

ISSUE BRIEF: Ends Policies Monitoring Report

Board Meeting: April 16, 2020

INFORMATION TYPE:
Decision
RECOMMENDED ACTION(S):
<p>That the Board review this monitoring report through the month of February and consider accepting it in March as either level:</p> <ul style="list-style-type: none"> • B – In compliance, except for item(s) noted, OR • C – Making reasonable progress toward compliance.
PRIOR RELEVANT BOARD ACTIONS & POLICIES
<p>On December 19th, 2019, the Board adopted new Ends policies.</p>
ISSUE SUMMARY:
<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 is convincing.</p>
BACKGROUND:
<p>The CEO certifies that the information contained in this report is truthful and accurate to the best of his knowledge.</p> <p>In the process of compiling this report, staff has realized that there may be a few data integrity issues and is working to improve those instances.</p>
ATTACHMENTS:
<ol style="list-style-type: none"> 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.

PROPOSED ENDS POLICIES:	Page #	Compliance
1. AAATA exists so that an increasing proportion of residents, workers and visitors in the Ann Arbor-Ypsilanti Area utilize public transportation options that contribute to the Area’s social, environmental and economic vitality at a cost that demonstrates value and efficient stewardship of resources.	3	
1.1. Residents in the area have equitable access to public transportation services that enable them to participate fully in society.	7	
1.1.1. People with economic challenges have affordable public transportation options.	9	
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.	10	
1.2. Public transportation positively impacts our environment.	13	
1.2.1. Public transportation options are increasingly chosen overuse of a personal car.	14	
1.2.2. Public transportation options minimize energy use and pollution, and conserve natural resources.	16	
1.2.3. Public transportation options produce conditions favorable to more compact and walkable land development.	18	
1.2.4. Relevant public policy is transit supportive	20	
1.3. Public transportation positively impacts the economic prosperity of the area.	21	
1.3.1. Public transportation facilitates labor mobility.	21	
1.3.2. Students can access education opportunities without need of a personal vehicle.	25	
1.3.3. Visitors use public transportation in the area.	26	
1.3.4. Public transportation connects the area to the Metro Detroit region.	27	
1.4. Passengers are highly satisfied with public transportation services.	28	
1.5 Residents of the area recognize the positive contributions of public transportation to the area’s quality of life.	29	

 Fully Compliant
  Partially Compliant
  Non-Compliant
  TBD

Preliminary CEO Interpretations and Evidence

POLICY 1:

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

Degree of Compliance: Partially Compliant

Previous monitoring period: Partially Compliant

Expected date for full compliance: Unknown

POLICY 1: Interpretation

I 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.

Compliance with this policy will be demonstrated during this period when ridership on fixed-route services increases *faster* than population growth. This should indicate that the community is *increasingly* relying on transit. 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.

Further, 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 conventional financial analysis are 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.

Our specific metrics, targets and results for this period are outlined below.

Further compliance with this policy is demonstrated by compliance with policies 1.1, 1.2, 1.3, 1.4 and 1.5 below.

POLICY 1: Evidence

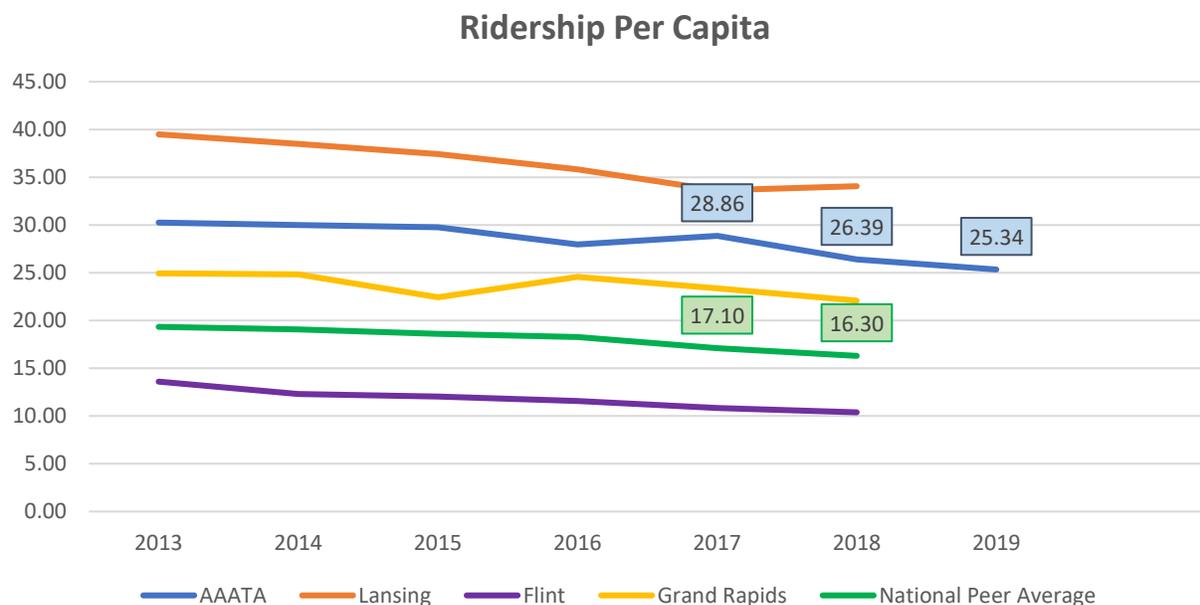
Evidence for this policy is provided as statistical trends for TheRide’s key performance metrics for fixed-route bus service, benchmarked against other peer transit agencies in Michigan for context. TheRide peers are developed by a third-party, Florida Transit Information System (FTIS). FTIS uses data from the National Transit Database to create peers that are similar based on area population, mode type, total annual vehicle miles operated, annual operating budget, population density, population growth rate, percent of service demand-responsive, percent of low-income population etc. Five of the most similar transit agencies in the country have been used to provide a national peer average comparison.

