

## Board of Director's Meeting Agenda

**Meeting Date/Time: December 17, 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/97761599877>
2. Enter the Webinar ID: 977 6159 9877

**Meeting Chair:** Eric Mahler

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<b>6. EMERGENT BUSINESS</b>			
<b>7. CLOSING ITEMS</b>			
7.1 Topics for Next Meeting: Disclosure Statements Due (Policy 3.3.2.1) Global Executive Limitation (Policy 2.0) Service Restoration Plan, Conclusion		Thurs., Jan. 21, 2020	
7.2 Public Comment			
7.3 Closed Session Briefing (as per OMA)	D	Carpenter	
<a href="#">7.4 Board Assessment of Meeting (Electronic)</a>			<a href="#">Link Here</a>
7.5 Adjournment			

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

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***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: November 19, 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, Forest Yang, LaTasha Thompson

**Meeting Chair:** Eric Mahler

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

### Discussion Items

#### 1. OPENING ITEMS

1.1 Approve Agenda

Mr. Mike Allemang moved to approve the agenda, seconded by Mr. Rich Chang.

CEO Carpenter announced that Ms. Thompson will report on the 4<sup>th</sup> Quarter Finance Report while Mr. John Metzinger is on vacation.

In support of the motion:

Mr. Allemang: Yes

Mr. Chang: Yes

Ms. Sue Gott: Yes

Mr. Raymond Hess: Yes

Mr. Roger Hewitt: Not present for vote.

Mr. Ryan Hunter: Yes

Mr. Jesse Miller: Yes

Ms. Kathleen Mozak-Betts: Yes

Ms. Kyra Sims: Yes

Chairman Mahler: Yes

The motion passed.

1.2 Public Comment

Ms. Senovia Guevara e-mailed the following request:

From: Senovia

Sent: Sunday, November 15, 2020 9:06 PM

To: Keith Book <KBook@theride.org>

Subject: Comments for board meeting 11/19/20

Hi,

I take Route 30 and the WAVE bus daily. I reviewed the temporary changes and was disappointed there were no changes for Route 30. The bus route needs to be reinstated because of safety concerns. 3 examples:

1. A co-worker has missed the WAVE twice, and it resulted in a 2+ mile walk in high heat. In one instance, the bus driver failed to stop, and she could not walk back to the Wagner stop on time. She came in to work red faced and had a temperature of 100 degrees. She could not work until she had cooled down.

2. I have witnessed several times where the number of passengers exceeded the 4-person limit on the WAVE. Recently, 6 waited at the Meijer stop and 2 could not get on. The driver took those who needed to make the bus first. I heard there was a wheelchair bound woman who said this was the second time she had been left behind.

3. My sister has a schedule that has her miss the WAVE bus by 15 minutes. If the bus were in place, she could easily make it to work and back home. She has to rely on UBER and has been stranded before. She has a boot on her leg which would make it difficult to make a bus if she gets stranded again.

With Winter coming, frostbite is a concern. There will be no safe option for those that cannot fit on the Wave bus or miss it for whatever reason. Please reinstate the Route 30.

Regards,  
Senovia

Ms. Michelle Barney expressed having difficulty with the AAATA telephone system. She described that sometimes she is informed that her bus will be there and to get ready, and sometimes she is not. She reported missing communications that concern her, that may and have caused her to miss her ride. She requested more consistency with communication.

Mr. Jim Mogensen described his understanding that according to the Open Meeting Act (OMA) all Board members are required to say their name, their county of residence, and from where they are calling.

In regard to the Title VI plan, Mr. Mogensen thanked Mr. Bryan Smith for making sure he had the plan. He expressed that the initial comprehensive re-evaluation of all the routes and services was based on on-time performance, at least in the consultant report, and was pre-pandemic. He noted that the question will be when getting to the point of service restoration, he would suggest looking at the new plan as it relates to the former service.

In regard to the LAC Task Force Report, Mr. Mogensen reminded that one of the reasons there is an LAC is not just due to state regulations but also due to federal regulations.

### 1.3 General Announcements

CEO Carpenter announced that AAATA is working with Mel Muskovitz of Dykema to make sure there is clear understanding of changes to the OMA. He reported that it does appear that starting in January 2021, those that vote on Boards electronically, in addition to stating their name at least once during the meeting, will also be compelled to state their county of residence and actual physical location during the meeting. Apparently, this is in place to ensure that there is actually a local state of emergency. CEO Carpenter will report back with further clarification next month.

## 2. CONSENT AGENDA

2.1 Minutes; Committee Meeting Reports; Outside Approvals: FTA Safety Plan, Title VI

Ms. Mozak-Betts moved to approve the Consent Agenda, seconded by Ms. Sims.  
In support of the motion:  
Mr. Allemang: Yes  
Mr. Chang: Yes  
Ms. Gott: Yes  
Mr. Hess: Yes  
Mr. Hewitt: Not present for vote.  
Mr. Hunter: Yes  
Mr. Miller: Yes  
Ms. Mozak-Betts: Yes  
Ms. Sims: Yes  
Chairman Mahler: Yes

The motion passed.

### **3. POLICY MONITORING & DEVELOPMENT**

3.1 Committee Meeting Discussion  
None.

#### **3.2 Board's Work Plan for FY2021**

##### **3.2.1 Board Retreat (Verbal)**

Chairman Mahler shared the Governance Committee's discussion of the retreat planning. He noted that the general feeling of the Governance Committee was that the retreat might be best served if broken up into 2 different sessions for maybe a half day. The general focus as recommended by the Governance Committee was not to lose sight of long-range planning and the future of public transit in the coverage area. One half day would entail mostly hearing from staff about exactly where AAATA is during the pandemic and what they see coming up and then spend some time on the long-range planning and visioning process and how that is communicated in connection with owners. This may involve a revisit of the ridership versus coverage topic. Resource allocation may go along with that as well.

At this time, Chairman Mahler noted looking at a timeframe of February, to at least have this wrapped up before the budget process begins, to the extent that there are any adjustments the staff would need to make to the budget.

Ms. Gott shared her support for the approach and topics that work well as two separate sessions.

Mr. Miller offered his support for the split retreat. He asked about the Ends review, which has normally been done during the retreat. He wondered if that has been reviewed during the retreat in the past because it was a convenient time to do that or is the proposal to do the Ends review during the Board meeting. Chairman Mahler responded that the Ends review has been done during the retreat in the past. He shared that the Governance Committee suggested that overhauling the Ends or reviewing them probably would not be as valuable at this point as long-range strategic planning during what is seen and readjusting the focus to having a more short- or medium-term outlook during the pandemic so far as it can be foreseen to last.

Chairman Mahler suggested possibly making other arrangements for Ends review to be done in Committee work. He suggested that the medium- to long-range planning during this unprecedented time would be more valuable for AAATA right now.

CEO Carpenter noted that the Ends Report is due to the Board in December. He and staff are putting finishing touches on it, and it will be coming to the Board to discuss.

Mr. Allemang suggested his understanding that the Board needs to review the Ends once a year. CEO Carpenter noted that this review is in reference to the monitoring report. How much time the Board decides to spend on updating or rewriting the Ends is a decision the Board makes year by year.

### 3.2.2 LAC Task Force Report

Ms. Mozak-Betts walked the Board through the issue brief and attachments regarding the role of the LAC. She shared that these documents were first shared with the Governance Committee at the end of last month, which led to the formation of a Task Force consisting of Chairman Mahler, Ms. Sims, and Ms. Mozak-Betts. The Task Force has met with Governance Coach Ms. Rose Mercier to discuss the LAC's current role and the Board's vision of that role. From that meeting, Ms. Mercier is crafting policy language for consideration by the Board. Ms. Mozak-Betts shared the hope to share the beginnings of that policy language at the next Governance Committee meeting. Ms. Mozak-Betts acknowledged that the LAC has been valuable over all the years; their operational input and guidance provided to the CEO, staff, and Board has been appreciated. AAATA values their communication and support. The wish is to define them further and expand in areas such as ownership linkage, looking at Ends and policy, and planning as well to help support the Board in their goals.

Chairman Mahler described that the Governance Committee discussed the ins and outs and merits of having the LAC be more operationally focused and therefore reporting into the CEO, or having them take a more policy focus, Board leaning role in so far as they would advise on policies, strategic issues, and help the Board with governing from a policy, ownership linkage point of view. He reported that Ms. Mercier is going to work on some language that would lean more toward an operational focus, which may be keeping more in line with what the LAC would like and want to do, as well as what they are most adept at. He noted that the Board could also consult them with policy issues on an occasional basis too, in terms of Ends or simple ownership linkage spot policy decisions.

### 3.2.3 Bylaw Review Introduction (Verbal)

CEO Carpenter shared that last year the Board adopted a work plan which included a review of the Bylaws. This was considered something of an important housekeeping item. Then the pandemic landed, and the track of that project was lost. A few months ago, staff resurrected the project, and the Governance Committee approved a scope of work from AAATA's legal counsel, Dykema, who have begun their work. Dykema will want to reach out to each of the Board members and see what they think about the Bylaws and ultimately, combined with some best practices, some of the updates that are inevitably necessary by this point, they will bring back a list of recommended changes for the Board's consideration around New Years.

### 3.3 Monitoring Reports Scheduling Proposal

CEO Carpenter described the Board fiduciary responsibility to oversee organization performance which occurs through the monitoring reports. The Board establishes its expectations in advance via policy and then monitors compliance via the monitoring reports that CEO and staff submit to them. The scheduling of monitoring can be

changed at any time, though they have not been changed since policy governance was adopted in 2017. CEO Carpenter shared that much had been learned since 2017 and walked the Board through some suggested monitoring report scheduling changes as laid out in the issue brief.

The recommendations were as follows:

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 even years and 2.3 (Comp & Benefits) in odd 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 make grants, we receive 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 even 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.

Mr. Miller asked if there are any subjective decisions that go into who receives any of the grant funding that passes through AAATA, who is a designated recipient and conduit, to subrecipients. CEO Carpenter reported that AAATA by and large does not have any control over who receives those funds or what they do with them, aside from the federal obligation that AAATA is responsible to make sure that the subrecipients meet federal rules. This comes up as part of AAATA's tri-annual review. Ms. Smith noted that there is only one discretionary grant program (5310 non-urban area funding), and in order for AAATA not to be in a position of conflicting interest, there is a separate committee that does the awarding of it.

Mr. Miller asked for further clarification as to why policy 2.8.3 is routine and an annual monitoring is not needed. CEO Carpenter explained that to have been interpreted in the past to mean that AAATA carries adequate insurance, which the Board can decide to monitor annually if they choose.

Mr. Miller also asked how the quarterly service and finance reports play together. CEO Carpenter laid out the example that the current quarterly finance report is received in November, but the operational report is supposed to come a month earlier in October. However, Mr. Smith's operation report requires the financial information that shows up on the finance report a month later. So, Mr. Smith cannot complete his report in October until he has the numbers that do not show up until November. The current scheduling may be due to an error in writing Appendix A back in 2017 because what has actually been occurring for the last few years is that the Board receives these reports simultaneously, in the same month.

Mr. Allemang shared support for the proposed monitoring report schedule which he viewed as a significant improvement.

Ms. Mozak-Betts moved to adopt the proposed monitoring report schedule, seconded by Mr. Chang.

In support of the motion:

Mr. Allemang: Yes  
 Mr. Chang: Yes  
 Ms. Gott: Yes  
 Mr. Hess: Yes  
 Mr. Hewitt: Not present for vote.  
 Mr. Hunter: Yes  
 Mr. Miller: Yes  
 Ms. Mozak-Betts: Yes  
 Ms. Sims: Yes  
 Chairman Mahler: Yes

This motion passed.

#### 4. STRATEGY & OPERATIONAL UPDATES: CEO

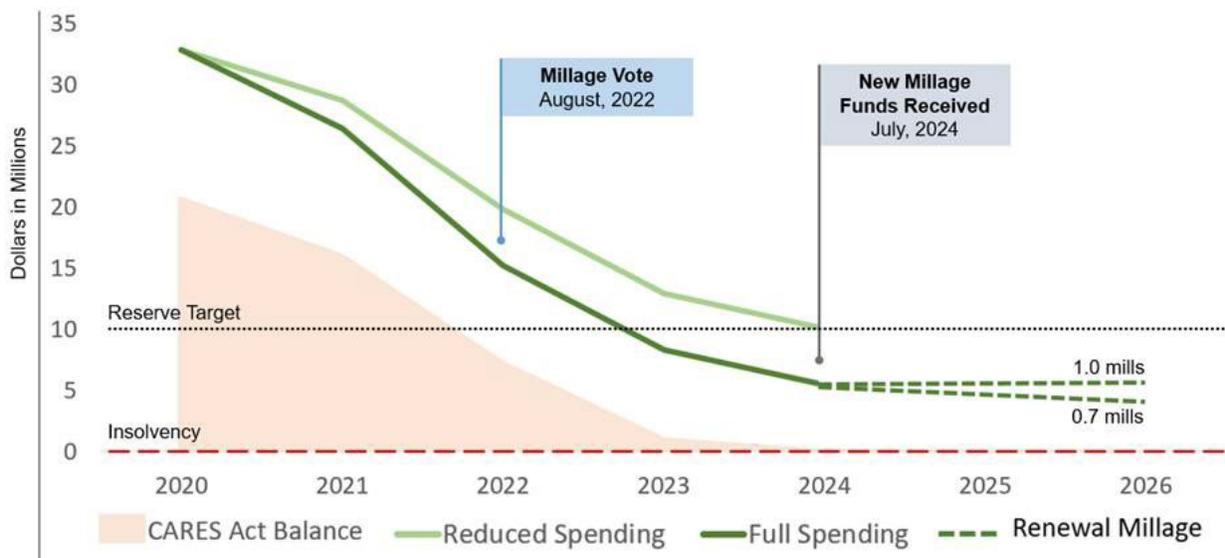
##### 4.1 Service Restoration and Millage Plan

CEO Carpenter shared that he 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 CEO Carpenter 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. CEO Carpenter also wishes to share this approach with staff and the public so their feedback can also be considered as a final approach evolves.

CEO Carpenter walked the Board and public through an outline of the emerging plan in an effort to spur discussion. A decision on spending levels will be necessary early in 2021. The first graph below was highlighted in the issue brief. 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).

#### 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.

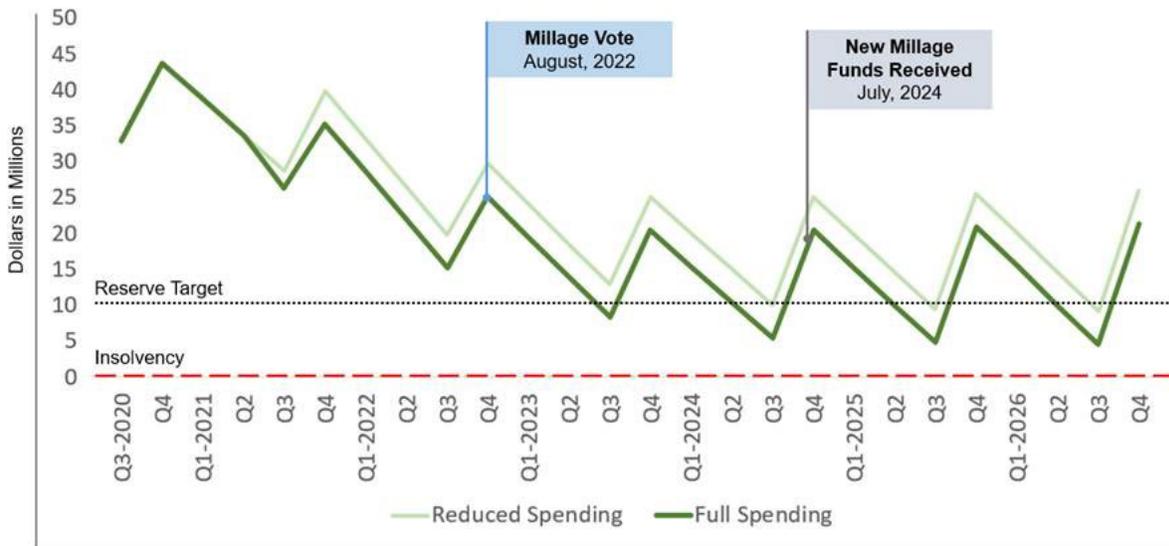


TheRide’s annual cash flow is not smooth, and instead creates a “saw tooth” pattern as illustrated in the below graph. This figure displays the same information by including actual cash flow. While both spending scenarios will require dipping into reserve funds

in 2023-2024, those years would only be momentary as incoming tax revenues would be received a few weeks later.

### FINANCIAL CAPACITY PROJECTION (Q3 FY2020 through FY2026)

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



### 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.



Mr. Hess shared his support for the plan and advocated for restoring service as soon as possible. He noted his understanding that adjustments may have to be made should the financial situation shake out differently from the projections, but appreciates the target being set and mapping out a strategy that can get AAATA back to full service within a timeframe that hopefully aligns with vaccines and when things start getting back to normal.

Mr. Allemang shared appreciation for the first graph that shows the Cares Act balance and how AAATA is depending on that to do the service restoration. He agreed with focusing on the potentially greatest risk, state funding. He expressed his support for being aggressive on restoring services because of the cushion of the CARES Act, but he emphasized the importance of being flexible and prepared to change plans if things do not come about as projected.

Mr. Chang commended staff on trying to determine how AAATA gets back to full service. He noted that public comments indicate the desire for more service. He asked what the plot of the first graph of the issue brief would look like if it was actually possible to separate out the millage impact between the two green lines. He expressed not being sure if the public can really understand that the millage does play a huge role in the success of AAATA, in addition to state and federal funding. He suggested illustrating this to indicate a better idea of the millage impact.

