

Board of Director's Meeting Agenda

Meeting Date/Time: October 21, 2021, 6:30-9:00pm

Location: REMOTE – Via Zoom

To join by computer, smartphone, or iPad (download Zoom app first), please click the link below to join the webinar:

[AAATA/TheRide Board of Directors Meeting October 21, 2021](#)

Passcode: 154529

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Chair: Eric Mahler

Agenda Item	Info Type	Details	Page #
1. OPENING ITEMS			
1.1 Approve Agenda	D	Mahler	
1.2 Public Comment	O	Mahler	
1.3 General Announcements	O	Mahler	
2. CONSENT AGENDA			
2.1 Board Meeting Minutes September 23 and October 6	D	Carpenter	2
2.2 Committee Meeting Summaries	D	Carpenter	14
2.3 Monitoring Report Policy 2.11 Construction	D	Carpenter	21
2.4 Monitoring Report Policy 2.4 Change	D	Carpenter	39
2.5 Treatment of Staff Follow-up	D	Carpenter	41
3. POLICY MONITORING & DEVELOPMENT			
3.1 Committee Meeting Discussion	O	All	
3.2 Board Work Plan for 2022	D	Mahler	43
4. STRATEGY & OPERATIONAL UPDATES: CEO			
4.1 Long-Range Plan Discussion	O	Yang	
4.2 CEO Report	O	Carpenter	46
5. EMERGENT ITEMS			
6. CLOSING ITEMS			
6.1 Topics for Next Meetings Monitoring: Treatment of Traveling Public (Policy 2.1) Q4 Service Report Q4 Finance Report		Thurs., Nov. 18, 2021	
6.2 Public Comment			
6.3 Closed Session (pursuant to Section 8(c) of the OMA)			
6.4 Adjournment			

* M = Monitoring, D = Decision Preparation, O = Other

Board of Director’s Draft Meeting Summary
Meeting Date/Time: September 23, 2021, 6:30-9:00pm

Location: Remote

Board Member Attendees: Eric Mahler (Chair), Raymond Hess, Jesse Miller, Kyra Sims, Kathleen Mozak, Mike Allemang, Ryan Hunter, Susan Pollay, Rich Chang

AAATA Staff Attendees: Bryan Smith, LaTasha Thompson, Matt Carpenter (CEO), Forest Yang, Dina Reed, Gwyn Newsome

Guests: Leigh Schultz (Attorney and Counselor at Law)

Meeting Chair: Eric Mahler

Chairman Eric Mahler called the meeting to order at 6:32pm.

Discussion Items	
1. OPENING ITEMS	
1.1	<p>Approve Agenda Ms. Susan Pollay moved to approve the agenda, seconded by Ms. Kathleen Mozak. In support of the motion: Mr. Mike Allemang (reporting in from Ann Arbor, MI): Yes Mr. Rich Chang (reporting in from Cheboygan County, MI): Yes Mr. Raymond Hess (reporting in from Ann Arbor, MI): Yes Mr. Ryan Hunter (reporting in from Ypsilanti Township, MI): Yes Mr. Jesse Miller (reporting in from Ypsilanti, MI): Yes Ms. Mozak (reporting in from Ann Arbor, MI): Yes Ms. Pollay (reporting in from Ann Arbor, MI): Yes Ms. Kyra Sims (reporting in from Ann Arbor, MI): Yes Chairman Mahler (reporting in from Ann Arbor, MI): Yes</p> <p>The motion passed unanimously.</p>
1.2	<p>Public Comment Mr. Jim Mogensen encouraged the Board to think through why people are riding the bus when considering how to increase ridership.</p>
1.3	<p>General Announcements Chairman Mahler announced that Keith Book will be moving on to another job and this will be his last AAATA Board meeting. On behalf of the Board, he thanked Mr. Book and wished him the best of luck.</p>
1.4	<p>Board Officer Elections Mr. Chang moved to nominate Mr. Allemang for Treasurer of FY2022, seconded by Ms. Pollay. In support of the motion: Mr. Allemang: Yes Mr. Chang: Yes Mr. Hess: Yes Mr. Hunter: Yes Mr. Miller: Yes</p>

Ms. Mozak: Yes
Ms. Pollay: Yes
Ms. Sims: Yes
Chairman Mahler: Yes

The motion passed unanimously

Ms. Sims moved to nominate Mr. Miller for Secretary of FY2022, seconded by Mr. Chang.

In support of the motion:

Mr. Allemang: Yes
Mr. Chang: Yes
Mr. Hess: Yes
Mr. Hunter: Yes
Mr. Miller: Yes
Ms. Mozak: Yes
Ms. Pollay: Yes
Ms. Sims: Yes
Chairman Mahler: Yes

The motion passed unanimously.

Mr. Allemang moved to nominate Chairman Mahler for Chairman of FY2022, seconded by Mr. Hunter.

In support of the motion:

Mr. Allemang: Yes
Mr. Chang: Yes
Mr. Hess: Yes
Mr. Hunter: Yes
Mr. Miller: Yes
Ms. Mozak: Yes
Ms. Pollay: Yes
Ms. Sims: Yes
Chairman Mahler: Yes

The motion passed unanimously.

2. CONSENT AGENDA

2.1 Minutes, FY2022 Board Meeting Dates, & Committee Meeting Reports

Ms. Mozak moved to approve the Consent Agenda, seconded by Mr. Allemang.

In support of the motion:

Mr. Allemang: Yes
Mr. Chang: Yes
Mr. Hess: Yes
Mr. Hunter: Yes
Mr. Miller: Yes
Ms. Mozak: Yes
Ms. Pollay: Yes
Ms. Sims: Yes
Chairman Mahler: Yes

The motion passed unanimously.

3. POLICY MONITORING & DEVELOPMENT

3.1 Committee Meeting Discussion

None.

4. FY2022 BUDGET

4.1 Recommended Budget Presentation

Ms. Reed presented the recommend FY2022 Budget (see her presentation on page 139 of the [September 23rd Board Meeting Packet](#)).

4.2 Budget Public Hearing

Mr. Jim Mogensen described how labor shortages in the non-profit organizations (that help verify qualifications for low-income fares) might affect the application process. He also described potential impacts from fare media changes and the capital budget.

Mr. Robert Pawlowski complimented staff, especially Dina Reed, on the budget.

Ms. Michelle Barney shared that the budget presentation helped her better understand the struggle to provide all the services requested by the public. She also described experiences with MV (the provider of ARide) as improving.

Ms. Kittie Morelock expressed her surprise about the regular fare of \$20 for GoldRide and her hopes that future budgets will allow for the cost of GoldRide to be revisited.

4.3 Monitoring: Planning and Budgeting (Policy 2.4)

Ms. Reed presented the Board with the [Monitoring Report for Policy 2.4](#) and the respective survey results on page 136 of the [September 23rd Board Meeting Packet](#).

Mr. Allemang suggested that amendments to policy 2.4 should be considered. He noted that sub points of the policy do not address financial planning, only budgeting. He described splitting the policy into two policies, one that is more long-range that addresses financial planning and one that is more specific to budgeting.

Policy 2.4.2: Mr. Allemang described his perception that the response in the report to this policy does not refer to the Ends as it should.

Policy 2.4.5: Mr. Allemang suggested that the structural deficit needs to be addressed in future budgets.

Policy 2.4.8: Mr. Allemang described having an issue with how the unfunded future obligations are referred to as not being newly created.

Chairman Mahler and Mr. Allemang agreed that the Finance Committee will work on recommending amendments to the policy.

CEO Carpenter described GoldRide to Mr. Miller as a service that AAATA chose to provide many years ago that is above and beyond the federally required minimums; it has costs associated with it that AAATA struggles to accommodate from a long-term perspective.

Ms. Pollay moved to approve the Monitoring Report for Policy 2.4 as in compliance (A), seconded by Mr. Chang.

In support of the motion:

Mr. Allemang: No

Mr. Chang: Yes

Mr. Hess: Yes

Mr. Hunter: Yes

Mr. Miller: Yes

Ms. Mozak: Yes
Ms. Pollay: Yes
Ms. Sims: Yes
Chairman Mahler: Yes

The motion passed.

4.4 Monitoring: Fares (Policy 2.5.12)

Ms. Reed presented the Board with the [Monitoring Report for Policy 2.5.12](#) and the respective survey results on page 130 of the [September 23rd Board Meeting Packet](#).

Mr. Hess suggested that policy 2.5.12.1 be identified as partially compliant (as opposed to fully compliant) and policy 2.5.12 be approved as in compliance except for items noted. He expressed concern with the fiscal responsibility of the fare change and his perception that the fare change represents a revenue loss at a time when AAATA is struggling as an organization to address a looming structural deficit. Mr. Hess also described not feeling like the Board has been given a compelling case that the fare adjustment will increase ridership. He shared his understanding that approximately 55% of AAATA riders have their fares paid by a third party, so an increase or decrease in fares does not directly affect the majority of the riders.

Mr. Hess described his positive support of the budget without the fare change proposal. He also mentioned finding it unclear as to why some of the fare changes recommended in the 2018 fare study were not considered while others were. He requested that the fare changes be addressed more methodically in the future.

Mr. Hess added that the AAATA fare box recovery is on the lower end of the normal trend and that there may be opportunities for AAATA to expand their fare box recovery percentage. Lastly, he expressed frustration with the fare proposal being released to the public before the Board was consulted on it as fare changes are the purview of the Board.

Chairman Mahler, CEO Carpenter, and Mr. Allemang described that the Board, Finance Committee, and staff have been actively addressing the trajectory of the structural deficit.

Mr. Allemang complimented Mr. Hess on the points he presented. He also described that what is being proposed as very small; it goes in the wrong direction, but it is pretty small, and he is hoping that within the next year, AAATA will go back to a more comprehensive fare study and look at the whole fare structure. He described his hope that the elasticity in terms of the demand versus the price will be addressed.

CEO Carpenter thanked Mr. Hess for raising some of the challenges with the recommendation. He pointed out that this is first time in well over a decade that AAATA has attempted to change its fare structure at all. He expressed his regret that the process did not unfold as he would have liked due to not fully understanding how regulated the federal government makes changing fares. He apologized that staff suddenly found themselves having to put the recommendations out for public comment before there was a chance to introduce them to the Board. CEO Carpenter described the high amount of equity analysis that is required by the federal government which put a lot of stress on staff in addition to the pandemic, service recovery, and exit of John Metzinger who understood the fare study the greatest. He noted that this has been a learning experience for this fare proposal and those imminent in the future.

