

## LANE TRANSIT DISTRICT BOARD OF DIRECTORS

# Board Luncheon

Monday, July 27, 2009

11:30 a.m. to 1:30 p.m.

LTD BOARD ROOM

3500 E. 17<sup>th</sup> Avenue, Eugene

### Agenda

Page No.

11:30	Lunch Served		
11:40	Roll Call Gaydos ___ Necker ___ Kortge ___ Evans ___ Dubick ___ Eyster ___ Towery ___		
11:40	Welcome <ul style="list-style-type: none"><li>Review Agenda</li><li>Progress Toward Comprehensive Employee Development Process</li><li>Board Direction Needed</li></ul>	Mary Adams	
11:45	LTD Employee Development <ul style="list-style-type: none"><li>Strategic Goals for Training Program</li><li>Programs Supporting Skill Development</li><li>Selections and Programs for Leadership Development</li><li>Annual Employee Development Tool</li><li>LEAP Program</li></ul>	Mary Adams Pat Rather	2
12:00	Historical Hiring Data <ul style="list-style-type: none"><li>Positions Filled through Internal Hiring</li><li>Reasons for External Hiring Decisions</li></ul>	Mary Adams	
12:10	Projected Future Staffing Needs <ul style="list-style-type: none"><li>Identified Retirements</li><li>Internal Survey on Estimated Retirements</li></ul>	Mary Adams	
12:30	Succession Planning as a Part of LTD's Culture <ul style="list-style-type: none"><li>Strategic Overview</li><li>Key Principles</li><li>Board Member Impressions and Guidance</li></ul>	Mary Adams	
1:00	Board Meeting Accessibility <ul style="list-style-type: none"><li>Proposals and Discussion</li></ul>	Andy Vobora	3-5
1:30	Adjourn		

The following agenda item will be in the Board packet and will be discussed if time permits. Nevertheless, staff will be on hand to answer questions:

Board E-Mail Procedure	Steve Parrott	6-10
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## AGENDA ITEM SUMMARY

**DATE OF MEETING:** July 27, 2009

**ITEM TITLE:** BOARD MEETING ACCESSIBILITY

**PREPARED BY:** Andy Vobora, Director of Service Planning, Accessibility, and Marketing

**ACTION REQUESTED:** Discuss and direct staff if further research is necessary.

**BACKGROUND:** Based on public comment, the Board asked staff to evaluate the pros and cons involved with hosting Board meetings in downtown Eugene locations. Staff have gathered data on a number of locations, which is outlined on the attached spreadsheet.

Since moving to the Glenwood administrative building more than two decades ago, LTD Board meetings have occurred in the same location, scheduled on the third Wednesday of the month, and at the same time of 5:30 p.m.

In recent years, Board meetings related to service and fare changes have been moved to the Eugene Library, which provides a larger meeting space and a location with easy access to buses arriving and leaving the Eugene Station. Participation in these meetings has varied depending on the significance of the service changes proposed.

In addition to moving Board meetings downtown, the District has engaged in a number of other outreach activities that provide direct access to the Board and staff. These include the continuing use of advisory committees, such as the Accessible Transportation Committee, the EmX Steering Committee, EmX Corridor committees, and art selection committees. During the Annual Route Review, open houses have been scheduled in affected service areas. This method was expanded during the 2008 Annual Route Review to include meetings and open houses in each Board subdistrict. EmX planning activities regularly involve community open houses, along with meetings with targeted populations, such as Title VI organizations. Board members are active in most of these outreach activities, while also participating in general outreach opportunities such as the Lane County Fair and other community booth staffing.

Public participation in Board meetings also may be achieved through technological solutions such as metro television. Costs associated with this option are included in the attachment. Lower-cost solutions utilizing Web-based streaming video continue to be evaluated.

Title VI of the Civil Rights Act provides requirements that public meetings be held in accessible locations and at accessible times in order to provide opportunities for participation by low income and minority populations. The District's use of the LTD Administrative Offices Board meeting room has always met expectations in the Title VI Plan Review process administered by the Federal Transit Administration. There is no reason to believe that the coming Title VI Plan Review will have different findings.

**ATTACHMENTS:** Features of Downtown Area Meeting Locations

**RESULTS OF RECOMMENDED ACTION:** Staff will gather additional data or bring the issue back to the Board for action during a regular meeting.

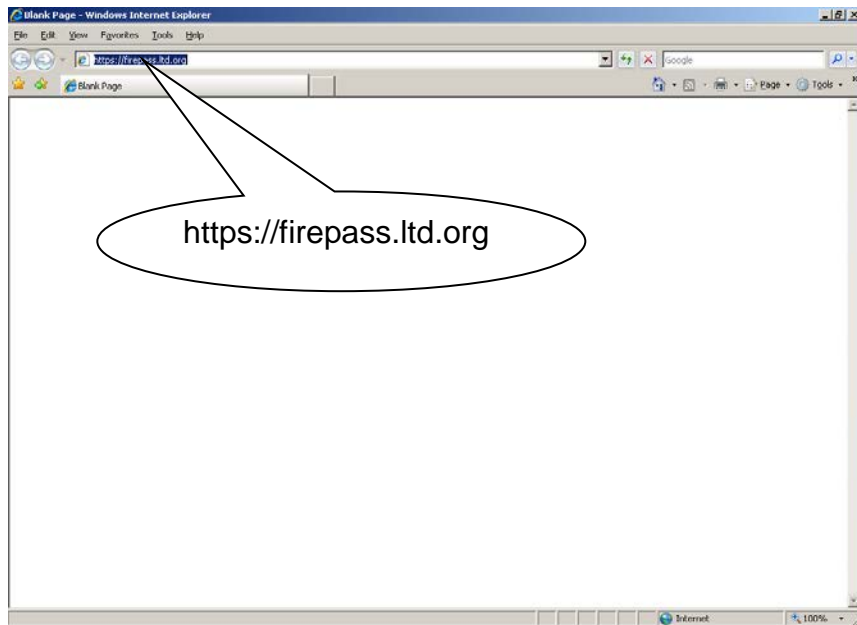
**PROPOSED MOTION:** None.

## LANE TRANSIT DISTRICT Accessing E-mail Via Firepass

LTD network users can access their LTD e-mail account while away from the office by using a network browser such as Microsoft's Internet Explorer (IE) to perform a remote login via LTD's Firepass service. Staff have learned through experience that using the Internet Explorer browser provides a more stable connection with this service.

LTD's Firepass service requires a good Internet connection at the location from which the user is trying to access the service. Good Internet connection refers to a Broadband (typically Comcast) or DSL (typically Qwest) Internet Service Provider (ISP) service. Dial-up Internet service has worked for some people, but it is slow and the software exhibits unusual behavior at times.

