

Board of Director's Meeting Agenda

Meeting Date/Time: October 16, 2025 - 6:00pm – 8:30pm

Location: Ann Arbor District Library (4th Floor - Virtual via [Zoom](#) Passcode: 983308

Members: Kathleen Mozak (Chair), Mike Allemang (Treasurer), Jesse Miller (Secretary), Chris Allen, Simi Barr, Rich Chang, Julie Grand, Susan Pollay, Praveena Ramaswami, Georgia Valentine

Agenda Item	Info Type	Start Time	Details	Page #
1. OPENING ITEMS				
1.1 Approve Agenda	D	6:00	Mozak	
1.2 Public Comment	O			
1.3 General Announcements	O			
2. CONSENT AGENDA				
2.1 Board Meeting Minutes: September 18, 2025	D			3
2.2 Board Retreat Minutes: October 2, 2025	D			10
2.3 Committee Meeting Summaries	D			12
2.4 Emergency Succession (Policy 2.8)	D			19
2.5 Construction (Policy 2.10)	D			26
2.6 Annual Public Transit Agency Safety Plan Approval	D			50
3. OWNERSHIP LINKAGE				
3.1 Ownership Linkage Task Force Updates	O	6:05	Chang	Verbal
4. MONITORING / DEVELOPMENT				
5. POLICY				
5.1 Policy Language Discussion (if needed)	O	6:20	Mozak	Verbal
5.2 Ends Retreat Debrief	O		Mozak	Verbal
6. BOARD EDUCATION / DISCUSSION				
7. OPERATIONAL UPDATES				
7.1 Legislative Updates	O	6:40	Carpenter/Pfeifer	Verbal
7.2 CEO Report	O	6:55	Carpenter	53
8. EMERGENT ITEMS				
9. CLOSING ITEMS				
9.1 Action Item Recap	O		Holt	
9.2 Topics for Next Meeting Treatment of the Traveling Public (2.1) FY2025 Q4 Financial Report Closed Session: Labor Negotiations Future: State Funding (Education)			Thursday, November 20, 2025 <i>Ann Arbor District Library</i>	
9.3 Public Comment	O			
9.4 Closed Session (Pursuant to 8(c) of OMA)	D	7:00		
9.5 Adjournment		8:30		

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

If additional policy development is desired:

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

Emergent Topics

Policy 3.1.3 places an emphasis on distinguishing Board and Staff roles, with the Board focusing on “long term impacts outside the organization, not on the administrative or programmatic means of attaining those effects.” Policy 3.1.3.1 specifies that that Board use a structured conversation before addressing a topic, to ensure that the discussion is appropriately framed:

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

Board of Director's Meeting Minutes

Meeting Date/Time: September 18, 2025 - 6:30pm – 9:00pm

Location: Ann Arbor District Library (4th Floor - Virtual via Zoom

Members Present : Kathleen Mozak (Chair), Jesse Miller (Secretary), Chris Allen, Simi Barr, Rich Chang, Julie Grand, Susan Pollay, Praveena Ramaswami, Georgia Valentine

Members Absent: Mike Allemang (Excused)

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

Agenda Item
1. OPENING ITEMS
1.1 Approve Agenda No additions or changes noted to the agenda. Mr. Chang motioned to approve the agenda, seconded by Ms. Valentine. No discussion on the motion. All in favor of approving the agenda: Mr. Chris Allen: Yes Mr. Simi Barr: Yes Mr. Rich Chang: Yes Ms. Julie Grand: Yes Mr. Jesse Miller: Yes Ms. Susan Pollay: Yes Ms. Praveena Ramaswami: Yes Ms. Georgia Valentine: Yes Chairwoman Kathleen Mozak: Yes The motion to approve the agenda passed unanimously.
1.2 Public Comment Emily Wall – Director of Daytime Warming Center – shared concerns about shelter guests having access to bus tokens when taking public transportation to warming centers around the service area. They noted that they would like to be in contact with staff for further discussion to address some of the ridership barriers their guests face. Sim – Volunteer Coordinator at Purple House – also shared some of the challenges of shelter guests having access to tokens to ride the bus. They also noted they'd like to meet with staff to discuss other options ahead of the winter season.
1.3 General Announcements Chairwoman Mozak noted that the Audit Task Force Committee had been formed with 3 board members.

2. CONSENT AGENDA

2.1 Board Meeting Minutes: August 21, 2025

2.2 Committee Meeting Summaries

Ms. Pollay motioned to accept the Consent Agenda, seconded by Ms. Grand.

No discussion on the motion.

All in favor of accepting the Consent Agenda:

Mr. Chris Allen: Yes
Mr. Simi Barr: Yes
Mr. Rich Chang: Yes
Ms. Julie Grand: Yes
Mr. Jesse Miller: Yes
Ms. Susan Pollay: Yes
Ms. Praveena Ramaswami: Yes
Ms. Georgia Valentine: Yes
Chairwoman Kathleen Mozak: Yes

The motion to accept the Consent Agenda passed unanimously.

3. OWNERSHIP LINKAGE

3.1 Ownership Linkage Task Force Updates

Mr. Chang shared that a meeting with Ypsilanti Township is scheduled for September 26th. He is currently coordinating a meeting with the City of Ypsilanti and other Ann Arbor City Council members.

4. MONITORING / DEVELOPMENT

5. POLICY

5.1 Budget Discussion & Approval

Mr. Carpenter provided a brief overview of the budget approval process, noting the board will first review and accept the Financial Planning & Budgeting monitoring report followed by the final budget presentation by Ms. Reed.

5.1.1 Financial Planning & Budgeting (2.4)

Ms. Reed provided an overview of the Financial Planning & Budgeting monitoring report which was submitted as fully compliant. The Finance Committee reviewed the report and recommended the Board accept it as (A) Compliant. She also noted several comments in the survey from Board members which will be reviewed and taken into consideration for the next monitoring period.

*** Chairwoman Mozak briefly left the meeting chamber prior to the vote*

Mr. Allen motioned to accept the Financial Planning & Budgeting (Policy 2.4) monitoring report as (A) a reasonable interpretation, seconded by Ms. Grand.

There was no discussion on the motion.

All in favor of accepting the Financing Planning and Budgeting (Policy 2.4) monitoring report as (A):

Mr. Chris Allen: Yes
Mr. Simi Barr: Yes
Mr. Rich Chang: Yes
Ms. Julie Grand: Yes
Mr. Jesse Miller: Yes
Ms. Susan Pollay: Yes
Ms. Praveena Ramaswami: Yes
Ms. Georgia Valentine: Yes
Chairwoman Kathleen Mozak: Abstained

The motion to accept the Financial Planning and Budgeting (Policy 2.4) monitoring report as (A) pass unanimously.

5.1.2 FY2026 Budget Presentation & Approval

Ms. Reed presented the recommended FY 2026 Budget ([Board packet, page 123](#)) of \$71,477,067 for Operations and \$24,911,416 for Capital Investments. Within her presentation she noted the balanced budget included funded capital projects, full-service operation levels with no fare changes even as the organization receives lower state operating assistance. She fielded questions related to the delay of the fare study and explained that the Executive Team determined that the original timeline would not allow for adequate implementation. The Fare study will be delayed by one year.

Mr. Barr motioned to adopt the FY2026 Operating and Capital Budget Resolution as presented, seconded by Mr. Chang.

There was no discussion on the motion.

All in favor of adopting the FY2026 Operating and Capital Budget Resolution as presented:

Mr. Chris Allen: Yes
Mr. Simi Barr: Yes
Mr. Rich Chang: Yes
Ms. Julie Grand: Yes
Mr. Jesse Miller: Yes
Ms. Susan Pollay: Yes
Ms. Praveena Ramaswami: Yes
Ms. Georgia Valentine: Yes
Chairwoman Kathleen Mozak: Yes

The motion to adopt the FY FY2026 Operating and Capital Budget Resolution presented passed unanimously.

5.2 Policy Language Discussion (if needed)

No policy language discussion.

