



Supporting Community Recovery

Corporate Business Plan
FY 2022

Table of Contents

Executive Summary	4
Board Direction & Strategic Alignment	5
Priorities and Initiatives	8
Thematic priorities.....	10
Priority 1: Support community recovery:	10
Priority 2: Planning for the future:	10
Priority 3: Serving customers and rebuilding ridership:.....	10
Priority 4: Modernizing TheRide:.....	10
2022-2027 Major initiatives	11
Budgeting	13
Next Steps.....	14
Appendix	15
Appendix A: Public & Stakeholder Input	15
Appendix B: PESTLE Analysis.....	17
Appendix C: SWOT Analysis	18
Appendix D: Pandemic implications and agency responsive actions.....	20
Appendix E: Advancing Board policies	23

Executive Summary

TheRide, also referred to as the Ann Arbor Area Transportation Authority (AAATA), is the public transit system for the greater Ann Arbor-Ypsilanti area. It seeks to provide reliable, safe, affordable, and equitable transportation services that are adaptable to the evolving needs of the community.

The Corporate Business Plan aligns the agency's multi-year work plan with community needs and Board policies. This plan identifies priorities and initiatives for FY 2022 that will be incorporated in the budget for review and adoption in September 2021. Due to prioritization, some initiatives are scheduled to occur in the next 5 years. See page 11 and 12 for that detail.

The community and the agency were significantly disrupted by the COVID-19 pandemic. We see FY2022 as a rebuilding year as we focus on helping our community restart and recover. We will also be finishing our new long-range plan, which will provide additional focus for future efforts.

Board Direction & Strategic Alignment

TheRide's Board of Directors functions as an informed agent of its legal and moral owners. The legal owners constitute of the City of Ann Arbor, City of Ypsilanti, and Ypsilanti township; while the moral owners include the residents, visitors, and students of the larger Ann Arbor-Ypsilanti area.

The Board translates the values of these owners into the overall desired outcomes for the agency. These outcomes, known to the Board as **Ends Policies**, define *what* TheRide is to achieve; *for whom*, and at *what cost*.

TheRide then adopts these desired outcomes (End's Policies) as its goals. They become the basis through which all strategic initiatives and all operational activities are derived.

The graphic on the top right shows the relationship between the owner's values, Board policies and agency operations. This relationship clarifies that it is the goal of TheRide to fulfill the interests of the community through the direction provided to the agency by the board.

Below is the set of the current Ends policies as developed by the Board.



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

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

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

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.

1.2. Public transportation positively impacts our environment.

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

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

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

1.2.4. Relevant public policy is transit supportive.

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

1.3.1. Public transportation facilitates labor mobility.

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

1.3.3. Visitors use public transportation in the area.

1.3.4. Public transportation connects the area to the Metro Detroit region.

1.4. Passengers are highly satisfied with public transportation services.

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

The Board has the right and duty to change the Ends Policies in relation to the owners' interests

and values. This consequently adjusts the strategic trajectory of TheRide.

In addition, the Board has created Executive Limitations Policies, which guide the CEO by outlining practices that would be unacceptable. These limitations empower staff to use their professional judgement when pursuing the Board's stated outcomes through oversight and fiduciary control. One key benefit of this approach is greater speed in achieving the desired outcomes. Examples of key Executive Limitations policies include:

- Ensure passengers and customers are well treated.
- Ensure staff are well treated and that TheRide is an attractive employer.
- Ensure that the Board, riders, and the public have opportunities to shape the agency's future direction.
- Ensure transparency and accountability.
- Maintain the financial health of the organization. Do not risk fiscal jeopardy.
- Maintain the assets of the organization in good condition.
- Compliance with all applicable laws. (Numerous other local, state, and federal laws also enable and constrain what TheRide can do.)

