



Transit Academy Introduction to Transit Management

Module 1: Administration and
Oversight

What is Transit Academy?



- A Series of Training Modules to Provide a Comprehensive Transit Overview for
 - New managers
 - Existing managers wishing to improve their skills

Introductions



- Introduce yourself and briefly describe
 - Your strengths and weaknesses as a transit manager
 - Your prior experience
 - Two or three things you would like to take away from this training

Understanding Funding



- Section 5311 funding is available to:
 - Municipality
 - County Transit Authority
 - Rural Transit Authority
 - Transit Board
 - Non-profit Designated Grantee

Transit Manager



- You will:
 - Feel overwhelmed and may even panic now and again
 - Feel pride in what you are doing
 - And frustration in what you aren't (or can't) accomplish
 - Help people

Responsibilities



- What are a transit manager's responsibilities?
 - Every transit system, regardless of how big or how small, must perform the same types of functions, to some degree or another
 - As a transit manager, especially in a smaller transit system, you will be doing many of the functions yourself, or with a small staff. Transit managers wear many hats!

Responsibilities



- Your responsibility as a transit manager:
 - Ensure safe and effective service at the scale that is appropriate for your system
 - You have the right combination of staff and organization that can accomplish the needed functions
- What are those functions?



Functions

- Service Planning/Operations
- Operations Management
- Maintenance
- Human Resources
- Financial Management
- Grants Management
- Risk Management
- Regulatory Compliance

Functions

- Management Information Systems (MIS)
- Procurement and Third Party Contracting
- Coordination and Mobility Management
- Marketing/Public Relations



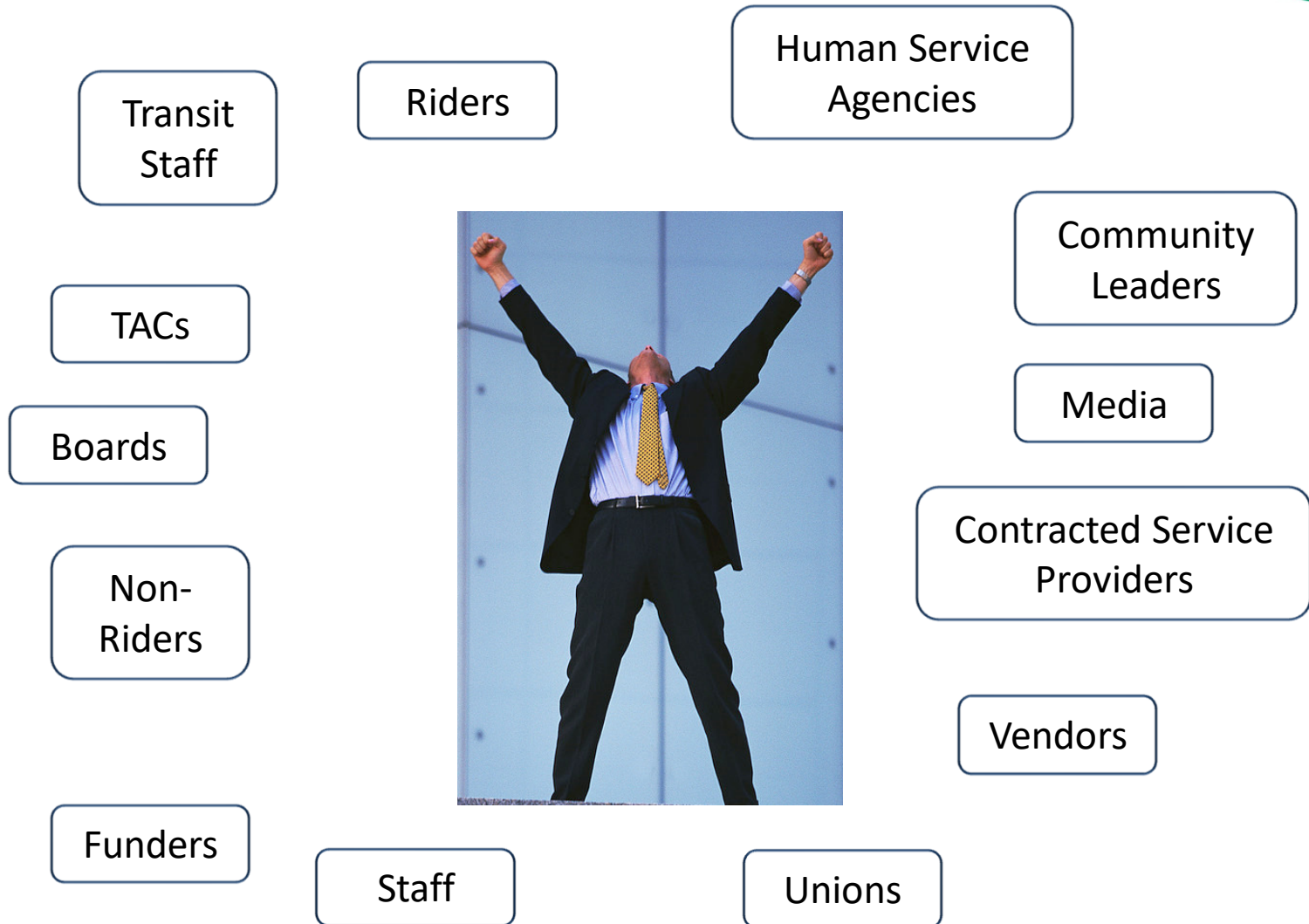
Transit Academy



- How can Transit Academy help?
 - Each of these functions will be covered in detail in one of the five Transit Academy modules
 - This module, Module 1, will cover Human Resources, Legal, and Public Relations, as well as:
 - Learning who your transit stakeholders are
 - More about the role and function of Governing Boards and Transportation Advisory Committees
 - Transit requirements



Identifying Stakeholders





Identifying Stakeholders

- A stakeholder is any individual that has an interest in your organization, service, or business
- Examples include
 - Boards
 - TACs
 - Transit staff
 - Riders

Identifying Stakeholders



- Non-riders
- Community leaders
- Funders
- Staff
- Media
- Human service agencies
- Contracted service providers
- Unions
- Vendors

The Role(s) of a Transit Manager



- And, with all these stakeholders, a Transit Manager plays different roles
 - Coach/role model
 - Team builder/facilitator
 - Leader/visionary



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Coach/Role Model

- A coach/ role model
 - Lets the employees know that they are providing an important community service.
 - Inspires and encourages
 - Is professional at all times
 - Cares for his/her employees and the riders
 - Is honest and ethical
 - Is a hard worker
 - Is a problem solver
 - Is patient
 - Knows how to laugh...especially at him/herself

Team Builder



- A Team Builder fosters partnerships and builds trust
 - Inspires loyalty
 - Acts consistently, just, and fairly
 - Knows what to expect from his/her employees
 - Expects employees to take responsibility for the system and their work
 - Delegates wisely

Team Builder



- Helps employees grow and learn
- Maintains an excellent, competent staff
- Acts as the lightning rod for all complaints, issues, and problems
- Spreads the praise for all accomplishments, so all can share in the successes



Leader and Visionary

- A leader and visionary provides the necessary leadership and guidance to achieve your mission, and the vision to see all of the possibilities
- Do you
 - Have a clear and practical vision of what the system should be?
 - Continually communicate that vision with the employees, Board, and community?

Leader and Visionary



- Have a clear and practical vision of what the system should be?
- Continually communicate that vision with the employees, Board, and community?