Our key metrics are:

- **Ridership per Capita** – Total fixed-route ridership divided by population. This gives a snapshot of the proportion of the community using the service and is more up to date than mode share figures that follow later in this report.
- **Annual Ridership** – Total absolute ridership on the fixed-route service. A snapshot of the actual number of passengers. (Paratransit, vanpool and other services are addressed in other policies.)
- **Cost per Rider** – Total Fixed-route Operating Costs divided by Ridership. This cost-effectiveness measure provides an answer about “at what cost?” It is best judged in comparison with other transit agencies.

Ridership (Trips) per Capita

The population of the area grew by 1.02% while ridership grew by 0.24%. Even though growth was experienced both in ridership and capita, ridership did not grow as fast as the population leading to a decrease of 4% in ridership per capita. Becoming compliant with this goal will require more resources, service restructuring, and an increase in service in order to attract the growing population. The graph below displays this information



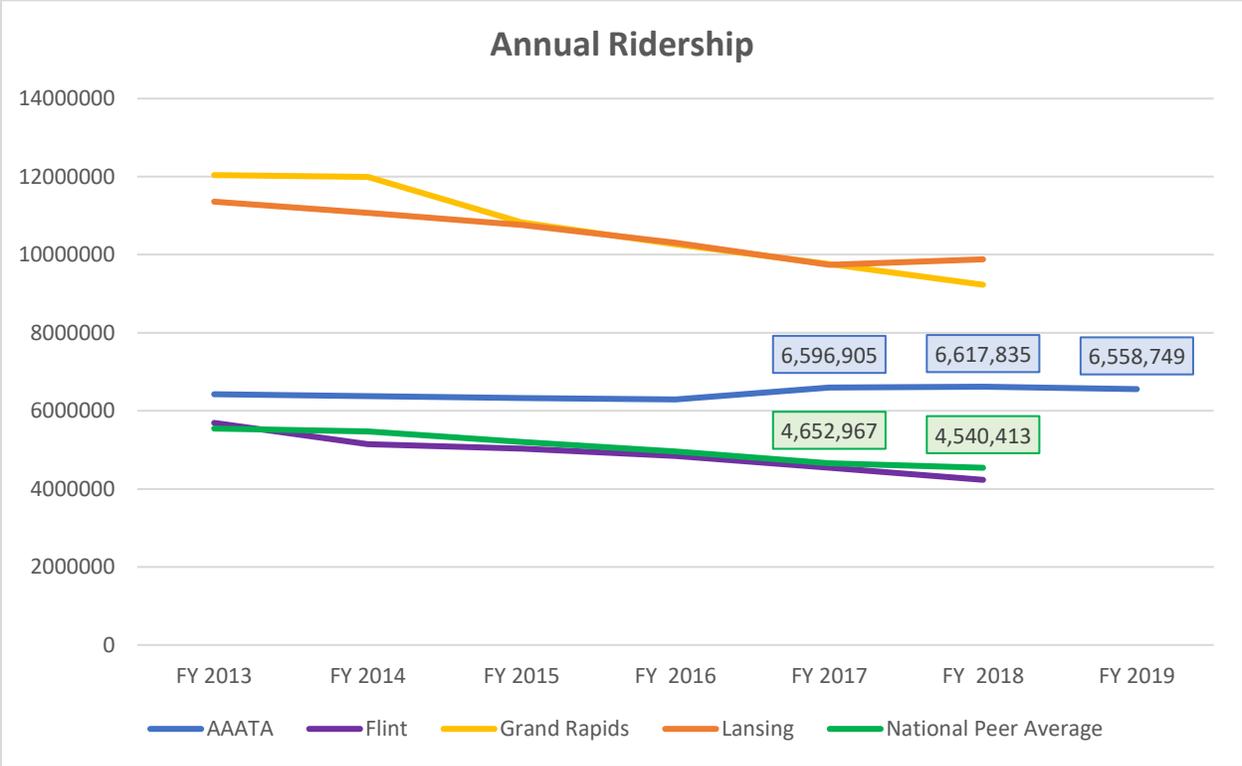
Note:

1. Lansing ridership per capita is high because CATA reports Michigan State University ridership. TheRide accounts for University of Michigan’s population but does not account for their on-campus ridership thus reporting comparatively lower ridership per capita numbers.

POLICY 1: Evidence (continued)

Annual Ridership

Since 2013, TheRide has seen a slight overall increase in fixed-route ridership, albeit with some declines. This is in contrast to other Michigan transit agencies and national trends of severe ridership losses. The national peer average is based on five transit agencies with the highest likeliness score to TheRide. The graph below displays this information.



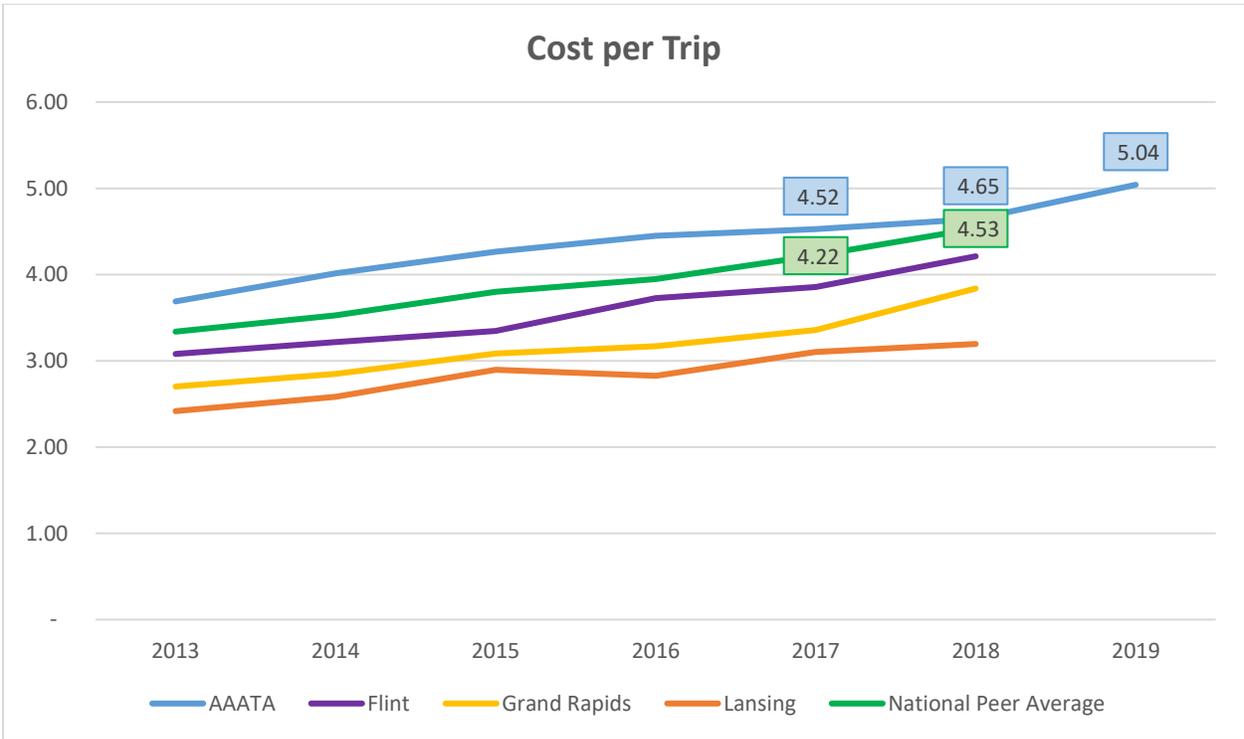
Note:

