

Board of Director's Meeting Agenda

Meeting Date/Time: November 19, 2020, 6:30-9:00pm

Location: REMOTE – Via Zoom

To join by computer: (You will be able to use your computer audio.)

1. Click on this link: [Zoom](#) (If you are using an Ipad, you must download Zoom first.)
2. You will be prompted to register with your name and e-mail address, then go directly into the meeting.

To join by phone:

1. Dial any of these numbers: (For higher quality, dial a number based on your current location): 301-715-8592 or 312-626-6799 or 929-205-6099 or 253-215-8782 or 346-248-7799 or 669-900-6833. International numbers available: <https://zoom.us/j/94071679905>
2. Enter the Webinar ID: 940 7167 9905

Meeting Chair: Eric Mahler

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6. CLOSING ITEMS			
6.1 Topics for Next Meeting: Ends		Thurs., Dec. 17, 2020	
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6.3 Board Assessment of Meeting (Electronic)			Link Here
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* 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 3.13 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 Summary
Meeting Date/Time: October 22, 2020, 6:30-9:00pm

Location: Remote

Board Member Attendees: Raymond Hess, Jesse Miller, Kyra Sims, Roger Hewitt, Kathleen Mozak-Betts, Richard Chang, Mike Allemang, Ryan Hunter, Sue Gott, Eric Mahler (Chair)

AAATA Staff Attendees: Matt Carpenter (CEO), Bryan Smith, John Metzinger, Forest Yang

Meeting Chair: Eric Mahler

Chairman Eric Mahler called the meeting to order at 6:32 pm.

Discussion Items
1. OPENING ITEMS
<p>1.1 Approve Agenda Ms. Sue Gott moved to approve the agenda, seconded by Mr. Roger Hewitt. In support of the motion: Mr. Mike Allemang: Not present for this vote. Mr. Rich Chang: Yes Ms. Gott: Yes Mr. Raymond Hess: Yes Mr. Hewitt: Yes Mr. Ryan Hunter: Yes Mr. Jesse Miller: Yes Ms. Kathleen Mozak-Betts: Yes Ms. Kyra Sims: Yes Chairman Mahler: Yes</p> <p style="padding-left: 20px;">The motion passed unanimously.</p>
<p>1.2 Public Comment Mr. Jim Mogensen suggested contacting the Office of Community and Economic Development at the County in regard to re-opening public restrooms at the AAATA transit centers. He described needing to figure out how to make service changes with Title VI considerations during a pandemic. He also reported receiving feedback from the public that he can share if requested to do so in regard to the service restoration.</p> <p>Ms. Shirrice Roberson, an AAATA customer for the past three years, raised some concerns that she has been experiencing since the pandemic. She works at the UofM Hospital, a front-line worker who has been working through the entire pandemic. She expressed that the schedule changes made August 30th have caused a lot of stress for her. The routes that she normally takes are the 26 and/or the 29. She described that she can get to certain destinations that she may need to, but has a hard time getting back home. It takes her a lot longer and she is often walking 2 miles to get to a certain destination. She lives on Scio Ridge and shared that NightRide will not come to her address to pick her up at night, so she has to walk a quarter of a mile in the dark without lighting to meet the NightRide driver that will take her to the hospital. In the</p>

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morning, FlexRide will come to Scio Township and drop her off. She has to take bus 23 from the UofM Hospital to the Blake Transit Center (BTC) and transfers to the 32 which will get her to a park-and-ride at 7:45am. FlexRide will then take her home. She noted that bus 32 is the only bus that leaves the BTC at 7:15am. If she is late, then that is the only bus available to take someone to the park-and-ride until 3:15pm, Monday through Friday. On the weekends, there are multiple scheduled times for the 32 to go to the park-and-ride from the BTC.

She also shared that when she has doctor's appointments or needs to get to the bank or grocery store, she can get there but cannot get home. When she is driven from the park-and-ride down Maple Rd., she passes right by her physical therapy office, but the boundaries prevent her from being allowed to get to or home from her doctor's appointment. She asked AAATA to expand or release what is currently set up as boundaries. There are boundaries making it such that she can only travel within Scio Township during the daytime. At night, she can only travel within the Ann Arbor parameters. She expressed that this is not helpful for those that need to go between Scio Township, Pittsfield Township, Ypsilanti, and Ann Arbor. She asked AAATA to open up some of the routes that have been closed down, specifically the 26 and 29 routes, because she does not feel safe walking that distance at night.

Chairman Mahler will have staff reach out to Ms. Roberson to try and help solve some of her issues. She expressed gratitude for that and noted that she has spoken with LaTanya Hargrave of AAATA who was very professional and patient. She went on to describe some poor experiences with the Golden Limousine dispatchers. Her experiences with the Golden Limousine drivers has been good and timely, but she described feeling like a burden to their dispatchers because she has to call every day to arrange rides to and from work, and she has been denied rides because the dispatcher says there are not enough people to provide for each area that they are supposed to be servicing.

1.3 General Announcements
None.

2. CONSENT AGENDA

2.1 Minutes and Committee Meeting Reports

Ms. Mozak-Betts moved to approve the Consent Agenda, seconded by Mr. Hess.

In support of the motion:

Mr. Allemang: Yes

Mr. Chang: Yes

Ms. Gott: Yes

Mr. Hess: Yes

Mr. Hewitt: Yes

Mr. Hunter: Yes

Mr. Miller: Yes

Ms. Mozak-Betts: Yes

Ms. Sims: Yes

Chairman Mahler: Yes

The motion passed unanimously.

3. POLICY MONITORING & DEVELOPMENT

3.1 Committee Meeting Discussion

Discussion Items

Chairman Mahler asked the Board for feedback in regard to possibly moving forward with a Board retreat.

Mr. Hewitt supported the suggested Board retreat topics, assuming that scenario-based service planning is a long-range look at service planning options in a general sense.

Chairman Mahler and the Governance Committee will come back to the Board with recommendations on the Board retreat format, looking possibly at doing two half days with one being for strategic planning and the other being for education topics.

3.2 Board's Work Plan for FY2021

Chairman Mahler reported that the Governance Committee discussed getting past managing the crisis of the day and developing a Board Work Plan that looks to the future, doing more than reviewing monitoring reports, committee reports, budget, and the like. He described some suggested work plan items and asked the Board for their input.

Ms. Mozak-Betts described the importance of getting a handle on ownership linkage. She also expressed that she would like to have a better understanding of how the different contracts amongst the cities work.

Mr. Miller pointed out the topics of social equity and the future of public transportation post pandemic. He shared his interest in discovering what AAATA has learned from the pandemic in terms of which AAATA's riders really do depend on the service, who are the core ridership, and how that might inform the long-range planning and Ends. He expressed wanting to discuss what has been learned about what ridership is during the pandemic; terms used in the past may have a different meaning to the Board than they did before.

Mr. Hewitt expressed that he would particularly like to see reviews of the Ends, resource allocation, and ownership linkage. He hopes that the retreat will lead into some follow-up on those three areas.

Ms. Sims suggested re-examining ridership vs. coverage. She would like to see what data can be pulled together to see who are the core demographic that AAATA is serving during the pandemic.

Mr. Allemang added support to Mr. Miller and Ms. Sims' comments. He expressed that the pandemic has brought back the topic of ridership vs. coverage and the answer could be different now. Ms. Sims suggested that there may need to be a couple more task forces to revisit this and come back to the Board. Chairman Mahler suggested starting in the Committees to determine the framework of the work itself and then deciding if it is a Committee task or task force.

Chairman Mahler summarized the topics of ridership vs. coverage; understanding AAATA's networks and ridership a little bit better from the lessons learned point of view; resource allocation and Ends review coming out of a retreat; and the future of transit. He suggested discussion of the Ends after some of the other topics have been solved first. He noted that retreat topics could be revisiting ridership vs. coverage and taking a deep dive into how AAATA's networks are working and connected to help educate the public.

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Ms. Gott suggested that the Board work together in the retreat on ridership vs. coverage, with Committees possibly bringing background. Mr. Chang suggested having a discussion around alternative transportation options for getting riders between borders of a particular city.

Mr. Miller suggested prioritizing some Board education topics as preparation for the retreat. He shared interest in the topic of jurisdiction considerations as a Board education topic.

Chairman Mahler will flesh out what should go into the work plan and what should go into the retreat in the next Governance Committee meeting to then share with the Board for comment at the next Board meeting. He suggested that ownership linkage should be an ongoing work plan item.

3.3 Monitoring Reports

3.3.1 Communications & Support to the Board (Policy 2.11)

CEO Carpenter walked the Board through the monitoring report. He pointed out only one area of partial compliance which has to do with not adhering to the schedule for submitting monitoring reports, which was caused by the pandemic.

He also noted the suggestions on the report and policy provided by Governance Coach Rose Mercier.

Mr. Allemang described the report as complete, thorough, and conscientious. He noted that various Board members encouraged the delay of some monitoring reports during the pandemic. In regard to Ms. Mercier's suggestions, Mr. Allemang expressed that some of the issues in terms of whole-ism and not favoring certain Board members over others are quite important and the Board should consider adding those. He suggested that a Committee might review her suggestions and come back to the Board with recommendations within 6 or 12 months.

Mr. Hewitt agreed with Chairman Mahler that this topic should be deferred to the Governance Committee.

The Governance Committee will come back to the Board with a recommendation of whether or not to amend the policy, and how so.

Ms. Mozak-Betts recommended the Board accept the CEO as in compliance except for items noted (B), seconded by Ms. Sims.

In support of the motion:

Mr. Allemang: Yes

Mr. Chang: Yes

Ms. Gott: Yes

Mr. Hess: Yes

Mr. Hewitt: Yes

Mr. Hunter: Yes

Mr. Miller: Yes

Ms. Mozak-Betts: Yes

Ms. Sims: Yes

Chairman Mahler: Yes

Discussion Items

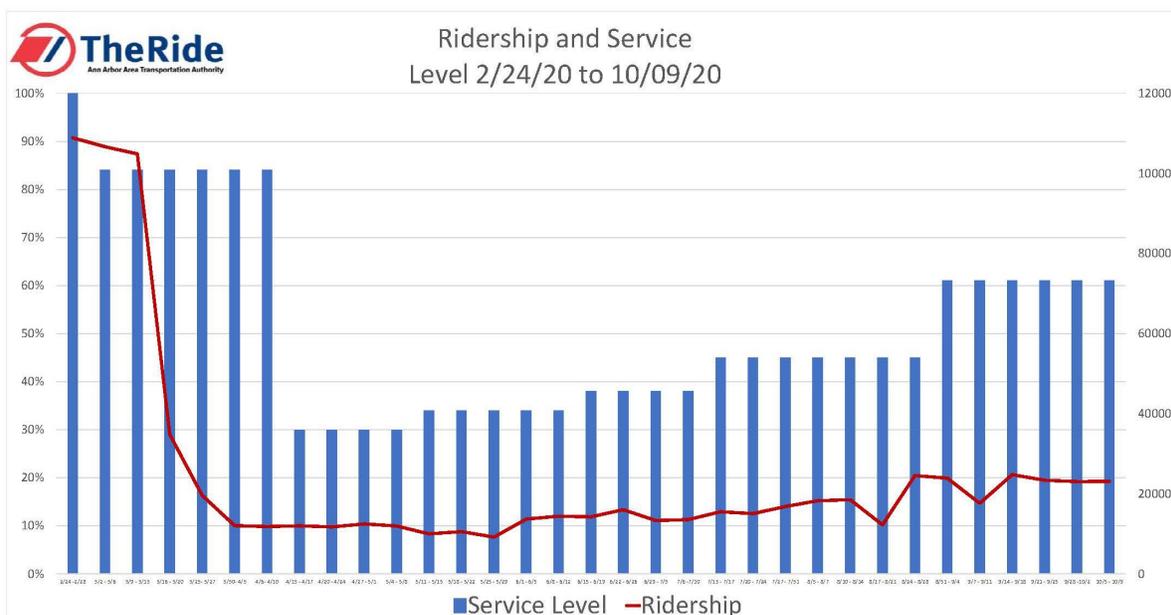
The motion was passed unanimously.

4. STRATEGY & OPERATIONAL UPDATES: CEO

4.1 Recovery Plan Updates (verbal)

CEO Carpenter reported that the temporary service plan is functioning, but staff are looking to November for some service enhancements. AAATA looks forward to bringing in more services. He also reported that staff communicated out to the stakeholders in advance about the service enhancements. Mr. Smith reported that this will be announced publicly via Town Halls to begin November 4th. CEO Carpenter shared that staff will be sharing information about larger scale recovery to share with the Board over the next month.

Mr. Smith presented the below chart indicating the weekly service levels and ridership, which has not changed since the last Board meeting. 61% of the service is back with ridership remaining flat. There has not been an increase of ridership since the services have increased. CEO Carpenter reported that he has not heard or seen anything on a national or state level to suggest any other transit system is seeing anything different.



Chairman Mahler observed that as the area and country see a spike in COVID-19 cases, only the people that must ride public transit are riding at this point. Mr. Smith noted that AAATA is still broadcasting essential trips only.

Ms. Mozak-Betts asked if there has been an uptick on needing multiple buses to handle any timepoint. Mr. Smith reported that there has not been an uptick in that regard to date.

Mr. Miller asked how FlexRide is appropriated into the ridership numbers. Mr. Smith explained that the numbers in the chart are purely fixed route only but there has been an increase in FlexRide ridership corresponding to the FlexRide level of service. Mr. Smith reconfirmed that extra buses have not been needed to be sent out due to buses exceeding capacity limits.

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Mr. Miller would like to review route by route ridership to try and identify changes in ridership patterns due to the pandemic, which Mr. Smith will provide.

Mr. Allemang requested some magnitude on the FlexRide ridership since it is temporarily replacing some of the fixed routes or portions thereof, information which Mr. Smith will also provide.

Ms. Gott asked what the practice with airflow will be over the winter and if there is a policy about keeping windows open, or not. Mr. Smith reported that windows will be kept open through the wintertime. The fleet air filters have also been upgraded. Operations is currently testing a UV light system in the buses that actually kills viruses, as well as coating surfaces inside the buses with an antimicrobial which kills viruses and bacteria. UV systems are also being installed in the HVAC at each of the facilities. Ms. Gott shared her support for these measures. Mr. Smith also reported that when new Nova buses come in (not on the current pilot bus), they will actually have a fresh air scoop on them so the air will come through the HVAC system and get conditioned some so that the windows do not have to be open.

To Mr. Miller's inquiry of how the operators are feeling about the work they're being asked to do, Mr. Smith reported that the buses have been equipped with dispensers for masks so that it is easy to direct a passenger to put on a mask. Mr. Smith noted that the operator job is a stressful one, even outside of the pandemic. During this pandemic, he expressed that he could not be prouder of the work that AAATA's front-line staff have been doing. He described their appreciation of the safety efforts that have been made. The permanent barrier install has begun, and all should be installed by December. For now, the temporary barriers are up. Staff is doing everything they can to support the operators.

4.2 CEO Report

CEO Carpenter highlighted that AAATA will be reopening the transit centers, and monitoring it closely, working with the City in particular, as well as the head of the County. He reported working with the City on the need for public restrooms. Opening the transit centers will provide a place where people can purchase fares, but also will help the community by providing a public restroom. The number of people in the building at any one time will be limited and monitored by security.

CEO Carpenter also highlighted the launch of the EZFare mobile ticketing system that is up-ticking slowly, but surely, as well as descriptions of transportation funding legislation that are temporarily stopped for the election. He thanked the FTA for allowing AAATA and others to delay the tri-annual review, recognizing that staff capacity is needed elsewhere. Lastly, he shared the arrangement of virtual test rides of the pilot Nova bus for the public.

Mr. Chang suggested that the new buses have placards that indicate where the funding came for them. CEO Carpenter stressed that these are replacement buses for older buses that are wearing out, and one-year worth of replacements has been deferred. The first year's order, however, is already underway.

Ms. Mozak-Betts noted that replacement buses for this year were ordered pre-pandemic, in Fall of 2019. CEO Carpenter added that these are not expansion buses; they are routine replacement buses that are funded primarily by the state and federal government.

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5. EMERGENT BUSINESS

None.

6. CLOSING ITEMS

6.1 Public Comment

Mr. Jim Mogensen expressed his wiliness to help with who to contact about the homeless population and managing the reopening of the transit centers. He noted that if enough people at UofM are able to work remotely, parking becomes less of a problem, so park-and-rides may not be needed as much. He also expressed his impression that the public may be expecting service to be restored to the way it used to be, but that some of the changes are happening as a result of policy changes, not just the pandemic.

Ms. Michelle Barney received confirmation from Chairman Mahler that steps are in place to protect operators in cases of threatening situations, and AAATA has a good working relationship with the police to help protect operators as well. She also asked about a timepoint change on Route 45. Staff will be in contact with Ms. Barney for explanation of that change. Mr. Smith confirmed for Ms. Barney that the restrooms at the transit centers will be open starting October 26th.

6.2 Closed Session Briefing (as per OMA)

Chairman Mahler advised that the Board go into a closed session for a briefing. He conducted a roll call vote for this.

In support of the closed session:

Mr. Allemang: Yes
Mr. Chang: Yes
Ms. Gott: Yes
Mr. Hess: Yes
Mr. Hewitt: Yes
Mr. Hunter: Yes
Mr. Miller: Yes
Ms. Mozak-Betts: Yes
Ms. Sims: Yes
Chairman Mahler: Yes

The Board went into the closed session at 8:02pm.

Ms. Gott motioned to go out of closed session, seconded by Ms. Mozak-Betts.

Chairman Mahler took a roll call vote.

In support of going out of closed session:

Mr. Allemang: Yes
Mr. Chang: Yes
Ms. Gott: Yes
Mr. Hess: Yes
Mr. Hewitt: Yes
Mr. Hunter: Yes
Mr. Miller: Yes
Ms. Mozak-Betts: Yes
Ms. Sims: Yes
Chairman Mahler: Yes

Discussion Items

At 9:23pm, the Board voted unanimously to come out of the closed session.

6.3 Topics for Next Meeting:
Board Retreat

6.4 Board Assessment of Meeting (Electronic)

6.5 Adjournment

Ms. Gott moved to adjourn the meeting, seconded by Mr. Chang.

In support of the motion:

Mr. Allemang: Yes

Mr. Chang: Yes

Ms. Gott: Yes

Mr. Hess: Yes

Mr. Hewitt: Yes

Mr. Hunter: Yes

Mr. Miller: Yes

Ms. Mozak-Betts: Yes

Ms. Sims: Yes

Chairman Mahler: Yes

Chairman Mahler adjourned the meeting at 9:27pm.

Respectfully submitted by: Keith Everett Book

Governance Committee Meeting Summary

Meeting Date/Time: October 29, 2020, 9:00-10:30am

Location: REMOTE – Via GoToMeeting

Meeting Chair: Eric Mahler

Committee Meeting Attendees: Mike Allemang, Roger Hewitt, Kyra Sims

AAATA Staff Attendees: Matt Carpenter, John Metzinger, Bryan Smith, Forest Yang

Guest Board Member Attendee: Kathleen Mozak-Betts

Chairman Eric Mahler called the meeting to order at 9:05 am.

Discussion Items
1. OPENING ITEMS
1.1 Agenda (Additions, Approval) The LAC Task Force Report was moved to 2.1.
1.2 Communications None.
2. POLICY MONITORING & DEVELOPMENT
2.1 LAC Task Force Report Ms. Kathleen Mozak-Betts walked the Committee through a memo constructed by herself, CEO Carpenter, and Governance Coach Rose Mercier that outlines their work to date on considerations, options, and recommendations for the future of the LAC. The LAC’s roles have not been clarified since Policy Governance was adopted by the Board in 2017. Ms. Mozak-Betts shared policy governance literature of advisory bodies, history of the LAC in Ann Arbor, the existing LAC Charter / Charge (2010), and the issues and options for consideration. Two broad options were developed for Board consideration; 1) delegate the LAC to the CEO while requiring reporting on policy feedback to the Board, or 2) continue the tradition of the Board writing the LAC terms of reference while trying not to compromise its delegations to the CEO. Ms. Mozak-Betts noted that it comes down to the Board’s perspective on ownership, to whom does the Board wish for the LAC to report? Once that is decided, then the appropriate policies may be developed. She described her perspective that the LAC was turned over to the CEO over time, and if that is the path that is chosen, for them to continue functioning operationally with some Board policy guidance, she would like to be clear in the policies as to what the Board would want the CEO to do or not to do with the LAC. Chairman Mahler asked the Committee to consider what the LAC’s role is in ownership linkage. He expressed that the LAC could be a better ownership linkage tool for the Board and can help the Board better in ways that other bodies cannot because they are probably the closest group of people AAATA has to what is really going on in the

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community. They can help with making sure that the Board's Ends are being lived up to. His concern with delegating them to the LAC is that the staff could then possibly control the message and content of what comes back to the Board. That presents another layer between the Board and the public that he is not sure needs to be there.

He described his vision that the LAC could be a governance arm of and direct ownership linkage to the Board, and if that is the case, the Board would have to give the LAC very clear scope of authority and responsibility.

Ms. Sims asked Ms. Mozak-Betts how the LAC might feel about their role being delegated under the CEO. Ms. Mozak-Betts responded that she has not spoken with Cheryl Weber or anyone else from the executive committee of the LAC about this yet. She described understanding that they have been excited about their role operationally. If they were officially delegated to the CEO, their operational scope might increase, which Ms. Mozak-Betts suggested could be more exciting for them. But that would be a question better answered by the LAC themselves.

Ms. Sims expressed that she does not have a problem with delegating the LAC to the CEO, but she wants to make sure that this moves forward at a slow enough pace in order to take into consideration all the changes that might impact. She shared support for a new policy upon which the CEO would have to report. She suggested possibly making that a reporting hybrid such that both staff and the LAC report on the policy.

Chairman Mahler posed the question of if the LAC would like to refocus their scope to be more involved on the policy level or if they would prefer to stay at the operational level primarily. Ms. Mozak-Betts noted that if the LAC were delegated to the CEO, the Board could still have policy in there saying the LAC would give ownership feedback as requested by the Board on policy. Chairman Mahler suggested that it may be difficult for them to do both.

Chairman Mahler described that during his time as Chairman, the content of the LAC reports has been very operationally focused, which has not necessarily helped the Board in its deliberations. If the LAC is reporting out to the Board once a month, he asked what content they could provide that would be more valuable to the Board on a regular basis. He pointed out that the Board looks at policies, strategy, and future planning and he would like to find a better way for the LAC to fit with that, as opposed to giving a high-level summary each month of what took place at the LAC meetings.

Mr. Allemang suggested the LAC continue with an operational focus, reporting to the CEO, and providing input on specific topics or policy concerning disability. He noted that policy could state that any change in bylaws would have to be approved by the Board. There could also be a definition of what kind of monitoring reports would be expected, with the LAC possibly reporting quarterly rather than monthly.

Mr. Hewitt agreed with Mr. Allemang and added that if the Board has policy or issue questions that affect people with disabilities, the Board could ask the LAC for their input. He suggested not necessarily getting reports quarterly, but rather getting reports as requested by the Board on disability items and any others that are appropriate. He described that this could help them provide policy input without shifting their entire focus into policy. Ms. Mozak-Betts confirmed that if the LAC was delegated to the CEO, the Board is free to seek advice from anyone at any time.

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Chairman Mahler summarized his concerns with delegating to the CEO:

- Puts a layer between the Board and a key ownership linkage constituency. Also, monthly reporting would likely come from the CEO in the CEO Report rather than directly from the LAC.
- If the LAC is not used to thinking on a policy level, futuristically, and strategically, they may not be able to provide quality feedback if only requested from time to time.

He also noted that if the LAC is happy with their role and with the staff, feeling that staff are responsive and giving them what they need, knowing they can always come to the Board if they feel they are not getting what they need, then the Board may want to respect those wishes. He suggested that the ownership linkage with them reporting to the CEO would not be the same as if they were reporting to the Board directly.

Ms. Mozak-Betts suggested taking into consideration all perceptions if the LAC were not reporting to the Board at all.

Chairman Mahler described his perception that the rest of the Governance Committee may support the LAC being delegated to the CEO. If so, he suggested that the Governance Committee be very prescriptive with a policy change in terms of what exactly the Board wants from the CEO.

Ms. Mozak-Betts suggested as Mr. Allemang also suggested that policy could state the CEO could not change the charge of the LAC without Board approval.

Mr. Allemang suggested that if policy is changed, it may be good to put into the policy that it be reviewed for effectiveness in a year.

Chairman Mahler requested that he, Rose Mercier, Kathleen Mozak-Betts, and Kyra Sims meet to work on the policy initially, which will be arranged by Keith Book.

Ms. Mozak-Betts will also reach out to Cheryl Weber for her input, to see how she would feel and thinks the LAC would feel about this direction.

2.2 Board Work Plan for FY2021

Ridership versus coverage was specifically suggested by Ms. Sims for the Board work plan. She noted this may also end up being a topic at the retreat as well.

Mr. Allemang suggested resource allocation, Ends, union contracts and negotiations, LAC, ownership linkage, policy updates, and bylaws should be on the work plan. He does not think procurement is needed.

Mr. Hewitt suggested taking procurement out of the work plan. He expressed that he would like to see policy developments prioritized during the retreat, which Mr. Allemang agreed with, although the retreat may not be until the 2nd quarter and this work plan is expected in the 1st quarter.

Chairman Mahler noted that there are some suggested policy topics that the Board is already doing, like emergency crisis policy and bylaws. He expressed not knowing when union contract and negotiations are needed and that is an operations item that is delegated. LAC is ongoing already. He described ownership linkage as a topic that is always a discussion which has already been had a couple of times, and thinking that

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can be held back for now, along with procurement. He suggested that resource allocation, ridership vs. coverage, and social equity are all part of the same conversation, which is probably a retreat item, a Board education item that he would like to hear about directly from the staff, given what has been seen during the pandemic.

Chairman Mahler expressed that long-range planning and the future of public transportation post pandemic need higher focus this year. He described a recent bend toward coverage over ridership because of a demand from the public, which maybe should or should not change the Board's model of thinking on ridership vs. coverage. He suggested that the umbrella over the work plan topics and headline theme of the retreat perhaps should be "Global Pandemic: What do we do now?"

Mr. Allemang expressed that his thoughts have changed about ridership and coverage based on the pandemic. The Committee agreed to do more internal work on the ridership vs. coverage topic, and then go back to the legal owners with a recommendation for their education and feedback.

Chairman Mahler suggested the following for the Board Retreat

- Two half days
- One half day of hearing from staff as to where AAATA is at with the pandemic
- Another half day or more of Board planning and long-range visioning, legal ownership connection, LAC connection, and resource allocation.

Ms. Mozak-Betts agreed that coverage vs. ridership should be a main focus of the retreat.

2.2.1 Retreat Planning

CEO Carpenter noted two priorities – short term, what is AAATA doing during the pandemic and then long-range, what is more downstream?

Mr. Hewitt agreed with CEO Carpenter and expressed still thinking the Board retreat should be focusing on the long-range planning. He also cautioned against throwing out major policy decisions the Board has spent a long time making because they do not work well during a pandemic. Mr. Allemang agreed the Board should not give up on the long-range focus.

Chairman Mahler suggested discussing a long-range pandemic plan. Mr. Allemang agreed. CEO Carpenter offered a clarification that the current pandemic plan is for the next 18-24 months which would be relatively easy to incorporate into a February retreat. He shared thinking that the staff can accommodate everything that has been brought up by the Committee; it is just a matter of sequencing and time. He pointed out that the retreat can be a mid-point rather than an end point after taking in some of the Board education and information that will be presented over the next few months prior to, which may give the Board more confidence in considering long-term decisions at the retreat.

Chairman Mahler will continue to sketch out some ideas for the retreat and have further conversations with CEO Carpenter in that regard as well.

2.3 Committee Agendas

Discussion Items

Service Committee:

- A federally mandated Safety Plan and an updated Title VI draft will be in the Board meeting agenda in the Consent Agenda for the Boards approval. Mr. Hewitt suggested bringing the Title VI draft up for potential discussion at the Service Committee meeting as well.
- Dykema Transportation Funding Agreement feedback will be provided. CEO Carpenter will circulate Mr. Mel Muskovitz's feedback to the Governance Committee as well.
- Q4 Service Report

Finance Committee:

- Mr. Allemang would like to discuss the monitoring reports schedule changes under policy monitoring.

Board Meeting:

- LAC Discussion Task Force Report
- Chairman Mahler and CEO Carpenter will work on retreat suggestions.
- Title VI & Safety Plan will be in the Consent Agenda
- Monitoring Schedule Proposal will be scheduled for a vote.

2.4 Other Governance Issues (as assigned)

2.4.1 Monitoring Schedule Proposal

CEO Carpenter walked the Committee through the suggestions for simplification of the monitoring report process and timeline.

The Committee agreed with the proposal initially and will bring it to the full Board for their consideration.

Mr. Allemang asked about the timing of the Ends monitoring report. CEO Carpenter noted that the Ends monitoring report data will likely be imperfect due to the pandemic, but he would still like to get something to the Board in December.

2.4.2 Meeting Assessment (10/22)

It was addressed that there may have been a technical issue with the Google meeting assessment survey link not populating all of the Board members' responses properly. This will be resolved by Keith Book and Rosa-Mara Njuki.

2.4.3 Communications & Support to the Board (Policy 2.11) – Amendments

CEO Carpenter reminded the Committee of Rose Mercier's notes. Mr. Allemang agreed with everything that Rose put into the notes but is not sure if the Committee is ready to address it. Mr. Hewitt suggested delaying further discussion. Ms. Mercier's point #2 and point #4 have some areas of deliberation for Chairman Mahler. This deliberation will be delayed to the December or January meetings.

Ms. Mozak-Betts suggested she liked point #3 being in twice. She also appreciated point #4. But she expressed that all seemed to be really clear and she had no problem with it.

This will be on the next Governance Committee meeting agenda.

Discussion Items	
3. STRATEGY & OPERATIONAL UPDATES: CEO	None.
4. CLOSING ITEMS	
4.1	<ul style="list-style-type: none"> Topics for Next Meeting Retreat Planning Policy 2.11 Amendments Service Committee Meeting topics that may be elevated back to the Governance Committee Work Plan Election Impact
4.2	<ul style="list-style-type: none"> Adjournment Chairman Mahler adjourned the meeting at 11:03am.

Respectfully submitted by: Keith Everett Book

DRAFT

Service Committee Meeting Summary

Meeting Date/Time: November 4, 2020, 3:00-5:00pm

Location: REMOTE – Via GoToMeeting

Meeting Chair: Roger Hewitt

Committee Meeting Attendees: Kathleen Mozak-Betts, Sue Gott, Jesse Miller

AAATA Staff Attendees: Matt Carpenter, Bryan Smith, John Metzinger, Forest Yang, Rosa-Maria Njuki

Chairman Roger Hewitt called the meeting to order at 3:12 pm.

Discussion Items
1. OPENING ITEMS
1.1 Agenda (Additions, Approval) Approved.
1.2 Communications
1.2.1 Election Update CEO Carpenter reported that the presidential election is still undecided, looking like a split government again at the federal level. At the state level, the Republicans look like they will still control the legislature. He reported positive news from a transit perspective on millage fronts. Taxpayers appear to still be willing to pay for services and infrastructure that they value. In Ann Arbor, voters approved an affordable housing millage as well as two proposals for road and sidewalk repair. At a national level, there were many transit initiatives on the ballot, with 91% of them passing. CEO Carpenter will send an e-mail out to the Board with detail on the millages. Mr. Miller asked when the new members of the Ann Arbor City Council are going to be seated. Ms. Gott reported that there is one lame duck meeting after the election and then they go into office the following meeting.
2. POLICY MONITORING & DEVELOPMENT
2.1 Board's Annual Work Plan Chairman Hewitt reported that the Governance Committee discussed that there may be more than can be handled and are looking to pare down the topics a bit. Ms. Mozak-Betts highlighted the following suggested policy development topics: <ul style="list-style-type: none"> • Emergency crisis policies, lessons learned from the pandemic • Frequency of monitoring reports in crisis • Ends reviews • Bylaws • Ownership Linkage • Policy updates based on lessons learned from the pandemic and future predictions. Under Board education topics: <ul style="list-style-type: none"> • Ridership and coverage • Social equity and public transportation • Multijurisdictional consideration and differences between LOS communities

Under resource allocation, under previous Board work, she asked if there is a resource allocation task force still. CEO Carpenter explained that the resource task force had been Chairman Mahler and two previous Board members. They did meet and asked CEO Carpenter to brief all of the Board members on geographic equity and dispersal of resources. It has been about a year since those briefings were held. The task force currently no longer exists.

Mr. Miller shared his following top priorities:

- Ridership and coverage
- Social equity and public transit, what was learned about ridership demographics from the pandemic.
- Ends review

In regard to resource allocation, Mr. Miller is having a hard time remembering the sense of urgency on it. Chairman Hewitt suggested that there probably is no sense of urgency.

CEO Carpenter expressed that resource allocation is tied up with ownership linkage, as well as the social equity questions. It is difficult to talk about one issue without talking about the other, but he expressed no current urgency on resource allocation.

Mr. Miller suggested resource allocation could be deprioritized, to get better educated on other topics first that will then inform the discussion of resource allocation.

In regard to the long-range planning process, Ms. Gott wondered if service, planning, and capital planning could be separated. She suggested that it might be good to clarify what is meant, since there are some decisions on priorities needed over the next few years for capital. She was also supportive of the comments made by the other Committee members.

Chairman Hewitt described struggling with moving ahead with capital projects without the framework of a long-range plan. Ms. Gott described the difference between planning and a plan. She noted that there might be a strategy or vision that continues to be adjusted. But if there is a framework of a capital plan and some other documents that can be memorialized, that could help avoid piecemeal every couple of years new things when some old things have not been accomplished yet. She suggested being more specific by covering each of the planning issues within the long-range planning process to make sure to get the right sequence of what can drive what.

Chairman Hewitt discussed ownership linkage. He described lanes being closed in downtown to accommodate bike lanes. If AAATA is really going to change the mode share away from cars, AAATA needs to be more proactive with the Ann Arbor City Council about the need for bus right of ways, if public transit is going to start replacing single operational vehicles.

2.2 LAC Task Force Report

Ms. Mozak-Betts walked the Committee through the Issue Brief and attachments. She reported on a lively discussion at the Governance Committee meeting on October 29th and noted that 95% of the LAC's work over the years has been operational. She described a natural progression that the LAC reported to the CEO.

Ms. Mozak-Betts shared that most members of the Governance Committee expressed that the LAC should be delegated to the CEO. She also described still wanting the LAC to assist with the Ends and other policy issues.

Chairman Mahler, Kyra Sims and Ms. Mozak-Betts will meet with Rose Mercier on this policy. She shared that her concern is making sure there is policy in place that is worded in a way that future CEOs cannot change the LAC, that the LAC remains vibrant and effectual. In the policy, she described that the Board can ask advice from anyone at any time. She also described that the reporting from the LAC may begin to come through the

CEO, and the Board may hear from the LAC in regard to policy on a quarterly or annual basis.

Ms. Gott expressed that Ms. Mozak-Betts is spot on in trying to develop longevity and institutionalize the LAC to a greater degree and she appreciates her approach.

Mr. Miller shared his appreciation to Ms. Mozak-Betts and noted that it is important for the LAC to still have a role with the Board. He noted that the operational feedback is valuable, but he does not want to lose the Board's connection to the LAC when it comes to feedback on policy, especially feedback on the Ends. He suggested that this could be the vehicle for creating a process for collecting that input from the LAC.

Ms. Mozak-Betts reported that she is also going to be getting feedback from the LAC Executive Director, Cheryl Weber.

3. STRATEGY & OPERATIONAL UPDATES: CEO

3.1 Service Restoration and Millage Plan

CEO Carpenter continued a discussion previously had with the Governance Committee about a blueprint for the next 12-18 months that provides a timeline and a game plan for how AAATA is doing what and when. He shared this with the Service Committee to start getting consensus on shifting some of the risks, considering that the updated financial forecasts are re-assuring and deficits may now not occur until 2023 or 2024, after the 2022 millage window.

3.2 Q4 Service Report

Mr. Smith walked the Committee through the Q4 Service Report. He noted the one not available data point, on-time performance. There is a server issue that is being worked through.

Ms. Mozak-Betts expressed a concern with what appears to be an increase in preventive accidents and injuries; the pre-pandemic percentage was lower than it is now with less buses on the road. Mr. Smith pointed out that the denominator has changed. The number of incidents is now being divided by a smaller number of miles, causing the percentage to be higher when the number of preventable accidents and injuries has actually decreased. Rosa-Maria Njuki reported that the actual preventable collisions decreased by 36% from Q4 FY2019 to Q4 FY2020. Mr. Smith also noted that a safety line has been added on the BTC curb.

Ms. Mozak-Betts asked what cost per revenue hour is. Mr. Smith explained that total cost for fixed route is divided by the hour or boarding. The cost is similar but divided by a lot fewer boardings now. Costs of fuel, drivers, administrative time, and maintenance are all wrapped up into one.

Mr. Hewitt pointed out the cost per revenue hour being large, assuming that fixed route costs just have not gone down. Mr. Smith explained that there was full staff to pay up until Jun 30th. There was some cost savings in fuel, but that was offset by extra expenses for cleaning and pandemic response. Mr. Smith noted that in August, should service be restored, the cost per revenue hour will depend on ridership, as far as whether or not that number will return to pre-pandemic numbers.

CEO Carpenter noted that large swings in the numbers are a blessing and curse of the mathematical way these numbers are reported, in fractions. He described cost per hour probably reverting to something more like what was seen before the pandemic unless more sanitation expenses need to be maintained to support the public's willingness to ride even post pandemic. There may be some lingering additional operating costs because of that. Many of the KPI and performance metrix will be expected to bounce around over the next 24 months.

3.3 Title VI Update

Mr. Smith reported that the FTA now requires that the Board approve the Title VI Updates. It is viewable on the web and part of the public town halls. Every three years it is due for renewal. The census data has been updated and the regulatory requirements have been met. The hope is for this updated Title VI to go on the Consent Agenda at the next Board meeting and approved. He noted that there are some recommendations that an apprehensive service analysis be done after the pandemic to get a sense of what has changed (which has been done even in the this very meeting) and also continuing with the limited English proficiency mitigation measures. He reported being happy to say that a contract is being worked on right now to have an on-demand translation service available so that when someone calls in that has limited English proficiency, a third party can be connected immediately and get translation services on the spot.

Ms. Mozak-Betts asked about the table on minority representation on committee and council, how that data was extrapolated. Mr. Smith will get an answer for Ms. Mozak-Betts on that. She also asked if the K-1 Service Standards Table is based on pandemic times or pre-pandemic. Mr. Smith reported that it refers to a minimum standard AAATA would apply, having at most a 30-minute frequency on fixed routes service, which AAATA did prior to the pandemic.

It was agreed the updated Title VI should be put on the Consent Agenda for the next Board meeting.

4. CLOSING ITEMS

4.1 Topics for Next Meeting
Transportation Funding Agreements

4.2 Adjournment
Ms. Mozak-Betts motioned to adjourn, seconded by Ms. Gott.
Chairman Hewitt adjourned the meeting at 4:38pm.

Respectfully submitted by: Keith Everett Book

Finance Committee Meeting Summary

Meeting Date/Time: November 10, 2020, 3:00-5:00pm

Location: REMOTE – Via GoToMeeting

Meeting Chair: Mike Allemang

Committee Meeting Attendees: Raymond Hess, Kyra Sims, Rich Chang

AAATA Staff Attendees: Matt Carpenter, Bryan Smith, John Metzinger, Rosa-Maria Njuki, LaTasha Thompson

Chairman Mike Allemang called the meeting to order at 3:03pm.

Discussion Items
1. OPENING ITEMS
<p>1.1 Agenda (Additions, Approval) Chairman Allemang moved agenda item 2.2 up to 2.1 to accommodate Mr. Chang's schedule.</p>
<p>1.2 Communications</p>
<p>1.2.2 Election Update (Verbal) CEO Carpenter reported that Joe Biden has been announced as president elect; the Democrats control the House and Republicans probably will control the Senate. There have been promises made by the Biden administration about public transit that Mr. Metzinger is looking into.</p> <p>At the state level, Republicans maintain control of the state legislature. At the local level, elections unfolded as expected from the August primaries. A new Ann Arbor City Council will be seated very soon. There were a number of transit issues on the ballot nation-wide, about 90% of which passed. This is reassuring. In Ann Arbor, the affordable housing ballot initiative was passed.</p> <p>Chairman Allemang asked if the passing of affordable housing will affect the Y-Lot development. CEO Carpenter suggested there will certainly be a shot in the arm for affordable housing which could affect the Y-Lot. Mr. Hess agreed that this provides a funding stream that was not there before. He noted that it could affect any number of projects, with priorities unknown at the moment. The new Council will be sworn into office on November 16th. There could be new direction with the new City Council.</p> <p>Mr. Hess noted that in 4 years there has been no head of the FTA. Hopefully, that will change with the new administration.</p>
2. POLICY MONITORING & DEVELOPMENT
<p>2.1 Financial Conditions & Activities During an Emergency (Policy 2.5) Mr. Chang walked the Committee through his suggested amendments to Policy 2.5.</p>

Discussion Items

He highlighted the following goals of potential policy amendments:

- Make sure it does not trigger too often.
- Make sure it does not cause undue administrative overhead for staff and CEO.
- Make sure the Board has info that they find useful at being able to determine health of the organization in non-typical times.

The following parameters were suggested:

- Does not need to be a full monitoring report.
- Update can be verbal or written.
- "Update" vs "report" (more update than report).
- Updates to include operations and financial status, assumptions, projections, and mitigations.
- Does not need to be triggered only because of a known 'emergency' such as a pandemic -- hence do not use the word "emergency" in the statement.
- Flexible on update cadence (per scenario and agreed upon with Board at that time) - for example: could be daily/weekly/monthly.
- Measurement trigger is weekly? bi-weekly? monthly? Needs to be determined.
- Is the measurement trigger based on ridership and/or revenue?

Below is the example Mr. Chang provided:

2.5.11 Fail to provide the Board with timely information

2.5.11.1 Fail to update the Board in a frequent manner if ridership (revenue?) drops more than 30% below a weekly moving average of normal levels based on the prior year (except for 2021 to use 2019).

- The CEO shall provide updates:
 - In a manner agreed upon with the Board (verbal or written)
 - In a cadence either daily, weekly, or monthly dependent on an agreement with the Board based on the scenario at hand
- Updates shall cover at minimum:
 - Current cash flow
 - Cash flow projection for ___ months out
 - Effect on operations
 - Mitigations and impact of those mitigations on riders and owners

Mr. Chang asked the Committee, is this worth pursuing, and if so, what should be done with the goals and parameters.

Mr. Hess noted that it reads well, with the measurement trigger remaining to be decided. He noted that the difference between revenue and ridership could be marginal and he could support either. Mr. Hess expressed that this does not feel needed with the current staff, but he does see the potential merit for future staff.

Mr. Chang expressed not wanting to open a Pandora's Box with this suggested. Ms. Sims expressed that it has been expected that the Board's policies would perpetually change. She shared that she views this as helpful for future Boards and staff. She suggested looking to the staff for their measurement trigger suggestions.

Mr. Allemang expressed his agreement with the goals and parameters. In general, he suggested that there is not a great need for this policy right now, but he would consider this a medium priority, with the measurement trigger part needing attention.

Discussion Items

Mr. Chang shared that he could consider this a low priority currently, to be brought back at a later time next year.

CEO Carpenter reiterated his appreciation of the Board's trust in staff. He expressed that the Board can compel the CEO to give them whatever information they want, whenever they want it. He wondered if Mr. Chang might be interested in sharing his policy suggestions with Rose Mercier. He noted a section in Policy 2.11 where the CEO is required to give the Board information about significant changes and material risk. He suggested that this amendment could go in Policy 2.11 rather than Policy 2.5. He pointed to Policy 2.11.1.5 where the core of this might sit well, which would require an interpretation by the CEO of what an incident of major disruption could be.

Mr. Chang expressed that he would be interested in discussing this with Rose Mercier and will reach out to her directly and report back at the next Finance Committee meeting.

2.2 Board's Annual Work Plan

CEO Carpenter noted a distinction between topics the Board wants to learn about in order to make policy and topics that help the Board understand what staff are doing. He pointed out that Board education and retreat topics could turn into policy development matters.

Chairman Allemang noted that at the Governance Committee ridership and coverage was particularly discussed. Since the pandemic, he expressed a better understanding of the need for coverage and suggested that should be discussed with the Board sometime soon. CEO Carpenter noted that the public demand for Route 47 started a new discussion of coverage. He suggested revisiting this in this context could make a lot of since.

Ms. Sims asked if ridership and coverage has been decided to be discussed at the retreat. CEO Carpenter and Chairman Allemang agreed that this has not been decided. CEO Carpenter noted this is all still up for deliberation. He noted that when topics are approved, some items will go better in Board meetings and others in a retreat. Staff will organize the plan once the topics are approved.

Chairman Allemang suggested talking about priorities for the work plan. He and the Committee discussed the following:

- Ends Review (must be included)
- Bylaws - Chairman Allemang noted that bylaws have been talked about for several years and there are changes that have to be made, like the lack of a treasurer. He expressed that this may not take a lot of time.
- Resource Allocation - He described not knowing that there may be more to address at this time.
- Union Contract Negotiations – These are coming up in about 14 months. CEO Carpenter shared that Chairman Mahler has interest and deep experience with this topic. He proposed to Chairman Mahler that some process should be in place that outlines how staff are supposed to bring forward recommended ideas to the Board. He suggested the policy may look a lot like the fares policy. Chairman Mahler will likely be bringing this back to the Governance Committee and CEO Carpenter asked that it be left on the work plan for the time being.
- LAC – Chairman Allemang reported that the Board should hear more about this at the next Board meeting.

Discussion Items

- Ownership Linkage – Chairman Allemang described that the next meeting with the three legal entities was meant to concentrate on the Ends, though the scheduling of those meetings has not been arranged yet . Ms. Sims expressed that before ownership linkage meetings are arranged, ridership and coverage should be decided upon, which will dominate the conversation since the landscape has changed. Chairman Allemang expressed that resource allocation may come out of ownership linkage conversations. Mr. Hess expressed the need to think through ridership versus coverage, but the timing would be good now to reconnect with the owners; the sooner the Board can inform them of where AAATA stands the better, and the discussion of the LAC also is an important component of ownership linkage. Chairman Allemang noted that one big issue in deciding the LAC’s role is to whom they should report.
- Procurement – Chairman Allemang expressed not seeing that as a high priority item. Mr. Chang noted that it is worthwhile to know how procurement and the Board have interacted, but not something that needs discussion, just informational. CEO Carpenter suggested the logic behind discussing procurement is management of risk, of which there is not much in the way of policy in the Board Policy Manual. He noted that no Committee members have noted this as a high priority at the moment. Chairman Allemang suggested having some education on how procurement works within the organization. CEO Carpenter noted that the current policy does not require him to report very much on procurement. Mr. Hess shared that this area does not give him much heartburn, considering there is a yearly audit and a tri-yearly FTA audit.
- Policy changes based on what has been learned from the pandemic and future predictions – Mr. Hess shared that the message of essential trips only is still being displayed on the buses. He wondered if ridership could be discouraged by that, and what might be the trigger for discontinuing that. Mr. Smith shared that this has been discussed by staff, and so far, as long as the capacity on the buses is reduced down to 20 people, the plan is to continue advertising essential trips only. He noted that other places have been running at higher capacity. Mr. Hess expressed that this may be counterintuitive for the ridership currently. CEO Carpenter and Mr. Smith will have a follow-up conversation on the matter, as some of the executive orders that triggered this may no longer be in place.

Mr. Chang suggested the education topic of route planning. He noted that there is a lot that goes into it between owners, funding, equipment availability and cost, number of riders, etc., and this seems like a meaty topic. Chairman Allemang noted that the Board does give guidance on this topic.

2.3 Monitoring Schedule Proposal

CEO Carpenter noted this is a friendly proposal from staff and will also be proposed at the Board meeting. He shared that this is an effort to streamline the monitoring process in retrospect.

He highlighted:

- Policies 3 and 4 – Scattering those across the year seemed odd so they have been consolidated – with each happening within their own month.
- Policy 3.6 – This is suggested to be monitored twice a year rather than once.
- Emergency CEO Succession - Suggested monitoring it every two years.
- Policy 2.8 – Asset Protection, the condition does not change frequently, and could be measured every other year.
- Have all quarterly reports happen in the same month across the year.

Discussion Items

- 2.11.1.5.C – The manual asked for updates on capital projects, but that is now superseded by the new construction policy, and could be deleted.

CEO Carpenter shared that he is looking forward to this proposed schedule in order to back on track since the disruption of the pandemic.

Ms. Sims expressed that these are good suggestions. Mr. Hess and Chairman Allemang both agreed.

3. STRATEGY & OPERATIONAL UPDATES: CEO

3.1 Service Restoration and Millage Plan

CEO Carpenter shared suggested short and mid-term service planning, starting with the blueprint for the rest of the pandemic.

3.2 Q4 Financial Report

Ms. LaTasha Thompson presented the Q4 Financial Report (1st close), highlighting that AAATA operated below budget for Q4, with a reserve Balance of \$10.5 million, and investments essentially unchanged since Q3 2020. The newly adopted investment vehicle (CDARS) will be reflected in the next quarter.

Mr. Hess asked if these financials reflect the CARES Act. Ms. Thompson pointed out that \$2.2M of the CARES Act funds has been expended. Chairman Allemang pointed out that CARES Act funds were used to break even. Mr. Metzinger noted that in following best practices in government accounting, grant revenue is posted only when it has been drawn.

In regard to the balance sheet, Chairman Allemang pointed out that there are about a \$1M more cash investments at the end of this year than there were last year. Ms. Thompson reported it is due to many factors, like property tax revenue that was up.

Chairman Allemang asked what these numbers do not include that will be in the final audit. Ms. Thompson shared that depreciation could not be finalized, and some bills are still coming in that need to be categorized properly. She also noted that the state operation assistance could not be finalized. Ms. Thompson described that this information would be updated next month before the audit is completed. She shared that depreciation estimates can be difficult with capital spending. Chairman Allemang noted that many organizations use estimated monthly numbers that are adjusted at year end.

4. CLOSING ITEMS

4.1 Topics for Next Meeting

CEO Carpenter expects to continue the discussion on service restoration.

4.2 Adjournment

Chairman Allemang adjourned the meeting at 5:08pm.

