# TheRide
Ann Arbor Area Transportation Authority

# Board of Director's Meeting Agenda

**Meeting Date/Time:** May 19, 2022, 6:30-9:00pm

**Members:** Eric Mahler (Chair), Mike Allemang (Treasurer), Jesse Miller (Secretary), Rich Chang, Raymond Hess, 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 April 21, 2022 | D | | 2 |
| 2.2  Committee Meeting Summaries | D | | 9 |
| **3.  POLICY MONITORING & DEVELOPMENT** | | | |
| 3.1  Monitoring Improvements | O | Allemang | 14 |
| 3.2  3.0-3.8 Governance Process Policies | M | Mahler | 24 |
| 3.3  Q2 Finance Report | O | Reed | 64 |
| 3.4  Q2 Service Report | O | Smith | 68 |
| **4.  STRATEGY UPDATES: CEO** | | | |
| 4.1  Long-Range Plan Update | O | Yang | 77 |
| **5.  OPERATIONAL UPDATES** | | | |
| 5.1  CEO Report | O | Reed | 100 |
| **6.  EMERGENT ITEMS** | | | |
| **7.  CLOSING ITEMS** | | | |
| 7.1 Topics for Next Meetings<br>    LRP<br>    2.9 External Relationships<br>    2.10 Communication and Support to the Board<br>    CEO Expense Report | | Thursday, June 16, 2022 | |
| 7.2  Public Comment | O | | |
| 7.3  Adjournment | | | |

Monitoring, D = Decision Preparation, O = Other

# TheRide
Ann Arbor Area Transportation Authority

## Board of Director's Meeting Minutes

**Meeting Date/Time:**  April 21, 2022, 6:30-9:00pm

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

**AAATA Staff Attendees**:  Matt Carpenter, Dina Reed, Forest Yang, Rosa-Maria Njuki, Deborah Holt
**Location:** Ann Arbor District Library
Virtual attendance available via Zoom
Passcode: 983308

Chair Eric Mahler called the meeting to order at 6:33 pm.

| Agenda Item |
|---|
| **1. OPENING ITEMS** |

### 1.1 Approve Agenda
Mr. Mahler opened the meeting with a suggestion to move Item 2.4 Cash and Investments Monitoring Report from the Consent Agenda to Item 4.2 in Policy Monitoring and Development. Ms. Mozak motioned to approve the agenda with the suggested change, seconded by Ms. Pollay.

 All in favor of accepting the change to the agenda with no other changes noted:

 Mr. Mike Allemang: Yes (attending virtually)
 Mr. Rich Chang: Yes
 Mr. Raymond Hess: Yes
 Mr. Ryan Hunter:  Yes
 Mr. Jesse Miller: Yes
 Ms. Mozak: Yes
 Ms. Pollay: Yes
 Ms. Sims: Yes
 Chairman Mahler: Yes

The vote passed unanimously.


### 1.2  Public Comment

Robert Pawlowski shared he has attended several public long-range plan presentations.  He is encouraged by the economic development impact and growth for the region.

John Newman shared that as an Ypsilanti Township resident and township trustee, he and the Trustees have taken a position against the millage due to the hardship it may cause residents. He felt that the Ypsilanti Township Board and AAATA board members had a productive meeting the week before and requested more time to educate residents.

Brenda Stumbo, Ypsilanti Township resident and township supervisor, shared a brief history of the partnership between the township and AAATA and the impact a millage increase would make upon the residents of the community. She expressed concern that the township wasn't more involved in collaborative decision making with AAATA and requested that more time be given before a millage proposal was finalized and accepted.

Jim Mogensen shared his thoughts on the shortcomings in the millage rate that passed in 2014. He feels that the long-range planning work to be done also needs to address foundational issues in the organization. He also encouraged the board to consider taking more time before introducing a millage.

Tim Hull shared that he would like to see increased services on weekends and holidays, more frequency on local routes and better flex-ride. He understands the concerns regarding a millage increase but his focus is on improving and expanding services.

Michelle Barney thanked staff member Robert Williams who has assisted and helped resolve service issues she has experienced. She expressed concern over the lifting of the federal mask-mandate and how it will impact medically vulnerable riders. She is also concerned about an increase in fees with rising fuel costs and how that might impact riders. Lastly, she shared she is supportive of the millage going on the August ballot.

### 1.3 General Announcements
No general announcements.

## 2. CONSENT AGENDA

### 2.1 Board Meeting Minutes March 17, 2022

### 2.2 Committee Meeting Summaries

### 2.3 Treatment of the Traveling Public Monitoring Report (return)

### 2.4 2.6 Cash and Investments Monitoring Report Moved to Agenda Item 4.2

### 2.5 Outside Approvals – MERS Signing Delegation to CEO

Mr. Mahler noted items 2.1 – 2.3, 2.5 on the Consent Agenda.

Mr. Chang moved to approve the Consent Agenda, seconded by Mr. Miller
In support of the motion:
 Mr. Mike Allemang: Yes (attending virtually)
 Mr. Rich Chang: Yes
 Mr. Raymond Hess: Yes
Mr. Ryan Hunter:  Yes
Mr. Jesse Miller: Yes
Ms. Mozak: Yes
Ms. Pollay: Yes
Ms. Sims: Yes
Chairman Mahler: Yes

The Consent Agenda was accepted as presented.

## 3. STRATEGY UPDATES: CEO

### 3.1 Long-Range Plan Update

Mr. Yang shared that the public engagement period had been extended until Friday, April 22, 2022. All public meetings (virtual and in-person) were completed – there were 12 public events, 20 stakeholder presentations. They are receiving online survey, telephone, and email feedback. He thanked the staff and community for their support and feedback as it will be used to finalize the long-range plan.

### 3.2 Millage Proposal

Mr. Carpenter briefly highlighted the details of the millage proposal that had been initially introduced at the March board meeting and noted that the details of the initial had not changed. He presented a few updates/clarifications that had been requested by board members regarding the impact of including or removing funding major capital projects in the millage. He noted that should it be removed, federal grants would be pursued but those grants are not guaranteed which may have a significant impact on major capital projects. He pointed out that the millage proposal had highlighted rates and dating as they were open to board changes, introduced legal counsel Steven Leidel and opened up the floor for board questions. He also shared that the board packet had been updated to include millage proposal feedback that had been gathered since the March board meeting.

Mr. Mahler reminded the board they had two issues to decide: the millage rate and timing of the election.

Mr. Allemang thanked Mr. Carpenter for his work in explaining and clarifying questions raised at the prior board meeting.

Ms. Mozak asked Mr. Carpenter for further details on the timing of capital projects and service enhancements and if space would be needed for additional buses. Mr. Carpenter explained that the service enhancement plans didn't include the purchase of additional buses but rather, the enhancements would be longer hours of service.

Ms. Pollay asked if running at-will service vans would be an alternative service to reduce costs. Mr. Carpenter responded by outlining at-will services such as Uber and Lyft and that the cost increases for services with low ridership. He discussed the benefit of current flex ride options and spoke to the overall need for mass transit in the community due to constrained parking and high traffic.

Mr. Hunter shared that on behalf of Ypsilanti Township, he thanked members of the board for their involvement in conversations with the township trustees. He also asked for better understanding of specifics of the ballot language around authorized tax revenues from the millage being used for downtown development. Mr. Liedel responded that the language is required by state law and the annual impact is likely to be 5-6 figures annually.

Mr. Hunter also asked about millage exemptions for those who don't use specific services, to which Mr. Carpenter responded a millage is taxed uniformly across a jurisdiction.

Mr. Mahler asked Mr. Liedel about ballot language regarding the inclusion of an estimated projection of the millage levy for the first year. Mr. Liedel responded that language is required on the ballot.

Mr. Liedel confirmed to Mr. Allemang that the ballot language presented meets the requirements under Michigan election law for a local ballot issue.

Mr. Hess shared his support of the ballot proposal presented and that while not always favorable, the primary funding resource provided for the organization is through millages. He feels community support and response shows strong support to move forward with the millage proposal.

Mr. Hunter responded that he feels the surveys do not show the high amount of support that has been portrayed due to the relatively low responses.

Ms. Mozak expressed concern over cutting an item/items from the proposal if a lower millage rate was suggested as it will mean a loss of service or potential staffing shortage that impact the public.

Mr. Miller expressed his support for the proposal and shared that he has spoken with many community members and elected officials and feels that this is the first step to being able to address concerns regarding services.  He is strongly in favor of moving forward.

Mr. Hunter expressed concerns over the August election and requested waiting until November.

Ms. Pollay shared her experience with volunteering for the RTA and ballot confusing with younger voters who missed voting on the RTA millage because they didn't turn over ballots. She is in support of the August election as it will be a quieter election, unlike the upcoming November elections.

With discussions complete, Mr. Hess motioned to propose the millage rate at 2.38 as described in the draft resolution in the packet.  Mr. Miller seconded the motion.

Mr. Mike Allemang: Yes (attending virtually)
Mr. Rich Chang: Yes
Mr. Raymond Hess: Yes
Mr. Ryan Hunter:  No
Mr. Jesse Miller: Yes
Ms. Mozak: Yes
Ms. Pollay: Yes
Ms. Sims: Yes
Chairman Mahler: Yes

The vote passed by a vote of (8) Yes and (1) No to propose a millage rate of 2.38.

Mr. Miller motioned to propose the millage proposal be placed on the August 2, 2022 primary election ballot.  Ms. Sims seconded the motion.

Mr. Mike Allemang: Yes (attending virtually)
Mr. Rich Chang: Yes
Mr. Raymond Hess: Yes
Mr. Ryan Hunter:  No
Mr. Jesse Miller: Yes
Ms. Mozak: Yes
Ms. Pollay: Yes
Ms. Sims: Yes
Chairman Mahler: Yes

The vote passed by a vote of (8) Yes and (1) No to propose the millage be placed on the August 2, 2022 primary election ballot.

Mr. Carpenter suggested that the Board have a third vote to approve the Resolution as it was presented.

Ms. Mozak motioned to propose accepting the ballot language within the resolution be accepted as presented. Ms. Sims seconded the motion.

Mr. Mike Allemang: Yes (attending virtually)
Mr. Rich Chang: Yes
Mr. Raymond Hess: Yes
Mr. Ryan Hunter:  No
Mr. Jesse Miller: Yes
Ms. Mozak: Yes
Ms. Pollay: Yes
Ms. Sims: Yes
Chairman Mahler: Yes

The vote passed by a vote of (8) Yes and (1) No to accept the ballot language within the resolution as presented.

## 4.  POLICY MONITORING & DEVELOPMENT

### 4.1  Monitoring Improvements
Mr. Allemang updated the board on the work of the monitoring taskforce group and referenced the development of a new monitoring form.  He shared that the group will be testing the form and once it has been refined, will bring it before the board.

### 4.2  2.6 Cash and Investments Monitoring Report  (Moved from Agenda Item 2.4)
Ms. Reed referenced the report findings and Mr. Allemang shared that the Finance Committee was recommending it to the Board as (A) in compliance with the addition of a few notations for future improvement for the report.

Mr. Miller thanked the committee for re-addressing the issue of the FDIC insurance as that had been a discussion topic previously.

Mr. Chang motioned to propose accepting Policy 2.6 Cash and Investments Monitoring Report as (A) in compliance.  Mr. Allemang seconded the motion.

Mr. Mike Allemang: Yes (attending virtually)
Mr. Rich Chang: Yes
Mr. Raymond Hess: Yes
Mr. Ryan Hunter:  Yes
Mr. Jesse Miller: Yes
Ms. Mozak: Yes
Ms. Pollay: Yes
Ms. Sims: Yes
Chairman Mahler: Yes

The vote passed unanimously.

## 5.  OPERATIONAL UPDATES

### 5.4  CEO Report
Mr. Carpenter shared highlights from the CEO Report and discussed the topic of the federal mask mandate being dropped in the past week.  He understands there are many who still are concerned about covid transmissions but beyond encouraging masks on buses, they are no

longer required.  He also shared with the board a graph of ridership numbers over the past few years.  He outlined how AAATA ridership numbers were paralleled by transit systems across the country.  His hope is that it will continue to trend upward and that the passage of a millage and new services will assist in that recovery process.

Mr. Allemang asked Ms. Reed about the status of cyber-attack recovery.  Ms. Reed responded that IT is still working to bring back all systems back on the premises – the few that aren't do not directly impact customers or staff.

Ms. Mozak thanked the fleet department for retrofitting the Nova busses with ADA pull cords after customer feedback indicated it was needed.

Ms. Sims and Mr. Miller brought up concerns about the end of the mask mandate on pubic transit and concerns about vulnerable riders and ventilation.

Mr. Carpenter's response was that ongoing simple ventilation and air circulation were being utilized on buses.

## 5.  EMERGENT ITEMS

No emergent items.

## 6.  CLOSING ITEMS

### 6.1  Topics for Next Meetings

LRP
2.9 External Relationships
2.10 Communication and Support to the Board
Monitoring Report
3.0-3.8 Governance Process Policies
Q2 Service Report
Q2 Finance Report

### 6.2  Public Comment

Robert Pawlowski commented that he was in agreement with placing the millage ballot in the August primary elections.  There is much work to be done in the region and encouraged work and growth with the Ypsilanti Transit Center as a priority.

Jim Mogensen.commented that quarterly reports might need more notations included to explain ridership trends.  He also requested that purchase / service agreements and partnership agreements be made publicly available on the website. Finally, he commented on the limited space on buses for those with mobility issues and the challenges of ensuring proper services be available to them.

Michelle Barney commented that an August ballot measure would be beneficial as opposed to a crowded November ballot.  She also inquired about campaigning for the millage and who would be organizing volunteers.  She wants to participate and educate voters on accurate information about the milage.

Debbie Swanson, Ypsilanti Township resident and Township trustee commented that she is disappointed with the Board vote to pass the millage resolution.  She has concerns and feels the organization didn't listen to township voters.  Her primary concern is the cost and whether

the millage is too large of a request of the community in light of current economic Hardships.  She is in support of public transportation but asked that board members visit areas in the community that are struggling so they can better understand the impact of this millage.

**6.3 Adjournment**

Ms. Mozak motioned to adjourn, seconded by Ms. Pollay.

Meeting adjourned at 8:27 pm.

Respectfully Submitted by Deborah Holt

# TheRide
Ann Arbor Area Transportation Authority

## Governance Committee Meeting Notes

**Meeting Date/Time:** April 28, 2022 - 9:00-10:30am

**Members:** Eric Mahler (Chair), Mike Allemang, Jesse Miller, Kathleen Mozak

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

**Location:** REMOTE – Via Zoom
Passcode: 050646

Chairman Mahler called the meeting to order at 9:02 am.

| Agenda Item |
| --- |
| **1. OPENING ITEMS** |
| **1.1 Agenda (Additions, Approval)**<br>No additions to be added to the agenda<br><br>**1.2 Communications**<br>Ms. Reed shared that the ARPA and CARES grant funding have been obligated and are being executed.<br><br>Mr. Carpenter shared that the organization is working toward returning to pre-pandemic business planning. |
| **2. STRATEGY & OPERATIONAL UPDATES: CEO** |
| **2.2 Long-Range Plan Feedback (Verbal)**<br>Mr. Yang shared with the committee a brief verbal update on the summary of public engagement meetings (virtual and in-person options) and surveys that were concluded recently. The Long-Range Plan draft report will be presented at the June board meeting. |
| **3. POLICY MONITORING & DEVELOPMENT** |
| **3.1 Monitoring Improvements**<br>Mr. Allemang shared that the monitoring improvement plans are being reviewed by the task force and once a decision is made, will be brought before the board.<br><br>**3.2 Agendas**<br>No additions to the Service or Finance Committee Meetings. Mr. Mahler noted that there is a robust agenda with policy monitoring for the Board Meeting in May; no new additions. An ordering change to the agenda was made with Items 3 and 4. |

### 3.3  3.0-3.8  Governance Process Policies

Mr. Carpenter shared with the committee that the report had once been divided throughout the year, but had recently been combined into one report.  This policy is a board self-assessment which was found to be favorable overall.  The committee suggested splitting up the survey as it is lengthy.

## 4.  CLOSING ITEMS

### 4.1  Topics for Next Meeting

LRP

CEO Expense Report

### 4.2  Adjournment

Mr. Mahler thanked the committee and staff and adjourned the meeting at 10:24am.

Respectfully submitted by Deborah Holt

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# Service Committee Meeting Notes

**Meeting Date/Time:** May 4, 2022, 9:00-11:00am

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

**Staff:** Matthew Carpenter, Bryan Smith, Forest Yang, Rosa-Maria Njuki, LaTonya Hargrave, Deborah Holt

**Location:** REMOTE – Via Zoom
Passcode: 538410

Ms. Mozak started the meeting at 9:00 am

| Agenda Item |
| --- |
| **1. OPENING ITEMS** |
| **1.1 Agenda (Additions, Approval)** No additions or changes to the agenda. <br><br> **1.2 Communications** No new communications. |
| **2. STRATEGY & OPERATIONAL UPDATES: CEO** |
| **2.1 Long-Range Plan Feedback (Verbal)** Mr. Yang shared with the committee a brief verbal update on the summary of the 3$^{rd}$ round of public engagement meetings (virtual and in-person options) and surveys that were concluded recently. The committee discussed the update and the Long-Range Plan draft report will be presented at the June board meeting. |
| **3. POLICY MONITORING & DEVELOPMENT** |
| **3.1 Monitoring Improvements** Ms. Mozak referenced that there are no new updates from the taskforce – they are currently testing a new format and will present to the board once they have a final recommendation on the format to use. <br><br> **3.2 Q2 Service Report** Ms. Hargrave and Mr. Smith shared the FY22 Q2 Service Report with the committee. Notable items were an increase in service costs due to rising fuel costs and driver overtime. There is currently a hiring campaign in progress to fill vacant MCO positions and an emphasis on customer service training. |

| **4. CLOSING ITEMS** |
|---|

**4.1 Topics for Next Meeting**
2.9 External Relationships
2.2 Treatment of Staff
LRP

**4.2 Adjournment**
Ms. Mozak thanked the committee and staff and the meeting adjourned at 10:03 am.

Respectfully Submitted by Deborah Holt

# TheRide
## Ann Arbor Area Transportation Authority

# Finance Committee Meeting Notes

**Meeting Date/Time:**  May 10, 2022, 3:00 – 5:00pm

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

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

**Location:** REMOTE – Via Zoom
    **Passcode:** 038107

Mr. Allemang started the meeting at 3:03 pm

| Agenda Item |
| --- |
| **1. OPENING ITEMS** |
| **1.1  Agenda (Additions, Approval)**<br>No new additions / changes to the agenda.<br><br>**1.2  Communications**<br>No new communications. |
| **2.  STRATEGY AND OPERATIONAL UPDATES** |
| **2.1  Long-Range Plan Feedback**<br> Mr. Yang shared with the committee a brief verbal update on the summary of the 3$^{rd}$ round of public engagement meetings (virtual and in-person options) and surveys that were concluded recently.  The committee discussed the update and the Long-Range Plan draft report will be presented at the June board meeting. |
| **3. POLICY MONITORING & DEVELOPMENT** |
| **3.1  Monitoring Improvements**<br>Mr. Allemang shared that the taskforce had decided to test the new format.  Once the testing process has been completed they will share their findings with the board and offer a recommendation on the format to use.<br><br>**3.2  Q2 Finance Report**<br>Ms. Reed provided an overview of the Q2 Finance Report and noted that 2$^{nd}$ quarter expenses were lower.  Some of those expenses were due to some reduced services which lowered operational costs.  She shared that the budget was still trending on track and the operating reserve is steady.<br><br>The committee discussed various aspects of the report and the merits of adjusting the report to reflect performance as a means of better tracking financial trends. |

# Policy Monitoring Improvement Opportunities

**Taskforce Meeting Date:  May 18th, 2022**

**Board Meeting Date: May 19th, 2022**

| INFORMATION TYPE |
| --- |
| Other |

| BACKGROUND |
| --- |
| The Board has discussed a need for better follow up for non-compliant and partially compliant policies. The CEO introduced a compliance timeline in monitoring reports indicating when compliance can be expected for policies that are not compliant for operational reasons. In an effort to continue streamlining the monitoring report process, the  Monitoring Taskforce has furthered these discussions  and made some recommendations as briefed in the issue summary. |

| ISSUE SUMMARY: |
| --- |
| The Monitoring Taskforce would like to introduce a snapshot graphic that indicates changes in policy compliance over time for all monitoring reports. They request that at the Board's approval, this compliance snapshot be provided with all monitoring reports moving forward (See page 2).<br><br>To further support in improving compliance, the CEO is working on improving his interpretations and evidence and has also developed a list of policy development opportunities based on previous CEO notes, Governance Coach notes and Board discussions (See page 3).<br><br>Finally, under the guidance of the Governance Coach a new monitoring worksheet has been developed and the Taskforce will test-drive it before making a formal recommendation on its use to the Board. Once approved, the worksheet will replace the monitoring report surveys (See page 6). |

| ATTACHMENTS: |
| --- |
| 1. Changes in compliance snapshot<br>2. Policy monitoring and development list<br>3. New monitoring report worksheet example |

# 1. Changes in Policy Compliance

The Monitoring Taskforce proposes the inclusion of policy trendlines in monitoring reports in order to have a graphic representation of policy compliance over time. The example below shows compliance changes over time for Policy 2.10. It should be noted that none of the policies in FY22 have been reviewed by the Board and that compliance on those policies are as preliminarily noted by the CEO.

| Policy | FY 20 | FY 21 | FY 22 |
|---|---|---|---|
| 2.10. | 2 | 2 | 2 |
| 2.10.1 | 2 | 2 | 2 |
| 2.10.1.1 | 2 | 2 | 2 |
| 2.10.1.2 | 3 | 3 | 3 |
| 2.10.1.3 | 3 | 3 | 3 |
| 2.10.1.4 | 3 | 3 | 3 |
| 2.10.1.5 | 3 | 3 | 3 |
| 2.10.1.6 | 3 | 3 | 3 |
| 2.10.1.7 | 3 | 3 | 3 |
| 2.10.2 | 3 | 3 | 2 |
| 2.10.2.1 | 3 | 3 | 3 |
| 2.10.2.2 | 3 | 3 | 3 |
| 2.10.2.3 | 3 | 3 | 3 |
| 2.10.2.4 | 3 | 3 | 1 |
| 2.10.3 | | 2 | 2 |
| 2.10.3.1 | | 2 | 3 |
| 2.10.3.2 | | 3 | 2 |
| **Compliance Average** | ⬆ 2.79 | ⬈ 2.71 | ⬇ 2.53 |

> These numbers range from 1 to 3 and indicate overall compliance of the whole policy across Fiscal Years.
>
> *1 represents non-compliance and 3 represents full policy compliance. The arrows indicate change overtime.*

| LEGEND | |
|---|---|
| 3 | Compliant policies |
| 2 | Partially compliant policies |
| 1 | Non-compliant policies |

# 2. Policy Development Opportunities

The following policy development opportunities are a cumulative list of action items that the Board has identified a need to review and address. The CEO has provided a list of recommended actions for the Board to consider.