6. BOARD EDUCATION / DISCUSSION

7. OPERATIONAL UPDATES

7.1 FY25 Q3 Service Report

Mr. Brooks presented the FY25 Q3 Service Report and emphasized ridership continues to grow across the system with fixed ridership up 15% and on-time performance at 87%. He discussed the growth of Flex Ride services (doubled in one year) and discussed challenges that are being addressed and opportunities for development as the service has far exceeded original expectations. A-Ride continues to provide strong service performance and VanPool costs per rider decreasing as the service continues to grow.

Mr. Brooks and Board members further discussed challenges with FlexRide services and Service Committee members agreed they wanted to discuss some of the challenges the service is experiencing at their next committee meeting.

7.2 Legislative Updates

Mr. Carpenter provided an update at the federal level on the status of the Low-No Grant funding disbursement currently under review while budget proposals for transit funding are favorable. At the state level, a budget has not yet passed, and staff are monitoring the impact of a potential shutdown.

Board members expressed concerns about the impact of a state shutdown for transit funding and Ms. Reed outlined a positive financial position for the organization.

7.3 CEO Report

Mr. Carpenter thanked Board members for participating in the visit to the U of M bus garage to learn more about their EV fleet. He shared that the Bus Rodeo was scheduled for September 22nd and noted that the 2026 MPTA annual meeting dates had been sent out to Board members.

8. EMERGENT ITEMS

8.1 Officer Elections

Chairwoman Mozak opened the floor for nomination for Board Treasurer for the FY 2026.

Chairwoman Mozak nominated Mr. Allemang.

Mr. Allemang, while not in attendance, had shared with Chairwoman Mozak that he would accept the nomination for Board Treasurer for FY 2026.

All in favor of nominating Mr. Alleman for Board Treasurer:

Roll call vote:

Mr. Chris Allen: Yes

Mr. Simi Barr: Yes

Mr. Rich Chang: Yes

Ms. Julie Grand: Yes

Mr. Jesse Miller: Yes

Ms. Susan Pollay: Yes

Ms. Praveena Ramaswami: Yes

Ms. Georgia Valentine: Yes

Chairwoman Kathleen Mozak: Yes

All in favor, none opposed.

Chairwoman Mozak opened the floor for nomination for Board Secretary for FY 2026.

Ms. Grand nominated Mr. Miller.

Mr. Miller accepted the nomination for Board Secretary for FY 2026.

All in favor of nominating Mr. Miller or Board Secretary:

Roll call vote:

Mr. Chris Allen: Yes
Mr. Simi Barr: Yes
Mr. Rich Chang: Yes
Ms. Julie Grand: Yes
Mr. Jesse Miller: Yes
Ms. Susan Pollay: Yes
Ms. Praveena Ramaswami: Yes
Ms. Georgia Valentine: Yes
Chairwoman Kathleen Mozak: Yes

All in favor, none opposed.

Chairwoman Mozak opened the floor for nomination for Board Chair for FY 2026.

Mr. Chang nominated Chairwoman Mozak.

Chairwoman Mozak accepted the nomination for Board Chair for FY 2026.

All in favor of nominating Chairwoman Mozak for Board Chair:

Roll call vote:

Mr. Chris Allen: Yes
Mr. Simi Barr: Yes
Mr. Rich Chang: Yes
Ms. Julie Grand: Yes
Mr. Jesse Miller: Yes
Ms. Susan Pollay: Yes
Ms. Praveena Ramaswami: Yes
Ms. Georgia Valentine: Yes
Chairwoman Kathleen Mozak: Yes

All in favor, none opposed.

9. CLOSING ITEMS

9.1 Action Item Recap

- Add Flex Ride challenges to the next Service Committee meeting agenda
- Board will receive a calendar invitation reminder for the Bus Rodeo

9.2 Topics for Next Meeting

Closed Session: Labor Negotiations

Future:

State Funding (Education)

9.3 Public Comment

No public commenters.

9.4 Closed Session (Pursuant to 8(c) of OMA)

Chairwoman Mozak took a roll call vote to go into Closed Session pursuant to 8(c) of the Open Meetings Act, the closed session is for strategy connected with the negotiation of a collective bargaining agreement.

Vote to go into closed session (Yes/No response):

Mr. Chris Allen: Yes
Mr. Simi Barr: Yes
Mr. Rich Chang: Yes
Ms. Julie Grand: Yes
Mr. Jesse Miller: Yes
Ms. Susan Pollay: Yes
Ms. Praveena Ramaswami: Yes
Ms. Georgia Valentine: Yes
Chairwoman Kathleen Mozak: Yes

The Board unanimously voted to go into closed session at 8:01pm

Vote to go move out of closed session (Yes/No response):

Mr. Chris Allen: Yes
Mr. Simi Barr: Yes
Mr. Rich Chang: Yes
Ms. Julie Grand: Yes
Mr. Jesse Miller: Yes
Ms. Susan Pollay: Yes
Ms. Praveena Ramaswami: Yes
Ms. Georgia Valentine: Yes
Chairwoman Kathleen Mozak: Yes

The Board voted unanimously to move out of closed session at 9:17pm.

9.5 Adjournment

Ms. Grand motioned to adjourn the meeting, seconded by Mr. Allen.

There was no discussion on the motion.

All in favor of adjourning the meeting:

Mr. Chris Allen: Yes
Mr. Simi Barr: Yes
Mr. Rich Chang: Yes
Ms. Julie Grand: Yes
Mr. Jesse Miller: Yes
Ms. Susan Pollay: Yes
Ms. Praveena Ramaswami: Yes
Ms. Georgia Valentine: Yes
Chairwoman Kathleen Mozak: Yes

The motion to adjourn the meeting passed unanimously.

Chairwoman Mozak adjourned the meeting at 9:20 pm.

Respectfully submitted by Deborah Holt

DRAFT

Board of Director's Retreat Minutes

Meeting Date/Time: October 2, 2025 – 1:00pm – 4:00pm

Location: Dawn Gabay Operations Center – 2700 S Industrial Hwy, Ann Arbor
(Board Room - Virtual via Zoom)

Members Present : Kathleen Mozak (Chair), Jesse Miller (Virtual), Chris Allen, Simi Barr, Rich Chang, Julie Grand, Susan Pollay, Praveena Ramaswami, Georgia Valentine

Members Absent: Mike Allemang (Excused), Susan Pollay (Excused)

Chairwoman Mozak called the meeting to order at 1:09pm

Agenda Item
1. OPENING ITEMS
1.1 Approve Agenda No additions or changes noted to the agenda. Mr. Barr motioned to approve the agenda, seconded by Mr. Chang. No discussion on the motion. All in favor of approving the agenda: Mr. Chris Allen: Yes Mr. Simi Barr: Yes Mr. Rich Chang: Yes Ms. Julie Grand: Yes Ms. Praveena Ramaswami: Yes Ms. Georgia Valentine: Yes Chairwoman Kathleen Mozak: Yes The motion to approve the agenda passed unanimously.
1.2 Public Comment No public comment.
1.3 General Announcements Chairwoman Mozak noted that Mr. Miller would be joining virtually for the meeting due to work obligations. Two other board members were unable to join.
2. BOARD EDUCATION / DISCUSSION
2.1 Ends Policies Approach Governance Consultant Sue Radwan led the Board on a robust discussion with several questions for consideration to help establish the scope of work for the Board Ends Retreat in December.

3. CLOSING ITEMS

3.1 Public Comment

No public comment.

3.2 Adjournment

Ms. Valentine motioned to adjourn the meeting, seconded by Ms. Ramaswami

There was no discussion on the motion.

All in favor of adjourning the meeting:

Mr. Chris Allen: *(Left meeting at 3:58pm)*

Mr. Simi Barr: Yes

Mr. Rich Chang: Yes

Ms. Julie Grand: Yes

Ms. Praveena Ramaswami: Yes

Ms. Georgia Valentine: Yes

Chairwoman Kathleen Mozak: Yes

The motion to adjourn the meeting passed unanimously.

Chairwoman Mozak adjourned the meeting at 4:00 pm.

