

**SAN MATEO COUNTY TRANSIT DISTRICT (DISTRICT)
1250 SAN CARLOS AVENUE, SAN CARLOS, CALIFORNIA**

**MINUTES OF BOARD OF DIRECTORS SPECIAL MEETING/WORKSHOP
Mavericks Event Center
107 Broadway Avenue, Half Moon Bay**

NOVEMBER 6, 2015

Board Members Present: J. Gee, R. Guilbault, S. Harris (Chair), Z. Kersteen-Tucker, K. Matsumoto, P. Ratto, C. Stone, A. Tissier

Board Members Absent: C. Groom

Staff Present: J. Cassman, A. Chan, G. Harrington, J. Hartnett, D. Kim, M. Martinez, N. McKenna, D. Olmeda, S. Murphy, M. Simon, S. van Hoften

Others Present: B. Chiat (Facilitator)

Chair Shirley Harris called the meeting to order at 9:10 a.m.

Public Comment

None

Director Zoe Kersteen-Tucker thanked Directors Karyl Matsumoto and Adrienne Tissier for being on the ad-hoc committee for the retreat. She said she hoped today will be very productive with lots of good dialogue and brainstorming.

Bill Chiat, Facilitator, introduced himself and provided his background and what he hoped to accomplish with the Board and staff today. He said he is looking forward to lots of dialogue and exchange of ideas to ensure the retreat is a productive one.

Mr. Chiat began the retreat by having everyone introduce themselves, tell the group what their first job was and what they learned from that first job that helped them in their career.

The first question Mr. Chiat proposed to the group was: What has the Board or District accomplished over the past 12 months that the Board is most proud of and any issues on the horizon? The following are the key items of discussion that the Board provided:

- Service Plan
- Replacement of GM
- Ridership has increased
- Increase in transparency
- Being nimble
- Reorganization
- Partnership with Facebook

- Communications from top down and bottom up and more emphasize with providing staff with timely communications
- How staff handled communication crisis with NBC11 investigation
- Commitment to training and development for staff
- The Roadeo was brought back
- Continued cultural of excellence
- Senior Mobility/Ambassador Program
- How well the Board works together
- Redi-Wheels program
- The comfort level and trust working with staff
- Staff truly listens to customers and looks for alternatives and solutions
- Responsiveness of staff to the Board and public
- Respect
- Way the board and staff reacted to new GM and legal counsel
- Forced to look at the service more closely
- Would like to be more nimble in responding to the congestion issue

Trends in community that need attention:

- Housing costs
- Growing diversity of ridership – age, seniors, race
- Fragmentation
- New transportation options
- Bikes
- Explosion of growth and development
- School enrollment growth
- Demand more options
- Increase travel times causing more stress
- Private-public partnerships
- Premium and affordable pricing options
- Congestion affects quality of life
- Recruitment and retention of employees
- Be more nimble
- Technology incorporating next bus
- Greying population
- Infrastructure
- Success of disruption – innovative company
- Seniors – isolation
- Move away from fossil fuels
- Less reliance on federal funds
- Conservation of resources – sustainability
- Less tolerance to compromise
- Distrust of public agencies
- Increasing transparent agencies
- Expectation for transparency
- Increase lack of privacy
- Take responsibility

How do you want the agency known as?

- Reliable – dependable clean and safe transportation
- “My Ride of Choice”
- Responsive to comments and social media posts
- An agency that embraces innovation
- Good value – affordable
- Transparent, responsible and accountable
- Great place to work
- Be the solution and not part of the problem
- Welcoming; friendly service
- On-time transportation provider
- Forward looking and strategic
- Collaborative partnerships
- Nimble – quick responsive
- Alternative choice for seniors
- Getting boomers out of cars
- A part of the fabric of the community
- Proactive transportation planner
- Not taken for granted
- A desirable way to get where you are going
- The mobility manager and mobility solutions
- Coordination and regional resources
- Connectivity

By November 2018 what will have been accomplished?

