



Board of Director's Meeting Agenda

Meeting Date/Time: ~~February 17, 6:30-9:00pm~~ **Rescheduled Date/Time:** February 24, 6:30-9:00pm

Members: Eric Mahler (Chair), Mike Allemang (Treasurer), Jesse Miller (Secretary), Rich Chang, Raymond Hess, Roger Hewitt, Ryan Hunter, Kathleen Mozak, Susan Pollay, Kyra Sims

Location: Ann Arbor District Library
Virtual attendance available [via Zoom](#) Passcode: 983308

Agenda Item	Info Type	Details	Page #
1. OPENING ITEMS			
1.1 Approve Agenda	D	Mahler	
1.2 Public Comment	O		
1.3 General Announcements	O		
2. CONSENT AGENDA			
2.1 Board Meeting Minutes December 16, 2021	D		2
2.2 Committee Meeting Summaries (January & February)	D		11
2.3 Transportation Commission Delegates	D		23
2.4 FY2023 State Application Resolution	D		24
3. STRATEGY & OPERATIONAL UPDATES: CEO			
3.1 Y-Lot Update	D	Yang / Hall	27
3.2 CEO Report	O	Carpenter	43
4. POLICY MONITORING & DEVELOPMENT			
4.1 Monitoring 1.0 Ends	M	Carpenter	45
4.1.1 LAC Ownership Feedback (Verbal)	O	Weber	
4.2 4.0-4.4 Board Management Delegation Policies Survey	M	Mahler	77
4.3 Monitoring Streamlining (Verbal)	D	Allemang	
5. EMERGENT ITEMS			
6. CLOSING ITEMS			
6.1 Topics for Next Meetings Audit Monitoring Report 2.5 Financial Conditions Millage LRP		Thursday, March 17, 2022	
6.2 Public Comment	O		
6.3 Closed Session (Pursuant to 8(c) of OMA)	O	Mahler	
6.3 Adjournment			

Monitoring, D = Decision Preparation, O = Other

Board of Director's Meeting Notes

Meeting Date/Time: December 16, 2021, 6:30-9:00pm

Location: REMOTE

Board Member Attendees: Eric Mahler (Chair), Raymond Hess, Roger Hewitt, Jesse Miller, Kyra Sims, Kathleen Mozak, Mike Allemang, Susan Pollay, Rich Chang

AAATA Staff Attendees: Matt Carpenter, Dina Reed, Forest Yang, Bryan Smith, Mike Blackston, LaTasha Thompson, Gwyn Newsome, Kelly Reynolds, Deborah Holt

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

Agenda Item
1. OPENING ITEMS
1.1 Approve Agenda Mr. Rich Chang moved to approve the agenda, seconded by Mr. Jesse Miller. In support of the motion: Mr. Mike Allemang (reporting in from Savannah, GA): Yes Mr. Rich Chang (reporting in from Washtenaw County, MI): Yes Mr. Raymond Hess (reporting in from Ann Arbor, MI): Yes Mr. Roger Hewitt (reporting from Ann Arbor, 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 Ann Arbor, MI): Yes The motion passed unanimously.
1.2 Public Comment Robert Pawlowski shared his thoughts on upcoming millage - feels it will be critical issue for local community. Also suggested the consideration of implementing a regional transit fee structure. Jim Mogensen shared concerns that the language in millage and long-range plan might confuse voters. He shared concerns potential monitoring reforms could result in citizens losing access to decisions and conversations made by the board.
1.3 General Announcements
1.3.1 Service Adjustments Mr. Smith informed the board that with labor shortages, Route 68 will be suspended and there

will be a reduction in frequency on Routes 62, 4 and 24 as of December 23, 2021. These reductions will coincide with the normal winter reduction in service.

Mr. Smith fielded questions from Ms. Mozak and Mr. Miller regarding public notification of changes. A press release will be sent out and shared via social media platforms and transit centers, along with the addition of signage at transit centers and on buses.

Mr. Miller inquired about recruitment process considering national labor shortages.

Mr. Smith shared with the board that efforts are being made to broaden recruitment strategies, yet applications are still consistently low.

Ms. Mozak referred to Route 68 elimination and asked if flex-ride would be an option. She also asked if there are age limitations placed by insurance on the age of bus operators.

Mr. Smith responded that 5 years of driving experience was required. He confirmed that Route 68 will now be covered partially by flex route and other routes.

2. CONSENT AGENDA

2.1 Board Meeting Minutes November 18, 2021

2.2 Committee Meeting Summaries

Chairman Mahler introduced the Consent Agenda that included items 2.1 and 2.2. Ms. Mozak moved to approve the Consent Agenda as presented, seconded by Mr. Miller.

In support of the motion:

Mr. Allemang: Yes

Mr. Chang: Yes

Mr. Hess: Yes

Mr. Hewitt: Yes

Mr. Hunter: Yes

Mr. Miller: Yes

Ms. Mozak: Yes

Ms. Pollay: Yes

Ms. Sims: Yes

Chairman Mahler: Yes

The Consent Agenda was accepted as presented.

3. POLICY MONITORING & DEVELOPMENT

3.1 Monitoring 2.1 Treatment of the Traveling Public

Mr. Carpenter outlined the policy summary. He made note that the publishing of the Ride Guide had stopped during pandemic due to changing routes/services. Service information was kept up to date online but there have been limitations and concerns with this approach as there are people without online access. He shared that the service committee recommended it be accepted at a Level B of compliance.

Mr. Carpenter and Mr. Smith responded to Mr. Allemang's question regarding complaints from the public about the lack of printed materials – they shared that early on there were complaints but those had dwindled over time. Printed materials are provided to the public if requested.

Mr. Hess brought up his concerns that when a report has areas that are not in compliance there is no timeline to remedy.

Mr. Chang also asked the plan for tracking deficiencies in monitoring reports.

Ms. Mozak suggested adding updates/expectations to later agendas for non-compliant items and Mr. Miller agreed that this would be a good practice to begin.

Mr. Mahler agreed with the discussion that follow-up needs to occur at the Board level and suggested that this topic be added to the agenda for the Governance Committee.

Mr. Hess also noted that many of the monitoring items were tied to Triennial review and that perhaps many items in the monitoring report might not need to be done yearly.

Mr. Mahler raised concerns that a 3-year review for this report is too long of a period between monitoring.

Ms. Mozak shared concerns regarding ADA and Title VI metrics being concentrated on just physical disabilities. She suggested adding additions to the report on positive metrics that are done in addition to the ADA and Title VI accessibility parameters.

Mr. Miller also raised concerns about the CEO interpretation of Policy 2.1.1 regarding what is defined as a "facility" in relation to reasonable accessibility for riders. He feels that AAATA maintains bus stops and therefore they should be viewed as facilities within this policy.

Mr. Carpenter shared that after further conversation with Mr. Miller, he recognized Mr. Miller's understanding of the definition of facilities would also be a reasonable interpretation for the policy. Yet that would mean he'd need approval for all work done at every bus stop. The board might also choose to edit/clarify the policy to specify bus stops.

Mr. Miller said he doesn't find Mr. Carpenter's interpretation as complete due to this exclusion and he asked the board if they see this as a matter of policy definition or policy interpretation.

Mr. Hess suggested Mr. Carpenter and staff receive board input and take a few months to revise the items to ensure compliance is met. He once again mentioned that non-compliant issues are not tracked or followed up on.

Mr. Mahler discussed either committing to the monitoring process or finding a more efficient method. He was concerned about adding to the staff workload if the board adopts a practice of asking for follow-up work to be done on reports in addition to regularly scheduled reports that are already done. This relates to the board already wanting to discuss monitoring reforms. He asked the board to vote on the monitoring report.

Mr. Miller motioned for the vote to accept as B in compliance with items noted as 2.1.3 and 2.1.1. Mr. Chang seconded the motion.

In support of the motion:

Mr. Allemang: Yes

Mr. Chang: Yes

Mr. Hess: No

Mr. Miller interjected the vote and requested more discussion before it is put fully to vote. Asked Mr. Hess if he wanted to add more items to B.

Mr. Hess clarified that he preferred to delay accepting to give time for them to be addressed before bringing them back to the board. He felt that accepting the report in any form means it is archived and not discussed until the next time the monitoring report is due.

Mr. Mahler reminded the board that a motion was made to accept and had been started. He asked Mr. Miller if he preferred to withdraw motion for further discussion and Mr. Miller agreed to withdraw motion.

Ms. Pollay asked Mr. Hess if he preferred that an amendment is made per the discussion to accept the report except for those items noted. Staff could be given time – perhaps two months – to adjust metrics or make changes and return their findings to the board.

Mr. Hess noted that this could be a good compromise to the motion, yet the challenge is that this report has differences in interpretation between the CEO and board members.

Mr. Mahler reiterated that the motion doesn't have to be passed and put away, that an amendment could be added to an agenda at a later date.

Mr. Hewitt motioned for the vote to accept as B in compliance except for items noted and add 2.1.3, 2.1.3.1 and 2.1.1 and request CEO return a report to the Board within 2 months. Mr. Hess seconded the motion.

Mr. Miller discussed amending Mr. Hewitt's motion by adding 2.1.2 and 2.1.5 as they also include information related to Triennial review.

Mr. Hewitt rejected those additions, and a vote was called.

In support of amending the motion:

Mr. Allemang: No
Mr. Chang: Yes
Mr. Hess: Yes
Mr. Hewitt: No
Mr. Miller: Yes
Ms. Mozak: Yes
Ms. Pollay: Yes
Ms. Sims: No
Chairman Mahler: No

Motion to add the amendment to the original motion passed by a vote of 5-4.

Ms. Pollay wanted to clarify that within the report the consensus is that the triennial review is sufficient to use as a tool of measurement but not the only tool.

Mr. Hess confirmed that his point is that the review should be removed as a metric because it's done every 3 years. He is asking the board to use better data metrics for better interpretation.

Mr. Mahler asked the board if triennial data is unreliable for compliance or if better metrics need to be discussed for use in this report.

Board further discussed the expansion of the motion and the understanding of the interpretation of compliance.

Mr. Hewitt's motion with amendments made by Mr. Miller restated as a motion to accepting the report as Level B with the exclusion of items noted as 2.1.1, 2.1.3, 2.1.3.1, 2.1.2. and 2.1.5.

In support of amending the motion:

Mr. Allemang: No
Mr. Chang: Yes
Mr. Hess: Yes
Mr. Hewitt: Yes
Mr. Miller: Yes
Ms. Mozak: Yes
Ms. Pollay: Yes
Ms. Sims: Yes
Chairman Mahler: No

Motion with amendments added to pass as amended passed by a vote of 7-2.

Mr. Mahler stated that staff is to come back with the items noted by February meeting with an update on compliance.

3.2 Monitoring Reforms

Mr. Allemang shared with the board that the objective of monitoring reforms is to simplify monitoring process with board and staff rather than a broad monitoring reform. He feels the current board discussion has proven his point that too much time is being spent on small details. He has received suggestions that he will share at a scheduled meeting with Rose Mercier and asked if other board members would consider creating a task force.

Ms. Mozak discussed how there is value to monitoring reports being under consent agenda and volunteered to join taskforce.

Ms. Sims agreed with suggestions Mr. Allemang brought forth regarding monitoring reforms and would like feedback from the CEO and staff on priorities related to time spent on monitoring reports.

Ms. Pollay asked for better understanding on the role of committees vs. the role of the board in relation to policy work.

Mr. Mahler explained that some policies belong in specific committees which allow for deeper review, yet some policies do belong at full board level.

Taskforce will consist of Mr. Allemang, Ms. Mozak, Mr. Hess and Mr. Chang.

4. STRATEGY & OPERATIONAL UPDATES: CEO

4.1 Long-Range Plan Input

Mr. Yang shared a summary of round 2 of public engagement. The public would like enhancement to transit services and are willing to pay if there are clear benefits. The resulting considerations are for more collaboration with U of M, municipalities and RTA, cost, and feasibility of the road network. He provided four long-range plan scenario summary options. Scenario 4 was based on major enhancement and was survey feedback showed this scenario was preferred. A more detailed report of findings will be shared with the board and published to the website very soon.

Ms. Pollay asked if capital costs will still be available at a federal level considering political landscape.

Mr. Yang responded that local share is still needed to support project.

Mr. Carpenter added that grants are also used, yet the exact source of all future funding source isn't known. Once a project plan is finalized, a funding plan is put into place.

4.2 FY2021 Q4 Service Report

Mr. Smith highlighted that fixed ridership has increased, yet not to pre-pandemic levels. He also shared that para-transit service has had an increase in complaints and is being monitored. He feels this may be in part to having contracted services to MD Transit – many of the complaints and problems occurred within a few days of this transfer of service and were remedied/corrected. He also noted an increase in flex-ride. Commended his assistant, Kelly Reynolds in gathering information despite challenges with the cyber-attack. Next report will have air-ride information included.

4.3 CEO Report

Ms. Reed shared that real-time information data is now working for customers and thanked staff throughout the organization for their contributions in restoring this service. She also shared that triennial review required documentation had been due in January. An extension was requested, and the FTA granted the extension request, so the documentation deadline is March 25th.

Mr. Carpenter outlined concerns regarding workload on staff due to staffing shortages and an increase in covid infections. This has led to the decision to temporarily reduce several routes as Mr. Smith had shared earlier in the meeting. He noted that the board of the Regional Transit Authority Board met earlier in the day and they approved the long-range plan and, they will not be going to voters in 2022 which may impact some AAATA decisions going forward. Mr. Carpenter expressed his gratitude to staff during the current challenges circumstances.

Mr. Carpenter also provided an update on return to in-person meetings as the Michigan OMA requires in-person meetings resumes January 2022. A working plan is in place to return to using the Ann Arbor District Library along with continuing to use a virtual option. The library has made significant changes to the space the board used previously.

Mr. Allemang disclosed to the board that due to health limitations he will not be able to join in-person meetings.

Mr. Carpenter stated that at this time legislature has no plans to extend the virtual allowance for open meetings.

Mr. Hess and Mr. Chang offered to draft a board statement objecting to in-person meetings to send to legislators and will share with board at the next meeting.

Ms. Mozak had questions regarding cleaning practices for in-person meetings and Mr. Carpenter said he will contact the AADL for further information on those practices.

5. EMERGENT ITEMS

Chairman Mahler shared with the board that the audit task force had met and a plan is in place and more information will be shared in the spring.

Mr. Chang expressed concerns about staffing shortages, recruitment strategies and whether this warranted further board discussion.

Mr. Carpenter responded that this topic falls under means and would require additional work on staff to prepare. Mr. Chang concurred.

6. CLOSING ITEMS

6.1 Topics for Next Meetings

Monitoring: 1.0 Board Ends
Disclosure Statements due 1/19/22

6.2 Public Comment

Mr. Pawlowski commented that he is looking forward to returning to in-person meetings. He complimented Mr. Carpenter on his work in the past year and will be publicly promoting millage.

Mr. Mogensen commented that with concerns to returning to in-person public open meetings, many faith communities have been meeting safely. Commented that he thinks the pandemic has impacted some aspects of policy governance.

6.3 Closed Session (Pursuant to 8(c) and 8(h) of OMA)

Ms. Sims motioned to go into closed session for strategy connected with negotiation of a collective bargaining agreement pursuant to Section 8(c) of the Open Meetings Act. This was seconded by Mr. Hewitt.

Vote to go into closed session

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

Board voted unanimously to go into closed session.

Ms. Pollay motioned to go out of closed session, seconded by Mr. Miller.

Vote to leave closed session

Mr. Allemang - Yes
Mr. Chang - Yes
Mr. Hess – Yes
Mr. Hewitt: 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. Allemang and seconded by Ms. Pollay

Mr. Allemang – Yes

Mr. Chang – Yes

Mr. Hess – Yes

Mr. Hewitt: Yes

Mr. Miller - Yes

Ms. Mozak – Yes

Ms. Pollay – Yes

Ms. Sims – Yes

Chairman Mahler – Yes

Board voted unanimously to go leave closed session.

Meeting ended at 9:55pm

Respectfully Submitted: Deborah Holt

DRAFT

Board of Director's Meeting Notes

Meeting Date/Time: January 20, 2022, 6:30-9:00pm

The January 20, 2022
Board of Director's Meeting
was **cancelled**.

No minutes.

DRAFT

Governance Committee Meeting Notes

Meeting Date/Time: December 20, 2021 - 9:00-10:30am

Members: Eric Mahler (Chair), Mike Allemang, Roger Hewitt, Jesse Miller

Staff: Matt Carpenter, Bryan Smith, Dina Reed, Forest Yant, Kelly Reynolds, Deborah Holt

Location: REMOTE – via Zoom

Mr. Mahler called the meeting to order at 9:05am

Agenda Item
1. OPENING ITEMS
<p>1.1 Agenda (Additions, Approval) No additions noted.</p> <p>1.1 Communications No new communications shared.</p>
2. POLICY MONITORING & DEVELOPMENT
<p>2.1 Agendas All committee agendas were approved.</p> <p>2.2 Monitoring Reforms Mr. Allemang shared that task force has been created (Allemang, Hess, Change, Mozak) and will be meeting with Rose Mercier in January. Continued discussion regarding monitoring report timelines.</p>
3. STRATEGY & OPERATIONAL UPDATES: CEO
<p>3.1 Long-Range Plan Feedback (Verbal) Mr. Yang shared feedback from the second round of public engagement and updates on next-steps in the planning process.</p> <p>3.2 2022 Millage Discussion Mr. Carpenter shared with the committee the most recent updates on the millage planning process. The committee discussed various planning options.</p> <p>3.3 CEO Expense Report Mr. Carpenter shared CEO Expense Report with committee.</p>
4. CLOSING ITEMS
<p>4.1 Topics for Next Meeting Millage LRP</p>

4.2 Adjournment

Chairman Mahler thanked the committee and staff and adjourned the meeting at 10:31 am.