Ms. Gott expressed that it will be important to try and simplify the complexity of this issue. She also suggested that the Board and staff continue to talk about how nimble and flexible they will need to be and continue to manage expectations by reminding the public that there are still some unknowns.

Mr. Miller expressed his appreciation for the work and thought that has gone into the planning, as well as his support for trying to restore services. In regard to how AAATA goes about restoring service, he expressed being glad to hear CEO Carpenter talking about the public involvement, especially since AAATA is talking about addressing pre-existing issues as part of the conversation. He would not want there to be an opinion that AAATA is using this crisis as a smoke screen to cover up problems that were pre-existing. He noted that CEO Carpenter called out the issues with underutilized routes from the 5YTIP and the cost overruns with ARide. He pointed out that public comment is going to be crucial during this, giving public not only the opportunity to speak but confirmation that they are being heard.

Chairman Mahler shared that he cannot disagree with August 2021. He hopes that it proves to be the apex of the sweet spot. He asked for more financial modeling in terms of millage and even more in terms of risk analysis, particularly if the spike in ridership happens before August 2021. He asks how quickly adjustments can be made if it looks like increased ridership happens before or appreciatively later than August 2021. Chairman Mahler agreed with Mr. Allemang that the state operating assistance is the biggest risk AAATA has. He expressed not being sure if the federal government can be counted on to step in because it is so divided. Millage planning will have to very carefully consider if there are structural deficits and low ridership, how that affects the millage plan. He would like to explore what a 0.7 millage, 1.0 millage, and possibly 0.6 millage look like in terms of the budget and service restoration. He reported being happy to support August 2021 for the service restoration accompanied with good financial modeling that takes the risks into consideration.

Mr. Allemang expressed that he would like to see numbers with different assumptions. The current charts make a lot of assumptions focused on restoring service. He would like to see additional assumptions, some more optimistic and some less optimistic.

CEO Carpenter assured the Board that additional assumptions can be made at the same time that he has instructed staff to move forward with planning to restore service under the current assumptions. He pointed out that it is easier and faster to pull back this plan than to fast track it later.

Mr. Hess expressed his desire for AAATA to not overly limit itself by looking at what the possibilities might be for the millage beyond what has already been identified. With a high percentage (about 85%) approval rating for the previous millage, Mr. Hess described the potential to shoot a bit higher. He encouraged staff and the Board to look at scenarios by which the size of the pie is increased.

CEO Carpenter shared that staff have also had discussions around what might happen if there is an opening of federal funding, like COVID relief funding or an infrastructure stimulus. He noted that planning is considering a potential scenario of the community wanting AAATA to do more as well, in case the community might be willing to support a higher level of investment.

Ms. Mozak-Betts shared her appreciation for the work that has gone into the planning thus far. She sought assurance for the public that between now and August 2021, AAATA is still going to be introducing, adding, and expanding services along the way, as well as continue to monitor the routes to see where public need arises. CEO Carpenter responded that this is absolutely correct, with windows of opportunity for that in November and January, potentially even for May and June, with the big push to be in August 2021.

Mr. Allemang suggested that the Board and staff agree on an interpretation of what the term "full service" means. He also noted that ridership versus coverage goes hand in hand with that conversation. CEO Carpenter described the 5YTIP services that were running before the pandemic as compared to the different levels of service that have been offered thus far throughout the pandemic. When talking about "full service", CEO Carpenter clarified that what is really being talked about is returning to full expenditures, a full funding envelope. How exactly that will be organized is currently being worked on by Mr. Yang. He described scaling up the current temporary service and/or scaling down previous 5YTIP services. He pointed out some new challenges, such as the demand for weekend service to St. Joe's Hospital, which was not available before the pandemic but has been made a priority during the pandemic and may need to continue being a priority.

CEO Carpenter reminded the Board that prior to the pandemic there was a struggle with on-time performance with the 5YTIP structure, largely due to changes in traffic over the course of the last 20 years. He described the desire to tweak planning buried in the route structure as best as possible. He suggested that the service restoration may look largely like the 5YTIP structure with shifts based on lessons learned and demand. He noted that the previous structure of paratransit services made cost control virtually impossible, and a decision will have to be made how to bring ARide back, which may include separating the ADA mandated paratransit service from the other ARide services. The other ARide services may require a premium fare, for example.

Mr. Yang shared that one of the guiding principles for the service plan development is maintaining similar service coverage while incorporating as many lessons learned and as much public input collected during the pandemic as possible in the given timeframe.

#### 4.2 Q4 Service Report

Mr. Smith shared that the report includes a lot of large percentages that would not normally be seen where ridership is down and has had a disproportionate affect on some of the ratios that are displayed. He expressed how proud he is to work for TheRide and with his coworkers, on the front lines, in the office, and at home. He described the teamwork that it has taken, with the primary focus on staying safe for the employees and passengers. He shared that there is new service being added back this

Sunday, adding back a modified route 26 and weekend service on FlexRide. He thanked Board member Kathleen Mozak-Betts for attending the Town Halls.

Mr. Miller asked about the FlexRide boardings, with the report showing stable boardings for the West service area but decreased boardings for the East service area. Mr. Smith described that when he looked at those numbers, he was gratified to see the increase in Q4 of this year, indicating that as a temporary substitute for fixed routes, this was working. He did not look so much at the difference between the current East and West side numbers. It may provide indication going forward as to whether some routes should remain with FlexRide rather than return to a fixed route. He noted that there was a change to now allow FlexRide to drop off at the YTC, and he looks forward to seeing how useful that ends up being.

Mr. Miller asked what data was being collected on the FlexRide, like location data on pick-up/drop-off. Mr. Smith reported that this very data is being collected to inform the service restoration planning.

Ms. Sims pointed out an increase in ridership of the fixed route service from Q3 to Q4 possibly attributable to easing restrictions in the area. She asked if this is also mostly an effect of the students and if there is any concern with the students not coming back for a winter term. Mr. Smith responded that as long as there is the pandemic and a suggestion for reduced capacity on the buses (maximum 20 passengers) a limited route structure, he is actually not all that concerned about not having students to transport. It means that those that are riding at this point do not have other options. Mr. Smith expressed not being overly concerned about the students not being back for the winter season. He pointed out that it does make the challenge that much harder when there is a vaccine and AAATA is able to get back to full service because people do establish patterns on how they travel, and AAATA will have to break into those habits and convince them that AAATA is the better option. He shared his belief that AAATA can do this, but until there is a widely distributed vaccine, he actually is not that worried about having low passenger counts. He expects these numbers to be flat going forward, if not declining a little as travel restrictions decrease.

CEO Carpenter noted that the Ends Monitoring Report will reflect similar, hopefully temporary, volatility.

Mr. Miller asked if there has been any discussion of the essential trips only postings on the buses. CEO Carpenter reported that he and Mr. Smith discussed this and AAATA will be keeping the words essential trips on the buses for the foreseeable future. CEO Carpenter noted that AAATA relies a lot on the county health department to signal them if things are getting safer or not, as well as orders from the state government. He also mentioned that AAATA is not asking passengers why they are traveling.

#### 4.3 Q4 Finance Report

Ms. LaTasha Thompson presented the Q4 Financial Report (1st close). She shared that there is an audit coming up at the end of this month, and she will be coming back with a second close report, which will be very close to the final numbers. She noted that the only revenue category that did not decrease was property taxes as there has not been an impact yet on property tax from the pandemic. She reported that AAATA maintained a strong net position with a strong cash reserve of 2.6 months, primarily due to lower expense and property tax revenue that kept that cash reserve strong. She pointed out that investments in the prior year; there was a higher level of investment. This year AAATA did not because the interest rates became so low that keeping it within the regular operating bank account was more profitable for AAATA than the usual investments. \$5M was moved on October 1<sup>st</sup> to a different vehicle (CDARS), so that

there could be a little more investment income, not much more, but better than sitting in the operating cash. She also noted that the trend is still consistent as far as cash and investment. Those still went up as may be expected with the property taxes coming up. There was a little bit of a higher cash and investment because property tax revenue goes up a little bit each year because of taxable value and also the lower expenses.

Mr. Allemang noted that there is a nice summary in the detailed Q4 report of the expenditures of the CARES Act. Ms. Thompson reported that right now, AAATA is expecting to use about \$2.2M of the CARES Act, though the numbers are not final and that may fluctuate a little bit. Mr. Allemang emphasized that the amount of utilization of the CARES Act funds is determined by AAATA's financials without using the CARES Act funds, and therefore AAATA is able to show a breaking even for the full year; the CARES Act funds are used to come out to approximately breaking even.

#### 4.4 CEO Report

CEO Carpenter pointed out that the WATS Policy Committee met yesterday, and AAATA was very happy to be able to help out the City of Ypsilanti. The City is attempting to do some pedestrian and non-motorized improvements along Hamilton and a few other major corridors in the City, but they were a little short of money. Meanwhile, AAATA had access to some federal funding that it looked like AAATA was not on track to be able to use in a timely manner. Mr. Metzinger got a request from Bonnie at the City if there was anything AAATA could do to help. This federal funding will help the City, as well as get a couple AAATA bus stops paved. The City did get all of the funding they were looking for for that improvement. CEO Carpenter described that we are all in this together and every bus passenger is a pedestrian at the beginning and end of their trip, so AAATA cares about the sidewalks.

He also highlighted the preliminary feedback from the virtual tour of the prototype Nova Bus. He noted that generally customers were excited about it, liking a lot of features. He shared that there was a large number of written comments encouraging AAATA to look for clean propulsion technology, either electric or hybrid vehicles. He noted that this is something that AAATA is still interested in as well. AAATA is participating in the City of Ann Arbor's Carbon Neutrality project.

Ms. Mozak-Betts asked if the new orders have affected the opening of the transit centers and their bathrooms. Mr. Smith shared that AAATA has delayed opening up the BTC and YTC for just purely waiting for the bus. BTC is open for ticket sales. The bathrooms are open at both transit centers, which are cleaned twice a day. As far as having a location at both locations for people to wait for the bus out of the cold and rain, AAATA is in the process of getting tents put up at the YTC because there is not enough room inside the building. AAATA is having to go through a building permit process for that. As soon as that is done, there will be a location under roof at the YTC and then there will be a judgement call from there as to what to do about the BTC. Gail Roose, the AAATA Facilities Manager, has engaged with AAATA's electrician about putting in electric heating elements outside and also is getting a source for temporary propane ones as well.

Mr. Hewitt pointed out that his understanding from the state is that tents outside are defined as a roof and one side, at least for dining. If there is more than one side, it is considered inside.

Mr. Allemang reported a development at the Ann Arbor City Council having to do with transit support and development. CEO Carpenter shared that the new Ann Arbor City Council had their first meeting on Tuesday. The Council resurrected a transit-oriented development that had been tabled much earlier in 2020 or late 2019. Ultimately, they

passed a resolution directing the planning commission to come back to them with a city-wide transit-oriented development ordinance. It seems that the thrust of it is to allow higher density, mixed-use development along major transit corridors in the community. This could be a big step in the direction of the AAATA Board's Ends policies that pertain specifically to urban development being transit supportive. AAATA has been asked to be involved with this development. Chairman Mahler expressed looking forward to working on this with the City Council.

## 5. EMERGENT BUSINESS

None.

## 6. CLOSING ITEMS

### 6.1 Topics for Next Meeting:

Ends Monitoring Report

Board Retreat

Service Restoration and Millage Plan

Mr. Chang asked for an update on the EZFare Mobile App.

### 6.2 Public Comment

Mr. Jim Mogensen shared that he feels able to confirm that more people are driving themselves into Ann Arbor that work at the university because parking is not as bad. He expressed that this societal change may not be entirely linked to pandemic control; if the cultural change about people working from home continues beyond pandemic infection control, that may influence transit.

He also pointed out that there are two millages – the 5YTIP millage (0.7 millage) and the structural Ann Arbor millage that was passed in 1973 and because of when it was passed does not have to be renewed. He noted that the challenge is the internal dynamics of the financing of TheRide between the East and West parts of the service area. There may be a situation where the transit millage is still in place in Ann Arbor even if the 0.7 millage left.

Mr. Mogensen also noted that AAATA should have LAC style committees that are assembled given the complexity of the questions that were brought up even in this meeting. He suggested that AAATA not just have public town halls but should have some special committees to chew through some of these things and explain the incredible complexity within.

6.3 Board Assessment of Meeting (Electronic)

6.4 Adjournment

Mr. Chang moved to adjourn the meeting, seconded by Ms. Mozak-Betts.

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 8:49pm.

Respectfully submitted by: Keith Everett Book

DRAFT

## Governance Committee Meeting Agenda

**Meeting Date/Time: November 23, 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, Forest Yang

Chairman Eric Mahler called the meeting to order at 9:04 am.

Discussion Items
<b>1. OPENING ITEMS</b>
<p>1.1 Agenda (Additions, Approval) Approved.</p>
<p>1.2 Communications Chairman Mahler announced that he received a special coaching advisory document from Governance Coach Rose Mercier over the weekend on the LAC that he is reviewing.</p>
<b>2. POLICY MONITORING &amp; DEVELOPMENT</b>
<p>2.1 Proposed Board Work Plan for FY2021</p>
<p>2.1.1 Retreat Planning Chairman Mahler discussed two half day retreats and will reach out to the Board for whether morning or afternoon is preferred.</p> <p>The ballpark timeframe was discussed. Ms. Sims preferred two half days in February, making it easier to keep the momentum if the dates are closer together. Chairman Mahler agreed with that. Mr. Hewitt did not have a preference. Mr. Allemang agreed with two half days in February.</p> <p>CEO Carpenter described retreat work centered around planning. Chairman Mahler described wanting to hear from the staff on what to possibly expect or anticipate, asking if the Board wants to look beyond the next 12-18 months, or if it is best to keep it more in the moment?</p> <p>Mr. Hewitt suggested that the Board’s focus should be on the long-range planning process and the vision plan for operating and capital. Mr. Allemang reminded the Committee about revisiting ridership versus coverage, and he suggested that topic should actually be discussed before the February retreat. Ms. Sims agreed with both. She would like some Board education on ridership versus coverage before the retreat, if possible. Mr. Hewitt suggested that clarifying ridership versus coverage is paramount. Ms. Sims noted that the Board seems to be leaning more toward coverage, which could inform the long-range planning quite a bit.</p>

## Discussion Items

CEO Carpenter described being able to do a ridership versus coverage discussion in a Board meeting prior to the retreat. Chairman Mahler agreed. He asked CEO Carpenter to look at the materials that were looked at before to tee up the conversation for a Board meeting.

CEO Carpenter noted that by February 2021, public involvement in the service restoration will be well underway. Chairman Mahler described that the plan currently described by the staff seems to be fairly underway and there may not be a lot more the Board will add to that. He suggested that a ridership versus coverage discussion should most likely occur at the next Board meeting.

CEO Carpenter described that the service restoration in August 2021 would be at capacity with return to the 5YTIP service. It would not be changing a lot, perhaps slight tweaks, but not big change.

CEO Carpenter suggested the retreat in February be focused on longer range visions and plans. He expressed that the ridership versus coverage feedback is likely to make the most effect on planning for 2022 and beyond.

Chairman Mahler described the Board endorsing the service restoration for the most part at the last Board meeting. He noted that the ridership versus coverage discussion might be the most helpful in long-term. He and CEO Carpenter will discuss how to tee up this discussion at the next Board meeting.

Chairman Mahler asked what the goals are for the retreat. Mr. Hewitt shared his view that AAATA should be the key entity in trying to address the congestion issue in Ann Arbor. He described the limited and expense of parking in Ann Arbor pre-pandemic. He suggested giving good direction to the staff as to what a transit system could look like and pointed out that travel times need to be increased to compete with the automobile, which will require addressing right of ways. Chairman Mahler described the process and the political aspects involved with that. He suggested answering what a long-range planning process would accomplish for the Board. Mr. Hewitt asked what the staff would need at the end of a long-range planning process in order to move forward. Chairman Mahler expressed that it is about process and getting heads around what the outcome would be.

Mr. Allemang asked if there are any people in the transportation area that could provide good Board education on long-range planning. CEO Carpenter noted that policy is in place for now. He described wanting direction on service planning at a high-level and that there is a long-range vision currently in the works by he and Mr. Yang to be completed by the end of next year so that by the beginning of 2022 there is a 20 year work plan that is in 5 year increments. Chairman Mahler noted that there is a lot to unpack with service planning in general. He described having a discussion of where the future of transit is going, what services should be provided, and a SWOT analysis of strengths, weaknesses, opportunities, and threats that the Board can then consider in order to give direction back to the staff.

Ms. Sims liked the service plan being parallel with the millage asks. Mr. Hewitt shared full support of the direction CEO Carpenter and Mr. Yang are going. He noted that getting the ridership versus coverage discussion underway is the most

## Discussion Items

important next step. Mr. Allemang added caution of getting too hung up in nitty gritty details like doing SWOT analysis when creating long-range planning.

Chairman Mahler described needing clearly defined goals for the retreat in order not to get too deep in the weeds; there needs to be goals given to the staff in the context of long-range planning, with future service planning in the context of some objective and framework that guides the discussion. Mr. Hewitt suggested that the question to ask is how the service planning accomplishes the Board's Ends.

Ms. Sims reminded the Committee that there may be a significant hurdle to overcome when trying to get ridership back after new modes of travel have been established. She suggested possibly making clear that in the short-term, coverage is being leaned toward, and there may be some Board members that would like that to be permanent.

