TheRide
Ann Arbor Area Transportation Authority

Board of Director's Meeting Agenda

Meeting Date/Time: June 20, 2024 - 6:30pm – 9:00pm

Members: Kathleen Mozak (Chair), Mike Allemang (Treasurer), Jesse Miller (Secretary), Chris Allen, Simi Barr, Rich Chang, Julie Grand, Monica Ross-Williams, Susan Pollay, Kyra Sims

Location: Ann Arbor District Library (4th Floor)
Virtual attendance available via Zoom Passcode: 983308

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8. OPERATIONAL UPDATES			
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9. CLOSING ITEMS			
9.1 Action Item Recap	O	Carpenter / Holt	
9.2 Topics for Next Meetings Business Plan Draft Budget Review Governance Process Policies (3.0-3.4) Asset Protection (2.7) Environmental Sustainability (2.11) Falls on Buses		Thursday, July 18, 2024	
9.3 Public Comment	O		
9.4 Adjournment			

* M = Monitoring, D = Decision Preparation, O = Other

If additional policy development is desired:

Discuss in Board Agenda Item 3.0 Policy Monitoring and Development. It may be appropriate to assign a committee or task force to develop policy language options for board to consider at a later date.

Emergent Topics

Policy 3.1.3 places an emphasis on distinguishing Board and Staff roles, with the Board focusing on "long term impacts outside the organization, not on the administrative or programmatic means of attaining those effects." Policy 3.1.3.1 specifies that that Board use a structured conversation before addressing a topic, to ensure that the discussion is appropriately framed:

1. What is the nature of the issue? Is the issue within the scope of the agency?
2. What is the value [principle] that drives the concern?
3. Whose issue is this? Is it the Board's [Policy, 3.0 and 4.0] or the CEO's [running the organization, 1.0 and 2.0]?
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?

Board of Director's Meeting Minutes

Meeting Date/Time: May 16, 2024 - 6:30pm – 9:00pm

Members Present: Kathleen Mozak (Chair), Mike Allemang (Treasurer), Jesse Miller (Secretary), Chris Allen (Virtual Attendee), Simi Barr, Rich Chang, Julie Grand, Susan Pollay

Members Absent: Kyra Sims (excused), Monica Ross-Williams

Location: Riverside Arts Center, Ypsilanti (4th Floor)
Virtual attendance available via Zoom

Chairwoman Mozak called the meeting to order at 6:30pm

Agenda Item
1. OPENING ITEMS

1.1 Approve Agenda

Chairwoman Mozak requested amending the agenda by moving agenda item 3.1 to agenda item 8.4 and moving agenda item 8.4 to 8.5.

Mr. Chang motioned to amend the agenda as suggested, seconded by Mr. Barr.

All in favor of amending the agenda as suggested:

Mr. Mike Allemang: Yes
Mr. Simi Barr: Yes
Mr. Rich Chang: Yes
Ms. Julie Grand: Yes
Ms. Susan Pollay: Yes
Chairwoman Kathleen Mozak: Yes

The approval to amend the agenda as suggested passed unanimously.

Ms. Pollay motioned to approve the amended agenda, seconded by Mr. Allemang.

All in favor of approving the amended agenda:

Mr. Mike Allemang: Yes
Mr. Simi Barr: Yes
Mr. Rich Chang: Yes
Ms. Julie Grand: Yes
Ms. Susan Pollay: Yes
Chairwoman Kathleen Mozak: Yes

The approval of the amended agenda passed unanimously.

1.2 Public Comment

Robert Pawlowski thanked staff in the planning and marketing departments for recent YTC public engagement efforts. He noted the positive community impact as a benefit of planned expansion.

1.3 General Announcements

Chairwoman Mozak shared that Ms. Ross-Williams had been reappointed in May by Ypsilanti Township for a 5-year board term.

2. CONSENT AGENDA

2.1 Board Meeting Minutes April 18, 2024

2.2 Committee Meeting Summaries

Ms. Grand motioned to accept the Consent Agenda, seconded by Mr. Chang.

Mr. Mike Allemang: Yes
Mr. Simi Barr: Yes
Mr. Rich Chang: Yes
Ms. Julie Grand: Yes
Ms. Susan Pollay: Yes
Chairwoman Kathleen Mozak: Yes

The approval of the Consent Agenda passed unanimously.

3. EMERGENT ITEMS

~~3.1 YTC Updates~~

Moved to agenda item 8.4

4. OWNERSHIP LINKAGE

4.1 Open Dialogue Task Force Updates

Mr. Chang shared that the ODTF will be meeting soon to discuss topics and potential approaches for their work. He is requesting feedback on an article "Abstracting Up" which was sent out to board members.

Ms. Pollay asked the board to consider ways to collaborate / advocate with the University of Michigan regarding transit.

Mr. Miller joined the meeting at 6:40 pm.

5. MONITORING

6. POLICY

7. BOARD EDUCATION / DISCUSSION

8.	OPERATIONAL UPDATES

8.1 Business Plan Intro

Mr. Carpenter presented an overview of the Corporate Business Plan process – this process coincides with the annual budget process. The plan is an overview of the large projects / initiatives as they connect with the Board's strategic goals and policies. A draft of the plan will be shared with the Board at the June Board meeting.

Board members requested a copy of the draft Corporate Business Plan prior to the June meeting to ensure additional time for review. Also, it was requested that staff establish a process for answering board input on the Corporate Business Plan.

8.2 Budget Process + Timeline

Ms. Reed provided a draft overview for the FY25 Budget timeline process. After gathering board feedback last year, one key request was that she provide committees earlier budget previews and her timeline reflects additional time for that during the overall process.

As a side note, Mr. Chang made a request that the Governance Committee review the wording in policy 3.2.7 as it relates to the board's responsibility in the budget process. Governance Committee will discuss at their next meeting.

8.3 FY2024 Q2 Financial Report

Ms. Reed presented the FY24 Q2 Financial Report and highlighted that on the income statement the revenues and expenses are trending favorably and within budget. She reminded the Board that expenses will increase as staffing is increased for service expansions in August – which had been expected and planned for when the budget was created. By the end of the year, pandemic relief funds will be exhausted. On the balance sheet the assets and liabilities are stable, with the operating reserve slightly above the reserve target. She also shared that a Treasure note had been called early and was reinvested at a slightly lower rate.

She responded to questions regarding fare revenue increases which were related to contracts, and federal operating assistance fund usage.

8.4 YTC Updates

Ms. Johnson provided the Board with a presentation outlining the Ypsilanti Transit Center Reconstruction Project Update (Board packet, page 17). She outlined the scope of the project, history/overview, design concept options, public and stakeholder engagement, and project next steps.

Ms. Johnson engaged in a robust discussion with Board members regarding project funding, community & stakeholder input, conceptual ideas for current location expansion, usage plans for current YTC building, federal funding guidelines, historic building preservation and properties surrounding current YTC location impact to designing plans and environmental reviews.

Board members were encouraged to contact Ms. Johnson with any further questions or input.

8.4 8.5 CEO Report & ZEB Updates

Mr. Pfeifer updated the Board on state level budget planning and noted positive estimations for transit funding. The Board discussed plans the state is exploring to replace the gas tax.

Mr. Carpenter shared updates on working with MDOT on US 23 / Washtenaw Avenue planning. Several ear mark funding requests were recently submitted, zero-emission bus grant submissions are still slated for a response this summer, the Local Advisory Committee is currently refocusing their work and will be providing annual updates, and MPTA will be hiring a new Executive Director.

Ms. Washington shared that MCO Kilo Coward had recently attended the first International Bus Rodeo since 2019 and had done very well.

9. CLOSING ITEMS

9.1 Action Item Recap

Contact University of Michigan regarding information about their campus plan, add to Governance Committee discussion about policy 3.2.7.

9.2 Topics for Next Meetings

Advocacy Agenda
Business Plan
Environmental Sustainability (2.11)
Governance Process Policies (3.5-3.8)
Falls on Buses
Q2 Service Report

9.3 Public Comment

Robert Pawlowksi thanked staff for their work to implement the Washtenaw Express route and expressed his desire to have more regularly scheduled community input meetings. He also noted his interest in the budget process and looks forward to seeing more information over the next few months.

9.4 Adjournment

Mr. Chang motioned to adjourn the meeting, seconded by Ms.Pollay.

All in favor of adjourning the meeting:

Mr. Mike Allemang: Yes
Mr. Simi Barr: Yes
Mr. Rich Chang: Yes
Ms. Julie Grand: Yes
Mr. Jesse Miller: Yes
Ms. Susan Pollay: Yes
Chairwoman Kathleen Mozak: Yes

Chairwoman Mozak adjourned the meeting at 9:20 pm.

Respectfully Submitted by Deborah Holt

Governance Committee Meeting Notes

Meeting Date/Time: Thursday, May 23, 2024 – 9:00am-11:00am

Members Present: Kathleen Mozak (Chair), Mike Allemang, Jesse Miller, Rich Chang

Staff: Matt Carpenter, Dina Reed, Forest Yang, Yvette Washington, Rosa-Maria Njuki,

Deb Holt

Location: REMOTE – Via Zoom

Chairwoman Mozak called the meeting to order at 9:03 am

Agenda Item
1. OPENING ITEMS
1.1 Agenda (Additions, Approval) Mr. Chang requested the addition of 3.4 Proposed Potential Policies – no other changes or additions were noted. **1.2 Communications** Chairwoman Mozak shared that Mr. Chang and Mr. Barr were re-appointed to the Board from the City of Ann Arbor.
2. BOARD DEVELOPMENT
2.1 Recruitment / Training / Attendance Chairwoman Mozak and the committee requested a notation for excused absences for members who are unable to attend Board and committee meetings. **2.2 Task Force Coordination (ODTF)** Mr. Chang shared that the next ODTF meeting would be at the end of May. He also would like to strategize about broader ownership partnership outreach.

3. POLICY MONITORING & DEVELOPMENT

3.1 Timing of Annual Plan of Work

Chairwoman Mozak shared recent Governance Coach recommendations related to timing of annual plan of work. Mr. Carpenter shared the timeline of annual planning done by the Board – after further discussion, the committee agreed to continue using the current timeline.

3.2 Governance Process Policies (3.5-3.8)

The committee discussed the survey for Governance Process Policies (3.5-3.8) and feedback from Board members.

The committee also discussed that policy 3.7.2 is in contradiction to the bylaws – the committee determined to bring to the Board at the June Board meeting the recommendation to strike from 3.7.2 b *"task-force appointments."*

Continue discussion at next Governance Committee meeting on survey wording.

3.3 Wording of Policy 3.2

Mr. Chang had noted at the May Board meeting that during budget discussion related to 3.2 –
3.2 BOARD JOB DESCRIPTION Specific job outputs of the Board, as an informed agent of the ownership, are those that ensure appropriate organizational performance.
Accordingly, the Board has direct responsibility to create:

It was recommended to replace "create" with "for" related to the Board's direct responsibility. The recommendation will be made to the Board at the June Board meeting.

3.4 Proposed Potential Policies

Mr. Chang suggested the consideration of the creation of policies related to advocacy regionalism. Chairwoman Mozak requested Mr. Chang develop an issue brief on this topic to bring before the Governance Committee at the next meeting.

4. STRATEGY & OPERATIONAL UPDATES: CEO

4.1 MDOT

Mr. Carpenter shared with the committee recent updates from MDOT on planned roadway work.

4.2 State Transit Funding

Mr. Carpenter shared several initial transit funding proposals being discussed at the state level. No recommendations or approvals have been made.

4.3 PTASP & APTA

Mr. Carpenter shared a recent formal response made by APTA pertaining to the FTA's final rule regarding Public Transit Agency Safety Plans.

5. CLOSING ITEMS

5.1 Committee Agendas

The Environmental Sustainability monitoring report will be moved to the July meeting, Mr. Miller noted no other changes for the Service Committee agenda. The Asset Protection monitoring report will be moved to July, Mr. Allemang noted no other changes for the Finance Committee agenda. The two monitoring reports (5.2 and 5.3) will also be removed from the Board agenda. The committee also recommended adding agenda 1.2.1 Policy Monitoring Update (under Communications) to update committees/board when monitoring reports need to be deferred. Add 6.1 Governance Process Policies Wording, and then Falls on Buses under Operational Updates after Service Report.

5.2 Action Item Recap

Add to next month's Governance agenda: Board Budget, Governance Process Policies Survey Wording. Recommend to the Board that "task-force appointments" be removed from 3.7.2 b along with 3.2.7 wording change from "Create" to "for." Add 1.2.1 Policy Monitoring Update to Service/Finance updates.

5.3 Topics for Next Meeting
ZEB Updates
Annual Plan of Work
Governance Process Policies (3.0-3.4)
CEO Expense Report
LAC
Equity
Board Budget
Governance Process Policies Survey Wording
Future: Parliamentary Procedure, Park & Ride Updates, FY25 Board/Committee Meetings
        Calendar

5.4 Adjournment

Chairwoman Mozak thanked the committee and staff and adjourned the meeting at 11:27am.

Respectfully Submitted by Deborah Holt

Service Committee Meeting Notes

Meeting Date/Time: June 4, 2024, 9:00am – 11:00am

Members Present: Jesse Miller (Chair), Simi Barr, Rich Chang, Susan Pollay
Members Absent:

Staff: Matt Carpenter, Dina Reed, Forest Yang, George Brooks, Jeff Pfeifer, Rosa-Maria Kamau, Deb Holt

Location: REMOTE – Via Zoom

Mr. Miller called the meeting to order at 9:03am

Agenda Item
1. OPENING ITEMS
1.1 Agenda (Additions, Approval) No additions or changes were made to the agenda. **1.2 Communications** Mr. Carpenter also shared transit funding plans at the state-level which are in draft process – as information becomes more available, it will be shared in more detail. **1.2.1 Policy Monitoring Update** Mr. Carpenter shared an update on work in progress with current monitoring reports – he shared that the process is being reviewed with consultant Ms. Radwan. A monitoring report that was due is being delayed another month.
2. POLICY MONITORING & DEVELOPMENT
2.1 Article Discussion: Abstracting Up Mr. Chang started a discussion with the committee using a Policy Governance article to guide what questions the committee should be asking as they develop a policy. **2.2 Public Safety Policy Update** The committee moved into a robust discussion that is focused on addressing the personal and emotional safety of riders. This sub policy would be under Ends. Consultant Sue Radwan joined the discussion to offer suggestions / insight in language development. They committee agreed upon the following draft language proposal for consideration: *1. Policy 1.1.3 – Riders feel physically and psychologically safe.* *2. Policy 1.1.3 – Members of the traveling public feel physically and psychologically safe.* Mr. Miller will be sharing the draft language proposals with Chairwoman Mozak to determine when it will be presented to the Board.

The committee agreed that additional conversations related to public safety don't need to be addressed immediately. Mr. Chang agreed to create/track those topics for future discussion.

3. STRATEGY & OPERATIONAL UPDATES: CEO

3.1 FY24 Q2 Service Report

Mr. Brooks shared the FY24 Q2 Service Report – highlights include a 5% rise in ridership from FY23 Q2 to FY24 Q2 with close to 50k new riders. Ridership increases result in a lower cost of boarding for the organization. All areas of ridership are trending positively. Denials for Flex Ride continue to decrease. On-time performance is 82% compared to national bus organizations trending at 70%.

Committee members asked when the organization will reach pre-covid ridership numbers – Mr. Brooks shared that progress continues to climb and ridership is around 80% of pre-covid numbers.

Mr. Carpenter shared that the Corporate Business Plan and Advocacy Agenda are slated to be shared with the Board – those topics will better address increasing ridership.

3.2 ZEB Updates

Ms. Reed shared that grant submissions are still pending; one earmark request was unsuccessful, and a second earmark request is also pending.

4. CLOSING ITEMS

4.1 Action Item Recap

Mr. Miller will discuss the draft policy language with the Chairwoman Mozak to determine if it will go before the Governance Committee, Mr. Chang will be tracking items related to future public safety discussions.

4.2 Topics for the Next Meeting
ZEB Updates
Treatment of Staff (2.2)
Environmental Sustainability (2.11)
Draft Budget Review

4.3 Adjournment

Mr. Miller thanked the committee and staff and adjourned the meeting at 10:32am.

Respectfully Submitted by Deborah Holt

Finance Committee Meeting Notes

Meeting Date/Time: June 11, 2024, 3:00pm – 5:00pm

Members Present: Mike Allemang (Chair/Treasurer), Chris Allen, Julie Grand

Members Absent: Kyra Sims, Monica Ross-Williams

Staff: Matt Carpenter, Dina Reed, Forest Yang, George Brooks, Jeff Pfeifer, Rosa-Maria Kamau, Deb Holt

Location: REMOTE – Via Zoom

Mr. Allemang called the meeting to order at 3:01 pm

Agenda Item
1. OPENING ITEMS

1.1 Agenda (Additions, Approval)
 	
     No additions or changes to the agenda.
 	
   1.2 Communications
 	
     Mr. Carpenter & Mr. Pfeifer updated the committee on information related to long-term transit funding proposals in progress at the state level.
 	
    1.2.1 Policy Monitoring Update
 	
      Mr. Carpenter provided an update on the status of several monitoring reports in progress – he shared that the process is being reviewed with consultant Ms. Radwan. As a result, several current monitoring reports have been delayed and will be finished in the next month or two.

2. POLICY MONITORING & DEVELOPMENT
3. STRATEGY AND OPERATIONAL UPDATES

3.1 Budget Process Updates
 	
     Ms. Reed shared an initial preview of the FY25 budget – a first draft will be shared with the committee and the Board in July. The preview included preliminary budget assumptions and noted that numbers will be adjusted as the budget is developed. Initial budget projections show a balanced budget with a small surplus. Within the budget preview highlights, it was noted that FY25 will be the first full year with all the service expansions promised in the 2022 millage.
 	
     Committee members discussed projected assumptions and potential impacts from funding sources. Ms. Reed will be sharing the initial preview at the June Board meeting.

3.2 ZEB Updates

Mr. Carpenter shared that at this time, there are no new updates – federal awarding notifications are expected to begin within the next few months.

Mr. Pfeifer shared positive news that a hydrogen fueling station earmark request to Senator Peters has been sent to the Senate Appropriations Committee for consideration.

4 CLOSING ITEMS

4.1 Action Item Recap

No actions items noted.

4.2 Topics for Next Meeting

ZEB Updates
Draft Budget Preview
Asset Protection (2.7)
Corporate Business Plan

4.3 Adjournment

Mr. Allemang thanked the committee and staff and adjourned the meeting at 4:03 pm.

Respectfully Submitted by Deborah Holt

Bank Signature Authorizations

Meeting: Board of Directors

Meeting Date: June 20, 2024

INFORMATION TYPE
Decision

RECOMMENDED ACTION(S)
Approve resolution updating staff signatures for investments held at Bank of Ann Arbor.

PRIOR RELEVANT BOARD ACTIONS & POLICIES
- Governance Process: Board Policy 2.6 Cash and Investments states, "The CEO will not fail to hold cash for short-term operations or surplus capital for investment according to the Board's investing priorities: first ensuring safety of principal, next providing adequate liquidity, and third, returning the highest yield compatible with prudent investing."   - Appendix F: Investment Policy includes, "The Deputy CEO Finance and Administration (CFO), or the Manager of Finance (Controller) as his/her designee, is designated as the investment officer for the AAATA, and is responsible for investment decisions and activities implemented under this policy under the supervision of the CEO and Treasurer. The investment officer is authorized on behalf of AAATA to execute and deliver agreements, documents, or other instruments in connection with or relating to the opening and closing of investment accounts, the purchasing, selling, or redeeming authorized investments, and the safekeeping of investment accounts.

ISSUE SUMMARY
The Bank of Ann Arbor requires a signed Board Resolution to authorize individuals to access the TheRide's investment accounts. These accounts hold our investment funds in alignment with Board Policy 2.6 and Appendix F. The Bank needs this paperwork to document account access for the CEO, Deputy CEO/Finance and Administration, Deputy CEO/Operations, and Finance Manager. This Resolution is being updated now that the Deputy CEO/Operations and Finance Manager positions have been filled.

BACKGROUND
TheRide began holding a significant portion of its investments in U.S. Treasury Bills in 2018. Known as T-Bills, this investment is secure (backed by the U.S.

Federal Government), liquid (cash can be pulled out of T-Bills if needed within 30 days) and generates a higher yield than prior investing strategies. The Board's Investment Policy authorizes CDs, bonds and other direct obligations of the United States (such as T-bills) with a maturity less than 3 years, and certain Governmental Mutual Funds.

IMPACTS OF RECOMMENDED ACTION(S)

- Budgetary/Fiscal:
- Social: N/A or other
- Environmental: N/A or other
- Governance: Authorizing routine updates for financial controls

ATTACHMENTS

1. Resolution 02/2024: Investment Account Access Authorizations

<u>Resolution 02/2024</u>

INVESTMENT ACCOUNT ACCESS AUTHORIZATIONS

RESOLUTION OF THE BOARD OF DIRECTORS

OF THE

ANN ARBOR AREA TRANSPORTATION AUTHORITY #19-1110

I, hereby certify that the following Resolution was duly approved and adopted by the Board of Directors (herein after referred to as the Board) of the Ann Arbor Area Transportation Authority at a meeting held on June 20, 2024, at which a quorum was present and acting throughout.

WHEREAS, the Authority has accounts with the Bank of Ann Arbor for the purpose of banking and/or investment management purposes; and

WHEREAS, the Board ratified the establishment of specific investment accounts with the Bank of Ann Arbor in September 2018.

FURTHER, BE IT RESOLVED, that the Board hereby designates the following individuals as duly authorized and gives these individuals the authority to direct Bank of Ann Arbor via emails, telephone conversations, in writing, and/or any other form necessary regarding deposits, transfers, and withdrawals from any accounts held at the Bank of Ann Arbor (retail or trust), and to conduct any other business as deemed necessary and, further, grants Bank of Ann Arbor, Agent, the authority to follow without question the direction of at least two of the following named individuals:

Names(s)   _____   <u>Chief Executive Officer</u>_____
              Matthew Carpenter   Title

            _____   <u>Deputy CEO, Finance & Administration</u>
              Dina Reed   Title

            _____   <u>Deputy CEO, Operations</u>_____
              George Brooks   Title

            _____   <u>Finance Manager</u>_____
              Andrew Huber   Title

_____   _____

Kathleen M. Mozak, Chair   Jesse Miller, Secretary
June 20, 2024   June 20, 2024

General Architecture & Engineering Contract

Meeting: Board of Director's

Date: June 20, 2024

INFORMATION TYPE:
Decision

RECOMMENDED ACTION(S):
That the Board, by vote or motion, authorize the CEO to award a contract for General Architecture and Engineering Services (A & E) beyond the CEO's authority of $250,000 to maintain A/E services.

ISSUE SUMMARY:
TheRide is not renewing our contract with the current A & E provider. Staff are seeking Board authorization to award a new A & E contract to a different supplier. This re-award was not anticipated in the FY2024 budget and exceeds the CEO's signing authority. Board authorization to award is therefore required.

BACKGROUND:
Policy 2.5.6 and sub-policy 2.5.6.1 of the AAATA Board Policy Manual states that the CEO shall not authorize contracts not anticipated in the current budget with a value greater than $250,000 or split purchases or contracts into smaller amounts in order to avoid the above limit.

Adopted within the FY 2021 budget was approval of the contract for General Architectural and Engineering (A/E) Services with an estimated value of $750,000. The base term was for two (2) years, with five (5) one-year renewal options. In 2024, AAATA exercised its right not to renew the contract with the chosen provider and a new solicitation was issued.

As the new contract term (two years, with five one-year renewal options) will exceed the FY2021 approved budgeted amount, AAATA is requesting the Boad of Directors authorize the CEO to execute a new contract for A/E Services. The estimated contract value for the full seven years, if all option years are exercised, is $850,000 and annual expenditures will not exceed budgeted amounts for General A/E services. |

IMPACTS OF RECOMMENDED ACTION(S)
- Budgetary/Fiscal: None. Costs were budgeted for a will be incurred, regardless of contractor.   - Social: N/A   - Environmental: N/A   - Governance: Compliance with Board control over contracts.

Governance Process Policies
(Policies 3.5 - 3.8)

Meeting: Board of Director's

Meeting Date: June 20, 2024

RECOMMENDED ACTION(S):
Monitoring

BACKGROUND:
• This survey provides a platform for Board self-assessment on Policies 3.5-3.8 of the Governance Process Policies – as such, it does not include a monitoring report from the CEO. Each Board member is invited to participate in a survey gauging how well the Board complied with its set policies.

ATTACHMENTS:
1. Governance Process Policies (3.5-3.8) Worksheet Results

WORSHEET RESULTS:

Governance Process Policies (Policies 3.5-3.8)

Participants: 7 Board Members:
Chris Allen, Mike Allemang, Simi Barr, Rich Chang, Julie Grand,
Jesse Miller, Kathleen Mozak

Performance on reasonable interpretation and verifiable evidence		
		Please provide specific examples to support your response
Policy 3.5 **CHIEF GOVERNANCE OFFICER ROLE** The Chief Governance Officer (CGO), whom we call "Chair" assures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.	5 – Always 2 - Most of the Time	• The Chair is an outstanding ambassador for policy governance and cares deeply about our processes.
Policy 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.	6 – Always 1 – Most of the Time	• Board members are dedicated to our rules and provide gentle reminders if a member veers into operations.
Policy 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.	2 – Always 5 - Most of the Time	• While not perfect, the board is skilled at bringing issues back into focus. • The Board sometimes deviates off-topic but we always get back on track. • We can't always meet this because sometimes we stray 'out of bounds'

Worksheet Results: Governance Process Policies (Policies 3.5-3.8)

Policy 3.5.1.2 Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.	2 – Always 5 - Most of the Time	• Occasionally, discussions will drift onto another point. • We've had instances of getting "off the rails" with monitoring discussions but I think we're getting better at recognizing these situations and pivoting to keep meetings productive and timely. • We aren't always to the point, but that isn't a bad thing. Not all of us are natural orators, so it takes a little bit/a few attempts to get our point across.
Policy 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.	6 - Always 1 - Most of the Time	
Policy 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).	7 - Always	

Worksheet Results: Governance Process Policies (Policies 3.5-3.8)

Policy 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.	7 - Always	• The CGO is incredibly deferential to the board. • That's the role of the board as a whole
Policy 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.	6 – Always 1 - Most of the Time	
Policy 3.5.2.4 The CGO may delegate this authority but remains accountable for its use.	7 - Always	
Policy 3.6 BOARD COMMITTEE PRINCPLES Board committees, when used, will be assigned so as to reinforce the wholeness of the Board's job and so as never to interfere with delegation from Board to CEO.	7 - Always	
Policy 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	6 – Always 1 – Most of the Time	• It's hard to precisely know what "normally" and "direct dealings" mean, but sometimes committees do deal directly with staff.