Respectfully Submitted by Deborah Holt

Governance Committee Meeting Notes

Meeting Date/Time: Thursday, September 25, 2025 – 3:00 – 5:00pm

Members Present: Kathleen Mozak (Chair), Rich Chang

Members Absent: Mike Allemang

Staff: Matt Carpenter, George Brooks, Raymond Hess, Jeff Pfeifer, Deb Holt

Location: REMOTE – Via Zoom

Chairwoman Mozak called the meeting to order at 3:00pm

Agenda Item
1. OPENING ITEMS
1.1 Agenda (Additions, Approval) No additions or changes noted to the agenda.
1.2 Communications Mr. Carpenter and the committee discussed a communication he sent to Board members about shuttle service with large community events and FTA charter bus regulations.
2. BOARD DEVELOPMENT
2.1 Ends Development & Priorities The committee discussed the Ends Development Process communication from the Governance Consultant in preparation for the upcoming Ends policies review retreats in October and December. The committee also determined that the Board would be provided with the desired goals and outcomes for each of the retreats. The reviewed the suggested topic questions
2.2 Recruitment / Training / Attendance Attendance and monitoring report participation will be shared at an upcoming meeting. Chairwoman Mozak noted that two board members will be participating in PG Bootcamp in late October. She discussed methods of providing continuing education opportunities and two upcoming Board vacancies in 2026. The committee also discussed finding a long-term solution for filling the position of Service Committee Chair.

2.3 OLTF (Further discussion – Mozak)

Mr. Chang discussed the upcoming meeting with Ypsilanti Township.

The committee discussed the next piece for OLTF - moral ownership - and exploring ways to begin engaging with them.

3. POLICY MONITORING & DEVELOPMENT

3.1 Emergency Succession (Policy 2.8)

Chairwoman Mozak provided an overview of the monitoring report and survey – responses were positive, and the monitoring report will be placed on the October Board meeting Consent Agenda

The committee and Mr. Carpenter discussed the Board process if an emergency CEO succession plan needed to be activated.

3.2 Policy 3.3.3.3 Re: Complimenting Staff

The committee discussed Board members' interpretation of policy 3.3.3.3 and concerns with the policy intention vs. the reality of what standards the Board should abide by when interacting with staff. Chairwoman Mozak will contact the Governance consultant for guidance.

4. STRATEGY & OPERATIONAL UPDATES: CEO

4.1 Legislative Updates

Mr. Carpenter shared updates on the federal and state budget processes, and the potential impacts with potential government and/or state shutdowns.

4.2 CEO Expense Report

Mr. Carpenter provided an overview of his most recent quarterly expense report and noted that the increase in professional development expenses was due to two upcoming classes he will be taking in October, in Toronto.

5. EMERGENT ITEMS

6. CLOSING ITEMS

6.1 Committee Agendas

Service Committee agenda – Add Construction Policy monitoring report to the agenda (agenda item 2.1). The meeting date is being rescheduled.

Finance Committee agenda – No changes noted to the agenda.

Board Meeting agenda – Add Construction Policy monitoring report to the agenda, add Emergency Succession monitoring report to the Consent agenda and correct clerical mistake (policy 2.1 should be policy 2.8).

6.2 Action Item Recap

- Chairwoman Mozak will be contacting the Governance consultant regarding policy 3.3.3.3 and confirming the October Ends retreat agenda
- Updates to agendas as noted

6.3 Topics for Next Meeting

Attendance Summary FY25

Future:

Executive Committee + OM Act (Dykema) Ownership Linkage Education, Governance Training Options, Policy Manual Mock-Up, Ownership Linkage Task Force or Committee?

6.4 Adjournment

Chairwoman Mozak thanked the committee and staff and adjourned the meeting at 4:14pm.

Respectfully submitted by Deborah Holt

Service Committee Meeting Notes

Meeting Date/Time: October 6, 2025, 10:00am – 12:00pm

Members Present:: Simi Barr (Interim Chair), Jesse Miller, Praveena Ramaswami

Members Absent: Rich Chang, Susan Pollay

Staff: Matt Carpenter, Dina Reed, Raymond Hess, Jeff Pfeifer, Rosa-Maria Kamau, Deb Holt

Location: REMOTE – Via Zoom

Mr. Barr called the meeting to order at 10:02am.

Agenda Item
1. OPENING ITEMS
1.1 Agenda (Additions, Approval) Mr. Carpenter requested that updates related to the State budget process be discussed under agenda item 1.2 Communications. No other changes noted to the agenda.
1.2 Communications Mr. Pfeifer shared positive news related to the recent approval of the State Budget – the Governor is to sign the final Budget on October 7th. LBO funding approved by the House will be \$271M with additional supplemental transportation funding from the Senate that puts LBO funding over \$300M. Ms. Reed shared that she and her team are doing preliminary calculations for LBO funding and are estimating it will be near 32% - they are waiting for final numbers from MDOT. She noted positive impacts for financial forecasting as funding is approved through 2031. Committee members discussed various aspects of impact on the agency and thanked staff for their efforts in advocating for transit
2. POLICY MONITORING & DEVELOPMENT
2.1 Construction Policy (2.10) Mr. Barr outlined the monitoring report which was shown to be in compliance, and all board surveys showed 100% approval. The Service Committee recommended that the monitoring report be accepted by the Board as (A) in compliance, and the report will be placed on the Consent Agenda.
3. STRATEGY & OPERATIONAL UPDATES: CEO
3.1 Flex Ride Introductory Comments Mr. Carpenter provided an overview on the development of contracted Flex Ride services in 2013 to provide service for lower-demand areas as an alternative to fixed route services. Within the last year, a new service provider was contracted and with improved technological access, the service demand has dramatically increased. Staff are exploring ways to better address the challenges while still meeting the increased demand for on-demand services.

The committee posed various questions about the service with staff and discussed potential long-term solutions. The committee will continue the discussion at the next meeting.

3.2 Legislative Update

Mr. Pfeifer shared a brief report on the October 1st Government shut-down – he noted that it would be unlikely that any federal funds would be obligated during this period.

4. CLOSING ITEMS

4.1 Action Item Recap

- The Service Committee is recommending Board approval of Construction Policy (2.10) Monitoring Report as (A) fully compliant. With 100% positive survey responses the monitoring report will be placed on the Consent Agenda.

4.2 Topics for the Next Meeting

Treatment of the Traveling Public (2.1)
Flex-Ride

Future:

4.3 Adjournment

Mr. Barr thanked the committee and staff and adjourned the meeting at 11:14am.

Respectfully submitted by Deborah Holt

Finance Committee Meeting Notes

Meeting Date/Time: Tuesday, October 7, 2025 - 3:00 – 5:00pm

Members Present: Mike Allemang (Chair/Treasurer), Chris Allen, Julie Grand, Georgia Valentine
Staff: Dina Reed, Raymond Hess, Jeff Pfeifer, Andy Huber, Rosa-Maria Kamau, Deb Holt

Location: REMOTE – Via Zoom

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

Agenda Item
1. OPENING ITEMS
1.1 Agenda (Additions, Approval) No additions or changes noted to the agenda.
1.2 Communications No new communications.
2. POLICY MONITORING & DEVELOPMENT
3. STRATEGY AND OPERATIONAL UPDATES
3.1 Legislative Updates Mr. Pfeifer shared federal and state budget updates. At the federal level he noted that during the shutdown they are not expecting any grants to be obligated during that time. At the state level, he shared positive updates from the recent passage of the state budget. LBO funding was approved at \$271M at the House level with the Senate adding \$35M in supplemental transportation funding. At this time, the legislative intent of additional supplemental funding is still unclear after it had originally been assumed to be part of the overall LBO funding. Ms. Reed shared that MDOT has released a preliminary estimate for LBO funding, and it is in alignment with recent internal budget projections. She noted financial forecasting for the organization are positive, but long-term funding is tempered by uncertainty with inflationary impacts. Staff answered various transit funding-related questions from committee members.
4. CLOSING ITEMS
4.1 Action Item Recap No action items.

4.2 Topics for Next Meeting

FY2025 Q4 Financial Report

Future Meeting:
State Funding Review, Gas Tax information / Update

4.3 Adjournment

Mr. Allemang thanked the committee and staff and adjourned the meeting at 3:29 pm.

