



## Pittsfield Charter Township

6201 West Michigan Avenue, Ann Arbor, MI 48108

Phone: (734) 822-3135 • Fax: (734) 944-6103

Website: [www.pittsfield-mi.gov](http://www.pittsfield-mi.gov)

### Office of the Supervisor

---

May 18, 2020

#### Localized Self-Reliance

It has been two months (eight weeks) since I began communicating with you via weekly community letters such as this one. Each letter has sparked a flurry of interactions with many of you, which is what fuels our passion to serve you. The partnerships and relationships we have developed with you, over the years, hopefully allow you to know that we are always here –even virtually – to help address your questions/concerns to serve every resident and business in Pittsfield Township.

To that end, since the onset of the pandemic, we have pro-actively provided additional resources for our small businesses, access to affordable housing, along with exemptions and extensions for utility payments. At our Board of Trustees meeting last week, we provided for non-monetary hazard compensation for non-administrative fire and police personnel as we continue to rely on them at the frontlines to ensure the safety of our community. As for the past decade, we will continue to find partnership-based solutions that are both fiscally-responsible and help us in creating a community in Pittsfield Township that is respectful, inclusive, sustainable and equitable.

One of the programs that best encapsulates the success we have had in redefining our role as your public servants is the Farmers Market. Going into its 8<sup>th</sup> season this year, we piloted the Market in 2013 in the face of many nay-sayers that doubted its viability within a suburban setting – just as back in 2009 many opposed our decision to spearhead the installation of non-motorized amenities such as greenways, sidewalks, bike lanes, and expansion of transit services because they doubted anyone would use them.

Not only have these non-motorized amenities helped us include everyone – regardless of age, physical abilities, race, and economic wealth – into the fabric of our community, it gives us a significant head-start as we begin planning, post-pandemic, for greater localized self-reliance.

In that spirit of enhanced localized, self-reliance our 8<sup>th</sup> season of the Farmers Market will focus on strengthening the pipeline of access to local produce that we have built since 2013. This year we will continue supporting our local farmers and linking them with you, through no-contact curb-side delivery. We will begin taking online orders for our first Market day, being held virtually for the first time, this weekend. For details, please go to: <http://www.pittsfield-mi.gov/farmersmarket>

The rallying cry of positive change that first allowed us to begin serving you, a decade ago, continues to resonate and, since the onset of this Great Pandemic, has reignited our passion for working tirelessly for you as we continue moving forward on expanding our non-motorized network and improving on initiatives such as the Farmers Market to spearhead equitable sustainability.

So, once again, we rely on you to partner with us so we may – together – be proactive rather than reactive in identifying ways to enhance the quality of life for all in Pittsfield Township. To succeed in this venture, it is critical that we are patient and kind with ourselves and each other as we transition, in a positive and respectful manner, into new ways of engagement and functioning.

*Mandy Grewal, Ph.D.*

---



# COVID-19 Recovery Plan

ANN ARBOR AREA TRANSPORTATION AUTHORITY

5/15/2020



## Table of Contents

Introduction .....	2
Pandemic Implications & Timelines.....	3
Financial Stability .....	5
The Recovery Work Plan .....	7
Service Restoration .....	7
Conclusion .....	10
Appendix: Facts and Assumptions .....	11



## Introduction

The global Coronavirus (COVID-19) pandemic is forcing TheRide to quickly update its priorities in light of changing circumstances. This Recovery Plan provides a general overview of the situation and develops new priorities that TheRide is using to ensure staff and public health, maintain and restore services, and preserve the organization for the long-term. More details on specific actions and initiatives will be forthcoming.

The Board of Directors at TheRide sets the general goals for the organization and the CEO via written policy. The CEO then interprets those policies, develops and implements plans for achieving the Board's goals, and reports progress to the Board. In this situation, the CEO is abruptly changing his earlier plans and putting greater emphasis on the Board's expectations for safety, avoiding fiscal jeopardy, and meeting essential needs in the community.

*Note: This Recovery Plan document supersedes the FY 2020 Corporate Business Plan.*

# Pandemic Implications & Timelines

TheRide has explored data provided by the Center for Disease Control, United States Government Covid-19 Response Plan, Covid-19 Presidential Task Force briefings, among other sources to develop the following phases, phase characteristics, and respective phase timelines. Data gathered from these reviews is presented in a phased timeline for planning purposes and does not demonstrate firm predictions. Dates are extrapolations based on assumptions found in appendix A<sup>1</sup>. Preferred transit priorities for each phase are also listed.

## **Phase 1: Emergence of the disease and initial reactions (Jan 2020 – March 2020)**

Characteristics include:

- The first cases of the virus are confirmed in North America.
- Social isolation orders begin to go into effect.
- There is an emphasis to “flatten the curve.”
- Essential services are defined. Public transit is considered an essential service.
- Ridership drops as people are asked to stay home.

- Fare collection is suspended.
- Feds provide CARES Act relief for transit.
- Labor force is less available as infections spread.

### **Transit Priority**

- Transit services focus on public and employee safety.
- Maintaining essential mobility needs.

