

## Board of Director's Meeting Agenda

**Meeting Date/Time: March 18, 2021, 6:30-9:00pm**

**Location:** REMOTE – Via Zoom

**To join by computer: (You will be able to use your computer audio.)**

1. Click on this link: [Zoom](#) (If you are using an Ipad, you must download Zoom first.)
2. You will be prompted to register with your name and e-mail address, then go directly into the meeting.

**To join by phone:**

1. Dial any of these numbers: (For higher quality, dial a number based on your current location): 301-715-8592 or 312-626-6799 or 929-205-6099 or 253-215-8782 or 346-248-7799 or 669-900-6833.  
International numbers available: <https://theride-org.zoom.us/j/97923496395>
2. Enter the Webinar ID: 979 2349 6395

**Meeting Chair:** Eric Mahler

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6.4 Adjournment			

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

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**RESOLUTION 02/2021:  
Honoring the Service of John Metzinger**

**Meeting: Board of Directors**

**Meeting Date: March 18, 2021**

**WHEREAS, John Metzinger joined TheRide on May 22, 2017; and**

**WHEREAS, John's last day as a member of our team will be April 9, 2021; and**

**WHEREAS, John has accepted a position as the CEO of another transit agency; and**

**WHEREAS, John has served as TheRide's first Chief Financial Officer, providing strong financial leadership and advice throughout his tenure; and**

**WHEREAS, John led the establishment of many changes and new approaches that will benefit the agency and our communities into the future; and**

**WHEREAS, John has been an excellent example of integrity, sound judgment, and strong leadership; and**

**WHEREAS, the Board of Directors wants to express its appreciation for his contributions.**

**LET IT THEREFORE BE RESOLVED THAT the Board of Directors expresses its thanks to John Metzinger, Deputy CEO for Finance and Administration, and wishes him success in all his future pursuits.**

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**Eric Maher, Chairperson**

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**Kyra Sims, Secretary**

## Board of Director's Meeting Summary

**Meeting Date/Time: February 18, 2021, 6:30-9:00pm**

**Location:** Remote via Zoom

**Board Member Attendees:** Raymond Hess, Jesse Miller, Kyra Sims, Roger Hewitt, Kathleen Mozak, Richard Chang, Mike Allemang, Ryan Hunter, Sue Gott, Eric Mahler (Chair)

**AAATA Staff Attendees:** Matt Carpenter (CEO), Bryan Smith, Forest Yang, John Metzinger, LaTasha Thompson

**Guest Speaker:** Steven Higashide (Author – Better Buses, Better Cities)

**Guests:** Michael Santicchia (UHY), Marlene Beach (UHY), and Gen Mojares (UHY)

**Meeting Chair:** Eric Mahler

Ms. Kyra Sims called the meeting to order at 6:34 pm.

Discussion Items
<b>1. OPENING ITEMS</b>
<p>1.1 Approve Agenda Mr. Rich Chang moved to approve the agenda, seconded by Mr. Jesse Miller.</p> <p>In support of the motion: Mr. Roger Hewitt: Yes Mr. Raymond Hess: Yes Ms. Kathleen Mozak: Yes Mr. Miller: Yes Mr. Mike Allemang: Yes Mr. Chang: Yes Ms. Sue Gott: Yes Mr. Ryan Hunter: Yes Ms. Kyra Sims: Yes Chairman Mahler: Not yet present for vote.</p> <p>The motion passed.</p>
<p>1.2 Public Comment Mr. Robert Pawlowski described the current state of traveling between Wayne and Washtenaw counties without owning a vehicle, as well as the difficulty some of the public may have paying for D2A2 and AirRide once they are back up and running. He asked AAATA if they would consider expanding their FlexRide within Washtenaw County not served currently and parts of Wayne County. He expressed needing a reliable, easier, and affordable connection between Wayne and Washtenaw counties.</p> <p>Jim Mogensen quoted a consulting adage: “You can have it good; you can have it fast; you can have it cheap; take 2.” He used this to describe his perception that before 2014, AAATA had a serious structural and Title VI problem. He also described an article he wrote called “Red-lining to Bus-lining”. He noted that a number of different things came together at the same time along with the millage campaign in 2014 to increase the amount of money available, the point of which was more buses, more places, more often. He described the challenge of this being AAATA’s first millage</p>

that it did by itself. Everything was costed out as to what it was actually going to cost. A bunch of service was proposed along with how much it was going to actually cost. The hybrid bus came into the discussion, and then the numbers stopped working quite as well, and it was very carefully costed out. He then described his perception of the new idea being the same sort of buses, most places, less often in some places. He expressed that this is likely to be controversial. He suggested that AAATA think carefully as they have a millage in 2022 that needs to be passed.

1.3 General Announcements  
None.

## 2. CONSENT AGENDA

### 2.1 Minutes & Committee Meeting Report

Mr. Hewitt moved to approve the consent agenda, seconded by Ms. Mozak.

In support of the motion:

Mr. Allemang: Yes

Mr. Chang: Yes

Ms. Gott: Yes

Mr. Hess: Yes

Mr. Hewitt: Yes

Mr. Hunter: Yes

Mr. Miller: Yes

Ms. Mozak: Yes

Ms. Sims: Yes

Chairman Mahler: Yes

The motion passed unanimously.

## 3. BOARD EDUCATION

### 3.1 Speaker: Steven Higashide, Author (Better Buses, Better Cities)

Mr. Miller introduced Steven Higashide, who has a Masters in Urban Planning and is the Director of Research for Transit Center, a foundation that works to make cities across the US more environmentally sustainable and just by improving public transit. His book, Better Buses, Better Cities – How to Plan, Run, and Win the Fight for Effective Transit has been lauded as one of the 10 best urban planning books for 2019, and his writing has appeared in the New Republic, the Atlantic, and the Los Angeles Times, among others. Mr. Miller had the pleasure of hearing him speak at the Portland State University Transportation Research and Education Center Seminar Series and on the popular podcast 99% Invisible.

Mr. Higashide presented on shaping the transportation future in Ann Arbor, followed by a Q&A with the Board.

Mr. Miller asked what a transit agency that is not necessarily strictly a municipal department can do to influence planning decisions. He described that issues like dedicated bus lanes are generally the responsibility of the planning department, of which AAATA is not a part.

Mr. Higashide shared that one region that is instructive on this is Seattle where just like in Ann Arbor and most places, the transit agency does not have any control over the streets and vice versa. Over the course of a number of years, Seattle created a lot of formal collaboration structures, which can start in informal ways, where just a few city staff and a few transit agency staff have a regular call every month to talk about coordination issues. At King County Metro, the agency that runs buses in the Seattle area, he described that they have a traffic engineering unit inside the transit agency

that goes around to all of the municipalities in their service area providing technical assistance, especially to the smaller municipalities that do not have the capacity to have an engineer who specializes on transit. King County Metro does not control any of the streets in the area, but they have traffic experts who can make the case to municipal staff around why they might want to change the signal timing or put in a cue jump and will help municipal staff make that case higher up the chain.

Conversely on Seattle's side, their transportation department eventually created an internal transit unit that is responsible for transit priority and is in regular coordination with the agency. He described that one could go from really informal types of collaboration to something that ends up being really formal.

Chairman Mahler asked what the two or three biggest drivers were for transit agencies who convinced their community partners and the ridership in general that this is worth their time – what were the biggest driving factors to get the public behind movements and increase their funding and utilization.

Mr. Higashide shared from a process perspective, there can be a lot of advantages toward more wide-spread incremental improvements. In some ways, they can end up laying the groundwork for some of the bigger investments. He did not want to imply that bus rapid transit or a high-capacity investment should never be done. It is more that agencies might have been stuck on trying to get political support for a major project while riders and the public are not seeing any real improvements. He expressed that what the shift to incremental improvements does is one can start to be able to demonstrate to people in a much shorter timeframe that their trips are getting better. For example, if one was working with a transit advocacy group, it is a huge lift to ask them or a neighborhood group to advocate for a project that is not going to be done for five or six years. Many of the folks living in that neighborhood might not even be around by the time it is open. Meanwhile, if an agency takes a tactical approach, a pop-up bus lane, maybe they are really only asking people to organize for a month or two. Then the pop-up bus lane can be built upon with BRT down the line. He noted that in a lot of ways it leads to more favorable political dynamics.

Mr. Hewitt asked what the Board's function is when staff take a tactical approach. Mr. Higashide described that a big part of the Board's role is to be a bridge between those tactical improvements and the promise of doing bigger, greater things in the future – to be ambassador to community groups that are going to be really important to organizing the public support for that plan. He noted that in the Indianapolis example, one of the things that was fortuitous for IndiGo is that the Government Relations Vice President of the Chamber of Commerce was also an IndiGo Board member. When the agency would go around doing public meetings on what they could put out on the street if the tax was passed, they did it in a neutral way, talking about what the options were with or without the increased tax. Then, their Board member could get up as a Board member speaking personally and talk persuasively about why this was so important to make Indianapolis a competitive place. Mr. Higashide described that there are types of explanation and arguments that Board members can make that staff might feel constrained in doing, especially when talking about long-range plans and bigger investments.

Mr. Allemang expressed that spending more effectively on a number of small projects all over rather than concentrating on one or two mega projects has a lot of attractiveness. He noted that Indianapolis, Boston, and Seattle are all pretty big cities compared with the area to which AAATA provides service. He pointed out that there are some areas where the density of population is very small and spread out, and there is a feeling that it is important to be able to have those individuals have service,

but there are limited resources. AAATA debates frequently how to balance being able to provide service to the very low-density areas with more frequency in the higher-density areas.

Mr. Higashide described that it is a perpetual question, and he would not feel comfortable giving a prescriptive recommendation as someone coming from outside the community. He did share his thinking that it is a pretty hefty decision to have to take away someone's service. When he looks at transit agencies that are redesigning their networks, it often begins with the intent of being a cost-neutral exercise, but what usually ends up happening is there is a little bit of an increase because the agencies often decide they want to move toward more frequent ridership-oriented service, but they have to plus it up a little bit so that they are not abandoning some of the coverage areas. He described trying to find a balance.

Mr. Hess asked Mr. Higashide if he sees any trends through his research on shifting work patterns and how that might affect transit. Mr. Higashide shared that what is being seen is an acceleration of trends that were already happening, to some extent. There has been movement toward telework for the last decade plus. He also expressed that employers' decisions around re-opening will include what the transit network is going to look like. This is one of the few reasons why it is important to take a posture of putting service out and showing folks that frequent service is going to be there as opposed to hanging back and trying to wait and see how much ridership rebounds before increasing service. He noted that it gets back to the question of what routes are more resilient and that commuting is still depending on the system. He posed the question of what the routes are where there is a lot of demand for other types of trips, which would mean they are more resilient. He suggested talking to employers regularly to get as informed an estimate as to what is going to happen as one can and trying to be prepared for different scenarios.

Mr. Yang asked what Mr. Higashide's advice would be for the staff members to balance all of the stakeholder public engagement with all of the technical work. Mr. Higashide described that this is a Board question in a few different ways. First, particularly in small systems, Board members can play a really important roll in making and maintaining the community connections, not in the way that one would do a formal public engagement process, but in terms of bringing stakeholders along, Board members can play a really important roll. Also, he thinks that more and more agencies are recognizing that more resources need to put into public engagement. It cannot be treated as something asked of service planners and project managers to do on their nights and weekends; teams can be built that have focus and expertise in community engagement. He described that in some places there is an increased realization that for certain types of projects, one might want to hire community-based organizations to do some of the outreach. He pointed out that in Minneapolis there is a project around improving bus stops that was fairly well federally funded that allowed them to hire a dozen community organizations to do survey and outreach work. Because they worked with groups that really knew their communities, they got survey results that were actually representative of the ridership in terms of income, ethnicity, riders with disabilities, a lot of the things that are not always gotten out of public engagement. He encouraged resourcing the work.

Chairman Mahler thanked Mr. Higashide for his time and excellent presentation.

#### **4. POLICY MONITORING & DEVELOPMENT**

4.1 Committee Meeting Discussion  
None.



#### 4.2 FY2020 Audit Report (Decision)

Ms. Sims shared that the Audit Task Force met last week – herself, Ms. Gott, Ms. Mozak, Ms. Thompson, and the team from UHY. She highlighted that Ms. Thompson and her team prepared the financial statements that UHY used in the audit, which is usually a task that the audit team would assist with, but Ms. Thompson and her team did that independently, which was very helpful to the UHY team. She described that last year during the audit process the post of the retirement benefits program was discussed, and the record for that is good. That liability has been decreased by about 50%. Other than that, there were no significant findings, and it was a clean audit.

Ms. Sims introduced the UHY auditors (Mr. Michael Santicchia, Ms. Marlene Beach, and Ms. Gen Mojares) who presented the [FY2020 Audit Report](#) followed by a Q&A with the Board.

Ms. LaTasha Thompson thanked UHY for their expertise and how the process went.

Ms. Gott congratulated and thanked all of the staff for such good financial and fiscal stewardship.

Mr. Miller and Chairman Mahler described the benefits of having this kind of confidence in staff and financial security, being able to back up claims and requests with credibility.

Ms. Gott motioned to accept the FY2020 Audit Report as submitted, seconded by Ms. Mozak.

In support of the motion:

Mr. Allemang: Yes

Mr. Chang: Yes

Ms. Gott: Yes

Mr. Hess: Yes

Mr. Hewitt: Yes

Mr. Hunter: Yes

Mr. Miller: Yes

Ms. Mozak: Yes

Ms. Sims: Yes

Chairman Mahler: Yes

The motion passed unanimously.

#### 4.3 Monitoring: Financial Condition & Activities (2.5)

Mr. Metzinger walked the Board through the monitoring report of Policy 2.5, which indicated compliance in most areas. He highlighted two areas.

On page 16 of the report, Policy 2.5: This particular policy requires the CEO to have a policy on establishing financial reserves, to be able to continue to provide financial support for operations in an emergency. Over the previous years, this was an area where non-compliance was experienced, not able to hit the reserve target established by the CEO, until September 2019. This particular policy interpretation says that compliance will be achieved when the target is hit for 12 consecutive months in a row. That target has been achieved now for the first time.

Mr. Metzinger pointed out instances of non-compliance on pages 12 and 13 of the report, in policy 2.5.5.1. This policy prohibits cost overruns on capital projects. What is presented in the evidence is a list of the adopted capital budget and expenditures within each line during fiscal year 2020. In this case, there are two examples where

more was spent than was authorized. Mr. Metzinger described how this gets a little bit into some granular detail that unveils some particularly challenging areas in terms of how the capital budget is talked about, versus a capital program. As a result of this, Ms. Thompson and Mr. Metzinger are discussing steps of how to improve internal processes to monitor capital project expenditures, as well as bring that detail to the Board in monitoring reports down the line.

Mr. Metzinger focused the Board on the following table:

<b>Timing Variances in the Furnishings Replacement Capital Program</b>				
	<b>Capital Program Authorization</b>	<b>FTA Grant Award</b>	<b>Expenditures</b>	<b>Balance of Available Grant Funding</b>
<b>FY2019</b>	150,000	150,000	(68,719)	81,281
<b>FY2020</b>	75,000	75,000	(82,023)	74,258

The table details the cost overrun in the are of furnishings. What is really happening with that particular budget line is a timing variance rather than a true overrun. AAATA has expended less than the Board has authorized over the course of several years for furnishings. So, what is happening is that this is a carry over. Last year, the Board authorized funds that were not spent that carried into 2020 and then expended, on top of the authorized expenditure for FY2020. Mr. Metzinger would characterize this as more of a timing variance than a true override. In the future, staff will provide more clear detail to the Board about prior year expenditures and how carryover funds are applying to a particular capital budget line.

Mr. Metzinger shared that there was another issue dealing with a communication system project where there was an actual overage in the cost of the project that was missed in AAATA's internal processes.

Mr. Hewitt described if AAATA gets into large capital projects that are going to run over a number of years, inevitably this problem is going to come up on a much larger scale. He agreed it is important to come up with a method that shows that AAATA is actually within budget on capital projects even if they are over budget in a particular year.

Mr. Allemang expressed that the overrun on the communication system project to him is a classification issue. The \$36K apparent overrun there is really capital versus expense. To replace this communication equipment, it took a total of X dollars of capital and X dollars of expense, but the way AAATA budgets is only for capital dollars. In this particular project, more fell into the capital and less into the expense, and therefore it looks like an overrun, but if you look at the capital and the expense together, it was not. He expressed that to him the most important thing is the total dollars spent, not necessarily how they were classified. He shared not seeing a problem in either of the overruns, other than the way the capital budgets have been done, which staff are adjusting. He also expressed that the CEO could have interpreted these overruns still in compliance and complimented staff on the report.

Mr. Allemang moved to approve the CEO as in compliance except for items noted (B), seconded by Ms. Sims.

In support of the motion:

Mr. Allemang: Yes

Mr. Chang: Yes



Ms. Gott: Yes  
Mr. Hess: Yes  
Mr. Hewitt: Yes  
Mr. Hunter: Yes  
Mr. Miller: Yes  
Ms. Mozak: Yes  
Ms. Sims: Yes  
Chairman Mahler: Yes

The motion passed unanimously.

#### 4.4 Monitoring Report (4.0-4.4)

Chairman Mahler reported that the Board graded themselves pretty well in terms of adhering to their own policies.

Mr. Allemang noted that under 4.4.4 that there were five “always” answers and 1 “never” answer, but if one reviews the comments at the very end of the report having to do with the reasonable person standard, that is probably why the one person voted “never”. He expressed that maybe someone did not recall the reasonable person standard discussions that have been had or was not on the Board when those discussions took place.

#### 4.5 LAC Task Force Report (Verbal)

Ms. Mozak reported that the LAC task force met with Governance Coach Rose Mercier at the start of February, and CEO Carpenter was also in attendance with the Task Force. Points of discussion included suggestions and concerns from both the Service Committee and the Governance Committee, as well as CEO Carpenter. From that meeting, Ms. Mercier made changes to the policy language that was presented at the last Governance Committee meeting, and where those policies should be placed. There were some concerns about that. The document has been shared with the Task Force and will be up for discussion at the next Governance Committee meeting at the end of February. Ms. Mercier may be at the Governance Committee meeting where hopefully there will be a resolution from the Governance Committee, and then it will be presented to the full Board for discussion and hopefully adoption.

#### 4.6 Board Retreat Feedback (Verbal)

Chairman Mahler thanked the Board members for their participation at the Board Retreat. He noted that it was a lot to digest and good dialogue.

Mr. Allemang expressed that it was a very good beginning, but that the most difficult part of it is still ahead. The next Retreat meeting will be very important, and Mr. Allemang suspects that it will be worthwhile to have some other sessions on the same topic, but it was a very good beginning. Chairman Mahler agreed and expressed looking forward to part II of the Retreat on March 3<sup>rd</sup>.

### 5. STRATEGY & OPERATIONAL UPDATES: CEO

#### 5.1 Federal Funding Update (Verbal)

Mr. Metzinger reported that AATA was notified last month by the FTA that AAATA was apportioned additional federal emergency aid through the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA). The net funding is coming to TheRide in addition to the CARES Act emergency aid that was authorized last Spring.

Last year, plans for the use of funding were to spend the funding slowly, with respect to the fact that there was concern about long-term financial sustainability and risks to TheRide's regular funding sources, including passenger fares and state operating assistance. AAATA did begin spending the CARES Act funds last year, spending \$1.4M last year. Since then, AAATA has spent another nearly \$1.5M in the first quarter of 2021. While this funding does not expire, staff are recognizing that utilization can now move more quickly because there is greater confidence given that the federal aid is available to TheRide.

Mr. Metzinger shared that staff intend to bring a proposal for a budget amendment to the Board next month. Along with that amendment, staff will be providing clear details on a spending plan to ensure that these funds are fully realized in the coming times. The approach is going to be transparent and unambiguous so that the Board and public are very clear about how these funds will be obligated.

Mr. Metzinger highlighted that the continued focus will be upon the long-term financial strength of TheRide, but meanwhile, AAATA will be able to advance progress on some key capital projects. Staff will be providing some details on that next month.

Chairman Mahler asked if staff will be presenting and expecting a decision on that amendment both next month. Mr. Metzinger expressed that there is time. Staff certainly want to introduce this proposal and are willing to take the time that the Board needs to work through the information that is presented. If it looks like the Board is ready to go next month with a budget amendment and approval, then that would be great, but Mr. Metzinger has been thinking that this is something that will be done over the next couple of months. A preview of this will be brought to all of the Committee meetings next month before coming to the full Board in March.

## 5.2 CEO Report

CEO Carpenter asked Mr. Brian Smith to report on an incident that occurred this last week in one of the municipalities that was out of the ordinary but a good example of the sorts of things that AAATA does that do not always get noticed by the general public.

Mr. Smith report that this past Monday in the afternoon, AAATA got a call through the Red Cross that Clark East Tower (a large apartment complex on the northeast side of Ypsilanti and Ypsilanti Township) had a fire and the residents were all standing outside in the cold. AAATA was asked to bring some buses to evacuate them. The number AAATA got initially was 180 people, so staff gathered up what extra buses and drivers they had and ended up sending over 5 buses to start. They ended up taking 6 trips of people to the Hampton Inn in Belleville where they were able to get emergency shelter. It was an afternoon occurrence that wrapped up around 10pm at night. AAATA is on standby to bring them back to Clark East Tower when they need it. Anyone that had a ride for ARide, AAATA is going to be honoring it from Hampton Inn, so that those that have to take any medical trips are not missing out on any of those.

Mr. Smith expressed that this is something that AAATA does not get called on to do a whole lot, but when they do get called on, it is something that AAATA is in a unique position to help. He also shared that it something he is really proud of that AAATA does and a reason why AAATA exists, to help the community. He extended his gratitude to the operators, supervisors, and Mr. Brian Marshall (Manager of Operations) who was on scene to make sure AAATA was as coordinated as possible in a crisis situation.

