

Ends Policies Monitoring Report

Board Meeting: February 17th, 2022

INFORMATION TYPE:
Decision
RECOMMENDED ACTION:
That the Board review this monitoring report and consider accepting it as (C), making reasonable progress toward compliance.
ISSUE SUMMARY:
<p>In accordance with the Board’s Policy Manual, I present the Ends Monitoring Report which covers FY 2021 (Oct 2020-Sept 2021). I feel the Board may want to consider accepting the report as (C) making “reasonable” progress toward compliance, in the context of the pandemic prior to the Delta or Omicron surges. This report was due in December 2021 and is late due to the pandemic and cyberattack of late 2021.</p> <p>We believe that our earlier interpretations, metrics, and evidence are still appropriate for measuring year-over-year progress. It is important to note that while last year’s report included only the first seven months of the pandemic (March-Sept 2020), <u>this year’s report illustrates the impact of a full 12 months of pandemic (Oct 2020-Sept 2021)</u>. Many of the performance statistics illustrate this with worse performance. While ridership began to recover in September 2021, the changes were too late to change the course of the evidence presented below. During FY2021 there was still more focus on Executive Limitations pertaining to the safety of staff and passengers than on ridership growth.</p> <p>I certify that the information in this report is true and complete to the best of my ability, and I request that the Board accept this as indicating an acceptable level of compliance.</p> <div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div style="text-align: center;">  CEO’s Signature </div> <div style="text-align: center;"> January 31, 2022 Date </div> </div>
BACKGROUND:
<p>TheRide’s Board of Directors articulate the results the agency is to produce, for whom, and at what cost. These strategic outcomes are called the Ends Policies. This monitoring report provides the CEO’s interpretations of those policies, evidence of achievement, and an assertion on compliance with the Board’s written goals. As with other monitoring reports, the Board decides whether the interpretations are reasonable, and the evidence convincing.</p>
ATTACHMENTS:
1. Ends monitoring report

TheRide Proposed Ends Policies

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

ENDS POLICIES	Page #	Compliance
AAATA exists so that an increasing proportion of residents, workers and visitors in the Ann Arbor-Ypsilanti Area utilize public transportation options that contribute to the Area’s social, environmental and economic vitality at a cost that demonstrates value and efficient stewardship of resources.	3	
1.1 Residents in the area have equitable access to public transportation services that enable them to participate fully in society.	6	
1.1.1. People with economic challenges have affordable public transportation options.	8	
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.	9	
1.2. Public transportation positively impacts our environment.	12	
1.2.1. Public transportation options are increasingly chosen overuse of a personal car.	12	
1.2.2. Public transportation options minimize energy use and pollution, and conserve natural resources.	13	
1.2.3. Public transportation options produce conditions favorable to more compact and walkable land development.	14	
1.2.4. Relevant public policy is transit supportive	16	
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1.3.1 Public transportation facilitates labor mobility.	18	
1.3.2. Students can access education opportunities without need of a personal vehicle.	20	
1.3.3. Visitors use public transportation in the area.	21	
1.3.4. Public transportation connects the area to the Metro Detroit region.	22	
1.4. Passengers are highly satisfied with public transportation services.	22	
1.5. Residents of the area recognize the positive contributions of public transportation to the area’s quality of life.	24	

 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: Not compliant

Interpretation

The board has partially interpreted “contribute to the Area’s social vitality” in Ends policies #1.1, #1.4 and #1.5; “contribute to the Area’s environmental vitality in Ends policy #1.2; “contribute to the Area’s economic vitality in Ends policy #1.3. Compliance with these items as well as the following will constitute compliance with this policy.

I further interpret this policy to mean that the broadest purpose of TheRide is to facilitate access to destinations within the service area. Further, I interpret the lack of reference to specific vehicle technology to mean that TheRide can utilize whatever mode of transportation is most suitable given the circumstance. This interpretation is reasonable because the State’s definition of “public transit” encompasses almost any type of vehicle, and many opportunities to help the community exist beyond TheRide’s traditional focus on bus service.

Compliance with this policy will be demonstrated during this period when

- A. Ridership:** Ridership on Fixed Route increases consistently with the National peer ridership averages. Fixed-route ridership is a good proxy for overall benefit as it makes up 90% of all riders of all our services. (Other modes of travel are referenced later in the report.) This is reasonable because TheRide peers are similar based on area population, mode type, total annual vehicle miles operated, annual operating budget, population density and population growth rate.
- B. Ridership per Capita:** Ridership on fixed-route services increases faster than population growth. This is reasonable as it indicates that the community is increasing its reliance on transit.
- C. Cost Effectiveness:** Value and stewardship will be demonstrated when our cost-effectiveness remains within the norms of the public transit industry over time. No transit service breaks-even or turns a profit, so profit-oriented financial analysis is less helpful. This interpretation is reasonable because it provides alternative context via benchmarking and trends over time. It also illustrates whether limited funds are being used to benefit the largest number of people possible.