Transit Manager Qualities



- What qualities should a Transit Manager possess?
 - A feeling of ownership of the transit system. Ownership of your transit system fosters responsibility and professionalism
 - A feeling of pride in the transit system
 - Pride can be evident in
 - How you work with your staff
 - How you work with your local elected officials and/or board

Transit Manager Qualities



- Pride
 - How you work with and in the community
 - How you represent the transit system in all settings

Transit Stakeholders



- What do each of my stakeholders need from me and what do I need from them?
- Each type of stakeholder has unique needs and resources?
- What role does each stakeholder play?

Designated Grantee Process



- This process was established for eligible applicants desiring Rural Transit service for their communities, but not wishing to be the grantee
- In these situations, a private nonprofit organization can be designated as grantee of the Rural Transit funding

Designated Grantee Process



- Requires action of the local eligible applicant (typically the County or City) in which service will be operated
 - Designation is for three years
 - Requires a public hearing and financial review of interested, prospective designees
 - Once conducted, can be re-affirmed
 - Can be revoked at any time by the eligible applicant

TACs



- Advisory role only; no legal authority or standing
- Requires diverse representation
 - Riders
 - Non-riders
 - Older adults
 - Disabled community
 - Low income
 - Human service agencies
 - Local leaders
 - Local businesses

TACs



- Excellent means of obtaining vital feedback and ideas from the public
- Strongly recommended by ODOT
- Sunshine law requirements

Riders



- A transit system's mission is to serve the riders. Who are they?
 - The general public: you and me!
 - Older adults
 - Individuals with disabilities
 - People with low incomes

Riders



- What can riders tell you?
 - They know when they like the service and when they do not like the service
 - Their comments and ideas and criticisms and compliments are extraordinarily useful and important
 - A good transit manager will be able to discern the “truth” and important message in every rider comment, and will be able to use it to improve the transit system

Riders



- A good transit service in the community will have a strong base of ridership
- It may not be possible to satisfy the latent demand for more service, because of a lack of resources
- What can we do?
 - Provide the best and the most service with the resources available



Non-Riders

- Fact: A significant number of people in a community do not and will not ride transit
- Is it still important that non-riders understand what the transit system provides?



Non-Riders

- Yes! It is your job to communicate and enlist their support by communicating transit's importance to a community for
 - Personal mobility for the transit dependent
 - Access to jobs, education, and medical services
 - Quality of life
- With this understanding will come support

Community Leaders



- Community leaders
 - Represent the community, riders and non-riders
 - Have many demands pulling at them
 - Your job is to make a compelling case supporting the benefits transit brings to the community

Funding Agencies



- ODOT, FTA, local elected officials, foundations, etc.
 - Are important to transit's sustainability through their funding and overall support
 - They want you to succeed: to make your community a better place
 - Each has regulations and expectations

Funding Agencies



- Your relationship with ODOT
 - Work closely with your ODOT representative to ensure
 - You are meeting all regulations and expectations
 - You discuss all ideas and plans for improvements and changes, especially as it relates to funding.
 - ODOT is there to help you succeed!

Funding Agencies



- Human service agencies (purchasers of service)
 - Many rural transit systems have contracts with human service agencies to transport their agency's clients



Funding Agencies

- Many (most) of those clients have special needs:
 - Elderly/older adults, including the frail elderly
 - Individuals with disabilities
 - People with low incomes.
 - People with mental health issues

Transit Staff



- Your staff is
 - Your No. 1 resource
 - An integral part of the day-to-day operations and the administrative functions of public transit
- Every job in the transit system is essential to quality, customer-oriented and safe service

Transit Staff



- To help your staff be successful, they must know
 - What is expected of them
 - That they are appreciated and valued
- And they must be provided with the tools (training) to do it



Contract Service Providers

- Transit systems may directly operate service; some choose to contract out all or a portion to a third party provider
 - Typically private for profit providers
 - Must be competitively bid
 - The contract must be mutually beneficial to both parties

Contract Providers



- These providers are your partners in providing service, working together to provide transit service to the community
 - Service must be provided as specified in the competitively bid contract at the specified price



Local Media

- The media must trust you and the board. Your job is to build that trust. How can you achieve that? By communicating to the media that
 - You are a professional
 - The transit service is important to the community
 - You are a good steward of the public funds
 - You are obeying all of the required Federal, State, and local laws

Local Media



- Partner with the media; convince them that transit (through facts and positive example) is a “good news” story (and there just isn’t any bad news or juicy story to report)



Other Stakeholders

- You are a transit manager, and you don't stop being that when you leave the transit office. Use it,
 - As a positive example and role model to your family
 - To share with them how your work and the transit system are making the community (the world) a better place



Other Stakeholders

- To share real-life stories about riders and how their lives are being improved
- To share lessons learned as life lessons
- Group discussion: Who are your stakeholders? How have you used them to support and/or improve transit in your community? Give specific examples and outcomes.

Overview of Responsibilities



- Service Planning/Operations
 - This includes the various service types (demand response, fixed route, route deviation, subscription, contract, and coordinated public transportation service), fare setting and structures, contracting out, and more (Module 2)

Service Planning



- Types of Service:
 - Demand Responsive
 - Fixed Route
 - Paratransit Service
 - Deviated Fixed Route
 - Commuter Service
 - Contract Service
 - Subscription Service
 - Health and Human Service Transportation

Responsibilities



- Operations Management
 - Performance measures, scheduling, dispatching, operating policies and procedures, street supervision, etc. (Module 2)

Responsibilities



- Maintenance
 - Vehicle preventive maintenance plans and programs, facility maintenance plans, contracting out for maintenance services (Module 2)

Responsibilities



- Human Resources
 - Policies, procedures, hiring, firing, benefits, payroll, recordkeeping, orientation and training, ADA, dealing with unions, etc. (Module 1)

Responsibilities



- Financial Management
 - Accounts payable/receivable, budget development and analysis, resource development, cost allocation and fully allocated rates, contract negotiations, cost control (e.g., preventative maintenance and overtime control) (Module 4)

Responsibilities



- Grants Management
 - Financial planning, applications, reporting, invoicing, regulatory compliance (Module 4)
- Risk Management
 - Insurance, personnel, safety and security, safety policies and procedures, local emergency management plan, etc. (Module 2)

Responsibilities



- Regulatory Compliance
 - Compliance with all required State and Federal regulations and laws including ADA, Title VI, DBE, Charter, etc. (Module 3)

Responsibilities



- Legal
 - Contract development/review, union issues, hiring/firing issues, conflict dispute resolution (Modules 1 & 3)
- Management Information Systems (MIS)
 - Reporting, on board cameras, GPS/MDTs or tablets, smart fareboxes, real time location of vehicles by consumers (e.g., where is my next bus), real time trip requests by I-phone or email, etc. (Modules 2 & 4)

Responsibilities



- Procurement and Third Party Contracting
 - ODOT and FTA requirements (the most current update of FTA Circular 4220), services, capital, use of RFPs (requests for procurements) IFBs (invitations for bid), etc. Procurement Pro, etc. (Module 5)

Responsibilities



- Coordination and Mobility Management
 - Working with local partners (human service agencies, private providers, business community leaders, other transit systems to fill service gaps and/or expand service and reduce duplication [improve the bottom lines of all participants.] (Module 2)

