Board of Director's Meeting Agenda

Meeting Date/Time: February 16, 2023, 6:30 – 9:00pm

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

Location: Ann Arbor District Library (Lower Level)
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		
1.3.1 Welcome Monica Ross-Williams, Board Member representing Ypsilanti Township; and George Brooks, Deputy CEO, Operations	O		
2. CONSENT AGENDA			
2.1 Board Meeting Minutes January 19, 2022	D		3
2.2 Committee Meeting Summaries	D		8
2.3 FY2024 State Application Resolution (Required Approvals)	D		14
3. POLICY MONITORING & DEVELOPMENT			
3.1 Task Force Updates	O		
3.1.1 Ownership Linkage (Verbal)	O	Chang	
3.1.2 Monitoring	O	Allemang	
3.1.3 Procurement Contracts	O	Carpenter	16
3.2 Recommended Changes to External Relations Policies	D	Miller	19
3.3 Construction Policy Updates	D	Allemang	24
3.4 Board Meeting Agenda Changes (Verbal)	D	Chang	27
3.5 Ends Monitoring Report	M	Carpenter	28
4. STRATEGY & OPERATIONAL UPDATES			
4.1 Q1 Financial Report	O	Reed	61
4.2 Q1 Service Report	O	Lundquist	65
4.3 ZEB Propulsion Recommendation - PPT Presentation pg 86	O	Carpenter	74
4.4 CEO Report	O	Carpenter	76
5. EMERGENT ITEMS			
6. CLOSING ITEMS			
6.1 Action Item Recap	O	Carpenter / Holt	

6.2 Topics for Next Meetings
    2.10 Communication and Support to the Board
    2.5 Financial Conditions
    4.0-4.4 Board Management Delegation Policies
		Thursday, March 16, 2023	

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: 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,

Location: Ann Arbor District Library
Virtual attendance available via Zoom

Chairperson Mozak called the meeting to order at 6:32pm.

Agenda Item
1. OPENING ITEMS
1.1 Approve Agenda   Mr. Carpenter noted that Consent Agenda item 2.3 could be removed as it had been an action item the board had all recently completed.   Mr. Hunter moved to approve the agenda, seconded by Mr. Miller.   All in favor of the accepted agenda: Mr. Mike Allemang: Yes (Attending Virtually)   Mr. Chris Allen: Yes   Mr. Simi Barr: Yes   Mr. Rich Chang: Yes   Mr. Ryan Hunter: Yes   Mr. Jesse Miller: Yes   Ms. Susan Pollay: Yes   Chairperson Kathleen Mozak: Yes   The vote passed unanimously.   **1.2 Public Comment**   Mr. Robert Pawlowski addressed the board and noted that major projects were underway with the organization with strong community support. He also shared that TheRide is a leading agency with wages/benefits which attracts and will retain staff as expansion projects are underway. He wished retired board member, Eric Mahler, well and thanked him for his years of service.   **1.3 General Announcements**   Mr. Miller shared that TheRide had recently been awarded a $7M federal appropriation – thanks to the efforts of Representative Debbie Dingell and Senators Debbie Stabenow and Gary Peters – for investment toward Yypsilant Transit Center.

Earlier in the week, Mr, Miller and Mr. Carpenter had met with Representative Dingell and Ypsilanti Mayor Brown at the YTC to discuss the expansion plans.

Mr. Carpenter shared information about an upcoming free transit tradeshow and noted that more details would be emailed to the board.

2. CONSENT AGENDA

2.1 Board Meeting Minutes December 15, 2022

2.2 Committee Meeting Summaries

2.3 ~~Annual Board Disclosure Statement~~

2.4 Transportation Commission Delegates

Mr. Hunter motioned to approve the Consent Agenda, seconded by Mr. Barr.

All in favor of accepting the Consent Agenda items:

    Mr. Mike Allemang: Yes (Attending Virtually)
    Mr. Chris Allen: Yes
    Mr. Simi Barr: Yes
    Mr. Rich Chang: Yes
    Mr. Ryan Hunter: Yes
    Mr. Jesse Miller: Yes
    Ms. Susan Pollay: Yes
    Chairperson Kathleen Mozak: Yes

The Consent Agenda was accepted as presented.

3. POLICY MONITORING & DEVELOPMENT

3.1 Annual Plan of Work

After several months of discussion, the board finally has determined areas of focus for the annual plan of work. Mr. Miller motioned to accept the Annual Plan of Work, seconded by Mr. Hunter.

All in favor of accepting the Annual Plan of Work:

    Mr. Mike Allemang: Yes (Attending Virtually)
    Mr. Chris Allen: Yes
    Mr. Simi Barr: Yes
    Mr. Rich Chang: Yes
    Mr. Ryan Hunter: Yes
    Mr. Jesse Miller: Yes
    Ms. Susan Pollay: Yes
    Chairperson Kathleen Mozak: Yes

The Annual Plan of Work was accepted as presented.

3.2 Task Force Updates

3.2.1 Ownership Linkage (Verbal)

Mr. Chang shared that the Ownership Linkage Taskforce has determined legal owner contacts and the next step is drafting a communication to send out to those legal owners.

3.2.2 Monitoring

Mr. Allemang shared an overview of the work done by the Monitoring Task Force and that they are bringing forward to the board a proposed recommendation for the categories of monitoring report determination outlined on pg. 22 (board packet).

Mr. Chang motioned to approve the proposed monitoring motions, seconded by Mr. Miller.

All in favor of accepting the proposed monitoring motions:

Mr. Mike Allemang: Yes (Attending Virtually)
Mr. Chris Allen: Yes
Mr. Simi Barr: Yes
Mr. Rich Chang: Yes
Mr. Ryan Hunter: Yes
Mr. Jesse Miller: Yes
Ms. Susan Pollay: Yes
Chairperson Kathleen Mozak: Yes

The proposed monitoring motions were accepted as presented.

The board then discussed the proposed summary of required follow-up spreadsheet and were in agreement that the task would fall under Board Secretary duties. The conversation also included a notation that the Governance Committee needed to review Secretary and Treasurer duties.

3.3 Policy 2.9 Updates

Mr. Miller and Ms. Mercier updated the board on revisions to language in Policy 2.9. The next steps will be for the Service Committee to provide a series of motions for the policy revisions which will be shared at the February board meeting.

3.4 Global Executive Limitations Monitoring Report

Mr. Carpenter presented an overview of the Global Executive Limitations Monitoring Report to the board. He shared the areas of compliance within the policies along with a historical timeline of compliance for reference. He noted that most policy items were A – in compliance, with several B – partial compliances and one D – cannot be determined.

The board discussed the interpreted compliance level, benefits of the integration of a compliance timeline into the monitoring report and the merits/rationale of the Global Executive Limitations monitoring report as a policy. Ms. Mercier additionally suggested this monitoring report might be reviewed biannually.

Mr. Miller put forth a motion to accept the policy as C – making reasonable progress towards compliance, seconded by Mr. Chang.

All in favor of accepting the Global Executive Limitations Monitoring Report as C – making reasonable progress towards compliance:

Mr. Mike Allemang: Yes (Attending Virtually)
Mr. Chris Allen: Yes
Mr. Simi Barr: Yes
Mr. Rich Chang: Yes
Mr. Ryan Hunter: Yes
Mr. Jesse Miller: Yes
Ms. Susan Pollay: Yes
Chairperson Kathleen Mozak: Yes

The motion to accept Global Executive Limitations Monitoring Report as C – making reasonable progress passed unanimously.

3.5 Ends Monitoring Report (Intro)

Mr. Carpenter introduced Ms. Njuki who provided a brief preview of the Ends Monitoring Report. Due to the size of the monitoring report, it was sent to the board early to give additional time for review. Upon discussion, it was requested that a time stamp be added to the policy survey – this would help in determining if the report should be divided into smaller sections for monitoring.

4. STRATEGY & OPERATIONAL UPDATES

4.1 Status Update: Long Range Plan Update (Verbal)

Mr. Carpenter introduced staff members Ken Anderson (Acting DCEO, Planning & Innovation), Gretchen Johnson (Senior Project Manager, Planning & Innovation) and Rosa-Maria Njuki (Corporate Strategy & Performance Officer) and they provided the board with an update presentation on LRP projects (Board packet pg. 69). Topics included updates on planning for TYC construction, service increase studies and project priorities. The board discussed funding options, staffing capabilities and thanked staff for their presentation. Mr. Carpenter noted that update presentations, such as the one given, would become a more regular part of board meetings to keep the board apprised of the status of ongoing projects and planning.

4.2 CEO Report

Mr. Carpenter shared with the board that the new Deputy CEO of Operations, George Brooks, would be starting February 13th. He noted the retirement of Mary Boonin, Manager of Community Relations, after 23 years of service. He also shared updates regarding BTC expansion and an MDOT study that is in conjunction with Reimagine Washtenaw projects.

5. EMERGENT ITEMS

Mr. Hunter shared with the board that he had recently applied for, nominated, and accepted a position as an Ypsilanti Township Board Trustee. As such, he would be stepping down from his position with TheRide Board due to a conflict of interest. He thanked the board for the opportunity to serve as a representative for Ypsilanti

Township and participate in the work of expanding public transportation for the larger community. Board members thanked him for his work on the board.

6. CLOSING ITEMS

6.1 Action Item Recap

Mr. Carpenter provided an overview of topics discussed on the meeting agenda.

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

6.3 Public Comment

Mr. Robert Pawlowski thanked Mr. Hunter for his work on the board. He noted that he was also pleased with the work by Congresswoman Debbie Dingell in securing funding for the YTC project. He encouraged the board and staff to continue to have conversations with neighboring transit agencies in Wayne County as a means of connecting both communities.

6.4 Adjournment

Chairperson Mozak adjourned the meeting at 9:27 pm.

Respectfully Submitted by Deborah Holt

Governance Committee Meeting Notes

Meeting Date/Time: January 26, 2023 – 1:30-3:30pm

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

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

Michelle Whitlow

Location: REMOTE – Via Zoom

Chairperson Mozak started the meeting at 1:30pm

Agenda Item
1. OPENING ITEMS
1.1 Agenda (Additions, Approval) No additions or changes were made – committee approved agenda as is. **1.2 Communications** Ms. Reed introduced staff member Michelle Whitlow (Procurement Manager) who would be assisting her with agenda item 4.1
2. BOARD DEVELOPMENT
2.1 Task Force Coordination Ms. Mozak provided a brief update on the audit committee and audit process status. She thanked Ms. Reed and the audit team for their work noting the audit should be wrapping up by the end of March. **2.2 Committee Agendas** After a brief discussion, Mr. Miller noted no changes to the Service Committee Agenda. Mr. Allemang suggested Policy 2.5 monitoring report be deferred to the March Finance Committee meeting and it was noted that the Q1 Finance report would not be included in the meeting packet due to time constraints. It was also noted that policy 2.6 monitoring report would be moved to April. These changes will also be reflected on the February Board meeting agenda with a request to include a final update on the Triennial Review in the CEO report. Also noted, Policies 4.0-4.4) will be reviewed/discussed at the February Governance Committee meeting and then presented to the board in March.
3. POLICY MONITORING & DEVELOPMENT

3.1 Annual Work Plan
    3.1.1 CEO Recommendation: Defer Equity & Advance Policy Workshops
        Mr. Carpenter requested the March Equity & Advance Policy Workshop meeting be moved back several months and use the time for policy development

education with Rose Mercier. Equity discussion will be moved to May.

3.2 Incompatible Offices (Verbal)
Mr. Carpenter provided the committee with an update on the topic of board members holding other publicly appointed positions that may create a conflict of interest. The committee discussed the potential impact.

3.3 Board Member Recruitment Efforts (Verbal)
Ms. Mozak and the committee discussed the latest efforts in recruitment for open board positions.

3.4 Board Agenda Reform (Rich's suggestions)
The committee reviewed suggested changes to the board agenda that had been provided by Mr. Chang. Ms. Mozak noted that Policy 3.4.8 outlines the board agenda but doesn't necessarily have to be changed if the agenda format is changed. The committee agreed the changes could be brought forth for the board to consider at the February board meeting.

3.5 Board Management Delegation – Policy 4.0 (Verbal)
Mr. Carpenter shared that the survey would be going out to the Board – this policy is a self-review for the board.

3.6 Ends Monitoring Report – Policy 1.9 (Verbal)
Mr. Carpenter shared with the committee an overview of the Ends Monitoring report – with the lengthiness of the report, the board will be provided additional time for their review and considerations

4. STRATEGY & OPERATIONAL UPDATES: CEO

4.1 Contract Updates – Governance & Legal Services
Staff member, Ms. Whitlow (Procurement Manager) outlined two upcoming procurements that require board participation – for legal services and for the governance coach. Previously a small task force was created with tasks outlined in the issue brief that was sent to the committee. A legal services task force would be assembled by the end of February and a governance task force by the end of March. Ms. Mozak requested this information be included in the February board meeting agenda.

4.2 Safety Plan / Union
Mr. Carpenter provided a brief update on the Safety Plan.

5. CLOSING ITEMS

5.1 Topics for Next Meeting
CEO Evaluation
CEO Expense Report
Officer Roles
2.9 Proposed motions for policy changes

5.2 Adjournment
Ms. Mozak thanked the committee and staff and adjourned the meeting at 3:30pm.

Respectfully submitted by Deborah Holt

Service Committee Meeting Notes

Meeting Date/Time: January 31, 2023, 9:00-11:00am

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

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

Location: REMOTE – Via Zoom

Mr. Miller called the meeting to order at 9:10am

Agenda Item
1. OPENING ITEMS
1.1 Agenda (Additions, Approval) No additions or changes were noted for the agenda. **1.2 Communications** Mr. Carpenter thanked Mr. Lundquist and Operations staff for their prompt assistance recently with a local Sheriff's Department investigation.
2. POLICY MONITORING & DEVELOPMENT
2.1 Policy Development: Review of 2.9 Mr. Miller referenced the revisions to Policy 2.9 from Ms. Mercier. A side-by-side comparison of the current policy against the revisions was provided. After a discussion, the committee agreed to present the suggested revisions to the board along two motions to adopt the policy changes. **2.2 Ownership Linkage Taskforce** Mr. Chang provided a brief update on the letter he will be sending to local stakeholders. He will be sharing with the committee for review/considerations and the committee will be to reach out from there. **2.3 Ends Monitoring Report (Verbal)** Mr. Carpenter shared with the committee an overview of the Ends Monitoring report – due to the lengthiness of the report, the board has been given additional time for their review and considerations.
3. STRATEGY & OPERATIONAL UPDATES: CEO
3.1 Q1 Service Report Mr. Lundquist provided the committee with the Q1 Service Report – his highlighted summary noted that there were steady increases in ridership. Satisfaction and performance rates increased – a reflection of the implementation of additional training practices for customer service. On-Time performance data is still unavailable, but reliability data is now available for fixed route road calls. ARide ridership has shown steady increases with a note that as fixed route ridership has increased, FlexRide ridership has decreased.

3.2 ZEB Preview
Mr. Carpenter shared that he will presenting an initial ZEB timeline with considerations for technologies at the February board meeting with a plan to look into the grant application process in 2024. Committee members asked questions pertaining to the grant process, construction planning and capital budget implications. These topics are part of larger conversations that the board will begin to have going forward.

3.3 Safety Plan / Union (Verbal)
Mr. Carpenter shared a brief update regarding the safety plan.

4. CLOSING ITEMS

4.1 Action Item Recap
It was noted that Policy 2.9 will be presented to the board in February with recommendation of policy language changes, The Ownership Linkage Taskforce letter is in progress. The Ends Monitoring report survey is due February 7th. A ZEB preliminary report will be provided to the Board in February.

4.2 Topics for Next Meeting
While no monitoring reports are due, ZEB will be a discussion topic.

4.3 Adjournment
Mr. Miller thanked the committee and staff and adjourned the meeting at 10:27am.

Respectfully submitted by Deborah Holt

TheRide
Ann Arbor Area Transportation Authority

Finance Committee Meeting Notes

Meeting Date/Time: February 7, 2023, 3:00 – 5:00pm

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

Staff: Matt Carpenter, Dina Reed, Troy Lundquist, Ken Anderson, Deb Holt

Location: REMOTE – Via Zoom

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

Agenda Item
1. OPENING ITEMS
1.1 Agenda (Additions, Approval)   No new additions or changes to be made to the agenda.   **1.2 Communications**   Mr. Carpenter shared a brief update that Ypsilanti Township would be discussing the appointment of a nominee to replace Ryan Hunter's vacated board position.
2. POLICY MONITORING & DEVELOPMENT
2.1 Construction Policy Review   The committee reviewed the construction policy wording and discussed revised wording in 2.11.1. Suggested changes will be forwarded to consultant Rose Mercier for her review and will be presented to the board for consideration.   **2.2 Ends Monitoring Report (Verbal)**   Mr. Carpenter shared with the committee an overview of the Ends Monitoring report – because of the size of the report, the board has been given additional time for their review and considerations. Committee members provided input on the new survey tools that had been implemented.
3. STRATEGY AND OPERATIONAL UPDATES
3.1 Q1 Financial Report   Ms. Reed provided an overview of the Q1 Financial Report – she noted there may be small adjustments as the quarter is not officially closed out. Revenue amounts are up to date, but small estimates needed to be made for accounts receivables. Mr. Allemang requested an update on ridership – as it impacts financial considerations - be included in the CEO report. The committee discussed the revenue budget variances shown in the report. Cash flow has remained steady/strong, and expenses are being met without issue. Ms. Reed also shared an update on investment growth.   **3.2 Audit Update (Verbal)**   Ms. Reed shared that the Audit Committee had met with the auditors in January. Reports and financials have been provided and staff are working with the auditors. The audit team's timeline is still projecting the audit will be completed by the end of March as per the state requirement.

