

## Monitoring Report: Ends (Policy 1.0)

Monitoring Period: FY 25 (October 2024 to September 2025)

Board of Directors Meeting Dates: December 18<sup>th</sup>, 2025

INFORMATION TYPE
Monitoring
RECOMMENDED ACTION(S)
<p>That the Board review this monitoring report and consider accepting it as one of the levels below:</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>
PRIOR RELEVANT BOARD ACTIONS & POLICIES
<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> <ol style="list-style-type: none"> <li>1. CEO sends Monitoring Report to all board members</li> <li>2. At Board meeting, board accepts Monitoring Report through majority vote (or if not acceptable, determines next steps)</li> </ol>

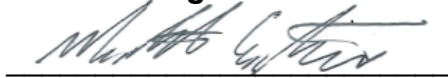
## ISSUE SUMMARY

TheRide's Board of Directors establish policies that define what is to be achieved for who and at what cost, called 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 is convincing.

Per Appendix A of the Board Policy Manual, this report was scheduled for monitoring in December and was presented to the Board in December.

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**

12/4/2025

## ATTACHMENTS

1. Monitoring report for Ends (Policy 1.0)

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Fully 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: Not Compliant**

#### Interpretation

##### Operational Definition

I interpret the following terms as follows:

- **Increasing proportion:** The absolute total ridership and ratio of ridership to the area's population (ridership/capita) will increase year over year, and in context with industry trends.
- **Environmental contribution:** Agency operations continuously reduce their carbon footprint.
- **Economic vitality:** Agency operations result in increased job accessibility, increased transit-oriented development, and affordable mobility options exist for all irrespective of limitations i.e., language, income, disabilities etc.,
- **Efficient stewardship of resources:** The operational cost of the agency is reasonably within that of peer agencies. Costs are not beyond what is reasonable to a transit industry. Capital projects and costs are reviewed and approved by the Board through the Budget process.

##### Measure/Standards & Achievement

Compliance with this policy will be demonstrated when

- A. The agency makes progress to attract and retain riders as described in the previous year's Business Plan.
- B. The agency's fixed-route ridership grows in line with, or above, national, and regional peers.
- C. The agency's fixed-route ridership per capita grows in line with, or above national and regional peers.
- D. The agency's fixed-route cost per trip is in line with, or above national and regional peers.
- E. Lower-level policies are compliant.

##### Rationale

This is reasonable because

- A. The Annual Business Plan contains discrete, measurable interim actions that demonstrate progress towards the Board's Ends. The Plan is updated annually at the beginning of each fiscal year, allowing this Ends Monitoring Report to serve as a recap on progress.
- B-C.

- 
- Fixed route ridership is a good proxy of overall achievement as it makes up 90% of all riders of all our services.
  - TheRide's national transit peers are based on similar area population, mode type, total annual vehicle miles operated, annual operating budget, population density and population growth rate and hence creates reasonable context against which to judge TheRide's performance. Regional peers operate within the same state and provide additional context through which performance is compared.
  - Judging performance in the context of industry trends is reasonable because transit usage is highly influenced by outside factors (i.e., pandemics, recessions, fuel prices).
- B. Cost per trip in line or above national and regional peers demonstrates cost-effectiveness (cost per hour of service) within the norms of the transit industry over time. This is reasonable because, as a public service, no transit agency breaks-even or makes a profit, and all users and services are subsidized. Without a profit motive, financial performance becomes difficult to judge aside from peer benchmarking.
- C. Lower-level policies address other aspects not provided in this policy. This includes:
- a. Social impact addressed in policy 1.1, 1.4 and 1.5
  - b. Environmental impact addressed in policy 1.2
  - c. Economic impact addressed in policy 1.3

## Evidence

**Source of Data:** Lower-level policies, peer agency data from respective agencies, and the National Transit Database (NTD).

**Date of Data Review:** 11/13/2025 as verified by the Corporate Strategy & Performance Officer.

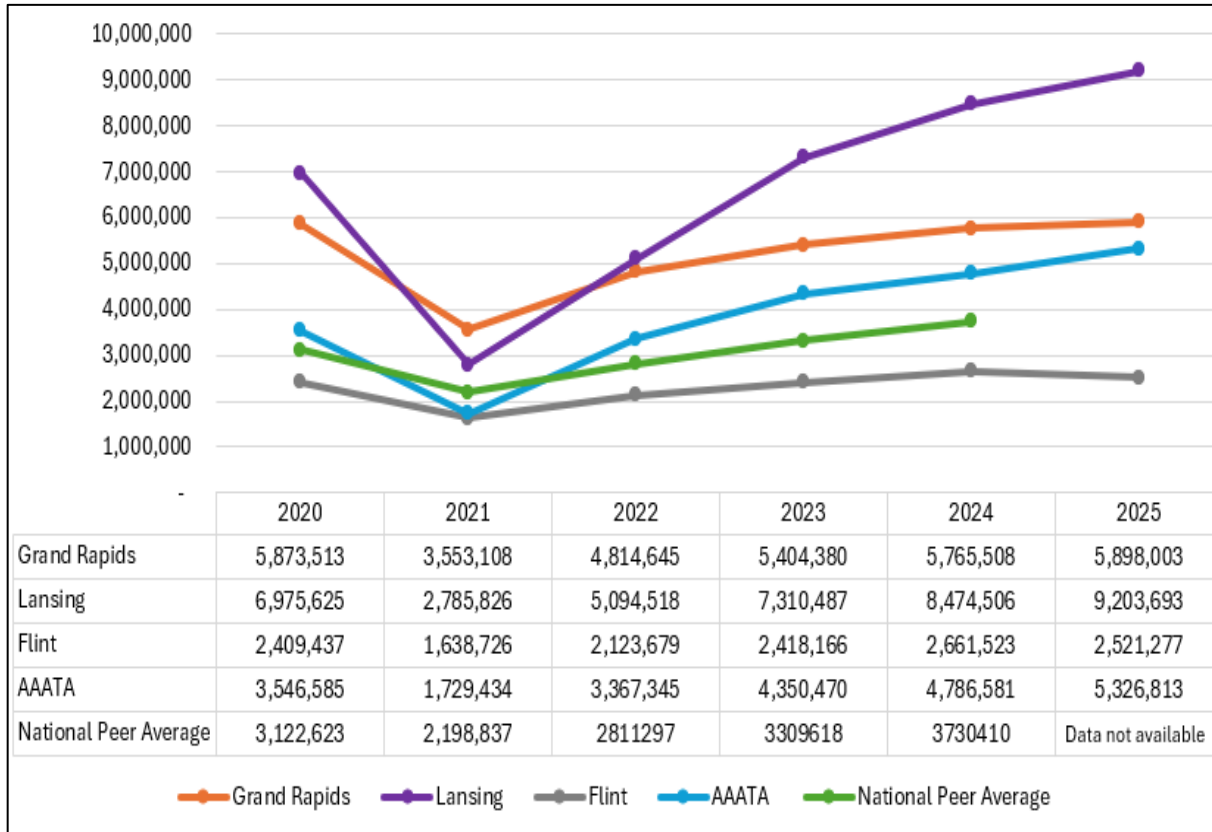
### Data:

#### A. Business Plan Follow Through on FY2025 Projects focused on Increasing Ridership

FY25 Business Plan Projects	Timeline	Status/ Notes	Target Achieved?
1. Deliver New Millage Services	FY24-FY25	Complete	Yes
2. Finalize and Implement Advocacy Agenda	FY24-FY26	Ongoing. In FY2025, AAATA maintained a consistent and proactive advocacy presence at the local, state, and federal levels. AAATA provided the Board with legislative and policy updates as they occurred.	Yes
3. Marketing strategy	FY25-FY26	Ongoing. AAATA continues to employ creative and successful marketing strategies to increase ridership	Yes
4. Rider segmentation study	FY 25-FY26	Ongoing. Expect to have this complete as scheduled by FY2026.	Yes
5. Ypsilanti Transit Center: Planning and Design	FY24-FY25 (Planning and Design)	Planning work is complete.	Yes
6. Blake Transit Center Planning and Design	FY24-FY25 (Planning and Design)	Ongoing. Planning and design for 4 <sup>th</sup> Avenue is complete. Construction is anticipated to begin in FY 2026.	Yes
7. New Bus Garage	FY 24-28 (Planning and design)	Ongoing. A review of existing facility conditions began in FY 2025. It will inform a needs assessment consistent with the Long-Range Plan in FY 2026.	Yes