Keith Book will set up a meeting after Thanksgiving for CEO Carpenter and Chairman Mahler to discuss further.

### 2.2 Committee Agendas

#### Service Committee:

Mr. Hewitt may like to add a ridership versus coverage to the agenda. Chairman Mahler will share the LAC suggested actions from Ms. Mercier with Mr. Hewitt.

#### Finance Committee:

Mr. Allemang may want to add ridership versus coverage to the agenda. In regard to agenda item 2.2 (Financial Conditions & Activities During an Emergency – Policy 2.5), Mr. Allemang suggested that it may be confirmed by the Committee that they are fine with the way it is being conducted now.

#### Board of Directors:

Chairman Mahler suggested adding a ridership versus coverage discussion at 4.1 on the agenda. CEO Carpenter will see what capacity the staff has to create materials for December. Chairman Mahler would like to at least introduce the topic, even if a deep dive cannot be made until January. Mr. Allemang agreed with that suggestion.

### 2.3 Other Governance Issues (as assigned)

#### 2.3.1 LAC Task Force Report

Chairman Mahler described the special coaching advisory memo from Ms. Mercier. He will review this with Ms. Mozak-Betts and Ms. Sims, and this will be on the next Governance Committee agenda.

#### 2.3.2 Meeting Assessment (11/19)

No discussion.

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

Chairman Mahler described that the Committee generally liked the suggested amendments proposed in the issue brief. Mr. Allemang described the language that could substitute for the whole thing as Ms. Mercier laid out in 2.11.1.6. At point 2, he suggested to delete that one. At point 3, he suggested being fine with deleting legal, but is fine either way. At point 4, he noted that there are good points that should be added.

<b>Discussion Items</b>	
	<p>Mr. Hewitt gave support for all the suggestions made by Ms. Mercier, as did Ms. Sims. Chairman Mahler expressed not knowing what it means to impede the Board's whole-ism. He would suggest striking that because he does not want it to be misinterpreted. He does not want to put a chilling effect on the CEO's conversations with the Board as a whole or individually. He pointed out that it is spelled out in 2.11.3.1 more descriptively. Mr. Allemang agreed with deleting that. Mr. Hewitt agreed as well.</p> <p>Subject to what was discussed, Chairman Mahler suggested adding these amendments to agenda item 3.4 of the Board meeting. If it needs to be postponed to January, so be it.</p>
<b>3. STRATEGY &amp; OPERATIONAL UPDATES: CEO</b>	
3.1	<p><b>Service Restoration Plan</b> CEO Carpenter described bringing this back for further discussion after they have been able to digest the last Board meeting's discussion.</p>
3.2	<p><b>External Relations Update (Verbal)</b> CEO Carpenter described that he has initiated a process to overhaul staff's approach to external relations by involving a strategic consultant, to reposition AAATA to be more effective. Mr. Hewitt gave support for this course of action.</p>
3.3	<p><b>CEO Expenses</b> CEO Carpenter described minimal professional development and home office equipment purchased.</p>
<b>4. CLOSING ITEMS</b>	
4.1	<p><b>Topics for Next Meeting</b> CEO Evaluation Board Retreat Strategic Planning Ridership versus Coverage EZFAre Update</p>
4.2	<p><b>Adjournment</b> Chairman Mahler adjourned the meeting at 10:27am.</p>

Respectfully submitted by: Keith Everett Book

## Service Committee Meeting Summary

**Meeting Date/Time: December 2, 2020, 3:00-5:00pm**

**Location:** REMOTE – Via GoToMeeting

**Meeting Chair:** Roger Hewitt

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

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

Jesse Miller called the meeting to order at 3:04 pm.

Discussion Items
<b>1. OPENING ITEMS</b>
<p>1.1 Agenda (Additions, Approval)            Chairman Hewitt moved to approve the agenda, seconded by Ms. Mozak-Betts.            In approval of the motion to approve the agenda:            Ms. Mozak-Betts: Yes            Mr. Hewitt: Yes            Mr. Hunter: Yes            Ms. Gott: Yes            Mr. Miller: Yes</p> <p style="margin-left: 40px;">The motion passed.</p>
<p>1.2 Communications            Ms. Gott announced that she will need to leave the meeting at 4:00pm.</p>
<b>2. POLICY MONITORING &amp; DEVELOPMENT</b>
<p>2.1 Board’s Annual Work Plan            Chairman Hewitt asked for feedback from Committee members on the Board work plan and retreat topics. He noted that the annual monitoring report of the Ends will be received in December, and the Bylaws are being addressed by Dykema with interviews of the Board members taking place next week.</p> <p>Mr. Miller asked if the Ends review in December will include a discussion of the ridership versus coverage. Chairman Hewitt shared that there should be some information about the ridership versus coverage in December, at least the start of the discussion process. Mr. Miller expressed needing Board education before having the ridership versus coverage discussion. He expressed support for discussing the Ends, having some Board education, and then going into the ridership versus coverage discussion.</p> <p>Mr. Yang explained that the Governance Committee consensus was to have some conversation of the ridership versus coverage in December, even if just a preliminary discussion. CEO Carpenter and Mr. Yang may be able to bring back previous materials on ridership versus coverage updated a bit with lessons learned during the pandemic.</p> <p>Chairman Hewitt suggested that the Ends monitoring report should be accompanied with a preliminary discussion on ridership versus coverage at the December Board</p>

meeting.

Ms. Njuki noted that the discussion will be more about the monitoring report rather than adjusting the Ends themselves.

Ms. Mozak-Betts noted that ownership linkage is urgent and key in a lot of other issues.

Ms. Gott expressed agreeance with Ms. Mozak-Betts. She suggested looking to staff and the Governance Committee to understand how to be proactive in sequencing the topics and work that needs to be prioritized. Chairman Hewitt noted that most topics are at least in the initial stages of discussion already, if not further along.

## 2.2 LAC Task Force Report

Ms. Mozak-Betts reported that Ms. Sims, Chairman Mahler, and she met with Governance Coach Rose Mercier at the end of November, who has put together some initial thoughts on the direction. There will be a meeting with the task force only (Ms. Mozak-Betts, Ms. Sims, and Chairman Mahler) to fine tune some of the suggestions and then possibly present this to the Governance Committee at their next meeting, hopefully.

Chairman Hewitt expressed that he was impressed with the progress that has been made so far. Mr. Hunter asked if there is a rough guideline as to when this might be ready for the Committee. Ms. Mozak-Betts reported that the hope is to have the task force meet in the next week, present that to the Governance Committee, and then go back to Ms. Mercier for additional input, followed by more presentation to the Governance Committee and the Board, hopefully by January, potentially February. Ms. Mozak-Betts expressed that the focus is defining what the charge is of the LAC and how to make all of that happen under policy governance, trying to avoid the LAC serving two masters.

Mr. Miller asked if the discussion is focused on how to get the LAC to be both operational and policy driven. Ms. Mozak-Betts noted that the LAC's history is 95% operational, but last year the Board noted that they wanted them to be broader and weigh in on policy. She noted that it will be both to varying degrees. She emphasized the importance of maintaining the LAC interactions with both staff and the Board.

## 2.3 Transportation Funding Agreements

The Committee discussed a communication from AAATA's legal counsel concerning Transportation Funding Agreements.

# 3. STRATEGY & OPERATIONAL UPDATES: CEO

## 3.1 Service Restoration and Millage Plan

Mr. Yang described being in the process of creating a detailed plan for restoring service in August 2021. Chairman Hewitt asked if the light green line of the graph is what is currently being done. Mr. Metzinger noted that that is correct.

Chairman Hewitt pointed out the current plan more closely maintains the reserve, but a millage something close to 1.0 would be needed to maintain similar levels of service, and service expansion would likely require more millage than that. Chairman Hewitt expressed that if AAATA is going to ask for anything significantly more, AAATA has to tell people what they will be getting for their money.

Ms. Mozak-Betts asked about the significant dip in 2021. Mr. Metzinger noted that is due to the more rapid spending in restoring services at that time.

Mr. Miller expressed supporting long-term projects that would warrant asking for a higher millage. He noted a lot of projects that have been approved transit-wise recently and expressed his hope that AAATA has not missed that opportunity.

Mr. Metzinger shared that the financial forecast shows some reductions in state operating assistance. Mr. Miller asked how new transit funding might be delegated. Mr. Metzinger expressed that there is a lot of opportunity there, but it may be too soon to have clarity just yet. Mr. Miller asked if federal funding does not come through and there is a worst-case scenario with state funding, is there a point of no return with this plan. Mr. Metzinger noted that the CARES Act funding provides the buffer because of the decision to spend the funds conservatively thus far. Mr. Yang noted that there is a plan for public engagement in early March or late February. Going forward, even if the decision is made to increase services, there is still the opportunity to make some adjustment or take a different approach to the millage plan. There is also the goal to get the long-range plan in place by the end of 2021.

Ms. Mozak-Betts shared concern with RTA and AAATA millages coming out at about the same time. Mr. Yang shared that AAATA's millage ask will be a few months ahead of RTA's potential millage ask. Chairman Hewitt shared that the RTA can only go out for a millage every other year in November. AAATA will be ahead by going in August of 2022. He noted that RTA may have a lot of planning work to do before being able to go out for a millage ask in November 2022.

Chairman Hewitt asked when going back to full service in August 2021, does staff expect operational costs to be higher. Mr. Metzinger shared that it is budgeted for the operational costs to be higher. He shared that there also may be budget amendments to anticipate.

Mr. Miller asked if the restoration to full service is with COVID precautions still in place. Mr. Metzinger shared that he budgeted for the full range of revenue hours. If containing the virus is still being contended with in August 2021, AAATA may have to adjust their plans at that stage. Mr. Yang shared not expecting full recovery of ridership, and that there is the anticipation of a vaccine.

Chairman Hewitt noted in his business that they are not expected to have a change in patronage until Fall of 2021 at the earliest.

### 3.2 Ends Monitoring Report Preview (Verbal)

Ms. Njuki shared that the Ends monitoring report is near complete. It will be maintaining the same metrics in order to better understand trends and identify areas of improvement. Due to the pandemic, the Board may notice that the report has sharp drops or jumps in the evidence section. For example, with decreased ridership, most of the data pieces that are a function of ridership will be higher. Additionally, the report will have some holes. In the past, staff have benchmarked data with regional peer agencies for context, which includes Lansing, Flint, and Grand Rapids. This year, it was hard to get that data and may take another two years to generate peer data for 2020. The Board should expect to see a lot of partial compliance due to the pandemic. Ms. Njuki noted that Ms. Rose Mercier has reviewed the report and has a few recommendations for the Board.

## 4. CLOSING ITEMS

### 4.1 Topics for Next Meeting

Transportation Funding Agreements – Mr. Miller asked what the next steps are with the Transportation Funding Agreements. Chairman Hewitt described developing a structure of engagement with the two jurisdictions – what should be communicated, to whom, how frequently, and who is going to communicate that information. He described needing to develop what the expectations of the communication are. Chairman Hewitt will take comments from this Committee back to the Governance Committee and then also to a full Board conversation. Ms. Mozak-Betts noted that the questions posed by Mr. Muskovitz are paramount. Chairman Hewitt suggested that the entire Board should be involved in this discussion. Ms. Mozak-Betts suggested that it might be best that all of the legal owners are provided a similar schedule of communications.

4.2 Adjournment

Ms. Mozak-Betts motioned to adjourn, seconded by Mr. Hunter. Chairman Hewitt adjourned the meeting at 4:22pm.

Respectfully submitted by: Keith Everett Book

DRAFT

## Finance Committee Meeting Summary

**Meeting Date/Time: December 8, 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 3:01pm.

Discussion Items
<b>1. OPENING ITEMS</b>
1.1 Agenda (Additions, Approval) Approved.
1.2 Communications None.
<b>2. POLICY MONITORING &amp; DEVELOPMENT</b>
<p>2.1 Board’s Annual Work Plan Mr. Chang expressed liking the list of policy topics or decisions in the issue brief. Mr. Hess agreed with Mr. Chang that the list is comprehensive now.</p> <p>Chairman Allemang pointed out that the Ends Monitoring Report will be shared at the next Board meeting. CEO Carpenter noted that the Board’s policy instructs the Board to at least review the Ends, when reviewing the monitoring report. He suggested seeing how the Board reacts to the monitoring report, as the monitoring report review could suffice, or the Board may decide to not only review the Ends, but also consider amendments.</p> <p>CEO Carpenter noted that the Ends Monitoring Report was sent out to the Board today. None of the metrics and measures were changed. He noted that a lot of the pursuit of the Ends depends on ridership, which is radically down. The report will illustrate the huge impact that the pandemic has had.</p> <p>Mr. Hess expressed that the Board may want to consider thinking differently about monitoring reports. He suggested that in regard to the Ends that the monitoring report describes as partially compliant or not compliant, the Board might consider working toward compliance with the those Ends as they are, rather than working on the Ends themselves.</p> <p>Chairman Allemang expressed that to be a good point. CEO Carpenter noted that the evidence section indicates when compliance will be reached, though it does not discuss the “how”. He described that the “how” conversations happen outside of the report, or else the report would be enormous; the monitoring report is the start of the conversation. Mr. Hess noted some inconsistencies in the report – when compliance is</p>

## Discussion Items

expected is not always being listed in the report. He made an example of policy 1.2.2 in the monitoring report, citing that it only describes the situation, but not the potential solution. Chairman Allemang suggested possibly adding when the Board should look forward to discussing the potential solutions.

CEO Carpenter agreed with Mr. Hess that the monitoring reports (as designed) are rear-view mirrors, not exactly forward-looking. He noted that Mr. Hess may want to bring this up during the Board meeting discussion of the Ends Monitoring Report.

Ms. Sims expressed that she is most interested in picking up the discussion on ownership linkage.

In regard to education topics, Chairman Allemang suggested prioritizing the list, with the bookends being as they are ordered now in the issue brief (Equity first, procurement last).

In regard to Board Retreat topics, Chairman Allemang pointed out that this will be a definite discussion at the next Board meeting. Mr. Hess noted that the topics of Long-Range Vision/Plan and Long-Range Planning Process could possibly be rolled into one topic and shared that his heart lies in the planning and millage discussions. Ms. Sims agreed with Mr. Hess and noted that she would like some millage and strategy education, potentially reserving some time to start thinking about this sooner rather than later, possibly with task forces if necessary.

In regard to the Board Retreat topic of Operating and Capital, Chairman Allemang suggested that the Board might consider discussing this elsewhere and not including it as a topic at the Board Retreat.

CEO Carpenter noted that most of the topics revolve around needing a plan, which hinges to some degree on where services are going. He noted looking forward to having the long-range vision/plan discussion that he and Mr. Yang are in the process of developing.

Chairman Allemang and CEO Carpenter discussed the difference between operational planning, long-range service planning, and long-range strategic planning. It was suggested to work toward more consistency with the language. Chairman Allemang suggested creating a glossary of terms.

### 2.2 Financial Conditions & Activities During an Emergency (Policy 2.5) (Verbal)

Mr. Chang described his conversations with Governance Coach Rose Mercier who noted that this concern is basically covered by other policies in the Board Policy Manual. Ms. Mercier pointed out to Mr. Chang that as a Board, special monitoring reports can be requested on any policy at any time, be they shared internally or externally. Ms. Mercier suggested that this probably does not need to be brought up any further as the Board is covered by other existing policies.

The conclusion was to cross this off the list of consideration. Mr. Chang will share this conclusion with the rest of the Board at the Board meeting.

## 3. STRATEGY & OPERATIONAL UPDATES: CEO

### 3.1 Service Restoration and Millage Plan

## Discussion Items

CEO Carpenter shared that the service restoration plan was introduced in public at the last Board meeting. He would like to move toward a proposed decision about the restoration of spending. He noted the Board seemed to be unified at the last Board meeting to move forward with the plan to restore spending, though there is still plenty of opportunity to continue discussing.

Mr. Hess expressed that if there is no new information that is coming forward, he does not need to belabor the topic. He shared that it might be most helpful to continue to get the ridership level versus service level graph that Mr. Smith has been sharing regularly.

CEO Carpenter shared that the preliminary staff survey results in regard to the service restoration plan showed a good amount of cautious optimism and “let’s not move too fast”, with much of it coming back to the uncertainty about the future.

Chairman Allemang shared his appreciation for the information now in the plan under the CARES Act funds indicating for what the funds can and cannot be used. CEO Carpenter noted that this paragraph was added after an earlier version. He shared that sometimes staff are asked to use funds in a manner that does not qualify for CARES Act funds expenditures. Mr. Metzinger offered that AAATA is using CARES Act funding in every opportunity that they are eligible. He pointed out timing variances where things have been ordered but not yet received. He shared that he has a phone conference coming up with a new CFO of the De Moines Iowa Transit Agency who is experiencing some similar types of concerns with internal and external pressure to spend the CARES Act funds quickly.

CEO Carpenter described that much of the routine operational expenses (salaries and lost fare revenue) are eligible to be paid via CARES Act funds.

Mr. Metzinger noted that there are quarterly reports filed with the FTA, which show how much of the CARES Act funds have been obligated and expended.

CEO Carpenter noted that the timeline for service restoration is targeted for August 2021, with staff needing to know by early May in order to put the technical service restoration plans in place. He expressed his hope that the Board and staff can make a proposed decision in January to restore (or not restore) the expenses in order to start public feedback in February. He noted that the brakes can be pumped along the way if something changes unexpectedly with the pandemic.

In regard to Figure 1 of the plan, Chairman Allemang suggested putting vertical lines in the figure that show where one fiscal year begins and ends.