Respectfully submitted by: Keith Everett Book

ISSUE BRIEF: Public Transit Agency Safety Plan

Meeting: Board of Directors

Meeting Date: November 19, 2020

INFORMATION TYPE:
Decision Preparation
RECOMMENDED ACTION(S):
Approve the AAATA's Public Transportation Agency Safety Plan (PTASP)
ALTERNATIVE OPTION(S):
Defer to December, Approval required by end of year
PRIOR RELEVANT BOARD ACTIONS & POLICIES
<p>3.4.8 – Approval of managerial matters that outside bodies require the board to make are placed in the Consent Agenda.</p> <p>2.1.5 – Safety of staff</p> <p>2.0 & 2.5.2 – Comply with laws and federal regulations, do not jeopardize funding.</p>
ISSUE SUMMARY:
<p>The FTA requires that AAATA have in place a board-approved safety plan for staff by December 31, 2020. The objective of PTASPs is to increase safety through the proactive identification, assessment and mitigation of identified safety hazards and risks. The aim is for the successful management of safety by AAATA leadership through the structure and framework that this PTASP provides.</p>
BACKGROUND:
<p>The Board already requires the CEO to ensure staff safety in policy 2.2.</p> <p>The PTASP has been developed to be consistent with and support the requirement of this agency to utilize a Safety Management Systems (SMS) approach to safety risk management. This approach includes an integrated collection of policies, processes and behaviors that ensures a formalized, proactive, and data-driven approach to safety risk management. This rule, 49 CFR Part 673, as established, provides the minimum standards for its implementation to be flexible and scalable, so that the AAATA can meet the basic applicable requirements through its PTASP. The PTASP for AAATA shall align and incorporate the basic elements of SMS to ensure its compliance and success:</p> <ul style="list-style-type: none"> • Safety Management Policy • Safety Risk Management • Safety Assurance • Safety Promotion
IMPACTS OF RECOMMENDED ACTION(S):
<ul style="list-style-type: none"> • Budgetary/Fiscal: Board approval necessary to ensure federal funding. • Social: The PTASP helps to minimize risk to the employees and public. • Environmental: NA • Governance: A “Mandatory Approval” required of our Board, but prepared by staff.
ATTACHMENTS:
1. Draft PTASP

ISSUE BRIEF: Title VI Plan Approval

Meeting: Board of Directors

Meeting Date: November 19, 2020

INFORMATION TYPE:
Decision
RECOMMENDED ACTION:
Receive for information
RELEVANT POLICY
<p>3.4.8 – Approval of managerial matters that outside bodies require the board to make are placed in the Consent Agenda.</p> <p>2.0 & 2.5.2 – Comply with laws and federal regulations, do not jeopardize funding.</p> <p>2.1.2 - Prohibits discrimination against the public.</p>
ISSUE SUMMARY:
<p>The Federal Transportation Administration (FTA) requires the AAATA submit an update to its Title IV plan every three years. FTA policy required Board of Directors approval prior to submission. The submission is due in November so deferral is not possible. The FTA declined AAATA's request for an extension due to pandemic-related delays.</p>
BACKGROUND:
<p>The FTA requires transit agencies to submit Title VI reports every three years. This year's submission is an update of the AAATA's 2017 submission. The submission is largely the same, although the demographics and other figures have been updated. This update was conducted by an outside consulting firm who also offered suggestions for improvements:</p> <ul style="list-style-type: none"> • Engage a Language Assistance Program for passengers that are not English proficient, and • Incorporate refresher training annually for motorcoach operators for Title VI related matters. <p>Since receipt of this report, staff has secured translation services and scheduled training for its MCOs, call-takers, and other staff that interacts with the riding public. MCO refresher training for Title VI related matter is in development and scheduled.</p> <p style="text-align: center;"><i>From FTA C 4702.1B Chap. IV-3</i></p> <p>3. REQUIREMENT TO PREPARE AND SUBMIT A TITLE VI PROGRAM. As stated in Chapter III of this Circular, in order to ensure compliance with the reporting requirements of 49 CFR Section 21.9(b), FTA requires that all direct and primary recipients document their compliance by submitting a Title VI Program to their FTA regional civil rights officer once every three years or as otherwise directed by FTA. For all transit providers (including subrecipients), the Title VI Program must be approved by the transit provider's board of directors or appropriate governing entity or official(s) responsible for policy decisions prior to submission to FTA.</p>
IMPACTS OF RECOMMENDED ACTION:

- **Budgetary/Fiscal:** Board approval necessary to ensure federal funding.
- **Social:** Documents social impacts of transit services.
- **Environmental:** NA
- **Governance:** A “Mandatory Approval” required of our Board, but prepared by staff.

ATTACHMENT:

1. *Ann Arbor Area Transportation Authority Title VI Update*, Prepared by LSC Transportation Consultants. October, 2020. (Separate document from this packet.)

ISSUE BREIF: Board’s Annual Work Plan

Meeting: Board of Directors

Meeting Date: November 19, 2020

INFORMATION TYPE:
Decision Preparation
RECOMMENDED ACTION(S):
Consider approval of a Board plan of work for FY 2021.
PRIOR RELEVANT BOARD ACTIONS & POLICIES
Board policy 3.4, below.
ISSUE SUMMARY:
At the beginning of every fiscal year the Board decides what proactive issues it wants to spend time on. Board members have discussed various policy, decision, and education items in November. Feedback was incorporated into this updated recommendation. If approved, staff will work with Governance Committee to schedule the various activities.
BACKGROUND:
The Board’s annual work plan (aka plan of work) is an inherent part of Policy Governance. This is a key mechanism for ensuring that the Board is driving its own agenda and not merely reacting to staff or outside issues. Policy 3.4 is entirely about how the board sets its agenda. An excerpt of the relevant passages are provided in Attachment 1.
IMPACTS OF RECOMMENDED ACTION(S):
<ul style="list-style-type: none"> • Budgetary/Fiscal: NA • Social: NA • Environmental: NA • Governance: The annual work plan is how the Board sets the direction for the organization.
ATTACHMENTS:
<ol style="list-style-type: none"> 1. Excerpt Policy 3.4 – Agenda Planning 2. Recommended Board Work Plan & Education (FY2021)

Attachment 1: Board Policy 3.4: Agenda Planning (Excerpt v2.13)

(Emphasis added)

3.4 AGENDA PLANNING

To accomplish its job products with a governance style consistent with Board policies, the Board will follow an annual agenda cycle which:

- (a) completes a re-exploration of Ends Policies annually,*
- (b) continually improves Board performance through Board education and enriched input and deliberation, and*
- (c) re-examines for relevance the underlying values that support existing policy.*

3.4.1 The cycle will conclude each year so that administrative planning, strategic planning and budgeting can be based on accomplishing a one-year segment of the Board's most recent statement of long term Ends.

3.4.2 The cycle will start with the Board's development of its agenda for the next year.

A. Consultations with selected groups in the ownership, or other methods of gaining ownership input will be determined and arranged in the first quarter, to be held during the balance of the year.

B. Governance education, and education related to Ends determination, (e.g. presentations by researchers, demographers, advocacy groups, staff, etc.) will be arranged in the first quarter, to be held during the balance of the year...

Attachment 2: Recommended Board Work Plan & Education (FY2021)

The following recommendations were developed based on board and committee feedback. The Board can edit these before approval or change them at any time.

Recommended work plan:

Policy Topics or Decisions	Status
1. Ends review	Monitoring report due December. Discussion then?
2. Bylaw Update	Legal review initiated. Work commencing.
3. LAC discussion	Task Force reports Nov 2020. Recommendation TBD
4. Lessons learned from pandemic/policy	Rich discussing idea with Rose.
5. Labor Negotiations Policy	TBD
6. Ownership Linkage (Next Steps?)	Next steps discussed but unclear

General education topics:

Education Topics
Equity: Ridership and Coverage, social impacts, lessons from pandemic, Resource Allocation
How bus networks are organized & route planning
Multi-jurisdictional consideration (local and regional)
Differences between AAATA communities (POSAs)
Service Provision options: Micro transit, bus lanes, scooters, vehicle size, etc.
Procurement

Based on earlier discussions, Board Retreat items will include:

Suggested Board Retreat Topics
Long-Range Planning Process
2022 Millage options
Long-Range Vision/Plan
Operating and Capital

ISSUE BRIEF: Role of the LAC

Meeting: Board of Directors

Meeting Date: November 19, 2020

INFORMATION TYPE:
Decision Preparation
RECOMMENDED ACTION(S):
Receive for Information
ISSUE SUMMARY:
<p>The Board has asked member Mozak-Betts to work with CEO Carpenter to outline considerations, options, and recommendations for the future direction of the LAC. This task force engaged Ms. Rose Mercier for advice. This memo outlines their work to date for consideration by the Board.</p> <p>The central issue seems to be that the formal charter, or “Charge”, from the AAATA Board to the LAC (2010) does not appear compatible with Policy Governance, or the concept of delegation to the CEO or clear oversight by the Board. Although the LAC focuses on operational issues, its reports go to the Board. The LAC’s roles have not been clarified since Policy Governance was adopted in 2017. Options are presented that may help to rectify this incompatibility.</p>
BACKGROUND:
<p>Although required by state legislation, the LAC’s actual function has shifted over the years. It now appears to be a conduit for communication between TheRide and the disability community. Most LAC meetings in recent years have focused on the operational concerns of individual customers. Monthly verbal reports to the Board started around 2009 and have recently been at odds with the Board’s focus on policy rather than operations.</p> <p>The Board’s most recent written charter for the LAC was developed in 2009 (see attached). The Board directed LAC to bring “...any...issues of a significant nature” ... “to the Board” (not to staff) and to report regularly on activities. This is why the LAC reports at Board meetings and why they discuss operations. This approach was consistent with the centralization of control that was occurring at that time and perhaps was seen as an ad-hoc form of oversight, but is not consistent with the present Board’s delegation of all operational issues to the CEO, or the Board’s obligation to monitor expectations and compliance via pre-written policies. The Board cannot delegate oversight to bodies outside the Board itself.</p> <p>A review of Policy Governance literature illustrates why a Board should not create bodies to advise staff, but notes that the CEO can seek advice from the LAC on strictly operational matters (see attachment). At the same time, there seems to be a lingering desire from some board members to directly define the LAC’s role, perhaps due to tradition, to ensure the LAC won’t be forgotten, or perhaps to avoid offending LAC members. In any event, the Board is not legally required to charter the LAC, appoint its members, or receive reports from the LAC.</p> <p>The tradition of the LAC’s focus on operational concerns, together with the Policy Governance literature, suggest that the LAC is actually advisory to the CEO and should</p>

be delegated to him without any further Board instruction. This would include the LAC's charge, bylaws, and membership. Insomuch as the Board rescinded all previous actions when approving Policy Governance, no further action may be necessary to move in this direction, only agreement among Board members. However, the task force senses that some board members may be hesitant to move in this direction.

In addition, some Board members as well as the CEO have suggested that the LAC might also be able to serve a secondary purpose of helping the Board connect with the Moral Ownership. There appears to be nothing stopping the Board from using the LAC to provide advice on policy, and it might be possible to amend an Executive Limitation (2.11) or Governance Process (3.0) policy to ensure the LAC reports to the Board annually with policy-based feedback.

IMPACTS OF RECOMMENDED ACTION(S):

- Budgetary/Fiscal: NA
- Social: Opportunity for connections with Owners, customers or both.
- Environmental: NA
- Governance: Important implications for Board's monitoring role and delegation to the CEO.NA

ATTACHMENTS:

- Attachment 1: Policy Governance Literature of Advisory Bodies
- Attachment 2: History of the LAC in Ann Arbor
- Attachment 3: Existing LAC Charter/Charge (2010)
- Attachment 4: Issues and Options for Consideration

How to Get Good Advice While Leaving Authority and Accountability Intact

Tips for Creating Advisory Boards and Committees

BOARD LEADERSHIP, NUMBER 11, JAN.-FEB. 1994

BOARD LEADERSHIP is written for and to *governing* boards, boards placed at the pinnacle of an organization and, with their predominant authority, accountable for all organizational achievement and behavior. Nongoverning boards, however, are frequently created to give advice. Sometimes these bodies are called advisory committees, advisory councils, or other similar titles. In contrast to another article in this chapter, "When Board Members Act as Staff Advisors," on board members giving advice to staff, this time I examine the phenomenon of *asking* for advice.

First, let's establish that the board can legitimately create advisory bodies to advise itself, but should *never* create advisory bodies to advise staff. Clarity of delegation to the CEO can only be confused (is the advice *really* advice or is it veiled instruction?)—and with no compensating gain, for the staff can ask anyone for advice anyway.

However, as is true in the case of all staff means, the board can limit CEO choices with respect to advice and advisory mechanisms. For example, the board might prohibit the CEO from allowing any group of advisors to be misled, to be used merely to fulfill a grant requirement, or to have its time callously wasted or misused. Otherwise, the staff is free to institute any advisory mechanisms it deems useful in getting its job done.

As for the board's pursuit of advice for itself, there are a number of job responsibilities for which the board could use good counsel. For example, the board might want structured advice from carefully stratified segments or random samplings of the

Putting Advice in Perspective

- *Avoid the word board when creating an advisory body.* If an advisory role is wanted, the word *board* suggests more authority than is intended, thereby inviting misunderstandings. Miscommunication can be avoided by simply using another word, perhaps *committee* or *council*. This problem is particularly bothersome in organizations where no governing board exists (as in some government units), leaving an opportunity for an advisory body to assume unauthorized power.
- *Be sure the body is actually for advice.* Many organizations create groups for fundraising or for community advocacy and mistakenly call them advisory boards. If a group is not formed to give advice, then don't call it advisory.
- *Consider not using a formal group at all.* All human beings need advice; we all need and seek counsel regularly. But we rarely seek it from committees or other formal groups. We turn for advice to persons whose experience and expertise we value. Moreover, even if we have a good mix of advisers for a given facet of organization, the same mix will not be optimal for another facet. Using a formal group belies the fluid nature of advice and advisers.
- *Make the advisory body time-limited.* Formal groups, once constituted, are difficult to dissolve even when their purpose has long been completed. Membership on such a group may be considered an honor, so that discontinuance is perceived as taking something away from the participants. Consider announcing a time limit for the group at the outset.
- *The advisory body should advise only one point within the organization.* It is best that an advisory group not advise "the organization" but instead advise one particular position. That position might be the CEO, a staff member, or even the board itself. This specificity enables far greater clarity about the body's role and limits the topics of advice to those within the purview of the advisee.
- *Only the advisee should create and charge advisory groups.* Advisory systems work best when the person wanting advice is in charge. If a higher authority (such as the board, in the case of a committee appointed to

← **FAQ**
 Who should create board-to-staff advisory bodies?

(Continued)

advise staff) "owns" the advisory mechanism, the advisee can never be certain the advice is really only advice. This principle is regularly violated by funding bodies that require organizations to have various advisory committees even when the advisees did not ask for the advice. It is also violated routinely by boards that create committees to advise staff. Grown-up staff members can ask whomever they wish for advice; it need not be forced on them by those who have greater power.

- *Advice should not take the advisee off the hook.* If advice is really just advice, then the decision maker must still be accountable for his or her decision.
- *Be sure the advisory body knows what is asked of it.* We have gotten so accustomed to nonprofit and government organizations using advisory bodies as window dressing that advisory groups can fail to demand clarity on the simple questions: Who needs our advice? On what do you want our advice? When do you need it and in what form?

ownership. For a community organization, this might entail groups of community members chosen for their representativeness as a cross section of the population.

Further, the board might ask the advice of fiscal experts as it establishes financial condition or budget policies that will constrain staff actions in these areas. Or the board might form an advisory committee to perform some monitoring task, thereby giving its advice in the form of an opinion of how well the staff has performed with respect to a specific board policy.

Getting advice for a difficult task makes good sense. But organizations have had both inspirational and disastrous experiences in gathering advice. I recommend that boards and staffs keep several tips (see box) in mind while creating, keeping, or disbanding advisory bodies is under consideration.

When the board and CEO roles are clear, anyone along the line—without diminishing accountability for their roles—can obtain advice from whatever source is thought to be useful. The board can reach out for advice on the various responsibilities of governing. The CEO can seek advice for parts of the CEO role. Staff members can request advice in their respective jobs. No one directs someone else to receive advice, nor does anyone deter-

FAQ →

How can staff know that board advice is not actually veiled instruction?

mine for someone else the form, source, or amount of advice to get.

Attachment 2: History of the LAC in Ann Arbor

The following is an email from former AAATA staff Chris White to Matt Carpenter in 2016. Underlining added for emphasis. Edited for length.

*Chris White
Wed 8/31/2016 4:27 PM
To: Brian Clouse; Matt Carpenter*

The original LAC was formed in 1978 or 1979 as a forum for transit issues of concern to people with disabilities and seniors. My understanding is that it was a joint initiative of AAATA and a couple of local agencies.

State law in 1981 (Section 10(e)18(d) of Act 51) required transit agencies to have an LAC as a condition of receiving funding. There are 3 specific requirements in the law for LACs

- 1. Not less than 50% of LAC members must represent people with disabilities and seniors*
- 2. At least 1 LAC member must represent the Area Agency on Aging (AAA)*
- 3. The LAC must have the opportunity to comment on the transit agency's vehicle accessibility plan.*

The first requirement was a problem for AAATA in 1981. The existing LAC did not have members, per se. The meetings were open to anyone and participation was encouraged. Both AAATA and the other people participating in the LAC thought this was valuable and wanted to continue it. The solution we came up with was to have an executive committee appointed by the AAATA Board. These are the official "members" to fulfill the State's requirement under Act 51. Anyone else is eligible to become a member by request. At times when there has been higher interest in the LAC, this was a valuable feature, because it allowed people who were not appointed to still feel ownership in the LAC. The Board does not have to appoint members to be in compliance, but MDOT requires us to submit a list of members as part of the annual application process. There is no requirement for the LAC to report to the Board regularly, and the inclusion of an LAC report in the Board meeting is relatively recent. The number of members, term of office, and all the other details are up to us.

We fulfill the second requirement by having the AA on Ageing designate one of the executive committee members as their representative, Clark Charnetski at this time.

The third requirement sounds like a bigger deal than it is. The "plan" is just a listing of the grant-funded vehicles we use for A-Ride and how many are wheelchair accessible (100%). Each year, we provide the state form to the LAC for comments, and provide a signed copy of the minutes as part our annual application to MDOT.

We have a much more active LAC than most of the other Michigan transit agencies. Some LACs meet only once per year to comment on the accessibility plan. Many meet quarterly and have only a few members.

This is a brief history. I think the LAC has been a significant benefit to AAATA over the years. It provides us with a group of people with disabilities and seniors who learn more about the service from AAATA's point of view. This means that they are better able to help us develop policies and procedures that are workable and beneficial, and to help us explain the policies and procedures to other users.

*I hope this is helpful. I'd be happy to talk to you more about it.
Chris*

Attachment 3: Existing LAC Charter/Charge (2010)

CHARGE TO SENIOR ADULTS AND PERSONS WITH DISABILITIES LOCAL ADVISORY COUNCIL

PURPOSE

Purpose of the Local Advisory Council (hereafter referred to as LAC) is to:

The Ann Arbor Transportation Authority Board of Directors has overall responsibility for the establishment of policies which allocate public resources to provide transit services in the Ann Arbor area. The AATA Board recognizes a particular need for citizen input, review and comment with regard to service for senior adults and persons with disabilities. In carrying out its responsibilities to provide service for senior adults and persons with disabilities, it is the desire of the AATA Board to establish a formal charge to the senior adults and persons with disabilities Local Advisory Council. The following charge establishes the functions, membership criteria, and the relationship of the Council to the AATA.

FUNCTIONS

- I. To provide input, review and comment on the Vehicle Accessibility Plan as required by the Michigan Department of Transportation (MDOT).
- II. To generate discussion, interpretation, and recommendations to the Board regarding any senior adults and persons with disabilities related issues of a significant nature.
- III. To work with the AATA staff as directed by the AATA Board toward the achievement of the organization's goals and objectives.
- IV. To report regularly to the AATA Board of Directors the activities, actions and recommendations of the Council.

EXECUTIVE COMMITTEE

The Executive Committee of the LAC shall consist of no less than six (6) nor more than ten (10) members appointed by the Board with at least two (2) members being persons sixty (60) years of age or older and at least two (2) persons being transit challenged. The remaining members may consist of representatives of human services agencies, civic organizations and others who have an interest in public transportation services, but who are not employees of the AATA. In addition, one (1) additional member will represent the Area Agency on Aging 1-B.

The Executive Committee members shall serve for a two (2) year term and may be reappointed for one (1) additional two (2) year term after which an interval of one (1) year must pass before a member is eligible again for appointment. All Executive Committee members shall be residents within the AATA service area (Washtenaw County), or be an agency representative whose agency serves residents of Washtenaw County. A member of the Executive Committee shall be elected Chairperson by majority vote of the Executive Committee in October for each year and the AATA Board on behalf of the LAC.

**CHARGE TO SENIOR ADULTS AND PERSONS WITH DISABILITIES
LOCAL ADVISORY
COUNCIL**

GENERAL MEMBERSHIP

Any individual who wishes to participate in the business of the LAC is eligible to become an LAC member after attending two (2) LAC meetings. Membership will continue as long as the individual attends one (1) meeting per year. Membership may be revoked by a majority vote of the Executive Committee for a pattern of violation of the LAC Code of Conduct.

LIAISON AND SUPPORT

An AATA Board member shall be appointed by the Board Chair to attend LAC meetings and to serve as a liaison between the LAC and the AATA Board.

The AATA Executive Director shall designate a staff member who will:

- Attend LAC meetings and be responsible for minutes, recordkeeping and mailing of notices and minutes.
- Secure monthly meeting facilities and assure transportation for Committee members.
- Provide the LAC voting members with AATA Board packets and other relevant information.

ADOPTED: 1982

LATEST REVISION:

11/2009

Attachment 4: Issues and Options for Consideration

Rather than limit the LAC to only providing operational feedback, the task force agreed that we should seek a way for the LAC to also be available to provide policy feedback to the Board. After discussion, two broad options were developed for Board consideration; 1) delegate the LAC to the CEO while requiring reporting on policy feedback to the Board, or 2) continue the tradition of the Board writing the LAC terms of reference while trying not to compromise its delegations to the CEO.

1) Delegate to the CEO

The Board has already outlined its expectations for the treatment of all other groups of customers/beneficiaries in policy 2.1: Treatment of the Traveling Public. It has delegated those expectations to the CEO, and monitors compliance annually. If the LAC's main purpose is found to be providing operational feedback, then it can also be delegated to the CEO and monthly reports to the Board could cease. This could be seen as aligning the LAC with how all other customer groups are already treated. However, since the LAC has reported directly to the Board, there is a concern that this could be perceived as a demotion or lowering of importance for disability issues, either by the LAC members or the public. The task force believes that this can be addressed with careful communication with the LAC members.

Perhaps the most sensitive implication of this approach would be that the CEO, not the Board, would determine the LAC's charge and bylaws, and determine who would sit on the LAC (membership and Executive Committee). The LAC would be a creature of the CEO, but might be better able to focus on operational input. If there is a feeling that oversight is being lost, the Board can consider whether it wants to create any additional policies pertaining to the passengers with disabilities and then monitor those policies. This would ensure that the Board can fulfill its oversight role. The Board also receives quarterly operational updates on paratransit performance.

The CEO does not presently have a clear plan for what might change if the LAC were delegated to him. He can commit to moving towards a slow evolution that includes consulting members of the LAC as part of the decisions. Monthly LAC reports would be incorporated into the written CEO Report. AAATA Board members would still be welcome to attend and participate, and could help when discussing policy feedback to the Board.

If the Board wishes to continue to have access to the LAC for ownership-linkage purposes, this could be accomplished in the following ways:

- **Formal Annual Reporting:** Create a new policy under 2.11.1 requiring a periodic report from the LAC on policy matters only. Example: *"The CEO shall not...Withhold from the Board, Ownership or policy-related feedback originating from the LAC."*
- **Ownership Feedback on Board Request:** The Board can seek Ownership feedback from any group it wants at any time, and they could seek such input from LAC at their discretion. This could be incorporated into the Board's Ownership linkage tactics.

2) Commissioned by the Board

If the Board wishes to continue to commission the LAC directly, it is not immediately clear how this can be done without violating its delegation to the CEO or changing the LAC's traditional focus on customer concerns. Rose Mercier found a useful example where the resolution was to

provide the instruction to the advisory body (presumably written by the board) in the charter/charge to the body, rather than in the Board's policy manual. However, in this case the advisory body was legally required to report directly to the board itself.

"A number of years ago I worked with several Health Regions (Canadian medical providers) that had government-mandated (Provincially-required) advisory committees with fuzzy terms of reference. They were required to report to the board, but essentially advised staff. The way we worked around it was in their Terms of Reference/Charter, we set it up as two separate products: (a) advice to staff on operational issues (word appropriately), and (b) annual input to the board on matters relevant to Ends policy development. Here's an example of products:

- *Timely written identification of needs re: xxxx for the board*
- *Timely written feedback on specific issues as requested by the board*
- *Timely written summary of public perceptions, opinions and information which may be important to board decision-making*
- *Advice to the CEO (on request of the CEO) re: xxxxx*
- *A statement could also be incorporated in GP on Ownership Linkage that the board will obtain (annual) information from the committee on the above issue(s)"*

Although TheRide's situation is different, this example may provide some inspiration.

ISSUE BRIEF: Monitoring Schedule

Meeting: Board of Directors

Date: November 19, 2020

INFORMATION TYPE
Decision
RECOMMENDED ACTION(S):
Consider proposal to amend the schedule for monitoring reports.
BACKGROUND
<p>The current schedule for receiving Monitoring Reports dates from 2017. Since then, new policies have been added, much has been learned about monitoring, and the pandemic and disrupted the schedule for submitting monitoring reports. Board members have noted difficulties in monitoring sections 3 and 4. Staff are proposing changes to the schedule for monitoring to address these and other issues, adjust frequency of reporting, and get back on track. Hopefully the proposed changes will streamline reporting and emphasize issues the Board feels are important.</p> <p>Appendix A of the Board Policy Manual details the present schedule for monitoring reports and other informational reports.</p>
ISSUE SUMMARY:
<p>The recommendations are as follows:</p> <ol style="list-style-type: none"> 1. Group all 3.0 policies in one month. Previously had been spread out. 2. Group all 4.0 policies in one month. Previously had been spread out. 3. Monitor 2.6 (Cash and Investments) twice a year. Board members have suggested more frequent information. 4. Monitor 2.9 (CEO Succession) in <i>even</i> years and 2.3 (Comp & Benefits) in <i>odd</i> years. The information does not change much. 5. Consider deleting policy 2.7 (Ends Focus of Grants). This is intended from grant-making agencies and is mostly redundant with 2.4 Financial Planning. TheRide does not <i>make</i> grants, we <i>receive</i> funding via “grants“. Terminology is confusing. 6. Move 2.85 (regarding public reputation) to 2.10 (External Relationships), and then monitor remainder of 2.8 (Asset Protection) in <i>even</i> years as the remaining information on physical assets changes very slowly. 7. Reschedule quarterly service reports to occur in same month as quarterly finance reports. Presently offset causing problems with availability of financial data. 8. Delete policy 2.11.1.5C (reporting on capital projects) as those are now covered under the new construction policy 2.12.5, which has stricter reporting requirements.
ATTACHMENTS:
<ol style="list-style-type: none"> 1. Recommended Updates to Appendix A..... Page 2-4 2. Updated Board Annual Calendar assuming July off Page 5

Recommended Updates to Appendix A

Based on board discussions and staff suggestions, the CEO would like to present the following recommended updates to Appendix A of the Board Policy Manual.

Ends and Executive Limitations Reports						
Present Monitoring schedule			Proposed Monitoring Schedule			
Policy	Freq.	Assess Month	Freq.	Assess Month	Proposed Change	Reason for change
1.0 Ends	Annual	Dec	Annual	Dec	None	N/A
2.0 Global Executive Limitation	Annual	Oct	Annual	Jan	Assess in Jan	To allow enough time to monitor previous FY monitoring reports.
2.1 Treatment of the Travelling Public	Annual	Jan	Annual	Nov	Assess in Nov	Assess previous FY
2.2 Treatment of staff	Annual	Nov	Annual	Jun	Assess in Jun	Allow staff time to do employee engagement survey
2.3 Compensation & Benefits	Annual	Mar	Biennial	Oct	Freq: Odd years	Minimal content change
2.4 Financial Planning/Budgeting	Annual	Sep	Annual	Sep	None	N/A
2.5 Financial Condition & Activities	Annual	Feb	Annual	Feb	None	N/A
2.6 Cash & Investments	Annual	Apr	Biannual	Aug & Mar	Freq: Twice a year	As requested by Board members
2.7 Ends Focus of Contracts	Annual	Dec			Cease monitoring	This is policy is meant for grant-issuing agencies. AAATA does not issue grants
2.8 Asset Protection	Annual	Mar	Biennial	Jun	Freq: Even years	Physical asset details do not change often
2.9 Emergency Succession	Annual	June	Biennial	Oct	Freq: Even years	Minimal content change
2.10 External Relations	Annual	June	Annual	May	None	Policy 2.2 is monitored in June. This change will allow the service committee to monitor one policy at a time.
2.11 Communication & Support to the Board	Annual	Apr	Annual	Mar	Assess in Mar	Policy is linked with CEO Evaluation which happens in March
2.12 Construction	TBD (New)	TBD (New)	TBD (New)	Oct	Annual	Not presently on schedule
2.13: Fare Policy	TBD (New)	TBD (New)	TBD (New)	Sept	Annual	Not presently on schedule

Monitoring Reports: Sections 3 and 4

Present Monitoring schedule			Proposed Monitoring Schedule			
Policy	Freq.	Assess Month	Freq.	Assess Month	Proposed Change	Reason for change
3.0 Global Governance Process 3.1 Governing Style 3.2 Board Job Description 3.3 Board Code of Conduct 3.4 Agenda Planning 3.5 Chief Governance Officer Role 3.6 Board Committee Principles 3.7 Board Committee Structure 3.8 Cost of Governance	Annual	3.0: Sept 3.1: Apr 3.2: Mar 3.3: Oct 3.4: Feb 3.5: Aug 3.6: May 3.7: May 3.8: June	Annual	Apr	Monitor Governance Policies in one month	To provide context for the Global Governance Policy (3.0)
4.0 Global Board-Management Delegation 4.1 Unity of Control 4.2 Accountability of the CEO 4.3 Delegation to the CEO 4.4 Monitoring CEO Performance	Annual	4.0: Sept 4.1: Oct 4.2: Nov 4.3: Dec 4.4: Jan	Annual	Feb	Monitor Board-Management Delegation Policies in one month	To provide context for Global Board-Management Delegation Policy (4.0) Also linked to CEO Evaluations which happens in Feb.

Other Informational Reports						
Present Monitoring schedule			Proposed Monitoring Schedule			
Report	Freq.	Assess Month	Freq.	Assess Month	Proposed Change	Reason for change
Financial Reports	Quarterly	Nov, Feb, May, Sept	Quarterly	Nov, Feb, May, Aug.	Report Q3 report in Aug	For consistency in reporting schedule
Service Reports	Quarterly	Oct, Jan, Apr, July	Quarterly	Nov, Feb, May, Aug.	Report same period as financial report	Allow sufficient time for data collection and processing
Capital Improvement Projects	Annual + as needed	Nov			Cease monitoring report and delete policy 2.11.1.5C	This report and policy 2.11.1.5C are now covered under construction policy 2.12.5
CEO Personal Expense Reports	Quarterly	Dec, Mar, June, Sept	Quarterly		None	N/A
CEO Compensation Comparable	Every 2 years	April of odd years	Biennial	Jan	Jan of even years	Detailed information was provided in 2020
Notification of Execution of Budgeted Items Over \$250K And Grants Over \$100K	As needed				None	N/A
Notification of Intended Changes to Non-Unionized Staff or Procurement Manuals, Benefits/Comp.	As needed				None	N/A

The following board annual calendar includes these proposed updates for the Board to review, discuss and approve. The draft assumes the board will take a break in July.

FY 2021		Q1			Q2			Q3			Q4		
		OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Items	Responsibility	Annual Budget Cycle											
Ends Review	Full Board	Monitor ends											
Retreat	Full Board				Retreat								
Strategic Business Plan	Full Board				Strategic Business Plan								
Budget Development	Finance Committee								Draft Budget				
Budget Approval	Full Board											Approve budget	
Item	Responsibility	Oversight and Accountability											
MONITORING	Full board			Ends (1.0)	• Disclosure Statements due (3.3.2.1) • Global Executive Limitation (2.0)		Communication and Support to the Board (2.11)					Draft Budget Preview	Financial Planning & Budgeting (2.4)
	Governance Committee				CEO Evaluation	• CEO Evaluation • Board-Management Delegation Policies (4.0-4.4)	CEO Evaluation	Governance Process Policies (3.0-3.8)				Draft Budget Preview	
	Service Committee	Construction Policy (2.12)	Treatment of Traveling Public (2.1)						External Relationships (2.10)	Treatment of Staff (2.2)		Draft Budget Preview	
	Finance Committee	• Compensation & Benefits (2.3) - Odd year • Succession Planning (2.9) - Even year				Financial Conditions (2.5)	Cash & Investments (2.6)			Asset Protection (2.8) - Even year		• Draft Budget Preview • Cash & Investments (2.6)	Fare Policy (2.13)
Item	Responsibility	CEO Incidental Information (EL 2.11.1.5)											
Quarterly Reports	Service Committee		• Q4 Service Report			Q1 Service Report			Q2 Service Report			Q3 Service Report	
	Finance Committee		Q4 Financial Report			Q1 Financial Report			Q2 Financial Report			Q3 Financial Report	
	Governance Committee			CEO Expense Report	CEO Compensation Comparable - Even years		CEO Expense Report			CEO Expense Report			CEO Expense Report

DRAFT

ISSUE BRIEF: Approach for Service Restoration

Meeting: Board of Directors

Meeting Date: November 19, 2020

INFORMATION TYPE:
Other
RECOMMENDED ACTION(S):
Receive for Information, discuss and provide feedback to CEO.
PRIOR RELEVANT BOARD ACTIONS & POLICIES
Policy 2.4 regarding risk of fiscal jeopardy. Policy 2.10 regarding public credibility of agency.
ISSUE SUMMARY:
<p>The CEO has begun developing a plan to restore most transit service by August 2021. Assuming the pandemic is under control by then, the major remaining issues are expected to be: financial resources, tolerance for risk, and ridership that may remain low after the pandemic. Although the CEO has already been delegated most authority to develop and execute this plan, the Board retains budget and millage control, so a consensus approach is desirable. The CEO also wishes to share this approach with staff and the public so their feedback can also be considered as a final approach evolves. This memo outlines the emerging plan and is intended to spur discussion. A decision on spending levels will be necessary early in 2021.</p>
BACKGROUND:
<p>As the COVID-19 pandemic arrived, transit ridership declined across the country. In response, TheRide and many other agencies sharply reduced services. TheRide has since begun restoring services although ridership is still only about 20% of normal. However, it is important that we position ourselves to be able to restore services so that we can be available as the community returns to normal. Dr. Anthony Fauci has suggested that a vaccine may be available sometime between January and June, 2021.</p> <p>Before the pandemic, TheRide's finances were expected to slide into deficits in 2021. With federal CARES Act funds, the onset of deficits can be delayed until 2023-2024. However, the structural deficits will return and TheRide will need to seek additional millage funds in 2022 in order to maintain the level of services.</p>
IMPACTS OF RECOMMENDED ACTION(S):
<ul style="list-style-type: none"> • Budgetary/Fiscal: High – Impacts timing of deficits and includes financial risks. • Social: High–Impacts transit users and resumption of normal socio/economic activity. • Environmental: Low – some impact to auto use. Not able to define. • Governance: A major decision affecting policy compliance. This plan attempts to “thread the needle” and maintain compliance with Board policies pertaining to risking fiscal jeopardy (2.4) and maintaining credibility in the community (2.8.5).
ATTACHMENTS:
Attachment 1: Revised Approach to Service Restoration Attachment 2: Timeline and Considerations

Attachment 1: Revised Approach to Service Restoration

After considering updated financial forecasts, the community's need for transit service, and the likely timeline of the pandemic, the Executive Team has developed an emerging approach and rationale for restoring most services. Crucially, pre-existing structural deficits that were expected in 2021 have been delayed until 2024.

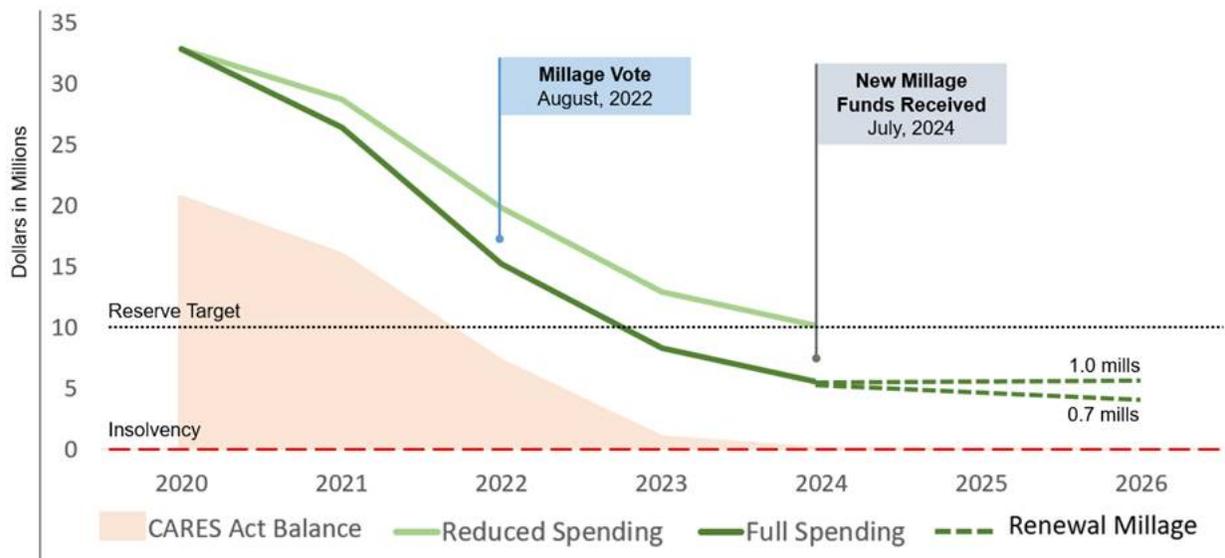
Updated Financial Forecast

As illustrated on the left side of the Figure 1 below, TheRide's pre-existing structural deficit creates a downward trend in the graph between 2020 and 2024. However, the onset of deficits has been delayed due to the one-time CARES Act funds*.

Figure 1

FINANCIAL CAPACITY PROJECTION (Q3 FY2020 through FY2026)

Projection of total available cash/investments and CARES Act funding at the annual low-point of June 30 each year.



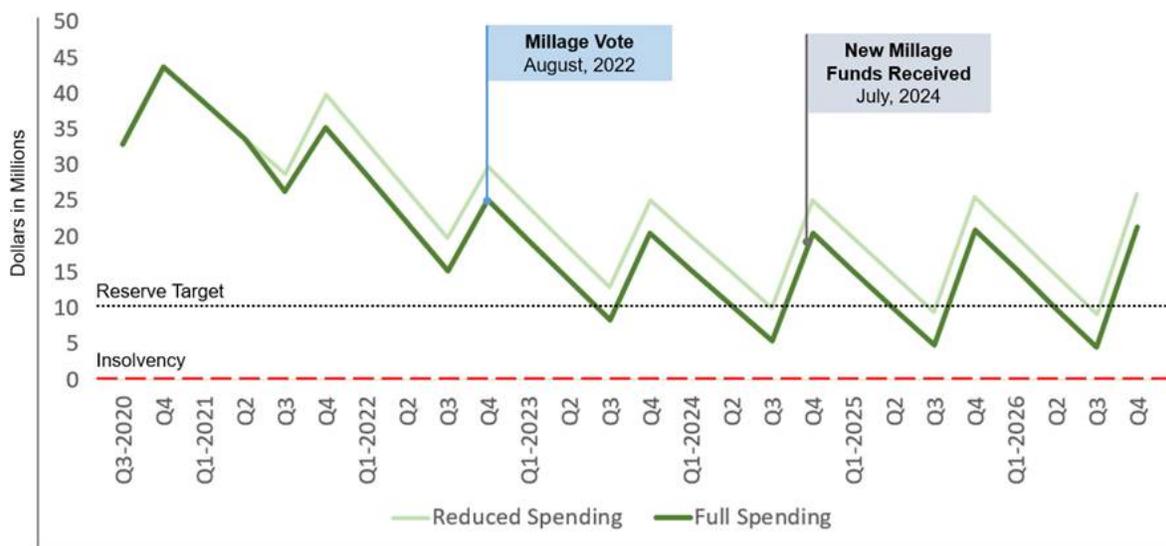
The two solid green lines illustrate the immediate decision facing TheRide – whether to continue with present Reduced Spending (less service, lower costs, funds last longer) or restore most pre-pandemic service (more services, higher cost, funds expended sooner). TheRide will have an opportunity to seek a higher level of funding in 2022 (dotted lines on right side) which would arrive in time to avoid permanent service cuts. However, this approach is not without risk, especially since ridership may remain low for several years after the pandemic is over. As an alternative approach, maintaining a lower level of spending does not save enough funds to truly change TheRide's financial position or the decisions we will need to make.

TheRide's annual cash flow is not smooth, and instead creates a "saw tooth" pattern as illustrated in Figure 2. This figure displays the same information by include actual cash flow. While both spending scenarios will require dipping into reserve funds in 2023-2024, those years would only be momentary as incoming tax revenues would be received a few weeks later.

Figure 2:

FINANCIAL CAPACITY PROJECTION (Q3 FY2020 through FY2026)

Projection of total available cash/investments and CARES Act funding at each quarter end for each year.



*CARES Funds

It is important to be clear about the limitations of CARES Act funds. By law, the funds can only be used for *pandemic-related expenses*. TheRide is using them for expenses such as lost fare-revenue, additional sanitation, and restoring/maintaining services. Since they are *one-time funds*, they should not be used to increase permanent, ongoing expenses, such as increasing salaries or starting new services. While they can delay the onset of deficits, they cannot prevent them. Finally, TheRide does not actually possess these funds, they are held by the FTA (Federal Transit Administration) and provided as *reimbursements* when requested.

Intended Approach for Service Restoration in August 2021

- **Funding:** Assuming State funding remains stable, we can use CARES Act funds to fund services until after 2022, when voters can decide if they wish to continue the services they've come to expect
- **Restore Most Service by August 2021:** Restoring almost all pre-pandemic services by August 2021. While not all service would be restored, a public planning process will be used to get feedback before changes are finalized.
 - **Fixed-Route:** Most 5-YTIP routes will be restored. Some under-used routes will not be brought back and savings reinvested to continue pandemic-related changes or address on-time performance issues. Details to follow.
 - **A-Ride:** Paratransit (A-Ride) may also be phased back in as envisioned in an earlier consultant report: ADA-minimum paratransit would be assured, while additional premium services would be brought back at a different price. This will help control costs. While no decision has been made, transitioning back to

contracted operations would free up AAATA staff and garage space to restore the fixed-route service.

- **Longer Term Planning:** The above approach buys us time and gives everyone a clear understanding of what to expect over the next 12 months. However, we also need to plan for a millage in 2022, and a longer-term vision/plan for services is also necessary. These efforts are starting and the CEO intended that they will be discussed as their own projects, separate from this immediate spending decision for 2021.

Pros

- We can afford to restore service which will benefit the community, riders, and begin rebuilding ridership, albeit with some risks.
- Provides a blueprint for the next 12 months so that board members, staff, and the public know what to expect and can discuss options.
- By restoring services, we will be seen as good stewards who have continued to keep the promises of the 5-YTIP.
- Not restoring some under-used services will allow us to continue to fund newer public health-related services, like weekend service to hospitals. We may also be able to fix some operational problems with earlier routes (on-time performance, confusing route names, etc).
- This approach is compatible with the intended use of CARES Act funds and eliminates the risk of having any left over after the pandemic.
- Gives us time (15 months) to build a plan for the 2022 millage, and possibly a long-term vision for services. Starts to shift focus from reactive (service restoration) to future-oriented thinking (what's in the 2022 proposal?).
- Allows recall of many bus drivers that were laid off.

Cons and Risks

- The pandemic is not over. Should there be another outbreak, we may need to divert buses to increase social distancing on crowded routes rather than filling coverage gaps. An outbreak among staff could force us to cut service.
- This approach does not *solve* the underlying challenge of structural deficits (ongoing costs exceed revenues). At most it only delays the onset of deficits until after a 2022 millage vote.
- Increases reliance on stable state and federal funding, however, the State and federal governments are still financially unstable. While we now have some certainty on FY2021, funding instability in FY2022 or FY2023 could jeopardize this approach. We are assuming these funds won't decrease. In FY2021 the state used its own CARES funds to fill budget gaps. It may not be able to do this again in future years.

Other Options

Other options consider include:

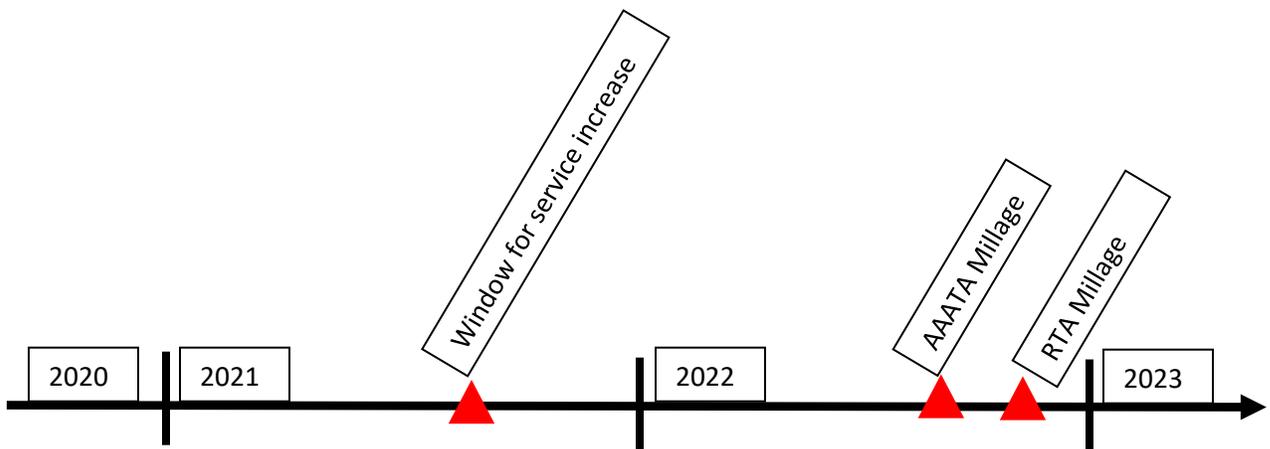
- Restoring every pre-pandemic service, even under-used or excessively expensive ones. This is not recommended because all resources need to be used to benefit the largest number of passengers, and we should continue providing increased access to healthcare centers.

- Maintaining low service levels as a hedge against future budget cuts. If we had reason to expect cuts to state or federal formula funding, we might want to maintain lower levels of service and continue spending CARES funds slowly. The risk here is impossible to know. While the state has funded its FY2021 budget, legislators have also said that they used up much of their one-time funds and future years could still see more cuts. We cannot know what will happen. Not recommended.

Attachment 2: Timeline and Considerations

Timeline

- The Federal government could increase funding for transit. Additional pandemic relief could be forthcoming, as could new routine transportation funding, and infrastructure stimulus funds. However, continued gridlock is possible. The state of Michigan’s budget forecast is uncertain and depends, in part, on federal actions.
- COVID-19 pandemic *could* be declining in 2021. Economic future unclear. Return of ridership demand for transit likely to lag general recovery for a few years.
- Logistically best time to make major increase in service would be summer/August 2021.
- RTA may go to polls in **Nov 2022**.



ISSUE BRIEF: 2020 Q4 Satisfaction and Service Report

Service Committee Meeting Date: November 4, 2020

Board Meeting Date: November 19, 2020

RECOMMENDED ACTION(S):
Receive as CEO Operational Update.
PRIOR RELEVANT BOARD ACTIONS & POLICIES
<ul style="list-style-type: none"> 2.11.1.5 CEO shall not...Let the Board be unaware of...operational... [and] customer satisfaction metrics... Appendix A: Informational Reports schedule specifies quarterly Customer Satisfaction and Service Performance reports in Nov, Feb, May, Sept
ISSUE SUMMARY:
<p>In accordance with the Board's Policy Manual, I present the Quarterly Satisfaction and Service Report. I certify that the information is true and complete, and I request that the Board accept this as an operational update.</p> <p>This report is populated with currently available and reportable data/targets for Fixed Route, Paratransit, and Vanpool service. Targets, when possible, will be set in Ends Policy Interpretations. A glossary of terms for currently tracked metrics is attached.</p> <p>It should be noted that the data collection and reporting for the Q4 of 2020 period are heavily impacted by the COVID-19 Emergency that began at the end of Q2 2020. Year to year comparisons of Q4 give in a picture of performance metrics pre and mid COVID-19 emergency.</p> <p>Q4 data reflects decreased service routes, passenger loads, traffic volumes, commuting demand as travel restrictions lessened and University residents returned. It should be noted that while travel restrictions were lifted, health advisories still discourage the gathering of groups and close contact outside of households. For this reason, return to public transit has lagged and services like VanPool have yet to rebound.</p> <p>Also reflected in this data is TheRide absorbing ARide Services in-house mid-quarter. This quarter saw ARide served by both contractor and in-house services.</p> <p>This report contains comparisons of Q3 to Q4 of 2020 to reveal TheRide's performance as we move through the COVID emergency and apply the Recovery Plan. Future Service Reports will report all quarters impacted by the pandemic to allow monitoring of progress toward recovery of pre-pandemic service and standards.</p> <p>New to this report is the inclusion of FlexRide ridership numbers. FlexRide is being offered to fill gaps in service that have been created by COVID-related service pauses. The intent is to report on this data to allow tracking of ridership trends and FlexRide's efficacy as an alternative to fixed routes.</p>

ATTACHMENTS:

1. Highlights Brief
2. FY 2020 Q4 Satisfaction and Service Report
3. Glossary of Terms

Service and Satisfaction Report Highlights

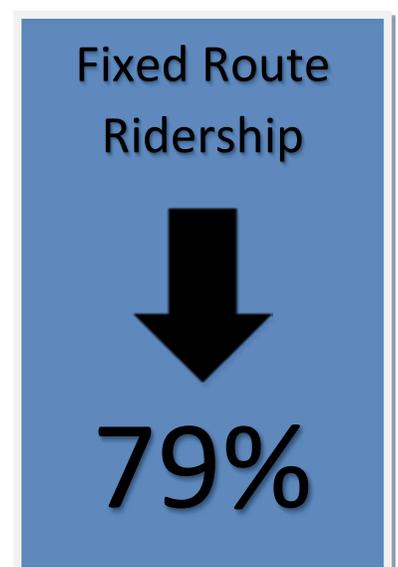
July 1, 2020 – September 30, 2020

The data collection and reporting continue to be seriously impacted by the COVID-19 Emergency in Quarter 4. Metrics that rely on a quarterly average do not reflect performance under typical conditions and this must be considered when comparing Q4 2020 data to that of 2019 or any quarter not impacted by the pandemic emergency.

