

Board of Director's Retreat Agenda

Meeting Date/Time: December 4, 2025 – 10:00am – 4:00pm

Location: Sheraton Ann Arbor Hotel – 3200 Boardwalk Drive, Ann Arbor
(Sheraton Petit Conference Room - 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	10:00	Mozak	
1.2 Public Comment	O			
1.3 LAC – Ends Feedback	O			
1.4 General Announcements	O			
2. BOARD EDUCATION / DISCUSSION				
2.1 Ends Policies Development	O	10:30	Radwan	3
3. EMERGENT ITEMS				
4. CLOSING ITEMS				
4.1 Public Comment	O	3:50		
4.2 Adjournment		4:00		

* 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?

December 4 2025 Agenda

AAATA Ends Development Retreat

The bulleted notes provided are drawn from our October discussion.

1. Introduction and Orientation to the Day's Discussions

2. Global End Discussion

- In consideration of the global ends policy, do we want to focus on core services and ridership rather than the contribution to the social, environmental and economic vitality of Ann Arbor?
- Increased ridership is impacted by frequency and demand (both operational considerations)

Current	At least two pathways to consider
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.	AAATA exists so that the region has a robust public transportation system that adapts to the area's evolving needs, environment, and quality of life." (Formerly the vision statement) OR AAATA exists to create a robust transportation system so that <i>What good for whom impact: an increasing proportion of residents, workers and visitors use the system to access essential and enhanced quality of life services through convenient and affordable mobility options,</i> <i>At what cost: at the cost of efficient stewardship of resources with prioritization that addresses evolving needs and opportunities, ridership satisfaction and community pride with performance, and reduced environmental impact.</i>

3. RE: Policy 1.1

- How do you wish to further define *full participation in society (1.1)*?
- Current policy only addresses people with impairments. But public transportation is for all.
- The policy should focus on what is the impact of having access?
 - Access vs accessibility: The terms are not the same.
 - Mobility is access to opportunity.

Current Policy 1.1	Alternative Approach
<p>1.1. Residents in the area have equitable access to public transportation services that enables full participation in society.</p> <p>1.1.1. People with economic challenges have affordable public transportation options.</p> <p>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.</p> <p>1.1.3 Riders and prospective riders perceive public transportation services as safe.</p>	<p>1.1 Residents fully participate in society using TheRide's options for transportation.</p> <p>1.1.1 People with economic challenges can afford TheRide's options for transportation.</p> <p>1.1.2 People with impairments, seniors, minors and non-English speakers easily navigate to desired destinations using TheRide's options for transportation.</p> <p>1.1.3 Residents and students do not require personal vehicles to fully participate in area opportunities.</p>

4. RE: Environmental sustainability: does this language below capture your concerns?

<p>1.2 Conditions contributing to environmental sustainability improve.</p> <p>1.2.1 Public transportation is the mode of choice by residents, students and visitors in the area.</p> <p>1.2.2 <i>Environmental vitality improves with minimized carbon emissions and optimized carbon neutrality of TheRide's options for transportation and services.</i></p>

5. Shall we eliminate End 1.3? (This question may be highly dependent on revised global End.

1.3. Public transportation positively impacts the economic prosperity of the area.

- 1.3.1. Public transportation facilitates labor mobility.
- 1.3.2. Students can access education opportunities without need of a personal vehicle.
- 1.3.3. Visitors use public transportation in the area.
- 1.3.4. Public transportation connects the area to the Metro Detroit region.

6. Few comments were made re: 1.4 and 1.5

1.4 Passengers express high satisfaction with available services and TheRide's options for public transportation.

1.5 Area residents take pride in the contributions of TheRide to the area's quality of life.

7. What's missing?

- Missing: Coverage in less dense areas.
- Missing: Public awareness of service as a convenience and economic value as represented by our current marketing strategy.
- Missing: We may need to further define safety.