

Urban Core Transit

Options for Governance and Finance

Materials for Discussion Among the
Local Elected Officials of the
Washtenaw County Urban Core

April 25, 2013

Welcome and Thank You

Dear Urban Core Leaders,

Hello again and thank you for participating in the upcoming Urban Core Transit Work Session on April 25, 2013. At the last Urban Core Work Session, there was a general consensus to pursue the Expand/Improve service theme. At this meeting, you as elected leaders will have the hard task of working together to find an organizational, funding and governance structure that will meet the urgent transit needs of residents today and beyond. As we work through this and future meetings, we all need to keep in mind that we have been asked by our constituents for these transit improvements. The following are examples of the requests we get from constituents asking for new or improved services.

Residents are experiencing overcrowded conditions on Washtenaw-Route 4 despite the doubling of service in 2012 and AATA continues to get comments like this one:

- You have got to do something about the 4A (to Ann Arbor) in the morning. Every single day I ride the 4A that picks up at Washtenaw & Golfside at 7:28am, and it is always packed to the gills, standing room only, before it even reaches the Glencoe Crossing bus shelter. I have never once gotten a seat on the bus. By the time we get past the Whole Foods, the bus is jammed to capacity to the point that passengers are choked at the front, crowding the bus driver. It is an uncomfortable ride, and frequently a miserable way to start my work day. - Amanda S., Ypsilanti, 3-28-13

There is overwhelming demand for NightRide Service that is impacting service quality:

- The caller says he called for a pickup right at 10:30. The call-taker said the pickup would be between 11:15 and midnight. The cab picked him up at 12:42am. He says it is always after midnight before he is picked up even though he calls at 10:30 and is told it will be before midnight. -Call initiated by Otto W., Ypsilanti, 2-21-2013

Feedback for more fixed-route service is sent to AATA on a regular basis:

- “We are fortunate in Ann Arbor to have bus service. Particularly as our city becomes more dense in the downtown and campus areas, it is going to be even more important for residents to be able to get around without always relying on their automobiles. Ann Arbor already has many persons without cars or with disabilities (including advancing age) who rely on AATA. That number will surely be increasing in the months and years ahead.
- “Ann Arbor Hills lost its good bus service (Route 14) a number of years ago. As you probably know, we have people with disabilities in this area, including a young person who is visually impaired and needs to be able to get around town on the bus. We also have a population that is aging (for whom driving isn't as easy - or as safe - as it used to be). What would it take to reinstate the good service that we used to have? Please consider our needs, as you contemplate improving our bus service.” -Barb B., Ann Arbor 4-5-13
- “I would love a route from Saline to Ann Arbor because parking in Ann Arbor is scarce and expensive!” -Samantha W., Saline, 8-2012
- “Would be willing to pay more taxes for public transit.” -Lynn B., Dexter 8-2012
- “‘The Ride’ can make sense for certain parts of Pittsfield Twp., such as the A2-Saline Meijers Service and Lohr Oak Valley. Along Carpenter to Ellsworth to Walmart (both) makes sense too.” - Jim O., Pittsfield Township. 8-20-12

We thank you for your time and your effort as we work through these challenges to come up with a solution that our residents deserve.

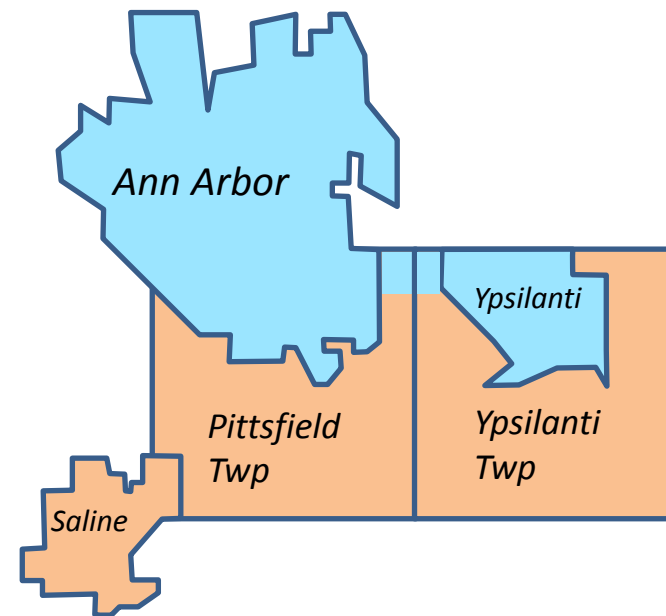
Michael Ford



Agenda

1. Welcome – Brian Marl, Mayor, City of Saline
2. Introduction by AATA Board – Charles Griffith, Chairman
3. Recap of Previous Meeting, Today’s Goals – Michael Ford, CEO, AATA (5 minutes)
4. Rundown of Overall Approach, Agenda – Daniel Cherrin, Brian Pappas, Facilitators, State Bar of Michigan Alternative Dispute Resolution (5 minutes)
5. Public Officials – Thoughts since last time (20 minutes)
 - Ann Arbor City
 - Ann Arbor Township
 - Dexter Village
 - Pittsfield Township
 - Saline City
 - Scio Township
 - Ypsilanti City
 - Ypsilanti Township
6. Summary of Materials Provided in Advance (30 minutes) – Jerry Lax, Attorney
7. Discussion (facilitated by Daniel Cherrin) (40 Minutes)
8. Next Steps (10 minutes)

