Board of Director's Meeting Agenda

Meeting Date/Time: December 16, 2021, 6:30-9:00pm
Location: REMOTE – Via Zoom
                    Passcode: 983308
Chair: Eric Mahler

Agenda Item	Info Type	Details	Page #
1. OPENING ITEMS			
1.1 Approve Agenda	D	Mahler	
1.2 Public Comment	O	Mahler	
1.3 General Announcements	O	Mahler	
1.3.1 Service Adjustments	O	Smith	
2. CONSENT AGENDA			
2.1 Board Meeting Minutes November 18, 2021	D		**2**
2.2 Committee Meeting Summaries	D		**7**
3. POLICY MONITORING & DEVELOPMENT			
3.1 Monitoring 2.1 Treatment of the Traveling Public	M	Carpenter	**14**
3.2 Monitoring Reforms	D	Allemang	**36**
4. STRATEGY & OPERATIONAL UPDATES: CEO			
4.1 Long-Range Plan Input	O	Yang	
4.2 FY2021 Q4 Service Report	O	Smith	**38**
4.3 CEO Report	O	Carpenter	**50**
5. EMERGENT ITEMS			
6. CLOSING ITEMS			
6.1 Topics for Next Meetings Monitoring: 1.0 Board Ends Disclosure Statements due 1/19/22		Thursday, January 20, 2022	
6.2 Public Comment	O		
6.3 Closed Session (Pursuant to 8(c) and 8(h) of OMA)	O	Mahler	
6.3 Adjournment			

Monitoring, D = Decision Preparation, O = Other

TheRide
Ann Arbor Area Transportation Authority

Board of Director's Meeting Notes
Meeting Date/Time: November 18, 2021, 6:30-9:00pm

Meeting Date/Time: November 18, 2021, 6:30-9:00pm
Location: REMOTE – Via Zoom
Board Member Attendees: Eric Mahler (Chair), Raymond Hess, Jesse Miller, Kyra Sims, Kathleen Mozak, Mike Allemang, Ryan Hunter, Susan Pollay, Rich Chang
AAATA Staff Attendees: Bryan Smith, Matt Carpenter (CEO), Forest Yang, Dina Reed, Rosa-Maria Njuki, Kelly Reynolds, Deborah Holt, LaTasha Thompson, Mike Blackston
Guests: James Mogenson, Robert Pawlowski, Michelle Barney, Melvin Muskovitz, Meghan Carey, Ryan Loughlin

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

Discussion Items
1. OPENING ITEMS

1.1 Approve Agenda

Mr. Mike Allemang moved to approve the agenda, seconded by Ms. Susan Pollay.

In support of the motion:
Mr. Mike Allemang (reporting in from Ann Arbor, MI): Yes
Mr. Rich Chang (reporting in from Pittsfield Township, MI): Yes
Mr. Raymond Hess (reporting in from Ann Arbor, MI): Yes
Mr. Ryan Hunter (reporting in from Ypsilanti Township, MI): Yes
Mr. Jesse Miller (reporting in from Ypsilanti, MI): Yes
Ms. Mozak (reporting in from Ann Arbor, MI): Yes
Ms. Pollay (reporting in from Ann Arbor, MI): Yes
Ms. Kyra Sims (reporting in from Ann Arbor, MI): Yes
Chairman Mahler (reporting in from Troy, MI): Yes

The motion passed unanimously.

1.2 Public Comment

Jim Mogensen - Shared that he has insight on AAATA as an Ann Arbor area resident. Had intended to share thoughts on long range plant at the December meeting as he wasn't fully prepared to do so today.

Robert Pawlowski – Shared that he is a transit advocate for metro-Detroit region and Myrtle Beach, SC, a regular rider on AAATA buses, and noted positive changes over the years. Commented on long rage plans – attended virtual public meetings and felt there was a good amount of participating and public input. Looking forward to more public input and appreciates what has already taken place.

1.3 General Announcements

Mr. Carpenter welcomed back employee Rosa Maria from military duties and new employee Deborah Holt who is the new Executive Administrative Assistant to the CEO.

Mr. Smith shared that route 68 has been restarted and back in full service.

2. CONSENT AGENDA

2.1 Board Meeting Minutes October 21, 2021

Mr. Hewitt moved to approve the Board Meeting Minutes for October 21, 2021, seconded by Ms. Mozak.

In support of the motion:
Mr. Allemang: Yes
Mr. Chang: Yes
Mr. Hess: Yes
Mr. Hunter: Yes
Mr. Miller: Yes
Ms. Mozak: Yes
Ms. Pollay: Yes
Ms. Sims: Yes
Chairman Mahler: Yes

The motion passed unanimously.

2.2 Committee Meeting Summaries

Ms. Mozak – Noted a few corrections needed to be made from October minutes – Mr. Chang and Mozak were not listed as attendees and needed to be corrected on minutes. Also noted on Service Committee Meeting Summary under Policy 2.0 – LAC did not come up with policy. The Ends, 2.9 External Relations and 3.9 Board Policy with the LAC were also omitted from the summary.

3. POLICY MONITORING & DEVELOPMENT

3.1 Monitoring Report Policy 2.3 Compensation & Benefits

Mr. Carpenter – Monitoring report was reviewed by the finance committee and suggested board move forward to accept report. A change since the last review was the completion of a review staff compensation structures by 3rd party consultant, Korn Ferry. This was the first time since 1994 that staff compensation was reviewed in detail. It was found that pay structures were in line, thus ensuring the policy is in a greater degree compliance and transparency. Carpenter drew attention to the CEO notes on page 22 which had general housekeeping and suggestions for the board to consider.

Mr. Mahler – Opened discussion for questions regarding the report. Asked for clarification on 2.3.1 which had been noted was an addition in 2017. Wondered what the history of this addition was in the policy

Mr. Carpenter – Stated he needs to search in 2017 notes but they are unable to be accessed at this time due to network issues from the cyber-attack. He surmised the policy addition was a way for the board to help the organization attract workers through reasonable employee wages. Yet Carpenter noted that this policy addition overlaps with other policies that also state pay must be reasonable and in line with the geographic labor market.

Mr. Allemang – Reiterated that Finance Committee had reviewed and voted to recommend the policy was in compliance. Noted only two responses were made on this policy review by Board and shared concerns about low review responses. A significant amount of board and staff time is necessary to work on reviewing policies. Suggested placing reviews on another agenda to free up board meeting time yet is concerned that doing so removes the incentives for the board to carefully review. Policy review schedules might be changed to alternate years, as needed basis, or reduce/broaden some policies. Volunteered to work with consultant Rose Mercier to review current policies in relation to monitoring reports.

Mr. Chang: Agreed that monitoring report is important to governance. Responses may be down due to Executive Administrative Assistant transition. Responses may increase now that regular reminders will be sent back out to the board. Agrees wording and cadence could be reviewed.

Ms. Mozak: Agrees with Mr. Allemang that some policies reviews could be further apart. She shared that she had issues with online policy survey which might account for low responses for the most recent survey.

Mr. Miller: Also had issues completing online survey. In favor with the others to analyze creating a new policy monitoring schedule to optimize review time. Sees monitoring reports as a primary means of Board oversight but review could be improved.

Mr. Hewitt: In agreement with rest of the board that policies should be provable and not aspirational.

Mr. Mahler: Concurred with input made by members. Asked for volunteers to work with policy consultant Rose Mercier on a Policy Taskforce. Interested Board members can reach out to him.

Mr. Allemang motioned to approve Monitoring Report Policy 2.3 Compensation & Benefits is in compliance. Mr. Miller seconded that motion.

In support of the motion:
Mr. Chang: Yes
Mr. Hess: Yes
Mr. Hunter: Yes
Ms. Mozak: Yes
Ms. Pollay: Yes
Ms. Sims: Yes
Chairman Mahler: Yes

The motion passed unanimously.

4. STRATEGY & OPERATIONAL UPDATES: CEO

4.1 Long-Range Plan Update (verbal)

Mr. Yang shared that in the past few weeks there have been meetings with stakeholder groups and the public for gathering feedback and input on the long-range plant. They are extending public commentary to November 24th for any additional feedback. Over 20 presentations have been made with over 300 people participating virtually and over 400 people have attending in-person. Yang thanked board and public stakeholders for support, participation, and feedback. Thanked staff for assisting in presentations. Yang asked Mr. Hunter to share his perception of recent Ypsilanti Township meeting presentation.

Mr. Hunter commented that the meeting was helpful in guiding future steps. The meeting was

meaningful and encouraged an engaging dialogue. Thanked staff for their participation.

Mr. Yang added that once public commentary is finished, the next steps will be discussed.

Mr. Miller asked Mr. Yang if he had reached out to present to Ypsilanti DDA.

Mr. Yang confirmed that he will follow up on a prior request for a meeting.

Mr. Miller had further questions on long-range plan and was encouraged by Mr. Carpenter to contact Mr. Yang directly.

Mr. Yang concurred.

4.2 FY2021 Q4 Financial Report

Ms. Reed presented board with Q4 Financial Report which was included in board packet. Reminded board that the final report will be presented in a few months after audit is complete. Currently there is a $14.4 million surplus which is in line with budget projections and the fiscal year is ending as expected. CARES funding is being used as expected and will be used until completed. Other federal funds will be used when allocated. Noted that operating fund balance is above expected required amount but will lower slightly going into new fiscal year as operating expenses are projected to be higher. Investments have remained the same.

Mr. Miller asked if ridership was lower than had initially been anticipated.

Ms. Thompson confirmed ridership had been lower.

Mr. Allemang commented that it was important to understand that the good financial report results were due to federal funding which could be misleading and will go away at some point in the future. Excess funding can continue to go to capital reserve.

Ms. Reed agreed yet noted that organization is performing within budget.

Mr. Mahler asked Ms. Reed if the strategy for investments during this current period of inflation will be changed.

Ms. Reed responded that investments are in safe, ensured accounts. Investment strategy is always being evaluated.

Mr. Allemang shared that higher inflation typically means higher interest rates yet it's hard to predict. Allemang expressed confidence in Ms. Reed managing investments at this time.

4.3 CEO Report & Federal Updates

Mr. Carpenter shared updates on cyber-attack in October. This is still impacting real-time information availability to customers and is the next priority to get back going. Complimented Ms. Reed, Mr. Blackston, IT and communications departments for their work. Updated board on federal vaccine mandates – currently regulations are out but are paused pending the outcome of court decisions. HR currently has plan in place for tracking vaccinations and testing which will be rolled out once federal decisions are made.

Mr. Mahler asked if AAATA is a federal contractor under OSHA since the agency receives federal monies.

Mr. Carpenter clarified AAATA is not a federal contractor and will be following larger employer (100

employees or more) regulations.

Mr. Smith – AAATA is not following contractor regulations and confirmed the organization is following regulations for 100+ employees and is waiting to hear from MIOSHA for final guidance.

Mr. Carpenter shared information on federal funding with the federal infrastructure bill that was passed. He is waiting for analysis on legislation for potential impact to AAATA in the form of increases to current funding and/or grants. Will share updates to the board and public as they become available.

Mr. Allemang requested clarification from Mr. Carpenter regarding information in the report about feedback from the RTA.

Mr. Carpenter shared that he would forward to the board.

Mr. Miller asked what percentage of busses will receive fresh air kit systems.

Mr. Smith responded that the fresh air kit systems will not fit on 18 of the 103 busses that are older in the fleet. They are exploring methods of internally creating a ventilation system and currently keeping an open window for fresh air ventilation.

Mr. Miller asked if there is a way to identify busses that don't have ventilation systems as members of the public have asked this question.

Mr. Smith responded that at this time, there is not.

Ms. Mosak asked about additional ventilation in paratransit vehicles (aside from open windows) as a vulnerable population uses this service.

Mr. Smith shared that at this time open just windows are being maintained as fresh air kits are not available but will explore if other options are available.