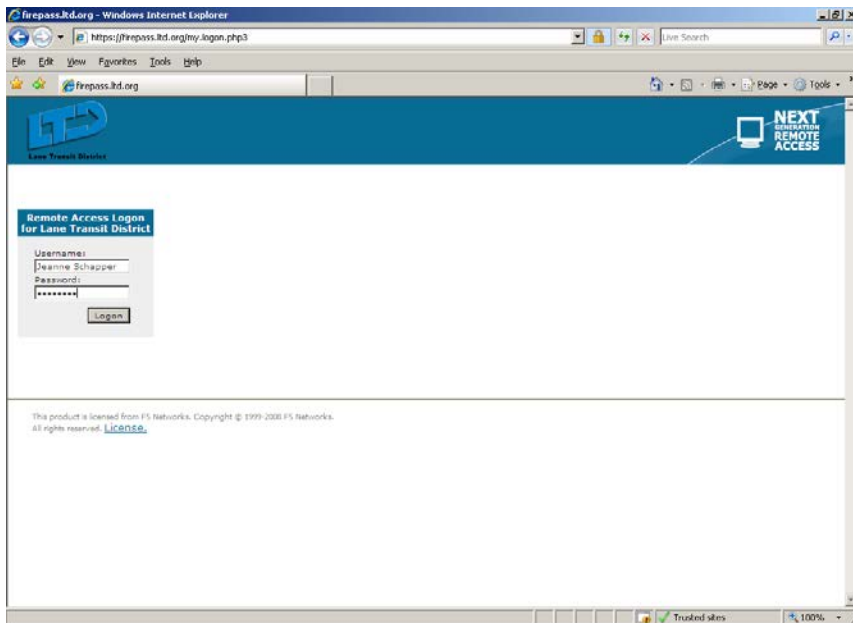
Please read and follow the directions below. If you are using the LTD's Firepass service for the first time on a remote PC, the browser will inform you that it is being asked to download software from F5 Networks. Click on the "OK" or the "Allow" button to let Internet Explorer load this software. It is used by the Firepass service to help keep the connection secure. LTD IT staff members are available through the HelpDesk at 541-682-6208 for assistance during normal business hours.



Launch Internet Explorer and connect to the Firepass server by typing the following URL in the IE Address Bar.

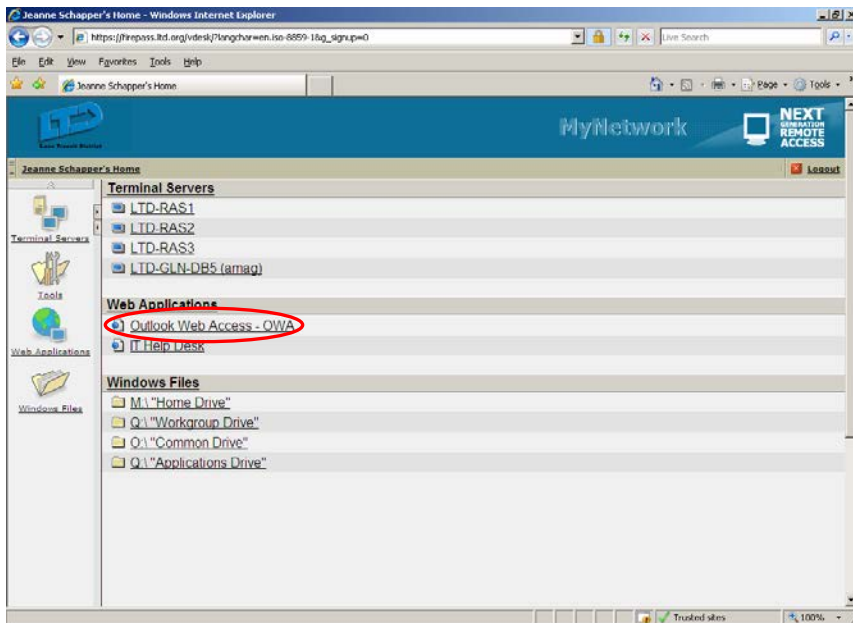
<https://firepass.ltd.org>

# LANE TRANSIT DISTRICT Accessing E-mail Via Firepass



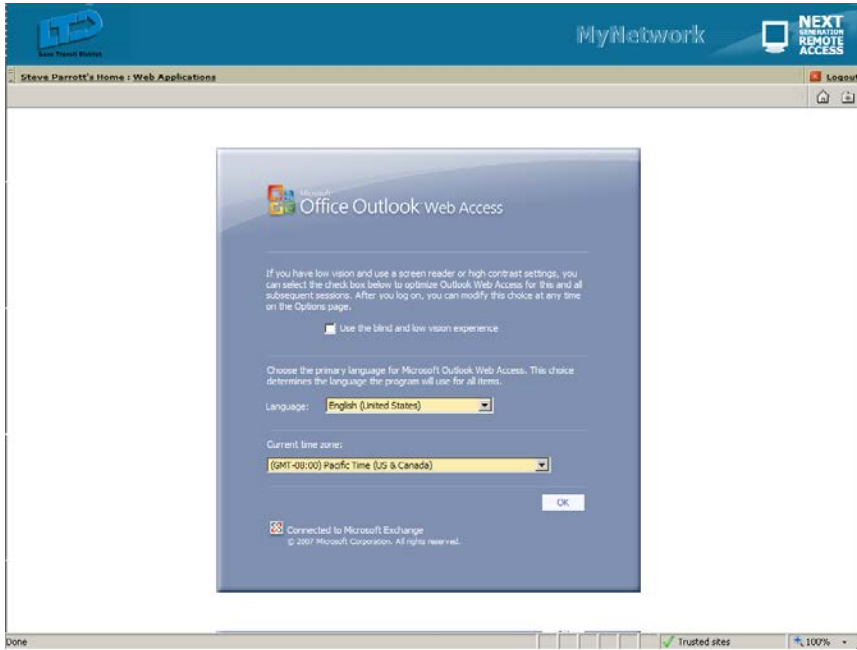
The Firepass server will display a Login screen. Type your LTD network username and password in the proper spaces and press "Enter" or click on the "Login" button.

Note: If this is the first time you have connected to the Firepass server from this PC, you may be prompted to download software from F5 Networks. Please allow this action to proceed.