### 3.2 FY2020 Audit Update (Verbal)

Ms. Thompson shared that last week the FY2020 audit was kicked-off; the auditors did a presentation for the Audit Task Force that provided a good overview of the purpose of the audit, along with quite a bit of planning. The auditors are digging into their testing this week. Ms. Thompson described how it is a different audit process this year because it is being done remotely, using technology rather than physical presence in the office.

The Audit Task Force is comprised of AAATA Board members Kyra Sims, Kathleen Mozak-Betts, and Sue Gott. Ms. Sims was on the Audit Task Force last year, but Ms.

## Discussion Items

Mozak-Betts and Ms. Gott are new this year. The Audit Task Force had the preliminary meeting already and will meet again in February.

Ms. Thompson noted that this is the second year with these auditors. She also described how the audit is being done completely remote this year, aside from an on-site observation of the parts inventory that occurred two months ago.

Ms. Thompson noted for Ms. Sims that the auditors are asking to do fraud increase with someone from the Audit Task Force again this year.

Mr. Metzinger noted for Mr. Hess that the FTA triannual review has been delayed by FTA until next year due to the pandemic.

### 4. CLOSING ITEMS

#### 4.1 Topics for Next Meeting

Mr. Metzinger noted that the annual MDOT Resolution to affirm the budget entries for the FY2022 budget will be brought to the Finance Committee next month.

A Service Restoration discussion may be added depending on how the Board meeting discussion of the topic goes in December.

Board Retreat  
Long-Range Planning

#### 4.2 Adjournment

Chairman Allemang adjourned the meeting at 4:05pm.

Respectfully submitted by: Keith Everett Book

## ISSUE BREIF: Board's Annual Work Plan

**Meeting: Board of Directors**

**Meeting Date: December 17, 2020**

<b>INFORMATION TYPE:</b>
Decision Preparation
<b>RECOMMENDED ACTION(S):</b>
Consider approval of a Board plan of work for FY 2021.
<b>PRIOR RELEVANT BOARD ACTIONS &amp; POLICIES</b>
Board policy 3.4, below.
<b>ISSUE SUMMARY:</b>
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.
<b>BACKGROUND:</b>
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.
<b>IMPACTS OF RECOMMENDED ACTION(S):</b>
<ul style="list-style-type: none"> <li>• Budgetary/Fiscal: NA</li> <li>• Social: NA</li> <li>• Environmental: NA</li> <li>• Governance: The annual work plan is how the Board sets the direction for the organization.</li> </ul>
<b>ATTACHMENTS:</b>
<ol style="list-style-type: none"> <li>1. Excerpt Policy 3.4 – Agenda Planning</li> <li>2. Recommended Board Work Plan &amp; Education (FY2021)</li> </ol>

## 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:

<b>Policy Topics or Decisions</b>	<b>Status</b>
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:

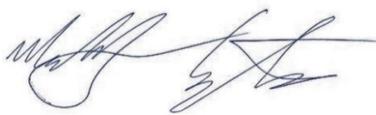
<b>Education Topics</b>
Equity: Ridership and Coverage, social impacts, lessons from pandemic, Resource Allocation
How bus networks are organized & route planning
Multi-jurisdictional consideration (local and regional)
Differences between AAATA communities (POSAs)
Service Provision options: Micro transit,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

Based on earlier discussions, Board Retreat items will include:

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

## ISSUE BRIEF: Ends Policies Monitoring Report

**Board Meeting: December 17, 2020**

<b>INFORMATION TYPE:</b>
Decision
<b>RECOMMENDED ACTION:</b>
That the Board review this monitoring report and consider accepting it as (C), making reasonable progress toward compliance.
<b>PRIOR RELEVANT BOARD ACTIONS &amp; POLICIES</b>
<ul style="list-style-type: none"> <li>On December 19<sup>th</sup>, 2019, the Board adopted new Ends policies.</li> <li>On April 16<sup>th</sup>, 2020, the Board unanimously voted (C) that the CEO was making reasonable progress toward compliance on the policies.</li> </ul>
<b>ISSUE SUMMARY:</b>
<p>In accordance with the Board’s Policy Manual, I present the Ends Monitoring Report which covers FY 2020 until October 2020. Under the circumstances, I feel the Board should consider accepting the report as (C) making “reasonable” progress toward compliance, in the context of the pandemic.</p> <p>Even though the context for the Ends has changed this year, we believe that earlier interpretations, metrics, and evidence are still appropriate for measuring year-over-year progress. However, the pandemic-related impacts outlined in this report are still sobering. Our pursuit of the Ends has suffered a serious setback through the loss of ridership, and demand for our services will take several years to fully recover. At the same time, it has clearly been appropriate to focus more attention on Executive Limitations pertaining to the safety of staff and passengers.</p> <p>I certify that the information in this report is true and complete to the best of my ability, and I request that the Board accept this as indicating an acceptable level of compliance.</p> <div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div style="text-align: center;"> <p>CEO’s Signature</p>  <p>_____</p> </div> <div style="text-align: center;"> <p>Date</p> <p>December 8, 2020</p> <p>_____</p> </div> </div> <p><b>Note:</b> The Governance Coach has reviewed this report and provided feedback to the Board at the end of the document.</p>
<b>BACKGROUND:</b>
<p>TheRide’s Board of Directors articulate the results the agency is to produce, for whom, and at what cost. These strategic outcomes are called the Ends Policies. This monitoring report provides the CEO’s interpretations of those policies, evidence of achievement, and an assertion on compliance with the Board’s written goals. As with other monitoring reports, the Board decides whether the interpretations are reasonable, and the evidence convincing.</p>
<b>ATTACHMENTS:</b>
1. Ends monitoring report

## TheRide Proposed Ends Policies

The Board establishes its Ends policies within its Vision for public transportation:  
 A robust public transportation system that adapts to the area’s evolving needs, environment, and quality of life.

PROPOSED ENDS POLICIES:	Page #	Compliance
1. <b>AAATA exists so that an increasing proportion of residents, workers and visitors in the Ann Arbor-Ypsilanti Area utilize public transportation options that contribute to the Area’s social, environmental and economic vitality at a cost that demonstrates value and efficient stewardship of resources.</b>	3	
1.1. <b>Residents in the area have equitable access to public transportation services that enable them to participate fully in society.</b>	7	
1.1.1. People with economic challenges have affordable public transportation options.	10	
1.1.2. People with disabilities or mobility impairments, seniors, minors, and non-English speakers have equitable access to opportunities and destinations in the area.	11	
1.2. <b>Public transportation positively impacts our environment.</b>	15	
1.2.1. Public transportation options are increasingly chosen overuse of a personal car.	16	
1.2.2. Public transportation options minimize energy use and pollution, and conserve natural resources.	17	
1.2.3. Public transportation options produce conditions favorable to more compact and walkable land development.	18	
1.2.4. Relevant public policy is transit supportive	20	
1.3. <b>Public transportation positively impacts the economic prosperity of the area.</b>	21	
1.3.1. Public transportation facilitates labor mobility.	21	
1.3.2. Students can access education opportunities without need of a personal vehicle.	24	
1.3.3. Visitors use public transportation in the area.	25	
1.3.4. Public transportation connects the area to the Metro Detroit region.	26	
1.4. <b>Passengers are highly satisfied with public transportation services.</b>	26	
1.5 <b>Residents of the area recognize the positive contributions of public transportation to the area’s quality of life.</b>	28	

 Fully Compliant    
  Partially Compliant    
  Non-Compliant

## Preliminary CEO Interpretations and Evidence

### POLICY 1.0

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

**Degree of Compliance:** Partially compliant

#### Interpretation

The board has partially interpreted “contribute to the Area’s social vitality” in Ends policies #1.1, #1.4 and #1.5; “contribute to the Area’s environmental vitality in Ends policy #1.2; “contribute to the Area’s economic vitality in Ends policy #1.3. Compliance with these items as well as the following will constitute compliance with this policy.

I further interpret this policy to mean that the broadest purpose of TheRide is to facilitate access to destinations within the service area. Further, I interpret the lack of reference to specific vehicle technology to mean that TheRide can utilize whatever mode of transportation is most suitable given the circumstance. This interpretation is reasonable because the State’s definition of “public transit” encompasses almost any type of vehicle, and many opportunities to help the community exist beyond TheRide’s traditional focus on bus service.

Compliance with this policy will be demonstrated during this period when ridership on fixed-route services increases faster than population growth. This should indicate that the community is increasing its reliance on transit. Fixed-route ridership is a good proxy for overall benefit as it makes up 90% of all riders of all our services. (Other modes of travel are referenced later in the report.)

Further, value and stewardship will be demonstrated when our cost-effectiveness remains within the norms of the public transit industry over time. No transit service breaks-even or turns a profit, so profit-oriented financial analysis is less helpful. This interpretation is reasonable because it provides alternative context via benchmarking and trends over time. It also illustrates whether limited funds are being used to benefit the largest number of people possible.

**Evidence**

**Pandemic-Related Changes**

TheRide’s fixed route and paratransit service never ceased operation during 2020, even when the initial pandemic outbreak overwhelmed other agencies and forced them to shut down. This was accomplished without any known transmission of the virus among staff or passengers. Under pandemic conditions, we offer this as evidence of compliance with this policy.

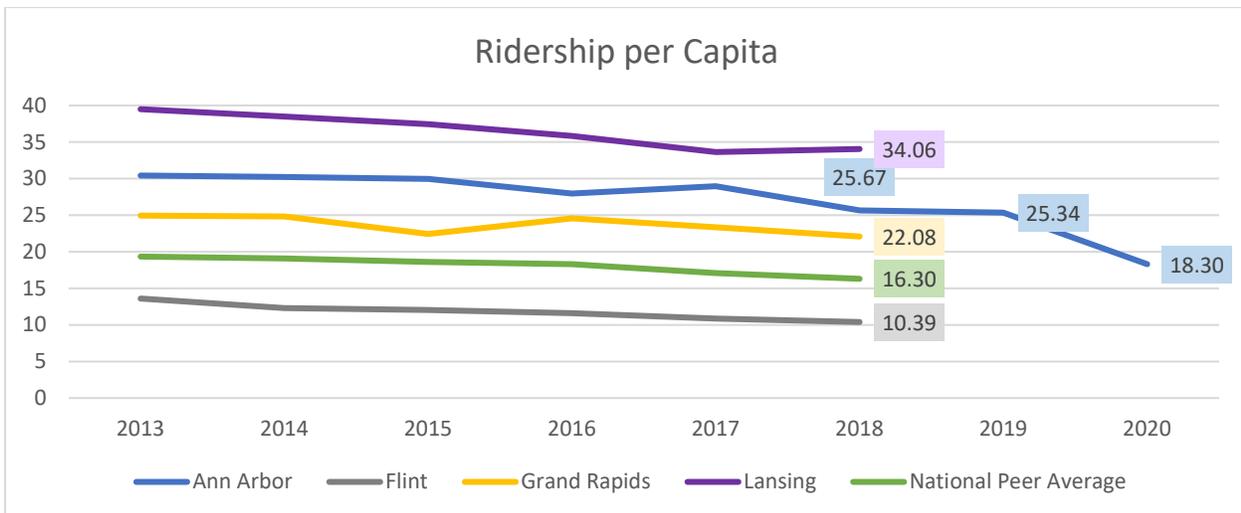
Evidence for this policy is provided as statistical trends for TheRide’s key performance metrics for fixed-route bus service, benchmarked against other peer transit agencies in Michigan for context (where data is available). TheRide peers are developed by a third-party, Florida Transit Information System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

Our key metrics are:

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

**Ridership (Trips) per Capita**

Ridership dropped by over 44% from FY 2019 to FY 2020, this has led to a 7% drop in ridership per capita. These drops were as a result of the pandemic. The graph below displays this information.

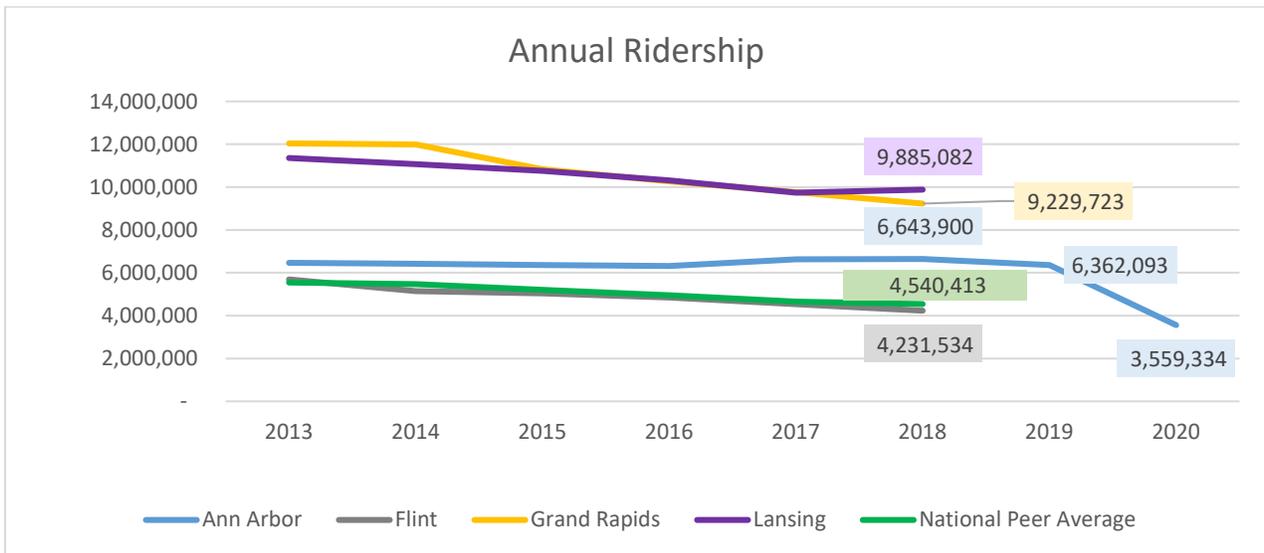


**Note:**

1. *Lansing ridership per capita is high because CATA reports Michigan State University ridership. The University of Michigan reports its bus ridership separately, causing our comparatively lower ridership per capita numbers.*
2. *Transit peer data for FY 2019 and FY 2020 is currently unavailable*

**Annual Ridership**

Since 2013, TheRide had seen a slight increase in fixed-route ridership, albeit with some declines. However, with the pandemic, ridership dropped in FY 2020 by over 44% as shown in the graph below.

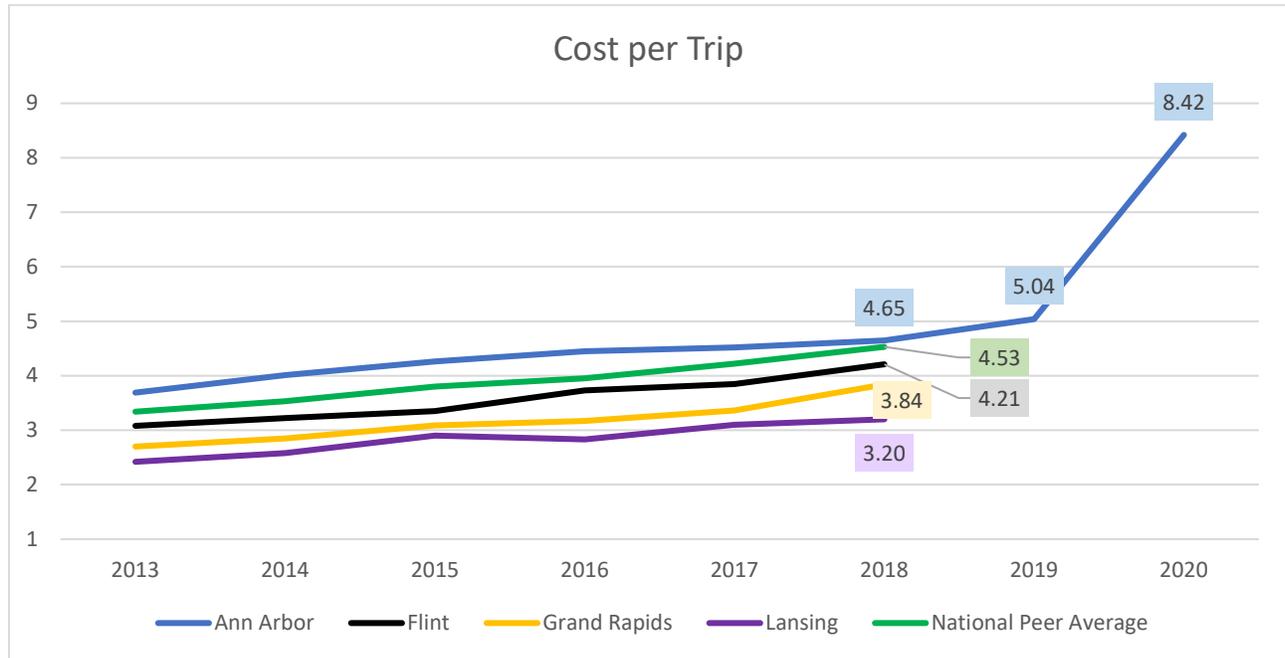


**Note:**

1. *Lansing's ridership includes ridership at Michigan State University while TheRide does not include University of Michigan on campus ridership. This may explain the disparity in the ridership numbers between the two agencies.*
2. *Transit peer data for FY 2019 and FY 2020 is currently unavailable.*

### Cost per Trip (not adjusted for inflation)

The cost of operation per trip has seen a dramatic increase. This fraction creates the statistical appearance of increased costs but is actually reflecting the drop in ridership. This is because many of TheRide’s costs are fixed and could not be easily reduced as ridership dropped. While actual costs have been reduced in many areas, ridership dropped further creating the increase in per trip costs.



