## ANN ARBOR AREA TRANSPORTATION AUTHORITY BOARD OF DIRECTORS

**DATE:** Thursday, December 21, 2017  
**TIME:** 6:30pm  
**PLACE:** Ann Arbor District Library, 343 South Fifth Avenue, Ann Arbor MI 48104  
**MEETING CHAIR:** Eric Mahler

### AGENDA

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<td>b. Public Comment</td>
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<td>c. General Announcements</td>
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<td>1. Farewell Jack Bernard</td>
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<td>b. LAC Executive Committee Appointments (p. 5-10)</td>
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<td>c. Other Board Reports &amp; Ownership Linkages</td>
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<td>1. LAC (p. 37-40), WATS, A2 Transportation Commission</td>
<td>Mozak-Betts, Krieg, Gururaja</td>
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<th>4) Strategy and Operational Updates: CEO</th>
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<tr>
<td>a. CEO Report (p. 41-42)</td>
<td>In writing (no presentation planned)</td>
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<td>b. Millage Update (p. 43-44)</td>
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<th>5) Board Development</th>
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<td>a. Governance Policy Monitoring: 3.3 Board Member’s Code of Conduct</td>
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<tr>
<td>a. Topics for Next Meeting</td>
<td>Thursday, January 18, 2018 @ 6:30pm</td>
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<tr>
<td>b. Public Comment</td>
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<td>c. Board Assessment of Meeting</td>
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<td>d. Adjournment</td>
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Monitoring Reports

**Sample Motions**

**Accepting:** I move that:
- We affirm that Monitoring Report XYZ has been read by board members, and
- We accept this report as it provides
  - a reasonable interpretation of the policy and
  - evidence of compliance with that reasonable interpretation [or… while not in compliance, shows evidence of reasonable progress/commitment toward compliance]

**Not Accepting:** I move that:
- We affirm that Monitoring Report XYZ has been read by board members, and
- We do not accept this report
  - as the interpretation for XYZ.XYZ cannot be deemed reasonable by a rational person
  - OR
  - though it provides a reasonable interpretation, it does not adequately provide evidence of compliance for XYZ.XYZ.
- CEO will provide an updated Monitoring Report XYZ within ## months.

**If additional policy development is desired:**

Discuss in Board Agenda Item 3.0 Policy Monitoring and Development. It may be appropriate to assign a committee or task force to develop policy language options for board to consider at a later date.

**Emergent Topics**

Policy 3.13 places an emphasis on distinguishing Board and Staff roles, with the Board focusing on “long term impacts outside the organization, not on the administrative or programmatic means of attaining those effects.” Policy 3.1.3.1 specifies that that Board use a structured conversation before addressing a topic, to ensure that the discussion is appropriately framed:

1. What is the nature of the issue? Is the issue within the scope of the agency?
2. What is the value [principle] that drives the concern?
3. Whose issue is this? Is it the Board’s [Policy, 3.0 and 4.0] or the CEO’s [running the organization, 1.0 and 2.0]?
4. Is there already a Board policy that adequately covers the issue? If so, what has the Board already said on this subject and how is this issue related? Does the Board wish to change what it has already said?
Present: Mike Allemang, Eli Cooper, Prashanth Gururaja (departed 8:00 p.m.), Roger Hewitt, Larry Krieg, Eric Mahler (Chair), Kyra Sims

Chairman Eric Mahler called the meeting to order at 6:30 p.m.

1) Opening Items
   a. Approve Agenda
      A motion was made by Mr. Hewitt to approve the agenda, seconded by Mr. Cooper. On a voice vote, Chairman Mahler declared the motion carried.
   b. Public Comment
      Michelle Barney commented on ARide service; particularly, reservation booking, service capacity, trip timeliness and courtesy calls to inform passengers that a vehicle is arriving.
   c. General Announcements
      Chairman Mahler appointed Kyra Sims Acting Secretary.

      Mr. Gururaja announced a new stop on the Detroit Connector service at UM Dearborn. CEO Matt Carpenter responded to questions.

      Mr. Cooper announced statistics for population and employment growth in Washtenaw County and the region projected in SEMCOG’s new baseline 2045 Forecast.

      Mr. Carpenter announced the resignation of RTA Interim CEO Tiffany Gunter.

2) Consent Items
   a. Approval of Minutes of October 19, 2017
      A motion was made by Dr. Krieg, seconded by Ms. Sims, to approve minutes of the regular meeting of October 19, 2017. On a voice vote, Chairman Mahler declared the motion carried.

3) Policy Monitoring and Development
   a. Board’s Annual Plan of Work Item & Ends Policies
      1. Annual Plan of Work
         a. Policy Discussion: 3.3.9 Serving on Outside Boards
Chairman Mahler introduced a discussion on Serving on Outside Boards. Board members commented on the policy and shared ideas for amending the policy language. Governance Committee will develop draft language for the board to consider.

b. Policy Monitoring and Committee Reports
   1. Governance Committee
      a. Millage Update
         Chairman Mahler reported on the Governance Committee’s work on the millage renewal and plans to identify board members to lead work where key decisions are needed.

b. CEO Evaluation
   Chairman Mahler reported on the CEO evaluation and presented a resolution for an adjustment to the CEO’s compensation.

   Resolution 1/2018
   ADJUSTMENT TO CHIEF EXECUTIVE OFFICER COMPENSATION

   WHEREAS, the Chief Executive Officer, Matthew Carpenter, was hired into that role in June, 2015; and

   WHEREAS, the Board has not made any adjustment to the terms of Mr. Carpenter’s compensation since he accepted the role of Chief Executive Officer; and

   WHEREAS, the Board of Directors of the Ann Arbor Area Transportation Authority wishes to adjust Mr. Carpenter’s salary; and

   WHEREAS, section 9.4 of Mr. Carpenter’s employment agreement with the Ann Arbor Area Transportation Authority states that adjustments to his compensation must be done by the Board of Directors at an official Board of Directors meeting;

   NOW, THEREFORE, BE IT RESOLVED, the Board approves an increase to Mr. Carpenter’s salary to $180,000.00 per annum effective retroactively to October 1, 2017.

   A motion was made by Dr. Krieg to approve the resolution, seconded by Mr. Allemang. On a voice vote, Chairman Mahler declared the motion carried.
2. Finance Committee
   Mr. Allemang made a report on behalf of the Finance Committee; particularly: Policy 2.6 Investments, the Quarterly Financial Reports and the Ann Arbor Train Station.

3. Service Committee
   Mr. Hewitt made a report on behalf of the Service Committee; particularly: Millage Renewal, Q4 Service and Satisfaction Report and Monitoring Report 2.7 Ends Focus of Grants or Contracts. The Committee recommended that the Board accept the Monitoring Report as written, and consider revisions to the policy next year.

4. Monitoring Report: 2.7 Ends Focus of Grants or Contracts
   Mr. Carpenter presented the Monitoring Report for the Board’s consideration. Board members commented on the Monitoring Report. The Board accepted the Monitoring Report by unanimous consensus.

Chairman Maher indicated that he would like to transfer the monitoring of Policy 2.7 to the Finance Committee.

c. Other Board Reports & Ownership Linkages
   1. Local Advisory Council
      No report.

   2. Washtenaw Area Transportation Study
      No report.

   3. Ann Arbor Transportation Commission
      Mr. Gururaja made a report on the Ann Arbor Transportation Commission meeting; particularly: City of Ann Arbor Crosswalk Code, Ann Arbor Street Design Manual and Parking Demand.

4) Strategy and Operational Updates: CEO
   a. Q4 Financial and Service and Satisfaction Reports
      CFO John Metzinger presented the Q4 Financial Statements and reviewed the Income Statement and Balance Sheet. Mr. Metzinger responded to questions.

      Q4 Service and Satisfaction Report
      Deputy CEO, Operations Bryan Smith presented the Q4 Service and Satisfaction Report and Guide to Terms, and responded to questions. Board members shared ideas for additional data to consider including in the report.
b. CEO Report
Mr. Carpenter referred to the written CEO Report. Mr. Carpenter verbally reported on resolution of a police incident at the Blake Transit Center, and the Regional Transit Authority.

c. Capital Improvement Projects Report
Mr. Carpenter referred to the Capital Improvement Projects Report. Mr. Carpenter and Mr. Smith responded to questions.

5) Board Development
a. Governance Policy Monitoring: 3.1 Governing Style and 3.2 Board Job Description
Chairman Mahler reported on feedback received on monitoring policies 3.1 and 3.2. Chairman Mahler requested ideas for addressing noncompliance issues.

b. Board Education: Retreat
Chairman Mahler reported on the status of the procurement for a facilitator for the retreat. Board members shared ideas for retreat topics.