Priorities and Initiatives

The Board's policies outline goals and expectations. It is up to the CEO and staff to recommend initiatives, projects, and expenditures that will make progress in achieving the goals identified by the Board. Staff seeks public and stakeholder input, as well as advice from the Board, as they develop these recommendations. To be effective stewards of resources, TheRide prioritizes initiatives by considering the following.



- **Organizational Alignment:** Does the initiative help to advance the Board's desired outcomes? Does it mesh with what we do, for whom and at what cost? Are we focusing our energy on future goals, or reacting and spreading ourselves too thin?
- **Roles:** Is the initiative within TheRide's legal mandate, or is it the responsibility of another group? Do we have direct control, or can we only influence others? Is the idea more appropriate for another organization? Is partnering a possibility?
- **Risks:** What risks does the initiative pose now or in the future? Are the risks acceptable?
- **Value and Affordability:** Is this a good use of limited funding or time (cost/benefit, ROI, etc.)? What trade-offs are implicit or not immediately obvious?
- **Capacity:** Does TheRide have the expertise or resources to pursue the initiative now or in the future?
- **Sequence and Readiness:** How ready is the initiative to proceed? Do other steps logically need to come first? Is there a risk of proceeding too soon? What are the impacts of deferral? Is this urgent to us and our goals, or someone else?
- **Public Commitment:** Have we committed to this project publicly? Within what timeframe? Are other external stakeholders involved in the execution of this project and to what extent?

- **External impact and influence vs. internal capacity and capabilities:**

The Strengths, Weaknesses, Opportunities and Challenges/Threats (SWOT) analysis detailed in Appendix C; and the Political, Environmental, Social, Technological, Legal/Governance and Economical factors (PESTLE) analysis detailed in Appendix B

Let's Get Moving Again, Together!

Page 8 of 23

allow the agency to make and prioritize decisions based on a reasonable balance between internal capacity and external influences.

Initiatives that survive this vetting process are grouped into thematic priorities as part of the Corporate Business Plan. Capital projects and immediate expenditures are then incorporated into the subsequent annual budgets.

As of mid-2021, the dominant issue is pandemic recovery. Society is still recovering from the pandemic and the next 12 months are not entirely clear. While vaccinations have reduced infections, it may take several more years to reach herd immunity, and virus variants continue to threaten global health. Nevertheless, our communities are reopening; normal economic and social activities are restarting and TheRide needs to support these activities.



Thematic priorities

Initiatives and ideas that are being recommended as part of the Business Plan are grouped into thematic priorities:

Priority 1: Support community recovery:

One of the major priorities of the TheRide in FY 2022 is to support the community recovery from the pandemic. We are keen to understand and adapt to the evolving society needs, and forge forward towards the new normal. Pages 23-25 details specific actions TheRide is taken.

Priority 2: Planning for the future:

A long-range plan that will provide a 25-year vision for public transit is currently being developed by blending technical frankness, community input, and political honesty. The long-range plan will be a commonly held vision for the future of transit and mobility services.

Priority 3: Serving customers and rebuilding ridership:

Providing safe, reliable services has been at the core of TheRide's mission. Most transit agencies lost the majority of their ridership during the pandemic. Rebuilding our ridership by providing genuinely attractive services and calming residual fears will be a key part of helping our communities.

Priority 4: Modernizing TheRide:

This priority ensures TheRide has a strong platform for delivering service in the community.

2022-2026 Major initiatives

The heart of the Corporate Business Plan is a rolling 5-year work plan. In this plan, various initiatives are illustrated on a basis timeline.

	MAJOR INITIATIVES	DESCRIPTION	FY 22	FY 23	FY 24	FY 25	FY 26
PRIORITY 1: SUPPORT COMMUNITY RECOVERY	Service restoration	The restoration of pre-pandemic service will begin in August 2021 and should be complete in early FY 2022.					
	Contactless payment pilot	This option allows for safe and efficient fare payment. An evaluation on the pilot project will be done and a decision to adopt the project made in the Fall of 2022					
	Vehicle and Building retrofits	TheRide has added safety measures to its vehicles and buildings. This includes driver barrier shields and fresh air kits in buses, and facility improvements.					
	Pandemic Safety	TheRide is in compliance with all CDC and other governmental safety guidelines. Appendix D has a list of the initiatives being taken to ensure safety of staff, traveling public and the community at large.					