## **Phase 2: Disease containment and associated impacts (Feb 2020 – Jan 2021)**

Characteristics include:

- A prolonged period of social isolation and endurance until a vaccine is developed.
- Agencies begin developing and deploying mitigation measures.
- Employers and schools may not reopen in fall 2020.
- Homelessness may increase.
- Disruption of supply chains

- Layoffs increase, operating costs increase, and labor relations will be impacted.
- Financial problems that affect capital budgets will emerge.

### **Transit Priority**

- Maintaining employee health and essential services to aid in containment and treatment
- Maintaining organization capacity to re-emerge

---

<sup>1</sup> Assumptions made in this document are available in Appendix A

### **Phase 3: Restoring services in start-stop cycles (May 2020 – June 2021)**

Characteristics include:

- While containment efforts are still ongoing, early successes in containing the virus and pressure to reopen society will lead to loosening of quarantines, a start-stop cycle of rebounding infections, and pressure to increase transit services.
- There may be a second round of severe infections in fall 2020.
- The timing of this phase is unpredictable.
- Agencies will incur re-start costs.
- Timing and levels depend on local factors, labor availability/willingness, and finances.

#### **Transit priority**

- Gradual reintroduction of some services and fare collection.

### **Phase 4: Vaccine deployment (Jan 2021 – June 2021)**

Characteristics include:

- Vaccine hoped for 12-18 months after initial emergence (Jan-June 2021).
- Mass deployment will take months after a vaccine is developed.

#### **Transit priority**

- Hope for early vaccinations for transit workers.

### **Phase 5: Post-pandemic (June 2021 and beyond)**

Characteristics include:

- Transit may be seen as an important precursor to recovery, but the stigma of crowding will be a challenge.
- Future conditions may include high unemployment, social and emotional trauma in the society and workforces, lingering fear of infection and reduced

tax revenues that will cause secondary financial challenges.

#### **Transit priority**

- Recovery begins; focus on social and economic rebuilding, and emotional healing.

The chart below illustrates the pandemic timeline.

Phase/Time	Calendar Year 2020												Calendar Year 2021							
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Phase 1	<b>Emergence of Covid-19</b>																			
Phase 2		<b>Disease containment and associated impacts</b>																		
Phase 3					<b>Restoring services in start-stop cycles</b>															
Phase 4													<b>Vaccine deployment</b>							
Phase 5																		<b>Post pandemic</b>		

Figure 1: Phased pandemic timeline

## Financial Stability

TheRide faces great uncertainty in its finances and this represents an immediate threat to the agency's mission in the community. Although the federal government has provided a relief package, the organization still faces growing costs, a long period without fare revenue, a likely decrease of state funding, and the possibility of lower property tax funding. We are facing a long period of financial uncertainty.

Like all transit agencies, TheRide's most significant expense is staffing costs. When Michigan went into a state of emergency on March 11th, 2020, TheRide kept all staff employed. The office staff worked from home, front-line staff who were on the job were paid time and a half, and many staff were paid full pay even as they stayed at home simply because there was no work to be done (mostly bus drivers). While TheRide was fortunate to afford this temporary stopgap, it could not continue this spending indefinitely. Projections suggested that unless spending was reduced, TheRide could become insolvent as early as the summer of 2021. Insolvency could happen sooner if unforeseen costs or additional loss of revenue is encountered. Faced with this unyielding reality, TheRide made the extremely difficult decision to reduce staffing costs with layoffs.

In late April, TheRide commenced staff layoffs and voluntary pay reductions for senior leaders. In total 44 positions were eliminated; this includes 37 unionized positions and seven non-union positions. This represented about 15% of the workforce. In addition, front-line staff will be paid straight time as before. The CEO and two Deputy CEOs also reduced their salary by 10% for at least the next six months. These steps will save TheRide about \$4.9 million during a full year. Immediate savings during the rest of 2020 will be less due to separation expenses. There are no plans to reduce capital expenses at this time. Federal funds used for capital projects, such as bus replacements, cannot legally be redirected to operations or payroll.

These cost savings, along with the federal CARES Act funding and TheRide's remaining reserve funds, leave the agency in a momentarily strong financial position. As seen in the chart below, in April TheRide received access to \$20.7 million in federal CARES Act funds. This was in addition to our own reserves. Over the coming months we will be spending these funds down.

The future remains very uncertain – the state may reduce funding, unforeseen expenses may occur, and the costs to restore services are not yet known. For those reasons, husbanding of resources now is a prudent strategy to ensure that TheRide will have enough funding left to meet the community's ongoing needs. We will not hoard resources however. Since the crisis began, we have already spent over \$800,000 on staff compensation, and will be asking the Board to approve a separate \$800,000 project to increase safety for bus drivers. We are anticipated significant costs tied to restarting services and maintaining social distancing for the rest of the year.

As the chart below illustrates, our latest financial projections suggest a path to remain solvent, but challenges remain. The dashed horizontal lines illustrate two important thresholds; a self-





imposed reserve target (dotted black), and a point where TheRide's accounts run out of funds (dashed red). The CEO cannot allow our finances to drop far below the "reserve target," as fiscal jeopardy would result, the avoidance of which is required by Board Policies 2.4 and 2.5.