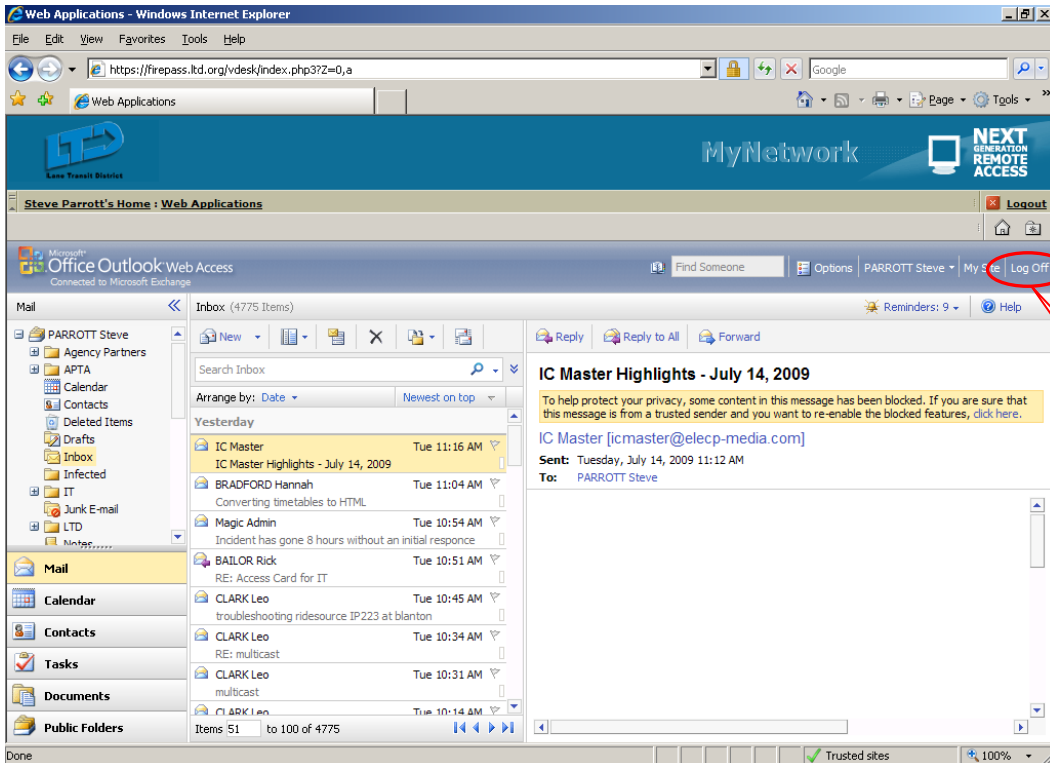


When your login is successful, the Firepass server will display a menu similar to the one shown at the left. Select and click on the "Outlook Web Access – OWA" menu item.

# LANE TRANSIT DISTRICT Accessing E-mail Via Firepass



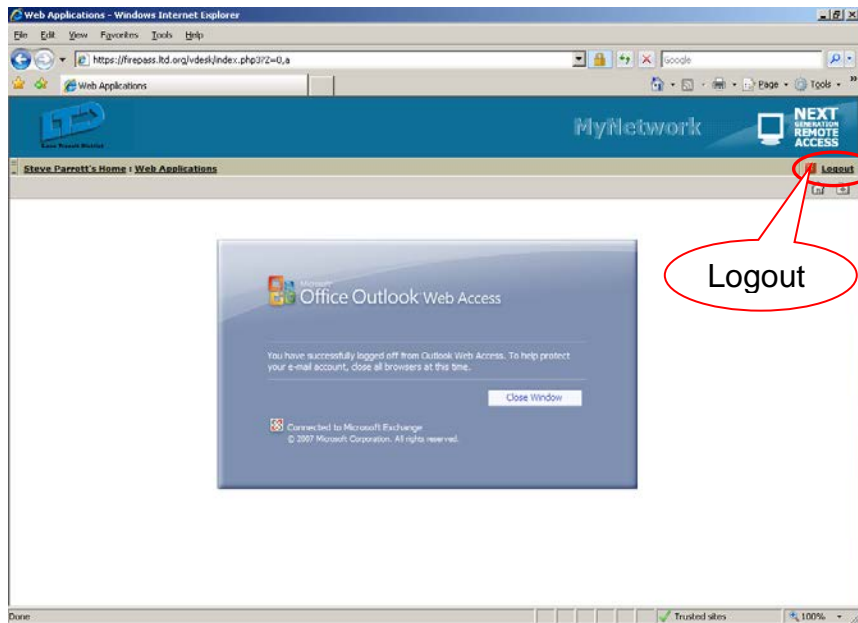
This screen may appear the first time you use Outlook Web Access. Please do not change the default values. Click on "OK."



**IMPORTANT:**  
Please be sure to Log Off when you are finished working with Outlook Web Access.

Log Off

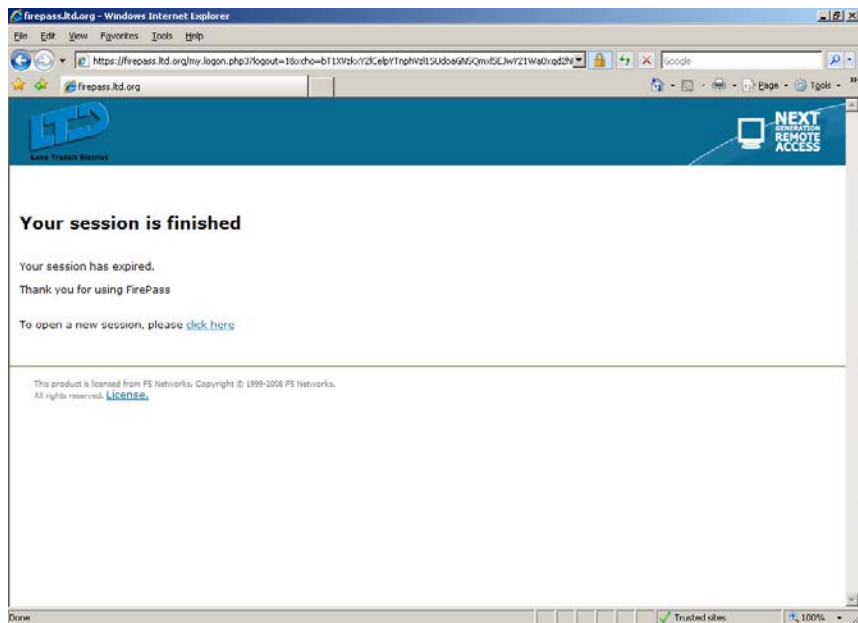
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Please remember to Logout of FirePass once you have logged off from the Outlook Web Access application.

This practice will help reduce problem with future Firepass sessions.



This screen displays when you have correctly logged out of your Firepass session.

It is now safe to close the Internet Explorer application.