5. EMERGENT ITEMS

No emergent items.

6. CLOSING ITEMS

6.1 Topics for next Meetings:
Monitoring – 1.0 Board Ends and Treatment of the Traveling Public

6.2 Public Comment

Robert Pawloski: Welcomed back Rosa-Maria and new employee Deborah Holt. He proposed 23-Plymouth as an additional expansion for college students.

Jim Mogensen: While at a WATS Tech Committee meeting – MDOT has plans for road expansions at Washtenaw and 23 and wants to ensure AAATA is involved in those conversations. Shared previous personal experiences with schedule changings and how that impacts riders.

6.3 Closed Session (pursuant to Section 8(h) of the OMA)

Vote to go into Closed Session

![TheRide - Ann Arbor Area Transportation Authority logo]

Governance Committee Meeting Notes

Meeting Date/Time: Nov 22, 2021, 9:00-10:30am

Location: REMOTE – Via Zoom

Meeting Chair: Eric Mahler
Members: Mike Allemang, Roger Hewitt, Jesse Miller
Staff: Matt Carpenter, Bryan Smith, Dina Reed, Forest Yant, Rose-Maria Njuki, Deborah Holt

Mr. Mahler called the meeting to order at 9:10 am

Agenda Item
1. OPENING ITEMS
1.1 Agenda (Additions, Approval) No additions noted. **1.2 Communications: Cyber-attack Update** Ms. Reed noted there were no additional updates to report since the Board meeting. Ms. Reed fielded several questions regarding a timeline of when all systems will be up and running – at this time, no date has been determined.
2. POLICY MONITORING & DEVELOPMENT
2.1 Future Meeting Preference: Virtual or In-Person? Mr. Mahler noted that Board meetings will be resuming in-person meetings per OMA guidelines starting in January 2022. The group consensus was that for committee meetings, zoom was the preferred method, with an agreement to revisit the topic in the spring. **2.2 Monitoring Reforms** Continued discussion regarding monitoring report timelines. **2.3 Agendas** All committee agendas were approved with the notation that the December Finance and Service Committee Meeting dates will need to be changed due to scheduling conflicts. **2.4 Ends Reports Delay** The committee approved moving the Ends Report to January 2022.
3. STRATEGY & OPERATIONAL UPDATES: CEO
3.1 Long-Range Plan Update (Verbal) Mr. Yang shared that the most recent updates had been provided at the November 18,2021 Board meeting

3.2 2022 Millage Discussion
The group discussed timeline, content and strategy associated for a planned 2022 Millage.

3.3 RTA Updates (Verbal)

4. CLOSING ITEMS

4.1 Topics for Next Meeting
CEO Expenses (Delayed due to cyber-attack).

4.2 Adjournment
Chairman Mahler thanked the committee and staff and adjourned the meeting at 10:28am.

Respectfully Submitted: Deborah Holt

Mr. Allemang - Yes
Mr. Chang - Yes
Mr. Hess - Yes
Mr. Hunter - Yes
Mr. Miller - Yes
Ms. Mozak - Yes
Ms. Pollay - Yes
Ms. Sims - Yes
Chairman Mahler – Yes

6.3 Adjournment

Move to Adjourn motion made by Mr. Miller and seconded by Ms. Sims.

Mr. Allemang – Yes
Mr. Chang – Yes
Mr. Hess – Yes
Mr. Hunter – Yes
Mr. Miller – Yes
Ms. Mozak – Yes
Ms. Pollay – Yes
Ms. Sims – Yes
Chairman Mahler – Yes

Meeting ended at 9:09 pm

Respectfully Submitted: Deborah Holt

TheRide
Ann Arbor Area Transportation Authority

Service Committee Meeting Notes

Meeting Date/Time: December 6, 9:00-11:00am

Location: REMOTE – Via Zoom
Meeting Chair: Roger Hewitt
Members: Jesse Miller, Susan Pollay, Kathleen Mozak
Staff: Matt Carpenter, Bryan Smith, Dina Reed, Forest Yang, Mike Blackston, Kelly Reynolds, Mary Boonin, Deb Holt

Chairman Hewitt called the meeting to order at 9:02am

Agenda Item
1. OPENING ITEMS
1.1 Agenda (Additions, Approval)   No Additions noted – approved by committee.   **1.2 Communications**   1.2.1 Cyber-attack update   Ms. Reed provided a brief update and reported she will be putting together a next-steps communication to share. Mr. Blackston provided an update on which programs are fully functioning with rider tools as a priority.
2. POLICY MONITORING & DEVELOPMENT
2.1 Monitoring: Treatment of the Traveling Public   Mr. Carpenter presented the monitoring report to the committee and answered questions. The committee recommended the report is at level B – in compliance with the exceptions of items noted within the report, and with Mr. Miller raising questions of interpretation of wording in 2.1.1.   **2.2 Monitoring Reforms**   Committee discussed monitoring reform options and is in favor of the creation of a task force. Board member Mike Allemang had brought this topic up at the November board meeting and volunteered to work with Mr. Carpenter on next-steps. The committee was in agreement with this plan of action.   **2.3 Future Committee Meeting Preference: Virtual or In-Person?**   Committee weighed in on the pros and cons of in-person and virtual meetings, yet agreed that with the current increase in covid cases, the topic should be revisited at the end of February or March. Committee will continue with meeting virtually in the interim.

3. STRATEGY & OPERATIONAL UPDATES: CEO

3.1 LRP Feedback

Mr. Yang shared feedback and the summary of engagement discussion questions with the committee and suggested the timeline might be pushed back.

3.2 2022 Millage Discussion

Committee discussed how LRP and millage request might be overlapping topics to the community and both timelines need further review and consideration in the coming months.

3.3 FY2021 Q4 Service Report

Mr. Smith shared the report with the committee – noted the increase in fixed ridership and flex ride. Also brought to attention an increase in complaints which have been addressed. Committee asked questions regarding metrics used in the report and thanked Mr. Smith and his assistant, Ms. Reynolds for their work on the report as the cyber-attack had impeded data gathering.

4. CLOSING ITEMS

4.1 Topics for Next Meeting

LRP

Millage

4.2 Adjournment

Chairman Hewitt thanked the committee and staff and adjouned the meeting at 11:02am.

Respectfully Submitted: Deborah Holt

Finance Committee Meeting Notes

Meeting Date/Time: December 7, 3:00-5:00pm

Location: REMOTE – Via Zoom

Meeting Chair: Mike Allemang

Members: Raymond Hess, Kyra Sims
Staff: Matt Carpenter, Dina Reed, Forest Yang, Mike Blackston, Kelly Reynolds, Rosa-Maria Njuki, Deb Holt

Chairman Allemang called the meeting to order at 3:05 pm

Agenda Item
1. OPENING ITEMS
1.1 Agenda (Additions, Approval) Under 2.1 It should have Allemang instead of Carpenter. Only noted change.   **1.2 Communications**   1.2.1 Cyber-attack update   Ms. Reed provided a brief update and suggested a closed session at the next board meeting.   Mr. Blackston (IT dept) provided an update that most critical infrastructure is working and has been reviewed by forensic team. Still testing passenger real-time information that the public accesses via website.
2. POLICY MONITORING AND DEVELOPMENT
2.1 Monitoring Reforms   Mr. Allemang noted that no changes have been made but a meeting is being planned with Rose Mercier for guidance/direction after the holidays. Planning for a task force would take place after those discussions take place.   Mr. Carpenter shared that the Service Committee was in agreement regarding the forming of a task force.   **2.2 Future Committee Meeting Preference: Virtual or In-Person**   The committee members shared their preference for continuing virtual meetings in light of continued rise in covid cases.

3. STRATEGY & OPERATIONAL UPDATES: CEO

3.1 Long-range Plan Feedback
Mr. Yang shared the the summary of public engagement – committee discussed various priorities and areas of focus that were within the summary. Will provide a draft recommendation for February meetings as a guide for March public involvement to occur.

3.2 2022 Millage Discussion
Mr. Carpenter shared updates regarding the timeline for both long-range plan and millage discussions. Asked for committee input on delaying long-range plan in order to focus on millage.

Committee discussed the importance of timing and moving forward with long range plan in relation to millage ballot language.

4. CLOSING ITEMS

4.1 Topics for Next Meetings
Updates on Long-range Plan

4.2 Adjournment
Mr. Allemang adjourned the meeting at 4:25pm

Respectfully submitted by Deborah Holt

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ISSUE BRIEF:

Monitoring Report for Policy 2.1 Treatment of the Traveling Public
Service Committee Review Date: December 6th, 2021
Board Meeting Review Date: December 16th, 2021

INFORMATION TYPE:	
Decision	
RECOMMENDED ACTION(S):	
Board reviews this monitoring report and completes the survey provided through this link by EOB 29th November 2021 Board considers accepting this monitoring report as level B – In compliance, except for item(s) noted	
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 convincing. This monitoring report covers the period of FY 2020 and FY 2021 (Oct 2019-Sept 2021). The evidence in this report covers work prior to the Cyber Attack that took place in Oct 2021. However, retrieving some of the data points for this report was not possible as some of the systems storing that data were compromised in the attack. This report also reasonably relies on an FTA Triennial Audit conducted in 2018 as pertains to the presence or lack of deficiencies in the way we engage with the Traveling Public. The next Triennial Audit is expected to take place in 2022. I certify that the information presented in this report is true and complete, and I request that the Board accept this as indicating an acceptable level of compliance. _[signature]_ 11/30/2021 CEO's Signature Date	
BACKGROUND:	
Monitoring Reports are a key Policy Governance tool to assess organizational/CEO performance in achieving Ends (1.0) within Executive Limitations (2.0).	
IMPACTS OF RECOMMENDED ACTION(S):	
Budgetary/Financial, Social, Environmental and Governance	
ATTACHMENTS:	
Monitoring Report for Policy 2.1: Treatment of the Traveling Public	

Table of Contents

POLICY TITLE: TREATMENT OF STAFF:	Page #	Compliance
2.1 With respect to the agency's operations and interactions with riders, potential riders, pedestrians, cyclists, other road users, and the general public the CEO shall not cause, allow, or fail to address conditions, procedures, or decisions that are unsafe, undignified, disrespectful, unclear, or overly intrusive. Further, without limiting the scope of the foregoing by this enumeration, the CEO shall not:	3	🟡
2.1.1. Provide facilities, vehicles, or services that are not reasonably accessible to potential riders regardless of mobility limitations.	4	🟢
2.1.2 Allow anyone, including people who have disabilities or seniors, to be discriminated against with respect to the AAATA's services.	5	🟢
2.1.3 Operate without providing effective, comprehensible, accessible, and timely information	6	🔴
2.1.3.1. Fail to respond to questions or complaints in a timely and reasonable manner.	9	🟡
2.1.4 Discourage persons from asking questions, airing a complaint, or being heard.	10	🟢
2.1.5 Operate without established and enforceable standards for customer service and the safety of the public including pedestrians, cyclists, and other road users.	10	🟢
2.1.5.1 Fail to communicate standards and expectations to the public and riders.	12	🟢
2.1.6 Use methods of collecting, reviewing, transmitting, or storing personal information that allows improper access or inappropriate disclosure	13	🟢
2.1.6.1 Use forms that elicit personal information for which there is no clear necessity.	14	🟢

🟢 Compliant   🟡 Partially Compliant   🔴 Non-Compliant

Monitoring Report for Policy 2.1 Treatment of the Traveling Public
Monitoring Period: FY 20 and FY 21

Preliminary CEO Interpretations and Evidence

EXECUTIVE LIMITATIONS POLICY 2.1:

With respect to the agency's operations and interactions with riders, potential riders, pedestrians, cyclists, other road users, and the general public the CEO shall not cause, allow, or fail to address conditions, procedures, or decisions that are unsafe, undignified, disrespectful, unclear, or overly intrusive.   Further, without limiting the scope of the foregoing by this enumeration, the CEO shall not:

Degree of Compliance: Partially Compliant

EXECUTIVE LIMITATIONS POLICY 2.1: Interpretation

I understand "riders and potential riders" to mean anyone physically located in the areas where AAATA services are available. Otherwise, the Board has fully defined their intent with this policy in the following policies.

