

Board of Director's Meeting Agenda

Meeting Date/Time: January 19, 2023, 6:30 – 9:00pm

Members: Kathleen Mozak (Chair), Mike Allemang (Treasurer), Jesse Miller (Secretary), Chris Allen, Simi Barr, Rich Chang, Ryan Hunter, Susan Pollay, Kyra Sims

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

Agenda Item	Info Type	Details	Page #
1. OPENING ITEMS			
1.1 Approve Agenda	D	Mozak	
1.2 Public Comment	O		
1.3 General Announcements	O		
2. CONSENT AGENDA			
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3. POLICY MONITORING & DEVELOPMENT			
3.1 Annual Plan of Work	D	Mozak	18
3.2 Task Force Updates	O		
3.2.1 Ownership Linkage (Verbal)	O	Chang	
3.2.2 Monitoring	O	Allemang	21
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3.4 Global Executive Limitations Monitoring Report	M	Carpenter	32
3.5 Ends Monitoring Report (Intro)	M	Carpenter	38
4. STRATEGY & OPERATIONAL UPDATES			
4.1 Status Update: Long Range Plan Update (Verbal)	O	Carpenter	
4.2 CEO Report	O	Carpenter	67
5. EMERGENT ITEMS			
6. CLOSING ITEMS			
6.1 Action Item Recap	O	Carpenter / Holt	
6.2 Topics for Next Meetings Q1 Service Report Q1 Financial Report ZEB Propulsion Recommendation 2.5 Financial Conditions Ends Monitoring Report 4.0-4.4 Board Management Delegation Policies		Thursday, February 16, 2023 <i>AADL Lower-Level Conference Room</i>	
6.3 Public Comment	O		
6.4 Adjournment			

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

If additional policy development is desired:

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

Emergent Topics

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

1. What is the nature of the issue? Is the issue within the scope of the agency?
2. What is the value [principle] that drives the concern?
3. Whose issue is this? Is it the Board’s [Policy, 3.0 and 4.0] or the CEO’s [running the organization, 1.0 and 2.0]?
4. Is there already a Board policy that adequately covers the issue? If so, what has the Board already said on this subject and how is this issue related? Does the Board wish to change what it has already said?

Board of Director's Meeting Minutes

Meeting Date/Time: December 15, 2022, 6:30 – 9:00pm

Members: Kathleen Mozak (Chair), Jesse Miller (Secretary), Chris Allen, Simi Barr, Rich Chang, Ryan Hunter, Eric Mahler, Kyra Sims

Location: Ann Arbor District Library
Virtual attendance available via Zoom

Chairperson Mozak called the meeting to order at 6:30 pm

Agenda Item
1. OPENING ITEMS
1.1 Approve Agenda
Mr. Hunter moved to approve the agenda, seconded by Mr. Chang.
All in favor of the accepted agenda:
Mr. Chris Allen: Yes
Mr. Simi Barr: Yes
Mr. Rich Chang: Yes
Mr. Ryan Hunter: Yes
Mr. Jesse Miller: Yes
Mr. Eric Mahler: Yes
Ms. Kyra Sims: Yes
Chairperson Kathleen Mozak: Yes
The vote passed unanimously.
1.2 Public Comment
Former board member, Jack Bernard, spoke of his time on the board with Mr. Mahler and thanked him for the work he has guided during his years of board service and considers him a community engagement model for citizens to follow.

1.3 General Announcements

Mr. Carpenter introduced the new HR Manager, Monica Boote to the board.

Ms. Mozak followed up on Mr. Bernard's words and shared that Mr. Mahler would be stepping down from the board officially at the end of the month after 10 years of service and leadership. She noted his contributions during his tenure which have helped guide major advancements for the organization.

Ms. Sims, Mr. Miller, Mr. Hunter and Mr. Carpenter each spoke of their appreciation and positive experiences working alongside Mr. Mahler.

Ms. Mozak presented Mr. Mahler with a plaque as a token of appreciation.

Mr. Mahler addressed his fellow board members and thanked them for their kind words. He has high hopes for the future of TheRide and the continued work to be done for the community.

2. CONSENT AGENDA

2.1 Board Meeting Minutes November 17, 2022

2.2 Committee Meeting Summaries

2.3 Annual Public Transit Agency Safety Plan

Mr. Miller motioned to approve the Consent Agenda, seconded by Ms. Sims

All in favor of accepting the Consent Agenda items:

Mr. Chris Allen: Yes
Mr. Simi Barr: Yes
Mr. Rich Chang: Yes
Mr. Ryan Hunter: Yes
Mr. Jesse Miller: Yes
Mr. Eric Mahler: Yes
Ms. Kyra Sims: Yes
Chairperson Kathleen Mozak: Yes

The Consent Agenda was accepted as presented.

3. POLICY MONITORING & DEVELOPMENT

3.1 Board's Work Plan

Ms. Mozak recapped suggested topics from November's board discussion which included sustainability, post pandemic transit and policy development. Mr. Barr expanded upon his ideas on sustainability measures and the benefits of creating policies that would support moving the organization into a more sustainable direction.

Ms. Mozak shared that the Governance Committee would be continuing to review the Board's Work Plan and would provide updates at the January board meeting.

3.2 Task Force Updates

3.2.1 Ownership Linkage (Verbal)

Mr. Chang shared that the task force had met during the December Service Committee Meeting and will be working on their charter. Once that discussion has completed, they will be ready to move forward to their next steps. They will be meeting again in January.

3.2.2 Monitoring (Verbal)

Ms. Mozak provided an update (Mr. Allemang was not present) that the task force had met at the beginning of December. They are working on drafting language that better reflects degrees of compliance within the report and hope to present to the board in January.

3.3 Policy 2.9 Updates (Verbal)

Mr. Miller shared with the board that the Service Committee has continued a review of Policy 2.9 and are looking at suggested language revisions made by Policy Governance consultant Rose Mercier.

Mr. Carpenter and Mr. Mahler discussed specific language change suggestions focused better on measurable outcomes with Policy 2.7.6.1.

3.4 Monitoring 2.1 Treatment of the Traveling Public

Mr. Carpenter shared with the board an overview of the monitoring report and explained partial compliance for 2.1.1 and 2.1.3. The partial compliance was due to ongoing work to make most bus stops wheelchair accessible (not yet finished) and a malfunctioning real-time information screen at the Blake Transit Center which occurred during the cyber-attack last year. He shared the recommendation from the Service Committee that the monitoring report be accepted as B – partially compliant with those items noted.

Mr. Mahler put forth a motion to accept the report as B – partially compliant except for items noted (2.1.1 and 2.1.3). Mr. Hunter seconded the motion.

All in favor of accepting the report as B – partially compliant except for items noted (2.1.1 and 2.1.3):

Mr. Chris Allen: Yes
Mr. Simi Barr: Yes
Mr. Rich Chang: Yes
Mr. Ryan Hunter: Yes
Mr. Jesse Miller: Yes
Mr. Eric Mahler: Yes
Ms. Kyra Sims: Yes
Chairperson Kathleen Mozak: Yes

The motion passed unanimously to accept the report as B – partially compliant except for items noted (2.1.1 and 2.1.3).

4. STRATEGY & OPERATIONAL UPDATES

4.3 CEO Report

Mr. Carpenter shared that the FTA Triennial Review audit was nearly complete and introduced Ms. Reed to inform the board of the status. Ms. Reed noted that there had been several corrective actions noted in the draft findings – they were corrected and submitted in November. There are 3 additional items under review – they are expected to be closed out as well. She is looking to receive the final report soon.

Mr. Carpenter shared an update on the Zero Emissions Bus public engagement process – the feedback and findings were made note of in the ZEB report. At this time, he doesn't believe he will have enough time to have discussions with local partners and complete the final report to present to the board in February for 2023 grant submission as had been tentatively planned. He is looking ahead to presenting for 2024.

Mr. Barr asked if submitting a smaller scope of work for a 2023 grant was feasible to start the process and Mr. Carpenter said he would investigate if that was a possibility.

5. EMERGENT ITEMS

No emergent items noted.

6. CLOSING ITEMS

6.1 Action Item Recap

Mr. Carpenter noted the following items in a brief recap of the meeting:

The PTASP would be submitted to the FTA the day after the board meeting (due at the end of the year). The Governance Committee will take the Annual Work Plan suggestions from the meeting and discuss at their next meeting. The OLTf will be meeting in January. The Monitoring Taskforce would be continuing their work at their next meeting in January. The Service Committee will be continuing work on Policy 2.9.

6.2 Topics for Next Meetings

1.0 Ends
CEO Evaluation
2.0 Global Executive Limitation
Annual Board Disclosure Statement

6.3 Public Comment

No public comment.

6.4 Adjournment

Chairperson Mozak adjourned at 7:31 pm.

Respectfully Submitted by Deborah Holt

DRAFT

Governance Committee Meeting Notes

Meeting Date/Time: December 20, 2022 - 9:00-11:00am

Members: Kathleen Mozak (Chair), Mike Allemang, Jesse Miller, Rich Chang

Staff: Matt Carpenter, Forest Yang, Dina Reed, Ken Anderson, Rosa-Maria Njuki, Deb Holt

Location: REMOTE – Via Zoom

Chairperson Mozak called the meeting to order at 9:04 am

Agenda Item
1. OPENING ITEMS
<p>1.1 Agenda (Additions, Approval) Ms. Mozak suggested reordering agenda item 4.1 up to after agenda item 2.1.</p> <p>1.2 Communications Mr. Carpenter shared updates of challenges with staffing shortages within several departments. He also shared an update on the progress of an earmark funding request for the Ypsilanti Transit Center.</p>
2. BOARD DEVELOPMENT
<p>2.1 Task Force Coordination Mr. Allemang shared that the monitoring taskforce will have final recommendations to bring to the board for the January board meeting. Mr. Chang shared that the Ownership Linkage Task Force was meeting in January. Ms. Reed shared that the audit task force initial meeting was expected to occur in January.</p> <p>2.2 Committee Agendas Mr. Miller noted that there were no additions or changes to be made to the Service Committee meeting agenda.</p> <p>Mr. Allemang had reviewed the Finance Committee meeting agenda and approved.</p> <p>The committee discussed the January board meeting agenda – the Ends monitoring will be introduced in January and more deeply reviewed and decided upon in February due to the size of the report.</p> <p>Mr. Carpenter requested the inclusion of the YTC update to be added to each agenda.</p>
3. POLICY MONITORING & DEVELOPMENT
<p>3.1 Annual Work Plan The committee discussed priorities within the annual Work Plan with a focus on Ends Review which was an involved process for the board. They also reassigned several topics from the annual work plan to education topics.</p>

3.1.1 Retreat Update and Challenges (Verbal)

Mr. Carpenter shared updates on the board discussion involving equity at a future board retreat.

3.1.2 Equity Layers

The committee discussed the various elements of equity discussion topics, and which ones might be considered a focused priority. They determined that a focus on Societal, Governance, Priorities and Funding of TheRide, and Distribution of Existing Resource were areas of interest to further explore.

3.2 Board Member Recruitment Efforts

The committee discussed filling a newly open position on the board.

3.3 Board Agenda Reform (Rich's suggestions)

Mr. Chang provided updates/suggestions to the board agenda outline. The committee agreed upon moving his suggestions into a draft agenda for their review. They will continue to discuss in January.

4. STRATEGY & OPERATIONAL UPDATES: CEO

4.1 CEO Expense Report (*discussed after agenda item 2.1*)

Mr. Carpenter noted his expenses had moderately increased in comparison to the previous 2 years due to a return to travel/professional development.

5. CLOSING ITEMS

5.1 Topics for Next Meeting

CEO Evaluation
Ends Monitoring Report (Policy 1.0)
4.0-4.4 Board Management Delegation Policies

5.2 Adjournment

Ms. Mozak thanked the committee and staff and the meeting adjourned at 11:16 am.

Respectfully Submitted by Deborah Holt

Service Committee Meeting Notes

Meeting Date/Time: January 3, 2023, 9:00-11:00am

Members: Jesse Miller (Chair), Simi Barr, Rich Chang, Susan Pollay

Staff: Matt Carpenter, Dina Reed, Troy Lundquist Gretchen Johnson, Rosa-Maria Njuki, Deb Holt

Location: REMOTE – Via Zoom

Mr. Miller called the meeting to order at 9:01 am

Agenda Item
<p>1. OPENING ITEMS</p> <p>1.1 Agenda (Additions, Approval) Mr. Miller and the committee had no changes were needed with the agenda.</p> <p>1.2 Communications Mr. Carpenter shared with the committee that Troy Lundquist was filling in for Forest Yang as acting Deputy CEO of Operations will Mr. Yang is out town. He also shared an update on the progress of an earmark funding request for the Ypsilanti Transit Center.</p>
<p>2. POLICY MONITORING & DEVELOPMENT</p> <p>2.1 Policy Development: Review of 2.9 Policy Governance consultant, Rose Mercier, provided a recommendation of deleting Policy 2.9 and moving sub-policies to other policies. Revisions were shared and the committee discussed the potential changes and impacts to other policies. The committee agreed that the revisions will be shared at the January board meeting.</p> <p>2.2 Ownership Linkage Taskforce Mr. Chang shared an updated ownership linkage outreach spreadsheet with the committee – the committee discussed the goal of the outreach meetings and topics of discussion. Outreach next steps will include creating a timeline for reaching out to various community members with a draft email that will be shared later with a committee. Mr. Chang will share discussed updates to the board.</p>
<p>3. STRATEGY & OPERATIONAL UPDATES: CEO</p> <p>3.1 Global Executive Limitation (2.0) Mr. Carpenter shared with the committee an overview of the monitoring report which is a summary of monitoring reports. He noted compliance with the other policies and a historical timeline of compliance that had been included for reference. The committee will recommend to the Board that the policy is B – partially compliant except for items noted in the report.</p> <p>3.2 Staffing Updates Mr. Carpenter shared updates of challenges with staffing shortages within several departments.</p>

4. CLOSING ITEMS

4.1 Action Item Recap

It was noted that the revisions to Policy 2.9 will be shared with the Board as a decision item, Ownership Linkage Taskforce spreadsheet updates will be shared with the committee and then an update will be given at the January board meeting and Policy 2.0 will be recommend to the board as B – partially compliant with items noted.

4.2 Topics for Next Meeting

Q1 Service Report

4.3 Adjournment

Mr. Miller thanked the committee and staff and adjourned the meeting at 10:46 am.