Worksheet Results: Governance Process Policies (Policies 3.5-3.8)

dealings with current staff operations.		
Policy 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.	7 - Always	
Policy 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.	7 - Always	
Policy 3.6.4 Other work groups will be used in an ad hoc capacity.	6 – Always 1 - Some of the Time	• The ODTF is currently active. * The Board may wish to consider a formal policy that further defines the ODTF.
Policy 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.	7 - Always	

Worksheet Results: Governance Process Policies (Policies 3.5-3.8)

Policy 3.7 **BOARD COMMITTEE STRUCTURE** Committees are intended to expedite work of the Board so that monthly meetings can be efficient and as advisory bodies. The full Board retains all decision-making powers. Committees are, therefore, empowered to: • Conduct detailed reviews of monitoring reports, and recommend acceptance or rejection to the full Board, • Conduct reviews of policy language and make recommendations for changes to the full Board, • Receive preliminary Strategy Updates from the CEO, • Discuss Ends policies, and • Advise the Board. Standing committees are arranged by function and have formal responsibility for monitoring certain policies which have been grouped by theme (governance, financial, service) so the committees can emphasize those subjects.	7 - Always	

Worksheet Results: Governance Process Policies (Policies 3.5-3.8)

Policy 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	7 - Always	

Worksheet Results: Governance Process Policies (Policies 3.5-3.8)

Policy 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. C. Term: One year.	6 – Always 1 – Most of the Time	• I don't believe the Executive Committee has ever made Task force appointments. I'm okay with the way the CGO handles this.
Policy 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.	7 - Always	

7

Worksheet Results: Governance Process Policies (Policies 3.5-3.8)

Policy 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.	7 - Always	
Policy 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.	7 - Always	• An audit task force of 3 board members, not including the finance chair, was assembled and received the audit from an outside auditing firm earlier this year.

8

Worksheet Results: Governance Process Policies (Policies 3.5-3.8)

Policy 3.8 **COST OF GOVERNANCE** Because poor governance costs more than learning to govern well, the Board will invest in its governance capacity.	6 – Always 1 – Most of the Time	• Trainings are readily available to board members and resources are put into orientation. • The Board has a contract with a governance consultant who helps to guide the Board in their work. • "Most" since this I how I rated 3.8.1.1 and 3.8.1.3. • Educational opportunities are shared frequently.
Policy 3.8.1 Board skills, methods, and supports will be sufficient to assure governing with excellence.	4 – Always 3 - Most of the Time	• This is a work in progress as we develop methodologies to on-board new appointees and current members.
Policy 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.	3 – Always 2 - Most of the Time 2 - Some of the Time	• Training is offered frequently through the year in the form of Boot Camp, and also at retreats and board and committe meetings. Written materials are also provided. Board members have access to Govern for Impact webinars and conferences.However, individual board members are responsible to participate and be actively engaed in this process. • I believe more should be done in this area, particularly regarding policy governance. • Re-training is liberally offered, but not liberally used by board members •

9

Worksheet Results: Governance Process Policies (Policies 3.5-3.8)

		Continued …. • I was trained when I came onboard, and know we're also invited annually (or more?) to the PG bootcamp in GR. That's all the training I'm aware of, which I'm not sure I'd say is being used "liberally".
Policy 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.	6 – Always 1 – Most of the Time	• It has been mentioned occasionally when discussing certain policies that outside measures would be helpful in addition to or in lieu of internal review processes which are the norm. No organized effort has been made toward formal identification of where such monitoring assistance would be helpful nor what options exist.
Policy 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.	7 - Always	• I believe UHY has been with us for 3 years which falls within the guidelines of this policy. • Not sure the length of time our current auditor has conducted audits for AAATA but trust it's less than 6 consecutive years.
Policy 3.8.1.3 Outreach mechanisms will be used as needed to ensure the Board's ability to listen to owner viewpoints and values.	4 – Always 3 - Most of the Time	• The Ride staff informs the Board as to available public engagement sessions for various initiatives. The Board has an assigned liasion to the LAC to maintain open communication with the disability community and senios. Additionally, the ODTF is in process of developing meaningful ways to engage with legal and moral ownership. • This is a work in progress. •

Worksheet Results: Governance Process Policies (Policies 3.5-3.8)

		Continued …. • The board regularly listens to public comments at board meetings and is informed by staff of relevant • conversations across various media platforms. Work is ongoing toward determining how to perform ownership linkage on specific topics, particularly with Moral Owners • • I'm really happy we are holding board meetings in more locations to allow better access to the owners.
Policy 3.8.2 Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.	6 – Always 1 - Most of the Time	• The Governance Committee conducted a thorough review of Board's budget and made a recommendation to the BoD, in 2023, which was accepted. To my knowledge the Board has not exceeded that budget.
Policy 3.8.3 The Board will develop its budget by June 30 each year to assure its inclusion in the overall budget.	7 - Always	• I guess so? I didn't realize we had our own budget?

11

Worksheet Results: Governance Process Policies (Policies 3.5-3.8)

Additional context questions

1. **ADDITIONAL CONTEXT ON OVERAL POLICY (OPTIONAL)**

   - This policy, as always, is just weird and a challenge for me to know what context I should be answering these. I think it is how the questions are worded. It appears that the purpose of this monitoring report is to evaluate whether the board "does what it is suppose to do". But, quite a few of these questions seem to be more inline with, "A <particular role> is supposed to do 'x'." vs "The <particular role> has performed the duty of 'x' in the last fiscal year."

2. **APPROXIMATELY HOW MANY MINUTES DID IT TAKE YOU TO FILL OUT THS FORM?**

   30, 30, 15, 15, 20, 60, 28

12

Worksheet Results: Governance Process Policies (Policies 3.5-3.8)

Safety Policy

Meeting: Board of Directors

Meeting Date: June 20, 2024

INFORMATION TYPE
Decision Preparation

RECOMMENDED ACTION(S)
That the Board consider a proposal for a safety policy. Two options are being provided to the Board (see attachment 1).

OPTION(S)
Accept, defer, table, reject, or modify the proposed policy language.

PRIOR RELEVANT BOARD ACTIONS & POLICIES
- There are several existing policies that may be relevant to this discussion (emphasis added):   2.0 "… Cause, allow or fail to address any practice, activity, decision, or organizational circumstance that is either unlawful, imprudent, or in violation of commonly accepted business practices or professional ethics.   2.1 "…Cause, allow or fail to address conditions, procedures, or decisions that are unsafe, undignified, disrespectful, unclear, or overly intrusive.   2.1.2 "…Allow anyone, including people who have disabilities or seniors, to be discriminated against with respect to the AAATA's services.   2.1.3.1 "…Allow the public and riders to be without easily accessible, understandable information with respect to services offered and expected conduct."   2.2 "…Cause or allow employment conditions that are inconsistent, discriminatory, unfair, unsafe, unhealthy, undignified, disorganized, or unclear"   2.7.1.1 "…Unreasonably expose the organization, its Board or staff to claims of liability."   2.7.5 "…Endanger the organization's public image, credibility, or its ability to accomplish Ends."   2.7.6 "…Authorize the use of vehicles and their operators to transport persons detained by law enforcement for participating in public demonstrations.

ISSUE SUMMARY
The board should consider if they want to address the topic of public safety at TheRide, facilities, bus stops, vehicles, etc.

BACKGROUND

During public comment at the August 17, 2023 meeting of the AAATA Board of Directors, a contingent of the traveling public voiced concerns that TheRide had entered discussions with the Ypsilanti Police Department to create a "police substation" at the YTC and wanted to discourage any such arrangement. Staff clarified that, while an introductory conversation had taken place with the new chief of YPD and that discussion had included the topic of public safety in and around the YTC, no discussions were being held regarding a police substation at the current YTC nor at the planned future facility. This conversation, coupled with historic reports nationwide that certain segments of the public do not necessarily feel safe using public transportation or related facilities, highlighted that policies currently in place regarding public safety are perhaps overly vague and may benefit from examination and development.

The Service Committee is recommending that the Board first adopt an Ends policy establishing a goal of engendering a feeling of safety for those interacting with public transportation services, facilities, and other related properties. Once a policy establishing this goal is adopted, it will be possible to move on to further discussions surrounding Executive Limitations on how this End is to be achieved.

IMPACTS OF RECOMMENDED ACTION(S)

- Budgetary/Fiscal: TBD
- Social: Potentially high
- Environmental: N/A
- Governance: Policy development is a Board responsibility.

ATTACHMENTS

1. Two Options for Safety Policy

Attachment 1 - Two Options for Safety Policy

OPTION 1

Policy 1.1.3

Riders feel physically and psychologically safe.

OPTION 2

Policy 1.1.3

Members of the traveling public feel physically and psychologically safe.

3.2 Suggested Policy Language Change

Meeting: Board of Director's

Meeting Date: June 20, 2024

INFORMATION TYPE	
Decision	
RECOMMENDED ACTION(S)	
That the Board approves a policy language change of 3.2 (sentence 2) Board Job Description. Change the current language from "*Accordingly, the Board has direct responsibility to create:*" to "*Accordingly, the Board has direct responsibility for:*"	
PRIOR RELEVANT BOARD ACTIONS AND POLICIES	
3.2 BOARD JOB DESCRIPTION "Specific job outputs of the Board, as an informed agent of the ownership, are those that ensure appropriate organizational performance. Accordingly, the Board has direct responsibility to create:	
3.2.3 Written governing policies that address the broadest levels of all organizational decisions and situations	
C. Governance Process: Specification of how the Board conceives, carries out and monitors its own task.	
BACKGROUND	
At the May 16, 2024 Board of Director's meeting, the Board charged the Governance Committee to review policy language 0f 3.2 Board Job Description. Specifically, sentence 2 that states "the Board has direct responsibility to create;". The words 'to create" were problematic in that many of the lower-level policies required "approval "of items of an operational nature from staff such as 3.2.7 Approval of the annual budget developed and recommended by the CEO.	
IMPACTS OF RECOMMENDED ACTION(S)	
• Budgetary/Fiscal: N/A • Social: N/A • Environmental: N/A • Governance: Board Policy Improvement	
ATTACHMENTS	
1. None	

3.7.2 Suggested Policy Language Change

Meeting: Board of Director's

Meeting Date: June 20, 2024

INFORMATION TYPE
Discussion/Decision
RECOMMENDED ACTION(S)
That the Board discuss and approve a policy language change of 3.7.2(A)(b) Executive Committee, Task-force appointments, one-off issues, Emergent Issues. The recommendation is to eliminate the language "Task force appointments". This action will align the Board Policy Manual with the current By-Laws of the AAATA.
PRIOR RELEVANT BOARD ACTIONS AND POLICIES
3.2 BOARD JOB DESCRIPTION "Specific job outputs of the Board, as an informed agent of the ownership, are those that ensure appropriate organizational performance. Accordingly, the Board has direct responsibility to create: 3.2.3 Written governing policies that address the broadest levels of all organizational decisions and situations   C. Governance Process: Specification of how the Board conceives, carries out and monitors its own task. BY-LAWS of the ANN ARBOR AREA TRANSPORTATION AUTHORITY ARTICLE IV Committees/Section 2. Board Governing Committees. The Board of Directors may establish committees and other working bodies that are not otherwise enumerated in these Bylaws as it deems necessary to assist in carrying out its governing responsibilities. Such committees shall be r recommended by the Board's Governance Committee and shall be established by the Board. Such committees shall consist only of Board members, and the Board Chair shall appoint chairs and assign Board members to them.
BACKGROUND
The Chair, in reviewing current Board Policies and the By-laws of the Ann Arnor Area Transportation Authority, noticed a discrepancy. Specifically, Policy 3.7.2 b is in opposition to By-Laws Article IV/Section 2.

IMPACTS OF RECOMMENDED ACTION(S)
• Budgetary/Fiscal: N/A
• Social: N/A
• Environmental: N/A
• Governance: Board Policy Improvement
ATTACHMENTS
1. None

FY25 Business Plan & Budget Process History

Meeting: Board of Directors

Meeting Date: June 20, 2024

INFORMATION TYPE	
Other	
RECOMMENDED ACTION(S)	
Provide feedback	
PRIOR RELEVANT BOARD ACTIONS & POLICIES	
Policy 2.4 Planning/Budgeting	

ISSUE SUMMARY
The Corporate Business Plan is an important alignment tool, helping to translate the Board goals into concrete, organized initiatives in a strategic context. Each year the annual budgeting process begins with the CEO seeking feedback on this strategic document, which later forms the foundation of the annual budget.
The CEO will introduce the draft Business Plan and ask board members for feedback on the Business Plan by July 10. They will return in July with a final draft plan. The CEO will also provide background on TheRide's unique budgeting process and the larger purpose of the Business Plan.

IMPACTS OF RECOMMENDED ACTION(S)
• Budgetary/Fiscal: The Business Plan is the foundation of the upcoming annual budget.
• Social: N/A
• Environmental: N/A
• Governance: CEO must present strategic planning work.

ATTACHMENTS
1. Draft FY 2025 Corporate Business Plan (v1)

FY 2025
Corporate
Business Plan

Draft Version 1
Date: 6/13/2024

Table of Contents

Figures

Tables

1. Executive Summary

TheRide's Board of Directors uses written policies to set the overall strategic direction for the agency. In past years, TheRide has engaged the public in developing a 25-year plan known as the Long-Range Plan whose intent is to achieve the Board set Ends policies. In Aug 2022, the Board approved the plan as a blueprint for the evolution of our services.

The FY2025 Corporate Business Plan is comprised of initiatives that occur in the next twenty years with the goal of properly allocating financial resources in the near term (FY2025 Budget) while accounting for long term projects and their implications.

By transparently identifying proposed projects and initiatives, the Business Plan provides an opportunity for the Board, staff, and the public to have a dialogue about *priorities* before the budgeting process adds details. **Everyone is invited to provide feedback on these initial proposals and help build a better Business Plan.** The finalized Business Plan forms the foundation for building the detailed budget that staff recommends to the Board later in the year.

> **The Corporate Business Plan provides an opportunity for the Board, staff, and the public to have a dialogue about *priorities* before a budget to fund the projects is developed.**

The strategic approach to organizing workplan initiatives is detailed in the appendices but can be summarized as identifying the initiatives that will best achieve our Board's goals, and organizing deadlines, workflow, and staff activities to best achieve those projects.

The CEO is focusing efforts on growing ridership, and is organizing priorities and projects into the three categories:
1. **Attract New Riders & Increase Ridership**
2. **Excellence in Service Delivery & Customer Retention**
3. **Continuous Improvement**

This Business Plan is a DRAFT piece shared with staff, the Board, and the public, availing them an opportunity to review projects, and provide feedback before the projects herein are absorbed into budget. Feedback on any of the initiatives in this document, can be sent to tellus@theride.org.

2. Strategic Goals & Alignment

The purpose of the Business Plan is to organize and align the agency's limited resources in order to achieve the Board's goals. As a public document, it allows transparency into the agency's plans and projects. TheRide's goals-setting and strategy development process is outlined in the figure below, with full details in the appendix.

Board Strategic Goals
- Business Outcomes (Ends)
- Limitations on Actions (ELs)

→

Business Plan
- Long Range Plan
- Values & Principles
- Specific proposals

→

Execution
- Annual Budget
- Project implementation

At TheRide our Board of Director sets the direction through written policies. As long as the CEO respects these guidelines (Executive Limitations) and works to achieve the Board Goals (Ends Policies) [1] the CEO is empowered to make almost all operational decisions. This has included creating an annual Corporate Business Plan to guide strategic decision making and the annual budget.

The CEO, having reviewed all Board policies, defines the agency's primary goal as growing fixed-route ridership. This focus helps prioritize the work of the agency and furthers goals such as providing greater access (social equity), having fewer drivers on the road (environmental benefits), and facilitating labor mobility (economic impact). In order to understand the choice of initiatives in this Business Plan let us take a look at the history and the anticipated future of ridership.

History
Transit ridership peaked in the U.S. during World War II and then declined rapidly as cars, freeways, urban decline, and suburban sprawl became common. National trends began to level off in the early 21st century as cities began to regain population. However, the overall American preference for cars and the individual mobility they provide had become deeply rooted.

Subsidies for cars are deeply entrenched (e.g., free parking, low gas taxes, road construction policies, etc.) and have already reshaped American cities. Meanwhile, funding, and public support for transit is relatively modest and far from enough to approach, for example, European levels of transit service.
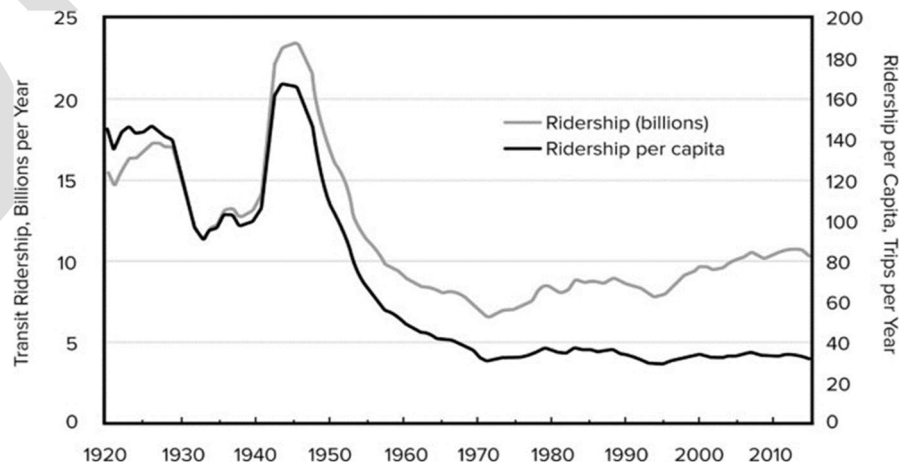

Figure 1: US National Transit Ridership

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[1] A list of Ends Policies is provided in Appendix 1.

Ridership trends in the Ann Arbor/Ypsilanti area have mirrored national patterns, albeit with higher ridership that comes from a large built-in somewhat-captive ridership market: university students.

After the implementation of new 5YTIP services there was a bump in ridership. The COIVD-19 pandemic caused an unprecedented and massive dip in economic activity and travel of all sorts. Transit ridership and many other markets collapsed are still recovering to pre-pandemic levels. (SEMCOG, 2023 data).
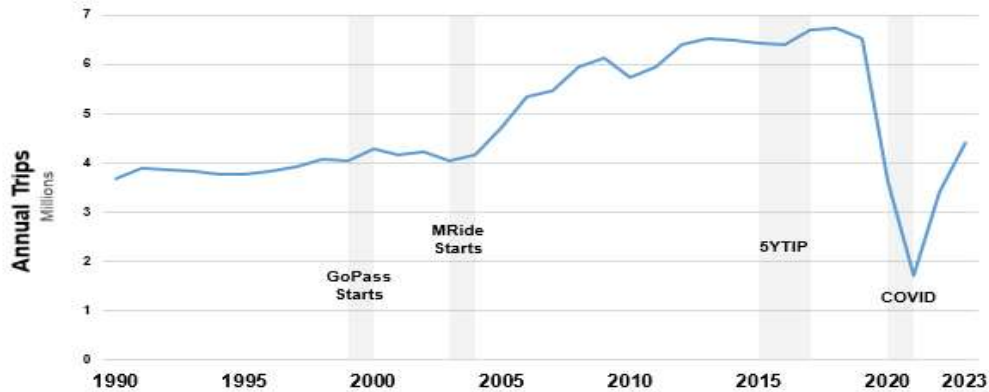

Figure 2: AAATA Ridership since 1990

A recent review of ridership trends in Southeast Michigan indicates that our region has the highest transit ridership and market share (i.e., mode share) following Highland Park and Royal Oak.

Future

Reaching and serving more people (increasing ridership) in the community remains the number one goal of TheRide. The figure below illustrates projected ridership from the Long-Range Plan. Milestones and major initiatives are also illustrated. This forecast is aggressive but also realistic.
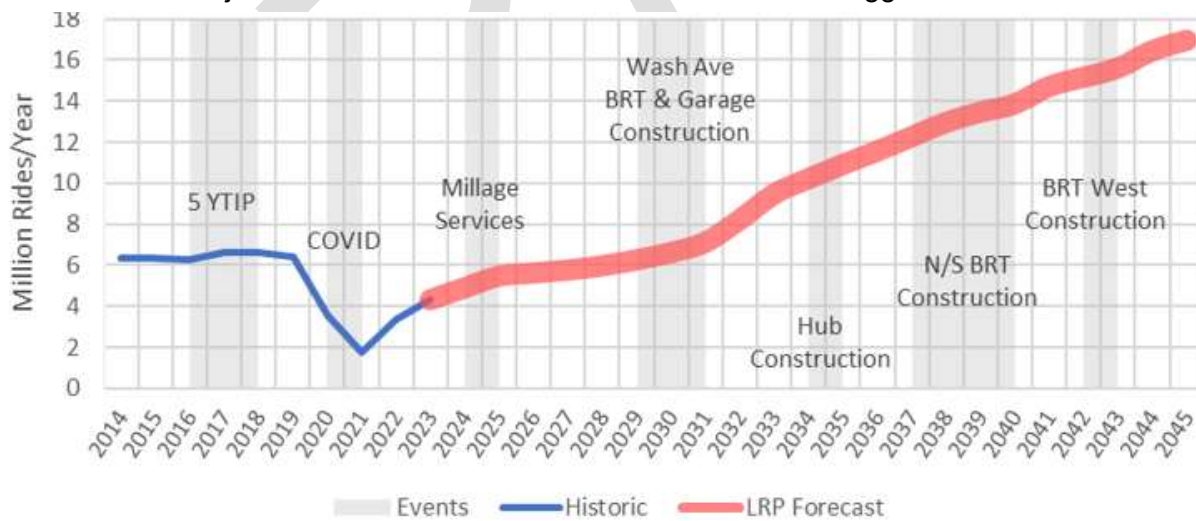
Figure 3: AAATA's Projected Ridership

To grow ridership TheRide has engaged staff, members of the public, the Board and transit users to better understand community needs and design TheRide with these needs in mind.

TheRide2045 or the Long-Range Plan is the result of these conversations and is the Board approved blueprint of how services will be improved, and infrastructure expanded to achieve Board goals. The graphics below indicate what can be expected of TheRide by 2045.
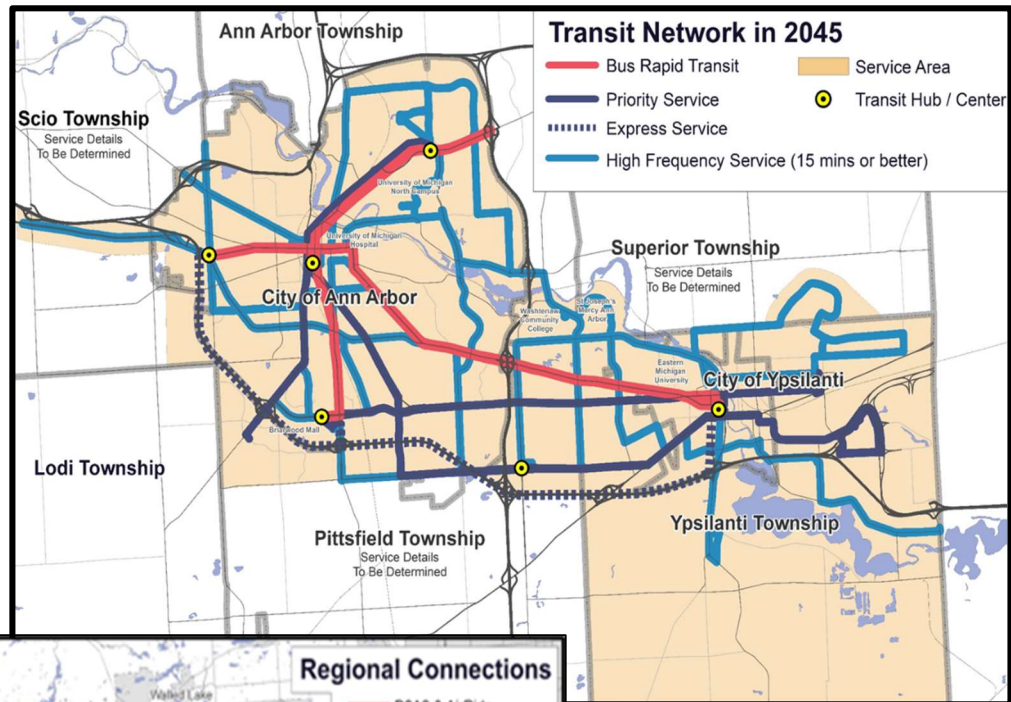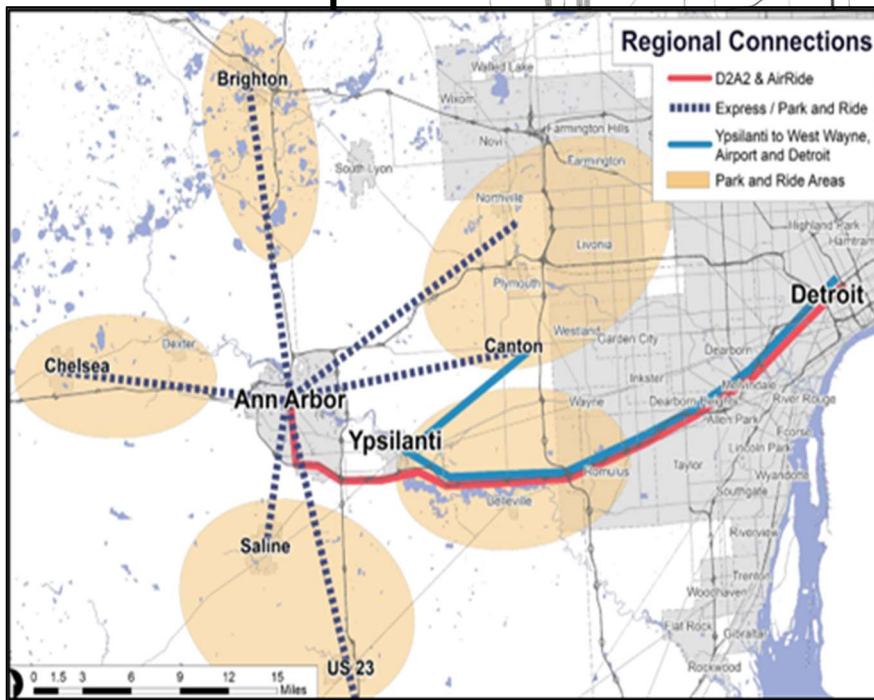

Figure 4: Transit Network 2045

Figure 5: Regional Networks 2045

The CEO is using the following three thematic buckets to prioritize and organize projects. For alignment purposes, board policies that relate with each of the projects will be provided in parenthesis.

1. **Attract new riders and increase ridership.**

   A. **Increase Demand for Transit:**

Well-defined customer needs enable focused marketing, advertising and implementation of effective policy influence/advocacy agenda *(Policy 1.2.3)*. Effective transit supportive policies may lead to transit options being preferable compared to the use of a personal vehicle *(Policy 1.2.1)*.

