26AM	7:27AM	7:29 AM	7:51 AM	7:55 AM
8:01	8:05 AM	8:07 AM	8:11AM	8:15AM	8:21AM	8:22 AM	8:24AM	8:26AM	8:27AM	8:29 AM	8:51 AM	8:55 AM
9:01	9:05 AM	9:07 AM	9:11AM	9:15AM	9:21AM	9:22 AM	9:24AM	9:26AM	9:27AM	9:29 AM	9:51 AM	9:55 AM
10:01	10:05AM	10:07AM	10:11AM	10:15AM	10:21AM	10:22AM	10:24AM	10:26AM	10:27AM	10:29 AM	10:51 AM	10:55 AM
11:01	11:05AM	11:07AM	11:11AM	11:15AM	11:21AM	11:22AM	11:24AM	11:26AM	11:27AM	11:29 AM	11:51 AM	11:55 AM
12:01	12:05PM	12:07 PM	12:11PM	12:15PM	12:21PM	12:22PM	12:24PM	12:26PM	12:27PM	12:29 PM	12:51 PM	12:55 PM
13:01	1:05 PM	1:07 PM	1:11 PM	1:15 PM	1:21 PM	1:22 PM	1:24 PM	1:26 PM	1:27 PM	1:29 PM	1:51 PM	1:55 PM
14:01	2:05 PM	2:07 PM	2:11 PM	2:15 PM	2:21 PM	2:22 PM	2:24 PM	2:26 PM	2:27 PM	2:29 PM	2:51 PM	2:55 PM
15:01	3:05 PM	3:07 PM	3:11 PM	3:15 PM	3:21 PM	3:22 PM	3:24 PM	3:26 PM	3:27 PM	3:29 PM	3:51 PM	3:55 PM
16:01	4:05 PM	4:07 PM	4:11 PM	4:15 PM	4:21 PM	4:22 PM	4:24 PM	4:26 PM	4:27 PM	4:29 PM	4:51 PM	4:55 PM
17:01	5:05 PM	5:07 PM	5:11 PM	5:15 PM	5:21 PM	5:22 PM	5:24 PM	5:26 PM	5:27 PM	5:29 PM	5:51 PM	5:55 PM
18:01	6:05 PM	6:07 PM	6:11 PM	6:15 PM	6:21 PM	6:22 PM	6:24 PM	6:26 PM	6:27 PM	6:29 PM	6:51 PM	6:55 PM
19:01	7:05 PM	7:07 PM	7:11 PM	7:15 PM	7:21 PM	7:22 PM	7:24 PM	7:26 PM	7:27 PM	7:29 PM	7:51 PM	7:55 PM
20:01	8:05 PM	8:07 PM	8:11 PM	8:15 PM	8:21 PM	8:22 PM	8:24 PM	8:26 PM	8:27 PM	8:29 PM	8:51 PM	8:55 PM
21:01	9:05 PM	9:07 PM	9:11 PM	9:15 PM	9:21 PM	9:22 PM	9:24 PM	9:26 PM	9:27 PM	9:29 PM	9:51 PM	9:55 PM

APPENDIX D

COMMUNITY CIRCULATOR - CHELSEA

LOCAL SERVICE + HUBS

Methodology: Route selection will be based on combination of local community understanding, demographics, key location identification (employers, dependent populations, civic institutions, etc), results from community comments, and street characteristics.

Chelsea

Demographics

Key Transit Dependent Locations:

- Northeast: high population density; very low zero car households; low senior population; low disabled population; low impoverished population
- Northwest: moderate population density; low zero car households; low senior population; low disabled population; moderate impoverished population
- East Central: high population density; moderate zero car households; moderate senior population; moderate disabled population; moderate impoverished population
- West Central: moderate population density; high zero car households; high senior population; high disabled population; moderate impoverished population
- South: moderate population density; high zero car households; high senior population; high disabled population; moderate impoverished population

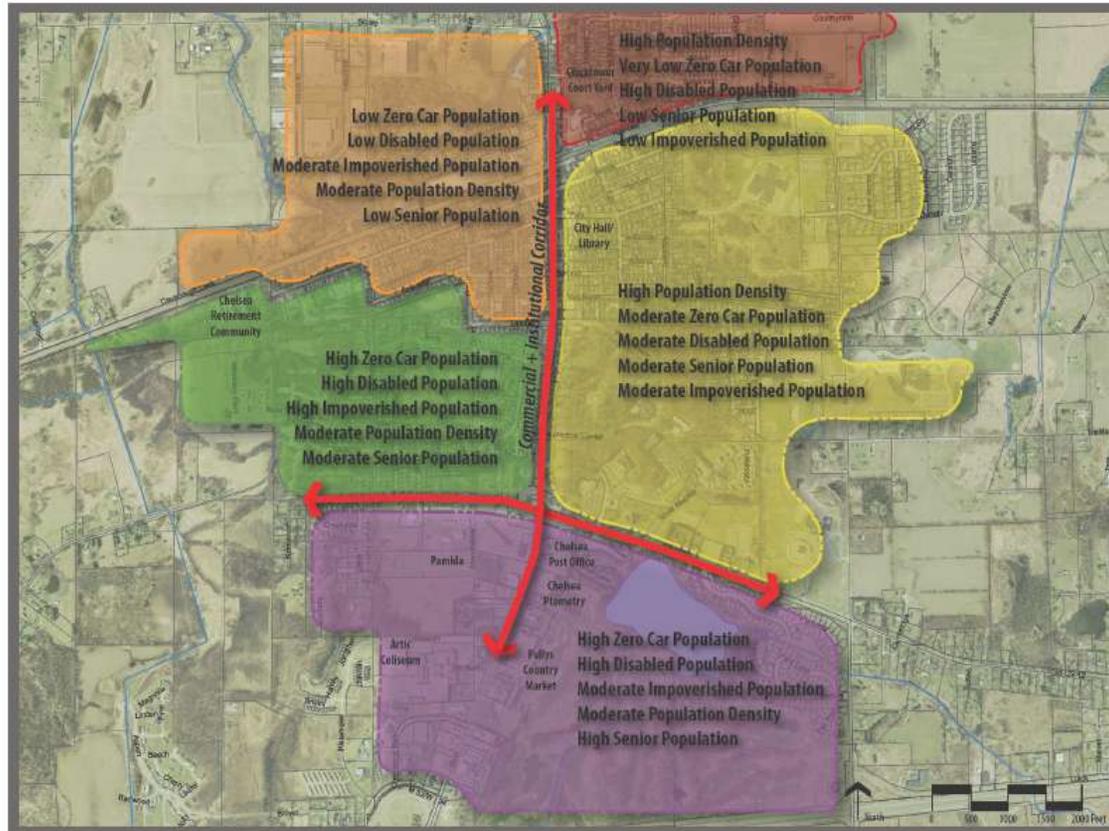
Key Locations: Along Main Street and Old US HWY-12

Community Comments

Locations for transit service:

- Various locations downtown
- Chelsea Retirement Community
- Chelsea Senior Center
- Pines Senior Apartments
- Chelsea Medical Center
- Silver Maples
- Chelsea Hospital
- CCH Lab
- Chelsea Wellness Center

