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## LANE TRANSIT DISTRICT SPECIAL BOARD MEETING

Monday, August 8, 2005  
5:30 p.m.

LTD Board Room  
3500 E. 17<sup>th</sup> Avenue, Eugene  
(off Glenwood Blvd.)

*Public testimony will not be heard at this meeting.*

### A G E N D A

	<u>Page No.</u>
I. CALL TO ORDER	
II. ROLL CALL	
Ban _____ Davis _____ Eyster _____ Gant _____	
Gaydos _____ Kleger _____ Kortge _____	
III. PRELIMINARY REMARKS BY BOARD PRESIDENT	
IV. ANNOUNCEMENTS AND ADDITIONS TO AGENDA	
V. <i>LOOKING TO THE FUTURE</i> —DRAFT IDEAS (30 minutes)	02
VI. FRANKLIN EMX PROGRESS REPORT (30 minutes)	03
VII. SCHEDULE ANNUAL STRATEGIC PLANNING WORK SESSION (10 minutes)	04
VIII. ADJOURNMENT	

**Alternative formats of printed material and/or a sign language interpreter will be made available with 48 hours' notice. The facility used for this meeting is wheelchair accessible. For more information, please call 682-6100 (voice) or 1-800-735-2900 (TTY, through Oregon Relay, for persons with hearing impairments).**

## AGENDA ITEM SUMMARY

**DATE OF MEETING:** August 8, 2005

**ITEM TITLE:** PROGRESS REPORT ON THE FRANKLIN EMX

**PREPARED BY:** Mark Pangborn, Assistant General Manager

**ACTION REQUESTED:** None. Information Only.

**BACKGROUND:** At the Monday meeting staff will give a Power Point presentation on the progress on the EmX, including design, property acquisition, construction, vehicle procurement, operations preparation, and project budget.

**ATTACHMENT:** None. Staff will hand out a summary of the presentation at the Board meeting.

**PROPOSED MOTION:** None

Q:\Reference\Board Packet\2005\08\Special Mtg 08-08-05\Emx Update.doc

## AGENDA ITEM SUMMARY

**DATE OF MEETING:** August 8, 2005

**ITEM TITLE:** *LOOKING TO THE FUTURE – A DRAFT*

**PREPARED BY:** Board Human Resources Committee: Gaydos (chair), Ban, Eyster

**ACTION REQUESTED:** Review draft ideas

**BACKGROUND:** At the March 14, 2005, Board of Directors meeting, Board members expressed concerns about rebuilding relationships within LTD. The Board discussed the concept of joining employees to develop a strategic plan for LTD's human resources.

On July 28 and August 4, the Board Human Resources Committee reviewed draft ideas for review by the full Board on August 8. Because of the limited time between the Committee meeting and Board agenda packet delivery, the draft is not included in this packet. It will be distributed to Board members before the Monday meeting.

**RESULTS OF RECOMMENDED ACTION:** The draft will be forwarded to all employees for their review and participation.

**ATTACHMENT:** *Looking to the Future—Draft One*

**PROPOSED MOTION:** None

Q:\Reference\Board Packet\2005\08\Special Mtg 08-08-05\Looking to the Future summary.doc

**DRAFT**  
**Looking to the Future**  
**August 8, 2005**

LTD's most valuable resource is its people. To be an organization of excellence, with an internal and external environment of teamwork, respect, honesty, integrity, and accountability, we must invest in our people.

We are committed to creating a lasting environment that builds these qualities in all LTD employees through quality communication, collaboration, employee involvement, and through learning opportunities.

This plan identifies ways to accomplish this goal. It is evolving and will rely heavily on the input and participation of all individuals. Every member of this organization is important and respected, and will have an opportunity to grow. This plan commits resources to do this.

Stewarding the resources of a dynamic organization is not an easy task. Individual involvement in this stewardship, and in the programs that create efficiency and effectiveness, will be critical to LTD's future success. Programs in this future plan will focus on a wide range of things, including education, training, and employee involvement to name a few.

This is a new time for LTD. Each of us has an opportunity to participate in creating a new future. Your ideas, your participation, and your commitment have never been more needed or wanted than today. Join in as this plan develops. Let your thoughts be known. Make a difference. When you do, tomorrow will be a better place for all of us.

**Draft LTD Future Plan  
2005**

**Goals for the Future**

- Develop supportive relationships among all LTD employees, LTD administration, and ATU leadership.
- Provide a workplace at LTD that attracts and retains committed individuals.
- Provide a rewarding, safe, healthy and welcoming workplace for all.
- Become a “learning organization” that fosters and funds career development through meaningful educational programs, skills training, job cross training, mentoring, and other methods.
- Reward, recognize, and reinforce both improved and exceptional performance.
- Create an atmosphere of inclusiveness that encourages everyone to be involved with decision making, internal and external committees, and community events.
- Provide opportunities for everyone to learn about LTD.

