



AMERICAN PUBLIC TRANSPORTATION ASSOCIATION  
**APTA BOARD SUPPORT SUBCOMMITTEE  
BUSINESS MEETING**

Macon Room - Sheraton Atlanta Hotel  
165 Courtland at International Blvd, Atlanta, GA 30303  
Saturday, July 21, 2012 • 4:30 – 5:45 p.m.

- |   |   |
|---|---|
| <b>CALL TO ORDER</b>  | Rhodetta Seward   |
| <b>I. Introductions</b>   | All   |
| <b>II. Approve March 13, 2012 Minutes</b>   | Rhodetta Seward   |
| <b>III. Review of 2012 Workshop Program</b><br>Reminder – need volunteers for 2013 co-chairs  | Roberta Boomer/ Jan<br>Tarantino/ Elizabeth Eells   |
| <b>IV. Transit Board Members Committee Meeting</b>  | Rhodetta Seward   |
| <b>V. Election of Officers</b>  | Rhodetta Seward   |
| <b>VI. Membership Committee Report</b><br>Appointment Committee Chair   | Robin Crothers<br>Rhodetta Seward   |
| <b>VII. TBS Handbook Approval</b>   | Roberta Boomer  |
| <b>VIII. Electronic Voting</b>  | Rhodetta Seward   |
| <b>IX. Link Report &amp; Schedule</b><br>Appointment of Editor(s)   | Detra Whitmore<br>Rhodetta Seward   |
| <b>X. Webinar/Education Update</b><br>Appoint Committee Chair<br>Necola Pierce  | Beth Vidaurri<br>Rhodetta Seward  |
| <b>XI. Strategic Plan</b>   | Rhodetta Seward   |
| <b>XII. Historical Facts</b>  | Nancy Johnson   |
| <b>XIII. APTA Report</b>  | Lynne Morsen  |
| <b>XIV. Other Business</b>  | All   |
| <b>XV. Next Meeting</b><br>October 1, 2012      Time: 1-2:00 p.m.<br>Sheraton Seattle Hotel<br>1400 Sixth Avenue<br>Seattle, WA 98101<br>Atlanta, GA – July 21-24, 2012 | APTA Board Support Subcommittee<br>Employee Development Workshop<br>Hyatt Regency Austin<br>208 Barton Springs Rd<br>Austin, TX 78704<br>July 20-23, 2013 |

## **ADJOURNMENT**

Handouts

March 10, 2012 Minutes

TBS Handbook

APTA Board Support Subcommittee Fact Sheet

Strategic Plan



*AMERICAN PUBLIC TRANSPORTATION ASSOCIATION*  
**APTA BOARD SUPPORT SUBCOMMITTEE**  
**BUSINESS MEETING**

Salon D - J. W. Marriott  
14<sup>th</sup> Street & Pennsylvania Ave., Washington, DC  
Saturday, March 10, 2012 • 9 – 10 a.m.

**MEMBERS PRESENT**

|                 |  |
|-----------------|--|
| Roberta Boomer  | San Francisco Municipal Transportation Agency, San Francisco, CA         |
| Robin Crothers  | Interurban Transit Partnership, Grand Rapids, MI                         |
| Nancy Johnson   | Dallas Area Rapid Transit, Dallas, TX                                    |
| Rhodetta Seward | Intercity Transit, Olympia, WA   |
| Jan Tarantino   | Golden Gate Bridge, Highway & Transportation District, San Francisco, CA |
| Beth Vidaurri   | Corpus Christi Regional Transportation Authority, Corpus Christi, TX     |

**OTHERS PRESENT**

|                    |   |
|--------------------|---|
| Fred Daniels       | Metropolitan Atlanta Rapid Transit Authority, Atlanta, GA |
| Greg Evans         | Lane Transit District, Eugene, OR                         |
| Alison Hewitt      | Alison Hewitt & Associates, Tampa, FL                     |
| Lynne Morsen       | Staff Advisor, APTA Senior Program Manager                |
| Rosa Navejar       | Fort Worth Transportation Authority, Fort Worth, TX       |
| Charles Whitehurst | Hampton Roads Transit, Hampton, VA                        |

**CALL TO ORDER**

Chair Rhodetta Seward called the meeting to order at 9:03 a.m.

**APPROVAL OF MINUTES**

Nancy Johnson moved the approval of the minutes of the October 3, 2011, APTA Board Support Subcommittee Business Meeting. The motion was seconded by Robin Crothers and passed unanimously.

**TRANSIT BOARD MEMBERS EXECUTIVE COMMITTEE MEETING REPORT**

Rhodetta Seward stated there was no report. The Transit Board Member Executive Committee meeting had not yet occurred.

**MEMBERSHIP REPORT**

Robin Crothers stated eight people volunteered to help with the membership drive. The committee reached out to transit properties close to Georgia and as a result, three people joined the TBS subcommittee. Agencies gave various reasons for not joining including not having anyone who performed the work or a lack of interest. Ms. Crothers talked about how to bring more awareness about the work of the subcommittee to transit properties.

Ms. Tarantino suggested looking at the list of transit board members who have attended the conference in the past and reaching out to the support staff of those transit systems.

## **APTA HANDBOOK UPDATE**

Roberta Boomer stated the handbook is almost complete and will be posted on-line after approval by the membership.

## **ELECTRONIC VOTING**

Rhodetta Seward stated when revisiting the conversation from the July meeting, she felt there needed to be more discussion on this issue; therefore she was bringing it back to the membership. Electronic voting won't be available for the July meeting as originally hoped. There are many regulations about e-voting and validating the identity of an e-voter.

Lynne Morsen stated APTA staff would have to verify the identity, likely by an e-mail address.

Ms. Nancy Johnson asked about voting through the APTA website and whether the secure sign-in process could be used.

Typically there are few members attending the March meeting, so members felt it would be in the best interest of our membership to bring the matter back to the full membership in July. On motion to bring it to the full committee in July for discussion: unanimously approved.

## **PROGRAM 2012 UPDATE**

Roberta Boomer and Jan Tarantino reviewed the plans for the 2012 program. Committee members have always expressed a desire for more time with the facilitator and to interact with committee members.

APTA is working to secure Tami Gaines for the program.

## **LINK UPDATE**

Chair Seward stated the next update would be before the July workshop

## **WEBINAR/EDUCATION UPDATE**

Beth Vidaurri stated the webinar on May 17 would feature Tami Gaines, the July TBS workshop presenter. The webinar on June 14 would possibly be about developing effective strategies. On August 16, NJTransit will host a webinar on resolving conflict. Future webinars are being developed. All webinars will be advertised in the LINK.

## **OTHER BUSINESS**

Chair Seward announced the next business meeting will be in Atlanta, GA in conjunction with the 2012 Transit Board Member/Board Support Conference on July 21-24, 2012.

## **ADJOURNMENT**

With no further business to come before the membership, the meeting was adjourned at 9:55 a.m.

Submitted by:

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Roberta Boomer, Secretary

# **HANDBOOK**

## **FOR TRANSIT BOARD SUPPORT STAFF**

American Public Transportation Association  
1666 K Street NW, Suite 1100  
Washington, DC 20006  
202-496-4800  
[www.apta.com](http://www.apta.com)

*(logo)*

July 2011

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# PREFACE

This handbook was prepared by the American Public Transportation Association's (APTA) Board Support Subcommittee to introduce board support staff to the transit industry. This 2011 booklet is an update of the initial publication. In using the handbook, APTA and the board support subcommittee hope that staff will become more knowledgeable about their responsibilities and ways to more effectively carry out their duties for the boards of public transportation systems.

A special thanks to all who contributed to this handbook:

Beth Vidaurri, Corpus Christi Regional Transportation Authority  
Nancy Johnson, Dallas Area Rapid Transit  
Rhodetta Seward, Intercity Transit, Olympia, WA  
Lynne Morsen, American Public Transportation Association

Roberta Boomer, Chair  
APTA Board Support Subcommittee  
Handbook Committee

# INTRODUCTION

Thank you for taking time to read the APTA Board Support Subcommittee handbook. It is designed to provide to help Board Support staff do their job in the most effective way possible

This handbook serves as a resource to those who are just beginning their roles as board support assistants as well as those who have served in this role for longer periods of time. The more we understand about the transit industry and our role within the industry, the more effective we will be in our jobs.

The APTA Board Support Subcommittee was created in 1994. The purpose of the subcommittee is to provide an avenue for board support personnel to exchange valuable information and discuss how we can better assist our transit board with the task at hand. . To view the history of the committee, go to <http://www.apta.com/about/committees/trboard/>.

An APTA member who provides direct assistance to transit agency policy makers qualifies for membership. As a subcommittee member, you have the opportunity to provide input at several scheduled meetings. As board support staff, our roles are important because they impact the efficiency and ability of our policy makers to make decisions.

I am excited and pleased to be a part of the process that brings you this updated version of the handbook. I am confident you will find the information contained herein will be a valuable resource to your important role in transit.

Sincerely,

Rhodetta Seward, Chair  
APTA Transit Board Member Board Support Subcommittee



# **FROM APTA's PRESIDENT**

President  
American Public Transportation Association

# **PURPOSE OF BOARD SUPPORT SUBCOMMITTEE**

The purpose of the Board Support Subcommittee is to provide and exchange information and to become more effective and efficient in serving transit policy makers.

The three elected subcommittee officers are its chair, vice chair, and secretary. Their duties and responsibilities can be found in the board support subcommittee bylaws at this url:  
[http://www.apta.com/about/committees/trboard/documents/board\\_support\\_bylaws.pdf](http://www.apta.com/about/committees/trboard/documents/board_support_bylaws.pdf).

Three subcommittee meetings are held each year. Individuals who attended at least two subcommittee meeting in July during the APTA Legislative Conference, APTA Transit Board Members Seminar & Board Support Employee Development Workshop or the during the APTA Annual Meeting are eligible to become officers.

CEOs, general managers, and board support staff are encouraged to include funds in their annual budgets for the July workshop. Information may be found at [http://www.apta.com/conferences\\_calendar/](http://www.apta.com/conferences_calendar/). The board support liaison will return to their agency with many new ideas to assist them in becoming more effective with their colleagues, with transit board members and with the public. Within the subcommittee there are several work groups and committees, including membership, bylaws, and handbook. This subcommittee has such a high energy level, all board support liaisons will want to participate. Your ability to network with others who are doing the same job as you will be invaluable to your agency.

The business conducted by the subcommittee will be in accordance with the subcommittee bylaws and Robert's Rules of Order.

# **HOW DO YOU BECOME A MEMBER OF APTA'S BOARD SUPPORT SUBCOMMITTEE?**

**SIMPLE!** Send a letter or email to the APTA Senior Program Manager, Member Support Services and staff advisor to the Transit Board Members Committee and the Board Support Subcommittee requesting to be added to the board support subcommittee's roster. Please include your job title, transit agency name, mailing address, email address, telephone and fax numbers.

The subcommittee promotes educational and networking opportunities and helps develop the educational program for the annual APTA Board Support Employee Development Workshop.

The networking opportunities of communicating with one another through a group email have been extremely beneficial to the board support members who have shared agency bylaws, rules of procedures, travel policies, agenda processing, board packet production and other duties and responsibilities of board support personnel.

## **WHAT IS YOUR ROLE AS BOARD SUPPORT STAFF?**

As in any administrative support position, your role may vary depending on the organizational structure and size of the transit agency and other contributing factors. A large transit system may have a staff member who works directly for and is hired by the Board while another system may have someone who reports to the CEO and provides administrative support to the Board. A small transit system may employ one staff member where other transit systems may have a team of people who provide such support. Depending on the culture at your agency, you may act as liaison between your Board Chair and the other Board members, your Board and the CEO, and the Board and other agency staff. Regardless, the issues that board support staff face are similar.

It is assumed that your previous experience prepared you for your general responsibilities in supporting a Board and/or CEO. If you have not worked in the public sector, please see the Networking/Educational Resources section in this booklet for opportunities available to develop your government expertise. State and regional transit organizations are also good resources to assist you in becoming more knowledgeable about your position.

# OFTEN ASKED QUESTIONS ABOUT PUBLIC TRANSIT AND YOUR ROLE

**1. I'm new to public service and/or the clerks' profession. How do I learn more about my responsibilities and the regulations?**

Contact your state or regional transit association and ask if they have a transit clerks committee. Excellent networking and education opportunities can also be found through your local, state, and national municipal clerks associations, as well as municipal clerks' institutes. If your state municipal clerks association does not offer a detailed handbook on its website, please access the Washington Municipal Clerks Association web site at [www.wmcaclerks.org](http://www.wmcaclerks.org). This handbook provides instructions on many topics including agendas, minutes, legal requirements, and public/media relations. Please see the Networking/Educational Resources section for contact information.

