

Committee for Transit Accessibility

Wednesday, April 8, 2009
1:00 PM

VTA Auditorium
3331 North First Street
San Jose, CA

AGENDA

NOTE: MEMBERS MAY TAKE ACTION ON ANY ITEM ON THIS AGENDA.

CALL TO ORDER

- 1. ROLL CALL**
- 2. INTRODUCTION OF AUDIENCE MEMBERS**
- 3. PUBLIC PRESENTATIONS:**

This portion of the agenda is reserved for persons desiring to address the Committee on any matter not on the agenda, within the Committee's jurisdiction. Speakers are **limited to 2 minutes**. The law does not permit Committee action or extended discussion on any item not on the agenda except under special circumstances. If Committee action is requested, the matter can be placed on a subsequent agenda. All statements that require a response will be referred to staff for reply in writing.

- 4. Approve the Minutes of March 11, 2009.**
- 5. INFORMATION ITEM - Receive monthly update from the Chief Operating Officer.**

BUSINESS REFERRED TO COMMITTEE BY THE BOARD OF DIRECTORS/GENERAL MANAGER

- 6. ACTION ITEM - Appoint three members from the Committee for Transit Accessibility (CTA) to serve as the Local Review Committee (LRC) to evaluate and rank Fiscal Year 2009 Federal Transit Administration (FTA) Section 5310 Program project applications.**
- 7. INFORMATION ITEM - Status update for Advanced Farebox System project**
- 8. ACTION ITEM - Receive an update from and provide direction to the CTA Advisory Committee Enhancement (ACE) Subcommittee members on strategies to achieve the**

Task Force priorities.

9. ACTION ITEM - Consider amending the provisional Committee for Transit Accessibility (CTA) Mission Statement to include the indicated modifications requested by CTA members subsequent to CTA adoption of the provisional Mission Statement.
10. INFORMATION ITEM - Receive a Brief Update on the Status and Progress of the Advisory Committee Enhancement Process to Date.
11. INFORMATION ITEM - Receive Work Plan Update

REPORTS

12. Receive the City of San Jose Disability Advisory Commission (DAC) Report. (Verbal Report)
13. Receive the Board of Directors Report. (Verbal Report)
14. Receive the Committee Staff Report. (Verbal Report)
15. Receive the Chairperson's Report. (Verbal Report)

OTHER

16. ANNOUNCEMENTS
17. ADJOURN



Date: March 30, 2009
 Current Meeting: April 8, 2009
 Board Meeting: N/A

BOARD MEMORANDUM

TO: Santa Clara Valley Transportation Authority
 Committee for Transit Accessibility

THROUGH: General Manager, Michael T. Burns

FROM: Chief Operating Officer, Donald A. Smith Jr.

SUBJECT: Monthly Update from the Chief Operating Officer

FOR INFORMATION ONLY

BACKGROUND:

The Chief Operating Officer provides the Committee for Transit Accessibility (CTA) with an update on items of relevance to the CTA at each monthly meeting. In keeping with Chairperson Aaron Morrow's request to have agenda items in writing and in the agenda packet, we will make every effort possible to comply with his request. Since this report is timely and reflects up-to-the minute information a written report for the agenda packet may not always be available.

DISCUSSION:

Events that have occurred since the March CTA meeting:

Solar Installation

The installation of solar panels is currently underway at the Cerone Operating Division. This pilot project is a result of a partnership with Skyline Solar of Mountain View. The contractor has experienced delays due to rain and installation is now approximately 50% complete. Barring further rain delays we anticipate the installation will be completed the first week of April.

This project has the potential to bring to market a new type of solar collector that collects more energy per square foot and is less expensive to procure than traditional solar flat panels. Skyline Solar is building this at no cost to VTA. In turn VTA will receive \$15,000 to \$20,000 in free electricity.

Security Transition

The security contract fully transitioned to AlliedBarton at midnight on Friday, March 13th. The smooth transition was due in large part to the retention of a majority of the Securitas personnel. High retention rates are customary with these types of contracts. AlliedBarton personnel will work with the Sheriff's Transit Patrol in the same manner as their predecessor.

Security Information

On March 6th Sheriff Transit Deputies responded to an attempted robbery of an iPhone from a 13-year old victim at the Curtner Light Rail Station. The incident was captured by our CCTV system which helped Sheriff's Deputies apprehend the subject a week later at the Santa Teresa Light Rail Station.

On March 15th a light rail operator reported the robbery of an iPod from a passenger on the Great Mall platform. We worked with Great Mall security and Milpitas police to apprehend the robbery suspect. The robbery victim was treated for minor injuries at San Jose Regional Medical Center.

Fare Enforcement

On March 19th from 7:00 AM to 9:00 AM we carried out a fare enforcement detail at the northbound McKee Light Rail Station. The detail included VTA fare inspectors and supervisors, Sheriff's Transit Deputies and security personnel.

The detail checked seven trains, approximately 90 passengers. Fifteen citations were issued and two arrests were made by the Sheriff's Transit Deputies.

Prepared By: Sandra Weymouth



Date: April 1, 2009
 Current Meeting: April 8, 2009
 Board Meeting: N/A

BOARD MEMORANDUM

TO: Santa Clara Valley Transportation Authority
 Committee for Transit Accessibility

THROUGH: General Manager, Michael T. Burns

FROM: Chief Operating Officer, Donald A. Smith Jr.

SUBJECT: FY 09 Section 5310 Local Review Committee Appointment

Policy-Related Action: No

Government Code Section 84308 Applies: No

ACTION ITEM

RECOMMENDATION:

Appoint three members from the Committee for Transit Accessibility (CTA) to serve as the Local Review Committee (LRC) to evaluate and rank Fiscal Year 2009 Federal Transit Administration (FTA) Section 5310 Program project applications.

BACKGROUND:

Santa Clara Valley Transportation Authority (VTA) requests that the CTA appoint three committee members to serve as the LRC to evaluate and rank FTA Section 5310 Program project applications submitted by Santa Clara County social services non-profit and public agencies.

The Section 5310 program provides financial assistance for transportation services designed to meet the special transportation needs of seniors and persons with disabilities. Section 5310 program funds may be used by eligible agencies to provide 88.53% of the funding for the purchase of vehicles and computer/communication equipment needed to provide such services.

Caltrans distributed a call for projects on March 12, 2009 to social service and public agencies for the Federal Fiscal Year 2008-09 FTA Section 5310 capital funding program (the 2009 cycle). Application materials can also be found at the Caltrans' Section 5310 website:

<http://www.dot.ca.gov/hq/MassTrans/ost.htm>.

Caltrans administers the Section 5310 grant program through the state's Regional Transportation Planning Agencies. The Metropolitan Transportation Commission (MTC) is the Regional Transportation Planning Agency for the San Francisco Bay Area.

Information about the Section 5310 grant program is provided to agencies that have previously applied or have expressed interest in the program. Caltrans mails a packet to previous program participants. MTC sends an email to all prior applicants and posts information about the program at their <http://www.mtc.ca.gov/funding/FTA/5310.htm> website. PCC staff provide prior applicants with information from Caltrans and MTC by email.

Agencies that have not participated in the program may contact MTC or Caltrans via their websites or call the Caltrans 1-888 Grant 16 telephone number to register their addresses for the grant program's mailing. MTC and PCC staff refer new agencies interested in the program to Caltrans for program information and address registration.

Per MTC Section 5310 program guidelines, the region's Paratransit Coordinating Councils (PCC's) are responsible for evaluating and ranking Section 5310 applications submitted by social service agencies from within their respective Bay Area counties. As the PCC for Santa Clara County, the CTA is asked to appoint a Local Review Committee (LRC) to perform this responsibility.

DISCUSSION:

VTA staff will coordinate the local review process in Santa Clara County, and MTC staff will oversee the Section 5310 Program at the regional level in the San Francisco Bay Area. VTA staff will meet individually with Santa Clara County social service and public agencies as they prepare their applications. The meetings allow staff to provide consultative advice to applicants, outline letters of support that the applicants are required to request from VTA, provide guidance regarding required service coordination proposals, and arrange times for the applicants to meet with the LRC.

Attachment A lists the timelines and key dates for the Section 5310 program application and evaluation process. San Francisco Bay Area applicants are required to submit their final applications with the appropriate number of copies to MTC and their respective PCC's by **May 20, 2009**.

Any CTA member may serve on the LRC. However, members may not serve on the LRC if they are employed by an agency that is preparing to submit an application. Each CTA member selected to serve on the LRC will be required to file a Statement of Economic Interest (California Fair Political Practices Commission Form 700) with VTA's Board Secretary. VTA will submit the names of members serving on the LRC to MTC by April 10, 2009.

The LRC will meet to evaluate and rank the applications, using scoring criteria developed by Caltrans and the California Transportation Commission (CTC), on May 26, and if needed on May 27, 2009.