## B. Annual Ridership

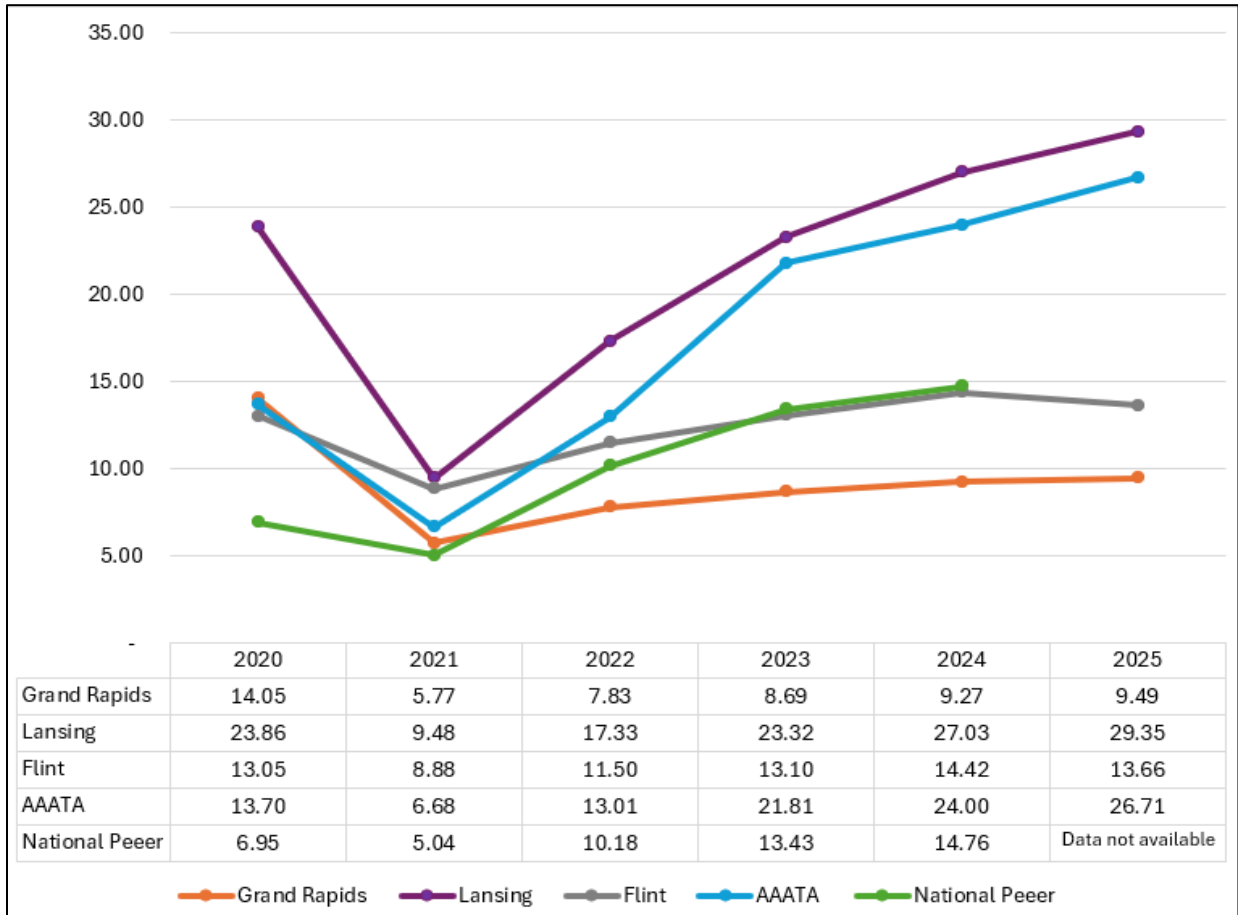
Between FY 2024 and FY 2025, TheRide's ridership rose by 11.29%, consistent with growth trends observed among peer agencies.



**Source:** National Transit Database for FY 2020-2024  
 National peer data is currently available until FY 2024.  
 FY 2025 numbers are collected directly from peer agencies and are preliminary.

### C. Ridership per capita

Between FY 2024 and FY 2025, TheRide's ridership per capita rose by 11.29 %, consistent with growth trends observed among peer agencies.

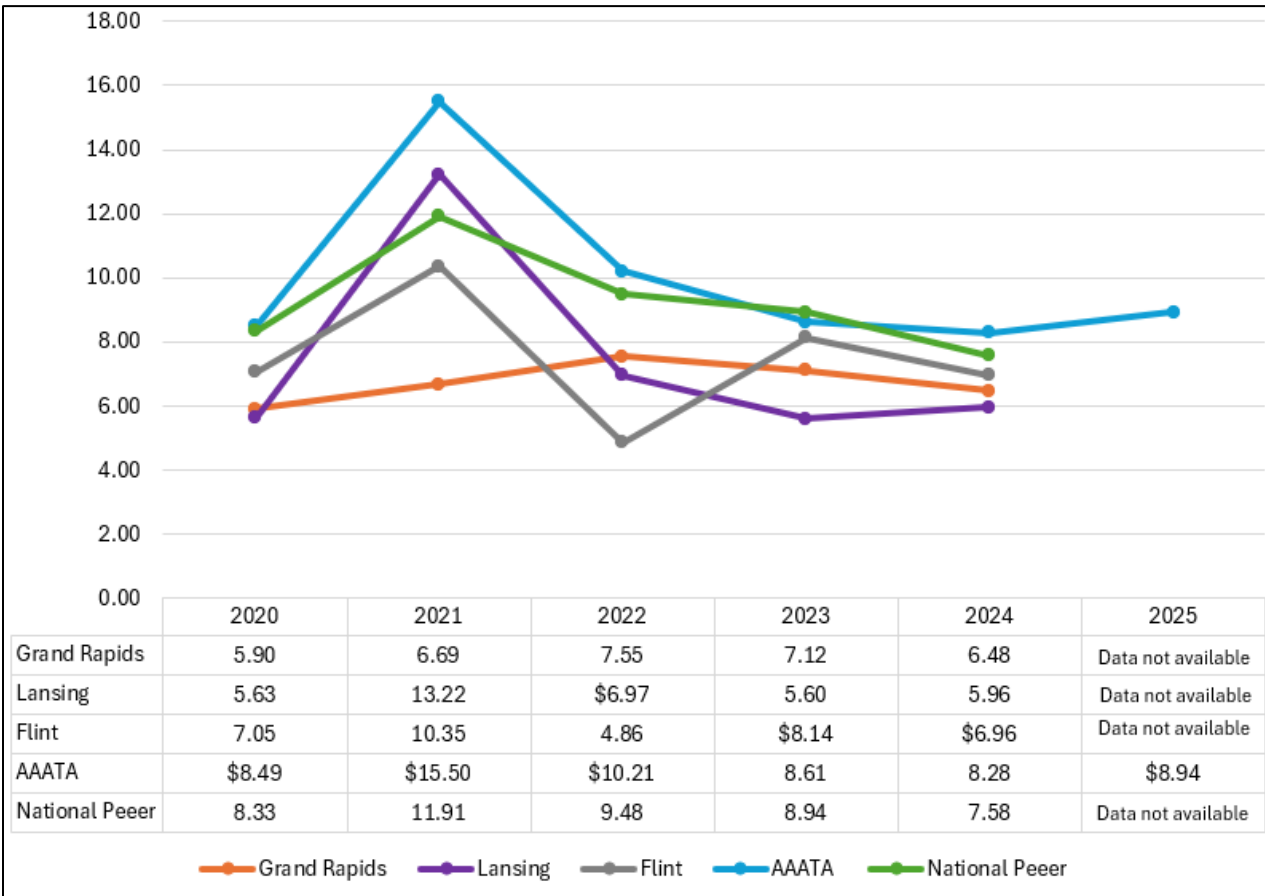


**Source:** National Transit Database for FY 2020-2024  
 National peer data is currently available until FY 2024.  
 FY 2025 numbers are collected directly from peer agencies and are preliminary.



#### D. Cost per trip

Between FY 2024 and FY 2025, TheRide's cost per trip increased by 8% from the previous year. This may be attributed to the 9% increase in service hours.



**Source:** National Transit Database for FY 2020-2024.  
National peer data is currently available until FY 2024.  
FY 2025 cost per trip peer data was not available.

E. Policy 1.1.2 (bus stop construction), 1.1.3 (perceptions of safety), and 1.2.1 (mode share) are not compliant and therefore this policy is not compliant. See those policies for more details.

## POLICY 1.1

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

**Degree of Compliance: Not Compliant**

### Interpretation

#### Operational Definition:

I interpret this policy to mean that TheRide's fixed route and paratransit services will be organized and distributed in a fair and equal manner that facilitates access for the majority of residents, regardless of income or personal mobility, to most employment, education, medical, shopping, and government destinations.

#### Measure/Standards & Achievement

Compliance with this policy will be demonstrated when:

- A. At least 80% of the population in the membership area is within 0.25 miles of a fixed-route bus stop.
- B. There is a bus stop within a 0.25-mile walk of all major destinations (i.e., Hospitals, grocery stores, post offices. Access to jobs and education institutions is addressed in later policies) in the area.
- C. For residents unable to use fixed-route buses due to a mobility limitation, curb-to-curb paratransit will be available for all origin and destinations points within  $\frac{3}{4}$  miles of a bus route.
- D. All service changes comply with the Equity Analysis Policy and federal civil rights law.
- E. Policies 1.1.1 (affordability), 1.1.2 (infrastructure accessibility & paratransit), and 1.1.3 are compliant

#### Rationale

This is reasonable because

- A. 80% of residents within 0.25 miles of a bus stop is a transit industry service standard. 0.25 miles is a commonly accepted walking distance equivalent to 3-4 city blocks. 80% of residents ensure coverage while recognizing that many low-density areas will be uneconomical to serve while also creating direct service with low travel times. A target of 80% is possible within the agency resources.
- B. Placing bus stops within 0.25 miles of major destinations ensures connectivity within a generally accepted walking distance. Access to a majority of crucial destinations (Hospitals, grocery stores, post offices) as well as employment (policy 1.3.1) and education destinations 1.3.2) allows full participation in society.  
Mass transit targets the largest ridership markets while providing basic services as widely as is affordable. A mass transit service cannot cater to every individual need in a widely dispersed auto-centric landscape without either creating long circuitous routes that discourage new ridership or requiring more resources than are available.
- C. Federal law (ADA) requires paratransit service be provided within  $\frac{3}{4}$  of a mile of a bus route. Congress has determined that this is sufficient.  
Additionally, the agency offers other demand response services (FlexRide, VanRide, etc.) to specific geographic areas where fixed route is not viable.

- D. The Equity Analysis Policy is based on requirements of Title VI of the Civil Rights Act of 1964, is reviewed and approved by the Board, and requires that all services and fare changes consider impact to low-income populations and minority populations and mitigate any disparate impact/ disproportionate burden on these populations. This is the industry standard for determining whether services are distributed fairly.
- E. Policy 1.1.1 addresses low-income affordability, and 1.1.2 addresses accessibility for people with disabilities, paratransit and language barriers directly.