**2. I'd like to participate on the subcommittee, but I don't have the budget to attend the business meetings or workshop. How can I participate?**

Regardless of whether you can attend the meetings and workshop held during the year, members take advantage of networking opportunities. Much of the subcommittee's work is accomplished through committees and via phone and email. When questions arise about issues, emailing the question to our membership provides the opportunity to gain a diverse sampling of how things are handled at multiple systems.

APTA members can find the list of board support subcommittee members on the subcommittee's web page at: <http://www.apta.com/about/committees/trboard/>. Or use MyAPTA: from the home page of [www.apta.com](http://www.apta.com), select MyAPTA (in red, top left) to access the subcommittee roster and email the subcommittee members.

APTA also holds webinars designed to provide more in depth education about topics. Upcoming webinars may be found at: INSERT WEBPAGE

**3. What is the difference between policy and management?**

Policy has been defined as a general rule of principle, or a statement of intent or direction, which provides guidance to administrators in reaching decisions with respect to the matters entrusted to their care. Management is the day-to-day administration of the policy, and its application to the events and situations that are part of transit operation. Policy is the making of the rule; management is its application to everyday activities. Policy provides the direction; management makes it work.

# TOOLS OF THE BOARD SUPPORT STAFF

**Computer:** Standardize forms, mailing lists, agendas, email, categorize resolutions, and create an index for resolutions.

**Electronic Packets:** Many transit systems are becoming paperless. Assemble materials for board packets so they can be sent electronically to board members, the public and media. Board members may make notations on their electronic documents and then bring a laptop to the meetings which will assist them in their decision making process

**Laptop Computer:** If available, use a laptop computer for recording minutes at Board meetings.

**Telephone:** Program the telephone for group messages if this feature is available.

**Personal Digital Assistant:** A personal digital assistant or pager may be necessary for board support staff.

## LEGAL MATTERS

Each transit agency is governed by its state or local municipality and must adhere to the laws that apply to the operation of the transit agency. The board liaison should be familiar with the bylaws, code of ethics and charter documents governing the Board, so proper procedures can be followed at all times.

Board members should be provided with these documents as well (see orientation section), to avoid any conflicts with the public or elected officials. Most transit agencies have legal counsel who will provide assistance on legal issues that apply to board members.

# APTA Board Support

# *LINK*

The Board Support *LINK* is a quarterly newsletter communicating newsworthy issues to peers at transit properties across North America. The *LINK* keeps members connected; they learn about the successes and accomplishments of members' respective transit agencies.

The newsletter includes comments from the board support subcommittee chair, dates for upcoming conferences, and due dates for the next edition. The *LINK* is distributed by email and posted on the APTA website. It is available at the lower part of the Transit Board Members Committee web page at: <http://www.apta.com/about/committees/trboard/>

The *LINK* schedule is below:

| <b>Edition</b> | <b>Articles Due Date</b>          | <b>Newsletter Distribution Date</b> |
|----------------|-----------------------------------|-------------------------------------|
| Spring         | 3 <sup>rd</sup> week in March     | 4th week in March                   |
| Summer         | 3 <sup>rd</sup> week in June      | 4th week in June                    |
| Fall           | 3 <sup>rd</sup> week in September | 4th week in September               |
| Winter         | 3 <sup>rd</sup> week in December  | 4th week in December                |

# BOARD MEMBER ORIENTATION

When new board members/commissioners are appointed or elected to serve on the Board of Directors, it is important to provide them with introductory material and tours of the facilities to help them make informed decisions.. A great resource for new board members is an orientation process. The process varies for each system; however, some elements are similar. It is typically the board support staff who schedule and arrange the orientation. The orientation may be a few hours to a full day and may include all or parts of the following:

- **Tour of the agency's facilities and/or a video**
- **Meetings with department heads**
  - Meet key staff within the departments
  - Identify areas or responsibilities and priority projects for the year
- **Meeting with the CEO/general manager and board chair**
- **Meeting with board support staff**
  - Board support staff should provide board member materials that will be a useful resource including but not limited to:
    - Agency mission and vision statements
    - Agency goals
    - Strategic plan
    - Transit development plan
    - Annual report
    - Annual budget
    - Sample board minutes
    - Union contracts
    - CEO/general manager contract, if applicable
    - Human resources policies
    - Operator rules
    - Roster of board members (names, addresses, phone numbers, email addresses, and short bios)
    - Board meeting schedule
    - Fact sheet about your organization
    - Fare structure
    - Business cards
    - Travel policy and expense forms
    - Ethics policy
    - Organizational chart
    - Bylaws and/or Rules of Order



- System map and transit guides
- Regulations authorizing the formation of your transit system
- American Public Transportation Association's *Transit Board Member Handbook*
- Other important documents pertinent to your system

New board members may be introduced to the system by bus or train to show them firsthand the type of services that the transit organization provides.

To learn more about the benefits of an orientation, go to <http://www.boardsource.org/>

**TIP:** Keep in mind that someone new to the organization can be overwhelmed by the amount of information. Be aware of the use of acronyms and other “transit insider” lingo that may not be common knowledge. Often, a tour will be the best way for a new board member to learn about the industry.

# **PREPARATION FOR BOARD MEETINGS**

## **Public Notification**

The first step necessary for preparation for board meetings is to provide adequate public notice. Each transit agency is governed by its state or local municipality and is required to abide by the rules as set forth by those laws. Some agencies must give advanced notice prior to board meetings (The average range of time is 72 hours to one-week). Special board meetings that vary from the regular schedule may have a different requirement.

In addition, transit authorities are often subject to regulations that require public hearings on various issues such as fare increases, service changes, etc. prior to adoption and implementation. Public hearing notices may need to be published in several publications, so the public has adequate notice regarding the action that is being considered. Often, materials are placed onboard transit vehicles and on the agency's website. This will enable the public to participate in the process. The public hearing must be held at a site that is accessible to people with disabilities and should be convenient for those wishing to use public transit. Written comments are also accepted as part of the process. The public hearing process varies at each transit system and other staff members may be responsible for the procedures.

**TIP:** It may be necessary to post meeting notices in several languages in order to have a fully informed public.

## **Executive (Closed) Session**

Transit boards may find it necessary to hold executive sessions from time to time on issues such as real estate, legal/lawsuits, personnel, and labor contracts. These meetings are not open to the public due to confidential subject matter. Notices about these sessions may need to be posted and the subject disclosed on the posting to comply with open meeting laws. Executive sessions are commonly referred to as "closed session".

## **Preparing the Board Agenda**

Proper notification should be provided to the transit agency staff so that items being submitted for the agenda are received by the Board in a timely manner. Suggestions include sending a memorandum to all appropriate staff indicating the date and time of the board meeting, providing a deadline for submitting items for the agenda and any other special instructions, or placing the agenda items on a computer network system. If the transit agency does not have a computer network, the board liaison could request that agenda items be submitted electronically, so the information can be easily transferred. Both of these procedures will save time.

Agendas should be written so that a person with average intelligence and education can easily understand the action being proposed.

Once the agenda has been formatted, a briefing meeting with staff is helpful to review the agenda, so any revisions can be made prior to the packet being provided to the Board.

Board agendas vary at each transit property, but most will contain at least some of the following:

- Call to Order
- Consent Agenda(If no consent agenda, may have Approval of Minutes; Approval of Warrants)
- Public Comment
- Introductions (promotions, new staff, farewells)
- Action Items
- Committee Reports
- Staff Reports
- Financial Report
- Marketing Report
- Report from the CEO/General Manager
- Board Member Issues or New/Unfinished Business
- Meeting Evaluation
- Public Hearing (if scheduled)
- Executive Session
- Adjournment

## **Minutes**

Board support staff is usually responsible for recording the minutes of all Board and committee meetings. The minutes may be recorded by an audio or video recording system. Some transit properties record the meeting and hire an outside service to transcribe the minutes.

There are three types of minutes: decision-only, anecdotal, and verbatim. In preparing the minutes, it is usually not necessary to prepare a 'word for word' transcript, unless you are legally required to do so. In either case, you must give an accurate account of the transaction of business at the board meeting. Records of the minutes should be maintained in an orderly fashion for future reference. You may also create a minute indexing system. Once the minutes are finalized, it may be necessary to have them reviewed by the transit agency's legal counsel.

# **BOARD CONFIDENTIALITY**

The Board is committed to openness, transparency, and accountability. Its' policies shall reflect its wish to release all information it holds as far as this is consistent with the protection of individual privacy, the effective management of its business, and relevant legislation.

## **Purpose**

This Board's confidentiality policy is intended to regulate the release or retention of board material by board members.

## **Policy**

Board members shall be authorized to release to any person any material other than confidential material obtained in the course of their service as a board member where such release is in accordance with the requirements of any applicable legislation and where such release is consistent with the organization's media relations policy or public records disclosure policy.

It is recommended that Board members consult with the Agency's legal department prior to releasing any documents.

## **Procedures**

The Board shall review and approve the confidentiality policy of the organization as a whole.

The Board may decide from time to time whether their agendas, minutes, or papers, or those of its subcommittees (not otherwise required by legislation, regulation, or its rules to be made public) shall be made public. Where no express decision has been recorded, the assumption shall be that the material is a public document. .

For those matters that the Board elects not to make public, board members and staff shall respect the confidentiality of those documents and of any deliberations by the board on those matters.

In particular, board members shall not:

- disclose to any member of the public any confidential information acquired by virtue of their position as a board member
- use any confidential information acquired by virtue of their position on the board for their personal financial or other benefit or for that of any other person
- disclose to any member of the public any confidential information related to the interests of individuals, groups or organizations acquired by virtue of their position on the board
- make statements to the media in the name of the organization except as specified in the board's media relations policy or as authorized by the Chairman

- permit any unauthorized person to inspect or have access to any confidential documents or other information

The obligation to protect such confidential matters from disclosure continues even after the individual board member is no longer serving on the board.

The Board may decide whether an observer or party that is pertinent to the discussion shall be permitted to attend its' executive session. Where appropriate, observers may be admitted subject to their undertaking to maintain confidentiality.

Where appropriate, information identifying individuals may be removed from material before consideration by the Board.

## **Responsibility**

It is responsibility of the board chair and board support staff members to ensure that board materials are appropriately classified as confidential or open to release.

# **TRAVEL ARRANGEMENTS**

## **Travel Arrangement Duties**

As a board support staff, you may be tasked with travel arrangements for board members to attend a conference. It is very important that attention to detail is applied to this task. Well organized travel plans can make a conference more pleasant for board members. Listed below are a few administrative tools to help you through this process.

If your transit agency does not have a travel authorization form, it is highly recommended that one be developed and used for accountability and accuracy.

## **Travel Authorization Form**

All travel must be preceded by the preparation and submission of a travel authorization form. Board members are responsible for providing a receipt for reimbursement for all related travel expenses.

Travelers must ensure that the travel authorization form is properly completed, signed by appropriate parties, and submitted. The travel authorization form must identify the funding codes (including all chart fields) and funding source(s) to which the cost will be charged. Board support staff normally assists in the preparation of these documents and ensures that all paperwork is properly filled out and that travel is appropriately authorized.

The travel authorization form requires the signature of the traveler, the department executive, the president/CEO, and the finance department. In many instances, when the board member travels, a signature of the board chair/president is also required. Once the form has been reviewed and signatures obtained, a copy is returned to the traveler with a copy (or original depending on your agency's policy) remaining in accounting.

## **Travel Agent**

If at all possible, use your contracted travel agent.

Travel agents render a valuable service to people intending to travel by making all the necessary arrangements on behalf of the client, using the information and facilities available to professional travel agents.

Having a good rapport with your travel agent will establish a great working relationship. In turn, the travel agent will consider each client's preferences, budget, and requirements when planning a journey. Their duties involve the supply of information and advice to clients on customs regulations, passports, visas, currency regulations, tourist attractions, the compiling of itineraries,

the booking of flights, tours, accommodations, car rental, and general administration associated with such tasks.

An example of a travel policy follows.

|  |                   |
|--|-------------------|
| Effective: (Date)  |                   |
| <b>POLICY-FA-2502</b>  |                   |
| See Also: RCW 42.24.090 et seq; RCW 36.57A.050; Resolution 01-2001 |                   |
| Approved by: _____<br>Chief Executive Officer                      |                   |
| _____  | Written by: _____ |
| Chief Financial Officer  |                   |

### **AUTHORIZING AND REIMBURSING TRAVEL EXPENSES**

**Definitions for purposes of this policy only:**

“Employees” - people working for transit agency, Transit Agency Authority members, Citizen Work Group members, and other persons approved by the General Manager.

“Event” - any training, conference, meeting, class, or other activity requiring travel

“Evidence” - brochures describing the event, transportation tickets, hotel bills, receipts, and other supporting documents

“Certification” - a statement describing the expense and explaining why a receipt is not available, signed by the employee traveling

“Daily meal allowance” - pre-determined reimbursement amount for meals as established by the Internal Revenue Service (IRS). This amount includes tips.