6) Emergent Business
There was no emergent business.

7) Closing Items
a. Topics for Next Meeting:
   No discussion

b. Public Comment
   Jim Mogensen commented on public meetings on transit oriented development, the financial statements, the fare study and paratransit study.

   Michelle Barney commented on fares, living on a fixed income and the millage renewal campaign.

c. Board Assessment of Meeting
   Board members commented on their work under the Policy Governance model.

d. Adjournment
   A motion was made by Mr. Hewitt, seconded by Mr. Cooper, that the meeting adjourn. On a voice vote, Chairman Mahler declared the motion carried. The meeting adjourned at 8:46 p.m.

Kyra Sims
Acting Secretary, AAATA Board of Directors
**Issue Brief:** LAC Executive Committee Nominations

**Meeting:** Board of Directors  
**Date:** December 21, 2017  
**Agenda Item #2b**

**Recommended Action(s):**

- AAATA Board of Directors appoint new members to the Local Advisory Council Executive Committee

**Relevant Board Policies:** Policy 3.7: Board Committee Structure

**Summary:** The Local Advisory Council (LAC) is charged with providing input to the Ann Arbor Area Transportation Authority (AAATA) Board of Directors. Included in the Charge are the terms for appointing members of the LAC Executive Committee.

At the October 14, 2017 LAC meeting, the LAC approved a motion to recommend the AAATA Board of Directors appoint the following individuals to the LAC Executive Committee:

- Rebecca Burke
- Jody Slowins

Additionally, at its October 14, 2017 meeting, the LAC Executive Committee recognized the time, commitment and dedication of Cheryl Weber for completing two consecutive two-year terms as an LAC Executive Committee member.

**Background:**

The LAC is an important link to the senior and disabled customer group. The committee has been used to develop valuable service and operating policies.

**Impacts of Recommended Action(s):** Governance: perform key Policy Governance function

**Attachments:**

- Applications
- Resolution

**Author:** William DeGroot  
**Reviewed by:** Matt Carpenter

**Approved by:** Matt Carpenter  
**Date:** 12/12/2017
PURPOSE

Purpose of the Local Advisory Council (hereafter referred to as LAC) is to:

The Ann Arbor Transportation Authority Board of Directors has overall responsibility for the establishment of policies which allocate public resources to provide transit services in the Ann Arbor area. The AATA Board recognizes a particular need for citizen input, review and comment with regard to service for senior adults and persons with disabilities. In carrying out its responsibilities to provide service for senior adults and persons with disabilities, it is the desire of the AATA Board to establish a formal charge to the senior adults and persons with disabilities Local Advisory Council. The following charge establishes the functions, membership criteria, and the relationship of the Council to the AATA.

FUNCTIONS

I. To provide input, review and comment on the Vehicle Accessibility Plan as required by the Michigan Department of Transportation (MDOT).

II. To generate discussion, interpretation, and recommendations to the Board regarding any senior adults and persons with disabilities related issues of a significant nature.

III. To work with the AATA staff as directed by the AATA Board toward the achievement of the organization's goals and objectives.

IV. To report regularly to the AATA Board of Directors the activities, actions and recommendations of the Council.

EXECUTIVE COMMITTEE

The Executive Committee of the LAC shall consist of no less than six (6) nor more than ten (10) members appointed by the Board with at least two (2) members being persons sixty (60) years of age or older and at least two (2) persons being transit challenged. The remaining members may consist of representatives of human services agencies, civic organizations and others who have an interest in public transportation services, but who are not employees of the AATA. In addition, one (1) additional member will represent the Area Agency on Aging 1-B.

The Executive Committee members shall serve for a two (2) year term and may be reappointed for one (1) additional two (2) year term after which an interval of one (1) year must pass before a member is eligible again for appointment. All Executive Committee members shall be residents within the AATA service area (Washtenaw County), or be an agency representative whose agency serves residents of Washtenaw County. A member of the Executive Committee shall be elected Chairperson by majority vote of the Executive Committee in October for each year and shall report to the AATA Board on behalf of the LAC.
GENERAL MEMBERSHIP
Any individual who wishes to participate in the business of the LAC is eligible to become an LAC member after attending two (2) LAC meetings. Membership will continue as long as the individual attends one (1) meeting per year. Membership may be revoked by a majority vote of the Executive Committee for a pattern of violation of the LAC Code of Conduct.

LIAISON AND SUPPORT
An AATA Board member shall be appointed by the Board Chair to attend LAC meetings and to serve as a liaison between the LAC and the AATA Board.

The AATA Executive Director shall designate a staff member who will:

- Attend LAC meetings and be responsible for minutes, recordkeeping and mailing of notices and minutes.
- Secure monthly meeting facilities and assure transportation for Committee members.
- Provide the LAC voting members with AATA Board packets and other relevant information.

ADOPTED: 1982
LATEST REVISION: 11/2009
ATTN: LAC

ATTN: ROBERT WILLIAMS

NAME: REBECCA M. BURKE

ADDRESS: [Redacted]

TELEPHONE NUMBER: (home) [Redacted] (work) [Redacted]

DO YOU REPRESENT AN AGENCY? [ ] AGENCY:

POSITION:

3. CITY OR TOWNSHIP OF RESIDENCE: Pittsfield Township

4. WASHTENAW COUNTY RESIDENT SINCE: 1971

5. CURRENT TRANSIT USE: (CHECK ALL THAT APPLY)
   [ ] FIXED ROUTE
   [ ] A-RIDE

6. OCCUPATION: (FORMER, IF RETIRED)

7. ARE YOU AGE 65 OR OLDER? [ ] YES [X] NO

8. ARE YOU A PERSON WITH A DISABILITY? [X] YES [ ] NO

10. STATEMENT OF INTEREST IN SERVING ON LAC

   [Handwritten] I would like to serve on the LAC Executive Committee. I have been a paratransit user for 30+ years and as such have taken much interest in transportation for all passengers including the senior citizens and people with various kinds of disabilitie.

Return completed Application to: Paratransit Coordinator
Ann Arbor Area Transportation Authority
2700 S. Industrial Hwy.
Ann Arbor, MI 48104
Application for Appointment to the AAATA
LOCAL ADVISORY EXECUTIVE COMMITTEE (LAC)

NAME: Jody Slowins
ADDRESS: 
TELEPHONE NUMBER: (home) same (work)

DO YOU REPRESENT AN AGENCY? AGENCY: Partners in Personal Assistance
POSITION: Board Chairperson

3. CITY OR TOWNSHIP OF RESIDENCE: Ann Arbor Township (but still in the A-Ride area.)

4. WASHTENAW COUNTY RESIDENT SINCE: 1982

5. CURRENT TRANSIT USE: (CHECK ALL THAT APPLY)
   FIXED ROUTE   A-RIDE

6. OCCUPATION: (FORMER, IF RETIRED) Social Worker

7. ARE YOU AGE 65 OR OLDER? YES  NO

8. ARE YOU A PERSON WITH A DISABILITY? YES  NO

9. STATEMENT OF INTEREST IN SERVING ON LAC

   In 1976 I came to Ann Arbor to go to school. By the time I graduated I felt I would not find a better paratransit service than the one offered here. At the time, I went to Carpenter Rd and bought my first "Dial-a-Ride" from Chris White. I have been involved with the Authority since the mid-eighties and have enjoyed working with the LAC and sharing my experience and expertise with this group and ultimately the senior and disabled populations.

Return completed Application to: Paratransit Coordinator
Ann Arbor Area Transportation Authority
2700 S. Industrial Hwy.
Ann Arbor, MI 48104
Resolution 2/2018

APPOINTMENT OF LOCAL ADVISORY COUNCIL EXECUTIVE COMMITTEE MEMBERS

WHEREAS, the Local Advisory Council (LAC) is charged with providing input to the Ann Arbor Area Transportation Authority (AAATA) Board of Directors, and

WHEREAS, included in the Charge are the terms for appointing members of the LAC Executive Committee, and

WHEREAS, at its October 14, 2017 meeting, under the terms of the Charge the LAC recommended the appointment of the following individuals to the LAC Executive Committee:
- Rebecca Burke
- Jody Slowins

NOW, THEREFORE, BE IT RESOLVED, that the AAATA Board of Directors hereby appoints Rebecca Burke and Jody Slowins to the LAC Executive Committee, and

BE IT FURTHER RESOLVED, that the AAATA Board of Directors echoes the LAC’s recognition of Cheryl Weber for her time, commitment and dedication as an LAC Executive Committee member throughout two consecutive, two-year terms.