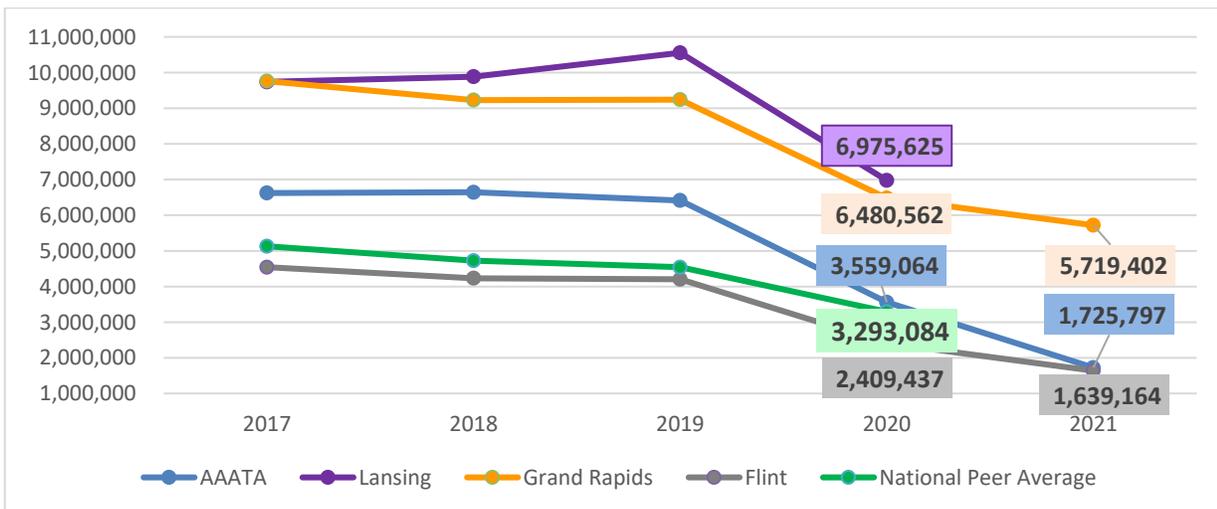
Evidence

A. Annual Ridership

The COVID-19 pandemic continues to undermine TheRide’s pursuit of ridership growth. Overall ridership was lower than FY2020, in large part because the 12 months of FY2021 took place entire during the COVID pandemic. During almost this entire period TheRide’s services, and society in general, were operating at vastly reduced levels. This has resulted in lower performance in general throughout this report.

During this monitoring period, TheRide made important progress by planning for and restoring full service in late August 2021. This restoration was a prerequisite for growing ridership and monthly ridership had recovered to 50% pre-pandemic levels by October (FY2022). However, 11 of the 12 months of this period saw drastically lower levels of service and ridership, and the slight uptick in the 12th month did not change the overall negative trajectory of the evidence provided below.

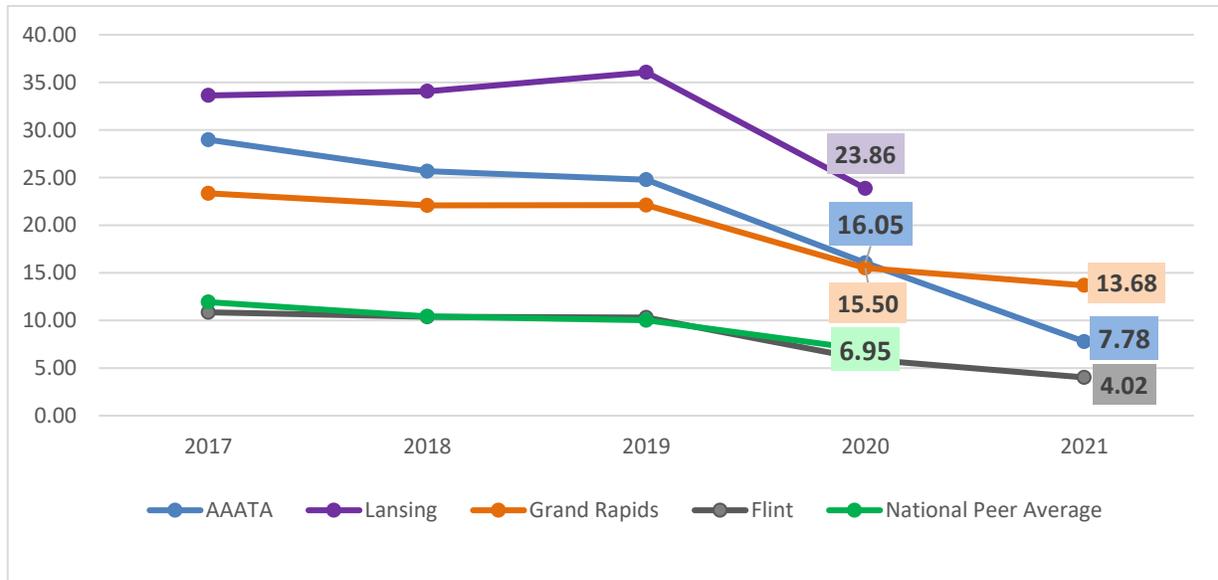
As commuters and others ceased traveling during the pandemic, AAATA’s absolute ridership declined for the second year in a row. The FY2021 figure was roughly half the FY2020 figure, possibly reflecting 12 months of pandemic impacts (2021) as opposed to 7 months (2020). TheRide’s declines were mirrored nationally, although possibly more severe due to our heavy reliance on university student transportation during a period when most teaching was virtual.



