

**DTC BOARD OF DIRECTORS MEETING MINUTES HELD  
ON APRIL 23, 2026, AT 4:00 P.M.**

**BOARD PRESENT:**

Chairperson  
Vice Chairperson  
Secretary/Treasurer

Mr. Robert Cramer  
Mr. Samuel Krassenstein  
Mr. John Naglick  
Mr. Brandon Lockhart  
Hon. James Tate

**BOARD MEMBER(S) ABSENT:**

Mr. John Paul Rea

**DETROIT TRANSPORTATION CORPORATION:**

Ms. Melia Howard, General Manager  
Mr. Ernest Latham, Deputy Gen. Mgr.  
Ms. Jessica Aho  
Ms. Ericka Alexander  
Mr. Kevin Burwell  
Ms. Ophelia Crawford  
Ms. Pamela Day  
Ms. Jela Ellefson  
Ms. Karen Foster  
Ms. Sarah Gryniewicz  
Mr. Cornelius Henry  
Mr. Curt Knudsen  
Ms. Michele Pollock  
Mr. Cliff Powell  
Ms. Leeya Sutter  
Mr. Christopher Thomas  
Ms. Madonna Van Fossen  
Mr. Tony Vinson  
Ms. Gwen Wallace  
Mr. Michael Walter  
Mr. Terrance Washington

**OTHER ATTENDEES:**

Mr. Robert Armstrong  
Ms. Dorian Ballard  
Mr. Khalil Davis, WSP  
Mr. Robert Gorski  
Mr. Lucas Lasecki  
Mr. Nikki Nolan  
Mr. Corey Rowe

**Meeting Called to Order/Opening Remarks**

Chairperson Mr. Robert Cramer called the meeting of the Detroit Transportation Corporation Board of Directors to order at approximately 4:06 p.m.

## **1. Approval of the Agenda**

**MOTION:** Moved by Mr. Samuel Krassenstein and supported by Mr. Brandon Lockhart to adopt the agenda.

**VOTE:** All in attendance voted to approve the agenda.

## **2. Approval of the Minutes of March 26, 2026**

**MOTION:** Moved by Mr. Samuel Krassenstein and supported by Mr. Brandon Lockhart to adopt the Minutes for the Board of Directors meeting held on March 26, 2026.

**VOTE:** All in attendance voted in the affirmative.

## **Action Items**

### **3. Resolution Authorization to approve a Contract Extension with Unifirst for Uniform and Mat Rental Services**

**MOTION:** Mr. Samuel Krassenstein, supported by Mr. Brandon Lockhart, that the General Manager is hereby authorized, empowered, and directed by the DTC Board of Directors to approve a three (3) month contract extension with Unifirst for uniforms and to approve an associated contract increase in an amount not to exceed Seven Thousand Six Hundred Fifty-Six 00/100 (\$7,656.00).

**VOTE:** All in attendance voted in the affirmative.

### **4. Resolution Authorization to award a Contract for Public Transportation Agency Safety Plan (PTASP) Internal Audit Services**

**MOTION:** Moved by Mr. Samuel Krassenstein and supported by Mr. Brandon Lockhart that the General Manager is hereby authorized, empowered, and directed by the DTC Board of Directors to enter into an agreement for PTASP internal audit services for a two-year contract with no renewal options for an amount not-to-exceed Eighty-Nine Thousand Nine Hundred and Eighty-Six Dollars 00/100 (\$89,986.00).

**Discussion:** Ms. Michele Pollock stated that Procurement issued a solicitation for the task and internal audit services, and we received two responses. She stated that DDM Consultant was the highest-scoring contractor and that we would like to award them a 2-year contract.

Mr. Samuel Krassenstein asked who the current provider is. Ms. Michele Pollock answered that the current provider is IKJ. Ms. Pollock went on to say that both IKJ and DDM are very qualified vendors/contractors; however, the price would be lower. Mr. Samuel Krassenstein asked how much lower. Ms. Pollock answered that it would be 25%.

Mr. Samuel Krassenstein asked if there are other transit agencies that they have done safety projects for, and if we had previously worked with them. Mr. James Zills said that we had not worked with them before. He stated that DDM had worked with the People Mover in New York.

Ms. Gwen Wallace stated that DDM responded to our request. Ms. Michele Pollock added that they have very good references.

Mr. Samuel Krassenstein inquired about the internal review of the PTASP. Mr. James Zills answered that they annually go through the third of the PTASP, which is chosen by the auditor, and perform an audit.