Fixed Route Ridership and Cost

Ridership in Q4 of 2020 continues to be majorly impacted by the COVID-19 emergency. Compared to the same quarter in 2019, ridership is down 79%. When ridership of Q3 2020 is compared to Q4, ridership has increased 58%. As restrictions are lifted and additional services are added, we expect to see ridership increase. The cost of providing service per revenue hour is 24% higher than the same quarter in 2019. Cost per passenger boarding has risen from \$5.51 in 2019 to \$21.92. Reduced ridership and increased pandemic-related costs such as sanitation, decreased bus capacity, and modifications are responsible for this significant increase in the cost of providing fixed route service.

Compared to FY2019



Compliments
3.7/ 100,000
Boardings

Complaints
1.5/ 100,000
Boardings

Complaints and Compliments

Complaints and compliments are all considered in relationship to the number of passengers boarding. Complaints in Q4 showed a 19% increase this quarter compared to 2019 and 54% decrease compared to Q3.

While the increase from 2019 is not desirable, it is not unexpected considering reduced service. As service has been added, complaints decreased.

It should be recognized that compliments continue to outnumber complaints, even in a time of service reductions.

ARide/Paratransit

The COVID-19 emergency has continued to impact demand for paratransit services in Q4 of 2020. Ridership numbers increased during Q4 as travel restrictions lifted but still have not returned to levels observed in 2019. The fourth quarter showed a 62% increase in ridership over the prior quarter.

The obligation to observe social distancing for medically compromised passengers, is reflected in an 107% increase in cost per boarding since Q4 of 2019.

When considering ARide costs and service, it should be noted that in the first month of Q4 ARide was a contracted service. The second two months of the quarter ARide was a service provided in-house by AAATA staff.

Paratransit Cost
per Boarding



107%

Fixed Route Road Calls

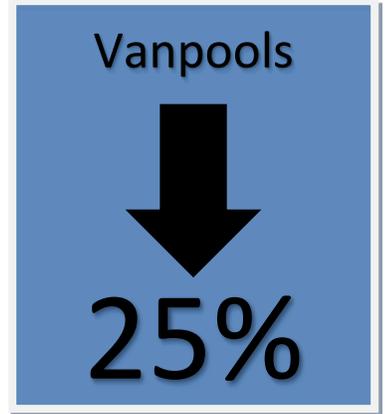
Miles between road calls continues to be high. The Q4 observed Miles Between Road Calls was 27,852. Improvements were observed not only upon comparison of 2019 data to 2020 data, but also from Q3 to Q4 of 2020. The observed improvements are largely the result of the decreased number of road miles.

Fixed Route Safety

This metric reports a slight increase in preventable accidents and incidents over 2019 but a decrease since last quarter. It should be noted that service miles are significantly less than in 2019, but greater than the third quarter.

Vanpool

At the end of Quarter 4, 88 Vanpools remain. This is a 25% drop from the prior year and a 4% increase from Q3 of 2020. This drop is attributed primarily to two COVID-19 related factors. The first, is the continuation of work-from-home requirements that has decreased the demand for Vanpool. The second is the requirement for safe social distancing may cause those returning to work to commute in separate vehicles. The pandemic has dramatically changed commuting patterns and modes.



FlexRide

FlexRide has been expanded in attempt to fill the gaps created by the temporary service changes due to pandemic. To evaluate the ability of FlexRide to be a reasonable alternative to fixed route service, it is necessary to measure and track use.

Prior to the FlexRide expansion, 1,594 trips were taken in Q3 in both service areas. Post expansion, 2,744 trips were taken. Most of this additional growth came from the East FlexRide Zone. Despite travel and commute patterns still impacted by COVID -19, FlexRide numbers have almost rebounded to pre-pandemic levels.



Fixed Route	FY 2019	FY 2020		Q4 2019 – Q4 2020	Q3-Q4 2020
		Q4	Q3		
Measure					
Boardings	1,566,514	204,152	322,766	-79%	58%
Preventable Accidents Injury/100,000 miles	1.9	2.2	2.1	14%	-3%
Miles Between Road Calls	26,667	26,667	27,852	4%	4%
On-time Performance	74%	80%	NA*	-	-
Average Age of Fleet	6.5	6.1	6.1	-6%	0%
Boardings/Revenue Hour	23.6	3.6	7.3	-69%	104%
Cost/Revenue Hour	\$129.97	\$136.39	\$160.77	24%	18%
Cost/Boarding	\$5.51	\$37.76	\$21.92	298%	-42%
Complaints/100,000 Boardings	1.3	3.4	1.5	19%	-54%
Compliments/100,000 Boardings	3.8	10.3	3.7	-2%	-64%

*Due to data issues in AVL/CAD, this metric is not available for this report

ARide/Paratransit	FY 2019	FY 2020		Q4 2019 – Q4 2020	Q3-Q4 2020
		Q4	Q3		
Measure					
ADA Service Denials/ADA Boardings	0	0	0	0	0
ADA Trips	29,003	9,995	16,238	-44%	62%
Ontime Performance with 30 Minute Service Window	96%	99%	97%	1%	-2%
Complaints	21	3	6	-71%	100%
Compliments	-	10	14	-	40%
Boardings/Revenue Hour	1.53	1.45	0.95	-38%	-34%
Cost/Boarding	\$39.09	\$79.19	\$80.89	107%	2%

Vanpool	FY 2019	FY 2020		Q4 2019 – Q4 2020	Q3-Q4 2020
		Q4	Q3		
Measure	Q4	Q3	Q4		
Number of Vanpools at End of Quarter	118	85	88	-25%	4%
Number of Rider Trips Taken	64,679	28,553	34,755	-46%	22%
Avg Fuel Cost to Rider	\$30.92	\$24.65	\$31.17	1%	26%
Avg Monthly Rider Miles	1117	980	1161	4%	18%
Federal Subsidy/Rider Trip	\$2.66	\$6.68	\$4.62	74%	-31%
Rider Miles/Gallon	98.3	70.97	78.43	-20%	11%

FlexRide	FY 2019	FY 2020		Q4 2019 – Q4 2020	Q3-Q4 2020
		Q4	Q3		
Measure	Q4	Q3	Q4		
Boardings					
East Service Area	1523	735	1377	-10%	87%
West Service Area	1344	859	1329	-1%	55%
Complaints	0	1	1	0	0
Compliments	0	0	0	0	0

Quarterly Satisfaction and Service Report: Glossary of Terms

Boardings (*Unlinked Passenger Trips*, a transit industry standard metric)

The number of passengers who board public transportation vehicles. Passengers are counted each time they board a vehicle no matter how many vehicles they use to travel from their origin to their destination. Reported to the National Transit Database.

Preventable Accidents and Passenger Injuries

Total number of accidents that have been judged to be preventable and any passenger injuries. Serious accidents and all injuries are reported to National Transit Database.

Miles Between Road Calls

The average number of times a bus must be taken out of service because of equipment issues, divided by how many miles the fleet has run. Transit industry standard metric.

Complaints

A complaint is when a customer or non-customer communicates to AAATA that something is unsatisfactory or unacceptable. All complaints are investigated and referred to appropriate staff.

ISSUE BRIEF: FY2020 Q4 Financial Statement

Finance Committee Review Date: November 10, 2020

Board Meeting Review Date: November 19, 2020

INFORMATION TYPE:
Receive as CEO operational update
RECOMMENDED ACTION(S):
Receive as CEO operational update
PRIOR RELEVANT BOARD ACTIONS & POLICIES
<ul style="list-style-type: none"> • 2.11.1.5 CEO shall not...Let the Board be unaware of... incidental information (including) quarterly budget to actual financial reports. • Appendix A: Informational Reports schedule specifies quarterly Financial Statement reports in November, February, May, and August. • Policy 2.6 Investments and Appendix F Investment Policy were adopted in June 2018.
ISSUE SUMMARY:
Staff present the Fourth Quarter Financial Statement with currently available and reportable financial information for the period ending September 30, 2020. Revenues and expenses are reported year-to-date for the fiscal year.
BACKGROUND:
<p>Financial highlights from the fourth quarter ending September 30, 2020 (year-to-date) include:</p> <ul style="list-style-type: none"> • The reserve was at the target of 2.6 months of annual operating expense. The reserve balance was \$10.5 million, \$1.1 million lower than fourth quarter last year. • TheRide operated within the budget for the fourth quarter of the year. • There was zero net income of revenue over expense, The net income was \$435 thousand off from the budgeted surplus. • Expenses were \$7.32 million lower than budgeted. Savings were from lower wages, fringe benefits, purchased transportation, fuel, materials, contracted services, and other costs, a result of the pandemic period with reduced service and ridership. • Revenues were lower than budgeted by \$7.75 million with less than expected passenger fares, subcontract fares, state operating assistance, and other revenues, a result of the pandemic period with fare collection cessation during the year, reduced service and lower ridership. • \$2.2 million in CARES Act revenue has been used to date to support operations. • Cash flow was adequate to cover expense; Q4 ended at \$24.01 million.
IMPACTS OF RECOMMENDED ACTION(S):
<ul style="list-style-type: none"> • Budgetary/Fiscal: Demonstrates financial performance for the reporting period • Governance: Supports Board in financial oversight/fiduciary responsibility
ATTACHMENTS:
1. FY2020 Q4 Financial Statement (Income Statement and Balance Sheet)

Income Statement

For the Period Ended September 30, 2020 (First Close)

Revenue and Expense (Budget to Actual)

In Thousands of Dollars (which means add a comma and three zeros).

BLACK = FAVORABLE
RED = UNFAVORABLE

REVENUES	Actual Quarter 1	Actual Quarter 2	Actual Quarter 3	Actual Quarter 4	Actual YTD	Budgeted YTD	Variance (Dollars)	Variance (Percent)
Fares and Contracts	\$ 2,402	\$ 1,885	\$ 414	\$ 457	\$ 5,158	\$ 9,611	\$ (4,453)	-46.3%
Local Property Taxes	4,378	4,378	4,378	4,378	17,513	17,513	-	0.0%
State Operating Assist.	3,502	3,615	3,618	1,887	12,622	16,999	(4,377)	-25.7%
Federal Operating Assist.	1,122	828	40	1,663	3,652	4,708	(1,056)	-22.4%
CARES Act Operating	-	-	1,217	986	2,203	-	2,203	0.0%
Other Revenues	94	138	50	44	326	394	(67)	-17.0%
Total Operating Revenues	\$ 11,498	\$ 10,845	\$ 9,717	\$ 9,415	\$ 41,475	\$ 49,224	\$ (7,750)	-15.7%
EXPENSES								
Salaries, Wages, Benefits	\$ 6,498	6,313	6,420	\$ 5,762	\$ 24,993	\$ 26,650	\$ 1,657	6.2%
Purchased Transportation	2,821	2,545	1,592	1,087	8,045	12,097	4,052	33.5%
Fuel, Material, Supplies	1,114	899	560	581	3,154	4,704	1,550	32.9%
Contracted Services	381	579	652	585	2,197	2,731	534	19.6%
Other Expenses	557	615	506	597	2,275	2,608	332	12.7%
Depreciation Expense	-	-	-	811	811	-	(811)	0.0%
Total Operating Exp.	\$ 11,371	\$ 10,951	\$ 9,730	\$ 9,423	\$ 41,475	\$ 48,789	\$ 7,315	15.0%
GAIN(LOSS) FROM OPS.	\$ 127	\$ (106)	\$ (13)	\$ (8)	\$ -	\$ 435	\$ (435)	0.0%

<p> TheRide broke even at the end of the fourth quarter and operated within the budget.</p> <p> Revenues were lower than budgeted by \$7,749,523 due to lower revenues in several categories as a result of the pandemic.</p> <p> Expenses were \$7,314,552 lower than budgeted due to lower costs across most categories as a result of the pandemic.</p>	<p>CARES Act Utilization</p> <p>Expenditures from \$20.7 million in Coronavirus Aid, Relief, and Economic Security Act funding as of September 30, 2020, for eligible COVID-19-related</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 70%;">Operating Expenditures</td> <td style="text-align: right;">\$ 2,203,325</td> </tr> <tr> <td>Capital Expenditures</td> <td style="text-align: right;">\$ -</td> </tr> <tr> <td>TOTAL EXPENDITURES</td> <td style="text-align: right;">\$ 2,203,325</td> </tr> <tr> <td> CARES Act Funds Remaining:</td> <td style="text-align: right;"> \$ 18,496,675</td> </tr> </table>	Operating Expenditures	\$ 2,203,325	Capital Expenditures	\$ -	TOTAL EXPENDITURES	\$ 2,203,325	 CARES Act Funds Remaining:	 \$ 18,496,675
Operating Expenditures	\$ 2,203,325								
Capital Expenditures	\$ -								
TOTAL EXPENDITURES	\$ 2,203,325								
 CARES Act Funds Remaining:	 \$ 18,496,675								

YTD Revenue and Expense By Overhead and Mode

In Thousands of Dollars (which means add a comma and three zeros).

	Overhead	Fixed Route <small>Fixed Route Bus</small>	Demand Response <small>A-Ride</small>	Non-Urban <small>WAVE, Peoples Express</small>	Other Demand Response <small>FlexRide, HolidayRide, MvRide, Nightride</small>	AirRide D2A2 <small>Airport/Detroit Shuttle</small>	Other Modes <small>VanRide, Ride Sharing, Express Ride</small>	TOTAL ACTUAL
DIRECT REVENUE								
Fare Revenue	-	2,470	340	100	47	-	46	3,002
Contract Revenues	-	654	-	578	208	614	103	2,157
Advertising, Interest, Other	-	274	-	-	-	-	53	326
State Operating	-	9,372	1,406	646	428	290	480	12,621
Total Direct Revenue	-	12,769	1,746	1,324	682	904	682	18,107
DIRECT EXPENSE								
Salaries, Wages, Benefits	4,154	19,236	943	-	457	-	203	24,993
Purchased Transportation	-	-	3,717	1,912	819	789	808	8,045
Fuel, Material, Supplies	799	2,335	4	-	8	1	7	3,154
Contracted Services	979	990	49	-	7	2	171	2,197
Depreciation & Other	2,528	462	7	-	2	54	34	3,086
Total Operating Expense	8,460	23,022	4,720	1,912	1,292	846	1,223	41,475
Gain(Loss) from Ops.	(8,460)	(10,253)	(2,974)	(588)	(610)	58	(541)	(23,368)
ALLOCATED REVENUE								
Local Property Taxes	8,460	7,222	1,831	-	-	-	-	17,513
Federal Operating & CARES	-	3,031	1,143	588	610	(58)	541	5,856
GAIN(LOSS) TOTAL:	-	-	-	-	-	-	-	-

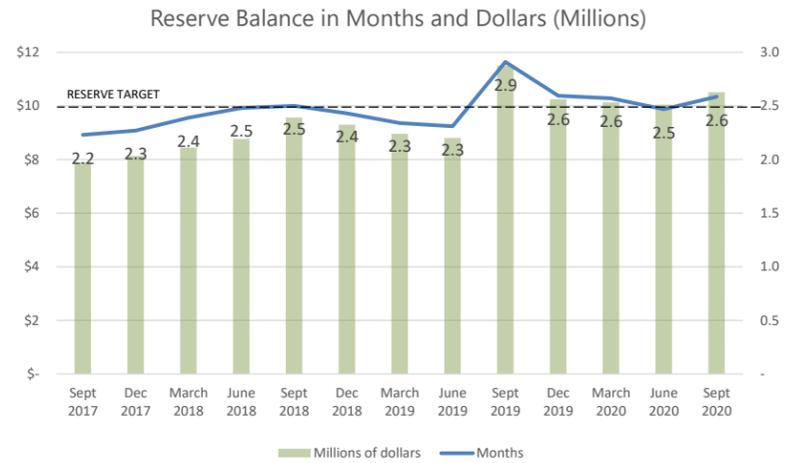
Balance Sheet

For the Period Ended September 30, 2020 (First Close)

Balance Sheet and Reserve

In Thousands of Dollars (which means add a comma and three zeros), With Prior Year Comparison.

	Q4 2019 9/30/2019	Q3 2020 6/30/2020	Q4 2020 9/30/2020
ASSETS			
Cash	\$ 10,228	\$ 5,183	\$ 17,219
Investments	\$ 11,642	\$ 6,789	\$ 6,791
Other Current Assets	8,532	16,316	5,349
Capital Assets	46,749	52,784	46,539
Total Assets	\$ 77,151	\$ 81,071	\$ 75,898
LIABILITIES	6,769	5,038	6,165
NET POSITION	\$ 70,382	\$ 76,033	\$ 69,733
Reserve Balance	\$ 11,585	\$ 10,045	\$ 10,510
Months in Reserve	2.9	2.5	2.6



Statement of Cash Flows (in Thousands of Dollars)

In Thousands of Dollars (which means add a comma and three zeros).

Historical Cash Flows	Fiscal Year 2018		Fiscal Year 2019				Fiscal Year 2020			
	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Beginning Balance:	\$ 12,511	\$ 9,064	\$ 19,824	\$ 16,403	\$ 13,612	\$ 9,427	\$ 21,872	\$ 18,597	\$ 13,853	\$ 11,972
Cash from Operations	(5,417)	2,725	(5,289)	115	(3,040)	2,273	(4,626)	(1,495)	(618)	11,362
Cash from Capital	(31)	(2)	(50)	628	465	1,031	1,351	(304)	738	674
Cash from Investment	2,001	8,037	1,918	(3,534)	(1,610)	9,141	-	(2,945)	(2,001)	2
Cash Flow:	\$ (3,447)	\$ 10,760	\$ (3,421)	\$ (2,791)	\$ (4,185)	\$ 12,445	\$ (3,275)	\$ (4,744)	\$ (1,881)	\$ 12,038
Ending Balance:	\$ 9,064	\$ 19,824	\$ 16,403	\$ 13,612	\$ 9,427	\$ 21,872	\$ 18,597	\$ 13,853	\$ 11,972	\$ 24,010

Q4 cash flow was positive at \$12.04 million

The Statement of Cash Flows summarizes the amount of cash and cash equivalents entering and leaving AAATA during the reporting period. It measures how AAATA generates cash to fund its operating, capital, and investing needs. Negative cash flow is the usual position for all quarters except 4th quarter, when property tax receipts generate positive cash flow.

Investments Summary

In Thousands of Dollars (which means add a comma and three zeros).

Investment Instrument	Date of Maturity	Interest Rate	Total as of 6/30/2020	Transactions	Total as of 9/30/2020
U.S. Treasury Note	8/15/2020	1.5%	1,494	(1,494)	-
CD Other	1/15/2021	1.7%	240		240
CD Other	1/21/2021	1.7%	240		240
U.S. Agency Bond	9/28/2020	1.4%	150	(150)	-
U.S. Agency Bond	10/30/2020	1.5%	2,000		2,000
U.S. Agency Bond	4/9/2021	1.6%	1,000		1,000
U.S. Agency Bond	8/11/2022	0.4%	1,500		1,500
U.S. Agency Bond	8/12/2022	0.1%	-	1,500	1,500
Money Market Funds	N/A	0.2%	119	155	274
Mark-to-Market Adjustment			46	(9)	37
Total Investments:			\$ 6,789	\$ 2	\$ 6,791

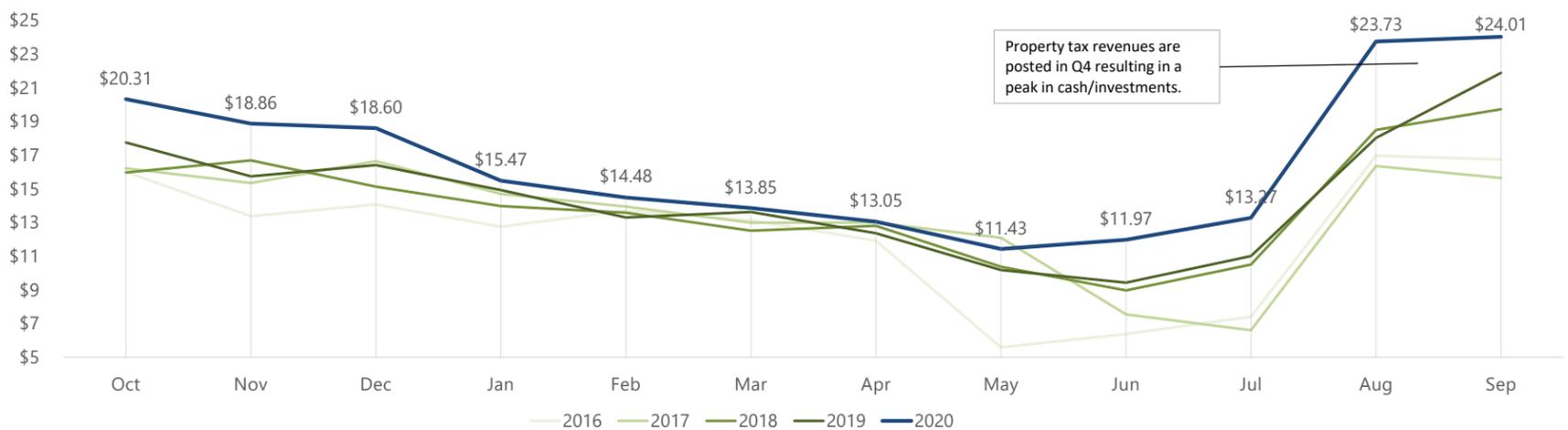
Q4 2020 Investment Income (year to date): \$161,119

The majority of Operating Capital and Long Term Reserves are federally insured. U.S. Treasury Bills, Notes, and Agency Bonds are short term bonds (several months to 10 years) backed by the Treasury Department of the U.S. Government. The rates shown for the current investments represent the gross yield-to-maturity rates (before the annual fee of .28%). Accounts that are not FDIC insured or with balances above the FDIC insurance threshold are used for day-to-day working capital.

Cash and Investments History

Total Cash and Investments by Month and Year (2016 to 2020 YTD)

In Millions of Dollars.



ISSUE BRIEF: CEO Report

Meeting: Board of Directors

Meeting Date: November 19, 2020

INFORMATION TYPE:

Other

OPERATIONAL & PROJECT UPDATES

- **MOBILE TICKETING PILOT**
Since EZfare mobile ticketing launched September 30 about 778 mobile tickets have been used by riders with revenue slightly higher than \$1,500.
- **CONTINGENCY PLANNING WITH INCREASED COVID CASES**
We are preparing contingency plans should there be a new travel restrictions or limitations or further shutdowns by order of public health departments. In the event of a 'stay in place order', we initiated discussions with food providers to use paratransit vehicles for deliver purposes.
- **TEMPORARY SERVICE PLAN UPDATE**
TheRide is making some additions and minor adjustments to the current, temporary service plan to become effective November 22. The most significant changes include reintroducing a revised route 26 east of S. Maple, adding a stop on Route 25 to serve Target and adding weekend service to FlexRide-East (Ypsilanti Twp). Two internal staff meetings and four public engagement/comment sessions were held to inform the public. Our Temporary Service Plan continues to focus on high ridership routes and high frequency service to allow for social distancing. FlexRide is being provided in place of fixed route service in low density areas and fixed routes are simplified to ease the coordination of adding overflow buses as ridership increases.
- **TITLE VI UPDATE**
Recommendations to our Title VI Update were shared during two internal meetings and four external public input sessions.
- **TRANSPORTATION COMMISSION**
Staff shared the Temporary Service Plan updates effective November 22 with the Transportation Commission.
- **WATS POLICY COMMITTEE UPDATE**
The Washtenaw Area Transportation Study (WATS) Policy Committee did not meet in October.

• **NEW NOVA BUS EVALUATION**

We received more than 60 responses to our request for public feedback on the Nova replacement buses. Feedback was requested on numerous features with the criteria of “Satisfied,” “Dissatisfied,” or “No Opinion.” 65 individuals took the survey on our website. Below is a recap of summary:

Feature	Satisfied	Dissatisfied	No Opinion
Front Door	56	0	9
Back Door	55	1	9
Windows	55	2	8
Floor Markings	52	2	11
Security Cameras	51	4	10
USB Ports	50	2	13
Head Sign	49	3	13
Seating Area	49	5	11
Seats	47	4	14
Push Button Alert	44	7	14
Body Style	43	2	20

In addition to the 65 individuals who participated in the online survey, numerous people also commented on our social posts. To summarize the comments, we heard a few consistent themes:

- The environmental impacts of the diesel vehicles. The respondents wanted to know what TheRide will do to align with the city’s environmental goals.
- Concerns over the number of push buttons and the ease of which to reach and push the buttons.
- Happiness with the USB ports.
- The number of cameras included in the bus and the reasoning why was also questioned.

Over the next few weeks staff will take these reactions into account when designing the remaining seven buses in the current order.



**PUBLIC TRANSPORTATION
AGENCY SAFETY PLAN
AUGUST 2020**

**2700 SOUTH INDUSTRIAL
HIGHWAY
ANN ARBOR, MICHIGAN 48104**

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SECTION 0 GENERAL DOCUMENT INFORMATION

0.1 INTRODUCTION

The Moving Ahead for Progress in the 21st Century (MAP-21) Act signed by President Obama on July 6, 2012 created greater safety requirements for public transit agencies. One of these requirements specifically includes the development of a Public Transit Agency Safety Plan (PTASP) by all public transit agencies/systems receiving Federal Chapter 53 funding (5307, 5311, and 5310). The PTASP Final Rule (49 CFR Part 673) was adopted with the intent to improve public transportation by directing agencies to manage safety risk more effectively with a proactive viewpoint. As part of this directive public transportation agencies are to develop and implement safety plans that shall establish processes and procedures that will ensure the successful execution of Safety Management Systems (SMS).

0.2 PURPOSE

The PTASP for Ann Arbor Area Transportation Authority (AAATA) has been developed to be consistent with and support the requirement of this agency to utilize a Safety Management Systems (SMS) approach to safety risk management. This approach includes an integrated collection of policies, processes and behaviors that ensures a formalized, proactive, and data-driven approach to safety risk management. This rule (49 CFR Part 673) as established provides the minimum standards for its implementation to be flexible and scalable, so that the AAATA can meet the basic applicable requirements through its PTASP. The PTASP for AAATA shall align and incorporate the basic elements of SMS to ensure its compliance and success:

- Safety Management Policy
- Safety Risk Management
- Safety Assurance
- Safety Promotion

The objective of SMS and the AAATA agency safety plan is to increase safety through the proactive identification, assessment and mitigation of identified safety hazards and risks. The aim is for the successful management of safety by AAATA leadership through the structure and framework that this PTASP and SMS will provide.

0.3 SCOPE

This PTASP shall apply to all departments, operations, and personnel of AAATA as its core foundation is rooted in the intent of providing safe and exceptional public transportation to the communities in which we serve. The success of this required plan is dependent upon the efforts of AAATA staff across the agency, everyone plays a key role in our ability to provide a safe environment for our customers and ourselves daily. The leadership of AAATA is committed to

the SMS approach to safety management and will incorporate this into its decision-making processes to continue to build a culture of safety throughout the organization.

It is this PTASP along with its related processes and procedures (SMS) that will allow AAATA to reduce the likelihood of safety events and their potential negative impacts, as it will promote awareness and responsiveness to safety risks.

0.4 PTASP PROCESS & DATES

A. MAP-21	Moving Ahead for Progress in the 21 st Century	July 6, 2012
B. ANPRM	Advanced Notice of Proposed Rule Making	October 3, 2013
C. NPRM	Notice of Proposed Rule Making	February 5, 2016
D. Final Rule		July 19, 2018
E. Effective Date		July 19, 2019
F. Compliance Date		July 20, 2020
a. Extended Date		December 31, 2020

0.5 AGENCY INFORMATION/DESCRIPTION

Transit Agency Name and Address	ANN ARBOR AREA TRANSPORTATION AUTHORITY 2700 S. Industrial Highway, Ann Arbor, MI 48104		
Accountable Executive	MATT CARPENTER	CHIEF EXECUTIVE OFFICER	
Chief Safety Officer /SMS Executive	BRYAN SMITH	DEPUTY CEO, OPERATIONS	
SMS Project Manager	SCOTT E. ROBINSON	SAFETY OFFICER	
Mode(s) of Service Covered by This Plan			
Fixed Bus Route	Paratransit		
List of All FTA Funding Types (e.g., 5307, 5310, 5311)	5307, 5310, 5311, 5339		
	Fixed Bus Route		Directly Operated
	Paratransit		Contractor Operated
Does the agency provide transit services on behalf of another transit agency or entity?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	Description of Arrangement(s) Not Applicable
Name and Address of Transit Agency(ies) or Entity(ies) for Which Service Is Provided	Not Applicable		

0.6 PTASP Development, Certification and Updates

This Public Transportation Agency Safety Plan (PTASP) has been developed by the Ann Arbor Area Transportation Authority. The AAATA shall as required (49 CFR Part 673) maintain this safety plan and all related documents (programs, policies and procedures, etc.) that are utilized by the AAATA in regards to its activities and implementation. The AAATA shall maintain these documents for a minimum of three years, shall make available said documents for review upon request by the Federal Transit Administration (FTA) or other authority having jurisdiction.

Plan Drafted By	Scott E. Robinson, Safety Officer, Ann Arbor Transportation Authority	
Plan Review and Approval	Bryan Smith, Chief Safety Officer	
Signature		
Certification of Compliance		
This Public Transportation Agency Safety Plan for Ann Arbor Area Transportation Authority has been reviewed and is hereby approved for implementation and signed by:		
Accountable Executive	Matt Carpenter	
	<i>Signature:</i>	
	<i>Title: Chief Executive Officer</i>	<i>Date:</i>
Ann Arbor Area Transportation Authority Public Transportation Agency Safety Plan		Version No: 1.0
The approval of this Ann Arbor Area Transportation Authority Public Transportation Agency Safety Plan, is documented by way of this certification of compliance, and is noted in the PTASP Activity Log while being maintained on file by the Chief Safety Officer and the SMS Project Manager.		

0.7 PTASP Annual Review and Update

Ann Arbor Area Transportation Authority (AAATA) management shall as it pertains to this PTASP, annually review and, update the document as is necessary, implement the changes within a timeframe that will allow for the document to be submitted for annual self-certification of compliance.

The annual review of the PTASP will be conducted by the Chief Safety Officer (CSO), the Safety Officer (SO) and other agency department managers as necessary, beginning in April of each calendar year. The Chief Safety Officer shall establish a timeline for all departments to complete their review and submit comments to the CSO.

The annual review process shall include but not be limited to the following considerations:

- Determination of the effectiveness of mitigation strategies to address identified safety deficiencies
- When significant changes to service delivery are made
- The introduction of new procedures and processes that may affect safety
- Changes that may affect resources and their availability and impact upon the SMS
- Significant organizational structural changes that may affect safety and the management of safety
- Regulatory changes and or updates that may affect the content of the PTASP

The AAATA intends to realize continuous improvement within the performance targets as well as in improving processes and procedures that reduce safety risk, training programs that improve skills, knowledge and abilities, & engineering and administrative controls that mitigate or eliminate hazards.

All necessary updates affecting this plan occurring outside the annual update window, shall be addressed as addendums which will be incorporated into the body of the PTASP. All reviews, updates and addendums, adoptions, and distribution activities will be recorded in the PTASP Activity Log in this document.

Completion of the annual review process including the incorporation of approved departmental comments and or changes to the PTASP shall be targeted for July 1st of each year. The CSO shall present the updated PTASP to the Accountable Executive for review, culminating with self-certification by July 20th of each year.

The annual self-certification process will consist of the review, approval, signing and dating of the document by the Accountable Executive (AAATA CEO). The self-certification shall be documented in each of the following locations:

- Certification of Compliance
- Ann Arbor Area Transportation Authority PTASP Activity Log

SECTION 1 SAFETY MANAGEMENT

1.0 Safety Management Policy Statement

The Ann Arbor Area Transportation Authority (AAATA) considers the management of safety as a top priority for the success of the organization. AAATA understands the necessary commitment to safety and how it relates to employees and the customers that we serve. As an organization we will utilize a systematic approach to identify hazards and risks that can affect our daily and long-term operations and maintenance functions.

We are committed to implementing, maintaining, and constantly improving processes to ensure that all our operational and maintenance activities are supported by an appropriate allocation of organizational resources aimed at achieving the highest level of transit safety performance. AAATA in the development of this Public Transportation Agency Safety Plan (PTASP) has adopted a Safety Management Systems (SMS) framework as a core element of the agency's safety responsibility by the establishment of safety policy; identifying hazards and controlling risks; setting of goals; planning and performance monitoring and measurement.

AAATA has adopted SMS as a means by which to encourage and grow agency-wide support for transit safety. This starts with the Chief Executive Officer (CEO) and the development of a culture where all levels of management and front-line employees are active and accountable for the delivery of the highest level of safety performance.

This commitment to comply with all provisions of this PTASP and the SMS shall extend to all contractors of AAATA who provide services on behalf of the agency. The AAATA shall incorporate these expectations in all applicable federally funded contracts, initially or by way of addendum, with providers of transit services on behalf of AAATA. It shall be identified in the contract language that each contractor of transit services shall be required to certify compliance to AAATA on an annual basis.

The Ann Arbor Area Transportation Authority commits to:

- Support the management of safety by providing appropriate resources to support an organizational culture that promotes safe operational practices, encourages effective safety reporting and communication, and actively manages safety with the same attention as that given to the other management systems of this agency.
- Integrate the management of safety as a clear responsibility of all department managers and employees.
- Clearly define for all department managers and employees their accountabilities and responsibilities for the delivery of safe transit services and the performance of our safety management system.
- Establish and operate a safety reporting program as a fundamental part of the hazard and risk identification and evaluation process. This reported information is essential to our efforts to eliminate or mitigate the safety hazards and risks that are affecting our

operations or maintenance activities, to a point that is as low as reasonably practicable (ALARP).

- Ensure that no action will be taken against any transit employee who discloses a safety concern through the safety reporting program, unless such disclosure indicates, beyond any reasonable doubt, an illegal act, gross negligence, or a deliberate or willful disregard of regulations or procedures.
- Comply with and, wherever possible, exceed any applicable legislative and regulatory transit/safety related requirements and standards.
- Warrant that trained and skilled personnel are available and assigned to implement the agency's safety management processes and activities.
- Confirm that all transit staff are formally provided with adequate and appropriate safety management information, are competent in safety management system activities, and are assigned only safety related tasks commensurate with their skills.
- Establish and measure agency safety performance against realistic safety performance indicators and safety performance targets.
- Continually improve safety performance through management processes that ensure relevant safety action is taken in a timely manner and is effective when carried out.
- Ensure contracted services that support our transit mission, are delivered applicable to our own safety performance standards.

Signature:

Title: Chief Executive Officer

Date:

1.2 Safety Management Policy Communication

The AAATA has adopted the Safety Management Policy Statement and its contents as an organizational directive towards the management of safety as it applies to all its operations. This policy statement also exemplifies the commitment on the part of the Chief Executive Officer (CEO) to the positive management of safety through the establishment of an organization wide safety management system (SMS). The CEO and management of AAATA feel that this policy and PTASP will help establish the SMS, by providing the foundation for the existing and forthcoming safety procedures and policies.

To continue to be successful the AAATA recognizes the importance of effective communication and is therefore committed to clearly communicating its safety goals and objectives. The adopted Safety Management Policy Statement, its intent and expectations and other SMS and PTASP information shall be communicated and distributed to all departments and employees of AAATA using approved internal methods.

Approved communication methods to be utilized include but are not limited to:

- Departmental staff meeting
- Organizational staff meetings

- Notice board postings
- Safety Committee meetings
- Email communications
- Other current or future available methods.

1.3 Employee Safety Reporting Program

The Ann Arbor Area Transportation Authority (AAATA) is committed to providing the safest transit operating standards possible. AAATA recognizes that to realize this, it is of the utmost importance that we encourage and attain uninhibited reporting of all incidents and occurrences. It is our understanding that without this our ability to conduct our operations safely will be compromised. With this identified, AAATA specifies that every employee shall be responsible for communicating to management any information that may hinder the integrity of transit safety.

The AAATA has developed an Employee Safety Reporting Program (ESRP) that will include but not be limited to the following attributes:

- Ease of Reporting
- Training - Clear instructions on the process of reporting
- Feedback that is timely and informative
- Protection of information

The established method of collection, recording and disseminating of information obtained from the agency's Employee Safety Reporting Program has been created to protect, to the extent permissible by law, the identity of any employee who provides transit safety information as it applies to this PTASP and the functions of AAATA. The ESRP, provides procedures that will ensure that all communications received will be used for the intended purpose of safety management.

It shall be understood that it is not the direct intent of the ESRP for administrative actions to be taken against any employee who discloses information about an incident or occurrence involving transit safety. AAATA as the employer does however reserve the right to administer administrative actions based upon a thorough investigation into any information received which involves an illegal act, negligence or a deliberate or willful disregard for established regulations or procedures.

The responsibility for safety is shared by all employees, it is understood by our employees the significant role that we play in providing a high level of transit safety for the traveling public. The AAATA in its efforts to provide the highest level of quality service, urges all staff members in all departments to practice the concepts of the SMS and those outlined in this agency safety plan.

Key factors related to the established ESRP include:

- **Reporting** - Every employee who submits a report will be provided feedback on the outcome regarding his/her report, if indicated on the report form.
- **Immediate Threats** - The recognition of any hazardous condition(s) by an employee that can be deemed as an immediate threat to safety shall be reported to the employee's direct supervisor or the safety office immediately.
 - Such reported hazardous conditions that may be deemed to be an immediate threat to safety, are expected to be addressed immediately.
- **Other Hazards** - The identification of other hazardous conditions that can affect the safety of employees, customers, and the operations of AAATA shall be reported to be investigated, evaluated, and addressed via the development of a mitigation plan as needed.
- **Involvement** – AAATA management staff, department safety committee employees are planned to be involved in the processing of each report received to bring about a satisfactory resolution that will mitigate the hazard to an acceptable level.

1.4 Organizational Structure and System Safety Responsibilities

The management of Ann Arbor Area Transportation Authority recognizes its overall responsibility to provide and manage its operations and that of any contract service operators in a safe and secure manner. This responsibility shall include the fact that each employee will be required to identify and implement system safety authorities and responsibilities, related to his/her job classification. These authorities and responsibilities shall be in compliance with the intent and procedures of the SMS and this PTASP.

The assessment and determination of affected job classifications and safety responsibilities shall be based upon input from departmental management and the chief safety officer or designee. The information included in this section identifies key operational positions, the system safety authorities and responsibilities for each position and also includes the reporting structure for this agency.

1.4.1 Key Organizational Positions: Authorities and Responsibilities

- **Chief Executive Officer:** Has the authority to provide strategic agency direction and support for safety policy, risk mitigation, safety assurance and promotion for successful management of organizational safety.
- **Deputy CEO of Operations:** Communicates and enables safety policy (Chief Safety Officer) related to SMS. Promotes operational safety, environmental responsibility and employee health and safety on and off the job.
- **Deputy CEO of Finance & Administration:** Responsible for overseeing, coordinating, directing, and administering the financial affairs of the agency, while ensuring that the

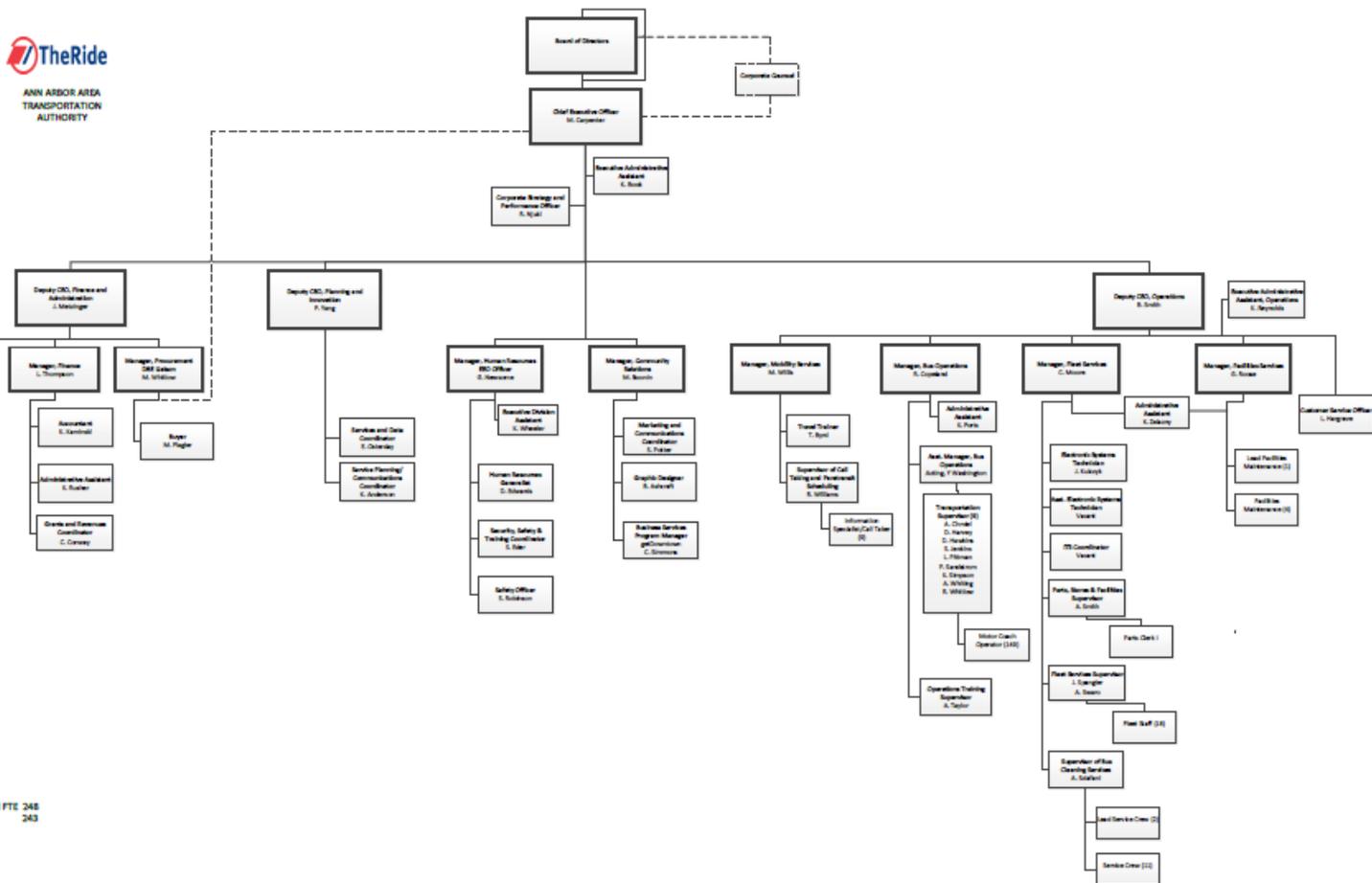
internal administrative functions are effective and efficient, while balancing corporate needs and risk management with internal customer-service priorities.

- **Human Resources Manager:** Manages and provides for the overall administration, coordination, and evaluation of the human resource function for AAATA. Ensuring organizational compliance with applicable laws, regulations and administrative rulings of governmental organizations and other regulatory and advisory authorities, including health & safety.
- **Bus Operations Manager:** Responsible for ensuring that fixed-route bus services provided by the agency maintain the highest standards of safety, customer satisfaction, efficiency, and overall excellence in service delivery. Has the authority to necessary for the management and oversight to ensure the department has appropriate processes, procedures, and systems in place so that the Operations Division can make informed decisions, achieve its overall goals, and run efficiently.
- **Community Relations Manager:** Manages the community relations functions by designing and implementing marketing and community awareness programs and serving as media liaison. Works as liaison to community groups and committees to enhance public awareness and build support for the transit system. May be called upon to develop and disseminate safety related information to the public via external communication sources, with the approval of the Accountable Executive (CEO), Chief Safety Officer or designee.
- **Fleet Services Manager:** Manages all functions related to all vehicle maintenance activities. Ensures the operation of vehicles are safe and reliable for passengers and drivers. Promotes a safe and healthy work environment for the team.
- **Facilities Services Manager:** Manages functions related to site level facilities activities to keep both employees and customers safe from an unexpected incident. Ensures that agency assets are kept in a state of good repair.
- **Mobility Services Manager:** Responsible for ensuring that mobility services provided by the agency maintain the highest standards of safety, customer satisfaction, efficiency, and overall excellence in service delivery, including all ADA-related and contracted services. Provides the leadership, management, and oversight necessary to ensure the departments operations are effective.
- **Safety Officer:** Develops and manages the overall occupational and operational safety programs and functions of AAATA. Provides leadership as a resource to identify the sources of and reduction of accidents and occupational illnesses, and the coordination of employee safety training and information. This position owns and actively manages the Authority's health and safety programs to ensure compliance with regulatory and

corporate requirements. The Safety Officer also is the SMS Project Manager and serves to assist the designated Chief Safety Officer in the development and implementation of the agency safety plan and SMS.

- Safety Specialist:** This position is responsible for the automotive risk management related to driver and vehicle safety and serves as the liaison for insurance claims. Duties include: monitoring Fixed Route compliance with policies, best practices, and applicable laws and regulations; responsibility for investigation and processing of vehicular accidents which involves data collection, preventability determination, hazard assessment, and re-training requirements; and ensuring appropriate administration and functioning of the Accident Review Board in compliance with the Union contract and Authority policies.

1.4.2 AAATA Organizational Structure



July 2020
 Employee Count: Budgeted FTE 248
 Actual 243

1.4.3 PTASP/SMS Contacts

Ann Arbor Area Transportation Authority PTASP/SMS Contacts			
<i>Name</i>	<i>Role</i>	<i>Office Phone</i>	<i>Cell Phone</i>
Matt Carpenter	CEO/Accountable Executive	734-794-1767	
John Metzinger	Deputy CEO Finance and Administration	734-794-1768	
Bryan Smith	Deputy CEO of Operations/Chief Safety Officer	734-794-1761	
Gwyn Newsome	HR Manager	734-794-1830	
Open	Bus Operations Manager		
Michelle Willis	Mobility Services Manager	734-794-1702	
Candace Moore	Fleet Services Manager	734-794-1750	
Gail Roose	Facilities Service Manager	734-794-1780	
Scott E. Robinson	Safety Officer/ SMS Project Manager	734-794-1834	734-660-1069
Steve Eder	Safety Specialist	734-794-1831	

1.4.4 Key SMS/PTASP Roles and Responsibilities

Accountable Executive: The Ann Arbor Area Transportation Authority Chief Executive Officer (CEO) is designated as the Accountable Executive for the agency’s SMS and this PTASP. The CEO is accountable for ensuring that the SMS is effectively implemented and resourced throughout all operations of AAATA, by being responsible for but not limited to:

- Implementation and maintenance of the SMS
- Responsible for the Transit Asset Management Plan (TAMP)
- Control of human and capital resources to develop and maintain the PTASP and TAMP
- Ensures safety concerns are considered in the ongoing budget planning process
- Maintains transparency in safety management priorities (Board of Directors and Employees)
- Provides guidance as to the level of safety risk acceptability
- Ensures that the safety management policy is aligned with the ideals of the agency and communicated throughout the organization

Chief Safety Officer: The Ann Arbor Area Transportation Authority Deputy CEO of Operations has been designated as the Chief Safety Officer (CSO) for the agency’s SMS and this PTASP. The CSO as it pertains to SMS and this PTASP shall report directly to the CEO, and has responsibility for the day-to-day implementation and operations thereof. Provides leadership in the operation, performance, and improvement of SMS, by fostering the development and implementation of strategies that supports departmental, customer and corporate business plans, goals, and objectives.

Examples of such responsibilities may include:

- Facilitating full implementation of the SMS across Ann Arbor Area Transportation Authority
- Advocating for a safety culture
- Conducting strategic planning for the SMS
- Ensures the continual management and updating SMS related processes and procedures
- Ensures the compliance requirement for the annual review and updating of the PTASP
- Provides guidance and oversight to the management of the SRM and Safety Assurance processes and outputs
- Facilitating coordination of SRM, evaluations and investigations, and controls with special attention to cross-organizational impacts
- Monitoring the safety performance of all AAATA operations and activities
- Require that all relevant safety-related information be communicated and used in decision making
- Review of internal and external safety audit reports
- Review and approval of the SMS safety training requirements and matrix

Safety Officer: The Safety Officer for AAATA has been designated as the SMS Project Manger and has safety responsibilities related to all operations of AAATA concerning the development and implementation of the SMS and PTASP. The Safety Officer will:

- Advocate and promote for an effective safety culture
- Ensure the coordinated development, implementation, and maintenance of the PTASP
- Assist the Chief Safety Officer with facilitating the full implementation of the SMS across the organization
- Managing and updating SMS processes based on experiences and lessons learned
- Ensures the compliance requirement for the annual review and updating of the PTASP
- Providing additional guidance material (as required) to further strengthen and clarify the SMS processes
- Managing the SRM and Safety Assurance processes and outputs; including related evaluations, investigations, and mitigations
- Managing and monitoring the employee safety reporting program for success
- Monitoring the safety performance of Ann Arbor Area Transportation Authority operations and activities through formal data collection and analysis; and
- Leading and facilitating hazard analyses with appropriate subject matter experts
- Developing and Leading internal and external safety audits
- Developing and coordinating the collection of safety performance data, including review and reporting
- Develops and Provides guidance as it relates to organizational safety training requirements
- Promoting safety awareness throughout the organization
- Ensuring that safety documentation is current

- Tracking and Monitoring the effectiveness of corrective actions (hazard mitigations) to conclusion
- Providing periodic reports on safety performance
- Provides independent safety advice to department managers, and staff as needed

Safety Specialist:

- Advocating for a safety culture
- Monitoring of Fixed routes for compliance with company policies, best practices and applicable laws and regulations
- Vehicular accident investigation involving data collection
- Vehicular accident determinations for preventability
- Coordination and Administration of the Accident Review Board
- Monitors and evaluates bus operator's performance and reports this information to the Operations Training Supervisor
- Responsible for ensuring the appropriate downloading and retention of onboard and facility video footage for all applicable accidents and incidents
- Liaison for automotive risk management and insurance claims

Department Managers: The department managers of AAATA are accountable and responsible for but not limited to the following based upon the SMS and PTASP for this agency:

- Upholding and promoting safety policies, and safety risk management, safety assurance, and safety training and communication protocols
- Developing safety performance measures and targets
- Fostering a strong safety culture within their department
- Allocating the appropriate staffing resources necessary to become compliant with and maintain compliance with the requirements SMS and this PTASP
- Identifying the necessary funds to meet the affected identified safety performance requirements and incorporate them into budgeting plans, prioritizing, and allocating expenditures according to safety risk.
- Works collectively with the Safety Officer to effectively address information brought forth via the employee safety reporting program
- Implementing the safety risk management, safety assurance, and safety training and communication protocols within their department
- Ensuring that departmental procedures are consistent with the SMS
- Determining and implementing mitigation efforts to counteract and manage identified safety risks and the negative consequences
- Ensuring that all department employees received agency SMS training
- Supporting and requiring employees within their department to participate in safety training activities
- Integrating SRM into existing processes
- Requiring that all relevant safety information be communicated and used in decision-making

- Ensuring that all system changes are coordinated, documented, and go through the SRM & SA process

Supervisor Role and Responsibilities: The Supervisory staff of AAATA are accountable and responsible for:

- The safety performance of all personnel and equipment under their supervision
- Implementing and maintaining safety-related control measures/mitigations
- Familiarizing employees with the safety requirements and hazards associated with the work to be performed
- Responding to identified hazards that may impact safety performance
- Reporting all mishaps and incidents
- Sharing lessons learned from incidents
- Implementing and adhering to SMS procedures and processes within their span of control

Employees: The employees of AAATA have the following responsibilities as it relates to the SMS and the agency PTASP such as the following:

- Becoming familiar with the safety procedures for their assigned work activity
- Performing their work safely
- Following procedures and rules
- Reporting hazardous conditions or safety suggestion through the utilization of the “Employee Safety Reporting Program”
- Reporting accidents and incidents in accordance with established requirements for the protection of themselves, co-workers, customers, facilities, and equipment

Safety Committees: The Ann Arbor Area Transportation Authority will use the established safety committee to assist with the continual management of safety for its operations. The safety committee is made up of both management and workforce staff members from designated departments. This group and its members may be called upon to perform various functions and tasks as it relates overall management of safety for the agency. Examples of functions and tasks that this committee may be involved in but not limited to those listed below:

- Assist and support the overall safety program, rules, procedures, and policies
- Working positively to reduce accident frequency and severity rates
- Facilitate communication and cooperation between all levels of the workforce on matters of safety
- Recommend new safety policies, procedures, and programs
- Review accident report summaries and analyses
- Participate in or review safety inspections
- Participate in safety training
- Discuss relevant safety objectives and goals
- Participate in the investigation of identified/reported potential hazards to personnel or operation

1.5 Safety Promotion, Culture and Training

The Ann Arbor Area Transportation Authority believes safety promotion to be another critical component of this PTASP and its overall success. It is understood by AAATA that to achieve the desired results of this agency safety plan we must ensure that the entire organization understands and trusts in the developed policies and procedures, as well as how they relate to the adopted SMS structure. It involves establishing a positive minded culture that recognizes safety as a fundamental value, training of employees in safety principles, and allowing open communications of safety issues.

