



Ready for transit?

# MOMENTUM is implementation.



While local leaders and elected officials create a legislative framework for transit in Metro Detroit, MOMENTUM is focusing on the other essentials: ground-level coalition-building, detailed transit service development, strategic campaigning and education.

We can help to evolve transit from a conversation to a reality. Learn how we intend to give the RTA a critical head start.



**MOMENTUM: PRESENTATION**

To fashion technical findings into an attractive and convincing campaign for transit.

**MOMENTUM: PROOF**

To collect qualitative and quantitative evidence that makes the case for transit.

**MOMENTUM: PLANNING**

To assemble sound, detailed options to phase in better transit services.

**INTEGRATION:** *the MOMENTUM approach to transit*

April 2012

We all know about the shelf. It's home to dozens of transit plans. They've come and they've gone countless times in the last half-century. Some have been far-fetched, some have almost made it. None has ever led to meaningful or sustainable improvement to Metro Detroit's transit system.

Today, transit is on the front burner again. This time, the climate surrounding the issue is urgent. Job access is more important than ever, other cities are now a full generation ahead of us, and the challenges facing current transit operators are severely hampering mobility.

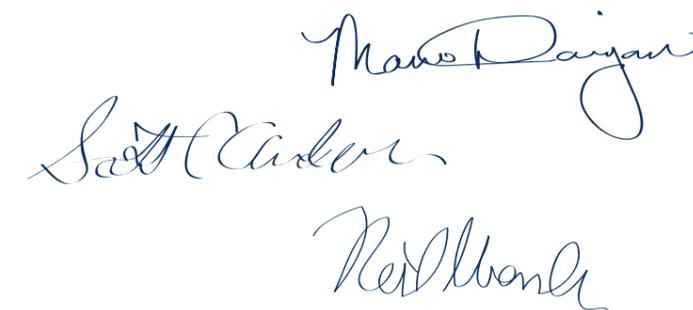
A loose consensus has formed around one idea: a regional solution – a regional transit authority – will be essential to take on this challenge. To reach this conclusion at the local level is a milestone in and of itself. Better yet, Governor Snyder has shown great foresight in raising the issue at the policy level. Immediate challenges notwithstanding, conditions are quite favorable for real action.

Undoubtedly, a regional transit authority is a key piece of the puzzle. However, this is a puzzle with many pieces: the creation of an authority will not automatically lead to improved transit.

That's where we come in. While advocates and elected officials move transit legislation forward, we are moving transit content forward – transit campaigns, transit plans, transit strategies. If we're hoping to complete the puzzle, these are equally critical pieces.

MOMENTUM is not a study. We are not compiling generic and theoretical concepts about transit. Instead, we are focusing on implementation: what exactly needs to happen, when do we take each step, how do we evolve toward a better system in a practical, scalable and achievable way. With in-context, professional-grade visioning, transit can finally make the leap from abstract to actual.

To spare the proposed RTA from a life on the shelf, we must start now. Commuters are curious, leadership is ready, the time has come. If we treat transit with the professional attention that it demands, we already have a head start.



# PROJECT PROPOSAL

strategy best practices organizational structure context  
**project management** advocacy  
demographics **education**  
**budgeting** evolution **coalition-building**  
**route design** field operations **listening**  
infrastructure design **research** **mapping**  
data analysis **campaigning** engineering  
**marketing** scheduling capital planning outreach  
labor relations graphic design **surveying**

## TRANSIT HAS A LOT OF MOVING PARTS.

Legislation will be important. And if we're serious about improving transit, all of these activities will be every bit as essential. So let's get rolling. Learn how we plan to do just that.



Welcome to MOMENTUM. In this document, we describe the exact tasks we'd like to undertake. We can, upon request, provide further details or samples of any project component.

Please explore our concepts – as well as how, why and when we want to implement them.

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All of our work – whether technical or abstract – keeps sight of a few core principles. They help us remember why we do what we do – and set our output up for popular support and practical implementation.

PRINCIPLE 1  
**FOCUS ON CUSTOMERS**



Transit is a consumer product and people business. As we develop a better transit system, we keep the end user in mind at every step.

In a conversation about transit, who is the most important stakeholder? For us, that answer is obvious: **the customer**.

Transit is a product. A transit system measures success in how well it serves its users and its neighbors. Are the services safe and reliable? Do the routes reflect actual travel demands? Is transit a positive, proactive presence that strengthens the communities it serves?