Nationally ridership has significantly decreased as telework and telehealth among others begin to become feasible options. TheRide’s ridership may continue to be affected by the nationwide labor shortages that make it difficult to increase and maintain service levels

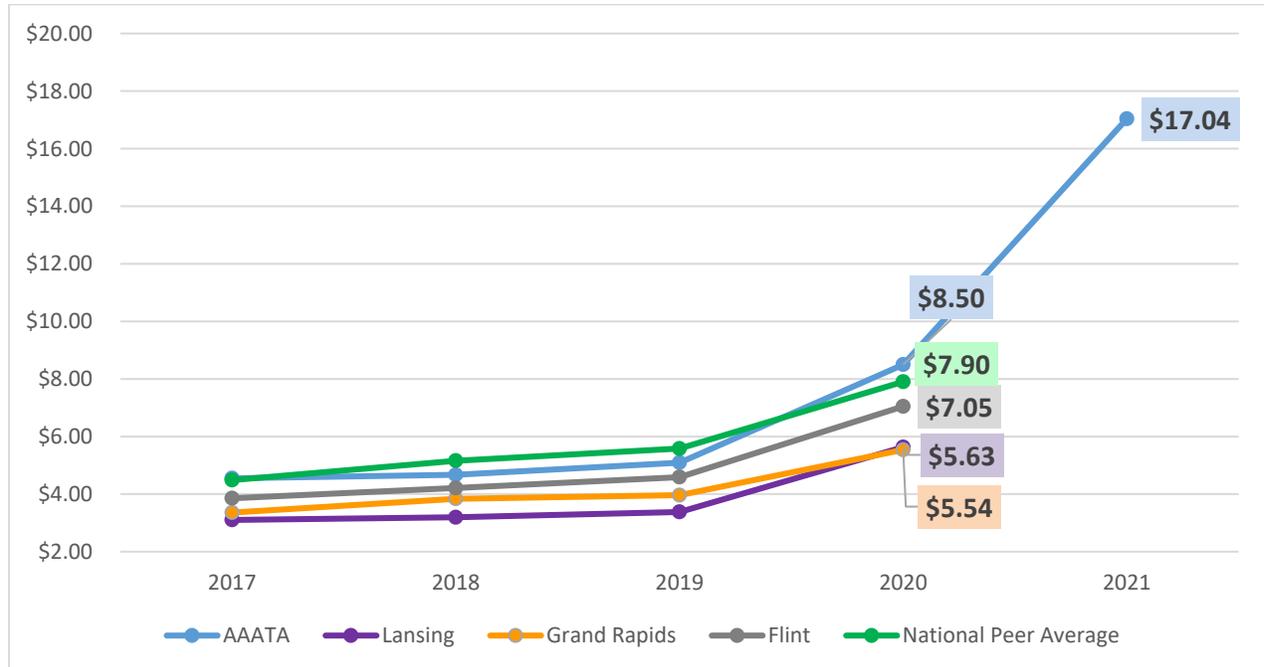
B. Ridership per Capita –

TheRide’s ridership per capita declined from 16.05 in FY2020 to 7.78 in FY2021. This decline was mirrored in other cities to various degrees. The relatively more severe decline may be due to TheRide’s heavy reliance on student ridership as almost all education was done virtually in FY2021. With services restored, hopefully FY2021 will represent the low point from which ridership can rebound.



