

**Monitoring Report:  
Environmental Sustainability (Policy 2.11)  
Monitoring Period: Jan 2023- Dec 2023**

**Service Committee Meeting Review Date: July 2<sup>nd</sup>, 2024  
Board of Directors Meeting Review Date: July 18<sup>th</sup>, 2024**

<b>INFORMATION TYPE</b>
Monitoring
<b>RECOMMENDED ACTION(S)</b>
<p>That the Board review this monitoring report and consider accepting it as:</p> <p>(A) a reasonable interpretation for <b>all</b> policy items and that the evidence demonstrates compliance with the interpretations.</p> <p>(B) a reasonable interpretation for all policy items and that the evidence demonstrates compliance with the interpretations, except for the CEO’s stated non-compliance with item(s) x .x, which the Board acknowledges and accepts the proposed dates for compliance.is making reasonable progress towards compliance.</p> <p>(C) 1. For policy items x.x.x – there is evidence of compliance with a reasonable interpretation  2. For policy items x.x.x – the interpretation is not reasonable  3. For policy items x.x.x – the interpretation is reasonable, but the evidence does not demonstrate compliance  4. For policy items x.x.x – the Board acknowledges and accepts the CEO’s stated non-compliance and the proposed dates for compliance</p>
<b>PRIOR RELEVANT BOARD ACTIONS &amp; POLICIES</b>
<p>The Board developed this policy and adopted it on 8/17/23. The monitoring period for this report is 1/1/2023- 12/1/2023. Since the monitoring period pre-dates when the policy was adopted, there were no pre-existing targets by which the agency could compare and provide a degree of compliance in this report. The agency is currently working on developing those targets and tools to provide reliable data. This report provides timelines on when targets and tools to determine future compliance can be expected – most of which will occur in FY 2025.</p> <p>Monitoring Reports are a key Policy Governance tool to assess organizational/CEO performance in achieving Ends (1.0) within Executive Limitations (2.0). A Policy-Governance-consistent Monitoring Process is:</p>

1. CEO sends Monitoring Report to all board members
2. At Board meeting, board accepts Monitoring Report through majority vote (or if not acceptable, determines next steps)

### ISSUE SUMMARY

TheRide’s Board of Directors establish policies that define what methods are unacceptable to use to achieve expected results, called Executive Limitations. This monitoring report provides the CEO’s interpretations of those policies, evidence of achievement, and an assertion on compliance with the Board’s written goals. As with other monitoring reports, the Board decides whether the interpretations are reasonable, and the evidence is convincing.

Per Appendix A of the Board Policy Manual, this report was scheduled for monitoring in April and was submitted in July.

I certify that the information is true and complete, and I request that the Board accept this as indicating an acceptable level of compliance.

**CEO’s Signature**








**Date**

June 18, 2024

### ATTACHMENTS

1. Monitoring report for Environmental Sustainability (Policy 2.11)

## Table of Contents

POLICY TITLE: ENVIRONMENTAL SUSTAINABILITY	Page#	Compliance
2.11 The CEO will not cause or allow organizational practices or activities that are inconsistent with achieving environmental sustainability.	4	
Further, without limiting the scope of the above statement by the following list, the CEO shall not:		
2.11.1. Operate without measures to minimize, reduce, and eliminate emissions including greenhouse gasses and air pollutants.	5	
2.11.2. Allow organizational operations that are inconsistent with the achievement of carbon neutrality.	7	
2.11.3. Operate without processes that minimize material and energy consumption and provide for proper disposal of waste.	8	
2.11.4. Allow operations which do not minimize harmful local ecological impact.	9	

 Fully Compliant    
  Partially Compliant    
  N/A

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## Preliminary CEO Interpretations and Evidence

**2.11** The CEO will not cause or allow organizational practices or activities that are inconsistent with achieving environmental sustainability.

**Degree of Compliance: Partial Compliance**

### Interpretation

#### Measure/Standards & Achievement

The Board has fully defined environmental sustainability in the policies below. Therefore, compliance with this policy will be achieved when all lower-level policies are compliant.

#### Rationale

This is reasonable because compliance with lower-level policies constitutes compliance with this policy.

### Evidence

**Source of Data:** Lower-level policies

**Date of data review:** 06/05/2024 as verified by the Corporate Strategy and Performance Officer

#### **Data**

Only Policy 2.11.4 is compliant.

Staff are currently developing targets and tools to provide realistic data and timeframes for the other policies. A first complete monitoring report can be expected in the next monitoring period.