It's not too early to ask questions like that. In fact, at MOMENTUM, those issues drive our entire process – even in the conceptual phase. Thus far, most talk about transit has addressed experts and advocates. We intend to mold a message and a product for those who will ultimately make the system roll: voters and customers.

PRINCIPLE 2  
**COMMUNITY STEWARDSHIP**

MOMENTUM puts people first – by imagining transit with the people and for the people. Effective transit planning promotes a culture of inclusion, respect and responsibility – fundamental ingredients if the public is expected to use and pay for a transit system. Our approach is categorically different from the top-down style that has characterized previous transit efforts.

Our job is to listen to real community concerns. Then, to channel our findings into relevant messaging and practical transit plans. We don't have preconceived notions of what a campaign should look like or what a transit map should show. That material needs to come straight from the community. It's up to us to engage community stakeholders in a sincere, productive way.

When it comes time to vote and time to ride, a transit system planned by the community and for the community has a much better chance to excel.

PRINCIPLE 3  
**CONTEXT WITHOUT CONSTRAINTS**

Metro Detroit has unique transportation needs. Creating a transit victory won't be as simple as duplicating applications used elsewhere. At MOMENTUM, we are acutely aware of the factors influencing transit development in our metropolitan area: technical issues such as commuting patterns and urban geography, cultural issues such as politics and perceptions.



A healthy transit system earns the support of its neighbors. We're setting transit up for success by involving the community in the earliest phases.

While we understand these matters, we don't see them as inflexible limitations. We start with a deep-seated knowledge of local context, then we mix in professional-level experience gained near and far. From this blend, we craft customized, realistic and detailed transit solutions that can cut through confusion – right here, right now.

## PRINCIPLE 4

### **MAKE TRANSIT REAL**

While the *issue* of transit now registers with many Southeast Michigan residents, the experience does not. Around here, transit is foreign – it is known mostly as an expense, a controversy, and something 'they' have in other cities.

We make transit real. Yes – we will produce maps and reports and technical documents as do any traditional planners. Beyond that, we feature engaging, relatable materials that show transit as a living, breathing resource. When the community understands transit in real, concrete terms, the myths debunk themselves.

We'll invest most of our energy in connecting with everyday people, businesses and organizations. Though they're not transit experts, they *are* transit stakeholders: they commute every day – and they are empowered to vote 'yes' or 'no' on a transit ballot measure.



In today's Metro Detroit, transit is not part of the culture. To bridge the gap, we frame transit in terms that commuters can relate to.

Creating a transit system from scratch is a serious undertaking. As currently projected, the Regional Transit Authority will start life with a broad mandate and a blank page.

While matters of governance and organization keep the RTA busy in its initial phase, it is essential that actual transit content be on the radar.

For the RTA, hiring professional staff, researching travel patterns and assembling an implementable transit plan will be a lengthy process. Similarly, building support for a 'yes' vote is even more involved. By developing some of these elements in advance, we enable the RTA to carry out actual transit improvements much faster – we foresee a savings of at least two years. With transit challenges growing more critical by the day, time is of the essence.

MOMENTUM gives the RTA something to work with. As soon as the authority is active, it can immediately consider detailed, professional-level recommendations prepared by MOMENTUM. In no way is the RTA bound – or even expected – to adopt any output developed ahead of time. If nothing else, work from MOMENTUM will at least provide a starting point for RTA leadership.

The purpose of the RTA is, of course, to address funding and decisionmaking at a regional level. We see an equally important need to plan regionally – both in terms of technical transit planning and deep coalition-building. Several existing organizations – transit providers and advocacy groups – deal in these tasks today. However, a robust RTA will require a more comprehensive, more holistic level of planning and strategy.

Propelled by our extensive experience, our contacts in the transit industry, and our thorough familiarity with the entire region, we intend to take development activities to the next level. The beneficiary of our efforts? The RTA itself.

MOMENTUM proposes to produce a variety of materials to support the RTA, as well as the overall cause of improved transit.

### 3A. APPROACH

We are taking on multiple transit projects. At a glance, these projects – advocacy, planning, number-crunching, education – appear to have little overlap.

In fact, our activities will inform each other. For instance, what we learn from an outreach event will directly feed the planning component. And content from the plan will make it straight to the implementation checklist.

Furthermore, we will stay up-to-date on all conditions affecting transit as it currently exists. While we are looking ahead, our work will reflect the actual environment for transit.