3.3 Safety Plan / Union (Verbal)
Mr. Carpenter shared with the committee a brief update regarding the safety plan.

3.4 ZEB Preview (Verbal)
Mr. Carpenter provided the committee with a ZEB preview – at the February board meeting he will be presenting an updated timeline with a plan to begin grant applications in 2024. Committee members discussed grants and federal funding options.

4. CLOSING ITEMS

4.1 Topics for Next Meetings
2.5 Financial Conditions
Audit Update

4.2 Adjournment
Mr. Allemang thanked the committee and staff and adjourned the meeting at 4:38pm.

Respectfully submitted by Deborah Holt

Agenda Item: 2.3

FY 2024 State Funding Application

Meeting: Board of Directors

Meeting Date: February 16, 2023

INFORMATION TYPE
Decision (Required Approval)

RECOMMENDED ACTION(S)
That the Board adopt the attached routine resolution, thereby allowing TheRide to access state funding for transit.

PRIOR RELEVANT BOARD ACTIONS & POLICIES
Policy Governance suggests that operational decisions that outside funders require a board to make be placed in a consent agenda. • FY 2023 resolution to authorize state application (adopted in March 2022) • FY 2025 and FY2025 forecasts presented with FY 2023 Budget (adopted in September 2022)

ISSUE SUMMARY
In order to access state formula funding for transit, TheRide is required to apply to the Michigan Department of Transportation (MDOT) annually in February. This is a routine annual process with the Board-approved budget and forecasts guiding staff's application details. However, MDOT requires that the Board, not CEO, approve the application. A Board resolution is required to authorize the application for financial assistance, and MDOT has a required format for the resolution (attached). The issue is complicated by the long lead times,(spread over several years) required by the state funding program.

BACKGROUND
TheRide's FY 2024 application for state funding is a proposal for capital matching funds of federal dollars, as well as annual state operating assistance. The first element of the application is for capital funding. This portion of the application consists of the FY 2024 Capital Plan presented for context with TheRide's adopted FY 2023 Budget, as capital funds requested during FY 2023 will be available to spend on capital projects beginning in FY 2024. Federal formula funds include funding from the Infrastructure Investment and Jobs Act (IIJA) reauthorization. The state capital assistance TheRide will receive will be based ultimately on federal grant project expenditures approved in the fall 2023 Board adoption of TheRide's FY 2024 Budget, and dependent on the availability of matching funds from the State Comprehensive Transportation Fund. While MDOT has historically provided the 20% match required for federal projects, the statutory minimum is 13.33%. MDOT directed agencies to estimate a 20% state match level for applications. The second element is an operating budget for FY 2024. This portion of the application

will consist of the FY 2024 Operating Budget Forecast that was presented for context with TheRide's adopted FY 2023 Budget. A proposed budget is required to be submitted with the application, but it is an estimate subject to change before the beginning of the fiscal year with the Board's FY 2024 Budget adoption.

The capital figures will be reconciled with TheRide's federal grant application due in June 2024. The state operating assistance TheRide will receive will be based on our actual expenses next year, rather than on the expenses in the application.

IMPACTS OF RECOMMENDED ACTION(S)

- Budgetary/Fiscal: Approves request for state revenue, including funding for operations and capital investment.
- Social: Supports access to public transportation in the community.
- Environmental: Funds low-emission diesel buses and sustainable transit service.

ATTACHMENTS

1. Resolution of Intent to Apply for Financial Assistance for Fiscal Year 2024 under Act 51 of the Public Acts of 1951, as amended will be presented at the Board meeting.

Contract Procurement

Governance Meeting Date: January 26, 2023

Board Meeting Date: February 16, 2023

INFORMATION TYPE
Decision: Volunteer for Task Force

BACKGROUND
TheRide currently has a legal services contract with Dykema Gossett PLLC that will expire on August 31, 2023, and another contractual agreement with Governance Coach (Rose Mercier) that is set to expire on December 10, 2023. Board members should assist in these procurements.

ISSUE SUMMARY:
Based on past procurement practices, TheRide is offering the following recommendations for the Board to consider in procuring new contracts for legal services and a board governance consultant professional • **Legal services**: Begin the process by striking a taskforce during February and issue a Request for Proposal (RFP) to the public by March 31, 2023, with a recommended completion date of June 30, 2023. • **Board governance consultant:** Begin the process by striking a taskforce during March, with the goal of having a new contract decided by September 30, 2023 (prior to new fiscal year).

ATTACHMENTS:
Proposed procurement timeline.

Recommended timelines for contract procurement.

1. LEGAL SERVICES.

Staff proposes that the Board strikes a taskforce to secure a legal service contract via the 5 steps outlined below.

STEPS	ACTION	LEGAL SERVICES
Step 1	The Board strikes a taskforce that will take a lead on the procurement of this contract	February Board meeting: Feb 16th
Step 2	AAATA Procurement manager briefs the taskforce on the procurement process	Choose a date between Feb 20th- Mar 3rd
Step 3	Review and approve contract scope of work	Choose a couple dates between Mar 6th to Mar 31st
3a.	Issue RFP	Friday March 31st, 2023
3b.	Proposal due date	Tuesday, May 23, 2023, at 2:00 p.m., EST
Step 4	Proposal evaluations	Between May 24th and Jun 9th
Step 5	Interview top proposers, conduct negotiations (if need be). Make a decision.	Choose dates between Jun 12th and Jun 23rd
5a.	Contract award	Friday, June 30, 2023
5b.	New contract begins	Friday, September 1, 2023

The Gantt chart below represents the same information.

Week of Monday the:	2/13	2/20	2/27	3/6	3/13	3/20	3/27	4/3	4/10	4/17	4/24	5/1	5/8	5/15	5/22	5/29	6/5	6/12	6/19	6/26
Select evaluation team	B																			
Overview: Procurement process																				
Review scope of work				Review scope of work			I													
Evaluate proposals																Evals				
Interview top proposers																				
Recommendation of award																				Award

LEGEND	
B	Board meeting
I	Issue RFP
Award	Contract award date

2. BOARD GOVERNANCE CONSULTANT.

Staff proposes that the Board strikes a taskforce to secure a board governance consultant contract via the 5 steps outlined below.

STEPS	ACTION	BOARD GOVERNANCE CONSULTANT
Step 1	The Board strikes a taskforce that will take a lead on the procurement of this contract	March Board meeting: Mar 16th
Step 2	AAATA Procurement manager briefs the taskforce on the procurement process	Choose a date between Mar 20th – Mar 31st
Step 3	Review and approve contract scope of work	Choose a couple dates between Apr 3rd and Apr 28th
3a.	Issue RFP	Thursday, June 8, 2023
3b.	Proposal due date	Tuesday, August 1, 2023, at 2:00 p.m., EST
Step 4	Proposal evaluations	Between Jul 31st and Aug 18th
Step 5	Interview top proposers, conduct negotiations (if need be). Make a decision.	Choose dates between Aug 21st and Sep 2nd
5a.	Contract award	Friday, Sept 29th, 2023
5b.	New contract begins	Monday, Dec 11th, 2023 (*or sooner if transition period is necessary*)

The Gantt chart below represents the same information.

Week of Monday the:	3/13	3/20	3/27	4/3	4/10	4/17	4/24	5/1	5/8	7/17	7/24	7/31	8/7	8/14	8/21	8/28	9/4	9/11	9/18	9/25
Select evaluation team	B																			
Overview: Procurement process		▮																		
Review scope of work				Review scope of work				I												
Evaluate proposals												Evals								
Interview top proposers															▮					
Recommendation of award																				Award

LEGEND	
B	Board meeting
I	Issue RFP
Award	Contract award date

Recommended Changes to External Relations Policies

Meeting: Board Meeting

Date: February 16, 2023

INFORMATION TYPE	
Policy development and Decision Preparation,	
RECOMMENDED ACTION(S)	
That the board adopt the recommended language changes proposed in Attachments 1 and 2.	
ISSUE SUMMARY	
In September the Service Committee reviewed the Monitoring Report for Policy 2.9: External Relations and noted several challenges with the policies and concerns as raised by the CEO. It recommended that the Board approve the report and volunteered to take a lead role in reviewing the policy. With support from the Governance Coach (Rose Mercier), the Committee has extensively reviewed the policy and is proposing that Policy 2.9 be deleted and some of its sub-policies be revised and incorporated in Policy 2.7: Asset Protection. See attachment for that detail.	
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)	
- Budgetary/Fiscal: N/A - Social: N/A - Environmental: N/A - Governance: Policy Development	
ATTACHMENTS	
1. Recommended changes to policy 2.9 2. Recommended changes to policy 2.7 3. Revised version of policy 2.7	

RECOMMENDED CHANGES TO POLICY 2.9 EXTERNAL RELATIONS

CURRENT	PROPOSED AMENDMENTS
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.	DELETE 2.9, 2.9.1 and 2.9.2 as written are management prescriptions not Executive Limitations. The values in these statements (not the statements themselves) more appropriately align with the asset protection and have been considered in the proposed amendments to 2.7 Asset Protection.
2.9.3 Fail to develop relationships with community stakeholders, including elected officials, which contribute to community support for the AAATA.	DELETE Policy is rewritten as 2.7.5.1
2.9.4 Fail to reasonably engage riders, residents, and stakeholders when considering material changes to services, programs, or transit facilities.	DELETE Revised as 2.7.5.5
2.9.5 Fail to operate in a publicly transparent manner.	DELETE, Revised as 2.7.5.5
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. 2.9.6.5 Authorizing the use of vehicles and their operators to transport persons detained by law enforcement for participating in public demonstrations.	DELETE, Revised and incorporated as 2.7.5 DELETE, redundant with 2.5.2 DELETE, Revised and incorporated as 2.7.5.2 DELETE, Incorporated as 2.7.5.3 DELETE, Incorporated as 2.7.5.4 DELETE, Incorporated as 2.7.6
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	DELETE. This policy which was written to protect the continuation of the LAC. This continuity has been fulsomely addressed in the Governance Process policy 3.9 Board Linkage with the LAC.

RECOMMENDED CHANGES TO POLICY 2.7 PROTECTION ASSETS

| CURRENT	PROPOSED AMENDMENTS
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, the CEO shall not:	The CEO shall not allow corporate assets to be unprotected, inadequately maintained, or unnecessarily risked. Further, without limiting the scope of the above 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	2.7.1 Allow Board members, staff, and the organization itself to be inadequately insured against theft, embezzlement, casualty, and liability losses. 2.7.1.1 Unreasonably expose the organization, its Board or staff to claims of liability

2.7.2 Operate without ensuring appropriate risk management.
 	
  A. Subject property, plant, and equipment to improper wear and tear or insufficient maintenance.
 	
  B. Fail to proactively anticipate the financial requirements needed to maintain assets.
 	
  C. Operate without internal processes, procedures and systems that encourage informed decisions and would deter and prevent theft, fraud or malfeasance.
	2.7.2 Receive, process or disburse funds under controls that are insufficient to meet the board-appointed auditor's standards.
	
	    2.7.2.1 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.
	
	A is moved to 2.7.3
	
	B is redundant with 2.4.4 & 2.4.5
	
	C is revised as 2.7.2.1 above

2.7.3 Unreasonably expose the organization, its Board or staff to claims of liability.	*Moved to 2.7.1.1*
.	2.7.3 Cause or allow buildings and equipment to be subjected to improper wear and tear or insufficient maintenance.
2.7.4 Allow intellectual property, information, and files to be exposed to loss, significant damage or unauthorized access	2.7.4 Allow intellectual property, information, and files to be exposed to loss, significant damage or unauthorized access

	2.7.5 Endanger the organization's public image, credibility, or its ability to accomplish Ends.
	2.7.5.1 Permit inconsistent, disrespectful, or untimely response to stakeholder concerns.
	2.7.5.2 Allow third-party advertising that violates stated agency guidelines for community standards.
	2.7.5.3 Hire a former Board member as an agency employee or supplier within one year of that member's departure from the Board.
	2.7.5.4 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.
	2.7.5.5 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.
	2.7.6 Authorize the use of vehicles and their operators to transport persons detained by law enforcement for participating in public demonstrations.

Revised Version of EL-2.7 <u>ASSET PROTECTION</u> (New)

The CEO shall not allow corporate assets to be unprotected, inadequately maintained, or unnecessarily risked.

Further, without limiting the scope of the above 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.

    2.7.1.1 Unreasonably expose the organization, its Board or staff to claims of liability.

2.7.2   Receive, process, or disburse funds under controls that are insufficient to meet the board-appointed auditor's standards.

    2.7.2.1   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.

2.7.3   Cause or allow buildings and equipment to be subjected to improper wear and tear or insufficient maintenance.

2.7.4   Allow intellectual property, information and files to be exposed to loss, significant damage or unauthorized access.

2.7.5   Endanger the organization's public image, credibility, or its ability to accomplish Ends.

    2.7.5.1   Permit inconsistent, disrespectful or untimely response to stakeholder concerns.

    2.7.5.2   Allow third-party advertising that violates stated agency guidelines for community standards.

    2.7.5.3   Hire a former Board member as an agency employee or supplier within one year of that member's departure from the Board.

    2.7.5.4   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.

    2.7.5.5   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.

2.7.6   Authorize the use of vehicles and their operators to transport persons detained by law enforcement for participating in public demonstrations.

Construction Policy Updates

Meeting: Board of Directors

Meeting Date: February 16, 2023

INFORMATION TYPE	
Decision Preparation	
RECOMMENDED ACTION(S)	
Receive for information and discuss. Possible approval at future meeting.	
PRIOR RELEVANT BOARD ACTIONS & POLICIES	
The Board created the Construction policy in 2019.	
BACKGROUND	
The Construction policy incorporates financial controls to prevent the CEO from committing the agency to large construction projects (via grant applications) without Board approval. The policy did not explicitly mention federal *earmarks*, only grant applications. In 2021, the federal government suddenly brought back congressional earmarks (now called funding requests) after a ten-year hiatus. TheRide has since experienced timing challenges with gaining Board approval for earmark sudden earmark deadlines. While control is still reasonable, the opportunities to are undeniable; the recent announcement of $7 million from Congresswomen Dingell arose though one of these requests that occurred without prior Board approval. Recognizing the challenge and opportunity, the Board asked the Finance Committee to review the Construction policy (2.11) for possible updates.	
ISSUE SUMMARY	
The Finance Committee noted a few opportunities to address the reemergence of earmarks: 1) clarifications of scope (ie grants vs earmarks), 2) allowing the Executive Committee to make urgent approvals, and 3) requiring timely notification of the full Board. The Committee asked Rose Mercier to provide suggestions to text changes that could address the Committee's concerns. In Attachment 1, Ms. Mercier has suggested changes to policy 3.7.2 to clarify the Executive Committee's role, and 2.10.3.1 to clarify timeline reporting.	
IMPACTS OF RECOMMENDED ACTION(S)	
• Budgetary/Fiscal: Clarifies budgetary control expectations. • Social & Environmental: N/A • Governance: Clarifies budgetary control expectations.	
ATTACHMENTS	
1. Coaching Advisory from Rose Mercier	

COACHING ADVISIORY – FEBRUARY 13, 2023

EL-2.11 CONSTRUCTION

I am writing this Advisory in response to the Finance Committee's suggested changes to EL-2.11 Construction and GP-3.7.2 as appear below.

2.11.1 Proceed with grant applications, detailed architecture or engineering, procurement of construction services, or real-estate transactions for a construction or major renovation project <u>without approval of the Board or, if due to time constraints for full board approval, the Executive Committee and without notifying the full board in a timely manner.</u>

3.7.2   Executive Committee
  A.   Products:
        a. Limited emergency powers (Acting CEO Appointment, Urgent Purchases Only).
        b. Task-force appointments, one-off issues, Emergent Issues.
        c. Will have primary responsibility for monitoring Board-CEO delegation and other Executive Limitations (Global Board-Management Delegation, External Relations, Unity of Control, Delegation to CEO, Emergency CEO Succession).
        d. <u>Urgent purchases and funding applications approvals.</u>

MY ADVISORY

Part 1

It is not necessary to make any change to 2.11.1 to accomplish what the Finance Committee is interested in accomplishing. Remember that any Executive Limitation which puts a decision off limits to the CEO automatically becomes a decision the Board must make. You could, in theory, write "*without Board approval or, if due to time constraints*…." after any Executive Limitations policy item. Policy item 2.11.1 as written says the CEO cannot make the decision and the decision lies in the purview of the Board, including the Board's authority to decide who can decide, if not the Board as a whole.

Part 2

The proposed change to 3.7.2 is the correct change to pursue. The change results in the Board delegating to the Executive Committee the authority to make decisions when time constraints make it

impossible for the Board to make a decision which is the Board's to make. The accountability for informing the Board that the Executive Committee has exercised this authority to make to a decision given it by the Board belongs to the Executive Committee.

I would exercise caution in amended 3.7.2 so that there are clear parameters as to what constitutes "*urgent purchases and funding applications*". The Board does not want to set up a possibility where an Executive Committee assumes more authority for making decisions outside the Board as a whole than limited circumstances suggested by this situation.