Our possible cash-flow scenarios are represented by the black and green lines. Our cash-flow typically has a saw-tooth appearance due to the abrupt arrival of property tax revenue. The **green line** represents the CEO's goal for our finances. It includes: the April staff reductions, loss of fares, and significant loss of tax revenue (2% less property tax revenue and one-third less state operating assistance). The **black line** represents a worse-case scenario where *most* state funding is lost and staffing costs remain at pre-April levels. The **shaded space** in-between the green and black lines represents the range of likely outcomes. While TheRide has some control over costs and revenues, there is a high likelihood of future unforeseen costs and economic uncertainty. Most likely our actual position will be somewhere in the shaded area. Our goal is to remain above the reserve target threshold.

#### PRELIMINARY FINANCIAL CAPACITY PROJECTION (April 2020 through FY2022)

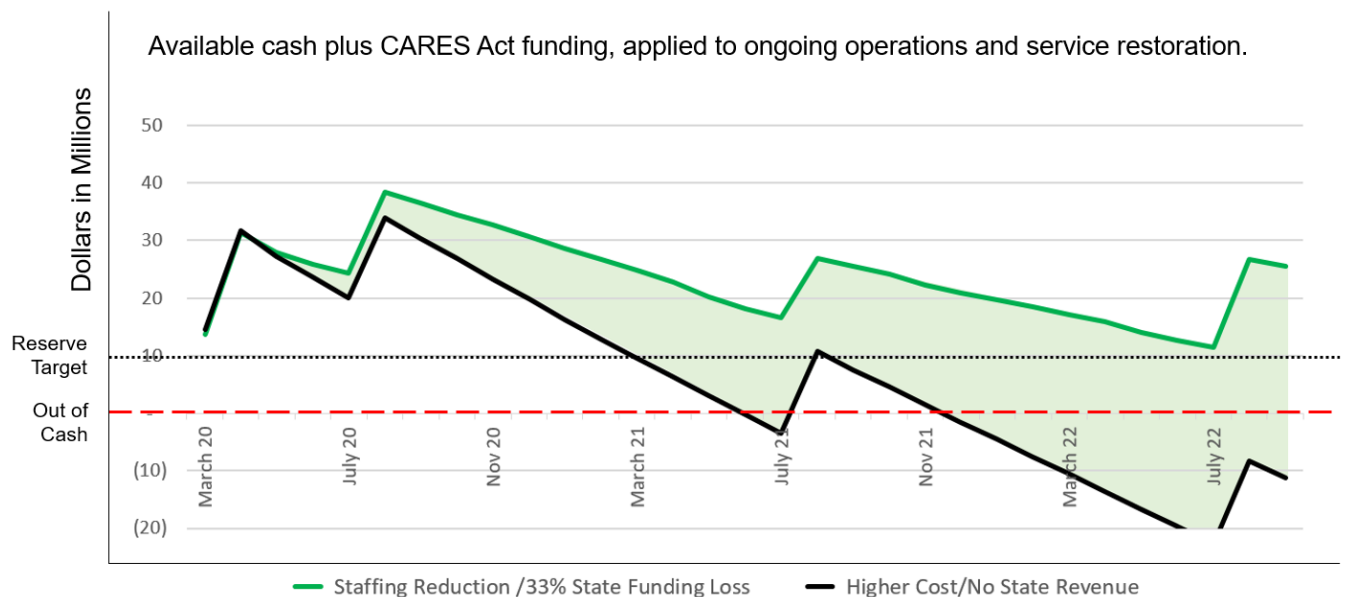


Figure 2: Scenario-based financial projections

Presently, TheRide is projecting operating deficits of \$8 million for FY2020, and \$7.9 million for FY2021. Federal aid (CARES Act) funding will be used to reimburse lost revenues and address higher costs to promote health and safety of employees and the public. This will keep us close to the green line scenario.

Our financial projections will be updated regularly and decisions made to keep TheRide as close as possible to the green line. If earlier cost reductions prove inadequate, more changes may be necessary. Should the situation permit, expenses may be increased.





# The Recovery Work Plan

The Executive Team has had numerous discussions about pandemic implications, TheRide's financial position, community service needs, and the Board's overall direction. These discussions have resulted in the formation of the following new corporate business priorities that will be the guiding principles of Recovery Plan.

**Executive Priority 1: Health and safety of the public and staff**

**Executive Priority 2: Maintain essential transport needs (continue and restore paratransit and fixed-route)**

**Executive Priority 3: Preserve the organization for the future (financial sustainability and capacity to re-emerge)**

As with the previous Corporate Business Plans, each of these priorities are thematic buckets established to help the organization make critical decisions and identify and prioritize specific projects.

## Service Restoration

The pandemic has forced TheRide to reduce services abruptly and dramatically; fixed-route service has been reduced by 70%, and A-Ride (paratransit) has been reduced by 75%. As the gubernatorial Stay-at-Home orders are rolled back, ridership is expected to increase. Therefore, TheRide is preparing to safely restore services as quickly as demand warrants.