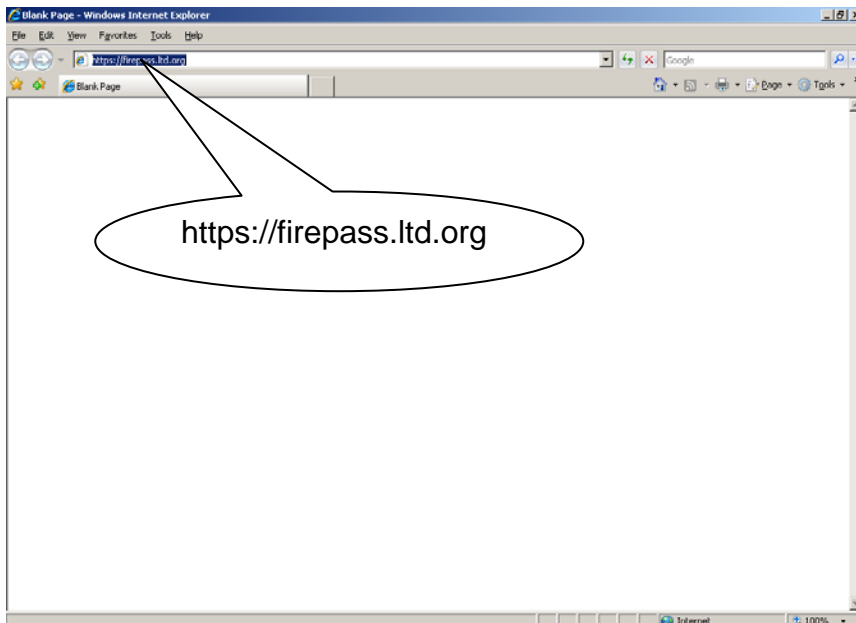
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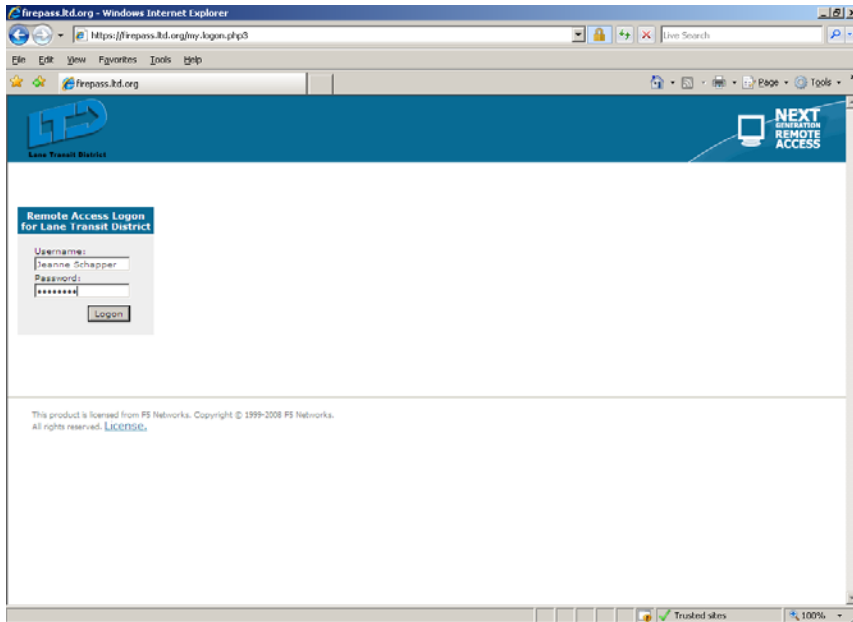
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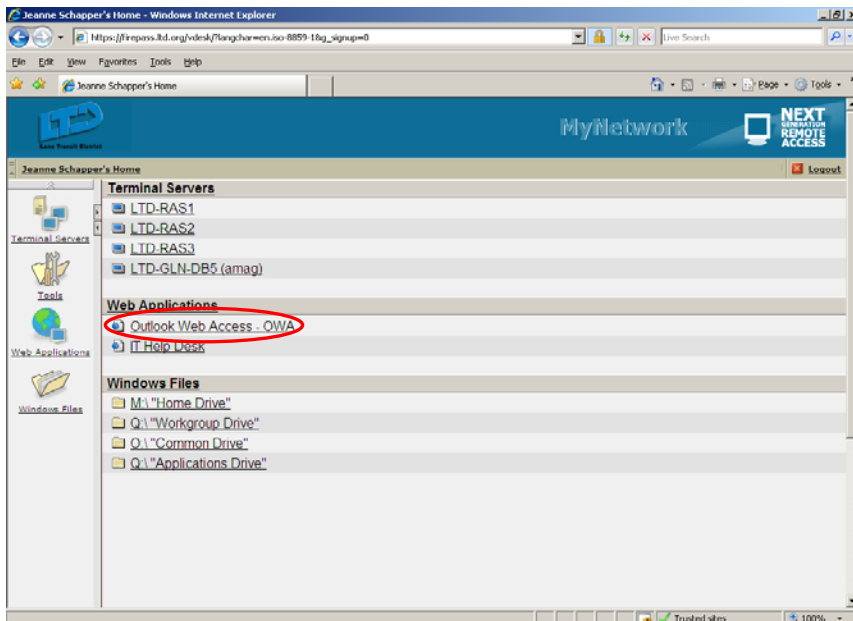
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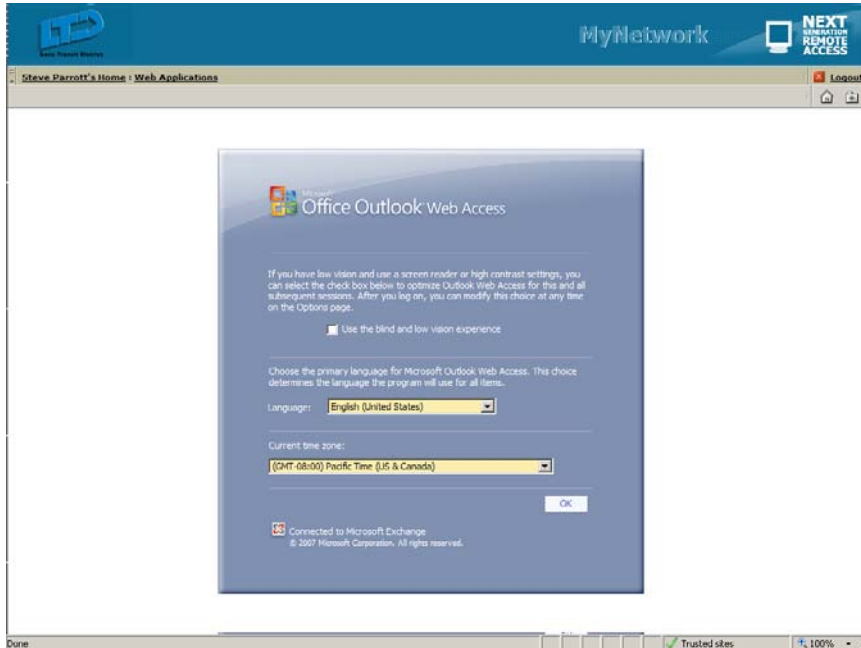
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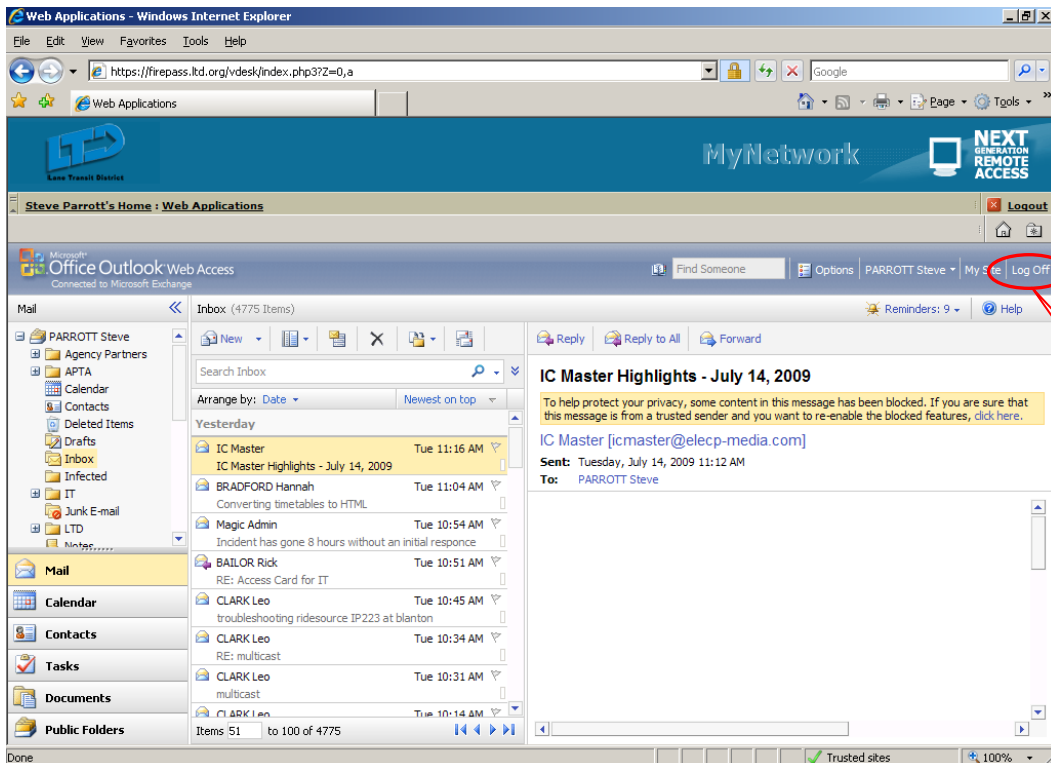
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# LANE TRANSIT DISTRICT

