



PARATRANSIT, INC. BOARD OF DIRECTORS' MEETING

Meeting Date and Time:

August 11, 2022 at 1:00 p.m.

Meeting Location:

Ron Brown Conference Center
2501 Florin Road
Sacramento, CA 95822

If you need a disability-related modification or accommodation to participate in this meeting, please contact by Voice: (916) 429-2009. Requests must be made as early as possible.

Paratransit's Mission: To expand mobility and accessibility by providing innovative programs and services to the Community.

AGENDA

1. Call to Order & Roll Call: (3 minutes)

Directors: Fontus, Hume, Kimble, Leventon, Nguyen, Shekhar,
Tucker

2. Pledge of Allegiance (3 minutes)

3. Public Comment: (10 minutes)

Each person will be allowed three minutes, or less if a large number of requests are received on a particular subject. After ten minutes of

testimony, the Chair may choose to hear any additional testimony following the Discussion Items.

Please note, under the provisions of the California Government Code, the Board is prohibited from discussing or taking action on any item that is not on the agenda. The Board cannot take action on non-agendized items raised under “Public Comment” until the matter has been specifically included on the agenda. Those audience members who wish to address a specific agendized item are encouraged to offer their public comments during consideration of that item.

4. Staff Reports (15 minutes)

A. CEO Report

a. Update on Activities and Contracts

B. CFO Report

a. Monthly Financial Report

5. Consent Calendar (5 minutes)

A. Approve the Minutes of the June 20, 2022 Board of Directors’ Meeting

6. Closed Session (30 minutes)

Closed Session:

Conference with Real Property Negotiators Pursuant to Government Code

§ 54956.8

Property: 7141 Woodbine Avenue Sacramento, CA

Agency Negotiator: Tiffani Fink, Chief Executive Officer

Negotiating Parties: Urban Elements and the City of Sacramento

Under Negotiation: Price and Terms of payment

7. Facilitated Board Workshop Discussion on Setting Board Goals (2 hours and 45 minutes)

8. Board Comments/Reports/Future Agenda Items (5 minutes)

9. Adjourn (1 minute)

The next meeting of the Paratransit Board of Directors will be held on

**October 17, 2022
6:00 p.m.**

**Paratransit, Inc.
Ron Brown Conference Center
2501 Florin Road
Sacramento, CA 95822**

*Staff Reports are subject to change without prior notice.

ADA COMPLIANCE

If requested, this agenda can be made available in appropriate alternative formats to persons with disabilities, as required by Section 202 of the Americans with Disabilities Act of 1990 and the Federal Rules and Regulations adopted in implementation thereof. Persons seeking an alternative format should contact the Chief Administrative Officer at (916) 429-2009 for further information.

MEETINGS OF INTEREST

RT Board Meetings: August 22,, 2022 @ 5:30 p.m. – See www.sacrt.com for location information

RT Mobility Advisory Committee: September 1, 2022 @ 2:30 p.m. See www.sacrt.com for location information

Sacramento County Disability Advisory Commission: September 6, 2022 @ 5:00 p.m. via Zoom. See www.dac.saccounty.net for agenda with login/call in information

Sacramento City Disabilities Advisory Commission: September 7, 2022 @ 6:00 p.m. See <http://www.cityofsacramento.org/Clerk/Legislative-Bodies/Boards-and-Commissions/SacramentoDisabilityAdvisoryCommission> for location information

Sacramento Transportation Authority: September 15, 2022 @ 1:30 p.m. 700 H Street, Suite 1450 Sacramento, California 95814



Paratransit, Inc.
Board of Directors Staff Report
Agenda Item 4A

AGENDA TITLE: Chief Executive Officer's Report

MEETING DATE: August 11, 2022

PREPARED BY: Tiffani M. Fink, Chief Executive Officer

PARTNERSHIPS AND OPPORTUNITIES:

I will provide an overview of our on-going partnerships, grants, contracts and new programs and upcoming opportunities during my oral report and PowerPoint presentation at the Board meeting.

As always, I remain available for any questions.



**Paratransit, Inc.
Board of Directors Staff Report
Agenda Item 4B**

AGENDA TITLE: CHIEF FINANCIAL OFFICER'S REPORT

MEETING DATE: AUGUST 11, 2022

PREPARED BY: LISA M CAPPELLARI, CHIEF FINANCIAL OFFICER

RECOMMENDED ACTION:

Receive and file the Chief Financial Officer's Report.

BACKGROUND AND DISCUSSION:

All financial data are through June 2022 and operating data are through June 2022 unless otherwise noted.

- CTSA partner agency trips continue to grow, and are now at 100,153 from July 2021 to June 2022. Contracted transportation trips are growing steadily; average monthly billable hours from September 2021 through June 2022 are higher than they were before the pandemic. There were on average 1,738 billable hours pre-pandemic whereas the average for February through June 2022 was 2,049 billable hours.
- Meals delivered from July 2021 through June 2022 are currently at 463,000. This includes 437,000 meals delivered for the Sacramento Food Bank and Family Services and 26,000 meals delivered from Canon Restaurant for local seniors.
- Between July 2021 and June 2022, the Sacramento Mobility Management program successfully travel trained 61 elderly/disabled passengers and 140 youth. The Boston Eligibility office answered 116,300 incoming calls and certified 12,400 clients to be ADA-eligible passengers on Boston's paratransit service. The Boston Travel Training office performed 31 group trainings and 72 individual trainings.
- The CTSA program, where Paratransit, Inc. partners with local social service agencies, continues providing support with insurance expense, maintenance and fleet management, fuel reimbursement, buses, and driver support. Between July

2021 and June 2022 Paratransit's maintenance department completed 2,422 work orders.

- Between July 2021 and June 2022, Paratransit, Inc. has received \$54,200 in income from renting out our accessible minivans.
- Year-to-date revenue is 13% lower than budgeted; year-to-date expense is 11% lower than budgeted. Paratransit's net income is \$72,000.

If you have any questions or comments about this Performance Report please contact me at 916-429-2009 ext.7234 or Lisac@paratransit.org.

FISCAL IMPACT:

None

ATTATCHMENTS:

