

**Monitoring Report:  
Ends (Policy 1.0)**

**Monitoring Period: FY 24 (October 2023 to September 2024)**

**Board of Directors Meeting Dates: December 19<sup>th</sup>, 2024**

<b>INFORMATION TYPE</b>
Monitoring
<b>RECOMMENDED ACTION(S)</b>
<p>That the Board review this monitoring report and consider accepting it as one of the levels below:</p> <p>(A) a reasonable interpretation for <b>all</b> policy items and that the evidence demonstrates compliance with the interpretations.</p> <p>(B) 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.is making reasonable progress towards compliance.</p> <p>(C) 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</p>
<b>PRIOR RELEVANT BOARD ACTIONS &amp; POLICIES</b>
<p>Monitoring Reports are a key Policy Governance tool to assess organizational/CEO performance in achieving Ends (1.0) within Executive Limitations (2.0). A Policy-Governance-consistent Monitoring Process is:</p> <ol style="list-style-type: none"> <li>1. CEO sends Monitoring Report to all board members</li> <li>2. At Board meeting, board accepts Monitoring Report through majority vote (or if not acceptable, determines next steps)</li> </ol>

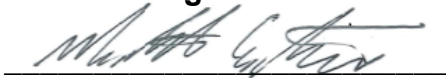
**ISSUE SUMMARY**

TheRide’s Board of Directors establish policies that define what is to be achieved for who and at what cost, called Ends policies. This monitoring report provides the CEO’s interpretations of those policies, evidence of achievement, and an assertion on compliance with the Board’s written goals. As with other monitoring reports, the Board decides whether the interpretations are reasonable, and the evidence is convincing.

Per Appendix A of the Board Policy Manual, this report was scheduled for monitoring in December and was presented to the Board in December.

I certify that the information is true and complete, and I request that the Board accept this as indicating an acceptable level of compliance.

**CEO’s Signature**



















**Date**

12/4/2024

**ATTACHMENTS**

- 1. Monitoring report for Ends (Policy 1.0)

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 Fully Compliant    
  Partially Compliant    
  Non-Compliant

## Preliminary CEO Interpretations and Evidence

### **POLICY 1.0**

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

**Degree of Compliance: Partially Compliant**

#### **Interpretation**

##### Operational Definition

I interpret the following terms as follows:

- **Increasing proportion:** The absolute total ridership and ratio of ridership to the area’s population (ridership/capita) will increase year over year, and in context with industry trends.
- **Environmental contribution:** Agency operations continuously reduce their carbon footprint.
- **Economic vitality:** Agency operations result in increased job accessibility, increased transit-oriented development, and affordable mobility options exist for all irrespective of limitations i.e., language, income, disabilities etc.,
- **Efficient stewardship of resources:** The operational cost of the agency is reasonably within that of peer agencies. Costs are not beyond what is reasonable to a transit industry. Capital projects and costs are reviewed and approved by the Board through the Budget process.

##### Measure/Standards & Achievement

Compliance with this policy will be demonstrated when

- A. The agency makes progress to attract and retain riders as described in the previous year’s Business Plan.
- B. The agency’s fixed-route ridership grows in line with, or above, national, and regional peers.
- C. The agency’s fixed-route ridership per capita grows in line with, or above national and regional peers.
- D. The agency’s fixed-route cost per trip is in line with, or above national and regional peers.
- E. Lower-level policies are compliant.

##### Rationale

This is reasonable because

- A. The Annual Business Plan contains discrete, measurable interim actions that demonstrate progress towards Board’s Ends. The Plan is updated annually at the beginning of each fiscal year, allowing this Ends Monitoring Report to serve as a recap on progress.
- B-C.

- Fixed route ridership is a good proxy of overall achievement as it makes up 90% of all riders of all our services.
  - TheRide’s national transit peers are based on similar area population, mode type, total annual vehicle miles operated, annual operating budget, population density and population growth rate and hence creates reasonable context against which to judge TheRide’s performance. Regional peers operate within the same state and provide additional context through which performance is compared.
  - Judging performance in the context of industry trends is reasonable because transit usage is highly influenced by outside factors (i.e. pandemics, recessions, fuel prices).
- B. An increase in ridership indicates that an increasing population of our community is using our services
- C. An increase in ridership per capita indicates that the community is increasing its reliance on transit.
- D. Cost per trip in line or above national and regional peers demonstrates cost-effectiveness (cost per hour of service) within the norms of the transit industry over time. 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 benchmarking.
- E. Lower-level policies address other aspects not provided in this policy. This includes:
- a. Social impact addressed in policy 1.1, 1.4 and 1.5
  - b. Environmental impact addressed in policy 1.2
  - c. Economic impact addressed in policy 1.3

**Evidence**

**Source of Data:** Lower-level policies, peer agency data from respective agencies and the National Transit Database.

**Date of Data Review:** 12/03/2024 as verified by the Corporate Strategy & Performance Officer.

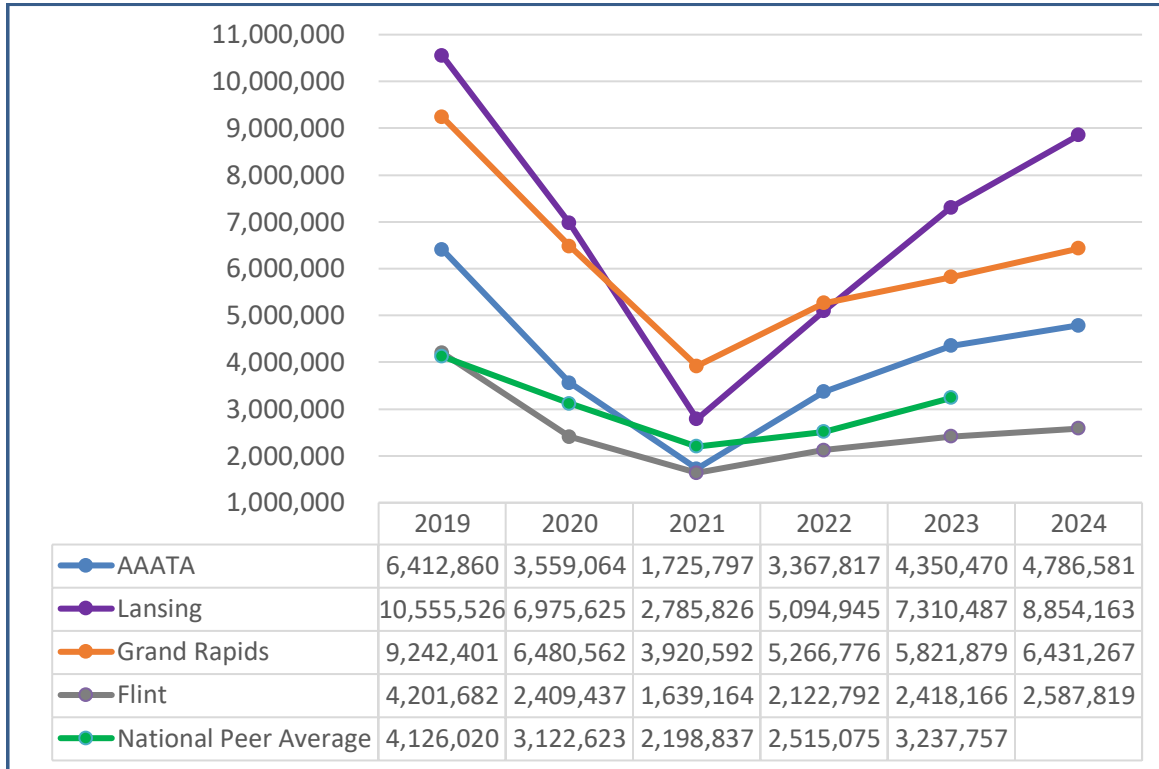
**Data:**

**A. Business Plan Follow Through on FY2024 Projects focused on Increasing Ridership**

FY24 Business Plan Projects	Timeline	Status/ Notes	Target Achieved?
1. Deliver New millage Services FY	FY24-FY25	Complete	Yes
a. Express route between Ypsilanti and Ann Arbor		Launched on May 5th, 2024.	
b. Extended Fixed Route hours to 6:00AM –1200AM on weekday and 7:00AM to 11:50 Pm on weekends		Completed on August, 2024	
c. Increased Fixed Route weekend frequencies to operate every 30 minutes before 6PM and 60 minutes thereafter.		Completed on August 2024	
d. Extended NightRide service.		Completed on August 2024	
2. Ypsilanti Transit Center: Planning and Design	FY24-FY25 (Planning and Design)	Ongoing, schematic design is underway and will continue into FY25	Yes
3. Blake Transit Center Planning and Design	FY24-FY25 (Planning and Design)	Ongoing. The staff of TheRide, Ann Arbor Housing Commission and the City of Ann Arbor have been working together to develop designs for the old Y-lot	Yes
4. New Bus Garage	FY 24-28 (Planning and design)	On October 31 <sup>st</sup> , 2024, an RFP was issued to select a consultant to help AAATA determine future needs, suitable sites and gain environmental clearance.	Yes

