

# AGENDA

**RTD Accountability Committee  
Governance Subcommittee  
Monday, May 3, 2021  
4:00- 5:00 p.m.  
**VIDEO/WEB CONFERENCE**  
Denver, CO**

1. Call to Order
2. April 19, 2021 Meeting Summary  
(Attachment A)
3. Discussion of revised draft partnership recommendations  
(Attachment B)
4. Discussion of RTD boundary focus area recommendations  
(Attachment C)
5. Discussion of RTD Board structure  
(Attachment D)
6. Next Steps

## **ADMINISTRATIVE ITEMS**

7. Member Comment/Other Matters
8. **Next meeting: May 17, 2021 at 4:00 p.m.**
9. Adjournment

**ATTACH A**

SUMMARY  
RTD Accountability Committee: Governance Subcommittee  
Monday, April 19, 2021  
**Note: Meeting held virtually via GoToMeeting**

Joint subcommittee members present:

Deya Zavala  
Elise Jones  
Jackie Millet (Chair)  
Rutt Bridges  
Lynn Guissinger  
Troy Whitmore

Others Present: Doug Rex, Ron Papsdorf, Matthew Helfant, Melinda Stevens, Jordan Sanchez, Natalie Shishido, Debra Baskett, Justin Begley, Mac Callison, Kent Moorman, Kathleen Bracke, Marjorie Sloan, Angie Rivera-Malpiede, Brian Welch, Bill Van Meter, Annie Rice, Alex Hyde-Wright, Luke Palmisano, Shelly Cook, Bill Sirois, Doug MacLeod, Barbara McManus.

Chair Millet called the meeting to order at 4:00 p.m.

April 5, 2021 Meeting Summary

Meeting summary was submitted. No revisions were requested.

Discussion of revised draft partnership recommendations

Staff summarized the components of the revised recommendations. Specific questions/comments about the subregional service council recommendation included:

- Deya Zavala
  - Asked if the partnership dashboard recommendation was a separate dashboard or a part of the larger dashboard recommendation being discussed by the other subcommittees. Staff responded that as proposed it would be a component of the larger dashboard and staff will include language in the recommendation to clarify.
- Chair Millet
  - Expressed a need for the recommendation to have some metrics of success. Staff will revise the recommendation based on the conversation.
- Deya Zavala
  - Raised a question that as RTD is exploring these recommendations, would union representatives feel RTD was transitioning to more contract services? Chair Millet acknowledged the concern and suggested more conversation about it with the full RTD Accountability Committee. Staff suggested the possibility of adding language in the final report that any implementation of recommendations consider the potential impacts on union arrangements.

Continued discussion of RTD boundary focus area

Annie Rice presented maps illustrating the differences in population and employment density in the years 2020 and 2050. Specific questions/comments about the subregional service council recommendation included:

- Rutt Bridges:
  - What is an acceptable solution for service to those on the district edges? If that minimum level of service can't be provided, should taxes be collected in those areas?
- Lynn Guissinger:
  - Acknowledged the size of the RTD service area and mentioned that this boundary discussion will be part of the Reimagine RTD scope. Bill Sirois noted that Reimagine RTD will look at expansion and contraction of the service boundary. It will also look at density and how RTD can sustainably serve people into the future.
- Rutt Bridges:
  - Part of the RTD Accountability Committee charge is long term financial sustainability of RTD, so he was glad that boundary contraction will be considered as part of Reimagine RTD.
- Chair Millet
  - Asked how do you provide microtransit on the fringes to supplement fixed route service? It is important to not only right-size the district, but to right-size service. Bill Sirois said this concept will be discussed as part of the Reimagine RTD scope.
  - Elise Jones
    - Given the time constraints facing the subcommittee, she isn't comfortable with any recommendation associated with changing the RTD boundary since a lot of additional analysis needs to be done. However, Ms. Jones did feel it was appropriate to ask RTD to consider certain fundamentals as part of Reimagine RTD.
  - Deya Zavala
    - Agreed with Ms. Jones and suggested that RTD consider microtransit to meet the need of communities without adequate service.

#### Next Steps:

Staff mentioned the remaining timeline for subcommittee recommendations. Subcommittee work is to conclude by May 19 and the full set of recommendations will be considered at a June 14 RTD Accountability Committee meeting. The final report is scheduled to be ratified by the full committee on June 28.

#### Adjournment

The meeting adjourned at 4:47 p.m.

# ATTACH B

To: Members of the Governance Subcommittee

From: Douglas W. Rex, Executive Director  
(303) 480-6701 or [drex@drcog.org](mailto:drex@drcog.org)

Meeting Date	Agenda Category	Agenda Item #
May 3, 2021	Discussion	3

**SUBJECT**

Draft partnership recommendations

**PROPOSED ACTION/RECOMMENDATIONS**

N/A

**ACTION BY OTHERS**

N/A

**SUMMARY**

The second of the four subcommittee focus areas is an exploration of how to enable partnerships with other transit agencies and nonprofits to provide for better service inside and outside of the RTD service area.

Staff has revised the draft partnership recommendations based on conversations that occurred at the April 19 meeting.

**PREVIOUS DISCUSSIONS/ACTIONS**

N/A

**PROPOSED MOTION**

N/A

**ATTACHMENT**

Draft Partnership Recommendations

**ADDITIONAL INFORMATION**

If you need additional information, please contact Douglas W. Rex, Executive Director, at [drex@drcog.org](mailto:drex@drcog.org) or (303) 480-6701.

## Draft Partnership Recommendations

As RTD continues to evaluate new innovative solutions to improve service delivery, collaborative partnerships will be an important facet of its strategic plan. Building on the RTD Accountability Committee's partnership recommendations for the use of COVID-19 relief funding, the governance subcommittee recommends RTD consider the following:

- Leverage existing and new partnerships to improve service efficiency and grow ridership. RTD should emphasize partnerships with [local governments](#), [anchor institutions](#), [transportation management organizations \(TMOs\)](#) and [employers or employment centers](#) who have a unique understanding of local mobility needs.
- Incentivize communities to enter cost-sharing arrangements with RTD to provide new or existing local transit solutions in an effort to minimize service gaps and increase ridership.
- Explore opportunities to provide cost-effective local transportation services through collaboration with existing mobility service providers (e.g., Via, Uber, Lyft) in areas where traditional fixed route may not be the most appropriate mobility solution. Also, explore opportunities to contract with other third party providers that may specialize in a particular service (e.g., paratransit) at a reduced cost.
- As more federal relief funds become available, expand these partnership opportunities to improve service efficiency.
- Consider developing a competitive [Innovation Grant](#) program to drive bold ideas to increasing ridership. Recipients would receive funds to dive deeper into project concepts and implementation, creating models of innovation for the entire service area.
- Encourage RTD's [public-facing dashboard to include a component that](#) ~~to develop a public facing partnership dashboard to~~ highlights existing private and public partnerships.
- Regularly [evaluate the success of](#) existing partnerships [by predetermined metrics and](#) ~~to determine their effectiveness and opportunities to~~ "re-scope" relationships to ensure maximum benefit.

