

# APPENDIX

**Appendix**

**A**

# PRIORITIES MATRIX



**Move People**



# MOVE PEOPLE

**LEGEND**

**Estimated Cost**    \$: Under \$1 mil.    \$\$: \$1 mil. to \$4.9 mil.    \$\$\$: \$5 mil. to \$24.9 mil.    \$\$\$\$: \$25 mil. to \$99.9 mil.    \$\$\$\$: \$100 mil. +

**Timeline Start\***    Short term: 1-2 yrs    Mid-term: 3-4 yrs    Long term: 5+ yrs    \* pending funding

Investment Priorities	Funding Type	Implementation Activities	Supporting Activities	Estimated Cost	Timeline Start	RTA's role	Partners/ Collaborators
Increase Frequency, Reliability, and Hours on Fixed-Route Services	No New Funding	Review bottlenecks on key transit corridors that are impacting speed and reliability of fixed-route services.	Work with transit agencies to understand where frequent bottlenecks are within existing transit networks.	Limited to staff time (or consultant time)	Short-term	Lead	Transit Providers
			Work with SEMCOG to review level of service data to identify congested areas and intersections.	Limited to staff time (or consultant time)	Short-term	Facilitate	SEMCOG, Transit Providers
		Implement targeted pilot projects that increase reliability of service on bus and rail corridors in congested areas (e.g., temporary dedicated lanes, non-stop express routes).	Work with road agencies and transit agencies to identify pilot solutions for any identified bottlenecks.	Limited to staff time (or consultant time)	Mid-term	Lead	Transit Providers, local counties, local municipalities
			Collect and analyze data on existing conditions of traffic and transit operations.	\$	Mid-term	Lead	Transit Providers, MDOT, local counties, local municipalities
			Implement short-term pilot project(s).	\$\$	Mid-term	Lead, Fund	Transit Providers, MDOT, local counties, local municipalities
			Evaluate effectiveness and impacts of pilot project(s) using data from pre- and post-implementation.	\$	Mid-term	Lead	Transit Providers, MDOT, local counties, local municipalities
			Implement additional pilot projects, using results from early pilot projects to raise awareness of program successes.	\$\$	Long-term	Fund, Lead	Transit Providers, MDOT, local counties, local municipalities
	One-Time Funding	Pilot frequency and service hours improvements on priority routes identified in agency plans.	Work with transit agencies to select priority routes that have greatest need for improved frequency or service hours, based on existing data.	Limited to staff time (or consultant time)	Short-term	Facilitate	Transit Providers
			Compile data on pre-pilot conditions.	Limited to staff time (or consultant time)	Mid-term	Lead	Transit Providers
			Implement pilot service(s) improvements.	\$\$	Mid-term	Facilitate, Fund	Transit Providers
			Evaluate effectiveness of pilot service using data collected pre- and post-implementation.	Limited to staff time (or consultant time)	Mid-term	Lead	Transit Providers
			Implement additional pilot projects, using results from early pilot projects to raise awareness of program successes.	\$\$	Long-term	Fund	Transit Providers



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Increase Frequency, Reliability, and Hours on Fixed-Route Services	One-Time Funding	Improve speed and reliability of key transit corridors through targeted capital projects in congested areas.	Deploy permanent, small-scale capital projects on secondary corridors that improve reliability at key locations, such as in-lane stops, queue jumps, etc.	\$\$\$	Long-term	Facilitate, Fund	Transit Providers, local counties, local municipalities
			Implement corridor-wide capital projects on secondary corridors that increase reliability, such as transit signal priority (TSP) and dedicated lanes.	\$\$\$	Long-term	Facilitate, Fund	Transit Providers, MDOT, local counties, local municipalities
	Sustainable Funding	Improve frequency and service hours on priority bus and rail corridors to make transit more a more attractive and convenient transportation option.	Work with transit agencies to select priority routes that have greatest need for improved frequency or service hours, based on previous plans, ridership data, and/or previous service pilots.	Limited to staff time (or consultant time)	Mid-term	Facilitate	Transit Providers
			Compile data on existing conditions.	Limited to staff time (or consultant time)	Long-term	Lead	Transit Providers
			Implement service improvements.	\$\$	Long-term	Facilitate, Fund	Transit Providers
			Evaluate effectiveness of service improvements using data collected pre- and post-implementation.	Limited to staff time (or consultant time)	Long-term	Lead	Transit Providers
			Implement additional service improvements, using results from early pilot projects to raise awareness of program successes.	\$\$\$	Long-term	Fund	Transit Providers



