



**LANE TRANSIT DISTRICT
BOARD OF DIRECTORS
WORK SESSION**

Wednesday, February 19, 2020
4:00 – 5:00 p.m.

LTD Board Room
3500 E. 17th Avenue, Eugene
(Off Glenwood Blvd. in Glenwood)

No public testimony will be heard at this meeting.

AGENDA

<u>Time</u>	<u>ITEM</u>	<u>Page</u>
4:00 p.m.	I. CALL TO ORDER	
4:01 p.m.	II. ROLL CALL <input type="checkbox"/> Carl Yeh (President) <input type="checkbox"/> Kate Reid (Vice President) <input type="checkbox"/> Joshua Skov (Secretary) <input type="checkbox"/> Don Nordin (Treasurer) <input type="checkbox"/> Caitlin Vargas <input type="checkbox"/> Steven Yett <input type="checkbox"/> Emily Secord	
4:02 p.m.	III. COMMENTS FROM BOARD PRESIDENT <i>This agenda item provides an opportunity for the Board president to formally communicate with the Board on any current topics or items that may need consideration.</i>	
4:03 p.m.	IV. COMMENTS FROM THE GENERAL MANAGER <i>This agenda item provides an opportunity for the general manager to formally communicate with the Board on any current topics or items that may need consideration.</i>	
4:04 p.m.	V. ANNOUNCEMENTS AND ADDITIONS TO AGENDA <i>This agenda item provides a formal opportunity for the Board president to announce additions to the agenda, and also for Board members to make announcements.</i>	
	VI. ITEMS FOR INFORMATION	
4:05 p.m.	A. REFRESHING LTD'S WHY STATEMENT : <i>Materials Included</i> [Tom Schwetz] Action Needed: Discussion <i>Staff will provide updated information regarding the development of the District's Why Statement.</i>	66
5:00 p.m.	VII. ADJOURNMENT	

The facility used for this meeting is wheelchair accessible. To request a reasonable accommodation or interpreter, including alternative formats of printed materials, please contact LTD's Administration office no later than 48 hours prior to the meeting at 541-682-5555 (voice) or 7-1-1 (TTY through Oregon Relay).

LTD Administrative Office: The office is located at 3500 East 17th Avenue (off Glenwood Blvd. in Glenwood). Click [here](#) for a map.

Bus:

From Eugene Station: Take the EmX bus from the LTD Downtown Station and get off at the outbound Glenwood EmX stop (in front of Planned Parenthood). From there walk west to the corner of Franklin Blvd. and Glenwood Blvd. and turn left. Continue walking south on Glenwood Blvd to 17th Avenue and turn left. The building entrance faces 17th Avenue.

From Springfield Station: Take the EmX bus from the Springfield Station and get off at the outbound Glenwood EmX stop (across Franklin Blvd. from Lane Forest Products). From there walk east to the crosswalk to cross Franklin Blvd., proceed south on Glenwood Blvd. Continue walking south on Glenwood Blvd to 17th Avenue and turn left. The building entrance faces 17th Avenue.

Bicycles: There are covered bicycle racks located by the front entrance.

Parking: Parking is available for free in the parking lot at the front of the building on 17th Avenue.



AGENDA ITEM SUMMARY

DATE OF MEETING: February 19, 2020

ITEM TITLE: REFRESHING LTD'S WHY STATEMENT

PREPARED BY: Tom Schwetz, Director of Planning and Development

DIRECTOR: Aurora Jackson, General Manager

ACTION REQUESTED: Information and Discussion

PURPOSE: The purpose of this item is to facilitate the board's development of an updated Why statement. Staff will review the board's comments on LTD's existing Why statement (Attachment 1), present a working draft of a new Why statement (see below), and ask the board to provide feedback.

ROLE OF THE BOARD: The Board's role in this instance is to provide staff with direction.

HISTORY: At a Board retreat in March, 2014, the Board was presented with material that staff, working with Bell & Funk, had prepared regarding an update to LTD's foundational mission, vision, and values statements. This material was developed using a structure developed by Simon Sinek, which recasts foundational mission, vision, and values statements in terms of articulating a hierarchy of Why we do what we do, How we do what we do, and What we do. Attachment 2 provides excerpts from Sinek's book that provide context and definition of his concept. Attachment 3 provides the foundational statements from COTA, Tri-Met, and LA Metro.

At its December 18, 2019 retreat, the board reviewed LTD's existing Why, How, and What statements and provided comments to staff with the intent of refreshing those statements to reflect current strategic considerations. Following up on this discussion, staff met to review the board's comments on the Why statement. Using the "To ____, So That ____" format outlined in the article, "How to Find Your Why and Communicate Your Purpose" (Attachment 4), staff developed a working draft to serve as a starting point for board discussion:

To provide reliable transportation services so that the community has convenient access to jobs, school, and services resulting in a cleaner environment, safer transportation system, and economic prosperity while keeping the needs of people at the forefront of our decisions.

A presentation will be provided to explain this topic in further detail.

ALTERNATIVES: Based on the materials and the board's review comments from the December retreat, the board has the options to develop its own statement, approve or modify the statement developed by staff, or direct staff to use another process to update the agency's Why.

NEXT STEPS: Based on board discussion and direction, staff will continue to facilitate the board's update to the agency's Why statement to the point where the board can adopt an updated statement. Based on the updated Why statement, staff will develop updates to both the How and What statements for review by the board. These updated statements would be incorporated into the Strategic Business Plan currently beginning development.

SUPPORTING DOCUMENTATION:

- 1) Attachment 1 - Notes on Why How What Discussion 12182019 Board Retreat
- 2) Attachment 2 - Excerpts from Simon Sinek - Start with Why
- 3) Attachment 3 - Foundational Statements from example Strategic Business Plans
- 4) Attachment 4 - Bokhari Find Your Why Article

Why Statement: We believe in providing people with the independence to achieve their goals, creating a more vibrant, sustainable, and equitable community.

- “Transportation” missing
- “sustainable” overused and needs to be better defined
- sustainable should be defined as “future generations will have the same resources as today” (from Don)
- “reliable” should be used more - conveys that we are “always there”
- why statement is generic and unmemorable - needs more plain language
- reconsider “we believe”
- we move people - “independence” not obvious that it means mobility - consider “to move people so that...”
- statement is “coded” - we need to break the code - needs to be more accessible to the community
- “Achieve” goals are very lofty - I just want to get to work
- “vibrant” is too generic - what does it mean?
- more individualized - how are we impacting lives?
- Statement should reference “safety” and “comfort”
- same with access or mobility
- articulate “collective goals” they should reference “big challenges” of our time
- make more simple - the “To ... So That...” Format
- why and vision should be different
- what are goals/outcomes? - “TBL”?

How Statement: “we serve the community with respect”

- What does community mean? Who is the community?
 - How you define community could cause controversy - does this divide the community?
 - Does “community” Mean Lane County, LTD district, taxpayers, riders, something else???
 - No mention of transportation
 - vague - doesn’t connect to why statement
 - this statement seems to be about how we conduct ourselves
 - “respect” and “inclusion” are both internal and external
 - More context needed
-

How Statement: “we continuously question if there’s a better way”

- Thinking innovatively, curious
 - Are we over questioning ourselves?
 - Are we not confident?
 - Are we leaders or do we serve?
 - We are looking for innovative solutions
 - this statement could include something related to innovating in an incremental way - pilots, learning, exploring
 - Different doesn’t equal better
 - Pilot, learn
-

How Statement: “we collaborate internally and externally”

- we collaborate “to meet community goals”
 - this statement belongs – All levels collaborate
 - should we break apart “internal” and “external” collaboration?
 - Combined with “we care” statement - we care and collaborate?
 - “We care” is paternalistic – “listen to” is better
 - We listen to/engage with...
 - need something on how we operate internally - LTD’s work culture
 - “externally” – Sustainability, other community goals, TBL approach
 - “collaborate” not well defined - can mean different things to different people - Internal/external
 - “engage” and “listen to” are good words
 - we strive for empowerment - we keep an open mind
-

How Statement: “we plan for a sustainable future”

- board is comfortable with TBL framing of sustainability
- Balance 3 P’s (People, Profit, Place TBL)
- “we are attentive and agile to a TBL approach in everything we do”
- interdependence
- connectedness
- trade-offs