CEO Carpenter shared that the fare changes that were chosen from the fare study were chosen because they are relatively safe and AAATA is the only organization involved in these decisions (no partners involved). He described the fare changes as tailored to pursue the Board's Ends. As an example, he described that the fare study suggested that the Day Pass should be eliminated because only 1,200/year had been sold. The Day Pass is used typically by visitors. Since there are a lot more than 1,200 visitors coming into Ann Arbor every year, perhaps more visitors would purchase the Day Pass if it was priced differently. Staff suggested trying this, seeing how it works for a year or two, and if it fails, then the Day Pass can be eliminated.

CEO Carpenter described the proposed discontinuation of the zone fare between Ypsilanti and Ann Arbor as an important equity step. He noted that elasticity studies were conducted for the proposed 30 Day Pass fare change; these studies were shared in the most recent budget document in Appendix 8.4 on page 72 of the [September 23rd Board Meeting Packet](#). CEO Carpenter pointed out the details and studies on page 77 of the same packet that project a ridership increase and provide description of the budgetary impacts. He asked Board members for feedback on whether or not the interpretation, evidence, and the types of information provided are adequate from an evidentiary point of view. He showed respect for Mr. Hess' observations and also proposed that a \$60,000 impact on the budget caused by these fare changes will not have a material effect on the deficit and are worth a try.

CEO Carpenter informed the Board that he intends to restructure the process for future fare change proposals.

Ms. Pollay asked that staff monitor the number of past sales so there is some metrix of understanding price elasticity. When the Board is at budget or fare approval points in the future, she asked for some actual metrix to use to understand when a decision was made what was interpreted to have been some of the impact.

Mr. Allemang commented that the visitor Day Pass sales are not just driven by the price; visitors would need to know about it and how to use it. He shared his perception that this information has not be put out to visitors very much. He also suggested that it might be best not to try approving fare changes at the same time that the policy is being evaluated.

Mr. Allemang expressed that this particular change is really small regarding the entire budget and a whole lot of attention is being given to \$60,000; he expects next time that it will be a much bigger consideration that \$60,000.

Chairman Mahler agreed with Mr. Allemang's point that evaluating a fare change and fare policy at the same time makes the process muddy but described addressing a \$60,000 situation before it becomes a \$2M situation as the best process. He suggested that price or demand elasticity and regression analysis would be helpful in the future.

Mr. Miller described that fare change decisions might best be done separate from budget decisions. He requested in the future that there be more detailed information accompanying the fare change proposals and a longer period of time for consideration. He also shared his point of view that the Day Pass usage could be based on ease of availability.

Mr. Hess further described the fare proposal as a self-inflicted wound due to the known structural deficit ahead. He suggested that the fare restructuring may not be

happening at the right time with the right initiative but should be pursued at some point in the future once there is a better strategy.

Ms. Mozak expressed that \$60,000 is a risk she is willing to take considering the potential benefits for the community.

Mr. Hess moved to approve the Monitoring Report for Policy 2.5.12 as (B) in compliance except for items noted in the discussion at the meeting. He described Policy 2.5.12.1 as partially compliant as opposed to fully compliant as described in the report. This motion was seconded by Mr. Miller.

In support of the motion:

Mr. Allemang: Yes

Mr. Chang: Yes

Mr. Hess: Yes

Mr. Hunter: Yes

Mr. Miller: Yes

Ms. Mozak: Yes

Ms. Pollay: Yes

Ms. Sims: Yes

Chairman Mahler: Yes

The motion passed unanimously.

Mr. Allemang recommended that Policy 2.4 be reviewed by the Finance Committee prior to the review by the Board in the future. Chairman Mahler agreed. This will be updated in the monitoring report schedule.

4.5 Budget Decision

Ms. Reed confirmed for Mr. Hess and the Board that if the budget were approved without the proposed fare adjustments, some changes would have to be made to the budget book before posting it to the website, but it would not change any of the numbers per say.

CEO Carpenter responded to Mr. Allemang that there are no regulatory impacts about not changing fares.

Ms. Mozak expressed finding merit in the fare change proposals and asked to continue the conversation should the proposals be removed from the budget. Chairman Mahler described that the fare proposals would go back to the Finance Committee for more evaluation, to then be brought back to the Board for further discussion.

Mr. Allemang shared that even though he has criticism about the process, he is willing to take the recommendation of staff to make the proposed fare changes.

Mr. Miller asked that the Board consider at least keeping the removal of the surcharges for the NightRide and HolidayRide services as those seem to be more of an equity issue.

CEO Carpenter described that federal regulations require that fare changes like those proposed be reassessed by an equity analysis every time they are tweaked. Because of this, the Board would need to accept all the fare recommendations or none of them.

Mr. Hess moved to approve the FY2022 Operating and Capital Budget absent the proposed fare adjustment, seconded by Ms. Pollay.

Mr. Miller described that he likes the proposed fare changes; they do not affect the budget all that much and there are two aspects that are urgent equity issues.

Mr. Allemang provided his support for making the proposed fare changes.

Ms. Mozak shared her agreeance with Mr. Miller and Mr. Allemang.

Chairman Mahler mentioned that he would rather do the fare changes mid-fiscal year and get it right than rush it in a process that the Board is not happy with because they do not want to go through the process again.

In support of the motion:

Mr. Allemang: No

Mr. Chang: No

Mr. Hess: Yes

Mr. Hunter: No

Mr. Miller: No

Ms. Mozak: No

Ms. Pollay: Yes

Ms. Sims: No

Chairman Mahler: Yes

The motion failed.

Mr. Allemang moved to pass the budget as proposed by the staff, seconded by Mr. Hunter.

In support of the motion:

Mr. Allemang: Yes

Mr. Chang: Yes

Mr. Hess: Yes

Mr. Hunter: Yes

Mr. Miller: Yes

Ms. Mozak: Yes

Ms. Pollay: Yes

Ms. Sims: Yes

Chairman Mahler: Yes

The motion passed unanimously.

Attachment 2

Resolution 11/2021

ADOPTION OF FY 2022 OPERATING AND CAPITAL BUDGET

**RESOLUTION OF THE BOARD OF DIRECTORS
OF THE
ANN ARBOR AREA TRANSPORTATION AUTHORITY**

WHEREAS, the Ann Arbor Area Transportation Authority (AAATA) Board of Directors (Board) is required by the Michigan Uniform Budgeting and Accounting Act of 1968 to adopt a balanced operating budget on or before September 30 for its next fiscal year, which begins on October 1, and

WHEREAS, AAATA staff have developed a FY 2022 Operating and Capital Budget that furthers Board Ends Policies within Executive Limitations and provides multi-year context, and

WHEREAS, the AAATA is required to develop a fiscally constrained four-year program of projects for inclusion in the Transportation Improvement Program (TIP) to be submitted to the Washtenaw Area Transportation Study (WATS) in order to be eligible for federal funds, and

WHEREAS, the AAATA is required to submit the capital program for FY 2022 to the Federal Transit Administration (FTA) as part of the annual application for FY 2022 federal funding, and

WHEREAS, the AAATA is required to submit the capital program and operating budget for FY 2022 to the Michigan Department of Transportation (MDOT) as part of the annual application for FY 2022 state funding, which is amended by this resolution.

NOW THEREFORE, BE IT RESOLVED, that the Board of Directors hereby approves the FY 2022 Operating and Capital Budget as its general appropriations act with total expenditures as follows:

- \$55,765,850 for operations, and
- \$10,840,000 for capital investment.

BE IT ALSO RESOLVED that the Ann Arbor Area Transportation Authority Board of Directors hereby adopts the capital projects listed herein as updates to the FY 2020-2023 TIP, of which FY 2023 and beyond are subject to amendment in future years.



Eric A. Mahler, Chair

September 23, 2021



Jesse Miller, Secretary

September 23, 2021

5. STRATEGY & OPERATIONAL UPDATES: CEO

5.1 Service Restoration Update

Mr. Smith and Mr. Yang described that in August the ridership went back to approximately 40-50% of the pre-pandemic level. After the new service plan was implemented, for the last three weeks, the ridership is at about 60% of the pre-pandemic level, which is a little bit better than was projected. Mr. Yang explained that in early summer, the ridership was only 20-25% of the pre-pandemic level, so it has more than doubled.

5.2 Long-Range Plan Update

Mr. Yang walked the Board through the project schedule found on the final page of the [September 23rd Board Meeting Packet](#) (page 155). He highlighted that at the October 6th Board LRP Scenarios meeting, the Board will have the opportunity to review the

plan scenarios and provide their initial feedback. Shortly after that, round two of the public and stakeholder engagements will take place in late October / early November.

The current schedule suggests that the draft plan may be available for Board review in March 2022 and for Board approval in April 2022.

5.3 CEO Report

CEO Carpenter announced that D2A2 will restart on October 18th. He shared that the state budget looks like it is coming in on time with nothing in the transit budget harmed. He described that major bills on infrastructure and then a larger omnibus bill appear to have been tie barred by the Democrats.

Mr. Smith confirmed for Mr. Miller that progress has been made on the installation of the fresh air kits on the buses and he will get an updated number of completed installations for the Service Committee (to also include the number of buses that cannot accommodate the fresh air kits). He described that a measure can be taken on buses that do not yet or cannot have the fresh air kits so that the back window cannot be closed to help with ventilation.

6. EMERGENT ITEMS

None.

7. CLOSING ITEMS

7.1 Topics for Next Meetings

Monitoring: Compensation and Benefits (Policy 2.3)

Monitoring: Construction (Policy 2.11)

2022 Millage

7.2 Public Comment

Mr. Jim Mogensen thanked Mr. Book for his service. He described fare cost differences for those associated with a third party and those that must apply for low-income fares. He also described that when the cost of regular fares goes up, so do the costs of low-income and ARide fares. He suggested that AAATA look to other partners in the county to help fund GoldRide.

Mr. Robert Pawlowski thanked Mr. Book for his service. He also thanked Mr. Yang and Mr. Smith for their work on the Service Recovery Plan and the Long-Range Plan. Additionally he shared his appreciation for the return of D2A2 and approval of the budget.