Respectfully submitted: Deborah Holt

DRAFT

Service Committee Meeting Notes

Meeting Date/Time: January 5, 2022, 9:00-11:00am

Members: Roger Hewitt (Chair), Jesse Miller, Kathleen Mozak, Susan Pollay

Staff: Matt Carpenter, Dina Reed, Forest Yang, Don Bowlin, Mary Boonin, Kelly Reynolds, Rosa-Maria Njuki, Deb Holt

Consultants: Ben Goodge, Yuval Grinspun, Dennis Fletcher

Location: REMOTE – via Zoom

Mr. Hewitt called the meeting to order at 9:01am

Agenda Item
1. OPENING ITEMS
<p>1.1 Agenda (Additions, Approval) Mr. Carpenter requested moving discussion of item 3.1 Long-Range Plan Feedback after item 1.2 Communications as Mr. Yang was providing a presentation. The committee approved and had no other additions.</p> <p>1.2 Communications Mr. Carpenter shared with the committee that current staffing shortages (due to covid) are being carefully monitored. Will make changes and adjustments to services as needed.</p>
2. POLICY MONITORING & DEVELOPMENT
<p>2.1 Monitoring Reforms Mr. Carpenter shared with the committee that a meeting will be held with task force on Jan 6. There are no new updates to share at this time.</p> <p>2.2 Monitoring: 2.0 Global Limitations Mr. Carpenter shared the monitoring report and board feedback with the committee.</p> <p>The committee unanimously recommended forwarding to the Board as “B in compliance, except for items noted.”</p>

3. STRATEGY & OPERATIONAL UPDATES: CEO

3.1 Long-Range Plan Feedback *(presented after 1.2 Communications)*

Mr. Yang and consultants from Left Turn Right Turn Ltd. presented the committee a draft long-range plan. The draft presentation included previous feedback, a draft final plan overview, preliminary outcomes and details, and next steps.

3.2 2022 Millage Discussion

Mr. Carpenter briefed the committee on planning for millage steps and potential deadlines. The committee reviewed and discussed the timeline.

4. CLOSING ITEMS

4.1 Topics for Next Meeting

Millage
LRP

4.2 Adjournment

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

Respectfully Submitted: Deborah Holt

DRAFT

Finance Committee Meeting Notes

Meeting Date/Time: January 11, 2022, 3:00 – 5:00pm

Members: Mike Allemang (Chair/Treasurer), Raymond Hess, Kyra Sims, Eric Mahler

Staff: Matt Carpenter, Forest Yang, Bryan Smith, Mary Boonin, Kelly Reynolds, Rosa-Maria Njuki, Deb Holt

Consultants: Ben Goodge, Yuval Grinspun, Dennis Fletcher

Location: [REMOTE – Via Zoom](#)

Passcode: 038107

Mr. Allemang called the meeting to order at 3:03pm

Agenda Item
1. OPENING ITEMS
<p>1.1 Agenda (Additions, Approval) Mr. Allemang requested moving item 3.1 Long-Range Plan discussion up on the agenda to after item 1.2 Communications to allow Mr. Yang and consultants time with the presentation. The committee approved and there were no other additions.</p> <p>1.2 Communications Mr. Carpenter shared that Ms. Reed would be unable to join the meeting.</p>
2. POLICY MONITORING AND DEVELOPMENT
<p>2.1 Monitoring Streamlining Mr. Allemang shared that the monitoring task force met with Rose Mercier on January 6, 2022 and gathered input and ideas. Ms. Mercier will be providing appropriate feedback and the group will be meeting again on February 11, 2022.</p>
3. STRATEGY & OPERATIONAL UPDATES: CEO
<p>3.1 Long-range Plan Feedback <i>(presented after 1.2 Communications)</i> Mr. Yang and consultants from Left Turn Right Turn Ltd. presented the committee a draft long-range plan. The draft presentation included previous feedback, a draft final plan overview, preliminary outcomes and details, and next steps.</p> <p>3.2 2022 Millage Discussion Mr. Carpenter briefed the committee on planning for millage steps and potential deadlines. The committee reviewed and discussed the timeline.</p>
4. CLOSING ITEMS
<p>4.1 Topics for Next Meetings Monitoring Streamlining Millage LRP</p>

4.2 Adjournment

Mr. Allemang thanked the committee and staff and adjourned the meeting at 4:59pm

Respectfully Submitted: Deborah Holt

DRAFT

Governance Committee Meeting Notes

Meeting Date/Time: January 27, 2022 - 9:00-10:30am

Members: Eric Mahler (Chair), Mike Allemang, Roger Hewitt, Jesse Miller

Staff: Matt Carpenter, Bryan Smith, Dina Reed, Forest Yang, Kelly Reynolds, Deb Holt

Location: [REMOTE – Via Zoom](#)
Passcode: 050646

The committee called the meeting to order at 9:02 am

Agenda Item
<p>1. OPENING ITEMS</p> <p>1.1 Agenda (Additions, Approval) No additions noted.</p> <p>1.2 Communications No additional new communications shared aside from service reduction updates (1.2.1).</p> <p>1.2.1 Service Reduction Mr. Smith reported that there are several new route reductions that will begin 1/31/22 and public notices have been posted. The plan is to resume the reduced routes once labor shortages have been filled.</p>
<p>2. STRATEGY & OPERATIONAL UPDATES: CEO</p> <p>2.1 2022 Millage Discussion Mr. Carpenter shared with the committee the most recent updates on the millage planning process. The committee discussed various planning options.</p> <p>2.2 Long-Range Plan Feedback (Verbal) Mr. Yang shared a brief update on the long range-plan.</p>
<p>3. POLICY MONITORING & DEVELOPMENT</p> <p>3.1 4.0-4.4 Board-Management Delegation Policies Survey No additional comments to the survey that was shared with the committee.</p>

3.2 Monitoring Streamlining

Mr. Allemang shared that the task force met with Rose Mercier in January and is scheduled to meet again in February.

3.3 Agendas

Mr. Carpenter noted to the committee that that February committee meetings and Board meetings will have additional items due to the cancellation of January's board meeting. The committee discussed that additional time may be needed for the meetings to cover all the agenda items.

3.4 CEO Evaluation

Mr. Mahler noted that this is a yearly process and feedback forms will be distributed to board members.

4. CLOSING ITEMS

4.1 Topics for Next Meeting

Millage
LRP
Labor Negotiations

4.2 Adjournment

Chairman Mahler thanked the committee and staff and adjourned the meeting at 10:48 am.

Respectfully submitted: Deborah Holt

DRAFT

Service Committee Meeting Notes

Meeting Date/Time: February 2, 2022, 9:00-11:00am

Members: Roger Hewitt (Chair), Ryan Hunter, Jesse Miller, Kathleen Mozak, Susan Pollay

Staff: Matt Carpenter, Bryan Smith, Dina Reed, Forest Yang, Deborah Holt

Consultants: Dr. Hugh Clark, Ben Goodge, Yuval Grinspun, Dennis Fletcher, Daniel Levy

Location: [REMOTE – Via Zoom](#)
Passcode: 538410

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

Agenda Item
1. OPENING ITEMS
<p>1.1 Agenda (Additions, Approval) No new additions noted.</p> <p>1.2 Communications Committee approved agenda.</p> <p>1.2.1 Service Reduction (Verbal) Mr. Smith shared that on 1/30/22 there were some service reductions made to reduce overtime and ease staffing shortage challenges. As staffing increases, services will be resumed.</p>
2. STRATEGY & OPERATIONAL UPDATES: CEO
<p>2.1 2022 Millage Discussion Mr. Carpenter shared with the committee the most recent updates on the millage planning process. The committee discussed various planning options</p> <p>2.2 Long-Range Plan Feedback (Verbal) Mr. Yang introduced consultants from Left Turn, Right Turn LTD who presented the committee with an updated draft for the implementation and financial plans for long-range planning. Updates were based on input/recommendations from committee members after the January draft presentation given. Committee discussion followed.</p>
3. POLICY MONITORING & DEVELOPMENT
<p>3.1 Treatment of the Traveling Public (Revised) Mr. Hewitt suggested delaying the update to the Treatment of the Traveling Public. The committee was in agreement and any questions can be directed to Mr. Carpenter. He turned the meeting to Ms. Mozak after needing to leave the meeting.</p>

4. CLOSING ITEMS

4.1 Topics for Next Meeting

Millage

LRP

FY 2022 Q1 Service Report

4.2 Adjournment

Ms. Mozak thanked the committee and staff and the meeting adjourned at 11:39am.

Respectfully submitted: Deborah Holt

DRAFT

Finance Committee Meeting Notes

Meeting Date/Time: February 8, 2022, 3:00 – 5:00pm

Members: Mike Allemang (Chair/Treasurer), Rich Chang, Raymond Hess, Kyra Sims

Staff: Matt Carpenter, Bryan Smith, Dina Reed, Forest Yang, LaTasha Thompson, Rosa Maria Njuki, Deb Holt

Consultants: Dr. Hugh Clark, Ben Goodge, Yuval Grinspun, Dennis Fletcher, Daniel Levy

Location: [REMOTE – Via Zoom](#)

Passcode: 038107

Mr. Allemang started the meeting at 3:06pm

Agenda Item
<p>1. OPENING ITEMS</p> <p>1.1 Agenda (Additions, Approval) No new additions noted.</p> <p>1.2 Communications Committee approved agenda.</p> <p>1.2.1 Service Reduction (Verbal) Mr. Smith shared that on 1/30/22 there were some service reductions made to reduce overtime and ease staffing shortage challenges. He shared a community concern had been with changes that impacted some Pioneer HS students – AAPS was contacted and is allowing students to enter the building earlier to accommodate. As staffing increases, services will be resumed.</p>
<p>2.1 2022 Millage Discussion Mr. Carpenter shared with the committee the most recent updates on the millage planning process. The committee discussed various planning options.</p> <p>2.2 Long-range Plan Feedback Mr. Yang introduced consultants from Left Turn, Right Turn LTD who presented the committee with an updated draft for the implementation and financial plans for long-range planning. Updates were based on input/recommendations from committee members after the January draft presentation given. Committee discussion followed.</p>

3. CLOSING ITEMS

3.1 Topics for Next Meetings

Millage

LRP

FY 2022 Q1 Financial Report

Monitoring Report 2.5 Financial Conditions

Audit Report

4.2 Adjournment

Mr. Allemang thanked the committee and staff and the meeting adjourned at 5:43 pm

Respectfully submitted: Deborah Holt

DRAFT

**Delegation of Voting Rights to CEO’s Delegates,
Ann Arbor Transportation Commission**

Meeting: Board of Directors

Meeting Date: February 17, 2022

INFORMATION TYPE:
Decision Preparation
RECOMMENDED ACTION(S):
That, by motion or consent, the Board approve the following list of individuals as having authorization to vote on behalf of the TheRide at the Ann Arbor City Transportation Commission: Matt Carpenter, Bryan Smith, Forest Yang, Dina Reed, Mary Boonin, and Don Bowlin.
ALTERNATIVE OPTION(S):
Defer.
PRIOR RELEVANT BOARD ACTIONS & POLICIES
In 2019 the Board delegated attendance and voting on the Transportation Commission to the CEO, Matt Carpenter.
ISSUE SUMMARY:
Although the Board has delegated voting on the Commission to the CEO, and he has delegated it to other staff; the City requires additional confirmation to allow other staff to <u>vote</u> while on the Commission. With recent staff changes, the authorization list needs to be updated for 2022.
BACKGROUND:
In late 2019, the City informed the CEO that the City Attorney felt that it was not enough that the TheRide Board had delegated the Commission to the CEO and that the CEO in turn had delegated to staff. The Attorney’s Office felt that only <i>individuals</i> specified by the TheRide Board could <u>vote</u> on the Commission. This means the CEO can vote but his delegates cannot. Rather than spend time arguing the point, the CEO instead is asking the TheRide to update their original delegation to him to include a list of specific individuals who are authorized to vote. Ultimately, the Board’s delegation is still to the CEO. The updated list includes Messrs. Carpenter and Smith, as well as several alternates should they ever be needed.
IMPACTS OF RECOMMENDED ACTION(S):
<ul style="list-style-type: none"> • Budgetary/Fiscal: NA. Social: NA. Environmental: NA • Governance: Satisfying an approval an outside body requires the Board to make.
ATTACHMENTS:
NA

FY 2023 State Funding Application

Meeting: Board of Directors

Meeting Date: February 17, 2022

INFORMATION TYPE
Decision (Required Approval)
RECOMMENDED ACTION(S)
That the Board adopt the attached resolution, thereby allowing TheRide to adopt the attached resolution, thereby allowing TheRide to access state funding for transit.
PRIOR RELEVANT BOARD ACTIONS & POLICIES
<p>Policy Governance suggests that operational decisions that outside funders require a board to make be placed in a consent agenda.</p> <ul style="list-style-type: none"> • FY 2022 resolution to authorize state application (adopted in January 2021) • FY 2023 and FY2024 forecasts presented with FY 2022 Budget (adopted in September 2021)
ISSUE SUMMARY
<p>In order to access state formula funding for transit, TheRide is required to apply to the Michigan Department of Transportation (MDOT) annually in February. This is a routine annual process with the Board-approved budget and forecasts guiding staff's application details. However, MDOT requires that boards, not CEOs, approve the application. A Board resolution is required to authorize the application for financial assistance, and MDOT has a required format for the resolution (attached).</p> <p>The issues is complicated by the long lead times, spread over several years, required by the state funding program.</p>
BACKGROUND
<p>TheRide's FY 2023 application for state funding is a proposal for capital matching funds of federal dollars, as well as annual state operating assistance.</p> <p>The first element of the application is for capital funding. This portion of the application consists of the FY 2024 Capital Plan presented for context with TheRide's adopted FY 2022 Budget, as capital funds requested during FY 2023 will be available to spend on capital projects beginning in FY 2024. In January 2021, MDOT advised transit agencies applying for capital assistance to incorporate Federal formula increases associated with the Infrastructure Investment and Jobs Act (IIJA) reauthorization into existing forecasts. MDOT estimates the IIJA will add 30% to the prior year's formula funding level starting in FY 2022, with 2% increases in subsequent years. Formula funding requests based on the FY 2024 Capital Plan have been increased for the capital portion of the application to align with the MDOT funding targets. The state capital assistance TheRide will receive will be based ultimately on federal grant project expenditures approved by fall 2023 Board adoption of TheRide's FY 2024 Budget, and dependent on the availability of matching funds from the State Comprehensive Transportation Fund. While MDOT has</p>

historically provided the 20% match required for federal projects, the statutory minimum is 13.33%. MDOT directed agencies to estimate a 20% state match level for applications.

The second element is an operating budget for FY 2023. This portion of the application will consist of the FY 2023 Operating Budget Forecast that was presented for context with TheRide's adopted FY 2022 Budget. A proposed budget is required to be submitted with the application, but it is an estimate subject to change before the beginning of the fiscal year with the Board's FY 2023 Budget adoption.

The capital figures will be reconciled with TheRide's federal grant application due in June 2023. The state operating assistance TheRide will receive will be based on our actual expenses next year, rather than on the expenses in the application.

IMPACTS OF RECOMMENDED ACTION(S)

- Budgetary/Fiscal: Approves request for approximately \$22 million in state revenue, including approximately \$17 million for operations and approximately \$5 million for capital investment.
- Social: Supports access to public transportation in the community.
- Environmental: Funds low-emission diesel buses and sustainable transit service.

ATTACHMENTS

1. Resolution of Intent to Apply for Financial Assistance for Fiscal Year 2023 under Act 51 of the Public Acts of 1951, as amended.

Attachment 1: MDOT Resolution

Resolution 1/2022

RESOLUTION OF THE BOARD OF DIRECTORS

OF THE

ANN ARBOR AREA TRANSPORTATION AUTHORITY

**INTENT TO APPLY FOR FINANCIAL ASSISTANCE FOR FISCAL YEAR 2023 UNDER
ACT 51 OF THE PUBLIC ACTS OF 1951, AS AMENDED**

WHEREAS, pursuant to Act 51 of the Public Acts of 1951, as amended (Act 51), it is necessary for the Ann Arbor Area Transportation Authority (TheRide) established under Act 55 of 1955 to provide a local transportation program for the state fiscal year of 2023 and, therefore, apply for state financial assistance under provisions of Act 51; and

WHEREAS, it is necessary for the TheRide, to name an official representative for all public transportation matters, who is authorized to provide such information as deemed necessary by the State Transportation Commission or department for its administration of Act 51; and

WHEREAS, it is necessary to certify that no changes in eligibility documentation have occurred during the past state fiscal year; and

WHEREAS, the performance indicators for this agency have been reviewed and approved by the AAATA; and

WHEREAS, the TheRide, has reviewed and approved the proposed balanced budget and funding sources of estimated federal funds \$42,489,949, estimated state funds \$21,640,924, estimated local funds \$22,439,785, estimated farebox funds \$5,811,855, and estimated other funds \$2,329,565, with total estimated capital and operating expenses of \$81,915,737 and a capital reserve transfer of \$12,796,341.

