ANN ARBOR AREA TRANSPORTATION AUTHORITY BOARD OF DIRECTORS

DATE: Thursday, May 17, 2018
TIME: 6:30pm - 9:00pm
PLACE: Ann Arbor District Library, 343 South Fifth Avenue, Ann Arbor MI 48104
MEETING CHAIR: Gillian Gainsley

AGENDA

	Detail
1) Opening Items	
1. Approve Agenda	
2. Appoint Acting Secretary	
3. Public Comment	
4. General Announcements	
2) Consent Items	
1. Budget Amendment	
2. LAC Changes	
3. Transportation Commission Appointment	
3) Policy Monitoring and Development	
1. Board's Annual Plan of Work Item & Ends Policies	
1. Ends Task Force: Revised Policies Discussion & Decision	Hewitt
2. Policy Monitoring and Committee Reports	
1. Governance Committee	Hewitt
a. Millage Campaign	
2. Finance Committee	Allemang
3. Service Committee	Hewitt
3. Other Board Reports & Ownership Linkages	
1. LAC, WATS, A2 Transportation Commission	Mozak-Betts, Krieg, Sims
4) Strategy and Operational Updates: CEO	Carpenter
1. CEO Report	
2. Policy Monitoring: 2.2 Treatment of Staff	
3. Q2 Financial Report	
4. Q2 Service Report	
5) Board Development	
1. Board Education	
1. Ridership and Coverage	Yang
6) Emergent Business	
7) Closing Items	
1. Topics for Next Meeting	*Thursday, June 21, 2018 @ 6:30pm*
2. Public Comment	
3. Closed Session under the Michigan Open Meetings Act, MCLA 15.268 (c), (d), (e) and (h)	
4. Board Assessment of Meeting	

5. Adjournment	

Sample Motions

Accepting: I move that:

- We affirm that Monitoring Report XYZ has been read by board members, and
- We accept this report as it provides
    - a reasonable interpretation of the policy and
    - evidence of compliance with that reasonable interpretation [or… while not in compliance, shows evidence of reasonable progress/commitment toward compliance]

Not Accepting: I move that:

- We affirm that Monitoring Report XYZ has been read by board members, and
- We do not accept this report
    - as the interpretation for XYZ.XYZ cannot be deemed reasonable by a rational person
    A. OR
    - though it provides a reasonable interpretation, it does not adequately provide evidence of compliance for XYZ.XYZ.
- CEO will provide an updated Monitoring Report XYZ within ## months.

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 3.13 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?

Issue Brief: FY2018 Operating Budget Amendment

Meeting: Board of Directors   **Date:** May 17, 2018   Agenda Item: 2.1

Recommended Action(s):

- Resolve to amend the FY2018 Operating Budget to add revenue and expenses in the amount of $250,000 for the purposes of facilitating the relaunch of the ArborBike bike-share program.

Prior Relevant Board Actions and 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 2.5.5 "the CEO must not … allow expenditures that exceed the overall Board-approved budget."

Issue Summary:

The fastest way to expedite the re-launch of the BikeShare program is for the AAATA to amend its 2018 Budget, and become a conduit for outside funding that will be used to pay the costs of the program. This change would simply allow outside funding to flow through the AAATA, and does not impact any other AAATA services or impact any other part of the approved 2018 Budget.

AAATA is working with its partners (the University of Michigan, the City of Ann Arbor, and the Downtown Development Authority) to relaunch the BikeShare Program this summer. Expenditures will be $250,000 to operate the BikeShare program for a year. Direct costs will be funded by contributions from the program partners ($100,000 from the university and $50,000 each from the city and DDA). Amending the AAATA's 2018 Budget simply allows this outside funding to flow through the AAATA.

While the AAATA will be contributing about in-kind contributions for program administration and oversight, we are not contributing any funding to cover direct costs, and this amendment does not impact any other part of the AAATA 2018 Budget or any operations.

The potential for this step was foreseen in the FY2018 Budget (p 42): "*This effort is not a formal proposed project or part of the 2018 Budget, but rather is an informational item for the Board and a signal that there may be budgetary or agency scope implications later in 2018 … If any costs become necessary, the CEO will return to the Board with a budget amendment request*".

Impacts of Recommended Actions:

- Social: Maintain a valuable last-mile connection that facilitates access and complements transit use.
- Environmental: BikeShare may help offset other forms of transportation.
- Economic: Protection of local and federal financial interest already invested in BikeShare assets.
- Governance: Amendment to FY2018 operating budget.

Attachments:

1. Resolution 9/2018: Amendment of FY 2018 Operating Budget

Author: John Metzinger

Reviewed by: Matt Carpenter

Approved by: Matt Carpenter

Date: May 10, 2018

Resolution 9/2018
AMENDMENT OF FY 2018 OPERATING BUDGET

WHEREAS, the Ann Arbor Area Transportation Authority (AAATA) Board of Directors (Board) is required by the Michigan Uniform Budgeting and Accounting Act of 1968 to adopt a balanced operating budget for each fiscal year, and

WHEREAS, an operating budget for fiscal year 2018 in the amount of $44,036,569 was adopted by the Board in September 2017 (Resolution No. 21/2017), and

WHEREAS, the AAATA and its local partners desire to re-establish a BikeShare Program prior to the end of the 2018 fiscal year at a cost which is anticipated to be $250,000 (annual), and

WHEREAS, local partners are contributing direct operating funding while the AAATA is overseeing administration and payments for the system, and

WHEREAS, amending the AAATA's 2018 Budget is the fastest way to coordinate receipt and distribution of partner funds, expedite the re-launch of the BikeShare program, and does not affect any other AAATA services or funds.

NOW THEREFORE, BE IT RESOLVED, that the Board of Directors hereby approves an amendment to the AAATA FY2018 Operating Budget as its general appropriations act to increase total operating expenses to $44,286,569.

_____   _____,
Gillian Gainsley, Acting Chair   Acting Secretary

May 17, 2018   May 17, 2018

![TheRide - Ann Arbor Area Transportation Authority logo]

Issue Brief: LAC Executive Committee Membership Update

Meeting: Board   Date: May 17, 2018   Agenda Item # 2.2

Recommended Committee Action(s):

- By motion, grant the LAC's request to end the Executive Committee appointment of John Kuchinski due to inadequate attendance.

Prior Relevant Board Actions and Policies:

- 2016 LAC Executive Committee member appointments.

Issue Summary: One member of the LAC's Executive Committee has not attended a monthly LAC meeting since 2016. In accordance with the LAC's bylaws, the LAC would like to begin the process of replacing this individual so that they can have a full complement of Committee members. Before a new member can be appointed, the AAATA Board must repeal the appointment of the current absent member somewhat early. The LAC has made an official motion requesting the AAATA Board to repeal this appointment (see page 2, section 8 of the May 8, 2018 LAC meeting minutes).

Background: The bylaws of the LAC have an attendance requirement and include the following language:

> *"If an Executive Committee member misses three meetings per term without explanation, the Executive Committee will recommend removal to the AAATA Board of Directors. …The Executive Committee members will then recommend a suitable replacement to the AAATA Board of Directors." – LAC Bylaws, page 2.*

Mr. John Kuchinski has not attended an LAC meeting since at least 2016, or consecutive 17 meetings. While the LAC certainly hopes the Mr. Kuchinski is in good health, they recognize that the LAC is not as effective as it should be without a full complement of Executive Committee members.

Impacts of Recommended Action(s):

- **Budgetary/Fiscal:** NA
- **Social:** NA
- **Environmental:** NA
- **Governance:** Implementation of LAC bylaws.

Attachments: None

Author: MC   Reviewed by: MC

Approved by: MC   Date:

File Pathway?

Issue Brief: Appointment of AAATA Representative to Ann Arbor Transportation Commission

Meeting: Board   Date: May 17, 2018   Agenda Item # 2.3

Recommended Action(s):

- That the Board appoint a new representative from the AAATA to the City of Ann Arbor Transportation Commission.

Alternative Option(s):

- Make no appointment or appoint the CEO.

Prior Relevant Board Actions and Policies:

- The Board previously appointed its first representative to the new Transportation Commission in early 2017.

Issue Summary:

The AAATA's current representative to the Transportation Commission, Prashanth Gururaja, is not able to attend Commission meetings due to scheduling conflicts. He has asked **Kyra Sims** if she would be willing to take his place and she has indicated that she is willing and available.

Background: The City of Ann Arbor Transportation Commission was created in 2017 and has one designated seat for a representative of the AAATA.

Impacts of Recommended Action(s):

Budgetary/Fiscal: NA
Social: NA
Environmental: NA
Governance: Appointment by Board required.
Attachments: NA

Author: MC   Reviewed by:MC

Approved by:MC   Date:

Document Number: xxx

☐ Confidential?

File Pathway?

Issue Brief: Ends Policy Update from Ends Task Force

Meeting: Board   Date: May 17, 2018   Agenda Item # 3.1.1

Recommended Committee Action(s):

- That the Board consider adopting the proposed new Ends policies, developed by the Ends Task Force (Eric Mahler, Larry Krieg, Roger Hewitt).

Alternative Option(s):
- Discuss only.

Prior Relevant Board Actions and Policies:

- The Board approved it first Ends Policies in June 2017.

Issue Summary:

The Ends policies are the mechanisms by which the full Board sets the overall direction for the AAATA, and specifies what outcomes are to be achieved, for whom, and at what cost. The Board reviews the Ends policies annually which sets the direction for the following year's Strategic Business Plan and budget (FY 2019).

Background:

In January 2018 the Board attended an off-site Retreat to discuss future directions. Following the Retreat Chairman Mahler created task forces to follow-up on several key actions identified from the Retreat – one of which was updating the Ends policies. The Chair solicited volunteers from the Board and called meetings during which the task force considered the current Ends policies as well as Board comments from the Retreat and the 2015 Sustainability Plan. The task force developed a new approach to the End policies that mirrors earlier work of social, environmental and economic sustainability.

Impacts of Recommended Action(s):

- **Budgetary/Fiscal:** NA
- **Social:** NA
- **Environmental:** NA
- **Governance:** Policy development is the Board's chief governance function.

Attachment 1: Proposed Ends Policies from Task Force
Attachment 2: Current End Policies

Author: MC   Reviewed by: MC
Approved by: MC   Date:

Attachment 1: Proposed Ends Policies for Consideration[1]

1. AAATA exists to provide access to destinations throughout the Ann Arbor-Ypsilanti Area for increasing numbers of residents, workers and visitors via 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. All residents of the Area can participate fully in society without a personal vehicle.
      1.1.1. People with low incomes can afford to travel in the Area.
      1.1.2. People, including those with disabilities or mobility impairments, seniors, minors, and non-English speakers, have equitable access to opportunities in the Area.
      1.1.3. People with access to a personal car find public transit to be an attractive alternative.
      1.1.4. Passengers are highly satisfied with public transportation services that are safe, reliable, courteous, comfortable, convenient, and fast.

   1.2. The Area's natural environment is enhanced.
      1.2.1. The Area's carbon footprint is reduced and the air is cleaner.
         1.2.1.1.   Transportation operations create the least amount of pollution possible.
      1.2.2. The Area's natural resources are conserved.
         1.2.2.1.   Land development can become more compact and walkable in part because of transportation options.
         1.2.2.2.   Transportation operations make efficient use of energy, water, materials, and other natural resources; and minimize waste.

   1.3. **The Area prospers economically.**
      1.3.1. Workers and students can access employment opportunities without need of a personal vehicle.
      1.3.2. Employers have access to a diverse labor pool.
      1.3.3. Visitors have access to the Area.
      1.3.4. The Area's economy grows despite limited parking and auto congestion.
      1.3.5. The Area is connected to the Metro Detroit region.
      1.3.6. Local leaders are aware of the contribution public transportation makes to the community.
      1.3.7. The Authority will remain economically viable in the long term.

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[1] Original task force wording has been edited for clarity and Policy Governance formatting on the advice of Rose Mercier. She also noted that proposed policies 1.1.4, 1.2.1.1, 1.2.2.2, 1.3.6, and 1.4.7 (underlined) might be more appropriate as Executive Limitations policies on Means.