## Evidence

**Source of Data:** Lower-level policy compliance, agency planning data

**Date of Data Review:** 11/13/2025 as verified by the Senior Transit Planner

**Data:**

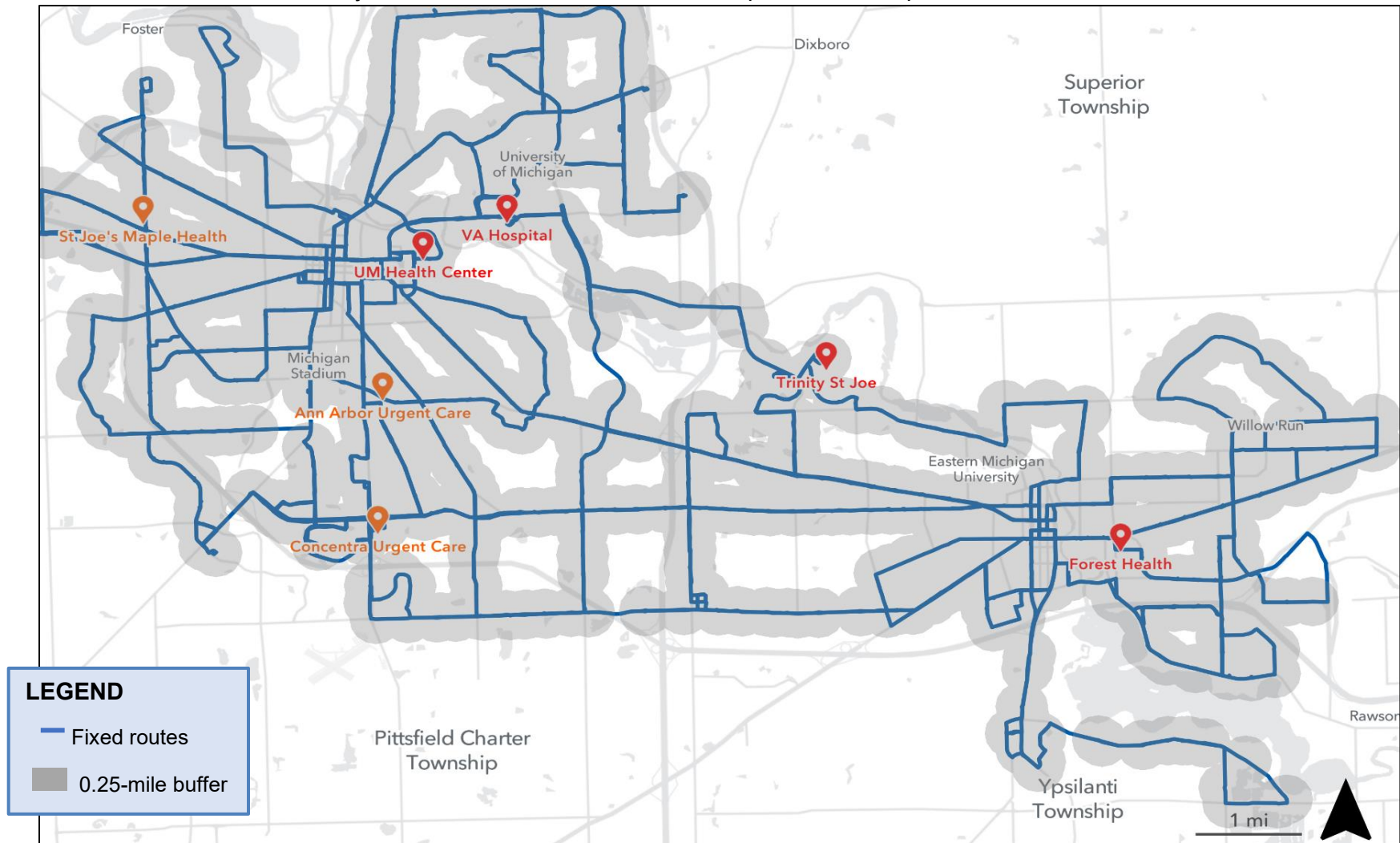
### A. Residential Coverage

During the monitoring period, fixed route service covered 82% of the population within a quarter mile. The table below provides an analysis of the quarter mile coverage.

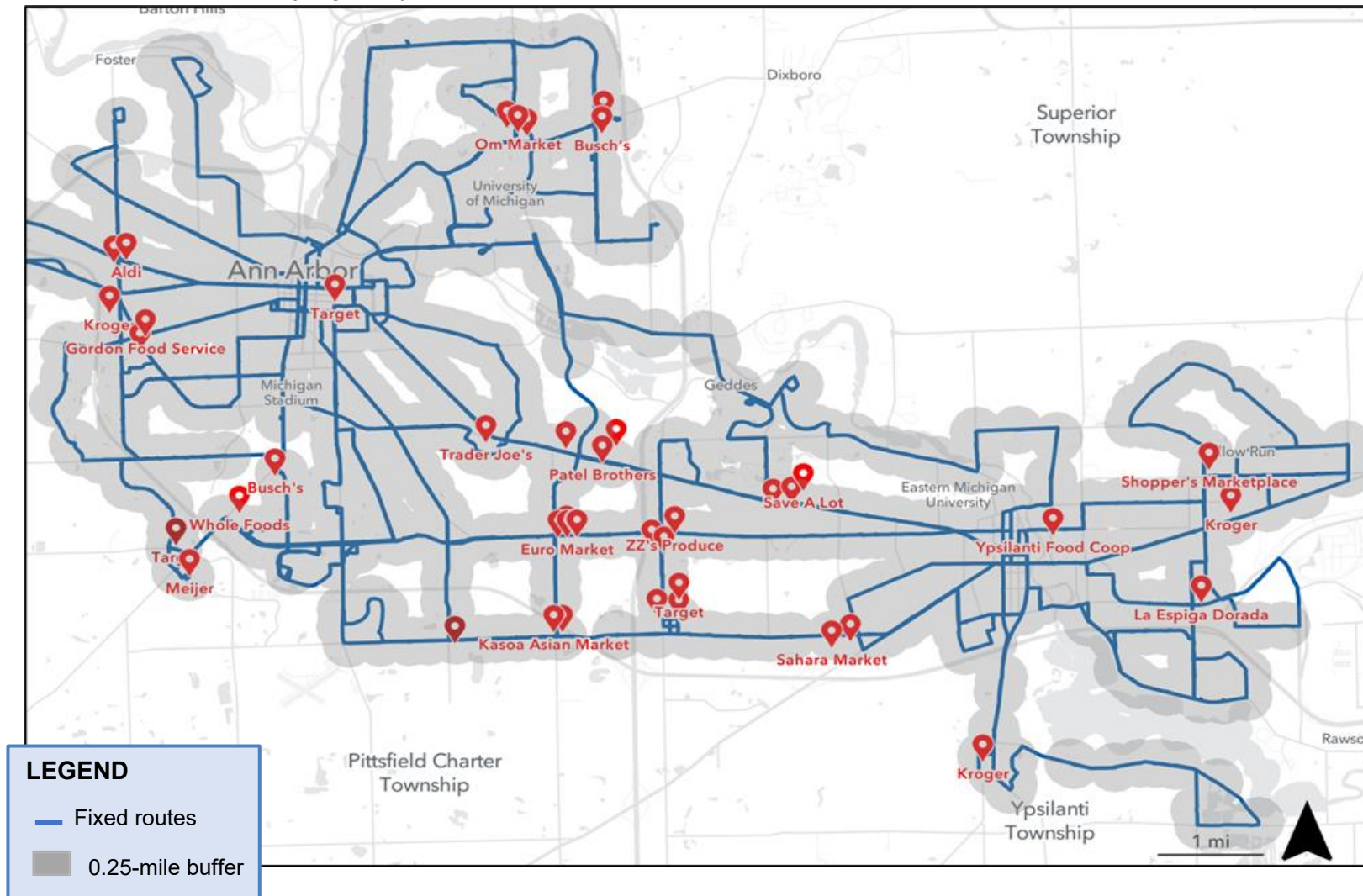
	Population	Target	Target met
Area	199,440	80%	Yes
Quarter mile	163,115		
Quarter mile %	82%		

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

1. Fixed route covers all major medical facilities in the membership area. Bus stops are available within a 0.25-mile walk.