Respectfully Submitted by Deborah Holt

DRAFT

Finance Committee Meeting Notes

Meeting Date/Time: January 10, 2023, 3:00 – 5:00pm

Members: Mike Allemang (Chair/Treasurer), Kyra Sims

Staff: Matt Carpenter, Dina Reed, Troy Lundquist, Ken Anderson, Rosa-Maria Njuki, Deb Holt

Location: REMOTE – Via Zoom

Mr. Allemang called the meeting to order at 3:00pm

Agenda Item
1. OPENING ITEMS
<p>1.1 Agenda (Additions, Approval) No updates or changes to add to the agenda.</p> <p>1.2 Communications No new communications to share.</p>
2. POLICY MONITORING & DEVELOPMENT
<p>2.1 Construction Policy Review Mr. Allemang introduced a discussion on wording within the construction policy focused on grant funding requests that require approval from the board. There have been situations when the window for submission of an "earmark" grant application doesn't provide enough time for board authorization, which result in non-compliance with policy 2.11.1 as it currently is worded.</p> <p>The committee discussed rewording options in dealing with this dilemma, including whether short turnaround grant/earmark submission situations fall under "emergent issues" in Policy 3.7.2 that can be addressed by the Executive Committee. Various options will be addressed at the next Finance Committee meeting.</p>
3. STRATEGY & OPERATIONAL UPDATES: CEO
<p>3.1 Staffing Updates (Verbal) Mr. Carpenter provided updates current staffing shortages in several departments.</p> <p>3.2 Audit Update (Verbal) Ms. Reed shared that the audit has started, and an audit committee meeting is being planned. The projected timeline for the audit report is February.</p>
4. CLOSING ITEMS
<p>4.1 Action Item Recap Continue review of the Construction Policy.</p>

4.2 Topics for Next Meeting

Audit Update
Q1 Financial Report
2.5 Financial Conditions
Construction Policy

4.3 Adjournment

Mr. Allemang thanked the committee and staff and adjourned the meeting at 3:44pm

Respectfully Submitted by Deborah Holt

DRAFT

Certification of Disclosure of Financial or Personal Interest

Board Meeting Review Date: January 19, 2023

INFORMATION TYPE:
Information
RECOMMENDED ACTION(S):
Review the annual disclosure form. Certify that disclosures have been received from all Board members and required staff.
ISSUE SUMMARY:
The “Annual Certification of Disclosure of Financial or Personal Interest” is completed by Board Members, Executive Staff, Senior Management Staff, and Procurement Personnel. The Manager of Purchasing, who coordinates the annual disclosures, confirms that all required disclosures have been received by Board members and staff as of January 11, 2023.
BACKGROUND:
<p>Board Policy 3.3 requires annual ethics disclosures by Board Members:</p> <p style="margin-left: 40px;">Policy 3.3 The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board member.</p> <p style="margin-left: 40px;">Policy 3.3.2 Members must avoid conflicts of interest with respect to their legal duties of care and loyalty.</p> <p style="margin-left: 40px;">Policy 3.3.2.1 There will be no self-dealing or business by a member with the organization. Members will, each January, disclose in writing their involvements with other organizations, with vendors, or any associations which might be or might reasonably be seen as being a conflict.</p> <p>Disclosures are also required by Executive Staff, Senior Management Personnel, and Procurement Personnel per the ethics policy, as published in Procurement Manual.</p>
IMPACTS OF RECOMMENDED ACTION(S):
<ul style="list-style-type: none"> • Governance: Perform key Policy Governance process
ATTACHMENTS:
1. Annual Disclosures

Attachment 1

Ann Arbor Area Transportation Authority

Certification of Disclosure of Financial or Personal Interest

Ann Arbor Area Transportation Authority (AAATA) is the recipient of federal, state and local funds. It is therefore charged with expending its resources, financial and otherwise, in the best interest of the public. As a steward of public funds, AAATA requires that persons in – or potentially in – positions to affect AAATA’s financial decisions or the use of AAATA resources annually disclose current and potential conflicts of interest.

Furthermore, AAATA’s Board Policies require that the Board “commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.” Policy 3.3. It further stipulates that, “there will be no self-dealing or business by a (Board) member with the organization. (Board) members will, each January, disclose in writing their involvements with other organizations, with vendors, or any associations which might be or might reasonably be seen as being a conflict.” Policy 3.3.2.1

Therefore, each year, all AAATA’s Board of Directors, the Chief Executive Officer (CEO), Deputy CEO’s, Senior Management Team, and Procurement Staff, are required to comply with these requirements by

1. Reviewing AAATA’s Ethics Policy.
2. Review and sign this disclosure certificate.
3. If applicable, submit written disclosure statements of any real or potential financial or personal interest that may concern AAATA to the Manager of Purchasing. mwhitlow@theride.org

Please address any questions concerning this process to the Manager of Purchasing to mwhitlow@theride.org

Or

Manager of Purchasing
Ann Arbor Area Transportation Authority
2700 South Industrial Highway
Ann Arbor, MI 48104

By signing below, I acknowledge that:

I have read, understand, and agree to AAATA's Ethics Policy, and I will adhere to the policies presented.

I shall not intentionally or knowingly accept, agree to accept, or solicit any gift, favor, service, or other benefit that could reasonably be construed to influence my discharge of assigned duties and responsibilities or that a reasonable person in the same circumstances as myself would know or should know is being offered with the intent to influence official conduct.

I shall not engage in any business or professional activity that I or a reasonable person in the same circumstances as myself might reasonably expect would require or induce the disclosure of confidential information acquired by reason of the official position.

I shall not intentionally or knowingly accept, agree to accept, or solicit any benefit for having exercised my official powers or performed official duties in favor of another.

In the event that circumstances change and a potential conflict develops, I shall disclose to the Manager of Purchasing any personal financial interest, business interest, or any other obligation or relationship I, a family member, significant other, or spouse has that I or a reasonable person in the same circumstances as myself might reasonably expect would create a potential conflict of interest with the proper discharge of assigned duties and responsibilities.

I will comply with this policy. I understand that disregarding or failing to comply with this standard of business ethics and conduct could lead to disciplinary action, up to and including possible termination of employment.

Signature

Date

Name Printed

Title/Affiliation to AAATA

Delegation of Voting Rights to CEO's Delegates, Ann Arbor Transportation Commission

Meeting: Board of Directors

Meeting Date: January 19, 2023

INFORMATION TYPE:
Decision Preparation
RECOMMENDED ACTION(S):
That, by motion or consent, the Board approve the following list of individuals as having authorization to vote on behalf of the TheRide at the Ann Arbor City Transportation Commission: Matt Carpenter, Forest Yang, Dina Reed, Ken Anderson, Troy Lundquist, Jean-Luc Grosjean and Samantha Potter.
ALTERNATIVE OPTION(S):
Defer.
PRIOR RELEVANT BOARD ACTIONS & POLICIES
In 2019 the Board delegated attendance and voting on the Transportation Commission to the CEO, Matt Carpenter.
ISSUE SUMMARY:
Although the Board has delegated voting on the Commission to the CEO, and he has delegated it to other staff; the City requires additional confirmation to allow other staff to <u>vote</u> while on the Commission. With recent staff changes, the authorization list needs to be updated for 2023.
BACKGROUND:
In late 2019, the City informed the CEO that the City Attorney felt that it was not enough that the TheRide Board had delegated the Commission to the CEO and that the CEO in turn had delegated to staff. The Attorney's Office felt that only <i>individuals</i> specified by the TheRide Board could <u>vote</u> on the Commission. This means the CEO can vote but his delegates cannot. Rather than spend time arguing the point, the CEO instead is asking the TheRide to update their original delegation to him to include a list of specific individuals who are authorized to vote. Ultimately, the Board's delegation is still to the CEO. The updated list includes Messrs. Carpenter and Yang, as well as several alternates should they ever be needed.
IMPACTS OF RECOMMENDED ACTION(S):
<ul style="list-style-type: none"> • Budgetary/Fiscal: NA. Social: NA. Environmental: NA • Governance: Satisfying an approval an outside body requires the Board to make.
ATTACHMENTS:
NA

Board's Annual Work Plan

Governance Committee: December 20, 2022

Board Meeting: January 19, 2023

INFORMATION TYPE:
Decision Preparation
RECOMMENDED ACTION(S):
Begin discussion of a Board plan of work for FY 2023.
PRIOR RELEVANT BOARD ACTIONS & POLICIES
Board policy 3.4 (Attachment 1).
ISSUE SUMMARY:
To keep a focus on the future, at the beginning of every fiscal year the Board decides what proactive issues it wants to spend time on, and which may lead to development of new policy. Board members have discussed various items in the past, and a few new ideas have been suggested (Attachment 2). In FY2022 the Board decided to discuss propulsion, advocacy, and equity. Additional items are possible, but organization capacity is a concern.
BACKGROUND:
The Board's annual work plan is an inherent part of Policy Governance. This is a key mechanism for ensuring that the Board is driving its own agenda and not merely reacting to staff or outside issues. Policy 3.4 outlines how the board sets its agenda. Excerpts of the relevant passages are provided in Attachment 1.
IMPACTS OF RECOMMENDED ACTION(S):
<ul style="list-style-type: none"> • Budgetary/Fiscal: NA • Social: NA • Environmental: NA • Governance: The annual work plan is how the Board sets the direction for the organization.
ATTACHMENTS:
<ol style="list-style-type: none"> 1. Excerpt Policy 3.4 – Agenda Planning Policy 2. Potential Work Plan & Education Ideas (FY2023)

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

(Emphasis added)

3.4 AGENDA PLANNING

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

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

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

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

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

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

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

Current work plan:

<i>Policy Topics or Decisions</i>	<i>Status</i>
<i>1. Ends review</i>	<i>Annual task</i>
<i>2. Propulsion</i>	<i>In Progress</i>
<i>3. Advocacy Agenda</i>	<i>In Progress</i>
<i>4. Equity</i>	<i>March Retreat Discussion</i>
<i>5. Sustainability</i>	<i>TBD</i>
<i>6. Post-Pandemic Trends</i>	<i>TBD</i>
<i>7. Policy Development Education with Rose</i>	<i>TBD</i>

General education topics previously suggested by Board:

<i>Education Topics</i>
<i>Multi-jurisdictional consideration (local and regional)</i>
<i>Differences between AAATA communities (POSAs)</i>
<i>Service Provision options: Micro transit, bus lanes, scooters, vehicle size, etc.</i>
<i>Environmental Standards (policy development?)</i>
<i>Town/Gown resource distribution</i>
<i>RTA</i>

Monitoring Task Force Update

Board Meeting Date: January 19, 2023

INFORMATION TYPE
Decision
RECOMMENDED ACTIONS
Board reviews the documents provided in this update and votes to adopt them.
PRIOR RELEVANT BOARD ACTIONS & POLICIES
The Board struck a taskforce to look into ways of streamlining the Board’s monitoring processes. The taskforce has been working in conjunction with staff and the Governance Coach to achieve those goals.
ISSUE SUMMARY
The monitoring taskforce met on January 5 th to discuss (1) motions of accepting compliance and (2) how to follow up on monitoring reports. With guidance from the Governance Coach, the taskforce developed the two documents attached and is presenting them to the Board for review and adoption.
IMPACTS OF RECOMMENDED ACTION(S)
<ul style="list-style-type: none"> • Budgetary/Fiscal: NA • Social: NA • Environmental: NA • Governance: Significant. Refinements of the Board monitoring and policy development processes.
ATTACHMENTS
<ol style="list-style-type: none"> 1. Proposed Motions 2. Summary of required follow-up

Proposed Motions

- A. The Board has assessed the monitoring report for policy x.x and finds that it provides a reasonable interpretation for **all** policy items and that the evidence demonstrates compliance with the interpretations.

- B. The Board has assessed the monitoring report for policy x.x and finds that it provides a reasonable interpretation for all policy items and that the evidence demonstrates compliance with the interpretations, except for the CEO’s stated non-compliance with item(s) x .x, which the Board acknowledges and accepts the proposed dates for compliance.

- C. The Board has assessed the monitoring report for policy x.x and finds the following:
 - 1. For policy items x.x.x – there is evidence of compliance with a reasonable interpretation
 - 2. For policy items x.x.x – the interpretation is not reasonable
 - 3. For policy items x.x.x – the interpretation is reasonable, but the evidence does not demonstrate compliance
 - 4. For policy items x.x.x – the Board acknowledges and accepts the CEO’s stated non-compliance and the proposed dates for compliance

For policy items cited in 2) and 3) the Board expects follow up by the following dates:

Policy items without reasonable interpretations	Follow up requested (e.g., report resubmission interpretation update, etc.)	Expected follow up date
Policy items without evidence demonstrating compliance	Follow up requested (e.g., report resubmission interpretation update, etc.)	Expected follow up date

NOTE: For Motion C, the board can choose any or all of 1, 2, 3 and 4 if they apply.

AAATA Board Summary of Required Follow-up Re: Monitoring Reports

Meeting Date	Policy #	Follow-up Identified by CEO(Items and Due Date)	Follow-up Interpretations Policy items Due Date	Follow-up Evidence Policy items Due Date	Policy content review needed Date Scheduled
23-01-19	2.1	2.1.3 March 2023	2.1.4 March 2023	2.1.6 May 2023	2.1 June 2023
		Date Completed March 2023	Date Completed March 2023	Date completed May 2023	Date completed July 2023
		Date Completed	Date Completed	Date completed	Date completed
		Date Completed	Date Completed	Date completed	Date completed
		Date Completed	Date Completed	Date completed	Date completed
		Date Completed	Date Completed	Date completed	Date completed

Review of Policy 2.9 External Relation

Service Committee: January 3, 2023

Board Meet: January 19, 2023

INFORMATION TYPE
Policy development and Decision Preparation,
RECOMMENDED ACTION(S)
Receive for information, Approve, Consider, Discuss, etc.
ISSUE SUMMARY
<p>In September the Service Committee review the Monitoring Report for policy 2.9, External Relations. During the discussion the Committee noted several challenges with the policies and concerns raised by the CEO. They recommended the report be approved and also volunteered to take a lead role in reviewing the policy.</p> <p>In September the Committee proposed, and the Board supported, that the Committee review policy 2.9 for possible updates to the written policies.</p> <p>In addition, the Committee asked for relevant previous feedback from Rose Mercier from the December Service Committee Meeting (Attached).</p>
BACKGROUND
Committees are empowered by the full Board to develop recommended changes to policies. The Full Board retains the right to make decisions.
IMPACTS OF RECOMMENDED ACTION(S)
<ul style="list-style-type: none"> • Budgetary/Fiscal: N/A • Social: N/A • Environmental: N/A • Governance: Policy Development
ATTACHMENTS
<ol style="list-style-type: none"> 1. Policy 2.9 and recent CEO Notes 2. 2019 Review of External Relations Policy (Rose Mercier) (Different numbering)

Attachment 1

2.9 EXTERNAL RELATIONSHIPS

In order to facilitate the continued success of AAATA and its achievement of Ends, the CEO shall not operate without creating collaborative, strategic relationships with external stakeholders.