___________________________________  ________________________________________
Eric A. Mahler, Chair                   Gillian Gainsley, Secretary

December 21, 2017                      December 21, 2017
**Issue Brief:** Authorization to Sell Three Buses to Saginaw Transit Authority Regional Services (STARS)

Meeting: Board of Directors Meeting  
Date: December 21, 2017  
Agenda Item #2c

**Recommended Action(s):**

That the Board authorize the sale of the following surplus buses to STARS for $1.00 each:

- 2003 Gillig Low Floor 35’ Transit Bus, number 426
- 2003 Gillig Low Floor 35’ Transit Bus, number 428
- 2008 Champion Challenger 25’ (GM Top Kick Chassis Cutaway) Bus, number 639

**Item Summary:**

The AAATA disposes of buses after they have reached the end of their useful life and are fully depreciated. In addition to auctioning off used buses, MDOT regulations allow for the disposal of surplus buses by sale to another transit agency for not less than $1.00. **MDOT regulations require a transfer of this sort to be approved by a governing board, not a CEO.**

The AAATA was recently contacted by the transit agency in Saginaw, Michigan which is in desperate need of used buses. After inspecting the AAATA’s surplus buses, STARS has asked to purchase the three buses listed above. These buses would have been auctioned and disposed of otherwise. This recommendation complies with the AAATA’s purchasing policies, as well as FTA and MDOT terms and conditions.

**Prior Relevant Board Actions and Policies:** Policy 3.4.4 regarding consent agenda items.

**Impacts of Recommended Action(s):**

The recommendation is in compliance with all relevant Board Policies, especially 2.5.2, 2.7, and 2.10. Such a transfer would help maintain transit service in Saginaw, which are under serious financial strain. Foregone auction revenue for the AAATA is this circumstance is nominal (<$15,000). Transit agencies frequently assist each other in such circumstances.

**Attachment:**

- Resolution

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Author: Purchasing  
Reviewed by: John Metzinger, Deputy CEO

Approved by: Matt Carpenter, CEO  
Date: 12/12/2017
Resolution 3/2018

AUTHORIZATION TO SELL THREE BUSES TO SAGINAW TRANSIT AUTHORITY REGIONAL SERVICES (STARS)

WHEREAS, the Ann Arbor Area Transportation Authority (AAATA) owns three vehicles which have met their useful life according to Federal Transit Administration (FTA) and Michigan Department of Transportation (MDOT) terms and conditions; and

WHEREAS, MDOT regulations allow for the local disposal of transit vehicles that have met their useful life by sale to an eligible governmental agency/authority for not less than $1.00; and

WHEREAS, the three vehicles will continue to be used in public transportation services within the State of Michigan,

NOW, THEREFORE, BE IT RESOLVED, that the Ann Arbor Area Transportation Authority Board of Directors hereby authorizes the sale of the following vehicles to Saginaw Transit Authority Regional Services for $1.00 each:

2003 Gillig Low Floor 35’ Transit Bus, number 426
2003 Gillig Low Floor 35’ Transit Bus, number 428
2008 Champion Challenger 25’ (GM Top Kick Chassis Cutaway) Bus, number 639

__________________________    __________________________
  Eric A. Mahler, Chair        Gillian Gainsley, Secretary

December 21, 2017             December 21, 2017
Issue Brief: Annual Calendar Planning

Meeting: Board  Date: December 21, 2017  Agenda Item # 3a1

Recommended Action(s):

- Receive as discussion item
- Determine a final Annual Agenda Plan for January approval

Board Actions and Policies: 3.4 Agenda Planning

Issue Summary: Based on board member suggestions and Policy Governance implementation needs, staff have developed a draft Annual Agenda Plan for Board work (attachment 1) for the remainder of FY 2018. It is an ambitious timeframe, but designed to assist the board in refining Ends and its own functions. Ownership linkages and Speakers need sufficient lead time to arrange.

Attachment: Draft Annual Agenda Plan for Board Work

Author: Sarah Gryniewicz  Reviewed by: Matt Carpenter
Approved by: Matt Carpenter  Date: 12/14/2017
Attachment 1: Draft Annual Agenda Plan for Board Work

<table>
<thead>
<tr>
<th>FY 2018</th>
<th>Annual Plan of Work and Ends Policies Development</th>
<th>Board Education</th>
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<tr>
<td>October</td>
<td>● Investment Policy: Development</td>
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<td>November</td>
<td>● Investment Policy: Development</td>
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<td>● 3.3.9 Role of Board Members on other boards</td>
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<tr>
<td>December</td>
<td>● Investment Policy: Finalize</td>
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<td>● 3.3.9 Role of Board Members on other boards</td>
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<td>January</td>
<td>● Board Retreat</td>
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<td></td>
<td>● Finalize Annual Plan of Work</td>
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<td>● Ends: Development</td>
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<td>February</td>
<td>● Ends: Development</td>
<td>●Speaker: Owner Outreach strategies</td>
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<td>● Board Mechanics: Recruitment and Onboarding, Ongoing Training</td>
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<tr>
<td>March</td>
<td>● Ends: Finalize</td>
<td>●Speaker: Ridership vs Coverage</td>
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<td>● Bylaw Update</td>
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<td>April</td>
<td>● Plan CEO Evaluation procedures (conduct in June)</td>
<td>●Bus Stop Program</td>
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<td>May</td>
<td>● Roles of Officers</td>
<td>●Speaker: Land Use and Transit Oriented Development</td>
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<td>● Role of LAC</td>
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<td>June</td>
<td>● CEO Evaluation</td>
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<td>July</td>
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<td>No meetings planned</td>
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<td>August</td>
<td>● Budget</td>
<td>●Speaker: New Mobility ITS Trends</td>
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<td>September</td>
<td>● Budget</td>
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This draft calendar addresses most topics of interest, though a few items have been left until FY2019:

- Resource Allocation
- New municipalities joining the AAATA policy

Other Work items to consider:
- Exec. Limitation Policy “clean up” (from Monitoring process, Owner input, etc.)
  - E.g., 2.9 Ends Focus of Contracts language, etc.

Other Education items to consider:
- Various operational topics not covered in Monitoring/Strategic Planning
Meeting Summary
Ann Arbor Area Transportation Authority Board of Directors
Service Committee
Wednesday, December 12, 2017

Present: Gillian Gainsley, Sue Gott, Roger Hewitt (Chair), Larry Krieg, Kyra Sims

Staff: Matt Carpenter, Bill DeGroot, Sarah Pressprich Gryniewicz, Bryan Smith, Mary Stasiak

The meeting was called to order at 9:19 a.m. by Chairman Hewitt.

1) Opening Items
   a. Agenda (Additions, Approval)
      Chairman Hewitt requested reordering the agenda. The Committee approved the amended agenda by consensus.

   b. Communications
      Dr. Krieg reported on a train trip between Ypsilanti and Detroit on the Amtrak Wolverine line.

2) Strategy and Operational Updates: CEO
   a. Millage Update + Survey Results
      CEO Matt Carpenter introduced a presentation on community survey results by Hugh Clark from CJI. Committee members commented, and Mr. Carpenter and Mr. Clark responded to questions.

3) Policy Monitoring and Development
   a. Monitoring Policy: Ends
      Mr. Carpenter presented a draft Ends Monitoring Report. Committee members provided feedback on the report. In the interest of transparency around the Board’s work under the Policy Governance model, Mr. Carpenter agreed to include the draft report in the board packet.

4) Closing Items
   a. Topics for Next Meeting
      • Millage
b. Adjournment
Chairman Hewitt adjourned the meeting at 11:01 a.m.

Respectfully Submitted,
Karen Wheeler
**Issue Brief: Q4 Ends Monitoring Report**

**Meeting:** December Committees + Board  
**Date:** December 13, 18, 21, 2017  
**Agenda Item #** 3b

**Recommended Action(s):** Receive as CEO Update. No action recommended.

**Prior Relevant Board Actions and Policies:**

- 4.4 Monitoring CEO performance: Organizational accomplishment of Board policies on Ends... shall be evaluated rigorously by the Board and its appointed committees
- 4.4.1 Monitoring is simply to determine the degree to which Board policies are being met. Data which do not do this will not be considered to be monitoring data.
- 4.4.3 In every case, the Board will judge the reasonableness of the CEO’s interpretation and whether data demonstrate accomplishment of the interpretation
- 4.4.4 The standard for compliance shall be any reasonable CEO interpretation of the Board policy being monitored. The Board is the final arbiter of reasonableness, but will always judge with a “reasonable person” test rather than with an interpretation favored by Board members or by the Board as a whole.