**B. Annual Ridership**

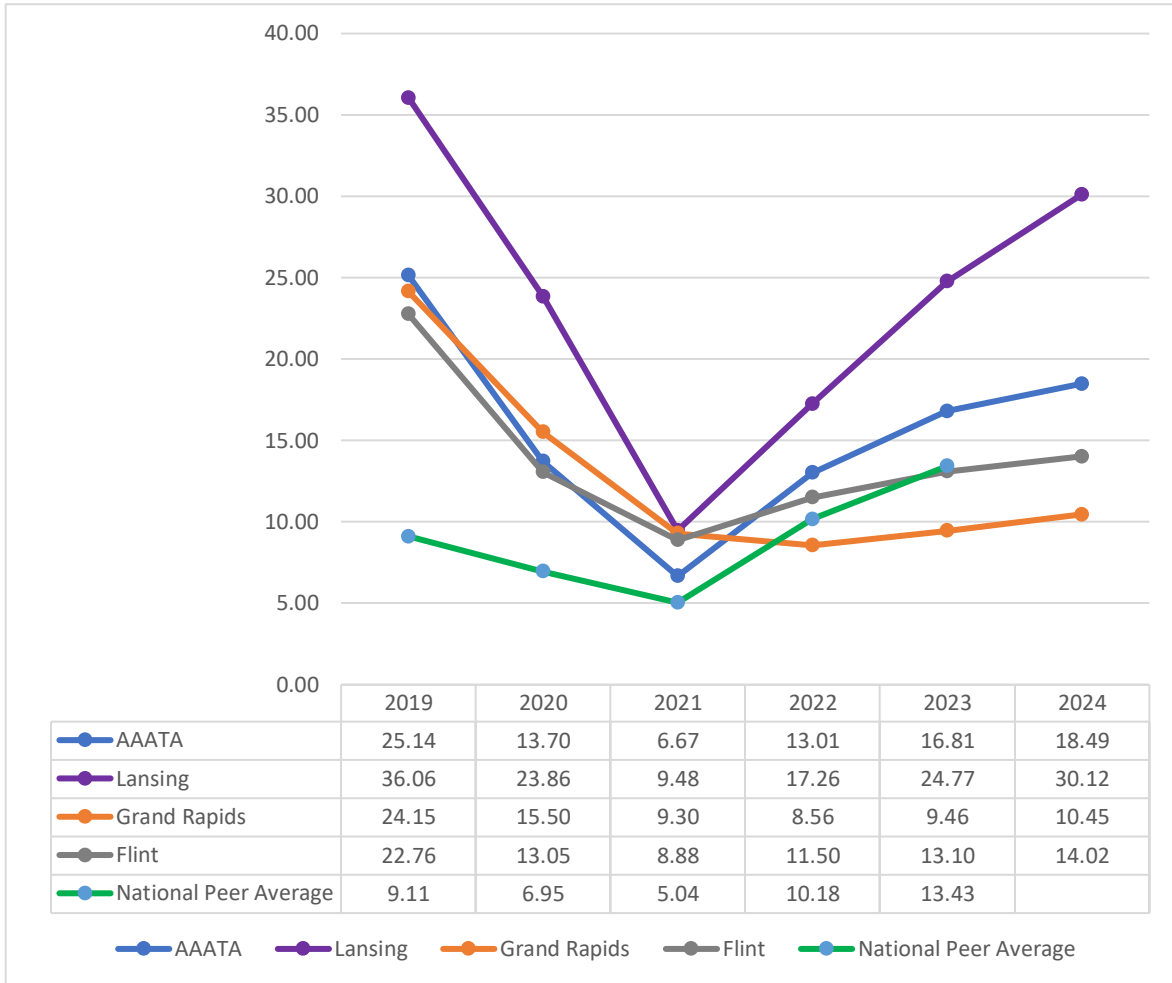
TheRide’s ridership increased by 10% from 2023 to 2024. Similar trends were observed among regional peers during the same period.



**Source:** National Transit Database for FY 2019-2023  
 National peer data is currently available until FY 2023.  
 FY 2024 numbers are collected directly from peer agencies and are preliminary.

**C. Ridership per capita**

The Ride's ridership per capita increased by 10% in FY 24 from FY23. Similar trends were observed among regional peers. See graph below for detail

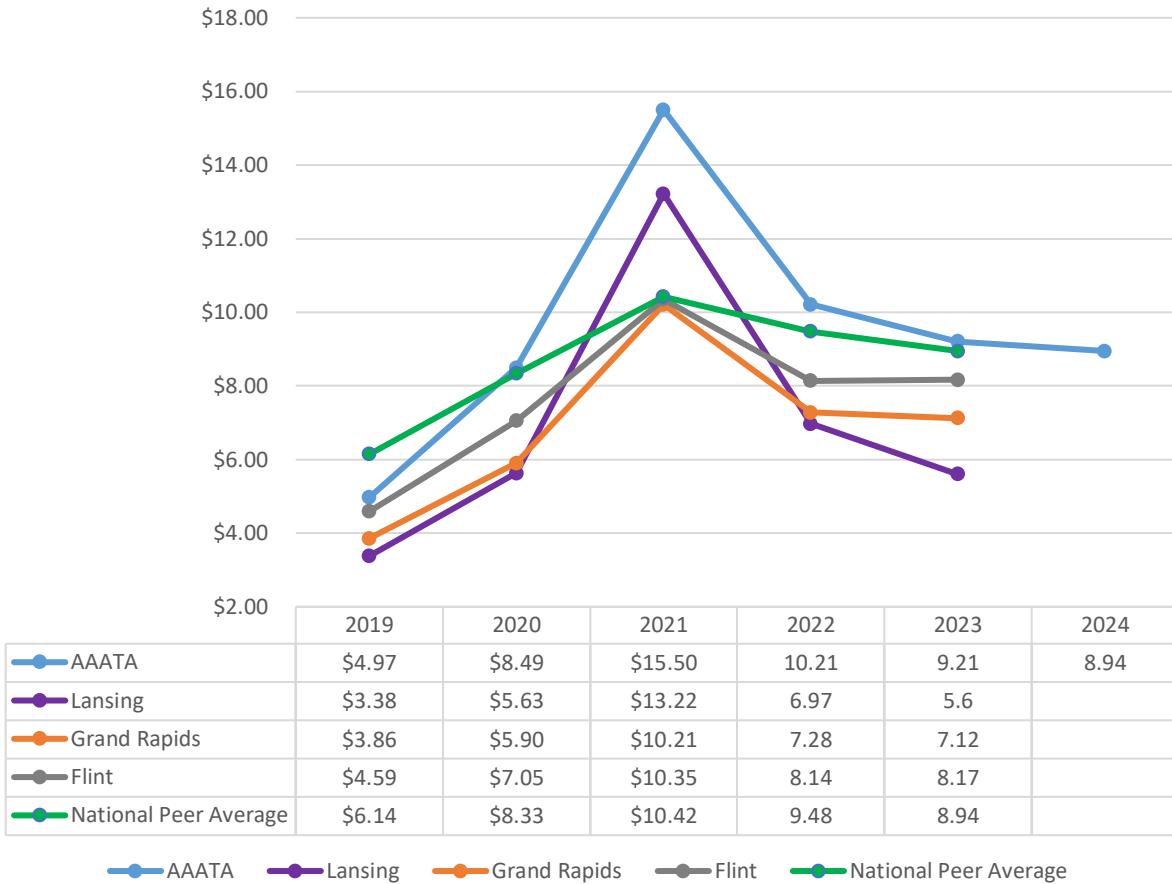


**Source:** National Transit Database for FY 2019-2023.  
 National peer data is currently available until FY 2023.  
 FY 2024 numbers are collected directly from peer agencies and are preliminary.

**D. Cost per trip**



TheRide’s operating expense per passenger trip decreased by 9.8% from 2022 to 2023. This was in line with regional and national peers. See graph below for detail..



**Source:** National Transit Database for FY 2019-2023.  
 National peer data is currently available until FY 2023.  
 FY2024 peer data was not available when authoring this report.

- D. Policy 1.1.3 was partially compliant and therefore this policy is partially compliant. A compliance timeline has been provided under the policy.

**POLICY 1.1**

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

**Degree of Compliance: Compliant**

**Interpretation**

Operational Definition:

I interpret this policy to mean that TheRide’s fixed route and paratransit services will be organized and distributed in a fair and equal manner that facilitates access for the majority of residents, regardless of income or personal mobility, to most employment, education, medical, shopping, and government destinations.

Measure/Standards & Achievement

Compliance with this policy will be demonstrated when:

- A. At least 80% of the population in the membership area is within 0.25 miles of a fixed-route bus stop.
- B. There is a bus stop within a 0.25-mile walk of all major destinations (i.e., Hospitals, grocery stores, post offices. Access to jobs and education institutions is addressed in later policies) in the area.
- C. For residents unable to use fixed-route buses due to a mobility limitation, curb-to-curb paratransit will be available for all origin and destinations points within ¾ miles of a bus route.
- D. All service changes comply with the Equity Analysis Policy and federal civil rights law.
- E. Policies 1.1.1 (affordability), 1.1.2 (infrastructure accessibility & paratransit), and are compliant

Rationale

This is reasonable because

- A. 80% of residents within 0.25 miles of a bus stop is a transit industry service standard. 0.25 miles is a commonly accepted walking distance equivalent to 3-4 city blocks. 80% of residents ensure coverage while recognizing that many low-density areas will be uneconomical to serve while also creating direct service with low travel times. A target of 80% is possible within the agency resources.
- B. Placing bus stops within 0.25 miles of major destinations ensures connectivity within a generally accepted walking distance. Access to a majority of crucial destinations (Hospitals, grocery stores, post offices) as well as employment (policy 1.3.1) and education destinations 1.3.2) allows full participation in society.  
Mass transit targets the largest ridership markets while providing basic services as widely as is affordable. A mass transit service cannot cater to every individual need in a widely dispersed auto-centric landscape without either creating long circuitous routes that discourage new ridership, or requiring more resources than are available.
- C. Federal law (ADA) requires paratransit service be provided within 3/4 of a mile of a bus route. Congress has determined that this is sufficient.  
Additionally, the agency offers other demand response services (FlexRide, VanRide, etc) to specific geographic areas where fixed route is not viable.
- D. The Equity Analysis Policy is based on requirements of Title VI of the Civil Rights Act of 1964, is reviewed and approved by the Board, and requires that all services and fare changes

consider impact to low-income populations and minority populations and mitigate any disparate impact/ disproportionate burden on these populations. This is the industry standard for determining whether services are distributed “fairly”.

- E. Policy 1.1.1 addresses low-income affordability, and 1.1.2 addresses accessibility for people with disabilities, paratransit and language barriers directly.