Further, without limiting the scope of the foregoing by this enumeration, the CEO shall not:

- 2.9.1 Ignore opportunities for collaboration for the community benefit.
- 2.9.2 Ignore opportunities to promote multi-modal solutions, transit-supportive land development, or first mile/last mile considerations whether internally or to outside decision makers.
- 2.9.3 Fail to develop relationships with community stakeholders, including elected officials, which contribute to community support for the AAATA.
- 2.9.4 Fail to reasonably engage riders, residents, and stakeholders when considering material changes to services, programs, or transit facilities.
- 2.9.5 Fail to operate in a publicly transparent manner.
- 2.9.6 Endanger the organization's public image, credibility, or its ability to accomplish Ends by:
 - 2.9.6.1 Operating the organization in a manner that jeopardizes grantor relationships.
 - 2.9.6.2 Allowing third-party advertising that violates stated agency guidelines for community standards.
 - 2.9.6.3 Hiring a former Board member as an agency employee or supplier within one year of that member's departure from the Board.
 - 2.9.6.4 Hiring a sitting elected official or former elected official that has not been out of office for at least one year from any jurisdiction that appoints members to the AAATA Board.
 - 2.9.6.6 Authorizing the use of vehicles and their operators to transport persons detained by law enforcement for participating in public demonstrations.
- 2.9.7 Allow the organization to be without (advisory) committees required in legislation, or permit those committees to operate inconsistently with requirements of the legislation.

CEO Notes

In past years I have noted that policies 2.9, 2.9.1, 2.9.2, and 2.9.3 (*) are *prescriptions* as they dictate staff actions rather than *proscribing* unacceptable situations. Further, they open a door to criticism of many staff decisions based on the popularity of such decisions, not any clear business rationale. I have done my best to develop reasonable interpretations which I believe satisfy the guidance from the IPGA (below), but these are still unsatisfying.

I continue to believe these early policies are contrary to Policy Governance and constitute “backdoor means prescriptions.” I would ask the Board to consider rewording these policies or deleting them. One alternative would be to move 2.9.4 and 2.9.5 under 2.9.6 and delete everything else. The Board could also consult Rose Mercier.

I will also note that there is no “External Relationships” section in the stock Policy Governance template of policies. I believe this policy began as a continuation of the pre-Policy Governance Performance Monitoring and *External Relations* Committee.



SPECIAL COACHING ADVISORY

EL-2.9 External Relationships

I have written this Advisory in response to a conversation with Jesse Miller and Rosa-Maria Njuki for consideration of the Service Committee at its meeting on December 2nd. The question is to be addressed in light of a policy content review of the current Executive Limitation policy 2.9. As you will read in this document, I believe that while there are policy items that are relevant statements of unacceptable conditions, they are better addressed in more appropriate policies.

ASSESSMENT OF CURRENT POLICY

2.9 In order to facilitate the continued success of AAATA and its achievement of Ends, the CEO shall not operate without creating collaborative, strategic relationships with external stakeholders

Executive Limitations policies are intended to specify the means that the board would consider unacceptable even if they worked to achieve Ends; means that are unacceptable because they are unethical or imprudent.

As written the highest level policy statement in 2.9 is a management prescription, i.e., it tells the CEO the means to be used, i.e. create collaborative relationships.

When I wrote the first Advisory on this policy, the CEO suggested that this policy might be a hold over from the time – pre-Policy Governance – when the board had an External Relations committee.

More typically, when it is appropriate to do so, External Relations is addressed in a Governance Process policy where the highest level statement would state: “The board shall identify other organizations with which it requires good working relationships in order to share and enhance its role as owner representative in determining the most appropriate Ends.” I am not sure that such a policy is relevant to AAATA. However, I have included the template of this policy that we use as a starting point for your information as Appendix 1.

2.9.1 Ignore opportunities for collaboration for the community benefit.

2.9.2 Ignore opportunities to promote multi-modal solutions, transit-supportive land development, or first mile/last mile considerations whether internally or to outside decision makers.

2.9.3 Fail to develop relationships with community stakeholders, including elected officials, which contribute to community support for the AAATA.

2.9.1, 2.9.2 and 2.9.3 are management prescriptions. The values in these statements (not the statements themselves) more appropriately align with the Executive Limitation on Protection of Assets.

With the exception of 2.9.4 and 2.9.7, the other policy items (2.9.5 and 2.9.6) are also more appropriately addressed in EL 2.7 Protection of Assets, given that the organization’s public image, credibility and ability to accomplish Ends are assets to be protected. I have provided a suggested revision to the board’s current policy EL-2.7 that incorporates these policy items and suggests a way to address the value underlying 2.9.1, 2.9.2 and 2.9.3.

2.9.4 Fail to reasonably engage riders, residents, and stakeholders when considering material changes to services, programs, or transit facilities.

This policy item is more appropriately addressed in Executive Limitation 2.1 Treatment of the Travelling Public. I have previously suggested the following as a more Policy Governance consistent way of stating the sentiment:

“Proceed with material changes to services, programs or transit facilities that could be foreseen to create significant resistance from the traveling public and external stakeholders because they had not had the opportunity for consultation or their input had been ignored.”

The rationale for this proposed statement: We have a number of clients that value consultation with their “public or stakeholders or clients, etc. If you write the current policy statement (without the “fail to”) as “Proceed with material changes to services, programs or facilities prior to engagement with the traveling public or external stakeholders,” it still does not describe an unacceptable condition – it prescribes the management means. What if there is engagement, which is then ignored? Would that be acceptable? Finding a limitation which captures what is unacceptable actually led us to an extended discussion a few years back between Jannice Moore and Miriam Carver. The result is the policy statement which I am suggesting. It is part of our template for organizations with similar concerns about consultation. I think this policy statement works in this situation.

2.9.7 Allow the organization to be without (advisory) committees required in legislation, or permit those committees to operate inconsistently with requirements of the legislation.

2.9.7 was, I believe and Kathleen Mozack has confirmed, written as a way to protect the continuation of the LAC. Its continuity has been fulsomely addressed in the Governance Process policy 3.9 Board Linkage with the LAC. I suggest that this policy item can be deleted.

On the following page is how I suggest policy items from 2.9 which align with EL-7 Protection of Assets be incorporated. I have, as I usually do when suggesting policy amendments, suggest other changes to current policy wording that is more contemporary or precise.

PROPOSED REVISIONS TO

2.7 EXECUTIVE LIMITATION POLICY ON PROTECTION OF ASSETS.

Gray highlight with ~~strikethrough~~ is a suggested deletion.

Blue font is suggested changes to existing policy wording.

Blue highlighted text are the sections from 2.9 which are integrated into the revised policy.

Black text is existing wording in Protection of Assets policy

The CEO will not ~~cause, allow or fail to address circumstances in which~~ corporate assets are to be unprotected, inadequately maintained, or unnecessarily risked.

Further, without limiting the scope of the ~~foregoing by this enumeration~~ above **statement by the following list** the CEO shall not:

- 2.7.1 Allow Board members, staff, and the organization itself to be inadequately insured against theft, embezzlement, casualty, and liability losses.
- 2.7.2 Unreasonably expose the organization, its Board or staff to claims of liability. [NOTE: I suggest moving this statement up to keep similar concerns together.]
- 2.7.3 **Receive, process or disburse funds under controls that are insufficient to meet the board-appointed auditor's standards.**
 - 2.7.3.1 **Receive, process or disburse the organization's assets under internal controls insufficient to detect, deter and prevent fraud or insufficient to prevent and detect significant deficiencies or material weaknesses.**
- 2.7.4 **Cause or allow buildings and equipment to be subjected to improper wear and tear or insufficient maintenance**
 - 2.7.4.1 ~~Operate without ensuring appropriate risk management.~~
 - A. ~~Subject property, plant, and equipment to improper wear and tear or insufficient maintenance.~~ [RM NOTE: This is now addressed in 2.7.4 in a slightly larger scope.]
 - B. ~~Fail to proactively anticipate the financial requirements needed to maintain assets.~~ [RM NOTE: As written, this is a means statement. The underlying value is addressed in suggestion for 2.7.4. If the board feels it is essential that financial planning include provision for future maintenance of facilities, vehicles and equipment, it might be addressed in Financial Planning.
 - C. ~~Operate without internal processes, procedures and systems that encourage informed decisions and would deter and prevent theft, fraud or malfeasance.~~ [RM NOTE: The policy statement as written incorporates two distinct ideas. The first part of this statement (encouragement of informed decisions) is addressed in Communication and Support to the Board; the second part of this statement is addressed in 2.7.3.1]

- 2.7.5 Allow intellectual property, information and files to be exposed to loss, significant damage or unauthorized access.
- 2.7.6 Endanger the organization's public image, credibility, or its ability to accomplish Ends.
 - 2.7.6.1 Allow relationships with stakeholders to be inconsistent with the productive cooperation necessary to the achievement of Ends.
 - 2.7.6.1.1 Permit inconsistent, disrespectful or untimely response to stakeholder concerns.
 - 2.7.6.2 Allow third-party advertising that violates stated agency guidelines for community standards.
 - 2.7.6.3 Hire a former Board member as an agency employee or supplier within one year of that member's departure from the Board.
 - 2.7.6.4 Hire a sitting elected official or former elected official from any jurisdiction that appoints members to the AAATA Board who has not been out of office for at least one year.
- 2.7.7 Authorize the use of vehicles and their operators to transport persons detained by law enforcement for participating in public demonstrations.

APPENDIX 1 – GOVERNANCE PROCESS POLICY ON EXTERNAL RELATIONS (FOR INFORMATION ONLY)

The board shall identify other organizations with which it requires good working relationships in order to share and enhance its role as owner representative in determining the most appropriate Ends.

1. The board shall establish mechanisms for maintaining open communication with other organizations regarding Ends. Such mechanisms may include, but are not limited to:
 - Inviting representatives of the boards of those organizations to board meetings
 - Meeting jointly with other boards on occasion
2. For organizational memberships relevant to governance, the board shall consider the merits of membership in other organizations annually. [Appropriate only for some types of boards]
3. Upon request for organizational appointments to external committees concerned with policy level issues, the board will assess whether such representation is appropriate within the board's stated policies and current priorities. If this assessment is positive, the board will appoint appropriate representatives. Issues of confidentiality, information sharing and administrative support shall be clarified for the appointee by the Board Chair and/or CEO. [Use only if organization gets asked for such appointments by other organizations.]
 - 3.1. The organization appointee shall provide information reports as appropriate, to be determined by the board at the time of appointment.
 - 3.2. Since the appointee is representing the board, the appointee shall be kept informed of current board policies that might affect deliberations of the Committee in question. Any representations made on behalf of the board shall adhere to the stated policies of the board. Any issues requiring the statement of a new policy position on the part of the board shall be brought to the board for decision.

Global Executive Constraint Monitoring Report (Policy 2.0)

Service Committee: January 3, 2023

Board Meeting: January 19, 2023

INFORMATION TYPE:
Decision
RECOMMENDED ACTION:
That the Board review this monitoring report and consider accepting it as (B), in compliance, except for items noted.
PRIOR RELEVANT BOARD ACTIONS & POLICIES
The Board monitored organizational performance through set executive limitations in FY 2022.
ISSUE SUMMARY:
<p>All scheduled monitoring reports for FY22 were submitted to the Board for review and their results are provided in the evidence section of this monitoring report.</p> <p>I certify that the information in this report is true and complete to the best of my ability, and I request that the Board accept this as indicating an acceptable level of compliance.</p> <div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div style="text-align: center;"> <p>CEO's Signature</p>  </div> <div style="text-align: center;"> <p>Date</p> <p>12/16/2022</p> </div> </div>
BACKGROUND:
Executive limitation policies limit the unilateral authority of the CEO and address what the Board values as imprudent or unethical conditions or actions. Although sections and subsections are numbered, the numbering is not intended to indicate the importance or weight of the underlying section, unless otherwise stated.
ATTACHMENTS:
Global executive constraint monitoring report.

Preliminary CEO Interpretations and Evidence

POLICY 2.0

The CEO shall not cause, allow, or fail to address any practice, activity, decision, or organizational circumstance that is either unlawful, imprudent, or in violation of commonly accepted business practices or professional ethics.

Degree of Compliance: Partially compliant

Interpretation

Compliance with this policy will be demonstrated when the board reviews all monitoring reports for executive limitations in the specified monitoring period, finds the interpretations reasonable, evidence verifiable and accepts them at level A (In Compliance). This is reasonable because total compliance with set limitations demonstrates prudent, lawful, and ethical organizational performance as defined in Board policies (2.1 to 2.11).

Evidence

A review of Board packets (Njuki 12/15/22) confirm the following:

	Scheduled for FY22?	Policy monitored?	Level of compliance accepted by Board	Notes
2.1 Treatment of The Traveling Public	Yes	Yes	B. Is in compliance except for items noted.	.
2.2 Treatment of Staff	Yes	Yes	B. Is in compliance except for items noted.	
2.3 Compensation & Benefits	Yes	Yes	A: Is in compliance	
2.4 Financial Planning/ Budgeting	Yes	Yes	A: Is in compliance	
2.5 Financial Condition & Activities	Yes	Yes	B. Is in compliance except for items noted	
2.5.12 Fares	Yes	Yes	B. Is in compliance except for items noted	
2.6 Cash & Investments (July -Dec 20)	Yes	Yes	A: Is in compliance	
2.6 Cash & Investments (Jan -June 2021)	Yes	Yes	A: Is in compliance	
2.7 Asset Protection	Yes	Yes	B. Is in compliance except for items noted	
2.8 Emergency CEO Succession	Yes	Yes	A: Is in compliance	
2.9 External Relationship	Yes	Yes	A: Is in compliance	
2.10 Communication & Support To The Board	Yes	Yes	B. Is in compliance except for items noted	
2.11 Construction	Yes	Yes	D: Cannot be determined	There was no construction in FY22 therefore no evidence to report

All monitored reports are available [online here](#).

Compliance timeline: Compliance with this policy will be achieved when all the policies above are compliant. A compliance timeline has been provided in the monitoring reports where the acceptance level is at level B and below.