“Direct flight” - flight combining low cost **AND** the least amount of time spent traveling and is approved by the employee’s director or designee.

Examples:

- a \$300 flight requiring a 1-hour layover versus a \$200 flight requiring a four-hour layover
- a \$2,500, three-hour flight versus an \$800, nine-hour flight on a standard airplane

This policy applies to (transit agency) “employees” traveling on official (transit agency) business.

**1. Director or Designee Approves All Travel in Advance**

An employee's director or designee will approve travel and/or advance travel funds using travel form (FORM-FA-2502-A), as long as all requirements of this policy and laws are met. Employees must submit advance travel fund requests to accounting within at least five working days of travel date.

**2. Employees Use Prudent Judgment Incurring Expenses**

Director will **NOT** approve personal, unnecessary, or excessive travel reimbursements. Employees must pay for unapproved expenses.

**3. Employees Must Record Travel Expenses Incurred on the Travel Form**

Employees **must** use the agency travel form, to record all expenses incurred relating to the respective travel.

**4. Employees Submit Completed Travel Forms**

On or before the 15<sup>th</sup> day following the close of the authorized travel period, employees incurring travel expenses **must** submit a completed travel form to the Accounting Division.

If employees fail to submit a form on or before the 15<sup>th</sup> day following the close of the authorized travel period, (transit agency) may deny future travel and/or travel advances. Failure to reimburse (transit agency) for unused advance travel funds within this same designated time period shall result in the amounts due plus 10 percent interest being deducted from an employee's paycheck.

Employees must attach evidence or certification of travel expenses to the travel form.

**5. Transit Agency Pays for Transportation**

**Airfare:** (Transit agency) will pay for the least expensive "direct flight" available. (Transit agency) may pay for alternative modes of travel at the actual cost, subject to the approval of the CEO/general manager or director of finance and administration.

**Personal automobiles:** (Transit agency) will reimburse at the current IRS mileage reimbursement rate for the use of personal vehicles when used for (transit agency) purposes. Employees will carpool when two or more people are traveling to and from the same location at the same time. If an employee chooses not to carpool, their director must give prior approval for reimbursement.

**Rental cars:** If a rental car is necessary, (transit agency) will pay for the cost of the most economical, acceptable vehicle. If an employee chooses to rent a more expensive vehicle, the employee will pay the additional cost.



## 6. Transit Agency Pays For Lodging

(Transit agency) will pay for lodging when an employee travels over 50 miles from the office or home, whichever is closest to the destination.

(Transit agency) will **NOT** pay for lodging on the last day of an “event” except when

- Travel becomes unreasonably late,
- Airline flights are not available for that evening, or
- An overnight stay will result in discounted airfare, with airfare savings exceeding the additional cost for lodging, meals and other expenses.

## 7. Transit Agency Pays for Other Travel Related Expenses

(Transit agency) will pay for other travel expenses as described on the travel form.

## 8. Transit Agency Pays For Meals

(Transit agency) will pay for meals at the current IRS established “daily meal allowance” rate. Employees will receive reimbursement for breakfast each day when traveling before 6:30 a.m. and dinner when traveling after 6:30 p.m.

When a conference or class registration includes meal(s), (transit agency) will **NOT** reimburse employees for those meals. In-flight meals or continental breakfasts are not considered meals.

Employees will receive reimbursement for meals only when traveling outside (name of area.) However, (transit agency) will reimburse employees for meals purchased while participating in and conducting business for (transit agency) organizations or other organizations with the approval of the CEO/general manager.

Employees **MAY NOT** charge meal expenses on (transit agency) corporate credit cards.

(Transit agency) may pay for meals provided to volunteers who perform a service for (transit agency) and for meals provided to employees involved with these volunteer activities.

## 9. Transit Agency Pays Employees While Traveling

### Non-Exempt:

**Daily Travel** – (Transit agency) will pay non-exempt employees for all travel time, except meal periods, whether the employee is a passenger or driver.

**Overnight Travel** - Employees will **NOT** be paid when traveling as a passenger outside of their regular working hours and days. (Transit agency) will pay employees if they drive outside of regular working hours and days.

**Exempt:**

(Transit agency) will pay exempt employees for regular working hours only.

**10. Policy Exceptions Must Be Approved by the CEO/general manager**

# **BOARD RETREATS/WORKSHOPS**

The Board of Directors is a governing body that is responsible for ensuring that the mission and vision of an agency are fulfilled. The board sets policies and provides direction to support the success of the Agency. The Board may hold retreats/workshops to discuss strategic initiatives, financial health of the agency, review policy decisions, and improve its sense of teamwork. The CEO/general manager attends and often, executive staff will attend to support the discussion.

As part of many states' open meetings laws, public notification may be required to enable the public to attend if a quorum is present. However, some discussions within the retreat may require an executive session, as allowed by law, typically for litigation, arbitration, and/or personnel discussions.

It may also be necessary to record these meetings so if the meeting is held at a location other than the regular meeting place, special arrangements may need to be made to ensure that the meeting is recorded.

The frequency of the retreats depends on the needs of the organization, but in general, they are held annually. The location of the retreat is normally scheduled away from the office and funds should be appropriated accordingly in the budget. Retreats may be facilitated by someone outside the agency.

Reference: Transit Board Research, Board Source

# **RECORDS MANAGEMENT**

Some transit agencies assign the responsibility of records management to the board support position. This requires the board support person to perform the duties of a records management officer. Records and information management can be defined as “the systematic control of records and information from creation to final disposition.”

Records Management is regulated independently in each state. Check with your local Association Records Managers & Administrators International (ARMA) chapter or your state library and archives commission to find out about your state’s public records act governing records management.

The basic concepts about typical records management functions and overall records management program functions will be detailed below to provide useful background information to records managers.

## **Records**

Records are the evidence of what the organization does. They capture its business activities and transactions. Some examples of records are contract negotiations, business correspondence, personnel files, and financial statements. Records come in various formats such as physical paper; electronic messages; Web site content, documents on Personal Digital Assistants (PDAs), flash drives, desktops, servers, document management systems, and information captured in the organization’s various databases.

## **Information Lifecycle**

The records lifecycle includes creation of the record, capture of the record in some form, dissemination and use of the record, storage, and ultimately destruction or indefinite preservation of the record. Many transit agencies have an adopted “Records Retention Policy” and “Schedule of Records” that identify the nature of the records kept and their storage and destruction schedule.

## **Records Management Program Activities**

Many transit agencies have records management policies and a records management plan. The first step in developing a records management plan is to conduct an inventory or survey of the agency’s records to identify the classes of records (record series) that an organization produces, and establish how to associate given records within a class to other records in that same class. For example, put all the travel vouchers in a file marked "travel vouchers" or, alternatively, put all travel vouchers for person X in a file marked "person X travel." This will form the basis for your agency’s records control schedule.

Secondly, develop a file plan using your adopted records control schedule. The state agency that oversees records management recommends document retention schedules to assist you in creating your agency's records control schedule. Conduct an analysis and appraisal of records to determine the retention periods; which records are active, inactive, essential or vital, and confidential; and which records are eligible for disposition. Records retention periods are based on the record's values. These are administrative value, legal value, fiscal value, vital value, and historical value (archival).

Records normally go through a period of active use at the time of, and shortly after, their creation. As records are used less frequently, they become inactive and are often transferred to less expensive storage media or locations. Records schedules call for the disposition of records based on time, or event, or a combination of time and event. Determining how long records need to be retained — and under what conditions — can dramatically reduce agency resource outlays and at the same time ensure that agencies are maintaining adequate and proper documentation of agency activities.

Thirdly, provide records management guidance to all departments within the transit agency. Establish agency-specific recordkeeping practices, specifically establishing what records need to be created to conduct agency business. Identify parties within the agency with records management responsibilities, such as records officers or liaisons.

A list of some of the major functions most typically performed in the process of managing records is outlined below. This list may serve as a guide or checklist in defining requirements or specifications for a records management plan, or in seeking to improve an existing system, to ensure that major functional requirements have been addressed.

## **Functions in Records Management Process**

- **Declare a Record:** Recognize a record to be a record, identify it as a record.
- **Capture Records:** Include a record in a system that manages records.
- **Maintenance and Use of Records**
  - **Organize Records:** Group records according to a predefined structure to meet business needs.
  - **Maintain Records Security:** Protect the integrity of records against unauthorized alteration or destruction.
  - **Manage Records Access:** Grant or limit the ability of individual(s) to examine records or record groupings.
  - **Facilitate Records Retrieval:** Provide or enable the ability to collect records relevant to a query.
  - **Preserve Records:** Ensure the physical state of records so they remain usable.

- **Audit/Oversight:** Ensure compliance of agency recordkeeping practices with existing statutes and internal and external regulations.
- **Final Disposition of Records**
  - **Destruction:** Eliminate from a system a group of records in compliance with the appropriate records retention schedule so that they cannot be accessed, retrieved, or recovered.

## **Definitions**

**Records** – Records include all documentation, memoranda, correspondence, common business papers, Board agendas, ledgers, vouchers, invoices, purchase orders, insurance policies, deeds, photographs, tapes, plans, maps, schedules and all other documentary or information recording formats regardless of physical form or characteristics which have been created or received in connection with the transaction of normal business by the agency.

**Administrative Value** — Records with continuing use in the operation of an agency.

**Legal Value** — Records that document actions taken in the protection or proving of legal or civil rights and obligations of individuals and agencies.

**Fiscal Value** — Records needed to document and verify financial authorizations, obligations and transactions.

**Vital Value** — Records required to restart business in the event of a disaster.

**Historical Value** — Records that contain unique information, regardless of age, which provides understanding of some aspect of the government and promotes the development of an informed and enlightened citizenry.

**Record Series** – A record series is a document, record, group of documents, or group of records which are filed together and treated as a unit for ease of use and for retention purposes. Record series are controlled by a unique number assigned by the records management officer.

**Retention Schedule** – A comprehensive list of all the record series in each department of the authority, the retention schedule is organized by department. It is a timetable for records retained, transferred, or destroyed by the agency. It includes a classification of vital, historical and confidential records.

**Retention Period** – The time period designated to retain or dispose of a record.

## Sample Records Control Schedule Board of Directors

| <i>RECORD #</i> | <i>RECORD TITLE</i>                         | <i>RETENTION PERIOD</i> |
|-----------------|---|-------------------------|
| <b>1000-01</b>  | Agendas                                     |                         |
| <b>1050-05</b>  | Conflict of Interest Affidavits             |                         |
| <b>1000-03</b>  | Minutes                                     |                         |
|                 | a) Written Minutes                          |                         |
|                 | b) Tapes (transcribed)                      |                         |
|                 | c) Tapes (closed session)                   |                         |
|                 | d) Board packets, documentation for actions |                         |
| <b>1000-04</b>  | Meeting Notices                             |                         |
| <b>1000-05</b>  | Orders, Resolutions, Ordinances             |                         |
| <b>1000-06</b>  | Petitions                                   |                         |
| <b>1000-07</b>  | Proclamations                               |                         |
|                 | Inter-Local Agreements                      |                         |
| <b>1000-38</b>  | Policy & Procedures Documentation           |                         |
| <b>1050-23</b>  | Oaths of Office                             |                         |

Reference: [www.ama.org](http://www.ama.org)

# **WHAT IS APTA?**

## **APTA is ...**

- Your voice in Washington**
- Your meetings and conferences coordinator**
- Your education and training connection**
- Your committee activities network**
- Your standards development organization**
- Your information center**
- Your data collection/dissemination resource**
- Your awards and recognition provider**

## **APTA Profile**

As a member of the American Public Transportation Association, you are part of an international organization that has represented the transit industry for over 125 years – since 1882.

APTA members serve the public interest by providing safe, efficient, and economical transit services, and by improving those services to meet national energy, environmental, and financial concerns. APTA members include public bus, bus rapid transit, and commuter rail systems; the private organizations responsible for planning, designing, constructing, financing, supplying, and operating transit systems; government agencies; metropolitan planning organizations; state departments of transportation; academic institutions; and trade publications.

If you are employed by an APTA-member organization, you are a member.

You are encouraged to participate in the many networking, research, and professional development opportunities available to you as an APTA member. APTA is your connection to the information, contacts, and services you need to succeed in the transit industry.

## **Vision Statement**

APTA is the leading force in advancing public transportation.

## **Mission Statement**



To strengthen and improve public transportation, APTA serves and leads its diverse membership through advocacy, innovation, and information sharing. APTA works to ensure that public transportation is available and accessible for all.

## **Advocacy and Awareness: Advancing Public Transportation**

APTA's top priority is advocating for the issues that affect your business and the transit industry as a whole. APTA is an excellent resource for information on federal laws and programs pertaining to transit, railroads, federal financial assistance, and more.

When the industry needs to speak with a single voice, APTA's officers, committee chairs, and staff present the industry's point of view. APTA is the advocate fighting for more transit dollars and pro-transit policies.