In addition to the financial uncertainties previously mentioned, expensive new requirements for keeping staff safe, preventing crowding, re-starting fare collection, timing, and rebound infections are additional challenges that TheRide anticipates.

Under normal circumstances, changing public services or re-setting expectations is best done slowly and only after extensive public involvement. This is especially true when the changes could be controversial. Today, the pandemic has already re-set expectations for all services. Starting fresh will allow TheRide to weather immediate financial challenges, build a stronger foundation that can better support future expansion, and meet future challenges and opportunities. The organization that emerges will look different than it had been before, and the community will benefit from the changes. Specific directions for key services are as follows:

## Paratransit

Prior to the pandemic, TheRide had a complete blueprint for restructuring the A-Ride program. A 2018 consultant study had provided a new course that had been reviewed numerous times by the Local Advisory Council (LAC). The central idea was to slowly disentangle federally required "paratransit" services from additional "premium" services and then manage each one differently for better cost-effectiveness. Today, the pandemic has forced the disentangling to happen quickly, and TheRide is presently only providing federally required minimum services. As we



rebuild A-Ride, federally required minimum paratransit services will be restored first. Premium services will come later, and they will be presented as different programs. More information on these programs will be provided as they are developed and articulated.

In July, we will bring the A-Ride operations “in-house”. This will allow us to use our own us drivers, have more direct control over quality and costs, and defer the procurement of a new paratransit vendor to a future date. This decision saved about 50 staff positions at TheRide.

## Fixed-Route Service

TheRide’s fixed-route bus service delivers the bulk of the organization’s mission and benefit to the community. However, even prior to the onset of the pandemic, budget projections foresaw future deficits that warranted changes. Our new conditions require that TheRide implement a new service plan for August 2020 that incorporates earlier proposed reductions and more, to reduce costs and redeploy resources for the greater benefit. This plan also needs to include pandemic-related costs for social distancing.

Presently, our plan is to re-start fixed-route services in August at about 60% of what was operated in February 2020. This is highly dependent on still-changing external factors such as university attendance decisions, need for social distancing, state budget decisions, and labor force availability. It is TheRide’s intent to remain flexible and restore as much service as quickly as we can – when we are confident we can sustain it, afford it, and operate it safely. If circumstances permit, we may try to restore more than 60%.

In addition to regular fixed-route services there are related services we hope to re-start:

- **D2A2:** This new service only ran for a few weeks. This service may be re-launched when the Stay-Home orders are lifted. The RTA and TheRide will decide together.
- **AirRide:** This service will be re-launched when demand warrants and restrictions are lifted.
- **ExpressRide:** These routes will remain suspended until further notice.
- **FlexRide:** Demand responsive service continues to operate in Pittsfield and Ypsilanti townships, although with significantly reduced utilization.
- **NightRide/HolidayRide:** This service will remain suspended until further notice.

## Fare Collection

The loss of all fare revenue is a major financial challenge, representing about 15% of our budget. Restoring fare collection is a priority for financial reasons. However, this will need to be done in a new way to ensure driver and passenger safety. Staff is assessing what is needed in order to safely re-start fare collection, including fast-tracking physical barriers, the development of mobile ticketing and other contactless fare payment options, and possible changes to fares and the fare structure.

## Vanpool

A majority of the vanpools (93 of 129) continue to operate during the state of emergency, primarily for healthcare workers. The remaining 36 have been idled and it is unclear if demand will return once the Stay-Home order is lifted.

## Bikeshare

The ArborBike service was to re-launch in early 2020. After discussions with partners, TheRide has decided to cancel the re-launch and leave the equipment in storage until the program can be reassessed in light of the pandemic.

The figure below outlines specific actions and expected timelines during the pandemic period.

Figure 3: Recovery work-plan

Executive Priorities	Actions Steps	FY 2020			FY 2021			
		Jan-Mar Q2	Apr-Jun Q3	Jul-Sep Q4	Oct-Dec Q1	Jan-Mar Q2	Apr-Jun Q3	Jul-Sep Q4
Health and Safety	PPE for Staff							
	Enhanced cleaning							
	Masks for drivers							
	Modify buses (shields, etc)							
	Masks for Passengers							
	Sanitization of buses & facilities							
	Fare suspension/Rear door boarding							
	Admin staff work remotely							
Maintain and Restore Services	Fixed Route:							
	Gradually increase level of service							
	Reopen terminals (TBD)							
	Restore fixed-route bus to 60%							
	Retrain all drivers							
	Paratransit:							
	Temporary Operations Paradigm							
	Establish new program rules							
	Onboard contractor, handover ops							
Preserve Org for the Future	Ensure financial sustainability							
	Board Policy Updates (TBD)							
	Re-Start Fare Collection (TBD)							
	Position for Future							
	YTC (grant results)							
	Garage Study							
	BTC (TBD)							
	Departmental priorities							

## Conclusion

TheRide is quickly realigning its resources to address the realities of a global pandemic. Implications of the pandemic have forced the organization to make difficult decisions and adapt quickly. With increased uncertainty in revenue sources, husbanding available resources is deemed essential. The Executive Team has developed new priorities focused on (1) staff and public health, (2) maintaining and restoring public services, and (3) sustaining the organization. These three priorities are the foundations of our decisions that will be made during the pandemic period.