1. Lansing’s ridership includes ridership at Michigan State University while TheRide does not include University of Michigan on campus ridership. This may explain the disparity in the ridership numbers between the two agencies.

POLICY 1: Evidence (continued)

Cost per Ride (not adjusted for inflation)

Like peer agencies, the cost of operation has seen a gradual increase as costs increase faster than ridership. 2019’s expenses are higher as a result of an increase in wages, fuel costs, utilities and insurance. Fixed route absorbs the majority of that increase since it is the main business. Our target is to maintain a reasonable cost per ride in comparison with other peer agencies. The information below illustrates that we are higher than other Michigan agencies, possibly due to a higher cost-of-living in the Ann Arbor area.



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. AAATA’s costs are not conclusive as audit is ongoing.

POLICY 1.1:
Residents in the area have equitable access to public transportation services that enables full participation in society.

Degree of Compliance: Partially Compliant

Previous monitoring period: Partially Compliant

Expected date for full compliance: Unknown

POLICY 1.1 INTERPRETATION

Compliance with this policy will be further demonstrated when:

- At least 80% of residences in the membership area are within 0.25 miles of a bus stop. This distance is generally seen as a reasonable walking distance by industry standards.
- There is a bus stop within 0.25 mile walk of all municipal council chambers (3) and major hospitals, and most major grocery stores and libraries are within 0.25 miles of a bus stop. (Job and educational sites are addressed in later policy.)
- 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 constitutes further achievement of this End.

This interpretation is reasonable because, as a requirement for service coverage, walking distance standards are the industry norm for setting acceptable limits. This is as much coverage as available resources allow. Paratransit must serve all destinations with 3/4 miles of a bus route, so these measures also encompass paratransit access. Our specific metrics, targets and results for this period are outlined below.

POLICY 1.1: Evidence

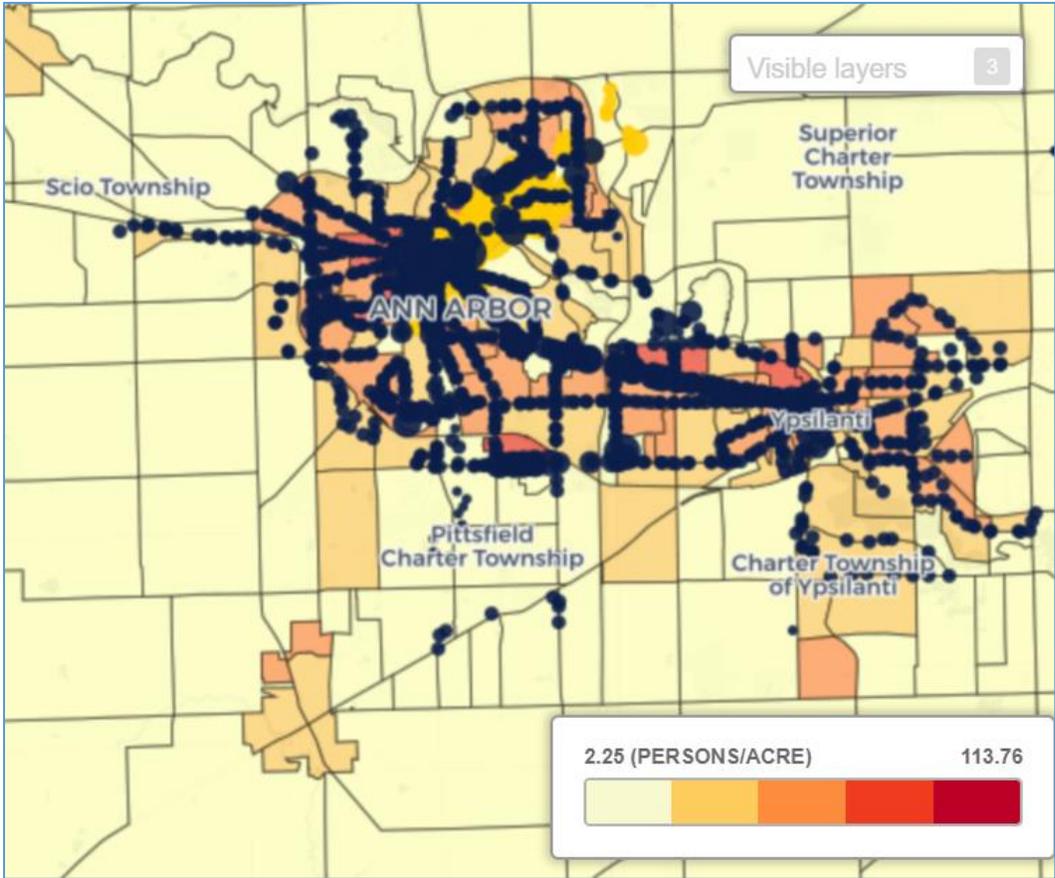
Service Coverage

Within 0.25 mile of a bus stop	FY2018	FY 2019	FY 2020	Target
Council Chambers	3	3	3	3
Hospitals (UM, St Joseph)	2	2	2	2
Major Grocery Stores	100%	100%	100%	80%
Major Libraries	100%	100%	100%	80%

POLICY 1.1: Evidence (continued)

Residential Coverage

As illustrated in the SEMCOG map below, there are AAATA bus stops near the majority of the residential population. While some outlying low-density areas may be beyond 0.25 miles, we believe that at least 80% of the population is covered. In the future, we may use more detailed computer analysis to further quantify the exact calculation.



