



**DTC BOARD OF DIRECTORS MEETING MINUTES
HELD ON APRIL 24, 2025, AT 4:00 P.M.**

BOARD PRESENT:

Chairperson
Vice Chairperson
Secretary/Treasurer

Mr. Robert Cramer
Mr. Luke Polcyn
Mr. John Naglick
Mr. Samuel Krassenstein

BOARD MEMBER(S) ABSENT:

Mr. John Paul Rea
Hon. Mary Sheffield

DETROIT TRANSPORTATION CORPORATION:

Mr. Ernest Latham, Deputy Gen. Mgr.
Ms. Ericka Alexander
Mr. Michael Anderson
Ms. Ophelia Crawford
Ms. Pamela Day
Ms. Jessica English
Ms. Karen Foster
Mr. Cornelius Henry
Mr. Curt Knudsen
Ms. LaTrinda Perry
Ms. Leeya Sutter
Mr. Christopher Thomas
Mr. Tony Vinson
Ms. Gwen Wallace
Mr. James Zills

OTHER ATTENDEES:

Mr. John Carpenter
Mr. Khalil Davis
Ms. Alexandra Eckelmann
Ms. Mika Jackson
Mr. Lukas Lasecki
Mr. Zack Quint
Mr. Ryan Schiffer

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.

Mr. Robert Cramer performed a roll call. A quorum was present with the following members: Chairperson Mr. Robert Cramer, Secretary/Treasurer Mr. John Naglick, Mr. John Paul Rea, and Mr. Samuel Krassenstein.

1. Approval of the Agenda

MOTION: Moved by Mr. Luke Polcyn and supported by Mr. Sam Krassenstein to adopt the agenda.

VOTE: All in attendance voted to approve the agenda.

2. Approval of the Minutes from March 27, 2025

MOTION: Moved by Mr. Samuel Krassenstein and supported by Mr. John Naglick to adopt the Minutes for the Board of Directors meeting held on March 27, 2025.

VOTE: All in attendance voted in the affirmative.

Action Items

3. Resolution Authorization FOR Approval of the Public Transportation Agency Safety Plan (PTASP)

MOTION: Moved by Mr. Samuel Krassenstein and supported by Mr. Luke Polcyn that the DTC Board of Directors approve the PTASP and authorize the Board Chairperson to sign the required signature page.

Discussion: Mr. Robert Cramer stated that this is the Public Transit Agency Safety Plan. He stated that the Board previously approved a draft of the Plan, but that there were a few final changes we needed to get from our State Safety Oversight office that MDOT, which have been incorporated. Mr. Cramer stated that we met with the Joint Labor Management Safety Committee last week, and they authorized the Chairperson or Co-chairperson, Police Chief Ed Arnold, to sign it. Mr. Cramer stated that we are now bringing it to the Board for approval and if approved, it would enable the CEO to sign as the Accountable Executive. He said that we would then send it back to the State, letting them know that the Board approved it. The State will give us a final certificate saying it's good to sign; we make sure the signatures are on it, and then Mr. Marcus von Kapff, COO of the City signs as the person who can hold the Accountable Executive account. Mr. Cramer explained that those are the three signatures on the signature page.

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Mr. Robert Cramer stated that the State has already reviewed and approved our draft; these are mostly changes related to new regulations that took effect during the last year or are supposed to take effect this year, where specific guidance has guided our changes.

Mr. Luke Polcyn asked for an example of a regulation change. Mr. Robert Cramer answered that the current change is their adding or beefing up the Roadway Worker Protection (RWP), which is specifically about ensuring the safety of roadways. It's about workers who are out on, on the guideway or on the right of way, keeping them safe. He noted that the People Mover already had this change, like many of the rules that are in the PTASP, and that all or most of these were covered before the PTASP was a thing. This is an excellent example. Mr. Cramer explained that we have two- and three-times redundancy in place to keep our roadway workers safe, which is important because it's an elevated guideway. He stated that you can't jump into the bushes out of the way, but that you'd be jumping off the guideway to get out of the way of the train. So we have those, but we are navigating that process with the State to ensure we can meet the regulatory requirements.