**Issue Summary:**

The CEO presents his first Ends Monitoring Report. It is a work in progress and is not yet sufficiently complete for the board to evaluate Organizational accomplishment of Ends. However, it

- demonstrates how the CEO has started to interpret/measure the Board’s Ends and
- is meant to serve as a resource as the Board begins to re-examine Ends at the retreat and finalize any updates to Ends Policies by March.

**Attachments:**

- Preliminary Ends Monitoring Report

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**Author:** Sarah Gryniewicz  
**Reviewed by:** MC

**Approved by:** MC  
**Date:**
TheRide

1.0 Ends

Monitoring Report for the Period: October 1, 2016 – September 30, 2017

Date of Report: December 5, 2017

Board Meeting: December 21, 2017

TheRide board;

In accordance with the Board’s Policy Manual; I present the work-in-progress Monitoring report on Ends Policies (1.0 and sub-policies). This report consists of internal report information from staff. Though these policies were not all in affect during the previous year, I have assembled this report as if they were (where feasible). I certify that the information is true, but not yet complete.

My approach to this first Ends Report is to work within the Policy Governance Framework and provide an honest, thoughtful, and operationally-realistic view of TheRide’s systems and outcomes. In the long term, my philosophy in ensuring that TheRide achieves the purpose you, the Board, has set out, is to:

• Focus on the outcomes that matter most
• Develop effective and efficient processes that deliver these outcomes
• Address the organizations culture and ability to support its people and process in delivering the outcomes required (Moullin and Soady, 2008)

As you will see, many areas will require further work, examination, and planning—I anticipate that many will appear in the Strategic Plan update that I will present to you in Spring 2018 after you make any updates to the Ends Policies. The Strategic Plan is key for laying out the plan to systematically accomplish Ends now and in the future.

Thank you for the opportunity to serve the residents, workers, and visitors of the Ann Arbor/Ypsilanti area!

Matt Carpenter,
CEO
Ann Arbor Area Transportation Authority
Policy being monitored:

**POLICY TITLE: *Ends***

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0</td>
<td>AAATA exists to provide access to destinations via transportation service options for residents, workers, and visitors of the Ann Arbor-Ypsilanti Area at a cost that demonstrates value and efficient stewardship of resources.</td>
</tr>
<tr>
<td>1.1</td>
<td>Use of AAATA services increases in the Area</td>
</tr>
<tr>
<td>1.2</td>
<td>People throughout the Area have equitable access to opportunity through AAATA services</td>
</tr>
<tr>
<td>1.2.1</td>
<td>People such as those with mobility and accessibility challenges, those who have disabilities seniors, minors, non-native speakers, people with low income and those without other means of transportation are able to use AAATA services equitably.</td>
</tr>
<tr>
<td>1.3</td>
<td>Customers are highly satisfied with AAATA services.</td>
</tr>
<tr>
<td>1.3.1</td>
<td>AAATA services are safe, reliable, courteous, comfortable, and convenient.</td>
</tr>
<tr>
<td>1.3.2</td>
<td>AAATA services are an attractive alternative to automobile dependence.</td>
</tr>
</tbody>
</table>
1.0 AAATA exists to provide access to destinations via transportation service options for residents, workers, and visitors of the Ann Arbor-Ypsilanti Area at a cost that demonstrates value and efficient stewardship of resources.

Compliance Attestation:

CEO’s Interpretation of terms (Operational Definitions):

We understand this to mean that transportation should not be a barrier for anyone seeking to access the community’s activities and assets. Furthermore, we understand this to mean the AAATA can reduce travel barriers via any service or program that is well-suited to the unique needs of a particular travel market within the broader commuter-shed of the Area.

Through AAATA services, beneficiaries will have the ability to travel to meet their life’s needs: jobs, school/training, food, health care, services, and leisure activities at a reasonable subsidy. The key metric, “accessibility” is the ease in travel time for people to connect to the places to which they need to go. (definition adapted from Smart State Transportation Initiative and USDOT).

Several components affect accessibility as well as effectiveness, appropriate transportation options, stewardship of resources, etc.:

![Accessibility Diagram]

Source: Governor’s Institute

Evidence and data:

After 40 years of investment, AAATA has reached impressive coverage of the Ann Arbor/Ypsilanti area with over 87% of residents living within ¼ mile of a fixed route bus, over 98% living within a ½ mile (AAATA Title VI Policy 2014, p.68), and full coverage for ADA paratransit for eligible riders. _%_ of area jobs can be reached by fixed route and paratransit.

Increased investment in higher-ridership corridors expands access with frequency, weekend, and later night services. Additional services like NightRide and HolidayRide expand time-period coverage. Visitors to and from the area can connect to Amtrak, regional buses, and Detroit Metro Airport. VanRide and ExpressRide allow commuters to the area alternatives to driving alone. Investments have been made thoughtfully and often with partnerships, enabling almost 7 million trips to be made in FY2017.
Accessibility, as opposed to coverage, places emphasis on key destinations and travel time. AAATA staff have used accessibility concepts as a component of planning (e.g. most routes had been designed to access grocery store, so no transfers would be required; high investment in access to major job centers, etc). But, accessibility has not been the primary decision-making factor and therefore would have a profound impact on how service is planned and delivered. **Staff will develop accessibility- and stewardship-based targets (new service standards) as part of the Strategic Plan (Spring 2018), Service Development process (through early 2019), Demand Response analysis (Fall 2018), and Fare Study (Fall 2018).**

Complete data on AAATA’s performance on accessibility is not available as AAATA does not yet have tools to measure accessibility (or changes to accessibility) effectively in-house. A few emerging tools for the transportation/transit industry appropriately place heavy weight on frequency, land use, time cost of waiting, distance to bus stop, time on bus, number of destinations etc.

Because of the significant overlap with Policy 1.2, I have provided some externally resourced data in the Policy 1.2 Evidence and Data section as an initial data presentation.
1.1 Use of AAATA services increases in the Area

Compliance Attestation:

CEO Interpretation: We understand this to mean that ridership, or equivalent measures of utilization, increases for each of the services offered by the AAATA over time.

[NOTE 1: Note: in further policy discussion, the board may want to consider implications of each service exhibiting growth. For instance, while increased ridership makes Fixed Route proportionately less expensive per rider, each additional paratransit trip is an additional unit cost.]

Evidence and data:

<table>
<thead>
<tr>
<th>Ridership by Service</th>
<th>FY 2013</th>
<th>FY 2014</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>Trendline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed Route: Local+ Event</td>
<td>6,428,724</td>
<td>6,376,611</td>
<td>6,327,729</td>
<td>6,291,695</td>
<td>6,596,905</td>
<td></td>
</tr>
<tr>
<td>ExpressRide</td>
<td>37,083</td>
<td>40,164</td>
<td>34,249</td>
<td>29,414</td>
<td>26,212</td>
<td></td>
</tr>
<tr>
<td>Demand Response</td>
<td>135,029</td>
<td>131,215</td>
<td>130,978</td>
<td>140,820</td>
<td>148,493</td>
<td></td>
</tr>
<tr>
<td>AirRide</td>
<td>59,008</td>
<td>72,394</td>
<td>80,350</td>
<td>84,429</td>
<td>84,752</td>
<td></td>
</tr>
<tr>
<td>NightRide</td>
<td>39,284</td>
<td>37,338</td>
<td>31,043</td>
<td>25,654</td>
<td>23,634</td>
<td></td>
</tr>
<tr>
<td>Total Ridership</td>
<td>6,699,128</td>
<td>6,657,722</td>
<td>6,604,349</td>
<td>6,572,012</td>
<td>6,879,996</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Change in Ridership year to year</th>
<th>FY 2013 Baseline</th>
<th>FY 2014 vs FY 13</th>
<th>FY 2015 vs FY 14</th>
<th>FY 2016 vs FY 15</th>
<th>FY 2017 vs FY 16</th>
<th>Total Change 2013 vs 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed Route: Local+ Event</td>
<td>--</td>
<td>-1%</td>
<td>-1%</td>
<td>-1%</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td>ExpressRide</td>
<td>--</td>
<td>8%</td>
<td>-15%</td>
<td>-14%</td>
<td>-11%</td>
<td>-29%</td>
</tr>
<tr>
<td>Demand Response</td>
<td>--</td>
<td>-3%</td>
<td>0%</td>
<td>8%</td>
<td>5%</td>
<td>10%</td>
</tr>
<tr>
<td>AirRide</td>
<td>--</td>
<td>23%</td>
<td>11%</td>
<td>5%</td>
<td>0%</td>
<td>44%</td>
</tr>
<tr>
<td>NightRide</td>
<td>--</td>
<td>-5%</td>
<td>-17%</td>
<td>-17%</td>
<td>-8%</td>
<td>-40%</td>
</tr>
<tr>
<td>Total Ridership</td>
<td>--</td>
<td>-1%</td>
<td>-1%</td>
<td>0%</td>
<td>5%</td>
<td>3%</td>
</tr>
</tbody>
</table>

Fixed route: In Compliance. In 2017, Fixed Route ridership will reach an all-time high, a ~5% increase over FY2016. FY2011-2013 were a AAATA record-breaking ridership years that were followed by national trend of declining ridership. Despite slight decreases in ridership, AAATA performed better than national trends.

