

General Manager Executive Search – Update

Board Working Session, January 5, 2022



DRAFT INTENDED FOR DISCUSSION ONLY



Contents

Core Competencies

- *Employee and Stakeholder Input*

Understanding Base Compensation

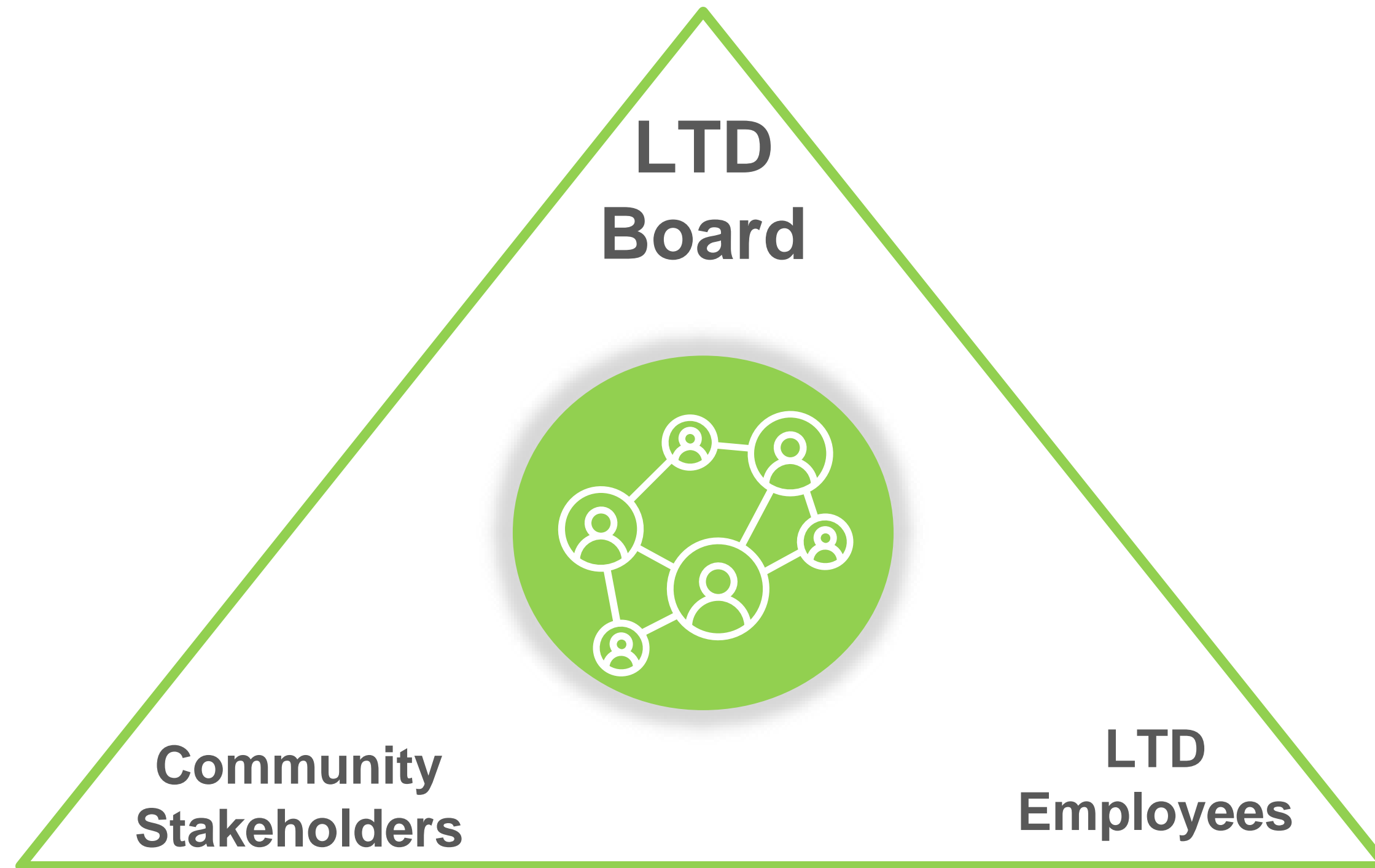
- *General Manager Compensation Analysis, 2022*

Current (Interim) General Manager Compensation Structure

Next Steps

Core Competencies

Recap: Informing the Job Description



Revisit: Board Input

Job Target Profile



General Manager

LOOKING FOR



Captain

A Captain is a problem solver who likes change and innovation while controlling the big picture.

[Learn More](#)



Persuader

A Persuader is a risk-taking, socially poised and motivating team builder.

[Learn More](#)



Strategist

A Strategist is results-oriented, innovative and analytical with a drive for change.

[Learn More](#)

THEY

Will be

Intense

Restless

Driving

Will need

Variety

Opportunities to work at a faster than average pace

Mobility

Will Like Hearing

Manage multiple priorities

Take the Initiative

Lead the conversation

Explore new frontiers

Core Competencies

Employee and Community Input



01.04.2022 Survey Totals
 Employee = 37
 Stakeholder = 43

Determining General Manager Compensation

Understand Reasonable
Base Compensation

Compare to Previous
Compensation Model

Establish Expectations for
Next GM Compensation:
What will candidates expect?