August 2022 CFO Report
June 2022 Income Statement
June 2022 Balance Sheet

PARATRANSIT, INC

FINANCIAL REPORT



June 2022

CTSA Trips Provided

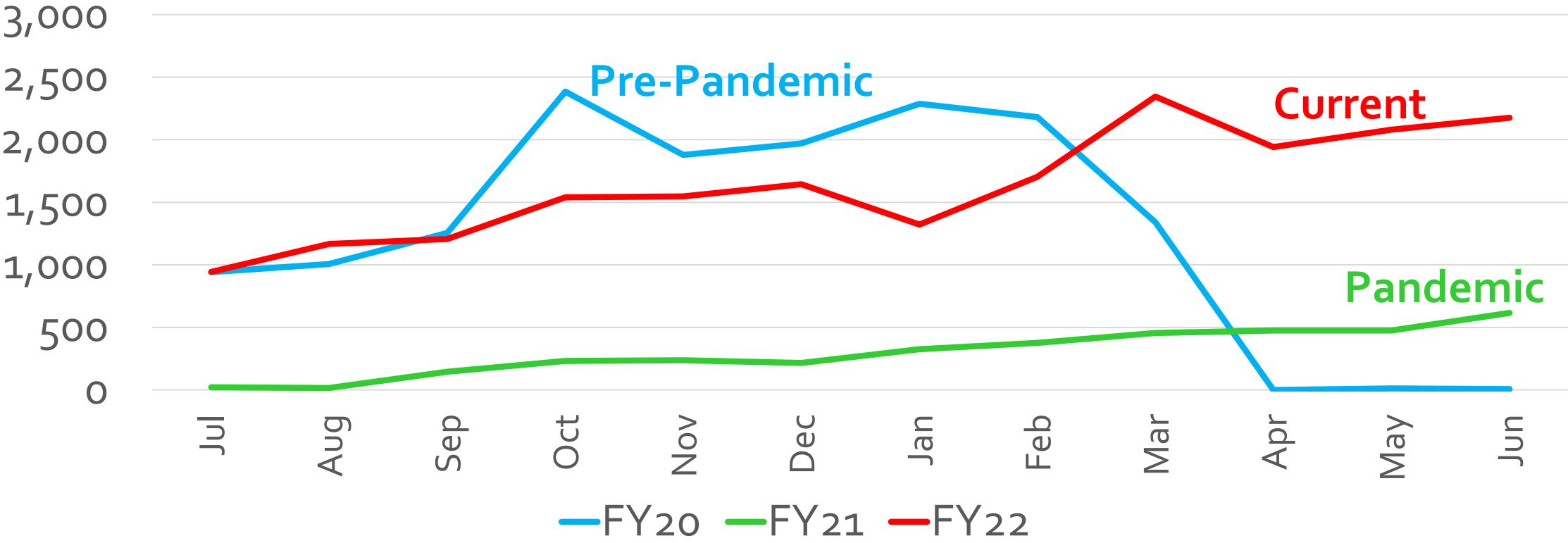
July 2021 - April 2022

Agency	Trips	% of Trips
ACC	11,683	12%
EG Adult Community Training	8,788	9%
Easter Seals	6,441	6%
St. John's Program for Real Change	6,605	7%
Sutter Senior	25,244	25%
UCP of Sacramento & Northern CA	41,392	41%
Total CTSA Trips	100,153	



Contracted Transportation Billable Hours

Fiscal Years 20, 21, 22



Social Service Transportation

July 2021 to June 2022

- Sacramento Food Bank: 437,000 meals
- Clay Nutting, Canon Restaurant: 8,648 meal kits
- Meals on Wheels: 483 hours
- YMCA after school transport: 3,032 trips



Sacramento Mobility Management

July 2021 – June 2022

- Travel Training for Seniors/Disabled
 - 61 successful trainees
- Travel Training for Youth
 - 140 successful trainees



Massachusetts Bay Transportation Authority

July 2021 – June 2022

ADA Eligibility Certification

- 116,307 incoming calls
- 12,397 interviews
- 12,807 eligibility determinations

Travel Training

- 31 group trainings
- 72 one-on-one trainings
- 38 presentations



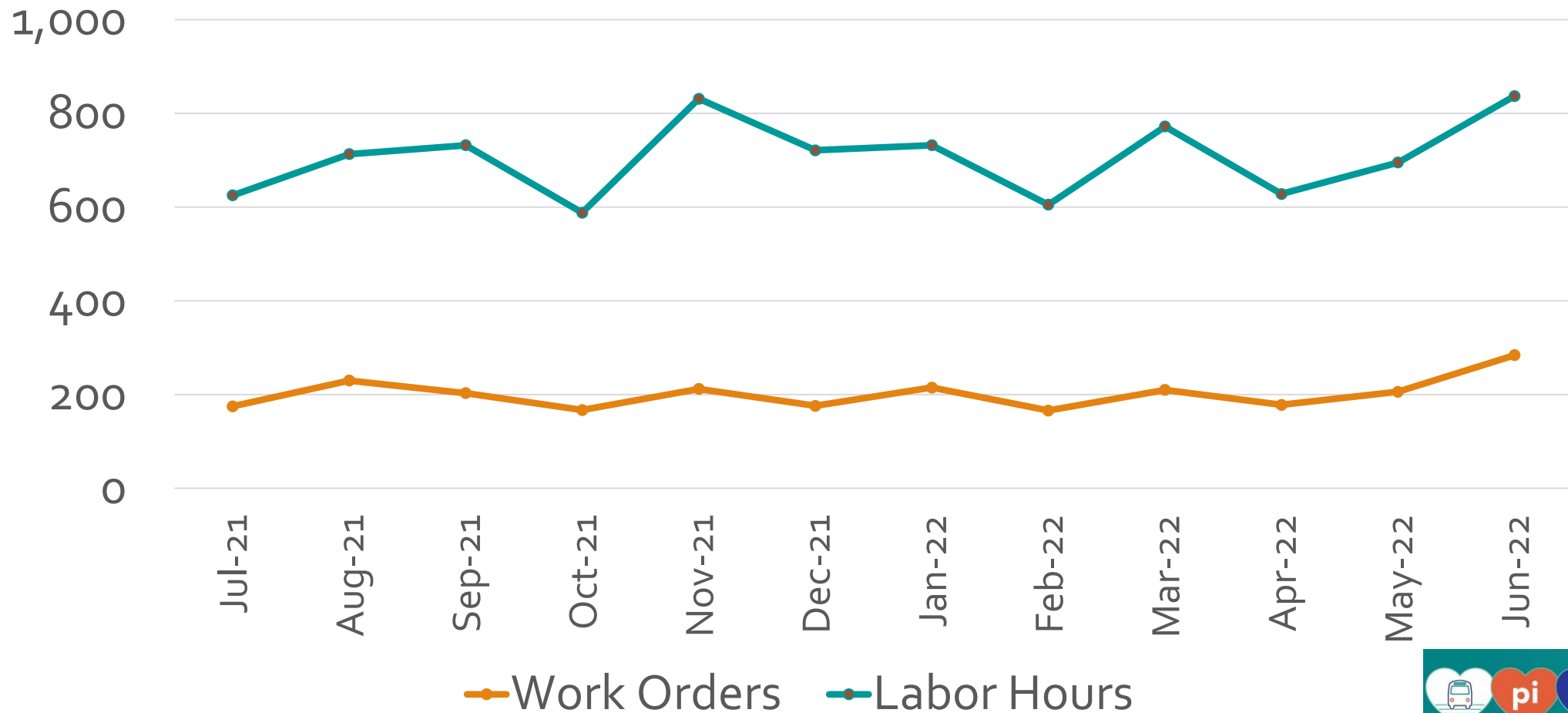
Maintenance

July 2021 to June 2022

FY22 Maintenance Operations	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Total
Work Orders	175	230	203	167	212	176	215	166	210	178	206	284	2,422
Labor Hours	625	713	732	588	831	721	732	605	772	628	695	837	8,453
Parts Cost	\$24,860	\$25,530	\$25,556	\$20,964	\$28,736	\$22,242	\$20,041	\$23,863	\$23,949	\$25,933	\$30,332	\$29,254	\$301,259
Total Cost	\$86,481	\$100,371	\$101,177	\$79,651	\$119,014	\$94,499	\$96,016	\$84,964	\$102,412	\$90,335	\$100,793	\$120,642	\$1,176,356