1.5.1 Safety Culture

The Ann Arbor Area Transportation Authority recognizes that the development of a positive organization wide safety culture must be generated from the top-down. We have identified that the actions, attitudes, and decisions made at the management level must demonstrate a sincere commitment to safety.

It is affirmed that safety is a responsibility of each employee with the ultimate safety responsibility and accountability resting with the CEO and the Ann Arbor Area Transportation Authority Board of Directors.

All employees must have confidence that management will support decisions that are made with safety in mind, while also recognizing that intentional breaches of safety policies and procedures will not be tolerated.

As part of this PTASP, a primary goal is that of safety promotion and the development of a positive safety culture. The intent is to have organizational safety culture will provide a means for the safety plan and the safety management system to function successfully. At AAATA it is desired to have a thriving positive safety culture that can be described as one that encompasses these four elements:

A. An Informed Culture where

- Employees understand the hazards and risks involved in their areas of operation
- Employees are provided with the necessary knowledge, training, and resources; and
- Employees work continuously to identify and overcome threats to safety.

B. A Just Culture where

- Employees know and agree on what is acceptable and unacceptable behavior; and
- Human errors must be understood but negligence and willful violations cannot be tolerated.

C. A Reporting Culture where

- Employees are encouraged to voice safety concerns and to share critical safety information without the threat of punitive action; and
- When safety concerns are reported they are analyzed, and appropriate action is taken.

D. A Learning Culture where

- Learning is valued as a lifetime process beyond basic skills training
- Employees are encouraged to develop and apply their own skills and knowledge to enhance safety; and
- Employees are updated on safety issues by management and safety reports are fed back to staff so that everyone learns the pertinent lessons.

1.5.2 Safety Training

The Ann Arbor Area Transportation Authority shall require that all employees received safety training appropriate with their job classification. Initial safety training will be provided as part of the new hire on-boarding process to ensure that employees understand the overall safety expectations of AAATA. To confirm the Authority's commitment to providing a safe working environment, additional training shall be provided to explain the agency's safety culture and describe how SMS works and the expectations of the agency safety plan (PTASP).

The Safety Officer is the resource person for providing a corporate perspective on the approach to safety management and training. The level of training and content provided will be based upon the specific job classification and the safety responsibilities and tasks performed. A safety training matrix has been developed and will be utilized as a reference source for agency safety training. Safety management training will address but not be limited to the following groups and content:

A. Initial Safety Training for All Staff

- Basic principles – Review of the basic principles of safety management.
- AAATA safety philosophy – Shall include a review of safety philosophy, safety policy and safety goals and objectives.
- Compliance factors – Discuss the importance of complying with the safety policy and SMS procedures, and the approach to disciplinary actions.
- AAATA Responsibilities - Organizational structure, roles, and responsibilities of staff in relation to safety.
- AAATA Safety Management Key Factors
 - Transit agency's safety record.
 - Continuous internal assessment of organizational safety performance
 - (e.g. employee surveys, safety audits, and assessments)
 - Review the importance and benefits of reporting accidents, incidents, and perceived hazards
 - Communication

- Review the importance of safety communication for the organization and each department
- Feedback and communication of safety information.
- Safety promotion and information dissemination.

B. Safety Training for Operations Personnel

- Hazard Identification
- Review of seasonal safety hazards and procedures (e.g. winter operations);
- Procedures and expectations related to
 - Hazard reporting.
 - Reporting accidents and incidents; and
- Review of emergency procedures
- Subject specific safety training (required or as needed)
- Other departmental safety policies and expectations

C. Safety Training for Management Staff

- Principles of the SMS.
- Management responsibilities and accountabilities for safety; and
- Legal issues (e.g. liability).

D. Training for the Safety Personnel

- Familiarization with different transit modes, types of operation, routes, and so forth
- Principles and Operation of SMS
- Accident / Incident Investigating
- Emergency management and response planning
- Safety promotion and communication
- Performing safety audits and assessments
- Monitoring safety performance; and
- NTD incident reporting requirements

1.5.3 Safety Communication

The AAATA recognizes that communication is an essential component in the success of the safety management system (SMS) and this PTASP. All levels of management understand that they must actively engage employees to ensure that communication lines remain open and active. The agency identifies that for both SMS and this PTASP to be successful it must:

- Ensure that all personnel are aware of the SMS and their role in its success
 - Communicate the necessary information that individuals need to do their job effectively and safely
- Communicate safety critical information
 - The employer must ensure that the information communicated is understandable, accurate and up to date

- Consider privacy or security concerns when sharing information
- Explain why particular safety measures are taken
 - Clarify why safety procedures are introduced or changed
 - The more informed an employee is about safety measures, the more at ease they will be in performing their duties daily
- Provide feedback on identified hazards and safety concerns received as part of its employee safety reporting program

AAATA recognizes that its most important source of information is its employees and shall continue to utilize all platforms and tools at its disposal to maintain effective internal communications with its employees. Examples shall include but are not limited to the following:

- Safety Management Policy Statement
- Employee Safety Reporting Program
- Safety Meetings/Committee
- Safety Bulletins/Boards
- Training (Initial & Refresher)
- Intranet or social media
- Safety policies and notices
- Toolbox Talks
- Other

Effective communication is only attained when the intended message has been both heard and understood. As part of the Safety Promotion component of the SMS, the agency shall work to continually improve upon its efforts and abilities to motivate others to want to communicate openly and without concern for reprisal. AAATA is responsible for communicating events and safety information to all employees as appropriate, utilizing the authorized communication process.

It is understood that external communications of SMS related operational information has the potential to subject the AAATA to an undetermined level of risks including that of security, employee safety and other. Therefore, the agency will not communicate SMS related information externally unless required by federal, state, or local regulations and only with the approval of the Chief Executive Officer, Chief Safety Officer, or his/her designee.

SECTION 2 SAFETY RISK MANAGEMENT (SRM)

2.1 Risk Management

The Ann Arbor Area Transportation Authority understands that as a component of having a successful safety management system in place it must effectively identify, analyze, and address hazards faced by its operations. The AAATA clearly defines a hazard as being any real or potential situation that can cause injury, illness, or death; damage to or loss of facilities, equipment or infrastructure, damage to the environment; or a reduction of its ability to perform a prescribed agency function. An unacceptable hazard is a condition that may endanger human

life, property or result in system loss. This includes harm to passengers, employees, contractors, equipment, and to the public. These hazardous conditions must be mitigated or eliminated

2.2 Hazard Management

The management of hazards applies to all employees and thereby obligates everyone to constantly observe hazards in their work areas and report them to their department supervisor and/or manager, or to the Safety Officer. The management of hazards employs system-wide processes, that includes activities such as:

- Identification
- Investigation
- Evaluation and analysis
- Mitigate or elimination
- Tracking
- Reporting to regulatory agencies as required

AAATA department managers and supervisory staff play a key role in the hazard management process and ensure that the process has been fully integrated within their departments. Managers can also make sure the following elements of the hazard management process are present and operating within their departments:

- Ensure the employees are informed and can report hazardous conditions to management in person or by the “Employee Safety Reporting Program”
- Confirm that reported hazards that require immediate attention are addressed and reported as per the “Employee Safety Reporting Program”
- Confirm that reported hazardous conditions are documented and tracked as per procedure
- Provide departmental management representation to the safety committee as designed in the AAATA Safety Committee Guidelines
- Ensure each hazard has been assigned to a department contact person to assist with mitigation efforts
- Make certain that employees receive the appropriate level hazard management training.

2.3 Hazard Identification

The establishment of efficient hazard identification programs are key to the safety risk management function (SRM) of this PTASP and will be fundamental to overall safety management. The hazard identification processes can be classified as being reactive or proactive in nature, but our focus will be on the resulting changes to whatever the stimulus is.

To be successful, hazard identification must take place within a non-punitive and just safety culture. The AAATA shall utilize an organized approach to identify potential hazards and weaknesses faced by its operations to enact measures that will result in improvements.

The AAATA hazard identification processes and activities will seek, and use feedback received from observations and the analysis of reported data from its operations. The processes, methods and activities may include:

- Safety Assessments: Internal
- Safety Assessments: External
- Trend monitoring
- Hazard reporting
- Near-Miss reporting
- Accident/Incident Reporting & Investigation
- On-the-Job Injury Reporting & Investigation
- Safety surveys
- Customer Reporting: Evaluating customer suggestions and complaints.

Safety Assessments/Audits: The AAATA has committed itself to regular internal and external safety auditing of its facilities and operations. Internal and External safety auditing will be conducted annually. As a function of safety risk management, the AAATA personnel will utilize the “Safety Assessment and System Review” and “Facility Safety and Security Assessment” for documentation of the internal auditing process.

The AAATA as part of efforts to identify and mitigate safety hazards within its workplace will utilize the external safety audits process. These audits shall be conducted by the local fire authority having jurisdiction and a safety consultant contracted by AAATA to provide unbiased observations and recommendations for corrective actions. It is felt that these objective observations by subject matter experts will continue to further the safety related efforts of the agency.

The resulting information provided as part of the auditing process (internal and external) shall be reported by the Safety Officer to the HR Manager, Chief Safety Officer, and affected department managers. All affected department managers shall work with the Safety Officer to develop mitigation plans to address all negative findings. These findings and the subsequent mitigation plans shall be tracked and documented through until completion; this information shall be reported to the Chief Safety Officer by the Safety Officer.

Trend Monitoring: The monitoring and analysis of collected data often identifies trends, patterns or changes that may be related to behavior, or other operational factors. Example safety trend data identified might be that of specific accidents and incident types related to identifiable time periods.

Accident/Incident Reporting & Investigation: The reporting and subsequent required investigation of accidents and incidents (safety events) is a major function of the hazard identification and SRM process. The review and analysis of this information leads to the identification of hazardous conditions and practices as well as mitigation efforts that can impact the safe operations of AAATA. See additional information in the following sections of this document:

- Accident/Incident Reporting and Investigation
- On-the-Job Injury Reporting & Investigation

Hazard Reporting: The importance of the accurate identification of hazards that may affect the safe operations of AAATA cannot be overlooked. The agency utilizes the Employee Safety Reporting Program as one source of collecting information on hazards that can negatively affect our operations. The success of this type of reporting system relies on the front-line employee, a very important source of information becoming the eyes of safety for AAATA. The agency through this program encourages employees who observe potentially negative safety concerns to make the proper notifications before a resulting safety event occurs.

Near-Miss Reporting: The number of near-miss incidents is normally significantly greater than the amount of actual accidents for similar types of events. A Near Miss is defined as an “unplanned event that did not result in injury, illness, or damage – but had the potential to do so. Only a fortunate break in the chain of events prevented an injury, fatality, or damage; in other words, a miss that was nonetheless very near”. The AAATA must encourage the practice of identifying and reporting these near-miss incidents but shall also endeavor to learn from them. These accident precursors are a valuable resource and will serve as a complement to other hazard identification practices actively used.

Safety Surveys: In an effort to further safety related collect information that will assist in the SRM process AAATA at times may utilize internal and or external surveys for this purpose. It is recognized that surveys provide a means to examine elements and or activities of our agency’s operations.

Surveys can give insight into the perceptions and attitudes of staff members regarding how the agency is managing safety. The collection and analysis of potential strengths and weaknesses can support the overall safety assurance process. The information can permit the agency to improve upon its approach to safety by formulating proactive strategies to correct identified weaknesses.

Customer Reporting: The satisfaction and safety of the traveling public is the primary purpose of this agency and the foundation of all agency operations. The AAATA recognizes that the ability to hear from its customer base is essential to the measurement of its operations as well as both the SMS and this PTASP. The agency has dedicated a specific office, personnel, and processes (Customer Relations Management (CRM) software for this purpose.

The current established process is such that several different avenues of data collection are utilized to communicate with customers who wish to provide:

- Comments,
- Compliments,
- Complaints,
- Questions and other
- Suggestions,

The information received is documented and passed along to the affected department for further investigation and mitigation along with the Customer Service office. Safety staff members are contacted if the information received is a direct safety related issue, for the appropriate form of processing.

2.4 Risk Assessment

As part of the safety risk management component of this PTASP the Ann Arbor Area Transportation Authority shall establish an analysis process to assess the safety risks associated with identified safety hazards faced by its operations. This “Hazard-Risk Analysis” process will require that identified hazards are assessed to determine their probable effects upon the organization.

Once hazards have been identified, the AAATA will conduct a review to determine their potential consequences. The review process will include consideration of the following:

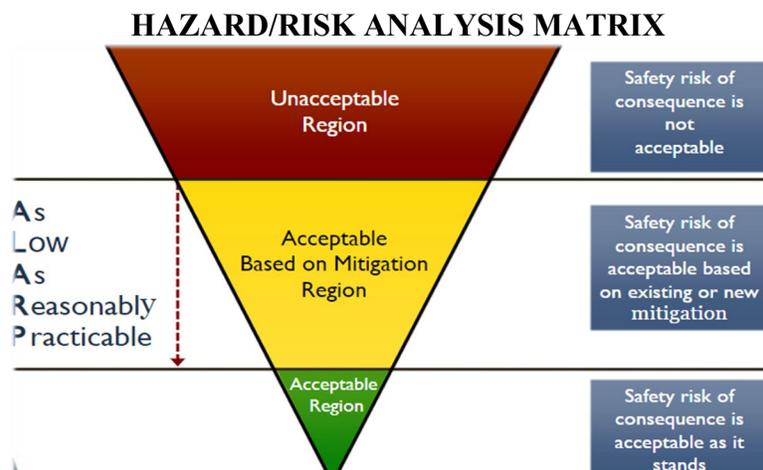
- the likelihood of occurrence,
- the severity of the consequences
- frequency of past occurrences
- and the level of exposure to the hazard

AAATA will utilize experienced personnel within the affected department, working with the safety officer to assess the identified risks subjectively by using the “Hazard/Risk Assessment Matrix” and the “Hazard-Risk Analysis Form” guidance. Results of the risk assessment process will help determine whether the risk is being appropriately managed or controlled. If the risks are acceptable, the hazard will simply need monitoring. If the risks are unacceptable, steps will be taken by AAATA to lower the risk to an acceptable or tolerable level, or to remove or avoid the hazard.

2.4.1 Safety Hazard/Risk Tolerance

The agency shall utilize this diagram and thought process as it evaluates the risks associated with each identified hazard. This assessment shall help form the determination of mitigation strategies that may or may not be implemented. The diagram breaks down the risks into three general categories.

- Acceptable
- Acceptable with Mitigation
- Unacceptable



2.4.2 Safety Hazard/Risk Probability

The probability of an event or a specific hazard occurring may be defined as how often that event or hazard can credibly be expected to happen. The hazard probability can also be described further as the number of potential occurrences based upon a unit of time, miles, trips/runs or passengers carried. An analysis of the agency’s operating experiences can serve as a method for the determination of a specific hazard’s probability.

Safety Hazard Risk Probability Table

PROBABILITY LEVELS		
Description	Meaning	Value
Frequent	Continuously experienced. Depending on the nature of the hazard, the potential consequence can be expected to occur more than once per month.	A
Probable	Will occur frequently. Depending on the nature of the hazard, the potential consequence may be experienced less than once per month but more than once per year.	B
Occasional	Will occur several times. Depending on the nature of the hazard, the potential consequence may be experienced less than once per year but more than once per decade.	C
Remote	Unlikely, but can reasonably be expected to occur. Depending on the nature of the hazard, the potential consequence may be experienced less than once per decade but more than once in the life of the system	D
Improbable	Unlikely to occur but possible. Depending on the nature of the hazard, the potential consequence likely will not be experienced in the life of the system but is possible	E

2.4.3 Safety Hazard/Risk Severity

Hazard severity is a subjective determination of the worst case that could be anticipated to result from human error, design inadequacies, component failure or malfunction. The categories of hazards are as follows:

- **Catastrophic** - Operating conditions are such that human error, design deficiencies, element, subsystem or component failure or procedural deficiencies may cause death or major system loss and require immediate termination of the unsafe activity or operation
- **Critical** - operating conditions are such that human error, subsystem or component failure or procedural deficiencies may cause severe injury, severe occupational illness or major system damage and require immediate corrective action.
- **Marginal** - Operating conditions are such that they may result in minor injury, occupational illness or system damage and are such that human error, subsystem, or component failures can be counteracted or controlled.
- **Negligible** - Operating conditions are such that human error, subsystem or component failure or procedural deficiencies will result in less than minor injury, occupational illness, or system damage.

The categorization of hazards is consistent with risk-based criteria for severity; it reflects the principle that not all hazards pose an equal amount of risk to personal safety.

Safety Hazard/Risk Severity Table

SEVERITY CATEGORIES		
Severity	Meaning	Value
Catastrophic	Could result in one or more of the following: multiple deaths, permanent total disability, irreversible significant environmental impact, or monetary loss equal to or exceeding \$10M.	1
Critical	Could result in one or more of the following: death, permanent partial disability, injuries or occupational illness that may result in hospitalization, reversible significant impact to equipment, facilities, environment or monetary loss equal to or exceeding \$1M but less than \$10M.	2
Marginal	Could result in one or more of the following: Minor injury or occupational illness resulting in one or more lost workday(s) or job transfer/restrictions, injury resulting in ambulance transport, reversible moderate environmental impact, or impact to equipment or facilities, or monetary loss equal to or exceeding \$100K but less than \$1M.	3
Negligible	Could result in one or more of the following: Minor injury or occupational illness not resulting in a lost workday, no job transfer/restrictions, injury not resulting in ambulance transport, minimal environmental impact, or monetary loss less than \$100K.	4

2.4.4 Safety Hazard/Risk Ratings

The Ann Arbor Area Transportation Authority has determined that it will assess a level of risk for each identified hazard/risk to determine the type of action(s) that shall be taken to mitigate or document the specific hazard/risk. The resulting information from the assessment process shall be provided to the affected department managers and other decision makers as needed. The intent is to understand the amount of risk involved in accepting the hazard in relation to the costs associated with reducing it to an acceptable level. The Hazard/Risk Analysis Matrix includes information that can be used as part of the overall analysis process. The information is broken down into categories such as the “Safety Hazard/Risk Index” that play key roles in the analysis process that will not only lead to a determination of the hazard but also assist with the mitigation actions if necessary.

Safety Hazard/Risk Assessment Matrix

HAZARD/RISK ASSESSMENT MATRIX				
PROBABILITY	SEVERITY			
	Catastrophic (1)	Critical (2)	Marginal (3)	Negligible (4)
Frequent (A)	HIGH	HIGH	HIGH	SERIOUS
Probable (B)	HIGH	HIGH	SERIOUS	MEDIUM
Occasional (C)	HIGH	SERIOUS	MEDIUM	LOW
Remote (D)	MEDIUM	MEDIUM	LOW	LOW
Improbable (E)	LOW	LOW	LOW	LOW

Safety Hazard/Risk Resolution Requirements

HAZARD/ RISK RESOLUTION REQUIREMENTS			
High	Unacceptable	Correction Required	1A;1B;1C;2A;2B;3A
Serious	Undesirable	Correction may be required, dept. manager decision	2C;3B; 4A
Medium	Acceptable with Review	With review and documented approval by dept. manager	1D;2D;3C;4B
Low	Acceptable	Without review or approval	1E;2E;3D;3E;4C;4D;4E
Eliminated	Acceptable	No Action Required	

Safety Hazard/ Risk Index

RISK LEVEL	CRITERIA
HIGH	Unacceptable – Action Required: Safety risk must be mitigated or eliminated.
SERIOUS	Undesirable- Action Required, Management Decision with review and approval by Chief Safety Officer
MEDIUM	Undesirable – Management Decision: Dept. Management must decide whether to accept safety risk with monitoring or require additional action, with documentation
LOW	Acceptable without review: Safety risk is acceptable pending management review & approval.
ELIMINATED	Acceptable with investigation and documentation that the hazard/risk is no longer present.

- **HIGH** risk hazards that receive an unacceptable initial hazard analysis receive immediate attention/control. A high hazard rating requires corrective action. Hazards that receive a high hazard rating will be addressed appropriately in a timely manner.

- **SERIOUS** hazards are undesirable and require corrective action and decisions by management. Hazards that receive a serious hazard rating will remain on the hazard logs no more than 90 days without an approved corrective action plan.
- **MEDIUM** hazards are undesirable but may be acceptable with review and approval by management. These hazards/risks if accepted may also require monitoring or additional action with documentation.
 - Events from a medium hazard are less likely to occur and are less severe in nature.
- **LOW** risk hazards do not require review and are acceptable.
- **ELIMINATED** hazard is no longer present.

2.5 Mitigation

The transit environment is ever changing and presents some hazards, which are impossible to eliminate and others, which are highly impractical to eliminate. Hazard resolution can be described as the analysis and subsequent mitigation actions taken to reduce the hazard and the associated risk to the lowest level practical. Resolution is not equal to hazard elimination. Reduction of risk to the lowest practical level can be accomplished in a variety of ways including engineering factors, administrative controls, training, and others.

The hazard/risk analysis process utilized by AAATA may indicate that certain identified hazards have an acceptable level of risk, while others require mitigation to reduce their risks to an acceptable level. The AAATA will prioritize identified safety risks using tools such as a “Hazard/Risk Assessment Log” as a means of managing the associated risks.

The level of risk assigned to a hazard can be lowered by reducing the severity/impact of the potential consequences, by reducing the likelihood/frequency of occurrence and/or by reducing the exposure to that risk.

In line with the overall intent of this PTASP and the SMS, the AAATA will take but not be limited to the following safety actions to mitigate all identified risks affecting the transit operations. These actions can be classified into three general categories, including:

- **Physical Protections:**
 - These include the use and implementation of objects and technologies that are engineered to discourage, or warn against, or prevent inappropriate action or mitigate the consequences of events (e.g. traffic control devices, fences, safety restraining systems, transit controls/signals, transit monitoring systems, etc.)
- **Administrative Protections:**
 - These include the establishment of procedures and work practices aimed at diminishing the likelihood of an accident/incident (e.g. safety regulations, standard operating procedures, job safety analysis, personnel proficiency, supervision inspection, training, etc.)

- **Behavioral Protections:**
 - These shall include behavioral interventions through education and public awareness campaigns aimed at reducing risky and reckless behavior of motorists, passengers and pedestrians, factors outside the control of the agency.

2.5.1 Contracted Services

The manager of Mobility Services shall in coordination with the Chief Safety Officer monitor the agency's contracted services including paratransit (contracted) for compliance with the expectations of this agency safety plan. This shall include but not be limited to regular on-site reviews of safety and hazard programs, policies and documentation submitted or maintained by the contractor, such as:

- Accident/Incident Reporting
- Hazard Identification
- Hazard/Risk Assessments
- Hazard/Risk Mitigation Process
- Employee Safety Training
- Established applicable safety programs
- Tracking of NTD reportable information

2.6 Documentation - Safety Risk Management

The Safety Risk Management (SRM) component of the PTASP and SMS involves key processes that are essential to the success of safety management by AAATA. The identification, assessment, prioritization, and mitigation of identified hazards/risks facing the agency are individual measures that when managed properly will lead to an effective level of safety management.

The organization will make use of the "Hazard/Risk Assessment Log" to document and track its efforts and results that are related to SRM. This process and this log establish a level of priority for each identified hazard/risk and shall serve as a guide to the agency in terms of how it will proceed.

Additionally, the AAATA will also implement the use of the "Hazard/Risk Mitigation Log" to monitor and document its activities that are put into action to tackle the identified hazards. These documents should be updated frequently to ensure continual progress towards the reduction of the hazards/risks and for further monitoring and evaluation (safety assurance). The management of these two logs shall be the responsibility of the safety officer who will provide the Chief Safety officer with regular reports on SRM process.

SECTION 3

SAFETY ASSURANCES

The agency's safety risk management (SRM) process calls for the identification and analysis of hazards faced by its operations. These identified hazards shall be assessed a priority based upon the level of risk that is assigned to each, with the mitigation plans establishing the goals and objectives to be achieved. After these goals and objectives have been determined safety assurance is the next phase in the SRM process.

Safety assurance is a continuous process of the SMS that is constantly interacting with the SRM function by providing essential data and information necessary to monitor progress. To be effective, safety assurance requires that a clear understanding be established as to how safety performance will be evaluated. The AAATA will determine what metrics will be used to assess system safety and determine if the safety management system is working properly and serve as an indicator of our safety efforts. The successful management of safety will mean that these metrics, goals, and objectives will be used for ongoing performance monitoring and improvement.

3.1 Safety Assurance Key Terms

The establishment of agency safety goals and objectives is a key part of strategic planning and formulation of safety policy for Ann Arbor Area Transportation Authority. To create a successful safety performance measurement system, these safety goals must first be clearly defined, understood, and communicated. Below please find key terms directly related to SMS, this PTASP and the safety assurance process:

- **Safety Assurance:** The process within the SMS that functions to ensure the implementation and effectiveness of safety risk mitigation, and to ensure that safety objectives are met or exceeded.
- **Safety Performance Indicator (Metrics):** Means data-driven, quantifiable parameter or measure that is used for monitoring and assessing safety performance
- **Safety Performance:** The safety effectiveness and efficiency of the organization as defined by its safety performance indicators and targets, when measured against its safety goals.
- **Safety Performance Monitoring (SPM):** Agency activities aimed at measuring the safety effectiveness and efficiency during service delivery operations, using safety performance indicators, targets, and objectives
- **Safety Performance Target (SPT):** A specific level of performance for a given performance measure over a specified timeframe related to safety management activities.

- **Safety goals** are general descriptions of desirable long-term impacts.
- **Safety objectives** are more specific statements that define measurable results.

3.2 Safety Performance Targets

Safety Performance Targets

The Ann Arbor Area Transportation Authority has specified its SPT's based upon the safety performance measures established under the National Public Transportation Safety Plan. Performance targets are set by the Safety Officer and Chief Safety Officer with the approval of the Chief Executive Officer

The agency reviews the safety performance data as reported to the NTD for the previous 5 years as it sets its future targets. The absolute goal of zero is taken into consideration as part of this review of actual values as the agency works to create realistic attainable targets. The agency seeks to obtain a 3% reduction in the number of injuries, safety events and major mechanical failures affecting its operations.

Mode of Transit Service	Fatalities (total)	Fatalities Per 100 K VRM	Injuries (total)	Injuries Per 100 K VRM	Safety Events (total)	Safety Events Per 100 K VRM	System Reliability VRM / Failures
Fixed Route Bus	0	0	5.4	.16	13.0	.39	24936
ADA / Paratransit	0	0	0.8	.03	0.6	.02	147150

3.3 Safety Performance Measures

Performance measurement is the systematic collection, analysis and reporting of data that tracks resources used, work produced and whether specific outcomes were achieved. It is a tool to measure and improve upon operational performance, to identify and correct behavioral performances as necessary to reduce accidents and incidents. The essential functions of performance measurement include the monitoring and evaluation of progress achieved.

For the purposes of SMS and this PTASP, the identified safety goals and objectives will be measured by defining a specific level of safety performance. This shall include the establishment of both baseline and achievable/reasonable targets, for the operations of AAATA.

AAATA understands that it must not only identify but also define its safety performance measures using related safety metrics. The safety metrics used to measure performance may be both general in nature and specific to the organization, while being applicable to actual operations. The AAATA looks to identify standards of measurement that will allow for performance and progress towards the selected goals to be assessed.

The table below is an examples of potential performance target areas and metrics for a bus agency:

Examples of Performance Area Targets and Safety Measures/Metrics

PERFORMANCE TARGET AREAS	METRICS
<i>Casualties/Incidents:</i>	Number of fatalities and fatal crashes per specified period Number of injuries and injury crashes per specified period Fatal accidents per million passenger-miles/vehicle-miles traveled Injury accidents per million passenger-miles/vehicle-miles traveled
<i>Operations:</i>	Employee workdays lost to injuries per specified period Work-related fatalities per specified period Percent of positive drug/alcohol tests per specified period Percent of buses exceeding the speed limit per specified period
<i>Systems and Equipment:</i>	Number of vehicle defects reported by operators per specified period Number of vehicle defects reported during maintenance inspections Percent of preventative maintenance inspections completed within 10% of scheduled mileage
<i>Safety Culture:</i>	Number of training hours for all staff per specified period Number of safety audits, assessments or inspections completed per specified period Number of staff participating in hazard reporting systems

3.4 Performance Monitoring and Evaluation

The safety risk management (SRM) process and its safety assurance component call for AAATA to monitor its safety performance and the effectiveness of the implemented mitigation efforts. The agency will utilize its “Safety Performance Outline” that summarizes its desired safety goals and objectives. The AAATA will create and reference its’ “Safety Performance Matrix” to monitor the measures established to reach the identified goals and objectives.

These tools will provide the agency the means to monitor and evaluate its own safety performance, and evaluate the results, which are a direct reflection on the established agency safety goals, objectives, and measures.

The Chief Safety Officer and Safety Officer and other select management staff shall meet annually to review collected data that coincides with the identified safety goals and objectives of the agency.

This group is tasked with the review and analysis of identified safety assurance activities, determining the responsibilities and specific timelines to ensure continuous monitoring, evaluation and updating of safety performance documentation.

Performance monitoring activities may include functions such as:

- Service delivery monitoring
- Operational and maintenance data monitoring
- Accident/Incident Report tracking and monitoring
- Assessment of the “Employee Safety Reporting Program”
- Assessment of available and applicable external safety information
- Review and evaluation of the SMS
- Review of Hazard/Risk Mitigation Plans and Results
- Review of internal and external safety audits, and inspections
- Safety Investigations
- Other

3.5 Performance Results and Agency Decision-Making

The Ann Arbor Area Transportation Authority with the development of this PTASP and the SMS is dedicated to the effective management of safety through performance-based results. It is critical to this process that performance information obtained or generated is shared with the Chief Safety Officer to be passed along to the Accountable Executive and others as is necessary. The agency is committed to using the data collected and information learned, to provide for informed decision making and instill positive change for its operations. The main objective of these processes is the continuous improvement of overall system safety and its effects on the traveling public and our employees.

When established performance goals are not met, AAATA will work to identify why such goals were not met and what actions are necessary to be taken to minimize the gap in achieving the defined goals. Also, when goals are easily achieved, actions will be taken to exceed expectations and re-establish a reasonable performance baseline.

Uses of Performance Results may include some of the following examples:

- Focus attention on performance gaps and trigger in-depth investigations of what performance problems exists
- Help make informed resource allocation decisions
- Identify needs for staff training or technical assistance
- Help motivate employees to continue making program improvements

- Support strategic planning efforts by providing baseline information for tracking progress
- Identify best practices
- Establish a standard for accountability.

3.6 Safety Performance Target Coordination

The Accountable Executive for AAATA has given his/her authorization for this PTASP, including the identified safety performance targets to be shared with the local Metropolitan Planning Organization (MPO) in our service area, Southeast Michigan Council of Governments (SEMCOG), as well as the local Transportation Study, Washtenaw Area Transportation Study (WATS), each year after its certification. The AAATA Accountable Executive also ensures that a copy of this certified plan will be provided to the Michigan Department of Transportation (MDOT) as required.

It is the understanding of this agency that the Washtenaw Area Transportation Study (WATS) is responsible with sharing the safety performance information with the regional Southeast Michigan Council of Governments (SEMCOG) and state agencies. Agency personnel are available and shall work with both MDOT and WATS in the selection and coordination of safety performance targets upon request.

Safety Performance Targets Transmitted To:	State Agency	
	Dates Transmitted	
	Michigan Department of Transportation	
	Transportation Study	
	Dates Transmitted	
	Washtenaw Area Transportation Study	
Metropolitan Planning Organization		
Dates Transmitted		
Southeast Michigan Council of Governments		

3.7 Management of Change

The performance monitoring and evaluation of agency goals and objectives often lead to the determination that changes to the organization and its operations are necessary. When these determinations are made it is recognized through the SMS that the process of implementation of the changes must be managed in a manner that will lead to the desired positive outcome.

The management of change is the process implemented by the agency to ensure that the change does not introduce new negative hazards or impacts upon the safety performance of operations.

The AAATA also recognizes that information obtained from other parts of SMS may also lead to the determination that changes in operations or facilities may be necessary.

The agency shall utilize existing procedures and protocols to identify and assess how the changes will affect operations and the level of risk associated with the change. It is the overall impact upon AAATA's ability to manage its safety performance that must always be kept in mind when addressing changes such as:

- Long term or permanent service changes
- Major procurements
- New or moved infrastructure
- New or moved amenities

As part of the management of changes such as those listed above and others the Project Manager will be required to complete a Hazard Risk Analysis. It is this assessment that will identify that the change will meet with the agency's desires to keep identified hazards to the lowest acceptable level.

The Hazard Risk Analysis identifies and documents all hazards associated to the desired change such as,

- the severity of the potential hazard,
- the likelihood of the hazard,
- measures necessary to mitigate the risk.

The Project Managers are required to complete the Hazard/Risk Analysis and mitigation plan and submit it to the Safety Officer for review and approval prior to implementation. The Safety Officer shall include/inform the Chief Safety Officer of the intended mitigation plan prior to approval. The Safety Officer shall also document and track the mitigation plan and monitor for any compliance, training, and/or next steps that need completed prior to and throughout the implementation of the change.

3.8 Continuous Improvement

Continuous improvement of all things safety related is not only a desire of the Ann Arbor Area Transportation Authority it is a SMS function that calls for the agency to audit its operations to allow AAATA to:

- Assess the effectiveness of the existing SMS to determine if it is performing as intended
- Assess adherence to the written and intended SMS policy, procedures, and processes for effectiveness
- Identify the causes of ineffective areas of performance
- Develop corrective action plans to address the sub-standard performance

Successful implementation of the SMS will require a measured approach by the agency. During the first three years of SMS implementation the focus will be on the measures necessary to get the SMS completely installed and functioning within the organization. The Chief Safety Officer and the Safety Officer shall audit the sections of the PTASP at a designated interval (semiannually) to monitor plan progress, timeliness, documentation and other of efforts related to the success of the plan. Should the audits identify the need for corrective actions, they shall be

added to the PTASP as an addendum to reflect the revision and documented accordingly for review the following year. The necessary corrective actions and desired outcomes shall be communicated to the affected department manager(s) for implementation and feedback.

SECTION 4.0 FLEET SERVICES PLAN

The Ann Arbor Area Transportation Authority (AAATA) Fleet Services Department has an established program to ensure that all fleet maintenance activities meet the operational and safety needs of the agency. The fleet services program ensures that all buses and support vehicles operated, are regularly and systematically inspected, maintained, and lubricated to standards that meet or exceed the manufacturer's recommendations and requirements. This shall include but not be limited to activities and equipment such as:

- Preventative maintenance on major components and subcomponents
- Repair maintenance on major and sub-components
- Components: Engine, transmission, steering, brakes, etc.
- Sub-components: HVAC, doors, mirrors, etc.
- Suspension systems,
- Axles and attaching parts,
- Wheels and rims, and steering systems

The overall quality and success of the maintenance program can be measured by its total vehicle operating costs, vehicle down time, vehicle safety record and equipment longevity. AAATA is responsible for the annual inspection of all vehicles in accordance 49 CFR Part 396 – Inspection, Repair, and Maintenance FMSCA (DOT). The Authority performs preventative maintenance and repairs based on manufacture recommendations, oil analysis, driver vehicle condition reports and FTA guidelines. All AAATA inspections are completed by an ASE Certified mechanic who is knowledgeable of the methods, procedures, tools, and equipment used when performing these inspections. AAATA is committed to the FTA Triennial review process to ensure the complete inspection, documentation, and storage of vehicle inspection reports. AAATA maintains records of these inspections, including reports and any corresponding corrective actions.

4.1 Staff Safety

The Fleet Services department and its employees provide for the safe and reliable operation of all company vehicles for our passengers and drivers. This is accomplished through safe and diligent work that ensures compliance with agency safety programs/procedures and regulatory safety standards daily. Management and staff work collectively to make sure that the work conducted, and the overall environment is safe for staff and visitors through regular meetings and training sessions.

4.2 Pre-Trip & Post-Trip Inspections

AAATA Motor Coach Operators (MCOs) are required to perform daily vehicle inspections prior to operating the assigned vehicle, and after all route schedules are completed. The pre-trip inspection includes an inspection of the overall vehicle condition to ascertain that they are in safe condition and in good working order.

MCO's are responsible for the correct and complete documentation on the "Vehicle Condition Card" (VC Card) of findings during the "Pre-Trip" inspection and of other mechanical issues discovered "In- Service or during Post-Trip". During the scheduled trips and at the end of the day, the operator will note any additional findings and submit the daily vehicle inspection forms as per identified procedure

These daily vehicle inspection forms must be complete with the operator's employee number and a check in each box to document that the items are "OK" or a defect is noted in the comments section. If the driver finds any mechanical or other problems that could compromise the safety of the vehicle at any point, the drivers will immediately inform the on-line supervisor in the dispatch office and document the identified issue on the "In-Service" card. The MCO will receive instruction from dispatch as to how to proceed. The Fleet Services Department will be notified, and the vehicle may be removed from service based upon the nature of the mechanical issue identified.

Designated fleet services staff will review the daily inspections and the defects identified by the MCO and determine a course of action/assignment for repair. Repairs will be determined by priority and operational needs. If the discrepancy noted is not an immediate "out of service" criteria it will be deferred until either a later date or until the next PM service. An "out of service" criteria will include but not be limited to any safety related discrepancy such as brakes, steering, tires, etc. It will also include any potential for a catastrophic failure, such as major fluid leaks, major component failures etc.

4.3 Preventive Maintenance Inspections

AAATA Preventive Maintenance Program is based on a progressive 6,000-mile or elapsed time inspection for fixed route vehicles, 5,000-mile inspection for Light/Medium Duty trucks and Cars, and Paratransit vehicles are performed at 5,000-mile interval. This is supplemented by daily driver pre-trip inspections for all revenue service vehicles, VC Card.

A preventative maintenance schedule is implemented to inspect for safety hazards and to maintain vehicles in a manner conforming to safety regulations. AAATA fleet services staff performs scheduled preventive maintenance on all vehicles at 6000-mile intervals or according to the agency's fleet services guidelines. As preventative maintenance inspections are scheduled by projected mileage, the agency will allow \pm 600-mile deviations in mileage interval, so long as the actual mileage interval meets the manufacturer's recommended maintenance schedule.

Safety inspections are part of the maintenance inspections and will be performed at least at 72,000 mile or 12 months (C inspection occurs every 36,000 and acts as our annual inspection)

on each vehicle. When a vehicle is due for an inspection, it will be taken out of service until the inspection and repairs are completed.

This allows a series of repairs to be carried out while minimizing costs and optimizing the number of operational vehicles. Discrepancies are noted during the inspection, reviewed by a supervisor, and authorized prior to a technician completing repairs.

If a vehicle is “down” for an extended period due to unavoidable circumstances, preventative maintenance will be suspended until the vehicle can be returned to service.

Preventative maintenance inspections are conducted at regular planned intervals based upon vehicle miles:

- A Inspection 6,000 miles
- B Inspection 12,000 miles
- C Inspection 36,000 miles (Annual)
- Video System 6-months

These inspections include the review and testing of various vehicle components and their operations as covered in the following categories:

- Road Test and Inspection
- Vehicle Interior
- Vehicle Underside
- Vehicle Exterior
- Engine Compartment
- Identification of Mechanical Defects
- Identification of Body Shop Defects
- Vehicle Chassis Inspection

4.3.1 Additional Safety and Operational Inspections

The Fleet Services staff completes these additional safety and operational system inspections for all applicable fleet vehicles. Any discrepancies discovered are addressed when at all possible prior to putting the vehicle back into service. See the list of inspections below:

- Fire Safety
 - Amerex Fire Suppression System – every 6 months
 - Fog Maker Fire Suppression System
- HVAC Systems
 - Bus Climate Control Preventative Maintenance – Yearly and Preseason Inspection
- Fleet Tire Inspection
- Wheelchair Ramp Inspection
- Ricon Inspection – check of all hoses and fittings

4.4 Documentation/Recordkeeping

Each vehicle will have a written record documenting preventive maintenance, regular maintenance, inspections, lubrication, and repairs performed. Such records will be maintained for at least seven years and include, at a minimum, the following information:

- Identification of the bus, the make, model, and license number or other means of positive

identification and ownership

- Date, mileage, description, and each type of inspection, maintenance, lubrication, or repair performed
- The name and address of any entity or contractor performing an inspection, maintenance, lubrication, or repair

The Fleet Services Department utilizes a database software program, to track the services provided for each vehicle in its fleet. This system includes but is not limited to the following information for each vehicle:

- vehicle ID,
- make and type of vehicle,
- year, and model,
- special equipment,
- inspections,
- maintenance and lubrication intervals,
- and date or mileage when services are due.

SECTION 5 ACCIDENT/INCIDENT REPORTING AND INVESTIGATION

5.1 Key Terms

As defined by “49 CFR 673.5 Definitions” the following key terms are provided that relate directly to accidents and incidents that occur in the transit industry. It is the use of these terms that helps the agency with its determinations that are a necessary part of the reporting process.

Accident is an event involving any of the following:

- Loss of life
- Serious injury to a person
- Collision involving a transit vehicle
- An evacuation for life safety reasons

Event is any Accident, Incident or Occurrence

Incident is an event involving any of the following:

- Personal injury that is not serious
- One or more non-serious injuries requiring medical transport
- Damage to the facilities equipment, rolling stock or infrastructure that disrupts the operations of the agency

Investigation means the process of determining the causal and contributing factors of an accident, incident, or hazard, for the purpose of preventing recurrence and mitigating risk.

Occurrence is an event involving any of the following:

- An event without any personal injury in which any damage to facilities, equipment, rolling stock or infrastructure does not disrupt operations of the agency

Passenger means a person other than an operator who is on board, boarding, or alighting from a vehicle on a public transportation system for the purpose of travel.

Serious injury is any injury that involves any of the following:

- Requires hospitalization for more than 48 hours, commencing within 7 days from the date of the injury was received.
 - ★ Use best judgement at the scene of accident
- Results in a fracture of any bone (except simple fractures of fingers, toes, or noses)
- Causes severe hemorrhages, nerve, muscle, or tendon damage
- Involves any internal organ; or
- Involves any second- or third-degree burns

5.2 Accident/Incident Reporting Procedure

The Ann Arbor Area Transportation Authority, through the establishment of its “Personnel Procedures Manual” and the collective bargaining process, has established the actions to be taken by employees in the event of an accident/incident related to agency vehicles, passengers, employees or property in the course of transit services of any nature. This information is provided to all new motor coach operators as part of the new employee on-boarding process.

All accident/incident reporting by motor coach operators begins with notification to the AAATA Control Center, the hub for all information related to transit operations. A Transportation Supervisor receives the initial notification directly from the motor coach operator and advises as to the next steps to be taken based upon the information provided. The basic procedural steps for the motor coach operator who has been involved in a vehicle accident are:

- Report the accident immediately
- Do not move the vehicle
- Do not move your vehicle following the accident until the police or a Supervisor arrives at the scene and authorizes you to move it.
- When persons are seriously injured, do not attempt to move them (unless they are in a potentially life-threatening situation), but make them as comfortable as possible and assure them that help has been called.
- Make no statements, verbal or written, to anyone regarding the accident except police authorities and Authority officials.
- Do not promise medical treatment or payment for medical treatment or damages, argue about who is at fault, or comment on the condition of equipment or the street.
 - ★ Refer all claims to the Safety Specialist, 2700 S. Industrial Highway, Ann Arbor, MI 48104.
- Collect information (courtesy cards) from all persons who were involved in or witnessed the accident.
- Write down the license plate number of the other vehicle(s) which were involved or might possibly have been a witness to the accident.
- In a collision with another vehicle, obtain the names and addresses of every occupant and their seated position in that vehicle.
 - ★ You may provide your name and vehicle number to the other party if requested.
- Remain at the scene until released by the police or a Supervisor.

- Make a full written report of the accident as soon as possible, but no later than twenty-four (24) hours after the accident.
- Accident reports must be complete and legible. In some cases, a preliminary report may be required immediately.
- All accident reports shall be submitted to a Supervisor or the Control Center.
 - ★ All accident reports should be forwarded to the Safety Specialist for review, investigation, documentation, and other processing.
 - ★ If injuries are sustained by any AAATA staff member then an On-the-Job- Injury Report Form shall be completed by the employee and a department supervisor for submittal. This form will be submitted to the HR Department for additional investigation and processing per policy.

5.3 Accident/ Incident Investigation Procedure

The Ann Arbor Area Transportation Authority is aware of the negative impact that any accident or incident can have upon the traveling public. We are dedicated to reducing these events through the process of conducting accurate reporting and investigation, and the addressing of the causal affects under our control.

The agency has created procedures to ensure that responding supervisory staff maintains compliance with company and FTA guidelines when responding to vehicular accidents. The “Accident Investigation Notification and Post-Accident Testing Procedure” is provided to all supervisory staff of AAATA who are involved with the investigation of vehicular accidents involving AAATA Safety-Sensitive employees, (as defined by the FTA) whose positions are regulated by the FTA Drug and Alcohol Program. These procedures are developed to ensure compliance with all steps that are prescribed in the AAATA/FTA Combined Drug/Alcohol Substance Abuse Policy, specifically those actions pertaining to FTA Post-Accident Test Criteria.

Supervisory staff are required to complete an “AAATA Supervisors Accident/Incident Report” for every vehicle accident they are dispatched to investigate and report on. The field supervisor must utilize their knowledge and expertise as part of the information gathering and evaluation process at the scene This information that is gathered and documented is an important component of the accident/incident investigation process, as it helps the field supervisor to determine if the accident meets FTA criteria for testing purposes.

Accurate documentation is a key factor in all parts of the accident/incident investigation process, especially if a determination at the scene is made that alcohol and drug testing is required based upon FTA criteria. The field supervisor shall complete all necessary paperwork and authorizations and proceed with the affected employee(s) to the designated testing facility to complete both the Alcohol and Drug tests are authorized and request that the alcohol test be completed first.

No post-accident testing should supersede any needed emergency medical care for an employee. If emergency medical care is needed, call an ambulance. The supervisor shall ensure that the appropriate notifications, document completion and handling as per the procedure are completed.

All completed forms shall be submitted to the HR Department for review, investigation, and processing per policy, which includes a determination of preventability based upon all information available. The overall intent of the accident investigation process is to utilize the facts presented to determine the root cause of the accident and to work to determine measures necessary to prevent the accident from occurring again. The responding supervisor, employee, and safety representative all play significant roles in this process and its efforts to continue to provide for a safe working environment for our employees and the traveling public.

All accidents meeting agency thresholds require a determination of preventability by the assigned safety representative. The agency based upon collective bargaining has a process in place to allow for the affected employee to appeal the safety representative's determination.

SECTION 6 ON THE JOB INJURY REPORTING AND INVESTIGATION

The safety and health of each employee and the prevention of occupational injuries and illnesses are key elements of any agency safety program. The efforts established to prevent injuries and illnesses as well as the results are indicators that any agency must monitor to help determine its achievements in protecting its most valuable assets.

Any job-related injury sustained by an employee is to be reported immediately to her/his immediate Supervisor. The supervisor is responsible for assessing the reported injury to determine if medical attention is required. The injured employees will be transported to a medical facility which has been designated by the Human Resources Office to undergo initial diagnosis and treatment.

As soon as possible an On-Job-Injury Report (OJI) shall be completed, which requires the employee to provide facts related to the injury or illness. It is this information that allows the supervisory staff member to further investigate (interview, site visits, video/photo) the accident/incident to help determine the root cause. The supervisor is responsible for gathering information from the employee and completing their investigation and forwarding the OJI to the Human Resources Department (HR) in a timely manner, within 24hrs.

HR has developed processes and procedures to ensure that all reported and received OJI's are completely investigated and accurately reported to the Workers Compensation provider and documented correctly to the Occupational Safety and Health Administration (OSHA) forms as needed. The HR process calls for initial review and investigation of each received OJI by the agency Safety Officer who is responsible for determining what the root cause of the injury or illness is, and making recommendations for preventative measures based upon the facts that were gathered. This may include but not be limited to the following recommendations:

- Training the employee in the correct work practices/procedures that will ensure safety
- Counselling the employee on better (ergonomic) ways to complete the task
- Changes in the work environment (engineering, administrative, personal protective equipment)

Additional resources have been created and provided to assist employees and supervisory staff members in the handling of all accident/incident and injury situations.