PRIORITY 2: PLANNING FOR THE FUTURE	Millage 2022	A renewal of the AAATA millage will be necessary. An expansion may also be possible.					
	Long Range Plan (LRP)	TheRide is developing a 25-year plan that is scheduled to be complete by May 2022.					
	Ypsilanti Transit Center	Part of the LRP includes planning for an expanded Ypsilanti Transit Center.					
	Blake Transit Center (BTC) Expansion	TheRide is collaborating with the Ann Arbor Housing Commission and Ann Arbor Downtown Development Authority to develop and finalize a BTC expansion concept.					
	Garage expansion	Planning for more garage space will move forward as staff capacity permits.	Timing TBD				
	Advocacy Strategy (Land development)	As part of the LRP, TheRide in conjunction with local municipalities are developing an approach to advocate for the development of land in ways that complements transit.	Timing TBD				

	MAJOR INITIATIVES	DESCRIPTION	FY 22	FY 23	FY 24	FY 25	FY 26
PRIORITY 3: SERVING CUSTOMERS REBUILDING RIDERSHIP	Bus replacements	Routine replacement of buses and support vehicles that have reached their useful life. Timely replacements maximize in-service hours by minimizing breakdowns.					
	Transit Signal Priority	Software technology that will allow TheRide's buses to virtually communicate with the city's traffic control center technology is being sought. Funding for this project has been secured.					
	Fare Updates	Based on the Fare Study, new fares and a less cumbersome fare structure will be proposed to begin in 2022. Public input sessions will be sought.					
	Bus Rapid Transit (BRT)	Planning for the Bus Rapid Transit is expected to begin in 2024. BRT is expected to reduce travel time and improve traffic safety.					

PRIORITY 4: MODERNIZING	Changes to Paratransit	Paratransit updates have begun and will continue thru 2022. Premium GoldRide service is permanently separated from ADA required paratransit services.					
	Propulsion study	Conducting a comprehensive study will allow TheRide make informed decisions on how to proceed with propulsion vehicles.					
	Union Negotiations	The current bargaining agreement expires in March 2022. Negotiations are expected to occur and be complete in FY 22					

Events of note	Mid-term elections (Nov 2022)					
	Regular millage renewal (Tentatively Aug 2022)					
	Presidential elections					

Measuring Progress

Updates on the above initiatives will be provided through the CEO operational updates and monitoring reports as submitted to the board. These documents are available to the public through TheRide.org website. Specific progress updates on how TheRide has dealt with the pandemic is available on Appendix D, Page 20 of this document.

Budgeting

The Corporate Business Plan sets the stage and context for the annual budget. TheRide's Board of Directors, through written policies, requires that the agency's financial planning and budgeting be developed using:

- sound financial practices,
- incorporate strategic and multi-year planning,
- use practices that meet generally accepted accounting principles,
- comply with federal, state, and local regulations,
- detail practices of handling cash and investments; and
- seek Board authorization when adjusting passenger fares, property tax rates, or buying or selling real estate.

Additional Board policies set standards for employee treatment and compensation and require TheRide's assets to be adequately insured and protected against risks.