I would suggest adding policy item 2.3.2.d. which reads:

d.   Decisions on behalf of the Board, and only in urgent situations when the Board will not be meeting prior to a published deadline for grant applications, detailed architecture or engineering, procurement of construction services, or real-estate transactions for construction or major renovation projects.

  i.   A report to the Board at its immediate next meeting of any decision made on behalf of the Board.

Part 3

The Board's EL-10 Communication and Support to the Board policy item #2.10.1 already states that [the CEO shall not "*withhold, impede, or confound information relevant to the Board's informed accomplishment of its job*".

The policy further specifies in 2.10.1.2 that the CEO shall not" "*Allow the Board to be unaware of any actual or anticipated noncompliance with any Ends or Executive Limitations policy, regardless oof the Board's monitoring schedule,*; and in 2.10.1.3 that [the CEO shall not] "*allow the Board to without decision information required periodically by the Board, including the agency or situational context and implications for a decision.*".

These current EL policy items provide sufficient instruction to the CEO that it would be unacceptable if the Board were to be uninformed of any urgent situation arising where it may be necessary for the Executive Committee to exercise its Board delegated authority to make a decision due to significant time constraints.

The Board could add further specificity to 2.10.3.1 although such specificity borders on management prescription. For example, you could add as 2.10.3.1, "*Decisions required outside a Board meeting due to deadlines unknown at the time of the last Board meeting and the impact of delaying the decision.*" So that the policy would become:

2.10.1.3   Allow the Board to without decision information required periodically by the Board, including the agency or situational context and implications for a decision.

  2.10.3.1.1   Allow the Board to be unaware of decisions required outside a Board meeting due to deadlines unknown at the time of the last Board meeting and the impact of delaying the decision.

Respectfully Submitted

Rose Mercier, Partner The Governance Coach

Board Meeting Agenda Updates

Meeting: Board of Directors

Meeting Date: February 16, 2023

INFORMATION TYPE	
Other	
RECOMMENDED ACTION(S)	
Receive for information and discuss.	
PRIOR RELEVANT BOARD ACTIONS & POLICIES	
The Board approved a formal agenda structure in policy 3.4.8.	
ISSUE SUMMARY	
The Governance Committee and Rich Chang would like to discuss an alternative agenda structure that may better align with the Board's new priorities and help to focus time during board meetings. A written example will be provided at the board meeting.	
IMPACTS OF RECOMMENDED ACTION(S)	
- Budgetary/Fiscal: N/A - Social: N/A - Environmental: N/A - Governance: Board decision about board process.	
ATTACHMENTS	
1. (A written example will be provided at the board meeting)	

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:
In accordance with the Board's Policy Manual, I present the Ends Monitoring Report which covers FY 2022 (Oct 2021-Sept 2022). 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. CEO's Signature   Date   _____   _____   January 11, 2023

BACKGROUND:
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 assertation 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.

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 overuse 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

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**

![TheRide - Ann Arbor Area Transportation Authority logo]

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.
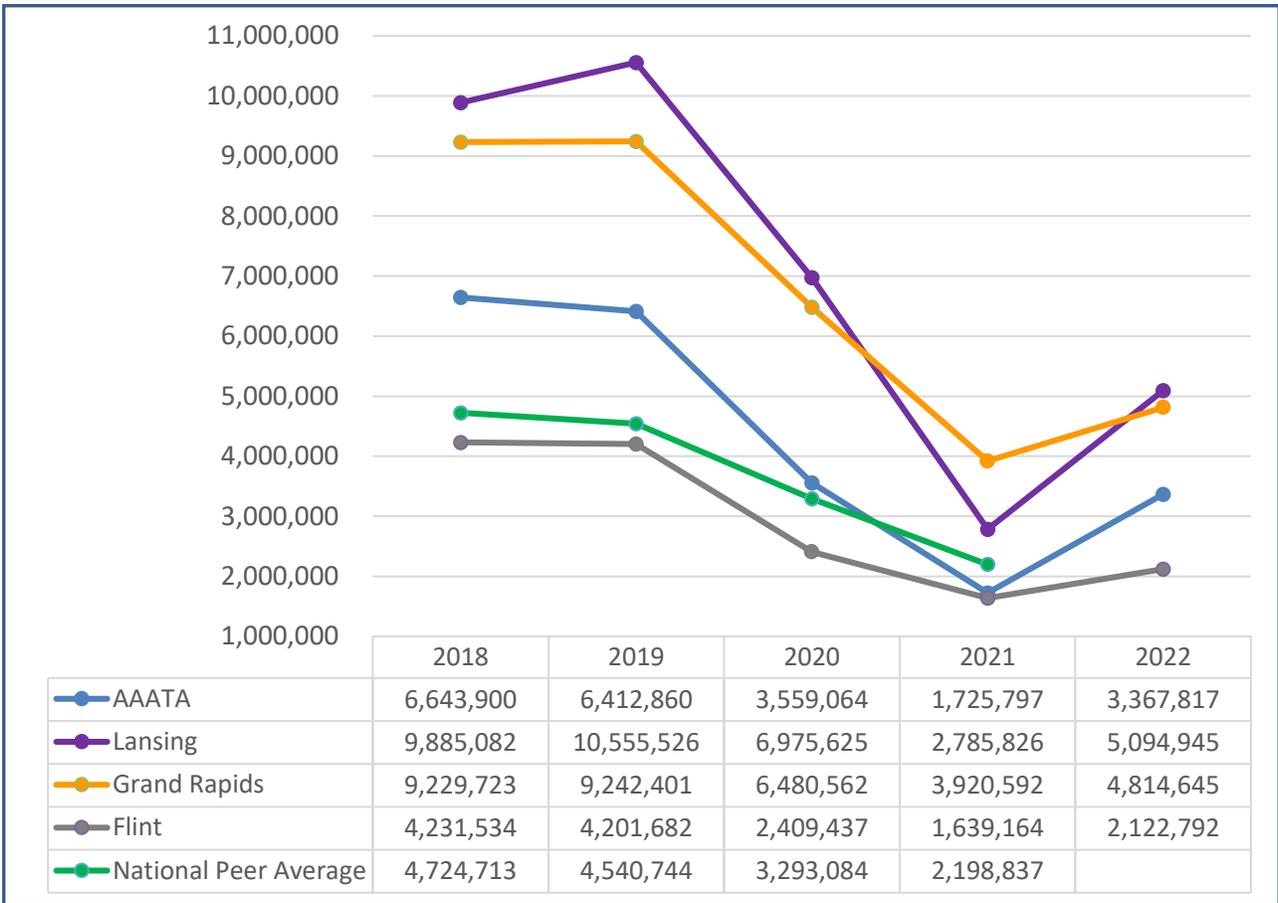
	2018	2019	2020	2021	2022
AAATA	6,643,900	6,412,860	3,559,064	1,725,797	3,367,817
Lansing	9,885,082	10,555,526	6,975,625	2,785,826	5,094,945
Grand Rapids	9,229,723	9,242,401	6,480,562	3,920,592	4,814,645
Flint	4,231,534	4,201,682	2,409,437	1,639,164	2,122,792
National Peer Average	4,724,713	4,540,744	3,293,084	2,198,837	

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.
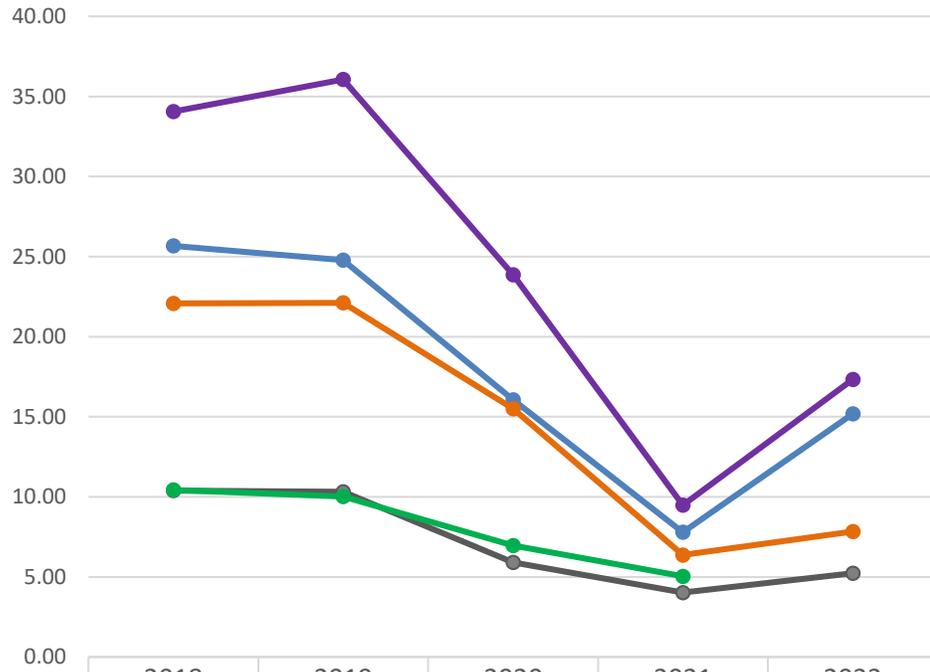
	2018	2019	2020	2021	2022
AAATA	25.67	24.78	16.05	7.78	15.19
Lansing	34.06	36.06	23.86	9.48	17.33
Grand Rapids	22.08	22.11	15.50	6.37	7.83
Flint	10.39	10.31	5.91	4.02	5.23
National Peer Average	10.43	10.02	6.95	5.04	

*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.
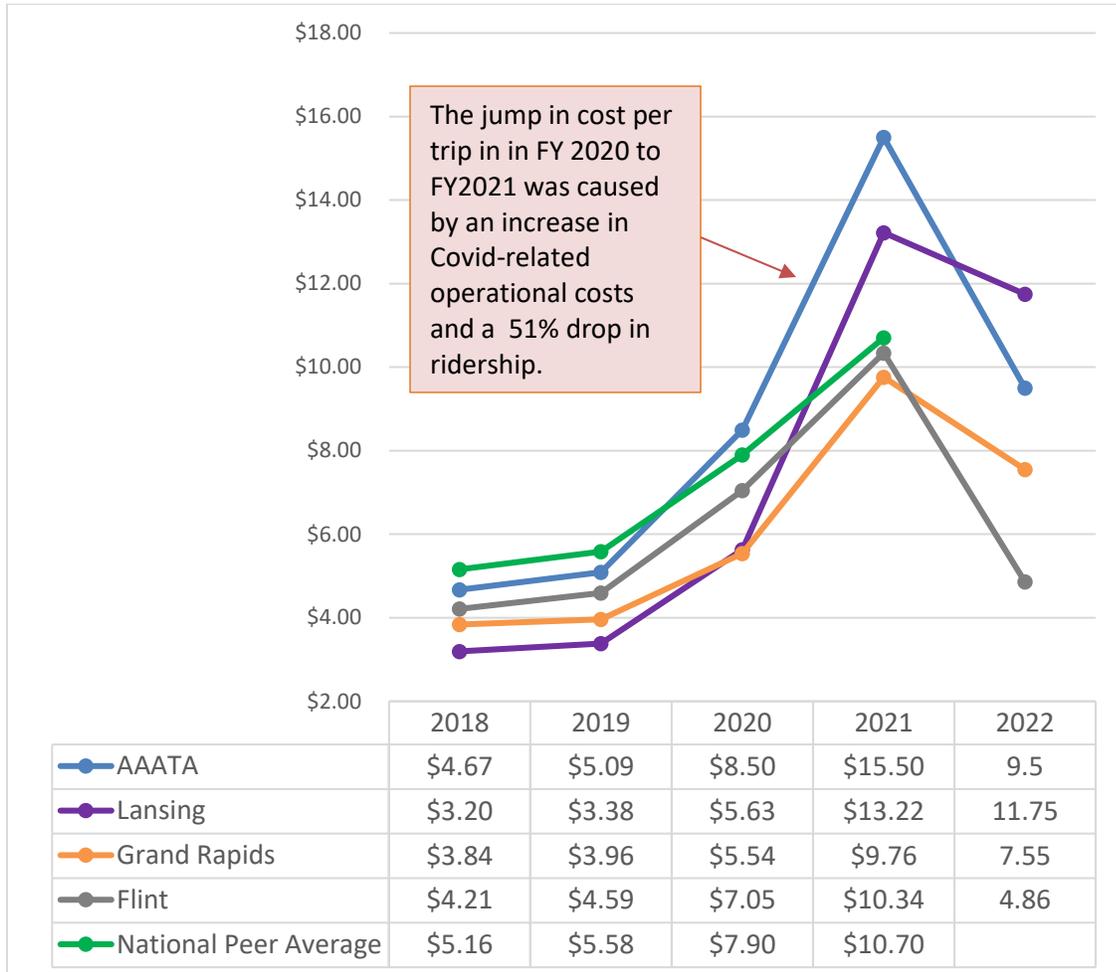
> The jump in cost per trip in in FY 2020 to FY2021 was caused by an increase in Covid-related operational costs and a 51% drop in ridership.

	2018	2019	2020	2021	2022
AAATA	$4.67	$5.09	$8.50	$15.50	9.5
Lansing	$3.20	$3.38	$5.63	$13.22	11.75
Grand Rapids	$3.84	$3.96	$5.54	$9.76	7.55
Flint	$4.21	$4.59	$7.05	$10.34	4.86
National Peer Average	$5.16	$5.58	$7.90	$10.70	

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 <u>essential</u> service facilities (Hospitals, grocery stores, post offices. Job and educational sites are addressed in later policy.)
C. Paratransit service all destinations with ¾ 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 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		
Quarter mile	174,300		
Quarter mile %	80.4%	80%	Yes
Half mile	221,708		
Half mile %	100%		

The graph below shows the quarter mile coverage on Fixed Route
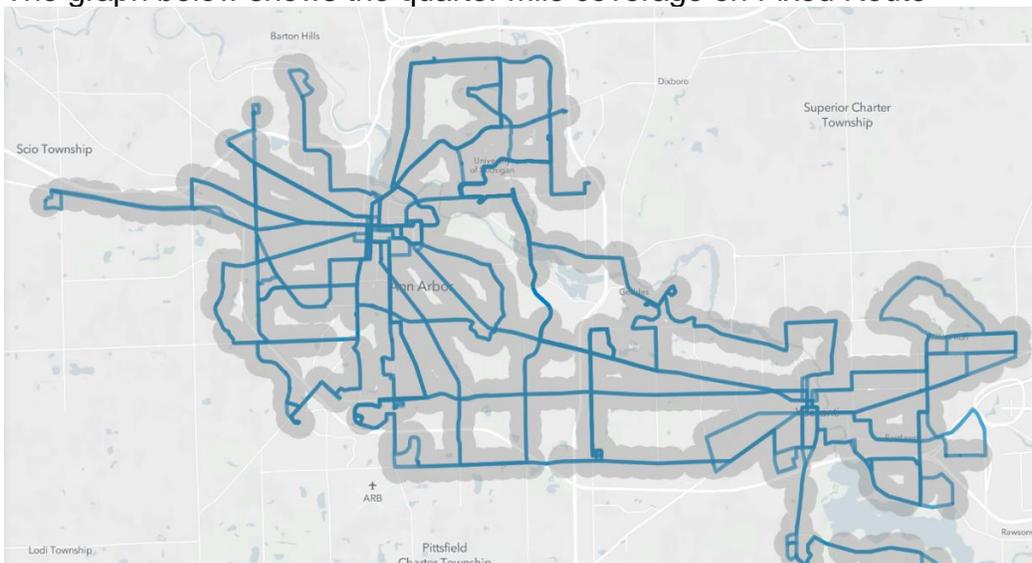
B. Service coverage to essential destinations within 0.25 mile of a bus stop.

