

DIRECTOR ORIENTATION, ONBOARDING, AND CONTINUING EDUCATION POLICY

ADOPTED: October 22, 2024

I. PURPOSE

To set forth guidelines for the orientation, onboarding, new Director training and Director continuing education (collectively called "training") to ensure a common understanding of the agency's critical elements to make informed policy and governance decisions.

II. SCOPE

This policy applies to all members of the Board of Directors, and sets expectations for the Board Office, General Manager and CEO, as well as subject matter experts on RTD's staff.

III. EXPECTATIONS OF DIRECTORS

Directors must each individually take the initiative and responsibility for their own respective training. Their active participation is integral to the agency's governance and oversight. This includes attending all training, being punctual, prepared, and actively engaged.

Training calendars will be circulated in advance to facilitate Directors meeting their obligation to attend and actively participate in training sessions.

Per the Board's Expense and Reimbursement Policy, all Directors have access to and are strongly encouraged to use funds to travel to and attend conferences focused on continuing education for transit board members. New Directors are particularly encouraged to attend the American Public Transportation Association (APTA) Transit Board Member and Administrator (TBM/TBA) Seminar and the APTA Legislative Conference in the first two years of their term, as these events provide crucial insights into governance best practices and valuable transit industry networking opportunities.

The Board recognizes that Directors are elected and, as such, may come to the Board with varying skills and knowledge. The Board will actively work to identify opportunities for its collective knowledge and talent to grow, identify Directors willing and able to develop relevant skills and expertise on behalf of the Board and invest in their subsequent development.

IV. ORIENTATION

The following activities and sessions will help orient new Directors to RTD and their roles on the Board.

Welcome by General Manager and Chief Executive Officer (GM/CEO): Shortly after their election, each new Director will have the opportunity to meet one-on-one with the GM/CEO. These meetings are intended to help develop a positive working relationship and provide a broad orientation to RTD, ensuring that new Directors are well-prepared for their roles.

Introduction to RTD by Leadership Team: The GM/CEO Executive Office will coordinate a cohesive cross-matrix departmental overview introduction of members of the Leadership Team. This introduction will highlight

their respective expertise, departmental responsibilities, and overall integration as part of the agency, instilling confidence in the new Directors about the agency they are governing.

Engagement with Current Chair and Directors: Directors should mentor incoming Directors and help them develop their knowledge of RTD by scheduling informal meetings to share their backgrounds, perspectives, board culture, boardroom dynamics, and governance skills.

Review of Prior Board Resolutions, Actions, and Key Policies: The Board Office will provide Directors with a resource to review previously approved Board resolutions, major actions, and key policies.

Independent Study of RTD Website: New Directors are strongly encouraged to familiarize themselves with the RTD website, a comprehensive resource that includes trip planning webpages related to fares, schedules, NextRide, Trip Planner, service alerts, parking, RTD's transit services (bus, light rail, commuter rail, paratransit, [i.e., ADA complementary service branded Access-a-Ride and supplemental and premium paratransit service branded, Access-on-Demand], micro-transit, [branded FlexRide], and RTD's Partnership Program), service changes, and customer care.

V. ONBOARDING OBJECTIVES

Onboarding will focus on helping new Directors understand their roles and responsibilities as Board Members and provide them with a baseline understanding of the agency.

Director Roles and Responsibilities: The Chair, or their designee from Executive Committee, in conjunction with the Executive Manager of the Board Office, will inform each Director of their expectations, and introduce them to their roles and responsibilities, fiduciary duties, policy/governance, oversight of the GM/CEO, supervision of the Executive Manager of the Board Office, two-way advocacy role, Board Bylaws, Board Operating Guidelines, the roles of the Board's standing committees, Director expectations, best practices for constituent engagement, training topics overview, and board member relationship building.

Departmental Matters: The Board Office Executive Manager and Board Operations Manager will orient Directors to the board office, board room operations, meeting etiquette, business support resources, Director duties and obligations, Board Office administration, expense accounts and reporting, agency responses, Director travel, and RTD provided technology set-up.

VI. NEW DIRECTOR TRAININGS AND TRAINING TOPICS

The current list of training topics is based on previous Director onboarding sessions and feedback from Directors and staff Subject Matter Experts. The list includes topics critical to the Board's policy decision-making. Topics may be combined with similar or complementary issues to capture efficiencies and synergies in the training program. Each bolded training topic is followed by a list of subtopics to be covered in the training.

Advocacy: how to work independently, with government affairs staff, and RTD subject matter experts to develop partnerships with local municipalities, engage the state legislature on funding and transit policy, advocate with Colorado's Congressional delegation, and build relationships with local organizations and other critical stakeholders. Review existing advisory committees and the role those committees have in interacting with and advising RTD.