Policy trendlines				
This policy was accepted at a level B (Is in compliance, except for items noted) in FY 20 and 21. It was provided to the Board in FY22 but not monitored.				
The acceptance level for FY23 is preliminary, a final decision will be made by the Board after reviewing this policy report				
Policy	FY 20	FY 21	FY 22	FY 23
2.0				

LEGEND	
	Policy is partially compliant
	Policy not monitored

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 standard(s) 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 on monitoring report

The Board has received and reviewed the CEO’s Monitoring Report references above. Following the Board’s review and discussion with the CEO, the Board makes the following conclusions:

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 applicable)

WORKSHEET RESULTS:

Global Executive Constraint (Policy 2.0)

Participants: 6 Board Members

Performance on reasonable interpretation and verifiable evidence			
	% of Board members that find the interpretation reasonable	% of Board members that find the evidence verifiable	Additional comments if NO stated
Policy 2.0	100%	100%	
Additional context questions			
<p>1. Is there any reason to doubt the integrity of the information presented?</p> <p>Responses – All 6 responded NO.</p> <p>2. If the CEO has indicated NON-COMPLIANCE with any aspect of this policy, is there a commitment as to when the Board can expect to see compliance and is the proposed time-frame acceptable?</p> <p>Responses – 3 responded YES</p> <p style="padding-left: 40px;">1 responded N/A</p> <p style="padding-left: 40px;">2 Responded NO (<i>bullets denote a comment by a different Board member</i>)</p> <ul style="list-style-type: none"> Cannot see the specific timelines for sub-policies. The non-compliance items are for sub-monitoring reports. Each of those should have timelines assigned to them. 			

Additional context questions continued ...

3. Having reviewed the monitoring report, does anything you have learned make you consider whether the POLICY ITSELF should be amended? (Policy amendment is not monitoring, but should be addressed as a board decision.)

Responses - 2 responded **YES** (*bullets denote a comment by a different Board member*)

- Cannot tell from this report, but I believe there was one or more of these 13 sub-policies that needed to be reviewed for potential revisions.
- This is an odd monitoring report to me. It is basically a roll-up summary of all the sub-monitoring reports for policy 2.0. In a perfect world, all monitoring reports would be "A" in compliance. However, we are not in a perfect world and also, if we are properly pushing the CEO to achieve higher goals, there will be monitoring reports that will at best be "B" in compliance except for items noted. As a result, I think having this be an active monitoring report is a bit silly? I'd prefer we just have this be a rolling summary that we include as part of our monthly board packet or something provided annually as an informational report.

4 responded **NO**

Ends Policies Monitoring Report

INFORMATION TYPE:	
Information -January Board meeting Decision -February Board Meeting	
RECOMMENDED ACTION:	
That the Board review this monitoring report and consider accepting it as (B), compliant except for items noted	
ISSUE SUMMARY:	
<p>In accordance with the Board’s Policy Manual, I present the Ends Monitoring Report which covers FY 2022 (Oct 2021-Sept 2022).</p> <p>I certify that the information in this report is true and complete to the best of my ability, and I request that the Board accept this as indicating an acceptable level of compliance.</p> <p style="text-align: center;">CEO’s Signature Date</p> <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: center;">  </div> <div style="text-align: center;"> <p>January 11, 2023</p> </div> </div>	
BACKGROUND:	
<p>TheRide’s Board of Directors articulate the results the agency is to produce, for whom, and at what cost. These strategic outcomes are called the Ends Policies. 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 convincing.</p>	
ATTACHMENTS:	
1. Ends monitoring report	

TheRide Proposed Ends Policies

The Board establishes its Ends policies within its Vision for public transportation:
A robust public transportation system that adapts to the area’s evolving needs, environment, and quality of life.

ENDS POLICIES	Page #	Compliance
AAATA exists so that an increasing proportion of residents, workers and visitors in the Ann Arbor-Ypsilanti Area utilize public transportation options that contribute to the Area’s social, environmental, and economic vitality at a cost that demonstrates value and efficient stewardship of resources.	3	
1.1 Residents in the area have equitable access to public transportation services that enable them to participate fully in society.	7	
1.1.1. People with economic challenges have affordable public transportation options.	10	
1.1.2. People with disabilities or mobility impairments, seniors, minors, and non-English speakers have equitable access to opportunities and destinations in the area.	11	
1.2. Public transportation positively impacts our environment.	14	
1.2.1. Public transportation options are increasingly chosen over use of a personal car.	15	
1.2.2. Public transportation options minimize energy use and pollution, and conserve natural resources.	15	
1.2.3. Public transportation options produce conditions favorable to more compact and walkable land development.	17	
1.2.4. Relevant public policy is transit supportive	19	
1.3. Public transportation positively impacts the economic prosperity of the area	20	
1.3.1 Public transportation facilitates labor mobility.	21	
1.3.2. Students can access education opportunities without need of a personal vehicle.	23	
1.3.3. Visitors use public transportation in the area.	24	
1.3.4. Public transportation connects the area to the Metro Detroit region.	25	
1.4. Passengers are highly satisfied with public transportation services.	25	
1.5. Residents of the area recognize the positive contributions of public transportation to the area’s quality of life.	26	

● Fully Compliant
 ● Partially Compliant
 ● Non-Compliant
 ● Cannot be determined

Monitoring Period: FY 22 (Oct 1, 2021-Sept 30, 2022)

Page 2 of 29

Preliminary CEO Interpretations and Evidence

POLICY 1.0

AAATA exists so that an increasing proportion of residents, workers and visitors in the Ann Arbor-Ypsilanti Area utilize public transportation options that contribute to the Area’s social, environmental, and economic vitality at a cost that demonstrates value and efficient stewardship of resources.

Degree of Compliance: Partially Compliant

Interpretation

Compliance with this policy will be demonstrated during this period when

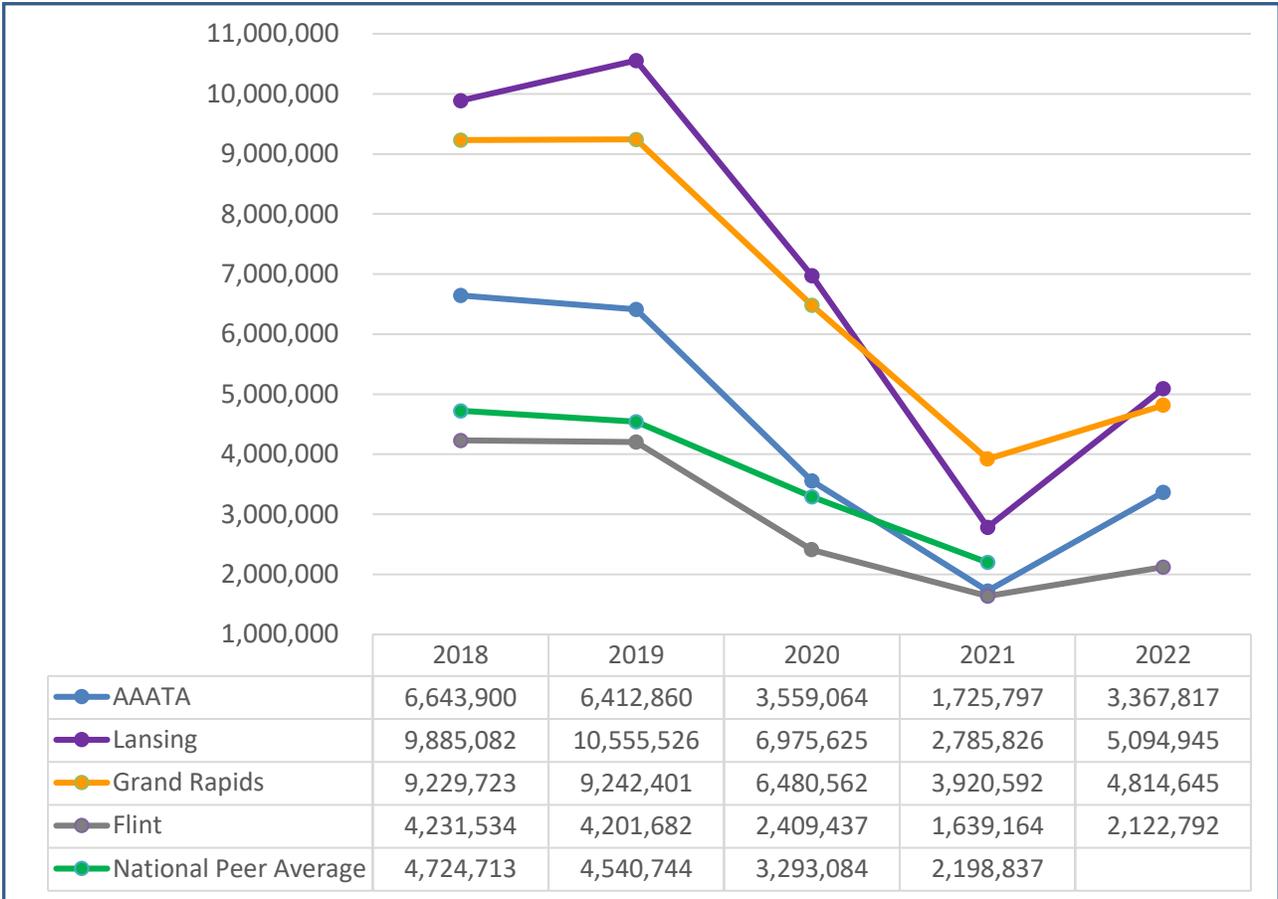
- A. Ridership:** Ridership on Fixed Route increases annually and remains consistent or better with peer averages. This is reasonable because (1) Fixed Route ridership is a good proxy for overall benefit as it makes up 90% of all riders of all our services. and (2) peer agencies in comparable communities (i.e., similar based on area population, mode type, total annual vehicle miles operated, annual operating budget, population density and population growth rate) provide context against which to judge TheRide’s performance.
- B. Ridership per Capita:** Ridership on Fixed Route services increases faster than population growth. This is reasonable measure of progress as it indicates that the community is increasing its reliance on transit.
- C. Cost Effectiveness:** Value and stewardship will be demonstrated when our Fixed Route cost-effectiveness (cost per hour of service) remains within the norms of the transit industry over time based on benchmarking with peer agencies. This is reasonable because, as a public service, no transit agency breaks-even or turns a profit and all users and services are subsidized. Without a profit motive, financial performance becomes difficult to judge aside from peer performance.
- D. Lower-level policies are compliant**

Evidence

An internal and external (peer agencies) review of data (Njuki 01/03/23) indicate the following

A. Annual Ridership

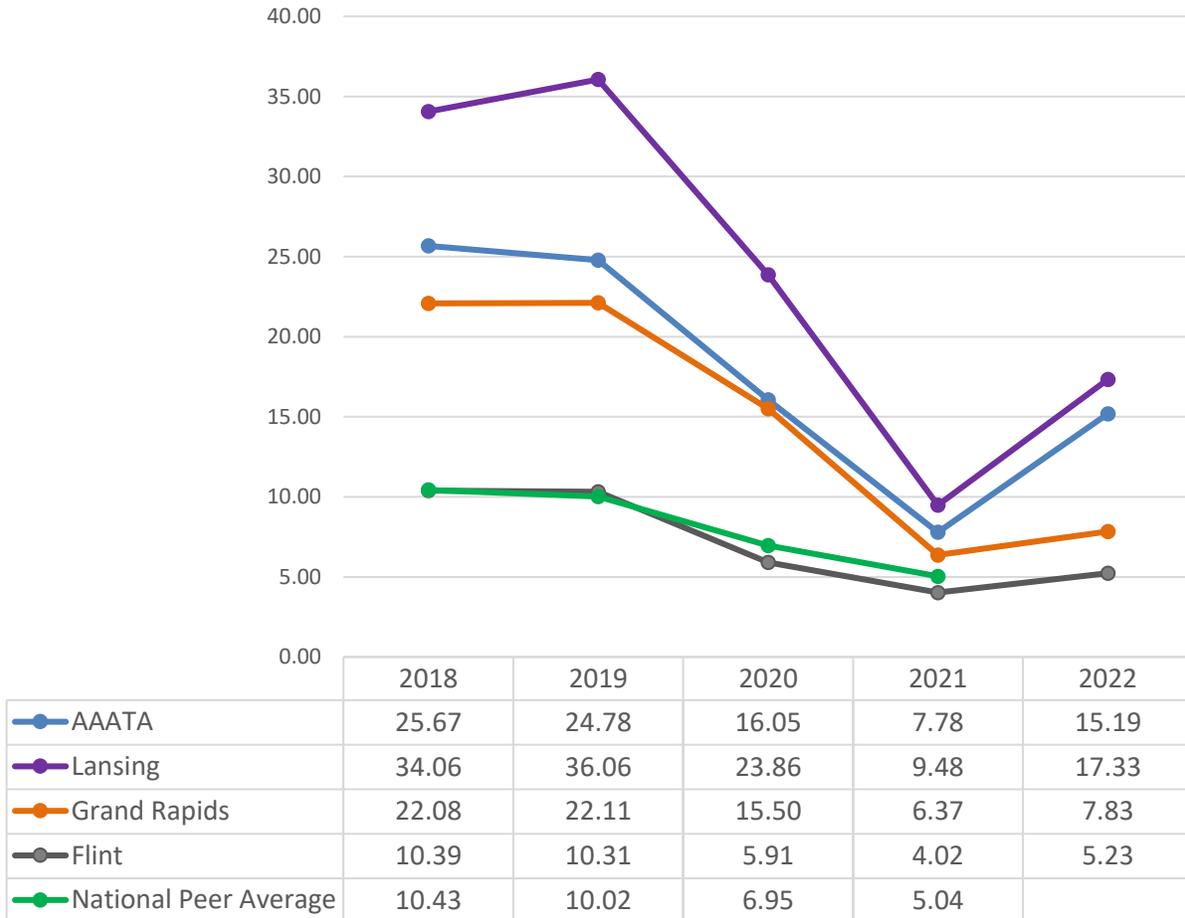
During this period TheRide’s ridership increased by 95% from FY 21 to FY 22. Transit agencies experienced an increase as well as shown on the graph below.



Source: National Transit Database for FY 2018-2021. National peer data is currently available until FY 2021. FY 2022 numbers are collected directly from peer agencies and are preliminary.