Key Finding Map



Chelsea Local Service Findings

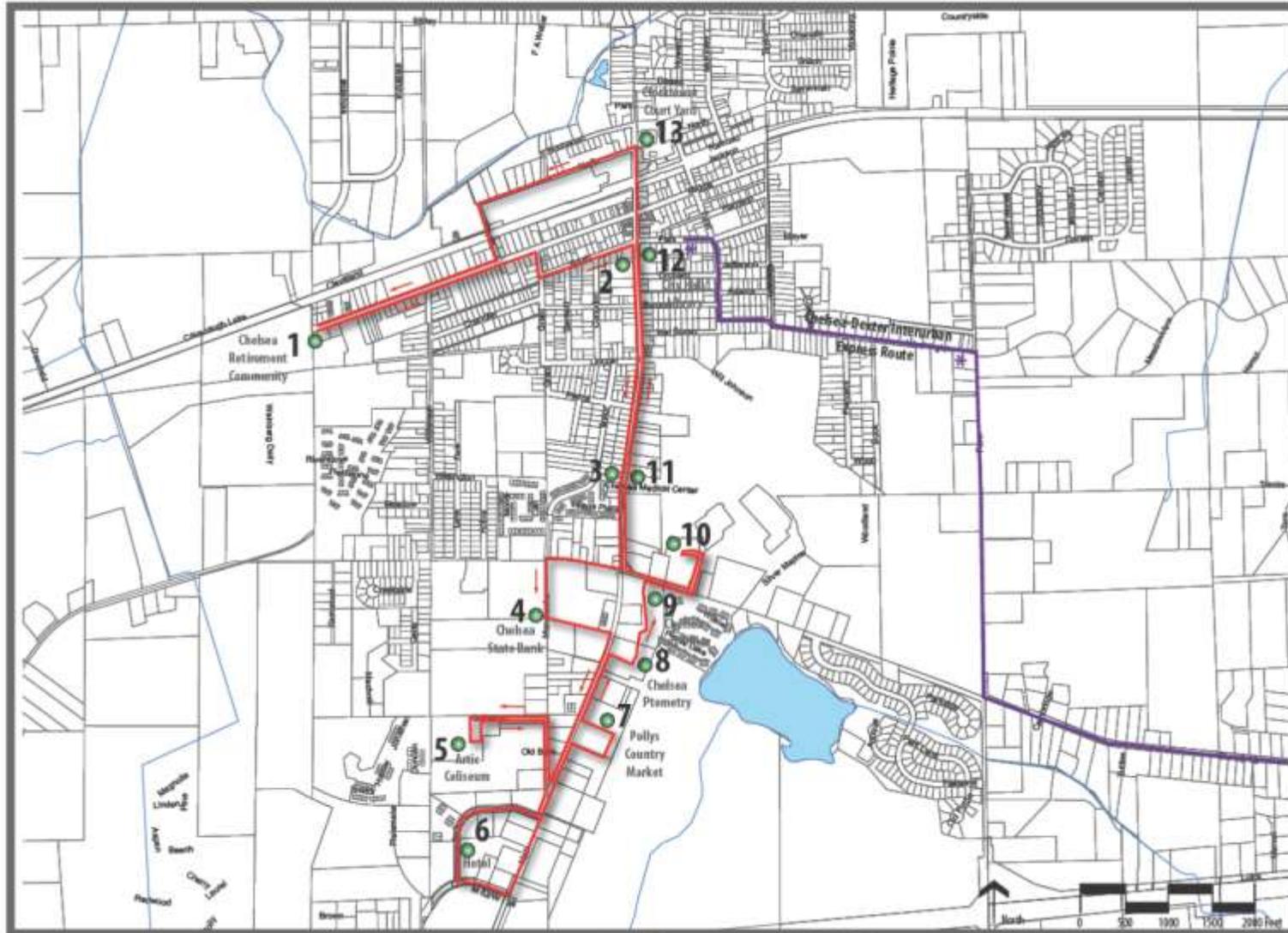
- Utilize existing route which runs along primarily Main Street.
 - This route is directly assessable to key retail, employment, and institutional locations
 - This route encompasses and is accessible to most transit depended populations and serves the greatest Chelsea population
 - Provides a direct connection to Chelsea - Ann Arbor Hub at Artie Coliseum
 - Allows an approximate 45minute travel loop
- Increase existing service
 - Increase daily running from 1:00 p.m to 3:00 p.m to 9:00 a.m. to 3:45 p.m.
 - Increase route loop frequency from once every 60 minutes to 45 minutes

9/5/2012

Proposed Stops Details: Monday – Friday; Saturday

Stop	Address	Est. Time from Previous Stop	Est. Time to Next Stop (includes loading and stoppage time)	Distance to Next Stop	Justification
1. CRC Campus	805 W. Middle Street.	Start Location	4 minutes	0.9 miles	Key community location. Serves a transit dependent population.
2. Palmer Auto Service	222 S. Main Street	4 minutes	3 minutes	0.6 miles	Serves the downtown retail and employment area of Chelsea.
3. South Town (southbound)	700 block of S. Main Street	3 minutes	3 minutes	0.6 miles	Serves south Main Street and residential neighborhoods to the southwest.
4. Chelsea State Bank	1040 S. Main Street	3 minutes	4 minutes	0.9 miles	Chelsea Shopping Center. Serves a significant retail and employment area of Chelsea.
5. Artic Coliseum	501 Coliseum Drive	4 minutes	3 minutes	0.6 miles	Serves as Chelsea's Hub and Park and Ride location. Serves a significant retail and employment area of Chelsea.
6. Hotel	Brown Road	3 minutes	3 minutes	0.6 miles	Serves a significant customer and employment area of Chelsea.
7. Pollys Country Market	1255 S. Main Street	3 minutes	3 minute	0.7 miles	Serves a significant retail and employment area of Chelsea.
8. Chelsea Optometry	1171 S. Main Street	3 minutes	3 minutes	0.2 miles	Village Plaza. Serves a transit dependent population and a significant retail and employment area of Chelsea.
9. Post Office	1101 S. Main Street	3 minutes	3 minutes	0.4 miles	Key community location. Serves a transit dependent population.
10. Wellness Center	14800 E Old US Highway 12	3 minutes	3 minutes	0.6 miles	Key community location. Serves a transit dependent population.
11. South Town (northbound)	700 block of S. Main Street	3 minutes	4 minutes	0.5 miles	Key community location. Serves a transit dependent population and multiple institutional uses including Chelsea Community Hospital.
12. City Hall/Library	305 S. Main Street	4 minutes	4 minutes	0.5 miles	Key community location. Serves a transit dependent population, employment and retail area of downtown, and multiple institutional uses including City Hall and Library
13. Clocktower Courtyard	Main Street and North Street	4 minutes	5 minutes	1.2 miles	Key community location. Serves a transit dependent population and the downtown retail and employment area of Chelsea.
13 stops Total Miles Covered: 7.4 approximate					