C. Cost per Trip (not adjusted for inflation)

The cost of operation per trip (total cost/total trips) has seen a dramatic statistical increase, although actual costs did not rise to the same extent. This fraction creates the statistical appearance of increased costs but is actually mostly reflecting the drop in ridership (denominator). This is because many of TheRide’s costs are fixed and could not be easily reduced as ridership dropped. While actual costs had been reduced in many areas, ridership dropped further creating the increase in per trip costs. These changes were closely mirrored in 2020.



Note:

1. Lansing divides its cost across a larger base (including MSU ridership). TheRide does not include U of M on campus ridership in this analysis. This, among other reasons, accounts for the difference in cost per trip among the two agencies.
2. 2015-2020 data is as reported in the National Transit Database. 2021 data is as reported by respective agencies.

Compliance timeline: Any statement about returning to ridership growth would be, at best, a guess. As of the writing of this report (January 2022) the virus and pandemic are again surging. Ridership may not return until passengers feel safe, and the CEO cannot promise when that will occur. However, the CEO would like to believe that with services restored (pending staffing concerns) and the new Omicron variant appearing less lethal, public confidence may begin to return later in 2022. If so, our ridership may begin to rebound suggesting compliance (i.e., year-over-year ridership increases) in the next annual report may be possible. The CEO cannot yet make a prediction about how long it may take to return to pre-pandemic ridership levels but can say that efforts to make the service more attractive will accelerate that growth.

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

The Board has partially interpreted equitable access in policies 1.1.1 and 1.1.2. Compliance with policies 1.1.1 and 1.1.2, as well as the following, constitutes achievement of this End.

Compliance with this policy will be demonstrated when:

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

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

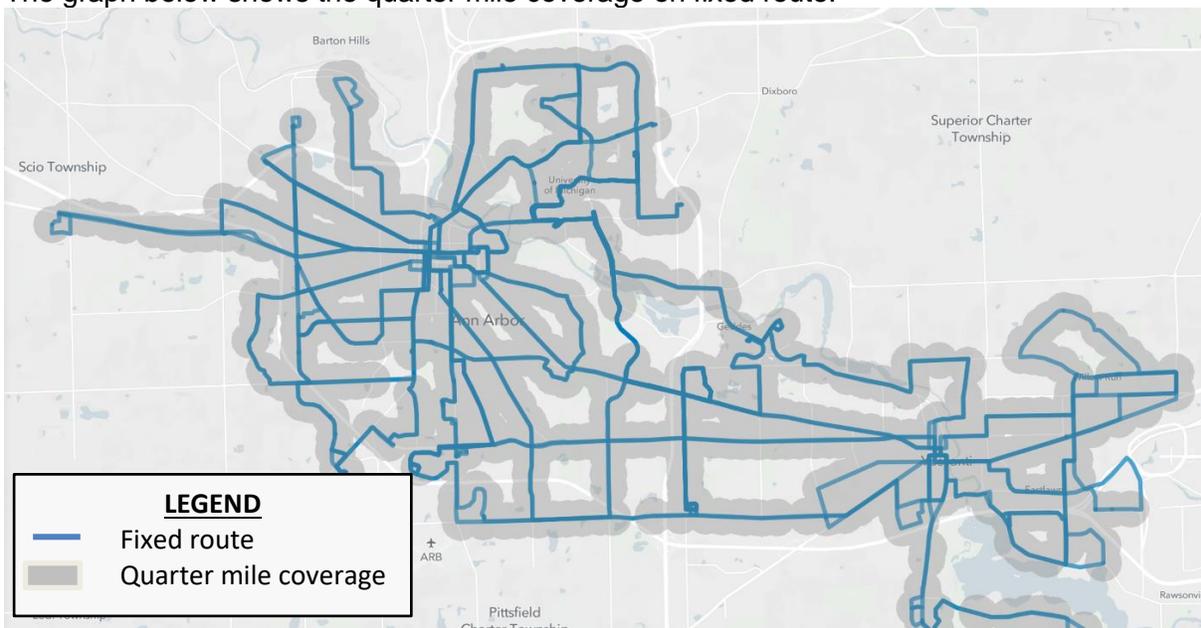
Evidence

A. Residential Coverage

During this monitoring period, fixed-route service fluctuated considerably. However, service covered 80.4% of the population in FY21 during full-service provisions. Prior to full-service provisions, coverage was based on demand essential needs. The table below provides an analysis of quarter mile and half mile fixed-route coverage.

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

The graph below shows the quarter mile coverage on fixed route.



B. Service coverage to essential businesses 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

Paratransit services are offered for origins and destinations within ¼ mile of a bus route.

Compliance timeline: This policy is partially compliant because sub-policy 1.1.2 is not fully compliant. See the policy for more information.