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Build On and Coordinate Demand-Response Services	No New Funding	Promote existing demand response services in the region through an educational campaign.	Work with transit providers to craft a demand response campaign that has a compelling message.	Limited to staff time (or consultant time)	Short-term	Facilitate	Demand Response Providers	
			Launch educational campaign, targeted towards populations more likely to use demand response services, such as senior centers, dialysis centers, senior housing, etc.	\$	Short-term	Lead	Demand Response Providers	
		Create a paratransit and demand response task force to identify opportunities to improve rider experience and operational efficiency across the region.	Develop a regional eligibility and registration process.	\$	Mid-term	Lead	Demand Response Providers	
			Improve operational coordination between services, including planning for streamlined transfers.	\$	Mid-term	Facilitate	Demand Response Providers	
			Explore opportunities to integrate booking/reservations into a regional paratransit call center.	Limited to staff time (or consultant time)	Mid-term	Facilitate	Demand Response Providers	
			Explore opportunities for integrated training processes (such as wheelchair loading, etc.) and certification processes.	Limited to staff time (or consultant time)	Mid-term	Facilitate	Demand Response Providers	
			Update the Coordinated Human Services Transportation Plan (CHSTP), branded as the Mobility 4 All Plan.	Collect data through outreach to stakeholders to understand current transportation gaps and needs.	\$	Short-term	Lead	Demand Response Providers
				Conduct community engagement through collaboration with local organizations, transit providers, and community leaders.	\$	Short-term	Lead	Demand Response Providers
		Draft a plan that incorporates community feedback, stakeholder insights, and transportation recommendations to chart a path forward for demand response services in Southeast Michigan.		\$	Short-term	Lead	Demand Response Providers	
		One-Time Funding	Implement and execute a Rides to Wellness program to fund additional access to medical, health, and wellness services.	Define and develop a Rides to Wellness program that provides greater access to medical, health, and wellness services.	\$	Mid-term	Lead	Demand Response Providers, health and wellness stakeholders
	Identify funding and launch a Rides to Wellness pilot.			\$\$	Mid-term	Lead, Operate	Demand Response Providers, health and wellness stakeholders	



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Build On and Coordinate Demand-Response Services	Sustainable Funding	Implement demand-response operational changes and rider experience improvements.	Broaden eligibility for demand-response services.	\$\$	Long-term	Facilitate	Demand Response Providers
			Expand hours of operation for demand-response services.	\$\$	Long-term	Facilitate	Demand Response Providers
			Provide same-day service options for demand response services.	\$\$	Long-term	Facilitate	Demand Response Providers
			Build on myride2 by integrating booking/reservations into the regional paratransit call center.	\$	Long-term	Lead	Demand Response Providers
		Sustain a Rides to Wellness program	Evaluate the effectiveness of the pilot Rides to Wellness program.	Limited to staff time (or consultant time)	Long-term	Lead	Demand Response Providers, health and wellness stakeholders
			Using data from the pilot program, advocate for a long-term funding source to sustain the program.	Limited to staff time (or consultant time)	Long-term	Lead, Fund	Demand Response Providers, health and wellness stakeholders



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Investment Priorities	Funding Type	Implementation Activities	Supporting Activities	Estimated Cost	Timeline Start	RTA's role	Partners/ Collaborators
Grow Mobility to Local Communities and Regional Destinations	No New Funding	Evaluate the operational effectiveness of existing regional express transit routes.	Evaluate D2A2 service.	Limited to staff time (or consultant time)	Short-term	Lead	AAATA, DDOT, Local Municipalities
			Evaluate DAX service.	Limited to staff time (or consultant time)	Short-term	Lead	Detroit Metro Airport
			Evaluate regional commuter services.	Limited to staff time (or consultant time)	Short-term	Lead	Transit Providers, Local Municipalities, MDOT
		Partner with intercity bus and rail service providers to foster connections to other regions.	Work with intercity transit providers to better coordinate transfers between services, including coordinated bus stop locations, scheduling of services, etc.	Limited to staff time (or consultant time)	Short-term	Facilitate	Transit Providers, Amtrak, Greyhound, Megabus
			Evaluate opportunities for new intercity services to increase the reach of transit for Southeast Michigan residents.	\$	Mid-term	Lead	Transit Providers, Amtrak, Greyhound, Megabus
			Using data from existing express services and data on regional travel patterns, identify priority nodes to connect with new pilot express services.	Limited to staff time (or consultant time)	Short-term	Lead	Detroit Metro Airport, Transit Providers
	On-Time Funding	Pilot additional regional express routes and airport express services, including airport connections to Macomb and Oakland counties.	Launch pilot services.	\$\$	Mid-term	Lead, Fund	Detroit Metro Airport, Transit Providers
			Monitor and evaluate effectiveness of pilot services.	Limited to staff time (or consultant time)	Mid-term	Lead	Detroit Metro Airport, Transit Providers
			Evaluate the effectiveness of current regional microtransit services and identify new expansion areas.	\$	Short-term	Lead	DDOT, SMART, AAATA
		Evaluate the operational effectiveness of existing microtransit services and identify best practices for integration with bus and rail services.	Identify best practices for microtransit integration with transit and mobility hubs, such as managing curb use, ADA accessibility, safety, etc.	\$	Short-term	Lead	DDOT, SMART, AAATA