## **Awards and Recognition**

APTA promotes excellence and achievement among members. We challenge individuals and organizations to excel and applaud their efforts at the Annual Meeting's Grand Awards Ceremony. Awards include the Outstanding Public Transportation Manager, Outstanding Public Transportation Board Member, Outstanding Public Transportation Business Member, Outstanding Business Executive of the Year, Distinguished Service, APTA Hall of Fame, Innovation, and Outstanding Public Transportation System. The call for award nominations is in April. Look for it at [www.apta.com](http://www.apta.com).

## **Scholarships**

The American Public Transportation Foundation (APTF), APTA's charitable affiliate, provides scholarships, fellowships, transit education, and research programs for students and professionals entering the industry. Contribute online or find out about upcoming events at [www.apta.com](http://www.apta.com) or [www.aptf.org](http://www.aptf.org).

## **Connections, Resources, and Professional Development**

As an APTA member, you are entitled to the full use of APTA's resources for information and problem solving. From our Information Center, web site, and publications to participation in the committees, conferences, and audit programs, you have a wealth of options available to maximize your job and your career.

**APTA Board Support Employee Development Workshop:** Networking is a top priority for APTA members. Meet your peers at the Board Support Employee Development Workshop, held in conjunction with the July Transit Board Members Seminar. Other conferences, such as the Annual Meeting, Rail Conference, Bus & Paratransit Conference, Legislative Conference, and

Transit CEOs Seminar are listed at [www.apta.com](http://www.apta.com). Specialized and technical workshops are offered on subjects such as fare collection, risk management, sustainability, state public transit partnerships, and university communities.

**Contacts at “MyAPTA:”** On the home page at [www.apta.com](http://www.apta.com), you’ll find the red “MyAPTA” link. For APTA members, MyAPTA offers contact information for all other APTA members and committees. Register for conferences at “Meeting registration;” access the conference or meeting registration list; view the list of all APTA committees and e-mail everyone on your committee at “committee info;” order publications from the “Bookstore;” and more. Use the e-mail address APTA has for you and create your own password.

**“Forums” Listserv:** From the home page at [www.apta.com](http://www.apta.com), on the left side, select “For members” and “Forums” for the listserv. Scroll to “Transit board support” or “Transit board members” and post a question when you need quick information, or drop in to offer your comments.

**Leadership APTA:** The next generation of transit leaders participates in APTA’s professional development program to prepare for their emerging roles. Candidates apply for the program and, if chosen, participate in seminars about the work of APTA, legislation, regulations, advocacy, and qualities of leadership. Leadership APTA is a highly respected transit industry professional development program whose goals are to identify, develop, and support the next generation of transit industry leaders and future leaders of APTA. Since the first Leadership APTA class, over 250 transit industry professionals and APTA members graduated from this program, many of whom have now assumed senior and executive leadership roles within APTA and in the public and private sectors of the transit industry.

Through Leadership APTA, selected individuals participate in a combination of specialized Leadership APTA workshops, class leadership projects, teleconferences, online events, and APTA conferences that address the challenges, demands, and key topics of our industry.

Class members have first-hand opportunities to hear from APTA’s executive and senior leadership, key transportation industry leaders, legislative officials, labor leadership, and communications, diversity, media, and leadership experts. Participants have many opportunities for small group dialogues with transit and business CEOs, policy makers, operations, and technical managers, as well as representatives from Congress, the Federal Transit Administration, regulatory agencies, labor leadership, and state and local entity representatives.

Members of the APTA Board Support Subcommittee have graduated from the Leadership APTA program. They joined other APTA committees and served as officers, spoke and were panel participants at conferences, and became involved in APTA in a variety of ways. To learn more about the program, how to apply, and the benefits, go to:

<http://www.apta.com/about/committees/leader/>.

**Catalog of Member Products and Services:** From the home page, select “E-business” and COMPS to find business members providing transit products and services in 180 categories.

**Bookstore:** From the home page at [www.apta.com](http://www.apta.com), select “Bookstore” and you’ll log in to MyAPTA to find publications for board members and CEOs under “management.”

**President’s Letter:** APTA president Mike Melaniphy stays in touch weekly by emailing a summary of industry and APTA-related developments. To receive the President’s Letter, contact the APTA communications department at (202) 496-4800.

**Passenger Transport:** The only national, weekly newspaper devoted solely to public transportation is published by APTA. One free subscription is included with APTA membership. Many transit systems provide a subscription for each board member.

**Public Transportation Fact Book:** This annual publication provides statistical data covering all aspects of the transit industry in the United States and Canada.

## **Involving You in the Industry Through APTA Committees**

There is no better opportunity for networking, professional development, and problem solving than participating in APTA’s committees. You are encouraged to join the committees of your choice. Visit “MyAPTA” for the list of committees and contacts.

Make the most of your committee membership by seeking responsibilities and committee assignments and making yourself visible and available. You can make a difference.

**The Board Support Subcommittee** of the APTA Transit Board Members Committee will welcome you. The web page link is: <http://www.apta.com/about/committees/trboard/> Or, from the home page at [www.apta.com](http://www.apta.com), on the left side, select “Committees” and “APTA committees,” then scroll to the bottom and select “Transit Board Members Committee.”

**Newsletters LINK and BOARDtalk:** The quarterly board support newsletter, *LINK*, is posted on APTA’s web page. You’ll also find the board members’ newsletter, *BOARDtalk*, posted there three times a year.

Committees address the issues and challenges affecting their areas of expertise, and participation results in a rich environment of interaction among your peers. Membership is open to APTA members. The list of all committees is at MyAPTA – please see the above section, Contacts at “MyAPTA.”

## **APTA's Organization**

Overall, about 30 percent of APTA-member organizations are transit systems. Business members represent about 60 percent of the membership. APTA is governed by its 110-member Board of Directors and 18-member Executive Committee.

All of APTA's staff and services are available to members whenever needed. There are six staff departments with specific goals and responsibilities to ensure the best service and resources for you. These departments include government affairs, advocacy, communications and marketing, program management and educational services, member services, and finance and administration.

# REFERENCES

Board support professionals are dedicated individuals who seek knowledge and expertise in everything they do. To that end, this section of the *Handbook for Transit Board Support Staff* offers resources to assist board support professionals in their pursuit of excellence. These resources were recommended by board support professionals in public transportation. We hope these references provide you with the assistance you need to do what you do better than anyone.

## Professional Organizations

**Association Records Managers & Administrators International** <[www.arma.org](http://www.arma.org)> is a nonprofit professional association and the authority on managing records and information – paper and electronic. Local ARMA chapters often hold regular meetings with information on current records management issues and practices. Certification is offered and ARMA contracted with the organization below for this purpose.

**The Institute of Certified Records Managers (ICRM)** <[www.icrm.org](http://www.icrm.org)> created a standard designation, CRM, by which persons involved in records and information management can be measured, accredited, and recognized in accord with criteria of experience and knowledge established by their peers.

**International Institute of Municipal Clerks (IIMC)** <[www.iimc.com](http://www.iimc.com)> is the leading professional association serving the needs of Municipal Clerks, Secretaries, Treasurers and Recorders, and other allied associations from cities and towns worldwide. IIMC's primary goal is to actively promote the continuing education and professional development of Municipal Clerks through extensive education programs, certification, publications, networking, annual conferences and research. IIMC sponsors continuing education programs and professional certification (CMC and MMC).

**State organizations** offer membership, continuing education opportunities, and a network of professionals. A list of the state associations and their web sites is available on the IIMC Website at [http://www.iimc.com/associations/state\\_prov.shtml](http://www.iimc.com/associations/state_prov.shtml).

## Books

*Mina's Guide to Minute Taking*, available through IIMC

*Robert's Rules of Order*, books available by numerous authors

*A User's Guide to the Ralph M. Brown Act – Open & Public III*

*Chicago Manual of Style: The Essential Guide for Writers, Editors and Publishers*, University of Chicago, ISBN 9780226104034

*How 11 – A Handbook for Office Professionals*, James L. Clark & Lyn R. Clark, ISBN 9780324399936

## Web Sites

|   |  |
|---|--|
| Airport Codes of the World                  | <a href="http://www.world-airport-codes.com">www.world-airport-codes.com</a>           |
| America Online                              | <a href="http://www.aol.com">www.aol.com</a>   |
| American Public Transportation Association  | <a href="http://www.apta.com">www.apta.com</a>   |
| Congressional Directory                     | <a href="http://www.gpoaccess.gov/cdirectory">www.gpoaccess.gov/cdirectory</a>         |
| Department of Homeland Security             | <a href="http://www.dhs.gov">www.dhs.gov</a>   |
| Dictionary and thesaurus                    | <a href="http://www.dictionary.com">www.dictionary.com</a>                             |
| Federal Express                             | <a href="http://www.fedex.com">www.fedex.com</a>                                       |
| Federal Transit Administration              | <a href="http://www.fta.dot.gov">www.fta.dot.gov</a>                                   |
| Internal Revenue Service                    | <a href="http://www.irs.gov/newsroom">www.irs.gov/newsroom</a>                         |
| International Institute of Municipal Clerks | <a href="http://www.iimc.com">www.iimc.com</a>   |
| Internet search engine                      | <a href="http://www.ask.com">www.ask.com</a>   |
| Internet search engine, maps                | <a href="http://www.yahoo.com">www.yahoo.com</a>                                       |
| Legal research subscription service         | <a href="http://www.westlaw.com">www.westlaw.com</a>                                   |
| Mapquest maps & directions                  | <a href="http://www.mapquest.com">www.mapquest.com</a>                                 |
| National Transit Institute                  | <a href="http://www.ntionline.com">www.ntionline.com</a>                               |
| Rand McNally maps & directions              | <a href="http://www.randmcnally.com">www.randmcnally.com</a>                           |
| Robert's Rules of Order                     | <a href="http://www.robertsrules.org">www.robertsrules.org</a>                         |
|   | <a href="http://www.rulesonline.com">www.rulesonline.com</a>                           |
| Time  | <a href="http://www.nist.time.gov">www.nist.time.gov</a>                               |
| Travel                                      | <a href="http://www.expedia.com">www.expedia.com</a>                                   |
| United States House of Representatives      | <a href="http://www.house.gov">www.house.gov</a>                                       |
| United States newspapers                    | <a href="http://www.usnpl.com">www.usnpl.com</a>                                       |
| United States Postal Service                | <a href="http://www.usps.com">www.usps.com</a>   |
| United States Senate                        | <a href="http://www.senate.gov">www.senate.gov</a>                                     |
| Urban Legends                               | <a href="http://www.hoaxbusters.ciac.org">www.hoaxbusters.ciac.org</a>                 |
|   | <a href="http://www.snopes.com">www.snopes.com</a>                                     |
|   | <a href="http://www.truthorfiction.com">www.truthorfiction.com</a>                     |
| White Pages                                 | <a href="http://www.whitepages.com/reverse_phone">www.whitepages.com/reverse_phone</a> |
| Yellow Pages                                | <a href="http://www.yellowpages.com">www.yellowpages.com</a>                           |

Most states also have websites for state government that include information on records and archives, state laws, employment, Notary Public certification, and the state's department of transportation.

# NETWORKING AND EDUCATIONAL RESOURCES

American Institute of Parliamentarians  
P.O. Box 12452  
Fort Wayne, IN 46863  
301-946-9220  
[www.parliamentaryprocedure.org](http://www.parliamentaryprocedure.org)

Association of Records Managers & Administrators  
4200 Somerset Drive, Suite 215  
Prairie Village, KS 66208  
913-341-3808  
[www.arma.org](http://www.arma.org)

International Association of Administrative Professionals  
P.O. Box 20404  
Kansas City, MO 64195-0404  
816-891-6600  
[www.iaap-hq.org](http://www.iaap-hq.org)

International Institute of Municipal Clerks  
8331 Utica Avenue, Suite 200  
Rancho Cucamonga, CA 91730  
909-944-4162  
[www.iimc.com](http://www.iimc.com)

National Notary Association, Inc.  
9350 De Soto Avenue  
Chatsworth, CA 91313-2402  
800-876-6827  
[www.nationalnotary.org](http://www.nationalnotary.org)

## State Transit Agencies

A listing can be found in APTA's membership directory.

## State Municipal Clerks Associations

Contact the International Institute of Municipal Clerks (above) for the current contact person in your state or region.