The following is the scoring criteria that will be used to evaluate Section 5310 project proposals:

Criteria

Ability of Applicant, 32 Points

Coordinated Planning, 12 Points

Coordinated Use of Vehicles/Equipment, 6 Points

Transportation Service (Replacement, Service Expansion, or Other Equipment), 20 Points

Service Effectiveness, 30 Points

Total Points available to evaluate FTA Section 5310 Project Applications, 100

Section 5310 project proposals must be derived from a community focused social service transportation coordination plan. MTC published its Coordinated Public Transit Human Services Transportation Plan in December 2007 for use as a resource for Section 5310 applicants as they derive the coordination aspects of their project proposal requests. This Plan can be found at MTC's website at:

<http://www.mtc.ca.gov/planning/pths/>.

In past years, two days have been required for the LRC to review and rank Section 5310 applications. After the LRC has completed its ranking of the Section 5310 applications, VTA's General Manager will submit the LRC's recommended list of ranked Section 5310 applications to the MTC by June 10, 2009. Staff plans to report the results of the May 2009 LRC application evaluation meetings to the CTA in July 2009.

Over \$12.6 million is available to fund the federal share of Section 5310 projects within the state during the 2009 funding cycle.

In January 2009, the CTC adopted a \$13.2 million in FY 2008 program of projects for the FTA Section 5310 program. Of this amount, \$3.3 million was awarded to Bay Area nonprofit organizations and public agencies to purchase transit capital equipment for seniors and persons with disabilities. Of this \$3.3 million, \$653,351 was identified to support the federal share of 13 Santa Clara County 2008 Cycle Section 5310 projects as shown on Attachment B.

ALTERNATIVES:

The CTA could choose not to appoint a LRC and allow staff to review the applications that are received administratively.

FISCAL IMPACT:

Prepared by: David Ledwitz

Attachment A
FTA Section 5310 FY 2009 Funding Cycle
Application Process and Timeline

Activity	Tentative 2009 Date
Caltrans releases call for projects	March 12
Caltrans makes application forms available for web download at: http://www.dot.ca.gov/hq/MassTrans/5310.html	March 12
Section 5310 planning meeting at MetroCenter hosted by MTC staff with each county's Paratransit Coordinating Council (PCC)	March 16
MTC mails program announcements to Bay Area stakeholders	March 18
Caltrans provides application workshops at various locations: At MTC offices in Oakland: April 14, 2009	April – May
If requesting pre-review assistance, applicants submit draft applications to MTC and/or to PCCs (optional)	Mid-May
Final applications due to County PCCs and MTC	May 20
PCCs transmit county scores to MTC	June 10
MTC compiles scores and mails regional rankings to PCCs	June 12
Applicants review scores and prepare appeals as necessary	June 15 – 18
Applicant appeals are due to MTC	June 19
MTC Open Forum – Applicant appeals	June 26
MTC Programming & Allocations Committee approval of regional rankings and referral to MTC Commission for adoption	July 8

Activity	Tentative 2009 Date
MTC Commission adoption of regional rankings	July 22
MTC transmits adopted regional priorities to Caltrans	Sept. 4
Caltrans notifies region of Draft Statewide Scores	TBD
MTC notifies PCCs of score changes; discuss with applicants and Caltrans	TBD
Caltrans staff level conference for appeals of statewide scores	TBD
CTC approves final Section 5310 scores and adopts program	TBD

Attachment B
 Santa Clara County's FY 2008 Federal Transit Administration Section 5310 Program List of Project Applications,
 Local Review Committee Scores and Final State Project Score

AGENCY	PROJECT APPLICATION	TOTAL PROJECT COST	LOCAL REVIEW COMMITTEE SCORE	FINAL STATE PROJECT SCORE
Outreach	Medium Bus	\$58,000	98	100
Outreach	Medium Bus	\$58,000	98	100
Outreach	Medium Bus	\$58,000	98	100
Outreach	Medium Bus	\$58,000	98	100
Outreach	Medium Bus	\$58,000	98	100
Outreach	Medium Bus	\$58,000	98	100
Outreach	Medium Bus	\$58,000	98	100
Outreach	Medium Bus	\$58,000	98	100
Outreach	Medium Bus	\$58,000	98	100
Outreach	Medium Bus	\$58,000	98	100
Outreach	Medium Bus	\$58,000	98	100
Outreach	Medium Bus	\$58,000	98	100
PACE	Replacement MiniVan IV	\$42,000	93	90
PACE	Replacement MiniVan IV	\$42,000	93	Not scored
PACE	Replacement MiniVan IV	\$42,000	79	Not scored
PACE	Service Expansion Mod Van V	\$50,000	73	Not scored
Achieve	Service Expansion MiniVan IV	\$42,000	72	Not scored
Achieve	Service Expansion MiniVan IV	\$42,000	72	Not scored
Achieve	Service Expansion MiniVan IV	\$42,000	68	Not scored

Total Project Costs: \$998,000

Section 5310 Funds Requested: \$883,529

Section 5310 Funds Received: \$653,351



Date: March 25, 2009
 Current Meeting: April 8, 2009
 Board Meeting: N/A

BOARD MEMORANDUM

TO: Santa Clara Valley Transportation Authority
 Committee for Transit Accessibility

THROUGH: General Manager, Michael T. Burns

FROM: Chief Financial Officer, Joseph T. Smith

SUBJECT: Advanced Farebox System Update

FOR INFORMATION ONLY

BACKGROUND:

VTA's bus fareboxes are 20 years old and need to be replaced. Both the hardware and software are obsolete and difficult to maintain including availability of key parts for the back office systems. The fareboxes are not designed to handle today's fare structures and do not provide accurate data needed for service analysis or revenue accountability. Last year, with support from Booz Allen Hamilton, VTA undertook a study to determine needs for new fareboxes and associated equipment, to be known as the Advanced Farebox System (AFS). As part of this study staff made a presentation to and solicited input from Committee members at the June 11, 2008 CTA meeting. The Committee requested to be kept informed of the status of the project as it progressed.

DISCUSSION:

When the AFS project was discussed with CTA, staff was still considering whether to buy new fareboxes or to just "refurbish" the current fareboxes. Committee members expressed a particular concern that the farebox allow maximum possible clearance for mobility devices in the vestibule of the bus. We understand that this clearance is a critical factor for maintaining accessibility of VTA coaches for persons using these devices. Based on this input, as well as several other key factors, VTA has determined that a "refurbish" option will not meet VTA's needs and therefore is now focusing on acquiring new fareboxes.

There are only three or four manufacturers offering fareboxes in the United States, and they mostly offer the same features in fairly similar packages. Our options will be limited to the current offerings available in the marketplace, however, we expect the fareboxes will be ADA compliant. The biggest differences from our existing fareboxes are the ability to read or "validate" coins and currency, to accept electronic fare media, a marginally smaller footprint, and greatly improved data capture and reporting capabilities. VTA also expects significantly improved reliability from new equipment.

VTA is now preparing to issue a Request for Proposals (RFP) to select a vendor to supply fareboxes for all our buses. We are targeting to release the RFP this spring, to review proposals this summer, and to award a contract by the end of the calendar year.

Reviewed and verified by: Ali Hudda, Deputy Director of Accounting

Prepared By: David Sausjord, Revenue Services Manager



Date: March 27, 2009
 Current Meeting: April 8, 2009
 Board Meeting: N/A

BOARD MEMORANDUM

TO: Santa Clara Valley Transportation Authority
 Committee for Transit Accessibility

THROUGH: General Manager, Michael T. Burns

FROM: Chief External Affairs Officer, Greta Helm

SUBJECT: CTA Advisory Committee Enhancement (ACE) Subcommittee Report

Policy-Related Action: No

Government Code Section 84308 Applies: No

ACTION ITEM

RECOMMENDATION:

Receive an update from and provide direction to the CTA Advisory Committee Enhancement (ACE) Subcommittee members on strategies to achieve the Task Force priorities.

BACKGROUND:

Included on every advisory committee agenda for the duration of the Advisory Committee Enhancement (ACE) process is a verbal report from the respective committee's ACE Subcommittee. This item ensures the opportunity for Subcommittee members to apprise their fellow members on the committee on the discussion, decisions, and progress made during Task Force meetings. It also provides the opportunity for the Subcommittee members to express their observations, achievements and concerns to the full committee and to receive feedback and direction from it.

FISCAL IMPACT:

There is no direct fiscal impact known at this time.

Prepared by: Stephen Flynn, Sr. Management Analyst



Date: March 25, 2009
 Current Meeting: April 8, 2009
 Board Meeting: N/A

BOARD MEMORANDUM

TO: Santa Clara Valley Transportation Authority
 Committee for Transit Accessibility

THROUGH: General Manager, Michael T. Burns

FROM: Chief External Affairs Officer, Greta Helm

SUBJECT: CTA Requested Amendments to the Provisional CTA Mission Statement

Policy-Related Action: Yes

Government Code Section 84308 Applies: No

ACTION ITEM

RECOMMENDATION:

Consider amending the provisional Committee for Transit Accessibility (CTA) Mission Statement to include the indicated modifications requested by CTA members subsequent to CTA adoption of the provisional Mission Statement.

BACKGROUND:

The *Advisory Committee Enhancement (ACE)* process was implemented in August 2008 to engage the members of VTA's five advisory committees in developing recommendations for improving the advisory committee process for providing input to the Board. Recommendations resulting from the ACE process require Board of Director approval to be enacted.

One of the goals of the ACE process is to have each committee develop a committee mission statement. An effective mission statement clearly and concisely articulates the committee's role and purpose within the organization, its relationship and responsibilities to the governing board, and its alignment with the organization's vision and mission statements.

