



**EXECUTIVE MANAGEMENT AND AUDIT COMMITTEE
MAY 19, 2004**

SUBJECT: SECTOR GOVERNANCE COUNCILS

ACTION: MODIFY SECTOR GOVERNANCE COUNCIL BYLAWS AND POLICY

RECOMMENDATION

- A. Receive and File this report on costs associated with the Sector Governance Councils.
- B. Modify the Service Sector Governance Council Bylaws and Policy to help streamline costs as follows:
 - 1. Bylaw Article II, Membership, Paragraph E Code of Conduct – add language to clarify that Sector Governance Council Members have no individual authority over MTA Operations and must act only through the Governance Council in which they are a member.
 - 2. Bylaw Article II, Membership, Paragraph I Removal/Replacement - add language to allow the MTA Board to remove or replace a Service Sector Council member by a majority vote. This will become effective immediately
 - 3. Bylaw Article V, Meetings, Paragraph B, Regular Meetings - add language to reflect that Sector Governance Councils shall meet four times a year inclusive of public hearings, except for emergency situations in which a meeting is necessitated. This will become effective May 31, 2004.
 - 4. Bylaw Article VI, Amendments - clarify language that allows the MTA Board to amend the bylaws by simple majority vote. This will become effective immediately.
 - 5. Policy Section 2, Travel – replace existing language and add an annual cap of \$3,500 per year per Sector on travel allowance provisions for Council members. The policy will include language requiring Service Sector Council members to adhere to the provisions of MTA Travel Policy, FIN#14.

ISSUE

At the December 4, 2003 Board Meeting, staff was requested to return in 60 days with a report on the costs associated with the sector governance councils and recommendations on

further changes to the Service Sector Governance Council Bylaws and Policy that will help streamline these costs.

POLICY IMPLICATIONS

At its September 26, 2002 meeting, the Board adopted a policy creating the Sector Governance Councils. The purpose of the Service Sector governance concept 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. The MTA Board of Directors continues to retain all mandated responsibilities in accordance with MTA enabling legislation under Public Utilities Code 130051 et seq. The proposed changes to the Governance Council Bylaws and Policy do not impact key MTA policies and transportation programs or the Long Range Transportation Plan. The proposed recommendations only affect the Governance Council Bylaws and Policy.

OPTIONS

The option considered is to not proceed with the proposed recommendations. This alternative is not recommended because it hinders the efficiency and effectiveness of the MTA Board and the Sector Governance Councils. In FY05, MTA Operations is faced with revenue constraints combined with higher base expenses due to economic increases in labor and fuel. To live within our means, MTA Operations is proposing to reduce administrative expenses in the FY05 budget. Reducing the frequency of meetings to quarterly results in expense savings of approximately \$170 to 200K annually. Another option would be to reduce the frequency of the meetings to a bi-monthly basis, which also would result in lower expenses of at least \$128K on an annual basis. With either option, these funds can be reallocated to service delivery and assist in resolving the structural deficit in the Enterprise Fund.

DISCUSSION

Cost Associated with Sector Governance Councils

MTA staff recently conducted an analysis of FY04 governance council costs for each sector. Year-to-date actuals were determined up to February 2004 and projected outward to reflect a 12-month estimate. Based on these projections, FY04 costs for maintaining each sector governance council are estimated between \$62,388 to \$90,096 per year (Attachment A).

Due to FY05 budgetary constraints, staff is presenting four recommendations, as outlined in the Recommendations section, to streamline costs and make the Sector governance councils more effective in meetings its objective to improve bus service. These recommendations reduce the monthly governance council meetings to quarterly meetings, allow the MTA Board to make amendments to the Bylaws that are in the best interest of this Agency and place a cap on travel. These recommendations are in line with the recent budget reviews for cost savings to identify cost savings in administrative functions throughout the agency. On

an agency-wide basis, there will be reductions of approximately 220 positions, 82 of which are in Transit Operations and substantial cost reductions to balance the budget. In light of those levels of cost impacts, the recommendations in this Board report for sector cost streamlining do no impact or change the purpose of the sectors governance councils nor is there a change to the vision. The councils still retain their mission of being responsive to community based transportation services as well as still be a mechanism for the public to provide comments about service delivery concerns. In the FY05 budget, service sector staffing levels and infrastructure was not significantly changed (an Administrative Analyst position was reduced at each sector); so, the governance councils will still be able to receive Board Box and reports from staff regarding financial and operational issues.