## State Municipal Clerks Institutes

Maureen Kane, Institute Director  
P.O. Box 32355  
Riverside, CA 92506  
909-786-7471

Debbie Cook, Institute Director  
Office of Conference Services  
Department of Housing  
University of Colorado  
Campus Box 454  
Boulder, CO 80309-0454  
303-492-5151

Douglas Tuttle, Policy Scientist  
Institute for Public Administration  
College of Human Services, Education, and  
Public Policy  
University of Delaware  
Newark, DE 19716  
302-831-8971

Dr. John Dailey, Executive Director  
Florida Institute of Government  
325 John Knox Road  
Woodcrest Office Park, Building 300  
Tallahassee, FL 32303  
850-487-1870

Walt McBride, Special Programs Manager  
Carl Vinson Institute of Government  
University of Georgia  
205 J.W. Fanning Building  
Athens, GA 30602-3553  
706-542-9855

James Weatherby, Ph.D., Director  
The Public Policy Center  
Boise State University  
1910 University Drive  
Boise, ID 83725-1935  
208-426-1476

Paul Craig, Institute Director  
Institute of Government and Public Affairs  
Public Affairs Center, Room 482  
University of Illinois at Springfield  
Springfield, IL 62794  
217-206-7682

Michael Dowd, Institute Director  
HR Unlimited Resources  
3985 Cedar Lane  
Greenwood, IN 46163  
317-535-0411

Paul Coates, Ph.D., Director  
Office of State and Local Government  
Programs  
Iowa State University  
506 Ross Hall  
Ames, IA 50011  
515-294-1844

Mac Manning, Public Affairs Associate  
Center for Urban Studies  
Hugo Wall School of Urban and Public  
Affairs  
Wichita State University  
1845 Fairmount  
Wichita, KS 67260-0155  
316-978-6541

Paul & Barbara Combs  
KMCI Program Directors  
Skills Development Institute  
A Division of Paul Combs & Assoc., Inc.  
121 Olympia Way  
Georgetown, KY 40324  
502-867-0067

Billie Tripp, Institute Coordinator  
Conference Central, Inc.  
Louisiana Municipal Clerks Institute  
P.O. Box 1029  
Gonzales, LA 70707  
225-644-0619



Gary Taylor, Extension Specialist  
11 Agriculture Hall  
Michigan State University  
East Lansing, MI 48824-1039  
517-353-9460

Richard Grefe, Program Director  
College of Continuing Education  
University of Minnesota  
352F Classroom Office Building  
1994 Buford Avenue  
Minneapolis, MN 55108  
612-624-3783

Tom Ball, Government Training Officer  
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Box 9643  
Mississippi State, MS 39762-9643  
662-325-3141

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New England Municipal Clerks Institute  
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732-932-3640 ext. 622

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New Mexico Municipal League  
P.O. Box 846  
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505-982-5573 ext. 513

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Senior Extension Associate  
Cornell Local Government Program  
Dept. of Applied Economics & Management  
Cornell University  
43 Warren Hall  
Ithaca, NY 14853  
607-255-9510

A. Fleming Bell, II  
Professor of Public Law and Government  
Institute of Government, School of  
Government  
CB #3330 – Knapp Building  
UNC at Chapel Hill  
Chapel Hill, NC 27599-3330  
919-966-4210

Michelle Hessler, Institute Director  
Center for Extended Learning  
Administration Building, First Floor  
Minot State University  
500 University Avenue West  
Minot, ND 58707  
701-858-3983

Dr. James B. Tinnin, Director  
Center for Public Administration and Public  
Policy  
Department of Political Science  
230 Research I Building  
Kent State University  
Kent, OH 44242  
330-672-7148

Diane Elliott, Program Coordinator  
OSU Business Extension  
215 CBA  
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# GLOSSARY

## **Accessibility**

The extent to which facilities are barrier free and useable by persons with disabilities, including wheelchair users.

## **Action Items**

Items listed on a Board Agenda that have been submitted to the Board for approval.

## **Advanced Public Transportation Systems (APTS)**

Intelligent Transportation Systems (ITS) technology designed to improve transit services through advanced vehicle operations, communications, customer service, and market development.

## **Alternative Fuels**

Low-polluting fuels used to propel a vehicle instead of high-sulfur diesel gasoline. Examples include methanol, ethanol, propane or compressed natural gas, liquid natural gas, low-sulfur or “clean” diesel, and electricity.

## **Amalgamated Transit Union (ATU)**

A major labor union representing workers in the transit industry; membership is limited to operators, mechanics, and other non-supervisory employees of the transit industry.

## **American Public Transportation Association (APTA)**

Originally founded more than 100 years ago, APTA is a nonprofit international association of more than 1,500 organizations responsible for planning, designing, construction, financing, and operating public transit systems.

## **Americans with Disabilities Act of 1990 (ADA)**

A civil rights law passed by Congress in 1990 that makes it illegal to discriminate against people with disabilities in employment, services provided by state and local governments, public and private transportation, public accommodations, and telecommunications.

## **Annual Element**

Those transportation improvement projects, contained in an area’s Transportation Improvement Program (TIP) proposed for implementation in the current year. The annual element is submitted to the U.S. Department of Transportation (US DOT) as part of the required planning process.

## **Apportionment**

A federal budgetary term that refers to a statutorily prescribed division or assignment of funds. It is based on prescribed formulas in the law and consists of dividing authorized obligation authority for a specific program among transit systems.

**Appropriation**

A federal budgetary term that refers to an act of Congress that permits federal agencies to incur obligations and make payments out of the Treasury for specified purposes. An appropriation act is the most common means of providing budget authority, but in some cases the authorization legislation itself provides the budget authority.

**Arbitration**

A method of settling disputes where labor and management present their case to an impartial third party, called an arbitrator, who has the responsibility of deciding the case. “Binding arbitration” results in a final and binding award, which is often enforceable in the courts. “Compulsory arbitration” is that required by law.

**Authorization**

Basic, substantive legislation that establishes or continues the legal operation of a federal program or agency, either indefinitely or for a specific period of time, or which sanctions a particular type of obligation or expenditure within a program. An authorization may set appropriation limits. See SAFETEA-LU.

**Automatic Fare Collection System (AFC)**

A system of controls and equipment that automatically admits passengers on insertion of the correct fare in coins, tokens, tickets, or farecards; it may include special equipment for transporting and counting revenues, and use of all-system “smart card.”

**Automatic Vehicle Location System (AVLS)**

Technology that tracks the current location of fleet vehicles to assist in dispatching, maintaining schedules, answering specific customer inquiries, etc.

**Bargaining Agent**

A labor union designated by an appropriate government agency or recognized by the employer as the exclusive representative of all employees in the bargaining unit for purposes of collective bargaining.

**Base Period**

The period between the morning and evening peak periods when transit service is generally scheduled on a constant interval. Also known as “off-peak period.”

**Base Fare**

The price charged to one adult for one transit ride; excludes transfer charges, zone charges, express service charges, peak period surcharges, and reduced fares.

**Block**

A definition as it pertains to bus—a collection of runs making up a bus’s daily work assignment. One block may be operated by two or more bus operators.

**Board Packet, Board Book, or Agenda**

These terms may be used to represent the material presented to the board members for discussion or approval at board meetings.

**Budget Authority**

A federal budgetary term that refers to legal authority given by Congress to federal agencies to make funds available for obligation or expenditure.

**Budget Resolution**

A federal budgetary term that refers to a concurrent resolution passed by both Houses of Congress, but not requiring the signature of the President, setting forth the congressional budget for each of five fiscal years. The budget resolution sets forth various budget total and functional allocations, and may include reconciliation instructions to designated House or Senate committees.

**Bus (Motorbus)**

A rubber-tired, self-propelled, manually-steered vehicle with fuel supply carried on board the vehicle. Types include advanced design, articulated, charter, circulator, double deck, express, feeder, intercity, medium-size, new look, sightseeing, small, standard-size, subscription, suburban, transit, and van.

**Bus Capital**

One category for federal funding granted under Section 5309 of the Federal Transit Act. These funds are used for bus-related construction projects or to replace, rehabilitate, or purchase buses.

**Cable Car**

An electric railway operating in mixed-street traffic with unpowered, individually-controlled transit vehicles propelled by moving cables located below the street surface and powered by engines or motors at a central location not on board the vehicle.

**Called Meeting**

A special meeting scheduled outside of the normal schedule for Board Meetings (may be referred to as a Special Meeting).

**Capital Assistance**

Financial assistance for transit capital expenses including preventive maintenance; such aid may originate with federal, local, or state governments.

**Capital Costs**

Costs of long-term assets of a public transportation system such as property, buildings, vehicles, etc.

**Carpool**

An arrangement where two or more people share the use and cost of privately-owned automobiles in traveling to and from pre-arranged destinations together.

**Central Business District (CBD)**

The downtown retail trade and commercial area of a city or an area of very high land valuation, traffic flow, and concentration of retail business offices, theaters, hotels, and services.

**Clean Air Act Amendments of 1990 (CAAA)**

The comprehensive federal legislation that establishes criteria for attaining and maintaining the federal standards for allowable concentrations and exposure limits for various air pollutants; the act also provides emission standards for specific vehicles and fuels.

**Code of Ethics/Code of Conduct**

A policy that provides guidelines for the Board Members as related to their conduct with business transactions for the transit system. Examples: 1) Board Members may not participate in the discussion or approval of a procurement in which they have a personal interest; or 2) Board Members are prohibited from accepting gratuities from vendors or contractors.

**Collective Bargaining**

Negotiations between labor union representatives and employees to reach an agreement on a contract describing such matters as wages, hours, and working conditions.

**Commuter Rail**

Railroad local and regional passenger operations between a central city, its suburbs, and/or another central city. It may be either locomotive-hauled or self-propelled, and is characterized by multi-trip tickets, specific station-to-station fares, railroad employment practices, and usually only one or two stations in the central business district. Also known as “suburban rail.”

**Conformity**

The ongoing process that ensures that planning for highway and transit systems, as a whole and over the long term, is consistent with the state air quality plans for attaining and maintaining health-based air quality standards. Conformity is determined by metropolitan planning organizations (MPOs) and the U.S. Department of Transportation, and is based on whether transportation plans and programs meet the provisions of a State Implementation Plan (SIP).

**Congestion Mitigation and Air Quality (CMAQ)**

Federal funds available for either transit or highway projects that contribute to reducing vehicle emissions that cause air pollution. Pedestrians and bike paths are also included in this mitigation strategy.

**Contract Authority**

A federal budgetary term that refers to a budget authority permitting obligations to be incurred in advance of appropriations. Advance obligations, however, have been limited by the appropriations committees with obligation limitations.

**Corridor**

A broad geographical band that follows a general directional flow connecting major sources of trips that may contain a number of streets, highways, and transit route alignments.

**Cost-of-Living Allowance (COLA)**

An increase or decrease in employees' wages or salaries made on the basis of changes in agreed-upon economic indices, usually the Consumer Price Index (CPI).

**Crosstown**

Non-radial bus or rail service that does not enter the central business district.

**Deadhead**

The movement of a transit vehicle without passengers aboard; often to and from a garage, to and from one route to another, or to the point the first passenger boarded.

**Dedicated Funding Source**

A source of monies that by law is available for use only to support a specific purpose and cannot be diverted for other uses.

**Demand Response**

Non-fixed-route service utilizing vans or buses with passengers boarding and alighting at pre-arranged times at any location within a system's service area. Also called "Dial-a-Ride."

**Department of Transportation (DOT)**

The cabinet level department of the federal government responsible for administration of federal transportation programs including public transportation, highways, railroads, air transportation, shipping, and the Coast Guard. Each state also has a DOT.

**Disadvantaged Business Enterprise (DBE)**

A business owned and operated by one or more socially and economically disadvantaged individuals. Socially and economically disadvantaged individuals include African Americans, Hispanic Americans, Native Americans, Asian Pacific Americans or Asian Indian Americans, women, and any other minorities or individuals found to be disadvantaged by the Small Business Administration (SBA) under Section 8 (a) of the Small Business Act.

**Downtime**

A period during which a vehicle is inoperative because of repairs or maintenance.

**Downtown People Mover (DPM)**

A type of automated guideway transit vehicle operating on a loop or shuttle route within the Central Business District of a city.

**Dwell Time**

The time a vehicle or train is stopped to discharge and take on passengers at a stop, including opening and closing doors.

**Earmark**

A federal budgetary term that refers to the specific designation by Congress that part of a more general lump-sum appropriation be used for a particular project; the earmark can be designated as a minimum and/or maximum dollar amount.



**Environmental Impact Statement (EIS)**

A comprehensive study of likely environmental impacts resulting from major federally-assisted projects; statements are required by the National Environmental Policy Act (NEPA).

**Exclusive Right-of-Way**

A highway or other facility that can only be used by buses or other transit vehicles, and not shared with automobiles or freight trains.

**Executive Order 12372**

A presidential directive that furnishes guidance to federal agencies for cooperation with state and local governments in the evaluation, review, and coordination of federal assistance programs and projects.

**Farebox Recovery Ratio**

Measure of the proportion of operating expenses covered by passenger fares; found by dividing farebox revenue by total operating expenses for each mode and/or systemwide.

**Farebox Revenue**

Value of cash, tickets, tokens, and pass receipts given by passengers as payment for rides; excludes charter revenue.

