


















## ISSUE BRIEF: Ends Policies Monitoring Report




**Board Meeting: December 17, 2020**

<b>INFORMATION TYPE:</b>
Decision
<b>RECOMMENDED ACTION:</b>
That the Board review this monitoring report and consider accepting it as (C), making reasonable progress toward compliance.
<b>PRIOR RELEVANT BOARD ACTIONS &amp; POLICIES</b>
<ul style="list-style-type: none"> <li>On December 19<sup>th</sup>, 2019, the Board adopted new Ends policies.</li> <li>On April 16<sup>th</sup>, 2020, the Board unanimously voted (C) that the CEO was making reasonable progress toward compliance on the policies.</li> </ul>
<b>ISSUE SUMMARY:</b>
<p>In accordance with the Board’s Policy Manual, I present the Ends Monitoring Report which covers FY 2020 until October 2020. Under the circumstances, I feel the Board should consider accepting the report as (C) making “reasonable” progress toward compliance, in the context of the pandemic.</p> <p>Even though the context for the Ends has changed this year, we believe that earlier interpretations, metrics, and evidence are still appropriate for measuring year-over-year progress. However, the pandemic-related impacts outlined in this report are still sobering. Our pursuit of the Ends has suffered a serious setback through the loss of ridership, and demand for our services will take several years to fully recover. At the same time, it has clearly been appropriate to focus more attention on Executive Limitations pertaining to the safety of staff and passengers.</p> <p>I certify that the information in this report is true and complete to the best of my ability, and I request that the Board accept this as indicating an acceptable level of compliance.</p> <div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div style="text-align: center;"> <p>CEO’s Signature</p>  <p>_____</p> </div> <div style="text-align: center;"> <p>Date</p> <p>December 8, 2020</p> <p>_____</p> </div> </div> <p><b>Note:</b> The Governance Coach has reviewed this report and provided feedback to the Board at the end of the document.</p>
<b>BACKGROUND:</b>
<p>TheRide’s Board of Directors articulate the results the agency is to produce, for whom, and at what cost. These strategic outcomes are called the Ends Policies. This monitoring report provides the CEO’s interpretations of those policies, evidence of achievement, and an assertion on compliance with the Board’s written goals. As with other monitoring reports, the Board decides whether the interpretations are reasonable, and the evidence convincing.</p>
<b>ATTACHMENTS:</b>
1. Ends monitoring report

## TheRide Proposed Ends Policies

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

PROPOSED ENDS POLICIES:	Page #	Compliance
<b>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.</b>	3	
<b>1.1. Residents in the area have equitable access to public transportation services that enable them to participate fully in society.</b>	7	
1.1.1. People with economic challenges have affordable public transportation options.	10	
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.	11	
<b>1.2. Public transportation positively impacts our environment.</b>	15	
1.2.1. Public transportation options are increasingly chosen overuse of a personal car.	16	
1.2.2. Public transportation options minimize energy use and pollution, and conserve natural resources.	17	
1.2.3. Public transportation options produce conditions favorable to more compact and walkable land development.	18	
1.2.4. Relevant public policy is transit supportive	20	
<b>1.3. Public transportation positively impacts the economic prosperity of the area.</b>	21	
1.3.1. Public transportation facilitates labor mobility.	21	
1.3.2. Students can access education opportunities without need of a personal vehicle.	24	
1.3.3. Visitors use public transportation in the area.	25	
1.3.4. Public transportation connects the area to the Metro Detroit region.	26	
<b>1.4. Passengers are highly satisfied with public transportation services.</b>	26	
<b>1.5 Residents of the area recognize the positive contributions of public transportation to the area’s quality of life.</b>	28	

 Fully Compliant    
  Partially Compliant    
  Non-Compliant

## Preliminary CEO Interpretations and Evidence

### POLICY 1.0

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

**Degree of Compliance:** Partially compliant

#### Interpretation

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

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

Compliance with this policy will be demonstrated during this period when ridership on fixed-route services increases faster than population growth. This should indicate that the community is increasing its reliance on transit. Fixed-route ridership is a good proxy for overall benefit as it makes up 90% of all riders of all our services. (Other modes of travel are referenced later in the report.)

Further, value and stewardship will be demonstrated when our cost-effectiveness remains within the norms of the public transit industry over time. No transit service breaks-even or turns a profit, so profit-oriented financial analysis is less helpful. This interpretation is reasonable because it provides alternative context via benchmarking and trends over time. It also illustrates whether limited funds are being used to benefit the largest number of people possible.

**Evidence**

**Pandemic-Related Changes**

TheRide’s fixed route and paratransit service never ceased operation during 2020, even when the initial pandemic outbreak overwhelmed other agencies and forced them to shut down. This was accomplished without any known transmission of the virus among staff or passengers. Under pandemic conditions, we offer this as evidence of compliance with this policy.

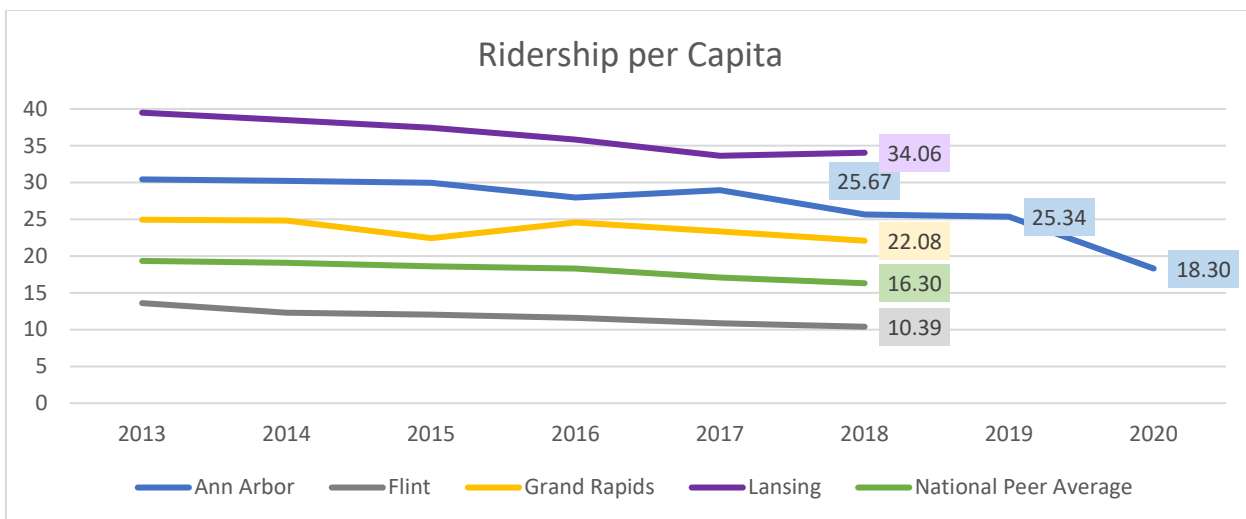
Evidence for this policy is provided as statistical trends for TheRide’s key performance metrics for fixed-route bus service, benchmarked against other peer transit agencies in Michigan for context (where data is available). TheRide peers are developed by a third-party, Florida Transit Information System (FTIS). FTIS uses data from the National Transit Database (NTD) to create peers that are similar based on area population, mode type, total annual vehicle miles operated, annual operating budget, population density, population growth rate etc. Five of the most similar transit agencies in the country have been used to provide a national peer average comparison.