Ms. Michelle Barney described her disappointment that it took 2.5 weeks before she was given the approval to go see a doctor after being a passenger in an ARide van that got rear ended on September 8th. She requested MV Transport be spoken with about how they handle accidents. She also thanked Mr. Book for his service.

Mr. Book thanked the public, the Board, and the staff for the pleasure and honor to serve.

7.3 Closed Session (pursuant to Section 8(c) of the OMA)

Chairman Mahler requested a motion to go into closed session pursuant to section 8(c) of the Open Meetings Act. This was motioned by Ms. Mozak and seconded by Mr. Allemang.

Chairman Mahler conducted a roll call vote for this.

In support of the closed session:

Mr. Allemang: Yes

Mr. Chang: Yes
Mr. Hess: Yes
Mr. Hunter: Yes
Mr. Miller: Yes
Ms. Mozak: Yes
Ms. Pollay: Yes
Ms. Sims: Yes
Chairman Mahler: Yes

The Board went into the closed session at 9:24pm.

Ms. Mozak motioned to go out of closed session, seconded by Ms. Pollay. Chairman Mahler took a roll call vote.

In support of going out of closed session:

Mr. Allemang: Yes
Mr. Chang: Yes
Mr. Hess: Yes
Mr. Hunter: Yes
Mr. Miller: Yes
Ms. Mozak: Yes
Ms. Pollay: Yes
Ms. Sims: Yes
Chairman Mahler: Yes

At 10:12pm, the Board voted unanimously to come out of the closed session.

7.4 Adjournment

Mr. Miller moved to adjourn the meeting, seconded by Ms. Mozak.

In support of the motion:

Mr. Allemang: Yes
Mr. Chang: Yes
Mr. Hess: Yes
Mr. Hunter: Yes
Mr. Miller: Yes
Ms. Mozak: Yes
Ms. Pollay: Yes
Ms. Sims: Yes
Chairman Mahler: Yes

The motion passed unanimously.

Chairman Mahler adjourned the meeting at 10:15pm.

Respectfully submitted by: Keith Everett Book

Board of Director's Long-Range Plan Scenarios Meeting Draft Summary

Meeting Date/Time: October 6, 2021, 4:00-6:00pm

Location: REMOTE – Via Zoom

Meeting Chair: Eric Mahler

Member Attendees: Mike Allemang, Rich Chang, Raymond Hess, Jesse Miller, Kathleen Mozak, Susan Pollay, Roger Hewitt, Kyra Sims

AAATA Staff: Matt Carpenter, Bryan Smith, Dina Reed, Forest Yang, Don Bowlin, Mary Boonin, Ken Anderson, Jean-Luc Grosjean

Guests: Ben Goodge, Yuval Grinspun, Dennis Fletcher, Pia Dimayuga

Public: Ben Stupka, Robert Pawlowski, Julia Roberts, Unidentified phone caller

Chairman Mahler called the meeting to order at 4:02pm

Agenda Item
1. OPENING ITEMS
<p>1.1 Approve Agenda Mr. Mahler moved to approve the agenda as presented. The agenda was approved by roll call vote:</p> <p>Mr. Allemang (Gatlinburg, TN), yes Mr. Chang (Pittsfield Township, MI), yes Mr. Hess (Ann Arbor, MI), yes Mr. Miller (City of Ypsilanti, MI), yes Ms. Mozak (Ann Arbor, MI), yes Ms. Pollay (Ann Arbor, MI), yes Mr. Mahler (Ann Arbor, MI), yes Mr. Hewitt (Ann Arbor, MI), yes</p> <p>The motion was approved unanimously.</p>
<p>1.2 Public Comment There was no public comment.</p>
<p>1.3 General Announcements There were no general announcements.</p>
2. LONG-RANGE PLAN

2.1 Presentation of Long-Range Plan Scenarios

Mr. Carpenter opened the conversation explaining that the presentation this evening is a preview for the Board of Directors of four possible scenarios in development of a Long-term Plan for TheRide. These four scenarios are intended to start conversations about the goals of the community to improve mass transit and its tolerance and willingness to accept the cost of investment.

Mr. Carpenter introduced the consulting team from Left Turn Right Turn that presented the attached slide presentation and entertained questions from the board members about the content.

Following the presentation of the draft, Mr. Carpenter reiterated the importance of the board and the agency as advocates for mass transit in our community.

3. CLOSING ITEMS

3.1 Topics for Next Meeting

3.2 Public Comment

Mr. Robert Pawlawski thanked the consultants, staff and the board for their hard work preparing the LRP scenarios and voiced his enthusiastic support for expanded public transit and Bus Rapid Transit in the Ann Arbor Area.

3.3 Adjournment

Mr. Chang moved to adjourn with a second by Mr. Allemang.

Mr. Allemang, yes

Mr. Chang, yes

Mr. Hess, yes

Mr. Miller, yes

Ms. Mozak, yes

Ms. Pollay, yes

Mr. Mahler, yes

Mr. Hewitt, yes

Ms. Sims, yes

The motion passed unanimously. The meeting was adjourned at 6:08pm

Respectfully submitted: Kelly Reynolds

Governance Committee Meeting Summary

Meeting Date/Time: September 29, 2021, 9:00-10:30am

Location: REMOTE – Via Zoom

Meeting Chair: Eric Mahler

Committee Meeting Attendees: Mike Allemang, Roger Hewitt, Jesse Miller

AAATA Staff Attendees: Matt Carpenter, Forest Yang, Bryan Smith, Dina Reed

Chairman Eric Mahler called the meeting to order at 9:04 am

Discussion Items
1. OPENING ITEMS
<p>1.1 Agenda (Additions, Approval) Approved.</p>
<p>1.2 Communications CEO Carpenter announced that the Board will have temporary support from Kelly Reynolds after Keith Book’s departure until his replacement has been hired.</p>
2. POLICY MONITORING & DEVELOPMENT
<p>2.1 Board Calendar Update CEO Carpenter shared an updated Board calendar of major discussion points ahead to help the Board prioritize their annual work plan.</p> <p>Chairman Mahler asked if discussions of Long-Range Plan (LRP) Scenarios are necessary at every Board meeting. CEO Carpenter explained that the scenarios will be discussed over the indicated periods of time, but not necessarily at every Board meeting.</p> <p>Mr. Hewitt suggested that as much work as possible could be done on the LRP in Committees. Chairman Mahler highlighted the effectiveness of Committees providing recommendations to the full Board on specific issues. Mr. Allemang suggested that a summary of the Service Committee LRP discussions could be provided to the Finance Committee prior to their meeting that follows the Service Committee meeting.</p> <p>CEO Carpenter and Chairman Mahler will create a Gaant chart of prioritized topics to offer at the Board meeting. Mr. Allemang described the work in the upcoming fiscal year as a heavy lift. Discussion ensued about possibly rescheduling or postponing some of the monitoring reports in FY2022, perhaps conducting some of them every other year, instead of every year. Mr. Allemang and CEO Carpenter will discuss the monitoring report schedule further and provide a recommendation to the Board.</p>
<p>2.2 Board Work Plan for 2022 Chairman Mahler asked if there are capital projects that should be put on the Board Work Plan for 2022. CEO Carpenter explained that the expected study will begin on the Ypsilanti Transit Center (YTC) project this fiscal year. Regarding the Blake Transit Center (BTC), staff will bring more details to the Board in the next month or so.</p>

Discussion Items
It may not be ready to put on the Board Work Plan for 2022 just yet.
<p>2.3 Committee Agendas</p> <p><u>Service Committee</u> CEO Carpenter shared that Labor Negotiation discussions at the Committee meetings will be an opportunity for members to ask questions, but new information will only be provided to the full Board.</p> <p>The Committee determined that the 2022 millage discussions will be held first at the Committee level for some time before being brought to the full Board.</p> <p><u>Finance Committee</u> Mr. Allemang suggested adding the millage and the LRP to the list of items on the topics for the next meeting.</p> <p><u>Board of Directors</u> CEO Carpenter requested that Committee members provide their requests or questions regarding Labor Negotiations to staff prior to the full Board meeting in October. Chairman Mahler suggested putting the monitoring reports for policies 2.3 and 2.11 in the Consent Agenda of the Board meeting, agreed to by the Committee.</p>
3. STRATEGY & OPERATIONAL UPDATES: CEO
<p>3.1 Long-Range Plan Update (Verbal) Mr. Yang shared the schedule of phases and tasks for the LRP. The goal is for a final LRP report to be accomplished by April. Materials for the October 6 Board meeting will be sent to the Board on October 4th.</p>
<p>3.2 2022 Millage Discussion Discussion ensued about the key decisions needed, timeline constraints, and potential of a 2022 millage. Staff will provide the Board with additional information and data regarding the structural deficit. Discussion of this topic will continue in the Service and Finance Committees. The Governance Committee is recommending that they take the lead on this topic.</p>
<p>3.3 RTA Updates (Verbal) CEO Carpenter and Chairman Mahler will be speaking with Alma Smith and Ned Staebler of the RTA on September 30th.</p>
<p>3.4 Labor Negotiations Follow-up (Verbal) Mr. Smith emphasized the need for a clear plan of action coming from the October Board meeting.</p>
4. CLOSING ITEMS
<p>4.1 Adjournment Chairman Mahler adjourned the meeting at 10:34am.</p>

Respectfully submitted by: Keith Everett Book

Service Committee Meeting Summary

Date/Time: October 6, 2021, 9:00-11:00am
Location: REMOTE – Via Zoom
Attendees: Chair Roger Hewitt, Susan Pollay, Kathleen Mozak, Jesse Miller
Absent: Ryan Hunter
AAATA Staff: Matt Carpenter, Bryan Smith, Dina Reed, Forest Yang, LaTasha Thompson, Kelly Reynolds

The meeting was called to order by Chair Hewitt at 9:04am

Discussion Items
1. OPENING ITEMS
<p>1.1 Agenda Chair Hewitt called for additions or changes to the agenda. Hearing none, the agenda was approved as presented by all in attendance with a show of hands.</p> <p>1.2 Communications There were no additional communications.</p>
2. POLICY MONITORING & DEVELOPMENT
<p>2.1 Board Calendar Update A general calendar of board activities and priorities was presented at the Governance Committee meeting. Further work will be done to provide schedule to the three major activities for the board this year: Long-Range Plan Development, Labor Negotiations, and Mileage Planning. That draft is open for comment.</p> <p>2.2 Board Work Plan for 2022 The following three items were discussed in depth as possible additions to the board’s 2022 WorkPlan,</p> <p>Ms. Pollay suggested that regionalism in transit should be discussed by the board as a policy issue so that it may be more proactive and less reactionary to actions related to regional transit issues as they arise. Mr. Miller agreed in hopes this would address past communication gaps.</p> <p>Mr. Miller suggested the board consider the rotation of Chairships and board leadership positions as part of its governance conversations. Noting that there a positives and negatives to leadership rotation, he proposed the conversation be had.</p> <p>Board education should also be added to the work plan. Considering the heavy obligations of the board this year, members agreed educational topics should focus around the three Board activities: long-range plan development, labor negotiations, and mileage planning and communities.</p> <p>2.3 Monitoring: Construction (Policy 2.11) Mr. Carpenter introduced this monitoring report making note that it was the first opportunity to</p>

monitor this policy. This policy is unique to AAATA and was developed by the board to exclusively address an emerging concern. Since there are no current construction projects Mr. Carpenter focused his responses on interpretation of this new policy.