**Fare Elasticity**

The extent to which ridership responds to fare increases or decreases.

**Fare Structure**

The system set up to determine how much is to be paid by various passengers using a transit network at given times for specific trips.

**Federal Transit Administration (FTA)**

Formerly known as the Urban Mass Transportation Administration (UMTA), FTA is the agency of the U.S. Department of Transportation that administers the federal program of financial assistance to public transit.

**Ferryboat**

A boat providing fixed-route service across a body of water.

**Fiscal Year (FY)**

The yearly accounting period for the federal government that begins October 1 and ends on the following September 30. The fiscal year is designated by the calendar year in which it ends (*e.g.*, FY 00 is from October 1, 1999 to September 30, 2000).

**Fixed Guideway System**

A system of vehicles that can operate only on its own guideway constructed for that purpose (*e.g.*, rapid rail, light rail). Federal usage in funding legislation also includes exclusive right-of-way bus operations, trolley coaches, and ferryboats as “fixed guideway” transit.

**Fixed Route**

Service provided on a repetitive, fixed-schedule basis along a specific route with vehicles stopping to pick up and deliver passengers to specific locations; each fixed-route trip serves the same origins and destinations, unlike demand response and taxicabs.

**Flexible Funds**

Those federal funds that can be used for highway, transit, or other transportation projects as decided by regional Metropolitan Planning Organizations (MPOs) and state governments. Examples of such funds are the Surface Transportation Program (STP) and the Congestion Mitigation and Air Quality (CMAQ) funds.

**Formula Funds**

Funds distributed or apportioned to qualifying recipients on the basis of formulas described in law; *e.g.*, funds in the Section 5311 program for Small Urban and Rural Transit Assistance, which are distributed to each state based on the state's percentage of national rural population. See also "Section 5307."

**Fringe Parking**

An area for parking usually located outside the central business district (CBD) and most often used by suburban residents who work or shop downtown.

**Full Funding Grant Agreement (FFGA)**

Establishes the terms and conditions of federal financial participation in usually a multi-year major capital project. Within the limits of law, the FFGA provides assurance and predictability to the grantee of the federal financial support for the project, while placing a ceiling on the amount of federal support.

**Geocoding**

A planning tool where persons or facilities are geographically displayed and analyzed.

**Headway**

Time interval between vehicles moving in the same direction on a particular route.

**Heavy Rail**

An electric railway with the capacity for a "heavy volume" of traffic and characterized by exclusive rights-of-way, multi-car trains, high speed and rapid acceleration, sophisticated signaling, and high platform loading. Also known as "rapid rail," "subway," "elevated (railway)," or "metropolitan railway (metro)."

**High Occupancy Vehicle (HOV)**

Vehicles carrying more than one person. Examples of high occupancy vehicles are a bus, vanpool, and carpool. These vehicles sometimes have exclusive traffic lanes called "HOV lanes," "busways," "transitways," or "commuter lanes."

**High Speed Rail**

A rail transportation system with exclusive right-of-way that serves densely traveled corridors at speeds of 124 miles per hour (200 km/h) and greater.

**Highway Transit Fund**

The federal trust fund established by the Highway Revenue Act of 1956; this fund has two accounts—the Highway Account and the Mass Transit Account. Trust fund revenues are derived from federal highway—user taxes and fees such as motor fuel taxes; trust fund uses and expenditures are determined by law.

**Intelligent Transportation Systems (ITS)**

Automated systems of highway transportation designed to improve traffic monitoring and management. ITS includes: Advance Public Transportation Systems (APTS), Automatic Vehicle Location Systems (AVLS), and “smart vehicles” that assist drivers and managers with planning, perception, analysis, and decision-making.

**Intermodal**

Those issues or activities that involve or affect more than one mode of transportation, including transportation connections, choices, cooperation, and coordination of various modes. Also known as “multimodal.”

**Jitney**

Transportation service typically operated over a fixed route on a flexible schedule, picking up and discharging passengers upon demand.

**Job Access/Reverse Commute Grant Program (JARC)**

A program enacted through the Personal Responsibility & Work Reconciliation Act of 1996 that provides transportation access to suburban employment for urban residents.

**Joint Development**

Ventures undertaken by the public and private sectors for development of property around transit stations or stops, pursuant to FTA’s Policy on Joint Development.

**Joint Committee Meeting/Committee-of-the-Whole**

A meeting that may include members of two or more committees of the Board or the entire Board.

**Layover Time**

Time built into a schedule between arrival at the end of a route and the departure for the return trip, used for the recovery of delays and preparation for the return trip.

**Level Playing Field**

A balanced approach to federal funding proportions for highway projects and transit projects; may also refer to employee transportation benefits so the monthly, tax-free value of a transit pass is equal to that of a parking space; generally, any situation in which transit and highway receive equal treatment in federal funding and other federal procedures.

**Light Rail**

An electric railway with a “light volume” traffic capacity compared to heavy rail. Light rail may use shared or exclusive rights-of-way, high or low platform loading, and multi-car trains, or single cars. Also known as streetcar, trolley car, and tramway.

**Magnetic Levitation (MAGLEV)**

A rail transportation system with exclusive right-of-way that is propelled along a fixed guideway system by the attraction or repulsion of magnets on the rails and under the rail cars.

**Managers of Mobility**

Transit systems that expand their role to include services and approaches beyond traditional public transportation to include ridesharing, high occupancy vehicle programs, public education on transit’s benefits, and integration of land use, air quality, and transportation decisions; the phrase was developed as part of the industry’s Transit 2000 policy effort undertaken in the late 1980s and early 1990s.

**Mass Transit Account**

The federal account, established by the Surface Transportation Act of 1982, into which a designated portion of the federal Highway Trust Fund revenue from motor fuel taxes is placed. This account is used for federal mass transportation assistance.

**Mean Distance Between Failures (MDBF)**

The average distance in miles a transit vehicle travels before failure of a vital component forces removal of that vehicle from service.

**Mediation**

Efforts by an impartial third party to encourage agreement between a labor union and management by counseling each side and facilitating negotiations. Also known as “conciliation.”

**Metropolitan Planning Organization (MPO)**

The organization designated by local elected officials as being responsible for carrying out the urban transportation and other planning processes for an area, including the programming of federal transportation funds.

**Modal Split**

A term that describes how many people use alternative forms of transportation. Frequently used to describe the percentage of people using private automobiles as opposed to the percentage using public transportation.

**Model**

An analytical tool (often mathematical) used by transportation planners to assist in making forecasts of land use, economic activity, travel activity, and their effects on the quality of resources such as land, air, and water.

**Monorail**

An electric railway in which a rail car or train of cars is suspended from or straddles a guideway formed by a single beam or rail. Most monorails are either heavy rail or automated guideway systems.

**National Transit Database**

The Federal Transit Act, as amended, authorizes the U.S. Department of Transportation to gather statistical information about the financing and operations of the public transportation systems, based upon a uniform system of accounts and records.

**National Environmental Policy Act of 1969 (NEPA)**

A comprehensive federal law requiring analysis of the environmental impacts of federal actions such as the approval of grants; also requiring preparation of an Environmental Impact Statement (EIS) for every major federal action significantly affecting the quality of the human environment.

**National Highway System (NHS)**

A proposed transportation system consisting of approximately 155,000 miles of highway to provide an interconnected system of principal arterial routes serving major population centers, major transportation facilities, major travel destinations, interstate and interregional travel, and meeting national defense requirements. The NHS, defined in the Transportation Equity Act for the 21<sup>st</sup> Century (TEA-21), is one component of the National Transportation System (NTS).

**National Transportation System (NTS)**

An intermodal system consisting of all forms of transportation in a unified, interconnected manner of reduced energy consumption and air pollution while promoting economic development and supporting the nation's preeminent position in international commerce. The NTS includes the National Highway System (NHS), public transportation, and access to ports and airports.

**New Start**

One category of federal funding granted under Section 5309 of the Federal Transit Act. These discretionary funds are made available for construction of a new fixed guideway system or extension of any existing fixed guideway system, based on cost-effectiveness, alternatives analysis results, and the degree of local financial commitment.

**Nonattainment Area**

Any geographic region of the United States that the U.S. Environmental Protection Agency (EPA) has designated as not attaining the federal air quality standards for one or more air pollutants, such as ozone and carbon monoxide.

**Obligation**

A federal budgetary term that refers to a binding agreement that will result in an outlay; an agreement by the federal government to pay for goods or services immediately or at some future time when the goods or services are delivered. Also known as a "commitment."

**Operating Assistance**

Financial assistance for transit operating expenses (not capital costs); such aid may originate with federal, local, or state governments. Now available only in areas of less than 200,000 in population.

**Operating Expense**

Monies paid in salaries, wages, materials, supplies, and equipment in order to maintain equipment and buildings, operate vehicles, rent equipment and facilities, and settle claims.

**Operating Revenue**

Receipts derived from or for the operation of transit service, including farebox revenue, revenue from advertising, interest and charter bus service, and operating assistance from governments.

**Outlay**

A federal budgetary term that refers to a payment made to meet an obligation; the point at which an actual payment of money is made.

**Paratransit**

Comparable transportation service required by the Americans with Disabilities Act (ADA) of 1990 for individuals with disabilities who are unable to use fixed-route transportation systems.

**Particulate Trap**

A filter that removes a portion of the particulates (solids, soot, etc.) from a vehicle's exhaust stream and generally includes a regenerative unit and associated control system to burn the collected solids.

**Passenger Miles**

The total number of miles traveled by passengers on transit vehicles; determined by multiplying the number of unlinked passenger trips times the average length of their trips.

***Passenger Transport (PT)***

The weekly newspaper of the transit industry published by the American Public Transportation Association.

**Peak Period**

Morning and afternoon time periods when transit ridership is the heaviest.

**Posting/Posted Notice**

A notice is posted in a public location for each board meeting.

**Public Hearing**

A meeting held for the benefit of allowing a public participation process. A public hearing may be required before fare increases or service changes. A notice is usually published in a newspaper to notify persons of the time, date and location of the public hearing.

**Public Transit System**

An organization that provides transportation services owned, operated, or subsidized by any municipality, county, regional authority, state, or other governmental agency, including those operated or managed by a private management firm under contract to the government agency owner.

**Public Transportation**

Transportation by bus, rail, or other conveyance, either publicly or privately owned, that provides to the public, general or special service on a regular and continuing basis. Also known as mass transportation, mass transit, and transit.

**Quorum**

The number of board members required for voting purposes in the conduct of business for the transit system.

**Rail Modernization**

One category of federal funding granted under Section 5309 of the Federal Transit Act. These funds are distributed by a formula and made available to transit systems for improvements on fixed guideway systems that have been in service for at least seven years. Also known as “fixed guideway modernization.”

**Rapid Transit**

Rail or motorbus transit service operating completely separate from all modes of transportation on an exclusive right-of-way.

**Rescission**

A federal budgetary term that refers to the cancellation, in whole or part, of budget authority previously granted by Congress.

**Revenue Miles**

Number of miles transit vehicles are operated in revenue service.

**Reverse Commuting**

Movement in a direction opposite the main flow of traffic, such as from the central city to a suburb during the morning peak period.

**Ridesharing**

A form of transportation, other than public transit, in which more than one person shares the use of the vehicle, such as “vanpooling.”

**Ridership**

The number of rides taken by people using a public transportation system in a given period of time.

**Rolling Stock**

The vehicles used in a transit system, including buses and rail cars.

**Route Miles**

The total number of miles included in a fixed route transit system network.

**Run**

A collection of trips that make up a bus operator's daily work assignment.

**SAFETEA-LU (Safe, Accountable, Flexible, and Efficient Transportation Act of 2003 – A Legacy for Users)**

SAFETEA-LU is the six-year \$247 billion federal surface transportation authorization law. It serves as the largest surface and public transportation investment in U.S. history. An earlier federal law was the Transportation Equity Act for the 21<sup>st</sup> Century or TEA-21 enacted on June 9, 1998.

**Section 13(C)**

The section of the Federal Transit Act, as amended, related to labor protection that is designed to protect transit employees against a worsening of their position with respect to their employment as a result of grant assistance under the Act.

**Section 5307**

The section of the Federal Transit Act, as amended, that authorizes grants to public transportation systems in urbanized areas (population greater than 50,000) for both capital and operating programs (for areas under 200,000) based on formulas set out in statute.

**Section 5309**

The section of the Federal Transit Act, as amended, that authorizes discretionary funds for capital public transportation projects.

**Section 5310**

The section of the Federal Transit Act, as amended, that authorizes grants to nonprofit corporations and associations for the specific purpose of assisting them in providing transportation services meeting the special needs of elderly persons and persons with disabilities for whom mass transportation services are unavailable, insufficient, or inappropriate.

**Section 5311**

The section of the Federal Transit Act, as amended, that authorizes grants to public transit systems outside urbanized areas, based on formulas set out in statute; the funds go initially to the Governor of each state.