Proposed Route Map : Monday - Friday , Saturday



Proposed Schedule: Monday – Friday

Stop	8:00 Loop	8:45 Loop	9:30 Loop	10:15 Loop	11:00 Loop	11:45 Loop	12:30 Loop	1:15 Loop	2:00 Loop	2:45 Loop	3:30 Loop
1. CRC Campus	8:00	8:45	9:30	10:15	11:00	11:45	12:30	1:15	2:00	2:45	3:30
2. Palmer Auto Service	8:04	8:49	9:34	10:19	11:04	11:49	12:34	1:19	2:04	2:49	3:34
3. South Town (southbound)	8:07	8:52	9:37	10:22	11:07	11:52	12:37	1:22	2:07	2:52	3:37
4. Chelsea State Bank	8:10	8:55	9:40	10:25	11:10	11:55	12:40	1:25	2:10	2:55	3:40
5. Artic Coliseum	8:14	8:59	9:44	10:29	11:14	11:59	12:44	1:29	2:14	2:59	3:44
6. Hotel	8:17	9:02	9:47	10:32	11:17	12:02	12:47	1:32	2:17	3:02	3:47
7. Pollys Country Market	8:20	9:05	9:50	10:35	11:20	12:05	12:50	1:35	2:20	3:05	3:50
8. Chelsea Optometry	8:23	9:08	9:53	10:38	11:23	12:08	12:53	1:38	2:23	3:08	3:53
9. Post Office	8:26	9:11	9:56	10:41	11:26	12:11	12:56	1:41	2:26	3:11	3:56
10. Wellness Center	8:29	9:14	9:59	10:44	11:29	12:14	12:59	1:44	2:29	3:14	3:59
11. South Town (northbound)	8:32	9:17	10:02	10:47	11:32	12:17	1:02	1:47	2:32	3:17	4:02
12. City Hall/Library	8:36	9:21	10:06	10:51	11:36	12:21	1:06	1:51	2:36	3:21	4:06
13. Clocktower Courtyard	8:40	9:25	10:10	10:55	11:40	12:25	1:10	1:55	2:40	3:25	4:10

Proposed Schedule: Saturday

Stop	10:00 Loop	10:45 Loop	11:30 Loop	12:15 Loop	1:00 Loop	1:45 Loop	2:30 Loop
1. CRC Campus	10:00	10:45	11:30	12:15	1:00	1:45	2:30
2. Palmer Auto Service	10:04	10:49	11:34	12:19	1:04	1:49	2:34
3. South Town (southbound)	10:07	10:52	11:37	12:22	1:07	1:52	2:37
4. Chelsea State Bank	10:10	10:55	11:40	12:25	1:10	1:55	2:40
5. Artic Coliseum	10:14	10:59	11:44	12:29	1:14	1:59	2:44
6. Hotel	10:17	11:02	11:47	12:32	1:17	2:02	2:47
7. Pollys Country Market	10:20	11:05	11:50	12:35	1:20	2:05	2:50
8. Chelsea Optometry	10:23	11:08	11:53	12:38	1:23	2:08	2:53
9. Post Office	10:26	11:11	11:56	12:41	1:26	2:11	2:56
10. Wellness Center	10:29	11:14	11:59	12:44	1:29	2:14	2:59
11. South Town (northbound)	10:32	11:17	12:02	12:47	1:32	2:17	3:02
12. City Hall/Library	10:36	11:21	12:06	12:51	1:36	2:21	3:06
13. Clocktower Courtyard	10:40	11:25	12:10	12:55	1:40	2:25	3:10

These times are the earliest pick-up times. Riders may encounter up to a 15 minute delay due to traffic or weather conditions.

Please Note: WAVE operates a flex church loop on Sundays.

APPENDIX E

COMMUNITY CIRCULATOR - SALINE

E1 APPENDIX-COMMUNITY CIRCULATOR-SALINE

LOCAL SERVICE + HUBS

Methodology: Route selection will be based on combination of local community understanding, demographics, key location identification (employers, dependent populations, civic institutions, etc), results from community comments, and street characteristics.

Saline

Demographics

Key Transit Dependent Locations:

- Key Transit Dependent Locations:
- Northeast: high zero car households; high disabled population; high impoverished population; moderate population density; moderate senior population
- North: moderate disabled population; high population density
- West: moderate zero car households; moderate impoverished; moderate population density; high senior population
- Central: High zero car households; high disabled population; high impoverished population; moderate population density; moderate senior population
- Southwest: moderate zero car households; moderate impoverished population; highest density population
- Southeast: highest density population

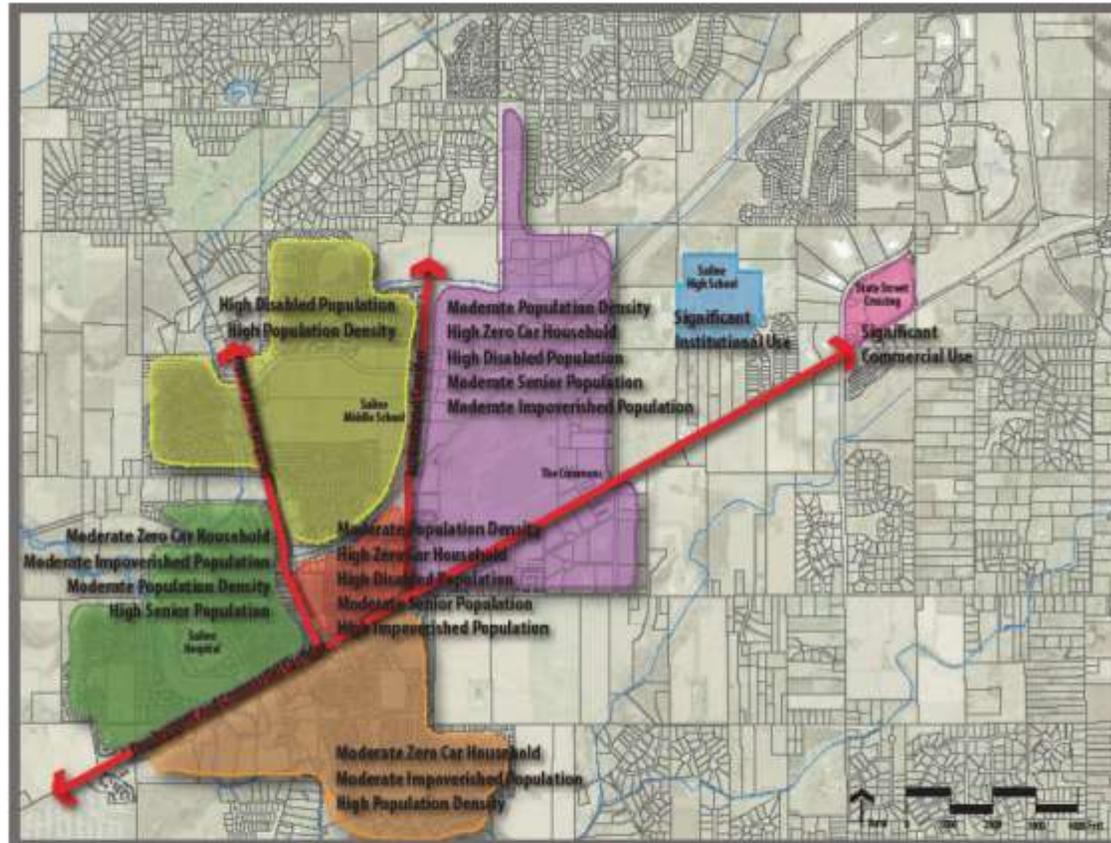
Key Locations: Along Michigan Avenue, Ann Arbor Saline Road, Maple Road, Campus Parkway / Woodlane Drive