Attachment 2: Current Ends Policies

1.0 AAATA exists to provide access to destinations via transportation service options for residents, workers, and visitors of the Ann Arbor-Ypsilanti Area at a cost that demonstrates value and efficient stewardship of resources.

     1.1 Use of AAATA services increases in the Area

     1.2 People throughout the Area have equitable access to opportunity through AAATA services.

          1.2.1 People such as those with mobility and accessibility challenges, those who have disabilities seniors, minors, non-native speakers, people with low income and those without other means of transportation are able to use AAATA services equitably.

     1.3 Customers are highly satisfied with AAATA services.

          1.3.1 AAATA services are safe, reliable, courteous, comfortable, and convenient.

          1.3.2 AAATA services are an attractive alternative to automobile dependence.

Meeting Summary
Ann Arbor Area Transportation Authority Board of Directors
Finance Committee
Tuesday, May 8, 2018

Present: Mike Allemang (Chair), Eli Cooper (telephone), Prashanth
                     Gururaja (telephone), Kyra Sims

Staff: Geri Barnstable, Matt Carpenter, Sarah Gryniewicz, Karen
                     Wheeler

The meeting was called to order at 3:35 p.m. by Chairman Allemang.

1) Opening Items
    a. Agenda (Additions, Approval)
       The Committee approved the amended agenda by consensus.

    b. Communications
       CEO Matt Carpenter announced that he would present the financial
       reports in CFO John Metzinger's absence.

       Mr. Carpenter reported on the Ridership and Coverage presentation
       scheduled for the May Board meeting.

2) Policy Monitoring and Development
    a. Millage Update
       Chairman Allemang reported on the Governance Committee's work to
       prepare for the August Millage vote. Committee members commented.

3) Strategy and Operational Updates
    a. Q2 Financial Statement
       Mr. Carpenter presented highlights from the Financial Statement for the
       Second Quarter Ended March 31, 2018. Committee members
       commented, and Mr. Carpenter responded to questions. Chairman
       Allemang requested that staff are prepared to effect of the operations
       line in the Statement of Cash Flows and Assets.

    b. Proposed Policy Language on Operating Cash
       Mr. Carpenter presented proposed policy language to address liquid
       operating capital and short-term accounts for daily operations.
       Committtee members commented, and Mr. Carpenter responded to
       questions. The Committee reached consensus on revisiting the proposed
       language when Mr. Metzenger can be present.

4) Closing Items
    a. Topics for Next Meeting
        • Millage Update
        • Proposed Policy Language on Operating Cash

    b. Adjournment
        Chairman Allemang adjourned the meeting at 4:26 p.m.

Respectfully Submitted,
Geri Barnstable

Meeting Summary
Ann Arbor Area Transportation Authority Board of Directors
Service Committee
Wednesday, April 11, 2018

Present: Gillian Gainsley, Roger Hewitt (Chair), Larry Krieg

Staff: Geri Barnstable, Terry Black, Matt Carpenter, Sarah Gryniewicz, John
                    Metzinger, Karen Wheeler, Forest Yang

The meeting was called to order at 9:05 a.m. by Chairman Hewitt.

1) Opening Items
    a. Agenda (Additions, Approval)
       The Committee approved the amended agenda by consensus.

    b. Communications
       Dr. Krieg reported on his attendance at a Smart Growth America Conference and
       prospective opportunities to work with a regional developer to develop
       affordable housing around transit.

       CEO Matt Carpenter reported on a Ridership and Coverage presentation
       scheduled for the May 17, 2018 Board meeting.

       Ms. Gainsley reported on passage of millages for the Ann Arbor Public Schools
       and Ypsilanti Township Fire Department.

2) Policy Monitoring and Development
    a. Millage Update
       Chairman Hewitt provided an update on work to prepare for the August Millage
       vote with input from Mr. Carpenter. Committee members commented.

    b. Ends Task Force Update
       Chairman Hewitt reported on outcomes of Ends Task Force meetings and three
       areas identified as high priorities for Ends statements:
         • Social Justice and Fairness to the Community
         • Natural Environment
         • Area Prospers Economically; with a particular emphasis on labor mobility

       Committee members discussed the proposed priorities, and the process and
       timing for considering approval.

3) Strategy and Operational Updates
   a. Monitoring Report 2.2 Treatment of Staff
      Mr. Carpenter presented highlights in Monitoring Report 2.2 Treatment of Staff; particularly, a brief history of the evolution of the staff handbook and union work rules, and an impending rewriting of the non-union staff handbook.

      Mr. Carpenter reported that additional evidence is needed to complete the report, and approval from the Board is expected to be sought in the next review cycle. Committee members commented.

      - Secure services of a neutral, outside agency to administer employee survey
      - Leading way on personnel policies; particularly paid family leave
      - Promotion of women and people of color

   b. Q2 Satisfaction and Service Performance
      Terry Black, Acting Deputy CEO of Operations, presented higlights from the Q2 Satisfaction and Service Performance report. Forest Yang, Deputy CEO for Planning and Innovation, expanded on the on-time performance statistics. Committee members commented, and Mr. Black and Mr. Yang responded to questions.

4) Closing Items
   a. Topics for Next Meeting
      - Millage Update
      - Monitoring Report 2.0 Global Executive Limitations

   b. Adjournment
      Chairman Hewitt adjourned the meeting at 10:43 a.m.

Respectfully Submitted,
Geri Barnstable

May 08, 2018 AAATA Local Advisory Council DRAFT Meeting Minutes

1.0 CALL TO ORDER:
Chairperson Mozak-Betts called the meeting to order at 10:00 a.m.

2.0 INTRODUCTIONS:
<u>LAC Committee Members in attendance:</u> Kathleen Mozak-Betts (Chair), Larry Keeler (Co-Chair), Rebecca Burk, Clark Charnetski, Debra Poster, Stephen McNutt, Jody Slowins, Andrea Henry (CIL)

<u>LAC Committee Members not in attendance:</u> John Kuchinski, Liz Aldridge

<u>AAATA Board Liaison:</u> None Appointed

<u>AAATA Staff Liaison:</u> Brian Clouse (Paratransit Coordinator)

<u>LAC General Members:</u> Mary Wells, Cheryl Weber

<u>Guests:</u> Bill DeGroot (AAATA), JP (BlueCab)

3.0 REVIEW AND APPROVAL OF AGENDA:
Mr. Charnetski proposed an addition to the agenda. The addition was unanimously approved. The agenda was approved as amended.

4.0 REVIEW AND APPROVAL OF MINUTES:
The March meeting minutes were accepted with no amendments.

5.0 COMMUNICATIONS AND ANNOUNCEMENT

Ms. Henry informed the LAC of a study by the University of Michigan's Center of Ergonomics. Those interested may contact Joyce at the Ann Arbor CIL.

Mr. Keeler informed the LAC of the 2018 Visions Fair. The fair is being held at the downtown Ann Arbor District Library on Wednesday May 16, from 11am to 4pm.

Mr. Charnetski information the LAC of the next Ann Arbor Transportation Commission meeting and the DTE Broadway Park project.

Mr. Clouse informed the LAC that AAATA's Marketing Department will make an information sheet regarding the millage renewal available at the next meeting.

6.0 PUBLIC COMMENT TIME

- Ms. Weber commented on her interview with KFH.

7.0 BOARD REPORT

Ms. Mozak-Betts provided a report on the April Board meeting.

8.0 NEW BUSINESS

- LAC ATTENDANCE: The LAC voted unanimously to recommend to AAATA's Board, an early end to Mr. Kuchinski's second two-year term.

- LAC SUBCOMMITTEE: There was no report.

- RTA: Mr. Charnetski provided an updated on the RTA.

- ARIDE REPORT CARD: Mr. Clouse presented March ARide service performances.

9.0 PUBLIC COMMENT TIME

- No public comments.

10.0 FUTURE NEW BUSINESS ITEMS

A.   LAC Executive Appointment
B.   Bus Stop Presentation (TBA)
C.   Sub Committee Report
D.   Millage Information Sheet
E.   ARide Report Card

11.0 ADJOURNMENT

Chairperson Mozak-Betts adjourned the meeting at 12:00 p.m.

Respectfully Submitted by: Brian Clouse, LAC Liaison / AAATA Paratransit Coordinator

Next LAC Meeting: June 12, 2018 from 10:00am – 12 noon.
LAC meetings are held the second (2nd) Tuesday of every month except July, from 10am to 12 noon at the Dawn Gabay Operations Center located at 2700 S. Industrial Hwy. Ann Arbor MI. For more information on AAATA LAC meetings, or to request this or other documents in an alternative format, call **734-794-1702** or email **LAC@theride.org.**

TheRide

CEO's Report

Board Meeting Date: May 17, 2018   Agenda Item #4.1

Operational and Project Updates:

Ypsilanti Transit Center – The project is moving forward, we continue to work with the consultant to finalize the needs assessment and begin to identify criteria and preliminary site analysis.

Paratransit – The consultant is about to begin an on-board survey of riders, as well as an on-line survey, to gain a better understanding of user perspectives. We are targeting the middle of May to finalize the initial assessment and move into peer review and recommendations with the target of having a final report completed in August.

Fare Study – The consultant team is finalizing a peer review and working with staff to development preliminary fare structure and policy recommendations. The final report is proposed to be submitted by mid-August.

US-23 Express Bus Pilot - As noted last month, the funding source for the grant ran out of money before this project could be considered. The MDOT and UM are now working with other potential partners, and the AAATA has stepped back and is no longer pursuing the project.

WATS – The CEO attended the WATS Policy Committee meeting on April 9th. Several transit related items were approved that helped to align regional transportation funding with the AAATA's 2018 Budget.

Regional Transit Authority – The RTA continues to solicit feedback on the latest Connect Southeast Michigan Plan.

Bikeshare – The AAATA and its partners are firming up funding commitments and roles, and the AAATA will release an RFP for operations of the ArborBike system shortly. While it is still the goal to see the service running this year, a delay is likely and a fall start up may be the best that can be achieved.

2.2 Treatment of Staff

Monitoring Report for the Period: April 1, 2017 to March 31, 2018

Date of Report: Monday, April 30, 2018

Service Committee Review: Wednesday, May 9, 2018

Board Meeting: Thursday, May 17, 2018

TheRide board;

In accordance with the Board's Policy Manual; I present the May Monitoring report on **Executive Limitation Policy 2.2: Treatment of Staff**.

This report is an incomplete initial draft and consists, where possible, of internal report information from staff. Though these policies were not all in affect during the previous year, I have assembled this report as if they were where feasible. Because it is incomplete, I will not be asking the Board to accept this report, however your feedback is desired.

Generally, I believe that staff at TheRide are well treated. However, we do not have survey information to demonstrate this. And while we do have comprehensive personnel rules, we believe that many of them are out of date and no longer relevant. We will be spending the next year modernizing our internal HR policies and then seeking feedback from staff. I believe that next year's report on this policy will be complete.

Matt Carpenter,
CEO
Ann Arbor Area Transportation Authority

POLICY TITLE: *Treatment of Staff*	**Report p.**
2.2 The CEO will not cause or allow employment conditions that are inconsistent, discriminatory, unfair, unsafe, unhealthy, undignified, disorganized, or unclear.	3

Further, without limiting the scope of the foregoing by this enumeration, the CEO shall not:

2.2.1	Operate in a manner that undermines the organization as a workplace of choice.	4
	2.2.1.1 Operate with a work environment that devalues the humanity, creativity and knowledgeable contribution of its workforce or inhibits the recruitment of highly qualified people.	5
2.2.2	Operate without up-to-date, clear, available, written, and enforced personnel rules or contracts that clarify standards and expectations, provide for effective handling of grievances, and protect against wrongful conditions, such as nepotism and unfairly preferential treatment for personal reasons	6
	2.2.2.1 Fail to provide internal controls necessary to enforce such policies.	7
2.2.3	Allow retaliation against any staff member for non-disruptive expression of dissent.	8
2.2.4	Allow staff to be unprepared to deal with emergency situations.	9
2.2.5	Operate without an adequate labor agreement covering unionized personnel.	10

Executive Limitations Policy 2.2

The CEO will not cause or allow employment conditions that are inconsistent, discriminatory, unfair, unsafe, unhealthy, undignified, disorganized, or unclear.

