



## Board of Director's Meeting Agenda

**Meeting Date/Time:** August 18, 2022, 6:30-9:00pm

**Members:** Eric Mahler (Chair), Mike Allemang (Treasurer), Jesse Miller (Secretary), Rich Chang, Ryan Hunter, Kathleen Mozak, Susan Pollay, Kyra Sims

**Location:** Ann Arbor District Library  
 Virtual attendance available [via Zoom](#)  
 Passcode: 983308

Agenda Item	Info Type	Details	Page #
<b>1. OPENING ITEMS</b>			
1.1 Approve Agenda	D	Mahler	
1.2 Public Comment	O		
1.3 General Announcements	O		
<b>2. CONSENT AGENDA</b>			
2.1 Board Meeting Minutes July 21, 2022	D		2
2.2 Committee Meeting Summaries	D		7
2.3 Revised FY23 Board Meeting Dates	D		13
<b>3. POLICY MONITORING &amp; DEVELOPMENT</b>			
3.1 Millage Recap	O	Mahler	
3.2 Monitoring Improvements	O	Allemang	
3.3 2.2 Treatment of Staff	M	Carpenter	14
3.4 Q3 Service Report	O	Smith	33
3.5 Q3 Financial Report	O	Reed	41
<b>4. STRATEGY &amp; OPERATIONAL UPDATES</b>			
4.1 Propulsion Timeline	O	Carpenter	45
4.2 Preliminary Budget Presentation <span style="color: red; font-size: small;">PPT added to packet on pg 111</span>	O	Reed	48
4.1.1 Public Hearing Regarding Budget	O	Mahler	
4.3 CEO Report	O	Carpenter	109
<b>5. EMERGENT ITEMS</b>			
<b>6. CLOSING ITEMS</b>			
6.1 Topics for Next Meetings 2.9 External Relationships 2.4 Financial Planning and Budgeting 2.5.11 Fare Policy Budget Presentation		Wednesday, September 28, 2022	
6.2 Public Comment	O		
6.3 Adjournment			

Monitoring, D = Decision Preparation, O = Other

## Board of Director's Meeting Minutes

**Meeting Date/Time:** July 21, 2022, 6:30-9:00pm

**Members:** Eric Mahler (Chair), Mike Allemang (Treasurer), Jesse Miller (Secretary), Rich Chang, Raymond Hess, Kathleen Mozak, Kyra Sims

**Staff:** Matt Carpenter, Forest Yang, Bryan Smith, Rosa-Maria Njuki, LaTasha Thompson, Deborah Holt

**Location:** Ann Arbor District Library  
 Virtual attendance available [via Zoom](#)  
 Passcode: 983308

Chair Eric Mahler called the meeting to order at 6:31 pm

Agenda Item
<b>1. OPENING ITEMS</b>
<p><b>1.1 Approve Agenda</b></p> <p>Mr. Hess motioned to approve the agenda with no changes noted, seconded by Ms. Mozak.</p> <p>All in favor of the accepted agenda:</p> <p>Mr. Mike Allemang: Yes (attending virtually)            Mr. Rich Chang: Yes            Mr. Raymond Hess: Yes            Mr. Jesse Miller: Yes            Ms. Mozak: Yes            Chairman Mahler: Yes</p> <p>The vote passed unanimously.</p> <p><b>1.2 Public Comment</b></p> <p>Robert Pawlowski addressed the board regarding his recent experience attending the local art fair and encouraged the board to continue to educate the public regarding the upcoming millage. He also encouraged gathering more feedback from daily riders as a means of helping decrease complaints.</p> <p>Michelle Barney shared with the board concerns with calling after business hours and having to leave a message when she's had questions about an already scheduled ride. She feels the issue is related to shift changeovers in the call center and possible changes should be considered. She also expressed positive support for the millage.</p> <p><i>*Ms. Sims joined the board meeting at 6:37pm</i></p>

### **1.3 General Announcements**

Mr. Carpenter provided a brief update on ridership for the Detroit to Ann Arbor bus service and June had the highest recorded ridership since the service was reintroduced October 2021.

Mr. Smith shared that the restoration of service was nearly complete – final routes will be back with the start of the school year at the end of August. He thanked HR, Bus Operations and training departments for their recruitment efforts – a class of 13 operators graduated with another upcoming class of 12 to start soon. Lastly, he shared that ridership is now at 57% of pre-pandemic numbers

## **2. CONSENT AGENDA**

### **2.1 Board Meeting Minutes June 16, 2022**

### **2.2 Committee Meeting Summaries**

Mr. Chang motioned to approve Consent Agenda, seconded by Mr. Miller.

All in favor of the accepted agenda:

Mr. Mike Allemang: Yes (attending virtually)

Mr. Rich Chang: Yes

Mr. Raymond Hess: Yes

Mr. Jesse Miller: Yes

Ms. Mozak: Yes

Ms. Sims: Yes

Chairman Mahler: Yes

The Consent Agenda was accepted as presented.

## **3. POLICY MONITORING & DEVELOPMENT**

### **3.1 Board Retreat Planning**

Board members discussed plans for October and March Board retreats – Ms. Mozak and Mr. Allemang expressed support of the proposed topics. Ms. Sims asked for clarification on the proposed item of legislative advocacy. Mr. Mahler responded that might involve a discussion/presentation on public transportation advocacy in Lansing or Washington and the board focusing on specific areas that the organization might want to concentrate on. The board unanimously supported the four agenda items brought forth.

### **3.2 Monitoring Improvements**

Mr. Allemang provided an update on the work of the monitoring task force. The group had participated in the policy 2.7 survey using the current survey method and the revised survey method. They are going to compare and review the results and asked for board feedback as well.

### **3.3 2.7 Asset Protection**

Mr. Carpenter shared that the Finance Committee had reviewed and recommended to accept the report as B – in compliance except for items noted. He then highlighted several important items within the report – first was the creation of the inclusion of a policy trendline

which had been requested by board members. Partial compliance areas noted were related to the cyber-attack and with required training for staff with financial processes.

Mr. Allemang added that the Finance Committee had discussed the inclusion on the report of the due date and submission date.

Mr. Chang moved to accept the Report as B – in compliance except for items noted.

All in favor of accepting the report as B – in compliance except for items noted:

Mr. Mike Allemang: Yes (attending virtually)

Mr. Rich Chang: Yes

Mr. Raymond Hess: Yes

Mr. Jesse Miller: Yes

Ms. Mozak: Yes

Ms. Sims: Yes

Chairman Mahler: Yes

The vote passed unanimously.

#### **4. STRATEGY UPDATES: CEO**

##### **4.1 Long-Range Plan**

Mr. Yang presented the [finalized Long-Range Plan](#) (pg. 66) and an overview of the background of the LRP, community input, and recommendations that were involved in the 18-month planning process.

After the presentation, board members Hess, Miller and Sims thanked the consultants, staff and community for the work that went into the final plan. Mr. Allemang, in his comments, referenced the draft Resolution to adopt the Long-Range Plan and requested and requested a wording change instead of “local funding” and it was decided to use “sufficient funding.”

Mr. Chang asked if there would be a process of tracking progress that would be shared with the public. Mr. Carpenter agreed that progress should be monitored as progress is made and within yearly reports.

Mr. Hess made a motion to adopt the Resolution to approve the Long-Range Plan – with the suggested wording changes made.

With no other comments, the resolution passed unanimously.

##### **4.2 Corporate Business Plan**

Ms. Njuki presented the board with an update on the Corporate Business Plan and thanked them for their input and comments. Going forward, updates on initiatives within the business plan will be shared as a part of the CEO operational updates.

Mr. Carpenter shared that the budget and Corporate Business Plan finalizations have initiatives that will be determined by the successful passage of the millage.

Ms. Sims asked for clarification on several strategic plans that have been introduced during her time on the board – Mr. Carpenter explained the sequence of several plans from 2014 to current which are separate from the yearly Corporate Business Plan.

### **4.3 Budget Preview**

Ms. Reed was unable to attend the meeting, and Mr. Carpenter presented the budget preview in her place. He outlined several examples of inflationary and ridership impacts that are factored into the budget planning process. He noted while the base budget planning isn't impacted by the successful passage of the millage, there are some assumptions built into the preview that are dependent upon it. A more detailed budget presentation will be provided by Ms. Reed in August.

After brief questions from Ms. Mozak and Mr. Miller, Mr. Allemang reminded the board that the budget preview was simply an overview. A draft will be presented in August which will allow for questions and deeper review.

## **5. OPERATIONAL UPDATES**

### **5.1 CEO Report**

Mr. Carpenter shared that after a request for more in-depth information, this month's report provides more details pertaining to outside monthly meetings. The Triennial Review is completed and aside from a few modest findings will be providing a final report in the coming months. He thanked Ms. Reed and staff for their hard work in preparation for the review. He also noted that the sister agency in Toledo, TARTA, had recently brought a delegation to visit.

## **6. EMERGENT ITEMS**

Mr. Chang shared that after discussion with Mr. Carpenter would like to explore having more board participation with various local councils.

## **7. CLOSING ITEMS**

### **7.1 Topics for Next Meetings**

Millage Recap  
2.2 Treatment of Staff  
2.6 Cash & Investments  
LRP  
Draft Budget Preview  
Q3 Service Report  
Q3 Financial Report  
CEO Innovation Presentation

### **7.2 Public Comment**

Mr. Pawlowski thanked Mr. Yang and staff for their work on the Long-Range Plan. He also expressed positive support for the upcoming August election and millage vote.

Mr. Hess spoke prior to adjournment and announced that he had made the decision to resign from his position on the board. He expressed his thanks for his time serving and pride in being a part of major initiatives.

### **7.3 Adjournment**

Ms. Mozak motioned to adjourn, seconded by Mr. Miller.

Meeting adjourned at 8:25 pm.

Respectfully Submitted by Deborah Holt

Resolution 06/2022

TheRide 2045 Long-Range Plan

WHEREAS, the Ann Arbor Area Transportation Authority (TheRide) has developed TheRide 2045 Long-Range Plan for transit in the Ann Arbor-Ypsilanti Area, and

WHEREAS, TheRide 2045 is the result of an 18-month long process involving significant analysis and input from thousands of individuals and stakeholders, and

WHEREAS, the community generally communicated a strong desire for transformational change and a strong support of the recommendations included in this plan, and

WHEREAS, TheRide 2045 is designed to respond to the growing needs of our communities, advance the organization toward the goals defined by the Board and echoed by the broader community, and

WHEREAS, TheRide 2045 illustrates how transit will evolve to meet recommendations from outside policy documents such as the City of Ann Arbor's A2Zero and Transportation Master Plan, and

WHEREAS, the key benefits of this plan include growing ridership, addressing socio-economic equity gaps, improving environmental outcomes, and enhancing economic vitality, and

WHEREAS, through this plan, TheRide can help lead our communities toward a future with greater social equity, environmental benefits, and access to jobs.

NOW, THEREFORE, BE IT RESOLVED that the Ann Arbor Area Transportation Authority Board of Directors hereby adopts the TheRide 2045 Long-Range Plan for implementation when sufficient funding is secured.



Eric A. Mahler, Chair

July 21, 2022



Jesse Miller, Secretary

July 21, 2022

## Governance Committee Meeting Notes

**Meeting Date/Time:** July 28, 2022 - 9:00-10:30am

**Members:** Eric Mahler (Chair), Mike Allemang, Jesse Miller, Kathleen Mozak

**Staff:** Matt Carpenter, LaTonya Hargrave, Forest Yang, Rosa-Maria, Kevin Zelazny

**Location:** [REMOTE – Via Zoom](#)  
Passcode: 050646

Mr. Mahler called the meeting to order at 9:03am.

Agenda Item
<b>1. OPENING ITEMS</b>
<p><b>1.1 Agenda (Additions, Approval)</b> No additions to the agenda</p>
<p><b>1.2 Communications</b> Mr. Carpenter gave an update about TheRide's Covid infections and the impact on staffing.</p>
<b>2. POLICY MONITORING &amp; DEVELOPMENT</b>
<p><b>2.1 Monitoring Improvements</b> Mr. Allemang shared upcoming need for board members on task force. Mr. Mahler spoke about board member recruitment - committee discussed options.</p>
<p><b>2.2 Board Recruitment and Onboarding</b> Mr. Allemang brought to the group that we are losing two members. Mr. Carpenter spoke about recruitment opportunities through professional networks (social media or legacy).</p>
<p><b>2.3 Agendas</b> Board Retreat Planning being researched by Ms. Holt.</p>
<b>3. STRATEGY &amp; OPERATIONAL UPDATES: CEO</b>
<p><b>3.1 Budget Update</b> Mr. Carpenter recapped the prior meeting discussion points and budget timeline.</p>
<p><b>3.2 Business Plan Update (Verbal)</b> Mr. Mahler shared the MLive article about the mileage.</p>

<p><b>3.3 Propulsion Timeline Update</b> Mr. Carpenter recapped the propulsion timeline through 2023. The committee discussed the role of LRP, and other budgetary considerations within this timeline.</p>
<p><b>3.4 Budget Update</b> Ms. Reeds absence from the meeting did not allow for an update to be given this meeting. Mr. Carpenter recapped talking points from previous Governance Committee from Ms. Reed.</p>
<p><b>3.5 CEO Nova Paint</b> Mr. Carpenter noted to the committee that staff painted a bus that needed body work to reflect the new fleet color scheme.</p>
<p><b>4. CLOSING ITEMS</b></p>
<p><b>4.1 Topics for Next Meeting</b> Budget Preview</p>
<p><b>4.2 Adjournment</b> Mr. Mahler thanked the committee and staff and adjourned the meeting at 10:29 am.</p>

Respectfully submitted by Kevin Zelazny

DRAFT

## Service Committee Meeting Notes

**Meeting Date/Time:** August 3, 2022, 9:00-11:00am

**Members:** Kathleen Mozak (Chair), Ryan Hunter, Jesse Miller, Susan Pollay

**Staff:** Matt Carpenter, Dina Reed, Forest Yang, LaTonya Hargrave, Rosa-Maria Njuki, Deb Holt

**Location:** [REMOTE – Via Zoom](#)  
Passcode: 538410

Ms. Mozak called the meeting to order at 9:02 am

Agenda Item
<b>1. OPENING ITEMS</b>
<p><b>1.1 Agenda (Additions, Approval)</b> No new additions or changes to the agenda – approved.</p> <p><b>1.2 Communications</b> No communications were noted.</p>
<b>2. POLICY MONITORING &amp; DEVELOPMENT</b>
<p><b>2.1 Millage Recap (Verbal)</b> Mr. Carpenter shared that the millage increase passed – he thanked the board, staff and millage committee for their work, along with the community support that had been offered.</p> <p>With many changes in elected officials, the committee discussed prioritizing enhancing relationships between the board and elected officials and community members.</p> <p><b>2.2 Treatment of Staff</b> Mr. Carpenter shared the monitoring report with the committee and noted that the survey results were still open for response from the board. Final survey results and notes will be presented at the board meeting. He highlighted attrition rates, overall positive ratings and comments, and areas of improvement to be made.</p> <p>The committee and Mr. Carpenter discussed that the survey results were within industry standards.</p> <p><b>2.3 Q3 Service Report</b> Ms. Hargrave presented the report to the committee with a notation that the report includes pre-pandemic (2019) reporting as a benchmark. Ridership is steadily increasing in comparison to 2021 and on track. A-Ride numbers had not been included in the report and she will be sending an updated copy of the report with those numbers.</p> <p>Ms. Pollay brought up several suggestions for enhancing opportunities with community partners in order to increase ridership.</p>

### 3. STRATEGY & OPERATIONAL UPDATES: CEO

#### 3.3 Budget Update (Verbal)

Ms. Reed provided a brief update to the committee on the budget process. The next steps will in the budget development phase will be reviewing any initiatives that may go into the budget now that the millage successfully passed. Those changes will be noted at the August board meeting.

Ms. Mozak asked about earmark funding initiatives. Ms. Reed shared that the decisions for funding for earmark initiatives were potentially on hold until after the November elections and will be including that information in her board presentation.

#### 3.2 Propulsion Study

Mr. Carpenter discussed with the committee the Propulsion Study timeline with technical work being introduced in October with board and public feedback to follow.

### 4. CLOSING ITEMS

#### 4.1 Topics for Next Meeting

2.9 External Relationships  
Budget Preview

#### 4.2 Adjournment

Ms. Mozak thanked the committee and staff and adjourned the meeting at 10:27 am.

Respectfully Submitted by Deborah Holt

DRAFT

## Finance Committee Meeting Notes

**Meeting Date/Time:** August 9, 2022, 3:00 – 5:00pm

**Members:** Mike Allemang (Chair/Treasurer), Rich Chang, Raymond Hess, Kyra Sims

**Staff:** Matt Carpenter, Dina Reed, Forest Yang, LaTasha Thompson, Rosa-Maria Njuki, Deb Holt

**Location:** [REMOTE – Via Zoom](#)

**Passcode:** 038107

Mr. Allemang called the meeting to order at 3:04pm

Agenda Item
<p><b>1. OPENING ITEMS</b></p> <p><b>1.1 Agenda (Additions, Approval)</b> Mr. Chang wanted to add to the agenda a discussion on an Ownership Linkage Taskforce and an Earth Day initiative at the end of the meeting.</p> <p><b>1.2 Communications</b> Mr. Carpenter shared that the millage proposal had passed – he thanked the board, staff and millage committee for their work, along with the community support offered.</p>
<p><b>2. POLICY MONITORING &amp; DEVELOPMENT</b></p> <p><b>2.1 Monitoring Improvements</b> Mr. Allemang shared an update on the most recent monitoring taskforce meeting. They are continuing to evaluate the process. He noted that Ms. Sims will be replacing Mr. Hess who will be stepping away from his board position.</p> <p><b>2.2 Q3 Financial Report</b> Ms. Reed shared an update on the Q3 Financial Report. She noted that there has been a continuation in the ongoing trends that has been occurring this fiscal year. While ridership is still lower, expenses are also lower which equals a net balance. Fuel, materials and supplies increases, and inflation are still be monitored carefully. She also shared that there had been an increase in investments with the higher interest rates and the budget is trending on track with the operating reserve remaining steady.</p> <p>The committee discussed ridership numbers, the impact upon the budget and the return to full services by September as ridership is rebuilt. They also discussed the implementation of the LRP and staffing increases.</p>

### 3. STRATEGY AND OPERATIONAL UPDATES

#### 3.1 Budget Update

Ms. Reed shared an initial budget review presentation and provided a draft budget overview with objectives, highlights and risks. She confirmed that the budget development has remained on track with the timeline shared in previous meetings.

The committee discussed the information Ms. Reed provided. The draft budget presentation will be shared at the August board meeting with the final budget presentation to be provided at the September board meeting.

### 4. CLOSING ITEMS

#### 4.1 Topics for Next Meetings

2.4 Financial Planning and Budgeting

2.5.11 Fare Policy

Budget Review

Mr. Chang requested his topics be addressed next month as the meeting time had ended.

#### 4.2 Adjournment

Mr. Allemang thanked the committee and the meeting adjourned at 5:07pm.

Respectfully Submitted by Deborah Holt

DRAFT

## Revised Board Meeting Dates: FY2023

**Meeting: Board of Directors**

**Meeting Date: August 18<sup>th</sup>, 2022**

<b>INFORMATION TYPE:</b>
Decision Preparation
<b>PROPOSED BOARD MEETING DATES: FY2023 *Revised*</b>
<p>Thursday, October 20, 2022</p> <p>Thursday, November 17, 2022</p> <p>Thursday, December 15, 2022</p> <p>Thursday, January 19, 2023</p> <p>Thursday, February 16, 2023</p> <p>Thursday, March 16, 2023</p> <p>Thursday, April 20, 2023</p> <p>Thursday, May 18, 2023</p> <p><del>Thursday, June 15, 2023</del> Thursday, June 22, 2023 – date moved to resolve conflict with Finance Committee Meeting which is scheduled for June 13<sup>th</sup>.</p> <p>Thursday, July 20, 2023 (Tentative)</p> <p>Thursday, August 17, 2023</p> <p>Thursday, September 21, 2023</p> <p><i>Note: Board meetings are usually the third Thursday of each month</i></p>

**Monitoring Report for Policy 2.2: Treatment of Staff**  
**Monitoring period: May 2021- May 2022**

**Service Committee Meeting Date:** August 3<sup>rd</sup>, 2022

**Board Meeting Date:** August 18<sup>th</sup>, 2022

<b>INFORMATION TYPE</b>
Decision
<b>RECOMMENDED ACTION(S):</b>
That the Board <ol style="list-style-type: none"> <li>1. Reviews this monitoring report and completes the <a href="#">survey provided in this link</a> by July 26<sup>th</sup>, 2022.</li> <li>2. Monitors the policy and accepts it as level A- Compliant or level B -Compliant except for items noted.</li> </ol>
<b>ISSUE SUMMARY:</b>
<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 convincing.</p> <p>I certify that the information is true and complete, and I request that the Board accept this as indicating an acceptable level of compliance.</p> <p align="center"> <b>CEO’s Signature</b> <span style="margin-left: 200px;"><b>Date</b></span>   <span style="margin-left: 150px;">July 20, 2022</span> </p>
<b>BACKGROUND</b>
<p>As discussed with the Board in October, the CEO adjusted this monitoring report to more objective, factual measures along with the staff perception survey to try to provide a balanced report. Below are a few notes on the staff survey:</p> <ol style="list-style-type: none"> <li>1. The survey was conducted in April 2022</li> <li>2. The response rate was at 49.06% (130/265 employees), an increase from last year’s 38% participation.</li> <li>3. Employee Engagement survey is voluntary and may reflect perceptions.</li> </ol> <p>The monitoring period for this report is May 2021-May 2022. However, some of the data is presented in Calendar Year where the data compared to its is presented in Calendar Year e.g., data from the Bureau of Labor Statistics.</p> <p>In addition, governance coach Rose Mercier provided the board with feedback on some aspects of this policy.</p>
<b>ATTACHMENTS:</b>
<p>Monitoring report for Policy 2.2: Treatment of Staff ..... Page 2          Governance Coach Policy Updates recommendations .....Page 14</p>

Policy 2.2:Treatment of Staff:	Page #	Compliance
<p>2.2 The CEO will not cause or allow employment conditions that are inconsistent, discriminatory, unfair, unsafe, unhealthy, undignified, disorganized, or unclear.</p> <p>Further, without limiting the scope of the foregoing by this enumeration, the CEO shall not:</p>	3	
<p>2.2.1. Operate in a manner that undermines the organization as a workplace of choice.</p>	4	
<p>2.2.1.1 Operate with a work environment that devalues the humanity, creativity and knowledgeable contribution of its workforce or inhibits the recruitment of highly qualified people.</p>	5	
<p>2.2.2. Operate without up-to-date, clear, available, written, and enforced personnel rules or contracts that clarify standards and expectations, provide for effective handling of grievances, and protect against wrongful conditions, such as nepotism and unfairly preferential treatment for personal reasons</p>	6	
<p>2.2.2.1 Fail to provide internal controls necessary to enforce such policies.</p>	8	
<p>2.2.3 Allow retaliation against any staff member for non-disruptive expression of dissent.</p>	9	
<p>2.2.4 Allow staff to be unprepared to deal with emergency situations.</p>	10	

 Fully Compliant    
  Partially Compliant    
  Non-Compliant

**POLICY 2.2:** Cause or allow employment conditions that are inconsistent, discriminatory, unfair, unsafe, unhealthy, undignified, disorganized, or unclear.

**Degree of Compliance: Compliant**

**Interpretation**

Compliance with this policy during the period will be demonstrated when:

- A. The agency maintains an Equal Employment Opportunity (EEO) program that prohibits and requires documentation of treatment that could be discriminatory. The EEO program should find no instances of discrimination. This approach is reasonable because federal laws and regulations, not subjective perception, define the nature of infractions in this field, and the EEO program is required and evaluated by the Federal Transit Administration (FTA).
- B. The agency has a robust workplace safety program as set by the federal and state Occupational Safety and Health Administration (OSHA and MIOSHA)
- C. There are no employee fatalities where anything reasonably under the control of the employer contributed to the incident. (Other safety considerations are addressed in lower-level policies)
- D. We are compliant with the further policies of this section (below).

This is reasonable because these are objective measures of staff treatment. Additional measures based on staff input will be provided through surveys in the following policies.

**Evidence**

**Source of data:** Internal human resources data and compliance of subsequent policies.

**Date of data collection:** 6/4/22- 7/8/22 as verified by the Manager of Human Resources and the Corporate Strategy & performance Officer

**Data:**

- A. During the monitoring period, TheRide had an EEO program in line with all FTA requirements. A preliminary report on the 2022 Triennial review had no deficient findings on the program,
- B. All new employees go through comprehensive safety training during orientation based on OSHA/MIOSHA standards and in respect to their role. Refresher trainings are also provided. Parameters covered in the trainings include:
  - Active shooter
  - Aerial Lifts
  - Back Safety
  - Bloodborne Pathogens
  - Confined Space
    - Drug / alcohol
  - Emergency Preparedness
  - Fall Protection
  - Forklift Safety
  - Hand Power Tool Safety
  - Hazard Communication
  - Hearing Conservation
  - Contractor Safety
  - Ergonomics
  - Respiratory Protection
- C. There were no work-related employee fatalities during the monitoring period.
- D. Subsequent policies are compliant.

**POLICY 2.2.1:** Operate in a manner that undermines the organization as a workplace of choice.

**Degree of Compliance: Compliant**

**Interpretation**

Compliance with this policy will be demonstrated when

- A. AAATA attrition rates\* are below the national averages for both the transportation and local government sectors as provided by the Bureau of Labor Statistics (BLS). This is reasonable because attrition measures those who choose to leave, but also those who choose to stay, and can be benchmarked to provide context. Presumably, attrition indicates an objective degree of how much employees' value working at this employer.
- B. At least 50% of employees in a survey agree with the following statements:
  - i. Have NOT considered searching for a better job in the past month,
  - ii. Would highly recommend working at AAATA to others, and
  - iii. Have the flexibility needed to balance work and personal life

This is reasonable because such responses represent a reasonable sample of employees overall impressions. 50% is reasonable because it is a majority in a subjective survey with a variable response rate that is subject to outside influences.

\* - attrition rate is defined as the number of total separations (voluntary and involuntary) per average number of employees in a given calendar year \*100%

**Evidence**

**Source of data:** Internal human resources data, BLS data and employee survey results.

**Date of data collection:** 6/4/22- 7/8/22 as verified by the Manager of Human Resources and the Corporate Strategy & Performance Officer

**Data:**

A. Below are the attrition rates for Calendar Year 2021.

	AAATA's	Transportation, warehousing, and utilities sector	Local government.	TheRide's data is below BLS data for similar sectors.
Attrition rates	12.31%	49.0%	20.2%	Yes

B. FY 2022 Employee Engagement Survey results to the following statements.

	% Agreeing	Average score	Score at or above 50%
I have NOT considered searching for a better job in the past month	47%	54%	Yes
I would highly recommend working at AAATA to others	62%		
AAATA motivates me to give their very best at work	53%		

**POLICY 2.2.1.1:** Operate with a work environment that devalues the humanity, creativity and knowledgeable contribution of its workforce or inhibits the recruitment of highly qualified people.

**Degree of Compliance: Compliant**

**Interpretation**

Compliance with this policy will be demonstrated when a survey of employees has 50% or more listed as agreeing (strongly agreeing, agreeing, or slightly agreeing) with the following statements:

- i. I feel genuinely appreciated at Ann Arbor Area Transportation Authority
- ii. Ann Arbor Area Transportation Authority operates by strong values
- iii. New ideas are encouraged at Ann Arbor Area Transportation Authority
- iv. Ann Arbor Area Transportation Authority encourages different points of view
- v. Ann Arbor Area Transportation Authority enables me to work at my full potential

This is reasonable because This score includes the following factors that indicate an environment that supports/values humanity, creativity, and knowledgeable contribution. Higher than 50% is reasonable because it is a majority or subjective opinion.

**Evidence**

**Source of data:** Employee engagement survey results

**Date of data collection:** 7/8/22 as verified by the Corporate Strategy & Performance Officer

**Data**

	% Agreeing	Average scores	Target met? (Score at or above 50%)
I feel genuinely appreciated at Ann Arbor Area Transportation Authority	67%	52%	Yes
AAATA operates by strong values	58%		
New ideas are encouraged at Ann Arbor Area Transportation Authority	44%		
Ann Arbor Area Transportation Authority encourages different points of view	36%		
Ann Arbor Area Transportation Authority enables them to work at their full potential	54%		

**POLICY 2.2.2:** Operate without up-to-date, clear, available, written, and enforced personnel rules or contracts that clarify standards and expectations, provide for effective handling of grievances, and protect against wrongful conditions, such as nepotism and unfairly preferential treatment for personal reasons.

**Degree of Compliance: Compliant**

#### **Interpretation**

Compliance with this policy will be demonstrated when the requirements listed in this policy are addressed in:

- A. The handbook for non-union staff that addresses the requirements of this policy is provided during orientation and is available upon request at the HR department, and
- B. A union contract inclusive of these elements is in effect or in the process of being negotiated.
- C. The Authority's Anti-Harassment, Discrimination and Retaliation Policy which addresses harassment and discrimination for all staff.

This is reasonable as all AAATA employees are either union or non-union staff and their employer-employee agreements are documented in the non-union employee handbook and the union contract respectively.

Evidence		
<b>Source of data:</b> Internal human resource records		
<b>Date of data collection:</b> 7/8/22 as verified by the Corporate Strategy and Performance Officer		
<b>Data:</b>	Non-Union Employees Handbook	Union Contract
Up-to date	Yes, updated in January 2021	Yes, updated on April 2022
Clear	Written language is proofed for ease of readability before it is shared with staff	
Available	All non-union staff receive a copy and must sign an acknowledgement form.	All union staff receive a copy of the contract upon hire and must sign an acknowledgement form To confirm receipt.
Written	Yes	
Provision of standards and expectations*	This document provides general employee standards and expectations. Further expectations based on role are provided upon new hire orientation by direct managers/supervisors	
Provisions for effective handling of grievances	The appeals process is documented in page 6 of the non-union employee handbook. It provides several avenues to address complaints or concerns of harassment, discrimination, or retaliation.	The union contract has a whole section addressing parameters and procedures for addressing grievances. Similar to the Non-union handbook, several avenues of addressing grievances are provided. This gives the employees a chance to use the channel with which they are most comfortable.
Protections against wrongful conditions such as nepotism and unfair preferential treatment.	This provision is addressed in the Anti-Harassment, Discrimination and Retaliation Policy.	
*Evidence on enforcement of these two documents is addressed in policy 2.2.2.1		

**POLICY 2.2.2.1:** Fail to provide internal controls necessary to enforce such policies.

**Degree of Compliance: Compliant**

**Interpretation**

Compliance will be demonstrated when mechanisms for holding staff accountable to expectations described in Policy 2.2.2. exist. This is reasonable as that’s what the policy asks for.

**Evidence**

**Source of data:** Internal records and practices

**Date of data collection:** 6/4/22 as verified by the Manager of Human Resources

**Data:** Non-union department managers are responsible for monitoring and correcting employee performance based on agreed expectations. Working conditions, work rules and performance standards for union employees are detailed to in the Personnel Procedures Manual which is furnished to all non-union employees upon hire. Notices of Infractions are written for union employees’ violations based on that agreement.

**POLICY 2.2.3:** Allow retaliation against any staff member for non-disruptive expression of dissent.

**Degree of Compliance: Compliant**

### Interpretation

Compliance will be achieved when

- A. A whistleblower policy is available and accessible to staff. This is reasonable because such a policy encourages staff to come forward with credible information on illegal practices or violations of adopted policies of the organization and also specifies that the organization will protect the individual from retaliation.
- B. There are no substantiated instances of retaliation for non-disruptive expression of dissent as evidenced by formal grievances or lawsuits. In this context non-disruptive means any disagreement with a management action that: is made in a respectful manner and is not a refusal or encouragement to not perform work (aside from immediate safety concerns). This is reasonable as a neutral third party (other than the management and employee) would be involved in confirming records of grievances or making judgements on lawsuit allegations.

### Evidence

**Source of data:** Internal records

**Date of data collection:** 6/4/22 as verified by the Manager of Human Resources

**Data:**

- A. Federal and State labor law posters addressing whistleblower and OSHA/MIOSHA reporting processes are located in employee public areas i.e., the drivers lounge, fleet lunch room, nonunion staff lunch room and both transit centers.
- B. There were no records of grievances or lawsuits alleging retaliation for dissent. No unemployment payments were incurred due to allegations of retaliation.

**POLICY 2.2.4:** Allow staff to be unprepared to deal with emergency situations.

**Degree of Compliance: Compliant**

**Interpretation**

Compliance will be demonstrated when

- A. Staff working onsite receive training for emergency situations. This is reasonable because over 2/3rds of AAATA’s employees physically work onsite and emergencies happening at homes of those working from home cannot be reasonably covered by the agency.
- B. Operate with an Emergency Action Plan (EAP) and a Public Transportation Agency Safety Plan (PTASP) that is readily available and accessible to all staff. This is reasonable because the EAP comprehensively covers documentation of emergency procedures based on Occupational Safety and Health Administration (OSHA). The Public Transportation Agency Safety Plan (PTASP) is an FTA requirement that entails developing safety plans that include the processes and procedures necessary to implement Safety Management Systems (SMS).
- C. Majority of employees who participate in an employee engagement survey feel prepared to deal with emergency situations. This is reasonable because employee perception on their emergency preparedness matters on how they act and react during such situations.

**Evidence**

**Source of data:** Internal records and employee engagement survey results

**Date of data collection:** 6/4/22 as verified by the Manager of Human Resources and Corporate Strategy & Performance Officer

**Data:**

- A. The following safety training occurred during the monitoring period.

	Staff that received training	Target met
Fire drills	<p>All staff working on site and present when the fire drill was conducted. The drills occurred on different dates to accommodate staff working different shifts and dates. These dates were:</p> <ul style="list-style-type: none"> <li>• 20 May 2021</li> <li>• 15 July 2021</li> <li>• 30 July 2021</li> <li>• 21 Oct 2021</li> <li>• 10 Mar 2021</li> </ul>	Yes

Severe weather drills	All staff working on site and present when the active shooter drill was conducted. Severe weather drills were conducted on different dates by all departments for social distancing reasons on the following dates <ul style="list-style-type: none"> <li>• 17 May 2021</li> <li>• 19 Aug 2021</li> <li>• 24 Jan 2022</li> </ul>	Yes
Active shooter drills	All staff working on site and present when the active shooter drill was conducted on 30 Sept 2021	Yes
Safety training during new hire orientation	All new staff were given safety training as part of their new hire orientation.	Yes
Emergency procedures for bus drivers when enroute.	All bus drivers	Yes

- B. The agency operated with a current Emergency Action Plan and Public Transportation Agency Safety Plans. These documents were provided to department managers for dissemination to staff and are also accessible in an electronic drive accessible to all employees.
- C. The survey indicates majority of the staff felt that AAATA prepared them to deal with emergency situations.

	FY22 survey results	Target shows majority
% of employees who agreed that AAATA prepared them for emergency situations	75%	Yes

## Policy Trendline

The policy trends for this policy are as shown below. The trendline for FY22 is not final and is dependent on Board's decision

Policies	FY 20	FY 21	FY 22
2.2	2	1	3
2.2.1	3	1	3
2.2.1.1	3	1	3
2.2.2	1	3	3
2.2.2.1	3	3	3
2.2.3	3	1	3
2.2.4	2	3	3

Legend	
1	Policy not compliant
2	Partially compliant policy
3	Compliant policy

## Governance Coach Notes

See attachment on proposed policy updates on page 14

## 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:

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

### Board notes (if any)

January 2, 2022

TO: AAATA Service Committee

FROM: Rose Mercier, Senior

Consultant

SUBJECT: Policy 2.2 Treatment of Staff – Suggested Amendment

We eliminated the statement “Fail to acquaint staff with the CEO’s interpretation of their protections under this policy” from all of The Governance Coach templates – which by the way are available to AAATA as a client – because the statement, particularly with the “fail to” wording, which is no longer used, is a management prescription rather than a statement of an unacceptable condition which is the purpose of Executive Limitations.

If you read the statement and ask why it would be unacceptable for staff to not be aware of the CEO’s interpretations – the answer might be because staff would be unaware of performance expectations or standards and expectations. This suggests that the larger policy statement is what would be unacceptable. The CEO might, as part of his reasonable interpretation, determine that a criteria for compliance with this policy is that staff would be aware of their protection afforded to them by the interpretations of the policy.

Should you wish more specific detail you might state the following: *“Shall not permit staff to be uninformed regarding the CEO’s interpretation of their protections under this policy.”*

As with many elements of Policy Governance, there has been evolution in the thinking about Executive Limitations policies, particularly with a view to ensuring that a limitations policy states a condition which is the board considers unacceptable because it is imprudent or unethical and does not prescribe a management method. In looking at the photocopied page with the policy template, I am uncertain of the precise source, but the most recent editions of Carver publications are 2006, predating when John and Miriam Carver stopped using “fail to” language and emphasized the caution against statements that did not describe unacceptable conditions.

In considering the proposed amendment to Treatment of Staff, you might consider amending your current policy statement (2.1.2) so that not only is being without current enforced rules and contracts unacceptable but, so too is staff being uninformed of these. You could consider something like the following:

- 2.1.2 Operate without up-to-date, clear, available, written, and enforced personnel rules or contracts *of which staff are uninformed* that clarify standards and expectations, provide for effective handling of grievances, and protect against wrongful conditions, such as nepotism and unfairly preferential treatment for personal reasons.

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I would also suggest that you consider deleting the current policy item 2.1.2.1 (now 2.2.2.1). Beyond its use of “fail to” language – it is a management prescription. It tells the CEO the management method to use for enforcement. Might there not be other means for achieving enforcement? If you feel it is necessary to specify that any reasonable interpretation that does not include having internal controls would be unacceptable, then I suggest restating this without the “fail to” language. For example, “*Allow internal controls insufficient to achieve enforcement of rules and contracts.*”

Two options for a more current articulation of this policy (inclusive of making clear that staff being uninformed would be unacceptable) are:

#### OPTION A:

2.1.2 Allow staff to be without clear, up to date, documented, and enforced personnel rules or contracts that clarify standards and expectations, provide for effective handling of grievances, and protect against wrongful conditions.

...

2.1.6 *Shall not permit staff to be uninformed regarding the CEO’s interpretation of their protections under this policy.*

#### OPTION B:

2.1.2 Allow staff to be without clear, up to date, documented, and enforced personnel rules or contracts *of which they are informed* that clarify standards and expectations, provide for effective handling of grievances, and protect against wrongful conditions.

You could, if you choose, add to either of these options the above suggested 2.1.2.1: *Allow internal controls insufficient to achieve enforcement of rules and contracts.*

On the following page is a comparison of your current policy with the starting template that we offer clients when developing policies. This might be useful in appreciating the framework for my suggestions.