This new Recovery Plan exists as a general blueprint for how TheRide will proceed to achieve its new priorities, and as a means to increase the transparency of the agency's decisions. More details on specific projects and initiatives will be forthcoming.

As always, TheRide welcomes feedback. Feedback on this Recovery Plan can be directed to [TellUs@theride.org](mailto:TellUs@theride.org).

**Note: As the situation unfolds, TheRide will frequently reassess and update this document to keep it as current as possible.**



## Appendix: Facts and Assumptions

### Facts

The following information is confirmed at the time of writing this document.

1. COVID-19 vaccine research, development, production, and distribution are under rapid development and will take an extended time to develop.
2. The recovery phase may be prolonged since clinical research on the effectiveness of existing medications, and COVID-19 antivirals require extended time for U.S. Food and Drug Administration (FDA) to review and the Emergency Use Authorization to approve.
3. As of April 2020, federal and state leaders are under pressure to reopen the economy after millions of people file for unemployment benefits and businesses experience massive losses.
4. The spread and severity of COVID-19 will be challenging to forecast and characterize due to numerous variables.
5. TheRide continues to provide essential rides.
6. The re-opening of schools, businesses and local social events will impact the level of service provided by TheRide.

### Assumptions

For planning purposes, this document has extrapolated data gathered from various sources to include the Center for Disease Control (CDC) and the United States Government COVID-19 Response Plan. This recovery plan is based on the following assumptions:

1. A pandemic will last 18 months or longer and could include multiple waves of illness.
2. Increasing COVID-19 suspected or confirmed cases in the U.S. will result in increased hospitalizations among at-risk individuals, straining the healthcare system, businesses and the TheRide's operations.
3. Supply chain and transportation impacts due to ongoing COVID-19 outbreak will result in significant shortages for the government, private sector, and individual consumers.
4. The pandemic will evolve beyond a medical situation and have significant secondary effects on daily operations country-wide. These effects will be felt for a period beyond the epidemic.
5. The federal government may inject stimuli via infrastructure funding to alleviate the economic impact of the pandemic.
6. Agencies that depend on state and local funding may experience further economic hardships as these resources struggle to generate funds.
7. Pressure to re-open the economy will lead to start-stop cycles, which may result in waves of the illness.
8. People will have a preference for contactless technology over human to human interactions post-pandemic. E.g., online learning, telemedicine, etc.
9. How and when universities reopen with in-person attendance represents a significant challenges to allocating resources and maintaining social distancing.
10. Revenue will continue to be volatile for many months.



## Pittsfield Charter Township

6201 West Michigan Avenue, Ann Arbor, MI 48108

Phone: (734) 822-3135 • Fax: (734) 944-6103

Website: [www.pittsfield-mi.gov](http://www.pittsfield-mi.gov)

### Office of the Supervisor

---

*May 11, 2020*

Last week I was part of a panel discussion, hosted by the Washtenaw County Sheriff, comprised of local government leaders. Sheriff Jerry Clayton and I took on our current roles at the same time and have, over the years, worked together to address not just public safety but also social justice issues since it is the latter that inspires the work we do in our official capacities. As such, it was no surprise that a majority of the panel discussion revolved around how the Great Pandemic is highlighting the existing socio-economic and racial divisions in our communities.

However, the biggest take-away for me was not just the fact that we all acknowledged this but, rather, the discussion that Sheriff Clayton and I had about the historic opportunity the current pandemic provides us to rectify inequities. It is incumbent upon those of us you have entrusted with working on your behalf, to not just speak up but also to outline a vision for a future that is more equitable and sustainable.

While for many this is a time of inaction because we are quarantined and practicing social distancing, this is also a historic time of action. It is a time when we are finding new ways to conduct our day-to-day work and meet our daily needs, so why not also use it as a time to find non-traditional methods to allocate public resources in a manner that is more equitable and sustainable?

The challenge of answering that question lies in the fact that there is little to no incentive for those in positions of power to do so. It is much easier to use individual access to resources and power to benefit those within your own network. It takes a lot of courage, boldness, vision, and, yes, audacity at the individual level to define new ways of doing things, especially when it goes against the mainstream and established methods of resource allocation.

From my limited perspective, I have maintained that it requires those in power to be willing to lose that power for the sake of advocating for positive change. Whether, at the micro level, by way of promoting pedestrian-friendly mixed-use destinations within a suburban landscape or, at a macro level, by pushing for federal legislation to designate broadband as a public utility so we may allow for full information access for everyone, regardless of socio-economics or race.

However, for us to use this moment as a rallying call to action to promote positive change, it is essential for our larger community members to support us in taking those bold and courageous steps that go against the mainstream. It requires you, those we serve, to study the issues more in-depth and support us in efforts to institute new measures such as relying on carbon emission studies to make land use decisions that are both equitable and sustainable, not one or the other.

Even though for many it may feel, these days, that there is plenty of time, we are actually way behind in addressing the many environmental and social justice issues that deeply divide our communities and nation in the 21<sup>st</sup> century. So, as I've long advocated for, let's use this moment to think about what we can rather than what we cannot do to provide for respectful, inclusive, and sustainable equity. I know we will, as we have since 2009, continue striving for the same in Pittsfield Township.