Responsibilities



- Marketing/Public Relations
 - ODOT/FTA requirements, the development of a marketing plan, use of social media to distribute information and obtain input, TACs, public hearings, community outreach, dealing with complaints, compliments and suggestions, etc. (Module 1)



Culture of Accountability

- Transit managers must establish a “culture of accountability.” What is it?
 - Affects all aspects of a transit manager’s responsibilities
 - The governing board and Transit Manager working together under the watchful eyes of the public and media to ensure business is conducted
 - according to law and with the highest standard of public expectations of honesty, good stewardship and for the public good
 - Openly and honestly

Culture of Accountability



- Accountability
 - Cannot be delegated or ignored
 - Is the responsibility of every member of the governing board and staff
 - Is a top-down mandate and must be rigorously enforced by policy and action, setting clear expectations and consequences
 - Must be established by written policies for open meetings, open records, ethics, and fiduciary responsibilities

Culture of Accountability



- Failure to comply with these accountability requirements can result in legal actions against the governing board (both as a board and individually) and against the Transit Manager and staff
- The board's and Transit manager's credibility can also be seriously damaged

Culture of Accountability



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- The board's and transit manager's credibility can also be seriously damaged

Culture of Accountability



- Open Meetings
 - Ohio Sunshine Law (ORC 121.22)
 - All acts and most deliberations of the transit board, and its committees, sub-committees, and advisory groups, are to be conducted in meetings that are open to the public
 - Board members must be notified of the meetings to ensure attendance

Culture of Accountability



- Open Meetings
 - Ohio Sunshine Law (ORC 121.22)
 - The public must be notified in advance of the open meeting for their attendance, if desired
 - Meeting minutes must be prepared and made available to the public

Culture of Accountability



- Executive Sessions
 - A board or other group may hold an “executive session” that is closed to the general public and media (and to any or all transit staff, if desired), but only to discuss the following topics, and to take no official action
 - Appointment, employment, dismissal, discipline, promotion, demotion or compensation of an employee or official or the investigation of charges or complaints against an employee or official, unless the employee or official requests a public hearing

Culture of Accountability



- Executive Sessions
 - Purchase of property for public purposes or the sale of property at competitive bidding
 - Conferences with the board's attorney to discuss matters which are the subject of pending or imminent court action
 - Preparing for, conducting, or reviewing negotiations or bargaining sessions with employees

Culture of Accountability



- Executive Sessions
 - Matters required to be kept confidential by federal law or rules or state statutes
 - Specialized details of security arrangements
 - Audit conference conducted by an independent certified public accountant with officials of the public body

Culture of Accountability



- Open Records
 - The request does not have to be in writing and the reason for the request does not have to be given
 - Certain records are considered private and are exempt from being open to the public
 - A public office must keep all public records indefinitely unless the retention period is set forth in the board's adopted records retention schedule, and the retention period has lapsed
 - Retention periods must be consistent with FTA and ODOT regulations

Culture of Accountability



- Ethics
 - The transit governing board and the Transit Manager together must create a culture of accountability with a focus on ethics
 - The Ohio Ethics Law recognizes that many of Ohio's public officials and employees are in a position to make or influence decisions that directly affect their own financial interests or those of his family or business associates

Culture of Accountability



- Ethics
 - The law contains provisions restricting conflicts of interest that involve nepotism, post-employment, representation, influence-peddling, confidentiality, and supplemental compensation
 - As the transit manager, you can directly promote an ethical culture in your transit system by

Culture of Accountability



– Promoting ethical culture

- Having the board adopt a policy on ethics and conflict of interest
- Promoting a culture of disclosure
- Avoiding problems when potential conflicts arise
- Establishing procedures, such as competitive bids, that ensure that the organization is receiving fair value in the transaction

Reference Materials, Model Ethics Code

<http://ethics.ohio.gov/education/overview.shtml>



Culture of Accountability

- Fiduciary Responsibility
 - The transit manager and governing board must create a culture of accountability with a focus on fiduciary responsibility...what is it?
 - Fiduciary responsibility is a legal and/or ethical relationship of confidence or trust regarding the management of financial and other resources

Culture of Accountability



- Fiduciary Responsibility
 - Board members
 - Are the trustees of all transit assets
 - Must exercise due diligence to oversee that the organization
 - Is well managed
 - That its financial situation remains sound
 - Have this responsibility regardless of transit system size or type

Culture of Accountability



- Fiduciary Responsibility
 - Board members
 - Must always act for the good of the organization, not for their own benefits
 - Must exercise reasonable care in all decision making without placing the organization at undue risk

Culture of Accountability



- Fiduciary Responsibility
 - Board members
 - Must have basic financial terminology
 - Be able to read financial statements and judge their soundness
 - Have the capacity to recognize warning signs that might indicate a [negative] change in the overall financial health of the organization
 - This fiduciary duty requires board members to stay objective, unselfish, responsible, honest trustworthy, and efficient

Culture of Accountability



- Fiduciary Responsibility
 - Board members
 - If a board member does not understand something, he/she must be willing to find the answer
 - Financial oversight is not possible without knowing what to look for

Culture of Accountability



- Fiduciary Responsibility
 - Transit managers
 - Must ensure that the board has the opportunity to
 - Conduct financial strategic planning
 - Conduct annual budgeting of operating and capital expenses and revenues
 - Conduct monthly reviews of financial reports and variances
 - Keep a close eye on the fiscal health of the system
 - Review grants and grants management

Culture of Accountability



- Fiduciary Responsibility
 - Transit managers
 - Monitor available cash amounts
 - Act on fares and contract rates
 - Ensure satisfactory reserves are on hand
 - Ensure the propriety of expenditures
 - Insist on and monitor internal controls
 - Actively review annual financial audits
 - Review investments
 - Ensure that all Federal, State, and local laws and requirements are followed



Mission and Values

- Every organization must have a statement that clearly describes its mission and values
 - **"We save people money so they can live better."** (Walmart)
 - **"Connecting People."** (Nokia)
 - **"The mission of the Champaign Transit System is to provide transportation to ALL citizens of Champaign County who are in need of mobility to health care, public services, shopping, jobs, and any other transportation needs."**

Mission and Values



- **“To provide safe, affordable, and fully coordinated public transportation within Columbiana County.”**
- **“To enhance the quality of life for all Delaware County residents by providing affordable and accessible public transportation.”**
- **“TLC strives to provide general public transportation service to all Logan County visitors and/or residents in a timely, courteous, and cost effective manner in order to improve their quality of life.**

Mission and Values



- Discussion
 - How can you determine each organization's mission and values from their mission statements?
 - What are the most significant words in each of the statements?

Introduction to Operations and Service



- How do you define operations?
 - The act of making something carry out its function, or controlling or managing the way it works
 - Performance of a practical work or of something involving the practical application of principles or processes



Operations and Service

- As a transit manager you are responsible for operations and service
 - What does that mean to you?
 - How do you feel about having that responsibility?
 - What are the pros and cons of contracting out service compared to directly provided service?