With this open-ended, de-siloed workflow, we are bringing a new degree of integration to the transit visioning process.

### 3B. CORE DELIVERABLES

The deliverables identified here come from our three project principals, with selected contributions from other professionals.

#### Public Workshops and Outreach Events

MOMENTUM will move the conversation about transit from the conference room to the community. We will coordinate learn-and-listen events of varying formats: town hall meetings, neighborhood coffee chats, person-to-person interviews and speakers bureau presentations. We will use interactive, hands-on techniques such as role play, simulation and social media to encourage participants to design a transit system that works for them.

We will first develop a “curriculum” for the events. We will then host at least one small event per week for the life of the MOMENTUM project. Findings from the events will shape the transit plan and the education campaign.

In addition to the series of small events, we will host one large event. The **MOMENTUM Transit Action Workshop** will feature leading transportation experts, transit operations professionals, experienced advocates and seasoned campaign veterans. Presenters will explain what works and what doesn’t – in real, accessible terms that local advocates can relate to. Topics will include strategy, education, and ballot campaigning. Attendees will learn about trends and best-practices that build effective coalitions. With a wide cross-section of participants, the climate will be perfect for networking, idea-sharing and coalition-building.



To maximize our outreach efforts, we plan to use the **MindMixer** platform. MindMixer is a virtual town hall service purpose-built for public and governmental projects. MindMixer is an easy-to-use engagement tool that generates a broader audience and more effective community participation. It will help us achieve measurable results and invaluable insights for our project, for community leaders and for elected officials.

Through all of our outreach events, we emphasize several dominant themes: building broad coalitions, recruiting transit champions, debunking myths, honing the message, identifying when to put a measure on the ballot, and creating attractive, usable transit options.

## Turnkey Implementation Planning

MOMENTUM will produce a range of detailed, implementation-ready transit service scenarios. We will include different layers – rapid transit (bus and rail), local bus, neighborhood circulators, paratransit. We will reference earlier transit plans, and update them to reflect current conditions and emerging trends.

Where previous plans have plotted routes – mostly by overlaying rapid transit on top of then-existing services – we will drill many layers deeper. Based on input from communities and commuters, we will identify specific locations and routing patterns. We will flesh out Rolling Rapid Transit lines as well as their interface with other transit services. To pinpoint operational costs, we will develop realistic schedules, staffing levels and service delivery models. We will also address rates and fare collection methods, physical infrastructure and practical resource requirements.

Owing to the region’s unfamiliarity with transit, we will treat consumer-oriented attributes – route identities, branding swatches and potential marketing materials. To think about these items in the same continuum as planning is a hallmark of our integrated approach. Building a user experience is essential if the new services are to earn committed support and strong ridership.

For each operating scenario, we will outline methods to generate local revenue. We will treat region-wide funding models, as well as options for transit-supportive communities to invest in higher levels of service.

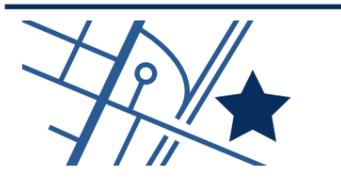
With action items developed, RTA leadership will be able to select an implementation package. Certainly, bits and pieces of each scenario can be rearranged to meet the RTA’s requirements. In any case, details will be ready to go – the RTA simply needs to turn the key.

## Concepts for Integration and Operation

We understand the service profile, the usage trends and the day-to-day challenges of current transit operators. If new services are to succeed, they cannot completely disregard the present climate for transit. In other words, moving from limited transit options to excellent transit options will not happen in one big step.

As part of envisioning the regional system – Rolling Rapid Transit – we will also develop recommendations for neighboring local services. With effective regional services in place, non-regional operators will be in better position to provide feeder and circulator services.

As this will be a new role for non-regional operators, we will create innovative concepts that they can adopt into their systems. These concepts have two major goals: enhance local service and hook in to the regional network. The RTA, as part of its duties, can ensure that non-regional operators configure their service in a way that complements regional lines.



We know Metro Detroit locations first-hand. When producing options for implementation, we don’t just look at reports and photos – we visit locations in-person to size up their “transit-ability”.



We are versed in today’s transit systems and today’s transit challenges. We know how to evolve toward expanded options in a practical, scalable way.