CURRENT AAATA POLICY	THE GOVERNANCE COACH TEMPLATE
<p>The CEO will not cause or allow employment conditions that are inconsistent, discriminatory, unfair, unsafe, unhealthy, undignified, disorganized, or unclear.</p> <p>Further, without limiting the scope of the foregoing by this enumeration, the CEO shall not:</p> <p>2.2.1 Operate in a manner that undermines the organization as a workplace of choice.</p> <p>2.2.1.1 Operate with a work environment that devalues the humanity, creativity and knowledgeable contribution of its workforce or inhibits the recruitment of highly qualified people.</p> <p>2.2.2 Operate without up-to-date, clear, available, written, and enforced personnel rules or contracts that clarify standards and expectations, provide for effective handling of grievances, and protect against wrongful conditions, such as nepotism and unfairly preferential treatment for personal reasons.</p> <p>2.2.2.1 Fail to provide internal controls necessary to enforce such policies.</p> <p>2.2.3 Allow retaliation against any staff member for nondisruptive expression of dissent.</p> <p>2.2.4 Allow staff to be unprepared to deal with emergency situations.</p>	<p>The CEO shall not cause or allow a workplace environment that is unfair, disrespectful, unsafe, or disorganized or otherwise interferes with employees' ability to do their jobs.</p> <p>Further, without limiting the scope of the above statement by the following list, the CEO shall not:</p> <p>2.2.1. Allow staff to be without current, enforced documentation of <i>which they are informed</i> that clarifies expectations and working conditions, provides for effective handling of grievances, and protects against wrongful conditions.</p> <p>2.2.1.1. Permit staff to be without adequate protection from harassment.</p> <p>2.2.1.2. Permit staff to be uninformed of the performance standards by which they will be assessed.</p> <p>2.22. Retaliate against any staff member for non-disruptive expression of dissent.</p> <p>2.2.3. Allow staff to be unprepared to deal with emergency situations.</p> <p>4. [OPTIONAL] Permit staff to be without reasonable opportunity for professional growth and development.</p>

## Survey Results: Monitoring Report 2.2 Treatment of Staff

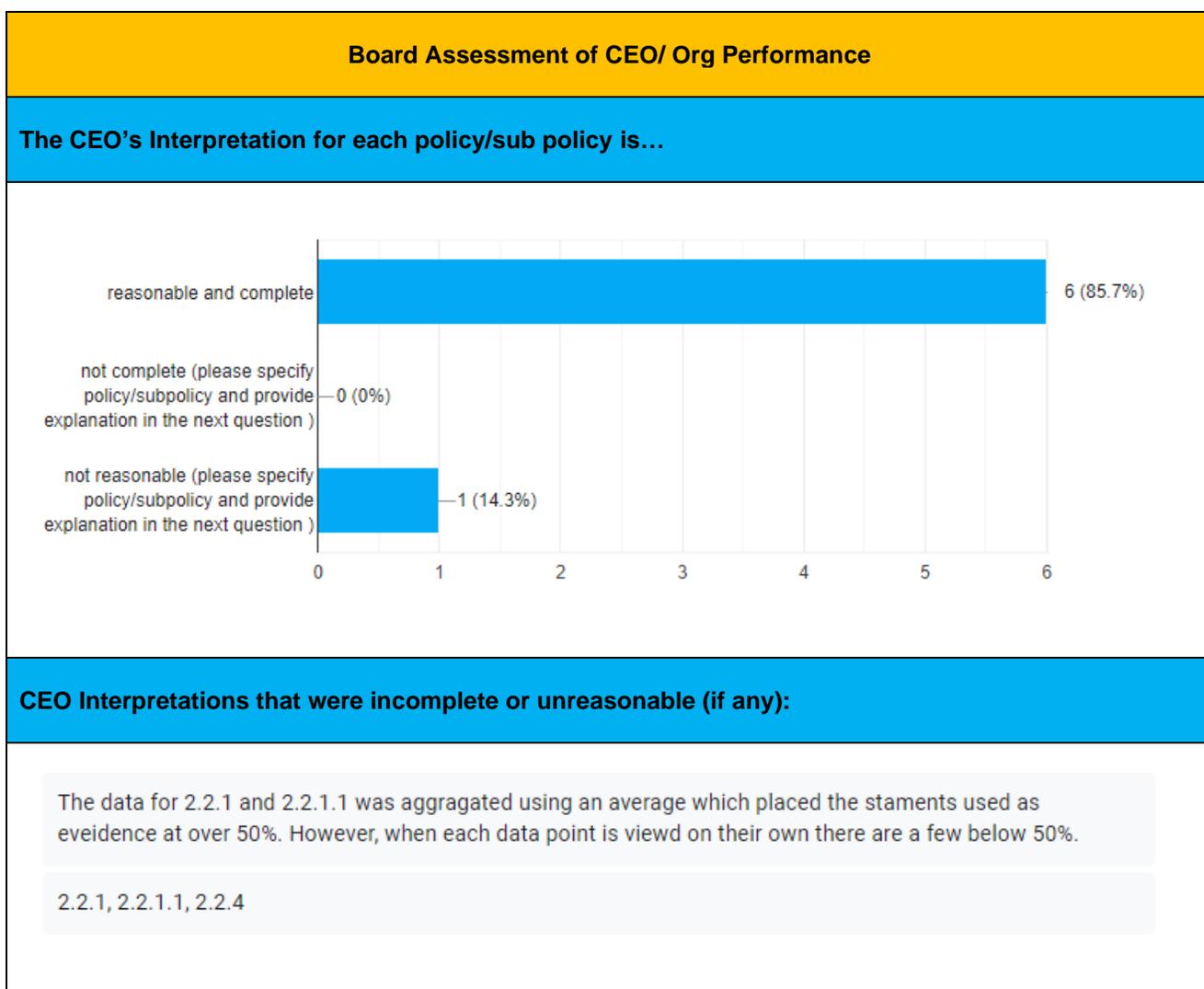
**Service Committee Review Date: August 3<sup>rd</sup>, 2022**

**Board Meeting Review Date: Aug 18<sup>th</sup>, 2022**

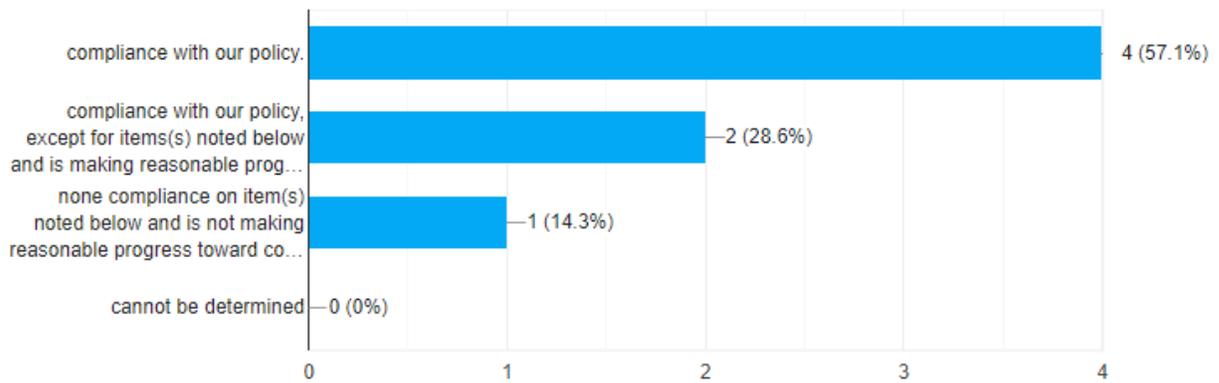
**Survey Participants: 7 Board Members**

Per Appendix A of the Board Policy Manual, this report was scheduled for monitoring in June, but submitted to the Board in August.

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



### The CEO's evidence and data shows...



### Items not in Compliance (if any)

2.2.1 and 2.2.1.1

2.2.1, 2.2.1.1

2.2.2.1 "Non-union department managers are responsible for monitoring and correcting employee performance." This doesn't seem like evidence.

### 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?**

The attached memo from Rose Mercier has many good suggestions for revising the policy. The board (not staff) should be evaluating these.

### Optional: Comments for the CEO

### Commendations on this topic:

Kudos to all staff for improving a) the response rate on the survey; and b) the overall sentiments shared by those that completed the survey. This report was one the Board flagged for attention last year and there is nothing in this report that gives me major heartburn this time around. It's very good to see improvements from last year to this year!

This was a tough year, especially in the transportation industry, to keep morale up and retain talent - between pay rate competition to COVID related challenges (e.g. burn out). Amazing job by the team to maintain such a low turn-over rate.

Very significant improvement from last two years.

### Potential Improvement(s):

Only 36% of respondents agreed that the AAATA encourages different points of view. This should be an area of focus for improvement so that employees feel heard.

It seems that the last update we heard there is a pretty decent pipeline of new teammates for some of the open positions. However, I would like to know if the recruiting team is adjusting to fit the times and "needs" of the younger generations, of whom we will be relying on as our future workforce. Gen Zs have much different needs for being attracted to and to stay at a job...

### Comments on the report itself

"All staff working on site and present when the active shooter drill was conducted " This statement was listed under "severe weather drills" of 2.2.4 and seems out of place.

The Policy Trendline is inaccurate in that it represents the CEO's proposal but not the Board's decision. In FY21 the board determined the CEO was Not In Compliance on this policy.

I am glad to see that 67% of employee respondents feel genuinely appreciated at AAATA. Although I wish some of the other percentages were higher, I think feeling appreciated is a good marker for continued retention.

## FY2022 Q3 Service Report

**Service Committee Meeting Date: August 3,  
2022 Board Meeting Date: August 18, 2022**

<b>RECOMMENDED ACTION(S)</b>
<p>Receive as CEO Operational Update.</p>
<b>PRIOR RELEVANT BOARD ACTIONS &amp; POLICIES</b>
<ul style="list-style-type: none"> <li>2.11.1.5 CEO shall not...Let the Board be unaware of...operational... [and] customer satisfaction metrics...</li> <li>Appendix A: Informational Reports schedule specifies quarterly Customer Satisfaction and Service Performance reports in Nov, Feb, May, Sept</li> </ul>
<b>ISSUE SUMMARY</b>
<p>In accordance with the Board’s Policy Manual, I present the Quarterly Satisfaction and Service Report. I certify that the information is true and complete with exceptions noted, and I request that the Board accept this as an operational update.</p> <p>This report is populated with currently available and reportable data/targets for Fixed Route, ARide/Paratransit, VanRide, and FlexRide services. A glossary of terms for currently tracked metrics is attached.</p> <p>It should be noted that the data collection and reporting for the Q2 of 2022 period are impacted by the COVID-19 Emergency that began in the last three weeks of Q2 2020. Comparisons of Q2 2022 to Q2 of 2019 give in a picture of performance metrics compared to a pre-pandemic state. Comparison of Q1 2022 and Q1 2021 provide insight into progress through the pandemic and recovery.</p> <p>Q2 of 2022 data reflects a system at less than full service for the last two months of the quarter as service was reduced January 29<sup>th</sup> due to labor shortages. In this quarter, most health advisories had been lifted locally. However, a mask mandate remained in effect for public transportation. Since the quarter ended, the mask mandate has been lifted as of this report. Nationwide, a return to public transit has lagged as remote work is more available and labor shortages in service sector jobs continues. Complete VanRide use numbers were not available at the time of this report.</p> <p>Readers should note, numbers reported at the end of the quarter have yet to undergo further validation and confirmation required before reporting to NTD. Historic numbers presented in this document have been updated to reflect the validated data submitted to NTD.</p>
<b>ATTACHMENTS</b>
<ol style="list-style-type: none"> <li>1. Highlights Brief</li> <li>2. FY 2022 Q2 Service Report</li> <li>3. Glossary of Terms</li> </ol>

# FY2022 Q3

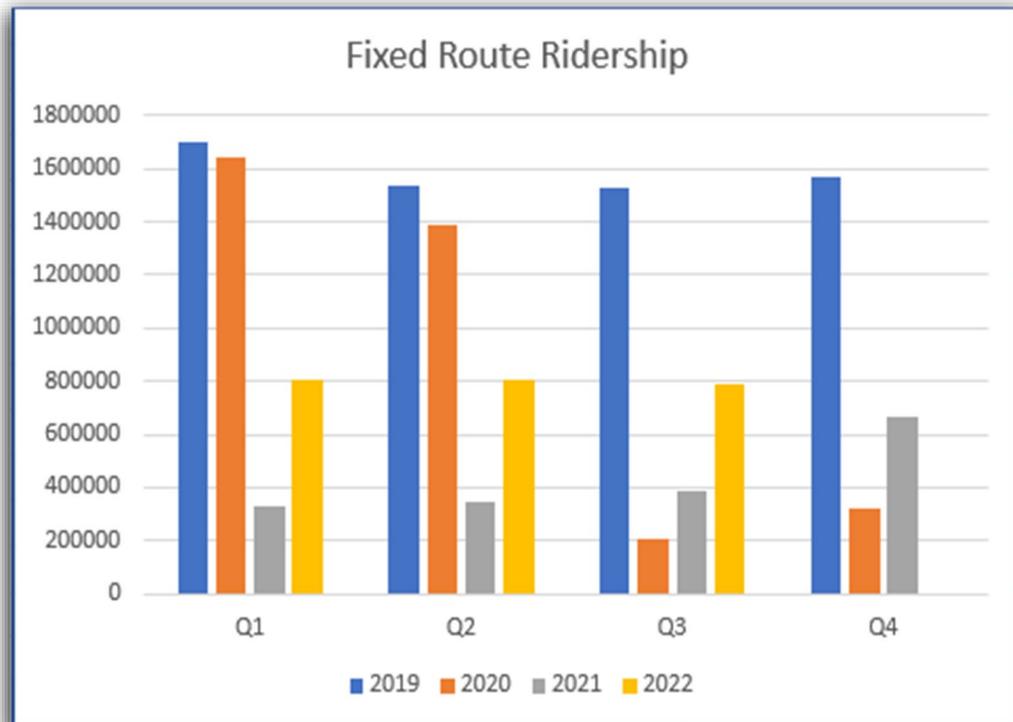
## Service and Satisfaction Report Highlights

April 1, 2022 – June 30, 2022

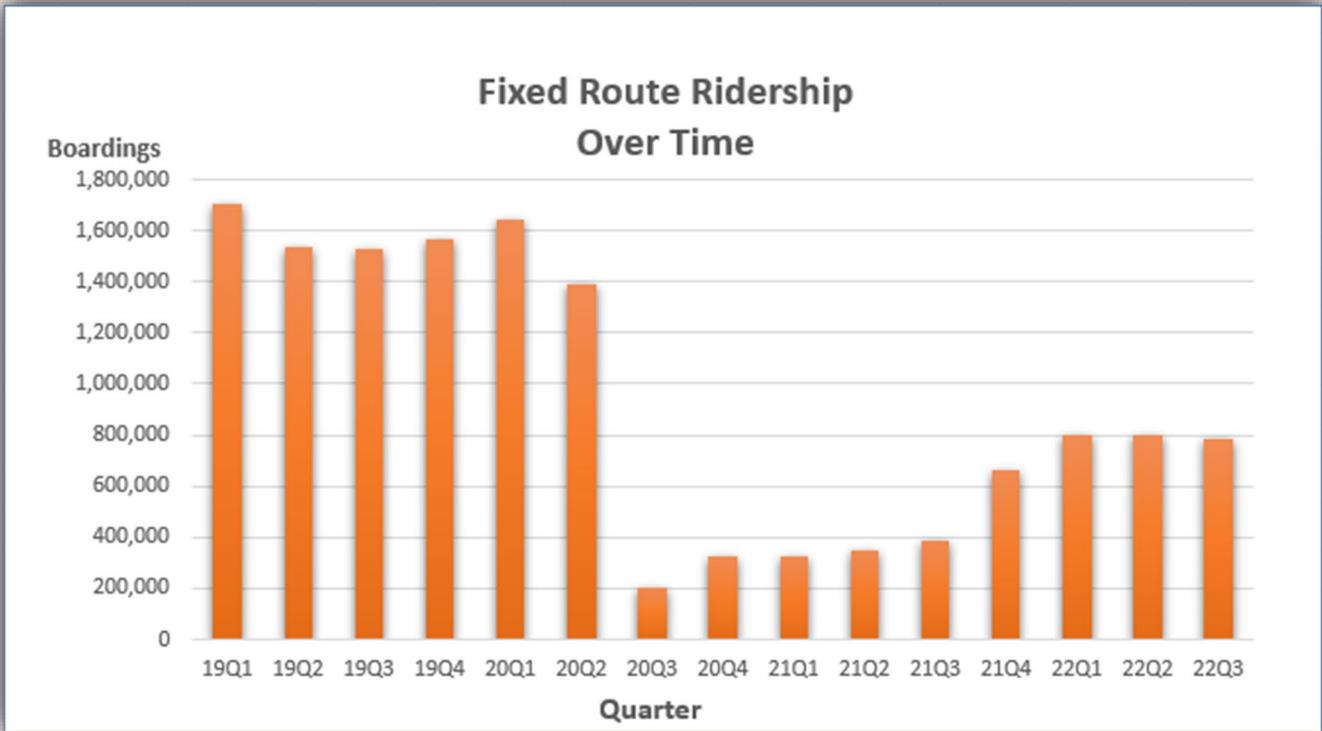
The data collection and reporting continue to be impacted by the COVID-19 pandemic. Staffing shortages necessitated reductions in service beginning in November 2021, and again in January of 2022. Metrics that rely on a quarterly average do not reflect performance under typical conditions. For this reason, the report will compare the quarters of three years 2019 (blue) as representative of pre-pandemic conditions (Baseline), Q3 2021/2022 comparison of two pandemic quarters (green), and 2019 pre-pandemic to 2022 current conditions (yellow).

### Fixed Route Ridership and Cost

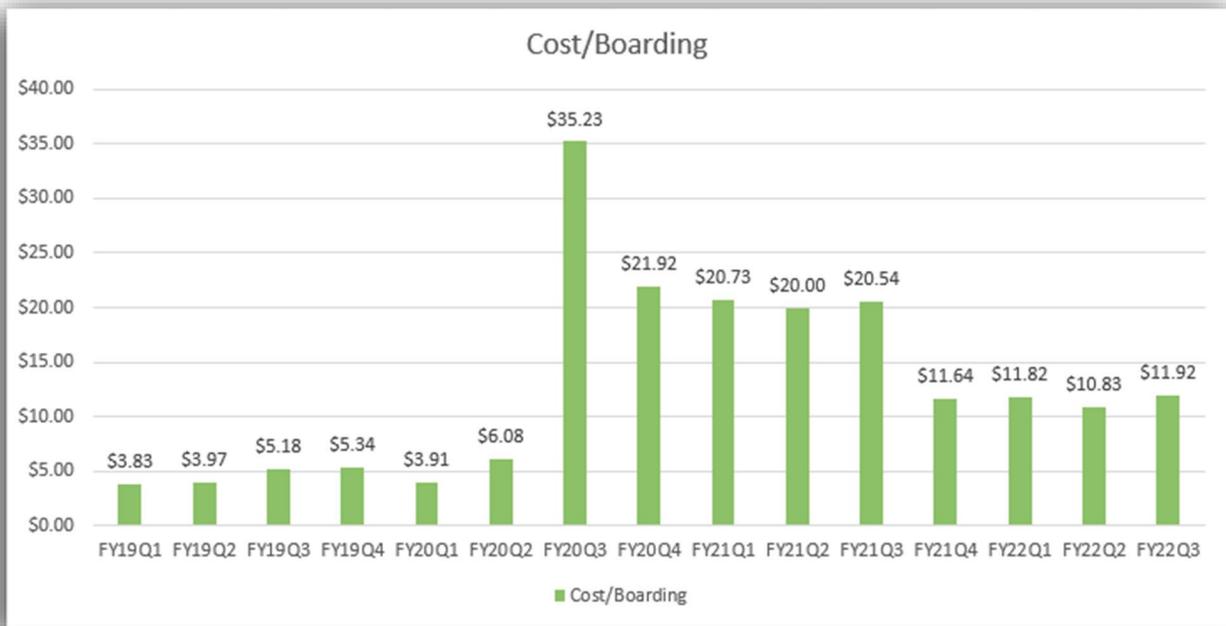
Ridership in Q3 2022 began to rebound in this quarter as students returned to campus and some employers began to encourage employees to work in-person during some part of the work week. Compared to the same quarter in 2019, ridership is still down significantly from pre-pandemic levels. When ridership is compared to the same quarter in 2021, a significant increase is observed. Comparing quarter to quarter may be helpful but visualizing the change in ridership through the Covid-19 pandemic may also be insightful.



2019, ridership is still down significantly from pre-pandemic levels. When ridership is compared to the same quarter in 2021, a significant increase is observed. Comparing quarter to quarter may be helpful but visualizing the change in ridership through the Covid-19 pandemic may also be insightful.



Cost per passenger boarding has risen 130% from \$5.18 in Q3 of 2019, our pre-pandemic comparison quarter. Reduced ridership and added costs of the pandemic are responsible for this significant increase. However, cost per passenger boarding has decreased -42% since the same quarter last year as ridership increases and operational costs stabilize. Please note that Revenue Hours and Operational Cost data points in FY 2019 Q2 have

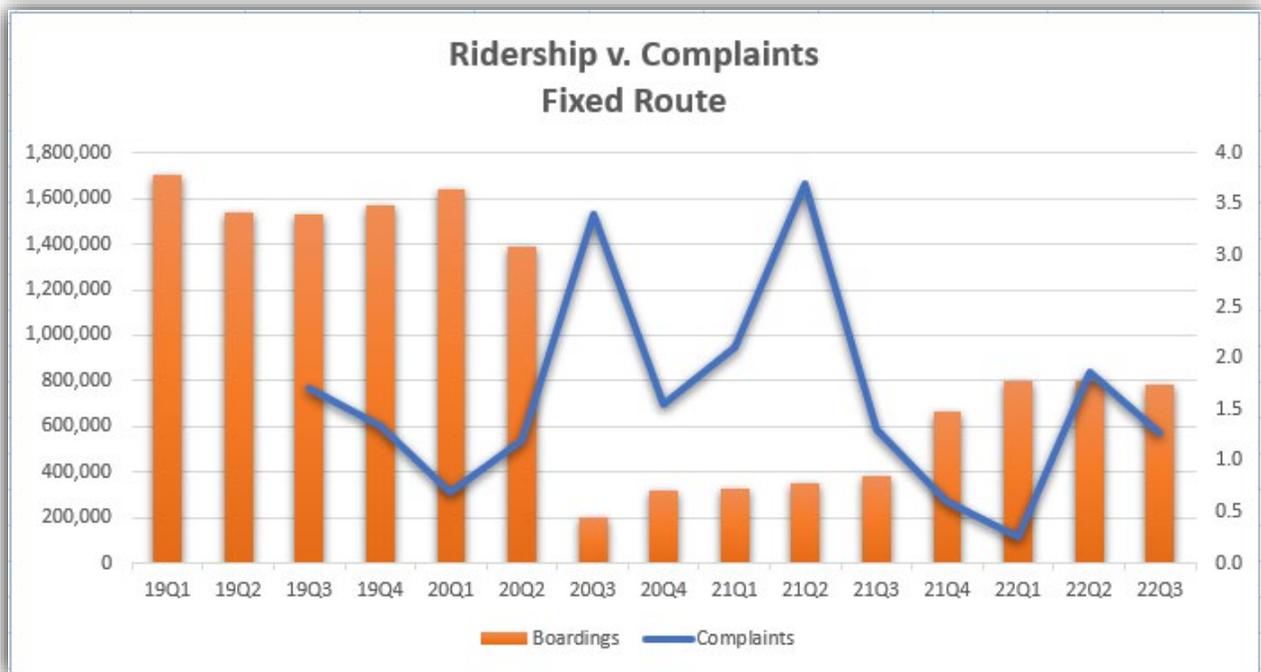


been updated to reflect NTD data

## **Fixed Route Satisfaction, Reliability and Safety**

### **Satisfaction**

Customer satisfaction can be evaluated using the number of valid complaints received by our Customer Service Officer. Complaints have decreased from non-pandemic levels. This could be explained by smaller passenger loads. However, the last quarter saw a steep rise in valid complaints. We have instituted additional customer service training to stop this rise. To illustrate, the following chart graphs both ridership and complaints over time.



### **Reliability as Measured by On-Time Performance**

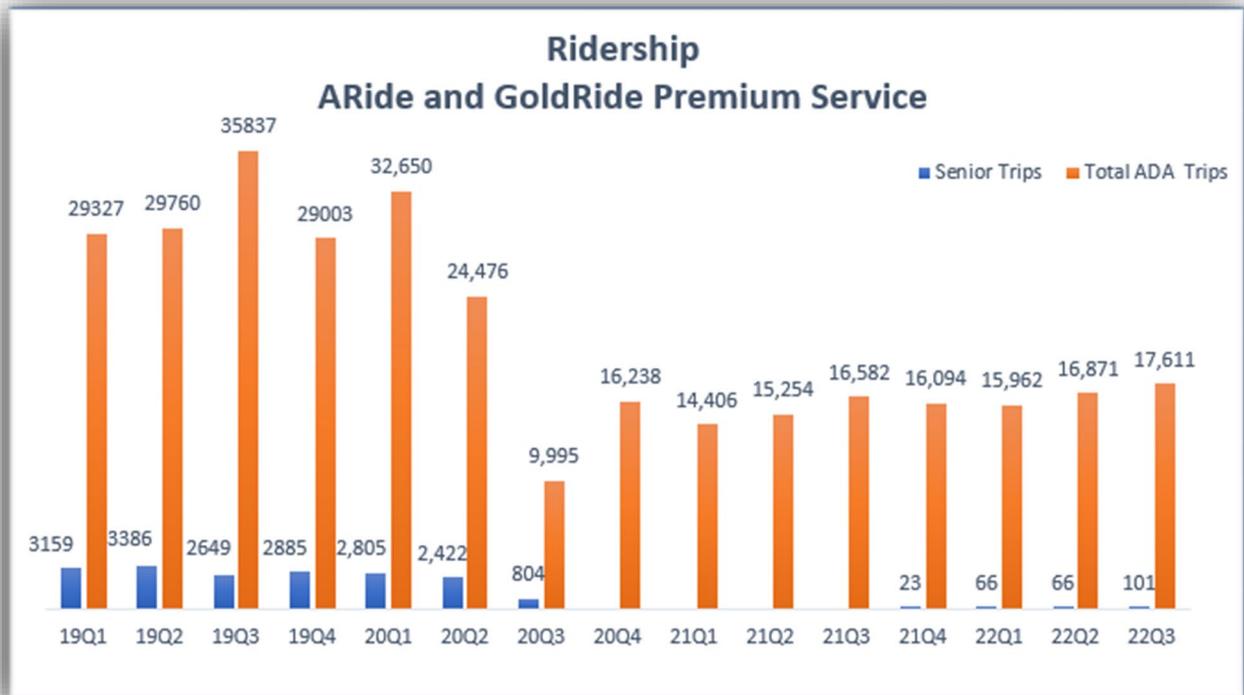
On-Time Performance is used as the measure of reliability for reporting purposes. As of this writing, OTP data from is still unavailable as a result of the cyber-attack.

### **Fixed Route Road Calls as a Measure of Reliability**

Upon review of historical data, issues of accuracy and integrity have been discovered. Historic data is still being validated to allow for a comparison of quarterly information. Data listed is best available as of this report but will be updated once finally validated.

## A-Ride: Paratransit Ridership and Costs

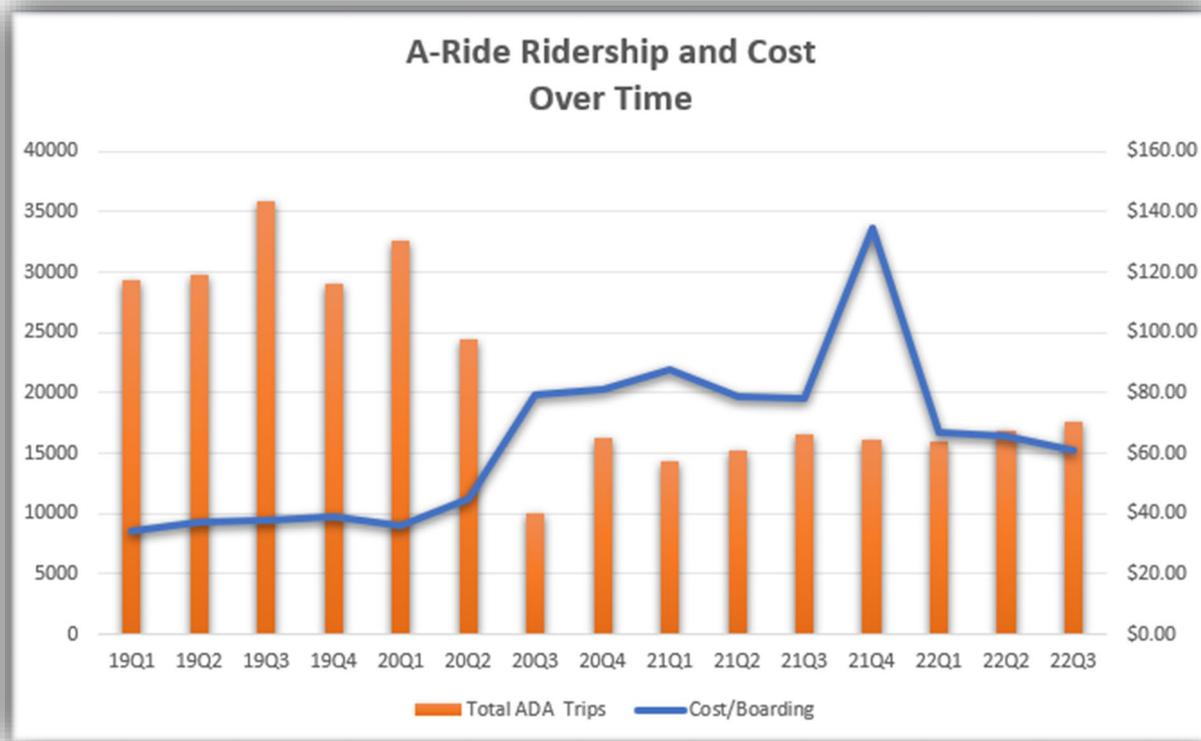
The COVID-19 pandemic has continued to impact demand for paratransit services. Ridership numbers have stabilized in the last year.



The obligation to observe social distancing for medically compromised passengers, was removed on July 1 of 2021. Removal of this restriction allows for shared rides between passengers resulting in a cost savings per boarding. ADA passengers are most likely to continue to modify their travel patterns based on public health concerns as they represent a vulnerable population. However, many A-Ride passengers use the service for essential and medical trips.

GoldRide On-Demand Services have been returned, though with a significant change in fare. GROD served just 101 passengers in Q3 of FY2022. AARP continues to offer a completely free on-demand service. When this service concludes, an increase in GROD service may follow.

When considering A-Ride costs and service, it should be noted that since 2019, the service has undergone considerable transition. First, it was pulled from an outsourced contractor and brought in-house to AAATA in August of 2020. In August of 2021, it was moved again to an outsourced contractor. Costs peaked in Q4 of FY2021 with the start-up costs of the Contractor. As expected, the costs of the program begin to stabilize now that the contractor is well established.



## VanRide

At the end of Quarter, VanRide data is limited to just the number of van pools, which has increased to 98, which is within 7 vans of the pre-pandemic level.

## FlexRide

FlexRide decreased in the 3<sup>rd</sup> quarter of 2022 compared to 2021. 2019 data was unavailable as of this report but will be updated in future reports.

Fixed Route	FY 2019	FY2020	FY 2021	FY 2022	Q3 21 - Q3 22	Q3 19 - Q3 22
Measure	FY19Q3	FY20Q3	FY21Q3	FY22Q3		
Revenue Miles	919,456	324,329	578,004	769,641	33%	-16%
Revenue Hours	63,714	52,979	51,600	62,010	20%	-2%
Operational Cost	\$7,846,829	\$7,225,806	\$7,920,553	\$9,372,153	18%	19%
Boardings	1,515,765	205,112	385,697	786,031	104%	-48%
Boardings/Revenue Hour	21	3.6	7.5	12.7	5%	-39%
Cost/Revenue Hour	\$123.16	\$136.39	\$153.50	\$151.14	-2%	23%
Cost/Boarding	\$5.18	\$35.23	\$20.54	\$11.92	-41%	130%
Preventable Accidents Injury/100,000 miles	2.0	2.2	2.9	1.6	-1%	-20%
On-time Performance	77		77%	N/A	N/A	N/A
Percent of Passengers on an On-time Bus	75	80%		N/A	N/A	N/A
Avg Miles Between Road Calls	23689*	85,846	106,411	20,393	-81%	-14%
Average Age of Fleet	6.5	6.1	6.4	7.57	18%	16%
Complaints/100,000 Boardings	1.7	3.4	1.3	1.3	0%	-24%
Compliments/100,000 Boardings	3.9	10.3	3.4	2.0	41%	49%

VanPool	FY 2019	FY 2021	FY 2022	Q3 21 - Q3 22	Q3 19 - Q3 22
Measure	Q3	Q3	Q3		
Number of Vanpools at End of Quarter	105	82	98	20%	-7%

FlexRide	FY 2019	FY 2021	FY 2022	Q3 21 - Q3 22	Q3 19 - Q3 22
Measure	Q3	Q3	Q3		
Operational Cost (Contractor)		\$224,881	\$155,716	-30%	
East Service Area		4087	2661	-35%	
West Service Area		1676	1464	-13%	
Cost/Boarding		\$39.02			

ARide/ParaTransit	FY 2019	FY 2020	FY 2021	FY 2022
Measure	Q3	Q3	Q3	Q3
Revenue Miles	192,322	57,025	134,602	166,267
Revenue Hours	23,792	554	10,207	11,037
Operational Cost	\$1,311,186	\$791,504	\$1,300,153	\$1,075,793
Senior Trips	2649	804	0	101
Total ADA Trips	35837	9,995	16,582	17,611
Cost/Revenue Hour	\$54.70	\$1,427.46	\$127.38	\$97.47
Boardings/Revenue Hour	1.46	1.45	0.62	1.28
Cost/Boarding	\$37.53	\$79.19	\$78.41	\$61.09
Ontime Performance with 30 Minute Service Window	97%	99%	97%	96%
Complaints/100,000	30.7	90.0	18.1	34.1
Compliments/100,000	11.2	30.0	36.2	142
ADA Service Denials/ADA Boardings				0

# FY2022 Q3

## Quarterly Satisfaction and Service Report: Glossary of Terms

### **Boardings** (*Unlinked Passenger Trips*, a transit industry standard metric)

The number of passengers who board public transportation vehicles. Passengers are counted each time they board a vehicle no matter how many vehicles they use to travel from their origin to their destination. Reported to the National Transit Database.

### **Preventable Accidents and Passenger Injuries**

Total number of accidents that have been judged to be preventable and any passenger injuries. Serious accidents and all injuries are reported to National Transit Database.

### **Miles Between Road Calls**

The average number of times a bus must be taken out of service because of equipment issues, divided by how many miles the fleet has run. Transit industry standard metric.

### **On-time Performance**

Percentage of buses that leave scheduled timepoints within 0-5 minutes of the posted schedule. Transit industry standard metric.

### **Valid Complaints**

A valid complaint is when a customer or non-customer communicates to AAATA that something is unsatisfactory or unacceptable. All complaints are investigated and referred to appropriate staff. A complaint is considered valid if staff investigation confirm the facts alleged.

## FY2022 Q3 Financial Statement

**Finance Committee Review Date: August 9<sup>th</sup>, 2022**

**Board Meeting Review Date: August 18<sup>th</sup>, 2022**

<b>INFORMATION TYPE:</b>
Receive as CEO operational update
<b>RECOMMENDED ACTION(S):</b>
Receive as CEO operational update
<b>PRIOR RELEVANT BOARD ACTIONS &amp; POLICIES</b>
<ul style="list-style-type: none"> <li>• 2.10.1.5 CEO shall not...Let the Board be unaware of... incidental information (including) quarterly budget to actual financial reports.</li> <li>• Appendix A: Informational Reports schedule specifies quarterly Financial Statement reports in November, February, May, and August.</li> <li>• Policy 2.6 Investments and Appendix F Investment Policy.</li> </ul>
<b>ISSUE SUMMARY:</b>
Staff presents the Third Quarter Financial Statement with currently available and reportable financial information for the period ending June 30, 2022.
<b>BACKGROUND:</b>
<p>Financial highlights from the third quarter year-to-date (October 1, 2021, to June 30, 2022) include:</p> <ul style="list-style-type: none"> <li>• TheRide operated within the budget for the third quarter of the year.</li> <li>• There was a \$9.48 million surplus of revenue over expense that will be transferred to the capital reserve.</li> <li>• Expenses were \$3.6 million lower than budgeted primarily due to reduced operations of fixed route and purchased transportation services. Fixed route services were reduced for a portion of the year due to staffing shortages, resulting in decreased costs for operations staffing and materials expenses. Additionally, reduced demand for paratransit services resulted in lower operating and start-up costs for the A-Ride purchased transportation contract costs than budgeted.</li> <li>• Revenues were \$3.6 million lower than budgeted. This is primarily a result of lower passenger fare revenues and reduced use of federal operating assistance reimbursement for expenses. Passenger fare revenues were lower than budget due to a lag in ridership recovery as well as reduced fixed route services for a portion of the year. Lower federal operating assistance was received because of lower eligible expenses for reimbursement than budgeted.</li> </ul>

- The balances for the three board-approved reserves are as follows: operating reserve of \$12.9 million, or 2.8 months projected operating cash in reserve (based on FY2022 Budgeted expenses), capital reserve of \$21.4 million, and insurance reserve of \$0.5 million.
- \$32.9 million in Federal pandemic relief revenue (CARES, ARP) has been used to date to support operations.
- Cash flow was adequate to cover expense; Q3 2022 ended with \$29.4 million in cash and investments.

**IMPACTS OF RECOMMENDED ACTION(S):**

- Budgetary/Fiscal: Demonstrates financial performance for the reporting period
- Governance: Supports Board in financial oversight/fiduciary responsibility

**ATTACHMENTS:**

FY2022 Q3 Financial Statement (Income Statement and Balance Sheet)

## Income Statement

For the Period Ended June 30, 2022

### Revenue and Expense (Budget to Actual)

In Thousands of Dollars (which means add a comma and three zeros).

BLACK = FAVORABLE  
RED = UNFAVORABLE

REVENUES	Actual	Actual	Actual	Actual	Actual	Budgeted	Budget Variance	
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD	YTD	\$	%
Fares and Contracts	\$ 1,137	\$ 1,056	\$ 1,230		\$ 3,423	\$ 4,416	\$ (993)	-22%
Local Property Taxes	4,715	4,815	4,665		14,194	14,444	(250)	-2%
State Operating Assist.	3,985	3,958	4,607		12,550	12,686	(136)	-1%
Federal Operating Assist.	975	782	968		2,725	5,159	(2,435)	-47%
Federal Pandemic Relief	4,399	5,500	4,500		14,399	13,990	409	3%
Other Revenues	70	(51)	76		95	293	(198)	-68%
<b>Total Operating Revenues</b>	<b>\$ 15,280</b>	<b>\$ 16,060</b>	<b>\$ 16,046</b>	<b>\$ -</b>	<b>\$ 47,385</b>	<b>\$ 50,988</b>	<b>\$ (3,603)</b>	<b>-7%</b>
<b>EXPENSES</b>								
Salaries, Wages, Benefits	\$ 7,063	\$ 6,444	7,035		\$ 20,542	\$ 21,466	\$ 924	4%
Purchased Transportation	2,837	2,605	2,893		8,335	10,717	2,382	22%
Fuel, Material, Supplies	1,388	974	1,452		3,814	4,077	263	6%
Purchased Services	693	1,018	660		2,372	2,698	326	12%
Other Expenses	1,046	892	948		2,886	2,555	(331)	-13%
<b>Total Operating Expenses</b>	<b>\$ 13,027</b>	<b>\$ 11,934</b>	<b>\$ 12,989</b>	<b>\$ -</b>	<b>\$ 37,950</b>	<b>\$ 41,513</b>	<b>\$ 3,564</b>	<b>9%</b>
<b>Surplus (Deficit)</b>	<b>\$ 2,252</b>	<b>\$ 4,126</b>	<b>\$ 3,057</b>	<b>\$ -</b>	<b>\$ 9,435</b>	<b>\$ 9,475</b>	<b>\$ (39)</b>	<b>-0.4%</b>
<b>Capital Reserve Transfer</b>	<b>\$ (2,252)</b>	<b>\$ (4,126)</b>	<b>\$ (3,057)</b>	<b>\$ -</b>	<b>\$ (9,435)</b>	<b>\$ (9,475)</b>	<b>\$ 39</b>	<b>-0.4%</b>
<b>Operating Reserve Transfer</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>OPERATING BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

TheRide had a \$9,435,400 surplus at the end of the third quarter and operated within budget.