NOW THEREFORE, be it resolved that TheRide hereby makes its intentions known to provide public transportation services and to apply for state financial assistance with this annual plan, in accordance with Act 51; and

HEREBY, appoints Matthew Carpenter as the Transportation Coordinator, for all public transportation matters, who is authorized to provide such information as deemed necessary by the State Transportation Commission or department for its administration of Act 51 for 2023.

Eric A. Mahler, Chair

February 17, 2022

Jesse Miller, Secretary

February 17, 2022

BLAKE TRANSIT CENTER EXPANSION

Meeting: Board of Directors

Meeting Date: February 17, 2022

INFORMATION TYPE
Decision
RECOMMENDED ACTION(S)
<p>That the Board approve the attached Resolution, demonstrating TheRide’s continued support of the development plan for the City-owned property adjacent to the Blake Transit Center (BTC) in Ann Arbor, 350 S Fifth Avenue (i.e. the Y-Lot), and directing staff to provide funding options in the future.</p>
PRIOR RELEVANT BOARD ACTIONS & POLICIES
<p>Since at least 2005, TheRide has sought to expand the footprint of the Blake Transit Center to allow better passenger transfers and room for growth. Previously, The Board authorized the CEO to work with the property’s owner (City of Ann Arbor) to see if a mutually agreeable joint development option could be found.</p>
ISSUE SUMMARY
<p>Staff from TheRide and the Ann Arbor Housing Commission (AAHC) will present an update on the latest concept plan for 350 S Fifth and seek Board support in-principle prior to the plan being brought before City Council.</p> <p>TheRide staff have been working with staff from the Housing Commission, the Downtown Development Authority (DDA), and the City of Ann Arbor to develop a plan for 350 S Fifth which meets the City’s goals for affordable housing and TheRide’s aspirations for expansion of the BTC. The final concept plan has been endorsed by the Ann Arbor Planning Commission. It is desirable for TheRide to formally endorse the concept plan before it goes before City Council in March. Getting City Council’s pre-approval of the concept plan <i>prior</i> to seeking a developer is a conscious attempt to streamline the development process.</p> <p>Because of the pre-entitlement approach, final budget figures for TheRide’s contributions will not be confirmed until a later date. While TheRide will likely not need to confirm its financial commitment until late 2023, this Resolution represents an elevated institutional commitment to the project that would be difficult for TheRide to abandon later. Estimated capital costs range from \$2-\$3 million. Additional operating costs are expected to be limited.</p> <p>After extensive, collaborative discussions with the Commission, City, and DDA. TheRide staff believe this opportunity is a reasonable balancing of numerous interests for the site, and can ensure a positive, pro-transit development of the property adjacent to the BTC. This is an exciting and innovative opportunity that could bring 20 years of effort from TheRide to a successful conclusion. Staff are strongly recommending the Board support this direction.</p>

BACKGROUND

The Blake Transit Center (BTC) is operating at its capacity and more space is required to accommodate future growth. In addition, there are several operational challenges that need to be addressed to improve operational safety and efficiency and customer experience.

In 2018 Ann Arbor City Council directed City staff and the Housing Commission to evaluate the redevelopment of 350 S Fifth Ave as affordable housing. City and Commission staff invited TheRide to participate in a collaborative development. Together, staff worked through many design options and public processes to develop a concept plan that includes affordable housing, expanded bus bays, and additional floor area for residential or other uses. TheRide staff have been working with the AAHC, the City of Ann Arbor, and the DDA to develop the recommended concept.

Transit Elements

The proposed design concept includes an off-street bus loading lane to replace current on-street bus stops, so passenger loading will occur on the expanded main platform. This will reduce the walking distance for customers transferring between buses and improve overall bus operations by replacing more buses along the main platform other than loading on the streets. As part of the DDA's people-friendly streets project, the proposed improvements on Fourth Avenue include additional bus loading space, designated pedestrian crossing, wider sidewalks, and other traffic management measures. Together, these two projects will improve overall safety for pedestrians, transit customers, and bus operations while adding capacity for future transit growth in the downtown area.

Development Process & Timeline

In January 2022, the Ann Arbor Planning Commission recommended approval of the proposed rezoning of the site to Planned Unit Development (PUD). The attached PUD Concept Plan illustrates one possible realization of development consistent with the proposed zoning. The next formal step is City Council approval, and it will be helpful to have TheRide's endorsement before that step.

Once City Council approves the PUD zoning, the AAHC will incorporate the concept plan into a Request for Proposal (RFP) for a co-developer. The AAHC has invited the TheRide to include a member on the RFP review team. After a co-developer is selected, it will take several months of discussions and negotiations between the City of Ann Arbor, the Ann Arbor Housing Commission, the Ann Arbor Area Transit Authority, and the co-developer to finalize a legal agreement specifying the roles and responsibilities of each party.

Costs

- **Operating Costs:** The legal structure has not been finalized and will not be finalized until a co-developer is selected, but it is likely that the site will include several condominiums, including a separate condo for the TheRide bus lane that the TheRide will own or rent for a minimal amount. Once the project is completed, it is estimated that ongoing maintenance costs such as snow removal, cleaning, capital reserves will be approximately \$50,000 to \$100,000 per year.
- **Capital Costs:** The selected co-developer will work with the team on a more detailed design and budget. The development team will need to submit a site plan to the Planning Commission for final approval. Once the site plan is

approved all of the finances need to be secured for all aspects of the development prior to construction. It is estimated that the total project costs will exceed \$100 million. The AAHC is requesting that TheRide cover capital costs to incorporate the bus lane (approximately \$1 million to \$2 million) as well as the cost of the construction of the dedicated transit space (approximately \$1 million). Presently, operational and capital cost estimates have been developed at a pre-design, order of magnitude level and include contingencies. TheRide will not need to formally provide these funds until later in 2023.

Expansion of the BTC and YTC are fundamental pre-requisites for future transit expansions, and staff believe we will be able to fund both even with the above contribution. Both projects are high capital priorities for TheRide. The Board approved \$1.8 million in the FY2022

IMPACTS OF RECOMMENDED ACTION(S)

- Budgetary/Fiscal: Future capital and operating costs.
- Social: Significant improvement to passenger experience, ease of using transit.
- Environmental: Will help make transit more attractive.
- Governance: Board makes budget and real-estate decisions.

ATTACHMENTS

1. 350 S Fifth TheRide Board Update 2022-02-17.pdf
2. Recommended Draft Resolution for Blake Transit Center Expansion



350 S FIFTH AAATA BOARD UPDATE

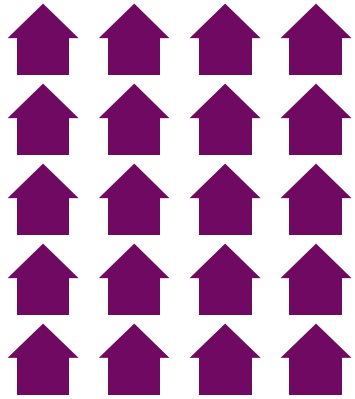


OUTLINE

- Overview of Affordable Housing Projects in Ann Arbor
- The Development at 350 S Fifth
- The Planned Unit Development (PUD) Plan
- Potential Costs
- Timeline and Next Steps



HOUSING & AFFORDABILITY IN ANN ARBOR : GOAL



**2,800 UNITS
OVER 20 YEARS**

County report specifically recommended 140 units per year for 20 years in the City of Ann Arbor for a total of 2,800 units for 60% AMI households or less.



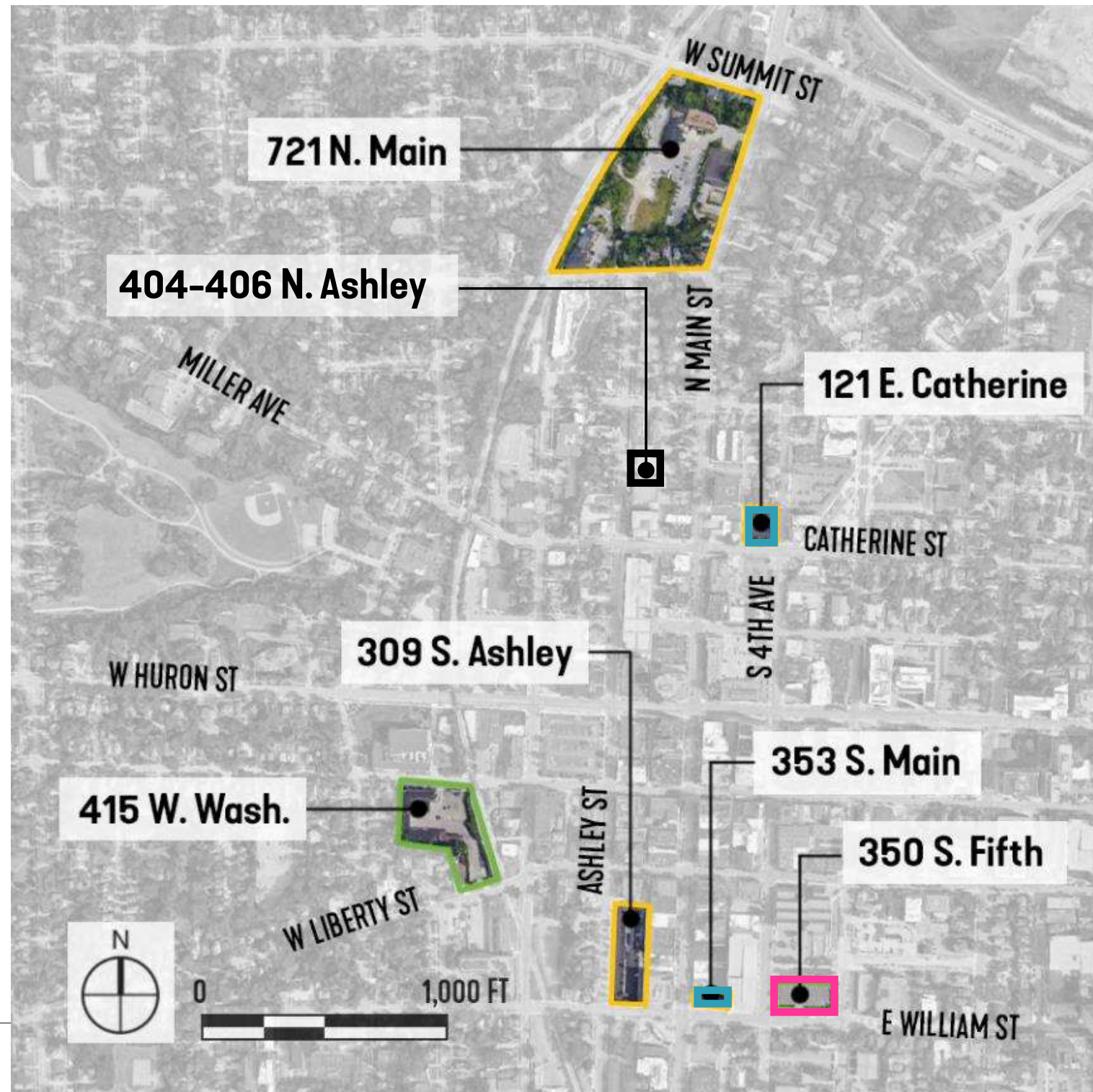
**FUNDING FOR APPROX.
1,500 UNITS**

The millage that recently passed is estimated to provide enough funding for approx. 1,500 new affordable housing units.



DOWNTOWN AFFORDABLE HOUSING SITES

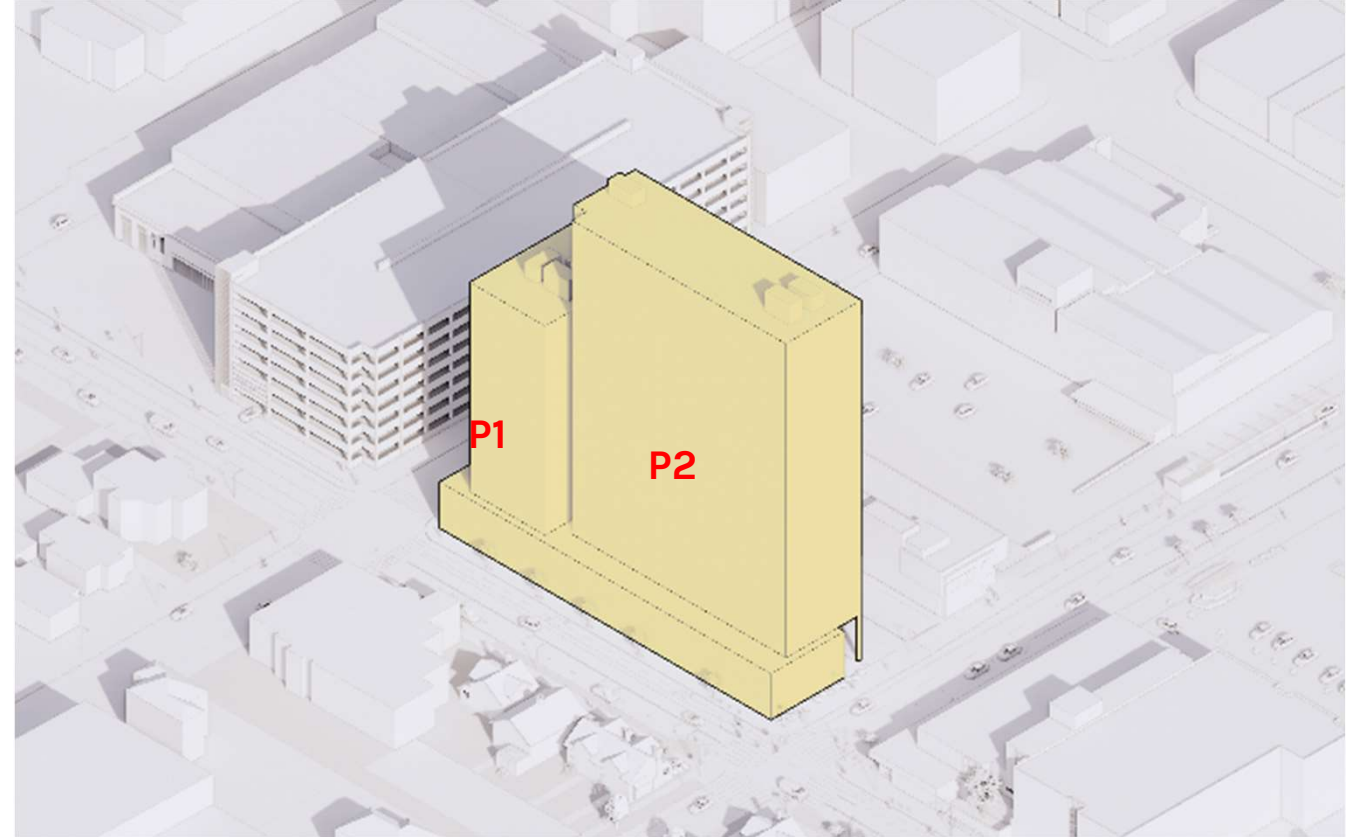
- **PHASE 1:** PUD Area Plan Jan 2022
 - 350 S. Fifth (Former Y Lot)
- **PHASE 2a:** PUD Area Plan (mid-2022)
 - 415 W. Washington
- **PHASE 2b:** Developer RFPs (In Progress)
 - 121 E. Catherine (4th & Catherine)
 - 353 S. Main (Main & William)
- **FUTURE**
 - 721 N. Main
 - 404-406 N. Ashley
 - 309 S. Ashley (Kline's Lot)