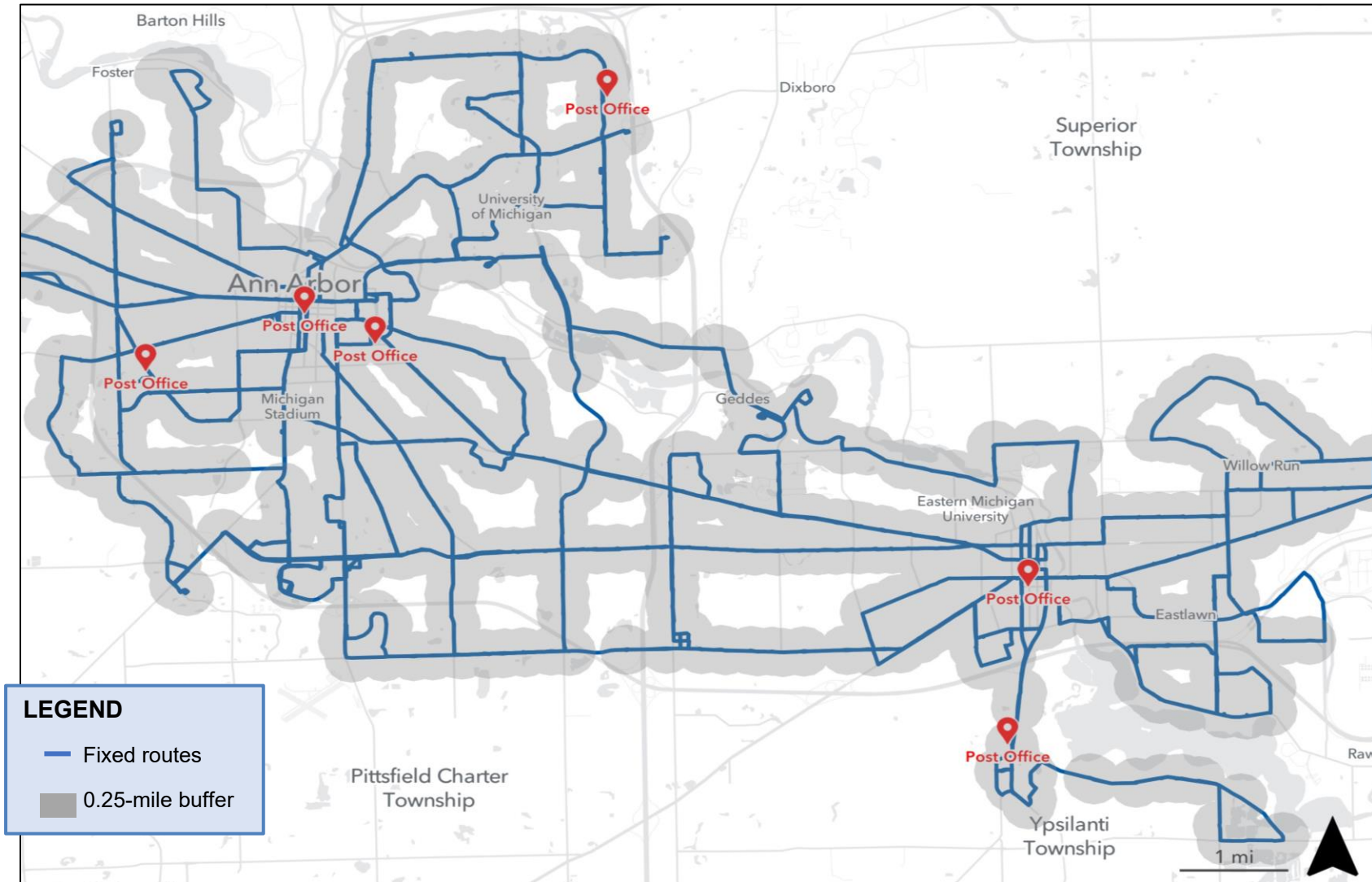


2. Fixed route covers major grocery stores in the membership area. Bus stops are available within a 0.25-mile walk.

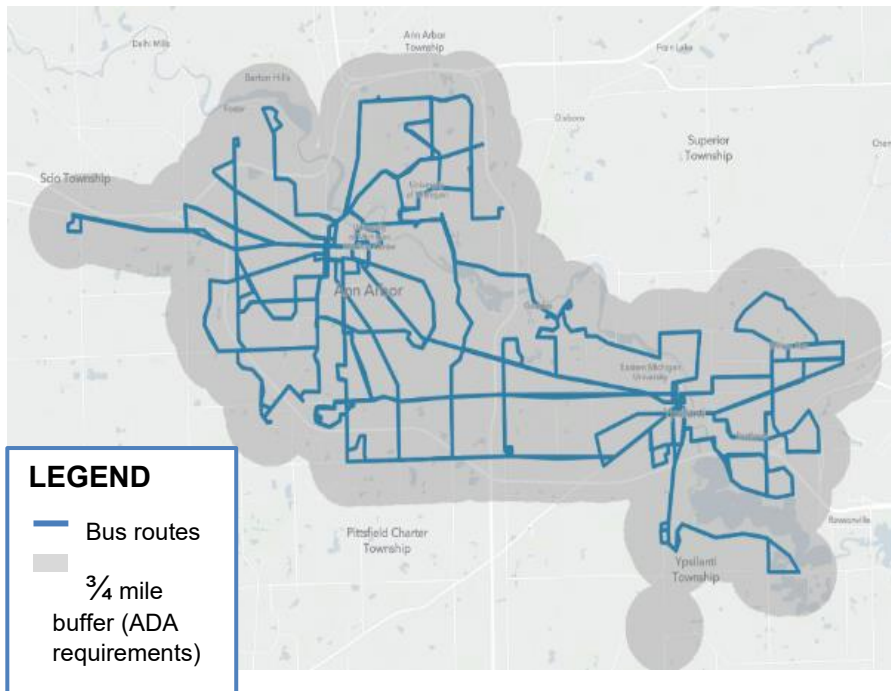




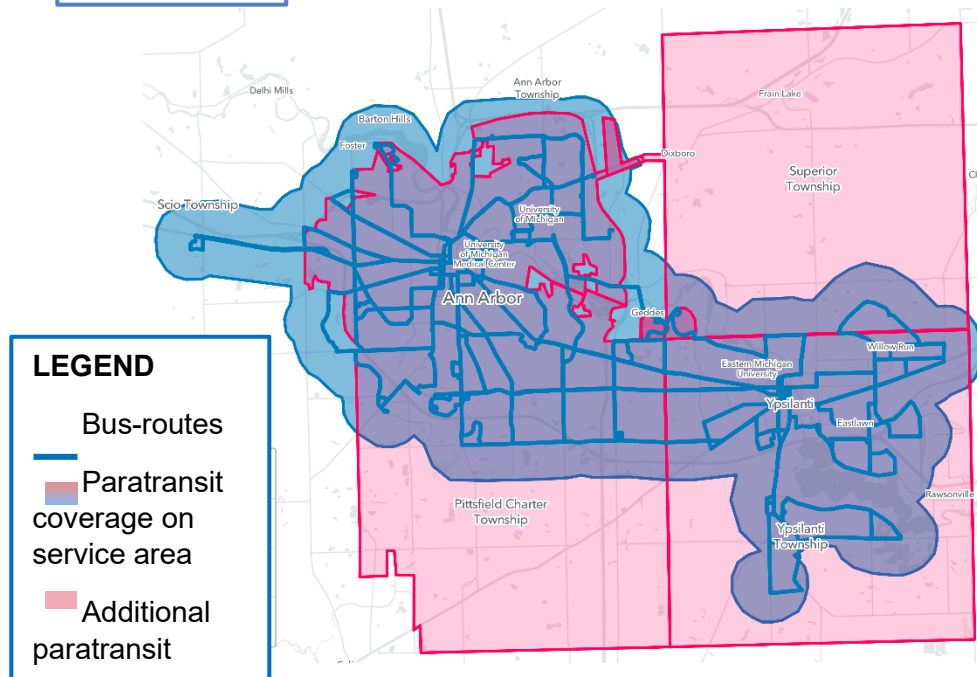
3. Fixed route covers all post offices in the membership area. Bus stops are available within a 0.25-mile walk.



### C. Paratransit services



The Americans with Disabilities Act (ADA) requires that paratransit services be offered within  $\frac{3}{4}$  mile from the fixed route service. This area is indicated on the graphic on the left.



TheRide provides service within the required  $\frac{3}{4}$  mile of the service area and also extends these provisions to Ypsilanti, Superior and Pittsfield townships as shown on the graph on the left.

- D. All service changes done during the monitoring period were compliant with the Equity Analysis Policy and Title VI.
- E. Policy 1.1.2 (bus stop construction), 1.1.3 (perception of safety), and 1.2.1 (mode share) are not compliant and hence this policy is not compliant. A compliance timeline has been provided under respective policies.

### **POLICY 1.1.1**

People with economic challenges have affordable public transportation options.

#### **Degree of Compliance: Compliant**

#### **Interpretation**

##### Operational Definition

I interpret this policy to mean that the agency provides a discounted fare for low-income riders. Further, I interpret low-income population to be the threshold set and used by the State of Michigan which is based on the federal poverty level. Generally, this category is eligible for Medicaid. By extension, this means that Medicaid holders are eligible for TheRide's discounted fare. Low-income individuals who do not have a valid Medicaid card may still become eligible through alternate criteria at agencies from which they currently receive services.

##### Measure/Standards & Achievement

Compliance will be demonstrated when any recommended changes to the fare structure include a 50% discount for low-income residents.

##### Rationale

This is reasonable because

1. Having a threshold to determine eligibility is reasonable because otherwise everyone could use the discount, and the intent of the discount would be compromised, and excessive revenue lost (i.e., inefficient subsidy).
2. The State's threshold is good enough because it is based on the Federal Poverty level as set by Federal laws. Beyond that, States may choose to extend these provisions to other categories (e.g., people with disabilities). The State uses this definition to issue Medicaid cards.
3. Patrons who qualify for Medicaid automatically qualify for our low-income program (fare deal). This allows us to determine eligibility without incurring the costs of administering eligibility criteria ourselves. Low-income patrons *without* Medicaid cards can have their Fare Deal eligibility determined through outside organizations. This empowers outside organizations that serve low-income populations to certify individuals, thereby expanding availability, and saving the agency administration costs and privacy concerns.
4. The Federal Transit Act requires transit agencies to provide a 50% discount for seniors and persons with disabilities during peak hours. Although no specific thresholds are set for people with low-income categories, TheRide extends the same thresholds (50%) to low-income populations at both peak and non-peak hours. This simplifies administration and avoids accusations of preference.
5. Full-priced fares (\$1.50) only cover about 10% of the costs of a trip, taxpayers pay the remainder. The 50% discount (75 cents) can be seen as an additional, compounded discount, which means the discounted user only pays about 5% of the cost to provide the trip. This is reasonable within our budgeting resources.



6. The roles in this interpretation are reasonable because the CEO only recommends changes to fares (2.5.12) and the Board decides on fare changes (3.2.9).

### Evidence

**Source of Data:** Budget documents, meeting minutes, and fare structure records

**Date of Data Review:** 11/13/25 as verified by Corporate Strategy and Performance Officer

**Data:** The fare structure did not change in the monitoring period and there were no recommendations to make changes. It did include a 50% discount for low-income passengers.

### 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: Not Compliant**

### Interpretation

#### Operational Definition

I interpret this policy to mean that the agency meets legal requirements in making accommodations for transit users in the above-named categories so they can use our services. Further, 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, which suggests the need for additional consideration.

#### Measure/Standards & Achievement

Compliance will be demonstrated when

- A. The agency has a plan to make all bus stops adjacent to sidewalks wheelchair accessible by a specific timeline and achieve its target for the monitoring period.
- B. Residents and visitors who are not physically able to use the fixed route service due to mobility limitations have access to door-to-door paratransit service that meets ADA minimum requirements.
- C. 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.
- D. Printed and electronic translations of passenger information are available in Korean, Spanish and Chinese (Mandarin).
- E. Anyone using an ADA-compliant wheelchair is able to access all buses and passenger terminals.
- F. All terminals have functional audio and visual departure announcements.
- G. All fixed-route buses have audio and visual stop announcements.
- H. TheRide is found to have no deficiencies in the FTA review for all legal requirements that pertain to accommodating anyone with disabilities (ADA) or language (Title VI).