Compliance:

TBD

Current Interpretation & Rationale

TBD

Evidence

TBD

Executive Limitations Policy 2.2.1

…the CEO shall not… Operate in a manner that undermines the organization as a workplace of choice.

Compliance:

TBD

Current Interpretation & Rationale:

TBD

Evidence:

TBD

Executive Limitations Policy 2.2.1.1

The CEO shall not… Operate with a work environment that devalues the humanity, creativity and knowledgeable contribution of its workforce or inhibits the recruitment of highly qualified people.

Compliance:

TBD

Current Interpretation & Rationale:

TBD

Evidence:

TBD

Executive Limitations Policy 2.2.2

The CEO shall not… Operate without up-to-date, clear, available, written, and enforced personnel rules or contracts that clarify standards and expectations, provide for effective handling of grievances, and protect against wrongful conditions, such as nepotism and unfairly preferential treatment for personal reasons

Compliance: Not in compliance.

Current Interpretation & Rationale:

I understand this policy to mean that expectations of staff and of management must be clear, so that everyone understands the rules of the workplace. This is in order to ensure accountability and continuous improvement. It is important to understand that there are expectations of employees, but also expectations of management. Furthermore, the AAATA must develop, maintain and periodically update comprehensive, written documents containing all relevant expectations for AAATA staff, including the aforementioned elements.

I interpret "up to date" to mean that personnel rules must be compliant with current legislation, contribute to an attractive workplace, comprehensively address known HR risks, and be a tool that helps the organization achieve its mission. Furthermore, these rules must be in written format, readily available to staff, and written in a manner that is as easy to understand as is practical,

In the case of non-unionized staff these rules will be developed by the Manager of Human Resources and approved by the CEO. For unionized staff these expectations will be negotiated and documented as appropriate.

Evidence:

- **Non-Union:** The AAATA does have a handbook of personnel policies for non-unionized staff. However, the CEO and Manager of HR agree that is it out of date, does not meet the needs of the organization, and likely does not comply with the Board policy. Rather than document the shortcoming of the existing handbook, a new handbook of personnel policies will be developed and put into effect within the next year. Pursuant to policy 2.11.1.5, the CEO is hereby giving the Board advance notification that he intends to change staff rules via a wholesale updating of personnel rules for non-unionized staff.

- **Union:** For unionized staff, the policies requirements are addressed in a negotiated labor contract. See also policy 2.2.5 below.

A staff survey will be conducted after a new handbook is developed, to help document staff's perception of the new rules.

Executive Limitations Policy 2.2.2.1

The CEO shall not… Fail to provide internal controls necessary to enforce such policies.

Compliance:

TBD

Current Interpretation & Rationale:

I interpret this policy to mean that staff and management are held accountable for following personnel rules, and that all rules are applied in a consistent and timely manner. The AAATA must have mechanisms in place to monitor compliance, and correct noncompliant behavior, whether that be through coaching, training or disciplinary actions.

Evidence:

TBD

Executive Limitations Policy 2.2.3

The CEO shall not… Allow retaliation against any staff member for non-disruptive expression of dissent.

Compliance: Not in compliance. (However, I have no reason to believe retaliation is occurring.)

Current Interpretation & Rationale:

I interpret this policy to mean that the organization should be open to constructive internal critiques and criticisms. Furthermore, staff members should be able to share a dissenting opinion with their supervisors and agency leadership without fear of punishment or loss of professional opportunities. Leadership of the organization must be willing to receive honest feedback. This is necessary to build an open, honest organization that be constructively self-aware.

However, I further interpret this policy to mean that the ways in which which some perspectives are shared can be inappropriate, ie disruptive, and are not protected. Types of expressions considered disruptive include, but are not limited to: insubordination, slander, spreading false information, malicious gossip, and failing to follow establish protocols for expressing concerns. Such disruptive expressions of different can hurt the team atmosphere, undermine accountabilities, or cause other negative problems. Issues like this should be dealt with through normal supervisory accountability channels for coaching and discipline.

Enacting this policy requires that the organization must establish clear protocols for how staff can constructively express disagreements and make those protocols available to employees.

Evidence:

- Existence of documented protocols for expressing dissent. Current protocols unclear. Rules for non-union staff will be updated within one year.
- Staff survey feedback: No survey has been conducted. A survey will be conducted within one year.
- Anecdotal history of staff being able to express dissent without repercussion.

Executive Limitations Policy 2.2.4

The CEO shall not… Allow staff to be unprepared to deal with emergency situations.

Compliance:

TBD

Current Interpretation & Rationale

I interpret this policy to mean that staff will receive training for all reasonably foreseeable emergencies including: active shooter in workplace, fire, tornado, train derailment, and first aid emergencies. Furthermore, the workplace will be equipped with the appropriate emergency and first aid equipment, and signage.

Furthermore, I interpret this policy to mean that the AAATA is ready to respond to emergencies in the community and to natural disasters, and that staff have received adequate training to know how to respond to requests for assistance from emergency services personnel.

Evidence:

- New staff orientation includes safety training
- Number and type of emergency drills and training provided in monitoring period:
  - Fire
  - Tornado
  - Active shooter in workplace
  - Train derailment
  - First aid
- Presence of appropriate safety equipment and signage
- Safety Audit findings indicate appropriate preparation and hazard mitigation.
- Evidence of coordination with local emergency service organizations, and Emergency Operations Centers.

Executive Limitations Policy 2.2.5

The CEO shall not… Operate without an adequate labor agreement covering unionized personnel.

Compliance: In compliance.

Current Interpretation & Rationale:

I interpret this policy to mean that AAATA will have a labor agreement that complies with Policy 2.2.2 and 2.2.2.1.

Evidence:

In July 2017 TheRide agreed to a five-year contract with all unionized personnel. The contract will expire in March 2022.

Policy: 2.8 Asset Protection

Date Submitted: **Date of Board Response:**

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

Executive Limitations Report   (select one)

The Board finds that the CEO:

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

Board notes:

Issue Brief: FY2018 Q2 Financial Statement Report

Meeting: Board of Directors   **Date:**   May 17, 2018   **Agenda Item #** 4.3

Recommended Action(s): Receive as CEO Operational Update

Prior Relevant Board Actions and Policies:

- 2.11.1.5 CEO shall not…Let the Board be unaware of… incidental information (including) quarterly budget to actual financial reports.
- Appendix A: Informational Reports schedule specifies quarterly Financial Statement reports in November, February, May, and September.

Issue Summary:

Staff present the Second Quarter Financial Statement with currently available and reportable financial information for the period ending March 31, 2018.

Attachments:

- FY 2018 Q2 Financial Statement (Income Statement and Balance Sheet)

Background:
Financial highlights from the second quarter (January, February, and March 2018) include:

- TheRide operated within the budget.
- There was a $739,000 surplus of revenue over expense.
- Expenses were slightly more than $1 million lower than budgeted. Savings were from lower fringe benefits, fuel, purchased service, and other costs.
- Revenues were lower than budgeted by $529,000, mostly due to lower state operating assistance needed for lower overall expenses.
- Cash flow was adequate to cover expense; quarter ended at $12.5 million in cash/ investments.
- The reserve balance was $8.48 million, $194,000 higher than second quarter end last year.
- The number of months of operating reserve is at 2.39, below the target of 2.5 months but slightly higher than this time last year.

Next Steps:

- Q3 2018 financial reports due in August. The fiscal year will be three-fourths complete.

Author: John Metzinger   Reviewed by: *Matt Carpenter*

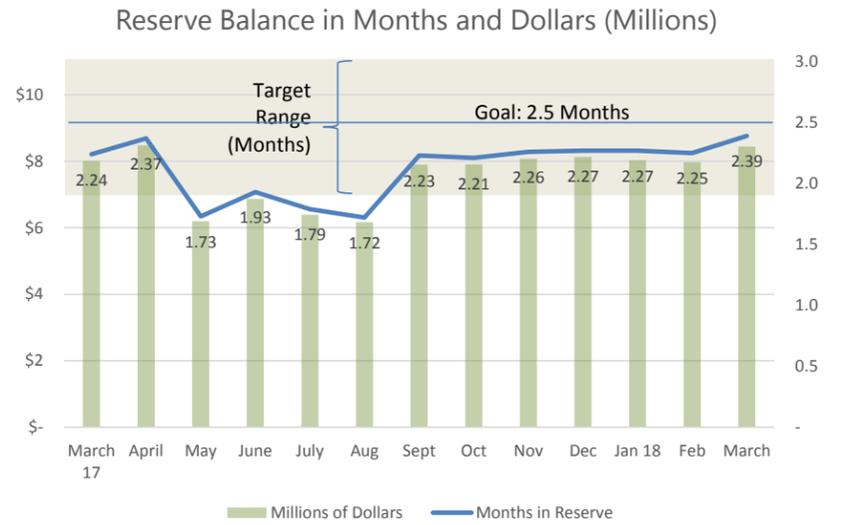Approved by: *Matt Carpenter*   Date: May 10, 2018

TheRide
Ann Arbor Area Transportation Authority

Q2 Financial Statement

Income Statement
For the Period Ended March 31, 2018

Revenue and Expense (Budget to Actual)

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

BLACK = FAVORABLE
RED = UNFAVORABLE

REVENUES	Actual Quarter 1	Actual Quarter 2	Actual Quarter 3	Actual Quarter 4	Actual YTD	Budgeted YTD	Variance (Dollars)	Variance (Percent)
Fares and Contracts	$ 2,280	$ 2,128	$ -	$ -	$ 4,408	$ 4,426	$ (18)	-0.4%
Local Property Taxes	3,891	3,891	-	-	7,782	7,783	(1)	0.0%
State Operating Assist.	3,264	3,341	-	-	6,605	7,069	(463)	-6.6%
Federal Operating Assist.	782	1,264	-	-	2,046	2,027	19	0.9%
Other Revenues	74	74	-	-	148	214	(66)	-30.9%
Total Operating Revenues	**$ 10,291**	**$ 10,698**	**$ -**	**$ -**	**$ 20,989**	**$ 21,518**	**$ (529)**	**-2.5%**
EXPENSES								
Salaries, Wages, Benefits	$ 6,163	$ 6,019			$ 12,182	$ 12,494	$ 311	2.5%
Purchased Transportation	2,137	2,323			4,460	4,232	(228)	-5.4%
Fuel, Material, Supplies	736	976			1,712	2,132	420	19.7%
Contracted Services	447	591			1,038	1,270	232	18.3%
Other Expenses	381	477			858	1,131	273	24.1%
Total Operating Exp.	**$ 9,864**	**$ 10,386**	**$ -**	**$ -**	**$ 20,250**	**$ 21,258**	**$ 1,008**	**4.7%**
GAIN(LOSS) FROM OPS.	**$ 427**	**$ 312**	**$ -**	**$ -**	**$ 739**	**$ 260**	**$ 479**	**184%**

REVENUE $529,000

Revenues were off budget by $529,000; State operating revenues were under budget by $463,000 because eligible expenses were 4.7% under budget.

EXPENSE $703,000

Expenses were $1,008,000 lower than budgeted due to savings from lower fringe benefits, fuel, purchased services, and other costs. Purchased A-Ride transportation costs are higher than anticipated due to growing use.

☑ TheRide has a $739,000 surplus at the end of the second quarter, and operated within the budget.