CEO Carpenter noted that this is something that may happen every other year that AAATA is called upon like this. He pointed out that it is not a formal service level or Ends statement per se, but it is part of keeping the community safe and AAATA is uniquely able to do it.

Chairman Mahler thanked Mr. Smith and the operators. He noted that the fact that there was a plan to mobilize in a situation like that very quickly speaks to the planning and forethought given to an operation like that by the team.

Mr. Allemang expressed his appreciation of this and hopes that there is some way that this information can get out to the community so they can see the kinds of things AAATA does above and beyond what the normal business is.

CEO Carpenter noted that AAATA did reach out to Supervisor Brenda Stumbo while the operation was still in process to let her know that AAATA was doing something unusual in the Township, and she seemed quite appreciative of the response.

Mr. Hunter expressed that he was very much impressed by the responsiveness, organization, and all the work that went into it. He pointed out that this should serve as an example to exactly the kind of peripheral things that AAATA can do when called upon. He commended the efforts of everyone.

CEO Carpenter shared that he was happy to be able to work with the Ann Arbor City staff and Planning Commission. He appreciated being involved in the discussions of the transit-oriented zoning for a couple months prior to the recent meeting as well. He pointed out a [newspaper article](#) covering the discussion. He highlight the WATS Policy Committee meeting and ongoing discussions with the RTA, along with a letter that he wrote to the RTA and WATS Policy Committee, which is in the [Board meeting packet](#) on page 67. CEO Carpenter expressed being pleasantly surprised that his letter seemed to be very well received by many of the recipients. He noted that Jennifer Simmons from the City of Ypsilanti summed it up well in terms of really liking the idea of rail but not at any cost. Counselor Briggs from the City of Ann Arbor also voiced that it is a nice idea, but frequency is more important. CEO Carpenter described that the community is grappling with some of the same elements that he heard the Board discussing at the Board Retreat in terms of wrestling with priorities, with the reality of tradeoffs. He commended the RTA staff for being very clear in their presentation to some of the elements that he had raised questions about and their validity. He described that it was a good day for transparency and illuminating for many people in the room. No decisions were made; there will be a follow-up discussion next month.

CEO Carpenter expressed that it was nice to see a body like the WATS Policy Committee grappling with some of the same things that the AAATA Board is in terms of liking everything, but what can be afforded, what is needed, what gets the job done, and what is the actual priority. He reported that Doug Fuller from the Road Commission called his letter a model. Discussions with the RTA are going to continue as this is a very early step in their public engagement process that is going to lead out the rest of this year and get started actually in a couple of months for them to update their regional transit plan in preparation for a millage referendum in November of 2022. It is still not clear that they will seek a millage in November of 2022, but their staff are attempting to get their plan updated, ready, and in position if the RTA does choose to go in that direction. He reported that they still do not have a CEO and he is not sure if they have a timeline to change that.

Mr. Miller asked if there was anything notable discussed by the RTA in terms of other inner urban transportation, like buses connecting to other transit agencies. CEO Carpenter pointed back to Mr. Higashide's presentation and book, describing a reaction to a tendency to focus on mega projects, particularly rail projects to the detriment of more modest, but cheaper bus options. In this particular context, he expressed that may be a very apt parallel; interest in commuter rail may have crowded out discussions about other options. Counselor Briggs did make an explicit parallel to the Detroit to Ann Arbor service, acknowledging that there can be a lot more frequency of trips through bus services than it looks like will be able to be gotten through rail. CEO Carpenter expressed his thought that the Policy Committee has recognized, perhaps for the first time, the very large investment that would be implied by the commuter rail and is starting to think about the alternatives. The next meeting in March may be intended for rural residents and representatives of rural townships and municipalities throughout the county to have time to speak about what they would want in their communities.

Mr. Hewitt described that in the past he has been an instigator of interest in rail in the area, but the numbers that have been presented clearly make it not a wise decision to continue to try to push commuter rail. He described as CEO Carpenter mentioned getting twice the frequency with buses at a tiny fraction of the operating cost and virtually no capital cost.

Chairman Mahler asked what the timing is for possibly including ARide in the mobile ticketing option. Mr. Metzinger responded that the Community Relations staff is currently working on a timeline that he will bring back to the Board. Chairman Mahler expressed that it seems so successful that the quicker AAATA can expand it, the better.

Mr. Allemang asked what proportion of the total ticketing is done via mobile ticketing. Mr. Metzinger expressed that it is likely something like 1% of the total ridership. He described that this is still very new, having been launched in September, and what he thinks is encouraging is that there is a great growth trend happening. With more promotion and more users signing up, he would expect continuing to see growth trends like this to where it becomes a more significant portion of ridership.

**6. EMERGENT BUSINESS**

None.

**7. CLOSING ITEMS**

7.1 Board Retreat – Part II – March 3<sup>rd</sup>. This is an [open meeting](#) that the public are welcome to attend.

7.2 Topics for Next Meeting:  
 Investments (Policy 2.6)  
 Communication & Support (Policy 2.10)  
 Q1 Service Report  
 Q1 Finance Report

7.2 Public Comment  
 Mr. Jim Mogensen described that a subset of the population is moving to telework while another subset does not have that, and there may be some substantial issues coming in relation to how that sorts out in a community. He also expressed seeing some real risks coming forward where the new capital project is now out for public comment and he suspects to hear more about electric buses. Lastly, in regard to the new changes to be debated next month, he expressed concern with the 2022 millage.

Ms. Michelle Barney described missing out on a chance to receive a vaccine last week because she was given the appointment the week before, but she could not call until three days before to request an ARide to go to the vaccine clinic, and they were filled and could not take her. She asked if something can be done for those that have a vaccine appointment to be able to call earlier to reserve an ARide.

### 7.3 Closed Session Briefing (as per OMA)

Ms. Sims motioned to go into closed session pursuant to section 8(d) of the Open Meetings Act to discuss the purchase or lease of real property. This was seconded by Mr. Hunter.

Chairman Mahler conducted a roll call vote for this.

In support of the closed session:

Mr. Allemang: Yes

Mr. Chang: Yes

Ms. Gott: Yes

Mr. Hess: Yes

Mr. Hewitt: Yes

Mr. Hunter: Yes

Mr. Miller: Yes

Ms. Mozak: Yes

Ms. Sims: Yes

Chairman Mahler: Yes

The Board went into the closed session at 8:23 pm.

Mr. Hewitt motioned to go out of closed session, seconded by Ms. Gott. Chairman Mahler took a roll call vote.

In support of going out of closed session:

Mr. Allemang: Yes

Mr. Chang: Yes

Ms. Gott: Yes

Mr. Hess: Yes

Mr. Hewitt: Yes

Mr. Hunter: Yes

Mr. Miller: Yes

Ms. Mozak: Yes

Ms. Sims: Yes

Chairman Mahler: Yes

At 8:57pm, the Board voted unanimously to come out of the closed session.

### [7.4 Board Assessment of Meeting \(Electronic\)](#)

#### 7.5 Adjournment

Mr. Chang moved to adjourn, seconded by Ms. Mozak.

In support of the motion:

Mr. Allemang: Yes

Mr. Chang: Yes

Ms. Gott: Yes

Mr. Hess: Yes

Mr. Hewitt: Yes

Mr. Hunter: Yes

Mr. Miller: Yes

Ms. Mozak: Yes

Ms. Sims: Yes  
Chairman Mahler: Yes

The motion passed unanimously.

Chairman Mahler adjourned the meeting at 9:00pm.

Respectfully submitted by: Keith Everett Book

DRAFT



## Governance Committee Meeting Summary

**Meeting Date/Time: February 26, 2021, 8:30-10:30am**

**Location:** REMOTE – Via Zoom

**Meeting Chair:** Eric Mahler

**Committee Meeting Attendees:** Mike Allemang, Roger Hewitt

**AAATA Staff Attendees:** Matt Carpenter, Forest Yang, Bryan Smith, John Metzinger, Gwyn Newsome

**Guest Board Member Attendee:** Kathleen Mozak

**Guest:** Rose Mercier

Chairman Eric Mahler called the meeting to order at 8:32 am.

Discussion Items
<b>1. OPENING ITEMS</b>
1.1 Agenda (Additions, Approval) Approved.
1.2 Communications None.
<b>2. POLICY MONITORING &amp; DEVELOPMENT</b>
2.1 Committee Agendas <u>Service Committee:</u> Mr. Hewitt suggested adding Board Retreat Feedback under the Policy Monitoring section at agenda item 2.2.  <u>Finance Committee:</u> Mr. Allemang would like to add Board Retreat Feedback under Policy Monitoring as well. He would like to add Ownership Linkage Task Force as agenda item 2.3. Under topics for next meeting, he would like to add Budget.  <u>Board of Directors:</u> Mr. Allemang would like to add Ownership Linkage Task Force as agenda item 3.6.
2.2 Other Governance Issues (as assigned)
2.2.2 LAC Task Force Report Ms. Mozak reported that the LAC Task Force met once again with Rose Mercier and Matt Carpenter. She walked the Committee through the revised language of the policy.  Mr. Allemang and Mr. Hewitt both supported the language. Chairman Mahler suggested this be taken to the Board for a vote.
2.2.3 Ownership Linkage Task Force (Verbal)

## Discussion Items

Mr. Allemang noted that the Task Force reconvened on February 23<sup>rd</sup>. He described reviewing what was drafted by Ms. Mercier originally. He noted it being difficult and possibly counterproductive to meet with the entire governing bodies.

Mr. Allemang is going to work on a new, abbreviated draft with background information in a separate document. The Task Force will meet again in three weeks.

CEO Carpenter reported that meetings with Ypsilanti and Ypsilanti Township happened this week, with Board members joining. Mr. Chang is joining a DDA meeting that CEO Carpenter also attends. And Mr. Allemang is joining CEO Carpenter in quarterly meetings with the Mayor of Ann Arbor and City Administrator.

Mr. Allemang and Chairman Mahler agreed that the Task Force should dissolve once its duties have been fulfilled and become the responsibilities of the Board.

Mr. Allemang noted that there has been a lot of change in the three governing bodies that the Task Force previously met with. Next steps and timeline will be determined at the next Task Force meeting.

Ms. Mozak shared her ownership linkage with the Ann Arbor Commission on Disability Issues for which she is a commissioner and their liaison to the UofM Counsel for Disability Concerns.

### 2.2.4 Bylaw Review Material

CEO Carpenter shared that there is a large amount of information. Some of it is just housekeeping, but the big table in the document may be the most helpful tool to determine what the recommended changes are to the Bylaws. He suggested possibly inviting Mel Muskovitz to the next Governance Committee meeting. Chairman Mahler noted that the procedure could be for the Governance Committee to share recommendations from the information with the full Board.

Mr. Allemang described reviewing the markup document that has comments off to the side as the best way to review. He suggested not sending all of this to the Board as well. He feels that the work does address the necessary issues, and then some.

Chairman Mahler suggested setting a deadline by which to get this to the Board for a vote, perhaps 60 or 90 days out. Mr. Hewitt agreed that it is up to the Governance Committee to bring a recommendation to the Board, perhaps with additional Governance Committee meetings.

Ms. Mozak shared excitement in reviewing the report. Keith Book will send her the documents.

Chairman Mahler suggested this being a major topic of the next Governance Committee with Mr. Muskovitz being invited. Mr. Allemang suggested that the

## Discussion Items

Governance Committee ask Mr. Muskovitz questions as he reviews the document. He would like the Governance Committee to bring this to the May Board meeting for a vote.

2.2.5 Meeting Assessment (2/18)  
Comments were generally very good.

### 3. STRATEGY & OPERATIONAL UPDATES: CEO

#### 3.1 Details of August Service Restoration (Verbal)

Mr. Yang summarized materials received by the Board from staff describing the proposal to recover 100% of the service hours, though not necessarily the exact service AAATA had pre-pandemic. Mr. Yang described maintaining the service area coverage, addressing a few operational issues for on-time performance, and discontinuation of some low productivity service. There was also an effort to simplify the route branches. It is being proposed to discontinue GoldRide. He shared getting some initial feedback from Ypsilanti and Ypsilanti Township leaders, along with staff and public feedback meetings coming up in March, and then again in June with final recommendations.

Ms. Mozak asked if there are any other routes serving the area of route 68. Mr. Yang noted that most of the service area is covered by other routes. The route had extremely low ridership.

Mr. Allemang asked when the next revision will be after the one in August. CEO Carpenter noted that the next time would be January 2022 and again more significantly in May/June 2022. He noted that the expense would remain at about the same level beyond August 2022.

#### 3.2 Budget Update

Mr. Metzinger shared some ideas for how the budget could be updated to reflect federal relief funding. Committee members discussed and provided feedback.

#### 3.3 CEO Personal Expense Report

CEO Carpenter described his concern that staff currently have very little capacity for professional development, and vacation not being taken due to heavy workloads.

### 4. CLOSING ITEMS

#### 4.1 Board Retreat – Part II

4.2 Topics for Next Meeting  
Monitoring Reports 3.0-3.8  
Board Retreat  
Budget Update  
Bylaw Discussion with Mel Muskovitz

4.3 Adjournment

Chairman Mahler adjourned the meeting at 10:36am.

Respectfully submitted by: Keith Everett Book

DRAFT

## Service Committee Meeting Summary

**Meeting Date/Time: March 4, 2021, 10:00-12:00pm**

**Location:** REMOTE – Via Zoom

**Meeting Chair:** Roger Hewitt

**Committee Meeting Attendees:** Kathleen Mozak, Jesse Miller, Ryan Hunter

**AAATA Staff Attendees:** Matt Carpenter, Bryan Smith, Forest Yang, LaTasha Thompson, Ken Anderson

**Meeting Chair:** Roger Hewitt

Chairman Hewitt called the meeting to order at 10:02am.

Discussion Items
<b>1. OPENING ITEMS</b>
1.1 Agenda (Additions, Approval) Ms. Mozak motioned to approve the agenda, seconded by Mr. Miller. The agenda was approved.
1.2 Communications None.
<b>2. POLICY MONITORING &amp; DEVELOPMENT</b>
2.1 LAC Task Force Update Ms. Mozak reported that the Task Force met again on February 8 <sup>th</sup> . Updates from the Task Force and the Governance Committee were incorporated into the current policy draft, which Ms. Mozak walked the Committee through. She reported that the Governance Committee has approved the current language, and they suggested it be presented to the Board for a vote.  Chairman Hewitt thanked Ms. Mozak for all her work on the policy. The Service Committee recommended that the language be taken to the Board for adoption.
2.2 Board Retreat Feedback Chairman Hewitt expressed that the Board Retreat had impressive and well-organized presentations.  CEO Carpenter thanked all for their participation and acknowledged that it was a great deal of information. He described that the information could be broken down into smaller, more digestible chunks for further discussions at monthly Board meetings. Chairman Hewitt agreed and suggested that some specific discussions could also be had at the Committee levels, then taken to the Board.
<b>3. STRATEGY &amp; OPERATIONAL UPDATES: CEO</b>
3.1 Details of August Service Restoration Mr. Yang reported that the press release went out this morning, making the Service Recovery Plan Proposal public. He described the multitude of ways the proposal will be shared, as well as how maximum feedback from the public and stakeholders will be collected.

Mr. Yang also described the maps that are now available [online](#) that outline the service proposal route by route. He highlighted efforts made to maintain the coverage area, make improvements to on-time performance, and simplify route branches.

Mr. Miller asked if these changes are considered permanent once the process has been completed and implemented in August. Mr. Yang shared that it is permanent, but tweaks can be made if needed. Mr. Miller suggested it be made clear that these changes are being made permanently to the core service, not temporarily in response to the pandemic.

Mr. Ken Anderson presented TheRide's Service Recovery Plan Proposal to the Committee as it will be presented to the public.

Ms. Mozak shared that she was glad Route 3 will maintain weekend service. She expressed concern about Route 4 moving out of the CCTC. In regard to Route 6, she asked why it is running every 30 minutes instead of every 15 minutes as it was pre-pandemic. She asked for an explanation of the discontinued Route 6C converging into Route 24 and no longer servicing Costco. She also asked about the Briarwood stop, if it would be restored to the main Briarwood stop rather than the outer circle.

Mr. Anderson confirmed that the Briarwood stop would be restored to the main stop. He described that the Costco stop on the discontinued Route 6C served only a few people a day, so the route was changed due to low ridership for that stop.

CEO Carpenter described some street and suburban pattern logistics that dictate difficult routing trade-offs and prioritizations.

Mr. Miller noted potential pushback on Route 4 moving out of the CCTC as well. Mr. Anderson described conversations with UofM in this regard who has expressed being comfortable with the proposal being made. He will report back on feedback received from the UofM community / public on this route.

Mr. Miller described potential large groups waiting at a single shelter stop on Washtenaw when moved from the CCTC.

Ms. Mozak discussed Route 21 being picked up by Route 33. She noted that transportation will not be available to passengers on weekends to the train station on Route 33. She questioned keeping Route 25 as it is now using FlexRide with the reinstatement of Route 27, instead of returning Route 25 back to what it was pre-pandemic. In regard to Route 26 and 29, on the weekend and evenings, she described concern that a trip on Route 26 could now be 45 minutes rather than what previously was a 15-minute trip on Route 29.

CEO Carpenter described that suggestions from stakeholders are being held onto without making changes to the proposal until the public feedback has also been collected. Suggestions will then be considered all at once for changes to the proposal.

Chairman Hewitt asked if there are any areas of pushback to expect. Mr. Anderson described possible issues with connection out to the Lakewood Shopping Center area, but FlexRide does serve that area and there is a direct route from the YTC to that area as well.

Mr. Miller noted that the consolidation of Route 6 not going down Michigan Ave., instead that being serviced by Route 47, may create transfer points between Route 47 and Route 6 that increase commute time. He expressed that his main concerns are with Route 4 and Route 6, but he is happy to hear about Route 3 having weekend service.

Mr. Yang described that current resources do limit what can be offered. CEO



<p>Carpenter described TheRide's efforts to not compete with itself by having double coverage in an area.</p> <p>Ms. Mozak asked how far in advance FlexRide can be booked for holidays and nights. Following the meeting, Mr. Yang talked to FlexRide specialists and answered her questions related to Late Night/Holiday FlexRide service. In regard to if there will be any restrictions on trip reservations, i.e., do riders have to reserve their trips 1 day before or an hour before: Mr. Yang informed Ms. Mozak that the service is on-demand and riders can book as they need. The only restriction is that trips must be reserved 15 minutes before the end of the service period. He also shared that all vehicles are wheelchair accessible.</p> <p>Mr. Smith explained that the proposal is for FlexRide to maintain its current service of allowing trips to begin and end anywhere within the same designated service area at the same fare.</p>
<p><b>3.2 Budget Update</b> Mr. Metzinger shared some ideas for how the budget could be updated to reflect federal relief funding. Committee members discussed and provided feedback.</p>
<p><b>3.3 Q1 Service Report</b> Chairman Hewitt asked if there were any guesses as to what level of ridership can be expected later in the year. Mr. Smith described uncertainly, citing news reports describing ridership restoration taking 3-4 years.</p>
<p><b>4. CLOSING ITEMS</b></p>
<p><b>4.1 Topics for Next Meetings</b> Budget Update August Service Restoration Public Feedback Board Focus Suggestions from the Retreat</p>
<p><b>4.2 Adjournment</b> Ms. Mozak motioned to adjourn, seconded by Mr. Hunter. Chairman Hewitt adjourned the meeting at 12:12pm.</p>

Respectfully submitted by: Keith Everett Book

## Finance Committee Meeting Summary

**Meeting Date/Time: March 10, 2021, 3:30-5:30pm**

**Location:** REMOTE – Via Zoom

**Meeting Chair:** Mike Allemang

**Committee Meeting Attendees:** Raymond Hess, Kyra Sims, Rich Chang

**AAATA Staff Attendees:** Matt Carpenter, John Metzinger, Bryan Smith, Forest Yang, Rosa-Maria Njuki, LaTasha Thompson, Ken Anderson

Chairman Mike Allemang called the meeting to order at 3:30pm.

Discussion Items
<b>1. OPENING ITEMS</b>
<p>1.1 Agenda (Additions, Approval) Mr. Metzinger will make an announcement during the closing items section. With that addition, the agenda was approved.</p>
<p>1.2 Communications None.</p>
<b>2. POLICY MONITORING &amp; DEVELOPMENT</b>
<p>2.1 Monitoring Report Policy 2.6 Investments Mr. Metzinger walked the Committee through the monitoring report for Policy 2.6, reporting full compliance.</p> <p>Chairman Allemang pointed out the language in 2.6.1 indicating “except where necessary to facilitate ease in operational transactions,” asking if that exception is being used any place. Mr. Metzinger responded that the \$7.4M that AAATA held in cash, checking, and savings accounts would be considered that exception. Chairman Allemang suggested identifying that as the exception in the future.</p> <p>Chairman Allemang noted confusion amongst the Board as to what CDARS (Certificates of Deposit Account Registry Service) are, which Mr. Metzinger described. This process is managed by the Bank of Ann Arbor, who takes the money that AAATA gives them and distributes it to banks throughout the US to invest in Certificates of Deposit up to the federally-insured threshold of \$250K.</p> <p>The Committee agreed to recommend the report as being fully compliant.</p>
<p>2.2 Board Retreat Feedback Chairman Allemang described that the retreat was a good start on discussions of the topics presented. Ms. Sims expressed wishing for a bit more time for discussion after the presentations and described having another half day retreat this Spring or Summer for the Board to discuss the large amount of material that was presented.</p>

## Discussion Items

Chairman Allemang described that the Governance Committee will discuss next steps. He and Ms. Sims agreed that these topics may be difficult to discuss at monthly Board meetings.