Recap: **Improve** & **Expand** Service Consensus



- General support for **improving existing services** and **expansion of services** into some previously unserved areas of the Urban Core
- For Ann Arbor and Ypsilanti, new routes, more direct routes, more frequency, later evenings, and more weekend services throughout the system
- More frequent connections between Ann Arbor and Ypsilanti
- For Saline, Pittsfield Township and Ypsilanti Township, new routes (express and local), extensions of existing routes, and township-wide dial-a-ride services
- How do we get there? → Governance → Funding

Goals of Today's Meeting

1. Get Direction on Governance Issues

- a) Consensus on Organizational Theme
- b) Principles / Guidelines for Representation
- c) List Remaining Questions

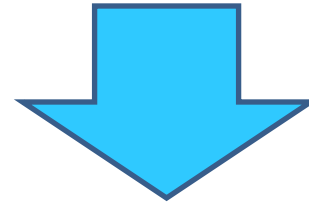
2. Get Direction on Financial Issues

- a) Develop Short List of Funding Options
- b) Principles / Guidelines for Equity
- c) List Remaining Questions

Overall Approach

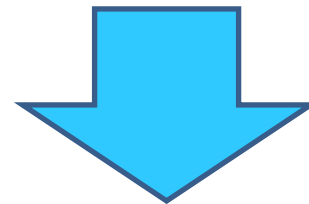
Governance I - Organizational Options

Define the options for overall structure, ignoring financial and representation issues for now.
What is legally possible?



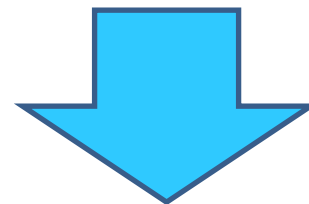
Finance I - Realistic Options

For each Organizational Option, define funding source(s) that are financially necessary and feasible.
Ignoring equity issues for the moment, what subset of these options is most realistic?



Finance II - Equity

Of the options judged to be realistic, how can they be designed to be equitable?

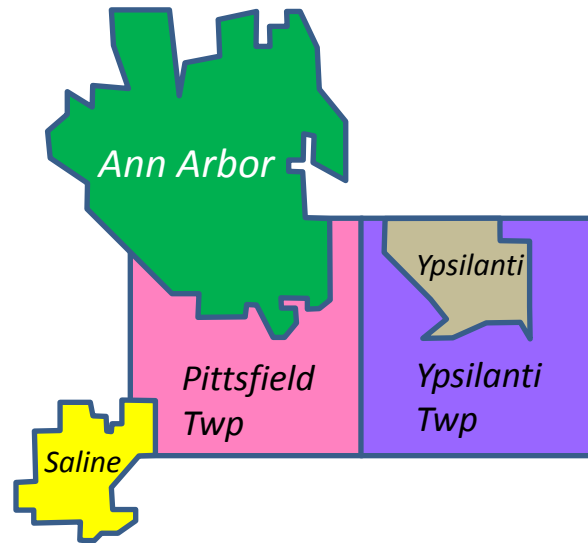


Governance II - Representation

Once organizational and financial issues are largely agreed upon, what is needed, and fair, in terms of representation?

Governance I - Possible Organizational Themes

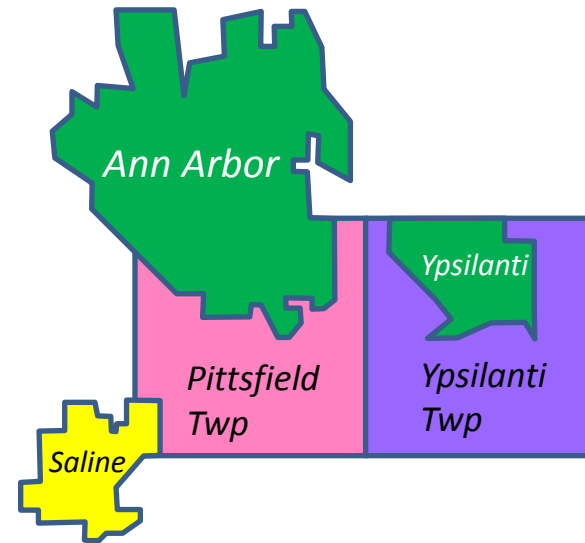
1) AATA w/ Multiple POSA's*



Main Steps

- AATA remains unchanged
- AATA executes separate POSA's with each other jurisdiction