**Sequestration**

A federal budgetary term that refers to the permanent cancellation of budget authority.

**Shuttle**

A public or private vehicle that travels back and forth over a particular route, especially a short route or one that provides connections between transportation systems, employment centers, etc.



**Soft Match**

The practice of allowing transit systems to use toll revenue credits or other revenue for the local match on federal bus purchase funds. This frees up local funds, i.e., “hard match for other projects.”

**State Implementation Plan (SIP)**

A state plan mandated by the Clean Air Act Amendments of 1990 (CAAA) that contains procedures to monitor, control, maintain, and enforce compliance with national standards for air quality.

**Sunshine Law/Open Meeting Act/Closed Meeting Law (Executive Sessions)**

A law which requires all public boards to hold open public meetings. Private meetings are not allowed at any time among Board Members. The law does allow for an executive session to discuss certain things such as personnel issues, arbitration or litigation.

**Supplemental Appropriation**

An act appropriating funds in addition to those in an annual appropriation act because the need for funds is too urgent to be postponed until enactment of the next regular appropriation act.

**TEA-21**

See SAFETEA-LU.

**Transfer Center**

A fixed location where passengers interchange from one route or vehicle to another.

**Transit Development Plan (TDP)**

A short-term (usually 5 years or less) planning document published by transit authorities outlining service improvements and adjustments.

**Transit 2000**

An industry effort undertaken in the late 1980s and early 1990s to develop public policies allowing transit to achieve its greatest potential for the 21<sup>st</sup> century and beyond; recommendations included turning transit systems into managers of mobility, broadening transit’s definition to include ridesharing and other high occupancy vehicle programs, enhancing local decision-making authority, increasing federal funding, and raising the federal gas tax.

**Transit Pass**

A tax-free employee commuting benefit in which an employer subsidizes up to \$65 per month for an employee’s transit fares or vanpool charges. This benefit also applies to military and government employees.

**Transit System**

A public or private organization providing local or regional multi-occupancy-vehicle passenger service. Organizations that provide service under contract to another agency are generally not counted as separate systems.

**Transport Workers Union (TWU)**

One of the major labor unions in the transit industry; membership is limited to operators, mechanics, and other non-supervisory employees of the transit industry.

**Transportation Improvement Program (TIP)**

A program of intermodal transportation projects, to be implemented over several years, growing out of the planning process and designed to improve transportation in a community. This program is required as a condition of a locality receiving federal transit and highway grants.

**Trip**

The one-way movement of a bus along a route, usually either outbound/inbound or north/southbound, east/westbound, etc.

**Trust Funds**

Funds collected and used by the federal government for carrying out specific purposes and programs according to terms of a trust agreement or statute, such as the Social Security and highway trust funds. Trust funds are administered by the government in a fiduciary capacity and are not available for the general purposes of the government. See "Dedicated Funding Source."

**United Transportation Union (UTU)**

One of the major labor unions in the transit industry; membership is limited to operators, mechanics, and other non-supervisory employees of the transit industry.

**Urbanized Area (UZA)**

A U.S. Bureau of Census-designated area of 50,000 or more inhabitants consisting of a central city or two adjacent cities plus surrounding densely settled territory, but excluding the rural portion of cities.

**Vanpool**

An arrangement in which a group of passengers share the use and cost of a van in traveling to and from prearranged destinations together.

**Zone Fares**

A system of fares where a transit system's service area is divided into zones within which specified rates or fares apply.

# ACRONYMS

|       |   |
|-------|---|
| AAA   | Area Agency on Aging                            |
| ACCT  | Agency Council on Coordinated Transportation    |
| ADA   | Americans with Disabilities Act of 1990         |
| AFC   | Automatic Fare Collection System                |
| AG    | Attorney General                                |
| ANPRM | Advance Notice of Proposed Rule Making          |
| APTA  | American Public Transportation Association      |
| APTS  | Advanced Public Transportation Systems          |
| AQP   | Association of Quality Participation            |
| ATIS  | Automated Trip Information System               |
| ATU   | Amalgamated Transit Union                       |
| AVLS  | Automatic Vehicle Location System               |
|       |   |
| BAFO  | Best and Final Offers                           |
| BARS  | Budget, Accounting, and Reporting System        |
| BAT   | Breath Alcohol Technician                       |
| BRCT  | Blue Ribbon Commission on Transportation        |
| BRT   | Bus Rapid Transit                               |
|       |   |
| CAAA  | Clean Air Act Amendments                        |
| CAC   | Citizens Advisory Committee                     |
| CAFR  | Comprehensive Annual Financial Report           |
| CBD   | Central Business District                       |
| CCC   | Cut Commute Committee                           |
| CMAQ  | Congestion Mitigation and Air Quality           |
| CMS   | Congested Management System                     |
| CNG   | Compressed Natural Gas                          |
| COLA  | Cost-of-Living Allowance                        |
| CQI   | Continuous Quality Improvement                  |
| CRAB  | County Road Administration Board                |
| CTR   | Commute Trip Reduction                          |
| CTTA  | Community Transportation Association of America |
|       |   |
| DAL   | Dial-A-Lift                                     |
| DBE   | Disadvantaged Business Enterprise               |
| DEIS  | Draft Environmental Impact Statement            |
| DOT   | Department of Transportation (state)            |
| DPM   | Downtown People Mover                           |
| DR    | Demand Response                                 |
| DSHS  | Department of Social & Health Services          |
|       |   |
| EDC   | Economic Development Council                    |
| EIS   | Environmental Impact Statement                  |

|        |   |
|--------|---|
| EPA    | Environmental Protection Agency             |
| ESA    | Endangered Species Act                      |
| ETC    | Employer Transportation Coordinator         |
| FEMA   | Federal Emergency Management Agency         |
| FG     | Fixed Guideway Modernization                |
| FHWA   | Federal Highway Administration              |
| FFGA   | Full Funding Grant Agreement                |
| FFY    | Federal Fiscal Year                         |
| FLHP   | Federal Land Highway Program                |
| FLSA   | Fair Labor Standards Act                    |
| FMSIB  | Freight Mobility Strategic Investment Board |
| FONSI  | Findings of No Significant Impact           |
| FOSI   | Findings of Significant Impact              |
| FRA    | Federal Railroad Administration             |
| FSR    | Financial Status Reports                    |
| FTA    | Federal Transit Administration              |
| FY     | Fiscal Year                                 |
| GCC    | Guaranteed Contract Cost                    |
| GFOA   | Government Finance Officers Association     |
| GIS    | Geographical Information System             |
| GPRA   | Government Performance and Results Act      |
| HCT    | High Capacity Transit                       |
| HOV    | High Occupancy Vehicle                      |
| HPA    | Historical Preservation Act                 |
| HPR    | Highway Planning & Research                 |
| HTF    | Highway Trust Fund                          |
| IAM    | International Association of Machinists     |
| IIMC   | International Institute of Municipal Clerks |
| IS     | Information Systems                         |
| ITE    | Institute of Transportation Engineers       |
| ITS    | Intelligent Transportation Systems          |
| JARC   | Job Access/Reverse Commute                  |
| LAN    | Local Area Network                          |
| LID    | Local Improvement District                  |
| LNG    | Liquid Natural Gas                          |
| LOF    | Lube/oil/filter change                      |
| MAA    | Medical Assistance Administration           |
| MACC   | Maximum Allowable Construction Cost         |
| MAGLEV | Magnetic Levitation                         |

|                 |  |
|-----------------|--|
| MBE             | Minority Business Enterprise   |
| MDBF            | Mean Distance Between Failures   |
| MDT             | Mobile Data Terminals  |
| MPO             | Metropolitan Planning Organization   |
| MPR             | Milestone Progress Reports   |
| MSA             | Metropolitan Statistical Area  |
| MTP             | Metropolitan Transportation Plan   |
| MVET            | Motor Vehicle Excise Tax   |
| NEPA            | National Environmental Policy Act  |
| NHS             | National Highway System  |
| NTD             | National Transit Database  |
| NTI             | National Transit Institute   |
| NTS             | National Transportation System   |
| OCPC            | Operators Communications & Policy Committee  |
| OR              | Operating Revenue  |
| ORS             | On-line Reporting System (NTD)   |
| OTP             | On-time Performance  |
| PDC             | Public Disclosure Commission   |
| PIA             | Public Information Act   |
| PM              | Passenger Miles  |
| PMO             | Project Management Oversight   |
| PMSA            | Primary Metropolitan Statistical Area  |
| PNR             | Park-n-Ride  |
| POP             | Program of Projects  |
| PT <sup>2</sup> | Public Transportation Partnership for Tomorrow   |
| PTBA            | Public Transportation Benefit Area (state)   |
| RAM             | Revenue Allocation Manager   |
| RAMP            | Regional Access Mobility Project   |
| RATP            | Regional Automated Trip Planning   |
| RFIP            | Regional Fare Integration Project  |
| RFP             | Request for Proposals  |
| RFQ             | Request for Qualifications   |
| ROW             | Right of Way   |
| RRFP            | Regional Reduced Fare Permit   |
| RTA             | Regional Transit Authority   |
| RTID            | Regional Transportation Improvement District (state)                                     |
| SAFETEA-LU      | Safe Accountable Flexible Efficient Transportation Equity Act of 2003 – Legacy for Users |
| SCATS           | Service Coordination and Transit Services  |
| SEPA            | State Environmental Policy Act   |
| SHPO            | State Historic Preservation Office   |

|        |  |
|--------|--|
| SIP    | Service Improvement Plan   |
| SIP    | State Implementation Plan  |
| SIR    | Self Insurance Retention   |
| SPC    | Strategic Planning Committee   |
| STIP   | Statewide Transportation Improvement Program                               |
| STP    | Surface Transportation Program   |
| TCRP   | Transit Cooperative Research Program                                       |
| TDP    | Transit Development Plan (Six-Year Plan or Strategic Business Plan)        |
| TEA-21 | Transportation Equity Act of the 21 <sup>st</sup> Century (now SAFETEA-LU) |
| TEAM   | Transportation Electronic Award & Management                               |
| TIB    | Transportation Improvement Board   |
| TIE    | Transit Information Exchange   |
| TIP    | Transportation Improvement Program   |
| TOC    | Transit Operators' Committee   |
| TOI    | Transit Orientation Index  |
| TPB    | Transportation Policy Board  |
| TPR    | Transportation Planning Regulations  |
| TQM    | Total Quality Management   |
| TRB    | Transportation Research Board  |
| TSP    | Transit Signal Priority  |
| TVM    | Ticket Vending Machines  |
| TWU    | Transport Workers Union  |
| UAFP   | Urbanized Area Formula Program   |
| UMTA   | Urban Mass Transit Authority (predecessor to FTA)                          |
| UPWP   | Uniform Planning Work Program  |
| USDOT  | United States Department of Transportation                                 |
| USOA   | Uniform System of Accounts   |
| UTU    | United Transportation Union  |
| UZA    | Urbanized Area   |
| VCR    | Vehicle Condition Reports  |
| VMT    | Vehicle Miles Traveled   |
| VOIMS  | Vehicles Operating in Maximum Service                                      |
| VRM    | Vehicle Revenue Miles  |
| WTS    | Women's Transportation Seminar   |

**APTA TRANSIT BOARD MEMBERS**  
**Board Support Subcommittee**  
**STRATEGIC PLAN**

|   | 2012   | 2013  | 2014   | 2015   |
|---|--|---|--|--|
| <b>Transit Board Seminar (Workshop)</b>       | Election of Officers/Passing of the Gavel                |   | Election of Officers                                   |  |
|   | Report from the Membership Committee                     | Report from the Membership Committee                  | Report from the Membership Committee                   | Report from the Membership Committee                       |
|   | Report on Webinars/Education                             | Report on Education                                   | Report on Education                                    | Report on Education  |
|   | Report – July Transit Board Members Committee Meeting    | Report - July Transit Board Members Committee Meeting | Report - March Transit Board Members Committee Meeting | Report – Executive Transit Board Members Committee Meeting |
|   | Report by APTA   | Report by APTA  | Report by APTA   | Report by APTA   |
|   | Appoint Committee Chairs                                 | Appoint Committee Chairs                              | Appoint Committee Chairs                               | Appoint Committee Chairs                                   |
|   | Report on Link & Appoint (or reappointment) Link Editors | Report on Link  | Appoint Link Editor                                    | Report on Link – Appoint Link Editor                       |
|   | Historical Facts Review                                  | Review of Bylaws                                      | Review of Bylaws                                       | Handbook Review  |
|   | Identify 2013 Program Chairs                             | Identify 2014 Program Co-Chairs                       | Identify 2015 Program Co-Chairs                        | Identify 2016 Program Co-Chairs                            |
|   | Appoint Bylaw Chair – if electronic voting approved      | Review of Bylaws                                      |  |  |
|   | Approve Handbook   |   | r  |  |
| <b>APTA Annual Meeting (Business Meeting)</b> | Update and Approve Rolling Strategic Plan                | Update and Approve Rolling Strategic Plan             | Update and Approve Rolling Strategic Plan              | Update and Approve Rolling Strategic Plan                  |
|   |  |   |  | Handbook Review Discussion                                 |
|   | Report – Membership Committee                            | Report – Membership Committee                         | Report - Membership Committee                          | Report - Membership Committee                              |
|   | Discuss 2013 Workshop Agenda & Topics                    | Discuss 2014 Workshop Agenda & Topics                 | Discuss 2015 Workshop Agenda- & Topics                 | Discuss 2016 Workshop Agenda & Topics                      |
|   | Committee Updates  | Committee Updates                                     | Committee Updates                                      | Committee Updates  |
|   | Historical Update  | Historical Update                                     | Historical Update                                      | Historical Update  |
|   | Transit Board Member Executive Committee Report          | Transit Board Member Executive Committee Report       | Transit Board Member Executive Committee Report        | Transit Board Member Executive Committee Report            |

## **APTA BOARD SUPPORT SUBCOMMITTEE FACT SHEET**

### **Background**

The APTA Transit Board Members adopted the Board Support Subcommittee in 1994 as a Subcommittee to the Transit Board Member Committee. The Chair of the Subcommittee serves as an ex-officio member to the Transit Board Member Committee.