| Policy | Policy development opportunity | Recommended action | Date of next monitoring |
|---|---|---|---|
| **1.0: Ends** | The Board monitored Policy 1.0 in February 2022, The Board accepted the report as level B, there was also a note that compliance on policy 1.3.3. could not be determined. | Board determines a compliance timeline for non-compliant policies. Additionally, the board should specify why compliance on 1.3.3. cannot be determined i.e., is it because of policy, interpretation, or evidence? Then follow through with policy development or request for new interpretation or evidence from CEO. | Dec 2022 |
| **2.1: Treatment of the Traveling Public** | Treatment of the traveling public policy was monitored during the December 2021 Board meeting, the Board requested that the interpretations be reviewed, and a new monitoring report be resubmitted in two months. The CEO and the Governance Coach reviewed the policy and submitted the following notes with the resubmission<br><br>**CEO Notes:**<br>The CEO notes Policy 2.1.4 very difficult to interpret and present evidence for. Upon review this policy was not an original policy created by John Carver<br>There is a similar policy which reads:<br>"*The CEO shall not…Fail to … provide a way to be heard for person who believe they have not been accorded a reasonable interpretation of their protections under this policy.*"<br>The CEO would like to ask the Board to reconsider 2.1.4 as currently written and seek advice from a Committee or a governance coach*.<br>*See governance coach notes below for advice on this policy.*<br><br>**Governance Coach notes:**<br>1. Consider rewording the following policies to remove double negatives i.e., "*shall not fail to*". | Board reviews notes by CEO and Governance Coach and considers developing identified policies. | November 2022 |

| | | | |
|---|---|---|---|
| | a. Policy 2.1.1:"The CEO shall not….allow facilities, bus stops, vehicles, or services to lack reasonable accessibility for potential riders regardless of mobility limitations" Note: this policy update deliberately includes bus stops.<br>b. Policy 2.1.3.1: "The CEO shall not…Permit unfair, inconsistent, or untimely responses to questions or complaints from the traveling public"<br>c. Policy 2.1.5.1: "The CEO shall not allow the public and riders to be without easily accessible, understandable information with respect to services offered and expected conduct."<br>2. As the CEO noted the current Policy 2.1.4 does not exist in the original John Carver work. The policy in John Carver's work, noted in the CEO's notes*, ("The CEO shall not…Fail to … provide a way to be heard for person who believe they have not been accorded a reasonable interpretation of their protections under this policy.")* has been abandoned because it adds little to the other provisions. If the policy were aligned with the Interpretation, e.g., [The CEO shall not] "*Allow the riding public or any stakeholder to be unaware of the process for registering a complaint or concern or of the avenues for addressing the Board*". This would be an improved policy statement.<br>3. Policy 2.1.2 is redundant as the board already specifies in the General Executive Constraint (GEC) that the CEO shall not do anything unlawful, it might be worthwhile considering deleting this policy and address discrimination in the monitoring policy of the GEC. If this policy is intended to address equity, then it is covered in the Ends policies.<br><br>The Service Committee reviewed the policy. The meeting minutes of the Committee went into the April Board Meeting Consent Agenda. No further board action occurred. | | |
| **2.2: Treatment of Staff** | The treatment of staff policy was presented to the Board in June 2021, a treatment of staff follow up was requested in the next 3 months. The CEO provided a follow up that was reviewed and accepted in the October Board meeting | No further Board action recommended | June 2022 |
| **2.5:Financial Conditions** | Policy 2.5 was monitored in March 2022 and accepted as level (B), Compliant except for items noted. No further action took place. | Board identifies a compliance timeline | Feb 2023 |
| **2.5.12: Fare Policy** | Discussions on this policy took place during the September 2021 Board meeting. The Board noted the policy as (B) Compliant except for items noted. There was no compliance timeline developed for the partially compliant policies identified. No further follow through discussions occurred as pertains to this policy. | Identify a compliance timeline for non-compliant policies | September 2022 |

| 2.7 Asset Protection | This policy was last monitored in June 2020 (Even years). The CEO recommended the elimination of policies 2.8.5.2 and 2.8.5.6 as they were prescriptive. The board voted on eliminating the prescriptive policies. All other policies were compliant. | No further board action recommended. | |
|---|---|---|---|
| 2.9: External Relations | Policy 2.9 was monitored in May 2021. The CEO provided the following notes, <br><br> *"In past years I have noted that policies 2.9, 2.9.1, 2.9.2, 2.9.3, and 2.9.6.5 (*) are prescriptions as they dictate staff actions rather than proscribing unacceptable situations. I have done my best to develop reasonable interpretations which I believe satisfy the guidance from the IPGA (below), but these are still unsatisfying.* <br> *I continue to believe these early policies are contrary to Policy Governance. I would ask the Board to consider rewording these policies or deleting them. One alternative would be to move 2.9.4 and 2.9.5 under 2.9.6 and delete everything else. The Board could also consult Rose Mercier.* <br> *I will also note that there is no "External Relationships" section in the stock Policy Governance template of policies. I believe this policy began as a continuation of the pre-2017 PMER committee (pre-Policy Governance)."* <br><br> The Governance Committee was to review this further, and further policy decisions on the identified items be made at the board level. Discussions happened at the governance committee and the committee meetings were received as a consent agenda in the Board meeting. No further action took place. | Review CEO notes and address prescriptive policies. | June 2022 |
| 2.10: Communication and Support to the Board | This policy was monitored in the March 2021 Board Meeting. The Governance Coach provided the following comments: <br><br> 2.11.1.6 feels a bit like it should be part of 2.11.1.5. it is also "means-y". The unacceptable condition feels like it be [The CEO shall not} Allow the board to be unprepared to be responsive to community concerns or public questions. If it were written in this way, the interpretation could address board education, but it could address other 'means' than those prescribed in the policy. <br><br> 2.11.1.6.1 is not a further interpretation of 2.11.1.6. And it is a "prescription" – what is the unacceptable condition? "Allow the Board to be uninformed of the longer-term strategic context in which delegated decisions are made." – but again this could be part of the incidental information which is required by the Board as part of 2.11.1.5. The interpretation could be part of the interpretation for 2.11.1 possibly for that which the board has not already fully interpreted below. | The Board reviews the Governance Coach comments, addresses prescriptive policies and determines a compliance timeline for non-compliant policies. | June 2022 |

| | | | |
|---|---|---|---|
| | In Policy 2.11.2.1 you do not need to say "legal". The CEO is prohibited from doing anything illegal.<br><br>Is there a reason why the following policies are not included in 2.11? This is a standard part of the Communication and Support to the Board policy. It would in some ways better contain some of the items in this policy.<br>• Impede the Board's holism, misrepresent its processes and role, or impede its lawful obligations.<br>• Interact with the Board in a way that favors or privileges certain board members over others, except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.<br>• Neglect to supply for the Required Approvals agenda all items delegated to the CEO, yet required by law, regulation, or contract to be Board-approved, along with the applicable monitoring information.<br>There were no discussions in relation to the Governors Coach comments. The Board accepted the policy at level (B) in acceptance except for policy 2.10.1 and 2.10.3. | | |
| **2.11: Construction Policy** | This policy was monitored by the Board for the first time in October 2021, It lacked significant amounts of evidence and the CEO recommended the policy be accepted as "cannot be determined". It was discussed in the Service Committee Meeting and accepted in the Board as a consent agenda item. | Board determines compliance timeline for the policy or policy is scheduled as needed (during construction years only) | October 2022 |
| **3.0-3.8 Governance Process policies** | These policies were monitored in April 2021 and considered to have positive results but also split responses in some areas. There were discussions to revise some policies, but no final decisions were made on policy development | Board reviews and amends policies | May 2022 |
| **3.9.2.1** | Ms. Mozak, as the Board Representative to the LAC, reported at the November 2021 Service Committee Meeting that the LAC was working on reorganization and definition of its role in relationship to Board Policy.<br><br>*Board Policy 3.9.2.1 The appointed representative shall provide quarterly reports to the Board of any ownership issues or Executive Limitations Policies identified by the LAC.*<br><br>At the time the LAC believed that the most appropriate policies upon which they should provide feedback are,<br>2.1 Treatment of the Traveling Public | Board provide clarity on the required content for the quarterly reports per policy 3.9.2.1 | |

| | | | |
|---|---|---|---|
| | 2.5.12 Adjustment of Fares<br>2.2 Treatment of Staff<br>She asked for direction about how the Board Representative to LAC provide the quarterly report as none is dictated in the policy.<br><br>The Service Committee minutes were accepted as part of the Board Consent Agenda. No further action from the board took place | | |
| **4.0-4.4 Board Management Delegation** | These policies were monitored in the February Board meeting. The Board noted that the policies were interpreted differently by different Board members per the Survey results. The Board Chair noted that the policy wording needs to be evaluated and clarified. No further action took place. | Board reviews its Board-management policies and rewords them as it sees appropriate/sufficient. | |
| **Compliant policies** | <ul><li>2.3: Compensation and benefits reviewed Nov 2021</li><li>2.6: Cash & Investments reviewed in Aug 2021 and April 2022</li><li>2.4: Financial Planning and Budgeting reviewed in October 2021</li><li>2.8: Emergency Succession reviewed in June 2020 (even years)</li></ul> | No further action required. | |

**Monitoring Report Worksheet Example.**

| | | | Is the interpretation reasonable? *Criteria 1: Is there a measure or standard?* | Is there verifiable evidence? | If you have indicated that (a) the interpretation is unreasonable or that the evidence is not verifiable, please state the reason for your concern, and questions or clarifications needed. |
|---|---|---|---|---|---|
| **INSTRUCTIONS** 1. Make sure you have the monitoring report available. 2. Review the interpretation and evidence for each policy item in the order indicated. 3. Decide if the interpretation is reasonable, i.e., does it meet the 4 criteria for reasonableness? 4. Decide if the evidence is verifiable, i.e., Does it meet the 3 criteria for verifiability? 5. Save your answers and send your worksheet to dholt@theride.org ||||||

| Order of monitoring | Policy # | Policy Statement Type/Select Yes or No | Is the interpretation reasonable? *Criteria 1: Is there a measure or standard?* / Criteria 2: Rationale for the measure or standard? / Criteria 3:Level of achievement necessary to compliance / Criteria 4: Rationale for the level of achievement? / *Type/Select Yes or No* | Is there verifiable evidence? / Criteria 1: Actual measurement data for each measure / Criteria 2: Source of data indicated for each measure / Criteria 3: Date when data obtained / *Type/Select Yes or No* | If you have indicated that (a) the interpretation is unreasonable or that the evidence is not verifiable, please state the reason for your concern, and questions or clarifications needed. |
|---|---|---|---|---|---|
| 10 | 2.1 | With respect to the agency's operations and interactions with riders, potential riders, pedestrians, cyclists, other road users, and the general public the CEO shall not cause, allow or fail to address conditions, procedures, or decisions that are unsafe, undignified, disrespectful, unclear, or overly intrusive. | | | |
| 7 | 2.1.1 | Provide facilities, vehicles, or services that are not reasonably accessible to potential riders regardless of mobility limitations. | | | |
| 8 | 2.1.2 | Allow anyone, including people who have disabilities or seniors, to be discriminated against with respect to the AAATA's services. | | | |
| 2 | 2.13 | Operate without providing effective, comprehensible, accessible, and timely information. | | | |
| 1 | 2.1.3.1 | Fail to respond to questions or complaints in a timely and reasonable manner. | | | |
| 9 | 2.1.4 | Discourage persons from asking questions, airing a complaint, or being heard. | | | |
| 4 | 2.1.5 | Operate without established and enforceable standards for customer service and the safety of the public including pedestrians, cyclists and other road users. | | | |
| 3 | 2.1.5.1 | Fail to communicate standards and expectations to the public and riders. | | | |

| | | | | | |
|---|---|---|---|---|---|
| 6 | 2.1.6 | Use methods of collecting, reviewing, transmitting, or storing personal information that allows improper access or inappropriate disclosure | | | |
| 5 | 2.1.6.1 | Use forms that elicit personal information for which there is no clear necessity | | | |

| ADDITIONAL QUESTIONS |  |
|---|---|
| Is there any reason to doubt the integrity of the information presented? | |
| If the CEO has indicated NON-COMPLIANCE with any aspect of this policy, is there a commitment as to when the Board can expect to see compliance and is the proposed time-frame acceptable? | |
| Having reviewed the monitoring report, does anything you have learned make you consider whether the POLICY ITSELF should be amended?  (*Policy amendment is not monitoring but should be addressed as a board decision.)* | |

## 4. CLOSING ITEMS

**4.1 Topics for Next Meetings**

LRP

2.7 Asset Protection

**4.2 Adjournment**

Mr. Allemang thanked the committee and the meeting adjourned at 4:46pm.

Respectfully Submitted by Deborah Holt

# SURVEY RESULTS:
## Governance Process Policies (Policies 3.0-3.8)

**Governance Committee Meeting Review Date: April 28, 2022**
**Board Meeting Review Date: May 19, 2022**

**Survey Participants: 5 Board Members**

| Board Assessment of CEO/ Org Performance |
|---|
| **3.0 Global Governance Process** |
| The purpose of the Board, on behalf of the residents and workers of the member jurisdictions and government jurisdictions with whom we have service agreements (Ownership), and as stewards of the future, is to see to it that the Ann Arbor Area Transportation Authority (AAATA) (a) achieves appropriate results for appropriate persons at an appropriate cost, and (b) avoids unacceptable actions and situations. |

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

40%

60%

**Additional Context for Policy 3.0 (Optional)**

1 response

We don't often address "at an appropriate cost."

## Board Assessment of CEO/ Org Performance

### 3.1 Governing Style

**3.1.1** The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives.

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**
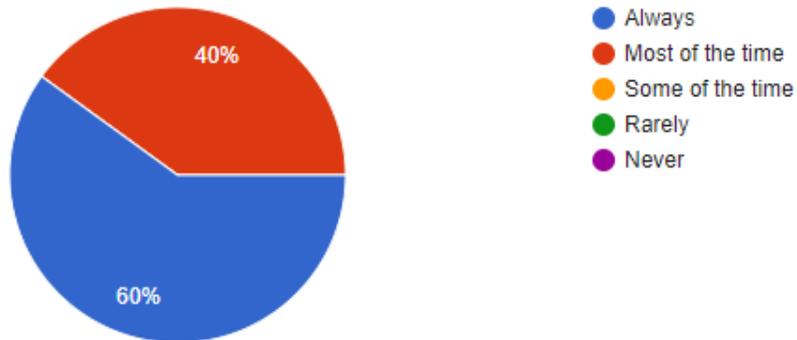
## Board Assessment of CEO/ Org Performance

**3.1.2** The Board will encourage a diversity of viewpoints and work to ensure all views are heard. The Board may use the expertise of individual members to enhance the ability of the Board as a body. However, the Board will not allow dominant personalities or individual agendas to usurp the Board's broader perspective, collective responsibilities or values.

5 responses
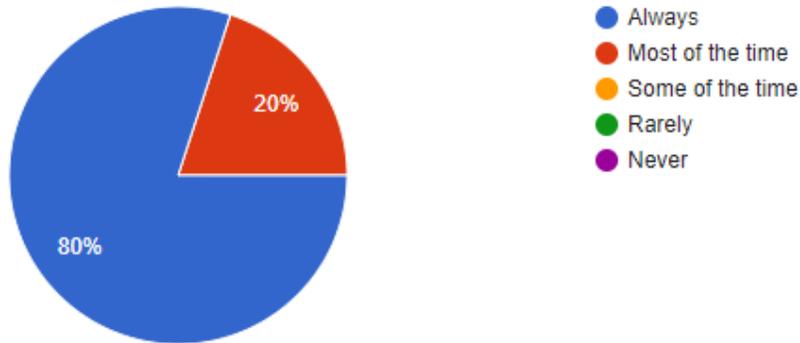


**3.1.3** The Board will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives. The Board's major policy focus will be on the intended long-term impacts outside the organization, not on the administrative or programmatic means of attaining those effects.

5 responses



**Survey Results: Governance Process Policies (Policies 3.0-3.8)**
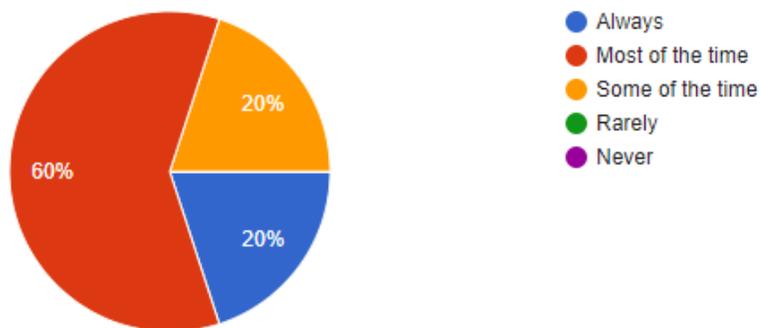
| Board Assessment of CEO/ Org Performance |
|---|

**3.1.3.1** The Board will only allow itself to address a topic after it has answered these questions: 1. What is the nature of the issue? Is the issue within the scope of the agency? 2. What is the value that drives the concern? 3. Whose issue is this? Is it the Board's or the CEO's? AAATA Board Policy Manual V 2.15 – Approved December 17, 2020 17 4. Is there already a Board policy that adequately covers the issue? If so, what has the Board already said on this subject and how is this issue related? Does the Board wish to change what it has already said?

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never
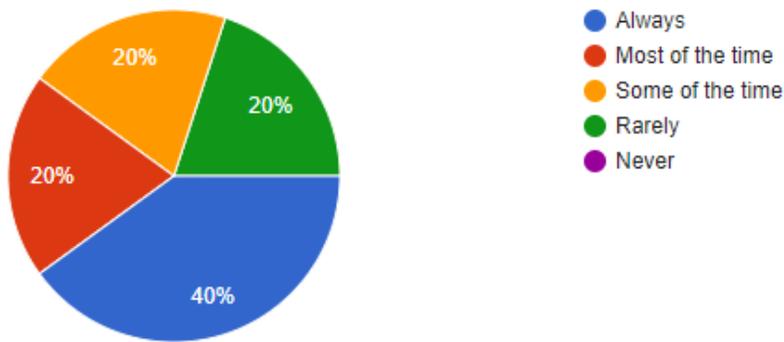
**3.1.4** The Board must provide the strategic leadership for the AAATA and recognizes that its greatest contribution to long-range planning is an explication of its vision for the AAATA through creating ends policies with a long-range perspective. The Board also recognizes that the operational planning of the AAATA to meet Board end policies is a staff function, and organizational performance on ends will be closely monitored by the Board. Accordingly, the Board will periodically review its ends policies to ensure alignment with its owners and the long-range demands of the AAATA.

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**
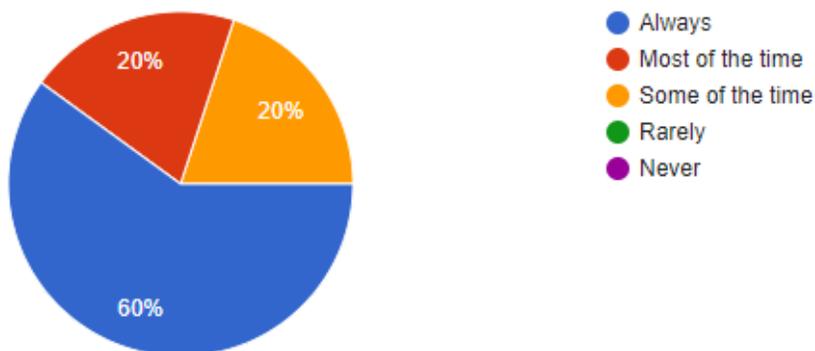
## Board Assessment of CEO/ Org Performance

**3.1.5** **The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of governance capability. Although the Board can change its governance process policies at any time, it will observe them scrupulously while in force.**

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

80%  20%
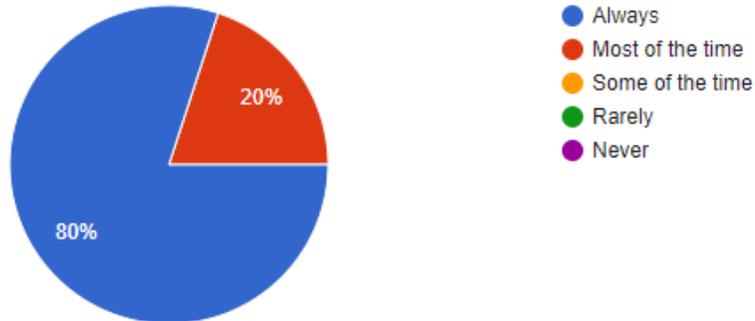
**3.1.6** **Continual Board development will include orientation of new Board members in the Board's governance process, periodic Board discussion of process improvement and timely identification of quality candidates to be recommended for appointment by our municipal partners.**

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

60%  20%  20%

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**
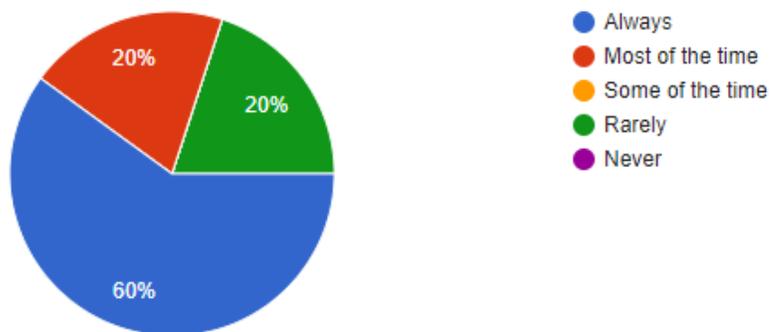
## Board Assessment of CEO/ Org Performance

**3.1.7   The Board will allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling its governance commitments.**

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

100%

**3.1.8   The Board will monitor its process and performance according to its established schedule. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-Management Delegation categories, following the monitoring schedule in Appendix A.**

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

40%
60%

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**
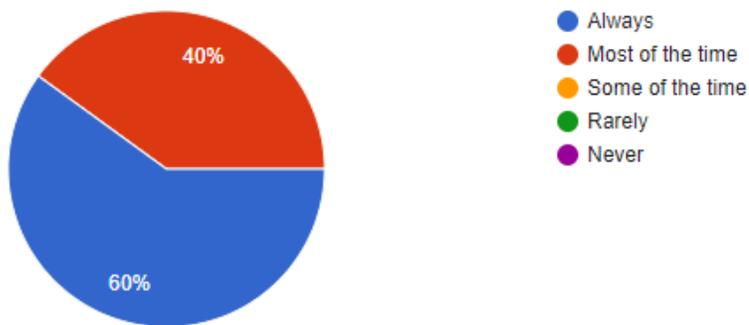
## Board Assessment of CEO/ Org Performance

### Additional Context for Policy 3.1 (Optional)

1 response

3.1.3 Some of our policies are not broad due to stated specifics (e.g. dollar amounts, %-ages). That is expected and not an issue, imo.

3.1.3.1 We are flexible enough that we don't always utilize this rubric for enabling discussions.

### 3.2  Board Job Description

### 3.2.1  The authoritative linkage between the ownership and the operational organization.

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

60%

40%

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**
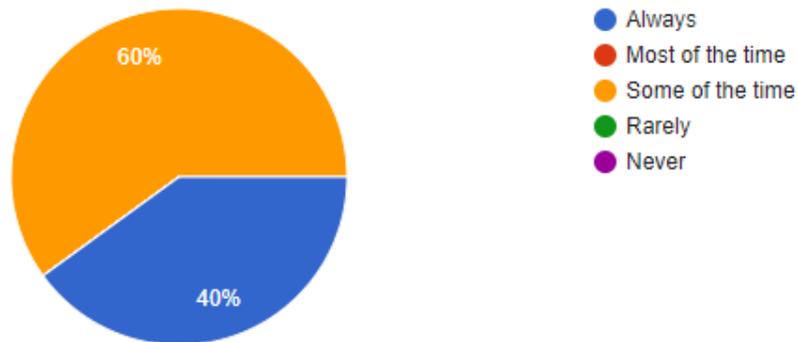
## Board Assessment of CEO/ Org Performance

### 3.2.1.1 Members shall maintain effective ambassadorship and coordinated advocacy with member municipalities.

5 responses



Legend:
- Always
- Most of the time
- Some of the time
- Rarely
- Never

(Most of the time 60%, Some of the time 20%, Always 20%)
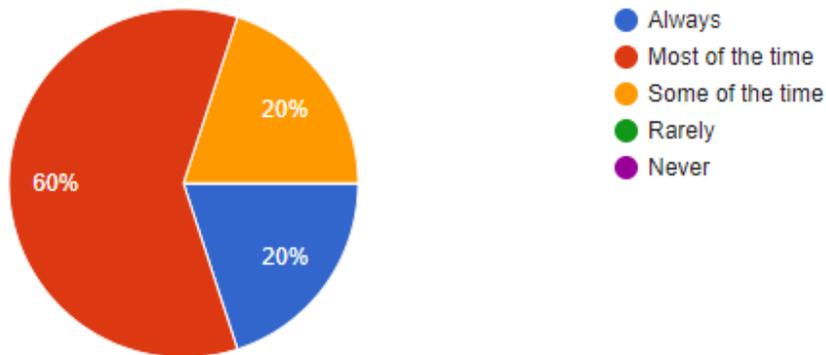
### 3.2.2 Strategic leadership and vision of the organization through its policymaking.