- use “transportation” more
 - “we are part of a sustainable future”
 - Wording doesn’t match goal
 - Constantly assessing, agile
 - Interdependence – not just environment
-

Notes on **What** Discussion 12/18/2019 Board Retreat – **Tom**

What Statement: “we practice sound fiscal and sustainability management”

- “fiscal” is good
 - but this statement doesn’t mean anything - needs more description on our values around reserves
 - “grand plans without financial plans mean nothing”
 - finance is a regional issue - LTD is a small part of the regional transportation funding picture
 - “we practice prudent fiscal stewardship with a view toward trade-offs....More?”
-

What Statement: “we provide leadership in the development of the region’s transportation system”

- is this appropriate? Does it have meaning?
 - We have a seat at the table - MPO, ACT, LCOG
 - We respond to the community
 - don’t lead as often ⇒ Transit Tomorrow
 - Should we lead more than we are
 - should we be leading more?
 - What’s our role?
 - Visible leadership
 - We respond to the community
 -
-

What Statement: “we provide a viable alternative to the automobile through high-quality transportation options, programs, and services”

- leadership in offering alternatives to the auto/single occupancy vehicle
 - we respond to community needs - Envision Eugene, GHG goals - transit as a solution to community needs
 - should be visible as alternative - we are invisible in bike share
 - we provide solutions to transform the system
 - “Viable”? Use “integral solution” instead
 - high quality?
 - Offering alternatives to SOV’s
 - The word “alternative” should be plural “alternatives”
-

What Statement: “we provide reliable transit services that address the needs of the community”

- “reliable transit” – good, means we are always there - consistency
- reliability is more than on time
- change “transit” to transportation... Or maybe “mobility”?
- “Address needs of community” is a good statement
- proactively addressing reliable, prioritize common needs

- “we are unique” - “genuine”
 - add the word “proactively” - ... That “proactively” meets the needs of the community
 - “needs” are very diverse how do we integrate “diversity” into why... How... What?
 - needs are very diverse – tension in meeting needs
-

What Statement: “we practice safety and maintain safe and accessible vehicles, services, and facilities”

- use the word “prioritize” instead of “practice”
 - change the word “vehicles” to “transportation options”
 - a multimodal transportation system is inherently more, this should be connected to/integrated with how we talk about safety
 - Communicate our safety more
 -
 - need to be “education based”
 - LTD is part of a bigger system - the entire transportation system “both operations and infrastructure” needs to be referenced here
-

Notes on **What** Discussion 12/18/2019 Board Retreat – **Andrew**

- Offering alternatives to SOV’s
 - We respond to the community
 - don’t lead as often ⇒ Transit Tomorrow
 - Should we lead more than we are
 - Visible leadership
 - Highlight our role in community
 - Solutions in transformation of region’s transit system
 - not just viable – integral solution
 - High quality? – reliable
 - Foreshadow the menu of options in future
 - Viable alternatives
 - Active language – not just planning
-
- Fiscal management
 - Sounds good – needs more meaning
 - Needs to be reinforced by other values
 - Collective good – we are small part but affect whole community
 - Prudent, trade off our budget/community good

Issue: Community perception of LTD as a social service versus a transportation system.

Disposition: Discuss at SPC and include on board's SBP communications work session

Issue: Technology and Data (including policymaking regarding access to our data and data security)

Disposition: Discussion as part of board's SBP work session

Issue: Public-Private Partnerships

Disposition: Consider as part of the MAAS strategy development - discuss as part of board's SBP work session

Issue: Financial training on LTD budget

Disposition: Discuss at future board work session or special session

Issue: SPC feedback on LTD's communications

Disposition: Discuss at future SPC meeting

Issue: Resilience and emergency preparedness

Disposition: discuss at future board work session

Issue: Hear from staff on Why

Disposition: Now

Issue: Get from staff how board can empower staff to try new things

Disposition: Now

Issue: More on "How" statements

Disposition: future board work session

Issue: How to foreshadow menu of mobility options - as a system (include Arcimoto)?

Disposition: Part of MAAS discussion at SBP work session

Issue: How to "telegraph" that a multimodal system equals a safer system?

Disposition: Part of SBP work session

Issue: How to communicate everything we are doing?

Disposition: Part of SBP work session

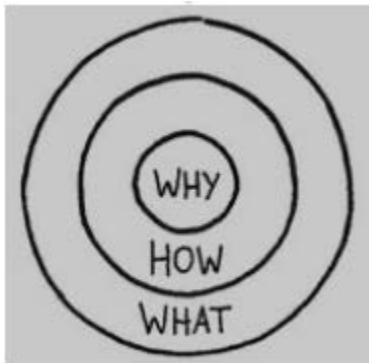
- 1) No
- 2) Now
 - Hear from Staff items
- 3) SPC
 - LTD as social service
 - Perception of LTD Communications
- 4) Board Work Session
 - More on how statements
 - New menu of options – scoping/multimodal future/MAAS/Pub., Priv., Part.
 - How we communicate multimodal system
 - LTD as social service agency
 - Financial Training
 - Resiliency/Disaster Preparedness
- 5) Strategic Business Plan
 - New menu of mobile options
 - LTD Data/Technology aspirations, policy

Attachment 2

Excerpts from Sinek, Simon. *Start with Why: How Great Leaders Inspire Everyone to Take Action*. Penguin Publishing Group. Kindle Edition.

Chapter 3

THE GOLDEN CIRCLE.



There are a few leaders who choose to inspire rather than manipulate in order to motivate people. Whether individuals or organizations, every single one of these inspiring leaders thinks, acts and communicates exactly the same way. And it's the complete opposite of the rest of us. Consciously or not, how they do it is by following a naturally occurring pattern that I call The Golden Circle.

The concept of The Golden Circle was inspired by the golden ratio—a simple mathematical relationship that has fascinated mathematicians, biologists, architects, artists, musicians and naturists since the beginning of history. From the Egyptians to Pythagoras to Leonardo da Vinci, many have looked to the golden ratio to provide a mathematical formula for proportion and even beauty. It also supports the notion that there is more order in nature than we think, as in the symmetry of leaves and the geometric perfection of snowflakes.

What I found so attractive about the golden ratio, however, was that it had so many applications in so many fields. And even more significantly, it offered a formula that could produce repeatable and predictable results in places where such results might have been assumed to be a random occurrence or luck. Even Mother Nature—for most people a symbol of unpredictability—exhibited more order than we previously acknowledged. Like the golden ratio, which offers evidence of order in the seeming disorder of nature, The Golden Circle finds order and predictability in human behavior. Put simply, it helps us understand why we do what we do. The Golden Circle provides compelling evidence of how much more we can achieve if we remind ourselves to start everything we do by first asking why.

The Golden Circle is an alternative perspective to existing assumptions about why some leaders and organizations have achieved such a disproportionate degree of influence. It offers clear insight as to how Apple is able to innovate in so many diverse industries and never lose its ability to do so. It explains why people tattoo Harley-Davidson logos on their bodies. It provides a clearer understanding not just of how

Southwest Airlines created the most profitable airline in history, but why the things it did worked. It even gives some clarity as to why people followed Dr. Martin Luther King Jr. in a movement that changed a nation and why we took up John F. Kennedy's challenge to put a man on the moon even after he died. The Golden Circle shows how these leaders were able to inspire action instead of manipulating people to act.

This alternative perspective is not just useful for changing the world; there are practical applications for the ability to inspire, too. It can be used as a guide to vastly improving leadership, corporate culture, hiring, product development, sales, and marketing. It even explains loyalty and how to create enough momentum to turn an idea into a social movement. And it all starts from the inside out. It all starts with Why. Before we can explore its applications, let me first define the terms, starting from the outside of the circle and moving inward.

WHAT: Every single company and organization on the planet knows WHAT they do. This is true no matter how big or small, no matter what industry. Everyone is easily able to describe the products or services a company sells or the job function they have within that system. WHATs are easy to identify.

HOW: Some companies and people know HOW they do WHAT they do. Whether you call them a "differentiating value proposition," "proprietary process" or "unique selling proposition," HOWs are often given to explain how something is different or better. Not as obvious as WHATs, many think these are the differentiating or motivating factors in a decision. It would be false to assume that's all that is required. There is one missing detail:

WHY: Very few people or companies can clearly articulate WHY they do WHAT they do. When I say WHY, I don't mean to make money—that's a result. By WHY I mean what is your purpose, cause or belief? WHY does your company exist? WHY do you get out of bed every morning? And WHY should anyone care?