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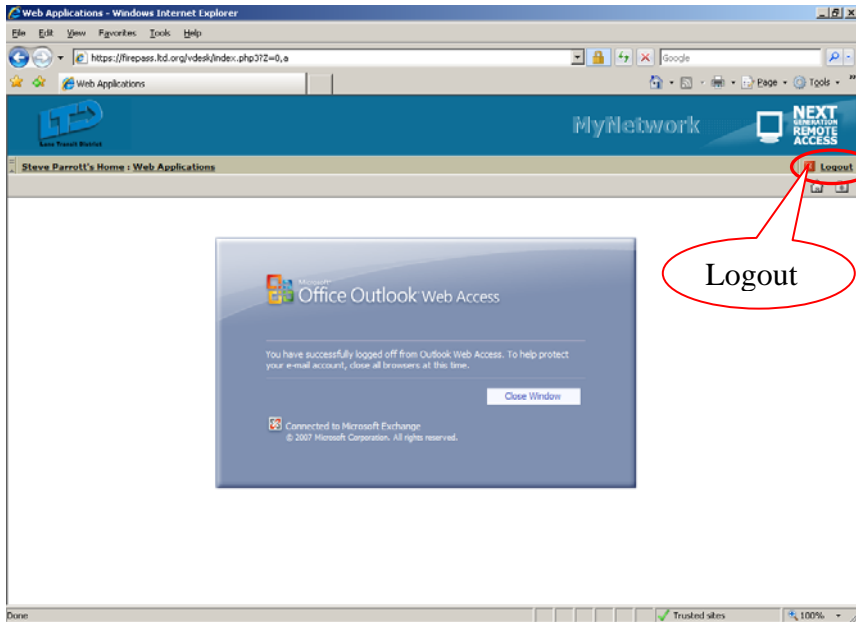


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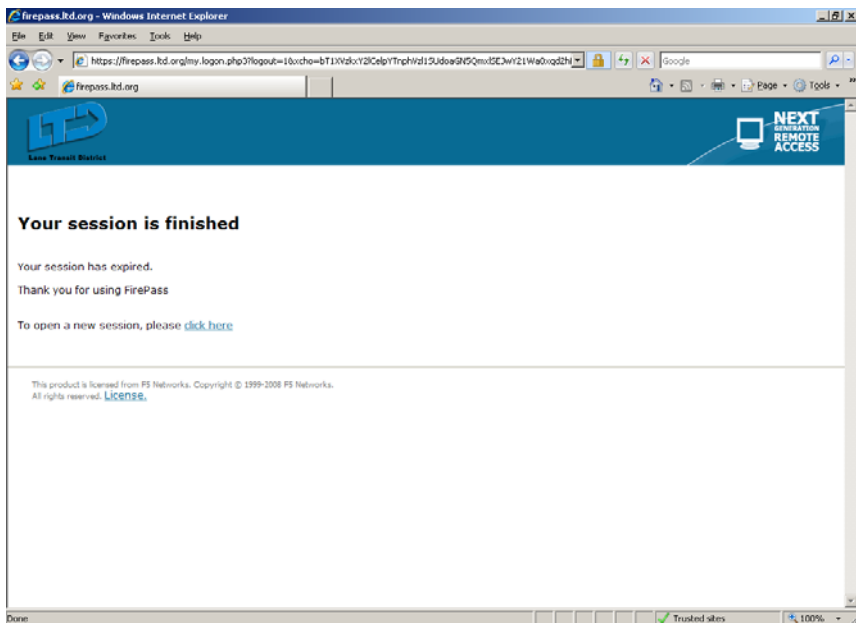
# LANE TRANSIT DISTRICT

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## AGENDA ITEM SUMMARY

**DATE OF MEETING:** July 27, 2009

**ITEM TITLE:** BOARD E-MAIL PROCEDURE

**PREPARED BY:** Steve Parrott, Information Technology Manager

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

**BACKGROUND:** Board e-mail related to the conduct of LTD business is subject to disclosure under public records law. Any e-mails or other LTD-related materials sent to or kept on a Board member's private computer is a public record subject to inspection. In December 2008, Information Technology (IT) staff presented options for the delivery of e-mail messages to the Board that would alleviate exposure of information stored on Board members' personal computers.

IT staff received direction from the LTD Board to finalize a procedure for delivering e-mail messages directed to members of the Board of Directors via LTD's network using a terminal service client. A terminal service client enables the Board member's personal computer to act as an extended monitor, keyboard, and mouse on LTD's network. This method provides a controlled barrier between the Board member's personal computer and LTD's network, keeping public record content only on LTD's network.

The procedure for accessing Board e-mail through the terminal service client is attached. If time permits, staff will demonstrate the procedure.