*Mandy Grewal, Ph.D.*

---

The Saline Post

**PRESS RELEASE: Pittsfield Township Residents Can Apply to Defer Utility Bill Payments Up to 6 Months**

By Pittsfield Township – May 8, 2020

At its April 22<sup>nd</sup> meeting, the Pittsfield Township Board of Trustees unanimously adopted a resolution which authorizes that all residents, including those eligible for the Utility Hardship Assistance Program, may defer their utility payments for up to six months from the due date of May 25, 2020.

The Utility Hardship Assistance Program was adopted in January 2009, to respond to the needs of the Great Recession. It offers a 25% reduction in water and sewer bills to eligible Pittsfield Township residents. The deferment option, adopted last week, allows all Pittsfield Township residents to defer payment on their water and sewer bills due to financial hardship imposed due to the pandemic.

The COVID-19 pandemic has created a sudden and severe onset of financial hardships for many in our community that has, according to the most current reports, resulted in 1 out of every 4 Michigander being unemployed.

Since March 15, 2020, when we first began to deal with the pandemic, the township's administrative and leadership team have taken many steps and implemented multiple initiatives to provide additional protections for vulnerable community members, including an extension of timelines for utility bill payment along with adoption of Resolution [#20-16](#) to assist local, small businesses and Resolution [#20-17](#) to enhance access to affordable housing.

In order to assist low-income families, seniors, and others on fixed income deal with the harsh financial conditions currently facing our community, state, and nation, Pittsfield Township commits to not just the continuation of the Utility Hardship Assistance Program, which reduces, by 25%, the water and sewer bills of eligible township residents but, also, provides for deferred utility (water and sewer) payments for all residents for up to six (6) months from the due date of May 25, 2020.





**Stantec Consulting Michigan Inc.**  
3754 Ranchero Drive, Ann Arbor MI 48108-2771

April 28, 2020  
File: 207585015

**Attention: Mr. Billy Weirich, Interim Utilities Director**  
Pittsfield Charter Township  
Department of Utilities and Municipal Services  
6201 W. Michigan Avenue  
Ann Arbor, Michigan 48108

Dear Mr. Weirich ,

**Reference: Proposal for Professional Engineering Services Related to Preparation of a State Revolving Fund (SRF) Project Plan**

Pursuant to the Township's request, Stantec is pleased to present our proposal to provide engineering services related to the completion of a State Revolving Fund (SRF) Project Plan.

## Background

Stantec understands that Pittsfield Charter Township (Township) is interested in seeking funding from the State of Michigan to address critical areas with poor condition ratings within the Township's existing wastewater collection system. The Township's goal is to fulfill project-planning requirements for funding through the SRF. The SRF is a low interest loan that is administered by the Michigan Department of Environment Great Lakes and Energy (EGLE).

Based on the Township's Asset Management Plan (AMP) developed through the previous MDEQ SAW Grant, the Township has identified needed system improvements as follows:

- Collecting flows from the Platt/Merritt, Ashford Village, and Meadowview catchments by gravity.
- Adding a new pump station in the vicinity of the current Ashford Village pump station.
- Abandoning the interceptor that currently runs under US-23.
- Lining the remaining Michigan Avenue interceptor.

## Project Approach

The Township will be required to prepare an SRF Project Plan which requires detailed evaluation of the following major fundable project plan components:

- Identification and evaluation of existing needs (primarily condition assessment and service life issues).
- Identification of future needs as directly related to the existing system needs. When replacing equipment, the project plan requires that the system's 20-year needs are taken into consideration.
- Justification that proposed improvements are not growth driven (considerations for reasonable growth are allowed).

**Reference: Proposal for Professional Engineering Services Related to Preparation of a State Revolving Fund (SRF) Project Plan**

- Improvements are selected and justified based on need, feasibility analysis, and evaluation of environment impacts.
- Evaluation of alternatives (no action takes, regional alternative, and principle alternatives) based on feasibility, environmental impacts, and mitigation.
- Soliciting and securing various clearances.
- Meeting stringent deadlines (project plans will be accepted no later than August 1, 2020).
- Identification of cost impact to residential users.

Timing is critical in the project planning process. Errors could result in the rejection of the SRF application and postponing possible funding for over one (1) year. Project planning efforts are typically started in the fall. Therefore, by March and/or April such efforts would be in their final stages. Since this effort is beginning in late April, adhering to an expedited schedule and milestones will be key to securing funding. Presented below is an overview of tasks that Stantec will conduct during the preparation of the project plan:

- Meet with the Township to confirm proposal milestones, activities, and actions needed by Stantec, Township Board, and Township staff.
- Apply for and obtain clearances from various regulatory entities.
- Collect any remaining data related to the existing wastewater system and documenting existing system's conditions, if any.
- Develop and justify the project need for various components based on the AMP, CIP, and capacity analysis to demonstrate to EGLE eligibility for SRF funding.
- Develop, evaluate, and select alternatives where needed.
- Develop Engineer's opinion of various alternative costs, developing present worth analysis (where needed), and cost impact on average users.
- Assist the Township in preparing and meeting critical deadlines such as advertisements, Board Resolutions, and public hearings (time critical actions).