	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

LEGEND
— Bus routes
▭ ¾ mile buffer (ADA requirements)
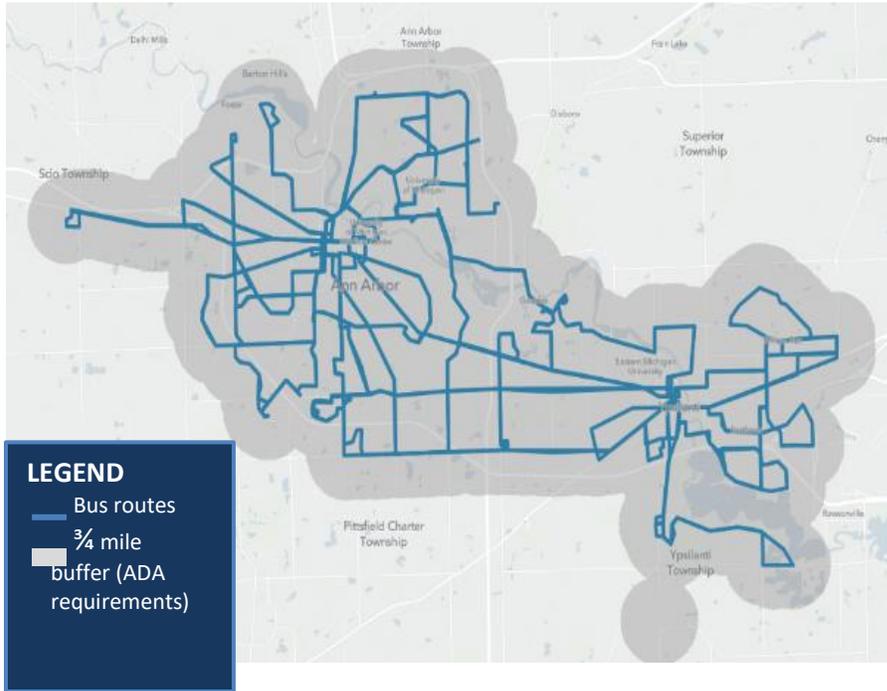
The Americans with Disabilities Act (ADA) requires that paratransit services be offered within ¾ mile from the Fixed Route service. This area is indicated on the graphic on the left

LEGEND
— Bus-routes
▭ Paratransit coverage on service area
▭ Additional paratransit services
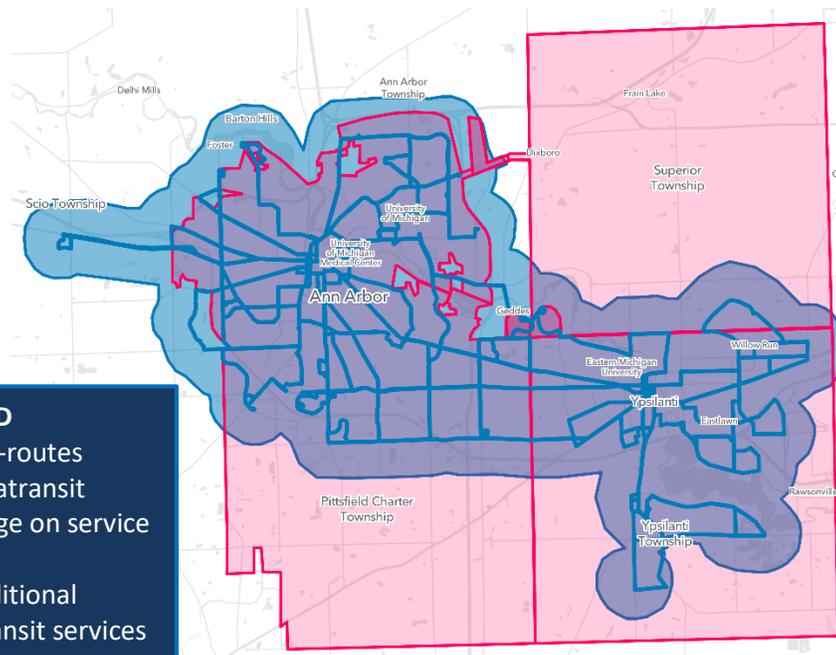
TheRide provides service within the required ¾ mile of the service area and also extends these provisions to Ypsilanti, Superior and Pittsfield townships as shown on the graph on the left.

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.

![TheRide - Ann Arbor Area Transportation Authority]

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 malfunctional 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. *A table with detailed ADA provisions is provided below.*	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.

POLICY 1.2.1:

Public transportation options are increasingly chosen over use of a personal car.

Degree of compliance: Cannot be determined

Interpretation

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.

Evidence

Data for this policy is still being gathered and currently unavailable.
Therefore, the CEO notes that compliance to this policy cannot be determined.

Compliance timeline: The CEO hopes to have evidence information and report it to the Board within 6 months

POLICY 1.2.2:

Public transportation options minimize energy use, pollution, and conserve natural resources.

Degree of compliance: Compliant

Interpretation

Compliance with this policy during this period will be demonstrated when
   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.
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.

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.

ENERGY USE
in thousands of units

	FY21 Q1	FY21 Q2	FY21 Q3	FY21 Q4	FY22 Q1	FY22 Q2	FY22 Q3	FY22 Q4
Electricity (kWh)	1245	1248	1057	893	732	583	550	583
Natutal gas (ccf)	161	186	29	4	91	120	33	5
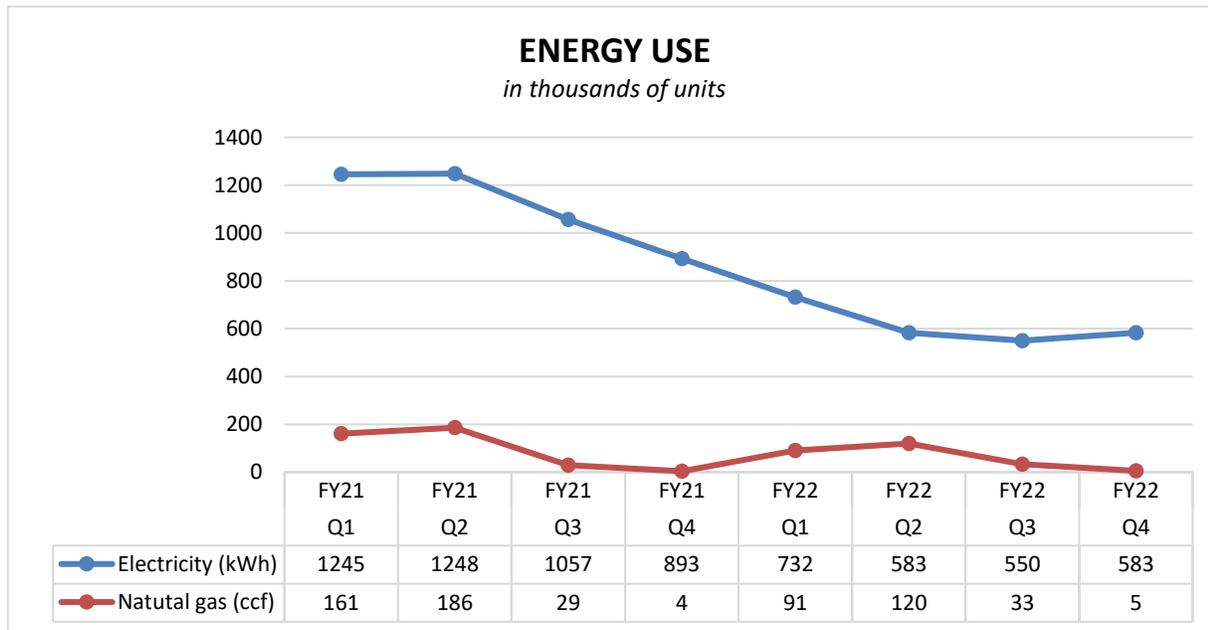
POLICY 1.2.3:

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	**Weekdays** Peak: 10 minutes or better Mid-day: 20 minutes or better Evenings: 30 minutes or better **Weekends**: 30 minutes or better	**Weekdays** Peak: 8 minutes Mid-day: 15 minutes Evenings: 30 minutes **Weekends**: 30 minutes	Yes
Plymouth Road	**Weekdays** Peak: 15 minutes Mid-day: 15 minutes Evenings: 30 min **Weekends**: 30 minutes 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

	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.

Since Packard and Plymouth Road Sunday services do not meet targets, the CEO notes partial compliance to this policy.

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.

<table>
<tr><td>**POLICY 1.2.4:**

Relevant public policy is transit supportive.</td></tr>
<tr><td>**Degree of compliance:** Partially compliant</td></tr>
<tr><td>**Interpretation**</td></tr>
<tr><td>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.</td></tr>
<tr><td>**Evidence**</td></tr>
<tr><td>During the monitoring period a review of internal and external records (Njuki, 01/03/22) Indicate the following:

  A. Zoning Regulations</td></tr>
</table>

	Transit Supportive regulations
Ann Arbor	The CEO collaborated with the City of Ann Arbor leading to the City passing a zoning ordinances on April 5th, 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.

<table>
<tr><td>

POLICY 1.3.1:

Public transportation facilitates labor mobility.

</td></tr>
<tr><td>

Degree of compliance: Partially Compliant

</td></tr>
<tr><td>

Interpretation

</td></tr>
<tr><td>

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.

</td></tr>
</table>

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.
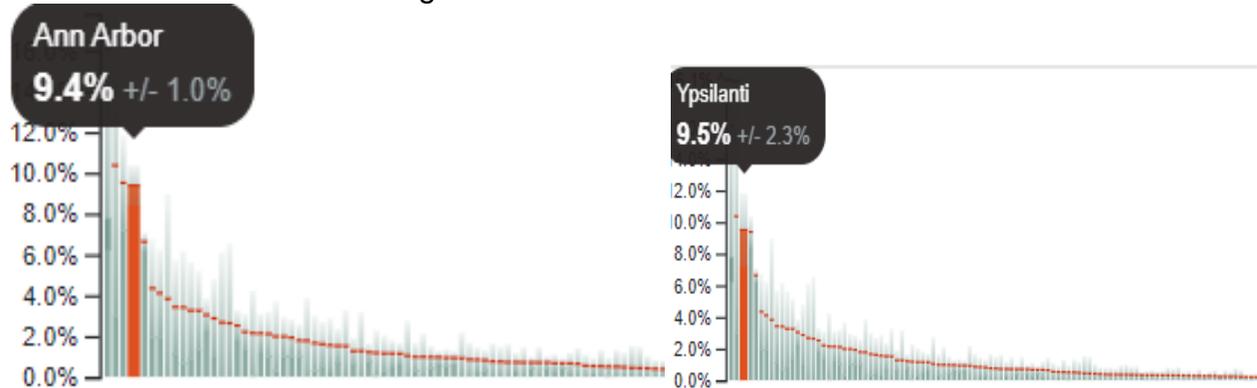
Ann Arbor is fourth after Highland Park (16.1%), Royal Oak (10.4%) and City of Ypsilanti (9.5%) Source: SEMCOG, Community Explorer, **2022.**	**Ypsilanti** had the third highest average transit mode share (commute to work) rate after Highland Park (16.1%) and Royal Oak (10.4%). Source: SEMCOG, Community 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

![TheRide logo - Ann Arbor Area Transportation Authority]

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

Compliance with this policy will be demonstrated when a scheduled transit service exists between Ann Arbor and Metro Detroit.

This is a reasonable because that's what the policy calls for.

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

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.

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 *satisfied, neutral or dissatisfied with TheRide's services.* 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.

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.

CUSTOMER SATISFACTION: THERIDE'S SERVICES

Neutral, 7%   Dissatisfied, 1%

Satisfied, 92%
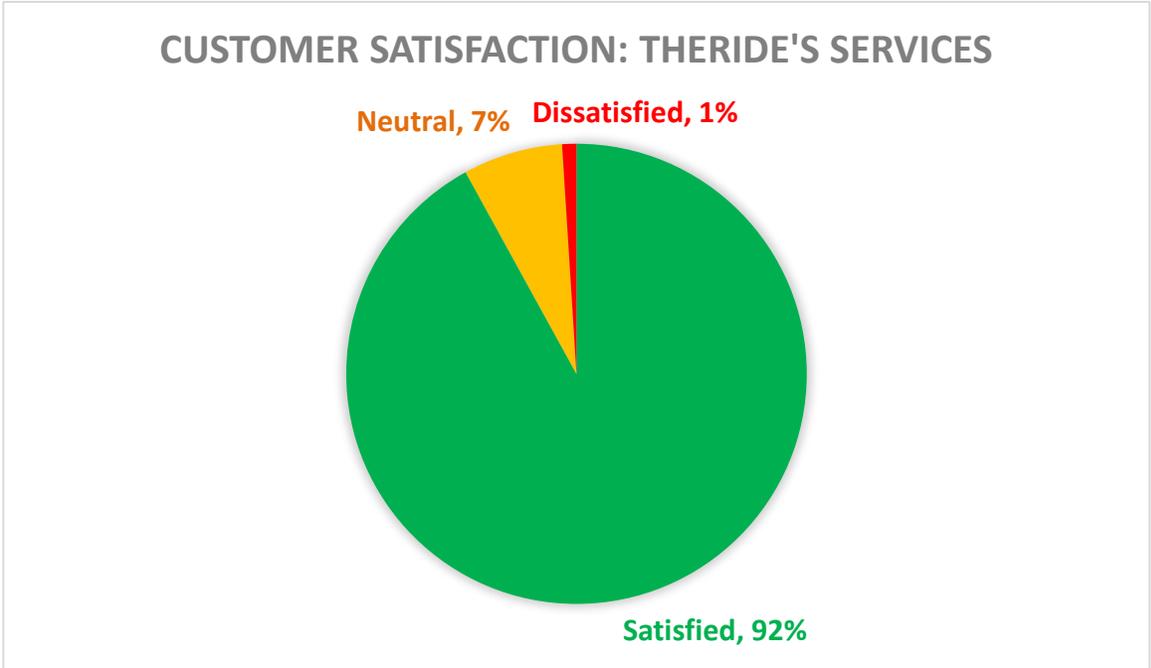
POLICY 1.5:

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.

RESIDENTS OPINION OF THERIDE

Very favorable, 41%
Somewhat favorable, 40%
Somewhat unfavorable, 6%
Very unfavorable, 3%
Mixed, 4%
Not sure, 6%
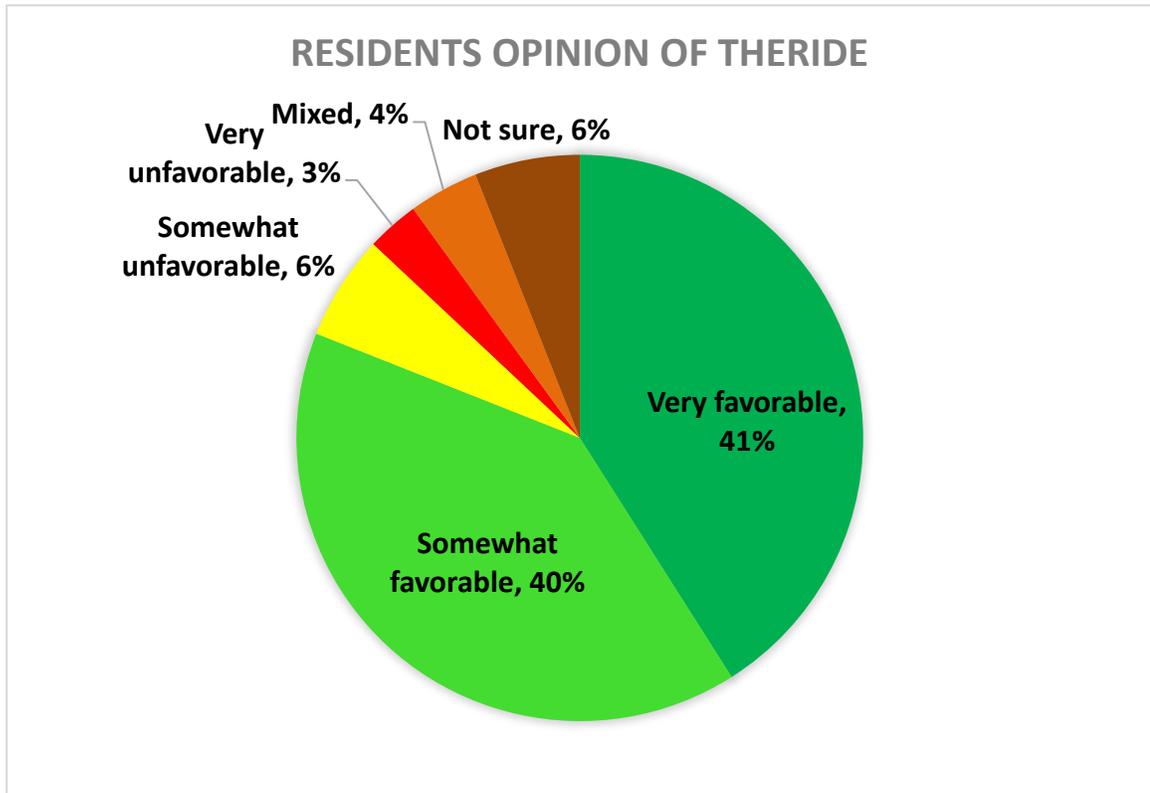
81% of residents had a positive impression of TheRide. (41% being very favorable and 40% being somewhat favorable).

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	yellow	yellow	red	yellow
1.1	yellow	yellow	yellow	yellow
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

Board's Motions on monitoring report

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.

Board notes:

WORKSHEET RESULTS:

Ends (Policy 1.0)

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 1.0	5 – YES 1 - NO	4 – YES 2 - NO	• 1.2.1 no evidence 1.2.4 B no measurement or standard Also, 1.0 A "remains consistent or better with peer averages" is not explained and I cannot see that is proved in the graphs.
Policy 1.1	5 – YES 1 - NO	6 - YES	• We've learned that not all AAATA stops are fully wheelchair accessible. I'm wondering if any of the stops that are in close proximity to these essential services could be those that are not accessible for whatever reason (ex. disconnected from sidewalk). The interpretation of B also indicates "all essential services" which I would think means all grocery stores and post offices, which isn't what we see in the evidence. I would therefore expect a different policy interpretation.
Policy 1.1.1	6 - YES	6 - YES	• I think this policy is met but I have comments about the policy itself below.
Policy 1.1.2	6 - YES	6 - YES	• Yes, but a question: translations of passenger information is available in 3 languages other than english, but arabic isn't one of them., which is interesting given the large number of people in our community from the middle east and other arabic-speaking places. Did the 2022 Census provide a basis for the 3 languages that were selected?