**2.11.1.** The CEO shall not...Operate without measures to minimize, reduce, and eliminate emissions including greenhouse gasses and air pollutants.

**Degree of Compliance: N/A**

**Interpretation**

I interpret this policy to mean that the agency will make reasonable efforts to reduce and eventually eliminate all gaseous emissions that are known to influence climate change including methane, chlorofluorocarbons (CFC), particulates, and all greenhouse gases that are (1) *directly* created by agency operations (i.e., tailpipe emissions) and (2) *indirectly* through supplies and materials used by the agency.

Measure/Standards & Achievement

Compliance in the next monitoring period will be demonstrated when:

- A. TheRide has a reasonably accurate way of estimating its GHG emissions over time.
- B. The following table is populated with interim milestones, targets and dates.

	<b>Buses (Tailpipe)</b>	<b>Bus Fuel Production</b>	<b>A Ride Buses</b>	<b>Other Vehicles</b>	<b>Facilities</b>
<b>2024 (actual)</b>	TBD/mile	TBD	TBD/mile	TBD	TBD
<b>2025 (projected)</b>	TBD/mile	TBD	TBD/mile	TBD	TBD
<b>2030 (projected)</b>	TBD/mile	TBD	TBD/mile	TBD	TBD
<b>2035 (projected)</b>	TBD/mile	TBD	TBD/mile	TBD	TBD
<b>2040 (projected)</b>	TBD/mile	TBD	TBD/mile	TBD	TBD
<b>2045 (projected)</b>	0/mile	0	0	0	0

*\*Excludes carbon which is addressed below.*

*Note: To see a list of the actions to be taken to make these reductions, please see the annual Corporate Business Plan.*

Rationale

This is reasonable because:

- A. Having a reliable method of measuring emissions is an essential first step that will help drive and track our performance over time until emissions are

eliminated. A reliable cost-estimating tool will also be important when making cost/benefit calculations.

- B. Setting realistic milestones allows the agency to plan accordingly and make longer-term investments. Realistic expectations and the 20-year timeline are important as the agency has limited resources and numerous other priorities. We need to ensure there is no negative impact on the provision of services or the agency's fiscal health, and that adequate time is allowed for cost-effective technologies to emerge.

### **Evidence**

**Source of Data:** N/A

**Date of data review:** 06/05/2024 as verified by the Corporate Strategy & Performance Officer

### **Data**

This is a new policy and with future target timelines and hence there is no compliance data to report. Compliance tracking will begin in the next monitoring period.

**2.11.2.** The CEO shall not...Allow organizational operations that are inconsistent with the achievement of carbon neutrality.

**Degree of Compliance: N/A**

**Interpretation**

I interpret this policy to mean that the agency will make reasonable efforts to reduce and eventually eliminate all direct and indirect carbon emissions generated by agency operations. Total elimination is expected by 2045.

Measure/Standards & Achievement

Compliance in the *next monitoring period* will be demonstrated when:

- A. TheRide has a reasonably accurate way of estimating its carbon emissions over time.
- B. The following table is populated with interim milestones, targets and dates.

	<b>Buses (Tailpipe)</b>	<b>Bus Fuel Production</b>	<b>A Ride Buses</b>	<b>Other Vehicles</b>	<b>Facilities</b>
<b>2024 (actual)</b>	7,000	TBD	TBD/mile	TBD	TBD
<b>2025 (projected)</b>	TBD/mile	TBD	TBD/mile	TBD	TBD
<b>2030 (projected)</b>	TBD/mile	TBD	TBD/mile	TBD	TBD
<b>2035 (projected)</b>	TBD/mile	TBD	TBD/mile	TBD	TBD
<b>2040 (projected)</b>	TBD/mile	TBD	TBD/mile	TBD	TBD
<b>2045 (projected)</b>	0	0	0	0	0

*Note: To see a list of the actions to be taken to make these reductions, please see the annual Corporate Business Plan.*

Rationale:

- A. Having a reliable method of measuring carbon emissions is an essential first step that will help drive and track our performance over time until emissions are eliminated. A reliable cost-estimating tool will also be important when making cost/benefit calculations.
- B. Setting realistic milestones allows the agency to plan accordingly and make longer-term investments. Realistic expectations and the 20-year timeline are important as the agency has limited resources and numerous other priorities.

We need to ensure there is no negative impact on the provision of services or the agency’s fiscal health, and that adequate time is allowed for cost-effective technologies to emerge.