Respectfully submitted by Deborah Holt

DRAFT

Monitoring Report
Emergency CEO Succession (Policy 2.8)
Monitoring Period: FY25(Oct 1st, 2024 - September 30th, 2025)

Governance Committee Meeting Review Date: September 25th, 2025

Board of Directors Meeting Review Date: October 16th, 2025

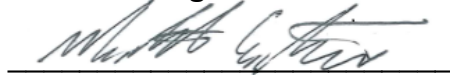
INFORMATION TYPE
Monitoring
RECOMMENDED ACTION(S)
The Governance Committee has reviewed and recommends that the Board review this monitoring report and consider accepting it as: (A) a reasonable interpretation for all policy items and that the evidence demonstrates compliance with the interpretations. (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.is making reasonable progress towards 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
PRIOR RELEVANT BOARD ACTIONS & POLICIES
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: 1. CEO sends Monitoring Report to all board members 2. At Board meeting, board accepts Monitoring Report through majority vote (or if not acceptable, determines next steps)
ISSUE SUMMARY
TheRide's Board of Directors establish policies that define what methods are unacceptable to use to achieve expected results, called Executive Limitations. This monitoring report provides the CEO's interpretations of those policies,

evidence of achievement, and an assertion on compliance with the Board's written goals. As with other monitoring reports, the Board decides whether the interpretations are reasonable, and the evidence is convincing.

Per Appendix A of the Board Policy Manual, this report was scheduled for monitoring in October and was submitted in October.

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

September 16, 2025

ATTACHMENTS

1. Monitoring report for Emergency CEO Succession (Policy 2.8)

POLICY TITLE: EMERGENCY CEO SUCCESSION	Page#	Compliance
2.8 In order to protect the Board from sudden loss of CEO services, the CEO may have no fewer than one, and preferably two, other executives who are sufficiently familiar with Board and CEO issues and processes to be able to temporarily assume the duties of CEO.	3	



Fully Compliant



Partially Compliant



Non-Compliant

Preliminary CEO Interpretations and Evidence

POLICY 2.8

In order to protect the Board from sudden loss of CEO services, the CEO may have no fewer than one, and preferably two, other executives who are sufficiently familiar with Board and CEO issues and processes to be able to temporarily assume the duties of CEO.

Degree of Compliance: Compliant

Interpretation

Operational Definition

I Interpret this policy to mean that at least one Deputy CEO position will be staffed at all times by at least one person who is familiar with the Board, its functions, Policy Governance, and ongoing operational matters, and who could temporarily assume the CEO role.

Measure/Standards & Achievement

Compliance will be demonstrated when there is at least one or two executive staff that could temporarily function as CEO for AAATA. The individual(s) must be able to work with the staff team to maintain all key AAATA functions without guidance from the current CEO and have a working knowledge of board policies and processes. They should have received some training in Policy Governance.

Rationale

These standards and targets are reasonable because Deputy CEO's work with each other and the CEO daily and already have a good understanding on operational and Board matters.

Evidence

Source of Data: Employment & training records

Date of Data Review: 09/16/25 as verified by CEO

Data:

Throughout the monitoring period, AAATA maintained three Deputy CEO positions namely, DCEO Operations, DCEO Finance and Administration, and DCEO Planning and Innovation. Each deputy completed the Policy Governance Boot Camp and worked in close coordination with the CEO. They regularly attended Board and committee meetings, and demonstrated a solid understanding of Policy Governance fundamentals. In addition, all three have a strong grasp of AAATA's current operations and board-related issues, positioning them to step into the CEO role if needed.

Policy Trendlines

Policy	FY24	FY 25
2.8		

LEGEND

	Policy is not compliant
	Policy is partially compliant
	Policy is 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)

WORKSHEET RESULTS:

Emergency CEO Succession (Policy 2.8)

Participants: 8 Board Members

Mike Allemang, Chris Allen, Simi Barr, Rich Chang, Julie Grand,
Kathleen Mozak, Susan Pollay, Georgia Valentine

Performance on reasonable interpretation and verifiable evidence			
	% of Board members that find the interpretation reasonable	% of Board members that find the evidence verifiable	If you stated NO, or have other comments, kindly provide additional context
Policy 2.8 In order to protect the Board from sudden loss of CEO services, the CEO may have no fewer than one, and preferably two, other executives who are sufficiently familiar with Board and CEO issues and processes to be able to temporarily assume the duties of CEO.	100%	100%	

Additional context questions

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

Responses – (8) NO

2. If the CEO has indicated **NON-COMPLIANCE** with any aspect of this policy, is there a commitment as to when the Board can expect to see compliance and is the proposed time-frame acceptable?

Responses - (7) N/A
(1) YES

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

Responses – (8) NO

- This question is not in regards to the policy itself, but rather understanding the process of Emergency CEO succession. If there were to be an emergency and a successor would need to lead in an interim fashion, how will the Board be made aware of the DCEOs that meet the policy criteria?

APPROXIMATELY HOW MANY MINUTES DID IT TAKE YOU TO FILL OUT THIS FORM?

5, 7, 10, 5, 2, 5, 5, 5

Monitoring Report: Construction (Policy 2.10)

Monitoring Period: FY25: 1st October 2024- 30th Sept 2025

Service Committee Meeting Review Date: October 6, 2025

Board of Directors Meeting Review Date: October 16, 2025

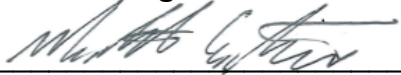
INFORMATION TYPE
Monitoring
RECOMMENDED ACTION(S)
After reviewing on October 6, 2025, the Service Committee recommends that the Board consider accepting it as: (A) a reasonable interpretation for all policy items and that the evidence demonstrates compliance with the interpretations. (B) a reasonable 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
PRIOR RELEVANT BOARD ACTIONS & POLICIES
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: 1. CEO sends Monitoring Report to all board members 2. At Board meeting, board accepts Monitoring Report through majority vote (or if not acceptable, determines next steps)
ISSUE SUMMARY
TheRide's Board of Directors establishes policies that define what methods are unacceptable to use to achieve expected results, called Executive Limitations. This monitoring report provides the CEO's interpretations of those policies, evidence of achievement, and an assertion on compliance with the Board's written goals. As with other

monitoring reports, the Board decides whether the interpretations are reasonable, and the evidence is convincing.

Per Appendix A of the Board Policy Manual, this report was scheduled for monitoring in October and was submitted in October.

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

Sept 19, 2025

ATTACHMENTS

1. Monitoring report for Construction (Policy 2.10)

Table of Contents

POLICY TITLE: CONSTRUCTION	Pg#	Compliance
2.10 The CEO shall not allow construction of a new building or facility or major renovation that is inconsistent with industry standards and grantor expectations, environmentally irresponsible, risks financial jeopardy, or is not aligned with achievement of the Board's Ends. Further, without limiting the scope of the above by the following list, the CEO shall not:	5	
2.10.1 Proceed with funding applications, detailed architecture or engineering, procurement of construction services, or real-estate transactions for a construction or major renovation project.	7	
2.10.1.1 Request authorization to proceed with a project prior to providing information that demonstrates that such construction is fiscally responsible and aligned with achievement of the board's Ends, and without providing data that supports an informed decision by the board – including but not limited to clearly articulated information about the following: A. Definition of the project's purpose and goals. B. Definition of the project's key elements and rationale for their inclusion. C. Definition of the project's strategic context, and contribution to advancing the board's Ends or other policies. D. Explanation of the project's priority relative to other capital needs. E. Estimates of the capital cost, ongoing operating and maintenance costs, and expected useful life associated with the project. F. Explanation of anticipated funding sources and financing mechanisms. G. Definition of risks associated with the project. H. Project timeline. I. Public involvement process.	9	
2.10.1.2 Request authorization to proceed with a project without incorporating it into an annual budget or a budget amendment.	11	
2.10.2 Expend funds on a construction project prior to having confirmed funding for that stage.	12	
2.10.3 Proceed with construction that does not minimize inconvenience to the travelling public and those businesses	13	

and residences directly impacted to the extent that is reasonably practicable.		
2.10.3.1 Proceed without providing timely and accurate information to the travelling public, residents and business owners.	14	
2.10.3.2 Proceed with construction project or changes to the project that could be foreseen to create significant resistance from the traveling public and external stakeholders because they had not had the opportunity for consultation.	15	
2.10.4 Allow the board to be unaware of political, residents' and businesses' issues related to the proposed construction.	16	
2.10.5 Allow the board to be without regular reports on the project's implementation, including but not limited to: A. Changes to the anticipated cost of the project. B. Changes to the elements/scope of the project. C. Changes to scheduled completion, delays or impacts to timelines. D. Timely notice of possible cost overruns and planned action to reduce impact.	17	