**ATTACHMENTS:** Directions for Accessing Board E-mail

**PROPOSED MOTION:** None.

*Board  
Luncheon  
Agenda*

*Monday, July 27, 2009*

*11:30 a.m. to 1:30 p.m.*

*LTD Board Room*



*Lunch served promptly at 11:30 a.m.*

*Introductions and Welcome*

*Part 1 -*

## *Employee Development and Succession Planning:*

*Presented by:*

*Director of Human Resources & Risk Management  
Mary Adams and Training Specialist Pat Rather*

*The LTD Road Map that the Board adopted in 2007 (formerly The Strategic Plan) calls for development of a comprehensive employee development program for all employees. In conjunction with this plan, a specific goal is to create an ongoing process for preparing staff for internal vacancies when they arise.*

*A presentation during the luncheon will cover the progress that has been made toward attaining this goal, along with the future plans around succession planning. Staff will ask the Board of Directors to give guidance and feedback on the future direction of this important work.*

*Part 2 -*

## *Board Meeting Accessibility:*

*Presented by:*

*Director of Service Planning, Accessibility, and Marketing Andy Vobora*

*Based on public comment, the Board asked staff to evaluate the pros and cons involved with hosting Board meetings in downtown locations. Staff have gathered data on a number of locations and will report the findings to the Board.*

*Part 3 (time permitting) -*

## *Board E-Mail Procedure:*

*Presented by:*

*Information Technology Manager Steve Parrott*

*Board e-mail related to the conduct of LTD business is subject to disclosure under public records law. Any e-mails or other LTD-related materials sent to or kept on a Board member's private computer is a public record subject to inspection. IT staff have finalized a procedure for delivering e-mail messages directed to members of the Board of Directors via LTD's network using a terminal service client. If time permits, staff will demonstrate the procedure for accessing Board e-mail through the terminal service client.*

*Adjourn at 1:30 p.m.*

## AGENDA ITEM SUMMARY

**DATE OF MEETING:** July 27, 2009

**ITEM TITLE:** EMPLOYEE DEVELOPMENT AND SUCCESSION PLANNING

**PREPARED BY:** Mary Adams, Director of Human Resources and Risk Management

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

**BACKGROUND:** The *LTD Road Map* that the Board adopted in 2008 (formerly *The Strategic Plan*) calls for development of a comprehensive employee development program for all employees. In conjunction with this plan, a specific goal is to create an ongoing process for preparing staff for internal vacancies when they arise.

In 2006 Pat Rather was hired as LTD's training specialist. His primary duty was to create a comprehensive employee development program that was consistent with the goals and values identified in the *Looking to the Future Plan* and later to be enveloped into the *LTD Road Map*. Since Mr. Rather came to LTD, numerous programs and initiatives have been implemented. A presentation during the luncheon will cover the progress that has been made toward attaining this goal, along with the future plans around succession planning. Staff will ask the Board to give guidance and feedback on the future direction of this important work.

**ATTACHMENTS:** The *LTD Road Map* is included as an attachment to the LTD Board Luncheon agenda packet to Board members only. Interested others may obtain a copy by contacting LTD.



LTD Board of Directors  
Quarterly Luncheon  
July 27, 2009



# Agenda

- ★ Welcome
- ★ Strategic Direction for Employee Development
- ★ LTD Comprehensive Training Program
- ★ Measures of Hiring Decisions
- ★ Expected Leadership Retirements
- ★ Succession Planning Process
- ★ Board Direction

# Board Member Direction

- ★ Is this approach consistent with the Board's strategy for employee development?
- ★ Will this approach give the Board members the information needed to hire the next General Manager?
- ★ Is this approach consistent with the Board's expectations for a long-term succession program?

# LTD Comprehensive Training Program Strategic Direction

## ★ *Looking to the Future Plan of 2005*

- ★ Become a “learning organization” that fosters and funds career development...
- ★ Provide opportunities for everyone to learn about LTD.

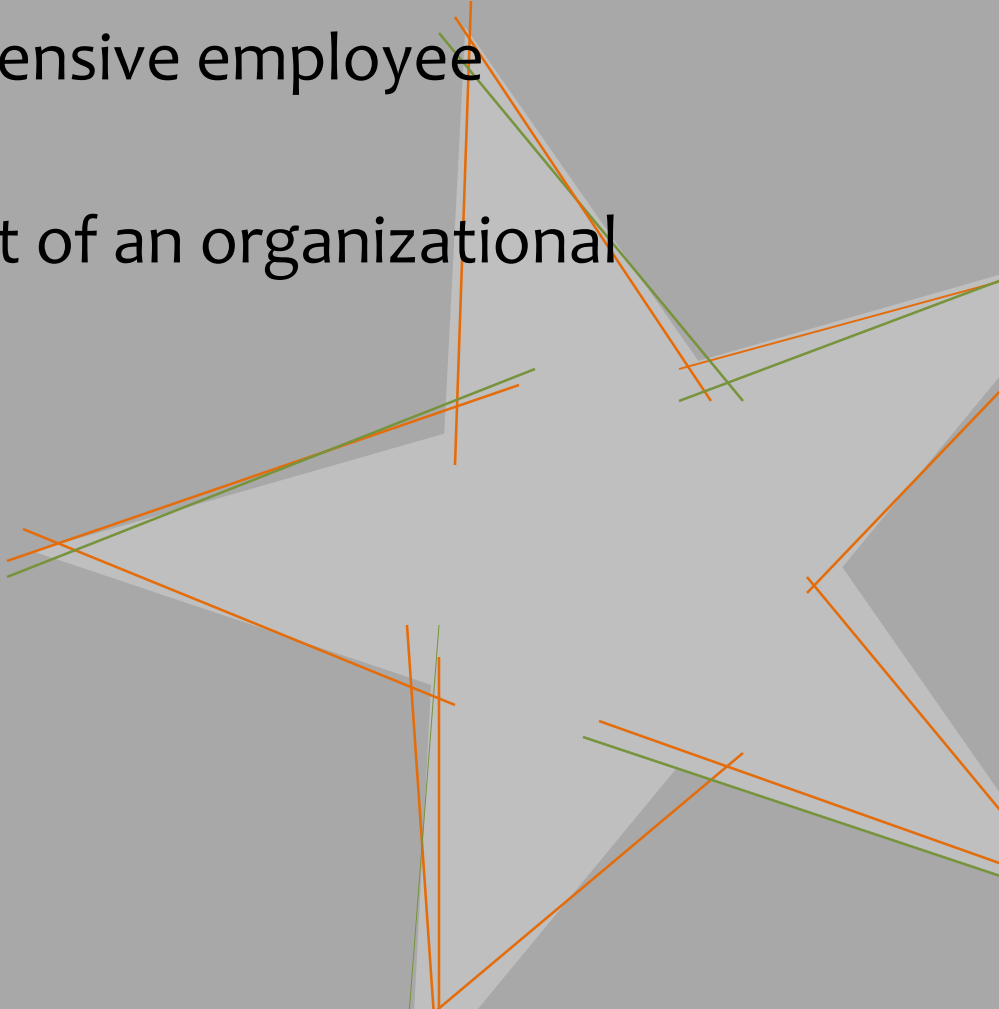
## ★ Strategic Plan of 2005-08

- ★ Develop a comprehensive employee development plan.
- ★ Develop an organizational succession plan.