Mr. Hess shared that he looks forward to how the information the Board provided will manifest into something tangible.

Mr. Chang described that the information sharing was well done. He described that having another meeting in July might be a good idea, echoing Ms. Sims' suggestion.

### 2.3 Ownership Linkage Task Force

Mr. Allemang noted that the Task Force reconvened on February 23<sup>rd</sup>. He described reviewing what was drafted by Ms. Mercier originally and reminded the Committee of the meetings that the Task Force had previously with the three governing bodies.

Chairman Allemang has completed a new, abbreviated draft of Ms. Mercier's original memo, with background information in a separate document, which the Task Force will review on March 16<sup>th</sup>.

## 3. STRATEGY & OPERATIONAL UPDATES: CEO

### 3.1 Details of August Service Restoration

Mr. Yang summarized materials received by the Board from staff describing the proposal to recover approximately 100% of the service hours, though not necessarily the exact service AAATA had pre-pandemic. He also reported that the press release went out on March 4<sup>th</sup>, making the proposal public.

Mr. Yang described efforts to maintain the service area coverage, address a few operational issues for on-time performance, and discontinuation of some low productivity service. There was also an effort to simplify the route branches. It is being proposed to discontinue GoldRide. He shared getting some generally positive feedback from community leaders with no major concerns thus far and described the multitude of ways the proposal will be shared, as well as how maximum feedback from the public and stakeholders will be collected. There will be opportunities for staff and public feedback meetings in March, and then again in June with final recommendations.

Chairman Allemang asked about how the virtual public townhalls will be conducted. Mr. Yang described the six townhalls that will begin with a recorded presentation followed by a live Q&A. He encouraged Board members to attend, if possible.

Mr. Ken Anderson presented TheRide's Service Recovery Proposal that will replace the current Temporary Service Plan. The maps are available [online](#), outlining the service proposal route by route.

Mr. Chang asked what the arrows on the routes represent on the maps. Mr. Anderson described an unfortunate software complication that creates an inconsistency with trying to illustrate the directional flow of the route. Mr. Chang suggested illustrating where the old routes were as well, perhaps an overlay, for comparison. For Route 5, he was not sure what Route 5A and 5B were and suggested making the lines two different colors. For Route 24 where there are two time frequencies, he suggested placing a dotted box around the area that is a 9-minute frequency and another around the area that is a 30-minute frequency.

In regard to Route 27, Mr. Hess expressed concern with a 5-mile loop that is one way. Mr. Anderson described that service-wise the routes are running the same way

## Discussion Items

they were before, but the new methods will allow for the routes to remain the same number going in and out, rather than having different route numbers for each direction. He also described not being granted turn arounds, which led to the route not turning around and maintaining a one-way loop.

In regard to Route 63/64, Mr. Anderson described to Mr. Hess the inclusion of these routes to allow for AM and PM peak service that is more direct to the UofM campus, targeting UofM employee travel needs.

In regard to FlexRide East and Route 46, Mr. Hess noted some mapping inconsistencies that should be corrected.

Mr. Anderson confirmed with Mr. Chang that the proposed discontinuations would be considered permanent. Mr. Chang suggested making that clearer in the presentation.

Chairman Allemang asked when looking at the levels of service, how does it compare between pre-pandemic, during the pandemic, and now. Mr. Yang described that pre-pandemic service hours were 100%, during the pandemic it was 65%, and AAATA is anticipating a return to 100% service hours by August. Mr. Smith shared that AAATA is currently at a ridership of 20% compared to pre-pandemic levels. Mr. Chang noted that students account for 40-50% of the ridership, and the students have not returned yet.

Mr. Hess described some operational improvements that should be applauded. He pointed out some areas that are no longer being serviced, describing the changes to Route 25 specifically. Mr. Anderson described that the shift was from low ridership areas to higher ridership areas were experiencing on-time performance issues. He described that the proposals can be adjusted in response to feedback.

Mr. Yang described that this service is generally meant to serve until arriving at the next 5-year, long-range plan.

Mr. Hess asked if there has been any consideration in consolidating some of the bus stops to improve on-time performance. Mr. Anderson noted that this was not considered in this process, but maybe in the future. Mr. Hess suggested that considering them may be advantageous during this process and better received than when the service is fully up and running.

### 3.2 Budget Update

Mr. Metzinger shared some ideas for how the budget could be updated to reflect federal relief funding. Committee members discussed and provided feedback.

### 3.3 Q1 Finance Report

Ms. Thompson walked the Committee through the Q1 Finance Report, highlighting the following:

- The reserve was at 2.9 months of annual operating expense, exceeding the target of 2.5 months.
- The reserve balance was \$10.4 million, \$0.2 million higher than first quarter end last year.
- TheRide operated within the budget for the first quarter of the year.
- There was a zero surplus of revenue over expense as budgeted.
- Expenses were \$1.6 million lower than budgeted. Savings were from lower wages, fringe benefits, purchased transportation, fuel, materials, contracted services, and other costs, a result of the pandemic period with reduced service and ridership.

## Discussion Items

- Revenues were lower than budgeted by \$1.6 million with less than expected passenger fares, subcontract fares, state operating assistance, and other revenues, a result of the pandemic period.
- \$3.0 million in CARES Act revenue has been used to date to support operations.
- Cash flow was adequate to cover expense; Q1 ended at \$19.3 million in cash/ investments.

Chairman Allemang described that given the environment, the Q1 Finance Report looks as expected.

### 4. CLOSING ITEMS

4.1 Topics for Next Meeting  
Budget

4.2 John Metzinger's Announcement  
Mr. Metzinger shared that he may be leaving AAATA for a new opportunity. Chairman Allemang extended his compliments to Mr. Metzinger and described the huge difference that he has made in the organization.

4.3 Adjournment  
Chairman Allemang adjourned the meeting at 5:35pm.

Respectfully submitted by: Keith Everett Book

## ISSUE BREIF: Proposed Policy Language Regarding LAC

**Meeting: Board of Directors**

**Meeting Date: March 18, 2021**

<b>INFORMATION TYPE:</b>
Decision Preparation
<b>RECOMMENDED ACTION(S):</b>
That the Board review and approve new policy language regarding the LAC (Attached).
<b>ALTERNATIVE OPTION(S):</b>
Change the submitted language. Send back to task force for further review.
<b>PRIOR RELEVANT BOARD ACTIONS &amp; POLICIES</b>
Clarifying the Board's approach to the LAC was identified as part of the Board's Annual Plan of Work and assigned to a task force for review.
<b>ISSUE SUMMARY:</b>
A board task force worked with Rose Mercier and the CEO to develop new policy language that clarifies the Board's and CEO's relationships with the LAC. It is being submitted for Board consideration and approval.
<b>BACKGROUND:</b>
The LAC has traditionally functioned as a way for riders to provide feedback on operations. Under Policy Governance this suggests they should report to the CEO. The task force also identified that they can play a role in Ownership Linkage. The proposed policy language clarifies how the LAC serves both purposes under the authority of the CEO.
<b>IMPACTS OF RECOMMENDED ACTION(S):</b>
<ul style="list-style-type: none"> <li>• Budgetary/Fiscal: NA</li> <li>• Social: NA</li> <li>• Environmental: NA</li> <li>• Governance: Clarification of roles for Board and CEO regarding LAC.</li> </ul>
<b>ATTACHMENTS:</b>
1: New Policy Language Regarding LAC (Proposed)



## **Attachment 1: New Policy Language Regarding LAC (Proposed)**

### **3.9: BOARD LINKAGE WITH THE LAC (NEW)**

The Board will maintain a working relationship with the Local Advisory Committee (LAC) in alignment with the Board's role as owner representative in determining the most appropriate Ends.

3.9.1 The Board shall establish mechanisms for maintaining open communication with the LAC primarily regarding Ends. Such mechanisms may include, but are not limited to:

3.9.1.1 Inviting members of the LAC annually, as well as any other time as the Board determines appropriate, to provide input from the LAC'S perspective as part of the Agency's moral ownership.

3.9.1.2 Meeting jointly with the LAC at such time and for such purposes as determined appropriate by the Board.

3.9.2 The Board will appoint from among the board members a representative to attend the LAC meetings with the intent of identifying ownership issues.

3.9.2.1 The appointed representative shall provide quarterly reports to the Board of any ownership issues or recommended changes to Executive Limitations policies identified by the LAC.

3.9.2.2 The appointee shall recognize that the CEO has authority for the LAC.

### **Suggested New Executive Limitation:**

#### **2.9 EXTERNAL RELATIONS...**

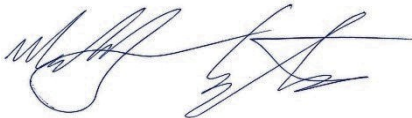
2.9.7 (NEW) Allow the organization to be without (advisory) committees required in legislation, or permit those committees to operate inconsistently with requirements of the legislation.

## Monitoring Report 2.6 Cash and Investments




Monitoring Period: June 2020 – December 2020




Finance Committee Review Date: March 10, 2021

Board Meeting Review Date: March 18, 2020

<b>INFORMATION TYPE:</b>
Decision
<b>RECOMMENDED ACTION(S):</b>
<p>Board reviews this monitoring report and completes <a href="#">the survey provided in this link</a> by March 1, 2021.</p> <p>Board considers accepting this monitoring report in March as either level:</p> <ul style="list-style-type: none"> <li>• A – In compliance, OR</li> <li>• B – In compliance, except for item(s) noted</li> </ul>
<b>ISSUE SUMMARY:</b>
<p>TheRide’s Board of Directors establish policies that define what methods are unacceptable to use to achieve expected results, called Executive Limitations. 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 is convincing.</p> <p>I certify that the information presented in this report is true and complete, 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>  </div> <div style="text-align: center;"> <p>Date</p> <p>March 3, 2021</p> </div> </div>
<b>BACKGROUND:</b>
<p>Monitoring Reports are a key Policy Governance tool to assess organizational/CEO performance in achieving Ends (1.0) within Executive Limitations (2.0). A Policy-Governance-consistent Monitoring Process is:</p> <ol style="list-style-type: none"> <li>1. CEO sends Monitoring Report to all board members</li> <li>2. At Board meeting, board accepts Monitoring Report through majority vote (or if not acceptable, determines next steps)</li> </ol>
<b>IMPACTS OF RECOMMENDED ACTION(S):</b>
<ol style="list-style-type: none"> <li>1. Governance: Perform key Policy Governance process</li> </ol>
<b>ATTACHMENTS:</b>
<ol style="list-style-type: none"> <li>1. Policy Monitoring Report for Policy 2.6 Cash and Investments</li> </ol>

## Table of Contents

POLICY TITLE: EXECUTIVE LIMITATION POLICY 2.6: CASH AND INVESTMENTS	Page #	Compliance
<p>2.6 The CEO will not fail to hold cash for short-term operations or surplus capital for investment according to the Board’s investing priorities: first ensuring safety of principal, next providing adequate liquidity, and third, returning the highest yield compatible with prudent investing.</p> <p>Further, without limiting the scope of the foregoing by this enumeration, the CEO shall not:</p>	3	
<p>2.6.1. Hold AAATA operating cash or surplus capital in insecure instruments, including federally-uninsured checking accounts or non-interest-bearing accounts except where necessary to facilitate ease in operational transactions.</p>	6	
<p>2.6.2. Deviate from the “Investment Policy to Comply with Michigan PA 20 of 1943” as stated in the Appendices, invest in instruments other than those so authorized, or invest unlawfully with respect to Michigan PA 20 of 1943.</p>	7	

 Fully Compliant    
  Partially Compliant    
  Non-Compliant

## CEO Interpretations and Evidence

### EXECUTIVE LIMITATIONS POLICY 2.6:

The CEO will not fail to hold cash for short-term operations or surplus capital for investment according to the Board's investing priorities: first ensuring safety of principal, next providing adequate liquidity, and third, returning the highest yield compatible with prudent investing. Further, without limiting the scope of the foregoing by this enumeration, the CEO shall not:

**Degree of Compliance: In Compliance**

### EXECUTIVE LIMITATIONS POLICY 2.6: Interpretation

Monies held by AAATA are to be invested according to three priorities established in the policy, and are organized in two distinct categories:

- "Cash for short-term operations" means money held in checking and savings accounts needed to cover operating costs over the next 2-3 months, and
- "Surplus capital" means money held in investments for use later on.

Compliance for this policy will be demonstrated when account statements from financial institutions and corresponding account reconciliations confirm that the balances and financial instruments are as reported to the Board in quarterly financial reports, and when compliance with both lower level policies is achieved.

This is a reasonable interpretation because financial reporting discloses cash and investment balances and the instruments (types of accounts) funds are held within using accounting standards from the Governmental Accounting Standards Board (GASB).

### EXECUTIVE LIMITATIONS POLICY 2.6: Evidence

A review of account statements from financial institutions and reconciliations as of December 31, 2020, completed by the CFO on February 16, 2021, verified the balance of each account, the financial instruments used, and that these match the information reported on the FY2021 First Quarter financial statements.

The financial data are included below for the convenience of the reader:

1. AAATA held \$7.4 million in cash, checking, and savings accounts (dollars in thousands):

Account Name:	Balance as of 12/31/2020
IMPREST	\$ 512
OPERATING	30
PAYROLL	13
CHANGERS/PETTY	3
PASSES/TOKENS	18
CAPITAL	774
FLEX SPENDING	57
MONEY MARKET SAVINGS	5,891
GETDOWNTOWN	140
<b>Total Cash:</b>	<b>\$ 7,438</b>

2. \$11.8 million was held in investments as shown below (dollars in thousands):

Investment Instrument	Date of Maturity	Interest Rate	Total as of 9/30/2020	Transactions	Total as of 12/31/2020
Bank of AA - CDARS	4/1/2021	0.2%	-	2,500	2,500
Bank of AA - CDARS	9/30/2021	0.2%		2,500	2,500
CD Other	1/15/2021	.	240		240
CD Other	1/21/2021	1.7%	240		240
U.S. Agency Bond	10/30/2020	1.5%	2,000		2,000
U.S. Agency Bond	4/9/2021	1.6%	1,000		1,000
U.S. Agency Bond	8/11/2022	1.6%	1,500	(1,500)	-
U.S. Agency Bond	8/12/2022	0.125%	1,500		1,500
Money Market Funds	N/A	0.2%	274	1,500	1,774
Mark-to-Market Adjustment			37	8	45
<b>Total Investments:</b>			<b>\$ 6,791</b>	<b>\$ 5,008</b>	<b>\$ 11,799</b>

The financial data presented as of December 31, 2020 demonstrates compliance with Policy 2.6 and the Board's Investment Policy at a single point in time. Additionally, the CFO attests that cash and investments were held in compliance with this policy throughout the monitoring period. Monthly account statements are available for direct inspection.

### **EXECUTIVE LIMITATIONS POLICY 2.6.1:**

Hold AAATA operating cash or surplus capital in insecure instruments, including federally-uninsured checking accounts or non-interest-bearing accounts except where necessary to facilitate ease in operational transactions.

**Degree of Compliance: In Compliance**

### **EXECUTIVE LIMITATIONS POLICY 2.6.1: Interpretation**

Compliance with this policy will be demonstrated when account statements from financial institutions indicate that funds:

1. are held in accounts that are federally insured to the level of at least \$250,000 per account, and
2. that such accounts generate interest.

This is a reasonable interpretation because the Federal Deposit Insurance Corporation (FDIC) insures the amount of deposits, guaranteeing the availability of funds to the \$250,000 level, and accounts that generate interest will grow AAATA's money over time.

This policy allows an exception for monies that need to be available for ease in operational transactions. This is interpreted as operating cash held in operating and payroll-related checking accounts and the money market savings account held at Bank of Ann Arbor, as well as cash held in change drawers and petty cash.

### **EXECUTIVE LIMITATIONS POLICY 2.6.1: Evidence**

Account statements from all financial institutions holding AAATA monies as of December 31, 2020 disclose that:

1. All monies held in bank accounts and investments are federally-insured to at least the level of \$250,000.
2. All accounts holding AAATA funds produce interest.



**EXECUTIVE LIMITATIONS POLICY 2.6.2:**

Deviate from the “Investment Policy to Comply with Michigan PA 20 of 1943” as stated in the Appendices, invest in instruments other than those so authorized, or invest unlawfully with respect to Michigan PA 20 of 1943.

**Degree of Compliance: In Compliance**

**EXECUTIVE LIMITATIONS POLICY 2.6.2: Interpretation**

The Investment Policy was adopted by the Board in 2018 as legally-required by Michigan Public Act 20 of 1943 (see Appendix F in the Board Policy Manual).

Compliance will be demonstrated when:

1. Account statements for investments indicate that funds are held only in Certificates of Deposit (not to exceed \$4 million in any one financial institution), bonds or other direct obligations of the U.S. (maturity limited to 3 years or less), or government mutual funds. This is reasonable because these are the only types of investment instruments that are legal under Michigan Public Act 20 and authorized by the Board’s policy.
2. After review of account statements, the CFO attests that investments are held (a) in accounts which ensure the safety of the principal balance, (b) remain liquid, and (c) return the highest yield compatible with prudent investing. This is reasonable because the Board has made its priorities for investments clear in its policy and has delegated authority to make investments in alignment with these priorities to the CFO.
3. A listing of investment accounts, with balances, maturity dates, and interest rates for each account, is provided to the Board at least quarterly. This is reasonable because the Board has required quarterly financial reports in its policy, and financial reporting is done in accordance with GASB accounting standards.

**EXECUTIVE LIMITATIONS POLICY 2.6.2: Evidence**

A review of account statements from all financial institutions holding AAATA investment monies as of December 31, 2020, completed by the CFO on February 17, 2021, verified that:

1. AAATA’s investments were held in Certificates of Deposits (CDs), U.S. Agency Bonds, and Money Market Savings accounts. Each of these are legal, authorized instruments per the policy, and do not exceed limits on amounts or maturities as required by the policy.

2. Regarding the Board's established priorities for investing, the CFO attests:

(a) Safety of Principal: Cash was held in checking and savings accounts at the Bank of Ann Arbor. Some investments were held in the Certificate of Deposit Account Registry Service (CDARS) managed by Bank of Ann Arbor (which invests funds to the FDIC insured limit in other banks), Certificates of Deposit (CDs) and Money Market Savings. Bank accounts, CDs, and Money Market accounts are FDIC insured. Other investments were held in U.S. Agency Bonds, which are federally-insured direct obligations of the U.S. government.

(b) Adequate Liquidity: Cash in checking and savings accounts is immediately available. Monies held in investments are available within 30-days' notice to the financial institution. Liquidity has been sufficient to meet operating needs during the monitoring period, as AAATA has been able pay its expenses without using debt, and no expenses have been deferred due to insufficient liquidity of capital.

(c) Highest Yield Compatible with Prudent Investing: Yields on investments (0.125% to 1.7%) are the highest rates available considering the limited investment options due to policy and regulatory limits and the priorities for safety and liquidity. AAATA has followed the advice of its expert trust consultant at Bank of Ann Arbor in making prudent investing decisions according to the Board's policy and priorities.

3. Regarding reporting to the Board, a review of monthly Board meeting agendas and minutes conducted by the CFO on February 15, 2021 indicates that the required disclosure of investment accounts, balances, maturity dates, and interest rates was provided in quarterly financial reports presented to the Board since this policy was last monitored in May 2020. FY2020 Q3 investments were reported in August, and FY2020 Q4 investments were presented in December. FY2021 Q1 investments will be presented in March.