Revenues were lower than budgeted by \$3,602,788 due to lower passenger fare revenues and reduced use of federal operating assistance reimbursement for expenses. A lag in ridership recovery and reduced fixed route services generated lower fare revenues. Reduced operating expenses have a direct impact on federal operating assistance revenue reimbursement.

Expenses were \$3,563,549 lower than budgeted primarily due reduced operations of fixed route and purchased transportation services. Reduced fixed route services for a portion of the year decreased operations staffing and materials costs and lower demand for paratransit services resulted in lower operating and start-up costs for purchased transportation.

#### Federal Pandemic Relief Utilization

Expenditures from \$58.7 million in Federal Pandemic Relief funding as of June 30, 2022, for eligible COVID-19-related costs :

Operating Expenditures	\$ 32,904,089
Capital Expenditures	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 32,904,089</b>
<i>Federal Pandemic Funds Remaining:</i>	<i>\$ 25,840,898</i>

### YTD Revenue and Expense By Mode

In Thousands of Dollars (which means add a comma and three zeros).

	Fixed Route	Demand Response	Other Demand Response	Non-Urban	Express Ride	D2A2	VanRide	TOTAL ACTUAL
	<i>Fixed Route Bus</i>	<i>A-Ride</i>	<i>FlexRide, HolidayRide, GoldRide, MyRide, NightRide</i>	<i>WAVE, Peoples Express</i>	<i>Commuter Express</i>	<i>Detroit Shuttle</i>	<i>VanRide</i>	
<b>DIRECT REVENUE</b>								
Fare Revenue	\$ 1,728	\$ 116	\$ 69	\$ 108	\$ -	\$ 102	\$ -	\$ 2,122
Contract Revenues	618	172	119	392	-	-	-	1,301
Advertising, Interest, Other	95	-	-	-	-	-	-	95
Federal Operating	-	-	-	-	-	1,490	-	1,490
State Operating	9,896	1,327	472	698	-	-	157	12,550
<b>Total Direct Revenue</b>	<b>\$ 12,337</b>	<b>\$ 1,615</b>	<b>\$ 659</b>	<b>\$ 1,198</b>	<b>\$ -</b>	<b>\$ 1,592</b>	<b>\$ 157</b>	<b>\$ 17,558</b>
<b>TOTAL EXPENSE</b>								
Salaries, Wages, Benefits	\$ 19,452	\$ 838	\$ 76	\$ 120	\$ -	\$ -	\$ 56	\$ 20,542
Purchased Transportation	45	3,261	1,347	1,778	-	1,442	462	8,335
Fuel, Materials, Supplies	3,467	251	73	15	-	-	8	3,814
Contracted Services	2,251	85	-	36	-	-	-	2,372
Other Expenses	2,519	62	102	47	-	150	6	2,886
<b>Total Operating Expense</b>	<b>\$ 27,734</b>	<b>\$ 4,497</b>	<b>\$ 1,598</b>	<b>\$ 1,996</b>	<b>\$ -</b>	<b>\$ 1,592</b>	<b>\$ 532</b>	<b>\$ 37,950</b>
<b>Surplus (Deficit) from OPS</b>	<b>\$ (15,398)</b>	<b>\$ (2,882)</b>	<b>\$ (938)</b>	<b>\$ (798)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (375)</b>	<b>\$ (20,392)</b>
<b>ALLOCATED REVENUE</b>								
Local Property Taxes	14,194	-	-	-	-	-	-	14,194
Federal Operating/Pandemic	10,639	2,882	938	798	-	-	375	15,633
<b>SURPLUS (DEFICIT):</b>	<b>\$ 9,435</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,435</b>

## Balance Sheet

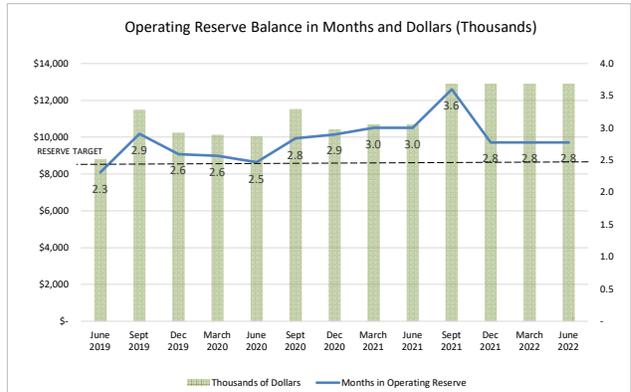
For the Period Ended June 30, 2022

### Balance Sheet and Reserve

In Thousands of Dollars (which means add a comma and three zeros), With Prior Year Comparison.

	Q3 2021 6/30/2021	Q2 2022 3/31/2022	Q3 2022 6/30/2022
<b>ASSETS</b>			
Cash	\$ 5,716	\$ 21,986	\$ 9,744
Investments	11,790	6,640	19,659
Other Current Assets	21,809	23,508	25,458
Capital Assets	44,079	43,944	42,451
<b>Total Assets</b>	<b>83,394</b>	<b>96,079</b>	<b>97,311</b>
<b>LIABILITIES</b>	<b>6,112</b>	<b>6,212</b>	<b>5,727</b>
<b>TOTAL NET POSITION</b>	<b>\$ 77,282</b>	<b>\$ 89,867</b>	<b>\$ 91,584</b>

	Balances		
<b>RESERVES:</b>			
Capital	\$ 1,000	\$ 18,317	\$ 21,374
Insurance	\$ 500	\$ 500	\$ 500
Operating	\$ 10,691	\$ 12,905	\$ 12,905
<b>Months in Operating Reserve</b>	<b>3.0</b>	<b>2.8</b>	<b>2.8</b>



### Statement of Cash Flows (in Thousands of Dollars)

Historical Cash Flows	FY 2020			FY 2021				FY 2022		
	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3
<b>Beginning Balance:</b>	\$ 18,597	\$ 13,853	\$ 11,972	\$ 24,031	\$ 19,252	\$ 16,780	\$ 17,506	\$ 35,455	\$ 32,606	\$ 28,626
Cash from Operations	(1,495)	(618)	11,383	(251)	(3,755)	966	17,749	(5,079)	(3,775)	573
Cash from Capital	(304)	738	674	472	1,291	(240)	198	2,261	(90)	324
Cash from Investments	(2,945)	(2,001)	2	(5,000)	(8)	-	2	(31)	(115)	(120)
<b>Cash Flow:</b>	<b>\$ (4,744)</b>	<b>\$ (1,881)</b>	<b>\$ 12,059</b>	<b>\$ (4,779)</b>	<b>\$ (2,472)</b>	<b>\$ 726</b>	<b>\$ 17,949</b>	<b>\$ (2,850)</b>	<b>\$ (3,979)</b>	<b>\$ 777</b>
<b>Ending Balance:</b>	<b>\$ 13,853</b>	<b>\$ 11,972</b>	<b>\$ 24,031</b>	<b>\$ 19,252</b>	<b>\$ 16,780</b>	<b>\$ 17,506</b>	<b>\$ 35,455</b>	<b>\$ 32,606</b>	<b>\$ 28,626</b>	<b>\$ 29,403</b>

#### Q3 cash flow was positive at \$0.8 million

The Statement of Cash Flows summarizes the amount of cash and cash equivalents entering and leaving AAATA during the reporting period. It measures how AAATA generates cash to fund its operating, capital, and investing needs. Typically negative cash flow is normal for all quarters except the 4th quarter, when property tax receipts generate positive cash flow.

### Investments Summary

In Thousands of Dollars (which means add a comma and three zeros).

Investment Instrument	Date of Maturity	Interest Rate	Total as of 3/31/2022	**Transactions	Total as of 6/30/2022
U.S. Agency Bond	8/12/2022	0.13%	1,500		1,500
U.S. Agency Bond	11/6/2023	0.25%	2,000		2,000
U.S. Agency Bond	1/19/2024	0.23%	-	750	750
U.S. Agency Bond	4/8/2024	0.38%	1,000		1,000
U.S. Agency Bond	9/15/2024	2.88%	-	2,500	2,500
U.S. Agency Bond	9/23/2024	0.50%	-	2,000	2,000
U.S. Agency Bond	3/28/2025	2.83%	-	2,500	2,500
U.S. Agency Bond	3/28/2025	3.10%	-	2,000	2,000
U.S. Agency Bond	6/27/2025	3.25%	-	2,000	2,000
U.S. Treasury Notes	5/15/2023	0.13%	1,500		1,500
U.S. Treasury Notes	6/30/2024	3.00%	-	2,000	2,000
Money Market Funds	N/A	0.15%	36	139	175
Mark-to-Market Adjustment			(146)	(120)	(266)
<b>Total Investments:</b>			<b>\$ 5,890</b>	<b>\$ 13,769</b>	<b>\$ 19,659</b>

Q3 2022 Investment Loss (year to date): \$141,628

The majority of Operating Capital and Long Term Reserves are federally insured. CDARS (Certificate of Deposit Account Registry Service) allows AAATA funds to be distributed to various banks to ensure funds remain under the FDIC \$250,000 limit. This is facilitated by Bank of Ann Arbor.

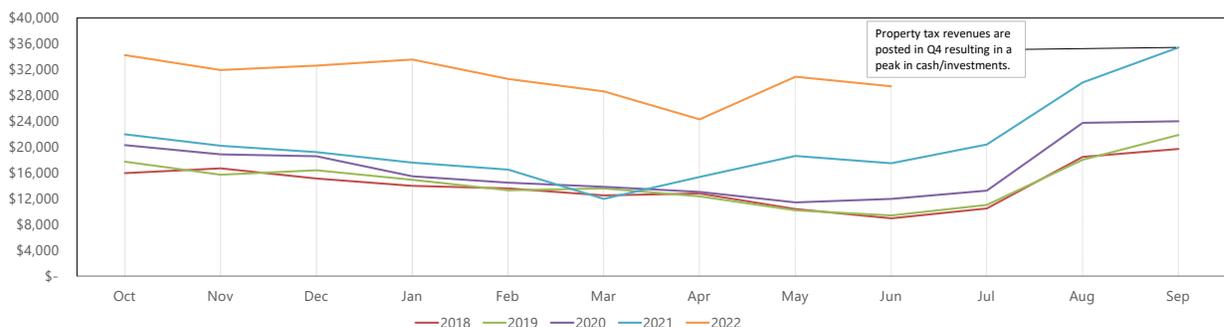
U.S. Treasury Bills, Notes, and Agency Bonds are short term bonds (several months to 10 years) backed by the Treasury Department of the U.S. Government. The rates shown for the current investments represent the gross yield-to-maturity rates (before the annual fee of .28%).

A FDIC-insured cash sweep account or accounts that have balances above the FDIC insurance threshold are used for day-to-day working capital.

### Cash and Investments History

Total Cash and Investments by Month and Year (2018 to 2022 YTD)

In Thousands of Dollars



## Proposed Propulsion Discussion Timeline

**Board Meeting Review Date: August 18<sup>th</sup>, 2022**

<b>INFORMATION TYPE</b>
Other
<b>RECOMMENDED ACTION(S)</b>
Provide feedback to CEO on proposed process and timeline
<b>PRIOR RELEVANT BOARD ACTIONS &amp; POLICIES</b>
The Board’s Strategic Goals (i.e. Ends policies) suggest services improvements (1.0, 1.1, 1.2, 1.3) as well as reduction of agency-created pollution (1.2.2).
<b>ISSUE SUMMARY</b>
The CEO is sharing a <i>proposed</i> timeline for when and how the AAATA will begin discussing alternative propulsion systems. It also illustrates when and how capital costs for propulsion will be reconciled with competing Long-Term Plan capital needs for expanded services, and facilities. <u>The CEO hopes to receive feedback on this process. A decision about if and when to adopt new technologies will likely not occur until early 2023 at the earliest.</u>
<b>BACKGROUND</b>
<p>As illustrated in Attachment 1, the CEO’s proposed process involves technical research, public feedback, reconciliation of major capital priorities, a staff recommendation to the Board, a Board decision, and grant applications.</p> <p>It is important to understand that the Board has goals speaking to both the expansion of services (as envisioned in the Long-Range Plan) as well as reducing pollution via alternative propulsion. Given limited local capital funding and organizational capacity, it is very likely that these initiatives will be in competition with each other. This will become an exercise in <i>setting priorities</i>. TheRide will need to be clear about its priorities and realistic about its capacity to execute.</p> <p>The CEO wants to share the processes by which he sees 1) the propulsion discussion unfolding with the Board, the public, and stakeholders; and 2) the reconciliation/prioritization capital funds for LRP and propulsion projects.</p>
<b>IMPACTS OF RECOMMENDED ACTION(S)</b>
<ul style="list-style-type: none"> <li>• Budgetary/Fiscal: High. Will affect a future capital budget amendment, grant applications, and the FY2024 capital budget.</li> <li>• Social: High. Intentionally attempting to allow more staff and community input into decisions, while maintaining accountability and fiscal responsibility.</li> <li>• Environmental: High. Has potential to lead to zero-emissions bus fleet.</li> <li>• Governance: Although the CEO will make a technical/budget recommendation, the Board must ultimately vote and approve a Capital Budget Amendment and authorization for new grant applications in order to implement decisions.</li> </ul>

<b>ATTACHMENTS</b>
--------------------

- |  |
|--|
| 1. Gantt Chart, Draft Timeline for Propulsion Decision |
|--|

## Attachment 1: Draft Timeline for Propulsion Decision

Task #		2022						2023									
		July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	
1	LRP Completion (TBD)	█	█														
2	Millage Vote		▲														
3	Budget Development & Approval (FY2023)	█	█	▲													
	Propulsion Discussions (Public)				█	█	█	█	█	█							
4	Complete report	█	█	█													
5	Board Retreat re: Propulsion				●												
6	Public Discussions				█	█	█	█	█								
7	Reconcile LRP and Propulsion Capital Needs				█	█	█	█	█								
8	CEO Recommendation						█	█	█	●							
9	Board Decision: Budget amdnt, grant authorization									█	█	▲					
10	1st grant deadline*												▲				
11	Regular Budget Approval (FY2024)												█	█	█	█	▲
	● Process Milestone																
	▲ Deadline or Key Decision																
	* Deferring to later grant deadlines are possible.																

Based on Policy Governance concepts and the Board's budgetary control, this decision will be a shared responsibility, similar to the Long-Range Plan approval:

- **Tasks 1-3:** A baseline Capital Budget will be approved in September 2022, based on direction from a Board-approved LRP and the recent millage approval.
- **Tasks 4-8:** As the subject is largely a Means issue, the CEO will develop background research, solicit stakeholder/public feedback, educate the Board, and provide a technical recommendation for the Board to consider (Tasks 4-8). The recommendation will include technology, timelines, and capital budget implications. It will also need to reconcile competing priorities.

The initial report being prepared by staff is intended to provide the commonly accepted facts about the technologies, risks, costs, and their benefits. However, the report will not make recommendations about what TheRide ought to do. This provides a stable base from which to launch discussions. It will be a public document and used as a reference in all public discussions.

At an October board retreat, the CEO and consultants will introduce the propulsion discussions to the Board. This will be followed by low-key public involvement efforts and meetings with key stakeholders (Oct 2022-Feb 2023). A CEO recommendation to the Board is tentatively expected in February 2023.

- **Task 9:** As the Board has final control of budget approval and grant applications, the Board will deliberate on the CEO's recommendation (Task 9) and provide final direction in the form of 1) an amendment to the Capital Budget and 2) authorization to submit grant applications.
- **Task 10:** It may be possible to meet a federal grant deadline in May 2023 (Task 10). If this date is missed, we will have another chance in 2024, however, there will be less federal money remaining. The CEO foresees that there may be good reasons to continue local and internal deliberations past the May milestone.

The CEO is seeking feedback from ET and the board committees on this proposed timeline and approach.

## FY2023 Draft Budget

**Meeting: Board of Directors Meeting**

**Meeting Date: August 18<sup>th</sup>, 2022**

<b>INFORMATION TYPE:</b>
Decision Preparation
<b>RECOMMENDED ACTION(S):</b>
Receive for information a preview of the operating and capital budget for FY2023.
<b>ALTERNATIVE OPTION(S):</b>
Financial planning and budgeting is legally required, required by Board policy, and essential; there is no prudent alternative.
<b>PRIOR RELEVANT BOARD ACTIONS &amp; POLICIES</b>
<ul style="list-style-type: none"> <li>• Governance Process: Policy 3.2.7 "...the Board has direct responsibility to create...approval of the annual budget developed and recommended by the CEO."</li> <li>• Executive Limitation: Policy 2.4 Financial Planning/Budgeting</li> </ul>
<b>ISSUE SUMMARY:</b>
This issue brief presents a preview of the FY2023 Draft Budget for consideration and comment to the Board of Directors. The budget being presented is balanced, which means that revenues are sufficient to cover expenses without deficits during the fiscal year. The Budget maintains all services and there are no proposed changes to fares. Preliminary discussions that occur in July and August through committees and this Board meeting are intended to ensure budget accountability and transparency in anticipation of support for the recommended budget to be presented for Board adoption in September.
<b>BACKGROUND:</b>
AAATA staff developed the draft operating and capital budget for FY2023 to further Board Ends within Executive Limitations and provide multi-year context. The Michigan Uniform Budgeting and Accounting Act of 1968 requires the Board to adopt a balanced operating budget by Board Resolution for our next fiscal year, which begins October 1. In addition, the Board needs to authorize a multi-year capital program for federal funding. A formal public hearing for the budget is required and will be held at the Board meeting on August 18, 2022 along with the requested Board approval of the FY2023 Budget.
<b>IMPACTS OF RECOMMENDED ACTION(S):</b>
<ul style="list-style-type: none"> <li>• Budgetary/Fiscal: Budget adoption is required by state law and Policies 2.4, 3.2.7.</li> <li>• Social/Environmental: Provision of public transportation authorized by the budget is necessary to ensure achievement of social and environmental ends per Board policy.</li> <li>• Governance: The Board is responsible to approve the annual budget (Policy 3.2.7)</li> </ul>
<b>ATTACHMENTS:</b>
1. FY2023 Draft Operating and Capital Budget



# OPERATING & CAPITAL BUDGET FOR FY2023

Version 1.0

*Draft Budget*  
*Fiscal Year 2023*

2023  
*Supporting  
Community  
Recovery &  
Preparing  
for the  
Future*

ANN ARBOR AREA TRANSPORTATION AUTHORITY

The award, presented to TheRide for its *FY2021 Operating and Capital Budgets*, is a significant achievement which reflects the commitment of the Board of Directors and staff to meeting the highest principles of governmental budgeting. TheRide's budget satisfied nationally recognized guidelines for effective budget presentation, including how the document serves as a policy document, a financial plan, an operations guide, and a communication device.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**Ann Arbor Area Transportation Authority  
Michigan**

For the Fiscal Year Beginning

**October 01, 2021**

*Christopher P. Morill*

**Executive Director**

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# 1. About TheRide

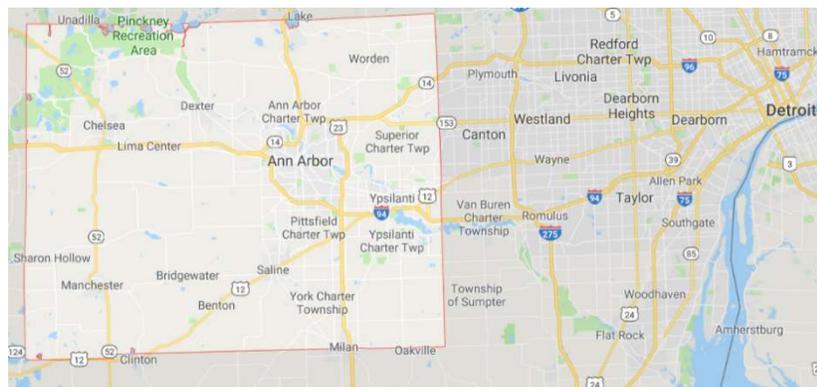


The Ann Arbor Area Transportation Authority (AAATA, or TheRide) was chartered in 1969 by the City of Ann Arbor, Michigan, as a not-for-profit unit of local government. The city of Ypsilanti and Ypsilanti Township were added as charter members to the authority in 2013.

TheRide operates public transportation services for the greater Ann Arbor-Ypsilanti area, enabling the area's residents to reach their destinations at a reasonable cost, and offers the region efficient, environmentally sound transportation alternatives.

The service area is home to the University of Michigan, Eastern Michigan University, Concordia University, and Washtenaw Community College. The region's economy is driven by education, medical, and technology sectors, as well as the area's proximity to Detroit.

Ann Arbor is the county seat for Washtenaw County, which also includes the city of Ypsilanti and the Townships of Ann Arbor, Pittsfield, Scio, Superior, Ypsilanti, which make up TheRide's service area. The service area covers 110 square miles, with a population of 228,574 people. TheRide delivers approximately 400,000 hours of revenue service, driving more than 5.6 million revenue miles, and carries more than 6.9 million passenger trips on transit services annually during a typical year.



*Washtenaw County, Michigan*

TheRide operates fixed-route buses, A-Ride paratransit services, service to Detroit Downtown, FlexRide on-demand service, ridesharing, van pools, and other services.

TheRide operates from three facilities. The Dawn Gabay Operations Center is the headquarters, and houses administration offices, a maintenance facility, and a bus garage. Passenger terminals are located in downtown Ann Arbor (Blake Transit Center) and Ypsilanti (Ypsilanti Transit Center) and include customer service centers.

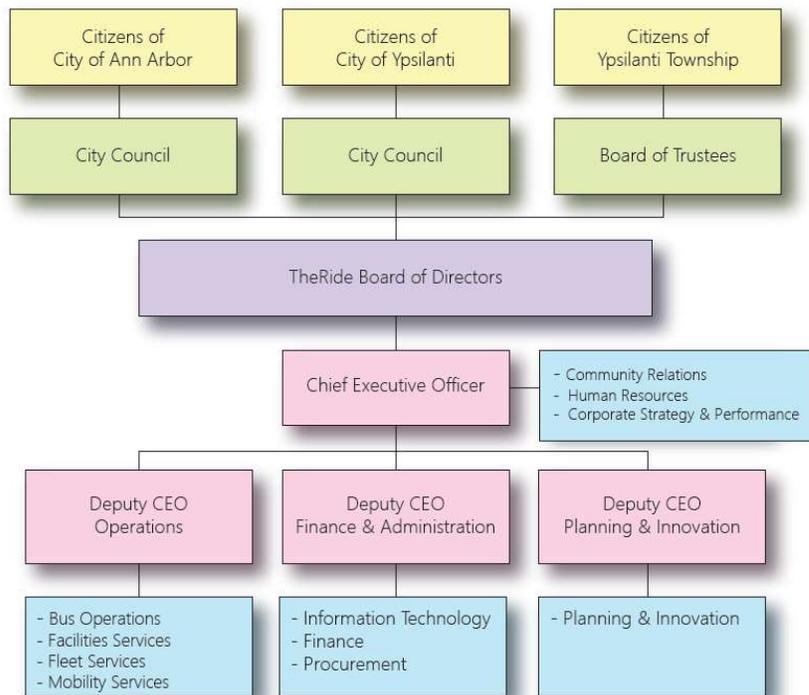
### Board of Directors

Eric Mahler, Chair  
Michael Allemang, Treasurer  
Jesse Miller, Secretary  
Rich Chang, Board Member  
Raymond Hess, Board Member  
Ryan Hunter, Board Member  
Kathleen Mozak, Board Member  
Susan Pollay, Board Member  
Kyra Sims, Board Member

### Executive Team

Matt Carpenter, Chief Executive Officer  
Dina Reed, Deputy CEO, Finance & Administration  
Bryan Smith, Deputy CEO, Operations  
Forest Yang, Deputy CEO, Planning & Innovation

### Organization Chart



### Senior Management Staff

Mike Blackston, Manager of Information Technology  
Troy Lundquist, Manager of Fleet Services  
Gail Roose, Manager of Facilities Services  
Michelle Whitlow, Manager of Procurement & DBE Liaison

Mary Boonin, Manager of Community Relations  
Gwyn Newsome, Manager of Human Resources  
LaTasha Thompson, Manager of Finance  
Robert Williams, Manager of Mobility Services



## 2. Letter from the CEO and CFO



Dawn Gabay Operations Center  
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September 28, 2022

On behalf of the Executive and Management teams at the Ann Arbor Area Transportation Authority (TheRide), we are pleased to provide the Draft FY2023 Operating and Capital Budget (the budget).

In 2023, TheRide will continue focusing on helping our communities recover by providing a range of transportation services, with significant assistance of federal relief funding. The budget supports the strategic priorities of attracting and retaining ridership, implementing the long-range plan and agency wide continuous improvement.

The budget has been prepared in accordance with the Michigan Uniform Budgeting and Accounting Act of 1968, Generally Accepted Accounting Principles (GAAP), and Board Governance Policies. The Board has delegated to the Chief Executive Officer (CEO) the responsibility to prepare a balanced budget which achieves the Board's objectives ("Ends") and avoids deficit spending and fiscal jeopardy. The budget achieves both requirements while positioning TheRide to continue providing excellent service to our communities and constituents. This draft budget is presented to the Board of Directors for consideration of adoption.

Handwritten signature of Matt Carpenter in black ink.

Matt Carpenter  
Chief Executive Office

Handwritten signature of Dina Reed in black ink.

Dina Reed  
Deputy CEO, Finance & Administration

## 3. Executive Summary

The FY2023 Operating and Capital Draft Budget (the budget) is the fiscal year's financial plan that supports activities to accomplish goals and objectives as defined in Board's Ends Policies and is aligned with TheRide's Corporate Business Plan. All policies and plans support the stated policy of providing public transportation options that contribute to the Ann Arbor-Ypsilanti Area's social, environmental, and economic vitality at a cost that demonstrates value and efficient stewardship of resources.

The budget process began by evaluating impacts of economic and industry conditions on financial and operational plans, collecting historical and current trend data, developing information-based assumptions, identifying opportunities, creating strategic themes, and having tactical discussions to develop prioritized initiatives for the next five years.

The coronavirus pandemic significantly impacted the world, our state, and communities directly beginning in March 2020. Financial and operating impacts were unparalleled, with fare revenue and transit ridership losses in the millions. Relief from the impacts of the virus began in 2021 with wide availability of coronavirus vaccinations. We began FY2022 by focusing on recovery, but significant financial and operational volatility and uncertainty is continuing. The labor market has been slow to recover and resulted in reduced service levels for a portion of the year as we endeavored to maintain adequate levels of staff for operations. Financial markets are seeing levels of inflation that haven't been realized in decades. However, the current presidential administration has acknowledged the impacts of these challenges in the transportation industry and has been providing new sources of operational funding in addition to stable and increased levels of funding for capital investment for transportation agencies that rely on public funding.

In the wake of the unpredictable impacts of the coronavirus pandemic, the additional funding provides stability for our agency and a sense of optimism in opportunities to continue restoration of ridership through growth in service opportunities and investing in organizational efficiencies. As a result, the FY2023 Corporate Business Plan (the Business Plan) focuses on initiatives focused on retaining and attracting ridership, implementing the Long-Range Plan, and agency-wide continuous improvements.

The budget is a balanced budget that supports recovery efforts by providing funding to maintain transportation services to the communities we serve. Development of the Budget considers impacts of economic and industry conditions and the impact on financial and operational plans. Financial assumptions are reasonably conservative and are provided in the context of our approach to addressing opportunities and risks for the current year and a five-year projection. The Budget will also support the priorities and initiatives represented in the Business Plan.

This presentation of the FY2023 Draft Budget illustrates initial assumptions of revenues and expenses needed to maintain current service levels and includes funding for initiatives to support the Business Plan. Approved Business Plan initiatives are approved in the context of organizational priorities and available resources as determined by staff evaluation and in consideration of Board discussion of the Business Plan. The budget assumes that federal pandemic relief funds will be used to the full extent possible for eligible expenses. Consequently, a portion of local property tax revenues is anticipated to provide a surplus in FY2023, which will provide additional funding for capital infrastructure projects approved in the capital

plan, as approved by the Board. As a result, any increases in future drafts of the budget that are not offset by additional revenues or expense savings will reduce the estimated funding available for the capital reserve. Without the use of pandemic relief funds, the budget as presented here would show a deficit that would need to be addressed to meet the balanced budget requirement.

While utilization of federal aid provided by pandemic relief funds have provided short-term relief with respect to the operating budget, restoration of services, inflationary growth and other cost pressures are a reality and still result in a structural deficit. This issue has been addressed with approval of the 2022 millage proposal. Impacts of the millage results are not largely impacting FY2023 as the funding will not be received until July 2024. FY2025 will be the first full year of all service expansion initiatives approved in the millage.

In summary, the budget provides reasonably conservative assumptions to maintain current services and fund initiatives important to advance the Board's Ends. Updated assumptions, updated funding for Business Plan initiatives and any additional impacts of advancing elements of the millage proposal may be incorporated into the proposed budget, which will be presented in September. The budget will be updated as staff recommendations are finalized, and information will be provided to the Board in accordance with the budget timeline. The FY2023 Draft Budget incorporates these elements comprehensively and is shared in the context of future projections. The outlook for the budget is stable, and is supported by the existing millage, in place until 2023, and the use of federal relief funds to see provide critical transportation services as our communities continue to recover.

As with previous budgets and noted above, the budget is guided by a strategic business plan— [Adopting the Long-Range Plan](#), which outlines the strategic priorities. This plan is aligned with the Board of Directors' expectations— attracting and retaining ridership, implementing the long-range plan, and agency-wide continuous improvement (See *Board's Ends Policies*, in the [Board Policy Manual](#)).

The budget presents a balanced financial plan to restore most of our core services and to follow the board approved strategy of dedicating local revenues to capital projects for service enhancement in the future.

Highlights of the adopted FY2023 Draft Operating and Capital Budget are:

- Overall operating expenses are **\$55,409,900** and **\$16,776,000** in capital investments
- Avoids deficit spending while utilizing federal funding for pandemic recovery
- Addresses the long-term financial picture by presenting 7-year operating plan
- A portion of local funds will be eligible to fund the capital reserve
- Funds the priorities from the Corporate Business Plan, *Adopting the Long-Range Plan, Designing for a vibrant community*
- Presents a 10-year capital plan, and programs federal and state funding for major projects:
  - Replacement and rehabilitation of fixed-route buses
  - Capital maintenance for the bus garage
  - Planning and design work for future renovations of the Ypsilanti Transit Center and the Blake Transit Center

# 4. Introduction

## Budget Document Orientation

This document contains five sections:

- The **Introduction** will orient the reader to the overall direction, strategic goals, and executive limitations established by TheRide's Board, as well as the budgeting schedule and process.
- **The State of TheRide** establishes financial context, discusses the challenges, opportunities, and priorities for developing the budget, and presents ridership performance.
- The **Budget** summarizes the operating and capital budgets for FY2023 and presents financial forecasts for subsequent years.
- **Impacts of the 2023 Budget** discusses how the budget will affect the fund balance and the reserve, as well as the impact of capital investments upon the operating budget.
- The **Appendices** include details on initiatives and capital projects, anticipated contracts, fare schedule, a grant funding primer, adopted Board resolution for adoption, and a glossary.
- This document includes multi-year forecasting. Although financial information is presented for years beyond 2023, it is important to note that forecasted years are provided *only for context*, do not represent a commitment, and are expected to change. Each year, the Board of Directors (the Board) adopts a budget for a single year rather than a multi-year budget. The operating budget must be balanced (revenues must meet or exceed expenses) and the Board approves total budgeted expenditures. As necessary, budget amendments may be brought to the Board for consideration during any fiscal year.

## Corporate Strategic Plans

The FY2023 Budget is the funding plan for achievement of goals established by TheRide's Board of Directors. Corporate strategic planning establishes the programs and initiatives to help the organization achieve these Ends. As of mid-2022, the dominant issues are pandemic recovery impacts on ridership, labor shortages and record levels of economic inflation. Society is experiencing new waves of COVID variants and impacts of the pandemic over the next year are still uncertain. While vaccinations have reduced infections, it may take several more years to reach herd immunity, and virus variants continue to threaten global health. Nevertheless, our communities are reopening; normal economic and social activities have largely been restored and TheRide needs to support these activities. Consequently, the budget includes funding for full schedules of transportation services as well as other initiatives referenced in the FY2023 Corporate Business Plan.

## Financial Executive Limitations Policies

TheRide's Board of Directors controls and directs the organization via written policies. The full manual of these policies is available on the [website](#). Many of the policies have a direct effect on shaping the annual

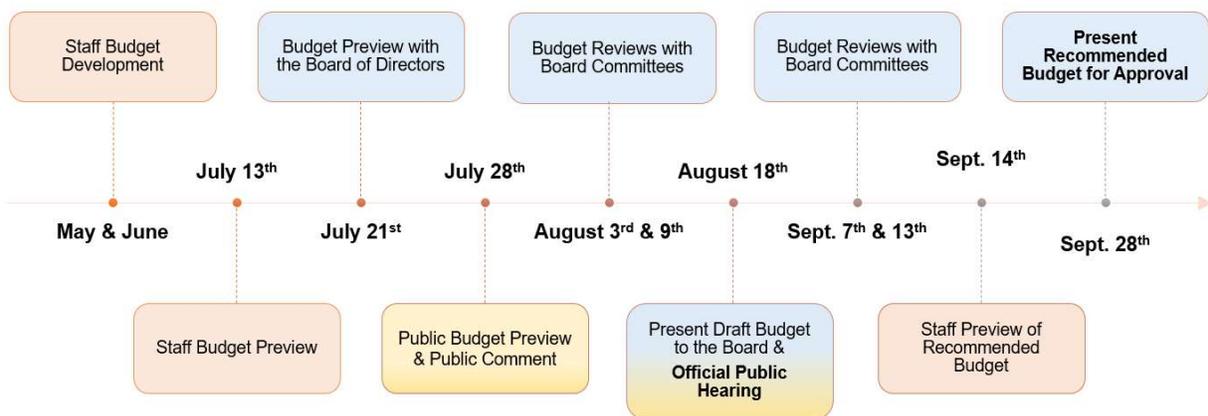
budget. For example, the Board has set clear limitations upon Financial Planning and Budgeting (Policy 2.4), Financial Conditions and Activities (Policy 2.5), Cash and Investments (Policy 2.6), Compensation and Benefits (Policy 2.3), and Asset Protection (Policy 2.7).

These policies require financial planning and budgeting to align with the Board’s Ends, be developed using sound financial practices, and incorporate strategic and multi-year planning. The Board’s policies require practices that meet Generally Accepted Accounting Principles (GAAP), comply with federal, state, and local laws, describe practices for handling cash and investments, and require Board authorization for adjusting passenger fares, property tax rates, or buying or selling real estate. Other Board policies guide treatment of the public and employee relations.

### Budget Process and Timeline

The budget process is a collaborative process that includes interactive communications with staff, stakeholders, the public and the Board. Public review and comment opportunities provide transparency of the process and the budget and are valuable opportunities to listen to our stakeholders. As such, communications to the public exceed minimum federal and state budgeting requirements. The timeline for review and adoption of the budget is shown below.

**Figure 1 Budget Timeline:**



- May/June:** In partnership with staff, the Finance led development of the baseline budget, which is defined as the base budget required to provide transportation services that aligns with Board policies. The budget is developed in context with current economic conditions and operations and business plans and includes many activities, such as, evaluating budget performance and projections with department managers, reviewing staffing levels, analyzing impacts of current collective bargaining agreements, reviewing asset maintenance plan documents, analyzing historical trends of key drivers, and forecasting revenues and expenses.
- July/August:** An early draft of the operating and capital budget with a multi-year forecast was provided at Board meetings and committee meetings. Both the capital program and operating budget previews were made available for public review starting July 21st, through budget adoption on September 28th.

- **August:** An updated draft budget will be provided to the Board of Directors at its August 18<sup>th</sup> meeting. The public input period began on July 28<sup>th</sup>, and an official public hearing, as required by state law, will be held in conjunction with the August 18<sup>th</sup> Board meeting.
- **September:** The recommended budget will be presented to the Board of Directors for adoption and The Michigan Uniform Budgeting and Accounting Act of 1968 requires Board adoption prior to any expenditures be incurred on October 1, the first day of the new fiscal year.
- **October:** Fiscal Year 2023 will begin October 1, 2022, with the newly adopted budget.

# 5. The State of TheRide

## Financial Condition

TheRide is financially stable and is expected to remain so through FY2023 and the projection period. TheRide expects FY2022 revenues and expenses to be lower than budgeted because of a lag in projected ridership recovery resulting in a shortfall in fare revenues, lower than expected paratransit ridership, and service reductions resulting from labor shortages. The reserve balance remains strong, as federal pandemic relief funds will support ongoing operations and service recovery. This aid also supports revenue losses, pandemic-related costs, and allow local funds to be dedicated to a capital reserve for future capital projects. While impacts of the pandemic and inflation are uncertain, financial strengths include:

- No risks of service cuts or lay-offs in 2023
- Continuing to operate within the budget and available resources
- Operating reserve funds at or above target levels
- Established capital, operating, and insurance reserves
- No indebtedness or significant liabilities
- No significant legacy costs such as unfunded pension liabilities
- Dedicated property tax revenues through 2028, as approved by voters on August 2, 2022

In addition, the agency has a track record of strong audit results, as was the case again with the 2021 financial statement audit. Finance continues to place emphasis on continuous improvement by reviewing processes and controls in the areas of cost accounting, financial management and financial controls. Modernization of timekeeping and payroll processes are being implemented in FY2022, and in FY2023 a comprehensive review of financial controls will be completed, and financial systems will be evaluated to identify and plan for implementation of new financial software. Preserving and building on financial strengths is a critical backbone of ensuring financial stability for TheRide.