EXECUTIVE LIMITATIONS POLICY 2.1: Evidence

Compliance with the lower-level policies demonstrates compliance with this policy statement. I report this policy as partially compliant based on partial compliance on some of the following policies.

Monitoring Report for Policy 2.1 Treatment of the Traveling Public
Monitoring Period: FY 20 and FY 21

EXECUTIVE LIMITATIONS POLICY 2.1.1:

The CEO shall not… Provide facilities, vehicles, or services that are not reasonably accessible to potential riders regardless of mobility limitations.

Degree of Compliance: Compliant

EXECUTIVE LIMITATIONS POLICY 2.1.1: Interpretation

Compliance with this policy will be demonstrated when all aspects of TheRide's operations, especially buses and facilities, comply with the Americans with Disabilities Act (ADA) requirements for accessibility. This is reasonable because legal standards can be anticipated and compliance can be objectively determined, or at least determined by a legal authority.

EXECUTIVE LIMITATIONS POLICY 2.1.1: Evidence

During the monitoring period:
- 100% of the fixed-route and paratransit bus fleets were wheelchair accessible. Lifts and ramps worked the majority of the time and defective lifts/ramps was a reason to pull the bus out of service.
- Both passenger terminals had doors that could be used by wheelchair users. All restrooms and other building features complied with building codes and ADA requirements.
- The Federal Transit Administration audited AAATA in 2018 and found no deficiencies regarding compliance with the Americans with Disabilities Act. Such audits cover: fixed route and complementary paratransit services; vehicles; facilities; information provided; operational policies; training; function, availability, and maintenance of equipment; changes in service or policies; performance measures of contractors, and more.
- During the monitoring period we were not found to have violated any Federal, State, or local law pertaining to accessibility by any legal authority.

Monitoring Report for Policy 2.1 Treatment of the Traveling Public
Monitoring Period: FY 20 and FY 21

EXECUTIVE LIMITATIONS POLICY 2.1.2

The CEO shall not… Allow anyone, including people who have disabilities or seniors, to be discriminated against with respect to the AAATA's services.

Degree of Compliance: Compliant

EXECUTIVE LIMITATIONS POLICY 2.1.2: Interpretation

Compliance with this policy will be demonstrated when no regulator, judge, or other legally empowered authority concludes that TheRide has violated any Federal or State law pertaining to discrimination. This interpretation is appropriate because discrimination is a legal infraction which is tightly defined by law. Accusations of discrimination are unfortunately common, and legal requirements may not be the same as subjective experience. TheRide cannot meet everyone's expectations but can anticipate and comply with the law. This is reasonable because legal standards can be anticipated and compliance can be objectively determined, or at least determined by an outside legal authority.

EXECUTIVE LIMITATIONS POLICY 2.1.2: Evidence

- During the monitoring period no legal authority concluded that TheRide broke any law pertaining to discrimination. We are not aware of any formal complaints being lodged with any legal authority, nor of any credible accusations in general.
- A triennial audit conducted by the Federal Transit Administration found no deficiencies at the AAATA with respect to the Americans with Disabilities Act or Title VI compliance. The audit covered requirements such as disparate impacts, disproportionate burdens, equity analysis, limited English proficiency, public participation, service change policies, etc.

Monitoring Report for Policy 2.1 Treatment of the Traveling Public
Monitoring Period: FY 20 and FY 21

EXECUTIVE LIMITATIONS POLICY 2.1.3:
The CEO shall not… Operate without providing effective, comprehensible, accessible, and timely information.

Degree of Compliance: Not Compliant

EXECUTIVE LIMITATIONS POLICY 2.1.3: Interpretation

Compliance with this policy will be demonstrated when accurate information on how to use our services is available prior to travel. Specifically, information will be available in the following formats:

1. **Printed Material:** Printed Ride Guides.
2. **On-Line:** TheRide's website.
3. **Real-Time Information:** Available from a data feed for use in third-party apps.

Furthermore, I interpret "accessible" in this context to mean that printed material must be available in different formats sufficient to meet federal requirements.

These interpretations are reasonable because they are within the control of the agency.

EXECUTIVE LIMITATIONS POLICY 2.1.3: Evidence

1. **Printed Material:** At the onset of the pandemic in March 2020, TheRide scaled down services to essential trips only per CDC guidelines. Since then, services have drastically scaled up to meet public demand. It was not possible to timely publish RideGuides consistent with the drastic service changes. Although supplemental information and frequent updates were shared with members of the public, no new RideGuides were published since January 2020. Because of this, TheRide reports non-compliance with this policy.
2. **Online Material:** TheRide is accessible online through TheRide.org website SiteImprove, a third-party website analysis software was used to evaluate TheRide.org for its accessibility, reliability, content quality and freshness, security, and overall user experience. A graphic illustrating quality and accessibility of the website during the monitoring period is provided below.

Quality Assurance Metrics

The Overall QA Score is calculated by aggregating the results of a site's performance in four categories:

- **Content Quality** – The quality of a site's content, which affects how quickly and accurately users are able to comprehend it.
- **Content Freshness** – How up to date a site's content is, which affects user retention and engagement. It also impacts a site's Search Engine Optimization (SEO).
- **Security** – How vigilant a site has been in only linking to safe domains and in keeping users' personal information private.
- **User Experience** – How conducive content is to the usability of a site (broken links, document usability, image size, pages with broken links).
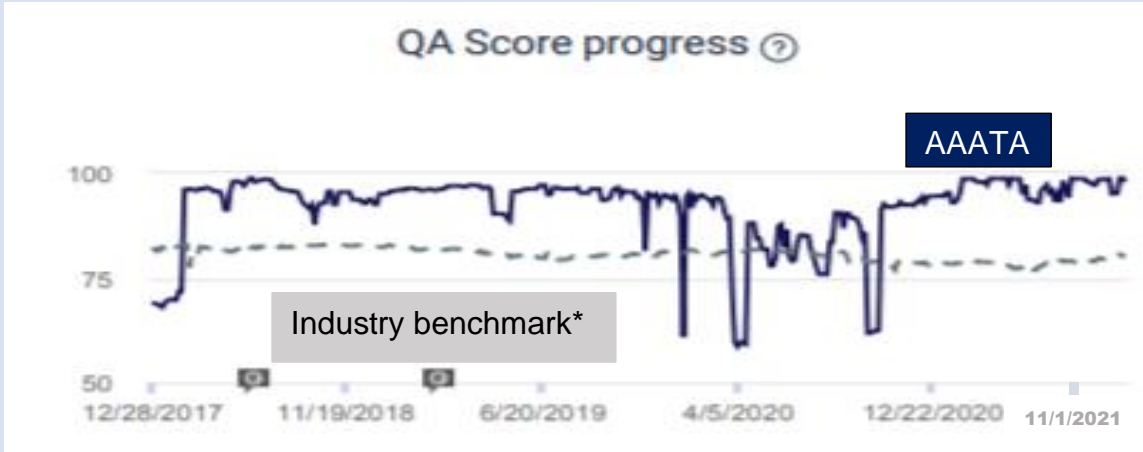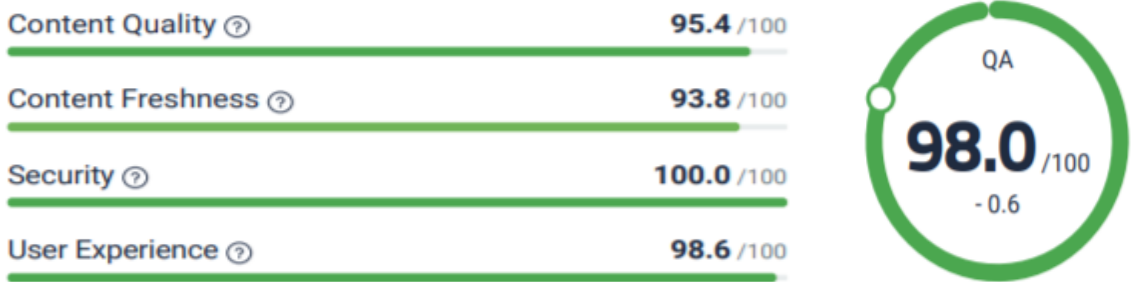
Content Quality ⑦	95.4 /100
Content Freshness ⑦	93.8 /100
Security ⑦	100.0 /100
User Experience ⑦	98.6 /100

QA
98.0 /100
- 0.6

QA Score progress ⑦

AAATA

Industry benchmark*

100

75

50

12/28/2017   11/19/2018   6/20/2019   4/5/2020   12/22/2020   11/1/2021

Industry benchmarks refers to nonprofit organizations using the same third-party company for website analysis purposes

Monitoring Report for Policy 2.1 Treatment of the Traveling Public
Monitoring Period: FY 20 and FY 21

Website Accessibility Metrics

Accessibility – is based on automated and semi-automated checks in reference to Web Content Accessibility Guidelines (WAG) criteria that rate the website based on how operable, perceivable, understandable, and robust it is
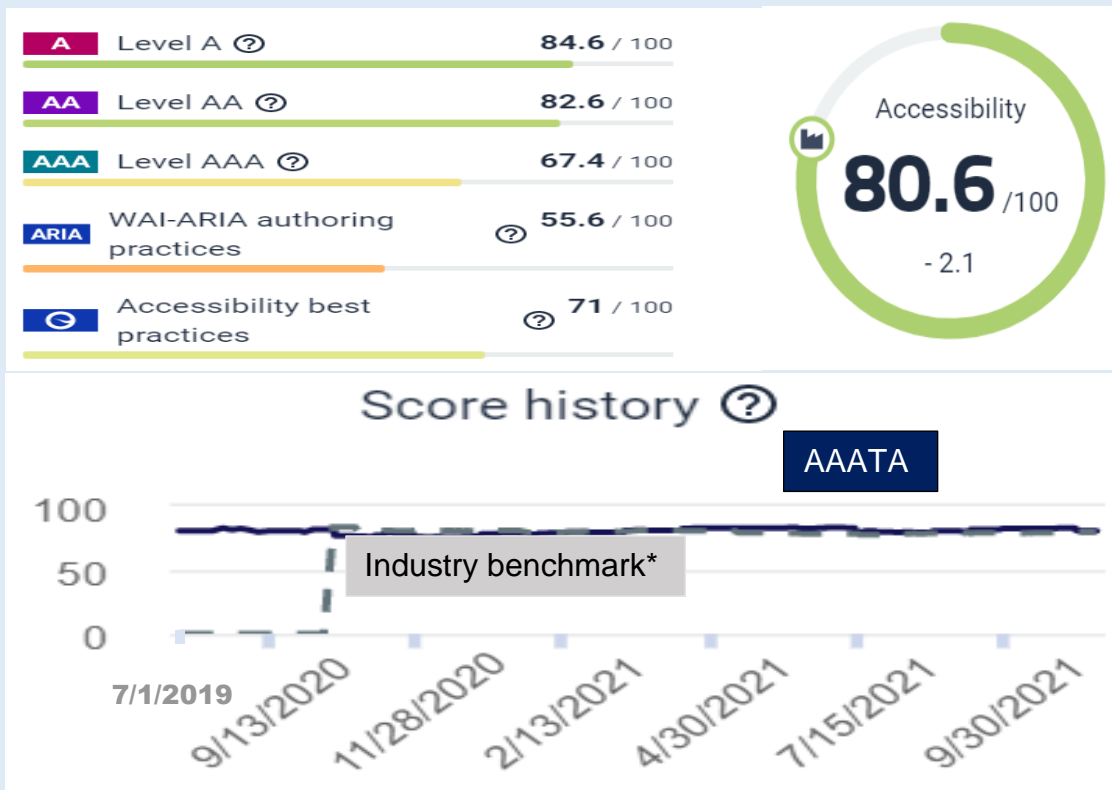
A Level A ⑦	84.6 / 100	
AA Level AA ⑦	82.6 / 100	
AAA Level AAA ⑦	67.4 / 100	
ARIA WAI-ARIA authoring practices	55.6 / 100	
Accessibility best practices	71 / 100	

Accessibility
80.6 /100
- 2.1

Score history ⑦

AAATA

Industry benchmark*

100
50
0

7/1/2019   9/13/2020   11/28/2020   2/13/2021   4/30/2021   7/15/2021   9/30/2021

Industry benchmarks refers to non profit organizations using the same third-party company for website analysis purposes

The Federal Transit Administration triennial audit in 2018 found no deficiencies with regard to consumer information, including: accessibility, paratransit information, and translation of material (Spanish, Korean, and Chinese (top languages in area) and Google Translate for the website.