A Long-Range Plan is currently being developed, once complete, it will drive the annual business plans and budgets. Meanwhile, the CEO is pursuing a series of projects that he believes are critical-path constraints. The sooner they are resolved, the sooner TheRide can move forward. There are three key facilities that presently are too small and will limit TheRide's ability to grow in the future. These facilities are all physically over-capacity (i.e., full), constrain growth and restrict expansion of future services and hence overall ability to serve the community. These facilities are:

- Ypsilanti Transit Center
- Blake Transit Center
- Maintenance and Storage Garage

All of these facilities have expansion plans in various stages of progress. Moving forward on these over the next year expands TheRide's options, does not limit any future project, and is unlikely to be wasted effort. They are also the largest and most expensive projects we are likely to pursue in the next ten years, aside from bus rapid transit (BRT).

Use of Federal Relief Funds – Capital Funding Opportunity

Initial projections indicated that Federal funding would allow TheRide to repurpose about \$13 million from FY2022 to FY2025 of local funding to capital and insurance reserves. Update to these projections will be noted in the annual budget process – including the FY 2022 Budget. Preliminary calculations suggest that with state and federal assistance, TheRide may be able to build the YTC, BTC, and Garage. The Board still retains the right to approve final capital projects as a part of the annual budget decision.

Next Steps

Beginning in July 2021, the draft Corporate Plan will be shared with the Board, the public and transit customers. We will seek their feedback to help improve the plan for the future and ensure that it reflects the interests¹ of the community.

The Corporate Plan will be used in guiding and contextualizing the FY 2022 Budget. Both documents complement each other and create a fuller picture of the future of TheRide.

¹ See appendix A on ways by which to provide feedback.

Appendix

Appendix A: Public & Stakeholder Input

TheRide welcomes and invites public and stakeholder feedback into any part of the decision-making processes (strategic planning, budgeting, operations planning, service delivery, etc.).

There are four types of feedback that we are specifically looking for:

- **Outcome Feedback:** This is the highest-level feedback and deals with what impact TheRide creates for who, and at what worth. The Board uses this feedback to help develop policies and set the overall direction. Examples include goals that may be unaddressed, level of benefit, cost-effectiveness, or transparency. This feedback can be provided directly to the Board at any time. This can be done at monthly Board meetings or periodic Board outreach exercises. Emailed comments for the Board can be sent to the CEO (see next bullet for contact info). Comments can also be mailed to: Chair of the Board, 2700 S. Industrial Hwy. Ann Arbor, MI 48104.
- **Business Plan Feedback:** Is TheRide organizing its work to achieve the outcomes identified by the Board? Are we contextualizing our situation properly? Are we making any erroneous assumptions? Are these projects and initiatives the ones you think we should be pursuing? Are the tools/services we are using the best way to achieve the Board's outcomes? This sort of feedback is best provided during the development of the Plan and can be provided any time directly to the CEO's office: (734) 794-1767 or mcarpenter@theride.org.
- **Planning Feedback:** TheRide takes feedback throughout the year on how services are designed and makes incremental improvements. New projects and initiatives typically have a public involvement process to solicit feedback. Electronic comments can be sent to Planning@theride.org. Comments can also be mailed to: Deputy CEO of Planning and Innovation, 2700 S. Industrial Hwy., Ann Arbor, MI 48104.
- **Customer Feedback:** How well did we serve you as a rider? Is there something about how services were delivered that you would like to see sustained or improved? Is there something that we could do better? Do you have suggestions for improvements to the

services we provide or how we provide them? Examples include: my bus was late, the website was down, the terminal was dirty, etc. This sort of feedback should be provided to staff as soon as possible so the issue can be addressed quickly. We are also happy to accept commendations for great service. Electronic comments can be sent to (CustomerCare@theride.org). Comments can also be mailed to: Deputy CEO of Operations, 2700 S. Industrial Hwy., Ann Arbor, MI 48104.

DRAFT

Appendix B: PESTLE Analysis

Awareness of external factors and their impact on the agency allows us to plan realistically.

TheRide achieves this by conducting a Political, Economic, Social, Technological, Legal/Governance and Environmental (PESTLE) analysis. Here is a list of external factors and how they impact TheRide.