**Monitoring Policy 2.6 Cash & Investments**

**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 standards 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 Finance Committee has received and reviewed the CEO’s Monitoring Report references above. Following the Finance Committee’s review and discussion with the CEO, the committee makes the following conclusions:

**Executive Limitations Report (select one)**

The Finance Committee 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

**Finance Committee notes: (If applicable)**

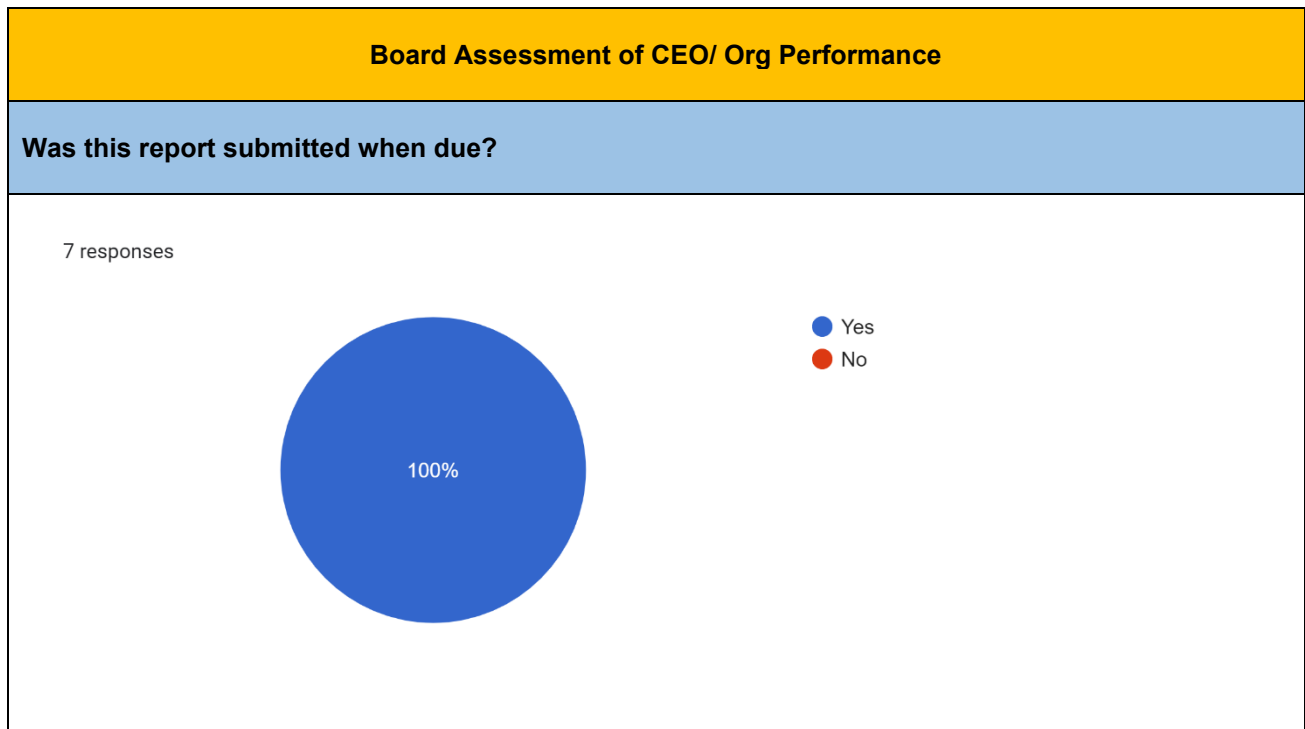
## SURVEY RESULTS: Cash and Investments (Policy 2.6)

**Finance Committee Review Date: March 10, 2021**

**Board Meeting Review Date: March 18, 2021**

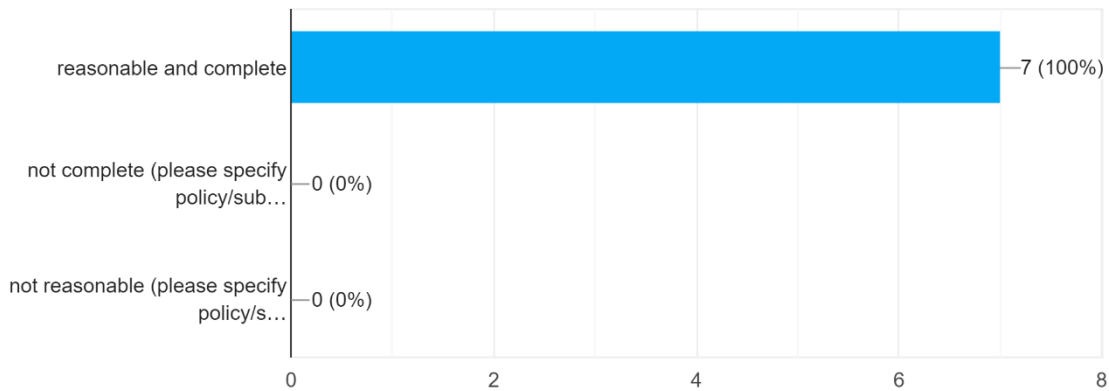
**Survey Participants: 7 Board Members**

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



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

7 responses



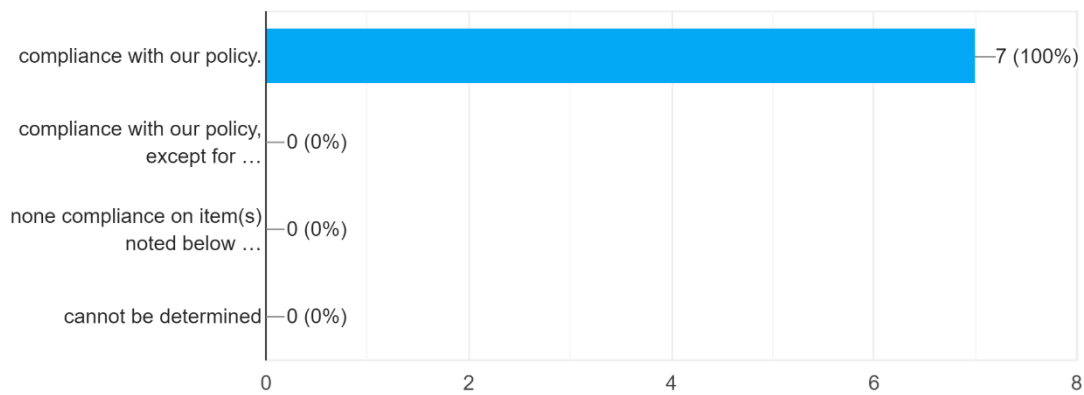
**Board Assessment of CEO/ Org Performance**

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

- **No responses.**

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

7 responses



**Items not in compliance (if any):**

- **No responses.**

**Optional: Potential Policy Development**

Is there any area associated with this policy that concerns you that is not clearly addressed in existing policy? What is the value that drives your concern?

- No.
- Please have future monitoring reports identify when the reports are scheduled to be due OR have staff answer this question since it is a simple binary response. I don't know where to easily find the due dates on these reports and how to knowledgeably answer the question "Was this report submitted when due?"
- There is a limitation that money must be held in FDIC-insured accounts but I don't see a limitation on holding money beyond the insured amount in such accounts.
- No.

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

- If it's a reasonable limitation that wouldn't hinder operations, some language stating that the money held in such account not exceed the insured amount.

**Optional: Comments for the CEO**

Commendations on this topic:

- Fully compliant on all topics is generally good.
- Team has done an amazing job during the time of COVID and the extended time of COVID.
- Well executed fiscal obligations, per usual.

Potential Improvement(s):

- The policy allows exceptions "where necessary to facilitate ease of operational transactions", it would be helpful to identify the dollars involved.

Comments on the report itself:

- Under evidence for 2.6 what is IMPREST? Also, there was no balance available for Bank of Ann Arbor CDARS accounts on 9/30/2020. Does that mean the accounts were opened after that date but before December 31, 2020? Looking forward to the retreat to continue Board discussions on capital priorities.
- With all our accounts through Bank of Ann Arbor, are we exceeding the \$4 million deposit limit per financial institution stated in Executive Limitations Policy 2.6.2: Interpretation - #1?




## Monitoring Report: 2.10 Communication and Support to the Board








### Monitoring Period (Sept 2020- Feb 2021)

**Meeting: Board of Directors**




**Meeting Date: March 18, 2021**

INFORMATION TYPE
Decision
RECOMMENDED ACTION(S):
Board considers accepting the Monitoring Report as level B – Compliant except for items noted in policy 2.10.1 and 2.10.3
ISSUE BRIEF
<p>In accordance with the Board’s Policy Manual, I present the Monitoring report on Executive Limitation Policy 2.10 Communication and Support to the Board. This report consists of internal report information from staff. Policy 2.10 (previously 2.11) was recently monitored in October 2020 for a period ending in August 2020. This report covers the subsequent period of Sept 2020 to February 2021.</p> <p>I certify that the information is true and complete, 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><b>CEO’s Signature</b></p>  </div> <div style="text-align: center;"> <p><b>Date</b></p> <p>February 23, 2021</p> </div> </div>
BACKGROUND:
<p>TheRide’s Board of Directors establishes policies that define what methods are unacceptable to use to achieve expected results, called Executive Limitations. 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 is convincing.</p>
ATTACHMENTS:
<ol style="list-style-type: none"> <li>1. Monitoring report for Policy 2.10 Communication and Support to the Board.</li> </ol>

## Table of Contents

POLICIES:	Page #	Compliance
<b>2.10</b> The CEO will not permit the Board to be uninformed or unsupported in its work. Further, without limiting the scope of the foregoing by this enumeration, the CEO shall not:	4	
<b>2.10.1</b> Withhold, impede, or confound information relevant to the Board’s informed accomplishment of its job.	4	
<b>2.10.1.1</b> Neglect to submit monitoring data required by the Board in Board-Management Delegation policy “Monitoring CEO Performance” in a timely, accurate, and understandable fashion, directly addressing provisions of Board policies being monitored, and including CEO interpretations consistent with Board-Management Delegation policy “Delegation to the CEO,” as well as relevant data.	5	
<b>2.10.1.2</b> Allow the Board to be unaware of any actual or anticipated noncompliance with any Ends or Executive Limitations policy, regardless of the Board’s monitoring schedule.	6	
<b>2.10.1.3</b> Allow the Board to be without decision information required periodically by the Board, including the agency and situational context and implications for a decision.	7	
<b>2.10.1.4</b> Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.	8	
<b>2.10.1.5</b> Let the Board be unaware of material internal changes, including changes in policy interpretation, significant reputational, legal, political, or financial risks, developments that have significant negative implications for the budget, threatened or pending lawsuits, relevant trends and any other incidental information requested by the Board. Incidental information includes: A. operational and financial performance metrics B. customer satisfaction metrics, C. quarterly budget to actual financial reports, D. timely notification of execution of budgeted items over \$250,000. E. unbiased information on industry norms for CEO compensation at least every two years. F. advance notification of intended changes to staff rules (unionized or nonunionized), procurement manual, benefits, or compensation structure. G. CEO’s personal expense report to the Governance Committee of the Board at least quarterly, with explicit notation of the expenses of any other employee which benefited the CEO, aside from group expenses where the CEO’s participation was incidental. H. Annually, a presentation to the Board about relevant emerging trends and technologies with applicability to the transit authority and its services, and innovations trialed or introduced to Authority operations over the past year. I. Strategic context	9	

POLICIES:	Page #	Compliance
2.10.1.6 Allow the Board to be unprepared to be responsive to community concerns or public questions.	11	●
2.10.1.7 Let the Board be unaware if, in the CEO's professional opinion, the Board or individual Board members may not be in compliance with the Board's own policies on Governance Process and Board-Management Delegation, particularly in the case of Board behavior that could be detrimental to the agency's reputation or the working relationship between the Board and the CEO.	12	●
2.10.2 Withhold from the Board and its processes logistical and clerical assistance.	12	●
2.10.2.1 Allow the Board to be deprived of a workable, user-friendly mechanism for official Board, officer, or committee communications.	13	●
2.10.2.2 Allow the Board to be deprived of pleasant, productive, and efficient settings and arrangements for Board and committee meetings.	14	●
2.10.2.3 Hinder access to the Board for any person who alleges unethical or unlawful action or circumstance in the organization or by its representatives.	14	●
2.10.2.4 Neglect to transfer policy updates to the official record of the Board's Policy Manual in a timely manner.	15	●
2.10.3 Impede the Board's holism, misrepresent its processes and role, or impede its lawful obligations.	15	●
2.10.3.1 Interact with the Board in a way that favors or privileges certain Board members over others, except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.	16	●
2.10.3.2 Neglect to supply for the Required Approvals agenda all items delegated to the CEO, yet required by law, regulation, or contract to be Board-approved, along with the applicable monitoring information.	17	●

 Fully Compliant    
  Partially Compliant    
  Incomplete

**POLICY 2.10.** The CEO will not permit the Board to be uninformed or unsupported in its work.

**Degree of Compliance: Partial Compliance**

**Interpretation**

The Board has fully interpreted this policy in the policies below. Compliance with those policies will constitute compliance with this policy.

**POLICY 2.10.1** The CEO shall not...Withhold, impede, or confound information relevant to the Board's informed accomplishment of its job.

**Degree of Compliance: Partial Compliance**

**Interpretation**

Since the board has comprehensively addressed the three types of information it requires for the informed accomplishment of its job – decision information, monitoring information, and incidental information – in the lower levels of this policy, compliance with them collectively will demonstrate compliance with this policy statement.

**POLICY 2.10.1.1** The CEO shall not...Neglect to submit monitoring data required by the Board in Board-Management Delegation policy “Monitoring CEO Performance” in a timely, accurate, and understandable fashion, directly addressing provisions of Board policies being monitored, and including CEO interpretations consistent with Board-Management Delegation policy “Delegation to the CEO,” as well as relevant data.

**Degree of Compliance: Partial Compliance**

**Interpretation**

Timeliness with this policy will be demonstrated when complete Monitoring Reports are submitted for the Board’s consideration on the schedule determined by the Board in Appendix A of the Policy Manual. Accuracy and comprehensibility will be determined by the Board acceptance of the CEO’s interpretation and evidence.

**Evidence**

During the monitoring period, all monitoring reports were submitted on time except one (Policy 2.1) which was deferred. The table below illustrates the scoring of monitoring reports during the monitoring period.

Report Number	Scheduled Monitoring Date	Actual Monitoring Date	Board Conclusion
1.0	December 2020	December 2020	B. Is in compliance, except for items noted.
2.0	January 2021	January 2021	B. Is in compliance, except for items noted.
2.1	November 2020	Not monitored*	N/A
2.5	February, 2021	February, 2021	B. Is in compliance, except for items noted.

**\*Note:** Monitoring reports that were deferred during the pandemic will still be accounted for in future reports. Such reports will include broader monitoring periods in order to account for periods of deferment.

**POLICY 2.10.1.2** The CEO shall not...Allow the Board to be unaware of any actual or anticipated noncompliance with any Ends or Executive Limitations policy, regardless of the Board’s monitoring schedule.

**Degree of Compliance: In Compliance**

**Interpretation**

Compliance with this policy will be demonstrated when there is a record of written notice or a record in board minutes of verbal notice provided to the Board or Governance Committee of policy non-compliance of which they become aware done at the soonest practical time.

**Evidence**

During the monitoring period the CEO has noted instances of non-compliance in written monitoring reports. The table below shows instances where the CEO has reported partial compliance or non-compliance with Executive Limitations or Ends during the monitoring period.

Partial or non-compliant item	Date of board report	Manner of report	Audience
Ends Policy 1.1, 1.2 & 1.3	December 17 <sup>th</sup> , 2020	Monitoring report	Full board
Policy 2.0	January 21 <sup>st</sup> , 2021	Monitoring report	Full board
Policy 2.5.5.1	February 18 <sup>th</sup> , 2021	Monitoring report	Full board



**POLICY 2.10.1.3** The CEO shall not...Allow the Board to be without decision information required periodically by the Board, including the agency and situational context and implications for a decision.

**Degree of Compliance: In Compliance**

**Interpretation**

Compliance with this policy will be demonstrated when staff provide adequate information for Board members when the Board is making a decision it has reserved for itself via policy (as opposed to staff decisions). Those Board decisions are changes to policy, millage (tax) rate, or fares; and approval of annual budgets, meeting schedules, CEO compensation and employment contract, real estate transactions, and Costs of Governance (3.8.3).

The presence of information is determined by the inclusion of information in Board meeting packets, and via the verbal discussions surrounding those decisions. The adequacy of the information, including context and implications, is determined by 1) whether the Board suggests that its decisions were impaired by the lack of adequate information and 2) by whether a decision was successfully made. This is reasonable because, while staff can provide what we believe to be adequate information, only the Board will know if it is sufficient to aid in decisions. While individual board members may want more information, adequacy is determined by the full Board (4.1.2).

**Evidence**

During the monitoring period, a review of minutes indicates that there are no instances where the Board has delayed a decision because of inadequate information. In various meetings, the Board has noted the need to review ends policies in light of lessons learned during the pandemic. Specific key decision information topics were during the FY 2021 Board Retreat.

In addition, the following information was provided in Board meeting packets and the following decisions made. All policy changes are documented in [Appendix E of the Board Policy Manual](#)

Board Decision	Date	Was information included in the Board Packet? (Y/N)	Was a Decision Made?
Budget Approval	9/24/20	Y	Y
Ends focus of contracts policy eliminated and all language on the issuance of grants removed	11/19/20	Y	Y
Construction sub-policies moved to the new policy construction Policy	11/19/20	Y	Y
Sub-policy on the organization’s public face was moved to the External relations policy	11/19/20	Y	Y
Updated Appendix A	11/19/20	Y	Y
Board adopted policy addition to policy 2.10: Communication and Support to the Board	12/17/20	Y	Y

**POLICY 2.10.1.4** The CEO shall not... Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.

**Degree of Compliance: In Compliance**

**Interpretation**

Compliance with this policy will be demonstrated when:

- A) Concise, effective briefing summaries accompany most agenda items in meeting packets,
- B) Agenda items are labeled as M, D or O; and
- C) Information presented for discussion is effectively communicated with the proper level of context, emphasis, and detail.

**Evidence**

Evidence is contained in the committee and board meeting packets that have been sent during the monitoring period. Board packets are available on-line. In reviewing the packets, the CEO submits the following conclusions for the Board's judgment:

- A) The Board and the committees have not requested information be resubmitted in a shorter or less complex form,
- B) Review of meeting agendas on date confirmed that all items are classified as M, D or O; and
- C) Background information in packets is always as brief as possible and, in the CEO's estimation reasonably well presented. A review of minutes and meeting videos confirms that the Board did not indicate the need for improvement in information packages.

The CEO has received no complaints from Board members suggesting the presented information was unclear, inadequately contextualized or otherwise ineffective.

**POLICY 2.10.1.5** The CEO shall not... Let the Board be unaware of material internal changes, including changes in policy interpretation, significant reputational, legal, political, or financial risks, developments that have significant negative implications for the budget, threatened or pending lawsuits, relevant trends and any other incidental information requested by the Board. Incidental information includes:

- A. operational and financial performance metrics
- B. customer satisfaction metrics,
- C. quarterly budget to actual financial reports,
- D. timely notification of execution of budgeted items over \$250,000.
- E. unbiased information on industry norms for CEO compensation at least every two years.
- F. advance notification of intended changes to staff rules (unionized or nonunionized), procurement manual, benefits, or compensation structure.
- G. CEO's personal expense report to the Governance Committee of the Board at least quarterly, with explicit notation of the expenses of any other employee which benefited the CEO, aside from group expenses where the CEO's participation was incidental.
- H. Annually, a presentation to the Board about relevant emerging trends and technologies with applicability to the transit authority and its services, and innovations trialed or introduced to Authority operations over the past year.
- I. Strategic context.

**Degree of Compliance: In compliance**

#### Interpretation

(This policy is informally known as the "No Surprises" clause.)

Compliance with this policy will be demonstrated when the CEO makes the Board aware of important developments, whether internal or external. My interpretation is that important developments include significant updates, unusual risks, or issues that could be significantly controversial. This is reasonable as daily operations require numerous minute changes which will not have significant implications. The following information is reported as scheduled:

- A. Service performance and financial metrics are submitted quarterly.
- B. Customer satisfaction metrics are shared quarterly and any other emergent risks to the public perception of the agency, political support, possible lawsuits, or changes to legislation.
- C. Budget to actual financial reports is provided quarterly. Significant financial impacts that could cause the annual budget to go into deficit or draw down the reserve in an unanticipated manner are reported as soon as they are realized.
- D. Notification within two months of execution of a budgeted of single purchases over \$250,000
- E. Information on CEO compensation from an independent and reliable source at least every two years.
- F. Advance notice to staff rules or compensation changes, as necessary.
- G. CEO expense reports are provided quarterly.
- H. Present to the Board relevant emerging trends and technologies and innovations trialed or introduced to Authority operations over the past year.
- I. Present an annual strategic plan

**Evidence**

During the monitoring period, staff has submitted the following information to committees and the Board.

Required information	Provisions during the monitoring period	Submissions
A. Operational performance metrics	Q4 FY 2020 service report (November) Q1 FY 2021 service report (March)	Submitted to committees and full board
B. Customer satisfaction metrics	Q4 FY 2020 service report (November) Q1 FY 2021 service report (March)	Submitted to committees and full board
C. Quarterly budget to actual financial reports & financial performance metrics	Q4 FY 2020 report (November) Q1 FY 2021 service report (March)	Submitted to committees and full board
D. Notification of award for budgeted items over \$250,000	All budgeted items over 250,000 were noted in the FY 2021 budget contract list.	Submitted to committee and full board
E. CEO Compensation (reviewed every two years)	CEO compensation was not addressed in this monitoring period as it was catered for in the previous one.	N/A
F. Advance notice to staff rules or compensation changes	CEO notified the Board his intent to update non-union staff rules and compensation.	Notified committees and the board
G. CEO Expenses	CEO expenses were provided quarterly in November and February.	Submissions were made to the Governance committee
H. Relevant emerging trends and technologies and innovations trialed or introduced to Authority operations over the past year	CEO gave updates on mobile ticketing, bus driver shield installations, evolving federal funding legislation and its impact on transit	Written and verbal notifications shared with committees and the Board
I. annual strategic plan	The Recovery Plan was FY 2020 strategic plan.	Developments and updates to the plan were discussed in committee and Board meetings

**POLICY 2.10.1.6** The CEO shall not... Allow the Board to be unprepared to be responsive to community concerns or public questions.

**Degree of Compliance: In Compliance**

**Interpretation**

Compliance with this policy will be demonstrated when:

- A) regular formal education on relevant topics identified by the Board or the CEO is scheduled. Such education can be on policy-related matter or on Means/optional matters.
- B) the CEO provides regular updates on more routine matters and seek to answer any question from the Board, committees, or individual board members.
- C) Board members have necessary information in advance to respond to questions from the public

I interpret this Policy to mean that staff is to assist the Board in being knowledgeable about how the agency works (management, operations, and administrative practices) and pursues its goals, either by request of the Board or because staff believes the knowledge will aid the Board in being prepared for public questions. While there may be overlap with education related to the Board’s policy-development work, this policy is specific to a perceived need to be prepared for public questions regarding Means issues that have been delegated.

**Evidence**

- A) **Formal Education** – During the monitoring period, the Board identified several topics it wished to learn more about. In February 2021, the following topics were discussed in the Board retreat:
  - a. Long range planning
  - b. Fixed-route service planning.
  - c. Paratransit operations
- B) **CEO Report** – Every monthly board packet has included a written CEO Report that provides brief updates on routine operational matters or initiatives.
- C) **Responses to Questions** – The CEO does not attempt to keep a record of every question asked of staff. However, at the end of every meeting, there is a Board self-assessment questionnaire that asks the question, *“Did the materials you received prior to the meeting adequately prepare you to participate in the discussion? Yes or no? If no, please explain.”* Based on returned questionnaires during the monitoring period, participating board members have answered yes to this question.

