

# DELAWARE COUNTY TRANSIT BOARD

## BOARD MEETING

### MINUTES OF November 20th, 2019

#### 1. Introduction of New Members – Dick Schrock and Dave Black

#### 2. Roll Call – 6:30 p.m.

The DCTB Chair called the meeting to order and the roll was taken as follows: (19-11-01)

<u>  X</u>	Boots Sheets-Chair
<u>  X</u>	Roger VanSickle-Treasurer
<u>  X</u>	Jacob Fathbruckner
<u>  X</u>	Becky Cornett
<u>  X</u>	Fred Johnson
<u>  X</u>	Dick Schrock
<u>  X</u>	Dave Black

#### Staff present for the meeting:

<u>  X</u>	Denny Schooley-Executive Director
<u>  X</u>	Crystal James-Operations Director
<u>  X</u>	Ginny Berry-Marketing and Public Relations Specialist
<u>  X</u>	Tonya Layman-Mobility Manager
<u>  X</u>	Tina Smith-Controller/HR Coordinator
<u>  Ab</u>	Ed Pierson-Facilities, Assets, and Technology Manager
<u>  X</u>	Grant Bias-Safety and Security Training Manager

#### a. Approval of Absences (19-11-01)

none

#### b. Pledge

#### 3. Planning Session (Marie Keister)

Marie summarized her work with us thus far then explained her plan for this evening, which included discussing the workshop with the Commissioners, completing a SWOT exercise, and then determining next steps.

Feedback on the workshop with the Commissioners:

Becky shared that she thought the meeting and presentation went very well. She said she believed we were given a challenge to meet new requirements with the workforce before we would be eligible for local funding. She thought the Commissioners had probably met previously with the

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other agencies that were there in the room and we were directed to meet with them to coordinate.

Fred explained that the Commissioners communicated that their request for a plan over the last four years has not been met and the message received was for change.

Denny shared that he believed there was an emphasis on us working with employers and employees to meet their needs and to ensure the employers have some skin in the game and share in the cost. He said Barb seems big on us being a Medicaid provider, which we haven't done because they require his personal information. Gary seems to want us to increase collaboration with medical facilities and employers. Denny said he promised a completed strategic plan to the Commissioners by April 1<sup>st</sup>.

Marie explained her goal is to end up with a flexible plan that doesn't handcuff us, but does communicate our direction for the future.

Dave asked if the Commissioners requested anything else from us, and Denny replied that a strategic plan seems to be the main priority.

### SWOT Analysis

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Customer service</li> <li>• Efficiency – customers on time</li> <li>• Money in the bank</li> <li>• Open to new ideas</li> <li>• Stable committed staff</li> <li>• Available and well-maintained vehicles</li> <li>• Safety performance</li> <li>• Good financial audits</li> <li>• Good triennial review</li> <li>• Collaboration with COTA, MORPC, ODOT</li> <li>• Strong leadership</li> <li>• Successful and innovative with grants</li> <li>• Committed and conscientious Board</li> <li>• Good community reputation with those who know us</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Not enough awareness of who we are, what we do, who we serve</li> <li>• Limited stable funding</li> <li>• lack of drivers</li> <li>• low technology</li> <li>• low ridership per capita</li> <li>• high fares for demand response</li> <li>• high operating cost per passenger</li> <li>• long fixed-route rides</li> <li>• lack of service to rural areas of county</li> <li>• ability to compete with Uber/Lyft</li> <li>• lack of coordination with other agencies and medical facilities</li> <li>• no park-and-ride</li> <li>• focus mainly on Delaware City</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• A blank page to do something new for outside of Delaware City</li> <li>• Pilot projects</li> <li>• New software</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Lack of sustainable funding</li> <li>• Changes in funding</li> <li>• Lack of understanding of what we do</li> <li>• Lack of awareness</li> </ul>

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<ul style="list-style-type: none"><li>• New branded vehicles</li><li>• Leading regional coordination</li><li>• More interest from workforce</li><li>• Increasing ridership</li><li>• Attracting choice riders</li><li>• Build capacity</li><li>• Prove worth to community</li><li>• Push for more collaboration</li><li>• Improved customer experience</li><li>• Park-and-ride</li><li>• Understand and serve what customers need and want</li><li>• Increase recruiting</li><li>• Complete customer and stakeholder matrix for each pilot</li></ul>	<ul style="list-style-type: none"><li>• Affluent county reduces perceived need</li><li>• Driver recruitment</li><li>• Too slow and more competition</li><li>• Community perception of serving only elderly and disabled</li><li>• Competitive pay</li><li>• Others take the profitable riders</li></ul>
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There was discussion about ideas for future services, including more about the three pilot projects and the idea of adding a “blank sheet” to each pilot. This could be used as we research and complete outreach to determine the needs and wants of the customers.