B. Ridership per Capita

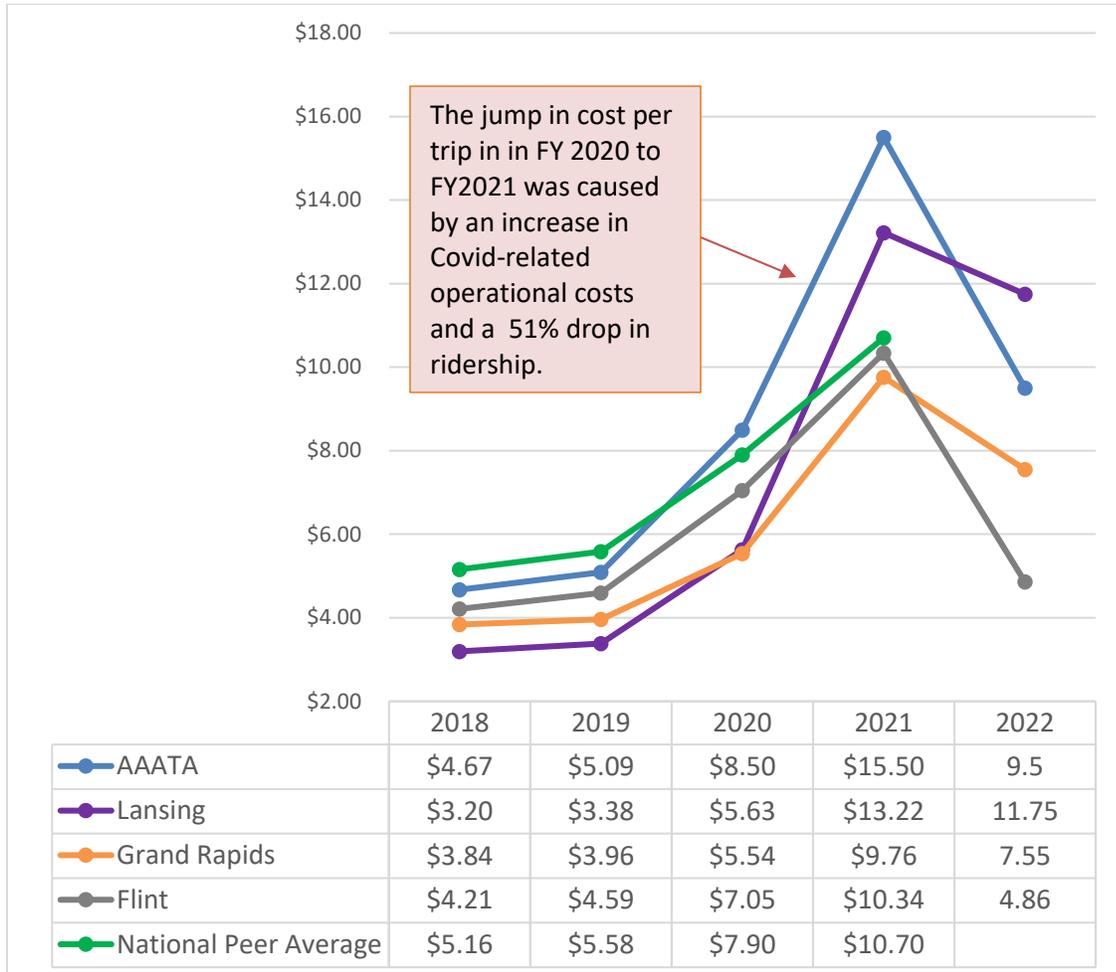
TheRide’s ridership per capita increased by 95% and its capita decreased by 0.05% from FY 2021. Peer agencies also saw an uptick in their ridership per capita as shown below.



Source: National Transit Database for FY 2018-2021. National peer data is currently available until FY 2021. FY 2022 numbers are collected directly from peer agencies and are preliminary.

C. Cost per Trip (not adjusted for inflation)

Cost per trip decreased by 39% from FY 2021 to 2022. See graph below for peer agency trends.



Source: National Transit Database for FY 2018-2021. National peer data is currently available until FY 2021. FY 2022 numbers are collected directly from peer agencies and are preliminary.

D. Lower-level policy compliance

Lower-level policies are not fully compliant and therefore the CEO notes partial compliance to this policy.

Compliance timeline:

A compliance timeline has been provided on all lower-level policies that are not compliant.

POLICY 1.1:

Residents in the area have equitable access to public transportation services that enable full participation in society.

Degree of Compliance: Partially Compliant

Interpretation

Compliance with this policy will be demonstrated when:

- A. At least 80% of residences in the membership area are within 0.25 miles of a bus stop.
- B. There is a bus stop within 0.25-mile walk of all essential service facilities (Hospitals, grocery stores, post offices. Job and educational sites are addressed in later policy.)
- C. Paratransit service all destinations with $\frac{3}{4}$ miles of a bus route.
- D. Policy 1.1.1 and 1.1.2 are compliant.

This interpretation is reasonable because as a requirement for service coverage, walking distance standards are the industry norm for setting acceptable limits and 0.25 miles is generally seen as a reasonable walking distance by industry standards. Additionally, federal law requires that ADA complementary paratransit service be provided within $\frac{3}{4}$ of a mile of a bus route and thereby provide access for persons with disabilities.

Evidence

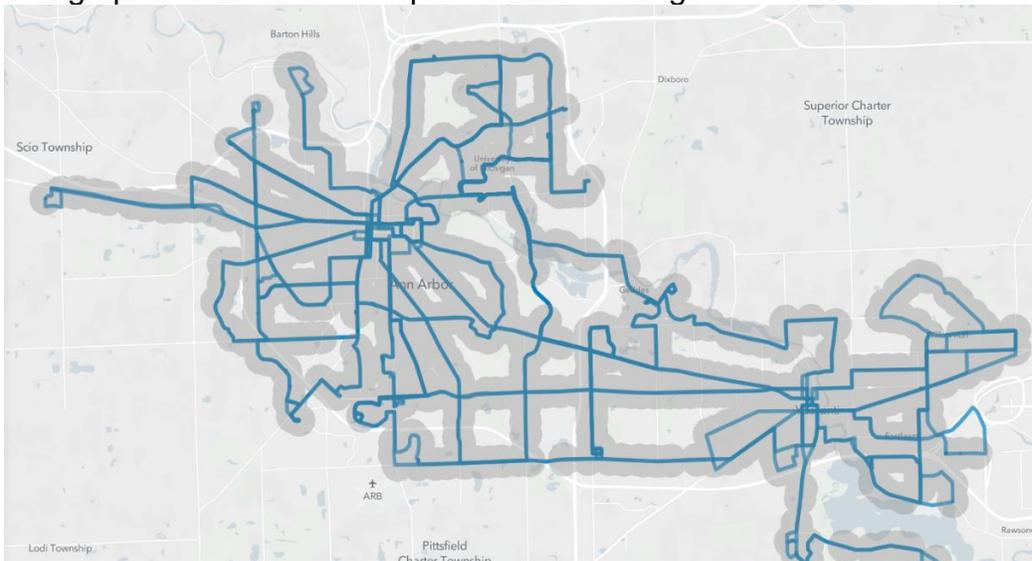
A review of internal records by the Manager of Mobility and the interim Deputy of Planning (Williams & Anderson, 01/03/23) indicate the following:

A. Residential Coverage

During the monitoring period, Fixed Route service covered 80.4% of the population. The table below provides an analysis of quarter mile and half mile Fixed Route coverage.

	Population	Target	Target met
Area	221,708		Yes
Quarter mile	174,300		
Quarter mile %	80.4%	80%	
Half mile	221,708		
Half mile %	100%		

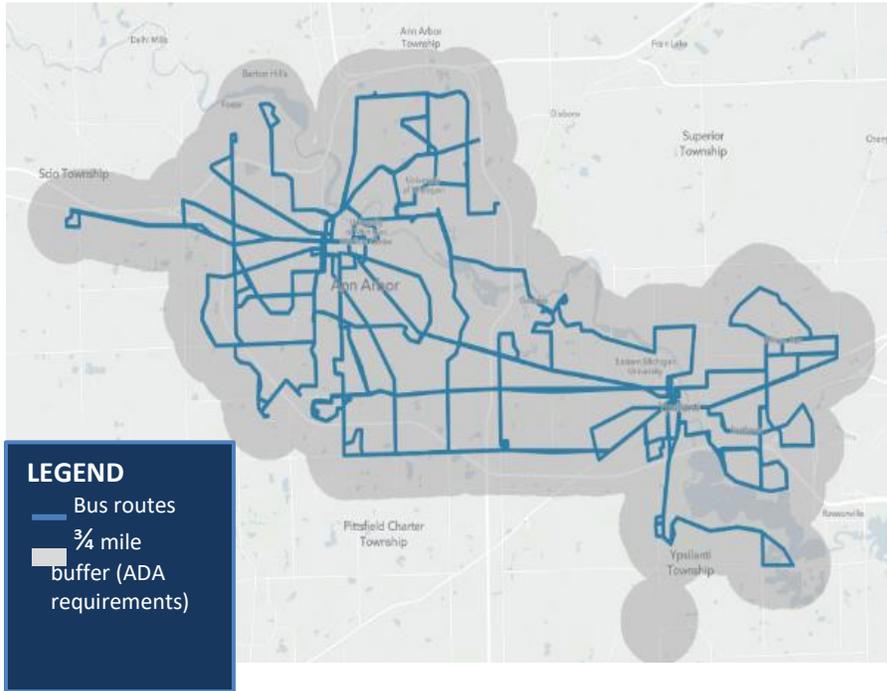
The graph below shows the quarter mile coverage on Fixed Route



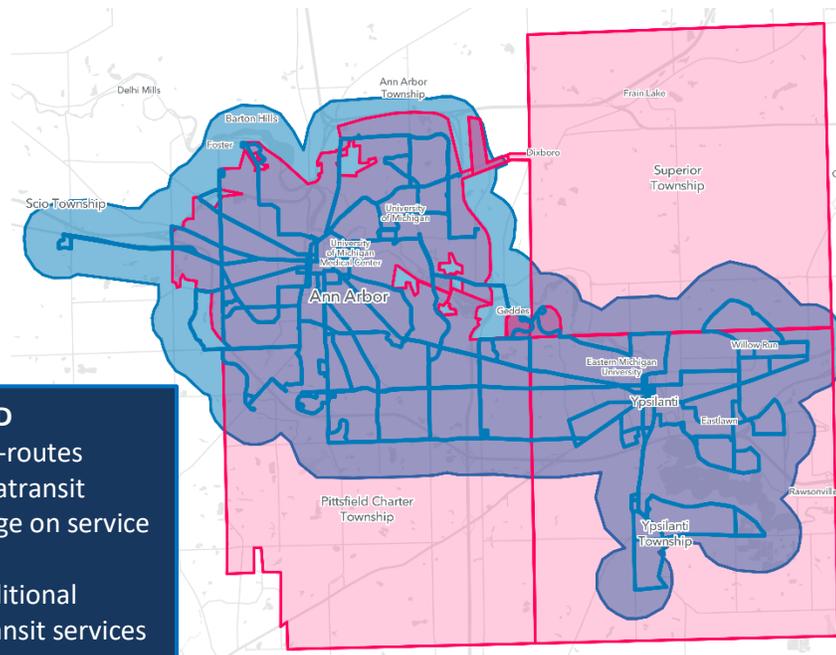
B. Service coverage to essential destinations within 0.25 mile of a bus stop.

	FY 2020	FY 2021	Target
Hospitals (UM, St Joseph, VA)	3	3	3
Major Grocery Stores (Meijer, Walmart, Kroger etc.)	3	3	3
Major postal offices (United States Postal Offices, United Postal Services)	6 USPS stores and 4 UPS stores	6 USPS stores and 4 UPS stores	6 USPS stores and 4 UPS stores

C. Paratransit services



The Americans with Disabilities Act (ADA) requires that paratransit services be offered within $\frac{3}{4}$ mile from the Fixed Route service. This area is indicated on the graphic on the left



TheRide provides service within the required $\frac{3}{4}$ mile of the service area and also extends these provisions to Ypsilanti, Superior and Pittsfield townships as shown on the graph on the left.

D. Policy 1.1.2 is partially compliant hence policy 1.1 is partially compliant.

Compliance timeline: See the policy 1.1.2.

POLICY 1.1.1:
 People with economic challenges have affordable public transportation options.

Degree of Compliance: Compliant

Interpretation

Compliance with this policy will be demonstrated when low-income residents of member jurisdictions (Ann Arbor, Ypsilanti, Ypsilanti Twp.) 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.

This interpretation is reasonable because, unless fares are free, there will always be a need to establish a threshold. A threshold based on income is the most effective way to target the additional subsidy specifically to persons with economic challenges. The availability of the program not utilization, is the definition of compliance and hence there is no target for utilization. This discount is reasonable as it is the maximum discount we can offer given existing resources and the need to use passenger revenue to help fund services.

Evidence

An internal review by the Manger of Mobility (Williams, 01/03/2023) indicate that the fare discount program (Fare Deal program) existed during the monitoring period. Through the program, low-income populations are charged \$0.75 per ride which is 50% of the regular \$1.50 cash fare charge. Eligibility to the program is determined by being able to present Medicaid** card (which is linked to income as described below) and a valid State ID.

In FY22, 5,690 people were enrolled to use the program. This is 8.7% of the low-income population in our service area.

	FY 2022
# Fare Deal registrants	5,690
Low-income population* Source: Census Bureau	48,962
Total fare deal registrants divided by low-income population	8.7%

***Low Income population:** For the purpose of this report, low-income population has been defined as those families who live at 138% of the Federal Poverty Level (FPL) or lower. Also known as the poverty line, the FPL is the amount of annualized income earned by a household, below which they would be eligible to receive certain welfare benefits. A 138% FPL has been used for this report as that's what's required to be eligible for Medicaid and consequently TheRide's Fare Deal Cards.

****Medicaid eligibility:** Residents of ages 16-64 years who have an income at or below 138% of the federal poverty level, are not pregnant and reside in Michigan may qualify for Medicaid also known as the Healthy Michigan Plan in Michigan.

POLICY 1.1.2:

People with disabilities or mobility impairments, seniors, minors, and non-English speakers have equitable access to opportunities and destinations in the area.

Degree of compliance: Partially compliant

Interpretation

Compliance with this policy will be demonstrated when:

- A. Anyone using an ADA-compliant wheelchair is able to access all buses and passenger terminals. This is reasonable because if a wheelchair can be accommodated, most other physical mobility limitations can be accommodated; and because mobility limitations, not age, are the barrier to access. (Other accommodations to non-physical mobility limitations are addressed in other areas of this policy report).
- B. All terminals should have audio and visual departure announcements and all buses should have audio and visual stop announcements. This is reasonable in order to accommodate passengers who have audio and visual limitations.
- C. TheRide is found with no deficiencies in the FTA review for all legal requirements that pertain accommodating anyone with disabilities. This is reasonable as it's an external body providing an objective review.
- D. 100% of accessible bus stops *adjacent to sidewalks* are wheelchair accessible. This is reasonable because some bus stops have no adjacent sidewalks and the TheRide cannot make them accessible in those circumstances.
- E. Residents and visitors who are not physically able to use the Fixed Route service due to a mobility limitation have access to door-to-door paratransit service that meets ADA minimum requirements. This is reasonable as it is consistent with federal law.
- F. Minors are allowed on the bus, there is no age limit to ride the bus. We do expect that young children, toddlers and infants be accompanied by an adult. This is reasonable because it allows the bus driver to exercise discretion based on circumstance.
- G. Printed and electronic translations of passenger information are available in Korean, Spanish and Chinese (Mandarin). Limiting non-English access to the most commonly spoken languages in the area is reasonable because it meets minimum federal requirements and is cost effective.

