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

**March 28, 2006
4 p.m.**

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

Public testimony will not be heard at this meeting

AGENDA

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- I. CALL TO ORDER
- II. ROLL CALL
- III. Gaydos (Chair) _____ Ban _____ Eyster _____
- IV. APPROVAL OF MINUTES
 - A. January 24, 2006
 - B. February 14, 2006
 - C. February 28, 2006
- V. STAFF REPORT: PROGRESS ON HR PLAN, *LOOKING TO THE FUTURE*
 - A. Updated draft, *Looking to the Future*
 - B. Tracking Matrix
- VI. NEXT MEETING
- VII. ADJOURNMENT

MINUTES OF HUMAN RESOURCES COMMITTEE MEETING
LANE TRANSIT DISTRICT BOARD OF DIRECTORS

January 24, 2006

Pursuant to notice given to *The Register-Guard* for publication on January 21, 2006, and distributed to persons on the mailing list of the District, a meeting of the Lane Transit District Board of Directors Human Resources Committee was held at 4 p.m. on January 24, 2006, in the District's conference room at 3500 E. 17th Avenue, Eugene.

Present:

Gerry Gaydos, Chair
Susan Ban
Mike Eyster
Ken Hamm, General Manager
Mark Pangborn, Assistant General Manager
Mary Neidig, Director of Human Resources and Risk Management
Andy Vobora, Director of Marketing and Communications
Jo Sullivan, Clerk of the Board/Minutes Recorder

CALL TO ORDER: The meeting was called to order at 4:08 p.m. by Committee Chair Gerry Gaydos. All were present.

APPROVAL OF MINUTES: Ms. Ban moved approval of the minutes of the December 2, 2005, and January 17, 2006, Board HR Committee meetings. Mr. Eyster seconded, and the minutes were approved by unanimous vote.

GENERAL MANAGER TRANSITION: Mr. Hamm said that he had thought it would take longer to transition some projects, but that process was going well and Mr. Pangborn was ready to take over. He said he would be out of town from January 27 through February 3, and then would clean out his office the following week. He thought it made sense to say that Mr. Pangborn was in charge beginning Friday, January 27, and let employees know. The Committee members agreed that this was a reasonable course of action.

LTD PENSION PLANS: Ms. Neidig outlined the issues for the Committee and said that the Board Finance Committee also was reviewing the financial issues related to LTD's pension plans. Mr. Gaydos said that one issue was the funding ratio and what the Board would be comfortable with, between 0 and 100 percent. Many assumptions were involved, but the object was to set a policy, which the HR Committee should recommend to the full Board for approval. The Committee would need to make recommendations regarding the funding ratio, unfunded liability, and interest rate. The pension trusts were scheduled to meet on January 27 and hear proposals from the new investment manager. Ms. Ban thought that making interest rate assumptions was more of a Finance Committee issue. Mr. Gaydos thought it was all tied together and that at some point the Board had to trust the people who do the work rather than individual intuitions. He suggested that the Finance Committee also discuss the reserve policy, and whether the reserves should be reduced from \$3 million to \$2 million. He thought that if the

Board felt that the District had enough reserves, maybe then it could be more aggressive in its assumptions.

The HR Committee would be meeting again in two weeks, after the pension trust meetings. Mr. Gaydos suggested that the Committee could make a recommendation to the full Board at the February 15 Board meeting.

EXECUTIVE SEARCH: There was some discussion about the length of the interim period before a new general manager would be hired. Mr. Gaydos said that Mr. Pangborn's retirement date would make a difference to him. He said that the Board could decide to eliminate the interim title and not spend money on a national search. The Committee had some concerns about the number of tasks already on LTD's agenda and trying to bring in a new general manager before more progress was made.

Mr. Gaydos suggested that an organizational communication assessment would be the best place to test criteria for a new general manager. There was some discussion about hiring a consultant named Tom Boyle, who was recommended by Margaret Hallock, to perform an organizational assessment regarding the roles of the organization, including both LTD and the ATU as organizations interacting with each other.