**Note:**

1. Lansing divides its cost across a larger base (including MSU ridership). TheRide does not include U of M on campus ridership in this analysis. This, among other reasons, accounts for the difference in cost per trip among the two agencies.
2. Transit peer data for FY 2019 and FY 2020 is currently unavailable

**POLICY 1.1:**

Residents in the area have equitable access to public transportation services that enable full participation in society.

**Degree of Compliance:** Partially compliant

**Interpretation**

The Board has partially interpreted equitable access in policies 1.1.1 and 1.1.2. Compliance with policies 1.1.1 and 1.1.2 as well as the following constitutes achievement of this End.

Compliance with this policy will be demonstrated when:

- A. At least 80% of residences in the membership area are within 0.25 miles of a bus stop.
- B. There is a bus stop within 0.25-mile walk of all essential service facilities (Job and educational sites are addressed in later policy.)
- C. Paratransit service all destinations with  $\frac{3}{4}$  miles of a bus route.

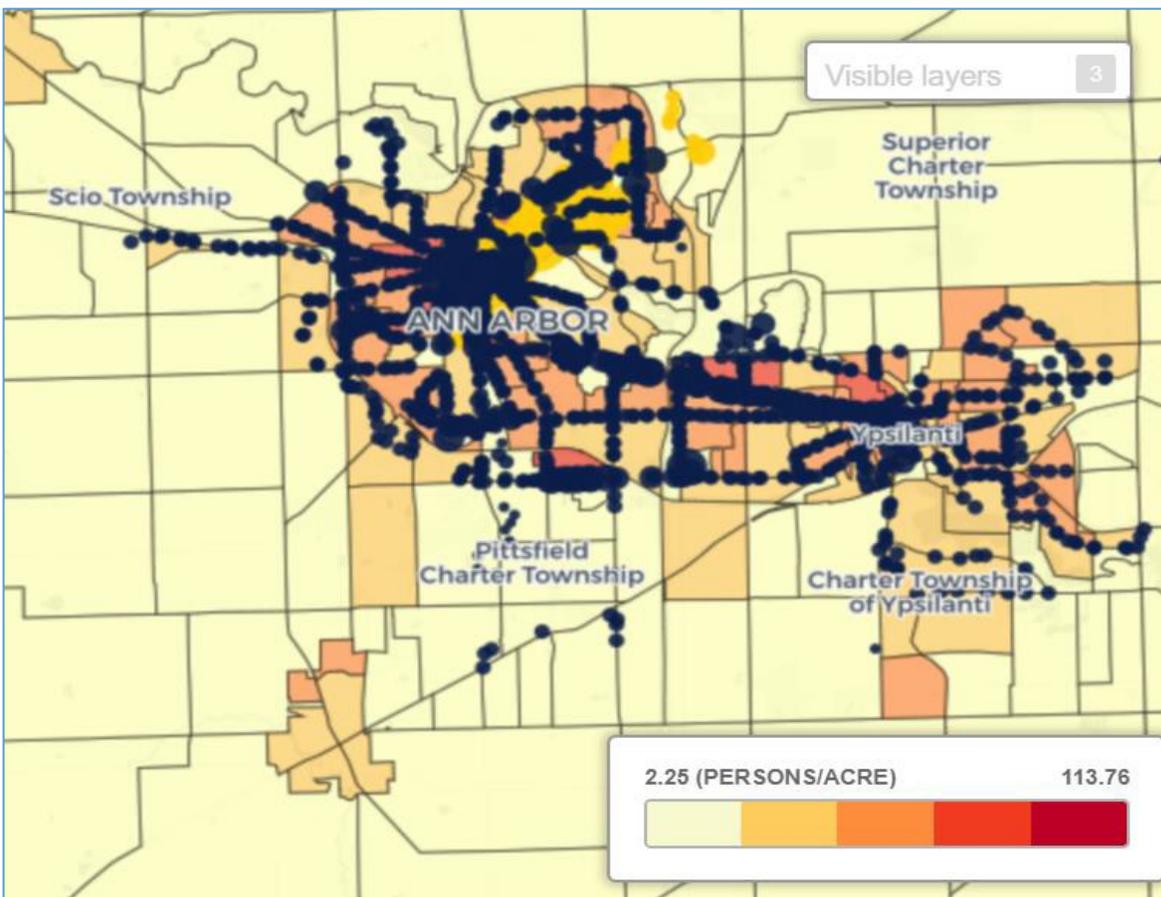
This interpretation is reasonable because, as a requirement for service coverage, walking distance standards are the industry norm for setting acceptable limits and 0.25 miles is generally seen as a reasonable walking distance by industry standards. Additionally, federal law requires that ADA complementary **paratransit** service be provided within  **$\frac{3}{4}$**  of a **mile** of a bus route

**Evidence**

**A. Residential Coverage**

(Context: During this monitoring period, fixed-route service fluctuated considerably. We likely complied with point A above from October 2019-March 2020. After the pandemic-related changes in April 2020, we may not have fully complied with point A. Since April, we have operated with less service but a focus on essential travel, while also developing plans to begin restoring coverage-oriented services.)

Before the pandemic there were active bus stops near most of the residential population as illustrated by the SEMCOG map below. While some outlying low-density areas may be beyond 0.25 miles, we believe that at least 80% of the population is covered.



Source: Census Bureau ACS 5-year Estimate.

The temporary services put in place since the pandemic cover less area, as seen below. Our demand-responsive service, FlexRide, was expanded to cover many of these areas and this is seen as the same as fixed-route service. It is not clear whether we met the 80% threshold during this part of the monitoring period.

Route #	Frequency (minutes)	Days in Service	Route Descriptions	Alternative For:
3	30	7 days	Revised route in downtown Ann Arbor and Ypsilanti adding weekend service	24 66
4	15 30	M-F Weekends	Revised 4A routing near U of M Hospitals	24 66 64
5	30	7 days	Revised 5A routing including service on Carpenter Rd. to Meijer Adding service every 30 mins to Ypsilanti on weekends	24 66
6	15 30	M-F Peak M-F Off Peak, Weekends	6A routing, relocate the Briarwood bus stop to Briarwood Circle and Plaza Dr. Adding service every 30 mins to Ypsilanti on weekends	24
22	30	7 days	Revised route between Blake Transit Center (BTC) and Food Gatherers Adding service every 30 mins on weekends	21 63
23	15 30	M-F Weekends	Use 23A routing to Plymouth Road P&R lot, will serve Traver and Tuebingen	22 60 Near U-M Campuses
25	30	7 days	Revised route between BTC and Meijer on Ann Arbor-Saline Rd. to serve Main St. between Ann Arbor-Saline Rd. and Oakbrook Adding service every 30 mins on weekends	24 27
28	30	7 days	288 routing and serve Liberty east of West Stadium Adding service every 30 mins on weekends.	27 29
30	30	7 days	Route Name Change Revised route ending at Wagner road, and will serve Huron, Dexter, Wagner and Jackson roads Adding service every 30 mins on weekends	31 Outbound

**Temporarily Suspended Routes**

21

33

68

24

43

91

26

60

92

27

63

81

29

64

31

66

**GoldRide**

Starting August 1, shared-ride trips will be suspended until further notice. GoldRide card holders may still use fixed-routes with I.D.



32	30	7 days	Revised routing to serve U-M Central Campus on weekdays and the BTC on weekends Skyline HS will be served on select weekday trips Adding service every 30 mins on weekends	60
41	20	M-F 7:40am-9:10pm	This route will operate without changes	
42	30	7 Days	Route name change and revised routing serving Michigan Ave., Ford Rd., MacArthur Blvd., Clark Rd. and Holmes Rd. Adding service every 30 mins on weekends	43 Inbound   68 North of I-94
44	30	7 Days	Adding service every 30 minutes on weekends	68 North of I-94
45	60	M-F 6am-6:30pm S-S 7am-6:30pm	Revised route between the Ypsilanti Transit Center (YTC) and, Harry / Grove Streets	68 South of I-94
46	60	M-F 6:30am-7pm S-S 7:30am-7pm	Route name change Revised route between YTC and the Ypsilanti District Library on Whittaker Rd. Arbor Preparatory HS will be served on select weekday trips Areas South of the library will be served by FlexRide	68 South of I-94
47	30	7 Days	Adding service every 30 minutes on weekends	
62	30	M-F Peak Only	Morning and afternoon routing only No service to Briarwood	
65	30	7 Days	Route name change Revised route from BTC to Green Rd. P&R, will serve Fuller Rd. Adding service every 30 mins on weekends	66

FlexRide is a service of TheRide that provides on-demand transportation and will be available in place of the following routes:

26

29

Scio Ridge Rd neighborhoods

27

Pittsfield Twp. Area South of I-94

30

Scio Twp. area West of Wagner Rd.

33

North of M-14

45

East of Harry

46

Ypsilanti Twp area South of the Whitaker Library

Ideally, we will be able to offer the Board a computer-generated assessment of compliance with point A. However, we have not yet been able to utilize this technology. Our evidence in this case remains only our statement of belief that we are in compliance.

**B. Service coverage to essential businesses within 0.25 mile of a bus stop.**

	FY2018	FY 2019	FY 2020	Target
Hospitals (UM, St Joseph, VA)	3	3	3	3
Major Grocery Stores (Meijer, Walmart, Kroger etc.,)	100%	100%	100%	100%
Major postal offices	100%	100%	100%	100%

**Note:** As businesses reopen, TheRide has begun restoring services to accommodate the diverse travelling needs of residents.

**C. Paratransit services**

Paratransit services are offered for origins and destinations of beyond ¾ of a bus route.

**POLICY 1.1.1:**

People with economic challenges have affordable public transportation options.

**Degree of Compliance:** Compliant

**Interpretation**

Compliance with this policy will be demonstrated when

- A) Low-income residents of member jurisdictions (Ann Arbor, Ypsilanti, Ypsilanti Twp.) have access to a discounted passenger fare for the fixed-route service that is equal to or better than the 50% discount required of all transit agencies by the Federal Transit Act. This interpretation is reasonable because, unless fares are free, there will be a need to establish a threshold. A threshold based on income is the most effective way to target the additional subsidy specifically to persons with economic challenges. This discount is reasonable as it is the maximum discount we can offer given existing resources and the need to use passenger revenue to help fund services.
- B) Increasing number of eligible residents use the discounted fare program.

**Evidence**

- A) TheRide has a fare discount program called the Fare Deal program which charges seniors and people with disabilities \$0.75 per ride. This is 50% of the \$1.50 cash fare charge. Eligibility for the program is determined by being able to present a Medicare\* or Medicaid\*\* card and a valid State ID.
- B) Since last year, there has been a 22% increase in the number of total fare deal registrants. Almost four thousand Fare Deal registrants are based on income eligibility as opposed to age or mobility limitations. About 99% of all those served through this program are residents of the service area.

	FY 2019	FY 2020
<b>Total # of Fare Deal registrants</b>	4,286	5,220
<b># Fare Deal ADA</b>	205	195
<b># Fare Deal Income eligible</b>	3,525	3,913
<b># Fare Deal Senior</b>	506	557

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

*\*\*Medicaid eligibility: Those who do not qualify for Medicare (16-64 years) and have an income at or below 133% of the federal poverty level (\$16,000 for a single person or \$33,000 for a family of four), are not pregnant and reside in Michigan may qualify for Medicaid also known as the Healthy Michigan Plan in Michigan.*

**POLICY 1.1.2:**  
 People with disabilities or mobility impairments, seniors, minors, and non-English speakers have equitable access to opportunities and destinations in the area.

**Degree of compliance:** Partially compliant

**Interpretation**

- Compliance with this policy will be demonstrated when:
- A. Anyone using an ADA-compliant wheelchair is able to access all buses and passenger terminals. This is reasonable because if a wheelchair can be accommodated, most other physical mobility limitations can be accommodated; and because mobility limitations, not age, are the barrier to access.
  - B. All terminals should have audio and visual departure announcements and all buses should have audio and visual stop announcements.
  - C. TheRide complies with legal requirements for accommodating anyone with disabilities. This is reasonable because it documents compliance with the Americans with Disabilities Act (ADA).
  - D. 100% of accessible bus stops adjacent to sidewalks are wheelchair accessible. This

is reasonable because some bus stops have no adjacent sidewalks and the TheRide cannot make them accessible.

- E. Residents and visitors who are not physically able to use the fixed-route service due to a mobility limitation have access to door-to-door paratransit service that meets ADA minimum requirements. This is reasonable as it is consistent with federal law.
- F. Minors are allowed on the bus, there is no age limit to ride the bus. We do expect that young children, toddlers and infants be accompanied by an adult. This is reasonable because it allows the bus driver to exercise discretion based on circumstance.
- G. Printed and electronic translations of passenger information are available in Spanish and Chinese (Mandarin). Limiting non-English access to the most commonly spoken languages in the area is reasonable because it meets minimum federal requirements and is cost effective.

In this context I interpret seniors to be a subset of persons with mobility limitations, not a separate group. This is reasonable because it is the mobility limitation, not age, that suggests the need for additional consideration.

**Evidence**

	Current Status	Target
A. % of buses and passenger terminals that are wheelchair accessible	100%	100%
B. % of buses with audio and visual stop announcements and % of terminals with visual departure announcements	100%	100%
C. Paratransit compliance with ADA (determined by FTA)	Complies with ADA (2018 FTA Review)	Complies with ADA
Compliance on specific elements of ADA requirements are provided in the table that follows.		
D. % of bus stops that are accessible (that can be made accessible)	59%* (623 out of 1,061 are accessible. There are another 188 stops that cannot be made accessible.)	100%
E. Access to door to door paratransit services that meet ADA requirements	Paratransit services are door to door and meet ADA requirements.	Paratransit services should be door to door and meet ADA requirements

F. Age limit	No age limit to ride the bus. Infants, toddlers, and young children need to be accompanied	There is no age limit to use the bus.
G. Availability and accessibility of travel information in common non-English languages	Printed and electronic travel information is available and easily accessible.	Travel information should be available and accessible in Mandarin and Spanish.

\*Previously, we complied with older goals for making bus stops accessible. This new interpretation we are only 59% in compliance and will need to make further investments to achieve full compliance. There are 438 bus stops still to be made accessible. The timeline is not yet defined for reaching full compliance but is expected to take about 10 years. For that reason, I report partial compliance on this policy.

**Evidence continued**

Below is a comparison of ADA minimum requirements and TheRide provisions today.

	<b>ADA Minimum Standards</b>	<b>TheRide's Current Level of Service</b>	<b>Compliant?</b>
<b>Coverage area</b>	¾ mile from fixed routes	Covers all fixed route service areas and beyond.	Yes
<b>Trip denials for advanced booking</b>	None, within one-hour negotiation window	None, within one-hour window.	Yes
<b>Fare</b>	A maximum of 2x the fixed route cost.	Paratransit fares are \$3.00, twice the fixed route fare of \$1.50.	Yes
<b>Vehicles</b>	All buses are wheelchair accessible.	All vehicles (including paratransit vehicles) are wheelchair accessible.	Yes
<b>Assistance</b>	Personal Care Attendant (PCA) allowed free of charge; guest fare equal to client	PCA free of charge, guest fare equal to client	Yes
<b>Advance booking</b>	Allow up to 14 days in advanced booking.	TheRide allows up to 3-days in advanced booking.	Yes
<b>Scheduling window</b>	Allow for 30 minutes before or after scheduled time	Allow for 30 minutes after scheduled time	Yes
<b>Curb to curb</b>	Curb to curb	Curb to curb	Yes
<b>Reservations</b>	Trip reservation services should be available during administration's office hours.	Administration hours are 8:00AM-5:00PM. Trip reservation services are available on Mon-Fri at 8:00AM - 5:30PM and on Saturdays and Sundays at 8:00AM-5:00PM	Yes
<b>Reasonable modification</b>	Reasonable modification at customer request	Reasonable modification at customer request	Yes
<b>Will-call return trips</b>	No stipulation provided	Medical trips, Sec. of State, Dept. Human Services and Social Security office they can call to activate the will-call return.	Yes
<b>Service Animals</b>	Service animals are permitted to accompany service users	Service animals are permitted to accompany service users	Yes
<b>Trip Purpose</b>	There are no restrictions or priorities based on trip purpose	There are no restrictions or priorities based on trip purpose	Yes

**POLICY 1.2:**

Public transportation positively impacts our environment.

**Degree of compliance:** Partially Compliant

**Interpretation**

The Board has fully interpreted this policy in the policies 1.2.1 through 1.2.4. Demonstrated achievement of those policies constitutes achievement of this policy.

**Evidence**

Achievement of policies 1.2.1 through 1.2.4 constitutes achievement of this policy.

**POLICY 1.2.1:**  
Public transportation options are increasingly chosen over use of a personal car.

**Degree of compliance:** Not compliant

**Interpretation**

Compliance with this policy will be demonstrated when the proportion of daily *commuters* using non-automobile modes, especially public transit, increases over time. This measure is known as “mode share” and is similar to “market share”. This is reasonable because this is an industry-standard measure of how people travel and can be consistently measured over time. Also, we do not have mode share data for *all* trips, only *work* trips.