- On-The-Job Injury Report Form
 - ★ Used to capture and document all reported potential work-related accidents that result in injury or illness
- Industrial Accident/Incident Report Form
 - ★ Provided to collect information specific to industrial accidents or incidents that occur within in the Fleet Service and Facilities Service departments.
 - ★ These accidents/incidents are investigated to determine root cause whether an injury or illness occurs or not.
- Notification Procedure for On-The-Job Injuries Requiring Medical Care
 - ★ Provided to assist supervisory personnel after the injury or illness has been assessed for medical care.
 - ★ Not only are notification procedures included in this document, contact information is also included
- Accident/Incident Investigation – Key Questions
 - ★ Created and provided to assist supervisory staff in the investigation process

SECTION 7 BUS OPERATIONS

7.1 Motor Coach Operator Qualifications and Selection

The Ann Arbor Area Transportation Authority (AAATA) is committed to providing the safest and highest level of service to the traveling public that we serve. It is understood that the motor coach operators play a very significant role in the ability of the organization to be able to meet the desired level of service. The Transportation Department works closely with the Human Resources Manager to ensure that the operators selected meet all the required standards established by the organization and the regulatory agencies prior to hire and selection to be a motor coach operator.

The following list identifies but is not limited to the minimum general requirements that have been established for this position:

- Education and Experience
- Skills and Abilities
- Legal Requirements
- Licenses & Certification
- Physical Ability

Included within the above general requirement the operators of AAATA motor coaches also are subject to compliance with the following specific standards of employment:

- Must possess a Michigan Chauffeur's License and Commercial Driver License Class B with a "P" endorsement ***OR*** must possess a Commercial Learners Instruction Permit (CLIP) and have the ability to obtain a valid Michigan Chauffeur's License and Commercial Driver License Class B with a "P" endorsement within 6 weeks of employment.
- Must be physically and mentally qualified to safely operate commercial passenger vehicle and perform all related essential job functions.

- Will be subject to applicable legal requirements, must meet the physical qualification standards specified in the U.S. Department of Transportation Federal Motor Carrier Safety Regulations.
- Will be responsible for adherence to and performance of all the job requirements and functions set forth in the "Standards of Performance" specified in the Personnel Procedures Manual.
- Must possess sufficient practical or academic education or training to successfully handle assigned duties.
- Experience in operating commercial passenger vehicles preferred.
- Must demonstrate a good command of the English language, and possess the ability to communicate verbally and in written form
- Shows an ability to interact with a wide variety of personalities.

The AAATA Human Resources Department assists the Transportation Department by employing a screening process that includes acquiring and reviewing information from each potential motor coach operator candidate. The intent of the process is to ensure compliance with organizational and regulatory standards applicable to the job classification. This information is collected and utilized in the selection of prospective motor coach operators.

- Submitted Employment Application
- Completion of a “Pre-Employment Assessment for Motor Coach Operators” (Select Advantage)
- Successful completion of the interview process
- Receipt of a signed offer letter
- Background (criminal) check
- Employment reference checks
- Receipt of statement of prior positive testing or test refusal
- Driving background check
- Successful completion of pre-hire employment physical including DOT physical, and regulated drug and alcohol testing

7.2 Motor Coach Operator Training

All operators of AAATA motor coaches are required to complete all training and testing requirements to demonstrate and ensure adequate skills and capabilities to safely operate each type of bus prior to assignment to driving on a street or highway unsupervised. This includes a demonstrated ability to operate the vehicle and its components safely.

The AAATA has established a comprehensive training program that sets the foundation for all new and experienced drivers by focusing on safety and quality of service being provided. The training program uses classroom sessions where the new employees receive organization specific orientation on subjects such as:

- HR On-Boarding
- Safety Training
- Personnel Procedures and Expectations

- Customer Service Expectations
- Other

New motor coach operators also receive supervised route and “live” in-service training to educate and orient the driver to level of job-oriented expectations. The transportation department currently employs the classroom to present its motor coach operator development training (TAPTCO) which includes subject specific information in an audio/video and lecture format. New motor coach operators also are provided approximately 80 to 120 hours of on the road training prior to being released into full service. The current minimum training format is:

- Classroom Sessions - Two weeks
- Route Training - Two weeks
- Live In-Service Training - Two weeks

Documentation of training and proficiency throughout the program is accomplished by using examinations and evaluation forms given at specific times during the training process.

- TAPTCO identified specific subjects
- Driving Evaluations (Daily and Final)
- Total Training Final Exam

7.3 Ongoing/Refresher Training

As part of the overall effort to continue with safe driver development the AAATA traditionally has brought each motor coach operator off the road for annual refresher training in a classroom format where different subjects have been presented. The transportation department manager has tasked the Operations Training Supervisor with the development of a new refresher training format.

The new format may include the addition of an extra day of refresher training that will place a higher emphasis on driving skills and bus operations. Additionally, it is planned for each motor coach operator to receive two “ride along driver evaluations annually.

The Operations Training Supervisor is also working with the Safety Specialist to create a weekly “problem area” focus point to try and come up with a more proactive approach to solving identified problems that affect efficient transit operations. The intent is to identify these hazards, driving, or behavioral issues before they spread to a larger audience and become a major problem with motor coach operations.

7.4 Corrective Actions Training and Evaluation

The Ann Arbor Area Transportation Authority requires corrective action training for drivers who have been involved in a preventable accident or have developed unsafe driving behaviour or other driving problems. Other causes for this type of re-training may include persistent customer complaints, supervisor recommendations, or a result of ongoing evaluations.

The determination of which drivers require this re-training is based upon recommendations from the Manger of Bus Operations, the Safety Specialist, and the Operations Training Supervisor. Depending on the circumstances and needs, the appropriate documented corrective action training and evaluation will be managed by trained supervisory personnel and may consist of the following potential methods:

- Review of available accident/incident video footage
- Use of TAPCO training materials – subject specific
- Ride along evaluation by the Operations Training Supervisor

SECTION 8 FACILITIES SERVICES

The Facilities Department ensures through its actions that employees are kept safe in an unexpected facility related incident. It is the objective of this department to make sure that all facility related assets are kept in a state of good repair for the safety and security of staff and customers.

The department manager is responsible for leading and managing all activities associated with facilities construction and maintenance and services to ensure equipment and facilities are in proper condition for the safe, effective, and efficient use by employees and the public.

Facility inspections are conducted by Facility Service personnel at each agency location. Maintenance tasks are controlled and tracked in the Enterprise Asset Management system, which helps schedule preventative maintenance activities based on established maintenance requirements and tracks all corrective maintenance work orders. The Facilities Services Manager has a staff of technicians, and one lead with various skill levels that help with maintenance, inspection, and servicing of all affect AAATA equipment.

Safety equipment under the purview of Facility Services Staff includes the following:

- Fire Alarms
- Fire Suppression including sprinklers and extinguishers
- Emergency lighting
- Back-up generator systems
- Security Access Systems (Keycard)
- Security Camera Systems
- Ventilation Systems
- First Aid Kits and AED's
- Fuel Detection, Alarm, and Ventilation systems
- Spill Containment and Cleanup Supplies
- Emergency Eyewash and Shower Stations
- Veeder Root UST Leak Detection and Reporting System

Regularly scheduled inspections and maintenance at bus transit centers include the above safety systems, as well as HVAC systems, lighting systems, roof and general building, restrooms, as examples. These systems are inspected on either a daily, monthly, quarterly, or annual basis as required by manufacturer, company, or other guidelines.

The Facilities Services Manager maintains a listing of approved service vendors to promptly address any breakdown or deficiency that is identified with any equipment under the department's jurisdiction. The department is also responsible for the servicing, maintenance, repair, or replacement activities as needed on all AAATA facilities to ensure the quality of operations and safe use (and their appurtenances) including buildings, offices, shelters, stops, signs, fences, gates, lawns, parking lots, sidewalks, etc., as they affect staff and the public.

Department safety personnel conduct planned and unplanned walkthrough audits of AAATA facilities in association with the agency's safety office to identify potential hazards or safety violations, and tracks compliance over time. These walkthroughs are documented for the appropriate department to correct. Department staff also are responsible to report to the department manager all unsafe conditions discovered in the workplace, and agency facilities that may affect the employees and the traveling public.

SECTION 9	APPENDICES
9.1	KEY TERMS
9.2	KEY ACRONYMS

9.1 KEY TERMS

The Ann Arbor Area Transportation Authority supports and incorporates the following FTA Public Transportation and Safety Management System key terms and their definitions.

- **Accident** means an Event that involves any of the following: A loss of life; a report of a serious injury to a person; a collision of public transportation vehicles; a runaway train; an evacuation for life safety reasons; or any derailment of a rail transit vehicle, at any location, at any time, whatever the cause.
- **Accountable Executive** means a single, identifiable person who has ultimate responsibility for carrying out the Public Transportation Agency Safety Plan of a public transportation agency; responsibility for carrying out the agency's Transit Asset Management Plan; and control or direction over the human and capital resources needed to develop and maintain both the agency's Public Transportation Agency Safety Plan, in accordance with 49 U.S.C. 5329(d), and the agency's Transit Asset Management Plan, in accordance with 49 U.S.C. 5326.
- **Chief Safety Officer** means an adequately trained individual who has responsibility for safety and reports directly to a transit agency's chief executive officer, general manager, president, or equivalent officer. A Chief Safety Officer may not serve in

other operational or maintenance capacities, unless the Chief Safety Officer is employed by a transit agency that is a small public transportation provider as defined in this part, or a public transportation provider that does not operate a rail fixed guideway public transportation system.

- **Consequence** means the potential outcome(s) of a hazard.
- **Equivalent Authority** means an entity that carries out duties similar to that of a Board of Directors for a recipient or subrecipient of FTA funds under 49 U.S.C. Chapter 53, including sufficient authority to review and approve a recipient or subrecipient's Public Transportation Agency Safety Plan.
- **Event** means any Accident, Incident, or Occurrence.
- **Hazard** means any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.
- **Hazard Analysis** means the formal activities to analyze potential consequences of hazards during operations related to provision of services
- **Incident** means an event that involves any of the following: a personal injury that is not a serious injury; one or more injuries requiring medical transport; or damage to facilities, equipment, rolling stock, or infrastructure that disrupts the operations of a transit agency.
- **Investigation** means the process of determining the causal and contributing factors of an accident, incident, or hazard, for the purpose of preventing recurrence and mitigating risk.
- **Lagging Indicators** provide evidence, through monitoring, that intended safety management outcomes have failed or have not been achieved.
- **Leading Indicators** provide evidence, through monitoring, that key safety management actions are undertaken as planned.
- **National Public Transportation Safety Plan** means the plan to improve the safety of all public transportation systems that receive Federal financial assistance under 49 U.S.C. Chapter 53.
- **Near miss** means a safety event where conditions with potential to generate an accident, incident, or occurrence existed, but where an accident, incident, or occurrence did not occur because the conditions were contained by chance or by existing safety risk mitigations
- **Occurrence** means an Event without any personal injury in which any damage to facilities, equipment, rolling stock, or infrastructure does not disrupt the operations of a transit agency.
- **Operator** of a public transportation system means a provider of public transportation as defined under 49 U.S.C. 5302.
- **Performance measure** means an expression based on a quantifiable indicator of performance or condition that is used to establish targets and to assess progress toward meeting the established targets.

- **Performance target** means a quantifiable level of performance or condition, expressed as a value for the measure, to be achieved within a time required by the FTA.
- **Public Transportation Agency Safety Plan (or Agency Safety Plan)** means the documented comprehensive Agency Safety Plan for a transit agency that is required by 49 U.S.C. 5329 and Part 673.
- **Risk** means the composite of predicted severity and likelihood of the potential effect of a hazard.
- **Risk mitigation** means a method or methods to eliminate or reduce the effects of hazards.
- **Safety** means the state in which the potential of harm to persons or property damage during operations related to provision of services is reduced to and maintained at an acceptable level through continuous hazard identification and safety risk management activities.
- **Safety Assurance** means processes within a transit agency's Safety Management System that function to ensure the implementation and effectiveness of safety risk mitigation, and to ensure that the transit agency meets or exceeds its safety objectives through the collection, analysis, and assessment of information.
- **Safety Deficiency** means a condition that is a source of hazards and/or allows the perpetuation of hazards in time.
- **Safety Management Policy** means a transit agency's documented commitment to safety, which defines the transit agency's safety objectives and the accountabilities and responsibilities of its employees regarding safety.
- **Safety Management System** means the formal, top-down, organization-wide approach to managing safety risk and assuring the effectiveness of a transit agency's safety risk mitigation. SMS includes systematic procedures, practices, and policies for managing risks and hazards.
- **Safety Objective** means a high-level, global, generic, and non-quantifiable statement regarding conceptual safety achievements to be accomplished by an organization regarding its safety performance.
- **Safety Performance Indicator** means a data-driven, quantifiable parameter used for monitoring and assessing safety performance.
- **Safety Performance Measurement** means the assessment of non-consequential safety-related events and activities that provide ongoing assurance that safety risk mitigations work as intended.
- **Safety Performance Monitoring** means the activities aimed at the quantification of an organization's safety effectiveness and efficiency during service delivery operations, through a combination of safety performance indicators and safety performance targets.
- **Safety Performance Target** means a specific level of performance for a given performance measure over a specified timeframe related to safety management activities.

- **Safety Promotion** means a combination of training and communication of safety information to support SMS as applied to the transit agency's public transportation system.
- **Safety Reporting Program** means a process that allows employees to report safety conditions to senior management, protections for employees who report safety conditions to senior management, and a description of employee behaviors that may result in disciplinary action.
- **Safety Risk** means the assessed probability and severity of the potential consequence(s) of a hazard, using as reference the worst foreseeable, but credible, outcome.
- **Safety Risk Assessment** means the formal activity whereby a transit agency determines Safety Risk Management priorities by establishing the significance or value of its safety risks.
- **Safety Risk Management** means a process within a transit agency's Agency Safety Plan for identifying hazards and analyzing, assessing, and mitigating safety risk.
- **Safety Risk Probability** means the likelihood that the consequence might occur, taking as reference the worst foreseeable-but credible-condition.
- **Safety Risk Severity** means the anticipated effects of a consequence, should it materialize, taking as reference the worst foreseeable-but credible-condition.
- **Serious injury** means any injury which: (1) Requires hospitalization for more than 48 hours, commencing within 7 days from the date when the injury was received; (2) Results in a fracture of any bone (except simple fractures of fingers, toes, or noses); (3) Causes severe hemorrhages, nerve, muscle, or tendon damage; (4) Involves any internal organ; or (5) Involves second- or third-degree burns, or any burns affecting more than 5 percent of the body surface.
- **Transit Agency** means an operator of a public transportation system.
- **Transit Asset Management Plan** means the strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks, and costs over their life cycles, for the purpose of providing safe, cost- effective, and reliable public transportation, as required by 49 U.S.C. 5326 and 49 CFR Part 625.

9.2 KEY ACRONYMS

ACRONYM	WORD OR PHRASE
AAATA	Ann Arbor Area Transportation Authority
ANPRM	Advanced Notice of Proposed Rule Making
ASP	Agency Safety Plan
CAP	Corrective Action Plan
CEO	Chief Executive Officer
CRM	Customers Relations Management
CSO	Chief Safety Officer
ESRP	Employee Safety Reporting Program
FTA	Federal Transit Administration
MAP-21	Moving Ahead for Progress in the 21 st Century
MPO	Metropolitan Planning Organization
NPRM	Notice of Proposed Rule Making
OJI	On-The-Job Injury
PTASP	Public Transportation Agency Safety Plan
SEMCOG	Southeast Michigan Council of Governments
SMP	Safety Management Policy
SMS	Safety Management System
SOP	Standard Operating Procedure
SPM	Safety Performance Monitoring
SPT	Safety Performance Target
SRM	Safety Risk Management
TSI	Transportation Safety Institute
VCC	Vehicle Condition Card
VRM	Vehicle Revenue Miles
WATS	Washtenaw Area Transportation Study

Ann Arbor Area Transportation Authority Title VI Program Update *DRAFT*



Prepared for:



Ann Arbor Area
Transportation Authority
Title VI Program Update
Draft Report

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October 27, 2020

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INTRODUCTION

The Federal Transit Administration (FTA) requires that all direct and primary recipients document their compliance with the Department of Transportation's (DOT) Title VI regulations by submitting a Title VI Program once every three years. This document provides the 2020 Title VI Program Update for the Ann Arbor Area Transportation Authority (AAATA).

The FTA Circular C 47021.1B provides requirements and guidelines for FTA recipients. The Update was prepared in accordance with the requirements of that Circular. The FTA has General Requirements for all fixed-route transit providers and additional requirements for grant recipients that operate 50 or more fixed-route vehicles in peak service and are located in an urbanized area with a population of 200,000 or more.

AAATA has implemented a Title VI Program to ensure that minority populations are considered in all aspects of service planning, community outreach, and service delivery. Several action items have been identified in the Title VI Program Update to reflect current conditions due to the Covid-19 pandemic and the need to complete a system-wide service plan in the next year.

This document is organized with tabs identified for each of the requirements to be included in the Title VI Program.

GENERAL REQUIREMENTS

Tab A contains the approval of the Title VI Program.

AAATA posts a public notice of nondiscrimination as required by Title VI. The public notice and posting information are provided in Tab B.

Tab C describes the Title VI complaint procedure and a copy of the complaint form is included in Tab D. The complaint form is posted on the AAATA website and is available in multiple languages.

Tab E contains the record of Title VI complaints received by AAATA since the last program update, including a description of the resolution.

Tab F contains the Public Participation Plan for AAATA. The plan has been updated to reflect some changes to ensure opportunities for public participation considering limitations to minimize risks associated with the current pandemic. Some activities will continue following the pandemic and others are in place specifically during the pandemic.

The Language Assistance Plan for Persons with Limited English Proficiency is documented in Tab G. The plan has been updated to reflect the most recent available census data and the steps taken by AAATA to provide assistance as needed.

Tab H provides information on the membership of the Local Advisory Council Executive Committee, the only non-elected committee for AAATA. The Local Advisory Council advises the Board of Directors on issues of concern to people with disabilities and senior citizens.

AAATA is required to monitor FTA grant subrecipients. The process and results of the monitoring are described in Tab I.

AAATA completed an equity analysis associated with plans for relocation or redevelopment of the Ypsilanti Transit Center. The results of the equity analysis are presented in Tab J.

Tab K describes the service standards for AAATA. The service standards will be reviewed as part of a system-wide service analysis and plan.

REQUIREMENTS OF LARGE URBAN AREAS

The following tabs are included to meet the requirements for public transit systems operating more than 50 peak fixed-route vehicles in urbanized areas with a population of 200,000 or more.

Demographic characteristics of the service area are presented in Tab L. The minority and low-income populations are mapped and are designated as serving either minority and/or low-income populations. More than two-thirds of the routes as of February 2020 serve both low-income and minority neighborhoods.

Tab M presents the results of the most recent on-board passenger survey completed in October 2017. AAATA conducts a rider survey every two to three years for local fixed-route service. While this would be an appropriate year to conduct a new rider survey, the impact of the pandemic on ridership indicates that a new survey should be postponed.

AAATA is required to monitor service performance and compliance with local policies. The results of this monitoring program are presented in Tab N. Recommendations are made for review of some performance standards.

Tab O contains the policies for disparate impact and disproportionate burden analysis related to any major service changes or fare changes. No major service changes or fare changes have been implemented since the previous program update as described in Tab P.

ACTION ITEMS

The following actions have been identified to address some of the issues identified in the Title VI Program Update and to improve service provided by AAATA.

Complete Comprehensive Operations Analysis and Service Plan

AAATA has not made significant service changes since the previous Title VI Program Update. As communities change, transit service must be adjusted to meet changing travel demand patterns. The current level of on-time performance is a good indication that a thorough review of the current service and community conditions should be completed. While there appears to be some disparity in on-time performance between minority and non-minority routes, the overall on-time performance shows that about 44 percent of the routes arrive at the endpoint within five minutes of the scheduled arrival less than 90 percent of the time. A detailed analysis of the on-time performance by route is beyond the scope of the Title VI Program, but should be completed to address both the disparity and the overall performance. A Comprehensive Operations Analysis and Service Plan is recommended for AAATA. This analysis should

include a review of performance standards, and detailed evaluation of each route, assessment of potential demand, and development of a service plan to improve service delivery and performance.

Language Assistance Plan

Two actions are recommended in support of the Language Assistance Plan for Persons with Limited English Proficiency. The first is to provide continuing training for all employees. New employees should receive initial training and all employees should receive periodic refresher training.

The second action is for AAATA to investigate options for enhancing telephone interpreter service. New technology and access to freelance workers provide additional options, particularly for serving a larger number of different languages.



Tab A: Review and Approval

Approval documentation will be added in the final plan.



Figure B-1

Ann Arbor Area Transportation Authority Title VI Notification Procedure

The notice below is provided:

- As a poster on-board each AAATA bus.
- On the AAATA website on the Title VI Page with a link provided on all pages of the website.
- On the Table of Contents page of each edition of the printed RideGuide. The RideGuide is the principal publication of the AAATA and includes all routes and schedules as well as information on all AAATA services, fares, accessibility, contact information, news and riding tips. The RideGuide has been published 3 times per year and more than 100,000 copies are distributed free of charge. Printing was suspended in 2020 due to the COVID-19 pandemic. The notice will be included in all future appropriate printed materials.
- As a poster in the AAATA Headquarters lobby, Blake Transit Center, and Ypsilanti Transit Center.

The Ann Arbor Area Transportation Authority (TheRide) is committed to ensuring that no person is excluded from participation in, or denied the benefits of its programs and services on the basis of race, color, and national origin in accordance with Title VI of the Civil Rights Act of 1964. For information about TheRide's non-discrimination obligations, or to file a complaint if you believe you have been subjected to unlawful discrimination, please contact TheRide by Mail at Ann Arbor Area Transportation Authority - Attn: Title VI, 2700 S. Industrial Hwy., Ann Arbor, MI 48104, or by Email: at the "Contact Us" section of TheRide's website, www.theride.org.



Figure C-1

Title VI Complaint Procedure

The notice below is used to inform the public. See notification procedure in Figure B-1.

Ann Arbor Area Transportation Authority (AAATA/TheRide) is committed to ensuring that no person is excluded from participation in, or denied the benefits of its programs and services on the basis of race, color, and national origin in accordance with Title VI of the Civil Rights Act of 1964. For information about TheRide's non-discrimination obligations, or to file a complaint if you believe you have been subjected to unlawful discrimination, please contact TheRide by mail at Ann Arbor Area Transportation Authority - Attn: Title VI, 2700 S. Industrial Hwy., Ann Arbor, MI 48104. By Email: at the "Contact Us" section of TheRide's website, www.theride.org.

A copy of AAATA's Title VI Complaint Form is available in print at AAATA's main office, as well as posted online at www.TheRide.org on the Customer Service page within the Title VI Notification Procedure section.

Each complaint which is received that alleges discrimination on the basis of race, color, or national origin will be investigated using the procedure below, whether it specifically references Title VI or not. The complainant will be notified within 7 days that their complaint has been received and is being investigated. This notice may include a request for additional information necessary to investigate the complaint (e.g. date or specific time of an incident). A written response of the determination will be provided to the complainant within 30 days whenever possible. If the investigation and determination cannot be completed within 30 days, the complainant will be provided with written notice including an explanation of the reason a longer time is required, and a deadline for a determination.

If the allegation concerns a specific incident involving a driver or information specialist, a preliminary investigation of the facts will be conducted by the AAATA Transportation Department management staff. It should be noted that all of AAATA's buses and facilities are equipped with cameras. These cameras have proved to be extremely useful in resolving complaints about specific incidents. Transportation Management Staff will make a preliminary determination about the facts, recommend any disciplinary measures, and transmit the complaint to the Chief Executive Officer (CEO) or Deputy CEO.

For more general allegations – e.g. regarding AAATA service design or fares – the CEO or Deputy CEO will determine the appropriate member of senior staff to conduct the preliminary investigation and report the findings and recommendations for corrective action to the CEO or Deputy CEO.

The CEO or Deputy CEO will review all complaints alleging discrimination on the basis of race, color, or national origin and the results of the preliminary investigation. The CEO or Deputy CEO

will make a determination as to whether the allegation of discrimination on the basis of race, color, or national origin was valid, and any corrective action that will be taken. Note that even if the allegation of discrimination is determined to be invalid, corrective action may still be warranted in some cases.

The CEO or Deputy CEO will provide her or his findings in writing to the complainant, including whether the allegation of discrimination was found to be valid, and corrective actions that the AAATA has taken or promises to take. The letter will inform the complainant of the opportunity to provide additional information that may lead the AAATA to reconsider its decision, and of the complainant's right to file a complaint with the Federal Transit Administration (FTA).



Tab D: Complaint Form

The Ann Arbor Area Transportation Authority Complaint Form for Title VI is attached as Figure D-1.

Please see Attachment C for complaint procedures. The Complaint Form is available in English, Spanish, Chinese, and Korean.

Figure D-1

AACTA TITLE VI COMPLAINT FORM

Section I:				
Name:				
Address:				
Phone (home):		Phone (work):		
E-mail Address:				
Accessible Format Requirements?	Large Print		Audio Tape	
	TDD		Other	
Section II:				
Are you filing this complaint on your own behalf?		Yes*	No	
*If you answered "yes" to this question, go to Section III.				
If not, please supply the name and relationship of the person for whom you are complaining:				
Please explain why you have filed for a third party: _____				
Please confirm that you have obtained the permission of the aggrieved party if you are filing on behalf of a third party.		Yes	No	
Section III:				
I believe the discrimination I experienced was based on (check all that apply):				
<input type="checkbox"/> Race <input type="checkbox"/> Color <input type="checkbox"/> National Origin				
Date of Alleged Discrimination (Month, Day, Year): _____				
Explain as clearly as possible what happened and why you believe you were discriminated against. Describe all persons who were involved. Include the name and contact information of the person(s) who discriminated against you (if known) as well as names and contact information of any witnesses. If more space is needed, please attach any additional details.				

Section IV		
Have you previously filed a Title VI complaint with this agency?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Section V		
Have you filed this complaint with any other Federal, State, or local agency, or with any Federal or State court?		
<input type="checkbox"/> Yes <input type="checkbox"/> No		
If yes, check all that apply:		
<input type="checkbox"/> Federal Agency: _____		
<input type="checkbox"/> Federal Court _____	<input type="checkbox"/> State Agency _____	
<input type="checkbox"/> State Court _____	<input type="checkbox"/> Local Agency _____	
Please provide information about a contact person at the agency/court where the complaint was filed.		
Name:		
Title:		
Agency:		
Address:		
Phone:		
Section VI		
Name of agency complaint is against:		
Contact person:		
Title:		
Phone number:		

You may attach any written materials or other information that you think is relevant to your complaint.

Signature and date required below

Signature

Date

Please submit this form in person at the address below, or mail this form to:

Ann Arbor Area Transportation Authority
Attention: Title VI Coordinator
2700 South Industrial Highway
Ann Arbor, MI 48103



Tab E: Complaints

The 2019 and 2020 Title VI Reports are attached as Figures E-1 and E-2.

Figure E-1: 2019 Title VI Report

Number:	Title VI date received	Due Date:	Title VI Coordinator release date:	On Time? Yes/No	Valid or Invalid	Subject:	Notes:
1.2019	1/24/2019		1/26/2019	yes	Invalid	The complainant stated: The driver has a really nasty attitude. I asked questioned and she totally ignores me she is the worst. I don't know if it is a white racial thing or what.	In reviewing the video of the event, I have determined that your complaint is not valid. The video shows the Operator was not rude and answered the questions asked. The complaint does not match the video.
2.2019	1/28/2019		2/4/2019	yes	Invalid	The customer alleged that on January 28, 2019, the driver did not provide you with the ramp and the drivers treat you poorly because you are a handicap person.	AAATA policies, including those published on our website and used to train operators, allow operators to lower the ramp at the passenger's request. The Operator in this instance did not lower the ramp. As the passenger, you did not request for the ramp. You did say, "Don't like that ramp? If I fall, you'll wish you never saw me." The Operator did not say anything. The operators are trained to treat everyone in the same regards. To ask if a customer needs the ramp may be viewed as assuming a prejudice against the customer. The Operator may have been discourteous but did not discriminate. In reviewing video of the event, I have determined that your complaint of discrimination due to your disability is not valid.

Figure E-1: 2019 Title VI Report

Number:	Title VI date received	Due Date:	Title VI Coordinator release date:	On Time? Yes/No	Valid or Invalid	Subject:	Notes:
3.2019	3/15/2019		3/21/2019	yes	Invalid	<p>The complainant stated in an email; I call out this so-called CEO, carpenter dude. You cannot find it????</p> <p>Neither can I. I am going on record that this dude erased my comments. Carpenter & I don't like each other.</p> <p>So, from one rider, who uses the buses a lot. I am being discriminated against, by a liberal bigot and racist</p>	<p>In reviewing the emails that were sent later that day, I found Matt had Mary Stasiack (The Community Relations Manager) to try and locate your post on all our social media outlets. Mary and her team were unable to find them because they did not have your last name. They continued to look until you sent Matt and myself the link to your post.</p> <p>The post was not deleted by Matt Carpenter or anyone else. I have concluded that this Title VI complaint is invalid. In this instance there has been no findings of discrimination.</p>

Figure E-1: 2019 Title VI Report

Number:	Title VI date received	Due Date:	Title VI Coordinator release date:	On Time? Yes/No	Valid or Invalid	Subject:	Notes:
4.2019	4/8/2019		5/8/2019	yes	Invalid	<p>The customer sent an email that made mention of feeling like she was discriminated against because she is white. It is difficult to talk about the unsolicited verbal abuse and physical threats yelled - loudly and repeatedly - at me, by a complete stranger on the bus. A horrible situation the driver neglected to address, even when bodily injury was threatened against me, and I went to the driver for help, he did not properly offer any. I told him I was afraid to get off at my stop. He told me "Don't worry, they're going all the way to Ypsilanti."</p> <p>How could he be certain they were?</p> <p>For all I knew they were going to get off the bus when I did and beat me, and rob me!</p> <p>Watch the expression on the face of the driver as I boarded the bus. Look at his lack of response to verbal violence. I am not sure this isn't racism against me.</p>	<p>In reviewing statements from the Operator and video of the event, I have determined that your complaint of racial discrimination is not valid. The Operator was not aware of the incident that you encountered until you spoke with him. When you told the Operator about the exchange, the person was sitting and there were no signs of them being disruptive on the bus. The Operator attempted to help you by explaining that the person who you had the exchange with was not getting off at your stop. He did not know for sure but based on his past experiences the Operator assumed that the person would get off at the same stop they have in the past. The Operator may have not handled the situation the way you saw fit, but there were no signs the Operator discriminated against you based on your race.</p>

Figure E-1: 2019 Title VI Report

Number:	Title VI date received	Due Date:	Title VI Coordinator release date:	On Time? Yes/No	Valid or Invalid	Subject:	Notes:
5.2019	5/7/2019		5/28/2019	yes	Invalid	Customer alleged that you were asked on May 7, 2019. Operator took TheRide reduced fare card, stating that, due to the fact that it is expired, he had to take it to his supervisor. Your complaint also stated that although the bus driver could have requested to inspect your ID, he shouldn't have taken it away. You also stated that the driver was motivated by his own racial basis.	AAATA policies, including those published on our website and used to train operators, allow operators to request passengers show their ID upon request. The Operator in this instance followed that policy. The RideGuide also states; Expired A-Ride or Fare Deal cards may not be used to receive a reduced fare. If an employee of TheRide suspects a bus pass or ID card is invalid, they can request to inspect it. Should it be found to be improperly used, the customer will be required to pay the full cash fare. In addition to the printed information in the RideGuide, the back side of the Fare Deal card states; Property of the Ann Arbor Area Transportation Authority. Unauthorized use is prohibited. Your card had been expired since July 2, 2018. Using an expired card is unauthorized use and can be considered fare evasion.

Figure E-1: 2019 Title VI Report

Number:	Title VI date received	Due Date:	Title VI Coordinator release date:	On Time? Yes/No	Valid or Invalid	Subject:	Notes:
6.2019	6/24/2019		7/16/2019	yes	Invalid	Customer alleged that the Security Guard refused to move toward you and went to the security door. You were frustrated and annoyed. A rider was close to both of you, I asked to step more towards the elevator. The security guard then started to object. You again stated that you weren't going to have everyone hear your complaint. You felt you were discriminated against by the Security Guards' attitude, reaction, stance, and refusal to accommodate you, a white Jewish disabled vet.	In my interview with the Security Guard, he stated that he had no prior knowledge of your ethnic background or your military status when you approached him. The Security Guard stated that he did not accommodate your request because of your behavior, approach, and the tone of your voice. In addition, he felt he had already attempted to accommodate your request when he invited you over to the office door for more privacy. You did have a conversation with him and was able to get your point across regarding the signage the lady was wearing. When the security guard spoke about her being allowed to protest with her sign, you felt that it was not acceptable. Just because you have a difference of opinion, does not mean that someone is discriminating against you.

Figure E-1: 2019 Title VI Report

Number:	Title VI date received	Due Date:	Title VI Coordinator release date:	On Time? Yes/No	Valid or Invalid	Subject:	Notes:
7.2019	6/29/2019		7/29/2019	yes	Invalid	Customer alleged that you were asked on July 25, 2019 by a Transportation Supervisor to turn your music off or go to the parking lot next to the Blake Transit Center. You felt that she told you to turn of the music because you were black women.	AAATA policies, including those published on our website and used to train operators, dictate that there can be no music playing in the transit centers or on the bus. The Supervisor in this instance thought she was following that policy. According to her statement, she has asked many people to turn their music off while near the BTC. Since this instance the Supervisor has been instructed to allow people to listen to music outside of any of our transit centers and at our bus stands.
8.2019	8/16/2019		9/3/2019	yes	Invalid	Customer mailed letter and Title VI form stating the following: Was called fag by bus driver. Bus# 46 08-16-19 12:02 bus at Paint Creek Shopping Center in Ypsilanti leaving bus at 12:15 at Ypsilanti Transit Center. The same bus driver called me a fag when I got off the bus. He has done this many, many times before always on bus#46. Do something before I call a lawyer.	This complaint was not covered under Title VI discrimination. I determined the complaint was invalid based on the video evidence. The video shows several customers boarding the bus at the Paint Creek bus stop on August 16th at 12:01 pm. The driver says, "Alright." to a customer. The driver does not say anything else. When the bus arrives at the YTC, at 12:08 pm, the passengers deboard, and the driver does not say anything.
9.2019	8/27/2019		9/4/2019	yes	Invalid	Discriminated against based on your sexual orientation.	This complaint was not covered under Title VI discrimination. I determined the complaint was invalid based on the lack of video.

Figure E-2: 2020 Title VI Report

Number:	Title VI date received	Due Date:	Title VI Coordinator release date:	On Time? Yes/No	Valid or Invalid	Subject:	Notes:
1-2020	1/20/2019		1/27/2020	yes	Invalid	Plain rude and due to her being late I had to get other riders assistance to come up with change to ride the 3 mins ride from Meijer I needed home in the foot-deep snow and ice!! She was mean as hell for no reason! Yet again I feel discriminated against for being white and a female smfh it's not right!! I ride way too much!	The customer boarded the bus and attempted to put the transfer in the farebox. The farebox announced that the transfer is not valid. The MCO asks is it the right one and ask what time does it say. The customer steps aside and tries to gather her fare. Another customer gives the first customer a change card. The customer pays the fare and the MCO asks if the customer wanted a transfer. The customer says no, sits down, rides the bus beyond the video footage.

Figure E-2: 2020 Title VI Report

Number:	Title VI date received	Due Date:	Title VI Coordinator release date:	On Time? Yes/No	Valid or Invalid	Subject:	Notes:
2-2020	6/15/2020		7/8/2020	yes	Invalid	<p>The customer alleged that the driver told you that you had to wear a mask. You also stated that the driver did not let out the ramp because he did not feel like putting it out. Your allegation is that the driver is discriminating against your disability because he did not deploy the ramp when you needed to use it.</p>	<p>In my interview with the driver, he stated that when you approached the bus and asked for the ramp, he attempted to deploy the ramp but was unable to. He also stated that he told you that you needed a mask to ride the bus. He said your reply was, "I already spoke to the office." He then said that he did not mention anything else about you wearing a mask and allowed you to ride.</p> <p>In his interview, he stated that when you arrived at the BTC, you were upset because he could not deploy the ramp. He attempted to deploy the ramp, but it would not deploy. The video confirms his story. While the driver had an issue with deployment of the ramp, he was attempting to accommodate your need for the ramp.</p>

Figure E-2: 2020 Title VI Report

Number:	Title VI date received	Due Date:	Title VI Coordinator release date:	On Time? Yes/No	Valid or Invalid	Subject:	Notes:
3-2020	7/7/2020		7/30/2020	yes	Invalid	<p>The driver is racially discriminating against me. She told me that I cannot keep riding back and forth and take multiple trips on her bus. There is nothing that states that I cannot make several trips to and from Kroger. I have been making essential trips. I am not breaking any rules. She just wants to discriminate against me because I am black, and she is white.</p>	<p>In my interview with the MCO, she explained the policy to the customer. The passenger had addressed her with a derogatory word (Bitch). She attempted to put him off the bus, but dispatch told her to take him to his destination. She thought that he was trying to go back to the YTC and he ended up going to a park along the route. She was not attempting to put him off the bus because he was trying to ride the loop. She says she was putting him off because he had used profane language, which is not prohibited on the bus. The video of the incident shows that there was an exchange of words when the MCO told the customer that he was not allowed to keep riding the loop (or the full route back to the YTC). He stood by the statement that he had not done anything wrong. After he called the MCO a bitch she wanted him off the bus. Dispatch told her that a supervisor would meet her at the YTC to</p>

Figure E-2: 2020 Title VI Report

Number:	Title VI date received	Due Date:	Title VI Coordinator release date:	On Time? Yes/No	Valid or Invalid	Subject:	Notes:
							<p>talk to the Mr. Richardson. Mr. Richardson stated that he was not going back to the YTC and that his destination was the park. When MCO Gibson called Dispatch, she was instructed to continue the route and drop him off at his location. The MCO was upset but continued.</p> <p>During the investigation of this complaint, the complainant left a voice mail message stating that he was dropping the entire situation. This decision was prompted by a discussion with his Pastor and the Deacon Board.</p>

Figure E-2: 2020 Title VI Report

Number:	Title VI date received	Due Date:	Title VI Coordinator release date:	On Time? Yes/No	Valid or Invalid	Subject:	Notes:
4-2020	7/27/2020		8/6/2020	yes	Invalid	<p>This is the customer’s statement: The operator was extremely racist and inappropriate with her remarks towards me. In addition to her racial remarks, I have severe asthma and it was hard wearing the mask. Showcasing my inhaler, I also had documents confirming the condition. As she seen this, she began driving off but eventually stopped changing her mind. I don't know why she complied then changed her mind. After I showed her the evidence as the bus suggests, she calls the police on me saying she is refusing service when she previously complied. I had to get off the bus and walk.</p>	<p>This complaint was found to be invalid based on the video evidence. The video shows the customer getting on the bus with his mask under his chin. The MCO sees this and instructs the customer to put his mask on properly. The customer does not hear the MCO and another passenger relays the message. The customer doesn't comply because he says he has an issue with his breathing and cannot wear the mask. The MCO doesn't not hear him and informs him that he will need to get off the bus without a mask. He does not comply with her request. She waits for the Washtenaw Sherriff to show up and remove him from the bus. The MCO was following the procedure that AAATA has instructed MCO's to do. If a passenger gets on the bus without a mask, you must challenge them. If the passenger refuses to comply, the MCO is to call dispatch and wait for assistance. The passenger will be removed from the</p>

Figure E-2: 2020 Title VI Report

Number:	Title VI date received	Due Date:	Title VI Coordinator release date:	On Time? Yes/No	Valid or Invalid	Subject:	Notes:
							<p>bus. This is within the ADA guidelines in conjunction with the Governor's executive orders.</p>



Tab F: Public Participation Plan

The AAATA uses a variety of means and methods to communicate regularly with the public to inform and encourage input and participation. In addition to these ongoing efforts, the AAATA undertakes more focused and concerted efforts for particular issues.

The AAATA Board of Directors meets monthly, with all meetings open to the public and televised on local cable television. Recently, meetings have been held virtually due to the Covid-19 pandemic. Time is provided for the public to comment on any issue at each meeting. The AAATA maintains a list of persons and organizations that wish to receive information from the AAATA. Information sent to those on the list includes Board meeting agenda and minutes, which include performance reports, service standard reports, notices of public hearings, capital purchase programming, budget development, and proposed service changes. Persons and organizations can be added to the list at their request and there is no charge for this service. Email is used for most persons and organizations, but hard copies are mailed to persons and organizations that prefer this method. This information is also posted on the AAATA website, www.theride.org.

AAATA's Community Relations Department maintains an extensive list of organizations and individuals to receive information, including press releases and other announcements. The list includes local print and broadcast media outlets as well as elected officials, civic and educational organizations, and public and private organizations. Organizations include those representing senior citizens, people with disabilities, and low-income and minority persons. Community Relations staff continually update the list and actively seek out organizations to include. In addition, individuals and organizations can be added to the list at their request.

Several methods are used to communicate directly with riders:

- ➔ The Ride Guide is a printed booklet with comprehensive information about AAATA services, and also includes general information on AAATA including making suggestions, complaints, and providing input to AAATA. RideGuides are distributed on-board AAATA buses, at AAATA facilities, and at a wide range of public buildings apartment complexes, public housing, schools, and other locations including organizations primarily providing services for low-income, minority, senior and disabled persons. (This effort has been suspended during Covid-19.)
- ➔ The AAATA website includes the same information, and additionally provides current information on upcoming meetings and participation opportunities. It provides a quick, easy way to submit complaints, suggestions, and other input.
- ➔ Information Guides are printed in Spanish, Simplified Mandarin, Korean, as well as English, and the distribution includes organizations specifically serving persons with limited English proficiency. (This effort has been suspended during Covid-19.)
- ➔ RideLines is a newsletter published several times a year for riders with news and current information, including information on proposed service and fare changes and any other proposals for which public input is sought. RideLines is distributed on-board buses as a hanger, on the AAATA website and at transit centers, and the information is distributed to the list of

organizations and individuals on the list described in the previous paragraph. (This effort has been suspended during Covid-19.)

→ Other communication tactics include:

- MyAlerts - emails to subscribers of MyAlerts and posted to website
- E-Newsletter - published to subscribers monthly
- Social Media - notices posted for all service and fare related communications
- Bus Cards - inside bus channel cards and flyers
- LED signs at shelters - electronic messages
- LCD signs at transit centers - electronic messages
- Shelter posters and flyers
- Map and schedules at a limited number of bus stops
- Bus stop notices

Proposed service and fare changes are announced to the public by means described above, and public input is solicited far enough in advance for the AAATA to consider the comments, and make revisions based on the comments. The AAATA follows the Public Input Policy for Service and Fare Changes (see Tab O) adopted by the Board of Directors. In soliciting public input, the AAATA provides opportunities for interaction. That is, the AAATA does not just receive comments, but engages in conversation to understand any concerns, and to investigate ways to reduce or eliminate any negative impacts.

Persons and organizations are afforded an opportunity to provide input in several ways:

- By email
- By telephone to a service change hotline
- By fax
- In writing
- In person at public meetings conducted by AAATA. Meetings are typically held in several locations. (This effort has been suspended during Covid-19. Instead, virtual meetings are held with an interactive public question and answer period. Individuals can participate by phone, smart phone, or computer. Closed Captioning is offered during virtual public meetings.)
- Through AAATA's website TheRide.org/ContactUs
- Online via Facebook, Twitter, and Instagram

The AAATAs' public input process emphasizes two-way communication. The intention is not just to receive comments, but to discuss the effect of the proposed change. A response is provided to each person who makes a comment or suggestion or asked a question. In many cases several messages or a conversation take place. Meetings are typically drop-in sessions several hours in duration at which people can come when it is convenient for them, review materials, talk about the proposed changes with AAATA staff, have questions answered, and receive a response to specific concerns.

The AAATA has taken specific steps to solicit input on proposed changes from organizations serving minority, low-income and limited English proficiency persons. This includes distributing the notice to organizations serving these groups, and choosing public meeting sites at locations such as community centers within neighborhoods with a high African-American population.

Public outreach efforts were conducted as part of the major service changes implemented in Fall 2019, described in more detail on the following page. Promotional materials are included at the end of this section.

A primary element in the public participation plan is to maintain an on-going relationship with a wide variety of groups and organizations through regular contact and participation in events sponsored by the group. This keeps lines of communication open for AAATA to provide information, and for them to raise issues, ask questions, or make requests.

2019 SERVICE MODIFICATION PUBLIC OUTREACH MATERIALS

As part of an ongoing process to improve fixed-route customers' experiences through increased reliability and ease-of-use, an analysis of service was conducted in 2018. As part of this effort, a public input process on a list of service adjustments was conducted from March 1 – 31, 2019. The public flier is attached as Figure F-1 on the following pages.

Comments on the proposals were received via the following avenues:

- TheRide.org website
- Email
- Phone
- Drop-in sessions at both transit centers.

As a result of the feedback received, the following modifications were proposed:

- An adjustment in the proposed routing and stops of Route 27.
- Maintenance of the current routing on Route 6 along State Street.

Due to the scale of the changes proposed, Title VI analysis was not deemed necessary.

Figure F-1: 2019 Rider Feedback Announcement

Tell us today!

March 1 to March 31



Join us!

Blake Transit Center:
Tuesday, 3/12
4pm-7pm

Ypsilanti Transit Center:
Wednesday, 3/13
7am-10am

TheRide is seeking comments on the following service recommendations, which will go into effect in August 2019.

6 Ellsworth

- Change 6A/6B/6C routing to use Packard St. and Thompson St. instead of State St.

OR

- Use current routing, but adjust bus stop locations on State St.

21 Amtrak-Depot

- Change Blake Transit Center departure times to :03 and :33 past the hour on weekday mornings and afternoons.
- Change Blake Transit Center departure times to :33 past the hour on weekday evenings, Saturdays, and Sundays.

24 South Main-East

- Change weekday and Saturday routing in the Washtenaw Community College (WCC) / St Joseph's Hospital area to provide two-way service between WCC and the main hospital entrance by removing service on Elliot Drive.

25 Ann Arbor-Saline Rd

- Change weekday, Saturday, and Sunday routing in the Oak Valley Dr area to two-way service along Lohr Rd and Oak Valley Dr to Meijer. Bus stop on Waters Rd at Target would be moved. Route 25 would become Route 27 at Meijer.

27 W. Stadium-Oak Valley

- Change weekday, Saturday, and Sunday routing in the Oak Valley Dr area to two-way service along Lohr Rd and Oak Valley Dr to Meijer. Bus stop on Waters Rd at Target would be moved. Route 27 would become with Route 25 at Meijer.
- Change Blake Transit Center departure times to :18 and :48 past the hour on weekday mornings and afternoons.
- Change Blake Transit Center departure times to :48 past the hour on weekday evenings, Saturdays, and Sundays.

FLIP OVER FOR MORE PROPOSED CHANGES 

Can't make it to a public input session? You can also email, call, mail, or comment online! See back page for more details.

Tell us today!

Voice your comments March 1 to March 31!

TheRide is seeking comments on the following service recommendations, which will go into effect in August 2019.

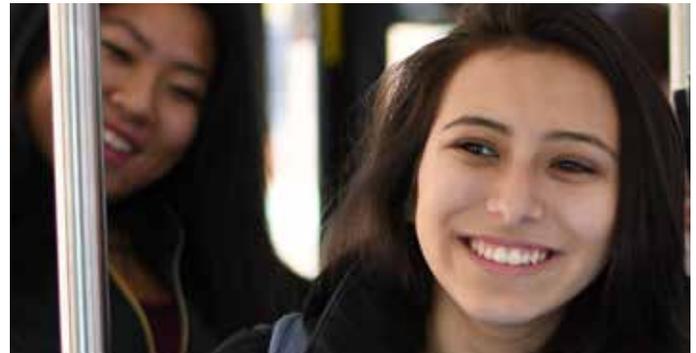
31 Dexter Ave

- Change Blake Transit Center departure times to :33 past the hour on weekday evenings, Saturdays, and Sundays. Weekday morning and afternoon departure times would not be changed.

61 Airport-Avis Farms

67 Platt-Michigan Ave

- At the Pittsfield Township Trustees' request, replace both routes 61 and 67 with FlexRide on-demand service, offering connections to Routes 6, 5, and 66 at Costco and Meijer-Carpenter Rd. A public meeting on these routes is expected to be scheduled during March in Pittsfield Township.



We want to hear from you!

Email: Planning@TheRide.org
Subject: August 2019 Service Changes

Call: 734-794-1880

Mail: Ann Arbor Area
Transportation Authority
c/o Planning Projects
2700 S. Industrial Hwy
Ann Arbor, MI 48104

In Person: Blake Transit Center
Tuesday, 3/12
4pm-7pm

Ypsilanti Transit Center
Wednesday, 3/13
7am-10am

Online: TheRide.org

*For alternative formats, please call
734-973-6500.*

 **FLIP OVER FOR MORE PROPOSED CHANGES**



Tab G: Language Assistance Plan for Persons with Limited English Proficiency

PART I: FOUR FACTOR ANALYSIS

Limited English Proficiency (LEP) guidance requires a four-factor analysis to determine the level of assistance required to provide meaningful access. The analysis performed by the Ann Arbor Area Transportation Authority (AAATA) is contained below.

1) The Number and Proportion of LEP Persons Served or Encountered in the Eligible Service Population

Based on data from the five-year American Community Survey for 2018, the population of the AAATA service area is 211,757 persons. Of this total, an estimated 12,470 (5.9 percent) indicated that they speak English less than “very well”, which is 0.3 percent higher than the previous LEP analysis for this area based on 2013 Census data. The figures and percentages for the total population and for the top three LEP populations by native language are shown in Table G-1.

Table G-1: LEP Population				
	Number of Persons		Percent of Total	
Total Population	211,757		100%	
LEP Population	12,470		5.90%	
Language Group	Number of Persons	Change	Percent of Total	Change
Chinese LEP	4,578	(+1,590)	2.20%	(+0.9%)
Spanish LEP	1,912	(-160)	0.90%	(no change)
Korean LEP	1,010	(-456)	0.50%	(-0.1%)

Persons who speak English “less than ‘very well’” are considered to have limited English proficiency (LEP) for the purposes of this report. Two types of maps are included at the end of the report. The first map (Figure G-1) shows the concentration of LEP persons by Census tract in the AAATA service area, with higher than average concentrations being those above 5.9 percent. A second set of maps, is included which shows the concentration of LEP persons by Census tract (the smallest level for which the data is available) in the AAATA service area for each of the top three language groups – Chinese (including Mandarin and Cantonese) (Figure G-2), Spanish (Figure G-3), and Korean (Figure G-4) LEP populations – where concentrations greater than 160 LEP persons is considered higher than average. 29 census tracts have 100 or more LEP persons. 20 census tracts have more than 200 LEP persons. 14 census tracts have over have over 300 LEP persons.