**ATTACH C**



To: Members of the Governance Subcommittee

From: Douglas W. Rex, Executive Director  
(303) 480-6701 or [drex@drco.org](mailto:drex@drco.org)

Meeting Date	Agenda Category	Agenda Item #
May 3, 2021	Discussion	4

**SUBJECT**

The RTD service area recommendations

**PROPOSED ACTION/RECOMMENDATIONS**

N/A

**ACTION BY OTHERS**

N/A

**SUMMARY**

The third of the four subcommittee focus areas is an assessment of whether the size and structure of RTD's service area is appropriate relative to its ability to provide transit service. When areas are inside the RTD boundary, there are certain expectations for transit service, even if those services are not cost-effective. On the other hand, there are areas outside the RTD boundary that are developing, have developed, are close to existing transit services, and could be included in the RTD boundary.

Understanding that Reimagine RTD's scope includes a task associated with the service area issue, the subcommittee decided its best approach would be to provide questions/comments for the Reimagine RTD team to consider.

The following questions are for discussion at the May 3 subcommittee meeting:

- It is important to not only right-size the geographic boundaries of the district, but to right-size the service. Are there minimum service levels that should be applied throughout the RTD service area? If so, and those minimums cannot be provided, should those areas be removed from RTD's boundary?
- What are the trip purposes most in demand along the edges of the RTD district? Work, retail, or medical trips? Trips to/from anchor institutions or other special generators?
- Should all areas within a certain distance of a light rail or commuter rail line/station be included in the RTD boundary?
  - Are there other areas adjacent to the current RTD Boundaries where providing transit is appropriate due to factors such as good connectivity, potential high demand, high density, or concentrations of populations likely to use and benefit from transit such as low-income, zero car households, older adults, or individuals with disabilities?
- What are some innovative micromobility options RTD should implement to meet the needs of communities where fixed guideway service may not be suitable?

**PREVIOUS DISCUSSIONS/ACTIONS**

N/A

PROPOSED MOTION
-----------------

N/A

ATTACHMENT
------------

N/A

ADDITIONAL INFORMATION
------------------------

If you need additional information, please contact Douglas W. Rex, Executive Director, at [drex@drcog.org](mailto:drex@drcog.org) or (303) 480-6701.

**ATTACH D**

To: Members of the Governance Subcommittee

From: Douglas W. Rex, Executive Director  
(303) 480-6701 or [drex@drcog.org](mailto:drex@drcog.org)

Meeting Date	Agenda Category	Agenda Item #
May 3, 2021	Discussion	5

**SUBJECT**

The RTD service area recommendations

**PROPOSED ACTION/RECOMMENDATIONS**

N/A

**ACTION BY OTHERS**

N/A

**SUMMARY**

The fourth subcommittee focus area is an assessment of RTD Board structure.

The RTD Accountability Committee's consultant, North Highlands has prepared a preliminary report (attached) evaluating RTD's governance structure and how it compares with peer entities from around the country.

At the May 3 meeting, North Highland will facilitate a conversation with the subcommittee to gather feedback and insights for further exploration.

**PREVIOUS DISCUSSIONS/ACTIONS**

N/A

**PROPOSED MOTION**

N/A

**ATTACHMENT**

Preliminary Report: RTD Governance Evaluation

**ADDITIONAL INFORMATION**

If you need additional information, please contact Douglas W. Rex, Executive Director, at [drex@drcog.org](mailto:drex@drcog.org) or (303) 480-6701.



# **RTD GOVERNANCE EVALUATION**

*Preliminary Report*

RTD Accountability Committee  
April 22, 2021

**RTD Governance Assessment**

---

**TABLE OF CONTENTS**

<b>Executive Summary .....</b>	<b>1</b>
<b>I. Scope and Project Objectives .....</b>	<b>2</b>
<b>II. Approach .....</b>	<b>2</b>
Overview .....	3
Selecting Peer Agencies .....	3
<b>Research .....</b>	<b>5</b>
Regional Transportation District Board .....	5
Governance Meeting Minutes and Key Themes .....	6
Information for Selected Peer Agencies .....	7
<b>III. Findings .....</b>	<b>7</b>
Commonalities with Other Boards .....	7
Unique Aspects of the RTD Board Structure .....	8
Approaches to regional/subregional representation vary .....	9
For Consideration.....	10
<b>Next Steps.....</b>	<b>11</b>
<b>Case Studies.....</b>	<b>11</b>
Utah Transit Authority .....	11
Dallas Area Rapid Transit .....	12
Portland Tri-County Metropolitan Transportation District of Oregon.....	12
San Diego Metropolitan Transit System .....	13
Southeastern Pennsylvania Transportation Authority.....	13
King County Department of Metro Transit .....	14
VIA Metropolitan Transit.....	14
Washington Metropolitan Area Transit Authority .....	15
Central Puget Sound Regional Transit Authority - Seattle (Sound Transit).....	15
Los Angeles County Metropolitan Transportation Authority .....	15
<b>Appendix 1: Data Supporting the Selection of Peer Agencies.....</b>	<b>17</b>
<b>Appendix 2: Resources .....</b>	<b>19</b>

## **RTD Governance Assessment**

---

### **EXECUTIVE SUMMARY**

At the request of the Denver Regional Transportation District (RTD) Accountability Governance Subcommittee, North Highland is pleased to submit this report summarizing the findings of a review of how RTD's Board Structure compares with peer entities' boards.

The RTD Accountability Governance Subcommittee requested an independent assessment to identify external structures that may improve the RTD Board's effectiveness. To do this, North Highland conducted peer agency evaluations, will facilitate a discussion with the Subcommittee, and develop recommendations for consideration by the Subcommittee. The purpose of this preliminary report is to inform the Subcommittee of the findings of the assessment in advance of developing recommendations.