**Evidence**

**Source of Data:** N/A

**Date of data review:** 06/05/2024 as verified by the Corporate Strategy & Performance Officer

**Data**

This is a new policy with future target timelines and hence there is no compliance data to report. Compliance tracking will begin in the next monitoring period.

**2.11.3.** The CEO shall not... Operate without processes that minimize material and energy consumption and provide for proper disposal of waste.

**Degree of Compliance:** N/A

**Interpretation**

I interpret this policy to mean that the agency will reduce the amount of material and energy consumed to the lowest practical levels while ensure services and organizational health; and ensure refuse and assets that are no longer needed are disposed of such that it minimizes environmental harm in a cost-effective manner.

Measure/Standards

Compliance with this policy will be demonstrated when the use of 1) bus fuels [e.g., diesel, etc.], 2) electricity and natural gas and physical products are reduced to the greatest degree practical, and 3) all remaining physical waste is disposed of in a manner that minimizes damage to the environment.

Compliance *in the next monitoring period* will be achieved when:

- A. The following table is populated with interim milestones, targets and dates.
- B. TheRide establishes optimum operating thresholds for electricity and natural gas.
- C. TheRide establishes an optimum target for miles per gallon for diesel fuel in buses. In 2023, this target was 4MPG. Such targets will evolve to incorporate new fuels in the future.
- D. The following interim milestones with the appropriate targets dates and data sets are finalized.



	Miles per Gallon of diesel fuel	Natural Gas use	Electricity Use (kwh)	Tonnage of waste
<b>2024 (actual)</b>	4 miles/gallon	TBD	TBD	TBD
<b>2025 (projected)</b>	TBD	TBD	TBD	TBD
<b>2030 (projected)</b>	TBD	TBD	TBD	TBD
<b>2035 (projected)</b>	TBD	TBD	TBD	TBD
<b>2040 (projected)</b>	TBD	TBD	TBD	TBD
<b>2045 (projected)</b>	0 Diesel Use	TBD	TBD	TBD

Note: To see a list of the actions to be taken to make these reductions, please see the annual Corporate Business Plan. Targets may change as the agency’s infrastructure grows or incorporates new technologies.

**Rationale**

The approach and timeframe provided above is reasonable because:

- a. Setting realistic milestones allows the agency to plan accordingly and make longer-term investments. Realistic expectations and the 20-year timeline are important as the agency has limited resources and numerous other priorities. We need to ensure there is no negative impact on the provision of services or the agency’s fiscal health, and that adequate time is allowed for cost-effective technologies to emerge.
- b. The efforts listed above will likely address more than 99% of the agency’s consumables and waste.
- c. Using miles per gallon as an efficiency target for gauging overall consumption is reasonable as long as diesel is the predominant fuel type as we cannot run without it. A target of 4MPG for diesel use buses is reasonable because based on data from the Federal Highway Administration, the average fuel economy of a transit bus is 3.4MPG. 4MPG indicates that the agency strives to perform well above industry average.

**Evidence**

**Source of Data:** Fleet and Facility operational data.

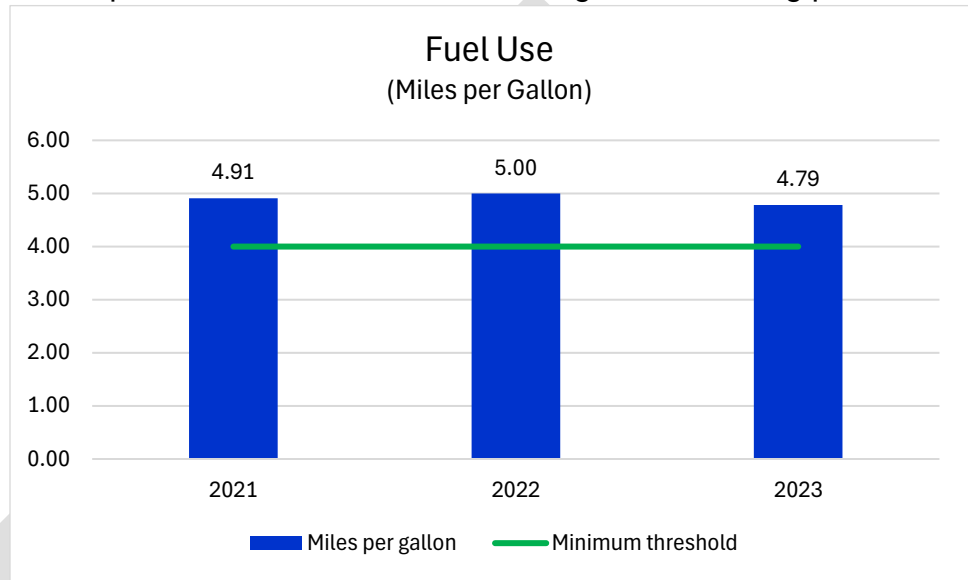
**Date of data review:** 06/05/2024

**Data**

- A. A method of tracking will be available in the next monitoring period
- B. Optimum minimum operating thresholds and timelines will be available in the next monitoring period.
- C. Fuel and energy consumption were as shown below during the monitoring period.