**Evidence**

**Source of Data:** Lower-level policy compliance, agency planning data

**Date of Data Review:** 11/26/2024 as verified by the Senior Transit Planner

**Data:**

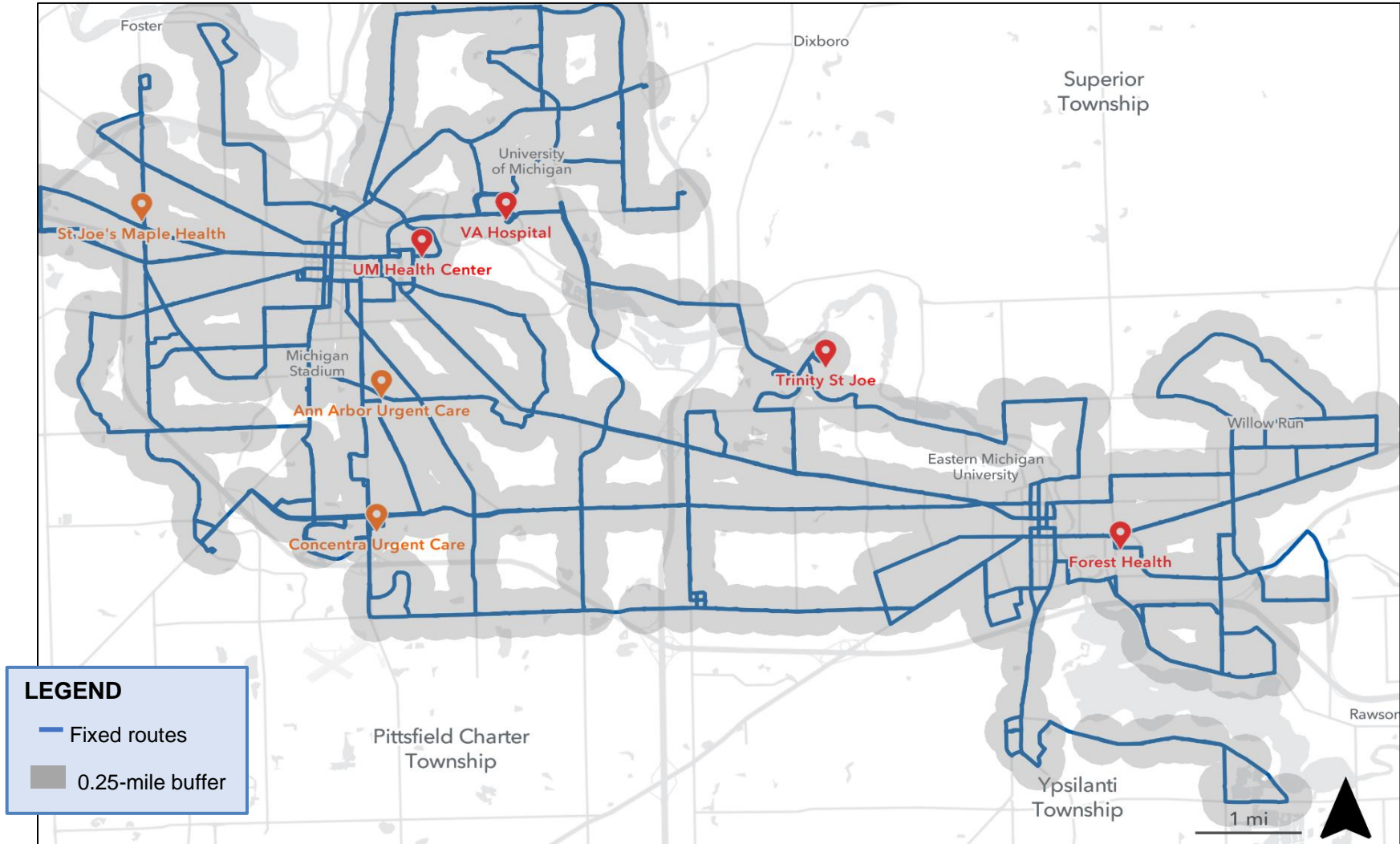
**A. Residential Coverage**

During the monitoring period, fixed route service covered 82% of the population within a quarter mile. The table below provides an analysis of the quarter mile coverage.

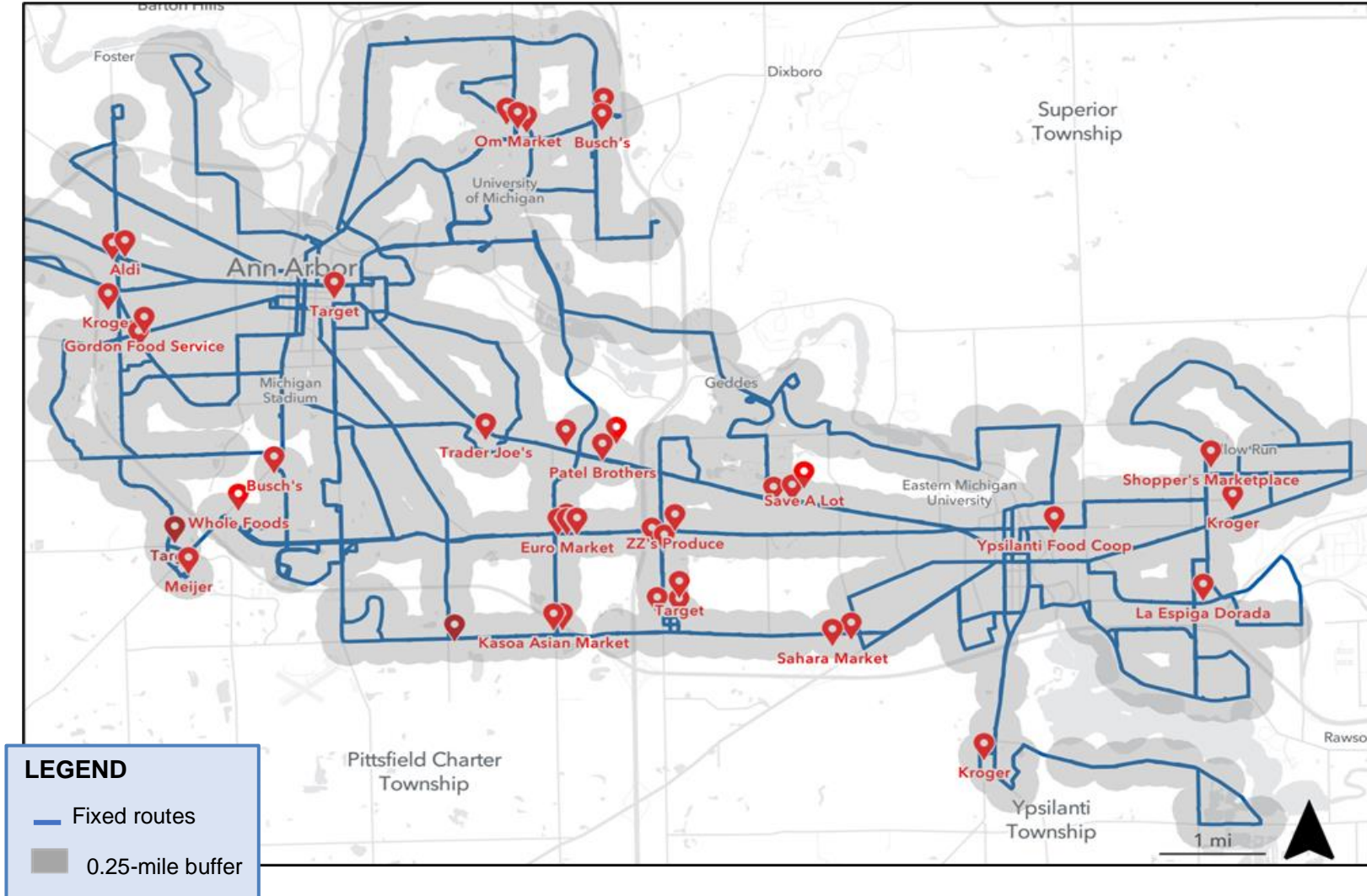
	Population	Target	Target met
Area	199,440	80%	Yes
Quarter mile	163,115		
Quarter mile %	82%		

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

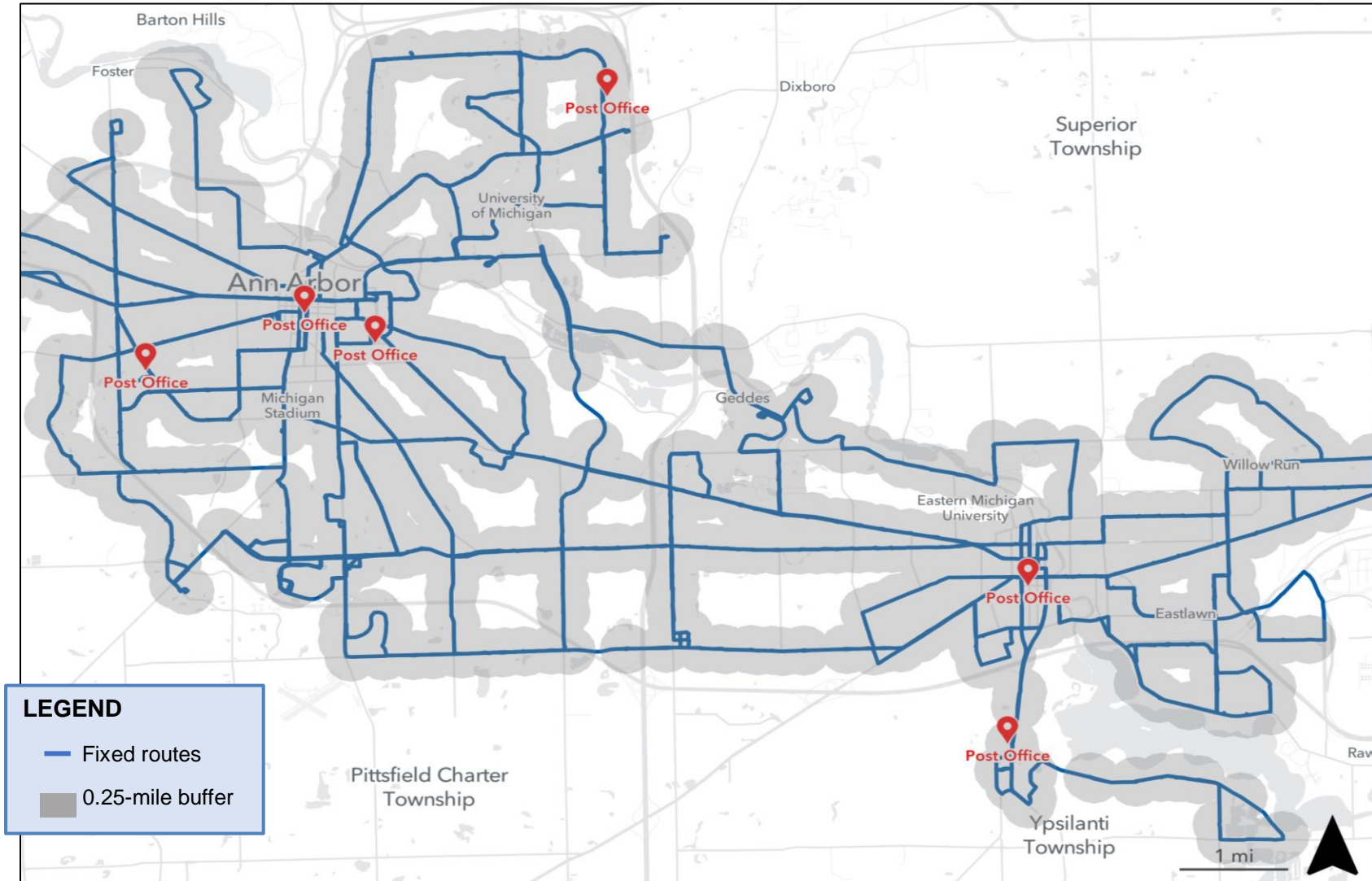
1. Fixed route covers all major medical facilities in the membership area. Bus stops are available within a 0.25-mile walk.