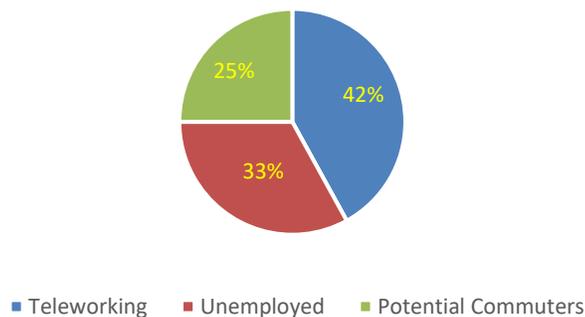
Our specific metrics, targets and results for this period are outlined below. The targets are realistic within our existing resources

**Evidence**

This effort has undoubtedly suffered due to the pandemic. The travel market for commuters disappeared almost overnight, with many non-essential workers working from home, and lingering fears of crowds discouraging anything but solo travel. There is still little local data related to pandemic-related travel changes. However, we can make some reasonable assumptions based on available national data.

According to the Stanford Institute for Economic Policy Research which focuses on labor economics, management practices and uncertainty; 42% of the U.S. labor force is now working from home full-time and 33% are unemployed as a result of the pandemic. That leaves about 25% of the workforce to commute for work purposes (see chart below).

Workforce Commute



Although research shows that use of mass transportation does not increase the spread of the virus, social perceptions based on safety have likely deterred some riders.

Given the overall loss of 80% of ridership clearly many previous commuters are no longer using public transit. For that reason, I report non-compliance to this policy, although the reasons are entirely outside of our control. Whether and how fast riders may return is outside the scope of this report.

**POLICY 1.2.2:**

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

**Degree of compliance:** Partially compliant

**Interpretation**

Compliance with this policy during this period will be demonstrated when:

- (A) The proxy measure for greenhouse gas emissions (GHG) *per passenger trip* decrease for major services and facilities. TheRide does not measure GHG emissions directly due to cost instead, it uses fuel usage per passenger as a proxy. The proxy measure is reasonable because the more fuel burned, the more GHG emitted.
- (B) The cumulative cost of electricity, natural gas and water used for facilities decreases year over year. Energy cost as a proxy for energy usage is reasonable because generally the more energy used, the higher the cost.

**Evidence**

**(A) Fuel Use/Passenger trip**

	FY 2019	FY 2020	Target	Within target
<b>Fixed Route</b>	12	15.4	Same or reduced	No
<b>Paratransit</b>	76.29	47.42	Same or reduced	Yes
<b>Vanpool</b>	36.94	42.56	Same or reduced	No

Overall fuel usage per passenger trip saw an increase because both fixed-route and vanpool had an increase in fuel usage per passenger trip. This may be attributed to the large drop in ridership in both services, even as absolute fuel use has also declined. Paratransit fuel usage decreased by 38%% and its ridership only decreased by about 4%

**(B) Energy usage per Hours of Operation (Facilities, Cumulative)**

	FY 2019	FY 2020	Target	Within target
<b>Electricity</b>	\$9.83/hr.	\$14.30/hr.	Same or reduced.	No
<b>Natural Gas</b>	\$11.69/hr.	\$15.14/hr.	Same or reduced.	No
<b>Water</b>	\$3.10/hr.	\$4.69/hr.	Same or reduced.	No

Costs at the Dawn Gabay Operations Center, Ypsilanti Transit Center and the Blake Transit Center increased from FY 2019 to FY 2020. The two transit centers were temporarily closed to the public in FY 2020 and reopened after safety measures were in place. This reduced the total hours of operation by 23% translating predictably to an increased cost per operational hour.

**POLICY 1.2.3:**

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

**Degree of compliance:** Partially compliant

**Interpretation**

While land development decisions are complex, involve many actors, and are not in TheRide’s direct control, we can increase the attractiveness of our services.

Compliance during this period will be demonstrated when the frequency of fixed-route services in suitable corridors is perceived as competitive with personal automobiles as indicated by the targets for all suitable corridors.

This is a reasonable interpretation because (a) increasing the frequency of services can encourage land-development decisions that do not rely on cars and parking.

And (b) only certain corridors have the combination of potential land development and existing frequency. Suitable corridors are ones where high frequency service is already somewhat viable and where intensification of land development is possible. Specifically, this includes Washtenaw Avenue, Plymouth Road, Huron, State Street, Main Street, Packard.

**Evidence**

**Frequency of suitable corridors:**

	Targets	Current Frequencies (Evidence)	Compliant?
<b>Washtenaw Ave</b>	<p><b>Weekdays</b> Peak: 10 minutes or better Mid-day: 20 minutes or better Evenings: 30 minutes or better</p> <p><b>Weekends:</b> 30 minutes or better</p>	<p><b>Weekdays</b> Peak: 15 minutes Mid-day: 15 minutes Evenings: 30 minutes</p> <p><b>Weekends:</b> 30 minutes</p>	Partially
<b>Plymouth Road</b>	<p><b>Weekdays</b> Peak: 15 minutes Mid-day: 15 minutes Evenings: 30 min</p> <p><b>Weekends:</b> 30 minutes or better</p>	<p><b>Weekdays</b> Peak: 15 minutes Mid-day: 15 minutes Evenings: 30 minutes</p> <p><b>Weekends:</b> 30 minutes</p>	Yes

	Targets	Current Frequencies (Evidence)	Compliant?
Huron	<b>Weekdays</b> Peak: 15 min or better Mid-day: 30 min or better Evenings: 30 min or better  <b>Weekends:</b> 30 min or better	<b>Weekdays</b> Peak: 30 minutes Mid-day: 30 minutes Evenings: 30 minutes  <b>Weekends:</b> 30 minutes	Partially
State Street	<b>Weekdays</b> Peak: 15 min or better Mid-day: 30 min or better Evenings: 30 min or better  <b>Weekends:</b> 30 min or better	<b>Weekdays</b> Peak: 15 minutes Mid-day: 30 minutes Evenings: 30 minutes  <b>Weekends:</b> 30 minutes	Yes
Main Street	<b>Weekdays</b> Peak: 30 min or better Mid-day: 30 min or better Evenings: 30 min or better  <b>Weekends:</b> 30 min or better	<b>Weekdays</b> Peak: 30 minutes Mid-day: 30 minutes Evenings: 30 minutes  <b>Weekends:</b> 30 minutes	Yes
Packard	<b>Weekdays</b> Peak: 15 min or better Mid-day: 15 min or better Evenings: 30 min or better  <b>Weekends:</b> 30 min or better	<b>Weekdays</b> Peak: 30 minutes Mid-day: 30 minutes Evenings: 30 minutes  <b>Weekends:</b> 30 minutes	Partially

The targets represent a stretch goal that will require more resources to achieve. For these reasons, I report partial compliance. Compliance will require additional buses, staff, funding, and a larger garage. If planning currently underway leads to more resources by 2022, higher frequencies could occur between 2023-2025. Increasing frequencies may reduce passenger per hour performance until land-development occurs.

**POLICY 1.2.4:**

Relevant public policy is transit supportive.

**Degree of compliance:** Partially compliant

**Interpretation**

I interpret this policy to mean that TheRide should strive to influence external decisions of local governments in a way that encourages greater transit ridership or enhances the quality of transit service. Many of the factors that encourage transit ridership are controlled by local governments not the transit authority.

Compliance with this policy will be demonstrated when the municipalities of Ann Arbor, Ypsilanti, Ypsilanti Township, Pittsfield Township, and MDOT have sound evidence for adopting and implementing the following decisions to the extent feasible:

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

Political feasibility is defined as achieving the best outcome possible considering local political realities. This is a reasonable interpretation because all these policies are controlled by local municipal governments that are balancing competing interests. The impact of those policies will take years to become visible and can be seen in changes in average population and employment densities. Our specific metrics, targets and results for this period are outlined below.

**Evidence**

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

	Adequate? (Low, Mid, High)	Population density (people per sq. mile)	Notes
<b>Ann Arbor</b>	High	4,280	Transit supportive core: dense with mixed use, managed parking, and several large residential buildings; adjacent to large university. Outer areas less pedestrian friendly and congested corridors.
<b>Ypsilanti</b>	High	4,805	Transit supportive core: dense and adjacent to large university. Outer areas less pedestrian friendly.
<b>Ypsilanti Twp.</b>	Low	1,631	Low density, suburban
<b>Pittsfield Twp.</b>	Low	1,389	Low density, suburban

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

<b>POLICY 1.3:</b>
Public transportation positively impacts the economic prosperity of the area.
<b>Degree of compliance:</b> Partially Compliant
<b>Interpretation</b>
The Board has fully interpreted this policy in policies 1.3.1 through 1.3.4 below. Compliance with these policies will constitute compliance with this policy.
<b>Evidence</b>
The evidence of compliance with policies 1.3.1 through 1.3.4 demonstrates compliance with this policy.

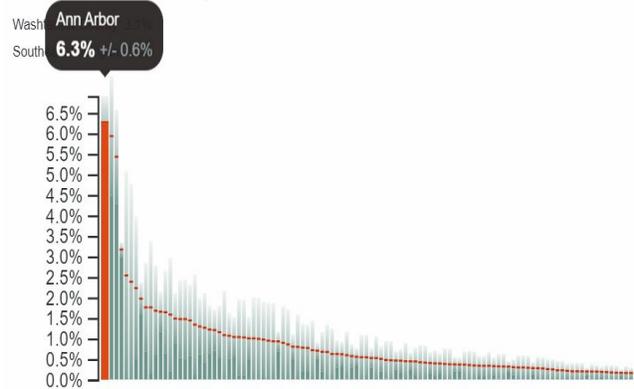
<b>POLICY 1.3.1:</b>
Public transportation facilitates labor mobility.
<b>Degree of compliance:</b> Compliant
<b>Interpretation</b>
<p>Compliance with this policy will be demonstrated when:</p> <ul style="list-style-type: none"> <li>A. The proportion of daily work trips using non-automobile modes, especially public transit, increases over time. This measure is known as “mode share” and is similar to “market share”. This is reasonable because this is an industry-standard measure of how people actually travel and can be consistently measured over time. However, mode share is a lagging indicator that is only collected every 5 years. Ridership per Capita should also be considered for an annual snapshot of progress.</li> <li>B. Riders can access 80% of all essential jobs in the service area within a reasonable walk from a bus stop (0.25 miles),</li> <li>C. Vanpool options are available outside the fixed-route service area and are reasonably well used.</li> <li>D. Flex ride is available and reasonably well used</li> </ul> <p>This is a reasonable interpretation because it measures the outcome of labor trips (i.e. work trips) directly in manner that can be tracked over time, and also includes coverage of job sites.</p> <p>Our specific metrics, targets and results for this period are outlined below. The targets are realistic within our existing resource</p>

## Evidence

### A. Commute to Work, Southeast Michigan Region

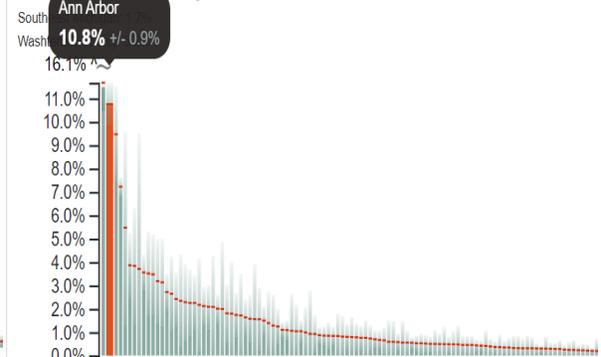
Although ridership has significantly decreased, the number of people commuting by transit has increased by more than 4% in Ann Arbor and Ypsilanti. Clearly this is a lagging indicator which does not yet reflect the impacts of the pandemic.

#### Percent Commute by Transit



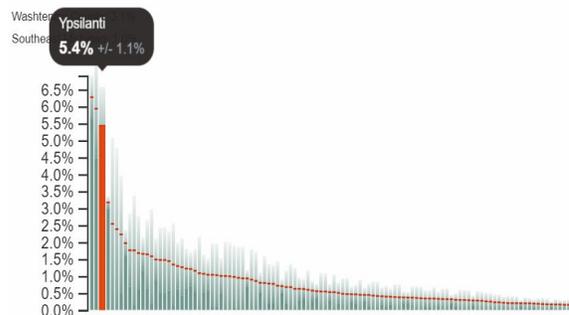
Source: SEMCOG, Community Explorer, 2019.  
The City of Ann Arbor had the highest average transit mode share (commute to work) rate of all the municipalities in the Southeast Michigan Region.

#### Percent Commute by Transit



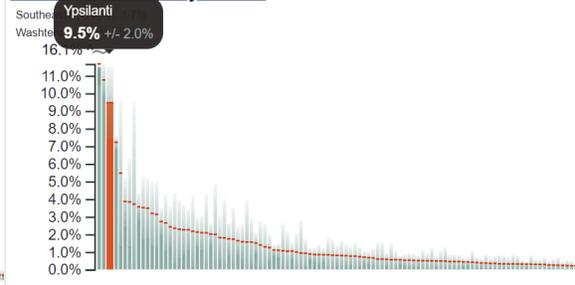
Source: SEMCOG, Community Explorer, 2020.  
The City of Ann Arbor had the second highest average transit mode share (commute to work) rate after Highland Park (16.1%).

#### Percent Commute by Transit



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

#### Percent Commute by Transit



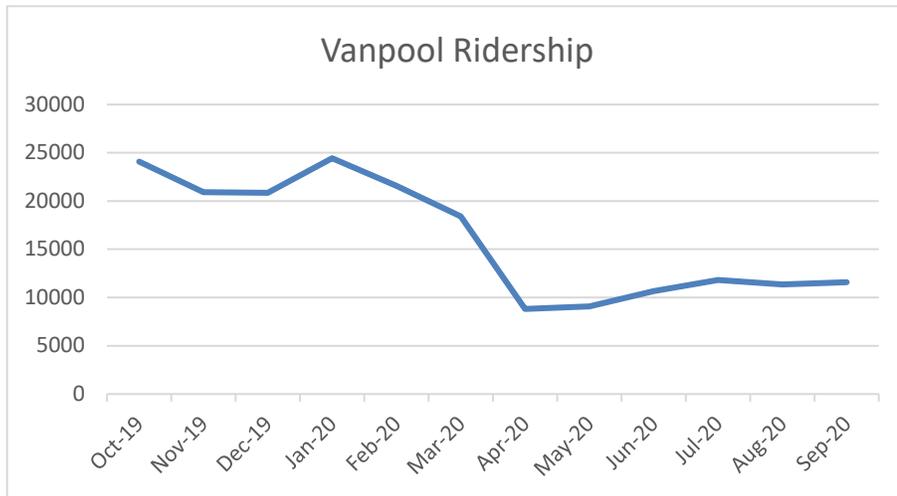
Source: SEMCOG, Community Explorer, 2020.  
The City of Ypsilanti had the third highest commute-to-work rate in the region (after Ann Arbor).

### B. Job Accessibility

TheRide initially prioritized the restoration of services to serve residents to and from essential workplaces and services. Thereafter, the level of service has been gradually increased.

### C. Van Pool Availability

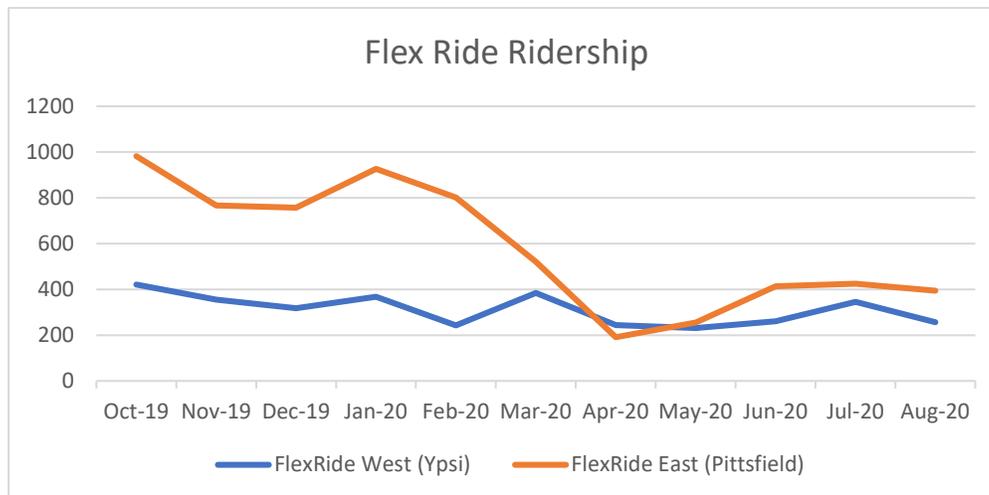
TheRide's vanpool program is available to any group making regular trips in our service area. We have vanpools originating from Toledo, Detroit, and other distant points. Overall, vanpool usage has seen a decrease, but essential trips are still being provided. As of May, ridership began increasing as businesses began re-opening. The graph below shows the trend in vanpool ridership.



**D. Flex Ride Availability**

As a result of the pandemic, Fixed Route ridership decreased, and service levels in areas of low demand were consequently reduced. Flex Ride was then expanded to cover areas where Fixed Ride routes were suspended.

The graph below shows FlexRide ridership.



**Note:** Flex Ride is not limited to work trips only. It can be used for any trip purpose (i.e. shopping, work, medical appointments etc.)

**POLICY 1.3.2**

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

**Degree of Compliance:** Compliant

**Interpretation**

Compliance with this policy during this period will be demonstrated when riders can access all post-secondary educational campuses in the Ann Arbor, Ypsilanti, and Ypsilanti Twp. areas within a reasonable walk from a bus stop (0.25 miles).

This is a reasonable interpretation because 1) mode share data for student travel is not available, and 2) fixed route access to campuses is a reasonable proxy for ability to use the service. Access to high schools is not included in this interpretation because those trips are the responsibility of the local school board. However, TheRide does incidentally transport many riders to high school.