Once the RTA is ready to act, we can assist in putting transit concepts on the road. For example, we can ensure that early transit improvements are executed properly. While keeping early service true to the longer-term vision, we will tend to finer-grain operational details. We will guide clean implementation, useful customer information, and logical integration among all transit services.

### Early-Phase Activity Checklist

We will assemble a straightforward, step-by-step checklist for the RTA's initial leadership. In addition to acting as an internal roadmap, the checklist will delineate achievable, meaningful goals for the RTA; elected officials and the public can track the organization's progress. Items on the list will reflect the powers granted to the RTA by the final legislation.

As with all of our products, the checklist will be integrated – with our research findings, with actual issues facing transit, with legal challenges such as labor and accountability. The checklist will be flexible enough to accommodate unforeseen variables; it will also contain numerous “what-if” circumstances.

We will itemize specific activities for the RTA address. With each item, we will offer examples, precedents, options and challenges. While the RTA will need professional staff to take each step, the executive leadership will start Day One with a convenient, contextual and frank assessment of the road ahead.

The checklist is rooted in local context – rather than making generic recommendations, we will tailor the document to

consider all factors unique to our region. Where appropriate, we will cite lessons and case studies from other metropolitan areas. In so doing, we analyze ideas that work – with an eye toward tweaking them for application in Metro Detroit.

### In-Service Rapid Transit Demonstration

We can design and implement a live demonstration of Rolling Rapid Transit. Using our knowledge of partnering, planning, scheduling, operations and marketing, we can provide Metro Detroit with an in-service demonstration of what regional service can look like.

In a demonstration environment, the full complement of infrastructure will not be in place. Even without it, we can produce an experience that gives commuters a point-of-reference for rapid regional service.

We can operate actual service for an extended period. We envision a six-week trial period: two weeks in the Woodward corridor, two weeks in the Gratiot corridor, two weeks in the Detroit-Ann Arbor corridor.

For equipment, we can partner with a vehicle manufacturer for a short-term lease. We can also develop certain rudimentary amenities – bus stops, customer information – in cooperation with vendors and municipal governments.

Marketing and education are major parts of the demonstration. We will work extensively with community groups, institutions and large employers along the demo lines. This effort will ensure a successful trial that leaves customers asking for more.



With clear and specific options, the RTA will be ready to take real action on transit – in a way that improves service for customers as quickly as possible.



With a coordinated demonstration, we can prove the value and the practicality of transit. Once Metro Detroiters experience high-quality transit for themselves, prospects for longer-term investments greatly improve.

### 3C. ADDITIONAL COMPONENTS

While our core team does not specialize in the following components, we recognize their importance to this effort – in the short term and in the long term. For the activities identified here, we intend to bring in local and national experts. A portion of funding requested for the entire MOMENTUM effort will go toward purchasing these professional services:

#### Research and Polling

MOMENTUM will collect qualitative and quantitative evidence that makes the case for transit. We will use methodical and deliberate research, polling, messaging and a variety of communication tools. We will help the RTA develop a campaign that acknowledges realities and overcomes misconceptions.

To compile this information, we will involve expert pollsters and experienced transit campaign managers. We will consult with these partners throughout our research and advocacy efforts.

#### High-Level Infrastructure Design

MOMENTUM will work with civil engineers, road agencies, construction firms and landscape architects to design the physical elements of a rapid transit system. We will compile specific, technical sketches for the infrastructure required to bring the system to life. Among the items included are bus lane specifications, queue-jump configurations, reserved-lane-to-shared-lane transition patterns, and traffic signaling schemes.

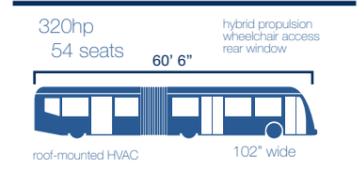
For rapid transit stations, we will commission a standard design for a mid-level (“Class B”) facility. While higher-volume locations will likely use custom designs, a majority of stations will use a standard. We will aim for a user-friendly, easy-to-construct unit that will serve as the portal to the regional transit system.

#### Vehicle Specification and Procurement

Once the rapid transit system is approved – at the organizational level and the funding level – ordering vehicles is the first step. The lead time for new rapid transit buses is substantial – more than a year. MOMENTUM will work with leading transit operators, procurement specialists, and equipment manufacturers to author an “off-the-shelf” RFP for new vehicles. We will also explore options to piggyback on orders from other transit operators, reducing lead time even further.