YTD Revenue and Expense By Overhead and Mode

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

	Overhead	Fixed Route	Demand Response	Non-Urban	ExpressRide	AirRide	Other Modes	TOTAL ACTUAL
		Fixed Route Bus	*A-Ride, FlexRide, HolidayRide, MyRide, NightRide, HolidayRide*	*WAVE, Peoples Express*	*Commuter Express*	*Airport Shuttle*	*VanRide, Ride Sharing*	
DIRECT REVENUE								
Fare Revenue		2,429	383	60	64	631	16	3,583
Contract Revenues	-	433	103	282	8	–	–	825
Advertising, Interest, Other	-	138	-	-	–	–	10	148
State Operating	-	4,886	1,104	318	44	254	–	6,605
Total Direct Revenue	**-**	**7,886**	**1,591**	**659**	**116**	**884**	**26**	**11,161**
DIRECT EXPENSE								
Salaries, Wages, Benefits	1,914	9,830	284	-	73	–	82	12,182
Purchased Transportation	-	-	2,822	765	-	681	191	4,460
Fuel, Material, Supplies	222	1,477	0	-	11	0	3	1,712
Contracted Services	271	479	-	-	4	-	283	1,038
Other Expenses	638	202	-	-	6	4	7	858
Total Operating Expense	**3,045**	**11,987**	**3,106**	**765**	**95**	**686**	**566**	**20,250**
Gain(Loss) from Ops.	**(3,045)**	**(4,102)**	**(1,515)**	**(106)**	**21**	**199**	**(540)**	**(9,089)**
ALLOCATED REVENUE								
Local Property Taxes	2,039	4,228	1,515	-	–	–	–	7,782
Federal Operating	1,006	613	-	106	(21)	(199)	540	2,046
GAIN(LOSS) TOTAL:	**-**	**740**	**-**	**-**	**-**	**-**	**-**	**739**

Balance Sheet
For the Period Ended March 31, 2018

Balance Sheet and Reserve

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

ASSETS	Current Quarter 3/31/2018	Last Quarter 12/31/2017	Last Year 3/31/2017
Cash & Investments	$ 12,511	$ 15,120	$ 12,985
Other Current Assets	$ 11,969	$ 8,765	$ 10,346
Capital Assets	$ 54,783	$ 54,691	$ 55,535
Total Assets	**$ 79,264**	**$ 78,576**	**$ 78,866**
LIABILITIES	4,407	4,123	3,647
NET POSITION	$ 74,856	$ 74,453	$ 75,219
Reserve Balance	$ 8,437	$ 8,126	$ 8,243
Months in Reserve	2.39	2.27	2.30

Reserve Balance in Months and Dollars (Millions)

Target Range (Months) — Goal: 2.5 Months

Values shown: 2.24, 2.37, 1.73, 1.93, 1.79, 1.72, 2.23, 2.21, 2.26, 2.27, 2.27, 2.25, 2.39

Months: March 17, April, May, June, July, Aug, Sept, Oct, Nov, Dec, Jan 18, Feb, March

Legend: Millions of Dollars — Months in Reserve

Statement of Cash Flows (in Thousands of Dollars)

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

Cash & Investments	FY2016		Fiscal Year 2017				Fiscal Year 2018	
	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
Beginning Balance	$ 13,120	$ 6,383	$ 16,735	$ 16,638	$ 12,985	$ 7,537	$ 15,638	$ 15,120
Effect of Operations	3,577	2,515	(6)	(1,263)	3,859	(137)	(1,519)	(3,584)
Effect of Capital	(4,371)	(5)	(11)	48	(1,958)	(447)	-	(5)
Effect of Investments	(5,943)	7,842	(80)	(2,438)	(7,349)	8,685	1,000	980
Ending Balance:	$ 6,383	$ 16,735	$ 16,638	$ 12,985	$ 7,537	$ 15,638	$ 15,120	$ 12,511

Investments Summary

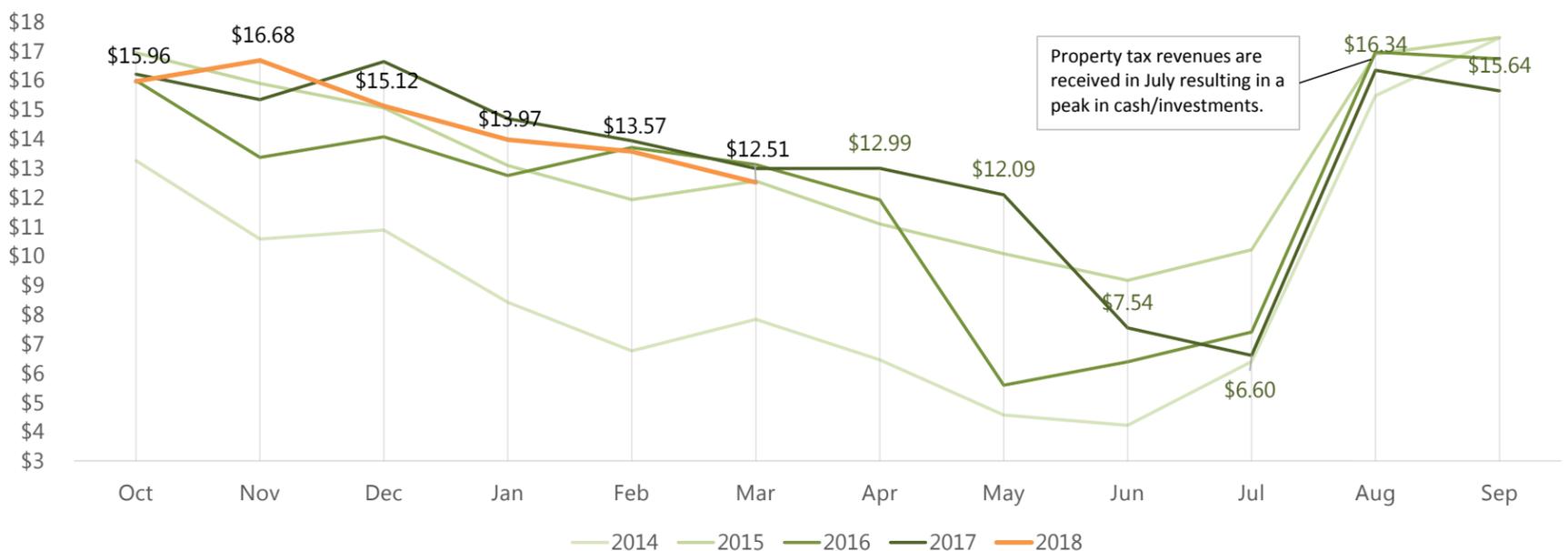*In Thousands of Dollars (which means add a comma and three zeros).*

Type of Purchase	Date of Maturity	Interest Rate	Total as of 3/31/2018
Bank of AA - CDARS	4/12/2018	0.2%	$ 8,001
RBC Futures Account	Daily	0.1%	609
Key Bank Money Market	Daily	0.1%	5
MERS Retirement Savings			106
Total Investments:			**$ 8,721**

The majority of Operating Capital and Long Term Reserves are FDIC insured. CDARS (certificate of deposit account registry service) allows AAATA funds to be distributed to various banks to ensure funds remain under the FDIC $250,000 limit. This is facilitated by Bank of Ann Arbor. Accounts that are not FDIC insured are used for day-to-day working capital including a fuel futures commodity account and a money market account. MERS Retirement Savings is not operating capital and is managed by Municipal Employee's Retirement System of Michigan.

Cash and Investments History

Total Cash and Investments by Month and Year (2014 to 2018 YTD)
In Millions of Dollars.

Values shown: $15.96, $16.68, $15.12, $13.97, $13.57, $12.51, $12.99, $12.09, $7.54, $6.60, $16.34, $15.64

Property tax revenues are received in July resulting in a peak in cash/investments.

Months: Oct, Nov, Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep

Legend: 2014, 2015, 2016, 2017, 2018

Issue Brief: 2018 Q12Satisfaction and Service

Report **Meeting:** Board Meeting   **Date:** May 17, 2018   **Agenda Item # 4.4**

Recommended Action(s): Receive as CEO Operational Update

Prior Relevant Board Actions and Policies:

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

Issue Summary:

Staff present the Quarterly Satisfaction and Service Report populated with currently available and reportable data/targets for Fixed Route and Paratransit service. Information is sorted into several Ends Policy categories. Staff will continue to work on defining and populating the remaining items for Fixed Route and for other services. Targets, when possible, will be set in Ends Policy Interpretations. A glossary of terms for currently tracked metrics is attached.

Attachments:

- Highlights Brief
- FY 2018 Q1 Satisfaction and Service Report
- Glossary of Terms

Author: Bryan D. Smith   Reviewed by:

Approved by: Date:

Quarterly Satisfaction and Service Report: Guide to Terms

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

Per Capita in Service Area.
Population that lives in the AAATA service area, calculated using census tracts (retrospective measure). Also reported to National Transit Database.

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

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

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

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

Bus Stops with Shelters
AAATA, based on the industry standard, puts shelters at stops that have an average of 50 or more riders per weekday. A bus stop is considered to meet these standards if there is
- An AAATA shelter
- An alternative shelter is in close proximity to the stop making an AAATA installation redundant.

Only shelters that *may* be possible are included in the metric. Not included are several 50+ rider/day bus stops where a stop is not currently possible because property owners have declined to grant an easement (3%) or there is insufficient space in dense, downtown areas (13%).

Condition of Vehicle
The image of the transit system, including the condition of the transit vehicles is an important factor in determining user satisfaction. The 100-point system is aligned with industry study: Climate Control (20), Interior Cleanliness (30), Exterior Cleanliness (10), Repair of Seats (20), Interior Lighting (10), General Repair (10)**.**

![TheRide logo]

Service and Satisfaction Report Highlights

1/1/2018 to 3/31/2018

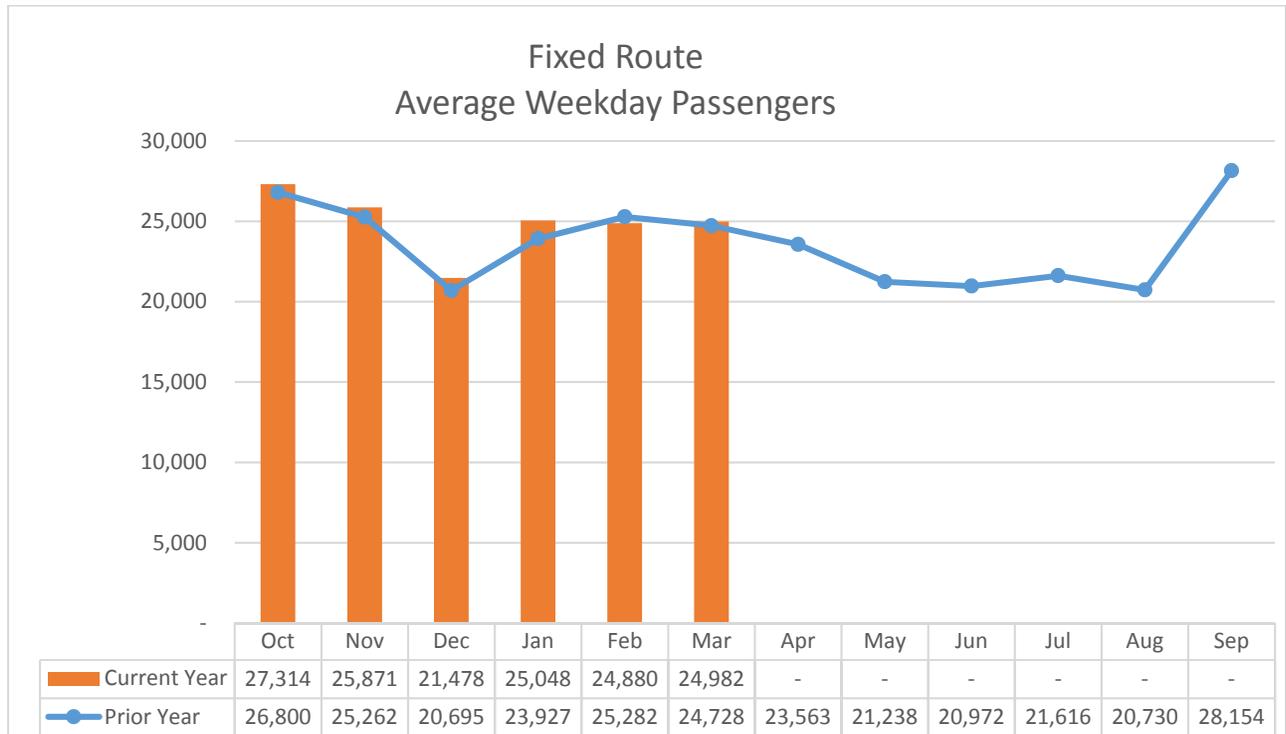**Fixed Route Ridership:**

1.73M Trips 2018 Q2

⬆ **1.72M** Trips 2017 Q2

Ridership continues to grow and is up 0.2% quarter to quarter.