Mr. Robert Cramer asked when the current contract would expire and when the new one would take effect. Mr. James Zills answered that the current one expired on April 30th.

Mr. Robert Cramer asked if there is concern about any reviews or work that IKJ is doing right now being interrupted or carried over. Mr. James Zills answered in the negative.

**VOTE:** All in attendance voted in the affirmative.

Hon. James Tate entered the meeting at approximately 4:15 p.m.

## **5. General Manager / Staff Reports**

### **Return to Service – Mr. Ernest Latham / Mr. James Zills**

Mr. Ernest Latham stated that we started rigorous testing this weekend. He stated that we started with a single vehicle and ramped up to getting two vehicles out today. He stated that we are currently waiting for a report from WSP that we will submit to MDOT.

Mr. Latham stated that there are items that MDOT's consultant requested that we give to WSP, which performed oversight of its corrections, and that those are the proposals we made. He stated that we are awaiting final approval.

Mr. James Zills stated that he received the engineer's report from WSP and sent it to MDOT. He stated that he received the response before the meeting. He stated that there is a request for a meeting between DTC, MDOT, and Hitachi.

Ms. Melia Howard stated that as we move to return our system to a good state of repair, we are here actively listening and ensuring that we are following all directives from Hitachi as well as MDOT. She stated that once the meeting occurs, hopefully tomorrow, we can be back in service as quickly as possible. Ms. Howard said that our stations are prepared and ready to go, as well as our staff; it is just the clearance that we need to receive from MDOT.

Mr. Robert Cramer asked if we have an opening date for Times Square Station. Mr. Curt Knudsen answered that the Times Square Station is expected to open the first week of May,

### **Metrics Presentation – Ms. Jessica Aho**

Ms. Jessica Aho, Strategic Analyst, has been working on helping our internal data to be more accessible to everyone in the agency. She presented Quarter 3 Metrics to the Board. She stated that ridership was 238,000 for the quarter and that our wait times are under 6 1/2 minutes overall. She stated that passengers per train per hour rose steadily throughout March before the closure.

Mr. John Naglick commented on the flat line regarding ridership and asked if there is an opportunity to double down before we're in a crisis and buy spare parts. He also asked if there are additional spare parts we should buy for this old system. Mr. Ernest Latham answered that what we're trying to do as we get ready to bring the TTC fleet on board, hopefully by next fall, for testing and commissioning. The current plan is to bolster our spares, which will transition us into the TTC steps. He stated that we just disassembled three entire VOBs to go to Hitachi to be refurbished, so we'll have those sitting in standby, which are swappable units. He stated that other items like brake and train parts, things that we didn't get from TTC that are unique to us, we are

trying to bolster that spare ratio and keep it right, to get us through the next 18 months or 24 months max - as we start to bring that TTC fleet on board.

Ms. Melia Howard stated that although it is stressful to see the flat line, we have a solid plan to reopen with as much fanfare and vigor as possible. She stated that Ms. Ericka Alexander, PR & Communications Manager, has a great comms and social plan to get people back into the system and riding so that we can become robust again, push forward, and towards a million again.

Ms. Howard stated that with the information from the metrics, we can provide real-time information to the Board and analyze ourselves. She stated questions such as, "Where are we deficient? How can we do better with preventative maintenance and predictive modeling around which part is about to fail on what train?"

Ms. Melia Howard stated that this year, we have many amazing conferences coming to the city focused on planning and transit, in which we will be able to now go to reach out and talk to new vendors.

Ms. Howard mentioned that the Transit Asset Management (TAM) Plan is due next year. She stated that we will be able to look at the data to see where we can be on par with what's actually in the TAM Plan, which is 98%; the train needs to be running 98% efficiently throughout its day and throughout the year.

Ms. Melia Howard stated that we are looking at a SeeClickFix model that's not just for passengers, but also for DPM, because it can, for example, create a work order instead of having to pick up the phone to dispatch someone to clean a train. She stated that with SeeClickFix, you can track the metrics on how well the facilities team is actually doing in responding and cleaning up stations and how quickly maintenance turns over vehicles that might need to be repaired.

Mr. Robert Cramer asked if DDP has a SeeClickFix for downtown. Mr. Samuel Krassenstein answered that DDP may use it for the workload systems with the ambassadors to log and report issues.

Mr. John Naglick asked if there is any budget gap now that we know more about what it's going to take to bring the TTC cars onto the tracks. He asked if there is a solution that we need the City budget department to start working with DTC's budget team to close any gaps. Mr. Ernest Latham stated that we will look closely at it for Mr. Naglick and will come back to him with any gaps that we have identified. Mr. Latham stated that we are still trying to right-size the bucket or estimate, because we uncover some new things every month.