Our key metrics are:

- **Ridership per Capita** – Total fixed-route ridership divided by population. This gives a snapshot of the proportion of the community using the service and is more up to date than mode share figures that follow later in this report.
- **Annual Ridership** – Total absolute ridership on the fixed-route service. A snapshot of the actual number of passengers. (Paratransit, vanpool, and other services are addressed in other policies.)
- **Cost per Rider** – Total fixed-route operating costs divided by ridership. This cost-effectiveness measure provides an answer about “at what cost?” It is best judged in comparison with other transit agencies.

**Ridership (Trips) per Capita**

Ridership dropped by over 44% from FY 2019 to FY 2020, this has led to a 7% drop in ridership per capita. These drops were as a result of the pandemic. The graph below displays this information.

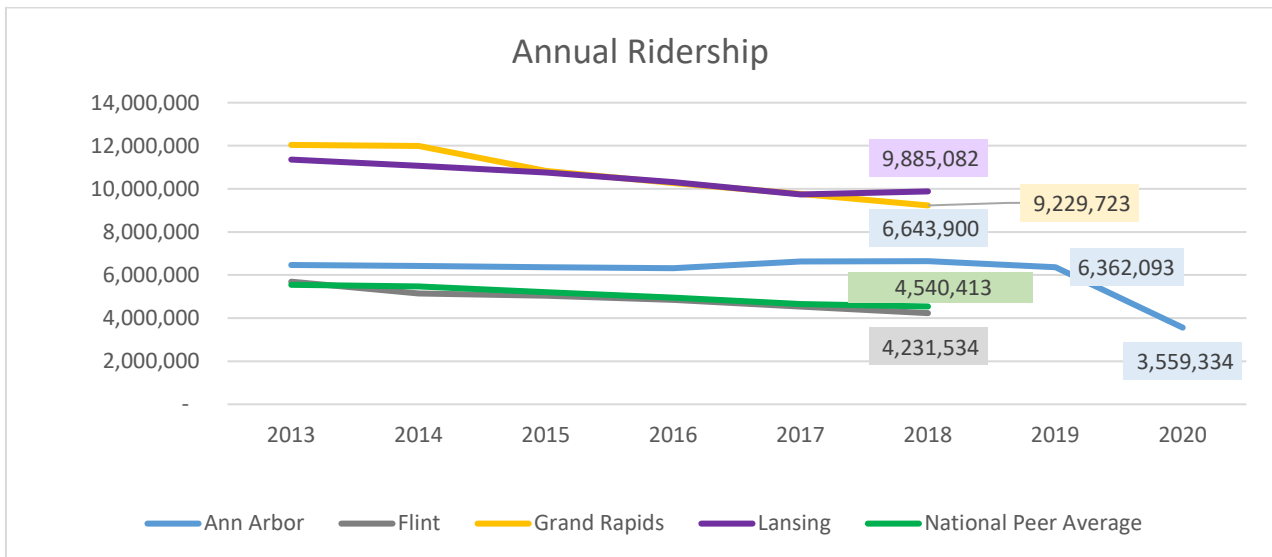


**Note:**

1. *Lansing ridership per capita is high because CATA reports Michigan State University ridership. The University of Michigan reports its bus ridership separately, causing our comparatively lower ridership per capita numbers.*
2. *Transit peer data for FY 2019 and FY 2020 is currently unavailable*

**Annual Ridership**

Since 2013, TheRide had seen a slight increase in fixed-route ridership, albeit with some declines. However, with the pandemic, ridership dropped in FY 2020 by over 44% as shown in the graph below.