The group agreed that the language of the interpretation should be broadened to capture all funding opportunities, including earmarks.

The group also agreed that monitoring of this policy could be done on an “as needed” basis in the future.

If this this monitoring report is approved, the Governance Committee would like it to be considered as a part of the Consent Agenda for the October 21, Board of Directors Meeting.

Ms. Mozak moved; Mr. Miller seconded, to approve the Monitoring Report for Policy 2.11 as ‘In Compliance’ and forward it to the board for approval as a part of the Consent Agenda on October 21. The motion was approved with the following vote.

*Miller, yes
Pollay, yes
Mozak, yes
Hewitt, nay*

2.4 Treatment of Staff Follow-up

Mr. Carpenter introduced this item by reminding the committee of the request for follow-up following the disappointing staff survey results earlier this year. Management has made changes and advances to understand then address what declining moral revealed in the survey. He is in the office daily and is having more informal and formal conversations with staff about their concerns. Compounding pandemic fatigue is also an underlying “change fatigue” which preceded Covid. Management change with retirement and turn-over had already created procedural change, cultural shift, and uncertainty in the minds of some. Human Resources is developing focus groups to get deeper with concerns. In future assessments a new tool may be selected that is a better fit for this type of organization and better meets the monitoring requirements.

3. STRATEGY & OPERATIONAL UPDATES: CEO

3.1 Long-Range Plan Update

Mr. Yang distributed slides yesterday for tonight’s additional board meeting. The slides will be discussed in-depth at the evening meeting.

3.2 2022 Millage Discussion

Mr. Carpenter informed the committee that conversations regarding the 2022 millage are beginning. Three items will eventually be decided by the board: The millage rate, the content, and the date of the referendum. Following these three key decisions, the board will approve the ballot language.

Mr. Carpenter and the committee member discussed factors impacting this millage. Members contemplated any RTA and City millage proposals, timelines, and any incoming Federal funding through the infrastructure bill.

3.3 Labor Negotiations Follow-up

Smith very little to update since negotiations are yet to start. In a closed session at the next board meeting the board and staff will come to an understanding of general goals.

4. CLOSING ITEMS

4.1 Topics for Next Meeting Wednesday, November 3, 2021, at 9am

- 2.1 Treatment of the traveling public
- Q4 Service report review
- Labor negotiations
- Long range plan
- Ms. Mozak indicated her desire to discuss LAC policy feedback

4.2 Adjourn

Ms. Pollay moved; Ms. Mozak seconded to adjourn the meeting at 11:06am. The committee agreed with a voice vote.

Respectfully Submitted: Kelly Reynolds

Finance Committee Meeting Summary

Meeting Date/Time: October 12, 2021, 3:00-5:00pm

Meeting Chair: Mike Allemang

Location: REMOTE – Via Zoom

In attendance: Rich Chang, Kyra Sims, Raymond Hess,

Staff: Matt Carpenter, Dina Reed, Forest Yang, Bryan Smith, LaTasha Thompson, Kelly Reynolds

The meeting was called to order by the Chair at 3:02pm

Agenda Item
1. OPENING ITEMS
1.1 Agenda (Additions, Approval) No additions or revisions.
1.2 Communications There were no additional communications.
2. POLICY MONITORING & DEVELOPMENT
<p>2.1 Board Calendar Update Mr. Allemang introduced and briefly explained the draft board calendar. Millage, negotiations, LRP are three primary and reoccurring events. Mr. Chang suggested the addition of monitoring reports and budget development FY23. Mr. Allemang suggested development of committee calendars. Mr. Hess asked about Triannual Review and if a date could be added to the workplan. Ms. Reed indicated that no date has been announced but the board and committees will be kept apprised.</p> <p>2.2 Board Work Plan for 2022 The draft 2022 Workplan was presented to the committee and will also be on the board agenda. Mr. Allemang read off the work plan items and noted that he would like to include more board education.</p> <p>Mr. Carpenter reported that members of Service Committee have suggested adding: RTA and regional relationship building Education on millage and other relevant issues Cabinet/leadership shuffle of committees and chairs.</p> <p>Mr. Hess requested additional effort be made to draw connections between LRP and millage efforts. He asked also that additional education be provided about the structural deficit and the interrelationship to LRP and millage outcome.</p> <p>Mr. Chang noted the importance of ownership linkages as we get closer to millage.</p> <p>Ms. Sims noted that this is an ambitious calendar already and would hesitate to add additional items.</p> <p>2.3 Policy 2.4 Follow-up Mr. Allemang requested that the Financial Planning and Budgeting policy monitoring report should be reviewed by the Finance Committee prior to taking it to the full board.</p>

The committee voted to recommend to the full board that the Finance Committee receive and review the monitoring report for Policy 2.4 prior to its presentation to the board.

The votes recorded:

Mr. Chang, yes

Ms. Sims, yes

Mr. Hess, yes

Mr. Allemang, yes

The recommendation was approved and will be added to the consent agenda for the October 21, 2021, Board of Directors meeting.

3. STRATEGY & OPERATIONAL UPDATES: CEO

3.1 Long-Range Plan Follow-up (verbal)

Public engagement meetings begin next week and extend into November. Scenarios will become public next week.

Mr. Allemang asked about efforts to assure good attendance and input.

Mr. Yang explained that a marketing company had been engaged to create a campaign to promote attendance to try to achieve broad participation. Seat stickers and signage at facilities to inform about public meetings. The plan includes engaging with stakeholders at other presentations – commission and township he hopes will bolster participation. He acknowledged it is very difficult to engage those that might come in from outside the service area.

3.2 2022 Millage Discussion

Mr. Carpenter began the discussion by explaining that more information is coming on financial factors in millage conversation.

The board will have three primary decisions for the around the millage. Those three items are: content, timing, and language.

The pros and cons of ballot timing possibilities were discussed. There was a review of historical millage request and funding structures. Mr. Carpenter indicated that contingency planning should and will be added to the conversation.

3.3 Labor Negotiations Follow-up (verbal)

Mr. Smith confirmed staff requires direction from the board at the next meeting. A consensus from the board around negotiation goals at the October 21 meeting is essential to maintain the timeline. Tentatively, negotiations are scheduled to begin in December.

Carpenter will provide his interpretation of labor negotiations policy to avoid confusion.

4. CLOSING ITEMS

4.1 Topics for Next Meetings

Q4 Finance Report

Compensation and Benefits Monitoring Report

Workplan

Millage

LRP

4.2 Adjournment Mr. Allemang adjourned the meeting 4:41pm

Respectfully Submitted, Kelly Reynolds

Committee Recommendation, Adopt Monitoring Report (Construction) as "In Compliance"

Meeting: Board of Directors

Meeting Date: October 21, 2021

INFORMATION TYPE
Monitoring
RECOMMENDED ACTION(S)
Accept attached monitoring report for policy 2.11 Construction, as "In Compliance."
PRIOR RELEVANT BOARD ACTIONS & POLICIES
The Board created the Construction policy in mid-2020.
ISSUE SUMMARY
This is the first-ever review of the new Construction policy. As there was no construction activity during the monitoring period, the Board may wish to focus on whether the CEO's interpretations are reasonable.
BACKGROUND
<p>Notes from Service Committee review of this monitoring report:</p> <p>2.3 Monitoring: Construction (Policy 2.11)</p> <p><i>Mr. Carpenter introduced this monitoring report making note that it was the first opportunity to monitor this policy. This policy is unique to AAATA and was developed by the board to exclusively address an emerging concern.</i></p> <p><i>Since there are no current construction projects Mr. Carpenter focused his responses on interpretation of this new policy.</i></p> <p><i>The group agreed that the language of the interpretation should be broadened to capture all funding opportunities, including earmarks.</i></p> <p><i>The group also agreed that monitoring of this policy could be done on an "as needed" basis in the future.</i></p> <p><i>If this this monitoring report is approved, the Governance Committee would like it to be considered as a part of the Consent Agenda for the October 21, Board of Directors Meeting.</i></p> <p><i>Ms. Mozak moved; Mr. Miller seconded, to approve the Monitoring Report for Policy 2.11 as 'In Compliance' and forward it to the board for approval as a part of the Consent Agenda on October 21. The motion was approved with the following vote.</i></p> <p style="margin-left: 40px;"><i>Miller, yes</i></p> <p style="margin-left: 40px;"><i>Pollay, yes</i></p> <p style="margin-left: 40px;"><i>Mozak, yes</i></p> <p style="margin-left: 40px;"><i>Hewitt, nay</i></p>

IMPACTS OF RECOMMENDED ACTION(S)
<ul style="list-style-type: none">• Budgetary/Fiscal: N/A• Social: N/A• Environmental: N/A• Governance: Monitoring reports are an important part of accountability and transparency.
ATTACHMENTS
<ol style="list-style-type: none">1. CEO's Issue Brief and Monitoring Report