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### Rationale

This is reasonable because

- A. This is reasonable because some bus stops have no adjacent sidewalks, and the TheRide cannot legally improve them in those circumstances.
- B. This is reasonable as it is consistent with federal law. Additional levels of service beyond the minimum are possible but carry steep costs that cannot be accommodated in the budget.
- C. This is reasonable because it allows the bus driver to exercise discretion based on circumstances.
- D. Limiting non-English access to the three most spoken languages in the area is reasonable because it meets minimum federal requirements (Title VI). More is possible but comes at a high cost for few beneficiaries, creates expectations for additional versions, and on-line translation services are free.
- E. 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. (Other accommodations to non-physical mobility limitations are addressed in other areas of this report.)
- F. This is reasonable in order to accommodate passengers who have audio and visual limitations in buses.
- G. This is reasonable in order to accommodate passengers who have audio and visual limitations at terminals.
- H. This is reasonable as it's an external regulation providing an objective review.

## Evidence

**Source of Data:** Operational data for facilities (including bus stops), buses, paratransit and fixed route services.

**Date of Data Review:** 11/18/25 as verified by Mobility Services Manager, DCEO Planning and Innovation, Manager of Fleet and Manager of Facilities.

A. Bus stops			
Year	Target (# of completed bus-stops)	Actual bus stops completed	Target achieved
2022	New construction: <b>5</b> (1.3%)	<b>3</b> (0.8%)	<b>No</b> , only 3 permits were issued in this monitoring period.
2023	New construction: <b>8</b> Total complete: <b>13</b> (3.4%)	<b>10</b> <b>Total 13</b> (3.4%)	<b>Yes</b> , 2 more stops completed. On target to have 3.4% complete at this time.
2024	New construction: <b>12</b> Total complete: <b>25</b> (6.6%)	<b>12</b> <b>Total 25</b> (6.6%)	<b>Yes</b> . Completed 12 stops as scheduled.
2025	New construction: <b>18</b> Total complete: <b>43</b> (11.4%)	<b>10</b> <b>Total 35</b> (9.2%)	<b>No</b> , See below for more info.
2026	New construction: <b>25</b> Total complete: <b>68</b> (18%)		
2027	New construction: <b>30</b> Total complete: <b>98</b> (26%)		
2028	New construction: <b>35</b> Total complete: <b>133</b> (35.3%)		
2029	New construction: <b>40</b> Total complete: <b>173</b> (45.9%)		
2030	New construction: <b>45</b> Total complete: <b>218</b> (57.8%)		
2031	New construction: <b>50</b> Total complete: <b>268</b> (71.1%)		
2032	New construction: <b>54</b> Total complete: <b>322</b> (85.4%)		
2033	New construction: <b>55</b> Total complete: <b>377</b> (100%)		

### **Non-Compliance Explanation, Timeline of Compliance & Mitigation Strategies:**

All construction projects that use federal funds must be preceded by a National Environmental Policy Act (NEPA) review. During the monitoring period, FTA Region 5 experienced staffing shortages, resulting in several months of delay in completing the NEPA review. This setback delayed subsequent construction activities, resulting in only **10** bus stops near sidewalks being made accessible within the monitoring period, i.e., **8** short of the target.

An additional **10** bus stops were completed after the monitoring period, by November 2025. To avoid future delays, TheRide will begin the NEPA review earlier. This may give Region 5 sufficient time to complete its assessment and allow construction to begin on schedule.

<b>B. Paratransit</b>	<b>ADA Minimum Standards</b>	<b>TheRide's Current Level of Service</b>	<b>Target achieved?</b>
<b>Origin to destination</b>	Provision of door-to-door paratransit services	Meets ADA minimums and provide door to door upon request.	Yes
<b>Coverage area</b>	¾ mile from fixed routes	Covers all fixed route service areas beyond ¾ mile. Additionally, paratransit services are extended to parts of Pittsfield, Ypsilanti, and Superior townships beyond the service area.	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 2 times 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 on paratransit vehicles as well as fixed route buses, guest fare equal to client.	Yes
<b>Advance booking</b>	Allow up to 14 days in advanced booking.	TheRide allows up to 5 -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>Origin to destination</b>	Origin to destination	Origin to destination and door to door as requested.	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 provided beyond service hours. i.e., Mon-Fri at 8:00AM – 5:30PM and on Weekends 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, Secretary. 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

	Current Status	Target	Target achieved?
C. Age limit	There is no age limit to use the bus. Infants, toddlers, and young children need to be	No age limit to ride the bus.	Yes
D. Availability and accessibility of travel information in common non-English languages	Printed and electronic travel information is available and easily accessible in Mandarin, Korean and Spanish.	Travel information should be available and accessible in Mandarin, Korean and Spanish.	Yes
E. % of buses and passenger terminals that are wheelchair accessible	100%	100%	Yes
F. % of buses with audio and visual stop announcements	100%	100%	Yes
G. % of terminals with functional audio and visual departure announcements	100%	100%	Yes
H. All legal requirements that pertain to accommodating anyone with disabilities (ADA) or language (Title VI) are found compliant during the FTA review.	100%	100%	Yes

### **POLICY 1.1.3: Riders and prospective riders perceive public transportation services as safe.**

**Degree of Compliance: Not Compliant**

#### **Interpretation**

##### Operational Definition

I interpret this policy to mean that a high proportion of patrons will report feeling safe from harassment, crime, and assault while using, preparing to use, and considering whether to use, TheRide's services. Patrons do not include the general public as the board consciously decided a transit agency could not be responsible for overall public safety everywhere.

##### Measure/Standards & Achievement

Compliance will be achieved when

- A. **Riders:** No more than 10% of riders report feeling insecure on buses or at terminals or bus stops in onboard surveys every two years.
- B. **Prospective Riders:** A telephone survey of service area residents (Ann Arbor, Ypsilanti and Ypsilanti township) has no more than 10% of the respondent's indicating safety or safety related issues to be the most important issue/concern facing the community. Conducted every 3-5 years due to cost.
- C. **Complaints:** Annual customer safety complaints are not more than 2 to every 100,000 passengers.
- D. **Verified security concerns:** Annual verifiable incidents of assault, harassment and crime at our facilities (including bus stops, terminals and buses) are not more than 1 for every 100,000 passengers.

##### Rationale

This definition of "safe from concerns of harassment, crime or assault" is reasonable because it addresses the behaviors most likely to make a patron feel unsafe. It also complements the prohibition on discriminatory or disrespectful behaviors in policy 2.1 which applies equally to authority figures such as staff and police. Authority figures are prohibited from discrimination or harassment but are expected to hold individuals accountable for behavior that makes other patrons feel unsafe.

- A. Using an onboard survey is reasonable as it measures perceptions of people currently using the service (riders). A target of 10% is reasonable as it is a small percentage subjective, may For example, police presence feel threatening to others. Conducting surveys every two years is reasonable because data doesn't usually change quickly, and surveys are very expensive. Every two years has proven to be a reasonable time between surveys.
- B. The telephone survey collects data from service area residents who make up the largest number of prospective riders. Understanding their concerns and interests informs on how we can better reach them to increase ridership. Having safety or safety related concerns at 10% or less is reasonable as surveys are subjective and this is a reasonably small percentage. Telephone surveys are especially expensive and therefore conducted less frequently.

- C. With surveys being subjective, valid complaints provide objective data with clear context. A target of 2 complaints for every 100,000 passengers or less indicates that the agency is invested in providing the safest conditions resulting in customers having relatively few complaints on safety and safety-related issues. Feelings of fear and security are individual, subjective, and impossible to confirm objectively; therefore some limit needs to be imposed on what to measure (i.e. harassment, crime and assault).
- D. To complement the importance of perception, tracking actual incidents is reasonable as it provides objective data and context on the safety and security of riders and prospective riders. A target of 1 incident per 100,000 passengers reflects a very low tolerance for unsafe actions and is attainable within agency resources. Similarly, the target of 1 actual incident for every 2 complaints per 100,000 passengers is reasonable, as a single incident can affect multiple riders, and therefore generate more complaints than verified events.

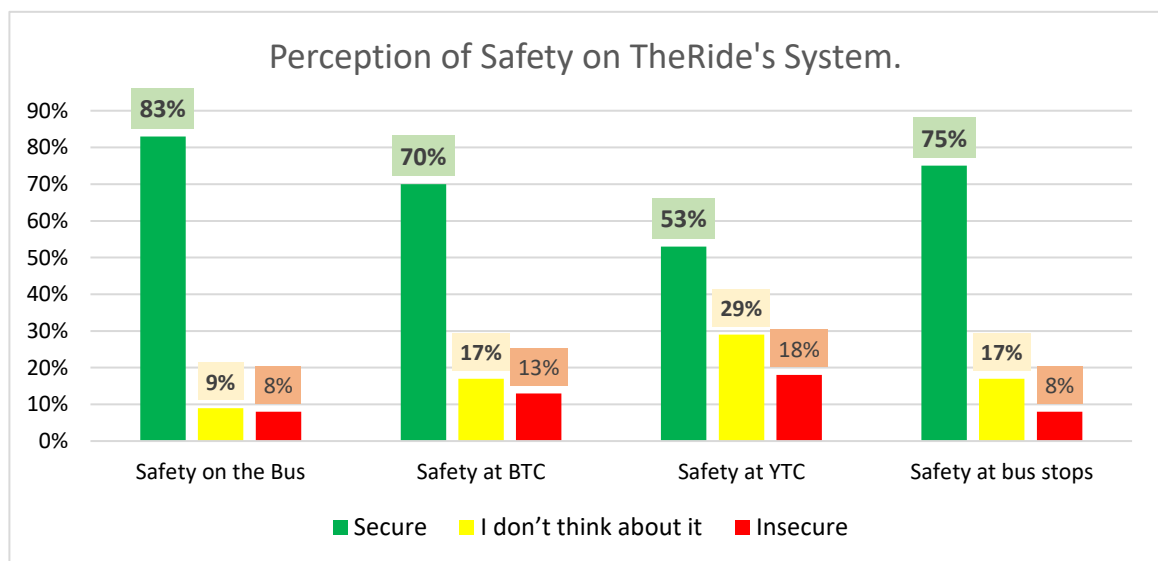
## Evidence

**Source of Data:** Survey data and Customer Feedback

**Date of Data Review:** 11/18/2025 as verified by Customer Service Officer and Senior Transit Planner

### A. Data: Onboard Survey:

In 2024, an onboard survey was conducted. While less than 10% of riders reported feeling insecure on buses or at bus stops, more than 10% of riders reported feeling unsafe at both bus terminals. Due to this, the CEO's reports non-compliance to the policy.