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

**Evidence**

The table below shows the available routes to the main campuses in the service areas.

	<b>Adjacent Routes</b>	<b>Campus within 0.25 miles of a bus stop? Yes/No</b>
<b>UM Main Campus</b>	4, 6, 23, 48, 65,	Yes
<b>UM North Campus</b>	22	Yes
<b>EMU</b>	3, 4,	Yes
<b>WCCC</b>	3,	Yes
<b>Concordia</b>	3	Yes

**Policy 1.3.3**

Visitors use public transportation in the areas

**Degree of Compliance:** Partially compliant

**Interpretation**

Compliance with this policy during this period will be demonstrated when:

- (A) People arriving in the membership area via inter-city carriers (i.e. Detroit Metro Airport, intercity rail, or bus) have reasonable access to fixed-route and paratransit services.
- (B) Availability of temporary eligibility provisions for visiting paratransit service users.
- (C) Fixed-route service between Ann Arbor and Metro Detroit Airport.

This interpretation is reasonable because we have no way of knowing whether passengers are visitors to the area and therefore cannot directly measure the number of riders who are visitors.

Our specific metrics, targets and results for this period are outlined below. The targets are realistic within our existing resources. Should resources permit, we may strive to exceed these requirements.

**Evidence**

**(A) Connections with Inter-City Carriers**

	Target	Currently Served by (Evidence)	Compliant?
Amtrak (Ann Arbor on Fuller Street)	Accessible via fixed-route or FlexRide , paratransit.	FlexRide and paratransit.	Yes
Greyhound (Ann Arbor on Fuller Street)	Accessible via fixed-route or FlexRide , paratransit.	FlexRide and paratransit.	Yes
Greyhound & other bus (Ypsilanti Twp. on Huron Road)	Accessible via fixed-route or FlexRide , paratransit.	Fixed route (Rt 46) and paratransit.	Yes
Detroit Metro Airport	Accessible via AirRide.	AirRide– currently suspended	No

**(B) Temporary eligibility for visiting paratransit service users,**

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

**(C) Connection between Ann Arbor and Detroit Metro Airport.**

Since the pandemic, the airline industry has seen a drop in travelling passengers. Consequently, AirRide has been temporarily suspended. For that reason, I report partial compliance on this policy.

<b>Policy 1.3.4</b>
The area is connected to the Metro Detroit region.
<b>Degree of Compliance:</b> Not compliant
<b>Interpretation</b>
<p>Compliance with this policy will be demonstrated when a scheduled transit service exists between Ann Arbor and Metro Detroit with departures at least once an hour during weekdays.</p> <p>This is a reasonable interpretation that outlines the elements of what an acceptable connection would need to provide.</p> <p>Our specific results for this period are outlined below.</p>
<b>Evidence</b>
<p>After years of effort the Detroit-to-Ann Arbor (D2A2) service started in early 2020 but had to be shut down in March due to the pandemic. Presently, no service matching this interpretation existed during the monitoring period. Because of that I report non-compliance to this policy. The RTA is currently assessing whether to re-start funding for the service.</p>

<b>Policy 1.4</b>
Passengers are highly satisfied with public transportation services
<b>Degree of Compliance:</b> Compliant
<b>Interpretation</b>
<p>Compliance with this policy during this period will be demonstrated when:</p> <ul style="list-style-type: none"> <li>A. The Quality of Service Composite Index Score which is an aggregate measure of <b>safety</b> (incidents and accidents), <b>courtesy</b> (compliments and complaints), and <b>reliability</b> (on-time performance, miles between road calls and average age of fleet) increases annually. This interpretation is reasonable because it includes the main elements that drive customer satisfaction and distills them into one figure that can be tracked over time. This approach is recommended in the Transit Cooperative Research Program (TCRP) Transit Capacity and Quality of Service Manual. In addition, the Board receives quarterly service reports with detailed breakdowns which supplement this annual report.</li> <li>B. An onboard survey shows an increasing level of customer satisfaction.</li> </ul>

**Evidence**

**A. Quality of Service Composite Index Score**

Below are the scores for fixed route and paratransit services for FY 2019 and FY 2020.

	FY 2019	FY 2020	Target	Compliant?
<b>Fixed Route</b>	.68	.71	Increase	Yes
	The overall number of complaints decreased by 41%, average fleet of bus was within the desired target of 6-7 years, compliments decreased by 54%, preventable collisions decreased by 38%. All these factors contributed to an increase in the quality of service composite index score for fixed route.			
<b>Paratransit</b>	.71	.74	Increase. If a decrease is noted, there should no pattern.	Yes
	Comparing FY 2019 to FY 2020, complaints have increased by 60%, compliments have also increased by 40%. Denials have dropped by 97%. These factors contribute to the overall increase of the paratransit quality of service composite index score.			

**B. Onboard surveys**

	2013	2014	2015	2016	2017	2018	2019	2020	Target	Compliant?
<b>Onboard Surveys</b>	87%		88%		91%				Increase over time	TBD
Onboard surveys have traditionally been conducted every two years. An onboard survey should have been conducted in 2019 but was neglected due to staff turnover. It was then rescheduled to 2020 but that did not take place due to the pandemic. This effort will pick up post pandemic.										

**POLICY 1.5:**

Residents of the area recognize the positive contributions of public transportation to the area's quality of life.

**Degree of Compliance:** Compliant

**Interpretation**

Compliance with this policy will be demonstrated when:

- (A) An anonymous telephone survey of people who live in membership service area (riders and non-riders) report that more than 51% have generally positive impressions of TheRide, and
- (B) People who live in the service area vote to support property taxes dedicated to TheRide.

This interpretation is reasonable because both provide objective measures (or proxies) of resident's appreciation for transit and TheRide. 51% target is realistic within our existing resources.

<b>Evidence</b>												
	2009	2011	2013	2014	2015	2016	2017	2018	2019	2020	Target	Target reached?
(A) Telephone Survey of Residents	80%		91%				86%				>51% success	Yes
(B) Referendum Results				70%				83%			>51% success	Yes

**Guidance on Determining “Reasonableness” of CEO Interpretations**

The International Policy Governance Association has developed the following guidance for Board members to use in deciding whether a CEO’s interpretation is “reasonable”:

*An interpretation is deemed to be reasonable when it provides an operational definition which includes defensible measures and standard(s) against which policy achievement can be assessed...*

*Defensible measures and standards are those that:*

- *Are objectively verifiable (e.g., through research, testing, and/or credible confirmation of observable phenomena.)*
- *Are relevant and conceptually aligned with the policy criteria and the board’s policy set.*
- *Represent an appropriate level of fulfillment within the scope of the policy.*

- *“What makes an Interpretation Reasonable and What are the Expectations for the Operational Definition: Policy Governance Consistency Framework Report Number 2”.* International Policy Governance Association. June 11, 2016. Available on the IPGA website.

**Board’s conclusion on monitoring report**

The Board has received and reviewed the CEO’s Monitoring Report references above. Following the Board’s review and discussion with the CEO, the Board makes the following conclusions:

**Ends Report (select one)**

The Board finds that the CEO:

- A. Is in compliance
- B. Is in compliance, except for item(s) noted.
- C. Is making reasonable progress toward compliance.
- D. Is *not* in compliance or is *not* making reasonable progress toward compliance
- E. Cannot be determined.

**Board notes: (If applicable)**

### Governance Coach Comments

The choices A-E above are not options for board motions – assessment of a monitoring report should indicate (1) if the interpretation is reasonable and (2) if there sufficient, verifiable evidence of compliance with the interpretation. I have provided options which seem to fit this report below.

The board has assessed the monitoring report for the Ends policies and has determined that the interpretations are reasonable and that there is sufficient, verifiable evidence to support the CEO's reported compliance and partial compliance. The board is aware that there are situations of non-compliance but is satisfied with the progress towards achievement of its Ends policies.

**You could make this simpler if you wish:** The board has assessed the monitoring report for the Ends policies and determined there is sufficient, verifiable evidence of the reasonable interpretations. However, I think the above motion is probably a better fit for this particular report.

**This is also a possibility. The key thing here is that it does not state what compliance is based on. I typically suggest this motion to boards that are clear about compliance requires, i.e. evidence for every measure (sufficient) and evidence that can be replicated (verifiable)** That the Board has assessed the monitoring report for policy xxxx and finds that it demonstrates compliance with a reasonable interpretation of the policy.

OR (something slightly different than above)

The board has assessed the monitoring report for the Ends polices and has determined that the interpretations are reasonable and that there is sufficient, verifiable evidence to support the CEO's reported compliance and partial compliance. The board is aware that there are situations of non-compliance but is satisfied that compliance will be accomplished as the organization evolves in accordance with established plans.

OR

The board has assessed the monitoring report for the Ends policies and has determined that the interpretations are reasonable and that there is sufficient verifiable evidence for all policy items except [policy item(s) ##] and has asked for a new monitoring report for that/these statement(s) by [DATE].

OR

The board has assessed the monitoring report for the Ends policies has determined that the interpretations are reasonable except [policy item(s) ##] because [it is not measurable AND/OR there is no objective rationale] and has asked for a new monitoring report by [DATE].

It is important for the board to appreciate what it is actually stating when it agrees.

## ISSUE BRIEF: Recommended Amendments to Policy 2.11: Communications and Support to the Board

**Meeting: Board of Directors**

**Meeting Date: December 17, 2020**

<b>INFORMATION TYPE:</b>
Decision Preparation
<b>RECOMMENDED ACTION(S):</b>
<p>That the Board amend Policy 2.11 in the Board Policy Manual as suggested below:</p> <ol style="list-style-type: none"> <li>1. Reword policy 2.11.1.6 to read:  <i>"[The CEO shall not] Allow the board to be unprepared to be responsive to community concerns or public questions."</i></li> <li>2. Delete policy 2.11.1.6.1 and add "Strategic Context" as point (J) to policy 2.11.1.5.</li> <li>3. Delete the work "legal," from policy 2.11.2.1.</li> <li>4. Add the following policy as a new policy 2.11.3:             <ul style="list-style-type: none"> <li>2.11.3 <i>Impede the Board's holism, misrepresent its processes and role, or impede its lawful obligations.</i> <ul style="list-style-type: none"> <li>2.11.3.1 <i>Interact with the Board in a way that favors or privileges certain board members over others, except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.</i></li> <li>2.11.3.2 <i>Neglect to supply for the Required Approvals agenda all items delegated to the CEO, yet required by law, regulation, or contract to be Board-approved, along with the applicable monitoring information.</i></li> </ul> </li> </ul> </li> </ol>
<b>PRIOR RELEVANT BOARD ACTIONS &amp; POLICIES</b>
<p>At the October 22, 2020 Board meeting, the Board noted suggested edit to policy 2.11 that were suggested by Rose Mercier. The Board directed the Governance Committee to review those suggestions.</p>
<b>ISSUE SUMMARY:</b>
<p>On November 23, 2020 the Governance Committee agree to recommend that the Board adopt the changes suggested by Ms. Mercier. The Committee agreed with Ms. Mercier's recommendations. It was agreed that the absence of policy 2.11.2 was most likely an oversight and it should be added to the manual.</p>

**BACKGROUND:**

In September 2020, the CEO forward the draft Monitoring Report for policy 2.11 (Communication and Support to the Board) to Rose Mercier for her feedback. Among her suggestions were the following notes:

- 1) *2.11.1.6 feels a bit like it should be part of 2.11.1.5. it is also “means-y”. The unacceptable condition feels like it be [The CEO shall not} Allow the board to be unprepared to be responsive to community concerns or public questions. If it were written in this way, the interpretation could address board education, but it could address other ‘means’ than those prescribed in the policy.*
  
- 2) *2.11.1.6.1 is not a further interpretation of 2.11.1.6. And it is a “prescription” – what is the unacceptable condition? “Allow the Board to be uninformed of the longer-term strategic context in which delegated decisions are made.” – but again this could be part of the incidental information which is required by the Board as part of 2.11.1.5. The interpretation could be part of the interpretation for 2.11.1 possibly for that which the board has not already fully interpreted below.*
  
- 3) *In Policy 2.11.2.1 you do not need to say “legal”. The CEO is prohibited from doing anything illegal.*
  
- 4) *Is there a reason why the following policies are not included in 2.11? This is a standard part of the Communication and Support to the Board policy. It would in some ways better contain some of the items in this policy.*
  - 1.11.3 *Impede the Board’s holism, misrepresent its processes and role, or impede its lawful obligations.*
    - 1.11.3.1 *Interact with the Board in a way that favors or privileges certain board members over others, except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.*
    - 1.11.3.2 *Neglect to supply for the Required Approvals agenda all items delegated to the CEO, yet required by law, regulation, or contract to be Board-approved, along with the applicable monitoring information.*

**IMPACTS OF RECOMMENDED ACTION(S):**

- Budgetary/Fiscal: NA
- Social: NA
- Environmental: NA
- Governance: Pursuit of excellence in governance practices.

## ISSUE BRIEF: Ridership vs. Coverage Refresher

**Meeting: Board of Directors**

**Meeting Date: December 17, 2020**

<b>INFORMATION TYPE:</b>
Other
<b>RECOMMENDED ACTION(S):</b>
Receive as Background Information for Future Discussion
<b>PRIOR RELEVANT BOARD ACTIONS &amp; POLICIES</b>
<p>Board Ends policies recognize the twin goals of increasing ridership and ensuring access for residents throughout the service area. In 2018, the Board received an earlier presentation on the network-design principles of prioritizing ridership or coverage. At the time, an inform agreement to priority ridership was reached.</p> <p>Examples of Ends:</p> <p><i>1.0 AAATA exists so that an increasing proportion of residents, workers and visitors in the Ann Arbor Ypsilanti Area utilize public transportation options ...</i></p> <p><i>1.1. Residents in the area have equitable access to public transportation services that enables full participation in society.</i></p>
<b>ISSUE SUMMARY:</b>
<p>As per the Governance Committee’s request, staff will present updated background information on Ridership vs. Coverage in December. These concepts help outline the principles around which fixed-route transit networks can be designed, and some of the key trade-offs involved in prioritizing limited resources. In a nutshell, limited resources can be focused on increasing frequency on major corridors thereby attracting more riders, or resources can be scattered in order to ensure every resident has a bus stop nearby, but trips are longer, less frequent and less attractive. Attracting new riders is often the key to achieving objectives like labor mobility and environmental benefits, while coverage often helps those residents who cannot drive. As all of these goals are reflected in the Board’s Ends, future service planning efforts will need to clarify which priority takes precedence.</p> <p>This is a preliminary, educational discussion and more detailed conversation is anticipated in 2021 and at the Board Retreat.</p> <p>It should also be noted that pandemic-related service changes have been focused on coverage and will likely continue to be through August 2021. The Ridership vs. Coverage discussion will provide its greatest impact in terms of post-2022 services.</p>
<b>ATTACHMENTS:</b>
NA

## ISSUE BRIEF: Approach for Service Restoration

**Meeting: Board of Directors**

**Meeting Date: December 17, 2020**

<b>INFORMATION TYPE:</b>
Other
<b>RECOMMENDED ACTION(S):</b>
Receive for Information, discuss and provide feedback to CEO.
<b>PRIOR RELEVANT BOARD ACTIONS &amp; POLICIES</b>
Policy 2.4 regarding risk of fiscal jeopardy. Policy 2.10 regarding public credibility of agency.
<b>ISSUE SUMMARY:</b>
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.
<b>BACKGROUND:</b>
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.  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.
<b>IMPACTS OF RECOMMENDED ACTION(S):</b>
<ul style="list-style-type: none"> <li>• Budgetary/Fiscal: High – Impacts timing of deficits and includes financial risks.</li> <li>• Social: High–Impacts transit users and resumption of normal socio/economic activity.</li> <li>• Environmental: Low – some impact to auto use. Not able to define.</li> <li>• 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).</li> </ul>
<b>ATTACHMENTS:</b>
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.

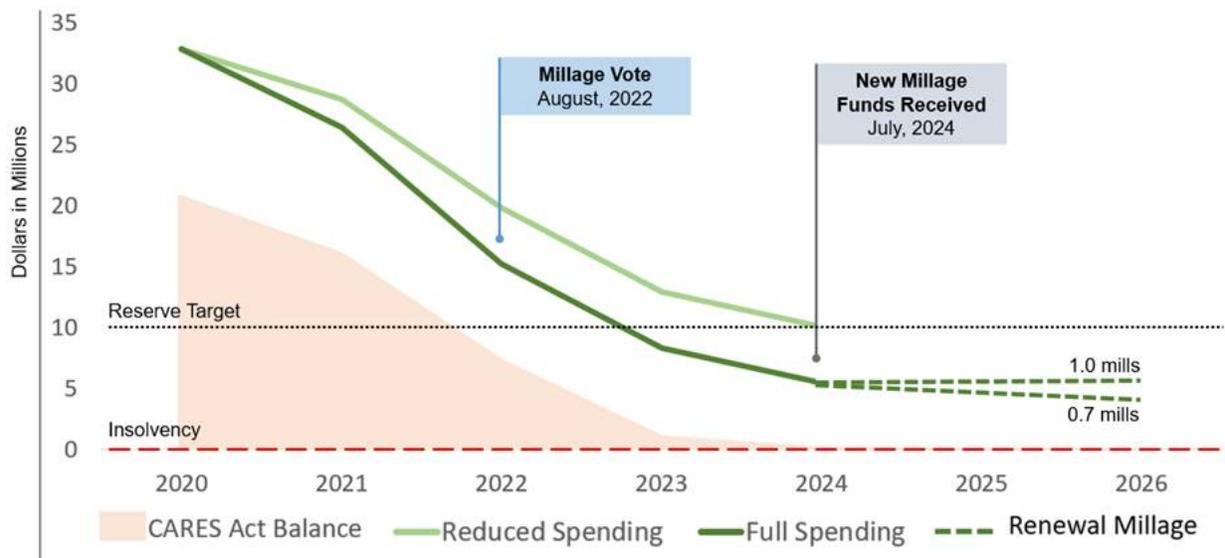
### Updated Financial Forecast

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.