This is indicative of stabilization in the concentration of LEP persons in the AAATA service area following a period of growth for a few particular languages. From 2000 to 2010, LEP population in the AAATA service area nearly tripled, from 4,121 to 12,079 LEP persons, increasing by only 391 in the next eight years, or less than half a percent. The estimated number of Chinese, Spanish, and Korean speaking LEP persons at 6,527 in 2010 exceeded the total LEP population in 2000, and has not changed significantly since then, increasing by approximately 1,000 persons.

Figure G-1: Limited English Proficiency (LEP) Population Concentration for TheRide Service Area

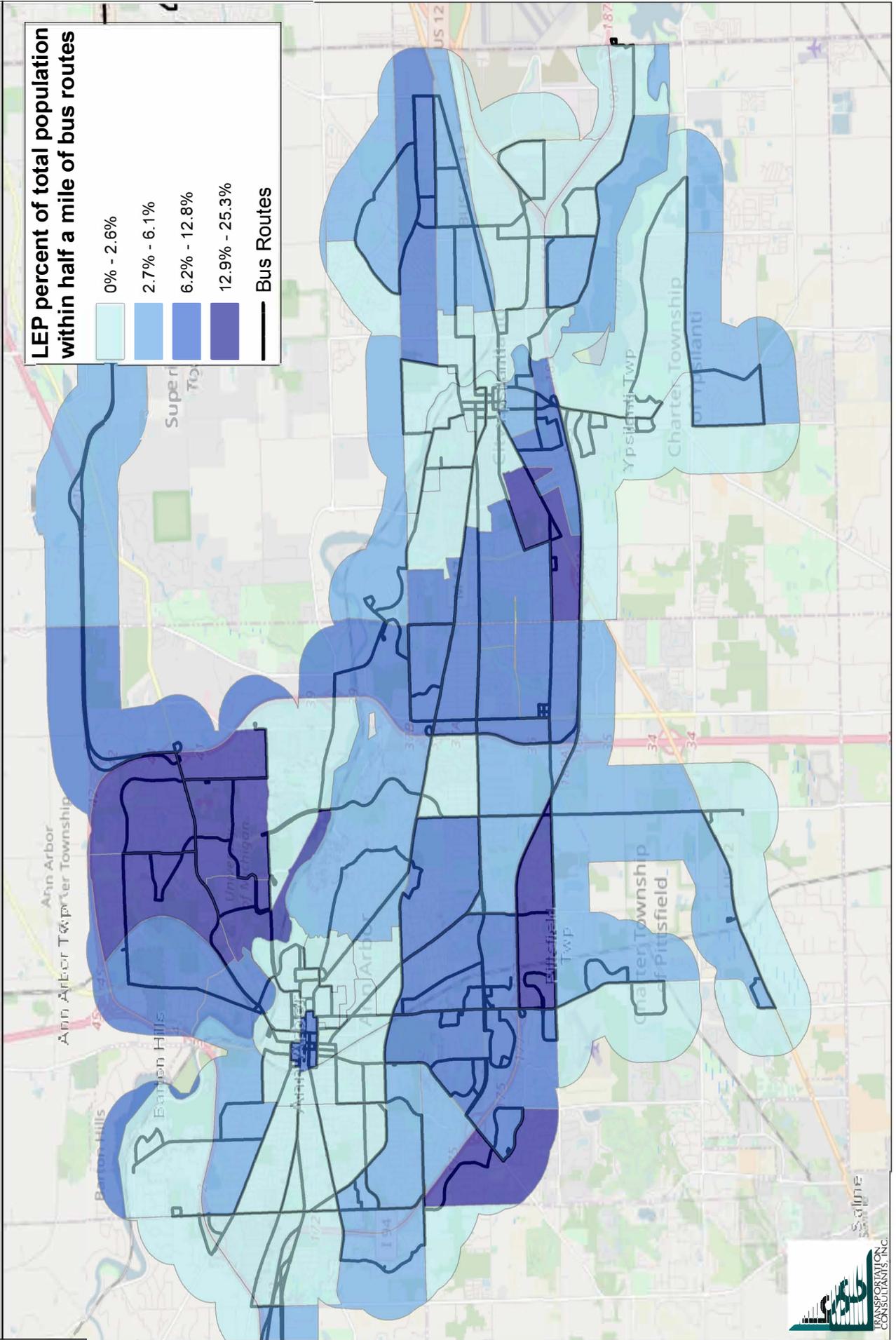


Figure G-3: Spanish Limited English Proficiency (LEP) Population Concentration for TheRide Service Area

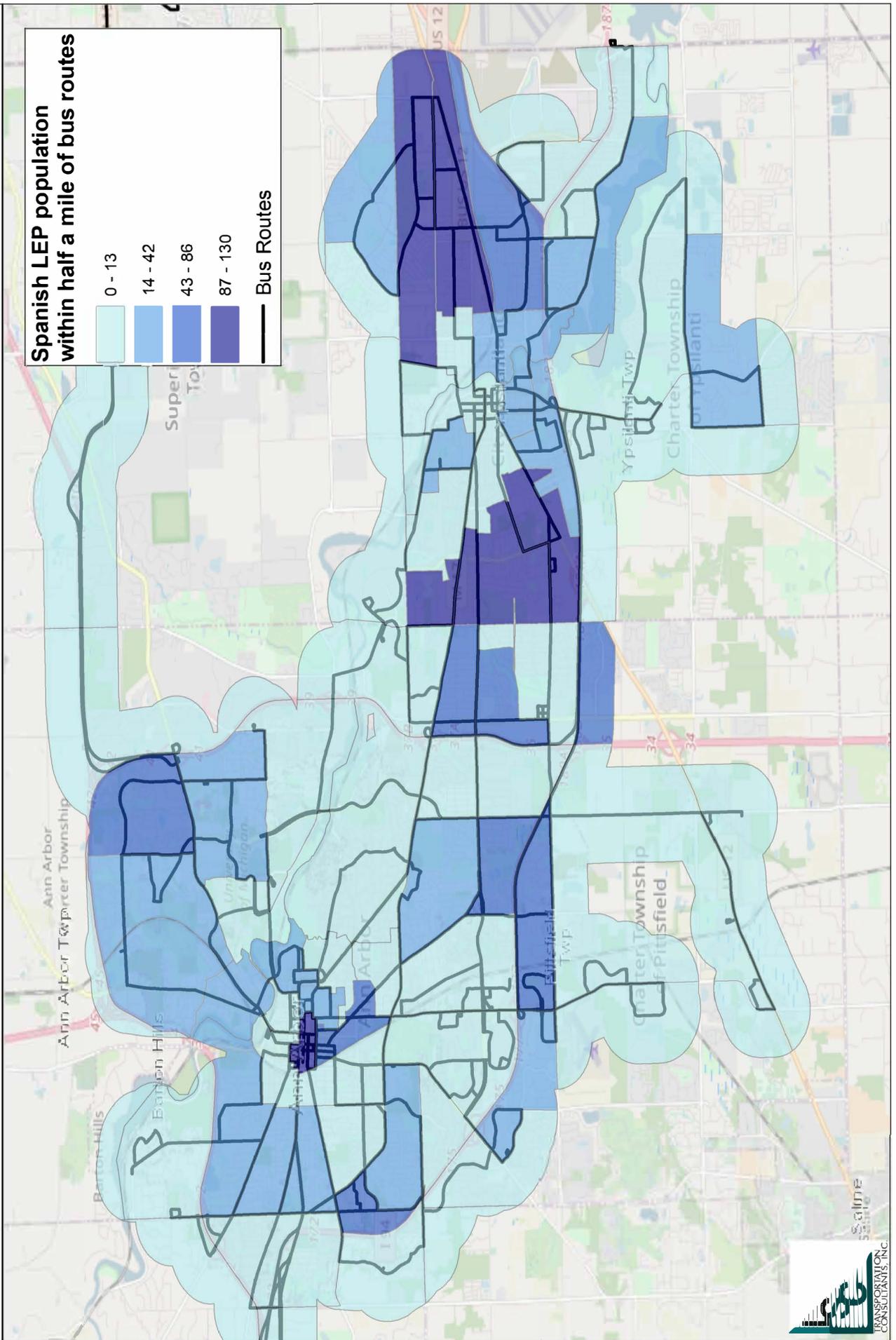
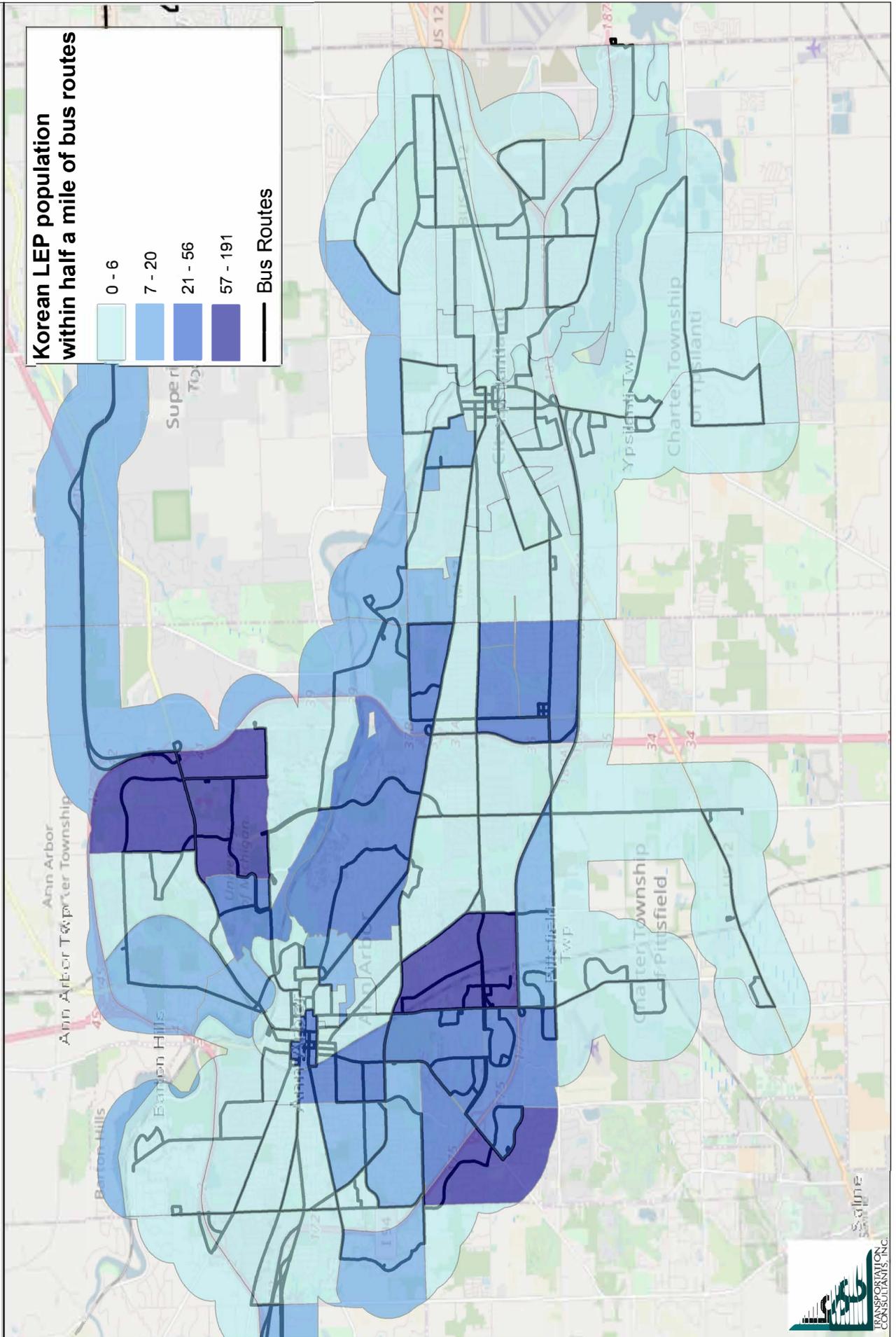


Figure G-4: Korean Limited English Proficiency (LEP) Population Concentration for TheRide Service Area



2) The Frequency with which People of Limited English Proficiency Come into Contact with AAATA's Programs, Activities, and Services

AAATA has received no requests for translated materials in a foreign language and no requests for interpreters to date.

The primary locations where the public comes into contact with AAATA are as follows:

- Main Office and Telephone Line (fare media sales, ID cards, general information)
- Downtown Information Center (fare media sales, route and schedule information)
- Paratransit Coordinator (ADA eligibility and paratransit information)
- Paratransit Telephone (paratransit reservations)
- On-board fixed-route buses (specific trip information)
- AAATA website (TheRide.org)

AAATA works with a variety of governmental and human service agencies to assist in meeting the needs of their clients. Of particular importance in this context are the University of Michigan Office of International Programs (UMOIP) and Jewish Family Services (JFS). UMOIP provides services for foreign students, including families for married students. Jewish Family Services is the agency designated to provide services for refugees, migrants, and new arrivals in Washtenaw County. AAATA works closely with each of these agencies, and has not received any requests for additional assistance with LEP persons in the use of AAATA service. AAATA originally worked with Casa Latina, a non-profit organization working to connect local Hispanics with community resources, to produce a Spanish Ride Guide, effective April 29, 2012. Producing Ride Guides was discontinued in favor of instead creating Information Guides in Spanish, Mandarin, and Korean. Due to Covid-19, these guides have not been updated. AAATA has also stopped distributing guides to local organizations in favor of producing them when requested/on demand.

No written correspondence regarding limited English proficiency has been received. The internet has become the dominant medium for people seeking general information about AAATA as well as specific information on routes and schedules. In addition, TheRide.org website includes language translation options. No internet inquiries or social media inquiries have been received.

3) The Importance of AAATA's Programs, Activities, and Services to Persons of Limited English Proficiency

AAATA operates scheduled fixed-route bus service and provides demand-response service for people with disabilities and senior citizens. Approximately 97 percent of AAATA riders are on fixed-route service and three percent use demand responsive service. Trip planning and in-trip information are the two most important areas which involve language skills in using fixed-route service. Essentially, in order to use fixed-route service, an individual first needs to determine bus stops, time, and bus routes to accomplish a particular trip, and then needs to wait at the correct bus stop, board the correct bus, and get off at the correct bus stop. A person who does not speak English very well may require assistance in trip planning, but this can occur before the time of the trip. During the trip, speaking and understanding English is not typically necessary, but may be required to deal with unusual situations.

Demand-responsive service has different requirements. In order to qualify, an individual must submit an application and, if approved, receive a picture identification card. English language skills are

necessary for this process, and several social service agencies provide assistance in this process. In addition, family members provide assistance in this process for many applicants. Once approved, an individual must make a telephone reservation for each trip. Language skill is required for this process, but another person can make the reservation. Once again, agencies and family members make reservations for clients. No additional language skills are necessary during the trip. The service is designed to provide service for persons with a wide variety of disabilities, including persons with severe cognitive disabilities who do not speak or understand any language. The rider must have their identification card to ride, and their pick-up and drop-off locations are provided to the driver.

A final important area is participation in AAATA's public input process. Whenever an increase in fares or significant changes in service is being considered, the AAATA actively seeks input from riders and other members of the public. Language skills are necessary for participation. However, the AAATA procedure provides a range of ways to make comments, ask questions, or make a suggestion. The most frequent method these days is via email.

4) Resources Available to Customers and the Associated Costs

At this time, AAATA has translated key documents materials including Title VI Complaint forms, TheRide Information Guides (although production has been suspended during Covid-19), but does not yet contract over the phone interpreter assistance. Given the relatively small number of overall LEP individuals, the variety of languages, and the online as well as community resources available, additional alternative print services are not necessary at this time. Most language groups, especially Chinese and Korean native speakers, show a greater preference for seeking information through AAATA's website. AAATA will continue to evaluate and investigate telephone interpreter services, and will continue to use I-Speak cards to collect more information on individuals who could benefit from greater language assistance.

There are significant resources available to assist persons in using AAATA service. Agencies such as the University of Michigan Office of International Programs (UMOIP) for students and their families, and Jewish Family Services (JFS) for immigrants in the community, referenced above in Section 2, all provide assistance to persons with limited or no English as a central part of their mission. UMOIP provides cultural immersion, intensive language learning, and participation in another educational system for foreign students. JFS provides a wide range of services for refugees, migrants, and new arrivals in Washtenaw County including case management, acculturation, English as a Second Language (ESL) classes, document translation services, employment services, language partnership service, and accompanied transportation. The transportation service is particularly important in this context as it is used to provide a bridge for persons to the use of public transit service provided by AAATA.

In addition to these agencies, AAATA has a relationship with many other human service, religious, and governmental agencies that provide assistance in the use of AAATA service for their clients, which includes LEP persons on occasion.

Conclusions

Based on the analysis above, AAATA has decided to further investigate additional translation or new language assistance services including telephone interpreter services, and continue working with agencies that have specific expertise to provide assistance.

An increased level of effort and assistance is warranted to identify persons with limited English proficiency, to enhance the website, and to prepare additional services to meet identified future needs. Specific actions are defined in detail in Part II, below.

PART II: AAATA LIMITED ENGLISH PROFICIENCY PLAN

Identifying LEP Individuals who need language assistance

- AAATA will continue to keep records of persons with whom we come into contact who need language assistance.
- AAATA will continue to proactively seek information from public and private agencies about their experience with people with limited English proficiency.

Language Assistance Measures

AAATA's selection of the following procedures is based on the relatively low need for language service and the limited resources available for this purpose.

- Provide enhanced language translation capabilities on the AAATA's website at TheRide.org since July, 2013.
- Provide information on TheRide.org website on options for where to obtain community language assistance.
- Supply an updated copy of AAATA emergency icon forms and basic key phrases translated for transit employees into simplified Mandarin, Spanish, and Korean to motor coach operators and transportation supervisors.
- Distribute transit Information Guides translated in Mandarin, Spanish, and Korean in print (when requested/on demand) and online to LEP persons and agencies in the AAATA service area.
- Prepare printed information on where to obtain language assistance to give or send to riders, provided to motor coach operators and information specialists, specifically with contact cards for outside organizations and community partners like UMOIP and JFS.
- Implement phone interpreter service recommendations such as language line opportunities.

Employee Training

- AAATA conducts refresher training annually for all existing motor coach operators and information specialists. A section on providing assistance to persons with limited English Proficiency was added to the training curriculum for 2009, incorporated in the 2012 session, and will be conducted in 2020.
- The training includes the following elements, at a minimum:
 - A summary of AAATA's responsibilities under the DOT LEP guidance
 - A summary of AAATA's language assistance plan
 - A summary of the number and proportion of the LEP persons in the service area and the frequency of contact
 - A description of the language assistance that AAATA is currently providing
 - A description of AAATA's cultural sensitivity policies and practices

- Management staff has been provided with an overview in the areas listed above as part of an annual organizational meeting
- All employees are directed to keep a record of any language assistance requests. AAATA monitors LEP contact through employees to watch for indicators of the need for more formal data collection. AAATA collects data every three years, or more often if there is reason to believe from employee monitoring procedures that change is occurring which requires added attention.

Outreach Techniques

Based on the four-step analysis, above, contact by LEP persons directly with AAATA is limited. It appears that the best techniques to reach LEP persons are to maintain service information in other languages through the AAATA website, and continue to work with the agencies that provide assistance to LEP persons, including production and distribution of the Information Guides (when requested/on demand).

In particular, the University of Michigan Office of International Programs (UMOIP) and Jewish Family Services (JFS) are designed to provide assistance in any language needed. This is important because the overall population of LEP persons speaks a variety of languages. Continuing and expanding the cooperative relationship with these agencies and others is the most cost-effective way to reach LEP populations throughout AAATA's service area.

Monitoring and Updating the LEP Plan

The action steps above are designed to produce increased assistance for LEP persons and continuous feedback on the frequency of contact with LEP persons both within AAATA and from external agencies. This feedback will be used to determine if there is a significant change in the frequency of contact or a marked increase in any specific language group population in the service area, which could impact the use of AAATA information and service accessibility for LEP persons, requiring additional resources.

AAATA will continue to use subsequent sessions of the periodic refresher training for motor coach operators and information specialists to keep monitoring the experience in implementing the action steps.

If there are noticeable changes, AAATA will perform an evaluation and determine if the plan needs to be updated. Absent any noticeable change, AAATA will perform an evaluation and revise the plan with the next Title VI update.



Tab H: Membership of Non-Elected Committees and Councils

The only transit-related, non-elected planning board, advisory council, or committee for which the Ann Arbor Area Transportation Authority (AAATA) selects the members is the Local Advisory Council (LAC) Executive Committee. The LAC advises the AAATA Board of Directors on issues of concern to people with disabilities and senior citizens. Monthly meetings are open to anyone who wishes to attend, and all who attend are encouraged to participate. LAC membership is conferred on anyone who attends more than one meeting. The AAATA Board appoints up to 10 people to the LAC executive committee for two-year terms. Any member can apply to serve on the executive committee. There are currently 10 members of the Executive Committee.

Table H-1 presents the minority representation on committees and councils selected by AAATA.

Table H-1: Minority Representation on Committees and Councils Selected by AAATA					
	Caucasian	Hispanic	African American	Asian American	Native American
Local Advisory Council (LAC)	90%	0%	10%	0%	0%

Tab I: Monitoring of Subrecipients

AAATA monitored adherence to Title VI planning requirements for six subrecipients since the previous Title VI update in 2014. AAATA's subrecipients included:

- Western Washtenaw Area Value Express
- People's Express
- Avalon Housing
- Jewish Family Services
- Programs to Educate All Cyclists
- Milan Seniors for Healthy Living (MSHL)

There have been no Title VI complaints, investigations, or lawsuits for AAATA subrecipients over the past three years. AAATA uses the attached questionnaire as part of the monitoring program.



AAATA Subrecipient Programs

Form: 2020 Subrecipient Desk Review Questionnaire

Date Sent: 9/30/2020

Date Due: 10/31/2020

Reporting Period: FY20 (10/1/2019 - 9/30/2020)

Contact: Caitlin Conway, cconway@theride.org, 734-794-1818

Subrecipients of Federal funds are required to complete an annual desk review questionnaire as part of AAATA's risk-based subrecipient monitoring procedure. You may find several topics are not applicable to your agency for FY20; please enter n/a. Please enter your responses into the light blue highlighted cells and return to cconway@theride.org along with copies of any agency plans and policies that have changed. AAATA will review your responses and may request additional documentation or schedule a meeting/site visit as needed.

SECTION 1

Agency Information

Q: Please provide your organization's name and a staff contact for federally funded projects.

A:

SECTION 2

Legal/Lobbying

Federal Requirement: Subrecipients are prohibited from using appropriated Federal funds to lobby for Federal funds. If the subrecipient uses local funds to lobby for transit purposes, subrecipients must file OMB Standard Form LLL quarterly.

Q: Did your organization pay for lobbying activities in during the reporting period?

A:

Q: If yes, what type of funds were used?

A:

Q: If yes, was OMB Standard Form LLL filed quarterly with TheRide?

A:

SECTION 3

Financial Management and Capacity

Federal Requirement: Subrecipients must have financial management systems that meet standards for financial reporting, accounting records, internal control, budget control, allowable cost, source documentation, and cash management. Requirements for use of indirect cost when reimbursement is sought from a Federal award program must be met.

Q: Describe your organization's financial management systems, especially the method of accounting, how financial reports are prepared, and systems for internal control and cash management.

A:

Q: Does your organization use Federal funds to pay for indirect operating costs? (If yes, AAATA will contact you to review the calculation method.)

A:

Figure I-1: AAATA Subrecipient Programs

SECTION 4

Satisfactory Continuing Control

Federal Requirement: Subrecipients must use FTA-funded property for project purposes.

Q: What vehicles, equipment, and property has your agency acquired with the assistance of FTA funds (e.g., Section 5310/5311), and how are these items being used in accordance with their intended project purpose?

A: [Redacted]

Q: Has your agency used any FTA-funded property for purposes other than purposes identified in a grant contract or subrecipient agreement?

A: [Redacted]

SECTION 5

Maintenance

Federal Requirement: Subrecipients that use FTA assistance to purchase assets must have maintenance programs for those assets. Such assets must be maintained in good condition and good operating order.

Q: Does your organization have a maintenance program for FTA-funded assets? (If yes, please ensure a copy has been provided to TheRide.)

A: [Redacted]

Q: Does the program address maintenance of wheelchair lifts and other accessibility features?

A: [Redacted]

Q: Is your organization following your program for preventive maintenance inspections? (Please attach any relevant documentation.)

A: [Redacted]

Q: Are your organization's FTA-funded assets under warranty, and are warranty claims pursued?

A: [Redacted]

SECTION 6

Title VI (Civil Rights Act of 1964)

Federal Requirement: Subrecipients must ensure that no person, on the basis of race, color, or national origin, be excluded from participating in, be denied the benefits of, or be subject to discrimination under any program or activity receiving Federal funds. All transit services and related benefits must be distributed in an equitable manner.

Q: Does your organization have a Title VI program in place? (If yes, please ensure your current Title VI Plan has been provided to TheRide.)

A: [Redacted]

Q: If yes, have the Language Assistance Plan, complaint procedures, and/or public participation procedures been implemented as described?

A: [Redacted]

Q: How does your organization notify the public of its rights under Title VI?

A: [Redacted]

Q: Has your organization received any discrimination complaints in the past three years, FY2018-2020? (If yes, please describe the nature of the complaint and the outcome, and attach any relevant documentation.)

A: [Redacted]

SECTION 7

Americans with Disabilities Act (ADA)

Federal Requirement: Subrecipients must comply with ADA. No entity shall discriminate against an individual with a disability in connection with the provision of public transportation service. Subrecipients must track, resolve, and respond to ADA-related complaints. All new bus vehicles purchased or leased for use in fixed-route service by public entities must be accessible. Used bus vehicles must be made accessible for use to the maximum extent feasible. Vehicles used in contracted fixed-route service must be accessible. Vehicles used in demand-responsive service must be accessible unless equivalent service is provided. Newly constructed and altered facilities must meet US DOT accessibility requirements. Service must comply with the US DOT ADA regulations and be accessible to and usable by persons with disabilities.

Q: How does your agency track, resolve, respond to, and retain records of ADA-related complaints?

A: [Redacted]

Q: Has your organization received any ADA-related complaints in the past three years, FY2018-2020? (If yes, please describe the nature of the complaint and the outcome, and attach any relevant documentation.)

A: [Redacted]

Q: Are public transportation facilities constructed or altered during the reporting period accessible to and usable by individuals with disabilities?

A: [Redacted]

Q: Describe how your organization follows ADA provision of service requirements (e.g., lift/ramp availability, priority seating, stop identification, employee training, accessible information formats, reasonable modification requests).

A: [Redacted]

SECTION 8

Equal Employment Opportunity (EEO)

Federal Requirement: A full EEO program must be submitted to TheRide if your organization employs 100 or more transit-related employees and requests or receives capital or operating assistance > \$1 million in a fiscal year, or requests or receives planning assistance > \$250,000 in a fiscal year. An abbreviated program must be submitted to TheRide if your organization employs 50-99 transit-related employees and requests or receives capital or operating assistance in excess of \$1 million in a fiscal year, or requests or receives planning assistance in excess of \$250,000 in a fiscal year.

Q: Is your organization required to submit an EEO program based on the thresholds above? (If yes, please ensure it has been submitted to TheRide.)

A: [Redacted]

SECTION 9

Drug and Alcohol Program

Federal Requirement: Subrecipients must have a board-adopted anti-drug and alcohol misuse policy. Subrecipients are required to provide at least 60 minutes of drug and alcohol training for covered employees and at least 120 minutes of training for supervisors and other officers authorized by the employer to make reasonable suspicion determinations. Subrecipients must obtain previous drug and alcohol testing program records from prior employers for employees performing safety-sensitive functions and must retain drug and alcohol testing program records for all covered employees in a secure location with controlled access. Medical Review Officers, substance abuse professionals, breath alcohol technicians, and collectors in the drug and alcohol program must have required certifications.

Q: Does your agency have a board-adopted drug and alcohol misuse policy? (If yes, please ensure it has been submitted to TheRide.)

A: [Redacted]

Q: Does the policy include the following elements: proof of policy adoption by governing body, identification of D&A program contact, employee categories subject to testing, prohibited behavior, testing circumstances, consequences for refusing tests/positive tests with alcohol concentrations of 0.04 or greater, consequences for positive tests with alcohol concentrations of 0.02 or higher but lower than 0.04?

A: [Redacted]

Q: Does your organization provide the minimum required trainings and reasonable suspicion testing?

A: [Redacted]

Does your organization obtain drug and alcohol testing records from prior employers, and are records stored in a secure location with controlled access?

A: [Redacted]

Q: Do all medical review officers, substance abuse professionals, breath alcohol technicians, and collectors in the drug and alcohol testing program have the required qualifications, and are the qualifications records kept on file by your agency?

A: [Redacted]

SECTION 10
Additional Requirements

Please indicate below if the following service types are applicable to your agency, and AAATA will reach out to you for additional information.

Q: Does your organization operate School Bus or School Tripper service?

A: [Redacted]

Q: Does your organization operate Charter Bus service?

A: [Redacted]

Q: Does your organization provide ADA Complementary Paratransit (required of public transit agencies operating fixed routes)?

A: [Redacted]

SECTION 11
Conclusion

Q: Do you have any questions, concerns, or additional information to share regarding your agency's compliance with Federal requirements and capacity to carry out Federally funded projects?

A: [Redacted]

Q: Will you be sending any attachments with your response or as a follow-up? (If so, please summarize the contents so files can be collated.)

A: [Redacted]



Tab J: Equity Analysis for Facility Location

AAATA completed a site location study for relocation or redevelopment of the Ypsilanti Transit Center. The Center was no longer adequate to accommodate operations at this location. Potential locations were evaluated and four concepts were presented to the community for comment and input. The evaluation of potential locations included an analysis of the impact on current riders and the potential impacts on nearby residents and businesses. The recommended location and concept were chosen to have minimum adverse impacts on either passengers or nearby neighborhoods.



Tab K: Service Standards and Policies

FIXED-ROUTE SERVICE STANDARDS AND POLICIES

Modes of Service (February 2020)

Table K-1: Modes of Service (October 2020)			
	Local Fixed-Route Service	Commuter Service	AirRide Airport Service
Number of Routes	32	3	1
Method of Operation	operated by AAATA	operated by AAATA	contracted service
Annual Riders (FY19)	6,383,790	29,070	93,321
Annual Vehicle Revenue Hours (FY19)	308,213	1,943	8,768

Service was reduced in March 2020 as a result of low ridership due to the Covid-19 pandemic. Service will be restored as appropriate based on recovering levels of demand.

Service Frequency (Headway)

Local fixed-route service – The minimum service frequency is every 30 minutes during weekday peak hours and every 60 minutes at other times (midday, evenings and weekends). Weekday peak hours are from 6:00 – 9:00 a.m. and 3:00 – 6:00 p.m.

Commuter bus – The minimum service level is two trips in the peak direction during both the morning and afternoon peak periods.

AirRide regional airport service – The minimum service frequency is every 120 minutes.

On-Time Performance

All Modes – A minimum of 90% of scheduled trips will be completed within 5 minutes of the scheduled time.

Service Availability

Local fixed-route service – A minimum of 90% of the population of the fixed-route service area in the member jurisdictions (Ann Arbor, Ypsilanti, and Ypsilanti Township) will have service within 0.5 mile. All of the cities of Ann Arbor and Ypsilanti are included in the 5YTIP fixed-route service area, as well as most of Ypsilanti Township north of Textile Road. The majority of Ypsilanti Township south of Textile Road is not included in the 5YTIP fixed-route service area because the population density is relatively low. The 5YTIP designates this area to be served by a Dial-a-Ride Plus service, which began September 27, 2017, called FlexRide, available to the general public, as well as seniors and people with disabilities.

Commuter service – A minimum of 40 park-and-ride parking spaces will be available for each morning trip to the regional employment center in Ann Arbor.

AirRide regional airport service - Service will be provided between the Blake Transit Center and both domestic terminals at Detroit Metropolitan Airport.

Vehicle Load Factor

Local fixed-route service – The number of riders exceeds the number of seats on 1% of trips or fewer. A frequency higher than this threshold warrants further investigation into the regularity of the occurrences on particular trips, the number of standees, and the duration of standing to determine if corrective action is needed.

Commuter service – The number of riders exceeds the number of seats less than two days per year. (<0.4% of trips). This service operates on the highway, so standing loads should occur very infrequently.

AirRide airport service - The number of riders exceeds the number of seats less than two days per year. (<0.4% of trips). This service operates on the highway, so standing loads should occur very infrequently.

FIXED-ROUTE SERVICE POLICIES

Vehicle Assignment Policy

Local fixed-route service – Service is operated from a single facility. All buses are low-floor and have the same environmental, security, and accessibility features. Over 50% of the fleet has a hybrid-diesel propulsion system, while the remainder are low-emission biodiesel buses. Hybrid buses are used throughout the fixed-route system on daily, long-duty cycles (12-16 hours), so that these buses operate a higher share of service miles than their numerical proportion in the fleet. More than 80% of buses are 40-foot long, while the remainder of the buses are 25- to 35- foot long. The smaller buses are used on local routes with lower ridership.

Commuter service – Service is operated from the same facility. 40-foot low-emission biodiesel buses are used on these two routes. Hybrid buses are not used because most of the service miles are on the expressway where there is little or no advantage to the use of hybrid buses.

AirRide airport service – This service is operated by a subcontractor using 45-foot long highway coaches.

Transit Amenities Policy

The location of transit amenities along bus routes is based on the number of passenger boardings at individual bus stops. Passenger shelters shall be provided at bus stops with 50 or more boardings per day where there is no other shelter available, and a shelter is physically and legally feasible. Seating, information, and a trash receptacle are also provided at these bus stops. A trash receptacle is provided near the front door of every bus. In addition, a trash receptacle is installed at bus stops at which a third-party agrees to service it. Electronic information displays are provided at the three AAATA transit centers.

SERVICE STANDARDS UPDATE

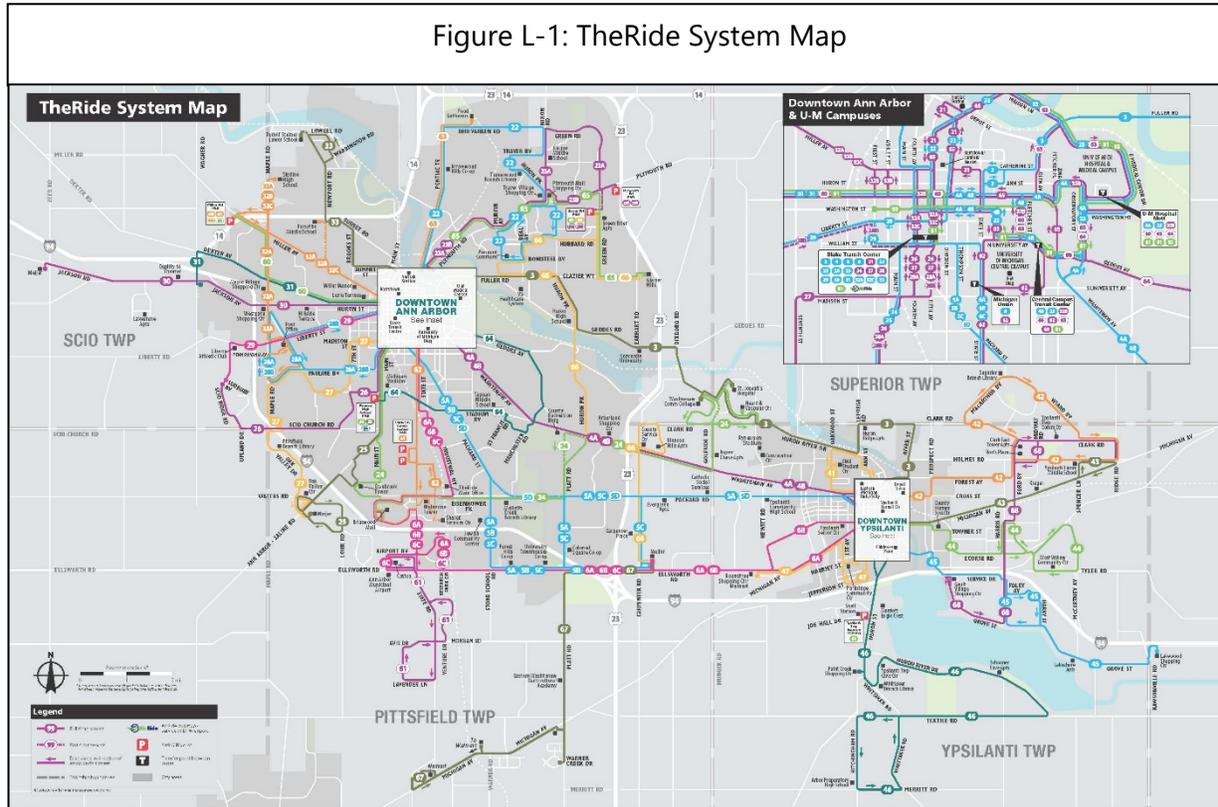
AAATA will be completing a system-wide service analysis and service plan update in the next year. As part of service analysis and planning effort, the service standards will be reviewed and updated as appropriate.



Tab L: Demographic and Service Profile

Maps and charts showing service coverage for minority and low-income populations are included in Tab L, profiling service demographics. Below is a list of the Figures and what each details:

- Figure L-1: TheRide System Map
- Figure L-2: Minority Population Service Coverage for TheRide
- Figure L-3: Low-Income Population Service Coverage for TheRide



As shown in Figure L-2, approximately three quarters of TheRide bus routes (26 out of 34 routes) are considered minority routes, where at least one third of the revenue distance per route covers Block Groups where minority population is higher than average, for the service area within a quarter mile of the routes.

As shown in Figure L-3, approximately three quarters of TheRide bus routes (26 out of 34 routes) are categorized as low-income routes, where at least one third of the revenue distance per route covers Block Groups where low-income population is higher than average, for the service area within a quarter mile of the bus routes.

Over two thirds of the routes are both low-income and minority routes, and all but three minority routes are also low-income routes. More detailed information is summarized in Table L-1 and Table L-2.

Figure L-2: TheRide Minority Service Coverage

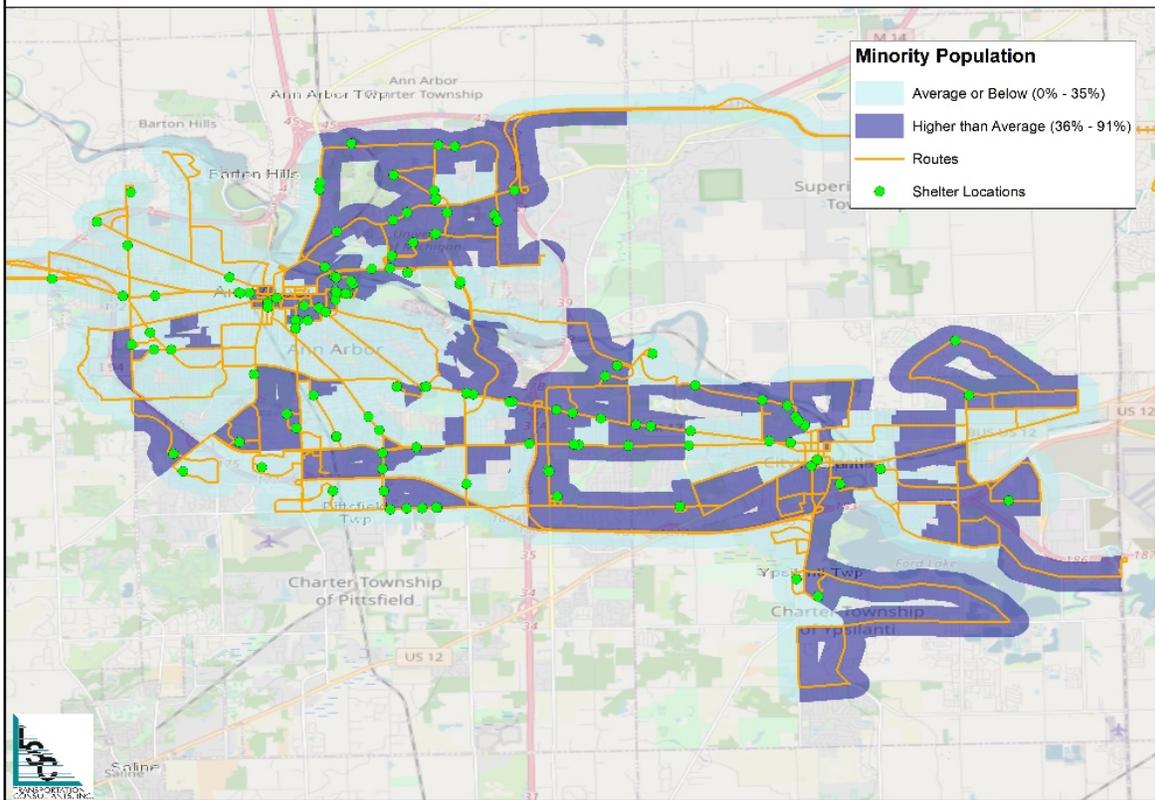


Figure L-3: TheRide Low-Income Service Coverage

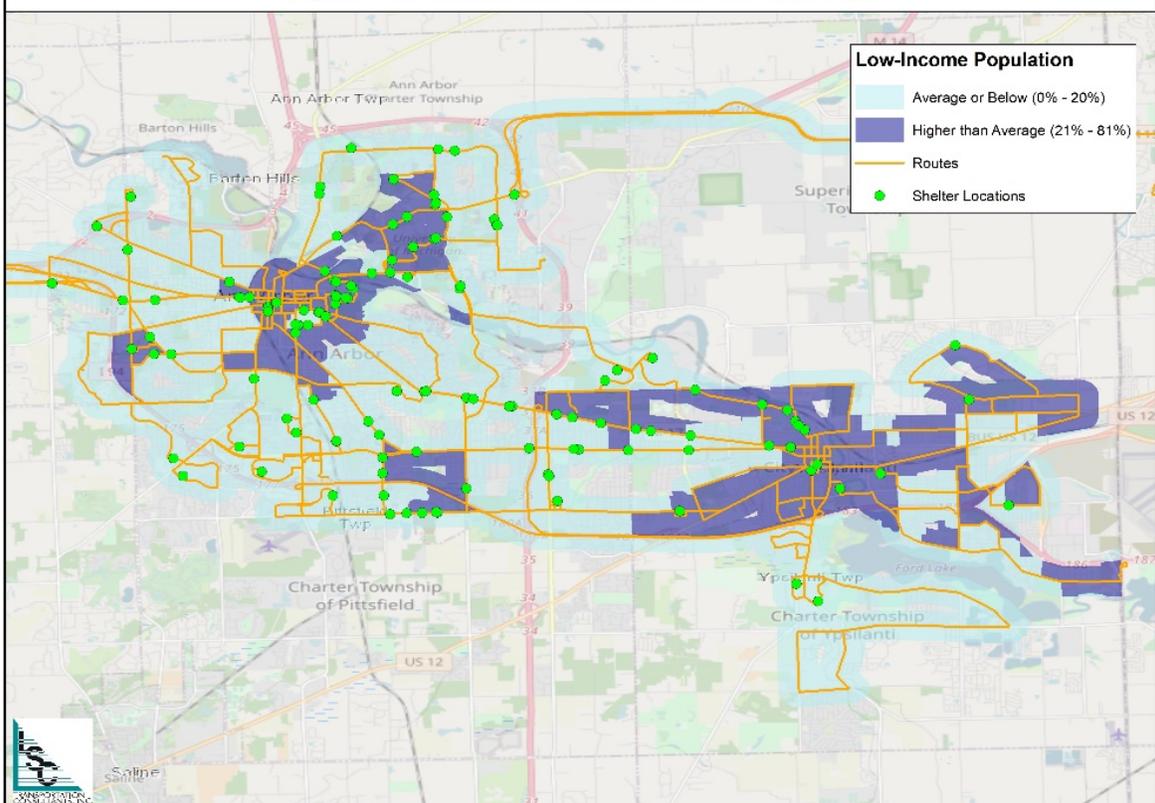


Table L-1: Estimated Minority and Low-Income Population		
	Minority	Low-Income
Population	82,563	39,411
Total Population	194,486	179,240
Average Percent	35%	20%

Table L-2: Minority and Low-Income Routes			
Route #	Minority Route	Low-Income Route	Both
3	Yes	Yes	Yes
4	Yes	Yes	Yes
5	Yes	Yes	Yes
6	Yes	Yes	Yes
21	Yes	Yes	Yes
22	Yes	Yes	Yes
23	Yes	Yes	Yes
24	Yes	Yes	Yes
25	Yes	Yes	Yes
26	No	No	Neither
27	Yes	Yes	Yes
28	No	Yes	No
29	No	No	Neither
30	No	No	Neither
31	No	Yes	No
32	No	Yes	No
33	No	No	Neither
41	Yes	Yes	Yes
42	Yes	Yes	Yes
43	Yes	Yes	Yes
44	Yes	Yes	Yes
45	Yes	Yes	Yes
46	Yes	No	No
47	Yes	Yes	Yes
60	Yes	Yes	Yes
62	Yes	Yes	Yes
63	Yes	Yes	Yes
64	Yes	Yes	Yes
65	Yes	Yes	Yes
66	Yes	No	No
68	Yes	Yes	Yes
81	Yes	Yes	Yes
91	No	No	Neither
92	Yes	No	No
Total Yes	26	26	23
Total No	8	8	6
Total Neither	-	-	5



Tab M: Demographic Ridership and Travel Patterns

LOCAL FIXED ROUTE SERVICE ONBOARD SURVEY

Survey Data Collection

The October 2017 survey was conducted onboard AAATA buses from October 14 through October 22, 2017, a period very similar to the timing of previous survey efforts. The AAATA conducts a rider survey every two to three years for local fixed-route service.

Temporary workers conducted the survey under the supervision of an experienced survey research firm, CJI Research Corporation. Surveyors rode buses for a run (a set period of time) and approached all riders (who appeared to be 16 years old or older), rather than a sample of riders. Surveyors handed a survey to each rider and asked them to complete the survey, along with providing them with a free pen. Because the AAATA has used the same methodology to conduct onboard surveys previously, many riders are familiar with the process and readily accepted and completed the survey. At the end of the run, the survey personnel placed the completed surveys in an envelope marked with the route and the run and reported to the survey supervisors who completed a log form detailing the run. All surveyors were trained to provide assistance and also provided a Spanish version of the survey to passengers, as needed.

Survey Questionnaire

A copy of the survey instrument is included as Figure M-1. The survey forms were serial numbered so that records could be kept for the route and day of the week on which the survey was completed. This was found to be a more accurate method than asking riders to provide information on the route, day, and time.

Sample

A random sample of runs was drawn from a list of all AAATA runs. This initial sample was examined to determine whether the randomization process in the relatively small universe of all runs had omitted any significant portion of the AAATA System's overall route structure. The sample was adjusted slightly to take any such omissions into account.

The resulting total sample size is 3,096 useable responses. When all respondents are included, this sample has a sample error level of +1.6%. When a sub-sample is used, sample error increases somewhat, though with such a large overall sample, this would affect the findings only in very rare circumstances in which only very small sub-segments of the ridership were being examined separately.

Participation Rates

Surveyors reported instances where a survey was not completed and the apparent reason was a language barrier (i.e., other than English or Spanish), which occurred five percent of the time (273 respondents).

Figure M-1: Onboard Survey Form

PASSENGER SURVEY — Please let TheRide know how to serve you better!



1. Where were you before you went to the bus stop for this trip?
 Home Work Shopping School/college
 Social visit or recreation Doctor/medical Church
 Other _____

2. Will you transfer to another TheRide bus during this trip? Yes No

3. What are the cross streets at the place you are going now?
 Street: _____
 Cross street: _____
 What city? (Circle one): Ann Arbor area Ypsilanti area Other: _____

4. How did you get to your stop?
 Walked Wheelchair/scooter Bike Drove Got a ride

5. How many minutes did it take you to get to the bus stop? _____

6. What is your FINAL destination for this trip?
 Home Work Shopping School / college
 Social visit or recreation Doctor/medical Church
 Other _____

7. What are the cross streets at your final destination?
 Street: _____
 Cross street: _____
 What city? (Circle one): Ann Arbor area Ypsilanti area Other: _____

8. About how many minutes will this total trip take? _____

9. How many separate one-way bus trips will you make today? (For example, even if you transfer, going to work is only one trip, going home from work is a second trip)
 1 trip 2 trips 3 trips 4 trips Other _____ (how many?)

10. How did you pay for this trip?
 Cash MCard Transfer 30-Day pass
 goipass Token EMU Pass Other _____

11. Do you have one of the following:
 An ADA (green) card Good as Gold (senior card) Fare Deal Card (for disability)
 Fare Deal card (for low income) Fare Deal Card (age 60-64)

12. Which routes do you use regularly on TheRide? (choose up to 4)
 Routes: 3 4 5 6 21 22 23 24 25 26 27 28 29 30 31 32
 33 41 42 43 44 45 46 47 60 61 62 63 64 65 66 67 68

13. Including today, on which of the past seven days have you ridden on TheRide? (All that apply)
 Mon Tue Wed Thurs Fri Sat Sun All 7 days

14. How satisfied or dissatisfied are you with TheRide service in each of the following areas?	Don't know	Dissatisfied	Neutral	Satisfied
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a. Drivers' courtesy with passengers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Overall quality of customer information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Cleanliness of bus interiors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Safety from accidents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Personal security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. The physical condition of the bus stop you use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Distance to bus stop you use most often	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Sufficient service to areas you want to go to	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Dependability of making transfers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Directness of routes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Total duration of your trip	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. Predictability of bus arrivals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. TheRide Service overall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

15. How likely are you to recommend TheRide to a friend or colleague?
 Not at all likely 0 1 2 3 4 5 6 7 8 9 10
 Extremely likely

16. Do you have a valid driver's license? Yes No

17. Was a car (or truck or motorcycle) available to you to make this trip? Yes No

18. On which, if any, of the past seven days have you used TheRide after 8:00 PM? (All that apply)
 None Mon Tue Wed Thurs Fri Sat Sun

Please turn the survey over and complete the questions on the back. ➔

Figure M-1: Onboard Survey Form (Cont.)

Please let TheRide know how to serve you better!