2) AAYTA w/ Multiple POSA's



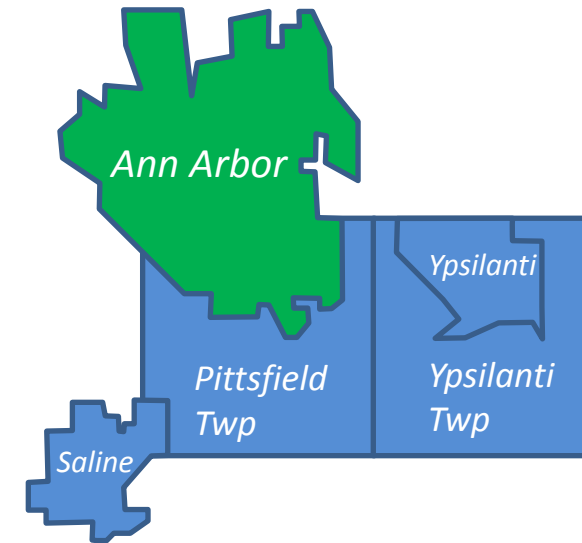
Main Steps

- AATA **combines** with Ypsilanti City and becomes AAYTA
- AAYTA executes separate POSA's with each other jurisdiction

Combination Details

- Ypsilanti becomes member of Act 55 organization.
- Ypsi requests AATA Board for membership.
- AATA Board votes to accept Ypsi.
- Ypsi requests Ann Arbor to amend articles
- All 3 agree on articles changes
- Amended articles signed and filed in same manner as original articles.

3) AATA w/ Collar Authority**



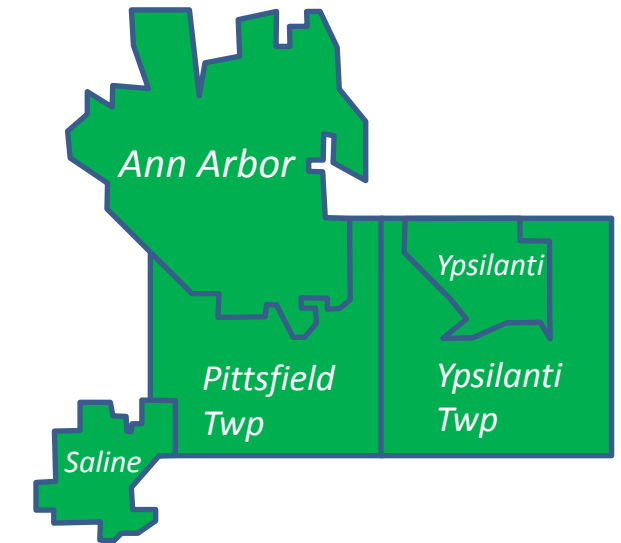
Main Steps

- AATA remains unchanged
- Ypsilanti, Ypsi Twp, Pittsfield Twp and Saline **combine** to form Collar Authority
- AATA executes single POSA with Collar Authority

Combination Details

- Option A: Form new Collar Authority using Act 196. Uniform millage.
- Option B: Form new Collar Authority using Act 55. Ypsi or Saline would have to initiate. Uniform millage.
- Option C: Form new Collar Authority under Act 7. No Authority millage.
- Collar communities file new articles (Act 196 or 55), or sign agreement (Act 7), as agreed upon amongst themselves.

4) Expanded Authority



Main Steps

- AATA **combines** with Ypsilanti, Ypsi Twp, Pittsfield Twp and Saline to form Expanded Authority