3.   **Real-Time Information:** TheRide's real-time information system has been experiencing a series of setback since its implementation and is not yet fully reliable. Staff has been working to correct the real-time information system and improvements have been made. However, at this time we cannot provide an anticipated date for compliance with certainty.

EXECUTIVE LIMITATIONS POLICY 2.1.3.1:

The CEO shall not… Fail to respond to questions or complaints in a timely and reasonable manner.

Degree of Compliance: Partial Compliance

EXECUTIVE LIMITATIONS POLICY 2.1.3.1: Interpretation

Compliance with this policy will be demonstrated when all written inquiries and concerns, and all phone calls receive an acknowledgement with two business days, 90% should be resolved within 10 business days, and 99% should be resolved within 20 business days. While we strive to address all public concerns, we may not be able to resolve all issues to the total satisfaction of the individual making the inquiry. Most inquiries are entered into a customer concern tracking database. These thresholds are reasonable considering the resources available.

General inquiries about how to use AAATA services will be answered immediately during business hours. Hold time on a phone will not exceed 2 minutes.

EXECUTIVE LIMITATIONS POLICY 2.1.3.1: Evidence

Response to questions, complaints and compliments received through our customer service website were addressed within 5 business days. Based on current known data, the average hold time was about 1 minute to 1 minute 30 seconds. Specific data for the monitoring period is currently inaccessible as a result of the cyber-attack. Staff is working on retrieving this data. It is not clear when this information will be available.
For this reason, we report partial compliance with this policy.

Monitoring Report for Policy 2.1 Treatment of the Traveling Public
Monitoring Period: FY 20 and FY 21

EXECUTIVE LIMITATIONS POLICY 2.1.4:

The CEO shall not… Discourage persons from asking questions, airing a complaint, or being heard.

Degree of Compliance: Compliant

EXECUTIVE LIMITATIONS POLICY 2.1.4: Interpretation

Compliance with this policy will be demonstrated when the Board of Directors receives no valid accusations that the CEO has impeded or discouraged anyone from addressing the Board during public comment time at regular board meetings. This is reasonable because anyone can use public comment time to address the board.

EXECUTIVE LIMITATIONS POLICY 2.1.4: Evidence

All board meetings held during the monitoring period had at least two public comment periods. No accusations, valid or otherwise, were made relative to this policy. Board minutes are available on TheRide's website.
(Please see CEO Note at the end of the monitoring report.)

EXECUTIVE LIMITATIONS POLICY 2.1.5:

The CEO shall not… Operate without established and enforceable standards for customer service and the safety of the public including pedestrians, cyclists, and other road users.

Degree of Compliance: Compliant

EXECUTIVE LIMITATIONS POLICY 2.1.5: Interpretation

Compliance with this policy will be demonstrated when
1. Training: Bus drivers and other front-line personnel receive customer service training and safety training,
2. Customer satisfaction: Customers express high satisfaction of front-line staff
3. Safety: Collision rates are low and meaningful corrective actions are taken as appropriate.

This interpretation is reasonable because customers service and safety are largely determined by staff behaviors. I further interpret this policy to mean that front line staff (i.e., bus drivers, mechanics, contractors) will receive appropriate training for the safe operation of the vehicle, relevant laws, and will be held accountable for same. Safe operation includes awareness and consideration of other road users. Detailed operational performance and customers satisfaction are addressed further under policy 1.4 and Quarterly Service Reports.

Monitoring Report for Policy 2.1 Treatment of the Traveling Public
Monitoring Period: FY 20 and FY 21

EXECUTIVE LIMITATIONS POLICY 2.1.5: Evidence

1. **Training:** During the monitoring period, all bus drivers received customer service training and safe bus operations training upon hire. All drivers also received annual refresher training on those same subjects. All mechanics received safety training. All staff are subject to standards for safe operation and disciplinary procedures. TheRide's four contracted bus operations require the private contractors to provide safety and customer service training. We have documentation that this has occurred. TheRide's contracts with private contractors requires annual customer service training and we have documentation that this has occurred as well.

2. **Customer Satisfaction:** Satisfaction with front-line customers was generally high as customers reported higher compliments per 100,000 trips as compared to complaints per 100,000 trips for each Fiscal Year.

	FY 20	FY 21
Compliments per 100,000 trips	2.8	2.1
Valid complaints per 100,000 trips	1.2	1.6

3. **Safety:** During this monitoring period, the number ratio of collisions per 100,000 trips was 0.23 which was generally low. Safety items such as Drug and Alcohol policies and procedures, Accident reporting, etc. are audited in the Triennial Review. The Federal Transit Administration audit found no deficiencies in these areas. Safety statistics are reported quarterly to the Board and monitored daily by staff.

Monitoring Report for Policy 2.1 Treatment of the Traveling Public
Monitoring Period: FY 20 and FY 21

EXECUTIVE LIMITATIONS POLICY 2.1.5.1:

The CEO shall not… Fail to communicate standards and expectations to the public and riders.

Degree of Compliance: Compliant

EXECUTIVE LIMITATIONS POLICY 2.1.5.1: Interpretation

Compliance with this policy will be demonstrated when TheRide publishes standards for public behavior in terminals, in the printed Ride Guide and on the website. This is reasonable because more assertive methods seem unnecessary and provoke some riders.

EXECUTIVE LIMITATIONS POLICY 2.1.5.1: Evidence

Code of Conduct for the Public: The AAATA has a "Code of Conduct" outlining expectations for public behavior on agency property and in buses. The written codes are published in the follow ways in the first few pages of each edition of the printed Ride Guide, on the walls of both passenger terminals and on TheRide's website.

The AAATA Code of Conduct reads:

For your safety and comfort, TheRide does not permit the activities listed below on any of the TheRide vehicles or property. Violations may result in banning from TheRide property and loss of riding privileges. TheRide prohibits the following on its vehicles and property:
- *Smoking (including e-cigarettes)*
- *Possession or consumption of alcohol or illegal substances*
- *Lack of proper attire (i.e., shirts and shoes)*
- *Loitering at transit centers and other bus stops*
- *Panhandling, soliciting, harassing, or intimidating any person*
- *Disorderly, loud, or disruptive behavior, including, but not limited to:*
- *Obscene, threatening, inciting, or insulting language and/or gestures*
- *Running, yelling, or throwing objects*
- *Spitting, littering, vandalism or graffiti*
- *Fighting, mock fighting or roughhousing*
- *Standing, sitting, or walking in a way that inconveniences, obstructs, or interferes with others (i.e., blocking doors, feet on seats, etc.)*
- *Any actions which may interfere with or disrupt safe operation of TheRide vehicles and properties*
- *Use of radios, CD players, or other sound-producing devices without the use of personal headphones*
- *Bicycling, rollerblading, or skateboarding, or wearing skates on TheRide vehicles Weapons of any kind or possession of any hazardous material or item*
- *Animals, except those used for service (i.e., guide dogs), must be transported in a suitable crate or container*
- *AAATA is not responsible for lost items*

Monitoring Report for Policy 2.1 Treatment of the Traveling Public
Monitoring Period: FY 20 and FY 21

During the monitoring period, members of the public and staff were expected to wear face covering when entering vehicles and the terminals per CDC guidelines. Such communications were posted at the entrance of all three facilities, in the buses and on the website

EXECUTIVE LIMITATIONS POLICY 2.1.6:

The CEO shall not… Use methods of collecting, reviewing, transmitting, or storing personal information that allows improper access or inappropriate disclosure.

Degree of Compliance: Compliant

EXECUTIVE LIMITATIONS POLICY 2.1.6: Interpretation

Compliance with this policy will be demonstrated when sensitive personal information regarding riders/customers collected for the paratransit (ARide), Gold Ride, and Fare Deal programs is handled and stored in a manner such that it can only be accessed by authorized staff who are using it for legitimate business reasons.

Such information must be locked or otherwise secured at the end of every business day. Electronic information should similarly only be accessible to authorized staff. Further, staff must secure the information in accordance with the Americans with Disabilities Act requirements on maintaining Confidentiality of Applicant Information.

EXECUTIVE LIMITATIONS POLICY 2.1.6: Evidence

Personal information on customers is only collected for paratransit (ARIDE), GoldRide, and the Fare Deal programs. Sensitive personal information for people using these programs is stored on paper forms in lockable filing cabinets and offices. Access is restricted to authorized staff only. No sensitive customer information is stored in electronic format. Audits previously done by the Federal Transit Administration found no deficiencies with this approach. Inactive forms are destroyed after seven years.

Monitoring Report for Policy 2.1 Treatment of the Traveling Public
Monitoring Period: FY 20 and FY 21

EXECUTIVE LIMITATIONS POLICY 2.1.6.1

The CEO shall not… Use forms that elicit personal information for which there is no clear necessity.

Degree of Compliance: Compliant

EXECUTIVE LIMITATIONS POLICY 2.1.6.1 Interpretation

Compliance with this policy will be demonstrated when the agency makes no written or electric requests for personal information unless it is essential for conducting agency business (i.e., legally required to collect, needed to effectively administer programs, needed to increase safety or security of the public or staff, or needed to document relevant processes). I interpret "form" to mean any written or electronic means of information collection that can be stored and reviewed later. Evidence will consist of the Deputy CEO of Finance and Administration approving any new form requesting personal information from a member of the public. This approach is reasonable because new forms are rarely created, and existing forms have already been reviewed.

EXECUTIVE LIMITATIONS POLICY 2.1.6.1 Evidence

During the monitoring period, the Deputy CEO, Finance and Administration did not approve any new form requesting personal information from members of the public. Additionally, our records indicate no written or electronic requests for personal information made to the members of the public.

Monitoring Report for Policy 2.1 Treatment of the Traveling Public
Monitoring Period: FY 20 and FY 21

CEO Notes

The CEO noted that Policy 2.1.4 was proving very difficult to interpret and present evidence for. Upon review this policy was not an original policy created by John Carver

There is a similar policy which reads: *"The CEO shall not…Fail to … provide a way to be heard for person who believe they have not been accorded a reasonable interpretation of their protections under this policy."*

The CEO would like to ask the Board to reconsider 2.1.4 as currently written, and perhaps seek advice from a Committee or Rose Mercier.