19. Are you using TheRide buses ...
 More often than a year ago About the same as a year ago Less often than a year ago

20. Are you using TheRide buses after 6:00 PM in the evening ...
 More often than a year ago About the same as a year ago Less often than a year ago

21. On weekends, are you using TheRide buses ...
 More often than a year ago About the same as a year ago Less often than a year ago

22. For how long have you been using TheRide?
 Less than a year 1-2 years 3-5 years 6-10 years
 11-15 years more than 15 years

23. A year from now, would you prefer to:
 Keep using TheRide as often as now Get a car but keep using TheRide also
 Get a car and stop using TheRide Stop using TheRide for other reason

24. In the past 30 days, about how many times, if at all, have you used Uber or Lyft?
 Not at all Once or twice Two or three times
 Four or five times More than five

25. If you used Uber or Lyft recently, were those trips you would in the past have made on TheRide?
 Yes – before Uber/Lyft, would probably have used TheRide for most of those trips
 No – they were not the kinds of trips I would have taken on TheRide

26. How old are you? _____ years old

27. Which one of the following best describes you? Are you (circle only one):
 Employed for pay outside your home Employed for pay in your home
 Student Homemaker Unemployed Retired

28. Are you a ... High school student College student Not a student
 a. If you are a college student, which college?
 U of M EMU WCC Concordia Cleary Cooley
 Other: _____

29. If employed, in a typical week, do you usually?
 a. Work after 9:00 PM on any day? Yes No
 b. Work Saturday and/or Sunday Yes No
 c. Start work before 7:00 am on any day? Yes No

30. Are you? Male Female

31. How many people live in your household? 1 2 3 4 5 or more

32. What is your total combined annual household income?
 Less than \$10,000 \$10,000 to \$14,999 \$15,000 to \$19,999
 \$20,000 to \$24,999 \$25,000 to \$34,999 \$35,000 to \$49,999
 \$50,000 to \$74,999 \$75,000 to \$100,000 More than \$100,000

33. Which do you consider yourself (Circle all that apply):
 African-American/Black Asian Caucasian/white Native-American Indian
 Pacific Islander/Hawaiian Other: _____

34. Are you (also) Hispanic/Latino(e)? Yes No

35. What language do you most often speak at home?
 English Spanish Other: _____

36. How well do you speak English... Very well Well Not Well

37. Do you rent or own the home where you live? Rent Own

38. Is your residence:
 Single family home House divided into apartments
 Apartment or condo complex Dormitory

39. Do you use social media? Often Occasionally Rarely or never

40. If you use social media, which of the following do you use regularly? (all that apply)
 Facebook Twitter Instagram Pinterest LinkedIn YouTube

41. Do you often get route and schedule information from these sources?
 TheRide website on a desktop/laptop Yes No
 TheRide website on a smartphone Yes No
 The printed Ride Guide Yes No
 734-996-0400 information number Yes No
 A smartphone app Yes No

42. Have you any comments or suggestions for TheRide?



Survey Results

Table M-1 illustrates the relationship between income, household size, and federally defined levels of poverty. This analysis determines that approximately 34.7 percent of respondents live in poverty level income households, while approximately 65.3 percent of respondents live in non-poverty level households. It should be noted that the AAATA service area is home to many college students. A large proportion of these students have a very low household income, which is reflected in the survey results.

Table M-1: Income, Household Size, and Federally Defined Levels of Poverty										
(Assume mid-point of income ranges for incomes over \$10,000)	Q32: What is your total annual household income?									
	Less than \$10,000	\$10,000 to \$14,999	\$15,000 to \$19,999	\$20,000 to \$24,999	\$25,000 to \$34,999	\$35,000 to \$49,999	\$50,000 to \$74,999	\$75,000 to \$99,999	More than \$100,000	
		\$12,500	\$17,500	\$22,500	\$30,000	\$42,500	\$57,500	\$87,500	\$100,000	
Q31: How many people live in your household?	1	5%	3%	2%	4%	5%	4%	3%	1%	0%
	2	5%	2%	2%	4%	4%	4%	6%	4%	4%
	3	4%	1%	1%	2%	1%	2%	3%	3%	2%
	4	2%	1%	0%	1%	1%	1%	2%	2%	3%
	5+	2%	1%	0%	1%	1%	1%	1%	1%	2%
TOTAL		18.2%	7.9%	3.0%	4.0%	1.6%	0.0%	0.0%	0.0%	0.0%
		0%	0%	2%	7.1%	10.1%	11.3%	14.4%	10.5%	10.3%
34.7% in poverty level income households						65.3% in non-poverty level households				
<i>Note: Poverty guidelines based on the US Department of Health and Human Services Poverty Guidelines for 2020.</i>										

Spreadsheet results of the survey in required areas in total and by route are included in Tables M-2 through M-9. Specifically:

- ➔ Table M-2 provides summary details by route groups and fixed-route system totals
- ➔ Table M-3 illustrates poverty level income by route
- ➔ Table M-4 analyzes employment status and student status by route
- ➔ Table M-5 presents race and ethnicity by route
- ➔ Table M-6 details English proficiency and primary language spoken at home by route
- ➔ Table M-7 illustrates fare payment method by route
- ➔ Table M-8 presents fare payment method and annual household income
- ➔ Table M-9 details card type possession by route
- ➔ Table M-10 analyzes driver's license possession and vehicle availability to determine the availability of a non-transit alternative

Table M-2: Details by Route Groups and Fixed-Route System Totals

Table M-2: Details by Route Groups and Fixed-Route System Totals

		Route																	
		3	4	5	6	21	22	23	24	25	26	27	28	29	30	31	32	33	41
Poverty Level Income Adj. for Household Size	Poverty level household income	2%	5%	3%	4%	0%	2%	2%	2%	0%	0%	1%	1%	0%	1%	0%	1%	0%	1%
	Above poverty level household income	4%	8%	6%	5%	0%	2%	7%	3%	1%	1%	2%	1%	2%	2%	1%	4%	1%	0%
Income Grouped	Less than \$25,000	2%	6%	4%	5%	0%	2%	3%	2%	1%	0%	1%	1%	0%	1%	0%	1%	0%	1%
	\$25,000 to \$49,999	1%	3%	2%	2%	0%	1%	2%	1%	0%	0%	1%	0%	0%	1%	0%	1%	0%	0%
	\$50,000 to \$74,999	1%	2%	2%	1%	0%	1%	2%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%
	\$75,000 or more	1%	2%	2%	1%	0%	0%	2%	1%	1%	0%	1%	0%	1%	0%	0%	2%	0%	0%
Employment Status	Employment for pay outside home	3%	8%	6%	5%	0%	1%	4%	2%	1%	0%	2%	1%	1%	2%	1%	4%	0%	0%
	Employed for pay in home	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Student	2%	4%	2%	4%	0%	2%	4%	2%	1%	0%	0%	1%	1%	1%	1%	1%	0%	1%
	Homemaker	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Unemployed	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Retired	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Student or Not	HS or college student	3%	4%	3%	4%	0%	2%	4%	2%	1%	0%	0%	1%	1%	1%	1%	1%	0%	1%
	Not a student	3%	8%	7%	6%	0%	2%	6%	2%	1%	1%	2%	2%	2%	2%	1%	4%	1%	0%
Ethnicity	African-American/Black	2%	4%	2%	3%	0%	1%	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Asian	0%	2%	1%	2%	0%	1%	4%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Caucasian/White	3%	6%	5%	4%	0%	1%	3%	2%	1%	0%	2%	1%	1%	2%	1%	4%	1%	0%
	Native-American Indian	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Pacific Islander/Hawaiian	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Other	0%	1%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Multi-Racial	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Hispanic/ Latino	Yes	0%	1%	1%	1%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Not a student	5%	11%	9%	9%	0%	4%	9%	4%	2%	1%	2%	2%	2%	2%	1%	5%	1%	1%
English Proficiency	Very well	5%	12%	9%	8%	0%	2%	7%	4%	2%	1%	2%	2%	2%	2%	1%	5%	1%	1%
	Well	0%	1%	1%	1%	0%	1%	2%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Not well	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Primary Language	English	5%	12%	9%	9%	0%	3%	8%	4%	2%	1%	2%	2%	2%	2%	1%	5%	1%	1%
	Spanish	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Other	0%	1%	1%	1%	0%	1%	2%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Fare Medium	Cash	2%	3%	2%	3%	0%	1%	1%	2%	0%	0%	0%	0%	1%	0%	1%	0%	0%	0%
	Mcard	2%	5%	4%	4%	0%	2%	8%	1%	1%	0%	1%	1%	1%	1%	1%	4%	0%	0%
	Transfer	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	30-Day Pass	0%	1%	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Go Pass	1%	1%	1%	1%	0%	0%	0%	0%	0%	0%	1%	0%	1%	1%	0%	0%	0%	0%
	Token	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	EMU Pass	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%
	Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	WCC ID	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Senior Card/Pass	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Student K-12	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	A-Ride (ADA Pass)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Card Possession	ADA (green card)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Good as Gold (senior)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%
	Fare deal-disability	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Fare deal-low income	0%	1%	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Fare deal- 60-64	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	2%	0%	0%	0%	0%	0%
	None of these	5%	10%	8%	7%	0%	3%	9%	3%	1%	1%	2%	2%	0%	2%	1%	5%	1%	1%
Driver's License	Yes	3%	8%	6%	5%	0%	2%	6%	2%	1%	1%	2%	1%	2%	2%	1%	4%	0%	0%
	No	2%	5%	4%	4%	0%	2%	4%	2%	1%	0%	1%	1%	1%	1%	1%	1%	0%	0%
Vehicle Availability	Yes	2%	4%	3%	2%	0%	1%	4%	1%	1%	0%	1%	1%	1%	1%	0%	3%	0%	0%
	No	4%	8%	6%	7%	0%	3%	7%	3%	1%	1%	1%	1%	1%	2%	1%	2%	0%	1%
Availability of non-transit alternative	No license (may or may not have a vehicle, most do not)	2%	5%	4%	4%	0%	2%	4%	2%	1%	0%	1%	1%	1%	1%	1%	1%	0%	0%
	Licensed driver, but no vehicle	2%	4%	3%	4%	0%	1%	3%	1%	1%	0%	1%	1%	1%	1%	0%	1%	0%	0%
	Licensed driver with vehicle available	1%	4%	3%	2%	0%	1%	3%	1%	1%	0%	1%	1%	1%	1%	0%	3%	0%	0%

Table M-2: Details by Route Groups and Fixed-Route System Totals (Cont.)

		Route																		SYSTEM TOTAL
		42	43	44	45	46	47	60	61	62	63	64	65	66	67	68	91	92		
Poverty Level Income Adj. for Household Size	Poverty level household income	1%	1%	1%	1%	1%	1%	0%	0%	1%	0%	0%	1%	1%	0%	0%	0%	0%	35%	
	Above poverty level household income	0%	1%	0%	1%	1%	0%	1%	0%	4%	1%	1%	2%	1%	0%	0%	1%	1%	65%	
Income Grouped	Less than \$25,000	1%	1%	1%	1%	1%	1%	0%	0%	2%	0%	0%	2%	1%	0%	0%	0%	42%		
	\$25,000 to \$49,999	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	1%	1%	0%	0%	0%	23%		
	\$50,000 to \$74,999	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	14%		
	\$75,000 or more	0%	0%	0%	0%	0%	0%	0%	0%	2%	0%	0%	1%	0%	0%	0%	1%	21%		
Employment Status	Employment for pay outside home	1%	1%	1%	1%	1%	1%	1%	0%	2%	1%	1%	2%	1%	0%	0%	1%	53%		
	Employed for pay in home	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	4%		
	Student	0%	0%	0%	0%	1%	0%	0%	0%	3%	0%	0%	2%	1%	0%	0%	0%	35%		
	Homemaker	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%		
	Unemployed	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	3%		
	Retired	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	3%		
Student or Not	HS or college student	0%	0%	0%	0%	1%	0%	0%	0%	3%	0%	1%	1%	1%	0%	0%	0%	36%		
	Not a student	1%	1%	1%	1%	2%	1%	1%	0%	2%	1%	1%	2%	1%	0%	0%	1%	64%		
Ethnicity	African-American/Black	1%	1%	1%	1%	1%	1%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	23%		
	Asian	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	1%	1%	1%	0%	0%	0%	18%		
	Caucasian/White	0%	0%	0%	1%	1%	0%	1%	0%	3%	0%	0%	2%	1%	0%	0%	1%	48%		
	Native-American Indian	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%		
	Pacific Islander/Hawaiian	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
	Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	5%		
	Multi-Racial	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	4%		
Hispanic/ Latino	Yes	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	7%		
	Not a student	1%	1%	1%	2%	3%	1%	1%	0%	5%	1%	1%	3%	2%	0%	0%	1%	93%		
English Proficiency	Very well	1%	1%	1%	2%	2%	1%	1%	0%	5%	1%	1%	2%	2%	0%	0%	1%	87%		
	Well	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	1%	1%	0%	0%	0%	11%		
	Not well	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	2%		
Primary Language	English	1%	1%	1%	2%	2%	1%	1%	0%	5%	1%	1%	3%	2%	0%	0%	1%	89%		
	Spanish	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	2%		
	Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	8%		
Fare Medium	Cash	1%	1%	1%	1%	1%	1%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	24%		
	Mcard	0%	0%	0%	0%	0%	0%	1%	0%	5%	1%	1%	3%	1%	0%	0%	0%	49%		
	Transfer	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%		
	30-Day Pass	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	8%		
	Go Pass	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	10%		
	Token	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	2%		
	EMU Pass	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%		
	Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	2%		
	WCC ID	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%		
	Senior Card/Pass	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	2%		
	Student K-12	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
A-Ride (ADA Pass)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%			
Card Possession	ADA (green card)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	3%		
	Good as Gold (senior)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	4%		
	Fare deal-disability	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	4%		
	Fare deal-low income	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	5%		
	Fare deal- 60-64	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	3%		
	None of these	1%	1%	1%	1%	1%	1%	1%	0%	5%	1%	1%	3%	2%	0%	0%	1%	81%		
Driver's License	Yes	0%	1%	0%	1%	1%	0%	1%	0%	4%	1%	1%	2%	2%	0%	0%	1%	62%		
	No	1%	1%	1%	1%	2%	1%	0%	1%	0%	1%	0%	1%	1%	0%	0%	0%	38%		
Vehicle Availability	Yes	0%	0%	0%	0%	0%	0%	1%	0%	3%	1%	1%	1%	0%	0%	1%	1%	35%		
	No	1%	1%	1%	1%	2%	1%	0%	0%	2%	0%	2%	2%	0%	0%	0%	0%	65%		
Availability of non-transit alternative	No license (may or may not have a vehicle, most do not)	1%	1%	1%	1%	2%	1%	0%	0%	1%	0%	0%	1%	1%	0%	0%	0%	38%		
	Licensed driver, but no vehicle	0%	0%	0%	0%	1%	0%	0%	0%	1%	0%	0%	1%	1%	0%	0%	0%	30%		
	Licensed driver with vehicle available	0%	0%	0%	0%	0%	0%	1%	0%	3%	1%	0%	1%	1%	0%	0%	1%	32%		

Table M-3: Poverty Level Income						
Route	Poverty Level Income		Q32: Income Grouped			
	Poverty Level Household Income	Above Poverty Level Household Income	Less than \$25,000	\$25,000 to \$49,999	\$50,000 to \$74,999	\$75,000 or more
3	2%	4%	2%	1%	1%	1%
4	5%	8%	6%	3%	2%	2%
5	3%	6%	4%	2%	2%	2%
6	4%	5%	5%	2%	1%	1%
21	0%	0%	0%	0%	0%	0%
22	2%	2%	2%	1%	1%	0%
23	2%	7%	3%	2%	2%	2%
24	2%	3%	2%	1%	0%	1%
25	0%	1%	1%	0%	0%	1%
26	0%	1%	0%	0%	0%	0%
27	1%	2%	1%	1%	0%	1%
28	1%	1%	1%	0%	0%	0%
29	0%	2%	0%	0%	0%	1%
30	1%	2%	1%	1%	0%	0%
31	0%	1%	0%	0%	0%	0%
32	1%	4%	1%	1%	1%	2%
33	0%	1%	0%	0%	0%	0%
41	1%	0%	1%	0%	0%	0%
42	1%	0%	1%	0%	0%	0%
43	1%	1%	1%	0%	0%	0%
44	1%	0%	1%	0%	0%	0%
45	1%	1%	1%	0%	0%	0%
46	1%	1%	1%	0%	0%	0%
47	1%	0%	1%	0%	0%	0%
60	0%	1%	0%	0%	0%	0%
61	0%	0%	0%	0%	0%	0%
62	1%	4%	2%	1%	1%	2%
63	0%	1%	0%	0%	0%	0%
64	0%	1%	0%	0%	0%	0%
65	1%	2%	2%	1%	0%	1%
66	1%	1%	1%	1%	0%	0%
67	0%	0%	0%	0%	0%	0%
68	0%	0%	0%	0%	0%	0%
91	0%	1%	0%	0%	0%	1%
92	0%	1%	0%	0%	0%	0%
TOTAL	35%	65%	42%	23%	14%	21%

Table M-4: Employment Status by Route								
Route	Q27: Employment Status						Q28: Student or Not	
	Employment for pay outside home	Employed for pay in home	Student	Homemaker	Unemployed	Retired	HS or College Student	Not a student
3	3%	0%	2%	0%	0%	0%	3%	3%
4	8%	0%	4%	0%	1%	0%	4%	8%
5	6%	0%	2%	0%	0%	0%	3%	7%
6	5%	1%	4%	0%	0%	0%	4%	6%
21	0%	0%	0%	0%	0%	0%	0%	0%
22	1%	0%	2%	0%	0%	0%	2%	2%
23	4%	0%	4%	0%	0%	0%	4%	6%
24	2%	0%	2%	0%	0%	0%	2%	2%
25	1%	0%	1%	0%	0%	0%	1%	1%
26	0%	0%	0%	0%	0%	0%	0%	1%
27	2%	0%	0%	0%	0%	0%	0%	2%
28	1%	0%	1%	0%	0%	0%	1%	2%
29	1%	0%	1%	0%	0%	0%	1%	2%
30	2%	0%	1%	0%	0%	0%	1%	2%
31	1%	0%	1%	0%	0%	0%	1%	1%
32	4%	0%	1%	0%	0%	0%	1%	4%
33	0%	0%	0%	0%	0%	0%	0%	1%
41	0%	0%	1%	0%	0%	0%	1%	0%
42	1%	0%	0%	0%	0%	0%	0%	1%
43	1%	0%	0%	0%	0%	0%	0%	1%
44	1%	0%	0%	0%	0%	0%	0%	1%
45	1%	0%	0%	0%	0%	0%	0%	1%
46	1%	0%	1%	0%	0%	0%	1%	2%
47	1%	0%	0%	0%	0%	0%	0%	1%
60	1%	0%	0%	0%	0%	0%	0%	1%
61	0%	0%	0%	0%	0%	0%	0%	0%
62	2%	0%	3%	0%	0%	0%	3%	2%
63	1%	0%	0%	0%	0%	0%	0%	1%
64	1%	0%	0%	0%	0%	0%	0%	1%
65	2%	0%	2%	0%	0%	0%	1%	2%
66	1%	0%	1%	0%	0%	0%	1%	1%
67	0%	0%	0%	0%	0%	0%	0%	0%
68	0%	0%	0%	0%	0%	0%	0%	0%
91	1%	0%	0%	0%	0%	0%	0%	1%
92	1%	0%	0%	0%	0%	0%	0%	1%
TOTAL	53%	4%	35%	1%	3%	3%	36%	64%

Table M-5: Race and Ethnicity by Route									
Route	Q33: Ethnicity							Q34: Hispanic/Latino	
	African-American/Black	Asian	Caucasian/White	Native-American Indian	Pacific Islander/Hawaiian	Other	Multi-Racial	Yes	No
3	2%	0%	3%	0%	0%	0%	0%	0%	5%
4	4%	2%	6%	0%	0%	1%	1%	1%	11%
5	2%	1%	5%	0%	0%	0%	0%	1%	9%
6	3%	2%	4%	0%	0%	1%	0%	1%	9%
21	0%	0%	0%	0%	0%	0%	0%	0%	0%
22	1%	1%	1%	0%	0%	0%	0%	0%	4%
23	1%	4%	3%	0%	0%	0%	0%	1%	9%
24	1%	0%	2%	0%	0%	0%	0%	0%	4%
25	0%	0%	1%	0%	0%	0%	0%	0%	2%
26	0%	0%	0%	0%	0%	0%	0%	0%	1%
27	0%	0%	2%	0%	0%	0%	0%	0%	2%
28	0%	0%	1%	0%	0%	0%	0%	0%	2%
29	0%	0%	1%	0%	0%	0%	0%	0%	2%
30	0%	0%	2%	0%	0%	0%	0%	0%	2%
31	0%	0%	1%	0%	0%	0%	0%	0%	1%
32	0%	0%	4%	0%	0%	0%	0%	0%	5%
33	0%	0%	1%	0%	0%	0%	0%	0%	1%
41	0%	0%	0%	0%	0%	0%	0%	0%	1%
42	1%	0%	0%	0%	0%	0%	0%	0%	1%
43	1%	0%	0%	0%	0%	0%	0%	0%	1%
44	1%	0%	0%	0%	0%	0%	0%	0%	1%
45	1%	0%	1%	0%	0%	0%	0%	0%	2%
46	1%	0%	1%	0%	0%	0%	0%	0%	3%
47	1%	0%	0%	0%	0%	0%	0%	0%	1%
60	0%	0%	1%	0%	0%	0%	0%	0%	1%
61	0%	0%	0%	0%	0%	0%	0%	0%	0%
62	0%	1%	3%	0%	0%	0%	0%	0%	5%
63	0%	0%	0%	0%	0%	0%	0%	0%	1%
64	0%	1%	0%	0%	0%	0%	0%	0%	1%
65	0%	1%	2%	0%	0%	0%	0%	0%	3%
66	1%	1%	1%	0%	0%	0%	0%	0%	2%
67	0%	0%	0%	0%	0%	0%	0%	0%	0%
68	0%	0%	0%	0%	0%	0%	0%	0%	0%
91	0%	0%	1%	0%	0%	0%	0%	0%	1%
92	0%	0%	0%	0%	0%	0%	0%	0%	1%
TOTAL	23%	18%	48%	1%	0%	5%	4%	7%	93%

Table M-6: Limited English Proficiency by Route						
Route	Q36: English Proficiency			Q35: Primary Language		
	Very Well	Well	Not Well	English	Spanish	Other
3	5%	0%	0%	5%	0%	0%
4	12%	1%	0%	12%	0%	1%
5	9%	1%	0%	9%	0%	1%
6	8%	1%	0%	9%	0%	1%
21	0%	0%	0%	0%	0%	0%
22	2%	1%	0%	3%	0%	1%
23	7%	2%	0%	8%	0%	2%
24	4%	0%	0%	4%	0%	0%
25	2%	0%	0%	2%	0%	0%
26	1%	0%	0%	1%	0%	0%
27	2%	0%	0%	2%	0%	0%
28	2%	0%	0%	2%	0%	0%
29	2%	0%	0%	2%	0%	0%
30	2%	0%	0%	2%	0%	0%
31	1%	0%	0%	1%	0%	0%
32	5%	0%	0%	5%	0%	0%
33	1%	0%	0%	1%	0%	0%
41	1%	0%	0%	1%	0%	0%
42	1%	0%	0%	1%	0%	0%
43	1%	0%	0%	1%	0%	0%
44	1%	0%	0%	1%	0%	0%
45	2%	0%	0%	2%	0%	0%
46	2%	0%	0%	2%	0%	0%
47	1%	0%	0%	1%	0%	0%
60	1%	0%	0%	1%	0%	0%
61	0%	0%	0%	0%	0%	0%
62	5%	1%	0%	5%	0%	0%
63	1%	0%	0%	1%	0%	0%
64	1%	0%	0%	1%	0%	0%
65	2%	1%	0%	3%	0%	1%
66	2%	1%	0%	2%	0%	0%
67	0%	0%	0%	0%	0%	0%
68	0%	0%	0%	0%	0%	0%
91	1%	0%	0%	1%	0%	0%
92	1%	0%	0%	1%	0%	0%
TOTAL	87%	11%	2%	89%	2%	8%

Table M-7: Fare Payment Method by Route												
Route	Q10: Fare Medium											
	Cash	Mcard	Transfer	30-Day Pass	Go Pass	Token	EMU Pass	Other	WCC ID	Senior Card/Pass	Student K-12	A-Ride (ADA Pass)
3	2%	2%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%
4	3%	5%	0%	1%	1%	0%	0%	0%	0%	0%	0%	0%
5	2%	4%	0%	1%	1%	0%	0%	0%	0%	0%	0%	0%
6	3%	4%	0%	1%	1%	0%	0%	0%	0%	0%	0%	0%
21	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
22	1%	2%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
23	1%	8%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
24	2%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
25	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
26	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
27	0%	1%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%
28	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
29	0%	1%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%
30	1%	1%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%
31	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
32	1%	4%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
33	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
41	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%
42	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
43	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
44	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
45	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
46	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
47	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
60	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
61	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
62	0%	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
63	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
64	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
65	0%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
66	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
67	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
68	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%
92	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%
TOTAL	24%	49%	1%	8%	10%	2%	1%	2%	1%	2%	0%	1%

The information on fare payment method warrants some explanation. Table M-7 illustrates the method of fare payment by route. Fares for a majority of AAATA riders are paid by a third party, with the University of Michigan the largest by far. By Board policy, the amount paid per boarding by U-M and other third parties is as much or more than the amount per boarding paid by a member of the general public who purchases a 30-day pass. The rationale is that the 30-day pass offers a volume discount available to anyone, and the volume discount to third parties should not exceed this rate.

Table M-8: Fare Payment Method and Annual Household Income

Q10: Fare Payment Method	Q32: Annual Household Income								
	Less than \$10,000	\$10,000 to \$14,999	\$15,000 to \$19,999	\$20,000 to \$24,999	\$25,000 to \$34,999	\$35,000 to \$49,999	\$50,000 to \$74,999	\$75,000 to \$100,000	More than \$100,000
Cash	5%	3%	2%	4%	3%	2%	2%	1%	1%
MCARD	7%	2%	1%	4%	6%	7%	9%	7%	6%
Transfer	1%	0%	0%	0%	0%	0%	0%	0%	0%
30-Day pass	2%	1%	1%	1%	1%	1%	1%	1%	1%
go!pass	1%	1%	1%	1%	1%	1%	2%	1%	1%
Token	0%	0%	0%	0%	0%	0%	0%	0%	0%
EMU Pass	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other fare medium	0%	0%	0%	0%	0%	0%	0%	0%	0%
WCC ID	0%	0%	0%	0%	0%	0%	0%	0%	0%
Senior card or pass	0%	0%	0%	0%	0%	0%	0%	0%	0%
Student K-12	0%	0%	0%	0%	0%	0%	0%	0%	0%
A-Ride (ADA Pass)	0%	0%	0%	0%	0%	0%	0%	0%	0%
TOTAL	18%	8%	5%	11%	12%	11%	14%	11%	10%

Table M-9: Card Type Possession by Route						
Route	Q11: Card Possession					
	ADA (green card)	Good as Gold (senior)	Fare deal- disability	Fare deal- low income	Fare deal- 60-64	None of these
3	0%	0%	0%	0%	0%	5%
4	0%	0%	1%	1%	0%	10%
5	0%	0%	0%	1%	0%	8%
6	0%	0%	0%	1%	0%	7%
21	0%	0%	0%	0%	0%	0%
22	0%	0%	0%	0%	0%	3%
23	0%	0%	0%	0%	0%	9%
24	0%	0%	0%	0%	0%	3%
25	0%	0%	0%	0%	0%	1%
26	0%	0%	0%	0%	0%	1%
27	0%	0%	0%	0%	0%	2%
28	0%	0%	0%	0%	0%	2%
29	0%	1%	0%	0%	2%	0%
30	0%	0%	0%	0%	0%	2%
31	0%	0%	0%	0%	0%	1%
32	0%	0%	0%	0%	0%	5%
33	0%	0%	0%	0%	0%	1%
41	0%	0%	0%	0%	0%	1%
42	0%	0%	0%	0%	0%	1%
43	0%	0%	0%	0%	0%	1%
44	0%	0%	0%	0%	0%	1%
45	0%	0%	0%	0%	0%	1%
46	0%	0%	0%	0%	0%	1%
47	0%	0%	0%	0%	0%	1%
60	0%	0%	0%	0%	0%	1%
61	0%	0%	0%	0%	0%	0%
62	0%	0%	0%	0%	0%	5%
63	0%	0%	0%	0%	0%	1%
64	0%	0%	0%	0%	0%	1%
65	0%	0%	0%	0%	0%	3%
66	0%	0%	0%	0%	0%	2%
67	0%	0%	0%	0%	0%	0%
68	0%	0%	0%	0%	0%	0%
91	0%	0%	0%	0%	0%	1%
92	0%	0%	0%	0%	0%	1%
TOTAL	3%	4%	4%	5%	3%	81%

AAATA provides a discount (half-price) fare for low-income persons which is substantially lower than the fare paid by third parties. Table M-9 shows the AAATA I.D. cards which provide a discount fare for the use of local fixed-route bus service as follows:

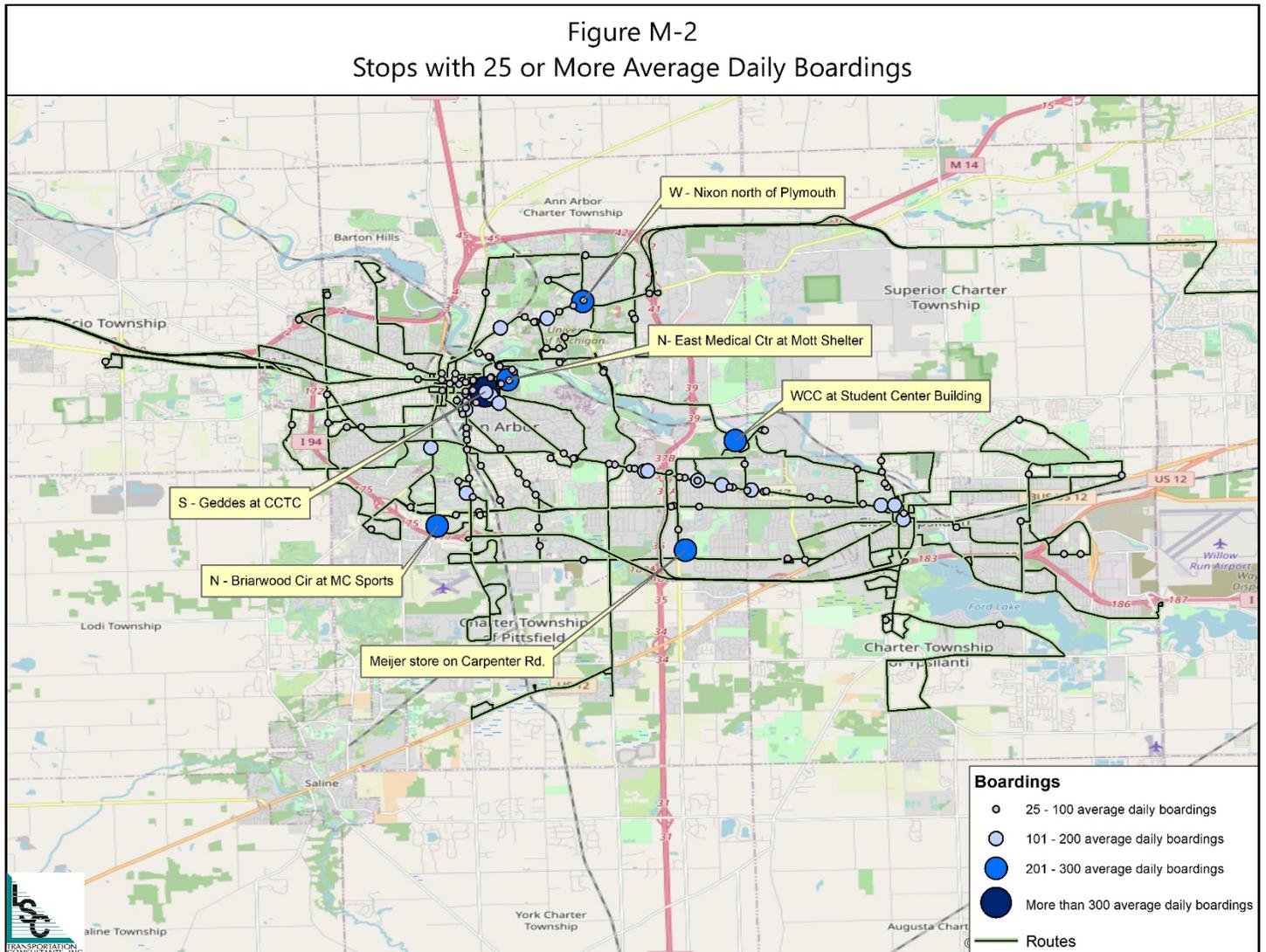
- ➔ ADA Card – ADA Paratransit Eligibility. Local fixed-route service is free at all times.
- ➔ Good as Gold Card (senior) – Senior ages 65+. Local fixed-route service is free at all times.

- ➔ Fare Deal Card (disability) – Person with a disability not qualifying for ADA Paratransit Eligibility. Local fixed-route service half-fare (\$0.75) at all times.
- ➔ Fare Deal Card (low-income) – At or below poverty level certified by one of 30+ local social service agencies. Local fixed-route service half-fare (\$0.75) at all times.
- ➔ Fare Deal Care (senior) – Ages 60-64. Local fixed-route service half-fare (\$0.75) at all times.

Table M-10: Driver's License and Vehicle Availability by Route							
Route	Q16: Driver's License		Q17: Vehicle Availability		Availability of Non-Transit Alternative		
	Yes	No	Yes	No	No license (may or may not have a vehicle, most do not)	Licensed driver but no vehicle	Licensed driver with vehicle available
3	3%	2%	2%	4%	2%	2%	1%
4	8%	5%	4%	8%	5%	4%	4%
5	6%	4%	3%	6%	4%	3%	3%
6	5%	4%	2%	7%	4%	4%	2%
21	0%	0%	0%	0%	0%	0%	0%
22	2%	2%	1%	3%	2%	1%	1%
23	6%	4%	4%	7%	4%	3%	3%
24	2%	2%	1%	3%	2%	1%	1%
25	1%	1%	1%	1%	1%	1%	1%
26	1%	0%	0%	1%	0%	0%	0%
27	2%	1%	1%	1%	1%	1%	1%
28	1%	1%	1%	1%	1%	1%	1%
29	2%	1%	1%	1%	1%	1%	1%
30	2%	1%	1%	2%	1%	1%	1%
31	1%	1%	0%	1%	1%	0%	0%
32	4%	1%	3%	2%	1%	1%	3%
33	0%	0%	0%	0%	0%	0%	0%
41	0%	0%	0%	1%	0%	0%	0%
42	0%	1%	0%	1%	1%	0%	0%
43	1%	1%	0%	1%	1%	0%	0%
44	0%	1%	0%	1%	1%	0%	0%
45	1%	1%	0%	1%	1%	0%	0%
46	1%	2%	0%	2%	2%	1%	0%
47	0%	1%	0%	1%	1%	0%	0%
60	1%	0%	1%	0%	0%	0%	1%
61	0%	0%	0%	0%	0%	0%	0%
62	4%	1%	3%	2%	1%	1%	3%
63	1%	0%	1%	0%	0%	0%	1%
64	1%	0%	1%	0%	0%	0%	0%
65	2%	1%	1%	2%	1%	1%	1%
66	2%	1%	1%	2%	1%	1%	1%
67	0%	0%	0%	0%	0%	0%	0%
68	0%	0%	0%	0%	0%	0%	0%
91	1%	0%	1%	0%	0%	0%	1%
92	1%	0%	1%	0%	0%	0%	1%
TOTAL	62%	38%	35%	65%	38%	30%	32%

BOARDING MAPS

Figure M-2 presents bus stops with 25 or more average daily boardings. As shown, approximately 150 bus stops, excluding the two transfer centers, had 25 or more average daily boardings. Specifically, 128 bus stops had 25-100 average daily boardings, 16 bus stops had 101-200 average daily boardings, five bus stops had 201-300 average daily boardings, and one bus stop had over 300 average daily boardings.





Tab N: Service Standards and Policies Monitoring

The Service Standards and Policies for Title VI are included in Tab K: Service Standard. This section includes the results of the monitoring of the service standards and policies.

SERVICE STANDARDS

Vehicle Headway

The results of the analysis of headway by route are attached:

- Weekdays – Table N-1
- Saturdays – Table N-2
- Sundays – Table N-3

For local fixed-route service on weekdays, headways are shown for four periods: AM peak, midday, PM peak, and evening. Weekday peak hours are from 6:00 – 9:00 a.m. and 3:00 – 6:00 p.m. All routes meet the minimum headway of 60 minutes during midday and evening. However, during the peak AM and PM periods, one route does not meet the minimum headway of 30 minutes (Route 63). Route 63 is a minority route.

The analysis shows no disparity on weekends for local fixed-route service. Service on all local routes operates every 30-60 minutes on Saturdays and Sundays. On Saturdays, one minority route (Route 4) operates every 30 minutes for the majority of the day, reducing to every 60 minutes in the evenings. On Saturdays, three routes operate more frequent service, every 40-45 minutes on average, and all three are minority routes (Routes 6, 23, and 64). The remaining routes operate every 60 minutes on Saturdays, and all operating routes run every 60 minutes on Sundays.

Service on the other two modes of service (commuter express service and airport service) either meet or exceed the service standard for each route.

Table N-1: Span of Service and Headways, Weekdays								
Route	Minority?	Start Time	End Time	Span of Service	AM Peak Headway	Midday Headway	PM Peak Headway	Evening Headway
Local Fixed Route								
3	Yes	6:29 AM	10:43 PM	16:14	30	30	30	60
4	Yes	6:08 AM	12:30 AM	18:22	8	15	8	30
5	Yes	6:10 AM	12:00 AM	17:50	10	15	12	30
6	Yes	6:28 AM	11:45 PM	17:17	15	15	15	60
21	Yes	6:33 AM	10:45 PM	16:12	30	30	30	60
22	Yes	6:22 AM	11:45 PM	17:23	30	30	30	60
23	Yes	6:19 AM	11:46 PM	17:27	15	15	15	30
24	Yes	6:01 AM	10:45 PM	16:44	30	30	30	60
25	Yes	6:07 AM	11:30 PM	17:23	30	30	30	60
26	No	6:32 AM	11:15 PM	16:43	30	60	30	60
27	Yes	6:18 AM	11:07 PM	16:49	30	30	30	60
28	No	6:11 AM	11:45 PM	17:34	15	30	15	60
29	No	6:32 AM	11:15 PM	16:43	30	30	30	60
30	No	6:09 AM	11:30 PM	17:21	30	30	30	60
31	No	6:15 AM	11:45 PM	17:30	30	30	30	60
32	No	6:22 AM	11:45 PM	17:23	15	15	15	60
33	No	6:48 AM	8:45 PM	13:57	30	60	30	60
41	Yes	7:38 AM	9:58 PM	14:20	20	20	20	20
42	Yes	5:59 AM	11:00 PM	17:01	30	30	30	60
43	Yes	6:03 AM	11:28 PM	17:25	30	30	30	60
44	Yes	6:03 AM	11:15 PM	17:12	30	30	30	60
45	Yes	6:23 AM	10:45 PM	16:22	30	30	30	60
46	Yes	6:18 AM	10:45 PM	16:27	30	30	30	60
47	Yes	6:03 AM	11:00 PM	16:57	30	30	30	60
60	Yes	6:30 AM	6:01 PM	11:31	30	-	30	-
62	Yes	6:41 AM	10:20 PM	15:39	9	12	12	38
63	Yes	7:00 AM	6:31 PM	11:31	35	-	40	-
64	Yes	6:33 AM	7:20 PM	12:47	30	-	30	-
65	Yes	7:00 AM	8:45 PM	13:45	30	30	30	60
66	Yes	6:30 AM	11:47 PM	17:17	30	30	30	60
68	Yes	6:30 AM	6:47 PM	12:17	30	30	30	-
Commuter Express Service								
81	Yes	6:18 AM	5:42 PM	11:24	58	-	77	-
91	No	6:08 AM	5:47 PM	11:39	67	-	93	-
92	Yes	5:55 AM	6:00 PM	12:05	72	-	95	-
Airport Service								
98	Yes	4:05 AM	11:00 PM	18:55	60	60	60	60
Notes:								
= route does not meet the standard								

Table N-2: Span of Service and Headways, Saturdays						
Route	Minority?	Start Time	End Time	Span of Service	AM Headway	PM Headway
Local Fixed Route						
3	Yes	-	-	-	-	-
4	Yes	7:33 AM	11:00 PM	15:27	30	30
5	Yes	8:39 AM	10:30 PM	13:51	60	60
6	Yes	8:25 AM	11:01 PM	14:36	45	45
21	Yes	8:33 AM	10:45 PM	14:12	60	60
22	Yes	7:52 AM	10:45 PM	14:53	60	60
23	Yes	8:13 AM	10:13 PM	14:00	60	45
24	Yes	8:02 AM	10:38 PM	14:36	60	60
25	Yes	8:03 AM	10:30 PM	14:27	60	60
26	No	7:48 AM	10:15 PM	14:27	60	60
27	Yes	8:22 AM	11:07 PM	14:45	60	60
28	No	8:18 AM	10:45 PM	14:27	60	60
29	No	7:48 AM	10:15 PM	14:27	60	60
30	No	7:48 AM	11:30 PM	15:42	60	60
31	No	8:33 AM	10:45 PM	14:12	60	60
32	No	8:18 AM	10:45 PM	14:27	60	60
33	No	8:18 AM	6:45 PM	10:27	60	60
41	Yes	-	-	-	-	-
42	Yes	7:18 AM	11:00 PM	15:42	60	60
43	Yes	8:03 AM	10:28 PM	14:25	60	60
44	Yes	7:48 AM	10:15 PM	14:27	60	60
45	Yes	8:03 AM	9:45 PM	13:42	60	60
46	Yes	8:18 AM	10:45 PM	14:27	60	60
47	Yes	8:33 AM	10:00 PM	13:27	60	60
60	Yes	-	-	-	-	-
62	Yes	-	-	-	-	-
63	Yes	-	-	-	-	-
64	Yes	9:00 AM	5:20 PM	8:20	40	40
65	Yes	-	-	-	-	-
66	Yes	8:15 AM	10:54 PM	14:39	60	60
68	Yes	-	-	-	-	-
Commuter Express Service						
81	Yes	-	-	-	-	-
91	No	-	-	-	-	-
92	Yes	-	-	-	-	-
Airport Service						
98	Yes	4:05 AM	11:00 PM	18:55	60	60
Notes:						
= route does not meet the standard						

Table N-3: Span of Service and Headways, Sundays					
Route	Minority?	Start Time	End Time	Span of Service	Headway
Local Fixed Route					
3	Yes	8:48 AM	7:43 PM	10:55	60
4	Yes	8:03 AM	7:30 PM	11:27	30
5	Yes	8:48 AM	7:11 PM	10:23	60
6	Yes	8:18 AM	7:15 PM	10:57	60
21	Yes	9:33 AM	6:45 PM	9:12	60
22	Yes	8:18 AM	7:45 PM	11:27	60
23	Yes	8:48 AM	7:13 PM	10:25	60
24	Yes	8:18 AM	7:15 PM	10:57	60
25	Yes	9:03 AM	7:32 PM	10:29	60
26	No	9:02 AM	6:32 PM	9:30	60
27	Yes	8:48 AM	7:07 PM	10:19	60
28	No	8:18 AM	7:45 PM	11:27	60
29	No	8:32 AM	7:02 PM	10:30	60
30	No	8:48 AM	7:30 PM	10:42	60
31	No	9:33 AM	10:00 PM	12:27	60
32	No	8:18 AM	7:18 PM	11:00	60
33	No	-	-	-	-
41	Yes	-	-	-	-
42	Yes	8:18 AM	7:00 PM	10:42	60
43	Yes	9:03 AM	7:28 PM	10:25	60
44	Yes	8:48 AM	7:15 PM	10:27	60
45	Yes	9:03 AM	7:45 PM	10:42	60
46	Yes	9:18 AM	7:15 PM	9:57	60
47	Yes	8:33 AM	7:00 PM	10:27	60
60	Yes	-	-	-	-
62	Yes	-	-	-	-
63	Yes	-	-	-	-
64	Yes	-	-	-	-
65	Yes	-	-	-	-
66	Yes	-	-	-	-
68	Yes	-	-	-	-
Commuter Express Service					
81	Yes	-	-	-	-
91	No	-	-	-	-
92	Yes	-	-	-	-
Airport Service					
98	Yes	4:05 AM	9:15 PM	17:10	60
Notes:					
= route does not meet the standard					

On-Time Performance

The results of the on-time performance analysis by route for local fixed-route service are attached:

- Weekdays – Table N-4
- Saturdays – Table N-5
- Sundays – Table N-6

This analysis is based on the average arrival times for all stops designated as time points on each route. On weekdays, performance on 20 routes arrived at designated time points within five minutes of the scheduled time less than 90 percent, 15 of which are minority routes. On weekdays, approximately 58 percent of minority routes (15/26 routes) and 63 percent of non-minority routes (5/8 routes) fall below the standard. On Saturdays, performance on 10 routes falls below the standard of 90 percent, eight of which are minority routes. On Saturdays, approximately 47 percent of minority routes (8/17 routes) and 29 percent of non-minority routes (2/7 routes) fall below the standard. On Sundays, performance on five routes falls below the standard of 90 percent, four of which are minority routes. On Sundays, approximately 27 percent of minority routes (4/15 routes) and 17 percent of non-minority routes (1/6 routes) fall below the standard.

This is a disparate impact and as called for in the standard, the service will be analyzed further to determine frequency of on-time performance issues on specific trips, impact on riders, and the potential causes in order to plan corrective action.

Additional on-time performance analysis was completed to evaluate on-time performance based on route endpoints rather than all scheduled timepoints. On weekdays, the number of routes averaging less than 90 percent would drop from 20 to 15, of which 12 are minority routes. Specifically, approximately 46 percent of minority routes (12/26 routes) and 38 percent of non-minority routes (3/8 routes) fall below the standard. On Saturdays, the number of routes not meeting the standard would drop from 10 to four, with all four routes being minority routes. On Sundays, the number of routes not meeting the standard would drop from five to one, with the one route being a minority route.

The results of the potential change to on-time performance standards by route for local fixed-route service are attached:

- Weekdays – Table N-7
- Saturdays – Table N-8
- Sundays – Table N-9

The analysis indicates that using average arrival times for all time-point stops, the minority routes have a better on-time performance than the non-minority routes. When only route end-points are considered, 46 percent of the minority routes average an on-time arrival less than 90 percent of the time while 38 percent of non-minority routes average on-time arrivals. Analysis of the route end-points is given greater weight as this directly impacts passenger transfers and operations. This appears to be a minor disparity in service performance with minority routes operating late at a higher rate than the non-minority routes. However, part of this disparity may be the large percentage of routes that are designated as minority routes. Route running time, particularly for those routes which do not perform well, should be analyzed in detail and appropriate adjustments made to the route or schedule as needed.