Recommendations to Streamline Costs

The recommendations presented for MTA Board approval are in response to recent concerns raised and serve to clarify language that may be unclear in the current Sector Governance Council Bylaws and Policy guideline. It also clarifies existing powers of the MTA Board to provide the Sectors and Sector Governance Councils clear guidance in managing sector related matters.

Bylaw Article II Code of Conduct:

This amendment is to more clearly reflect in the Bylaws the channel through which the members exercise their authority is the Council. This does not change the Councils' existing authority or procedures.

Bylaw Article II Removal and Replacement:

This amendment is to more clearly reflect in the Bylaws the existing inherent authority of the Board to remove or replace council members when the Board determines such action to be appropriate. The amendment will not eliminate or reduce the existing authority of the Sector Council to recommend removal of members.

Bylaw Article V Meetings:

A significant portion of Sector Governance Council expenses is attributable to staff time in preparing for and attending meetings. Staff from each sector spends 75 to 100 hours per month (cumulative) working on governance council related matters. Staff recommends holding council meetings on a quarterly basis. This aligns the meeting frequency with the need for hearings on the bi-annual service changes (shake-ups) and focuses the Governance Council meetings on action items, while still retaining the core mission of the councils which is to effectively respond to community related service issues. In line with the objectives of the FY05 budget reduction process, holding meetings four times a year will help reduce administrative costs in Transit Operations. The Bylaws state the sectors were formed to allow for community input. Although Governance Council meetings will meet on a quarterly basis, community input is still welcome and can be received by the Sectors through written and oral communication.

Bylaw Article VI Amendments:

The amendments to this Article are merely clarifications to better reflect the existing power of the Board to make updates to the bylaws to effect compliance with new laws and policies

or take other appropriate and necessary actions. The amendments do not add any new authority that the Board does not otherwise already have or take away any authority from the Sector Councils that have been given.

Policy Statement 2- Travel:

Travel expenses also vary significantly between sectors. Due to budgetary constraints and in an attempt to reduce costs, the MTA Board adopted, in December 2003, the policy to place a cumulative cap for all sectors of \$3,500 per year for travel related expenses for its governance council members. Based on a further assessment of training needs for council members and for increased exposure to transportation policy and issues; staff's recommendation is to increase the travel budget to \$3,500 per sector per year. This allows each sector to have one member register and attend an American Public Transportation Association (APTA) conference and participate in state and local transportation conferences such as the California Transportation Association (CTA). Council members will be subject to adhering to the MTA Travel Policy FIN#14. All council member travel requests would be submitted in advance and approved by the Board Chair and/or the Board designee. It is further recommended that travel be rotated between council members on an annual basis to afford all council members an opportunity to attend transportation related conferences or seminars.

Each General Manager will be responsible for monitoring all costs associated with Governance Councils and reporting it to the Executive Officer of Operations Administration on a quarterly basis.

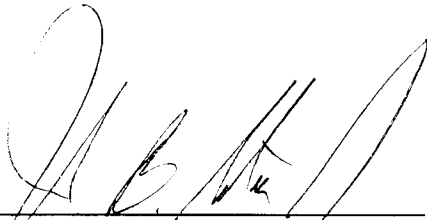
FINANCIAL IMPACT

Based on the proposed recommendations, MTA staff expects all non-staff costs associated with conducting council meetings to be reduced. These costs include, but not limited to, marketing, stipends, food, security, travel and miscellaneous expenses. Due to budgetary constraints, these recommendations will allow us to be more efficient and effective.


ATTACHMENT

- A. Governance Council Costs per Sector
- B. Amended Governance Council Bylaws
- C. Amended Governance Council Policies

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Deputy Chief Executive Officer



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ATTACHMENT A

ESTIMATION OF GOVERNANCE COUNCIL COSTS

San Gabriel Valley			
	Avg. Monthly Expense	FY04 YTD	Estimated Yearly Expense
Food & Refreshments	\$ 30	\$ 240	\$ 360
Stipends	\$ 900	\$ 7,200	\$ 10,800
Travel & Seminars	\$ 480	\$ 3,846	\$ 5,760
Miscellaneous Expenses	\$ 25	\$ 269	\$ 300
Advertising	\$ 900	\$ 7,200	\$ 10,800
Security	\$ 250	\$ 2,000	\$ 3,000
Staff Time	\$ 4,001	\$ 32,008	\$ 48,012
	\$ 6,586	\$ 52,763	\$ 79,032

Note:
 No Rental Fee for Meeting Location
 No Fee for Audio/Visual Equipment Setup