Contract v. Direct Provided

- Grantees can choose to purchase service from an independent transportation contractor
 - The independent contractor is responsible for day to day service delivery
- or
- Grantees can choose to be the direct provider of the service and control all aspects of the day-to-day service delivery



Contracted Service - Pros

- Introduces competition among bidders
- Access to expertise of corporate resources
- Arms length relationship – contracted provider responsible for day to day operations.
- Accurate cost projections – guaranteed contract rate
- Creation of system with limited public employees and a focus on private sector



Contracted Service - Pros

- Multiple options for contract agreements
 - Varying levels of authority
 - Vehicles
 - Supplies such as fuel
 - Dispatch/Scheduling Staff
- National purchasing power
- Research in the 1980's and 1990's indicated contract service resulted in a 10% to 15% savings

Contracted Service - Cons



- Arms length relationship
 - Cannot control day-to-day
 - Lack of knowledge of day-to-day
 - Lack of control over staff
 - Lack of control over staff training
 - Lack of control over service delivery philosophy
 - For profit business versus social service vision

Contracted Service - Cons



- Must develop excellent all inclusive contract that allows for control and flexibility
 - Control of general manager
 - Control of operators
 - Very detailed cost proposal
 - Very detailed invoicing

Contracted Service - Cons



- Requires diligent monitoring and follow up to assure corrective action occurs and is maintained
- Unions transfer when contract transfers
- Must share the successes and the glory



Direct Provided - Pros

- Can take advantage of city, county, or other legal entity structure already in place
- Can take advantage of county or municipal support services, such as fuel, maintenance, insurance, etc.



Direct Provided - Cons

- Expanding city or county government may not be positively received
- If transit is provided under an existing department (rather than a transit department), it may not receive the attention or priority it needs
- Employee wages and benefit costs could be higher



Types of Service

- Demand Response
 - A demand-response operation is characterized as follows
 - The vehicles do not operate over a fixed route or on a fixed schedule except, perhaps, on a temporary basis to satisfy a specific need
 - The vehicle typically may be dispatched to pick up several passengers at different pick-up points before taking them to their respective destinations and may even be interrupted en route to these destinations to pick up other passengers



Types of Service

- Deviated Fixed Route
 - A transportation service operating along a fixed path with designated stops at generally fixed times, but may deviate from the fixed path to either pick-up or drop-off passengers who requested the deviation

Types of Service



- Fixed Route
 - Transportation service operated over a set route or network of routes generally on a regular time schedule



Types of Service

- Contract service
 - The transportation of a group of people for a specified cost scheduled and paid by a third party and considered to be premium service because the service is guaranteed
 - Contract service must be open-door, offered during regular service hours, cannot interfere with the overall general public service, and must be operated in compliance with FTA charter regulations



Types of Service

- Contract service
- A rate higher than the regular fare is negotiated with the contracting agency to cover the costs incurred in developing and monitoring contracts, scheduling, record keeping, and invoicing, and which takes into account the fully allocated cost of providing the service



Types of Service

- Subscription service
 - Transportation service provided under advanced arrangements and according to prearranged conditions, e.g., hours, days, specific routing
 - The service may be paid for by an individual, group of individuals, or company. This is the only time an individual or group of individuals may be billed for service



Types of Service

- Subscription service
 - Subscription service does not necessarily need to be fully allocated
 - It differs from contract service in that under subscription service the individuals, routes, and destinations never change for the duration of the subscription, and revenue collected from subscription service is counted as farebox revenue

Types of Service



- Subscription service
 - Subscription service is open to the general public



Types of Service

- Paratransit
 - Types of passenger transportation that are more flexible than fixed-route transit but more structured than the use of private automobiles
 - Paratransit is a broad term that may be used to describe any means of shared ride transportation other than fixed-route
 - Paratransit services usually require advance-reservation for demand-responsive service that is either curb-to-curb or door-to-door



Types of Service

- ADA Complementary Paratransit
 - Paratransit services that are provided to accommodate passengers with disabilities who are unable to use fixed route service and that meet specific service equivalency tests are called ADA complementary paratransit services. (CTAA)



Types of Service

- Coordinated Human Service Transportation
 - Human service agencies and/or transit systems cooperating to coordinate some aspect of transportation, such as passenger trips, the sharing of vehicles, schedules, personnel, and maintenance facilities
 - May also include the consolidation of services, (as appropriate)

Fare Policies & Fare Setting



- Fare policy and fare setting considerations
 - Service area demographics
 - Title VI and EJ
 - Local match impact
 - Fare elasticity
 - Tickets/Passes/Tokens



Performance Measures

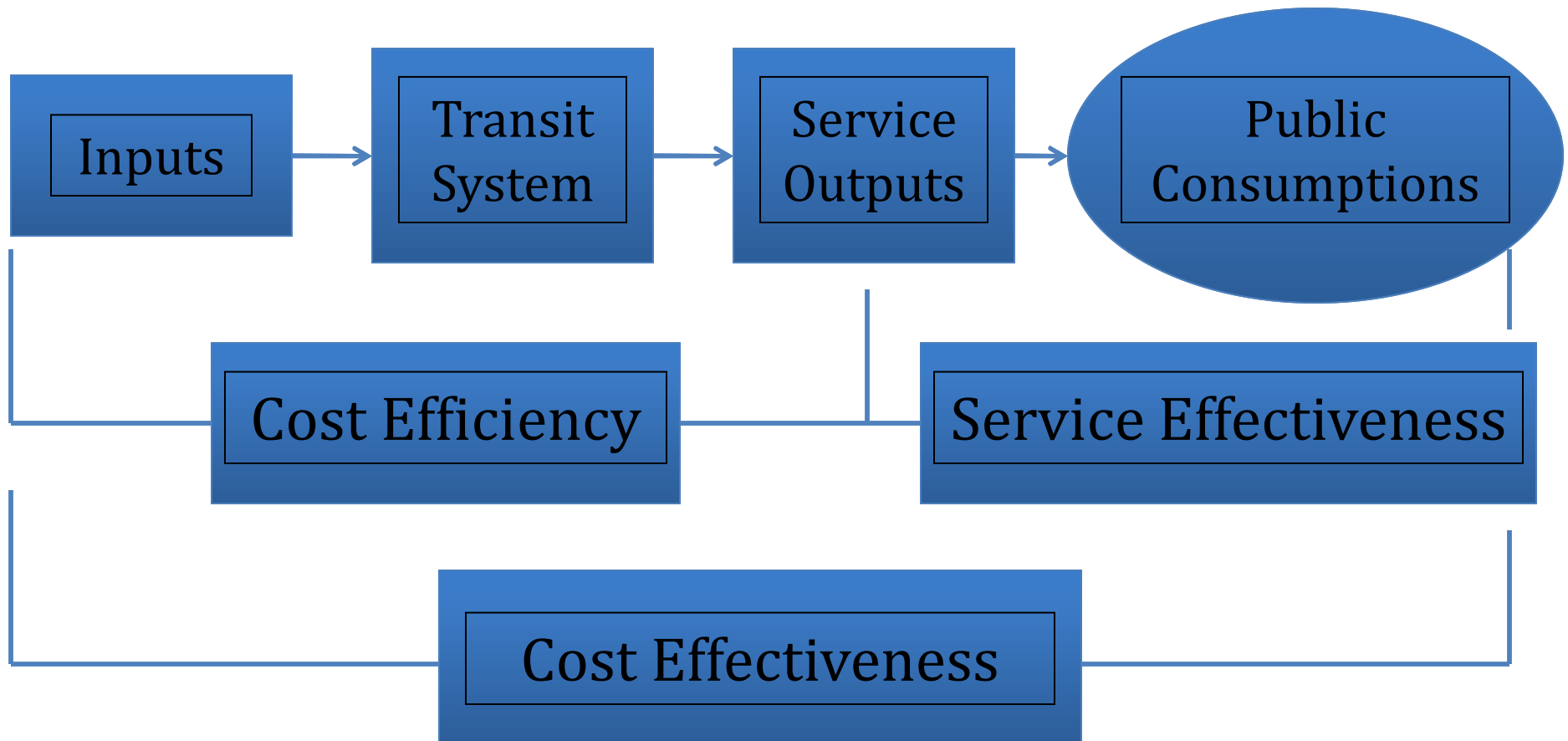
- To Measure and Assess Performance
- To Evaluate the Progress Towards Transportation Goals and Objectives
- To Serve as a Basis for Decision-Making
- Diagnostic Tool to Identify Performance Problems
- To Assess Policy, Procedures, and Service Implications