Mr. Cramer stated that another change this year is RBI, Risk-based Inspection. He explained that we had to change and update our plan to have parameters for the State Safety Oversight personnel to be able to perform unannounced, intentional inspections of the system. He explained that this means they'll have to be trained

and certified to be safe, and that when they show up, everyone knows to allow them to access whatever they need.

VOTE: All in attendance voted in the affirmative.

4. Resolution Authorizing Adoption of Revised Drug and Alcohol Testing Program Policy

MOTION: Moved by Mr. Luke Polcyn and supported by Mr. John Naglick that the DTC Board of Directors approves and adopts DTC's Drug and Alcohol Testing Program Policy as set forth on the attached Exhibit A;

NOW THEREFORE BE IT RESOLVED, by the Board of Directors of the Detroit Transportation Corporation:

1. That the Chief Executive Officer (CEO) be, and hereby is, authorized to immediately implement the attached revision to DTC's Drug and Alcohol Testing Program Policy as mandated by the FTA.
2. That the CEO shall cause this Drug and Alcohol Policy to be distributed to all safety-sensitive employees.
3. The Authority finds and declares that all formal discussions and decisions regarding the adoption of this resolution were conducted in a meeting open to the public.
4. That this resolution shall become effective immediately upon its adoption.

Discussion: Ms. Leeya Sutter stated that the resolution is seeking Board approval slot for the revisions that were made to the DTC's Drug and Alcohol Testing Program policy under the Omnibus Transportation Testing Act of 1991 and a condition of our federal funding, DTC is required to test its safety sensitive employees on alcohol and drugs. Additionally, we're required to have a program testing policy that has been adopted by the Board, which would also include any updates to the policy. Ms. Sutter said that the policy has been recently updated to reflect minor administrative changes along with remembering the policy to #38 so that we can include it in our employee policy manual; modifying the non-DOT testing section to reflect compliance with the drug Free Workplace Act of 1988; and remove any references that non-DOT testing would be pursuant to regulated testing.

Ms. Sutter stated that we combined the treatment and discipline section and the consequences section into one because it was stating the same thing. Ms. Sutter stated that contact information was updated for our Medical Review Officer because our Medical Review Officer recently changed as of March 14, 2025. She also stated that our Substance Abuse Professional and Employee Assistant Provider changed earlier this month, so the contact information for them was also updated. Ms. Sutter stated that various definitions were updated to reflect a PA's current published definition and that Attachment A lists the CP sensitive positions by job title that was recently reformatted so that it could be read a little bit easier.

Mr. John Naglick asked for an explanation of the recent changes to the responsible parties. Ms. Leeya Sutter answered that the Medical Review Officer reviews all drug testing that gets sent from the lab, and they are ultimately responsible for releasing the test results to us. She said that they are also the TPA that holds the Medical Review Officer and also do our random selections for a random monthly testing. She stated that for our Substance Abuse Professional, if somebody were to test positive and then seek employment with us, they have to be treated with the Substance Abuse Professional and do follow-up testing. Therefore, we need to have one available in case there's a circumstance where we want to hire somebody who tested positive before

seeking employment. Ms. Sutter stated that we recently updated our Employee Assistance Provider, who are enumerated on Page 11.

Mr. Luke Speaker Polcyn added that the resolution needed to be corrected to reflect changing the Chief Operating Officer to the Chief Executive Officer.

VOTE: All in attendance voted in the affirmative.

5. Resolution to Approve Detroit Transportation Corporation Fiscal Year 2026 Operating Budget

MOTION: Moved by Mr. Samuel Krassenstein and supported by Mr. John Naglick that the DTC Board of Directors adopt the DTC Fiscal Year 2026 Operating Budget.

Discussion: Ms. Karen Foster stated that Finance is recommending a Fiscal Year 2026 operating budget, which is presented here today. Ms. Foster stated that the overall budget for Fiscal Year 2026 is reduced from last year's Fiscal Year 2025 and that most of that reduction is related to departmental spending. Ms. Foster stated that it is assumed that the free fare and sponsorship program will continue.

Ms. Foster said that the fiscal year will focus primarily on reducing our overall cost and finding more efficient methods for staffing, work distribution, and overtime. We are also attempting to come up with some advertising and additional sponsorship revenues. Ms. Foster stated that the infrastructure that the People Mover has for advertising is very robust, and we are going to attempt to tap into some of those potential spaces for revenue.