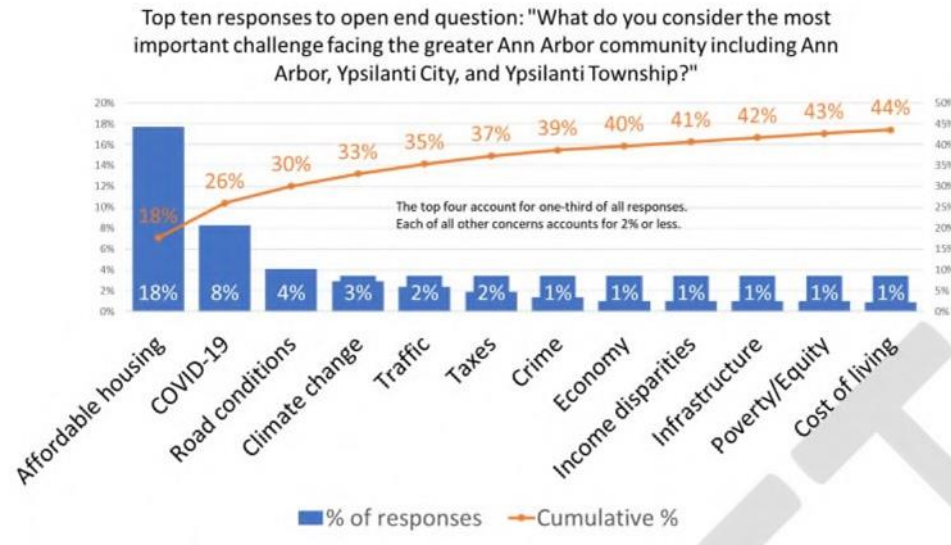


### **Non-Compliance Explanation, Timeline of Compliance & Mitigation Strategies:**

The agency has secured a consultant to better understand and develop solutions for actual and perceived safety risks at terminals. A compliance timeline will be provided in the next monitoring report.

## B. Telephone Survey:

In 2022, a telephone survey asked residents of the area to identify the most important issue facing the community. Below are the results. Safety (crime, harassment or assault) or safety related issues did not make up 10% of the residents' major concerns.



	Fy 2025 performance	Target	Target achieved Yes/No
C. Customer Complaints per 100,000 boardings	0.17	<2	Y
D. Actual Incidents per 100,000 boardings	0.60	<1	Y



## POLICY 1.2

Public transportation positively impacts our environment.

**Degree of Compliance: Not Compliant**

### Interpretation

#### Operational Definition

I interpret this policy to mean that transit services work to attract riders who might otherwise have used a car to travel, thereby reducing the overall pollution from the transportation system.

#### Measure/Standards & Achievement

Compliance with policy will be demonstrated when policies 1.2.1 through 1.2.3 are compliant.

#### Rationale

This is reasonable because policy 1.2.1 to 1.2.3 provide the outcomes of reducing the carbon footprint from automobile use. This includes increased use of public transportation as compared to the use of a personal car, public transportation encourages compact and walkable land developments, and the agency advocates for transit supportive development.

### Evidence

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

**Date of Data Review:** 11/19/2025 as verified by Corporate Strategy and Performance Officer

**Data:**

All lower-level policies are compliant except for policy 1.2.1 (transit mode share). Therefore, this policy is not compliant.

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**POLICY 1.2.1**

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

**Degree of Compliance: Not Compliant****Interpretation**Operational Definition

I interpret this policy to mean that transit mode share (market share of trips taken) goes up while the share of trips taken by single-occupant vehicles declines.

Measure/Standards & Achievement

Compliance with this policy will be demonstrated when data reported about Washtenaw County by SEMCOG indicates increased transit mode share (i.e., % of all work trips) year to year as compared to driving alone.

Rationale

This is reasonable because overall mode share (similar to market share) is an industry-standard measure of how people travel and can be consistently measured over time. Work trips are generally the only types of trips measured. Data collected by a third party (SEMCOG) provides objective measures. County-level detail is as precise as SEMCOG data can get, and we cannot get more focused information about the AAATA service area alone.

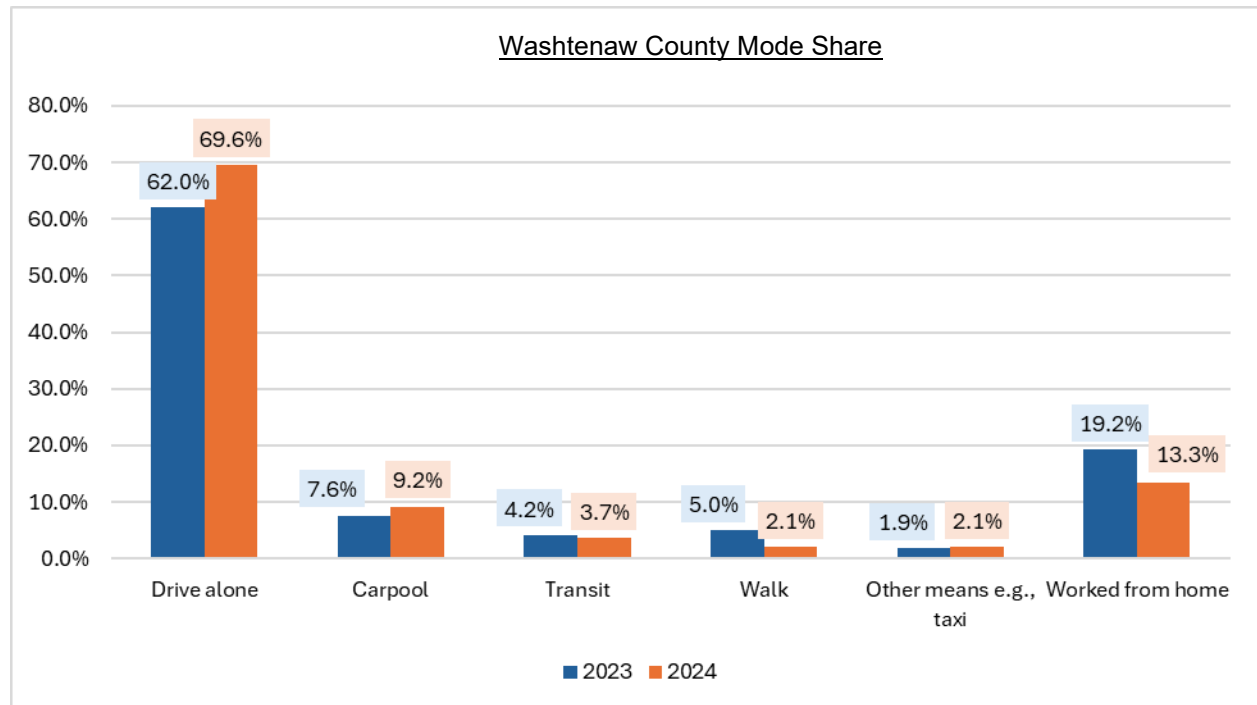
**Evidence**

**Source of Data:** SEMCOG Data

**Date of Data Review:** 11/19/2025 as verified by the Corporate Strategy and Performance Officer and DCEO, Planning

**Data:**

Between 2023 and 2024, transit mode share declined from 4.2% to 3.7%. In contrast, car usage (driving alone) increased from 62.0% to 69.6%. Given the rise in car use alongside a drop in transit mode share, we determine this policy to be non-compliant. See below for detail.



**Non-Compliance Explanation, Timeline of Compliance & Mitigation Strategies:**

Based on the SEMCOG data shown in the graph above, the significant decrease in people working from home may have contributed to increased use of cars for commuting, both driving alone and carpooling, as well as other transportation modes like taxis, as more people returned to work. We also suspect ongoing suburban development contributed countywide.

TheRide’s Long Range Plan serves as the agency’s blueprint for increasing ridership and transit mode share. With the completion of the BTC and YTC construction projects in FY 2028, we anticipate transit mode share to rise by FY 2029

## POLICY 1.2.2

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

### Degree of Compliance: Compliant

#### Interpretation

##### Operational Definition

I interpret this policy to mean that TheRide will operate high-frequency bus service on main corridors before 6pm.

##### Measure/Standards & Achievement

Compliance during this period will be demonstrated when services on main corridors achieve set targets for frequency. Main corridors are ones where high frequency service is already somewhat viable and where intensification of land development is possible. Specifically, these corridors are Washtenaw Avenue, Plymouth Road, Huron, State Street, Main Street, and Packard.

##### Rationale

This is a reasonable interpretation because

1. Increasing the frequency of services is the most important step TheRide can take to encourage land-development decisions that do not rely on cars and parking
2. Only certain corridors have the combination of potential land development and increasing frequency. A high frequency of departures allows a greater degree of flexibility and unplanned travel – similar to the convenience of owning a car
3. Focusing on frequency before 6pm is reasonable as it focuses agency resources where there's the greatest impact.

#### Evidence

**Source of Data:** Route information

**Date of Data Review:** 11/19/2025 by Senior Transit Planner

As part of the Long-Range Plan service changes that went into effect on August 2024, all routes operating before 6pm increased their weekend frequency from 60 minutes to 30 minutes. See more information below.