**POLICY 2.10.1.7** The CEO shall not... Let the Board be unaware if, in the CEO's professional opinion, the Board or individual Board members may not be in compliance with the Board's own policies on Governance Process and Board Management Delegation, particularly in the case of Board behavior that could be detrimental to the agency's reputation or the working relationship between the Board and the CEO.

**Degree of Compliance: In Compliance**

**Interpretation**

Compliance with this policy will be demonstrated when the CEO reports any perceived non-compliance with policies 3.0 or 4.0 on the part of board members to the Chair (3.5.1) or Governance Committee (3.7.1). If the CEO has concerns with the Chair or Governance committee themselves, the CEO will report those concerns with the full Board (3.1.7). I further interpret this policy to be referring to incidents of more than passing or inconsequential non-compliance.

**Evidence**

The CEO did not report any perceived non-compliance to the policies.

**POLICY 2.10.2** The CEO shall not... Withhold from the Board and its processes logistical and clerical assistance.

**Degree of Compliance: In Compliance**

**Interpretation**

The Board has partially interpreted "logical and clerical assistance" in its policies 2.10.2.1 to 2.10.2.4. Compliance with these policies along with the following will constitute compliance with this policy. when the Board has

- A) Administrative staff support necessary to conduct its business,
- B) has necessary governance coaching support, and
- C) has unfettered access to legal counsel.

**Evidence**

- A) **Administrative Assistance:** During the monitoring period the CEO's own Administrative Assistant has been available to provide whatever assistance the Board requires. This is a part of the job description for this position.
- B) **Governance Support:** A contract for board training and facilitations services (Rose Mercier) was renewed in 2018 and continued through the monitoring period. Ms. Mercier has been utilized on several occasions during this period.
- C) **Legal Counsel:** Board members were involved in the selection of the corporate general counsel (i.e., lawyer) in 2018 and a contract with Dykema through the monitoring period. The Board Chair has occasionally contacted our counsel without the involvement of the CEO or staff.



**POLICY 2.10.2.1** The CEO shall not... Allow the Board to be deprived of a workable, user-friendly mechanism for official Board, officer, or committee communications.

**Degree of Compliance: In Compliance**

#### Interpretation

Compliance with this policy will be demonstrated when staff effectively arrange Board and committee meetings, including scheduling, location/virtual location, well-organized advance reading material (minimum 5 days in advance). Further, staff will ensure that all board meeting information meets the requirements of the Open Meetings Act: that agenda, time date, and location are posted at least 24 hours before a meeting, are publicly available, and that minutes are kept. A similar process will be provided for confidential committee meetings.

I further interpret this policy to mean that staff will assist the Board in arranging their annual Retreat.

As evidence, I will provide information on how staff has administratively supported the Board and committee meetings. Additionally, I will present the average time provided between when the agendas were sent out to when the meeting occurred.

#### Evidence

During the monitoring period all scheduled Board meetings occurred, and all agenda packets have been publicly available at least three days before the meeting. In all committee and board meetings in the monitoring period, staff supported the board by taking meeting minutes, disseminating agendas, and uploading public packets on the website in a timely manner.

**POLICY 2.10.2.2** The CEO shall not...Allow the Board to be deprived of pleasant, productive, and efficient settings and arrangements for Board and committee meetings.

**Degree of Compliance: In Compliance**

**Interpretation**

Compliance with this policy will be demonstrated when.

- A) Monthly board/committee meetings and retreats are held in a publicly accessible. All in-person meetings should be accessible via public transportation.
- B) Meeting spaces will be conducive to a productive meeting and will include whatever furniture, audio/visual, and presentation equipment is needed.

**Evidence**

During the monitoring period all committee and board meetings occurred virtually.

- A) Members of the board and public were notified in advance on how to participate in virtual meetings.
- B) Audio-visual capabilities during the virtual meetings were accessible. Staff provided additional technical support as needed.

**POLICY 2.10.2.3** The CEO shall not... Hinder access to the Board for any person who alleges unethical or unlawful action or circumstance in the organization or by its representatives.

**Degree of Compliance: In Compliance**

**Interpretation**

Compliance with this policy will be demonstrated when the CEO does not limit speakers during public comment periods and takes reasonable steps to create official channels for whistleblower actions.

- A. All Board meetings during the monitoring period allow for public comments at beginning and closing.
- B. Speakers are not required to identify themselves or their comments in advance.
- C. The Board Chair's information is available to the public
- D. There is a formal whistleblower policy that is publicly available.

**Evidence**

During the monitoring period,

- A. All Board meetings during the monitoring period have allowed for public comments at beginning and closing.
- B. The CEO did not ask speakers to identify themselves or their comments in advance.
- C. There is an on-line form where anyone can contact the Chairperson directly via email.
- D. CEO is working with Human Resources and corporate counsel to develop a formal whistleblower procedure.

**POLICY 2.10.2.4** The CEO shall not... Neglect to transfer policy updates to the official record of the Board's Policy Manual in a timely manner.

**Degree of Compliance: In Compliance**

**Interpretation**

Compliance with this policy will be demonstrated when, within two months, any official changes to the Policy Manual are made to the document, posted on TheRide's website, and circulated electronically to Board members. Amendments will be recorded in Policy Manual Appendix E.

**Evidence**

During the monitoring period, the Board updated its policies as noted in the evidence section of policy 2.10.1.3. These changes were documented on Appendix E: History of Policy Changes of the Policy Manual, TheRide.Org website and electronic copies sent out to Board members no later than three weeks of when the changes happened.

**POLICY 2.10.3** Impede the Board's holism misrepresent its processes and role or impede its lawful obligations.

**Degree of Compliance: Incomplete**

**Interpretation**

The issues of holism and lawful obligations (i.e., required approvals) are addressed in the policies below.

With respect to misrepresenting the board's processes or role, I interpret this policy to mean that the CEO will not cause misunderstandings about the duties of the Board, especially in interactions with outside bodies. Critically, the CEO will not usurp the Board's governing duties (policy 3.0). It is important to clarify the distinction in role between the Board and CEO during discussions with outside bodies in order to ensure others do not start to believe that the CEO governs the AAATA. This will be evidenced by a survey of board members where 90% of respondents agree that the CEO has not misrepresented the Board's roles.

This definition and evidence are reasonable because, in local politics, discussions often blur the boundaries between roles. The CEO is inherently involved in confidential political situations with and without Board members where the distinction between operational, ownership, and political decisions can be difficult to describe or discern. It is incumbent on the CEO to ensure that they do not give false impressions about the Board's role.

**Evidence**

On a survey of board members sent on (DATE) with X out of 10 members responding, XX% indicate they were not aware of the CEO causing misunderstandings about the Board's role and processes.

This is a new policy, and a survey has not been conducted yet. This policy is hence noted as incomplete.

**POLICY 2.10.3.1** Interact with the Board in a way that favors or privileges certain board members over others, except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.

**Degree of Compliance: Incomplete**

#### Interpretation

I interpret this policy to mean that the CEO and staff are to remain neutral with regards to board politics. Compliance with this policy will be demonstrated when, on a survey of board members, at least 90% of respondents indicate they are not aware of the CEO providing preferential information or treatment to any board members. This is reasonable, as board members will be discerning if other board members are being favored. A threshold of 90% is reasonable as such treatment would have significant negative effects on the board's sense of holism.

#### Evidence

On a survey of board members sent on (DATE) with X out of 10 members responding, XX% indicate they were not aware of the CEO providing preferential information or treatment to any board member.

This is a new policy, and a survey has not been conducted yet. This sub-policy is hence noted as incomplete.

**POLICY 2.10.3.2** Neglect to supply for the Required Approvals agenda all items delegated to the CEO, yet required by law, regulation, or contract to be Board-approved, along with the applicable monitoring information.

**Degree of Compliance: Compliance**

**Interpretation**

Compliance with this policy will be demonstrated when the CEO seeks Board approval for Required Approvals by recommending their inclusion on a board meeting agenda for a Board decision at such time so as the approval is not late: Such required approvals include:

- A) Approval of the annual budget (policy 3.2.7)
- B) Approval of rider fare increases, and millage rates assessed by the Authority (3.2.9)
- C) Approval of real estate acquisition, encumbrance, or disposal. (3.2.10)
- D) Approval of managerial items that outside bodies require the board to make.

**Evidence**

During the monitoring period the CEO sought and received Board approval for the following:

Required Approvals	Approved on	Approval required by:	Approval timely?
A) Approval of the annual budget (policy 3.2.7)	Sep 24, 2020	October 2020	Yes
B) Approval of rider fare increases, and millage rates assessed by the Authority (policy 3.2.9)	N/A	N/A	N/A
C) Approval of real estate acquisition, encumbrance, or disposal. (policy 3.2.10)	N/A	N/A	N/A
D) FTA items that require board approval <ul style="list-style-type: none"> <li>a. Public Transportation Agency Safety Plan</li> <li>b. Title VI Plan</li> <li>c. FY 2022 State funding application?</li> </ul>	<ul style="list-style-type: none"> <li>a. Nov 19, 2020</li> <li>b. Nov 19, 2020</li> <li>c. Jan 21, 2021</li> </ul>	<ul style="list-style-type: none"> <li>a. Nov 30, 2020</li> <li>b. Dec 31, 2020</li> <li>c. Feb 15, 2021</li> </ul>	<ul style="list-style-type: none"> <li>a. Yes</li> <li>b. Yes</li> <li>c. Yes</li> </ul>
E) Others <ul style="list-style-type: none"> <li>a. Board annual workplan</li> <li>b. Board plan of work</li> </ul>	<ul style="list-style-type: none"> <li>a. Nov 19, 2020</li> <li>b. Dec 17, 2020</li> </ul>	<ul style="list-style-type: none"> <li>a. Jan 1, 2021</li> <li>b. Jan 1, 2021</li> </ul>	<ul style="list-style-type: none"> <li>a. Yes</li> <li>b. Yes</li> </ul>

No other approvals were needed or sought.

## Board's Conclusion on Monitoring Report

### 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 standards 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 after monitoring the report.

Following the Board's review and discussion with the CEO, 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.

Additionally, the Board finds that the interpretations and evidence provided are:

- A. (1)The interpretation is reasonable and (2) There is sufficient, relevant, and verifiable evidence of compliance with the interpretation.
- B. (1)The interpretation is reasonable and (2) Evidence of compliance with the interpretation is either not sufficient, or relevant, or verifiable.
- C. (1) The interpretation is not reasonable.

**If choices B is selected**, the Board requests that evidence in policy \_\_\_\_\_ be updated and a new monitoring report be provided by (DATE) \_\_\_\_\_

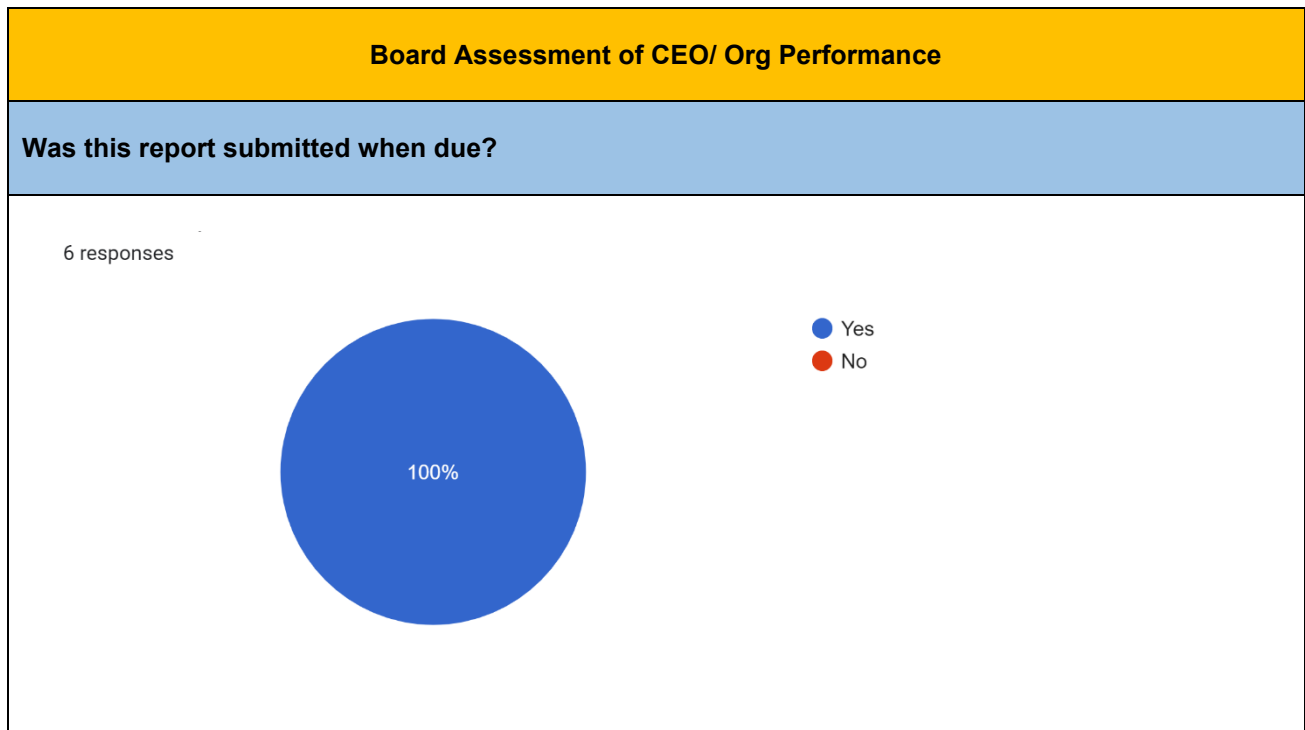
**If choice C is selected**, the Board requests that interpretation for policy \_\_\_\_\_ be updated and a new monitoring report be provided by (DATE) \_\_\_\_\_

## SURVEY RESULTS: Communication & Support to the Board (Policy 2.10)

**Board Meeting Review Date: March 18, 2021**

**Survey Participants: 6 Board Members**

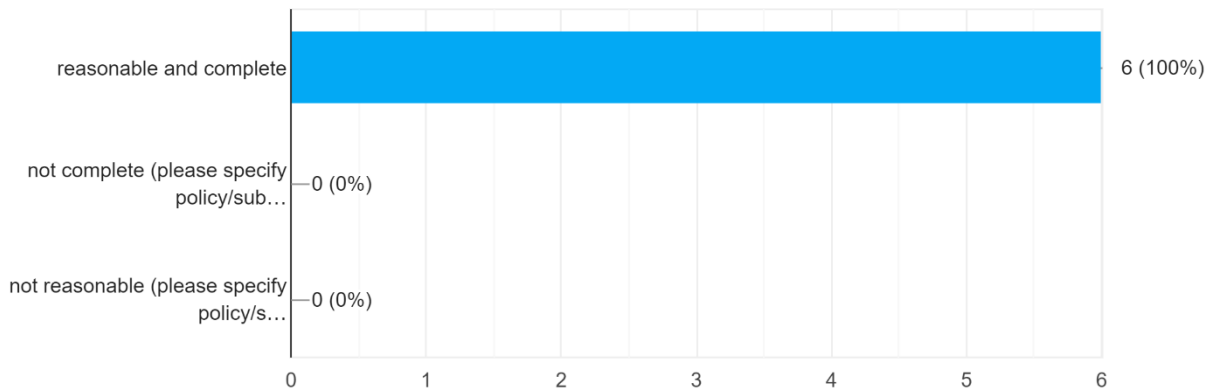
Note: Each bullet represents a comment by a different Board member.





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

6 responses



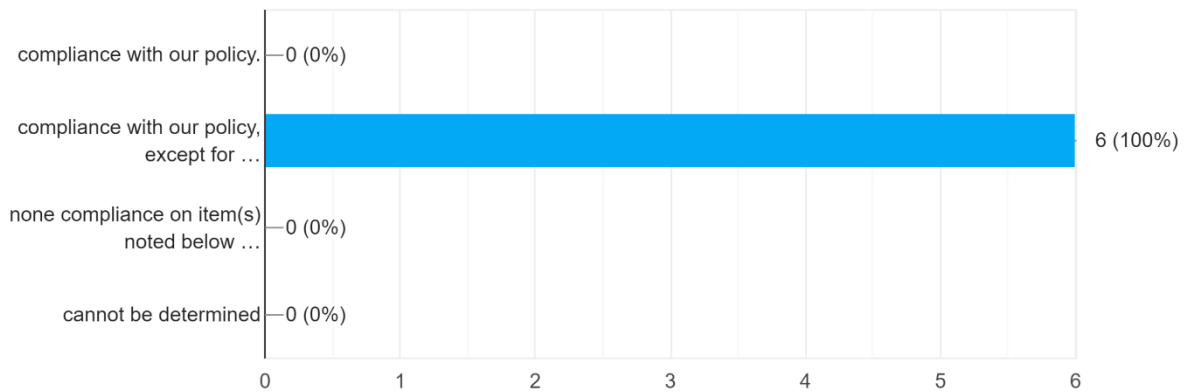
**Board Assessment of CEO/ Org Performance**

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

- **No responses.**

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

6 responses



<b>Items not in compliance (if any):</b>
<ul style="list-style-type: none"> <li>• Just those areas noted by the CEO: 2.10.1.1 and 2.10.3.1.</li> <li>• 2.10.1 and 2.10.3.</li> <li>• 2.10.1.1; 2.10.3.1.</li> </ul>
<b>Optional: Potential Policy Development</b>
<b>Is there any area associated with this policy that concerns you that is not clearly addressed in existing policy? What is the value that drives your concern?</b>
<ul style="list-style-type: none"> <li>• I am not sure this should be in this policy, but I am concerned about the lack of information about activities of other transit operators that may impact the AAATA. Specifically, plans by the University of Michigan. I recognize that there may not be any information available. The value is our ability to develop effective long range plans.</li> <li>• No.</li> </ul>
<b>What policy language would you like to see incorporated to address your worry?</b>
<ul style="list-style-type: none"> <li>• Let the Board be unaware of activities of other transit providers that may impact the Authority's ability to effectively plan.</li> <li>• N/A</li> </ul>
<b>Optional: Comments for the CEO</b>
<b>Commendations on this topic:</b>
<ul style="list-style-type: none"> <li>• See previous comment.</li> </ul>
<b>Potential Improvement(s):</b>
<ul style="list-style-type: none"> <li>• See previous comment.</li> <li>•</li> </ul>
<b>Comments on the report itself:</b>
<ul style="list-style-type: none"> <li>• Satisfactory, especially considering the pandemic.</li> <li>• Regarding 2.10.1.1, I believe only Report 2.1 is out of compliance. However, it seems to indicate the other reports are out of compliance also by indicating B regarding Board Conclusion. To me, B indicated the board accepted the CEO's interpretation.</li> </ul>

**ISSUE BREIF: August Service Recovery Proposal**

**Meeting: Board of Directors**

**Meeting Date: March 18, 2021**

<b>INFORMATION TYPE:</b>
Other
<b>RECOMMENDED ACTION(S):</b>
Discuss and receive feedback.
<b>PRIOR RELEVANT BOARD ACTIONS &amp; POLICIES</b>
FY 2021 Budget, Service Restoration Plan
<b>ISSUE SUMMARY:</b>
Present the detailed August Service Recovery Proposal for discussion and feedback.
<b>BACKGROUND:</b>
<p>Service was previously reduced in 2020 due to the COVID-19 pandemic. Since then, TheRide has taken steps to restore service, while focusing on a reorganized and simplified network of routes for essential travel. The Service Recovery Proposal restores TheRide’s service to previous service levels beginning in August 2021.</p> <p>The Service Recovery Proposal will affect all routes, along with A-Ride, GoldRide, FlexRide, and Night/Holiday service. Public feedback will be accepted on the proposed plan from March 4 – April 2. TheRide will review all feedback and make any needed revisions to the proposal. The final service recovery plan will then be presented to the public in June and implemented at the end of August 2021.</p>
<b>IMPACTS OF RECOMMENDED ACTION(S):</b>
<ul style="list-style-type: none"> <li>• Budgetary/Fiscal: FY 2022 budget will be based on the finalized service plan.</li> <li>• Social: Restore full service to improve access to meet social needs.</li> <li>• Environmental: Provide transportation options when traffic is coming back.</li> </ul>
<b>ATTACHMENTS:</b>
<p>1: August 2021 Service Recovery Proposal Summary Chart_2.24.21.pdf.                  2: August 2021 Service Recovery Proposal Q+A_2.24.21.PDF.</p>

# TheRide's Service Recovery Proposal

## More service to get you moving.

TheRide is preparing to return to full service. Our proposal includes recommendations to adjust routes and services. We encourage you to provide your feedback. The final plan will be introduced at public meetings in June and implemented at the end of August 2021.