When most organizations or people think, act or communicate they do so from the outside in, from WHAT to WHY. And for good reason—they go from clearest thing to the fuzziest thing. We say WHAT we do, we sometimes say HOW we do it, but we rarely say WHY we do WHAT we do.

But not the inspired companies. Not the inspired leaders. Every single one of them, regardless of their size or their industry, thinks, acts and communicates from the inside out.

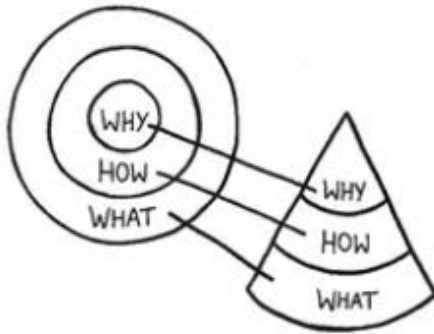
Sinek, Simon. Start with Why: How Great Leaders Inspire Everyone to Take Action (pp. 37-40). Penguin Publishing Group. Kindle Edition.

From Chapter 8

START WITH WHY, BUT KNOW HOW Energy Excites. Charisma Inspires.

The Golden Circle is not just a communication tool; it also provides some insight into how great organizations are organized. As we start to add dimension to the concept of The Golden Circle, it is no

longer helpful to look at it as a purely two-dimensional model. If it is to provide any real value in how to build a great organization in our very three-dimensional world, The Golden Circle needs to be three-dimensional. The good news is, it is. It is, in fact, a top-down view of a cone. Turn it on its side and you can see its full value.



The cone represents a company or an organization—an inherently hierarchical and organized system. Sitting at the top of the system, representing the WHY, is a leader; in the case of a company, that’s usually the CEO (or at least we hope it is). The next level down, the HOW level, typically includes the senior executives who are inspired by the leader’s vision and know HOW to bring it to life. Don’t forget that a WHY is just a belief, HOWs are the actions we take to realize that belief and WHATs are the results of those actions. No matter how charismatic or inspiring the leader is, if there are not people in the organization inspired to bring that vision to reality, to build an infrastructure with systems and processes, then at best, inefficiency reigns, and at worst, failure results. In this rendering the HOW level represents a person or a small group responsible for building the infrastructure that can make a WHY tangible. That may happen in marketing, operations, finance, human resources and all the other C-suite departments. Beneath that, at the WHAT level, is where the rubber meets the road. It is at this level that the majority of the employees sit and where all the tangible stuff actually happens.

Sinek, Simon. Start with Why: How Great Leaders Inspire Everyone to Take Action (pp. 137-138). Penguin Publishing Group. Kindle Edition.

Introduction

Current State of COTA

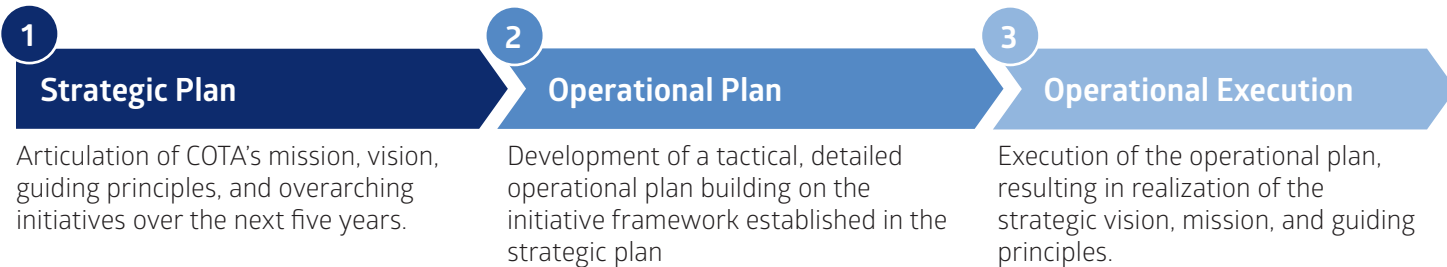
COTA's vision is **"To move every life forward"** and COTA's mission is **"We provide solutions that connect people to prosperity through innovation, dedication and teamwork."** As the regional public transit provider for greater Columbus and Central Ohio, COTA serves over 1.2 million residents with nearly 19 million passenger trips annually. Operationally, COTA has over 1,100 employees, 40+ bus routes, more than 300 buses, and operates out of four facilities in the Columbus area. COTA received the Outstanding Public Transportation System Achievement Award from the American Public Transportation Association (APTA) in 2018. COTA acknowledges and understands advancements in mobility are disrupting the transportation sector and fundamentally changing the way people move.

Technological disruptions such as automated, connected, electric, and shared vehicles (ACES) will have a major influence on transportation services in the form of mobility, accessibility, safety, congestion, and planning. More important however, customer expectations of service are changing in our connected world. What holds true is an efficient, safe, and well-maintained transportation network is vital to the region's success. Success for COTA is defined as moving people where they want to go, enhancing the economic vitality and growth of the region, and closing social barriers for all communities. The combination of the external forces and the importance of COTA's role in the Columbus region is the backdrop for undertaking a strategic planning process.

Purpose of the Strategic Plan

COTA's strategic plan defines and articulates the strategic direction for COTA for the next five (5) years. Through a collaborative strategic planning process, guiding principles were developed to focus the organization on those strategic areas that will enable COTA to achieve its mission and vision. The guiding principles are then underpinned with initiatives that are responsive to the changing expectations of customers and emerging technologies.

These initiatives have an eye on enhancing COTA's services for the citizens of Central Ohio. Nesting the initiatives under the guiding principles will align efforts and keep COTA moving towards its mission and vision. From this strategic plan a more detailed operational plan will be developed which establishes the details of each initiative for operational execution. The following diagram outlines the importance of each step:



To Move Every Life Forward

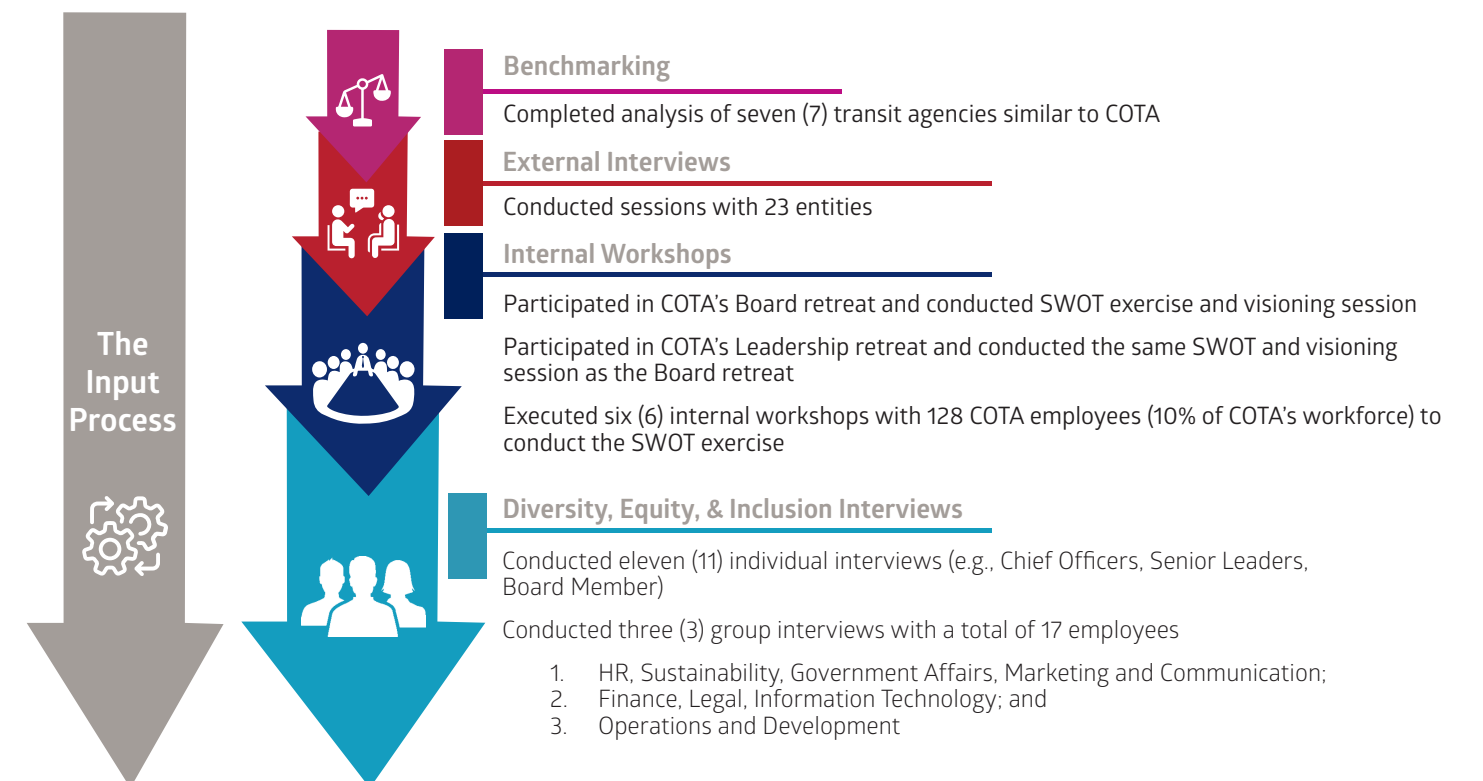
We Provide Solutions That Connect People To Prosperity Through Innovation, Dedication and Teamwork