Through this assessment North Highland found:

- RTD's term durations are on par with peer agencies
- Comparatively, the RTD Board's compensation is on par with peer agencies
- The RTD Board is on par with its peers as it relates to transparency and public participation
- RTD is unique in that Board Members are elected
- Comparatively, the size of the Board is large in relation to the service area
- Approaches to regional/subregional Board representation vary among different properties

The RTC Accountability Governance Subcommittee may wish to consider the following:

- Board size and regional representation
- Means to improve public participation and transparency
- Appointing Board Members

## RTD Governance Assessment

## PRELIMINARY REPORT

## I. Scope and Project Objectives

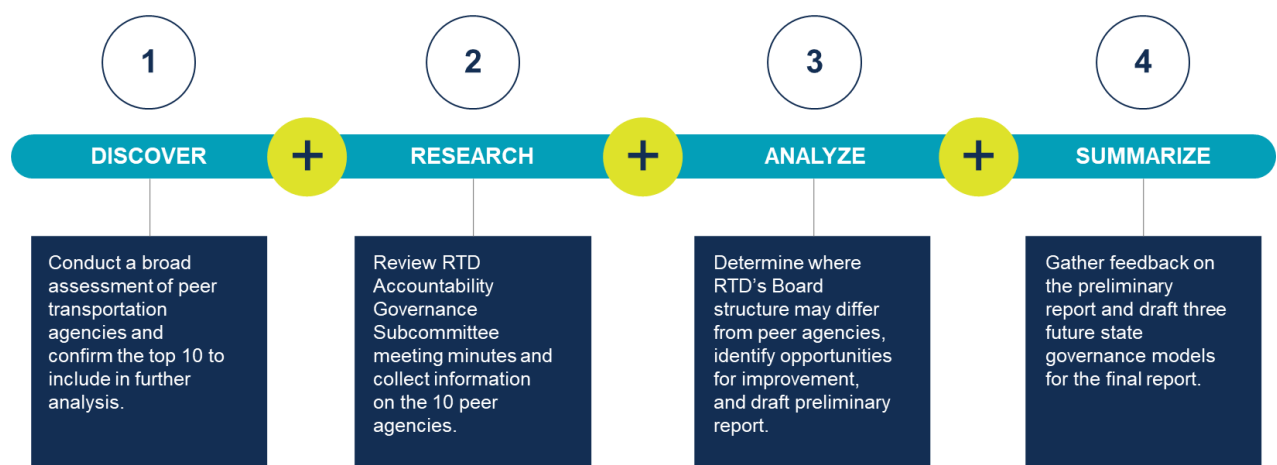
North Highland, as part of its on-call consulting service contract with the RTD Accountability Committee and coordinated through though the Denver Regional Council of Governments (DRCOG), was asked to conduct a high-level governance assessment for the Regional Transportation District (RTD) Accountability Committee. The following subsections define the governance assessment scope, key objectives, and findings.

The RTD Governance subcommittee requested an independent comparison of the RTD Board with external structures to identify potential opportunities to improve the RTD Board's effectiveness. Key activities within the project scope include the following:

- **Peer Agency Evaluations** – Conduct research of peer agencies to understand their Board structures and responsibilities.
- **Facilitated Conversation with RTD Accountability Governance Subcommittee** – Share findings about peer agency Board structures that may improve the RTD's Board effectiveness and gather subcommittee feedback and insights.
- **Develop Recommendations** – Submit recommendations to the RTD Governance Subcommittee about how to improve the RTD Board's effectiveness. The recommendations will incorporate feedback received during the facilitated discussion regarding preliminary findings and will result in three recommendations for consideration by the RTD Accountability Committee.

## II. Approach

To complete this assessment, North Highland followed the approach portrayed *Figure 1: North Highland Assessment Approach* below:



**Figure 1: North Highland Assessment Approach**



## RTD Governance Assessment

### Overview

The following sections describe the four project phases in further detail, describing the key tasks for each activity.

#### Discover:

- Conduct a broad assessment of peer agencies to determine which agencies to include in the research assessment.
- Confirm 10 peer agencies with service and geographical characteristics comparable to RTD's current operating structure.

#### Research:

- Review publicly-available information about the RTD Board and its current operations.
- Review RTD Accountability Governance Subcommittee meetings minutes and document any mentions of other transit agency Boards and suggestions on how to improve the RTD Board.
- Gather and document the following information regarding 10 peer agencies as available:
  - **Board Size / Scope:** Number of Board members, scope of services provided, area served
  - **Board Selection:** Term duration and method of selection (i.e. appointed or elected)
  - **Structure:** Types of Board subcommittees
  - **Community Representation:** Approach to regional representation
  - **Compensation:** Amount of compensation provided to Board members
  - **Transparency:** Types of material available to the public and methods for community participation

#### Analyze:

Assess peer agency Board structures and outreach tactics that may help RTD reach its desired future state. Draft a preliminary report outlining peer agency research and initial findings.

#### Summarize:

Following feedback from the RTD Accountability Governance Subcommittee, develop three governance models for further consideration. The RTD Accountability Committee will determine the recommendation they choose to put forth in the final report.

### Selecting Peer Agencies

To determine the appropriate peer agencies to consider in this assessment, North Highland considered the request of the RTD Accountability Governance Subcommittee to include property size (as indicated by vehicle operated at maximum service), and geographical service area. Data from the National Transit Database (NTD) was leveraged to ensure metrics were comparable across each agency. An analysis

## RTD Governance Assessment

of the following variables<sup>1</sup> was completed to determine which properties were most reflective of RTD's current state:

- Primary Urbanize Area (UZA) Population: Indicative of the size of the population served
- Primary UZA Square Miles: Indicative of geographic size of service area
- Agency Vehicles Operated in Maximum Service (VOMS): Indictive of property service size
- Vehicle Revenue Miles: Indicative of service levels
- Modes: Indicative of service scope and operating characteristics

North Highland also reviewed Governance Subcommittee meeting minutes to assess which governance models the Subcommittee had expressed interest in. The comparison, informed by the Subcommittees previous work, and vetted with Transportation Subject Matter Experts, resulted in the selection of the peer agencies found in *Table 1: Selected Peer Agencies*.

PROPERTY	CITY	STATE
Utah Transit Authority (UTA)	Salt Lake City	Utah
Dallas Area Rapid Transit (DART)	Dallas	Texas
Tri-County Metropolitan Transportation District of Oregon (TriMet)	Portland	Oregon
San Diego Metropolitan Transit System (MTS)	San Diego	California
Southeastern Pennsylvania Transportation Authority (SEPTA)	Philadelphia	Pennsylvania
King County Department of Metro Transit (King County Metro)	Seattle	Washington
VIA Metropolitan Transit (VIA)	San Antonio	Texas
Washington Metropolitan Area Transit Authority (WMATA)	Washington	District of Columbia
Central Puget Sound Regional Transit Authority (Sound Transit)	Seattle	Washington
Los Angeles County Metropolitan Transportation Authority (LA METRO)	Los Angeles	California

***Table 1: Selected Peer Agencies***

<sup>1</sup> Please see Appendix 1: Data Supporting the Selection of Peer Agencies for further detail

## RTD Governance Assessment

### Research

The research component of this work included collecting and organizing data related to the RTD Board, peer agency Boards, and previous RTD Accountability Governance Subcommittee meeting minutes. These are discussed in more detail in the following subsections.