San Fernando Valley			
	Avg. Monthly Expense	FY04 YTD	FY04 Estimated Yearly Expense
Food & Refreshments	\$ 28	\$ 336	\$ 336
Stipends	\$ 900	\$ 7,200	\$ 10,800
Travel & Seminars	\$ 885	\$ 6,200	\$ 10,620
Miscellaneous Expenses	\$ 20	\$ 160	\$ 240
Advertising	\$ 900	\$ 7,200	\$ 10,800
Security	\$ 250	\$ 2,000	\$ 3,000
Staff Time	\$ 4,525	\$ 36,200	\$ 54,300
	\$ 7,508	\$ 59,296	\$ 90,096

Note:
 No Rental Fee for Meeting Location
 No Fee for Audio/Visual Equipment Setup

Gateway Cities			
	Avg. Monthly Expense	FY04 YTD	Estimated Yearly Expense
Food & Refreshments	\$ 20	\$ 160	\$ 240
Stipends	\$ 700	\$ 5,600	\$ 8,400
Travel & Seminars	\$ 168	\$ 1,340	\$ 2,010
Miscellaneous Expenses	\$ 20	\$ 280	\$ 360
Advertising	\$ 900	\$ 7,200	\$ 10,800
Security	\$ 250	\$ 2,000	\$ 3,000
Staff Time	\$ 4,005	\$ 32,040	\$ 48,060
	\$ 6,063	\$ 48,620	\$ 72,870
Note:			
No Rental Fee for Meeting Location			
No Fee for Audio/Visual Equipment Setup			

South Bay			
	Avg. Monthly Expense	FY04 YTD	Estimated Yearly Expense
Food & Refreshments	\$ 32	\$ 256	\$ 384
Stipends	\$ 700	\$ 5,600	\$ 9,600
Travel & Seminars	\$ 211	\$ 1,479	\$ 2,532
Miscellaneous Expenses	\$ -	\$ -	\$ -
Advertising	\$ 900	\$ 7,200	\$ 10,800
Security	\$ 250	\$ 2,000	\$ 3,000
Staff Time	\$ 3,006	\$ 24,048	\$ 36,072
	\$ 5,099	\$ 40,583	\$ 62,388
Note:			
No Rental Fee for Meeting Location			
No Fee for Audio/Visual Equipment Setup			

Westside/Central			
	Avg. FY04 YTD Monthly Expense	FY04 YTD	Estimated Yearly Expense
Food & Refreshments	\$ 60	\$ 240	\$ 720
Stipends	\$ 900	\$ 3,600	\$ 10,800
Travel & Seminars	\$ -	\$ -	\$ 12,565
Miscellaneous Expenses	\$ 100	\$ 400	\$ 500
Advertising	\$ 900	\$ 3,600	\$ 10,800
Security	\$ 250	\$ 1,000	\$ 3,000
Staff Time	\$ 3,949	\$ 15,796	\$ 47,388
	\$ 6,159	\$ 24,636	\$ 85,773
Note:			
No Rental Fee for Meeting Location			
No Fee for Audio/Visual Equipment Setup			

ATTACHMENT B GOVERNANCE COUNCIL BYLAWS

ARTICLE I: PURPOSE

The purpose of the Service Sector Councils is to guide the staff at the local Service Sectors for the purpose of improving bus service within each respective sector.

In order to achieve MTA's mission of being responsible for the continuous improvement of an efficient and effective transportation system for Los Angeles County, the Service Sector Councils shall support staff in:

- Facilitating a partnership along a shared vision for responsive community based transportation services;
- Organizing the functions of the MTA to best serve our customers in a manner that is efficient and effective;
- Developing an organizational framework that will lead MTA into being a world class transportation agency;
- Fostering a more dynamic working environment, to reduce management layers by moving responsibility and accountability closer to the customer; and
- Achieving overall improvement in service quality.

The General Managers, in concert with the Councils, will support Sector efforts to deliver, monitor, and improve safety and performance of all bus service operated by the divisions within their respective Sector; develop efficient coach operator work assignments and service schedules that are responsive to customer needs and monitor existing service resource allocations; develop and implement changes in bus service that improve service quality, ridership and operational efficiency; and, develop and implement a planning and public communication process that elicits and responds to the community and the customer.

ARTICLE II: MEMBERSHIP

- A. **COMPOSITION**: The Councils are comprised of up to nine members of the community residing or working within the boundaries of a designated Service Sector of the MTA. Members of the Service Sector Council may be elected officials and/or private citizens, and shall require that at least fifty percent of the Council members be consumers of transit service. Sectors have the option of retaining structures already in place and may request to the MTA Board a change in the number of members represented on the Council. MTA Board Members and employees are prohibited from membership on a Service Sector Council.
- B. **TERMS OF SERVICE**: Each member of the Service Sector Councils shall serve a term of three-years, which shall be staggered among members, and are subject to the same restrictions as the MTA Board members.