We will specify vehicles that are compatible with on-the-ground infrastructure developed concurrently. All documentation will include standard FTA language to qualify for federal match funding. Any legal clauses required internally by the RTA can also fit into the document.

With minimal delay, the RTA will be ready to solicit bids for vehicles – the very backbone of the entire regional transit concept.



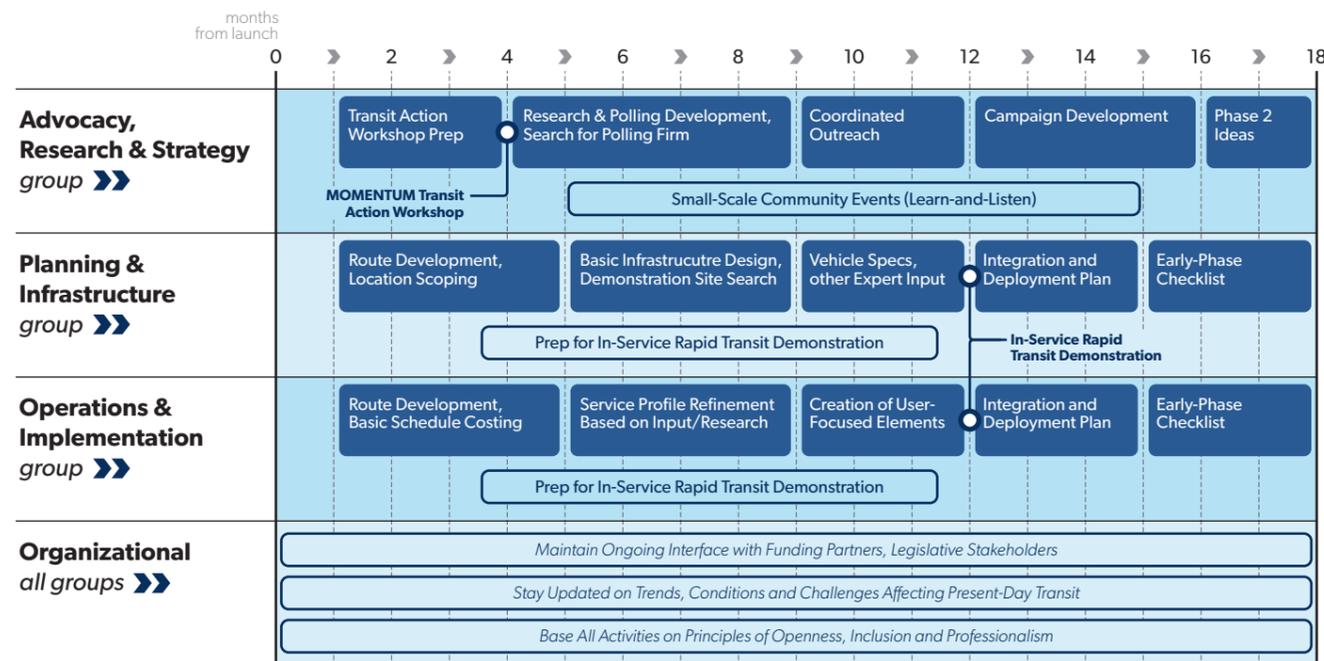
Once a Rolling Rapid Transit system is approved, ordering vehicles is the single-most time-intensive step remaining. Ready-to-go spec options will allow the RTA to begin the procurement process in short order.



# WORK PLAN & BUDGET



In a timespan of 18 months, we can produce a wide range of valuable, in-context materials. Here's how we plan to stay integrated and on-task:



These tasks correspond with the itemized cost estimates in the following pages.

## Core Deliverables

We project the following costs for completion of our core deliverables:

<b>MOMENTUM Transit Action Workshop</b>	
Speaker Fees	**
Publicity	10,000
Event Hosting	1,000
Materials	3,000
Staff Time	20,000
<b>Ongoing Public Events and Outreach</b>	
Publicity	3,000
Materials	6,000
MindMixer Interactive Platform	15,000
Staff Time	30,000
<b>Turnkey Implementation Planning</b>	
Staff Time	44,000
Materials	5,000
<b>Concepts for Integration and Operation</b>	
Staff Time	16,000
Materials	1,000
Expert Consulting	4,000
<b>Early-Phase Activity Checklist</b>	
Staff Time	24,000
Expert Consulting	5,000
<b>Project Management</b>	
Ongoing Tasks, Coordination	90,000
Basic Communications	12,000
<b>CORE DELIVERABLES</b>	<b>289,000</b>

\*\* other sources, such as Federal Transit Administration programs, can fund this item

All figures reflect costs for the entire 18-month span of the project.