FY22 Work Orders and Labor Hours



Work Orders: July 2021 - June 2022

Vehicle Type	Work Orders
Paratransit	777
SacRT Go Paratransit Services	775
Outside Agencies	639
CTSA Partners	185
Rental Fleet	46
Total Work Orders	2,422



Maintenance Department

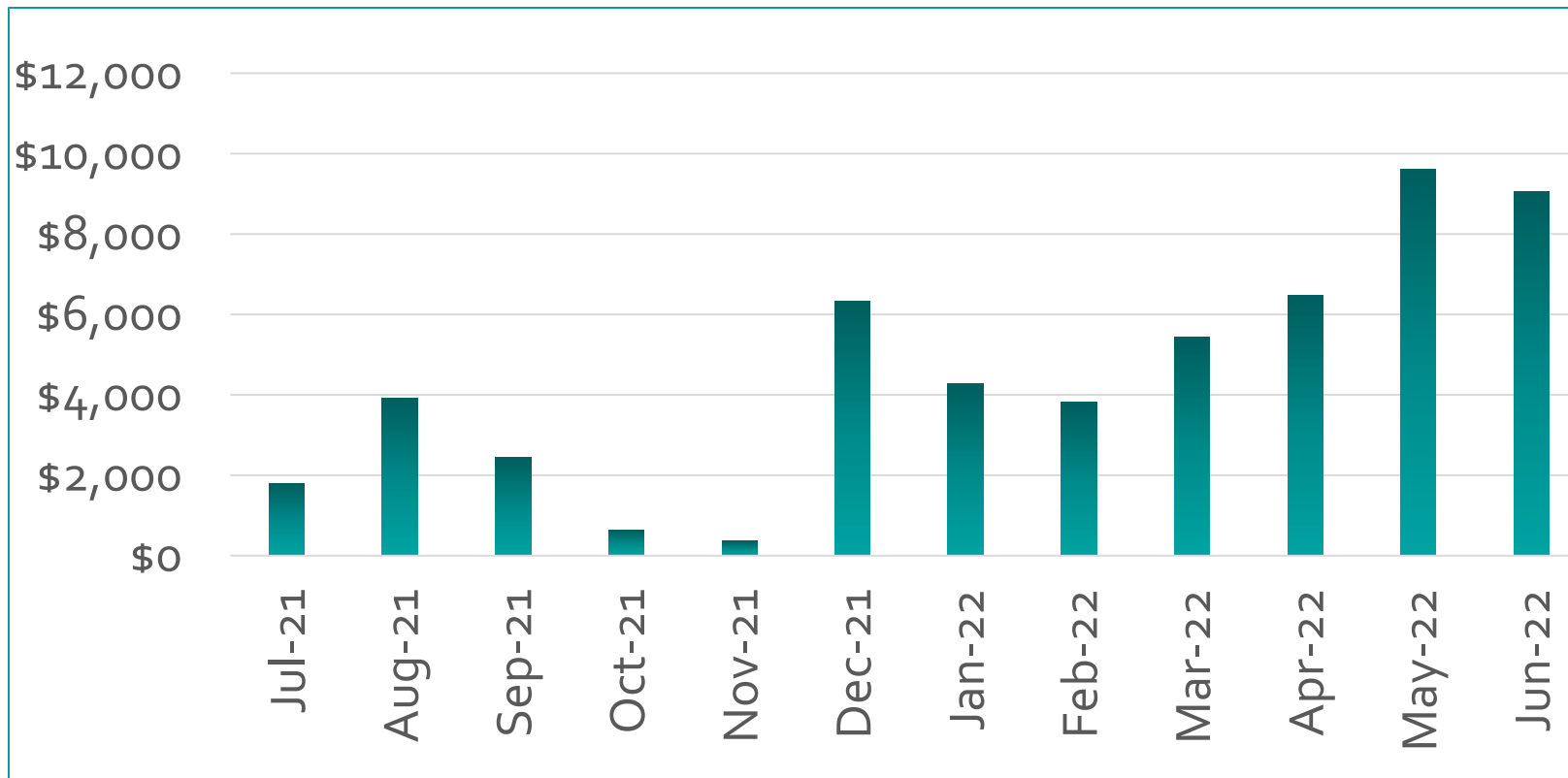
Revenue and Expense: July 2021 - June 2022

Line Item	Amount
Maintenance Personnel	1,027,081
Cost of Parts & Sublet Service	255,351
Total Expense	1,282,432
Maintenance Fees	278,136
Measure A, TDA, Stimulus	580,000
RT Maintenance/Facility	425,185
Total Revenue	1,283,321
Net Revenue	889