Table N-4: On-Time Performance, Weekdays				
Route	Minority?	Total Stops	Stops with Late Arrivals	Percent On-Time Arrivals
Local Fixed Route				
3	Yes	513	82	84%
4	Yes	1,134	301	73%
5	Yes	1,025	189	82%
6	Yes	845	283	67%
21	Yes	90	1	99%
22	Yes	352	87	75%
23	Yes	781	108	86%
24	Yes	405	67	83%
25	Yes	200	19	91%
26	No	212	18	92%
27	Yes	270	38	86%
28	No	229	17	93%
29	No	212	12	94%
30	No	300	37	88%
31	No	210	29	86%
32	No	611	72	88%
33	No	180	54	70%
41	Yes	216	9	96%
42	Yes	238	5	98%
43	Yes	183	0	100%
44	Yes	270	12	96%
45	Yes	342	20	94%
46	Yes	342	1	100%
47	Yes	240	0	100%
60	Yes	89	55	38%
62	Yes	461	130	72%
63	Yes	44	22	50%
64	Yes	118	52	56%
65	Yes	288	113	61%
66	Yes	406	132	67%
68	Yes	172	9	95%
Commuter Express Service				
81	Yes	16	2	88%
91	No	16	3	81%
92	Yes	20	2	90%
Notes:				
= route does not meet the standard				

Table N-5: On-Time Performance, Saturdays				
Route	Minority?	Total Stops	Stops with Late Arrivals	Percent On-Time Arrivals
Local Fixed Route				
3	Yes	-	-	-
4	Yes	364	87	76%
5	Yes	252	92	63%
6	Yes	346	98	72%
21	Yes	45	0	100%
22	Yes	179	5	97%
23	Yes	247	145	41%
24	Yes	204	121	41%
25	Yes	96	18	81%
26	No	120	0	100%
27	Yes	135	30	78%
28	No	90	3	97%
29	No	120	0	100%
30	No	160	10	94%
31	No	101	15	85%
32	No	188	2	99%
33	No	99	19	81%
41	Yes	-	-	-
42	Yes	128	3	98%
43	Yes	90	0	100%
44	Yes	134	6	96%
45	Yes	168	6	96%
46	Yes	174	0	100%
47	Yes	112	0	100%
60	Yes	-	-	-
62	Yes	-	-	-
63	Yes	-	-	-
64	Yes	125	0	100%
65	Yes	-	-	-
66	Yes	188	50	73%
68	Yes	-	-	-
Commuter Express Service				
81	Yes	-	-	-
91	No	-	-	-
92	Yes	-	-	-
Notes:				
= route does not meet the standard				

Table N-6: On-Time Performance, Sundays				
Route	Minority?	Total Stops	Stops with Late Arrivals	Percent On-Time Arrivals
Local Fixed Route				
3	Yes	-	-	-
4	Yes	301	25	92%
5	Yes	136	35	74%
6	Yes	189	27	86%
21	Yes	30	0	100%
22	Yes	22	0	100%
23	Yes	136	58	57%
24	Yes	110	16	85%
25	Yes	67	0	100%
26	No	80	0	100%
27	Yes	95	1	99%
28	No	72	12	83%
29	No	88	0	100%
30	No	110	0	100%
31	No	77	1	99%
32	No	143	0	100%
33	No	-	-	-
41	Yes	-	-	-
42	Yes	88	0	100%
43	Yes	66	0	100%
44	Yes	99	1	99%
45	Yes	132	0	100%
46	Yes	120	0	100%
47	Yes	88	0	100%
60	Yes	-	-	-
62	Yes	-	-	-
63	Yes	-	-	-
64	Yes	-	-	-
65	Yes	-	-	-
66	Yes	-	-	-
68	Yes	-	-	-
Commuter Express Service				
81	Yes	-	-	-
91	No	-	-	-
92	Yes	-	-	-
Notes:				
= route does not meet the standard				

Table N-7: On-Time Performance, Weekdays (Route Endpoints Only)				
Route	Minority?	Total Stops	Stops with Late Arrivals	Percent On-Time Arrivals
Local Fixed Route				
3	Yes	114	8	93%
4	Yes	324	42	87%
5	Yes	235	21	91%
6	Yes	208	45	78%
21	Yes	60	0	100%
22	Yes	116	29	75%
23	Yes	238	26	89%
24	Yes	115	15	87%
25	Yes	61	3	95%
26	No	106	7	93%
27	Yes	60	5	92%
28	No	75	1	99%
29	No	106	5	95%
30	No	120	7	94%
31	No	60	0	100%
32	No	236	36	85%
33	No	60	8	87%
41	Yes	86	8	91%
42	Yes	59	0	100%
43	Yes	122	0	100%
44	Yes	90	0	100%
45	Yes	114	2	98%
46	Yes	114	0	100%
47	Yes	60	0	100%
60	Yes	39	26	33%
62	Yes	122	29	76%
63	Yes	14	8	43%
64	Yes	47	21	55%
65	Yes	48	22	54%
66	Yes	121	44	64%
68	Yes	49	0	100%
Commuter Express Service				
81	Yes	8	2	75%
91	No	8	1	88%
92	Yes	8	0	100%
Notes:				
<div style="display: flex; align-items: center;"> <div style="width: 20px; height: 15px; background-color: #1f4e79; margin-right: 5px;"></div> = route does not meet the standard </div>				

Table N-8: On-Time Performance, Saturdays (Route Endpoints Only)				
Route	Minority?	Total Stops	Stops with Late Arrivals	Percent On-Time Arrivals
Local Fixed Route				
3	Yes	-	-	-
4	Yes	104	8	92%
5	Yes	70	18	74%
6	Yes	73	6	92%
21	Yes	30	0	100%
22	Yes	59	2	97%
23	Yes	76	29	62%
24	Yes	58	27	53%
25	Yes	30	2	93%
26	No	60	0	100%
27	Yes	30	3	90%
28	No	30	0	100%
29	No	60	0	100%
30	No	64	1	98%
31	No	29	0	100%
32	No	58	0	100%
33	No	33	2	94%
41	Yes	-	-	-
42	Yes	32	0	100%
43	Yes	60	0	100%
44	Yes	44	0	100%
45	Yes	56	0	100%
46	Yes	58	0	100%
47	Yes	28	0	100%
60	Yes	-	-	-
62	Yes	-	-	-
63	Yes	-	-	-
64	Yes	50		100%
65	Yes	-	-	-
66	Yes	72	13	82%
68	Yes	-	-	-
Commuter Express Service				
81	Yes	-	-	-
91	No	-	-	-
92	Yes	-	-	-
Notes:				
= route does not meet the standard				

Table N-9: On-Time Performance, Sundays (Route Endpoints Only)				
Route	Minority?	Total Stops	Stops with Late Arrivals	Percent On-Time Arrivals
Local Fixed Route				
3	Yes	-	-	-
4	Yes	86	1	99%
5	Yes	42	4	90%
6	Yes	74	7	91%
21	Yes	20	0	100%
22	Yes	46	0	100%
23	Yes	42	13	69%
24	Yes	44	4	91%
25	Yes	22	0	100%
26	No	40	0	100%
27	Yes	21	0	100%
28	No	24	0	100%
29	No	44	0	100%
30	No	44	0	100%
31	No	22	0	100%
32	No	44	0	100%
33	No	-	-	-
41	Yes	-	-	-
42	Yes	22	0	100%
43	Yes	44	0	100%
44	Yes	33	0	100%
45	Yes	44	0	100%
46	Yes	40	0	100%
47	Yes	22	0	100%
60	Yes	-	-	-
62	Yes	-	-	-
63	Yes	-	-	-
64	Yes	-	-	-
65	Yes	-	-	-
66	Yes	-	-	-
68	Yes	-	-	-
Commuter Express Service				
81	Yes	-	-	-
91	No	-	-	-
92	Yes	-	-	-
Notes:				
= route does not meet the standard				

Service Availability

Local fixed-route service availability is shown in Table N-10. The 90 percent standard is met in the combined three member jurisdictions, as well as in Ann Arbor and Ypsilanti. The 90 percent standard is not met in Ypsilanti Township, where 18.94 percent of the population has no coverage.

Table N-10: Service Availability - Local Fixed-Route Service		
	Block Group Households	Block Group Population
3 Member Jurisdictions		
Total	77,017	194,423
Quarter (Count)	65,503	164,772
Quarter (%)	85.05%	84.75%
Half (Count)	73,298	183,206
Half (%)	95.17%	94.23%
No Coverage (Count)	3,719	11,217
No Coverage (%)	4.83%	5.77%
Ann Arbor		
Total	47,120	118,369
Quarter (Count)	42,600	107,490
Quarter (%)	90.41%	90.81%
Half (Count)	46,813	117,347
Half (%)	99.35%	99.14%
No Coverage (Count)	307	1,022
No Coverage (%)	0.65%	0.86%
Ypsilanti		
Total	8,284	22,228
Quarter (Count)	8,034	21,669
Quarter (%)	96.98%	97.49%
Half (Count)	8,284	22,228
Half (%)	100.00%	100.00%
No Coverage (Count)	0	0
No Coverage (%)	0.00%	0.00%
Ypsilanti Township (in AAATA Service Area)		
Total	21,613	53,826
Quarter (Count)	14,869	35,613
Quarter (%)	68.80%	66.16%
Half (Count)	18,201	43,631
Half (%)	84.21%	81.06%
No Coverage (Count)	3,412	10,195
No Coverage (%)	15.79%	18.94%

Vehicle Load

Table N-11 shows weekday standing loads by mode. Drivers record standing loads electronically when they occur so the sample is the total population of weekday trips. The data show that standing loads occur rarely on weekends and weekend data was not analyzed further.

The data shows that standing loads occur on less than the standard of 1.0 percent of trips on all routes except for Route 4, Route 23, and Route 66. All three are minority routes, so this is a disparate impact and as called for in the standard, the service will be analyzed further to determine the impact on riders and the potential causes in order to plan corrective action. It should be noted that Routes 4, 23, and 66 have some of the highest number of daily trips and each has very frequent service.

No standing loads were recorded on the Commuter Express Service.

Table N-11: Standing Loads, Weekdays				
Route	Minority?	Avg. Daily Number of Trips	Avg. Standing Load Trips	Percent of Standing Load Trips
Local Fixed Route				
3	Yes	57	0	0.0%
4	Yes	162	8	4.9%
5	Yes	133	0	0.0%
6	Yes	106	0	0.0%
21	Yes	30	0	0.0%
22	Yes	59	0	0.0%
23	Yes	121	9	7.4%
24	Yes	59	0	0.0%
25	Yes	61	0	0.0%
26	No	53	0	0.0%
27	Yes	60	0	0.0%
28	No	39	0	0.0%
29	No	53	0	0.0%
30	No	60	0	0.0%
31	No	31	0	0.0%
32	No	116	0	0.0%
33	No	20	0	0.0%
41	Yes	44	0	0.0%
42	Yes	30	0	0.0%
43	Yes	61	0	0.0%
44	Yes	30	0	0.0%
45	Yes	57	0	0.0%
46	Yes	57	0	0.0%
47	Yes	30	0	0.0%
60	Yes	19	0	0.0%
62	Yes	67	0	0.0%
63	Yes	8	0	0.0%
64	Yes	24	0	0.0%
65	Yes	48	0	0.0%
66	Yes	60	1	1.7%
68	Yes	25	0	0.0%
Commuter Express Service				
81	Yes	4	0	0.0%
91	No	4	0	0.0%
92	Yes	4	0	0.0%
Notes:				
= route does not meet the standard				

Vehicle Assignment

A fleet roster is shown in Table N-9. As noted in the standard, service is operated from a single facility. All buses are low-floor and have the same environmental, security, and accessibility features. For the active fleet, approximately 60 percent of buses are 40 feet long, 10 percent of buses are 35 feet long, and the remaining 30 percent are 25 or fewer feet long. The average age of the entire active fleet is less than four years old, comprised of a great majority of newer buses. Buses are assigned randomly each day based on how they are parked at AAATA's garage.

Table N-12: Vehicle List					
Vehicle Number	Model Year	Model & Manufacturer	Length	Seats	Accessibility
Fixed Route Fleet - Active					
483	2013	Gillig Low Floor	40'	38	Ramp
484	2013	Gillig Low Floor	40'	38	Ramp
485	2013	Gillig Low Floor	40'	38	Ramp
486	2013	Gillig Low Floor	40'	38	Ramp
487	2015	Gillig Low Floor	35'	32	Ramp
488	2015	Gillig Low Floor	35'	32	Ramp
489	2015	Gillig Low Floor	35'	32	Ramp
490	2015	Gillig Low Floor	35'	32	Ramp
491	2015	Gillig Low Floor	40'	36	Ramp
492	2015	Gillig Low Floor	40'	36	Ramp
493	2015	Gillig Low Floor	40'	36	Ramp
494	2015	Gillig Low Floor	40'	36	Ramp
495	2015	Gillig Low Floor	40'	36	Ramp
496	2015	Gillig Low Floor	40'	36	Ramp
497	2015	Gillig Low Floor	40'	36	Ramp
498	2015	Gillig Low Floor	35'	32	Ramp
499	2015	Gillig Low Floor	35'	32	Ramp
500	2015	Gillig Low Floor	35'	32	Ramp
501	2015	Gillig Low Floor	35'	32	Ramp
502	2015	Gillig Hybrid Low Floor	40'	36	Ramp
503	2015	Gillig Hybrid Low Floor	40'	36	Ramp
504	2015	Gillig Hybrid Low Floor	40'	36	Ramp
505	2016	Gillig Low Floor	40'	36	Ramp
506	2016	Gillig Low Floor	40'	36	Ramp
507	2016	Gillig Low Floor	40'	36	Ramp
508	2016	Gillig Low Floor	40'	36	Ramp
509	2016	Gillig Low Floor	40'	36	Ramp
510	2016	Gillig Low Floor	40'	36	Ramp
511	2016	Gillig Low Floor	40'	36	Ramp
512	2016	Gillig Low Floor	40'	36	Ramp
513	2016	Gillig Low Floor	40'	36	Ramp
514	2017	Gillig Low Floor	40'	36	Ramp
515	2017	Gillig Low Floor	40'	36	Ramp
516	2017	Gillig Low Floor	40'	36	Ramp
517	2017	Gillig Low Floor	40'	36	Ramp
518	2017	Gillig Low Floor	40'	36	Ramp
519	2017	Gillig Low Floor	40'	36	Ramp
520	2017	Gillig Low Floor	40'	36	Ramp
523	2017	Gillig Hybrid Low Floor	40'	36	Ramp
524	2017	Gillig Hybrid Low Floor	40'	36	Ramp
525	2017	Gillig Hybrid Low Floor	40'	36	Ramp
521	2018	Gillig Low Floor	40'	36	Ramp
522	2018	Gillig Low Floor	40'	36	Ramp
526	2018	Gillig Low Floor	40'	36	Ramp
527	2018	Gillig Low Floor	40'	36	Ramp
528	2018	Gillig Low Floor	40'	36	Ramp
529	2018	Gillig Low Floor	40'	36	Ramp
1930	2019	Gillig Low Floor	40'	36	Ramp
1931	2019	Gillig Low Floor	40'	36	Ramp
1932	2019	Gillig Low Floor	40'	36	Ramp
1933	2019	Gillig Low Floor	40'	36	Ramp
1934	2019	Gillig Low Floor	40'	36	Ramp
1935	2019	Gillig Low Floor	40'	36	Ramp
1936	2019	Gillig Low Floor	40'	36	Ramp
1937	2019	Gillig Low Floor	40'	36	Ramp

Table N-12: Vehicle List (cont.)					
Vehicle Number	Model Year	Model & Manufacturer	Length	Seats	Accessibility
Fixed Route Fleet - Auction Fleet					
432	2007	Gillig Hybrid Low Floor	40'	38	Ramp
435	2007	Gillig Hybrid Low Floor	40'	38	Ramp
437	2007	Gillig Hybrid Low Floor	40'	38	Ramp
438	2007	Gillig Hybrid Low Floor	40'	38	Ramp
439	2007	Gillig Hybrid Low Floor	40'	38	Ramp
440	2007	Gillig Hybrid Low Floor	40'	38	Ramp
441	2007	Gillig Hybrid Low Floor	40'	38	Ramp
442	2007	Gillig Hybrid Low Floor	40'	38	Ramp
Fixed Route Fleet - Decommissioned Fleet					
443	2007	Gillig Hybrid Low Floor	40'	38	Ramp
444	2007	Gillig Hybrid Low Floor	40'	38	Ramp
445	2008	Gillig Hybrid Low Floor	40'	38	Ramp
446	2008	Gillig Hybrid Low Floor	40'	38	Ramp
447	2008	Gillig Hybrid Low Floor	40'	38	Ramp
448	2008	Gillig Hybrid Low Floor	40'	38	Ramp
449	2008	Gillig Hybrid Low Floor	40'	38	Ramp
450	2009	Gillig Hybrid Low Floor	40'	38	Ramp
451	2009	Gillig Hybrid Low Floor	40'	38	Ramp
452	2009	Gillig Hybrid Low Floor	40'	38	Ramp
453	2009	Gillig Hybrid Low Floor	40'	38	Ramp
454	2009	Gillig Hybrid Low Floor	40'	38	Ramp
455	2009	Gillig Hybrid Low Floor	40'	38	Ramp
456	2009	Gillig Hybrid Low Floor	40'	38	Ramp
Fixed Route Fleet - Mothball Fleet					
457	2010	Gillig Hybrid Low Floor	35'	32	Ramp
458	2010	Gillig Hybrid Low Floor	35'	32	Ramp
459	2010	Gillig Hybrid Low Floor	35'	32	Ramp
460	2010	Gillig Hybrid Low Floor	35'	32	Ramp
461	2011	Gillig Hybrid Low Floor	40'	36	Ramp
462	2011	Gillig Hybrid Low Floor	40'	36	Ramp
463	2011	Gillig Hybrid Low Floor	40'	36	Ramp
464	2011	Gillig Hybrid Low Floor	40'	36	Ramp
465	2011	Gillig Hybrid Low Floor	40'	36	Ramp
466	2011	Gillig Hybrid Low Floor	40'	36	Ramp
467	2011	Gillig Hybrid Low Floor	40'	36	Ramp
468	2011	Gillig Hybrid Low Floor	40'	36	Ramp
469	2011	Gillig Hybrid Low Floor	40'	36	Ramp
470	2011	Gillig Hybrid Low Floor	40'	36	Ramp
471	2013	Gillig Hybrid Low Floor	40'	36	Ramp
472	2013	Gillig Hybrid Low Floor	40'	36	Ramp
Fixed Route Fleet - Reserve Fleet					
473	2013	Gillig Hybrid Low Floor	40'	36	Ramp
474	2013	Gillig Hybrid Low Floor	40'	36	Ramp
475	2013	Gillig Hybrid Low Floor	40'	36	Ramp
476	2013	Gillig Hybrid Low Floor	40'	36	Ramp
477	2013	Gillig Hybrid Low Floor	40'	36	Ramp
478	2013	Gillig Hybrid Low Floor	40'	36	Ramp
479	2013	Gillig Hybrid Low Floor	40'	36	Ramp
480	2013	Gillig Hybrid Low Floor	40'	36	Ramp
481	2013	Gillig Hybrid Low Floor	40'	36	Ramp
482	2013	Gillig Low Floor	40'	38	Ramp

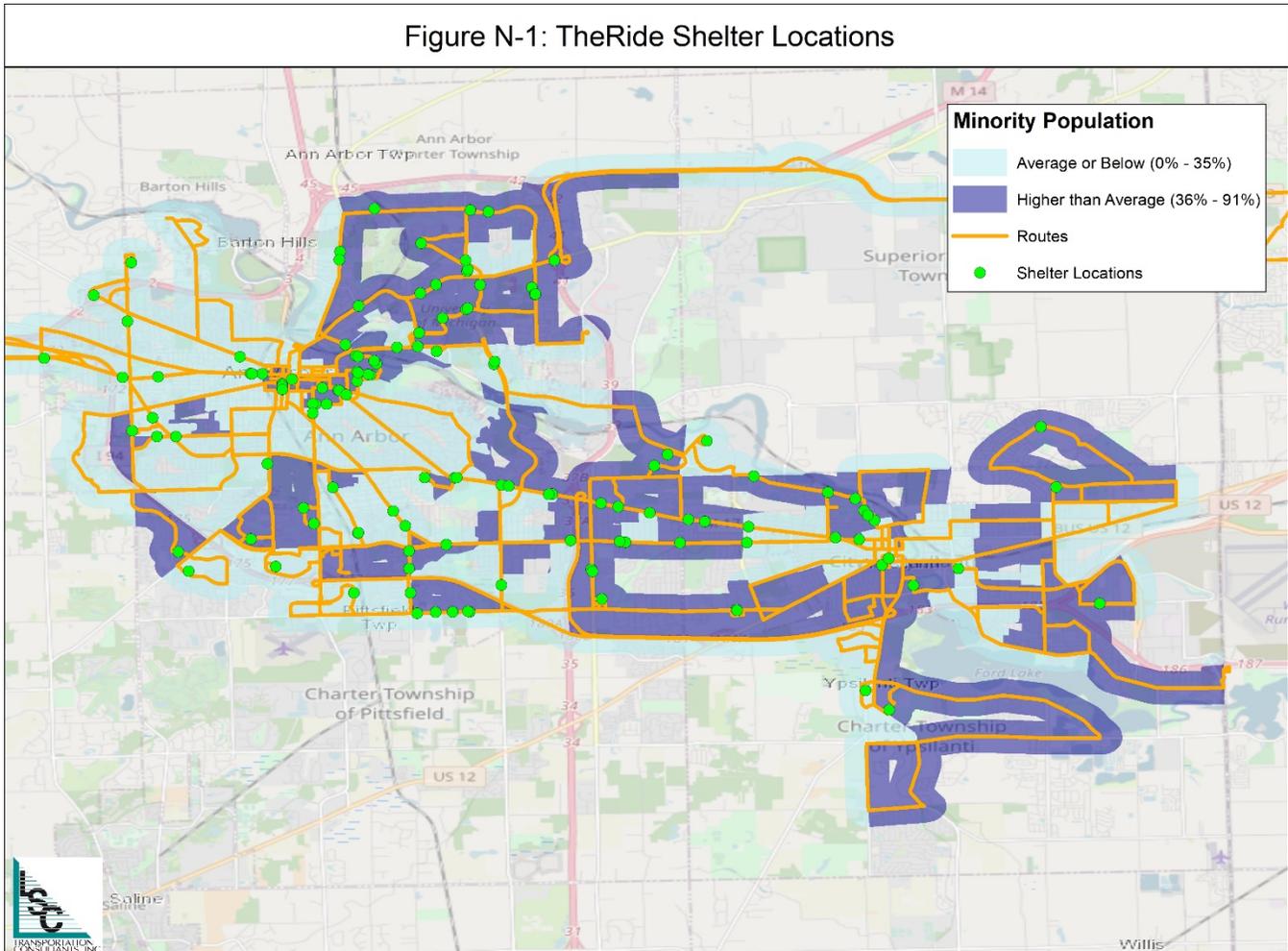
Table N-12: Vehicle List (cont.)					
Vehicle Number	Model Year	Model & Manufacturer	Length	Seats	Accessibility
Paratransit Fleet - Active					
640	2013	Champion Challenger	25'	15	Lift
649	2015	Champion Challenger	25'	14	Lift
650	2015	Champion Challenger	25'	14	Lift
651	2015	Champion Challenger	25'	14	Lift
652	2015	Champion Challenger	25'	14	Lift
653	2015	Champion Challenger	25'	14	Lift
654	2015	Champion Challenger	25'	14	Lift
655	2015	Champion Challenger	25'	14	Lift
656	2015	Champion Challenger	25'	14	Lift
657	2016	Champion Challenger	25'	14	Lift
658	2016	Champion Challenger	25'	14	Lift
659	2016	Champion Challenger	25'	14	Lift
1960	2017	Ford Transit Abilitrax	Van	8	Shift-N-Step
1961	2019	Dodge Grand Caravan	Van	6	Flip Out Ramp
1962	2019	Dodge Grand Caravan	Van	6	Flip Out Ramp
1963	2019	Dodge Grand Caravan	Van	6	Flip Out Ramp
1964	2019	Dodge Grand Caravan	Van	6	Flip Out Ramp
1965	2019	Dodge Grand Caravan	Van	6	Flip Out Ramp
2060	2020	Dodge Grand Caravan	Van	6	Flip Out Ramp
2061	2020	Dodge Grand Caravan	Van	6	Flip Out Ramp
2062	2020	Dodge Grand Caravan	Van	6	Flip Out Ramp
2063	2020	Dodge Grand Caravan	Van	6	Flip Out Ramp
2064	2020	Dodge Grand Caravan	Van	6	Flip Out Ramp
2065	2020	Dodge Grand Caravan	Van	6	Flip Out Ramp
2066	2020	Dodge Grand Caravan	Van	6	Flip Out Ramp
Paratransit Fleet - Scrapped/Decommissioned					
641	2013	Champion Challenger	25'	15	Lift
642	2013	Champion Challenger	25'	15	Lift
643	2013	Champion Challenger	25'	15	Lift
644	2013	Champion Challenger	25'	15	Lift

Transit Amenities

A map of locations of shelters owned by AAATA is included as Figure N-1. There are a total of 131 shelters of which 103 (79%) are in or adjacent to minority block groups. Seating, a trash receptacle, and route information are provided by AAATA at shelter locations. A trash receptacle is also available near the front door of each bus, and riders are encouraged to use these rather than leaving trash at a bus stop.

In addition, the AAATA also works with community partners (e.g. colleges and universities and commercial areas) to provide their own shelters.

Figure N-1: TheRide Shelter Locations





Tab O: Major Service and Fare Change, Disparate Impact, and Disproportionate Burden Policies

Two policies which have been adopted by the AAATA Board of Directors are attached:

- Public Input Policy for Service and Fare Changes for major service and fare changes (Figure O-1)
- Equity Analysis Policy for disparate impact and disproportionate burden (Figure O-3)

The Service and Fare Change policy was adopted by the AAATA Board of Directors in November, 2011. A copy of the resolution follows as Figure O-2. The public process was documented in the Title VI Program submitted in December, 2011. This policy was discussed in conjunction with the Fare Equity Policy, and revision to the Service and Fare Change policy was not determined to be necessary.

The Equity Analysis Policy was adopted in April, 2014. A draft policy was developed in 2013. In December, 2013, the AAATA published a notice of the draft policy in the local newspaper, posted it on the website, and emailed the notice to contacts at organizations representing minority and low-income residents. A copy of the notice and the distribution list follows as Figure O-4 and Figure O-5.

The draft policy was discussed by staff and members of the Board of Directors at the January, 2014 meeting of the board Planning and Development Committee (PDC), which is open to the public. Staff made extensive revisions to the draft policy based on public comments and the Board discussion. The revised draft policy was provided to the Board and other interested parties before further discussion at the March meeting of the PDC. Following minor revisions, the PDC recommended approval in April, and the Board of Directors adopted the policy at their meeting on April 17, 2014 which was open to the public for comments before the board vote. A copy of the adopted resolution follows as Figure O-6.

Ann Arbor Area Transportation Authority

Public Input Policy for Service and Fare Changes

This policy supersedes the previous policy which was most recently revised in July, 2009.

The intention of this policy is to listen to and act on public input before the AATA makes a decision to change service or fares with the following goals:

1. To inform riders and others affected by a proposed change;
2. To provide affected people with opportunities to ask questions, and understand the reasons why changes are being proposed;
3. To provide AATA with a better understanding of how riders use service and the effects of a proposed change;
4. To encourage affected people to state objections to proposed changes and make suggestions for revisions;
5. To provide AATA with the opportunity to revise proposed changes based on public input to reduce negative effects.

The methods and level of effort to accomplish these goals depends on the size of the proposed change and the number of people affected.

Types of Service Changes

Major Service Change

- Change affecting more than 25% of riders of a route, or
- Change affecting more than 25% of the miles of a route, or
- Change on multiple routes affecting more than 10% of riders or route miles of overall fixed-route service.

Minor Service Change

- A change which is less than a major service change, but exceeds the threshold of a service adjustment, as defined below.

Service Adjustment

- Adjusting timepoints along a route by 5 minutes or less with no effect on coordinated transfers, or
- Change(s) in routing affecting a total of less than 100 daily riders.

Types of Fare Change

Major Fare Change

- Change in the base fare (i.e. full adult cash fare)
- Any change affecting the fare of more than 10% of fare-paying riders (i.e. not including riders whose fare is paid by a third party such as an employer or university)

Minor Fare Change

- Any change in fare which is less than the threshold for a major fare change

Notification of Proposed Changes

People must first know about proposed changes in order to have the opportunity to provide input. The public input period is a minimum of 30 days. The notification methods to be used include the following:

- MyRide email subscription. AATA riders subscribe to MyRide to receive information on specific routes. This provides a unique opportunity to inform them of any change which is proposed for their route, and how to provide input.
- RideLines – RideLines is AATA’s printed brochure designed to provide information on service, events, and other news. Copies of RideLines are available on AATA buses, transit centers, libraries and other community outlets. A complete description of proposed changes and how to provide input are included in RideLines.
- AATA Website. The AATA website provides multiple opportunities to provide notification. Notice of proposed changes appear on the front page and in a section for rider notices. In addition, for service changes, visitors to the website who access the schedule or real-time information for a specific route are informed of proposed changes to the route, and for fare changes, riders who access fare information are informed of the proposed changes.
- Social Media. AATA regularly participates in social media such as Facebook and Twitter. Social media are used to get the word out about proposed changes and direct people to sources of complete information and how to provide input.
- Bus Stop Notices – AATA posts notices at bus stops which would be affected by proposed changes. This is particularly useful for service adjustments which affect only a

small number of bus stops.

- Press Releases – AATA issues a press release for all proposed major service changes and major fare changes which describe the proposed change and how to provide input. Press releases are distributed to all media outlets including those minority and non-English publications. Notification is also sent to more than 50 organizations including those serving housing, educational, civic, and social services, and senior, disabled, minority, and non-English speaking persons.
- Individual Notice – AATA evaluates locations affected by a proposed change and provides individual notice to significant generators such as high schools and colleges, senior citizen housing, apartment complexes, libraries, government offices, recreation centers and shopping centers.

All of these methods would be used for major service changes and major fare changes. For minor service and fare changes and service adjustments, the methods used will be tailored to the scale of the proposed change. In addition, paid media may be used for some proposed changes.

Opportunities for Public Input

AATA's intention is to make it possible for people to choose how they wish to provide input and whether they want to only comment or whether they desire a response or to engage in a conversation. As part of the notification methods above, people are provided with several possibilities for making comments and asking questions including:

- E-Mail – E-Mail goes to a mailbox set up specifically to receive input. E-mail has been the most frequently used method.
- Telephone – A hotline is set up to receive comments with a callback by AATA staff upon request.
- Written – Letters provide a means for more formal communication.
- Social Media – Facebook, Twitter, and other media will be used.
- Face-to-Face – At meetings and by appointment. For major service changes and fare changes, meetings are provided at multiple times and locations, with an emphasis on meeting locations in the area(s) affected by the proposed change. Meetings are typically scheduled as drop-in sessions for a 2-5-hour period to permit people to attend at their convenience and to encourage dialogue.

Whatever method is used, AATA staff provides a response to all comments except those that request to not receive a response. The nature of AATA's response depends on the comments. AATA answers questions, explains the rationale for the aspects of the proposed change that is the subject of the comments, and replies to suggestions. In some cases, AATA's response includes questions to make sure staff understands the input and suggestions. In many cases, input and response is a dialogue, rather than a single communication.

In addition, public time is provided at all meetings of the AATA Board of Directors. For major service changes and fare changes, a specific opportunity will be provided on the agenda at the Board meeting that takes place during the public input period. While an opportunity for dialogue is not available at these meetings, staff follows up with people who comment about proposed service and fare changes.

Use of Public Input

During the public input period, AATA staff, led by the Manager of Service Development, considers the input that is being received. Depending on both the quantity as well as the specific concerns that are raised, potential alternatives may be developed.

At the end of the public input period, the input is compiled. Recommended service or fare changes are developed taking into consideration the public input. The public input summary is provided to the decision makers along with the recommended changes.

For minor service changes and service adjustments, the CEO makes the final decision on implementation of the recommended changes. Major service changes and all fare changes are adopted by the AATA Board of Directors. Board meetings are open to the public and include a public comment period at the beginning of the meeting specifically for items on the agenda.

Revised Procedures for Exceptional Circumstances

Under exceptional circumstances which require a service change or fare change to be adopted and implemented on short notice, the procedures above may be altered to the extent necessary. However, at a minimum, the public will be afforded an opportunity to be heard at the AATA Board meeting at which any action is taken and a notice of the proposed change with the date and time of the Board meeting will be published on the AATA website before the Board meeting. [NOTE: Such exceptional circumstances have never arisen in the past.]

Adopted by AATA Board of Directors - November 2011

Resolution 5/2012

ADOPTION OF REVISED PUBLIC INPUT POLICY FOR SERVICE AND FARE CHANGES

WHEREAS, the Ann Arbor Transportation Authority (AATA) is required to have a policy for public input before major service and fare changes as a condition of federal assistance, and

WHEREAS, the current policy meets the minimum requirements, but is out of date and is no longer consistent how AATA uses public input, and

WHEREAS, staff has prepared a revised policy that reflects the importance that AATA places on soliciting and receiving public input before making service and fare changes, and

WHEREAS, AATA has taken notice of proposed Federal Title VI requirements and guidelines and developed the policy to comply,

NOW THEREFORE, BE IT RESOLVED that the Ann Arbor Transportation Authority Board of Directors hereby adopts the attached *Public Input Policy for Service and Fare Changes* dated November, 2011.



Jesse Bernstein, Chair

November 17, 2011



Charles Griffith, Secretary

November 17, 2011

Ann Arbor Area Transportation Authority**Equity Analysis Policy****Adopted April, 2014**

The Ann Arbor Area Transportation Authority (AAATA) has been identified by the Federal Transit Administration (FTA) as a transit provider that operates 50 or more fixed-route vehicles in peak service and is located in an Urbanized Area of 200,000 or more in population. As a result, the AAATA is subject to more rigorous requirements to evaluate the equity of proposed major service and fare changes as described in FTA Circular 4702.1B. In promulgating these requirements and guidelines, the FTA is acting under authority of federal law (Title VI of the Civil Rights Act of 1964 42 U.S.C §2000 et. seq.) and regulations (49 CFR part 21).

In the development of proposed service and fare changes in the past, the AAATA has reviewed the positive and negative effects, analyzed these effects on minority and low-income populations, and made modifications to reduce or eliminate the concentration of effects in one or more population groups. This has generally been done before any proposed change is announced for public input. The AAATA will continue this effort. In addition, AAATA will now undertake a more formal equity analysis of the proposed change, as required by FTA Circular 4702.1B. Using the following methodology, staff will:

- Measure the impact of proposed major service changes and proposed fare changes - positive and negative - on minority and low-income populations,
- Compare the impact with that on non-minority and non-low-income populations,
- Determine if a disparate impact on minority riders and/or disproportionate burden on low-income riders would result. If so, measures to avoid or mitigate the disparate impact and/or disproportionate burden will be identified and considered,
- This equity analysis will be made available to the public as part of the public input process carried out as described in the AAATA Public Input policy for Service and Fare Changes (2011).

Definitions

Definitions for the terms used in this document appear in Appendix 1, at the end.

Equity Analysis

FTA Circular 4702.1B does not specify a methodology for measuring disparate impacts. It requires that the AAATA Board adopt a policy to establish the methodology and a threshold for determining when adverse effects are borne disproportionately by minority or low-income populations. This policy is required to be included as one element in a Title VI program submitted to FTA by October, 2014. After reviewing the program, the FTA will inform AAATA whether the policy and other elements of the program are in compliance or require revision.

In the interim, the AAATA is making a good-faith effort to comply with the revised requirements and guidelines in Circular 4702.1B. This is particularly important because the AAATA has just completed development of a 5-Year Transit Improvement Program which includes a substantial increase in service. In the development of this program to expand service, care has been taken to avoid adverse impacts.

However, it is also important that AAATA analyze the program to determine if the benefits of the service improvement are unequally distributed which could result in disparate impact or disproportionate burden. The first phase of the 5-Year Transit Improvement Program is scheduled to be implemented in August, 2014 if a funding initiative is successful.

No other major service changes or fare changes are being considered during this period before submission of the Title VI Program.

Data Sources

For each rider boarding a fixed-route bus, the AAATA records the method of fare payment. This information is used to calculate the cumulative effect of any proposed fare increase.

In October, 2017, CJI Research Inc. conducted a survey of riders on-board AAATA buses. The sample size is 3,096 riders and the survey has a sample error of plus or minus 1.6% for the sample as a whole. The survey included questions to identify the percentage of minority persons and household income for the system as a whole, and for routes, but not for route segments.

The 2010 Decennial Census includes basic information on population and race in relatively small geographic areas (block groups), but the census no longer includes information on income. Block groups will be used to determine which routes are minority transit routes, and for analysis of the effect on minority populations of changes to portions of routes. The American Community Survey (ACS) is an on-going statistical survey conducted by the Census Bureau which data on both race and income for census tracts, which are larger geographic units than block groups. ACS data will be used to determine low-income routes and the effect on low-income populations of proposed changes to portions of routes.

Determination of Disparate Impact/Disproportionate Burden

Fare Change Analysis and Thresholds

For any proposed change in fares, the effect on minority and non-minority riders will be calculated for each fare category by multiplying the amount of increase times the annual riders using the fare category times the percentage of minority riders and non-minority riders. The additional payment for all fare categories will be totaled and compared for minority and non-minority riders. For illustration, the chart below shows a simplified version of the chart that will be used to perform this analysis.

Fare Category	Annual Riders	Current Fare	Proposed Increase	Pct. Minority Riders	Minority Cost Increase	Pct. Non-Minority	Non-Min. Cost Increase	Total Cost Increase
Full Fare	100,000	\$1.25	\$0.25	20.0%	\$5,000	80.0%	\$20,000	\$25,000
Student Fare	15,000	\$0.25	\$0.75	50.0%	\$5,625	50.0%	\$5,625	\$11,250
Total	115,000			23.9%	\$10,625	76.1%	\$25,625	\$36,250
Pct. Of Total					29.3%	70.7%		

Disparate impact exists if the minority population will bear 5% or more of the cumulative increase in fares than would be expected based on the percentage of minority persons in the population of riders. The 5% threshold was chosen to allow for a small difference in impact, but yield a finding of disparate impact if there is a significant difference in impact. In the simplified example above, minority riders are a larger percentage of students, and the student fare is proposed for a larger increase. The result is that minorities constitute 23.9% of total riders, but would pay 29.3% of the total increase. Because this difference is greater than the 5% threshold, a finding of disparate impact would be made.

The method of analysis for determining the relative impact of a proposed fare increase on low-income and non-low-income persons will be the same as the method described above for minority and non-minority riders. However, for AAATA it is appropriate to set the threshold for disproportionate burden lower. For many years, the AAATA fare structure has included a discount fare for low-income persons. The cash fare for low-income persons is half the rate of the full cash fare for the general population (In 2020, \$0.75 for low-income persons and \$1.50 for the general population). This policy ameliorates the effect of any proposed fare increase. As a result, the cumulative effect of any proposed fare increase on low-income persons is expected to be less than the cumulative effect on the non-low-income population. A finding of disproportionate burden will be made if low-income population will bear -10% or more of the cumulative increase in fares than would be expected based on the percentage of low-income persons in the population of riders. That is, low income riders must bear at least 10% less of the impact than their proportion of riders to avoid a finding of disproportionate burden.

Route Change Analysis and Thresholds

The most common type of service change is a change on a particular route such as changing the streets used on a portion of the route or adjusting the timepoints. Such changes may have adverse effects on riders in portions of the route, even if the overall effect is positive. While the AAATA may know the number of riders adversely affected, the AAATA does not have data on minority or low-income ridership for portions of routes. For this reason census block data from the ACS will be used to analyze the effect on minority populations adjacent to the route. A finding of disparate impact is made if the percentage of minority population in block groups adjacent to the portion of the route with adverse effect is higher than the minority population in block groups adjacent to the route as a whole. For low-income populations, census tract data must be used. Disproportionate burden exists if the percentage of low-income population in census tracts adjacent to the portion of the route with adverse effect is more than 10% higher than the low-income population in census tracts adjacent to the route as a whole. The higher threshold is applied for this analysis because the larger size of the census tracts makes the areas affected less precise.

Analysis and Thresholds for Improvements in Service Level (including new or expanded routes):

For service improvements at the route level, the basis for comparison is between the route(s) to be improved and the non-minority and non-low-income routes in the system as a whole.

- Increase in the frequency of a route or routes: A finding of disparate impact is made if a) the service improvement is on non-minority route(s), and b) after the change, the route(s) with changed service have a greater frequency of service than the majority of minority routes. Similarly, disproportionate burden exists if a) the service improvement is on non-low-income route(s), and b) after the change, the route(s) with improved service have greater frequency of service than the majority of low-income routes.
- Increase in the span of service of a route or routes: A finding of disparate impact is made if a) the service improvement is on non-minority route(s), and b) after the change, the route(s) with increased span of service have a longer span of service than the majority of minority routes. Similarly, disproportionate burden exists if a) the service improvement is on non-low-income route(s), and b) after the change, the route(s) with improved service have a longer span of service than the majority of low-income routes.
- Increase in the days of operation of a route or routes: A finding of disparate impact is made if a) the service improvement is on non-minority route(s), and b) after the change, the route(s) with increased days of service operate on days on which the majority of minority routes do not operate. Similarly, disproportionate burden exists if a) the service improvement is on non-low-income route(s), and b) after the change, the route(s) with increased days of service operate on days on which the majority of low-income routes do not operate.

Analysis and Thresholds for Reductions in Service Level:

For service reductions at the route level, the basis for comparison is between the route(s) to be reduced and the non-minority and non-low-income routes in the system as a whole.

- Decrease in the frequency of a route or routes: A finding of disparate impact is made if a) the service reduction is on minority route(s), and b) after the change, the route(s) with changed service have less frequent service than the majority of non-minority routes. Similarly, disproportionate burden exists if a) the service reduction is on low-income route(s), and b) after the change, the route(s) with reduced service have less frequent service than the majority of non-low-income routes.
- Decrease in the span of service of a route or routes: A finding of disparate impact is made if a) the service reduction is on minority route(s), and b) after the change, the route(s) with decreased span of service have a shorter span of service than the majority of non-minority routes. Similarly, disproportionate burden exists if a) the service reduction is on low-income route(s), and b) after the change, the route(s) with reduced service have a shorter span of service than the majority of non-low-income routes.
- Decrease in the days of operation of a route or routes: A finding of disparate impact is made if a) the service reduction is on minority route(s), and b) after the change, the route(s) with decreased days of service do not operate on days on which the majority of non-minority routes do operate. Similarly, disproportionate burden exists if a) the service reduction is on low-income route(s), and b) after the change, the route(s) with decreased days of service do not operate on days on which the majority of non-low-income routes do operate

Response to Finding Disparate Impact or Disproportionate Burden

If disparate impact or disproportionate burden is found to exist in a proposed major service change or proposed fare change, staff will:

1. Review the objectives of the proposed change to determine if the evidence supports the legitimacy of the objectives. A lack of factual support would indicate that there is not a substantial legitimate justification for the disparate effects. In that case, the AAATA will revisit the proposed changes and make adjustments that will eliminate disparate or disproportionate effects.
2. Analyze the proposed change to determine if there are modifications or alternatives that will still accomplish the legitimate objectives while minimizing or eliminating the disparate impact or disproportionate burden. If such modifications or alternatives exist, the AAATA will revise the proposed change to have no disparate impact or disproportionate burden, or the minimum level that will achieve the legitimate objectives.
3. Document the process above for review by the public and Board of Directors. Where disparate or disproportionate effects remain, the AAATA will provide a written description which includes the substantial legitimate justification for the proposed service change and the analysis which shows that no alternatives exist that would accomplish the legitimate

objectives with less disparate or disproportionate effects. The AAATA will provide a meaningful opportunity for public comment on this written description. Any comments will be considered by staff and all comments will be provided to the AAATA Board of Directors before a decision is made on the service or fare change.

Public Input in Development of Equity Analysis Policy

The AAATA provided a draft copy of the Equity Analysis Policy for review and comment in December, 2013 and January, 2014 as follows:

- Posted on AAATA Website with a link and notice on the front page
- Published in the Ann Arbor News on December 15, 2013
- Sent to the following people and organizations
 - Ann Arbor NAACP
 - Ypsilanti NAACP
 - Another Ann Arbor (Participatory community that reflects the culture and concerns of African- Americans in Washtenaw County)
 - Washtenaw Housing Alliance (The Washtenaw Housing Alliance (WHA) is a unique coalition of thirty-five community-based organizations that serve those experiencing homelessness or those at risk of homelessness)
 - Jewish Family Services (Designated refugee and immigrant resettlement agency)
 - Barrier Busters of Washtenaw (a group of over 50 social service provider agencies that are committed to increasing communication and coordination between its member agencies, and improving services for Washtenaw County residents in need)
 - Jim Mogensen (citizen who has expressed an interest in AAATA's Title VI compliance)

The draft policy was discussed at the public meeting of the Planning and Development Committee of the AAATA Board of Directors. The board members made comments and recommendations on the draft policy. Detailed written comments were received from Mr. Mogensen, and oral comments from two other members of the public. The AAATA considered the comments, and made revisions which are included in this revised the draft policy.

Definitions (from FTA Circular 4702.1B)

- a. Disparate impact refers to a facially neutral policy or practice that disproportionately affects members of a group identified by race, color, or national origin, where the recipient's policy or practice lacks a substantial legitimate justification and where there exists one or more alternatives that would serve the same legitimate objectives but with less disproportionate effect on the basis of race, color, or national origin.
- b. Disproportionate burden refers to a neutral policy or practice that disproportionately affects low-income populations more than non-low-income populations. A finding of disproportionate burden requires the recipient to evaluate alternatives and mitigate burdens where practicable.
- c. Discrimination refers to any action or inaction, whether intentional or unintentional, in any program or activity of a Federal aid recipient, subrecipient, or contractor that results in disparate treatment, disparate impact, or perpetuating the effects of prior discrimination based on race, color, or national origin.
- d. Disparate treatment refers to actions that result in circumstances where similarly situated persons are intentionally treated differently (i.e., less favorably) than others because of their race, color, or national origin.
- e. Fixed route refers to public transportation service provided in vehicles operated along pre-determined routes according to a fixed schedule.
- f. Low-income person means a person whose median household income is at or below the U.S. Department of Health and Human Services (HHS) poverty guidelines.
- g. Low-income population refers to any readily identifiable group of low-income persons who live in geographic proximity, and, if circumstances warrant, geographically dispersed/transient persons (such as migrant workers or Native Americans) who will be similarly affected by a proposed FTA program, policy or activity.
- h. Minority persons include the following:
 - (1) American Indian and Alaska Native, which refers to people having origins in any of the original peoples of North and South America (including Central America), and who maintain tribal affiliation or community attachment.
 - (2) Asian, which refers to people having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
 - (3) Black or African American, which refers to people having origins in any of the Black racial groups of Africa.

- (4) Hispanic or Latino, which includes persons of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.
- (5) Native Hawaiian or Other Pacific Islander, which refers to people having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- i. Minority population means any readily identifiable group of minority persons who live in geographic proximity and, if circumstances warrant, geographically dispersed/transient populations (such as migrant workers or Native Americans) who will be similarly affected by a proposed DOT program, policy, or activity.
- j. Minority transit route means a route that has at least 1/3 of its total revenue mileage in a Census block or block group, or traffic analysis zone(s) with a percentage of minority population that exceeds the percentage of minority population in the transit service area. A recipient may supplement this service area data with route-specific ridership data in cases where ridership does not reflect the characteristics of the census block, block group, or traffic analysis zone.
- k. National origin means the particular nation in which a person was born, or where the person's parents or ancestors were born.
- l. Predominantly minority area means a geographic area, such as a neighborhood, Census tract, block or block group, or traffic analysis zone, where the proportion of minority persons residing in that area exceeds the average proportion of minority persons in the recipient's service area.
- m. Service standard/policy means an established service performance measure or policy used by a transit provider or other recipient as a means to plan or distribute services and benefits within its service area.

Definitions (AAATA)

- n. Fare Change: Any change in fare level or fare eligibility except short-term promotional fares.
- o. Major Service Change:
- Change affecting more than 25% of riders on a fixed route, or
 - Change affecting more than 25% of the miles on a fixed route, or
 - Change on multiple routes affecting more than 10% of riders or route miles of overall fixed- route service.
- p. Types of Routes (The FTA definitions above includes a definition of 'minority transit route.' This definition includes various alternative ways to determine a minority route. The AAATA definition below is consistent with the FTA definition, but is more specific.)

Minority route - a fixed route with a higher percentage of minority riders or serving an area with a higher percentage of minority residents than the average for the fixed-route service as a whole.

Non-Minority route - a fixed route with an equal or lower percentage of minority riders or serving an area with a lower percentage of minority residents than the average for the fixed- route service as a whole.

Low income route - a fixed route with a higher percentage of low-income riders or serving an area with a higher percentage of low-income residents than the average for the fixed-route service as a whole.

Non-low-income route - a fixed route with an equal or lower percentage of low-income riders or serving an area with a lower percentage of low-income residents than the average for the fixed-route service as a whole.

q. Service Periods and Days

The AAATA operates service on weekdays, Saturdays, and Sundays with different service levels on each. On weekdays, AAATA operates different service levels during four periods:

- Morning peak (6 a.m. – 9 a.m.)
- Midday (9 a.m. – 3 p.m.)
- Afternoon peak (3 p.m. – 6 p.m.)
- Evening (6 p.m. – 12 a.m.).

In determining impacts from a service or fare change it is important to compare service during the appropriate service period.

r. Objectives

Objectives refer to the purposes which a major service change or fare change is proposed to accomplish. For a fare change, the objective may be to increase fare revenue by a specific amount or percentage, or to increase fare revenue from a category of users by a specific amount or percentage while keeping the loss of ridership less than a specific amount or percentage. For major service changes, the objective may be to increase the total population served, improve on-time performance by a specific percentage, or reduce service hours by a specific amount to reduce expenses.

ANN ARBOR AREA TRANSPORTATION AUTHORITY (AAATA)

**AAATA NOTICE OF PUBLIC INPUT ON DRAFT POLICY ON DISPARATE IMPACT
AND DISPROPORTIONATE BURDEN**

Federal Title VI and Environmental Justice requirements provide protection from discrimination based on race, color, national origin and low-income in the provision of public transit service.

New regulations require the AAATA Board of Directors to adopt a policy to define when a proposed service or fare change would have a disparate impact on members of a group identified by race, color, or national origin or disproportionate burden on low-income persons.

The AAATA has developed a draft policy, a copy of which is available for review by visiting the AAATA website, www.theride.org. The notice and link to the draft policy is on the front page. Interested persons or groups can obtain a copy by email to aaatainfo@theride.org (use “Title VI Policy” for the subject) or by mail to AAATA Title VI Policy, 2700 S. Industrial Hwy., Ann Arbor, Michigan 48104.

Persons or organizations may comment on the draft policy in writing on or before January 15, 2014 to the AAATA at the address above or by email to aaatainfo@theride.org (use “Title VI Policy” for the subject).

ANN ARBOR AREA TRANSPORTATION AUTHORITY (AAATA)

DISTRIBUTION LIST for NOTICE OF PUBLIC INPUT ON DRAFT POLICY ON DISPARATE
IMPACT AND DISPROPORTIONATE BURDEN

Posted on AAATA Website with a link and notice on the front page.

Published in the Ann Arbor News on December 15, 2013.

Ann Arbor NAACP

Ypsilanti NAACP

Another Ann Arbor (Participatory community that reflects the culture and concerns of African Americans in Washtenaw County)

Washtenaw Housing Alliance (The Washtenaw Housing Alliance (WHA) is an unique coalition of thirty-five community-based organizations that serve those experiencing homelessness or those at risk of homelessness)

Jewish Family Services (Designated refugee and immigrant resettlement agency)

Barrier Busters of Washtenaw (a group of over 50 social service provider agencies that are committed to increasing communication and coordination between its member agencies, and improving services for Washtenaw County residents in need).

Jim Mogensen (citizen who has expressed an interest in AAATA's Title VI compliance)

Resolution 22/2014

APPROVAL OF SERVICE EQUITY ANALYSIS POLICY

WHEREAS, the Ann Arbor Area Transportation Authority (AAATA) conducts an equity analysis prior to adopting major service changes or fare changes, and

WHEREAS, AAATA adopted a revised Public Input Policy for Service and Fare Changes in November 2011 which defines what constitutes a major service change, and

WHEREAS, new Federal guidance requires the AAATA to define thresholds for when a proposed service change will have a disparate impact on minorities protected under Title VI of the Civil Rights Act of 1964, as amended, and

WHEREAS, new Federal guidance also requires the AAATA to define thresholds for when a proposed service change will have a disproportionate burden on low-income persons, and

WHEREAS, the AAATA has developed the required thresholds as part of the attached Service Equity Analysis Policy, and

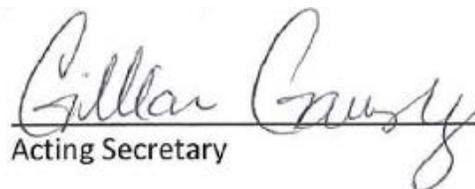
WHEREAS, the AAATA published the draft policy, solicited comments from the public and groups, and revised the draft policy based on the input,

NOW THEREFORE, BE IT RESOLVED, that the Ann Arbor Area Transportation Authority Board of its the attached Service Equity Analysis Policy.



Charles Griffith, Chair

April 17, 2014



Acting Secretary

April 17, 2014

Delegation of Authority

AAATA's Board has delegated authority to the CEO to review and approve official agency matters under Section 4 of the AAATA Governance Policy, approved in June 2017.

Per the AAATA Board Policy Manual:

4.3.3 - As long as the CEO uses any reasonable interpretation of the Board's Ends and Executive Limitations policies, the CEO is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.



Tab P: Service and Fare Equity Analysis

There were no significance service or fare changes since the previous Title VI Plan update. Minor service changes were made in August 2019. The following is from the Board agenda in July 2019.

- **AUGUST SERVICE CHANGES PLANNED**

On August 24, 2019 the Fall Service change will come into effect. A number of adjustments are being made, including routing changes to Routes 24, 25 and 27 in order to simplify connections and routing for our customers and the replacement of routes 61 and 67 with FlexRide service. The planning process for this service change began in December 2018 and included a public input process from March 1 – 31, 2019. Due to the small size of these changes, a Title VI analysis was not required.