Fully Compliant



Partially Compliant



Non-Compliant

Preliminary CEO Interpretations and Evidence

POLICY 2.10

The CEO shall not allow construction of a new building or facility or major renovation that is inconsistent with industry standards and grantor expectations, environmentally irresponsible, risks financial jeopardy, or is not aligned with achievement of the Board's Ends. Further, without limiting the scope of the above by the following list, the CEO shall not:

Degree of Compliance: Compliant

Interpretation

Operation definition:

I define key terms as follows:

1. A new **"building"** is an edifice or structure with walls and a roof which remains in one place and is intended to be permanent. This does not include structures such as bus shelters or temporary storage structures.
2. A new **"facility"** is a significant piece of infrastructure that remains in one place (e.g., a bus terminal platform, a park n ride lot, a storage yard, a rail line, road reconfigurations, significant utility work, etc.) and is intended to be permanent. A building can be a part of a larger facility. Due to their ubiquity and small scale, bus stops, pads, shelters and benches, and adjoining sidewalks are excluded.
3. A **"major renovation"** is a significant, permanent change to an existing building or facility that 1) changes the exterior dimensions, or 2) fundamentally changes the function of part or all of a building or facility. This does not include maintenance activities, repairs or routine upgrades, replacement of worn-out elements, or renovations of interior spaces, etc. (e.g., roof replacement, remodeling offices). Such projects are addressed through annual facility maintenance budgets and are not reported on under this policy. Any individual maintenance project costing more than \$250,000 will be identified individually in an annual budget proposal to increase transparency.
4. **"Construction"** means activities related to **implementation** of a physical project and does not include the **planning or exploratory work** needed for the development and design of such projects which are delegated to the CEO.
5. **"Industry standards"** means minimum construction requirements from regulatory or grantor agencies. **"Environmentally irresponsible"** means to violate law.
6. The concepts of fiscal jeopardy and aligning with Board's Ends are interpreted in policy 2.10.1.1.

The distinction between implementation activities and exploratory/planning work is reasonable because:

- This policy exists to ensure Board control over large financial or political *commitments*. Exploratory or planning work is not a commitment and the Board still retains final authority. While such planning work may create public expectations, the CEO can take steps to manage such expectations, so they do not force the Board's hand.

- Facilities, and their construction, are a Means to achieve the Board’s actual Ends. If planning and design work requires Board approval, the Board will be allowing itself to direct Means and projects will move much more slowly. This is supported by policies 3.1.4 and 4.3.3 in which the Board has delegated most Means to the CEO.
- This policy creates information and performance expectations for proposals from the CEO to the Board. The CEO could not meet those expectations unless they had the latitude to plan and develop projects to a sufficient degree. Exploratory work is often necessary for the CEO to decide whether a project is even viable and worth pursuing, and then to generate the information the Board is requesting. For example, exploratory studies may be necessary to develop preliminary cost estimates.
- Large studies will likely require Board authorization through the annual budget process, providing another means of Board oversight.

Measure/Standards & Achievement

Compliance with this policy will be demonstrated when

- A. Correspondence from the Federal Transit Administration (FTA) verifies that their expectations with respect to industry standards, environmental responsibility, construction, and grantor expectations have been met.
- B. Documentation of compliance with environmental requirements, local oversight and permitting agencies and procurement of appropriate permits and approvals (e.g. building codes, etc.).
- C. Lower-level policies are compliant, especially pertaining to finances and alignment with Ends.

Rationale

- A. Having compliance be determined by the FTA is reasonable because they provide most funding and set most rules, promulgate a great deal of information about standards that can be understood in advance and followed, and are an independent third party, who verifies whether expectations were met.
- B. Local or state regulatory bodies usually have oversight of construction activity – whether it be following the building code for new buildings or obtaining permits for construction activities in the public rights-of-way. Coordination and gaining appropriate approvals demonstrate TheRide is following proper protocols for construction activities.
- C. The Board has interpreted “financial risk” and “alignment with Ends achievement” in the lower-level policies below.

Evidence

Source of Data: FTA documents and lower-level policy

Date of Data Review: 09/05/2025 as verified by Manager, Project Management and Delivery.
Data:

- A-B. There was no qualifying construction in the monitoring period and therefore no FTA, state or local approvals or documents related to such were necessary.
- C. All lower-level policies are compliant.

POLICY 2.10.1

Proceed with funding applications, detailed architecture or engineering, procurement of construction services, or real-estate transactions for a construction or major renovation project.

Degree of Compliance: Compliant

Interpretation

Operational Definition

I interpret this policy to mean that Board approval must be secured before the CEO can proceed with the activities identified in this policy.

Measure/Standards & Achievement

Compliance with this policy will be demonstrated when Board meeting minutes indicate that formal Board approval was granted before the initiation of the following **construction**

implementation activities:

- A. Applying for competitive grants or earmarks directly connected with implementation of a project,
- B. Hiring anyone to finalize plans/designs/engineering,
- C. Hiring anyone to provide demolition, earthwork, utility relocation, paving, or construction services, and
- D. The purchase, disposal or long-term encumbrance of land property.

Rationale

The use of meeting minutes is reasonable because board meeting minutes are the official documentation of board decisions, and the dates will document the sequence in which actions called out in this policy occurred.

Evidence

Source of Data: Board Meeting Minutes and Planning Documents

Date of Data Review: 09/05/2025 as verified by Manager, Project Management and Delivery and the DCEO, Finance

Data:

FY25 Construction activities	Board approval date	Project Timeline	Board approval prior to construction activity? Y/N
A.			
Submission of grants and earmarks for the YTC project.	June 19 th , 2025	YTC construction scheduled to begin in FY26	Yes
Submission of grants and earmarks for the BTC project.	August 21 st , 2025.	BTC construction scheduled to begin in FY26	Yes
B.			
YTC Planning, design and engineering work	June 19 th , 2025	YTC construction activities scheduled to begin in FY26	Yes
BTC Planning, detailed design and engineering work	May 15 th , 2025	The BTC project is a joint effort between city partners and developers. A housing-focused site plan was submitted on June 18, 2025. A second transit-focused plan is to be submitted in Fall 2025 or Spring 2026. Construction activities are expected to begin in FY26.	Yes
C. Demolition, earthwork, utility relocation, paving or construction activities	No approval requested	N/A	N/A
D. Land acquisition discussions	June 19 th , 2025	Negotiations scheduled to begin in FY26	Yes

POLICY 2.10.1.1

Request authorization to proceed with a project prior to providing information that demonstrates that such construction is fiscally responsible and aligned with achievement of the board's Ends, and without providing data that supports an informed decision by the board – including but not limited to clearly articulated information about the following:

- A. Definition of the project's purpose and goals.
- B. Definition of the project's key elements and rationale for their inclusion.
- C. Definition of the project's strategic context, and contribution to advancing the board's Ends or other policies.
- D. Explanation of the project's priority relative to other capital needs.
- E. Estimates of the capital cost, ongoing operating and maintenance costs, and expected useful life associated with the project.
- F. Explanation of anticipated funding sources and financing mechanisms.
- G. Definition of risks associated with the project.
- H. Project timeline.
- I. Public involvement process.

Degree of Compliance: Compliant

Interpretation

Operational definition

I interpret this policy to mean that the CEO will provide the Board with the information identified in points A-I above before requesting authorization to proceed with the implementation activities of any construction project.