Monitoring Report for Policy 2.1 Treatment of the Traveling Public
Monitoring Period: FY 20 and FY 21

Monitoring Policy 2.1 Treatment of the Traveling Public

Guidance on Determining "Reasonableness" of CEO Interpretations

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

An interpretation is deemed to be reasonable when it provides an operational definition which includes defensible measures and standards against which policy achievement can be assessed…

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

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

Board's conclusion on monitoring report

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

Executive Limitations Report (select one) The Board finds that the CEO:

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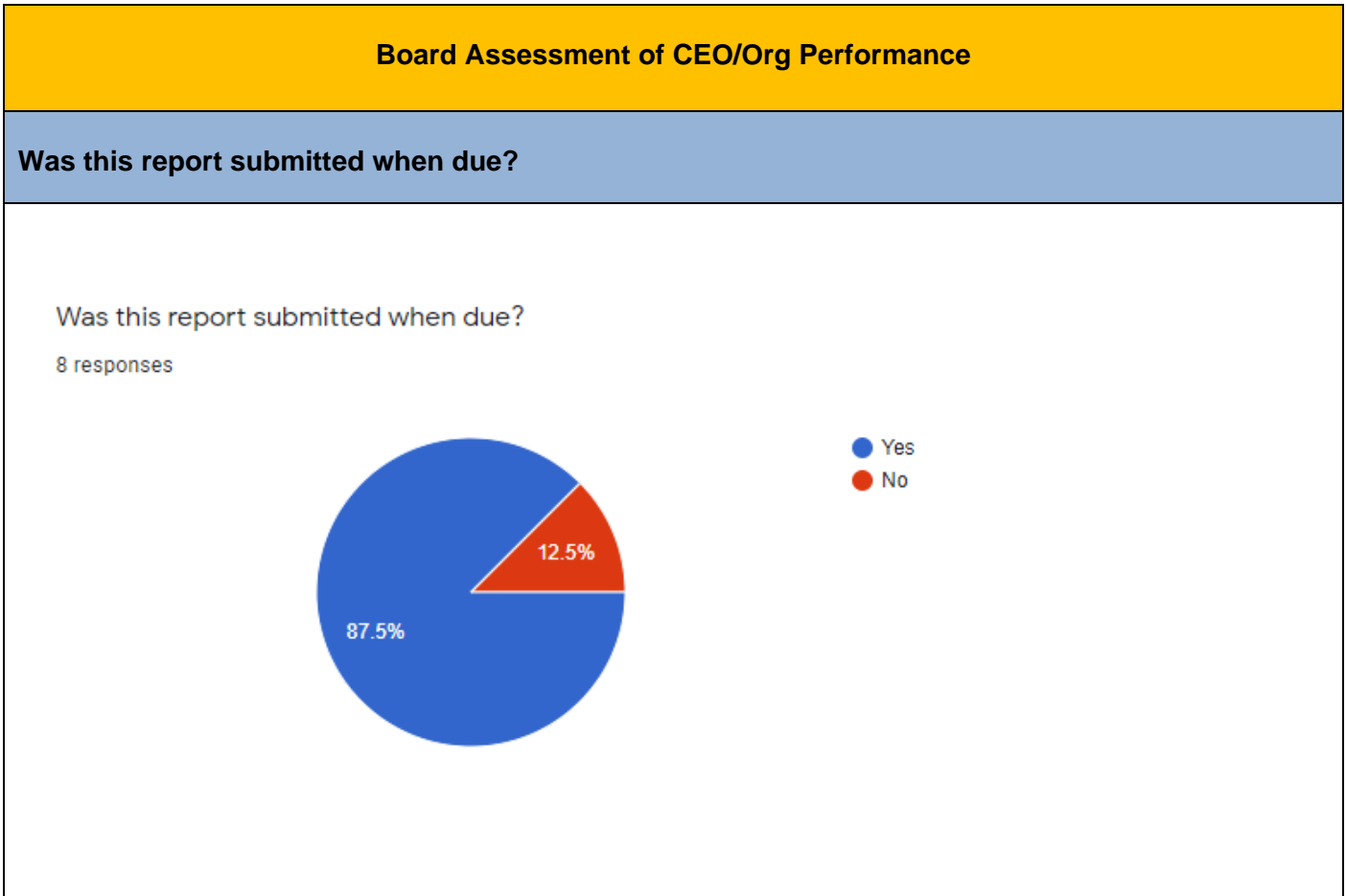E. Cannot be determined

Board notes: (If applicable)

Monitoring Report for Policy 2.1 Treatment of the Traveling Public
Monitoring Period: FY 20 and FY 21

SURVEY RESULTS
Treatment of the Traveling Passenger
(Policy 2.1)

Service Committee Review Date: December 6, 2021
Board Meeting Review Date: December 16, 2021

Survey Participants: 8 Board Members

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

Board Assessment of CEO/Org Performance
Was this report submitted when due?

Was this report submitted when due?

8 responses

● Yes
● No

12.5%

87.5%

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

8 responses

reasonable and complete	6 (75%)
not complete (please specify policy/subpolicy and provide explanation in the next question)	2 (25%)
not reasonable (please specify policy/subpolicy and provide explanation in the next question)	0 (0%)
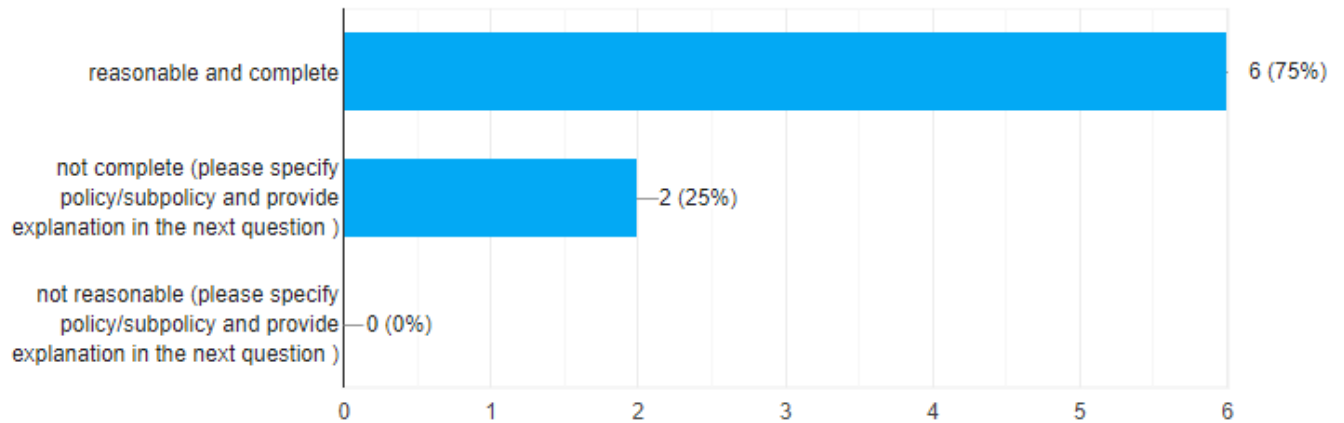
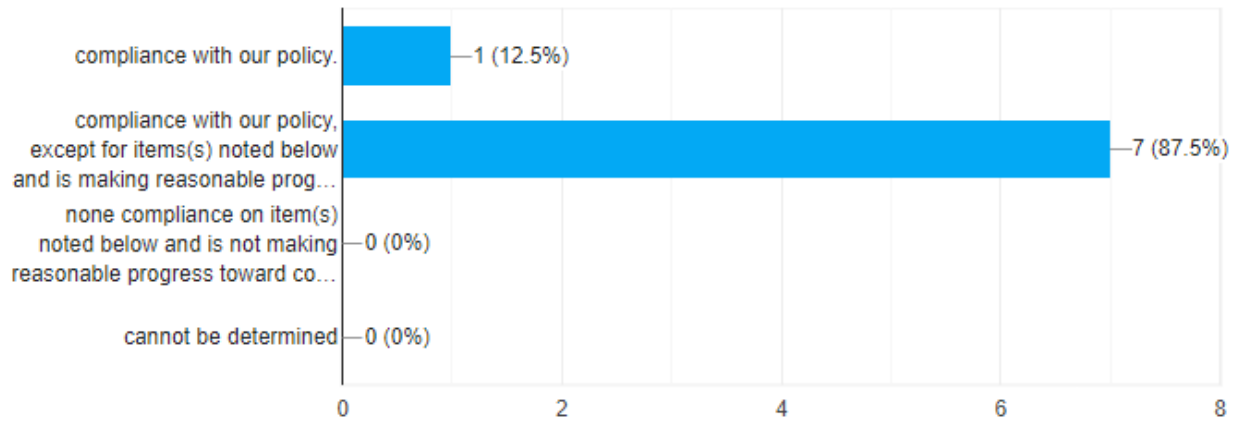**CEO Interpretations that were incomplete or unreasonable (if any):**

2 responses

Under 2.1.3 Evidence suggests that Printed materials (The Ride Guide) were not available to the public as there were so many changes to routes in relation to the pandemic. In the summer of 2021 the Board was informed that the Ride Guide would not be available for the August Service Restoration but would be available in January 2022. It has since come to light that there will not be a ride guide available in January 2022 and there is talk among staff that the ride guide has been permanently eliminated. Mr. Smith has shared that the Ride Guide will come back but perhaps not exactly in the way it was in the past. Please share with the Board how this will be corrected.

2.1.1: I continue to maintain that individual bus stops are AAATA Facilities and that not all stops are currently accessible

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

8 responses

Option	Count
compliance with our policy.	1 (12.5%)
compliance with our policy, except for items(s) noted below and is making reasonable prog…	7 (87.5%)
none compliance on item(s) noted below and is not making reasonable progress toward co…	0 (0%)
cannot be determined	0 (0%)

Items not in compliance (if any):

5 responses

2.1.3 and 2.1.3.1

2.1.3.1 as noted by CEO

In addition to those noted by the CEO, 2.1.1 is partially compliant

2.1.3, 2.1.3.1

As noted

Optional: Potential Policy Development

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

3 responses

From the report, "Staff has been working to correct the real-time information system and improvements have been made. However, at this time we cannot provide an anticipated date for compliance with certainty."
I would like to see a more definitive timeline on real-time information. This is not only important for our daily riders but will also need to be addressed in order to implement things like transit signal priority.

In light of the cyber attack, I would like to make sure that no customer data was or will be compromised.

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

2 responses

More definitive targets to address this deficiency.

I'm not sure.

OPTIONAL: Comments for the CEO

Commendations on this topic:

4 responses

Overall, always good to see that the goal is to not just meet, but when able to, exceed the minimum requirements set forth by law.

Staff's data collection and retention policies have proven their worth and should be commended in light of the recent cyber attack

A good, thorough review.

Customer satisfaction held steady during a very difficult time in the agency's history. While some dissatisfaction is anticipated, the marginal change from FY20 to FY21 is noteworthy.

Potential improvement(s):

3 responses

The online Board Policy document Appendix A still lists policy 2.1 as "Treatment of Riders" and needs to be updated to reflect the policy as "Treatment of the Travelling Public"

The metrics provided on accessibility (page 8 of the report) WAI-ARIA authoring practices shows a value of 55.6/100. This number seems to be quite low. What issues have been identified to improve in this area?

Much of the report cites the triennial review conducted in 2018. This is now 3+ years old and fairly stale - different metrics should be considered that track progress year over year.

I think we need to keep looking at all the subjective terms in the executive limitations. If we can't find a way to measure or provide objective proof of compliance, the limitation should be removed or rewritten.

Comments on the report itself:

5 responses

Mr. Carpenter has requested the Board consider other policy language for 2.1.4 "The CEO shall not... Discourage persons from asking questions, airing a complaint, or being heard" He says it is difficult to interpret and provide evidence. I am open to reviewing this policy.

Agreed that we can reconsider the wording of 2.1.4. I would be curious to know if there is historical knowledge around why that wording was changed to the current phrasing.

I would like more information regarding CEO's notes on 2.1.4 before coming to a conclusion.

well done

Generally happy with it.

Modifications to Monitoring

Meeting: Service Committee

Meeting Date: December 6, 2021

INFORMATION TYPE
Decision Preparation

RECOMMENDED ACTION(S)
Receive for information and discuss.

ALTERNATIVE OPTION(S)
Make different changes or other changes.

PRIOR RELEVANT BOARD ACTIONS & POLICIES
The Board has previously set policies and set a schedule for monitoring (appendix A).