The chart below shows the trend of average weekday ridership from this year to last year.

Fixed Route
Average Weekday Passengers

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Current Year	27,314	25,871	21,478	25,048	24,880	24,982	-	-	-	-	-	-
Prior Year	26,800	25,262	20,695	23,927	25,282	24,728	23,563	21,238	20,972	21,616	20,730	28,154

Fixed Route On-Time Performance

The Operations and Planning divisions have identified more clearly where we are having the biggest challenges with on-time performance. We are now working on short-term solutions that can be deployed later this year. At the same time, we are starting to outline long-term solutions that should have a greater impact, but will take more time and data to deploy.

One data point to share is a new metric focused on how many *passengers* are on a on-time bus. This metric will help us focus our efforts on where they will do the most good.

77% of our passengers on are on-time.

See data below for preliminary analysis (sample from afternoon peak.

On-Time Performance for Passengers, estimated, PM Peak, Q2

 # Passengers On-time - PM Peak

 # Passengers Late - PM Peak
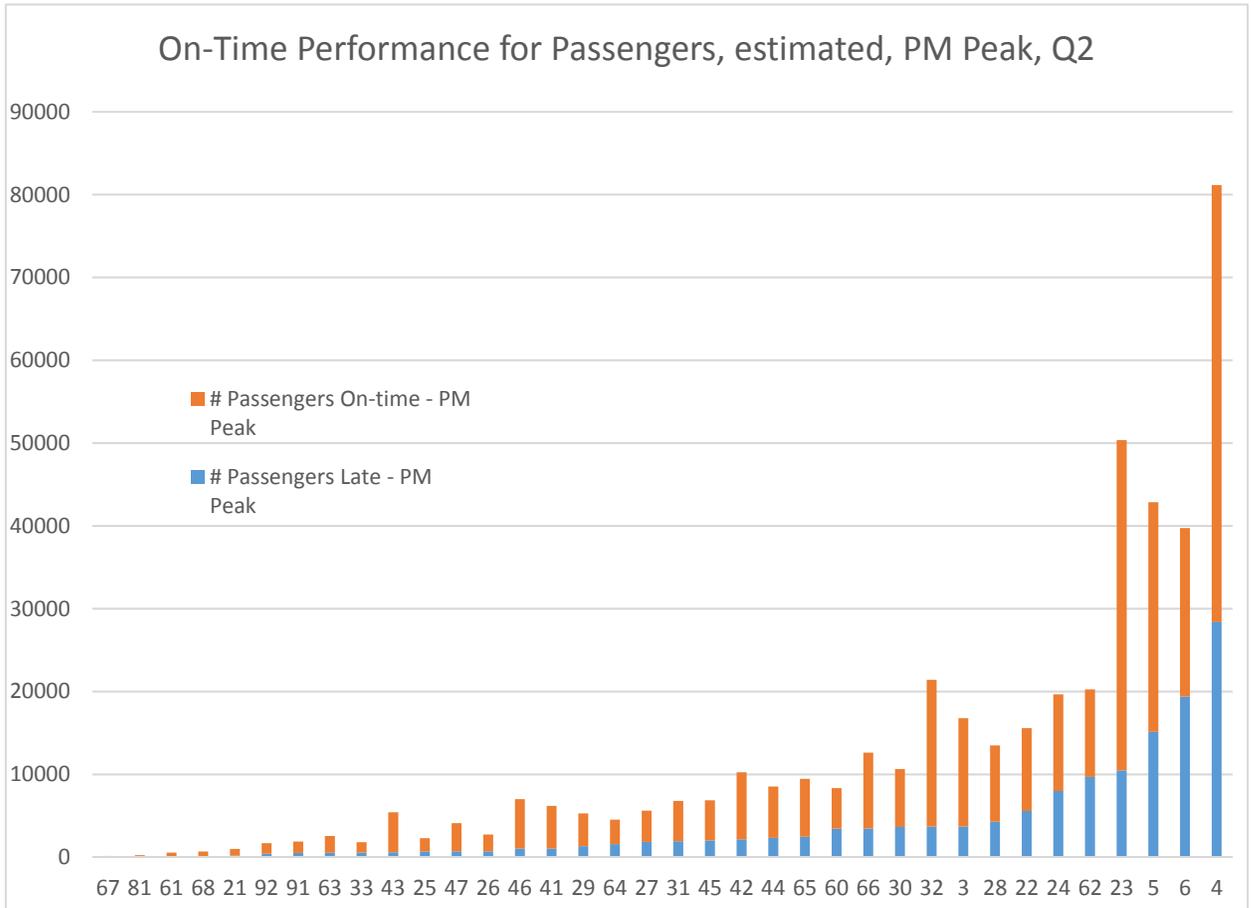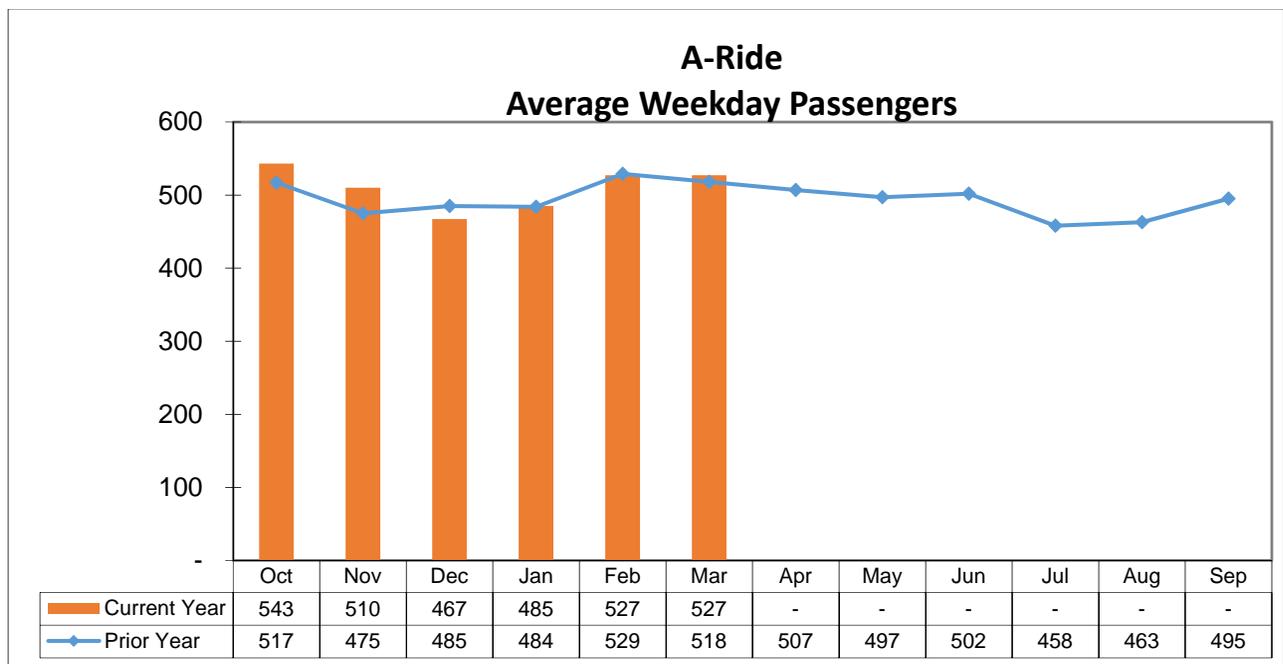
Fixed Route: Miles between Road Calls

Late last year, the fleet maintenance department began working on a new preventative maintenance schedule, with the goal of reducing some common road calls associated with emission-control systems. The trending increase in the last three quarters reflects that effort.

26,900

miles between road calls

Paratransit: Ridership

Paratransit ridership continues to grow and is up 8% quarter to quarter.

The chart below compares average weekday ridership from this year to last year.

A-Ride
Average Weekday Passengers

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Current Year	543	510	467	485	527	527	-	-	-	-	-	-
Prior Year	517	475	485	484	529	518	507	497	502	458	463	495

FY 2018 Q2 Satisfaction and Service Report

Service: Fixed Route (Local + ExpressRide) — Previous quarters / Current Quarter

End/Outcome	Measure	2017 Q2	2017 Q3	2017 Q4	2018 Q1	2018 Q2	Q to Q Trend		Target
Ridership	Boardings	1,727,966	1,532,241	1,658,771	1,724,420	1,732,094	◯ 0.2%		> last yr's Q
Satisfaction	User Surveys (every 2 years)	--	--	--		5.92	● 1.2% *		> 5
Safe	Preventable accidents + pass. injuries per 100,000 miles	1.08	1.23	1.04	2.10 **	2.27 **	--		< 3.5
	% bus stops compliant with industry standards (TCRP)	--	--	--				--	
Reliable	On-time Performance (within 0-5 min at timepoints)	89%	86%	83%	81%	84.5%	● -5%		90%
	% passengers on an on-time bus	--	--	--	--	77%		--	
	Miles between road calls	14,489	11,851	20,404	20,749	26,913	● 86%	--	
Courteous	Complaints per 100,000 boardings	2.3	1.2	1.7	2.4	3.1	● 35%	--	
Comfortable	Crowding	--	--	--				--	
	% of qualifying, possible bus stops with shelters			87%	88%	88%	--	--	
	Condition and cleanliness of bus: % buses scoring 80+/100	82%	84%	82%	81%	80%	● -3%		>80%
Eff. Stewardship	Boardings per Revenue Hour	24.3	21.8	23.4	24.8	24.6	● 1%		>25
	Cost per Revenue Hour (note: cumulative over fiscal year)	$ 99.3	$ 102.4	$ 103.7	$ 102.1	$ 104.1	● 5%	--	

0.1%

* 2015 value= 5.85

** injuries added to calcuation

Service: Paratransit — Previous quarters / Current Quarter

End/Outcome	Measure	2017 Q2	2017 Q3	2017 Q4	2018 Q1	2018 Q2	Q to Q Trend		Target
Access	ADA Service Denials/ ADA Boardings				0.12%	0.11%			"no pattern"
Ridership	ADA Trips	26,974	27,962	27,111	29,089	30,020	● 11%		
	Senior Trips	4,366	4,368	4,027	3,950	3,834	● -12%		
	Total Trips	31,340	32,330	31,138	33,039	33,854	● 8%		
	ADA Boardings/Capita	0.12	0.12	0.12	0.13	0.13	● 10%		
Reliable	On-time Performance (% within 30 min Service Window)				97%	96%			97%
Courteous	% of Complaints/Boardings					0.10%			< 0.50% trips
Convenient	Avg on hold time Advance Reservations								
	Avg on hold time Same-Day Reservations								
Stewardship	Boardings per Revenue Hour	1.47	1.38	1.38	1.52	1.42	● -3%		
	Cost/Boarding	$ 32.86	$ 32.43	$ 34.28	$ 33.30	$ 32.9	◯ 0.0%		

Issue Brief: Planning Process and TheRide's Priorities

Meeting: Board of Directors   **Date:**   May 17, 2018   **Agenda Item # 5.1.1**

Recommended Action(s): Receive as Background Information for Future Discussion

Prior Relevant Board Actions and Policies:

- 1.0 AAATA exists to provide access to destinations…at a cost that demonstrates value and efficient stewardship of resources.
- 1.1 Use of AAATA services increases in the Area
- 1.2 People throughout the Area have equitable access to opportunity through AAATA…
- 1.3 Customers are highly satisfied with AAATA services.

Issue Summary:

Staff present the newly updated planning process and background information on ridership vs. coverage.