5 responses



Legend:
- Always
- Most of the time
- Some of the time
- Rarely
- Never

(Always 60%, Most of the time 40%)

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**
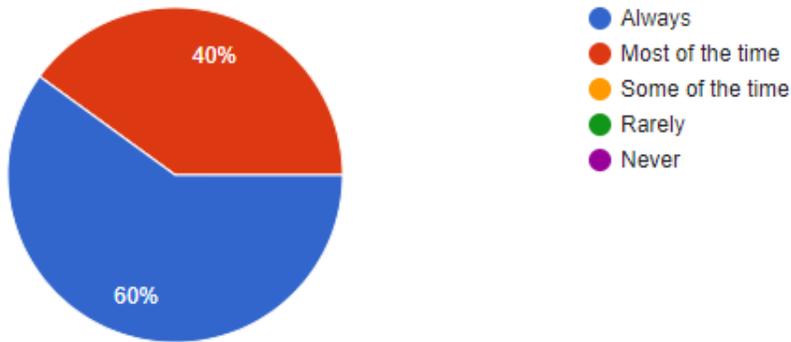
## Board Assessment of CEO/ Org Performance

**3.2.3** Written governing policies that address the broadest levels of all organizational decisions and situations. A. Ends: Organizational products, impacts, benefits, outcomes, recipients; and their relative worth in cost or priority (what good for which recipients at what cost). B. Executive Limitations: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place. C. Governance Process: Specification of how the Board conceives, carries out and monitors its own task. D. Board-Management Delegation: How power is delegated and its proper use monitored; the CEO role, authority and accountability.

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never
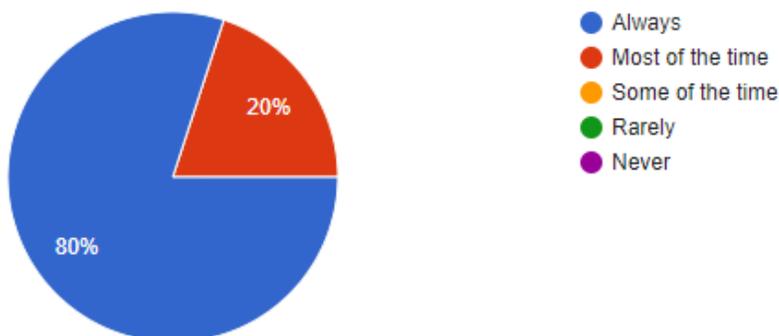
**3.2.4** Assurance of successful organizational performance on Ends and Executive Limitations.

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**
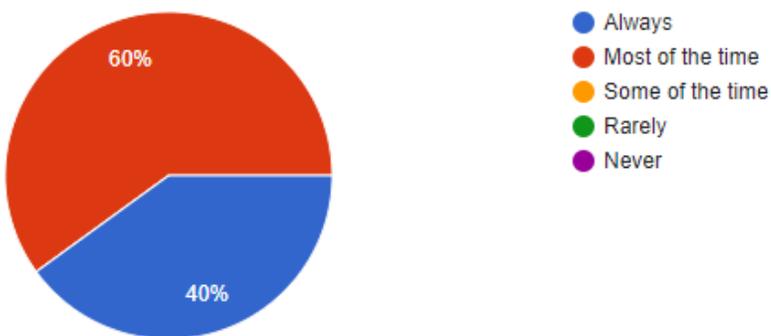
| Board Assessment of CEO/ Org Performance |
|---|

**3.2.5  Assurance of CEO performance includes evaluation of organizational performance on Ends and Executive Limitations.**

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

80%  20%
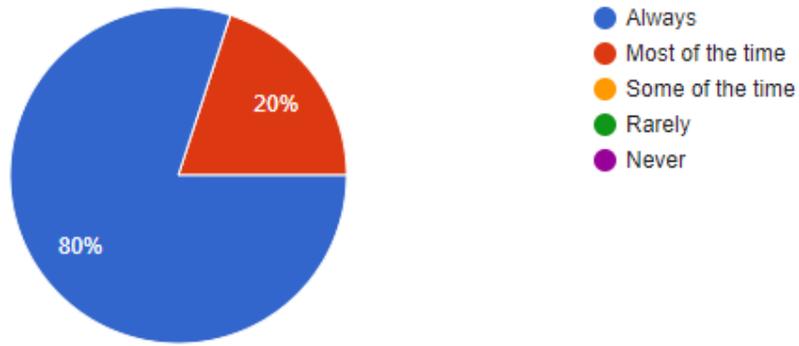
**3.2.6  Annual performance review and appropriate adjustment of CEO salary.**

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

40%  60%

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**

10
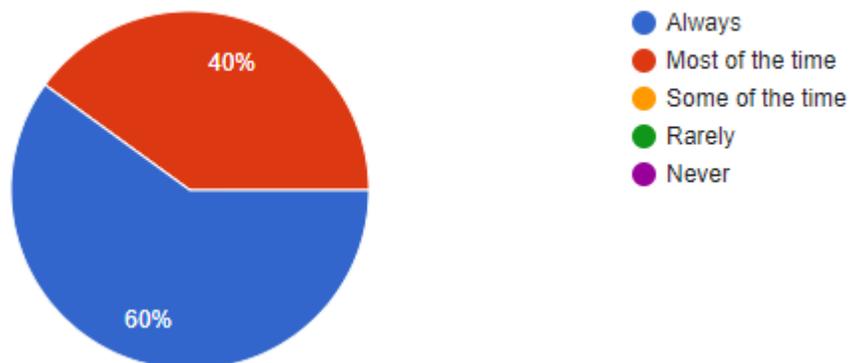
## Board Assessment of CEO/ Org Performance

### 3.2.7 Approval of the annual budget developed and recommended by the CEO.

5 responses

100%

- Always
- Most of the time
- Some of the time
- Rarely
- Never

### 3.2.8 A contract with the CEO that will stipulate compensation, benefits and other terms and conditions for the CEO.

5 responses

100%

- Always
- Most of the time
- Some of the time
- Rarely
- Never

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**

## Board Assessment of CEO/ Org Performance

### 3.2.9 Approval of rider fare increases and millage rates assessed by the Authority.

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never
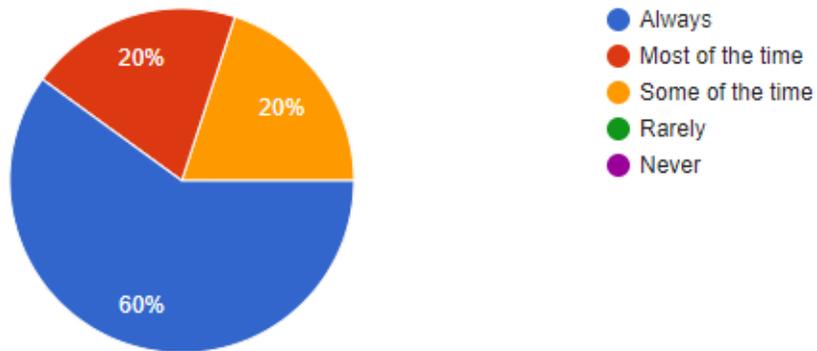
### 3.2.10  Approval of real estate acquisition, encumbrance, or disposal.

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**
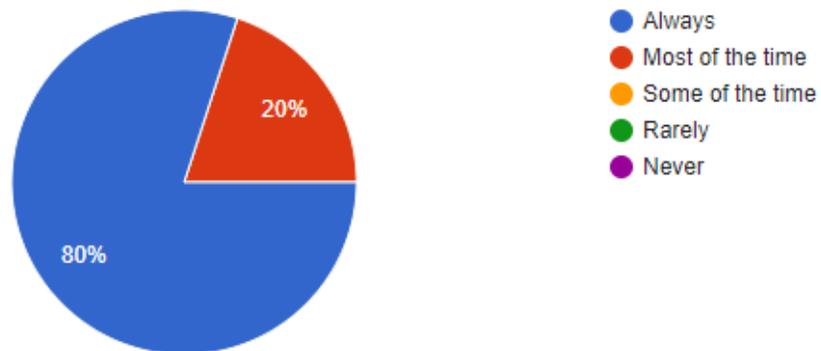
| Board Assessment of CEO/ Org Performance |
| --- |
| **Additional Context for Policy 3.2 (Optional)** |

2 responses

3.2.1.1 - I'm not sure if every one of us does this currently? I think that is why we had the ownership linkage task force.

3.2.6 - do we do an annual review of the CEO? My memory probably mi-sserves me...

3.2.9 - I don't think we were really involved with the recent rider fare changes?

3.2.10 - depends on the amount being spent, I'm pretty sure?

Meetings between ownership and operational leadership occur on a regular basis. Though board members are informed of and invited to these meetings, they are typically scheduled arranged by ownership or staff. This is no doubt due in no small part to the importance our legal owners have regarding the execution of operational decisions.

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**

| Board Assessment of CEO/ Org Performance |
|---|

**3.3 Board Code of Conduct**

**3.3.1 Members must demonstrate loyalty to the ownership of the AAATA, unconflicted by loyalties to the CEO or staff, other organizations, or any personal interest as consumers.**

5 responses



Legend:
- Always
- Most of the time
- Some of the time
- Rarely
- Never

80% / 20%
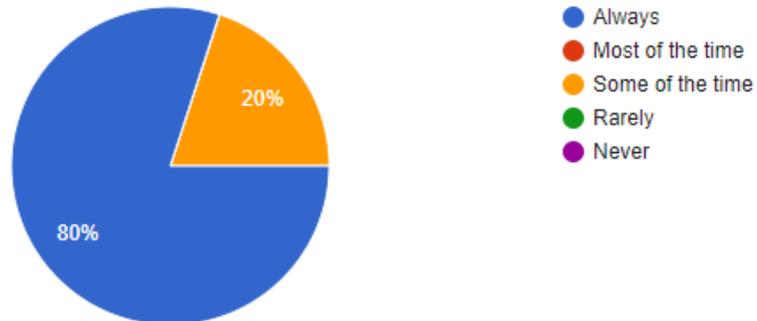
**3.3.2 Members must avoid conflicts of interest with respect to their legal duties of care and loyalty.**

5 responses



Legend:
- Always
- Most of the time
- Some of the time
- Rarely
- Never

80% / 20%

14

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**
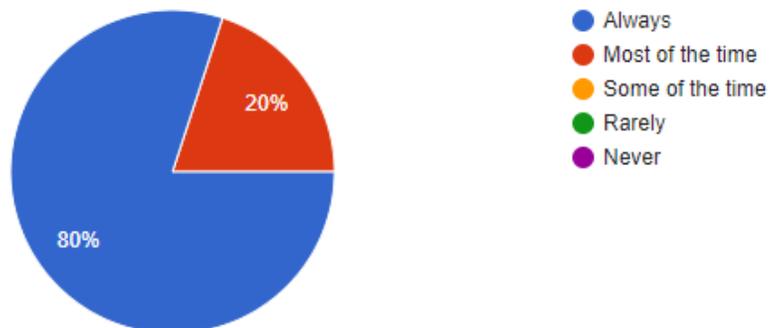
| Board Assessment of CEO/ Org Performance |
|---|

**3.3.2.1 There will be no self-dealing or business by a member with the organization. Members will, each January, disclose in writing their involvements with other organizations, with vendors, or any associations which might be or might reasonably be seen as being a conflict.**

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

100%

**3.3.2.2 When the Board is to decide upon an issue, about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote, but also from the deliberation by leaving the room.**

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

100%

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**

## Board Assessment of CEO/ Org Performance

**3.3.2.3  Board members will not use their Board position to obtain employment or financial benefit in the organization for themselves, family members, or close associates.**

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

100%
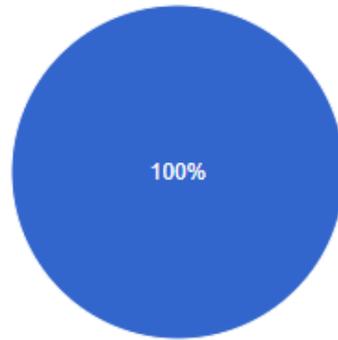
**3.3.3  Board members may not attempt to exercise individual authority over the organization.**
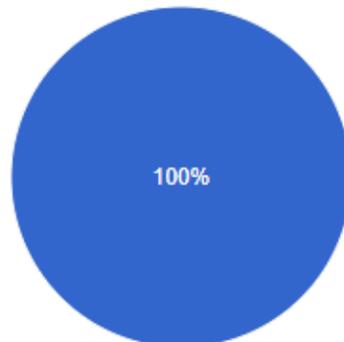
5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

100%

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**

## Board Assessment of CEO/ Org Performance

**3.3.3.1 Members' interaction with the CEO or with staff must recognize the lack of authority vested in individual members except when explicitly authorized by the Board. While individual members should share their perspectives and advice with the CEO, they shall not give (or imply) direction to the CEO or any staff.**

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

20%
80%
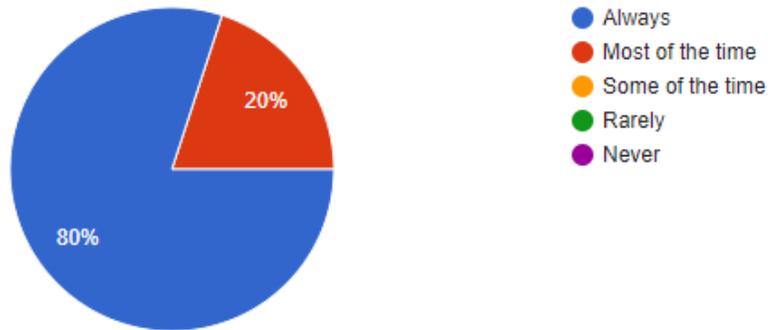
**3.3.3.2 Members' interaction with public, press or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board positions.**

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

100%

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**

17

## Board Assessment of CEO/ Org Performance

**3.3.3.3  Except for participation in Board deliberation about whether reasonable interpretation of Board policy has been achieved by the CEO, members will not express individual judgments on performance of the CEO or other staff.**

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

80%  20%
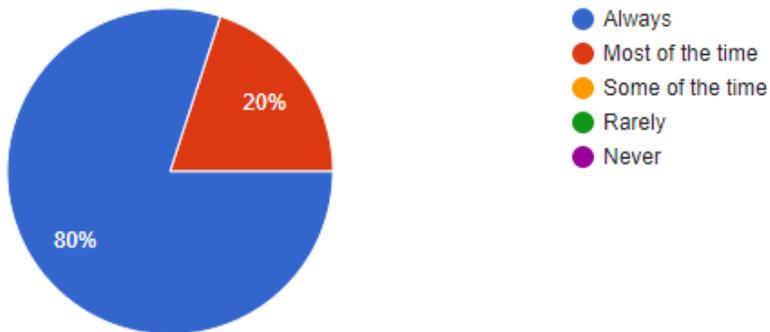
**3.3.4  Members shall conduct themselves in a calm, professional and respectful manner. Members shall not intimidate or harass other Board members, staff or members of the public.**

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

100%

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**

| Board Assessment of CEO/ Org Performance |
|---|

### 3.3.5 Members will respect the confidentiality appropriate to issues of a sensitive nature.

5 responses



- ● Always
- ● Most of the time
- ● Some of the time
- ● Rarely
- ● Never

100%

### 3.3.6 Members will be properly prepared for Board deliberation.

5 responses



- ● Always
- ● Most of the time
- ● Some of the time
- ● Rarely
- ● Never

80%

20%

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**
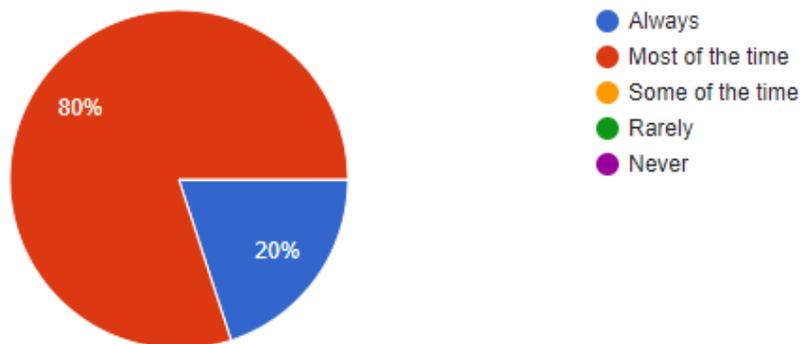
## Board Assessment of CEO/ Org Performance

**3.3.7 Members will support the legitimacy and authority of the final determination of the Board on any matter, without regard to the member's personal position on the issue.**

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

20%
80%
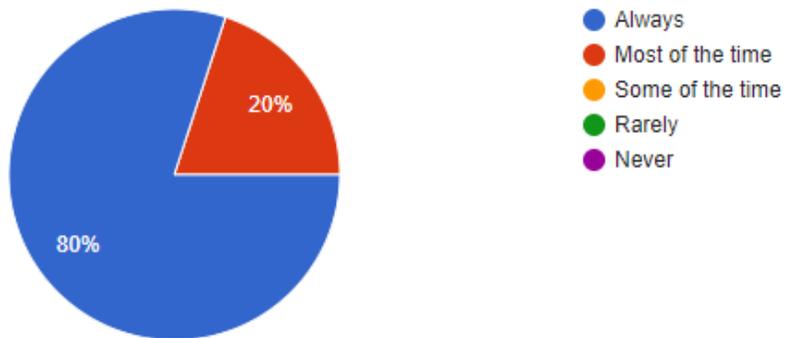
**3.3.8 Members will follow the rule of "no surprises" and shall keep the CGO and CEO informed in advance of intended actions that could be perceived as conflicting with current policy and direction of the organization.**

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

20%
80%

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**
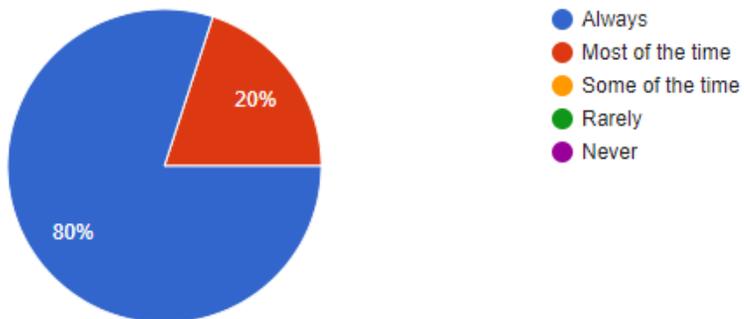
## Board Assessment of CEO/ Org Performance

### 3.3.9 When serving on other Boards, members remain accountable to the AAATA Board for their actions and statements regarding transit-related issues.

5 responses



- ● Always
- ● Most of the time
- ● Some of the time
- ● Rarely
- ● Never
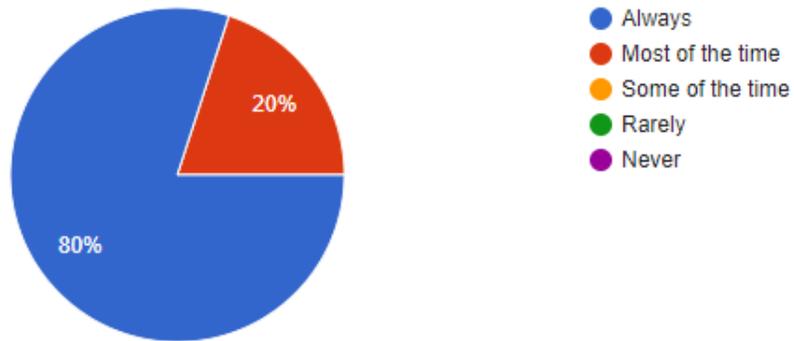
### Additional Context for Policy 3.3 (Optional)

3.3.6 - Sometimes not possible due to time constraints

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**

| Board Assessment of CEO/ Org Performance |
|:---:|

**3.4  Agenda Planning**

> **3.4.1  The cycle will conclude each year so that administrative planning, strategic planning and budgeting can be based on accomplishing a one-year segment of the Board's most recent statement of long-term Ends.**

5 responses



Legend:
- Always
- Most of the time
- Some of the time
- Rarely
- Never

40% — Most of the time
60% — Always
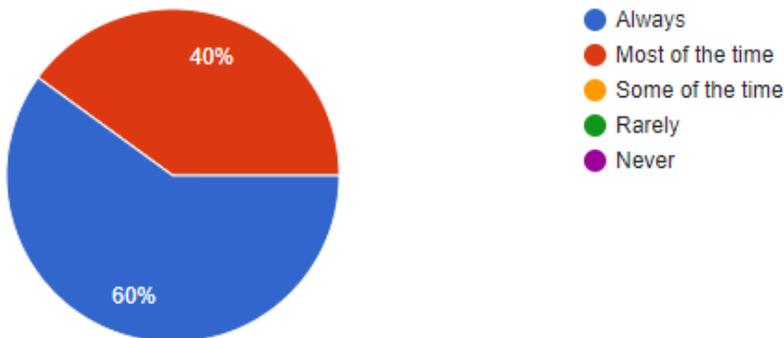
> **3.4.2  The cycle will start with the Board's development of its agenda for the next year. A. Consultations with selected groups in the ownership, or other methods of gaining ownership input will be determined and arranged in the first quarter, to be held during the balance of the year. B. Governance education, and education related to Ends determination, (e.g. presentations by researchers, demographers, advocacy groups, staff, etc.) will be arranged in the first quarter, to be held during the balance of the year.**

5 responses



Legend:
- Always
- Most of the time
- Some of the time
- Rarely
- Never

20% — Most of the time
20% — Some of the time
60% — Always

22

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**
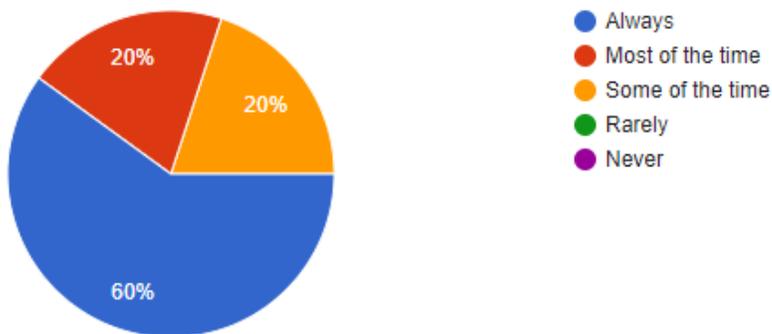
| Board Assessment of CEO/ Org Performance |
|---|

**3.4.3 Throughout the year, the Board will attend to consent agenda items as expeditiously as possible.**

5 responses



Always
Most of the time
Some of the time
Rarely
Never

100%

**3.4.4 CEO monitoring will be on the agenda if reports have been received since the previous meeting, if plans must be made for direct inspection monitoring, or if arrangements for third-party monitoring must be prepared.**

5 responses



Always
Most of the time
Some of the time
Rarely
Never

100%

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**

## Board Assessment of CEO/ Org Performance

**3.4.5  A Board member may recommend or request an item for Board discussion by submitting the item to the CGO no later than two days before the Board meeting.**

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never
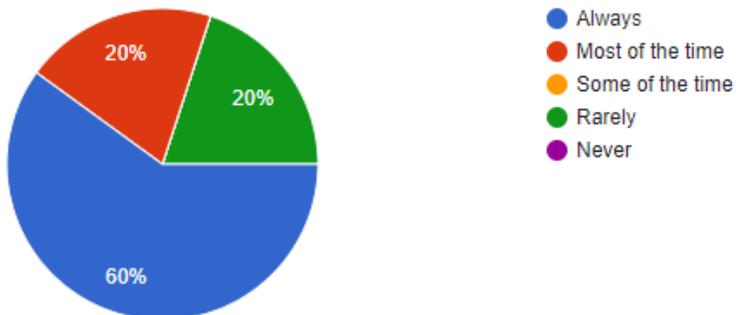
**3.4.6  Information that is neither for monitoring performance nor for Board decisions will be avoided or minimized and always noted as such.**

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**
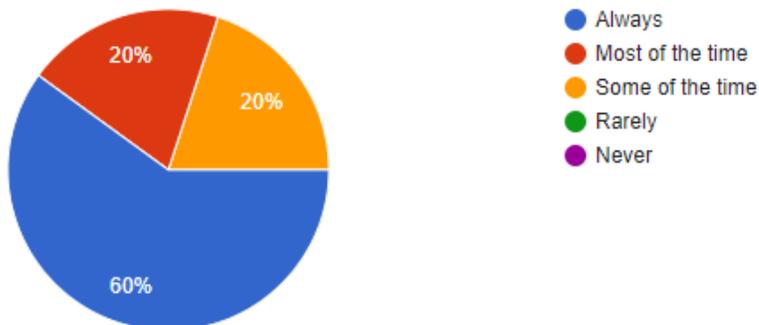
| Board Assessment of CEO/ Org Performance |
|---|