The CTA established its ACE Subcommittee to that a small number of members discuss, analyze and develop proposals for consideration by the full CTA. The CTA Subcommittee is comprised of Chairperson Aaron Morrow, First Vice Chair David Julian, and CTA members Emma Eljas, Barbara Stahl, and ex-officio member Katie Heatley. At its December 10, 2008 meeting, the full CTA adopted the following provisional CTA mission statement developed by the CTA ACE Subcommittee:

MISSION:

The Committee for Transit Accessibility (CTA) advises the Board of Directors on equal access to public transportation and performs the functions of a paratransit coordinating council.

The CTA Mission Statement, as with the mission statements developed by VTA's other advisory committees, is "provisional", meaning it is a working draft subject to modification until reviewed and adopted by the Board of Directors as part of the committee's bylaws.

A provisional mission statement approved by the respective advisory committee is necessary to convey each committee's vision and understanding of its role, responsibilities, expertise and place in the overall VTA advisory committee process. This is especially important for the current phase of the ACE process, the Task Force, which is a joint meeting of the subcommittee members and VTA staff to review the roles and responsibilities of all the advisory committees, individually and collectively, in a comprehensive manner.

Subsequent modifications, if any, to the provisional CTA Mission Statement recommended by the Task Force will be returned to the Committee for consideration. Ultimately, the final version of the each advisory committee's provisional mission statement will be forwarded to the Board of Directors for consideration of formal incorporation into each respective committee's bylaws.

DISCUSSION:

Following CTA's December 2008 adoption in of its provisional mission statement, member Connie Langford asked that the Committee consider adding "seniors" to the CTA Mission Statement. Based on this, the CTA asked its ACE Subcommittee to evaluate Ms. Langford's request, any related implications, and to develop a recommendation on the provisional CTA Mission Statement for consideration by the full CTA.

Attached for CTA consideration are the amendments to the provisional CTA Mission Statement recommended by the CTA ACE Subcommittee (additions are shown underlined and deletions in strikeout):

MISSION:

The Committee for Transit Accessibility (CTA) advises the Board of Directors and staff on transportation options and all matters under VTA's purview pertaining to equal access, accessibility, availability, and affordability to public transportation to meet the mobility needs for individuals with disabilities, seniors, and economically disadvantaged persons.
~~and performs the functions of a paratransit coordinating council.~~

If adopted by the CTA, the revised provisional CTA Mission Statement would read as follows:

MISSION:

The Committee for Transit Accessibility (CTA) advises the Board of Directors and staff on transportation options and all matters under VTA's purview pertaining to equal access, accessibility, availability, and affordability to public transportation to meet the mobility needs for individuals with disabilities, seniors, and economically disadvantaged persons

All provisional mission statements are recommendations only until adopted by the VTA Board of Directors.

ALTERNATIVES:

The Committee could choose to not modify the provisional CTA Mission Statement, having it remain as adopted by the Committee at its December meeting. The Committee could also make additional modifications or to return it to the CTA ACE Subcommittee for further development.

FISCAL IMPACT:

There is no fiscal impact associated with amending the provisional CTA Mission Statement.

Prepared by: Stephen Flynn, Sr. Management Analyst



Date: April 1, 2009
 Current Meeting: April 8, 2009
 Board Meeting: N/A

BOARD MEMORANDUM

TO: Santa Clara Valley Transportation Authority
 Committee for Transit Accessibility

THROUGH: General Manager, Michael T. Burns

FROM: Chief External Affairs Officer, Greta Helm

SUBJECT: Advisory Committee Enhancement Update: April

FOR INFORMATION ONLY

BACKGROUND:

VTA's Board and management value the counsel and perspective they receive from the five advisory committees to help inform policy development, planning, and decision making.

VTA's five advisory committees are: Bicycle & Pedestrian (BPAC); Committee for Transit Accessibility (CTA); Citizens Advisory (CAC); Policy Advisory (PAC); and Technical Advisory (TAC).

The *Advisory Committee Enhancement (ACE)* process was initiated by VTA General Manager Michael Burns in August 2008 to engage advisory committee members in the development of recommendations for improving the advisory committee process of providing input and advice to management and the Board of Directors.

The ACE process is being led by VTA's Public Information Officer, Jennie Loft, assisted by project manager Stephen Flynn. Among the goals of the process are each advisory committee:

- Reviewing its role, responsibilities, and limitations as defined by the Board adopted bylaws, and how it can provide input as an advisory body to help VTA achieve the outcomes described in the VTA Vision and Mission statements.
- Examining its primary focus and area of expertise in relation to the other advisory committees to identify overlap and duplication and potentially underserved areas.
- Exploring ways of providing effective input to the Board while minimizing the associated resources required.

DISCUSSION:

As one of the initial steps in the ACE process, each advisory committee established an ACE subcommittee, comprised of three committee members except CTA, which has five. The purpose of the subcommittee was to perform the tasks the committee determines to be necessary for successful completion of the process but at a time other than the committee meeting. This included drafting a provisional mission statement and reviewing the duties and responsibilities section of their respective bylaws.

All five subcommittees previously developed a draft mission statement, which was adopted by the respective advisory committee. These mission statements are “**provisional**”, meaning it is a working draft subject to modification until reviewed and adopted by the Board of Directors as part of the committee’s bylaws. However, CTA recently requested modifications to its provisional mission statement, which will be considered by that committee at its April 8, 2009 meeting.

The ACE process is currently in the Task Force phase. The Task Force is a joint meeting of the subcommittee members and VTA staff to review the roles and responsibilities of all the advisory committees, individually and collectively, in a comprehensive manner. The purpose is to develop recommendations to more clearly define individual committee responsibilities, identify overlap and duplication, consider underserved areas, and discuss options to maximize the contribution each committee can make to the VTA Board process.

At the first Task Force meeting, Task Force participants asked that VTA Board Chairperson Dolly Sandoval appoint a member of the board to chair the task force committee. Chairperson Sandoval considered this request, and decided her preference was instead to appoint a professional facilitator to guide the group for the next two meetings. Based on this, professional facilitator Carmen Clark was retained to facilitate the February and March meetings.

The second ACE Task Force meeting was held on February 25, 2009. Ms Clark led the Task Force in reviewing and discussing:

- The scope of the ACE process including reviewing excerpts from the VTA Organizational & Financial Assessment (HayGroup report) and the California Bureau of State Audit (BSA) report.
- Best practices used by effective and successful committees and participants experiences with effective advisory committees.

The group was given assignments to complete by the next meeting:

- Read the booklet *Advisory Councils* that was provided to all Task Force members.
- Keeping the principals stated in *Advisory Councils* in mind, each member was to review the list of ideas on the *Items for Discussion* handout, prioritize their top 6, and identify any items to be removed from future consideration.

The next (third) Task force meeting is being held on Wednesday, March 25 at 11:30 a.m. The main items on the agenda are:

- Identify and discuss key points from *Advisory Councils*
- Discuss each member’s 6 most important items and those to be removed from the *Items*

for Discussion list

In response to a request from the CTA, all Task Force materials, including agendas and meeting summaries, are now available on VTA's website for review by advisory committee members. The only exception to this is the publication *Advisory Councils*, which is copyright protected. The Task Force materials are available at: http://www.vta.org/inside/boards/ace_index.html . In addition, attached for the convenience of CTA members are all materials from the first three Task Force meetings.

Periodic updates on the Task Force progress will be provided to the Administration and Finance (A&F) standing committee for their information and consideration. If any changes to Advisory committee bylaws are recommended by the Task Force or A&F, a vote of the Board of Directors is needed for their approval.

All advisory committees will continue to receive regular updates by their subcommittee members, as well as by the ACE process facilitators, on the discussion, decisions, and progress made during Task Force meetings.

Prepared By: Stephen Flynn, Sr. Management Analyst



**Advisory Committee Enhancement (ACE) Task Force
January 29, 2009 meeting
5:00 p.m. – 6:00 p.m.
VTA River Oaks Conference Room B-104**

Agenda

1. Introductions: (Jennie Loft, VTA Public Information Officer/All)
2. Welcoming remarks: (Greta Helm, VTA Chief of External Affairs)
 - Overview of ACE Process
 - Goals
 - Logistics for first Task Force Meeting
3. Meeting Facilitation: (Jennie Loft)
 - Discuss request for appointment of Chair/Co-chair
 - Discuss request to modify the agenda
4. EXERCISE: Alignment exercise based on Standing Committee Areas of Responsibility (Greta Helm)
5. EXERCISE: Review Items from Board Consolidated Work Plan for Opportunities for Joint Advisory Committee Meetings (Deborah Harrington, VTA Board Secretary, and Stephen Flynn, VTA Senior Management Analyst)
6. Next steps (Jennie Loft/all)
 - Determine date of next Task Force meeting to discuss ideas derived from Advisory Committee Enhancement process subcommittees

**Advisory Committee Enhancement (ACE) Process
Task Force Meeting: January 29, 2009**

The following is a brief summary of the results of the first Advisory Committee Enhancement (ACE) Process Task Force meeting held on January 29, 2009.

The Advisory Committee Enhancement Process Task Force met on Jan. 29, 2009 from 5 p.m. to 6 p.m.

Attendance

Larry Saltman, Katie Heatley - Committee for Transit Accessibility (CTA)

Don Dey - Technical Advisory Committee (TAC)

Margaret Abe-Koga, Chris Moylan - Policy Advisory Committee (PAC)

Charlotte Powers, Norman Kline, Bob Jacobvitz - Citizens Advisory Committee (CAC)

Jim Stallman, David Simons, Herman Wadler - Bicycle and Pedestrian Advisory Committee (BPAC)

Greta Helm, Ann Carey, Deborah Harrington, Stephen Flynn, Jennie Loft - VTA Staff

- Member Kline had requested via e-mail to have a chair/co-chair for the Advisory Committee Enhancement Process Task Force. This item was placed on the Task Force agenda. The Task Force discussed the roles of the chair/co-chair and facilitator.

RESULT: The Task Force asked that the VTA Board Chair appoint a member of the board to chair the committee. If there is no representation from the VTA Board, it was suggested that at the next meeting, the Task Force will select a chair/co-chair from its members.

- The group discussed some of the issues facing the Advisory Committees including: lack of communication, lack of acknowledgement of work, and expertise under utilized.
- The Task Force did not perform the two exercises on the agenda since there were questions about the definition of the problem (i.e., improve the effectiveness of the Advisory Committees). Member Kline requested for further information to identify the problems that the Task Force is asked to solve.

RESULT: VTA staff will provide the HayGroup Report and the California Bureau of State Audits (BSA) Report, highlighting the advisory committee improvement sections. VTA will provide information at the next Task Force meeting regarding the scope of work for the Advisory Committee Enhancement process.

Next Meeting Date: Wednesday, February 25, 2009 at 11:30 a.m. to 1 p.m. at VTA River Oaks campus. Lunch will be provided.



To: Advisory Committee Enhancement (ACE) Task Force Members

Re: Advisory Committee Enhancement Process

Date: February 19, 2009

Dear ACE Task Force participant:

On behalf of the entire Board, I would like to thank you for your time and thoughtful participation in the Advisory Committee Enhancement (ACE) Process. As you know, this process was launched by VTA's General Manager, Michael Burns, in August 2008, to solicit committee input on steps that could be taken to improve the effectiveness of the advisory committees. It was initiated in response to findings in the VTA organizational assessment from 2007, as well as the California Bureau of State Audit (BSA) report of 2008, that suggested VTA and the Board should consider taking action to demonstrate they value the expertise of advisory committee members, and to ensure that committees are engaged and involved early in the policy development process.

Last month, VTA's Administration and Finance (A&F) Committee received an update on the progress that has been made in the ACE process. As I understand it, committees have drafted mission statements and reviewed their bylaws to gain greater focus and ensure alignment with VTA's new Vision, Mission, and Values. I commend you all for the work you have done so far, and look forward to future updates.

When talking about future projects, whether they are the proposed Bus Rapid Transit changes, future light rail lines, SVRT or better aligned paratransit and bus services, the board will rely on information coming from the Advisory Committees and our staff. Our ridership and the voters of Santa Clara County depend on us to make the best decisions with the best information we have. Challenges and opportunities abound, and working as a team, we will chart the best course.

The ACE Task Force meetings are an important step in making our work count. It was insightful to meet with some of you last Thursday during the Chairs/Vice-chairs meeting. One take-away I left with is to let you, advisory committee members, know how your advice impacts the decisions of the Board of Directors. I appreciate learning that and will do my best to communicate back to your committees.

In regards to the ACE Task Force, please let me clarify how I envision the structure and charge of the group. I've been asked to appoint a chair to lead these meetings, specifically, I was asked to appoint a VTA Board member as chair. Rather than take either of those two options, I have asked VTA to retain the services of Carmen Clark, a professional facilitator with Carmen Clark Consulting. Carmen's expertise includes the type of defining work the task force will engage in as the next step in the ACE process. She will guide the initial task force discussions that will help provide clarity and focus necessary so that you will be able to develop further recommendations on enhancing the advisory committees' effectiveness. After Ms. Clark has worked with the task force to focus the discussion, Jennie Loft and Stephen Flynn will continue to facilitate the ACE process.

A second important item raised last week was that the advisory committees are interested in hearing from Sam or I on how we think the advisory committees could be more effective. I believe at this time we do not want to prejudice your thinking, but, rather, we encourage you to brainstorm your thoughts and evaluate them based on best practices and practical constraints. I know the Administration and Finance committee looks forward to reviewing your recommendations at their May meeting. After A&F has had the opportunity to review your proposals, it will determine the next step in the process, which depending on the situation, may include submitting one or more of the recommendations to the board, asking the task force for clarification, seeking a management response, etc.

One additional request brought up at our meeting last week with the committee chairs, was for Sam and/or me to attend the ACE taskforce meetings. Unfortunately, due to my teaching schedule, I am unable to attend a meeting that ends by 1 pm. Sam has a conflict for next Wednesday. Nevertheless, we both would like to attend a future meeting. Perhaps one of your future meetings could shift hours so we can attend.

I want to assure you that the Board and VTA have taken to heart the concerns expressed by the Advisory Committee members. Concrete steps have been taken to begin to respond to those concerns, such as having a standing report from CAC and PAC at the Board meeting, and creating a consolidated workplan to show the flow of policy proposals as well as routine business through the various level of committees up to the board. We know there is more that can be done to improve the process and look forward to hearing your collective input on this important matter.

Sincerely,

Dolly Sandoval
VTA Board Chair



**Advisory Committee Enhancement (ACE) Task Force
February 25, 2009 meeting
11:30 a.m. – 1:00 p.m.
VTA River Oaks Conference Room B-104**

Agenda

1. Introductions: (Jennie Loft, VTA Public Information Officer/All) [11:30]
2. Review scope of ACE process: (Carmen Clark, Facilitator) [11:35]
3. Review Items for Discussion list (Carmen Clark) [11:45]
4. Review and discuss advisory committee best practices: (Carmen Clark) [12:00]
5. Next steps (Carmen Clark/all) [12:45]
 - Homework assignment
 - Determine date of next Task Force meeting

Advisory Committee Recommendations:

1. Organizational Assessment Report:
 - Develop mission statements for each advisory committee with goals/objectives that align with VTA mission/vision/values
 - Reduce the overlap between committees; if more than one select lead
 - Involve committees early in the process
 - Don't take all items to all committees; focus on areas of responsibility/expertise
 - Reduce the number of committees; merge TAC and PAC
 - Review the bylaws to be sure they reflect current mission/duties
 - Develop annual workplan
 - Offer orientation for new members

2. Bureau of State Audits Report:
 - Reassess/restate the purpose/roles of the committees
 - Develop work plans that involve committees early in process and tap expertise/focused areas of responsibility
 - Provide citizens with an opportunity to address board similar to PAC

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B. VTA Governance Does Not Operate as Designed

Current Board Structure. The Congestion Management Agency's ("CMA's") governance structure served as VTA's governance model. The structure was designed to provide Santa Clara County and the cities within the county with an opportunity to participate in VTA's governance. Enabling legislation establishes VTA's Board as "...the legislative body of the district" that "shall determine all questions of district policy." The Board has broad powers as a public transit agency and as the CMA. These include the power to construct, improve and/or operate transit and paratransit services, state and county highways, roads, streets, bicycle, and transportation facilities.

The Board consists of twelve voting members who are appointed for two year terms by their respective appointing agencies from the county and cities. The Chair and Vice Chair serve one year terms and are elected by VTA's Board.


Standing Committees. VTA has three Standing Committees that serve as Board advisors on policy matters within their assigned areas of responsibility and other matters referred to them by the GM or Board Chair. The Standing Committees are specified in its Administrative Code and can be changed by the Board as appropriate. VTA's Standing Committees are:

- Administration and Finance Committee: pertaining to VTA's financial management and general administration;
- Transit Planning and Operations Committee: pertaining to VTA's transit planning, capital projects, transit operations, and marketing; and
- CMP and Planning Committee: pertaining to congestion management program and development of countywide transportation plans.

Advisory Committees. The Board has also established five Advisory Committees that provide advice to the Board on policy issues referred to the Committee either by the Board or the GM. These Advisory Committees also facilitate communications between the community, other agencies, and VTA, to build necessary consensus for policy decisions. Like the Standing Committees, the Advisory Committees are specified in the Administrative Code and can be changed by the Board as appropriate. VTA's Advisory Committees are:

- Policy Advisory Committee: advise on policy issues (unlike the other Advisory Committees, members of this Committee are elected officials);
- Technical Advisory Committee: advise on major policy and technical issues related to VTA projects and programs;
- Citizens Advisory Committee: advise on policy issues from a citizen's perspective, including community interests, business and labor groups, and city and county groupings, and serves as Measure A watchdog;





Use Advisory Committees to Inform Board Decisions. While the duties of each Advisory Committee are described in the Administrative Code, Hay did not find that the Committees have clearly articulated missions, goals and objectives. As a result, the Advisory Committees are not well aligned with VTA's mission. There is also a significant degree of overlap in the Advisory Committees' activities and work plans.