Attachments:

- Planning Process and Priorities
- TheRide's Priorities / Ridership vs. Coverage
- Basics: The Ridership – Coverage Tradeoff, by Christopher Yuen, Human Transit

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Author: Forest Yang / Matt Carpenter   Reviewed by: *Matt Carpenter*

Approved by: *Matt Carpenter*   Date: May 10, 2018

Planning Process and Priorities

Board Meeting

May 17, 2018

TheRide

TheRide System Map

Where we are today

2

TheRide

ANN ARBOR AREA TRANSPORTATION AUTHORITY

New Planning Process

Next Steps

	2018				2019				2020				2021			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Existing Millage (2014- May 2019)																
Millage Education, Vote & Renewal (2019-2024)																
5YTIP Adjustments, Tech Reviews, Studies…																
Develop New Long-Range Vision																
Develop 5-Year Plan																
New Millage Opportunity (Illustrative)**																

TheRide

ANN ARBOR AREA TRANSPORTATION AUTHORITY

TheRide's Priorities
Ridership vs. Coverage

For discussion only
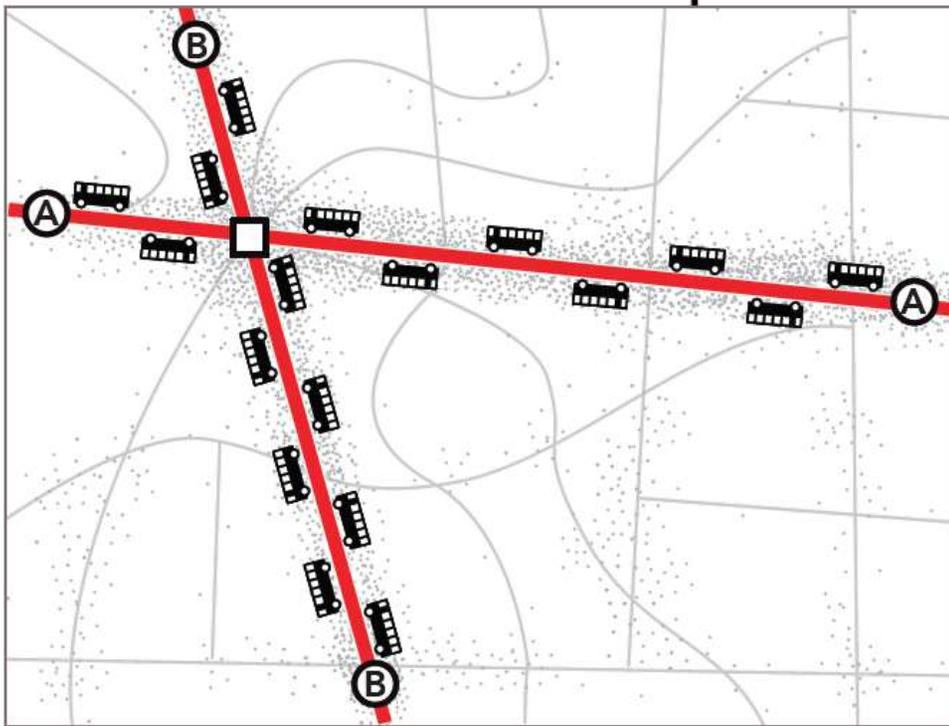
Ridership vs. Coverage
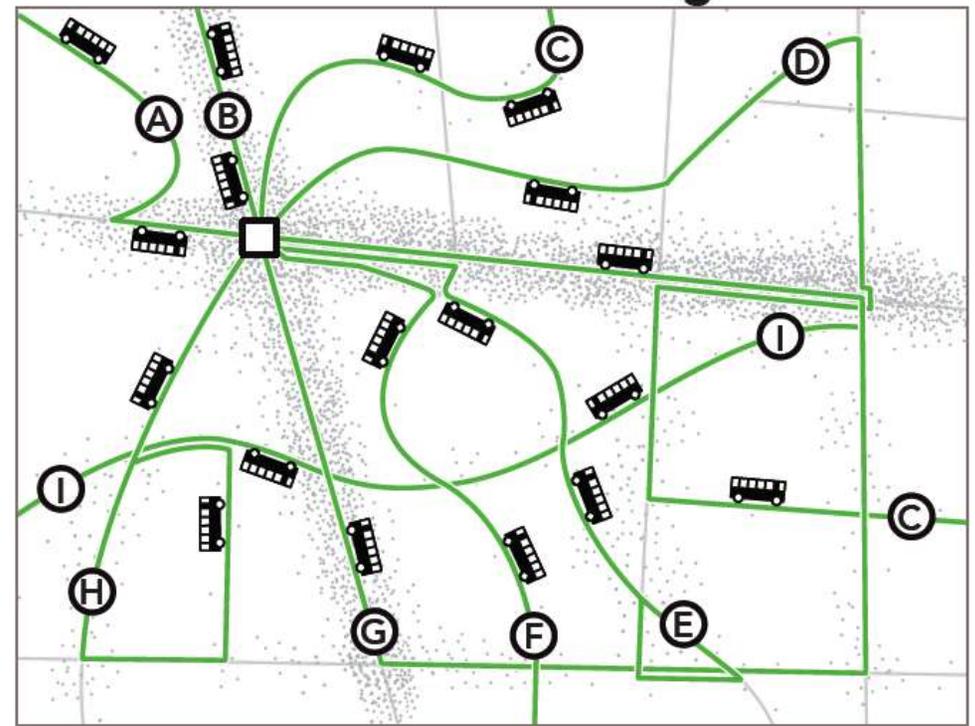
Source: Human Transit

Current Approach

- Service Standards and Guidelines
  - Coverage, frequency, productivity, etc.
- Best Practices
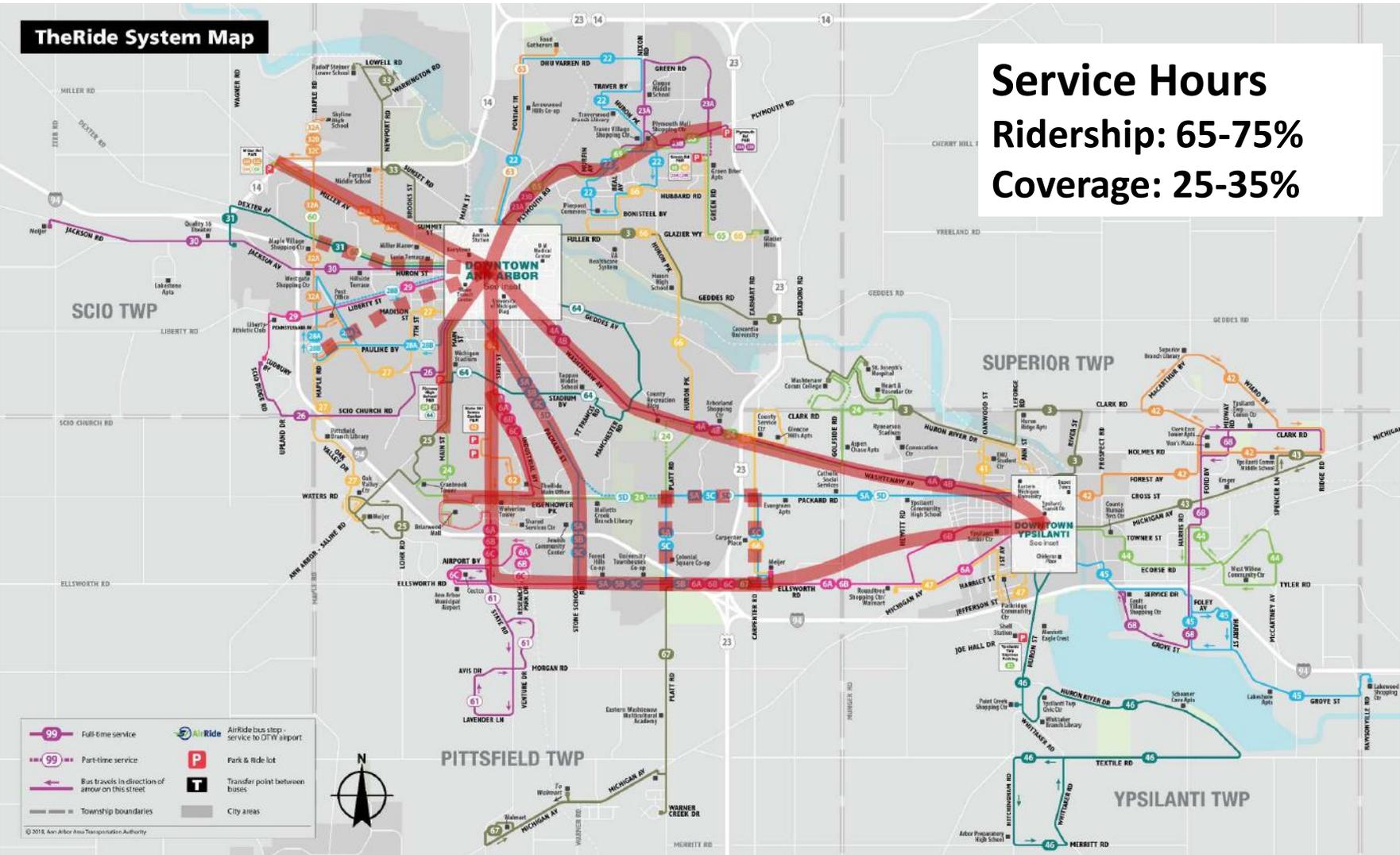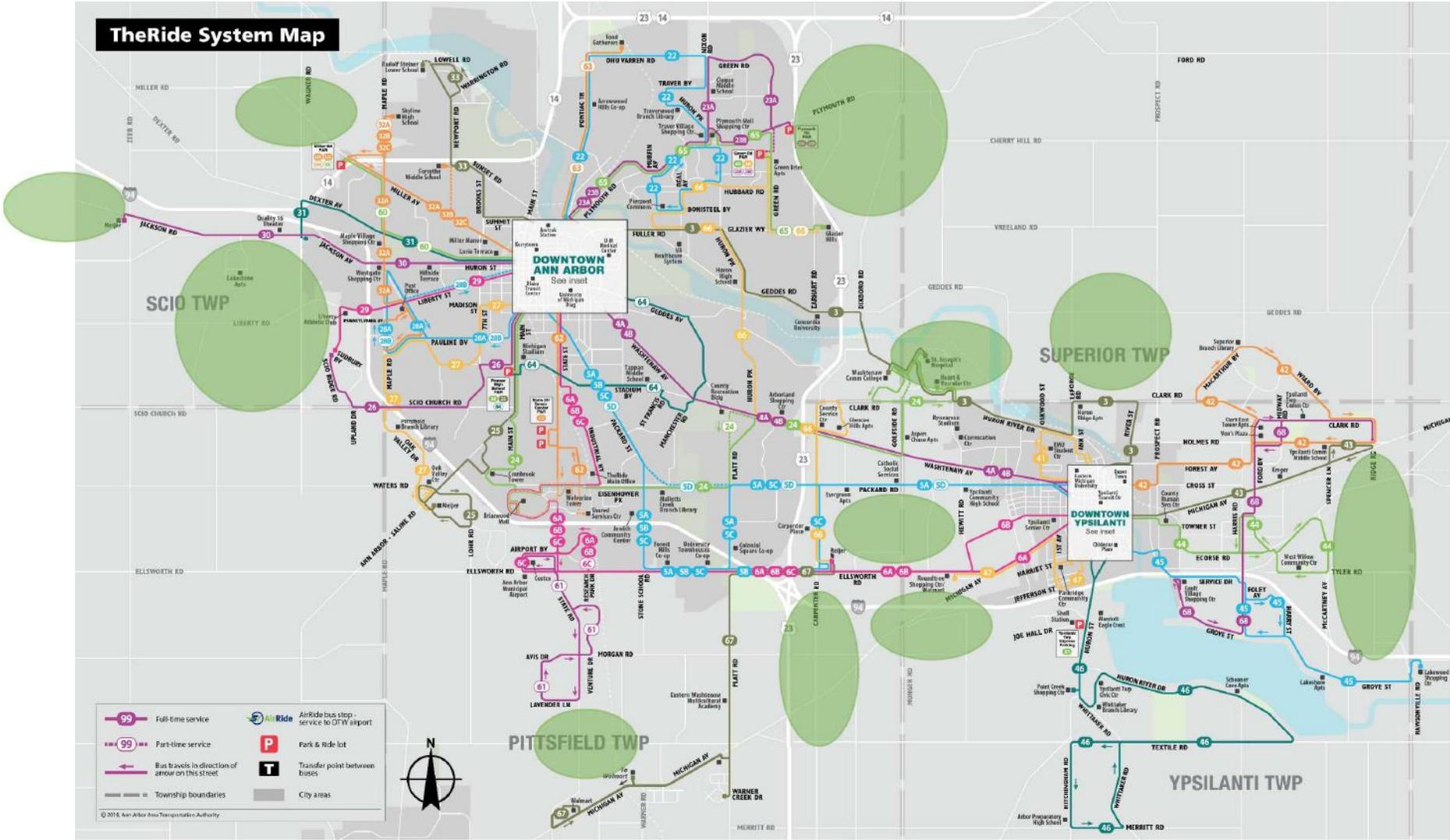- Priorities and tradeoffs