Political	<ul style="list-style-type: none">• Changes at the federal level, may lead to transit favorable actions.• RTA prioritization has TheRide competing for resources with other agencies.• Previous politicizing of the vaccine may lead to polarized decision-making thus impacting overall community recovery.• Increased political pressure to use recovery funds for select projects.
Economical	<ul style="list-style-type: none">• The pandemic has significantly affected the economy.• Pandemic-related funding has enabled AAATA to continue providing essential services.• Full economic recovery may be dependent on achieving herd immunity.• The current government may repurpose unused earmarks which in turn provides more funding for transportation infrastructure.
Social	<ul style="list-style-type: none">• AAATA has a positive public image.• Presence of pro and anti- development cultures in the community.• There's disparity in demographics and income in Ypsilanti vs. Ann Arbor• The pandemic has significantly reduced general population.• Remote working, less employee physical interactions and being infected or affected by the pandemic may impact overall wellbeing.
Tech.	<ul style="list-style-type: none">• Adaptation of the public to remote working, virtual commerce, etc., impacts travel patterns and ridership.• Opportunities to advance customer experience via technology platforms.• Opportunity to improve the remote worker experience.
Legal / Governance	<ul style="list-style-type: none">• AAATA surpasses ADA compliance requirements.• AAATA complies with Title VI equitable accessibility provisions.• The board sets governing policies that serve the interest of the community. Compliance to these policies is monitored periodically.• AAATA is currently compliant with laws and regulations governing the transit industry.
Env.	<ul style="list-style-type: none">• The local community is supportive of ecologically conscious decisions.• The federal government is considering funding clean energy transit options.• There is an opportunity to find a balance on fleet electrification technology and the frequency of services rendered.

Appendix C: SWOT Analysis

This analysis provides a current state assessment of the positives and negatives that impact the organization from an internal (within the organization) and external (outside the organization) perspective.

INTERNAL	<p style="text-align: center;"><u>STRENGTHS</u></p> <p style="text-align: center;">(Organizational Capabilities)</p> <ul style="list-style-type: none"> • Safe working environment <ul style="list-style-type: none"> - Vehicle sanitization, driver safety barriers - Improved building and vehicle ventilation - Prioritized vaccination opportunities for all workers • Strong credibility & support in the community. <ul style="list-style-type: none"> - Strong relationships with partners. History of successful collaborations. - A tradition of excellence in service delivery and business decisions. - High rider satisfaction. • Existing resources & assets in reasonable condition. <ul style="list-style-type: none"> - Existing technology allows for effective virtual running of business. - Relatively stable funding. - Physical assets and equipment are adequate and in fair shape. • Engaged Board and staff. <ul style="list-style-type: none"> - Strong commitment to the community, especially underserved populations. - Future-oriented and willing to innovate. - Rapidly modernizing internal processes, clarifying roles, and direction. - Willingness to listen & strive to improve. • Good interdepartmental coordination
	<p style="text-align: center;"><u>WEAKNESSES</u></p> <p style="text-align: center;">(Areas of improvement within the organization)</p> <ul style="list-style-type: none"> • Pandemic impact on staff capacity <ul style="list-style-type: none"> - Affected and infected staff reduce work productivity and strain existing capacity. - Not all staff are willing to be vaccinated hence increasing timeline to herd immunity. - Pandemic fatigue may impact employee productivity and efficiency. - Unequal conditions and perceptions for staff who must work from home and those who must report to work to get the work done. • Structural budget deficits • Reduced fare revenues. <ul style="list-style-type: none"> - Working from home and alternative learning options have led to a decline in ridership. • Lack of clarity on when herd immunity will be reached, makes it hard to make return-to-work decisions. • Virtual engagements become overwhelming with time. • Limited ability to influence outside decisions (RTA, local land development)