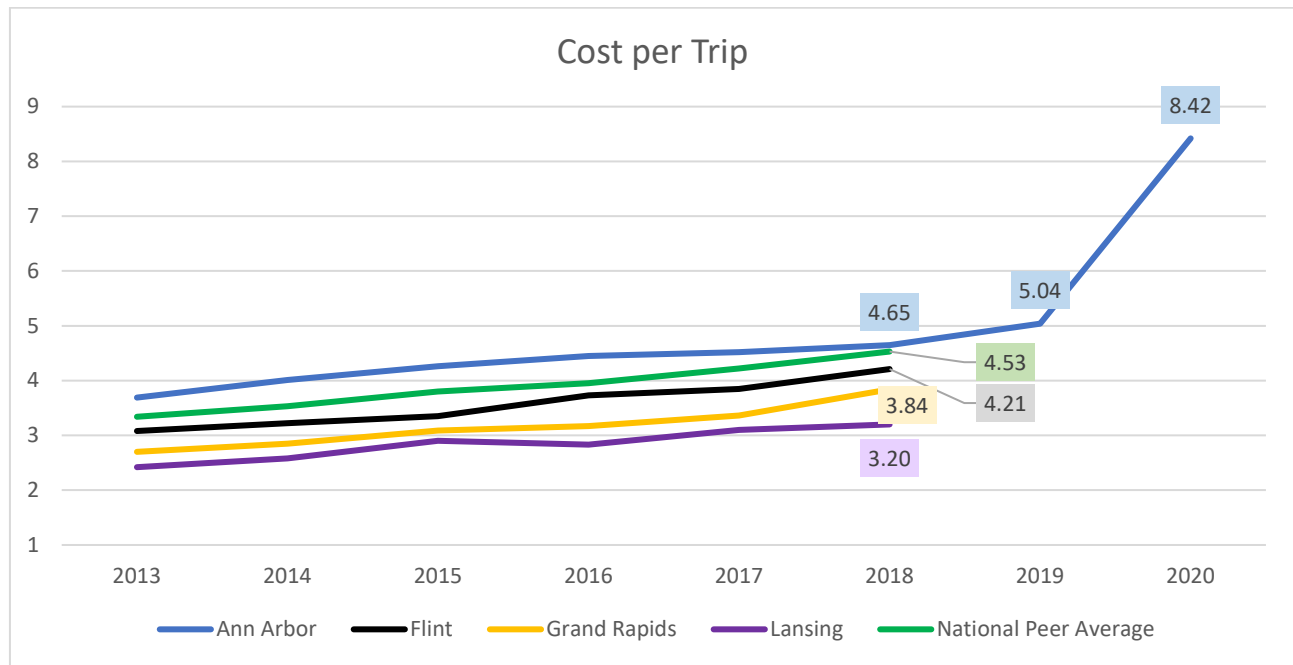


**Note:**

1. *Lansing's ridership includes ridership at Michigan State University while TheRide does not include University of Michigan on campus ridership. This may explain the disparity in the ridership numbers between the two agencies.*
2. *Transit peer data for FY 2019 and FY 2020 is currently unavailable.*

### Cost per Trip (not adjusted for inflation)

The cost of operation per trip has seen a dramatic increase. This fraction creates the statistical appearance of increased costs but is actually reflecting the drop in ridership. This is because many of TheRide’s costs are fixed and could not be easily reduced as ridership dropped. While actual costs have been reduced in many areas, ridership dropped further creating the increase in per trip costs.



**Note:**

1. Lansing divides its cost across a larger base (including MSU ridership). TheRide does not include U of M on campus ridership in this analysis. This, among other reasons, accounts for the difference in cost per trip among the two agencies.
2. Transit peer data for FY 2019 and FY 2020 is currently unavailable

**POLICY 1.1:**

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

**Degree of Compliance:** Partially compliant

**Interpretation**

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

Compliance with this policy will be demonstrated when:

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

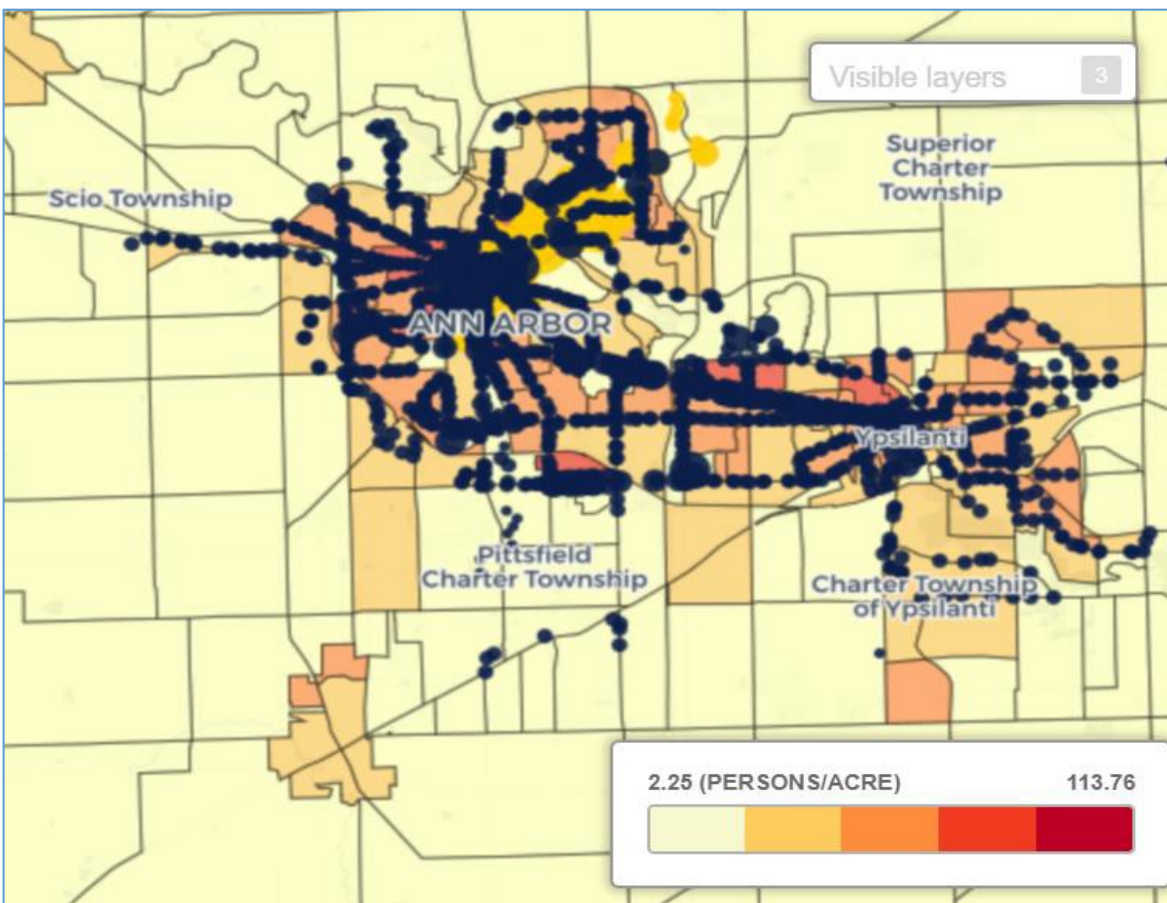
This interpretation is reasonable because, as a requirement for service coverage, walking distance standards are the industry norm for setting acceptable limits and 0.25 miles is generally seen as a reasonable walking distance by industry standards. Additionally, federal law requires that ADA complementary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

**Evidence**

**A. Residential Coverage**

(Context: During this monitoring period, fixed-route service fluctuated considerably. We likely complied with point A above from October 2019-March 2020. After the pandemic-related changes in April 2020, we may not have fully complied with point A. Since April, we have operated with less service but a focus on essential travel, while also developing plans to begin restoring coverage-oriented services.)