In this context I interpret seniors to be a subset of persons with mobility limitations, not a separate group. This is reasonable because it is the mobility limitation, not age, that suggests the need for additional consideration.

Evidence

A review of internal records by the Manger of Mobility (Williams 01/03/23) confirm the following

	Current Status	Target	Target achieved
A. % of buses and passenger terminals that are wheelchair accessible	100%	100%	Yes
B. % of buses with audio and visual stop announcements and % of terminals with functional visual departure announcements	One visual display at the Blake Transit Center was malfunctioning during the monitoring period. It has since then been corrected.	100%	No
C. Paratransit compliance with ADA (determined by FTA)	No ADA-related deficiencies found. <i>A table with detailed ADA provisions is provided below.</i>	No ADA-related deficiencies found	Yes
D. % of bus stops with sidewalks that are accessible	34% (377) bus stops have sidewalks but are inaccessible. See below for more information.	100%	No
E. Access to origin to destination paratransit services that meet ADA requirements	Paratransit services are origin to destination and meet ADA requirements.	Paratransit services are origin to destination and door to door upon request. Meet ADA requirements	Yes
F. Age limit	No age limit to ride the bus. Infants, toddlers, and young children need to be accompanied	There is no age limit to use the bus.	Yes
G. Availability and accessibility of travel information in common non-English languages	Printed and electronic travel information is available and easily accessible in Mandarin, Korean and Spanish.	Travel information should be available and accessible in Mandarin, Korean and Spanish.	Yes

Compliance timeline: During the monitoring period, 3 bus stop permits were issued, and construction completed. Pending the issuance of permits, TheRide is making 3-4 bus stops accessible every year and intends to complete this work 10 years from now (by 2033). This timeline is realistic to the agency’s staff and financial capacities.

Evidence continued

* (C) Below is a comparison of ADA minimum requirements for paratransit and what TheRide provides today.

	ADA Minimum Standards	TheRide's Current Level of Service	Compliant?
Coverage area	¾ mile from Fixed Routes	Covers all Fixed Route service areas beyond ¾ mile. Additionally, paratransit services are extended to parts of Pittsfield, Ypsilanti, and Superior townships beyond the service area.	Yes
Trip denials for advanced booking	None, within one-hour negotiation window	None, within one-hour window.	Yes
Fare	A maximum of 2x the Fixed Route cost.	Paratransit fares are \$3.00, twice the Fixed Route fare of \$1.50.	Yes
Vehicles	All buses are wheelchair accessible.	All vehicles (including paratransit vehicles) are wheelchair accessible.	Yes
Assistance	Personal Care Attendant (PCA) allowed free of charge; guest fare equal to client	PCA free of charge on paratransit vehicles as well as Fixed Route buses, guest fare equal to client.	Yes
Advance booking	Allow up to 14 days in advanced booking.	TheRide allows up to 3-days in advanced booking.	Yes
Scheduling window	Allow for 30 minutes before or after scheduled time	Allow for 30 minutes after scheduled time	Yes
Origin to destination	Origin to destination	Origin to destination and door to door as requested.	Yes
Reservations	Trip reservation services should be available during administration's office hours.	Administration hours are 8:00AM-5:00PM. Trip reservation services are provided beyond service hours. i.e., Mon-Fri at 8:00AM – 5:30PM and on Weekends at 8:00AM-5:00PM	Yes
Reasonable modification	Reasonable modification at customer request	Reasonable modification at customer request	Yes

Will-call return trips	No stipulation provided	Medical trips, Secretary. of State, Dept. Human Services and Social Security office they can call to activate the will-call return.	Yes
Service Animals	Service animals are permitted to accompany service users	Service animals are permitted to accompany service users	Yes
Trip Purpose	There are no restrictions or priorities based on trip purpose	There are no restrictions or priorities based on trip purpose	Yes

POLICY 1.2:
Public transportation positively impacts our environment.

Degree of compliance: Partially Compliant

Interpretation
The Board has fully interpreted this policy in the policies 1.2.1 through 1.2.4. Demonstrated achievement of those policies constitutes achievement of this policy.

Evidence
The CEO notes Partial compliance since policy 1.2.1 and 1.2.3 and 1.2.4 are not compliant
Compliance timeline: See subsequent policies.

<p>POLICY 1.2.1:</p> <p>Public transportation options are increasingly chosen over use of a personal car.</p>
<p>Degree of compliance: Cannot be determined</p>
<p>Interpretation</p>
<p>Compliance with this policy will be demonstrated when the proportion of daily commuters using non-automobile modes, especially public transit, increases as compared to those driving alone. This is reasonable because this is an industry-standard measure of how people travel and can be consistently measured over time.</p>
<p>Evidence</p>
<p>Data for this policy is still being gathered and currently unavailable. Therefore, the CEO notes that compliance to this policy cannot be determined.</p> <p>Compliance timeline: The CEO hopes to have evidence information and report it to the Board within 6 months</p>

<p>POLICY 1.2.2:</p> <p>Public transportation options minimize energy use, pollution, and conserve natural resources.</p>
<p>Degree of compliance: Compliant</p>
<p>Interpretation</p>
<p>Compliance with this policy during this period will be demonstrated when</p> <ul style="list-style-type: none"> A. TheRide’s fleet have an MPG of 4 or better. This is reasonable because based on data from the Federal Highway Administration, the average fuel economy of a transit bus is 3.4MPG. B. Electricity and natural gas utility decrease year to year. <p>TheRide does not measure greenhouse gas (GHG) emissions directly due to cost. Instead, it uses miles per gallon and energy utility (electricity and natural gas) as a proxy. The proxy measures are reasonable because GHG emissions are directly proportional to fuel consumption and energy use.</p>

Evidence

An internal review by the Manager of Fleet and Facilities(Roose & Lundquist, 01/03/2023) indicates the following.

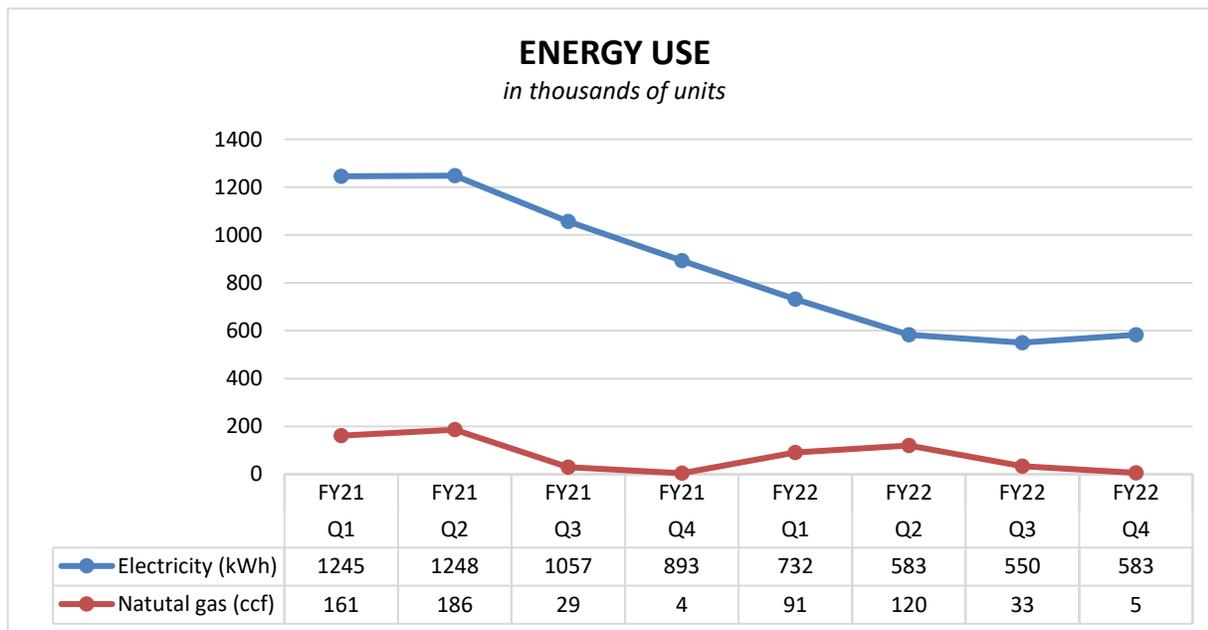
A. Miles per gallon

The Fleet Department has been working on vehicles to improve fleet efficiencies. Specific work has been done on fleet tires and this has improved MPG by 1.6% (from 4.92 MPG to 5MPG). See table below for that detail.

	Miles	Gallons	Miles per gallon
FY21	2,530,895.50	514,582.60	4.92
FY22	3,542,779.60	708,753.80	5.00

B. Energy usage

Electricity use decreased by 31% from FY 21 to FY 22. The Facility Department has worked into transitioning the facility from using regular to LED lighting. Additionally, staff working from home has led to a significant reduction in electricity use. Natural gas usage has remained relatively stable from quarter to quarter with spikes in the colder quarters due to heating of facilities. The table below shows that detail.



POLICY 1.2.3:

Public transportation options produce conditions favorable to more compact and walkable land development.

Degree of compliance: Partially compliant

Interpretation

Compliance during this period will be demonstrated when the frequency of Fixed Route services in suitable corridors is perceived as competitive with personal automobiles as indicated by the targets for all suitable corridors.

This is a reasonable interpretation because (a) increasing the frequency of services is the most important step TheRide can take to encourage land-development decisions that do not rely on cars and parking and (b) only certain corridors have the combination of potential land development and existing frequency. Suitable corridors are ones where high frequency service is already somewhat viable and where intensification of land development is possible. Specifically, this includes Washtenaw Avenue, Plymouth Road, Huron, State Street, Main Street, Packard.

Evidence

An internal review by the interim Deputy CEO, Planning & Innovation (Anderson, 01/03/2023) indicates the following data during the monitoring period.

	Targets	Current Frequencies (Evidence)	Compliant?
Washtenaw Ave	<p>Weekdays Peak: 10 minutes or better Mid-day: 20 minutes or better Evenings: 30 minutes or better</p> <p>Weekends: 30 minutes or better</p>	<p>Weekdays Peak: 8 minutes Mid-day: 15 minutes Evenings: 30 minutes</p> <p>Weekends: 30 minutes</p>	Yes
Plymouth Road	<p>Weekdays Peak: 15 minutes Mid-day: 15 minutes Evenings: 30 min</p> <p>Weekends: 30 minutes or better</p>	<p>Weekdays Peak: 15 minutes Mid-day: 15 minutes Evenings: 30 minutes</p> <p>Weekends: Saturdays: 30 minutes; Sundays: 60 minutes</p>	Partially since Sunday does not meet target

	Targets	Current Frequencies (Evidence)	Compliant?
Huron	Weekdays Peak: 15 min or better Mid-day: 30 min or better Evenings: 30 min or better Weekends: 30 min or better	Weekdays Peak: <10 minutes Mid-day: <10 minutes Evenings: 30 minutes Weekends: 30 minutes	Yes
State Street	Weekdays Peak: 15 min or better Mid-day: 30 min or better Evenings: 30 min or better Weekends: 30 min or better	Weekdays Peak: <10 minutes Mid-day: <15 minutes Evenings: 30 minutes Weekends: 30 minutes	Yes
Main Street	Weekdays Peak: 30 min or better Mid-day: 30 min or better Evenings: 30 min or better Weekends: 30 min or better	Weekdays Peak: 15 minutes Mid-day: 30 minutes Evenings: 30 minutes Weekends: 30 minutes	Yes
Packard	Weekdays Peak: 15 min or better Mid-day: 15 min or better Evenings: 30 min or better Weekends: 30 min or better	Weekdays Peak: 15 minutes Mid-day: 15 minutes Evenings: 30 minutes Weekends: Saturdays: 30 minutes; Sundays: 60 minutes	Partially since Sunday does not meet target.
<p>Since Packard and Plymouth Road Sunday services do not meet targets, the CEO notes partial compliance to this policy.</p> <p>Compliance timeline: Per the Long-Range Plan timeline and pending funding, all Fixed Routes will have 30-minute frequencies on the daytime by 2024. And by 2030, the night time schedule for all routes will also be .at a 30-minute frequency.</p>			

POLICY 1.2.4:

Relevant public policy is transit supportive.

Degree of compliance: Partially compliant

Interpretation

Compliance with this policy will be demonstrated when

- A. The municipalities of Ann Arbor, Ypsilanti, Ypsilanti Township, and Pittsfield Township have sound evidence for adopting and implementing zoning regulations that encourage higher densities, mixed uses, and pedestrian access *along major transit corridors*.
- B. Have quantifiable population densities along transit corridors
- C. Michigan Department of Transportation allows dedicated bus lanes or HOV lanes on local streets and state highways.

This is a reasonable because many of the factors that encourage transit supportive policies are controlled by local and state governments and not the transit authority. To be compliant, TheRide will work to influence external decisions in a way that encourages greater transit ridership or enhances the quality of transit service to the extent possible.

Evidence

During the monitoring period a review of internal and external records (Njuki, 01/03/22) Indicate the following:

A. Zoning Regulations

	Transit Supportive regulations
Ann Arbor	The CEO collaborated with the City of Ann Arbor leading to the City passing a zoning ordinances on April 5 th , 2022, that zoned 222 acres for high density development on the City's south side.
City of Ypsilanti	There were no transit supportive regulations found to have been passed in FY22
Ypsilanti Twp	There were no transit supportive regulations found to have been passed in FY22
Pittsfield Twp	There were no transit supportive regulations found to have been passed in FY22

B. Population densities			
	Adequate? (High, Medium, or Low)	Population density (people by sq. mile)	Notes
Ann Arbor	High	4,388	Transit opportunities core: dense with mixed use, managed parking, and several large residential buildings; adjacent to large University. Outer areas less pedestrian friendly and congested corridors.
Ypsilanti	High	4,810	Transit supportive core: dense and adjacent to large University. Outer areas pedestrian friendly
Ypsilanti Twp	Low	1,783	Low density, suburban
Pittsfield Twp	Low	1,272	Low density, suburban

C. Dedicated Bus Lanes or HOV lanes on local streets and state highways.

Michigan Department of Transportation does not presently allow bus lanes or shoulder-lane bus operations. Therefore, the CEO reports partial compliance to this policy.