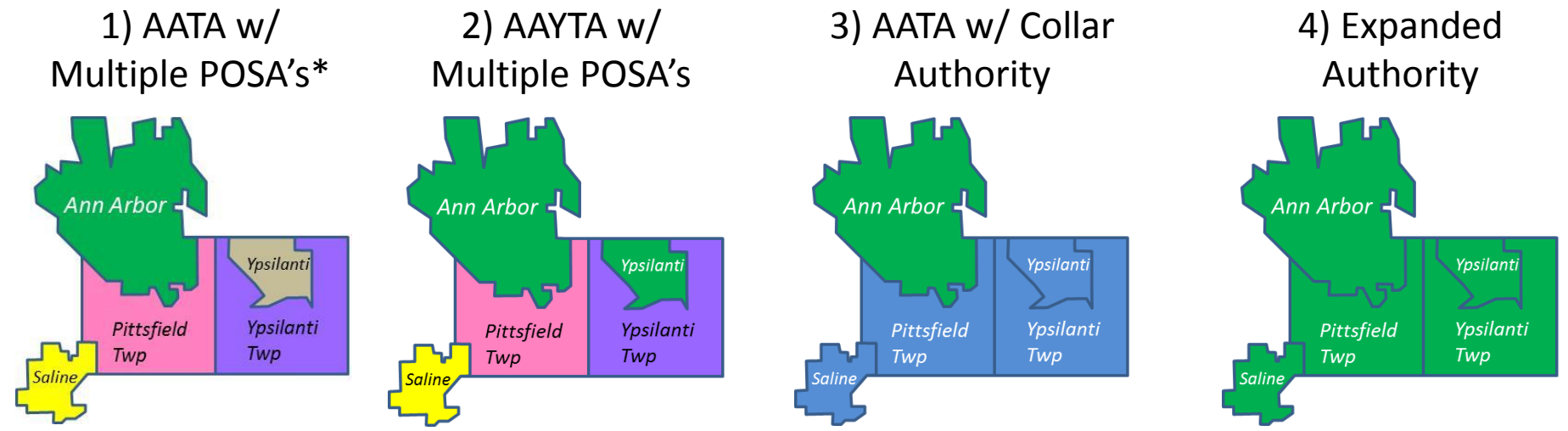
Combination Details

- Option A: Form Expanded Authority using Act 196. Uniform millage.
- Option B: Form Expanded Authority using Act 55. AA, Ypsi or Saline would have to initiate. Uniform millage.
- Option C: Form Expanded Authority under Act 7. No Authority millage.
- Articles filed or agreement signed, as appropriate
- AATA transfers assets, liabilities to Expanded Authority
- AATA and AA dissolve existing AATA

* POSA = Purchase of Service Agreement (New POSA's would be five year agreements) ** Collar Authority does not need to include all collar jurisdictions

NOTE: Under any theme, a community may contribute its own millage funds towards transit, over and above any millage imposed by an authority

Finance I - Funding Options



Jurisdiction	Funding Options (red = in use)	1) AATA w/ Multiple POSA's*	2) AAYTA w/ Multiple POSA's	3) AATA w/ Collar Authority	4) Expanded Authority
City of Ann Arbor	Existing AA charter millage	X	X	X	X
	Revised AA charter millage (rate revision, Headlee override)	X	X	X	X
	New AA City millage	X	X	X	X
	Improved tax base (property values, other)	X	X	X	X
AATA	New AATA millage	X	X	X	X
Local Communities	General revenues	X	X	X	X
	Local millages (except Ypsi)*	X	X	X	X
	Existing Ypsi millage	X	X	X	X
Collar Authority	Collar area millage**			X	
Expanded Authority / AAYTA	Authority area millage**		X		X

* Each jurisdiction generates funds independently. ** Expanded and Collar Authorities may levy a millage, if formed under Act 196 or Act 55, but millage must be uniform. Differential rates not permitted.

Finance II - Possible Funding Models

Two-Jurisdiction Authority I

Jurisdiction	Rate (mils)	Amount
Ann Arbor	.75	\$3,629
Ypsilanti	.75	217
Ypsilanti Twp	.5	555
Pittsfield Twp	.5	828
Saline	.5	204
		\$5,433

Three-Jurisdiction Authority I

Jurisdiction	Rate (mils)	Amount
Ann Arbor	.5	\$2,419
Ypsilanti	.5	144
Ypsilanti Twp	.75	833
Pittsfield Twp	.5	828
Saline	.75	306
		\$4,530

Uniform Rate – Full Funding

Jurisdiction	Rate (mils)	Amount
Ann Arbor	.706	\$3,257
Ypsilanti	.706	191
Ypsilanti Twp	.706	714
Pittsfield Twp	.706	1,083
Saline	.706	238
		\$5,483

Two-Jurisdiction Authority II

Jurisdiction	Rate (mils)	Amount
Ann Arbor	.5	\$2,419
Ypsilanti	.5	144
Ypsilanti Twp	.75	833
Pittsfield Twp	.75	1,242
Saline	.75	306
		\$4,944

Three-Jurisdiction Authority II

Jurisdiction	Rate (mils)	Amount
Ann Arbor	.5	\$2,419
Ypsilanti	.5	144
Ypsilanti Twp	.5	555
Pittsfield Twp	.75	1,242
Saline	.75	306
		\$4,666

Uniform Rate – Reduced Plan

Jurisdiction	Rate (mils)	Amount
Ann Arbor	.5	\$2,419
Ypsilanti	.5	144
Ypsilanti Twp	.5	555
Pittsfield Twp	.5	828
Saline	.5	204
		\$4,150

Build Your Own Funding Model....

Ad Valorem Taxable Value Calculation					
	City of Ann Arbor	City of Ypsilanti	Pittsfield Township	Ypsilanti Township	City of Saline
Ad Valorem Taxable Value 2013	\$ 4,839,870,892	\$ 289,614,595	\$ 1,657,008,720	\$ 1,111,724,251	\$ 409,277,520
Millage Yeild at:					
0.25	\$ 1,209,968	\$ 72,404	\$ 414,252	\$ 277,931	\$ 102,319
0.50	\$ 2,419,935	\$ 144,807	\$ 828,504	\$ 555,862	\$ 204,639
0.75	\$ 3,629,903	\$ 217,211	\$ 1,242,757	\$ 833,793	\$ 306,958
1.00	\$ 4,839,871	\$ 289,615	\$ 1,657,009	\$ 1,111,724	\$ 409,278
1.25	\$ 6,049,839	\$ 362,018	\$ 2,071,261	\$ 1,389,655	\$ 511,597
1.50	\$ 7,259,806	\$ 434,422	\$ 2,485,513	\$ 1,667,586	\$ 613,916
1.75	\$ 8,469,774	\$ 506,826	\$ 2,899,765	\$ 1,945,517	\$ 716,236
2.00	\$ 9,679,742	\$ 579,229	\$ 3,314,017	\$ 2,223,449	\$ 818,555
2.25	\$ 10,889,710	\$ 651,633	\$ 3,728,270	\$ 2,501,380	\$ 920,874
2.50	\$ 12,099,677	\$ 724,036	\$ 4,142,522	\$ 2,779,311	\$ 1,023,194
2.75	\$ 13,309,645	\$ 796,440	\$ 4,556,774	\$ 3,057,242	\$ 1,125,513
3.00	\$ 14,519,613	\$ 868,844	\$ 4,971,026	\$ 3,335,173	\$ 1,227,833