Before the pandemic there were active bus stops near most of the residential population as illustrated by the SEMCOG map below. While some outlying low-density areas may be beyond 0.25 miles, we believe that at least 80% of the population is covered.



Source: Census Bureau ACS 5-year Estimate.

The temporary services put in place since the pandemic cover less area, as seen below. Our demand-responsive service, FlexRide, was expanded to cover many of these areas and this is seen as the same as fixed-route service. It is not clear whether we met the 80% threshold during this part of the monitoring period.



Route #	Frequency (minutes)	Days in Service	Route Descriptions	Alternative For:
3	30	7 days	Revised route in downtown Ann Arbor and Ypsilanti adding weekend service	24 66
4	15 30	M-F Weekends	Revised 4A routing near U of M Hospitals	24 66 64
5	30	7 days	Revised 5A routing including service on Carpenter Rd. to Meijer Adding service every 30 mins to Ypsilanti on weekends	24 66
6	15 30	M-F Peak M-F Off Peak, Weekends	6A routing, relocate the Briarwood bus stop to Briarwood Circle and Plaza Dr. Adding service every 30 mins to Ypsilanti on weekends	24
22	30	7 days	Revised route between Blake Transit Center (BTC) and Food Gatherers Adding service every 30 mins on weekends	21 63
23	15 30	M-F Weekends	Use 23A routing to Plymouth Road P&R lot, will serve Traver and Tuebingen	22   60 Near U-M Campuses
25	30	7 days	Revised route between BTC and Meijer on Ann Arbor-Saline Rd. to serve Main St. between Ann Arbor-Saline Rd. and Oakbrook Adding service every 30 mins on weekends	24 27
28	30	7 days	288 routing and serve Liberty east of West Stadium Adding service every 30 mins on weekends.	27 29
30	30	7 days	Route Name Change Revised route ending at Wagner road, and will serve Huron, Dexter, Wagner and Jackson roads Adding service every 30 mins on weekends	31 Outbound

**Temporarily Suspended Routes**

21

33

68

24

43

91

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81

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66

**GoldRide**

Starting August 1, shared-ride trips will be suspended until further notice. GoldRide card holders may still use fixed-routes with I.D.



32	30	7 days	Revised routing to serve U-M Central Campus on weekdays and the BTC on weekends Skyline HS will be served on select weekday trips Adding service every 30 mins on weekends	60
41	20	M-F 7:40am-9:10pm	This route will operate without changes	
42	30	7 Days	Route name change and revised routing serving Michigan Ave., Ford Rd., MacArthur Blvd., Clark Rd. and Holmes Rd. Adding service every 30 mins on weekends	43 Inbound   68 North of I-94
44	30	7 Days	Adding service every 30 minutes on weekends	68 North of I-94
45	60	M-F 6am-6:30pm S-S 7am-6:30pm	Revised route between the Ypsilanti Transit Center (YTC) and, Harry / Grove Streets	68 South of I-94
46	60	M-F 6:30am-7pm S-S 7:30am-7pm	Route name change Revised route between YTC and the Ypsilanti District Library on Whittaker Rd. Arbor Preparatory HS will be served on select weekday trips Areas South of the library will be served by FlexRide	68 South of I-94
47	30	7 Days	Adding service every 30 minutes on weekends	
62	30	M-F Peak Only	Morning and afternoon routing only No service to Briarwood	
65	30	7 Days	Route name change Revised route from BTC to Green Rd. P&R, will serve Fuller Rd. Adding service every 30 mins on weekends	66

FlexRide is a service of TheRide that provides on-demand transportation and will be available in place of the following routes:

26

29

Scio Ridge Rd neighborhoods

27

Pittsfield Twp. Area South of I-94

30

Scio Twp. area West of Wagner Rd.

33

North of M-14

45

East of Harry

46

Ypsilanti Twp area South of the Whitaker Library

Ideally, we will be able to offer the Board a computer-generated assessment of compliance with point A. However, we have not yet been able to utilize this technology. Our evidence in this case remains only our statement of belief that we are in compliance.

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

	FY2018	FY 2019	FY 2020	Target
Hospitals (UM, St Joseph, VA)	3	3	3	3
Major Grocery Stores (Meijer, Walmart, Kroger etc.,)	100%	100%	100%	100%
Major postal offices	100%	100%	100%	100%

**Note:** As businesses reopen, TheRide has begun restoring services to accommodate the diverse travelling needs of residents.

**C. Paratransit services**

Paratransit services are offered for origins and destinations of beyond ¾ of a bus route.

**POLICY 1.1.1:**

People with economic challenges have affordable public transportation options.

**Degree of Compliance:** Compliant

**Interpretation**

Compliance with this policy will be demonstrated when

- A) Low-income residents of member jurisdictions (Ann Arbor, Ypsilanti, Ypsilanti Twp.) have access to a discounted passenger fare for the fixed-route service that is equal to or better than the 50% discount required of all transit agencies by the Federal Transit Act. This interpretation is reasonable because, unless fares are free, there will be a need to establish a threshold. A threshold based on income is the most effective way to target the additional subsidy specifically to persons with economic challenges. This discount is reasonable as it is the maximum discount we can offer given existing resources and the need to use passenger revenue to help fund services.
- B) Increasing number of eligible residents use the discounted fare program.

**Evidence**

- A) TheRide has a fare discount program called the Fare Deal program which charges seniors and people with disabilities \$0.75 per ride. This is 50% of the \$1.50 cash fare charge. Eligibility for the program is determined by being able to present a Medicare\* or Medicaid\*\* card and a valid State ID.
- B) Since last year, there has been a 22% increase in the number of total fare deal registrants. Almost four thousand Fare Deal registrants are based on income eligibility as opposed to age or mobility limitations. About 99% of all those served through this program are residents of the service area.