Ms. Karen Foster stated that one of the other things happening in this upcoming year is that the asset sale proceeds are expected to be reinvested into DTC through federal preventive maintenance, grant line items. She stated that the grant line items are allowed to be used on preventive maintenance or operating costs.

Ms. Foster noted that the budget for 2026 is \$16.1 million in revenue and includes sponsorship advertising, federal, state, and local sources, with the local operating subsidy being our major revenue source. She said that we have \$3 million in estimated expenses and that we are leveraging \$3.9 million of transfer and fund balance for a balanced budget of \$20 million in Incoming sources and outgoing expenses.

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Ms. Foster stated that the expenses are something that we have focused on reducing costs for our departments, but still with the expectation that we will be able to provide continued service at full levels and to accomplish some of the department's objectives and goals for the year. She stated that there will be considerable planning and efforts to monitor the budget for the vast number of unpredictable factors that may affect our budget inclusive of costs related to international purchases, as well as, Federal grant awards that we may have taken for granted to be a solid source, but the potential in the political climate for some potential changes.

Ms. Karen Foster stated that some of the major highlights are that we are again using reinvestment funding for preventative maintenance costs; sponsorship programs are expected to continue; and the position staffing level has changed from 92 to 91 for this year. She stated that there are some changes in those actual roles, and we believe that those changes will be very effective and efficient for our continued operations. She noted that we are continuing to foster a culture of Investment in the staff and improving processes and compliance, and that we still have the very high cost for facility maintenance and the People Mover system maintenance as well.

Mr. John Naglick asked if any of these funds were at risk from the federal government. Mr. Robert Cramer answered that we feel comfortable that these are formula-based funds, so they would seem to be as far outside of the risk zone as possible that federal and state money could be. He stated that the \$1.498 million of preventive maintenance reinvestment funding is funding that we have in a restricted account that's based on property sales. He stated that some property was sold before the pandemic and that we recently completed a third sale at 1259 Broadway, which the Board approved last year. He stated that because those were paid for with federal dollars, the proceeds are captured, and then we are to ask the FTA to allow the funds to be reinvested, which they generally say they will if we can get our paperwork in order. Mr. Cramer explained that the \$1.498 million is one-time, based on money we already have and that the 504 is a part of our formula we get that we don't believe is at risk of being diminished.

Mr. Samuel Krassenstein asked with the 9% reduction that's primarily in departmental costs, what expenses do you expect not to have this year that we've had in the past. Mr. Robert Cramer commented when we were restarting activities and we had the benefit of the COVID money that our budgets were more conservatively high and all of the functions because before and after the pandemic, the cost factors, the labor contracts, everything was so different that it allowed us some room to figure out what things cost. He stated that two things are being shown. One is us being more confident about our actual needs, so that we can start to shave off some of those areas where now we see the costs are not as high as we thought they could be. Secondly, there was a lot of extra effort and costs when we reopened the system, and over the last year or two, as we're catching back up with maintenance and facilities, with investments in the organization that now those can be a bit lower as well. Mr. Cramer stated that he believes that those would be the two fundamental pillars of how the costs go down.

Mr. Samuel Krassenstein asked if the revenue is also down 9%, where we're having to adjust the expenses, or if it's just the expense side? Mr. Robert Cramer answered is the revenue is lower because we don't have the COVID money that's left over. He explained that this is part of what's pushing us to reduce our expenses as revenues from the COVID money are dwindling away as the cushion. He said that the only other way to cover that is to increase other revenues, which is why we're heading to the sponsorships.

Ms. Karen Foster noted that this year, the revenues are almost the same, and that it is one-time funding that we have available, which is the reinvestment funds of the \$1.5 million. Mr. Robert Cramer added that next year we will have to increase revenues further or decrease expenses because the one-time will also be gone next year.

Mr. Samuel Krassenstein asked what our normal federal formula funding is that we depend on annually. Mr. Robert Cramer answered that the federal funding is a capital program, but that you are allowed to capitalize some of your operating costs in the form of rent and maintenance, which is a choice on our part. Mr. Cramer stated that you can choose to capitalize operating expenses from zero dollars up to the maximum eligible you have which reduces the amount you have for true capital investments. He stated that \$500,000 is about the level that we are using, but our actual formula funds are closer to \$2,000,000 a year. He also stated that the rest of that money we are using for other projects such as, if there are facility renovations, spare parts we need to buy, services, construction, etc.