Types of Performance Measures



- Service Effectiveness
- Cost Efficiency
- Cost Effectiveness
- Quality of Service

Formulating Performance Measures



Scheduling and Dispatch



- Policies and procedures considerations
 - Reservation window
 - Pick up window/wait time
 - ADA Accessibility
 - Trip turndowns
 - Trip refusals
 - Personal care attendants/passenger assistance

Scheduling & Dispatch



- Trip denials
- Late arrival
- Missed trip
- No Show
- Cancellation
- After hours communication
- Scheduling methods
- Scheduling methods for alternate formats

Operating Policies and Procedures



- ODOT has developed over 80 sample operating policies designed to be customized by the transit system and addressing
 - Agency information
 - Employee responsibilities
 - Safety
 - Training
 - Financial policies
 - Customer service
 - Maintenance
 - Dispatch
 - Recordkeeping

Supervision



- Proper supervision is a critical factor in ensuring safe and effective service delivery and good customer service
- Key components
 - Monitoring performance measures
 - Frequent employee on the job evaluations
 - On site/On street observation and monitoring
 - Documentation of findings
 - Follow up action
 - Communication of findings
 - Follow up action

Customer Service Customer Relations



- No Industry Can Prosper That Does Not Place The Customer First
- Customer-Focused Public Transportation Can Make a Difference
- To Be Successful, Systems Must Implement Agency-Wide, Results-Oriented, Customer-Focused Programs

Customer Service Customer Relations



- Customer service goals
 - Increase Customer Satisfaction
 - Increase Ridership
 - Improve System Image
 - Increase Community Support

Customer Service Customer Relations



- Challenges Impacting Customer Service
 - Indifferent Employee Attitudes
 - Union Opposition
 - Lack of Support From Other Departments
 - Understaffing
 - Inadequate Communications Between Departments

Customer Service Customer Relations



Customer service challenges

- Inadequate Computer Systems/ Technology
- Inadequate Training in People Skills
- Inadequate Driver Selection Criteria
- Low Morale – No Team Spirit
- Conflicting Organizational Policies and Procedures
- Funding Limitations

Customer Service Customer Relations



- Customer Focused Transit Programs
 - General Interaction Between the Customer and Transit System
 - Mission statement, brochures, maps, web page, technology
 - Obtaining and Using Customer Input
 - Monitor complaints, surveys, meetings, focus groups

Customer Service Customer Relations



- Customer Focused Transit Programs
 - Involving Employees in Customer Focused Transit Service
 - Key to success, top to bottom
 - Must be reflected in corporate culture
 - Must be reflected in training
 - Effective verbal skills
 - Effective non-verbal communication
 - Situational examples
 - Empathetic handling of situations

Customer Service Customer Relations



- Customer Focused Transit Programs
 - Employee training
 - Establish employee credibility as a professional
 - How to develop a positive responsive relationship
 - How to add value to the service
 - Make every interaction positive
 - Being knowledgeable, dependable, reliable

Customer Service Customer Relations



- Getting to know your customers
 - To help you determine your system's vision, goals, and objectives
 - To guide planning efforts
 - To aid in the decision making process
 - To avoid mistakes
 - To help transit management, board, drivers, and customer service agents stay focused

Customer Service Customer Relations



- Getting to know your customers
 - To Build relationships
 - Generate loyalty
 - Develop political support
 - Mobilize your system's best supporters
 - Satisfy your mission

Customer Service Customer Relations



- Getting to know your customers
 - Understand your passengers' point of view, but don't be limited by it, or create unrealistic expectations
 - What are our customers' lives really like?
 - What do they value?
 - What are their physical needs?

Customer Service Customer Relations



- Getting to know your customers
 - Who are your customers?
 - What are your customers' travel needs?
 - Why are they traveling?
 - Why are they using your service?
 - When do they travel?
 - Where do they go?
 - What other modes of travel to they use?

Customer Service Customer Relations



- Getting to know your customers
 - In what circumstances do they use transit?
 - What other locations and times do they want/need service?
 - What problems do they encounter?
 - Those they complain about
 - Those they accept as normal
 - What aren't they telling you?
 - What do you know about customers you lost?
 - What do you know about potential customers?

Customer Service Customer Relations



- Getting to know your customers
 - Different populations have different needs
 - Service
 - Security
 - Technology

Customer Service Customer Relations



- How can we improve?
 - Finding and retaining quality employees
 - Knowing your customers intimately
 - Focusing departments on organizational purpose
 - Creating “easy to do business with” delivery systems

Customer Service Customer Relations



- How can we improve
 - Training and supporting employees
 - Involving and empowering employees
 - Recognizing and rewarding good performance and celebrating success.
 - Setting the tone and leading the way through personal example

Customer Service Customer Relations



- Customer Service Policies
 - No shows
 - The person is not there when the bus arrives
 - Person waves off the bus
 - Person cancels after designated cancellation period
 - Cancellations
 - The rider (or someone on his/her behalf) contacts scheduling to cancel the trip or make a significant change in the trip

Customer Service Customer Relations



- No show and cancellation policies
 - Establish policy in writing
 - Clearly define the window for acceptable cancellations
 - Consequences for repeat/excessive no-shows and cancellations (based on a percentage of trips)
 - Wait time for a rider (must meet ADA requirements)

Customer Service Customer Relations



- Dealing with difficult customers
 - Passengers are not dependent upon us; we are dependent upon them
 - Passengers are not an interruption to our work; they are the purpose for it
 - At times, it is difficult to determine what it is our passengers want from us

Customer Service Customer Relations



- Dealing with difficult customers
 - The key is to remain professional and patient, and communicate with all passengers in a polite and courteous manner
 - Attempt to identify what it is your passenger needs so that you can respond appropriately and courteously

Customer Service Customer Relations



- Dealing with difficult customers
 - Good customer service means accepting the customer's complaint or need for service even if you disagree
 - Don't waste time disagreeing with a customer; instead work toward a mutually acceptable result

Customer Service Customer Relations



- ADA/Title VI
 - Keep riders apprised of no shows; work toward a positive resolution
 - Monitor percentage of no shows and/or cancellations (to the customer's total trips), not the absolute number
 - If a rider's record indicates a pattern that will trigger a suspension, review the no shows to ensure that they were not the result of a coding or other error

Customer Service Customer Relations



- ADA/Title VI
 - If a rider is in danger of suspension, notify them ahead of time and clarify any issues regarding no show and cancellation policies
 - Make sure all system materials (brochures, policies, etc.) are available in alternative formats, including those that may be required by those LEP (limited English proficient)
 - Must have appeal procedure for suspension of service