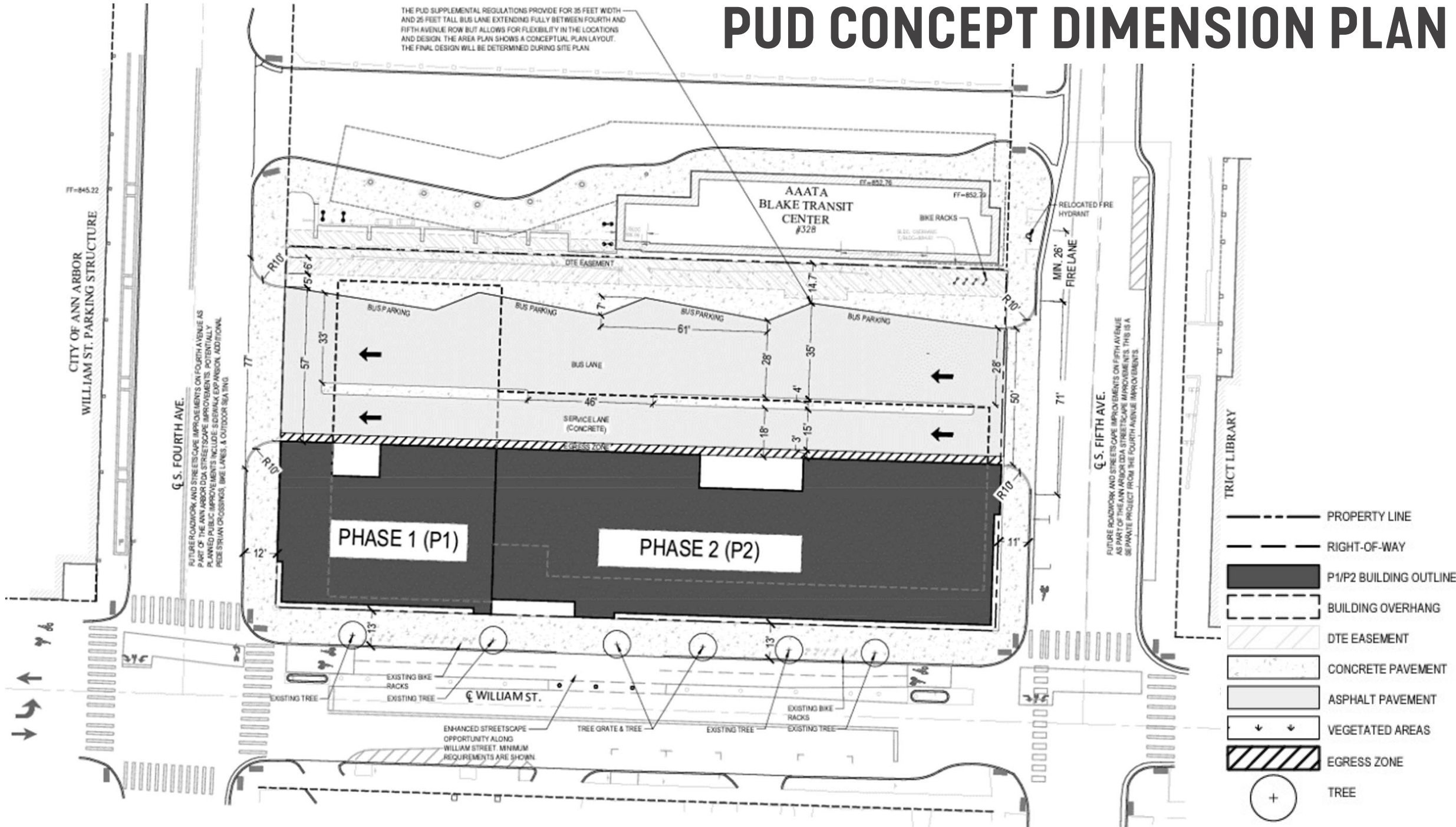
350 S FIFTH PUD PLAN

ASSUMPTIONS

- Total Development Area ~ 290,000 GSF
- Height: Up to 275', Up to 20-stories
- Total Units: Approx. 370
- Total Affordable Units: Approx. 145
- Commercial/Retail: Yes
- Residential Amenity Space: Yes
- 4 new off-street bus staging spaces

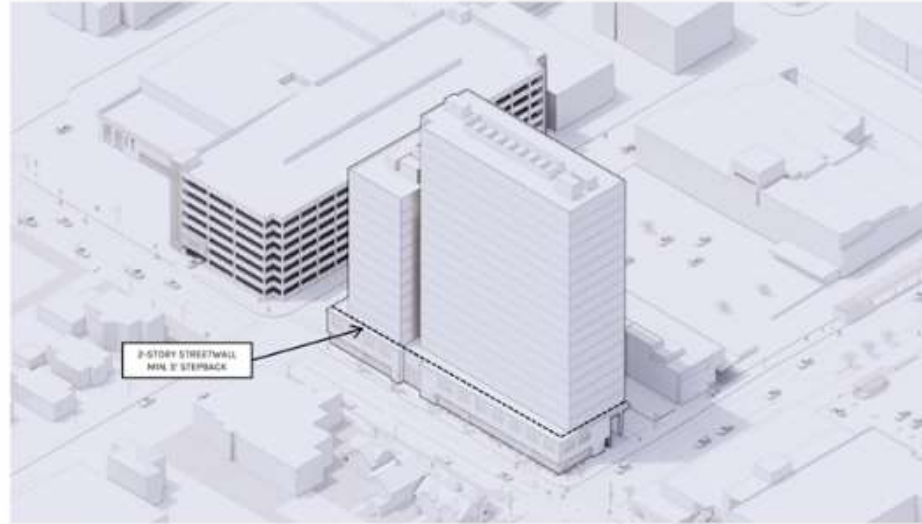


PUD CONCEPT DIMENSION PLAN

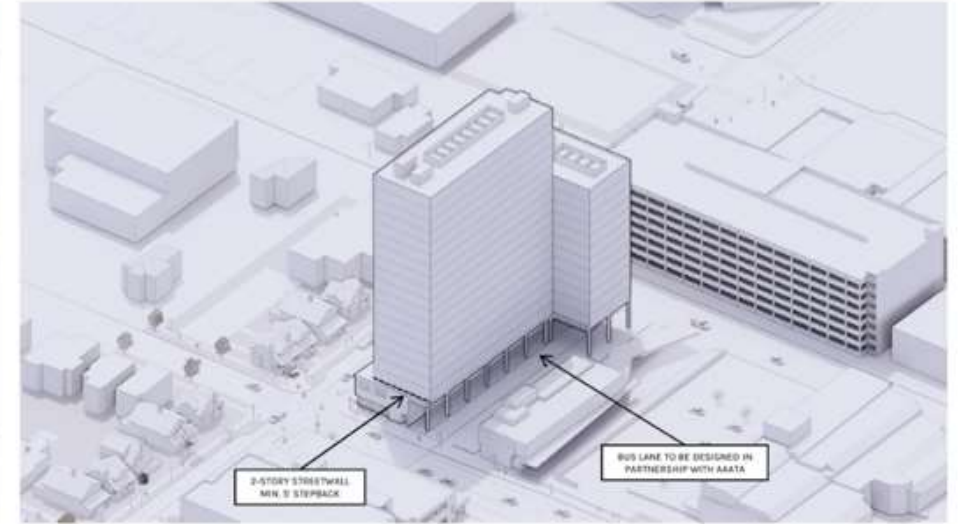


PUD ARCHITECTURAL PERSPECTIVES

SOUTHEAST



NORTHEAST



SOUTHWEST



NORTHWEST



CONNECTING TO DDA PEOPLE FRIENDLY STREETS

4TH AVENUE (WILLIAM TO LIBERTY) – SEPARATE PROJECT

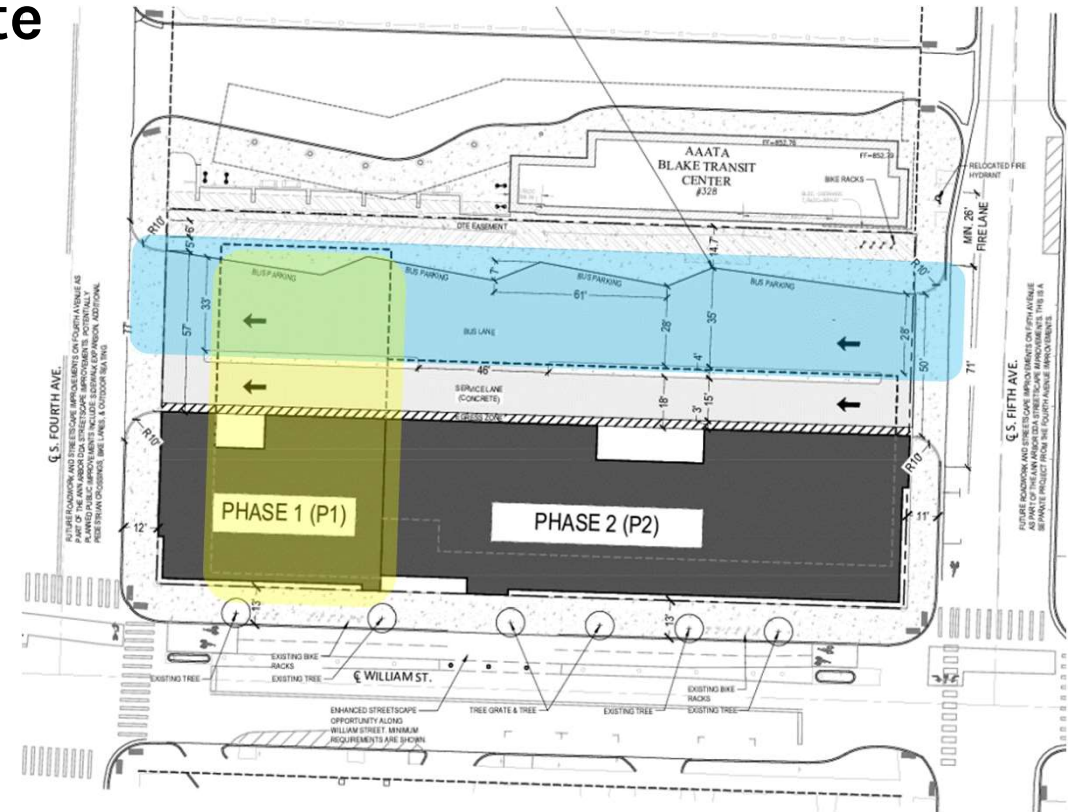
1. Utility support for affordable housing project
2. Streetscape and sidewalk widening
3. Slow driving zone, safety improvements, raised crossings
4. Expand transit service along street
5. Create a better transit center



People-Friendly Streets (peoplefriendlystreets.org)

POTENTIAL AAATA/SHARED COSTS

- Bus lane and bus staging construction:
Approx. ~\$1,000,000
- Building reconfiguration cost to accommodate bus lane:
Approx. ~\$1,000,000-\$2,000,000
- Annual maintenance and capital reserve:
Approx. ~\$50,000-\$100,000
- Additional Notes:
 - Cost opinions have been developed at a pre-design, order of magnitude level and include heavy contingencies
 - Does not include canopy over bus lane/staging area, if required



POTENTIAL NEXT STEPS/TIMELINE

- Approved by Planning Commission January 2022
- March 7th & April 4th 2022: City Council Approval
- May – November 2022: RFP for Co-Developer
- December 2022 – March 2023: Contract Negotiations
- April - November 2023: Design and Site Plan Approval
- December 2023 – December 2024: Secure Funding
- 2025 Close on Acquisition from City and Construction Financing
- 2026 – 2027: Construction



QUESTIONS/DISCUSSION?



350 S FIFTH AAATA BOARD UPDATE



Attachment 2: Proposed Resolution Language

Resolution 2/2022

**RESOLUTION OF THE BOARD OF DIRECTORS
OF THE
ANN ARBOR AREA TRANSPORTATION AUTHORITY
350 S FIFTH AVENUE DEVELOPMENT**

WHEREAS, The Ann Arbor Area Transportation Authority (TheRide) sees a need for more bus bays at the Blake Transit Center to improve passenger transfers and provide room for growth; and

WHEREAS, The City of Ann Arbor owns 350 S Fifth Ave (adjacent to the Blake Transit Center) and has directed the Ann Arbor Housing Commission and City staff to entitle the property for a development that includes Affordable Housing; and

WHEREAS, Commission and City staff have worked cooperatively with the Authority's staff to develop and present plans for affordable housing to the community and City Council which also include a dedicated bus lane to expand the capacity of Blake Transit Center as a public purpose for this site; and

WHEREAS, The Planning Commission approved a PUD Area Plan and Supplemental Regulations on January 20, 2022 that includes a 30-foot dedicated Transit lane and 4 sawtooth bus bays; and

WHEREAS, The PUD Area Plan and Supplemental Regulations will be on City Council agenda for approval on March 7, 2022 for a first reading and public hearing and on April 4, 2022 for a second reading and vote; and

THEREFORE, BE IT RESOLVED, that the Board of Directors of TheRide supports the continued partnership with the City of Ann Arbor, Downtown Development Authority, and the Ann Arbor Housing Commission to incorporate expanded transit capacity as part of the development project on 350 S Fifth Ave; and

RESOLVED, The Board supports the conceptual site design as presented; and

RESOLVED, The Board directs the CEO to investigate the funding resource for this project and provide a recommendation as part of the FY2023 Budget.

Eric A. Mahler, Chair

February 17, 2022

Jesse Miller, Secretary

February 17, 2022

CEO Report

Meeting: Board of Directors

Meeting Date: February 17, 2022

INFORMATION TYPE

Other

OPERATIONAL AND PROJECT UPDATES

THE RIDE 2045 LONG-RANGE PLAN

The draft recommendations along with an implementation and financial plan are being finalized based on feedback received through the second round of public engagement in the fall of 2021. The third round of public engagement is scheduled for March and April and the draft recommendations will be available for public review and feedback during this time. More details of the upcoming public engagement events will be available on the project website soon.

TEMPORARY SERVICE REDUCTIONS IMPLEMENTED

Due to low staffing levels, further service reductions were implemented on January 30. Planned service changes were also introduced on January 30. Service has been reduced on several routes and service suspended on Route 68 until further notice. Ridership has been stabilized at 45-50% of pre-pandemic levels. While the service reduction is not ideal, it has offered a break to the frontline workers, who were working overtime to fill in for the driver shortages.

HOLDING IN-PERSON BOARD MEETINGS

The Open Meetings Act now requires us to hold in-person Board meetings. We endeavor to provide a hybrid option to allow the public to attend virtually. A request has been made to State elected officials to continue virtual meetings, and Senator Irwin has introduced legislation on our behalf.

TRIENNIAL REVIEW

Our request to the Federal Transit Administration (FTA) to defer the FY 2022 Triennial Review Recipient Information Request (RIR) has been granted. The new deadline for the RIR is March 25, 2022. Subsequently, the FTA reviewer will request supplemental RIR documentation, and the Triennial Review will conclude with a virtually conducted On-Site Review. The dates for responding to supplemental RIR documentation and the On-Site review will be coordinated with the FTA reviewer and are to be determined. We have engaged with an outside consultant team to support staff in completion of the Triennial Review process. The consultant will provide guidance to staff on interpretation of FTA requirements, assist in ensuring proper documentation is provided in response to the RIR, and advise on the level of detail required to demonstrate our agency's compliance with FTA regulations.

CYBER ATTACK RECOVERY

Our passenger-facing rider tools; bus tracking, trip planning, service alerts, LED signs and TextMyBus have been restored. Restoration of some internal computer systems are in progress and are anticipated to be completed by March. The investigation has been

completed and administrative closeout items are in process.

SPIN SCOOTERS UPDATE

SPIN scooters is withdrawing from numerous cities in order to be profitable. The City of Ann Arbor has confirmed that the scooters will remain available locally.

AirRide FARE ADJUSTMENT

AirRide will be increasing fares effective March 15. With recent budgetary changes AirRide is now completely independent of TheRide, and their fare decisions are outside our control. They have announced the changes on their website and in their upcoming eblast. The new (online fare) will be \$15 ONE-WAY and \$25 round trip. Customers can now prebook tickets on their hand-held phones or computer as soon as 5 minutes before departure instead of one-hour beforehand. Online ticket changes are offered "at will" 24/7 and free (no fees).

LOCAL ADVISORY COMMITTEE(LAC)

The Local Advisory Committee met on January 11th and February 8th. They are reviewing the Ends Monitoring report in order to provide feedback to the Board.

TRANSPORTATION COMMISSION (ANN ARBOR)

Staff continues to attend the City of Ann Arbor Transportation Commission meetings. A request to update staff allowed to vote on behalf of AAATA is on the February 16th agenda. The next meeting is on March 16th.

WATS POLICY COMMITTEE UPDATE

The Washtenaw Area Transportation Study Policy Committee met on December 15 but lacked a quorum required to take action on the FY 2023-2026 Federal Aid Programs and Congestion Mitigation and Air Quality (CMAQ) Prioritization. The February meeting has been cancelled so the committee will take up these topics at the March meeting.

STAFFING UPDATE

Recent services reductions are providing respite for many staff. Recruitment is ongoing and multiple positions are available. Fleet Technician, Systems Administrator and Fleet Services Supervisor positions have been filled. Another MCO class starts February 22.

FACILITIES UPDATE


YTC has barrier walls installed in the lobby for overflow of drivers to stay socially distanced. DGOC carpet replacement is on schedule to be completed by the Board meeting.

ANNUAL CERTIFICATION OF DISCLOSURE

All board members, CEO, Senior Management Team and Procurement Staff signed the annual Certification of Disclosure of Financial or Personal Interest by the required January 31st due date. This yearly certification is in accordance with Board Policy 3.3 and TheRide's Ethic's Policy.

