Comments accepted  
March 4–April 2

Route	Schedule	Frequency (in minutes) <i>peak/midday/evening</i>	Proposed Service Details
<b>3</b> Huron River	Weekdays 6:15 <sup>am</sup> –9:45 <sup>pm</sup> Saturday 8:15 <sup>am</sup> –9:15 <sup>pm</sup> Sunday 8:15 <sup>am</sup> –6:15 <sup>pm</sup>	30 / 30 / 60 60 60	Add weekend service. Reinstate service to LeForge Rd area. Move routing in the downtown Ann Arbor area from Washington St, Ann St, and Catherine St to Huron St.
<b>4</b> Washtenaw	Weekdays 6:00 <sup>am</sup> –11:45 <sup>pm</sup> Saturday 7:30 <sup>am</sup> –10:15 <sup>pm</sup> Sunday 8:00 <sup>am</sup> –6:45 <sup>pm</sup>	8 / 15 / 30 30 30	Revise Route 4 to serve UM Hospital on all trips. Eliminate route variations. Install new stop at Washtenaw/Geddes to replace the Central Campus Transit Center stop. Move routing in the downtown Ann Arbor area from Washington St to Huron St. Add time to peak hour trips to improve on-time performance.
<b>5</b> Packard	Weekdays 6:15 <sup>am</sup> –11:15 <sup>pm</sup> Saturday 8:15 <sup>am</sup> –10:00 <sup>pm</sup> Sunday 8:15 <sup>am</sup> –6:15 <sup>pm</sup>	15 / 15 / 30 60 60	Revise Route 5 to two variations: 5A trips will serve Ypsilanti and 5B trips will serve Meijer on Carpenter Rd. Add time to trips to improve on-time performance.
<b>6</b> Ellsworth	Weekdays 6:15 <sup>am</sup> –10:15 <sup>pm</sup> Saturday 8:15 <sup>am</sup> –10:15 <sup>pm</sup> Sunday 8:15 <sup>am</sup> –6:15 <sup>pm</sup>	30 / 30 / 60 60 60	Revise Route 6 to serve Hewitt and Congress in Ypsilanti on all trips. Eliminate route variations. 6C trips will be replaced by Route 24. Trips will alternate with Route 24 to provide service every 30 minutes in Ann Arbor.
<b>21</b> Amtrak–Depot	Discontinue		Amtrak Station to be served by Route 33 Monday-Friday.
<b>22</b> Pontiac–Dhu Varren	Weekdays 6:20 <sup>am</sup> –11:15 <sup>pm</sup> Saturday 7:45 <sup>am</sup> –10:15 <sup>pm</sup> Sunday 8:15 <sup>am</sup> –7:15 <sup>pm</sup>	30 / 30 / 60 60 60	Reinstate service to Dhu Varren Rd and Pierpont Commons. Add time to peak hour trips to improve on-time performance.
<b>23</b> Plymouth	Weekdays 6:30 <sup>am</sup> –11:30 <sup>pm</sup> Saturday 8:20 <sup>am</sup> –9:45 <sup>pm</sup> Sunday 8:15 <sup>am</sup> –6:15 <sup>pm</sup>	15 / 15 / 30 30 60	Revise Route 23 to serve Green Rd and the Plymouth Rd P&R lot on all weekday trips. Green Rd P&R lot will be served weekday evenings and weekends. Move routing in the downtown Ann Arbor area from Washington St to Huron St. Add time to trips to improve on-time performance.
<b>24</b> Eisenhower–Golfside	Weekdays 6:15 <sup>am</sup> –10:45 <sup>pm</sup> Saturday 8:00 <sup>am</sup> –10:15 <sup>pm</sup> Sunday 8:00 <sup>am</sup> –6:45 <sup>pm</sup>	30 / 30 / 60 60 60	Rename route from “S. Main-East” to “Eisenhower-Golfside.” Change route to serve State St and S. Industrial instead of S. Main. Service to S. Main St, Northbrook Dr and Oakbrook Dr to be provided by Route 25. Trips will alternate with Route 6 to provide service every 30 minutes in a portion of the route within Ann Arbor.
<b>25</b> Ann Arbor–Saline Rd	Weekdays 6:20 <sup>am</sup> –10:50 <sup>pm</sup> Saturday 7:30 <sup>am</sup> –9:30 <sup>pm</sup> Sunday 8:30 <sup>am</sup> –6:30 <sup>pm</sup>	30 / 30 / 60 60 60	Continue current routing that serves Main St and Oakbrook Dr. Service in the Oak Valley Dr/Lohr Rd area south of Meijer on Ann Arbor-Saline Rd to be provided by FlexRide-West.
<b>26</b> Scio Church	Weekdays 6:30 <sup>am</sup> –11:00 <sup>pm</sup> Saturday 7:45 <sup>am</sup> –9:45 <sup>pm</sup> Sunday 8:45 <sup>am</sup> –6:45 <sup>pm</sup>	30 / 60 / 60 60 60	Revise Route 26 to serve one direction only. Service in the reverse direction to be provided by Route 29. Trips will alternate with Route 29 to provide service every 30 minutes.
<b>27</b> W. Stadium–Oak Valley	Weekdays 6:10 <sup>am</sup> –10:45 <sup>pm</sup> Saturday 8:15 <sup>am</sup> –10:15 <sup>pm</sup> Sunday 8:15 <sup>am</sup> –6:15 <sup>pm</sup>	30 / 30 / 60 60 60	Reinstate temporarily suspended route.
<b>28</b> Pauline	Weekdays 6:00 <sup>am</sup> –11:15 <sup>pm</sup> Saturday 8:00 <sup>am</sup> –10:00 <sup>pm</sup> Sunday 8:00 <sup>am</sup> –7:00 <sup>pm</sup>	15 / 30 / 60 60 60	Revise Route 28 to serve Pauline Blvd in both directions for all trips. Eliminate route variations.
<b>29</b> Liberty	Weekdays 6:30 <sup>am</sup> –10:30 <sup>pm</sup> Saturday 7:30 <sup>am</sup> –6:30 <sup>pm</sup> Sunday Discontinue	30 / 60 / 60 60 ---	Revise Route 29 to serve one direction only. Service in the reverse direction to be provided by Route 26. Trips will alternate with Route 26 to provide service every 30 minutes. Use Route 26 on Saturdays after 6:30pm and on Sundays.
<b>30</b> Jackson Rd	Weekdays 6:15 <sup>am</sup> –11:15 <sup>pm</sup> Saturday 7:00 <sup>am</sup> –10:00 <sup>pm</sup> Sunday 8:30 <sup>am</sup> –6:30 <sup>pm</sup>	30 / 30 / 60 60 60	Reinstate service to Meijer/Jackson Rd. Add time to peak hour trips to improve on-time performance.
<b>31</b> Dexter Ave	Weekdays 6:00 <sup>am</sup> –11:30 <sup>pm</sup> Saturday 8:30 <sup>am</sup> –10:30 <sup>pm</sup> Sunday 9:30 <sup>am</sup> –7:30 <sup>pm</sup>	30 / 30 / 60 60 60	Reinstate temporarily suspended route.
<b>32</b> Miller–Maple	Weekdays 6:15 <sup>am</sup> –11:15 <sup>pm</sup> Saturday 8:15 <sup>am</sup> –10:15 <sup>pm</sup> Sunday 8:15 <sup>am</sup> –6:45 <sup>pm</sup>	30 / 30 / 60 60 60	Reinstate service to Maple Rd/Pennsylvania Ave. Eliminate route variations. 32B/C trips will be replaced by Route 61.

Route	Schedule	Frequency (in minutes) <i>peak/midday/evening</i>	Proposed Service Recovery Details	
<b>33</b> Newport	Weekdays Saturday Sunday	6:30 <sup>am</sup> –8:30 <sup>pm</sup> Discontinue ---	30 / 30 / --- --- ---	Revise Route 33 to serve the Amtrak station using Division St/Fifth Ave for all trips. Reinstatement service to the Newport Rd/Holyoke Ln area. Add time to trips to improve on-time performance. Remove Saturday service.
<b>34</b> Maple–Dexter <i>previously</i> <b>60</b>	Weekdays Sat/Sun	6:30 <sup>am</sup> –8:45 <sup>am</sup> 3:45 <sup>pm</sup> –5:45 <sup>pm</sup> ---	30 / --- / --- ---	Revise route to end all trips at the Blake Transit Center. Rename route from 'UM–Dexter' to 'Maple–Dexter' and change number from Route 60 to Route 34. Connect all trips with Route 23 at the Blake Transit Center. Add time to trips to improve on-time performance. Trips will alternate with Route 61 to provide service every 30 minutes from the Miller Rd P&R lot.
<b>41</b> EMU COB Shuttle		Discontinue		Use Routes 3, 4, and 5 to connect from the Ypsilanti Transit Center to EMU's main campus.
<b>42</b> Forest- MacArthur	Weekdays Saturday Sunday	6:05 <sup>am</sup> –10:15 <sup>pm</sup> 7:15 <sup>am</sup> –10:15 <sup>pm</sup> 8:15 <sup>am</sup> –6:15 <sup>pm</sup>	30 / 30 / 60 60 60	Reinstatement service to Forest Ave and Holmes Rd areas.
<b>43</b> E. Michigan Ave	Weekdays Saturday Sunday	6:00 <sup>am</sup> –11:00 <sup>pm</sup> 8:00 <sup>am</sup> –10:00 <sup>pm</sup> 8:00 <sup>am</sup> –6:00 <sup>pm</sup>	30 / 30 / 60 60 60	Reinstatement temporarily suspended route.
<b>44</b> Ecorse–Tyler	Weekdays Saturday Sunday	6:15 <sup>am</sup> –10:45 <sup>pm</sup> 7:45 <sup>am</sup> –9:45 <sup>pm</sup> 8:15 <sup>am</sup> –6:15 <sup>pm</sup>	30 / 30 / 60 60 60	Continue current routing.
<b>45</b> Grove	Weekdays Saturday Sunday	6:30 <sup>am</sup> –10:00 <sup>pm</sup> 7:45 <sup>am</sup> –9:45 <sup>pm</sup> 8:45 <sup>am</sup> –6:45 <sup>pm</sup>	30 / 30 / 60 60 60	Continue current routing. Service in the area east of Harry St/Grove Rd to be provided by FlexRide-East.
<b>46</b> Huron–Paint Creek	Weekdays Saturday Sunday	6:00 <sup>am</sup> –10:00 <sup>pm</sup> 8:00 <sup>am</sup> –10:00 <sup>pm</sup> 8:00 <sup>am</sup> –6:00 <sup>pm</sup>	30 / 30 / 60 60 60	Reinstatement service to the Huron River Dr/Tuttle Hill Rd area. Rename route from "Huron-Textile" to "Huron-Paint Creek." Service in the area south of Huron River Dr to be provided by FlexRide-East.
<b>47</b> Harriet–W. Michigan	Weekdays Saturday Sunday	6:00 <sup>am</sup> –10:30 <sup>pm</sup> 8:30 <sup>am</sup> –9:30 <sup>pm</sup> 8:30 <sup>am</sup> –6:30 <sup>pm</sup>	30 / 30 / 60 60 60	Continue current routing.
<b>61</b> U-M–Miller <i>previously</i> <b>32B</b> <b>32C</b>	Weekdays Saturday Sunday	6:45 <sup>am</sup> –7:45 <sup>pm</sup> --- ---	30 / 30 / --- --- ---	Revise route to serve the Miller Rd P&R lot, UM Central/Medical Campuses, and Skyline High School. Change number from Route 32B/32C to Route 61. Connect all trips with Route 65 at the CCTC to reach North Campus. Add time to trips to improve on-time performance. Trips will alternate with Route 34 to provide service every 30 minutes from the Miller Rd P&R lot.
<b>62</b> U-M–State	Weekdays Saturday Sunday	6:40 <sup>am</sup> –10:00 <sup>pm</sup> --- ---	10 / 12 / 30 --- ---	Revise route to serve between UM Central Campus and the State St P&R lots. Remove service to Briarwood Mall. Use Route 6 or revised Route 24 as an alternative. Shorten trips to improve on-time performance.
<b>63</b> U-M–Pontiac	Weekdays Sat/Sun	7:05 <sup>am</sup> –8:45 <sup>am</sup> 3:50 <sup>pm</sup> –5:50 <sup>pm</sup> ---	30 / --- / --- ---	Revise route to provide two-way service in the UM Central/Medical Campus areas. Remove service from Glen Ave and Fuller St. Connect all trips with Route 64 at the CCTC. Add time to trips to improve on-time performance.
<b>64</b> Geddes–E. Stadium	Weekdays Saturday Sunday	6:30 <sup>am</sup> –9:05 <sup>am</sup> 3:30 <sup>pm</sup> –6:05 <sup>pm</sup> Discontinue ---	30 / --- / --- --- ---	Revise route to end at the UM Central Campus Transit Center. Connect all trips with Route 63 at the CCTC to reach UM Medical Campus. Add time to trips to improve on-time performance. Remove Saturday service.
<b>65</b> U-M–Downtown –Green	Weekdays Saturday Sunday	6:45 <sup>am</sup> –8:40 <sup>pm</sup> --- ---	30 / 30 / 30 --- ---	Revise route to provide two-way service in the downtown Ann Arbor and UM Central Campus areas. Connect all trips with Route 61 at the CCTC to reach UM Medical Campus. Reinstatement service to the Glacier Hills and Green Rd P&R lot areas.
<b>66</b> Carpenter– Huron Pkwy	Weekdays Saturday Sunday	6:30 <sup>am</sup> –11:30 <sup>pm</sup> 8:15 <sup>am</sup> –10:25 <sup>pm</sup> ---	30 / 30 / 60 60 ---	Reinstatement temporarily suspended route. Remove evening and Saturday service north of Pierpont Commons including the Green Rd P&R lot.
<b>68</b> Harris–Ford		Discontinue		Use Routes 42, 43, 44, 45 as alternatives.
<b>81</b> Ypsilanti Twp. <b>91</b> Chelsea <b>92</b> Canton <i>Express Routes</i>		Discontinue		Use vanpools as an alternative.

TheRide is preparing to return to full service. Our proposal includes recommendations to adjust routes and services. We encourage you to provide your feedback. The final plan will be introduced at public meetings in June and implemented at the end of August 2021.

FlexRide is a shared-ride transportation service providing connections to TheRide’s fixed-route bus system and to other destinations.

## Proposed Service

### Span of Service

Service to return to prior schedule.

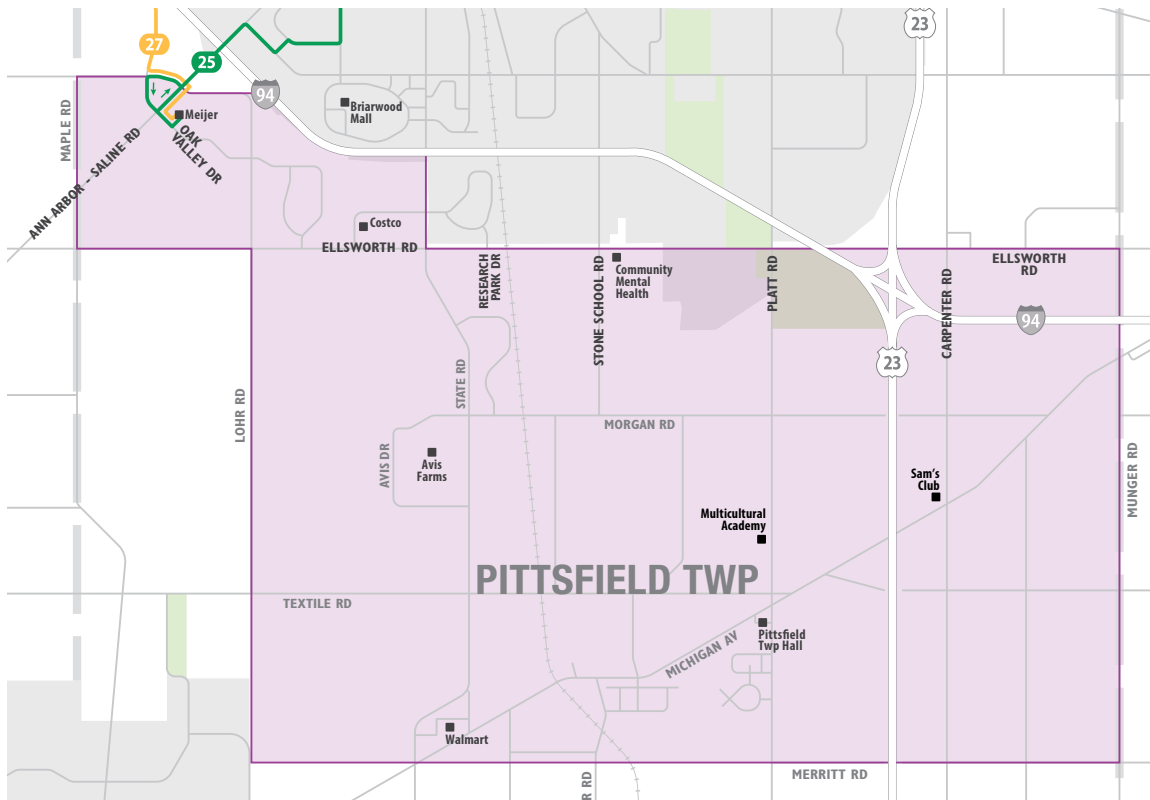
**Weekday** 7:00 a.m.-7:00 p.m.

**Saturday** No Service

**Sunday** No Service

### Service Area

Service to return to Pittsfield Township only. Scio Township and Ann Arbor areas that were served during the Temporary Service Plan by FlexRide to return to fixed-route service.



TheRide is preparing to return to full service. Our proposal includes recommendations to adjust routes and services. We encourage you to provide your feedback. The final plan will be introduced at public meetings in June and implemented at the end of August 2021.

FlexRide is a shared-ride transportation service providing connections to TheRide’s fixed-route bus system and to other destinations.

# Proposed Service

## Span of Service

Adjust expanded service hours.

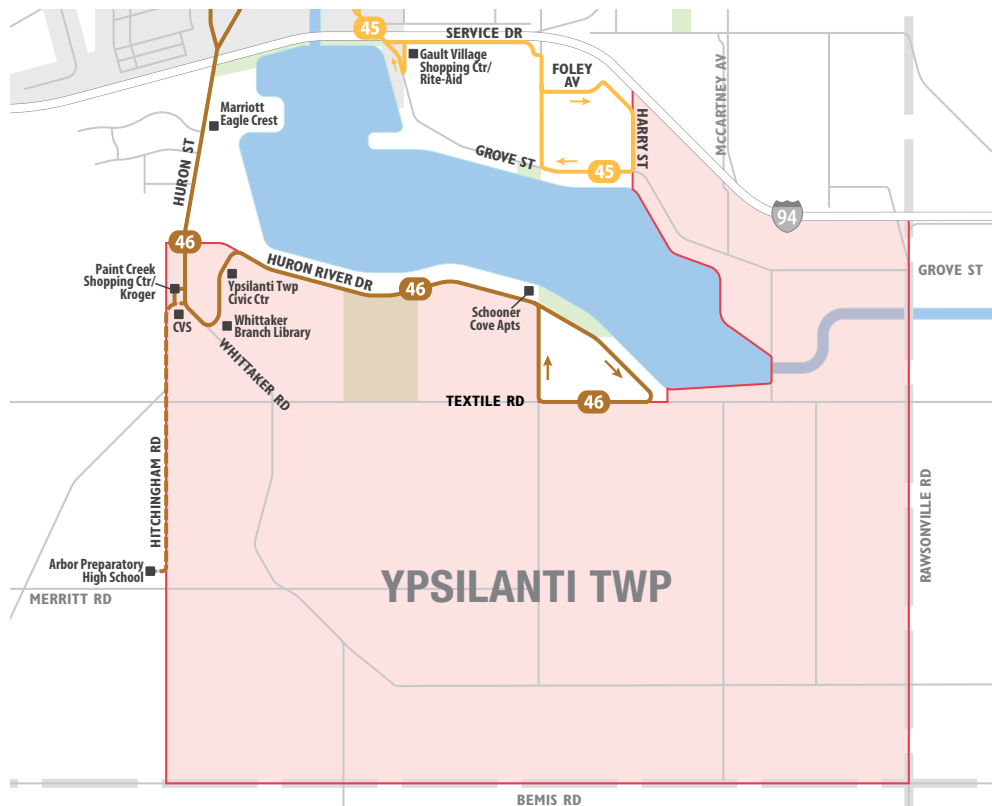
**Weekday** 6:00 a.m.-10:00 p.m.

**Saturday** 8:00 a.m.-9:00 p.m.

**Sunday** 9:00 a.m.-7:00 p.m.

## Service Area

Continue FlexRide-East service south of Huron River Dr and east of Harry St. Areas served during the Temporary Service Plan north of Huron River Dr. to be served by reinstated Route 46. Maintain direct connection to the Ypsilanti Transit Center.





TheRide is preparing to return to full service. Our proposal includes recommendations to adjust routes and services. We encourage you to provide your feedback. The final plan will be introduced at public meetings in June and implemented at the end of August 2021.

FlexRide provides curb-to-curb service during late-night hours and on major holidays when regular fixed-route service is not available. Service is provided in accessible vehicles.