**3.4.7 CEO remuneration will be decided during the month of June after a review of monitoring reports received in the last year.**

5 responses



Legend:
- Always
- Most of the time
- Some of the time
- Rarely
- Never

(40%, 60%)
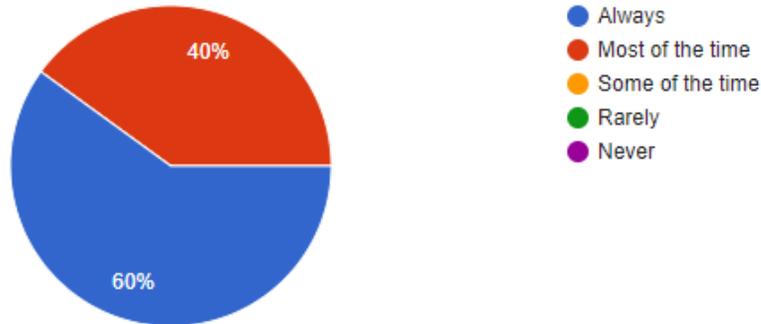
**3.4.8 Individual meeting agendas will generally follow the format below: 1) Opening Items a. Approve Agenda b. Public Comment c. General Announcements 2) Consent Items a. Approval of Minutes b. Mandatory Approvals 3) Policy Monitoring and Development a. Policy Monitoring b. Other Board Reports & Ownership Linkages c. Board's Annual Plan of Work Item & Ends Policies 4) Strategy and Operational Updates 5) Board Development a. Governance Policy Monitoring b. Board Education 6) Emergent Business 7) Closing Items a. Topics for Next Meetings b. Public Comment c. Board Assessment of Meeting d. Adjournment**

5 responses



Legend:
- Always
- Most of the time
- Some of the time
- Rarely
- Never

(20%, 20%, 60%)

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**
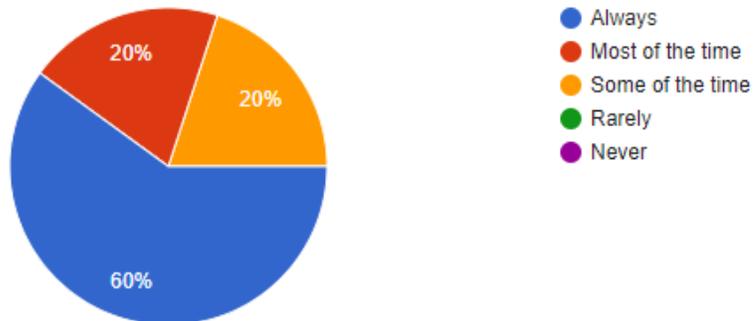
| Board Assessment of CEO/ Org Performance |
|---|

| **Additional Context for Policy 3.4 (Optional)** |
|---|
| 3.4.5 - we have had adhoc items added in the past the agenda. It's not a problem.<br><br>3.4.7 - I think we do this, but I can't remember? |

| **3.5  Chief Governance Officer Role** |
|---|

| **3.5.1  The job result of the CGO is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.** |
|---|
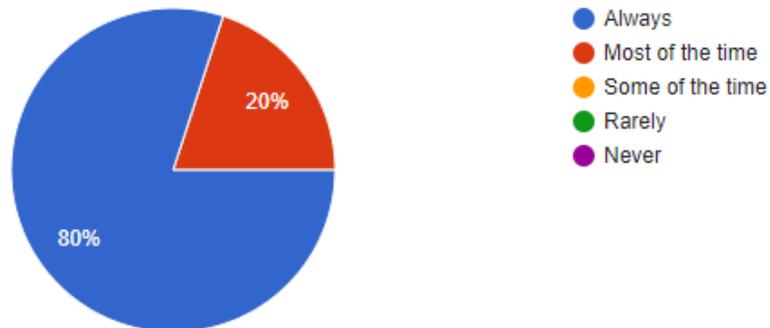
5 responses



| **3.5.1.1  Meeting discussion content will consist solely of issues that clearly belong to the Board to decide or to monitor according to Board policy.** |
|---|

5 responses



**Survey Results: Governance Process Policies (Policies 3.0-3.8)**
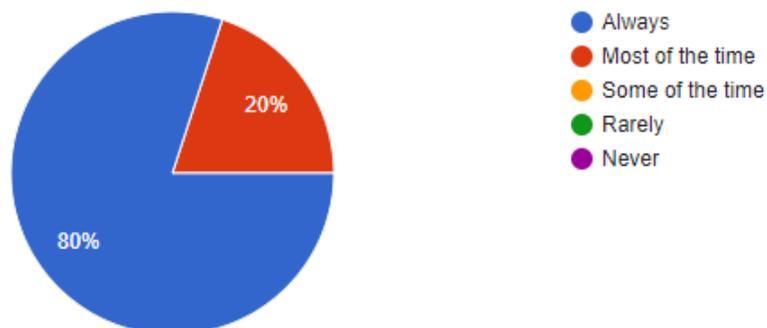
| Board Assessment of CEO/ Org Performance |
|---|

**3.5.1.2  Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.**

5 responses



- ● Always
- ● Most of the time
- ● Some of the time
- ● Rarely
- ● Never
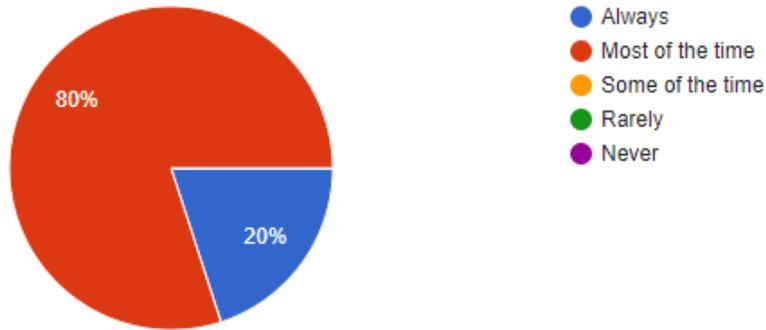
**3.5.2  The authority of the CGO consists in making decisions that fall within topics covered by Board policies on Governance Process and Board-CEO Linkage, with the exception of (a) employment or termination of a CEO and (b) where the Board specifically delegates portions of this authority to others. The CGO is authorized to use any reasonable interpretation of the provisions in these policies.**

5 responses



- ● Always
- ● Most of the time
- ● Some of the time
- ● Rarely
- ● Never

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**
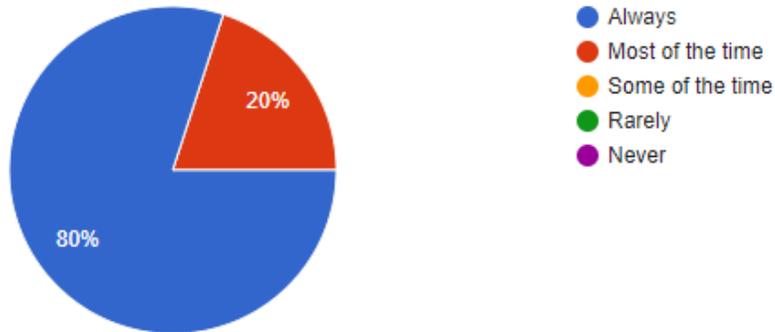
| Board Assessment of CEO/ Org Performance |
|---|

| 3.5.2.1  The CGO is empowered to chair Board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing). |
|---|

5 responses
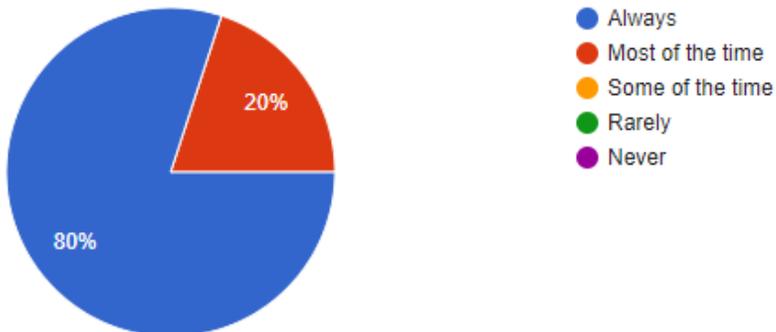


| 3.5.2.2  The CGO has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the CGO has no authority to supervise or direct the CEO. |
|---|

5 responses



**Survey Results: Governance Process Policies (Policies 3.0-3.8)**
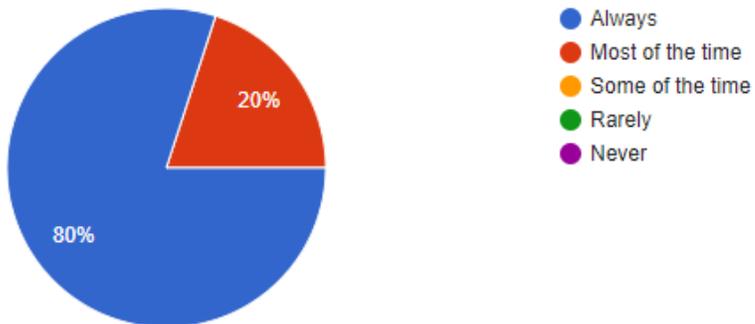
## Board Assessment of CEO/ Org Performance

**3.5.2.3 The CGO may represent the Board to outside parties in announcing Board-stated positions and in stating CGO decisions and interpretations within the area delegated to that role.**

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

100%

**3.5.2.4 The CGO may delegate this authority, but remains accountable for its use.**

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

100%

### Additional Context for Policy 3.5 (Optional)

1 response

3.5.1.2 - "timely, orderly, kept to the point": We do the best we can with this. Not all of us are great orators (for example, I'm not a great orator).

29

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**

| Board Assessment of CEO/ Org Performance |
|---|

**3.6  Board Committee Principles**

**3.6.1  Board committees are to help the Board do its job, not to help or advise the staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees will normally not have direct dealings with current staff operations.**

5 responses



- ● Always
- ● Most of the time
- ● Some of the time
- ● Rarely
- ● Never

40%

60%
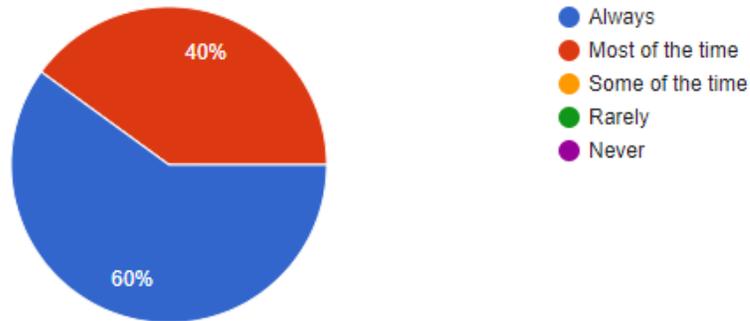
**3.6.2  Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the CEO.**

5 responses



- ● Always
- ● Most of the time
- ● Some of the time
- ● Rarely
- ● Never

100%

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**

## Board Assessment of CEO/ Org Performance

**3.6.3 Board committees cannot exercise authority over staff. Because the CEO works for the full Board, he or she will not be required to obtain approval of a Board committee before an executive action.**

5 responses

100%

● Always
● Most of the time
● Some of the time
● Rarely
● Never

**3.6.4 Other work groups will be used in an ad hoc capacity.**

5 responses

100%

● Always
● Most of the time
● Some of the time
● Rarely
● Never

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**

## Board Assessment of CEO/ Org Performance

**3.6.5 This policy applies to any group which is formed by Board action, whether or not it is called a committee and regardless whether the group includes Board members. It does not apply to committees formed under the authority of the CEO.**

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

100%

### Additional Context for Policy 3.6 (Optional)

0 responses

No responses yet for this question.

| Board Assessment of CEO/ Org Performance |
| --- |

**3.7 Board Committee Structure**

**3.7.1 Governance Committee A. Products: a.** Plans Board annual agenda, retreat planning, etc. **b.** Monitors Governance policies and practices. Advise on possible changes to policy. **c.** CEO/Board relationship (annual evaluation, expenses, pay, etc). **d.** Board Development & Self-Assessment (Recruitment, Orientation, Training, etc). **e.** Strategy Update (CEO seeks feedback) & Ends Discussion. **f.** Will have primary responsibility for monitoring governance-related Executive Limitations (Global Governance Process, Agenda Planning, Governing Style, Board Job Description, Board Member's Code of Conduct, Chair's Role, Board Committee Principles & Structure, Cost of Governance, Accountability of CEO, Monitoring CEO Performance). **B. Membership:** Chair of the Board, Chairs of other Committees. Chaired by Chair of Board. **C. Term:** One year

5 responses



- ● Always — 60%
- ● Most of the time — 40%
- ● Some of the time
- ● Rarely
- ● Never

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**
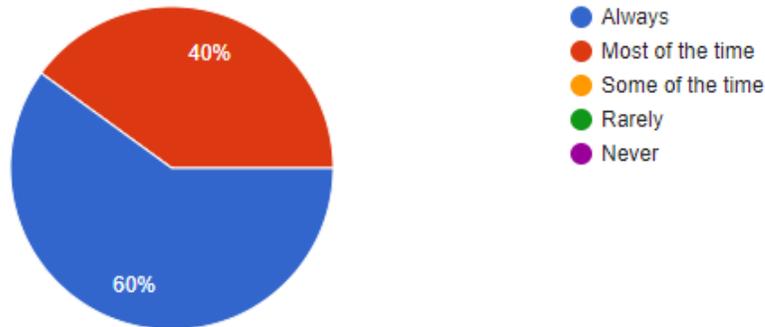
| Board Assessment of CEO/ Org Performance |
|---|

**3.7.2  Executive Committee A. Products: a. Limited emergency powers (Acting CEO Appointment, Urgent Purchases Only). b. Task-force appointments, one-off issues, Emergent Issues. c. Will have primary responsibility for monitoring Board-CEO delegation and other Executive Limitations (Global Board-Management Delegation, External Relations, Unity of Control, Delegation to CEO, Emergency CEO Succession). B. Membership: Elected Board Officers – Chair, Treasurer, Secretary. Chaired by Chair of Board. AAATA Board Policy Manual V 2.15 – Approved December 17, 2020 26 C. Term: One year.**

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never
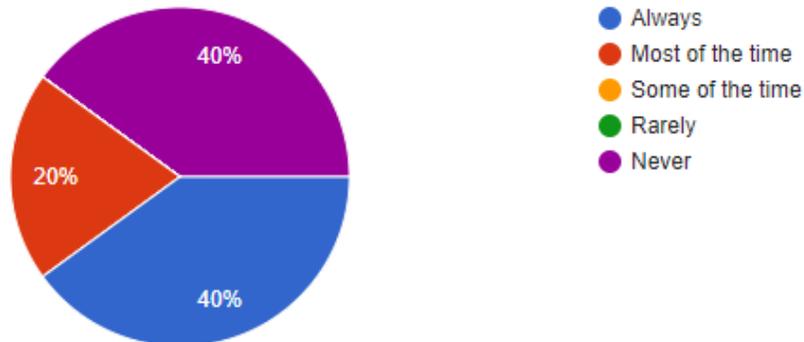
**3.7.3  Finance Committee A. Products: a. Assists Board by pre-vetting monitoring reports. Will have primary responsibility for monitoring finance-related Executive Limitations (Compensation & Benefits, Financial Planning/Budgeting, Financial Condition & Analysis, Investments, Asset Protection) b. Advise on possible changes to policy. c. Reviews quarterly Financial Reports. d. Strategy Update (CEO seeks feedback) & Ends Discussion. B. Membership: Appointed by Chair of Board (as per Bylaws). C. Term: One year.**

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

34

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**
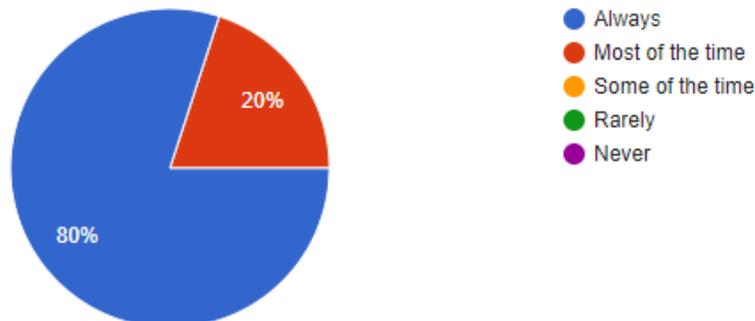
## Board Assessment of CEO/ Org Performance

**3.7.4 Service Committee A. Products: a.** Assists Board by pre-vetting monitoring reports (See table for assigned policies). Advise on possible changes to policy. Will have primary responsibility for monitoring service and customer related Executive Limitations (Treatment of Riders, Treatment of Staff, Ends Focus of Contracts, Communication & Support). b. Reviews quarterly Customer Satisfaction Reports. c. Strategy Update (CEO seeks feedback) & Ends Discussion. **B. Membership:** Appointed by Chair of Board (as per Bylaws). **C. Term:** One year.

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never
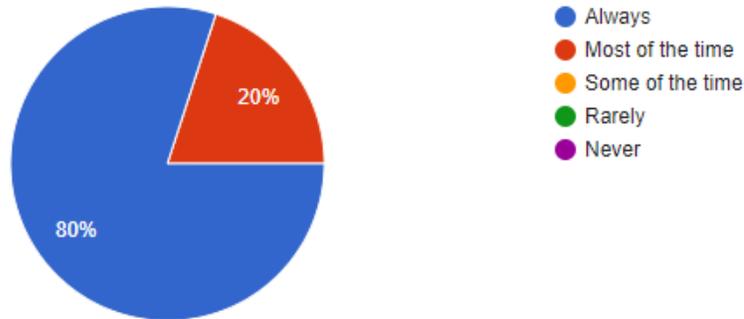
**3.7.5 Audit Task Force A. Products: a.** Conduct annual Board audit of agency finances. **B. Membership:** Appointed by Chair of Board (as per Bylaws). Cannot include chair of Finance Committee. **C. Term:** One year. The only Board committees are those which are set forth in this policy or the Bylaws (Governance Committee). Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

35

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**
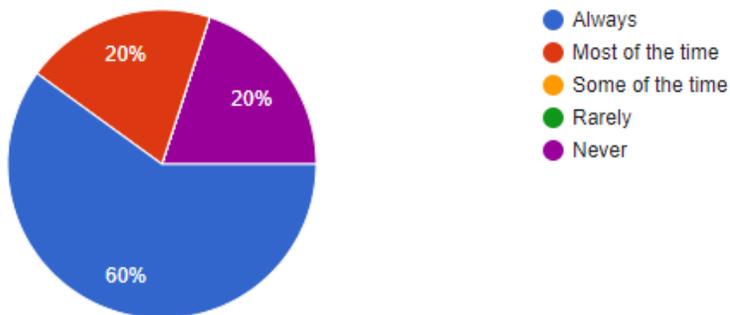
## Board Assessment of CEO/ Org Performance

### Additional Context for Policy 3.7 (Optional)

2 responses

> 3.7.2 - Do we have an executive committe?
>
> 3.7.5 - Do we have an audit task force?

> 3.7.1 - membership should be updated to include all Officers and the liaison to the LAC

### 3.8  Cost of Governance

### 3.8.1  Board skills, methods, and supports will be sufficient to assure governing with excellence.

5 responses



Legend:
- Always — 60%
- Most of the time — 20%
- Some of the time — 20%
- Rarely
- Never

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**
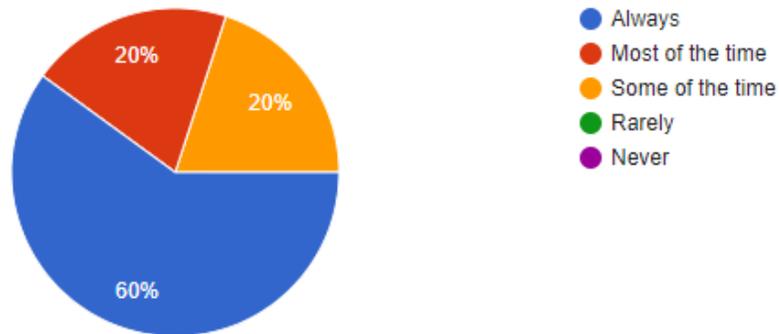
| Board Assessment of CEO/ Org Performance |
|---|

| **3.8.1.1 Training and re-training will be used liberally to orient new members and candidates for membership, as well as to maintain and increase existing member skills and understandings.** |
|---|

5 responses



Legend:
- Always
- Most of the time
- Some of the time
- Rarely
- Never

(Pie chart: 60% Some of the time, 20% Always, 20% Most of the time)
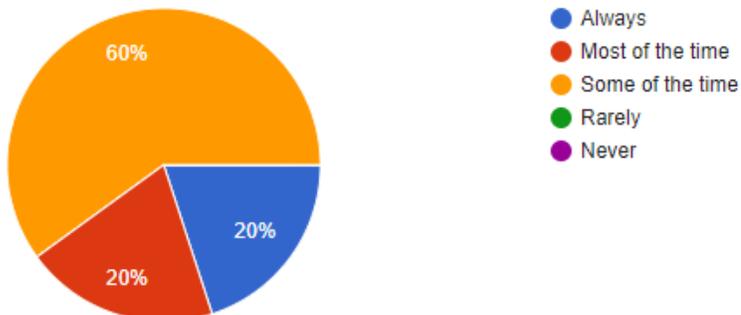
| **3.8.1.2 Outside monitoring assistance will be arranged so that the Board can exercise confident control over organizational performance. This includes, but is not limited to, fiscal audit.** |
|---|

5 responses



Legend:
- Always
- Most of the time
- Some of the time
- Rarely
- Never

(Pie chart: 60% Always, 40% Most of the time)

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**
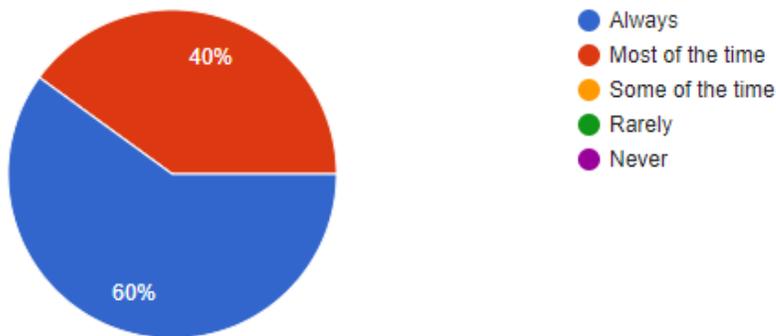
| Board Assessment of CEO/ Org Performance |
|---|

| **3.8.1.2.1** Contracted auditing firms will be periodically rotated to maintain independence. Contracted auditors will serve no more than six consecutive years. |
|---|

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never
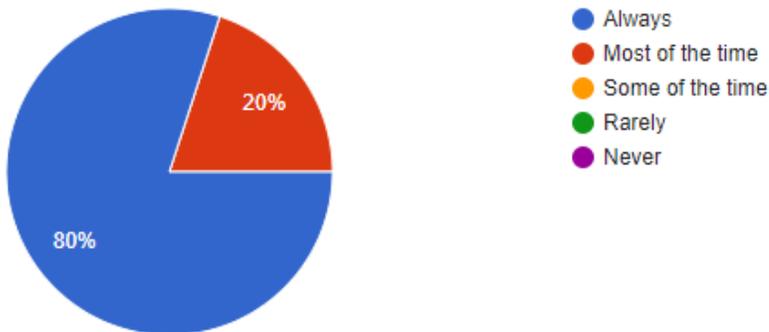
| **3.8.1.3** Outreach mechanisms will be used as needed to ensure the Board's ability to listen to owner viewpoints and values. |
|---|

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**
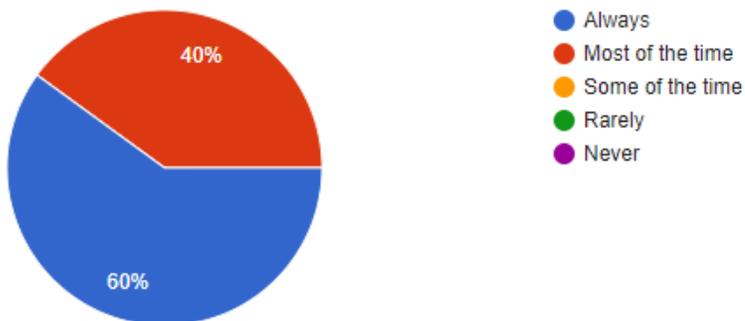
## Board Assessment of CEO/ Org Performance

**3.8.2  Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.**

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

80%    20%
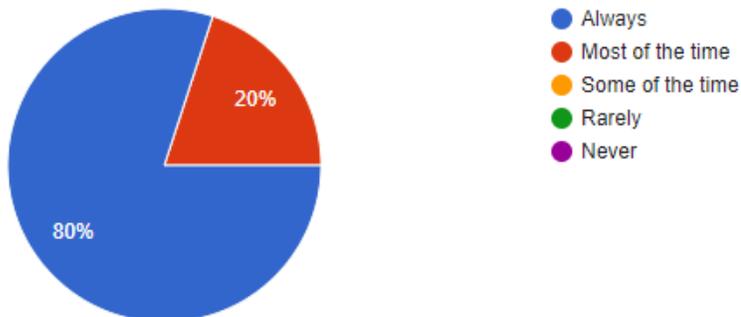
**3.8.3  The Board will develop its budget by June 30 each year to assure its inclusion in the overall budget.**

5 responses



- Always
- Most of the time
- Some of the time
- Rarely
- Never

40%    20%    40%

39

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**
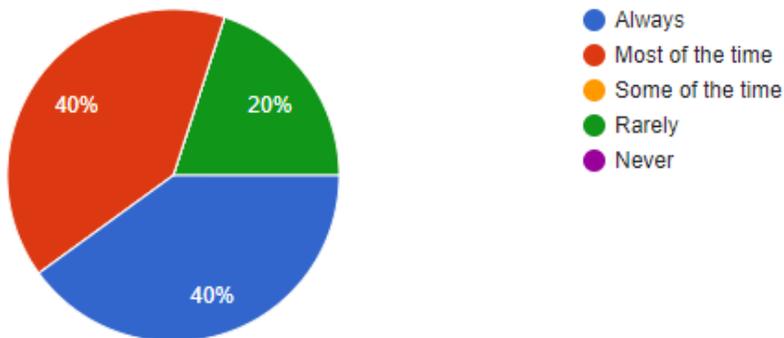
| Board Assessment of CEO/ Org Performance |
|---|
| **Additional Context for Policy 3.8 (Optional)** |

1 response

3.8.1.1. - This is definitely offered to the board, but I don't know if everyone takes advantage of it.