After completing the SWOT analysis, Marie explained that her next steps are to meet with staff to determine where they are in planning the pilot projects, map out the strategic plan, and to explore the blank page idea.

Becky shared a strategic plan created by King County Transit that she believes is brilliant and easy to understand.

#### **4. Approval of Consent Agenda (19-11-02)**

##### **a. Agenda for November 20, 2019 (19-11-02A)**

##### **b. Approval of minutes from October 16, 2019 (19-11-02B)**

Fred moved and Jacob seconded to approve the consent agenda (19-11-02). Motion passed.

#### **5. Public Comment**

None

#### **6. Financial Status – Treasurer’s Report**

##### **a. Approval of Financial Status for month ending September 30, 2019 (19-11-03)**

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Income = \$89,228.23

Expenses = \$190,079.98

net income = \$100,851.75

Checking = \$1,854,929.62

Payroll = \$25,503.96

Dave requested that all Board members receive the same reports as Roger and that they show actual to budget, both for the current month and year to date.

It was moved by Roger and seconded by Jacob to approve the Financial Status for month ending September 30, 2019 (19-11-03). Motion Passed.

### 7. Updates/Presentations

#### a. Department

Skipped by Chairman

#### b. Executive Director

Skipped by Chairman

### 8. New Business

#### a. Chair Appointment of Nominating Committee

Boots made the following appointments:

Nominating Committee: Fred and Becky

Finance Committee: Dick, Dave, and Roger as Chair

Operations Committee: Jacob, Roger, and Becky as Chair

#### b. Approval of Revised 2020 Employee Health Insurance Rates (19-11-04)(Tina)

Tina explained that the County HR had sent the incorrect total cost for single and single plus spouse, which caused her to have to revise the previously approved rates for these two tiers. Discussion followed about our employee rates being approximately twice that of what the county employees pay, and perhaps our employee rates need

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to come down. It was decided to approve the rates as of now, and they can be changed later if the Board decides to change the employer and employee portions of the premiums.

Dick moved and Jacob seconded to approve the revised 2020 health insurance rates (19-11-04). Motion passed.

### **c. Approval of Revised Employee Leave Policy (19-11-05)(Tina)**

Tina explained that revisions have been made to make the requirements in the policy more manageable and to reduce the amount of extra time and paper spent on unnecessary copying and filing.

Jacob moved and Dick seconded to approve the revised Employee Leave Policy (19-11-05). Motion passed.

## **9. DRAFT 2020 Budget Discussion**

### **a. Proposed Budget**

Denny explained the 2019 estimated budget, 2019 final approved budget, and three options for the 2020 budget: 1) 2020 draft status quo budget, 2) 2020 proposed budget with LTC increase and fare decrease, and 3) 2020 proposed budget with LTC increase, fare decrease, and service increase. Option 3 was his preferred budget for approval.

Dick asked to also see capital funds separated from operating funds in the budget.

### **b. Fares**

Denny proposed a three-year plan to reduce fares gradually so we can manage the increased ridership and make general public demand response more affordable for the whole county. Jacob suggested considering less of a reduction in the lower mileage ranges and a larger reduction in the higher mileage ranges to make demand response more affordable to the outlying areas more quickly.

### **c. Labor Rates**

Tina presented a packet that included the salary and wage policy, current wage scales, a wage comparison analysis, current hiring trends, current driver demographics and requirements, and a proposal of a 10% increase to the LTC wage scale. She noted that Denny has also included three additional full-time positions in the proposed 2020 budget for drivers.

Dick suggested looking at our wage scales every year, rather than every three years.

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Jacob moved and Dick seconded to approve the 10% increase to the LTC scale. After discussion and deciding to wait until the budget is approved next month, Jacob withdrew his motion and Dick withdrew his second.

### d. **Services and Expansion**

Proposed budget option 3 includes adding an addition 240 hours of revenue service per week.

Dick suggested that our \$2 million gives us the opportunity to invest in other new services for the future.

Dave requested a 2019 end of year balance sheet for next month's meeting.

## **10. Board Development Discussion**

### a. **Board Processes**

#### i. **Agenda/Information Presented – Finances & Stats**

Tabled

#### ii. **Process for Board Member Requests of Staff**

Tabled

## **11. Executive Session – To consider the appointment, employment, dismissal, discipline, promotion, demotion, or compensation of a public employee or official.**

Jacob moved to go into executive session, Dick seconded. Roll call vote was taken – all members I. Motion passed.

No action was taken.

The Board came out of executive session and adjourned.

## **12. Other Business – Open Comments**