The Committee discussed an extended interim period in order to accomplish certain goals and projects, such as EmX funding, the payroll tax increase, the HR Plan, and Maintenance director selection, with a commitment to working on the criteria for the next general manager. The Committee thought that the interim period might be closer to 3 years than 18 months. The Committee liked the idea of evaluating communication at LTD, telling people about the District's priorities and timeline, preparing the organization for the future, and understanding the needs of the organization, so those would be known when the search for the new general manager began. Mr. Gaydos suggested that the Board did not have to begin working on the criteria yet; rather, they should build the foundation and develop criteria in the future. He thought that the criteria from the previous selection process were valuable currently. The Committee asked Mr. Pangborn to let them know what he thought was important for the interim period.

Ms. Ban suggested an interim period until January 2008, with a target hire date after that point. The full Board would need to make a decision on February 15, and then the HR Committee could work with Mr. Pangborn on developing an annual employment contract.

NEXT MEETING: The suggested agenda for February 14 was to discuss pension issues and review the criteria for the general manager.

ADJOURNMENT: The meeting was adjourned at 5:30 p.m.

Recording Secretary

MINUTES OF HUMAN RESOURCES COMMITTEE MEETING
LANE TRANSIT DISTRICT BOARD OF DIRECTORS

February 14, 2006

Pursuant to notice given to *The Register-Guard* for publication on February 13, 2006, and distributed to persons on the mailing list of the District, a meeting of the Lane Transit District Board of Directors Human Resources Committee was held at 7:30 a.m. on January 17, 2006, in the District's conference room at 3500 E. 17th Avenue, Eugene.

Present:

Gerry Gaydos, Chair
Susan Ban
Mike Eyster
Mark Pangborn, Interim General Manager
Mary Neidig, Director of Human Resources and Risk Management
Andy Vobora, Director of Marketing and Communications
Diane Hellekson, Director of Finance and Information Technology
Jo Sullivan, Clerk of the Board/Minutes Recorder

CALL TO ORDER: The meeting was called to order at 4:05 p.m. by Committee Chair Gerry Gaydos. All were present.

LTD PENSION PLANS: The issues for committee discussion were whether the Board wanted to bring both pension plans (LTD/ATU Pension Plan and LTD Salaried Employees Retirement Plan) to 100 percent funding and, if so, under what timeline. Both the fund manager and the actuary had recommended to the plan trustees that public pension plans should be at 100 percent. The Board Finance Committee also had discussed these questions at an earlier meeting. Mr. Gaydos expressed the need to educate people about these issues so that there was no sense of alarm. He said that getting to 100 percent was good but that there was no harm to employees or retirees in the meantime. The Committee discussed some alternatives to reduce the amount spent in the first years. Mr. Eyster was uncomfortable stating a percentage as a target. Mr. Gaydos said that the policy should say that it was a 20-year target, building for the future, and that there should be a review every year or every two years with the actuarial report. Mr. Gaydos said that the Board needed to agree on a rate between 7 percent and 8 percent.

Ms. Hellekson said that 7.5 percent with a 20-year amortization was used for the last draft of the Long-range Financial Plan. Mr. Gaydos said that as stewards of public money and employees' futures, he did not want it to take longer than that. This policy had been up to the trustees in the past; the Board had not considered it in any significant way.

It was agreed that at the Board meeting on February 15 Ms. Hellekson would give a combined report from the two committees for consideration by the full Board.

EXECUTIVE SEARCH PROCESS: Ms. Neidig handed out a proposed work plan/timeline for committee discussion. One option was to develop criteria for the selection of a new general manager and then move ahead to select a search firm closer to the date of selection. She recommended planning for nine months from the time the Board began selecting a firm until a new general manager was hired. The draft timeline showed discussion of the criteria and the duration for the interim general manager.