Mr. Samuel Krassenstein asked if this is outside of the budget since it's capital. Mr. Cramer answered in the affirmative.

Mr. Luke Polcyn asked procedurally what our options are and if there is an additional fund balance reserve that if necessary, we could fall back on now that we're hearing of another era, potential pricing uncertainty with tariffs. Also, if we revisit this budget and in six months, we find that prices are out of control because of

the tariff variability. Ms. Karen Foster stated that there is a small amount of contingency built into this budget for costs and that there is also the expectation of employment vacancy savings that we would also be able to tap into. Ms. Foster said that there are several vacant positions, and one of them may end up vacant for most or all of the year. She also stated that the other side of that would be maintenance, because that is probably where we may have risk in needing things from an international purchase of place, and that would be for our rail cars because of the uniqueness of them and where those parts can be purchased. She stated that some of that is about planning what we're doing in terms of our needs for maintenance items, but we are moving toward using the TTC rail cars, but that also may be parts that we may not be able to find except for international.

Mr. Robert Cramer stated that most of our costs are not things we have to purchase; it's mostly labor and preventative services, such as guideway, elevators, escalators, and facility cleaning. He stated that our risk of being impacted by price increases is probably relatively low, outside of the fact that the cost of living of staff and such will push all prices and costs up.

Ms. Karen Foster added that we have a large number of spare parts that we received from TTC already, so some of that risk can be mitigated with things we have already received from TTC that are on the shelf here.

VOTE: All in attendance voted in the affirmative.

6. Resolution Authorization to Award a Contract for Elevator and Escalator Maintenance

MOTION: Moved by Mr. John Naglick and supported by Mr. Samuel Krassenstein that the Chief Executive Officer is hereby authorized, empowered and directed by the DTC Board of Directors to enter into an Elevator and Escalator Maintenance agreement with KONE for a five-year contract for an amount not-to-exceed One Million Dollars 00/100 (\$1,000,000.00) over the term.

Discussion: Mr. Michael Anderson stated that the Detroit Transportation Corporation sought proposals from qualified firms that can perform electrical maintenance on DTC's East and Central substations. The contractor essentially would furnish and complete inspections, preventive maintenance, incidental servicing, major repairs, and emergency services as needed. He stated that during the procurement process, this particular solicitation went out on January 25, 2025, and closed on March 11, 2025. He stated that 137 vendors were notified, 38 downloaded the complete RFP, and we received 2 submittals related to that. Mr. Anderson said that after our thorough evaluation and interview process, the department is requesting that the Chief Executive Officer is hereby authorized, empowered, and directed by the Board of Directors to enter into an elevator escalator maintenance agreement for a five-year contract not to exceed \$1 million. Mr. Anderson stated that we are looking at \$200,000 each year for the services and duration of this contract.

Mr. Samuel Krassenstein asked what set the new vendor apart from the service we've been previously getting. Mr. Michael Anderson answered during the evaluation process and the interview process TKE's proposal and interview were strong, but some of the evaluation team had concerns throughout TKE's time being with us as it relates to returning the phone calls, timely investment, and personnel from time to time. Another factor was pricing. Mr. Anderson stated that the evaluation team, led by Mr. Curt Knudsen, determined that KONE was a better fit.

Mr. Samuel Krassenstein asked if KONE does other work in Detroit. Mr. Curt Knudsen answered in the affirmative stating that in our interview process and in their technical submittal, KONE identified a large number of downtown accounts they have. He stated that they mentioned that the number of technicians they have available downtown was greater than TKE, therefore, the response should be quicker.

Mr. John Naglick mention the past issues of keeping the escalators functioning, including the open elements and asked if the vendor taking over is a functioning escalator system or if there are still problematic parts of it. Mr. Curt Knudsen stated that they should be. He stated that we have had a major refurbishment on all of the escalators that TKE completed, therefore, KONE should have a good solid foundation from here.

Mr. John Naglick inquired about the escalators in the Millender Center, whether they are DTC's responsibility. Mr. Curt Knudsen answered that they are not our responsibility; they are inside and conditioned escalators. Mr. Samuel Krassenstein asked what our previous five-year elevator escalator stem is. Mr. Curt Knudsen answered that it is under \$1 million. He stated that the escalator repair project was \$2 million which was capital. He stated that the repairs and maintenance will be approximately \$750,000.