## Fund Description, Structure, and Balances

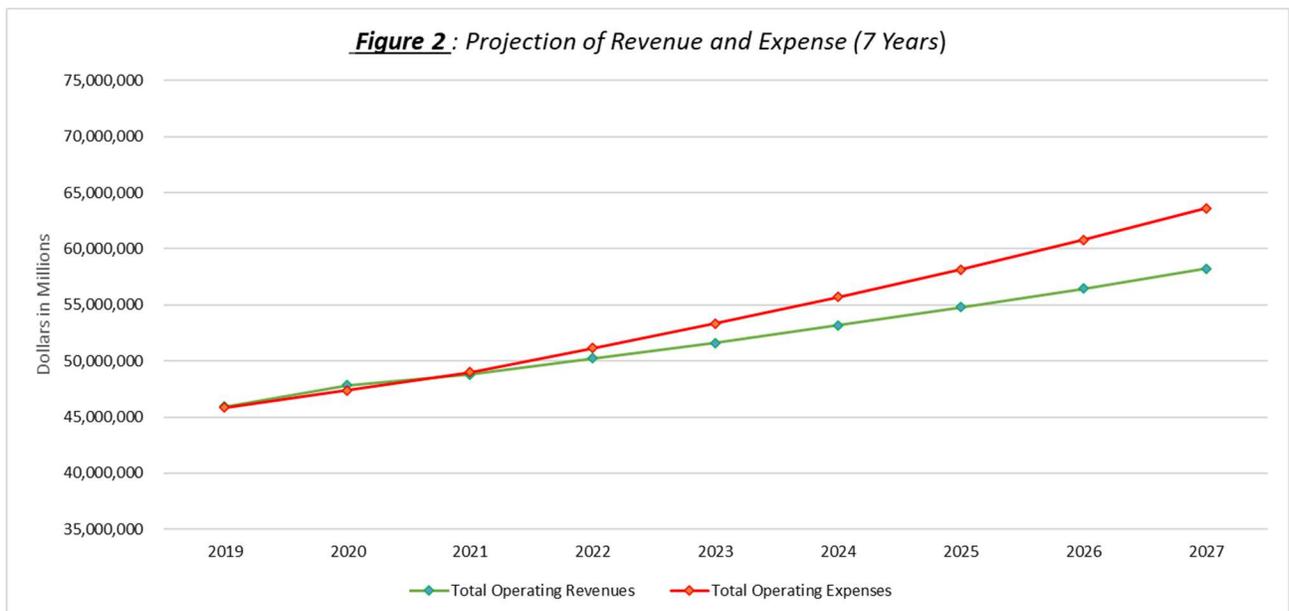
TheRide operates with one general fund through which operating, capital, and investing cash flows occur during the fiscal year. The term *fund balance* is used to describe the net position of the general fund as calculated by GAAP, presented at a particular point in time. It is the net position on the statement of net position (balance sheet).

A positive fund balance with very low liabilities (particularly no significant unfunded pension liabilities) going into FY2023 will bolster the organization against the risks of uncertain funding ahead. The effect of the FY2023 budget on the fund balance is discussed in the [Impacts of the 2023 Budget](#).

## New Millage Provides Longer-Term Financial Stability

Before the pandemic, TheRide faced financial challenges. In 2019, budget forecasting showed deficits starting in FY2021 because expenses were growing faster than revenue. Audited financials from 2015-2019 revealed that costs grew on average 6.1% annually, while revenue growth averaged 4.8%. This audited data demonstrated that the property tax millage which funded service expansion in 2014 was insufficient to cover expansion costs as indicated in the Five-Year Transportation Improvement Plan (5YTIP), in effect [TheRide was operating beyond its means](#). Deficits were forecasted to grow from \$190,000 in FY2021, or 0.4% of budgeted expenses, to more than \$5.4 million in FY2027, 8.5% of total costs. The graph below illustrates the gap in revenues and expenses as projected through FY2027 at that time. In early 2020, cost control measures were under way.

**Figure 2: Historic Projection of Revenues and Expenses (7 years)**



Once the pandemic emerged, TheRide's financial situation suddenly appeared much more precarious and immediate cost saving measures were deemed necessary, including significant suspension of service and layoffs affecting 42 employees. Those immediate pandemic-related changes in combination with significant contributions of federal relief funding provided immediate relief for FY2021, and in FY2022 TheRide returned to full services. The remaining federal relief funding renewed financial stability and provided funding for a balanced budget through FY2024. While none of this resolved the pre-existing structural deficit, the onset was delayed from 2021 to 2024. One-time federal funding provided short-term relief could not offset ongoing operating costs for the long-term.

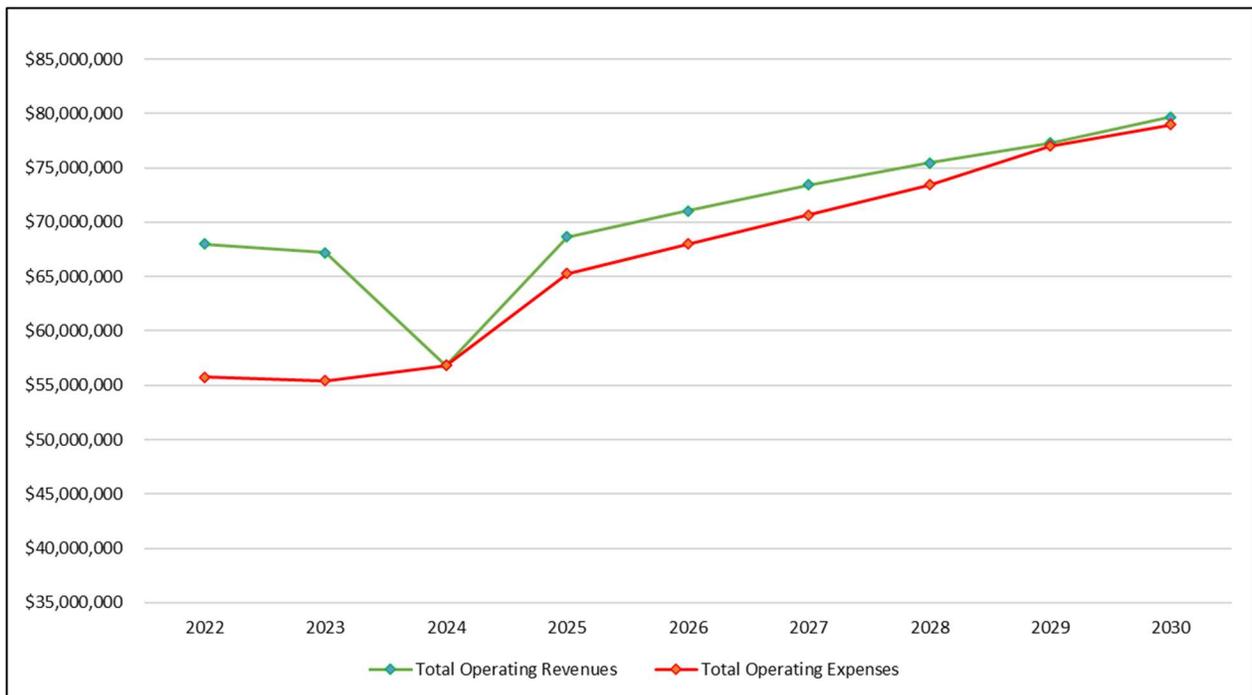
Recognizing that pandemic relief funds was short-term relief and that TheRide's current millage for property tax funding expires in 2023, drove a need to re-focus on how to address the structural deficit. As the emergency of the pandemic began to stabilize, TheRide staff prioritized attention on recovery and the future. Efforts to complete the long-range plan accelerated in the face of the "new normal" and new projections for key operational drivers and budgetary impacts were developed.

With a vision for the future and continued transparency with operating budget projections, staff developed a millage proposal to address both. The Board and the voters of our communities were very

supportive of the proposal, which was approved decisively on August 2, 2022. The elements of the millage proposal addressed funding for the structural deficit, re-establishes federal capital funding that had been supplementing the operating budget and provides funding for the first phase of the long-range plan, which improves service significantly to our communities.

This significant achievement for TheRide cannot be understated. The projection of revenues and expenses, for the first time in years, demonstrates that TheRide has secured funding to improve transportation services and have a sustainable revenue source to support the commitments to our communities. Figure 3 shows that TheRide has funding for projected expenses well beyond the use of pandemic relief funds, through the projection period.

**Figure 3: Current Projection of Revenues and Expenses (7 years)**



It is important to note that while we have achieved significant results, with it comes the responsibility to be financially prudent. Financial stability will need to be maintained through maintaining strong financial controls that are aligned with Board policies.

### Financial Opportunities

TheRide’s budget for fiscal year 2023 will ensure the continued delivery of high-quality services, demonstrate careful stewardship, and provide transparency of future challenges with the seven-year budget forecast. Development of the budget was guided by the following principles:

- Compliance with budgeting policies adopted by the Board of Directors to ensure financial stability
- Budget for the priorities outlined in the *Adopting the Long-Range Plan: Designing for a vibrant community* Corporate Business Plan.
- Support safe operation of transportation services

- Maximize value provided to passengers and taxpayers
- Ensure funding for stable operations
- Ensure TheRide’s assets are maintained in a state of good repair
- Support future expansion efforts
- Provide for continuous improvements that improve quality of services and efficiencies

Ensuring adequate operating reserves, utilizing federal pandemic relief funding, and the capital investment focus for TheRide’s assets are priorities which warrant additional brief discussion, as follows.

**Ensuring Adequate Operating Reserves**

Reserves are an important part of a healthy agency budget. The purpose of reserves is to buffer the agency from the risk of unexpected costs or disruptions to revenues. Without adequate reserves, the agency risks insolvency due to unanticipated changes beyond our control or in an emergency, such as extreme economic conditions, sudden loss of ridership, and a global pandemic.

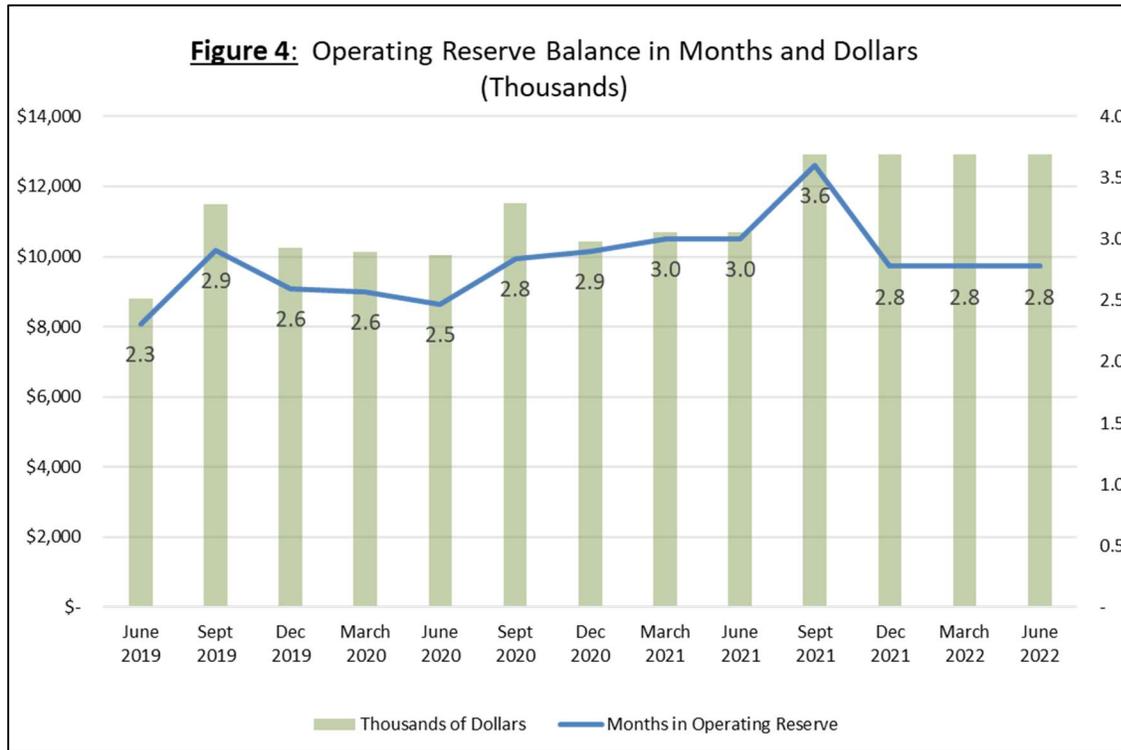
Board Policies (2.4.6, 2.5.8) require budgeting to provide reserves adequate to cover near-term operating expenses. Through Board adoption, TheRide established the following reserves and target levels in 2021:

- Operating reserve with the target level of 2.5 months of operating cash
- Worker’s compensation insurance reserve of \$500,000

**Operating Reserve**

Steps taken in recent years have strengthened the operating reserve after it had fallen below this target due to investing in expanded services. TheRide was able to gradually restore the reserve and consistently maintain the target level since the end of FY2019. Due to the pandemic and associated federal relief funds, the operating reserve cash position improved in FY2021 and remains strong as shown in the chart below. The projections for the operating reserve are included in the [Impacts of 2023 Budget](#) section.

**Figure 4: Historical Operating Reserve Balances**



**Worker’s Compensation Insurance Reserve**

The worker’s compensation insurance reserve was created to fund worker’s compensation claims and manage budget risk. The worker’s compensation insurance reserve is fully funded.

**Utilizing Federal Pandemic Relief Funding**

Since April 2021, TheRide has been apportioned and has obligated the following federal pandemic relief funds totaling \$58.7 million for reimbursable eligible costs:

- \$20,704,090 in Coronavirus Aid, Relief, and Economic Security Act (CARES Act)
- \$15,771,805 in Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA)
- \$22,269,092 in American Rescue Plan (ARP) funding (Net of 20% retained by RTA)

This federal aid is provided to assist with coronavirus-related operating expenses such as replacement of lost revenue, purchase of Personal Protective Equipment (PPE), cleaning and sanitation supplies, increased janitorial services, paid employee leave, and other costs. New costing accounts have been added to the accounting system for pandemic-related services, materials, and supplies, as well as for the federal pandemic relief revenue.

The budget demonstrates that pandemic relief funds are being utilized to support reimbursable eligible costs throughout the pandemic and after, and through service recovery.

## Capital Investment Focus

Maintaining facilities, vehicles, equipment, and other assets continues in the FY2023 budget. In alignment with federal regulations, the Transit Asset Management (TAM) Plan helps ensure assets are in good condition and ready to support TheRide's services. While TheRide's fleet and equipment are in a good state of repair overall, facilities need attention. Additional resources are included in capital budgeting to address needs at the bus garage, including roof and HVAC replacement, and other needs. The capital plan is aligned with the Long-Range Plan approved by the Board and includes value-added and expansion projects such as bus stop improvements, replacement and expansion of the Ypsilanti Transit Center (YTC), improvements to the Blake Transit Center (BTC), and a new bus rapid transit line.

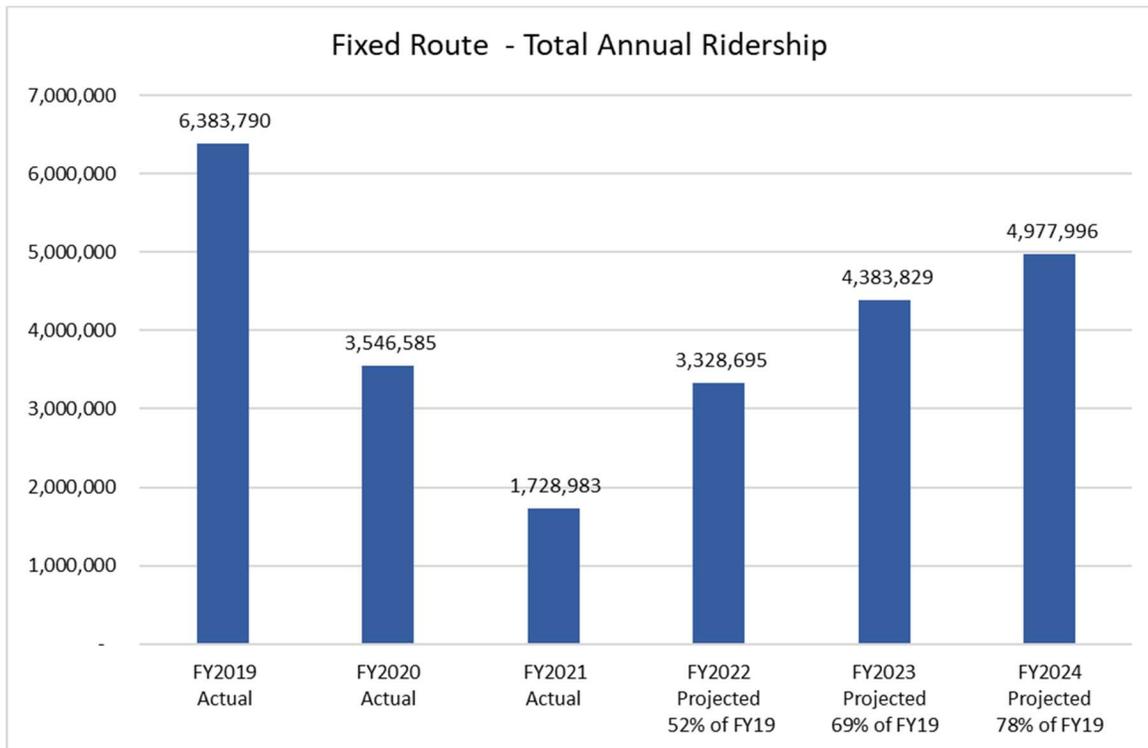
## Fixed-Route Ridership

[Fixed-route bus service](#) operated by TheRide includes bus routes in Ann Arbor, Ypsilanti, nearby townships as shown on the [System Map](#) and [GroceryRide](#). Ridership growth peaked in 2018 then declined slightly in 2019 and early 2020 when coronavirus emerged in mid-March. Ridership losses were then sudden and severe, dropping by nearly 90% and many fixed-route services were suspended due to lower demand and public safety. Services were gradually restored to 60% of the full-service level and full-service levels in August 2021.

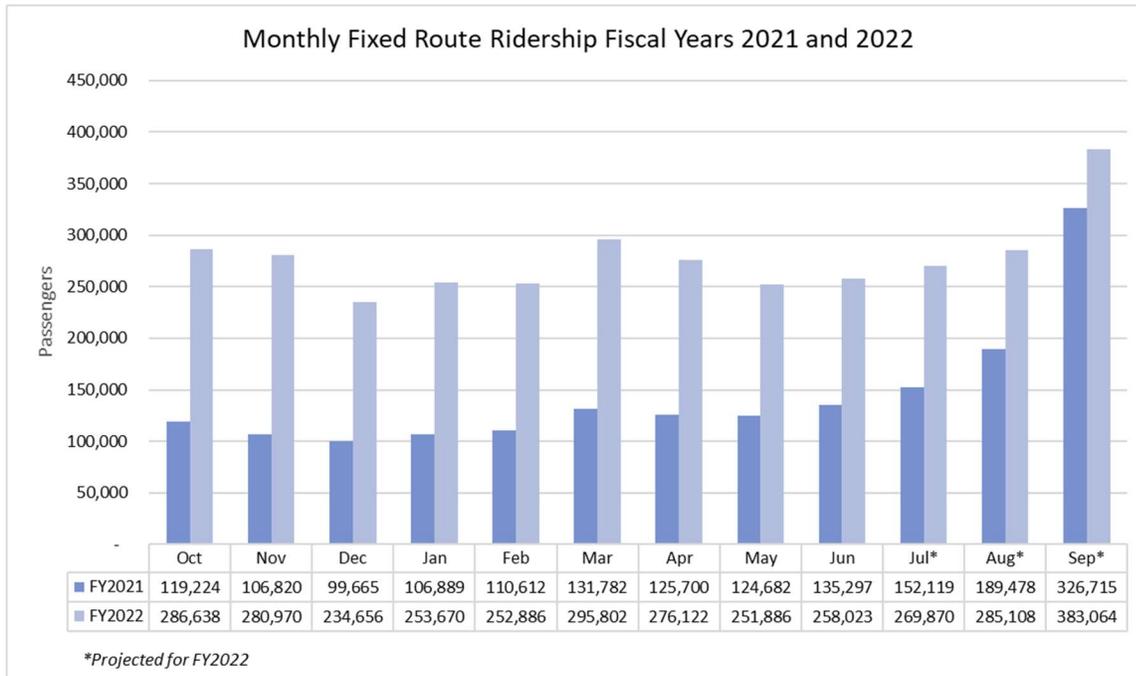
As shown in Figure 5, in fiscal year 2023, total annual fixed route ridership is projected to reach 69% of pre-pandemic ridership levels. Ridership recovery has lagged slightly from initial post-pandemic projections, due in part to having to temporarily reduce service schedules in FY2022 because of short-term labor shortages. TheRide is experiencing gradual ridership growth that is projected to continue.

As shown in Figure 6, ridership has grown in every month compared to the prior year and appears to have stabilized. Projections into the fall of fiscal year 2022 demonstrate conservative assumptions in growth compared to prior months.

**Figure 5: Annual Fixed Route Ridership**



**Figure 6: Monthly Fixed Route Ridership**



## AirRide & D2A2

[AirRide](#) bus service from Ann Arbor to the Detroit Metro Airport was continuing its growth trend in 2020 with 5% ridership gains through February, before operations were suspended. TheRide launched [D2A2](#), Detroit-to-Ann Arbor commuter bus service, in partnership with and funded by the Regional Transit Authority (RTA) in March 2020. The much-anticipated service operated for only a few weeks before service was suspended due to the pandemic. In FY2020, the ridership for D2A2 was 119 for the short operation period.

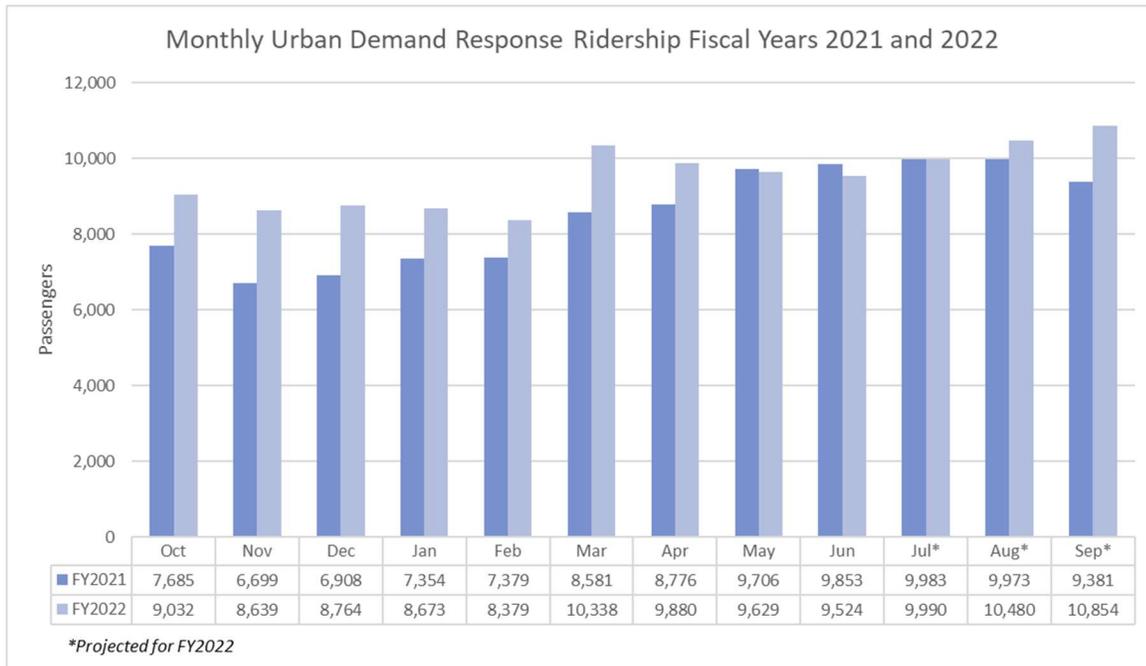
AirRide is now operated by Michigan Flyer who will now be tracking ridership and revenues on their financial records. D2A2 is expected to resume operations in October 2021. The D2A2 service is a partnership between TheRide and the RTA. TheRide will operate the service via a contractor while the RTA funds the service via a state grant. The RTA funds flow through TheRide to the contractor. No funding from TheRide is used although staff time is contributed. Connections to metro Detroit is a Board Ends policy (1.3.4).

## Urban Demand Response

Demand response services cover a range of accessible, flexible, on-demand services operated by TheRide, including A-Ride, GoldRide, [NightRide and HolidayRide](#), [FlexRide](#), and [MyRide](#). Service was reduced and ridership declined sharply in March 2020. A-Ride trips were limited to paratransit services minimally required by the Americans with Disabilities Act (ADA). NightRide and HolidayRide services were consolidated with FlexRide in August 2020. MyRide mobility management services were suspended upon the onset of the pandemic but anticipated for restoration in FY2022 if possible.

Fiscal year 2022 ridership is projected to be 11.6% higher than the prior year, with 114,183 passengers compared to 102,278 in fiscal year 2021. Total urban demand response ridership is projected to reach 54.2% of pre-pandemic ridership levels in fiscal year 2022. Ridership comparisons for all demand response services combined are shown in Figure 7.

**Figure 7: Urban Demand Response Ridership**

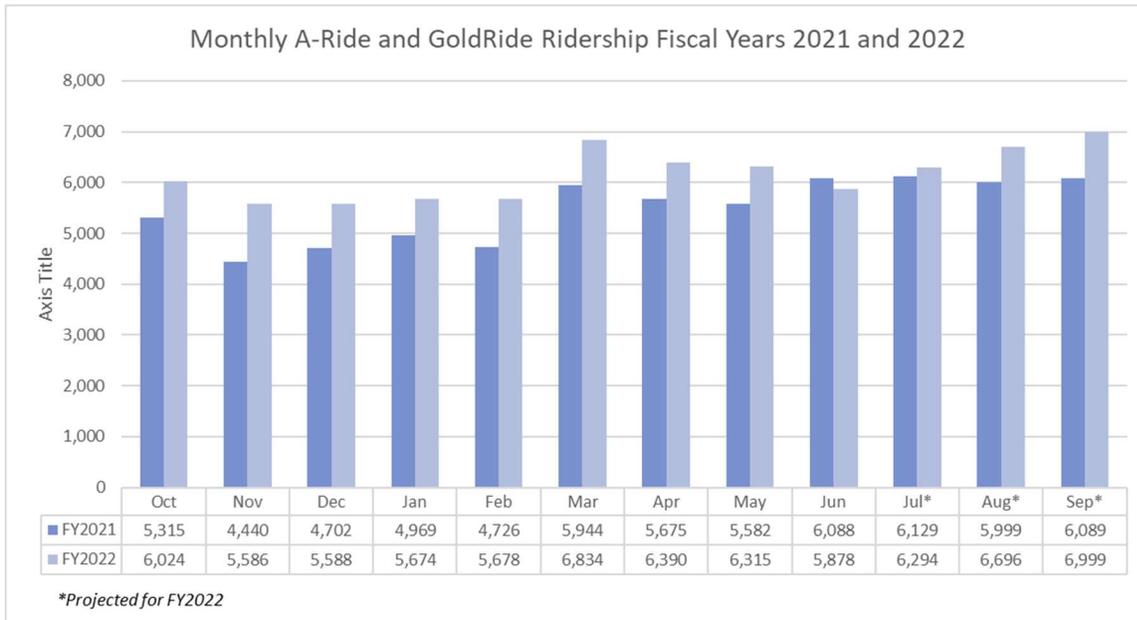


### A-Ride and GoldRide

A-Ride is an ADA-required paratransit service, available for people with disabilities who are unable to use the fixed-route system. In prior years, A-Ride had incorporated GoldRide, a shared-ride on-demand service for persons age 65 or older. Several changes were made in 2020 in response to the pandemic. GoldRide was suspended to ensure adequate capacity was available for ADA-required trips, but GoldRide passengers were still provided free rides on fixed-route services. In August 2021, GoldRide was expanded and management of operations and financial reporting of A-Ride and GoldRide services were separated. Currently, both services are operated by separate contractors managed by TheRide.

For historical comparative purposes, A-Ride and GoldRide ridership is combined. As shown in Figure 8, fiscal year 2022 ridership is projected to be 12.6% higher than the prior year, with 73,956 passengers compared to 65,658 in fiscal year 2021. Total ridership is projected to reach 45.2% of pre-pandemic ridership levels in fiscal year 2022.

**Figure 8: A-Ride and GoldRide Ridership**



## 6. 2023 Budget

### Budget Overview

The following sections outline the FY2023 Operating and Capital Budget (the budget). The initiatives outlined in this budget help advance the priorities identified in the *Adopting the Long-Range Plan – Designing for a vibrant community* (i.e., attracting and retaining ridership, implementing the long-range plan, and agency-wide continuous improvement). This budget also provides multi-year forecasts and context.

Highlights of the FY2023 Budget include:

- Full services for fixed-route and paratransit services
- Balanced operating and capital budgets
- Beginning the first phase of the long-range service plan
- Stability of services and expenses due to multi-year agreement with the A-Ride contractor
- Campaign to rebuild ridership
- Leverages Federal pandemic relief funds for financial stability
- Leverages local revenues for capital investment

In addition, the budget continues to advance many of the capital initiatives that have been started in recent years. Examples of significant 2023 initiatives include:

- Replacement and rehabilitation of fixed-route buses and support fleet
- Ongoing investment in facility rehabilitation
- Ongoing investments in technology modernizations
- Planning and design for future renovation and/or expansion of transit centers

### Operations Overview

Many of the TheRide's services were reduced or suspended upon the pandemic outbreak in 2020 and a *temporary service plan* was developed that expired on August 28, 2021. At that time, the *Service Recovery Plan* was implemented which increases services to pre-pandemic levels with a reorganized and simplified network of routes for essential travel. The plan affected all routes, along with A-Ride, GoldRide, FlexRide, and Night/Holiday service.

In late fall of 2022 TheRide experienced significant difficulties with filling open positions due to labor shortages. As a result, there were temporary reductions in services for a portion of the year. TheRide successfully negotiated a new contract with organized labor in the Spring of 2022. This new contract address changes in the wage structure that increases costs but addresses a key issue affecting the ability to continue to attract and retain critical operations staff and maintain the quality and levels of service that meet TheRide's service standards. TheRide has recently been more successful in recruiting operations staff and is restoring full services in August 2022. With this success, the budget assumes full services will be operating for the full year in FY2023.

The following tables present vehicle revenue hours (hours in service) and ridership, with comparisons between FY2021 actual performance and projections for 2022 and 2023, which are the basis for assumptions in the budget.

**Figure 9: Projected Vehicle Revenue Service Hours**

Service Hours	Actual FY2021	Projected FY2022	Projected FY2023	% Change (2023 vs. 2022)
Local Fixed Route	199,145	250,000	274,928	10.0%
AirRide & D2A2**	-	11,286	11,286	0.0%
Urban Demand Response	54,274	54,143	83,887	54.9%
<b>Total Service Hours</b>	<b>253,419</b>	<b>315,429</b>	<b>370,101</b>	<b>17.3%</b>

**Figure 10: Projected Ridership**

Ridership	Actual FY2021	Projected FY2022	Projected FY2023	% Change (2023 vs. 2022)
Local Fixed Route	1,728,983	3,328,695	4,383,829	31.7%
AirRide & D2A2**	-	23,218	24,379	5.0%
Urban Demand Response	99,837	114,183	132,419	16.0%
<b>Total Passenger Trips</b>	<b>1,828,820</b>	<b>3,466,096</b>	<b>4,540,627</b>	<b>31.0%</b>

Note: Urban Demand Response includes A-Ride, GoldRide, HolidayRide, NightRide, FlexRide and MyRide. AirRide is currently not operated by TheRide, and no data is included in 2021 or 2022 for this Service Line.,

## Operating Budget

The following tables and charts illustrate the elements of the FY2023 Operating Budget (the operating budget). While 2022 has brought significant challenges related to record levels of inflation, staff has worked diligently to keep costs manageable. Active management and negotiation of contracts and contractual services, as well as right sizing cost assumptions due to more stability with impacts of the pandemic, are driving favorable overall operating expense projections for the fiscal year. As a result, operating expenses are essentially flat, with a slight decrease of 0.6% compared to the FY2022 budget.

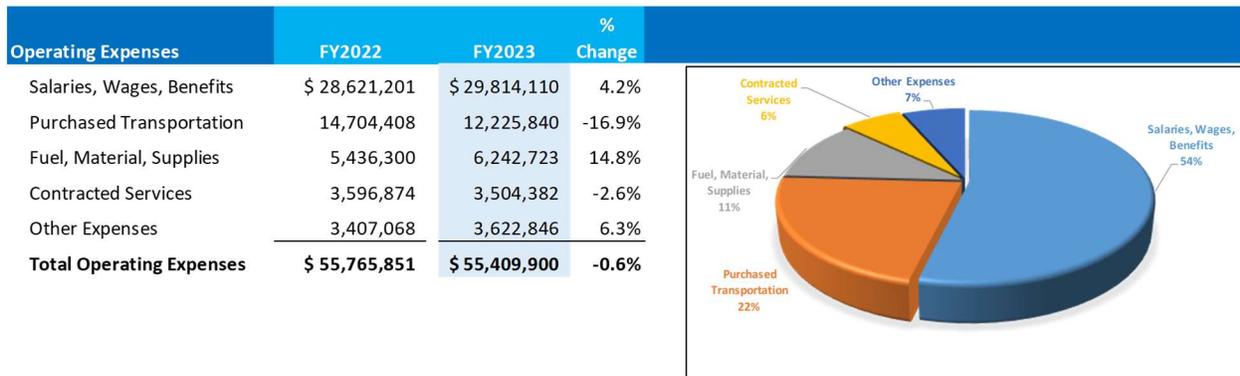
Operating revenues are also essentially flat, with a slight decrease of 1.6% compared to the FY2022 budget. The operating budget continues to rely heavily on pandemic relief funds as a major revenue source while we work to restore ridership and improve passenger revenues. There are budget initiatives, as indicated in this draft budget document, to be proactive in addressing the lag of ridership recovery. Additionally, property tax revenues remain stable and a significant portion of operating revenues.

The operating budget is expected to provide a surplus of approximately \$11.8 million in FY2023. The surplus will be dedicated to the capital reserve. Further detail of operating budget expenses and revenues, as well as multi-year projections are highlighted in this section of the budget document.

## Operating Expenses

As illustrated in Figure 10, FY2022 Operating Expenses are budgeted at **\$55,409,900**, 0.6% lower than FY2022.

**FY2023 Budgeted Expenses (with FY2022 Comparison)**

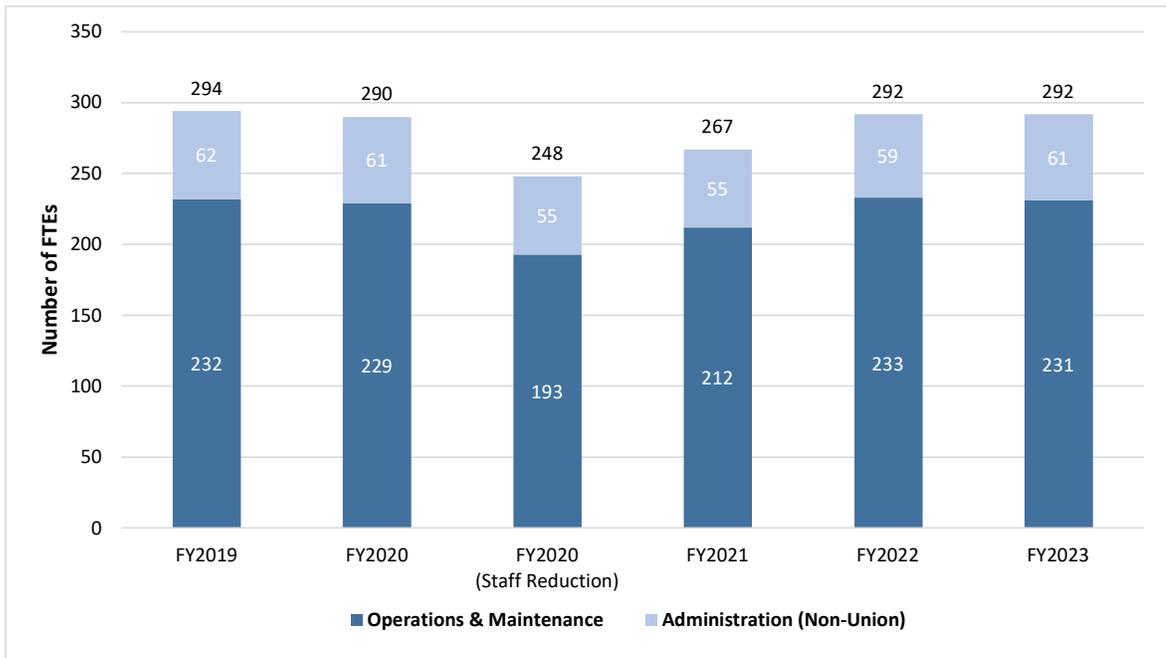


Descriptions of expenses and key budget assumptions are as follows:

- Fixed route services are maintained as planned in the previous year. Although some fixed route services were temporarily suspended for part of FY2022, we anticipate operating full-service levels for the duration of FY2023. A-Ride will continue to be operated as a contracted service. All other services will continue as planned in the previous year.
- Salaries, wages, and benefits include contractual pay rate increases for bargaining unit employees and a 4.0% annual increase for non-union employees. Fringe benefits are increasing by 3.0% based on the increase in pay rates. The total number of budgeted full-time employees has not changed in these assumptions. Although the increase in budgeted salaries, wages and benefits is 3.5%, it appears as 2.3% in the year over year budget comparison because in FY2022 there was a one-time budget assumption for union negotiations that is removed in FY2023. Overall, total full-time employees for the budget are equivalent to FY2022.

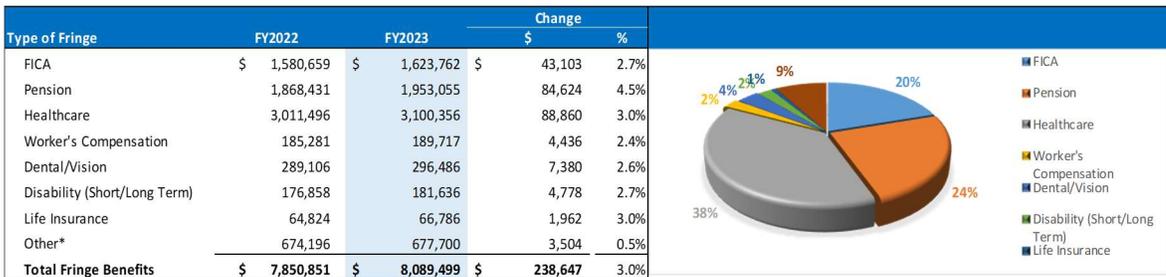
Figure 11 illustrates staffing levels from FY2019 to FY2023. The significant reduction in FY2020 was a result of workforce reductions due to the pandemic. Operations staffing levels were partially restored in FY2021 as some services were temporarily provided with in-house staff. In FY2022 budgeted staffing levels are restored to pre-pandemic levels to meet service requirements and are not changing in total for FY2023.

**Figure 11: Staffing Levels FY2019 to FY2023**



- *Fringe benefit* costs are estimated based on historical actual costs and adjusted for anticipated inflationary rates. Figure 12 provides a comparison of the detailed fringe expenses and key benefits assumptions.