Ends Policies Monitoring Report




Board Meeting: February 17th, 2022

INFORMATION TYPE:
Decision
RECOMMENDED ACTION:
That the Board review this monitoring report and consider accepting it as (C), making reasonable progress toward compliance.
ISSUE SUMMARY:
<p>In accordance with the Board’s Policy Manual, I present the Ends Monitoring Report which covers FY 2021 (Oct 2020-Sept 2021). I feel the Board may want to consider accepting the report as (C) making “reasonable” progress toward compliance, in the context of the pandemic prior to the Delta or Omicron surges. This report was due in December 2021 and is late due to the pandemic and cyberattack of late 2021.</p> <p>We believe that our earlier interpretations, metrics, and evidence are still appropriate for measuring year-over-year progress. It is important to note that while last year’s report included only the first seven months of the pandemic (March-Sept 2020), <u>this year’s report illustrates the impact of a full 12 months of pandemic (Oct 2020-Sept 2021)</u>. Many of the performance statistics illustrate this with worse performance. While ridership began to recover in September 2021, the changes were too late to change the course of the evidence presented below. During FY2021 there was still more focus on Executive Limitations pertaining to the safety of staff and passengers than on ridership growth.</p> <p>I certify that the information in this report is true and complete to the best of my ability, and I request that the Board accept this as indicating an acceptable level of compliance.</p> <div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div style="text-align: center;">  CEO’s Signature </div> <div style="text-align: center;"> January 31, 2022 Date </div> </div>
BACKGROUND:
<p>TheRide’s Board of Directors articulate the results the agency is to produce, for whom, and at what cost. These strategic outcomes are called the Ends Policies. This monitoring report provides the CEO’s interpretations of those policies, evidence of achievement, and an assertion on compliance with the Board’s written goals. As with other monitoring reports, the Board decides whether the interpretations are reasonable, and the evidence convincing.</p>
ATTACHMENTS:
1. Ends monitoring report

TheRide Proposed Ends Policies

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

ENDS POLICIES	Page #	Compliance
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.	3	
1.1 Residents in the area have equitable access to public transportation services that enable them to participate fully in society.	6	
1.1.1. People with economic challenges have affordable public transportation options.	8	
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.	9	
1.2. Public transportation positively impacts our environment.	12	
1.2.1. Public transportation options are increasingly chosen over use of a personal car.	12	
1.2.2. Public transportation options minimize energy use and pollution, and conserve natural resources.	13	
1.2.3. Public transportation options produce conditions favorable to more compact and walkable land development.	14	
1.2.4. Relevant public policy is transit supportive	16	
1.3. Public transportation positively impacts the economic prosperity of the area	17	
1.3.1 Public transportation facilitates labor mobility.	18	
1.3.2. Students can access education opportunities without need of a personal vehicle.	20	
1.3.3. Visitors use public transportation in the area.	21	
1.3.4. Public transportation connects the area to the Metro Detroit region.	22	
1.4. Passengers are highly satisfied with public transportation services.	22	
1.5. Residents of the area recognize the positive contributions of public transportation to the area’s quality of life.	24	

 Fully Compliant
  Partially Compliant
  Non-Compliant

Preliminary CEO Interpretations and Evidence

POLICY 1.0

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

Degree of Compliance: Not compliant

Interpretation

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

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

Compliance with this policy will be demonstrated during this period when

- A. Ridership:** Ridership on Fixed Route increases consistently with the National peer ridership averages. Fixed-route ridership is a good proxy for overall benefit as it makes up 90% of all riders of all our services. (Other modes of travel are referenced later in the report.) This is reasonable because TheRide peers are similar based on area population, mode type, total annual vehicle miles operated, annual operating budget, population density and population growth rate.
- B. Ridership per Capita:** Ridership on fixed-route services increases faster than population growth. This is reasonable as it indicates that the community is increasing its reliance on transit.
- C. Cost Effectiveness:** Value and stewardship will be demonstrated when our cost-effectiveness remains within the norms of the public transit industry over time. No transit service breaks-even or turns a profit, so profit-oriented financial analysis is less helpful. This interpretation is reasonable because it provides alternative context via benchmarking and trends over time. It also illustrates whether limited funds are being used to benefit the largest number of people possible.

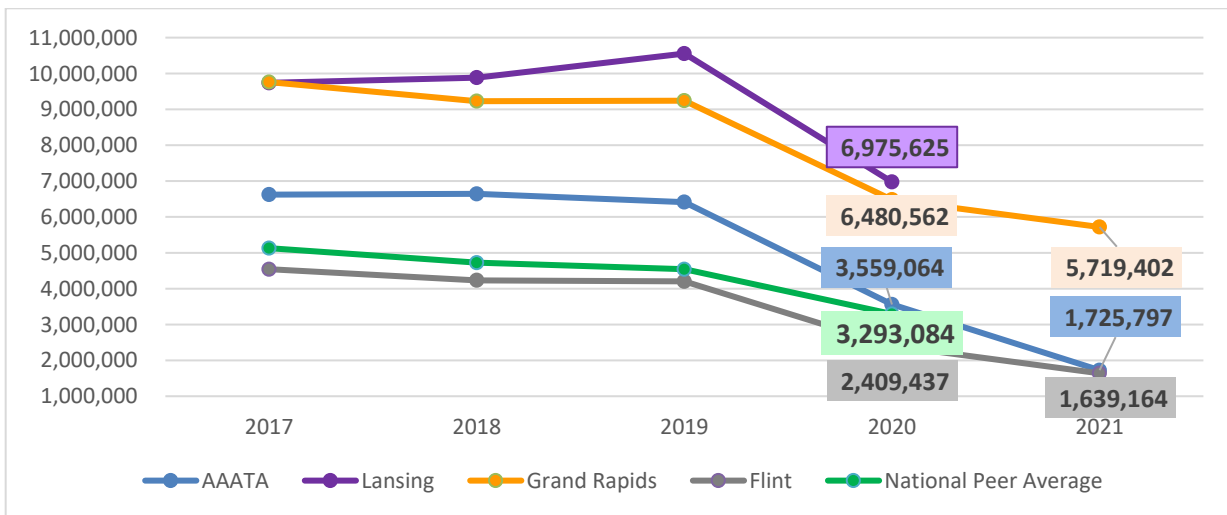
Evidence

A. Annual Ridership

The COVID-19 pandemic continues to undermine TheRide’s pursuit of ridership growth. Overall ridership was lower than FY2020, in large part because the 12 months of FY2021 took place entire during the COVID pandemic. During almost this entire period TheRide’s services, and society in general, were operating at vastly reduced levels. This has resulted in lower performance in general throughout this report.

During this monitoring period, TheRide made important progress by planning for and restoring full service in late August 2021. This restoration was a prerequisite for growing ridership and monthly ridership had recovered to 50% pre-pandemic levels by October (FY2022). However, 11 of the 12 months of this period saw drastically lower levels of service and ridership, and the slight uptick in the 12th month did not change the overall negative trajectory of the evidence provided below.

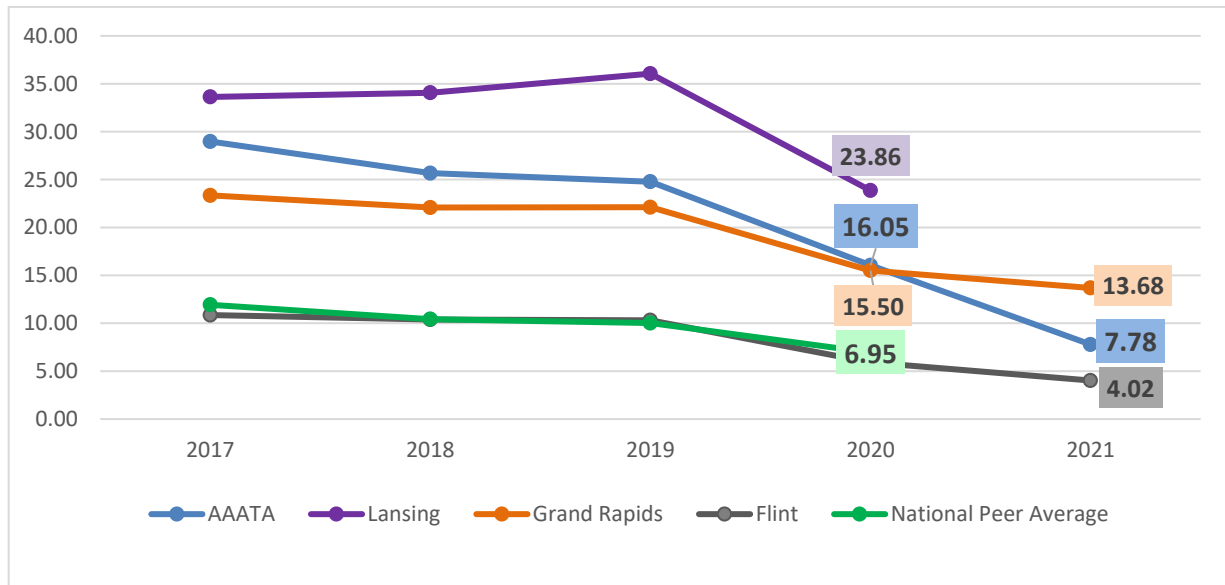
As commuters and others ceased traveling during the pandemic, AAATA’s absolute ridership declined for the second year in a row. The FY2021 figure was roughly half the FY2020 figure, possibly reflecting 12 months of pandemic impacts (2021) as opposed to 7 months (2020). TheRide’s declines were mirrored nationally, although possibly more severe due to our heavy reliance on university student transportation during a period when most teaching was virtual.



Nationally ridership has significantly decreased as telework and telehealth among others begin to become feasible options. TheRide’s ridership may continue to be affected by the nationwide labor shortages that make it difficult to increase and maintain service levels

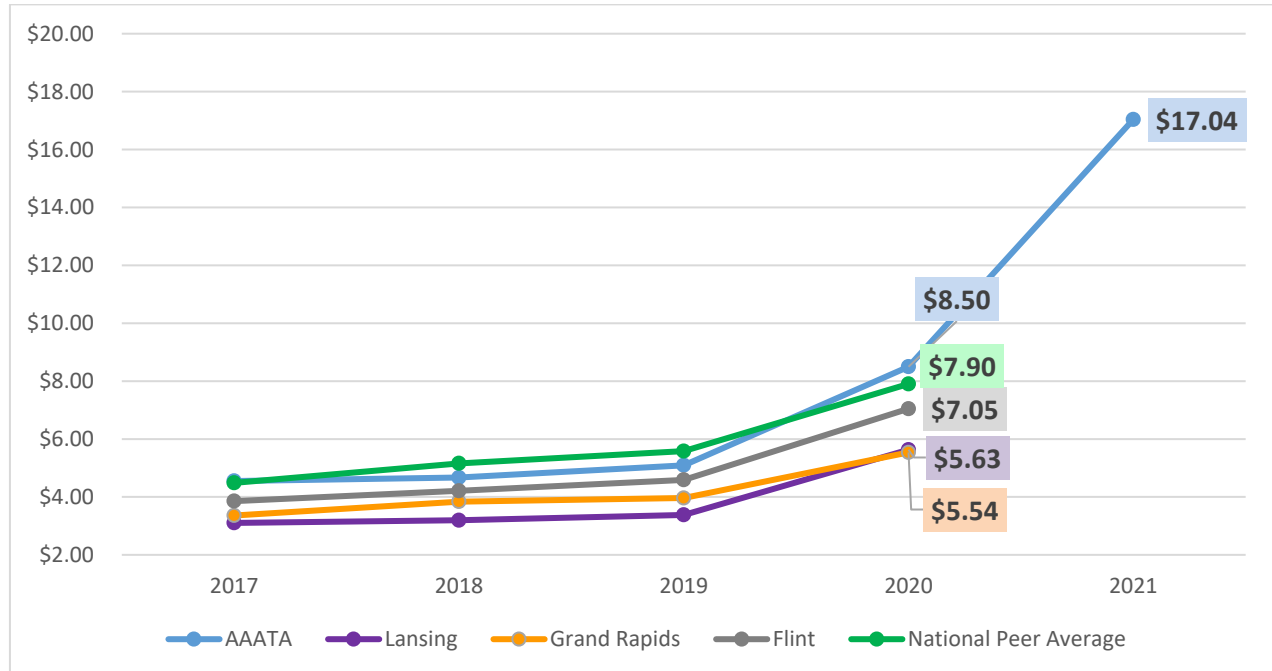
B. Ridership per Capita –

TheRide’s ridership per capita declined from 16.05 in FY2020 to 7.78 in FY2021. This decline was mirrored in other cities to various degrees. The relatively more severe decline may be due to TheRide’s heavy reliance on student ridership as almost all education was done virtually in FY2021. With services restored, hopefully FY2021 will represent the low point from which ridership can rebound.



C. Cost per Trip (not adjusted for inflation)

The cost of operation per trip (total cost/total trips) has seen a dramatic statistical increase, although actual costs did not rise to the same extent. This fraction creates the statistical appearance of increased costs but is actually mostly reflecting the drop in ridership (denominator). This is because many of TheRide’s costs are fixed and could not be easily reduced as ridership dropped. While actual costs had been reduced in many areas, ridership dropped further creating the increase in per trip costs. These changes were closely mirrored in 2020.



Note:

1. Lansing divides its cost across a larger base (including MSU ridership). TheRide does not include U of M on campus ridership in this analysis. This, among other reasons, accounts for the difference in cost per trip among the two agencies.
2. 2015-2020 data is as reported in the National Transit Database. 2021 data is as reported by respective agencies.

Compliance timeline: Any statement about returning to ridership growth would be, at best, a guess. As of the writing of this report (January 2022) the virus and pandemic are again surging. Ridership may not return until passengers feel safe, and the CEO cannot promise when that will occur. However, the CEO would like to believe that with services restored (pending staffing concerns) and the new Omicron variant appearing less lethal, public confidence may begin to return later in 2022. If so, our ridership may begin to rebound suggesting compliance (i.e., year-over-year ridership increases) in the next annual report may be possible. The CEO cannot yet make a prediction about how long it may take to return to pre-pandemic ridership levels but can say that efforts to make the service more attractive will accelerate that growth.

POLICY 1.1:

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

Degree of Compliance: Partially Compliant

Interpretation

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

Compliance with this policy will be demonstrated when:

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

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

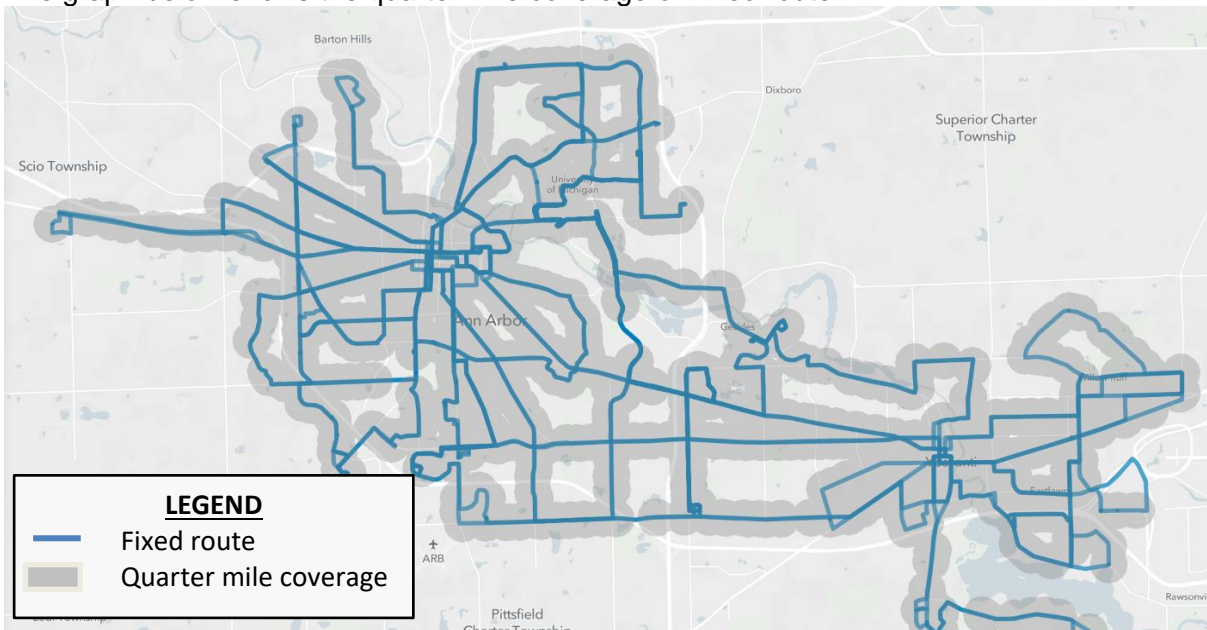
Evidence

A. Residential Coverage

During this monitoring period, fixed-route service fluctuated considerably. However, service covered 80.4% of the population in FY21 during full-service provisions. Prior to full-service provisions, coverage was based on demand essential needs. The table below provides an analysis of quarter mile and half mile fixed-route coverage.

	Population	Target	Target met
Area	221,708		Yes
Quarter mile	174,300		
Quarter mile %	80.4%	80%	
Half mile	221,708		
Half mile %	100%		

The graph below shows the quarter mile coverage on fixed route.



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

	FY 2020	FY 2021	Target
Hospitals (UM, St Joseph, VA)	3	3	3
Major Grocery Stores (Meijer, Walmart, Kroger etc.)	3	3	3
Major postal offices (United States Postal Offices, United Postal Services)	6 USPS stores and 4 UPS stores	6 USPS stores and 4 UPS stores	6 USPS stores and 4 UPS stores

C. Paratransit services

Paratransit services are offered for origins and destinations within ¼ mile of a bus route.

