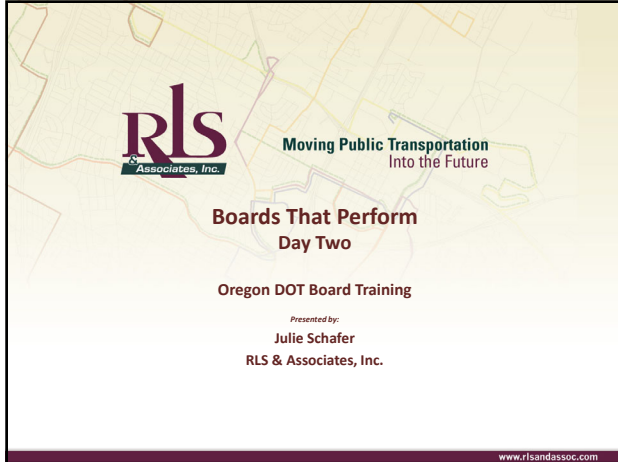




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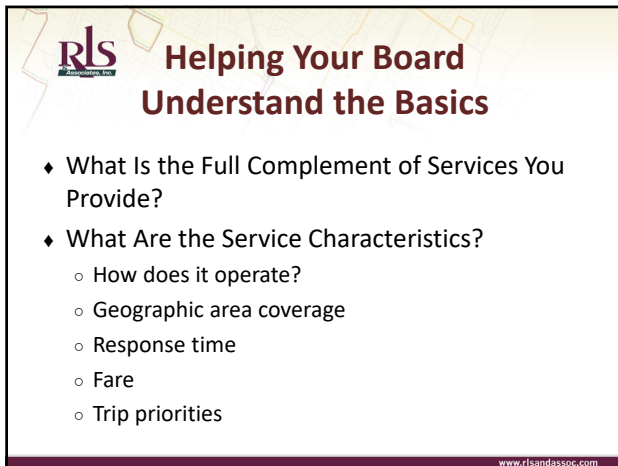
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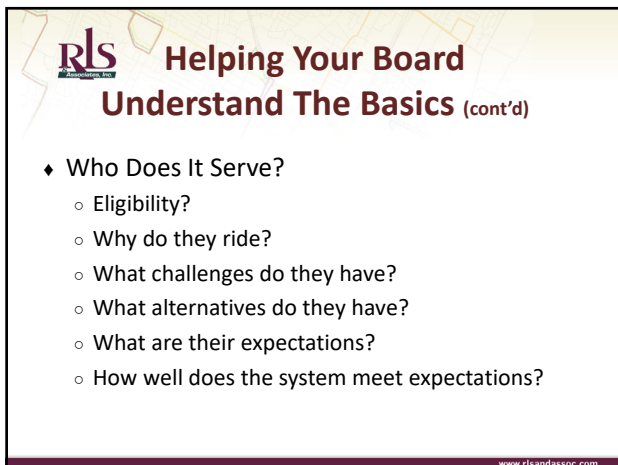
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## Helping Your Board Understand The Basics (cont'd)

- ◆ Regulatory Considerations
  - Title VI
  - Americans with Disabilities Act
- ◆ How Well Does It Perform?
  - Ridership
  - Employees, miles, hours
  - Productivity
  - Revenue/expense

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## Helping Your Board Understand The Basics (cont'd)

- ◆ Personal Experience/Connection With Services
  - Direct observations
- ◆ Dialog With Passengers (Informal vs Formal)



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## Understanding Your Transit Service

- ◆ What Needs Are Being Met?
- ◆ Where Are the Gaps?
- ◆ What Could/Should You Be Doing Better?
- ◆ Are You Fulfilling Your Promises?
- ◆ What Innovative Services Are You Considering/Implementing?

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## Understanding Your Transit Service (cont'd)

- ◆ What Value Does the Agency Provide?
- ◆ Are You Meeting Your Mission?
- ◆ Do They Have an Elevator Speech?



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## BOARD PACKET CONTENT AND FORMAT

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## Board Packet Content Best Practices

- ◆ Financial Reports
- ◆ Service Performance Data
- ◆ Director Updates
- ◆ Policy Updates
- ◆ Staffing Updates
- ◆ Customer Concerns Updates
- ◆ Operating and Capital Projects
- ◆ Compliance/Audit Updates

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## Financial Report Best Practices

- ◆ Format of Financial Reports
- ◆ Level of Detail—Strike Balance
- ◆ Brief Narrative
  - Items to be highlighted
  - Variance detail
- ◆ Key Financial Factors
- ◆ Committee Responsibilities



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## Financial Report Best Practices (cont'd)

- ◆ Receive Financial Statements at Least 7 Days Before Board Meeting
- ◆ Follow Format Requested—Detail
- ◆ Include Performance Measures, Variances, Comparisons
- ◆ Provide Tables, Charts To Ease Understanding

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## BOARD ROLES AND RESPONSIBILITIES

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## Boards Role In Policy Making

- Provides Structure to Daily Operations
- Inform Riders of How the System Works
- Employee Guidance
- Potential for Financial Loss Due to Inefficiency, Ineffectiveness and Probable Lawsuits