There was some discussion about the timeline for the planned communication audit. Mr. Vobora explained that an all-employee survey and internal communication audit were underway. This was different from the organizational assessment discussed by the Committee earlier. Ms. Neidig said that the Committee had talked about hiring a third party to help with employee relations. She suggested calling this “employee relations development” because it was about relations building. Ms. Ban said she would like to build in internal development criteria as part of this plan, so the general manager criteria would not be finalized until employee relations development was completed. A consultant named Tom Boyle was one possible third party mentioned to help with this program. Information gathered would help determine what criteria to use, and would include some time to do some work with the community.

Mr. Gaydos said that the HR Committee and Board did not need to be involved in the employee relations development process, but it was important to the timeline. Other issues affecting the timeline for a general manager search process were replacement of the maintenance director and federal funding for EmX.

Ms. Ban wanted to use the term “general manager for an interim period” rather than “interim general manager.” Mr. Gaydos said it could be just “general manager.”

PERFORMANCE OBJECTIVES FOR INTERIM GENERAL MANAGER: Mr. Pangborn said that this was a period of turmoil in the organization, so it was important to him to get out into the organization and reassure employees that the organization was solid and focused, and to point out to employees that he would be focusing on those strengths. Secondly, employees were confused about how the organization goes about making decisions. His point was that LTD has a way for identifying and solving problems, beginning within departments with employees’ supervisors. He had been emphasizing that he would be working with the elected officials of the union. He also saw the need to focus on employee relations. Ms. Ban noted the value statement at the beginning of *Looking to the Future*, which states that employees are LTD’s most important asset.

Mr. Pangborn said that he had begun to meet with key partner agencies as well. He also was focusing on the Board’s priorities from the December strategic planning workshop, including service, equipment, employee relations and communication, training and incentives, and health programs. He said that money was tight, and he would be looking for ways to do things more effectively. The budget would focus on executing the strategic plan effectively and efficiently.

Mr. Pangborn noted the Board’s former goals for Ken Hamm for 2003-04. He said that when the Franklin and Martin Luther King Jr. Boulevard EmX corridors were on the ground, the District would be looking at the next corridor and all the pieces (progressive corridor enhancement, etc.) and execution of the agenda that was in place.

There was some discussion about when a performance evaluation should be held and whether something other than the American Public Transportation Association (APTA) evaluation tool should be used. It was suggested that there be an abbreviated evaluation in six months, when Mr. Pangborn would report on these goals. There also could be a follow-up communications audit a year later.

Mr. Gaydos said that the Board owed it to Mr. Pangborn to give him feedback, but he did not want to rush that. He said the Committee would need to discuss the budget impact with Mr. Pangborn and with the general manager and government relations positions would be revenue neutral or not.

Ms. Ban asked what role Mr. Pangborn would like the Committee to play in supporting him. He replied that he would like to agree on strategies and goals, with clear expectations and then periodic feedback. Ms. Ban and Mr. Gaydos appreciated his between-meetings message from Mark to the Board, and his “no surprises” goal.

Mr. Pangborn said he had been talking with the Leadership Council about how to get information back to the Board, whether by performance reports or another method. He would be working with the Board to find out what information they would like to have and how they would like it to be presented.

NEXT MEETING: Suggestions for the next meeting were: a report of progress on the HR plan, *Looking to the Future*; continued discussion of performance objectives for the interim period; and the timeline for Board HR Committee activities.

ADJOURNMENT: The meeting was adjourned at 5:23 p.m.

Recording Secretary

MINUTES OF HUMAN RESOURCES COMMITTEE MEETING
LANE TRANSIT DISTRICT BOARD OF DIRECTORS

February 28, 2006

Pursuant to notice given to *The Register-Guard* for publication on February 24, 2006, and distributed to persons on the mailing list of the District, a meeting of the Lane Transit District Board of Directors Human Resources Committee was held at 4 p.m. on February 28, 2006, in the District's conference room at 3500 E. 17th Avenue, Eugene.

Present:

Susan Ban
Mike Eyster
Mark Pangborn, General Manager
Mary Neidig, Director of Human Resources and Risk Management
Andy Vobora, Director of Marketing and Communications
Jo Sullivan, Clerk of the Board/Minutes Recorder

Absent:

Gerry Gaydos, Chair

CALL TO ORDER: The meeting was called to order at 4:10 p.m.