Compliance timeline: This policy is partially compliant because sub-policy 1.1.2 is not fully compliant. See the policy for more information.

POLICY 1.1.1:

People with economic challenges have affordable public transportation options.

Degree of Compliance: Compliant

Interpretation

Compliance with this policy will be demonstrated when:

- A) Low-income residents of member jurisdictions (Ann Arbor, Ypsilanti, Ypsilanti Twp.) have access to a discounted passenger fare for the fixed-route service that is equal to or better than the 50% discount required of all transit agencies by the Federal Transit Act. This interpretation is reasonable because, unless fares are free, there will always be a need to establish a threshold. A threshold based on income is the most effective way to target the additional subsidy specifically to persons with economic challenges. This discount is reasonable as it is the maximum discount we can offer given existing resources and the need to use passenger revenue to help fund services.
- B) There is an increase in the number of income eligible registrants compared to the total number of low-income population served. This is reasonable because it indicates that transit is useful to the low-income community. Additionally low-income population for this policy is based on federally defined poverty levels*.

Evidence

- A) TheRide has a fare discount program called the Fare Deal program which low income populations \$0.75 per ride. This is 50% of the \$1.50 cash fare charge. Eligibility for the program is determined by being able to present Medicaid** card and a valid State ID.
- B) During the monitoring period the number of fare deal registrants per low-income population served increased, albeit by a small margin.

	FY 2020	FY 2021	Target	Target achieved
# Fare Deal registrants based on income eligibility.	3,913	4,263		
Low-income population (below 138% of the Federal Poverty Level) served.	46,041	48,962		
Total fare deal registrants divided by low-income population served	8.5%	8.7%	Increase	Yes

***Federal Poverty Level:** also known as the "poverty line," is the amount of annualized income earned by a household, below which they would be eligible to receive certain welfare benefits. For this policy, low-income population is considered as families between 100%-138% FPL as such individuals are eligible for Medicaid and consequently TheRide's Fare Deal Cards.

****Medicaid eligibility:** Residents of ages 16--64 years who have an income at or below 138% of the federal poverty level, are not pregnant and reside in Michigan may qualify for Medicaid also known as the Healthy Michigan Plan in Michigan.

POLICY 1.1.2:

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

Degree of compliance: Partially compliant

Interpretation

Compliance with this policy will be demonstrated when:

- A. Anyone using an ADA-compliant wheelchair is able to access all buses and passenger terminals. This is reasonable because if a wheelchair can be accommodated, most other physical mobility limitations can be accommodated; and because mobility limitations, not age, are the barrier to access.
- B. All terminals should have audio and visual departure announcements and all buses should have audio and visual stop announcements.
- C. TheRide complies with legal requirements for accommodating anyone with disabilities. This is reasonable because it documents compliance with the Americans with Disabilities Act (ADA).
- D. 100% of accessible bus stops *adjacent to sidewalks* are wheelchair accessible. This is reasonable because some bus stops have no adjacent sidewalks and the TheRide cannot make them accessible in those circumstances.
- E. Residents and visitors who are not physically able to use the fixed-route service due to a mobility limitation have access to door-to-door paratransit service that meets ADA minimum requirements. This is reasonable as it is consistent with federal law.
- F. Minors are allowed on the bus, there is no age limit to ride the bus. We do expect that young children, toddlers and infants be accompanied by an adult. This is reasonable because it allows the bus driver to exercise discretion based on circumstance.
- G. Printed and electronic translations of passenger information are available in Spanish and Chinese (Mandarin). Limiting non-English access to the most commonly spoken languages in the area is reasonable because it meets minimum federal requirements and is cost effective.

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

Evidence			
	Current Status	Target	Target achieved
A. % of buses and passenger terminals that are wheelchair accessible	100%	100%	Yes
B. % of buses with audio and visual stop announcements and % of terminals with visual departure announcements	100%	100%	Yes
C. Paratransit compliance with ADA (determined by FTA) *	Complies with ADA (2018 FTA Review)	Complies with ADA	Yes
Compliance on specific elements of ADA requirements is provided in the table that follows.			
D. % of bus stops that are accessible (that can be made accessible)**	During full service, 59%* (623 out of 1,061 near sidewalks were accessible). During reduced services, 71% (442 out of 614 bus stops near sidewalks were accessible).	100%	No
E. Access to door-to-door paratransit services that meet ADA requirements	Paratransit services are door to door and meet ADA requirements.	Paratransit services should be door to door and meet ADA requirements	Yes
F. Age limit	No age limit to ride the bus. Infants, toddlers, and young children need to be accompanied	There is no age limit to use the bus.	Yes
G. Availability and accessibility of travel information in common non-English languages	Printed and electronic travel information is available and easily accessible.	Travel information should be available and accessible in Mandarin and Spanish.	Yes

** During full service, 85% of bus stops are near a sidewalk and can be made accessible. Currently 59% of those bus stops are accessible. Making bus stops accessible requires (1) a plan stating how X number of bus stops will be made accessible within X timeframe, (2) financial resources and (3) staff to oversee such plans and implementation. Currently a plan is yet to be developed and a staff is yet to be hired for this purpose. For this reason, the CEO reports partial compliance to this policy.

Compliance timeline: Compliance is expected by the next monitoring period when TheRide has a staff in place, financial resources, and a plan that addresses this need.

Evidence continued

* (C) Below is a comparison of ADA minimum requirements for paratransit and what TheRide provides today.

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

POLICY 1.2:
Public transportation positively impacts our environment.
Degree of compliance: Partially Compliant
Interpretation
The Board has fully interpreted this policy in the policies 1.2.1 through 1.2.4. Demonstrated achievement of those policies constitutes achievement of this policy.
Evidence
Achievement of policies 1.2.1 through 1.2.4 constitutes achievement of this policy. Compliance timeline: Policy 1.2 will be compliant when policies 1.2.1 to 1.2.4 are compliant. See subsequent policies for more information.

POLICY 1.2.1:
Public transportation options are increasingly chosen over use of a personal car.
Degree of compliance: Compliant
Interpretation
Compliance with this policy will be demonstrated when the proportion of daily commuters using non-automobile modes, especially public transit, increases over time. This measure is known as “mode share” and is similar to “market share”. This is reasonable because this is an industry-standard measure of how people travel and can be consistently measured over time. Also, we do not have mode share data for all trips, only work trips. Our specific metrics, targets and results for this period are outlined below. The targets are realistic within our existing resources
Evidence
See evidence in 1.3.1

POLICY 1.2.2:

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

Degree of compliance: Partially compliant

Interpretation

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

- (A) The proxy measure for greenhouse gas emissions (GHG) *per passenger trip* decrease for major services and facilities. TheRide does not measure GHG emissions directly due to cost instead, it uses fuel usage per passenger as a proxy. The proxy measure is reasonable because the more fuel burned, the more GHG emitted.
- (B) The cumulative cost of electricity, natural gas and water used for facilities decreases year over year. If there is an increase, it should not be more than the inflation rate of 7%. Energy cost as a proxy for energy usage is reasonable because generally the more energy used, the higher the cost.

Evidence

(A) Fuel Use /Passenger trip

	FY 2020	FY 2021	Target	Within target
Fixed Route	0.15	0.33	Same or reduced	No
Paratransit	0.47	0.66	Same or reduced	No
Van pool	0.43	0.47	Same or reduced	No

Ridership significantly decreased and this resulted to higher fuel usage per passenger trip.

Compliance timeline: The CEO would like to believe that with services restored (pending staff concerns) and the new Omicron variant appearing less lethal, public confidence may begin to return later in 2022. If so, our ridership may begin to rebound suggesting compliance (i.e., year-over-year ridership increases) by the next annual report. The CEO cannot yet make a prediction about how long it may take to return to pre-pandemic ridership levels but can say that efforts to make the service more attractive will accelerate that growth.

(B) Energy usage per Hours of Operation of all Facility (Estimated)

	FY 2020	FY 2021	Target	Percentage change	Within target
Electricity	\$14.30/hr.	\$14.93/hr.	less or equal to 7% of previous year	4% increase	Yes
Natural Gas	\$15.14/hr.	\$14.01/hr.	less or equal to 7% of previous year	7%decrease	Yes
Water	\$4.69/hr.	\$3.92/hr.	less or equal to 7% of previous year	16% decrease	Yes

POLICY 1.2.3:

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

Degree of compliance: Partially compliant

Interpretation

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

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

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

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

Evidence

Frequency of suitable corridors:

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

	Targets	Current Frequencies (Evidence)	Compliant?
Huron	Weekdays Peak: 15 min or better Mid-day: 30 min or better Evenings: 30 min or better Weekends: 30 min or better	Weekdays Peak: <10 minutes Mid-day: <10 minutes Evenings: 30 minutes Weekends: 30 minutes	Yes
State Street	Weekdays Peak: 15 min or better Mid-day: 30 min or better Evenings: 30 min or better Weekends: 30 min or better	Weekdays Peak: 9 minutes Mid-day: 13 minutes Evenings: 30 minutes Weekends: 30 minutes	Yes
Main Street	Weekdays Peak: 30 min or better Mid-day: 30 min or better Evenings: 30 min or better Weekends: 30 min or better	Weekdays Peak: 30 minutes Mid-day: 30 minutes Evenings: 30 minutes Weekends: 30 minutes	Yes
Packard	Weekdays Peak: 15 min or better Mid-day: 15 min or better Evenings: 30 min or better Weekends: 30 min or better	Weekdays Peak: 15 minutes Mid-day: 15 minutes Evenings: 30 minutes Weekends: 60 minutes	Partially

In FY 21, the frequency of routes was reviewed and updated based on passenger demand. All routes are within targets except the Weekend Packard corridor which has a frequency of 60 minutes instead of 30 minutes.

Compliance timeline: With decreased use of Packard on the weekend and an increasing labor shortage, it is not possible to determine when compliance to this policy can be expected. An update on efforts to be compliant with this policy will be provided during the next monitoring cycle.

POLICY 1.2.4:

Relevant public policy is transit supportive.

Degree of compliance: Partially compliant

Interpretation

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

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

- A. Zoning regulations that encourage higher densities, mixed uses, and pedestrian access *along major transit corridors*. Such regulations should also limit the *maximum* amount of parking allowed for new developments (parking maximums).
- B. Dedicated bus lanes or HOV lanes on local streets and state highways.

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

Evidence

A. Zoning Regulations

The CEO collaborated with the City to Ann Arbor leading to the City passing a new Transit Oriented Zoning Ordinance.

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

	Adequate? (Low, Mid, High)	Population density (people per sq. mile)	Notes
Ann Arbor	High	4,094	Transit supportive core: dense with mixed use, managed parking, and several large residential buildings; adjacent to large university. Outer areas less pedestrian friendly and congested corridors.
Ypsilanti	High	4,489	Transit supportive core: dense and adjacent to large university. Outer areas less pedestrian friendly.
Ypsilanti Twp.	Low	1,782	Low density, suburban
Pittsfield Twp.	Low	1,272	Low density, suburban

B. Dedicated Bus Lanes or HOV lanes on local streets and state highways.

Michigan Department of Transportation does not presently allow bus lanes or shoulder-lane bus operations. Therefore, the CEO reports partial compliance to this policy.

Compliance timeline: *The timeline for compliance with (B) dedicated bus lanes is expected to take 5-10 years. While the ongoing long-range plan provide a crucial list of projects, it will take time to convince municipal and state officials to allow construction of dedicated lanes.*

POLICY 1.3:

Public transportation positively impacts the economic prosperity of the area.

Degree of compliance: Partially Compliant

Interpretation

The Board has fully interpreted this policy in policies 1.3.1 through 1.3.4 below. Compliance with these policies will constitute compliance with this policy.

Evidence

The evidence of compliance with policies 1.3.1 through 1.3.4 demonstrates compliance with this policy.

Compliance timeline: Policy 1.3 will be compliant when policies 1.3.1 to 1.3.4 are compliant. See subsequent policies for more information.

POLICY 1.3.1:

Public transportation facilitates labor mobility.

Degree of compliance: Compliant

Interpretation

Compliance with this policy will be demonstrated when:

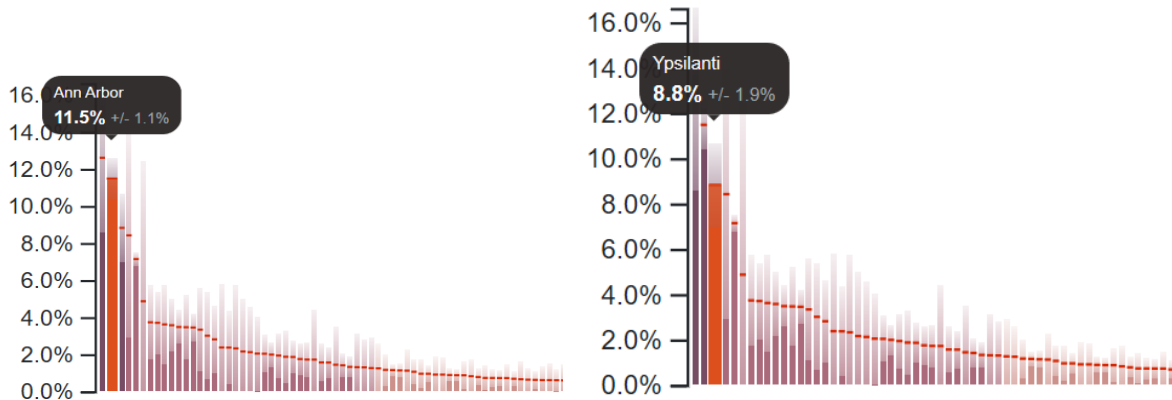
- A. The proportion of daily work trips using non-automobile modes, especially public transit, increases over time. This measure is known as “mode share” and is similar to “market share”. This is reasonable because this is an industry-standard measure of how people actually travel and can be consistently measured over time. However, mode share is a lagging indicator that is only collected every 5 years. Ridership per Capita should also be considered for an annual snapshot of progress.
- B. Riders can access 80% of all essential jobs in the service area within a reasonable walk from a bus stop (0.25 miles),
- C. Vanpool options are available outside the fixed-route service area and are reasonably well used.
- D. Flex ride is available and reasonably well used

This is a reasonable interpretation because it measures the outcome of labor trips (i.e. work trips) directly in manner that can be tracked over time, and also includes coverage of job sites.

Evidence

A. Commute to Work, Southeast Michigan Region

Although ridership has significantly decreased, transit mode share in the Southeast Michigan region has increased from 6.3% to 11.5% in Ann Arbor and in Ypsilanti from 5.4% to 8.8%. This is likely due to a steeper decline in driving.



Source: SEMCOG, Community Explorer, 2021. Second from Highland Park, the City of Ann Arbor had the second highest average transit mode share (commute to work) rate in Southeast Michigan.

Source: SEMCOG, Community Explorer, 2021. Ypsilanti had the third highest average transit mode share (commute to work) rate after Highland Park and Ann Arbor.

B. Job Accessibility

The traveling public can access 80.4% of jobs within 0.25 miles of fixed route. See evidence for 1.1A for more information.

C. Van Pool Availability

TheRide's vanpool program is available to any group making regular trips in our service area. We have vanpools originating from Toledo, Detroit, and other distant points. Overall, vanpool usage has seen a decrease of 27% since last year.

D. Flex Ride Availability

Fixed Route ridership decreased, and service levels in areas of low demand were consequently reduced. Flex Ride was then expanded to cover these areas. Between FY20 and FY21 ridership on both Flex Ride routes have increased by over 80%

	Flex Ride East	Flex Ride West
FY 20	6,432	3,424
FY 21	13,777	6,207
Percentage increase	114%	81%

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

POLICY 1.3.2

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

Degree of Compliance: Compliant

Interpretation

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

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

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

Evidence

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

	Adjacent Routes	Campus within 0.25 miles of a bus stop? Yes/No
UM Main Campus	3, 4, 5, 23, 61, 62, 63, 64, 65	Yes
UM North Campus	22, 66, 3	Yes
EMU	3, 4, 5	Yes
WCCC	3, 24	Yes
Concordia	3	Yes

Policy 1.3.3
Visitors use public transportation in the areas

Degree of Compliance: Compliant

Interpretation

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

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

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

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

Evidence

(A) Connections with Inter-City Carriers

	Target	Service during monitoring period	Compliant?
Amtrak (Ann Arbor on Fuller Street)	Accessible via fixed- route or FlexRide , paratransit.	Served by Route 22 and Paratransit	Yes
Greyhound (Ann Arbor on Fuller Street)	Accessible via fixed- route or FlexRide , paratransit.	Served by Route 22 and Paratransit	Yes
Greyhound & other bus (Ypsilanti Twp. on Huron Road)	Accessible via fixed- route or FlexRide , paratransit.	Served via FlexRide	Yes
Detroit Metro Airport	Accessible via AirRide.	Served via AirRide (Resumed 4/26/2021)	Yes

(B) Temporary eligibility for visiting paratransit service users,

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

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

Since the beginning of the pandemic, AirRide had been temporarily suspended due to the pandemic. On April 26th, 2021, AirRide restarted services

Policy 1.3.4
The area is connected to the Metro Detroit region.
Degree of Compliance: Not compliant
Interpretation
<p>Compliance with this policy will be demonstrated when a scheduled transit service exists between Ann Arbor and Metro Detroit with departures at least once an hour during weekdays.</p> <p>This is a reasonable interpretation that outlines the elements of what an acceptable connection would need to provide.</p> <p>Our specific results for this period are outlined below.</p>
Evidence
<p>The Detroit-to-Ann Arbor (D2A2) service started in early 2020 but had to be shut down in March due to the pandemic. Therefore, there was no such service during the monitoring period. Because of that I report non-compliance with this policy.</p> <p>Compliance timeline: Compliance for this policy was achieved on October 18, 2021, three weeks after the monitoring period ended.</p>

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

Evidence

A. Quality of Service Composite Index Score

Below are the scores for fixed route and paratransit services for FY 2020 and FY 2021.