Policy 1.2	5 – YES 1 - NO	3 – YES 3 - NO	• 1.2.1. As noted, verification of compliance is not yet possible as data is still being gathered • 1.2.1 no evidence 1.2.4 B no measurement or standard
Policy 1.2.1	5 – YES 1 - NO	2 – YES 4 - NO	• There's no data, therefore the evidence isn't verifiable. I would expect there to be some data that could be found for this, though maybe it isn't for the exact AAATA region and that's why it's not being used. • data is still being gathered • It is reasonable to review this policy in 6 months (per the CEO's statement) when data becomes available. • Data is still being gathered. Compliance is to be determined within 6 months • No evidence
Policy 1.2.2	5 – YES 1 - NO	6 - YES	• I'd prefer to see the data provided as a measure of greenhouse gasses for which the organization is responsible for, rather (or as well as) than the MPG of the fleet and utility data use separately. Though this works for the time being, it could get muddy if we bring in electric vehicles especially. That will make the electricity use increase, which would make this non-compliant based on the interpretation. • Yes, the interpretation is reasonable However, work is underway to develop a more encompassing policy that will embrace other aspects of the agency's operations beyond bus energy use, to include things like propulsion of supervisor vehicles, construction, etc. • Even with COVID as a factor, it is impressive that miles driven and gallons used have increased while MPG also increased. Nice job to the team.
Policy 1.2.3	6 - YES	6 - YES	• I would feel more confident of the reasonable interpretation if there was a rationale given for the Targets.

Worksheet Results: Ends (Policy 1.0)

Policy 1.2.4	5 – YES 1 - NO	6 - YES	• I do have a comment about the policy itself below. • B is very vague. As stated, there is no measurement or standard.
Policy 1.3	6 - YES	6 - YES	
Policy 1.3.1	6 - YES	6 - YES	
Policy 1.3.2	6 - YES	6 - YES	
Policy 1.3.3	6 - YES	6 - YES	• Question: why are the AAATA football shuttles not included as evidence of visitor use? • I agree that it is difficult to segment out who is a "visitor" • I hope at some time there could be a way of sampling bus riders to estimate the number of visitors who use AAATA — not only from Metro, Amtrak and Greyhound, but also downtown riders,
Policy 1.3.4	6 - YES	6 - YES	
Policy 1.4	6 - YES	6 - YES	
Policy 1.5	6 - YES	6 - YES	

Additional context questions

1. Is there any reason to doubt the integrity of the information presented?

Responses – All 6 responded **NO**.

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?

Responses – 5 responded **YES**

• Although some are necessarily in an unknown future.

1 responded **N/A**

3

Worksheet Results: Ends (Policy 1.0)

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

- I think the wording of policy 1.2.2 could be changed from "Public transportation options" to "Public transportation operations".

- I look forward to the continued discussion by the board to examine whether to add language pertaining to all the ways the agency may positively impact the environment.

- 1.1.1 / 1.1.2 - I think the board needs to discuss 1.1.1 in regards to whether it should _only_ be 'fixed ride' focused. There are members of our community who are not able to utilize fixed ride service and have to rely on A-Ride and Gold Ride. I don't have hard data to support this thought but it would seem that many are older adults on fixed income/low income support and the cost of A-Ride/Gold Ride is a financial burden. seems to only be for economic challenged ppl who aren't with disablities, etc. Also, just fixed ride focused.

  1.2.4 Maybe we should split out "C. Michigan Department of Transportation allows dedicated bus lanes or HOV lanes on local streets and state highways." to be a sub-policy (e.g. 1.2.4.1) since it is going to be 5-10 years for this to actually happen, or reword it to include a statement of, "except for "dedicated bus lanes or HOV lanes on local streets and state highways through 2028."). Otherwise, this is continually going to be Partially Compliant and overshadow the other components of this policy (A. Zoning Regulations and B. Population Densities).

3 responded **NO**

- Although the policies should be reviewed.

4

Worksheet Results: Ends (Policy 1.0)

FY2023 Q1 Financial Statement

Finance Committee Review Date: February 7, 2023

Board Meeting Review Date: February 16, 2023

INFORMATION TYPE:
Receive as CEO operational update.

RECOMMENDED ACTION(S):
Receive as CEO operational update.

PRIOR RELEVANT BOARD ACTIONS & POLICIES
• 2.10.1.5 CEO shall not…Let the Board be unaware of… incidental information (including) quarterly budget to actual financial reports.   • Appendix A: Informational Reports schedule specifies quarterly Financial Statement reports in November, February, May, and August.   • Policy 2.6 Investments and Appendix F Investment Policy.

ISSUE SUMMARY:
Staff presents the First Quarter Financial Statement with currently available and reportable financial information for the period ending December 31, 2022.

BACKGROUND:
Financial highlights from the first quarter year-to-date (October 2022 to December 2022) include: • TheRide operated within the budget for the first quarter of the year.   • There was a $3.9 million surplus of revenues over expenses. The surplus at the end of the fiscal year will be placed in the capital reserve.   • Expenses were $2.6 million lower than budgeted primarily due to unfilled staff positions and demand for services that are lower than budgeted for the quarter.   • Revenues were $1.6 million lower than budgeted. This is primarily a result lower state and federal operating assistance received because of lower actual expenses than budgeted.   • The projected balances for the three board-approved reserves are as follows: operating reserve at $12.9 million or 3.4 months, based on first quarter expenses, capital reserve of $23.3 million, and insurance reserve at $0.5 million.   • $39.9 million in Federal pandemic relief revenue (CARES, ARP) has been used to date to support operations.   • Cash flow was adequate to cover expenses; Q1 2023 ended at $34.1 million in cash and investments.

IMPACTS OF RECOMMENDED ACTION(S):
• Budgetary/Fiscal: Demonstrates financial performance for the reporting period • Governance: Supports Board in financial oversight/fiduciary responsibility
ATTACHMENTS:
FY2023 Q1 Financial Statement (Income Statement and Balance Sheet)

TheRide
Ann Arbor Area Transportation Authority

Q1 Financial Statement

Income Statement
For the Period Ended December 31, 2022

Revenue and Expense (Budget to Actual)

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

BLACK = FAVORABLE
RED = UNFAVORABLE

REVENUES	Actual Quarter 1	Actual Quarter 2	Actual Quarter 3	Actual Quarter 4	Actual YTD	Budgeted YTD	Budget Variance $	Budget Variance %
Fares and Contracts	$ 1,208				$ 1,208	$ 1,483	$ (275)	-19%
Local Property Taxes	4,768				4,768	4,768	-	0%
State Operating Assist.	4,301				4,301	4,361	(60)	-1%
Federal Operating Assist.	989				989	1,801	(812)	-45%
Federal Pandemic Relief	4,000				4,000	4,319	(319)	-7%
Other Revenues	38				38	146	(108)	-74%
Total Operating Revenues	**$ 15,304**	**$ -**	**$ -**	**$ -**	**$ 15,304**	**$ 16,878**	**$ (1,574)**	**-9%**
EXPENSES								
Salaries, Wages, Benefits	$ 6,461				$ 6,461	$ 7,592	$ 1,131	15%
Purchased Transportation	2,459				2,459	3,082	623	20%
Fuel, Material, Supplies	1,531				1,531	1,561	30	2%
Purchased Services	538				538	876	338	39%
Other Expenses	398				398	884	486	55%
Total Operating Expenses	**$ 11,387**	**$ -**	**$ -**	**$ -**	**$ 11,387**	**$ 13,995**	**$ 2,608**	**19%**
Surplus (Deficit)	**$ 3,917**	**$ -**	**$ -**	**$ -**	**$ 3,917**	**$ 2,883**	**$ 1,034**	**36%**
Capital Reserve Transfer	**$ (3,917)**	**$ -**	**$ -**	**$ -**	**$ (3,917)**	**$ (2,883)**	**$ (1,034)**	**36%**
Operating Reserve Transfer	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	
OPERATING BALANCE	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	

☑ TheRide had a $3,917,335 surplus at the end of the first quarter and operated within the budget.

Revenues were lower than budgeted by **$1,574,415** primarily due to timing of state and federal operating assistance and lower than expected passenger fares. This decrease is a result of lower expenses along with

Expenses were **$2,608,187** lower than budgeted primarily due to less than expected purchased transportation (PT) costs and purchased services. This decrease is due to lower demand, timing of expenses and operational needs for the quarter.

Federal Pandemic Relief Utilization

Expenditures from $58.7 million in Federal Pandemic Relief funding as of **December 31, 2022**, for eligible COVID-19-related costs :

Operating Expenditures	$	39,904,089
Capital Expenditures	$	-
TOTAL EXPENDITURES	**$**	**39,904,089**
Federal Pandemic Funds Remaining:	$	18,840,898

YTD Revenue and Expense By Mode

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

	Fixed Route (Fixed Route Bus)	Demand Response (A-Ride)	Other Demand Response (FlexRide, HolidayRide GoldRide, MyRide, NightRide)	Non-Urban (WAVE, Peoples Express)	Express Ride (Commuter Express)	D2A2 (Detroit Shuttle)	VanRide (VanRide, Ride Sharing)	TOTAL ACTUAL
DIRECT REVENUE								
Fare Revenue	$ 641	$ 10	$ 13	$ 39	$ -	$ 45	$ -	$ 748
Contract Revenues	(9)	-	317	152	-	-	-	460
Advertising, Interest, Other	38	-	-	-	-	-	-	38
State Operating	3,291	547	155	253	-	-	55	4,301
Total Direct Revenue	**$ 3,962**	**$ 557**	**$ 485**	**$ 444**	**$ -**	**$ 45**	**$ 55**	**$ 5,547**
TOTAL EXPENSE								
Salaries, Wages, Benefits	$ 6,120	$ 279	$ 26	$ 18	$ -	$ -	$ 18	$ 6,461
Purchased Transportation	-	1,039	373	553	-	367	127	2,459
Fuel, Materials, Supplies	1,483	48	-	-	-	-	-	1,531
Contracted Services	490	44	-	4	-	-	-	538
Other Expenses	263	8	4	1	-	122	-	398
Total Operating Expense	**$ 8,356**	**$ 1,418**	**$ 403**	**$ 576**	**$ -**	**$ 489**	**$ 145**	**$ 11,387**
Surplus (Deficit) from OPS	**$ (4,394)**	**$ (862)**	**$ 83**	**$ (132)**	**$ -**	**$ (444)**	**$ (90)**	**$ (5,840)**
ALLOCATED REVENUE								
Local Property Taxes	4,901	-	(134)	-	-	-	-	4,768
Federal Operating & CARES	2,966	1,117	51	248	-	495	112	4,989
SURPLUS (DEFICIT):	**$ 3,473**	**$ 255**	**$ -**	**$ 116**	**$ -**	**$ 51**	**$ 22**	**$ 3,917**

![TheRide logo] **TheRide**

Ann Arbor Area Transportation Authority

$Q1$ Financial Statement

Balance Sheet

For the Period Ended December 31, 2022

Balance Sheet and Reserve

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

	Q1 2022 12/31/2021	Q4 2022 9/30/2022	Q1 2023 12/31/2022
ASSETS			
Cash	$ 20,841	$ 25,449	$ 14,753
Investments	11,765	19,229	19,329
Other Current Assets	15,883	11,821	18,955
Capital Assets	45,368	41,319	45,154
Total Assets	**93,857**	**97,818**	**98,191**
LIABILITIES	**7,274**	**5,894**	**5,406**
TOTAL NET POSITION	**$ 86,583**	**$ 91,924**	**$ 92,785**

RESERVES:	**Balances**		
Capital	$ 14,191	$ 23,326	$ 23,326
Insurance	$ 500	$ 500	$ 500
Operating	$ 12,905	$ 12,905	$ 12,905
Months in Operating Reserve	**3.0**	**3.0**	**3.4**

Operating Reserve Balance in Months and Dollars (Thousands)
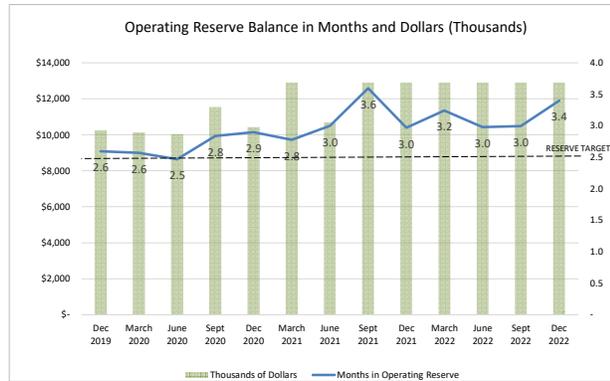
Statement of Cash Flows (in Thousands of Dollars)

	FY 2020 Quarter 4	FY 2021 Quarter 1	Quarter 2	Quarter 3	Quarter 4	FY 2022 Quarter 1	Quarter 2	Quarter 3	Quarter 4	FY 2023 Quarter 1
Historical Cash Flows										
Beginning Balance:	$ 11,972	$ 24,031	$ 19,252	$ 16,780	$ 17,506	$ 35,455	$ 32,606	$ 28,626	$ 29,403	$ 44,678
Cash from Operations	11,383	(251)	(3,755)	966	17,749	(5,079)	(3,775)	573	25,604	(5,186)
Cash from Capital	674	472	1,291	(240)	198	2,261	(90)	324	(3,163)	(5,510)
Cash from Investments	2	(5,000)	(8)	-	2	(31)	(115)	(120)	(7,166)	100
Cash Flow:	**$ 12,059**	**$ (4,779)**	**$ (2,472)**	**$ 726**	**$ 17,949**	**$ (2,849)**	**$ (3,980)**	**$ 777**	**$ 15,275**	**$ (10,596)**
Ending Balance:	**$ 24,031**	**$ 19,252**	**$ 16,780**	**$ 17,506**	**$ 35,455**	**$ 32,606**	**$ 28,626**	**$ 29,403**	**$ 44,678**	**$ 34,082**

Q1 cash flow was negative at $10.6 million

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

Investments Summary

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

Investment Instrument	Date of Maturity	Interest Rate	Total as of 9/30/2022	Transactions	Total as of 12/31/2021
U.S. Agency Bond	9/23/2024	0.50%	$ 2,000	$ -	$ 2,000
U.S. Agency Bond	3/28/2025	2.83%	2,500	-	2,500
U.S. Agency Bond	3/28/2025	3.10%	2,000	-	2,000
U.S. Agency Bond	6/27/2025	3.25%	2,000	-	2,000
U.S. Agency Bond	8/8/2025	4.10%	1,400	-	1,400
U.S. Agency Bond	11/6/2023	0.25%	2,000	-	2,000
U.S. Agency Bond	2/24/2025	3.75%	200	-	200
U.S. Agency Bond	4/8/2024	0.38%	1,000	-	1,000
U.S. Agency Bond	9/15/2024	0.50%	2,500	-	2,500
U.S. Agency Bond	1/19/2024	0.23%	750	-	750
U.S Treasury Notes	6/30/2024	3.00%	2,000	-	2,000
U.S Treasury Notes	5/15/2023	0.13%	1,500	-	1,500
Money Market Funds	N/A	0.15%	36	167	203
Mark-to-Market Adjustment			(657)	(67)	(724)
Total Investments:			**$ 19,229**	**$ 100**	**$ 19,329**

Q1 2023 Investment Loss (year to date): $67,987

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

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

Cash and Investments History

Total Cash and Investments by Month and Year (2019 to 2023 YTD)
In Thousands of Dollars

Property tax revenues are posted in Q4 resulting in a
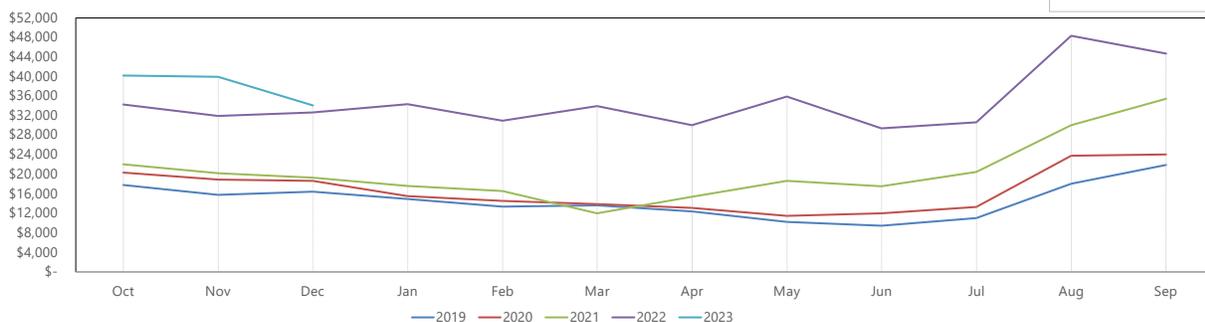
2023 Q1 Service Report

Service Committee Meeting Date: January 31, 2023

Board Meeting Date: February 16, 2023

RECOMMENDED ACTION(S)
Receive as CEO Operational Update.

PRIOR RELEVANT BOARD ACTIONS & POLICIES
• 2.11.1.5 CEO shall not…Let the Board be unaware of…operational… [and] customer satisfaction metrics… • Appendix A: Informational Reports schedule specifies quarterly Customer Satisfaction and Service Performance reports in Nov, Feb, May, Sept

ISSUE SUMMARY
In accordance with the Board's Policy Manual, I present the Quarterly Satisfaction and Service Report. I certify that the information is true and complete with exceptions noted, and I request that the Board accept this as an operational update. This report is populated with currently available and reportable data / targets for Fixed Route, A-Ride / Paratransit, VanRide, and FlexRide services. A glossary of terms for currently tracked metrics is attached. It should be noted that the data collection and reporting has been impacted by the COVID-19 Emergency that began in the last three weeks of Q2 of FY2020. Comparison of Q1 of FY2023 to Q1 of FY2019 provides a picture of performance metrics relative to a pre-pandemic state. Comparison of Q1 of FY2023 and Q1 of FY2022 provides insight into progress through the pandemic and recovery. Q1 of FY2023 data reflects a system still in recovery from reduced services annotated on January 29th due to labor shortages and gradually restored from October to December 2022. Nationwide, a return to public transit has lagged as remote work continues to be influence post-pandemic work culture coupled with labor shortages in service sector jobs continue. Readers should note, numbers reported at the end of the quarter have yet to undergo further validation and confirmation required before reporting to NTD. Some numbers were quarterly estimates based on reported financial and operating data. Historic numbers presented in this document have been updated to reflect the validated data submitted to NTD.