POLICY 1.1.1:
 1.1.1. People with economic challenges have affordable public transportation options.

Degree of compliance in this report

Degree of Compliance: Compliant
Previous monitoring period: Compliant

POLICY 1.1.1: Interpretation

Compliance with this policy will be demonstrated when low-income residents of member jurisdictions (Ann Arbor, Ypsilanti, Ypsilanti Twp.) have access to a reasonably discounted passenger fare for the fixed-route service. This interpretation is reasonable because, unless fares are free, there will be a need to establish a threshold. A threshold based on income is the most direct way to target the additional subsidy specifically to persons with lower incomes.

This is as much as a discount as we can offer given existing resources and the need to use passenger revenue to help fund services. Our specific metrics, targets and results for this period are outlined below.

POLICY 1.1.1: Evidence

TheRide has a low-income discount program called the Fare Deal program. Eligible passengers pay a discounted fare of \$0.75 compared with the full fare price of \$1.50. Eligibility is determined by being able to present a Medicare*/ Medicaid** card and a valid State ID.

The Fare Deal program is reasonably well-used and is available to all eligible residents of the service area. Over four thousand people are registered. 3,525 of these are registered based on income. About, 99% of all those served through this program are residents of the service area.

Fare Deal Program	FY 2019
Total # of Fare Deal registrants	4,286
# Fare Deal ADA	205
# Fare Deal Income eligible	3,525
# Fare Deal Senior	506

In addition to the Fare Deal program, as per the Federal Transit Act, seniors, people with disabilities, and Medicare cardholders can only be carded a 50% fare. Therefore, a reasonable discounted fare for TheRide should be no greater than, \$0.75. i.e. 50% less than the full fare price (\$1.50).

Note:

* Medicare eligibility is based on state of residence, age, disability and/or chronic illness. Each state has different eligibility requirements. However, Medicare users are often 65 years old and above.

**Those who do not qualify for Medicare (16-64 years) and have an income at or below 133% of the federal poverty level (\$16,000 for a single person or \$33,000 for a family of four), 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

Previous monitoring period: Compliant

POLICY 1.1.2: Interpretation

Compliance with this policy will be demonstrated when:

- 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.
- TheRide complies with legal requirements for accommodating anyone with disabilities. This is reasonable because it documents compliance with the Americans with Disabilities Act (ADA).
- 100% of bus stops adjacent to sidewalks are wheelchair accessible. This is reasonable because full access is a reasonable goal, and because some bus stops have no adjacent sidewalks and the TheRide cannot make them accessible.
- 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 federal law mirrors this interpretation.
- 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.
- Printed passenger information is available in Spanish and Chinese (Mandarin) which are the two most common non-English languages in the area. This is reasonable because it mirrors minimum federal requirements and is cost effective. On-line translation services can help communicate our website information.

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.

Our specific metrics, targets and results for this period are outlined below. These goals are within our control and financial reach, and mirror legal requirements for our services. While there will always be specific needs we cannot meet (e.g. extra-large wheelchairs, remote destinations, etc.), the above goals are within our resources to achieve. Should resources permit, we may strive to exceed these requirements.

POLICY 1.1.2: Evidence

Measure	Current Status	Target
% of Buses Accessible to Wheelchairs	100%	100%
% of terminals accessible to wheelchairs	100%	100%

POLICY 1.1.2: Evidence (continued)		
% of bus stops accessible (that can be made accessible)	59% (623 out of 1,061 are accessible. There are another 188 stops that cannot be made accessible.)	100%
% of buses with audio and visual stop announcements	100%	100%
% of terminals with visual departure announcements	Both terminals	Both terminals
Paratransit compliance with ADA (determined by FTA)	Complies with ADA (2018 FTA Review)	Complies with ADA
Availability of Spanish and Mandarin	Ride Guides published. On-line translation	Ride Guides published
Age of Unaccompanied Minors	No age limit to ride the bus, young children need to be accompanied	No age limit.

Previously, we were in compliance with older goals for making bus stops accessible. This new interpretation we are only 59% in compliance and will need to make further investments to achieve full compliance. There are 438 bus stops still to be made accessible. The timeline is not yet defined for reaching full compliance. For that reason, I report partial compliance on this policy.

Below is a comparison of ADA minimum requirements and TheRide provisions today. As seen in this table, TheRide provisions equal to exceed ADA minimum requirements.

Parameter	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 buses 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

POLICY 1.1.2: Evidence (continued)

Parameter	ADA Minimum Standards	TheRide's Current Level of Service	Compliant?
Advance booking	Allow up to 14 days in advanced booking; an agency may choose to allow booking for less than 14 days if such a plan involves public participation.	TheRide allows up to 7-days in advanced booking. This change came in effect after two public input sessions in April 2011.	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	Door to Door (Better than 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 from 7:00AM - 6:00PM	Yes.
Reasonable modification	Reasonable modification at customer request	Reasonable modification at customer request	Yes.
Will-call return trips	No stipulation	When passengers make medical trips, they are allowed to call for their return trips. TheRide allows for two will call trips a day.	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.

<p>POLICY 1.2:</p> <p>Public transportation positively impacts our environment.</p>
<p>Degree of compliance: Partially Compliant</p> <p>Previous monitoring period: Partially Compliant</p> <p>Expected date for full compliance: Unknown</p>
<p>POLICY 1.2: Interpretation</p>
<p>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.</p>
<p>POLICY 1.2: Evidence</p>
<p>Achievement of policies 1.2.1 through 1.2.4 constitutes achievement of this policy.</p>

POLICY 1.2.1:

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

Degree of compliance: Partially Compliant

Previous monitoring period: Partially Compliant

Expected date for full compliance: Unknown

POLICY 1.2.1: 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 actually 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.