**ISSUE BRIEF: Monitoring Report for Policy 2.11: Construction
Monitoring Period: May 2020 - August 2021**

Due to the Board in October 2021

**Service Committee Meeting Review Date: October 6, 2021
Board of Directors Meeting Review Date: October 21, 2021**

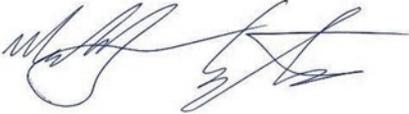
INFORMATION TYPE
Monitoring
RECOMMENDED ACTION(S)
Consider accepting monitoring report with determination that compliance “cannot be determined” due to absence of evidence.
BACKGROUND
This construction policy was created in November 2020. This is the first monitoring report for this policy and the CEO’s interpretations have not been seen by the Board previously.
ISSUE SUMMARY
<p>TheRide’s Board of Directors establish policies that define what methods are unacceptable to use to achieve expected results, called Executive Limitations. This monitoring report provides the CEO’s interpretations of those policies, evidence of achievement, and an assertion on compliance with the Board’s written goals. As with other monitoring reports, the Board decides whether the interpretations are reasonable, and the evidence is verifiable.</p> <p>I certify that the information is true and complete. Given the lack of any meaningful construction projects, Rose Mercier has advised that the Board may want to consider a conclusion such as:</p> <p><i>The Board has assessed the CEO’s interpretations of the Board’s policy 2.11 as reasonable and agrees that that there has been virtually no activity and therefore no data (or evidence) of compliance or non-compliance and assessing compliance is not necessary at this time.</i></p> <p>Instead, the Board may want to focus on deciding whether these new interpretations are reasonable.</p> <p align="center"> CEO’s Signature Date </p> <p align="center">  September 29, 2021 </p> <p>_____</p>
ATTACHMENTS
1. Monitoring report for Policy 2.11: Construction

Table of Contents

POLICIES:	Page #	Compliance
<p>2.11 CONSTRUCTION</p> <p>The CEO shall not allow construction of a new building or facility or major renovation that is inconsistent with industry standards and grantor expectations, environmentally irresponsible, risks financial jeopardy, or is not aligned with achievement of the Board's Ends.</p> <p>Further, without limiting the scope of the above by the following list, the CEO shall not:</p>	4	
<p>2.11.1 Proceed with grant applications, detailed architecture or engineering, procurement of construction services, or real-estate transactions for a construction or major renovation project.</p>	5	
<p>2.11.1.1 Request authorization to proceed with a project prior to providing information that demonstrates that such construction is fiscally responsible and aligned with achievement of the board's Ends, and without providing data that supports an informed decision by the board – including but not limited to clearly articulated information about the following:</p> <ul style="list-style-type: none"> A. Definition of the project's purpose and goals. B. Definition of the project's key elements and rationale for their inclusion. C. Definition of the project's strategic context, and contribution to advancing the board's Ends or other policies. D. Explanation of the project's priority relative to other capital needs. E. Estimates of the capital cost, ongoing operating and maintenance costs, and expected useful life associated with the project. F. Explanation of anticipated funding sources and financing mechanisms. G. Definition of risks associated with the project. H. Project timeline. I. Public involvement process. 	7	
<p>2.11.1.2 Request authorization to proceed with a project without incorporating it into an annual budget or a budget amendment.</p>	8	
<p>2.11.2 Expend funds on a construction project prior to having confirmed funding for that stage.</p>	9	

2.11.3 Proceed with construction that does not minimize inconvenience to the travelling public and those businesses and residences directly impacted to the extent that is reasonably practicable.	9	
2.11.3.1 Proceed without providing timely and accurate information to the travelling public, residents and business owners.	10	
2.11.3.2 Proceed with construction project or changes to the project that could be foreseen to create significant resistance from the traveling public and external stakeholders because they had not had the opportunity for consultation.	10	
2.11.4 Allow the board to be unaware of political, residents' and businesses' issues related to the proposed construction.	11	
2.11.5 Allow the board to be without regular reports on the project's implementation, including but not limited to: A. Changes to the anticipated cost of the project. B. Changes to the elements/scope of the project. C. Changes to scheduled completion, delays or impacts to timelines. D. Timely notice of possible cost overruns and planned action to reduce impact.	11	

 Fully Compliant
  Partially Compliant
  Non-Compliant
  Cannot be determined

Preliminary CEO Interpretations and Evidence

2.11 CONSTRUCTION

The CEO shall not allow construction of a new building or facility or major renovation that is inconsistent with industry standards and grantor expectations, environmentally irresponsible, risks financial jeopardy, or is not aligned with achievement of the Board's Ends.

Further, without limiting the scope of the above by the following list, the CEO shall not:

Degree of Compliance: N/A

Interpretation

The Board has interpreted "financial risk" and "alignment with Ends achievement" in the lower-level policies below. Evidence of compliance with those policies, along with the following demonstrates compliance with this policy.

In the context of this policy, I interpret key terms in the following way:

1. A new "**building**" is an edifice or structure with walls and a roof which remains in one place and is intended to be permanent. This does not include structures such as bus shelters or temporary storage structures.
2. A new "**facility**" is a *significant* piece of infrastructure that remains in one place (e.g., a bus terminal platform, a park n ride lot, a storage yard, a rail line, roads, power lines, sewers, etc.) and is intended to be permanent. A building can be a part of a larger facility. Due to their ubiquity and small scale, bus stops, pads, shelters and benches, and adjoining sidewalks are excluded.
3. A "**major renovation**" is a significant, permanent change to an existing building or facility that 1) changes the exterior dimensions, or 2) fundamentally changes the function of part or all of a building or facility. This does not include maintenance activities, repairs or routine upgrades, replacement of worn-out elements, or cosmetic updates, etc. (e.g., roof replacement, remodeling offices). Such relatively minor changes are addressed through annual facility maintenance budgets and are not reported on under this policy. Any individual maintenance project costing more than \$250,000 will be identified individually in an annual budget proposal to increase transparency.

These interpretations are reasonable because they categorize all major types of construction that a transit agency might pursue.

Compliance will be demonstrated when close-out letters, Triennial Reviews or other official correspondence from the Federal Transit Administration (FTA) verifies that their expectations with respect to **industry standards, environmentally responsible** construction, and **grantor expectations** have been met. This is reasonable because 1) the FTA will mostly likely be the primary grantor for most major construction and capital projects, 2) the FTA's expectations will be laws and regulations that are either legal requirements or conditions of receiving federal funding and will have to be met anyway, 3) the FTA promulgates a great deal of information about standards that can be understood in advance and followed, and 4) the FTA will provide outside verification as to whether their expectations were met.

Evidence

There were no construction projects during this monitoring period.

2.11.1 Proceed with grant applications, detailed architecture or engineering, procurement of construction services, or real-estate transactions for a construction or major renovation project.

Degree of Compliance: Not compliant

Interpretation

I interpret this policy to mean that Board approval must be secured *before* the CEO can proceed with work related to the *implementation* of a construction project. Compliance with this policy will be demonstrated when the minutes from the meeting date at which formal Board approval (annual budget or amendment) for implementation activities (as defined below) was granted before contracts are signed initiating implementation activities. This interpretation is reasonable because the Board has retained the authority to for the decision of whether to proceed with certain major commitments, and the board's decisions are recorded in its minutes

Further, I interpret this policy to allow exploratory planning to be conducted at the CEO's discretion. Broadly, construction is a Means. By requiring board approval to proceed, the Board has introduced a control mechanism whereby it decides if this specific means (construction) can be used in the pursuit of Ends achievement, possibly compromising the clarity of delegation to and accountability of the CEO (policy 4.0) or slowing the CEO's pursuit of the Ends. It is therefore necessary to provide additional clarity via this interpretation.

While defining "construction activities" may be self-evident (i.e., closures, site prep, demolition, earthworks, excavation, utility changes, paving, construction, etc.), there is a continuum of *planning* activities that *could* lead to a construction project, and it can sometimes be unclear where decisions move from CEO authority to Board authority. To highlight this distinction, we can describe planning work as *exploratory* or *implementation* work:

- **Exploratory** work allows the CEO to evaluate and refine early ideas to the degree necessary to inform staff's decisions or conclusions. Such work can include staff investigations, conceptual/preliminary planning, legal investigations, consultant studies, site evaluation, regulatory reviews, real estate queries, soil testing, and some precursor engineering work (although all policies and budget constraints still apply). This work is the purview of the CEO for two main reasons:
 - The Board has delegated means to the CEO (4.3.3) who needs to have the latitude to explore ideas independently. The CEO needs to be free to abandon or advance ideas, or the delegation to and accountability of the CEO is compromised. Requiring board approval at this stage also slows the organization's pursuit of the Ends.
 - Much of the evidence required by the Board in policy 2.12.1.1 would be developed at this exploratory stage such as general scoping of a project, preliminary cost estimates, land requirements, building/facility scaling, procurement plans, and requirements for further planning work. Such work can also be considered research and development or business case development.

This work happens *prior* to a request for Board approval of a project and therefore the CEO cannot commit the organization to certain courses of action (i.e., land purchases, budget approvals, etc.). Board approval is *not* guaranteed. This work can be undertaken at the discretion of the CEO, however, the CEO must take care that exploratory work does not shape outside expectations to such a degree that the Board feels it has no choice but to continue a project.

- **Implementation** is work that can only be conducted *after* receiving Board approval, and includes efforts made to further refine the scope of a specific construction project in preparation for pursuit of funding, outside approvals, outside regulatory and federal review, final engineering or architecture, and eventual implementation. This includes work such as:
 - Grant applications or earmark requests (for implementation activities),
 - Architectural, planning or engineering services intended to *finalize* designs for a project.
 Such work is focused on a particular project with a clear scope, such as a particular building or corridor to be studied. It represents increasing commitment to a specific course of action. Examples of implementation work include:
 - Applications for competitive grants or earmarks.
 - Real estate transactions (purchase or long-term lease).
 - Formal entry into an FTA planning process such as New Starts or Small Starts (e.g., Alternatives Analysis, Conceptual Engineering, Detailed Engineering). These processes require significant formal studies that act as agency-endorsed evidence in support of major grant applications.
 - Environmental Reviews or Assessments (i.e., NEPA studies).
 - Actual changes to the physical environment (demolition, earthworks, utility changes, paving, construction, etc.)

Implementation planning requires an increasing degree of commitment and resources. While the Board is not directly involved in implementation work, such activities lead directly to issues where the Board has retained authority for approval, such as real estate decisions (policy 3.2.10), annual budget including capital budget decisions (3.2.7), and decisions about the use of the Capital Reserve (3.2.12).

This interpretation of exploratory planning and implementation planning is reasonable because it differentiates the CEO's authority to determine whether to undertake the exploratory planning from the board's authority to decide whether or not to proceed with the *initiation* of implementation planning.