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Investment Priorities	Funding Type	Implementation Activities	Supporting Activities	Estimated Cost	Timeline Start	RTA's role	Partners/ Collaborators
Grow Mobility to Local Communities and Regional Destinations	Sustainable Funding	Sustain D2A2 and DAX as a permanent services.	Using data from pilot services, seek a long-term funding source to sustain D2A2 and DAX.	Limited to staff time (or consultant time)	Short-term	Lead	AAATA, Local Municipalities, Detroit Metro Airport
		Expand regional express services in communities across the region, in particular in areas of Washtenaw and Wayne counties that are not currently served.	Using data from pilot services, seek a long-term funding source to sustain additional pilot regional express services.	Limited to staff time (or consultant time)	Mid-term	Lead	Transit Providers, Local Municipalities, Detroit Metro Airport
		Expand microtransit services to facilitate access to transit stops.	Continue to expand regional express services, as funding allows.	\$\$	Long-term	Lead	Transit Providers, Local Municipalities, Detroit Metro Airport
			Using data and best practices from an evaluation of microtransit services, expand microtransit services to facilitate better connections to bus and rail services.	\$\$\$	Long-term	Facilitate	AAATA, DDOT, SMART



# PRIORITIES MATRIX



**Strengthen Access**



# STRENGTHEN ACCESS

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Investment Priorities	Funding Type	Implementation Activities	Supporting Activities	Estimated Cost	Timeline Start	RTA's role	Partners/ Collaborators
Invest in and Implement a Rapid Transit Network	No New Funding	Prioritize regional corridors for capital investment and develop funding strategies.	Prioritize regional corridors for rapid transit capital investment, including Woodward, Gratiot, Michigan, Washtenaw corridors. Determine corridor phasing strategies, based on need and coordination with other MDOT corridor projects (such as repaving or reconstruction projects).	Limited to staff time (or consultant time)	Short-term	Lead	MDOT, Transit Providers, Municipalities
			Develop a funding strategy for the construction of rapid transit corridors.	Limited to staff time (or consultant time)	Mid-term	Lead	MDOT, Transit Providers, Municipalities
			Develop a funding strategy for the maintenance of rapid transit services.	Limited to staff time (or consultant time)	Mid-term	Lead	Transit Providers, Municipalities
	One-Time Funding	Conduct or update corridor studies to determine which rapid transit mode best supports local and regional needs.	Review and/or update corridor studies to understand the opportunities and challenges of different rapid transit modes along each proposed rapid corridor.	\$	Short-term	Lead	MDOT, Transit Providers, Municipalities
			Determine the preferred transit mode for each proposed rapid corridor, using a cost-benefit analysis and public and stakeholder involvement.	\$	Short-term	Facilitate	MDOT, Transit Providers, Municipalities
		Partner with municipalities to develop policies and ordinances that support transit-oriented communities.	Work with municipalities along the Woodward corridor to implement TOD zoning policies and ordinances based on the Mobility-Oriented Development Study Action Plan.	Limited to staff time (or consultant time)	Short-term	Facilitate	Municipalities, MDOT
			Conduct a refreshed mobility-oriented development study that focuses on the remaining priority corridors (Gratiot, Michigan, and Washtenaw) to determine the readiness for TOD, identify TOD station area typologies, and document best practices for TOD zoning policies.	\$	Short-term	Lead	Municipalities, MDOT, Transit Providers
			Working with corridor municipalities, develop TOD zoning policies and ordinances along the remaining priority corridors that apply to areas within proximity of proposed rapid transit stations.	Limited to staff time (or consultant time)	Mid-term	Facilitate	Municipalities, MDOT
		Begin the project development process required to apply for funding for rapid transit corridor projects.	Apply for entry into FTA's Capital Investment Grant program for regional rapid transit corridors.	Limited to staff time (or consultant time)	Short-term	Lead	MDOT, DDOT, SMART, AAATA
			Complete the environmental review process, including developing and/or updating alternatives, selecting locally preferred alternative, and adopting it into fiscally constrained long range transportation plan, as needed.	\$\$	Mid-term	Lead	MDOT, DDOT, SMART, AAATA, SEMCOG



