

## SERVICE SECTOR GOVERNANCE POLICY

### PURPOSE:

The purpose of the Service Sector is to improve bus service; increase agency accessibility and responsiveness; promote greater coordination; maintain an employee supportive work environment and create a more efficient and customer focused management structure for the delivery of bus service. Key principles are to localize control; maintain a single point of contact for route level service issues; balance responsibility with authority; streamline the decision making process; and support agency policies, plans and safety initiatives.

### POLICY STATEMENT:

Under this policy, the MTA Board of Directors shall retain all mandated responsibilities in accordance with MTA enabling legislation under Public Utilities Code 130051 et seq. For example, the Board will retain hiring of the Chief Executive Officer and other Board appointees; approval of the agency budget and capital plan; negotiation of collective bargaining agreements; setting fare and service policies; establishing and monitoring agency programs; conducting public hearings for fare changes ~~and service changes to corporate bus lines, Rapid Bus~~ and rail service; conducting major procurements; managing construction projects, setting regional policies and having ultimate responsibility for resolving disputes regarding agency matters. Lastly, MTA Finance will be responsible for administering all banking, investing and debt issuance.

The Sector Governance Councils shall oversee the planning and implementation of service within their area. Their responsibilities include: approval of the sector General Manager's budget proposal for the Chief Executive Officer's consideration and recommendation to the MTA Board; calling and conducting public hearings for all **Tier 1, 2 and 3 bus lines**; approval and evaluation of sector programs; implementing service changes **except that any proposed changes to Tier 1 services, which include Rapid Bus, must come back to the MTA Board before they are implemented**; reviewing and developing policy recommendations for MTA Board approval; ensuring compliance with all MTA policies and procedures and legal agreements (e.g. collective bargaining agreements, Consent Decree); providing input into the Sector General Manager's performance review; and participating in annual meetings with the MTA Chief Executive Officer, Deputy Chief Executive Officer, the other Sector Governance Councils and General Managers.

The Chief Executive Officer is responsible for ensuring that the policy is converted to an action plan, budgeted for appropriately and implemented by staff.

1. The MTA Board of Directors shall confirm and appoint members of the Service Sector Councils based on nominations submitted through a locally adopted process by a

coalition comprised of Council of Governments, Interim Joint Powers Authority, and any cities and unincorporated county areas. As much as possible, members of the Councils

shall be selected to reflect a broad spectrum of interests and geographic areas of the Sector. Members of the Councils may be elected officials and/or private citizens and shall include consumers of the service. MTA Board members may not serve as a member of the Council. Members of the Councils must reside or work within the Service Sector boundaries. Membership on the Council is not transferable or assignable. Council vacancies will be filled in the same manner as appointments are made.

2. The MTA Board of Directors shall establish parameters of the overall administrative functions for the Service Sector governing body consistent with MTA enabling legislation, mandated federal, state and local laws, rules and regulations, and MTA Board adopted policies and procedures. These include, but are not limited to:
  - Adopt bylaws governing the Service Sector councils,
  - Establish funding for implementing Councils to cover costs associated with holding public meetings, stipends and travel. Examples include:
    - Public Meetings - Mailing, printing and translation
    - Stipends - Attend up to two meetings per month
    - Travel – Service Sectors shall be subject to an annual travel allowance cap of \$7,500 per year for all five Governance Councils. Sector Council members shall comply with the provisions of Travel Policy, FIN #14.
3. The MTA Board of Directors shall adopt funding levels and the annual capital plan for Service Sectors during the annual budget process of each fiscal year, as well as short and long-range transit plans covering all Sectors proposed by the MTA Chief Executive Officer. The Service Sectors shall administer operating budgets within Board approved funding levels. Responsibilities shall include, but are not limited to:
  - Provide input on key operating parameters such as service hours, miles and schedules by tier of service and priorities for capital investments in Sector facilities and rolling stock.
  - Review the Sector's financial performance with their General Manager on a regular basis, at least quarterly
  - Utilize MTA Finance, who keeps the official books and records as the sole source of financial and budgetary data
  - Coordinate with MTA Finance who will make all disbursements for Sector goods, services, salaries, wages and employee benefits in accordance with MTA's established system of internal controls.
4. The Councils will hold regularly scheduled meetings. Scheduled meetings should not conflict with regularly scheduled MTA Committee and Board meetings. Council meetings are limited to no more than two meetings a month and shall be conducted pursuant to Robert's Rules of Order. All meetings of the Council shall be called, noticed and conducted in the manner prescribed by the Ralph M. Brown Act as amended from time to time. Members of the Service Sector Councils shall adhere to the MTA Code of Conduct and all other relevant State and Federal laws.