# LTD Roadmap – Strategic Goal 5

- ★ Develop a supportive workplace that fosters the success of all employees by providing an environment that encourages strong working relationships and offers opportunities to learn and grow.

# LTD Roadmap – Specific Goals

- ☆ Implement a comprehensive employee development plan.
  - ☆ Continue development of an organizational succession plan.
- 

# Comprehensive Training Plan Components

- ★ Dedicated staffing
- ★ Skills development
- ★ Leadership development
- ★ Employee development planning
- ★ Internal growth opportunities
- ★ Succession planning
- ★ Measurements of success

# LTD Employee Development

- ★ How do we enhance our employees' abilities to meet work and personal challenges?
- ★ How do we build leadership skills and capitalize on potential within our ranks?
- ★ How can we support employees' personal and professional growth goals?
- ★ How do we create action plans to meet planned position vacancies?

# Skill Development

- ★ Software skill training classes
- ★ Computer-based video training
- ★ Skill enhancement programs
- ★ Planned training offerings using outside experts
- ★ Selection of outside training opportunities with greatest impact



# Leadership Development

★ Selection for Leadership Development

★ Program Examples

★ Pacific Program

★ Cascade Program

★ Leadership Eugene-Springfield

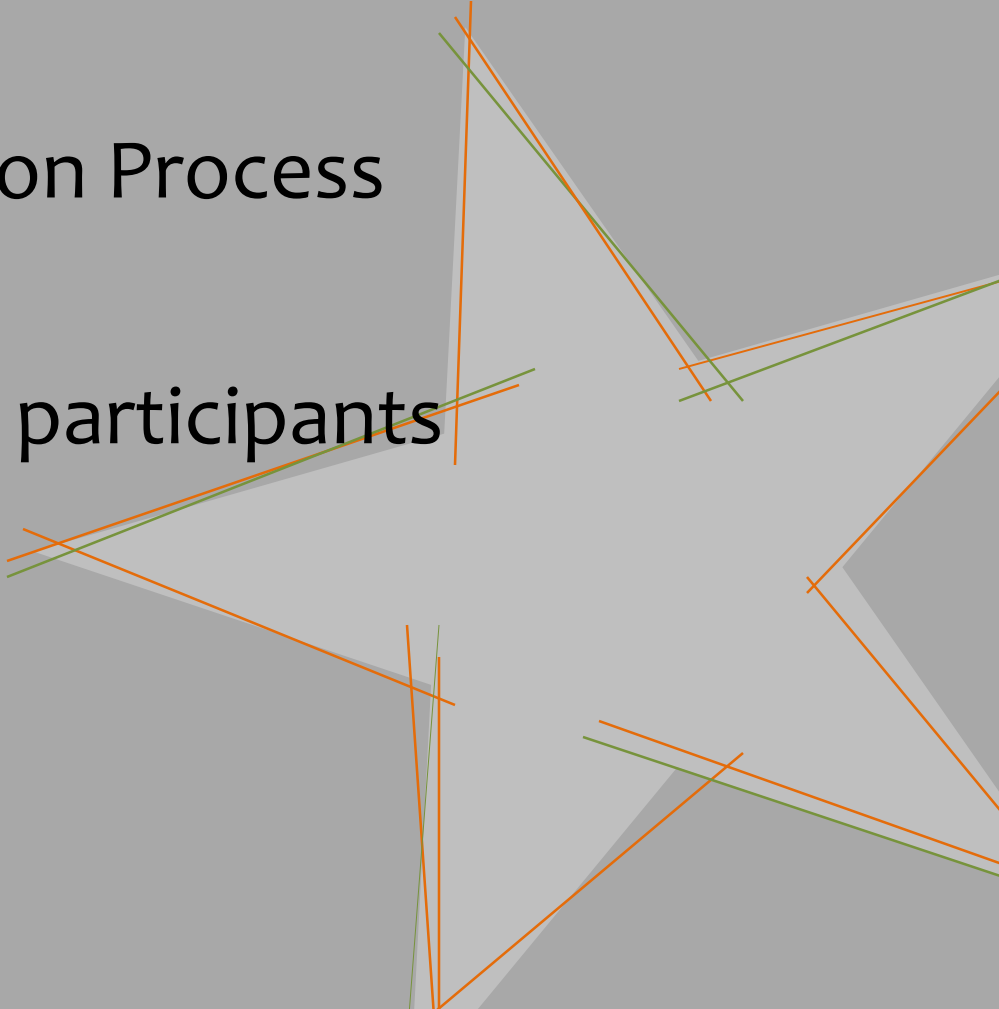
★ Leadership-specific trainings

# Employee Development Plan

- ★ Allows an employee to write down his or her professional development goals
  - ★ Serves as a first step in achieving those goals
- ★ Optional and differs from employee performance evaluations
- ★ Employee creates his or her own goals and strategies for reaching those goals

# Special LEAP Opportunities

Learning, Education, Awareness, Personal Growth

- ★ Purpose
  - ★ Application & Selection Process
  - ★ Communication
  - ★ Benefit to successful participants
- 

# Measurements

## ★ Positions Filled, Not Including Entry Level

- ★ 73 Positions Filled in Past 5 Years
- ★ 42 (58%) Positions Filled Internally
- ★ 31 (42%) Positions Filled Externally

## ★ Reasons for External Hiring Decisions

- ★ No Internal Candidates in 15 Cases
- ★ External Candidate was Most Qualified in 15 Cases

# Future Needs

## ★ Informal Survey Conducted

- ★ Determine potential future vacancies

## ★ Identified Leadership Retirements

- ★ General Manager
- ★ Assistant General Manager
- ★ Facilities Services Manager

# Succession Planning Model

- ★ Define principles for the program
- ★ Develop LTD 10-year vision
- ★ Define key challenges LTD leadership will face
- ★ Develop leadership competencies required to meet challenges

# Implementation Model

- ★ Define job groupings with similar duties
- ★ Define performance criteria for each grouping
- ★ Define on-the-job learning opportunities for each grouping
- ★ Design individual development plans

# Principles

- ★ LTD will hire the most qualified candidate available for any opening.
- ★ In most cases, LTD will recruit for positions both internally and externally.