Compliance timeline: *The timeline for compliance with (B) dedicated bus lanes is expected to take 5-10 years. While the ongoing long-range plan provide a crucial list of projects, it will take time to convince municipal and state officials to allow construction of dedicated lanes.*

POLICY 1.3:

Public transportation positively impacts the economic prosperity of the area.

Degree of compliance: Partially Compliant

Interpretation

The Board has fully interpreted this policy in policies 1.3.1 through 1.3.4 below. Compliance with these policies will constitute compliance with this policy.

Evidence

The evidence of compliance with policies 1.3.1 through 1.3.4 demonstrates compliance with this policy.

Compliance timeline: Policy 1.3 will be compliant when policies 1.3.1 to 1.3.4 are compliant. See subsequent policies for more information.

POLICY 1.3.1:

Public transportation facilitates labor mobility.

Degree of compliance: Partially Compliant

Interpretation

Compliance with this policy will be demonstrated when:

- A. Riders can access 80% of all essential jobs in the service area within a reasonable walk from a bus stop (0.25 miles) or FlexRide stop,
- B. The proportion of daily work trips using non-automobile modes (also known as mode share), especially public transit, increases year to year. This is reasonable because it indicates that the community is increasing utilizing public transportation to access job opportunities
- C. Vanpool options are available outside the Fixed Route service area and operational during the monitoring period
- D. Flex ride is available and operational during the monitoring period

This is a reasonable interpretation because it measures the outcome of labor trips (i.e., work trips) directly in manner that can be tracked over time, and also includes coverage of job sites.

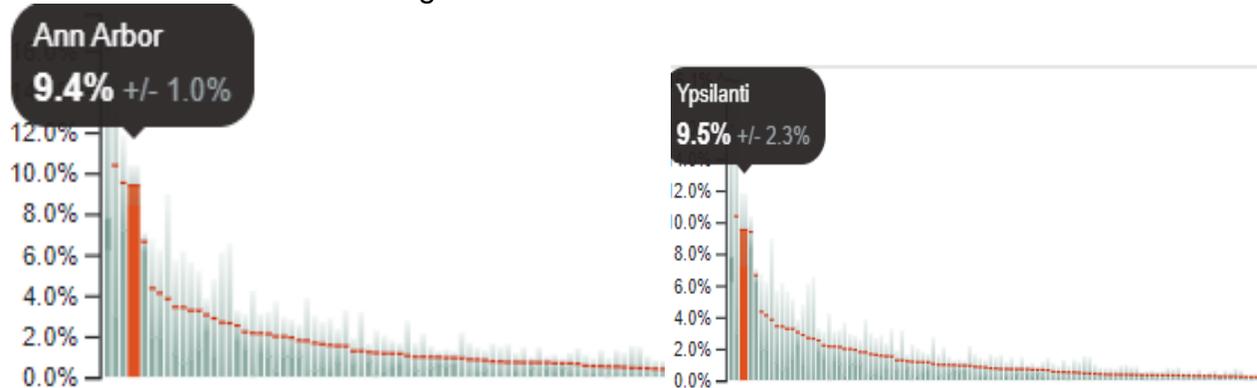
Evidence

A. Job Accessibility

The traveling public can access 80.4% of jobs within 0.25 miles of Fixed Route. See evidence for 1.1A for more information.

B. Commute to Work, Southeast Michigan Region

The transit mode share for the City of Ann Arbor decreased by 2.1% (from 11.5% in 2021 to 9.4% in 2022) and increased in Ypsilanti by 0.7% (from 8.8% in 2021 to 9.5% in 2022). The graphs below show the average transit mode share (commute to work) compared to other areas in Southeast Michigan.



Ann Arbor is fourth after Highland Park (16.1%), Royal Oak (10.4%) and City of Ypsilanti (9.5%)
Source: SEMCOG, Community Explorer, 2022.

Ypsilanti had the third highest average transit mode share (commute to work) rate after Highland Park (16.1%) and Royal Oak (10.4%).
Source: SEMCOG, Community Explorer, 2022.

Given that the target is to increase year over year, the CEO reports partial compliance to this policy due to the drop in Ann Arbor.

Compliance timeline:

The CEO believes that mode share will pick up within 2-3 years.

C. Van Pool Availability

TheRide's vanpool program is available to any group making regular trips in our service area. We have vanpools originating from Toledo, Detroit, and other distant points.

D. Flex Ride Availability

Flex Ride was available and well utilized in FY 22. Flex Ride East had a ridership of 10,648 and Flex Ride West 5,590.

POLICY 1.3.2

Students can access education opportunities without need of a personal vehicle.

Degree of Compliance: Compliant

Interpretation

Compliance with this policy during this period will be demonstrated when riders can access all post-secondary educational campuses in the Ann Arbor, Ypsilanti, and Ypsilanti Twp. areas within a reasonable walk from a bus stop (0.25 miles).

This is a reasonable interpretation because 1) mode share data for student travel is not available, 2) Fixed Route access to campuses is a reasonable proxy for ability to use the service, and 3) these targets are realistic within our existing resources.

Access to high schools is not included in this interpretation because those trips are the responsibility of the local school board. However, TheRide does incidentally transport many riders to high school.

Evidence

An internal review by the interim Deputy CEO, Planning & Innovation (Anderson, 01/03/2023) indicates the following data during the monitoring period.

	Adjacent Routes	Campus within 0.25 miles of a bus stop? Yes/No
UM Main Campus	3, 4, 5, 6, 23, 24, 61, 62, 63, 64, 65	Yes
UM North Campus	3, 22, 66	Yes
EMU	3, 4, 5	Yes
WCCC	3, 24	Yes
Concordia	3	Yes

Policy 1.3.3
Visitors use public transportation in the areas

Degree of Compliance: Compliant

Interpretation

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

- (A) People arriving in the membership area via inter-city carriers (i.e., Detroit Metro Airport, intercity rail, or bus) have reasonable access to Fixed Route and paratransit services.
- (B) Availability of temporary eligibility provisions for visiting paratransit service users.
- (C) Fixed-route service between Ann Arbor and Metro Detroit Airport.

This interpretation is reasonable because we have no way of knowing whether passengers are visitors to the area and therefore cannot directly measure the number of riders who are visitors, and these targets are realistic within our existing resources.

Evidence

An internal review by the interim Deputy CEO, Planning & Innovation (Anderson, 01/03/23) indicates the following

(A) Connections with Inter-City Carriers

	Target	Service during monitoring period (Evidence)	Compliant?
Amtrak (Ann Arbor on Fuller Street)	Accessible via Fixed Route or paratransit.	Served by Routes 22, 33, and Paratransit	Yes
Greyhound (Ann Arbor on Fuller Street)	Accessible via Fixed Route or paratransit.	Served by Routes 22, 33, and Paratransit	Yes
Greyhound & other bus (Ypsilanti Twp. on Huron Road)	Accessible via Fixed Route, FlexRide, or paratransit.	Served by Route 46 and Paratransit	Yes
Detroit Metro Airport	Accessible via AirRide.	Served via AirRide	Yes

(B) Temporary eligibility for visiting paratransit service users,

TheRide’s paratransit service, ARide, does allow temporary eligibility for visitors with disabilities that are eligible for ADA paratransit in other jurisdictions.

(C) Connection between Ann Arbor and Detroit Metro Airport.

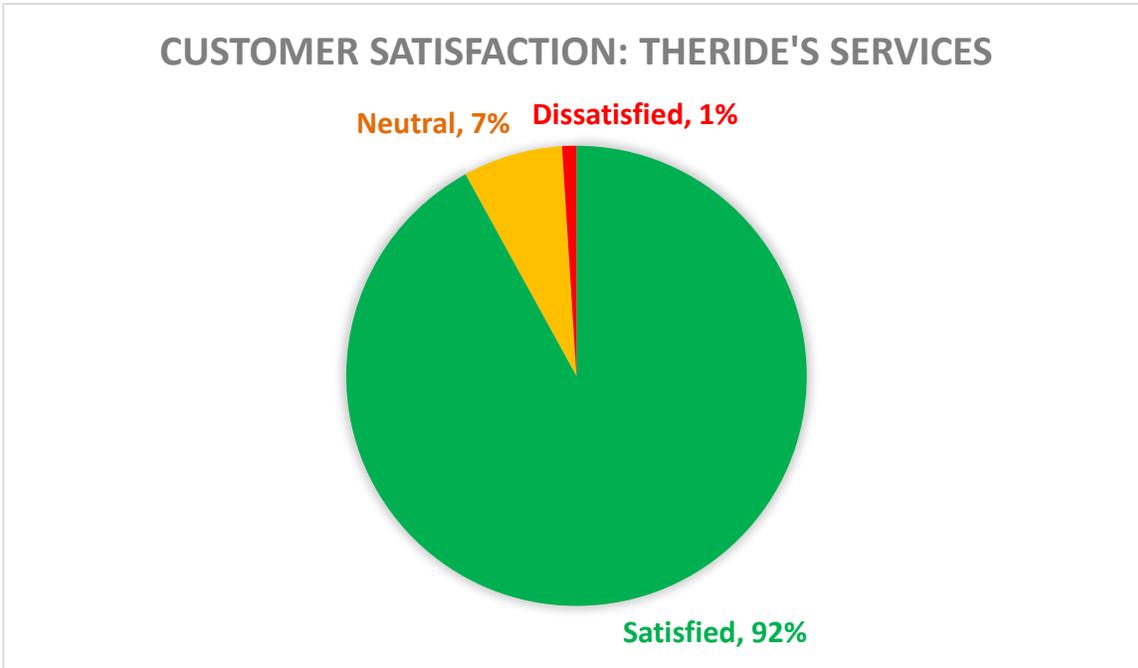
Service between Ann Arbor and Detroit Metro Airport was fully operational during the monitoring period.

Policy 1.3.4
The area is connected to the Metro Detroit region.
Degree of Compliance: Compliant
Interpretation
<p>Compliance with this policy will be demonstrated when a scheduled transit service exists between Ann Arbor and Metro Detroit.</p> <p>This is a reasonable because that’s what the policy calls for.</p>
Evidence
An internal review by the Manager of Operations (Washington, 12/14/22) indicate that the Detroit-to-Ann Arbor (D2A2) service was operational during the monitoring period.

Policy 1.4
Passengers are highly satisfied with public transportation services
Degree of Compliance: Compliant
Interpretation
<p>Compliance with this policy will be demonstrated when 85% or more of passengers participating in onboard surveys that take place every other year indicate that they are satisfied with the services offered.</p> <p>High numbers of passengers indicating satisfaction is a proxy for passengers being highly satisfied with our services This is reasonable because the survey does not ask for the level of satisfaction and instead asks if they are <i>satisfied, neutral or dissatisfied with TheRide’s services</i>. Conducting the survey once every two year is reasonable because customer satisfaction does not change a lot within a short period of time to warrant more frequent surveys and is also realistic based on existing agency resources.</p>

Evidence

An internal review (Njuki, 12/14/22) indicate that an onboard survey conducted in April 2022 indicated that 92% of the passengers who participated in the survey were satisfied with the services offered.



POLICY 1.5:

Residents of the area recognize the positive contributions of public transportation to the area's quality of life.

Degree of Compliance: Compliant

Interpretation

Compliance with this policy will be demonstrated when:

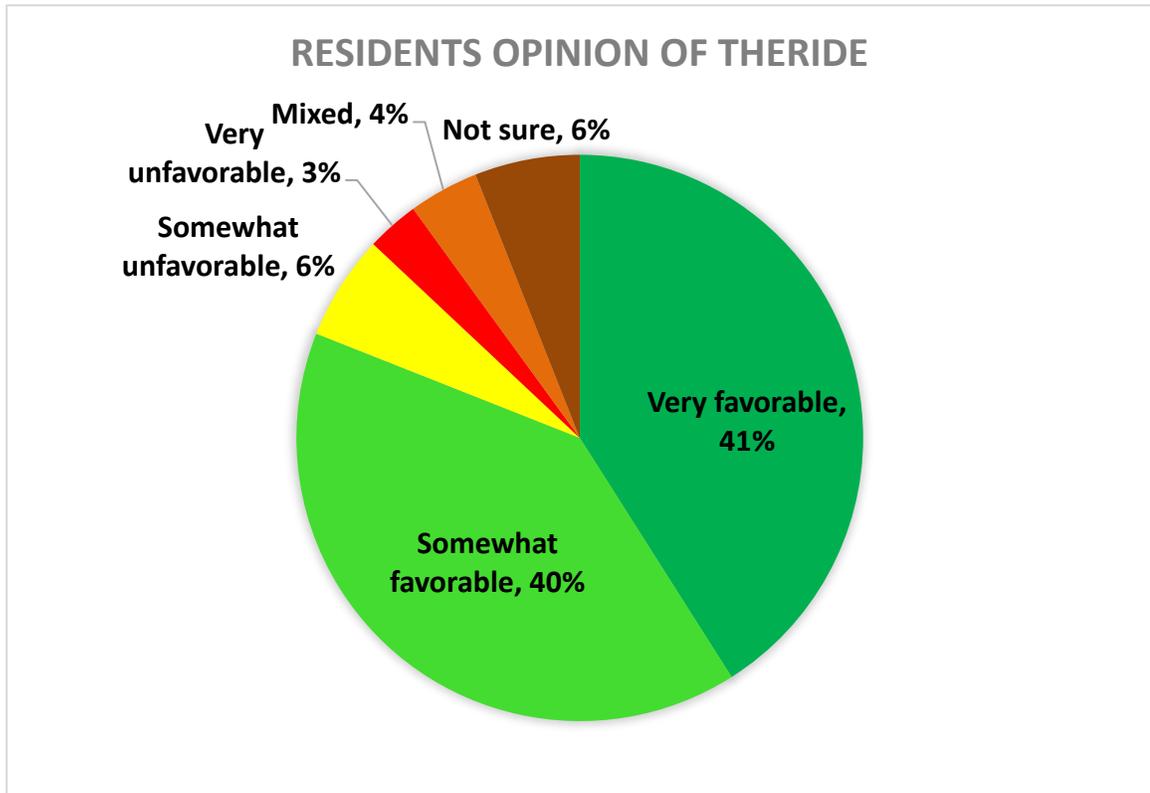
- (A) Service area residents (riders and non-riders) respond to an anonymous telephone survey conducted by a third party with 60% or more expressing generally positive impressions of TheRide.
- (B) Approval of transit favorable millage requests by more than 60% of the participating resident voters.

