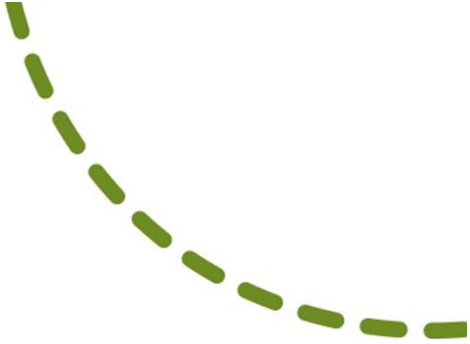
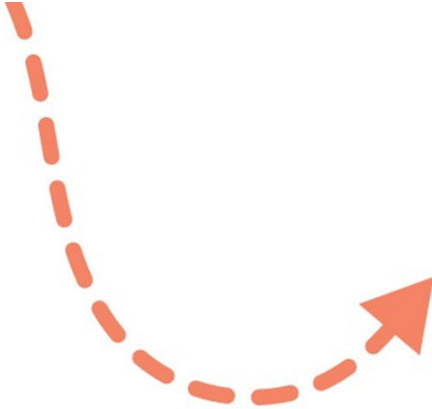
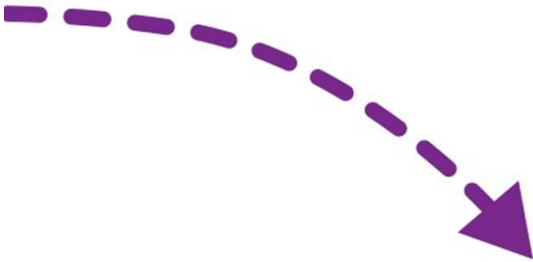
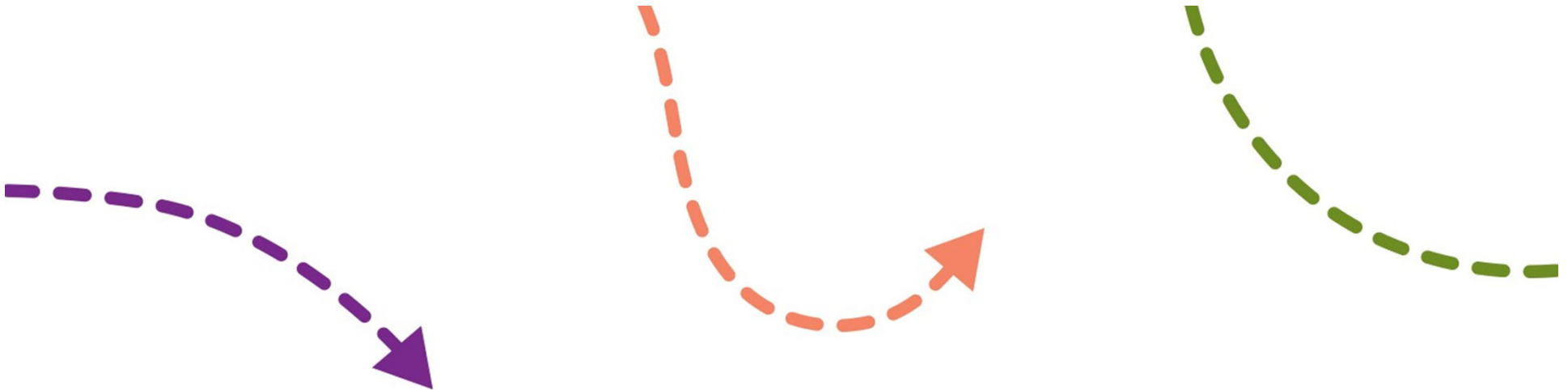