Mr. Luke Polcyn inquired about the background overview and the resolution because it starts by mentioning electrical maintenance on the Eastside and Central substation for them. Mr. Curt Knudsen stated that edits will be made reflecting the change to DTC's vertical conveyance and the addition of one (1) traction elevator at Grand Circus Park.

VOTE: All in attendance voted in the affirmative.

7. Resolution Authorization to Award a Contract for CCTV Network Maintenance

MOTION: Moved by Mr. John Naglick and supported by Mr. Luke Polcyn that the Chief Executive Officer is hereby authorized, empowered and directed by the DTC Board of Directors to enter into an for CCTV Network Maintenance with Accurate Network for a three (3) year contract for an amount not-to-exceed Four Hundred and Three Thousand One Hundred and Ninety Four 26/100 Dollars (\$403,194.26) over the term.

Discussion: Mr. Michael Anderson stated that DTC and the Procurement Department sought proposals from qualified vendors to provide maintenance services for the intelligent transportation systems (ITS) infrastructure, network, and control room. He stated that this includes the CCTV system, the public address system, the kiosk, emergency phones, switches, storage area network, and network management systems. Mr. Anderson stated that during the procurement process, the solicitation went out on February 7, 2025, and closed on March 14, 2025. Mr. Anderson stated that over 2,700 vendors were notified, and less than 300 vendors downloaded the complete RFP. He stated that we received three (3) vendors who participated within the evaluation process with the team He also stated that after a thorough evaluation and interview process, the department is requesting that the Chief Executive officer is hereby authorized and empowered, and directed by the Board of Directors to enter into a three-year contract for an amount not to exceed \$403,194.26 for the CCTV network maintenance with Accurate Network.

Mr. Michael Anderson mentioned that at first glance at the pricing and the spreadsheet in year one (1), there is a significant investment noted as by Accurate Network, and they assume that there will be a little more upfront spending to get things going. He stated that based upon those assessment assumptions, they have identified a year or two of being an amount of a little over \$70,000 and year three (3), being a little over \$77,000.

Mr. Samuel Krassenstein asked why Johnson Controls was disqualified. Mr. Michael Anderson answered that Johnson Controls was disqualified because in our RFP we have certain requirements as it relates to their certifications, and they neglected to note none of them at that time within their bid and response. Mr. Krassenstein asked who provides the services today. Mr. Curt Knudsen answered that the services are provided by Accurate Network. Mr. Krassenstein asked if they are the incumbent vendor. Mr. Knudsen

answered that they are the installer and that their services are being performed on the warranty burn-in period. Mr. Robert Cramer commented that Accurate Network is part of the BVR team that was awarded the contract to install all of the items and that now we are nearing the point where we're burning in while almost finishing up the original contract, and this is who's going to maintain all of this now that it's there. Mr. Cramer stated that they are very familiar with it; they are not technically the incumbent because this is not a service that we have previously bid out for.

Mr. Samuel Krassenstein asked if the existing company that did the installation was Accurate Network BVR. Mr. Cramer answered, stating that BVR is the prime contractor, then they have Detroit Electric Services (DES). DES, and that Accurate Network is a part of their team.

Mr. Samuel Krassenstein inquired about if Accurate Network is Detroit-based,. Mr. Curt Knudsen stated that they have contracts in Detroit with the correctional system, Huntington Place, and with similar systems such as CCT. Mr. Robert Cramer stated that they are a smaller firm not based in Detroit, but within the region.

Mr. Ernest Latham stated that one of the things that Accurate Network has done locally, they partnered with Johnson Controls for the Riverwalk and some of the City of the Detroit-based projects. He stated that they are actually the underground partner and integrator for much of the JCI work that they did with the City.

Mr. Ernest Latham stated that the Accurate Network team is part of the BVR-DES team, mainly as the integrators and the ITS side with the networks and switches, and all the intelligent pieces. Mr. Samuel Krassenstein asked if we are confident that this group, by themselves, can do the maintenance work since they had a smaller function in the installation. Mr. Ernest Latham answered in the affirmative, stating that part of it for the network devices, the software applications, and also the camera devices, that's their wheelhouse of what they do. He stated that it was the biggest part of their share. DES did all the heavy electrical work, and he installed the cameras, but for the smaller maintenance pieces and integration, especially on the network backbone piece, that's their strength and wheelhouse.