Evidence

During the monitoring period only one element of implementation work occurred, but Board approval was not received beforehand. For this reason, this policy is not compliant.

In early 2021 the Federal government unexpectedly reversed 10 years of precedent and began soliciting earmarks. The deadlines involved were very short, sometimes only a matter of weeks. The CEO aggressively pursued earmark requests for the Blake Transit Center, Ypsilanti Transit Center, and fleet replacements. None were successful. Afterwards the CEO belatedly realized that such activity could be covered by this policy. At the time this policy was written there was not reason to include "earmarks", and the interpretation had not yet been written. Earmarks are now explicitly included in the interpretation above. The CEO is reporting noncompliance with this policy solely due to this situation.

2.11.1.1 Request authorization to proceed with a project prior to providing information that demonstrates that such construction is fiscally responsible and aligned with achievement of the board's Ends, and without providing data that supports an informed decision by the board – including but not limited to clearly articulated information about the following:

- A. Definition of the project's purpose and goals.**
- B. Definition of the project's key elements and rationale for their inclusion.**
- C. Definition of the project's strategic context, and contribution to advancing the board's Ends or other policies.**
- D. Explanation of the project's priority relative to other capital needs.**
- E. Estimates of the capital cost, ongoing operating and maintenance costs, and expected useful life associated with the project.**
- F. Explanation of anticipated funding sources and financing mechanisms.**
- G. Definition of risks associated with the project.**
- H. Project timeline.**
- I. Public involvement process.**

Degree of Compliance: N/A

Interpretation

Compliance with this policy will be demonstrated when the minutes of the Board meeting record that a CEO's request for Board approval of an element of implementation of a construction project comes in the form of a single, proposal that addresses the questions identified for each of the elements interpreted below:

1. **Scope** – What is the nature of the project? What are the most important elements?
2. **Alignment with Ends & Rationale** – Description of how the project will advance specific goals identified by the Board
3. **Public Involvement** – How has the public been engaged in the development of the proposal thus far? How will the public be engaged going forward?
4. **Priority** – Why is this project being prioritized ahead of other projects? How would this project affect the 10-Year Capital Plan?
5. **Fiscal responsibility** –
 - a. What are the anticipated capital and operating costs during the life of the project?
 - b. How will the capital and operating costs of the project be paid for during the lifespan of the project? What assumptions are made regarding outside grant funding, funding from the Capital Reserve, or local millage funds?
 - c. How would the approval of this project impact the agency's ability to maintain existing services and infrastructure, or afford other projects?
6. **Timeline** – What are the expected dates of major milestones such as construction, opening/initiation, operating lifespan, decommissioning?
7. **Risks** – What social, environmental, financial, operational, or other risks have been identified? Are there ways to mitigate risks?

This interpretation is reasonable because minutes are the official record of the Board's meetings and identify when a request is made. The elements of the proposal address all of the items specified by the Board in its policy.

Evidence

The CEO made no requests of the Board to approve construction projects during the monitoring period, and no proposals were produced.

2.11.1.2 Request authorization to proceed with a project without incorporating it into an annual budget or a budget amendment.

Degree of Compliance: N/A

Interpretation

Compliance with this policy will be demonstrated when

- a) All requests for Board approval are part of either the regular annual budget or an amendment to a budget. This is reasonable because most construction projects will cost more than the CEO's signing authority (\$250,000) and amendments can be requested at any time.
- b) Should the circumstance arise where outside partners appear to need a level of informal non-binding commitment from the AAATA in order to advance a project into further exploratory work, the CEO is allowed to offer such assurances, provided they are acting in good faith and can reasonably assume preliminary Board support and provide updates to the Board. This is reasonable because some projects may not advance through an exploratory process without feelings of shared commitment

Evidence

During the monitoring period no *implementation* work was conducted, so no Board approval was sought or required.

In one instance the CEO has provided an informal non-binding commitment during an exploratory project, the effort to plan for a redevelopment of the Y-Lot and expansion of the Blake Transit Center. While the AAATA has not been formally committed to this project, it may soon become difficult to withdraw given the investment from project partners in the AAATA's participation and potential impact to the agency's credibility. That said, a formal proposal is not yet completed, cost estimates are not yet finalized, the project owners have not approved the project, and formal authorization by the AAATA Board may still be premature. Staff discussed this project with the Board on numerous occasions since 2017, the most recent update to the full Board was on February 18, 2021. The continuing work was described. The project has appeared in several recent budget documents (FY2021, p. 29, 33; FY2020, pgs. 26-38; FY2019, p. 29; FY2018, p. 44.) and Business Plans. The Board has not raised objections to the pursuit of the project. Funding for the next phase of implementation planning is being requested through the FY2022 Budget, and assumptions about capital costs are provided in the accompanying 10-Year Capital Plan.

2.11.2 Expend funds on a construction project prior to having confirmed funding for that stage.

Degree of Compliance: N/A

Interpretation

Compliance will be demonstrated when dates for the initial written notice-to-proceed orders and first invoices occur *after* confirmation that funding is available, such as Board approval of a budget or written confirmation from an outside funder (e.g., notice of award or full funding grant agreement from the FTA). This is reasonable because each stage of a project can have an initiation point with an initial notice-to-proceed order that is always in writing with a date, and dated invoices precede expenditures. Only the initial dates are warranted because there could be hundreds of subsequent invoices for various stages, but none could occur without the initial notice-to-proceed. Funding confirmations come from the Board vote, or state or federal government and should not be considered final until written notice is received.

Evidence

There were no eligible construction projects ongoing during the monitoring period, nor were any funds expended.

2.11.3 Proceed with construction that does not minimize inconvenience to the travelling public and those businesses and residences directly impacted to the extent that is reasonably practicable.

Degree of Compliance: N/A

Interpretation

The Board has partially interpreted “minimizing inconvenience” in its lower-level policies 2.11.3.1 and 2.11.3.2 below.

Compliance with those policies as well as the following will demonstrate compliance: Construction projects include a plan to minimize or mitigate public inconvenience that is deemed reasonable by the CEO extent in the context of the project. This is reasonable because construction projects almost always cause some level of disruption, vary in scale and impact, and therefore need to be developed in context. The requirement for a plan allows for this context while ensuring the issue is addressed beforehand.

Evidence

There were no eligible construction projects during the monitoring period and no corresponding plans.

2.11.3.1 Proceed without providing timely and accurate information to the travelling public, residents and business owners.

Degree of Compliance: N/A

Interpretation

I interpret this policy to reference communications about impacts of direct construction activity given that information about general public consultation is addressed in policy 2.2.9.4,

Compliance with this policy will be demonstrated when review of public notices about foreseeable construction-related disruptions (e.g., closures, changes to services, etc.) confirms that notices were provided at least 7 days before activities begin, or blanket notices about uncertain timing are provided at least 14 days in advance. Public notice includes, at a minimum: media releases, website and social media notices, hardcopy notices where applicable, attempts to inform nearby residents and property owners; these are our standard means of informing the public and are recognized as trustworthy source of information from TheRide. These time periods are reasonable because they allow the public to make alternate arrangements, and construction timelines can sometimes need to change to keep a project progressing on schedule or on budget.

Evidence

There were no construction projects ongoing during the monitoring period, and no information was required or provided.

2.11.3.2 Proceed with construction project or changes to the project that could be foreseen to create significant resistance from the traveling public and external stakeholders because they had not had the opportunity for consultation.

Degree of Compliance: N/A

Interpretation

Compliance with this policy will be demonstrated when reasonable consultation opportunities are provided prior to finalizing construction plans and are publicized beforehand.

Consultation includes providing information on anticipated construction activities and plans, opportunities to provide feedback and identify concerns, efforts to mitigate impacts, and notice of final decision. Depending on the project context, this could include posted notices, website information, or public meetings. This interpretation is reasonable because it recognizes that construction is inherently disruptive and can cause resistance, requires consultation and attempts at mitigation before construction begins, and calls for communication with the public beforehand.

I interpret this policy to apply to the logistics and impacts of construction activities (i.e., closures, site prep, demolition, earthworks, excavation, utility changes, paving, construction, etc.), not earlier decisions about project need, scope, cost, location, etc., covered under 2.2.9.4 (general public consultation requirement). The policy does not require construction to stop due to resistance, only that there were reasonable opportunities for input beforehand, however construction may be paused if the CEO deems it necessary.

Evidence

There were no construction projects ongoing during the monitoring period, and no consultation was required or provided. .

2.11.4 Allow the board to be unaware of political, residents' and businesses' issues related to the proposed construction.

Degree of Compliance: N/A

Interpretation

Compliance with this policy will be demonstrated when Board minutes, accompanying documents, or communication to the Board between meetings indicate that, prior to the start of construction activities, staff had provided verbal or written information to the Board summarizing feedback and concerns with planned construction raised by elected leaders, directly affected residents, and business owners. This is reasonable Board documents (minutes, reports, special reports) are the means through which the Board is made aware.

I interpret this policy to apply only to the logistics and impacts of construction activities rather than the need or scope of the project. This is reasonable because it reflects the Board's policy requirements, and earlier decisions about project need, scope, cost, etc., are covered under 2.2.9.4 (general public consultation requirement).

Evidence

There were no construction projects ongoing during the monitoring period, and no briefing was required or provided.

2.11.5 Allow the board to be without regular reports on the project's implementation, including but not limited to:

- A. Changes to the anticipated cost of the project.**
- B. Changes to the elements/scope of the project.**
- C. Changes to scheduled completion, delays or impacts to timelines.**
- D. Timely notice of possible cost overruns and planned action to reduce impact.**

Degree of Compliance: N/A

Interpretation

Compliance with this policy will be demonstrated when the Board receives at least monthly updates on board-approved construction implementation projects which must provide the details outlined in items A-D above, which would be compared with assumptions created at the beginning of the project and shared with the Board. This interpretation is reasonable because items A-D are self-explanatory and monthly updates can be provided at board meetings.

Evidence

Date of approval of project. Dates and locations of updates.

There were no construction projects ongoing during the monitoring period, and no updates were provided.

CEO Notes

The Board may wish to update policy 2.11.1 to refer specifically to earmarks or funding applications in general.