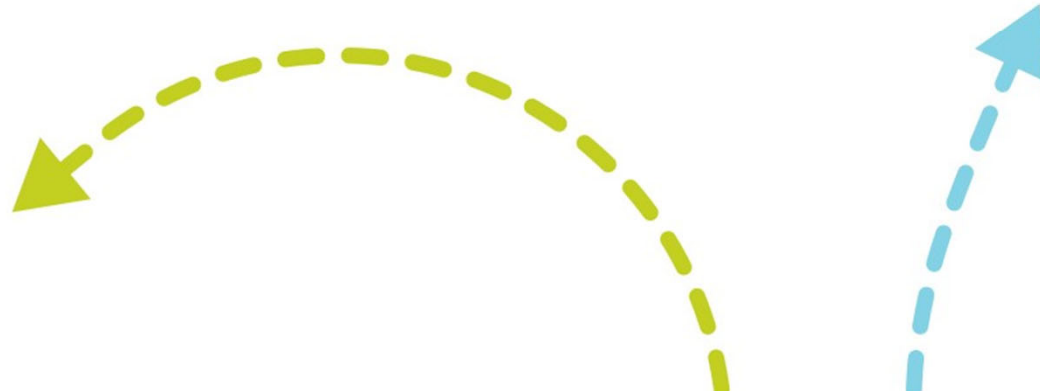
**Board of Directors
November 21, 2019
Presentation**



access



Item 3
Consideration To Approve
High Impact Governing Work
Session Steering Committee
Recommendations



access

Action Report Recommendations



- Follow up on the September 16, 2019 High-Impact Governing Work Session
- Are intended to take an already capable Board to the next, higher-impact level
- Are practical and affordable
- Are in the mainstream of the public transit governance field
- Draft report review by Steering Committee on October 21 and November 1, 2019.

access





Six Action Recommendations

- I. Affirm the Access Services Strategic Governing Team's (Board of Directors, Executive Director, and Executive Managers) commitment to high-impact governing that makes a significant difference in Access Services' affairs.

- II. Update and fine-tune the Board of Directors' standing committee structure.

access



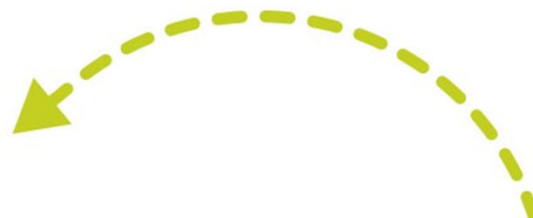
Six Action Recommendations



III. Continuously and systematically develop the Access Services Board of Directors' self-management capacity and accountability as Access Services' governing body.

IV. Ensure that the Board of Directors-Executive Director working relationship remains healthy.

access



Six Action Recommendations



V. Significantly strengthen Board engagement in Access Services' strategic and operational planning/budget development.

VI. Meticulously manage implementation of the Action Recommendations in the Action Report.

Today's meeting concerns Recommendations I, II and VI.

access



Action Recommendation I



Affirm the Access Services Strategic Governing Team's (Board of Directors, Executive Director, and Executive Managers) commitment to high-impact governing that makes a significant difference in Access Services' affairs.

access



Action Recommendation I-A



I-A Clarify the Board of Directors' governing role and functions by adopting the Access Services Board of Directors Governing Mission.

- Flows from the September 16 High-Impact Governing Work Session
- Serves as a high-level Board "job description" laying out the Board's primary governing responsibilities

access



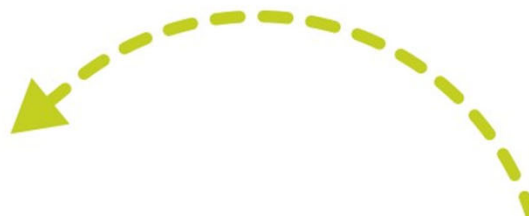
Action Recommendation I-B



I-B Make use of the Board of Directors Governing Mission as a framework for continuously developing the Board's governing capacity.

- A framework for updating Board performance targets
- A tool for educating the public
- A tool for orienting new Board members

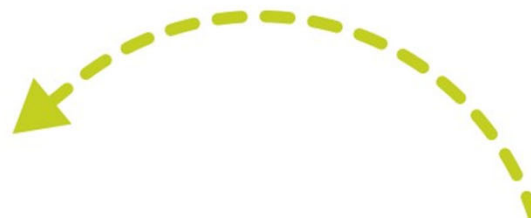
access



Action Recommendation II

Update and fine-tune the Board of Directors' standing committee structure.

access



Action Recommendation II



The standing committees will:

- Ensure that complex governing decisions and judgments receive adequate in-depth attention.
- Make Board meetings more productive.
- Provide Board members with a satisfying governing experience.

