Issue Brief: Q4 Ends Monitoring Report

Meeting: December Committees + Board   **Date:**   December 13, 18, 21, 2017   **Agenda Item #** 3b

Recommended Action(s): Receive as CEO Update. No action recommended.

Prior Relevant Board Actions and Policies:

- 4.4   Monitoring CEO performance: Organizational accomplishment of Board policies on Ends… shall be evaluated rigorously by the Board and its appointed committees
- 4.4.1   Monitoring is simply to determine the degree to which Board policies are being met. Data which do not do this will not be considered to be monitoring data.
- 4.4.3   In every case, the Board will judge the reasonableness of the CEO's interpretation and whether data demonstrate accomplishment of the interpretation
- 4.4.4   The standard for compliance shall be any reasonable CEO interpretation of the Board policy being monitored. The Board is the final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than with an interpretation favored by Board members or by the Board as a whole.

Issue Summary:

The CEO presents his first Ends Monitoring Report. It is a work in progress and is not yet sufficiently complete for the board to evaluate Organizational accomplishment of Ends. However, it

- demonstrates how the CEO has started to interpret/measure the Board's Ends and
- is meant to serve as a resource as the Board begins to re-examine Ends at the retreat and finalize any updates to Ends Policies by March.

Attachments:

- Preliminary Ends Monitoring Report

Author: Sarah Gryniewicz   Reviewed by: MC

Approved by: MC   Date:

TheRide

1.0 Ends

Monitoring Report for the Period: October 1, 2016 – September 30, 2017

Date of Report: **December 5, 2017**

Board Meeting: **December 21, 2017**

TheRide board;

In accordance with the Board's Policy Manual; I present the work-in-progress Monitoring report on **Ends Policies (1.0 and sub-policies)**. This report consists of internal report information from staff. Though these policies were not all in affect during the previous year, I have assembled this report as if they were (where feasible). I certify that the information is true, but not yet complete.

My approach to this first Ends Report is to work within the Policy Governance Framework and provide an honest, thoughtful, and operationally-realistic view of TheRide's systems and outcomes. In the long term, my philosophy in ensuring that TheRide achieves the purpose you, the Board, has set out, is to:

- Focus on the outcomes that matter most
- Develop effective and efficient processes that deliver these outcomes
- Address the organizations culture and ability to support its people and process in delivering the outcomes required (Moullin and Soady, 2008)

As you will see, many areas will require further work, examination, and planning—I anticipate that many will appear in the Strategic Plan update that I will present to you in Spring 2018 after you make any updates to the Ends Policies. The Strategic Plan is key for laying out the plan to systematically accomplish Ends now and in the future.

Thank you for the opportunity to serve the residents, workers, and visitors of the Ann Arbor/Ypsilanti area!

Matt Carpenter,
CEO
Ann Arbor Area Transportation Authority

Policy being monitored:

POLICY TITLE: *Ends*   **Report p.**
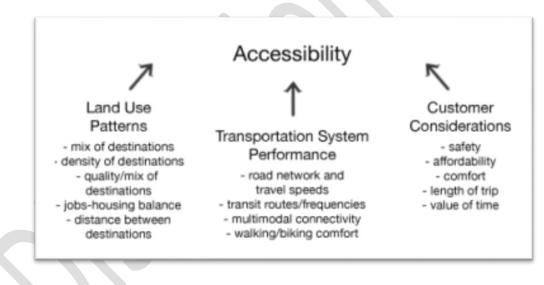
1.0	AAATA exists to provide access to destinations via transportation service options for residents, workers, and visitors of the Ann Arbor-Ypsilanti Area at a cost that demonstrates value and efficient stewardship of resources.

Compliance Attestation:

CEO's Interpretation of terms (Operational Definitions):

We understand this to mean that transportation should not be a barrier for anyone seeking to access the community's activities and assets. Furthermore, we understand this to mean the AAATA can reduce travel barriers via any service or program that is well-suited to the unique needs of a particular travel market within the broader commuter-shed of the Area.