- C. ELIGIBILITY: Members of the Service Sector Councils must reside or work within the Service Sector boundaries.
- D. APPOINTMENTS: MTA Board Members shall confirm and appoint members of the Service Sector Councils based on nominations submitted through a locally adopted process by a coalition comprised of Councils of Governments, Interim Joint Powers Authorities 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. Membership on the Council is not transferable or assignable.
- E. CODE OF CONDUCT: Members of the Service Sector Councils shall adhere to the MTA Board Code of Conduct and all other relevant State and Federal laws, including without limit those rules which preclude individual members from becoming involved in the day to day affairs of MTA and which make it clear that members have no individual authority over MTA operations but must act only through the council body of which they are members.
- F. VACANCIES: Council vacancies will be filled in the same manner as appointments are made.
- G. ATTENDANCE: If a member has more than three absences in a row or in a six-month period, the Council Chairperson may declare the council representative inactive and initiate a nomination process to fill the vacancy of the inactive member.
- H. RESIGNATION: A member of the Service Sector Council may render their resignation from the Sector Council by writing a letter to the MTA Board Secretary with copies to the MTA Board and the nominator.
- I. REMOVAL/Replacement: The Council can remove Any member of the Council can be removed at any time if the Council it deems this is in the best interests of the Service Sector. Removal by the Council requires a (2/3 supermajority) vote of those members of the Council-that are present and confirmation by the MTA Board. Members may also be removed or replaced by a simple majority of the MTA Board if: 1) requested by the nominating authority of the member; or 2) for any cause for which the Board deems warranted.

ARTICLE III: GOVERNANCE

- A. OFFICERS: The officers of the Council shall consist of the Chairperson and Vice-Chairperson, each of who shall be elected from among members of the Council. The Council, annually, or at its June meeting and at such other time as there may be a vacancy, shall elect officers. The term of office shall be one year. Each shall serve for the balance of the current term.

1. Duties of the Chairperson: The Chairperson shall preside at all meetings of the Council and shall exercise and perform such other powers and duties as may be assigned by the Council or prescribed herein.

2. Duties of the Vice-Chairperson: The Vice-Chairperson shall perform the duties of the Chairperson in his or her absence, and when so acting shall have all the powers of and be subject to all the restrictions of the Chairperson.

B. **SECRETARY:** The MTA Board Secretary shall keep or cause to be kept minutes of each meeting for distribution to the MTA Board and the MTA Chief Executive Officer. The MTA Board Secretary shall maintain, or cause to be maintained, an up-to-date roster of members, (and those individuals receiving agendas and minutes) and have it available at all meetings of the Council.

C. In the absence of the Chair and Vice-Chair, the Sector Council shall determine the presiding officer for the meeting.

ARTICLE IV: WORK PROGRAM

In June of each year, the Council shall adopt an Annual Council work program, which outlines the activities and priorities of the Council for the following year. The work program shall be consistent with the MTA Board adopted mission, vision and goals and must comply with all Board adopted policies, service standards and other criteria.

ARTICLE V: MEETINGS

A. **AGENDA:** Matters to be placed on the agenda for any regular meeting will be coordinated through the General Manager. Any member of the Council may also place items on the agenda through the MTA Board Secretary. The Secretary shall cause the agenda to be prepared and copies thereof to be mailed or delivered at least seven working days prior to the regular meeting date to council members, MTA staff and the public.

B. **REGULAR MEETINGS:** The Council will hold regularly scheduled meetings. Sector Governance Councils will meet on a quarterly basis, inclusive of public hearings, except for emergency situations in which a meeting is required. An emergency is defined as a natural disaster, major security issue or a civil disturbance. If a regularly scheduled meeting day falls on is a holiday, the meeting shall be held on the next business day. Scheduled meetings should not conflict with regularly scheduled MTA Committee and Board meetings. Council meetings shall be conducted pursuant to Robert's Rules of Order.

C. **RALPH M. BROWN ACT:** All meetings of the Council shall be called, noticed and conducted in the manner prescribed by the Section 54952.3 of the Government Code (the Ralph M. Brown Act) as amended from time to time.