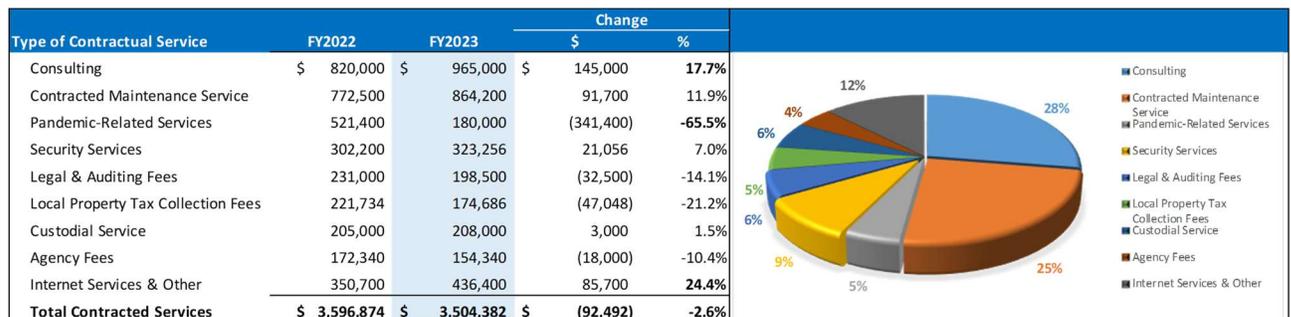
**Figure 12: Benefits Summary**



- FICA (Federal Insurance Contributions Act) or U.S. federal payroll taxes are based statutory rates. For 2022, the rates were 7.65% for earnings up to \$142,800 and 1.45% afterward. FY2022 assumptions are budgeted consistent with the prior year.
- Pension expense is based contractual (union) or established rates (non-union) for eligible employees. For eligible employees, the pension expense is 9% of wages and is budgeted accordingly.

- Healthcare expense is based on historical medical insurance premium cost and the assumption of 3% increase in premiums due to previous average annual increases in these costs.
- TheRide is self-insured for worker's compensation. The budgeted expense is based on historical average cost per employee.
- Purchased transportation expenses are 16.9% lower than FY2022. The main contributor to the reduced budget a reduction in A-Ride bus services. The A-Ride contract is currently being negotiated and is expected to be finalized by August. Current assumptions reflect negotiations as they stand currently, and expenses are decreased significantly due to reduction in demand and ridership compared to the prior year budget assumptions. Additionally, demand for GoldRide service has been significantly less than planned in the previous year, driving a significant reduction in expected expenses for that service in FY2023.
- Fuel, materials, and supplies expenses, as shown in Figure 10, are up 14.8%, Fuel is budgeted \$1.1 million higher than FY2022 due to the increased cost of gasoline and diesel fuels. The fuel cost increase is partially offset by reductions in computer software costs and emergency related supplies and materials.
- Contractual services expenses are decreasing by 2.6% primarily due the removal of pandemic related emergency contingencies. Services related to the pandemic are resulting in new normal levels of activity and expenses have been adjusted according to current levels of activity. Variances in contractual services are illustrated in Figure 13 and described in further detail below.

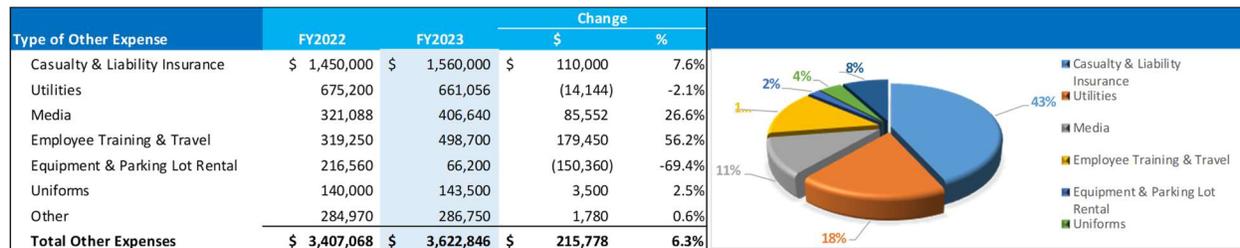
**Figure 13: Contractual Services Summary**



- Consulting expenses are increasing by \$145,000 or 17.7%, due to additional investment in corporate initiatives, security services, and internet data fees (partially offset by decreases in mobile data) for improved operations communications. Contractual services fluctuate each year due to removal of funding prior year initiatives that are completed and additions of new annual initiatives. Project initiatives are aligned with the corporate business plan and Board Ends. Initiatives requiring consulting services for FY2023 include:
  - Rebuild ridership promotional campaign, including redesign and printed RideGuides
  - Corporate-wide technology assessments and system upgrades

- Promotional materials and education for transportation services (hiring, new service, mobile payment, and Text My Bus education campaigns)
  - Staff training for leadership and critical software systems
  - Building security and efficiency upgrades
- Agency Fees are expenses for public education and engagement that are performed by an outside firm. Projected expenses for FY2023 are \$145,340, or 10.4%, lower than budgeted in FY2022 due to removal of costs for projects completed that will not require funding in FY2023.
  - Pandemic-related services included funding for cleaning, media, vehicle maintenance, mobile ticketing, etc. and are budgeted based on expenses incurred in FY2021. These expenses were reimbursed through federal pandemic relief funding and are not budgeted at the same levels in FY2023.
- *Other expenses* are projected to increase by 6.3%, primarily due to additional investment in employee training, and modest increases insurance premiums and media expenses. and parking lot rental fees. Variances in other expenses are illustrated in Figure 14 and described in further detail below.

**Figure 14: Other Expenses Summary**

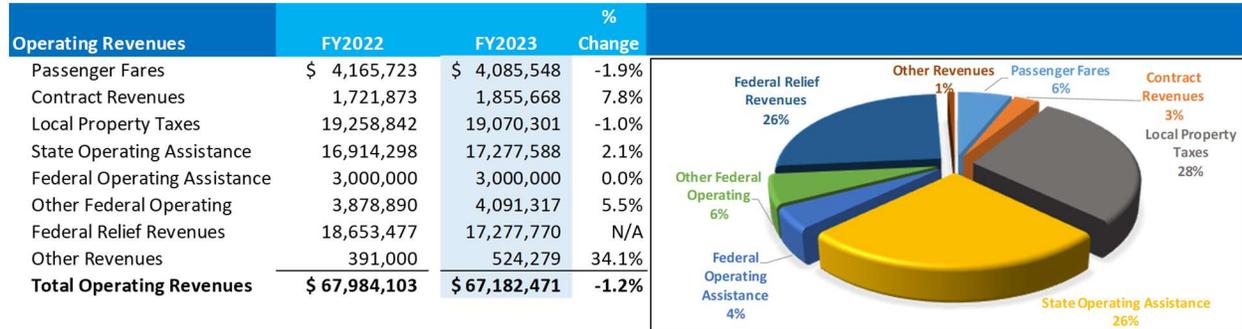


- Higher casualty and liability insurance premiums are mainly due to increases experienced in FY2022 that were underbudgeted last year. Adjustments in the number and type of vehicles were adjusted in FY2022, which impact estimates for FY2023. Market increases seen recent years of 10% to 15% have stabilized. Through discussions with our insurance broker and softening of increases in the market, we were able to achieve rates that are consistent with the FY2022 expenses without taking additional insurance risk or increasing deductibles. The cost assumption is based on insurance rates that went into effect on August 1, 2022.
- Utilities expenses are lower than the prior fiscal year due to a 30% reduction in telephone and cellular due to a change in approach to transportation communications. The reduction is offset by an increase in data fees, which is accounted for as part of contractual services.
- Equipment & parking lot rental expenses are reduced to reflect pass-through expenses for D2A2. These costs are incorporated into TheRide’s budget on a line-item basis. Expenses are fully recovered from federal and state funding and changes in the projected expenses decrease revenues directly associated with the reimbursement.

- Per Board Policy 3.8.3, the Board is to develop its cost of governance budget by June 30 each year. The FY2023 cost of governance budget is included in Other Expenses and is based on historical budgets and spending at \$35,000. This amount is equal to the FY2022 Budget and will be reviewed with the Governance Committee for a final budget estimate.

## Revenues

As illustrated in Figure 15, FY2022 Operating Revenues are budgeted at **\$67,182,470**, a 1.2% decrease from the FY2022 budget year.



Operating revenues are primarily generated by a combination of user fees, contractual service agreements and several sources of public funding. Descriptions of major revenue sources and key budget assumptions are as follows:

- **Passenger fares:** TheRide collects fares according to a Board-approved fare structure, paid either by passengers or by organizations (TheRide’s purchase-of fare partners) on their behalf. As detailed in the *Appendix 8.4*, fares vary based on service type (fixed route, A-Ride, etc.), rider category (Full Fare, Reduced Fare-Youth/Senior/Disability, etc.), and fare product (Token, 30-Day Pass, etc.). Fares may be paid by purchasing a token, pass, or mobile ticket in advance; by presenting an organization-paid pass; or by paying cash upon boarding. Purchase-of-fare partners are eligible to receive bulk purchase discounts and often provide additional discounts or free fares to their members. The FY2023 budget anticipates purchase-of-fare partnerships with Ann Arbor Downtown Development Authority (DDA), Ann Arbor Public Schools, Eastern Michigan University, University of Michigan, Washtenaw Community College, and several employers participate in the getDowntown go!pass program.

Passenger fare revenue is expected to be 1.9% less than budgeted in FY2022 budget due to a lag in ridership recovery compared to prior year projections. As demonstrated in Figure 5, actual Fixed Route ridership is expected to increase in FY2023, compared to the current year, and is expected to be slightly under what was budgeted in FY2022. Revenues are budgeted consistently with ridership projections.

- **Contract Revenues:** TheRide enters into purchase-of-service agreements with Pittsfield, Scio, and Superior Townships to provide fixed-route and/or demand-response services in their communities. An additional contract with the Ann Arbor Downtown Development Authority supports getDowntown program operations. Pass-through contract revenue for nonurban service provided by People’s Express and Western-Washtenaw Area Value Express (WAVE) is associated

with state-led rural programs and offset by both agencies' operating expenses without a net impact on TheRide's budget.

Contract revenue has increased 7.8% due to higher local contributions expected for the D2A2 and Nonurban services (People's Express).

- Local property taxes: TheRide receives property tax revenue from the Cities of Ann Arbor and Ypsilanti and the Charter Township of Ypsilanti ("Ypsilanti Township"). There are two sources of revenue received from the City of Ann Arbor (a perpetual 2.5 mill levy written into the city's Charter in 1974, and a .7 mill tax (2018 public transportation improvement millage)). There are also two sources of revenue received from the City of Ypsilanti (a perpetual .9789 mills written into the city's Charter for public transit purposes in 2010, and a .7 mill tax (2018 public transportation improvement millage)). There is one source of revenue received from Ypsilanti Township (a .7 mill tax (2018 public transportation improvement millage)).

The Board of Directors authorizes the levy of ad valorem property taxes, as required to be adjusted for the Headlee Amendment (Headlee) under Michigan State Law, for the purpose of providing public transportation services.

Property tax revenues for 2023 are anticipated to be approximately 3.0% higher than projected actual property tax revenues of \$18.5 million in 2022. The budget variance shows a year-over-year decrease because actual revenues for FY2022 were lower than budgeted.

- State operating assistance: revenue is projected to increase in FY2023 by 2.1% due to a slight increase in the projected reimbursement rate based on historical performance. The budgeted state operating assistance reimbursement rate is 29.0% of eligible operating expenses. See *Appendix 8.5* for further details on State and Federal funding sources.
- Other federal operating assistance: will increase as a result of additional utilization of capital cost of contracting (5307 Operating) funding.
- Federal relief revenues: Federal pandemic relief funds (CARES Act, CRRSAA and ARP funding) will be utilized to reimburse all eligible operating expenses and to replace lost fare revenues related to the coronavirus pandemic. The estimated use of federal pandemic relief funds is \$17.3 million in FY2023. The use of federal pandemic relief funds is anticipated to result in a surplus of \$11.8 million of local property tax funds, which will be placed into capital reserve.

## Contingencies

There is still a fair amount of uncertainty regarding revenues and expenses, particularly the impact of expense assumptions due to inflationary factors, impacts of workforce challenges, and impacts of state and local funding. The FY2023 Budget proposal is likely to change before a recommended budget is presented to the Board for adoption. The following revenues and expenses are likely to change:

- Fare revenue and contract revenue may vary based upon ridership projections
- Property tax collections could be higher or lower than anticipated
- State operating and capital contributions will depend upon the state's budget adoption, which isn't likely to occur before early September

- Fuel, materials, and supplies costs may be adjusted based on impacts of inflation
- Purchased transportation costs may vary while finalizing the A-Ride contract
- Updated assumptions related to Corporate Business Plan initiatives and acceleration of elements of the millage proposal

The assumptions in the Draft FY2023 Budget represent the staff's best attempts to make financial projections using the economic inputs available to us from our industry, local, state, and federal leaders. State law allows adopted budgets to be amended, offering adequate flexibility to accommodate changing budgetary needs as the year progresses.

The following table illustrates the details of the adopted FY2023 budget, along with comparisons to previous years.

**Figure 16: 2023 Operating Budget Detail (with Prior Year Comparisons)**

	FY2021	FY2022	FY2023	2023 vs. 2022 Change	
	Actual	Budget	Draft Budget	\$	%
<b>OPERATING REVENUES</b>					
Passenger Revenue	\$ 1,624,502	\$ 4,165,723	\$ 4,085,548	\$ (80,175)	-1.9%
Local Property Tax Revenue	17,991,318	19,258,842	19,070,301	(188,541)	-1.0%
POSA & other Governmental Partners	1,288,708	1,721,873	1,855,668	133,795	7.8%
State Operating Assistance	13,338,529	16,914,298	17,277,588	363,290	2.1%
Federal Operating Assistance	1,350,000	3,000,000	3,000,000	-	0.0%
Other Federal Conditional Assistance	1,329,208	3,878,890	4,091,317	212,427	5.5%
CARES/CRRSAA/ARP	17,100,201	18,653,477	17,277,770	(1,375,707)	-7.4%
Advertising, Interest, and Other	1,014,866	391,000	524,279	133,279	34.1%
<b>TOTAL REVENUES</b>	<b>\$ 55,037,332</b>	<b>\$ 67,984,103</b>	<b>\$ 67,182,471</b>	<b>\$ (801,632)</b>	<b>-1.2%</b>
<b>OPERATING EXPENSES</b>					
<b>PERSONNEL</b>					
Operators Salaries & Wages	\$ 10,072,287	\$ 11,945,463	\$ 12,245,872	\$ 300,409	2.5%
Other Salaries & Wages	2,943,572	3,425,808	3,511,087	85,279	2.5%
Administration Salaries & Wages	5,088,377	5,399,078	5,967,652	568,574	10.5%
<b>Subtotal - Personnel</b>	<b>\$ 18,104,235</b>	<b>\$ 20,770,350</b>	<b>\$ 21,724,611</b>	<b>\$ 954,261</b>	<b>4.6%</b>
Fringe Benefits	6,824,476	7,850,851	8,089,499	238,647	3.0%
<b>Total Salaries &amp; Wages</b>	<b>\$ 24,928,712</b>	<b>\$ 28,621,201</b>	<b>\$ 29,814,110</b>	<b>\$ 1,192,909</b>	<b>4.2%</b>
<b>OTHER EXPENSES</b>					
Salaries, Wages and Benefits	\$ 24,928,712	\$ 28,621,201	\$ 29,814,110	\$ 1,192,909	4.2%
Purchased Transportation	5,943,543	14,704,408	12,225,840	(2,478,568)	-16.9%
Diesel Fuel and Gasoline	1,100,612	2,400,000	3,480,000	1,080,000	45.0%
Materials and Supplies	2,229,069	3,036,300	2,762,723	(273,577)	-9.0%
Contracted Services	3,084,422	3,596,874	3,504,382	(92,492)	-2.6%
Utilities	676,261	675,200	661,056	(14,144)	-2.1%
Casualty & Liability Insurance	1,314,924	1,450,000	1,560,000	110,000	7.6%
Other Expenses	1,600,633	1,281,868	1,401,790	119,922	9.4%
<b>TOTAL EXPENSES</b>	<b>\$ 40,878,176</b>	<b>\$ 55,765,851</b>	<b>\$ 55,409,900</b>	<b>\$ (355,951)</b>	<b>-0.6%</b>
<b>SURPLUS (DEFICIT)</b>	<b>\$ 14,159,156</b>	<b>\$ 12,218,252</b>	<b>\$ 11,772,571</b>	<b>\$ (445,681)</b>	<b>\$ (0)</b>
Operating Reserve Transfer	(2,220,556)	-	-	-	
Capital Reserve Transfer	(11,938,600)	(12,218,252)	(11,772,571)	445,681	-3.6%
<b>OPERATING BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

### Basis of Budgeting

The 2023 operating and capital budget has been prepared on the full accrual basis of accounting, which is the same method used for accounting for the general fund, and for the production of the financial statements. The only difference between the financial statements and the budget is that depreciation expense is not included in the operating budget since it is a booked expense which does not affect the

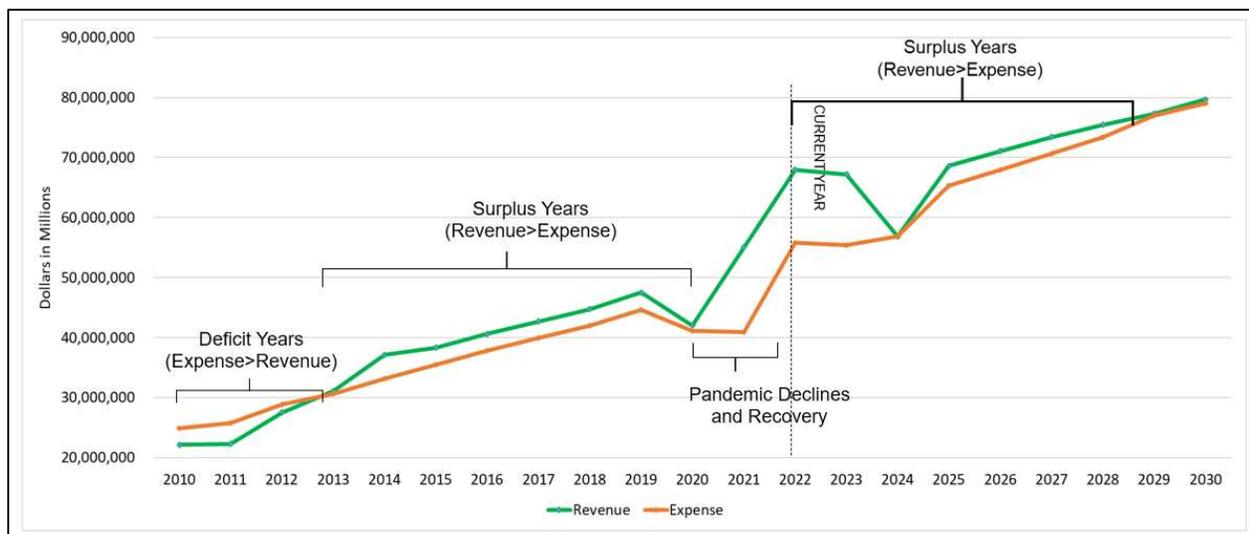
general fund balance, operating reserve, or capital budget. Depreciation expense is included in the annual audited financial statements.

### Long-Term Financial Context: 2010-2030

The Board’s policies require the annual budget to be contextualized within a multi-year forecast of costs and revenues (Policy 2.4). The FY2023 budget and 7-year forecast for subsequent years is detailed on the next page.

The graph below compares historic (11-year actuals), FY2022 projected actuals, and forecasted financials to provide context for the FY2023 budget. After historical operating deficits consumed much of TheRide’s financial capacity prior to 2013 as the organization expanded, new funding helped restore fiscal strength until just before the pandemic outbreak. TheRide’s reserve coffers were finally at the policy target in late FY2019 after experiencing low balances for several years.

**Figure 17: Financial Performance (Historic, Current, Forecast)**



At the onset of the pandemic in 2020, revenues declined and cost-cutting measures including staff reductions and suspended transit service were enacted in response. Federal pandemic relief funds helped to gradually restore service in late FY2020 continuing through FY2021, and helped assure mid-term financial sustainability. By 2022, service recovery was restored to pre-pandemic levels and due to pandemic relief funding, operating surpluses are projected from FY2021 to FY2023, with the surplus local funds being rededicated to the established capital reserve. However, operating deficits were predicted from FY2024 to 2029 until TheRide addressed the issue with the 2022 millage proposal.

The following table details projected operating revenue and expense projections for the next seven years.

**Figure 18: 2023 Operating Budget (with 7 Year Forecast)**

<b>Operating Revenues</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
Passenger Fares	\$ 4,165,723	\$ 4,085,548	\$ 4,894,249	\$ 5,991,405	\$ 6,398,574	\$ 6,703,213	\$ 6,970,694	\$ 7,209,408	\$ 7,419,580
Contract Revenues	1,721,873	1,855,668	1,893,365	1,931,556	1,970,368	2,009,907	2,050,189	2,091,230	2,153,967
Local Property Taxes**	19,258,842	19,070,301	22,466,285	36,585,660	37,602,958	38,648,368	39,337,002	39,645,195	40,834,551
State Operating Assistance	16,914,298	17,277,588	17,676,472	20,148,544	20,950,890	21,745,003	22,573,333	23,629,689	24,410,802
Federal Operating Assistance	3,000,000	3,000,000	1,144,040	-	-	-	-	-	-
Other Federal Operating	3,878,890	4,091,317	4,014,825	3,516,166	3,674,418	3,842,205	4,020,198	4,209,119	4,332,455
CARES/CRRSAA/ARP	18,653,477	17,277,770	4,308,448	-	-	-	-	-	-
Other Revenues	391,000	524,279	440,258	451,541	463,136	475,054	487,301	499,890	514,887
<b>Total Operating Revenues</b>	<b>\$ 67,984,103</b>	<b>\$ 67,182,471</b>	<b>\$ 56,837,942</b>	<b>\$ 68,624,871</b>	<b>\$ 71,060,345</b>	<b>\$ 73,423,749</b>	<b>\$ 75,438,717</b>	<b>\$ 77,284,531</b>	<b>\$ 79,666,242</b>
<b>Operating Expenses</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
Salaries, Wages, Benefits	\$ 28,621,201	\$ 29,814,110	\$ 30,224,675	\$ 31,305,087	\$ 32,484,296	\$ 33,560,911	\$ 34,672,076	\$ 35,832,580	\$ 36,543,456
Purchased Transportation	14,704,408	12,225,840	12,803,861	13,481,763	14,172,942	14,859,376	15,583,412	16,308,566	17,289,855
Fuel, Material, Supplies	5,436,300	6,242,723	6,399,649	6,650,736	6,911,746	7,219,574	7,541,197	8,077,181	8,228,800
Contracted Services	3,596,874	3,504,382	2,690,602	2,874,651	2,958,197	3,044,195	3,129,412	3,466,522	2,770,777
Other Expenses	3,407,068	3,622,846	3,552,421	3,775,927	4,018,678	4,282,062	4,568,031	4,883,198	5,242,824
Millage Initiatives	-	-	1,161,653	7,197,845	7,434,200	7,678,146	7,930,850	8,406,701	8,911,103
<b>Total Operating Expenses</b>	<b>\$ 55,765,851</b>	<b>\$ 55,409,900</b>	<b>\$ 56,832,861</b>	<b>\$ 65,286,009</b>	<b>\$ 67,980,059</b>	<b>\$ 70,644,264</b>	<b>\$ 73,424,978</b>	<b>\$ 76,974,748</b>	<b>\$ 78,986,815</b>
<b>Surplus (Deficit)</b>	<b>\$ 12,218,252</b>	<b>\$ 11,772,571</b>	<b>\$ 5,080</b>	<b>\$ 3,338,863</b>	<b>\$ 3,080,285</b>	<b>\$ 2,779,484</b>	<b>\$ 2,013,739</b>	<b>\$ 309,783</b>	<b>\$ 679,427</b>
Reserve Transfers (Capital/Operating)	(12,218,252)	(11,772,571)	(5,080)	(3,338,863)	(3,080,285)	(2,779,484)	(2,013,739)	(309,783)	(679,427)
<b>Operating Balance</b>	<b>\$ -</b>								

**10-Year Capital Plan**

“Capital” expenditures are defined as assets purchased with an initial cost of more than \$5,000 and an estimated useful life greater than one year. Such assets include land, buildings, vehicles, and equipment, which are recorded at historical cost. Improvements expected to extend the useful lives of existing assets are capitalized. The costs of normal maintenance and repairs are not capitalized.

Every year TheRide produces a rolling 10-year plan to help organized anticipated major capital expenses. While a 10-year perspective is helpful context, the Board only authorizes one year of expenditures at a time, in this case for FY2023. The remaining nine years are considered placeholders and are subject to change. During the coming year, the 10-year capital plan may need to be adjusted to better reflect the final priorities of the ongoing Long-Range Plan.

The table below summarizes the adopted capital program for FY2023 and beyond until FY2031. While projects include the *Advancing the Long-Range Plan* priorities, their purpose is further organized by priorities of State of Good Repair, Value Added, Expansion, or Research and Development. The priority for capital investments is to maintain State of Good Repair as the highest priority, and Value Added and Expansion as the second highest priorities, funds permitting.

**Figure 19: Capital Plan Projects and Funding Sources**

<b>CAPITAL PROJECTS</b>	<b>FY2023 Budget</b>	<b>FY2024-FY2032 Program</b>
State of Good Repair	\$14,621,000	\$88,761,109
Value Added	\$995,000	\$23,677,639
Research & Development	\$25,000	\$225,000
Expansion	\$1,135,000	\$201,991,000
<b>TOTAL EXPENSES</b>	<b>\$16,776,000</b>	<b>\$314,654,748</b>
<b>FUNDING SOURCES</b>	<b>FY2023 Budget</b>	<b>FY2024-FY2032 Program</b>
State & Federal Grants	\$16,451,000	\$157,286,681
Federal Earmark	\$300,000	\$0
Local Capital Reserve/Share	\$25,000	\$43,659,658
Unidentified Funding	\$0	\$113,708,409
<b>TOTAL REVENUE</b>	<b>\$16,776,000</b>	<b>\$314,654,748</b>
<b>UNIDENTIFIED FUNDING PORTION</b>	<b>FY2023 Budget</b>	<b>FY2024-FY2032 Program</b>
Unidentified Funding %	0%	36%

The detailed 10-year Capital Plan incorporates projects identified in the Board-approved Long-Range Plan. Detailed projects and funding are provided in Figure 20.



**Figure 20: 10-Year Capital Plan**

\$ in thousands		FY23 Budget	FY24-32 Program										
Category	Project Description	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	Total	
<b>STATE OF GOOD REPAIR</b>	Vehicles	5,520,000	5,609,600	5,777,888	5,951,225	6,129,761	6,313,654	6,503,064	6,698,156	6,899,100	7,106,073	60,682,448	
	Equipment	419,000	434,570	447,427	460,580	474,037	487,808	502,443	517,516	533,041	545,164	4,681,423	
	Existing Facilities	8,447,000	3,615,000	2,890,000	2,690,000	2,690,000	2,690,000	2,690,000	2,690,000	2,690,000	2,690,000	31,732,000	
	Information Technology	235,000	435,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,620,000	
	<b>Category Total</b>	<b>14,621,000</b>	<b>10,094,170</b>	<b>9,315,315</b>	<b>9,301,805</b>	<b>9,493,799</b>	<b>9,691,463</b>	<b>9,895,507</b>	<b>10,105,672</b>	<b>10,322,142</b>	<b>10,541,238</b>	<b>99,715,871</b>	
<b>VALUE ADDED</b>	Technology Upgrades [ITS, Smart Card]	250,000	150,000	2,150,000	2,150,000	2,150,000	2,150,000	150,000	150,000	150,000	150,000	9,700,000	
	Zero-Emission Vehicles [Costs Pending Study]	-	-	-	-	-	-	-	-	-	-	-	
	Bus Stop Improvements	445,000	350,000	327,639	250,000	250,000	250,000	300,000	300,000	300,000	300,000	2,842,639	
	Bus Lane Improvements & Other	300,000	500,000	1,200,000	1,000,000	1,000,000	1,000,000	2,000,000	2,000,000	2,000,000	1,000,000	11,000,000	
	<b>Category Total</b>	<b>995,000</b>	<b>1,000,000</b>	<b>3,677,639</b>	<b>3,400,000</b>	<b>3,400,000</b>	<b>3,400,000</b>	<b>2,450,000</b>	<b>2,450,000</b>	<b>2,450,000</b>	<b>1,450,000</b>	<b>23,542,639</b>	
<b>RESEARCH &amp; DEVELOPMENT</b>	Emergent R&D	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000	
	<b>Category Total</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>250,000</b>	
<b>EXPANSION</b>	<b>Bus Garage</b>	Land Acquisition	-	-	-	1,500,000	-	-	-	-	-	1,500,000	
		Planning, NEPA, & Design	100,000	350,000	750,000	800,000	3,000,000	3,500,000	-	-	-	-	8,500,000
		Construction	-	-	-	-	-	-	25,000,000	30,000,000	10,000,000	-	65,000,000
		<b>Garage Subtotal</b>	<b>100,000</b>	<b>350,000</b>	<b>750,000</b>	<b>2,300,000</b>	<b>3,000,000</b>	<b>3,500,000</b>	<b>25,000,000</b>	<b>30,000,000</b>	<b>10,000,000</b>	<b>-</b>	<b>75,000,000</b>
	<b>Ypsilanti Transit Center</b>	Land Acquisition	-	1,000,000	-	-	-	-	-	-	-	-	1,000,000
		Planning, NEPA, & Design	585,000	965,000	800,000	-	-	-	-	-	-	-	2,350,000
		Construction	-	-	5,000,000	10,150,000	-	-	-	-	-	-	15,150,000
	<b>YTC Subtotal</b>	<b>585,000</b>	<b>1,965,000</b>	<b>5,800,000</b>	<b>10,150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18,500,000</b>
	<b>Blake Transit Center</b>	Planning, NEPA, & Design	-	330,000	-	-	-	-	-	-	-	-	330,000
		Construction Contribution	-	-	1,500,000	1,800,000	300,000	570,000	-	-	-	-	4,170,000
	<b>BTC Subtotal</b>	<b>-</b>	<b>330,000</b>	<b>1,500,000</b>	<b>1,800,000</b>	<b>300,000</b>	<b>570,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,500,000</b>
	<b>Bus Rapid Transit</b>	Planning, NEPA, & Design	150,000	350,000	400,000	350,000	4,000,000	3,000,000	150,000	350,000	500,000	500,000	9,250,000
		Construction & Vehicles	-	-	-	-	-	1,750,000	25,950,000	25,000,000	25,550,000	-	78,250,000
	<b>BRT Subtotal</b>	<b>150,000</b>	<b>350,000</b>	<b>400,000</b>	<b>350,000</b>	<b>4,000,000</b>	<b>4,750,000</b>	<b>26,100,000</b>	<b>25,350,000</b>	<b>26,050,000</b>	<b>500,000</b>	<b>-</b>	<b>87,500,000</b>
	<b>Information Technology</b>	New Fare Technology	-	-	-	-	200,000	700,000	2,100,000	1,000,000	-	-	4,000,000
		Customer Experience Technology	100,000	100,000	100,000	100,000	100,000	150,000	120,000	120,000	120,000	120,000	1,130,000
		First and Last Mile Solutions	-	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	720,000
		Operational Innovations	200,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	3,350,000
		<b>Information Technology Subtotal</b>	<b>300,000</b>	<b>530,000</b>	<b>530,000</b>	<b>530,000</b>	<b>730,000</b>	<b>1,280,000</b>	<b>2,650,000</b>	<b>1,550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>9,200,000</b>
	Transit Hubs	-	-	-	-	100,000	200,000	1,000,000	1,000,000	-	-	300,000	2,600,000
Additional Vehicles for Service Expansion	-	62,000	-	62,000	-	-	1,963,000	1,254,000	146,000	1,839,000	-	5,326,000	
<b>Category Total</b>	<b>1,135,000</b>	<b>3,587,000</b>	<b>8,980,000</b>	<b>15,192,000</b>	<b>8,130,000</b>	<b>10,300,000</b>	<b>56,713,000</b>	<b>59,154,000</b>	<b>36,746,000</b>	<b>3,189,000</b>	<b>202,626,000</b>		
<b>EXPENSE TOTAL</b>		<b>16,776,000</b>	<b>14,706,170</b>	<b>21,997,954</b>	<b>27,918,805</b>	<b>21,048,799</b>	<b>23,416,463</b>	<b>69,083,507</b>	<b>71,734,672</b>	<b>49,543,142</b>	<b>15,205,238</b>	<b>331,430,748</b>	
<b>Funding Sources</b>		<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2026</b>	<b>FY2027</b>	<b>FY2028</b>	<b>FY2029</b>	<b>FY2030</b>	<b>FY2031</b>	<b>FY2032</b>	<b>Total</b>	
<b>FORECASTED:</b>													
5307 Federal + State Match		10,635,767	10,000,321	17,002,508	16,650,837	13,709,548	13,983,738	14,263,413	14,548,681	14,839,655	11,466,772	137,101,240	
5339 Federal + State Match		3,372,220	1,163,859	1,187,137	1,210,879	1,235,097	1,259,799	1,284,995	1,310,695	1,336,909	1,363,647	14,725,237	
CMAQ Federal + State Match		1,667,790	1,716,990	1,785,670	1,857,096	1,931,380	2,008,635	2,088,981	2,172,540	2,259,441	2,349,819	19,838,342	
5310 Federal + State Match		100,000	-	-	-	-	-	-	-	-	-	100,000	
STBG Flex Federal + State Match		375,230	300,000	277,639	-	-	-	-	-	-	-	952,869	
State Initiatives (TSP)		300,000	500,000	220,000	-	-	-	-	-	-	-	1,020,000	
Federal Earmark		300,000	-	-	-	-	-	-	-	-	-	300,000	
Local Capital Reserve/Share		25,000	1,025,000	1,525,000	8,199,992	4,172,774	6,164,290	22,497,602	25,000	25,000	25,000	43,684,658	
<b>UNIDENTIFIED:</b>													
Other		(7)	-	-	-	-	-	28,948,516	53,677,756	31,082,137	-	113,708,402	
<b>REVENUE TOTAL</b>		<b>16,776,000</b>	<b>14,706,170</b>	<b>21,997,954</b>	<b>27,918,805</b>	<b>21,048,799</b>	<b>23,416,463</b>	<b>69,083,507</b>	<b>71,734,672</b>	<b>49,543,142</b>	<b>15,205,238</b>	<b>331,430,748</b>	

## FY2023 Adopted Capital Budget

The table below lists the approved capital investments for FY2023 only. Details for each project can be found in the *Appendix (page 39)*.

**Figure 21: Adopted FY2023 Capital Plan**

Category	Project Description	FY2023
<b>State of Good Repair</b>	Vehicles	\$5,520,000
	Equipment	\$419,000
	Existing Facilities	\$8,447,000
	IT Hardware and Software Replacement	\$235,000
	<b>Sub-total</b>	<b>\$14,621,000</b>
<b>Value Added</b>	Technology Upgrades	\$250,000
	Bus Stop Improvements	\$445,000
	Bus Lane Improvements & Other	\$300,000
	<b>Sub-total</b>	<b>\$995,000</b>
<b>Research and Development</b>	Emergent R&D Projects	\$25,000
	<b>Sub-total</b>	<b>\$25,000</b>
<b>Expansion</b>	Bus Garage	\$100,000
	Ypsilanti Transit Center	\$585,000
	Bus Rapid Transit	\$150,000
	Information Technology	\$300,000
	<b>Sub-total</b>	<b>\$1,135,000</b>
<b>Capital Costs Total</b>		<b>\$16,776,000</b>

Approved capital projects and funding sources for FY2023 and the 10-year plan are explained in more detail in Appendices two and five.

## Sources of Capital Funding

The capital program is funded through a combination of local, state, and federal sources as listed at the bottom of the table on the previous page and summarized below for FY2023. Additional information is available in the *State and Federal Grants Primer*, see the *Appendix (page 53)*.

**Figure 22: Capital Funding Sources**

Sources of Capital Funds	FY2023
<p><b>Local Capital Reserve/Share</b> TheRide’s own cash and investments budgeted for research and development projects in FY2023. A capital reserve was established in FY2021 with local funds as a result of additional pandemic relief that has been and will be received.</p>	\$25,000
<p><b>Federal STBG Flex</b> Federal Surface Transportation Block Grant (STBG) funding provided to states and localities for road projects. Washtenaw Area Transportation Study (WATS) has transferred a portion to FTA Section 5307 for pedestrian/bus stop improvements.</p>	\$300,000
<p><b>State Initiatives (TSP)</b> State funding MDOT awarded for the Transit Signal Priority project, continuing work started last year. Project listed in the Technology Upgrades line.</p>	\$300,000
<p><b>State Capital Match</b> State Comprehensive Transportation Fund (CTF) capital funding for 20% local share required by federally funded capital projects (STBG, 5307, 5310, 5339, CMAQ, Discretionary).</p>	\$3,230,000
<p><b>Federal 5307 Formula</b> Federal urbanized formula support for transit capital projects. Supports state of good repair projects, bus stop improvements, technology upgrades, and expansion efforts.</p>	\$8,509,000
<p><b>Federal 5310 Formula</b> Federal formula for mobility of seniors and people with disabilities. Supports capital purchases and operating activities designed to serve these populations.</p>	\$80,000
<p><b>Federal 5339 Formula</b> Federal formula for buses and bus facilities, will support state of good repair vehicle replacements and facility rehabilitations.</p>	\$2,698,000
<p><b>Federal CMAQ</b> Federal highway funding for Congestion Mitigation/Air Quality (CMAQ) improvement, transferred by the Southeast Michigan Council of Governments (SEMCOG) for transit projects in Washtenaw County. Supports large bus replacements.</p>	\$1,334,000
<p><b>Federal Earmark</b></p>	\$300,000
<p><b>Unidentified/Discretionary</b> A placeholder in the capital budget for federal discretionary awards, also known as competitive FTA grants, that will support capital projects.</p>	\$0
<b>Total</b>	<b>\$16,776,000</b>

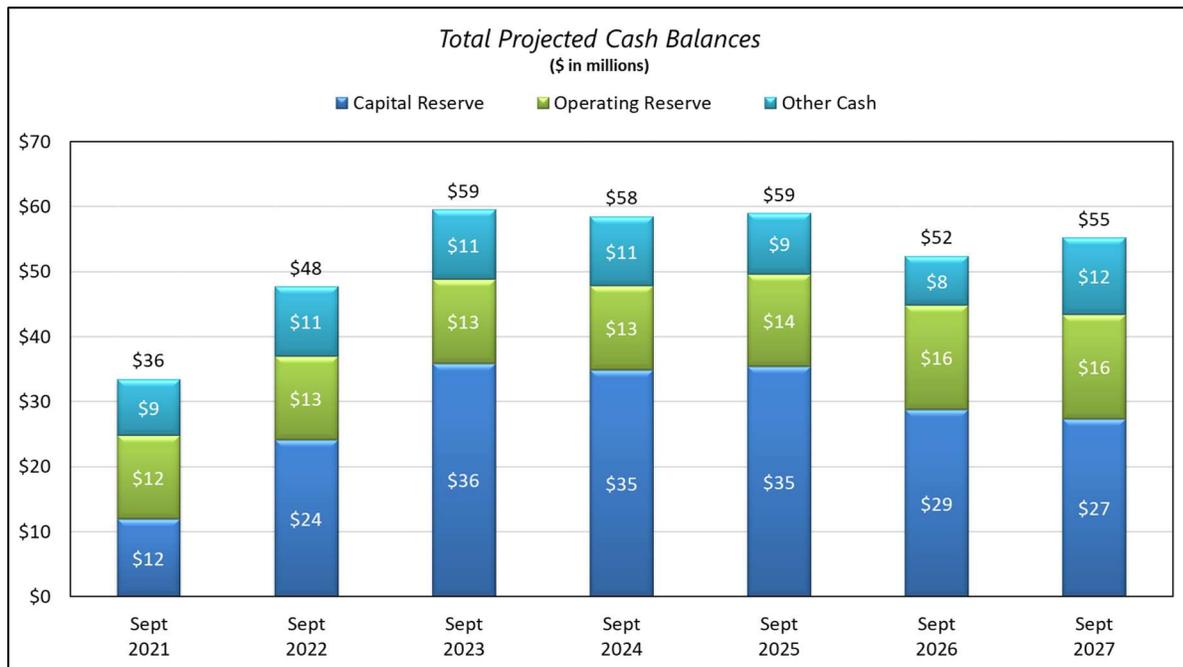
# 7. Impacts of 2023 Budget

## Projected General Fund and Cash Balances

The fund balance will start the new fiscal year (October 1, 2022) near the net position of \$98 million with most assets in capital, cash, and investments. The FY2023 closing fund balance is expected to grow about \$12 million based on the projected FY2023 operating surplus amount and continuation of low liability balances. The growth in the fund balance is a direct result of the Board-approved strategy to establish a capital reserve with local funds as federal pandemic relief funds are utilized for operating purposes.