EXTERNAL	<p style="text-align: center;"><u>OPPORTUNITIES</u></p> <p style="text-align: center;">(Opportunities within our capacity to impact)</p> <ul style="list-style-type: none"> • Opportunity to study environmentally friendly transit options. • Demographics, economic and societal trends are changing. <ul style="list-style-type: none"> - The population is growing and aging. - Urban areas are growing more compact and need additional mass transit. - Mobility needs are growing in suburban and rural areas as well. - More transit-supportive land development could make accessing destinations easier. • A new, comprehensive plan for transit will help focus community investments. <ul style="list-style-type: none"> - Provide an exciting vision for the future. - Organize, leverage, and maximize resources and new technologies. - Speed up implementation by starting with a realistic plan. - Help communicate the value of public transit. • Potential to expand services and funding. <ul style="list-style-type: none"> - Could seek additional funding/resources via grants, partnerships, other sources. - Could expand Authority membership/change enabling legislation. - Could seek additional property tax investment. • Advocate for outside decisions that support TheRide's desired outcomes. <ul style="list-style-type: none"> - Influence outside decision-makers (land development, housing, transportation policy, etc.) - Assume a leadership position in coordinating alternative transportation
	<p style="text-align: center;"><u>THREATS</u></p> <p style="text-align: center;">(Challenges to organization success)</p> <ul style="list-style-type: none"> • Dominant car-culture. • Working from home and online learning options may reduce ridership. • Social perceptions on the safety of transit during the pandemic may reduce transit ridership and increase privatized mobility. • Constrained funding and resources limit opportunities. <ul style="list-style-type: none"> - Revenues tied to slow property tax growth. Inflation and rising costs eat away at new revenues. - Many travel needs lie outside our geographic service area and taxing jurisdiction. - Resource-constrained partners & a sometimes zero-sum environment. - Political polarization may affect federal and state funding. • Growth pressures are straining resources and impacting riders. <ul style="list-style-type: none"> - Growing demand for expensive premium services. - Crowding on buses impacts customer satisfaction. - Traffic congestion slows buses and makes them less reliable. - The bus fleet cannot grow because the garage is full, thus limiting service growth. - Labor shortages (technical and professional staff) and rising costs for construction. - Economic inequality, A2/Ypsi disparities, community affordability. • Outside pressures/demands can divert TheRide's attention. • Possible loss of autonomy or funding to the RTA.

Appendix D: Pandemic implications and agency responsive actions

The following tables will give an account of actual implications of the pandemic to the organization, and mitigation steps taken. Currently, Phases 1 and 2 are complete, and the organization is undergoing 3 and 4 which focuses on reintroduction of services to pre-pandemic levels and vaccine deployment, respectively.

Phase 1:Emergence of COVID-19	
Estimated Timeline: Jan-March 2020	
Focus: Safety of staff and the traveling public and maintaining essential services.	
Expected/Actual implications	Steps taken by TheRide
<ul style="list-style-type: none">• The first cases of the virus were confirmed in North America.• Social isolation orders went into effect.• There was an emphasis to “flatten the curve.”• Ridership dropped as people were asked to stay home.• Reduced ridership led to reduced fare revenue.• Feds provided CARES relief for transit.	<ul style="list-style-type: none">• TheRide’s Safety Officer equipped employees with emerging information on the virus.• Employees who can work from home were required to do so.• Essential services were quickly defined and maintained.• Buses were cleaned with CDC recommended protocols.• Transit centers were temporarily closed.• Social distancing signs were posted in buses, transit centers, shelters, and benches.• Fewer passengers allowed on each bus.• There was ongoing communication within the organization, the Board, and the traveling public.• Employees were constantly reminded of Employee Assistance Programs for emotional and social support during the crisis.

Activities in red were specifically added during this phase.

Phase 2: Disease Containment

Estimated Timeline: Feb 2020 – Feb 2021

Focus: Safety of staff and the traveling public, maintaining essential services, and capacity to re-emerge.