	FY 2019	FY 2020
<b>Total # of Fare Deal registrants</b>	4,286	5,220
<b># Fare Deal ADA</b>	205	195
<b># Fare Deal Income eligible</b>	3,525	3,913
<b># Fare Deal Senior</b>	506	557

*\* Medicare eligibility: is based on state of residence, age, disability and/or chronic illness. Each state has different eligibility requirements. However, Medicare users are often 65 years old and above.*

*\*\*Medicaid eligibility: Those who do not qualify for Medicare (16-64 years) and have an income at or below 133% of the federal poverty level (\$16,000 for a single person or \$33,000 for a family of four), are not pregnant and reside in Michigan may qualify for Medicaid also known as the Healthy Michigan Plan in Michigan.*

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

**Degree of compliance:** Partially compliant

**Interpretation**

- Compliance with this policy will be demonstrated when:
- A. Anyone using an ADA-compliant wheelchair is able to access all buses and passenger terminals. This is reasonable because if a wheelchair can be accommodated, most other physical mobility limitations can be accommodated; and because mobility limitations, not age, are the barrier to access.
  - B. All terminals should have audio and visual departure announcements and all buses should have audio and visual stop announcements.
  - C. TheRide complies with legal requirements for accommodating anyone with disabilities. This is reasonable because it documents compliance with the Americans with Disabilities Act (ADA).
  - D. 100% of accessible bus stops adjacent to sidewalks are wheelchair accessible. This

is reasonable because some bus stops have no adjacent sidewalks and the TheRide cannot make them accessible.

- E. Residents and visitors who are not physically able to use the fixed-route service due to a mobility limitation have access to door-to-door paratransit service that meets ADA minimum requirements. This is reasonable as it is consistent with federal law.
- F. Minors are allowed on the bus, there is no age limit to ride the bus. We do expect that young children, toddlers and infants be accompanied by an adult. This is reasonable because it allows the bus driver to exercise discretion based on circumstance.
- G. Printed and electronic translations of passenger information are available in Spanish and Chinese (Mandarin). Limiting non-English access to the most commonly spoken languages in the area is reasonable because it meets minimum federal requirements and is cost effective.

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

**Evidence**

	Current Status	Target
A. % of buses and passenger terminals that are wheelchair accessible	100%	100%
B. % of buses with audio and visual stop announcements and % of terminals with visual departure announcements	100%	100%
C. Paratransit compliance with ADA (determined by FTA)	Complies with ADA (2018 FTA Review)	Complies with ADA
Compliance on specific elements of ADA requirements are provided in the table that follows.		
D. % of bus stops that are accessible (that can be made accessible)	59%* (623 out of 1,061 are accessible. There are another 188 stops that cannot be made accessible.)	100%
E. Access to door to door paratransit services that meet ADA requirements	Paratransit services are door to door and meet ADA requirements.	Paratransit services should be door to door and meet ADA requirements

F. Age limit	No age limit to ride the bus. Infants, toddlers, and young children need to be accompanied	There is no age limit to use the bus.
G. Availability and accessibility of travel information in common non-English languages	Printed and electronic travel information is available and easily accessible.	Travel information should be available and accessible in Mandarin and Spanish.

\*Previously, we complied with older goals for making bus stops accessible. This new interpretation we are only 59% in compliance and will need to make further investments to achieve full compliance. There are 438 bus stops still to be made accessible. The timeline is not yet defined for reaching full compliance but is expected to take about 10 years. For that reason, I report partial compliance on this policy.

**Evidence continued**

Below is a comparison of ADA minimum requirements and TheRide provisions today.

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

**POLICY 1.2:**

Public transportation positively impacts our environment.

**Degree of compliance:** Partially Compliant

**Interpretation**

The Board has fully interpreted this policy in the policies 1.2.1 through 1.2.4. Demonstrated achievement of those policies constitutes achievement of this policy.

**Evidence**

Achievement of policies 1.2.1 through 1.2.4 constitutes achievement of this policy.

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

**Degree of compliance:** Not compliant

**Interpretation**

Compliance with this policy will be demonstrated when the proportion of daily *commuters* using non-automobile modes, especially public transit, increases over time. This measure is known as “mode share” and is similar to “market share”. This is reasonable because this is an industry-standard measure of how people travel and can be consistently measured over time. Also, we do not have mode share data for *all* trips, only *work* trips.

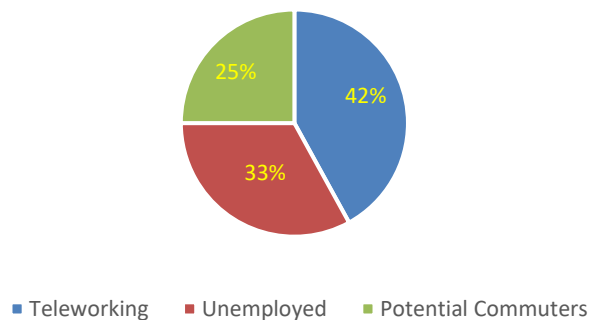
Our specific metrics, targets and results for this period are outlined below. The targets are realistic within our existing resources

**Evidence**

This effort has undoubtedly suffered due to the pandemic. The travel market for commuters disappeared almost overnight, with many non-essential workers working from home, and lingering fears of crowds discouraging anything but solo travel. There is still little local data related to pandemic-related travel changes. However, we can make some reasonable assumptions based on available national data.

According to the Stanford Institute for Economic Policy Research which focuses on labor economics, management practices and uncertainty; 42% of the U.S. labor force is now working from home full-time and 33% are unemployed as a result of the pandemic. That leaves about 25% of the workforce to commute for work purposes (see chart below).

Workforce Commute



Although research shows that use of mass transportation does not increase the spread of the virus, social perceptions based on safety have likely deterred some riders.

Given the overall loss of 80% of ridership clearly many previous commuters are no longer using public transit. For that reason, I report non-compliance to this policy, although the reasons are entirely outside of our control. Whether and how fast riders may return is outside the scope of this report.