Customer Service Customer Relations



- Policy Communication
 - Establish all policies in writing
 - Conduct on-going training for all transit staff
 - Distribute brochures, riders guides, etc. on vehicles, at local businesses, human service agencies, etc.
 - Make all materials available in alternative formats, as necessary

Customer Service Customer Relations



- Complaint Process
 - Establish in writing indicating timeline for responding to and resolving the complaint
 - Have complaint forms available in vehicles, at the transit office, and other locations, as appropriate, and available in alternative formats, as necessary
 - Respond to all complaints in writing
 - Establish an appeals process

Customer Service Customer Relations



- Effective customer service and positive customer relations are tied to
 - Respect for your customer
 - Professional conduct at all times
 - Standard written policies enforced fairly
 - On-going awareness and training on customer service-related issues

Marketing, Public Relations, & Outreach



- Marketing and outreach have three primary purposes
 - To keep current transit riders as customers and expand their use of transit
 - Attract new riders
 - Inform local decision makers, businesses, and the general public about how public transit benefits the community (riders and non-riders)

Marketing Plans



- ODOT strongly recommends that each transit system have a written marketing plan
 - A marketing plan outlines how the system details and information will be communicated to the public
 - Outlines what types of media will be used (newspaper, radio, tv, brochures, etc.)



Marketing Plans

- A marketing plan does not need to be long or “fancy” but should cover these components
 - Marketing objective/desired results
 - Marketing approach
 - Specific actions to be taken
 - Budget
 - Overall plan should reflect the transit system’s mission

Marketing Plans



- There are several excellent marketing resources, books, websites, etc.
- One example is “The Ten Demandments of Marketing” by Kelly Mooney, that provides these 10 steps to successful marketing that can apply to a variety of different clientele
 1. Earn My Trust
 2. Inspire Me
 3. Make it Easy
 4. Put Me in Charge

Marketing Plans



- Ten Demandments
 5. Guide Me
 6. 24/7
 7. Get To Know Me
 8. Exceed My expectations
 9. Reward Me
 10. Stay With Me

Information to be Marketed



- Branding
 - General awareness of the system
 - Each system should have its own brand, denoted by its unique
 - Name
 - Logo
 - Color scheme
 - Slogan
 - Employee dress code/uniforms
 - General system information

General System Information



- How to contact the system (who to contact, phone numbers, website, etc.)
- Days and hours of service
- Service area, routes, etc. (any special considerations e.g., route deviation, connections with other systems)
- Fares (what types of fare media are accepted)
- Stops (including flag stops)
- Accessibility for individuals with disabilities and older adults
- How and when to schedule a trip (expected arrival times, etc.)
- How to provide feedback (positive and negative)



Marketing & Outreach

- Transit Drivers and vehicles are the first line of marketing; good impressions are made in a matter of seconds
 - Practice good maintenance and driver training and effective scheduling
 - Vehicles must be clean and safe (in good working order, timely repairs made, etc.)
 - If your vehicles have electronic destination signs, these can display service information in addition to the route number and/or destination

Marketing & Outreach



- If your vehicles have electronic destination signs, these can display service information in addition to the route number and/or destination
- Drivers must be courteous and knowledgeable
- Appropriate sizes of vehicles used for the type of service
- Was the customer's experience positive

Marketing & Outreach



- Word of Mouth
 - Your best references are customers who have had a good experience
 - Satisfied customers will refer the service to friends, families, and co-workers
 - Unsatisfied customers will share their negative experiences

Marketing & Outreach



- Brochures, Schedules, and Riders Guides
 - Publications with information about the transit system can be produced and distributed relatively inexpensively, either in-house or with outside resources
 - Examples include brochures and/or rider's guides which contain information about the system (service area, hours/days of service, fares, service rules, etc.)



Marketing & Outreach

- Brochures, Schedules, and Riders Guides
 - Also includes system maps for those systems with routes or extended service areas
 - Common distribution locations include pharmacies, grocery stores, hospitals, physician offices, human service agency offices, etc.
 - Accommodations must be made for individuals with disabilities, including visually and hearing impaired individuals, LEP individuals (limited English speaking), individuals with limited literacy, etc.

Marketing & Outreach



- Brochures, Schedules, and Riders Guides
 - Written publications must be available in alternative formats, if requested, including large print, Braille, audio, etc.
 - TTY/TDD capability or Ohio Relay Service information must be included on all written publications
 - If your system offers travel training, this should be noted on the brochure including how to request it

Marketing & Outreach



- Brochures, Schedules, and Riders Guides
 - Written publications must be available in alternative formats, if requested, including large print, Braille, audio, etc.
 - TTY/TDD capability or Ohio Relay Service information must be included on all written publications
 - If your system offers travel training, this should be noted on the brochure including how to request it

Marketing & Outreach



- Brochures, Schedules, and Riders Guides
 - **ODOT must review and approve all system publications, including revisions and updates**

Marketing & Outreach



- Print media
 - Printed advertisements can be purchased and displayed on
 - Bill boards
 - Transit shelters and stations
 - Newspapers
 - Advertisements can be expensive; public interest stories are free
 - » Develop a positive working relationship with your local newspaper staff

Marketing & Outreach



- Print media
 - Flyers
 - Posted in various locations (including inside vehicles)
 - Mass mailings
 - Distributed at local community events (fairs, school events, social, ethnic and religious gatherings)
 - Utility mailings (check with local city or county officials for potential opportunities)

Marketing & Outreach



- Gifts and trinkets
 - Small gifts, such as pens, pads of paper, magnets, etc. with the system name, logo, phone number, website, etc. are good marketing tools

Marketing & Outreach



- TV and radio media
 - Local stations usually offer public service announcements
 - Purchased advertising can be expensive

Marketing & Outreach



- Local Community Events and Public Meetings
 - Display transit vehicles and give tours
 - Always have someone available to answer questions
 - Use official public meetings (public hearings for service and fare changes, etc.) to share information about the system and answer questions

Marketing & Outreach



- Comment Cards
 - Vehicles should be equipped with pre-addressed comment cards (postage paid, if possible)
 - Transit system contact information
 - Encourage questions and comments
 - Must be prepared to address/respond to the comments, both positive and negative, as well as suggestions for service improvements
 - Use them at community events, public meetings, etc.

Marketing & Outreach



- Social Media
 - Real-time social media (Facebook, Twitter, Google, smart phone applications “apps”, etc.) have expanded the public’s ability to access information about all types of service--take advantage of this
 - Basic system information as well as route, service, schedule, and fare changes can be posted
 - Can also be used for communicating road closures, traffic tie-ups and schedule delays, vehicle breakdowns, etc.

