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**LANE TRANSIT DISTRICT
BOARD OF DIRECTORS
HUMAN RESOURCES COMMITTEE**

**October 17, 2005
5:30 p.m.**

**LTD BOARD ROOM
3500 E. 17th Avenue, Eugene
(off Glenwood Blvd.)**

Public testimony will not be heard at this meeting

AGENDA

Page

- I. CALL TO ORDER
- II. ROLL CALL
- III. Gaydos (Chair) _____ Ban _____ Eyster _____
- IV. REPORT ON ORGANIZATIONAL ASSESSMENT
- V. REPORT ON LISTENING SESSIONS
- VI. REPORT ON DRAFT HR STRATEGIC PLAN, *LOOKING TO THE FUTURE*
- VII. EXECUTIVE SESSION PURSUANT TO ORS 192.660(2)(i), to review and evaluate the employment-related performance of the general manager
- VIII. ADJOURNMENT



LTD EMPLOYEE MEETINGS SCHEDULED

The LTD Board of Directors is committed to developing a strong communication process with all LTD employees. With this in mind, the Board Human Resources Committee has scheduled a series of meetings with LTD employees. Following is a list of times and locations.

<u>Date</u>	<u>Time</u>	<u>Location</u>
October 10	11:30 am to 1:30 pm	Eugene Library, Corner of 10 th and Olive
October 13	8 to 10 am	Eugene Library, Corner of 10 th and Olive
October 13	8 to 10 pm	Knight Library, University of Oregon Near corner of 15 th and Kincaid

The meetings have been set at different times and days to accommodate work schedules. Attendance is voluntary and will be unpaid. There will be a Board member at each meeting. **The main agenda will be discussion about LTD's draft resource plan, "Looking to the Future."** A copy of the plan will be given or e-mailed to each employee, and copies will be available at the employee meetings. This strategic plan commits LTD resources for education, training, and employee involvement.

We encourage you to take advantage of this opportunity to meet with and share your thoughts with members of the LTD Board of Directors.

LOOKING TO THE FUTURE

Draft Strategic Plan

for Lane Transit District

October 2005

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

We are accountable for 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 programs that 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.

LTD DRAFT STRATEGIC PLAN

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.
- Hold all individuals accountable for supporting the mission and goals of LTD, and for living LTD’s values.

Strategic 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.

LTD DRAFT STRATEGIC PLAN

- 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.

Strategic 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 attract committed individuals.
- Develop reasonable compensation packages.

Strategic Goal 3:

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

- Enhance and expand the work of the Joint Insurance Committee to include input into employee wellness and other such programs that support this goal.
- 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.

LTD DRAFT STRATEGIC PLAN

- Develop health related programs such as disease management that assist individuals to remain healthy.
- Provide education and training on key health issue.

Strategic 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

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Strategic 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.

Strategic 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.

LTD DRAFT STRATEGIC PLAN

- 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.

Strategic Goal 7:

Provide opportunities for everyone to learn about LTD.

- Conduct training on multiple topics, such as:
 - Budget and financing
 - System scheduling
 - Strategic planning
 - Role of the Board and board governance
 - Transportation policy
 - Basic economics
 - Board of Director training on transit operations

Strategic Goal 8:

Hold individuals responsible for supporting the mission and goals of LTD, and for living LTD's values.

- Orient all new employees to the mission, goals, and values. Talk about expected behaviors.
- Monitor, evaluate, coach and support all LTD employees in their efforts to live LTD's values.