Hay found that these Committees do not have an opportunity to consider policies and plans in the early stages of their development. Early stage participation by these Committees would enable them to provide meaningful input and could help facilitate the development of a consensus on issues, so that true regional solutions can evolve. More often than not, staff presentations are made to the Advisory Committees only when a proposal has been fully developed and is planned for recommendation to the Board in an upcoming meeting. In these cases, the Advisory Committee action is to report to the Board that the staff report was accepted. The Advisory Committees have generally not been in a position to provide meaningful, regionally based policy guidance to the Board based on their own input, agreements and discussions.

Need to Embrace Fiduciary Responsibilities and Obligations. VTA's Board has a fiduciary responsibility to ensure that VTA remains financially sound and that its assets are appropriately protected. It is the responsibility of each Board member to understand the complete financial consequences of policy proposals for VTA's mission, financial condition, expenditures, and reserves. While the Board's fiduciary responsibility is clear in principle, VTA has not consistently taken actions to adhere to this responsibility.

- Making decisions where local interests take priority over VTA and the region's needs. The Board has approved capital projects and transit service plans that were political solutions to address the needs of local jurisdictions at the expense of the region's transportation needs. As a result, VTA has built transportation systems and has transit service plans that have low ridership and are expensive to operate and maintain.
- Making Decisions Without Adequate Financial Information. The Board members have reported that they have made significant financial decisions without being fully informed of their short and long term consequences for VTA's financial condition, reserves, or expenditures. Board members repeatedly expressed frustration that reports, recommendations, and information provided by VTA staff have not clearly and concisely presented the full current and future financial impact of policy proposals and alternatives. Many Board members have also expressed that VTA's Board package is not designed for ease of use when preparing for upcoming meetings (this is particularly an issue for Directors who do not have full time staff support).



- Review and adopt business policy at VTA (near term policy issues include the Transit Sustainability Policy, COA, Financial Policy to assure sustainability, Policy for Measure A Revenue/Expenditure Planning and Project Prioritization, and the Commercial Development Program);
- Review and approve changes to the Administrative Code to reflect changes in governance structure such as appointment of the GM to the Board, changes in Standing and Advisory Committees, changes in oath of office, etc.; and
- Provide oversight of VTA's financial management, policies, controls, practices, and financial statement disclosures.

Revalidate the Board's Role in VTA Policy Making. It is imperative that the Board engage its Standing and Advisory Committees to provide input into policy decisions for the benefit of regional stakeholders. The Board should remain focused on establishing general policies and charge the GM with responsibilities for developing initiatives and actions consistent with Board policy. The Board, in turn, will be able to evaluate whether the organization's programs are consistent with Board policy and whether the desired outcomes were achieved.

Revisit the Board Standing Committee Structure in 2008. As previously noted, Hay believes that the Standing Committee structure could be effective under good governance practices. However, we recommend that the Board revisit the Standing Committees' effectiveness during fiscal year 2008 as part of the annual Board self evaluation, and make any adjustments deemed necessary.

Reduce the Number of Advisory Committees. VTA should develop and evaluate a plan to incorporate the duties of the Technical Advisory Committee into the mission and responsibilities of the Policy Advisory Committee. VTA should also consider revising the membership so that elected officials would continue to serve as Committee members but designate the alternate position to be filled by the senior professional in the jurisdiction (City Manager). This approach would help ensure that the Policy Advisory Committee members have the benefit of business and/or technical analysis conducted by professional staff in their jurisdiction for the policy matters that they consider.

Change the Oath of Office to Require a Regional Focus. The GM and Board Chair should reach out to appointing authorities to educate them about the requirements of enabling legislation for their respective appointments to the Board. To serve the region and the jurisdiction effectively, VTA should consider changing its Oath of Office for the Board to include commitments to: (1) avoid the appearance of conflict; and (2) take a regional perspective when making policy decisions.

Conduct of Board and Committee Meetings. VTA's Board meetings need to be conducted in a collegial and professional manner, with a focus on pre-established agenda items set forth in Committee work plans that are mutually



developed by the Board and Committee Chairs. Items for Board action should first be reviewed and recommended by the appropriate Advisory Committee and then by the appropriate Standing Committee. The practice of having all items reviewed by all committees should be discontinued. Items that are recommended for approval to the Board by a Standing Committee should be reported out and a motion made by the Chair of the Standing Committee. The item should not be presented at the Board meeting. The Board should continue to use the Consent Agenda for appropriate items. Board members should be able to request that individual items be removed from the Consent Agenda and considered by the Board. Items on the Consent Agenda should not be presented at the Board meeting.

Improve the Quality of Information that the Board Receives. VTA staff should revise the structure and content of the Board Package of materials. Staff should also develop a format and a review process that ensures meaningful, actionable policy recommendations and clear, concise supporting information, including short and long-term impacts on VTA's financial condition, expenditures, and reserves. The Board package should be designed to serve the needs of all Board members, including those Board members who do not have full time staff support.

B. Operate VTA Like a Business

VTA needs to operate more like a for profit business with a focus on financial viability and stability, while fulfilling its non profit regional transportation mission. In this way, VTA will enhance its ability to deliver the quantity and quality of regional transportation services in the most financially effective manner.

Establish Goals, Objectives and Performance Management Processes for the Executive Management Team. VTA should update the accountabilities for C-Level staff, taking special care to clearly define accountabilities for core leadership processes such as strategic planning, capital budgeting, and operations budgeting. In addition, interdependencies between the GM's role and the C-Level roles should be clearly defined. The GM and executive management team need to develop a new strategic business plan for the Agency. This new strategic business plan should be accompanied by goals that can be quantified and measured while at the same time tied to VTA's mission. Once the performance measures are established, a system should be developed which will allow for the integration of the organization's activities with the measures used to gauge their performance. These activities need to be managed to drive the results to the highest levels of performance.

VTA should ensure that it updates its executive performance management program to include communicating about performance, providing feedback, and holding executives accountable for their individual and collective impact. Performance metrics should consider measures that engage the interrelationships between VTA's strategy and its business/operational component.

Delegate Appropriate Authority, and Accountability. Hay recommends that VTA make substantial changes to its organizational structure to support the revised mission



Part 1 Organizational Review and Assessment
 A. Evaluation of VTA Performance

Page 2 of 7

The Vision Statement: The vision of the Santa Clara Valley Transportation Authority (VTA) is to provide a transportation system that allows anyone to go anywhere in the region easily and efficiently.

The Mission Statement: The mission of the Santa Clara Valley Transportation Authority (VTA) is to provide the public with a safe and efficient countywide transportation system. The system increases access and mobility, reduces congestion, improves the environment, and supports economic development, thereby enhancing quality of life.

This vision and mission which are very broad and seemingly expensive to achieve may have been appropriate in the economic environment of 1995. The Hay team recommends that the VTA Board of Directors gain a thorough understanding of the current and projected financial constraints and challenges facing VTA and develop a new vision and mission for the Agency for the next decade that can be accomplished within VTA's financial capacity.

Governance

As a first step in our assessment of the governance structure the Hay team reviewed and analyzed the VTA Enabling Legislation, the Administrative Code, and the By-Laws for each of the Advisory Committees. The team then conducted interviews with VTA Board Members, each of the Advisory Committee Chairs and a group of stakeholders. The Hay team has concluded that the governance structure currently in place has and can continue to serve VTA well. Conversations with current and recent board members and stakeholders, however, indicate that the board is facing a number of significant challenges that need to be addressed in order for the board to satisfy its responsibilities and function effectively as a regional decision-making body. Moreover, the Advisory Committees charged with supporting the Board of Directors have found their opportunity to help shape and recommend policy has been diminished and we did not find that they have a mission, with clear goals and objectives articulated. A detailed discussion of the Hay team's findings and recommendations for improving the effectiveness of VTA's governance structure can be found in a section of Part 1 entitled Review of VTA Governance Structure: Board of Directors, Advisory Committee Structure and Stakeholders.

Organization Structure

The analysis of VTA's organization structure was done at both the enterprise level as well as a detailed review of each division within the Agency. As a result of our analysis, the Hay team has determined that VTA's organization structure needs more clarity, focused accountability, and fiscal responsibility for all lines of business including: transit services, planning and congestion management, engineering and construction, management of capital projects including SVRT, fiscal resources, and administration. In addition, it is necessary to support the increasing criticality of an external focus for VTA leadership by reducing the General Manager's span of control and internal management requirements. The Hay team is recommending substantial changes to the organization



D. Review of VTA Governance Structure: Board, Advisory Committee Structure and Stakeholders

- An Audit Committee is not a standing committee of the Board. Most public sector agencies today, while not required to implement Sarbanes Oxley, are modifying their committee structure to include an Audit Committee to implement "the spirit" of this legislation as a means to satisfy the Board's fiduciary responsibilities.

Findings: Standing Committees

- The Standing Committees are specified in the Admin Code. VTA's Board appear to have the flexibility to define the Standing Committee structure. Changes to the structure can be made through changes in the Admin Code.
- The Standing Committee structure could be effective under good governance practices.
- Standing Committee activities should reflect their defined responsibilities. VTA currently has situations where "all items reviewed by all committees". For example, ideas are presented to all Committees to help predict the results of Board votes.