#### Regional Transportation District Board

The Regional Transportation District supports 40 municipalities and is the primary transit provider for Denver and its surrounding areas, including the Boulder, Broomfield, Denver and Jefferson counties, and parts of Adams, Arapahoe, Douglas and Weld Counties. RTD provides bus, light rail, demand response, and commuter rail services.

RTD Board structure:

- **Board Size / Scope:** The RTD Board is composed of 15 members serving 8 counties and 40 municipalities. RTD provides bus, light rail, demand response, and commuter rail services.
- **Board Selection:** Members are publicly elected and serve 4-year terms.
- **Structure:** RTD Board Committees include the Executive Committee, General Manager Oversight and Performance Management Committee, Planning/Capital Programs and FasTracks Committee, Finance, Administration, and Audit Committee, Operations/Customer Service Committee, Communications and Government Relations Committee, and Ad Hoc Committees as appropriate.
- **Community Representation:** Each Board member represents a particular district in an effort to provide equal representation and encourage equity of all Board activities.
- **Compensation:** Board members are compensated \$12,000 per year plus any expenses incurred.
- **Transparency:** The Board must provide notice of all meetings types to the public at least 24 hours prior to a meeting. Agendas, documents, and video of past meetings are available online. Board meetings are open to the public and include an opportunity for public comment. Committee meetings are open to the public but do not allow a period for public participation.

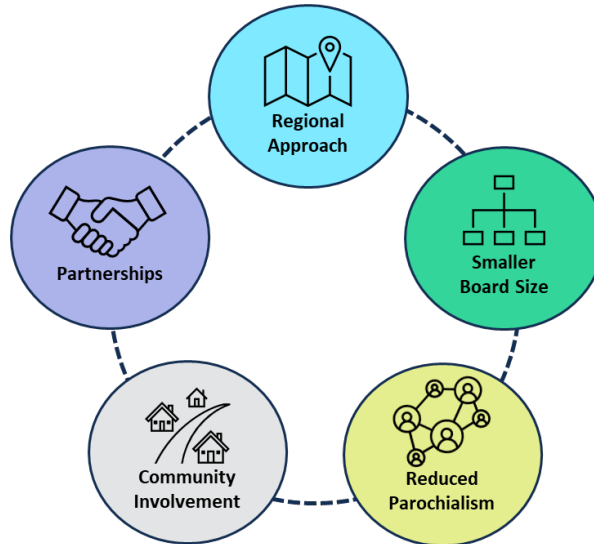
RTD conducts staggered elections so that eight seats are open for one election, followed by seven available seats in the next election. The Board holds regular meetings once a month, special meetings as called by the Board or the Chair's when necessary, annual Board planning meetings, study sessions as needed at the beginning of each year, public meetings, and executive sessions. Any Board action requires an affirmative vote of at least eight Directors. The Board must provide notice of all meeting types to the public at least 24 hours prior. Agendas, documents, and video of past meetings are available online.

Outside of the Board activities, RTD's community practices provide opportunities for anyone in the area to get involved by simply staying informed, or engaging further by sharing their voice, becoming a partner, or engaging with RTD. The public also can participate in town halls, comment on proposed service changes, submit a project feedback form, or contact a director or customer care agent. Additionally, the public can act as a partner by serving on an advisory committee or participating in pilot programs and market research; and further engagement is encouraged through presentations by RTD staff and participating in the RTD transit experience.

## RTD Governance Assessment

### Governance Meeting Minutes and Key Themes

North Highland aligned its research of peer agencies with the established scope of work in conjunction with key recurring pain points gathered through analysis of the RTD's governance committee. The research of the RTD's Governance Committee's meeting minutes uncovered themes (illustrated in *Figure 2: Governance Subcommittee Themes*) as potential opportunities for improvement in RTD's governance. These themes were considered while researching peer agencies.



**Figure 2: Governance Subcommittee Themes**

The key themes that emerged from North Highland's Governance Committee research include the following:

- Regional/subregional exploration:
  - Interest in providing better regional representation
  - Consideration of whether regional Board members are elected officials
  - Interest in exploring the right number of regions
  - Regional funding distribution approaches
- Concerns of parochialism in Board activities
- Interest in more partnerships
- Questioning of the existing Board size with consideration for a smaller Board
- Community participation:
  - Potentially unclear process for community member participation prior to Board meetings
  - Consideration of whether to allow public comment at both Board and committee meetings

## RTD Governance Assessment

Both the established scope of work and these key areas of interest for the RTD governance future state drove the analysis content for the peer agencies. The following section provides details of the collected information regarding peer agencies' Board structure, governance processes, subregional approach when applicable, and community outreach and representation.

### Information for Selected Peer Agencies

North Highland reviewed the documentation available regarding Board structures for the selected peer agencies. This included (where available) Board bylaws, meeting minutes, legislation, resolutions, and manuals as available. The following variables were evaluated:

- **Board Size / Scope:** Number of Board members, scope of services, area served
- **Board Selection:** Term durations and method of selection (i.e. appointed or elected)
- **Structure:** Types of Board subcommittees
- **Community Representation:** Approach to regional representation
- **Compensation:** Amount of compensation provided to Board members
- **Transparency:** Types of material available to the public and methods for community participation

This information provided sufficient detail to assess RTD's Board in comparison with peer Agencies, the results of which can be found in the following section, **Findings**. Case studies of each property are included in this document with resources provided in **Appendix 2: Resources**.

## III. Findings

The information collected enabled North Highland to compare RTD's Board structure with that of peer agencies. In some respects, RTD's Board structure is on par with peer agencies, yet there are some marked differences. These findings are detailed further below.

### Commonalities with Other Boards

- **RTD's term durations are on par with peer agencies.** All of the ten agencies evaluated posed term durations either ranging from one to five years, or whose appointment coincides with the term of their appointer. For those agencies with defined durations, a term duration of nearly three years was the average. With term durations of four years, RTD appears to be on par with their peers. Additionally, RTD staggers terms, such that the full Board does not turn over at one time. Many Board bylaws reflected the importance of continuity, in which case, RTD also appears to be incorporating best practice.
- **Comparatively the RTD's Board compensation is on par with peer agencies:** While many of the Boards evaluated in this assessment are compensated according to the number of meetings attended (ranging from \$0 to \$200), the RTD Board is compensated at an annual rate of \$12,000 per year (or \$1,000 per month) as detailed in *Table 2: Board Member Compensation*. When examining the RTD Board calendar, it is possible that members could be attending a handful of meetings, to up to eight meetings per month. In the event Board members

## RTD Governance Assessment

could be attending as many as eight meetings, this would result in compensation of \$125 per meeting, putting RTD Board compensation on par with their peers.

PROPERTY	COMPENSATION
RTD	\$12,000 per year + expenses
UTA	N/A <sup>2</sup>
DART	\$50.00 per meeting + expenses
TriMet	Board members are volunteers
MTS	\$150 + expenses per meeting \$1,500 monthly for chairperson
SEPTA	Expenses only
King County Metro	N/A <sup>3</sup>
VIA	\$50.00 per meeting
WMATA	\$200 per day + expenses
Sound Transit	\$100 per day + expenses <sup>4</sup>
LA Metro	\$150 for one business day, not more than \$600 per month

**Table 2: Board Member Compensation**

- **The RTD Board is on par with its peers as it relates to transparency and public participation:** The agencies included in this assessment shared similar practices of transparency, in that, all peer agency Board meetings are open to the public (executive sessions are largely closed) and materials are posted online. Posted materials include Board agenda, minutes, packets/presentations, and video of the proceedings. With the exception of Sound Transit, who shares materials for six months, there seemed to be no time constraint on sharing these materials. This indicates RTD's practices are on par with peer agencies in transparency.

The RTD Board approach for public participation includes a public comment period as a part of the Board meeting agendas. This is consistent with all agencies evaluated. The period of time allotted for public comment varies, from either no time constraint to as few as 15 minutes. Many Boards pose a time limit on individuals (such as two or three minutes) in place of limiting the time allotted on the agenda. Both WMATA and Sound Transit also allow individuals to provide written comments which are read at Board meetings.

### Unique Aspects of the RTD Board Structure

- **RTD is unique in that Board Members are elected:** Of the ten peer agencies evaluated, only RTD has elected Board Members. With the exception of King Country Transit (who is governed by elected County Commissioners), all other agencies Board members are appointed.

<sup>2</sup> Board members are compensated as fulltime employees, including benefits

<sup>3</sup> Board members consist of elected county commissioners, whose service to the King County Metro Board is a job responsibility

<sup>4</sup> Unless the board member is a full-time government employee

## RTD Governance Assessment

Appointees may or may not be elected officials. Appointments often reflect the regional/subregional model by which agencies are represented. For example, agencies governed at the county or state levels are often appointed by the State Governor or legislative bodies. In other cases, district models, similar to that applied at RTD, are leveraged, yet Board Members are appointed, often under the requirement that the member live in the district they represent.

- **Comparatively the size of the Board is large in relation to the service area:** When evaluating Board size, RTD's peer agencies average 11.6 Board members wherein RTD's Board is comprised of 15 members. Other agencies with similar representation include DART, MTS, SEPTA, and LA Metro. When comparing service area size, it appears RTD's Board represents fewer constituents and fewer square miles than their peers as illustrated by *Table 3: Board Member Representation Analysis*, wherein the highlighted boxes indicate the three properties with the lowest representation per person and per mile.

PROPERTY	BOARD MEMBERS	POPULATION	SQ. MILES	MEMBERS/ PERSON	MEMBERS/ SQ. MILE
RTD	15	2,374,203	668	158,280	44.5
UTA	3	1,021,243	278	340,414	92.67
DART	15	5,121,892	1779	341,459	118.6
TriMet	7	1,849,898	524	264,271	74.9
MTS	15	2,956,746	732	197,116.40	48.8
SEPTA	15	5,441,567	1,981	362,771.13	132.1
King County Metro	10	3,059,393	1,010	305,939.30	101.0
VIA	11	1,758,210	597	159,837.27	54.3
WMATA	8	4,586,770	1,322	573,346.25	165.3
Sound Transit	18	3,059,393	1,010	169,966.28	56.1
LA Metro	14	12,150,996	1,736	867,928.29	124

**Table 3: Board Member Representation Analysis**

### Approaches to regional/subregional representation vary

In reviewing how Board membership relates to geographic representation, models across the Boards included in this assessment varied with little consistency as shown in *Table 4: Regional Representation Approach*. In the classification outlined below, a regional model indicates representation at the county or state level, while a subregional classification indicates representation at a district or municipality level. Other agencies, however, deploy a hybrid approach, with both regional representation and local level representation either with municipalities or established districts/regions. In most cases, representatives are required to live within the district or region they represent.

## RTD Governance Assessment

PROPERTY	REPRESENTATION APPROACH	REPRESENTATION CLASSIFICATION
RTD	Each Board member represents a particular district	Subregional
UTA	One member represents Salt Lake County while the two other members represent two counties each	Regional
DART	Board members represent either one or two municipalities proportional to the ratio as the population of the area served	Subregional
TriMet	Consists of representation from seven regions	Subregional
MTS	Board members representatives consist of county and local municipalities	Hybrid
SEPTA	Two members from each county in the service area, state representation	Regional
King County Metro	County representation	Regional
VIA	Four Board members represent municipalities, three members represent the county	Hybrid
WMATA	State, District of Columbia (local representation), and Federal representation	Hybrid
Sound Transit	Representation at the county level with one state appointee	Regional
LA Metro	Seven Districts, county representation	Hybrid

**Table 2: Regional Representation Approach****For Consideration**

- Consider Board size and regional representation:** RTD may wish to evaluate the size of the Board and bringing this into alignment with agencies of similar geographical and population size. A smaller Board may enable streamlined processes while still providing adequate representation for the community. Additionally, RTD may wish to consider incorporating regional representation and/or a hybrid approach to enable representation for all stakeholders. Incorporating state and regional representation may build trust across the region and within the State.
- Consider means to improve public participation and transparency:** While RTD may be in alignment with other transit agencies in terms of Board transparency and public participation, there is an opportunity to improve and set a new standard for the industry. Opportunities might include adding service councils comprised of riders and regional stakeholder that advise the Board. The transit agencies evaluated for this assessment host a variety of committees that interact with the Board, from Advisory Committees, Service Committees, Access Paratransit Advisory Committees, and Planning Committees. Committee sizes vary from a small as nine to as large as 49. In all cases, the committees advise the Board of recommendations that the Board then considers and votes on adoption. The purpose of the activities of these committees is advise the Board on matters related to day-to-day operations and allow the Board to focus on shaping policy and determining strategic direction.

In addition, while Board material may be published online, it can be difficult and cumbersome to sort through or find materials of particular interest. This was true for all agencies reviewed.



## RTD Governance Assessment

RTD may wish to consider setting a new standard in revising the manner which Board content is shared with the public by reorganizing the content and adding search tags.

- **Consider appointing Board Members:** Within the selected peer agencies, this assessment found that RTD was the only Board which is publicly elected, with the exception of King County Metro, where the County Commissioners govern the agency along with other responsibilities. As is the nature of publicly elected officials, RTD Board members are held accountable to their local constituents, which can result in Board members losing site of the broader view of RTD's strategic direction. Appointment of Board members will hold a Board member accountable to RTD and the appointing body, enabling the Board to define policy and guide the future of RTD. When coupled with the implementation of advisory councils, Board members can focus on the large view with support from advisory councils to address the needs of the riding public and the community at large.