   B. **Expand infrastructure**:

To support increasing ridership, TheRide will need to expand its infrastructure to accommodate additional passengers and staff *(Policies 2.1., 2.2., & 2.10)*

   C. **Enhance & expand services:**

Starting in 2028, TheRide intends to improve off-peak services (Policy **1.2.2**) and operate express and priority bus routes convenience in order to facilitate full participation in the society *(Policy 1.1)*

2. **Excellence in service delivery & Customer Retention**

   A. **Operational excellence**

In past years, customers have reported being highly satisfied with TheRide's services (Policy **1.4**). This may be attributed to the agency's commitment to a service of excellence evidenced by continuously assessing and updating operational practices.

   B. **Infrastructure excellence**

Delivering exceptional service includes having fully functional infrastructure. As effective stewards of its resources, TheRide spends a good part of its budget maintaining its facilities, fleet, and equipment in a state of good repair *(Policy 2.7)*, Additional projects in this area include improving bus stop accessibility *(Policy 2.1.1),* bus lane planning *(Policy 1.2.3), and p*lanning for new passenger information systems (Policy *2.1.3.1)*

   C. **Financial Excellence**

TheRide will need to continuously and successfully source funding in order to maintain existing ridership as well as plan for expansion of services and infrastructure *(Policy 2.4)*

   D. **Sustainability Planning**

Board policies direct that the agency works towards achieving carbon neutrality *(Policy 2.11.2)*. TheRide intends to attain this outcome by transitioning to a zero-emissions bus fleet, studying feasible options of transitioning support vehicles and facilities without risking fiscal jeopardy, and updating its procurement policies and decision-making processes to ensure consideration of environmentally sustainable options that are fiscally sound *(Policy 2.5)*.

3. **Continuous Improvement**

   A. **Team and staff development**

Training and professional development opportunities provide staff with the right knowledge, skills and abilities to continuously perform at their best. *(Policy 2.1:)*

   B. **Internal Efficiencies and Improvement**

As effective stewards of its resources, TheRide seeks opportunities for efficient operations while improving the customer experience. Projects in this area include technological upgrades, review of administrative policies, route scheduling, bus network reviews etc., *(Policy 1.0, 2.2)*.

Page **7** of **33**

3. Projects & Initiatives (Consolidated Work Plan)

The Work Plan lists major initiatives, changes, and activities that will advance the Board's stated goals. These projects have been developed and vetted by staff using their professional judgment and planning tools found in the appendix.

Mission Focus & Project Types

Since our Board sets the direction of the organization, every initiative should be advancing a Board goal or policy. In addition, there is a certain amount of work required by law, outside regulator or funders, or the realities of maintaining an organization and team healthy enough to continue advancing the agency's mission. Each project below references the Board policies that it helps to advance. The work plan focuses on the largest change initiatives and does emphasize the significant amount of work necessary to maintain existing services. When judging the organization's capacity for work it is important to remember that 90%-95% of all existing resources are already committed to continuing to provide existing services to customers.

Another important distinction is whether an initiative is a **Capital** project or an **Operating** initiative because funding is often limited to one use. **Capital** projects include expenses for fixed equipment, buildings, vehicles, equipment, durable goods etc., as well as the staff time needed to implement those projects. This category includes large projects such as zero-emissions propulsion systems and bus rapid transit services, as well as small items like computer hardware and desks. **Operating** expenses are everything else that is not capital, such as staff time (salaries and benefits), fuel, insurance, training, rentals, contracted services, legal fees, etc. Projects are categorized by their primary expense, although many projects are a mixture of capital and operating costs, for example new buses and service hours.

Timelines & Perspective

All the recommended projects are laid out in a multi-year sequence as seen in the Gantt chart on the next page. This multi-year work plan is necessary because 1) TheRide simply does not have the resources to advance every important project at the same time, 2) some work must naturally come before others, and 3) many of our infrastructure projects are complex and will take years to develop and implement. A 10–20-year perspective is helpful in in order to:
- Make sense of and communicate the totality and some details of numerous efforts and multiple projects,
- Maintain focus on long-term goals when initiatives often take years,
- Ensure priorities receive sufficient resources,
- Anticipate and eliminate waste or redoing work through efficient ordering of projects,
- Working within the limits of the resources available,
- Avoid allowing ourselves to become distracted by momentary passions.

Each project identified in the Gantt Chart has an anticipated timeline. Continuous initiatives are not shown in this Gantt Chart since by definition they have no start or end dates. It should be noted that all timelines are tentative and are dependent on funding, staff capacity and in other cases, collaboration with external stakeholders.

Implementation & Budget Implications

The projects in this business plan provide 20 years of context. However, the business plan presented in September is only a one-year budget (FY25). Below is the consolidated Work Plan.

		Projects	Budget Type	Applicable Policies	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36	FY37	FY38	FY39	FY40	FY41	FY42	FY43	FY44	FY45
Attract New Riders and Increase Ridership	**A. Focusing on Rider Markets**	1. Deliver New Millage Services	Operating	1.0., 2.1																						
		2. Finalize and Implement Advocacy Agenda	Operating	1.2.2., 1.2.3			Ongoing advocacy efforts																			
		3. Marketing Strategy	Operating	1.0., 2.1																						
		4. Rider Segmentation Study	Operating	1.0., 2.0, 2.1																						
		5. Fare Strategy Review	Operating	1.1.1., 2.1.4.,2.4.1., 1.4																						
		6. Youth Ridership Exploration	Operating	1.0., 1.1.2																						
		7. Football Shuttle Review	Operating	1.0., 2.0																						
	B. Critical Path for Infrastructure & Ridership Growth	8. Ypsilanti Transit Center	Capital	1.1., 1.4., 1.5., 2.5.2., 2.10	P&D		Constr.																			
		9. Blake Transit Center	Capital	1.1., 1.4., 1.5., 2.5.2., 2.10	P&D		Constr.																			
		10. New Bus Garage	Capital	1.1., 2.4.2., 2.4.3., 2.10		P&D			Constr.																	
		11. Bus Rapid Transit	Capital	1.0-1.5., 2.4., 2.10		Washtenaw (I) BRT: P&D			Constr.			North-South BRT: P&D					Constr.								
		Bus Rapid Transit (cont.)	Capital	1.0-1.5., 2.4., 2.10														Washtenaw (II) BRT: P&D			Constr.				
		12. Transit hubs and priority infrastructure.	Capital	1.0., 2.10			S&E hub P&D		Constr.			J&M hub P&D		Constr.			N&P hub P&D		Constr.						
		Transit hubs and priority infrastructure. (cont.)	Capital	1.0., 2.10						C&E hub P&D		Constr.														
	C. Other Service Enhancements	13. Regional Park and Ride Services	Capital	1.0.		TBD																				
		14. Express Pilot on North-South Corridor	Operating	1.0-1.5																						
		15. Priority Routes	Operating	1.0-1.5			Main-Nixon/Plymouth				Packard-Eisenhower															
		Priority Routes (cont.)	Operating	1.0-1.5			Packard/Ellsworth																			
		16. Improve Off-Peak Services	Operating	1.0., 1.3., 1.4., 1.5																						
		17. Enhance On-Demand Service, Expand Coverage	Operating	1.0., 1.3., 1.5																						
Excellence in Service Delivery	**A. Operational Excellence**	20. Safety Program Review	Operating	2.0., 2.1., 2.2, 2.7.5																						
		21. FlexRide Technology Updates	Operating	1.0., 2.1.2																						
		22. Transfer of D2A2 Service to RTA	Operating	1.0., 1.3																						
		23. Update Customer Code of Conduct	Operating	2.1.3																						
		24. Bus Network Review	Operating	1.1., 1.4., 2.1																						
	B. Infrastructure Excellence	26. Bus Stop Accessibility Improvements	Capital	1.1.2, 1.4.																						
		27. Planning for New Passenger Information Systems	Capital	1.1., 2.1.2																						
		28. Bike Tool Stations and Practice Bike Racks	Capital	1.2.1., 1.2.2., 2.1.3.																						
		29. Transit Signal Priority	Capital	1.2.1., 1.4																						
		30. Bus Lane Planning	Operating	1.0, 1.4, 2.10																						
	C. Financial Excellence	31. Grants and Outside Funding Opportunities	Operating	2.0., 2.4.1., 2.4.4.,																						
	D. Sustainability Planning	32. Low and No Emission Bus – Initial Deployment	Capital	2.11., 2.5.7					Bus fleet transition																	
		33. Develop Emission Tracking Process	Operating	2.11																						
		34. Zero emissions Facility Study	Operating	2.11., 2.4			Next steps TBD																			
		35. Zero emissions support Fleet and A-Ride Study	Operating	2.10., 2.11., 2.4				Next steps TBD																		
		36. Procurement Process Review	Operating	2.91.5.F, 2.5.2.,2.11,																						
		37. Waste Process Review	Operating	2.11.3																						
Continuous Improvement	**A. Team & Staff Development**	38. Staff Parking	Capital	2.2.																						
		39. Corporate Training Program Reboot	Operating	2.2			Ongoing training																			
		40. Zing Train Pilot	Operating	2.2																						
		41. Collective Bargaining	Operating	2.2., 2.3.6																						
		42. LAC Reboot	Operating	3.9																						
		43. Implement Whistleblower Procedure	Operating	2.1., 2.2., 2.9.2.3																						
	B. Internal Effectiveness & Efficiency	44. Corporate Compensation Review	Operating	2.3.1-2.3.4																						
		45. IT Systems Review & Implementation	Operating	2.4.,2.7																						
		46. Scheduling Review	Operating	1.1., 1.4., 2.1.,2.2																						
		47. POSA Agreement Review	Operating	1.0.,2.5.6																						
		48. On-Board Advertising Administrative Policy	Operating	2.7.5.2																						
		49. Administrative Policy Review	Operating	2.2.2																						
Other Major Events		1. Presidential Election																							
		2. RTA Millage Opportunity																							
		3. AAATA Millage																							

Notes:

1. Timeline is pending funding, staff capacity and collaboration with key stakeholders.

2. This Gantt chart shows projects with a defined start and end date and does not include *Continuous initiatives* i.e., #18. Partnering in Community Planning Efforts, #19 Quality Control, and #25 Maintaining a State of Good Repair. However, the details of these initiatives are provided in the Business Plan.

Legend:

(light blue)	New Ongoing Initiatives
P&D	Planning & Design
Constr.	Construction

A brief description of the above projects is provided in the respective pages below.

Table 1:List of projects and initiatives

3.1 Attract New Riders & Increase Ridership

The initiatives below are focused on developing new demand for our services, increasing accessibility (increase supply), and improving existing infrastructure and service provisions so that the agency is continuously positioned to attract and accommodate increasing ridership.

A. Focusing on Rider Markets

Understanding the needs of current and potential customers will be critical in informing service design. The focus here is to attract more people to the services that already exist, and not to incur new operational costs to fill the seats we already have.

1. Deliver New Millage Services

Operating. 2024-2025. Goals: 1.0., 2.1

In 2022, voters approved a tax increase for additional transit services. Those new services have been phased in and will continue into FY2025, with the largest new services (express route, longer hours, weekend frequency, overnight services) starting in May and August 2024. Delivering on these promises is a very high priority.

2. Finalize and Implement Advocacy Agenda

Operating. 2024-2026. Goals: 1.2.2., 1.2.3

Many public policy choices that can increase demand for transit (e.g., land use, parking, taxes, funding, etc.) are made by outside institutions, including municipal councils, legislatures, and congress. With an initial advocacy agenda established in mid-2024, the agency will continue working to advance specific initiatives with federal, state, and local government, and with other stakeholders. One early advocacy project will be a published booklet on best practices in transit-oriented development.

3. Marketing Strategy

Operating. 2025-2026. Goal: 1.0, 2.1

TheRide will assess how we conduct advertising and marketing with the goal of gaining new customers as well as retaining existing customers. This project will include an assessment of best tools to reach key market segments. One clear target for further market penetration will be the University of Michigan. TheRide's largest historic ridership growth came after the introduction of the MRide agreement. (See figure 2, Page 5). A small percentage increase in ridership from such a large market could have considerable impact. This project will also review the branding strategy.

4. Rider Segmentation Study

Operating. 2025-2026. Goal: 1.0, 2.0, 2.1

The agency will retain assistance in order to develop an understanding of the number, size and forecasts for various demographics and customer groups. This foundational information will help staff to focus on groups most likely to help increase ridership.

5. Fare Strategy Review

Operating. 2026-2027. Goal: 1.1.1., 2.1.4., 2.4.1.,1.4

To better attract and retain customers, TheRide will review the fare policy conducted in 2018, in light of post-pandemic trends and immediate market needs to develop pricing, update the fare structure, improve the fare collection systems, expand real-time information and work on integrating with local providers / first and last mile solutions. This work is expected to begin in FY 2026.

6. Youth Ridership Exploration

Operating. 2026-2027. Goal:1.0, 1.1.2

In this internal review, staff will work with youth groups in the community to explore the potential to expand and promote TheRide's fixed-route services. This may be a constructive way to increase ridership during off-peak periods (i.e., outside weekday rush hours) while minimizing costs, and also increasing access to opportunities for youth and families throughout the area, and even increasing the labor pool for local employers. This assessment will inform on next steps.

7. Football Shuttle Review

Operating. 2027-2028 Goals: 1.0., 2.0

An internal review of the agency's participation in helping crowds arrive at and leave Michigan Stadium for UM football games. This will be done to confirm regulatory compliance, fairness, and ridership generation potential.

B. Critical Path for Infrastructure & Ridership Growth

Step 1: Expand Infrastructure → **Step 2:** Expand Fleet → **Step 3:** Increase Frequency → **Step 4:** Grow Ridership

8. Ypsilanti Transit Center

Capital. 2024-2027. Goal: 1.1, 1.4, 1.5, 2.5.2, 2.10.

The current facility has outlived its useful life; increased demand for service and planned increase in service levels makes it necessary to develop plans for a new transit center. This project includes planning, development, and construction of a new transit center in the City of Ypsilanti and is expected to begin operations in FY 2027.
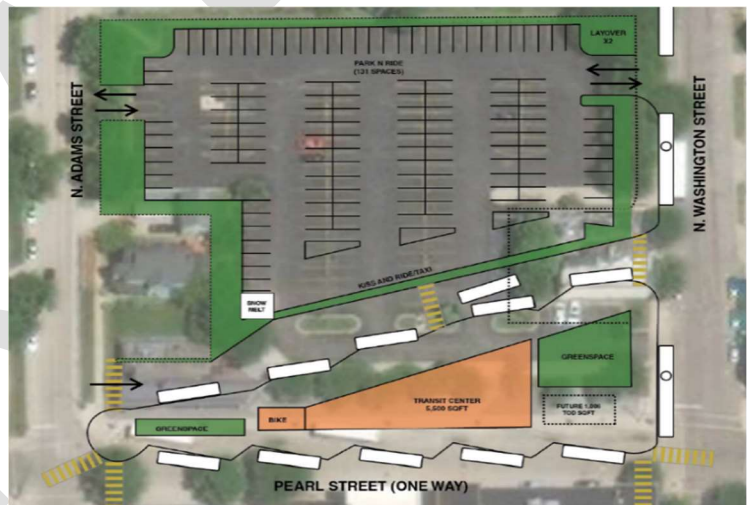

Figure 6: YTC Redevelopment Proposal

9. *Blake* Transit Center

Capital. 2022-2028. Goals: 1.0, 1.4, 1.5, 2.5.2, 2.10.

TheRide intends to nearly double its service hours by 2045. The transit centers must be designed to efficiently accommodate increased service. BTC expansion and redesign is expected to be completed by FY 2028.
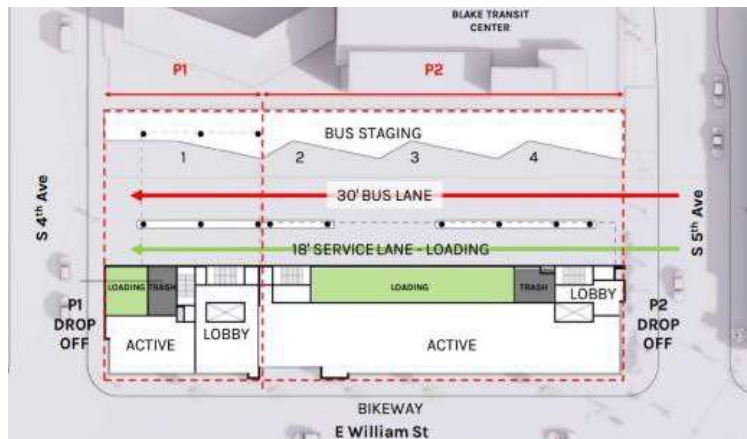

Figure 7: BTC Redevelopment Proposal

10. *New* Bus Garage

Capital. 2024-2031. Goals: 1.0, 2.4.2, 2.4.3, 2.10.

Before TheRide can increase the frequency of bus service, it will need a satellite garage to house and maintain a larger bus fleet. Planning work will clarify the requirements, evaluate locations, and consider conceptual designs. Considerable outside funding will be required for this once-in-50-years investment. The new garage is anticipated to increase fleet capacity by 100 buses. It will also be critical in supporting the transition to zero-emissions vehicles with respect to different charging/refueling and maintenance requirements. The new bus garage is expected to begin operations in FY 2031.

11. Bus Rapid Transit

Capital.2025-2031, 2032-2040, 2036-2043 Goals: 1.0-1.5, 2.4, 2.10.

Bus rapid transit (BRT) is the centerpiece of the long-range plan and spine of the future transit network. Two BRT lines will span the service area. The Washtenaw BRT will run between downtown Ypsilanti and Maple/Jackson in Ann Arbor, spanning the service area from east to west. The north-south BRT will run in Ann Arbor between Plymouth/US-23 and Eisenhower/State, spanning the service area from north to south. The Washtenaw BRT is expected to be completed in FY 2031 and the North South BRT is expected to be completed in FY 2040 and the Washtenaw BRT from BTC to Maple/Jackson is expected to be completed in FY 2043.

12. Transit hubs and priority infrastructure.

Capital. 2027-2030, 2032-2035, 2037-2040. Goal: 1.0, 2.10.

Four transit hubs will be developed outside of the downtown cores to facilitate better connectivity between peripheral areas that have high demand, are projected to have significant growth in demand, and are located at logical connection points between numerous routes. The four hubs are located as follow:
- State & Eisenhower area (2027-2030)
- Jackson & Maple area (2032-2035)
- Carpenter & Ellsworth area (2032-2035)
- Nixon & Plymouth area (2037-2040)

C. Other Service Enhancements

13. Regional Park and Ride Services

Capital. 2024-TBD. Goals: 1.0

TheRide will continue planning and discussions for the expanded second ring of distant park and ride lots beyond the Ann Arbor freeway ring. Although this has the potential to improve labor mobility, equity, and environmental impacts, it is challenging because it covers geographies well beyond TheRide taxing jurisdiction.

14. Express Pilot on North-South Corridor

Operating. 2028. Goal: 1.0-1.5

An express route from Eisenhower/State to the Plymouth Road Park and Ride lot is expected to be introduced in FY 2028 with the intent of building momentum for the north-south BRT.

15. Priority Routes

Operating. 2026-2028., 2031-2033. Goal: 1.0-1.5.

Priority routes are intended to provide higher frequency service to higher demand areas and facilitate faster trips for longer travel patterns not well covered by the BRT routes. The priority routes are somewhat enhanced by transit priority features with frequency ranging from 15 to 20 minutes during peak periods. Planning for the Main-Nixon/Plymouth and Packard-Ellsworth Priority routes is expected to begin in FY 2026. The service is expected to begin in FY 2028. Planning for Packard-Eisenhower Priority route is expected to begin in FY 2031. The service is expected to begin in FY 2033

16. Improve Off-Peak Services

Operating. 2028. Goal: 1.1, 1.3, 1.4, 1.5.
To make transit is a desirable transportation option, TheRide intends to provide more reliable and attractive services during the entire service period (i.e. all services during the day and night, weekday and weekends will have a reasonable level of service). This work will begin in FY 2028.

17. Enhance On-Demand Service, Expand Coverage

Operating. 2029 Goal: 1.1, 1.3, 1.5.
Beginning FY 2029, TheRide will increase On Demand Service resources with the aim of expanding coverage and reducing wait times.

18. Partnering in Community Planning Efforts

Operating. 2024-Ongoing. Goals: 1.0. 2.7.5
TheRide is involved in supporting community projects such as the A2 Comprehensive Plan, Downtown Development Authority (DDA) downtown circulation study, Michigan Department of Transportation (MDOT) Us-23 and M-17 studies with a goal of influencing transit friendly land use, policies, and development.

3.2 Excellence in Service Delivery & Customer Retention

Retaining customers is essential. We will work to ensure that anyone who uses our services comes away with a satisfying experience, and a willingness to use our services again, and maybe tell a friend. The initiatives in this section are focused on TheRide's quality of service.

A. Operational Excellence

To retain existing customers, TheRide has to provide and maintain a service of excellence.

19. Quality Control Enhancements

Operating. 2024-Ongoing Goals: 2.0., 2.2., 2.7.3
Since 2024 TheRide has increasingly utilized in-person quality control inspections where senior staff ride buses and inspect facilities. This has led to enhanced cleaning of buses and shelters. These efforts will be ongoing.

20. Safety Program Review

Operating. 2024-2026. Goals: 2.0., 2.1., 2.2.,2.7.5
The safety and security of our staff and customers is a critical aspect of our operations. TheRide is working with the Transportation Security Administration (TSA) surface division to conduct a Baseline Assessment for Security Enhancement (BASE) to evaluate potential security threats at our facilities and recommend improvements.

21. FlexRide Technology Updates

Operating. 2024-2025. Goal: 1.0, 2.1.2
TheRide will power all FlexRide services with new technology in order to improve trip booking, ride sharing, equipment utilization, and service monitoring. The goal is to improve customer experience, reduce denials and increase ridership. FlexRide late night/holiday service will be expanded to cover all of the City of Ypsilanti, and Ypsilanti Township north of Textile Road (matching the fixed-route service area). This improvement will increase equity and labor mobility while improving reliability and reducing wait times.

22. Transfer of D2A2 Service to RTA

Operating. 2024-2025 Goals: 1.0, 1.3

The Detroit-to-Ann Arbor (D2A2) service has been a partnership between TheRide and the RTA since its earliest inception, with the RTA paying the bills and handling advertising, and TheRide managing all other aspects of the service such as procurement, contracting, overseeing, etc. The original vision was always that the RTA would eventually take full responsibility for this inter-county service. This would not change any elements of the service, but simply transfer all back-office roles and responsibilities to the RTA. TheRide is also advocating for the RTA to use residual ARPA funds that it controls to continue the D2A2 service. Stable funding has not yet been identified. Full transfer may occur in 2024/2025.

23. Update Customer Code of Conduct

Operating. 2024-2025. Goal: 2.1.3

TheRide's existing code of conduct for passengers is prescriptive, not well known, and may have become less effective over the years. This effort will review the code to determine what if any changes should be made.

24. Bus Network Review

Operations. 2024- 2026. Goals: 1.1., 1.4., 2.1

TheRide is reviewing existing services to address operational issues, improve service reliability, efficiency, and customer satisfaction. Major reviews will happen every five years.

B. Infrastructure Excellence

25. Maintain State-of-Good-Repair

Capital. Ongoing. Goals: 1.4, 2.2.1, 2.4.3, 2.7.3

Safe, well-maintained, and cost-effectively managed equipment is essential for a capital-heavy industry like public transit. TheRide's services require 103 buses, 22 auxiliary vehicles, three facilities, a network of communication technology, computer equipment, and many other items. Deferring maintenance on equipment increases long-term costs and may lead to a violation of FTA asset management compliance regulations. Key efforts in 2025 include:

- New Bus Procurement and Contract (2025)
- Interim Bus Replacements (Implement-2025))
- Garage Roof Replacement (2025) – After this budget item was approved in 2024 only one bid was received, leading staff to re-bid the project. Construction is anticipated in spring/summer 2025 and will create significant disruption to the DGOC at 2700 S. Industrial Hwy.
- Back-Up Generator Replacement (2025): After prolonged electricity interruptions in 2023, a new generator was approved in the 2024 budget to replace the DCOG's original 1984 backup generator. The new natural-gas powered generator will be installed in 2025.
- Preventative maintenance and routine repairs and replacements to existing equipment are addressed in the annual budget (ongoing).
- Staff Area Improvements (2025-2027) – The bus drivers lounge at the DGOC is inadequate in size and fixtures, furnishings and equipment have exceeded their useful lives. Renovations of this area will be completed in 2025. Similarly, the administrative break area in the DGOC will be renovated in 2026.

26. Bus Stop Accessibility Improvements

Capital. 2020-2033. Goals: 1.1.2, 1.4.
Focused on improving accessibility for people with disabilities, TheRide is working on improving bus stop infrastructure such as concrete landing pads, safe pedestrian paths, shelters, and other amenities. Pending funding and issuance of permits, TheRide targets to make 30 to 40 bus stops near sidewalks accessible each year. Our goal is to make all bus stops near sidewalks wheelchair accessible by 2033.

27. Planning for New Passenger Information Systems

Capital. 2025-2027. Goal: 1.1, 2.1.2
TheRide's current real-time information and vehicle location technologies will reach the end of their natural lifespan in 2026. To incorporate the latest advances and ensure a smooth implementation, planning for the new technology will begin in 2025 and installation is expected in 2027.

28. Bike Tool Stations and Practice Bike Racks

Capital. 2026. Goal: 1.2.1., 1.2.2., 2.1.3.
TheRide will install bike tool stations at both terminals and bike racks on buses. The tool stations will allow quick, small-scale maintenance for intermodal passengers or anyone. The practice bike racks will be mounted to exterior walls to allow patrons to practice putting their bikes on and off the racks on the buses. This is anticipated to reduce dwell time.

29. Transit Signal Priority

Capital. 2024-2026 Goal: 1.2.1., 1.4
This ongoing project will work to increase automatic, real-time coordination between buses and traffic signals with the goal of allowing buses to pass through green signals more frequently. The primary goal for this project is to improve bus on-time performance. This will make the service more reliable and better able to retain riders.

30. Bus Lane Planning

Operating. 2024-2039 Goals: 1.0, 1.4, 2.10
Pending funding and successful collaboration with stakeholders, TheRide intends to create and improve bus lanes in order make transit more attractive (relative to other modes) and efficient. Fully dedicated bus lanes will require the collaboration of the municipal, County and State partners in changing the streetscape.

In 2024, MDOT's study of Washtenaw Avenue (US-23-EMU) suggested the use of bus lanes along the corridor. TheRide will continue this work with MDOT.
In late 2024 TheRide intends to broach the idea of bus lanes to relieve choke points in the core of the city with the Ann Arbor Transportation Commission. TheRide is already working with UM to identify the best opportunities for bus lanes. Later this idea will hopefully move towards City approval and implementation. TheRide will continue working with stakeholders to add more bus lanes / queue jump lanes at other choke points prior to the full implementation of the high-frequency network in 2039.