Jurisdiction	Rate (mils)	Amount
Ann Arbor		
Ypsilanti		
Ypsilanti Twp		
Pittsfield Twp		
Saline		
TOTAL		5.4 M

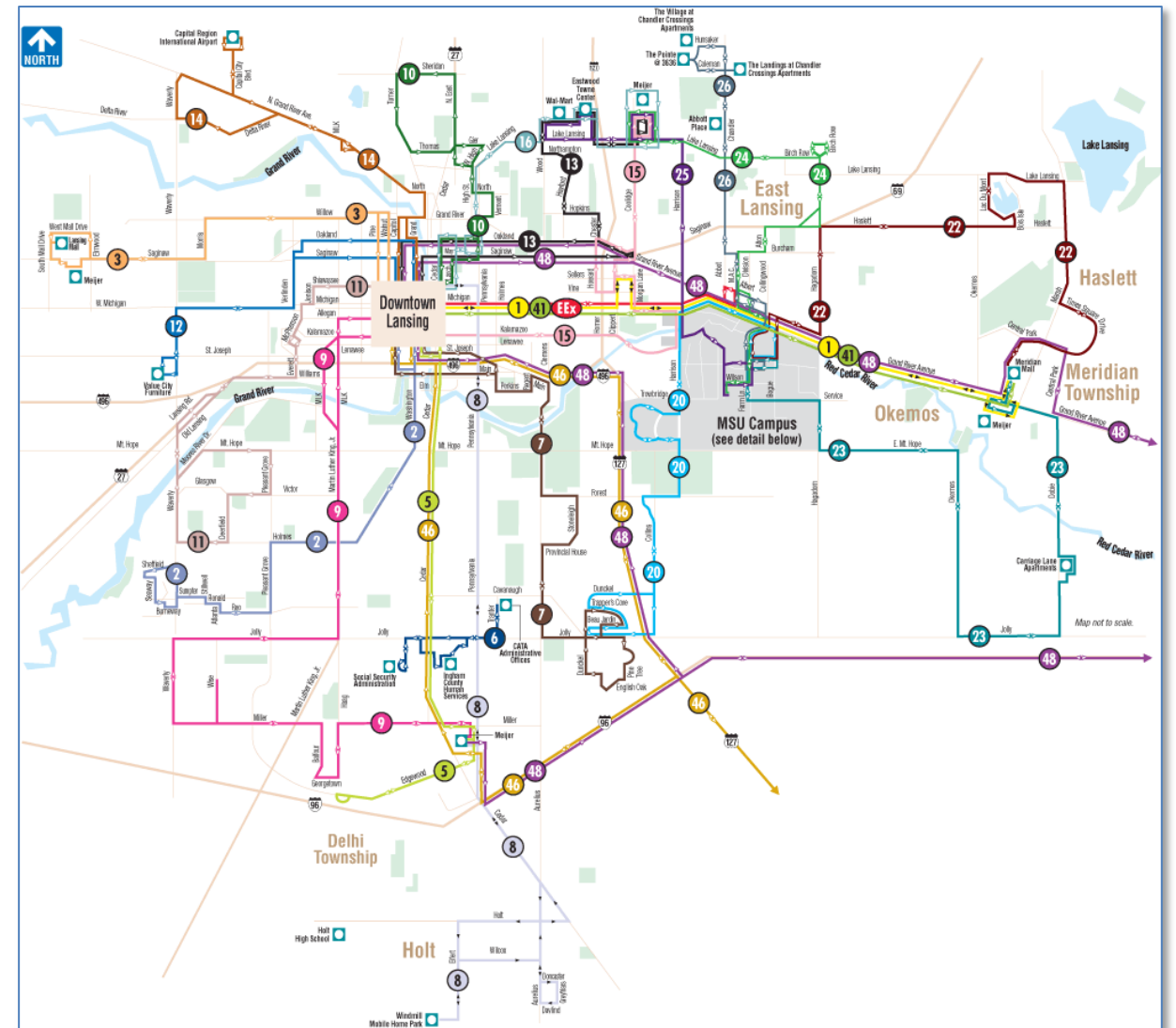
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APPENDIX - ANSWERS TO QUESTIONS FROM PREVIOUS MEETING

Case Study: Capital Area Transportation Authority

When looking at different aspects of AATA service offerings, performance issues and other aspects of providing transit services, our organization is sometimes compared to the Capital Area Transportation Authority (CATA.) In the case of the Urban Core Initiative, the governance structure and funding mechanism of CATA has been held by some as the model elected leaders should consider. The CATA jurisdiction includes the Cities of Lansing (4 representatives) and East Lansing (2 representatives,) and Townships of Delhi (one representative,) Lansing (1 representative,) and Meridian (two representatives.) The Board also includes non-voting representatives from Ingham County (1 representative) and Michigan State University (one representative.)