Approach for Building COTA's Strategic Plan



COTA is integral to the social and economic well-being of Central Ohio. A collaborative approach to building the strategic plan emphasized the importance of including a diverse set of opinions, both inside and outside the organization. The process incorporated a number of inputs from internal and external sources.

This approach ensured a comprehensive awareness of the dynamics surrounding COTA, including the changing mobility sector and community specific considerations, as well as incorporating internal viewpoints, capabilities, and underlying culture of the organization. The insights gained from this thought process were used to establish the building blocks of the strategic plan.



Through the collaborative strategic planning process, it was clear that equity, diversity, and inclusion (EDI) are of core importance to COTA. To ensure EDI is infused through the strategic plan and incorporated as a part of COTA's cultural fabric, nearly 30 interviews were conducted. These interviews spanned the full spectrum of employees. COTA's employees and the community COTA serves are diverse and the organization must be intentional in serving both. COTA understands that a commitment to EDI is essential to the success of the organization.

In addition to driving creativity, innovation, and engagement, diverse and inclusive organizations reap the benefits of being more sustainable and agile. In pursuit of EDI excellence, COTA will develop a stronger and more effective workforce, resulting in increased comprehensive services that better meet the needs of COTA's consumers. COTA will be able to leverage the effects of EDI to support and maintain its recognition as being a leader in mobility for all.



Equity

Providing fair access, opportunity, and advancement for all people is achieved by understanding and eliminating barriers that prevent full participation for disadvantaged groups. Employee motivation is critically contingent on the incorporation of equity.



Diversity

By seeking to attract and retain individuals of demographic diversity, such as, but not limited to race, ethnicity, gender, age, orientation, socio-economic background, physical ability, and religion, COTA will derive value from individuals' differences of experiences, perspectives, and thought processes. Diverse organizations are also more successful at attracting and retaining talent.



Inclusion

Organizations succeed at maintaining diversity when they focus on inclusion. Employees feel valued, respected, and supported when inclusion is part of the organizational culture. In establishing a strong inclusive culture, COTA can expect job satisfaction to increase among employees, resulting in maximum productivity.

Overview of COTA's Guiding Principles

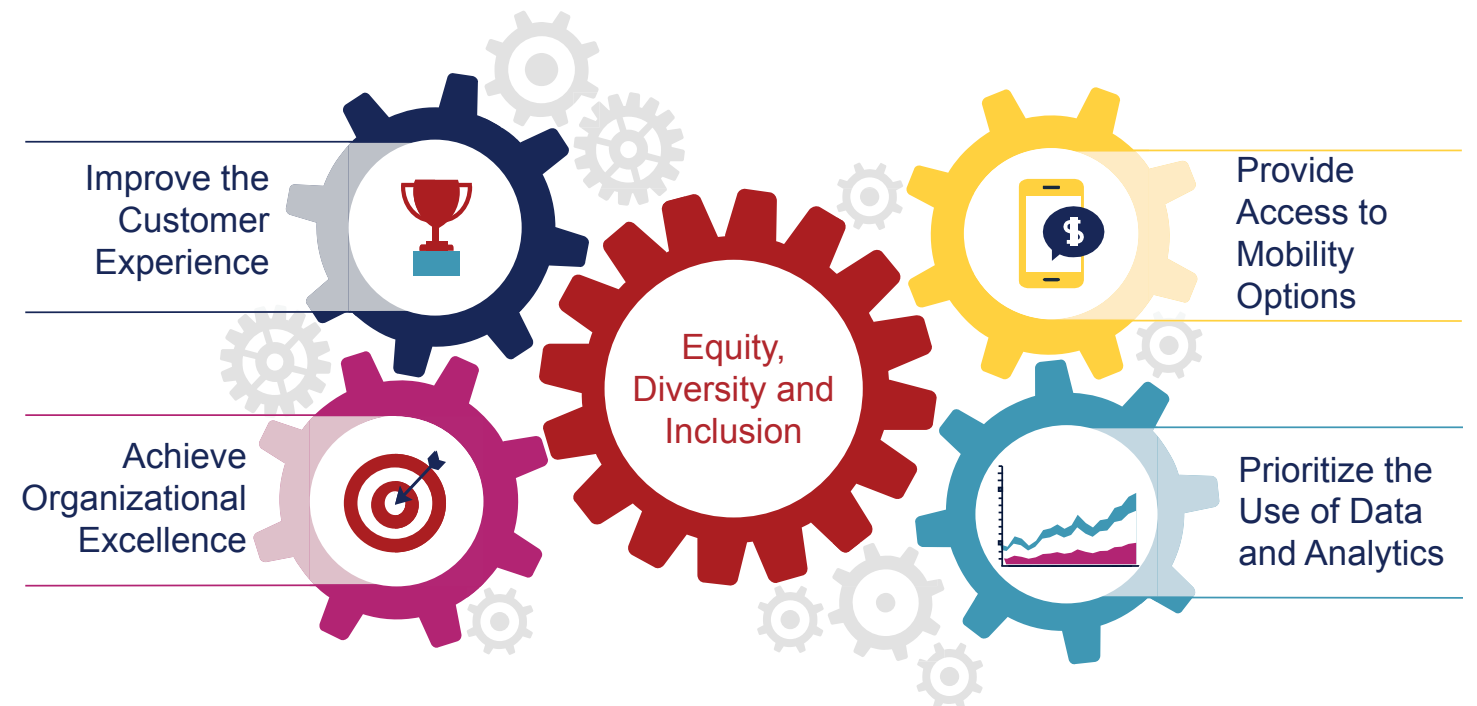
The collaborative approach employed to develop the strategic plan collected thousands of data points and input from internal and external stakeholders. Within the data, a number of strategic themes emerged. The strategic themes are an articulation of the expectations of COTA from the stakeholder's perspective. These strategic themes were then used as the basis to create COTA's guiding principles for its five-year strategic plan.

Strategic Themes from Stakeholder Engagement

- Make COTA the easy mobility option
- Intentionally commit COTA to an equitable, diverse, and inclusive culture
- Leverage partners to enhance service delivery
- Achieve organizational excellence
- Use data to make better decisions
- Drive enhanced mobility services to meet customer demands
- Actively engage in Central Ohio economic development
- Market COTA's services to educate and inform customers

Guiding Principles


Based on an evaluation of these themes, four guiding principles were established for COTA's strategic plan with equity, diversity, and inclusion residing at the core. The guiding principles' primary goal is serving the Central Ohio region. The graphic below represents COTA's guiding principles:




Introduction to Four Guiding Principles

These guiding principles provide the foundation for the strategic plan, set the direction for the organization, and represent where COTA will focus during the coming years.