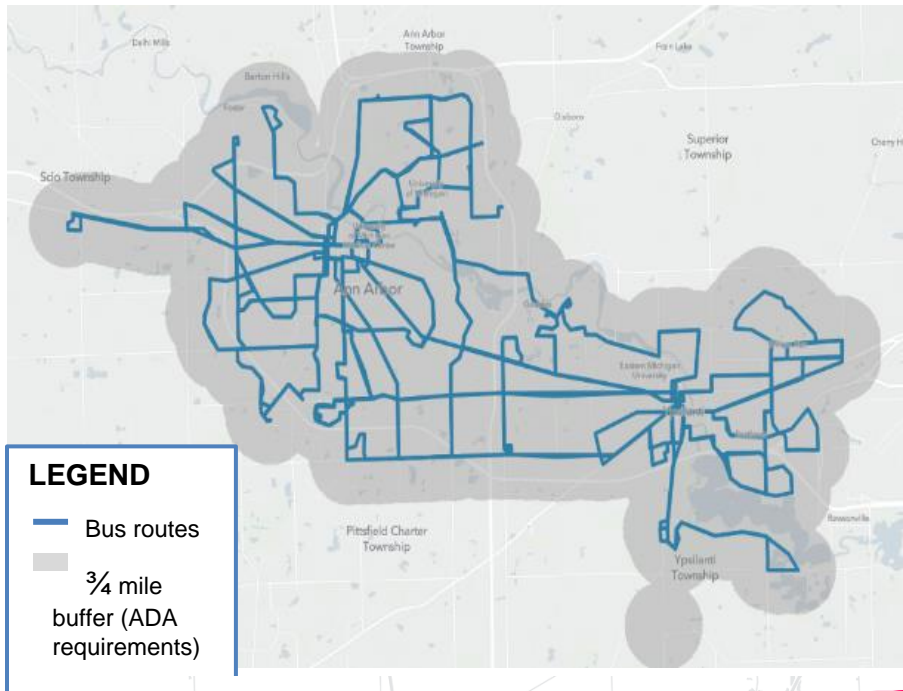
2. Fixed route covers major grocery stores in the membership area. Bus stops are available within a 0.25-mile walk.



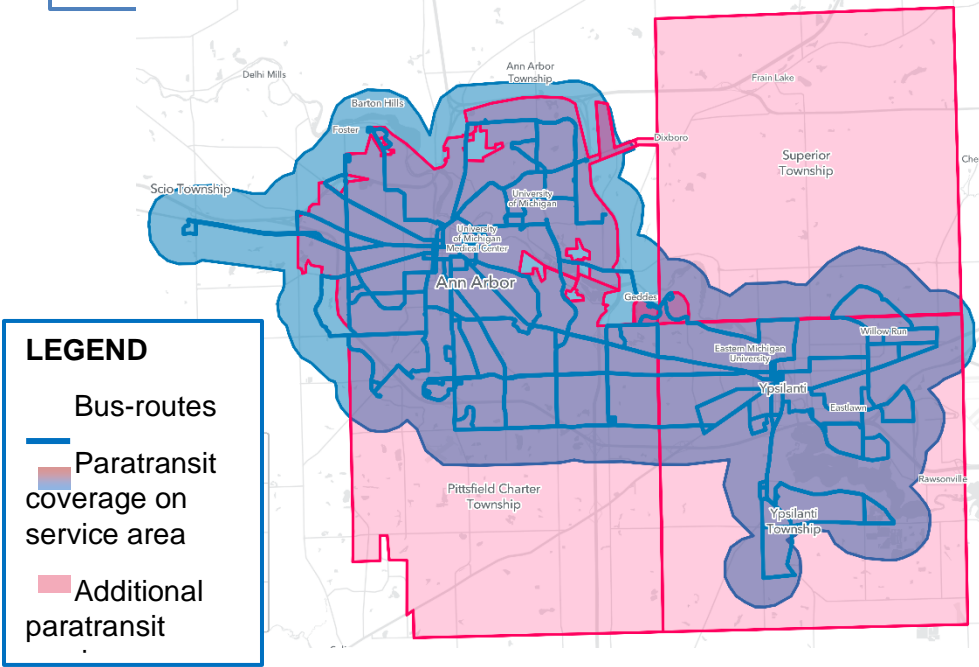
3. Fixed route covers all post offices in the membership area. Bus stops are available within a 0.25-mile walk.



### C. Paratransit services



The Americans with Disabilities Act (ADA) requires that paratransit services be offered within 3/4 mile from the fixed route service. This area is indicated on the graphic on the left.



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

- D.** All service changes done during the monitoring period were compliant with the Equity Analysis Policy and Title VI.
- E.** Policy 1.1.3 is partially compliant and therefore this policy is partially compliant. A compliance timeline has been provided under in the policy.

## POLICY 1.1.1

People with economic challenges have affordable public transportation options.

**Degree of Compliance: Compliant**

### **Interpretation**

#### Operational Definition

I interpret this policy to mean that the agency provides a discounted fare for low-income riders. Further, I interpret low-income population to be the threshold set and used by the State of Michigan which is based on the federal poverty level. Generally, this category is eligible for Medicaid. By extension, this means that Medicaid holders are eligible for TheRide's discounted fare. Low-income individuals who do not have a valid Medicaid card may obtain eligibility through alternate eligibility at outside community agencies from which they currently receive services.

#### Measure/Standards & Achievement

Compliance will be demonstrated when any recommended changes to the fare structure include a 50% discount for low-income residents.

#### Rationale

This is reasonable because

1. Having a threshold to determine eligibility is reasonable because otherwise everyone could use the discount, and the intent of the discount would be compromised, and excessive revenue lost (i.e., inefficient subsidy).
2. The State's threshold is good enough because it is based on the Federal Poverty level as set by Federal laws. Beyond that, States may choose to extend these provisions to other categories (e.g., people with disabilities). The State uses this definition to issue Medicaid cards.
3. Patrons who qualify for Medicaid automatically qualify for our low-income program (fare deal). This allows us to determine eligibility without incurring the costs of administering eligibility criteria ourselves. Low-income patrons *without* Medicaid cards, can have their Fare Deal eligibility determined through outside organizations. This empowers outside organizations that serve low-income populations to certify individuals, thereby expanding availability, and saving the agency administration costs and privacy concerns.
4. The Federal Transit Act requires transit agencies to provide a 50% discount for seniors and persons with disabilities during peak hours. Although no specific thresholds are set for people with low-income categories, TheRide extends the same thresholds (50%) to low-income populations at both peak and non-peak hours. This simplifies administration and avoids accusations of preference.
5. Full-priced fares (\$1.50) only cover about 10% of the costs of a trip, taxpayers pay the remainder. The 50% discount (75 cents) can be seen as an additional, compounded discount that means the discounted user only pays about 5% of the cost to provide the trip. This is reasonable within our budgeting resources.
6. The roles in this interpretation are reasonable because the CEO only recommends changes to fares (2.5.12) and the Board decides on fare changes (3.2.9).



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**Evidence**

**Source of Data:** Budget documents, meeting minutes, and fare structure records

**Date of Data Review:** 11/21/24 as verified by Corporate Strategy and Performance Officer

**Data:** The fare structure did not change in the monitoring period. It did include a 50% discount for low-income passengers. Since there were no changes to fares, the CEO did not make any fare structure recommendation.

## **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: Compliant**

### **Interpretation**

#### Operational Definition

I interpret this policy to mean that the agency meets legal requirements in making accommodations for transit users in the above-named categories so they can use our services. Further, 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, which suggests the need for additional consideration.

#### Measure/Standards & Achievement

Compliance will be demonstrated when

- A. The agency has a plan to make all bus stops adjacent to sidewalks wheelchair accessible by a specific timeline and achieve its target for the monitoring period.
- B. Residents and visitors who are not physically able to use the fixed route service due to mobility limitations have access to door-to-door paratransit service that meets ADA minimum requirements.
- C. 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.
- D. Printed and electronic translations of passenger information are available in Korean, Spanish and Chinese (Mandarin).
- E. Anyone using an ADA-compliant wheelchair is able to access all buses and passenger terminals.
- F. All terminals have functional audio and visual departure announcements.
- G. All fixed-route buses have audio and visual stop announcements.
- H. TheRide is found to have no deficiencies in the FTA review for all legal requirements that pertain to accommodating anyone with disabilities (ADA) or language (Title VI).

#### Rationale

##### This is reasonable because

- A. This is reasonable because some bus stops have no adjacent sidewalks and the TheRide cannot legally improve them in those circumstances.
- B. This is reasonable as it is consistent with federal law. Additional levels of service beyond the minimum are possible but carry steep costs that cannot be accommodated in the budget.
- C. This is reasonable because it allows the bus driver to exercise discretion based on circumstance.
- D. Limiting non-English access to the three most spoken languages in the area is reasonable because it meets minimum federal requirements (Title VI). More is possible but comes at a high cost for few beneficiaries, creates expectations for additional versions, and on-line translation services are free.
- E. 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 report).

- F. This is reasonable in order to accommodate passengers who have audio and visual limitations in buses.
- G. This is reasonable in order to accommodate passengers who have audio and visual limitations at terminals.
- H. This is reasonable as it's an external regulation providing an objective review.