Community Comments

Locations for transit service:

- Various locations downtown
- Brecon Village
- Country Market
- St. Joseph Mercy-Saline
- Saline Middle School
- Saline High School
- State Street Crossing
- Saline Recreation Center
- Houghton / Pleasant Ridge, Woodlawn Elementary
- Saline Municipal Building

Key Finding Map



Saline Local Service Findings

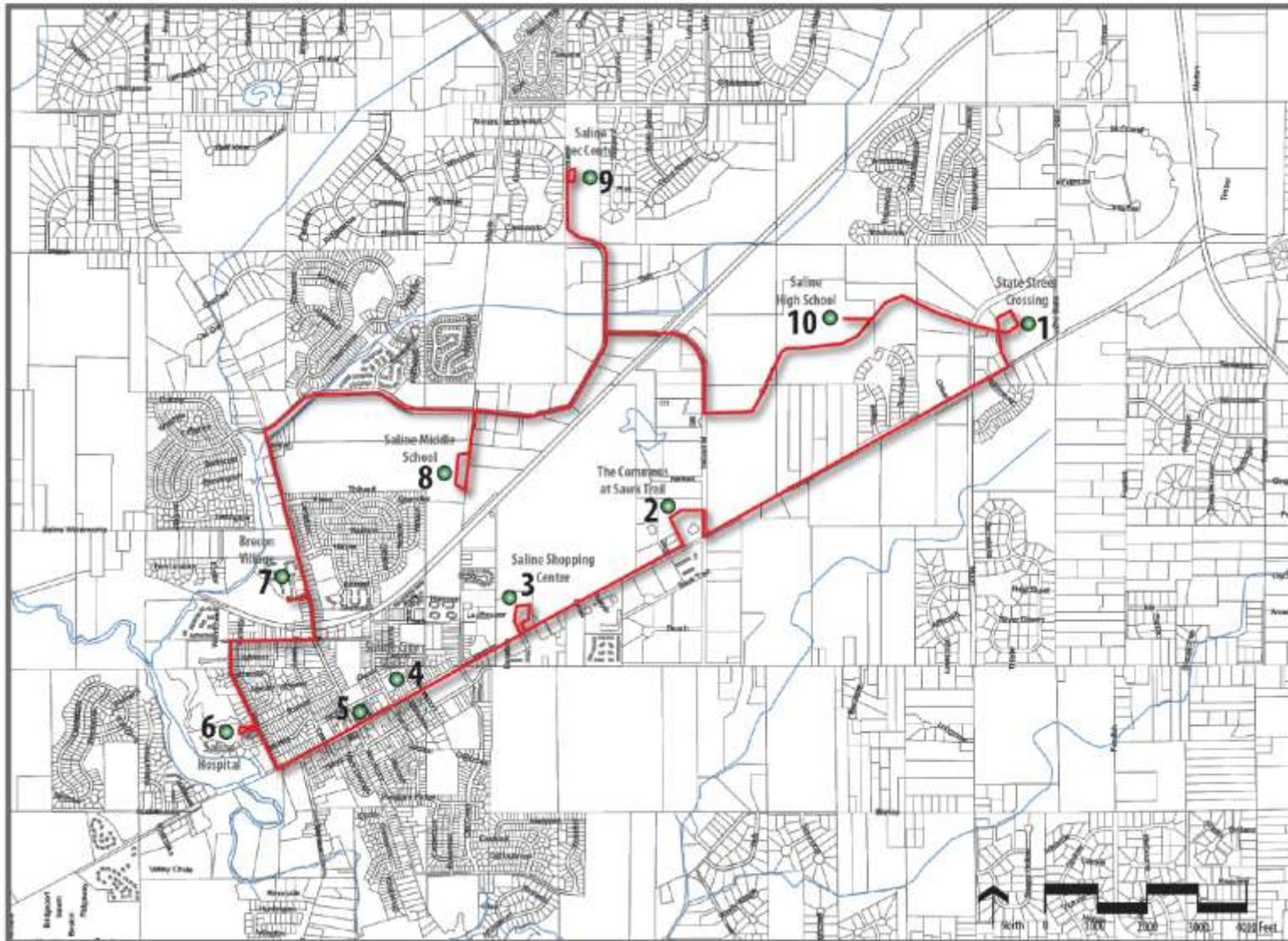
- Run route based on loop of Michigan Avenue, N. Ann Arbor Street, Woodlawn Drive, and Campus Parkway with stop to accommodate Maple Road.
 - This route is directly assessable to key retail, employment, and institutional locations
 - This route encompasses and is accessible to most transit depended populations and serves the greatest Saline population
 - Provides a direct connection to Saline - Ann Arbor Hub at State Street Crossing
 - Better connects Saline and Pittsfield Township
 - Allows an approximate 53 minute travel loop
- Bus Route travels southwest along Michigan Avenue.
- Stops chosen to service key locations and allow for bus every 60 minutes.

9/5/2012

Proposed Stops Details: Monday – Friday : Saturday

Stop	Address	Est. Time from Previous Stop	Est. Time to Next Stop (includes loading and stoppage time)	Distance to Next Stop	Justification
1. State Street Crossing	7000 E. Michigan Avenue, Pittsfield	Start Location	8 minutes	1.5 miles	Serves a significant retail and employment area. Provides connection and serves western portion of Pittsfield Township.
2. Commons of Sauk Trail	1335 E. Michigan Avenue	8 minutes	5 minutes	0.8 miles	Serves a significant retail and employment area of Saline. 8 minute ride from State Street Crossing (Saline Hub) to this stop provides a direct connection for commuters from Ann Arbor.
3. Saline Shopping Center (Hub)	501 E. Michigan Avenue	5 minutes	5 minutes	0.7 miles	Serves a significant retail and employment area of Saline. Serves as main stop for Automotive Components Holding. Serves as hub for Saline-Ann Arbor express.
4. Saline Municipal Building	100 N. Harris Street	5 minutes	3 minutes	0.3 miles	Key community location. Serves a transit dependent population and the denser single-family neighborhood to the south and north.
5. Michigan Avenue and Ann Arbor Street	Michigan Avenue and Ann Arbor Street	3 minutes	4 minutes	0.7 miles	Serves as main stop in downtown Dexter, neighborhoods to the south, and Pleasant Ridge Elementary School.
6. St. Joseph Mercy Saline Hospital	400 Russell Street	4 minutes	5 minutes	1.1 miles	Key community location. Serves a transit dependent population and a significant employment location of Saline. Serves Houghton Elementary School and Mill Pond Park.
7. Brecon Village	200 Brecon Drive	5 minutes	6 minutes	1.4 miles	Key community location. Serves a transit dependent population.
8. Saline Middle School	7190 Maple Road	6 minutes	7 minutes	1.6 miles	Key community location. Serves a transit dependent population including Saline Mobile Home Park and multiple institutional uses including Woodlawn Meadows Elementary School, 14th District Court, Heritage School, and the Saline Public Library.
9. Saline Recreation Center	1866 Woodland Drive	7 minutes	8 minutes	1.8 miles	Key community location. Serves a transit dependent population.
10. Saline High School	1300 Campus Parkway	8 minutes	5 minutes	0.8 miles	Key community location. Serves a transit dependent population and multiple institutional uses including Saline High School, and Harvest Elementary School.
10 stops					
Total Miles Covered: 12.2 approximate					