BOARD HR PLAN, LOOKING TO THE FUTURE: Ms. Neidig reported on progress made in various aspects of the plan. She described activities that had occurred and feedback that had been received about the plan. The Committee reviewed the plan goal by goal.

Mr. Eyster asked about the communications audit. Mr. Vobora explained that it was a multi-step process. Initially directors and managers who manage employees were interviewed to give a sense of how communication works at LTD and who the key players are, how the grapevine works, etc. Then focus groups of employees in different work groups were scheduled. After that, one-on-one interviews with employees from different perspectives (long-term employees, short-term, male, female, persons of color, etc.) would be held. The interview panel also had taken a tour of LTD's facilities to view bulletin boards and other ways in which communication was being done. The target date for a report to the Board was sometime in Spring 2006.

Ms. Ban asked about compensating union employees for participating in training. It was explained that some training costs were paid by LTD and some employees were marked off and paid by the union. There was an agreed-upon list of what LTD would compensate employees for. Generally, if something was directly related to a person's job duties, LTD paid for the training, and that usually occurred within work hours. Others, such as the retirement seminars, were voluntary and attended on the employee's own time.

Ms. Ban suggested offering some programs on-line.

Ms. Ban also suggested that for succession planning, LTD could partner with high school students, so they could think about the skills they would need and what kind of person "fit" at

LTD. She wondered if there were "bus clubs," like train clubs, to get people interested in transit at a young age and help diversify the workforce.

Regarding the health risk assessment offered for employee participation, LTD would receive a report of the major risks that the employees were facing. That would help focus on training and education.

There was some discussion about teaching supervisors to reward employees for a good job, with notes, compliments, etc. After hearing that the Operations supervisors each supervised 35 people, Ms. Ban suggested having a designated team leader (or coordinator, cluster captain, etc.) to be responsible for contacting and reinforcing certain people on their shifts each month. It would be important not to make this hierarchical and to be careful about the level of authority. Ms. Neidig suggested that this was similar to a coaching model, and Mr. Pangborn said that it was important to learn better how to build relationships with people staff did not see very often.

In discussing gathering employee input, Ms. Ban suggested using on-line surveys to ask specific questions. Everyone could weigh in and see the results.

Regarding educational goals, it was noted that LTD currently did not have the resources to do very much in this category.

Ms. Neidig agreed to rewrite Goal 8 so that it sounded less punitive, for the Committee's review at the next meeting.

Mr. Eyster and Ms. Ban said that they thought this kind of overview of the Plan was helpful. Staff agreed to continue to look for ways to show progress toward the Plan's goals. The Committee thought this kind of review should be discussed with the full Board, but not more than two or three times a year.

HR COMMITTEE WORK PLAN/TIMELINE: As a result of the Board's decision to name Mr. Pangborn general manager rather than acting general manager, references to the general manager selection process were removed from the timeline for the foreseeable future. There was a brief discussion about the orientation process for the new Board member, who had not yet been named.

NEXT MEETING: Ms. Ban and Mr. Eyster agreed that with the postponement of a general manager selection process, the Committee would not need to meet twice a month. They recommended eliminating the meeting on the second Tuesday of each month, keeping the meeting on the fourth Tuesday of each month at 4 p.m., and scheduling other meetings as necessary.

ADJOURNMENT: The meeting was adjourned at 5:25 p.m.

Recording Secretary

MINUTES OF HUMAN RESOURCES COMMITTEE MEETING
LANE TRANSIT DISTRICT BOARD OF DIRECTORS

December 8, 2005

Pursuant to notice given to *The Register-Guard* for publication on December 7, 2005, and distributed to persons on the mailing list of the District, a meeting of the Lane Transit District Board of Directors Human Resources Committee was held at 3:30 p.m. on Thursday, December 8, 2005, in the Board Room at 3500 E. 17th Avenue, Eugene.