ExpressRide: Not in Compliance. Ridership has declined each year since the high ridership point in 2014. In 2014, AAATA cut a third return trip to Canton with low ridership. Staff analysis has identified relatively low gas prices and UM’s policy change to allow more employees to telecommute as primary drivers of the decline. While this is a notable and concerning trend, these key factors are not within the agency’s control. Staff will review the continuing viability of this service to these locations and look for potential adjustments to meet current demands.

Demand Response (A-Ride, FlexRide, HolidayRide, MyRide, NightRide, HolidayRide): In Compliance. Ridership growth has been strong after FY 2015.

**AirRide: In Compliance.** Use of AirRide has increased every year since inception, though growth is flattening. Staff currently believe this is a result of the maturation of service (and will continue to actively market the service, and monitor service performance, etc.).

**NightRide: Not in Compliance.** Ridership declined significantly in 2013 to 2015, and continues to decline, but at a slower rate. Staff believe that a significant portion of the decline is due the way service is designed (particularly wide variation in pick-up time), the availability of private ridesharing services, and increases in later fixed route service. As costs accumulate per ride, cost effectiveness is not a serious concern. Staff acknowledge the need to revisit late-night accessibility, but will need to balance with other planning activities that may take precedence.

**VanRide:** [Data not included— data tracking systems have changed and are not readily comparable year to year]. Number of active vans is growing. New 2017 contract ensures easier tracking of passenger trips.
Compliance Attestation:

CEO Interpretation:

We understand this to mean that residents of the various services areas have reasonably equivalent access to similar “opportunity” destinations such as jobs, training, and higher-education.

Due to geographic differences, resources limitations, and the need to achieve economies of scale, we understand that will not always be possible to ensure that every individual receives the same level or type of service; and that different services can be used in different circumstances to try to achieve reasonably similar access.

Evidence and data:

AAATA staff do not yet have the tools to measure accessibility sufficiently. A few readily available tools are presented here to provide an initial baseline understanding of AAATA’s performance. Most available tools focus on access to jobs, a significant, but not complete measure of “access to opportunity.”

The first maps from SEMCOG provide walk-distances to AAATA service and the concentration of jobs. While transit service is distributed throughout the service area, jobs are concentrated in particular areas.

The following two maps, from AllTransit and Opportunity score, attempt to portray transit service’s accessibility (availability, frequency, travel time, etc) to jobs. This approach, not yet available to do in-house, presents a more nuanced understanding of the accessibility and usefulness of transit service. Note: township jobs appear to be excluded in these maps, skewing the analysis.

As more fully outlined in 1.0’s Evidence and Data; there is significant work to be done to understand, and then create a plan to optimize AAATA’s accessibility performance.
Access to Transit (SEMCOG)

Job Distribution in the Ann Arbor/Ypsilanti Area: Employment Density (SEMCOG)
**AllTransit Tool (Center for Neighborhood Technologies).** (Pros: takes into account transit service frequency; Limitations: focuses solely on jobs-access, likely excludes job data outside of Ann Arbor and Ypsilanti Cities, transit data over 1 year old)

**Key:**

*9+: Superlative combination of trips per week and number of jobs accessible enabling significant number of people to take transit to work*

*7-9: Excellent combination of trips per week and number of jobs accessible enabling numerous people to take transit to work....to....Very good combination of trips per week and number of jobs accessible enabling many people to take transit to work*

*5-7: Moderate combination of trips per week and number of jobs accessible enabling moderate number of people to take transit to work*

*4-5: Low combination of trips per week and number of jobs accessible enabling few people to take transit to work*

*2-4: Very low combination of trips per week and number of jobs accessible enabling negligible number of people to take transit to work*

**Notable results:** Significant portions of the cities of Ann Arbor and Ypsilanti score in the 7-9 points range “Excellent/Very good combination of trips per week and number of jobs accessible enabling numerous people to take transit to work.” Map depicts accessibility to jobs dropping off considerably in Ypsilanti Township and other townships—but conclusions cannot be easily made as township job data do not seems to be included in this tool.
**Opportunity Score (Redfin):**

Measures number of jobs paying over $40,000 within 30 minutes of transit/walking. (Pros: takes into account transit service frequency, “good” jobs; Limitations: focuses solely on jobs-access, likely excludes job data outside of Ann Arbor and Ypsilanti Cities, data age and weight of transit frequency unclear)

![Opportunity Score Map](image)

**Key:**
- **Green 70-100** “Job seekers’ paradise: Many jobs can be reached by public transit and walking.”
- **Yellow 40s-60s** “Good Job Accessibility: Public transportation to jobs is available but less convenient.”
- **Orange 30s** “Some Job Accessibility: A car is probably needed to get to most jobs.
- **Red 20s** “Limited Job Accessibility: You’re unlikely to get to work in thirty minutes, w/ or w/out a car.”

**Notable results:** When focused on jobs paying over $40,000 combined with specific travel time constraints, a cone of access to jobs more clearly tightens in on Ann Arbor and along Washtenaw /Packard.
Map depicts accessibility to jobs dropping off considerably in Ypsilanti and Ypsilanti Township and other townships—buts conclusions cannot be easily made as township job data do not seems to be included in this tool.
People such as those with mobility and accessibility challenges, those who have disabilities, seniors, minors, non-native speakers, people with low income and those without other means of transportation are able to use AAATA services equitably.

Compliance Attestation:

CEO Interpretation: We understand this to mean that no potential traveler will encounter additional barriers to using AAATA services or programs based on their physical/cognitive ability, age, ability to speak English, income level, or access to a personal automobile. The AAATA will strive to eliminate all such barriers as they are identified, although resource limitations may affect timing of solutions.

All the named groups (except minors) use and access to services are covered by various federal laws (ADA: seniors and people with disabilities; Title VI: non-native speakers, race, income) and are audited for compliance every 3 years.

Minors are welcome to use AAATA services and are considered members of the general public.

[Note: this policy has significant overlap with Board Polices 2.1.1 and 2.1.2]

Evidence and Data:

AAATA’s 2015 Triennial audit conducted by the Federal Transit Administration, which covers ADA and Title VI, had no findings.

The ADA component covers fixed route and complementary paratransit services; vehicles; facilities; information provided; operational policies; training; function, availability, and maintenance of equipment; changes in service or policies; performance measures of contractors, etc. The Title VI component includes provisions regarding Limited English proficiency, public participation, equity analysis, service standards, service change policies, disparate impacts, disproportionate burdens, etc.

Methods to ensure ongoing compliance with AAATA and Title VI policies are many, and include the receipt and investigation of complaints from the public and the Local Advisory Committee, observations made by Road Supervisors during employees’ daily work activities; and voice/camera systems located throughout every AAATA bus; and analysis/updates during service changes and during regular updates to AAATA’s Title VI plan. Since the audit, notable changes include: several 5YTIP services implemented (analyzed as part of the last Title VI plan); Fixed Route buses have new, more reliable annunciators/visual display of next stops; major update to real-time tools; and Paratransit has a new contracted operator.
1.3 Customers are highly satisfied with AAATA services.

**Compliance Attestation:**

**CEO Interpretation of terms:** We understand this to mean that services will be delivered in such a way that the majority of riders report a high level of satisfaction with each service.

**Evidence and Data:**

We have recently completed an On-Board survey for Fixed Route. Data program (and budget) needs to be developed for other services.

<table>
<thead>
<tr>
<th>Metric</th>
<th>Target</th>
<th>Data</th>
<th>Compliance?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction with The Ride Service Overall (Fixed Route)</td>
<td>Average score of 5 or more out of 7</td>
<td>5.92</td>
<td>Yes.</td>
</tr>
</tbody>
</table>
1.3.1 AAATA services are safe, reliable, courteous, comfortable, and convenient.

Compliance Attestation:

CEO Interpretation of terms: We understand this to mean that all AAATA services are to be delivered in a manner that:

- minimizes the potential for harm or injury,
- is consistent with published promises of availability,
- meets local expectations for politeness of staff, and
- meets or exceeds industry standards for attractiveness.

Note: Due to timing, data availability, and the need to develop operational policy, the interpretations below focus primarily on Fixed Route service. Staff and I will be conducting research over the next year to ensure the metrics below are pertinent metric/targets, and to develop measures for other services, facilities/bus stops, etc.