D. **PARTICIPATION:** Anyone attending the meeting is eligible to be heard. No person or member shall address the Council at any meeting until first recognized by the

Chairperson. The decision of the Chair not to recognize a person may be changed by vote of a majority of the members of the Council present at the meeting. The Chairperson may, in the interest of facilitating the business of the Council, limit the amount of time which a person or member may use in addressing the Council.

- E. ANNUAL MEETING: The Councils shall 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.
- F. QUORUM: A majority of council members (50%+1) shall constitute a quorum to do business; two-thirds of the Council shall constitute a supermajority.
- G. STIPEND: Members of the Service Sector Councils will be paid a stipend for a maximum of two meetings per month, in an amount to be determined by the MTA Board.

ARTICLE VI: AMENDMENTS

AMENDMENTS TO BYLAWS: ~~The Board, by a simple majority, or the Council, by a vote of 2/3 supermajority may amend the bylaws from time to time by a vote of a two-thirds supermajority of the membership as listed on the membership roster at the time of such a vote may amend the bylaws from time to time.~~ Any proposed bylaws amendments must be properly noticed on the agenda of a regularly scheduled Council meeting and scheduled for a membership vote at ~~the next~~ that same regularly scheduled Council meeting. Any Council amendments to the bylaws are subject to MTA Board approval.

ARTICLE VII: AUTHORITY

The Council is created and given perpetual succession by terms of the Los Angeles County Metropolitan Transportation Authority. The Council's authority will include, directing the Sector General Manager to:

- A. Develop route planning studies to better route and schedule Tier 2 and 3 services operated within the Sector and those Tier 1 routes so designated;
- B. Develop efficiency studies to identify ways to decrease the unit cost of services provided in the Sectors;
- C. Call public hearings pertaining to bus route changes within the Sectors following State and Federal law and with policy pertaining to public hearings;
- D. Make changes, add or delete bus services within the Sectors in conformance with MTA service standards, collective bargaining agreements and MTA policies;
- E. Make efficiency changes to the operations as appropriate;
- F. Contract with planning, businesses, consultants, other local transit operators and any other contracting needs unique to the Sector in accordance with agency guidelines; and,

- G. Work with MTA planning staff and municipal operators to insure coordination of services, including Tier 1 services.

ARTICLE VIII: RESPONSIBILITIES

The Council's delegated responsibilities shall include, but not be limited to:

- A. Meet with the Sector General Manager and MTA Deputy Chief Executive Officer before the budget is adopted and further establish goals in coordination with the Sector General Manager that conform with the MTA performance evaluation plan;
- B. Prior to the budget adoption by the MTA Board, meet with the Deputy Chief Executive Officer to review the performance of the Sector General Managers in accordance with the MTA performance criteria at least once per year;
- C. Meet and confer with the Deputy Chief Executive Officer to provide input into the General Manager's evaluation;
- D. Meet in a general forum with all members of the Service Sector Councils and the MTA Board of Directors to report on the progress each Sector has made and establish lines of communication to ensure cooperation between each of the Sectors and the MTA Board at least once per year; and,
- E. Provide input to the MTA Board on budget, capital needs, Tier 1 service plans, and other issues the councils feel the MTA Board should be informed of.

ARTICLE IX: POLITICAL ACTIVITIES

Service Sector Council Members shall be subject to the restrictions that are imposed on MTA Board Members.

ARTICLE X: LIABILITY PROTECTION

Any member of the Service Sector Council made or threatened to be made a party to any action, suit or proceeding by reason of the fact that s/he is or was a Director or Officer of the Service Sector Council shall be indemnified and defended by the MTA pursuant to the law in the same manner as an officer or employee the MTA.

ATTACHMENT C

GOVERNANCE COUNCIL 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 sector bus lines; approval and evaluation of sector programs; implementing service changes; 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 require that at least fifty percent of the Council members be consumers of transit service. MTA Board members and employees 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 Service Sector boundaries. The MTA Board shall approve any changes to the boundaries.
- 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 - Paid up to two meetings per month
 - Travel – ~~Each Service Sector Council Member may attend one APTA trip per member, which includes airfare, lodging, meals and registration.~~ Each Service Sector shall be subject to an annual travel allowance cap of \$3500 per year for Sector Council members. Sector Council members shall comply with the provisions of MTA Travel Policy FIN#14. All Sector Council member travel requests must be submitted in advance and approved by the MTA Board Chair and/or the Board Chair designee. It is suggested that travel be rotated between council members on an annual basis to afford all council members an opportunity to attend transportation related conferences or seminars.

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 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, for a maximum of two meetings per month, in the amount of \$100 per meeting, up to a maximum of \$200 per month.
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 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 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.