### Evidence

**Source of Data:** Operational data for facilities (including bus stops), buses, paratransit and fixed route services.

**Date of Data Review:** 11/22/24 as verified by Mobility Services Manager, DCEO Planning and Innovation, Manager of Fleet and Manager of Facilities.

#### A. Bus stops

Year	Target (# of completed bus-stops).	Actual bus stops completed.	Target achieved
2022	New construction: 5 (1.3%)	3 (0.8%)	No, only 3 permits were issued in this monitoring period.
2023	New construction: 8 Total complete: 13 (3.4%)	10 Total 13 (3.4%)	Yes, 2 more stops completed. On target to have 3.4% complete at this time.
2024	New construction: 12 Total complete: 25 (6.6%)	12 Total 25 (6.6%)	Yes. Completed 12 stops as scheduled.
2025	New construction: 18 Total complete: 43 (11.4%)		
2026	New construction: 25 Total complete: 68 (18%)		
2027	New construction: 30 Total complete: 98 (26%)		
2028	New construction: 35 Total complete: 133 (35.3%)		
2029	New construction: 40 Total complete: 173 (45.9%)		
2030	New construction: 45 Total complete: 218 (57.8%)		
2031	New construction: 50 Total complete: 268 (71.1%)		
2032	New construction: 54 Total complete: 322 (85.4%)		
2033	New construction: 55 Total complete: 377 (100%)		

#### B. Paratransit

	ADA Minimum Standards	TheRide's Current Level of Service	Target achieved?
Origin to destination	Provision of door-to-door paratransit services	Meets ADA minimums and provide door to door upon request.	Yes

<b>Coverage area</b>	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
<b>Trip denials for advanced booking</b>	None, within one-hour negotiation window	None, within one-hour window.	Yes
<b>Fare</b>	A maximum of 2x the fixed route cost.	Paratransit fares are \$3.00, twice the fixed route fare of \$1.50.	Yes
<b>Vehicles</b>	All buses are wheelchair accessible.	All vehicles (including paratransit vehicles) are wheelchair accessible.	Yes
<b>Assistance</b>	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
<b>Advance booking</b>	Allow up to 14 days in advanced booking.	TheRide allows up to 3-days in advanced booking.	Yes
<b>Scheduling window</b>	Allow for 30 minutes before or after scheduled time.	Allow for 30 minutes after scheduled time.	Yes
<b>Origin to destination</b>	Origin to destination	Origin to destination and door to door as requested.	Yes
<b>Reservations</b>	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
<b>Reasonable modification</b>	Reasonable modification at customer request.	Reasonable modification at customer request.	Yes
<b>Will-call return trips</b>	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
<b>Service Animals</b>	Service animals are permitted to accompany service users.	Service animals are permitted to accompany service users.	Yes
<b>Trip Purpose</b>	There are no restrictions or priorities based on trip purpose.	There are no restrictions or priorities based on trip purpose.	Yes
	<b>Current Status</b>	<b>Target</b>	<b>Target achieved?</b>

C. Age limit	There is no age limit to use the bus. Infants, toddlers, and young children need to be	No age limit to ride the bus.	Yes
D. 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
E. % of buses and passenger terminals that are wheelchair accessible	100%	100%	Yes
F. % of buses with audio and visual stop announcements	100%	100%	Yes
G. % of terminals with functional audio and visual departure announcements	100%	100%	Yes
H. All legal requirements that pertain to accommodating anyone with disabilities (ADA) or language (Title VI) are found compliant during the FTA review.	100%	100%	Yes

**POLICY 1.1.3: Riders and prospective riders perceive public transportation services as safe.**

**Degree of Compliance: Partial Compliance**

**Interpretation**

Operational Definition

I interpret this policy to mean that a high proportion of patrons will report feeling safe from harassment, crime, and assault while using, preparing to use, and considering whether to use, TheRide’s services. Patrons do not include the general public as the board consciously decided a transit agency could not be responsible for overall public safety everywhere.

Measure/Standards & Achievement

Compliance will be achieved when

- A. **Riders:** No more than 10% of riders report feeling insecure on buses or at terminals or bus stops.
- B. **Prospective Riders:** A telephone survey of service area residents (Ann Arbor, Ypsilanti and Ypsilanti township) has no more than 10% of the respondents indicating safety or safety related issues to be the most important issue/concern facing the community.
- C. **Complaints:** Safety related customers' complaints are not more than 1 to every 100,000 boardings.
- D. **Actual incidents:** Verifiable incidents of assault, harassment and crime at our facilities (including bus stops, terminals and buses) are not more than **X** for every 100,000 passengers.

Rationale

This definition of “safe” - from concerns of harassment, crime or assault – is reasonable because it addresses the behaviors most likely to make a patron feel unsafe. It also complements the prohibition on discriminatory or disrespectful behaviors in policy 2.1 which applies equally to authority figures such as staff and police. Authority figures are prohibited from discrimination or harassment but are expected to hold individuals accountable for behavior that makes other patrons feel unsafe.

- A. Using an onboard survey is reasonable as it measures perceptions of people currently using the service (riders). A target of 10% is reasonable as it is a small percentage, perceptions are subjective, and some people may feel unsafe due to reasons beyond our control. For example, police presence may spur feelings of safety for some and feel threatening to others. Pragmatically, it is not possible to create widespread feelings of security in a public space without the use of law enforcement and other authority figures. Conducting the survey every two years is reasonable within available resources.
- B. The telephone survey collects data from service area residents who make up the largest number of prospective riders. Understanding their concerns and interests informs on how we can better reach them to increase ridership. Having safety or safety related concerns at 10% or less is reasonable as surveys are subjective and this is a reasonably small percentage.
- C. With surveys being subjective, valid complaints provide objective data with clear context. A target of 1 compliant for every 100,000 passengers or less indicates that the agency is

invested in providing the safest conditions resulting in customers having relatively few complaints on safety and safety-related issues.

**D.** To complement the importance of perception, tracking actual incidents is reasonable as it provides objective data and context on the safety and security of riders and prospective riders. A target for this interpretation has not been developed given that this is a new policy. Therefore, the CEO notes that this is a partial interpretation (rationale is incomplete). A target will be developed and available to the Board in the next monitoring period.

**E.**

**Evidence**

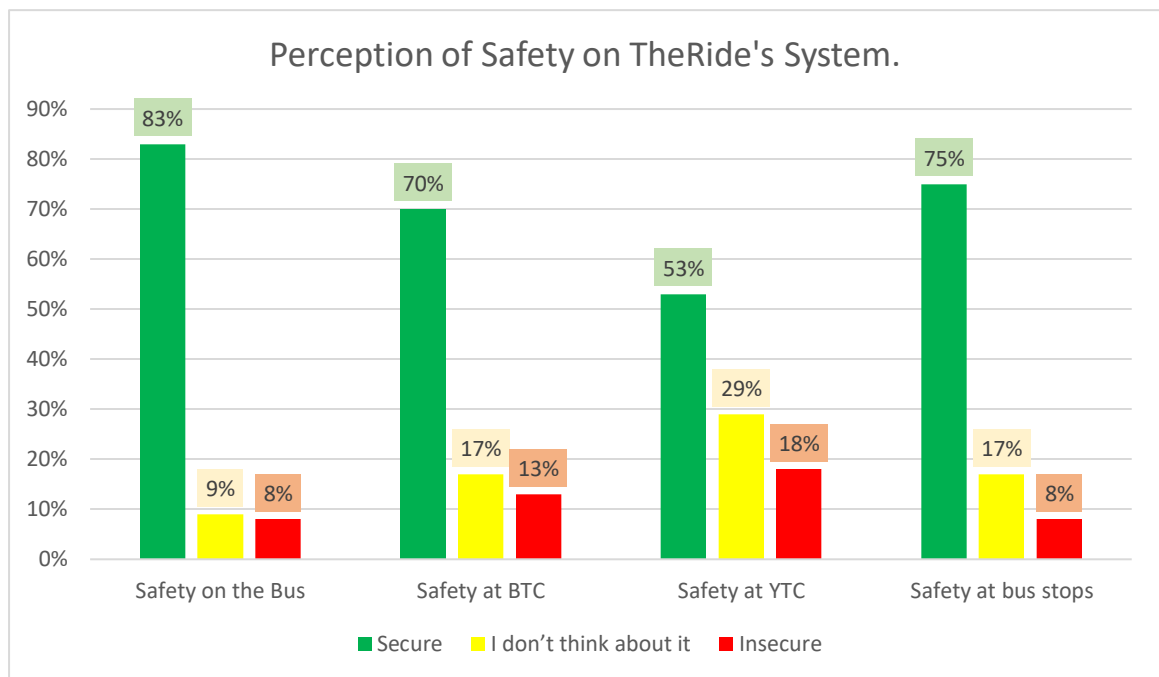
**Source of Data:** Survey data and Customer Feedback