There is no Audit Committee, which could be organized as a Standing Committee of the Board.

Findings: Advisory Committee Structure

Provided that it has at least one Advisory Committee, VTA's Board has the flexibility to define its Advisory Committee structure. Changes to the structure can be made through changes in the Administrative Code.

From discussions with prior board members and stakeholders who were the original architects of the governance structure it is clear that the advisory committee structure was established to provide stakeholders with a forum to provide guidance to the Board as policy was being developed and considered. The history seems to indicate that this structure served the Board and VTA well during its early years as an organization. In more recent years, it appears as if the Advisory committees' opportunity to help shape and recommend policy to the Board has been diminished.

While the duties of each advisory committee are described in the Administrative Code and the By-laws of each Committee, we did not find that the Committees have a mission, with clear goals and objectives articulated. As a result we find that the committees are not well aligned with VTA's mission, goals and objectives. In addition, there is a significant degree of overlap in the activities and work-plans of the Committees. We find that the Committees do not have an opportunity to consider policy and plans in the early stages of their development so that they can provide meaningful input to the VTA staff and the Board. The opportunity for committees to participate in the review of policy in the early stages of development would also help to build consensus on issues as they are being developed so that true "regional" solutions could evolve. More often than not, presentations from staff are provided to the Advisory Committees only when they are fully developed and planned for recommendation to the Board in an upcoming cycle. In these cases, the Advisory committee's action is to "accept the report" from staff and



D. Review of VTA Governance Structure: Board, Advisory Committee Structure and Stakeholders

report to the Board that they reviewed and accepted the staff report on the item. In most cases the Advisory Committees are not in a position to provide meaningful policy guidance to the Board.

The Advisory Committee structure can provide the VTA Board with the benefits of an "historical perspective" and "institutional memory" on transportation issues that can often take many years to mature. Unlike the Board of Directors who serve two year terms and whose tenure on the Board can be shortened by term limits affecting their elected position, Advisory Committee members serve two years and may be appointed to successive terms (in the case of PAC, BPAC and CTA) or serve continuously until resignation or replacement by their respective appointing authorities (in the case of TAC and CAC). An effective Advisory Committee structure can also help the Board satisfy its responsibility for succession planning by serving as an effective structure in which to educate members on the intricacies of VTA's core businesses (Planning and Congestion Management, Engineering and Construction, and Transit Operations) and season elected official for future position on the Board of Directors.

Recommendations: Board of Directors and Standing Committees

The VTA Board of Directors should implement a program that will address the challenges currently facing the Board with the objective of improving their effectiveness as a regional policy board. The program should include the following elements:

- The General Manager should develop a work-plan for the Board Chair to focus the Board on its policy role and fiduciary responsibilities. Given VTA's current financial challenges, the need to make meaningful changes to its service plans and capital program priorities the Board should:
 - √ Review and approve VTA's Vision, Mission and Goals
 - √ Review and approve business policy at VTA (near term policy issues include the Transit Sustainability Policy, Comprehensive Operational Analysis, Financial Policy to assure sustainability, Policy for Measure A Revenue/Expenditure Planning and Project Prioritization, and the Commercial Development Program).
 - √ Review and approve required changes to the Administrative Code
 - √ Provide oversight of VTA's financial management, policies, controls, practices, and financial statement disclosures
- Establish an Audit Committee as a standing committee of the Board. Make a policy decision to implement the "spirit" of the Sarbanes Oxley legislation. Develop a charter that would require the Audit Committee to:
 - √ Approve and provide policy oversight for VTA's Audit Program



D. Review of VTA Governance Structure: Board, Advisory Committee Structure and Stakeholders

- Review and approve annual work-plans for the Board Advisory Committees.
- Consult directly with Board Advisory Committee Chairs on items requiring Board action.
- The General Manager and Board Chair should reach out to appointing authorities to educate them concerning the requirements of enabling legislation concerning their respective appointments to the Board. To serve the region and the jurisdiction effectively, candidates for the VTA Board should be available to serve a two year term, have knowledge and experience in transportation and have a "regional focus".
- The Board should appoint the General Manager as an "ex-officio, non voting member" of the VTA Board. This model, which has proven very effective in not-for-profit organizations and in private industry, will elevate and empower the General Manager as he works with regional stakeholders to represent the interests of VTA and its Board. Given the organizational and financial challenges facing VTA this recommendation together with the balance of the recommendations in this report is essential to VTA accomplishing its transformation and achieving its vision for a mature and financially sustainable organization.

Recommendations: Advisory Committee Structure

The VTA Board should approve the development and implementation of a program that will have the Advisory Committee structure serve the purpose for which it was originally intended - to provide stakeholders with a forum to provide meaningful and timely advice to the Board of Directors. This program should include the following elements:

- Develop a specific mission statement for each Advisory Committee that is aligned with VTA's mission, goals and objectives. Focus the responsibilities of each committee and avoid overlapping responsibilities. In the event of shared responsibilities between committees designate a committee as having the "lead responsibility".
- Reduce the number of Advisory Committees. Develop and evaluate a plan to incorporate the duties of the Technical Advisory Committee in to the mission and responsibilities of the Policy Advisory Committee. Consider revising the membership so that elected officials would continue to serve as Committee members but designate the alternate position to be filled by the senior professional in the jurisdiction (City Manager). This approach would ensure that the PAC members have the benefit of a business and/or technical analysis conducted by the professional staff in their jurisdiction for the policy matter they are considering.
- Revise each Committee's by-laws to reflect their new mission, responsibilities and duties.
- Develop an annual work-plan for each Advisory Committee. Each Advisory Committee's work-plan should include a review of items in the Committee's



D. Review of VTA Governance Structure: Board, Advisory Committee Structure and Stakeholders

specific area of responsibility that preview the policy matters that the Board will consider during the upcoming year. The work-plan schedule should ensure that the Committee has an opportunity to review and provide input to the item in the early stages of development and review the item in a final form with appropriate time to provide a timely recommendation to the Board. The Advisory Committee Chair should review the Committee's work-plan with the Board Chair and formally recommend the work-plan to the Board for approval.

- Define a process that would facilitate the use of the Advisory Committee structure as a forum to reach regional consensus.
- Develop an Orientation Program for each Advisory Committee that educates new members on the Committee's mission, goals, objectives and current year work-plan. Require attendance for incoming members.
- Revise the Board materials to include an Executive Summary of each item on the Agenda.



VTA Response to Specific State Audit Recommendations

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State Audit Recommendation #12: To demonstrate that it values the expertise of its advisory committees, VTA and its Board should take actions to ensure that advisory committees are involved in the development of policy solutions. Such actions should include the following: reassessing and stating the purpose and role of each advisory committee; creating work plans for advisory committees that ensure the committees have an opportunity to review and provide input on issues in the early stages of development; providing the citizens committee with an opportunity to address the Board at every meeting, similar to the opportunity provided to the policy committees.

VTA Response: VTA agrees that advisory committees should be involved in the development of policy solutions. We value the expertise, advice, and time they commit to improving our services. Although we believe that we prioritize efforts to engage the public in our planning, we took the findings of the Hay Group report to heart, and in recent months, have taken additional steps to improve the way that we strategically bring policy items to the Advisory committees for their consideration and input. VTA works extensively with the community and our Advisory committees to benefit from their insights, including planning our Bus Service Redesign which was successfully launched earlier this year, creating our countywide Bicycle and Pedestrian plan, developing the county's long range transportation plan VTP 2035, and improving our light rail and bus services to meet evolving accessibility needs of seniors and disabled passengers.

It is our opinion that the two recent initiatives selected for analysis, out of dozens of policy proposals that were initiated in the past two years, are not fully representative of how VTA uses our Advisory committees. Coincidentally, VTA had only just begun work on both initiatives at the time that the audit began this spring, and both were in very early stages of the policy development process. In addition, both the Governance and the Vision/Mission updates were initiatives where the primary direction was appropriately coming directly from the Board, with the various Advisory committees being asked for input when appropriate to their scope of responsibility, as defined in the committee bylaws. For example, the proposed modifications to the Vision/Mission statements were taken to all Advisory committees, and their input was incorporated into the proposals that are currently being considered by the standing committees and ultimately will be taken to the Board. In the case of the Governance issue, this proposal was taken to the Advisory committees which have this type of subject matter covered within their bylaws, and to all the other committees as informational background, to keep all informed about major developments in VTA.