**Fuel use:**

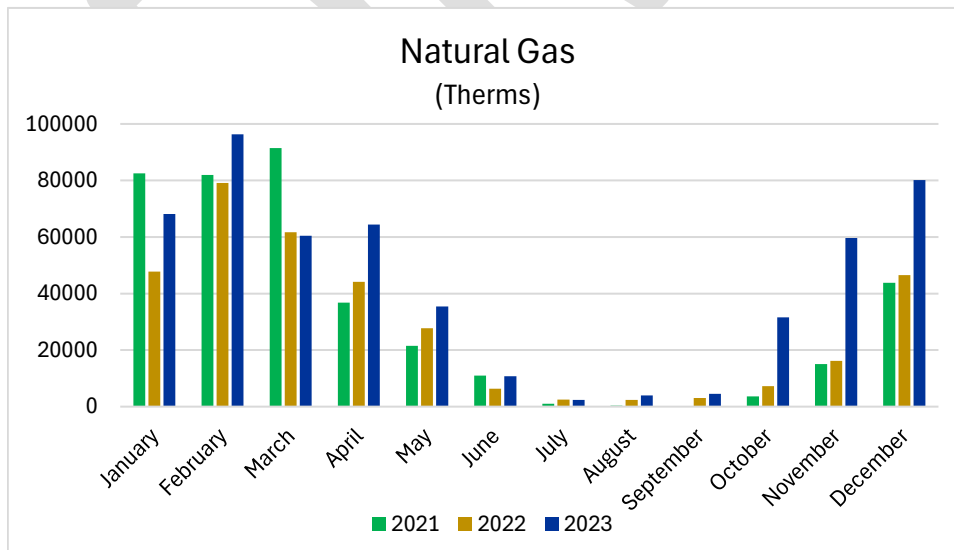
During the monitoring period, and in previous years, TheRide’s fleet has functioned above the 4.0MPG minimum operating threshold (target). See the bar chart on the right for that detail.



**Natural Gas:**

Natural gas minimum thresholds will be developed by the next monitoring period and will vary by month as heating/cooling demands vary with changing seasons.

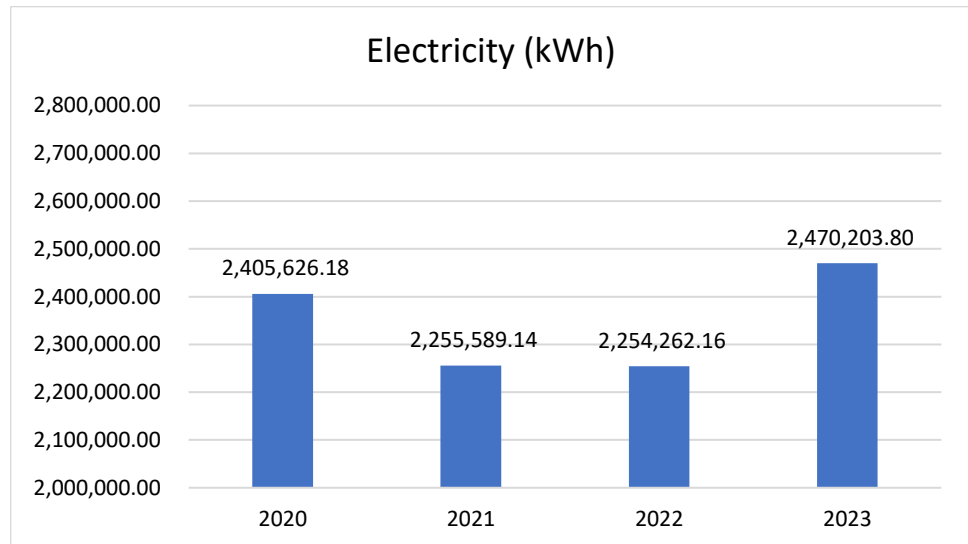
There was an increase in natural gas utility in 2023 due to an outdated roof (poor insulation) and an outdated HVAC system (inefficient heating/cooling).