**Date of Data Review:** 11/22/2024 as verified by Customer Service Officer and Senior Transit Planner

**Data:**

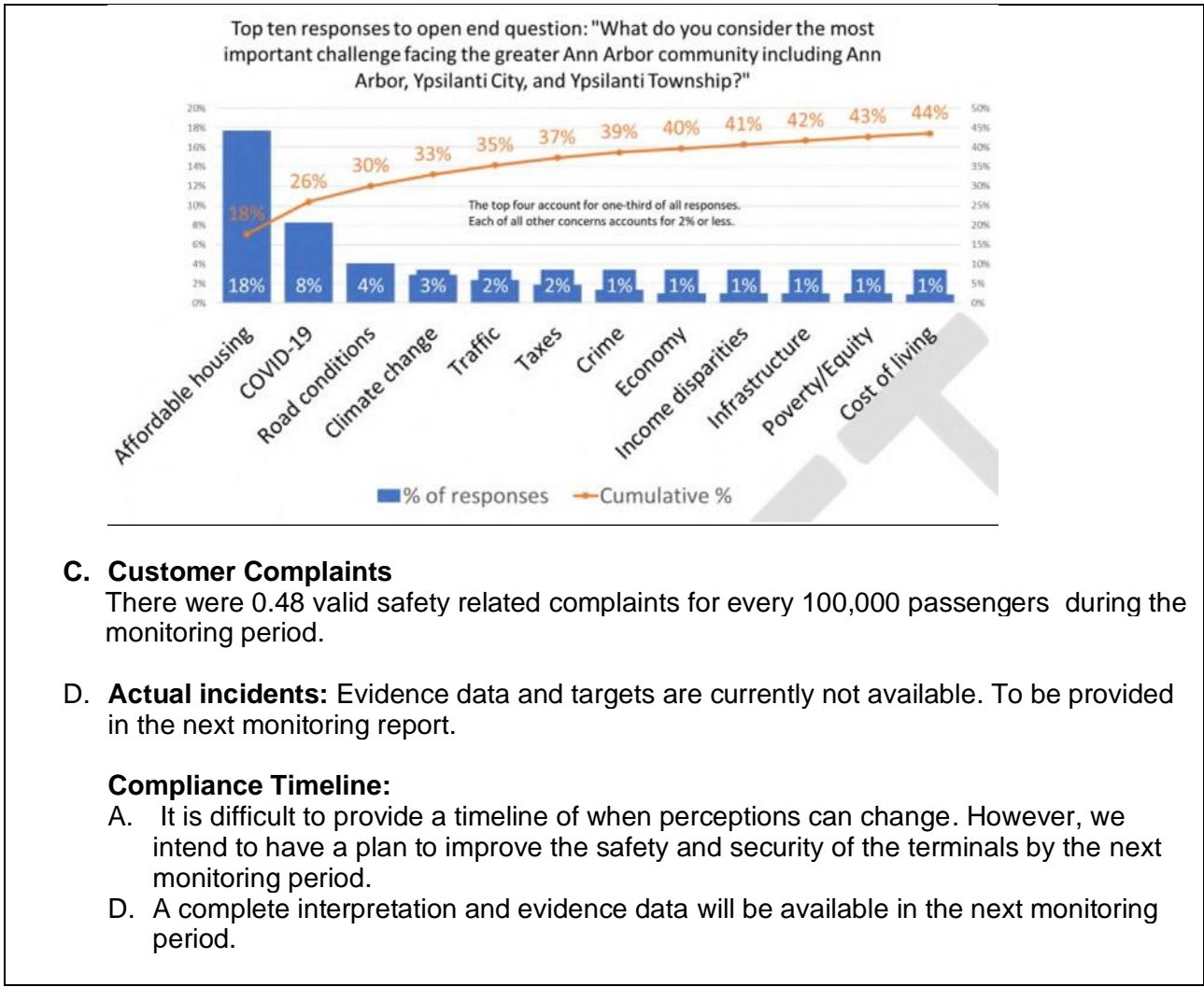
**A. Onboard Survey:**

In 2024, an onboard survey was conducted. While less than 10% of riders reported feeling insecure on buses or at bus stops, more than 10% of riders reported feeling unsafe at both bus terminals. Due to this, the CEO’s reports partial compliance to the policy.



**B. Telephone Survey:**

In 2022, a telephone survey asked residents of the area to identify the most important issue facing the community. Below are the results. Safety (crime, harassment or assault) or safety related issues did not make up 10% of the residents’ major concerns.





**POLICY 1.2**

Public transportation positively impacts our environment.

**Degree of Compliance: Compliant**

**Interpretation**

Operational Definition

I interpret this policy to mean that transit services work to attract riders who might otherwise have used a car to travel, thereby reducing the overall pollution from the transportation system.

Measure/Standards & Achievement

Compliance with policy will be demonstrated when policies 1.2.1 through 1.2.3 are compliant.

Rationale

This is reasonable because policy 1.2.1 to 1.2.3 provide the outcomes of reducing the carbon footprint from automobile use. This includes increased use of public transportation as compared to the use of a personal car, public transportation encourages compact and walkable land developments, and that the agency advocates for transit supportive development.

**Evidence**

**Source of Data:** Lower-level policies

**Date of Data Review:** 11/30/2024 as verified by Corporate Strategy and Performance Officer

**Data:**

All lower-level policies are compliant.

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**POLICY 1.2.1**

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

**Degree of Compliance: Compliant**

**Interpretation**

Operational Definition

I interpret this policy to mean that available survey data will indicate an increased use of public transportation as compared to use of a vehicle.

Measure/Standards & Achievement

Compliance with this policy will be demonstrated when data reported by SEMCOG indicates increased transit mode share (i.e. % of all work trips) year to year as compared to driving alone.

Rationale

This is reasonable because mode share (similar to market share) is an industry-standard measure of how people travel and can be consistently measured over time. Work trips are generally the only types of trips measured. Data collected by a third party (SEMCOG) provides objective measures.

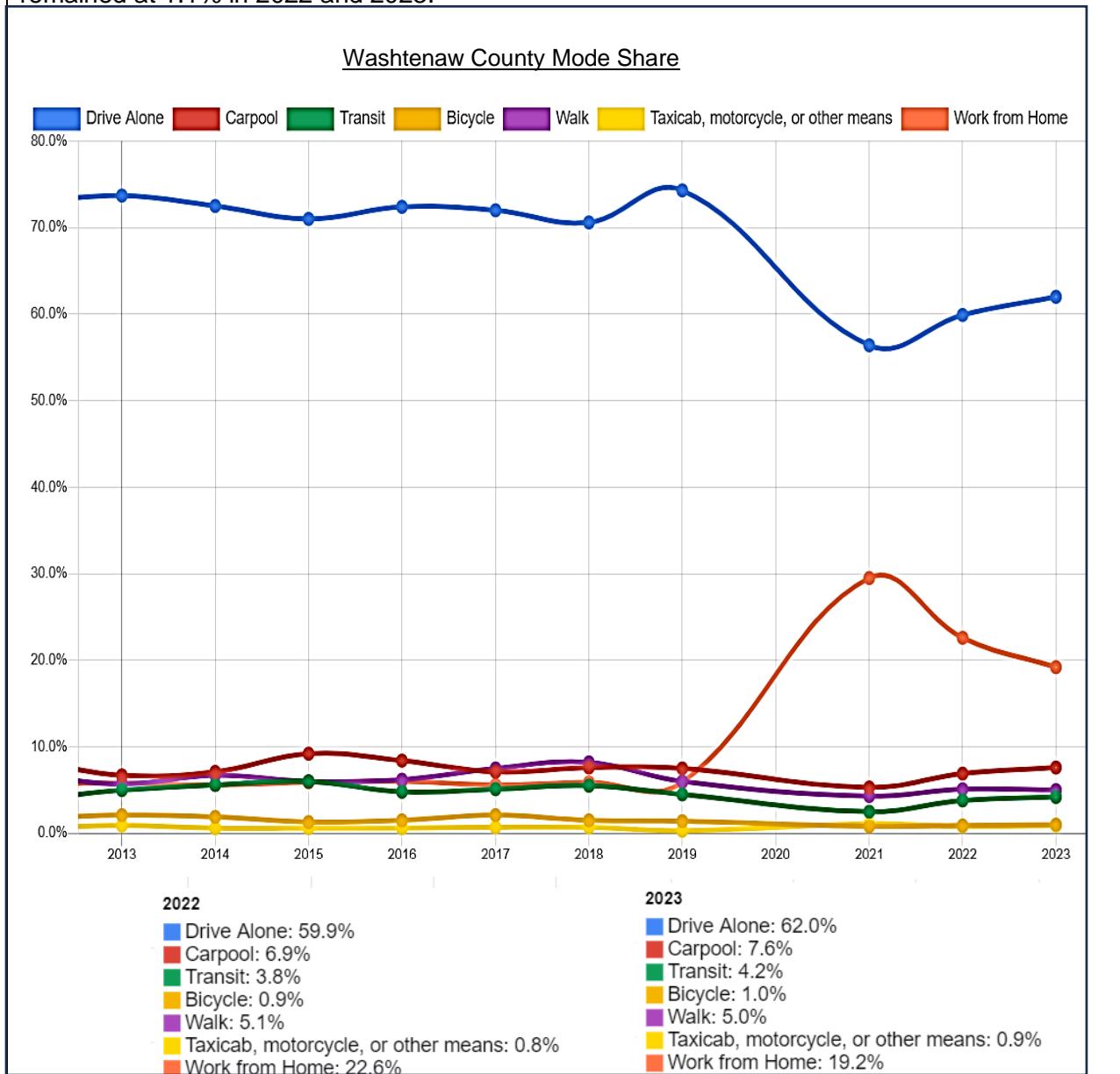
## Evidence

**Source of Data:** SEMCOG data

**Date of Data Review:** 11/26/2024 as verified by the Corporate Strategy and Performance Officer

**Data:**

In our service area, a significant number of people previously working from home returned to work. As a result, residents choosing to drive alone increased by **4%** from a mode share of 59.9% to 62% while transit use increased by **11%** from a mode share of 3.8% in 2022 to 4.2%. See below for that detail. As context, the transit mode share of the Southeast Michigan region remained at 1.1% in 2022 and 2023.



**POLICY 1.2.2**

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

**Degree of Compliance: Compliant**

**Interpretation**

Operational Definition

I interpret this policy to mean that TheRide will operate high-frequency bus service on main corridors before 6pm.

Measure/Standards & Achievement

Compliance during this period will be demonstrated when services on main corridors achieve set targets for frequency. Main corridors are ones where high frequency service is already somewhat viable and where intensification of land development is possible. Specifically, these corridors are Washtenaw Avenue, Plymouth Road, Huron, State Street, Main Street, and Packard.

Rationale

This is a reasonable interpretation because

1. 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
2. Only certain corridors have the combination of potential land development and increasing frequency. A high frequency of departures allows a greater degree of flexibility and unplanned travel – similar to the convenience of owning a car.
3. Focusing on frequency before 6pm is reasonable as it focuses the agency resources on where it is most impactful.

**Evidence**

**Source of Data:** Route information

**Date of Data Review:** 11/06/24 by Senior Transit Planner

As part of the Long-Range Plan service changes that went into effect on August 2024, all routes operating before 6pm increased their weekend frequency from 60 minutes to 30 minutes. See more information below.