Through AAATA services, beneficiaries will have the ability to travel to meet their life's needs: jobs, school/training, food, health care, services, and leisure activities at a reasonable subsidy. **The key metric, "accessibility"** is *the ease in travel time for people to connect to the places to which they need to go*. (definition adapted from Smart State Transportation Initiative and USDOT).

Several components affect accessibility as well as effectiveness, appropriate transportation options, stewardship of resources, etc.:

Source: Governor's Institute

Evidence and data:

After 40 years of investment, AAATA has reached impressive coverage of the Ann Arbor/Ypsilanti area with over 87% of residents living within ¼ mile of a fixed route bus, over 98% living within a ½ mile (AAATA Title VI Policy 2014, p.68), and full coverage for ADA paratransit for eligible riders. _%_ of area jobs can be reached by fixed route and paratransit.

Increased investment in higher-ridership corridors expands access with frequency, weekend, and later night services. Additional services like NightRide and HolidayRide expand time-period coverage. Visitors to and from the area can connect to Amtrak, regional buses, and Detroit Metro Airport. VanRide and ExpressRide allow commuters to the area alternatives to driving alone. Investments have been made thoughtfully and often with partnerships, enabling almost 7 million trips to be made in FY2017.

Accessibility, as opposed to coverage, places emphasis on key destinations and travel time. AAATA staff have used accessibility concepts as a component of planning (e.g. most routes had been designed to access grocery store, so no transfers would be required; high investment in access to major job centers, etc). But, accessibility has not been the *primary* decision-making factor and therefore would have a profound impact on how service is planned and delivered. **Staff will develop accessibility- and stewardship-based targets (new service standards) as part of the Strategic Plan (Spring 2018), Service Development process (through early 2019), Demand Response analysis (Fall 2018), and Fare Study (Fall 2018).**

Complete data on AAATA's performance on accessibility is not available as AAATA does not yet have tools to measure accessibility (or changes to accessibility) effectively in-house. A few emerging tools for the transportation/transit industry appropriately place heavy weight on frequency, land use, time cost of waiting, distance to bus stop, time on bus, number of destinations etc.

Because of the significant overlap with Policy 1.2, I have provided some externally resourced data in the Policy 1.2 Evidence and Data section as an initial data presentation.

1.1	Use of AAATA services increases in the Area

Compliance Attestation:

CEO Interpretation: We understand this to mean that ridership, or equivalent measures of utilization, increases for each of the services offered by the AAATA over time.

[NOTE 1: Note: in further policy discussion, the board may want to consider implications of each service exhibiting growth. For instance, while increased ridership makes Fixed Route proportionately less expensive per rider, each additional paratransit trip is an additional unit cost.]

Evidence and data:

Ridership by Service	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Trendline
Fixed Route: Local+ Event	6,428,724	6,376,611	6,327,729	6,291,695	6,596,905	
ExpressRide	37,083	40,164	34,249	29,414	26,212	
Demand Response	135,029	131,215	130,978	140,820	148,493	
AirRide	59,008	72,394	80,350	84,429	84,752	
NightRide	39,284	37,338	31,043	25,654	23,634	
Total Ridership	**6,699,128**	**6,657,722**	**6,604,349**	**6,572,012**	**6,879,996**	

Change in Ridership year to year	FY 2013 Baseline	FY 2014 vs FY13	FY 2015 vs FY14	FY 2016 vs FY15	FY 2017 vs FY16	Total Change 2013 vs 2017
Fixed Route: Local+ Event	--	-1%	-1%	-1%	5%	**3%**
ExpressRide	--	8%	-15%	-14%	-11%	**-29%**
Demand Response	--	-3%	0%	8%	5%	**10%**
AirRide	--	23%	11%	5%	0%	**44%**
NightRide	--	-5%	-17%	-17%	-8%	**-40%**
Total Ridership	--	-1%	-1%	0%	5%	**3%**

Fixed route: In Compliance. In 2017, Fixed Route ridership will reach an all-time high, a ~5% increase over FY2016. FY2011-2103 were a AAATA record-breaking ridership years that were followed by national trend of declining ridership. Despite slight decreases in ridership, AAATA performed better than national trends.