POLICY 1.2.1: Evidence

Commute to Work, Changes Over Time (Ann Arbor, Ypsi, Ypsi Twp., Pittsfield Twp.)

Transportation to Work

Transportation to Work	ACS 2010	% of Total (ACS 2010)	ACS 2015	% of Total (ACS 2015)	% Point Chg 2010-2015
Drove alone	72,861	68.7%	74,216	66.5%	-2.2%
Carpooled or vanpooled	8,778	8.3%	8,949	8%	-0.3%
Public transportation	6,097	5.8%	8,840	7.9%	2.1%
Walked	10,194	9.6%	9,764	8.8%	-0.8%
Biked	2,073	2%	2,987	2.7%	0.7%
Other Means	831	0.8%	786	0.7%	-0.1%
Worked at home	5,164	4.9%	6,017	5.4%	0.5%
Resident workers age 16 and over	105,998	100.0%	111,559	100.0%	0.0%

Source: U.S. Census Bureau, 2006-2010 and 2011-2015 American Community Survey 5-Year Estimates

Source: SEMCOG, Community Profiles. 2019.

Note: This data is collected every five years.

Targets: The proportion of all modes of travel other than driving alone should increase over time. Driving alone should decrease. Change in mode share are gradual and best measured over years. Per the data above, there was a 2 percent increase in public transportation and a 2.2 percent decrease in personal vehicle (driving alone) use between 2010 and 2015.

These mode share data are the most reasonable evidence that is readily available. However, there are shortcomings: the data are only collected every five years, mode share for all trips is not available, and the data combine TheRide, UM buses, and other services together. Nevertheless, a better means of providing evidence for this policy has not yet been found.

POLICY 1.2.2:

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

Degree of compliance: Not Compliant

Previous monitoring period: TBD

POLICY 1.2.2: Interpretation

Compliance with this policy during will be demonstrated when TheRide’s own energy use and greenhouse gas emissions (GHG) *per passenger trip* decrease for major services and facilities. This is reasonable because it allows tracking over time by accounting for changes in the amount of service provided. More detailed estimates of emissions are possible cost-prohibitive and fuel use is a reasonable proxy measure.

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.

(Note: Because shared-ride modes have a lower environmental impact than single-occupant automobiles, it is more important to increase the number of people *using* public transit than it is to reduce the energy consumption or pollution *from* public transit.)

POLICY 1.2.2: Evidence

Fuel Use/Passenger Trip

Gallons of fuel per Passenger Trip	2018	2019	Target	Within target
Fixed-Route	0.13 (841,689 gallons)	0.13 (868,528 gallons)	Same or reduced.	Yes
	Overall fuel consumption increased by 26,839 gallons compared with the previous year. Nonetheless, there wasn’t a significant change in ridership, and the ratio of gallons to ridership remained the same at 0.13			
Paratransit	0.13 (17,906 gallons)	0.14 (18,985 gallons)	Same or reduced.	No. up by 7.6%
	Despite 1.5% decline in paratransit ridership from 2018 to 2019, the amount of fuel consumed was up by 7.6%. This could be as a result of less shared trips.			
Vanpool	0.36 (84,400 gallons)	0.37 (90,175 gallons)	Same or reduced.	No. Up 2.7%.
	The 2.7% increase in vanpool fuel consumption is due to a 16% increase in vanpool vehicles.			

POLICY 1.2.2: Evidence (continued)

Green House Gas (GHG) Emissions/Passenger Trip

TheRide does not measure GHG emissions directly due to cost. However, the more fuel that is burned, the more GHG emitted. Based on the table above it could therefore be deduced that there was also a slight increase in GHG emissions from 2018 to 2019.

Energy Used per Hours of Operation (Facilities, Cumulative)

There was an increase in electricity, natural gas and water consumption from 2018 to 2019. The Polar Vortex in early 2019 may have resulted to the increase of energy use. Staff will monitor these figures to see if weather is the cause, or other actions are necessary to achieve compliance.

Energy used	2018	2019	Target	Within target
Electricity (kwh)	1,754,658	1,996,119	Same or reduced.	No. Up 13%.
Natural Gas (therms)	345,880	448,560	Same or reduced.	No. Up 29%.
Water (units)	4,116	5,961	Same or reduced.	No. Up 44%.

POLICY 1.2.3:

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

Degree of compliance: Not Compliant

Previous monitoring period: TBD

POLICY 1.2.3: Interpretation

Compliance with this policy during this period will be demonstrated when the frequency of fixed-route services in suitable corridors is high enough to encourage demand for transit-oriented land development.

This is a reasonable interpretation because the frequency of transit is perhaps the largest factor in whether fixed-route service is perceived as competitive with personal automobiles. Increasing the frequency of services can encourage land development decision that do not rely on cars and parking. Conversely, it would be hard to produce favorable conditions without high frequency service. Also, only certain corridors have the combination of potential land development and existing frequency. 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.

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.

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

POLICY 1.2.3: Evidence

Suitable corridors area defined as:

Corridor	Current Frequencies	Targets	Compliance
Washtenaw Ave	Weekdays Peak: 10 minutes Mid-day: 30 minutes Evenings: 30 minutes Weekends Peak: 20 minutes Mid-day: 30 minutes Evenings: 60 minutes	Weekdays Peak: 10 minutes or better Mid-day: 20 minutes or better Evenings: 30 minutes or better Weekends Peak: 30 minutes or better Mid-day: 30 minutes or better Evenings: 30 minutes or better	Somewhat