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## Boards Role In Policy Making (cont'd)

- Standard Industry Practice
- Employee/Passenger Initiated
- Political Focus

- Mission Focus
- Regulatory Requirements



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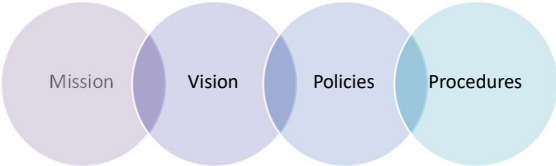
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## Components Needed



Mission

What we do and for whom

Vision

Hope to achieve

Policies

How we plan to do it

Procedures

Actions to support policy

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## Boards Role In Policy Making

- ◆ Board Involvement Required
- ◆ Delegate to Management Team
- ◆ Ethics



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## Boards Role In Policy Making (cont'd)

- ◆ Use Professional vs Personal Judgement
- ◆ Seek Out All Necessary Information To Make an Informed Decision
- ◆ Legally Vet
- ◆ Can You Support the Policy?

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## Boards Role In Policy Making (cont'd)

- ◆ Evaluate Merits of Policy
  - Why is there a need for the policy?
  - Is it in line with the agency's mission?
  - Who will it impact?
  - How will we obtain input?
    - Employees
    - Legal
    - Stakeholders

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**Boards Role  
In Policy Making** (cont'd)

- ◆ What Are the Implications for the Agency?
  - Pros and cons
  - Cost
  - Ridership
  - Goodwill
- ◆ Will It Make Things Easier or More Difficult?

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**Boards Role  
In Policy Making** (cont'd)

- ◆ What Are the Implications for Passengers?
- ◆ What Are the Implications for Employees?
- ◆ What Are the Implications for Management?
- ◆ What Are the Implications for Others?



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**Boards Role  
In Policy Making** (cont'd)

- ◆ What Will Happen If We Don't Do It?
- ◆ Are the Consequences So Significant That We Need To Ensure That It Doesn't Happen?
- ◆ Are There Any Unforeseen Consequences?

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## Boards Role In Policy Making (cont'd)

- ◆ How Will It Be Implemented
  - Communications plan
  - Formal training
  - Personnel and budget requirements
  - Timeline contingencies
  - Board's role



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## Boards Role In Policy Making (cont'd)

- ◆ How Will It Be Enforced?
  - Is it clear/ambiguous
- ◆ How Will We Know If It Is Successful?
  - Data/reporting
- ◆ What Push-back Should We Anticipate?
- ◆ How Will Damage Control Be Handled, if Needed?

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## Boards Role In Policy Making (cont'd)

- ◆ Be Proactive
- ◆ Update/Revise As Required or Periodically As the Topic Warrants



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## Critical Policies

- Technology
  - Cybersecurity
  - Artificial Intelligence
  - Social media



- Fleet
  - Vehicle mix
  - Fuel/propulsion type
  - Infrastructure requirements

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## Critical Policies (cont'd)

- Planning
  - Fixed guideway
  - Family of services mix
    - Fixed Route
    - Demand Response



- Innovative Services
- Private Sector Utilization
  - TNC Utilization
- NEMT

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## Critical Policies (cont'd)

- Regulatory Compliance
  - Drug & Alcohol Policy
  - Finance
  - PTASP
  - TAM
  - Procurement



- Civil Rights
  - Title VI, DBE, EEO
  - ADA

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## Critical Policies (cont'd)

- Human Resources
  - EEO
  - Diversity, Equity, & Inclusion
  - Gender recognition
  - Benefits
    - Wages, leave
  - Life/work balance



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## Critical Policies (cont'd)

- Work Conditions
  - Bathroom breaks
  - Lactation rooms
  - Operator safety and security
  - Vehicle operator compartment
  - Driver assaults
  - Active shooter



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## Critical Policies (cont'd)

- Service Type
  - Geographic coverage
  - Days and hours of service
  - Fares
  - Difficult customers
  - Grocery bags

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## Critical Policies (cont'd)

- ◆ Certifications and Assurances
- ◆ Master Agreement



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## Fiduciary Responsibility



- ◆ Fiduciary Responsibility Is a Legal and/or Ethical Relationship of Confidence or Trust Regarding the Management of Financial and Other Resources

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## Fiduciary Responsibility (cont'd)

- ◆ Transit Managers Must Ensure the Board Has the Opportunity to . . . .
  - Conduct financial strategic planning
  - Conduct annual budgeting of operating and capital expenses and revenues
  - Conduct monthly reviews of financial reports and variances
  - Keep a close eye on the fiscal health of the system
  - Review grants and grants management
    - Certifications and Assurances

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## Fiduciary Responsibilities (cont'd)

- ♦ Transit Managers Must Ensure the Board Has the Opportunity to . . . .
  - Monitor available cash amounts
  - Act on fares and contract rates
  - Ensure satisfactory reserves are on hand
  - Ensure the propriety of expenditures
  - Insist on and monitor internal controls
  - Actively review annual financial audits
  - Review investments

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## Staying Out of the Headlines



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## Thank You!

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