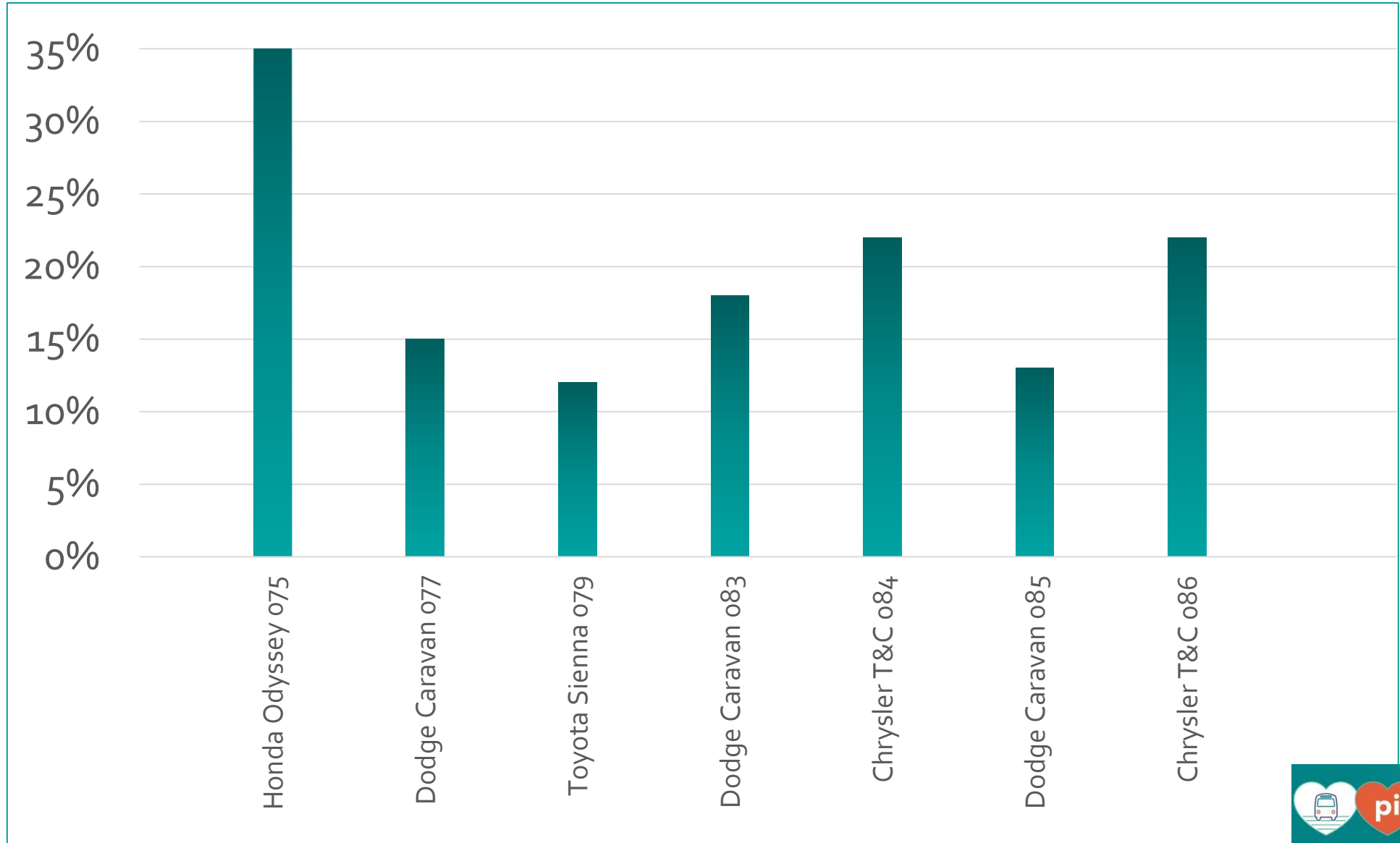


Accessible Vehicle Rental Income

- 7 accessible vehicles with ramps
- \$54,200 in rental income in July 2021 – June 2022



Accessible Vehicle Rentals



FY22 YTD Budget versus Actuals

(in thousands of dollars)

FY22 Revenue	Budget	Actual	\$ Difference	% Difference	Percent of Target
Measure A	\$ 2,906	\$3,034	\$128	4%	104%
TDA	\$800	\$1,190	\$390	49%	149%
Grants	\$3,592	\$2,331	(\$1,262)	(50%)	50%
Other Revenue	\$6,181	\$6,191	\$10	0%	100%
Total Revenue	\$13,479	\$12,745	(\$1,834)	(13%)	87%



FY22 YTD Budget versus Actuals

(in thousands of dollars)

FY22 Expense	Budget	Actual	\$ Difference	% Difference	Percent of Target
Personnel	\$9,160	\$7,991	(\$1,168)	(13%)	87%
Fleet Operations	\$1,931	\$2,370	\$439	23%	123%
Non Personnel	\$,1967	\$1,993	\$26	1%	101%
Capital Projects	\$1,578	\$612	(\$966)	(61%)	39%
Total Expense	\$14,636	\$12,967	(\$1,669)	(11%)	89%
FY21 Carryover		\$294			
Net Income	\$0	\$72			



PARATRANSIT, INC. - CONSOLIDATED
STATEMENT OF OPERATING REVENUE AND EXPENSE AS AT 6/30/2022

	MONTHLY BUDGET	MONTHLY ACTUAL	MONTHLY VARIANCE	YEARLY BUDGET	Y-T-D BUDGET	Y-T-D ACTUAL	Y-T-D \$ VARIANCE	Y-T-D % VARIANCE
REVENUE								
OPERATING REVENUE:								
Measure A (Current)	158,823	190,000	31,177	1,905,874	1,905,874	2,283,099	377,225	19.79
Measure A (Years 1-10)	83,333	-	(83,333)	1,000,000	1,000,000	751,000	(249,000)	(24.90)
TDA 4.5	66,667	351,628	284,961	800,000	800,000	1,189,515	389,515	48.69
Contract & Program Transportation Revenue	279,167	249,489	(278,690)	3,350,000	3,350,000	2,514,982	(835,018)	(24.93)
SacRT Go Maintenance & Facility Contracts	72,652	95,248	22,596	871,818	871,818	871,155	(663)	(0.08)
Transportation Literacy (Civic Lab)	13,050	13,050	-	156,600	156,600	130,500	(26,100)	(16.67)
CARES Act Funding	166,667	-	(166,667)	2,000,000	2,000,000	2,000,001	1	0.00
American Rescue Plan	107,123	-	(107,123)	1,285,470	1,285,470	-	(1,285,470)	(100.00)
Section 5307 - Regional Mobility Management	12,500	200,000	187,500	150,000	150,000	200,000	50,000	33.33
Diversified Services	163,274	216,746	53,472	1,959,284	1,959,284	2,716,986	757,703	38.67
Applied to Capital Projects	(39,795)	(14,507)	25,289	(477,542)	(477,542)	(221,858)	255,684	(53.54)
TOTAL OPERATING REVENUE	1,083,459	1,301,654	(30,817)	13,001,504	13,001,504	12,435,380	(566,124)	(4.35)
CAPITAL REVENUE:								
FY22 10 NEW CNG VEHICLES	91,667	-	(91,667)	1,100,000	1,100,000	-	(1,100,000)	(100)
Prop 1B PTMISEA - Rangers	-	-	-	-	-	78,382	78,382	-
Applied Operating Revenue	39,795	14,507	(25,289)	477,542	477,542	221,858	(255,684)	(53.54)
Gain/(Loss) on Sale of Assets	-	-	-	-	-	9,428	9,428	-
TOTAL CAPITAL REVENUE	426,624	14,507	(412,117)	1,577,542	1,577,542	309,669	(1,267,874)	(80.37)
TOTAL REVENUE	1,510,083	1,316,161	(442,935)	14,579,046	14,579,046	12,745,049	(1,833,998)	(12.58)
OPERATING EXPENSES								
PERSONNEL:								
Transportation Operations	195,463	164,458	(31,005)	2,345,550	2,345,550	1,939,346	(406,204)	(17.32)
Maintenance Operations	94,854	83,994	(10,860)	1,138,249	1,138,249	1,027,081	(111,169)	(9.77)
Administration	107,998	92,975	(15,023)	1,295,978	1,295,978	1,254,975	(41,003)	(3.16)
Diversified Services:								
Travel Training	17,262	10,965	(6,297)	207,150	207,150	144,709	(62,441)	(30.14)
Mobility Management	84,400	86,417	2,017	1,012,799	1,012,799	920,383	(92,416)	(9.12)
Destinations Mobility	-	-	-	-	-	-	-	-
Fringe Benefits	239,127	187,032	(52,095)	2,869,522	2,869,522	2,496,076	(373,446)	(13.01)
Workers' Compensation	24,196	16,263	(7,933)	290,348	290,348	208,840	(81,508)	(28.07)
TOTAL PERSONNEL	763,300	642,104	(121,196)	9,159,596	9,159,596	7,991,411	(1,168,185)	(12.75)
FLEET OPERATIONS:								
Fuel	64,844	102,359	37,515	778,134	778,134	1,197,789	419,655	53.93
Insurance	71,067	31,468	(39,599)	852,809	852,809	917,340	64,530	7.57
Cost of Parts & Sublet Service	25,037	33,359	8,322	300,439	300,439	255,351	(45,088)	(15.01)
TOTAL FLEET OPERATIONS	160,948	167,186	6,238	1,931,382	1,931,382	2,370,479	439,097	22.73
NONPERSONNEL:								
Professional Services	76,184	30,097	(46,087)	914,203	914,203	757,735	(156,468)	(17.12)
Outside Services	26,787	37,922	11,135	321,445	321,445	368,036	46,591	14.49
Rent/Repair	9,518	7,686	(1,832)	114,213	114,213	109,941	(4,272)	(3.74)
Office Expense	12,037	12,750	713	144,449	144,449	177,786	33,337	23.08
Interest Expense	7,849	8,806	956	94,190	94,190	106,163	11,972	12.71
Telephone/Utilities	21,174	26,425	5,251	254,091	254,091	297,358	43,267	17.03
Tax/License/Dues/Permits	8,851	3,469	(5,382)	106,206	106,206	69,689	(36,517)	(34.38)
Travel	683	17,888	17,205	8,196	8,196	81,601	73,405	895.64
Professional Development	833	7,555	6,722	10,000	10,000	25,133	15,133	151.33
Brokered Trans. Services	-	-	-	-	-	-	-	-
TOTAL NONPERSONNEL	163,916	152,597	(11,319)	1,966,993	1,966,993	1,993,442	26,449	1.34
TOTAL OPERATIONS EXPENSE	1,088,164	961,887	(111,319)	13,057,971	13,057,971	12,355,332	(702,638)	(5.38)
CAPITAL PROJECTS:								
FY22 10 NEW CNG VEHICLES	91,667	-	(91,667)	1,100,000	1,100,000	-	(1,100,000)	(100.00)
Florin Road Facility	8,219	7,819	(400)	98,629	98,629	118,899	20,270	20.55
Facility Reserve	8,333	-	(8,333)	100,000	100,000	-	(100,000)	(100.00)
Ranger 4 Conversion and Installation	-	-	-	-	-	63,120	63,120	-
Vehicle Acquisition Project	20,743	20,909	166	248,914	248,914	247,816	(1,098)	(0.44)
Prop 1B FY17 - Server	-	-	-	-	-	78,860	78,860	-
Office Furniture & Equipment	833	-	(833)	10,000	10,000	39,836	29,836	298.37
Network & Telecommunications	833	6,688	5,855	10,000	10,000	59,690	49,690	496.90
Maintenance Equipment	833	-	(833)	10,000	10,000	3,433	(6,567)	(65.67)
Miscellaneous Capital Projects	-	-	-	-	-	-	-	-
TOTAL CAPITAL PROJECTS	131,462	35,415	(96,047)	1,577,542	1,577,542	611,653	(965,889)	(61.23)
TOTAL OPERATING AND CAPITAL EXPENSE	1,219,626	997,302	(222,324)	14,635,513	14,635,513	12,966,985	(1,668,528)	(11.40)
NET INCOME (LOSS)	290,457	318,858	(220,611)	(56,467)	(56,467)	(221,936)	(414,483)	734.03