Board's Conclusion on Monitoring Report

Guidance on Determining "Reasonableness" of CEO Interpretations

The International Policy Governance Association has developed the following guidance for Board members to use in deciding whether a CEO's interpretation is "reasonable":

An interpretation is deemed to be reasonable when it provides an operational definition which includes defensible measures and standards against which policy achievement can be assessed...

Defensible measures and standards are those that:

- *Are objectively verifiable (e.g., through research, testing, and/or credible confirmation of observable phenomena.)*
- *Are relevant and conceptually aligned with the policy criteria and the board's policy set.*
- *Represent an appropriate level of fulfillment within the scope of the policy.*

- *"What makes an Interpretation Reasonable and What are the Expectations for the Operational Definition: Policy Governance Consistency Framework Report Number 2". International Policy Governance Association. June 11, 2016. Available on the IPGA website.*

Board's conclusion after monitoring the report.

Following the Board's review and discussion with the CEO, the Board finds that the CEO:

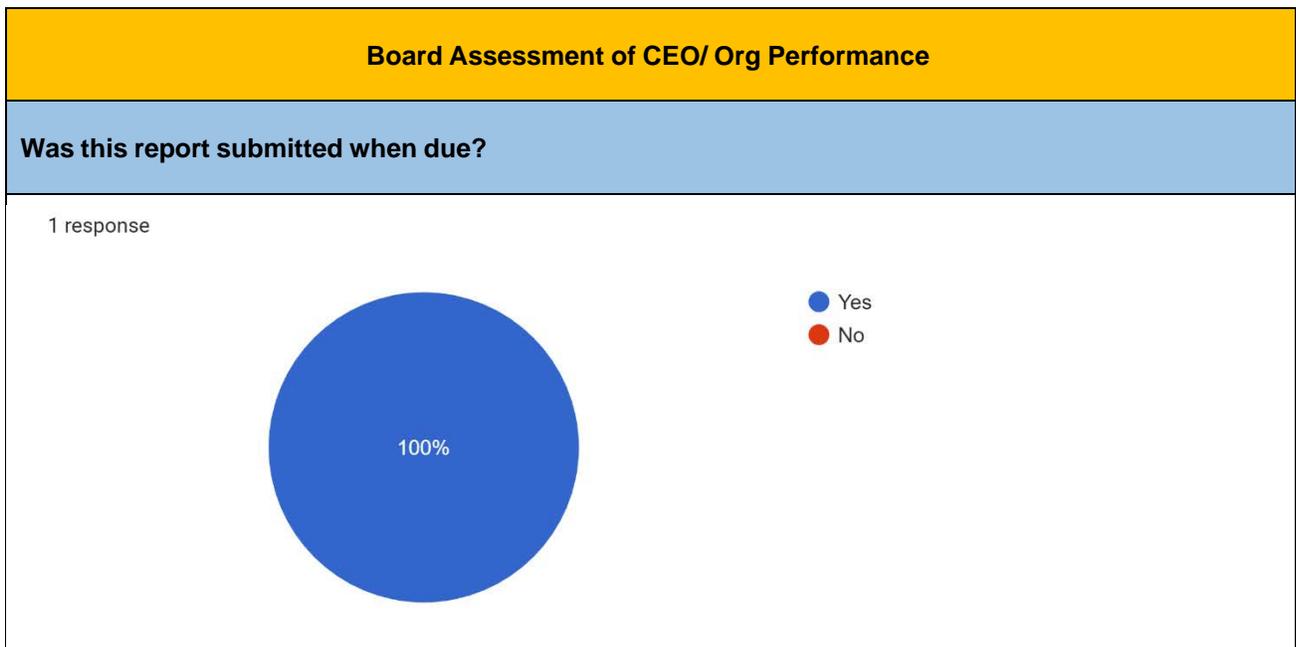
- Is in compliance.
- Is in compliance, except for item(s) noted.
- Is making reasonable progress toward compliance.
- Is *not* in compliance or is *not* making reasonable progress toward compliance.
- Cannot be determined.

SURVEY RESULTS: Construction (Policy 2.11)

Service Committee Review Date: October 6, 2021
Board Meeting Review Date: October 21, 2021

Survey Participants: 1 Board
Member(s)

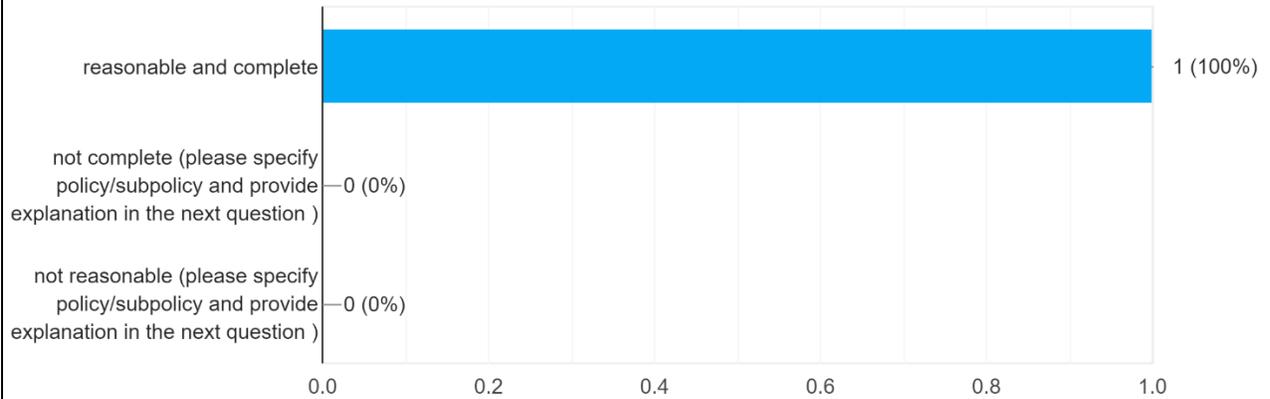
Note: Each bullet represents a comment by a different Board member.



Board Assessment of CEO/ Org Performance

Do you find the CEO Interpretation for each policy/sub policy to be:

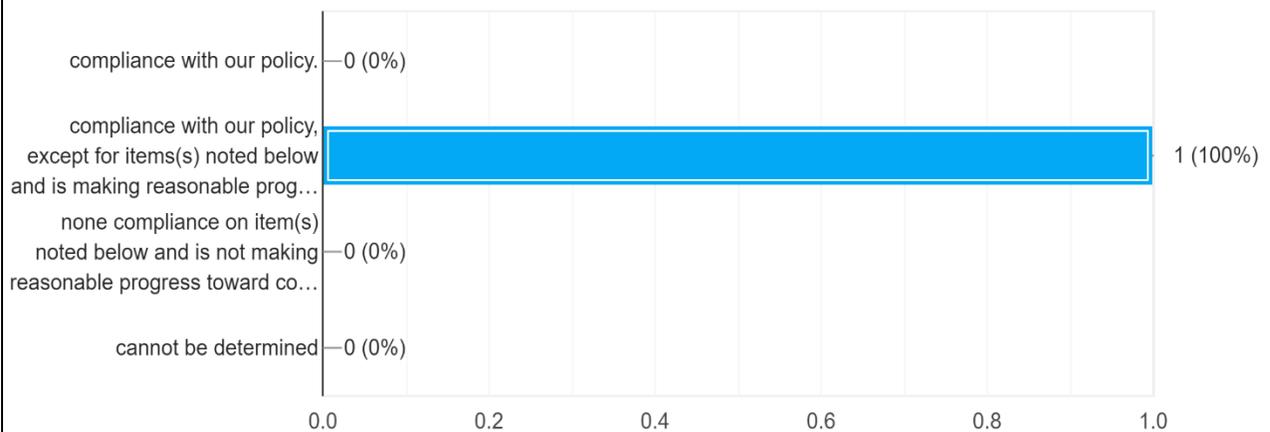
1 response



CEO Interpretations that were incomplete or unreasonable (if any):

Do you find the CEO's evidence and data shows..?

1 response



Items not in compliance (if any):

- 2.11.1 Earmarks were not on the Board's radar when the construction policies were developed and therefore created a situation where the Board was notified after earmarks were sought after.

Optional: Potential Policy Development

Is there any area associated with this policy that concerns you that is not clearly addressed in existing policy? What is the value that drives your concern?

- It is important to have policy language that includes 'earmarks' to avoid future issues of non-compliance.

What policy language would you like to see incorporated to address your worry?

- Board should be notified of government earmark requests before being formally submitted.

Optional: Comments for the CEO

Commendations on this topic:

- I found the interpretations to be sound and reasonable and a good foundation for future monitoring

Potential Improvement(s):

Comments on the report itself:

Adding Finance Committee Review of Financial Planning/Budgeting Monitoring Report (2.4)

Meeting: Board of Directors

Meeting Date: October 21, 2021

INFORMATION TYPE
Decision Preparation
RECOMMENDED ACTION(S)
(Motion) That the Board change Appendix A of the Policy Manual (p. 34) so that the Finance Committee reviews the monitoring report for policy 2.4 (Financial Planning and Budgeting) prior to the Board's review.
ALTERNATIVE OPTION(S)
Keep delegations for monitoring reports unchanged.
ISSUE SUMMARY
The Finance Committee is asking the Board to vote to change the Policy Manual so that the Committee can review the report prior to it being send to the full Board. This is akin to how the committees already review other monitoring reports.
BACKGROUND
<p>When the Board adopted the monitoring schedule in 2017 there were three policies that were not delegated to the committees for preliminary review; Ends, Financial Planning and Budgeting, and External Relations. It is no long clear why the Finance Committee should not review the report for Financial Planning and Budgeting prior to the board.</p> <p>The following notes are from the October Finance Committee report:</p> <p>2.3 Policy 2.4 Follow-up</p> <p><i>Mr. Allemang requested that the Financial Planning and Budgeting policy monitoring report should be reviewed by the Finance Committee prior to taking it to the full board.</i></p> <p><i>The committee voted to recommend to the full board that the Finance Committee receive and review the monitoring report for Policy 2.4 prior to its presentation to the board.</i></p> <p><i>The votes recorded:</i></p> <p><i>Mr. Chang, yes</i></p> <p><i>Ms. Sims, yes</i></p> <p><i>Mr. Hess, yes</i></p> <p><i>Mr. Allemang, yes</i></p> <p><i>The recommendation was approved and will be added to the consent agenda for the October 21, 2021, Board of Directors meeting.</i></p>
IMPACTS OF RECOMMENDED ACTION(S)
<ul style="list-style-type: none"> • Budgetary/Fiscal: N/A or other