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Invest in and Implement a Rapid Transit Network	One-Time Funding	Begin the project development process required to apply for funding for rapid transit corridor projects.	Gain commitments of all non-CIG funding.	Limited to staff time (or consultant time)	Mid-term	Facilitate	MDOT, Municipalities, DDOT, SMART, AAATA, SEMCOG
			Complete sufficient engineering and design (per corridor).	\$\$\$	Mid-term	Lead	MDOT, Municipalities, DDOT, SMART, AAATA, SEMCOG
			Develop firm and reliable cost, scope, and schedule (per corridor).	\$\$\$	Mid-term	Lead	MDOT, Municipalities, DDOT, SMART, AAATA, SEMCOG
			Complete all critical third-party agreements.	Limited to staff time (or consultant time)	Mid-term	Facilitate	MDOT, Municipalities, DDOT, SMART, AAATA, SEMCOG
			Complete, submit, and re-submit (as needed) Small Starts grant application(s).	\$	Mid-term	Lead	MDOT, Municipalities, DDOT, SMART, AAATA, SEMCOG
	Sustainable Funding	Fund and build a network of regional rapid transit corridors	Receive FTA Small Starts Grant agreement(s).	Limited to staff time (or consultant time)	Long-term	Facilitate	MDOT, SEMCOG
			Bid and award project(s) for construction.	Limited to staff time (or consultant time)	Long-term	Lead	MDOT
			Construct project(s) and launch service.	\$\$\$\$\$	Long-term	Lead	MDOT, Municipalities, DDOT, SMART, AAATA, SEMCOG



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Advance Accessibility, Comfort, and Safety at Transit Stops	No New Funding	Conduct a regional bus stop and rail station inventory to assess current conditions and ADA accessibility and to prioritize improvements.	Create a methodology and processes for the inventory, including data management, data collection, and reporting.	\$	Short-term	Lead	Transit Providers, MDOT	
			Conduct inventory and assessment of DDOT bus stops.	\$	Mid-term	Facilitate	DDOT, MDOT	
			Conduct inventory and assessment of SMART bus stops.	\$	Mid-term	Facilitate	SMART, MDOT	
			Conduct inventory and assessment of AAATA bus stops.	\$	Mid-term	Facilitate	AAATA, MDOT	
			Conduct inventory and assessment of QLINE stations.	\$	Mid-term	Facilitate	QLINE	
			Conduct inventory and assessment of DPM stations.	\$	Mid-term	Facilitate	DPM	
			Review future bus stop locations for transit agencies with planned fixed routes.	Limited to staff time (or consultant time)	Short-term	Facilitate	Oakland County	
			Create a methodology for prioritizing bus stops for improvement, based on condition, ridership, etc.	\$	Mid-term	Lead	Transit Providers, MDOT	
		Work with local and state road agencies to streamline permitting processes for transit access improvements.	Review existing permitting processes to determine where there are bottlenecks in the process.	Limited to staff time (or consultant time)	Short-term	Facilitate	Transit Providers, MDOT, Municipalities	
			Work with road agencies to identify solutions to resolve permitting bottlenecks.	Limited to staff time (or consultant time)	Short-term	Facilitate	Transit Providers, MDOT, Municipalities	
			Coordinate with local and state road agencies to integrate bus stop improvements into corridor capital improvement projects (CIP).	Review agency CIP data to determine where capital projects overlap with existing bus stop locations.	Limited to staff time (or consultant time)	Short-term	Facilitate	Transit Providers, MDOT, Municipalities
				Coordinate with agencies to determine if bus stop improvements can be added to planned projects.	Limited to staff time (or consultant time)	Short-term	Facilitate	Transit Providers, MDOT, Municipalities
				Add a screening into agency pre-design processes to identify bus stops along future project corridors.	Limited to staff time (or consultant time)	Short-term	Facilitate	Transit Providers, MDOT, Municipalities