PARATRANSIT, INC.
 COMBINED BALANCE SHEET
 6/30/2022
 UNAUDITED

ASSETS

CURRENT ASSETS:

Cash	3,656,292
Medical Annuity	232,477
Accounts Receivable	1,328,301
Grants Receivable	200,000
Inventory	139,914
Deposits and Prepaid Expenses	<u>394,342</u>
TOTAL CURRENT ASSETS	<u>5,951,325</u>

CAPITAL ASSETS:

Land Assets	924,736
Grant Equipment	13,088,249
Non-Grant Equipment	8,965,045
Work in Progress	-
TOTAL COST	<u>22,978,029</u>
Less Accumulated Depreciation	<u>(16,212,050)</u>
Net Capital Assets	<u>6,765,980</u>

TOTAL ASSETS	<u><u>12,717,305</u></u>
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LIABILITIES AND FUND BALANCE

CURRENT LIABILITIES

Accounts Payable	333,302
Workers' Compensation Payable	-
Accrued Payroll & Benefits	158,671
Sales Tax Payable	13,123
Lease/Notes Payable	1,989,549
Unredeemed Bus Scrip	-
Deferred Revenue	55,774
Other Payables	<u>32,701</u>
TOTAL CURRENT LIABILITIES	<u>2,583,119</u>

LONG-TERM LIABILITIES:

Long Term Liabilities	<u>3,288,754</u>
TOTAL LONG TERM LIABILITIES	<u>3,288,754</u>

TOTAL LIABILITIES	5,871,873
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FUND EQUITY

Contributed Capital	2,140,659
Restricted for lease collateral	-
Restricted for grant administration	13,000
Retained Earnings (Loss)	<u>4,691,773</u>
TOTAL FUND EQUITY	<u>6,845,432</u>

TOTAL LIABILITIES AND FUND BALANCE	<u><u>12,717,305</u></u>
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**Paratransit, Inc.
Board of Directors Staff Report
Agenda Item 5A**

AGENDA TITLE: Approve the Minutes of the June 20, 2022 Board of Directors' Meeting

MEETING DATE: Augusts 11, 2022

PREPARED BY: Chris M. Brown, SHRM-SCP, SPHR, Assistant Secretary of the Board of Directors

RECOMMENDED ACTION:

Approve the Minutes of the June 20, 2022, Board of Directors' Meeting.

MINUTES:

June 20, 2022
6:00 p.m.
Broadcast and Teleconference

Board Members Present:

Anna Fontus
Pat Hume
Alice Kimble
Scott Leventon
Stephanie Nguyen
Kim Tucker

Board Members Absent:

Vidhu Shekhar

Public Present:

Kathy Sachen, SacRT

Staff Present:

Tiffani Fink, Chief Executive Officer
Dr. Lisa Cappellari, Chief Financial Officer
Chris Brown, Chief Administrative Officer
Gary Vickers, Director of Operations
Julio Diaz, Maintenance Manager
Amy Parkin, Operations and Training Manager
Jamila Lee, Human Resources Manager
Alicia Brown, Mobility Options Manager
Louise Friedlander, Mobility Management Program Liaison
Jesse Isaacson, Director of Information Systems

Call To Order/Roll Call: Director Hume called the meeting to order at 6:04 p.m.

Director Fontus, Hume, Kimble, Leventon, Nguyen, Shekhar, Tucker

Pledge of Allegiance:

Director Hume opened the meeting by leading the Pledge of Allegiance.

PUBLIC COMMENT

No public comment

STAFF REPORTS

A. CEO Report

a. Update on Activities and Contracts

Chief Executive Officer Tiffani Fink provided an oral report on agency activities and contracts, including the receipt of additional 5310 travel training funding totaling \$500,000 over two years, and shared the agency will be seeking innovation funding to expand travel training services to those not traditionally served by this program. She recognized Director Tucker for being selected as a Women Who Mean Business Honoree and reported both the East Bay Paratransit and Roseville contracts have been extended. The agency started contract transportation for Sacramento Splash

providing transportation for camp participants to and from various environmental learning sites. CEO Fink acknowledged staff for the increase in service to senior centers for day trips as well as ALTA trips and reported Creative Bus Sales anticipates our new buses will be delivered at the end of this year or early next year. Additionally, she recognized staff who collaborated with Alchemist CDC and Meals on Wheels for a grant submission to the Department of Food and Agriculture to provide transportation for food insecure individuals to farmers markets CEO Fink reported the agency is looking at how the property next door can be used to address housing insecurity for the disabled, older adults and other marginalized groups in a way that furthers the mission of Paratransit and the vision of next generation transit. Additionally, she thanked staff who worked on the Boston contract closeout, and stated she is still waiting to hear why Paratransit was not awarded the contract. Cost may have been the reason as some staff were hired through a temporary agency at reduced wages and benefits, and CEO Fink stated Paratransit was not willing to take measures such as that to retain the contract. Director Tucker congratulated the staff on making decisions for all the right reasons and stated she is more excited for the retreat. CEO Fink concluded by inviting the Board to the office on June 28th for cake to celebrate the anniversary of Paratransit's new business model.