Proposed Route Map : Monday - Friday , Saturday



Proposed Schedule: Monday – Friday

Stop	8:00 Loop	9:00 Loop	10:00 Loop	11:00 Loop	12:00 Loop	1:00 Loop	2:00 Loop	3:00 Loop	4:00 Loop
1. State Street Crossing	8:00	9:00	10:00	11:00	12:00	1:00	2:00	3:00	4:00
2. Commons of Sauk Trail	8:08	9:08	10:08	11:08	12:08	1:08	2:08	3:08	4:08
3. Saline Shopping Center (Hub)	8:13	9:13	10:13	11:13	12:13	1:13	2:13	3:13	4:13
4. Saline Municipal Building	8:18	9:18	10:18	11:18	12:18	1:18	2:18	3:18	4:18
5. Michigan Avenue and Ann Arbor Street	8:21	9:21	10:21	11:21	12:21	1:21	2:21	3:21	4:21
6. St. Joseph Mercy Saline Hospital	8:25	9:25	10:25	11:25	12:25	1:25	2:25	3:25	4:25
7. Brecon Village	8:30	9:30	10:30	11:30	12:30	1:30	2:30	3:30	4:30
8. Saline Middle School	8:36	9:36	10:36	11:36	12:36	1:36	2:36	3:36	4:36
9. Saline Recreation Center	8:43	9:43	10:43	11:43	12:43	1:43	2:43	3:43	4:43
10. Saline High School	8:51	9:51	10:51	11:51	12:51	1:51	2:51	3:51	4:51

These times are the earliest pick-up times. Riders may encounter up to a 15 minute delay due to traffic or weather conditions.

Proposed Schedule: Saturday

Stop	10:00 Loop	11:00 Loop	12:00 Loop	1:00 Loop	2:00 Loop
1. State Street Crossing	10:00	11:00	12:00	1:00	2:00
2. Commons of Sauk Trail	10:08	11:08	12:08	1:08	2:08
3. Saline Shopping Center (Hub)	10:13	11:13	12:13	1:13	2:13
4. Saline Municipal Building	10:18	11:18	12:18	1:18	2:18
5. Michigan Avenue and Ann Arbor Street	10:21	11:21	12:21	1:21	2:21
6. St. Joseph Mercy Saline Hospital	10:25	11:25	12:25	1:25	2:25
7. Brecon Village	10:30	11:30	12:30	1:30	2:30
8. Saline Middle School	10:36	11:36	12:36	1:36	2:36
9. Saline Recreation Center	10:43	11:43	12:43	1:43	2:43
10. Saline High School	10:51	11:51	12:51	1:51	2:51

These times are the earliest pick-up times. Riders may encounter up to a 15 minute delay due to traffic or weather conditions.

APPENDIX F

COMMUNITY CIRCULATOR - DEXTER

LOCAL SERVICE + HUBS

Methodology: Route selection will be based on combination of local community understanding, demographics, key location identification (employers, dependent populations, civic institutions, etc), results from community comments, and street characteristics.

Dexter

Demographics

Transit Dependent Locations: Three distinct areas:

- Triangle area formed by Dexter-Ann Arbor Road, Dan Hoey Road, and Baker Road
 - Moderate population density; high zero car population; moderate disabled population; moderate senior population; and high impoverished population
- Northwest portion of village bounded by Dexter-Ann Arbor Road to the southwest, 2nd street to the east, Inverness Road to the south, and the Huron River to the north.
 - High population density; high zero car population; high disabled population; moderate senior population; and moderate impoverished population
- Area bounded by Main Street to the north, Baker Road to the east, Shield Road to the south, and the Huron River to the west.
 - Moderate population density; high zero car population; moderate disabled population; moderate senior population; and high impoverished population
- Significant portion of population commuting within Dexter and to Ann Arbor for employment

Community Comments

Locations for transit service:

- Downtown
- Cedars
- Dexter Crossing
- Condo Communities along Dexter-Ann Arbor (Huron Farms, Orchard River Hills, and adjacent condo communities)
- Library
- Dexter Senior Center / Community Center
- Institutional uses / employment areas on Dan Hoey Road
- Schools

Key Finding Map



Dexter Local Service Findings

- Run route based on triangle of Main Street / Ann Arbor Street / Dexter-Ann Arbor Road, Dan Hoey Road, and Baker Road
 - This route is directly assessable to key locations
 - This route encompasses and is accessible to most transit dependent populations
 - Route creates hub at Dexter Crossing with a direct connection to Chelsea-Dexter-Ann Arbor express service
- Bus Route travels south along Main Street / Ann Arbor Street / Dexter-Ann Arbor Road, west on Dan Hoey Road, north on Baker Road, and continues north on Main Street / Ann Arbor Street / Dexter-Ann Arbor Road
 - This route direction pattern follows most natural path of travel
- All stops within 0.50 miles when possible to allow for bus every 45 minutes.

Proposed Stops Details: Monday – Friday, Saturday

Stop	Address	Est. Time from Previous Stop	Est. Time to Next Stop (includes loading and stoppage time)	Distance to Next Stop	Justification
1. Cedars of Dexter	411 Cedars Ln	Start Location	3 minutes	0.5 miles	Large, active senior population center. Strong community support. Parking lot area for bus pickup/turn around.
2. Dexter Public Library	3255 Alpine Street	3 minutes	3 minutes	0.5 miles	Key community location. Serves a transit dependent population
3. Ann Arbor Street and Central Street	Ann Arbor Street and Central Street	3 minutes	3 minutes	0.4 miles	Serves as main stop in downtown Dexter.
4. Dexter Community Center	7714 Ann Arbor Street	3 minutes	5 minutes	0.8 miles	Key community location. Serves a transit dependent population. Serves denser single-family neighborhood to north and multiple-family neighborhood to south. Link between downtown and Dexter Crossing.
5. Dexter Crossing	7001 Dexter Ann Arbor Rd	5 minute	3 minutes	0.5 miles	Serves the main retail area of Dexter. Serves as hub for Chelsea-Dexter-Ann Arbor Express.
6. Cornerstone Elementary	7480 Dan Hoey Road	3 minutes	9 minutes	1.6 miles	Serves institutional uses along Dan Hoey Road. Serves commercial/office uses south on Bishop Circle.
7. Dexter High School	2200 North Parker Road	9 minutes	6 minutes	1.3 miles	Key community location. Serves a transit dependent population
8. Creekside Intermediate School	2615 Baker Road	6 minutes	3 minutes	0.5 miles	Serves institutional uses along Baker Road.
9. Kensington Street and Ann Arbor Street	Kensington Street and Ann Arbor Street	3 minutes	3 minutes	0.6 miles	Serves people from Baker Road back to Dexter-Ann Arbor. Allows those at that get on at Dexter-Ann Arbor Hub to get off on Main Street and walk to condo's or single-family neighborhood to north.
10. Central Street and Ann Arbor Street	Central Street and Ann Arbor Street	3 minutes	3 minute	0.5 miles	Allows those that get on at Dexter-Ann Arbor Hub to get off on in southern end of Downtown.
10 stops					
Total Miles Covered: 7.3 approximate per loop					