TheRide’s cash balance will fluctuate through the year with the highest level in August and/or September and gradual spending over the fiscal year. See projected cash balances at the end of FY2022 to FY2027 (September) with the historical cash balance as of the end of FY2021. In addition to total projected cash, the stacked bar chart shows the projected capital reserve, operating reserve, and other cash balances. Other cash represents the insurance reserve of \$500,000, cash needed for daily operations, and any restricted cash. See further details on the operating reserve and capital reserves below.

**Figure 23: Total Projected Cash Balances**

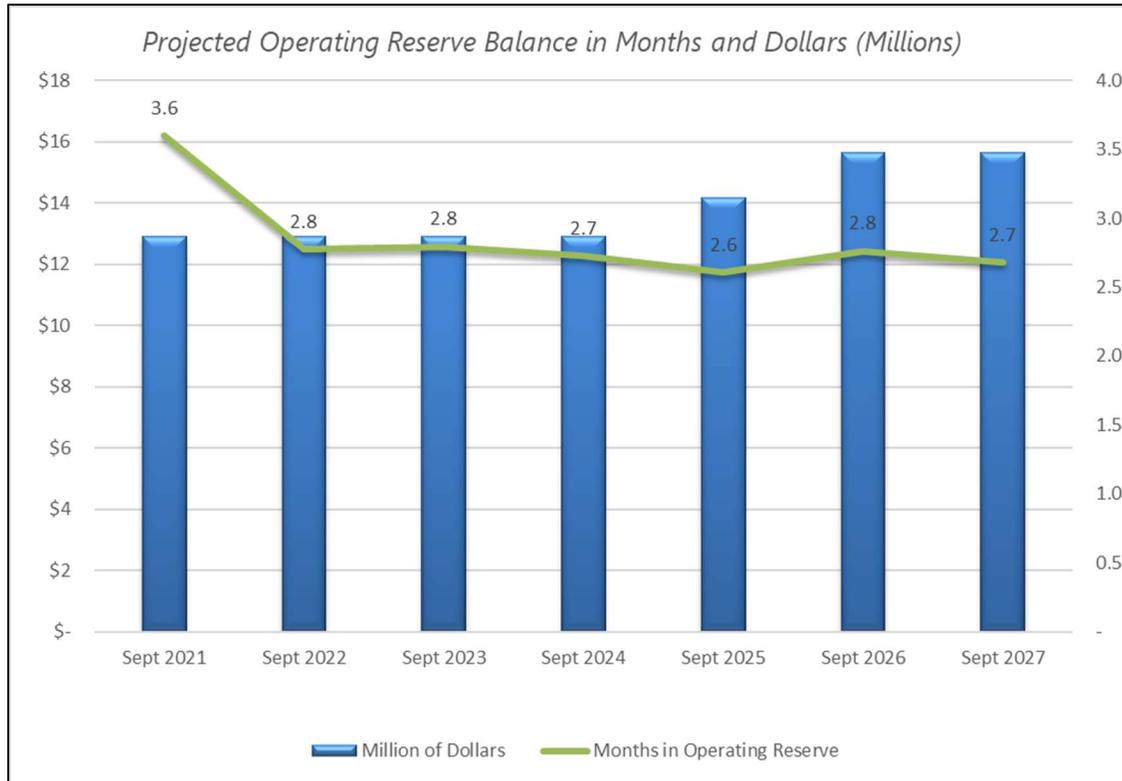


## Projected Operating Reserve Balance

The projected operating reserve is the cash and investment balance of the unrestricted net position on the statement of net position (balance sheet) that has been committed to operational use. TheRide expresses the reserve in terms of a dollar amount (balance) and the number of months of operations it

can support. The Government Finance Officers Association (GFOA) recommends that reserve balances in the public sector should be able to support 2 to 3 months of operations. TheRide’s target reserve balance is 2.5 months, which is about \$11.6 million to support a \$55.4 million budget as adopted for FY2023. This target level is expected to be maintained through FY2027 and beyond.

**Figure 24: Projected Operating Reserves**



**Projected Capital Reserve Balance**

The projected capital reserve is the cash and investment balance of the unrestricted net position that has been committed to capital use. The capital reserve will be funded from local operating surplus dollars from FY2021 to FY2023 as federal pandemic relief funds are used for operating purposes. From FY2024 to FY2029, the capital reserve will also be funded from local operating surplus dollars because of the new millage rate that passed for FY2024 to FY2029. The below table represents the expected capital reserve funding timing, use of funds, and the remaining capital reserve balance from FY2021 to FY2030. See the 10-year Capital Plan for more details on the capital projects that will utilize these funds.

**Figure 25: Projected Capital Reserve Activity**

(\$ in thousands)	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	Total
Capital Reserve Funding (from Operating Surplus)	\$ 11,939	\$ 12,218	\$ 11,773	\$ 5	\$ 2,039	\$ 1,580	\$ 2,779	\$ 1,014	\$ 310	\$ -	\$ 43,657
Use of Capital Reserve for Capital Projec	-	-	25	1,025	1,525	8,200	4,173	6,164	22,498	25	43,635
<b>Remaining Capital Reserve Amount</b>	<b>\$ 11,939</b>	<b>\$ 24,157</b>	<b>\$ 35,904</b>	<b>\$ 34,885</b>	<b>\$ 35,398</b>	<b>\$ 28,779</b>	<b>\$ 27,385</b>	<b>\$ 22,235</b>	<b>\$ 47</b>	<b>\$ 22</b>	<b>\$ 22</b>

## 8. Appendices

## 8.1 FY2023 Initiatives

This section provides descriptions of operating and capital initiatives that will help to advance the priorities of the Corporate Business Plan, *Advancing the Long-Range Plan*, and achieve the Board's *Ends Policies*. Initiatives below are listed under the priorities of retaining and attracting ridership, implementing the long-range plan and agency-wide continuous improvements.

**Retain and Attract Ridership:** With the pandemic, ridership dramatically dropped. Although it is slowly increasing, TheRide is encouraging ridership by offering contactless payment options, conducting 'rebuild ridership' campaigns, staffing bus routes etc. The Long-Range Plan intends to continue this effort by providing faster services across networks, increase off-peak services, increases frequencies with the intent of increasing ridership by 150%-165%. Key initiatives to support this priority include:

- Campaign to rebuild ridership
- Advances in contactless payment
- Replacing aging buses

**Implementing the Long-Range Plan:** Long-Range Plan lays out a shared vision and strategy for transit over the next 25 years. It focuses on improving social equity by increasing access to jobs and housing, while also contributing to a cleaner environment and a vibrant economy. The result will be a more competitive transit system that will grow ridership, resulting in a more sustainable and vibrant community. Key initiatives to support this priority include:

- Upgrades to the Ypsilanti Transit and Blake Transit Centers
- Starting new services
- Bus Rapid Transit and garage expansion
- Transit Signal Priority
- Develop legislative agenda

**Agency-wide continuous improvements:** One of TheRide's business principles is 'Excellence' which is defined as continuously renewing our commitment to perform well beyond set standards. TheRide prides itself in being compliant with federal, state, and local regulations but it desires and works on continuously doing and being better. Key initiatives to support this priority include:

- Technology upgrades and improvements
- Equity considerations
- Zero emissions fleet improvements, including support vehicles
- Zero emissions support vehicles

## 8.2 FY2023 Capital Descriptions

Capital Plan aligns with the Board approved Long-Range Plan and includes projects identified in the Long-Range plan that fall within the 10-year planning period. The capital plan is organized by priorities of State of Good Repair, Value Added, Expansion, and Research and Development. This year, it is important to highlight the Expansion projects for both terminals, so that information is presented first.

**Expansion:** Projects in this category add capacity to implement new services or add other capacities to the organization.

- **Ypsilanti Transit Center and Blake Transit Center Planning:** Longstanding aspirations, the expansions of the two bus terminals have been highlighted in budget documents since FY2018. Staff are seeking Board authorization to move forward with more specific implementation planning for separate work on each facility. Both projects may require formal Board approval during FY2023 and significant capital costs in the future, although the planning work in the FY2023 budget does not obligate the Board to continue with either project (Policies 1.0, 2.1, 2.2, 2.4, 2.7, 2.10, 2.11).
  - **Ypsilanti Transit Center (YTC):** \$585,000 to support formal NEPA studies (environmental impact studies) necessary to refine the facility design and prepare the project to compete for federal funds and land acquisition. This will include discussions with the City, adjacent landowners, and the public.
  - **Blake Transit Center (BTC):** TheRide has been working with the Ann Arbor Housing Commission and City of Ann Arbor to jointly develop a vision for redeveloping the Y Lot adjacent to the BTC. This vision has advanced rapidly and TheRide staff is requesting \$330,000 to engage our own consultants beginning in FY2024 and continue to conduct work in support of this effort. The City Council has a vision and TheRide Board may need to make a final decision about future expenses beyond FY2024 to pay for TheRide's portion of the project. Present estimates in the 10-Year Capital Plan assume an additional \$4.47 million to support construction.

**State of Good Repair:** Board Policy 2.7 requires the CEO to ensure that the physical assets of TheRide are not risked or under-maintained. To meet this requirement and to comply with federal regulation, TheRide follows a comprehensive Transit Asset Management (TAM) Plan. Updated annually, this plan establishes performance targets to ensure state of good repair for the fleet, equipment, and facilities operated by TheRide and its grant subrecipients. FY2022 projects:

- **Vehicle Replacement:**
  - **Large Bus Replacement:** Eight large transit buses that have reached the end of their useful life will be replaced to maintain service levels and avoid additional maintenance costs. TheRide has resumed its fleet replacement schedule following a deferral in FY2021 due to the pandemic. The 8 clean-diesel replacement buses will be purchased under the current Nova Bus contract. Budget: \$4,880,000 (Policies, 2.1, 2.4, 2.7).
  - **Small/Medium Bus Replacement:** The purchase of four small cutaway buses for the A-Ride paratransit service and one small bus for the GroceryRide shopping access service

are planned to maintain TheRide's accessible mobility services fleet. The replacement vehicles will be procured in FY2023 in accordance with fleet replacement plans. Budget: \$440,000 (Policies 2.1, 2.4, 2.7).

- **Support Vehicles:** The purchase of three support vehicles are planned to maintain TheRide's non-revenue related transportation services. The replacement vehicles will be procured in FY2023 in accordance with the fleet replacement plans. Budget: \$200,000 (Policies 2.1, 2.4, 2.7).
- **Equipment:**
  - **Bus Components:** Vehicle refresh schedules call for replacement of bus components such as engines, transmissions, hybrid drives and batteries, seats, and other major parts needed to maintain the fleet in a state of good repair. Budget: \$319,000 (Policies 2.1, 2.4, 2.7).
  - **Shop Equipment:** A budget for replacement of maintenance equipment and tooling used by mechanics and service crew. Budget: \$100,000 (Policies 2.2, 2.4, 2.7).
- **Existing Facilities:**
  - **Facility Rehabilitation:** Funding is budgeted to address priority maintenance issues at The Dawn Gabay Operations Center (DGOC), the Blake Transit Center (BTC), the Ypsilanti Transit Center (YTC), and TheRide's park-and-ride lots. A backlog of maintenance needs at the DGOC will continue to be addressed, including administrative facility interior renovations and replacement of the HVAC systems and roof over the maintenance facility using funds set aside in 2020 and 2021. Budget: \$7,657,000 (Policies 2.1, 2.2, 2.4, 2.7).
  - **Architecture & Engineering:** Facility rehabilitation projects will be guided by architecture and engineering design consultants who will provide design, engineering, bidding support, and project management. Budget: \$250,000 (Policies 2.1, 2.2, 2.4, 2.7).
  - **Furniture Replacement:** In the last several years, it has been a priority to replace outdated and poor condition furnishings at the DGOC. Significant progress has been made, and furniture replacements will continue to modernize workspaces, improve ergonomic function, and enhance TheRide's objective to be a workplace of choice. Budget: \$40,000 (Policies 2.2, 2.4, 2.7).
- **Information Technology:**
  - **IT Hardware and Software Replacements:** Capital funds are budgeted for the replacement of obsolete or at-risk computers, servers, software, fare collection equipment, and other technology infrastructure aboard buses and in facilities. Budget: \$235,000 (Policies 2.1, 2.2, 2.4, 2.7).

**Value Added:** Projects in this category are focused on finding innovative ways to enhance services, or an existing part of TheRide's operations. Projects include:

- **Technology Upgrades:** State funds are programmed for the Transit Signal Priority project, and additional IT infrastructure investments in switches, firewalls, storage systems, and network monitoring software are planned. Budget: \$250,000 (Policies 1.0, 2.1, 2.2, 2.4, 2.7).

- **Bus Stop Improvements:** Each year investment is needed for replacement and improvement of bus stop infrastructure such as concrete landing pads, safe pedestrian paths, shelters, and other amenities, all with an eye toward ensuring accessibility for riders with disabilities. Staff are coordinating with WATS and Washtenaw County staff to prioritize and plan enhancements along Washtenaw Avenue and throughout TheRide’s service area. Budget: \$445,000 (Policies 2.1, 2.4, 2.7, 2.10).
- **Bus Lane Improvements:** Creating bus lanes and other features to make transit more attractive (relative to other modes) will help increase demand and make transit more efficient. Budget: \$300,000 (Policies 2.1, 2.4, 2.7, 2.10).
- **Zero Emission Vehicles:** This element of the capital plan is a placeholder and no budget has been assigned to date. Further consideration of the Propulsion Study, upon completion, and Board discussions will result in a more defined project and be incorporated into the capital plan based on priority of the project and available funding. (Policies 2.1, 2.4, 2.7, 2.10).

**Research and Development:** Capital funds are reserved for new projects that may develop in 2023. This is a budget placeholder for exploratory projects that could advance the organization’s Ends by leading to new services, infrastructure, or business relationships. Budget: \$25,000 (Policies 1.0, 2.1, 2.2, 2.4, 2.7, 2.10).

## 8.3 Contracts

The Board's Executive Limitations Policy (Policy 2.5.6) authorizes the CEO to award contracts with a value up to \$250,000 and disallows the splitting of purchases or contracts into smaller amounts to avoid this limitation. Listed below are the contracts that are anticipated to be awarded in FY2023. When adopting the budget, the Board may opt to accept all contracts with a value greater than \$250,000 as listed by including them in the budget adoption or may call out specific contracts that the Board wishes to consider for deliberation before acceptance. The largest contract to be awarded in FY2023 is for the replacement of the roof over the bus maintenance section of 2700 S. Industrial Hwy.

**Table 8.3: Budgeted Contracts Summary**

CONTRACT DESCRIPTION	CURRENT PROVIDER	RENEWAL DATE	VALUE OF AWARD (ESTIMATED)	FY2023 BUDGETED EXPENSE
General Corporate Legal Services	Dykema Gossett	9/1/2023	\$ 400,000	\$ 110,000
Labor and Employment Legal Services	Miller Johnson, Bodman	8/16/2023	\$ 250,000	\$ 50,000
Gasoline and Diesel Fuel	Multiple Providers	10/1/2022	\$ 3,100,000	\$ 3,100,000
Bus Advertising Services	Outfront Media Group LLC	4/10/2023	\$ 1,300,000	Revenue Contract
Public Transit Buses	Nova Bus	12/31/2024	\$ 25,000,000	\$ 4,880,000
Natural Gas Supply	Constellation	5/31/2023	\$ 450,000	\$ 148,300
Non-Revenue Vehicle Replacements	New	10/1/2022	\$ 200,000	\$ 200,000
Small/Medium Bus Replacements	New	10/1/2022	\$ 440,000	\$ 440,000
Fleetwide Seating Transition	New	10/1/2022	\$ 350,000	\$ 350,000
Asphalt Repairs, Park and Ride Lots	New	10/1/2022	\$ 300,000	\$ 300,000
Ypsilanti Transit Center Planning and Design	New	10/1/2022	\$ 2,300,000	\$ 600,000
Planning and Engineering Support for Capital Projects	New	10/1/2022	\$ 600,000	\$ 200,000
Washtenaw BRT Planning	New	10/1/2022	\$ 500,000	\$ 150,000
Bus Garage Planning	New	10/1/2022	\$ 500,000	\$ 100,000

## 8.4 Fares

A 2018 Fare Study (Fare Study) was conducted to provide an independent analysis of TheRide's fare structure. The Fare Study determined that the current fare structure has developed organically over many years and is not optimized to advance the Board's Ends. Since the initial study was completed in 2018, it did not include analysis that consider impacts of the pandemic. As a result, staff contracted with Four Nines to refresh the fare model with current assumptions and modeling and to evaluate proposed fare changes. In April 2021 Four Nines provided a Fare Model Refresh Report to staff, which was the basis of staff's recommended fare changes, which were approved by the Board in 2022.

Table 8.4 presents current fares as approved by the Board September 2022. New fares approved at that time are being implemented in August 2022. There are currently no new fares being proposed for FY2023. A comprehensive review of fares will be reviewed in the future.

<b>Table 8.4 - FARES</b>			
<b>FIXED ROUTE FARES</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>
<b><i>Cash Fares</i></b>			
Full Fare Cash	\$1.50	\$1.50	\$1.50
Transfer	Free	Free	Free
<b><i>Reduced Cash Fares</i></b>			
Youth (Grades K-12)	\$0.75	\$0.75	\$0.75
Children (5yrs & Younger)	Free	Free	Free
Fare Deal Card	\$0.75	\$0.75	\$0.75
A-Ride Card	Free	Free	Free
GoldRide Card	Free	Free	Free
<b><i>Passes and Tokens</i></b>			
Day Pass	\$4.50	\$3.00	\$3.00
Reduced Day Pass	N/A	\$1.50	\$1.50
30 Day Pass	\$58.00	\$45.00	\$45.00
30 Day Value Pass (Senior)	\$29.00	\$22.50	\$22.50
30 Day Value Pass (Income Elig.)	\$29.00	\$22.50	\$22.50
30 Day Value Pass (Disability)	\$29.00	\$22.50	\$22.50
30 Day Value Pass (Student)	\$29.00	\$22.50	\$22.50
Full Fare Token	\$1.50	\$1.50	\$1.50
Reduced Fare Token	\$0.75	\$0.75	\$0.75
<b>SPECIAL SERVICES FARES</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>
<b><i>GroceryRide</i></b>			
GroceryRide	\$0.75	\$0.75	\$0.75
<b><i>NightRide</i></b>			
NightRide (Full Fare)	\$5.00	\$5.00	\$5.00
NightRide (go!Pass)	\$3.00	\$3.00	\$3.00

NightRide (Reduced Fare)	\$2.50	\$2.50	\$2.50
NightRide (Surcharge/outside A2)	\$2.00	\$0.00	\$0.00
NightRide (Child age 5 & under)	Free	Free	Free
<b>HolidayRide</b>			
HolidayRide (Full Fare)	\$5.00	\$5.00	\$5.00
HolidayRide (go!Pass)	\$3.00	\$3.00	\$3.00
HolidayRide (Reduced Fare)	\$2.50	\$2.50	\$2.50
HolidayRide (Surcharge/outside A2)	\$2.00	\$0.00	\$0.00
HolidayRide (Child age 5 & under)	Free	Free	Free
<b>FootballRide</b>			
One-Way	\$1.50	\$1.50	\$1.50
Round Trip	\$3.00	\$3.00	\$3.00
<b>EXPRESSRIDE FARES</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>
<b>Cash Fares</b>			
One-Way Cash	\$6.25	\$6.25	\$6.25
Transfer from Fixed Route	\$4.75	\$4.75	\$4.75
<b>Passes and Tickets</b>			
30 Day Commuter Pass	\$125.00	\$125.00	\$125.00
10-Ride Ticket	\$62.50	\$62.50	\$62.50
<b>Reduced Passes</b>			
MRide	\$62.50	\$62.50	\$62.50
go!Pass	\$62.50	\$62.50	\$62.50
*ExpressRide service has been suspended due to the pandemic.			
<b>A-RIDE FARES</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>
<b>Cash Fares</b>			
Advance Reservation	\$3.00	\$3.00	\$3.00
Same Day Reservation	\$4.00	*\$4.00	*\$4.00
Will Call return Trip	\$3.00	\$3.00	\$3.00
Companion Fare	\$3.00	\$3.00	\$3.00
Companion Fare (Youth K-12)	\$1.50	\$1.50	\$1.50
Companion Fare (Age 5 & Under)	Free	Free	Free
Personal Care Assistant	Free	Free	Free
<b>Scrip Coupons</b>			
Booklet of 10	\$30.00	\$30.00	\$30.00
*Same day reservation has been suspended due to the pandemic.			
<b>AIRRIDE FARES</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>
<b>Advance Reservation</b>			
Standard One-Way Fare	\$12.00	\$12.00	\$12.00
Standard Round Trip	\$22.00	\$22.00	\$22.00
Seniors One-Way	\$6.00	\$6.00	\$6.00
Seniors Round Trip	\$11.00	\$11.00	\$11.00

Disabled One-Way	\$6.00	\$6.00	\$6.00
Disabled Round Trip	\$11.00	\$11.00	\$11.00
Youth (Ages 2-17) One Way	\$6.00	\$6.00	\$6.00
Youth (Ages 2-17) Round Trip	\$11.00	\$11.00	\$11.00
<b>Walk-On Fares</b>			
Standard One-Way Fare	\$15.00	\$15.00	\$15.00
Seniors	\$7.50	\$7.50	\$7.50
Disabled	\$7.50	\$7.50	\$7.50
Youth (Ages 2-17)	\$7.50	\$7.50	\$7.50
<b>D2A2 FARES</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>
<b>Advance Reservation</b>			
Standard One-Way Fare	\$6.00	\$6.00	\$6.00
Senior/Disability One-Way Fare	\$4.00	\$4.00	\$4.00
Book of 10 Rides (\$5 Each Trip)	\$50.00	\$50.00	\$50.00
<b>Walk-On Fares</b>			
Standard One-Way Fare	\$8.00	\$8.00	\$8.00
Senior/Disability One-Way Fare	\$4.00	\$4.00	\$4.00
<b>FLEXRIDE FARES</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>
Standard Adult One-Way	\$1.00	\$1.00	\$1.00
Students (K-12, ages 6-18)	\$0.50	\$0.50	\$0.50
Children (Age 5 & Under)	Free	Free	Free
Fare Deal Card	\$0.50	\$0.50	\$0.50
A-Ride Card	Free	Free	Free
GoldRide Card	Free	Free	Free
30-Day Value Pass (Fare Deal)	Free	Free	Free

### Information Required by Board Policy

Per section 2.5.12 of TheRide's Board Policy Manual (version 2.18):

*...the CEO shall not request authorization to adjust passenger fares without (a) incorporating the request into a budget or budget amendment for board consideration, (b) providing data that demonstrates the fare adjustment is fiscally responsible and aligned with achievement of the board's Ends, and (c) providing data that supports an informed decision by the board – including but not limited to clearly articulated information about the following: (Sections A-F, below).*

In this section staff provides the information required by the Board's policy. Staff have presented some of this information earlier in DRAFT budget proposals, or in pre-pandemic briefings on the fare study. Rather than restate this information, this section includes references, citations and links to other documents where the full information can be found (Fare Study, Equity Analysis, earlier budget presentations) and which are available on TheRide's website.

TheRide staff has presented the proposed fare changes for FY2022 by incorporating the request in the [DRAFT Operating and Capital Budget for FY2022](#) at the August 19, 2021 Board Meeting (the DRAFT Budget) and in the [Recommended Operating and Capital Budget for FY2022](#) (the Recommended Budget)

presented for approval on September 23, 2021. Before the pandemic, the Fare Study was discussed several times with the Board, although time has passed since those briefings.

To further demonstrate that the proposed fare adjustment is fiscally responsible and aligned with achievement of the Board's Ends, staff has presented the following data and information to support an informed decision by the Board:

A. *A clear listing of all proposed fare categories/types and prices, along with supporting information.*

This information is provided above in Table 4.1 and was also provided in the DRAFT Budget presented to the Board in August ([Aug. 19, 2021 Board Packet. Draft Budget, Appendix 4, pgs. 41-44](#)) Further information describing more detail of the fare categories and types is the 2018 Fare Study Report (Section 2.1, Current Fare Structure). Additional information is contained in this Appendix.

B. *The Fare discounts to be provided for low-income residents and other vulnerable populations and rationale for how residents qualify for fare discounts.*

These fares are identified in Table 4.1 above, as well as in the Draft Budget ([Aug. 19, 2021 Board Packet. Draft Budget, Appendix 4, pgs. 41-44](#)). Eligibility rationale is below.

TheRide's Fare Deal program is designed to provide low-income residents of member jurisdictions (Ann Arbor, Ypsilanti, and Ypsilanti Township) with discounted fares. Riders in these communities have access to a discounted passenger fare for the fixed-route service that is equal to or better than the 50% discount required of all transit agencies by the Federal Transit Act. Eligibility for the program is determined by being able to present a Medicare or Medicaid card and a valid State ID. This is seen as a reasonable proxy for income without invasive questions and minimizes the administrative burden.

- Medicare eligibility is based on state of residence, age, disability and/or chronic illness. Each state has different eligibility requirements. However, Medicare users are often 65 years old and above.
- Medicaid eligibility are those who do not qualify for Medicare (16-64 years) and have an income at or below 133% of the federal poverty level (\$16,000 for a single person or \$33,000 for a family of four), are not pregnant and reside in Michigan may qualify for Medicaid also known as the Healthy Michigan Plan in Michigan.

To determine eligibility for income-based Fare Deal programs, income verifications are performed by third party agencies that routinely and consistently qualify low-income individuals for reduced fee programs.

The rationale for how residents' qualify for fare discounts is further described in the Fare Study Report (Section 3.3, Discount Fare Programs). As described in Section 3.3 of the Study, fare discounts offered by TheRide meet and often exceed FTA requirements and peer transportation agency programs.

C. *The impact of the proposed adjustment on equity among different fare categories.*

As it relates to fare changes, The Federal Transit Administration (FTA) requires most transit agency to conduct a Fare Equity Analysis prior to approving any change in transit fares This is done to determine if a change will have a disparate impact on minorities protected by Title VI of the Civil

Rights Act of 1964 or place a disproportionate burden on persons with low income as defined in Presidential Executive Order 12988.

To that end, TheRide engaged an independent consultant to complete an [Equity Analysis for the Proposed Fare Changes](#) above. The study concluded that:

- Equity analysis calculations show that there are no disproportionate burdens or disparate impacts created by the proposed changes,
- The fare change proposals comply with federal requirements, and
- The fare change proposals comply with board policies.

D. *The implication of the proposed fare adjustment on ridership.*

Impact to the proposed fare adjustments on ridership were presented to the Board during the Board meeting on June 17, 2021, in agenda item [4.2 Issue Brief Fare Changes](#). In Attachment 3, of the agenda item (page 77 of the Board packet), there is a detailed discussion of the projected impacts of the proposed fare changes on ridership and revenue. An independent consultant fare modeling concluded the following key points regarding impacts on ridership:

- for FY2022, fixed-route ridership is projected to increase by 0.8%; NightRide/HolidayRide is projected to increase by 2.3%, and
- the anticipated impact on reducing cash boarding numbers cannot be understated. The repriced 1-Day Pass can help reduce the number of transfers issued as well as enable riders to purchase 1-Day Passes on the beginning of the day. Cash handling is reduced by eliminating the need to pay cash again for return trip.

E. *The implications of the proposed adjustment on the authority's budget and the financial trade-offs required.*

Because a reduction in price can result in more sales (elasticity), it is difficult to predict financial impacts with certainty. An updated detailed analysis of fares and ridership demand, by fare type, was conducted as an update to the Fare Study and includes impacts of proposed fare changes. The modeling estimates that the TheRide could lose about \$60,000 per year (worst case). This represents 1.4% of passenger fare revenues (\$4.1 million) and 0.1% of total operating expenditures (\$55.7 million), as budgeted for FY2022. Staff does not believe that this relatively small amount represents a serious risk to TheRide's financial stability. While a loss of fare revenue could contribute to the ongoing operating deficit, the contribution would so small as to make no meaningful discernable difference. Stated another way, keeping fares the same will not prevent or delay the onset of deficits. Staff also feel that the recommended price reduction may induce higher ridership, as supported by updated fare revenue modeling performed by an independent consultant and our professional judgement. Further staff feel that the potential benefits of pursuing the Ends with these recommended changes outweigh the risks.

Previously, information on financial impacts were presented at board committee meetings between July 29<sup>th</sup> and August 10<sup>th</sup>, and during the Board meeting on August 19, 2021 as part of agenda item [4.4 FY2022 Draft Budget](#). In summary, illustrations provided on page 133 of the August 19, 2021 board meeting packet demonstrate (presentation) that the budgetary impact of the fare change proposal is minimal and that financial trade-offs are directly tied to advancing Board Ends.

The budget presented for board approval in September is a balanced budget and includes the impacts of the proposed fare changes. Performance of ridership recovery and trends regarding

fare types utilized will be closely monitored by staff and, if necessary, modifications may be provided to the Board for future consideration.

F. Opportunities that users, residents, Legal Owners, and stakeholders had to provide feedback on the proposed fare adjustment, the nature of their feedback and how their feedback has been addressed.

This information is provided in the [2021 June Public Outreach Public Feedback Summary](#) dated July 15, 2021 (on page 72 of the July 22, 2021 Board packet). TheRide hosted several meetings to present the final August Service Recovery Plan and receive feedback from the Fare Change Proposal. As outlined in more detail in the summary document, staff engaged the public and solicited public comments in the following manner:

- TheRide hosted six virtual meetings (via Zoom) to present and receive feedback from the Fare Change Proposal
- The meetings were held during typical lunch break and post-workday schedules
- Comments could also be provided via phone, e-mail, TheRide's online platform, and regular mail

In all, there were 59 unique individuals with a total of 96 comments received for consideration regarding the August Service Recovery Plan and the Fare Change Proposal, combined.

In summary, there were very few comments regarding the fare change proposal and there was no underlying theme. There were no objections to the proposed changes. There were four comments expressing concern about A-Ride fares increasing, which is not a consideration in the fare change proposal.

### **Federal Transit Administration (FTA) Fare Change Requirements**

As it relates to fare changes, The Federal Transit Administration (FTA) requires every transit agency with more than 50 fixed route buses and receiving federal funding conduct a Fare Equity Analysis prior to approving any change in transit fares or fare media. The purpose of the Fare Equity Analysis is to determine if the change in fares will have a disparate impact on minorities protected by Title VI of the Civil Rights Act of 1964 or place a disproportionate burden on persons with low income as defined in Presidential Executive Order 12988.

To that end, TheRide engaged an independent consultant to complete an [Equity Analysis for Proposed Fare Changes](#) in July 2021 that evaluated the proposed fare changes, with respect to FTA requirements, as presented in the FY2022 Recommended Budget. The study concludes that there are no disparate impacts or disproportionate burdens created by the proposed changes and that the fare change proposal complies with the federal requirements.

Additionally, FTA requires the agency to ensure that minority, low-income, and limited English proficient communities have an equal opportunity to participate in the public involvement process preceding a decision to change service and fares.

To that end, TheRide staff held six virtual meetings throughout the month of June to inform the public and solicit public involvement regarding service and fare changes. Out of the six virtual meetings, TheRide had 34 unique public attendees, where some chose to attend multiple meetings. TheRide received a total of 96 comments from 59 unique individuals. There were very few comments about the fare change proposal, and no underlying theme. Additional information is provided in the [2021 June Public Outreach Public Feedback Summary](#) on page 72 of the July 22, 2021 Board Packet.

## 8.5 State and Federal Grants Primer

The following provides a brief description of federal and state funding sources.

### **Federal Funding**

Requirements: To be eligible for federal funding, projects must be included in a long-range plan (20-years) and four-year Transportation Improvement Program (TIP) approved by the Federal Transit Administration (FTA). Each is first approved by the Washtenaw Area Transportation Study (WATS), the Southeast Michigan Council of Governments (SEMCOG), and the Michigan Department of Transportation (MDOT). There are many other federal requirements, particularly dealing with award management and procurement. FTA conducts a compliance audit every three years (Triennial Review) and the AAATA submits annual applications for grant awards for approval by the FTA.

### **Funding for Urban Service**

Section 5307 and 5339 Formula Funds: Urbanized area formula funds are appropriated annually by Congress to the FTA, which apportions Sec. 5307/5339 funding to the Ann Arbor urbanized area. The Regional Transit Authority (RTA) is the Designated Recipient of formula funds and has the authority to approve AAATA applications for these funds (as the Direct Recipient). By law, the funds can only be spent in the Ann Arbor urbanized area.

- **Capital Funding:** Sec. 5307 and 5339 funds are primarily available for capital asset procurement. The federal share is 80% for most capital projects. Funds apportioned in one year are available for three (Sec. 5339) or five (Sec. 5307) additional years, which provides the AAATA with some flexibility to manage its capital program (e.g., funds may be held and combined with other annual appropriations for a larger capital purchase).
- **Operating Assistance:** The amount of Sec. 5307 funding eligible for operating assistance is limited by law. AAATA is currently able to use up to about \$4.3 million in federal formula 5307 funds for urban operating assistance per year at a 50% federal share. If the full amount of eligible funding is not utilized for operating budget, the remaining amount is able to be used for capital purposes. In addition, there are other limited categories of operating expenses which are eligible for grant funding—preventive maintenance, capital cost of contracting, and planning—at 80% federal funding.

Discretionary Funding: There are other discretionary federal grant programs from which the AAATA has the opportunity to receive funding. Discretionary spending is subject to the appropriations process, whereby Congress sets a new funding level for each fiscal year. Typically, these funds are awarded on a competitive basis, in which recipients submit projects for consideration and award. These include:

- **Capital Investment Grants (Section 5309):** Discretionary funds awarded in a competitive application process to fund major transit investments for rail projects and bus rapid transit.

- Buses and Bus Facilities and Low or No Emission Grants (Section 5339 Discretionary): The Sec. 5339 program includes two competitive grant opportunities. 5339(b) funds are awarded for the purchase of buses and related equipment, and to rehabilitate or build bus-related facilities. 5339(c) grants support low and zero-emission vehicle projects.
- RAISE (Rebuilding American Infrastructure with Sustainability and Equity): This USDOT program, formerly known as BUILD and TIGER, awards funds on a competitive basis for investment in transportation infrastructure. Funding can support roads, bridges, transit, rail, ports, and intermodal transportation for projects that have significant local or regional impact.
- CMAQ (Congestion Mitigation and Air Quality Improvement): Southeast Michigan receives an annual allocation of CMAQ funds authorized by the Clean Air Act, for which SEMCOG conducts a competitive application process. AAATA is an eligible applicant. If successful, funds are transferred to FTA from the Federal Highway Administration (FHWA) for administration. For FY2023, a CMAQ grant for \$1.6 million for replacement buses has been programmed.
- JARC (Job Access/Reverse Commute) and New Freedom: These two programs provided formula funds for work transportation and transportation for people with disabilities beyond the requirements of the Americans with Disabilities Act (ADA) from 2006-2012. The programs have since expired; however, New Freedom has been incorporated into the Section 5310 formula program. AAATA has one active grant, which is being used for mobility management services until the grant is ready for closeout in 2022.

Planning: Planning activities in the AAATA planning work program are eligible for grant funding. SEMCOG and WATS each pass through to AAATA about \$50,000 per year. As access to regional planning funds increased, the use of formula grant funds (Section 5307) for planning was phased out in FY2020 to focus investment of these funds into capital assets

Section 5310: Formula funds for “Enhanced Mobility for Seniors and People with Disabilities” are apportioned annually to the Ann Arbor urbanized area, which the RTA allocates through a competitive call for projects and AAATA is responsible for administering. Funds are eligible to be used for traditional purposes such as replacement of vans and buses, and for non-traditional purposes such as operating assistance and mobility management. AAATA works with the RTA, WATS, and local non-profit agencies through the Washtenaw Transportation Coordinating Council (TCC) to coordinate the use of funds.

### **Funding for Nonurban Service**

Operating Assistance (Section 5311): AAATA passes through federal operating assistance funds for service outside of the urbanized area that is allocated by the Michigan Department of Transportation (MDOT). MDOT receives a single statewide federal grant and distributes it to eligible agencies. For the last several years, the Sec. 5311 rate has been about 18% of nonurban operating expenses, with an additional 18% provided from pandemic relief funding for FY2020-2022. AAATA passes these funds to Western Washtenaw Area Value Express (WAVE) and People’s Express to fund their service in the nonurban area.

Capital Assistance: Federal, nonurban capital assistance comes through MDOT which submits a single statewide application to the FTA. WAVE and People’s Express are eligible to apply directly and have

received and managed their own grants for buses and equipment. AAATA has not received federal non-urban capital assistance.

### **Federal Pandemic Relief Funds**

A total of \$62.8 million in reimbursable federal relief funding is available to the AAATA from the CARES Act, CRRSAA, and ARP as follows:

- \$20,704,090 in Coronavirus Aid, Relief, and Economic Security Act (CARES Act)
- \$15,771,805 in Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA)
- \$26,338,769 in American Rescue Plan (ARP) funding (anticipated after RTA split – 5%)

This federal aid was provided to help agencies respond to the pandemic and maintain transit services while facing lost revenue and increased expenses for Personal Protective Equipment (PPE), cleaning and sanitation supplies, increased janitorial services, paid employee leave, and other costs. The funding was apportioned to TheRide through the Sec. 5307 program and is available for 100% share of eligible operating expenses.

### **State Funding**

Requirements: AAATA is required to submit an annual application for operating and capital assistance by February each year for the next fiscal year (beginning in October). At some point the RTA may submit a combined application including AAATA, but so far, the AAATA application is submitted separately to RTA and MDOT at the same time.

Statutory Operating Assistance – Urban: Each year, MDOT provides urban operating assistance equal to a fixed percent of eligible expenses. The maximum authorized level is 50% of eligible expenses. The actual amount is much lower, about 32%. The percentage depends first on the amount of funding appropriated by the legislature. It also depends on the eligible expenses of all the transit systems in the state because the funds are distributed among them at the same percent of eligible operating expenses. These funds for all southeast Michigan, including Ann Arbor, may go to the RTA for distribution in the future, and they could change the distribution formula.