5. The Councils will meet and confer with the MTA Chief Executive Officer, Deputy Chief Executive Officer and other Sector Governance Councils on an annual basis to discuss the overall effectiveness of the Sectors and other related matters including the Sector General Manager's performance.
6. Members of the Service Sector Councils will be paid a stipend in the amount of \$100 per meeting, up to a maximum of \$200 per month which may be used to supplement transportation costs.
7. Service Sector business units are charged with the delivery, monitoring, and improvement of the safety and performance of all bus service operated by the divisions assigned to each sector. Responsibilities will include:
  - Develop and administer an annual operating budget for the sector.
  - Ensure budgeted service and projects are delivered as planned.
  - Prepare monthly performance reports using MTA operational goals.
  - Ensure that services are operated in compliance with applicable statutory and regulatory requirements.
  - Manage the maintenance and transportation functions at the divisions assigned to the sector.
  - Comply with the provisions of MTA collective bargaining agreements.
  - Procure goods and services, in accordance with agency procurement guidelines.
  - Develop and implement programs to improve service performance, operating efficiency and service quality, including but not limited to: field supervision and maintenance campaigns, service demonstrations, fleet and employee safety programs and contracting for service.
  - Develop route planning studies to better route and schedule Tier 2 and 3 services operated within the sector and those Tier 1 routes that are so designated.
  - Develop efficiency studies to identify ways to decrease the unit cost of services provided in the sectors.
  - Call public hearings pertaining to bus route changes within the sectors.
  - Make changes to bus service within MTA Board adopted performance standards and make efficiency changes to changes to operations as appropriate.
  - Contract with planning, business, consultants and other transit operators and any other contracting needs unique to the Sector.
  - Recommend a Sector budget proposal to the Chief Executive Officer for review and recommendation for final approval by the MTA Board.
  - Work with MTA planning staff and local transit operators to ensure coordination of services.
8. Service Sector business units are responsible for the development of efficient coach operator work assignments, and service schedules that are responsive to customer needs and existing service resource allocations. Responsibilities will include:

- Monitor and manage coach operator staffing and service levels in accordance with the sector budget.
  - Update and revise schedules, coach operator work assignments and scheduling documents as part of the service change process.
  - Develop and maintain all schedule documents and records necessary to manage the operation and support the public notification process.
  - Conduct coach operator bids in June and December and anytime there are major changes to operating schedules, as outlined in the current coach operator agreement.
9. Service Sector business units are responsible for the development and implementation of changes in bus service that improve service quality, ridership, and operational efficiency. Responsibilities will include:
- Modify, cancel or initiate services assigned to their sector, in accordance with agency service policies, the sector budget and fleet availability.
  - Participate in regularly scheduled Sector General Manager and Sector Council coordination meetings with corporate staff and representatives from the other sectors.
  - Make temporary or interim changes in service by implementing detours or temporary schedule changes at the staff level, in an annual cumulative amount not to exceed the Chief Executive Officers authority for all sectors combined.
  - Maintain, add, delete or relocate bus stops.
  - Support the planning and implementation of key corporate initiatives, including: Rapid Bus Expansion, Consent Decree Service Improvements, and the MTA and Regional Short Range Transit Plans.
  - Coordinate with other local transit operators serving the sector.
10. Service Sector business units are responsible for the development and implementation of a planning and public communication process that elicits and responds to the community and the customer. Responsibilities will include:
- Call and conduct public hearings in accordance with Board adopted guidelines
  - Conduct community outreach and stakeholder meetings to elicit input to proposed changes and to identify service needs.
  - Track, monitor and respond to customer comments and complaints.
  - Conduct monthly public meetings of the council.
  - Provide customers and stakeholders with advance public notification of changes in service.