**POLICY 1.2.2:**

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

**Degree of compliance:** Partially compliant

**Interpretation**

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

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

**Evidence**

**(A) Fuel Use/Passenger trip**

	FY 2019	FY 2020	Target	Within target
<b>Fixed Route</b>	12	15.4	Same or reduced	No
<b>Paratransit</b>	76.29	47.42	Same or reduced	Yes
<b>Vanpool</b>	36.94	42.56	Same or reduced	No

Overall fuel usage per passenger trip saw an increase because both fixed-route and vanpool had an increase in fuel usage per passenger trip. This may be attributed to the large drop in ridership in both services, even as absolute fuel use has also declined. Paratransit fuel usage decreased by 38%% and its ridership only decreased by about 4%

**(B) Energy usage per Hours of Operation (Facilities, Cumulative)**

	FY 2019	FY 2020	Target	Within target
<b>Electricity</b>	\$9.83/hr.	\$14.30/hr.	Same or reduced.	No
<b>Natural Gas</b>	\$11.69/hr.	\$15.14/hr.	Same or reduced.	No
<b>Water</b>	\$3.10/hr.	\$4.69/hr.	Same or reduced.	No

Costs at the Dawn Gabay Operations Center, Ypsilanti Transit Center and the Blake Transit Center increased from FY 2019 to FY 2020. The two transit centers were temporarily closed to the public in FY 2020 and reopened after safety measures were in place. This reduced the total hours of operation by 23% translating predictably to an increased cost per operational hour.

**POLICY 1.2.3:**

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

**Degree of compliance:** Partially compliant

**Interpretation**

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

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

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

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

**Evidence**

**Frequency of suitable corridors:**

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

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

The targets represent a stretch goal that will require more resources to achieve. For these reasons, I report partial compliance. Compliance will require additional buses, staff, funding, and a larger garage. If planning currently underway leads to more resources by 2022, higher frequencies could occur between 2023-2025. Increasing frequencies may reduce passenger per hour performance until land-development occurs.

**POLICY 1.2.4:**

Relevant public policy is transit supportive.

**Degree of compliance:** Partially compliant

**Interpretation**

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

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

1. Zoning regulations that encourage higher densities, mixed uses, and pedestrian access *along major transit corridors*.
2. Regulations limiting the *maximum* amount of parking allowed for new developments (parking maximums).
3. Dedicated bus lanes or HOV lanes on local streets and state highways.

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

**Evidence**

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

	Adequate? (Low, Mid, High)	Population density (people per sq. mile)	Notes
<b>Ann Arbor</b>	High	4,280	Transit supportive core: dense with mixed use, managed parking, and several large residential buildings; adjacent to large university. Outer areas less pedestrian friendly and congested corridors.
<b>Ypsilanti</b>	High	4,805	Transit supportive core: dense and adjacent to large university. Outer areas less pedestrian friendly.
<b>Ypsilanti Twp.</b>	Low	1,631	Low density, suburban
<b>Pittsfield Twp.</b>	Low	1,389	Low density, suburban

**MDOT** – The Michigan Department of Transportation does not presently allow bus lanes or shoulder-lane bus operations. Our targets are to change policy to allow these elements.

<b>POLICY 1.3:</b>
Public transportation positively impacts the economic prosperity of the area.
<b>Degree of compliance:</b> Partially Compliant
<b>Interpretation</b>
The Board has fully interpreted this policy in policies 1.3.1 through 1.3.4 below. Compliance with these policies will constitute compliance with this policy.
<b>Evidence</b>
The evidence of compliance with policies 1.3.1 through 1.3.4 demonstrates compliance with this policy.

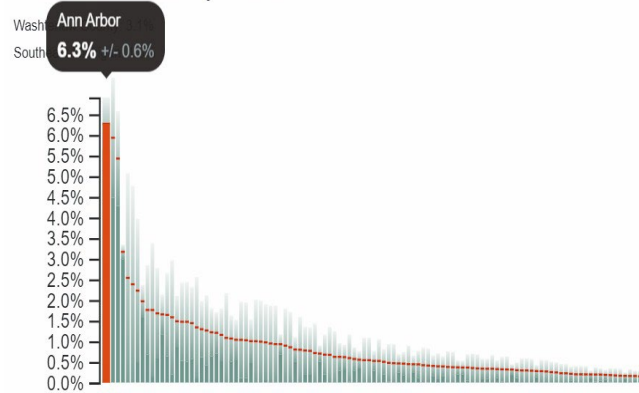
<b>POLICY 1.3.1:</b>
Public transportation facilitates labor mobility.
<b>Degree of compliance:</b> Compliant
<b>Interpretation</b>
<p>Compliance with this policy will be demonstrated when:</p> <ul style="list-style-type: none"> <li>A. The proportion of daily work trips using non-automobile modes, especially public transit, increases over time. This measure is known as “mode share” and is similar to “market share”. This is reasonable because this is an industry-standard measure of how people actually travel and can be consistently measured over time. However, mode share is a lagging indicator that is only collected every 5 years. Ridership per Capita should also be considered for an annual snapshot of progress.</li> <li>B. Riders can access 80% of all essential jobs in the service area within a reasonable walk from a bus stop (0.25 miles),</li> <li>C. Vanpool options are available outside the fixed-route service area and are reasonably well used.</li> <li>D. Flex ride is available and reasonably well used</li> </ul> <p>This is a reasonable interpretation because it measures the outcome of labor trips (i.e. work trips) directly in manner that can be tracked over time, and also includes coverage of job sites.</p> <p>Our specific metrics, targets and results for this period are outlined below. The targets are realistic within our existing resource</p>

## Evidence

### A. Commute to Work, Southeast Michigan Region

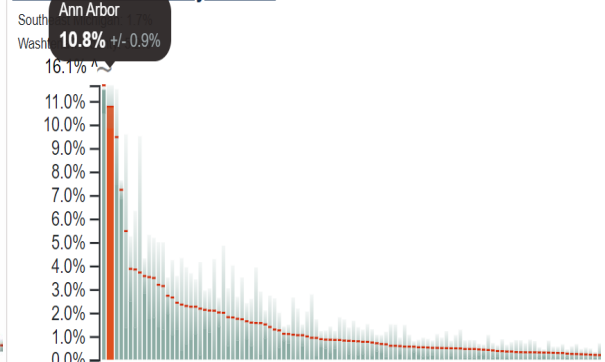
Although ridership has significantly decreased, the number of people commuting by transit has increased by more than 4% in Ann Arbor and Ypsilanti. Clearly this is a lagging indicator which does not yet reflect the impacts of the pandemic.