Statutory Operating Assistance – Nonurban: For service outside of the urban area, state operating assistance works the same way, but the percentage is different. The maximum authorized level is 60% of eligible expenses; the actual amount has been about 38%. The AAATA applies for and receive funds to pass through to WAVE and People's Express for their service in the nonurban area.

Matching Funds for Capital Grants: MDOT provides all or part of the match for federal capital grants (e.g., Sec. 5307, 5339, 5310, CMAQ, discretionary). Historically, MDOT has always provided the entire 20% local (non-federal) share for capital grants, so no local funds were required. By law, MDOT is only required to provide 2/3 of the non-federal share.

Specialized Service: MDOT provides limited funds for service for seniors and people with disabilities. The Washtenaw County allocation has remained at about \$200,000 per year since 2020. About \$110,000 per year pays a portion of the cost for eligible demand response trips in the AAATA service area. The AAATA also administers or passes these funds through to private, non-profit service providers in the County.

## 8.6 Adopting Resolution

Resolution xx/2022

OPTION OF FY 2023 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 2023 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 2023 to the Federal Transit Administration (FTA) as part of the annual application for FY 2023 federal funding, and

**WHEREAS**, the AAATA is required to submit the capital program and operating budget for FY 2023 to the Michigan Department of Transportation (MDOT) as part of the annual application for FY 2023 state funding, which is amended by this resolution.

**NOW THEREFORE, BE IT RESOLVED**, that the Board of Directors hereby approves the FY 2023 Operating and Capital Budget as its general appropriations act with total expenditures as follows:

- **\$55,409,900** for operations, and
- **\$16,776,000** 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 28, 2022

\_\_\_\_\_  
Kyra Sims, Secretary

September 28, 2022

## 8.7 Glossary

**A-Ride** – A shared ride ADA paratransit service that supplements the fixed route bus service operated by TheRide.

**Accounting System** – The total structure of records and procedures which identify, record, classify, summarize, and report information on the financial positions and results of operations of a government.

**Accrual Basis of Accounting** – The method of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

**ADA** – See Americans with Disabilities Act.

**AirRide** – A commuter bus service operated as a public-private partnership with Michigan Flyer between Ann Arbor and the Detroit Metro Airport.

**Americans with Disabilities Act (ADA)** – This federal act gives civil rights protections to individuals with disabilities that ensure equal opportunity and access and prohibit discrimination.

**Appropriation** – An authorization made by the Board of Directors to make expenditures of resources for specific purposes within a specific time frame.

**Assessed Value** – The current market value of real estate as determined by city and township treasurers' offices.

**BTC** – An acronym for the Blake Transit Center, TheRide's passenger terminal in downtown Ann Arbor.

**Balanced Budget** – A budget in which revenues are equal to or greater than expenditures.

**BikeShare** – Public bike sharing service in which bicycles are made available for shared use to individuals on a short-term basis for a fee.

**Budget** – A plan of financial operation comprised of an estimate of proposed expenditures for a fiscal year and the proposed means of financing those expenditures to fund services in accordance with adopted policy.

**Budget Year** – The fiscal year for which the budget is being considered, that is, the fiscal year following the current year. TheRide's fiscal year is October 1 through September 30.

**CAFR** – See Comprehensive Annual Financial Report.

**Capital** – Wealth in the form of money or other assets owned by TheRide, or available or contributed for a particular purpose.

**Capital Budget** – The annual plan of appropriations for the amount necessary to carry out capital project expenditures during the year budgeted.

**Capital Outlay** – Expenditures which result in the acquisition of, or addition to, fixed assets. Any item with an expected useful life of more than five years and a value of more than \$5,000 (such as a vehicle, equipment, or facility) is considered a capital outlay.

**Capital Program** – The annual updated plan or schedule of project expenditures with estimated project costs, source of funding, and timing of work over a ten-year period. For financial planning and general management, the capital program is a plan of work and expenditures and is the basis for annual appropriations.

**Capital Project** – A governmental effort involving expenditures and funding for the creation of usually permanent facilities and other public assets having a relatively long life. Certain planning studies, consultant fees, vehicles, major equipment, furniture, and fixtures necessary to operate facilities may also be considered part of capital projects.

**CARES Act** – Federal law enacted by Congress in April 2020 to provide economic relief in response to the COVID-19 pandemic. CARES is an acronym for the Coronavirus Aid, Relief, and Economic Security Act.

**CEO** – See Chief Executive Officer

**Chart of Accounts** – A uniform list of accounts that standardizes accounting and supports the preparation of standard external reports. It assists in providing control over all financial transactions and resource balance.

**Chief Executive Officer** – The highest-ranking staff member at TheRide, ultimately responsible for managerial decisions to carry out the Board’s expectations for TheRide.

**Constituents** – This word means a “part of a whole.” In the context of local governments like TheRide, constituents are the people who are legal or moral owners of the TheRide.

**Comprehensive Annual Financial Report (CAFR)** – The official annual report of a government.

**Costing Center** – The smallest unit for which costs are collected and reported upon.

**COVID-19** – A disease caused by a new strain of coronavirus which emerged in humans in 2019 and caused a global pandemic in 2020. ‘CO’ stands for corona, ‘VI’ for virus, and ‘D’ for disease.

**COVID-19 Recovery Plan** – A multi-year plan that establishes the strategic priorities for the budget in response to the coronavirus pandemic which emerged in 2020.

**CRRSA** – A secondary stimulus federal law enacted by Congress on December 27, 2020, to provide economic relief in response to the COVID-19 pandemic. CRRSA is an acronym for the Coronavirus Response and Relief Supplemental Appropriations Act.

**Current Year** – The fiscal year immediately preceding the fiscal year for which the budget is being prepared.

**D2A2** – Shorthand for “Detroit to Ann Arbor,” name for commuter bus service between the two cities jointly operated by TheRide and RTA.

**Debt** – Money that is owed or due to another party typically from borrowing or bonding activities; does not include short term payables.

**Deficit** – The amount by which budget outlays exceed receipts for a given period, usually a fiscal year.

**Demand Response** – Public transit service in which passenger trips are generated by calls from passengers to schedule trips with a transit operator, who then dispatches a vehicle to perform the trip.

**Department** – A categorization of organizational unit, indicating management responsibility for an operation or a group of related operations within a functional area, subordinate to the division level of organizational unit.

**Depreciation** – An allocation made for the decrease in value of physical assets through wear, deterioration, or obsolescence.

**Disbursement** – The expenditure of monies from an account.

**Distinguished Budget Presentation Award Program** – A voluntary program administered by the Government Finance Officers Association (GFOA) to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

**Division** – A major administrative unit which indicates overall management responsibility for an operation or a group of related operations within a functional area.

**Ends** – Board policies that define the results, outcomes, or benefits that the organization should achieve for specific beneficiaries at a certain cost or relative priority; from Policy Governance.

**Executive Limitations** – Board policies that put out-of-bounds operational means that are illegal, imprudent, unethical, or outside of the will of the Board of Directors; from Policy Governance.

**Expenditure** – The issuance of checks, disbursement of cash, or electronic transfer of funds made to liquidate an obligation. Where accounts are kept on an accrual or modified accrual basis, expenditures are recognized whether or not cash payment has been made. Where accounts are kept on a cash basis, they are recognized only when cash payments have been made.

**Expense** – The outflow of assets or the incurring of liabilities (or both) during a period as a result of rendering services, delivering or producing goods, or carrying out other normal operating activities.

**Fare** – the money a passenger pays to use transit services.

**Fare Media** – The transit industry’s term for the cards, passes, tickets, tokens, and mobile device applications used to pay for rides on transit services.

**Fiscal Year** – Any yearly accounting period, regardless of its relationship to a calendar year. The fiscal year for the AAATA begins on October 1 of each year and ends on September 30 of the following year; it is designated by the calendar year in which it ends. For example, the fiscal year 2022 begins on October 1, 2021 and ends on September 30, 2022.

**Fixed Assets** – Assets of a long-term character which are intended to continue to be held and used. Examples of fixed assets include items such as land, buildings, vehicles, computer hardware, furnishings, and equipment.

**Fixed-Route Bus** – A form of public transit bus service that does not regularly deviate from a defined course or schedule.

**FlexRide** – A shared-ride service operating on-demand in limited-service areas to connect passengers to their destinations or by transfer to the fixed-route bus system.

**Fringe Benefits** – For budgeting purposes, fringe benefits are employer payments for social security, retirement, group health, dental, disability, and life insurance.

**FTE** – See Full-Time Equivalent.

**Full-Time Equivalent (FTE)** – A measure of authorized personnel calculated by dividing hours of work per year by the number of hours worked per year by a full-time employee.

**Fund** – A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out specific activities or attaining certain objectives. TheRide has one general fund.

**Fund Balance** – Used to describe the net position of governmental funds calculated with GAAP; net position is calculated as assets minus liabilities.

**FY** – See Fiscal Year.

**GAAP** – See Generally Accepted Accounting Principles.

**GASB** – See Governmental Accounting Standards Board.

**General Fund** – The general operating fund that is used to account for all financial resources except for these required to be accounted for in another fund.

**Generally Accepted Accounting Principles (GAAP)** – Uniform minimum standards for financial accounting and recording encompassing the conventions, rules, and procedures that define accepted accounting principles as determined through common practice or as promulgated by the Governmental Accounting Standards Board, Financial Accounting Standards Board, or various other accounting standard-setting bodies.

**GFOA** – An abbreviation for Government Finance Officers Association.

**GoldRide** – A service provided to non-disabled people age 65 and older which allows free travel on fixed-route buses and shared-ride trips in sedans and small buses.

**Governmental Accounting Standards Board (GASB)** – An organization established to promulgate standards of financial accounting and reporting with respect to activities and transactions of state and local governmental entities.

**Grant** – A county, state or federal financial assistance award making payment in cash or in kind for a specified program.

**HVAC** – An abbreviation for heating, ventilation, and air conditioning equipment.

**Infrastructure** – The physical assets of AAATA (facilities, bus stops, shelters, bike racks, etc.) upon which the continuance and growth of service depend.

**Intergovernmental Revenues** – Revenues from other governments in the form of grants, entitlement, shared revenues, or payments in lieu of taxes.

**Investments** – Capital held for the production of revenues in the form of interest, dividends, rentals, or lease payments.

**Levy** – (Verb) To impose taxes or special assessments for the support of governmental activities. (Noun) The total amount of taxes or special assessments imposed by a government.

**Liabilities** – Debts or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date.

**Long-Term Debt** – Debt with a maturity of more than one year after the date of issuance.

**MCO**– See Motor Coach Operator.

**Michigan Uniform Budgeting and Accounting Act** – State law passed in 1968 known as Act 2, to establish uniform charts of accounts and reports in local units of government.

**Millage** – A millage rate is the tax rate used to calculate local property taxes and represents the amount per every \$1,000 of a property's assessed value.

**Mobility** – The ability to move or be moved freely and easily. The ability to change one's social or socioeconomic position in a community and to improve it.

**Modernizing or Modernization** – A strategic initiative to bring systems, policies, procedures, and practices to an improved state of excellence.

**Motor Coach Operator** – A bus driver.

**MyRide** – A mobility management service that provides coordination of transportation services for individual riders within a network of services in Washtenaw County and select areas of Jackson, Lenawee, Livingston, Monroe, Oakland, and Wayne counties.

**Obligations** – Amounts which a government may be required legally to meet out of its resources. They include not only actual liabilities, but also un-liquidated encumbrances.

**Operating Budget** – See Budget.

**Operating Expenditures** – Costs other than capital outlays and depreciation. Examples of operating expenditures include salaries and fringes, office supplies, telephone expense, consulting or professional services, and travel expenses.

**Other Expenses** – In a summary analysis of expense types, this refers to all expenses not included within specifically defined categories. Within TheRide's operating budget this category consists of utilities, phone service, insurance premiums, postage, dues and subscriptions, conference travel and meetings expenses, media costs, employee development, employee appreciation, recruiting, Guaranteed Ride Home Program reimbursements, and equipment and parking lot lease payments.

**PPE** – Acronym for Personal Protective Equipment. Refers to protective clothing, helmets, gloves, face shields, goggles, masks, respirators, and other equipment designed to protect the wearer from injury or exposure to infection or illness.

**Pandemic** – A disease outbreak that spreads across countries or continents, as compared to an epidemic, which is a disease outbreak affecting a large number of people within a contained area.

**Paratransit** – A type of scheduled or on-demand transit service that supplements the fixed-route system by providing access for people with disabilities who are unable to use the fixed-route system.

**Passenger** – An individual on board, boarding, or alighting from a vehicle used in public transportation, not including the transit operator, employees, or contractors who are onboard to provide service.

**Pension** – A regular payment made during a person's retirement from an investment fund to which the individual or their employer has contributed during their work life.

**Per Capita** – Per unit of population; by or for each person.

**Performance Measurements** – See Management Indicators.

**Permanent Employee** – An employee who is hired to fill a position anticipated to have a continuous service duration of longer than one year, whose compensation is derived from administrative personnel position classifications.

**Personnel (Costs)** – Expenditures which include salary costs for full-time, part-time, hourly, and contract employees; overtime expenses; and all associated fringe benefits.

**POFA** – Acronym for “Purchase of Fare Agreement;” a third-party contract with a party that purchases fares from TheRide, either through the sale of fare media or the use of third-party issued photo identification cards.

**Policy Governance** – An integrated board leadership paradigm created by Dr. John Carver designed to empower boards of directors to fulfill their obligation of accountability for governance.

**POSA** – Acronym for “Purchase of Service Agreement;” a third-party contract with a township to provide public transportation services in the township funded by the general revenues of the township.

**Prior Year(s)** – The fiscal year(s) immediately preceding the current year.

**Program Area** – A group of activities and/or work programs based primarily upon measurable performance.

**Projections** – Estimates of budget authority, outlays, receipts, or other budget amounts extending several years into the future. Projections are generally intended to dictate the budgetary implications of existing or proposed programs.

**Property Tax** – A tax levied on all real and certain personal property, tangible and intangible, according to the property’s assessed valuation.

**Public Transportation** – Regular and continuing general or special transportation provided to the public, not including school buses or charter, intercity bus, or rail service provided by the private sector.

**Purchase Order** – A document which authorizes the delivery of specified merchandise or the rendering of certain services and the making of charge for them.

**Purchased Transportation** – Transportation service provided to TheRide from a public or private transportation provider based upon a written contract.

**Reimbursement** – A sum (1) that is received by the government as a repayment for commodities sold or services furnished either to the public or to another government account and (2) that is authorized by law to be credited directly to specific appropriation and fund accounts.

**Reserve** – The unrestricted net assets from TheRide’s financial statements.

**Resolution** – A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**Revenue** – Monies received or collected by TheRide as income, including such items as tax payments, passenger fares, fees from specific services, receipts from other governments, and interest income.

**Revenue Hours/Miles** – The time (hours) or distance traveled (miles) when a vehicle is available to the general public for the carrying of passengers; a key measure of service provided by a transit agency.

**Revision** – Shifting of all or part of the budget authority in one appropriation or account to another, as specifically authorized by law.

**Self-Insurance** – Refers to participation in a self-insurance fund. Self-insurance allows an organization to closely realize its actual claim experience, as well as pool its insurance buying power with other participating agencies.

**Surplus** – The amount by which TheRide’s budget receipts exceed its budget outlays for a given period, usually a fiscal year.

**TIP** – Acronym for Transportation Improvement Program, a federally-required 4-year program of projects for federal funding.

**Tax Base** – All forms of wealth under TheRide’s jurisdiction that are taxable.

**Tax Rate** – The amount levied per \$1,000 of assessed property value on property.

**Temporary Employee** – An employee who is hired to fill a position anticipated to have a continuous service duration of less than one year.

**Transfer** – See Revision.

**User Fees** – Payments for direct receipt of a public service by the party benefitting from the service. Also known as user charges. Fares are an example.

**YTC** – An acronym for the Ypsilanti Transit Center, TheRide’s passenger terminal in Ypsilanti.

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## CEO Report

Meeting: Board of Directors

Meeting Date: August 18<sup>th</sup>, 2022

### INFORMATION TYPE

Other

### OPERATIONAL AND PROJECT UPDATES

#### **2022 MILLAGE VOTE PASSES**

The voters of Ann Arbor, Ypsilanti and Ypsilanti Township approved TheRide's millage request to expand and improve transit service with the majority vote of 61%. The measure passed in Ann Arbor, Ypsilanti, and Ypsilanti Township. Though approved now, the new 5-year 2.38 mil property tax and services will not go into effect *until 2024*. These improvements will include several key enhancements to our public transit services.

#### **ALL SERVICES TO BE RESTORED BY END OF AUGUST/EARLY SEPTEMBER**

We are on track to restore all bus services by August 21, with the exception of route 68 which is planned for a September 4<sup>th</sup> return. University of Michigan classes resume August 29. Overtime is being used to bring back service until another class of motor coach operators have been trained.

#### **LOWER PASS PRICES AND NEW HALF-FARE 1-DAY PASS START AUGUST 28**

Pass price changes and a new reduced fare 1-Day pass approved by the Board of Director's as part of the current budget will take effect starting on August 28. Other Board approved price changes implemented during the pandemic include, eliminating the \$2 dollar surcharge for traveling outside Ann Arbor when using the FlexRide Night/Holiday service and allowing the use of a transfer for up to 90 minutes to make a return trip on fixed route services.

#### **PREPARATION FOR FOOTBALL SHUTTLES**

Hotels have been notified of the upcoming Football Shuttle Service. As with last year, mobile ticketing using the EZ Fare app is the preferred method to purchase tickets. The temporary bus stop signs will be placed at the stadium within the next few weeks. The first home game is on September 3.

#### **FUEL AND SUPPLY CHAIN UPDATE**

The Estimated Fuel Budget for FY22 was \$2.64 a Gallon and \$1,900,000 overall. Overall FY average to date is \$3.244 per Gallon. We continue to exceed the fuel budget but are continuing to see small declines in price 7/6/22 to \$3.29 a Gallon. We will continue to monitor and update as pricing comes in.

#### **RAISE GRANT AND EARMARKS**

TheRide was not successful in the pursuit of a RAISE grant to help pay for planning activities. Early earmarks from Senator Stabenow (\$2 million) was withdrawn. Debriefing will occur to learn how to be more successful in future attempts. Representative Dingell's request to help pay for construction of the Ypsilanti Transit Center is still in play although it may be reduced. Staff expect the federal government to utilize continuing resolutions this fall so final decisions

on earmarks are not expected until around New Years.

#### **LOCAL ADVISORY COMMITTEE(LAC)**

The Local Advisory Committee met on August 9th. During the meeting, the committee discussed LAC Executive Committee membership and reviewed revisions to the No-Show Policy.

#### **TRANSPORTATION COMMISSION (ANN ARBOR)**

Staff continues to attend the City of Ann Arbor Transportation Commission meetings. Details of DDA curb management study and the Capital Improvement Plan (CIP) were shared at the meeting. For the CIP, the commission is forming a small group to provide recommendations for quick build projects (that can be completed in short order). The Vision Zero Implementation Committee presented a report about education measures, and the upcoming quick build opportunities. Bryan Smith volunteered to serve on a traffic calming committee, and the commission was informed of a no-right-turn resolution that will require work with Councilperson Briggs for transit accommodation into the resolution.

#### **WATS POLICY COMMITTEE UPDATE**

The Washtenaw Area Transportation Study Policy Committee did not meet in June.

#### **STAFFING UPDATE**

We are excited to announce that Janessa Freeman has been promoted to the Supervisor of Call Taking and Paratransit Scheduling.

# Draft Budget

## FY2023 Operating & Capital Budget

Dina Reed  
Deputy CEO, Finance and Administration  
[dreed@theride.org](mailto:dreed@theride.org)



# Agenda

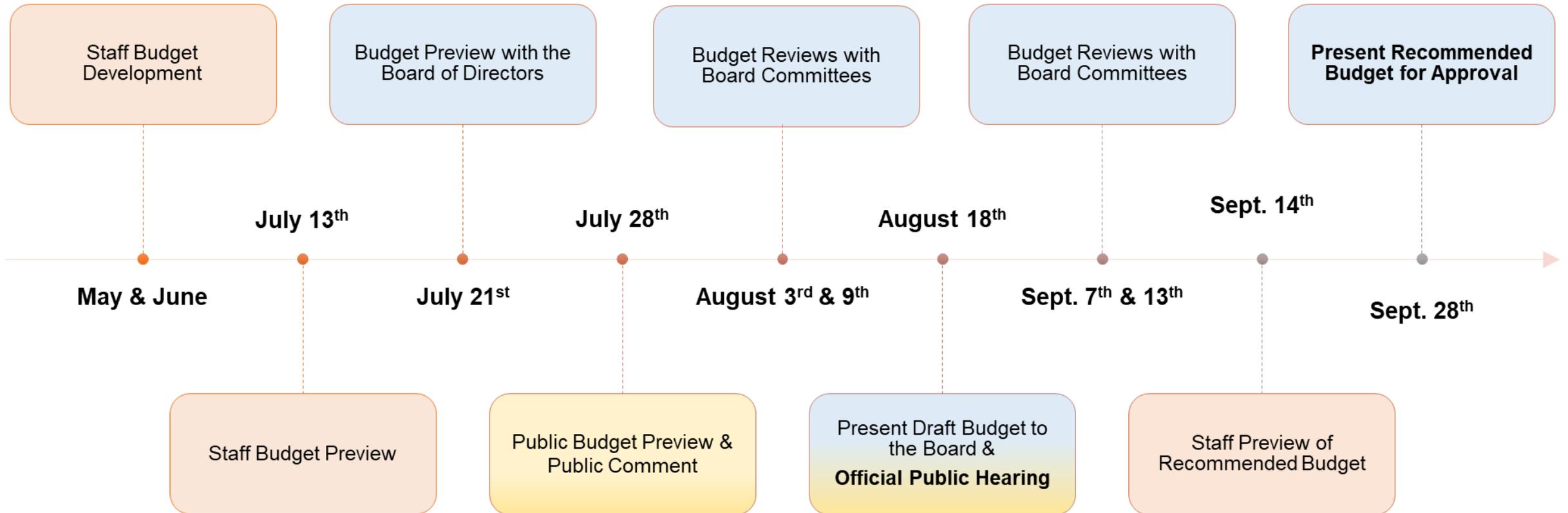
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- FY2023 Budget Introduction
  - FY2023 Budget Timeline
  - Budget Overview
- FY2023 Draft Budget
  - Budget Highlights
  - FY2023 Operating Budget
  - FY2023 Capital Budget
  - Conclusions

# FY2023 Budget Introduction



# FY2023 Budget Timeline



# The Budget Advances Board “Ends”

1.0 Provide public transportation for the Ann Arbor-Ypsilanti Area that contributes to:

1.1 Residents/  
1.4 Passengers



Equitable access enabling full participation in society  
Highly satisfied with transportation services

1.2 Environment



Alternative transportation options – services and land use  
Minimize energy, pollution and conserve natural resources  
Transit supportive policies, land use

1.3 Economic  
Prosperity



Labor mobility, access to education, transports visitors  
Connects service area to Metro Detroit region

1.5 Residents



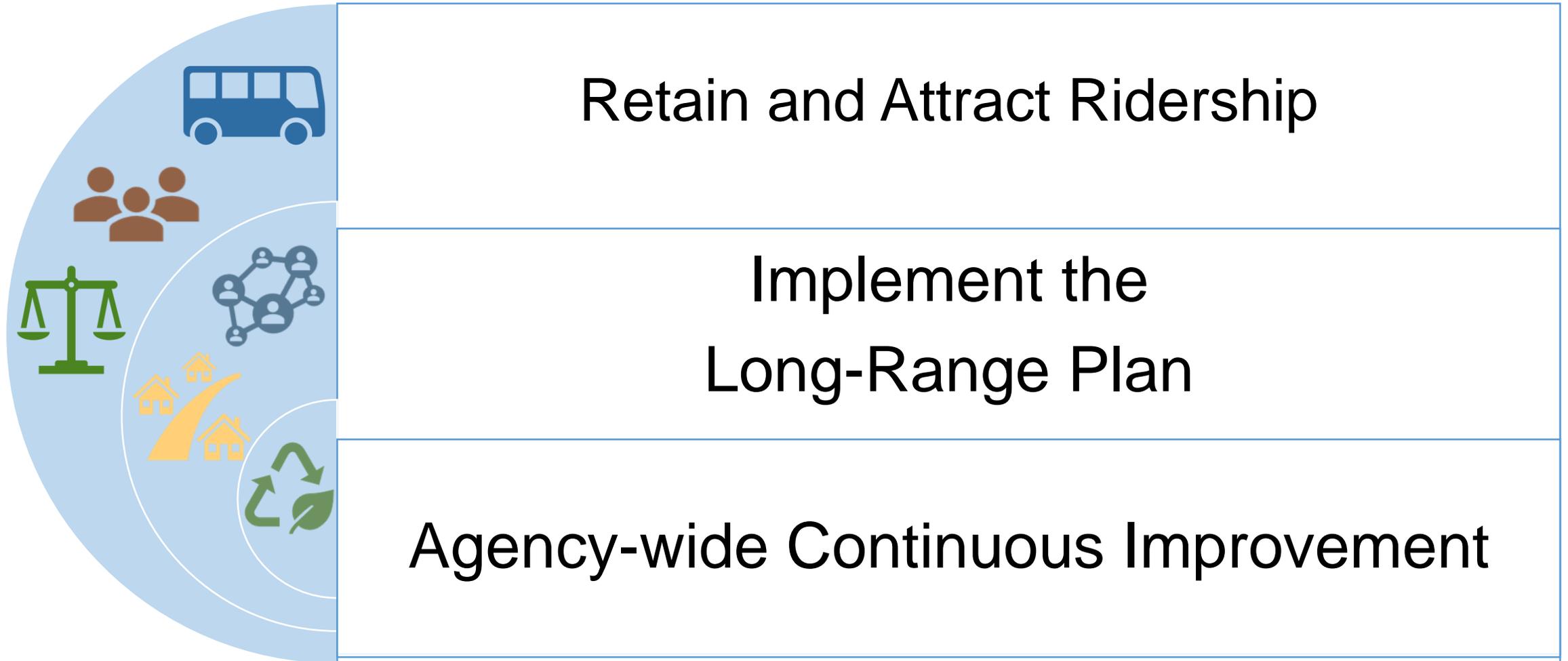
Recognition of the contributions of  
public transportation to quality of life

1.0 Fiscal  
Responsibility



Value in passenger costs and efficient stewardship of resources

# The Budget is Aligned with Business Plan Priorities



# The Budget Follows Policies and Best Practices

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## Board Policies for financial planning and budgeting:

Is developed using sound financial practices,

Incorporates strategic and multi-year planning,

Uses practices that meet generally accepted accounting principles,

Complies with federal, state, and local regulations,

Details practices of handling cash and investments; and

Seeks authorization when adjusting passenger fares, property tax rates, or buying or selling real estate.

# Key Messages

While increasing costs and reductions in revenue put pressure on our budget, pandemic relief funds provide short-term relief and provide the TheRide the opportunity to:



# FY 2023 Draft Budget



# Draft Budget Highlights

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## The FY2023 Operating Budget:

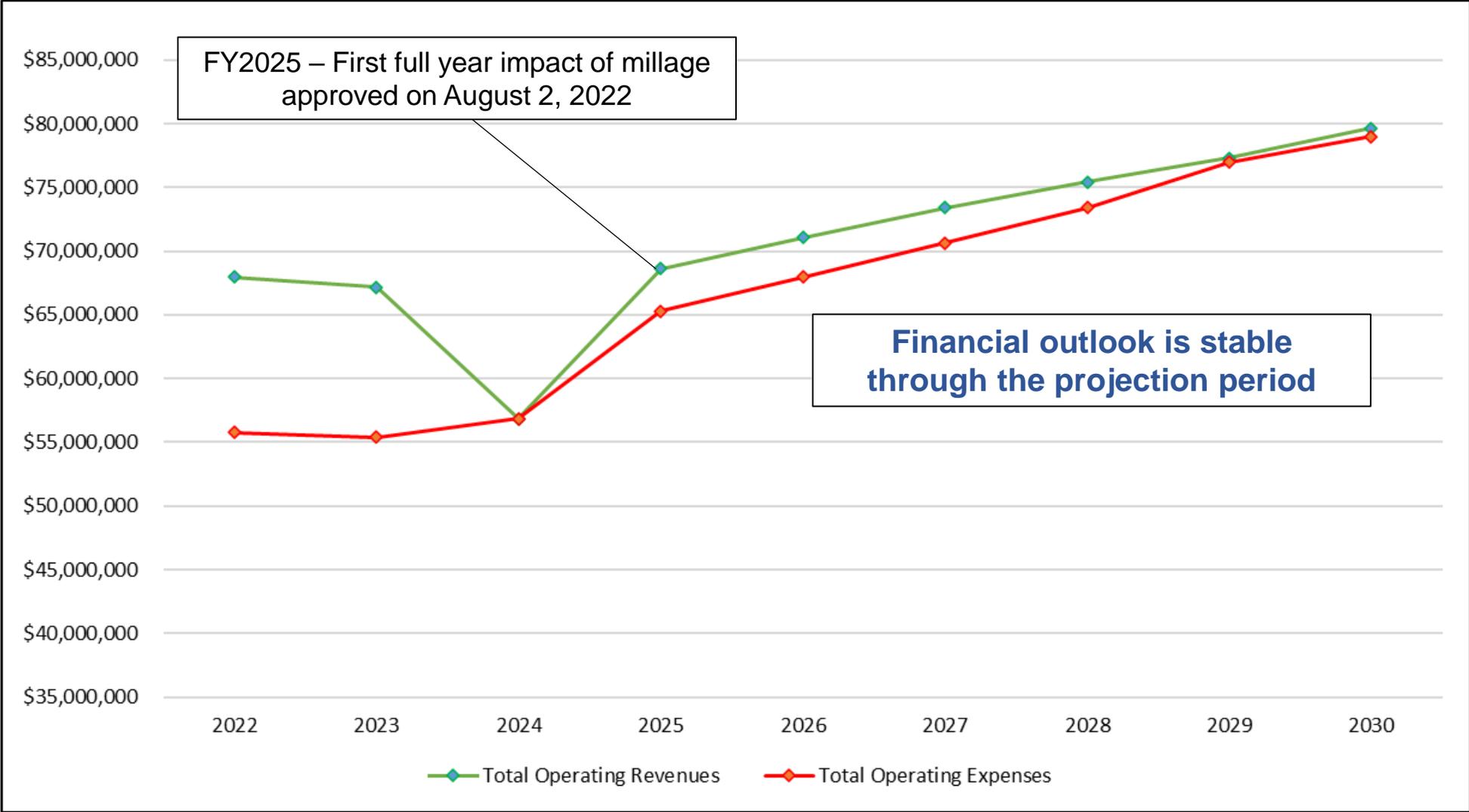
- Operating expenses flat compared to prior year
- Restores fixed route service to full levels
- Incorporates amended contract projections for A-Ride and GoldRide
- Leverages \$17.3M of federal relief funds
- Results in a surplus of local funds of \$11.8M which will be eligible to fund the capital reserve

## The FY2023 Capital Budget:

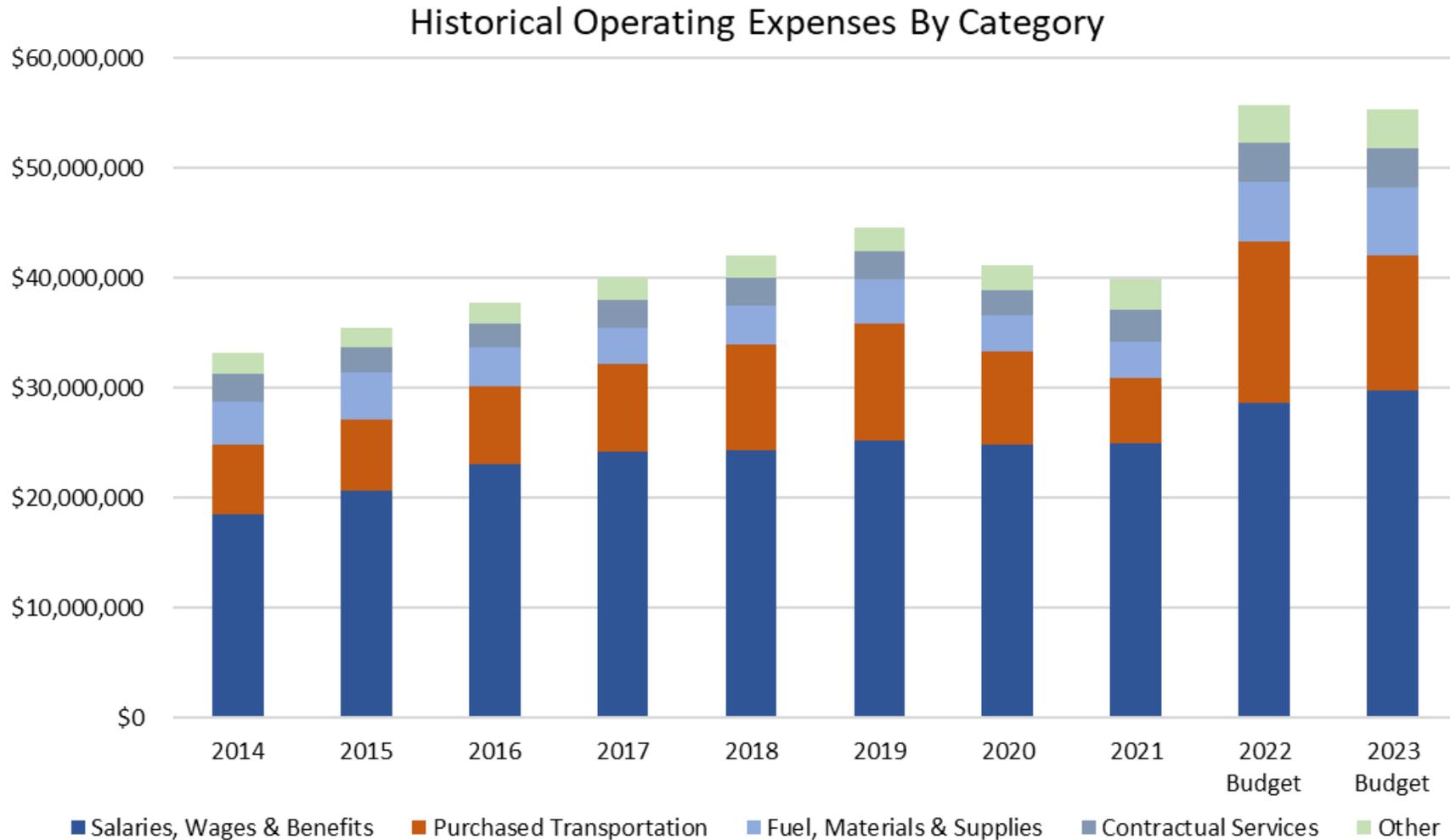
- Provides \$14.0 million for Fleet and Facility capital investment
- Includes planning and design funding for the YTC, BTC (beginning in FY2024), and other longer-term expansion projects