ATTACHMENTS
1. Highlights Brief 2. FY 2023 Q1 Service Report 3. Glossary of Terms

TheRide

FY2023 Q1

Service and Satisfaction Report Highlights
October 1, 2022 – December 31, 2022

The data collection and reporting continue to be impacted by the COVID-19 pandemic. Staffing shortages necessitated reductions in service beginning in November 2021, and again in January of 2022. Metrics that rely on a quarterly average do not reflect performance under typical conditions. For this reason, the report will compare the current quarter to the same quarter of FY2019 as representative of pre-pandemic baseline conditions as well as the same quarter of FY2022 as a year-over-year comparison.

Fixed Route Ridership and Cost

Ridership in Q1 of FY2023 continues to rebound as students have returned to campus and some employers began to encourage employees to work in-person during some portion of the work week. Compared to the same quarter in FY2019, ridership is still down from pre-pandemic numbers however, a continual quarter after quarter rise shows evidence AAATA is heading towards pre-pandemic ridership levels. When ridership is compared to the same quarter of FY2022, an increase is observed. Comparing quarter to quarter may be helpful but visualizing the change in ridership throughout the Covid-19 pandemic may also be insightful as well.

Fixed Route Ridership Quarterly Comparison

2

Fixed Route Ridership Over Time
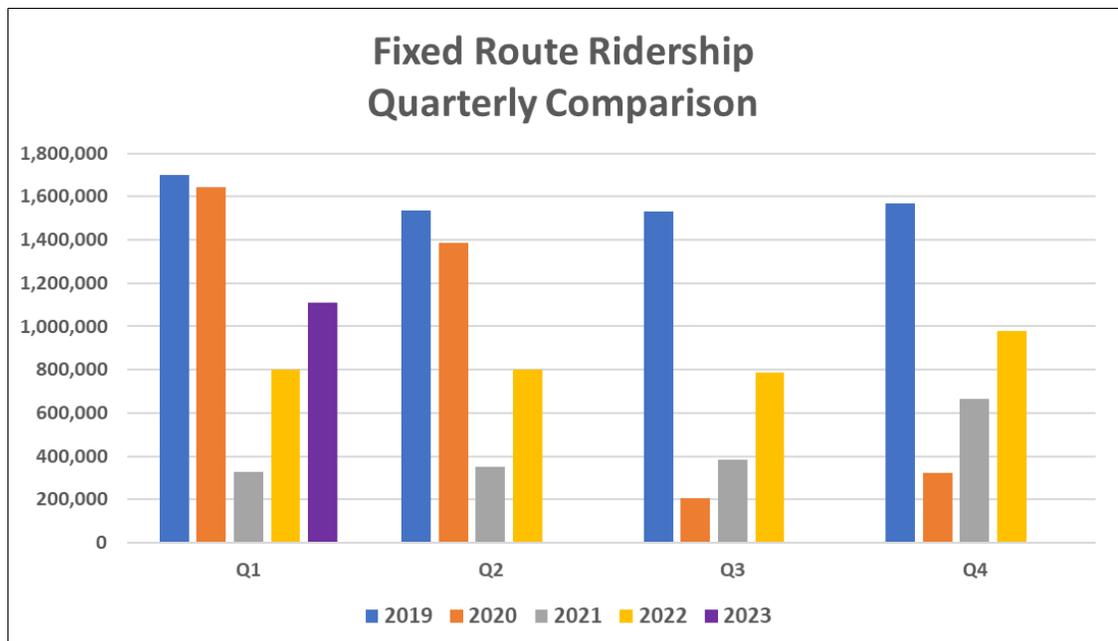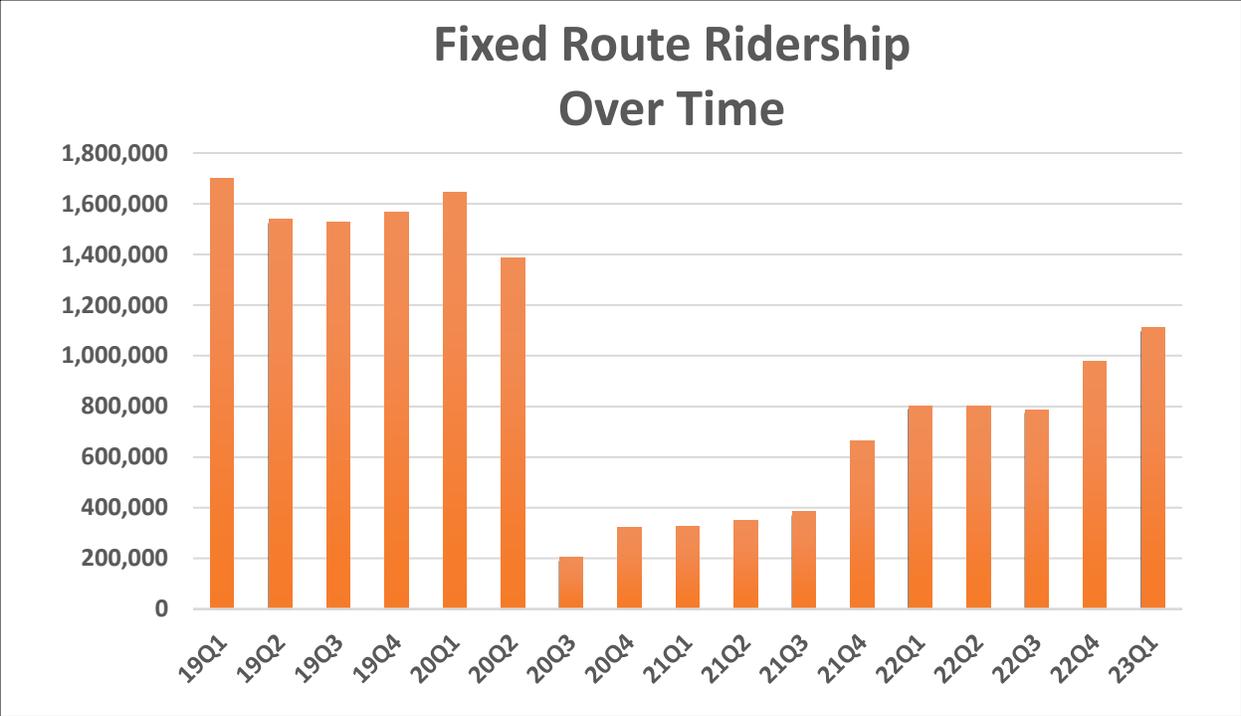
Cost per passenger boarding has risen 114% from $3.83 in Q1 of FY2019. Reduced ridership, inflation, and added costs of the pandemic are responsible for this significant increase. However, cost per passenger boarding has decreased by 12% since the same quarter last year as ridership increased 39%. Please note that Revenue Hours and Operational Cost data points in FY2019 Q1 have been updated to reflect NTD data.

Cost/Boarding

3
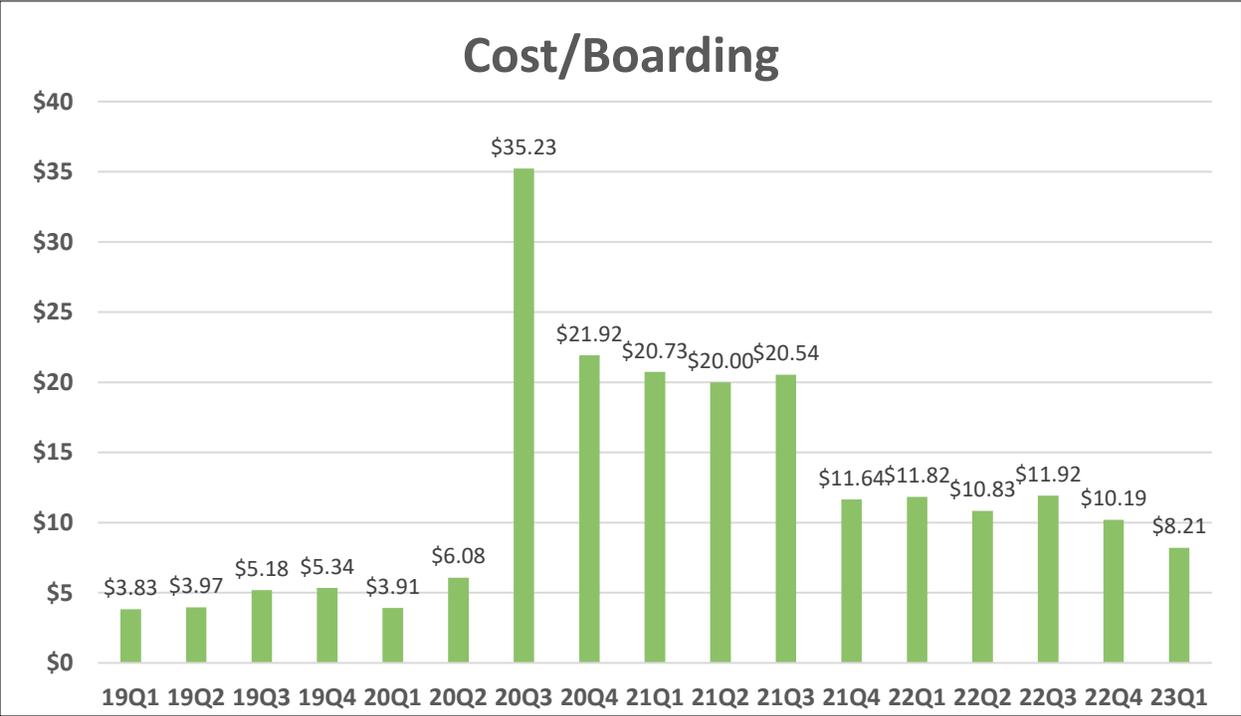
Fixed Route Satisfaction, Reliability, and Safety

Satisfaction

Customer satisfaction can be evaluated using the number of valid complaints received by our Customer Service Officer. Complaints / 100,000 Boardings have decreased from pandemic levels. This could be explained by decreased ridership from pre-pandemic levels however, new and revised Internal Standard Operating Procedures and Customer Service Training coupled with incident validation through video review is revealing a higher level of customer satisfaction this quarter. To illustrate, the following chart graphs both ridership and complaints over time.
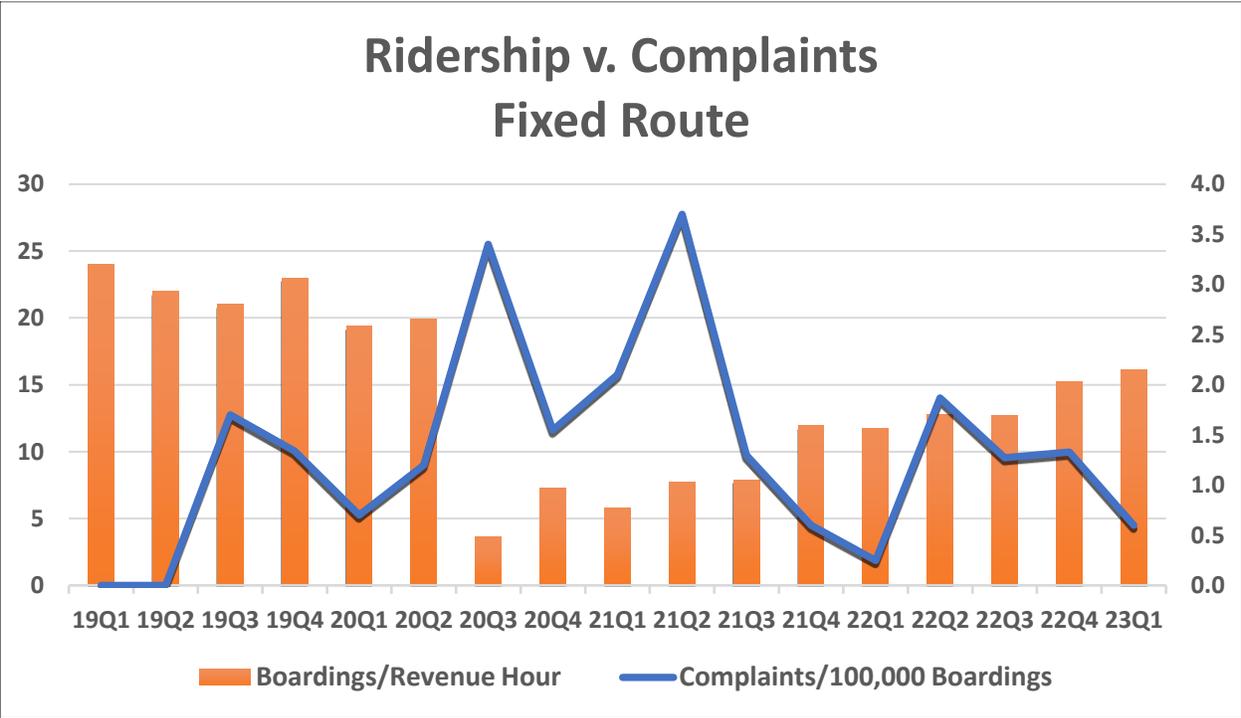
Reliability as Measured by On-Time Performance (OTP)

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

Fixed Route Road Calls as a Measure of Reliability

After an extensive system recovery from 2022 cyber-attack and comprehensive validation of historic data Road Call performance shows an increase and road reliability of 45% from FY2019 Q1 to FY2023 Q1. From FY2022 Q1 reports indicate dramatically increased reliability metric due to weather related incidents in FY2022 Q1. While this is an accurate and exciting number of 150%, the statistic skews overall annual performance. To create a more realistic comparison the average of FY2022 to FY2023 Q1 indicates a 14% increase in performance and reduction of Road Calls from FY2022.

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A-Ride: Paratransit Ridership and Costs

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

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

GoldRide On-Demand Services (GROD) have been returned, though with a significant change in fares. Through the Mobility's continual outreach and advocacy work coupled with overall ridership growth trends, GROD saw in increase from 97 passengers in Q4 of FY2022 to 214 in Q1 FY2023 representing the highest level of utilization since pre-pandemic ridership.

Ridership - ARide and GoldRide Premium Service
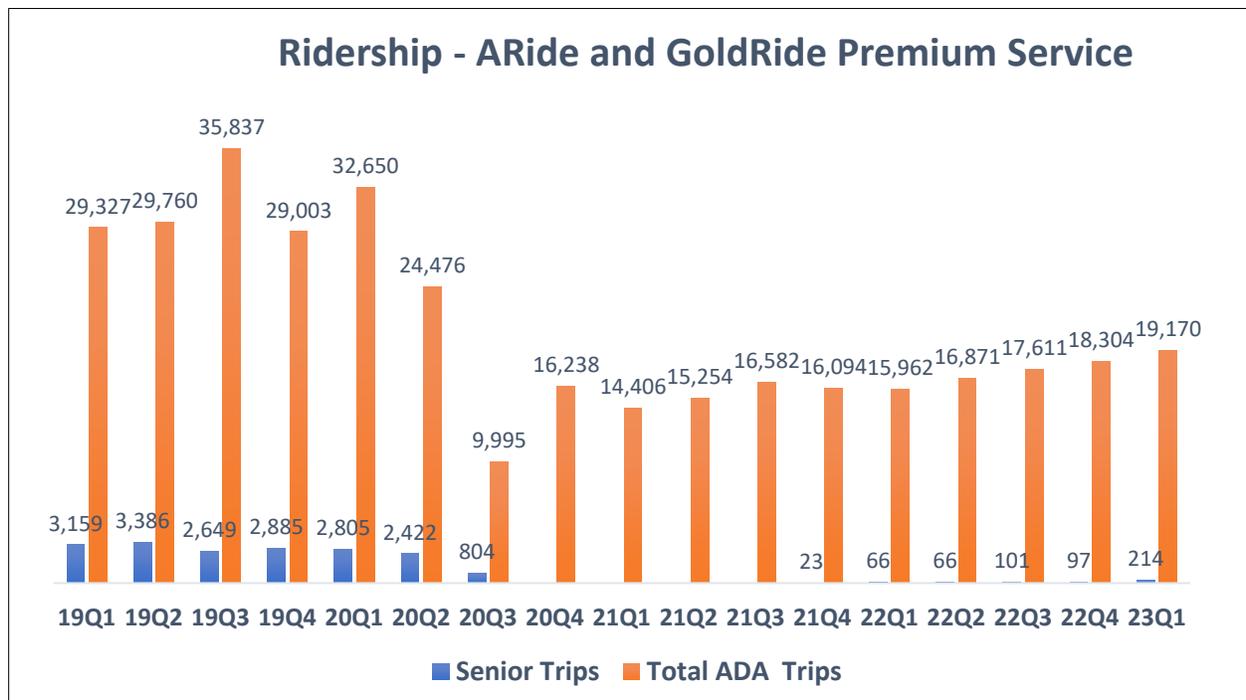
When considering A-Ride costs and service, it should be noted that since 2019, the service has undergone considerable transition. First, it was pulled from an outsourced contractor and brought in-house to AAATA in August of 2020. In August of 2021, it was moved again to an outsourced contractor. Cost / Boarding peaked in Q4 of FY2021 with the start-up costs of the Contractor. As expected, the costs of the program begin to stabilize and slowly decline now that the contractor is well established. Ridership continues to slowly rebound with a 5% increase from Q4 FY2022 to Q1 FY2023 resulting in decreased Cost per Boarding.