ExpressRide: Not in Compliance. Ridership has declined each year since the high ridership point in 2014. In 2014, AAATA cut a third return trip to Canton with low ridership. Staff analysis has identified relatively low gas prices and UM's policy change to allow more employees to telecommute as primary drivers of the decline. While this is a notable and concerning trend, these key factors are not within the agency's control. Staff will review the continuing viability of this service to these locations and look for potential adjustments to meet current demands.

Demand Response (*A-Ride, FlexRide, HolidayRide, MyRide, NightRide, HolidayRide)***: In Compliance.** Ridership growth has been strong after FY 2015

AirRide: <u>In Compliance.</u> Use of AirRide has increased every year since inception, though growth is flattening. Staff currently believe this is a result of the maturation of service (and will continue to actively market the service, and monitor service performance, etc.).

NightRide: <u>Not in Compliance</u>. Ridership declined significantly in 2013 to 2015, and continues to decline, but at a slower rate. Staff believe that a significant portion of the decline is due the way service is designed (particularly wide variation in pick-up time), the availability of private ridesharing services, and increases in later fixed route service. As costs accumulate per ride, cost effectiveness is not a serious concern. Staff acknowledge the need to revisit late-night accessibility, but will need to balance with other planning activities that may take precedence.

VanRide: [Data not included— data tracking systems have changed and are not readily comparable year to year]. Number of active vans is growing. New 2017 contract ensures easier tracking of passenger trips.

1.2	People throughout the Area have equitable access to opportunity through AAATA services

Compliance Attestation:

CEO Interpretation:

We understand this to mean that residents of the various services areas have reasonably equivalent access to similar "opportunity" destinations such as jobs, training, and higher-education.

Due to geographic differences, resources limitations, and the need to achieve economies of scale, we understand that will not always be possible to ensure that every individual receives the same level or type of service; and that different services can be used in different circumstances to try to achieve reasonably similar access.
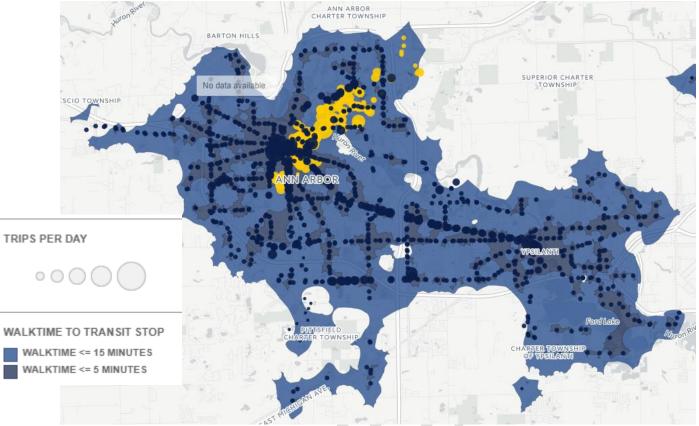
Evidence and data:
AAATA staff do not yet have the tools to measure accessibility sufficiently. A few readily available tools are presented here to provide an initial baseline understanding of AAATA's performance. Most available tools focus on access to **jobs**, a significant, but not complete measure of "access to opportunity."

The first maps from SEMCOG provide walk-distances to AAATA service and the concentration of jobs. While transit service is distributed throughout the service area, jobs are concentrated in particular areas.
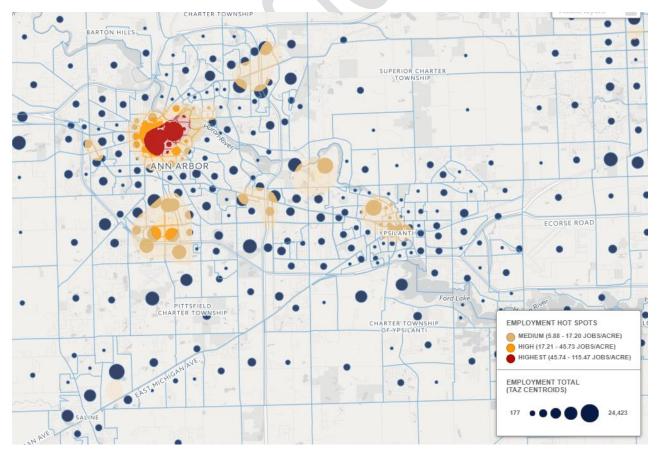
The following two maps, from AllTransit and Opportunity score, attempt to portray transit service's accessibility (availability, frequency, travel time, etc) to jobs. This approach, not yet available to do in-house, presents a more nuanced understanding of the accessibility and usefulness of transit service. Note: township jobs appear to be excluded in these maps, skewing the analysis.