- Express buses on El Camino and 101 and paid for by private sector
- Pilot program to get people downtown on weekends – the “Virgin America” approach of the user experience
- Expansion of private public partnerships for transit
- Connect workforce on bayside with resources on the Oceanside
- More service from south county to SFO
- Transportation of choice for 65 and older
- Caltrain to be more sufficient and SamTrans can keep its dollars
- Financial flexibility to provide more services
- Not making decisions on scarcity mentality
- Board has evolved to a place where they feel more effective as a governing board
- Choice of travel for middle and high school students
- Successful in feeling openings and workforce has been met
- High employee engagement scores
- Workforce housing for employees either done or under construction
- Thorough review of real estate assets
- Greater east/west connectivity to El Camino, Caltrain, BART, Coastside
- Engagement of private sector companies in transportation
- Go after more regional dollars
- Develop partnerships with cities and engage them and increase their awareness
- SamTrans role in transit management associations
- Mobile device access to SamTrans – ease of use

- WiFi on the buses
- Bus service as vibrant as train service and dollar allocation
- Strengthen connection with voices missing who aren't on the board – youth, senior, business
- Redi-Wheels – providing service versus economics – move seniors efficiently
- Televising or streaming to make meetings available electronically

Each Board member was given five dots to place next to their top items they would like to see accomplished.

The top topics from the suggestions were:

- Mobile applications and ease of use
- Engagement of private sector
- Financial flexibility
- Filling workforce vacancies
- Look at workforce housing

Engagement in private sector companies in transportation

- Private sector help in study of issues – what do their employees want for both work and recreation
- Start with one
- Expand “one mile” service
- Address east-west connectivity
- Express bus on El Camino
- Financial support
- Caltrain support
- Private sector as service provider

Financial flexibility

- Dedicated Caltrain source of funding
- Options for board to choose from
- Consider different ways to raise rates
- Other options for rates
- Broaden customer base
- Increase advertising revenue
- Naming rights
- Role in advocacy

Workforce – is ongoing and continues to be discussed internally

Appropriate role of Board

- Policymakers and not micro managers with ends
- Fiduciary responsibility
- Manage GM and Legal Counsel
- Set vision for organization
- Advocates

Mr. Chiat asked the Board members if they had any additional comments they wanted to share before turning it over to Mr. Harnett for comments.

Director Charles Stone said he likes the idea of the Board being presented options and letting the Board decide.

Director Karyl Matsumoto said the TA gets receives an item as informational first and the next month approves it.

Director Rose Guilbault said the Board is dependent on staff to understand an item and maybe the Board needs a study session on the workings of Contracts and Procurement.

Director Zoe Kersteen-Tucker said there should have been a study session for the full Board to review the Strategic Plan and not just by the ad-hoc committee that reviewed it, and made changes and then presented to the full Board for review/approval.

Jim Harnett said the Board needs to set vision and policy and the Strategic Plan was a product of 100 hours of employee groups that talked about the vision as they know the data and the different departments of the organizations. There has to be an employee driven work product for the employees to buy in and believe in, but there needs policies set by the Board.

Director Guilbault said the Board should have yearly discussions and retreats.

Mr. Harnett thanked the Board for coming together for this retreat. It is a wonderful tool to sit together and listen and share ideas. As he looked at reorganizing he looked at how to realign to the needs of the District. He merged Public Affairs and Communications as they were already working on some of the things discussed today, such as mobile applications. Mr. Harnett said the Operations Division was reorganized with a Chief Officer, Rail overseeing rail operations and engineering and construction and a Chief Officer, Bus for increased focus on bus operations.

Mr. Harnett said he has created a CFO position and currently recruiting for the position. Gigi Harrington now has responsibility for real estate as Chief Administrative Officer and Deputy CEO. He said part of the reorganization relates to the financial stability of SamTrans and Caltrain.

Mr. Harnett said Mark Simon's new position is to develop ideas and find a source of dedicated funding for Caltrain and the fiscal integrity of SamTrans.

Mr. Harnett said staff needs to digest what was heard today and come back to the Board with costs and proposals of what can be accomplished with limited resources.

Next steps:

- Come back to board with priorities and reaffirm what was heard
- Initiate Strategic Plan update
- Consider annual retreat

- Utilize the Board members more at critical junctures, i.e. Sacramento, legislative issues.

Mr. Hartnett said staff can start providing the Board monthly with a list of future agenda items so the Board is aware of upcoming items and voice concerns prior to the meeting.

DATE AND TIME OF NEXT REGULAR MEETING – December 2, 2015, at 2 p.m., San Mateo County Transit District, Administrative Building, 1250 San Carlos Avenue, San Carlos, CA 94070.

The meeting/workshop adjourned at 3:30 p.m.