## Additional Components

For these items, most costs go toward the purchase of outside professional services and consultation:

<b>Research and Polling</b>	
Polling Firm	45,000
Staff Time to Collaborate	10,000
Materials	5,000
<b>High-Level Infrastructure Design</b>	
Design and Engineering Services	50,000
Staff Time to Collaborate	15,000
<b>Vehicle Specification and Procurement</b>	
Expert Consulting	10,000
Staff Time to Coordinate	10,000
<b>Project Management</b>	
Contracting, Coordination	10,000
<b>ADDITIONAL COMPONENTS</b>	<b>155,000</b>

## In-Service Demonstration

The live, In-Service Rapid Transit Demonstration is the most resource-intensive part of our proposal:

<b>Operations</b>	
Recruitment	8,000
Training	6,000
Service Delivery	100,000
<b>Vehicles</b>	
12 Vehicle Cooperative Lease	40,000
Vehicle Identity System	18,000
<b>Infrastructure</b>	
Six Rapid Transit Stations	240,000
"Mock-Up" Amenities	16,000
<b>Materials</b>	
Marketing	25,000
Customer Information	22,000
<b>Support</b>	
Maintenance	20,000
Fuel	40,000
Materials	10,000
Operations Support	20,000
<b>Project Management</b>	
Staff Time	30,000
<b>IN-SERVICE DEMONSTRATION</b>	<b>595,000</b>

*Demo estimated to operate 4,000 revenue hours of service over a six-week period; cost estimates are based on that total.*

## Administrative Support

As the effort matures, an official workspace and a very small support staff may be worthwhile:

<b>Workspace</b>	
Lease	27,000
Utilities	18,000
Equipment	10,000
Supplies	7,500
Transit Passes for All Staff	5,000
<b>Administrative Assistant</b>	
Part-Time Salary	24,000
Ancillary Staffing Costs	6,000
<b>ADMINISTRATIVE SUPPORT</b>	<b>97,500</b>

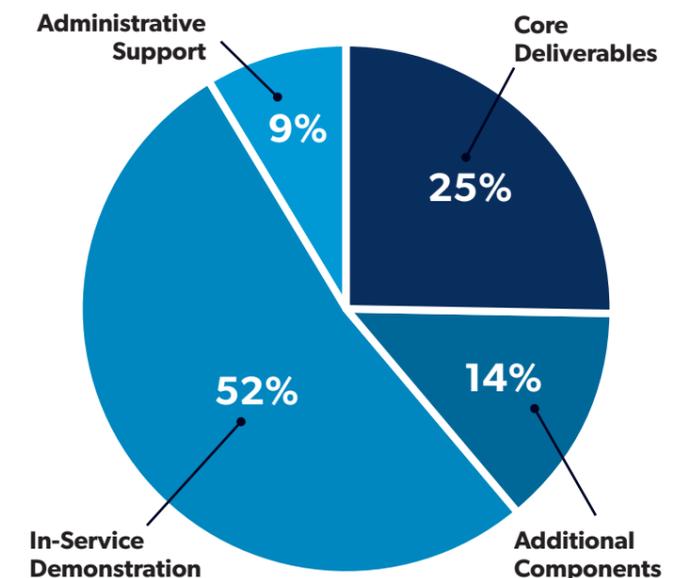
## Project Total Request

Our four major focus areas break down as follows:

<b>Major Focus Areas</b>	
Core Deliverables	289,000
Additional Components	155,000
In-Service Demonstration	595,000
Administrative Support	97,500
<b>PROJECT TOTAL</b>	<b>1,136,500</b>

The four areas are modular – they can be funded and executed in any combination. For example, if funding is available only for Core Deliverables and Additional Components, we can take on those tasks without the others.

This proposal and request cover an 18-month Phase 1 of the MOMENTUM project. As the project progresses, we will work closely with funding partners and community stakeholders to set the direction of MOMENTUM for future phases.



All figures reflect costs for the entire 18-month span of the project.

We are dedicated local transit professionals – and we are ready to lead this effort.