Safe: AAATA services will be considered safe when:

- There is reasonably low risk of injury or property damage due to agency activities, and matters under the agency’s control, which (per current Service Standards) is under 3.5 preventable collisions or passenger injuries per 100,000 miles for fixed route.
- Riders feel reasonably safe from physical or mental harm while using AAATA services, which will be an average rating of safety/security measures on the fixed route on-board survey of 5+ out of 7. If the measure is not over 5, compliance may be met when the measure will compare favorably with available national trends and/or develop options for improvement.
  - Safety from Accidents
  - Personal security
- [Transit Stop metric in development…e.g. % transit stops comply with Transit Industry Standards]

While this policy, interpretation, and metrics focus on the safety of AAATA services, increases in transit usage, as well as bicycling and walking, often have an impact on the wider safety of the transportation network, see Appendix 2 for a research excerpt.

Reliable: AAATA services will be considered reliable when AAATA delivers the promised level of performance for each service, within allowable tolerances:

- Fixed Route buses will depart from timepoints no earlier than 0 minute early or 5 minutes late at least ___ of the time. Transit industry research (TCQSM 3rd ed. p.5.30) indicates that for small and medium-sized cities with transit in mixed traffic that system on-time performance will average between 80-89%.
- Riders are satisfied with AAATA services reliability, which will be an average rating of reliability measures on the fixed route on-board survey of 5+ out of 7. If the measure is not over 5, compliance may be met when the measure will compare favorably with available national trends and/or develop options for improvement.
  - Dependability of making transfers
  - Predictability of bus arrivals
  - Overall quality of customer information
**Courteous:** AAATA staff are perceived as behaving in polite, respectful, and considerate manner towards riders and others as measured by:

- An average rating of courtesy measures on the fixed route on-board survey of 5+ out of 7.
- Complaints per 100,000 boardings are ___ or below.
- Each complaint will be investigated and addressed as appropriate.
- Riders are highly satisfied with driver’s courtesy, which will be an average rating on the fixed route on-board survey of 5+ out of 7. If the measure is not over 5, compliance may be met when the measure will compare favorably with available national trends and/or develop options for improvement.
  - Cleanliness of bus interiors
  - Shelter at stops you use

**Comfortable:** AAATA services do not cause physical pain or stress.

- [%Crowding/Standing metrics in development]
- ___% of qualifying, possible bus stops have shelters
- Passengers give an average satisfaction rating of “shelter at stops you use” on the fixed route on-board survey of 5+ out of 7.
- Buses and facilities must be reasonably clean and tidy, with
  - over 80% of buses scoring over 80/100 bus condition points.
  - Passengers give an average satisfaction rating of cleanliness measures on the fixed route on-board survey of 5+ out of 7.
  - Cleanliness of bus interiors

**Convenient:** AAATA services are perceived as reasonably convenient by riders and the public.

- Riders are highly satisfied with TheRide’s convenience, which will be an average ratings on the fixed route on-board survey of 5+ out of 7. If the measure is not over 5, compliance may be met when the measure will compare favorably with available national trends and/or develop options for improvement.
  - Distance to bus stop you use most often
  - Sufficient Service to areas you want to go to
  - Directness of Routes
  - Total Duration of your trip
Evidence and Data:

<table>
<thead>
<tr>
<th>End</th>
<th>Measure</th>
<th>Target</th>
<th>FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Safe</strong></td>
<td>Preventable accidents + pass. injuries per 100,000 miles</td>
<td>&lt; 3.5</td>
<td><strong>1.17</strong></td>
</tr>
<tr>
<td></td>
<td>Survey: Safety from Accidents</td>
<td>&gt; 5</td>
<td><strong>6.29</strong></td>
</tr>
<tr>
<td></td>
<td>Survey: Personal security</td>
<td>&gt; 5</td>
<td><strong>6.12</strong></td>
</tr>
<tr>
<td></td>
<td>% bus stops compliant with industry standards (TCRP)</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td><strong>Reliable</strong></td>
<td>On-time Performance (within 0-5 min at timepoints)</td>
<td>Tbd</td>
<td><strong>83.9%</strong></td>
</tr>
<tr>
<td></td>
<td>Miles between road calls (FY 2016; earliest available for Peers)</td>
<td>&gt; 8,002 (peer avg)</td>
<td>9,166</td>
</tr>
<tr>
<td></td>
<td>Survey: Dependability of making transfers</td>
<td>&gt; 5</td>
<td><strong>5.48</strong></td>
</tr>
<tr>
<td></td>
<td>Survey: Predictability of bus arrivals</td>
<td>&gt; 5</td>
<td><strong>5.05</strong></td>
</tr>
<tr>
<td></td>
<td>Survey: Overall quality of customer information</td>
<td>&gt; 5</td>
<td><strong>5.88</strong></td>
</tr>
<tr>
<td><strong>Courteous</strong></td>
<td>Complaints per 100,000 boardings</td>
<td>--</td>
<td><strong>8.4</strong></td>
</tr>
<tr>
<td></td>
<td>% complaints investigated and appropriately addressed</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Survey: Driver Courtesy</td>
<td>&gt; 5</td>
<td><strong>6.11</strong></td>
</tr>
<tr>
<td><strong>Comfortable</strong></td>
<td>% of qualifying bus stops meeting amenity standards</td>
<td>--</td>
<td>Tbd</td>
</tr>
<tr>
<td></td>
<td>Condition and cleanliness of bus: % buses scoring 80+/100</td>
<td>&gt; 80%</td>
<td><strong>83%</strong></td>
</tr>
<tr>
<td></td>
<td>Survey: Cleanliness of bus interiors</td>
<td>&gt; 5</td>
<td><strong>5.80</strong></td>
</tr>
<tr>
<td></td>
<td>Survey: Shelter at stops you use</td>
<td>&gt; 5</td>
<td><strong>5.91</strong></td>
</tr>
<tr>
<td><strong>Convenient</strong></td>
<td>Survey: Distance to bus stop you use most often</td>
<td>--</td>
<td><strong>5.87</strong></td>
</tr>
<tr>
<td></td>
<td>Survey: Directness of Routes</td>
<td>&gt; 5</td>
<td><strong>5.69</strong></td>
</tr>
<tr>
<td></td>
<td>Sufficient Service to areas you want to go to</td>
<td>&gt; 5</td>
<td><strong>5.54</strong></td>
</tr>
<tr>
<td></td>
<td>Survey: Total Duration of your trip</td>
<td>&gt; 5</td>
<td><strong>5.48</strong></td>
</tr>
</tbody>
</table>
AAATA services are an attractive alternative to automobile dependence.

Compliance Attestation:

CEO Interpretation: We understand this to mean that fixed-routes are competitive with personal automobiles for travel to dense, parking constrained areas, and provide reasonable access to most other destinations in the service area.

Evidence and Data:

TBD
Appendix 1: Cited and Key Resources


Appendix 2: Transit Travel vs Traffic Deaths


Note: AAATA’s fixed route riders per capita was 29.4 in FY 2017.

An extensive body of research using various data sets and methods indicates that traffic casualty rates (deaths and injuries) tend to decline with more compact and multimodal urban development (Duduta, AdriaZola-Steil and Hidalgo 2013; Welle, et al. 2015). Per capita traffic crash rates tend to decline with more compact and mixed development, smaller block sizes, increased street connections, narrower streets, better pedestrian and cycling facilities, better crosswalks, roundabouts and more traffic calming (Ewing and Dumbaugh 2009; Garrick and Marshall 2011). Ewing and Hamidi (2014) found that more compact U.S. urban areas had slightly higher crash rates but much lower traffic fatality rates than sprawled areas: each 10% increase in their compact community index is associated with a 0.4% increase in total crashes, and a 13.8% reduction in traffic fatalities.

Traffic fatality rates tend to decline with increased transit ridership (Stimpson, et al. 2014). Figure 8 illustrates the relationship between transit trips and traffic fatality rates for U.S. cities. Higher-transit-ridership regions (more than 50 annual transit trips per capita) have about half the average traffic fatality rates as low-transit-ridership cities (less than 20 annual trips per capita). This represents a small increase in transit mode share, from about 1.5% up to about 4%, but is associated with large reductions in traffic fatality rates. This suggest that many of the factors that encourage transit travel, such as more compact development, improved walking conditions, and reduced parking supply, also tend to reduce traffic fatality rates.