C. Financial Excellence

Successful sourcing of funds will be critical in the implementation of initiatives that lead to exceptional customer service, plan and execute financially sustainable options and improve critical infrastructure. The projects in this section will focus on funding the initiatives in the FY25 Budget.

31. Grants and Outside Funding Opportunities

Operating. 2024- Ongoing. Goals. 2.0., 2.4.1., 2.4.4

While TheRide's financial position is stable, execution of the LRP will require additional financial commitments. TheRide's primary resources for funding long-term capital projects are federal and state grants funding through competitive programs. To support projects in the capital plan, the near-term focus will be on pursuing competitive grant opportunities to fund the Ypsilanti Transit Center (YTC) and replacement buses with hydrogen and hybrid propulsion. Longer-term priorities include pursuing competitive grant opportunities for a new bus garage and Bus Rapid Transit (BRT). Other funding sources such as congressionally directed spending, partnerships with other entities, etc., are also options that will be considered if the opportunities align with projects in the capital plan.

D. Sustainability Planning

As part of our strategic goals, TheRide is working to reduce and eventually eliminate emissions from its operations.

32. Low and No Emission Bus – Initial Deployment

Capital. 2024-2028. Goals: 2.11., 2.5.7

In 2024 the agency identified hydrogen fuel cell electric buses are its preferred zero-emission propulsion technology. Funding requests were submitted for two buses and a fueling station, as well as numerous new-generation hybrid diesel-electric buses which can start reducing carbon emissions sooner and serve as a bridging strategy until hydrogen is ready. We expect to learn if these grant submissions were successful by October 2024. Whenever funds become available, the procurement, delivery, commissioning, introduction, and initial operations of these new technologies will represent a significant level of effort for staff with steep learning curves. Especially important will be providing adequate training for mechanics and bus operators so that the new technologies are as successful as possible.

33. Develop Emissions Tracking Process

Operating. 2025. Goal: 2.11.

To gain clarity of the agency's carbon footprint, TheRide intends to develop a method of tracking carbon emissions produced by regular operations specifically, fleet and facilities.

34. Zero emissions facility studies

Operating. 2025-2026. Goal: 2.10, 2.11, 2.4.

Assuming the success of the hydrogen bus deployment and in preparation for future funding requests, staff will be updating initial cost estimates regarding retrofits to the existing bus garage to accommodate a larger hydrogen deployment and identifying and pursuing additional funding sources as warranted. A Zero emissions facility study is scheduled to take place in FY 2026-2027. The studies will inform on next steps for existing facilities.

35. Zero emissions support Fleet and A-Ride Study

Operating. 2026-2027. Goal: 2.11, 2.4.

A Zero emissions study for the support fleet and A-Ride vehicles is currently being conducted and will continue into FY25. These studies will inform us of the next steps.

36. Procurement Process

Operating. 2027-2028. Goal: 2.91.5.F, 2.5.2.,2.11,

The agency purchases numerous goods and services. This project will work to integrate environmental and carbon neutrality goals into the overall procurement process.

37. Waste Process Review

Operating 2026-2027 Goal 2.11.3

The agency will conduct a review of the waste disposal processes in order to identify opportunities for waste reduction. This will primarily cover mechanical fluids and hazardous waste. This work is expected to start in FY 2026 and be completed in FY27.

3.3 Continuous Improvement

Internal improvement projects directly improve the agency's capacity to efficiently provide a service of excellence.

A. Team and Staff Development

TheRide is an agency and an institution but is also a team. The staff are key to identifying and implementing opportunities for the future. We will continue to invest in our staff through various training opportunities (easier post pandemic), work to engage and inspire staff, and improve cross-department collaboration. An essential pre-condition is the ability to fully fill in key vacant positions.

38. Staff Parking

Capital. 2024-2027. Goals: 2.2

Parking for staff at the Dawn Gabay Operations Center (2700 S Industrial Hwy) is limited. The growth in the number of bus drivers over the years has resulted in inadequate parking spaces for staff. An interim alternative will need to be developed until a new garage is ready.

39. Corporate Training Program Reboot

Operating. 2024-2027 Goals: 2.2

A corporate training program based on corporate values, principles and growth opportunities focused on supporting and developing employee knowledge, skills, and abilities in order to provide excellent service to the community.

40. Zing Train Pilot

Operating, 2024 – 2026 Goal:2.2

TheRide is working with Zingerman's Zing train to explore the potential for utilizing customer service techniques developed for the retail sector in a public transit environment.

41. Collective Bargaining

Operating. 2025-2026. Goals: 2.3.6, 2.2.

TheRide's labor contract with our sole union (TWU 171) expires in early 2026. Preparations will ramp up as negotiations approach.

42. LAC Reboot

Operating. 2024-2025. Goal:3.9

In 2021 the Board approved a new approach for the LAC, asking them to present to the Board at least once a year as representatives of a group of Moral Owners. The LAC is working with the CEO to reconstitute itself after some recent losses and is preparing to visit the Board as soon as it is prepared to present.

43. Implement Whistleblower Procedure

Operating. 2024-2025. Goals: 2.1, 2.2. 2.9.2.3

In mid-2024 the CEO created a new procedure so staff could anonymously report serious concerns. The procedure is expected to be implemented during the spring/summer months, followed by an educational period for staff.

B. Internal Effectiveness & Efficiency Reviews

TheRide staff are always reviewing internal processes and procedures to find improvements or efficiencies. Such reviews typically inform later operational changes, decisions, or budget recommendations. Each year a few key subjects receive more formal attention.

44.Corporate Compensation Review.

Operating 2024-2026; 2.3.1-2.3.4.
Work will continue in 2024 and likely continue at a minimum through the FY2026 budget to analyze, identify, and create plans to address any internal pay inequities and ensure alignment with compensation philosophy and market competitiveness in order to ensure that ha the organization's pay rates are competitive and equitable. This is important if TheRide will have to attract and retain the best talent to support the current and future needs of the organization.

45.IT Systems Review & Implementation

Operating. 2024-2029. Goals: 2.4, 2.7
Information technology touches almost every element of the agency's business. In 2024 staff began the development of our next IT strategy to guide investments in future IT systems. The plan is expected to be finished in 2025 and implemented over several years.

46.Scheduling Review

Operating. 2024-2025. Goals: 1.1., 1.4., 2.1., 2.2
Review of the process of developing vehicle and MCO assignments which is at the heart of TheRide's logistics.

47.POSA Agreement Review

Operating. 2025-2026: Goals: 1.0., 2.5.6
The agency has provided services to jurisdictions outside our taxing area for many decades via Purchase of Service Agreements (POSA) contracts with the municipal governments. Similar to contracted services, these POSAs allow nearby communities to pay for a lower level of transit service and not use the AAATA taxing powers. Presently, the agency has POSAs with Pittsfield Twp, Superior Twp, and Scio Twp. Staff will review all of these contracts in context with each other and assess how these should continue.

48.On-Board Advertising Administrative Policy

Operating. 2025. Goal:2.7.5.2
TheRide's administrative policy governing permissible advertising is over 10 years old. In this period there have been numerous outside court cases that have affected transit agencies' ability to reject "offensive" advertisements or political material. This effort will work with corporate counsel to see if any updates are prudent.

49.Administrative Policy Review

Operating 2024-2026: Goal: 2.2.2
Ensuring efficient and effective administrative policies helps the organization achieve its goals and reduces organizational risk. To keep up with a growing and maturing organization and be proactive to changes in the business environment, TheRide will be reviewing many of its administrative policies and procedures to ensure improved efficiency, support increased internal customer satisfaction, manage risk, and maintain regulatory compliance.

Other Major Events

The following external events impact TheRide operations in one way or another and their timelines are worth noting in order to

1. Regional Transit Authority Millage

The Regional Transit Authority of Southeast Michigan (RTA) can only go to the voters in November of even-number years. TheRide will need to maintain communication to determine if RTA millages are likely in 2026, 2028, 2030, or future years. In the meantime, TheRide may want to provide input to the RTA's regional transit plans or try to align them with its long-range plan.

2. AAATA Millage

The long-range plan, TheRide2045, outlines how and when TheRide should be seeking new resources. Our current millage begins in 2024 and will expire in 2028. However, TheRide may seek to place an item on the ballot as early as 2027.As these dates approach, staff will return to the Board for additional discussions.

3. Federal Election

The Federal Election happens every 4 years and 2024 is an election year. This is important to the agency as the elected President's priorities may influence future regulations and financial decisions. Transit supportive decisions will make it easier for TheRide to fund Operations and move forward with its Capital projects.

4. Annual Budget Process and Timeline

The Business Plan is the first part of an annual process of **aligning** expenditures to best achieve the Board's goals. The Business Plan allows staff, the public and the Board of Directors to review and discuss the largest component of the upcoming budget in a transparent a n d conceptual way. Once the CEO feels they have received the advice and feedback they need, staff begin to prepare the detailed recommended budget confident that most major questions have hopefully been asked, answered, and accommodated. Hopefully, this will allow the later discussion and approval of the budget to become a routine confirmation of decisions that have already been discussed.

> The Business Plan allows staff, the public and the Board of Directors to review and discuss the strategic direction of the upcoming budget in a transparent conceptual way.
> (without all the financial details)

The Board through policy has outlined its expectations of the budget and strategic planning process which includes:

1. The CEO and staff present a recommended budget. The Board deliberates and approves the final budget (policy 3.2.7).
2. Policy Governance delegates almost all operational decisions to the professional staff intentionally so that the Board can focus its attention on the Outcomes. (policy 4.0)
3. The Board gives instruction with one voice via written policy when describing (in advance) how a budget should be prepared, most of which are described in policy 2.4: Financial Planning and Budgeting. Key expectations from the Board include:
    a. All budget items must be focused on advancing the Ends or complying with other policies.
    b. Staff cannot recommend a budget that risks fiscal jeopardy, causes deficit spending, or funds ongoing operations via debt or unclear means. (Policy 2.4., 2.5)
    c. The staff's recommended budget must include: a strategic multi-year context, projections of revenues and expenses, separation of operation and capital expenses, clear long-term funding needs, and clear assumptions.
    d. Staff present a high-level budget to help focus on the key strategic decisions. Since Means are already delegated to the CEO (policy 4.3.3), a line-item budget is not presented. *Please let us know if granular details are required.*
    e. Several other Executive Limitation policies affect the structure and content of the budget, for example by requiring staff be kept safe (2.2), construction projects be clearly defined (2.10), financial activities be correct (2.5), assets maintained (2.7.3), public input (2.7.5.5), and that risks be addressed prudently (2.0) and clearly (2.9.1.5).

When the recommended budget is presented for approval (September) the Board also receives a Monitoring Report for policy 2.4: Financial Planning and Budgeting. Acceptance of the monitoring report suggests compliance with the Board's expectations, after which the Budget is generally approved. However, the Board does have the ability, by vote, to change any element of the recommended budget. The Business Planning process is an attempt to learn of any significant concerns with the emerging budget so that changes can be incorporated early on.

Budget planning will take place in June through August. During this period, a draft budget will be developed, and discussions held at staff and Board level to improve it. The final budget will be ready for Board approval at the last Board meeting of the current fiscal year, which is in September.

TheRide staff generally present a high-level budget to focus discussion on major decisions and strategy. We do not generally present line-item budgets, especially since Means are already delegated to the CEO and staff (policy 4.3.3). If Board members or the public have questions about granular expenditures or specific operational decisions, we hope they will be raised early in the process so they can be addressed early.

Performance Monitoring

To assess the effectiveness of initiatives in the Corporate Business Plan and their alignment to the needs of our communities through set Board policies, TheRide uses a two-tier method of monitoring progress and operational performance:

Monitoring Reports – The Board requires that the CEO report on compliance with every Policy. Monitoring Reports provide detailed interpretations of Board policies and evidence of compliance. These reports are provided at least annually and more frequently at the Board's request.

Operational Reports – The CEO and staff provide a variety of detailed reports on specific aspects of TheRide's internal workings.
Quarterly financial reports provide information on the financial health of the authority.
Quarterly service reports provide specific performance measures on operations.
Monthly CEO updates provide information on specific projects at the public Board meetings. These updates most often include status updates of the projects identified in this Business Plan.
All of these reports and status updates are available on TheRide.org website.

Conclusion

As TheRide focuses on implementing the many initiatives and projects to better serve our communities, the annual Business Plan is a tool to help us align our resources to achieve our goals. The CEO encourages and welcomes feedback on the Business Plan to help further focus agency efforts, and to expedite the upcoming annual budgeting process.

Feedback on any of the initiatives in this document, can be sent to tellus@theride.org.

Appendix – Alignment Tools

These appendices provide more information about staff's process for identifying and proposing initiatives and projects that are best suited to advancing the Board's goals and also addresses any questions that may have come up during the Corporate Business Planning process.

1. Board's Vision/Goals (Ends Policies)

Below are the Boards Ends Policies:

These policies define the purpose of the Ann Arbor Area Transportation Authority, what results are to be achieved, for whom, and at what cost. Although sections and subsections are numbered, the numbering is not intended to indicate the importance or weight of the underlying section, unless otherwise stated.

The Board establishes its Ends policies within its Vision for public transportation:

A robust public transportation system that adapts to the area's evolving needs, environment, and quality of life.

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

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

1.1.1. People with economic challenges have affordable public transportation options.

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

1.2. Public transportation positively impacts our environment.

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

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

1.2.3. Relevant public policy is transit supportive.

1.3. Public transportation positively impacts the economic prosperity of the area.

1.3.1. Public transportation facilitates labor mobility.

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

1.3.3. Visitors use public transportation in the area.

1.3.4. Public transportation connects the area to the Metro Detroit region.

1.4. Passengers are highly satisfied with public transportation services.

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

In addition to advancing the Board's goals, the CEO and staff must comply with the Board expectations regarding administrative and operational decisions (i.e., Executive Limitations policies). These policies ensure transparency, reporting, and fiduciary oversight by the Board. Examples of key Executive Limitations policies include:

- Ensure passengers and customers are well treated.
- Ensure staff are well treated and that TheRide is an attractive employer.
- Ensure that the Board, riders, and the public have opportunities to shape the future direction of the agency.
- Ensure transparency and accountability.
- Maintain the financial health of the organization. Do not risk fiscal jeopardy.
- Maintain assets of the organization in good condition.
- Compliance with all applicable laws. (Numerous other local, state, and federal laws also enable and constrain what TheRide can do.)

Within these expectations, staff are to use their professional judgment to recommend the best ways to achieve the Board's strategic goals.

2. Strategic Alignment Tools

Strategic planning has three main pieces: an envisioned future state, a sound understanding of the current situation, and a plan for how to get from the current state to the desired future state. The Long-Range Plan has done extensive work to define these three states. Let us look at each piece separately.

Envisioning a Future State: TheRide's future state is defined in the Board's End policies, feedback from the Communities we serve and staff insight. Having consensus on a clear, defined future state gives TheRide a target toward which it can align its efforts, judge options, and measure progress. The full Ends Policies are provided below.

Understanding Current Status: A shared understanding of the current situation and context allows TheRide to take steady aim at the targeted future. The current state of the organization is organized into strengths, weaknesses, opportunities and threats/challenges and that information detailed in the SWOT analysis table on the next page. To determine the position of the agency in relation to the external environment i.e., political, economic, social, technological, legal, and environmental (PESTLE) aspects, a PESTLE analysis was conducted, and the details documented in this section of the appendix. The results in these two analyses are updated annually during each Business Planning process to reveal areas that the agency is performing well, and where new capabilities and capacities need to be acquired.

Filling in the gap: A gap analysis identifies opportunities and gaps between the current state and the desired future. It informs on the key drivers for change and the order of prioritizing agency initiatives.

Based on that insight, a strategic action plan is developed to bridge the gap between the current and the desired state. The work done during the Long-Range Planning process has been instrumental in addressing major gaps.
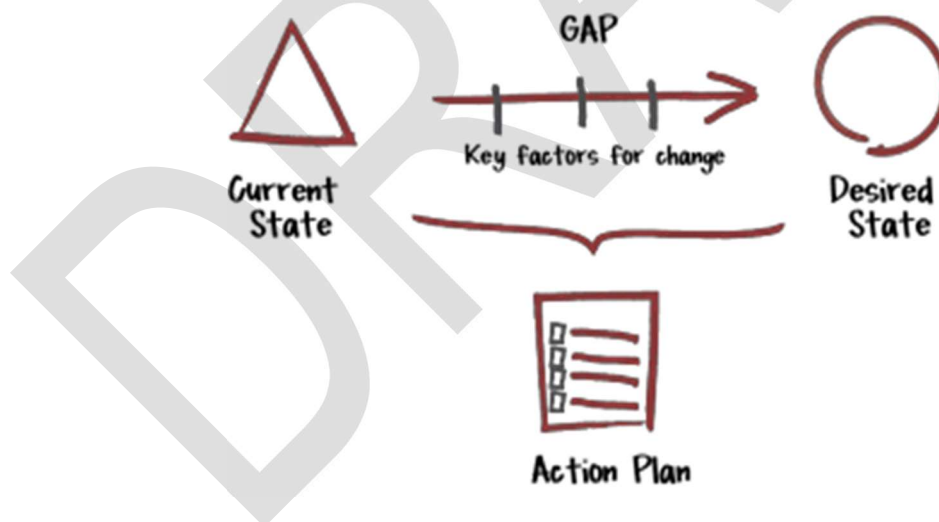
A. SWOT Analysis

TheRide's position has improved markedly in the last several years and it no longer faces immediate financial challenges. The success of the 2022 Millage resolved long-standing financial challenges while also increasing services, the Long-Range Plan provides strategic focus, and the Capital Reserve has enough funds to allow meaningful pursuit of large grant applications. The two main internal teams (Board and Staff) continue to become more effective as individuals and groups. Roles are respected and both groups work together well.

As earlier challenges are overcome, new headwinds emerge. Inflation and labor shortages require updated financial projections to ensure solid footing, federal regulation is increasing, and finding new team members can be challenging. Renewed focus on developing political relationships, advocacy and marketing is beginning to address earlier areas of weakness.

Ridership has regained much of its pre-pandemic levels, but work-from-home trends have reduced the size of the commuter market, perhaps for a long time. This Business Plan illustrates the renewed focus on rebuilding ridership and pursuing new markets. Still, as a low-growth region, large transit ridership growth cannot come from the small amount of in-migration. Instead, it will need to come from increasing our share of the travel market vis a vie the personal automobile – a daunting task given the many social and economic advantages given to the automobile.

The greatest risks remain maintaining internal focus through generations of board members and staff to deliver major projects, and the potential for destabilizing outside politics.
The figure below illustrates an assessment of TheRide's Strengths, Weaknesses, Opportunities, and Threats/Challenges (SWOT).

SWOT Table
Table 2: SWOT Analysis Table

	Helpful To advancing our goals	**Harmful** To advancing our goals
Internal (Attributes of the Organization)	**Strengths** • Clear Long-Range Plan provides focus. • Strong Board/Staff relationship • High credibility & support in the communities we serve. • High rider satisfaction. • Finances are in strong shape. Funded Capital Reserve • Assets are well maintained. • Engaged Board and staff. • A tradition of excellence in service delivery, partnerships, business decisions. • Respected in region and state. • Strong team / committed staff. • Growing retail focus on rider attraction/retention	**Weaknesses** • Garage full. Cannot increase fleet or frequency. • Insufficient local funds for all large capital projects • Funding outlook uncertain (3+ years out) • Need closer political relationships with locals, state, and federal leaders. • Need stronger advocacy voice. • Need to actively promote ridership (marketing) • Historic tendency to lose focus or over-commit. • Technology adoption mixed results
External (Attributes of the Environment)	**Opportunities** • The population is growing (slowly) • Untapped commuter market (Ann Arbor is job center) • New political support for more dense infill land development • New levels of political support and funding from State and Federal governments. • Strong community/voter support • May be able to diversify passenger markets. • Opportunity to advocate for favorable outside decisions. • Federal and state grants for capital projects • UM Master Plan • RTA may receive funding	**Threats/Challenges** • Car culture/suburbs still dominant • Prioritization of transit with available road space • Work-from-home trends reduce commuter market. • Low growth area (market share for growth) • Numerous societal priorities (environment, equity, housing, safety, etc.) demand attention • Costs: inflation, increased regulation, labor shortages • Revenue: limited to property taxes, lost fares, limited flexibility • Reliant on volatile political climate • Growing traffic congestion • Outside distractions/political priorities • RTA may jeopardize autonomy

B. PESTLE analysis

Awareness of external factors and their impact on the agency allows realistic planning. These factors include Political, Economic, Social, Technological, Legal/Governance and Environmental (PESTLE) and all directly or indirectly affect the operations of TheRide. Inflation, for example, has led to increased costs of operations and forced some fleet suppliers out of the market. Ongoing global conflicts may further exacerbate supply chains and resource availability. With more remote and hybrid options ridership is still not at pre-pandemic levels and this further reduces operational revenue. On the upside, the current federal government is pro-transit and is willing to fund environmentally friendly projects. With an election later in November 2024, priorities of the newly voted president may impact how financial decisions are made and more specifically impact transit and transit-oriented development.

With the introduction of Artificial Intelligence (AI) and increased technological advancement, ridership needs are changing as hybrid options and teleservices reduce the need to move. This also creates opportunities to learn how we can leverage technology to effectively market and advertise our services.

Below is a list of other external factors that affect TheRide's operations which were considered during this Business Planning process.

Table 3: PESTLE Analysis:

Political	• Current federal decisions have led to transit favorable actions. The 2024 election results may change how decisions are made at the federal level. • Federal regulations and FTA reviews promote safe, non-discriminatory, and financially responsible operations. • RTA prioritization has TheRide competing for resources with other agencies.
Economical	• Increased inflation has led to increased costs. • Federal funding for environmentally friendly transit projects has enabled TheRide to plan on transitioning to a zero-emissions fleet. • Ongoing global conflicts could impact supply chains, resource availability and influence overall economic stability. • The approved 2022 Millage provides funding for TheRide's operations.
Social	• AAATA has a positive public image. • Presence of pro and anti- development cultures in our communities. • There's disparity in demographics and income in Ypsilanti vs. Ann Arbor.
Technological	• The rise of AI and increased technological advancement may lead to increased online and hybrid options which may negatively impact ridership. • There are opportunities to advance customer experience and operational efficiency via technology platforms. • Remote and hybrid working requires increased and sustained cyber- security measures.
Legal / Governance	• AAATA complies with ADA and Title VI equitable accessibility requirements. • The Board sets governing policies that serve the interest of our Communities and compliance to these policies is monitored periodically. • AAATA is currently compliant with laws and regulations governing the transit industry. • Compliance requirements for federal funding are increasing and may increase administrative costs
Environmental	• The federal, state, and local communities are supportive of clean energy transit options. This makes it easier for TheRide to plan and implement environmentally sustainable projects. • Green energy technology and markets are not fully developed. • Green energy regulations, guideline and best practices are not yet fully developed.

C. GAP analysis Update

Comparing TheRide's current (SWOT analysis) and the desired end states (Ends policies) informs on gaps that exists. Actively seeking funding, implementing of the Long-Range Plan, effective marketing and advertising are some of the key mitigation steps that will be necessary in filling existing gaps.

Table 4: GAP Analysis Table

Desired End Policy	Current State	Gap	Mitigation
Increase Ridership *(Policy 1.0)* **Increase service frequency and connectivity** *(Policy 1.3)*	-Ridership is steadily increasing but fleet size limits how far ridership can grow.	-The garage is full and cannot accommodate additional fleet. -Untapped rider markets -Current bus frequency makes transit less favorable -Increase ridership by reaching regional markets	-Expand infrastructure (garage and terminals) -Increase transit frequency - Targeted marketing and advertising -Influence transit supportive developments and policies -Review regional park and ride options.
Equitable accessibility *(Policy 1.1)*	TheRide complies with all FTA equitable accessibility requirements, but desires to do better.	-Not all bus stops near sidewalks are accessible *(This was the main point that needed to be addressed per the Ends policy Monitoring Report)*	-Secure funding -Secure permits -Make bus stops near sidewalks accessible
Positively impact the environment *(Policy 1.2)*	-TheRide has a Fleet Transition Plan that will begin with a pilot project of two hydrogen buses.	-Under-developed green energy technology -Under-developed energy markets -Funding of the transition plan	-Beginning with a pilot project allows TheRide to understand it capacities and challenges as well as allow time for technology and markets to mature -Actively seek funding options
Increased customer satisfaction *(Policy 1.4)*	High Customer Satisfaction 92%	Although customer satisfaction is high, TheRide can continuously seek ways to improve.	-Quality checks and controls in all operational areas with the goal of continuous improvement.
Support and credibility in the Community *(Policy 1.5)*	TheRide enjoys support from our communities. Aug millage 2022 Passed.	N/A	N/A

D. Evaluating Potential Initiatives: Key Criteria

The Board's policies outline desired outcomes/goals and operational expectations. It is up to the CEO and staff to recommend initiatives, projects, and expenditures that will make progress in achieving the goals identified by the Board. Staff seek public and stakeholder input, as well as advice from the Board, as they develop these recommendations. To be effective stewards of resources, TheRide evaluates initiatives by considering questions such as:

1. **Goal Alignment:** Does the initiative help to advance the Board's desired outcomes (e.g., ridership growth; social, environmental, economic sustainability; customer satisfaction, etc.)? Is it in line with our values and business principles? Does it mesh with what we do, for whom and at what cost? Are we proactively advancing our own goals, or just reacting to outside demands/agenda? Is the idea more appropriate for another organization?

2. **Benefits & Viability:** What benefit does the proposal create and for whom? Has success been clearly defined, or will it be hard to determine? Is the proposal likely to reach its stated goals? Can it economically reach the scale our agency would need? How have similar ideas fared in the past?

3. **Cost-Effectiveness & Tradeoffs:** Are *realistic* assessments of lifecycle costs available? Is the benefit potentially worth the investment of limited resources? How important is this compared with our other needs? Can we afford it? Would approval create additional future precedents or costs?

4. **Risks:** Have risks such as financial, safety, liability, organization capacity, etc. been clearly and realistically identified? What risks does the initiative pose now or in the future? Are the risks acceptable? Could it create problematic precedents? Could it over-extend our limited resources? Are any risks being over or undervalued to influence the decision? Conversely, what is the risk of _not_ pursuing?

5. **Alternatives:** Are there other ways of achieving similar results with lower costs or risks? If options are too limited, can the assumptions be revisited to change the parameters?

6. **Capacity:** Does TheRide have the expertise or resources to pursue the initiative now or in the future? Are we over-extending our staff or financial resources?

7. **Sequence and Readiness:** How ready is the initiative to proceed? Do other steps logically need to come first? Is there a risk of proceeding too soon? What are the impacts of deferral?

Business Plan Questions & Answers

This section will be used to address questions asked in the Business Planning Process for ease of accessibility and transparency.

Q1. How does TheRide account for work happening in the community that has the potential to affect ridership?