POLICY 1.2.3: Evidence (cont.)			
Plymouth Road	Weekdays Peak: 15 minutes Mid-day: 15 minutes Evenings: 30 minutes	Weekdays Peak: 15 minutes Mid-day: 15 minutes Evenings: 30 minutes	Somewhat
Plymouth Road (cont.)	Weekends Peak: 60 minutes Mid-day: 60 minutes Evenings: 60 minutes	Weekends Peak: 30 minutes or better Mid-day: 30 minutes or better Evenings: 30 minutes or better	Somewhat
Huron	Weekdays Peak: 30 minutes Mid-day: 30 minutes Evenings: 30 minutes Weekends: 60 minutes	Weekdays Peak: 15 minutes or better Mid-day: 30 minutes or better Evenings: 30 minutes or better Weekends: 30 minutes or better	Somewhat
State Street	Weekdays Peak: 15 minutes Mid-day: 30 minutes Evenings: 30 minutes Weekends: 30 minutes	Weekdays Peak: 15 minutes or better Mid-day: 30 minutes or better Evenings: 30 minutes or better Weekends: 30 minutes or better	Yes
Main Street	Weekdays Peak: 30 minutes Mid-day: 30 minutes Evenings: 60 minutes Weekends: 60 minutes	Weekdays Peak: 30 minutes or better Mid-day: 30 minutes or better Evenings: 30 minutes or better Weekends: 30 minutes or better	Somewhat
Packard	Weekdays Peak: 15 minutes Mid-day: 15 minutes Evenings: 30 minutes Weekends: 60 minutes	Weekdays Peak: 15 minutes or better Mid-day: 15 minutes or better Evenings: 30 minutes or better Weekends: 30 minutes or better	Somewhat

Presently, we do not have enough resources to meet these targets for frequency. For these reasons, I report partial compliance with this policy. Compliance will require additional buses, staff, funding, and a larger garage. If planning currently underway leads to more resources by 2022, higher frequencies could occur between 2023-2025. Increasing frequencies may reduce passenger per hour performance until land-develop occurs.

POLICY 1.2.4:

Relevant public policy is transit supportive.

Degree of compliance: To be determined

Note: This is a new policy

POLICY 1.2.4: 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 TheRide makes efforts to encourage the municipalities of Ann Arbor, Ypsilanti, Ypsilanti Township, Pittsfield Township, and MDOT adopt and implement the following decisions:

1. Zoning regulations that encourage higher densities, mixed uses, and pedestrian access *along major transit corridors*.
2. Regulations limiting the *maximum* amount of parking allowed for new developments (parking maximums).
3. Dedicated bus lanes or HOV lanes on local streets and state highways.

Political feasibility of TheRide’s efforts is defined as achieving the best outcome possible considering local political realities. This is a reasonable interpretation because these are the outside policies that most influence demand for transit. The impact of those policies will take years to become visible and can be seen in changes in average population and employment densities. Our specific metrics, targets and results for this period are outlined below.

POLICY 1.2.4: Evidence

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

Service Area	Adequate? (Low, Mid, High)	Population density (people per sq. mile)	Notes
Ann Arbor	High	4,280	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	4,805	Transit supportive core: dense and adjacent to large university. Outer areas less pedestrian friendly.
Ypsilanti Twp.	Low	1,631	Low density, suburban
Pittsfield Twp.	Low	1,389	Low density, suburban

MDOT – The Michigan Department of Transportation does not presently allow bus lanes or shoulder-lane bus operations. Our targets are to change policy to allow these elements.

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

Degree of compliance: Partially Compliant
Previous monitoring period: Partially Compliant
Expected date for full compliance: Different for each sub-policy

POLICY 1.3: 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.

POLICY 1.3: Evidence

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

POLICY 1.3.1:
Public transportation facilitates labor mobility.

Degree of compliance: Partially Compliant
Note: This is a new policy

POLICY 1.3.1: Interpretation

- Compliance with this policy will be demonstrated when:
1. 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.
 2. Riders can access 80% of jobs in the service area within a reasonable walk from a bus stop (0.25 miles),
 3. Vanpool options are available outside the fixed-route service area and are 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.

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

POLICY 1.3.1: Evidence

Targets: The proportion of work trips made as driving alone should decrease, while all other modes should increase, in particular public transit. Change in mode share are gradual and best measured over years.

These are reasonable measures considering that TheRide does not have timely data regarding *why* our riders are traveling (i.e. trip purpose) and therefore cannot document how many passengers are travelling to work. TheRide cannot afford to reliably collect more up-to-date figures due to the costs of surveying. However, there are shortcomings: the data are only collected every five years, and the data combine TheRide, UM buses, and other services together. Nevertheless, a better means of providing evidence for this policy has not yet been found

The table below illustrates the relative mode share for each type of vehicle/mode of transportation and the change between 2010 and 2015. Per the table below, there was a 2 percent increase in public transportation and a 2.2 percent decrease in personal vehicle (driving alone) use between 2010 and 2015. Carpooling/Vanpooling declined 0.3%.

Commute to Work Mode Share 2010-2015 (Ann Arbor, Ypsi, Ypsi Twp., Pittsfield Twp.)

Transportation to Work					
Transportation to Work	ACS 2010	% of Total (ACS 2010)	ACS 2015	% of Total (ACS 2015)	% Point Chg 2010-2015
Drove alone	72,861	68.7%	74,216	66.5%	-2.2%
Carpooled or vanpooled	8,778	8.3%	8,949	8%	-0.3%
Public transportation	6,097	5.8%	8,840	7.9%	2.1%
Walked	10,194	9.6%	9,764	8.8%	-0.8%
Biked	2,073	2%	2,987	2.7%	0.7%
Other Means	831	0.8%	786	0.7%	-0.1%
Worked at home	5,164	4.9%	6,017	5.4%	0.5%
Resident workers age 16 and over	105,998	100.0%	111,559	100.0%	0.0%

Source: U.S. Census Bureau, 2006-2010 and 2011-2015 American Community Survey 5-Year Estimates