As active travel (walking and cycling) increases in a community, total per capita traffic casualty rates, and per-mile pedestrian and cyclist crash rates tend to decline, an effect sometimes called safety in numbers (Jacobsen 2003; Myers, et al. 2013). This probably results from a combination of less total vehicle travel, less higher-risk (youth, senior, impaired, etc.) driving, slower traffic speeds, and more caution by drivers in compact, multimodal communities.

Figure 8
Transit Travel Versus Traffic Deaths in U.S. Cities (Litman 2016)

As transit travel increases, per capita traffic fatality rates tend to decline. Cities where residents average more than 50 annual transit trips have about half the average traffic fatality rates as cities where residents average fewer than 20 annual transit trips.
ENDS POLICY 1.2

Congregations and communities are better able to achieve their missions and to spread awareness of Unitarian Universalist ideals and principles through their participation in covenanted networks of Unitarian Universalist congregations and communities.

Interpretation

UUA staff will create and/or support programs and opportunities for congregations to learn together and gather together on cluster, district/regional, and national levels. Success will be evidenced by at least 75% of congregations participating in such opportunities and at least 50% of individuals reporting (through feedback mechanisms of these events) that their work toward mission has been enhanced.

Organizational Impact and Rationale

Unitarian Universalists grow in their faith and their impact when they become inspired by one another. Leaders learn best from the example of one another and the ability to see themselves in a larger context. The role of the Association is to create accessible structures (physically and virtually) for such gatherings, and encourage this as well by offering programs to groups of congregations, rather than just one-on-one.

Monitoring data

Almost 75% of congregations who responded to the 2016 CQ report having informal conversations with other congregations. More than half are engaged in a shared project or community event and almost 12% share staffing in some capacity. This shows that collaboration among congregations is strong.

<table>
<thead>
<tr>
<th>Informal Conversation</th>
<th>Shared Project</th>
<th>Community Event</th>
<th>Shared Staffing</th>
</tr>
</thead>
<tbody>
<tr>
<td>73.38%</td>
<td>61.04%</td>
<td>50.91%</td>
<td>11.43%</td>
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Participation in General Assembly and Regional/District Meetings

- 66% of all congregations sent representatives to General Assembly in 2015, compared to 64% in 2014.
- 52% of all congregations sent representatives to district/regional annual meetings, compared to 49% in 2014.

The demonstrates an increase in national and regional/district meeting participation, although it’s important to note that the location of General Assembly can be a factor in participation.

1.2 Compliance

We report partial compliance.

We meet the compliance standard for individual and congregational participation in local, regional and national events, but do not meet the standards for individuals reporting that their work toward their mission has been enhanced. This is because of the lack of consistent evaluation surveys to assess impact of programs and a process for gathering data for participation in other cluster/district/regional trainings/programs/events.
1.0 INTRODUCTION OF ATTENDEES

**LAC Executive Members Present:** Kathleen Mozak-Betts, Larry Keeler, Deb Poster, Liz Aldridge, Clark Charnetski, Steven McNutt, Kathy-Alice Koyanagi, Jody Slowins

**LAC Executive Members Absent:** John Kuchinski, Rebecca Burke

**Board Liaison:** Jack Bernard

**TheRide Liaison:** Brian Clouse

**LAC Members:** Janet Nutt, Cheryl Weber

**LAC Guests:** JP Heythaler (Blue Cab), Darryl Johnson (RideCorp)

<table>
<thead>
<tr>
<th>Commonly Used Acronyms</th>
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<tbody>
<tr>
<td>AAATA</td>
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<tr>
<td>AAA1B</td>
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<tr>
<td>AADL</td>
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<tr>
<td>ADA</td>
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<td>WATS</td>
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<td>WCC</td>
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<tr>
<td>WAVE</td>
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</tbody>
</table>
2.0 COMMUNICATIONS AND ANNOUNCEMENTS

2.1 Mr. Charnetski provided an update on the SMART Advisory Council meeting and distributed a copy of the Michigan Passenger newspaper. He also announced a meeting of the Ann Arbor City Transportation Commission scheduled for 12/20/17 at 7:00pm.

2.2 Mr. Bernard announced that this would be his last LAC meeting and that after four years of service he was stepping down from the AAATA Board. Mr. Bernard expressed his respect for the LAC members’ hard work and dedication. LAC Executive members shared their individual appreciation for Mr. Bernard’s commitment to addressing concerns and matters regarding transportation for persons with disabilities.

3.0 REVIEW AND APPROVAL OF MINUTES

3.1 The November draft minutes were approved with the addition of Ms. Weber in attendance.

4.0 PUBLIC COMMENT TIME (5 MINUTE TIME LIMIT PER SPEAKER)

4.1 Ms. Slowins commented on the perception of increased ridership and driver stress in meeting trip demand. Open discussion ensued with members providing recent travel experiences and Mr. Clouse explaining service delivery challenges and program guidelines. Mr. Clouse informed Mr. Johnson from RideCorp to ensure adequate drivers and vehicles are on the road to meet service, and that he would also review trip data for increased trip demand trends.

4.2 Ms. Weber stated that TheRide’s fixed route trip-planning service was not working when she last attempted to use it. Mr. Clouse stated he would inform TheRide’s marketing department.

4.3 Ms. Koyanagi stated her interest in the LAC receiving monthly performance data so members would be better informed on service delivery.

4.4 Mr. Charnetski stated that SMART’s Connector service discontinued the trip arrival notification service due to its unreliability.

4.5 Ms. Aldridge stated that an ARide driver complained to her that the Ann Arbor City is not adequately clearing snow from the roads, making driving more difficult.
5.0 AAATA BOARD MEETING REPORT
Mr. Bernard provided a brief update on the Board’s discussion over the new train station location. Ms. Weber explained that a customer described her concerns with not receiving cash back change when using the regular bus line, but instead a change card that can only be used for bus fare. Mr. Bernard explained that fareboxes are not equipped to provide cash change and that options to resolve this are being considered.

Ms. Mozak-Betts stated she would attend the next AAATA Board meeting.

6.0 BUSINESS ITEMS

6.1 LAC Executive Committee Appointments
Ms. Mozak-Betts acknowledged Ms. Slowins and Ms. Burke as new LAC Executive members and stated their formal appointments were scheduled to occur at the next AAATA Board meeting.

Mr. Clouse was asked to introduce a motion to select and appoint an LAC Chair. Ms. Koyanagi nominated Ms. Mozak-Betts as Chair. No other nominations were submitted. The LAC unanimously selected Ms. Mozak-Betts as the new LAC Chair.

Ms. Mozak-Betts introduced a motion to select and appoint an LAC Co-Chair. Ms. Mozak-Betts nominated Mr. Keeler. No other nominations were submitted. The LAC unanimously selected Mr. Keeler as the new LAC Co-Chair.

Ms. Mozak-Betts will deliver the LAC Chair and Co-Chair appointments to the AAATA Board at their next meeting.

6.2 Service on Holidays
Ms. Mozak-Betts read out loud a handout describing TheRide and ARide Holiday services.

6.3 A-Ride Survey
Mr. Clouse informed the LAC that the A-Ride survey will likely be included within the Paratransit Study project.

6.4 Holiday Celebration
Ms. Mozak-Betts closed this topic. There was no discussion.
7.0 PUBLIC COMMENT TIME (5 MINUTE TIME LIMIT PER SPEAKER)

7.1 Mr. Charnetski inquired on the Paratransit Study update. Mr. Clouse informed the LAC that company KFH was awarded the contract and that more information would be available at the January meeting.

7.2 Ms. Mozak-Betts praised Mr. Bernard for suggesting his replacement on the AAATA Board be a person empathic to the transportation needs of riders with disabilities. Mr. Bernard encouraged LAC Executive members to attend AAATA Board meetings.

7.3 Ms. Nutt described a recent problem she had calling the A-Ride reservation line. Mr. Bernard suggested that AAATA call-takers may have opportunities to call riders who experience problems calling the reservation line. Mr. Clouse stated that he would consider this suggestion.

7.4 Ms. Weber expressed concerns over the available times of sedan trips and how they are scheduled.

8.0 FUTURE AGENDA ITEMS
   1. Paratransit Study Update

9.0 ADJOURN: Meeting unanimously adjourned at 12:00 p.m.

Respectfully Submitted:

Brian Clouse, Paratransit Coordinator

Next Meeting, Tuesday, January 9, 2018, 10:00 a.m. to 12 noon
CEO’s Report

Board Meeting Date: December 21, 2017

Operational and Project Updates:

- **Ypsilanti Twp Express Route 81** – The last part of the 5YTIP will be initiated on January 29. The new service provides two non-stop rush hour trips in the morning and afternoon between a Park & Ride lot in Ypsilanti Township and Ann Arbor. Ann Arbor stops will be on the University of Michigan Central/Medical campuses and in the downtown area. For detailed schedule information, visit TheRide.org.