3.8.1.2.1 - I assume this is met?

3.8.3 - I think this was delayed recently due to COVID and IT challengs?

**Survey Results: Governance Process Policies (Policies 3.0-3.8)**

# FY2022 Q2 Financial Statement

**Finance Committee Review Date: May 10, 2022**

**Board Meeting Review Date: May 19, 2022**

| INFORMATION TYPE: |
|---|
| Receive as CEO operational update |

| RECOMMENDED ACTION(S): |
|---|
| Receive as CEO operational update |

| PRIOR RELEVANT BOARD ACTIONS & POLICIES |
|---|
| • 2.10.1.5 CEO shall not…Let the Board be unaware of… incidental information (including) quarterly budget to actual financial reports.<br>• Appendix A: Informational Reports schedule specifies quarterly Financial Statement reports in November, February, May, and August. Note that this report is being provided in March instead of February.<br>• Policy 2.6 Investments and Appendix F Investment Policy. |

| ISSUE SUMMARY: |
|---|
| Staff presents the Second Quarter Financial Statement with currently available and reportable financial information for the period ending March 31, 2022. |

| BACKGROUND: |
|---|
| Financial highlights from the second quarter year-to-date (October 2021 to March 2022) include:<br><br>• TheRide operated within the budget for the second quarter of the year.<br><br>• There was a $6.4 million surplus of revenue over expense that will be transferred to the capital reserve.<br><br>• Expenses were $2.7 million lower than budgeted primarily due to less than expected costs across most expense categories. This is a result of reduced service changes causing lower operational needs of staff and materials, along with lower purchased transportation demand and start-up costs for the new A-Ride contractor.<br><br>• Revenues were $2.7 million lower than budgeted. This is primarily a result of less than expected federal and state operating assistance along with passenger fares. Lower federal and state operating assistance was received because of lower actual expenses than budgeted. Passenger fares were lower due to less than expected ridership and reduced service changes.<br><br>• The projected balances for the three board-approved reserves are as follows: operating reserve at $12.9 million or 2.8 months (based on the FY2022 budget), capital reserve of $18.3 million, and insurance reserve at $0.5 million. |

- $28.4 million in Federal pandemic relief revenue (CARES, ARP) has been used to date to support operations.

- Cash flow was adequate to cover expense; Q2 2022 ended at $28.6 million in cash and investments.

**IMPACTS OF RECOMMENDED ACTION(S):**
- Budgetary/Fiscal: Demonstrates financial performance for the reporting period
- Governance: Supports Board in financial oversight/fiduciary responsibility

**ATTACHMENTS:**
FY2022 Q2 Financial Statement (Income Statement and Balance Sheet)

# TheRide
Ann Arbor Area Transportation Authority

# Q2 Financial Statement

## Income Statement
*For the Period Ended March 31, 2022*

### Revenue and Expense (Budget to Actual)

BLACK = FAVORABLE
RED = UNFAVORABLE

*In Thousands of Dollars (which means add a comma and three zeros).*

| | Actual Quarter 1 | Actual Quarter 2 | Actual Quarter 3 | Actual Quarter 4 | Actual YTD | Budgeted YTD | Budget Variance $ | Budget Variance % |
|---|---|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | | | |
| Fares and Contracts | $ 1,137 | $ 1,056 | | | $ 2,192 | $ 2,944 | $ (751) | -26% |
| Local Property Taxes | 4,715 | 4,815 | | | 9,529 | 9,629 | (100) | -1% |
| State Operating Assist. | 3,985 | 3,958 | | | 7,943 | 8,457 | (514) | -6% |
| Federal Operating Assist. | 975 | 782 | | | 1,757 | 3,439 | (1,683) | -49% |
| Federal Pandemic Relief | 4,399 | 5,500 | | | 9,899 | 9,327 | 572 | 6% |
| Other Revenues | 70 | (51) | | | 19 | 196 | (177) | -91% |
| **Total Operating Revenues** | **$ 15,280** | **$ 16,060** | **$ -** | **$ -** | **$ 31,339** | **$ 33,992** | **$ (2,653)** | **-8%** |
| | | | | | | | | |
| **EXPENSES** | | | | | | | | |
| Salaries, Wages, Benefits | $ 7,063 | 6,444 | | | $ 13,507 | $ 14,311 | $ 804 | 6% |
| Purchased Transportation | 2,837 | 2,605 | | | 5,443 | 7,145 | 1,702 | 24% |
| Fuel, Material, Supplies | 1,388 | 974 | | | 2,362 | 2,718 | 356 | 13% |
| Purchased Services | 693 | 1,018 | | | 1,712 | 1,798 | 87 | 5% |
| Other Expenses | 1,046 | 892 | | | 1,938 | 1,704 | (235) | -14% |
| **Total Operating Expenses** | **$ 13,027** | **$ 11,934** | **$ -** | **$ -** | **$ 24,961** | **$ 27,676** | **$ 2,715** | **10%** |
| | | | | | | | | |
| **Surplus (Deficit)** | **$ 2,252** | **$ 4,126** | **$ -** | **$ -** | **$ 6,378** | **$ 6,316** | **$ 62** | **1%** |
| **Capital Reserve Transfer** | **$ (2,252)** | **$ (4,126)** | **$ -** | **$ -** | **$ (6,378)** | **$ (6,316)** | **$ (62)** | **1%** |
| **Operating Reserve Transfer** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | |
| **OPERATING BALANCE** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | |

☑ TheRide had a $6,378,098 surplus at the end of the second quarter and operated within the budget.

**Revenues** were lower than budgeted by **$2,652,830** primarily due to less than expected state and federal operating assistance and passenger fares. This decrease is a result of lower expenses along with lower than expected

**Expenses** were **$2,714,502** lower than budgeted primarily due to less than expected expenses across most categories. This decrease is due to reduced fixed route service changes, lower demand and start-up costs for PT, along with timing of expenses and operational needs for the quarter.

### Federal Pandemic Relief Utilization

Expenditures from $58.7 million in Federal Pandemic Relief funding as of **March 31, 2022**, for eligible COVID-19-related costs :

| | | |
|---|---|---|
| Operating Expenditures | $ | 28,404,089 |
| Capital Expenditures | $ | - |
| **TOTAL EXPENDITURES** | **$** | **28,404,089** |
| | | |
| *Federal Pandemic Funds Remaining:* | $ | 30,340,898 |

### YTD Revenue and Expense By Mode

*In Thousands of Dollars (which means add a comma and three zeros).*

| | Fixed Route | Demand Response | Other Demand Response | Non-Urban | Express Ride | D2A2 | VanRide | TOTAL ACTUAL |
|---|---|---|---|---|---|---|---|---|
| | *Fixed Route Bus* | *A-Ride* | *FlexRide, HolidayRide GoldRide, MyRide, NightRide* | *WAVE, Peoples Express* | *Commuter Express* | *Detroit Shuttle* | *VanRide* | |
| **DIRECT REVENUE** | | | | | | | | |
| Fare Revenue | $ 1,147 | $ 67 | $ 36 | $ 72 | $ - | $ 46 | $ - | $ 1,367 |
| Contract Revenues | 381 | 114 | 79 | 251 | - | - | - | 825 |
| Advertising, Interest, Other | 19 | - | - | - | - | - | - | 19 |
| State Operating | 6,200 | 900 | 290 | 451 | - | - | 102 | 7,943 |
| **Total Direct Revenue** | **$ 7,746** | **$ 1,081** | **$ 405** | **$ 773** | **$ -** | **$ 46** | **$ 102** | **$ 10,154** |
| | | | | | | | | |
| **TOTAL EXPENSE** | | | | | | | | |
| Salaries, Wages, Benefits | $ 12,767 | $ 570 | $ 53 | $ 80 | $ - | $ - | $ 37 | $ 13,507 |
| Purchased Transportation | - | 2,241 | 892 | 1,142 | - | 868 | 300 | 5,443 |
| Fuel, Materials, Supplies | 2,202 | 130 | 15 | 10 | - | - | 5 | 2,362 |
| Contracted Services | 1,618 | 68 | - | 26 | - | - | - | 1,712 |
| Other Expenses | 1,690 | 41 | 22 | 31 | - | 150 | 4 | 1,938 |
| **Total Operating Expense** | **$ 18,276** | **$ 3,051** | **$ 981** | **$ 1,289** | **$ -** | **$ 1,018** | **$ 346** | **$ 24,961** |
| **Surplus (Deficit) from OPS** | **$ (10,530)** | **$ (1,969)** | **$ (576)** | **$ (515)** | **$ -** | **$ (972)** | **$ (244)** | **$ (14,807)** |
| | | | | | | | | |
| **ALLOCATED REVENUE** | | | | | | | | |
| Local Property Taxes | 9,529 | - | - | - | - | - | - | 9,529 |
| Federal Operating/Pandemic | 7,378 | 1,969 | 576 | 515 | - | 972 | 244 | 11,656 |
| **SURPLUS (DEFICIT):** | **$ 6,378** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 6,378** |

# TheRide

Ann Arbor Area Transportation Authority

## Balance Sheet

*For the Period Ended March 31, 2022*

### Balance Sheet and Reserve

*In Thousands of Dollars (which means add a comma and three zeros), With Prior Year Comparison.*

| | Q2 2021 3/31/2021 | Q1 2022 12/31/2021 | Q2 2022 3/31/2022 |
|---|---|---|---|
| **ASSETS** | | | |
| Cash | $ 4,989 | $ 20,841 | $ 21,986 |
| Investments | 11,791 | 11,765 | 6,640 |
| Other Current Assets | 19,672 | 15,883 | 23,508 |
| Capital Assets | 45,533 | 45,368 | 43,944 |
| **Total Assets** | **81,985** | **93,856** | **96,079** |
| LIABILITIES | 12,535 | 7,274 | 6,212 |
| **TOTAL NET POSITION** | **$ 69,449** | **$ 86,582** | **$ 89,867** |
| | | | |
| **RESERVES:** | | **Balances** | |
| Capital | $ 1,000 | $ 14,191 | $ 18,317 |
| Insurance | | $ 500 | $ 500 |
| Operating | $ 10,691 | $ 12,905 | $ 12,905 |
| **Months in Operating Reserve** | **3.0** | **2.8** | **2.8** |



Operating Reserve Balance in Months and Dollars (Thousands)
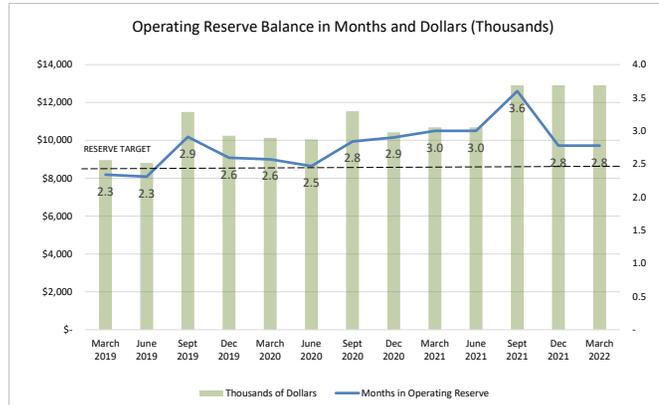
### Statement of Cash Flows (in Thousands of Dollars)

| | FY 2020 | | | | FY 2021 | | | | FY 2022 | |
|---|---|---|---|---|---|---|---|---|---|---|
| Historical Cash Flows | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | Quarter 1 | Quarter 2 |
| **Beginning Balance:** | $ 21,872 | $ 18,597 | $ 13,853 | $ 11,972 | $ 24,031 | $ 19,252 | $ 16,780 | $ 17,506 | $ 35,455 | $ 32,606 |
| Cash from Operations | (4,626) | (1,495) | (618) | 11,383 | (251) | (3,755) | 966 | 17,749 | (5,079) | (3,775) |
| Cash from Capital | 1,351 | (304) | 738 | 674 | 472 | 1,291 | (240) | 198 | 2,261 | (90) |
| Cash from Investments | - | (2,945) | (2,001) | 2 | (5,000) | (8) | - | 2 | (31) | (115) |
| **Cash Flow:** | **$ (3,275)** | **$ (4,744)** | **$ (1,881)** | **$ 12,059** | **$ (4,779)** | **$ (2,472)** | **$ 726** | **$ 17,949** | **$ (2,850)** | **$ (3,979)** |
| **Ending Balance:** | **$ 18,597** | **$ 13,853** | **$ 11,972** | **$ 24,031** | **$ 19,252** | **$ 16,780** | **$ 17,506** | **$ 35,455** | **$ 32,606** | **$ 28,626** |

**Q2 cash flow was negative at $4.0 million**

The Statement of Cash Flows summarizes the amount of cash and cash equivalents entering and leaving AAATA during the reporting period. It measures how AAATA generates cash to fund its operating, capital, and investing needs. **Typically negative cash flow is normal for all quarters except the 4th quarter, when property tax receipts generate positive cash flow.**

### Investments Summary

*In Thousands of Dollars (which means add a comma and three zeros).*

| Investment Instrument | Date of Maturity | Interest Rate | Total as of 12/31/2021 | **Transactions | Total as of 3/31/2022 |
|---|---|---|---|---|---|
| Bank of AA - CDARS | 3/31/2022 | 0.15% | $ 2,503 | (2,503) | $ - |
| Bank of AA - CDARS | 3/31/2022 | 0.05% | 2,507 | (2,507) | - |
| U.S. Agency Bond | 11/6/2023 | 0.25% | 2,000 | | 2,000 |
| U.S. Agency Bond | 4/8/2024 | 0.38% | 1,000 | | 1,000 |
| U.S. Agency Bond | 8/12/2022 | 0.13% | 1,500 | | 1,500 |
| U.S. Agency Bond | 1/19/2024 | 0.23% | 750 | | 750 |
| U.S Treasury Notes | 5/15/2023 | 0.13% | 1,500 | | 1,500 |
| Money Market Funds | N/A | 0.15% | 39 | (3) | 36 |
| Mark-to-Market Adjustment | | | (34) | (112) | (146) |
| **Total Investments:** | | | **$ 11,765** | **$ (5,125)** | **$ 6,640** |

**Q2 2022 Investment Loss (year to date):** $137,554

**Note that the CDARS investments matured on 3/31/2022 and were transferred to an operating money market account on that date. The total matured amount was transferred to U.S. short term bonds on 4/1/2022.

The majority of Operating Capital and Long Term Reserves are federally insured. CDARS (Certificate of Deposit Account Registry Service) allows AAATA funds to be distributed to various banks to ensure funds remain under the FDIC $250,000 limit. This is facilitated by Bank of Ann Arbor.

U.S. Treasury Bills, Notes, and Agency Bonds are short term bonds (several months to 10 years) backed by the Treasury Department of the U.S. Government. The rates shown for the current investments represent the gross yield-to-maturity rates (before the annual fee of .28%).

A FDIC-insured cash sweep account or accounts that have balances above

### Cash and Investments History

Total Cash and Investments by Month and Year (2018 to 2022 YTD)

*In Thousands of Dollars*



Property tax revenues are posted in Q4 resulting in a peak in cash/investments.
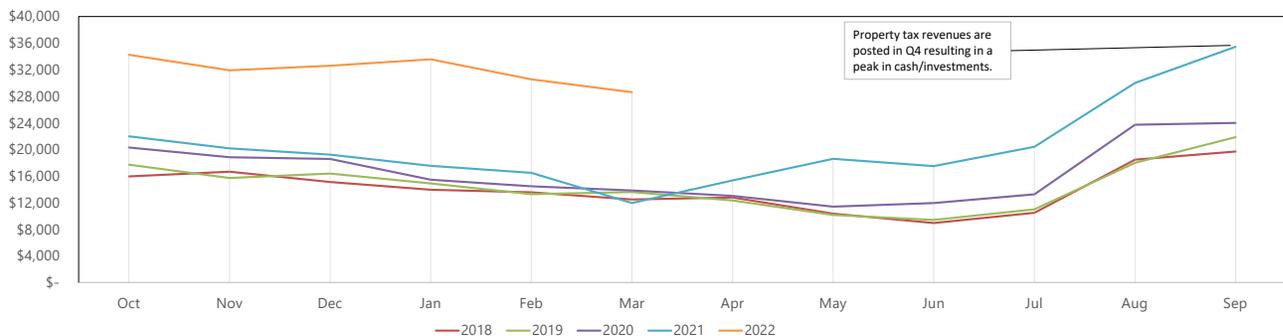
# FY2022 Q2 Service Report

### Service Committee Review Date:  May 4th, 2022

### Board Review Date:  May 19th, 2022

| RECOMMENDED ACTION(S) |
|---|

Receive as CEO Operational Update.

| PRIOR RELEVANT BOARD ACTIONS & POLICIES |
|---|

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

| ISSUE SUMMARY |
|---|

In accordance with the Board's Policy Manual, I present the Quarterly Satisfaction and Service Report. I certify that the information is true and complete with exceptions noted, and I request that the Board accept this as an operational update.

This report is populated with currently available and reportable data/targets for Fixed Route, ARide/Paratransit, VanRide, and FlexRide services. A glossary of terms for currently tracked metrics is attached.

It should be noted that the data collection and reporting for the Q2 of 2022 period are impacted by the COVID-19 Emergency that began in the last three weeks of Q2 2020. Comparisons of Q2 2022 to Q2 of 2019 give in a picture of performance metrics compared to a pre-pandemic state. Comparison of Q1 2022 and Q1 2021 provide insight into progress through the pandemic and recovery.

Q2 of 2022 data reflects a system at less than full service for the last two months of the quarter as service was reduced January 29th due to labor shortages. In this quarter, most health advisories had been lifted locally.  However, a mask mandate remained in effect for public transportation.  Since the quarter ended, the mask mandate has been lifted as of this report.  Nationwide, a return to public transit has lagged as remote work is more available and labor shortages in service sector jobs continues. Complete VanRide use numbers were not available at the time of this report.

Readers should note, numbers reported at the end of the quarter have yet to undergo further validation and confirmation required before reporting to NTD.  Historic numbers presented in this document have been updated to reflect the validated data submitted to NTD.

| ATTACHMENTS |
|---|

1. Highlights Brief
2. FY 2022 Q2 Service Report
3. Glossary of Terms

# FY2022 Q2

## Service and Satisfaction Report Highlights
### January 1, 2022 – March 31, 2022

The data collection and reporting continue to be impacted by the COVID-19 pandemic. Staffing shortages necessitated reductions in service beginning in November 2021, and again in January of 2022. Metrics that rely on a quarterly average do not reflect performance under typical conditions. For this reason, the report will compare the quarters of three years 2019 (blue) as representative of pre-pandemic conditions (Baseline), Q2 2021/2022 comparison of two pandemic quarters (yellow), and 2019 pre-pandemic to 2022 current conditions (green).

## Fixed Route Ridership and Cost

Ridership in Q2 2022 began to rebound in this quarter as students returned to campus and some employers began to encourage employees to work in-person during some part of the work week. Compared to the same quarter in 2019, ridership is still down significantly from pre-pandemic levels. When ridership is compared to the same quarter in 2021, a significant increase is observed.