Present:

Gerry Gaydos, Chair
Susan Ban
Mike Eyster
Ken Hamm, General Manager
Mary Neidig, Director of Human Resources and Risk Management
Jo Sullivan, Administrative Services Manager/Clerk of the Board

CALL TO ORDER: The meeting was called to order at 3:35 p.m. by Committee Chair Gerry Gaydos.

INITIAL DISCUSSION OF EXECUTIVE SEARCH PLANNING: Mr. Gaydos said that the purpose of this meeting was to begin thinking about a timeline to develop an executive search process to report to the full Board the following day at the Board's annual strategic planning work session.

Mr. Gaydos noted that he had just received, at his office, a petition titled, "Vote of full confidence in Phyllis Loobey as interim general manager." He said that the cover letter claimed that there were 163 signatures; that Barton and Dreier gathered them in 72 hours outside their regular eight-hour workday; and that employees on sick leave, on vacation, or in training as new employees were not contacted. The cover letter also said that the petition represented 84 percent of LTD bus drivers and 71 percent of all LTD union-represented employees. Mr. Gaydos then read the petition: "We, the undersigned employees of the Lane Transit District and members of Amalgamated Transit Union 75, believe that clearly the best possible choice as Interim General Manager is Phyllis Loobey. She alone has the knowledge, experience, and solid base of community support to lead the District through the challenging transition ahead. Therefore, we strongly urge the Board of Directors to immediately offer Phyllis the position of Interim General Manager and let the healing begin." He gave the petition to Ms. Sullivan for the District's records.

Mr. Gaydos said he was hoping that Mr. Barton and Mr. Dreier would be at the meeting. He said that one of the difficult things about sitting as a member of the Board of Directors is that they never could have the sense of day-to-day operations that anyone working at LTD could have; they did not know as much about the nature of the business as all those in the room knew. He said that their job was to make sure that the policies were there, that LTD was a steward of the public dollar and the human resources. The Board did have the authority to make decisions and took that very seriously.

Mr. Gaydos said that petitions historically had been a way of getting a viewpoint brought forth, and that the First Amendment of the U.S. Constitution and the Oregon Constitution allowed the freedom of free speech. He said that the Board encouraged free speech; they had public meetings and encouraged people to participate. However, he said, it came down to the Board having the responsibility of making the decisions. Therefore, he said, however input came to the Board, it would be considered as input. A petition with whatever number of signatures was not going to be persuasive evidence in his mind, and he said he thought it actually was unhealthy for the District to continue in that way. He also stated that he thought it was healthy for positions to continue to be placed in the newspapers in the community. He said he was hoping that people learned that LTD actually had an open organization; the Board of Directors had public meetings and was willing to listen to people, and there was no need to communicate through petition and the newspapers. Rather, people could communicate directly with the Board. He said that the Board's goal was to heal and do the best it could do. He said he would do his best to persuade people to stop petitions, to stop fighting in the newspaper; and to talk to the Board directly, which was more effective and probably more persuasive, in his opinion.

Mr. Eyster said he agreed with everything Mr. Gaydos had said, and also wanted to thank the people who had written to him. He said he could understand that for some people, because there was a petition last time and then some time after that Mr. Hamm made the decision to resign and the Board accepted that request from him, it could seem that those were cause and effect, but that was not the case. Mr. Eyster said that for people who were fearful because they saw a petition take place last summer and then saw an action that seemed to follow that, those were not cause and effect, and that the Board had to make its decisions based on what they thought was in the best interest of the District. They had to do this by weighing information. People's opinions were part of that, he said, but because a certain number of people signed a document was not the basis on which he made decisions. Mr. Eyster said that there obviously was uncertainty for employees, but for those who might feel uncertainty based on the fact that there had been another petition, he wanted to put their minds at ease that this was not the basis on which he thought any of them were going to make a decision.

Mr. Gaydos said also that the HR Committee was not a place for public input. The goal was to try to assemble some information and assure that the Board could move forward appropriately and transparently with an interim process and then a selection process for a new general manager. To do that, he said, the HR Committee had to gather information. They had received a packet of information that they had asked Ms. Sullivan for, from the last executive search at LTD. Ms. Neidig had prepared a proposed schedule so that the Board could begin looking toward future meetings and work that needed to be done to keep the process moving.