Measure/Standards & Achievement

Compliance with this policy will be demonstrated when the minutes of the Board meeting record that a CEO's request for Board approval of an element of implementation of a construction project comes in the form of a proposal that answers the questions identified for each of the elements interpreted below:

1. **Scope** – What is the nature of the project? What are the most important elements?
2. **Alignment with Ends & Rationale** – Description of how the project will advance specific goals identified by the Board.
3. **Public Involvement** – How has the public been engaged in the development of the proposal thus far? How will the public be engaged going forward?
4. **Priority** – Why is this project being prioritized and how does it compare with other projects? How would this project affect the 10-Year Capital Plan?
5. **Fiscal responsibility** –
 - a. What are the anticipated capital and operating costs during the life of the project?
 - b. How will the capital and operating costs of the project be paid during the lifespan of the project? What assumptions are made regarding outside grant funding, funding from the Capital Reserve, or local millage funds?
 - c. How would the approval of this project impact on the agency's ability to maintain existing services and infrastructure, or afford other projects?

6. **Timeline** – What are the expected dates of major milestones such as construction, opening/initiation, operating lifespan, decommissioning?

Rationale:

This interpretation is reasonable because minutes are the official record of the Board's meetings and identify when a request is made. The elements of the proposal address all of the items specified by the Board in its policy.

Evidence

Source of Data: Board meeting minutes

Date of Data Review: 09/05/2025 as verified by Manager, Project Management and Delivery, DCEO, Finance and Admin and the Corporate Strategy & Performance Officer

Data:

- A. On May 15th, 2025, the CEO requested authorization to move forward with detailed design and engineering for the proposed BTC expansion. A review of minutes indicates that items A-I of this policy were submitted by staff prior to Board approval.
- B. On June 19th, 2025, the Board authorized the CEO to
 - a. Submit grant applications and funding requests as necessary to fund the YTC project,
 - b. Begin detailed design/architecture and engineering, and
 - c. Enter land acquisition discussions and negotiate the acquisition of real estate from the City of Ypsilanti (pending approval of Categorical Exclusion by FTA and final approval by the Board).

A review of minutes indicates that items A-I of this policy were submitted by staff prior to t Board approval.
- C. On August 21st, 2025, the Board authorized the CEO to submit grant applications and funding requests as necessary to fund BTC expansion. A review of minutes indicates that items A-I of this policy were submitted by staff prior to Board approval.

There were no other construction-related requests for authorization during the monitoring period.

POLICY 2.10.1.2

Request authorization to proceed with a project without incorporating it into an annual budget or a budget amendment.

Degree of Compliance: Compliant

Interpretation

Operational Definition

I interpret this policy to mean that construction implementation activities should be part of a Board-approved budget.

Measure/Standards & Achievement

Compliance with this policy will be demonstrated when meeting minutes demonstrate that all requests to fund implementation activities were identified to the Board as part of the budget process, either the regular budget-approval or through a mid-year budget amendment.

Rationale

This interpretation is reasonable because minutes are the official record of the Board's meetings and identify if and when a request is made, and whether it was approved.

Evidence

Source of Data: Financial and planning documents

Date of Data Review: 09/05/2025 as verified by Manager, Project Management & Delivery
Data:

There were no qualifying implementation projects that required authorization to proceed.

POLICY 2.10.2

Expend funds on a construction project prior to having confirmed funding for that stage

Degree of Compliance: Compliant

Interpretation

Operational Definition

I interpret this policy to mean that activities requiring compensation will not be initiated until the corresponding funding has been reasonably ensured, such as through commitment of funds already in possession or grant agreements with outside funders.

Measure/Standards & Achievement

Compliance will be demonstrated when dates for the initial written notice-to-proceed orders and first invoices occur after confirmation that funding is available, such as Board approval of a budget or written confirmation from an outside funder (e.g., notice of award or full funding grant agreement from the FTA).

Rationale

This is reasonable because it will prevent the organization from incurring unfunded liabilities if anticipated funding does not materialize. Further, each stage of a project can have an initiation point with an initial notice-to proceed order that is always in writing with a date, and dated invoices precede expenditures. Only the initial dates are warranted because there could be hundreds of subsequent invoices for various stages, but none could occur without the initial notice to proceed. Funding confirmations come from the Board vote, or state or federal government and should not be considered final until written notice is received

Evidence

Source of Data: AAATA Budget document

Date of Data Review: 09/05/2025 as verified by DCEO, Finance

There were no qualifying construction projects during the monitoring period and therefore no construction expenditures.

POLICY 2.10.3

Proceed with construction that does not minimize inconvenience to the travelling public and those businesses and residences directly impacted to the extent that is reasonably practicable.

Degree of Compliance: Compliant

Interpretation

Operational Definition.

I interpret this policy to mean that the agency will identify situations in advance that may inconvenience the traveling public and the surrounding businesses and residences and do its best to mitigate such occurrences prior to construction.

Measure/Standards & Achievement

- A. Construction projects include a plan to minimize or mitigate public inconvenience that is deemed reasonable by the CEO and in the context of the project.
- B. Lower-level policies are compliant

Rationale

- A. Construction projects almost always cause some level of disruption, vary in scale and impact, and therefore need to be developed in context. The requirement for a plan allows for this context while ensuring the issue is addressed beforehand.
- B. Compliance with this policy is dependent on compliance of its sub policies.

Evidence

Source of Data: AAATA Planning records

Date of Data Review: 09/05/2025 as verified by Manager, Project Management and Delivery

Data:

- A. There were no qualifying construction activities during the monitoring period.
- B. Lower-level policies are compliant

POLICY 2.10.3.1

Proceed without providing timely and accurate information to the travelling public, residents and business owners.

Degree of Compliance: Compliant

Interpretation

Operational Definition

I interpret this policy to mean that the agency will notify the traveling public and any business or residence that will be or is likely to be impacted by the construction project prior to beginning activities that could cause disruption.

Measure/Standards & Achievement

Compliance with this policy will be demonstrated when review of public notices about foreseeable construction-related disruptions (e.g., closures, changes to services, etc.) confirms that notices were provided at least 7 days before activities begin, or blanket notices about uncertain timing are provided at least 14 days in advance. Public notice includes, at a minimum: media releases, website and social media notices, hardcopy notices where applicable, attempts to inform nearby residents and property owners.

Rationale

These time periods are reasonable because they allow the public to make alternate arrangements, and construction timelines can sometimes need to change to keep a project progressing on schedule or on budget. Additionally, public notices are our standard means of informing the public and are recognized as official. Finally, non-construction information is addressed under policy 2.1.2.

Evidence

Source of Data: AAATA Planning documents

Date of Data Review: 09/05/2025 as verified by Manager. Project Management and Delivery

Data:

There was no construction project during the monitoring period and therefore no information was provided or necessary.

POLICY 2.10.3.2

Proceed with construction project or changes to the project that could be foreseen to create significant resistance from the traveling public and external stakeholders because they had not had the opportunity for consultation.

Degree of Compliance: Compliant

Interpretation

Operational Definition

I interpret this policy to apply to the logistics and impacts of direct construction activities (i.e., closures, site prep, demolition, earthworks, excavation, utility changes, paving, construction, etc.), not preceding decisions about project need, scope, cost, location, etc., covered under 2.7.5.5 (general public consultation requirement). The policy does not require construction to stop due to resistance, only that there were reasonable opportunities for input beforehand

Measure/Standards & Achievement

Compliance with this policy will be demonstrated when reasonable consultation opportunities were available prior to finalizing construction plans and are publicized beforehand.

Consultation includes providing information on anticipated construction activities and plans, opportunities to provide feedback and identify concerns, efforts to mitigate impacts, and notice of final decision. Depending on the project context, this could include posted notices, website information, or public meetings.

Rationale

This interpretation is reasonable because it recognizes that construction is inherently disruptive and can cause resistance, requires consultation, attempts at mitigation before construction begins, and calls for communication with the public beforehand.

Evidence

Source of Data: AAATA Planning Documents

Date of Data Review: 09/05/2025 as verified by Manager, Project Management and Delivery

Data:

There was no construction project during the monitoring period, and no consultation was required or provided.

POLICY 2.10.4

Allow the board to be unaware of political, residents' and businesses' issues related to the proposed construction.

Degree of Compliance: Compliant**Interpretation**Operational Standard

I interpret this policy to be a request for additional incidental information regarding concerns or objections to construction activities. This includes, but is not limited to, concerns from elected leaders, and nearby residents or businesses that could be impacted by the activities. This includes the period before activities begin and until construction is complete. This is specific to construction activities as opposed to planning work.