# Objective

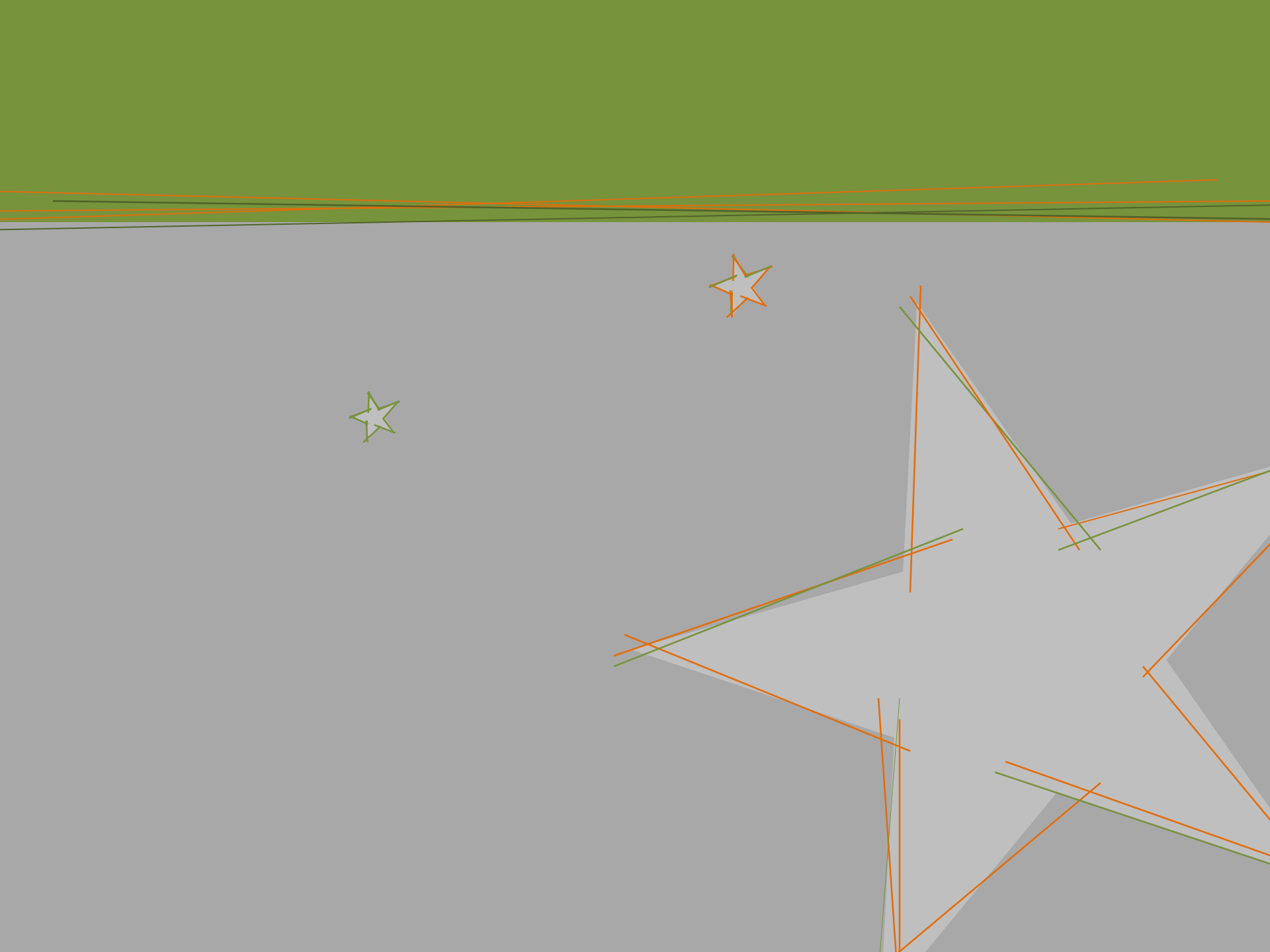
- ★ LTD wishes to ensure that there will be one or more qualified internal candidates for any open position beyond entry level.

# Goal

- ★ The goal of the organization is to provide constant and on-going training to ensure continual growth in occupational skills and leadership development.
- ★ Meets strategic goal of becoming a “learning organization”.

# Board Member Direction

- ★ Is this approach consistent with the Board's strategy for employee development?
- ★ Will this approach give the Board members the information needed to hire the next General Manager?
- ★ Is this approach consistent with the Board's expectations for a long-term succession program?



Features of Downtown Area Meeting Locations						
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	LTD Administrative Offices	Eugene Library Meeting Room	Springfield City Hall	LTD 1099	Eugene Council Chambers	LCC Downtown Center
<b>Meeting room availability</b>	Dedicated for Board	Can be bumped by City. Cannot schedule for an entire year in advance.	Currently closes at 5 p.m. on Wednesday nights, so may need a change in policy and would have to pay for facilities staff to stay.	Could be dedicated for Board use following reconstruction.	Unavailable Wednesday nights due to council meetings.	
<b>Access to transit service</b>	Yes (Good level of service)	Yes (Best level of service)	Yes (Very good level of service)	Yes (Best level of service)	Reasonable walk from Eugene Station. Access via several routes near the building.	Yes (Best level of service)
<b>Connections to LTD IT network</b>	Yes	No	No	Yes	No	No
<b>Ample parking</b>	Yes	Yes (Garage a problem after 8 p.m.)	Yes	Yes	Yes	Adequate
<b>Accessible path to building and accessible building</b>	Yes	Yes	Yes	Yes	Yes	Yes
<b>Kitchen facilities for meals</b>	Yes	Limited	Limited in the library room and unavailable in the council chambers	Could be accommodated in design	No	
<b>Access to supplies, copying capability, etc.</b>	Yes	Nearby at CSC	No	Yes	No	Nearby at CSC
<b>Audience seating limited</b>	Limited	Ample	Ample	Adequate	Ample	
<b>TV broadcast ready</b>	No - (\$30 - \$50k capital cost + tech cost for each broadcast. Per meeting cost of approximately \$900 for taping and playback at a later time)	Yes (Per meeting cost for technicians of \$200 - \$500)	No (Per meeting cost of approximately \$900 for taping and playback at a later time)	No (\$30 - \$50k capital cost + tech cost for each broadcast. Per meeting cost of approximately \$900 for taping and playback at a later time)	Yes	No (Per meeting cost of approximately \$900 for taping and playback at a later time)
<b>Preparation/construction required</b>		No	No	Yes. Estimated cost of \$150,000 to make the space work for meetings. Opportunity cost of losing space for staff use or leasing to private party.	No	No
<b>Time of public meetings</b>	<b>LTD</b>	<b>City of Eugene</b>	<b>City of Springfield</b>	<b>Lane County</b>	<b>LCOG</b>	<b>LCC</b>
	5:30 p.m.	12:00 work sessions	5:30 p.m. (varies)	10:00 a.m.	7:00 p.m.	6:30 p.m.
	2nd Monday work session	5:30 p.m. work sessions	Mondays	Tuesdays	4th Thursday	2nd Monday
	3rd Wednesday	7:30 p.m. meetings				
		Monday and Wednesday generally				
		Public hearings on various days				