A-Ride Ridership and Cost Over Time
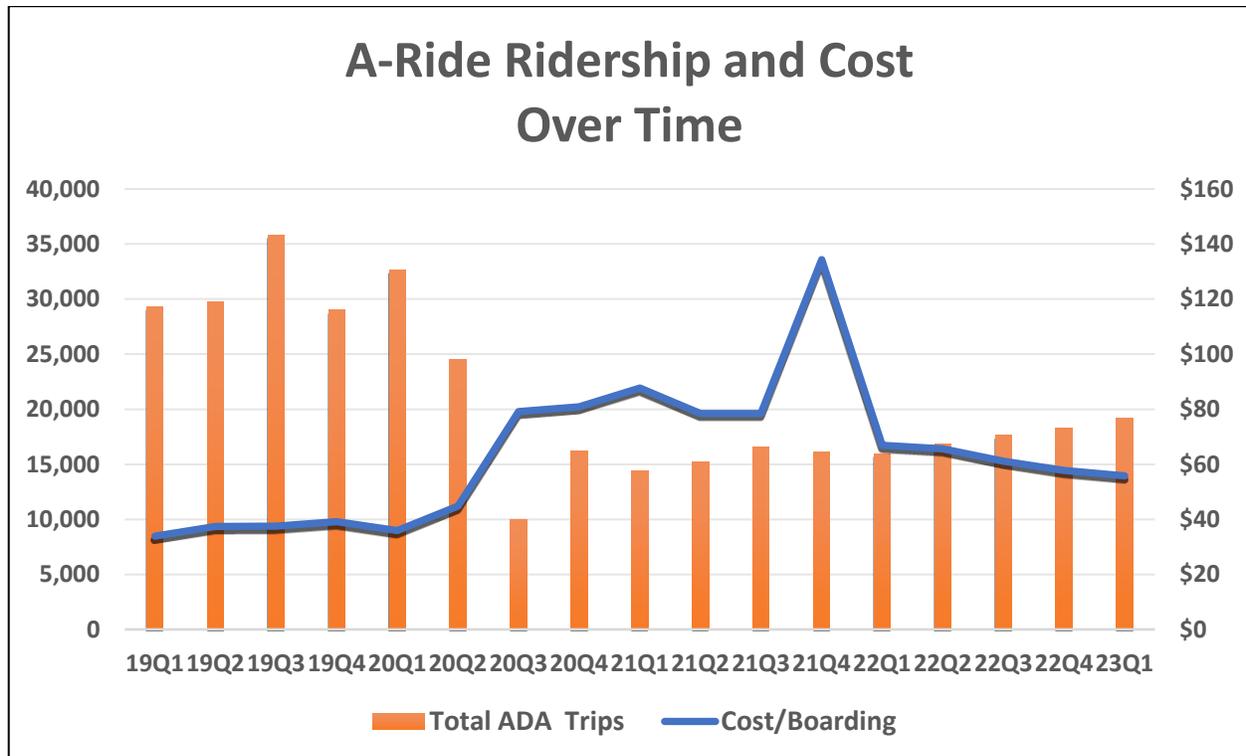
VanRide

At the end of the Q1 FY2023, VanRide data is limited to just the number of van pools, which has increased to 100, within 15% of the pre-pandemic level.

FlexRide

FlexRide ridership decreased in the 4th quarter of FY2022 compared to FY2021 due to reduced FlexRide service area. In FY2021, as part of the pandemic response, FlexRide service was expanded to replace some low-ridership fixed routes and has been reduced as fixed route services were restored in August 2021.FY2023 Q1 shows a continued trend of decreased ridership.

6

FlexRide Ridership
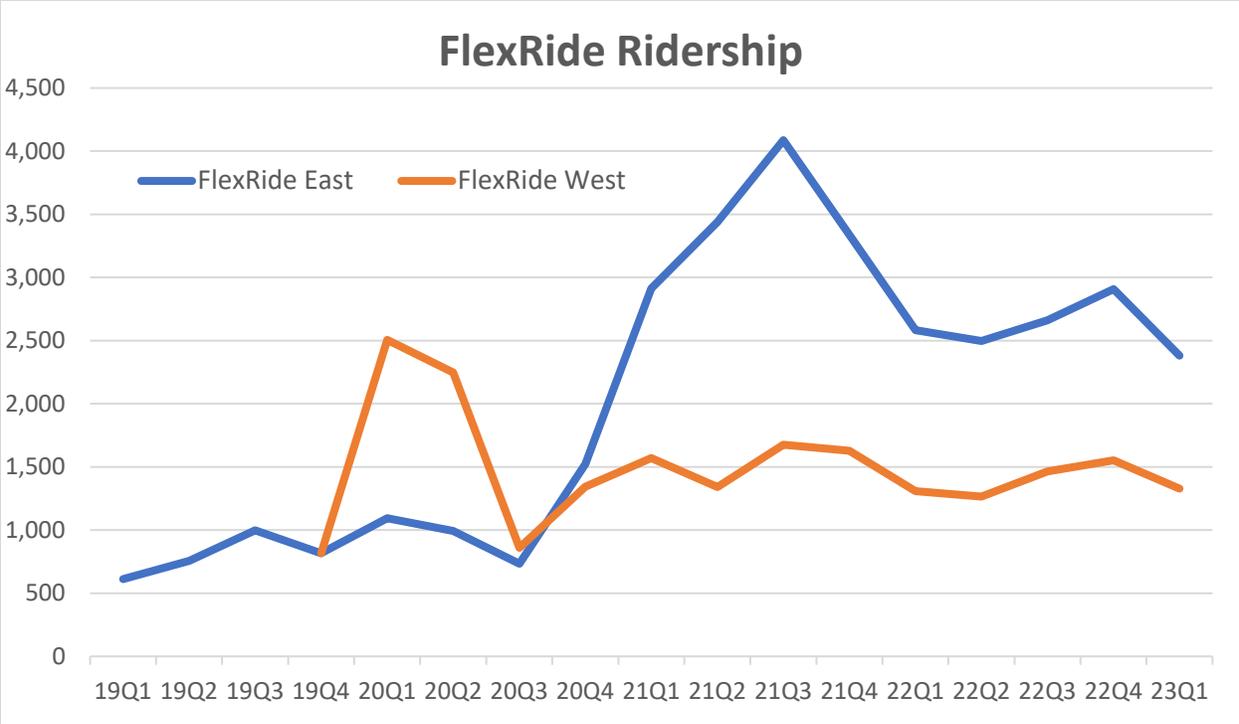
FY2023 Q1

Service and Satisfaction Report

Fixed Route	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Q1 22 - Q1 23	Q1 19 - Q1 23
Measure	Q1	Q1	Q1	Q1	Q1		
Revenue Miles	905,366	862,922	552,018	867,231	834,751	-4%	-8%
Revenue Hours	63,026	84,172	48,081	68,291	69,098	1%	10%
Operational Cost	$6,557,000	$6,430,000	$6,753,445	$9,485,460	$9,124,272	-4%	39%
Boardings	1,712,972	1,637,317	328,895	802,264	1,111,811	39%	-35%
Boardings/Revenue Hour	24	19.4	5.8	11.7	16.1	37%	-33%
Cost/Revenue Hour	$104.04	$115.11	$120.90	$138.90	$132.05	-5%	27%
Cost/Boarding	$3.83	$3.91	$20.73	$11.82	$8.21	-31%	114%
Preventable Accidents Injury/100,000 miles	1.8	1.9	0.9	1.5	1.0	-34%	-44%
On-time Performance	NA	72%	77%	NA	NA	NA	NA
Percent of Passengers on an On-time Bus	72%	70%	NA	NA	NA	NA	NA
Avg Miles Between Road Calls	43,251	37,672	67,278	7,684	23,825	210%	-45%
Average Age of Fleet	5	7	5.8	6.57	7.57	15%	51%
Complaints/100,000 Boardings	15.0	0.7	2.1	0.2	0.6	153%	-96%
Compliments/100,000 Boardings	NA	1.8	1.2	0.7	0.8	-32%	NA
* Previously Reported Data integrety concern							

ARide/ParaTransit	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Q1 22 - Q1 23	Q1 19 - Q1 23
Measure	Q1	Q1	Q1	Q1	Q1		
Revenue Miles	192,348	193,873	125,741	147,767	175,900	19%	-9%
Revenue Hours	23,010	19,551	11,255	10,981	11,954	9%	-48%
Operational Cost	$1,200,131	$1,171,482	$1,262,598	$1,068,211	$1,070,335	0%	-11%
Senior Trips	3,159	2,805	NA	66	214	224%	-93%
Total ADA Trips	29,327	32,650	14,406	15,962	19,170	20%	-35%
Cost/Revenue Hour	$52.16	$59.92	$112.18	$97.28	$89.54	-8%	72%
Boardings/Revenue Hour	1.54	1.67	1.28	1.46	1.62	11%	5%
Cost/Boarding	$33.90	$35.88	$87.64	$66.92	$55.83	-17%	65%
Ontime Performance with 30 Minute Service Window	97%	96%	97%	98%	96%	-2%	-1%
Complaints/100,000	34.1	NA	20.8	56.4	31.3	-44%	-8%
Compliments/100,000	NA	NA	20.8	12.5	125.20	899%	NA
ADA Service Denials/ADA Boardings	0	0	0	0.00019	0.00068	261%	NA

VanPool	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Q1 22 - Q1 23	Q1 19 - Q1 23
Measure	Q1	Q1	Q1	Q1	Q1		
Number of Vanpools at End of Quarter	104	126	85	95	100	5%	-4%

FlexRide	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Q1 22 - Q1 23	Q1 19 - Q1 23
Measure	Q1	Q1	Q1	Q1	Q1		
Operational Cost (Contractor)	NA	NA	$215,853	$154,483	$153,851	0%	NA
Trips - East Service Area	612	1,093	2,913	2,584	2,568	-13%	215%
Trips - West Service Area	NA	2,506	1,569	1,308	1,595	-5%	NA
Cost/Boarding	NA	NA	$48.16	$39.69	$36.96	-16%	NA

Quarterly Satisfaction and Service Report: Glossary of Terms

Boardings (*Unlinked Passenger Trips*, a transit industry standard metric)
The number of passengers who board public transportation vehicles. Passengers are counted each time they board a vehicle no matter how many vehicles they use to travel from their origin to their destination. Reported to the National Transit Database.

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

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

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

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

Zero-Emission Bus Propulsion
CEO Preliminary Recommendations

Meeting: Board of Directors

Meeting Date: February 16, 2023

INFORMATION TYPE
Decision Preparation

RECOMMENDED ACTION(S)
That the Board receive the CEO's preliminary recommendations for information and provide feedback. There is no decision today.

PRIOR RELEVANT BOARD ACTIONS & POLICIES
Policy 1.2.2: *"Public transportation options minimize energy use and pollution, and conserve natural resources."* **Policy 2.0:** requires prudent assessment of costs, benefits, and risks. **Long-Range Plan:** A 25-year blueprint of numerous transit capital projects.

BACKGROUND
The Board's goals (Ends) requires the CEO to seek ways to reduce the amount of pollution created by agency operations. Bus exhaust is the agency's greatest contribution to carbon emissions and is receiving priority attention. Future work will review other vehicles and agency facilities.

ISSUE SUMMARY
Following an October Board retreat on zero-emissions bus (ZEB) propulsion, the CEO is presenting a preliminary recommendation to the Board. The CEO is recommending that: - TheRide begin moving towards zero-emission bus propulsion to advance the Board's goals, unlock broader grant opportunities, and prepare for potential future mandates, but to move slowly in order to minimize risks and costs. However, the financial cost/benefit rationale is not high and risks for all ZEB technologies are relatively high.   - Since the next viable grant application deadline will be in Spring 2024, that TheRide use the next several months to refine cost estimates and risk assessments, assess budget impacts, gather feedback from staff, bring more precise information to the Board, and for the Board to discuss the relative priority of new propulsion technology. The CEO intends to bring specific recommendations to the Board later in 2023.   - TheRide focus on hydrogen (fuel cell electric bus) propulsion rather than battery electric because it minimizes risks and provides the best likelihood of success. A 2024 grant proposal will likely include funding to install a fueling station and purchase a small number of hydrogen buses over a number of years.   - That the transition to a 100% hydrogen bus fleet will take 12-20 years and require future outside funding, not yet identified.

The CEO will provide a full presentation and lead and discussion on these recommendations. Later in 2023 the Board may choose to approve a new direction for propulsion by 1) amending the Capital Budget, 2) approving a federally-required Transition Plan, and 3) authorization of grant applications.

IMPACTS OF RECOMMENDED ACTION(S)

- **Budgetary/Fiscal:** High. There are competing needs for the agency's limited local match funds. Competing projects from the Long-Range Plan include passenger terminals, bus rapid transit, and garages.
- **Social**: Elimination of tailpipe or all emissions would have a benefit to public health, however direct and quantified social/health benefits *from buses* appear low.
- **Environmental**: Although buses contribute relatively small amount of total GHG emissions, changes to bus propulsion are likely the largest contribution TheRide can make.
- **Governance**: While propulsions systems are a technical Means, the Board has reserved final decision on Capital Budget decisions and certain grant authorizations.

ATTACHMENTS

The CEO has commissioned an exploratory research report on zero-emissions bus propulsion systems.

CEO Report

Meeting: Board of Directors

Meeting Date: February 16, 2023

INFORMATION TYPE

Other

OPERATIONAL AND PROJECT UPDATES

TRIENNIAL REVIEW FINAL REPORT
TheRide received a closeout letter from the FTA noting our response documentation had been received and reviewed – the deficiencies noted in the FY 2022 Triennial Review Final Report are resolved. They have officially closed out the FY 2022 Triennial Review.

TEXT MY BUS SIGNAGE
TheRide's facilities team has begun installing new route signs at bus stops that include information on TheRide's Text My Bus real-time tools. The signs include a QR Code for bus stop look up and information about how to text to see when your bus will arrive at your stop. Installation began on Route 3 and will continue throughout the route system in the coming weeks.

GETDOWNTON - CONQUER THE COLD
The Conquer the Cold challenge concludes on February 10, 2023. Over 200 people logged over 5,100 trips during the challenge.

LOCAL ADVISORY COMMITTEE (LAC)
The Local Advisory Committee met in January - The vehicle Accessibility Plan Updates were presented to the LAC for AAATA, WAVE, People's Express and Jewish Family Services for review. The VAP updates were confirmed and the minutes for January were signed by The LAC Chair.

TRANSPORTATION COMMISSION (ANN ARBOR)
Staff continues to attend the City of Ann Arbor Transportation Commission meetings. At the January meeting, the committee continued input work on the FY2024 Policy Agenda Recommendations and discussed transportation project and planning updates. The committee was also presented with a 2012-2021 Crash Trends report.

WATS POLICY COMMITTEE UPDATE
There was no WATS Policy Committee meeting for the month of January.

STAFFING UPDATE
We welcome George Brooks as the new Deputy CEO of Operations on February 13. Three Motor Coach Operators (MCO) were recently promoted to Bus Operations Supervisors: Bryan Philage, Kendal Steward and Deandre White. A new MCO class began on January 31 with 8 new hires. Recruitment is ongoing for Finance Manager, Manager of Public Affairs and Engagement, and an Administrative Assistant.

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 Board Member, Jesse Miller, and TheRide Staff met with Congresswoman Debbie Dingell and Ypsilanti Mayor Nicole Brown at the Ypsilanti Transit Center on January 17 to walk through the current building and the plans for the future building. $7 million in funding was received 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 are working to recruit 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 and 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

TheRide met with City of Ann Arbor staff in the planning and fire departments to gain a better understanding of zoning requirements for DGOC at 2700 S Industrial Hwy and fire response capacities.

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.

Attachment 1: MDOT Resolution

Resolution 01/2023

RESOLUTION OF THE BOARD OF DIRECTORS

OF THE

ANN ARBOR AREA TRANSPORTATION AUTHORITY

THE APPROVED RESOLUTION OF INTENT TO APPLY FOR STATE FORMULA OPERATING ASSISTANCE FOR FISCAL YEAR 2024 UNDER ACT 51 OF THE PUBLIC ACTS OF 1951, AS AMENDED

WHEREAS, pursuant to Act 51 of the Public Acts of 1951, as amended (Act 51), it is necessary for the Ann Arbor Area Transportation Authority (AAATA) established under Act 55 of 1955 to provide a local transportation program for the state fiscal year of 2024 and, therefore, apply for state financial assistance under provisions of Act 51; and

WHEREAS, it is necessary for the AAATA, to name an official representative for all public transportation matters, who is authorized to provide such information as deemed necessary by the State Transportation Commission or department for its administration of Act 51; and

WHEREAS, it is necessary to certify that no changes in eligibility documentation have occurred during the past state fiscal year; and

WHEREAS, the performance indicators for this agency have been reviewed and approved by the AAATA; and

WHEREAS, the AAATA, has reviewed and approved the proposed balanced budget and funding sources of estimated federal funds $33,703,924, estimated state funds $22,776,818, estimated local funds $31,328,008, with total estimated capital and operating expenses of $87,808,750.