- **YTC** – The project team has been working with WENDEL on different templates and configurations for a new facility. This work balances the public needs, based on their comments, with our operational needs to generate minimum land sizes. We are working to generate three final options by mid-January. Once completed it will generate safe minimum templates that will be used to identify future sites for a transit center. These sites, along with the templates, will then be shared with the Board, public and staff to gain further input to produce final recommendations.

- **Paratransit** – The project team conducted interviews and has selected KFH as the consultant. Our goal is to execute a contract within the next 15 days and have a project kick-off meeting in mid-January. KFH is a national leader in paratransit studies and has completed many similar projects within the last few years. They have also been leaders in national research projects published by the Transit Cooperative Research Program.

- **Fares** – Interviews have been completed. During the interview stage, the project team decided to highlight the need for a fare impact model (tool) as one of the deliverables. It is expected that this tool will help staff test different scenarios as the Board discusses future fare policy. Staff expects the tool to be able to analyze changes in revenue percentages (farebox recovery), fare amounts, and technology choices against their impacts to different rider categories to give the best recommendation to the Board. We will be working to finalize a contract by the end of December.

- **Federal Transit Administration (FTA) Triennial Review** – Every three years FTA completes a comprehensive on-site review of compliance with federal regulations for all grant recipients. In 2018 FTA will review AAATA’s activities from fiscal years 2015-2017. To prepare, several executive and other staff have attended training sessions this month. FTA will conduct its on-site review May 7-8, and results will be reported to the Board thereafter. The triennial review is a comprehensive review of compliance in 20 areas including procurement, ADA, drug and alcohol program, equal employment opportunity, and many others.

- **Annual Financial Audit** – Representatives from the auditing firm, Plante Moran, are on site for two weeks to conduct the financial audit for fiscal year 2017. Thus far no findings have emerged,
however their audit is still underway. They will have their draft report ready for the Audit Committee to review in January and will present the final audit report to the full Board in February.

- **US-23 Presentation** – The CEO and Paul Ajegba (MDOT) made a joint presentation to the Livingston County Board of Commissioners regarding plans for a park n ride lot and express bus service along 8 Mile Road. The Commissioners received the information, asked a few technical questions and appreciated the courtesy update.

- **RTA** – No new information has become available.

- **Winter Safety** – We encourage riders to wait at cleared areas, if a bus stop is blocked by heavy snow or ice. Service delays are inevitable this time of year, so we offer service alerts through MyAlerts, a free subscription, and on the website rider tools at TheRide.org.

- **Facility Updates DGOC** – There have been several unanticipated breakdowns with heating system at 2700, even after a pre-season inspection. There is also a mold problem behind the wallpaper on a few of the walls at 2700 that is being addressed. Air sampling was completed and mold concentrations do not pose an imminent danger; however, staff engaged in a deliberate and careful mitigation effort to ensure employees are not put at risk. Also, the bathroom doors are now wheelchair accessible.

- **Staffing** – We are happy to note the return of Brian Clouse after an extended absence.

- **Holiday Giving** – AAATA employees “adopted” several families this holiday season and collected charitable gifts. The outpouring of generosity is shown in the photo below.
Issue Brief: AAATA MILLAGE REFERENDUM

Meeting: Board of Directors  Date: December 21, 2017  Agenda Item #4b

Recommended Committee Action(s): That the Board discuss staff’s recommendation for a renewal/restoration of the 2014 millage at 0.7 mills in either August or November of 2018.

Prior Relevant Board Actions and Policies:

- Resolution 10/2014 (January) to adopt the Five-Year Transit Improvement Program for implementation when local funding is secured.
- Resolution 13/2014 (February) to authorize a 0.7 millage question on the ballot for the general election on May 6, 2014.

Background:
The AAATA millage will need to be renewed on or before May 2019 in order to maintain existing transit services. It will be necessary for the Board to make two key decisions, preferably before the end of January 2018: setting a mill rate and setting a date for the referendum. A following decision will be needed to approve ballot language. The next 5-year millage period would be from 2019-2024.

Issue Summary:

Mill Rate: Staff recommend a status quo mill rate (0.7mills). This represents a continuation of existing services rather than another expansion. A “renew and restore” millage of 0.7 mills would produce a nominal additional amount of funding (approx. $98,000) which could be used to add one bus trip to help alleviate crowding on Route 4 on Sundays. A strict renewal would see the mill rate be reduced to 0.68 via the State Headlee Amendment.

Timing: There are two preferable referendum dates before the existing millage expires: August 2018 and November 2018. It is not clear whether either August or November is inherently better or worse. Perhaps the biggest consideration would be the potential for the RTA to have another transit millage in November 2018. It is not clear what the implication would be if the RTA and the AAATA shared the November ballot.

Impacts of Recommended Action(s):

- **Budgetary/Fiscal**: Presently, the proceeds of the 0.7 millage are equal to ~11% of AAATA’s operating budget. Without these funds, that AAATA would have to reduce services.
- **Social**: A successful renewal of the millage will allow the AAATA to continue to provide the new services that are being used by many people.
- **Environmental**: A successful renewal of the millage will allow the AAATA services to continue to reduce pollution by providing an attractive alternative to the automobile.

Attachment: Draft Ballot Language (As Example Only)

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Authors: MB/SPG/MC  Reviewed by: Matt Carpenter
Approved by: Matt Carpenter  Date: 12/14/2017
SAMPLE BALLOT LANGUAGE

The following language is provided as a starting point for discussion.

RENEW AND RESTORE

To maintain public bus, van, and paratransit services—including routes, destinations, and services for seniors and people who have disabilities—shall the Ann Arbor Area Transportation Authority (AAATA) renew and restore an annual tax of 0.7 mills (X is restoration and $0.686 is renewal per $1000 of taxable value) on all taxable property within the City of Ann Arbor, the City of Ypsilanti, and the Charter Township of Ypsilanti for the years 2019-2023 inclusive? The estimate of revenue if this millage is approved is $___ for 2018 [or 19?]. This revenue will be disbursed to the AAATA and, as required by law, a portion may be subject to capture by the downtown development authorities of the Cities of Ann Arbor and Ypsilanti, the Washtenaw County Brownfield Redevelopment Authority, and the local development finance authority of the Charter Township of Ypsilanti.

“To support public transportation services—“

MINIMUM LEGAL REQUIREMENTS

Michigan property tax law (MCL 211.24f) and election law (MCL 168.646a and 168.643a) set forth the following minimum requirements related to a ballot issue:

- The ballot shall fully disclose each local unit of government to which the revenue will be disbursed.
- The millage rate to be authorized
- The estimated amount to be collected in the first year
- The duration of the millage in years
- A ‘clear statement of the purpose’ of the millage
- Statement as to whether the millage is a renewal or new
- Question shall be worded so that a ‘yes’ vote is in favor of the measure
- Language may not be biased for or against the issue
**Issue Brief:** Draft Agenda for 2018 Board Retreat

**Meeting:** Board of Directors

**Date:** December 21, 2017

**Agenda Item #5b**

**Recommended Board Action(s):**

- Receive for Information

**Prior Relevant Board Actions and Policies:**

- Policies 3.4, 3.4.1, and 3.4.2 outline the Board annual process for setting the direction for the organization.

**Issue Summary:** The Governance Committee has, in concern with a hired facilitator, developed a draft agenda for the Board’s annual retreat, and is interested in getting feedback from the Board.

**Background:** The Governance Committee has hired Rose Mercier with The Governance Coach to facilitate the Board’s annual retreat on January 24, 2018.

**Impacts of Recommended Action(s):**

- **Budgetary/Fiscal:** NA
- **Social:** NA
- **Environmental:** NA

**Governance:** The Board’s annual retreat is the beginning of the annual strategic planning and budgeting cycle.

**Attachment:** Draft Agenda

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Author: MC

Reviewed by: MC

Approved by: MC

Date: 12/14/2017
AAATA Board of Directors Retreat – January 24, 2018

AGENDA

Purpose: Focus on reinforcing the Board’s effectiveness by reconfirming how the board sets direction for the organization (Ownership & Ends policies), and discussing opportunities to enhance Board performance.

Morning – 9:00 am – 12:00 pm
1. Welcome, Introductions & Overview
2. Ownership
3. Ownership Linkage Plan

Lunch – 12:00 pm – 1:00 pm

Afternoon – 1:00 pm – 3:00 pm
4. Updating Ends Policies

Afternoon – 3:15 pm – 4:00 pm
5. Board Development

Afternoon – 4:00 pm – 4:30 pm
6. Summarize decisions, needed actions, and next steps
7. Evaluation