As more fully outlined in 1.0's Evidence and Data; there is significant work to be done to understand, and then create a plan to optimize AAATA's accessibility performance.

Access to Transit (SEMCOG)

TRIPS PER DAY

○ ○ ○ ○ ○

WALKTIME TO TRANSIT STOP

■ WALKTIME <= 15 MINUTES
■ WALKTIME <= 5 MINUTES

Job Distribution in the Ann Arbor/Ypsilanti Area: Employment Density (SEMCOG)

EMPLOYMENT HOT SPOTS
○ MEDIUM (5.88 - 17.20 JOBS/ACRE)
○ HIGH (17.21 - 45.73 JOBS/ACRE)
● HIGHEST (45.74 - 115.47 JOBS/ACRE)

EMPLOYMENT TOTAL
(TAZ CENTROIDS)

177 ● ● ● ● ● 24,423

AllTransit Tool (Center for Neighborhood Technologies). (Pros: takes into account transit service frequency; Limitations: focuses solely on jobs-access, likely excludes job data outside of Ann Arbor and Ypsilanti Cities, transit data over 1 year old)

Key:

9+: *Superlative combination of trips per week and number of jobs accessible enabling significant number of people to take transit to work*

7-9: *Excellent combination of trips per week and number of jobs accessible enabling numerous people to take transit to work….to…..Very good combination of trips per week and number of jobs accessible enabling many people to take transit to work*

5-7: *Moderate combination of trips per week and number of jobs accessible enabling moderate number of people to take transit to work*
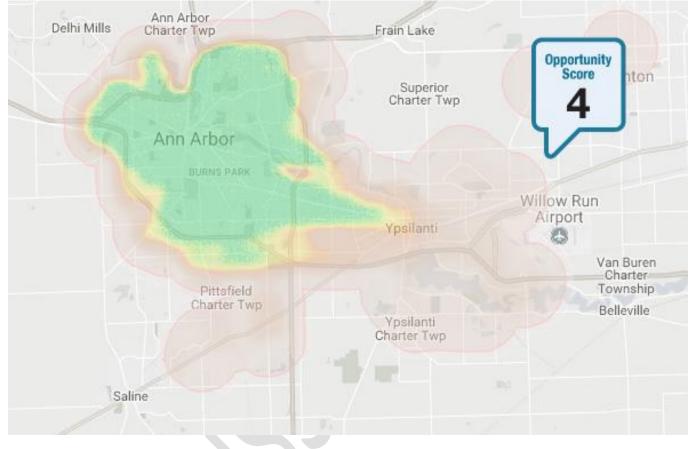
4-5: *Low combination of trips per week and number of jobs accessible enabling few people to take transit to work*

2-4: *Very low combination of trips per week and number of jobs accessible enabling negligible number of people to take transit to work*

Notable results: Significant portions of the cities of Ann Arbor and Ypsilanti score in the 7-9 points range "Excellent/Very good combination of trips per week and number of jobs accessible enabling numerous people to take transit to work." Map depicts accessibility to jobs dropping off considerably in Ypsilanti Township and other townships—but conclusions cannot be easily made as township job data do not seems to be included in this tool.