Mr. John Naglick stated that at the City Council Budget Hearings, it was mentioned that the TTC cars have cloth seats. He stated that in getting rid of the last cloth seats on buses, we may not want to go back to cloth seats on the train cars. He noted that it may have a budget consideration that someone needs to come up with money for.

Mr. Robert Cramer stated that, thinking back to last year, we know that there is some sort of delta between what the City had set aside for the one-time money and what we will need. He stated that even when we approved the Hitachi work, we knew there was going to be some sort of gap, and that has been flagged with the City's budget office. Mr. Cramer stated that they are ready to assist.

Mr. Cramer stated that secondly, when we went for the TTC visit, they had a summer jobs program in the upholstery division, and it's actually something they do. He stated that they must have flame-retardant fabric, which is only available in the UK. He stated that TTC actually gets this fabric in the UK, and they have a shop that reupholsters all the seats, which are then swappable. He stated that we are going to get them and that the seats will be new. He stated that they have crates of pre-upholstered replacement slots, which we would be able to work through. He stated that as soon as the seats get dirty or soiled, we can take them out, and then decide to toss them, then, in the future, we could decide to do a hard seat.

### **Q3 Financial Update – Ms. Karen Foster**

Ms. Melia Howard stated that the Q3 Financial Update will be given at next month's Board Meeting.

### **MCMF Update – Ms. Sarah Gryniewicz**

Ms. Melia Howard stated that the Michigan Central Multimodal Facility update will be given at next month's Board meeting.

### **MoGo Update – Ms. Sarah Gryniewicz**

Ms. Sarah Gryniewicz stated that we are actively working through the budgeting and draft transfer agreement. She stated that we are looking for a "Go/No Go" decision next month. She stated that we are talking with others, trying to work on the proposed transfer date, July 1<sup>st</sup>, to make sure that we are clean in our fiscal year.

Mr. Samuel Krassenstein stated that he had the opportunity to listen in and participate in the DDA Board meeting yesterday and that we secured the \$350,000.00 as a conditional upon going towards a state of good repair for replacements of bikes, seats, and stations within the downtown footprint, which is good progress towards the project.

### **New Hire(s) – Ms. Leeya Sutter**

Ms. Leeya Sutter announced the following new employee for April: Mr. Terrance Washington, Electronic Technician I. He brings to DTC over 10 years of electronic technician experience, and he also holds an associate's degree in electronic and engineering technology.

### **Public Participation**

There was no public participation.

## **6. Board Member Comments**

There were no comments from the Board of Directors members.

## **7. Adjournment**

**MOTION:** Moved by Mr. Samuel Krassenstein and supported by Mr. Brandon Lockhart to adjourn the meeting at approximately 4:33 p.m.

**VOTE:** All in attendance voted in the affirmative.

The meeting was reopened for Public Participation. at 4:33 p.m.

**MOTION:** Moved by Mr. Brandon Lockhart and supported by Mr. John Naglick to reopen the meeting at approximately 4:34 p.m.

## **8. Public Participation**

Mr. Lucas Lasecki noticed a line item about priority waste on the published agenda. Mr. Robert Cramer explained that there was an updated agenda that removed the item.

Mr. Robert Armstrong asked if there were any lessons learned, especially around public communication in terms of when the line's going to go back in service, like estimated times of fixing it. He stated that the public is only hearing that we are working around the clock without timeframe updates. He stated that it would help with the concerns of people who use the system daily.

Ms. Melia Howard stated that in this process, as we've gone through repairing our track and repairing our vehicles that were damaged, we continue to wait and work with MDOT and provide them with all the required and necessary steps that they see fit to have addressed as we move to return to revenue service. She stated

that we have been working diligently to ensure that we are updating the public. She reiterated that we have to wait for the bodies that, in essence, determine the safety and security of our system, which is MDOT. Ms. Howard stated that we should have that information by the end of tomorrow, and we can give another update to the public as to the timing of the opening.

Mr. Robert Cramer added that the biggest challenge here is a long shutdown and that we don't know how long those steps will take.

Mr. Michael Cunningham stated his phone number as (313) 444-9114. Mr. Cunningham inquired about the process of getting sponsorship for the free fare program. He asked if Priority Waste approached DTC or if DTC approached Priority Waste.