In neither situation were the Advisory Committees given finished proposals that they had to either accept or reject in their entirety. With respect to the Governance proposal, the proposal was generated by the Governance Subcommittee of the Board. This proposal was vetted through an extensive review process. Advisory committee members are encouraged to provide their input and suggestions for the standing committees' and the Board's consideration, and their input is reported orally, in memos, through committee and staff reports, and in the respective committee minutes. That said, VTA has specific plans for continued improvement of the way our Advisory committees function as part of the policy development process, including creating a unified work plan that includes the Advisory committee work plans, revisiting the committee bylaws to strengthen and clarify statements

VTA Advisory Committee Enhancement (ACE) Process Items for Discussion

Revised: 2/23/09

Communication and Integration with Board of Directors

- (1) Add to Board memo advisory committee vote and major comments/concerns.
- (2) Conduct regular coordination meetings between Board chair/vice chair and advisory committee chairs/vice chairs.
- (3) Have results of Board actions on items considered by each advisory committee communicated to the respective committee.
- (4) CAC should have the same ability as PAC to bring up issues of concerns to the Board.
- (5) A joint meeting of all advisory committee chairpersons should held regularly to increase coordination and integration.
- (6) The Board should more fully utilize the expertise of the advisory committees by assigning special projects within their specialty area.
- (7) Hold one combined meeting of all advisory committees at the start of each year where the Board chair provides instructions and directions for the upcoming year.
- (8) The duties and responsibilities of each advisory committee should be aligned with those of the VTA Board of Directors.
- (9) PAC, TAC and CAC need to be provided longer lead time on items prior to meetings, especially those that may require city council or stakeholder group input or approval.
- (10) Advisory committees should have the ability to identify for Board of Director consideration future trends or potential areas of concern to the Board, Member Agencies or constituent groups.

Committee Structure

- (11) Place advisories into two categories based on their focus, expertise and the input they provide: (1) Technical Policy, consisting of BPAC, CTA and TAC; and (2) Public Policy, which would be CAC and PAC.
- (12) Hold combined meetings or workshops on major items of common interest to reduce number of individual presentations from staff. Examples include VTA Organizational & Financial Assessment, Bureau of State Audits report, biennial budget, governance, etc.
- (13) Combine CAC with PAC due to having the “same duties” and thus are redundant.
- (14) Provide for alternate members on CTA.
- (15) Institute term limits (except for CAC) to encourage new perspectives.
- (16) Stagger existing term expirations to provide for more consistent institutional knowledge.
- (17) Revise appointment process to encourage more active membership.
- (18) Review the role of the Paratransit Coordinating Council (PCC) and CTA.

- (19) Revised appointment process to require representative to live in city they represent.
- (20) Reduce number of members to make more manageable (especially CTA).
- (21) Have each committee focus on Boards items in their area of expertise or where they add the most value.
- (22) Establish primary work flow linkage between Standing Committee(s) and each advisory committee.
- (23) CAC: Chairs or vice chairs from CTA and BPAC serve as either voting or ex-officio members of CAC to provide “cross-pollination,” eliminate duplication and to provide a voice from those technical committees on policy items.
- (24) Eliminate the VTA ex-officio position on TAC due to being unnecessary and antiquated.
- (25) Make the BPAC a subcommittee of TAC.

Meeting Effectiveness

- (26) Change meeting time and/or date to improve work flow and increase cross-committee communication. For example, have the Technical Advisories (BPAC, CTA and TAC) meet earlier in the week (Monday or Tuesday) than the Policy Advisories (CAC and PAC). This will provide additional opportunity for TAC members to brief their respective PAC members.
- (27) Change meeting time and/or date to have the Policy Advisories (CAC and PAC) meet on the same day and the Technical Advisories (BPAC, CTA and TAC) also meet on the same day. This will increase the opportunity for shared presentations and/or combined meetings.
- (28) Conduct annual self assessment of advisories.
- (29) Conduct annual joint meeting for membership training.
- (30) Have staff provide fewer and shorter presentations.
- (31) Provide annual training/review for each committee on its mission, duties and responsibilities, and limitations.
- (32) Hold more workshops where item(s) can be studied and discussed in depth.
- (33) Provide annual training to chairs/vice chairs on meeting facilitation.
- (34) Place less important items on Consent Agenda to conserve meeting time for analysis of significant, controversial or urgent issues.

Other

- (35) Orientation on VTA’s and the respective advisory committee’s responsibilities should be provided to new advisory committee members.
- (36) Committees need to review and provide input to staff on items and issues in early development, not final completion, stage.

**Advisory Committee Enhancement (ACE) Process
Task Force Meeting: February 25, 2009**

Attendance

Larry Saltman, Katie Heatley - Committee for Transit Accessibility (CTA)
 Don Dey - Technical Advisory Committee (TAC)
 Chris Moylan - Policy Advisory Committee (PAC)
 Bob Jacobvitz - Citizens Advisory Committee (CAC)
 Jim Stallman, Herman Wadler - Bicycle and Pedestrian Advisory Committee (BPAC)
 Carmen Clark - Facilitator
 Greta Helm, Ann Carey, Deborah Harrington, Stephen Flynn, Jennie Loft - VTA Staff

The Advisory Committee Enhancement Process Task Force met on February 25, 2009.

The scope of the Advisory Committee Enhancement Process was discussed including reviewing excerpts from the VTA Organizational & Financial Assessment (HayGroup report) and the California Bureau of State Audit (BSA) report. We also talked about best practices used by effective and successful committees.

The group was given a booklet, *Advisory Councils*. The task to the group was to read the booklet, paying special attention to pages 7, 11, and 14. With that framework in mind, each member was asked to:

- Review the list of ideas on the “Items for Discussion” handout provided.
- Prioritize their top 6 out of the 36 items.
- Identify any items they felt should be removed from future consideration.
- Bring their top items back to the next meeting for discussion.

Next Meeting Date:

We did not set a date. However, at the first Task Force meeting there was generally agreement that the fourth week of the month worked well, since there were no VTA meetings during that period. Also, it has been requested that due to a scheduling conflict with a longstanding meeting that precludes several members from attending Wednesday Task Force meetings, consideration be given to holding future Task Force meetings at lunchtime Thursdays, instead of Wednesdays. Due to this, two possible dates for the next meeting are being offered for consideration (lunch will be provided in either case):

- Wednesday, March 25 from 11:30 a.m. to 1:00 p.m.
- Thursday, March 26 from 11:30 a.m. to 1:00 p.m.

Please indicate which date works best for you.

For the April meeting, we will ask the VTA Chair and Vice Chair to attend the Task Force meeting and will work around their respective schedules.



**Advisory Committee Enhancement (ACE) Task Force
March 25, 2009 meeting
11:30 a.m. – 1:00 p.m.
VTA River Oaks Conference Room B-104**

Agenda

1. Introductions: (Jennie Loft, VTA Public Information Officer/All) [11:30]
2. Identify and discuss key points from *Advisory Councils* (Carmen Clark, Facilitator) [11:35]
3. Discuss each member's 6 most important items and those to be removed from the *Items for Discussion* list (Carmen Clark) [11:50]
4. Next steps (Carmen Clark/all) [12:50]
 - Homework assignment
 - Determine date of next Task Force meeting

VTA Advisory Committee Enhancement (ACE) Process Items for Discussion

Revised: 2/23/09

Communication and Integration with Board of Directors

- (1) Add to Board memo advisory committee vote and major comments/concerns.
- (2) Conduct regular coordination meetings between Board chair/vice chair and advisory committee chairs/vice chairs.
- (3) Have results of Board actions on items considered by each advisory committee communicated to the respective committee.
- (4) CAC should have the same ability as PAC to bring up issues of concerns to the Board.
- (5) A joint meeting of all advisory committee chairpersons should held regularly to increase coordination and integration.
- (6) The Board should more fully utilize the expertise of the advisory committees by assigning special projects within their specialty area.
- (7) Hold one combined meeting of all advisory committees at the start of each year where the Board chair provides instructions and directions for the upcoming year.
- (8) The duties and responsibilities of each advisory committee should be aligned with those of the VTA Board of Directors.
- (9) PAC, TAC and CAC need to be provided longer lead time on items prior to meetings, especially those that may require city council or stakeholder group input or approval.
- (10) Advisory committees should have the ability to identify for Board of Director consideration future trends or potential areas of concern to the Board, Member Agencies or constituent groups.

Committee Structure

- (11) Place advisories into two categories based on their focus, expertise and the input they provide: (1) Technical Policy, consisting of BPAC, CTA and TAC; and (2) Public Policy, which would be CAC and PAC.
- (12) Hold combined meetings or workshops on major items of common interest to reduce number of individual presentations from staff. Examples include VTA Organizational & Financial Assessment, Bureau of State Audits report, biennial budget, governance, etc.
- (13) Combine CAC with PAC due to having the “same duties” and thus are redundant.
- (14) Provide for alternate members on CTA.
- (15) Institute term limits (except for CAC) to encourage new perspectives.
- (16) Stagger existing term expirations to provide for more consistent institutional knowledge.
- (17) Revise appointment process to encourage more active membership.
- (18) Review the role of the Paratransit Coordinating Council (PCC) and CTA.

- (19) Revised appointment process to require representative to live in city they represent.
- (20) Reduce number of members to make more manageable (especially CTA).
- (21) Have each committee focus on Boards items in their area of expertise or where they add the most value.
- (22) Establish primary work flow linkage between Standing Committee(s) and each advisory committee.
- (23) CAC: Chairs or vice chairs from CTA and BPAC serve as either voting or ex-officio members of CAC to provide “cross-pollination,” eliminate duplication and to provide a voice from those technical committees on policy items.
- (24) Eliminate the VTA ex-officio position on TAC due to being unnecessary and antiquated.
- (25) Make the BPAC a subcommittee of TAC.