Measure/Standards & Achievement

Compliance will be demonstrated when a review of board meeting materials and/or agency email communications finds that all significant known concerns with construction activities have been shared with the board.

Rationale

Sharing such information with the Board during meetings, or by email if time sensitive, is a reasonable way to meet the Board's expectations.

Evidence

Source of Data: AAATA Planning documents

Date of Data Review: 09/05/2025 as verified by Manager, Project Management and Delivery

Data:

No new construction projects were proposed to the public in FY25 and therefore no concerns to share.

POLICY 2.10.5

Allow the board to be without regular reports on the project's implementation, including but not limited to:

- A. Changes to the anticipated cost of the project.
- B. Changes to the elements/scope of the project.
- C. Changes to scheduled completion, delays or impacts to timelines.
- D. Timely notice of possible cost overruns and planned action to reduce impact.

Degree of Compliance: Compliant

Interpretation

Operational Definition

I Interpret this to mean significant changes to a qualifying construction project that will impact the overall cost, scope, or deadlines should be communicated to the Board in a timely manner.

Measure/Standards & Achievement

Compliance with this policy will be demonstrated when the Board receives at least monthly updates on construction projects which address the details outlined in items A-D above in comparison with assumptions and expectations created at the beginning of the project.

Rationale

This interpretation is reasonable because items A-D are self-explanatory, and monthly updates can be provided at board meetings.

Evidence

Source of Data: AAATA Planning documents

Date of Data Review: 09/05/2025 as verified by Manager, Project Management and Delivery

Data:

There was no construction project during the monitoring period.

Policy Trendlines

Policies	FY 22	FY23	FY24	FY25
2.10				
2.10.1				
2.10.1.1				
2.10.1.2				
2.10.2				
2.10.3				
2.10.3.1				
2.10.3.2				
2.10.4				
2.10.5				

LEGEND	
	Policy is not compliant
	Policy is partially compliant
	Policy is compliant
	Compliance cannot be determined

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.

CEO Notes: (If Applicable)**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)

WORKSHEET RESULTS:

Construction (Policy 2.10)

Participants: (8) Board Members

Mike Allemang, Chris Allen, Simi Barr, Rich Chang, Julie Grand,
Kathleen Mozak, Susan Pollay, Georgia Valentine

Performance on reasonable interpretation and verifiable evidence			
	% of Board members that find the interpretation reasonable	% of Board members that find the evidence verifiable	If you stated NO, or have other comments, kindly provide additional context
Policy 2.10 The CEO shall not allow construction of a new building or facility or major renovation that is inconsistent with industry standards and grantor expectations, environmentally irresponsible, risks financial jeopardy, or is not aligned with achievement of the Board's Ends. Further, without limiting the scope of the above by the following list, the CEO shall not:	100%	100%	I think the exclusion of bus shelters and temporary storage structures should be better explained in the interpretation. It doesn't adequately explain why these are not within the definition of "buildings".
Policy 2.10.1 Proceed with funding applications, detailed architecture or engineering, procurement of construction services,	100%	100%	Is there a price estimate for the YTC land acquisition?

or real-estate transactions for a construction or major renovation project.			
Policy 2.10.1.1 Request authorization to proceed with a project prior to providing information that demonstrates that such construction is fiscally responsible and aligned with achievement of the board's Ends, and without providing data that supports an informed decision by the board – including but not limited to clearly articulated information about the following: A. Definition of the project's purpose and goals. B. Definition of the project's key elements and rationale for their inclusion. C. Definition of the project's strategic context, and contribution to advancing the board's Ends or other policies. D. Explanation of the project's priority relative to other capital needs. E. Estimates of the capital cost, ongoing operating and maintenance costs, and expected useful life associated with the project.	100%	100%	

F. Explanation of anticipated funding sources and financing mechanisms. G. Definition of risks associated with the project. H. Project timeline. I. Public involvement Process			
Policy 2.10.1.2 Request authorization to proceed with a project without incorporating it into an annual budget or a budget amendment.	100%	100%	
Policy 2.10.2 Expend funds on a construction project prior to having confirmed funding for that stage.	100%	100%	
Policy 2.10.3 Proceed with construction that does not minimize inconvenience to the travelling public and those businesses and residences directly impacted to the extent that is reasonably practicable.	100%	100%	
Policy 2.10.3.1 Proceed without providing timely and accurate information to the travelling public, residents and business owners.	100%	100%	

Policy 2.10.3.2 Proceed with construction project or changes to the project that could be foreseen to create significant resistance from the traveling public and external stakeholders because they had not had the opportunity for consultation.	100%	100%	
Policy 2.10.4 Allow the board to be unaware of political, residents' and businesses' issues related to the proposed construction.	100%	100%	
Policy 2.10.5 Allow the board to be without regular reports on the project's implementation, including but not limited to: A. Changes to the anticipated cost of the project. B. Changes to the elements/scope of the project. C. Changes to scheduled completion, delays or impacts to timelines. D. Timely notice of possible cost overruns and planned action to reduce impact.	100%	100%	

Additional context questions

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

Responses – (8) NO

2. If the CEO has indicated **NON-COMPLIANCE** with any aspect of this policy, is there a commitment as to when the Board can expect to see compliance and is the proposed time-frame acceptable?

Responses – (7) N/A
(1) YES

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

Responses – (8) NO

APPROXIMATELY HOW MANY MINUTES DID IT TAKE YOU TO FILL OUT THIS FORM?

20, 20, 20, 20, 8, 20, 10, 20

Annual Approval of Public Transit Agency Safety Plan

Meeting: Board of Directors

Meeting Date: October 16, 2025

INFORMATION TYPE:
Decision
RECOMMENDED ACTION(S):
That the Board adopt the resolution approving the AAATA's 2025 Public Transportation Agency Safety Plan (PTASP) Version 4.1.
PRIOR RELEVANT BOARD ACTIONS & POLICIES
3.4.8 – "Mandatory Approvals" required by outside organizations are placed in the Consent Agenda. 2.0 & 2.5.2 – Comply with laws and federal regulations, do not jeopardize funding.
ISSUE SUMMARY:
As a prerequisite for receiving federal transit funding, transit agencies are required to submit a Board approved, annual Public Transportation Agency Safety Plan (PTASP). This year's plan has already received approval from both the Safety Committee and the CEO. The PTASP must be approved by the board no later than December 31, 2025. Failure to meet this deadline could put federal funding at risk, as outlined in Policy 2.5.2. Staff affirm that the attached PTASP is in full compliance with all federal regulations.
BACKGROUND:
Policy Governance acknowledges that external funders or regulators may occasionally necessitate board approval for detailed staff tasks, referred to as "Means." To maintain clear delegation to the CEO and prevent conflicting expectations, Policy Governance recommends including such approvals in a "Mandatory Approvals" consent agenda. The board has previously approved PTASPs for the years 2021 and 2022 through this mechanism. These earlier plans were accepted by the Federal Transit Administration (FTA), and no safety concerns were raised during the 2025 Triennial FTA Audit. The PTASP (Public Transportation Agency Safety Plan) for TheRide is governed by federal regulation 49 CFR Part 673, which sets forth the requirements. Developed to align with a Safety Management Systems (SMS) approach, the PTASP integrates policies, processes, and behaviors to ensure a proactive and data-driven approach to safety risk management. The plan incorporates the core elements of SMS: • Safety Management Policy • Safety Risk Management • Safety Assurance • Safety Promotion The 2021 Bipartisan Infrastructure Bill introduced new PTASP requirements, all of which have been successfully incorporated:

- Formation of a Safety Committee comprising equal numbers of frontline workforce and management representatives. The existing AAATA Safety Committee was adapted for this purpose.
- Plan approval by the Safety Committee, followed by the CEO and Board of Directors. Both the Committee and the CEO have approved the PTASP.
- Implementation of a risk reduction program aimed at lowering accident, injury, and assault rates among transit workers. The plan includes specific metrics and targets.
- A comprehensive staff training program for operations and maintenance personnel, encompassing safety training, ongoing education, and de-escalation techniques.