B. CFO Report

a. Monthly Financial Report

Chief Financial Officer Lisa Cappellari reviewed her written staff report of financial measures through April 2022 and operating data through May 2022.

Director Tucker suggested marketing DM rentals for foundation-funded family vacations for families with children who have disabilities. CEO said she would love to explore that opportunity. She also thanked the staff for their efforts to keep the budget neutral even with exploding fuel costs and increased security costs due to theft of fuel and catalytic converters.

CONSENT CALENDAR

The Consent Calendar was approved upon motion by Director Nguyen, seconded by Director Tucker. The motion passed unanimously.

- A. Adopt Resolution 07-22 Approving Continuance of Remote Board Meetings

Resolution 07-22 was approved as presented.

- B. Approve the Minutes of the April 18, 2022, Board of Directors' Meeting

The minutes of the Board of Directors' Meeting held April 18, 2022 was approved as presented.

- C. Adopt Resolutions 08-22 Approving the FY 23-27 Business Development and Strategic Plan

Resolution 08-22 was approved as presented.

- D. Adopt Resolution 09-22 Approving the Paratransit, Inc. 2022-2025 Title VI Plan and authorizing the Chief Executive Officer to make administrative adjustments to the program, as needed

Resolution 09-22 was approved as presented.

AYES: Fontus, Hume, Kimble, Leventon, Nguyen, Tucker

NOES: None

ABSTENTIONS: None

ABSENT: Shekhar

ACTION ITEMS

- A. Adopt Resolution 10-22 Adopting the Paratransit, Inc. Fiscal Year 2022-23 Operating and Capital Budget

CEO Fink presented the Fiscal Year 2022-23 Operating and Capital Budget. The budget is balanced without the use of reserves and includes some carryover funds. The budget development process was reviewed, and CEO Fink highlighted the increase in contract transportation and federal grants as well as the restructuring of categories to Operations, Mobility Management, Maintenance and CTSA to align with the new business model. CEO Fink also noted professional services decreased due to the conclusion of labor negotiations and outside services increased due to added security, repair of assets that are out of warranty, fuel costs, rate increases for employees in the bargaining and non-bargaining units, and employee benefits. There is an increase in Measure A and TDA revenues that are commensurate with the increase in professional development, and closing the Boston office was cost neutral as overhead was covered from the contract. The budget document includes the new organizational chart and branding.

Director Tucker noted the importance of storytelling as it relates to the new business model. Director Nguyen thanked CEO Fink for the presentation and for highlighting the costs and how they affect the budget. Director Hume agreed and requested the CFO Report include the percent of budget used in the fiscal year to track how we are doing in relation to budget.

Adoption of Resolution 10-22 Adopting the Paratransit, Inc. Fiscal Year 2022-23 Operating and Capital Budget was approved upon motion from Director Nguyen, seconded by Director Fontus.

AYES: Fontus, Hume, Kimble, Leventon, Nguyen, and Tucker

NOES: None

ABSENTIONS: None

ABSENT: Shekhar

BOARD COMMENTS/REPORTS/FUTURE AGENDA ITEMS

Director Tucker asked about the PowerPoint from the April facilitated discussion as it was not included in the Board Packet. CEO Fink stated Ms. Zillner is working on it, and we will get it sent out. Additionally, CEO informed

the Board Ms. Zillner is already working on the format for the August Board Retreat. Director Tucker asked for a timeframe on the retreat. CEO said it will be from 1:00 p.m. to 5:00 p.m. and lunch will be provided. Director Hume confirmed the retreat will be in-person in the Auditorium. CEO also informed the Board that she and Chief Administrative Officer Chris Brown are taking a DEI Certificate Program through UOP which will conclude in August, and we will be including DEI as part of the Strategic Plan that will be brought to the Board in October.

ADJOURNMENT

Director Hume announced the meeting adjourned at 6:47 p.m.

Chris M. Brown, SHRM-SCP, SPHR
Assistant Secretary of the Board of Directors

8/11/22
Date



**Paratransit, Inc.
Board of Directors Staff Report
Agenda Item 7**

AGENDA TITLE: Facilitated Board Workshop Discussion on Setting Board Goals

MEETING DATE: August 11,2022

PREPARED BY: Tiffani M. Fink, Chief Executive Officer

RECOMMENDED ACTION:

Facilitated Board workshop discussion on setting Board Goals

BACKGROUND AND DISCUSSION:

Over the past 18 months, the Board of Directors has undertaken a comprehensive discussion on the size of the Board, terms, affirmed the agency Strategic Plan and Budget and begun a robust conversation on the roles and responsibilities of a Board Member. Staff has engaged the services of Clutch, a full scale consulting company to assist with facilitation. At the April Board meeting, the Board requested that staff establish a board retreat at the August meeting to allow time to continue their work on setting goals for Board participation as well as objectives related to involvement and attendance. Attached for review are the detailed notes from the facilitator.

FISCAL IMPACT:

There is no fiscal impact associated with the process involved.

ATTACHMENTS:

1. Notes from April 2022

Paratransit Board Meeting
Meeting Notes | Rachel's Presentation
04.18.22

Meeting Goals:

- Setting Board Goals for 2022
- How to judge success
- Business growth coming after Paratransit, rather than Paratransit going for it
- Board Planning Session

Reset with the idea (from the website): Paratransit helps break barriers with mobility challenges

Continue to dig into board content, and make-up of board Goals:

Themes for the meeting:

- Board attendance
- Friction Points
- Goals
- Board Commitment

1. Defining the vision, mission, and **purpose of the organization***
2. Selecting, supporting, evaluating the person in the organizations lead role
3. Ensuring that planning is effective and strategic
4. Building and developing a competent board of directors
 - Continuous learning
5. Upholding a high standard of legal and ethical integrity
6. Advocating to enhance the organization's reputation
7. **Attendance***
8. **Fiduciary***

Goals (purpose)

- Current Strategic Plan (1-5 years)
- Begin development ideas for the Woodbine Property for expansion
 - Tiffani started preliminary discussion with board member Hume to use as a housing opportunity
 - Paratransit could pioneer accessible low-income housing (for people with disabilities)
 - Create a revenue stream
 - Create a mark, that makes an impact on the community moving forward
 - Incorporate mobility management into what can be offered
 - Bring shade
 - A place for those who are walking to sit
 - Amenities for those coming through the community, have an opportunity to