## Next Steps

This preliminary report will be shared with RTD Accountability Governance Subcommittee in advance of a meeting in which a facilitated discussion will be led. Following the discussion and leveraging insights from the Governance Subcommittee, North Highland will draft three recommendations for the Governance Subcommittee to consider. This preliminary report will then be updated to a final report reflecting the three proposed structures. The structure selected by the committee will be included in the RTD Accountability Committee final report as a recommendation for RTD's consideration.

## Case Studies

### Utah Transit Authority

The Utah Transit Authority (UTA) is a special service district that enables numerous transportation options for the Wasatch Front of Utah. UTA offers vanpool, bus and light rail, demand response, commuter rail, and commuter bus services. It also offers innovative mobility offerings such as ridesharing, autonomous vehicles, micro transit, mobility-as-a-service, smart roads, connected vehicles, mobility-on-demand, public-private partnerships, shared use, and its Utah Ride Link partnership enables numerous opportunities.

UTA reduced their 15-person Board down to three full-time Board members that serve four-year terms, each of which oversee their respective service regions. Research indicates that they receive \$129,000 annually plus benefits for full-time employees. To further UTA's community representation, there is a 9-member Local Advisory Council with appointees that are responsible for setting Board salary, reviewing and approving recommendations for the Board, and advocating for citizens. UTA's Board has Board of Trustees meetings and Advisory Council meetings regularly. For decision-making, a majority vote with a quorum present is required.

The UTA Board structure portrays how all key areas of operations report to the executive director, who ultimately reports to the Board of Trustees. Within the Board of Trustees organizational chart, a Board Office, Government Relations division, and an Internal Audit division report to the Board. UTA's committees include an Advisory Council, Committee on Accessible Transportation, Audit Committee, and ad hoc committees as needed. All meetings of the Board of Trustees, Advisory Council, and committees are open to the public. Notices of meetings are posted on the Utah Public Notice website.

## RTD Governance Assessment

Meetings minutes are publicly available, and meetings are currently virtual with recordings that are publicly available. Public comment is an agenda item on Board meetings.

UTA as an agency outside of Board activities drives public engagement through promoting a public forum called Open UTA that offers a platform for continual civic engagement. Open UTA allows anyone to input commentary online. The site requests users' name and home address to store confidentially for their first post. This demographic information allows UTA to understand which comments are by local constituents. UTA posts prompts for discussion in the form of topics and requests feedback from users. For example, UTA recently posted a prompt requesting feedback on the 2021 budget. Such an approach allows anyone to provide their valuable input on UTA's most crucial topics.

### Dallas Area Rapid Transit

The Dallas Area Rapid Transit (DART) is a transit agency that serves the Dallas and Fort Worth area of Texas. DART's service area spans 13 cities and provides vanpool, streetcar rail, bus, light rail, demand response, demand response taxi, and commuter rail.

The Board is comprised of 15 Board members collectively, that rotates its terms between eight and seven Board members. All Board members are appointed and serve at the pleasure of the governing body for two-year terms. The Board is compensated \$50 for each meeting of the executive committee or subregional Board meeting attended and is reimbursed for expenses. Each Board member must be a resident within the DART service area. Board membership is proportional to the ratio of the population of the area served. DART Board committees include a Board Audit Committee; Ad Hoc President/Executive Director Search Committee; Economic Opportunity and Diversity Committee; Customer Service, Safety and Mobility Committee; and a Planning and Capital Programs Committee.

For governance procedures, DART meets regularly once a month and also has annual meetings that are more comprehensive and strategic in nature. The Board Chair may call special meetings as needed, and emergency meetings commence when there is an urgent matter. Majority vote with a quorum present is required for decision-making. The Board must provide a 72-hour notice of meetings and allow for public participation. Public comment is accepted via email and read at the Board meeting.

Outside of Board activities, the agency provides quarterly community meetings to review progress of the Silver Line Regional Rail Projects for attendees' respective cities. During these meetings, DART provides presentations that cover the project facts and updates, design-build progress, betterments program progress, station design progress, construction progress and safety, and contacts for further questions.

### Portland Tri-County Metropolitan Transportation District of Oregon

The Portland Tri-County Metropolitan Transportation District of Oregon (TriMet) is the primary service provider for the Portland, Oregon area. The TriMet Board representation spans seven regions. TriMet provides bus, light rail, demand response taxi, demand response, and hybrid rail.

The TriMet Board is comprised of seven members that are appointed. Board members serve four years at the pleasure of the Governor. If a Board members' term expires, they will continue to serve as a Board member until the Governor appoints their replacement. Board members are volunteers and not compensated. Board members must live in the geographical districts that they represent, helping ensure that there is true regional representation. The Board's committees include a Finance and Audit Committee, Committee on Accessible Transportation, Transit Equity Advisory Committee, and ad hoc committees as needed.

## RTD Governance Assessment

The Board holds regular monthly meetings, and special and emergency meetings as called by the president. Decision-making requires a majority vote with a quorum present. The Board must provide notice of all meetings types to the public at least 24 hours prior. Agenda, documents, and video of past meetings are available online. A 30-minute public forum is held prior to Board meetings to gain public participation.

Beyond the Board, TriMet strives to increase equity through low income reduced fare, fare relief, a high school pass program, transit equity oversight through 16 regional partnerships, a decriminalized system for citations, civil rights policies, minority contracting, climate justice, and equitable development.

### San Diego Metropolitan Transit System

The San Diego Metropolitan Transit System (MTS) is the primary transit service provider for Central, South, Northeast, and Southeast San Diego County. MTS provides bus, light rail, demand response taxi, demand response, and commuter bus services.

MTS has 15 Board members that are appointed for two years. Board member representatives consist of county and local municipalities. Board compensation is \$150 plus expenses per meeting, or \$1,500 monthly for the Chairperson. The MTS Board has an Executive Committee, Audit Oversight Committee, and ad hoc committees as needed. Board meetings include regular, special, and joint meetings. Decision-making requires a majority vote with a quorum present. The Board must provide an annual calendar of scheduled meetings made available on the MTS website. The agenda is posted 72 hours in advance of the meeting Board. Meeting materials and video recordings are available on the MTS website. Public comment is limited to 15 minutes during Board meetings.

Outside of Board activities, MTS has numerous initiatives to drive public participation. MTS recently published a Community Participation Plan on March 24, 2019. The document outlines a process for community involvement and numerous opportunities, including an ad-hoc ballot committee, working groups for several working groups to gather input and guidance for ballot measures, a Community Advisory Committee that provides guidance for ballot measures, public outreach to maximize public participation, survey research to gather public feedback, and ensuring that underserved communities have ample opportunity to participate in the ballot measure development. The agency also plans to use social media, website updates, and paid advertisements to gain awareness in the public, with consultants to support the efforts.