	Targets	Current Frequencies (Evidence)	Compliant?
<b>Washtenaw Ave</b>	<b>Weekdays</b> Peak: 10 minutes or better Midday: 20 minutes or better Evenings: 30 minutes or better  <b>Weekends daytime:</b> 30 minutes or better	<b>Weekdays</b> Peak: 8 minutes Mid-day: 15 minutes Evenings: 30 minutes  <b>Weekends daytime:</b> 30 minutes	Yes

	Targets	Current Freq. (Evidence)	Compliant?
Plymouth Road	<b>Weekdays</b> Peak: 15 minutes Mid-day: 15 minutes Evenings: 30 min  <b>Weekends daytime:</b> 30 minutes or better	<b>Weekdays</b> Peak: 15 minutes Mid-day: 15 minutes Evenings: 30 minutes  <b>Weekends daytime:</b> 30 minutes	Yes
Huron	<b>Weekdays</b> Peak: 15 min or better Mid-day: 30 min or better Evenings: 60 min or better  <b>Weekends daytime:</b> 30 min or better	<b>Weekdays</b> Peak: 15 minutes Mid-day: 30 minutes Evenings: 60 minutes  <b>Weekends daytime:</b> 30 minutes	Yes
State Street	<b>Weekdays</b> Peak: 15 min or better Mid-day: 30 min or better Evenings: 30 min or better  <b>Weekends daytime:</b> 30 min or better	<b>Weekdays</b> Peak: <13 minutes Mid-day: <15 minutes Evenings: <30 minutes  <b>Weekends daytime:</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 daytime:</b> 30 min or better	<b>Weekdays</b> Peak: 30 minutes Mid-day: 30 minutes Evenings: 30 minutes  <b>Weekends daytime:</b> 30 minutes	Yes
Packard	<b>Weekdays</b> Peak: 15 min or better Midday: 15 min or better Evenings: 30 min or better  <b>Weekends daytime:</b> 30 min or better	<b>Weekdays</b> Peak: 15 minutes Mid-day: 15 minutes Evenings: 30 minutes  <b>Weekends daytime:</b> 30 minutes	Yes

### **POLICY 1.2.3**

Relevant public policy is transit supportive.

#### **Degree of Compliance: Compliant**

#### **Interpretation**

##### Operational Definition

I interpret this policy to mean that the agency educates on, advocates for, and informs the Board on decisions from outside bodies (e.g., municipal councils, legislatures, commissions, etc.) that will help advance other Ends goals (e.g., zoning, parking rules, funding, road pricing, etc.) or reduce agency costs.

##### Measure/Standards & Achievement

Compliance will be demonstrated when

A. The CEO develops and implements an advocacy agenda that advances Board policies and the Long-Range Plan.

B. The CEO shares updates with the Board at least every quarter on progress, highlighting policy and legislative decisions along with opportunities and risks for the agency.

##### Rationale

This is reasonable because

A. TheRide cannot control the decisions of outside actors, but it can demonstrate influence and effort towards advancing strategic goals.

B. Legislative and policy decisions often take months to materialize, a quarterly cadence ensures that updates reflect substantive changes, emerging risks, and opportunities while remaining manageable within agency staff and financial resources.

#### **Evidence**

**Source of Data:** Board meeting minutes. Staff and board member travel itineraries and meeting appointments.

**Date of Data Review:** 11/18/2025 as verified by the Public Affairs and Community Engagement Data:

A. AAATA maintained a consistent and proactive advocacy presence at the local, state, and federal levels. Staff and Board members represented the organization at major policy events, including APTA Legislative Conference in Washington, D.C. and the MPTA Legislative Day in Lansing. Staff also had targeted meetings with Michigan House leadership and key legislative committees.

B. Staff delivered legislative and policy updates in Board and Committee meetings. Meeting minutes show that updates were provided in eight of twelve Board meetings: exceeding the quarterly target. These efforts resulted in:

1. A meaningful increase in long-term Local Bus Operating funding in the state budget
2. Strengthened AAATA's relationships with policymakers, strategically positioning the organization to leverage upcoming federal and state policy opportunities.
3. Staff advanced a \$750,000 federal earmark (subject to final approval) to support critical security upgrades at the new Ypsilanti Transit Center.

## POLICY 1.3

Public transportation positively impacts the economic prosperity of the area.

**Degree of Compliance: Compliant**

### Interpretation

#### Operational Definition

I interpret this to mean that our services will facilitate access to jobs, shopping, and education. Further, available local data indicates that residents use public transportation to access the above-mentioned facilities.

#### Measure/Standards & Achievement

Compliance will be demonstrated when policy 1.3.1 to 1.3.4 are compliant.

#### Rationale

The Board has fully interpreted this policy in policies 1.3.1 through 1.3.4 below.

This is reasonable because policies 1.3.1 to 1.3.4 address access to jobs, schools, visitor utilization of our systems and the service area being connected to Metro Detroit. Compliance with these policies indicate what the TheRide can do to impact economic prosperity of the area within available resources.

### Evidence

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

**Date of Data Review:** 11/19/2025 as verified by Corporate Strategy and Performance Officer

**Data:**

Policies 1.3.1 through 1.3.4 are compliant

### **POLICY 1.3.1**

Public transportation facilitates labor mobility.

**Degree of Compliance: Compliant**

#### **Interpretation**

##### Operational Definition

I interpret this policy to mean that our services will have bus stops located near job opportunities and that residents will report using public transportation to commute to work.

##### Measure/Standards & Achievement

Compliance with this policy will be demonstrated when:

- A. Riders can access 80% of jobs in the service area within 0.25 miles walk from a bus stop.
- B. Transit mode share (% of people commuting to work by transit) in the Ann Arbor-Ypsilanti area ranks top five as compared to other cities and townships in the South Eastern Michigan region.
- C. Vanpool options are available outside the fixed route service area and operational during the monitoring period.

##### Rationale

The interpretation is reasonable because

- A. As a requirement for service coverage, walking distance standards are the industry norm for setting acceptable limits. A 0.25-mile walking distance is reasonable per industry standards. Providing 80% accessibility to all essential jobs is reasonable within the agency resources.
- B. Comparing the percentage of people who use transit to commute with other cities and townships provides context and a reasonable benchmarking platform. Being top five indicates TheRide's desire to be a leader in facilitating labor mobility in the region. This target is reasonable with the agency's resources.
- C. The availability of Vanpool services provides additional job accessibility based on market demand.



## Evidence

**Source of Data:** SEMCOG data and agency planning and ridership data.

**Date of Data Review:** 11/19/2025 as verified by the Senior Transit Planner and the Corporate Strategy and Performance Officer

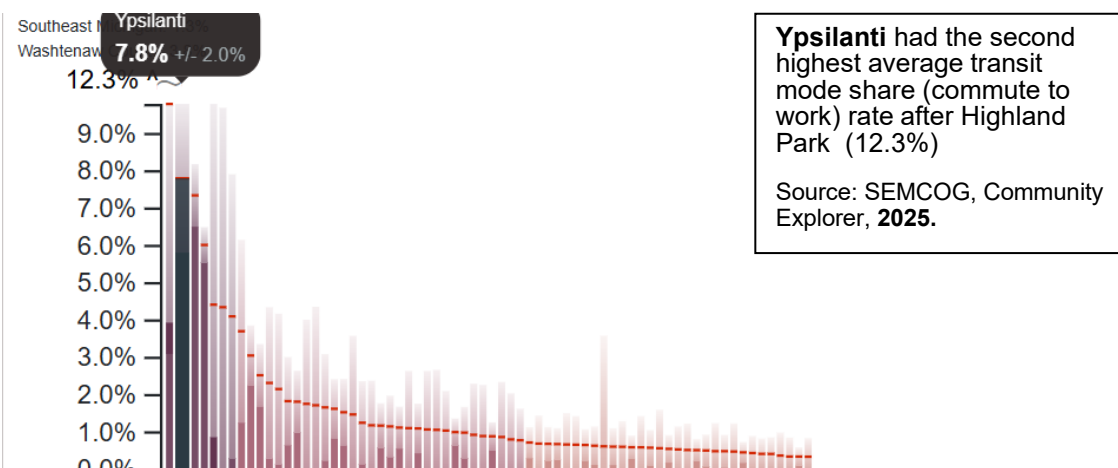
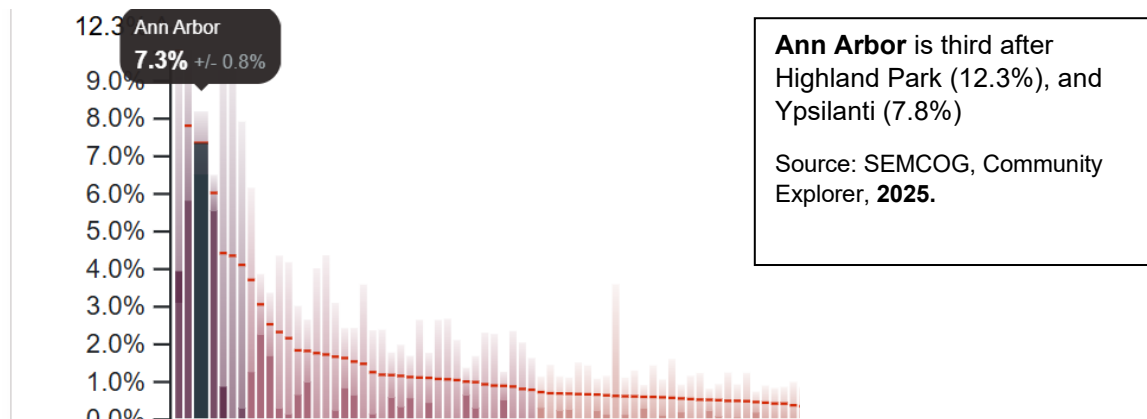
### Data:

#### A. Job Accessibility

The traveling public can access 82% of jobs within 0.25 miles of fixed route. See evidence for 1.1A for more information.

#### B. Commute to Work by Transit, Southeast Michigan Region

Based on SEMCOG data, Ypsilanti ranked second and Ann Arbor third. See graphs below for detail.



#### C. Van Pool Availability

TheRide's vanpool program was available to any group making regular trips in our service area. TheRide has vanpools originating from Toledo, Detroit, and other distant points. FY2025 VanRide ridership was 202,007, an increase of 11.2 % from FY 2024.

## POLICY 1.3.2

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

**Degree of Compliance: Compliant**

### Interpretation

#### Operational Definition

I interpret this policy to mean that TheRide will offer transit services to major schools in the area where there no other transportation arrangements e.g., no school buses exist.

#### Measure/Standards & Achievement

Compliance 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) using fixed route services.

#### Rationale

This is a reasonable interpretation because 1) mode share data for student travel is not available, 2) fixed route access to campuses is a reasonable proxy for ability to use the service, and 3) these targets are realistic within our existing resources. Access to high schools is not included in this interpretation because those trips are the responsibility of the local school board or parents. However, TheRide does incidentally transport many riders to high school.