- interact
 - Director Hume
 - Land is expensive, and this is something that is already hosted by Paratransit
 - Take mission, vision, goals and values to the next level by providing affordable housing options with the disability community with transportation options
 - Director Fontus
 - State in further sophistication about what types of policies/incentives/programs to be protected for the people who need it most (center, prioritize, and concentrate)
 - Education side: making sure that teachers have housing, so not have to drive 1 hour to school site
 - Director Tucker
 - Timeliness to access opportunities like housing
 - Scoping of the timeframe
 - State surplus?
 - Consider hosting a retreat for mission and vision creation?
 - Tiffani - August Board meeting - Focus on retreat work

- Re-establish a consulting lead focused on business development, but under different parameters than were in place for Innovative Paradigms
 - Tiffani
 - Focused on brick & mortar
 - Looking to get back to other consulting work done, which parents with national training program
 - Going in, making a mark and then getting out
 - There to support them to build a vision

- Continued growth and expansion of our Transportation Programs
 - No added comments

- Expanded Maintenance Services
 - No added comments

- Development and rollout of a National Transit Training Program, including Marketing and Branding
 - Review Board size/Governance Structure in Year 5
 - Current Paratransit training program is top-notch
 - Incredible drivers and incredible trainers
 - Part of success working with partnership agencies is we also train the partner to be efficient
 - Find the small-medium sized agencies who are looking for a resource where Paratransit can do “Train the Trainer” then get out.....
 - Then if needed - come back in and help them grow
 - Measure success on partners and what they can accomplish (across the country)
 - Strategic on who was retained, in what can be offered and excelled (thrive where others are helping)
 - Did not have bandwidth previously

- Bandwidth is now feasible - Want to control size and growth
- Start it, and be happy with the product (so to remain an “A” grade training process)
- Teaming: mechanics, mobility sensitivity (how do you interact with people with disabilities), not only a passenger on a bus (but a person with a disability)
- How can the program currently had, in all that is currently done, be rolled out into education
-
- Kim Tucker:
 - Include multi-year contracts of requirements
 - What is ROAD-eo? Testing for safety requirements, and since Paratrasit does so well state, then Paratransit goes to the national competition
 - Use light poles inside and outside facility to host “State ROAD-eo Champs” - Bringing the outside in and the inside out (promotions)

*Redefine goals to create new KPIs

Deliverable Action-Items | Paratransit

1. Plan for August Board Retreat (1/2 day) | Brainstorming Session - Based on the following action items

a. A chance to dive deeper into each of the topics listed below

2. Define Vision Statement (based on values listed below) | Call out scope (idea sprung from ROAD-eo chats)

GROW

- Consulting lead focused on business development,
- Continued growth and expansion of our Transportation Programs
- Expanded Maintenance Services

INNOVATE

- Woodbine Property

MAINTAIN (looking to change this word) | Innovation? Lead? Reach? Reflect? Inspire? Teach?

- Review Board size/Governance Structure
- Anna Fontus
 - Struggles with the word “maintain”, avoiding “stagnation”
 - INNOVATION
 - LEAD
 - Continuing to reflect, respond and further activate the board
 - Comment” Growth and expansion bullets
 - Continued growth and expansion of our Transportation Programs
 - Expanding meaningful engagement into communities/areas where we have not before
 - See the regions served, see how many low-income patrons exist needing

paratransit services, but only derive 10% of the population (example) - Understand the discrepancy for where Paratransit can give services to those who really need it most

- Rachel: In order to know how to expand - need to know the benchmarks working from - Go to Tiffani to know benchmarks
- Tiffani: What parts of the community are we representing? Are we over-concentrated in one area as opposed to the other? Understanding the demand to grow (across income levels and sectors)
 - Continue to work with partners (i.e. working with salvation army for maintenance - learned that the highest population using their services are the elderly.) - Who are our partners serving? And how can we support them?
 - REFLECT is a great work (to remove the word maintain) - Reflect is ACTIVE
 - REACH - DON;t be boring, the world needs you!
 - LEAD - Lead this community in a path that is fully accessible/open and welcomes everyone to a seat to the table
 - Empower the plan, and empower the staff that the goals are about the work they do and the value they lead everyday
 - Rachel: Could also add philanthropic piece
- Vidhu: Is there an opportunity to become an "incubator" for accessible mobility technology?
 - How can the service offerings help their lift? Are those projects the best for us to take on completely, or to partner with the strong organizations for technical resources that they will not need to source themselves.
- Patrick Hume:
 - Growth is not only an external display
 - Other aspect of maintain - operation | ensure something does not get out of "whack"
 - INSPIRE
 - ASPIRE, INSPIRE & PERSPIRE (not only talking the talk, but walking the walk)
- Kim Tucker:
 - There is a legal fiduciary role that the board has no matter what the size or structure
 - REFLECT - Diversity and scale
 - Board to reflect the community in which this work is performed
 - How to REFLECT internally and externally
 - GROWTH: About growing impact locally
 - TEACH: Being a market leader - strength in transportation excellence - thought leader in what we do
 - Go out and make everyone else better
 - Replace TEACH with LEAD (has a lot of value to staff)
 - What is missing: Telling our story!
 - Profitable - brings more attention = brings more business = brings more opportunity = makes us better and then makes the world better
 - **BRAGGADOCIOUS
 - Tell the inspirational stories and have certain profitable goals for doing so (pursuing other grant funding/awards categories)
 - INNOVATE becomes a sub of GROWTH?
- Chat notes:
 - Connect/Communicate/Support/Engage

- Share
- What if it was REACH?
 - reach=it may or may not happen
- Tiffani Fink:
 - MOBILITY: We provide mobility, and the “how” is the program. As mobility evolves, how do we continue to be a part of the conversation? We provide it, we train people, or we train people how to provide it to their clients
- Stehpanie Nguyen:
 - LOVES the word LEAD - really speaks to the organization

TEACH

- National Transit Training Program, including Marketing and Branding

3. KPIs how we can measure - yes we did it, or no we did not.

- The work USC is going to do (research) works really well with current planning.
- What they are bringing back from their research - more non-tangible achievements (community engagement, value)
- Agencies who have gone through similar things as Paratransit

4. Confirm Fiduciary Duty Parameters (agreeance by the board)

Rachel: Share working draft, and see how to board works with it (Fiduciary Duty), based on the notes outlined below

Fiduciary Duty:

The fiduciary duties of a board of directors' demand that they serve the board faithfully without any conflicts of interest. The board members should always make the decision that is in the best interest of the organization, even if it is not in their personal best interest.

- This is where we wear the “I am a board member of Paratransit”
- Kim Tucker:
 - Put community first, organizations second and personal selves should not be factored in
 - Community based organization, and serve to the best of our community. Not getting too stuck on the financial piece, and instead knowing they are best for the community, rather than focusing on an interest rate, etc.
 - Serve faithfully to the mission and priorities to the organization's strategic plan and declare an conflicts of interest
 - If we have not declared that the community matters, then we are not adequately able to assess community inclusion
 - The #1 conflict on board is a misdirection on mission/vision
 - Community needs to be a priority when making decisions
 - Within strategic plan - have the flexibility to annually define communities serviced, based on how performing financially and programmatically (not to be limited)
 - MOBILITY = FREEDOM
 - Facilitate our community members freedom (access food, get to where they need to go) = creates an inclusive journey
 - Can't serve without conflict of interest, but serve faithfully and be forefront about what

those interests are.