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:

- A) 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. 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.
- B) There is an increase in the number of income eligible registrants compared to the total number of low-income population served. This is reasonable because it indicates that transit is useful to the low-income community. Additionally low-income population for this policy is based on federally defined poverty levels*.

Evidence

- A) TheRide has a fare discount program called the Fare Deal program which low income populations \$0.75 per ride. This is 50% of the \$1.50 cash fare charge. Eligibility for the program is determined by being able to present Medicaid** card and a valid State ID.
- B) During the monitoring period the number of fare deal registrants per low-income population served increased, albeit by a small margin.

	FY 2020	FY 2021	Target	Target achieved
# Fare Deal registrants based on income eligibility.	3,913	4,263		
Low-income population (below 138% of the Federal Poverty Level) served.	46,041	48,962		
Total fare deal registrants divided by low-income population served	8.5%	8.7%	Increase	Yes

***Federal Poverty Level:** also known as the "poverty line," is the amount of annualized income earned by a household, below which they would be eligible to receive certain welfare benefits. For this policy, low-income population is considered as families between 100%-138% FPL as such individuals are 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.
- B. All terminals should have audio and visual departure announcements and all buses should have audio and visual stop announcements.
- C. TheRide complies with legal requirements for accommodating anyone with disabilities. This is reasonable because it documents compliance with the Americans with Disabilities Act (ADA).
- 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 Spanish and Chinese (Mandarin). Limiting non-English access to the most commonly spoken languages in the area is reasonable because it meets minimum federal requirements and is cost effective.

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

Evidence			
	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 visual departure announcements	100%	100%	Yes
C. Paratransit compliance with ADA (determined by FTA) *	Complies with ADA (2018 FTA Review)	Complies with ADA	Yes
Compliance on specific elements of ADA requirements is provided in the table that follows.			
D. % of bus stops that are accessible (that can be made accessible)**	During full service, 59%* (623 out of 1,061 near sidewalks were accessible). During reduced services, 71% (442 out of 614 bus stops near sidewalks were accessible).	100%	No
E. Access to door-to-door paratransit services that meet ADA requirements	Paratransit services are door to door and meet ADA requirements.	Paratransit services should be door to door and 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.	Travel information should be available and accessible in Mandarin and Spanish.	Yes

** During full service, 85% of bus stops are near a sidewalk and can be made accessible. Currently 59% of those bus stops are accessible. Making bus stops accessible requires (1) a plan stating how X number of bus stops will be made accessible within X timeframe, (2) financial resources and (3) staff to oversee such plans and implementation. Currently a plan is yet to be developed and a staff is yet to be hired for this purpose. For this reason, the CEO reports partial compliance to this policy.

Compliance timeline: Compliance is expected by the next monitoring period when TheRide has a staff in place, financial resources, and a plan that addresses this need.

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 and beyond.	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, 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
Curb to curb	Curb to curb	Curb to curb	Yes
Reservations	Trip reservation services should be available during administration's office hours.	Administration hours are 8:00AM-5:00PM. Trip reservation services are available on Mon-Fri at 8:00AM – 5:30PM and on Saturdays and Sundays 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, Sec. 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
Achievement of policies 1.2.1 through 1.2.4 constitutes achievement of this policy. Compliance timeline: Policy 1.2 will be compliant when policies 1.2.1 to 1.2.4 are compliant. See subsequent policies for more information.

POLICY 1.2.1:
Public transportation options are increasingly chosen over use of a personal car.
Degree of compliance: Compliant
Interpretation
Compliance with this policy will be demonstrated when the proportion of daily commuters using non-automobile modes, especially public transit, increases over time. This measure is known as “mode share” and is similar to “market share”. This is reasonable because this is an industry-standard measure of how people travel and can be consistently measured over time. Also, we do not have mode share data for all trips, only work trips. Our specific metrics, targets and results for this period are outlined below. The targets are realistic within our existing resources
Evidence
See evidence in 1.3.1

POLICY 1.2.2:

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

Degree of compliance: Partially compliant

Interpretation

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

- (A) The proxy measure for greenhouse gas emissions (GHG) *per passenger trip* decrease for major services and facilities. TheRide does not measure GHG emissions directly due to cost instead, it uses fuel usage per passenger as a proxy. The proxy measure is reasonable because the more fuel burned, the more GHG emitted.
- (B) The cumulative cost of electricity, natural gas and water used for facilities decreases year over year. If there is an increase, it should not be more than the inflation rate of 7%. Energy cost as a proxy for energy usage is reasonable because generally the more energy used, the higher the cost.