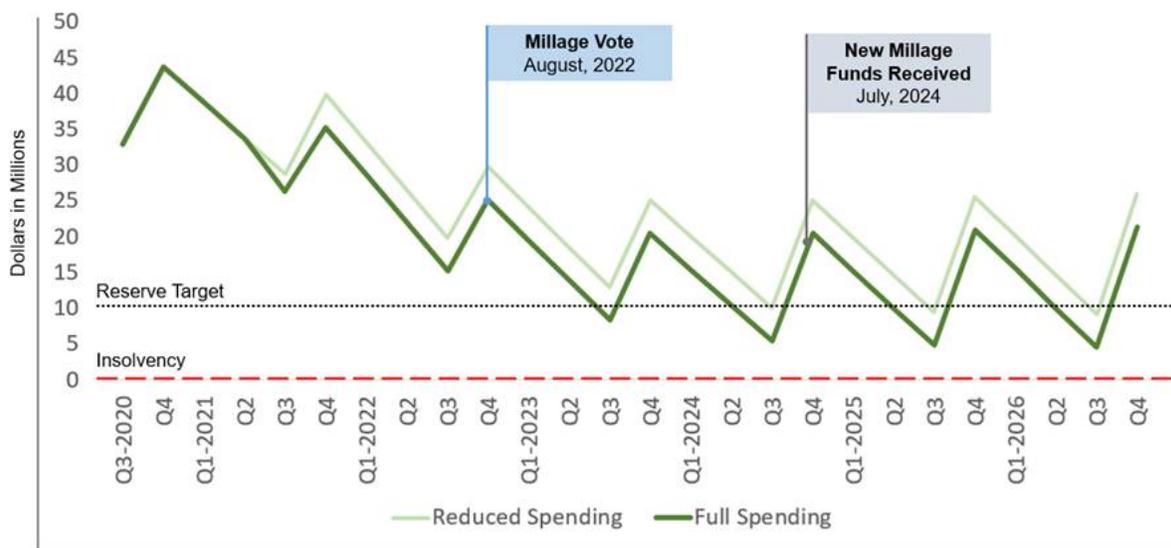
The two solid green lines illustrate the immediate decision facing TheRide – whether to continue with present Reduced Spending (less service, lower costs, funds last longer) or restore most pre-pandemic service (more services, higher cost, funds expended sooner). TheRide will have an opportunity to seek 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:

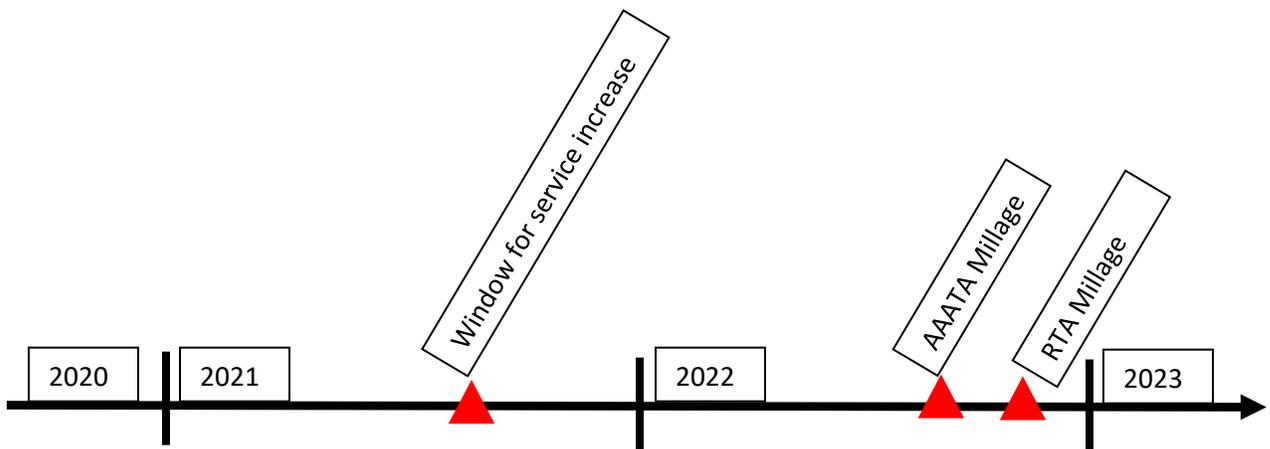
- Restoring every pre-pandemic service, even under-used or excessively expensive ones. This is not recommended because all resources need to be used to benefit the largest number of passengers, and we should continue providing increased access to healthcare centers.

- 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**.



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## ISSUE BRIEF: CEO Report

**Meeting: Board of Directors**

**Meeting Date: December 17, 2020**

### INFORMATION TYPE:

Other

### OPERATIONAL & PROJECT UPDATES

- **SERVICE CONTINUITY AND STAFFING LIMITATIONS**

As COVID-19 cases have surged in the community, a number of AAATA staff have been infected outside of work. While most staff are experiencing only minor symptoms, the overlapping quarantines are reducing staff-availability in the critical operational area of bus maintenance, and beginning to impact our ability to maintain the current level of service. If we do not have enough staff to ensure the fleet is safe to operate, we may need to temporarily reduce bus service until staff can return and the fleet be readied. Contingency plans are in place. Should service changes become necessary, all efforts will be made to notify passengers as far in advance as possible.

Management is making all possible arrangements to shuffle work to maximize remaining staff and maintain service. It is important to note that AAATA screening and workplace safety protocols are in place and working. Most staff appear to be infected outside of the workplace.

- **STAFFING AVAILABILITY AND FEDERAL CORONAVIRUS LEAVE PROVISIONS**

The federal Families First Coronavirus Response Act provided all workers with two weeks of paid sick time through December 2020. To avoid a rush of absenteeism this month as the provision expires, Management has arranged to voluntarily extend this provision until mid-2021. This applies to union and non-union staff.

- **DISTINGUISHED BUDGET PRESENTATION AWARD**

AAATA has received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for the 2020 budget, as adopted by the Board in September 2019. This is the third consecutive year AAATA has received the award. The award reflects the commitment of the Board of Directors and staff to meeting the highest principles in governmental budgeting.

- **TEMPORARY SERVICE PLAN UPDATE**

TheRide is making some additions and minor adjustments to the current, temporary service plan to become effective January 17. Our Temporary Service Plan continues to focus on the most used routes to maintain 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.

- **MOBILE TICKETING PILOT**

\$3,235 in mobile tickets have been sold in total since EZfare became available on September 30. Passengers have activated 1,877 tickets on fixed-route buses and 26 on A-Ride.

- **TRANSPORTATION COMMISSION**

Staff shared the Temporary Service Plan updates effective November 22 with the Transportation Commission.

- **WATS POLICY COMMITTEE UPDATE**

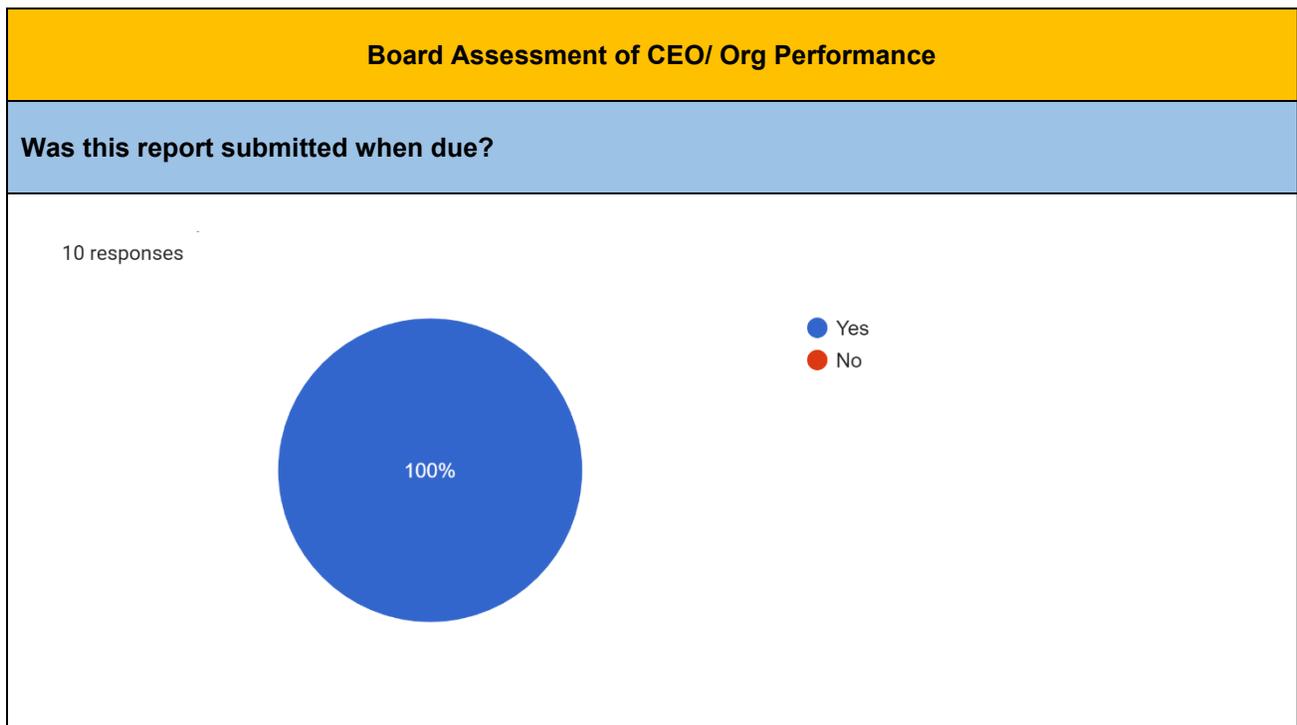
The Washtenaw Area Transportation Study (WATS) Policy Committee met November 18th. The committee approved 2020-2023 Transportation Improvement Program (TIP) amendments and discussed proposed allocations of Federal Highway Administration (FHWA) funds to urban areas in the county. The proposals included TheRide's offer of \$100,000 from its Surface Transportation Block Grant allocation for the City of Ypsilanti's Huron/Hamilton project to improve transit, pedestrian, and bike amenities. The CEO sees this transfer as a cost-effective ways to advance the Board's Ends, build relationships, and enhance External Relations.

## SURVEY RESULTS: Policy 1.0 Ends Policies Monitoring Report

**Board Meeting Review Date: December 17, 2020**

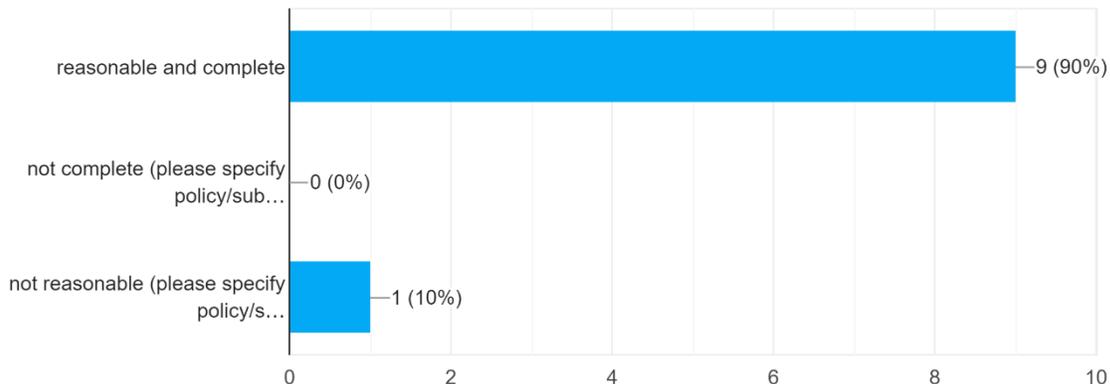
**Survey Participants: 10 Board Members**

Note: Each bullet represents a comment by a different Board member.



**Do you find the CEO Interpretation for each policy/sub policy to be:**

10 responses



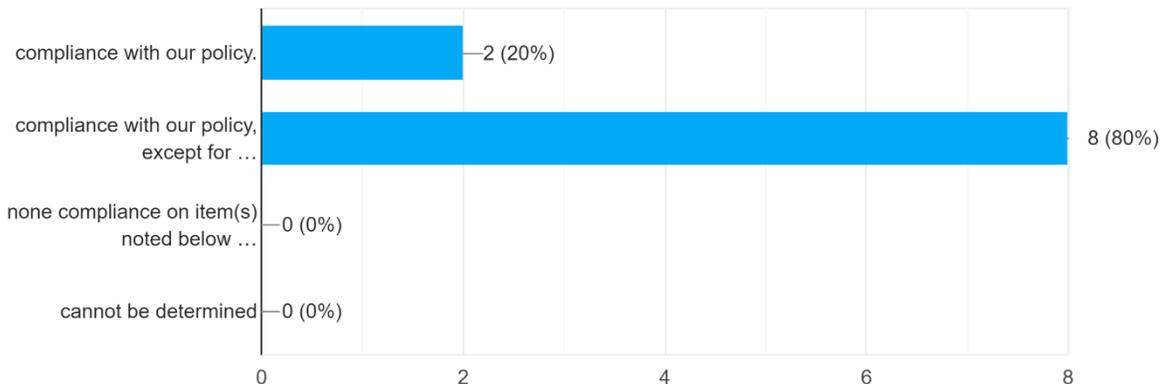
**Board Assessment of CEO/ Org Performance**

**CEO Interpretations that were incomplete or unreasonable (if any):**

- I thought policy 1.4 is a bit odd to be showing 'green' during this time of COVID. This is based on public comments during board meetings and also the fact that we aren't able to provide full-service (# of riders in a vehicle, scheduling, route coverage, and overall availability). I would agree that when we are able to provide full fixed-route service, there really shouldn't be any complaints due to the high quality experience the staff strives for and continually works to improve. But, in this time of COVID, I don't think we can say we are meeting needs?
- 1.1 - The interpretation, "At least 80% of residences in the membership area are within 0.25 miles of a bus stop" may be too imprecise in that it does not consider population distribution.

**Do you find the CEO's evidence and data shows..?**

10 responses



**Items not in compliance (if any):**

- **As noted in the report; most notably 1.2.1. and 1.3.4.**
- **Same ones identified by CEO.**
- **1, (1.1, 1.1.2) 1.2, (1.2.2,1.2.3, 1.2.4) 1.3, (1.3.3, 1.3.4).**
- **Ridership is down significantly due to the pandemic. There is nothing the CEO can do about this. Future compliance is unknowable.**
- **1.1 bus stops; 1.2.1;1.2.2 fuel/energy; 1.2.3; 1.2.4; 1.3.3 AirRide; 1.3.4.**
- **As noted in the issue brief.**
- **Detroit Connection.**

**Optional: Potential Policy Development**

**Is there any area associated with this policy that concerns you that is not clearly addressed in existing policy? What is the value that drives your concern?**

- **Not at this time.**
- **No.**
- **No.**

**What policy language would you like to see incorporated to address your worry?**

- **Simplified language in exec. memo style.**
- **N/A.**

### Optional: Comments for the CEO

- Passenger satisfaction is high and this is a testament to the quality of service provided by the AAATA.
- I am sure this was a very tough monitoring report for the CEO to fill out this time around since COVID has really thrown a lot of the great effort the staff has put in to make AAATA one of the best in the nation, and to see those efforts get reversed/stalled due to the virus's impact.
- Given the current circumstances, of the global pandemic, I am satisfied that the CEO, the Executive Team and Staff have performed to the best of their capabilities.
- I think our ends accurately reflect our shared values.
- I support this monitoring being slimmed down from last year. Obviously, the pandemic has had a negative effect on compliance and it will take some time to recover. A well thought out and professional job.
- Staff did everything they could to keep on top of our service this past year. Whether or not we were green on all Ends was not the primary concern.

### Potential Improvement(s):

- 1.2.2. shows partially compliant but is more non-compliant than compliant. This is an area where the AAATA should start strategizing on how we will become greener.
- Continue being reflective (for self and for the org).
- I would like to see our priorities stated more forcefully. There will always be differences of opinion on the importance of each of our ends, but I think the CEO should have clear direction on what is most important.
- Re emergency route planning, there seems to be some room for improvement on communicating to all necessary stakeholders. Cost per trip was highest among our peers in the state before the pandemic.

### Comments on the report itself:

- Thorough, well documented, and well written. Kudos to staff for putting this together.
- This is one of my favorite monitoring reports that I've been able to review during my time on the board so far. I feel this is a real pulse of the organization's health and impact. This is really the core of why we exist and measures the justification for keeping us around.
- I found the report comprehensive and easily digestible.
- I appreciate the work of the staff to get us such a comprehensive Ends monitoring report in the midst of a challenging time for the organization. The items noted as noncompliant are reasonable given current circumstances.
- I thought the report was as complete and as well documented as was possible during a pandemic. Some of SEMCOG's data looked a little questionable. Big ridership jumps year to year for Ann Arbor and Ypsilanti.
- Very thorough.
- Always my continued thanks for the information!