Mr. Gaydos said that there was no doubt that the direction that Mr. Hamm had established would be the direction in which the District would continue to move. There was no doubt that the Board strategic plan would stay, generally with modifications each year. He said that LTD was a stable organization with great leadership at all levels. He said that the Board was proud to serve as the Board of directors, and now it was just an issue of figuring out how to manage the change.

Ms. Neidig then discussed the proposed schedule to help organize the tasks, and meetings at which they could be done. The HR Committee was scheduled to report to the full Board the following day. The most immediate decision on which to obtain Board feedback concerned an interim general manager. Another question for the full Board concerned timeline and how fast they believed the process should move. In addition to the packet prepared by Ms. Sullivan, Ms. Neidig had prepared some information about local services and processes, and asked the Committee for direction to begin formatting a proposed process for LTD's executive search.

Ms. Ban said that she appreciated that the timeline showed the decision about an interim general manager being made sooner rather than later. She thought that making this decision as soon as possible would be healthy for the organization.

Mr. Gaydos said that the Committee had asked the Leadership Council for some thoughts about advantages and disadvantages of an internal versus an external interim manager. He noted that the Committee had received those earlier. He said that input was very helpful, and he believed that there was not a very strong reason to look externally.

Mr. Eyster said one potential negative that was not listed was regarding person power—the person who moved up internally would have a much fuller “plate,” and he wondered if there might be a way to backfill for that person. Mr. Gaydos recalled that this was recognized in the input from the Leadership Council, and there was a sense that some of the workload would be spread among the other members. He said that another reason he would argue against looking externally was that LTD was not broken. He said that Mr. Hamm was leaving a stronger organization than he came to, and LTD was moving in an appropriate direction. Ms. Ban said that this would be the direction she was leaning, as well, and the only reason to wait would be to have a chance to talk with other Board members and to have some other consultation. She said she did not think there should be a problem having a decision made by the next Committee meeting, tentatively scheduled for the following week.

Mr. Gaydos asked if there were any criteria developed the last time for the selection of the general manager. He thought that would not be totally different from the interim manager. Ms. Neidig called the Committee's attention to the recruitment brochure and comment cards included in the packet from the previous process, but those were not an exclusive list. Mr. Gaydos thought that duties listed on page 3 of the brochure were reasonable for the interim and permanent positions. Ms. Ban noted a scope of work and minimum requirements sheet in the packet, as well.

Mr. Gaydos agreed with Ms. Ban that sooner was better than later. The Committee was scheduled to meet on December 15 and asked if the full Board could meet that evening or the following day. He noted that the Board had received some input on the interim selection by e-mail and telephone.

Mr. Hamm mentioned some other local selection processes that had occurred regarding interim managers in local public agencies. He suggested soliciting some input from the local public and business community regarding their vision for the short term and input for permanent selection.

Ms. Ban wanted to send a clear message that LTD would be moving forward. Mr. Gaydos suggested that the Board could say that there was no urgency in selecting the next general manager. The Board could name an interim general manager now and then everyone would know that that person would take over for an interim period. Naming an interim manager soon would help alleviate employee anxiety about whether there would be an internal or external interim manager.

Mr. Gaydos recommended that having an internal general manager was the best way to go. He suggested considering the District's current projects and priorities in order to determine how long the interim period should be. Then the start of the executive search process would depend on when the Board wanted a new general manager to begin.

Mr. Gaydos said that from his perspective, Mr. Hamm had done a good job and there was a good staff in place.

Mr. Eyster asked if the HR Committee should recommend to the full Board that LTD use an executive search firm. Ms. Neidig said that there were good reasons to have help from an external group, including workload issues and a neutral screening process. She said that there were a few firms that specialized in transit executive hiring processes. She said that the City of Springfield spent about \$27,000 to contract with the firm for city manager recruitment. The cost for LTD would depend on what the firm was asked to do. There also were costs for flying candidates to Eugene for interviews, placing advertisements, etc., which might double the cost of the firm. She added that having staff handle a recruitment process did not come without costs, as well.