These interpretations are reasonable because both provide objective measures (or proxies) of resident's appreciation for transit and TheRide. 60% target is realistic as its more than half of participating service area residents.

Evidence

An internal review (Njuki 12/14/22) confirm the following occurred during the monitoring period

- A. Between December 13, 2021, and January 2, 2022, a total of 600 telephone interviews were conducted and the respondents were asked of their opinion of TheRide. 81% of the residents had a positive impression of the agency. See the Chart below for that information.



81% of residents had a positive impression of TheRide. (41% being very favorable and 40% being somewhat favorable).

- B. Resident voters approved TheRide’s request to expand and improve transit services with a majority of 61%

Policy trendlines

The policy trends for this policy are as shown below. The trendline for FY 23 (this report) is not final and is dependent on the Board’s decision after reviewing this monitoring report.

Policy	FY 20	FY 21	FY 22	FY23
1				
1.1				

1.1.1	Green	Green	Green	Green
1.1.2	Yellow	Yellow	Yellow	Yellow
1.2	Yellow	Yellow	Yellow	Yellow
1.2.1	Yellow	Red	Green	Blue
1.2.2	Red	Yellow	Yellow	Green
1.2.3	Red	Yellow	Yellow	Yellow
1.2.4	Red	Yellow	Yellow	Yellow
1.3	Yellow	Yellow	Yellow	Yellow
1.3.1	Yellow	Green	Green	Yellow
1.3.2	Green	Green	Green	Green
1.3.3	Green	Yellow	Green	Green
1.3.4	Red	Red	Red	Green
1.4	Green	Green	Yellow	Green
1.5	Green	Green	Green	Green

Legend	
Red	Policy is not compliant
Yellow	Policy is partially compliant
Green	Policy is fully compliant
Blue	Cannot be determined

Guidance on Determining “Reasonableness” of CEO Interpretations

The Govern for Impact (previously 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 standard(s) 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”.

Board’s conclusion on monitoring report

The Board has received and reviewed the CEO’s Monitoring Report references above. Following the Board’s review and discussion with the CEO, the Board makes the following conclusions:

Ends Report (select one)

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 applicable)

CEO Report

Meeting: Board of Directors

Meeting Date: January 19, 2023

INFORMATION TYPE

Other

OPERATIONAL AND PROJECT UPDATES

JANUARY SERVICE UPDATES

TheRide is making service adjustments beginning Sunday, January 22, 2023. These service adjustments are to improve on-time performance, service reliability and safety of its routes. The routes that will have adjustments are Routes 3, 4, 23, 25, 26, 29, 31, 32, 33, 43, 46, 61, 65, 68.

GETDOWNTON - CONQUER THE COLD

The Conquer the Cold challenge began on January 10 and will run through February 10, 2023. [Conquer the Cold 2023](#) encourages the use of active forms of transportation during the coldest months of the year. Challenge participants are invited to log travel by bus, bike, carpool, and more to earn digital badges, reach milestones, and win prizes.

LOCAL ADVISORY COMMITTEE (LAC)

The Local Advisory Committee met January 10. The committee received a board report and staff shared updates Paratransit, Fixed Route, and Customer Service.

TRANSPORTATION COMMISSION (ANN ARBOR)

Staff continues to attend the City of Ann Arbor Transportation Commission meetings. In December, the Commission discussed the Commission's 2023 work plan and 2022 Annual Report, provided input to the FY24 Policy Agenda, and received an update on transportation projects.

WATS POLICY COMMITTEE UPDATE

The WATS Policy Committee did not meet in December.

STAFFING UPDATE

George Brooks will be joining TheRide as the new Deputy CEO of Operations and will begin February 13, 2023. 9 Motor Coach Operators graduated from training and 2 new information specialists completed their training. Open administrative positions include Finance Manager, Payroll, Grants and Capital Planning Program Manager, Finance Administrative Assistant, and Manager of Public Affairs and Engagement.

There have been two recent retirements: Mary Boonin, Manager of Community Relations retired after 23 years of service and Sid Swift, Fleet Services Technician retired after 20 years of service. We thank both Mary and Sid for their years of service, and we wish them well in their retirement.

LONG RANGE PLAN STATUS UPDATES

The CEO is beginning to align agency resources and planning towards implementation of the Long-Range Plan approved by the Board in my 2022. Project updates and notable movements will be listed in the following section:

YPSILANTI TRANSIT CENTER FUNDING

TheRide has received \$7 million in funding for the design and construction of the Ypsilanti Transit Center. This funding was secured by Congresswoman Dingell as part of the FY2023 omnibus appropriations package. We thank Congresswoman Dingell for requesting this funding and for Senator Stabenow's support. We also reiterate our thanks to Senator Gary Peters for an earlier \$300,000 earmark for planning studies for this project. Staff how to begin recruiting a consulting firm to conduct planning work in April.

BLAKE TRANSIT CENTER EXPANSION

TheRide continues to work with the Ann Arbor Housing Commission and City staff on the joint development of the old Y-Lot site adjacent to the BTC. Plans and agreements between the partners have not changed the project is making steady if slow progress. Recent increases in federal interest rates will likely impact the economics of the project and work with future private sector partners. It is too early to understand the full implications of those changes.

WASHTENAW AVENUE PLANNING STUDY

The Michigan DOT has initiated a planning study for Washtenaw Ave from Ypsilanti to the boarder with Ann Arbor. TheRide staff are participating and have held discussions with MDOT regarding recommended scope. The scope of the work is still being settled but appears to be a general planning work encompassing modest future improvements. It may be possible to advance some of TheRide's questions regarding Bus Rapid Transit as part of this work.

BUS PROPULSION

The initial propulsion technology background research report has been finished. There were minor clarifications due to public feedback in December. The final document will be posted on the project webpage on TheRide's website. The CEO is planning to provide a recommendation to the Board at the February meeting. Meetings with City of Ann Arbor regulatory groups are beginning.

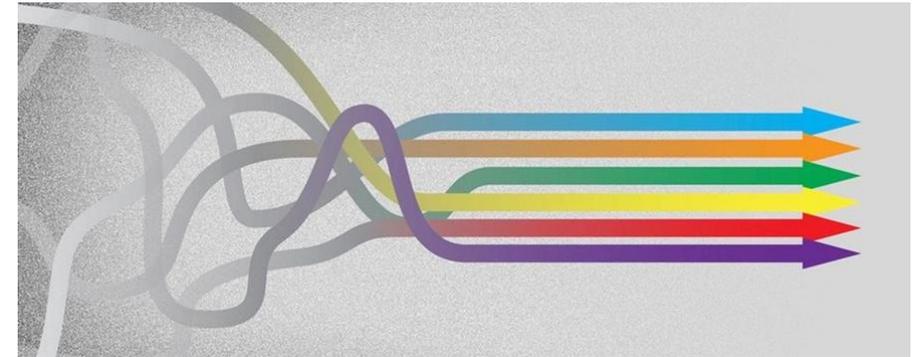
2022 MILLAGE SERVICES

The new service promised by the 2022 millage will begin as planned in August 2024. The funding will begin to be collected that summer. Staff are exploring the potential to begin one service, the Ann Arbor to Ypsilanti Express route, earlier in 2024. This may be possible due to a recent grant win from the Carbon Reduction Program. Planning for all new services is expected to take about 12 months. Call Takers for the YTC have been hired and have begun training at the Dawn Gabay Operations Center. They are expected to move to the YTC by September. Renovations will begin in the Spring although supply line challenges make the timeline less certain.

Long-Range Plan: Updates & Priorities

Agenda

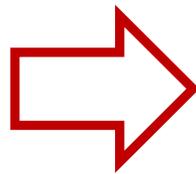
- Introduce Long-Range Plan Updates
- Setting Priorities



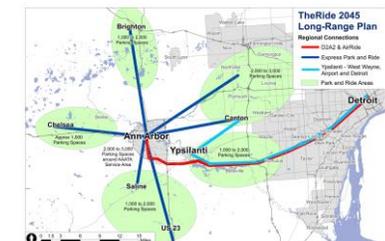
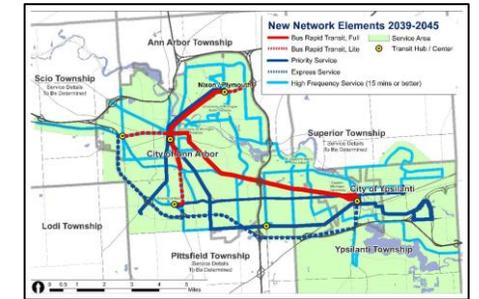
The Vision: Long Range Plan

Board Policies

- Ends (Goals)
 - Social
 - Enviro
 - Econ
- Exec Limits
- Roles

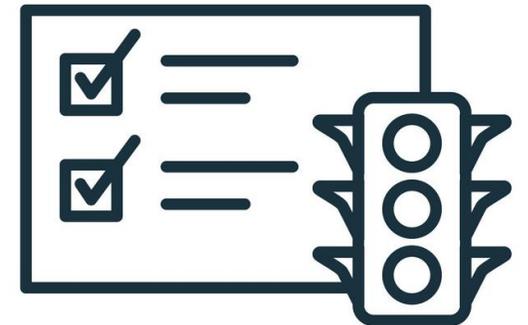


Long Range Plan



LRP Status Reports

- New LRP Status Updates
- Key projects, milestones, timelines, etc
- Every two months or as needed
- Gantt Charts and project management tools
- At “start up” phase now. Planning + Millage dominates until 2025



PROJECT STATUS

LRP Updates: January 2023

1. LRP Organization & Timelines (Rosa-Maria Njuki)
2. Ypsilanti Transit Center (Gretchen Johnson)
3. Millage Services (Ken Anderson)
4. Propulsion (Matt Carpenter)



PROJECTS	G row ridership	Social Equity	Environmental	Economic	Customer Satisfaction	Goodwill	2023	2024	2025	2026	2027	2028	2029	2030	2031	
							IMPACT ON ENDS						TIMELINE			
IMPLEMENTING THE LRP																
30-Minute Frequencies - Weekend Daytime Routes	X	X		X	X	X										
Longer Service Hours	x	X		x	x	X										
Overnight On-demand Expansion	x	x		X	x	X										
Express Pilot on Washtenaw Ave	x	x	x	X	x	x										
Accessibility Improvements & DR/FR Integration	x	X			x											
Ypsilanti Transit Center Redevelopment	X	x	x	x	x	X					C					
Blake Transit Center Expansion & Redesign	X				x	X				C						
New Bus Garage	X		x	x								C				
BRT1:Washtenaw: Planning & Funding	X	x	x	x	x											
<i>16 more LRP projects</i>																
CLIMATE CHANGE INITIATIVES																
Zero Emissions Fleet (propulsion) Study			X				S									
Zero Emissions Facilities study			X						S	Next steps TBD						
Zero Emissions support fleet & A-Ride study			X				S	Next steps TBD								
OTHER MAJOR PROJECTS																
Internal work																
Projects requiring external collaboration																
Supporting Board Annual Plan of Work																
MAJOR EVENTS																
Internal																
AAATA Millage renewal																
Title VI							F.R			F.R			F.R			
External																
Presidential elections																

Timelines are subject to change

LEGEND	
PROJECTS COLUMN	
	LRP Service improvement projects
	LRP Major infrastructure projects
	Climate Change Initiatives
	Other Major Projects
	Major Events
IMPACT ON ENDS	
X	Major impact on Ends (bold X)
x	Minor impact on Ends
	No impact on Ends
TIMELINE	
C	Year of Commissioning
S	Studies
F.R	Federal Review



Ypsilanti Transit Center

- Entirely new, larger bus terminal
- \$18-20 million estimated cost
- Facilitates ridership growth, community development
- Mix of funding sources, recent federal funding boosts



Millage Services

New services

- Ann Arbor - Ypsi express service
- Longer hours systemwide
- Increased weekend frequency systemwide
- Expanded overnight service for Ypsilanti City/Twp
- Customer agents at Ypsilanti Transit Center
- Planning efforts are currently underway for these millage services
- Millage services will be implemented in August 2024



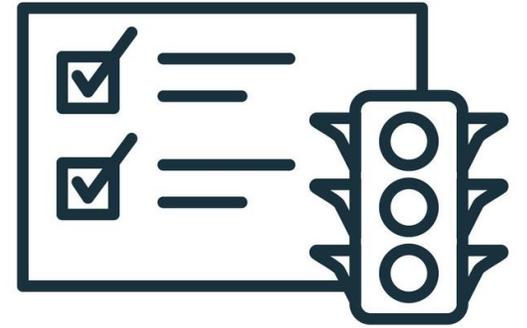
Propulsion

- Regulatory meeting with City of Ann Arbor
- Grant and proposal timeline: May 2024
- Study of remaining fleet (earlier)
- Considering grant application to electrify some staff minivans



LRP Status Reports

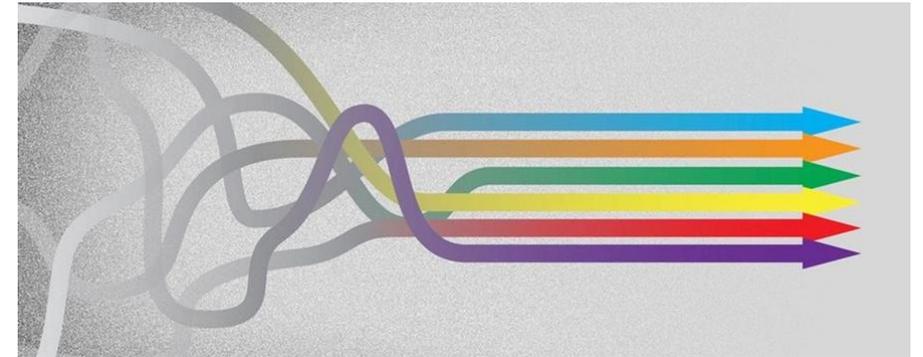
- Key projects, milestones, timelines, etc
- Every two months or as needed



PROJECT STATUS

Agenda

- Introduce Long-Range Plan Updates
- Setting Priorities



Need Clear Priorities

- Pivoting to implementation of LRP
- Requires: focus, discipline, alignment of limited resources, clear priorities
- Priorities implies trade-offs
- Alignment drives Business Plan & Budget
- Board has flexibility, and TheRide needs certainty



Setting Priorities

- Board controls via Policy Governance
 - Policies (w/One Voice)
 - Annual Plan of Work & Education topics
 - Business Planning Feedback
 - Too many changes undermine large projects and Ends
- Staff make technical recommendations



Next Steps

- Staff are organizing around approved directions (LRP)
- Business Plan around March begins budget process
- Board can update direction through policy anytime



Long-Range Plan: Updates & Priorities