Our three Project Principals know how transit works where transit works. They also boast a strong knowledge of local context to make great transit concepts work right here at home. The Principals will directly produce the bulk of output described in Section 3B. They will also work closely with the professionals identified in Section 3C.

Learn about our backgrounds and our 43 combined years of experience:



### **Marie Donigan**

PRINCIPAL – ADVOCACY, RESEARCH & STRATEGY

Marie Donigan served in the Michigan House of Representatives for six years prior to being term-limited in 2010. Known in the legislature as “the Voice of Transit”, Marie chaired the Subcommittee on Public Transit and served on the Transportation Committee. Before being elected to the State House, Marie served on the Royal Oak City Commission for seven years.

Marie has a Master’s Degree in Landscape Architecture and Regional Planning from the University of Pennsylvania. She has extensive knowledge of transit advocacy, having

researched successful transit efforts in St Louis, Sacramento and Denver. Marie has served on several transit-related panels and written dozens of high-profile op-ed pieces.

Marie is an Expert Advisor for numerous non-profit groups, and works as a consultant with Donigan McLogan Consultants and McKenna Associates.

### **Scott Anderson**

PRINCIPAL – PLANNING & INFRASTRUCTURE

Scott Anderson is a transit consultant, educator and professionally certified project manager.

With a variety of transportation projects to his credit, Scott was one of the lead consultants in the development of the M1-RAIL light rail plan. He is the creator of the currently circulating Rolling Rapid Transit study, and has authored acclaimed papers on the benefits of transit.

Scott’s research has included visits to transit systems in other regions, observing those systems and engaging their developers and operators to find out why they did what they did – and to what extent each system meets its goals.

Beyond his work in the transit space, Scott teaches in the College of Engineering and Science at University of Detroit-Mercy. He has also served the public as city council member in Berkley.





## Neil Greenberg

PRINCIPAL – OPERATIONS & IMPLEMENTATION

Neil Greenberg has held a wide range of jobs in the transit field. He has driven a bus, enhanced route networks, streamlined transit schedules, designed information materials and executed marketing strategies.

Neil has worked for three different transit properties and one national vendor to the transit industry; he has also started a small transit system from the ground up. Neil has ridden and researched some 90 different systems.

In addition to operations-related activities, Neil has conducted studies about transit and its relationship with cities, cultures, economies and the market for commuting.

With his diverse experience, Neil understands the challenges and the opportunities as they apply to multiple stakeholder groups. Whatever the project, Neil aims to deploy transit solutions that are innovative, efficient and customer-friendly.

## Professional Contacts

In our own experience, we have networked extensively with the community of transit professionals. As we progress through the project, we will bring in the services of these experts.

In our Work Plan (Section 4), we have identified the specific parts of MOMENTUM that will rely on additional professional services. As professionals ourselves, we will ensure that any purchased services meet our standards for applicability, practicality and context.

When external consultants are working on behalf of MOMENTUM, we will make their credentials available to all stakeholders in this project.

# ADMINISTRATIVE STRUCTURE



We are open to adopting any corporate model for the MOMENTUM organization.

MOMENTUM will begin with three dedicated principals and few resources. As the project progresses, additional services and materials will go toward the effort. To manage the project efficiently, we will require a formal administrative structure.

Given the specific and technical nature of our work, forming an independent non-profit corporation is a logical action. Then again, as many other non-profits already take a stake in transit, it may make better sense to develop a fiduciary relationship with an existing organization. The latter option may afford us a smart way to jump-start the effort. We have identified several organizations which would enter into an agreement with us. If deemed appropriate, our fiduciary partner could “spin us off” at some point in the future.

We do not have a preference for an administrative configuration. As we are eager to fill in the details of transit, we support the option that permits us to start as soon as possible. We are prepared to pursue whichever corporate model is favored by our funding partner. Before any actual transit work commences, we will work with all partners to develop a sound, transparent and flexible management model.

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building a  
**DREAM  
TEAM**  
for transit

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Metro Detroit is moving toward an RTA and a stable funding source for transit. Coalition-building and idea development are just getting off the ground. In its first phase, MOMENTUM intends to establish a new precedent for advocacy, research, and community-driven transit planning. Looking ahead, we see this approach as a perfect way to harness the knowledge, the connections and the skills of our region’s most inspired pro-transit allies.

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A large variety of groups have taken on the issue of transit. All of them have made important contributions to the effort.

We support the work of other groups – and we’re eager to strengthen it with technical and professional content.