Human Resources



- Policies and Procedures
 - Hiring
 - Training
 - Leave policies
 - Disciplinary
- Recruiting
 - Ensure selection of recruits from the broadest possible, qualified labor pool

Human Resources



- Recruiting
 - Use a variety of methods to notify the public of the positions available
 - Word of mouth
 - Current and former employees
 - Family
 - Friends
 - Neighborhood and community leaders
 - Places of worship
 - Social clubs
 - Professional organizations

Human Resources



- Recruiting
 - Paid advertising
 - Local newspapers and other publications
 - Regional/national publications
 - Websites and Social Media
 - Transit website
 - Human service agency websites
 - Local business websites
 - Facebook, Twitter, LinkedIn, etc.
 - Local employment agencies

Human Resources



- Recruiting
 - Develop a formal job description that outlines:
 - Job duties
 - Minimum requirements
 - Working conditions
 - Proposed pay scale
 - Other requirements such as background checks, drug and alcohol testing, ADA, etc.
 - EEO

Human Resources



- Hiring
 - Require all applicants to complete a formal job application
 - Thoroughly review each application with regard to qualifications and experience
 - Develop standard interview questions to be used for all candidates

Human Resources



- Hiring
 - The following are suggested minimum requirements for a candidate to be considered
 - Check with your insurance carrier for its allowable minimum age for your coverage. In many systems, the minimum age is 25
 - In good health (confirmed by an employment physical prior to employment) and able to perform the requirements of the position
 - Possess the required driver's license (valid Ohio Driver's License, CDL, etc.) required for the position

Human Resources



- Hiring, suggested minimum requirements
 - Be able to demonstrate the ability to successfully deal with stressful situations
 - Be sensitive to diversity and people with special needs
 - Successfully pass the required pre-employment drug/alcohol testing

Human Resources



- Conduct Background checks
 - Ohio Bureau of Criminal Investigation (BCI)
 - These checks can be accomplished in a reasonable amount of time
 - Ensures that candidates have no criminal background that could threaten the security of your riders and your staff
 - For individuals that may have recently moved to Ohio, a national FBI check should be conducted; this can take several weeks



Human Resources

- Inevitably, you, as a transit manager, will have employees who do not, or cannot, successfully perform their job responsibilities. Typically, these situations will require one of three actions:
 - Coaching
 - Disciplining
 - Firing

Human Resources



- Coaching/Disciplining/Firing
 - Develop clear and realistic job descriptions, so that a worker knows what is expected
 - Develop clear, reasonable and written personnel policies, including employee evaluations, disciplining and incentives



Human Resources

- Coaching/Disciplining/Firing
 - Establish a written employee evaluation process to occur at least annually
 - To provide performance feedback to the employees
 - Identify and correct non/under-performance issues
 - Evaluation should include
 - Annual driving record check
 - Annual physical exam
 - Drug and alcohol testing (in accordance with FTA's D/A Program)



Human Resources

- Coaching/Disciplining/Firing, written employee evaluations
 - Background checks
 - Periodic ride checks (for drivers)
 - Periodic inspections/observations of maintenance personnel
- Typically, most transit employees jobs require them to be in the field, and thus, out of sight of supervisors.
- This potentially provides temptations for employees to not perform as well as they would if there were being watched. Examples of this include
 - Reckless driving
 - Unscheduled deviations off route



Human Resources

- Coaching/Disciplining/Firing, written employee evaluations
 - Skimming fares
 - Disrespect to riders
 - Damage to the vehicle
 - Misappropriating resources (fuel, maintenance supplies, unauthorized use of company credit cards, etc.)
- These opportunities can be reduced by the use of
 - On-board cameras,
 - GPS tracking,
 - “Ghost or mystery riders” that ride the bus and observe for management
 - Supervisors periodically following transit vehicles in cars

Human Resources



- Communicating policies
 - Explain all personnel policies to all employees (in initial orientation and periodically in staff meetings) and give them a written copy for their reference
 - Employees need to know
 - What will happen if they do not perform according to the job description
 - That the rules will be applied fairly and consistently to everyone based on their work performance

Human Resources



- Communicating policies
 - That the personnel policies will be used to retain good employees, provide a documented basis for advancement in the organization, and to get rid of non/under-performing employees
 - Results should be shared with the employee, an action plan developed jointly to improve performance, if necessary; and coaching provided as necessary to assist the employee to meet the specified performance standards

Human Resources



- Communicating policies
 - If discipline is warranted, apply it quickly and fairly, with appropriate re-training if necessary, and with appropriate severity, but all with the goal of improving future performance or removing problem or non/under- performing employees
 - Progressive discipline may entail a warning for a first offense; suspension for the second offense, and removal as the third/final offense

Human Resources



- Communicating policies
 - It is important that the discipline policies are in writing (approved by the Governing Board) and provided to all employees
 - This allows for potentially good employees to learn from their first mistakes and then perform well thereafter

Human Resources



- Communicating policies
 - If incentives are used to reward good performance, award them fairly to emphasize the value of good performance
 - If a union contract is in place and enforced, all employee evaluation and discipline procedures outlined in the contract must be followed consistently

Human Resources



- Personnel records
 - Thorough, written personnel records are essential
 - In problem situations where corrective or disciplinary actions are required
 - May be required by government regulations, funding sources
 - As support in any potential litigation

Human Resources



- Personnel records
 - Examples of these records include
 - Orientation
 - Training
 - Benefits
 - Payroll
 - Attendance
 - Discipline

Human Resources



- Orientation and training
 - Once an individual is hired, he or she must be oriented to the agency and trained for the specific position for which he or she was hired
 - Training typically consists of “desk” and “behind-the-wheel”
 - Desk training includes:
 - Agency policies and procedures
 - Vehicle specifications
 - Routes

Human Resources



- Orientation and training
 - Desk training
 - Safety and operating rules
 - Components of a vehicle
 - Safety aspects of the vehicle and driving
 - Pre- and post-trip inspections
 - Defensive driving
 - First aid
 - Emergency response and passenger evacuation
 - Dealing with passengers politely and sensitively
 - Incident and accident reporting procedures
 - Fare handling
 - Understanding the dispatcher's role in day to day and unusual situations

Human Resources



- Orientation and training
 - Behind-the-wheel training
 - All of the above, but in a real-life situation
 - Equipment breakdowns
 - Driving the routes

Human Resources



- Behind-the-wheel training
 - Proper operation of wheelchair lifts and tie-downs
 - Training can be provided by in-house staff, or by an outside organization
 - Transit system personnel provide agency orientation, policies and procedures and all training related specifically to the agency.
 - Attendance at a training facility, school, conference, or vehicle manufacturer may be required for specific topics
 - Online training via Skype, webinar or teleconference training sessions are available
 - Training modules via electronic or printed media can be purchased

Human Resources



- General training requirements
 - Drivers must be observed, periodically and randomly, in order to ensure that all policies and procedures are being followed
 - Safety sensitive personnel are required to receive one hour of training regarding the impacts of drug and alcohol use
 - Continuous training should be offered on a variety of subjects

Human Resources



- General training
 - Training aids in personnel evaluations and discipline
 - Detailed training records must be maintained
 - Serves as documentation for any potential legal actions resulting from accidents on the street or in the shop

Human Resources



- Employee retention
 - It is important to retain and advance good employees.
 - Reduces turnover, which is costly and time consuming, and keeps within the organization the skills, work habits, knowledge of the policies and procedures, and loyalty and that have been developed over time
 - Decent wages and benefits, and a decent working environment are crucial to attracting, retaining and advancing good workers in a transit organization
 - As with all other expenses, the organization needs to manage the cost of its labor

Human Resources



- Employee retention
 - Benefits packages may include
 - Retirement
 - Health and dental insurance
 - Disability insurance
 - Unemployment insurance
 - Training allowances
 - Uniform allowances
 - Vacation and sick time
 - Wellness incentives

Human Resources



- Employee retention
 - Other benefits which have no or little cost but which are popular
 - Allowing schedule flexibility to care for sick children, spouses, and parents
 - Not discouraging employees from having second jobs (as long as those second jobs do not compromise the transit organization, or tire out the employees too much)
 - Providing pre-tax incentives

Human Resources



- Employee retention and accommodations
 - Periodically assess the physical workplace (both in the facility and on the streets) to determine what the organization can do to improve working conditions
 - The workplace and policies and procedures should be able to accommodate people with disabilities, both as customers and as employees
 - The workplace must be free from physical and sexual harassment, bullying, discrimination, prejudice, political harassment, intimidation, and supervisors with untrained and inappropriate management styles

Human Resources



- Employee retention
 - Employees need to feel that their input and ideas are wanted and appreciated by management
 - Provide a mechanism where employees can make suggestions about the transit service and operations, vehicles, working conditions, bad bosses, etc. without the fear of retribution
 - Listen to the insights and observations of drivers and other employees who come in contact with the travelling public

Human Resources



- Promoting Employees Within the Organization
 - Transit organizations can facilitate advancement and retaining good employees by strategically reviewing its workforce periodically to see what potential staff improvements (advancements) might exist
 - Longevity awards and incentives, new skills training, coaching and mentoring, and even refresher training, can be applied to enhance skills, and advance some employees to the next level or to new positions.