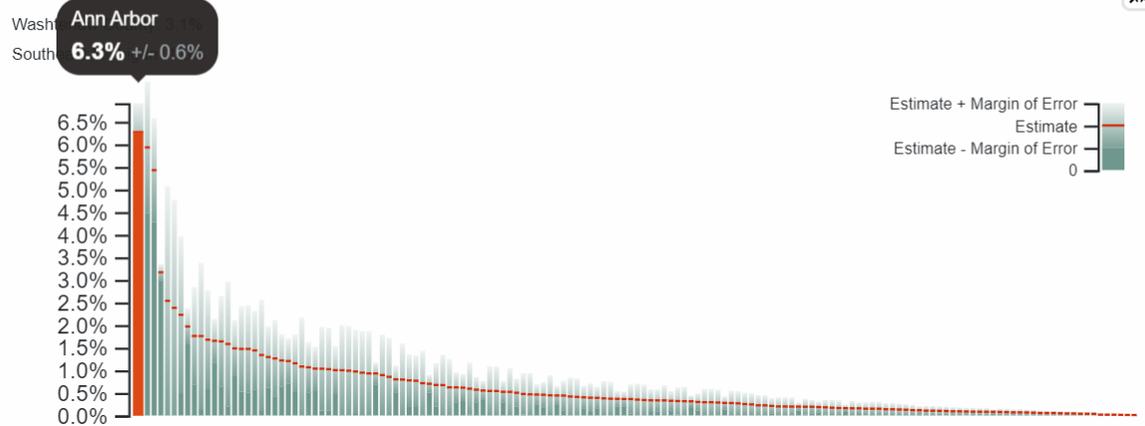
Source: SEMCOG, Community Profiles. 2019.

Note: Although dated, these figures are the most up-to-date available. These data are collected every five years. Also, these figures group all transit users together (TheRide, UM buses, WAVE, etc.) so it is difficult to assess the impact of TheRide.

The following graphs illustrate the transit mode share for every community in southeast Michigan, with estimates of mode share for 2019 – a more recent figure. Interestingly, the City of Ann Arbor had the highest mode share in southeast Michigan while the City of Ypsilanti had the third highest. (Note: the figures from 2010/2015 may not be directly comparable with those from 2019.)

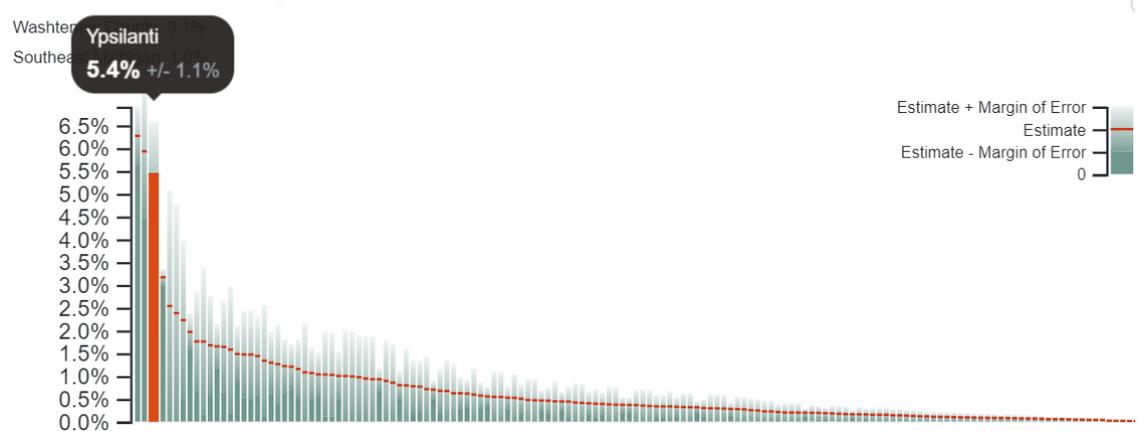
Commute to Work, Southeast Michigan Region

Percent Commute by Transit



Source: SEMCOG, Community Explorer, 2019.
The City of Ann Arbor had the highest average transit mode share (commute to work) rate of all the municipalities in the Southeast Michigan Region.

Percent Commute by Transit

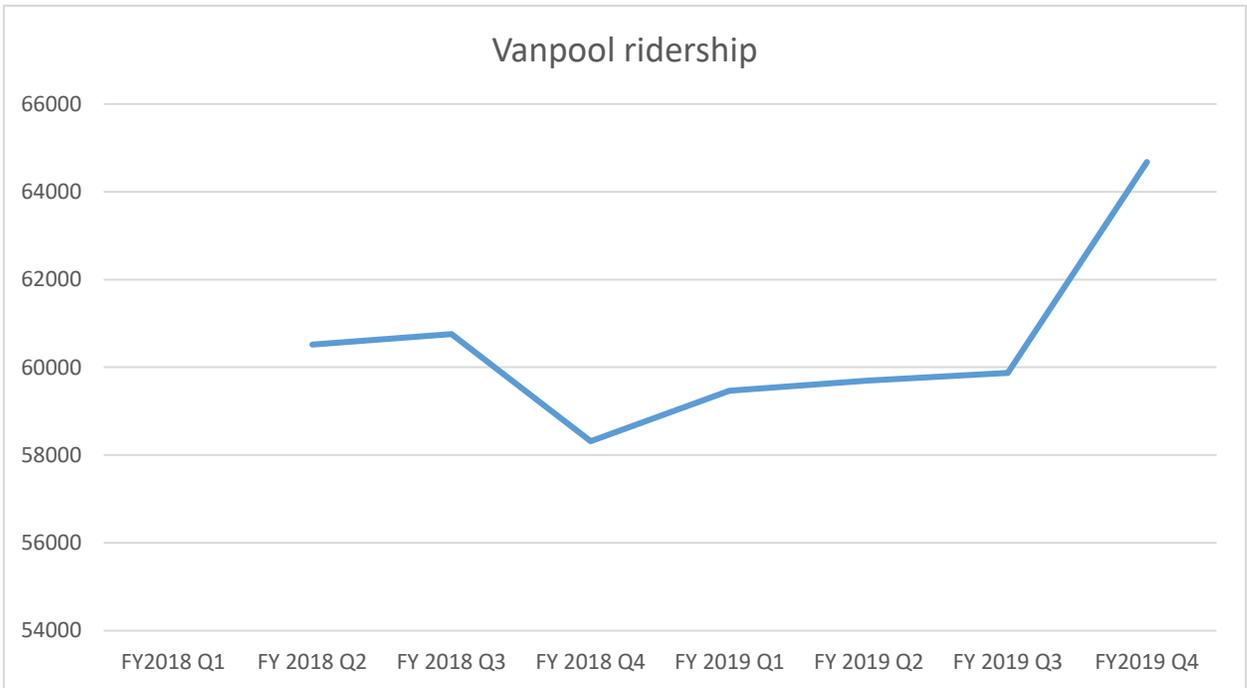


Source: SEMCOG, Community Explorer, 2019.
The City of Ypsilanti had the third highest commute-to-work rate in the region (after Highland Park).