TheRide' Priorities

Ridership
- Increased use
- Stewardship
- Customer satisfaction
- Economic
- Environmental

Coverage
- Access
- Equitable
- Customer satisfaction
- Economic
- Social

EVERYTHING
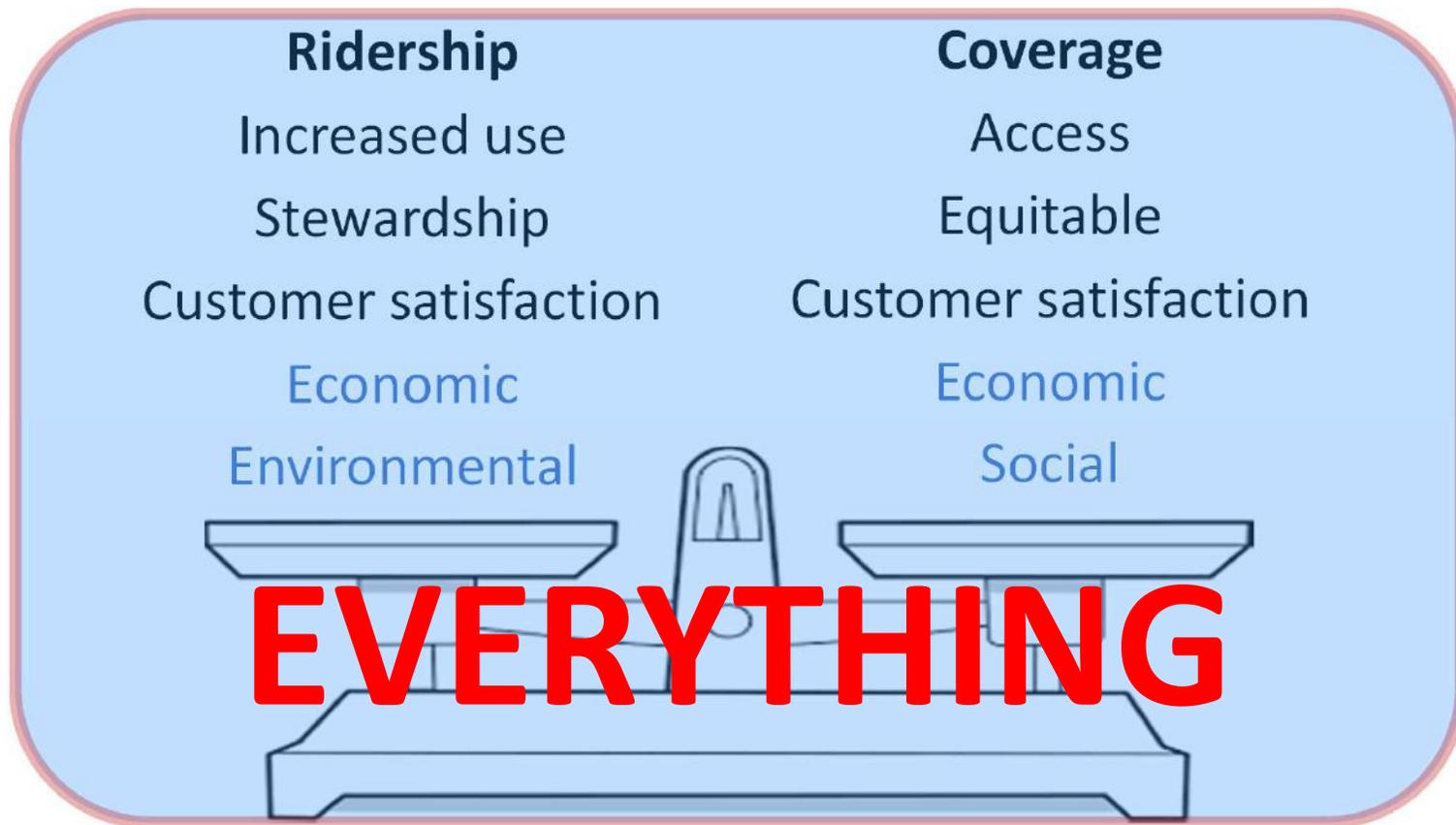
Existing Riders Profile

9

Population Density (Per Sq. Mile)
ACS 2016 (5-Year Estimates)

Community Profile

10
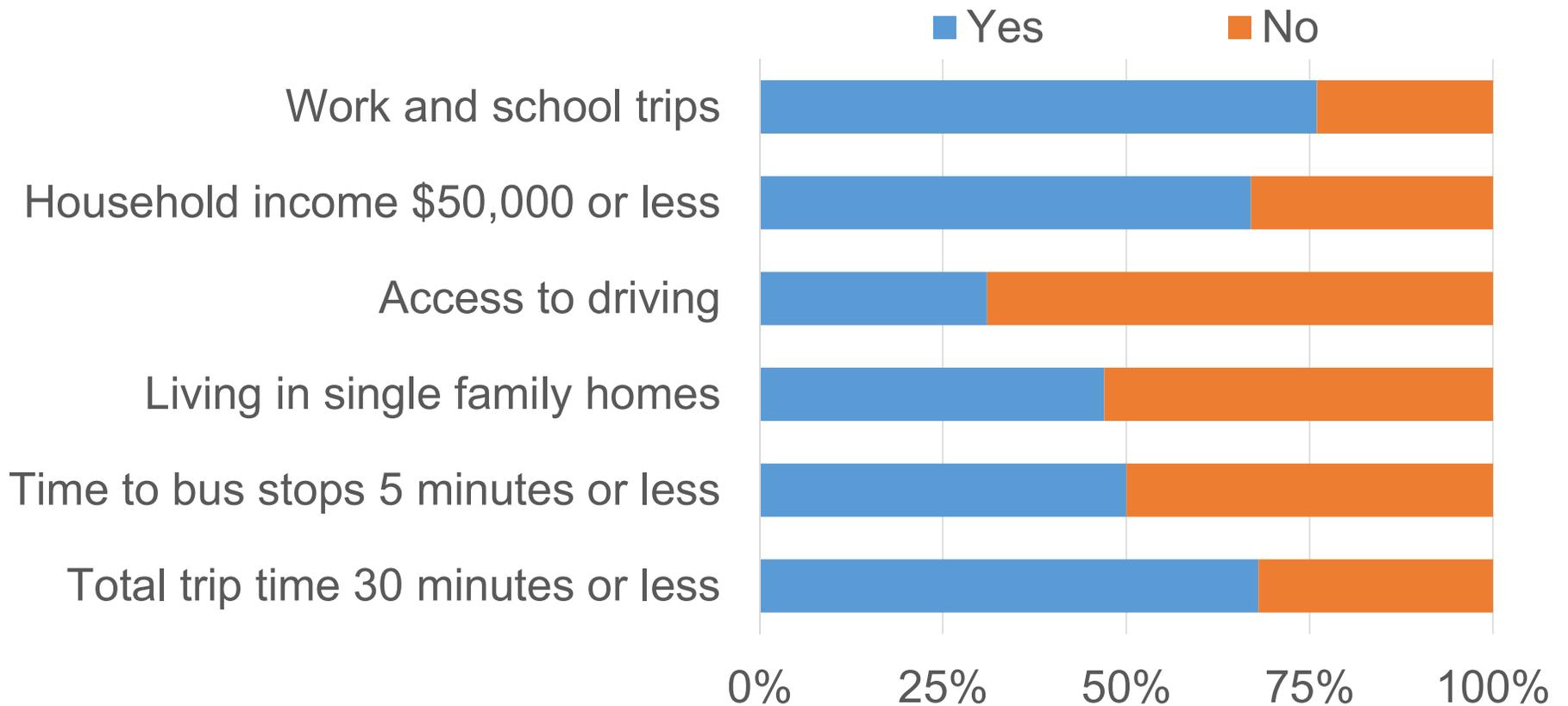
Service Hours
Ridership: 65-75%
Coverage: 25-35%

Existing Services

TheRide

ANN ARBOR AREA TRANSPORTATION AUTHORITY

Coverage Goal – An Example

12

Ridership Goal – An Example

TheRide
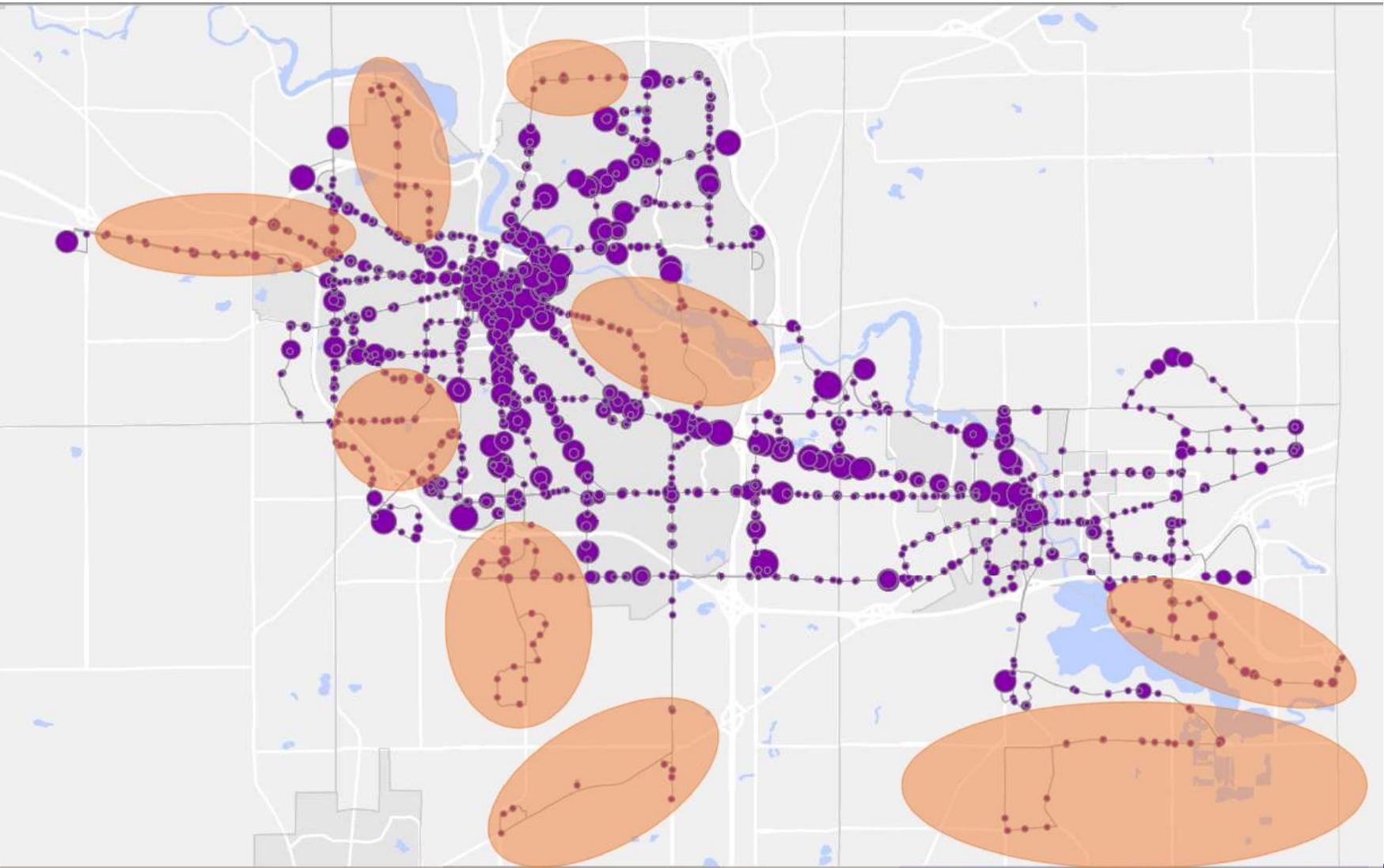
Concept of Integrated Planning

- Land use and transportation and transit
- Transit priorities and technologies
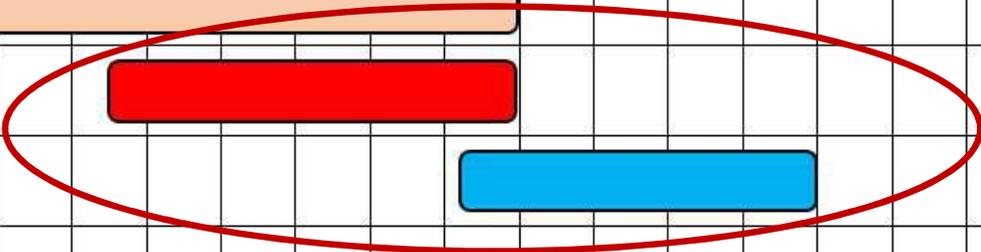- Programs / partnership
- System / network approach