TheRide is in the process of replacing the roof and the HVAC system. This work should be completed by Oct 2025 (End of FY2025).

**Electricity Use:**

During the pandemic, in the years of 2020 and 2021, majority of office staff worked from home per the State Mandate. As staff returned to the office, electricity usage went back to pre-pandemic levels. The 9.6% increase in electric use



between 2020 to 2023 (from 2,405,626.18kWh to 2,470,203.80kWh) may be largely attributed to poor functioning HVAC that necessitated the use of electric heaters at mechanic stations. Beyond replacing the roof and the HVAC, staff is also conducting a power quality review to assess and improve power performance at the DGOC. This review should be complete before the end of 2024.

**Tonnage:**

Method of estimating waste and the establishment of a minimum threshold will be provided in the next monitoring report.

**2.11.4:** The CEO shall not...Allow operations which do not minimize harmful local ecological impact.

**Degree of Compliance: Complaint**

### **Interpretation**

I interpret this policy to mean that water run-off and fluid discharges are addressed within legal parameters.

### Measure/Standards & Achievement

Compliance with this policy will be demonstrated when:

- A) A review of records (conducted by the State at least every three years) finds no unresolved violations of the Storm Water Pollution Prevention Plan for any covered facility) i.e., the garage).
- B) Annual reviews of monthly, quarterly, and annual inspection records for the underground tank systems demonstrate that there are no signs of leaks, or that any issues are resolved, and would be sufficient to pass periodic State inspections with no unresolved violation.
- C) Outside approvals for planned new facilities confirm that 1) the plans conform to all existing environmental laws particularly regarding water runoff, and 2) cost/benefit assessments are made for additional mitigations (decisions are made on a case-by-case basis and depending on affordability).
- D) Construction activities include appropriate steps to minimize fluid impacts and comply with relevant laws.
- E) Procedures, training, and equipment are in place to respond to any fluid leak from a vehicle, whether in the garage or on the road.

### Rationale:

- A) The focus on water and fluid discharges is reasonable because these are the primary ways in which facilities and vehicles could harm the *immediate* environment. Highest risk.
- B) Absence of unresolved violations of the Storm Water Pollution Prevention Plan is a reasonable measure because it covers proper management of all surface fluid runoff and discharges (gas, diesel, and water) at the garage property (2700 S Industrial Hwy). The Plan and its contents are required by State law because the facility has a retention pond. State agencies conduct periodic inspections against engineering standards. The three-year period is reasonable because the garage facility does not change, and inspectors review records since the previous inspection so violations can be retroactive.
- C) Inspection of records of underground tanks is reasonable because these are engineering standards required by State law which are periodically checked by

State agents. The records include daily monitoring of sensors that continuously monitor the tanks for signs of leaks.

- D) Construction activities require additional measures that are outlined in codes.
- E) Being prepared allows the agency to respond accordingly should any leak happen. Accidents happen.

## Evidence

**Source of Data:** Operational plans and practices

**Date of data review:** 04/22/2024 as verified by the Facilities Manager and the DCEO, Planning

### Data

- A. The last Storm Water Pollution Prevention Plan review was conducted in Feb 2022 and there were no records of unresolved violations indicated.
- B. Annual reviews by the state, the agency provided an annual report to the State indicating compliance with the plan.
- C. A review of facility inspections indicates that underground tanks were in compliance with State guidelines -including being leak-free.
- D. During the monitoring period, plans for the new YTC building included a review of environmental factors to address potential water runoff and fuel discharges at the facility.
- E. During the monitoring period staff was trained and adequate equipment was available to respond to any potential vehicle leakages

## Guidance on Determining “Reasonableness” of CEO Interpretations

### Are the interpretations reasonable?

An interpretation is reasonable if the following are provided,

1. a measure or standard,
2. a defensible rationale for the measure or standard,
3. a level of achievement necessary to achieve compliance and
4. a rationale for the level of achievement.

### Is evidence verifiable?

Evidence is verifiable if there is.

1. actual measurement/data,
2. the source of data and
3. the date when data was collected is provided.

## CEO Notes: (If Applicable)

This report is the first for this new policy. It also attempts to incorporate new approaches in setting interim targets for compliance, in the context of a longer-term goal.

## Board’s Conclusion on the Monitoring Report

Following the Board’s review and discussion with the CEO, the Board finds that the CEO:

**(A) a reasonable interpretation for all policy items and that the evidence demonstrates compliance with the interpretations.**