POLICY 1.3.1: Evidence (continued)

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 been increasing, as illustrated in the graph below. Targets for vanpool ridership is simply an annual increase.



POLICY 1.3.2
Students can access education opportunities without need of a personal vehicle.

Degree of Compliance: Compliant
Previous monitoring period: Compliant

POLICY 1.3.2: 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. area within a reasonable walk from a bus stop (0.25 miles).

This is a reasonable interpretation because 1) mode share 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 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. Should resources permit, we may strive to exceed these requirements.

POLICY 1.3.2: Evidence

Campus Access

Campuses	With 0.25 miles? Yes/No	Adjacent Routes
UM Main Campus	Yes	4, 6, 62, 63, 64, 23, 48, 60, 65, 81
UM North Campus	Yes	22, 66
EMU	Yes	3, 4, 41
WCCC	Yes	3, 24
Concordia	Yes	3

The printed Ride Guide can provide additional evidence of how the above routes serve each campus.

POLICY 1.3.3:
Visitors use public transportation in the area.

Degree of Compliance: Compliant
Previous monitoring period: Compliant

POLICY 1.3.3: Interpretation

Compliance with this policy during this period will be demonstrated when people arriving in the membership area via inter-city carrier (i.e. Detroit Metro Airport, intercity rail or bus) have reasonable access to fixed-route and paratransit services, and temporary eligibility for paratransit is available. Compliance also includes 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.

POLICY 1.3.3: Evidence

Connections with Inter-City Carriers

	Currently Served by	Target
Amtrak (Ann Arbor on Fuller Street)	Fixed-route (Rt 21) and paratransit.	Accessible via fixed-route, paratransit.
Greyhound (Ann Arbor on Fuller Street)	Fixed-route (Rt 21) and paratransit.	Accessible via fixed-route, paratransit.
Greyhound & other bus (Ypsilanti Twp. on Huron Road)	Fixed-route (Rt 46) and paratransit.	Accessible via fixed-route, paratransit.
Detroit Metro Airport	AirRide (wheelchair accessible)	Accessible via AirRide.

TheRide’s paratransit service, ARide, does allow temporary eligibility for visitors with disabilities that are eligible for ADA paratransit in another jurisdiction.

POLICY 1.3.4:

The area is connected to the Metro Detroit region.

Degree of Compliance: Not Compliant

Previous monitoring period: Not Compliant
Expected date for full compliance: Mid-2020

POLICY 1.3.4: Interpretation

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.

This is a reasonable, if specific, interpretation that outlines the elements of what an acceptable connection would need to provide.

Our specific results for this period are outlined below.

POLICY 1.3.4: Evidence

No service matching this interpretation existed during the monitoring period.

However, during the monitoring period TheRide has worked with the RTA to develop such a service. Funding has been secured and final approvals are anticipated on June 20, 2020. If successful, the service could be operational in mid-2020. Funding is tentatively designated 2020-2023.

POLICY 1.4:
 Passengers are highly satisfied with public transportation services.

Degree of Compliance: Compliant
 Note: This is a new policy.

POLICY 1.4: Interpretation

Compliance with this policy during this period will be demonstrated when the quality of services provided are relatively high, complaints are relatively low, and customers self-report high levels of satisfaction. This interpretation is reasonable because it included the main elements that drive customer satisfaction and distills them into one figure that can be tracked over time. Also, the Board receives quarterly services reports with timelier and detail breakdowns.

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. Feedback on overall service satisfaction will be provided in Policy 1.5

POLICY 1.4: Evidence

Service Quality Composite Index Score

The service composite index score is an aggregate measure of **safety**, **courtesy** (compliments and complaints), **comfort** (cleanliness of the bus, quality of bus stops and bus shelters), and **reliability** (on time performance, miles between road calls, average age of fleet). This measure ranges from a scale of 0.0 to 1.0 with 1.0 being the highest score. Below are the scores for fixed route and paratransit services for 2018 and 2019.

Service	2018	2019	Targets
Fixed Route	.85	.89	increase
	The increase was due to reduced injuries per 100k trips, increase in courtesy (Compliments vs. Complaints, reduction in preventable collisions, cleaner buses etc.,)		
Paratransit	.75	.71	Increase. If a decrease is noted, there should no particular pattern.
	There has been an increase in complaints and denials which led to this score dropping. There has been no pattern however and staff is working with contractors to make improvements.		

	2013	2014	2015	2016	2017	2018	2019	Target	Target reached?
Onboard Surveys	87%		88%		91%			Increase over time	Yes

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 is being rescheduled for 2020.

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

Note: This is a new policy.

POLICY 1.5: Interpretation

Compliance with this policy during this period will be demonstrated when people who live in membership service area (riders and non-riders) have generally positive impressions of TheRide, and vote to support property taxes dedicated to TheRide. This interpretation is reasonable because it appears to be the only objective ways to directly measure resident support for transit and TheRide.

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.

POLICY 1.5: Evidence

	2009	2011	2013	2014	2015	2016	2017	2018	2019	Target	Target reached?
Telephone Survey of Residents	80%		91%				86%			>51% success	TBD
Referendum Results				70%				83%		>51% success	Yes

Telephone surveys are a relatively recent development. Due to cost they are only conducted sporadically.

Guidance on Determining “Reasonableness” of CEO Interpretations

The 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 standards 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”*. International Policy Governance Association. June 11, 2016. Available on the IPGA website.

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:

Executive Limitations 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 unanimously voted that the CEO is making reasonable progress toward compliance (C) at the April 16th, 2020 AAATA Board meeting.