General Manager Compensation Analysis 2022

Board Compensation Philosophy

Base Compensation

Consistent with Market



Market of the subject matter

Market of public sector/nonprofits in the region

Market of private sector organizations in similar subject

Attract and retain high quality talent

Incentive Compensation

Incentivize success of LTD



Tied to Organizational Success Outcomes:
implementation of Strategic Business Plan

Quantifiable results - verified by 3rd party:
results are achievable, challenging, collaborative

Payments pre-determined based upon achievement:
deliver X, be paid Y

Over-achievement is encouraged and recognized

Determining Base Compensation

- ① Identify Public Transit Peer Organizations
- ② Public Sector/Non-Profit Organizations
- *OR, Lane County, and City of Eugene*
- ③ Private Sector Transportation Organizations
- *Regional and National*

Determining Base Compensation

1 Identify Public Transit Peer Organizations

Low	Average	High	Outlier*
\$165,821	\$197,763	\$284,079	\$394,829

*Outlier value not included in average calculation.



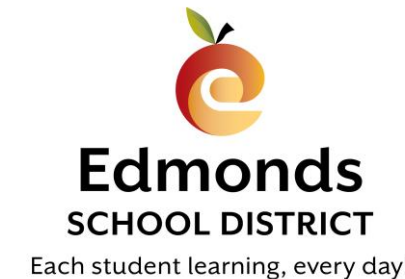
Determining Base Compensation

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Public Sector/Non-Profit Organizations

- OR, Lane County, and City of Eugene

	Average	
	\$215,885	
Low		High
\$115,000		\$310,000



Determining Base Compensation

3 Private Sector Transportation Organizations *- Regional and National*

**Standard Starting Base
Compensation**

\$150,000



**Benefits and Incentive
Compensation**

General Scale for Salaries

\$180,000

\$220,000

Current (Interim) General Manager Compensation Structure

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Board Compensation Philosophy

A

Alignment on Compensation Eligible

B

Determination of Base Compensation vs Incentive Compensation

C

Determination of Measurable Outcomes (tied to organizational success)

D

Communication between Board Chair/GMEC Chair & General Manager

Objective Measurable Outcomes

Tied to Organizational Success Outcomes

CUSTOMER SATISFACTION

Our goal is to deliver outstanding customer service that increases the willingness of our customers to recommend our services to others.



A Net Promoter Score of 55%.

EMPLOYEE ENGAGEMENT

Our goal is to attract and retain a high quality workforce through high levels of employee engagement.



An Employee Engagement Score of 65%*.

COMMUNITY VALUE

Our goal is to provide strong value to the community through the services we offer, whether or not they use our services directly.



Establishment of a baseline for the percentage of the community that believes we provide value and improve 5%.

FINANCIAL HEALTH

Our goal is to maintain LTD's strong financial position to sustain our operations for the future.



Achievement of 3-year rolling financial plan targets.

SUSTAINABILITY

Our goal is to do our part to preserve and protect the environment through a reduction in greenhouse gas emissions.



A reduction in Greenhouse Gas Emissions of 70%.

Interim GM Compensation Structure

Base Compensation Consistent with Market



\$174,729

Incentive Compensation Incentivize success of LTD



Amount Eligible = \$25,000

*Incentive compensation will be distributed as a *one-time payment* based on annual objective performance results, at the conclusion of the evaluation year.

Incentive Compensation: Structure

Incentive Compensation Eligible: \$25,000*

*Incentive compensation will be distributed as a *one-time payment* based on annual objective performance results, at the conclusion of the evaluation year.

**Objective Criteria:
Success Outcomes**



Success Outcome	Goal	Weighted Goal Points	If goal achieved: amount received
Customer Satisfaction	A Net Promotor Score of 55%.	30	\$7,500
Employee Engagement	An Employee Engagement Score of 65%.	25	\$6,250
Community Value	Establishment of a baseline for the percentage of the community that believes we provide value and improve 5%.	20	\$5,000
Financial Health	Achievement of 3-year rolling financial plan targets.	15	\$3,750
Sustainability	A reduction in GHG emissions of 70%.	10	\$2,500
Total		100	\$25,000

Determining Base Compensation

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	LTD Interim GM		

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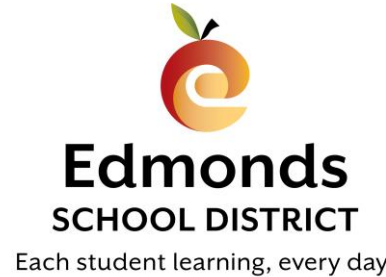
Determining Base Compensation

2

Public Sector/Non-Profit Organizations

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	LTD	
	Interim GM	



Revisit: Determining General Manager Compensation

Understand Reasonable Base Compensation

Compare to Previous Compensation Model

Establish Expectations for Next GM Compensation:
What will candidates expect?

Next Steps

January

Stakeholder Interviews
Complete Survey
Draft and Final Job Description
Marketing Plan
Post Position

February

Initiate Recruitment

Questions?