	FY 2020	FY 2021	Target	Compliant?
Fixed Route	.71	.73	Increase	Yes
	The overall number of complaints decreased by 64%, compliments decreased by 32%, average age of the bus fleet was 6.57 which is within the desired target of 6-7 years, and preventable collisions decreased by 62%. All these factors contributed to an increase in the quality-of-service composite index score for			
Paratransit	.74	.75	Increase. If a decrease is noted, there should no pattern.	Yes
	Comparing FY 2020 to FY 2021, complaints have decreased by 29%. There were no denials expect those based on TheRide’s capacity to provide services with accounted for 0.05% of paratransit boardings. These factors contribute to the overall increase of the paratransit quality of service composite index score.			

B. Onboard surveys

	2013	2014	2015	2016	2017	2018	2019	2020	2021	Target	Compliant?
Onboard Surveys	87%		88%		91%					Increase over time	Partial
Onboard surveys have traditionally been conducted every two years. An onboard survey should have been conducted in 2019 but was neglected due to staff turnover. It was then rescheduled to 2020 but that did not take place due to the pandemic. Given that current information is unavailable, the CEO reports incomplete evidence.											

Compliance timeline: Onboard surveys are planned for the Fall of 2022. This will allow a more complete review of compliance. Changes to satisfaction levels are expected as ridership rebounds.

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

Degree of Compliance: Compliant

Interpretation

Compliance with this policy will be demonstrated when:
 (A) An anonymous telephone survey of people who live in membership service area (riders and non-riders) report that more than 51% have generally positive impressions of TheRide, or
 (B) People who live in the service area support the AAATA's millage requests above 51%.

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

Evidence													
	2009	2011	2013	2014	2015	2016	2017	2018	2019	2020	2021	Target	Target reached?
(A) Telephone Survey of Residents	80%		63%				90%				80%	>51% success	Yes
(B) Referendum Results				70%				83%				>51% success	Yes

Based on telephone surveys conducted in late 2021 after this monitoring period, 80% of residents reported that they viewed TheRide Very Favorably or Somewhat favorably. There was no referendum during the monitoring period.

Guidance on Determining “Reasonableness” of CEO Interpretations

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

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

Defensible measures and standards are those that:

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

- “What makes an Interpretation Reasonable and What are the Expectations for the Operational Definition: Policy Governance Consistency Framework Report Number 2”.

Board’s conclusion on monitoring report

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

Ends Report (select one)

The Board finds that the CEO:

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

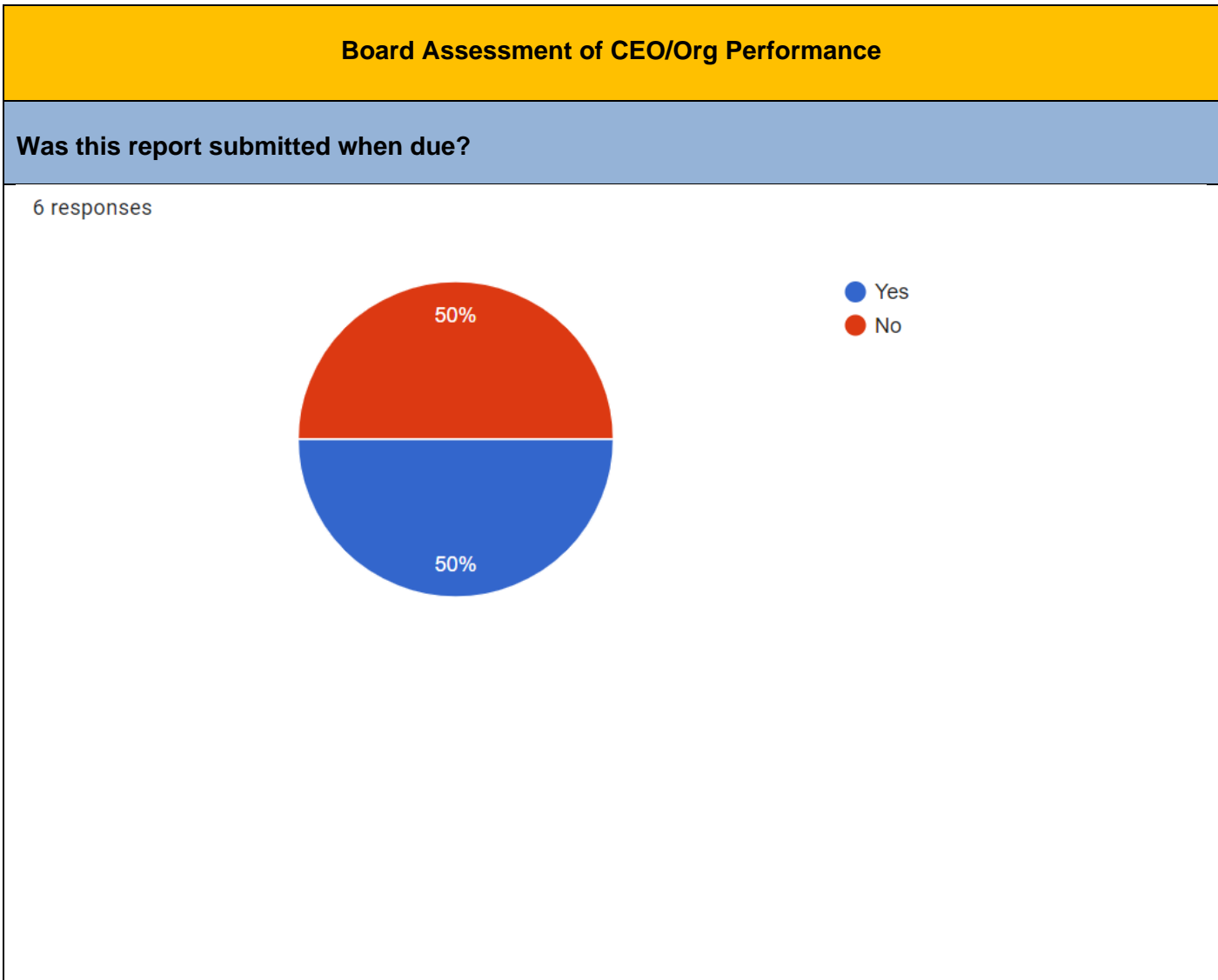
Board notes: (If applicable)

SURVEY RESULTS
FY22 Ends Policy Monitoring Report

Board Meeting Review Date: February 17, 2022

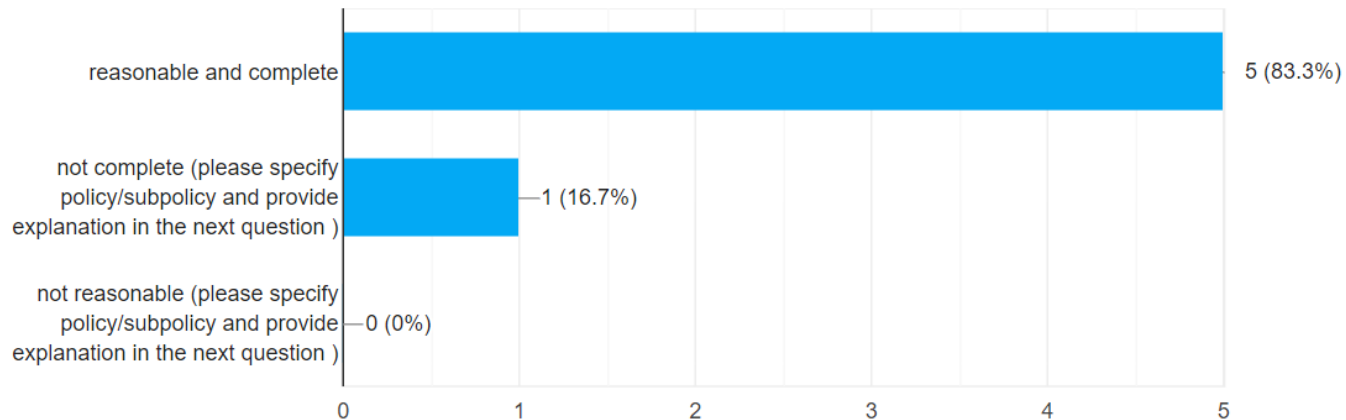
Survey Participants: 6 Board Members

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



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

6 responses



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

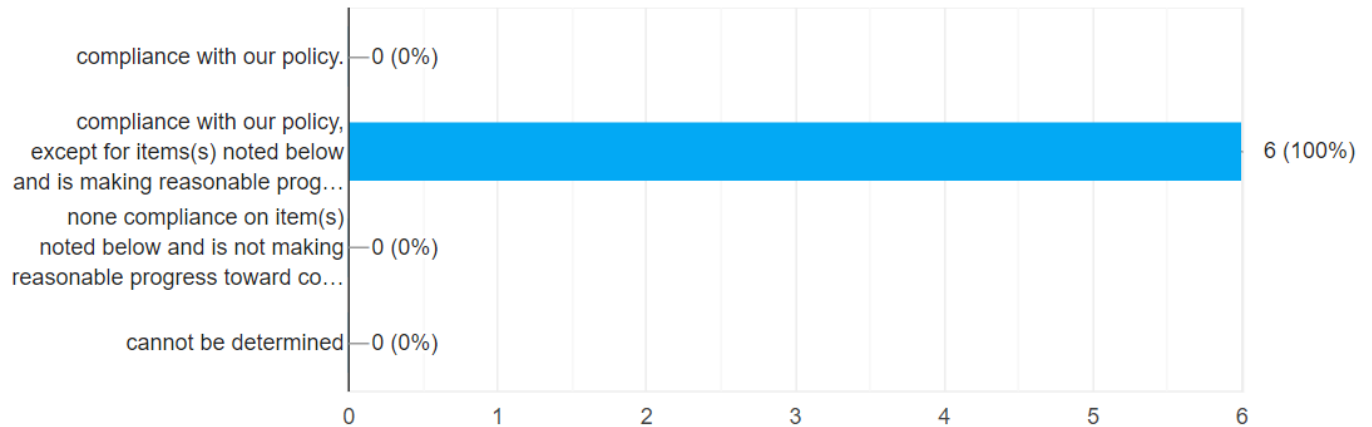
2 responses

1.1.2 D / CEO states No plan currently in place when can we expect a plan?

Overall reasonable and complete. sa few could be nitpicked.

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

6 responses



Items not in compliance (if any):

3 responses

1.0, 1.1, 1.1.2, 1.2, 1.2.2, 1.2.3, 1.2.4, 1.3, 1.3.4, 1.4

Items as noted by CEO in the report.

However, I am also thinking 1.1.1 is partially compliant (instead of compliant). We do provide some discounted/free fixed route rates based on personal situation but there are use cases where someone might be economically challenged and physically challenged, and they HAVE to rely on Gold Ride and A-Ride (vs. fixed route) -- those are expensive (for them and us) and it can be an economic hardship for them. Until we can reduce/remove the cost burden for that use case, I'd vote that this can never be compliant. (not through fault of the CEO or his team, but maybe this is something we try to solve in the LRP)

As identified by CEO, except I believe 1.3.3 needs to have data on visitors actually using AAA – perhaps a survey.

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?

1 response

I think that the mode share statistics are distorted because of the pandemic.

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

0 responses

No responses yet for this question.

OPTIONAL: Comments for the CEO

Commendations on this topic:

4 responses

1.1.2G / I am pleased that the website has multiple language options beyond English, Chinese and Spanish

I am concerned about the AAATA's ability to return to pre-pandemic ridership and increase its mode share.

The CEO had to balance compliance/partial-compliance/non-compliance interpretations for some policies based on whether to factor in COVID impact/data. Not an easy task. I thought he did a good job at trying to be fair and not use COVID as an easy excuse to say, "well, we're compliant because #COVID."

This is a very long and complex report containing lots of data. The CEO should be commended on providing a comprehensive look at the ends.

Potential improvement(s):

3 responses

1.1.2 G / concerned that the website contact information does not seem to include TTY for the deaf. Have I missed something?

1.1.2 F / I think the board should revisit the language surrounding the age limit for riding the bus. It seems unfinished in that we "assume" that young riders will be accompanied by a responsible person. The current language does not address expectations.

Regarding Board meeting accessibility, we have not, to my knowledge had Zoom transcription available. Now that the Board will be meeting "in person" and filmed by CTN, is closed captioning provided or does the viewing audience chose that option on their television or device?

I am not 100% supportive of this report's interpretation of 1.2.1 (public transportation options are increasingly chosen over use of a personal car) being truly compliant. I'm only mentioning it in the potential improvements comment field because I don't view this as a serious interpretation issue by the CEO based on the policy.

My issue with this particular monitoring report is in regards to the evidence data used to interpret it (in section 1.3.1). Due to COVID, there are still a large # of the workforce in SE Michigan that is working from home and most of those are probably desk jobs (and most likely own and use cars). However, the riders who were not able to work from home due to job requirements are thus, still forced to get to work. My guess is that there is a high number who are hospitality and other workers who are in lower-paying jobs where they can't afford a car (even pre-COVID). The interpretation even says, "Although ridership has significantly decreased.... This is likely due to a steeper decline in driving."

Because it is so long and complex, perhaps it could be broken into two parts that are due at different times. It is very difficult for a board member to fully digest and evaluate the entire report at one time.

Comments on the report itself:

3 responses

I'd like to have a discussion at the Committee level about our ridership numbers (ridership per capita & cost per trip), especially compared to Lansing and Grand Rapids. I'd like to understand this better because 1.0 indicates our ridership per capita lags behind Lansing and Grand Rapids whereas 1.3.1 indicates we have the second highest transit mode share in the State (behind Highland Park). While these are different metrics, one would expect them to trend consistently

The Covid pandemic is an unprecedented event that has negatively impacted life as we know it. On top of that there was a cyber attack on the agency last fall. This report clearly shows the impact it has had on the "Ends" and the tremendous effort made by all to provide the best service possible within the those parameters.

The compliance timeline information is very appreciated.

Policy 4.0-4.4 Monitoring Board Management Delegation

Governance Committee Review Date: January 27, 2022

Board of Directors Review Date: February 17, 2022

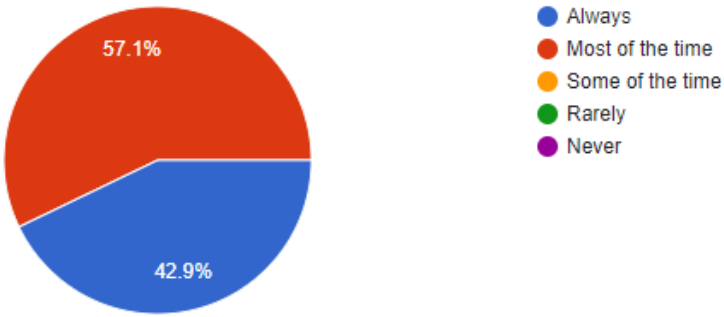
INFORMATION TYPE:
Decision
RECOMMENDED ACTION(S):
Review Governance Policy feedback
PRIOR RELEVANT BOARD ACTIONS & POLICIES
Board of directors has reviewed this governance policy and provided feedback on compliance.
ISSUE SUMMARY:
There were seven respondents to this questionnaire with an overall favorable compliance response to the monitored governance policy.
ATTACHMENTS:
Survey Results: Governance Policies 4.0-4.4 Monitoring Board Management Delegation

SURVEY RESULTS: Governance Policies (Policies 4.0-4.4)

Board Meeting Review Date: February 17, 2022

Survey Participants: 7 Board Members

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

Board Assessment of CEO / Org Performance												
4.0 Global Board-Management Delegation												
The Board’s sole official connection to the operational organization, its achievements and conduct will be through a Chief Executive Officer (CEO).												
<p>7 responses</p> <div style="text-align: center;">  <table border="1" style="margin-left: auto; margin-right: auto;"> <caption>Survey Results for Policy 4.0</caption> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Always</td> <td>42.9%</td> </tr> <tr> <td>Most of the time</td> <td>57.1%</td> </tr> <tr> <td>Some of the time</td> <td>0%</td> </tr> <tr> <td>Rarely</td> <td>0%</td> </tr> <tr> <td>Never</td> <td>0%</td> </tr> </tbody> </table> </div>	Response	Percentage	Always	42.9%	Most of the time	57.1%	Some of the time	0%	Rarely	0%	Never	0%
Response	Percentage											
Always	42.9%											
Most of the time	57.1%											
Some of the time	0%											
Rarely	0%											
Never	0%											
Additional Context for Policy 4.0 (Optional)												
<p>3 responses</p> <div style="background-color: #f0f0f0; padding: 10px; margin-bottom: 10px;"> <p>In general we do follow this policy that all direction is given to the CEO who then interacts and implements with his staff. However, it is unreasonable to expect that the board will only have contact to the staff through the CEO. And, luckily we are flexible enough to be able to interact directly with the deputy CEOs and certain staff in a direct manner when it makes sense for efficiency sake.</p> </div> <div style="background-color: #f0f0f0; padding: 10px; margin-bottom: 10px;"> <p>There are some issues and instances where follow-up between Board members and staff may be directly with Deputy CEOs. I'm confident the Deputy CEOs and the CEO are coordinated on this issue and is not a cause for concern.</p> </div> <div style="background-color: #f0f0f0; padding: 10px;"> <p>I believe it would be preferable to top-level policy (x.0) at the end rather than the beginning since it depends on the sub-policies.</p> </div>												

4.1 Unity of Control

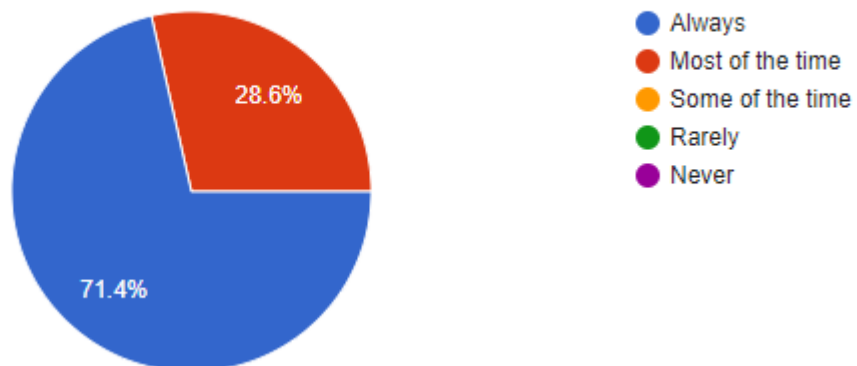
4.1.1 Decisions or instructions of individual Board members, officers, or committees are not binding on the CEO except in rare instances when the Board has specifically authorized such exercise of authority.