Fixed Route Ridership Quarterly Comparison

2
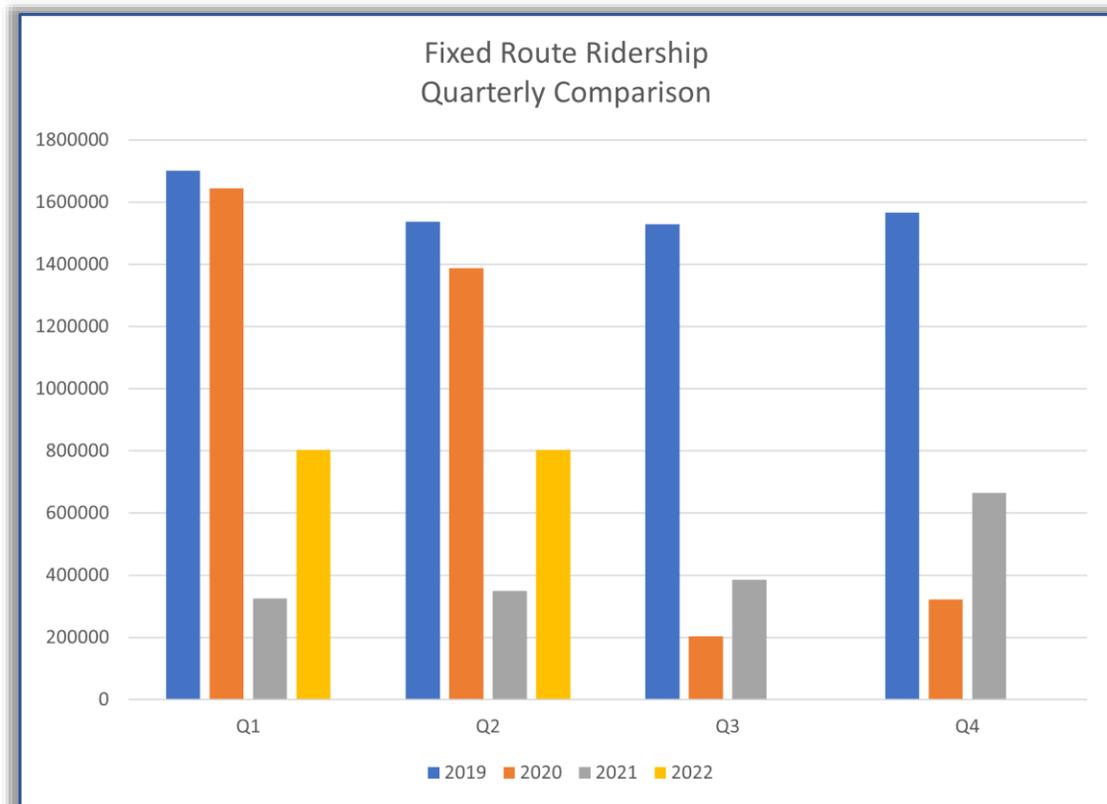
Comparing quarter to quarter may be helpful but visualizing the change in ridership through the Covid-19 pandemic may also be insightful.
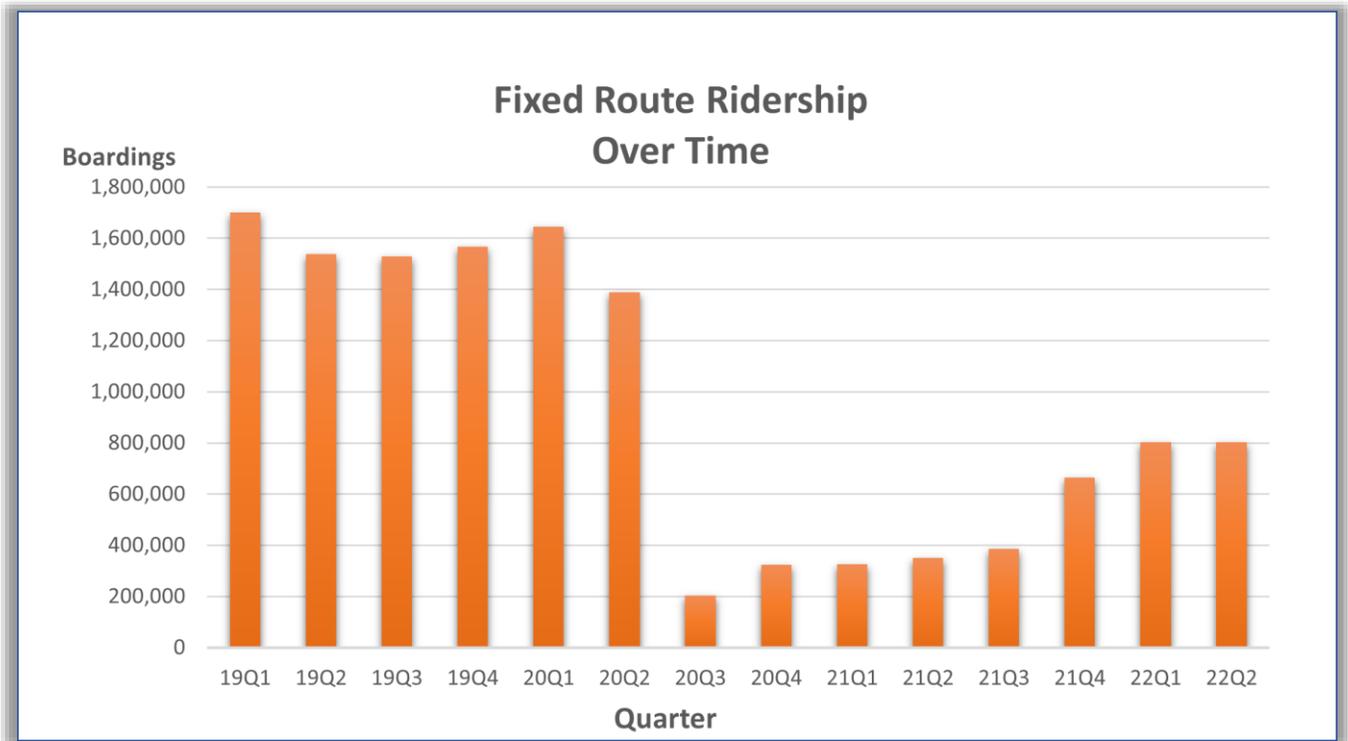


Cost per passenger boarding has risen 173% from $3.97 in Q2 of 2019, our pre-pandemic comparison quarter. Reduced ridership and added costs of the pandemic are responsible for this significant increase. However, cost per passenger boarding has decreased -46% since the same quarter last year as ridership increases and operational costs stabilize. Please note that Revenue Hours and Operational Cost data points in FY 2019 Q2 have been updated to reflect NTD data



3
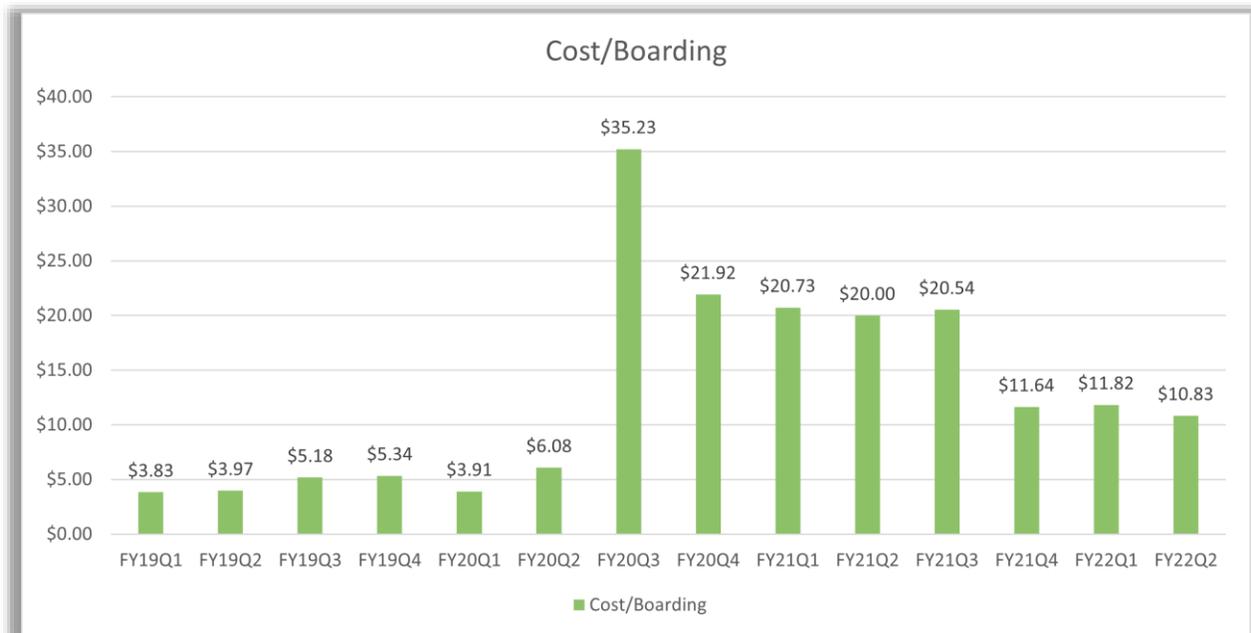
# Fixed Route Satisfaction, Reliability and Safety

## Satisfaction

Customer satisfaction can be evaluated using the number of valid complaints received by our Customer Service Officer. Complaints have decreased from non-pandemic levels. This could be explained by smaller passenger loads. However, the last quarter saw a steep rise in valid complaints. We have instituted additional customer service training to stop this rise. To illustrate, the following chart graphs both ridership and complaints over time.
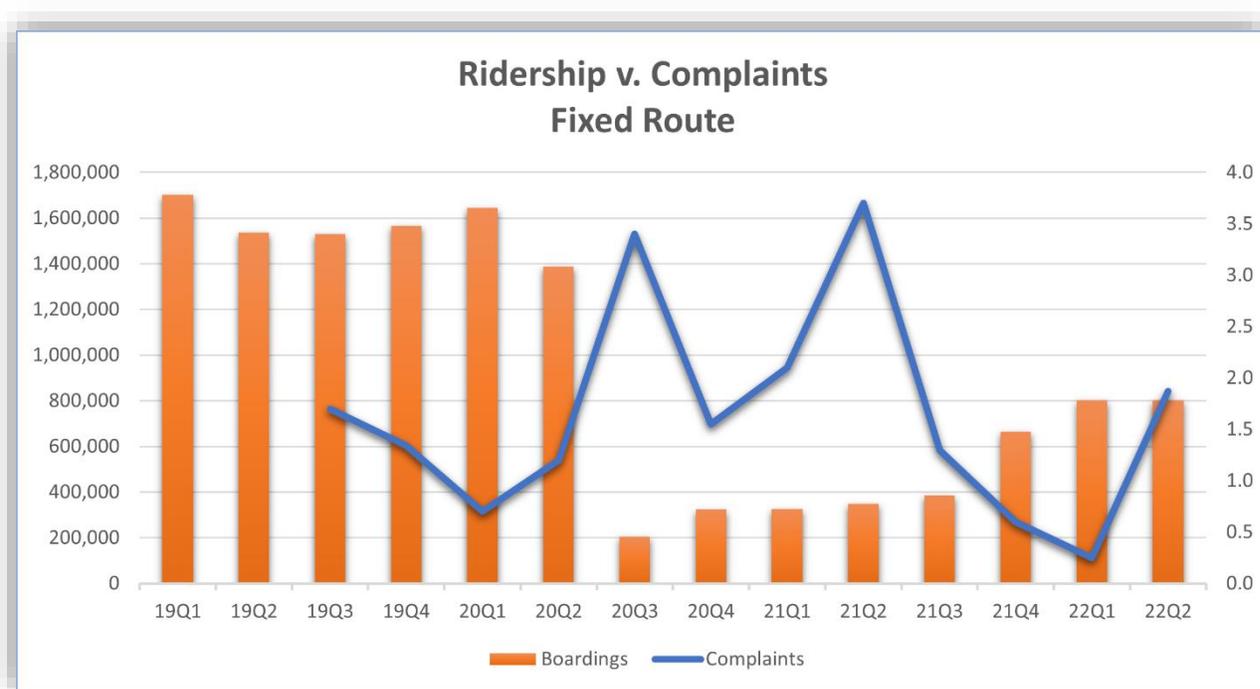


## Reliability as Measured by On-Time Performance

On-Time Performance is used as the measure of reliability for reporting purposes. As of this writing, OTP data from is still unavailable as a result of the cyber-attack.

## Fixed Route Road Calls as a Measure of Reliability

Upon review of historical data, issues of accuracy and integrity have been discovered. Historic data is still being validated to allow for a comparison of quarterly information. Data listed is best available as of this report but will be updated once finally validated.

4

# A-Ride: Paratransit Ridership and Costs

The COVID-19 pandemic has continued to impact demand for paratransit services. Ridership numbers have stabilized in the last year.
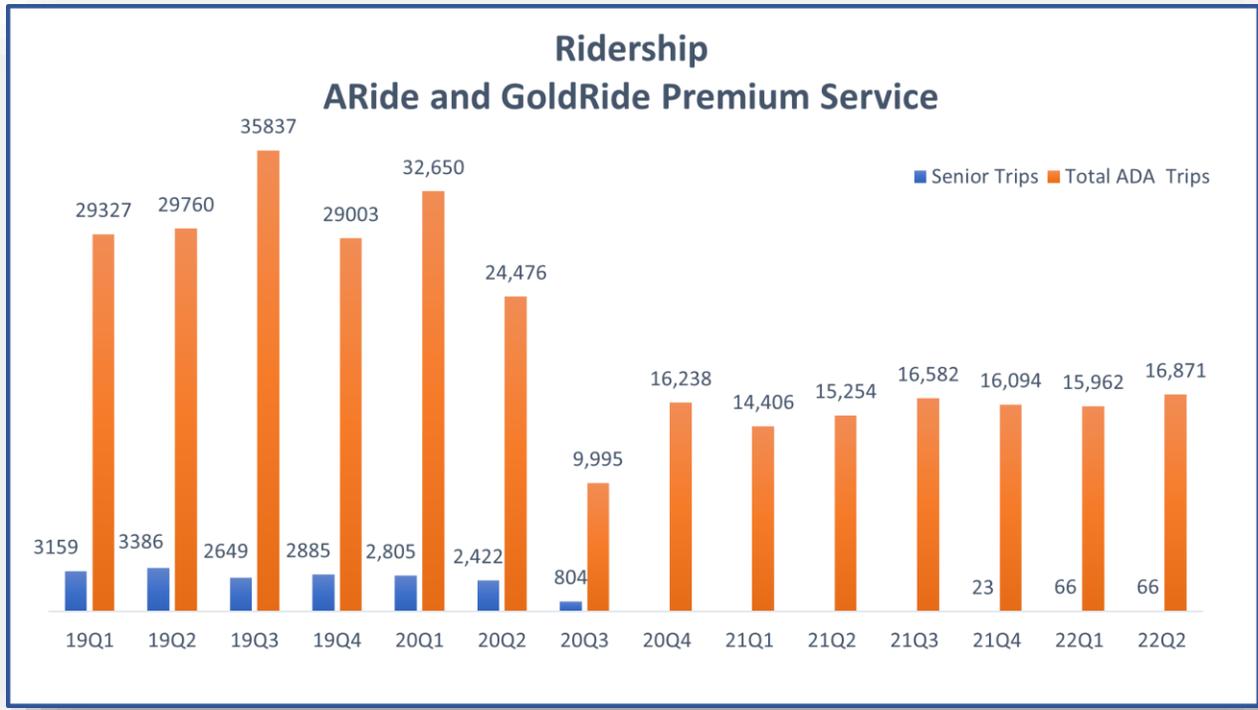


The obligation to observe social distancing for medically compromised passengers, was removed on July 1 of 2021. Removal of this restriction allows for shared rides between passengers resulting in a cost savings per boarding. ADA passengers are most likely to continue to modify their travel patterns based on public health concerns as they represent a vulnerable population. However, many A-Ride passengers use the service for essential and medical trips.

GoldRide On-Demand Services have been returned, though with a significant change in fare. GROD served just 66 passengers in Q2 of FY2022. AARP continues to offer a completely free on-demand service. When this service concludes, an increase in GROD service may follow.

5

When considering A-Ride costs and service, it should be noted that since 2019, the service has undergone considerable transition. First, it was pulled from an outsourced contractor and brought in-house to AAATA in August of 2020.  In August of 2021, it was moved again to an outsourced contractor. Costs peaked in Q4 of FY2021 with the start-up costs of the Contractor.   As expected, the costs of the program begin to stabilize now that the contractor is well established.
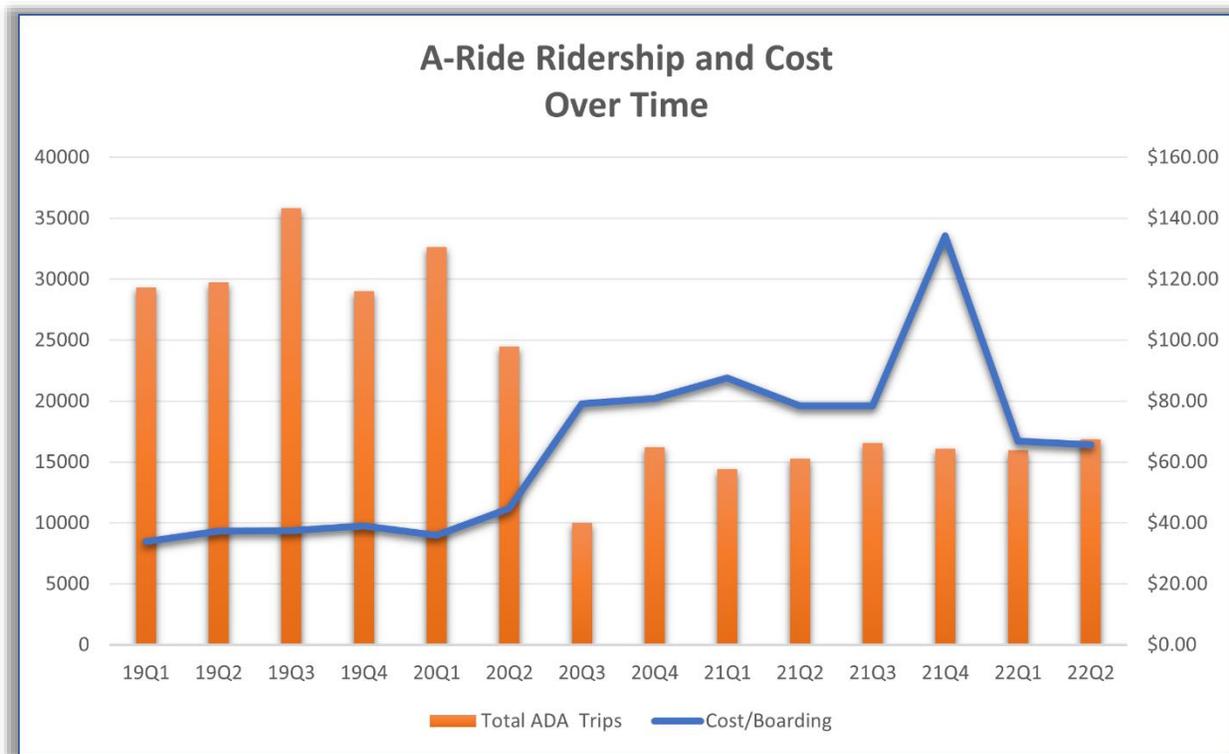


## VanRide

At the end of Quarter 2, VanRide data is limited to just the number of van pools, which has increased to 102, which is within 2 vans of the pre-pandemic level.

## FlexRide

FlexRide decreased in the 2nd quarter of 2022 compared to 2021.  2019 data was unavailable as of this report but will be updated in future reports.

6

| Fixed Route | FY 2019 | FY 2021 | FY 2022 | Q2 21-Q2 22 | Q2 19-Q2 22 |
|---|---|---|---|---|---|
| Measure | Q2 | Q2 | Q2 | | |
| Revenue Miles | 919,561 | 559,750 | 802,080 | 43% | -13% |
| Revenue Hours | 64,067 | 47,159 | 62,899 | 33% | -2% |
| Operational Cost | $6,101,000 | $6,985,174 | $8,689,783 | 24% | 42% |
| Boardings | 1,537,259 | 349,283 | 802,358 | 130% | -48% |
| Boardings/Revenue Hour | 24.0 | 7.4 | 12.8 | 72% | -47% |
| Cost/Revenue Hour | $95.23 | $148.12 | $138.15 | -7% | 45% |
| Cost/Boarding | $3.97 | $20.00 | $10.83 | -46% | 173% |
| Preventable Accidents Injury/100,000 miles | 1.7 | 3.4 | 1.4 | -59% | -20% |
| On-time Performance | Not Available | 77% | Not Available | | |
| Avg Miles Between Road Calls | 20,446 | 57,089 | 23,008 | -60% | 13% |
| Average Age of Fleet | 6.5 | 6.4 | 6.57 | 3% | 1% |
| Complaints/100,000 Boardings | Not Available | 2.1 | 1.9 | -11% | |
| Compliments/100,000 Boardings | Not Available | 1.2 | 2.4 | 97% | |

| ARide/Paratransit | FY 2019 | FY 2021 | FY 2022 | Q2 21-Q2 22 | Q2 19-Q2 22 |
|---|---|---|---|---|---|
| Measure | Q2 | Q2 | Q2 | | |
| Revenue Miles | 181,753 | 119,891 | 158,260 | 32% | -13% |
| Revenue Hours | 21,715 | 9,594 | 11,161 | 16% | -49% |
| Operational Cost | $1,237,791 | $1,197,217 | $1,107,721 | -7% | -11% |
| Senior Trips | 3386 | Suspended for COVID | Moved to separate contractor | | |
| Total ADA Trips | 29760 | 15,254 | 16,871 | 11% | -43% |
| Cost/Revenue Hour | $57.00 | $124.79 | $99.25 | -20% | 74% |
| Boardings/Revenue Hour | 1.53 | 1.59 | 1.51 | -5% | -1% |
| Cost/Boarding | $37.34 | $78.49 | $65.66 | -16% | 76% |
| Ontime Performance with 30 Minute Service Window | 96% | 97% | 97% | 0% | 1% |
| Complaints/100,000 | 53.8 | 3.9 | 65.2 | 1559% | 21% |
| Compliments/100,000 | Not Available | Not Available | 77.1 | | |
| ADA Service Denials/ADA Boardings | Not Available | 0 | 3 | | |

| VanPool | FY 2019 | FY 2021 | FY 2022 | Q2 21-Q2 22 | Q2 19-Q2 22 |
|---|---|---|---|---|---|
| Measure | Q2 | Q2 | Q1 | | |
| Number of Vanpools at End of Quarter | 104 | 79 | 102 | 29% | -2% |

| FlexRide | FY 2019 | FY 2021 | FY 2022 | Q2 21-Q2 22 | Q2 19-Q2 22 |
|---|---|---|---|---|---|
| Measure | Q2 | Q2 | Q2 | | |
| Operational Cost (Contractor) | | $174,231 | $151,827 | -13% | |
| East Service Area | | 3439 | 2497 | -27% | |
| West Service Area | | 1341 | 1266 | -6% | |
| Cost/Boarding | | $36.45 | $40.35 | 11% | |

## Quarterly Satisfaction and Service Report: Glossary of Terms

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

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

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

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

**Valid Complaints**
A valid complaint is when a customer or non-customer communicates to AAATA that something is unsatisfactory or unacceptable. All complaints are investigated and referred to appropriate staff.  A complaint is considered valid if staff investigation confirm the facts alleged.

# TheRide 2045 Long-Range Plan

**Meeting: Board of Directors**

**Meeting Date: May 19, 2022**

| INFORMATION TYPE |
| --- |
| Other |

| RECOMMENDED ACTION(S) |
| --- |
| Receive for information. |

| PRIOR RELEVANT BOARD ACTIONS & POLICIES |
| --- |
| The Board defines the outcomes/goals that TheRide is supposed to be achieving in the future (Ends policy). The Long-Range Plan is to make recommendations about the best way to achieve the Board's goals.<br><br>The Board has also created constraints that apply to this planning process. These constraints are primarily focused on funding and defining the planning process itself.<br>Policy 2.4-2.4.8, 2.10.1.3, 2.0<br>Policy 2.4, 2.4.3, 2.4.5, 2.4.8, 2.5<br>Policy 2.1.3, 2.1.4, 2.2.1, 2.9, 2.9.4, 2.9.5 |

| ISSUE SUMMARY |
| --- |
| TheRide 2045 Long-Range Plan will develop a shared vision, a long-term system plan and shorter-term implementation steps for public transit in the Ann Arbor-Ypsilanti area. The plan focuses on improving social equity by increasing access to jobs and housing, while also contributing to a cleaner environment and a vibrant economy.<br><br>**Community Engagement**<br>Last fall, four plan scenarios were presented to the public and about 1,400 people were engaged through surveys, online public meetings, in-person public events, stakeholder meetings, direct emails, and social media. Draft recommendations were developed based on feedback received as well as further technical analysis.<br><br>The recommendations were presented to the community for their review and feedback from March 14 to April 22. Approximately 1,600 people were engaged during this final round of public engagement and the majority of responses were very supportive of the plan. A summary report from this round of public engagement is attached and will be presented to the Board for information and comments.<br><br>**Next Steps**<br>The community feedback is being used to further refine the plan. The draft report is expected to be available for review before the June Board meeting and our consultants are planning to present the final recommendations at the June Board meeting. |

1

The Board can choose to approve this Plan at their July Board meeting prior to the millage vote (August 2, 2022) or take more time to review and deliberate prior to your final approval.

## ATTACHMENTS

1. TheRide 2045 Round 3 Public Engagement Summary

2

# TheRide 2045

# **What We Heard**
## Round 3 Engagement

May 2022

Left Turn Right Turn

**ANN ARBOR AREA TRANSPORTATION AUTHORITY**

# Table of Contents

# Executive Summary

TheRide 2045 is a long-range plan for the Ann Arbor Area Transportation Authority. It will guide our decisions and investments over the next 25 years toward a vision that works for everyone. This report summarizes what we heard from our third and final round of public and stakeholder engagement in the spring of 2022. We spoke directly about the Long-Range Plan with almost 1100 people through online meetings or in-person events and received 478 responses to our online survey. What we heard is summarized in the table below, organized by a few key themes.

## Support

The people we spoke to were overwhelmingly supportive of the plan, many were willing to advocate for it. People understand that change takes time and money but appreciate the long-term vision.

## Transit for Those Who Need It Most

**Social Equity**: we heard the strongest support for improving social equity and providing service to the people that need it most
**Accessibility**: means weaving accessibility into every aspect of our plan
**More off-peak service**: those who rely on transit need it at all times of day.

## Efficiency, Reliability

**Transit efficiency and faster travel times:** means greater return on investments, faster travel, and better integration of services.
**High-frequency routes:** we heard a desire for a network of high-frequency routes across the service area, not just to downtown locations.
**Sustainability:** we heard people say we need a more sustainable transportation system.

## Connections

**Bus Stops and Transit Hubs:** need to be accessible and connect to first/last mile solutions
**Connections to other mobility services:** inside our service area and beyond.
**Collaboration with Municipalities and other partners:** greater community benefits through an integrated planning approach

## Cost

**The cost of this plan:** Most of the people that we spoke to understood that big change will have a cost associated with it. However, a minority of people that we spoke with did feel that the costs are too high and that alternative funding source should be explored

# TheRide2045 Long-Range Plan

## The Plan (phases, timeline)

TheRide 2045 Long-Range Plan is creating a comprehensive and long-term vision for public transit in the Ann Arbor-Ypsilanti area. Work on TheRide 2045 began with initial public and stakeholder engagement in Fall of 2019. Due to the pandemic, the plan was delayed. We restarted in February of 2021 and are scheduled to finish in June of 2022. The project is taking place over four phases; we are currently in phase 4.