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Advance Accessibility, Comfort, and Safety at Transit Stops	One-Time Funding	Define and implement an Access to Transit program to fund transit stop priority projects.	Define and establish an Access to Transit Program, including RTA's role, partner responsibilities, processes, and sustainable funding strategy. Coordinate with transit providers and local communities.	\$	Short-term	Lead	Transit Providers, MDOT, Municipalities
			Issue a call for projects and/or priority list and fund transit stop priority projects through the Access to Transit Program.	\$\$	Short-term	Lead	Transit Providers, MDOT, Municipalities
		Define and implement an Access to Transit program to fund transit stop priority projects.	Provide technical assistance to communities, as needed, throughout the call for projects process.	Limited to staff time (or consultant time)	Short-term	Facilitate	Transit Providers, MDOT, Municipalities
			Update service standards related to bus stop placement, amenities, bus stop spacing, etc.	Limited to staff time (or consultant time)	Mid-term	Facilitate	Transit Providers
		Create bus stop design guidelines and update service standards in partnership with road and transit agencies for improved accessibility and safety.	Review existing bus stop design guidelines, corridor plans, and SS4A Safety Action Plans to identify opportunities for safety and accessibility improvements.	Limited to staff time (or consultant time)	Mid-term	Lead	Transit Providers, MDOT, Municipalities
			Work with transit agencies to identify national best practices for bus stops in urban and suburban contexts based on different roadway characteristics.	Limited to staff time (or consultant time)	Mid-term	Lead	Transit Providers, MDOT, Municipalities
	Sustainable Funding	Using regional design standards, upgrade stops across Southeast Michigan.	Work with transit agencies and road agencies to create bus stop design guidelines that align with national best practices and local preferences.	\$	Mid-term	Lead	Transit Providers, MDOT, Municipalities
			Using bus stop inventory and a list of prioritized bus stops, rebuild and/or upgrade bus stops to improve accessibility and safety.	\$\$\$	Long-term	Fund	Transit Providers, MDOT, Municipalities



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Upgrade Multimodal Connections To and Between Services	No New Funding	Partner with local municipalities to improve pedestrian and bicycle access to transit stops through complete streets policies, guidelines, and projects.	Review of existing policies, guidelines, and planned capital improvements to identify gaps in bicycle and pedestrian access to transit stops.	\$	Short-term	Lead	Municipalities, MDOT, Transit Providers
			Partner with road and transit agencies to identify funding, apply for grants, and implement projects.	Limited to staff time (or consultant time)	Mid-term	Facilitate	Municipalities, MDOT, Transit Providers
		Partner with MDOT and major property owners to improve bus access to park-and-ride lots.	Review existing and potential park-and-ride lots using a data driven process to identify where there is opportunity to grow integration with transit, building on any previous plans completed.	\$	Short-term	Lead	MDOT, Transit Providers
			Identify capital improvements necessary to provide transit access at priority park-and-ride lots.	\$	Mid-term	Facilitate	MDOT, Transit Providers
			Implement capital projects, in partnership with MDOT and major property owners.	\$\$\$	Mid-term	Facilitate	MDOT, Transit Providers
		One-Time Funding	Prioritize locations for new mobility hubs at regionally significant transit stops and transfer points.	Create a regional plan to prioritize locations for mobility hubs, building on locations identified in previous plans completed by DDOT, AAATA, SMART, or other transit providers.	\$	Mid-term	Lead
	Partner with MoGo on a plan to evaluate bike share expansion areas that will improve connections to and from transit.			\$	Short-term	Lead	MoGo, Transit Providers, Municipalities
	Evaluate and expand MoGo bikeshare to improve connections to and from transit.		Expand the MoGo bike share network, in partnership with MoGo and local communities.	\$\$\$	Mid-term	Facilitate	MoGo, Transit Providers, Municipalities
	Sustainable Funding	Build mobility hubs at regionally significant transit stops and transfer points.	Build mobility hubs at major stops and transfer points.	\$\$\$\$	Long-term	Fund	Transit Providers, Municipalities, MoGo, MDOT, Amtrak, Demand Response Providers