AGENDA ITEM SUMMARY

DATE OF MEETING: October, 2005

ITEM TITLE: Selection of Board Legal Counsel

PREPARED BY: Mark Pangborn, Assistant General Manager

ACTION REQUESTED: Board Direction to staff

BACKGROUND: As part of its delegation of authority to the LTD General Manager, the LTD Board authorizes the General Manager to contract for the necessary professional services needed to conduct the day-to-day business of the District. There are a few exceptions to this delegation of authority. One is the hiring of professional legal counsel for the District. This is a responsibility retained by the Board. The contract for the District's current legal counsel, *Arnold, Gallagher, Saydack, Percell, Roberts, and Potter*, (Arnold Gallagher) is due to expire in February, 2006. Consequently, the Board must make a decision on renewing the contract or initiating an open selection process for District legal counsel.

Since its inception in 1970, LTD has used outside counsel for legal advice. As a relatively small public agency, LTD does not have enough legal needs to warrant a full or even part-time staff legal counsel. Moreover, the legal needs of LTD have become so diverse, it only makes sense to retain legal counsel from a law firm that has a broad range of expertise in the area of public law.

In the past 35 years, LTD has retained the services of only three legal firms, all local: Bryson & Bryson; Luvaas Cobb; and now Arnold Gallagher. It has been the District's experience that the legal needs of a public transit agency are complex and to some degree unique. Consequently, there is a learning curve about public transit legal issues that any legal counsel must go through and the longer legal counsel deals with LTD, the more effective and efficient they become in providing counsel.

Arnold Gallagher has been LTD's legal counsel for seven years. During this time, the firm has provided a broad range of legal counsel to the District. On an annual basis, those staff who regularly interact with the firm are asked to rate the quality of the service and advice received. Staff also meet with the principal legal counsel to the District, Roger Saydack, to discuss their assessment of the prior year of service.

Staff have spent some time discussing what is in the best interests of the District and believe that there are some good reasons to extend the contract with Arnold Gallagher for a period of two years. In making this recommendation, staff considered four decision categories concerning professional services contracts:

1. Is LTD satisfied or dissatisfied with the level of service provided by the contractor? Staff have been very pleased with the level and quality of service provided by our current legal counsel. They are timely, they have provided excellent advice, they are appropriately pro-active, they have a wide range of expertise, and, where they lack expertise, they have referred LTD to other quality professional counsel.
2. Is the service appropriately priced? One may receive great service, but if you are paying too much for it, it may not meet your needs. A brief review of legal fees of the largest law firms in the community indicates that the fee structure of Arnold Gallagher is competitive with those firms. LTD considered only the largest firms because the complexity and range of legal issues that LTD must address require a firm with a broad range of expertise. Moreover, Arnold Gallagher often uses associate staff at a lower cost to perform the more routine legal work for the District. Staff believe that fees charged by legal counsel are consistent with those charged by the other large law firms in the community.
3. Continuity of service. With any professional service contract, there is always the question of specialization of expertise. Transit legal issues are complex and often unique. Over the seven years that Arnold Gallagher has been serving the District, it is the experience of staff that the firm has become very conversant with the legal issues that the District must address. Two current examples are Ordinance #36 and advertising on buses. If a new firm were selected, there would be some delay for a new firm to acquire the same level of expertise. There is a significant efficiency in building on existing expertise.
4. Policy/political considerations. Some public organizations, as a matter of policy, require open competition of contracts on a specified schedule, regardless of the performance of the current contract holder. In doing so, they avoid any appearance of favoritism in the awarding of contracts. As a recipient of taxes from local businesses, LTD always has worked hard to ensure that local businesses have every opportunity to compete for LTD work, but LTD does not have a specific policy on the length of a professional services contract with the District. It has been the experience of staff that addressing the issue on a case-by-case basis allows for the best decisions.

As a result of this analysis, staff believe that it is in the best interest of the District to extend the contract with Arnold Gallagher for another two-year period, after which time we would revisit the issue with the Board.

RESULTS OF RECOMMENDED ACTION:

Staff will implement the necessary actions to either retain Arnold, Gallagher, ... as LTD's principal legal counsel or initiate a Request for Qualifications (RFQ) process for the selection of legal counsel.

ATTACHMENT:

None

PROPOSED MOTION: