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# **Board Organization and Regional Project Update**

March 24, 2011

# Principles Guiding Board Policy and Organization

- Enhance customer service
- Maintain financial integrity/bond covenant
- Foster environmental responsibility and sustainability
- Promote the regional economy
- Increase collaboration with regional transportation entities
- Maintain the public trust
- Maintain safety and efficiency of the Tollway System



# Guiding Principles

*of the Tollway are a hybrid of public and private sectors*

## Public Sector

- **Promote regional economy**
  - ❑ The system has regional benefit e.g. congestion relief or access from low-income areas to job centers
- **Increase collaboration with regional and national transportation entities**
- **Maintain the public trust**
  - ❑ Transparency and accountability
  - ❑ Act equitably (settlements, etc.)
  - ❑ Environmental stewardship
  - ❑ System as a whole is financially sustainable

## Private Sector

- **Increase company profitability**
  - ❑ Product/service line must be self-sustaining, contribute to fiscal health and a good return on investment
  - ❑ Control costs
  - ❑ Customer satisfaction
- **Maintain competitive advantage**
  - ❑ Invest in R&D
  - ❑ Provide national leadership
- **Responsibility to stakeholders/bondholders**



# Pertinent Practices

## 1. Find. Frame. Focus.

- Decide what to decide
- Develop annual decision agenda and work plan
- Ponder what CEO suggests and suggest what CEO should ponder

## 2. Board's principal role/responsibility

- Ensure Board directs committees' work
- Synchronize Board's work and Tollway's priorities
- Streamline committees and utilize task forces

## 3. Make meetings meaningful

- State objectives and opportunities to add value
- Emphasize strategic themes
- Create efficiencies: consent agendas, dashboards and flash reports



# Pertinent Practices

## 4. Promote robust discourse

- Provide discussion questions in advance
- Minimize presentations and maximize discourse
- Broaden participation
- Encourage collegiality and elicit dissent
- Entertain catalytic questions

## 5. Engender accountability

- Establish group norms and social compact
- Set goals for board and acknowledge successes
- Evaluate meetings, committees and collective performance
- Epitomize performance accountability

# Proposed Committee Structure

## Executive Committee

- Recommend Board priorities (I)
- Recommend decisions in crises (S)
- Develop and oversee ED evaluation and selection process (F)
- Review/approve Executive Session minutes prior to release (F)
- Review/approve contracts referred by other committees (F)
- Ensure ethics training, e.g. procurement communications (F)

## Finance/Administration/Operation

- Provide input on bonding and other financing/debt strategies (S)
- Evaluate policies and implementation related to personnel, benefits and hiring (S)
- Review procurement and contractor selection process (S)
- Review budget in detail (F)
- Aid ED in ensuring appropriate financial controls are in place (F)
- Review ALL contracts, legal settlements and M/W/DBE performance (F)

**Modes of Operation F= Fiduciary, S= Strategic, I= Innovative**



# Proposed Committee Structure

## Customer Service

- Find and frame problems/opportunities (I)
- Review strategies on technology and business process for collecting tolls (S)
- Review strategies on technology and business process for Violation Enforcement System (S)
- Design and review periodic customer satisfaction data gathering (focus groups, etc.) (S)