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Regionalize Trip Planning and Fare Payment Services	No New Funding	Continue to develop and implement the Mobility Wallet pilot project.	Build, launch, and evaluate the pilot of the Mobility Wallet.	\$	Short-term	Lead	Transit Providers
			Continue to collaborate with MDOT on their statewide MaaS system.	Work with MDOT on the design and rollout of a region-wide MaaS system and identify opportunities for integration with regional systems.”	Limited to staff time (or consultant time)	Short-term	Collaborate
		Determine the preferred parameters for an account-based regional fare system.	Work with transit providers to determine regional fare policies, such as the fare structure, transfer policies, fare capping, etc.	Limited to staff time (or consultant time)	Short-term	Facilitate	Transit Providers
			Identify the number of buses and facilities that will require fare validation and/or vending equipment.	Limited to staff time (or consultant time)	Short-term	Facilitate	Transit Providers
			Determine fare inspection technology needs for any off-board fare payment services.	Limited to staff time (or consultant time)	Short-term	Facilitate	Transit Providers
			Determine if a regional network of retail providers is needed for fare card purchases and reloading.	Limited to staff time (or consultant time)	Short-term	Facilitate	Transit Providers
	One-Time Funding	Deploy an account-based regional fare system that can be integrated with existing trip planning tools.	Deploy account-based fare system on local fixed-route buses.	\$\$	Mid-term	Facilitate	Transit Providers
			Deploy account-based fare system at local and regional transit centers/ mobility hubs.	\$	Mid-term	Facilitate	Transit Providers, Municipalities, Amtrak
			Deploy account-based fare system on regional express buses.	\$	Mid-term	Facilitate	Transit Providers
			Deploy account-based fare system on paratransit vehicles.	\$	Mid-term	Facilitate	Transit Providers
			Deploy account-based fare system on demand-response vehicles.	\$	Mid-term	Facilitate	Demand Response Providers
			Deploy account-based fare system at bikeshare stations.	\$	Mid-term	Facilitate	Demand Response Providers



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Investment Priorities	Funding Type	Implementation Activities	Supporting Activities	Estimated Cost	Timeline Start	RTA's role	Partners/ Collaborators
Regionalize Trip Planning and Fare Payment Services	One-Time Funding	Develop regional technology standards to ensure interoperability between technology systems.	Review existing technology standards of transit agency technology systems.	Limited to staff time (or consultant time)	Short-term	Lead	Transit Providers, Demand Response Providers
			Identify best practices for technology standards to improve system interoperability.	Limited to staff time (or consultant time)	Short-term	Lead	Transit Providers, Demand Response Providers
			Implement new technology standards and incorporate into new and existing systems.	Limited to staff time (or consultant time)	Short-term	Lead	Transit Providers, Demand Response Providers
		Support full regional participation in a publicly available GTFS data repository	Assemble and host online all current GTFS data feeds for all transit agency systems.	Limited to staff time (or consultant time)	Short-term	Lead	Transit Providers
		Support full regional participation in a publicly available GTFS data repository	Identify opportunities to support transit agencies that do not yet develop and publish a GTFS feed.	Limited to staff time (or consultant time)	Short-term	Lead	Transit Providers
			Explore and support the creation of GTFS Flex for non-fixed route service operations in the region.	Limited to staff time (or consultant time)	Short-term	Facilitate	Transit Providers, Demand Response Providers
	Sustainable Funding	Develop a regional MaaS platform and build integrations to support additional tools for customers.	Develop a regional MaaS platform.	\$\$	Mid-term	Lead	Transit Providers, Demand Response Providers
			Integrate paratransit trip booking into regional MaaS platform.	\$	Long-term	Facilitate	Transit Providers, Demand Response Providers



# PRIORITIES MATRIX



**Enhance Experience**



# ENHANCE EXPERIENCE

**LEGEND**

**Estimated Cost**    \$: Under \$1 mil.    \$\$: \$1 mil. to \$4.9 mil.    \$\$\$: \$5 mil. to \$24.9 mil.    \$\$\$\$: \$25 mil. to \$99.9 mil.    \$\$\$\$: \$100 mil. +

**Timeline Start\***    **Short term:** 1-2 yrs    **Mid-term:** 3-4 yrs    **Long term:** 5+ yrs    \* pending funding

Investment Priorities	Funding Type	Implementation Activities	Supporting Activities	Estimated Cost	Timeline Start	RTA's role	Partners/ Collaborators
Enhance Ride Quality and Promote On-Board Safety	No New Funding	Develop a public information campaign that promotes the safety and cleanliness of public transit.	Work with transit providers to craft a transit safety campaign that has a compelling message.	Limited to staff time (or consultant time)	Short-term	Facilitate	Transit providers
			Launch educational campaign, targeted towards populations most likely to use or consider using public transit.	\$	Short-term	Lead, Fund	Transit providers
	One-Time Funding	Develop de-escalation and rider support training programs for transit operators.	Review transit providers' existing programs and policies for de-escalation and rider support.	Limited to staff time (or consultant time)	Short-term	Lead	Transit providers
			Identify best practices across the industry for de-escalation and rider support.	Limited to staff time (or consultant time)	Short-term	Lead	Transit providers
			Develop training resources and provide technical assistance.	Limited to staff time (or consultant time)	Mid-term	Lead	Transit providers
		Facilitate and oversee upgrades to on-board safety and security equipment.	Inventory of existing on-board safety and security equipment on transit provider vehicles.	Limited to staff time (or consultant time)	Short-term	Lead	Transit providers
			Review best practices for improving on-board safety and security, such as driver barriers, new cameras, and other technology.	Limited to staff time (or consultant time)	Short-term	Lead	Transit providers
			Identify funding opportunities for safety and security upgrades.	Limited to staff time (or consultant time)	Short-term	Lead	Transit providers
			Coordinate grant funding requests for relevant local, state, and national funding resources/programs.	Limited to staff time (or consultant time)	Short-term	Facilitate	Transit providers
		Facilitate and oversee improvements to off-board safety and security for transit riders.	Review best practices for improving real and perceived off-board safety and security for transit riders.	Limited to staff time (or consultant time)	Short-term	Lead	Transit providers