Rachel:

- Not for-profit driven
- Fiduciary is subjective (everyone needs to agree on it)
- Everyone on the board needs to be comfortable with what the fiduciary duty MEANS to them = all on the same page
- Honor the significant changes and if it still makes sense - Do I still want to do this?
- When does it make sense to abstain? Honoring conflicts of interest.

Anna Fontus:

- Who is our #1 priority community? How might we navigate that?

Tiffani Fink:

- Mobility agency (not only transportation)
- Core population is threaded together by nonprofits who represents the community
- Broad enough, not only transportation
- Tie to help each agency, based on their needs
- Conflict of interest: Either side is going to question if you vote - :what about our side?"
- Why board is constituting own board
 - Everyone is here because they want to be here!
- What does Paratransit want to bring to the table?
- How do we promote what we want? We = Paratransit
- Conversation is changing and decision-making is also changing

Patrick Hume:

- Needs to match with action items
- Why am I on the paratransit board? Peeling back the onion to know "who am I serving and what outcome am I driving toward"
 - Personal interest does not come into factor

Chat:

- Mobility solutions agency

5. BRING BACK TO AUGUST - Retreat and Deep Dive into specific pieces. Spend the time to put it together.

- 2-3 iterations that can be voted on, to make the final
- Board members to send Stephanie their interpretations of the Fiduciary Duty
- What is YOUR definition?
- Let's look for alignment!

6. DETERMINE BOARD MEETING FREQUENCY:

Meeting Frequency

Currently meeting every 2 months - Want to meet more often, less often or the same?

Tiffani:

- Would rather see less structured meetings and for board members to attend an event/participate in events
- Less structure=more and more open to how we can engage more staff members to participate
- How can we engage, but not in meeting format?
- What is the minimum number of meetings that need to be attended?
- Absences - When someone re-applies to join the board - Have they been engaged?
- Are you finding a way to help forward to goals in a way that brings your strengths to the table?
- Getting control back in how to enforce the board
- Need to be in the meetings to know what to talk about in the community (need to be at the table)
- Is your engagement with the line for what was vetted?
- The Board is going to make decisions, and you need to be at the table to be informed
- How someone may see their actions and how the board sees their actions may not be in sync
 - Give weight to the consequence of how things are enforced
- The Board holding the Board accountable - Supporting the Board President (Hume) to lead those conversations
- Do not have a meeting when there is not a need for a meeting
-

Patrick Hume:

- How to track participation/engagement?
- The more meetings you have, the more absences can occur
- Policies are crap if not enforced
- What is written should park the conversation to ensure we are adhering to the bar set
- May not know how it is defined, but knowing it when we see it.
- Difference of pouring themselves into service, or just skating by (for resume purposes)
- Each item on the agenda has a timeline

Kim Tucker:

- Referring to the handbook - Doing what is listed
- If for any reason I am unable to carry out the duties.....”
- Not enforcing what is in place currently
- Culture trumps strategy
- Increasing board numbers can be a challenge with quorum
- See language: demonstrate commitment engagement by attending planning sessions, paratransit host events, etc.
- Board meeting attendance is the MINIMUM
- The consequences are built into our actions and choices - leadership is a privilege
- DEFINE WHAT THE CULTURE OF ACCOUNTABILITY means
-

Rachel Zillner:

- How do you put skin in the game?
- The team has something in writing (1 absence allowed per year, but change that to 2 absences per year, and 6 meetings)

- Choose to put that back into place and reevaluate?
- What does an “excused” and “unexcused” absence look like?
- Ensure everyone is playing by the same set of rules
- Reimplementing
- Treat attendance as a box on its own
- Look at engagement for excusable absences
- Attendance enforcement (June) - wEnforce what is in-place (currently)
- Then revisit in retreat and see if it needs to look different, if at all
 - Categories of accepted absences (vacation, sickness, etc.)
 - Empowerment conversation for Tiffani and the Board President
 - **COMMUNICATED IN THE MINUTES THAT THE RULES WILL BE ENFORCED, AS CURRENTLY OUTLINED**
- Should you have a standard END time for the board meetings?
- Empowering Patrick (current Board Chair) to have the power to enforce current attendance policies
- The board supports him in the communication
- Larger conversation around acceptable absences

Anna Fontus:

- Attendance is not being a good board member, it is a requirement for your term to be extended
- Remove attendance from engagement
- From there, talk about acceptable absences, etc.
- Want bylaws to be appropriate for the context of which we serve
- Would not want to trade engagement for attendance (not making it a box)
- If someone does not come to a board meeting, then there is still a consequence

Stepahnie Ngueyn:

- Board members need to be at the meetings to discuss policies and vote
- If you are someone who wants to be engaged, but not be in meetings, then be a super volunteer but not a board member
- How to include stipulations about length of attendance? Staying the whole time? Being late?

Chris Brown:

- Times we eliminated from the agenda because people were distracted by the timing on the schedule
- Focus on the amount of time on each topic, and not the actual time

7. Board Engagement - Go over broadly in preparation for August Retreat | Identify Superpowers

MVP - Minimum Viable Product

- Everyone brings different strengths - not in competition - Are we in alignment?

Consider the needs:

- Government Partnerships
- Private Industry Partnerships
- Public Speaking
- Industry Expertise (marketing, workforce (added by Rachel), law, finance, compliance, future of transportation, etc.)

- Recruit Future Board Members
- Serve on one or more committees
- Help solicit volunteers (referenced by Tiffani)
- Volunteer with the team
- Host a Meeting (coffee for BizDev or Board meeting)
- Continuous Learning/Industry Training
- Mentorship (added by Rachel)
- Community Ambassadors/Engagement (added by Tiffani) - Encouraging community involvement for someone who cannot fully commit to be on the board (seat at the table)

**Commitment letter format

Kim Tucker:

- Board Matrixes
 - Members, then listed with attributes, demographics, noted with terms (up for renewal)
- IDP = Individual Development Plan
 - Build your own job description (happens in the board member ideation phase)
 - Sets the stage for board accountability (came on saying they could do certain things, and a way to reevaluate commitment)
- Tiffani Fink: Has some of this (Board Matrix)
 - Did not get to select all the candidates
 - Have listing of terms
 - Tiffani has own reference list for certain go-tos, based on engagement, interest and responsibility
 - LOVES the idea of a matrix
 - Gives an idea of board responsibility (understanding why you are on the board, and what you want to do)
 - Where are you connecting, does it truly fit the strategic plan, then when identified: Tiffani can turn it back to the board when selecting future board members - accountability on deliverables)
 - Helps for Paratransit to interact as staff, as well
 - Things change, and as needs change, roles can change
 - Matrix = Helps give a story of engagement
- Stephanie Nguyen:
 - Participation with the staff helps drive engagement/commitment
 - You can talk about it in the board meeting, but it makes a difference when the Board members really participate
 - Tiffani to share where she needs the board
 - Host a dinner event/fundraiser - tell the story!
 - Event planning committee

Tiffani Fink:

- Staff to participate in a holiday event!
 - 45th Anniversary next year?
- Do something not in your comfort zone
- How to learn more about the agency