# FY 2023 Operating Budget

# 2023 Budget & Financial Forecast

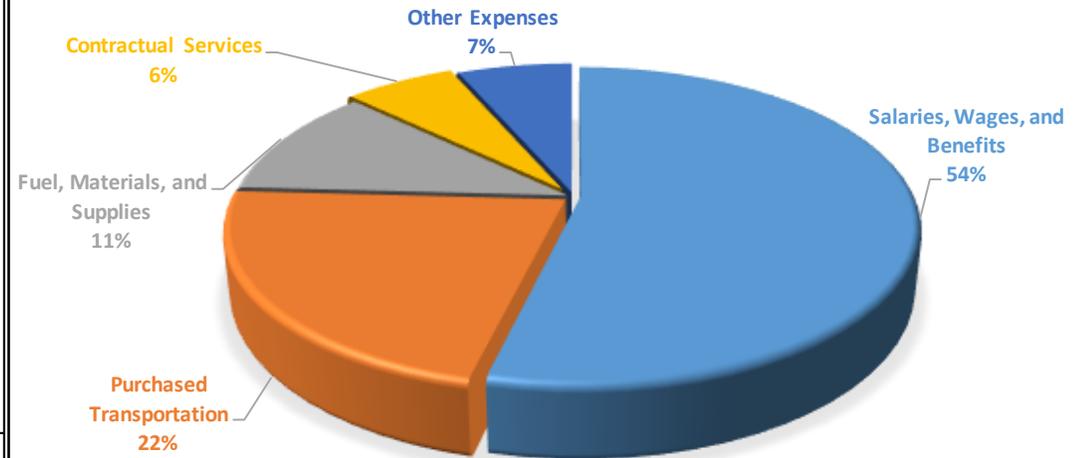


# Historical Operating Expenses

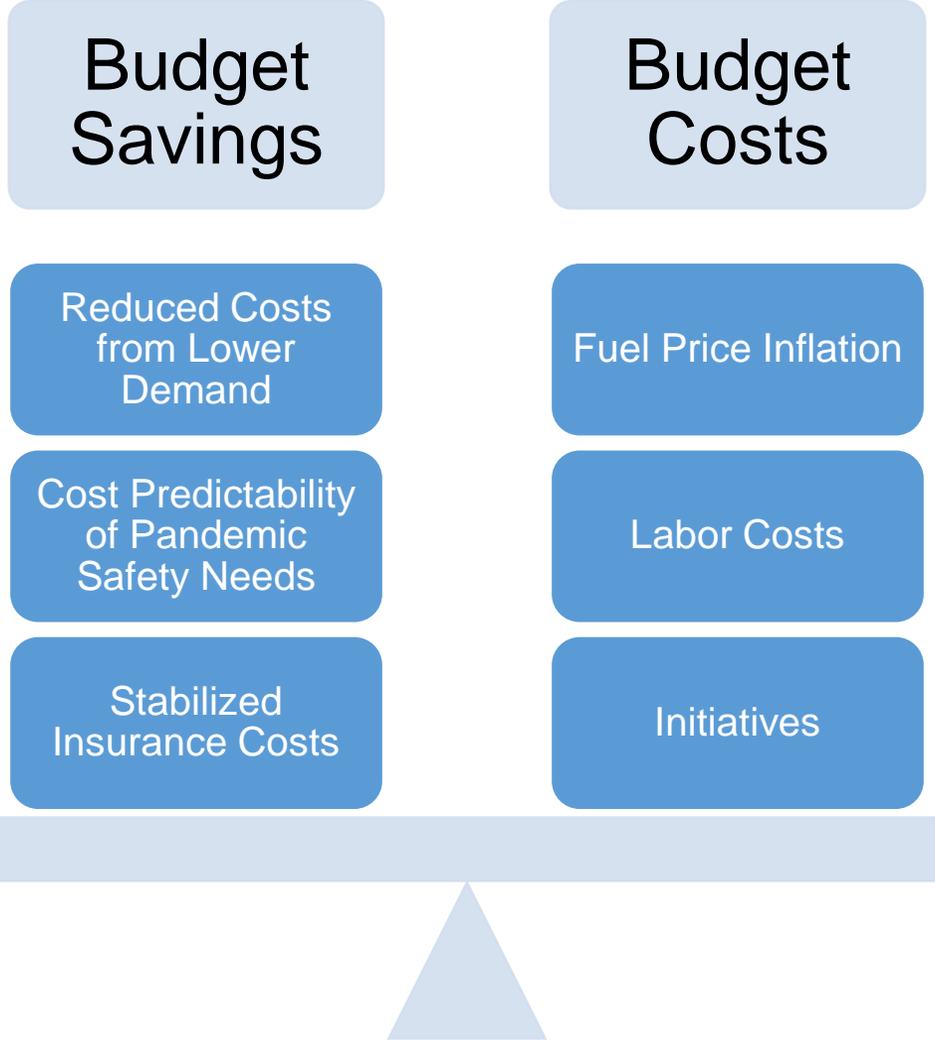


# FY2023 Summary of Budgeted Expenses

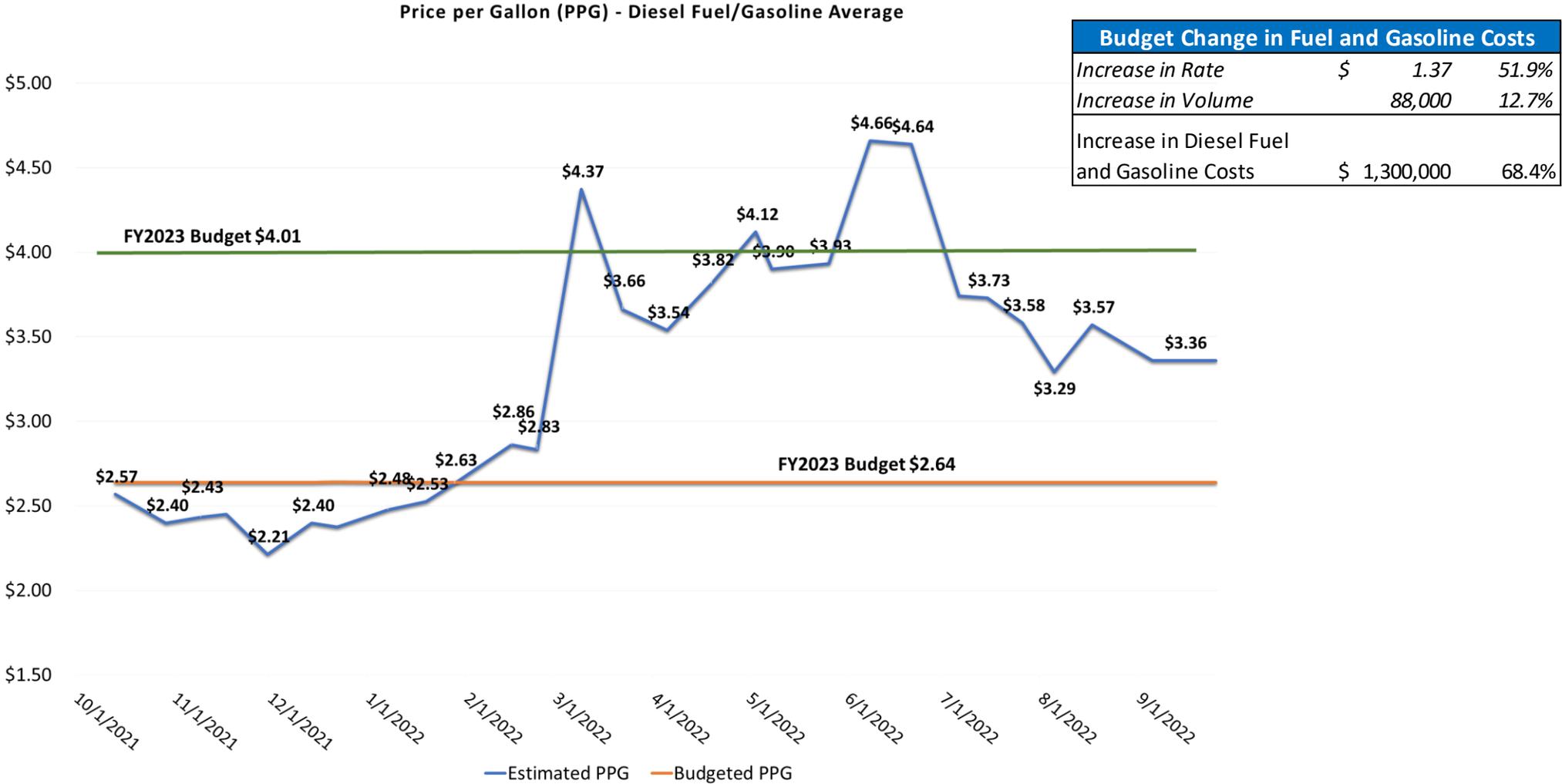
Operating Expenses	FY2022	FY2023	Change	
			\$	%
Salaries, Wages, and Benefits	\$ 28,621,201	\$ 29,814,110	\$ 1,192,909	4.2%
Purchased Transportation	14,704,408	12,225,840	(2,478,568)	-16.9%
Fuel, Materials, and Supplies	5,436,300	6,242,723	806,423	14.8%
Contractual Services	3,596,874	3,504,382	(92,492)	-2.6%
Other Expenses	3,407,068	3,622,846	215,778	6.3%
<b>Total Operating Expenses</b>	<b>\$ 55,765,851</b>	<b>\$ 55,409,900</b>	<b>\$ (355,951)</b>	<b>-0.6%</b>



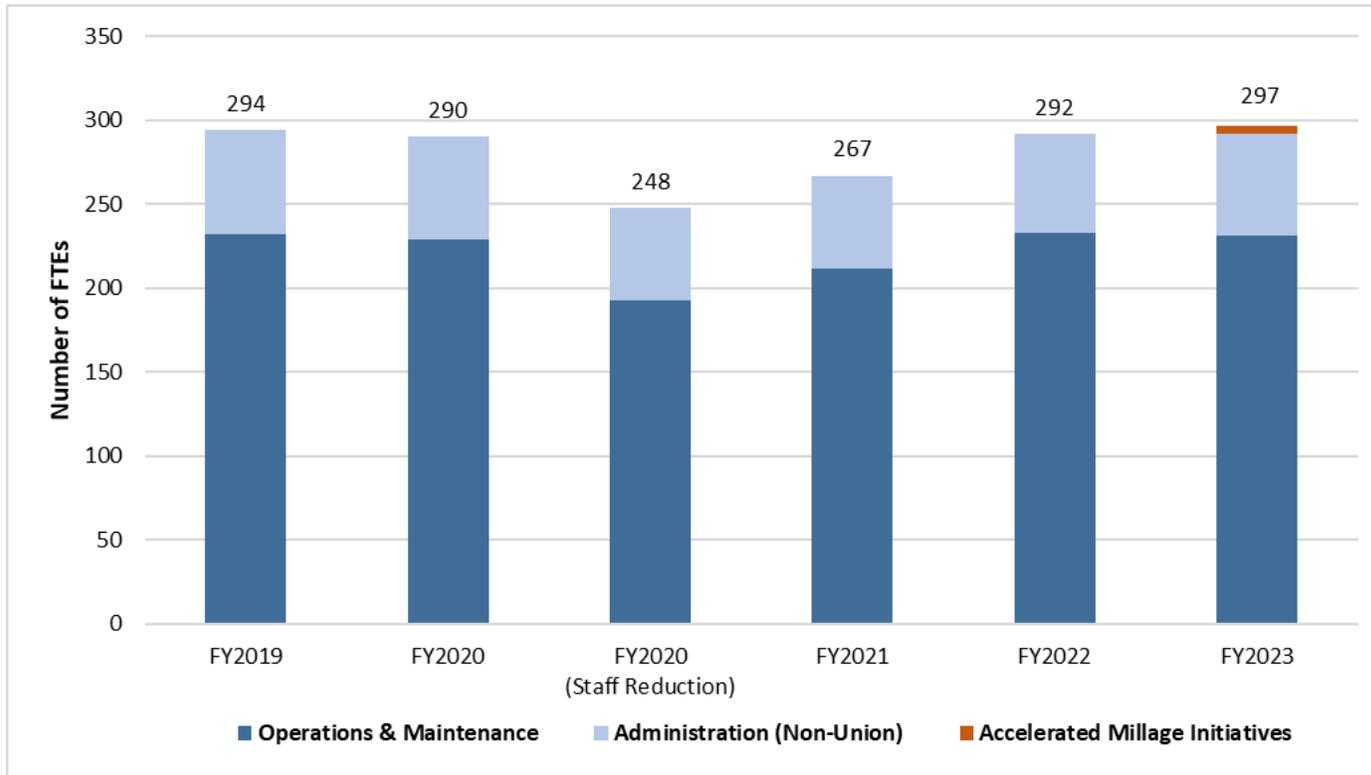
# Key Factors Impacting Operating Expenses



# Impacts of Inflation on Fuel Costs



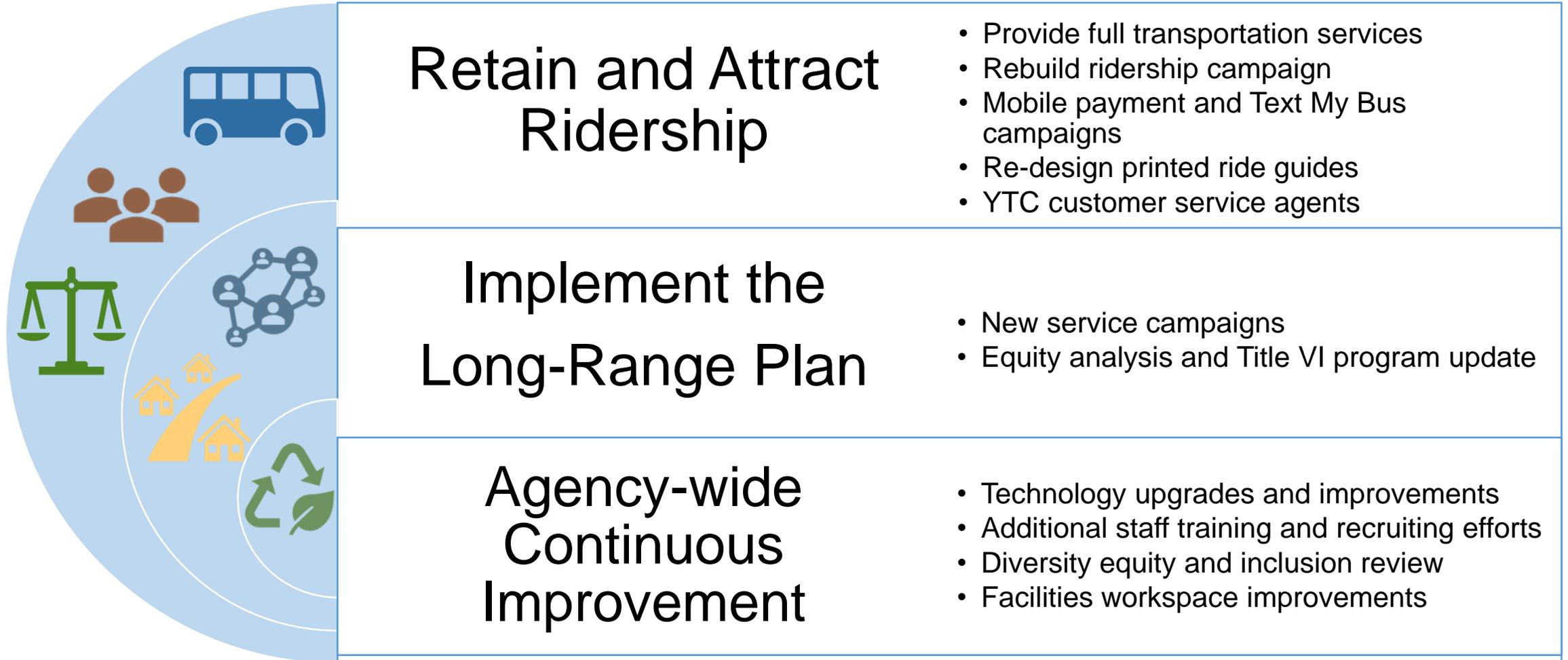
# Full Time Employees Summary



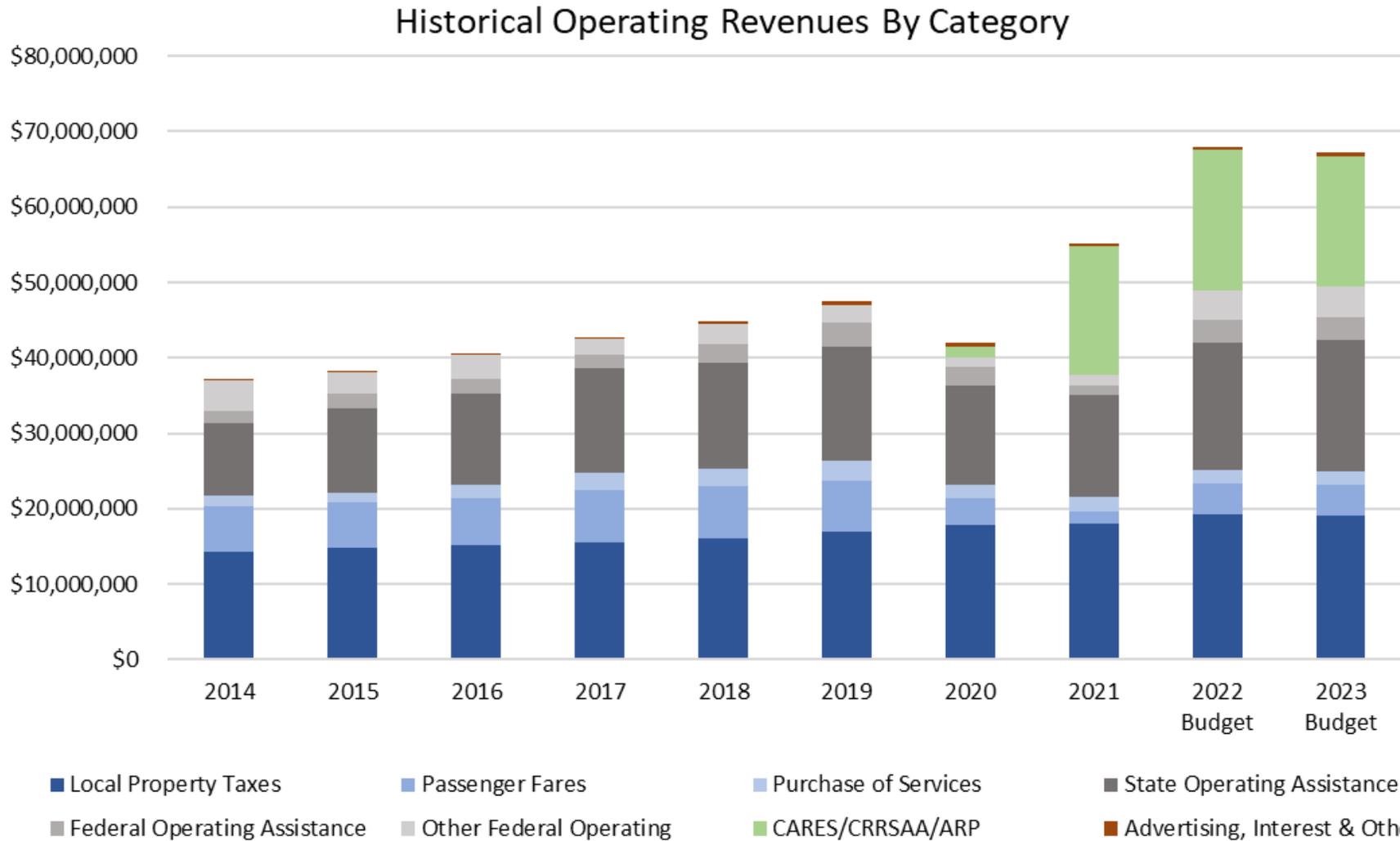
Note: The headcount shown above represents the budgeted full-time employees, except for the FY2020 staff reduction.

- In the budget preview there was no increase in staff FTEs budgeted
- Draft budget includes new FTEs to accelerate hiring of staff approved in the millage
  - 2 On-Road Supervisors
  - 2 YTC Customer Service Agents
  - 1 Administrative staff
- Salaries, Wages, & Benefits are increasing by \$1.2 million, or 4.2%

# Key Initiatives in the FY2023 Draft Budget

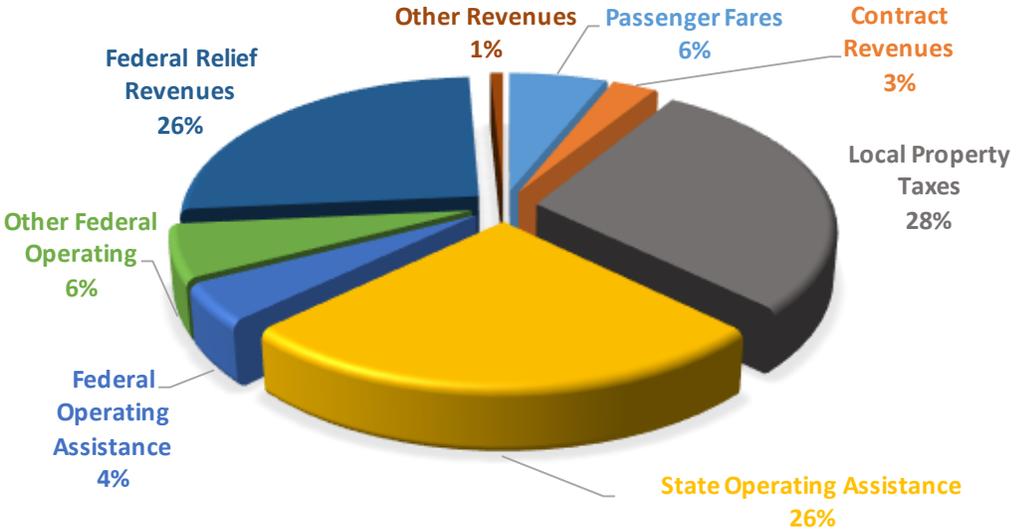


# Historical Operating Revenues



# FY2023 Budgeted Revenues

Operating Revenues	FY2022	FY2023	Change	
			\$	%
Passenger Fares	\$ 4,165,723	\$ 4,085,548	\$ (80,175)	-1.9%
Contract Revenues	1,721,873	1,855,668	133,795	7.8%
Local Property Taxes	19,258,842	19,070,301	(188,541)	-1.0%
State Operating Assistance	16,914,298	17,277,588	363,290	2.1%
Federal Operating Assistance	3,000,000	3,000,000	-	0.0%
Other Federal Operating	3,878,890	4,091,317	212,427	5.5%
Federal Relief Revenues	18,653,477	17,277,770	(1,375,707)	-7.4%
Other Revenues	391,000	524,279	133,279	34.1%
<b>Total Operating Revenues</b>	<b>\$ 67,984,103</b>	<b>\$ 67,182,471</b>	<b>\$ (801,632)</b>	<b>-1.2%</b>

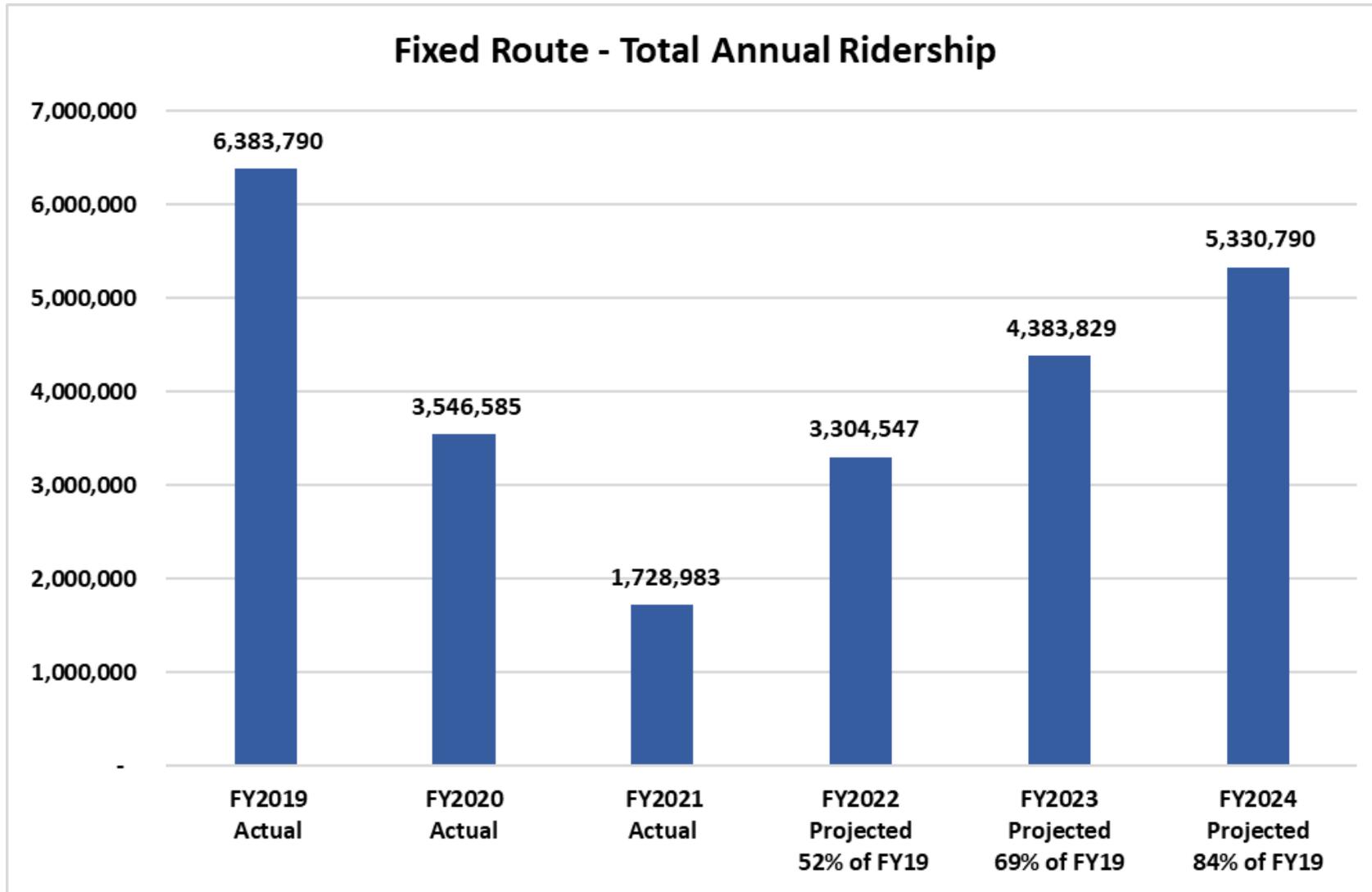


# Key Operating Revenue Impacts

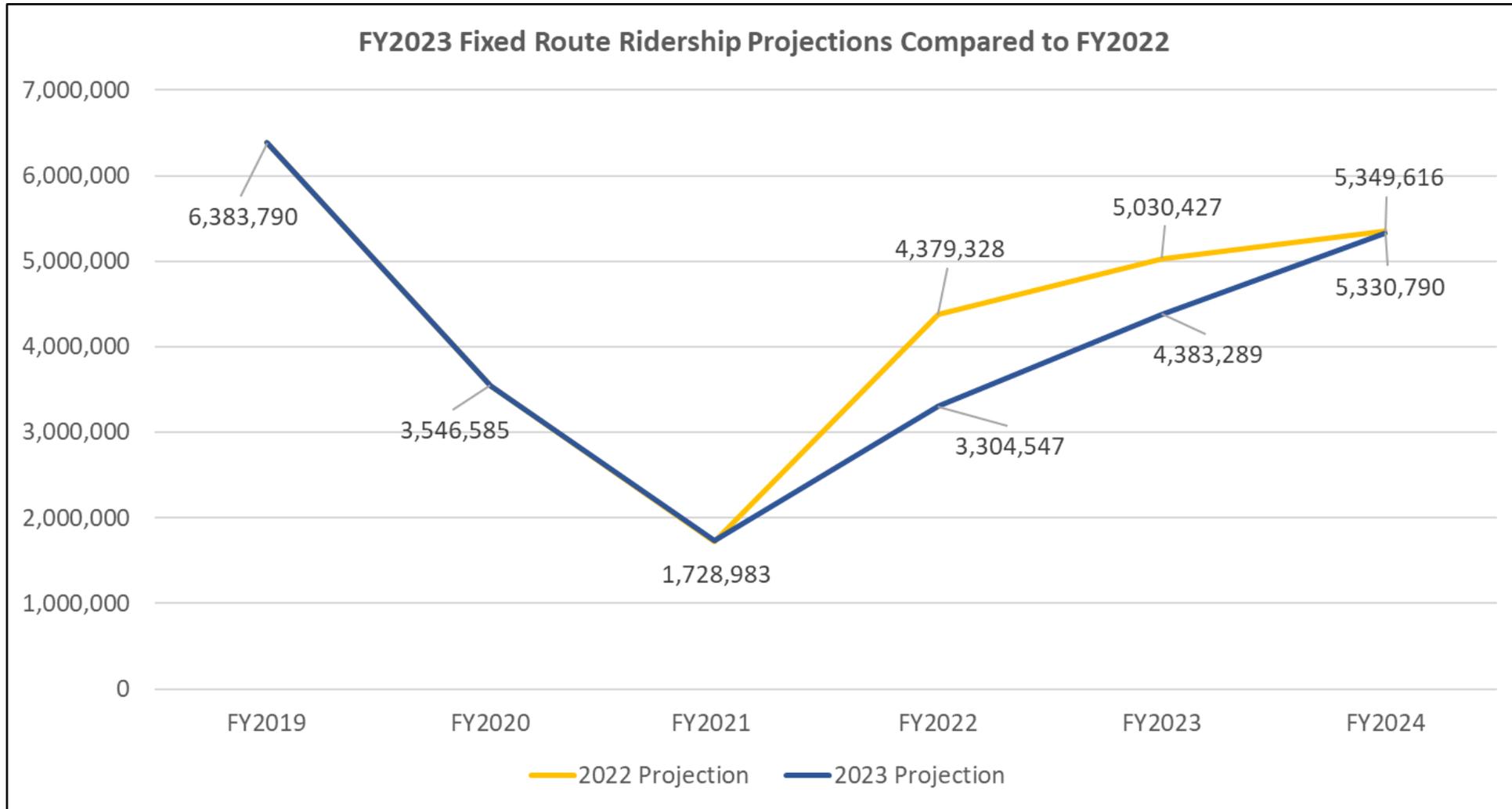
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- Fare Revenues are slightly delayed; expected to grow
- Local Property Tax Revenues increased 5%-6% in the past three years; six-year average is 3.3% per year
- State operating assistance is assumed to be 29%, based on historical averages
- All eligible expenses will be reimbursed with CARES Act and CRRSSA Funds (\$17.3M)

# FY2023 Ridership Forecast is 69% of FY19 Ridership



# FY2023 Ridership Growth is Delayed



# Operating Budget Summary

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- Opportunities
  - Inflationary pressures are managed
  - Ridership recovery will continue
  - Initiatives to move the organization forward are funded
- Risks
  - Fare revenues will likely take several years to recover
  - State property tax laws may reduce local funding
  - Federal funding may be syphoned by other entities
  - Some materials and supplies costs may rise as current contracts expire
- Draft Budget is balanced and is projected to provide a surplus of local funds of \$11.8M
- The millage passed in August 2022 provides stability for the future

# FY 2023 Capital Budget

# Capital Budget Highlights

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- Provides \$14.0M for Fleet and Facility capital investment
  - 8 Low-Emission Diesel Buses
  - DGOC Garage Roof and HVAC Replacement
  - A&E Work for Facilities
- Provides \$1.0M for Technology Upgrades, Bus Stop Improvements, and Transit Signal Priority
- Includes planning and design funding for the YTC, BTC (beginning in FY2024), and other longer-term expansion projects
- Inflationary factors are significant risks in capital plan estimates

# FY2023 Capital Budget is Fully Funded *(one year)*

<b>CAPITAL PROJECTS</b>	<b>FY2023 Budget</b>	<b>FY2024-FY2032 Program</b>
State of Good Repair	\$14,621,000	\$88,761,109
Value Added	\$995,000	\$23,677,639
Research & Development	\$25,000	\$225,000
Expansion	\$1,135,000	\$201,991,000
<b>TOTAL EXPENSES</b>	<b>\$16,776,000</b>	<b>\$314,654,748</b>
<b>FUNDING SOURCES</b>	<b>FY2023 Budget</b>	<b>FY2024-FY2032 Program</b>
State & Federal Grants	\$16,451,000	\$157,286,681
Federal Earmark	\$300,000	\$0
Local Capital Reserve/Share	\$25,000	\$43,659,658
Unidentified Funding	\$0	\$113,708,409
<b>TOTAL REVENUE</b>	<b>\$16,776,000</b>	<b>\$314,654,748</b>
<b>UNIDENTIFIED FUNDING PORTION</b>	<b>FY2023 Budget</b>	<b>FY2024-FY2032 Program</b>
Unidentified Funding %	0%	36%

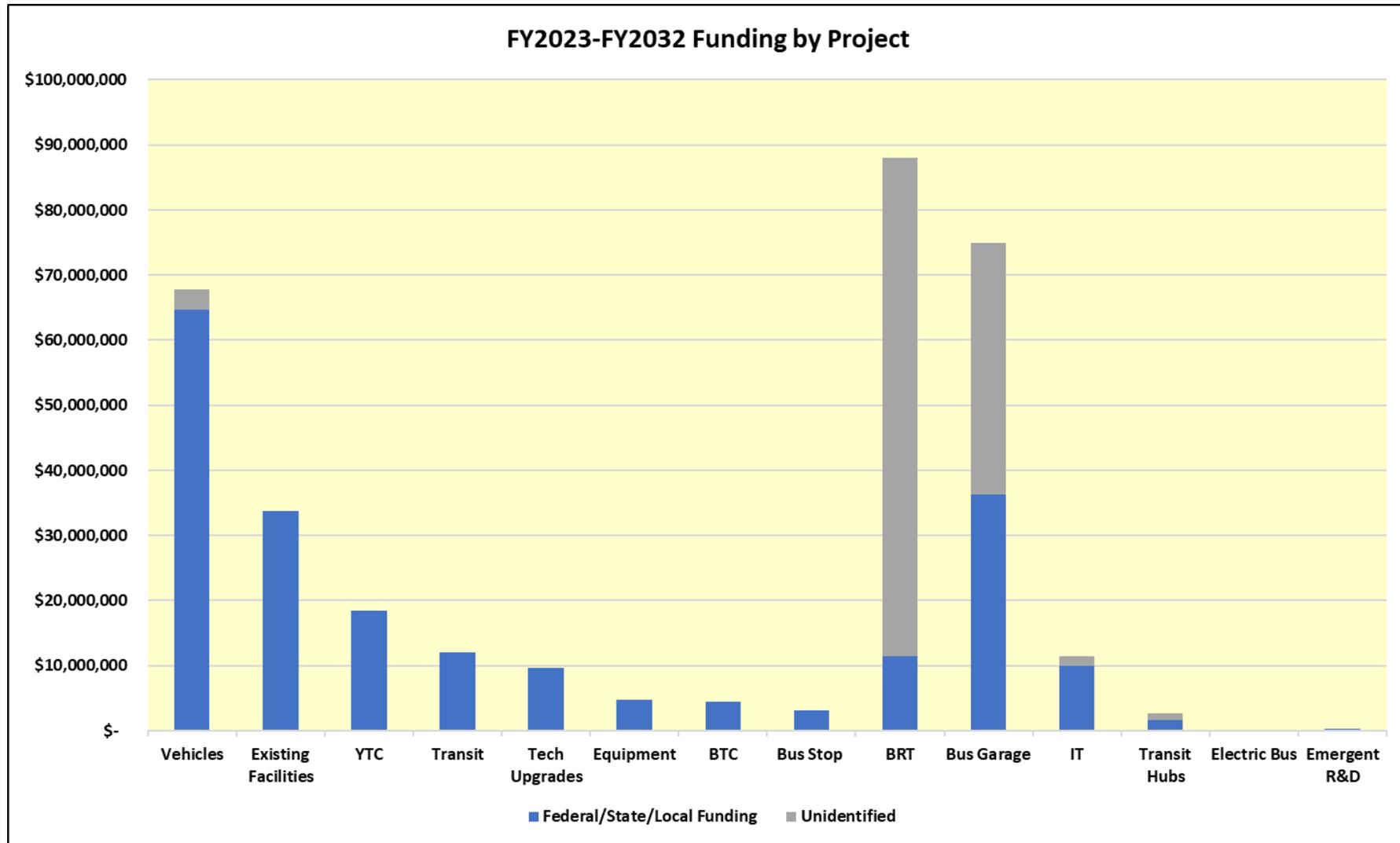
# Capital Reserve to Fund Transportation Projects

*(\$ in thousands)*

	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	Total
Capital Reserve Funding <i>(from Operating Surplus)</i>	\$ 11,939	\$ 12,218	\$ 11,773	\$ 5	\$ 2,039	\$ 1,580	\$ 2,779	\$ 1,014	\$ 310	\$ -	\$ 43,657
Use of Capital Reserve for Capital Projects	-	-	25	1,025	1,525	8,200	4,173	6,164	22,498	25	43,635
Remaining Capital Reserve	\$ 11,939	\$ 24,157	\$ 35,904	\$ 34,885	\$ 35,398	\$ 28,779	\$ 27,385	\$ 22,235	\$ 47	\$ 22	\$ 22

- \$57.3 million of pandemic relief funds are expected to be utilized through FY2024 to recover:
  - Loss of passenger fares
  - Pandemic-related costs
- Consequently, \$36.5 million of local funds will be dedicated to the capital reserve for capital projects directly supporting transportation services in our communities

# The 10-Year Capital Plan Requires More Funding



# Conclusions

While increasing costs and reductions in revenue put pressure on our budget, pandemic relief funds provide short-term relief and provide the TheRide the opportunity to:



# Thank You

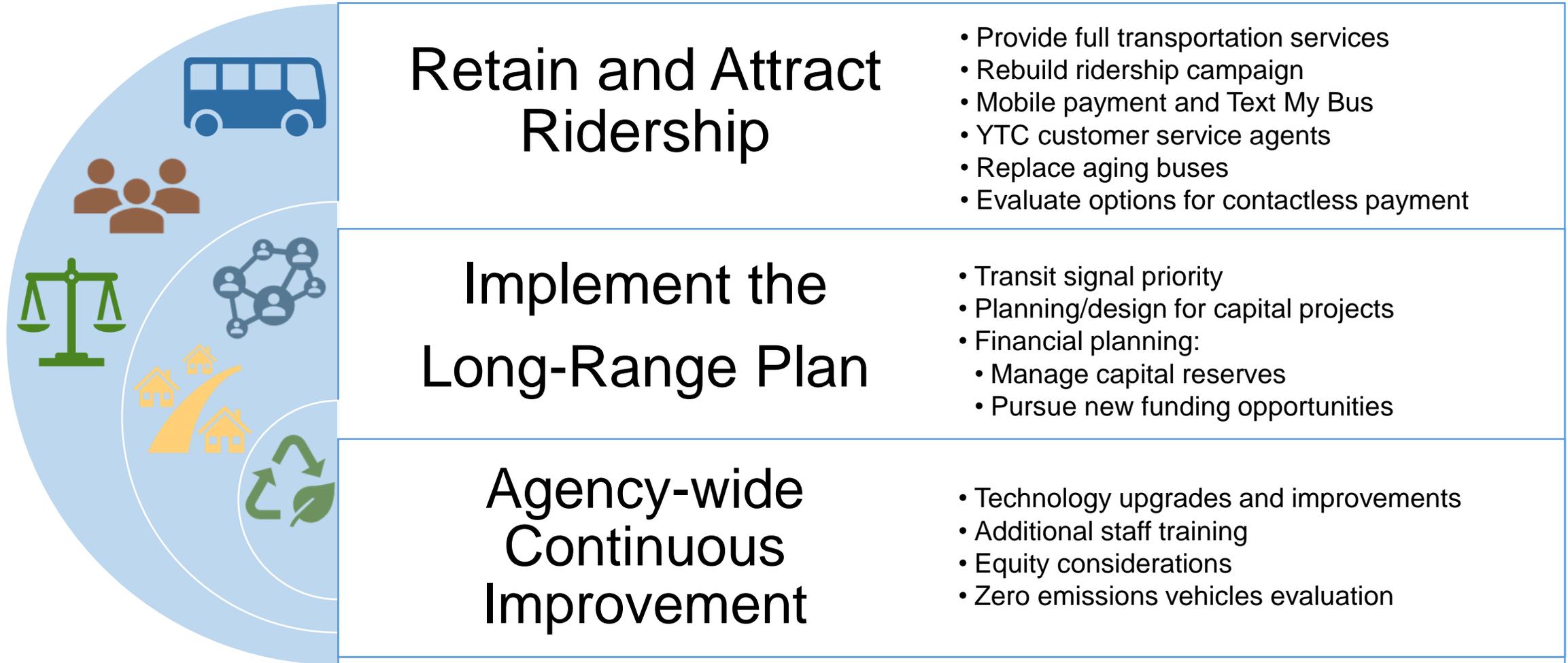
## Questions/Discussion

For Additional Questions, please contact:

Dina Reed  
Deputy CEO, Finance and Administration  
[dreed@theride.org](mailto:dreed@theride.org)



# Key Initiatives in the FY2023 Draft Budget



# FY 2023 Capital Budget

- State of good repairs are consistent with replacement plans
  - Vehicle replacements include 8 low-emission diesel buses
  - Existing facilities improvements include Operations Center Roof and HVAC Replacement
- Value Added and Expansion projects are consistent with the approved Long-Range Plan
- Capital Budget is fully funded for FY2023

Category	Project Description	FY 2023 Budget
<b>State of Good Repair</b> (Maintaining Existing Services and Assets)	Vehicles	\$5,520,000
	Equipment	\$419,000
	Existing Facilities	\$8,447,000
	IT Hardware and Software Replacement	\$235,000
	<b>Sub-total</b>	<b>\$14,621,000</b>
<b>Value Added</b> (Make Things Work Better)	Technology Upgrades	\$250,000
	Bus Stop Improvements	\$445,000
	Transit Signal Priority & Other	\$300,000
	<b>Sub-total</b>	<b>\$995,000</b>
<b>Expansion</b>	Ypsilanti Transit Center: Planning & Design	\$585,000
	Information Technology	\$300,000
	Bus Rapid Transit	\$150,000
	Bus Garage	\$100,000
	<b>Sub-total</b>	<b>\$1,135,000</b>
<b>Research and Development</b>	Emergent R&D Projects	\$25,000
	<b>Sub-total</b>	<b>\$25,000</b>
<b>Total Capital Budget</b>		<b>\$16,776,000</b>

# Pandemic Relief Funds Expenditures

Timing of expenditures to support operations will use the total expected funding by 2024

Expenditures from \$58.8 million in Federal Pandemic Relief funding, as of June 30, 2022, for eligible COVID-19-related costs

FY2020: \$ 1.4 million	Actual
FY2021: \$ 17.1 million	Actual
FY2022: \$ 18.7 million	Projected
FY2023: \$ 17.3 million	
<u>FY2024: \$ 4.3 million</u>	
<b>Total \$ 58.8 million</b>	

<b>Federal Pandemic Relief Utilization</b>	
Operating Expenditures	\$ 32,904,089
Capital Expenditures	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 32,904,089</b>
<i>Federal Pandemic Funds Remaining: \$ 25,840,898</i>	

**CARES act funding has covered:** Reimbursement of payroll costs for front-line workers, safety barriers on buses or inside facilities, personal protective equipment, additional cleaning and sanitation, mobile ticketing pilot project, Backfill revenue gaps caused by the pandemic