TheRide exists to serve the community. TheRide works with community agencies to meet people where they are in order to simplify the use of services. Currently, there are 33 community agencies within the larger Ann-Arbor -Ypsilanti area and they have in the past facilitated the issuance of 46% of the Fare Deal cards. These local agencies include local clinics and hospitals, senior housing agencies, correction agencies, shelters, Department of Health and Human Services among others.

TheRide is also interested in partnering in the planning of **future** community developments. As noted in Projects 2, 18 and 30 of this Business Plan, TheRide is working on developing an advocacy agenda from which advocacy efforts will be clear moving forward. These agenda will be used to influence transit land use policies and development. TheRide is also participating and supporting ongoing community projects such as the A2 Comprehensive Plan, Downtown Development Authority (DDA) downtown circulation study, Michigan Department of Transportation (MDOT) Us-23 and M-17 studies.

Benchmarking with other agencies allows TheRide to identify potential opportunities for partnering with the communities to increase ridership. Project 6: Youth Ridership Exploration is a result of such work, and it includes staff working with local youth markets to identify opportunities where TheRide can support by providing transportation options or expanding on current provisions.

Q2. How do you compare your metrics to other agencies (for context)?

Every agency has different population densities, demographics, budgets, service types (rural vs. urban), land planning and developments etc., And therefore, it is not possible to have an apples-to-apples comparison of transit agencies. However, the Transit Cooperative Research Program, established by the Federal Transit Administration has developed a likeliness score that groups transit agencies based on the characteristics mentioned above and more for effective benchmarking purposes. Every year, TheRide compares its ridership, ridership per capita and its cost per rider with a national peer average which is made up of agencies nationwide that are most likely to have the same characteristics as TheRide. This information is updated annually in the National Transit Database, and a comparison of TheRide's performance and that of the national peer average calculated and provided to the Board every year. (Ends Report Monitoring).

FY2025 Budget Preview

Meeting: Board of Directors Meeting

Meeting Date: June 20, 2024

INFORMATION TYPE:	
Decision Preparation	
RECOMMENDED ACTION(S):	
Receive for information a preview of the operating and capital budget for FY2025.	
ALTERNATIVE OPTION(S):	
Financial planning and budgeting is legally required, required by Board policy, and essential; there is no prudent alternative.	
PRIOR RELEVANT BOARD ACTIONS & POLICIES	

- Governance Process: Policy 3.2.7 "…the Board has direct responsibility to create…approval of the annual budget developed and recommended by the CEO."
- Executive Limitation: Policy 2.4 Financial Planning/Budgeting

ISSUE SUMMARY:

This issue brief presents an initial preview of the FY2025 budget before a formal first draft will be presented to the Board in July. The preview budget is provided for initial discussion of budget assumptions early in the process and the numbers provided will change throughout the budget process. The budget preview also provides an overall context for budget preparation and highlights initial assumptions for revenues and expenses with significant impacts to the budget. Preliminary discussions in June, July and August will help ensure support for the recommended budget, which is to be presented for Board adoption in September. This information was presented to the Finance Committee on June 11, 2024.

BACKGROUND:

AAATA staff developed this preview FY2025 operating budget that furthers Board Ends within Executive Limitations and provides multi-year context. The Michigan Uniform Budgeting and Accounting Act of 1968 requires the Board to adopt a balanced operating budget by Board Resolution for our next fiscal year, which begins October 1. In addition, the Board needs to authorize a multi-year capital program for federal funding. A formal public hearing for the budget is required and will be held at the August 15th Board meeting. Final approval will be sought in September.

IMPACTS OF RECOMMENDED ACTION(S):

- Budgetary/Fiscal: Budget adoption is required by state law and Policies 2.4, 3.2.7.

1

• Social/Environmental: Provision of public transportation authorized by the budget is necessary to ensure achievement of social and environmental ends per Board policy. • Governance: The Board is responsible to approve the annual budget (Policy 3.2.7)
ATTACHMENTS:
1. FY2025 Budget Preview 2. FY2025 Budget Timeline

2

Attachment 1: FY2025 Budget Preview

Introduction

The FY2025 Operating and Capital Budget (the Budget) is the fiscal year's financial plan that supports activities to accomplish goals and objectives as defined in Board's Ends Policies and is aligned with TheRide's Corporate Business Plan. All policies and plans support the stated policy of providing public transportation options that contribute to the Ann Arbor-Ypsilanti Area's social, environmental, and economic vitality at a cost that demonstrates value and efficient stewardship of resources.

The Board's Ends are what the organization is committed to achieving. Executive Limitations are the operational and risk boundaries provided to the CEO, within which staff methods, decisions, and activities can be responsibly left to professional staff to lead and manage.

The Business Plan clarifies the strategic goals (Ends policies) and outlines how it will achieve them within a 5-year operating plan and a 10-year capital plan. The operating workplan is shorter to allow a detailed focus on day-to-day operational aspects and more specifically new service improvements.

Aligned with the Business Plan, the Budget provides funding to maintain transportation services to the communities we serve and provides for expansion of services, execution of the long-range plan and continuous process improvement. The Budget is a balanced budget that provides a plan for execution of the Board's Ends and the organization's highest priorities. Development of the Budget also considers impacts of economic and industry conditions and the impact on financial and operational plans. Financial assumptions are reasonably conservative and are provided in the context of our approach to addressing opportunities and risks for the current year and a five-year projection. The Budget supports the priorities and initiatives represented in the Business Plan.

Initial FY2025 Budget reviews and drafts provide assumptions of revenues and expenses needed to maintain current service levels (a base budget). The Budget Preview does not include funding for new initiatives as decisions about priorities are still being evaluated. Approved initiatives will be recommended in the context of organizational priorities, available resources, and in the context of the Business Plan, as determined by staff evaluation and in consideration of Board discussions. Additional initiatives may be incorporated into future drafts of the budget, as funding allows.

Budget Overview

At this point of the budget development stage, staff are analyzing departmental budget requests and initial assumptions of the operating budget; this Budget Preview discussion will be limited to information related to the operating budget. The Capital Budget development begins in mid-June and will be introduced for discussions beginning in July.

The budget will be balanced and provide funding to execute TheRide's highest priorities.

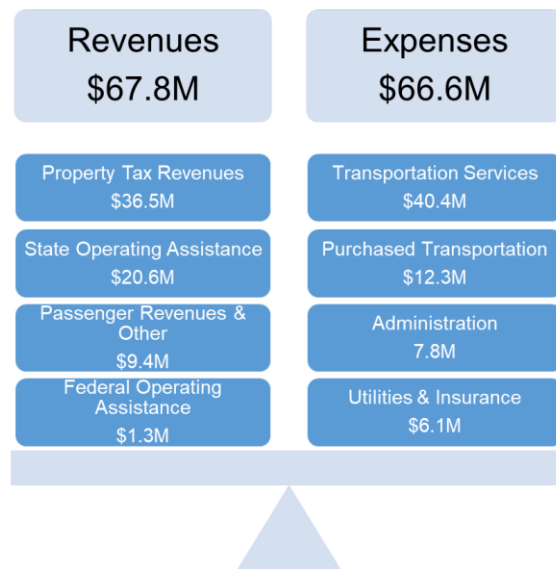**Initial Budget Highlights and Assumptions**

3

The Budget Preview provides reasonably conservative assumptions to maintain current services and incorporates funding for service expansions approved by voters on August 2, 2022. Updated assumptions and funding for additional initiatives will be incorporated as the budget process continues.

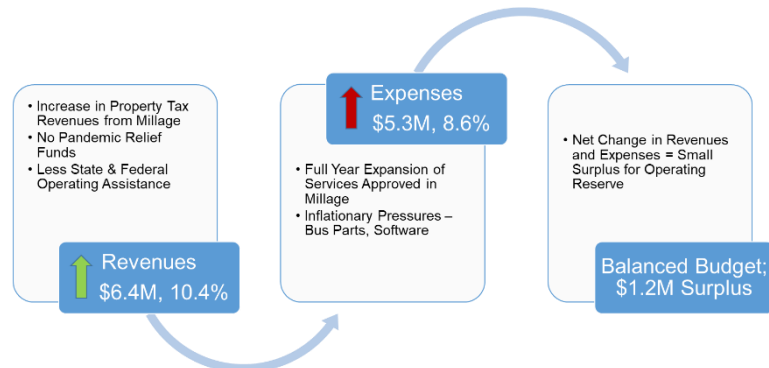Key assumptions in the initial operating budget include:

- Operating full-service levels
- First full year impact of the new millage approved in 2022:
  - Increase in Property Tax Revenues
  - Increase in Operations Expenses
- No available funding from Pandemic Relief Funds; fully expended in FY2024
- Anticipates no fare changes
- Assumes no major increases in ridership
- Eliminates any reliance on capital funding for operations

The budget is "balanced" if revenues are equal to or exceed expenses. For FY2025, initial budget projections result in a balanced budget, with a small surplus of $1.2 million.

The figure to the right provides an early glimpse of key revenues and expenses of the budget. Budget assumptions are still being reviewed and these numbers will change as the process evolves. However, primary sources of funding and expenditures are not anticipated to change dramatically. Direct funding for transportation services is expected to continue to be approximately 80 percent of total operating expenses.

| Revenues $67.8M	Expenses $66.6M
Property Tax Revenues $36.5M	Transportation Services $40.4M
State Operating Assistance $20.6M	Purchased Transportation $12.3M
Passenger Revenues & Other $9.4M	Administration 7.8M
Federal Operating Assistance $1.3M	Utilities & Insurance $6.1M

The overall expense budget is currently estimated to be approximately 8.6% higher than FY2024 due to the assumptions described above. The figure below provides a summary of key factors impacting budget changes from FY2024 to FY2025.

Increases in revenues and expenses are consistent with projections associated with planned millage increases for property taxes and expansions of services.

- Increase in Property Tax Revenues from Millage
- No Pandemic Relief Funds
- Less State & Federal Operating Assistance

↑ Revenues $6.4M, 10.4%

↑ Expenses $5.3M, 8.6%
- Full Year Expansion of Services Approved in Millage
- Inflationary Pressures – Bus Parts, Software

- Net Change in Revenues and Expenses = Small Surplus for Operating Reserve

Balanced Budget; $1.2M Surplus

The budget will be updated as staff recommendations are finalized, and additional information will be provided to the Board in accordance with the budget timeline. The outlook for the budget is stable, and is supported by the existing millage, in place until 2028.

4

Attachment 2: FY2025 Budget Timeline

<u>Figure 1: Budget Timeline</u>
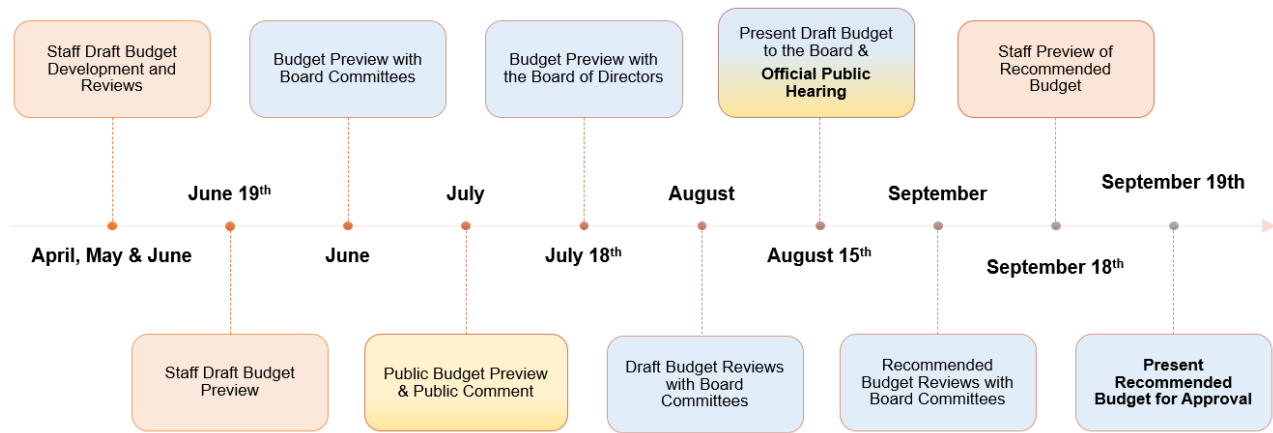
1. Budget Preview: Board of Directors Meeting, July 18, 2024

An early draft of the budget and multi-year forecast will introduce the strategic context and assumptions used in budgeting and financial planning.

2. Public Input Period: July 18, 2024—September 19, 2024

Federal regulations require a 30-day review and public input period for AAATA's capital program using Federal funds. Both the capital program and the operating budget will be available for public review and input starting July 18th, through budget adoption on September 19th.

3. Draft Budget Introduction: Board of Directors Meeting, August 15, 2024

The Board's budget inputs continue, and discussion will commence upon introduction of a draft budget by staff at Board Committees and the monthly Board of Directors meeting.

4. Public Hearing: Board of Directors Meeting, August 15, 2024

As required by state law, meaningful public input to the budget will be obtained through an official public hearing to run concurrent with the Board of Directors meeting.

5. Board Adoption: September 19, 2024

Adoption of the FY2025 Operating and Capital Budget is required before any expenditures may be incurred on October 1, the first day of the new fiscal year.

5

Draft Advocacy Agenda

Meeting: Board of Directors

Meeting Date: June 20, 2024

INFORMATION TYPE
Other

RECOMMENDED ACTION(S)
Review of the information, provide feedback.

PRIOR RELEVANT BOARD ACTIONS & POLICIES
Board has delegated Means such as advocacy to the CEO (policy 4.3.3) and safeguarded the agency's public image and credibility (policy 2.7.5).

ISSUE SUMMARY
As TheRide builds a new institutional-scale advocacy program, it is important to have a proactive and clear list of outcomes we wish to achieve. The annual Advocacy Agenda serves as a list of the outside decisions TheRide wants to influence, as well as why and how. The Advocacy Agenda aims to help drive changes that will lead to increased ridership, alongside new marketing and PR efforts*.   The proposed draft Agenda (v.1 attached) aims to expand funding opportunities, advance TheRide projects, and shape favorable policies and regulations. These goals will be advanced chiefly through educating decision makers, building proactive relationships, partnerships and coalitions; working through trade associations, and publicly or privately supporting/opposing proposals or legislation.   <u>The CEO is seeking feedback from board members on the first draft of this initial Agenda.</u> The CEO sees important roles for staff and board members in this evolving program, and it will be also important to define roles and responsibilities to ensure well-organized, consistent, and effective advocacy efforts (attached).

BACKGROUND

As outlined fully in the attachments, TheRide advocacy agenda/platform four key areas, each with numerous sub goals and an evolving set of tactics. Examples include:

1. **Funding**
   - Secure voter approval for future millages.
   - Expand state operating support and funding for major projects via the Michigan Public Transit Association.
   - Expand federal funding through the American Public Transit Association, etc.

- Support federal and state grant applications through education.

2. **Major Projects/Policy Initiatives**
   - Help secure land/rights-of-way for future bus terminals (YTC & BTC), garages, and bus lanes.
   - Support regional and multi-agency projects and initiatives by cultivating partnerships.

3. **Transit-Supportive Outside Policies**
   - Promote a Vehicle Miles Traveled (VMT) Tax to replace the gas tax.
   - Support higher vehicle registrations fees, toll roads, and eliminate financial incentives for cars.
   - Oppose policies that would be detrimental to transit, such as road widening, when appropriate.
   - Directly advocate for higher density development along high-frequency bus corridors.

4. **Deregulation**
- Work towards speeding the delivery of public transit projects.

Finally, we should note that we are being very selective in setting goals and tactics. Staff proactively select objectives based on their contribution to the long-term achievement of the Board's strategic goals (Ends), as well as with ROI and risk assessments. TheRide will not take a position on every public matter. Staff will generally not recommend leveraging the agency's credibility to advocate for issues beyond the core mission of the agency or Board policy goals. Timelines are fluid.

Advocacy is directed towards outside institutions, while PR is directed at the public, and marketing is directed at customers.

IMPACTS OF RECOMMENDED ACTION(S)
• Budgetary/Fiscal: Advance policy goals
• Social: Advance policy goals
• Environmental: Advance policy goals
• Governance: Clarity of roles

ATTACHMENTS
1. Advocacy Agenda/Platform Table (v.1)
2. Staff and Board Member Roles

2024 Advocacy Agenda v.1 (Draft for Discussion)

Opportunity	Outcome (Indicator)	Audience	Tactics	Timeframe	Board Member Roles
1. Funding (Local, Regional, State, Federal)					
a. Increase Local Funding via Millages	- Public support & successful millage vote in 2027	- Local voters in member municipalities - Grassroots groups	- Deliver 2022 promises - Publicize successes - Expand PR activities (social media, local events, etc) - Millage education campaign	2027 and every five years thereafter	- Strategy/Feedback - Deputized Agent - Spontaneous/Personal
	- Endorsements for millage	- Local elected leaders	- Highlight community needs and benefits - Demonstrate commitment to delivering results - Grassroots support	2027 and every five years thereafter	- Strategy/Feedback - Deputized Agent - Spontaneous/Personal
b. Maintain and Expand State Funding for Transit	- More funding (LBO, state budget) - Win competitive state grants	- Legislature, Governor, MDOT	- Work through trade association, MPTA - Direct AAATA advocacy - Educate elected officals, MDOT -Publicly or Privately support/oppose specific legislation	Every annual budget	- Strategy/Feedback - Deputized Agent - Spontaneous/Personal
c. Maintain and Expand Federal Funding for Transit	- Increase total amount of money for transit in Transportation Reauthroization Legislation, others bills	- Congress, Elected officials, Staff	- Work through federal trade associations: APTA, The Bus Coalition - Educate elected officials -Publicly or Privately support/oppose specific legsilation	2026 and every five years thereafter	- Strategy/Feedback - Deputized Agent - Spontaneous/Personal
	- Political support for competitive federal grants, earmarks	- FTA, Congress, Elected officials, Staff, local officials and influencers	- Develop support for LRP projects (garage, BRT, ZEB, etc.) - Build local support (Councils, Reps, institutions, etc.) - Educate federal officals, FTA	Annually, as needed	- Strategy/Feedback - Deputized Agent - Spontaneous/Personal
e. Encourage & Champion Regional Plans and Initiatives	- Develop support for multi-agency projects - Success tapping 'regional' grants (new funding)	- Nearby transit partners, State Administrators, local officials and influencers	- Champion multi-jurisdictional projects in the region. - Identify 'regional' projects and partners (e.g. PnR, BRT) - Building coalitions, joint applications -Publicly or Privately support/oppose specific proposals	Ongoing, annual grants	- Strategy/Feedback - Deputized Agent - Spontaneous/Personal
	- Influence RTA decisions	- RTA, Wastenaw-appointed Representatives	- Increased communication with Wash Co RTA reps - Ask RTA to reconsider commuter rail plans for Washtenaw County - Maintain TheRide's autonomy	Ongoing, RTA millage possible in even years.	- Strategy/Feedback - Deputized Agent - Spontaneous/Personal
2. Major Projects					
a. Aquire Land and Right-of-Way for Transit Infrastructure	- In Ann Arbor: Access to Y Lot for transit. One additional bus lane	- Ann Arbor Housing Commission, Ann Arbor City Council	- Engage in planning efforts - Provide some funding - Work with DDA for related 4th Ave bus bays	2024-2026	-Strategy/Feedback -Deputized Agent -Spontaneous/Personal
	- In Ypsilanti: Consolidate land for YTC. Aquire land from City of Ypsilanti	- City of Ypsilanti Council, Staff	- Engage in conversations and planning efforts - Public outreach and community feedback	2024-2025	-Strategy/Feedback -Deputized Agent -Spontaneous/Personal
	- Public/Political support for land for new garage (location TBD)	- Municipalities, FTA, MDOT, AAATA Staff	TBD	TBD	TBD
	- Public/Political support for bus lanes and other priority measures on Wash Ave for BRT	- MDOT, Ann Arbor, Ypsilanti, Ypsi Twp, Pittsfeild Twp, Road Commission, Businesses	TBD	TBD	TBD
b. Improve Quality of Transit Service (Faster, better OTP, less disruptions, etc)	- Less disruptions from roadwork & detours - Public/Political support for local bus lanes & other transit-priority measures - Public/Political support for Bus-on-Shoulder freeway operations - Emergent Opportunities	- Ann Arbor City Council, Ann Arbor City staff, City of Ypsilanti Council, Staff, UM, MDOT	- Build relationships & coordinate with UM and other stakeholders - Partnerships and coalitions - See support from Ann Arbor Transporation Commission, councils, etc - Pilot projects, proof-of-concepts, etc. - Engage with road authorities in planning	Ongoing	-Strategy/Feedback -Deputized Agent -Spontaneous/Personal
3. Transit Supportive Outside Policies					
a. Eliminate Financial Incentives for Cars	- Replace gas taxes with VMT taxes (transit bus exemption) - Higher registration fees, toll roads, etc. - Less parking, more paid parking - No road widening only for capacity	- State Legislature, Congress, Municipalities, Staffs, Coalition partners	-Publicly or Privately support/oppose specific legislation - Create AAATA policy handouts for elected leaders, noting bus exemption for the VMT tax. - Support ongoing efforts at the state and federal level. - Educating elected officials, public (op-ed, LTE)	Ongoing	-Strategy/Feedback -Deputized Agent -Spontaneous/Personal
b. Encourage Transit-Supportive Land Development	- Pedestrian improvements throughout fixed-route service area - Higher densities, mixed-uses, less free parking along high-frequency bus corridors (Wash Ave, Plymouth, Huron, State, Main, Packard) - Enabling zoning and regulations. Actual development.	- The public, adjacent land owners/residents - Ann Arbor: Commissions, staff, Council - Ypsilanti City Council, Ypsi & Pittsfield Twps Boards of Trustees - DDA's, Road Commission, MDOT, Developers	- Develop recommended regulatory frameworks (education/ think tank) - Promote regulatory changes (eg infill, TOD zoning, etc) - Educate elected officials and staff -Publicly or Privately support/oppose specific proposals	Ongoing	-Strategy/Feedback -Deputized Agent -Spontaneous/Personal
c. Improve Roadway/Infrastruture Planning	- Public/Political support for bus lanes and priority measures - Favorable roadway/infrastructure plans (bus priority) - Reduce road construction impact, less delays for customers	- Municipalities, MDOT, Road Commission, RTA, SEMCOG	- Create AAATA guidelines (education) - Educate elected officials and staff -Publicly or Privately support/oppose specific proposals - Speak at public meetings in favor	Ongoing	-Strategy/Feedback -Deputized Agent -Spontaneous/Personal
4. Deregulation (aka Permitting Reform)					
a. Remove Burdensome Requirements	- Lower costs, faster project delivery - For example, eliminate NEPA requirements for bus pads	- State legislature, Congress	- Educate elected leaders, proponents - Building stakeholder coalitions -Publicly or Privately support/oppose specific proposals	Ongoing	-Strategy/Feedback -Deputized Agent -Spontaneous/Personal

Attachment 2: Agency Advocacy and Individual Board Members

An effective, large-scale advocacy program must be well-organized and consistent. As the CEO and staff build an institutional-scale advocacy/PR program, they will[1] control outgoing messaging to maximize its impact and minimize chances for distractions. The agency cannot go off-message or appear to send mixed signals. This is especially true for projects that require long incubation periods, such as infrastructure investments. The need for consistency means that *everyone* speaking for the agency must be saying roughly the same things, and individuals may not always be able to express their personal opinion.

We also want to trial an approach to authorizing board members to help advance the agency's agenda, while remaining in compliance with Policy Governance and not inadvertently blurring board/CEO roles.

Proposed Approach

We see three levels of personal involvement board members could have:

1. **Provide Feedback on Goals & Tactics** – As with other operational plans, the CEO and staff are responsible for developing and implementing an advocacy agenda, also called a platform. This includes identifying goals and suitable tactics. This plan must advance the Board's strategic goals (Ends) and comply with all Executive Limitations policies.

    As with similar plans, the CEO would like to ask for advice from the Board and individual board members. This will formally occur once a year during board meetings. The CEO is open to advice throughout the year. The CEO has authority to finalize the annual platform and agenda.

Beyond discussion regarding the platform, there are two additional ways board members can help to implement the agenda if they are so inclined:

2. **Deputized Spokesperson** –While the CEO and Manager of PACE are the official spokespeople, sometimes having a board member participating or taking a lead role is advantageous. Staff will watch for these opportunities and will ask appropriate board members if they would like to participate. Examples for possible roles could include:
    *   Speaking at city council meetings (typically as introducers and board reps, not subject matter experts)
    *   Traveling to DC or Lansing for meetings with elected representatives
    *   Speakers' bureaus
    *   Attestations/Quotes in published material

    These formal opportunities are prepared in advance and are more scripted. Staff will provide board members with preparation, speaking notes, etc, and will usually attend the event with the member.

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[1] Advocacy activities are an operational Means and are delegated to the CEO (policy 4.3.3). Policy 2.7.5 requires the CEO not to endanger the agency's public image or credibility. Otherwise, there are no requirements for, or limitations on, advocacy.

3. **Spontaneous and/or Personal** - Some board members may wish to contribute to advancing the agenda in a more personal and/or spontaneous manner. This can help reach key audiences and could include self-identified opportunities like:

- Speaking at public comment periods, meetings, social engagements, or engaging on-line while identifying themselves as AAATA Board member. (Members can say anything they like as a private individual).
- In private conversations, such as with community leaders or acquaintances.
- Helping to facilitate communications between staff and outside stakeholders.

These personal activities can help the agency when: members follow the agency's platform, avoid implying any commitments, add value, and communicate/coordinate with staff as appropriate. Individual members should always remember that they cannot speak for the Board or the CEO. They should work to ensure they understand the material enough to use it. They are encouraged to ask staff for assistance/support.

Individuals using this approach should remember that staff are building a new, larger PR function, and board members are only one piece. Our collective goal is to create an effective advocacy program, not personal fulfillment. We cannot have staff and board members inadvertently undermining each other due to lack of coordination, and the CEO remains the ultimate authority. To reduce the risk of working at cross purposes, we ask members not to deviate from the official platform or start organized groups or campaigns. We also ask them to try to avoid speaking to the media (as certain staff are trained and designated as media reps and official spokespeople). It is incumbent on members to let staff know their plans and intentions.

With the Board linking with Owners at the same time staff is conducting advocacy work, we will certainly be speaking with many of the same people. They will not neatly separate their comments into Owners values and comments on operational Means. It will be up to us to share the information appropriate to our respective roles, so that both groups are successful.

If successful, this approach can increase the number of informed agents acting to successfully advance the agency's agenda. Advocating comes with the risks of a higher public profile, and Board members are not required to participate. By outlining roles and expectations, we hope this approach gives members more confidence to know how they can assist in these matters.