7 responses



4.1.2 In the case of Board members or committees requesting information or assistance without Board authorization, the CEO can defer or refuse such requests that require, in the CEO's opinion, a material amount of staff time or funds or is disruptive:

7 responses



Additional Context for Policy 4.1 (Optional)

2 responses

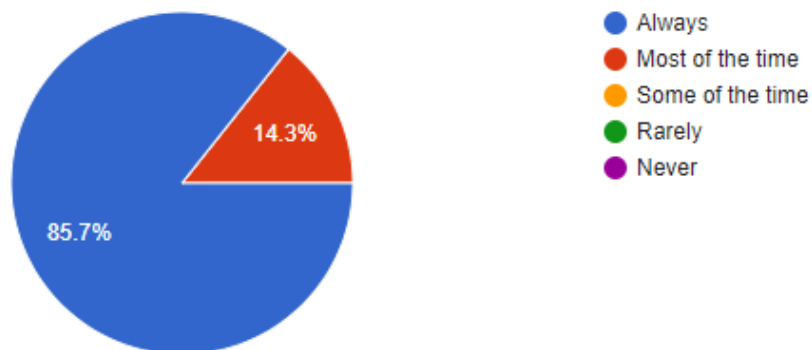
Matt does a really great job is pushing back in these situations to explain why he is pushing back (e.g. disruptive, expensive \$\$ or time wise) BUT that if the board agrees it is a task to be accomplished, he and the staff will happily take it on.

I believe that the Board has, in both committee meetings and Board meetings, requested additional info. It has been my observation that Mr. Carpenter has been candid about whether the request is within the scope of staff to accomplish or if the request is unreasonable and would cause a disruption to staff current work, time and funding availability.

4.2 Accountability of the CEO

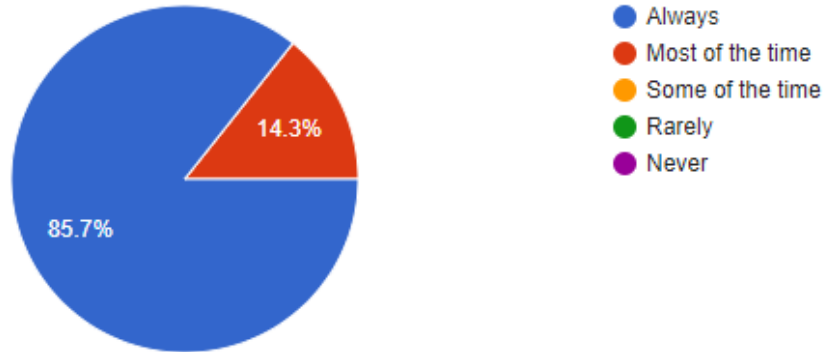
4.2.1 The Board will never give instructions to persons who report directly or indirectly to the CEO.

7 responses



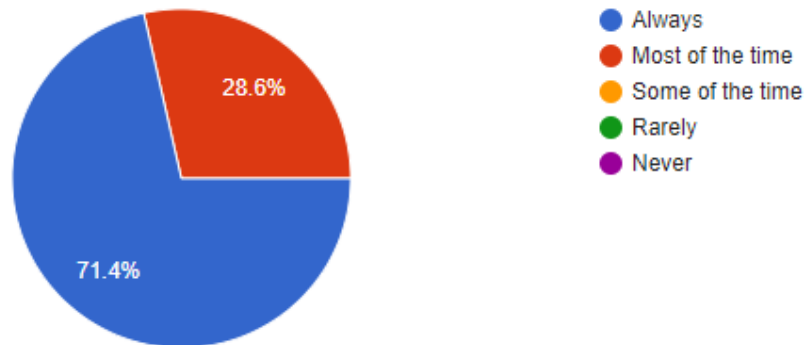
4.2.2 The Board will not evaluate, either formally or informally, any staff other than the CEO. Board members are not restricted from expressing any level of satisfaction in a confidential conversation with the CEO.

7 responses



4.2.3 The Board will view organizational performance as integral to CEO performance and shall consider Board stated Ends and avoidance of Board-proscribed executive limitations as a foundation of successful CEO performance.

7 responses



Additional Context for Policy 4.2 (Optional)

3 responses

Instructions can be a request for info. We have flexibility (within limits) to ask the other Deputy CEOs and certain staff questions directly instead of through the CEO, hence my rating of "most of the time" for 4.2.1.

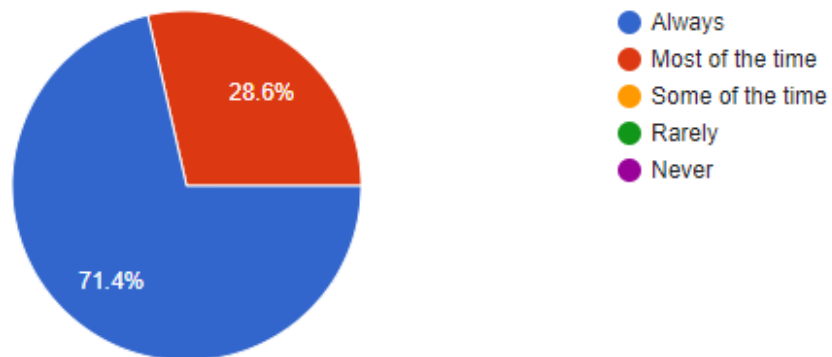
4.2.2: The two sentences seem to be contradictory. Rewording would be helpful in order to clarify.

4.2.1 This one continues to be sticking point for me as we do and have congratulated staff on a job well done. ex: When staff win awards, retire, have a benchmark moment etc..

4.3 Delegation to the CEO

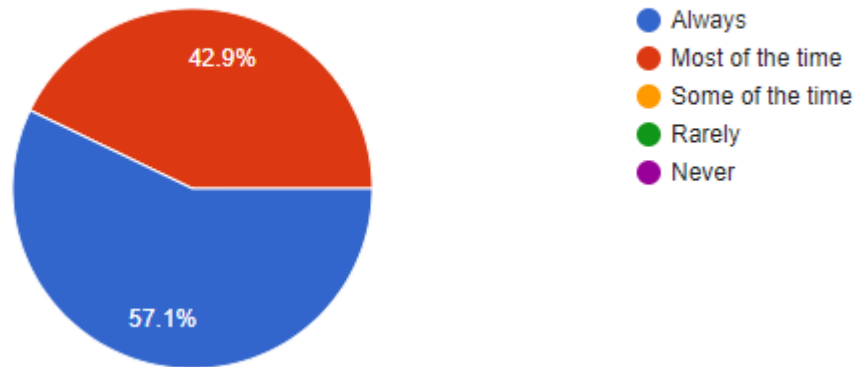
4.3.1 The Board will develop policies instructing the CEO to achieve certain results, for certain recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies.

7 responses



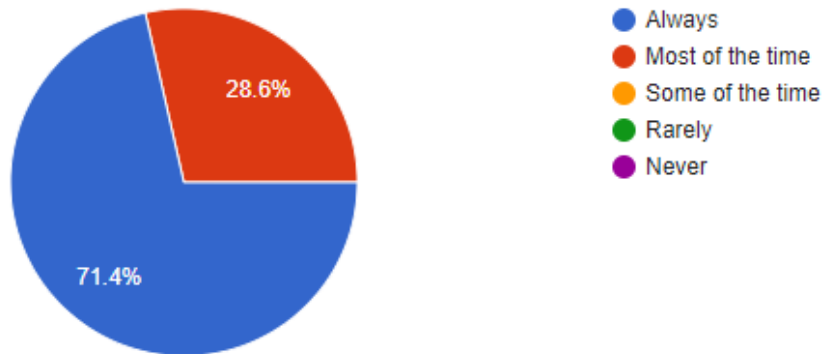
4.3.2 The Board will develop policies which limit the latitude the CEO may exercise in choosing the organizational means. These limiting policies will describe those practices, active, decisions, and circumstances that would be unacceptable to the Board even if they were effective. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies. The Board will never prescribe organizational means delegated to the CEO.

7 responses



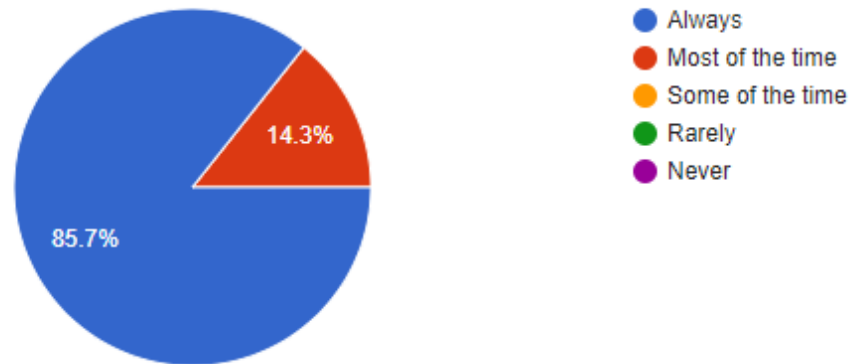
4.3.3 As long as the CEO uses any reasonable interpretation of the Board's Ends and Executive Limitations policies, the CEO is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.

7 responses



4.3.4 The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and CEO domains. By doing so, the Board changes the latitude of choice given to the CEO. But as long as any particular delegation is in place, the Board will respect and support the CEO's choices with the boundaries described herein.

7 responses



Additional Context for Policy 4.3 (Optional)

4 responses

RE 4.3.3. There are some interpretations with which the Board and CEO still struggle. These are often identified in the monitoring reports or discussed at Committee or Board meetings. It would be beneficial to track these more holistically so that they may be rectified.

4.3.1: Policies often don't address costs. 4.3.2: A few policies seem to stray into means.

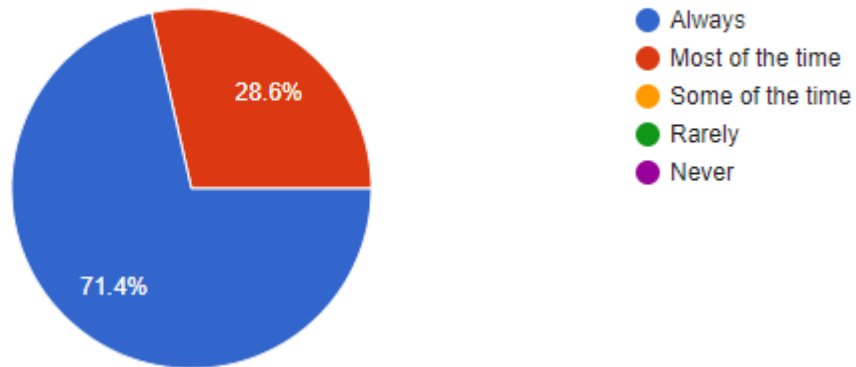
I believe that the Board has worked hard to monitor policies and make adjustments. Currently there is a task force in place to re-evaluate policy and monitoring.

For 4.3.4 we sometimes do not agree with the CEOs choices with boundaries/interpretation. So, imo, we can't say that we 'always' support.

4.4 Monitoring CEO Performance

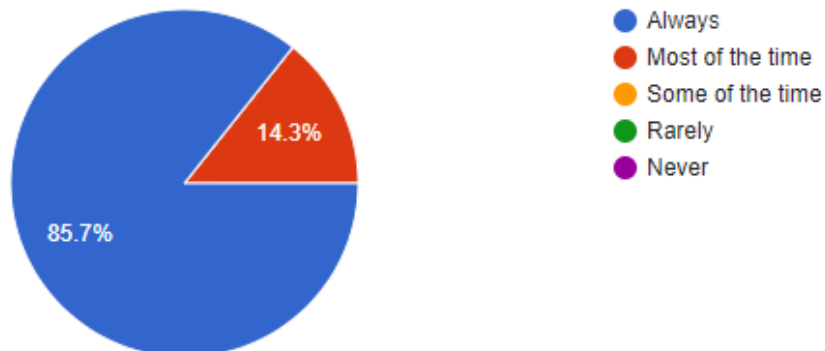
4.4.1 Monitoring is simply to determine the degree to which Board policies are being met. Data which does not do this will not be considered to be monitoring data.

7 responses



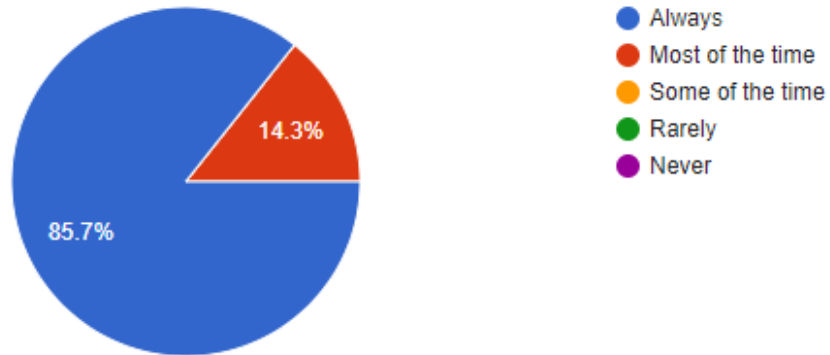
4.4.2 The Board will acquire monitoring data by one or more of three methods: (a) by internal report, in which the CEO discloses compliance information to the Board, (b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies, and (c) by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.

7 responses



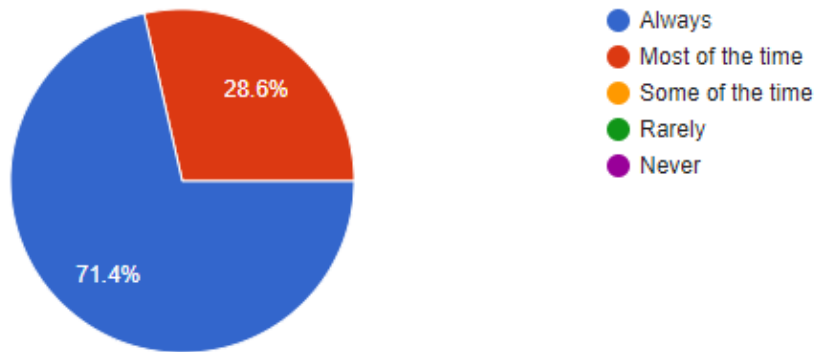
4.4.3 In every case, the Board will judge the reasonableness of the CEO’s interpretation and whether data demonstrate accomplishment of the interpretation

7 responses



4.4.4 The standard for compliance shall be any reasonable CEO interpretation of the Board policy being monitored. The Board is the final arbiter of reasonableness but will always judge with a “reasonable person” test rather than with an interpretation favored by Board members or by the Board as a whole.

7 responses



4.4.5 All policies which instruct the CEO will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method but will ordinarily depend on a routine schedule (Appendix A).

7 responses



Additional Context for Policy 4.4 (Optional)

3 responses

4.4.2: Sometimes, there is not good data available. 4.2.4: Sometimes, a board member will use a personal opinion rather than that of a "reasonable person".

4.4.1 This policy needs rewording. Specifically the second sentence.

4.4.1 is weird – what constitutes data? If it means, "number based data" then that is why I selected "most of the time." There are some monitoring reports that the CEO cannot provide hard numbers as proof of compliance.