#### Percent Commute by Transit



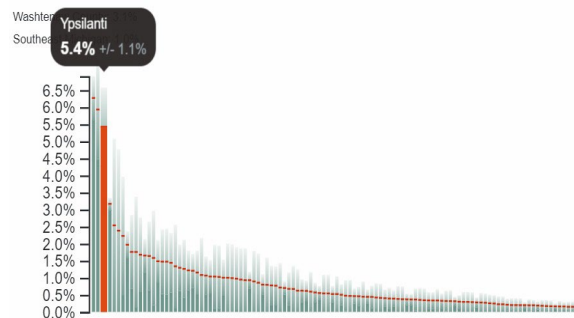
Source: SEMCOG, Community Explorer, 2019. The City of Ann Arbor had the highest average transit mode share (commute to work) rate of all the municipalities in the Southeast Michigan Region.

#### Percent Commute by Transit



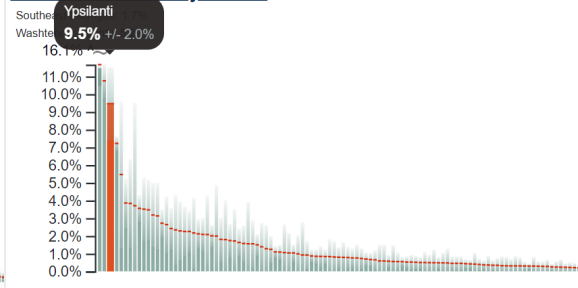
Source: SEMCOG, Community Explorer, 2020. The City of Ann Arbor had the second highest average transit mode share (commute to work) rate after Highland Park (16.1%).

#### Percent Commute by Transit



Source: SEMCOG, Community Explorer, 2019. The City of Ypsilanti had the third highest commute-to-work rate in the region (after Highland Park).

#### Percent Commute by Transit



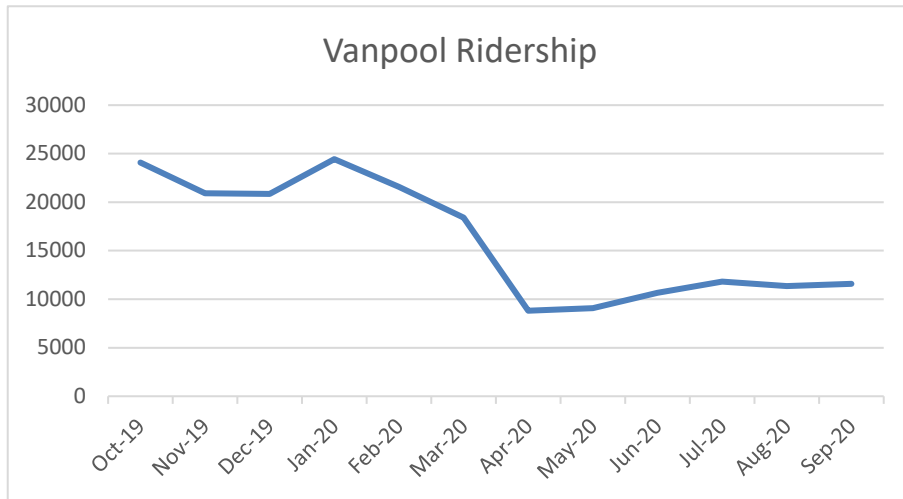
Source: SEMCOG, Community Explorer, 2020. The City of Ypsilanti had the third highest commute-to-work rate in the region (after Ann Arbor).

### B. Job Accessibility

TheRide initially prioritized the restoration of services to serve residents to and from essential workplaces and services. Thereafter, the level of service has been gradually increased.

### C. Van Pool Availability

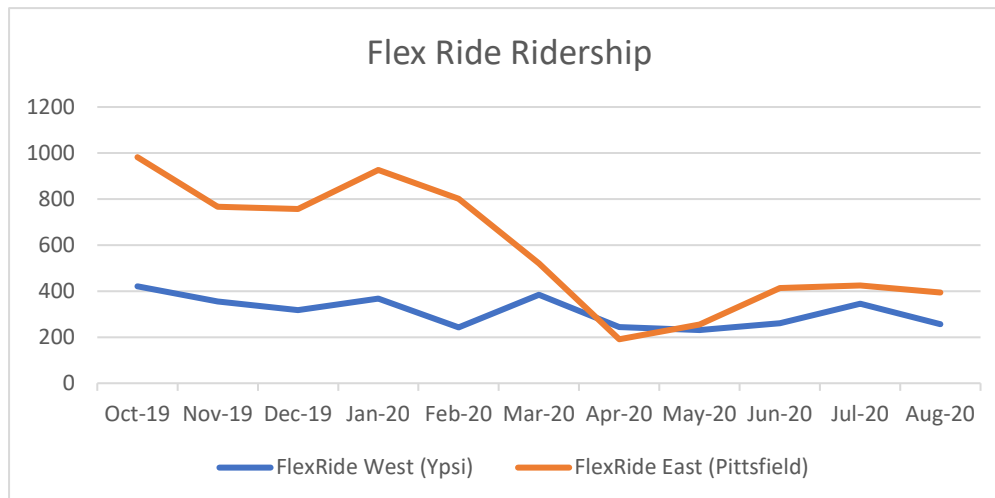
TheRide's vanpool program is available to any group making regular trips in our service area. We have vanpools originating from Toledo, Detroit, and other distant points. Overall, vanpool usage has seen a decrease, but essential trips are still being provided. As of May, ridership began increasing as businesses began re-opening. The graph below shows the trend in vanpool ridership.



**D. Flex Ride Availability**

As a result of the pandemic, Fixed Route ridership decreased, and service levels in areas of low demand were consequently reduced. Flex Ride was then expanded to cover areas where Fixed Ride routes were suspended.

The graph below shows FlexRide ridership.