Meeting Effectiveness

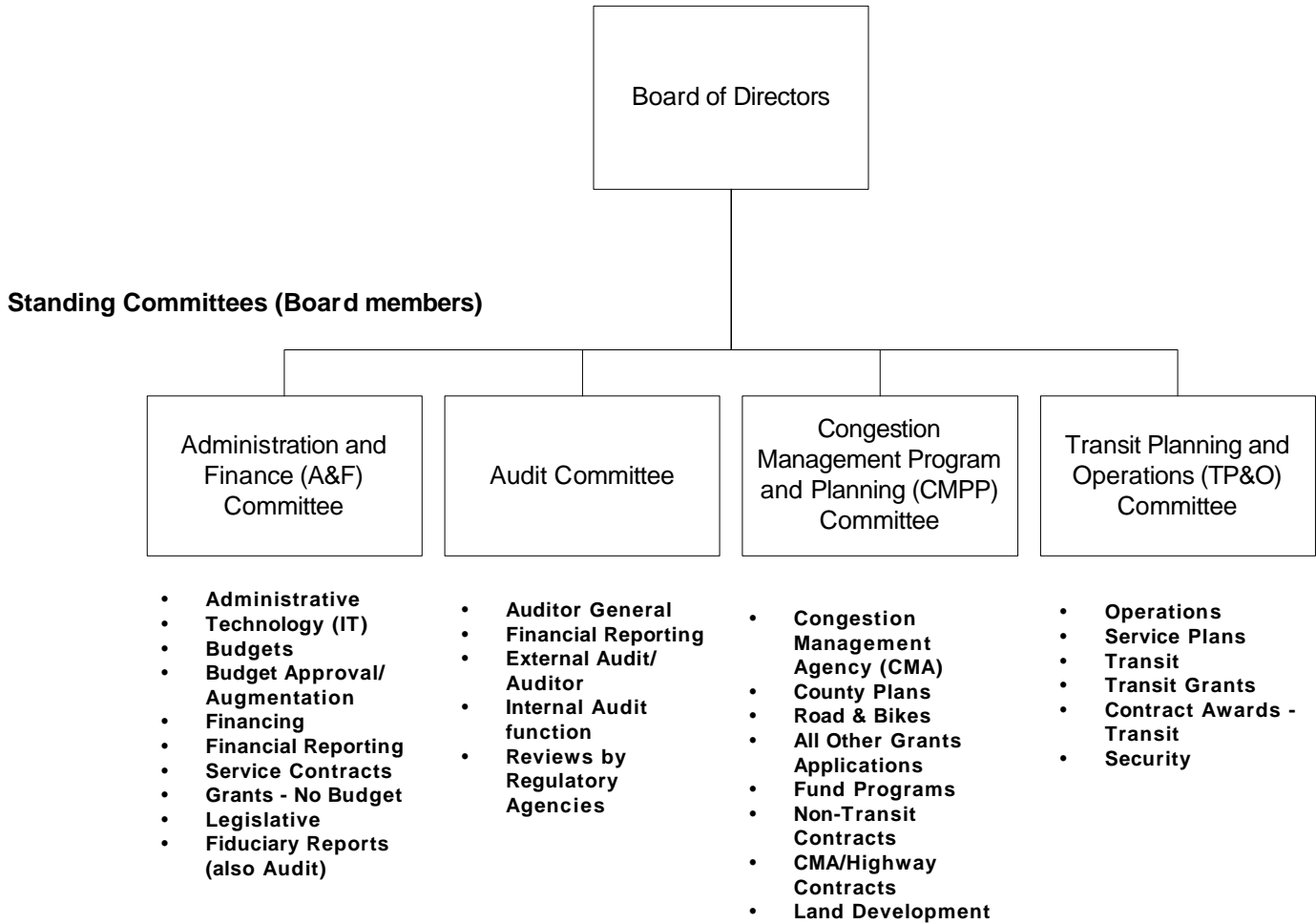
- (26) Change meeting time and/or date to improve work flow and increase cross-committee communication. For example, have the Technical Advisories (BPAC, CTA and TAC) meet earlier in the week (Monday or Tuesday) than the Policy Advisories (CAC and PAC). This will provide additional opportunity for TAC members to brief their respective PAC members.
- (27) Change meeting time and/or date to have the Policy Advisories (CAC and PAC) meet on the same day and the Technical Advisories (BPAC, CTA and TAC) also meet on the same day. This will increase the opportunity for shared presentations and/or combined meetings.
- (28) Conduct annual self assessment of advisories.
- (29) Conduct annual joint meeting for membership training.
- (30) Have staff provide fewer and shorter presentations.
- (31) Provide annual training/review for each committee on its mission, duties and responsibilities, and limitations.
- (32) Hold more workshops where item(s) can be studied and discussed in depth.
- (33) Provide annual training to chairs/vice chairs on meeting facilitation.
- (34) Place less important items on Consent Agenda to conserve meeting time for analysis of significant, controversial or urgent issues.

Other

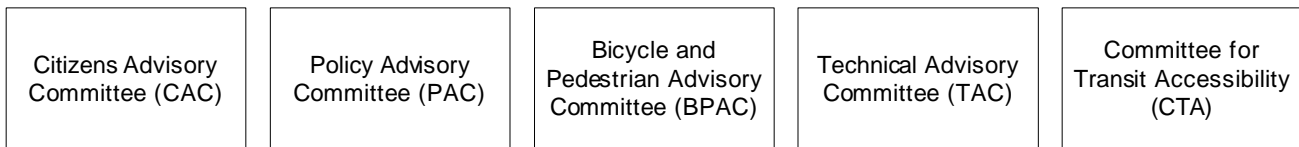
- (35) Orientation on VTA’s and the respective advisory committee’s responsibilities should be provided to new advisory committee members.
- (36) Committees need to review and provide input to staff on items and issues in early development, not final completion, stage.

VTA Committee Structure

December 2008



Advisory Committees (community stakeholders)





Date: March 25, 2009
Current Meeting: April 8, 2009
Board Meeting: N/A

BOARD MEMORANDUM

TO: Santa Clara Valley Transportation Authority
Committee for Transit Accessibility

THROUGH: General Manager, Michael T. Burns

FROM: Chief Operating Officer, Donald A. Smith Jr.

SUBJECT: Work Plan Update

FOR INFORMATION ONLY

BACKGROUND:

At its meeting of September 12, 2007, the CTA requested that the work plan be a standing item on the agenda. In January 2009, the work plan was streamlined to an at-a-glance format to provide a quick view of agenda items for the calendar year. All dates and items are subject to change.

DISCUSSION:

The following items have been updated or added to the work plan:

1. Revised Mission Statement was moved to April 2009
2. Fare Box Status Report was scheduled for April 2009
3. Mobility Options Updated was scheduled for May 2009

Prepared By: David Ledwitz

March 24, 2009

2009 Committee for Transit Accessibility Work Plan

January 7, 2009

1. UPLIFT Program Overview
2. Report of Nominating Committee
3. Election of Chairperson
4. Election of Vice-Chairperson
5. Election of Second Vice-Chairperson
6. Mobility Options Travel Training Report
7. Information on 2009 Annual Transit Service Plan
8. Advisory Committee Enhancement Status Report
9. Report from CTA Advisory Committee Enhancement Subcommittee

February 11, 2009

1. Annunciation System Report
2. Advisory Committee Enhancement Status Report
3. Report from CTA Advisory Committee Enhancement Subcommittee

March 11, 2009

1. VTA Security Program Overview
2. 2nd Quarter Transit Operations Performance Report
3. Advisory Committee Enhancement Status Report
4. Report from CTA Advisory Committee Enhancement Subcommittee

April 8, 2009

1. Select Section 5310 Project Local Review Committee
2. Advisory Committee Enhancement Status Report
3. Fare Box Status Update
4. Report from CTA Advisory Committee Enhancement Subcommittee
5. Revised Mission Statement

May 13, 2009

1. FY2010 & FY2011 Budget Review
2. Advisory Committee Enhancement Status Report
3. Report from CTA Advisory Committee Enhancement Subcommittee
4. Mobility Options Update

June 10, 2009

1. Information on Transit Shelter Advertising Program
2. Advisory Committee Enhancement Status Report
3. Report from CTA Advisory Committee Enhancement Subcommittee

July 8, 2009

1. Report on Recommended Section 5310 Projects
2. 3rd Quarter Transit Operations Performance Report

March 24, 2009

August 12, 2009

1. No Items Scheduled Yet

September 9, 2009

1. No Items Scheduled Yet

October 7, 2009

1. Preliminary Annual Transit Operations Performance Report

November 10, 2009

1. No Items Scheduled Yet

December 10, 2009

1. No Items Scheduled Yet

Regular Monthly Reports

1. Chief Operating Officer Monthly Report
2. Committee Work Plan
3. Committee Motion Tracking Report
4. City of San Jose Disability Advisory Commission Report
5. Board of Directors Report
6. Committee Staff Report
7. Chairperson's Report

Future Items

1. General Manager's Report
2. Real Time Transit Information
3. Bus Stop Improvement Program
4. Ticket Vending Machines
5. Fixed Route Accessibility Improvements
6. Coach Operator Training on Accessibility
7. Introduction of Travel Training Vendors
8. Ridership information on Seniors and Persons with Disabilities
9. Paratransit Program
10. BPAC Presentation
11. VTA Website Improvements

All dates and items subject to change.

Effective: March 24, 2009