Overview of Each Principle

 **Improve the Customer Experience: to serve current and future customers and deliver a customer experience that is easy to use, reliable, and convenient.**

We now live in a world where customers expect a highly-personalized, differentiated, and meaningful experience from businesses and organizations. This is particularly important to COTA because of its highly-diverse customer base. Affordability, ease, availability, and safety are critical factors in enhancing the customer experience and achieving dignity for disadvantaged individuals and communities.

 **Achieve Organizational Excellence: to make COTA employees focused, collaborative, and innovative.**

In order to execute against COTA's five-year strategic plan, COTA will need to align its operating model and performance metrics with the services it offers. COTA will also need to ensure it is focused on developing and embracing its diverse workforce. A workforce encompassing diversity of demographics leads to diversity of thought, experiences, and perspectives, resulting in better decision-making and outcomes.

 **Provide Mobility Options: to enhance service delivery to customers through partnerships with innovative organizations.**

It is imperative to consider additions and enhancements to COTA's traditional mass transit services including collaboration with the private sector to extend and implement services. Further community partnerships are vital to understanding and providing mobility options to all customers including individuals who are considered disadvantaged or low-income. COTA's collaboration with community leaders will provide unique insight towards understanding and prioritizing effective mobility options across its service population.

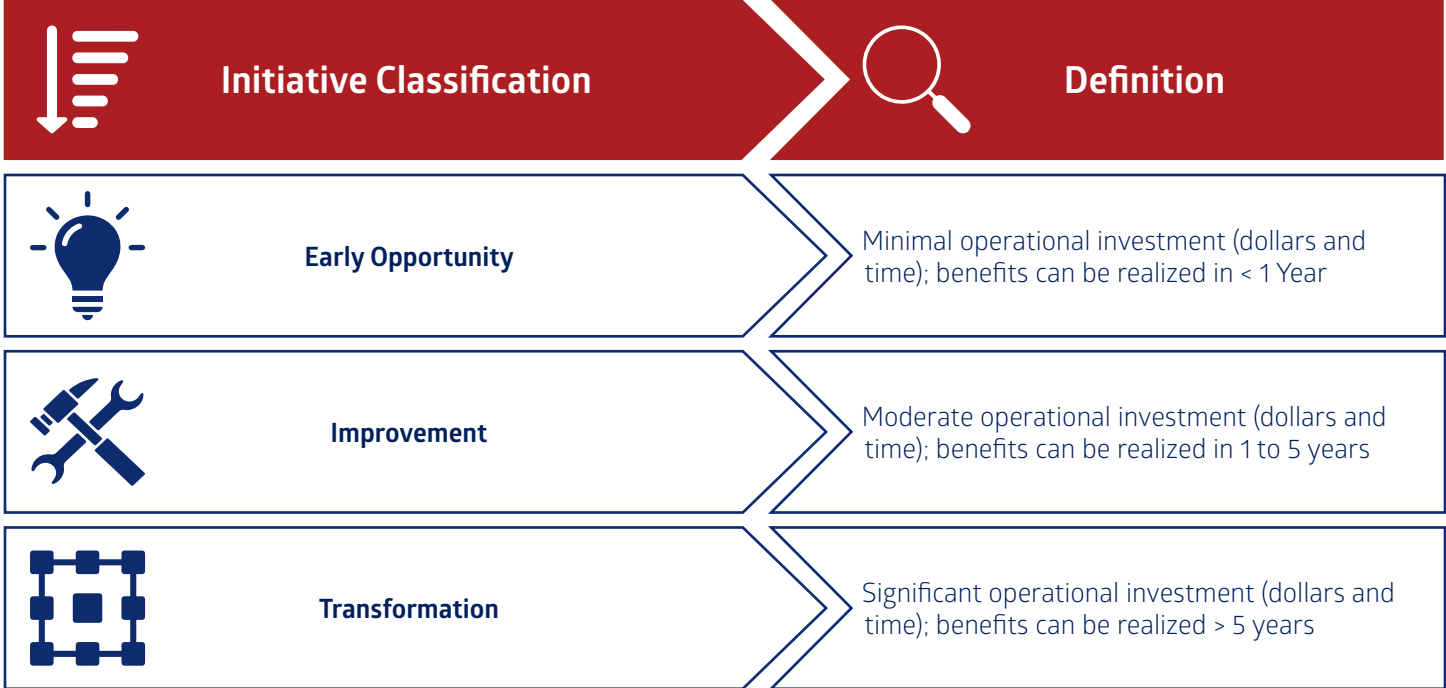
 **Prioritize the Use of Data and Analytics: to make better decisions, enhance services and enhance safety**

The combination of big data trends and the emphasis on smart technologies offers COTA a wealth of data and analytics capabilities if embraced. As the world of mobility evolves, it is becoming more critical to leverage data into insights for COTA to improve and optimize its services.

Initiatives

COTA will pursue specific initiatives aligned to the guiding principals over the next five years. These initiatives were a product of the input sessions with the various internal and external stakeholder groups in the strategic plan development process. The initiatives were balanced between "Early Opportunities", "Improvements", or "Transformations." These categories represent the importance of realizing the mission and vision of COTA by achieving momentum

quickly, improving key areas that need critical attention, and propelling the organization forward through transformations. Categorized this way, the initiatives align with COTA's journey of meeting the needs of the new mobility ecosystem. For each guiding principle, several initiatives have been identified and classified.



Vision, Mission, and Values

Everyday transportation options are changing, and the transit industry is developing better tools to integrate all those options. TriMet will always operate buses and MAX and provide transportation for seniors and persons with disabilities, but we also must offer our customers convenient connections to and from transit and help as many people in our region as possible to navigate to their best options. TriMet's Vision, Mission, and Values needed a refresh to better reflect the future challenges and opportunities.

How did TriMet develop these statements?

Sources of input for the updated Vision, Mission, and Values include the following:

- Board Guidance
- Internal – TriMet employees, including a survey with 190 responses
- External – Riders, Stakeholders, and Community, including the Committee on Accessible Transportation, the Transit Equity Advisory Committee, and community organizations.

What changed?

The new statements are as follows:



TriMet is our community's life connector. We span the growing region with bus, MAX light rail, WES commuter rail, and LIFT paratransit for persons with disabilities while connecting to other services including Portland Streetcar, other bus systems like C-TRAN, local shuttles, and newer mobility options such as Uber, Lyft, eScooters, bikeshare, etc.

The vision calls for TriMet to be the leader in providing transit and connecting people to their many mobility options. By doing so, we will play our part in helping make this region one of the world's most livable places for everyone in our region.

The updated mission recognizes the wider variety of options people now have available to travel. Our core services will continue to be bus, rail, and paratransit, but as explained on the next page and encapsulated in the graphic on the next page, there are many options that our customers can connect to now. Our mission is to provide great transit service, improve access to transit, and help connect people to mobility options that are safe, convenient, sustainable, integrated with each other, and welcoming to everyone who travels within our region.

Our values...

Safety: We must include our safety values in everything we do.

Inclusivity: Our service and our decision-making should include the needs and input of our customers, our stakeholders, and the public.

Equity: We're dedicated to making our transit system a place where all are welcome and are treated with dignity and respect. More than that, we proudly use equity as a lens to help guide our decisions in ways that benefit those who most need it.

Community: The boldness of our vision stems from our commitment to improving this region. We support communities throughout the region with service, amenities, projects, and engagement.

Teamwork: Working together as a team, TriMet employees are committed to improving our customers' experiences. We all strive for collegiality, collaboration, and to honor everyone's contributions.

What does this change mean?

Our Vision, Mission, and Values guide our future efforts to serve our customers better. We want to be the leader in delivering safe, convenient, sustainable, and integrated mobility options that help people get where they need to go. We'll keep working hard to make our services more convenient for our current and future customers, more sustainable, and to help people navigate all the mobility options out there to best fit their needs. This is not a big change from before; the updated Vision, Mission, and Values simply better reflect the direction that we were already starting to pursue. The transit industry is improving integration with mobility options and TriMet needs to do the same to serve our region and push toward our Vision.

The graphic below shows the modes we operate in the center blue oval, and the blue arrows show the modes our customers can connect to with our new multi-modal trip planner (now available to the public in a beta version at <http://betaplanner.trimet.org>). Over time, we expect to add more modes and make it easier for our customers to make all of the connections they need.