Proposed Schedule: Monday – Friday

Stop	8:00 Loop	8:45 Loop	9:30 Loop	10:15 Loop	11:00 Loop	11:45 Loop	12:30 Loop	1:15 Loop	2:00 Loop	2:45 Loop	3:30 Loop
1. Cedars of Dexter	8:00	8:45	9:30	10:15	11:00	11:45	12:30	1:15	2:00	2:45	3:30
2. Dexter Public Library	8:03	8:48	9:33	10:18	11:03	11:48	12:33	1:18	2:03	2:48	3:33
3. Ann Arbor Street and Central Street	8:06	8:51	9:36	10:21	11:06	11:51	12:36	1:21	2:06	2:51	3:36
4. Dexter Community Center	8:09	8:54	9:39	10:24	11:09	11:54	12:39	1:24	2:09	2:54	3:39
5. Dexter Crossing	8:14	8:59	9:44	10:29	11:14	11:59	12:44	1:29	2:14	2:59	3:44
6. Cornerstone Elementary	8:17	9:02	9:47	10:32	11:17	12:02	12:47	1:32	2:17	3:02	3:47
7. Dexter High School	8:26	9:11	9:56	10:41	11:26	12:11	12:56	1:41	2:26	3:11	3:56
8. Creekside Intermediate School	8:32	9:17	10:02	10:47	11:32	12:17	12:02	1:47	2:32	3:17	4:02
9. Kensington Street and Ann Arbor	8:35	9:20	10:05	10:50	11:35	12:20	12:05	1:50	2:35	3:20	4:05
10. Central Street and Ann Arbor Street	8:38	9:23	10:08	10:53	11:38	12:23	12:08	1:53	2:38	3:23	4:08

Proposed Schedule: Saturday

Stop	10:00 Loop	10:45 Loop	11:30 Loop	12:15 Loop	1:00 Loop	1:45 Loop	2:30 Loop
1. Cedars of Dexter	10:00	10:45	11:30	12:15	1:00	1:45	2:30
2. Dexter Public Library	10:03	10:48	11:33	12:18	1:03	1:48	2:33
3. Ann Arbor Street and Central Street	10:06	10:51	11:36	12:21	1:06	1:51	2:36
4. Dexter Community Center	10:09	10:54	11:39	12:24	1:09	1:54	2:39
5. Dexter Crossing	10:14	10:59	11:44	12:29	1:14	1:59	2:44
6. Cornerstone Elementary	10:17	11:02	11:47	12:32	1:17	2:02	2:47
7. Dexter High School	10:26	11:11	11:56	12:41	1:26	2:11	2:56
8. Creekside Intermediate School	10:32	11:17	12:02	12:47	1:32	2:17	3:02
9. Kensington Street and Ann Arbor	10:35	11:20	12:05	12:50	1:35	2:20	3:05
10. Central Street and Ann Arbor Street	10:38	11:23	12:08	12:53	1:38	2:23	3:08

APPENDIX G

COMMUNITY CIRCULATOR - MILAN

Proposed Schedule: Monday – Friday

Stop	8:00 Loop	8:45 Loop	9:30 Loop	10:15 Loop	11:00 Loop	11:45 Loop	12:30 Loop	1:15 Loop	2:00 Loop	2:45 Loop	3:30 Loop	4:15 Loop
1. Milan High School	8:00	8:45	9:30	10:15	11:00	11:45	12:30	1:15	2:00	2:45	3:30	4:15
2. Kroger's	8:05	8:50	9:35	10:20	11:05	11:50	12:35	1:20	2:05	2:50	3:35	4:20
2. Kroger's	8:05	8:50	9:35	10:20	11:05	11:50	12:35	1:20	2:05	2:50	3:35	4:20
3. Downtown	8:09	8:54	9:39	10:24	11:09	11:54	12:39	1:24	2:09	2:54	3:39	4:24
4. Milan Middle / Elementary School	8:13	8:58	9:43	10:28	11:13	11:58	12:43	1:28	2:13	2:58	3:43	4:28
5. Dexter Road North (hub)	8:18	9:03	9:48	10:33	11:18	12:03	12:48	1:33	2:18	3:03	3:48	4:33
6. Dexter Road South	8:21	9:06	9:51	10:36	11:21	12:06	12:51	1:36	2:21	3:06	3:51	4:36
7. Downtown	8:26	9:11	9:56	10:41	11:26	12:11	12:56	1:41	2:26	3:11	3:56	4:41
8. Milan City Complex	8:29	9:14	9:59	10:44	11:29	12:14	12:59	1:44	2:29	3:14	3:59	4:44
9. Redman Road	8:33	9:18	10:03	10:48	11:33	12:18	1:03	1:48	2:33	3:18	4:03	4:48
10. Milan High School	8:36	9:21	10:06	10:51	11:36	12:21	1:06	1:51	2:36	3:21	4:06	4:51

APPENDIX H

DEVELOPMENT OF THE TRANSIT DEPENDENCY INDEX

In order to identify areas that have concentrated transit dependent populations, the Five Year Transit Program makes use of a Transit Dependency Index (TDI). An industry best practice, this tool is a composite index of population density of the groups listed above.

Each census-designated block group in the County was ranked by density of the demographic categories (persons with disabilities, persons with low incomes etc), and those rankings were summed to develop a Transit Dependency Index.

To illustrate, Table H1 shows densities of the relevant demographics in five sample block groups.

Appendix Table H1 Density per Square Mile of Transit Dependent Demographics

	Density of Persons with Disabilities	Density of Households without access to a vehicle	Density of Persons either 17 or younger, or 65 or older	Density of Households with annual income of less than \$25,000
Block Group 1	281.5	150.5	1329.9	\$315.5
Block Group 2	858.6	363.9	1870.6	\$756.2
Block Group 3	272.9	136.4	2175.1	\$345.1
Block Group 4	830.2	152.5	796.3	\$1601.1
Block Group 5	970.7	374.0	1659.0	\$1102.0

The first step in creating a TDI is to rank the block groups in each category. These rankings are then summed, Table H2.

Appendix Table H2 Ranking of Density per Square Mile of Transit Dependent Demographics

	Density of Persons with Disabilities Rank	Density of Households without Access to a Vehicle Rank	Density of Persons either 17 or Younger, or 65 or Older Rank	Density of Households with Annual Income of less than \$25,000 Rank	Transit Dependency Index
Block Group 1	2	2	2	1	7
Block Group 2	4	4	4	3	15
Block Group 3	1	1	5	2	9
Block Group 4	3	3	1	5	12
Block Group 5	5	5	3	4	17

TDI is therefore a summing of the rankings of each block group for each category. In this example, Block Group 5, which has the highest density of both persons with disabilities and households without access to a vehicle, has the highest TDI, and therefore is considered to have the most transit dependency. Block Group 3 shows that even though an area can have the highest density of one category (in this case persons either 17 or younger, or 65 or older), that block group can have a relatively low transit dependency because other groups are not as well represented.