access



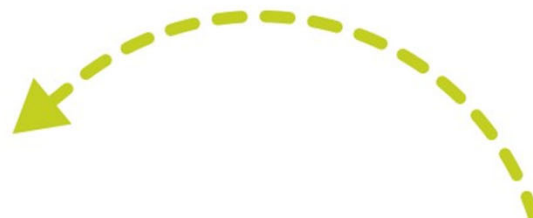
Action Recommendation II



The standing committees will:

- Enhance Board members' governing knowledge and skills.
- Serve as forums where board member engagement processes are worked out.
- Not make governing decisions on behalf of the Board.

access



Action Recommendation II



The standing committees:

- Are aligned with the Board's decision and judgment making streams
- Cut across all Access Services functions
- Combine like governing functions

access



Action Recommendation II-A



II-A Put in place a structure of four Board standing committees to assist the Board of Directors in carrying out its governing responsibilities in a full and timely fashion:

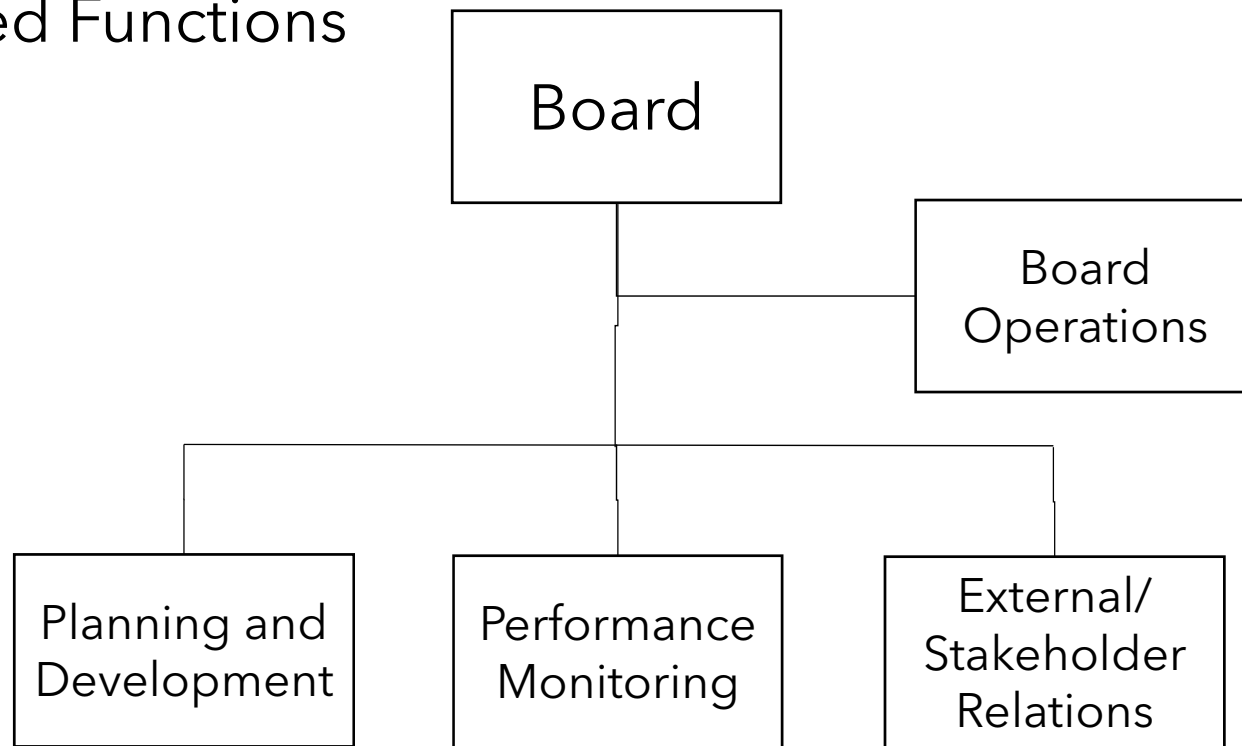
Board Operations; Planning and Development; Performance Monitoring; and External/Stakeholder Relations.

access



Action Recommendation II-A

Recommended Standing Committee Structure and Detailed Functions



access

Board Operations Committee

The Board Operations Committee, which is headed by the Board Chair and consists of the Board Officers, who chair the other three standing committees, and the Executive Director (non-voting) is responsible for:

- The overall coordination, management, development and evaluation of the Board of Directors

Board Operations Committee

- Coordination of other standing committee operations
- Preparation of the Board meeting agenda
- Management of the Board of Directors - Executive Director working relationship, including annual evaluation of Executive Director performance

Planning and Development Committee

The Planning and Development Committee, chaired by the Board Vice Chair, is responsible for:

- The design (working with the Executive Director and Executive Managers) of the strategic and annual operational planning/budget development processes and coordination of Board members' participation in these processes.