Find out what we bring.

**How is MOMENTUM different from existing advocacy groups?**

We are technical. Other groups have done and will continue to do excellent work in keeping the issue relevant. What we add is a deep understanding of details: scientific polling, strategic coalition-building, data-driven route design, street-level operations, customer-friendly amenities, integrated marketing campaigns.

We are experienced. While we’ve earned some battle scars from the advocacy world, we’ve also worked for transit entities and consulting firms. We have extensively researched real transit applications elsewhere. We’ve catalogued the specific features of those systems – and we’re ready to deploy them in Metro Detroit.

**Why are you doing this?**

We are Michiganders – and we see a serious need for professional transit strategy on our home turf. To date, we have worked with stakeholders in California, Colorado, New York and beyond to improve transit in those places. We are, frankly, more enthused about improving transit in Metro Detroit than anywhere else.

When it comes to transit, our metropolitan area needs all the expertise it can get. As we see it, starting with homegrown talent – us, among others – is a sensible and low-cost way to start.

**Won’t the RTA want to make its own decisions?**

Absolutely. Our work does not bind the RTA to any actions, directions or service configurations. Rather, it gives the RTA something to consider. The RTA will be a new organization with an important mandate; it will benefit greatly from reviewing professional-level options as soon as it opens for business.

The RTA will also want to improve transit as quickly as possible. With a realistic array of options already developed, the RTA can deliver visible results with significantly less lead time. We estimate that our approach can save the RTA at least two years.

## **Shouldn't we wait for the RTA to form and then do the technical work?**

No. Taking a strictly linear approach will consume precious time. Imagine building a skyscraper: a steel frame supports the whole thing, but architects and developers don't wait until the frame is fully completed before thinking about plumbing and windows. When undertaking a complex project, there are processes that can run in parallel.

Furthermore, voters, residents and users are thirsty for more substantive transit goals. In the absence of specific content, the popular interpretation of the RTA is rather unclear. For the organization to earn widespread support, the general public will require a greater understanding of what the RTA can do.

## **Does MOMENTUM favor the City or favor the Suburbs?**

We are looking a thousand steps past questions like that. One, because governance and representation issues are already addressed in the legislation. Two, because transit needs do not observe political boundaries. We think in terms of actual commutes – not in terms of jurisdictional disagreements. If transit is to thrive as a valuable service and a smart investment, our brand of objective, politically disinterested thinking will be imperative.

While we don't play favorites, we have a strong familiarity with political concerns across the metropolitan area – city and suburb, east and west, north and south. We will certainly keep these matters in mind, but we won't let them thwart effective transit visioning.

## **If the RTA legislation does not pass, will this be a wasted effort?**

Not at all. The ideal organization to carry out our recommendations is a regional transit authority. If *this* regional transit authority fails to get off the ground, our work easily translates to the next attempt at an RTA. As an alternative, it could even be adopted by today's transit operators.

Moreover, the very existence of professional transit content will give an RTA – the currently proposed one or a future iteration – a reason to exist. In that scenario, a practical transit strategy goes in search of an organizational framework rather than the other way around.

We are eager to set transit on a productive path. Once again, our plan to do so is as follows:

- *Gather unprecedented volumes of community input by working in an open, accessible and inclusive manner;*
- *Host a large training and coalition-building event, the **MOMENTUM Transit Action Workshop**;*
- *Prepare practical, street-ready transit improvement scenarios through **Turnkey Implementation Planning**;*
- *Identify specific **Concepts for Integration and Operation** between new regional transit services and existing local services;*
- *So that the new RTA can take immediate steps to improve transit, create an **Early-Phase Activity Checklist**;*
- *To mount a successful transit campaign, conduct scientific **Research and Polling** around the issue;*
- *To gain a better understanding of construction costs and impacts, address **High-Level Infrastructure Design** and engineering;*
- *To reduce the lead time for rapid transit vehicles, assemble **Vehicle Specification and Procurement** options;*
- *We are taking on these tasks through a combination of our own professional knowledge and that of experts around the transit industry.*

Our efforts intend to give the RTA serious, professional-level options for meaningful action.

## CONTACT

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Upon launch of MOMENTUM, our first action will be to establish a basic website, official emails and a business address. Communication tools will continue to evolve along with the project itself.

Please contact us with any questions about this proposal, this approach or our professional capabilities.

## APRIL 2012



**MOMENTUM is implementation.**

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