### Southeastern Pennsylvania Transportation Authority

Southeastern Pennsylvania Transportation Authority (SEPTA) is a regional public transportation authority that serves Philadelphia and its surrounding counties. SEPTA's services include streetcar rail, bus, demand response, commuter rail, heavy rail, and trolley bus spanning five counties in Pennsylvania – Bucks, Delaware, Montgomery, Chester, and Philadelphia.

SEPTA's Board includes 15 appointed members which represent the service area by having two members from each county. County representatives serve five-year terms and assembly appointees serve without term limits. Board members only receive compensation as reimbursement for incurred expenses. Board committees include an Administration Committee, Citizens Advisory Committee, Operations Committee, and ad hoc committees including a Budget, Planning, and Information Technology Committee.

The Board holds regular monthly meetings. The Board meeting schedule is posted annually, and meeting agenda and transcripts are posted online. Some meeting videos are available online. Public

## RTD Governance Assessment

comment is held prior to the start of Board meetings. Decision-making requires a majority vote with a quorum present.

Outside of Board activities, SEPTA is increasingly emphasizing its approach to community involvement and regional representation. SEPTA has a Customer Service department aimed at providing innovative methods for customer communication. Recently, SEPTA launched its SEPTA Customer Connection (SCC) outreach season that provides meet and greet opportunities, SEPTA information handouts, and the ability to provide SEPTA suggestions and recommendations through SCC staff.

### King County Department of Metro Transit

Seattle's King County Department of Metro Transit (King County Metro) is the leading transit agency that serves the King County area in Washington state. It provides vanpool, streetcar rail, bus, demand response taxi, demand response, ferryboat, and trolley bus services. The Board includes 10 members that are publicly elected and serve four-year terms. County Commissioners govern the Board.

Beyond the Board's scope of activities, the Metro strives to represent the community's interests most notably through its Community Connections program, which is an outreach process that is a part of Metro's Mobility Division that focuses on providing new travel options. Metro works with local government and partners in the community to strategize on transportation solutions in King County areas lacking in core services because of infrastructure, density, or land use limitations.

### VIA Metropolitan Transit

VIA Metropolitan Transit (VIA) is the primary transit agency serving San Antonio, Texas. Its coverage is 1,208 square miles including 98% of the Bexar County. VIA also covers surrounding municipalities including Alamo Heights, Balcones Heights, Castle Hills, China Grove, Converse, Elmendorf, Kirby, Leon Valley, Olmos Park, San Antonio, Shavano Park, Sandy Oaks, St. Hedwig, and Terrell Hills. Also included in VIA's service region is the Bexar County portion of Cibolo. VIA provides vanpool, bus, demand response taxi, and demand response services.

VIA's Board has 11 appointed members that serve two-year terms. Two Board members represent San Antonio, two members represent suburban municipalities, and three members represent the county. Board committees include an Audit Committee, a Transit Community Council Meeting, and an Accessible Transit Advisory Committee. The Board meets monthly at a specified date and time. Board agenda, packets, and video are available online. Public comments are incorporated into Board meetings agendas. Members of the Board are compensation \$50.00 per meeting.

Outside of Board activities, VIA is working towards its 2040 vision that does show a subregional approach which includes the following geographic regions; northwest, north-central, south-central, northeast, southeast, east-west, and near-west. Vision 2040 is an update to VIA's Long Range Comprehensive Transportation Plan. Creation of these regions, even if only service-oriented for now, does provide an opportunity to adjust the Board structure as well to provide more targeted regional support. Additionally, VIA is making efforts to include the public in its planning for future transit improvements. The VIA website indicates that the agency provides public meetings including proposed service changes discussions, budget meetings, and strategic conversations. VIA has two other programs aimed at public involvement - VIA Moves Me, which focuses on rider stories, and Ride VIA to Vote which provides public transportation for voting. One example of public involvement specific to governance processes at VIA is in the budgeting process, which requires a 14-day public review and comment period that includes a public hearing. VIA's Vision 2040 does state that the agency seeks to further engage the community throughout the execution of its vision and associated activities.

## RTD Governance Assessment

### Washington Metropolitan Area Transit Authority

The Washington Metropolitan Area Transit Authority (WMATA) operates transit service in the Washington D.C. metropolitan area. WMATA's services include bus, demand response taxi, demand response, and heavy rail. The service area includes the state of Maryland and Virginia, and District of Columbia.

The WMATA Board has eight appointed members with terms that coincide with the term of the office of the appointer. Representation includes the District of Columbia, each state, and appointees at the Federal level. Board members are compensated \$200 per day plus expenses. Board committees include an Executive Committee and ad hoc committees as needed. Advisory committees include an Accessibility Advisory Committee, Riders' Advisory Council, and a Joint Coordinating Committee. The Board holds regular monthly meetings, special meetings, and emergency meetings.

The Agency requires that the public have 15 days advance notice prior to any hearing, and 30 days' notice prior to discussing adoption or amendment to a transit plan. Board meeting agendas, minutes, and materials are available online. Meetings are streamed live, and recordings are available to the public. Public comment (written and oral) can be given at Board meetings at the discretion of the chair. Public hearings are held as it is deemed appropriate. Decision-making requires a majority vote with a quorum present.

### Central Puget Sound Regional Transit Authority - Seattle (Sound Transit)

Central Puget Sound Regional Transit Authority (Sound Transit) operates the regional transit that serves Pierce, King, and Snohomish counties in Washington. Sound Transit provides a streetcar rail, light rail, commuter rail, and commuter bus.

Sound Transit's Board is comprised of 18 appointed members that serve two-year terms. Representation is achieved at the county level with one state appointee. Board members are compensated \$100 per day plus expenses unless the Board member is a full-time government employee. The Board subcommittees include an Executive Committee, Finance and Audit Committee, Rider Experience, Operations Committee, System Expansion Committee, and ad hoc committees as needed.

The Board meets once a month on the 4<sup>th</sup> Thursday for regular monthly meetings. The Board also has special and emergency meetings as needed. Meetings are held via Webex. The agendas, presentations, and minutes are published for six months on the Sound Transit website. Public participation is permitted at regular Board meetings, through written or oral means. Decision-making requires a majority vote with a quorum present.

Outside of the Board activities, Sound Transit manages its subregional activities through the Office of Civil Rights, Equity, & Inclusion (CREI.) CREI ensures businesses provide regional representations, cultivates a diverse workforce and inclusive culture, and ensures equal employment opportunities and equal access to the agency's services.

### Los Angeles County Metropolitan Transportation Authority

The Los Angeles County Metropolitan Transportation Authority (LA Metro) plans, operates, and secures funding for transit in Los Angeles County. LA Metro provides vanpool, bus, light rail, heavy rail, and bus rapid transit services.