Planning and Development Committee

- Oversight of implementation of Access Services strategic planning, operational planning, and budget preparation processes, ensuring that Board members are actively engaged at the appropriate points.
- Recommendation to the full Board of Directors of updated Access Services strategic goals and strategies, the annual operating plan, and the annual budget.

Performance Monitoring Committee

The Performance Monitoring Committee, chaired by the Board Treasurer, is responsible for:

- The design (working with the Executive Director and Executive Managers) of the operational and financial monitoring process in terms both of content and reporting formats.

Performance Monitoring Committee

- Regular monitoring of operational and financial performance reports and presentation of such reports at the regular full Board meeting.
- Review and recommendation to the full Board of updated operating policies that are proposed by the Executive Director.
- Oversight of the audit functions, including review of audit reports and recommendation of actions to the full Board.

External/Stakeholder Relations Committee

The External/Stakeholder Relations Committee, which is chaired by the Board Secretary, is responsible for:

- The identification of important Access Services stakeholders and determination of priorities for managing relationships with stakeholders.
- Recommendation to the Board of an updated Access Image Statement to guide Access image building and public relations strategies.

External/Stakeholder Relations Committee

- Recommendation of updated image building, public relations, stakeholder relations, and legislative relations strategies to the full Board.
- Coordination of Board members' involvement in speaking and advocacy on behalf of Access.
- Coordination of advisory bodies consisting of members of the general public.

Action Recommendation II-B

II-B Adopt a set of Board Standing Committee Operating Guidelines.

- One of the most important functions of the Board Operations Committee is to monitor standing committee operations, making sure all committees are adhering to the Standing Committee Operating Guidelines.

Action Recommendation II-B

- The Board Operations Committee should also periodically update and fine-tune the Operating Guidelines, based on actual experience, to ensure continued standing committee effectiveness, and to recommend full Board adoption of the updated Operating Guidelines.

Action Recommendation II-B

- The Standing Committee Operating Guidelines in Exhibit C require that standing committee chairs and members take the lead in presenting reports and introducing action recommendations at full Board business meetings, with Executive Director and Executive Staff support as appropriate.

Action Recommendation II-C

II-C Employ the Board standing committees as vehicles for mapping out processes for engaging Board members actively and meaningfully in governing processes in their respective functional areas.

Action Recommendation II-C

- Actively engaging Board members in shaping their governing decisions at appropriate points in such governing processes as strategic and operational planning is the surest way to capitalize on board members' expertise, knowledge and experience and to turn Board members into strong, deeply satisfied owners of their governing decisions.
- The standing committees are ideal vehicles for the Executive Director and his Executive Managers to work closely with Board members in mapping out processes for actively engaging Board members.

Next Steps

Action Recommendation VI

VI Meticulously manage implementation of the Action Recommendations in the Action Report.

Next Steps

Action Recommendation VI-A

VI-A Establish the Board Operations Committee and assign it responsibility to oversee implementation of the Action Recommendations in the Action Report.

- The Executive Director should play an active role in implementation planning and support.
- The Executive Director should designate a Chief Staff Liaison to Board Operations.

Next Steps

Action Recommendation VI-B

VI-B During Implementation Phase I (November 2019 - February 2020), the Board Operations Committee should focus on firmly establishing the Board's updated standing committee structure.

- Develop a detailed implementation plan.
- Deal with needed policy revisions.
- Set a reasonable implementation pace.

Next Steps

Action Recommendation VI-C

VI-C During Implementation Phase II (March - June 2020) the Board Operations Committee should oversee implementation of Action Report Recommendations III, IV and V.

Recommendation

Approve the High Impact Governing Work Session Steering Committee recommendations as presented.

access