Agency Performance: familiarization with Board-adopted Strategic Plans, agency performance metrics, and significant current initiatives; oversight and responsibility for the performance of the GM/CEO, their contract, annual performance evaluation, monitoring metrics for the agency's performance related to the strategic plan, and annual survey results

Asset Management and Infrastructure: general orientation to RTD's assets and the agency's Transit Asset Management Plan (TAM); fixed assets, infrastructure configuration, capital construction, real property, engineering, mapping, quality assurance, and program management

Audit: orientation to the Audit Charter, Internal Audit Plan, Chief Audit Executive, the importance of following through on Audit findings, and the history of creating the Independent Audit Committee

Civil Rights: Americans with Disabilities Act (ADA), equal employment opportunity, disadvantaged business enterprise, transit equity, environmental justice and Title VI compliance

Finance: financial position, debt portfolio, fiscal policy, investment policy, and processes related to the annual budget, five-year financial plan, debt portfolio, and fund balances

Governance: governance best practices, Board committee structure, Bylaws, parliamentary procedures, committee work plans, officers, and Delegation of Authority and Competitive Selection

Government Relations: current legislative environment at the state and federal levels, RTD legislative program, stakeholder concerns at the municipal and county level

Legal: relevant laws impacting RTD, the Board of Directors, and each Director's legal and ethical obligations

Planning: long-range planning for policy development, transit-oriented developments (TOD), transit-oriented communities (TOC), environmental analysis, ridership modeling, fleet management, operating cost and fare revenue modeling, significant projects, Federal Transit Administration (FTA) discretionary grant programs

Safety and Environmental Compliance: standards including the role of safety-oriented regulators, the Public Utilities Commission as the State Safety Oversight Administrator, corrective action plans, Federal Railroad Administration, Public Transportation Agency Safety Plan (PTASP), and RTD's obligations under the ADA and Civil Rights Act

Security: RTD Police, contracted security, security standards, and technology.

Service Delivery: comprehensive operational analysis, triannual service changes, paratransit, micro-transit, bus operations, rail operations (light rail and commuter rail), fare structures, contracted services and non-contracted services, and the Denver Transit Operators/Denver Transit Partners (DTO/DTP) Concessionaire Agreement.

The above list of training topics provides a broad overview of potential issues and is subject to change. During a training cycle, the Board Chair may add additional topics or eliminate trainings. Additionally, the Executive Committee will regularly review the training program, see section X (Responsibilities).

VII. TRAINING METHODS AND RESOURCES

Orientation (section IV) and Onboarding (section V) for new Board members will be held in person.

Except when explicitly requested otherwise by the Chair, new Director training (section VI) will be conducted remotely via Zoom during regular business hours (8 a.m. to 5 p.m. MT, Monday through Friday).

Continuing education for all Directors will occur at meetings of the full Board, such as Study Sessions.

All training sessions will be recorded and kept with the Board Office for subsequent review. The Board Office will maintain an accessible repository of training session recordings.

VIII. TOURS

The Board Office will coordinate a staff-led, multi-discipline district site tour of operationally significant RTD facilities to ensure Directors have appropriate context and awareness of RTD's operations and administration. The site tour will be scheduled after each general election, during which RTD Directors will be elected. The purpose will be to ensure the Board gains high-level awareness of the agency's assets, infrastructure, and capital needs.

IX. TRAINING SCHEDULE

Initial training for the newly elected Directors will begin in December before the start of their term and conclude within the first six-to-eight months of their term. Training will be scheduled congruent with the board's meeting schedule. Topic-specific training should occur two-to-three months before relevant voting items are presented to the Board. Continuing education will occur at least once annually. Additionally, per the Bylaws, dates will be held at the beginning of each year for study sessions to provide additional continuing education opportunities for the Board. Study session dates are to be determined at the discretion of the Chair.

X. RESPONSIBILITIES

The Board Office Executive Manager is responsible for coordinating sessions related to Director training. In the absence of a Board Office Executive Manager, the Board Office Operations Manager will be responsible for coordinating sessions related to Director training.

The Chair will work with the GM/CEO to identify subject matter experts to conduct training before the publication of the training calendar to ensure staff is available and scheduled. The GM/CEO will be responsible for coordinating with the Board Office and the RTD leadership team regarding the timing, length, training materials, and designated presenter.

At its regular November meeting, the Executive Committee will discuss and establish the director's continuing education topics for the subsequent year. In having this discussion, the Executive Committee will incorporate information from relevant feedback and evaluation efforts detailed in section XI (Feedback and Evaluation).

The Executive Committee will review the onboarding training topics enumerated in this policy biannually at the June meeting and use the feedback from the feedback and evaluation efforts in section XI (Feedback and Evaluation) to inform any changes.

XI. FEEDBACK AND EVALUATION

To ensure a highly functioning Board with a high-quality training program, the Board directs the Board Office to conduct surveys related to training, continuing education, and board performance, including the following efforts:

- 1.) The Board Office will evaluate each training session (orientation, onboarding, new Director training, continuing education) and report the results to the Executive Committee. Directors are encouraged to complete training feedback assessments promptly following training sessions.
- 2.) Each October, the Board Office will conduct a board assessment to identify areas where the Board may collectively lack expertise and subjects the Directors are interested in learning more about. Further, this assessment will ask Directors to examine the Board's performance in meeting its policy and governance objectives, including accomplishment of committee work plans during the prior year.
- 3.) Each October, the Board Office will also survey RTD's subject matter experts on relevant updates to laws, regulations, policies, practices, and procedures. This information will inform the continuing education needed to improve Board knowledge and understanding.

XII. AMENDMENTS

The Board sets this policy and can amend it accordingly.

XIII. RELATED POLICIES

RTD Board of Directors Amended Bylaws

RTD Board of Directors Expense and Reimbursement Policy

XIV. PRIOR BOARD ACTIONS

None