Opportunity Score (Redfin):

Measures number of jobs paying over $40,000 within 30 minutes of transit/walking. (Pros: takes into account transit service frequency, "good" jobs; Limitations: focuses solely on jobs-access, likely excludes job data outside of Ann Arbor and Ypsilanti Cities, data age and weight of transit frequency unclear)

Key:
Green   70-100 "Job seekers' paradise: Many jobs can be reached by public transit and walking."
Yellow   40s-60s "Good Job Accessibility: Public transportation to jobs is available but less convenient."
Orange   30s   "Some Job Accessibility: A car is probably needed to get to most jobs.
Red   20s   "Limited Job Accessibility: You're unlikely to get to work in thirty minutes, w/ or w/out a car."

Notable results: When focused on jobs paying over $40,000 combined with specific travel time constraints, a cone of access to jobs more clearly tightens in on Ann Arbor and along Washtenaw /Packard.
Map depicts accessibility to jobs dropping off considerably in Ypsilanti and Ypsilanti Township and other townships—but conclusions cannot be easily made _as township job data do not seems_ to be included in this tool.

1.2.1	People such as those with mobility and accessibility challenges, those who have disabilities seniors, minors, non-native speakers, people with low income and those without other means of transportation are able to use AAATA services equitably.

Compliance Attestation:

CEO Interpretation: We understand this to mean that no potential traveler will encounter additional barriers to using AAATA services or programs based on their physical/cognitive ability, age, ability to speak English, income level, or access to a personal automobile. The AAATA will strive to eliminate all such barriers as they are identified, although resource limitations may affect timing of solutions.

All the named groups (except minors) use and access to services are covered by various federal laws (ADA: seniors and people with disabilities; Title VI: non-native speakers, race, income) and are audited for compliance every 3 years.

Minors are welcome to use AAATA services and are considered members of the general public.

[Note: this policy has significant overlap with Board Polices 2.1.1 and 2.1.2]

Evidence and Data:

AAATA's 2015 Triennial audit conducted by the Federal Transit Administration, which covers ADA and Title VI, had no findings.

The ADA component covers fixed route and complementary paratransit services; vehicles; facilities; information provided; operational policies; training; function, availability, and maintenance of equipment; changes in service or policies; performance measures of contractors, etc. The Title VI component includes provisions regarding Limited English proficiency, public participation, equity analysis, service standards, service change policies, disparate impacts, disproportionate burdens, etc.

Methods to ensure ongoing compliance with AAATA and Title VI policies are many, and include the receipt and investigation of complaints from the public and the Local Advisory Committee, observations made by Road Supervisors during employees' daily work activities; and voice/camera systems located throughout every AAATA bus; and analysis/updates during service changes and during regular updates to AAATA's Title VI plan. Since the audit, notable changes include: several 5YTIP services implemented (analyzed as part of the last Title VI plan); Fixed Route buses have new, more reliable annunciators/visual display of next stops; major update to real-time tools; and Paratransit has a new contracted operator.

1.3	Customers are highly satisfied with AAATA services.

Compliance Attestation:

CEO Interpretation of terms: We understand this to mean that services will be delivered in such a way that the majority of riders report a high level of satisfaction with each service.

Evidence and Data:

We have recently completed an On-Board survey for Fixed Route. Data program (and budget) needs to be developed for other services.

Metric	Target	Data	Compliance?
Satisfaction with The Ride Service Overall (Fixed Route)	Average score of 5 or more out of 7	**5.92**	Yes.

1.3.1	AAATA services are safe, reliable, courteous, comfortable, and convenient.

Compliance Attestation:

CEO Interpretation of terms: We understand this to mean that all AAATA services are to be delivered in a manner that:

- minimizes the potential for harm or injury,
- is consistent with published promises of availability,
- meets local expectations for politeness of staff, and
- meets or exceeds industry standards for attractiveness.