Conventional Suburban Development — Conventional Suburban Development — SmartCode — SmartCode

Concept of Integrated Mobility

Next Steps

	2018				2019				2020				2021			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Existing Millage (2014- May 2019)																
Millage Education, Vote & Renewal (2019-2024)																
5YTIP Adjustments, Tech Reviews, Studies...																
Develop New Long-Range Vision																
Develop 5-Year Plan																
New Millage Opportunity (Illustrative)**																

Board Direction via Policy

- Ends Policies
    - What results
    - For whom
    - At what cost

- "Dual Roles for Transit"
    - Captive Riders & Discretionary Riders (environmental/congestion)

Direction and Priority

- Today's Ends Policies
  - Equitable access (1.2), low income, mobility challenges, can't drive (1.2.1)
  - Increase ridership (1.1), attractive alt to automobile (1.3.2)

- Opportunity for additional direction: clarity & priorities

Owners Values & Linkage

- Public engagement on future planning
  - Starts this Fall
  - Has to solicit values of riders and non-riders

- Opportunity for Board to learn Owners' values?
  - Could be part of consultation process

	Navigation

Human Transit

The professional blog of public transit consultant Jarrett Walker.

Basics: The Ridership – Coverage Tradeoff

💬 **20**

Posted on February 26, 2018 in **Basics**, **General**, **Values**

By Christopher Yuen

Is your transit agency succeeding? It depends on what it's trying to do, and most transit agencies haven't been given clear direction about what they *should* be trying to do.

This post revisits a basic topic at the core of transit planning decisions that everyone engaged in conversation about transit should understand.

In the fictional town below, the little dots indicate dwellings and commercial buildings and other land uses. The lines indicate roads. Most of the activity in the town is concentrated around a few roads, as in most towns.
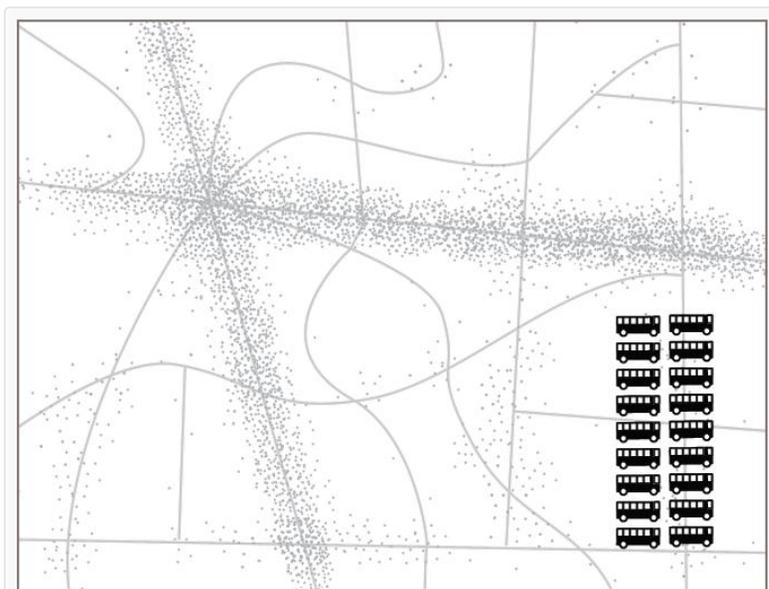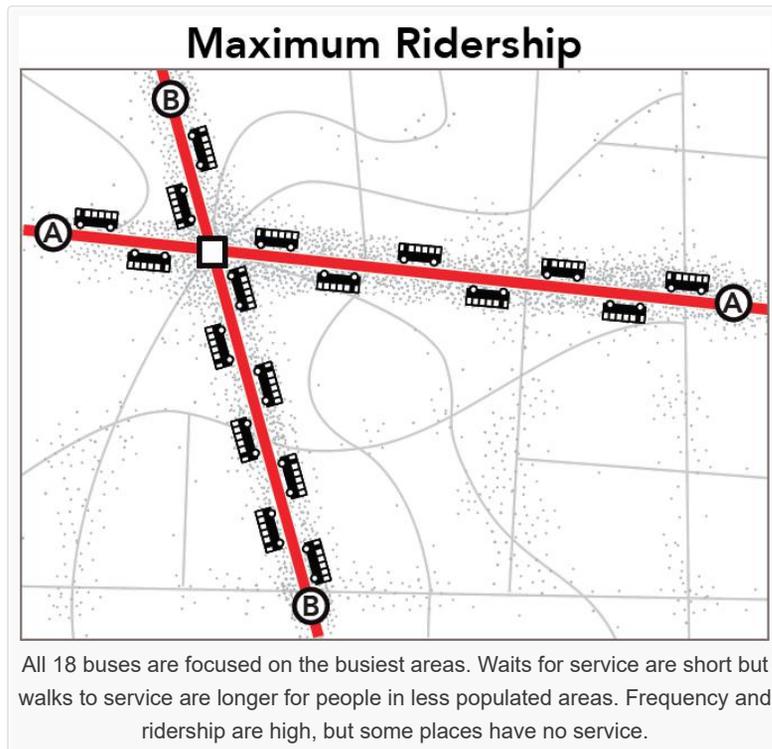

Imagine you are the transit planner for this fictional town. The dots scattered around the map are people and jobs. The 18 buses are the resources the town

has to run transit. Before you can plan transit routes you must first decide:
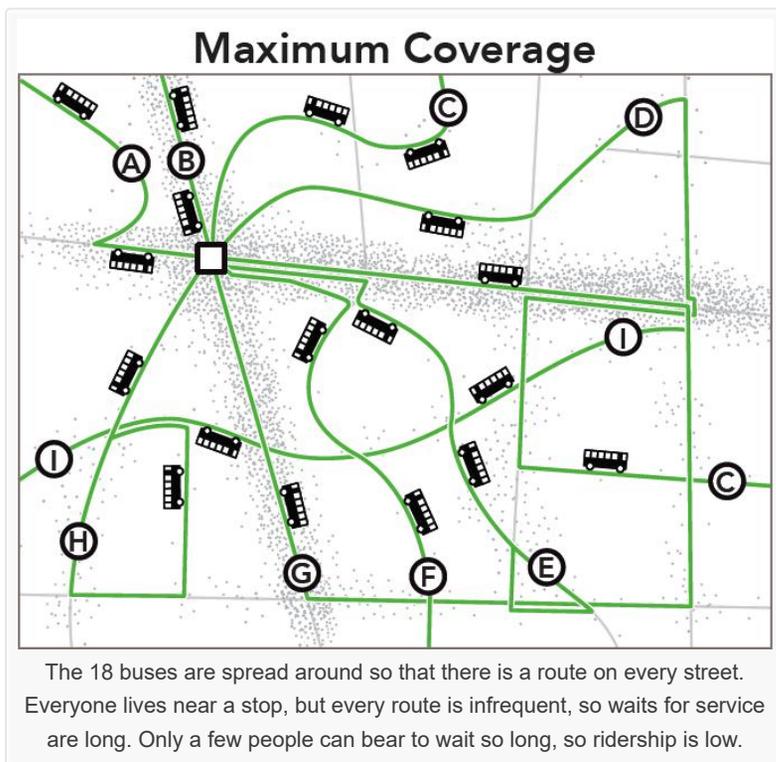What is the purpose of your transit system?

A transit agency pursuing only a ridership goal would focus service on the streets where there are large numbers of people, where walking to transit stops is easy, and where the straight routes feel direct and fast to customers. Because service is concentrated into fewer routes, frequency is high and a bus is always coming soon.

This would result in a network like the one below.

Maximum Ridership

All 18 buses are focused on the busiest areas. Waits for service are short but walks to service are longer for people in less populated areas. Frequency and ridership are high, but some places have no service.

Why is this the maximum ridership alternative? It has to do with the non-linear payoff of both high density and high frequency, as we explain more fully here.

If the town were pursuing only a coverage goal, on the other hand, the transit agency would spread out services so that every street had a bus route, as in the network at below. Spreading it out sounds great, but it also means spreading it thin. As a result, all routes would be infrequent, even those on the main roads. Infrequent service isn't very useful, so not many people would ride.

The 18 buses are spread around so that there is a route on every street. Everyone lives near a stop, but every route is infrequent, so waits for service are long. Only a few people can bear to wait so long, so ridership is low.

In these two scenarios, the town is using the same number of buses. These two networks cost the same amount to operate, but they deliver very different outcomes.

Ridership-oriented networks serve several popular goals for transit, including:

- Reducing environmental impact through lower Vehicle Miles Travelled.

- Achieving low public subsidy per rider, through serving the more riders with the same resources, and through fares collected from more passengers.

- Allowing continued urban development, even at higher densities, without being constrained by traffic congestion.

- Reducing the cost of for cities to build and maintain road and bridges by replacing automobile trips with transit trips, and by enabling car-free living for some people living near dense, walkable transit corridors

On the other hand, coverage-oriented networks serve a different set of goals, including:

- Ensuring that everyone has access to some transit service, no matter where they live.

- Providing lifeline access to critical services for those who cannot drive.

- Providing access for people with severe needs.

- Providing a sense of political equity, by providing service to every municipality or electoral district.

Ridership and coverage goals are both laudable, but *they lead us in opposite directions*. Within a fixed budget, if a transit agency wants to do more of one, it must do less of the other.

Because of that, cities and transit agencies need to make a clear choice regarding the Ridership-Coverage tradeoff.   In fact, we encourage cities to develop consensus on a *Service Allocation Policy*, which takes the form of a percentage split of resources between the different goals. For example, an agency might decide to allocate 60 percent of its service towards the Ridership Goal and 40 percent towards the Coverage Goal. Our firm has helped many transit agencies think through this question.

What about your city? What do you think should be the split between ridership and coverage? The answer will depend on your preferences and values. No two cities are the same.

Christopher Yuen is an associate at Jarrett Walker+Associates and will be regularly contributing to this blog.

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🏷 **allocation**, **conflicting objectives**, **coverage**, **equity**, **policy**, **Ridership**, **usefulness**, **values**

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20 Responses to *Basics: The Ridership – Coverage Tradeoff*

Evan Siroky February 26, 2018 at 5:01 pm #   REPLY ↩

Thinking outside the box: in your hypothetical city, allow denser zoning outside your 2 main streets to concentrate uses and allow more people to walk and bike.