### **ELECTION OF OFFICERS**

Officers from 1994 - 1996: Nancy Johnson, Chairperson  
Nancy McKethan, Vice-Chairperson  
Linda Grody, Secretary

Officers from 1996 - 1998: Nancy Johnson, Chairperson  
Cathy Polk, Vice-Chairperson  
Monica Huffman, Secretary

*In 1997, Cathy Polk resigned from her position. Monica Huffman was appointed Vice-Chairperson and Sandy Byers was appointed Secretary to complete the term.*

Officers from 1998 - 2000: Monica Huffman, Chairperson  
Sandy Byers, Vice-Chairperson  
Elaine Vaught, Secretary

*In 1999, Monica Huffman resigned from her position. Sandy Byers became Chairperson and Jan McBride was appointed Vice-Chairperson to complete the term.*

Officers from 2000 - 2002: Jan McBride, Chairperson  
Amy Caldwell Vice-Chairperson  
Debra Anderson-Burse, Secretary

*In 2002, Amy Caldwell resigned from her position. Gina Estrada was appointed Vice-Chairperson and Debra Anderson-Burse was appointed Secretary to complete the term.*

Officers from 2002 – 2004: Jan McBride, Chairperson  
Gina Estrada, Vice-Chairperson  
Sandy Byers, Secretary

Officers from 2004-2006: Gina Estrada, Chairperson  
Rhodetta Seward, Vice-Chairperson  
Beth Vidaurri, Secretary

Officers from 2006-2008: Gina Estrada, Chairperson  
Rhodetta Seward, Vice-Chairperson  
Beth Vidaurri, Secretary]



Officers from 2008-2010: Rhodetta Seward, Chair  
Beth Vidaurri, Vice Chair  
Mari Hernandez, Secretary

Officers from 2010-2012 Rhodetta Seward, Chair  
Beth Vidaurri, Vice Chair  
Luis Ramos, Secretary

**BYLAWS COMMITTEE (original)**

Nancy McKethan  
Nancy Johnson

**TWO YEAR ROLLING PLAN**

Nancy McKethan  
Nancy Johnson  
Monica Huffman  
Sandy Byers  
Jan McBride  
Gina Estrada

**BOARD SUPPORT HANDBOOK COMMITTEE**

**1997**

Cathy Polk, Chairperson  
Monica Huffman  
Rose Gonzales

**1999**

Rose Gonzales, Chairperson  
Nancy Johnson

**2001**

Elaine Vaught, Chairperson  
Ken Duron  
Sandy Byers

**2003**

Sandy Byers  
Dennis Gillman

**2005**

Rose Martinez  
Shirley Williams  
Rebbie Ellisor-Taylor

**2007**

Rhodetta Seward, Chair      Nancy Johnson  
Rebbie Ellisor-Taylor      Luis Ramos

Gina Estrada  
Beth Vidaurri  
Michelle Dawson  
Mari Hernandez

Jan McBride  
Roberta Boomer

**2010**

Roberta Boomer  
Renee Knight

**2011**

Roberta Boomer

**NOMINATING COMMITTEE**

**1997**

Nancy McKethan, Chairperson

**1999**

Mary Reed, Chairperson

**2001**

June Berry, Chairperson  
Rose Gonzales

**2003**

Martha Martinez, Chairperson  
Michelle Dawson  
Phyllis Garcia

**2005**

Jan Tarantino, Chair

**2007**

Roberta Boomer, Chair  
Nancy Johnson  
Gina Estrada

**NOMINATIONS COMMITTEE ABSOLVED DUE TO CHANGE IN BYLAWS – 2009**

**MEMBERSHIP COMMITTEE**

**2007**

Luis Ramos, Chair  
Rhodetta Seward

**2009**

Luis Ramos  
Gina Estrada

**2010**

April Jordan

**2011**

Robin Crothers

**APTA BOARD SUPPORT SUBCOMMITTEE PROGRAMS**  
**BOARD SUPPORT PROGRAMS**

1992 San Diego, CA

Nancy Johnson - Two Hour Session during APTA Annual

1993 Vail, CO

Program Chairpersons: Nancy Johnson, Nancy McKethan

1994 Montreal, CN

Program Chairpersons: Nancy Johnson, Nancy McKethan

1995 San Diego, CA

Program Chairpersons: Nancy~Johnson (Kevin Baird)

JOINT PANEL DISCUSSION: Connie Morrill, Cathy Polk, Rose Gonzales  
Topic of Panel: Power of Positive Orientation

1996 Nashville, TN

Program Chairpersons: Rose Gonzales, Sandy Byers

**Speaker/Program**

Bring a Board Member Session

JOINT PANEL DISCUSSION: Leigh Fisher, Susan Snowdy, Jan McBride

Topic of Panel: Communication between Board & Staff

1997 Ft. Lauderdale, FL

Program Chairpersons: Monica Huffman, Rhodetta Seward

**Speaker/Program**

Effective Meeting Techniques & Minute-Taking

Panel Discussion: Board Retreats

JOINT PANEL DISCUSSION - Rhodetta Seward, Nancy McKethan

Topic of Panel: Travel Policies and Communications with the Board Members

I

1998 Ottawa, Canada

Program Chairpersons: Jan McBride, Christine Antoine

**Speaker/Program**

Business Writing Techniques

JOINT PANEL DISCUSSION - Jan Watson, Lorrain Sequine

Topic of Panel: Ethics

1999 Seattle, WA

Program Chairpersons: Maribel Vicent, Debra Anderson-Burse

**Speaker/Program**

Public Speaking Skills

NO JOINT PANEL

2000 Minneapolis, MN

Program Chairpersons: Amy Caldwell, June Berry

**Speaker/Program**

Network Session, Value of BM Orientation, Open space/Board packet, Best year yet, Color of my desk.

NO JOINT PANEL DISCUSSION

2001 Denver, CO

Program Chairpersons: Rita Farrell, Martha Martinez

**Speaker/Program**

Internet Use, Tour Denver Board Room/Meeting Etiquette and Techniques, Communicating with Diplomacy

JOINT PANEL DISCUSSION: Gina Estrada, Kenneth Duran, Sandy Byers

Topic: Board Member Orientation

2002 San Diego, CA

Program Chairpersons: Beth Vidaurri, Maureen Fitzhenry

**Speaker/Program**

Time Management, Listening Skills, Minute Taking, Board Packet preparation

JOINT PANEL DISCUSSION: Phyllis Garcia, Nancy Johnson, Suzanne Robinson, Dave Earling, David Harper, Shirley Harris, - Board members and Board Support Communication

2003 Baltimore, MD

Program Chairpersons: Janet Tarantino, Diana Soliz, Mari Hernandez, Allison Moody (Assistant)

**Speaker/Program**

Legal and effective response to public records, Clarifying and Managing Organizational Responsibilities, Communication Styles, Professional Ethics and Conduct of Effective Meetings, Visit to the Corridor Transportation Corporation.

JOINT LUNCHEON DISCUSSION: Synergy between Board member and Board support – Martha Hernandez, Rhodetta Seward, Nancy Johnson.

## 2004 Santa Monica, CA

Program Chairpersons: Rhodetta Seward and Sandra Malone.

### **10 Year Subcommittee Anniversary**

#### **Speaker/Program**

Peer-to-Peer Exchange: Issues We Face, Lunch by System Size/ Robin Crothers, Gina Estrada, Rose Martinez, Visit to Santa Monica City Hall, Designing a Board Web Page – June Berry, Electronic Board Packets, Gina Estrada and Nancy Johnson, Electronic Voting and Agendas-Bill Wilson. Day-to-Day Challenges: Solutions That Work: Rhodetta Seward, Sandra Malone. Making Presentations: Building Skills, Closing Session.

## 2005 – Memphis, Tennessee

Program Chairpersons: Michelle Dawson, Lisa Trujillo

#### **Speaker/Program**

Lunch by System Size. Orientation of New Board members, administrative and directive functions, and information needs. Business Meeting, Workplace Ethics and Business with Board Members, What Would You Do If??? Crossing the Finish Line, Maximizing the Board Member/Staff Relationship, Summit it Up, Performance Evaluation, Board Member Orientation, Secrets of Successful Retreats.

## 2006 – Montreal, Canada

Program Chairpersons: Nancy Johnson, Chair and Roberta Boomer

#### **Speaker/Program**

Lunch by System Size, Business Meeting, Back to Basics/Roles and Responsibilities of Board Support. Authentic Leadership lead by Terri Bianco/TBE Consultant. Meeting/Parliamentary Procedures (Mock Board Meeting), Joint Session with Board Members – “One Issue Board Meeting”.

## 2007 – Hampton Roads, Virginia

Program Chairpersons: Lisa Trujillo, Chair, and Roberta Boomer.

#### **Speaker/Program**

Business Meetings: Achieving Efficiency and ProductivityParliamentarian Procedures by Sarah Merkle. Mastering Crucial Confrontations by George Kuzirian. The Super Bowl of Teamwork by Bruce Smith. Lunch by System Size: Top 10 Qualities of Exceptional Boards. Group Dynamics – Building Winning Board Teams, panel participants Gina Estrada and Rhodetta Seward. Project Management Made Simple by Paul Perdue. Grace Under Fire by George Kuzirian. Getting the Best from Your Board, CEO and Support Staff – Partnerships & Performance Evaluations as Platforms, panel participants Beth Vidaurri, Roberta Boomer and Janet Tarantino.

## 2008 – Seattle, Washington

Program Chairperson: Jan McBride, Chair

#### **Speaker/Program**

Business Meeting. Board Support Luncheon and Information Exchange. The Resilient Clerk (all day course by Dr. DeHicks). Sounder Commuter Rail Trip-Seattle to Mukilteo. Information

Exchange: Board Meeting Agenda Packets, Parliamentary Procedure, Meetings that Move with Efficient Presiding Skills. Mobile Tours.

2009 – Cincinnati, Ohio

Program Chairpersons: Alisson Moody and Nancy Johnson

**Speaker/Program**

Business Meeting. Decision Making Opportunities/Joint Board/Board Support. Board Support Luncheon and Information Exchange. Tour of Metro Board Room, “Plain as the Nose on My Face.” Recognizing Transformational Opportunities and Taking Advantage of Them, Crucial Conversations, Leaders Create Conflict, Working Effectively with Five Generations, Goin’ Green – Budget Savings in Board Packet Process.

2010 – Eugene, Oregon

Program Chairpersons: April Jordan and Gina Estrada

**Speaker/Program**

Business Meeting. Providing Quality Board Support with Fewer Resources, Board Support Employee Development Luncheon, Flourishing in the Workplace: Living from your Truest Yes. Five Practices of Exemplary Leaders, Lane Transit’s Board Room Tour, New Board Member Orientation. PEER EXCHANGE: Handling Situations: What is the Biggest Problem You Face in Your Organization: ENO Transit Board Summit-Board Member’s Work with Board Support Staff.

2011-Jersey City, New Jersey

Program Chairpersons: Robin Crothers and Neola Pierce

Business Meeting.—Joint Session with the Board, Communication Style Awareness in Daily Conversations, Resolving Common On-the-Job Challenges, A Healthier and More Successful YOU: Leading, Hoboken Terminal Tour, A Healthier and More Successful YOU: Connecting, A Healthier and More Successful YOU: Balance, A Healthier and More Successful YOU: Panoply – tour of NJ Transit Headquarters.

2012 Atlanta, Georgia

Program Chairpersons – Roberta Boomer; Jan Tarantino and Elizabeth Eells