Evidence

(A) Fuel Use /Passenger trip

	FY 2020	FY 2021	Target	Within target
Fixed Route	0.15	0.33	Same or reduced	No
Paratransit	0.47	0.66	Same or reduced	No
Van pool	0.43	0.47	Same or reduced	No

Ridership significantly decreased and this resulted to higher fuel usage per passenger trip.

Compliance timeline: The CEO would like to believe that with services restored (pending staff concerns) and the new Omicron variant appearing less lethal, public confidence may begin to return later in 2022. If so, our ridership may begin to rebound suggesting compliance (i.e., year-over-year ridership increases) by the next annual report. The CEO cannot yet make a prediction about how long it may take to return to pre-pandemic ridership levels but can say that efforts to make the service more attractive will accelerate that growth.

(B) Energy usage per Hours of Operation of all Facility (Estimated)

	FY 2020	FY 2021	Target	Percentage change	Within target
Electricity	\$14.30/hr.	\$14.93/hr.	less or equal to 7% of previous year	4% increase	Yes
Natural Gas	\$15.14/hr.	\$14.01/hr.	less or equal to 7% of previous year	7%decrease	Yes
Water	\$4.69/hr.	\$3.92/hr.	less or equal to 7% of previous year	16% decrease	Yes

POLICY 1.2.3:

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

Degree of compliance: Partially compliant

Interpretation

While land development decisions are complex, involve many actors, and are not in TheRide’s direct control, we can increase the attractiveness of our services.

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 can 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

Frequency of suitable corridors:

	Targets	Current Frequencies (Evidence)	Compliant?
Washtenaw Ave	<p>Weekdays Peak: 10 minutes or better Mid-day: 20 minutes or better Evenings: 30 minutes or better</p> <p>Weekends: 30 minutes or better</p>	<p>Weekdays Peak: 8 minutes Mid-day: 15 minutes Evenings: 30 minutes</p> <p>Weekends: 30 minutes</p>	Yes
Plymouth Road	<p>Weekdays Peak: 15 minutes Mid-day: 15 minutes Evenings: 30 min</p> <p>Weekends: 30 minutes or better</p>	<p>Weekdays Peak: 15 minutes Mid-day: 15 minutes Evenings: 30 minutes</p> <p>Weekends: 30 minutes</p>	Yes

	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: 9 minutes Mid-day: 13 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: 30 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: 60 minutes	Partially

In FY 21, the frequency of routes was reviewed and updated based on passenger demand. All routes are within targets except the Weekend Packard corridor which has a frequency of 60 minutes instead of 30 minutes.

Compliance timeline: With decreased use of Packard on the weekend and an increasing labor shortage, it is not possible to determine when compliance to this policy can be expected. An update on efforts to be compliant with this policy will be provided during the next monitoring cycle.

POLICY 1.2.4:

Relevant public policy is transit supportive.

Degree of compliance: Partially compliant

Interpretation

I interpret this policy to mean that TheRide should strive to influence external decisions of local governments in a way that encourages greater transit ridership or enhances the quality of transit service. Many of the factors that encourage transit ridership are controlled by local governments not the transit authority.

Compliance with this policy will be demonstrated when the municipalities of Ann Arbor, Ypsilanti, Ypsilanti Township, Pittsfield Township, and MDOT have sound evidence for adopting and implementing the following decisions to the extent feasible:

- A. Zoning regulations that encourage higher densities, mixed uses, and pedestrian access *along major transit corridors*. Such regulations should also limit the *maximum* amount of parking allowed for new developments (parking maximums).
- B. Dedicated bus lanes or HOV lanes on local streets and state highways.

Political feasibility is defined as achieving the best outcome possible considering local political realities. This is a reasonable, albeit somewhat subjective, interpretation because all these policies are controlled by local municipal governments that are balancing competing interests. The impact of those policies will take years to become visible and can be seen in changes in average population and employment densities.

Evidence

A. Zoning Regulations

The CEO collaborated with the City to Ann Arbor leading to the City passing a new Transit Oriented Zoning Ordinance.

Presence of adequate transit-supportive elements in local zoning and land development ordinances:

	Adequate? (Low, Mid, High)	Population density (people per sq. mile)	Notes
Ann Arbor	High	4,094	Transit supportive 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	4,489	Transit supportive core: dense and adjacent to large university. Outer areas less pedestrian friendly.
Ypsilanti Twp.	Low	1,782	Low density, suburban
Pittsfield Twp.	Low	1,272	Low density, suburban

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

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

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

POLICY 1.3:

Public transportation positively impacts the economic prosperity of the area.

Degree of compliance: Partially Compliant

Interpretation

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

Evidence

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

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

POLICY 1.3.1:

Public transportation facilitates labor mobility.