ABOUT METRO AND ITS MISSION

LA County's transportation system is a complex network, consisting of highways, local streets, sidewalks, bikeways, buses, and rail, and controlled by a patchwork of local, regional, state, and federal agencies. Metro is woven into this complex landscape as the regional transportation planner, coordinator, designer, builder, funder, and operator. Because it serves these multiple functions for one of the country's largest and most populous counties—more than 10 million people live within Metro's service area—Metro is unique among the nation's transportation agencies. Its core mission is to provide a world-class transportation system that enhances quality of life for those who live, work, and play within LA County.

“Metro’s mission is to provide a world-class transportation system that enhances quality of life for those who live, work, and play within LA County.”

This Plan reflects Metro's current understanding of the aspirations and mobility goals of the people we serve. Achieving these goals will require concerted coordination and active collaboration with local municipalities; municipal transit operators; Councils of Government; Metrolink; Access Services; political, business, and community leaders; other partners and stakeholders; and the public, all of whom have critical roles to play in realizing the vision described in this Plan.

METRO'S VISION FOR THE FUTURE OF TRANSPORTATION IN LOS ANGELES COUNTY

This Plan is designed to **deliver a mobility system that enables people to travel swiftly and easily throughout the LA County region, no matter where they want to go or when.** Metro recognizes that vast disparities exist between the ability of individuals and communities to identify and safely access even the most basic needs in life, such as jobs, housing, education, and health care. Despite substantial investment and progress toward addressing transportation inequities, current socio-economic disparities continue to be exacerbated by a lack of high-quality transportation options among the most disadvantaged populations of the County. Thus, a crucial part of Metro's vision is to bridge these gaps and help remove mobility barriers to increased prosperity for all the County's residents.

Metro also recognizes that, while an adequate, safe, and efficient network of roads and highways will always be an essential component of our transportation system, building new roadway capacity without managing the long-term demand for solo driving is not a plausible strategy for meeting the region's rapidly evolving mobility needs. An approach primarily geared to serving single-occupancy vehicles is neither economically nor environmentally sustainable, nor would it advance other widely shared goals for improving quality of life within the region. Instead, the focus of this Plan is to address increased mobility demands by improving the variety and quality of transportation options available to people. Specifically, the actions set forth in this Plan aim to double the total usage of transportation options other than driving alone, including taking transit, walking, biking, sharing rides, and carpooling.

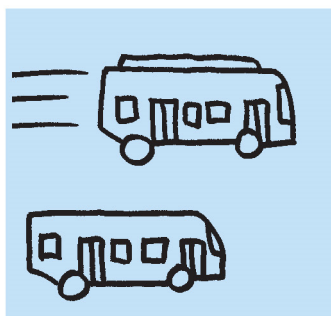
Achieving this vision by 2028 means that Metro will take steps to accomplish the following:



Ensuring that all County residents have access to high-quality mobility options within a 10-minute walk from home.



Reducing maximum wait times for any trip to 15 minutes during any time of day.



Improving average travel speeds on the County's bus network by 30 percent.



Providing convenient and dependable options for bypassing congestion on streets and highways.

Later sections describe Metro’s plan for achieving these outcomes in greater detail. There are many important current and short-term initiatives underway at Metro that can be completed within today’s resource, technical, political, and legislative environments. Those initiatives are not all necessarily referenced in this Plan because they are already on a path towards implementation. This Plan describes the initiatives that go beyond the status quo and the aggressive, strategic actions required to meet the region’s ambitious mobility goals. To provide context for these sections, we begin by discussing the process used to develop the Plan and by describing some of the key trends that we believe will shape the County’s transportation needs and challenges in the decades to come.

THE VISION 2028 PROCESS

To establish a baseline for understanding where LA County is now, Metro started the strategic planning process by opening an extensive dialogue with its many diverse stakeholders. The purpose of this information-gathering exercise was to begin identifying key trends, issues, opportunities, and challenges for the region and to learn from a range of perspectives about how Metro could help meet those challenges.

As a first step, Metro launched a comprehensive customer satisfaction survey of transit riders and non-riders in the County. We administered the survey online and received over 18,000 responses. In addition, Metro conducted focus group research to elicit input from groups that may have historically been less prone to engage in online surveys, such as those with limited English proficiency as well as low-income, elderly, and minority populations. The survey results are provided in Appendix A.

During a 17-month-long outreach process, Metro conducted more than 130 meetings and interviews with external and internal key stakeholders. We were interested in hearing not only about transportation needs and concerns, but also, critically, about how these concerns relate to social and economic priorities, such as affordable housing, equity, jobs, and education. The interviews were essential for painting a true picture of the County’s current transportation landscape, for articulating a compelling and comprehensive vision for the Plan, and for informing Metro’s understanding of the specific actions and investments that would be needed to realize this vision. A list of the stakeholders consulted during the planning process is provided in Appendix B.

Metro also administered an agency-wide survey of its 10,800 employees to assess staff’s readiness to implement planned initiatives and to learn how Metro leadership could better support and develop the agency’s workforce to meet future mobility needs. More than 4,700 Metro employees responded to the survey.

In sum, this extensive outreach process was enormously valuable in identifying key trends and developing specific elements of Metro’s Vision 2028 Plan for the next decade.

HOW TO FIND YOUR WHY AND COMMUNICATE YOUR PURPOSE

All businesses, organizations, and careers operate on three levels: (1) **WHAT** we do, (2) **HOW** we do it, and (3) **WHY** we do it. **We're all acquainted with WHAT we do**—the products we sell, the services we

offer, the jobs we do. **A few of us know HOW we do it**—the things we think differentiate us or make us unique compared to the rest of the crowd, or our competition. **But only a handful of us can clearly articulate WHY we do what we do...**

Our **WHY** is the purpose, the cause, or the belief that drives every organization and every person's individual career.

WHY does your company exist?

WHY did you get out of bed this morning?

And WHY should anyone care?

Your **WHY** is what sets you apart from everyone else. It's your purpose. It's what inspires you to take action. Your **WHY** is also what inspires *others* to take action, spread your ideas, or buy your products.

I first learned about this concept of **WHY** when I read *Start With Why* by Simon Sinek. In that book, Simon explains how some of the world's greatest leaders inspire themselves as well as other people to take action, buy their products, or champion their cause...

They do it by clarifying, understanding, and communicating their purpose—their **WHY**—before communicating anything else. They start with, sell with, and lead with WHY.

In this article/podcast, I'll share one of my favorite ideas from *Find Your Why* – how to construct a **WHY Statement**.

Learning how to construct a **WHY Statement** is a crucial part of discovering your **WHY**, and communicating your purpose to the world. And today you'll find out exactly how to do it

FIND YOUR WHY AND COMMUNICATE YOUR PURPOSE

Your WHY Statement is the most effective possible way in which you can articulate your WHY—your purpose... Not just to other people, but to yourself as well.

Your WHY Statement should be:

- simple and clear
- actionable
- focused on how you'll contribute to others, and
- expressed in affirmative language that resonates with you

Your WHY statement should be able to encapsulate all of the qualities we just mentioned—and it should be able to do so in a single sentence.

It should also be “evergreen,” meaning that it should be applicable to everything you do, both personally and professionally—without separation.

In *Find Your Why*, Simon Sinek a Statement is “a statement of your value at work as much as it is the reason your friends love you. We don't have a professional WHY and personal WHY. We are who we are wherever we are. Your contribution is not a product or a service. It's the thing around which everything you do—the decisions you make, the tasks you perform, the products you sell—aligns to bring about the impact you envision.”

THE WHY STATEMENT FORMAT

Simon and his team provide us with a simple format to use as we draft our WHY Statement:

TO ____ SO THAT ____.

The first blank represents your *contribution* — the contribution you make to the lives others through your WHY. And the second blank represents the *impact* of your contribution.

Your job is to plug-in the blanks to create your own unique WHY Statement.

But before you start creating one, it might be helpful to have some examples to reference...

EXAMPLES OF WHY STATEMENTS

Example #1. Simon Sinek's WHY Statement

Here's how Simon Sinek, one of the co-authors of this book, expresses his WHY:

The impact Simon wants is for each of us to change the world, in however way we can, for the better. But this alone is too broad. It's incomplete until his intended impact is combined with his contribution—the work he actually does on Monday morning to make change happen.