FY2024 Q2 Service Report

Service Committee Meeting Date: June 4, 2024

Board Meeting Date: June 20, 2024

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 Dec, March, June, Sept

ISSUE SUMMARY

In accordance with the Board's Policy Manual, I present the Quarterly Satisfaction and Service Report for the second quarter of 2024. 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, A-Ride/Paratransit, VanRide, and FlexRide services.

The impact of the COVID-19 Emergency, which emerged in the latter part of Q2 of FY2020, has significantly influenced the collection and reporting of data. Therefore, the comparison of Q2 figures from FY2024 with those of FY2019 serves as a benchmark to gauge performance metrics in a pre-pandemic context. Moreover, juxtaposing the data between Q2 of FY2024 and Q2 of FY2023 provides valuable insights into our journey through the pandemic and subsequent stages of recovery. This analysis allows us to discern the trajectory of progress amid the evolving landscape of these challenging times.

The data from Q2 of FY2024 illustrates a system that is experiencing growth in ridership. This quarter's data is being compared to the second quarter of previous periods when the pandemic significantly reduced ridership. Nationally, the resurgence of public transit usage has been slow as remote work continues to shape post-pandemic work culture. We are still making pullout and are on track to meet future service needs, further supporting our community and service demands.

Readers should note, numbers reported at the end of the quarter have undergone validation and confirmation required through the NTD process. Some numbers were quarterly estimates based on reported financial and operating data. Historic numbers presented in this document have been updated to reflect the validated data submitted to NTD.

ATTACHMENTS

1. Highlights Brief
2. FY 2023 Q4 Service Report

Fixed Route

Fixed Route Measure	FY 2024 Q1	FY 2024 Q2	FY 2024 Q3	FY 2024 Q4	Q2 20 - Q2 24	Q2 21 - Q2 24	Q2 22 - Q2 24	Q2 23 - Q2 24
Revenue Miles	873,224	881,700			6%	58%	10%	0%
Revenue Hours	67,800	68,416			-1%	45%	9%	1%
Operational Cost	$9,597,310	9,388,530			12%	34%	8%	-8%
Boardings	1,205,355	1,201,786			-13%	244%	50%	5%
Boardings/Revenue Hour	17.8	17.6			-12%	128%	38%	4%
Cost/Revenue Hour	$141.55	$137.23			13%	-10%	-1%	-9%
Cost/Boarding	$7.96	$7.81			29%	-61%	-28%	-13%
Preventable Accidents Injury/100,000 miles	1.0	1.5			NA	-56%	9%	55%
On-time Performance	83%	86%			NA	10%	NA	NA
Percent of Passengers on an On-time Bus	NA	NA			NA	NA	NA	NA
Avg Miles Between Road Calls	28,754	32,862			-12%	-42%	43%	22%
Average Age of Fleet	7.52	8			29%	25%	6%	25%
Complaints/100,000 Boardings	1.2	1.2			4%	-66%	-33%	-35%
Compliments/100,000 Boardings	1.3	3.4			26%	32%	44%	-11%

☑ **Avg Miles Between Road Calls** shows a 14% increase in reliability when compared to Q1 of '24

⬆ **On-time Performance** compared to Q1 shows a 3% increase

⬇ **Complaints per 100,000 Boardings** for Fixed Route is down 35% compared to Q2 of '23

Boardings Compared

Q2 of 2024 compared to Q2 of 2023 saw a 5% rise in ridership for TheRIde

Boardings Q2 2024	1,201,786
Boardings Q2 2023	1,151,926
DIFFERENCE	**49,860**

Fixed Route Ridership Comparison

Fixed Route Ridership Over Time

1,387,503

1,201,786

20Q2 20Q3 20Q4 21Q1 21Q2 21Q3 21Q4 22Q1 22Q2 22Q3 22Q4 23Q1 23Q2 23Q3 23Q4 24Q1 24Q2
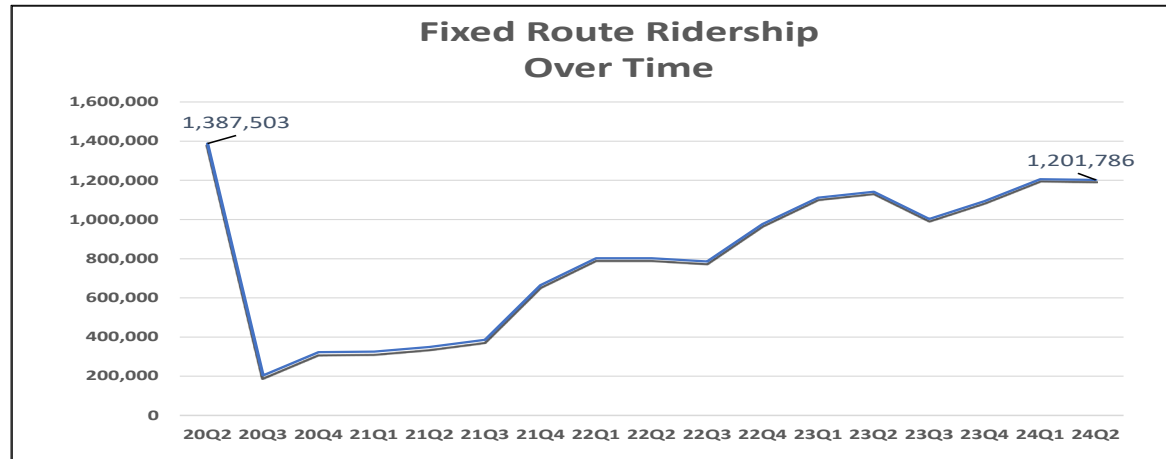
Fixed Route Cost Per Boarding

Cost/Boarding

$37.76

$21.92 $20.73 $20.00 $20.54

$11.64 $11.82 $10.83 $11.92 $10.19 $8.21 $8.62 $10.38 $9.55 $7.96 $7.81

$6.09

20Q2 20Q3 20Q4 21Q1 21Q2 21Q3 21Q4 22Q1 22Q2 22Q3 22Q4 23Q1 23Q2 23Q3 23Q4 24Q1 24Q2

![TheRide - Ann Arbor Area Transportation Authority]

Operations Report

For the Period Ended March 31, 2024

Q2 Service Report

(MV) Aride / ParaTransit

MV - ARide/ParaTransit Measure	FY 2024 Q1	FY 2024 Q2	FY 2024 Q3	FY 2024 Q4	Q2 20 - Q2 24	Q2 21 - Q2 24	Q2 22 - Q2 24	Q2 23 - Q2 24
Revenue Miles	177,008	198,620.00			22%	66%	26%	9%
Revenue Hours	13401.30	13,916.20			-29%	45%	25%	14%
Operational Cost	$1,577,640	$1,193,382			9%	0%	8%	-44%
Senior Trips	307	330			-86%	NA	400%	41%
Total ADA Trips	20,914	22,127			-10%	45%	31%	11%
Cost/Revenue Hour	$82.80	$85.75			54%	-31%	-14%	-50%
Boardings/Revenue Hour	1.50	1.61			30%	1%	6%	-2%
Cost/Boarding	$54.27	$53.93			20%	-31%	-18%	-1%
Ontime Performance with 30 Minute Service Window	98%	98%			2%	1%	1%	3%
Complaints/100,000	12.0	11			817%	180%	-83%	-87%
Compliments/100,000	0.00	2			NA	-98%	-97%	-98%
ADA Service Denials/ADA Boardings	0	0			-100%	NA	-100%	-100%

(MV) Aride Ridership Cost Per Boarding
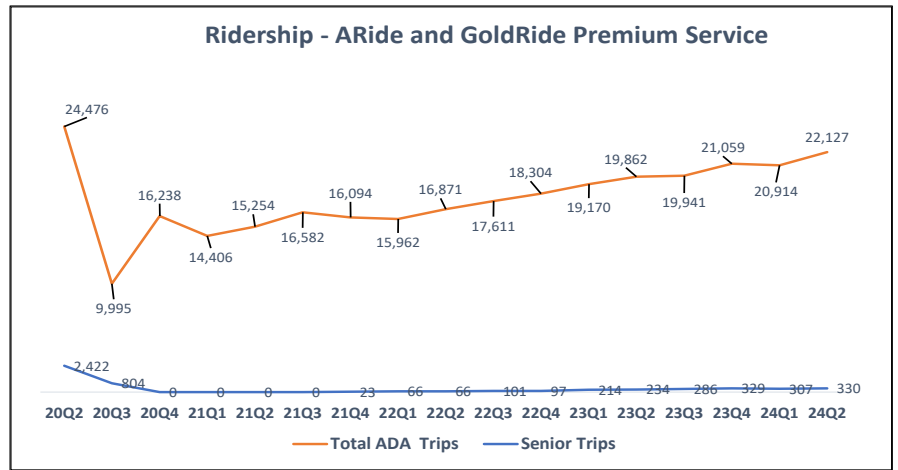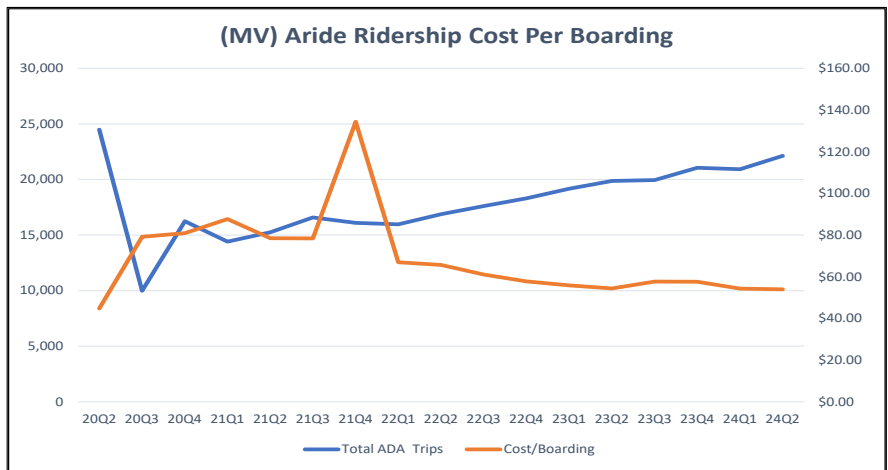
(MV) Aride Ridership Cost Per Boarding

Ridership - ARide and GoldRide Premium Service

![TheRide logo] **TheRide**
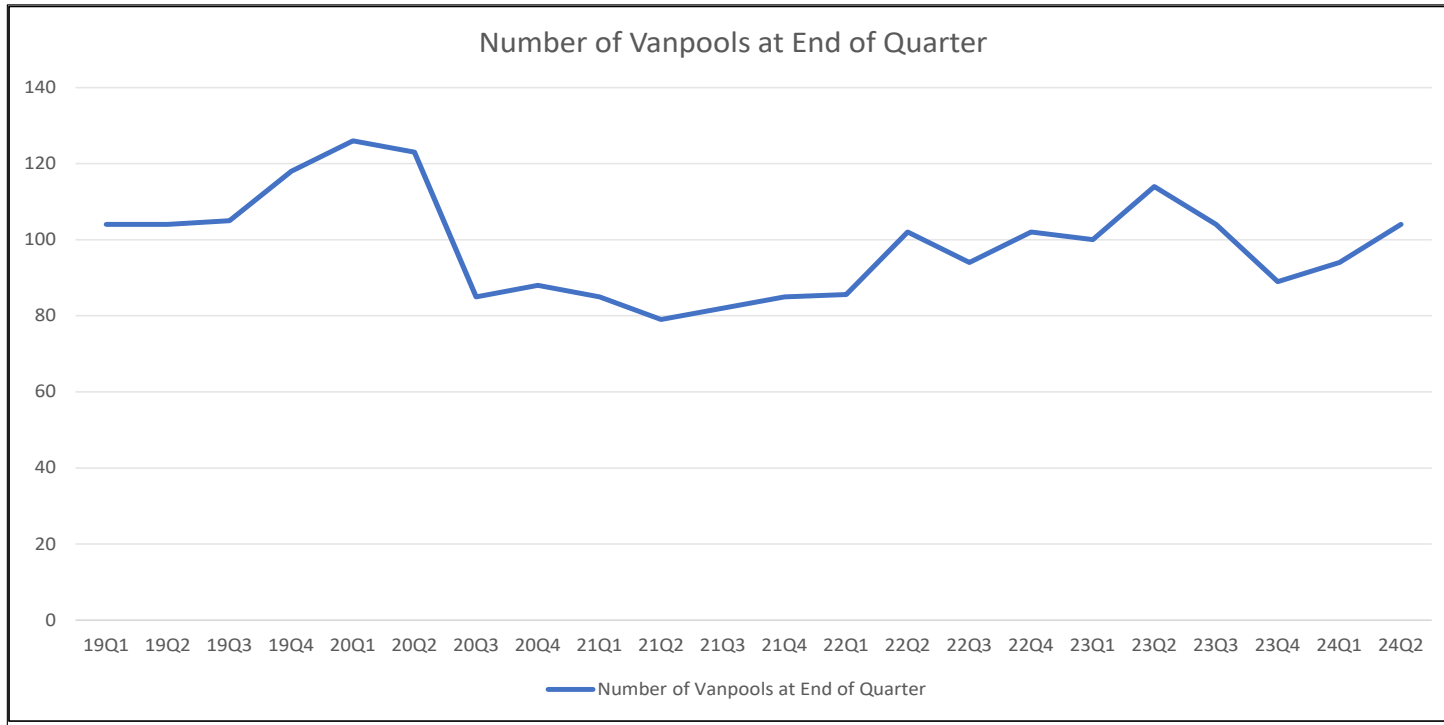Ann Arbor Area Transportation Authority

Operations Report

For the Period Ended March 31, 2024

Q2 Service Report

Vanpool

VanPool Measure	FY 2024 Q1	FY 2024 Q2	FY 2024 Q3	FY 2024 Q4	Q2 20 - Q2 24	Q2 21 - Q2 24	Q2 22 - Q2 24	Q2 23 - Q2 24
Number of Vanpools at End of Quarter	94	104			-15%	32%	2%	-9%
Number of Rider Trips Taken	42,590	46,860			-27%	35%	32%	17%
Avg Fuel Cost to Rider	$64.50	$58.87			111%	46%	-9%	-4%
Avg Monthly Rider Miles	160,701	178,106			16639%	13675%	25%	17%
Federal Subsidy/Rider Trip	$3.68	$3.58			17%	-7%	-23%	-10%
Rider Miles/Gallon	18.07	27.24			-69%	-66%	49%	8%

Number of Vanpools at End of Quarter

Operations Report

For the Period Ended March 31, 2024

FlexRide

Golden - FlexRide Measure	FY 2024 Q1	FY 2024 Q2	FY 2024 Q3	FY 2024 Q4	Q2 20 - Q2 24	Q2 21 - Q2 24	Q2 22 - Q2 24	Q2 23 - Q2 24
Operational Cost (Contractor)	$217,978	$159,079			91%	-9%	-55%	-9%
Trips - East Service Area	2,173	2,219			123%	-35%	-5%	-35%
Trips - West Service Area	1,037	1,045			-54%	-22%	-39%	-22%
FlexRide - Late Night	2,555	2,490			NA	NA	-10%	NA
Cost/Boarding	$67.91	$48.74			89%	34%	-44%	34%
Complaints	3	1			NA	NA	NA	NA
Compliments	0	0			NA	NA	NA	NA
Denials East	8	8			NA	NA	-27%	-27%
Denials West	0	5			NA	NA	-17%	-17%
Denials Late Night/Holiday	26	24			NA	NA	14%	14%
Boardings	5,765	5,754			NA	NA	-15%	-15%
Trip Denials	34	32			NA	NA	-16%	-16%

Data for Q1 of FY23 is unavailable as it was not reqeusted or measured until Q2 of FY23
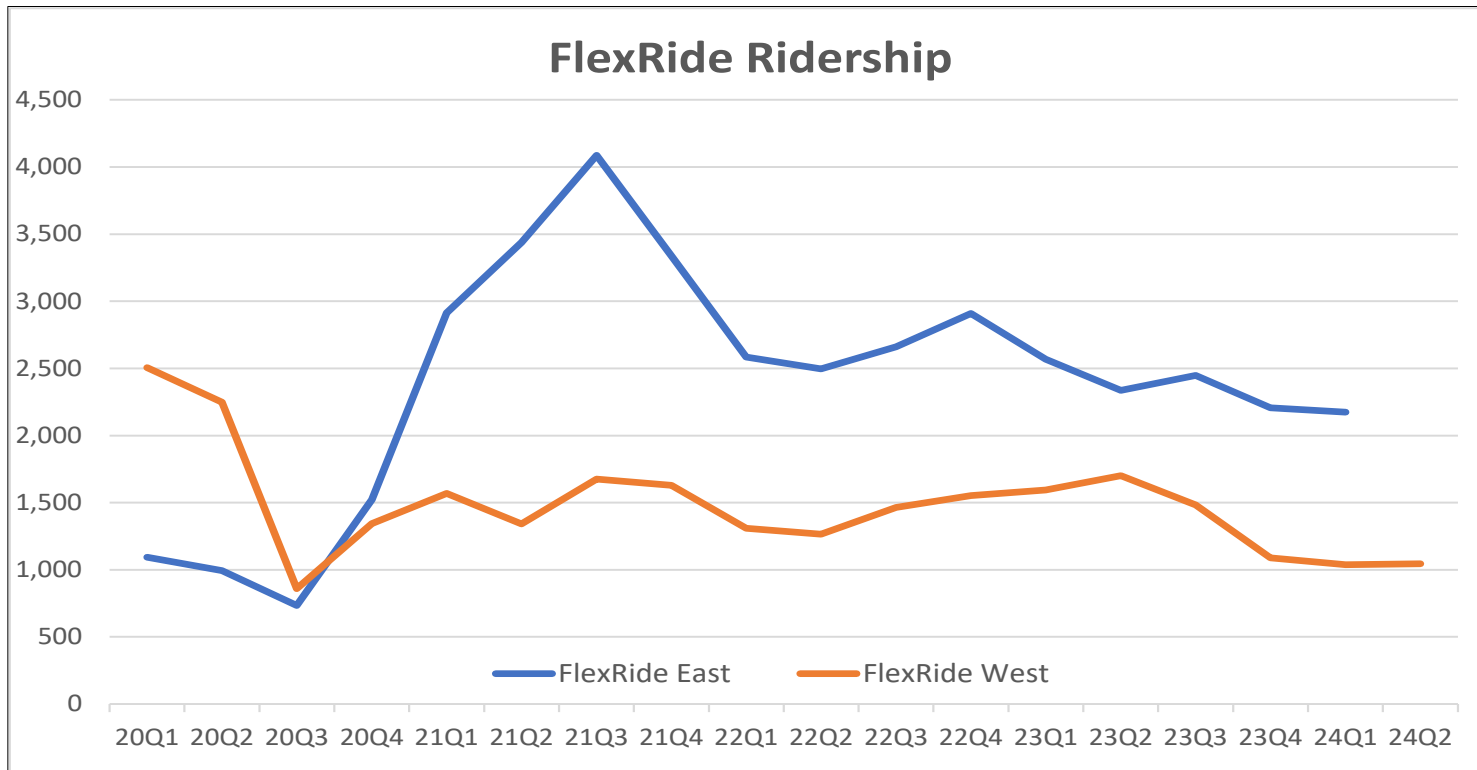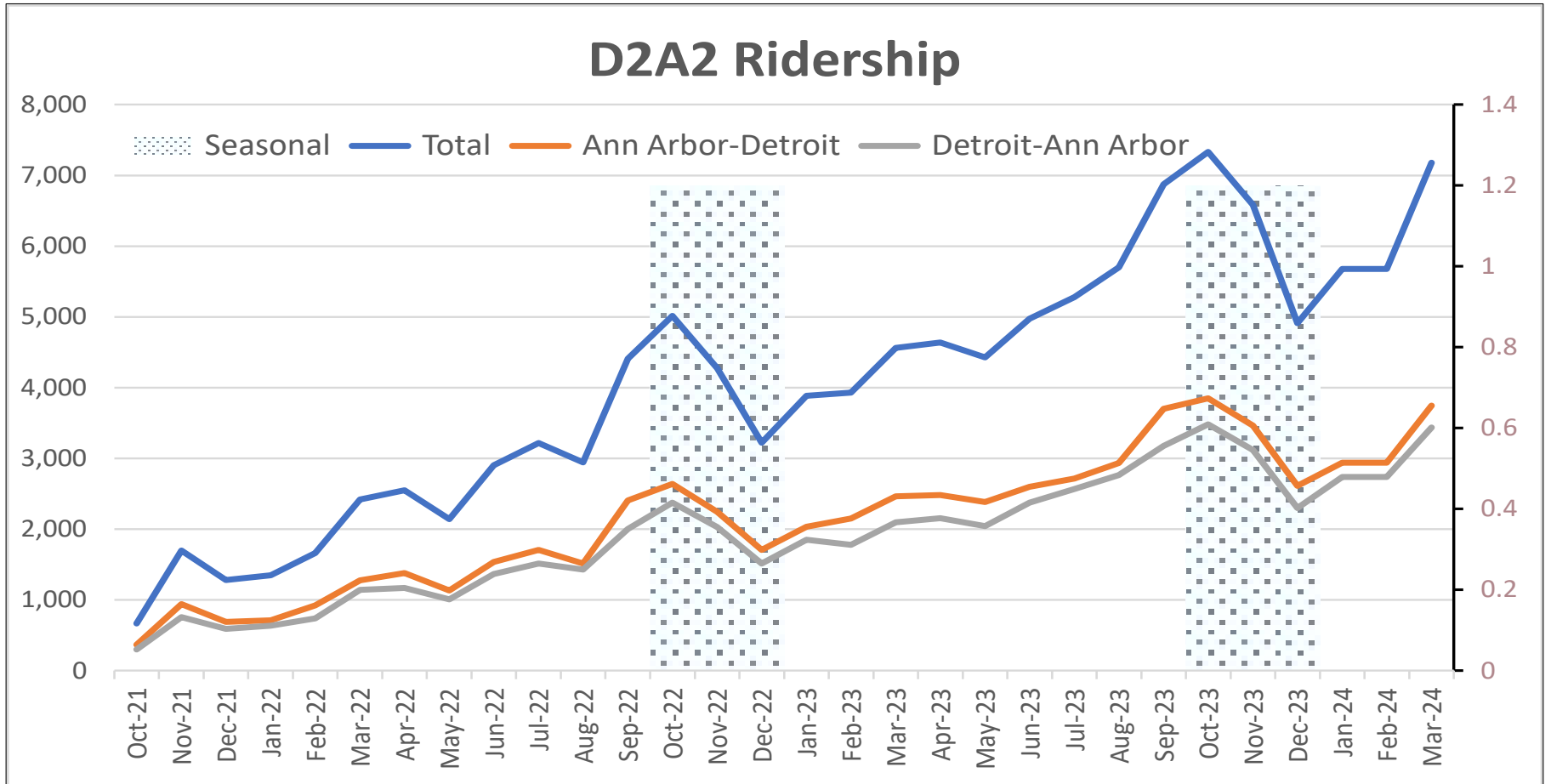
FlexRide Ridership

Operations Report

For the Period Ended March 31, 2024

D2A2

D2A2 Ridership

![TheRide logo] **TheRide**
Ann Arbor Area Transportation Authority

Operations Report

For the Period Ended March 31, 2024

Q2 Service Report

Fixed Route On-Time Performance Trend

Fixed Route On-Time Performance

Month	On-Time Performance
Jul-23	78.2
Aug-23	74.8
Sep-23	75.7
Oct-23	81
Nov-23	81.8
Dec-23	87.3
Jan-24	85.3
Feb-24	87.8
Mar-24	84.34
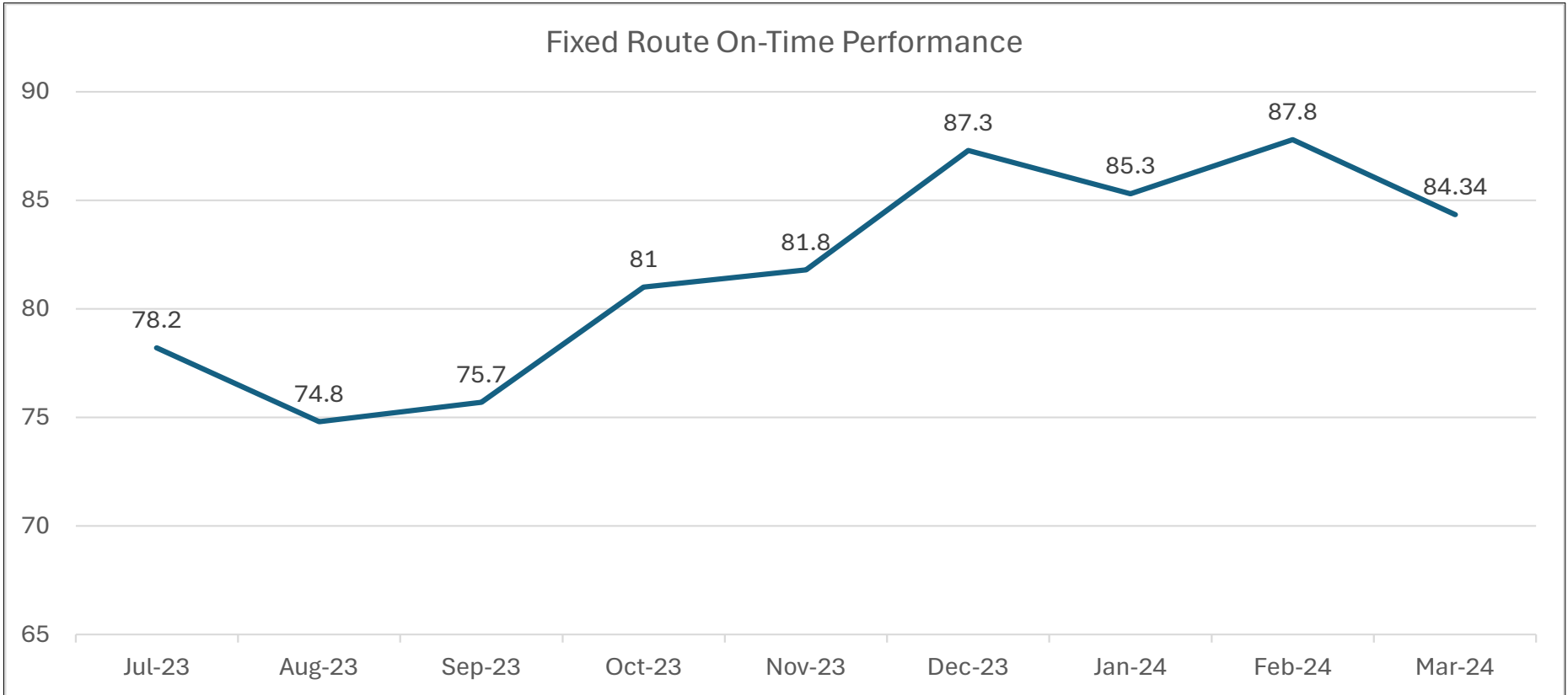
CEO Report

Meeting: Board of Directors

Meeting Date: June 20, 2024

INFORMATION TYPE

Other

LEGISLATIVE UPDATES

ANNUAL STATE BUDGET
At the state level, conversations relating to the budget remain ongoing. It is likely that the full budget will be passed later in June or July. TheRide is working through the Michigan Public Transit Association (MPTA) to advocate that the state operating funding for transit (LBO) be increased. This appears likely as of June 14.