TDI is not a complete projection of transit demand, and is not the entire basis for the analysis that follows. Nevertheless, it is a useful tool to identify areas and populations underserved by transit.

Because urban areas are so much denser than non-urban areas, when TDI is applied to the entire County, the differences in the non-urban area are difficult to see. Therefore, a different standard for “low” through “high” were applied inside and outside of the urban service area.

APPENDIX I
URBAN BUS NETWORK ENHANCEMENTS
ROUTE-BY-ROUTE DETAILS (SEPARATELY BOUND)

X. CREDITS AND ACKNOWLEDGEMENTS

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- Members of the District Advisory Committees;
- Members of the Financial Task Force, especially Co-Chairs Albert Berriz and Bob Guenzel for their leadership and generous contribution of their experience in business and government; and Mark Perry, Mary Jo Callan, and Norm Herbert for their extraordinary efforts;
- Members of the Leadership and Technical Committees
- Local, county, and state elected officials and staff;
- Leadership and staff of WAVE, People's Express, and Manchester Senior Services
- The citizens of Washtenaw County who participated in the creation of this document at meetings, on the website, commenting, volunteering, and working with their local officials.

A. AATA TEAM: FIVE YEAR TRANSIT PROGRAM

Michael Ford, Chief Executive Officer; **Michael Benham**, Strategic Planner; **Sarah Pressprich Gryniewicz**, Community Outreach Coordinator; **Mary Stasiak**, Manager of Community Relations; **Chris White**, Manager of Service Development; **Bill DeGroot**, Financial Analyst/Planner; **Debbie Freer**, Communications Specialist; **Don Kline**, Multimedia Marketing Specialist; **Justin Fenwick**, Business Transportation Coordinator; **Dawn Gabay**, Deputy Chief Executive Officer; **Karen Wheeler**, Executive Assistant; **Lois Crawford**, Community Relations Assistant; **Ken Anderson**, Service Development & Communications Coordinator; **Elizabeth Tibai**, Administrative Assistant.

B. DISTRICT ADVISORY COMMITTEES

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Chair—**Jesse Bernstein**; **Anya Abramzon**, Jewish Family Services; **Robert Allen**, Ann Arbor Public Schools; **Vivienne Armentrout**, Ann Arbor Resident; **Rebecca Bowman**, Neutral Zone; **James D'Amour**, Sierra Club; **Ray Detter**, Downtown Area Citizens' Advisory Council; **Cathi Duchon**, YMCA; **Cheryl Elliott**, Ann Arbor Community Foundation; **Charles Griffith**, Ecology Center/AATA Board; **Tom Heywood**, State Street Area Association; **Jim Kosteva**, University of Michigan; **Father Nicolaos Kotsis**, St. Nicholas Greek Orthodox Church; **Andy LaBarre**, Ann Arbor Ypsilanti Chamber; **Charo Ledon**, Casa Latina; **Jim Magyar**, Center for Independent Living; **Susan Pollay**, Downtown Development Authority; **Ray Rabidoux**, Glacier Hills Retirement Community; **Dave Reid**, SelectRide; **Rob Thomas**, Ann Arbor Resident; Maura Thompson, Main Street Area Association; **Larry Voight**, Catholic Social Services; **Chuck Warpehoski**, Interfaith Council for Peace and Justice.

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Chair—**David Phillips**; **Will Boddie**, Barton Hills; **Bob Grese**, Matthaei Botanical Gardens; **Barbara Griffith**, Griffith Veterinary Hospital; **Steven Hardy**, Washtenaw Community College; **Diane Laboda**, Washtenaw Community College; **Mike Moran**, Ann Arbor Township; **John Petz**, Domino's Farms; **Brian Wolcott**, Father Gabriel Richard High School.

PITTSFIELD DISTRICT

Chair—**Mandy Grewal**; **Debbie Adams**, American House Carpenter Senior Living; **Cornelius Anthony**, New Progressive Missionary Baptist Church; **Andrea Brown-Harrison**, Pittsfield Township; **Eleanor Chang**, Center For Independent Living; **Gary Charson**, Natural Resources

Commission; **KC Farha**, Eastern Washtenaw Multicultural Academy; **Barb Fuller**, Pittsfield Township; **Scot Graden**, Saline Area Schools; **Dean Greb**, Resident; **M. Yameen Jaffer**, Pittsfield Twp. Economic Success Strategies; **Sue Miller**, Arbor Meadows HOA; **Paul Krutko**, Ann Arbor SPARK; **Sabah Rablah**, Care Transport; **Lynn Speed**, Resident.

SOUTH CENTRAL DISTRICT

Chair—**Bill Lavery**; **Doug Anderson**; People’s Express; **Rob Bolog**, Resident/AATA; **Todd Campbell**, City of Saline; **Rina Chemin**, Saline Area Senior Center; **Barb Fielder**, St. Joseph Saline Hospital; **Michelle Horazdovsky**; Evangelical Homes—Beacon Village; **Jennifer Michalak**, Milan Seniors for Healthy Living; **Leslee Niethammer**, Saline District Library; **Matthew Rockwell**; Resident; **Gary Zajac**, York Township; **Joe Zurawski**, York Township.

SOUTH EAST DISTRICT

Chairs— **Karen Lovejoy-Roe** and **John McGehee**; Kathy Bailey; **Angela Barbash**, New West Willow Neighborhood Association; **Ellen Bonter**, Lincoln Consolidated Schools; **Rod Casey**, Ypsilanti Township; **Charles Coleman**, Dawn Farm; **Sarah Curmi**, Legislative Aide; **Stan Eldridge**, Ypsilanti Township; **Andy Fanta**, Ypsilanti School Board; **Vanessa Hansle**, RideConnect; **David McMahan**, Augusta Township Planning Commission; **Tammy Opferman**, Lincoln Senior Golden Ages; **Calisa Reid**, Washtenaw Regional Interagency Consumer Committee ; **Rick Roe**, UAW Local 898; **Brenda Stumbo**, Ypsilanti Township; **Claudia Young**, Ford Lake Village.

WEST DISTRICT

Chair—**Bob Mester**; **Jennifer Alexa**, Freedom Township; **Ann Feeney**, City of Chelsea; **John Frey**, Sharon Township; **Joanne Grosh**, Senior Health Services, Chelsea Community Hospital; **Ed Greenleaf**, Chelsea Area Chamber of Commerce; **John Hanifan**, City of Chelsea; **Bill Harmer**, Chelsea District Library; **Pat Kelly**, Dexter Township; **Jeff Knasiak**, Transportation, Manchester Community Schools; **Bill Lewis**, Sharon Township Planning Commission; **Kathleen Lixey**, Special Education, Manchester Community Schools; **Ron Mann**, Manchester Township; **Nancy Paul**, Faith in Action; **Michaelene Pawlak**, WAVE; **Trinh Pifer**, Chelsea Senior Center; **Bob Pierce**, Chelsea Area Chamber of Commerce; **Karl Racenis**, Manchester DDA; **Deneen Smith**, Dexter Public Schools; **John Thorhauer**, United Methodist Retirement Communities; **Ken Unterbrink**, Lima Township; **Pat Vaillencourt**, Manchester Village; **Cherie Vannatter**, Manchester Community Schools; **Jeff Wallace**, Village of Manchester; **Teresa Zigman**, Chelsea School District.