**Phase 1:**
**Guidance**
**(Feb-July, 2021)**

**Phase 2:**
**Analysis**
**(Mar-Aug, 2021)**

**Phase 3:**
**Development**
**(July 2021-**
**Feb, 2022)**

**Phase 4:**
**Finalization**
**(Jan-Jun, 2022)**

Public and stakeholder engagement plays a crucial role in guiding the content of the Long-Range Plan. This report summarizes the key findings from the third and final round of public and stakeholder engagement, which took place from March 14 to April 22, 2022.

The comments and feedback provided in this report relate to the Long-Range Plan only.

## Round 3 Engagement

The first round of public and stakeholder engagement took place in the spring of 2021, drawing upon findings from previous engagement activities held in 2019. The feedback from that first round of engagement helped us to establish the goals and values to guide our analysis. This led to the development of four scenarios based on levels of funding, which we used to spark the conversations around the second round of engagement.

Based on the responses in the second round of engagement, we developed a single draft plan. See Appendix A: Draft Plan Presented for more details. The intention for this round of engagement was to gauge the level of support for the draft plan in order to adjust our final Long-Range Plan. To do that, we spoke to TheRide Board and staff, external stakeholders, the public and our Public Advisory Group.

## Public Advisory Group

Our Public Advisory Group (PAG), comprised of 12 individuals of diverse backgrounds, helps us ground our key decisions in the community. The PAG was established with a demographic split to reflect the customers of TheRide, including race/ethnicity, age, income, place and type of residence, transit ridership, disability, gender identity. At every stage of the project development, this group lent us their insight based on their own personal experiences. In the third round of public engagement, they gave comment on the material before it was presented to the public and debriefed on the preliminary findings afterward. Due to Covid-19, all meetings were held online.

| PAG Meetings | |
|---|---|
| **June 9, 2021** | Introduction |
| **July 7, 2021** | Solutions workshop |
| **Aug11, 2021** | Refine solutions |
| **Sept 22, 2021** | Prep for public engagement Round 2 |
| **Dec 1, 2021** | Review feedback Round 2 |
| **Feb 23, 2022** | Prep for public engagement Round 3 |
| **April 27, 2022** | Review feedback Round 3 |



*Figure 1 PAG Meeting, December 1, 2021 with staff and some PAG members (some absent in photo)*



*Figure 2 PAG Meeting, April 26, 2022 with staff and some PAG members (some absent in photo)*

## Public and Stakeholder Meetings

The third round of public and stakeholder engagement was open for comment from March 14 to April 22, 2022. During that time, we received over 25 emails, phone calls and contacts through social media, and spoke to approximate 880 people through direct in-person engagement. We spoke to at least 210 people in our online public and stakeholder meetings and received 478 responses to our survey. We made special efforts to speak with non-transit users. For a more details on the specific events, please see Appendix B: Engagement Activities.



*Figure 3 Washtenaw Community College March 22, 2022*

| Oct 14 - April 22 | People |
|---|---|
| Online Survey | 478 |
| Online Meetings<br>• Public<br>• Stakeholder<br>• Staff | 210+ |
| In-Person Engagements | 880+ |
| Email, phone and social media contacts | 25+ |
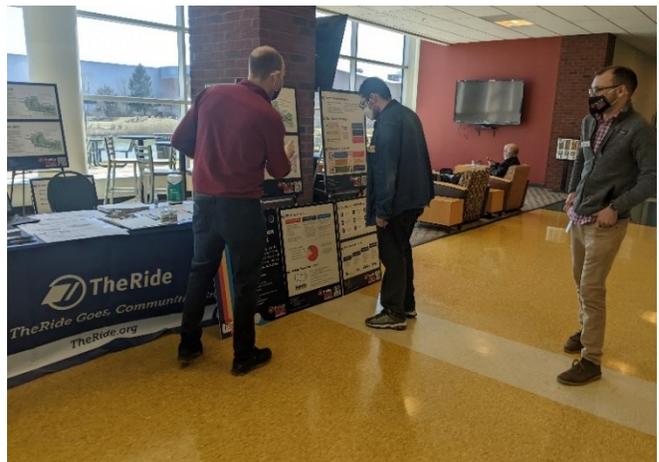


Figure 4 Eastern Michigan University Student Center, March 21, 2022



Figure 5 Briarwood Mall, April 9, 2022

**TheRide**

## Who We Heard From

As part of the engagement, we ran a public survey to collect community feedback. We received 478 responses representing various viewpoints. However, as we integrate the feedback from this survey, we must keep in mind the voices that we heard and the voices that we did not. The respondents to the survey were mostly Caucasian with a higher household income. About half of our respondents were between 30 and 64. Not all of them are frequent transit users, but people likely do self-select to participate if they have some interest in transit.

Our in-person engagement feedback at the transit centers and particularly the Ypsilanti Transit Center (YTC), represented a higher proportion of African Americans and frequent transit riders.

### Geographic Distribution
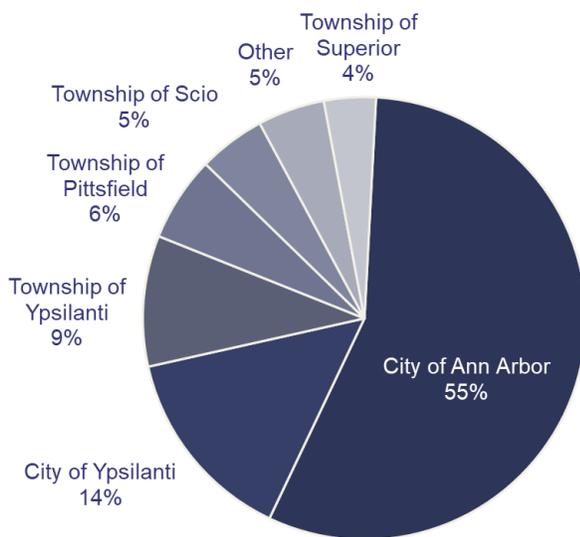
### Racial Distribution
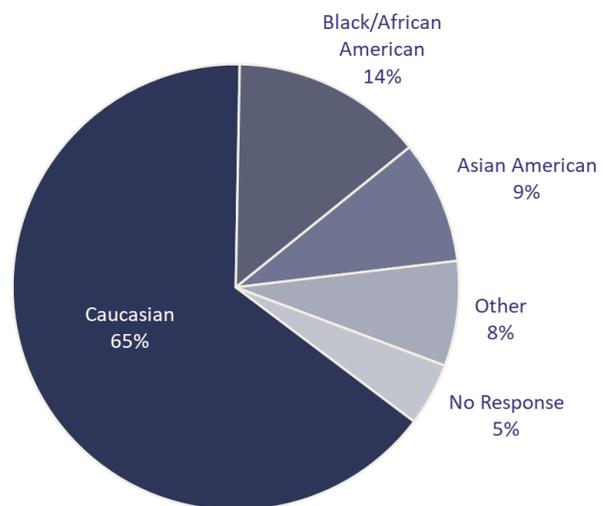
*Figure 6 Geographic and racial distribution of survey respondents*

### Household Incomes
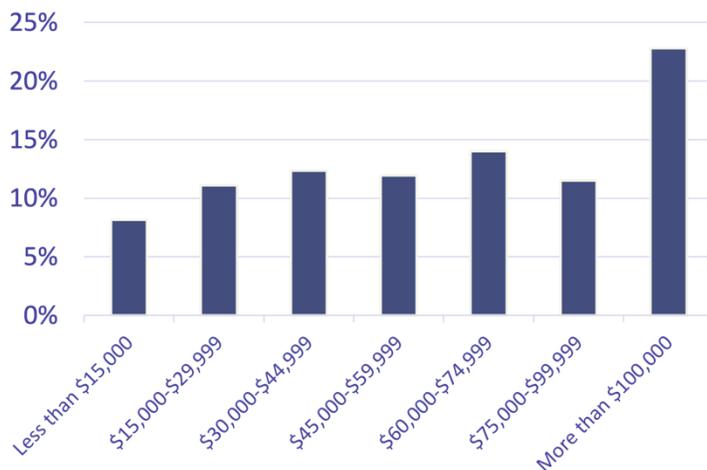
### Transit Usage

*Figure 7 Survey Respondents by household income. Does not include 'no response'*

*Figure 8 Survey Respondents by transit usage. Does not include 'no response'*

## Voices We Did Not Hear

While using the feedback we received, it is always important to keep in mind who it is coming from and recognize the gaps in our knowledge. As we take the next steps in presenting the final plan, we must use our professional judgement to interpret the data with this context in mind.

The respondents to the survey were somewhat skewed toward Caucasian with a higher household income. This is not reflective of the transit users in the area. As a result, we place more emphasis on in-person engagement feedback at the transit centers and particularly the Ypsilanti Transit Center, where we spoke with a higher proportion of African Americans. We also acknowledge the need to hear from non-transit riders, who were probably less interested in participating in our public engagement and may be underrepresented in our feedback. In our survey, non-transit users were the least supportive group of respondents. To engage more non-transit riders, we held in-person events at various public destinations such as the Briarwood Mall, Meijer store, and Ypsilanti District Library.

In our planning, we use the Washtenaw County Opportunity Index, which is an important tool for identifying which communities have access to structural privilege and which do not. The index can guide future decisions about where to invest our collective resources and how to consider policy changes to advance equity.

Our Public Advisory Group helped us to contextualize the feedback that we heard from the perspective of diverse communities.



*Figure 9 Briarwood Mall, April 9, 2022*

# What We Heard

Representatives from TheRide collected the comments received from conversations with stakeholders and the public. We reviewed the survey and looked through every comment to pull out the key themes. We read all the specific requests to see the trends out of the large number of comments at the same time. See Appendix C: Important Features for more detail on the preferred features from the survey. This section explores the key themes that arose from our engagement and the actions that we will take when refining the final plan.

## Support for the Plan

The meeting attendees and people that we spoke to in our in-person engagements were extremely supportive of the plan and our survey respondents were generally very supportive of the plan; 30% of survey respondents were strongly supportive and willing to advocate for the plan, another 35% were strongly supportive and 80% were at least generally supportive. Of the remaining respondents, 7% were neutral, 2% would be supportive with some small changes, and 11% would need major changes to the plan to be supportive.

The most supportive groups are those with household incomes less than $45,000 and daily transit users. The least supportive groups are those with household incomes from $60,000 - $90,000, and people who never use transit.

Overall, this is a very high level of support. This section will examine who and where the support is coming from, and what changes we should make to the final plan.
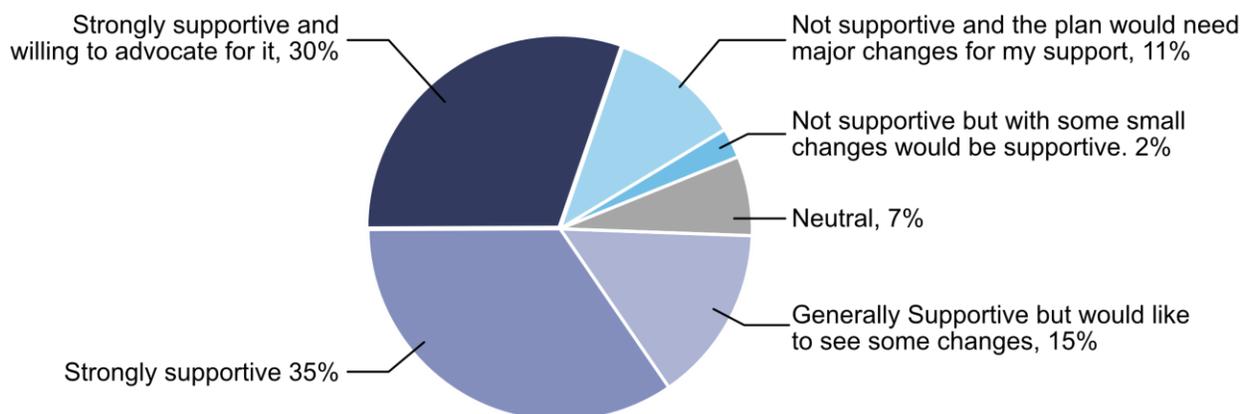


*Figure 10 All Survey Respondents by Level of Support. Does not include 'no response'*
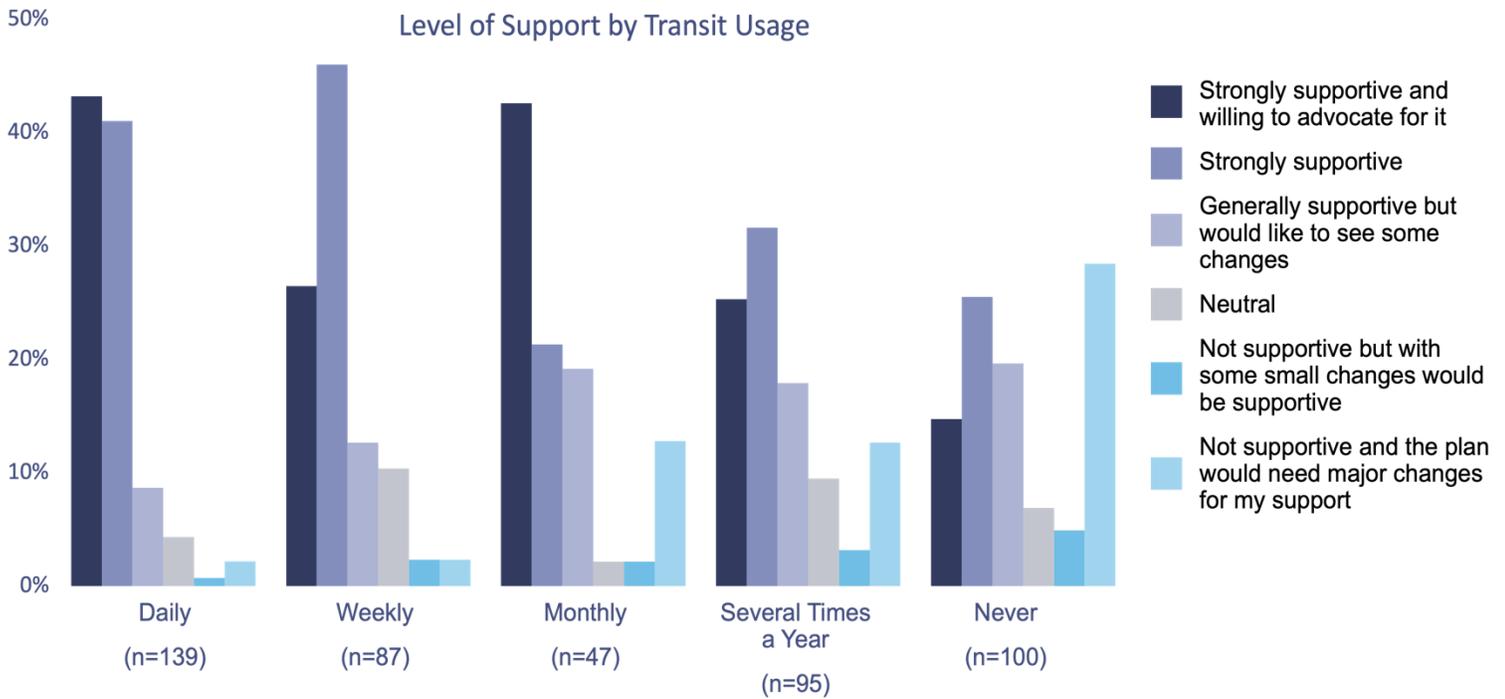
Figure 11 Survey Respondents Level of Support by Transit Usage. Does not include 'no response'
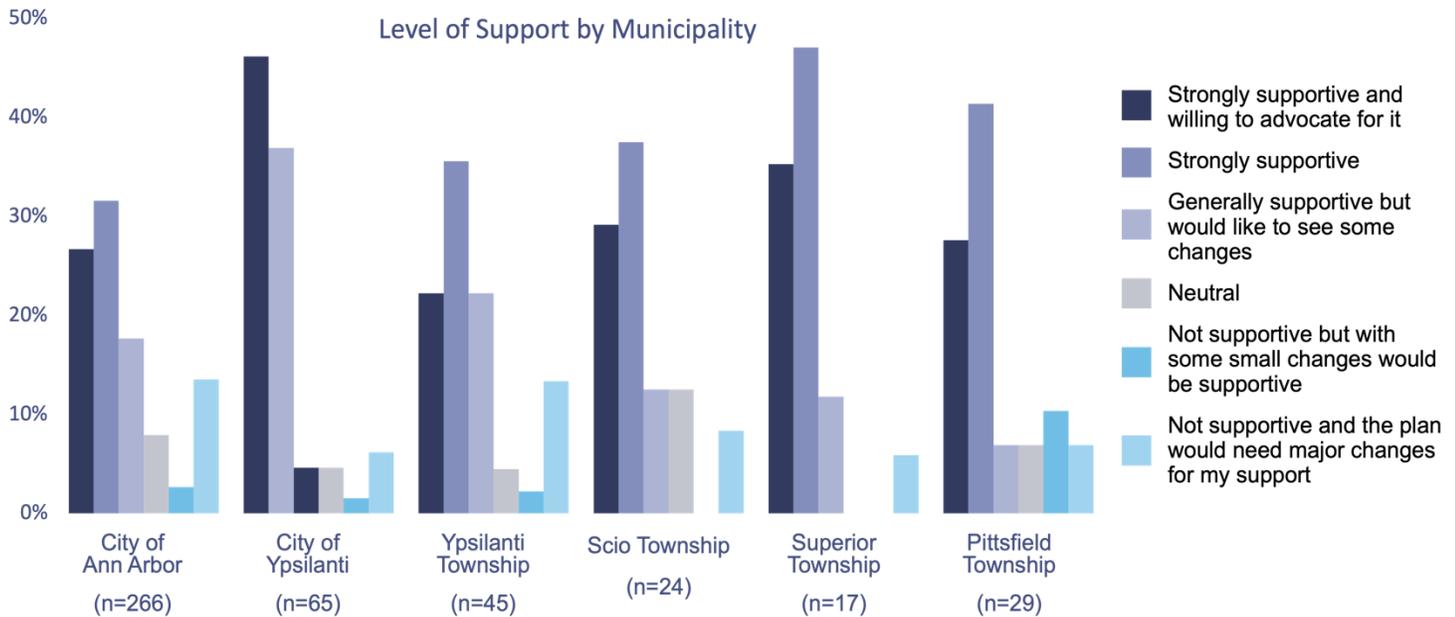


Figure 12 Survey Respondents Level of Support by Municipality. Does not include 'no response'
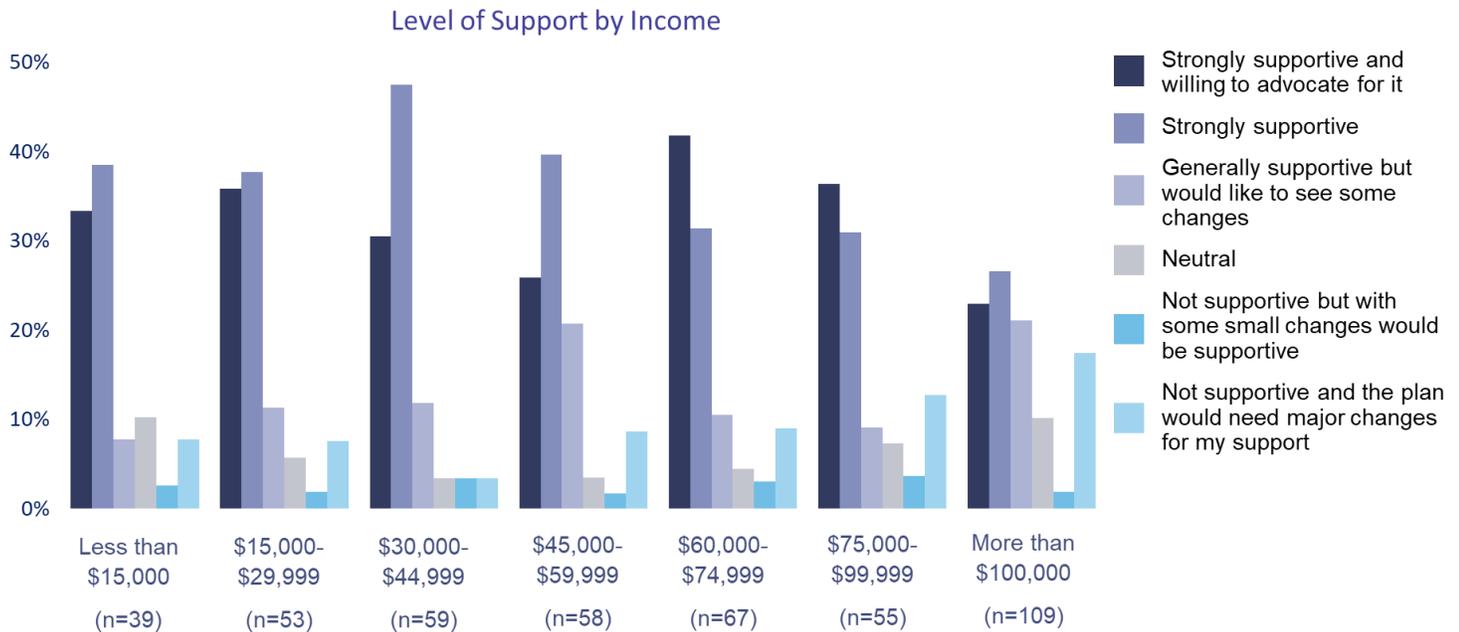
*Figure 13 Survey Respondents Level of Support by Income. Does not include 'no response'*

# Transit for Those Who Need It Most

## Equity

Transit needs to serve those who need it most. The greatest theme from all our engagement was support for our goal to improve social equity with this plan. Survey respondents who said they were the most supportive of the plan ranked social equity as the most important feature. This is consistent with what we heard from our in-person engagements.

To ensure that the plan works for everyone, we compared the responses from African American, Asian American, and lower income groups to the group as a whole. Both African American and Asian American survey respondents were even more supportive of the plan than the group as a whole. the preferred features for people with household incomes less than $30,000 were not significantly different than the group as a whole. See Appendix C: Important Features.

**Plan Action:** Equity is one of the cornerstones of this plan and we will continue to work toward providing high quality transit to those who need it most.

## Accessibility

We heard that accessibility improvements are needed for existing bus stops, new vehicles, and new facilities. Any new fare payment or information system that we include must work for everyone, not just those who are tech-savvy.

While investments in accessibility enhancements was not ranked highly by most survey respondents, serving transit-dependent people with disabilities is a key aspect of this plan.

The term 'disability' over-simplifies the many different experiences, so accessibility must be included at every level of planning. Looking at specific accessibility-related comments helps us to prioritize. The insight feedback from our Public Advisory Group were especially helpful in this regard.

**Plan Action:** Ensure that universal accessibility is integrated at all levels of the plan as something for us to work towards.

### More off-peak service

People who are completely reliant on transit need it at all times of day. Extension of service hours on evenings, weekends and overnight was a reoccurring theme. This was ranked as the most important feature by survey respondents that would like to see changes to the plan to be more supportive.

**Plan Action:** While some aspects of the plan need big infrastructure changes over time, adjusting service hours do not. Therefore, we can provide off-peak service sooner, in the first implementation stage from 2023-2028.

## Efficiency, Reliability

### Transit Efficiency and Faster Travel times

Nearly everyone agreed that improving transit and transportation efficiency is one of the most important aspects of this plan. That means greater return on investments, easier movement, less congestion, and better integration of every service we offer. Transit and transportation efficiency was the overall the most important feature ranked by survey respondents. While the entire plan aims to increase efficiency and overall travel times, certain features will work toward that goal.

**Plan Action:** Continue to prioritize features like Bus Rapid Transit on our busiest routes, on-demand services, and smaller vehicles in low-demand areas that will improve the overall efficiency of the system.

### High-Frequency Routes

There were many comments supporting high-frequency transit routes in general and some comments requesting routes for specific areas. People were supportive of our planned network that will allow customers to transfer across the service area without going downtown. High-frequency service was the second most important feature ranked by survey respondents. This type of network also serves to improve overall transit efficiency.