According to The CATA 2010 Millage Brochure, the proposal on the “August 3rd ballot asks for a total of 3.007 mills for five years (2011–2015). It renews and combines two previously approved millages and restores 0.0362 mills which had been reduced by the Headlee Act Provision. (The Headlee Act restoration is a request to restore the millage to the amount originally authorized by voters.) For this request, the Headlee restoration equals 0.0362 mills. This means that your CATA millage taxes would remain the same except for a Headlee adjustment that would equal \$1.81 on a home valued at \$100,000. This millage will be used to maintain existing CATA service. The funding is used for operational expenses.”





CATA QUICK FACTS

- In 2009, people took a record 11.4 million rides on CATA buses.
- Last year, persons with disabilities took more than 341,000 Spec-Tran rides.
- Local millage funding contributes 42% of CATA's operating budget – the single largest source.
- Thousands of people depend on CATA to get to work, shopping, school, and medical appointments every day.
- CATA has been recognized as an environmental leader in commuting options, recycling, and use of energy-efficient, clean hybrid vehicles.
- CATA ridership more than doubled over the past 10 years.

Q: What is the CATA proposal on the August 3rd ballot?

A: On Election Day, August 3, 2010, voters will be asked to renew the CATA base operating millage for public transportation in our community. These funds represent 42% of CATA's operating budget. The CATA ballot proposal renews and merges two previously approved operating millages that provide the foundational funding needed to keep this community's public transportation system running.

Q: Why does Greater Lansing need public transportation?

A: We all benefit from public transportation, whether or not we ride the bus. On an average weekday, people take more than 50,000 rides on CATA. For some in our community, riding the bus is not an option – it's a lifeline. Persons with disabilities depend on CATA to maintain their independence.

But public transportation does more. It means less traffic and cleaner air. It takes workers to their jobs and shoppers to stores. A strong public transportation system is one of the first things businesses look for when they make a decision to move to a community. In these hard economic times, public transportation is often the critical link between people, jobs and opportunity.

Q: What does the CATA millage funding provide the community?

A: CATA provides many kinds of services because it serves people with many different transportation needs.

Fixed-route bus service carries passengers on more than 30 routes. CATA also provides Redi-Ride curb-to-curb service and Spec-Tran, that serves persons with disabilities.

Q: How do I know CATA is operating efficiently?

A: CATA has been repeatedly recognized as one of the most efficient bus systems in the country, making wise use of public dollars. CATA carries more passengers per hour than most systems its size. Efficiency also means matching the right size bus to the job.

CATA is the greenest ride in town. When old buses are retired, they are replaced with hybrid buses that not only help maintain clean air, but also have 20% better fuel economy. Each hybrid bus can save up to \$100,000 in fuel during its lifetime.



Q: Who rides the bus?

A: People from all walks of life ride CATA.

- Many people ride the bus to get to work or to job interviews.
- Seniors use CATA to stay active and maintain their independence.
- Many people use public transportation as part of their commitment to a cleaner environment and a sustainable energy future.
- Persons with disabilities rely on CATA to go about their daily lives.
- Some people need public transportation to get to dialysis, chemotherapy and other medical treatments.
- Others are unable to drive or don't own a car.
- Students depend on the bus to get to school.

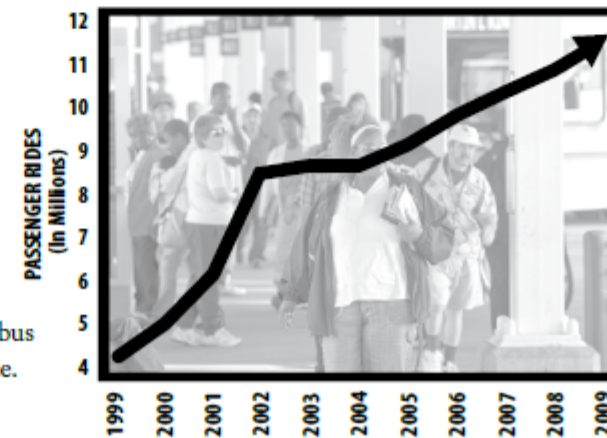
Q: Who oversees CATA operations?

A: A Board of Directors oversees CATA policy, which sets direction for CATA operations. The Board is made up of citizens representing all of the communities that help fund CATA. Day-to-day CATA operations are managed by a leadership team that works with more than 300 employees to provide public transportation to the Greater Lansing area.

Q: How is CATA funded?

A: Without local funding, CATA could not provide services. Local millage provides 42% of CATA operating funds – the single biggest funding source. Other funding includes passenger fares (which have been increased twice in the past two years) and state revenue (which is not increasing).