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Investment Priorities	Funding Type	Implementation Activities	Supporting Activities	Estimated Cost	Timeline Start	RTA's role	Partners/ Collaborators
Enhance Ride Quality and Promote On-Board Safety	One-Time Funding	Facilitate and oversee improvements to off-board safety and security for transit riders.	Identifying areas for improvement, through a lens of Crime Prevention Through Environmental Design (CPTED).	Limited to staff time (or consultant time)	Short-term	Lead	Transit providers
			Explore funding opportunities for capital investment to improve safety at bus stops, including through transit grant programs and environmental public health grant programs.	Limited to staff time (or consultant time)	Short-term	Lead	Transit providers, MDOT, Municipalities
	Sustainable Funding	Facilitate the creation (or expansion) of transit ambassador programs that provides riders with information, responds to cleanliness incidents, gathers feedback, addresses safety concerns, and assists riders in need of additional support services.	Review and evaluate existing transit ambassador programs of local transit providers.	Limited to staff time (or consultant time)	Short-term	Lead	Transit providers
			Review best practices of transit ambassador programs at peer agencies.	Limited to staff time (or consultant time)	Short-term	Lead	Transit providers
			Create resources and provide technical assistance to local transit providers to stand up (or expand) a transit ambassador program.	\$	Short-term	Lead	Transit providers
			Work with transit providers to review current security staffing levels.	Limited to staff time (or consultant time)	Short-term	Facilitate	Transit providers
			Identify security staffing needs to meet safety and security goals of transit providers.	Limited to staff time (or consultant time)	Short-term	Facilitate	Transit providers
			Hire or contract security to improve safety for riders of services that operate fare free or that use off-board payment systems.	\$\$	Long-term	Facilitate	Transit providers



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Investment Priorities	Funding Type	Implementation Activities	Supporting Activities	Estimated Cost	Timeline Start	RTA's role	Partners/ Collaborators
Modernize and Maintain Infrastructure in a State of Good Repair	No New Funding	Develop a long-term, needs-based capital plan for the region, inclusive of all transit operators (bus, rail, paratransit, and demand response).	Develop well-defined project scopes and cost estimates for RTA's top capital initiatives.	Limited to staff time (or consultant time)	Short-term	Lead	N/A
			Share capital project scope, cost, and funding plans in coordination with regional partners.	Limited to staff time (or consultant time)	Short-term	Lead	Transit providers
			Develop and maintain funding plans for each of RTA's top initiatives (funding plans would identify how to sequence project phases and layer funding sources).	Limited to staff time (or consultant time)	Mid-term	Lead	N/A
			Conduct periodic partner meetings to review RTA's top projects and funding strategy (i.e. which grants for which projects and how much). Identify where partner priorities align. Evaluate opportunities to gain economy of scale / collaborative project scoping to enhance cooperation and reduce competition.	Limited to staff time (or consultant time)	Long-term	Lead	Transit providers
	Facilitate and support ongoing, strategic coordination with regional partners for federal funding through discretionary grant programs.		Develop a regional 5-year capital plan for 5307, 5310, 5311.	Limited to staff time (or consultant time)	Short-term	Lead	Transit providers
			Develop an RTA 5-year capital plan.	\$	Short-term	Lead	Transit providers
			Support smaller agencies without their own capital plans to create their own.	Limited to staff time (or consultant time)	Mid-term	Facilitate	Transit providers
	Facilitate the replacement of transit vehicles with low-emission or no-emission vehicles, including any facility upgrades or equipment required for operations and maintenance.	One-Time Funding	Facilitate the creation of zero emission (ZE) fleet transition plans by transit providers to help guide future vehicle procurements and facilities.	Limited to staff time (or consultant time)	Short-term	Facilitate	Transit providers
			Maintain ZE transition plans annually to ensure they are up-to-date.	Limited to staff time (or consultant time)	Mid-term	Facilitate	Transit providers
			Provide assistance and support to transit providers pursuing funding for low/ no emission vehicles or facility upgrades.	Limited to staff time (or consultant time)	Mid-term	Facilitate	Transit providers