The contribution portion—to inspire people—is what ties it all together, bringing focus and direction to the impact he wants to make on the world. Simon's contribution is essentially WHAT he does (to make his WHY a reality). The books he writes, the workshops he conducts, and the speeches he gives are all part of WHAT he does to move his cause forward—to inspire people to do what inspires them.

And the more he inspires people to do what inspires them, the more of an impact he has towards making the world a better place.

Example #2. Dean Bokhari's WHY Statement

Here's how I express my WHY:

"To empower and educate people everywhere so that they can improve their lives and achieve their goals."

The *impact* I want is for everyone, everywhere, to improve their lives and achieve their goals. And my *contribution* — WHAT I do to make the impact I desire — writing books and articles, delivering speeches, and publishing new episodes of my personal development podcast. The book summaries we publish at FlashBooks are also an expression of my WHY.

If you look at anything I do, you'll notice that all roads lead back to WHY—to empower and educate people everywhere so that they can improve their lives and achieve their goals.

Now it's your turn...

DRAFT YOUR WHY STATEMENT

The "TO ____ SO THAT ____" format was designed to be simple and straight-forward enough such that anyone can draft a meaningful WHY by using it. You can use it to create an individual WHY, or you can use it to create an organizational WHY. It's a powerful tool that can pull your thoughts and actions towards doing what matters most to you.

- Grab a pen and pad and use the "TO ____ SO THAT ____" template to start drafting your own WHY Statement.
- Take as long as you need to do this, and keep in mind that you can modify your WHY as you evolve as an individual—none of this is set in stone unless you want it to be.

Draft as many WHY Statements as you need to until you find the one that resonates with you on an emotional level.

- Once you've chosen a meaningful WHY Statement, take a second to congratulate yourself — you now have your very own WHY!
- PS: Want the full book summary for Find Your Why? <https://www.deanbokhari.com/find-simon-sinek-book-summary/>
- *Find Your Why: A Practical Guide for Discovering Purpose for You and Your Team* by Simon Sinek, David Mead, Peter Ducker

BUILDING A STRATEGIC BUSINESS PLAN STARTING WITH WHY

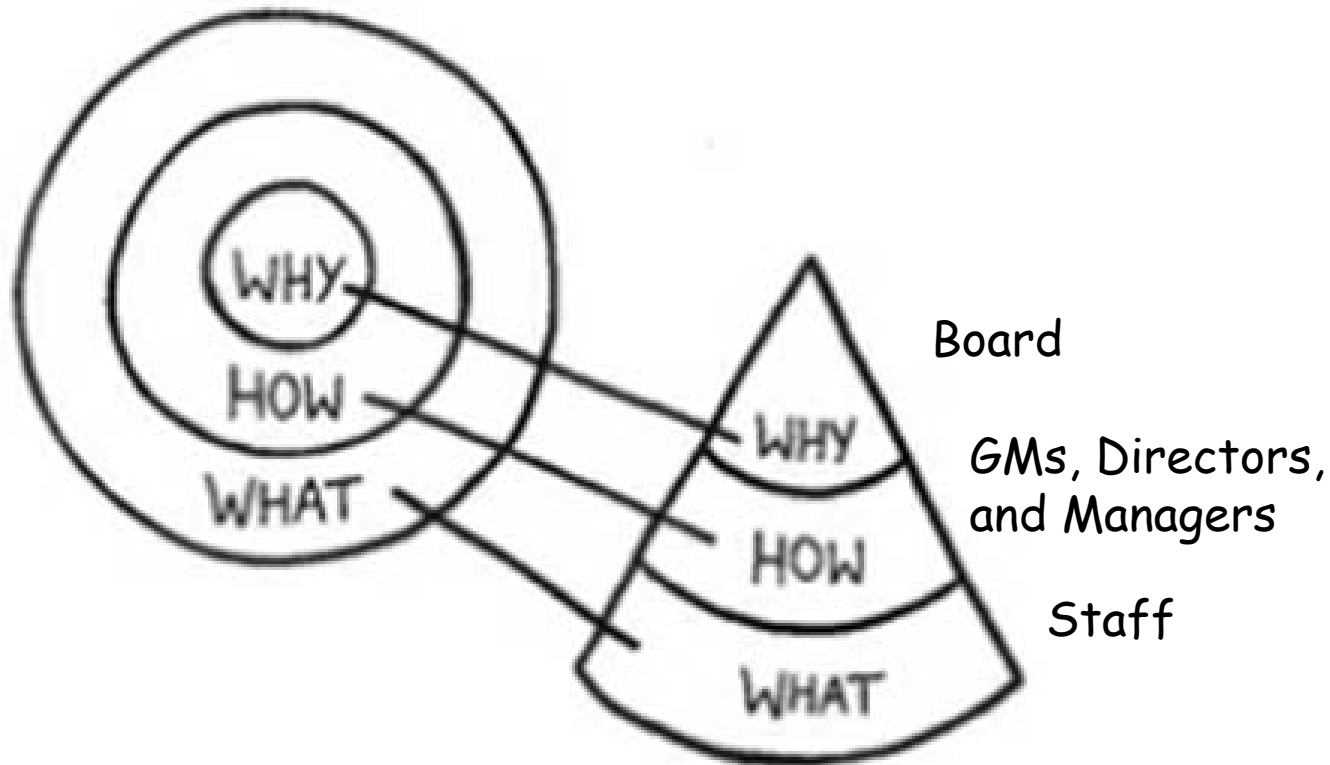
LTD Board, Feb 19th, 2020



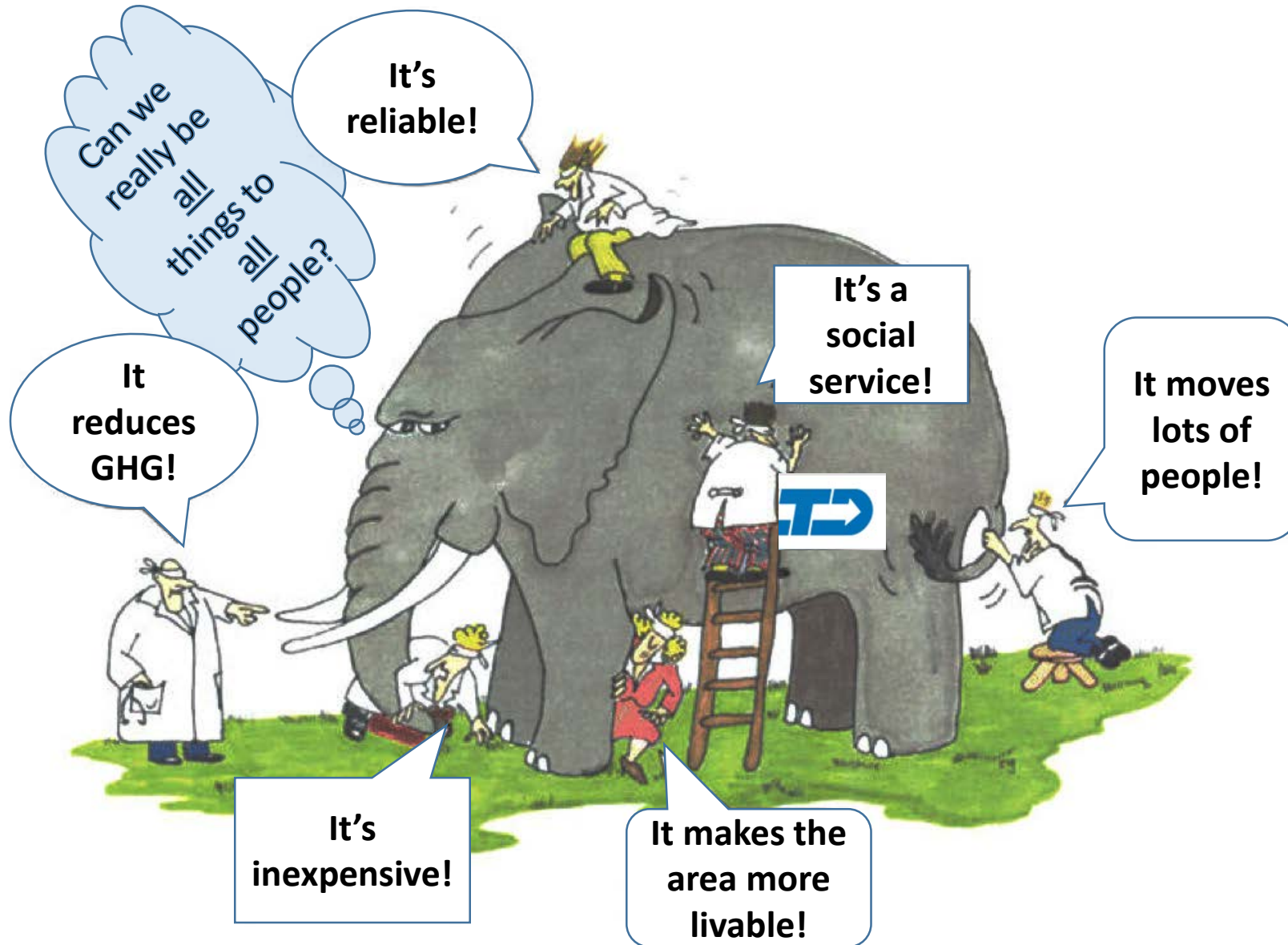
Lane Transit District

LTD.org

Start With Why, But Know How ...