### Evidence

**Source of Data:** Route information

**Date of Data Review:** 11/18/2025 as verified by the Senior Transit Planner.

	Adjacent Routes	Campus within 0.25 miles of a bus stop? Yes/No
<b>UM Main Campus</b>	3, 4, 5, 6, 23, 61, 62, 63, 64, 65, 104	Yes
<b>UM North Campus</b>	3, 22, 66	Yes
<b>EMU</b>	3, 4, 5, 104	Yes
<b>WCCC</b>	3, 67	Yes
<b>Concordia</b>	23, 65	Yes

### **POLICY 1.3.3**

Visitors use public transportation in the area.

**Degree of Compliance: Compliant**

#### **Interpretation**

##### Operational Definition

I interpret this policy to mean that TheRide will make it possible for non-residents to learn about the existence of our services and how to use them.

##### Measure/Standards & Achievement

Compliance will be demonstrated when:

- A. TheRide provides easily accessible information on how to use services both online and at key visitor locations in the area.
- B. People arriving in the membership area via inter-city carriers (i.e., Detroit Metro Airport, intercity rail, or bus) have access to fixed route and paratransit services.
- C. Availability of temporary eligibility provisions for visiting paratransit service users.
- D. Fixed-route service between Ann Arbor and Metro Detroit Airport.

##### Rationale

- A. Providing passenger information both online and at key visitor locations is reasonable because per a survey conducted by Destination Ann Arbor in Spring 2024, 95% of prospective visitors use websites/online platforms for travel information.
- B. Visitors are likely to enter the area through airports, intercity rail, and bus terminals. Providing Fixed Route bus connections at these entry points is reasonable as it offers them the opportunity to use our services.
- C. Paratransit users eligible in other jurisdictions most often qualify for our services, as eligibility standards are based on general FTA guidelines.
- D. Connecting Ann Arbor to the metro Detroit encourages visitors primarily going to Detroit to visit our service area.

These interpretations are 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. These targets are realistic within the agency's existing resources. A higher degree of investment in non-residents seems imprudent.

#### **Evidence**

**Source of Data:** Route information

**Date of Data Review:** 11/17/2025 as verified by the Senior Transit Planner and Manager of Public Affairs and Community Engagement.

##### **Data:**

- A. TheRide had accessible information on how to use our services both online and physically in over 100 community organization that include hotels, hospitals, colleges, public schools, libraries, apartments, senior centers.

## B. Connections with Inter-City Carriers\*

	Target	Service during monitoring period (Evidence)	Compliant?
Amtrak (Ann Arbor on Fuller St.)	Accessible via fixed route or	Served by Routes 22, 33, 65 and Paratransit	Yes
Greyhound (Ann Arbor on Fuller St.)	Accessible via fixed route or	Served by Routes 22, 33, 65 and Paratransit	Yes
Detroit Metro Airport	Accessible	Served via AirRide /Michigan Flyer	Yes

\*We believe the Ypsilanti Greyhound stop has been closed.

## C. 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.

## D. Connection between Ann Arbor and Detroit Metro Airport.

Service between Ann Arbor and Detroit Metro Airport was fully operational during the monitoring period.

## POLICY 1.3.4

Public transportation connects the area to the Metro Detroit region.

**Degree of Compliance: Compliant**

### Interpretation

#### Operational Definition

I interpret this policy to mean that there will be transit service between our Ann Arbor and Metro Detroit.

#### Measure/Standards & Achievement

Compliance with this policy will be demonstrated when a scheduled transit service exists between Ann Arbor and Metro Detroit.

#### Rationale

This is reasonable because that's what the policy calls for. Funding does not yet exist to create similar connections for Ypsilanti.

### Evidence

**Source of Data:** Operational records

**Date of Data Review:** 11/18/2025 as verified by Manager of Operations

**Data:**

Detroit-to-Ann Arbor (D2A2) service was operational during the monitoring period.

## **POLICY 1.4**

Passengers are highly satisfied with public transportation services.

**Degree of Compliance: Compliant**

### **Interpretation**

#### Operational Definition

I interpret this policy to mean that TheRide will offer excellent customer service and that our customers will report being highly satisfied with our services.

#### Measure/Standards & Achievement

Compliance with this policy will be demonstrated when

- A. TheRide achieves a quality-of-service composite score of 1.
- B. 75% or more of passengers participating in onboard surveys that take place every other year indicate that they are satisfied with the services offered.

#### Rationale

- A. The composite score offers a snapshot of key quality-of-service indicators, including reliability, safety, and courtesy. It is calculated as a weighted average against established targets, such as those outlined in the Transit Asset Management Plan. A score of 1 (100%) indicates that all quality-of-service targets have been fully achieved.
- B. A high number of passengers indicating satisfaction serves as a proxy for passengers being highly satisfied with our services. This is reasonable because the survey does not ask for the level of satisfaction and instead asks if they are satisfied, neutral or dissatisfied with TheRide's services. Conducting the survey once every two years is reasonable because customer satisfaction does not change a lot within a short period of time to warrant more frequent surveys. Given that the survey responses are subjective, 75% is a realistic target per agency resources.

## Evidence

**Source of Data:** Operational performance data

**Date of Data Review:** 11/18/2025 as verified by Corporate Strategy and Performance Officer, Manager of Fleet and Manager of Operations.

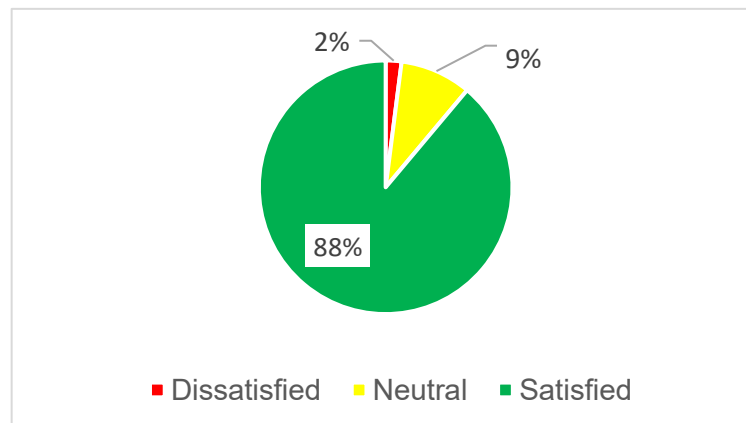
**Data:**

A. The customer service composite score for FY25 was 1(100%), meaning that all targets were achieved. See below for detail.

	Target	FY25 Perf.	Weight criteria	Weighted score
<b>Reliability:</b> On-time performance	Above 80%	83%	0.3	0.3
Miles between road calls	Above 25,000	25, 383	0.2	0.2
Average age of fleet	6-8 years	7.92	0.1	0.1
<b>Safety:</b> Preventable accidents per 100k passengers	Below 2	1.73	0.2	0.2
<b>Courtesy:</b> Complaints per 100k passengers	Below 3	2.52	0.2	0.2
<b>Total:</b>				<b>1</b>

A target of 80% for on-time performance is a stretch target as the industry average is 75%. However, TheRide is committed to providing the best services to its customers and intends to have service on all fixed routes be on time at least 80% of the time.

B. 88% of passengers who participated in the onboard survey in 2024 indicated that they were satisfied with the services offered. See graph below for details.



## **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**

#### Operational Definition

I interpret this policy to mean that the local community will have a positive perception of the agency and its operations.

#### Measure/Standards & Achievement

Compliance with this policy will be demonstrated when:

- (A) Every 3-5 years, service area residents (riders and non-riders) respond to an anonymous telephone survey conducted by a third party and 60% or more express generally positive impressions of TheRide.
- (B) Approval of transit millage requests by voters every five years.
- (C) Local area residents who participate in community surveys every two years have favorable perceptions of the public transportation system (TheRide) at a level similar OR higher than the national benchmark.

#### Rationale

- A. These interpretations are reasonable because they provide objective measures (or proxies) of residents' appreciation for transit and TheRide. A 60% target is realistic as it is more than half of participating service area residents. Conducting the telephone surveys every five years is reasonable within the resources of the agency. Resident perceptions do not change significantly within shorter periods to warrant annual surveys.
- B. A millage win (approval of the millage by more than 50% of the residents) indicates that the residents value the services we offer and are willing to continue supporting the agency financially. Transit planning includes forecasted expenditures and hence does not need to occur more often than the five years.
- C. Using national data as an alternative benchmark provides an external comparison of similar industries that experience the same opportunities (e.g., funding) and challenges (e.g., staff shortages,).

## Evidence

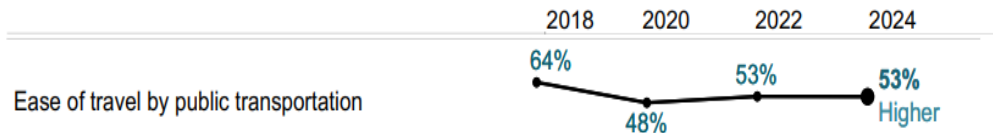
**Source of Data:** Telephone survey results and millage results and community surveys

**Date of Data Review:** 11/18/2025 as verified by DCEO, Planning and Innovation and Corporate Strategy and Performance Officer

**Data:**

- A. A telephone survey was conducted in December 2021 to January 2022, and 81% of participating residents indicated having a favorable/positive impression of TheRide.
- B. Resident voters approved TheRide's request to expand and improve transit services with a majority of 61% in August 2022.
- C. In July 2024, the National Research Center conducted a community survey on Ann Arbor. The results indicate that 53% of community members found public transportation to be excellent or good, which was identified to be higher than the national benchmark. See below for that detail .The % on the line graph indicate community performance and the text next to it provides a comparison to national performance. The next survey will be conducted in 2026.

Please also rate each of the following in the Ann Arbor community.  
(% excellent or good)





## Policy Trendlines

Policy	Monitoring Period			
	FY22	FY23	FY24	FY25
1.0				
1.1				
1.1.1				
1.1.2				
1.1.3				
1.2				
1.2.1				
1.2.2				
1.2.3				
1.3				
1.3.1				
1.3.2				
1.3.3				
1.3.4				
1.4				
1.5				

LEGEND	
	Policy is compliant
	Policy is partially compliant
	Policy is not compliant

## 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.

## Board’s Conclusion on Monitoring Report

### Board’s conclusion after monitoring the 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.**

## Board Notes: (If Applicable)