	Targets	Current Frequencies (Evidence)	Compliant?
Washtenaw Ave	<b>Weekdays</b> Peak: 10 minutes or better Mid-day: 20 minutes or better Evenings: 30 minutes or better  <b>Weekends daytime:</b> 30 minutes or better	<b>Weekdays</b> Peak: 8 minutes Mid-day: 15 minutes Evenings: 30 minutes  <b>Weekends daytime:</b> 30 minutes	Yes
	<b>Targets</b>	<b>Current Freq.</b>	<b>Compliant?</b>

		(Evidence)	
Plymouth Road	<b>Weekdays</b> Peak: 15 minutes Mid-day: 15 minutes Evenings: 30 min  <b>Weekends daytime:</b> 30 minutes or better	<b>Weekdays</b> Peak: 15 minutes Mid-day: 15 minutes Evenings: 30 minutes  <b>Weekends:</b> 30 minutes	Yes
Huron	<b>Weekdays</b> Peak: 15 min or better Mid-day: 30 min or better Evenings: 30 min or better  <b>Weekends daytime:</b> 30 min or better	<b>Weekdays</b> Peak: 15 minutes Mid-day: 30 minutes Evenings: 30 minutes  <b>Weekends:</b> 30 minutes,	Yes
State Street	<b>Weekdays</b> Peak: 15 min or better Mid-day: 30 min or better Evenings: 30 min or better  <b>Weekends daytime:</b> 30 min or better	<b>Weekdays</b> Peak: <10 minutes Mid-day: <15 minutes Evenings: 30 minutes  <b>Weekends daytime:</b> 30 minutes	Yes
Main Street	<b>Weekdays</b> Peak: 30 min or better Mid-day: 30 min or better Evenings: 30 min or better  <b>Weekends daytime:</b> 30 min or better	<b>Weekdays</b> Peak: 15 minutes Mid-day: 30 minutes Evenings: 30 minutes  <b>Weekends daytime :</b> 30 minutes,	Yes
Packard	<b>Weekdays</b> Peak: 15 min or better Mid-day: 15 min or better Evenings: 30 min or better  <b>Weekends daytime:</b> 30 min or better	<b>Weekdays</b> Peak: 15 minutes Mid-day: 15 minutes Evenings: 30 minutes  <b>Weekends daytime :</b> 30 minutes;	Yes

**POLICY 1.2.3**

Relevant public policy is transit supportive.

**Degree of Compliance: Compliant**

**Interpretation**

Operational Definition

I interpret this policy to mean that the agency educates on, and advocates for, decisions from outside bodies (e.g. municipal councils, legislatures, commissions, etc.) that will help advance other Ends goals (e.g. zoning, parking rules, funding, road pricing, etc.) or reduce agency costs.

Measure/Standards & Achievement

Compliance will be demonstrated when the CEO annually shares with the Board an advocacy agenda for the coming year detailing general goals and objectives for policies changes as well as the outside bodies responsible for changing the policies (e.g. local, state, or federal governments). The agenda must explain how its goals and targets will further the advancement of Board policies or the Long-Range Plan.

Rationale

This is reasonable because TheRide cannot control the decisions of outside actors, but it can demonstrate organization, focus, and effort towards advancing relevant goals.

**Evidence**

**Source of Data:** Board meeting minutes. Staff and board member travel itineraries and meeting appointments.

**Date of Data Review:** 11/24/2024 as verified by the Public Affairs and Community Engagement

**Data:**

The CEO and manager of Public Affairs and Community Engagement presented the advocacy agenda to the Board in the June 2024 Board Meeting. Two Board members also attended The APTA Legislative Conference in Washington DC in May 2024.

**POLICY 1.3**

Public transportation positively impacts the economic prosperity of the area.

**Degree of Compliance: Compliant**

**Interpretation**

Operational Definition

I interpret this to mean that our services will facilitate access to jobs, shopping and education. Further, available local data indicates that residents use public transportation to access the above-mentioned facilities.

Measure/Standards & Achievement

Compliance will be demonstrated when policy 1.3.1 to 1.3.4 are compliant.

Rationale

The Board has fully interpreted this policy in policies 1.3.1 through 1.3.4 below. This is reasonable because policies 1.3.1 to 1.3.4 address access to jobs, schools, visitor utilization of our systems and the service area being connected to Metro Detroit. Compliance with these policies indicate what the TheRide can do to impact economic prosperity of the area within available resources.

**Evidence**

**Source of Data:** Lower-level policies

**Date of Data Review:** 11/26/2024 as verified by Corporate Strategy and Performance Officer

**Data:**

Policies 1.3.1 through 1.3.4 are compliant

### **POLICY 1.3.1**

Public transportation facilitates labor mobility.

**Degree of Compliance: Compliant**

#### **Interpretation**

##### Operational Definition

I interpret this policy to mean that our services will have bus stops located near job opportunities and that residents will report using public transportation to commute to work.

##### Measure/Standards & Achievement

Compliance with this policy will be demonstrated when:

- A. Riders can access 80% of jobs in the service area within 0.25 miles walk from a bus stop.
- B. Transit mode share (percent of people commuting to work by transit) in the Ann Arbor-Ypsilanti area ranks top five as compared to other cities and townships in the South Eastern Michigan region.
- C. Vanpool options are available outside the fixed route service area and operational during the monitoring period.

##### Rationale

The interpretation is reasonable because

- A. As a requirement for service coverage, walking distance standards are the industry norm for setting acceptable limits. A 0.25-mile walking distance is reasonable per industry standards. Providing accessibility of 80% to all essential jobs is reasonable within the agency resources.
- B. Comparing the percentage of people who use transit to commute with other cities and townships provides context and a reasonable benchmarking platform. Being top five indicates TheRide's desires to be a leader in facilitating labor mobility in the region. This target is reasonable with the agency's resources.
- C. The availability of Vanpool services provides additional job accessibility based on market demand.



## Evidence

**Source of Data:** SEMCOG data and agency planning and ridership data.

**Date of Data Review:** 11/26/2024 as verified by the Senior Transit Planner and the Corporate Strategy and Performance Officer

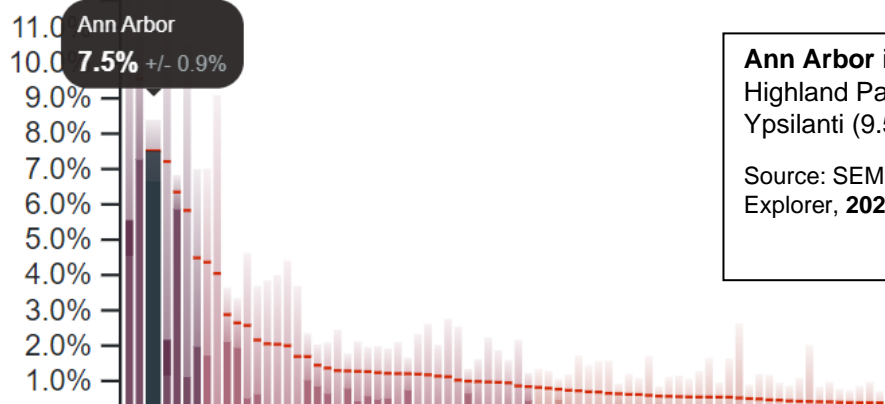
### Data:

#### A. Job Accessibility

The traveling public can access 82% of jobs within 0.25 miles of fixed route. See evidence for 1.1A for more information.

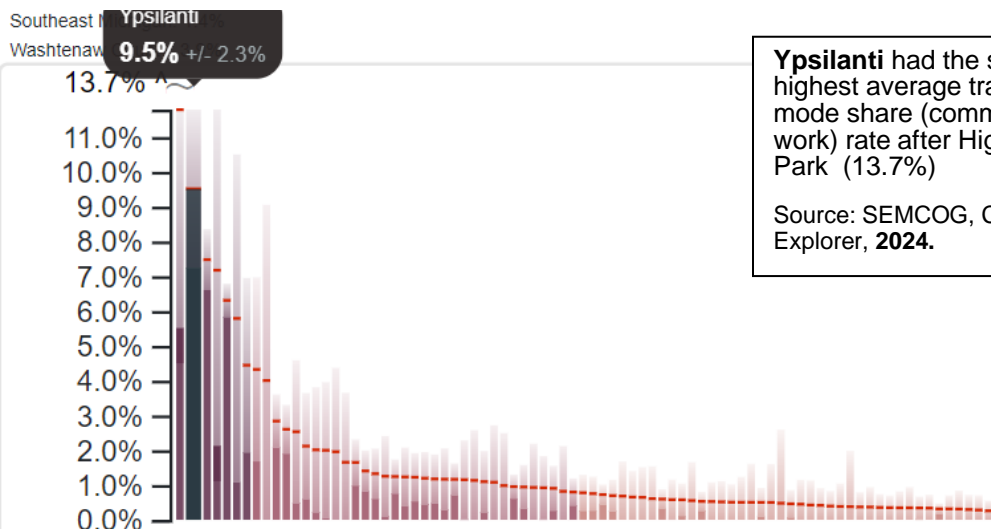
#### B. Commute to Work by Transit, Southeast Michigan Region

Based on SEMCOG data that ranked percent commute by transit, Ypsilanti ranked second and Ann Arbor third. See graphs below for detail.



**Ann Arbor** is third after Highland Park (13.7%), Ypsilanti (9.5%)

Source: SEMCOG, Community Explorer, 2024.



**Ypsilanti** had the second highest average transit mode share (commute to work) rate after Highland Park (13.7%)

Source: SEMCOG, Community Explorer, 2024.

#### C. Van Pool Availability

TheRide's vanpool program was available to any group making regular trips in our service area. TheRide has vanpools originating from Toledo, Detroit, and other distant points. There VanRide ridership was 181,634 for this period.

**POLICY 1.3.2**

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

**Degree of Compliance: Compliant**

**Interpretation**

Operational Definition

I interpret this policy to mean that TheRide will offer transit services to major schools in the area where there no other transportation arrangements e.g., no school buses exist.

Measure/Standards & Achievement

Compliance 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) using fixed route services.

Rationale

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 or parents. However, TheRide does incidentally transport many riders to high school.

**Evidence**

**Source of Data:** Route information

**Date of Data Review:** 11/26/2024 as verified by the Senior Transit Planner.

	<b>Adjacent Routes</b>	<b>Campus within 0.25 miles of a bus stop? Yes/No</b>
<b>UM Main Campus</b>	3, 4, 5, 6, 23, 61, 62, 63, 64, 65,104	Yes
<b>UM North Campus</b>	3, 22, 66	Yes
<b>EMU</b>	3, 4, 5, 104	Yes
<b>WCCC</b>	3, 67	Yes
<b>Concordia</b>	3	Yes

**POLICY 1.3.3**

Visitors use public transportation in the area.