CATA Demand Grows with Community Need





A Closer Look at the CATA Ballot Proposal

The CATA proposal on the August 3rd ballot asks for a total of 3.007 mills for five years (2011–2015). It renews and combines two previously approved millages and restores 0.0362 mills which had been reduced by the Headlee Act Provision. This means that your CATA millage taxes would remain the same except for a Headlee adjustment that would equal \$1.81 on a home valued at \$100,000. This millage will be used to maintain existing CATA service. The funding is used for operational expenses.

Q: What is a Headlee Act restoration?

A: The Headlee Act restoration is a request to restore the millage to the amount originally authorized by voters. For this request, the Headlee restoration equals 0.0362 mills.

Q: How will the request appear on the ballot?

A: Here's how the request will appear on the August 3rd ballot:

Shall the public transportation authority, the Capital Area Transportation Authority (CATA), for continued service, as provided for by Public Act 55 of 1963, as amended, effective with calendar year 2011 replace both (i) an existing tax levy of 2.22 mills (approved by the voters in 2004 and authorized through 2010 and currently in the amount of 2.1838 mills pursuant to reductions caused by the operation of the provisions of the Headlee Act) and (ii) an existing tax levy of 0.787 mills (approved by the voters in 2008 and authorized through 2012), with (i) a renewal of 2.9708 mills (that being \$2.9708 per thousand dollars of taxable value), and (ii) an increase of 0.0362 mills (that being \$0.0362 per thousand dollars of taxable value) on real and personal property located within the City of Lansing, City of East Lansing, Meridian Township, Lansing Township, and Delhi Township for the years 2011 through 2015 inclusive, which is a period of five years? The purpose of the increase of 0.0362 mills is to offset the reductions caused by the operation of the provisions of the Headlee Act. If approved and levied, this millage would generate approximately \$18,001,980 in its first year.

Be sure to VOTE on Tuesday, August 3rd.

For more information about CATA, visit www.cata.org, e-mail info@cata.org or call 394-1100.

We'll be happy to answer your questions.

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Learn the Facts

about the August 3rd millage to maintain CATA services.



AATA Partnerships and Programs

M-Ride Active students, faculty, and staff at the University of Michigan have unlimited access to AATA fixed route bus service; UM pays fares for these riders. This helps to defray the cost of fixed-route service.

getDowntown Program Commuting resources for downtown Ann Arbor employees and employers including go!pass, bike locker rentals, Zipcars, Commuter Challenge, personalized commuting assistance and more. This is a partnership with Ann Arbor DDA and City of Ann Arbor. During the 2011-2012 season, over 600,000 riders were taken with the use of the go!pass, which represents 55% of downtown Ann Arbor employees at 427 downtown employers. Many downtown businesses have a high percentage of employees who live east of US-23 and use the go!pass to get to work, including GOOGLE (20%,) Ann Arbor YMCA (25%,) Republic Parking (48%,) and Zingerman's Deli (33%.)

Ann Arbor Public Schools AATA routes serve Pioneer, Huron and Skyline High Schools. AAPS has replaced select school routes with AATA service. In the first semester of service in 2012 (September-January) AAPS students accounted for 13,812 boardings on AATA buses. Expansion in fall 2013 is expected.

EMU Shuttle EMU provides a TheRide bus route connecting Main Campus and the College of Business. EMU sells discounted bus

passes to affiliated students and staff and continues to show interest in expanding the program in the future.

WAVE The Western Washtenaw Area Value Express (WAVE) expands public transportation options for Chelsea, Scio, and Dexter residents. WAVE operates a connector bus to AATA's Route 9 on Jackson Road at Wagner several times a day. They provide over 39,000 rides in Fiscal Year 2012, relieving parking pressures and traffic congestion in Ann Arbor and other urban communities.

Adopt-A-Stop: AATA started the Adopt-A-Stop program in 2005 to help defray the costs of bus stop maintenance. Individuals, families, business partners and community organizations can volunteer to help keep bus stop clean, monitor stops for vandalism and remove snow. Out of 1,065 physical bus stops, 130 are maintained by Adopt-a-Stop partners. When the Adopt-a-Stop program began.

AirRide: AirRide is a public/private partnership. This service has helped to fund some improvements to fixed-route bus service while providing a long-requested service for Ann Arbor and Washtenaw County residents.

Community Donations Program Local organizations may apply for fare media (tokens and passes) with a matching quantity purchased (limited availability).

Benefits of Transit

How Improved and Expanded Transit Services in the Urban Core Helps, Even if You Don't Ride Transit

The following data was developed using the Michigan Department of Transportation Model: "Economic and Community Benefits of Local Transit Bus Service". The annual cost of the "Improve and Expand" Urban Core Network is the primary input into the model, which then computes economic and community benefits in a number of categories. The model was developed for MDOT by HDR Decision Economics. August, 2009.