YPSILANTI DISTRICT

Chair—**Paul Schreiber**; Co-Chair, **Peter Murdock**; **Tim Colbeck**, Ypsilanti DDA; **Kyle DeBord**, SPARK East; **Adam Gainsley**, Bike Ypsilanti; **Teresa Gillotti**, City of Ypsilanti; **Ricky Jefferson**, City of Ypsilanti; **Ingrid Kock**, Resident; **Richard Murphy**, Suburbs Alliance; **Cheryl Weber**, Full Circle Community Center.

C. MEMBERS OF THE FINANCIAL TASK FORCE

Co-Chair: **Albert Berriz**, CEO McKinley; Co-Chair: **Bob Guenzel**, former Washtenaw County Administrator (retired); **Terri Blackmore**, Executive Director, Washtenaw Area Transportation Study; **Mary Jo Callan**, Director, Office of Community Development, Washtenaw County; **Mike Cicchella**, Financial Planner, Cicchella and Associates/Former Northfield Township Supervisor; **Patrick Doyle**, Chief Executive Officer, Domino's ; **Ric DeVore**, Regional President, PNC Financial Services Group, Inc.; **Leigh Greden**, Executive Director of Governmental and Community Relations, Eastern Michigan University; **Norman Herbert**, Retired Treasurer, University of Michigan **Jim Kosteva**, Director of Community Relations, University of Michigan; **Paul Krutko**, President and CEO, Ann Arbor Spark; **Andy LaBarre**, Vice President Government Affairs, A2YChamber; **Jonathan Levine**, Professor of Urban and Regional Planning, University of Michigan; **Jason Lindauer**, Wealth Management Advisor, Merrill Lynch/Mayor of Chelsea; **Tim Marshall**, President and CEO, Bank of Ann Arbor; **Jon Newpol**, Executive Vice President, Thomson Reuters; **Adiele Nwankwo**, Senior Vice President, PB Americas Incorporated; **Mark Ouimet**, State Representative; **Mark Perry**, Director of Real Estate Services/A2YChamber, Masco Cabinetry; **Susan Pollay**, Executive Director, Ann Arbor Downtown Development Authority; **Dennis Schornack**, Governor's Office; **Conan Smith**, Executive Director, Suburbs Alliance/Chair, Washtenaw County Commissioners; **John Thorhauer**, President and CEO, United Methodist Retirement Communities

D. MEMBERS OF THE LEADERSHIP GROUP

Peter Allen, Peter Allen Associates / Ross School of Business; **John Ballew**, University of Michigan Health System; **Terri Blackmore**, Washtenaw Area Transportation Study; **Sabra Briere**, City of Ann Arbor; **Dick Carlisle**, Carlisle/Wortman Associates, Inc.; **Jim Carson**, Village of Dexter/WAVE; **Spaulding Clark**, Scio Township; **Jerry Clayton**, Washtenaw County Sheriff; **Karl Couyoumjian**, TeL Systems/Thalner Electronic Labs; **Anthony Denton**, UM Hospital; **Tony Derezinski**, City of Ann Arbor; **Steve Dolen**, UM Parking and Transportation Services; **Cheryl Elliot**, Ann Arbor Community Foundation; **Ann Feeney**, City of Chelsea; **Jennifer Ferris**, Federated Capital Corp. (Great Lakes Central Railroad); **Greg Fronizer**, Ann Arbor SPARK; **Mike Garfield**, The Ecology Center; **Stephen Gill**, Washtenaw Community College; **Leigh Greden**, Eastern Michigan

University; **Mandy Grewal**, Pittsfield Charter Township; **Vanessa Hansle**, RideConnect; **Ida Hendrix**, Briarwood Mall; **Norman Herbert**, University of Michigan; **Tom Heywood**, State Street Area Association; **John Hieftje**, City of Ann Arbor; **Peter Hines**, Washtenaw Bicycling & Walking Coalition; **Kristin Judge**, Washtenaw County; **Diane Keller**, Ann Arbor/Ypsilanti Regional Chamber; **Pat Kelly**, Dexter Township; **Darrell Kenney**, Ann Arbor State Bank; **Jim Kosteva**, University of Michigan; **Barbara Levin Bergman**, Washtenaw County; **Karen Lovejoy Roe**, Ypsilanti Township; **Jim Magyar**, Ann Arbor Center for Independent Living; **Christine Mann**, Milan Area Chamber of Commerce; **Ron Mann**, Manchester Township/SWWCOG; **Brian Marcel**, Washtenaw Intermediate School District; **Dedrick Martin**, Ypsilanti Public Schools; **Verna McDaniel**, Washtenaw County; **William McFarlane**, Superior Township; **Mary Morgan**, Ann Arbor Chronicle; **Deb Mozurkewich**, Northfield Township; **Jon Newpol**, Thomson Reuters; **Mark Ouimet**, Washtenaw County; **Susan Pollay**, Ann Arbor DDA; **Wesley Prater**, Washtenaw County/Huron Valley Central Labor Council; **Todd Roberts**, Ann Arbor Public Schools; **Sandra R. Rupp**, United Way Of Washtenaw County; **Paul Schreiber**, City of Ypsilanti; **Paul Schutt**, Issue Media Group; **Conan Smith**, Washtenaw County/ Suburbs Alliance; **Brenda L. Stumbo**, Ypsilanti Charter Township; **Maura Thomson**, Main Street Area Association; **Tom Tocco**, St. Joseph Mercy Health System; **Larry Voight**, Catholic Social Services; **Dale Weidmayer**, Freedom Township; **Larry Whitworth**, Washtenaw Community College; **Andre Yastchenko**, Jewish Family Services; **Susan Zielinski**, SMART; **Elina Zilberberg**, Jewish Family Services.

E. MEMBERS OF THE TECHNICAL COMMITTEE

Robert Allen, Ann Arbor Public Schools; **Doug Anderson**, People's Express; **Wes Armbruster**, People's Express; **Terri Blackmore**, WATS; **Dale Berry**, Huron Valley Ambulance; **Erica Buisick**, MDOT; **Eli Cooper**, City of Ann Arbor; **Phillip D'Anieri**, UM Professor of Planning; **Patricia Denig**, ETCS; **Sean Duval**, Golden Limousine; **John Etter**, Blue Cab; **Teresa Gilloti**, City of Ypsilanti; **Sue Gott**, University of Michigan; **Carloyn Grawi**, Ann Arbor Center for Independent Living; **Lily Guzman**, WBWC; **Vanessa V. Hansle**, RideConnect; **Tim Hoeffner**, MDOT; **Keith Johnson**, University of Michigan; **Kari Martin**, MDOT; **Richard Murphy**, Michigan Suburbs Alliance; **Howard Parr**, Manchester Senior Services; **Michaelene Pawlak**, WWAVE; **Steve Puuri**, WCRC; **Nancy Shore**, GetDowntown; **Tony Vanderworp**, Washtenaw County.



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