**Degree of Compliance: Compliant**

**Interpretation**

Operational Definition

I interpret this policy to mean that TheRide will make it possible for non-residents to learn about the existence of our services and to use them.

Measure/Standards & Achievement

Compliance will be demonstrated when:

- A. TheRide provides easily accessible information on how to use services both online and at key visitor locations in the area.
- B. People arriving in the membership area via inter-city carriers (i.e., Detroit Metro Airport, intercity rail, or bus) have access to fixed route and paratransit services.
- C. Availability of temporary eligibility provisions for visiting paratransit service users.
- D. Fixed-route service between Ann Arbor and Metro Detroit Airport.

Rationale

- A. Providing passenger information both online and at key visitor locations is reasonable because per a survey conducted by Destination Ann Arbor in Spring 2024, 95% of prospective visitors use websites/online platforms for travel information.
- B. Visitors are likely to enter the area through airports, intercity rail, and bus terminals. Providing Fixed Route bus connections at these entry points is reasonable as it offers them the opportunity to use our services.
- C. Paratransit users eligible in other jurisdictions most often qualify for our services, as eligibility standards are based on general FTA guidelines.
- D. Connecting Ann Arbor to the metro Detroit encourages visitors primarily going to Detroit to visit our service area.

These interpretations are 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. These targets are realistic within the agency’s existing resources.

**Evidence**

**Source of Data:** Route information

**Date of Data Review:** 11/24/2024 as verified by the Senior Transit Planner and Manager of Public Affairs and Community Engagement.

**Data:**

- A. TheRide had accessible information on how to use our services both online and physically in over 100 community organization that include hotels, hospitals, colleges, public schools, libraries, apartments, senior centers.

**B. Connections with Inter-City Carriers\***

	Target	Service during monitoring period (Evidence)	Compliant?
Amtrak (Ann Arbor on Fuller St.)	Accessible via fixed route or paratransit.	Served by Routes 22, 33, 65 and Paratransit	Yes
Greyhound (Ann Arbor on Fuller St.)	Accessible via fixed route or paratransit.	Served by Routes 22, 33, 65 and Paratransit	Yes
Detroit Metro Airport	Accessible via AirRide.	Served via AirRide	Yes

\*We believe the Ypsilanti Greyhound stop has been closed.

**C. 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.

**D. 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**

Public transportation connects the area to the Metro Detroit region.

**Degree of Compliance: Compliant**

**Interpretation**

Operational Definition

I interpret this policy to mean that there will be transit service between our Ann Arbor and Metro Detroit.

Measure/Standards & Achievement

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

Rationale

This is reasonable because that’s what the policy calls for. Funding does not yet exist to create similar connections for Ypsilanti.

**Evidence**

**Source of Data:** Operational records

**Date of Data Review:** 11/25/2024 as verified by Manager of Operations

**Data:**

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**

#### Operational Definition

I interpret this policy to mean that TheRide will offer excellent customer service and that our customers will report being highly satisfied with our services.

#### Measure/Standards & Achievement

Compliance with this policy will be demonstrated when

- A. TheRide achieves a quality-of-service composite score of 1 or better.
- B. 75% or more of passengers participating in onboard surveys that take place every other year indicate that they are satisfied with the services offered.

#### Rationale

- A. The composite score provides a snapshot of the leading indicators for quality-of-service components that address reliability of service, safety and courtesy. It is based on a weighted average with pre-pandemic numbers as baseline targets or other preferred/already established targets e.g., those in the Transit Asset management Plan. A score of 1 (100%) indicates that we have achieved our target in aggregate
- B. 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 years is reasonable because customer satisfaction does not change a lot within a short period of time to warrant more frequent surveys. Given that the surveys responses are subjective, 75% is a realistic target per agency resources.

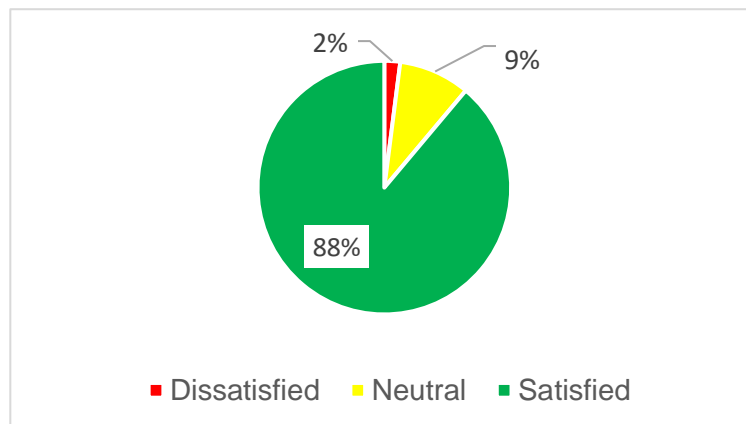
**Evidence**

**Source of Data:** Operational performance data  
**Date of Data Review:** 11/26/2024 as verified by Corporate Strategy and Performance Officer, Manager of Fleet and Manager of Operations.  
**Data:**  
 A. The customer service composite score for FY24 was 1.23 (123%)

	Baseline or preferred target	FY24 Perf.	% of target achieved	Weight	Weighted
<b>Reliability:</b> On-time performance	Above 80%	82.67	103%	0.3	.31
Miles between road calls	Above 28,500*	28,348	99%	0.2	.20
Average age of fleet	6-8 years	7.31	100%	0.1	0.10
<b>Safety:</b> Preventable accidents per 100k passengers	Below 1.85*	1.6296	114%	0.2	0.23
<b>Courtesy:</b> Complaints per 100k passengers	Below 2*	.0001	198%	0.2	0.40
*-pre pandemic baseline.				<b>Total:</b>	<b>1.23</b>

A target of 80% for on-time performance is a stretch target as the industry average is 75%. However, TheRide is committed to providing the best services to its customers and intends to have service on all fixed routes be on time at least 80% of the time.

B. 88% of passengers who participated in the onboard survey in 2024 indicated that they were satisfied with the services offered. See graph below for details.



## **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**

#### Operational Definition

I interpret this policy to mean that the local community will have a positive perception of the agency and its operations.

#### Measure/Standards & Achievement

Compliance with this policy will be demonstrated when:

- (A) Every two years, service area residents (riders and non-riders) respond to an anonymous telephone survey conducted by a third party and 60% or more express generally positive impressions of TheRide.
- (B) Approval of transit millage requests by voters every five years.
- (C) Local area residents who participate in community surveys have favorable perceptions of the public transportation system (TheRide) at a level similar OR higher than the national benchmark.

#### Rationale

- A. These interpretations are reasonable because they provide objective measures (or proxies) of resident's appreciation for transit and TheRide. A 60% target is realistic as it is more than half of participating service area residents. Conducting the telephone surveys every two years is reasonable within the resources of the agency. Resident perceptions do not change significantly within shorter periods to warrant annual surveys.
- B. A millage win (approval of the millage by more than 50% of the residents) indicates that the residents value the services we offer and are willing to continue supporting the agency financially. Transit planning includes forecasted expenditures and hence does not need to occur more often than the five years.
- C. Using national data as an alternate benchmark provides an external comparison of similar industries that experience the same opportunities (e.g., funding) and challenges (e.g., staff shortages,).

## Evidence

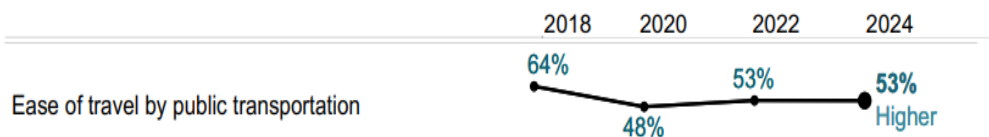
**Source of Data:** Telephone survey results and millage results

**Date of Data Review:** 11/25/2024 as verified by DCEO, Planning and Innovation and Corporate Strategy and Performance Officer

**Data:**

- A. A telephone survey was conducted in December 2021 to January 2022, and 81% of participating residents indicated having a favorable/positive impression of TheRide.
- B. Resident voters approved TheRide’s request to expand and improve transit services with a majority of 61% in August 2022.
- C. In July 2024, the National Research Center conducted a [community survey](#) on Ann Arbor. The results indicate that 53% of community members found public transportation to be excellent or good. This was “higher” than the national benchmark. See below for that detail .The % on the line graph indicate community performance and the text next to it provides a comparison to national performance.

Please also rate each of the following in the Ann Arbor community.  
(% excellent or good)





Policy Trendlines			
Policy	FY23	FY24	FY25
1.0	Yellow	Yellow	Yellow
1.1	Yellow	Yellow	Yellow
1.1.1	Green	Green	Green
1.1.2	Yellow	Yellow	Green
1.1.3	White	White	Yellow
1.2	Yellow	Yellow	Green
1.2.1	Red	Green	Green
1.2.2	Yellow	Yellow	Green
1.2.3	Yellow	Red	Green
1.3	Yellow	Green	Green
1.3.1	Yellow	Green	Green
1.3.2	Green	Green	Green
1.3.3	Green	Green	Green
1.3.4	Green	Green	Green
1.4	Green	Green	Green
1.5	Green	Green	Green

LEGEND	
Green	Policy is compliant
Yellow	Policy is partially compliant
Red	Policy is not compliant

## Guidance on Determining “Reasonableness” of CEO Interpretations

### Are the interpretations reasonable?

An interpretation is reasonable if the following are provided,

1. a measure or standard,
2. a defensible rationale for the measure or standard,
3. a level of achievement necessary to achieve compliance and
4. a rationale for the level of achievement.

### Is evidence verifiable?

Evidence is verifiable if there is

1. actual measurement/data,
2. the source of data and
3. the date when data was collected is provided.

## Board’s Conclusion on Monitoring Report

### Board’s conclusion after monitoring the report.

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

- (A) **a reasonable interpretation for all policy items and that the evidence demonstrates compliance with the interpretations.**
- (B) 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)
  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

## Board Notes: (If Applicable)