## Strategic Planning & Project Assessment

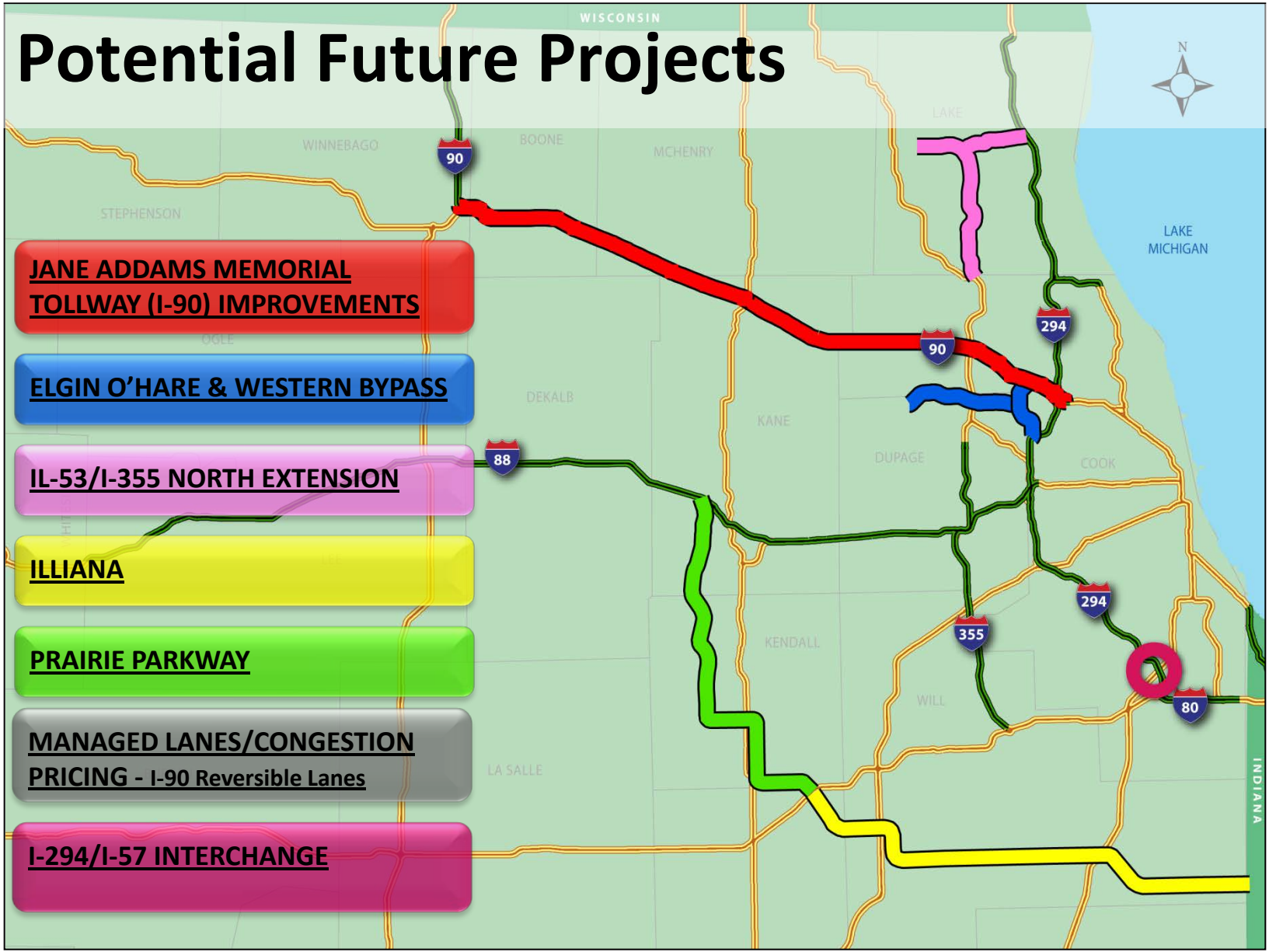
- Work with ED to design a system to assess project priorities (S)
- Review proposed Engineering, IT, Administration and Operations projects at initial stages (S)
- Test consistency of project plan, mission, priorities and resources (I)

## Audit Committee

- Oversee and review internal and external audit plans and findings (F)



# Potential Future Projects





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# Spring 2011: Outreach to Stakeholders

- Councils of government (COG's) - Mayors and Managers
- Regional Chambers of Commerce
- Planning organizations
- Environmental groups
- Economic development groups
- Transportation organizations
- Other?



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# Next Steps

## ■ Board Organization

- Write charge for each committee
  - Select committee chairs and members
- Determine logistics for committee and Board meetings
  - Meeting dates and locations

## ■ Regional Projects

- Gather more input from stakeholders
  - Conduct outreach with opinion leaders
  - Conduct outreach with public