NOW THEREFORE, be it resolved that the AAATA hereby makes its intentions known to provide public transportation services and to apply for state financial assistance with this annual plan, in accordance with Act 51; and

HEREBY, appoints Matthew Carpenter as the Transportation Coordinator, for all public transportation matters, who is authorized to provide such information as deemed necessary by the State Transportation Commission or department for its administration of Act 51 for 2024.

_____

Kathleen M. Mozak, Chair

February 16, 2023

I, <u>Jesse Miller</u>, Secretary of AAATA, having custody of the records of the proceedings of AAATA, do hereby certify that I have compared this resolution adopted by AAATA at the meeting of February 16, 2023 with the original minutes now on file and of record in the office and that this resolution is true and correct.

IN TESTIMONY WHEREOF, I have here unto set my hand and affixed seal of said AAATA this 16th day of February 2023.

_____

Jesse Miller, Secretary

7 **TheRide**
Ann Arbor Area Transportation Authority

Board of Director's Meeting Agenda

Meeting Date/Time: February 16, 2023 6:30 – 9:00pm

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

Location: Ann Arbor District Library (Lower Level)
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		
1.3.1 Welcome Monica Ross-Williams, Board Member representing Ypsilanti Township; and George Brooks, Deputy CEO, Operations	O		
2. CONSENT AGENDA			
2.1 Board Meeting Minutes January 19, 2022	D		3
2.2 Committee Meeting Summaries	D		8
2.3 FY2024 State Application Resolution (Required Approvals)	D		14
3. OWNERSHIP LINKAGE			
3.1 OLTF Updates	O	Chang	Verbal
4. MONITORING			
4.1 Monitoring Report Task Force Update	M	Allemang	Verbal
4.2 Ends Monitoring Report	M	Carpenter	28
5. POLICY			
5.1 Recommended Changes to External Relations Policies	M	Miller	19
5.2 Construction Policy Updates	M	Allemang	24
6. BOARD EDUCATION/DISCUSSION			
6.1 Board Meeting Agenda Changes		Chang	
6.2. Procurement Contracts		Carpenter	
7. OPERATIONAL UPDATES			
7.1 Q1 Financial Report	O	Reed	61
7.2 Q1 Service Report	O	Lundquist	65
7.3 ZEB Propulsion Recommendation	O	Carpenter	74
7.3 CEO Report	O	Carpenter	76
8. EMERGENT ITEMS			
9. CLOSING ITEMS			
9.1 Action Item Recap	O	Carpenter / Holt	

9.2 Topics for Next Meetings
   2.10Communication and Support to the Board
   2.5 Financial Conditions
   4.0-4.4 Board Management Delegation Policies
		Thursday, March 16, 2023	

9.3 Public Comment	O		
9.4 Adjournment			

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

Zero-Emission Bus Propulsion

Preliminary CEO Recommendations

February 2023

Agenda

1. <u>Process Recap & Decision Context</u>

2. CEO's Recommendation & Rationale

3. Next Steps

4. Board's Discussion and Q/A

Process Recap

Process & Timeline

- CEO makes recommendation

- Board decides (Oct-Dec'23)

- <u>Board will need to discuss: Priorities, Risk Tolerance</u>

- Grant application: Spring 2024

- Today: Preliminary recommendation, next steps, not final

Process Recap

- Board's Goals: reducing our pollution (policy 1.2.2)

- Starting with ridership & bus propulsion

- Two chief zero-emission technologies
  - Battery electric buses (BEB) and
  - Fuel cell electric bus (FCEB) (i.e. hydrogen)
  - Pros/Cons, trade offs to both

Key Observations

1. Technologies are NOT truly ready

2. Assumptions, not facts

3. Risks and trade-offs required

4. Public/Political expectation for immediate action

5. CEO feels there is a path forward

Context

Benefits

- Carbon reduction (<0.5%), social benefits
- Symbolism (1.5)

Risks

- Overcommitting funds or capacity
- Impacts to passengers
- Impacts to other projects
- Risk of inaction

Context

Why take the risk at all?

1. Board goal (1.2.2)

2. Climate change is real

3. May be forced to by mandates, grant limitations

4. Political pressure

5. Technology just barely viable

Agenda

1. Process Recap & Decision Context
2. <u>CEO's Recommendation & Rationale</u>
3. Next Steps
4. Board's Discussion and Q/A

Recommendation: Decision Timeline

- Spring <u>2024</u> grant application

- Give ourselves another 6-10 months

- Buys time: coordination (fire, zoning), tech to mature, risks to narrow, staff readiness

- Several more Board discussions

Decision Principles

1. Cannot: risk financial jeopardy or services to passengers (2.4), ignore competing priorities and risks (2.4), ignore staff (2.2), be imprudent (2.0)…

2. Move _all_ capital projects to some degree.
   - Propulsion is secondary to infrastructure

3. Preserve local funds, max outside funding

4. Advance the Board's goals, but don't leave them behind

Recommendation: Technology

- Tailpipe emissions to start
- Fleet Management for success

Three tech options:
1. Battery Electric Bus
2. Hydrogen Electric Bus
3. Diesel (Status Quo)

2. Hydrogen

1. Battery

3. Diesel
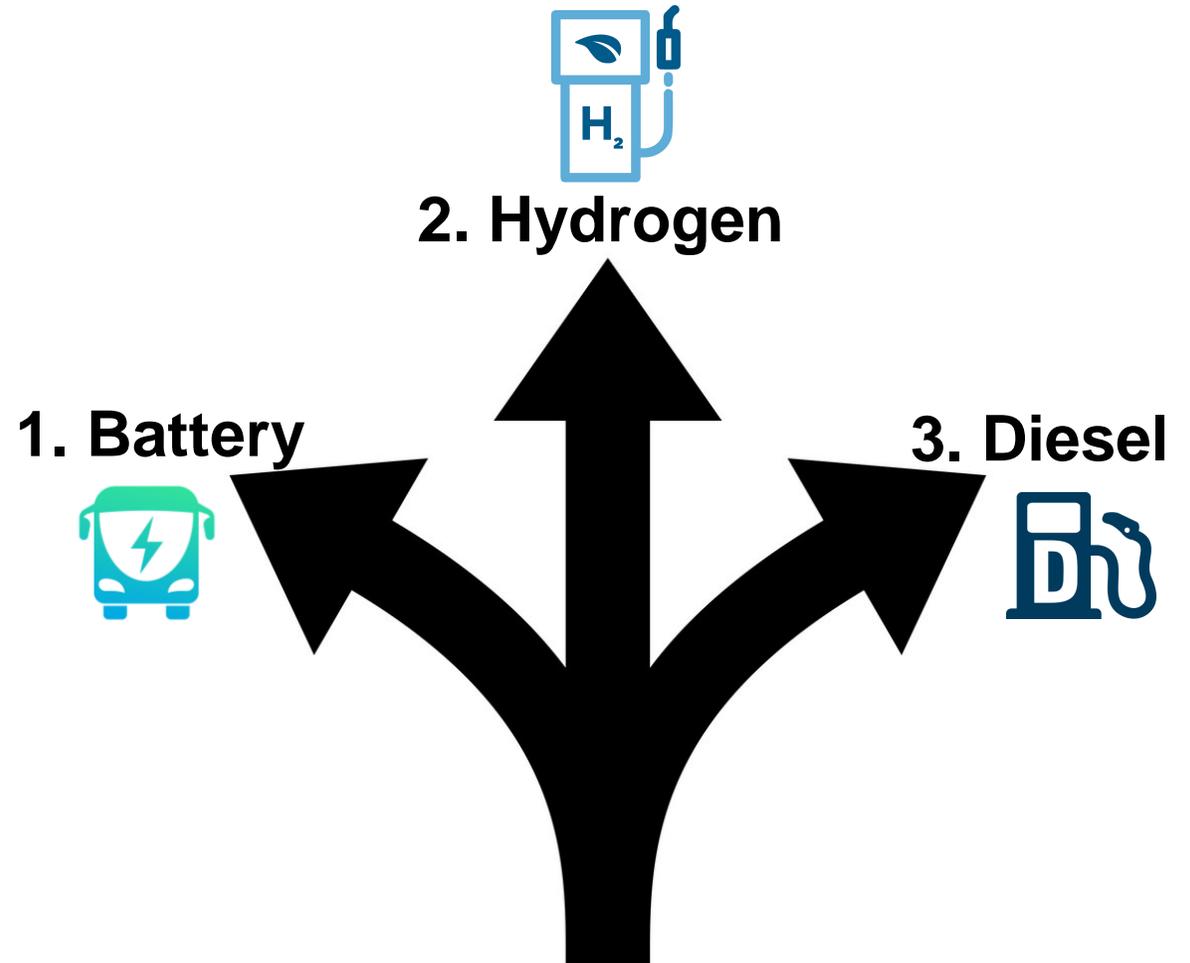
Battery Electric Buses

Pros

- Incremental costs & faster, lower risk to deploy (at small scale)

- Popular now

- Most simple on-board systems

- Battery tech improving

- Lowest lifecycle costs (assumed)

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1) Battery Electric Buses

Cons

- Buses more expensive (50%+ over diesel)

- Chargers can't scale

- Range anxiety at Fleet scale
  - Cannot run a full day w/o recharge
  - Big effort and risks. Modest benefits.
  - Impacts passengers and budget?
  - Fleet growth, new garage or service cuts?
  - Hope for battery improvements
  - Could be dead end

Source: TCRP; CTE

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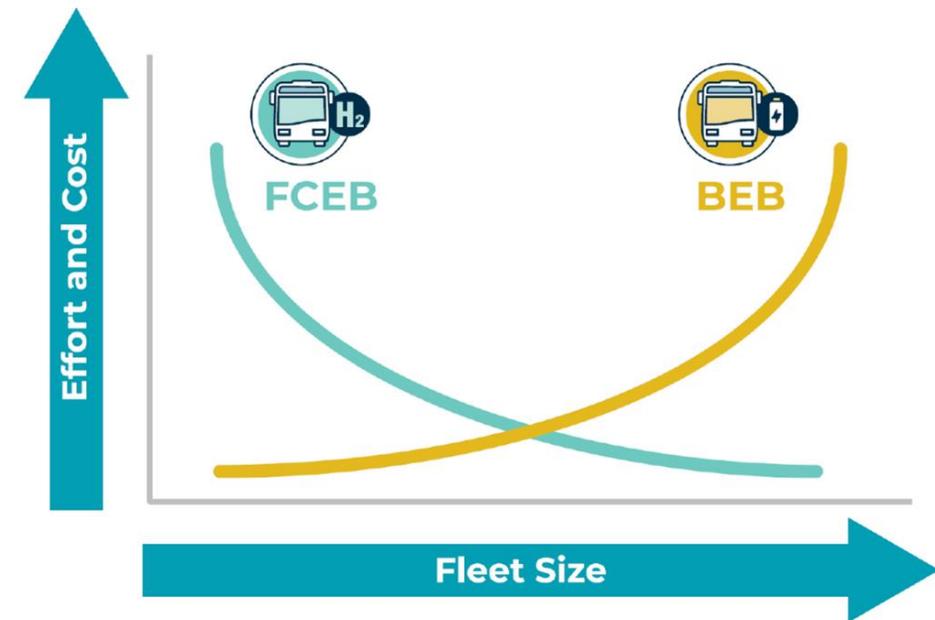
1) Battery Electric Buses

...Cons

- Highest capital costs
- Battery mining & replacements
- Catastrophic garage fire
- More complex = more ways to fail

2) Hydrogen

Pros

- One fueling pump
- Less range anxiety (no fleet growth, no garage)
- Less change for staff. Fewer points for failure.
- Little risk to services or passengers
- Lower cost than diesel (assumed)
- Fewer risks than batteries. Less Hope required
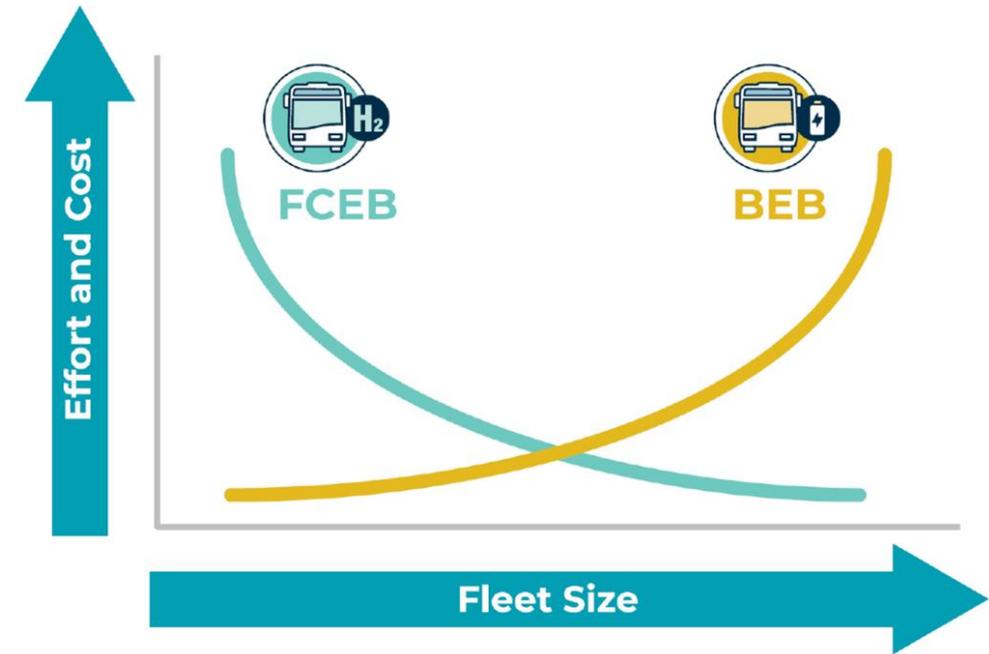
Source: TCRP; CTE

2) Hydrogen

Pros

- Smaller batteries (mining, costs, fire)
- May be able to generate Green hydrogen ourselves in the future

2) Hydrogen

Cons

- Capital costs front-loaded to Year 1

- Buses more expensive (+10% over battery)

- Fuel supply lines and costs uncertain. On site generation may not be economical.

- Maintenance: Less than diesel but more than battery

- If batteries improve, may be dead end.

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3) Stay with Diesel?

Pros

- Keep costs & risks lower...temporality

- Buy time to lower risks

- Emission are low and may get better

Cons

- Never gets to zero

- May not be politically viable, grant restrictions, emerging mandates

Costs and Funding

- Have consultant's preliminary financial modeling
- Staff have begun work on detailed cost estimates
  - Staff mechanics need time with equipment (2.3)
  - Cost estimates for *both* battery and hydrogen
  - Ann Arbor Planning Commission, Fire Dpt

- Will need to understand Board priorities (service, infra, propulsion) to optimize balance of various grants, local funds, etc

Costs and Funding

Capital
- $50-$75 million *more* on buses (25 years)
- Local share (20%-100%) could exhaust entire local Capital Reserve
- Slow implementation could minimize risk to other capital projects (YTC, BTC, BRT, etc)
- Staff can restack/resequencing funding to maximize outside funds

Operations
- New propulsion could lower operating costs…or not
- Kill switch idea

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CEO Preliminary Recommendation

- Today's hydrogen tech meets principles better than batteries
  - Can become 100% zero emission
  - Better at large scale, fewer risks, fewer assumptions
  - Less risk to operating budget or passenger services
  - Still real risk of dead end
- Slow implementation lower risk, allows other projects
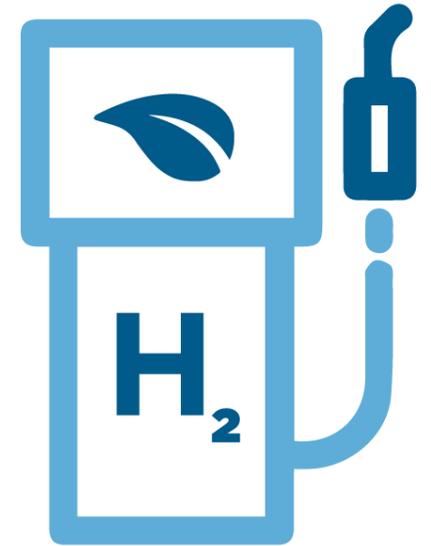
Agenda

1. Process Recap & Decision Context

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Next Steps

- Confirm technology recommendation
  - Staff Involvement (Mechanics)
  - Detailed budget est: facilities, fleet, operations (battery & hydrogen)
  - Ann Arbor Planning Commission, Fire Dpt
  - Capital Budget implications
  - Ongoing discussions at AAATA Board (March-Sept)
- Final recommendation & Board Approvals: Oct-Dec 2023
- Grant Prep: Jan-March 2024
- 1st Grant Application: March-May 2024

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Board's Discussion & Q/A

We have limited capital funds and want to advance all Board goals. CEO believes we can split funds (90/10?) and focus, but only so far.

- What are priorities?
  - CEO: Services/Infrastructure or propulsion?
- What risk level are we comfortable with?
- *What do we do, for Whom, At What Cost?*

Zero-Emission Bus Propulsion

Preliminary CEO Recommendations

February 2023