Mr. Hamm described the process used when he was hired by LTD. The Committee asked for copies of the previous recruitment materials to be given to the other Board members at the annual strategic planning work session the following day. They would discuss the interim general manager selection and external versus internal recruitment with the full Board at that time.

ADJOURNMENT: The meeting was adjourned at 4:25 p.m.

Recording Secretary

LOOKING TO THE FUTURE

Draft Human Resources Strategic Plan

for Lane Transit District

February 2006

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 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 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 *Looking to the 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.
- Invite all individuals to participate in supporting the mission and goals of LTD, and to live LTD’s values.

Strategic Goal 1:

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

- Create frequent communications among 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.

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.
- 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.

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 supervisors' 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.
- 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:

Invite all individuals to participate in supporting the mission and goals of LTD, and to live 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.

GOAL	ACTION	STATUS	STAFF ROLE	BOARD ROLE
1. Develop supportive relationships among all LTD employees, LTD administration, and ATU leadership.				
Create frequent communications among all leaders in the ATU and at LTD.	Establish weekly meetings with ATU leadership.	Complete	General Manager, HR Director and Operations Director meet routinely.	
Include local union leadership in budget discussions.	Conduct budget classes for ATU leadership.	Complete	Design and conduct classes.	Provide opportunities for ATU leadership and employees to give input on budget decisions.
Build on the work of the Joint Insurance Committee to improve employee health and manage health care costs.	Conduct monthly meetings of Joint Insurance Committee. Approve committee recommendations for on-line health risk assessment tool.	Complete	Staff committee. Track health improvements.	Approve in budget.
Conduct regular open forums for employees to talk to Board members, the general manager, and key District staff.	Hold "Listening Sessions" at various levels to give employees opportunities to talk to the district.	Complete	Design and conduct sessions. Track questions raised and actions taken, provide feedback to all employees regarding actions.	Participate if requested.
Conduct regular open forums for employees to talk to Board members, the general manager, and key District staff.	Conduct formal audit of LTD's communication processes.	In progress.	Contract for project, provide access to employees, report results to board and all employees.	Consider and act on any specific recommendations for the Board.
Conduct specific trainings about topic areas such as scheduling, health care, finances, capital plans, operating costs, etc.	Employee meetings held on Health Risk Assessment, retirement and EmX project updates.	Complete	Design and conduct trainings, work with vendors to bring programs into LTD.	Approve in budget.
Jointly develop training programs that address the expressed needs of employees.	Working with ATU leadership to design maintenance training program. Recommendation to add Training Manager to budget.	In progress.	Conduct meetings with employees and leadership to determine needs.	Approve in budget.
Jointly develop opportunities to celebrate who we are.	Held district-wide barbeque to recognize employees for 2005. General Manager Excellence Awards given.	In progress.	Organize task force to design overall employee recognition processes for all employees.	

GOAL	ACTION	STATUS	STAFF ROLE	BOARD ROLE
2. Provide a work place at LTD that attracts and retains committee individuals.				
Design a recruiting process that attracts people capable of helping LTD achieve its mission, and who fit LTD's core values.	Review recruiting and hiring practices.		Conduct review and redesign hiring practices.	Approve LTD's mission and core values.
Design selection processes that help LTD hire employees who fit LTD's core values.	Review and redesign recruiting and hiring practices		Conduct review and redesign hiring practices.	Approve LTD's mission and core values.
Recruit a diverse work force.	Work with Diversity Council to design comprehensive process for recruiting a more diverse work force.	Im progress.	Staff Diversity Council. Look at best practices. Work within area employers to find ways to collaborate.	Support diversity goals.
Engage employees and the Joint Insurance Committee in designing a package of employee benefits that attract committee individuals.	Added new Health Risk Assessment benefit for LTD employees and dependents. Joint Insurance Committee will review benefit package in late summer.	In progress.	Staff Joint Insurance Committee.	Approve budget recommendations.
Develop reasonable compensation packages.	Conduct annual review of comparable compensation packages.	Ongoing	Conduct review.	
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.	Joint Insurance Committee is reviewing programs to improve employee health.	Ongoing	Staff committees.	Approve budget recommendations.
Enhance and expand the work of the Facilities Safety Committee.	Committee working with consultant to re-write bylaws and expand role.	In progress.	Staff committee.	Approve budget recommendations.
Support the Diversity Council's work to welcome and support all individuals.	Diversity Council considering employees survey to determine course of action.	In progress.	Staff committee, support survey.	
Jointly develop a wellness program that involves a cross section of LTD individuals in decision making related to employee health.	Design district-wide committee process.	Not started.	Staff committee.	