All of the above actions will be performed in a timely fashion to meet major milestones such as, but not limited to, the availability to the general public to view the project plan for 30 days at the Township office and/or on the Townships website, followed by a public hearing, and the Township Board of Trustees resolution to adopt the project plan. Once all activities are completed, the draft project plan is updated and submitted to EGLE as a final project plan before **August 1, 2020** for inclusion in the 2021 Project Priority List (PPL).

## Detailed Work Plan

To expand on the general approach described above, please find below our detailed work plan to prepare an SRF project plan that addresses the Townships needs.

**Reference:** Proposal for Professional Engineering Services Related to Preparation of a State Revolving Fund (SRF) Project Plan

### **Task 1: Background Data Collection and Review**

Under this task, detailed background information on the wastewater collection system (pump stations, force mains and gravity sewer) will be compiled. Data collected will include, but will not be limited to:

- Previous studies and design plans.
- System components and service areas.
- Existing and future (20-year) economic growth and flow projections.
- The condition of the existing systems including information on the location and physical condition.
- Documentation of experienced problems within the existing wastewater system (operation, maintenance, spare parts, reliability, dates of failures, cost of repair, etc.).
- Existing flows during dry and wet weather.
- Current sewer rate structure.

### **Task 2: Address Need for the Proposed Project**

Under this task, Stantec will primarily use the information gathered during the SAW Grant AMP development, supplemented with the latest Township records, to justify the need for this project. The AMP brings together condition information from Closed Circuit Television (CCTV) inspections and field assessments, as well as previous studies, such as the flow metering/hydraulic modeling evaluation. This is a critical requirement of the SRF guidelines.

### **Task 3: Environmental Clearances**

Under this task, Stantec will initiate contact with regulatory agencies to obtain necessary environmental and historical clearances. Regulatory agencies to be contacted include, but are not limited to EGLE, State Historic Preservation Office (SHPO), and the appropriate planning and tribal agencies. Also, under this task, representative maps will be developed to characterize the project area environmental setting including wetlands, flood plains, soils, topography, and hydrology. While we do not anticipate SHPO, tribal, or major environmental issues, it is still necessary to demonstrate to EGLE that these will not impact the project. It should be noted though, that Stantec currently has some concerns related to securing the necessary SHPO clearance due to the current “stay at home orders” that will need to be addressed with EGLE and SHPO (we are not alone in this unexpected situation).

### **Task 4: Identify and Evaluate Potential Alternatives**

Under this task, Stantec will identify and evaluate alternatives. Alternative evaluations will be based on feasibility and impact on the environment.

- Per SRF completion guidelines, the evaluated alternatives will include:
  - No action taken alternative (Township does nothing).

**Reference:**     **Proposal for Professional Engineering Services Related to Preparation of a State Revolving Fund (SRF) Project Plan**

- Optimization of existing facilities alternative (upgrades to existing Township facilities such as pump stations, force mains, electrical equipment etc.).
- Regional alternative (YCUA and the City of Ann Arbor).
- Principle alternatives (full replacement or new construction), if required.
- Engineer's opinion of probable construction cost will be developed for each alternative.
- Impact assessment (such as environmental) and mitigation measures will be addressed, if necessary.
- A cost-effective analysis (present worth) will be performed to evaluate economic feasibility based on EGLE guidelines, where required.

#### **Task 5: Select Alternatives**

Under this task, and as required by the Project Plan, Stantec will:

- Develop a basis of design for the selected alternatives.
- Identify permit requirements necessary for construction, design, and operation of the selected alternatives.
- Address design, permitting, and construction schedules.
- Develop an estimate of the user cost impact from implementation of this project using information obtained from the Township related to the sewer system billing records.
- Select preferred alternative.

#### **Task 6: Evaluation of Environmental Impacts**

While we do not anticipate significant environmental impacts, under this task, Stantec will address the following:

- Environmental impacts (short-term, long-term, and cumulative) associated with the selected alternative.
- Mitigation of environmental impacts resulting from construction and continued long-term operation (e.g. fuel containment for the generator).

#### **Task 7: Finalize Project Plan and Public Participation**

Under this task, the following will be performed:

- Prepare and submit a draft project plan to the Township for review.
- Incorporate the Townships comments into the draft project plan.

**Reference:**     **Proposal for Professional Engineering Services Related to Preparation of a State Revolving Fund (SRF) Project Plan**

- Submit the draft project plan to EGLE for review.
- Incorporate EGLE's comments into the report, if any.
- Submit a revised report to the Township for public input.
- Attend one (1) public meeting to present the project.
- Incorporate public meeting information along with Township Board Resolution, into the draft project plan and submit final project plan to EGLE.