STATE SOAR FUNDING FOR TRANSIT
On June 4th, testimony was taken on HB5768-5770, SB559 and SB662. These bills are intended to reform the Strategic Outreach and Reform Fund (SOAR) and redirect some of the funds to go towards economic development, including $200m annually for transportation that would be administered through a newly created authority within MDOT. Some of the funds would be required to go to Local Bus Operating (LBO) while the remaining funds would be used as a competitive grant program. If approved, this would be a historically large investment in public transit.

The bills were passed out of the House Committee on Economic Development and Small Business on June 11th (AAATA submitted a card of support) and await a full vote on the Michigan House floor. As of June 14th, the future of this proposal is highly uncertain.

LONG-RANGE PLAN STATUS UPDATES

YPSILANTI TRANSIT CENTER PLANNING
Public engagement for the YTC reconstruction project ran from April 22 through May 24, 2024, aiming to educate the public about the project and gather feedback on the site concepts. The AAATA team, working with the City of Ypsilanti, developed three feasible concepts that can accommodate a larger transit center while also improving bus operations. A combination of in-person and virtual events provided many opportunities for the public and stakeholders to provide input on the project. Overall, the team attended 7 in-person events, spoke with or handed out flyers to over 150 people, had 3,200 visits to TheRideYTC.org, had nearly 100 survey responses, and received

comments via social media, email, and telephone. Most comments were supportive of the project, and the design team is now using the feedback received to refine the preferred concept. Within the next month, the team will move into schematic design. The NEPA process has continued with the FTA approving the timeline and initial documentation of the project's area of effect.

BLAKE TRANSIT CENTER EXPANSION

TheRide continues to work with the Ann Arbor Housing Commission and City staff on the joint development of the old Y-Lot site adjacent to the BTC. Plans and agreements between the partners have not changed and the project is making steady if slow progress. TheRide will ensure that various stakeholders, including drivers, customers, and other staff, among others, have continuing opportunities to provide input.

ZERO EMISSIONS BUS PROPULSION

We do not expect to hear the results regarding our federal grant submission until July at the earliest. AAATA learned that Senator Gary Peters included the $4.3 million CDS (earmark) request for a hydrogen fueling station on his list to the full U.S. Senate Appropriations Committee. This is an important step into the 2nd round for this funding, but not yet a decision. AAATA expects to hear additional updates later this summer.

OPERATIONAL UPDATES

US-23 MDOT STUDY

MDOT recently announced that it will not continue to consider road expansion on US-23 between M-14 and I-94. Instead, they will focus on bridge replacements. TheRide is working to widen the span under the Washtenaw Ave/US-23 bridge to allow room for a future bus lane. This is our #1 priority from this opportunity. Thus far MDOT is very responsive, and we await the study's conclusion. A complementary study to create a new vision for upgrade on Washtenaw Ave from Carpenter Road east the EMU is also moving along and is incorporating transit elements. Both efforts are advancing elements of our long-range plan, TheRide2045. TheRide is publicly supporting both directions.

THRONE PLACEMENT

AAATA is moving forward with the installation of a Throne portable restroom at the YTC for employee use. The placement will be finalized in the coming weeks, with staff currently working on logistics and messaging.

LOCAL ADVISORY COMMITTEE (LAC)

The April LAC meeting took place on May 14th, where increased LAC membership was discussed and AAATA continues to develop a recruitment plan.

ANN ARBOR CITY COUNCIL

CEO Matt CEO Matt Carpenter will present to the Ann Arbor City Council on Tuesday, June 18th.

TRANSPORTATION COMMISSION (ANN ARBOR)
The Commission met on May 17th and received routine updates and recommended contracts pertaining to spin scooters.

WATS POLICY COMMITTEE UPDATE
The June 2024 WATS Policy Committee met and passed a Regional Transportation Plan update, and the annual administrative budget.

EMPLOYEE ENGAGEMENT/HIGHLIGHTS
AAATA will be onboarding two new employees the week of June 17th:

Raymond Hess, Planning Manager
Andy Huber, Manager of Finance

COMMUNITY EVENTS/ENGAGEMENT
AAATA will participate in the Ann Arbor and Ypsilanti 4th of July parades this year. The Ann Arbor parade commitment will be from 9:00am-11:30am, and the Ypsilanti parade commitment will be from 10:00am-12:30pm. We welcome board (and family) participation.

AAATA is sponsoring several community items throughout the summer, including the Ann Arbor Summer Fest screening of the movie "Sing" on June 20th. AAATA is also sponsoring the Ypsilanti Jazz Festival throughout the summer.

The 2024 Commuter Challenge ran from May 1-31, with the goal of helping community members to become more inclined to commute to work via walking, biking, carpooling, or taking the bus. This year's competition had close to 500 participants, who logged nearly 10,000 sustainable trips.

AAATA is partnering with the Ann Arbor District Library and the Ypsilanti District Library "Summer Games" program. Riders with a valid library card may ride on AAATA's fixed route service every Saturday and Sunday from June 15-August 25th.

ANN ARBOR-TRAVERSE CITY RAIL STUDY RESTARTING
Prior to the pandemic state funding had allowed an initial feasibility study of passenger rail service along this corridor. An upstate transit agency is restarting the effort. TheRide will be participating on an Advisory Committee.

JACKSON AREA BUS TRANSFER
AAATA was approached by the Jackson Area Transportation Authority, requesting any additional buses that AAATA may be able to give them. They have lost the use of some of their fleet due to unexpected safety issues. Our fleet department had three buses being prepared for disposal and are working through the FTA process to transfer ownership to Jackson.
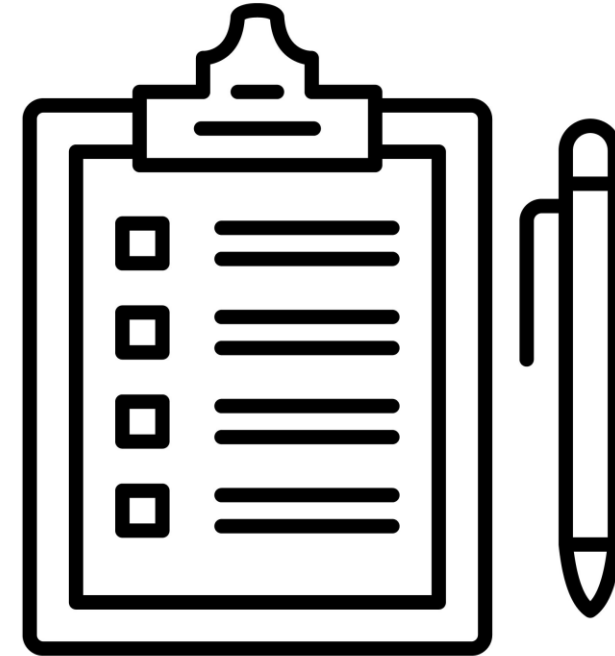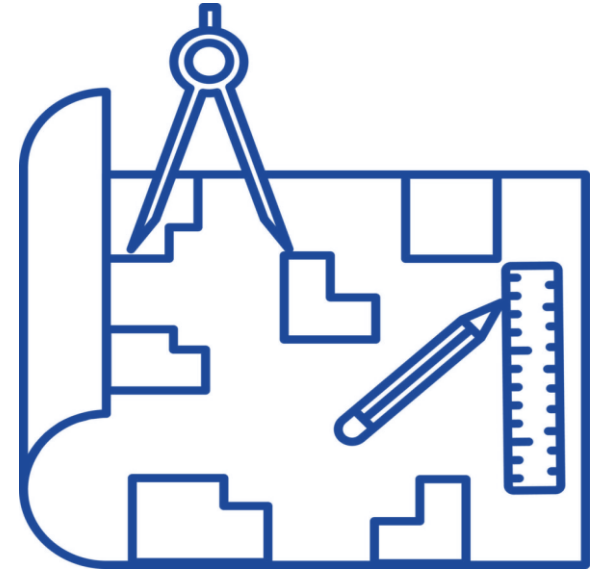
Agenda

- Purpose
- Business Plan Overview
- Request for Feedback
- Q&A

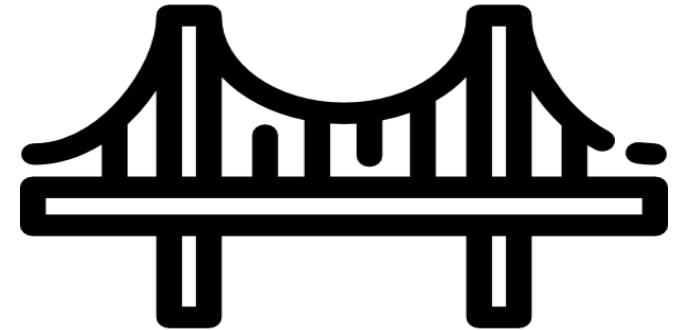# What is the Business Plan?

Blueprint for how TheRide will

- Increase ridership
- Increase social equity
- Improve the environment
- Enhance economic sustainability

- Drives forthcoming budget
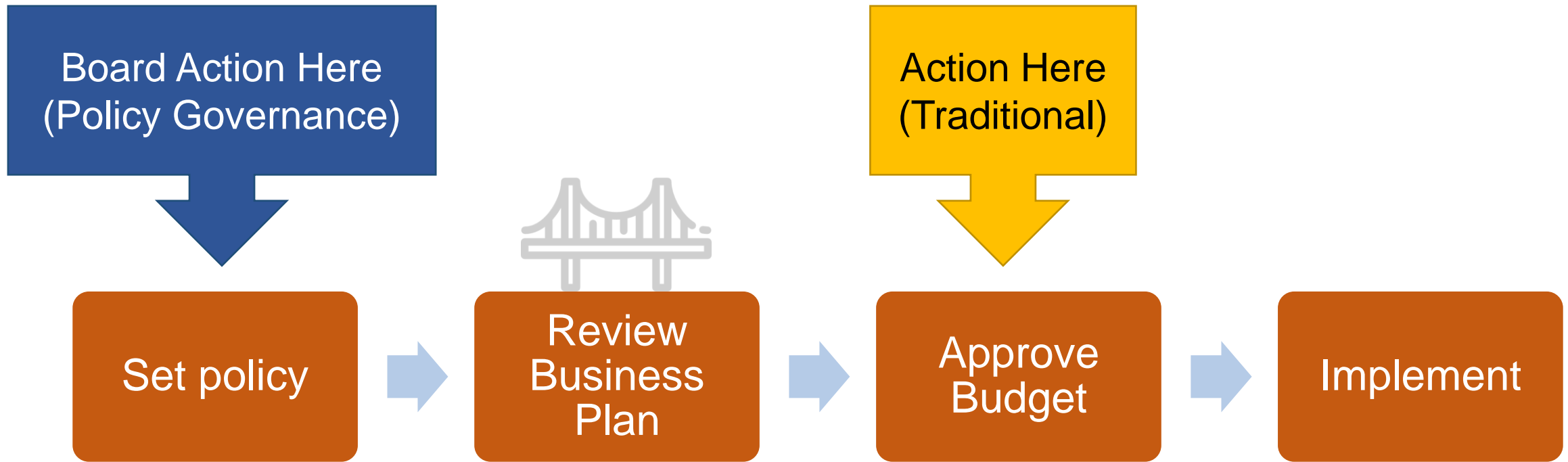- Opportunity to learn and provide feedback

What is the Business Plan?

Bridge between:

- Collective & individual expectations
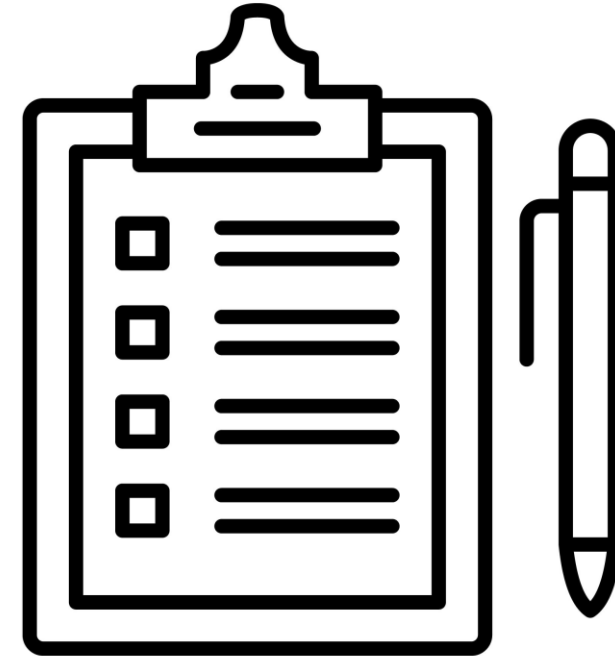- Opportunity to listen before vote
- Written policies & Annual Budget

Budget Approaches

Board Action Here (Policy Governance) → Set policy → Review Business Plan → Approve Budget → Implement

Action Here (Traditional) → Approve Budget

Agenda

- Purpose
- Business Plan Overview
- Request for Feedback

Business Plan Overview

- CEO's focus: Grow ridership
  - 49 projects and initiatives
    - Spanning for over 20 years
    - Prioritized, limited resources
    - Aimed at advancing Board goals
  - Develop FY25 Budget
    - Allow staff, board and members of the public to have input on budget early on.

Focus: Growing Ridership
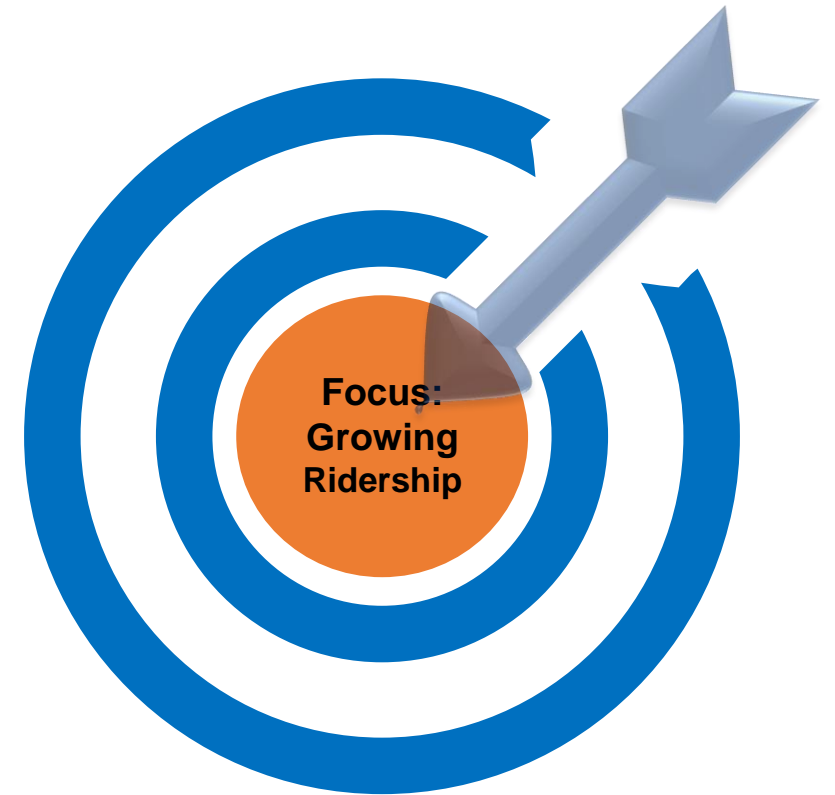
Business Plan Overview

- <u>Attract New Riders and Increase Ridership</u> *(17 projects)*
  - A. Focusing on Rider Markets
  - B. Critical Path for Infrastructure Growth
  - C. Service Enhancements

- <u>Excellence in Service Delivery</u> *(20 projects)*
  - A. Operational Excellence
  - B. Infrastructure Excellence
  - C. Financial Excellence
  - D. Sustainability Planning

- <u>Internal Continuous Improvement</u> *(12 projects)*
  - A. Team and Staff Development
  - B. Internal Effectiveness and Efficiency

Project description list

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ANN ARBOR AREA TRANSPORTATION AUTHORITY

Gantt Chart Overview

|			Projects	Budget Type	Applicable Policies	FY24	FY25	FY26	FY27	FY28
Attract New Riders and Increase Ridership	A. Focusing on Rider Markets		1. Deliver New Millage Services	Operating	1.0., 2.1	■	■			
			2. Finalize and Implement Advocacy Agenda	Operating	1.2.2., 1.2.3	■	■	■	Ongoing advocacy eff	
			3. Marketing Strategy	Operating	1.0., 2.1		■			
			4. Rider Segmentation Study	Operating	1.0., 2.0, 2.1		■			
			5. Fare Strategy Review	Operating	1.1.1., 2.1.4.,2.4.1., 1.4			■	■	
			6. Youth Ridership Exploration	Operating	1.0., 1.1.2			■	■	
			7. Football Shuttle Review	Operating	1.0., 2.0					■
	B. Critical Path for Infrastructure & Ridership Growth		8. Ypsilanti Transit Center	Capital	1.1., 1.4., 1.5., 2.5.2., 2.10	P&D		Constr.		
			9. Blake Transit Center	Capital	1.1., 1.4., 1.5., 2.5.2., 2.10	P&D		Constr.		
			10. New Bus Garage	Capital	1.1., 2.4.2., 2.4.3., 2.10			P&D		
			11. Bus Rapid Transit	Capital	1.0-1.5., 2.4., 2.10		Washtenaw (I) BRT: P&D			
			Bus Rapid Transit (cont.)	Capital	1.0-1.5., 2.4., 2.10					
			12. Transit hubs and priority infrastructure.	Capital	1.0., 2.10				S&E hub P&D	
			Transit hubs and priority infrastructure. (cont.)	Capital	1.0., 2.10					
	Other Service Enhancements		13. Regional Park and Ride Services	Capital	1.0.	■	TBD			
			14. Express Pilot on North-South Corridor	Operating	1.0-1.5					■
			15. Priority Routes	Operating	1.0-1.5				Main-Nixon/Plymouth	
			Priority Routes (cont.)	Operating	1.0-1.5				Packard/Ellsworth	

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Major Initiatives in the Business Plan

- Advocacy agenda
- Environmental sustainability projects
- Critical Path to growing ridership

Step 1: Expand Infrastructure → Step 2: Expand Fleet → Step 3: Increase Frequency → Step 4: Grow Ridership

Closing

- 49 initiatives to increase ridership, ensure environmental, social, and economic sustainability

- Opportunity for the Board, public, and staff to listen and learn from each other, and provide feedback

Focus: Growing Ridership
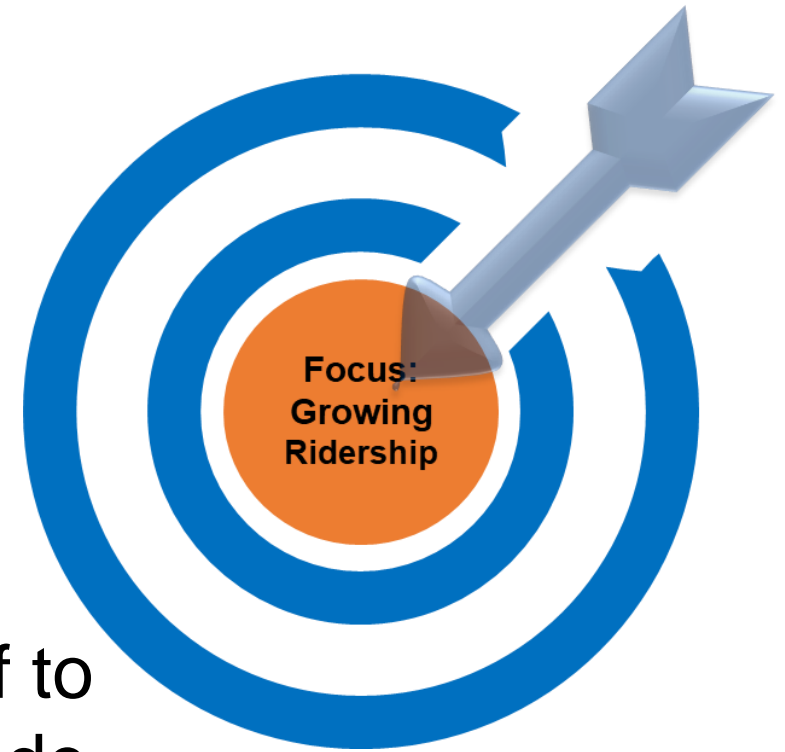
Next Steps

1. Solicit Board feedback (June)
2. Finalize Business Plan (July)
3. Use Business Plan to drive annual budget
4. Present Draft Recommended Budget to Board (July)

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Feedback:

Board

- Consider your collective direction (policies) and your individual interests
- Ask questions during meeting, afterwards
- Feel free to call/email Matt or Rosa-Maria
- Review Business Plan, provide feedback by **July 10th, 2024.**

Feedback:

- **Public**
- Available on *TheRide.org*
- Provide your feedback to **tellus@theride.org** by **July 10th, 2024**
- Feel free to ask questions (tellus@theride.org)

Thank you

&

Discussion

Background

- Historically focused on preferences of individual board members
- By 2014 were sliding into deficits
- 2022 millage will resolve finances by 2024
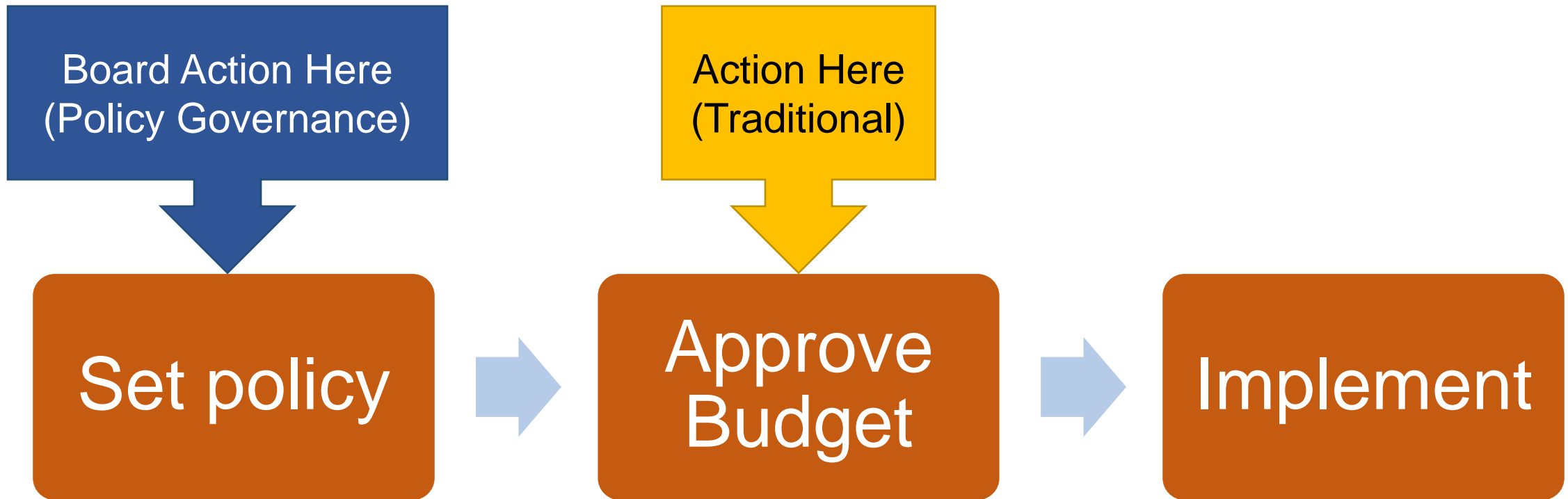- **Policy Governance** was corrective action

Background

TheRide uses a "hybrid" approach for budget

- Blend of **Policy Governance** and **traditional** approaches

- Very different from other local approaches

- May not be familiar to all
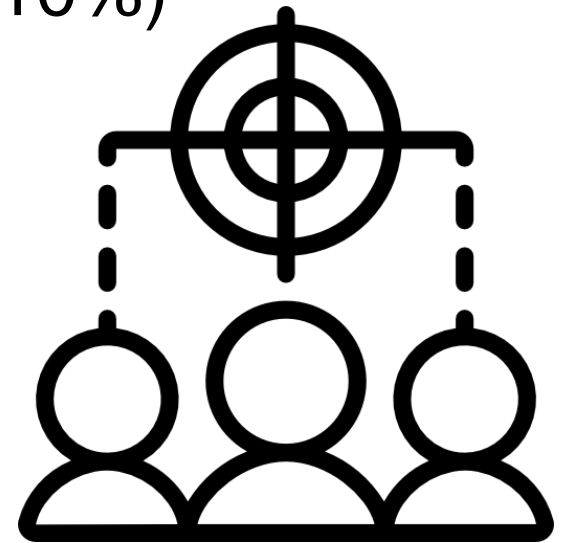
Hybrid Approach (starting 2018)

- Mostly Policy Governance (90%)
  - Board *collectively* set direction via policies (2.4 Financial Planning/Budgeting)
  - Details are delegated to professional staff

- Board members still vote on budget as individuals (10%)

Two-Step Approval

- 1st Accepts Monitoring Report
- 2nd Vote on Budget

Hybrid Successes & Challenges

Successes

• Has been working since 2018

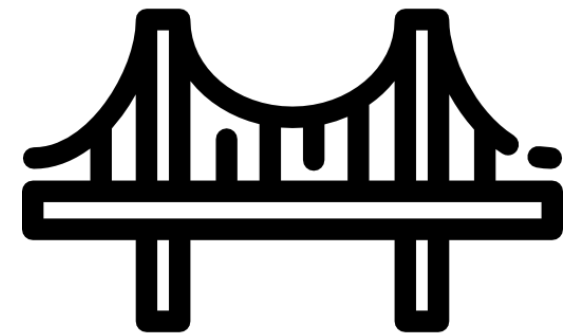• Agency results are better than before

Challenges

• Process is not familiar

• Tension between collective direction & individual preferences

Business Plan as Solution

Bridge between collective & individual expectations

- Share CEO's initial direction, gauge reaction
- Try to identify concerns early
- Have been able to Accommodate/ Reconcile
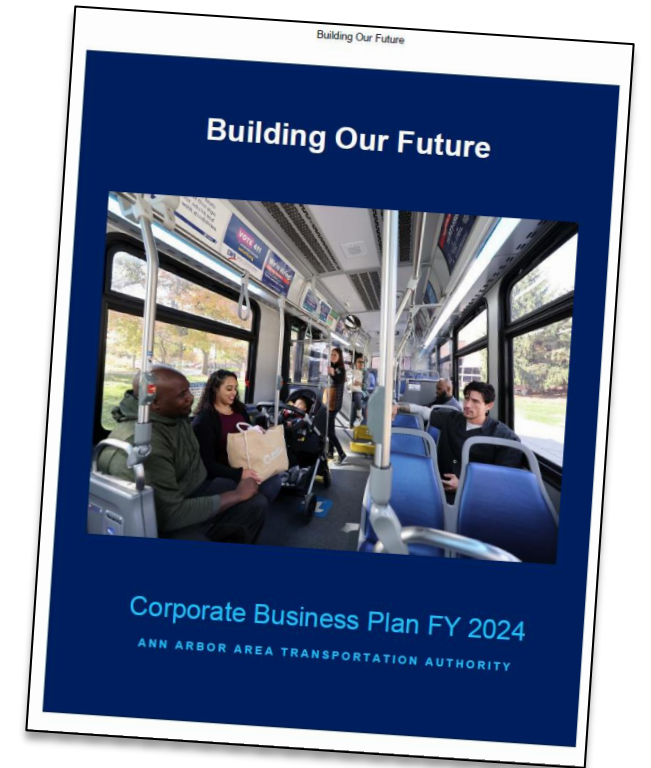
How does the Board control the budget?