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Investment Priorities	Funding Type	Implementation Activities	Supporting Activities	Estimated Cost	Timeline Start	RTA's role	Partners/ Collaborators
Modernize and Maintain Infrastructure in a State of Good Repair	Sustainable Funding	Continuously maintain and modernize transit facilities and equipment as a way to address project backlogs and incorporate new technologies.	Compile inventory of backlogs in facilities and equipment, using agency Transit Asset Management (TAM) plans as a starting point. Consider a template that will make this process more standardized.	Limited to staff time (or consultant time)	Mid-term	Lead	Transit providers
			Provide technical assistance to help providers prioritize facility and equipment upgrades.	Limited to staff time (or consultant time)	Mid-term	Facilitate	Transit providers
			Identify funding sources for different types of facility and equipment upgrades.	Limited to staff time (or consultant time)	Short-term	Lead	Transit providers
			Maintain and modernize facilities and equipment, as funding is identified.	\$\$\$\$	Long-term	Facilitate, Fund	Transit providers
			Continuously maintain inventories of facilities and equipment.	Limited to staff time (or consultant time)	Long-term	Lead	Transit providers



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Investment Priorities	Funding Type	Implementation Activities	Supporting Activities	Estimated Cost	Timeline Start	RTA's role	Partners/ Collaborators
Recruit, Develop, and Retain a Thriving Workforce	No New Funding	Identify recruitment and retention challenges and develop recommendations with transit providers to collaboratively address the issue.	Assemble a task force to investigate the challenges of recruitment and retention of transit employees.	Limited to staff time (or consultant time)	Short-term	Lead	Transit providers
			Review best practices across the industry for recruitment and retention.	Limited to staff time (or consultant time)	Short-term	Facilitate	Transit providers
			Implement strategies to improve recruitment and retention.	\$	Mid-term	Facilitate	Transit providers
		Elevate marketing and run joint recruitment campaigns on the benefits of working in public transit.	Elevate marketing campaigns on the benefits of working in public transit.	\$	Short-term	Lead	Transit providers
			Coordinate and facilitate joint recruitment campaigns.	Limited to staff time (or consultant time)	Short-term	Facilitate	Transit providers
			Consider coordinating job postings through a regional transit hiring platform.	Limited to staff time (or consultant time)	Short-term	Lead	Transit providers
	One-Time Funding	Partner with agencies to formalize training and coaching programs that promote career pathways and help employees advance in their jobs.	Review and evaluate existing training and coaching programs of local transit providers.	Limited to staff time (or consultant time)	Short-term	Lead	Transit providers
			Review best practices of training and coaching programs at peer agencies.	Limited to staff time (or consultant time)	Short-term	Lead	Transit providers
			Create resources and provide technical assistance to local transit providers to formalize training and coaching programs.	Limited to staff time (or consultant time)	Mid-term	Lead	Transit providers



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Investment Priorities	Funding Type	Implementation Activities	Supporting Activities	Estimated Cost	Timeline Start	RTA's role	Partners/ Collaborators
Recruit, Develop, and Retain a Thriving Workforce	Sustainable Funding Sustainable Funding	Build joint training centers for new and seasoned transit employees.	Work with transit providers to understand their long-term needs for space and equipment to train new and seasoned transit employees.	Limited to staff time (or consultant time)	Short-term	Facilitate	Transit providers
			Identify opportunities for economies of scale, related to training space, training equipment, and training systems.	Limited to staff time (or consultant time)	Short-term	Lead	Transit providers
			Build training centers as a shared resource for transit providers.	\$\$\$	Long-term	Lead, Fund	Transit providers
		Update pay and benefits packages to be competitive with other transportation industries.	Compile existing pay ranges and benefit packages from local transit providers.	Limited to staff time (or consultant time)	Short-term	Lead	Transit providers
			Review peer agency pay ranges and benefit packages.	Limited to staff time (or consultant time)	Short-term	Lead	Transit providers
			Provide pay and benefits recommendations to agencies to make transit work more attractive and competitive.	Limited to staff time (or consultant time)	Short-term	Lead	Transit providers