## **RTD Governance Assessment**

LA Metro has 14 appointed Board members. Each Board member serves a one-year term. Board members represents seven districts and includes county representation. The Board meets once a month for regular meetings and holds special, annual, and adjourned meetings as needed. The Board meeting schedule, minutes, agenda, videos, and packets are available online. Public participation is permitted at regular Board meetings. Decision-making requires a majority vote with a quorum present. Compensation for Board members is \$150 for one business day, not to exceed \$600 per month. Board committees include a Selection Committee; Special Executive Management Committee; Special Construction Committee; Planning and Programming Committee; Operations, Safety and Customer Experience Committee; Measure R Independent Taxpayer Oversight Committee; Measure M Independent Taxpayer Oversight Committee; Independent Citizen's Advisory and Oversight Committee; Finance, Budget and Audit Committee; Executive Management Committee; and a Construction Committee.

Outside of the Board activities, LA Metro as an organization supports community involvement through several initiatives. The Metro has an internal group called Community Relations unit that strives to engage the public through three key integrated sections - Community Education, Local Government and External Affairs, and Operations and Countywide Initiatives (OCI.) Community Education increases the public's transit safety awareness. The Local Government and External Affairs group assigns team members to geographic subregions to ensure all regions have equal understanding about Metro services, projects, upcoming initiatives in meetings, public hearings, and city council meetings. The OCI unit cultivates outreach strategies and ensures that all communities have an equitable voice.

## RTD Governance Assessment

### APPENDIX 1: DATA SUPPORTING THE SELECTION OF PEER AGENCIES

AGENCY	PRIMARY UZA POPULATION	PRIMARY UZA SQUARE MILES	VOMS	VEHICLE REVENUE MILES	MODES OF OPERATION
RTD	2,374,203	668	1,483	66,983,759	Bus, Light Rail, Demand Response, Commuter Rail
UTA	1,021,243	278	1,141	39,461,217	Vanpool, Bus, Light Rail, Demand Response, Commuter Rail, Commuter Bus
DART	5,121,892	1,779	1,092	53,517,632	Vanpool, Streetcar Rail, Bus, Light Rail, Demand Response Taxi, Demand Remand Response, Commuter Rail
TriMet	1,849,898	524	973	38,140,614	Bus, Light Rail, Demand Response Taxi, Demand Response, Hybrid Rail
MTS	2,956,746	732	969	34,225,743	Bus, Light Rail, Demand Response Taxi, Demand Response, Commuter Bus
SEPTA	5,441,567	1,981	2,390	92,714,347	Streetcar Rail, Bus, Demand Response, Commuter Rail, Heavy Rail, Trolley Bus



**RTD Governance Assessment**

King County Metro	3,059,393	1,010	3,233	64,544,102	Vanpool, Streetcar Rail Bus, Demand Response Taxi, Demand Response, Ferryboat, Trolley Bus
VIA	1,758,210	597	933	38,685,650	Vanpool, Bus, Demand Response Taxi, Demand Response
WMATA	4,586,770	1,322	3,391	144,489,307	Bus, Demand Response Taxi, Demand Response, Heavy Rail
Sound Transit	3,059,393	1,010	400	19,711,242	Streetcar Rail, Light Rail, Commuter Rail, Commuter Bus
LA Metro	12,150,996	1,736	3,469	126,325,069	Vanpool, Bus, Light Rail Heavy Rail, Bus Rapid Transit



## RTD Governance Assessment

### APPENDIX 2: RESOURCES

SECTION	SUBSECTION	RESOURCES
Research	RTD Board Overview	<a href="#">RTD Board of Director Governance Manual</a> <a href="#">RTD Board Bylaws</a> <a href="#">RTD Community Involvement Webpage</a> <a href="#">RTD Board Meeting Portal</a>
Research	Review of Current Governance Meeting Minutes and Key Themes	<a href="#">RTD Accountability Subcommittee Meeting Minutes</a>
Discover	Selecting Peer Agencies	<a href="#">NTD: 2019 Annual Database Agency Information</a> <a href="#">NTD: Annual Service Data</a>
Case Studies	UTA	<a href="#">Utah Code, Part 8: Public Transportation Act</a> <a href="#">UTA Board of Trustees and Advisory Board Meeting January 6, 2019</a> <a href="#">UTA Community Relations and Transit Education</a> <a href="#">UTA Board Bylaws</a> <a href="#">UTA Authority Board Policies</a>
Case Studies	DART	<a href="#">DART Board Bylaws</a> <a href="#">Government Code Title 5 Open Government: Ethics</a> <a href="#">DART Board Agendas and Presentations</a> <a href="#">Transportation Code Title 6 Roadways</a>
Case Studies	Portland Tri-County Metropolitan Transportation District of Oregon	<a href="#">Board of Directors Meeting Agenda February 24, 2021</a> <a href="#">ORS Chapter 267</a> <a href="#">Adopted Budget 2019-2020</a> <a href="#">Board of Directors</a>



## RTD Governance Assessment

Cast Studies	San Diego Metropolitan Transit System (MTS)	<a href="#">Policies and Procedures No. 22</a> <a href="#">Policies and Procedures No. 1</a> <a href="#">SDMT Development Board Codified Ordinance No. 10</a> <a href="#">Board of Directors Meeting Agenda January 21, 2021</a>
Cast Studies	SEPTA	<a href="#">PA Consolidated Statute: Title 74</a> <a href="#">SEPTA Board Meeting: February 2021</a> <a href="#">SEPTA's Board</a>
Case Studies	Seattle King County Department of Metro Transit	<a href="#">King County Metro Overview</a> <a href="#">King County Charter</a>
Case Studies	VIA Metropolitan Transit	<a href="#">VIA Board Meetings</a> <a href="#">City of San Antonio Department of Public Affairs</a> <a href="#">VIA Homepage</a> <a href="#">VIA FY 2020 Annual Business Plan</a>
Case Studies	Washington Metropolitan Area Transit Authority	<a href="#">WMATA Bylaws</a> <a href="#">House Report U.S. Government Publishing Office</a> <a href="#">WMATA Public Comment for Board Meetings</a>
Case Studies	Central Puget Sound Regional Transit Authority – Seattle (Sound Transit)	<a href="#">Washington State Legislature Section 43.03.250</a> <a href="#">Sound Transit Board of Directors</a> <a href="#">Sound Transit Resolution No. R2021-01</a> <a href="#">Sound Transit Resolution No. R2018-45</a> <a href="#">Sound Transit Board of Directors Public Comments</a>
Case Studies	Los Angeles County Metropolitan Transportation Authority	<a href="#">Board Rules and Procedures</a> <a href="#">Subregions</a> <a href="#">Org Charts</a> <a href="#">Metro Funding Sources Guide</a>