VOTE: All in attendance voted in the affirmative.

8. Resolution Authorization to Award a Contract for Vinyl Graphic Printing & Installation/Removal Services

MOTION: Moved by Mr. Samuel Krassenstein and supported by Mr. John Naglick that the Chief Executive Officer is hereby authorized, empowered and directed by the DTC Board of Directors to enter into an agreement for a Vinyl Graphic Printing & Installation/Removal Services with Elephant Head for a one year contract with no renewal(s) for an amount not-to-exceed Thirty-Five Thousand Dollars 00/100 (\$35,000.00) over the term.

Discussion: Mr. Robert Cramer stated that when we have vinyl printing needs, which could be putting vinyl on the back of the trains, the station windows, or vinyl for concrete columns, we have solicited quotes. He stated that we've got different firms that have worked on this, Fast Signs, Media Swing, Elephant Head, and I am Branded, who are all firms that can do this kind of work. Mr. Cramer stated that what we have seen over the last year or so is that we are getting the quotes, but we're continually bumping up our different authorization levels. He stated that Mr. Anderson and his team have been trying to get some bids to have some competitive pricing, and what we found is that those other firms, for one reason or another, have increased their prices so much that every time we go out for quotes, they're always much higher. He said that by the time we got to this process, they were not interested in bidding basically for that, but that our spending need is over \$25,000. Therefore, we are asking the Board that we award a contract and issue a Purchase

Order for \$35,000, which lets us use Elephant Head to do the things that are listed up to \$35,000, realizing that along the way, we will continue to solicit other bids. He noted that this is not locking us into an exclusive use of Elephant Head and that if there are some cases where their capabilities are not there or some sort of specialized product or a short time frame, we're still hoping to engage other firms.

Mr. John Naglick asked if an advertiser pays the cost of a wrap if they desire to have a wrap on the train. Mr. Robert Cramer answered if someone comes in they sign a contract, they pay us for the advertising fee, but they actually then they directly pay a company like Elephant Head or I am Branded. whatever they end up just paying that directly. Mr. Cramer stated that last year and the year before, there were a couple of times we had what we called the ICON Train, which is the train that we paid to rap with our color. He stated that it had the icons of downtown, and then we had smaller spots we sold, but we had to come out of pocket for the \$15,000 that it took us to rent. He said that if we were going to wrap a train with that style, then this contract would pay for it. Mr. Cramer stated that it would only cover that once, and if we were going to do it, the rest of this would be we have a lot of ideas about vinyl, especially on the columns, and also using vinyl and the stations actually inside the trains as well, for maps and other things.

Mr. Samuel Krassenstein suggested another opportunity of looking at something like sidewalk wayfinding for getting to and from. He explained that one of the things for scooter parking is having vinyl on the sidewalks, letting people know where to park their scooters. Mr. Cramer stated that there are some concepts like putting maps or other graphics just outside the door so that when you go out of the station, when you get off the train, it's giving you that orientation of restaurant, ballpark, whatever it might be.

Mr. Samuel Krassenstein noted the advertisements through the Legal News of the Michigan Intergovernmental Trade Network and asked if we also list all of our procurements, open bids on the DTC website. Mr. Michael Anderson answered in the affirmative stating that we reach out to the City's Procurement Department and piggyback off of their platform as well.

Mr. Luke Polcyn asked how many different companies tend to do this kind of service, and have we encountered Elephant Head before. Mr. Robert Cramer answered that Elephant has done most of ours for a while because of the cheapest price and that before that, it was I Am Branded before they had a change in leadership, and the prices went up. He stated that our first connection was with Elephant Head was the QLine was using them and giving good pricing. He said that Media Swing was who we used before the pandemic for the trains, but they're pricing and capabilities have gone up. He also mentioned Fast Signs which has done vinyl or banners for us.

VOTE: All in attendance voted in the affirmative.

9. Chief Executive Officer Report

Social Media Metrics.