- Board – collectively defines Beliefs, Mission, Purpose,
- GMs, Directors, Managers – Develop actions taken to realize mission,
- Staff – Where the rubber meets the road (Literally for LTD)



Can we really be all things to all people?

It's reliable!

It's a social service!

It moves lots of people!

It reduces GHG!

It's inexpensive!

It makes the area more livable!

A great Why has many benefits...

- A clear articulation of **Why** provides a solid foundation for determining **How** we do what we do, and aligns **What** we do as proof of **Who** we are.



A 'Starter' Why ...

- *To provide reliable transportation services so that the community has convenient access to jobs, school, and services resulting in a cleaner environment, safer transportation system, and economic prosperity while keeping the needs of people at the forefront of our decisions.*



Evaluating the Starter Why:

- Does the statement address the Board's retreat comments on the existing Why statement?
- Does the statement provide clarity on who we are as an agency, our values and why we exist?
- Does the statement reflect what the Board feels is the community's wants, needs, or expectations - the "whole elephant"?

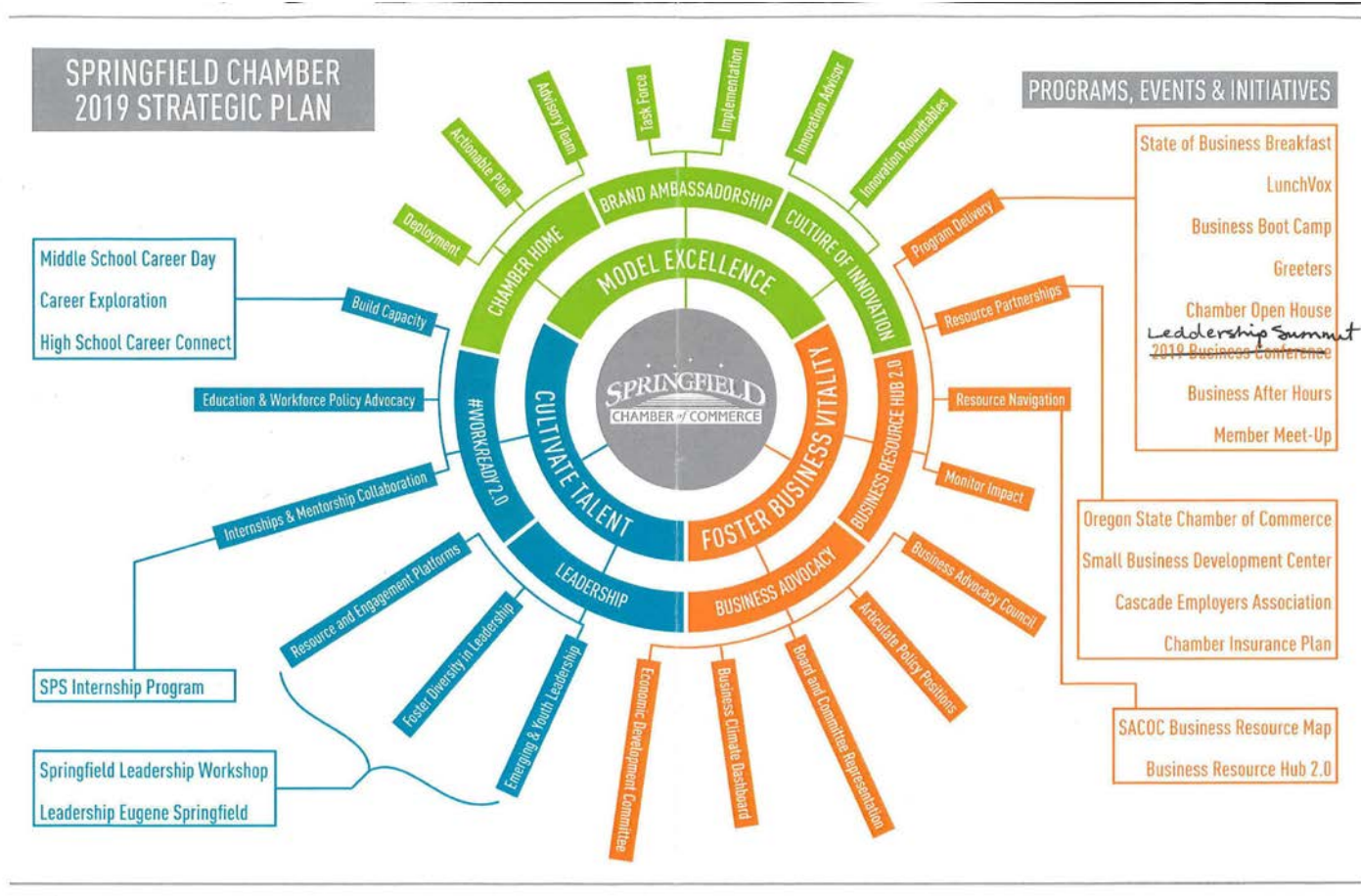


Next Steps:

1. Board Review of Starter Why
2. Board Discussion on changes or rewriting needed to meet the Board's needs
3. Board Adoption of updated Why Statement
4. Staff work on revising How and What statements to support Board's updated Why
5. Board review and adoption will be incorporated into Strategic Business Plan process



Orientation of Why Statement in Strategic Business Plan





***Board Discussion and
Direction***

Board Work Session Notes – February 19, 2020 - The Why Statement

Original Statement:

We believe in providing people with the independence to achieve their goals, creating a more vibrant, sustainable, and equitable community.

Starter Statement:

To provide reliable transportation services so that the community has convenient access to jobs, school, and services resulting in a cleaner environment, safer transportation system, and economic prosperity while keeping the needs of people at the forefront of our decisions.

Caitlin – likes simple terminology, easy to understand, applicable to all demographic, timeless word choice; likes “provide access”

Josh – agrees with Caitlin on simplicity/understandability. Does not see references to equity issues? –we more clearly state this. Widely applicable but LTD has a specific role for communities of concern – there is tension there. Rationale for the word “reliable”; do we need job/school/services if we are cutting; “keeping the needs of people at the forefront of our decisions” is vague but wordy,

Kate – whittle it down, too many words. Same the meaning with less words. “keeping the needs of people at the forefront of our decisions” may be too much.

Don – who developed the previous statement? Staff brought to Board. It is not simple enough to recall on the fly... too many words and hard to remember all of the elements of it

Emily – why does LTD exist has a frame? Proposed a word edits. “Convenience” may not be a good word, in consideration of changes; add

Carl – couldn’t find anything wrong with statement; school and jobs are important; last sentence is a critical statement; work in the word “independence”

What is the difference between independence and access – independence is an outcome of access; independence speaks to all demographic groups.

Innovation – where does this fit; does the statement preclude changing mobility landscape

Needs to relate to decision-making process

Is this statement what we will use to open presentations --- YES.

Mission & Vision (Why), Values (How)

REST – reliable, equitable, safe transportation – leave the REST to us. This is simple.... But does this help guide policy?

Shorter, bold statement for marketing and more robust statement for policy building

Southwest Airlines Why statement is a good example.

We connect people to jobs, school and services – we are bigger than this – but capture the value of the jobs/school/service

We are talking about people lives – LTD is critical for many people's well-being.

Lifeline, wellness, freedom, independence