ISSUE SUMMARY

The Governance Committee asked Mike Allemang to work with the CEO to develop suggestions for reducing the workload required to develop and review monitoring reports. Initial suggestions from that discussion are outlined below:

1. **Put Monitoring activities on Board's Consent Agenda**
    a. Default all monitoring reports and quarterly reports to the board's Consent Agenda, unless a committee or board members request otherwise. Committees will need to make specific recommendations on Reports that the board can clearly vote upon.

2. **Changes to Monitoring Schedule**
    a. Board's annual monitoring of Investment policy (2.6) will be reduced from twice/year to once a year. Finance Committee will informally review investments each quarter when financial results are presented.
    b. Change monitoring of policies 3.0 and 4.0 to even and odds years, respectively.
    c. Monitor some less-used policies on an "As Needed" basis rather than annually: Fares (2.5.11), Labor Negotiations (2.3.6 - 2.3.8), Construction (2.11). The Board should specify that "As Needed" means that the report is required if any of the actions or recommendations covered by the policy occur or are actioned by staff.

3. **Changes to Policies**: The following policies consume a disproportionate amount of time for staff and the board, likely because they are prescriptions. Suggest re-wording or deleting: 2.2.1.1 (humanity), 2.9.1 (collaboration), 2.9.2 (multiple), 2.9.3 relationships).

4. Housekeeping
   a. Change Appendix A to use "Twice a year" instead of "biannual", and "Every Two years" rather than "biennial".
   b. Change Appendix A to delete "Due" column as it is unnecessary and causing confusion (Mercier's recommendation).

BACKGROUND
Some board members feel too much time is being spent on monitoring.

IMPACTS OF RECOMMENDED ACTION(S)

- Budgetary/Fiscal: N/A
- Social: N/A
- Environmental: N/A
- Governance: Monitoring ensures transparency and accountability with Board's expectations.

ATTACHMENTS
NA

ISSUE BRIEF: 2021 Q4 Service Report
Service Committee Meeting Date: December 6, 2021
Agenda Item:

RECOMMENDED ACTION(S)
Receive as CEO Operational Update.

PRIOR RELEVANT BOARD ACTIONS & POLICIES
• 2.11.1.5 CEO shall not…Let the Board be unaware of…operational… [and] customer satisfaction metrics…   • Appendix A: Informational Reports schedule specifies quarterly Customer Satisfaction and Service Performance reports in Nov, Feb, May, Sept

ISSUE SUMMARY
In accordance with the Board's Policy Manual, I present the Quarterly Satisfaction and Service Report. I certify that the information is true and complete, and I request that the Board accept this as an operational update.   This report is populated with currently available and reportable data/targets for Fixed Route, Paratransit, and VanRide service.   Targets, when possible, will be set in Ends Policy Interpretations. A glossary of terms for currently tracked metrics is attached.   It should be noted that the data collection and reporting for the Q4 of 2021 period are impacted by the COVID-19 Emergency that began in the last three weeks of Q2 2020. Comparisons of Q4 2021 to Q4 of 2019 give in a picture of performance metrics compared to a pre-pandemic state. Comparison of Q4 2021 and Q4 2020 provide insight into progress through the pandemic emergency and recovery.   Q4 of 2021 data reflects a system at less than full service for two months of the quarter and restored service from August 29 forward. It should be noted that while travel restrictions were lifted, health advisories still discourage the gathering of groups and close contact outside of households. For this reason, return to public transit has lagged and services like VanRide have yet to rebound. Complete VanRide use numbers were not available at the time of this report.   FlexRide ridership numbers and costs are also contained within this report.

| ATTACHMENTS |
|---|
| 1. Highlights Brief
 2. FY 2021 Q4 Service Report
 3. Glossary of Terms |

![TheRide logo]

FY2021 Q4

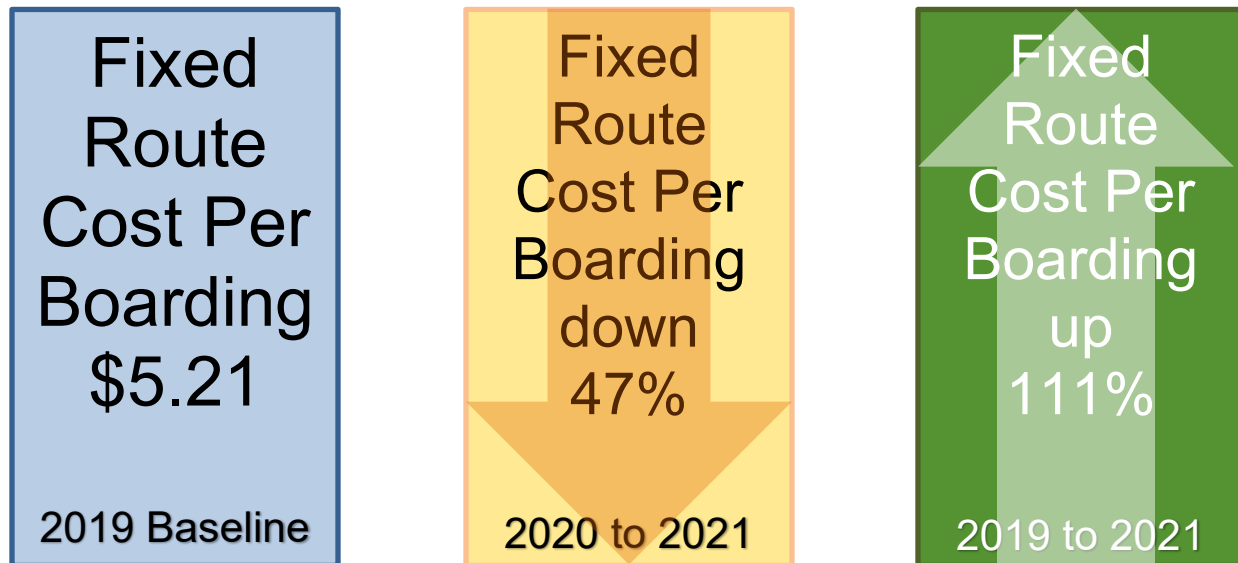## Service and Satisfaction Report Highlights

July 1, 2021 – September 30, 2021

The data collection and reporting continue to be impacted by the COVID-19 Emergency and reflects a reduced level of service in the first two months of Quarter 4 2021. Metrics that rely on a quarterly average do not reflect performance under typical conditions. For this reason, the report will compare the quarters of three years 2019 (blue) as representative of pre-pandemic conditions, Q4 2020/2021 comparison of two pandemic quarters (yellow), and 2019 pre-pandemic to 2021 current conditions (green).

Fixed Route Ridership and Cost

Fixed Route Ridership

1,566,514

2019 Baseline

Fixed Route Ridership up

106%

2020 to 2021

Fixed Route Ridership down 58%

2019 to 2021
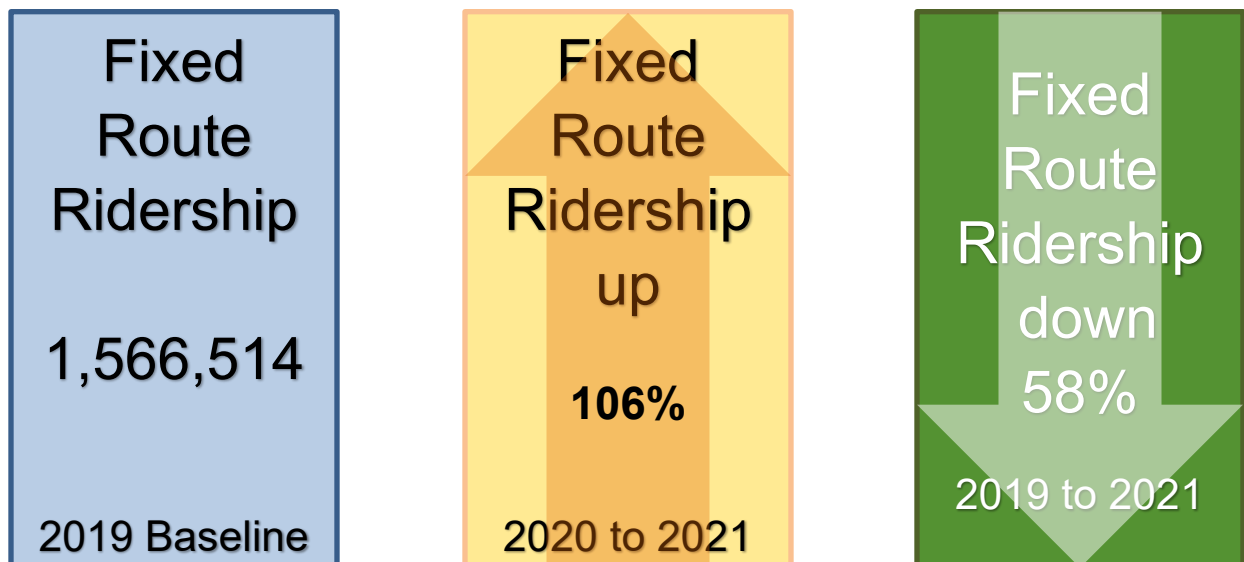
Ridership in Q4 of 2021 continues to be impacted by the COVID-19 emergency. Compared to the same quarter in 2019, ridership is down 58%. When ridership is compared to the same quarter in 2020, a 106% increase is observed. As restrictions are lifted, vaccination increases, and additional services are added, we expect to see it reflected in boardings.

Fixed Route Cost Per Boarding $5.21

2019 Baseline

Fixed Route Cost Per Boarding down 47%

2020 to 2021

Fixed Route Cost Per Boarding up 111%

2019 to 2021

Cost per passenger boarding has risen 111% from $5.51 in Q4 of 2019, our pre-pandemic comparison quarter. Reduced ridership, fixed costs plus the added costs associated with sanitation, and modifications are responsible for this significant increase in the cost of providing fixed route service.

Cost per passenger boarding has decreased -47% since the same quarter last year as passenger volume increases, bus capacity restrictions were lifted, and operational costs stabilize.

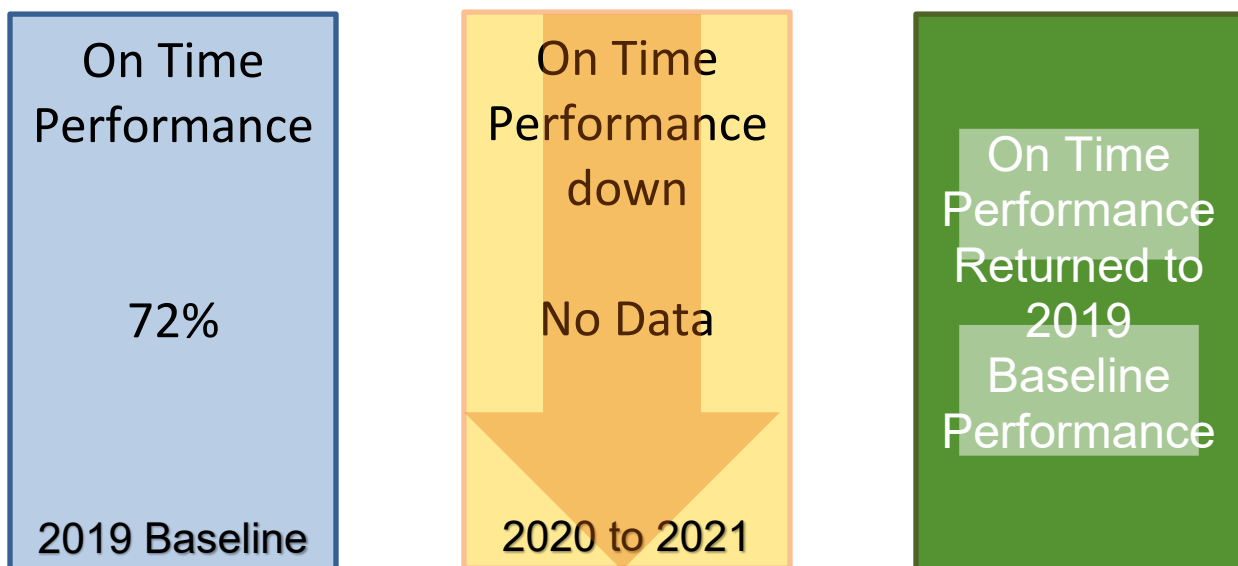# Fixed Route Satisfaction, Reliability and Safety

Satisfaction

Customer satisfaction can be evaluated using the number of complaints received by our Customer Service Officer. Complaints have decreased 54% over non-pandemic levels. This is not particularly surprising considering smaller passenger loads. Complaints have decreased since this same time last year as service has slowly returned and riders become more aware of modified services and alternatives such as FlexRide.

| Complaints per 100,000 Boardings 1.3 2019 Baseline | Complaints down 60% 2020 to 2021 | Complaints down 54% 2019 to 2021 |

Reliability as Measured by On-Time Performance

On-Time Performance is used as the measure of reliability for reporting purposes. On-Time Performance has been observed at 72% and has returned to pre-pandemic levels.