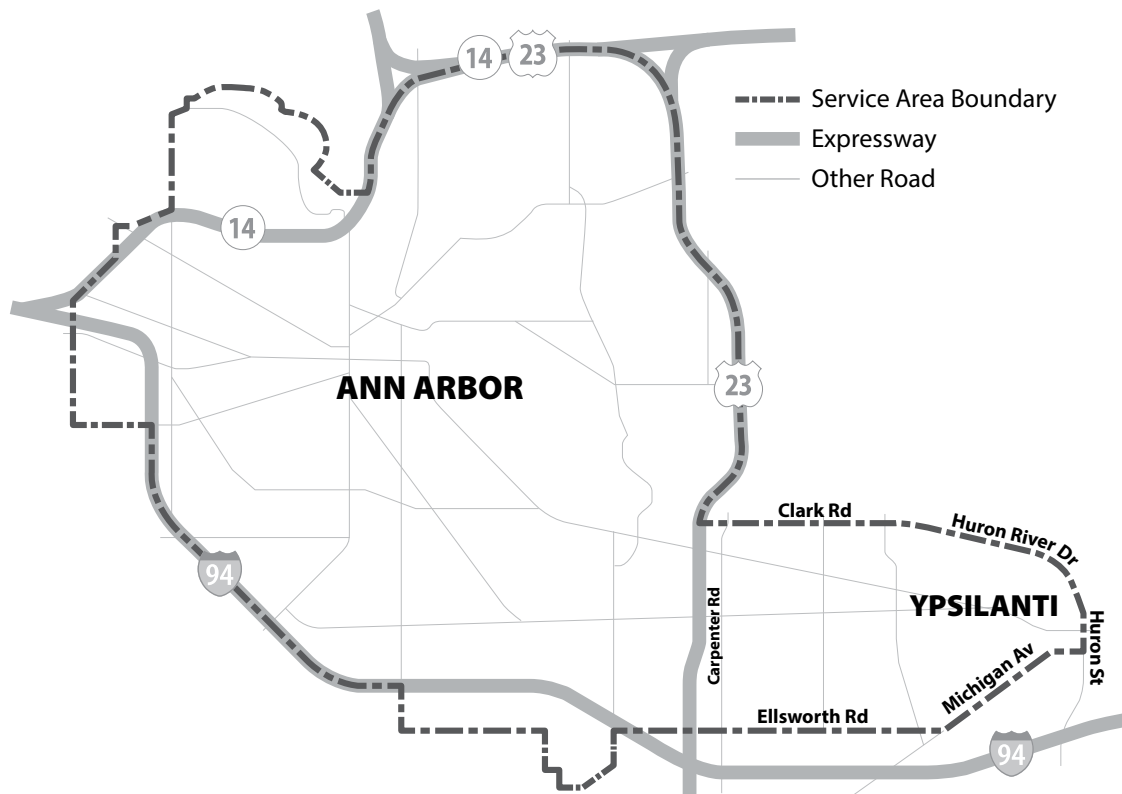
## Proposed Service

### Span of Service

Weekday	11:45 p.m.-6:00 a.m.
Saturday	10:45 p.m.-8:00 a.m.
Sunday	8:00 p.m.-6:00 a.m.
Holiday	All day

### Service Area

Maintain current service allowing trips to begin and end anywhere within the same designated service area at the same fare.



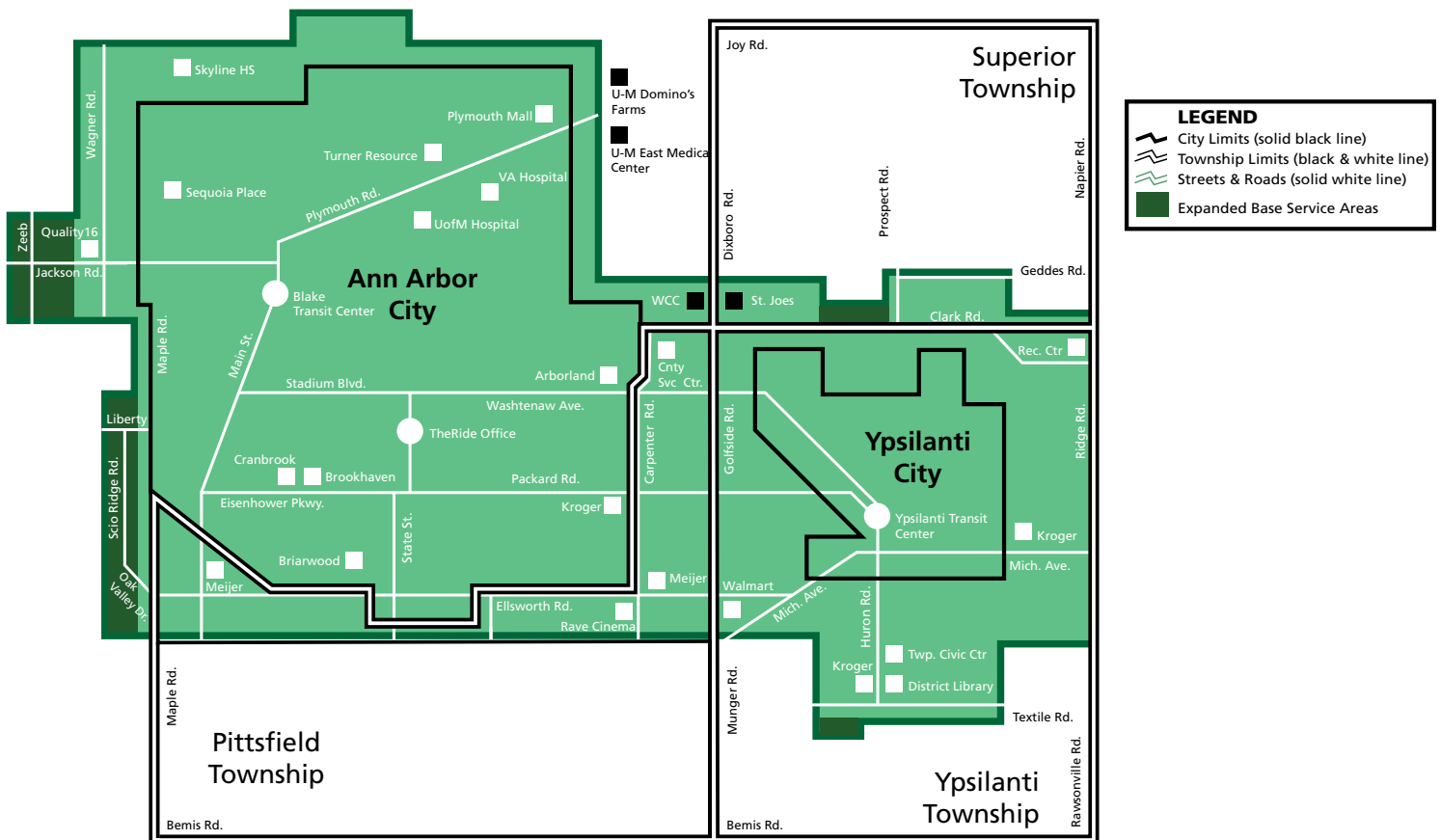
TheRide is preparing to return to full service. Our proposal includes recommendations to adjust routes and services. We encourage you to provide your feedback. The final plan will be introduced at public meetings in June and implemented at the end of August 2021.

A-Ride is a shared ride, advanced reservation, ADA paratransit service for individuals with a disability providing a comparable level of transportation to that which is provided by TheRide fixed-route service.

## Proposed Service

### Span of Service

A-Ride (ADA) service is available during TheRide’s regularly scheduled fixed route bus service. All A-Ride trips must be completed by the end of these scheduled service hours. If published scheduled fixed route times change, the A-Ride times will change as well.



### Same-Day Booking

Provide same-day reservations for Will-Call return trips from medical appointments, health and human services, Secretary of State and Social Security Administration only.



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Persons ages 65 years of age or older are eligible to apply and receive a GoldRide identification card.

GoldRide Demand Response service to be discontinued. Individuals with disabilities or substantially limited from riding regular fixed-routes are encouraged to apply for A-Ride ADA services.

All GoldRide cardholders can travel for free on TheRide's fixed-route service.



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AirRide service tentatively set to resume late Spring 2021.



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Service between the Blake Transit Center and Detroit to be determined by the Regional Transportation Authority of Southeast Michigan.

## WAYS TO COMMENT

TheRide is preparing to return to full service. Our proposal includes recommendations to adjust routes and services. We encourage you to provide your feedback. The final plan will be introduced at public meetings in June and implemented at the end of August 2021.

### Online via Zoom

Visit [TheRide.org](http://TheRide.org) or call us at 734-973-6500 for more meeting details and how to join.

**MONDAY, MARCH 22, 2021**

12:00 p.m. to 1:00 p.m.

**TUESDAY, MARCH 30, 2021**

6:00 p.m. to 7:00 p.m.

**TUESDAY, MARCH 23, 2021**

6:00 p.m. to 7:00 p.m.

**WEDNESDAY, MARCH 31, 2021**

12:00 p.m. to 1:00 p.m.

**WEDNESDAY, MARCH 24, 2021**

12:00 p.m. to 1:00 p.m.

**THURSDAY, APRIL 1, 2021**

6:00 p.m. to 7:00 p.m.

### Other ways to comment

**Email:** [Planning@TheRide.org](mailto:Planning@TheRide.org)  
Subject: "Service Recovery Proposal"

**Mail:** 2700 S. Industrial Hwy.  
Ann Arbor, MI 48104  
Subject: "Service Recovery Proposal"

**or Call:** 734-794-1880



### Learn more!

Detailed maps and service recovery proposals available at [TheRide.org](http://TheRide.org).

**For alternative formats, please call 734-973-6500.**

**Q: What is TheRide's Service Recovery Proposal?**

**A:** The Service Recovery Proposal is TheRide's plan to bring back service to full-service levels starting in August 2021.

**Q: Why is TheRide proposing service adjustments?**

**A:** TheRide implemented a Temporary Service Plan in March 2020 as a result of the COVID-19 pandemic. The Temporary Service Plan focused on key corridors, allowing for physical distancing and on essential travel only. Since March 2020, TheRide has made adjustments to the plan. TheRide is now preparing to return to full service.

**Q: When will the final service plan start?**

**A:** Service changes will start Sunday, August 29.

**Q: What routes have proposed adjustments?**

**A:** All Routes and services have proposed adjustments.

**Q: What are the A-Ride proposed adjustments?**

**A:**

- **A-Ride Hours of Service:** A-Ride (ADA) service is available during TheRide's regularly scheduled fixed route bus service. All A-Ride trips must be completed by the end of these scheduled service hours. If published scheduled fixed route times change, the A-Ride times will change as well.
- **A-Ride Base Service Area:** The A-Ride Base Service Area is defined by a 3/4 mile radius on either side of TheRide's scheduled fixed route bus service. Advance reserved trips, that begin and end within the Base Service Area, are considered ADA trips. Whenever the scheduled fixed route bus service area changes, the A-Ride Base Service Area changes as well.
- **Reservations:** Advance reservations are required. Reservations to be available for same-day Will-Call return trips for medical appointments, Health and Human service, Secretary of state and Social Security Administration only. All other same-day bookings to be discontinued.

**Q: What are the GoldRide proposed adjustments?**

**A:** GoldRide Demand Response service to be discontinued. Individuals with disabilities or substantially limited from riding regular fixed-routes are encouraged to apply for A-Ride ADA services. All GoldRide cardholders can travel for free on TheRide's fixed-route service.

**Q: What are the FlexRide proposed adjustments?****A:**

- **FlexRide-West:**

- Operating Hours to return to prior hours:

Monday-Friday: 7:00am-7:00pm

- Service Area:

FlexRide-West service to return to Pittsfield Township only. Scio Township and Ann Arbor areas served during the Temporary Service Plan by FlexRide will return to being served by Fixed-Routes

- **FlexRide-East:**

- Operating Hours to be revised:

Monday-Friday: 6:00am-10:00pm

Saturday: 8:00am-9:00pm

Sunday: 9:00am-7:00pm

- Service Area:

FlexRide-East to continue service south of Huron River Drive and east of Harry Street. Areas served during the Temporary service plan will be served by reinstated Route 46. The option to directly connect to the Ypsilanti Transit Center to be maintained.

**Q: What are the Night and Holiday FlexRide adjustments?****A:** Service hours to return to full levels:

Monday-Friday: 12:00am – 6:00am

Saturday: 11:00pm- 7:30am

Sunday: 8:00pm – 7:30am

Holidays: All Day

There will no longer be a \$2 charge for trips that don't begin in Ann Arbor. Trips can start and end anywhere in the FlexRide Night/Holiday service area.

**Q: Is ExpressRide being discontinued?****A:** Yes, ExpressRide is being discontinued. TheRide recommends forming a vanpool. More information on vanpool can be found at [MyVanRide.org](http://MyVanRide.org).**Q: Is AirRide returning?****A:** Service between the Blake Transit Center and Detroit Metro Airport is scheduled to tentatively resume late Spring 2021.

**Q: Is D2A2 returning?**

**A:** Service between the Blake Transit Center and Detroit will be determined by the Regional Transportation Authority of Southeast Michigan.

**Q. Will the public be able to provide feedback?**

**A:** Yes, public input will be accepted March 4 – April 2. TheRide will hold public engagement sessions in late March to discuss the proposal. TheRide will also hold additional informational sessions in June for the public to learn about the final plans for August. The March public meetings will be held virtually via Zoom on:

- Monday, March 22 at 12:00 p.m.
- Tuesday, March 23 at 6:00 p.m.
- Wednesday, March 24 at 12:00 p.m.
- Tuesday, March 30 at 6:00 p.m.
- Wednesday, March 31 at 12:00 p.m.
- Thursday, April 1 at 6:00 p.m.

Feedback will also be accepted:

Email: [Planning@TheRide.org](mailto:Planning@TheRide.org)

Subject: "Service Recovery Proposal"

Mail: 2700 S. Industrial Hwy.

Ann Arbor, MI 48104

"Service Recovery Proposal"

Online: Fill out the feedback form at [TheRide.org](http://TheRide.org)

Call: 734-794-1880

**Q: Will employees that were laid off be rehired?**

**A:** TheRide will continue to recall drivers as service levels resume.

**Q: How is TheRide using Federal emergency relief funding?**

**A:** Congress authorized the Coronavirus Aid, Relief, and Economic Security (CARES) Act in April 2020 and the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) in December 2020. These acts brought emergency federal relief funding to AAATA, which is being used to support transit operations, fare revenue losses, cleaning and sanitation, personal protective equipment, and other eligible operating expenses authorized by the legislation through 2021 and 2022.



## ISSUE BRIEF: FY2021 Q1 Financial Statement

**Finance Committee Review Date: March 10, 2021**

**Board Meeting Review Date: March 18, 2021**

<b>INFORMATION TYPE:</b>
Receive as CEO operational update
<b>RECOMMENDED ACTION(S):</b>
Receive as CEO operational update
<b>PRIOR RELEVANT BOARD ACTIONS &amp; POLICIES</b>
<ul style="list-style-type: none"> <li>• 2.10.1.5 CEO shall not...Let the Board be unaware of... incidental information (including) quarterly budget to actual financial reports.</li> <li>• Appendix A: Informational Reports schedule specifies quarterly Financial Statement reports in November, February, May, and August.</li> <li>• Policy 2.6 Investments and Appendix F Investment Policy.</li> </ul>
<b>ISSUE SUMMARY:</b>
Staff present the First Quarter Financial Statement with currently available and reportable financial information for the period ending December 31, 2020.
<b>BACKGROUND:</b>
<p>Financial highlights from the first quarter (October, November, December 2020) include:</p> <ul style="list-style-type: none"> <li>• The reserve was at 2.9 months of annual operating expense, exceeding the target of 2.5 months.</li> <li>• The reserve balance was \$10.4 million, \$0.2 million higher than first quarter end last year.</li> <li>• TheRide operated within the budget for the first quarter of the year.</li> <li>• There was a zero surplus of revenue over expense as budgeted.</li> <li>• Expenses were \$1.6 million lower than budgeted. Savings were from lower wages, fringe benefits, purchased transportation, fuel, materials, contracted services, and other costs, a result of the pandemic period with reduced service and ridership.</li> <li>• Revenues were lower than budgeted by \$1.6 million with less than expected passenger fares, subcontract fares, state operating assistance, and other revenues, a result of the pandemic period.</li> <li>• \$3.0 million in CARES Act revenue has been used to date to support operations.</li> <li>• Cash flow was adequate to cover expense; Q1 ended at \$19.3 million in cash/ investments.</li> </ul>
<b>IMPACTS OF RECOMMENDED ACTION(S):</b>
<ul style="list-style-type: none"> <li>• Budgetary/Fiscal: Demonstrates financial performance for the reporting period</li> <li>• Governance: Supports Board in financial oversight/fiduciary responsibility</li> </ul>
<b>ATTACHMENTS:</b>
1. FY2021 Q1 Financial Statement (Income Statement and Balance Sheet)

## Income Statement

For the Period Ended December 31, 2020

### 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	\$ 652				\$ 652	\$ 1,124	\$ (472)	-42.0%
Local Property Taxes	4,066				4,066	4,066	-	0.0%
State Operating Assist.	2,569				2,569	2,648	(79)	-3.0%
Federal Operating Assist.	247				247	1,269	(1,022)	-80.5%
CARES Act Operating	1,599				1,599	1,612	(13)	-0.8%
Other Revenues	76				76	68	8	11.8%
<b>Total Operating Revenues</b>	<b>\$ 9,209</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,209</b>	<b>\$ 10,787</b>	<b>\$ (1,578)</b>	<b>-14.6%</b>
EXPENSES								
Salaries, Wages, Benefits	\$ 5,937				\$ 5,937	\$ 6,063	\$ 126	2.1%
Purchased Transportation	1,146				1,146	2,042	896	43.9%
Fuel, Material, Supplies	791				791	1,156	365	31.6%
Contracted Services	560				560	840	280	33.3%
Other Expenses	776				776	686	(90)	-13.1%
<b>Total Operating Exp.</b>	<b>\$ 9,209</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,209</b>	<b>\$ 10,787</b>	<b>\$ 1,578</b>	<b>14.6%</b>
<b>GAIN(LOSS) FROM OPS.</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 0</b>	<b>\$ (0)</b>	<b>0.0%</b>

<p> TheRide broke even at the end of the first</p> <p> Revenues were lower than budgeted by <b>\$1,578,270</b> due to lower revenues across all categories as a result of the pandemic.</p> <p> Expenses were <b>\$1,578,270</b> lower than budgeted due to lower costs across all categories as a result of the pandemic.</p>	<p><b>CARES Act Utilization</b></p> <p>Expenditures from \$20.7 million in Coronavirus Aid, Relief, and Economic Security Act funding as of <b>December 31, 2020</b>, for eligible COVID-19-related</p> <table border="0"> <tr> <td>Operating Expenditures</td> <td style="text-align: right;">\$ 3,003,719</td> </tr> <tr> <td>Capital Expenditures</td> <td style="text-align: right;">\$ -</td> </tr> <tr> <td><b>TOTAL EXPENDITURES</b></td> <td style="text-align: right;"><b>\$ 3,003,719</b></td> </tr> </table> <p>CARES Act Funds Remaining: \$ 17,696,281</p>	Operating Expenditures	\$ 3,003,719	Capital Expenditures	\$ -	<b>TOTAL EXPENDITURES</b>	<b>\$ 3,003,719</b>
Operating Expenditures	\$ 3,003,719						
Capital Expenditures	\$ -						
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,003,719</b>						

### YTD Revenue and Expense By Mode

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

	Fixed Route	Demand Response	Other Demand Response	Non-Urban	Express Ride	AirRide D2A2	Van Ride	TOTAL ACTUAL
	<i>Fixed Route Bus</i>	<i>A-Ride</i>	<i>FlexRide, HolidayRide, MyRide, NightRide</i>	<i>WAVE, Peoples Express</i>	<i>Commuter Express</i>	<i>Airport/Detroit Shuttle</i>	<i>VanRide, Ride Sharing</i>	
<b>DIRECT REVENUE</b>								
Fare Revenue	249	31	12	34	-	-	-	327
Contract Revenues	137	-	52	136	-	-	-	325
Advertising, Interest, Other	76	-	-	-	-	-	0	76
State Operating	1,740	399	139	242	-	-	50	2,569
<b>Total Direct Revenue</b>	<b>2,202</b>	<b>430</b>	<b>203</b>	<b>412</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>3,297</b>
<b>TOTAL EXPENSE</b>								
Salaries, Wages, Benefits	4,932	941	25	19	-	-	19	5,937
Purchased Transportation	-	-	398	614	-	-	134	1,146
Fuel, Material, Supplies	667	112	6	4	-	-	3	791
Contracted Services	477	79	-	4	-	-	-	560
Other Expenses	630	131	11	2	-	-	2	776
<b>Total Operating Expense</b>	<b>6,706</b>	<b>1,263</b>	<b>440</b>	<b>644</b>	<b>-</b>	<b>-</b>	<b>157</b>	<b>9,209</b>
<b>Gain(Loss) from Ops.</b>	<b>(4,504)</b>	<b>(832)</b>	<b>(237)</b>	<b>(232)</b>	<b>-</b>	<b>-</b>	<b>(107)</b>	<b>(5,912)</b>
<b>ALLOCATED REVENUE</b>								
Local Property Taxes	4,066	-	-	-	-	-	-	4,066
Federal Operating & CARES	437	832	237	232	-	-	107	1,846
<b>GAIN(LOSS) TOTAL:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

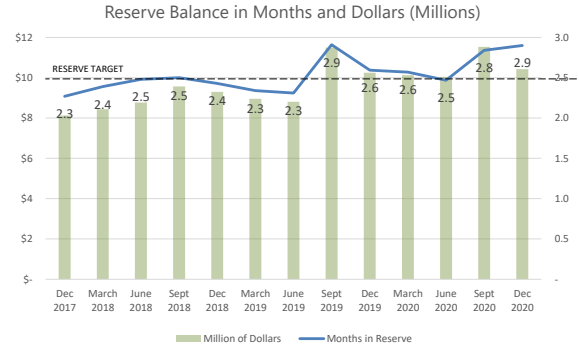
## Balance Sheet

For the Period Ended December 31, 2020

### Balance Sheet and Reserve

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

ASSETS	Q1 2020	Q4 2020	Q1 2021
	12/31/2019	9/30/2020	12/31/2020
Cash	\$ 6,899	\$ 17,240	\$ 7,453
Investments	\$ 11,698	\$ 6,791	\$ 11,799
Other Current Assets	10,698	7,414	11,306
Capital Assets	47,904	46,999	46,369
<b>Total Assets</b>	<b>\$ 77,199</b>	<b>\$ 78,444</b>	<b>\$ 76,927</b>
<b>LIABILITIES</b>	<b>5,842</b>	<b>7,225</b>	<b>6,456</b>
<b>NET POSITION</b>	<b>\$ 71,357</b>	<b>\$ 71,220</b>	<b>\$ 70,471</b>
<b>Reserve Balance</b>	<b>\$ 10,248</b>	<b>\$ 11,536</b>	<b>\$ 10,429</b>
<b>Months in Reserve</b>	<b>2.6</b>	<b>2.8</b>	<b>2.9</b>