Collectively

- Identifying Outcomes (Ends)
- Clarifying budgeting parameters (Executive Limitations

Individual Feedback to CEO

- Feedback on Business Plan

Voting

- Collective direction or individual preferences?
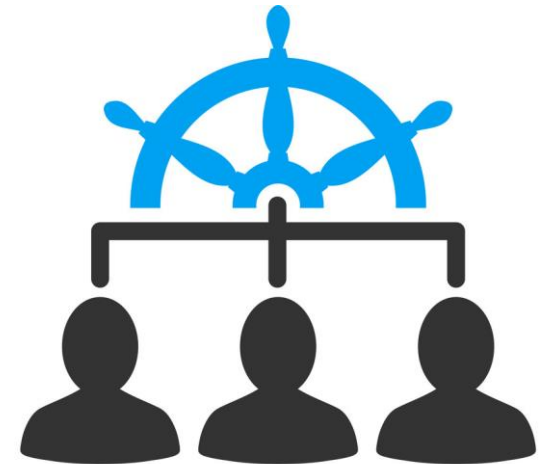
Budget Preview
FY2025 Operating & Capital Budget

Dina Reed
Deputy CEO, Finance and Administration
dreed@theride.org

Agenda

- Budget Introduction
  - Alignment with Board's Ends
  - Budget Timeline
  - Budget Highlights
- FY 2025 Operating Budget Preview

Advancing the Board's Ends through Alignment

Board Strategic Goals

- Business Outcomes (Ends)
- Limitations on Actions (ELs)

Business Plan

- Long Range Plan
- Values & Principles
- Specific proposals

Execution

- Annual Budget
- Project implementation

The Budget Advances Board "Ends"

1.0 Provide public transportation for the Ann Arbor-Ypsilanti Area that contributes to:

**1.1 Residents/
1.4 Passengers** — Equitable access and Passengers are Highly satisfied

1.2 Environment — Positively Impacts Environment

1.3 Economic Prosperity — Positively Impacts Economic Prosperity

1.5 Residents — Positively Impacts Area's Quality of Life

1.0 Fiscal Responsibility — Efficient Stewardship and Value for Money

The Budget is Aligned with Business Plan Priorities

The Corporate Business Plan provides an opportunity for the Board, staff, and the public to have a dialogue about *priorities* before a budget to fund projects is developed.

Attract New Riders and Increase Ridership

Excellence in Service Delivery

Agency-wide Continuous Improvement

The Budget Follows Policies and Board's Ends

Policy 2.4 Financial Planning/Budgeting

- Policy 2.5 Financial Conditions and Activities
  - Compliance: Regulatory/GAAP
  - Board authorization requirements
    - Real Estate
    - Property Tax Changes
    - Passenger Fares
    - Using Capital Reserve
- Strategic and multi-year planning
- Assumptions and projections
- Adequate Reserves
- No deficit spending or debt for operations

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FY2025 Budget Timeline

Staff Draft Budget Development and Reviews

Budget Preview with Board Committees

Budget Preview with the Board of Directors

Present Draft Budget to the Board & **Official Public Hearing**

Staff Preview of Recommended Budget

June 19th

July

August

September

September 19th

April, May & June

June

July 18th

August 15th

September 18th

Staff Draft Budget Preview

Public Budget Preview & Public Comment

Draft Budget Reviews with Board Committees

Recommended Budget Reviews with Board Committees

Present Recommended Budget for Approval

Budget Preview Highlights

Operating Full-Service Levels

Full Year of Millage Services

No Fare Changes

Budget is Balanced

Key Changes in the FY2025 Operating Budget

- Increase in Property Tax Revenues from Millage
- No Pandemic Relief Funds
- Less State & Federal Operating Assistance

Revenues
$6.4M, 10.4%

Expenses
$5.3M, 8.6%

- Full Year Expansion of Services Approved in Millage
- Inflationary Pressures – Bus Parts, Software

- Net Change in Revenues and Expenses = Small Surplus for Operating Reserve

Balanced Budget; $1.2M Surplus

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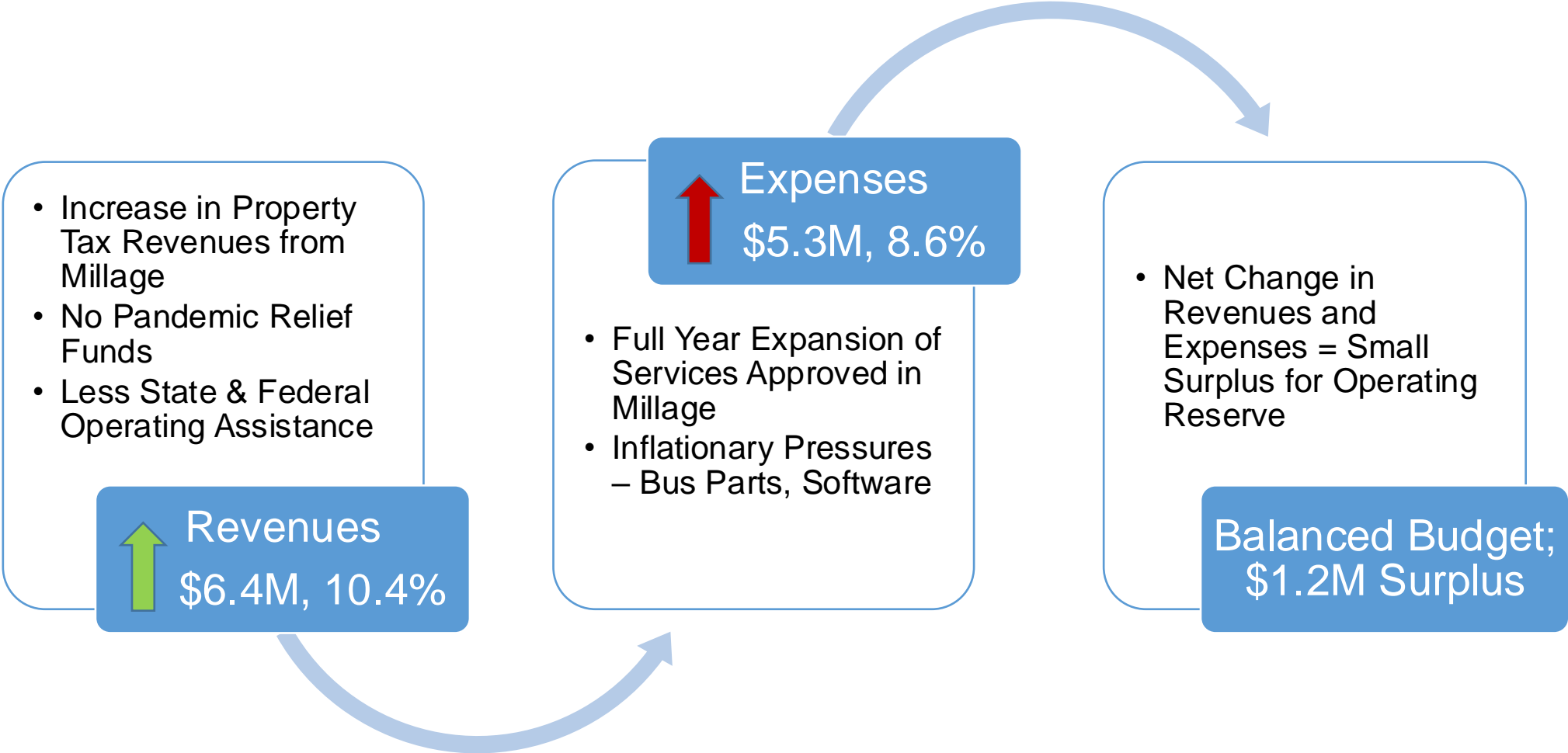
The FY2025 Operating Budget is Balanced

Revenues
$67.8M

Expenses
$66.6M

Property Taxes and LBO are 85% of the revenues

Direct funding for transportation is 80% of the budget

Property Tax Revenues
$36.5M

Transportation Services
$40.4M

State Operating Assistance
$20.6M

Purchased Transportation
$12.3M

Passenger Revenues & Other
$9.4M

Administration
7.8M

Federal Operating Assistance
$1.3M

Utilities & Insurance
$6.1M

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Budget Opportunities and Risks

Opportunities

- Continuing Service to Communities
- Executing on the LRP
- Approved Millage through 2028
- Funded Reserves, No Debt

Risks

- State LBO Funding
- Cost Inflation – Capital Impact
- Federal Funding for Capital
- Presidential Election Year

Conclusion

Operating Full-Service Levels

Full Year of Millage Services

No Fare Changes
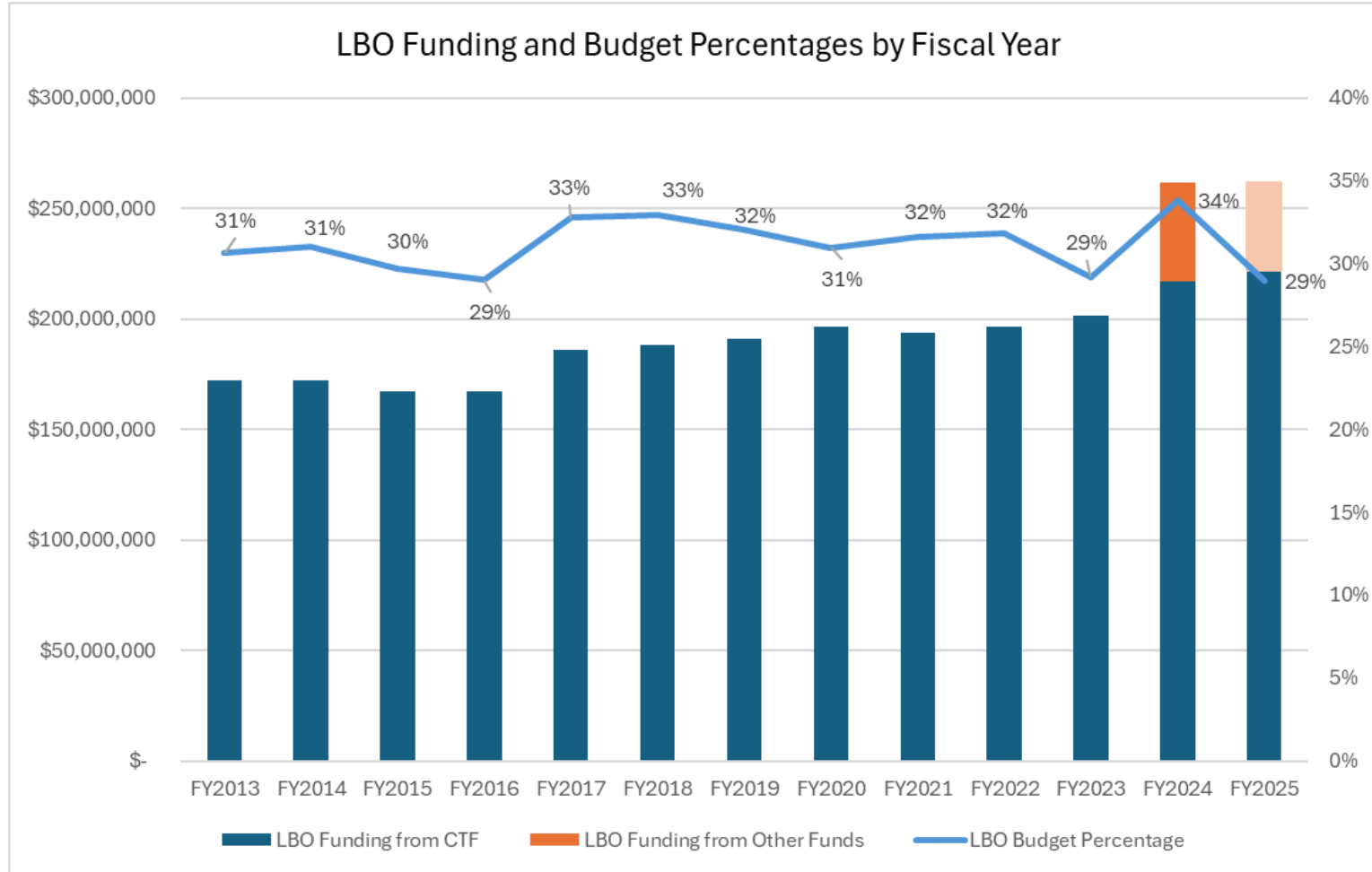
Budget is Balanced
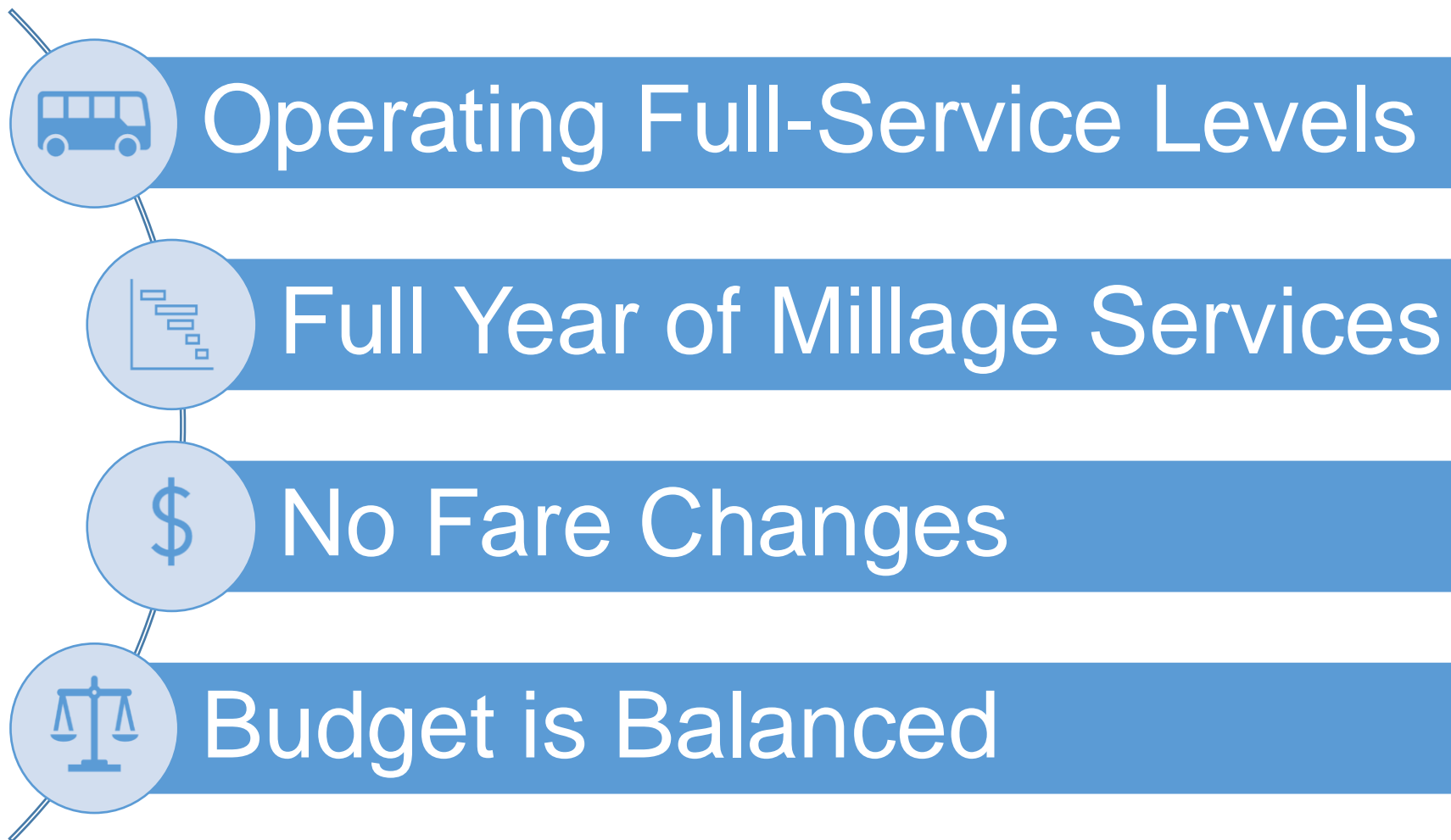
Thank You

Questions/Discussion

For Additional Questions, please contact:

Dina Reed
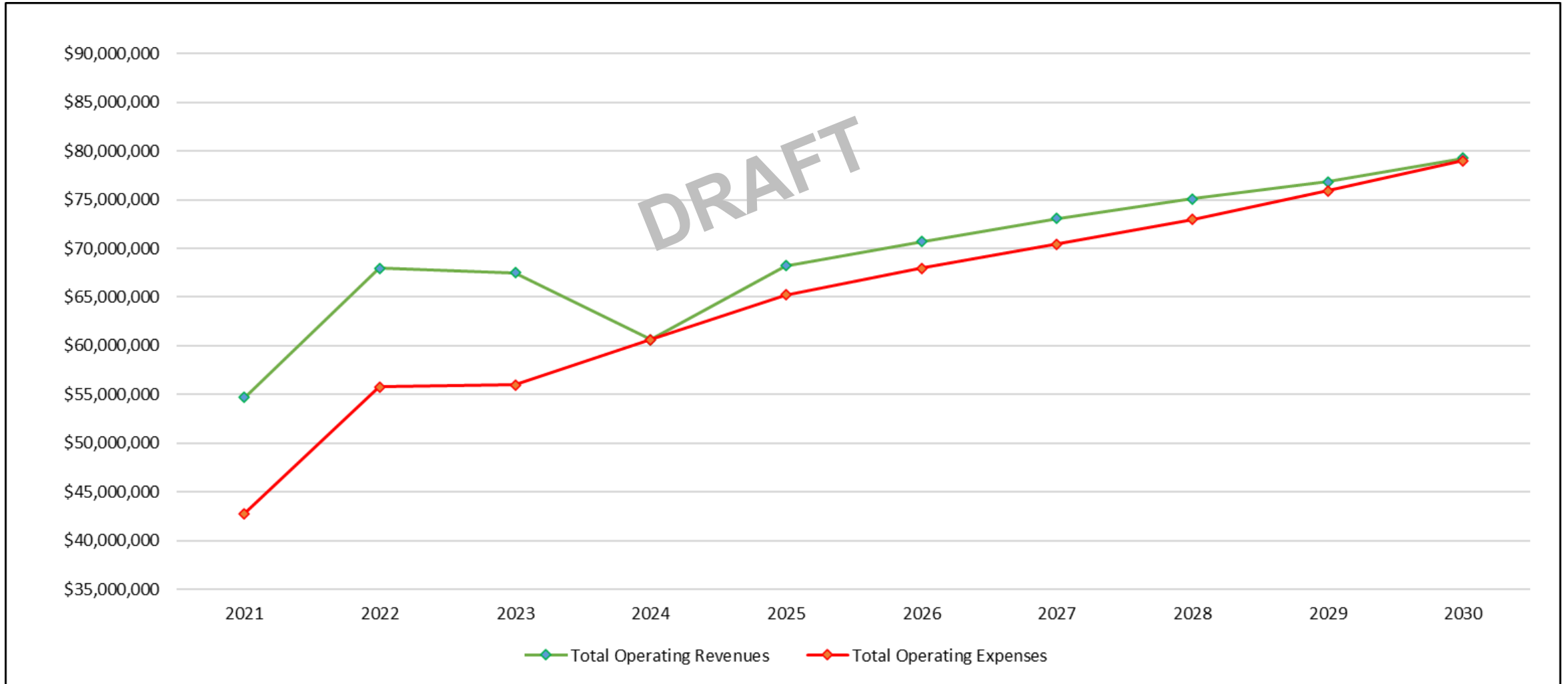Deputy CEO, Finance and Administration
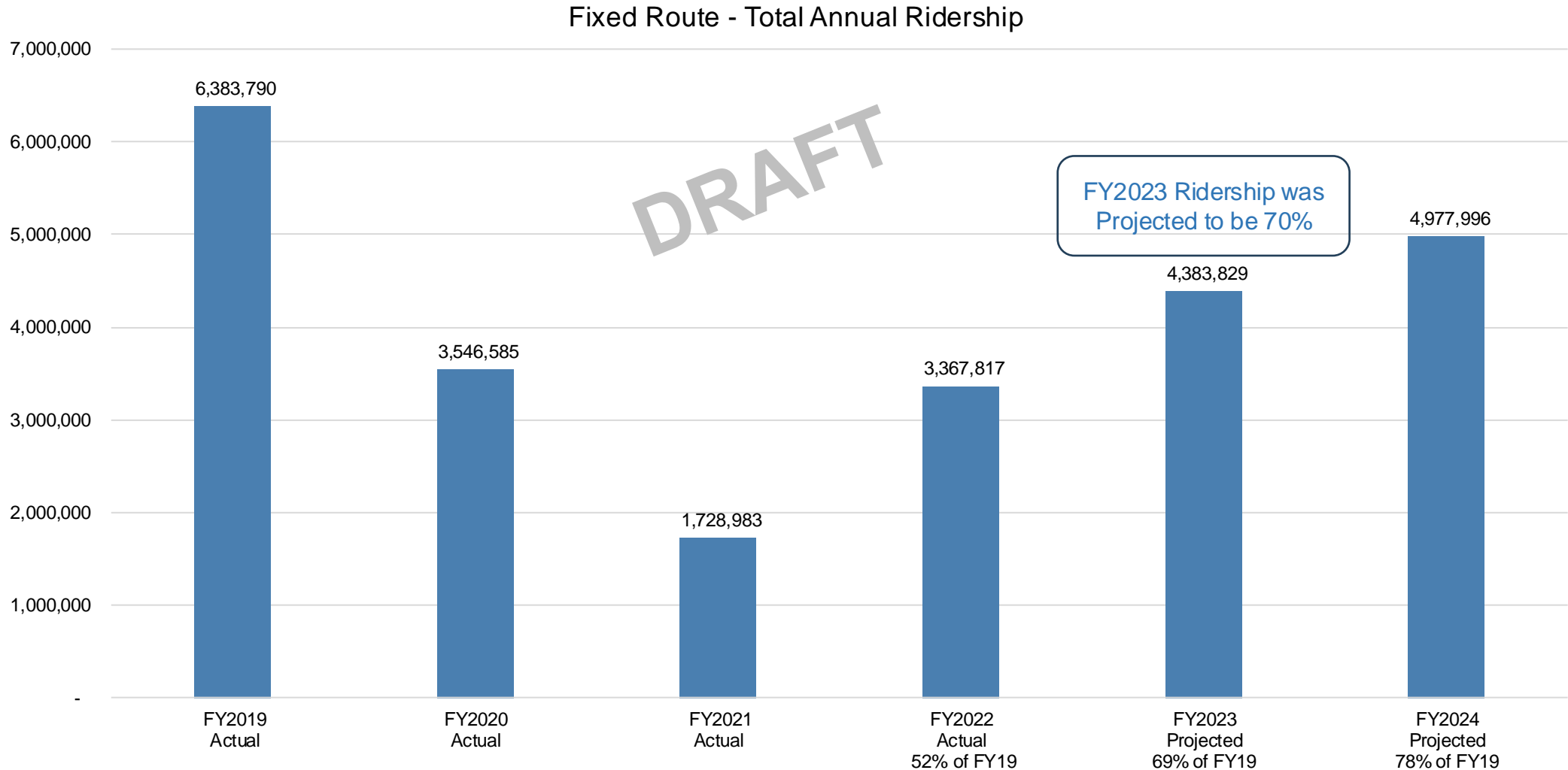dreed@theride.org

LBO Funding is ~30% of Operating Budget

State Funding

Note: LBO = Linehaul Bus Operating; CTF = Comprehensive Transportation Fund

FY2025 Budget & Financial Forecast

Ridership Forecast is 78% of FY19 Ridership

Fixed Route - Total Annual Ridership

FY2023 Ridership was Projected to be 70%

- FY2019 Actual: 6,383,790
- FY2020 Actual: 3,546,585
- FY2021 Actual: 1,728,983
- FY2022 Actual 52% of FY19: 3,367,817
- FY2023 Projected 69% of FY19: 4,383,829
- FY2024 Projected 78% of FY19: 4,977,996

Ann Arbor Area Transportation Authority

Advocacy Agenda

June 2024

Matt Carpenter, CEO
Jeff Pfeifer, Manager of Public Affairs and Community Engagement

Summary

Institutional Scale Advocacy Agenda	Strategic Blueprint for Advocacy Goals	Collaboration with Marketing/PR
Four Major Themes	Timelines	Roles

Audience

Elected Bodies

Commissions/Councils/Advisory/Staff

Administrations

Stakeholders/Associations/Grassroots

Electorate

Themes

Funding

Major Projects

Transit Supportive Outside Policies

Deregulation (Permitting Reform)

Funding

Local: Increase funding via millages

State: Maintain and expand

Federal: Maintain and expand

Regional: Encourage and champion regional plans

Major Projects

Acquire Land and Right-of-Way for Transit Infrastructure
-Y Lot
-Ypsilanti Transit Center
-Bus Garage
-Bus Rapid Transit/Bus Lanes

Improve Quality of Transit Service
-Roadwork/detours
-Public/political support for bus lanes, bus-on-shoulder operations
-Emergent opportunities

Transit Supportive Outside Policies

Encourage	Encourage Transit-Supportive Land Development
Eliminate	Eliminate Financial Incentives for cars (VMT, registration fees)
Discourage	May oppose items deemed counter productive
Improve	Improve Roadway/Infrastructure Planning

Deregulation

Remove burdensome requirements
Example: NEPA requirement for
bus pads

Lower costs, faster project
delivery

Tactics

Expand Relationships

Educate Officials

Be Present and Tactful

Be Flexible for Emergent Opportunities

Expand PR/Community Engagement (Humble Brag)

Deliver on Promises

Staff Lead, Deputize Board

Roles

Provide Feedback on Goals & Tactics

Deputized Spokesperson

Spontaneous/Personal

Ann Arbor Area Transportation Authority

Advocacy Agenda

June 2024

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