Degree of compliance: Compliant

Interpretation

Compliance with this policy will be demonstrated when:

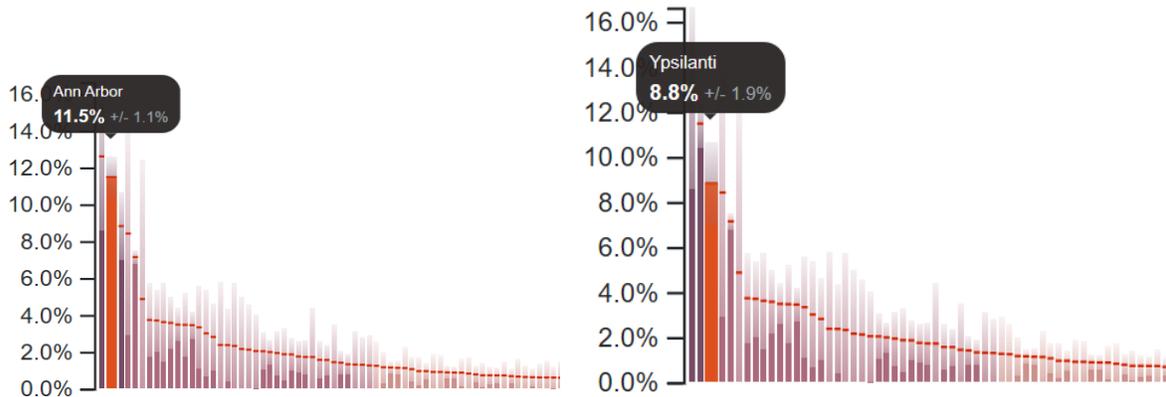
- A. The proportion of daily work trips using non-automobile modes, especially public transit, increases over time. This measure is known as “mode share” and is similar to “market share”. This is reasonable because this is an industry-standard measure of how people actually travel and can be consistently measured over time. However, mode share is a lagging indicator that is only collected every 5 years. Ridership per Capita should also be considered for an annual snapshot of progress.
- B. Riders can access 80% of all essential jobs in the service area within a reasonable walk from a bus stop (0.25 miles),
- C. Vanpool options are available outside the fixed-route service area and are reasonably well used.
- D. Flex ride is available and reasonably well used

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

Evidence

A. Commute to Work, Southeast Michigan Region

Although ridership has significantly decreased, transit mode share in the Southeast Michigan region has increased from 6.3% to 11.5% in Ann Arbor and in Ypsilanti from 5.4% to 8.8%. This is likely due to a steeper decline in driving.



Source: SEMCOG, Community Explorer, 2021. Second from Highland Park, the City of Ann Arbor had the second highest average transit mode share (commute to work) rate in Southeast Michigan.

Source: SEMCOG, Community Explorer, 2021. Ypsilanti had the third highest average transit mode share (commute to work) rate after Highland Park and Ann Arbor.

B. 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.

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. Overall, vanpool usage has seen a decrease of 27% since last year.

D. Flex Ride Availability

Fixed Route ridership decreased, and service levels in areas of low demand were consequently reduced. Flex Ride was then expanded to cover these areas. Between FY20 and FY21 ridership on both Flex Ride routes have increased by over 80%

	Flex Ride East	Flex Ride West
FY 20	6,432	3,424
FY 21	13,777	6,207
Percentage increase	114%	81%

Note: Flex Ride is not limited to work trips only. It can be used for any trip purpose (i.e., shopping, work, medical appointments etc.)

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, and 2) fixed route access to campuses is a reasonable proxy for ability to use the service. 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.

Our specific metrics, targets and results for this period are outlined below. The targets are realistic within our existing resources.

Evidence

The table below shows the available routes to the main campuses in the service areas.

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

Policy 1.3.3
Visitors use public transportation in the areas

Degree of Compliance: Compliant

Interpretation

Compliance with this policy during this 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.

Our specific metrics, targets and results for this period are outlined below. The targets are realistic within our existing resources. Should resources permit, we may strive to exceed these requirements.

Evidence

(A) Connections with Inter-City Carriers

	Target	Service during monitoring period	Compliant?
Amtrak (Ann Arbor on Fuller Street)	Accessible via fixed- route or FlexRide , paratransit.	Served by Route 22 and Paratransit	Yes
Greyhound (Ann Arbor on Fuller Street)	Accessible via fixed- route or FlexRide , paratransit.	Served by Route 22 and Paratransit	Yes
Greyhound & other bus (Ypsilanti Twp. on Huron Road)	Accessible via fixed- route or FlexRide , paratransit.	Served via FlexRide	Yes
Detroit Metro Airport	Accessible via AirRide.	Served via AirRide (Resumed 4/26/2021)	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.