GOAL	ACTION	STATUS	STAFF ROLE	BOARD ROLE
Develop an incentive program to encourage individual participate in health improvement activities.	New Health Risk Assessment contains incentive for participation.	Ongoing.	Staff Joint Insurance Committee.	Approve budget recommendations.
Develop health-related programs such as disease management that assist individuals to remain healthy.	Joint Insurance Committee is reviewing programs to improve employee health.	Ongoing.	Staff Joint Insurance Committee.	Approve budget recommendations.
Provide education and training on key health issues.	Joint Insurance Committee is reviewing educational programs to improve employee health.	In progress.	Staff Joint Insurance Committee.	Approve budget recommendations.
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.	Proposed Training Manager position in 2006-07 budget. Position would guide strategic plan development.	Proposal.	Staff proposal.	Approve budget recommendations.
Develop key training tracks for broad categories of jobs.	Would be part of Training Manager's duties, and part of strategic plan.	Proposal.	Staff proposal.	Approve budget recommendations.
Develop internal core curriculum.	Would be part of Training Manager's duties, and part of strategic plan.	Proposal.	Staff proposal.	Approve budget recommendations.
Develop succession plans for vacancies of key positions.	Would be part of Training Manager's duties, and part of strategic plan.	Proposal.	Staff proposal.	Approve budget recommendations.
5. Reward, recognize, and reinforce both improved and exceptional performance.				
Develop performance measurement system.	Training Manager will be responsible for overseeing development of this.	Proposal.	Staff proposal.	Approve budget recommendations.
Develop performance management system.	Training Manager will be responsible for overseeing development of this.	Proposal.	Staff proposal.	Approve budget recommendations.
Create a list of preferred behaviors worthy of recognition.	Training Manager will be responsible for overseeing development of this.	Proposal.	Staff proposal.	Approve budget recommendations.
Design recognition systems that	Training Manager will be responsible for	Proposal	Staff proposal	Approve budget recommendations

GOAL	ACTION	STATUS	STAFF ROLE	BOARD ROLE
reward preferred behaviors.	overseeing development of this.	proposal.	Grant proposal.	approve budget recommendations.

GOAL	ACTION	STATUS	STAFF ROLE	BOARD ROLE
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.	Form committee.	Proposal.	Staff proposal.	
Consult with experts on methods of managing change within an organization.	Work with consultant.	In progress.	Source consultant, design process.	
Jointly develop ways to include more individuals in decision making processes.	Work with consultant.	Proposal.		
Review and design district-wide approach to employee involvement on district committees.	Create list of committees, review and propose changes.	Proposal.	Conduct review.	
Engage employees in discussion of LTD's mission and values. Create method for getting input.	Design process for involving employees.	Proposal.	Conduct review.	
7. Provide opportunities for everyone to learn about LTD.				
Conduct training on multiple topics.	Training Manager will be responsible for overseeing development of this.	Proposal.	Staff proposal.	Approve budget recommendations.
8. Invite all individuals to participate in supporting the mission and goals of LTD, and to live LTD's values.				
Orient all new employees to the mission, goals, and values.	Enhance employee orientation process.	In progress.	Design message and teaching format.	
Monitor, evaluate, coach, and support all LTD employees in their efforts to live LTD's values.	Provide trainign for supervisors and managers in this area.	Proposal.	Design message and teaching format.	