**Plan Action:** The exact routing will be determined as they are implemented. At each stage the network design will focus on even coverage of the service area while ensuring service for the people and places that need it most.

### Sustainability

The timeline that we proposed in the plan for ensuring that our entire fleet is carbon neutral by 2045 is not soon enough for some respondents. TheRide is currently doing a parallel Propulsion Study to determine the best technology to use in our bus fleets in the future.

**Plan Action:** based on this feedback, we are working to confirm if a 100% carbon neutral fleet can be achieved sooner. While this Long-Range plan agrees that it is important to move away from fossil fuels as soon as possible, the Propulsion Study will determine the exact timing and technology that we implement.

# Connectivity

## Bus Stops and Transit Hubs

Connecting to/from and using the bus stops and transit centers can be challenging. That means Connection for the first and last mile of a trip. We heard that the level of accessibility, the state of repair, and snow clearing of bus stops means that people cannot always use them. We heard a desire for better connection points, but some confusion around our proposed transit hubs.

**Plan Action:** Collaboration with Municipalities and Other Partners for transit centers, hubs and stops. Clarify and elaborate on transit hubs in the final plan. Gradually introduce improvements at transit hub locations rather than waiting for a single large project.

## Connections to Other Mobility Services

We heard that connections from TheRide's service to other forms of transportation, considering a customer's entire journey. That means park-n-ride lots in the outskirts, connections to new and existing trail networks, bike or scooter share programs in central areas, and other transit agencies, such as WAVE, SMART, Amtrak or the University of Michigan.

**Plan Action:** The goal of the long-range plan is not to decide the specific routes but the network as a whole. That vision will guide the specifics we make at the time that we implement new routes. We will continue to work with the municipalities, peer agencies and community groups when planning those routes and build-in creative first and last mile solutions to transit hubs and centers.

## Collaboration with Municipalities and Other Partners

The land use planning decisions we make now will affect how our community will grow and change over the next 25 years. We need to work with municipalities to ensure that our transit system grows and supports those changes and vice versa. That means coordinating transit planning with big picture decisions like zoning, and small picture decisions like roadway design, bike lanes and pedestrian infrastructure. This is especially relevant as we build out our transit priority features and Bus Rapid Transit system on busy streets with a lot of competition for space.

**Plan Action:** We will change our plan so we do not differentiate between BRT and BRT lite, blending dedicated lanes and transit priority features as needed on roads depending on future detailed studies. The key to success lies with collaboration with municipalities and other partners on land use planning and roadway redesign.

## Cost

Most of the people that we spoke to understood that big change will have a cost associated with it. However, we also heard concerns, especially from Ypsilanti Township elected officials, about the effect higher tax rates on people, particularly those with lower incomes. Some people felt that those who need the service most may be most affected by the tax increase. With everything else happening in the world and our community, now is not the time to raise taxes.

Some people felt that they do not use transit enough to warrant the increased tax burden that will affect them. We also heard the taxes should go elsewhere, rather than increasing service. There was a variety of responses here, from providing free fares for everyone to increasing fares so only the current ridership bears the cost of improved service.

There were some questions about other funding sources for these improvements, like the federal or municipal governments. It is important to note that TheRide will leverage external funding as much as possible for this long-range plan. The current funding structure of TheRide depends in part on a Millage levy. About half of the total cost associated with the improvements in the draft plan will come from stable state and federal funding, and a third will come from other grants.

**Plan Action:** TheRide is conscious of the costs of this plan, and how it will affect people. We are also aware how improved service will benefit communities that need it most. The majority of people that we spoke to were supportive of the scale and cost of the investments. We will continue exploring other funding opportunities to manage the costs allocated to local residents. Some of these comments came from people living in the Township of Ypsilanti so in the final plan, we will review and adjust the timeline of some service improvements to ensure those who may be most affected by the taxes will benefit sooner.

# Next Steps

## Creating a Plan That Works for Everyone

In general, we heard an overwhelming support for the plan. People agreed with our focus on equity, and efficiency with a Bus Rapid Transit core surrounded by interconnected, high-frequency routes and on-demand services. The feedback we heard will affect the staging and adjust some of our priorities, but this draft plan that we put forward in this round of public engagement is a strong base.

We heard concerns about the cost of the plan and the burden of taxes, especially among the mid-range household incomes. One factor may be that high housing prices in the centers forcing lower income people to the outskirts where they are less served by transit. The farther away they are pushed, the more acutely they feel the lack of transportation options. While there are economic challenges today, connecting jobs, education and housing with high-quality transportation is exactly what will help the people who need it most. Investments in transit mean cost reductions not only in personal cost-of-living, but collective costs for the entire transportation system including roads and parking.

Transit in outlying areas becomes more expensive with fewer people and longer trips, while the challenge of central areas is having enough service to cover demand. There is no single solution, so TheRide will diversify its fleet, matching the type of service to where it's needed most. By seamlessly integrating these services with modern technology, we can broaden our customer base and create a transit system that works for everyone.

## Finalization

This concludes our final round of engagement. As we put the feedback we received into context, we will spend the next several weeks refining the draft plan into a final recommended Long-Range Plan for the next 25 years. This means refining both the final plan for 2045 and the implementation staging. The next steps in the process will be:

| | |
|---|---|
| **Refine Draft Plan into Final Plan** | Focus on aspects and features that were most important to the community and refine the implementation plan. |
| **Final Reccommendations to the Board** | As the governing body of TheRide, once the board adpots the plan, it will become TheRide's official Long-Range Plan. |

Thank you to everyone who participated in our public engagement process. All of your feedback is being used to build a better future for our communities.

**Check out our website at Theride.org for updates, to sign up for our newsletter or leave a comment at any time.**

## Document Control

| Title: | TheRide2045 Round 2 Engagement – What We Heard |
|---|---|
|  |  |
|  |  |
|  |  |

# Appendix A: Draft Plan Presented

## Draft Plan: TheRide 2045

- Transformation of entire transit system
- Bus Rapid Transit forms the backbone
- Other main corridors are served by Express and Priority Service
- High-frequency routes across the service area
- New transit hubs at key locations:
    - Briarwood Mall
    - Jackson & Maple
    - Carpenter & Ellsworth
    - Nixon & Plymouth
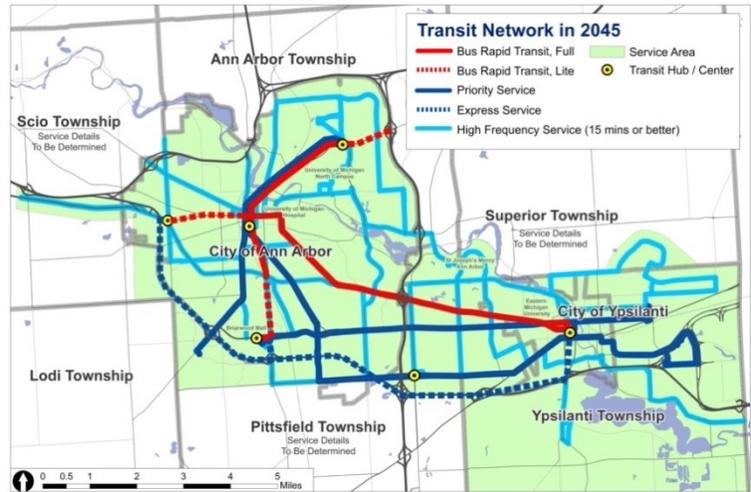


## Draft Plan: 2023-2028

This phase of implementation lays out the groundwork for future stages while increasing Off-peak service. It includes:
- BTC and YTC upgrades
- Washtenaw express pilot
- Better off-peak service
    - 30-minute minimum frequencies during the daytime
    - Longer hours of operation
    - NightRide expansion and enhancement
- Improved accessibility for fixed route with better integration with A-Ride
- Planning and design for
    - New bus garage
    - BRT and transit priority
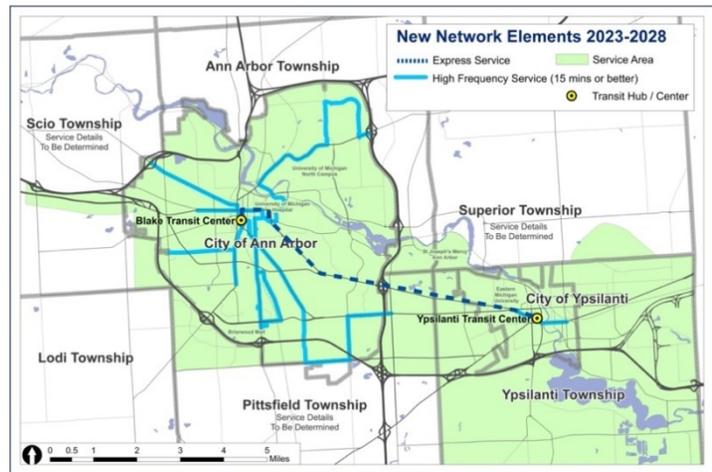
## Draft Plan: 2029-2033

- Focus on increasing service on busiest corridors
    - Bus Rapid Transit Lite on Washtenaw Ave
    - North-South express pilot
    - Priority Service on Main-Plymouth and Packard – Ellsworth
- New bus garage
- 30-minute minimum frequency at all times
- Transit priority in central Ann Arbor
- Transit hub at Briarwood Mall
- Major fare collection modernization
- Increasing investments in A-Ride
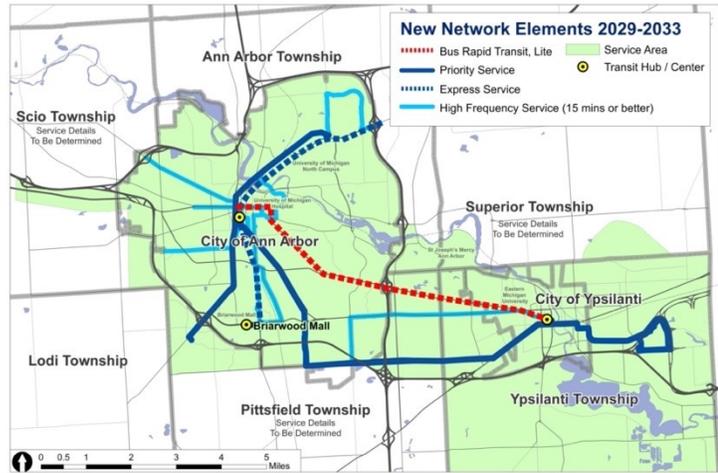


## Draft Plan: 2034-2038

This portion of the plan includes large improvements to the backbone of the network including:

- Full Bus Rapid Transit on Washtenaw Ave
- N-S Bus Rapid Transit Lite from Briarwood Mall to Plymouth Park n Ride
- Express route on I-94
- Packard-Eisenhower priority route
- Transit priority enhancements across service area

Two new transit hubs at:
- Carpenter/Ellsworth
- Jackson/Maple

Expansion of high frequency network and FlexRide and continued integration between A-Ride and fixed route.
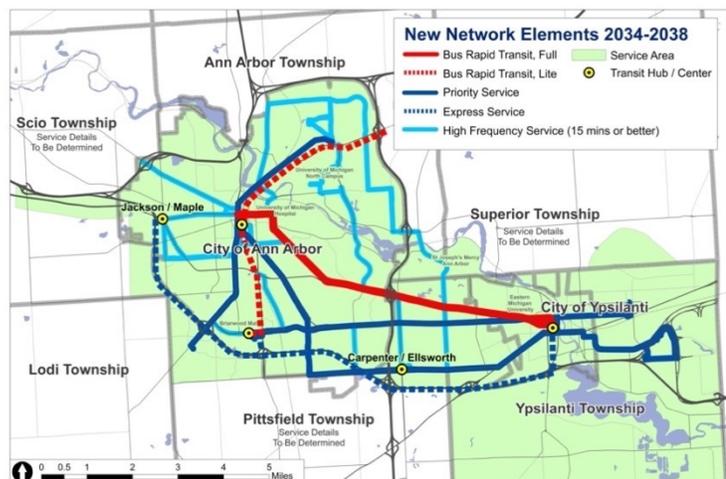
## Draft Plan: 2039-2045

- Further improvements to the backbone of the network along with high-frequency routes across service area
  - Final buildout of BRT on N-S route
  - BRT Lite on Huron/Jackson
- Transit hub at Nixon/Plymouth
- Fleet enhancement: 100% zero-emissions fleet
- Regional fare system integration
- Full integration between A-Ride and fixed route
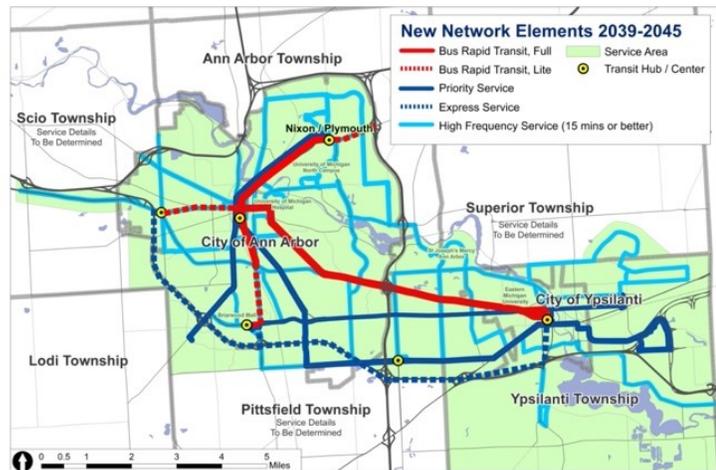
## Appendix B: Engagement Activities

| Stakeholder Group | Date |
|---|---|
| TheRide 2045 Public Advisory Group | 23-Feb |
| TheRide 2045 Public Advisory Group | 27-Apr |
| AAATA Board | 17-Mar |
| AAATA Staff Town Hall 1 | 17-Mar |
| AAATA Staff Town Hall 2 | 18-Mar |
| Local Advisory Committee | 12-Apr |
| AAATA Union | 15-Apr |
| Ann Arbor Transportation Commission | 16-Mar |
| Stakeholder Webinar 1 | 17-Mar |
| Stakeholder Webinar 2 | 22-Mar |
| Ypsilanti City Council | 05-Apr |
| Ypsilanti Township Board | 05-Apr |
| WATS Technical Committee | 06-Apr |
| Washtenaw County Commission | 06-Apr |
| Ann Arbor Transportation and Planning | 07-Apr |
| Pittsfield Township Board | 13-Apr |
| Scio Transportation Alternatives Planning Committee | 13-Apr |
| YDDA Operations and Finance Committee | 13-Apr |
| Superior Township Board | 18-Apr |
| Online Public Meeting 1 | 29-Mar |
| Online Public Meeting 2 | 31-Mar |
| Online Public Meeting 3 | 06-Apr |
| Online Public Meeting 4 | 07-Apr |
| In person Session: Eastern Michigan University | 21-Mar |
| In person Session: Washtenaw Community College | 22-Mar |
| In person Session: Ypsilanti Transit Center | 23-Mar |
| In person Session: Blake Transit Center | 24-Mar |
| In person Session: University of Michigan - Central Campus | 25-Mar |
| In-person Session: Ypsilanti District Library – Ypsilanti Township | 05-Apr |
| In person Session: Meijer on Carpenter | 08-Apr |
| In person Session: Briarwood Mall | 09-Apr |

# Appendix C: Important Features

## Preferred Features, All Respondents
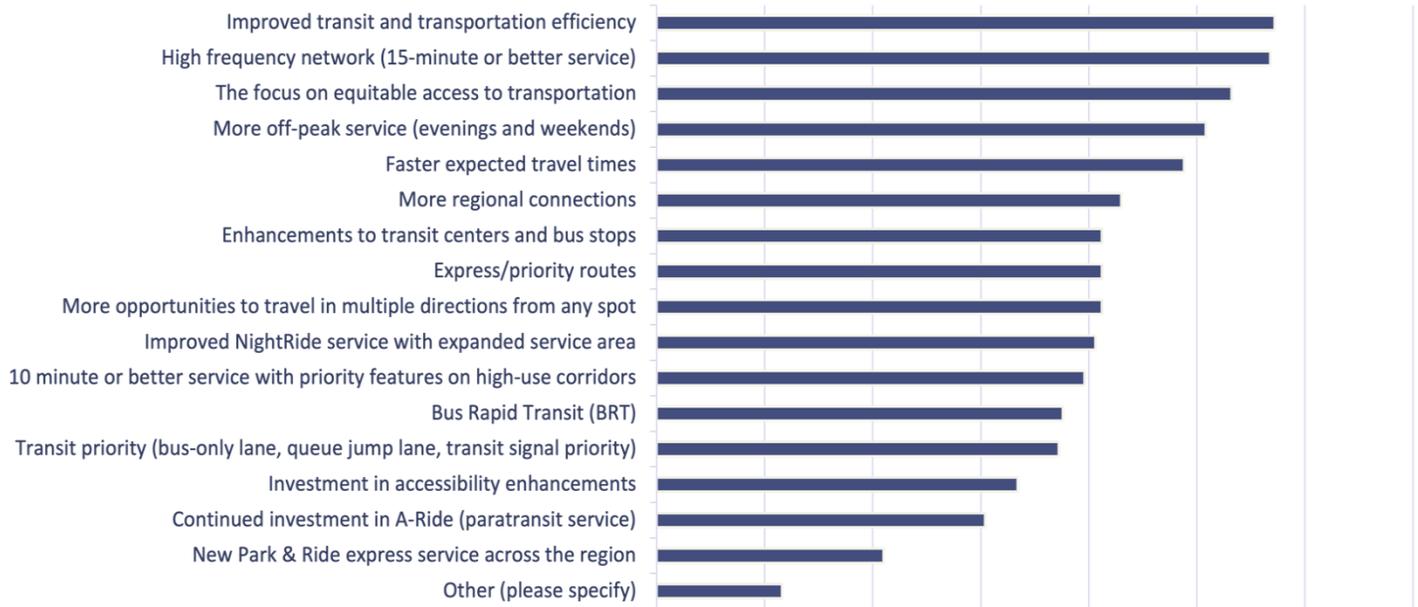


*All Survey Respondents Preferred Features. Does not include 'no response'*

## Most Important Features- Survey Respondents With Household Incomes less than $30,000
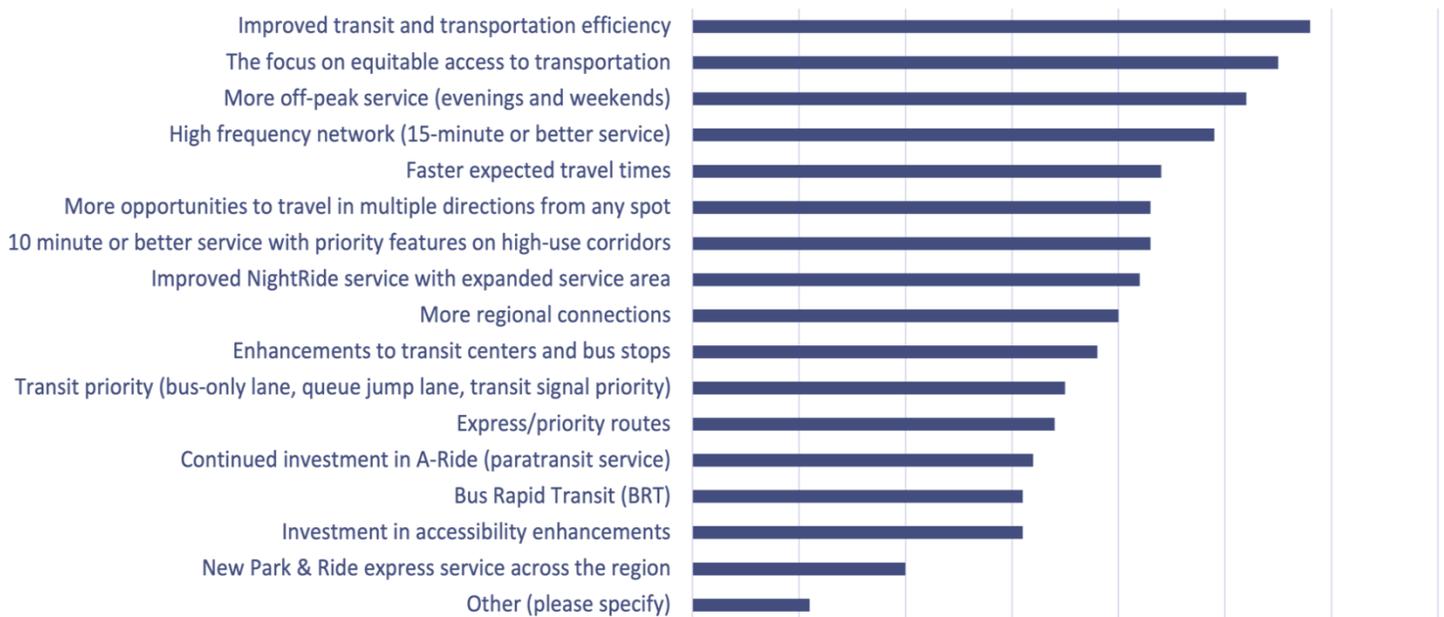


*Survey Respondents With Household Incomes less than $30,000 Preferred Features. Does not include 'no response'*

# CEO Report

**Meeting: Board of Directors**

**Meeting Date:  May 19, 2022**

| INFORMATION TYPE |
|---|

Other

| OPERATIONAL AND PROJECT UPDATES |
|---|

### FEDERAL MASK MANDATE LIFTED
As a result of a court order, effective April 18, 2022, the Centers for Disease Control and Prevention's (CDC) January 29, 2021 Order requiring masks on public transportation conveyances and at transportation hubs is no longer in effect. Like many other transit agencies, TheRide is no longer enforcing a mask requirement, although we still encourage use of masks. We have always been consistent with legal direction, and we do not believe that we can safely enforce such a mandate without strong outside clear direction from authorities and a large degree of voluntary social compliance.

### LONG-RANGE PLAN - TheRide 2045
The public comment period for the Long-Range Plan has completed. A report on "What We Heard" is being compiled.

### MILLAGE AND SERVICE IMPROVEMENT PROPOSAL
Staff are updating the 2022 millage proposal to note the Board's decision in April and add additional detail. Updated millage and service improvement briefing materials (memos, videos) will be posted at TheRide.org and at TheRideYourWay.org.

### INFLATION AND SUPPLY SHORTAGES
Since mid-March we've averaged $1.26/gallon over what is budgeted representing nearly $100,000 in additional costs. Availability and scarcity of tires, wheels, filters, semi-conductors and other parts are starting to create pressure on the budget.  However, service has not been impacted and federal relief can help cover the additional costs.

### TEMPORARY SERVICE REDUCTIONS REMAIN IN PLACE
Due to low staffing levels, service reductions implemented on January 30 are continued until further notice. The level of applicants is ten percent of what we've experienced with previous job postings. While the service reduction is not ideal, it has offered a break to the frontline workers, who've been working overtime to fill in for the driver shortages.

### NOVA ELECTRIC BUS
An all-electric NovaBus model was visiting Michigan in May and stopped by the Dawn Gabay Operations Center on May 13th for a short tour. Several staff, union leaders, board member Miller and former-Chairman Griffith received a briefing and took and ride.

### CYBER ATTACK RECOVERY
Progress continues to be made to restore internal systems. We are still working with Clever Devices to bring back online our passenger-facing LED and LCD signs at both transit centers.

**LOCAL ADVISORY COMMITTEE(LAC)**
The Local Advisory Committee met on May 10 where they discussed the pending ballot initiative, fixed route, and paratransit services.

**TRANSPORTATION COMMISSION (ANN ARBOR)**
Staff continues to attend the City of Ann Arbor Transportation Commission meetings – Bryan Smith was able to provide the commission with information about the Long-Range Plan and millage.

**WATS POLICY COMMITTEE UPDATE**
The Washtenaw Area Transportation Study Policy Committee met April 20th. CEO Carpenter made a presentation about the emerging Long-Range Plan and the then-imminent decision on the 2022 millage. There was some discussion and questions. The Policy Committee for May has been canceled.

**STAFFING UPDATE**
Robert Williams has agreed to be the Acting Mobility Manager while we recruit for this position. We welcome several new staff members including Senior Project Manager, Gretchen Johnson, Multimedia Graphic Designer, Dorothy Gacioch, and Stacy Clayton, HR Generalist. Two of three Service Crew positions have been filled with interviews scheduled for the third position and two Fleet Services Technicians. Three recently hired drivers are nearing the end of training.  We have made employment offers to 17 other MCO candidates.