## Significant Assumptions

- Existing condition assessment information collected during the SAW Grant activities (CCTV data, pump station condition assessments, etc.) will be used primarily as the basis for planning upgrades.
- The Township will provide input related to the following:
  - Current billing structure.
  - Number of residential and commercial accounts.
  - Average water usage by residential customers.
  - Monetary Township contribution, if any.
  - MDOT project schedule and contribution, if any
- The Township will be responsible for:
  - Posting the advertisement for the public hearing in a local paper.
  - Advertising for the 30-day SRF mandatory public notice period.
  - Arranging for a court recording of the public hearing.
  - The Township will provide the transcript from the public hearing and Board resolution to adopt the project plan within 72 hours of the public hearing.
  - Schedule special meeting for project plan adoption if deemed necessary
- Stantec will attend and present the draft project plan to the Township Board at one (1) meeting.
- Stantec will attend and present final project plan findings to the Township Board and the public during one (1) meeting.
- Stantec's services under this contract conclude with the submittal of the SRF project plan on or before August 1, 2020. Any additional efforts after that date will be completed on a time and material basis upon authorization from the Township.

**Reference:** Proposal for Professional Engineering Services Related to Preparation of a State Revolving Fund (SRF) Project Plan

## Project Schedule

Unless EGLE amends the current SRF Program timelines, we propose to follow the critical schedule below. Stantec is committed to providing the necessary resources to meet the schedule.

ACTIONS	NO LATER THAN
Receive Notice to Proceed (Township Board Meeting)	April 29, 2020
Project Kickoff and Data Collection	May 6, 2020
Submit Draft Project Plan to the Township and EGLE	June 8, 2020
Present Draft project plan to Township Board	June 10, 2020
Issue Public Notice	<b>June 8, 2020</b>
Address Township and EGLE Comments	June 19, 2020
Hold Public Hearing and Township Board Resolution	<b>July 8, 2020</b>
Submit Final Project Plan to EGLE	<b>August 1, 2020</b>

## Deliverables

During the course of this project, the following deliverables will be provided:

- Copies of all correspondence with regulatory agencies.
- Periodic email progress reports to the Township to share with its residents through Township Board meetings and/or on the Township web page.
- Two (2) copies of draft project plan for Township review.
- Two (2) copies of draft project plan for EGLE's review (Lansing and District).
- Ten (10) copies of the draft project plan (with the Township's and EGLE's comments incorporated) for public comments.
- Two (2) copies of the final project plan for Township records (hard copy and electronic).
- Two (2) copies of the final project plan for EGLE's approval (Lansing and District).

## Project Fee

Stantec proposes to complete the work outlined in this proposal on a time and material basis for a Not-to-Exceed fee of **\$34,600.00**.

Please note that this work would be conducted under the existing General Engineering Services Agreement between Stantec and Pittsfield Charter Township. Board approval was previously granted on April 22, 2020.

**Reference: Proposal for Professional Engineering Services Related to Preparation of a State Revolving Fund (SRF) Project Plan**


If the above proposal meets your approval, please sign this proposal letter, and return a copy to our office. We take pride in providing the Township with quality engineering services and look forward to continuing our services for years to come.

Regards,

**Stantec Consulting Michigan Inc.**

  
**Dima Soued El-Gamal**, PhD, PE, LEED AP  
Principal  
Phone: 734 214 2516  
Fax: 734 761 1200  
Dima.El-Gamal@stantec.com

**Stantec Consulting Michigan Inc.**

  
**Mark D. Pascoe**, PE, LEED AP, ENV SP  
Principal  
Phone: 734 214 1865  
Fax: 734 761 1200  
Mark.Pascoe@stantec.com

By signing this proposal, the Township of Pittsfield authorizes Stantec to proceed with the services herein described.

This proposal is accepted and agreed on the \_\_\_\_\_ day of April, 2020.

Per: Charter Township of Pittsfield

Billy Weirich, Interim Utilities Director

Print Name & Title

\_\_\_\_\_

Signature



April 28, 2020

Mr. Billy Weirich, Interim Utilities Director

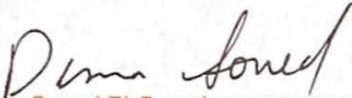
Page 7 of 7

Reference: Proposal for Professional Engineering Services Related to Preparation of a State  
Revolving Fund (SRF) Project Plan

If the above proposal meets your approval, please sign this proposal letter, and return a copy to our office.  
We take pride in providing the Township with quality engineering services and look forward to continuing  
our services for years to come.

Regards,

Stantec Consulting Michigan Inc.



Dima Soued El-Gamal, PhD, PE, LEED AP

Principal

Phone: 734 214 2516

Fax: 734 761 1200

Dima.El-Gamal@stantec.com

Stantec Consulting Michigan Inc.



Mark D. Pascoe, PE, LEED AP, ENV SP

Principal

Phone: 734 214 1865

Fax: 734 761 1200

Mark.Pascoe@stantec.com

By signing this proposal, the Township of Pittsfield authorizes Stantec to proceed with the services  
herein described.

This proposal is accepted and agreed on the 30<sup>th</sup> day of April, 2020.

Per: Charter Township of Pittsfield

Billy Weirich, Interim Utilities Director

Print Name & Title



Signature

ed v\2075\promotion\2075800\85015 - pittsfield twp\pro\_weirich\_srf\_project\_plan\_let\_20200428.docx