IMPACTS OF RECOMMENDED ACTION(S):

- **Budgetary/Fiscal:** Board approval necessary to ensure federal funding.
- **Social:** The PTASP helps to minimize risk to the employees and public.
- **Environmental:** NA
- **Governance:** The federal government required approval by the Board. Policy Governance requires such approvals be placed in the Consent Agenda.

ATTACHMENTS:

1. Resolution approving the AAATA's 2025 Public Transportation Agency Safety Plan (PTASP)
2. Draft PTASP

PUBLIC TRANSPORTATION AGENCY SAFETY PLAN

**RESOLUTION OF THE BOARD OF DIRECTORS
OF THE
ANN ARBOR AREA TRANSPORTATION AUTHORITY**

WHEREAS, the Public Transportation Agency Safety Plans (PTASP) regulation (49 CFR Part 673) requires certain operators of public transportation systems that receive federal funds under the FTA Urbanized Area Formula Grants to develop an Agency Safety Plan (ASP) that includes the processes and procedures to implement a Safety Management System (SMS), a comprehensive, collaborative, and systematic approach to managing safety, and

WHEREAS, the Federal Transit Administration requires the Board of Directors of the Ann Arbor Area Transportation Authority to annually approve a Public Transit Agency Safety Plan, and

WHEREAS, the Chief Executive Officer (the AAATA Accountable Executive) has signed the 2025 Public Transit Agency Safety Plan, as approved by staff at the Safety Committee.

THEREFORE, BE IT RESOLVED, that the Board of Directors of the Ann Arbor Area Transportation Authority hereby approves the 2025 Public Transit Agency Safety Plan and directs the Chief Executive Officer to submit it to the Federal Transit Administration by the end of the calendar year.

I hereby certify that the following Resolution was duly approved and adopted by the Board of Directors of the Ann Arbor Area Transportation Authority at a meeting held on October 16, 2025, at which a quorum was present and acting throughout.

Kathleen M. Mozak, Chair
October 16, 2025

Jesse Miller, Secretary
October 16, 2025

CEO Report

Meeting: Board of Directors

Meeting Date: October 16, 2025

INFORMATION TYPE

Other

LONG-RANGE PLAN STATUS UPDATES

YPSILANTI TRANSIT CENTER PLANNING

Staff continue to work towards transitioning into detailed design, land acquisition support, procuring a construction manager, construction documentation, and construction administration. Contract negotiations should conclude this month. The outcome of the FY25 5339 grant program through FTA and jointly sponsored request from Senators Peters and Slotkin for Congressionally Directed Spending are still pending, but we will hopefully know before the end of the calendar year.

BLAKE TRANSIT CENTER EXPANSION

TheRide continues to work with the Ann Arbor Housing Commission (AAHC) and their co-developer (Related Midwest) on the joint development of the old Y-Lot site adjacent to the BTC (350 S. Fifth). The team submitted revisions to their site plan (second submittal) on 9/11/25 to aggressively pursue site plan approval and has hired a general contractor. They are tentatively preparing for construction to start in spring 2026. Modifications to TheRide's existing BTC platform will be necessary to accommodate the housing development and approved concept of the new platform, and these will be submitted with the site plan for platform expansion later this fall or winter. The transit elements of the development will not be under construction until Q4 FY2027 at the earliest. A separate study led by the DDA to redesign Fourth Ave from Liberty St. to William St. is ongoing. This project aims to create a more pedestrian and transit-friendly street. The project team is working closely with the 350 S. Fifth development team so that both the housing project and Fourth Ave timelines and final designs are well-coordinated. The Fourth Ave team is making progress on 90% design for the block, aiming to submit the final design for city consideration this month. Critical elements of the signal design at Fourth Ave and William and Liberty Streets are still under study and consideration, with a resolution expected before construction begins. Construction is slated to begin in spring 2026 around the same time as the housing tower, which will close most of Fourth Ave and impact bus operations. The BTC driveway can remain open for most of construction, but staff are evaluating various options to maintain high quality bus operations downtown. AAATA is working closely with the team to develop phasing and construction plans. Lastly, the City of Ann Arbor, in partnership with the AAHC, DDA, and AAATA, applied for a Michigan Talent Partnership Program grant in the amount of \$7.89M, which would help fund the improvements associated with the 350 S. Fifth development, the BTC platform expansion, and the Fourth Ave redesign. AAATA provided a match of \$677,592. The timeline for awards is unknown.

BUS FACILITIES AND GARAGE STUDY

The Dawn Gabay Operations Center (DGOC) is over 40 years old and was identified as operating over-capacity in an Operational Facility Needs Study completed in 2017. A new garage is critical for enabling the recommendations of TheRide 2045 Long Range Plan, especially as it relates to service expansion. The project team continues to work on the study and is currently focused on the Existing Conditions Report and Stakeholder and Public Engagement Plan.

OPERATIONAL UPDATES

AAATA RIDERSHIP CAMPAIGN

TheRide's initial ridership campaign from this Summer is wrapping up. In addition to digital and print media, below are some further video commercials that are streaming across multiple platforms throughout the service area:

- [It's Your Time](#)
- [Save the Time and Hassle](#)
- [Take Back Your Commute](#)
- [Take Back Your Time](#)

These video spots drive the "It's Your Time" message, highlighting the time we spend on parking or commuting that takes away from other parts of our lives. Here, the focus is on giving riders back something they can't replace time.

BUS ROADEO

The Bus Rodeo took place on September 21st, where AAATA MCOs competed against each other as well as U-M drivers. This year's winners were 1st place: Reginald Trussell, 2nd place: Kilo Coward, and 3rd place: James Elliott. Reginald will go on to compete in the International Bus Rodeo competition next year.



LOCAL ADVISORY COMMITTEE (LAC)

The LAC met on September 9th, where service updates were given, as well as initial discussions on LAC feedback for the board monitoring report Policy 2.1 Treatment of the Traveling Public. The next LAC meeting is set to take place on October 14th.

ANN ARBOR CITY COUNCIL

AAATA will be presenting to City Council on October 20th.

TRANSPORTATION COMMISSION (ANN ARBOR)

The Commission met on September 17th and received presentations on a study regarding traffic calming that is just beginning. TheRide staff noted our support for safer streets and asked how this citywide study would account for incidentally slowing bus traffic. City and consulting staff are committed to working with TheRide as the study progresses.

WATS POLICY COMMITTEE UPDATE

The WATS policy committee met on September 17th, made minor TIP amendments, and received presentations on TheRide's bus stop program and Chelsea's transportation plan. The October meeting is cancelled.

LEGISLATIVE UPDATE

The State of Michigan passed their FY2026 budget on October 3rd, and it was signed into law by Governor Whitmer on October 7th. Public transit saw an increase in LBO funding, putting the new baseline amount at \$271.6 million.

AAATA staff will provide a verbal legislative update at the board meeting, as there are a few elements of the budget that still need additional clarification.

EMPLOYEE AND COMMUNITY ENGAGEMENT

MAIN STREET GREEN FAIR

TheRide, along with the getDowntown program, participated in the A2Zero Green Fair on September 19th on Main Street. Staff were able to engage with community members who were current, as well as perspective riders.



DDA BIKEAPALOOZA

On September 20th, TheRide was at Bikeapalooza where we were able to speak on safe bus/bike interactions, how to bring your bike on TheRide, and more.



TRU 25-YEAR ANNIVERSARY

AAATA sponsored TRU's 25th Anniversary event that was held in Dearborn on September 25th, where both transit professionals and activists met to celebrate TRU's 25 years of advocacy.



UOFM EARTHFEST

TheRide joined the University of Michigan for their annual Earthfest on September 30th at their Central Campus diag. AAATA staff spoke with students and staff about our services and the Mcard transit partnership.



AAPD NATIONAL NIGHT OUT

On October 7th, AAATA joined the Ann Arbor Police Department for their first National Night Out event.



UPCOMING EVENTS

TRICK OR TREAT PARADE – TheRide will be at the annual Main Street Trick or Treat Parade on October 26th. Staff will be handing out candy and other swag items to the public outside of the Blake Transit Center.

EXECUTION OF CONTRACTS OVER \$250K (Policy 2.9.1.5.D)

There were no contracts executed over \$250k to report.