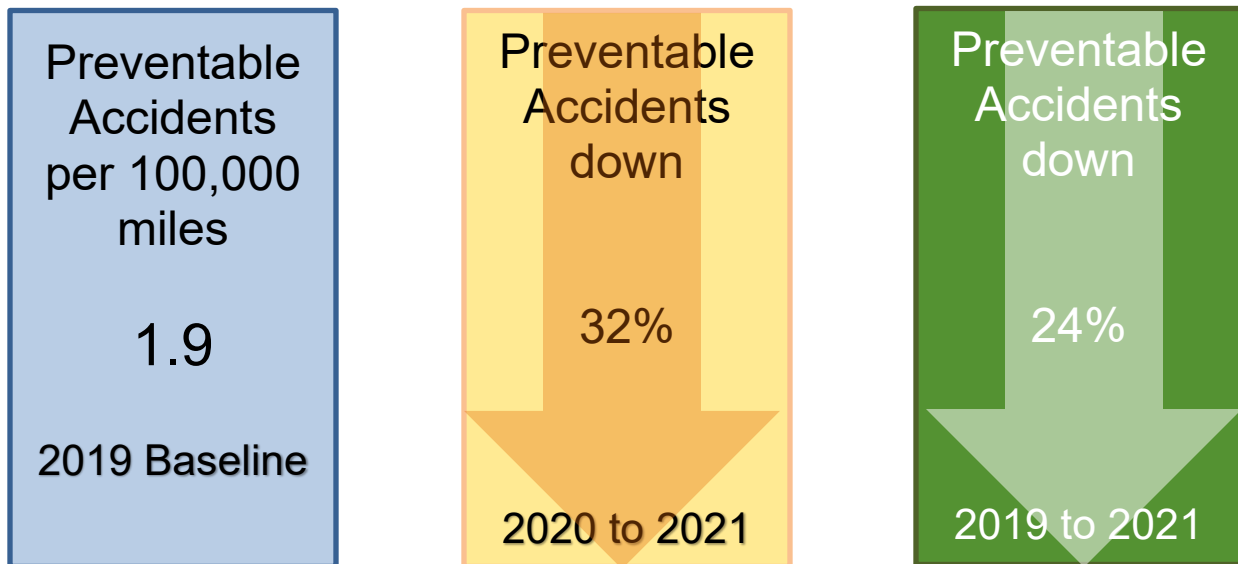| On Time Performance 72% 2019 Baseline | On Time Performance down No Data 2020 to 2021 | On Time Performance Returned to 2019 Baseline Performance |

Fixed Route Road Calls as a Measure of Reliability

Technology issues have limited the access to this data. Data will be available for subsequent quarterly service reports.
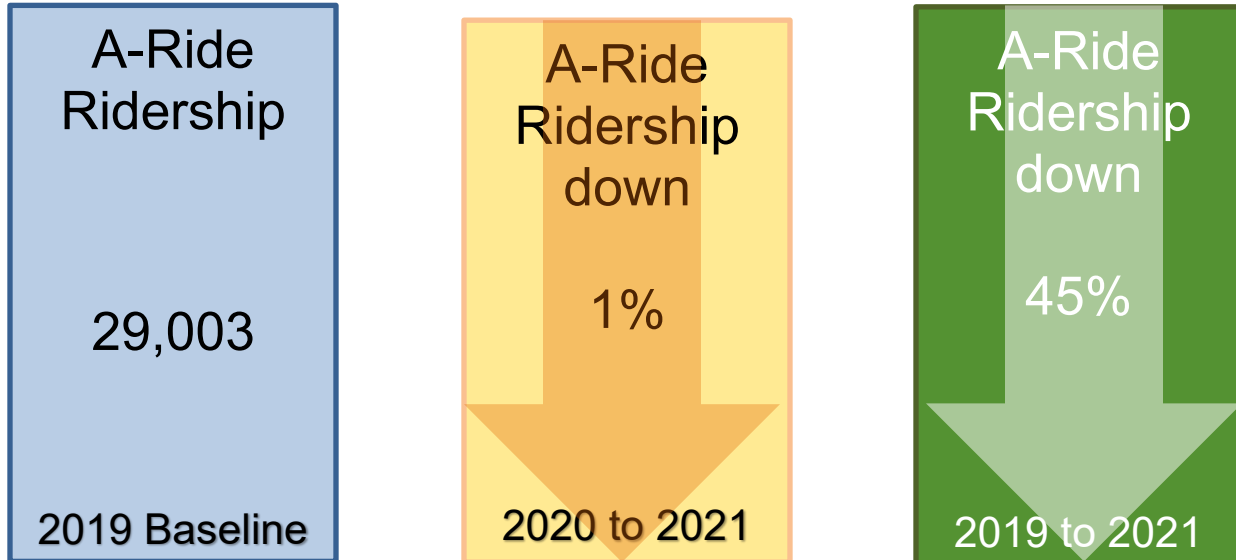
Fixed Route Safety

This metric reports a significant decrease in preventable accidents and incidents in since last year and 2019. Operations staff is actively investigating the fluctuations between quarters and looking for the root cause.

| Preventable Accidents per 100,000 miles 1.9 2019 Baseline	Preventable Accidents down 32% 2020 to 2021	Preventable Accidents down 24% 2019 to 2021

A-Ride: Paratransit Ridership and Costs

The COVID-19 emergency has continued to impact demand for paratransit services in Q4 of 2021. Ridership numbers have decreased 1% since this time last year.

A-Ride Ridership	A-Ride Ridership down	A-Ride Ridership down
29,003	1%	45%
2019 Baseline	2020 to 2021	2019 to 2021

The obligation to observe social distancing for medically compromised passengers, is reflected in an increase in cost per boarding since Q4 of 2019. That obligation has since ended July 1, 2021. Cost per boarding in has decreased since this same quarter last year. ADA passengers are most likely to continue to modify their travel patterns as they represent a vulnerable population.

When considering A-Ride costs and service, it should be noted that in the year-to-year comparison of quarters, Q4 2019 and 2020 represents A-Ride completely outsourced and in 2019 also comingled with GoldRide Service. Costs for Q4 of 2021 represents a directly operated A-Ride service for two months and one month of contracted service and a return of a modified GoldRide service. This includes start-up costs for the contractor.

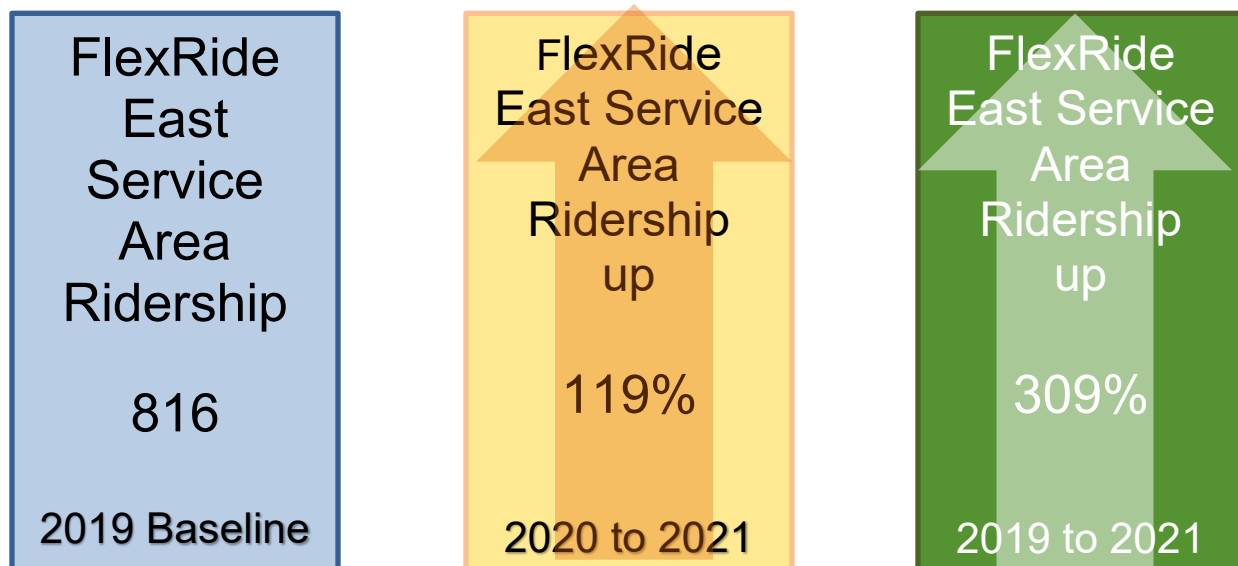| Cost per Boarding	Cost per Boarding up	Cost per Boarding up
$39.09	66%	244%
2019 Baseline	2020 to 2021	2019 to 2021
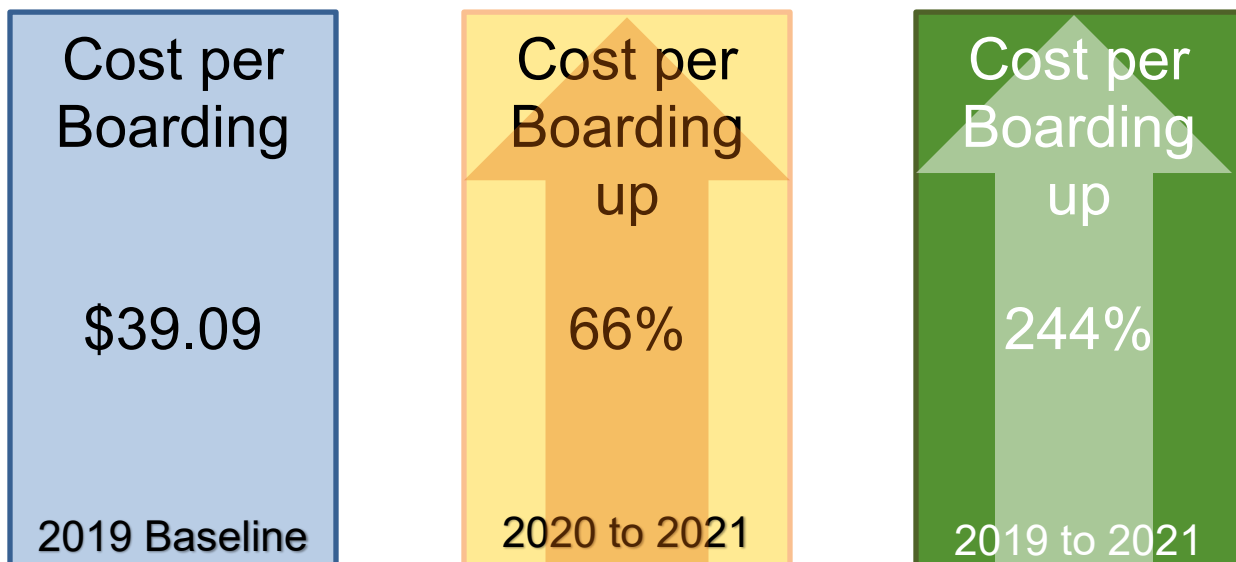
There is a marked increase in valid complaints in the last quarter of the year from A-Ride passengers. This is attributed to the handover of service to MV Transit. There were several days where trips were missed or seriously late. Each of these days included close oversight from TheRide staff and problems were remedied and corrected within the first two weeks. The number of complaints have reduced since and many of the transition issues were successfully resolved.
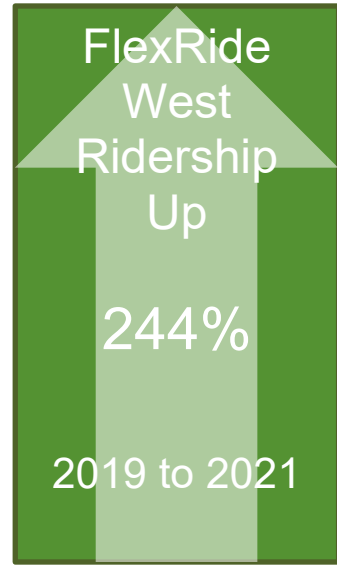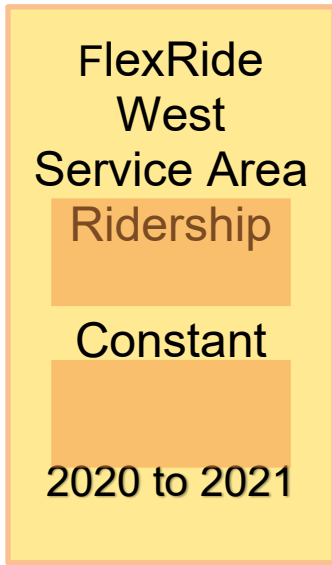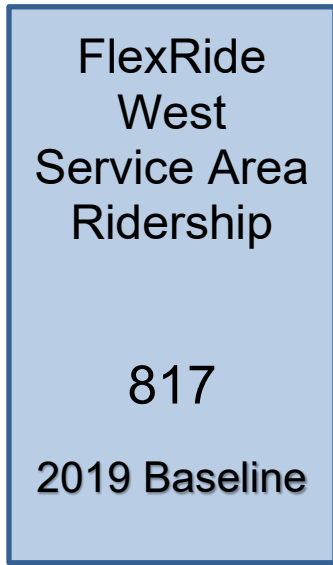
VanRide