Human Resources



- Promoting employees
 - Send a clear message to all employees that hard work, loyalty, and skills are keys to advancement and to bettering one's station in life
 - Reinforce and strengthen the culture within the organization by retaining and advancing those that support and further the organization's goals
- Management must be aware that uncontrolled advancement in an organization can promote employees to positions for which they are not suited, leading to non/under-performance and ultimately discipline and firing situations, if not monitored

Human Resources



- Succession planning
 - Eventually, all employees will leave the organization due to retirement, other employment, ill health, disciplinary termination, and potentially, layoffs, and death
 - Management must have a succession plan to fill vacated positions at all levels
 - This is particularly true of positions with specific skills requirements and top management

Human Resources



- Succession planning
 - Establishes an orderly transition when retirement or departures occur
 - Managers should continually identify and, where and when possible, provide training for future managers and other staff

Human Resources



- Critical Workforce Issues
 - EEO and Diversity
 - Transit systems must prevent the exclusion of or discrimination against, any person on the grounds of race, color, creed, national origin, sex, or age as it pertains to the recruitment, selection, promotion, termination, compensation, training, or other terms and conditions of employment

Human Resources



- Critical Workforce Issues
 - EEO and Diversity
 - Rural transit systems which received more than \$1 million of federal funds in the previous year and have 50 or more transit employees must develop and submit an EEO Program to ODOT. (Contact your Rural Transit Representative for further information)
 - The Program shall include an EEO Policy Statement, how the EEO information is disseminated to existing and potential employees, and the transit system personnel responsible for EEO compliance

Human Resources



- **ADA and Diversity**
 - Transit systems must provide reasonable accommodations in the workplace, for individuals with disabilities
 - Transit systems must avoid any situations that might unreasonably exclude the hiring and advancement of these individuals

Human Resources



- Drug and alcohol testing
 - FTA requires the use of testing of employees performing safety-sensitive job functions
 - Testing includes pre-employment, reasonable suspicion, random, post accident, and return to duty.
 - D/A testing requirements will be covered in Module 3 as well as part of separate substance abuse training provided by ODOT

Human Resources



- Workforce characteristics
 - An aging workforce presents other issues
 - Upcoming retirement of the baby-boomers (those born 1946-1962)
 - Most management and experienced workforce are baby-boomers
 - Rising healthcare costs and absenteeism of older workers can present financial and budget issues
 - Some older workers may have difficulty adapting to new technologies

Procurement



- Procurement
 - Typically, rural transit systems will conduct procurements that are funded from Federal, State, and/or local sources
 - Each one of those sources and levels of government has its own procurement requirements
 - Rural transit systems are required to have a written procurement policy that incorporates the relevant provisions of FTA Circular 4220 (the most recent version)

Legal Capacity



- Each transit system must have the “legal capacity” for conducting business
 - The transit system must be eligible and authorized under state and local law to
 - Request, receive, and dispense Federal and State funds
 - To execute and administer Federal and State funded projects
 - Legal counsels typically sign a certification of assurance

Legal Counsel



- A good working relationship with your legal counsel is essential
- Legal counsel can help transit systems avoid legal issues, and help you with those you can't avoid
- Who is your legal counsel?
- Discussion

Legal Counsel



- The legal counsel may be on staff, or the governing board may contract out for legal counsel, or both (depending on the issue)
- Cities, villages, townships, county commissioners, will usually provide legal counsel for their transit system
- A county transit board will usually use the legal counsel of the county board of commissioners.
- 501(c)(3) non profits, RTAs and regional transit commissions usually directly contract out for legal counsel

Legal Counsel



- Legal counsels may not be fully familiar with the many legal requirements facing a transit system
 - Educate your legal counsel about the transit system, relevant ORC, ODOT and FTA transit laws and regulations, how it operates, where the funding (and related rules) come from, special issues, etc.
 - As specific issues come up, legal counsel can become more familiar with related laws and become more familiar with the transit system and its legal needs

Legal Counsel



- Specific areas for legal counsel assistance
 - Procurement
 - Transit systems conduct procurements involving Federal, State and local public funds. Each one of those sources and levels of government has its own procurement requirements
 - Legal counsel can assist with handling disputes, challenges, or any other issues that arise during a procurement



Legal Counsel

- Specific areas for legal counsel assistance
 - Third party contracts
 - The transit system will likely have contracts with local governments and social services agencies specifying transit service that the system should provide, funding, in-kind donations, etc.
 - Legal counsel should be sought to ensure that those contracts are appropriate for the transit system as well as legally sound

Legal Counsel



- Personnel issues
 - Legal counsel may be necessary when a complaint or lawsuit has been filed regarding how the transit system has handled any stage of the human resources process, including recruitment, hiring, training, disciplining, promotion, etc., especially if the issue deals with potential discrimination or potential unfair labor practices

Legal Counsel



- Labor union issues
- Legal counsel can assist you in dealing with union-related issues, such as
 - Contract negotiations
 - Grievances
 - Impending strikes or work stoppages
 - “Work to rule” situations
- Depending on the situation, this may require bringing in special legal counsel that is more familiar with transit labor union law

Legal Counsel



- Risk management
 - Legal counsel is useful in the case of an accident involving a transit vehicle, or a worker's compensation/disability incident
- Other Areas for Legal counsel assistance
 - Major structural changes to the transit systems
 - Drafting resolutions and setting the legal process to establish a new transit system
 - Close out a transit system

Legal Counsel



- Other areas
 - Change in type of governing board
 - Change from one FTA/ODOT funding stream to another
 - In partnership with ODOT, to help you understand the meaning and impact of any new Federal, State or local law or regulation

Legal Counsel



- Other areas
 - To help resolve financial issues, such as chronically late accounts receivables and underperforming vendors
 - To review potential issues dealing with the Sunshine Law (for open meetings, open records and record retention)
 - To guide you regarding any challenges to decisions made and actions taken by your transit governing board, committees, and transit staff

Legal Counsel



- Other areas
 - Potential and current conflicts of interest and ethics questions
 - These should be reviewed immediately by legal counsel so they can be addressed and corrected to avoid legal and negative publicity issues
 - To assist and counsel you, staff, and board members of your board called as witnesses or expert witnesses for a legal case

Module 1 Conclusion



- Complete course evaluation
- Trade business cards and phone numbers with your peers
- Module 2 – Fremont
- Instructor contact information:
 - Julie Schafer, jschafer@rlsandassoc.com
 - Phone: (937)299-5007