**Goal 1:**

**Develop supportive relationships among all LTD employees, LTD administration and ATU leadership.**

- Create frequent communications between all leaders in the ATU and at LTD.
- Include local union leadership in budget discussions.
- Build on the work of the Joint Insurance Committee to improve employee health and manage health care costs.
- Conduct regular open forums for employees to talk to board members, the general manager, and key district staff.
- Conduct specific trainings about topic areas such as scheduling, health care, finances, capital plans, operating costs, etc.
- Jointly develop training programs that address the expressed needs of employees.
- Jointly develop opportunities to celebrate who we are.

**Goal 2:**

**Provide a workplace at LTD that attracts and retains committed individuals.**

- Design a recruiting process that attracts people capable of helping LTD achieve our mission, and who fit LTD's core values.
- Design selection processes that help LTD hire employees who fit LTD's core values.
- Recruit a diverse work force.
- Engage employees and the Joint Insurance Committee in designing a package of employee benefits that attracts committed individuals.
- Develop reasonable compensation packages.

**Goal 3:**

**Provide a rewarding, safe, healthy and welcoming workplace for all.**

- Enhance and expand the work of the Joint Insurance Committee.
- Enhance and expand the work of the Facilities Safety Committee.
- Support the Diversity Council's work to welcome and support all individuals.
- Jointly develop a wellness program that involves a cross section of LTD individuals in decision making related to employee health.
- Develop an incentive program to encourage individual participation in health improvement activities.
- Develop health related programs such as disease management that assist individuals to remain healthy.
- Provide education and training on key health issue.



**Goal 4:**

**Become a “learning organization” that fosters and funds career development through meaningful educational programs, skills training, job cross training, mentoring and other methods.**

- Create a strategic plan for training and development.
- Identify core competencies for job types.
- Design internal skill development program for maintaining core competencies.
- Identify development plan for targeted positions
- Develop key training tracks for broad categories of jobs, such as:
  - Apprentice to Journeyman
  - Non-Supervisor to Supervisor
  - Supervisor to Manager
  - Operator to non-Operator
  - Administrative to Technical
- Develop internal core curriculum, such as
  - Use of common software packages
  - How scheduling function works
  - Customer service skills
  - Collaboration skills and cooperative problem solving
  - Leadership skills
  - Diversity and accessibility
- Select list of approved trainings
- Develop succession plans for vacancies of key positions

**Goal 5:**

**Reward, recognize and reinforce both improved and exceptional performance.**

Performance Measurement

- Determine key measures of success for each position.
- Set up measurement systems that accurately record and display key measures.
- Design a recognition system that encourages high performance or improved performance on key measures.

Performance Management

- Conduct annual reviews for all individuals.
- Refine supervisor's coaching and development skills.
- Refine annual review document to reflect a coaching style.

Create a list of preferred behaviors worthy of recognition, such as:

- Safe driving
- Attendance
- Customer service skills
- Cost saving behaviors
- Teamwork skills
- Ability to work with a wide variety of people
- Accessibility improvements

Design recognition systems that reward preferred behaviors

- Create annual schedule of recognition events.
- Include formal recognition through events or ceremonies.
- Publicize in appropriate ways.
- Give significant recognition to improved performance and best performers.

**Goal 6:**

**Create an atmosphere of inclusiveness that encourages everyone to be involved with decision making, internal and external committees, and community events.**

- Form an LTD committee to steer this process and achieve this goal.
- Develop criteria for involvement in community events and internal committee activities.
- Consult with experts on methods of managing change within an organization.
- Jointly develop ways to include more individuals in decision making processes.
- Create a list of all district committees. Jointly develop employee seats on each. Recruit and assign members to committees based on interest, skills, experience and other criteria appropriate for the committee.
- Engage employees in discussions of LTD's mission and values.
- Create "Q & A" forms for employee education and input, and provide feedback when input is received.

**Goal 7:**

**Provide opportunities for everyone to learn about LTD.**

- Conduct training on multiple topics, such as:
  - Budget and financing.
  - System scheduling.
  - Strategic plan.
  - Role of the Board and board governance.
  - Transportation policy.

## AGENDA ITEM SUMMARY

**DATE OF MEETING:** August 8, 2005

**ITEM TITLE:** SCHEDULE ANNUAL STRATEGIC PLANNING WORK SESSION

**PREPARED BY:** Ken Hamm, General Manager

**ACTION REQUESTED:** Select dates for two-day strategic planning session

**BACKGROUND:** The Board normally holds its two-day strategic planning work session during the fall of each year in order to begin the planning and budget cycle for the following fiscal year. In 2004-05, the work session was delayed until after three new Board members took office in January 2005.

It is time to begin work on the FY 2006-07 planning and budget cycle. Board Activities calendars have been included with this agenda packet. They indicate some possible dates in November and December for the Board's strategic planning session. Past Boards have chosen to meet all day on Friday and Saturday; all day on Friday and a half-day on Saturday; and, most recently, several hours on a Thursday evening and during the day on Friday. Other combinations and dates can be considered, as well. Staff ask that the Board check their personal and work calendars and come to the meeting prepared to schedule the Fall 2005 strategic planning session.

**RESULTS OF RECOMMENDED ACTION:** Staff will work with the Board to develop the agenda and background materials for the work session.

**ATTACHMENT:** None (Board Activities calendars delivered to Board members only)

**PROPOSED MOTION:** None

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