*Note: Due to timing, data availability, and the need to develop operational policy, the interpretations below focus primarily on **Fixed Route service**. Staff and I will be conducting research over the next year to ensure the metrics below are pertinent metric/targets, and to develop measures for other services, facilities/bus stops, etc.*

<u>Safe:</u> AAATA services will be considered safe when:

- There is reasonably low risk of injury or property damage due to agency activities, and matters under the agency's control, which (per current Service Standards) is under 3.5 preventable collisions or passenger injuries per 100,000 miles for fixed route.
- Riders *feel* reasonably safe from physical or mental harm while using AAATA services, which will be an average rating of safety/security measures on the fixed route on-board survey of 5+ out of 7. If the measure is not over 5, compliance may be met when the measure will compare favorably with available national trends and/or develop options for improvement.
  - Safety from Accidents
  - Personal security
- [Transit Stop metric in development…e.g. % transit stops comply with Transit Industry Standards]

While this policy, interpretation, and metrics focus on the safety of AAATA services, increases in transit usage, as well as bicycling and walking, often have an impact on the wider safety of the transportation network, see *Appendix 2 for* a research excerpt.

<u>Reliable:</u> AAATA services will be considered reliable when AAATA delivers the promised level of performance for each service, within allowable tolerances:

- Fixed Route buses will depart from timepoints no earlier than 0 minute early or 5 minutes late at least __ of the time. Transit industry research (TCQSM 3rd ed. p.5.30) indicates that for small and medium-sized cities with transit in mixed traffic that system on-time performance will average between 80-89%.
- Riders are satisfied with AAATA services reliability, which will be an average rating of reliability measures on the fixed route on-board survey of 5+ out of 7. If the measure is not over 5, compliance may be met when the measure will compare favorably with available national trends and/or develop options for improvement.
  - Dependability of making transfers
  - Predictability of bus arrivals
  - Overall quality of customer information

Courteous: AAATA staff are perceived as behaving in polite, respectful, and considerate manner towards riders and others as measured by:

- An average rating of courtesy measures on the fixed route on-board survey of 5+ out of 7.
- Complaints per 100,000 boardings are ___ or below.
- Each complaint will be investigated and addressed as appropriate.
- Riders are highly satisfied with driver's courtesy, which will be an average rating o on the fixed route on-board survey of 5+ out of 7. If the measure is not over 5, compliance may be met when the measure will compare favorably with available national trends and/or develop options for improvement.
  - Cleanliness of bus interiors
  - Shelter at stops you use

Comfortable: AAATA services do not cause physical pain or stress.

- [Crowding/Standing metrics in development]
- ___% of qualifying, possible bus stops have shelters
- Passengers give an average satisfaction rating of "shelter at stops you use" on the fixed route on-board survey of 5+ out of 7.
- Buses and facilities must be reasonably clean and tidy, with
  - over 80% of buses scoring over 80/100 bus condition points.
  - Passengers give an average satisfaction rating of cleanliness measures on the fixed route on-board survey of 5+ out of 7.
    - Cleanliness of bus interiors

Convenient: AAATA services are perceived as reasonably convenient by riders and the public.

- Riders are highly satisfied with TheRide's convenience, which will be an average ratings on the fixed route on-board survey of 5+ out of 7. If the measure is not over 5, compliance may be met when the measure will compare favorably with available national trends and/or develop options for improvement.
  - Distance to bus stop you use most often
  - Sufficient Service to areas you want to go to
  - Directness of Routes
  - Total Duration of your trip

Evidence and Data:

End	Measure		Target	FY 2017
Safe	Preventable accidents + pass. injuries per 100,000 miles	🟩	< 3.5	**1.17**
	Survey: Safety from Accidents	🟩	> 5	**6.29**
	Survey: Personal security	🟩	> 5	**6.12**
	% bus stops compliant with industry standards (TCRP)		--	**--**
Reliable	On-time Performance (within 0-5 min at timepoints)	🟥	Tbd	**83.9%**
	Miles between road calls (FY 2016; earliest available for Peers)	🟩	> 8,002 (peer avg)	9,166
	Survey: Dependability of making transfers	🟩	> 5	5.48
	Survey: Predictability of bus arrivals	🟧	> 5	5.05
	Survey: Overall quality of customer information	🟩	> 5	5.88
Courteous	Complaints per 100,000 boardings		--	8.4
	% complaints investigated and appropriately addressed		100%	
	Survey: Driver Courtesy	🟩	> 5	6.11
Comfortable	% of qualifying bus stops meeting amenity standards	--	Tbd	
	Condition and cleanliness of bus: % buses scoring 80+/100	🟩	> 80%	83%
	Survey: Cleanliness of bus interiors	🟩	> 5	5.80
	Survey: Shelter at stops you use	🟩	> 5	5.91
Convenient	Survey: Distance to bus stop you use most often	--	> 5	5.87
	Survey: Directness of Routes	🟩	> 5	5.69
	Sufficient Service to areas you want to go to	🟩	> 5	5.54
	Survey: Total Duration of your trip	🟩	> 5	5.48