Mr. Robert Cramer stated that for Priority Waste, the decision opportunity was that the People Mover's fare equipment is still original and approaching 40 years old. He said that we were at a point where the payment options were limited to basically tokens, using a token machine, or having the mag-stripe passes. He stated that we estimated it would be about \$5 billion for us to replace that equipment, and our revenue at the time we were considering this was only about less than \$500,000 a year. Therefore, it was a business decision of a 10-year return on investment to break even on the replacement, and we knew that it was a major barrier to people riding the system.

Mr. Robert Cramer stated that with the support of some of our partners, we identified a mechanism where we could try to attract sponsors to cover the lost revenue, and because that revenue number was so low, it wasn't difficult. He explained that Priority Waste had bought one day of free service from us to help commemorate Breast Cancer Awareness Month. He stated that they wrapped a train pink, and then we had one day with a press conference to acknowledge them and charged them \$2,500.00 for one day.

Mr. Robert Cramer stated that when we went back to Priority Waste and some others to speak about the possibility of a sponsorship program, they were eager to jump at the opportunity to be part of it. He believes that the cost of entry being so low is what made it easiest for us to say that we were thinking about doing this, and we were going to make sure it's budget-neutral.

Mr. Cramer stated that for DDOT, there are other challenges for people who didn't require expanding capacity, increasing services, or increasing staff. He stated that, based on hearing from other transit agencies, bus operators who are investigating or testing this, there is quite a bit of cost that comes with it because of the increased administration, ridership, buses, and drivers. He said that there is a deeper analysis needed and that Council has asked DDOT to prepare something of what it would look like to pilot a month of free service, which would allow us to learn about it. He stated that DDOT is preparing a response.

Ms. Dorian Ballard, a member of the District 5 Community Advisory Council, stated that the Michigan Democratic Party Conference was held at Huntington Place, and there was talk about how people were planning on using the People Mover to arrive. They expressed disappointment that the system was not up and running. She mentioned sharing updates with the public would be helpful.

Ms. Ballard asked when the results from the Sustainability Study would be available. She also asked if there would be a forum where the results would be shared with the public. She stated that many people from the District 5 Community Advisory Council and other City Council District meetings had completed the survey.

Ms. Melia Howard stated that we have been very diligent about communicating that the system is down through our website, social media, LinkedIn, and through our stations. She stated that it is unfortunate that we had to sustain the damage we did and have to have these extensive delays in reopening and returning to

service. Ms. Howard stated that we have also communicated the updates to all the entities that service us, such as Millender Center, Huntington Place, Visit Detroit, and DDP. Ms. Howard added that the kiosks on the streets that DDP manages, the transit app, and Google Maps all show that the People Mover is down. Ms. Howard stated that the main concern as we get our service back up and in good standing order is safety. We have to make sure we're running safely and operating in good repair.

Ms. Melia Howard addressed the second question regarding the Sustainability Study. She stated that the last meeting is at the end of the month and that we will have a forum to share all the information. She stated that the meeting will be held on Microsoft Teams and will be in person. Mr. Tony Vinson stated that there will be an in-person public meeting scheduled for June 2, 2026, from 5:30 p.m. to 7:00 p.m. at the District Detroit Opportunity Center on Woodward and Montcalm. He stated that there will be a virtual public meeting on June 8, 2026, from 5:30 p.m. to 7:00 p.m.

Mr. Robert Cramer added that the meeting scheduled for June 8<sup>th</sup> is to present the results and would be a great opportunity for the public process. Ms. Melia Howard stated that after that, we'll start moving and focusing on phase two, which is the actual understanding of what phase one said, and how they're thinking about moving forward.

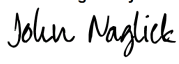
Ms. Dorian Ballard asked whether the body is participating in any of the master planning underway with the city regarding transportation. Mr. Robert Cramer answered in the affirmative. He stated that we are well connected with Alexa, Dara, and the team and their consultants.

Hon. James Tate asked if we had thought about taking the public meetings to the neighborhoods. Ms. Howard answered in the affirmative, stating that AECOM, which is our vendor, has been attending the Department of Neighborhood (DON) Cast meetings, and said that she will attend the District 1 meetings and present to the group. Hon. Tate suggested offering up to the council staff meetings and coffee hours. Ms. Howard stated that she will be doing "road shows", such as block club meetings, community events, and "Occupy the Summer" events throughout the city. She stated that we will have a table at the events with information that people may need.

## **9. Adjournment**

**MOTION:** Moved by Mr. Samuel Krassenstein and supported by Mr. John Naglick to adjourn the meeting at approximately 4:49 p.m.

**VOTE:** All in attendance voted in the affirmative.

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**John Naglick, Corporation Secretary**