Mr. Robert Cramer stated that we have engaged Hadrout, and their team has helped us over the last couple of months really boost the frequency, quality, and coordination of our social media posts. He stated that we were excited when the Board approved them, signing them up to do our digital marketing services. He stated that we've got an even number of 35 posts per platform over the last month. He stated that over the three-month period our followers have gone up on Instagram by about 75% and our visits have gone up about 30%. He stated that Facebook has seen smaller increases.

Mr. Cramer stated that our reach on Instagram has gone up, and views have gone up. He commented that we have had Facebook for a long time, so figuring out some of the changing dynamics there, but something we'll keep an eye on. He also stated that content interactions have doubled on both platforms.

Mr. Cramer stated that for Twitter, our impressions of page views, reactions, and comments that have all generally been increasing. You know the common denominator here is that we're regularly posting and we're coordinating our content, whereas before this point, it's more of as we were able. He stated that a number of different staff members, including himself, were posting things when we were able, but now we've got with the Hadrout team, really a strategy and kind of a calendar about how we put things to move things in the right direction.

Mr. Robert Cramer stated that our followers increased on these platforms compared to December to March, especially when it comes to Instagram. He stated that we are looking to build on our successes in April moving forward by having the user-generated content and key announcements to increase those engagements.

Mr. Samuel Krassenstein asked how effective the engagement is, if people are interacting with us. Mr. John Naglick stated that we have been successful in increasing the engagement.

The DTC Board of Directors Meeting was interrupted virtually and shut down at approximately 5:06 p.m. and restarted at approximately 5:09 p.m.

Mr. Luke Polcyn stated that the People Mover can be used to host events downtown. Mr. Samuel Krassenstein stated that the People Mover is essential for special events and inquired about how to use people to promote the People Mover as a source of transportation. He asked how do we get the larger partners involved. Mr. Luke Polcyn suggested using the partners and stakeholders. Mr. Polcyn also suggested asking questions that would engage those on social media, such as, Why did you come downtown? What do you plan to do for the night?

Mr. Samuel Krassenstein stated that the People Mover is essential for special events and posed the question of how do you get special event partners like Huntington Place or Ford Field, or LCA, who have a much bigger reach, to promote the People Mover as a transportation option. He said that this is where the biggest reach opportunity is, because although the social media we're doing is good but the reach is still very small. He stated that to get the message out, we have to figure out how to get the larger partners to echo to their network.

Mr. Luke Polcyn recommended a service alert specific account and index the main social media accounts for promotional storytelling, fun content, which will help with engagement. He said that we can then use our partners and stakeholders to buy in on the system and help us drive the engagement and the brand we are building.

Mr. Robert Cramer stated that Ms. Ericka Alexander and Ms. Madonna Van Fossen, DTC's Communications and Marketing Managers, are building partnerships with DDP and Visit Detroit Convention Center. He stated that the Lions were a big one for us; there were postings on social media about the offensive line, which turned into a wrap. He said that Rory was also on the train. He stated that the way to build a social media following is by finding more people who have more followers to participate.

Mr. Cramer stated that Hadrout has been doing social media for the Music Hall for a long time. He stated that we have some big ideas and had a brainstorming session with Hadrout since they have been selected.

AECOM

Mr. Robert Cramer stated that we will be having a soft internal kickoff with AECOM next week. He stated that what's going to launch into pretty quickly is formulating the steering committees that we'll have for the study,

and that it's going to be an important part of the project in getting the right people at the table to make sure we get their feedback, insights, and buy-in. He stated that this is from the public city departments, private land owners, developers, and others. He stated that once we have the schedule of what the schedule of what the public involvement and the schedule of the project, we'll bring it to the Board and share it with the public.

10. Public Participation

Mr. Lucas Lasecki stated that he was one of the volunteers for Opening Day and that it went very well. He found it to be a very fun and enriching experience, and was glad to help the People Mover out in a time of need like that. He gave special thanks to Ms. Jessica Aho for putting the whole thing together. He also thanked Mr. Tony Vinson and Ms. Tiauna West for supporting them in the field as well as the Transit Police for keeping them safe.

11. Adjournment

MOTION: Moved by Mr. Luke Polcyn, and supported by Mr. Samuel Krassenstein to adjourn the meeting at approximately 5:18 p.m.

VOTE: All in attendance voted in the affirmative.

John Naglick, Corporation Secretary