- Social: N/A or other
- Environmental: N/A or other
- Governance: N/A or other

ATTACHMENTS

None

ISSUE BRIEF: Treatment of Staff Follow-up

Meeting: Board of Directors

Meeting Date: October 21, 2021

INFORMATION TYPE
Monitoring
RECOMMENDED ACTION(S)
Receive for information and provide feedback.
PRIOR RELEVANT BOARD ACTIONS & POLICIES
On June 17 th , the Board requested a follow-up report on the Treatment of Staff monitoring report, with information on how the CEO intends to come into greater compliance.
ISSUE SUMMARY
Outline of the CEO's ongoing approach is included below in the attachment. It is provided to the Board for their feedback.
BACKGROUND
Staff engagement figures in survey from early 2021 were lower than preferable. These figures have traditionally been incorporated into the monitoring report for the Treatment of Staff policies for the Board.
IMPACTS OF RECOMMENDED ACTION(S)
<ul style="list-style-type: none"> • Budgetary/Fiscal: N/A or other • Social: N/A or other • Environmental: N/A or other • Governance: The Board requested a mid-period follow up on Treatment of Staff.
ATTACHMENTS
1. Ongoing Work for Greater Staff Engagement

Attachment 1: Ongoing Work for Greater Staff Engagement

1. **Immediate changes:** Since June, a few things have already changed that we hope will improve morale and engagement:
 - a. **Leadership in the office:** The CEO has returned to being present daily in the main office. He has heard directly from staff that they had felt abandoned, and he hopes daily interactions with staff will help address these concerns, even before the rest of office staff are allowed to return. It also allows him spontaneous opportunities to hear from staff. Virtual staff meetings will also continue.
 - b. **Focus Groups:** Reasons for the lower engagement figures were not always clear. The Manager of HR has begun small-group discussions with staff to try to better understand what opportunities to improve engagement. To date, discussions have begun with union leadership and future discussions with general staff are expected. Anxiety about change has been raised as an issue. The CEO does still feel that the general anxiety about the pandemic and recent political leadership issues may have been a contributing factor. However, our focus will be on factors that we can control.
 - c. **Appreciation push:** Management staff are working to try to ensure staff throughout the organization hear that they are appreciated.
 - d. **Clear direction:** One of the common refrains in recent staff surveys has been uncertainty about where the organization is headed. The ongoing Long-Range Plan has the potential to help answer this question. Staff input sessions are already scheduled so that they can have a hand in developing this direction.

2. **Updates to Monitoring Report:** All of the monitoring reports have been evolving as staff and the Board work to find the right balance of transparency, detail, accuracy, and accountability. The Treatment of Staff Monitoring report will need to continue to evolve to be clearer about expectations and results.
 - a. **Interpretations:** The CEO will review the interpretations to see if they can be made clearer. He is particularly interested in hearing from staff about their expectations and hopes the focus groups will help bring clarity.
 - b. **Evidence:**
 - i. **Staff Survey:** The annual survey will continue but may need to be updated. Wording for some questions may need to be clearer and the use of anonymous comments will be reviewed. A new survey firm may be needed. Ideas for increasing the response rate will also be considered.
 - ii. **Objective measures:** The CEO is going to work on adding quantitative measures, such as staff tenure and attrition, to provide objective measures in addition to subjective surveys.
 - iii. **Board Expectations:** The CEO would like to learn more about the expectations of Board members with respect to staff engagement and morale.

3. **Union Negotiations:** The CEO needs to note that union contract negotiations will occur during this monitoring period and will have an impact on staff survey responses.

Board's Annual Work Plan

Meeting: Board

Meeting Date: October 21, 2021

INFORMATION TYPE:
Decision Preparation
RECOMMENDED ACTION(S):
Begin discussion of a Board plan of work for FY 2022.
PRIOR RELEVANT BOARD ACTIONS & POLICIES
Board policy 3.4 (Attachment 1).
ISSUE SUMMARY:
To keep a focus on the future, at the beginning of every fiscal year the Board decides what proactive issues it wants to spend time on. Board members have discussed various policy, decision, and education items in the past, and a few new ideas have been suggested (Attachment 2). In FY2022 the Board will spend time discussing labor negotiations, long-range plans, and future millages (Attachment 2).
BACKGROUND:
The Board's annual work plan is an inherent part of Policy Governance. This is a key mechanism for ensuring that the Board is driving its own agenda and not merely reacting to staff or outside issues. Policy 3.4 outlines how the board sets its agenda. Excerpts of the relevant passages are provided in Attachment 1.
IMPACTS OF RECOMMENDED ACTION(S):
<ul style="list-style-type: none"> • Budgetary/Fiscal: NA • Social: NA • Environmental: NA • Governance: The annual work plan is how the Board sets the direction for the organization.
ATTACHMENTS:
<ol style="list-style-type: none"> 1. Excerpt Policy 3.4 – Agenda Planning Policy 2. Potential Work Plan & Education (FY2021), Existing Time Commitments, and previous work plan items

Attachment 1: Board Policy 3.4: Agenda Planning (Excerpt v2.13)

(Emphasis added)

3.4 AGENDA PLANNING

To accomplish its job products with a governance style consistent with Board policies, the Board will follow an annual agenda cycle which:

- (a) completes a re-exploration of Ends Policies annually,*
- (b) continually improves Board performance through Board education and enriched input and deliberation, and*
- (c) re-examines for relevance the underlying values that support existing policy.*

3.4.1 The cycle will conclude each year so that administrative planning, strategic planning, and budgeting can be based on accomplishing a one-year segment of the Board's most recent statement of long-term Ends.

3.4.2 The cycle will start with the Board's development of its agenda for the next year.

A. Consultations with selected groups in the ownership, or other methods of gaining ownership input will be determined and arranged in the first quarter, to be held during the balance of the year.

B. Governance education, and education related to Ends determination, (e.g., presentations by researchers, demographers, advocacy groups, staff, etc.) will be arranged in the first quarter, to be held during the balance of the year...

Attachment 2: Previous Board Work Plan & Education (FY2021)

The following ideas have been suggested for the 2021 work plan.

- Relations with the RTA, Committee and Chairing assignments
- Educations/Training: Board Capacity, millages, budget deficits, Ownership Linkage Opportunities

Existing time commitments:

	2021			2022												
	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	
Labor Negotiations																
Long-Range Plan																
Millage*																
* Millage date undetermined.																

For reference, the following were ideas suggested in previous years:

Recommended work plan:

Policy Topics or Decisions	Status
1. Ends review	Annual task
2. Bylaw Update	Completed
3. LAC discussion	Completed
4. Lessons learned from	
5. Labor Negotiations Policy	Completed
6. Ownership Linkage (Next Steps?)	

General education topics:

Education Topics
Equity: Ridership and Coverage, social impacts, lessons from pandemic, Resource Allocation
How bus networks are organized & route planning
Multi-jurisdictional consideration (local and regional)
Differences between AAATA communities (POSAs)
Service Provision options: Micro transit, bus lanes, scooters, vehicle size, etc.
Procurement

ISSUE BRIEF: CEO Report

Meeting: Board of Directors

Meeting Date: October 21, 2021

INFORMATION TYPE

Other

OPERATIONAL AND PROJECT UPDATES

STAFF AWARDS

Michelle Whitlow was awarded the highest honor the Michigan Public Purchasing Officers Association (MPPOA) can bestow, the Marvin F. Klang Award. This honor is awarded in recognition of demonstrating the highest level of respect for the public trust, a strong commitment to ethics and encouragement of the public purchasing profession.

Miriam Flagler was awarded the Buyer of the Year award which recognizes individuals for their work in public purchasing, involvement with their community, and contributions to MPPOA and to the purchasing profession. The intent of these awards is to recognize individuals who have completed a unique or special project or have been outstanding employees within the past year.

SERVICE RESTORATION

Ridership is rebounding with the reintroduction of pre-pandemic levels of service. Staff are cautiously optimistic and look forward to presenting formal ridership figures in the near future. Despite the challenges in hiring motor coach operators, no planned service has been missed.

LONG-RANGE PLAN

The public engagement period for soliciting feedback and spurring discussion on long-range planning scenarios began in mid-October. Meetings with the public, staff, stakeholders and elected officials will be held through November 19.

COVID VACCINATION CLINIC

Clinics to administer COVID vaccines and boosters were held on-site in October for employees and family members. An additional clinic is scheduled for early November. A flu shot clinic was also held.

FEDERAL & STATE FUNDING

The US Congress continues to debate infrastructure and other spending bills. It is unclear at this time what the outcome will be. The Michigan state budget was recently concluded and did not reduce funding for transit.

RTA PLAN UPDATE

The Regional Transit Authority (RTA) has released its own draft update for its long range plan and is accepting public comment through October 28.

D2A2 UPDATE

D2A2 service is to resume October 18. Staff will provide more information at the Board meeting.

LOCAL ADVISORY COMMITTEE(LAC)

The Local Advisory Committee met on October 12. Among other topics they learned more about the structure and purpose of Executive Limitations policies.

BUS PROPULSION STUDY UNDERWAY

Staff have selected the engineering firm Stantec to help investigate the costs and benefits of various technologies for reducing emissions from the bus fleet. The first kick off meeting was held on Oct 14th and data is being transmitted to the consultant. We are anticipated finishing the work by April 2022 and presenting findings to the Board around that time. It is important to note that this work is only calculating the costs and benefits of changes, and perhaps narrow down the range of propulsion technology options. Further discussion will be needed before the agency can decide what priority propulsion technology should be.

ANTI-HARRASSMENT TRAINING

As part of regular staff refresher training, all staff are receiving re-training on harassment and discrimination in the workplace.

TRANSPORTATION COMMISSION (ANN ARBOR)

A presentation of the Long-Range Plan options will be provided to the City of Ann Arbor Transportation Commission meeting on October 20.

WATS POLICY COMMITTEE UPDATE

The September meeting of the Washtenaw Area Transportation Study Policy Committee was canceled. The October meeting is scheduled for October 20, 2021.

MICHIGAN PUBLIC TRANSIT ASSOCIATION (MPTA)

Matt Carpenter chaired his last meeting of the Chair of the state transit associations in late September. He is now past-President of the board.