1.3.2	AAATA services are an attractive alternative to automobile dependence.

Compliance Attestation:

CEO Interpretation: We understand this to mean that fixed-routes are competitive with personal automobiles for travel to dense, parking constrained areas, and provide reasonable access to most other destinations in the service area.

Evidence and Data:

TBD

Appendix 1: Cited and Key Resources

Access to Core Service in Southeast Michigan. SEMCOG. January 2016.
http://semcog.org/Reports/AccessToCoreServices/files/assets/common/downloads/Access%20to%20Core%20Services%20in%20Southeast%20Michigan.pdf

Access to Transit Map. SEMCOG. Accessed Oct 2017. http://maps.semcog.org/AccessTransit/

AllTransit Map and Analysis. Center for Neighborhood Technologies. Accessed October 2017.
http://alltransit.cnt.org/metrics/?addr=ann+arbor%2C+mi#map

Employment Density Map. SEMCOG. Accessed Oct 2017. http://maps.semcog.org/EmploymentDensity

Litman, Todd. *Evaluating Transportation Diversity Multimodal Planning for Efficient and Equitable Communities.* Victoria Transport Policy Institute. 14 September 2017. p. 13.

Opportunity Score Map. Redfin. Accessed October 2017.
https://labs.redfin.com/opportunity-score?south=42.17409647892491&west=-83.68168818059087&north=42.29902974404422&east=-83.60083567204595&zoom=13&lat=42.24694563428191&lng=-83.63771438598633

Title VI Policy. AAATA. 2014.
http://www.theride.org/Portals/0/Documents/6CustomerService/_AAATA%20Title%20VI%20Update%202014%20rvsd%20part%201.pdf?ver=2015-11-25-102717-537

Transit Capacity and Quality of Service Manual, Third Edition. Transportation Research Board. 2013.
http://www.trb.org/Main/Blurbs/169437.aspx

Trip-making and accessibility: New tools, better decisions. State Smart Transportation Initiative. Feb 2016.
https://www.ssti.us/wp/wp-content/uploads/2016/02/Tripmaking_accessibility_SSTI-2016Feb.pdf

The Why and How of Measuring Access to Opportunity. Governors' Institute on Community Design January 2017. http://www.govinstitute.org/wp-content/uploads/2017/01/how-and-why-of-measuring-access-to-opportunity.pdf
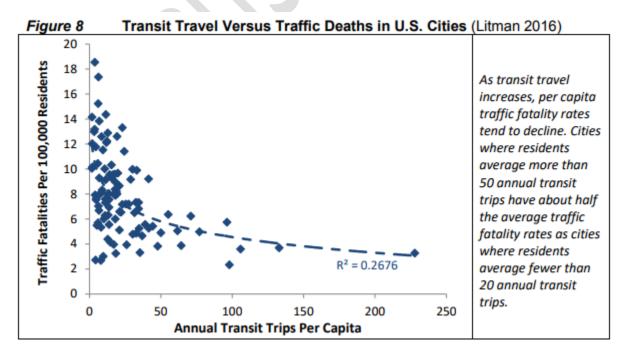
Appendix 2: Transit Travel vs Traffic Deaths

From: Todd Litman *Evaluating Transportation Diversity Multimodal Planning for Efficient and Equitable Communities* 14 September 2017. Victoria Transport Policy Institute. p. 13.

Note: AAATA's fixed route riders per capita was 29.4 in FY 2017.