Since the beginning of the pandemic, AirRide had been temporarily suspended due to the pandemic. On April 26th, 2021, AirRide restarted services

Policy 1.3.4
The area is connected to the Metro Detroit region.
Degree of Compliance: Not compliant
Interpretation
<p>Compliance with this policy will be demonstrated when a scheduled transit service exists between Ann Arbor and Metro Detroit with departures at least once an hour during weekdays.</p> <p>This is a reasonable interpretation that outlines the elements of what an acceptable connection would need to provide.</p> <p>Our specific results for this period are outlined below.</p>
Evidence
<p>The Detroit-to-Ann Arbor (D2A2) service started in early 2020 but had to be shut down in March due to the pandemic. Therefore, there was no such service during the monitoring period. Because of that I report non-compliance with this policy.</p> <p>Compliance timeline: Compliance for this policy was achieved on October 18, 2021, three weeks after the monitoring period ended.</p>

Policy 1.4
Passengers are highly satisfied with public transportation services
Degree of Compliance: Partial Compliant
Interpretation
<p>Compliance with this policy during this period will be demonstrated when:</p> <ul style="list-style-type: none"> A. The Quality of Service Composite Index Score which is an aggregate measure of safety (incidents and accidents), courtesy (compliments and complaints), and reliability (on-time performance, miles between road calls and average age of fleet) increases annually. This interpretation is reasonable because it includes the main elements that drive customer satisfaction and distills them into one figure that can be tracked over time. This approach is recommended in the Transit Cooperative Research Program (TCRP) Transit Capacity and Quality of Service Manual. In addition, the Board receives quarterly service reports with detailed breakdowns which supplement this annual report. B. An onboard survey shows an increasing level of customer satisfaction.

Evidence

A. Quality of Service Composite Index Score

Below are the scores for fixed route and paratransit services for FY 2020 and FY 2021.

	FY 2020	FY 2021	Target	Compliant?
Fixed Route	.71	.73	Increase	Yes
	The overall number of complaints decreased by 64%, compliments decreased by 32%, average age of the bus fleet was 6.57 which is within the desired target of 6-7 years, and preventable collisions decreased by 62%. All these factors contributed to an increase in the quality-of-service composite index score for			
Paratransit	.74	.75	Increase. If a decrease is noted, there should no pattern.	Yes
	Comparing FY 2020 to FY 2021, complaints have decreased by 29%. There were no denials expect those based on TheRide’s capacity to provide services with accounted for 0.05% of paratransit boardings. These factors contribute to the overall increase of the paratransit quality of service composite index score.			

B. Onboard surveys

	2013	2014	2015	2016	2017	2018	2019	2020	2021	Target	Compliant?
Onboard Surveys	87%		88%		91%					Increase over time	Partial
Onboard surveys have traditionally been conducted every two years. An onboard survey should have been conducted in 2019 but was neglected due to staff turnover. It was then rescheduled to 2020 but that did not take place due to the pandemic. Given that current information is unavailable, the CEO reports incomplete evidence.											

Compliance timeline: Onboard surveys are planned for the Fall of 2022. This will allow a more complete review of compliance. Changes to satisfaction levels are expected as ridership rebounds.

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) An anonymous telephone survey of people who live in membership service area (riders and non-riders) report that more than 51% have generally positive impressions of TheRide, or
 (B) People who live in the service area support the AAATA's millage requests above 51%.

This interpretation is reasonable because both provide objective measures (or proxies) of resident's appreciation for transit and TheRide. 51% target is realistic within our existing resources.

Evidence													
	2009	2011	2013	2014	2015	2016	2017	2018	2019	2020	2021	Target	Target reached?
(A) Telephone Survey of Residents	80%		63%				90%				80%	>51% success	Yes
(B) Referendum Results				70%				83%				>51% success	Yes

Based on telephone surveys conducted in late 2021 after this monitoring period, 80% of residents reported that they viewed TheRide Very Favorably or Somewhat favorably. There was no referendum during the monitoring period.

Guidance on Determining “Reasonableness” of CEO Interpretations

The Govern for Impact (previously International Policy Governance Association) has developed the following guidance for Board members to use in deciding whether a CEO’s interpretation is “reasonable”:

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

Defensible measures and standards are those that:

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

- “What makes an Interpretation Reasonable and What are the Expectations for the Operational Definition: Policy Governance Consistency Framework Report Number 2”.

Board’s conclusion on monitoring report

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

Ends Report (select one)

The Board finds that the CEO:

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

Board notes: (If applicable)

The Board found the CEO to be (B) in compliance except for 1.3.3 which cannot be determined as noted at the February 24, 2022 AAATA Board Meeting.