Expected/Actual implications	Steps taken by TheRide
<ul style="list-style-type: none">• A prolonged period of social isolation and endurance continued• Agencies began developing and deploying mitigation measures.• Efforts of maintaining financial sustainability led to cutting costs -including layoffs.• Disruption of supply chains led to increased backorders of PPE and other operational equipment/needs	<ul style="list-style-type: none">• Maintained essential services.• Buses cleaned with CDC recommended protocols.• Employees who can work from home are required to do so.• Social distancing signs were posted in buses, transit centers, shelters, and benches.• Fewer passengers allowed on each bus.• There was ongoing communication with staff, Board, and the public.• Employees were reminded of Employee Assistance Programs for emotional and social support during the crisis.• Sanitation supplies provided to employees.• Masks, gloves, and face shields are provided to drivers.• TheRide published its Recovery Plan.• Brought paratransit services in-house to reduce cost and avoid more layoffs.• Customer service windows re-opened for customer transactions only.• Lost and Found collection was temporarily suspended.• Fare collection stops and then resumes after measures are in place to reduce contact and exposure.• Reviewing of contact-free fare payment options began

Activities in red were specifically added during this phase.

Phase 3: Service Restoration (in start-stop cycles)

Estimated Timeline: June 2020 – August 2022

Focus: Re-introduction of services to pre-pandemic levels.

Expected/Actual implications	Steps taken by TheRide
<ul style="list-style-type: none">• Pressure to reopen leads to loosening of quarantines, a start-stop cycle of rebounding infections is experienced.• With opening workplaces, there is an increased demand for transit services.• There are still so many unknowns... Timing and service levels are dependent on local factors, labor availability/willingness, and finances	<ul style="list-style-type: none">• Maintained essential services and additional services are restored.• Buses cleaned with CDC recommended protocols.• Employees who can work from home are required to do so.• Social distancing signs posted at transit centers, shelters, benches and in buses.• Fewer passengers allowed on each bus.• Sanitation supplies provided to employees.• Masks, gloves, and face shields are provided to drivers.• Ongoing communication with staff, Board, and public.• Customer service windows open for customer transactions only.• Lost and Found collection remains suspended.• Public sessions to discuss service restorations plans take place.• Implementation of contact-free fare payment options moves forward.• Pre-pandemic service levels are expected to be attained by August 2022.• Removal of “essential trips only” language on fleet.• Remove capacity limits on buses

Activities in red were specifically added during this phase.

Phase 4: Vaccine deployment

Estimated Timeline: Jan 2021 – April 2022

Focus: Supporting the community recover

Expected/Actual implications	Steps taken by TheRide
<ul style="list-style-type: none">• Vaccinations expected to begin in January.	<ul style="list-style-type: none">• Provision of priority vaccination opportunities to staff.• Providing local communities with bus services to vaccination sites.• Provision of education material to staff to increase knowledge on vaccinations and the virus.

Let's Get Moving Again, Together!

Page 22 of 23

Activities in red were specifically added during this phase.

Appendix E: Advancing Board policies

The Corporate Business Plan details how the Board's vision for the organization is furthered through TheRide's prioritized initiatives. Below is a list that shows that relationship.

TheRide's strategic component	Board policies advanced
Organization goals	1.0: Ends policy
Priority 1: Supporting the community recover	1.0: Ends policies. 2.2: Treatment of the travelling public 2.9: External relationships
Priority 2: Planning for the future	1.0: Ends policy 1.0. 2.1: Treatment of Staff 2.4: Financial planning & Budgeting 2.5: Financial Conditions & Activities 2.7: Asset protection 2.9: External relationships 2.11: Construction policies
Priority 3: Serving customers	1.0: Ends policies. 2.3: Treatment of the travelling public 2.9: External relationships
Priority 4: Modernizing TheRide	2.2: Treatment of the traveling public 2.3: Compensation and Benefits 2.4: Financial Planning and Budgeting 2.7: Asset Protection