Summary Results		
Benefit/Impact Category	Description	Annual Amount
Transportation cost savings	Cost Savings associated with individuals taking public transportation as opposed to owning and operating personal vehicles as their primary form of transportation	\$28,248,000
Affordable mobility & cross-sector benefits	This measures the affordability of public transportation in order to allow transit dependent individuals additional monies to spend on doctors, health care, education, and social services.	\$4,296,000
TOTAL benefits of public transit	Total Socioeconomic Benefit of increased Public Transit	\$32,544,000
Economic impact of public transit total expenses	Direct, indirect and induced benefits of operating a public transit system	\$78,223,000
Economic impact of vehicle operating cost savings	Direct, indirect and induced costs of owning a private vehicle	\$18,019,000
TOTAL economic impacts	This is the total direct and indirect benefit of operating and having an expanded transit network	\$96,007,000
Jobs created	Direct, indirect and induced employment	751
Pollutant Emissions	Carbon emission	3,594 tons

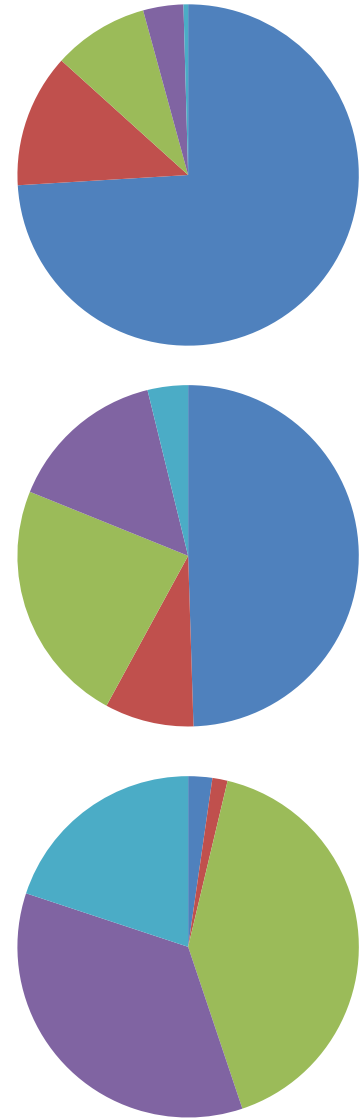
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APPENDIX - NOTES ON DISTRIBUTION OF COSTS AND REVENUES

Finance II - How Should New Costs Be Distributed?

Different Approaches Produce Different Results

Distribution of New Costs* Based On...	City of Ann Arbor	City of Ypsilanti	Ypsilanti Township	Pittsfield Township	City of Saline	Total
New Service Hours Generated within Each Jurisdiction	4,061	694	497	209	24	5,486
The Population Living Withn Each Jurisdiction	2,716	463	1,272	826	210	5,486
The Additional Population Within 1/2 Mile of a Transit Route as the Result of New Services	125	79	2,257	1,933	1,093	5,487



* New Net Costs for "Expand & Improve" Service Theme (\$000's), by Community, 2019

Example 1: Uniform Millage Rate

Distribution of Costs* Based On...	City of Ann Arbor	City of Ypsilanti	Ypsilanti Township	Pittsfield Township	City of Saline	Total
Service Hours	\$ 4,061	\$ 694	\$ 497	\$ 209	\$ 24	\$ 5,486
Population	\$ 2,716	\$ 463	\$ 1,272	\$ 826	\$ 210	\$ 5,486
Additional Population Within ½ Mile of Route	\$ 125	\$ 79	\$ 2,257	\$ 1,933	\$ 1,093	\$ 5,487

Revenue Generated by Uniform Urban Core Millage (.706 mil) Based on Assessed Valuation of Each Jurisdiction	\$ 3,257	\$ 191	\$ 714	\$ 1,083	\$ 238	\$ 5,483
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Cost / Revenue Ratio Based On...	City of Ann Arbor	City of Ypsilanti	Ypsilanti Township	Pittsfield Township	City of Saline	Total
Service Hours	126%	354%	67%	19%	10%	100%
Population	85%	236%	172%	75%	89%	100%
Additional Population Within ½ Mile of Route	4%	40%	305%	176%	463%	100%

* New Net Costs for "Expand & Improve" Service Theme (\$000's), by Community, 2019

Example 2: Variable Millage Rates

Distribution of Costs* Based On...	City of Ann Arbor	City of Ypsilanti	Ypsilanti Township	Pittsfield Township	City of Saline	Total
Service Hours	\$ 4,061	\$ 694	\$ 497	\$ 209	\$ 24	\$ 5,486
Population	\$ 2,716	\$ 463	\$ 1,272	\$ 826	\$ 210	\$ 5,486
Additional Population Within ½ Mile of Route	\$ 125	\$ 79	\$ 2,257	\$ 1,933	\$ 1,093	\$ 5,487

Millage Rate Needed to Cover Costs, if those Costs Are Distributed by ...	City of Ann Arbor	City of Ypsilanti	Ypsilanti Township	Pittsfield Township	City of Saline
Service Hours	0.908	2.540	0.483	0.137	0.090
Population	0.608	1.700	1.116	0.500	0.536
Additional Population Within ½ Mile of Route	0.280	0.290	1.979	1.171	2.779

* New Net Costs for "Expand & Improve" Service Theme (\$000's), by Community, 2019