An extensive body of research using various data sets and methods indicates that traffic casualty rates (deaths and injuries) tend to decline with more compact and multimodal urban development (Duduta, Adriazola-Steil and Hidalgo 2013; Welle, et al. 2015). Per capita traffic crash rates tend to decline with more compact and mixed development, smaller block sizes, increased street connections, narrower streets, better pedestrian and cycling facilities, better crosswalks, roundabouts and more traffic calming (Ewing and Dumbaugh 2009; Garrick and Marshall 2011). Ewing and Hamidi (2014) found that more compact U.S. urban areas had slightly higher crash rates but much lower traffic fatality rates than sprawled areas: each 10% increase in their compact community index is associated with a 0.4% increase in total crashes, and a 13.8% reduction in traffic fatalities.

Traffic fatality rates tend to decline with increased transit ridership (Stimpson, et al. 2014). Figure 8 illustrates the relationship between transit trips and traffic fatality rates for U.S. cities. Higher-transit-ridership regions (more than 50 annual transit trips per capita) have about half the average traffic fatality rates as low-transit-ridership cities (less than 20 annual trips per capita). This represents a small increase in transit mode share, from about 1.5% up to about 4%, but is associated with large reductions in traffic fatality rates. This suggest that many of the factors that encourage transit travel, such as more compact development, improved walking conditions, and reduced parking supply, also tend to reduce traffic fatality rates.

As active travel (walking and cycling) increases in a community, total per capita traffic casualty rates, and per-mile pedestrian and cyclist crash rates tend to decline, an effect sometimes called safety in numbers (Jacobsen 2003; Myers, et al. 2013). This probably results from a combination of less total vehicle travel, less higher-risk (youth, senior, impaired, etc.) driving, slower traffic speeds, and more caution by drivers in compact, multimodal communities.

Figure 8 **Transit Travel Versus Traffic Deaths in U.S. Cities** (Litman 2016)

As transit travel increases, per capita traffic fatality rates tend to decline. Cities where residents average more than 50 annual transit trips have about half the average traffic fatality rates as cities where residents average fewer than 20 annual transit trips.

<div style="border:1px solid #900; padding:1em">

ENDS POLICY 1.2

Congregations and communities are better able to achieve their missions and to spread awareness of Unitarian Universalist ideals and principles through their participation in covenanted networks of Unitarian Universalist congregations and communities.

</div>

Interpretation

UUA staff will create and/or support programs and opportunities for congregations to learn together and gather together on cluster, district/regional, and national levels. Success will be evidenced by at least 75% of congregations participating in such opportunities and at least 50% of individuals reporting (through feedback mechanisms of these events) that their work toward mission has been enhanced.

Organizational Impact and Rationale

Unitarian Universalists grow in their faith and their impact when they become inspired by one another. Leaders learn best from the example of one another and the ability to see themselves in a larger context. The role of the Association is to create accessible structures (physically and virtually) for such gatherings, and encourage this as well by offering programs to groups of congregations, rather than just one-on-one.

Monitoring data

Almost 75% of congregations who responded to the 2016 CQ report having informal conversations with other congregations. More than half are engaged in a shared project or community event and almost 12% share staffing in some capacity. This shows that collaboration among congregations is strong.

Informal Conversation	Shared Project	Community Event	Shared Staffing
73.38%	61.04%	50.91%	11.43%

Participation in General Assembly and Regional/District Meetings

➢ 66% of all congregations sent representatives to General Assembly in 2015, compared to 64% in 2014.

➢ 52% of all congregations sent representatives to district/regional annual meetings, compared to 49% in 2014.

The demonstrates an increase in national and regional/district meeting participation, although it's important to note that the location of General Assembly can be a factor in participation.

1.2 Compliance

We report partial compliance.

We meet the compliance standard for individual and congregational participation in local, regional and national events, but do not meet the standards for individuals reporting that their work toward their mission has been enhanced. This is because of the lack of consistent evaluation surveys to assess impact of programs and a process for gathering data for participation in other cluster/district/regional trainings/programs/events.