At the end of Quarter 4, VanRide data are inaccessible due to technology limitations. Given the current atmosphere of safe social distancing and more work-from-home options, it is fair to assume VanRide has yet to rebound. The pandemic has dramatically changed commuting patterns and modes. Data will be available in subsequent quarterly reports.

FlexRide

Since the expansion of the FlexRide Service, the East Service Area has seen use increase 119% over the prior year and 309% increase since 2019. Use of the FlexRide service is expected to decline as Fixed Route Service returns to these areas.

FlexRide East Service Area Ridership 816 2019 Baseline	FlexRide East Service Area Ridership up 119% 2020 to 2021	FlexRide East Service Area Ridership up 309% 2019 to 2021

FlexRide
West
Service Area
Ridership

817

2019 Baseline

FlexRide
West
Service Area
Ridership

Constant

2020 to 2021

FlexRide
West
Ridership
Up

244%

2019 to 2021

Use in the FlexRide West area has remained constant since Q4 of 2020 but has increased 244% since 2019.

Q4 2021 Service Metrics

Fixed Route	FY 2019	FY 2020	FY 2021	Q4 2020 -Q4 2021	Q4 2019-Q4 2021
Measure	Q4	Q4	Q4		
Revenue Miles		466,354	690,899	48%	
Revenue Hours	68,109	44,016	55,640	26%	-18%
Operational Cost	$8,632,237	$7,076,525	$7,740,606	9%	-10%
Boardings	1,566,514	322,766	665,126	106%	-58%
Boardings/Revenue Hour	23	7.3	12.0	63%	-66%
Cost/Revenue Hour	$126.74	$160.77	$139.12	-13%	10%
Cost/Boarding	$5.51	$21.92	$11.64	-47%	111%
Preventable Accidents Injury/100,000 miles	1.9	2.1	1.4	-32%	-24%
On-time Performance	72%	NA	75%		3%
Avg Miles Between Road Calls	26,667	27,852	NA	-100%	-100%
Average Age of Fleet	6.5	6.1	6.4	5%	-2%
Complaints/100,000 Boardings	1.3	1.5	0.6	-60%	-54%
Compliments/100,000 Boardings	3.8	3.7	1.7	-55%	-56%

NA = Data Not Available

Q4 2021 Service Metrics

ARide/ParaTransit	FY 2019	FY 2020	FY 2021	Q4 2020 -Q4 2021	Q4 2019-Q4 2021
Measure	Q4	Q4	Q4		
Revenue Miles	183724	130,325	144,518	11%	-21%
Revenue Hours	20,886	17,093	10,661	-38%	-49%
Operational Cost	$1,246,502	$1,313,482	$2,162,030	65%	73%
Senior Trips	2885	0	23	-	-99%
Total ADA Trips	29,003	16,238	16,094	-1%	-45%
Cost/Revenue Hour	$59.68	$80.89	$202.80	151%	240%
Boardings/Revenue Hour	1.53	0.95	1.28	35%	-16%
Cost/Boarding	$39.09	$80.89	$134.34	66%	244%
Ontime Performance with 30 Minute Service Window	96%	NA	97%	NA	1%
Complaints/100,000	72.4	37.0	142.9	287%	97%
Compliments/100,000	NA	86.2	18.6	-78%	
ADA Service Denials/ADA Boardings	0	0	0	0	0

NA = Data Not Available

Q4 2021 Service Metrics

VanRide	FY 2019	FY 2020	FY 2021	Q4 2020 -Q4 2021	Q4 2019-Q4 2021
Measure	**Q4**	**Q4**	**Q4**		
Number of Vanpools at End of Quarter	118	88	NA	-	-
Number of Rider Trips Taken	64679	34,755	NA	-	-
Avg Fuel Cost to Rider	30.92	$31.17	NA	-	-
Avg Monthly Rider Miles	1117	1161	NA	-	-
Federal Subsidy/Rider Trip	2.66	$4.62	NA	-	-
Rider Miles/Gallon	98.3	78.43	NA	-	-

FlexRide	FY 2019	FY 2020	FY 2021	Q4 2020 -Q4 2021	Q4 2019 -Q4 2021
Measure	**Q4**	**Q4**	**Q4**		
Operational Cost (Contractor)	**$45,178**	**$103,078**	**$203,817**	**98%**	**351%**
East Service Area	816	1523	3338	119%	309%
West Service Area	817	1344	1344	0%	65%
Cost/Boarding	$27.67	$35.95	$43.53	21%	57%

NA = Data Not Available

Quarterly Satisfaction and Service Report: Glossary of Terms

Boardings (*Unlinked Passenger Trips*, a transit industry standard metric)
The number of passengers who board public transportation vehicles. Passengers are counted each time they board a vehicle no matter how many vehicles they use to travel from their origin to their destination. Reported to the National Transit Database.

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

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

On-time Performance
Percentage of buses that leave scheduled timepoints within 0-5 minutes of the posted schedule. Transit industry standard metric.

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

CEO Report

Meeting: Board of Directors

Meeting Date: December 16, 2021

INFORMATION TYPE

Other

OPERATIONAL AND PROJECT UPDATES

CEO CONCERNS ABOUT STAFF WORKLOAD
Staff of TheRide has continued their work with distinction during the pandemic. Until recently the workload, while heavy, was being managed. However, the combined impacts of rising COVID infections, staff turnover, a limited labor force, overtime and burnout, and converging timelines may be overwhelming staff, and the CEO is seriously considering how to reduce pressure on staff by deferring work or reducing workload to sustainable levels. We appreciate the patience and understanding of the Board and the public as we work through this hopefully temporary situation.

TEMPORARY SERVICE REDUCTIONS CONSIDERED
Due to reduced availability of operations staff, plans are underway to reduce service frequency on several routes with details to be shared at the Board meeting.

STAFFING UPDATE
A new Motor Coach Operator (MCO) class of four graduated on December 3. The application period for the next class has closed. Our goal is to hire ten more MCO's. Job postings are still open for several open positions. We have posted a job opportunity for Road Supervisors.

RESTORING SERVICES AFTER CYBER ATTACK
We are very close to reinstating our passenger-facing and internal computer systems. We expect them to be restored before the end of year or sooner. The forensic investigation is nearing resolution.

FY 2021 EXTERNAL FINANCIAL AUDIT
Staff and the Audit Task Force are engaged in the annual financial audit. The audit report is expected to be completed in February and be presented to the Board for approval at the March Board Meeting.

FTA TRIENNIAL REVIEW
The Federal Transit Administration (FTA) has notified us that our Triennial Review (every three years) is beginning and has requested information be provided to them by January 21st with the virtual on-site review to be conducted at a later time to be determined. Due to the level of effort required to complete the request while we are experiencing extenuating circumstances, we are requesting to postpone the required date for submission of the requested information. The Review is an important audit of compliance with federal regulations, impacts federal funding, and is used as evidence in several monitoring report to the Board.

BUSES DONATED
TheRide donated two retired buses to support the Washtenaw County's new Mobile Services program. The Mobile Services program is intended to improve access to the County's programs and services in underserved communities. The buses had reached the end of their lifespans and were being retired. There was no residual value in the vehicles for TheRide.

MASK MANDATE EXTENDED
The federal government extended the mask mandate for public transportation vehicles and facilities to March 18, 2022. TheRide will be asking all customers and visitors to comply, and requiring all staff to comply.

PROPULSION STUDY
Staff are working with the Stantec consulting team and the study of costs/benefits of alternative propulsion technologies is underway. An initial Existing Condition memo is expected around New Years. The CEO hopes to bring more information on this subject to the Board before June 2022.

LABOR NEGOTIATIONS
A first meeting between management and our union (TWU Local 171) occurred on December 7th.

REGIONAL TRANSIT AUTHORITY
The RTA is bringing a final draft plan to its board on December 16th. AAATA staff did provide feedback on the draft. It is still not clear whether the RTA will be making a ballot proposal to voters in November 2022.

LOCAL ADVISORY COMMITTEE (LAC)
The Local Advisory Committee met on December 7.

TRANSPORTATION COMMISSION (ANN ARBOR)
Staff attended the City of Ann ArborTransportation Commission meeting on November 17th. There was extensive discussion about the East Medical Center Drive Bridge project regarding adding lanes to the bridge. The Commission will be asked to vote on it at the next meeting on December 16. I am also sad to share the passing of long time Transportation Commissioner Diane Feldt. A tribute to her can be found at this link

WATS POLICY COMMITTEE UPDATE
The Washtenaw Area Transportation Study Policy Committee met on November 17. The CEO made a presentation on TheRide's long-range plan. While there was general support for expansion of transit services there was also some concern about taxes.

FEDERAL VACCINE MANDATE
The previously announced federal vaccine mandate is still working its way through the courts and is not in effect at this time. TheRide is waiting for resolution on this matter before taking further steps.

SUPPLY CHAIN IMPACTS & INFLATION
Staff are monitoring our supply chains and monetary developments. Disruptions to industrial supply chains are clearly impacting the transit industry, with many manufacturers reporting delays and shortages. TheRide's next delivery of eight replacement buses is tentatively expected in July 2022 but could still be impacted. We are retaining old buses until new ones are delivered. We are also bracing for some degree of inflation as shortages of labor power and materials impact supply lines. There is substantial uncertainty about the duration and degree of these impacts.