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

**POLICY 1.3.2**

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

**Degree of Compliance:** Compliant

**Interpretation**

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

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

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

**Evidence**

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

	<b>Adjacent Routes</b>	<b>Campus within 0.25 miles of a bus stop? Yes/No</b>
<b>UM Main Campus</b>	4, 6, 23, 48, 65,	Yes
<b>UM North Campus</b>	22	Yes
<b>EMU</b>	3, 4,	Yes
<b>WCCC</b>	3,	Yes
<b>Concordia</b>	3	Yes



**Policy 1.3.3**

Visitors use public transportation in the areas

**Degree of Compliance:** Partially compliant

**Interpretation**

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

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

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

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

**Evidence**

**(A) Connections with Inter-City Carriers**

	Target	Currently Served by (Evidence)	Compliant?
Amtrak (Ann Arbor on Fuller Street)	Accessible via fixed-route or FlexRide , paratransit.	FlexRide and paratransit.	Yes
Greyhound (Ann Arbor on Fuller Street)	Accessible via fixed-route or FlexRide , paratransit.	FlexRide and paratransit.	Yes
Greyhound & other bus (Ypsilanti Twp. on Huron Road)	Accessible via fixed-route or FlexRide , paratransit.	Fixed route (Rt 46) and paratransit.	Yes
Detroit Metro Airport	Accessible via AirRide.	AirRide– currently suspended	No

**(B) Temporary eligibility for visiting paratransit service users,**

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

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

Since the pandemic, the airline industry has seen a drop in travelling passengers. Consequently, AirRide has been temporarily suspended. For that reason, I report partial compliance on this policy.

<b>Policy 1.3.4</b>
The area is connected to the Metro Detroit region.
<b>Degree of Compliance:</b> Not compliant
<b>Interpretation</b>
<p>Compliance with this policy will be demonstrated when a scheduled transit service exists between Ann Arbor and Metro Detroit with departures at least once an hour during weekdays.</p> <p>This is a reasonable interpretation that outlines the elements of what an acceptable connection would need to provide.</p> <p>Our specific results for this period are outlined below.</p>
<b>Evidence</b>
<p>After years of effort the Detroit-to-Ann Arbor (D2A2) service started in early 2020 but had to be shut down in March due to the pandemic. Presently, no service matching this interpretation existed during the monitoring period. Because of that I report non-compliance to this policy. The RTA is currently assessing whether to re-start funding for the service.</p>

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

**Evidence**

**A. Quality of Service Composite Index Score**

Below are the scores for fixed route and paratransit services for FY 2019 and FY 2020.

	FY 2019	FY 2020	Target	Compliant?
<b>Fixed Route</b>	.68	.71	Increase	Yes
	The overall number of complaints decreased by 41%, average fleet of bus was within the desired target of 6-7 years, compliments decreased by 54%, preventable collisions decreased by 38%. All these factors contributed to an increase in the quality of service composite index score for fixed route.			
<b>Paratransit</b>	.71	.74	Increase. If a decrease is noted, there should no pattern.	Yes
	Comparing FY 2019 to FY 2020, complaints have increased by 60%, compliments have also increased by 40%. Denials have dropped by 97%. These factors contribute to the overall increase of the paratransit quality of service composite index score.			

**B. Onboard surveys**

	2013	2014	2015	2016	2017	2018	2019	2020	Target	Compliant?
<b>Onboard Surveys</b>	87%		88%		91%				Increase over time	TBD
Onboard surveys have traditionally been conducted every two years. An onboard survey should have been conducted in 2019 but was neglected due to staff turnover. It was then rescheduled to 2020 but that did not take place due to the pandemic. This effort will pick up post pandemic.										

**POLICY 1.5:**

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

**Degree of Compliance:** Compliant

**Interpretation**

Compliance with this policy will be demonstrated when:

- (A) An anonymous telephone survey of people who live in membership service area (riders and non-riders) report that more than 51% have generally positive impressions of TheRide, and
- (B) People who live in the service area vote to support property taxes dedicated to TheRide.

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

Evidence												
	2009	2011	2013	2014	2015	2016	2017	2018	2019	2020	Target	Target reached?
(A) Telephone Survey of Residents	80%		91%				86%				>51% success	Yes
(B) Referendum Results				70%				83%			>51% success	Yes

### Guidance on Determining “Reasonableness” of CEO Interpretations

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

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

*Defensible measures and standards are those that:*

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

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

### Board’s conclusion on monitoring report

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

#### Ends Report (select one)

The Board finds that the CEO:

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

### Board notes: (If applicable)

**The Board found the CEO to be (B) in compliance, except for item(s) noted at the December 17, 2020 AAATA Board Meeting.**

## Governance Coach Comments

The choices A-E above are not options for board motions – assessment of a monitoring report should indicate (1) if the interpretation is reasonable and (2) if there sufficient, verifiable evidence of compliance with the interpretation. I have provided options which seem to fit this report below.

The board has assessed the monitoring report for the Ends policies and has determined that the interpretations are reasonable and that there is sufficient, verifiable evidence to support the CEO's reported compliance and partial compliance. The board is aware that there are situations of non-compliance but is satisfied with the progress towards achievement of its Ends policies.

**You could make this simpler if you wish:** The board has assessed the monitoring report for the Ends policies and determined there is sufficient, verifiable evidence of the reasonable interpretations. However, I think the above motion is probably a better fit for this particular report.

**This is also a possibility. The key thing here is that it does not state what compliance is based on. I typically suggest this motion to boards that are clear about compliance requires, i.e. evidence for every measure (sufficient) and evidence that can be replicated (verifiable)** That the Board has assessed the monitoring report for policy xxxx and finds that it demonstrates compliance with a reasonable interpretation of the policy.

OR (something slightly different than above)

The board has assessed the monitoring report for the Ends polices and has determined that the interpretations are reasonable and that there is sufficient, verifiable evidence to support the CEO's reported compliance and partial compliance. The board is aware that there are situations of non-compliance but is satisfied that compliance will be accomplished as the organization evolves in accordance with established plans.

OR

The board has assessed the monitoring report for the Ends policies and has determined that the interpretations are reasonable and that there is sufficient verifiable evidence for all policy items except [policy item(s) ##] and has asked for a new monitoring report for that/these statement(s) by [DATE].

OR

The board has assessed the monitoring report for the Ends policies has determined that the interpretations are reasonable except [policy item(s) ##] because [it is not measurable AND/OR there is no objective rationale] and has asked for a new monitoring report by [DATE].

It is important for the board to appreciate what it is actually stating when it agrees.