### Statement of Cash Flows (in Thousands of Dollars)

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

Historical Cash Flows	Fiscal Year 2019				Fiscal Year 2020				Fiscal Year 2021
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
<b>Beginning Balance:</b>	\$ 19,824	\$ 16,403	\$ 13,612	\$ 9,427	\$ 21,872	\$ 18,597	\$ 13,853	\$ 11,972	\$ 24,031
Cash from Opera	(5,289)	115	(3,040)	2,273	(4,626)	(1,495)	(618)	11,383	(5,259)
Cash from Capita	(50)	628	465	1,031	1,351	(304)	738	674	472
Cash from Invest	1,918	(3,534)	(1,610)	9,141	-	(2,945)	(2,001)	2	8
<b>Cash Flow:</b>	<b>\$ (3,421)</b>	<b>\$ (2,791)</b>	<b>\$ (4,185)</b>	<b>\$ 12,445</b>	<b>\$ (3,275)</b>	<b>\$ (4,744)</b>	<b>\$ (1,881)</b>	<b>\$ 12,059</b>	<b>\$ (4,779)</b>
<b>Ending Balance:</b>	<b>\$ 16,403</b>	<b>\$ 13,612</b>	<b>\$ 9,427</b>	<b>\$ 21,872</b>	<b>\$ 18,597</b>	<b>\$ 13,853</b>	<b>\$ 11,972</b>	<b>\$ 24,031</b>	<b>\$ 19,252</b>

#### Q1 cash flow was negative at \$4.8 million

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

### Investments Summary

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

Investment Instrument	Date of Maturity	Interest Rate	Total as of 9/30/2020		Total as of 12/31/2020	
			Transactions		Transactions	
Bank of AA - CDARS	4/1/2021	0.2%	-	2,500	-	2,500
Bank of AA - CDARS	9/30/2021	0.2%	-	2,500	-	2,500
CD Other	1/15/2021	1.7%	240		240	
CD Other	1/21/2021	1.7%	240		240	
U.S. Agency Bond	10/30/2020	1.5%	2,000		2,000	
U.S. Agency Bond	4/9/2021	1.6%	1,000		1,000	
U.S. Agency Bond	8/11/2022	1.6%	1,500	(1,500)	-	
U.S. Agency Bond	8/12/2022	0.13%	1,500		1,500	
Money Market Funds	N/A	0.2%	274	1,500	1,774	
Mark-to-Market Adjustment			37	8	45	
<b>Total Investments:</b>			<b>\$ 6,791</b>	<b>\$ 5,008</b>	<b>\$ 11,799</b>	

Q1 2021 Investment income (year to date): \$9,576

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

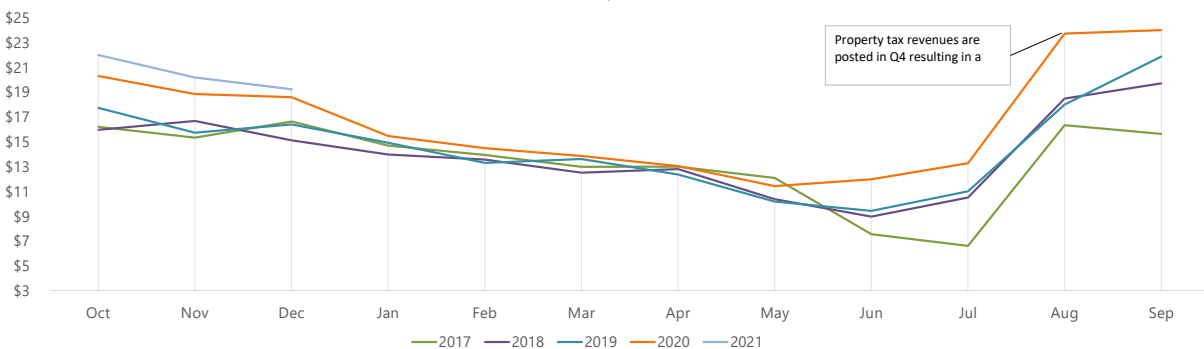
U.S. Treasury Bills, Notes, and Agency Bonds are short term bonds (several months to 10 years) backed by the Treasury Department of the U.S. Government. The rates shown for the current investments represent the gross yield-to-maturity rates (before the annual fee of .28%).

Accounts that are not FDIC insured or with balances above the FDIC insurance threshold are used for day-to-day working

### Cash and Investments History

Total Cash and Investments by Month and Year (2017 to 2021 YTD)

In Millions of Dollars.



## ISSUE BRIEF: 2021 Q1 Service Report

**Service Committee Review Date: March 4, 2021**

**Board Meeting Review Date: March 18, 2021**

<b>RECOMMENDED ACTION(S)</b>
<p style="text-align: center;">Receive as CEO Operational Update.</p>
<b>PRIOR RELEVANT BOARD ACTIONS &amp; POLICIES</b>
<ul style="list-style-type: none"> <li>2.11.1.5 CEO shall not...Let the Board be unaware of...operational... [and] customer satisfaction metrics...</li> <li>Appendix A: Informational Reports schedule specifies quarterly Customer Satisfaction and Service Performance reports in Nov, Feb, May, Sept</li> </ul>
<b>ISSUE SUMMARY</b>
<p>In accordance with the Board's Policy Manual, I present the Quarterly Satisfaction and Service Report. I certify that the information is true and complete, and I request that the Board accept this as an operational update.</p> <p>This report is populated with currently available and reportable data/targets for Fixed Route, Paratransit, and Vanpool service. Targets, when possible, will be set in Ends Policy Interpretations. A glossary of terms for currently tracked metrics is attached.</p> <p>It should be noted that the data collection and reporting for the Q1 of 2021 period are heavily impacted by the COVID-19 Emergency that began at the end of Q2 2020. Year to year comparisons of Q1 give in a picture of performance metrics pre and mid COVID-19 emergency. Comparison of Q1 2021 and Q4 2020 provide insight into progress through the pandemic emergency and recovery.</p> <p>Q1 of 2021 data reflects decreased service routes, passenger loads, traffic volumes, commuting demand as travel restrictions lessened and University residents returned. It should be noted that while travel restrictions were lifted, health advisories still discourage the gathering of groups and close contact outside of households. For this reason, return to public transit has lagged and services like VanPool have yet to rebound.</p> <p>Q1 of 2021 is the first quarter that ARide Services were fully housed within TheRide. Q1 of 2020 the services were provided by a contractor. Q4 of 2020 was the quarter service was transitioned.</p> <p>FlexRide ridership numbers and costs are also contained within this report. FlexRide is being offered to fill gaps in service that have been created by COVID-related service pauses. The intent is to report on this data to allow tracking of ridership trends and FlexRide's efficacy as an alternative to fixed routes.</p>

## ATTACHMENTS

1. Highlights Brief
2. FY 2021 Q1 Service Report
3. Glossary of Terms

## Service and Satisfaction Report Highlights

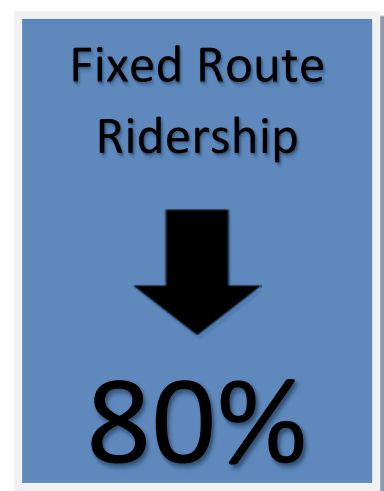
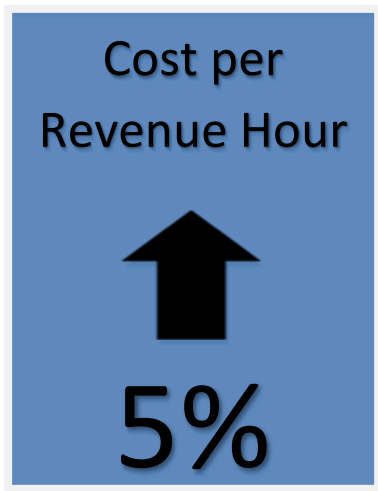
October 1, 2020 – December 31, 2020

The data collection and reporting continue to be seriously impacted by the COVID-19 Emergency in Quarter 1 2021. Metrics that rely on a quarterly average do not reflect performance under typical conditions and this must be considered when comparing Q1 2021 data to that of 2020 or any quarter not impacted by the pandemic emergency.

### Fixed Route Ridership and Cost

Ridership in Q1 of 2021 continues to be impacted by the COVID-19 emergency. Compared to the same quarter in 2020, ridership is down 80%. When ridership of Q4 2020 is compared to Q1, ridership has increased 1%. As restrictions are lifted, vaccination increases and additional services are added, we expect to see it reflected in boardings. The cost of providing service per revenue hour is 5% higher than the same quarter in 2020. Cost per passenger boarding has risen from \$3.91 in Q1 of 2020 to \$20.73. Reduced ridership and increased pandemic-related costs such as sanitation, decreased bus capacity, and modifications are responsible for this significant increase in the cost of providing fixed route service. Both cost per passenger boarding and per revenue hour have decreased since Q4 of 2020 which hopefully suggests that progress is being made as we move through the pandemic recovery process.

Compared to Q1 FY2020

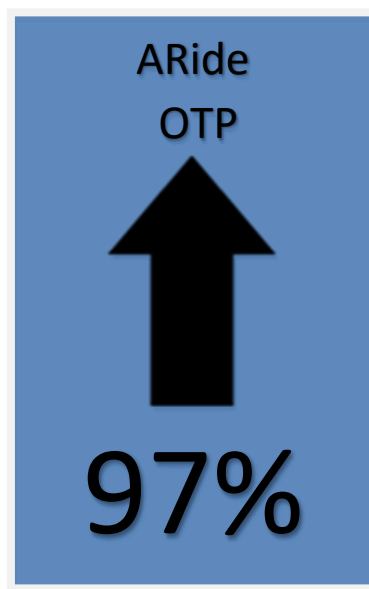
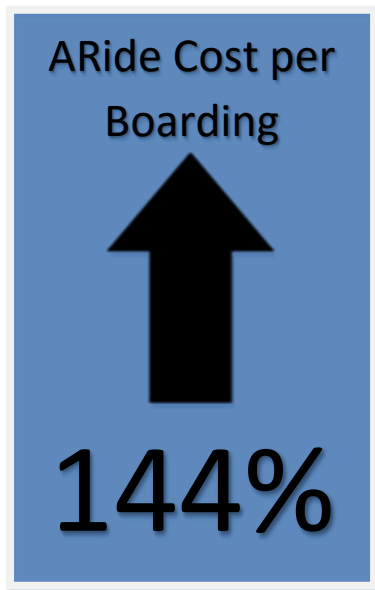


## ARide/Paratransit Ridership and Cost

The COVID-19 emergency has continued to impact demand for paratransit services in Q1 of 2021. Ridership numbers have leveled out but still have not returned to levels observed pre-pandemic. The first quarter showed a 11% decrease in ridership over the prior quarter. This quarter did include emergency actions and advisories that may have altered the travel of vulnerable ARide passengers.

The obligation to observe social distancing for medically compromised passengers, is reflected in an 144% increase in cost per boarding since Q1 of 2020.

When considering ARide costs and service, it should be noted that in the year-to-year comparison of quarters, Q1 2020 represents ARide fully outsourced, while Q1 of 2021 represents a directly operated ARide service.





## Safety, Satisfaction and Reliability

7

### Fixed Route Complaints

#### Complaints and Compliments

Complaints and compliments are all considered in relationship to the number of passengers boarding on the Fixed Route. The increase in complaints appears high, but amounts to an actual number of just seven valid complaints for the 325,709 boardings that took place.

While any increase in complaints is not desirable, it is not unexpected considering reduced service. As service has been added, complaints decreased. New Customer Relationship Management software is being added to improve our response to customer concerns.

#### On-Time Performance

Quarter 1 of 2021 indicates an improvement in on-time performance by 5%. No data exists due to technology issues to compare with the prior quarter.

#### Fixed Route Road Calls

Miles between road calls continues to be high. The Q1 observed Miles Between Road Calls was 201,833. This low number of road calls is an outlier compared to what is normally observed. It may be explained by other factors including lower road miles and relatively good weather conditions. This quarters data is an outlier, but it is important to note that the overall trend is a decrease in miles between road calls.

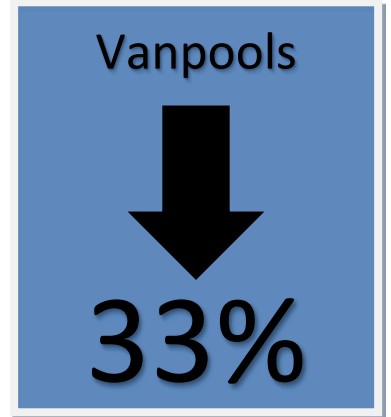
#### Fixed Route Safety

This metric reports a decrease in preventable accidents and incidents in both the quarterly and yearly comparisons.

## Mobility Services

### Vanpool

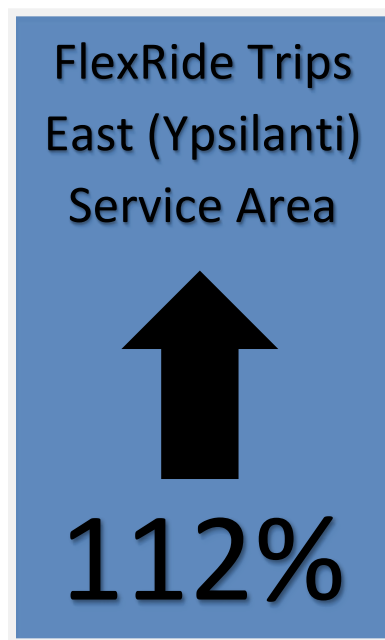
At the end of Quarter 1, 85 Vanpools remain. This is a 33% drop from the prior year and a 3% decrease from Q4 of 2020. This drop is attributed primarily to two COVID-19 related factors. The first, is the continuation of work-from-home requirements that has decreased the demand for Vanpool. The second is the requirement for safe social distancing may cause those returning to work to commute in separate vehicles. The pandemic has dramatically changed commuting patterns and modes.



### FlexRide

FlexRide has been expanded in attempt to fill the gaps created by the temporary service changes due to pandemic. To evaluate the ability of FlexRide to be a reasonable alternative to fixed route service, it is necessary to measure and track use.

Since the expansion of the FlexRide Service, the East Service Area has seen use increase 167% over the prior year and 112% increase in use since the last quarter. The West Service Area indicates a 37% loss of ridership since Q1 of 2020 but a growth of 18% over last quarter.



FY 2021 Q1 Service Report (continued)

Fixed Route	FY 2020		FY 2021	Q1 2020 - Q1 2021	Q4 2020-Q1 2021
	Q1	Q4	Q1		
Revenue Miles	877,157	513,307	552,022	-37%	8%
Revenue Hours	84,669	44,016	55,858	-34%	27%
Operational Cost	\$6,430,000	\$7,076,525	\$6,753,445	5%	-5%
Boardings	1,643,953	322,766	325,709	-80%	1%
Preventable Accidents Injury/100,000 miles	1.9	2.1	0.9	-52%	-58%
On-time Performance	72%	NA	77%	7%	NA
Percent of Passengers on an On-time Bus	70%	NA	NA	NA	NA
Miles Between Road Calls	113,017	27,852	201,833	79%	625%
Average Age of Fleet	7	6.1	5.8	-17%	-5%
Boardings/Revenue Hour	19.4	7.3	5.8	-70%	-20%
Cost/Revenue Hour	\$115.11	\$160.77	\$120.90	5%	-25%
Cost/Boarding	\$3.91	\$21.92	\$20.73	430%	-5%
Complaints/100,000 Boardings	0.7	1.5	2.1	207%	39%
Compliments/100,000 Boardings	1.8	3.7	1.2	-32%	-67%

ARide/ParaTransit	FY 2020		FY 2021	Q1 2020 - Q1 2021	Q4 2020-Q1 2021
	Q1	Q4	Q1		
Operational Cost		\$1,313,482	\$1,262,598		-4%
ADA Service Denials/ADA Boardings	0	0	0	0	0
Total ADA Trips	32,650	16,238	14,406	-56%	-11%
Ontime Performance with 30 Minute Service Window	96%	NA	97%	1%	NA
Complaints	46	6	3	-93%	-50%
Compliments	2	14	3	0.5	-79%
Boardings/Revenue Hour	1.67	0.95	1.28	-23%	35%
Cost/Boarding	\$35.88	\$80.89	\$87.64	144%	8%

FY 2021 Q1 Service Report (continued)

VanPool	FY 2020		FY 2021	Q1 2020 -	Q4 2020-Q1 2021
	Q1	Q4	Q1	Q1 2021	
Number of Vanpools at End of Quarter	126	88	85	-33%	-3%
Number of Rider Trips Taken	65,837	34,755	32,449	-51%	-7%
Avg Fuel Cost to Rider	\$30.95	\$31.17	\$31.06	0%	0%
Avg Monthly Rider Miles	1093	1161	1121	3%	-3%
Federal Subsidy/Rider Trip	\$2.83	\$4.62	\$4.13	46%	-11%
Rider Miles/Gallon	86.7	78.43	73.4	-15%	-6%

FlexRide	FY 2020		FY 2021	Q1 2020 -	Q4 2020-Q1 2021
	Q1	Q4	Q1	Q1 2021	
East Service Area	1093	1377	2913	167%	112%
West Service Area	2506	1329	1569	-37%	18%
Cost/Boarding		\$38.09	\$48.16	26%	

## Quarterly Satisfaction and Service Report: Glossary of Terms

**Boardings** (*Unlinked Passenger Trips*, a transit industry standard metric)

The number of passengers who board public transportation vehicles. Passengers are counted each time they board a vehicle no matter how many vehicles they use to travel from their origin to their destination. Reported to the National Transit Database.

**Preventable Accidents and Passenger Injuries**

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

**Miles Between Road Calls**

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

**On-time Performance**

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

**Complaints**

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

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## ISSUE BRIEF: CEO Report

**Meeting: Board of Directors**

**Meeting Date: March 18, 2021**

### INFORMATION TYPE:

Other

### OPERATIONAL & PROJECT UPDATES

- **TRANSPORTATION TO MAIN PUBLIC VACCINE SITE**

Using CARES ACT funding, transportation is being provided to the Washtenaw County Health Department vaccine site at the Eastern Michigan Convocation Center from both the Blake Transit Center and the Ypsilanti Transit Center. Other transportation solutions are being developed to provide transportation to this vaccine site. The intent is to make these services free.

- **AUGUST SERVICE RESTORATION – PUBLIC ENGAGEMENT INITIATED**

Public feedback is being accepted on the Service Recovery Proposal through April 2. Virtual public meetings are being held March 22 – April 1. More information is available at [TheRide.org](http://TheRide.org). A presentation to Ypsilanti City Council is planned on March 16<sup>th</sup>.

- **AIR RIDE/MICHIGAN FLYER TO RESUME SERVICE**

Service between Detroit Metro Airport and Ann Arbor will resume on April 27<sup>th</sup>.

- **FEDERAL RELIEF**

The American Rescue Plan of 2021 was passed on March 11. While it does include provisions and additional funding for the public transit industry, it may take a few weeks before the implications for TheRide are known as the legislation uses complicated formulas that will be calculated by the Federal Transit Administration.

- **RECALLING MOTOR COACH OPERATORS**

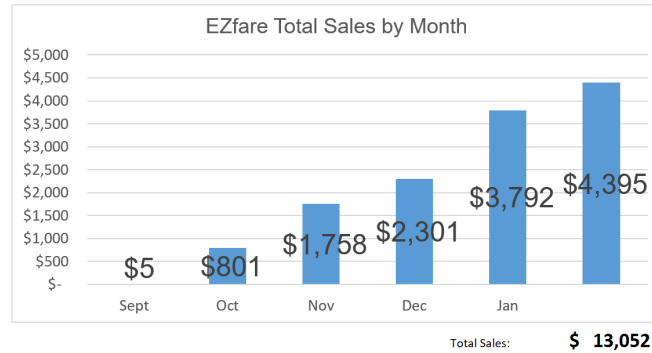
The remaining motorcoach operators are being recalled to operate services this coming August.

- **ANN ARBOR TRANSIT ORIENTED DEVELOPMENT ZONING**

The City continues its discussion about creating a new category of zoning, transit oriented, that would allow greater density. More information can be found on-line [here](#). Important topics include the locations in which such zoning would be allowed, and the scale of the density permitted.

- **MOBILE TICKETING PILOT UPDATE**

The growth trend for mobile ticket sales with EZfare continues. Passengers have purchased \$13,052 in fares with the app through February. 3,210 individual tickets were purchased, nearly all for fixed route bus service (30 trips on A-Ride were purchased with mobile tickets).



- **TRANSPORTATION COMMISSION (ANN ARBOR)**

Deputy CEO, Bryan Smith attended the Transportation Commission meeting to answer questions about the August Service Recovery Proposal and public involvement plan at the March meeting.

- **WATS POLICY COMMITTEE UPDATE**

The Washtenaw Area Transportation Study Policy Committee met February 17th. The committee approved the FY 2022 Unified Planning Work Program for Washtenaw County. The local plan, describing projected WATS and AAATA transit planning activities, will be incorporated into SEMCOG's regional plan and submitted for state and federal review.

The committee continued its discussion of regional transit priorities with the Regional Transit Authority of Southeast Michigan (RTA), and stakeholders offered feedback on the CEO's letter regarding the Regional Master Transit Plan Update. Another WATS meeting will occur on [March 17<sup>th</sup>](#) and further discussion of rural transit services is expected.

- **LOCAL ADVISORY COUNCIL (LAC)**

Meetings with the Local Advisory Council resumed on February 9 and March 9.