

Board of Directors: Work Session

Lane Transit District, September 7, 2022



Opening Comments

Caitlin Vargas, Board Chair

Purpose

Continuity in momentum through new Board member on-boarding and the CEO's on-boarding process.

When you think about your role as an LTD Board Member, what do you know now that you wish you had known on your first day?

Role of the Board

Oversight versus Management

Recap

Role of Board

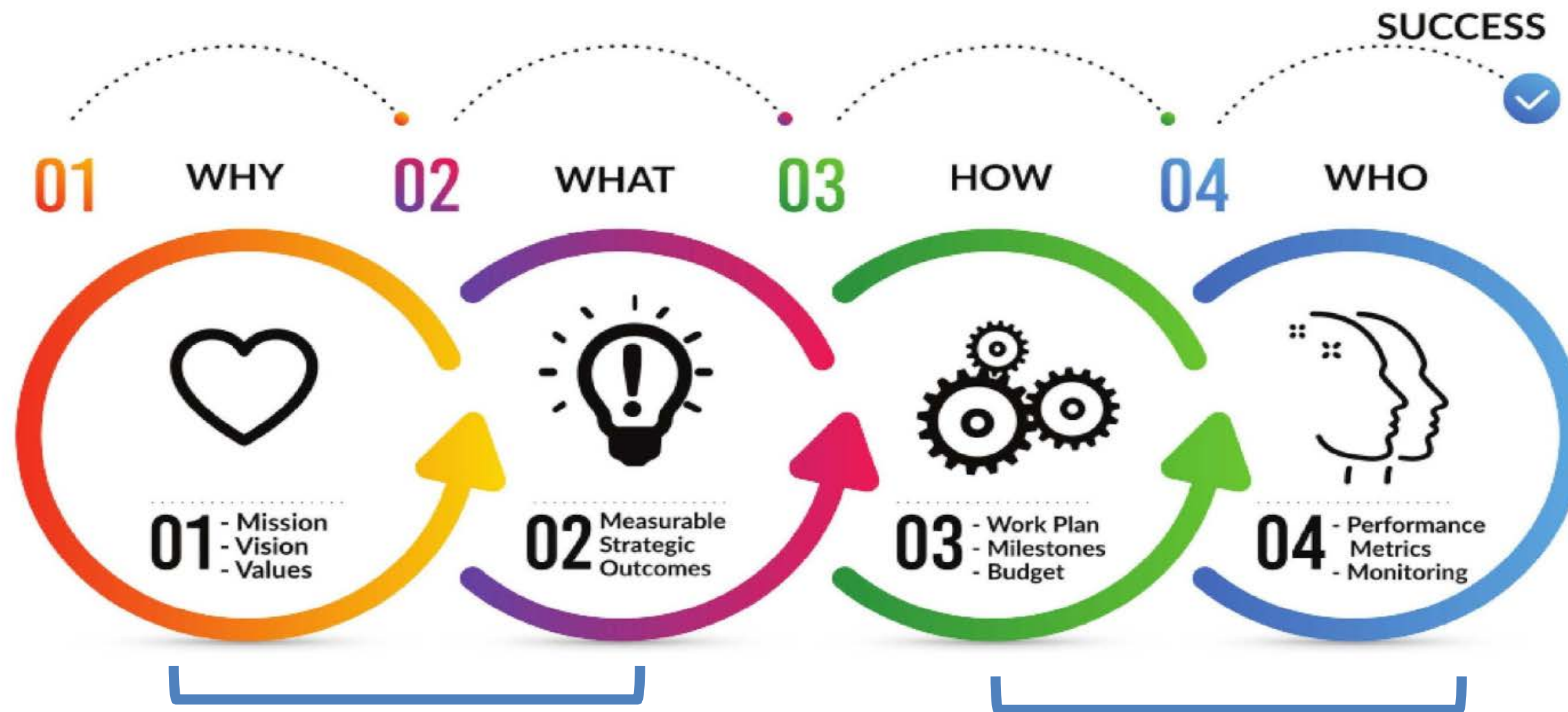


“Deciding what *not* to do is as important as deciding what to do.”

— *Steve Jobs*



Role of the Board



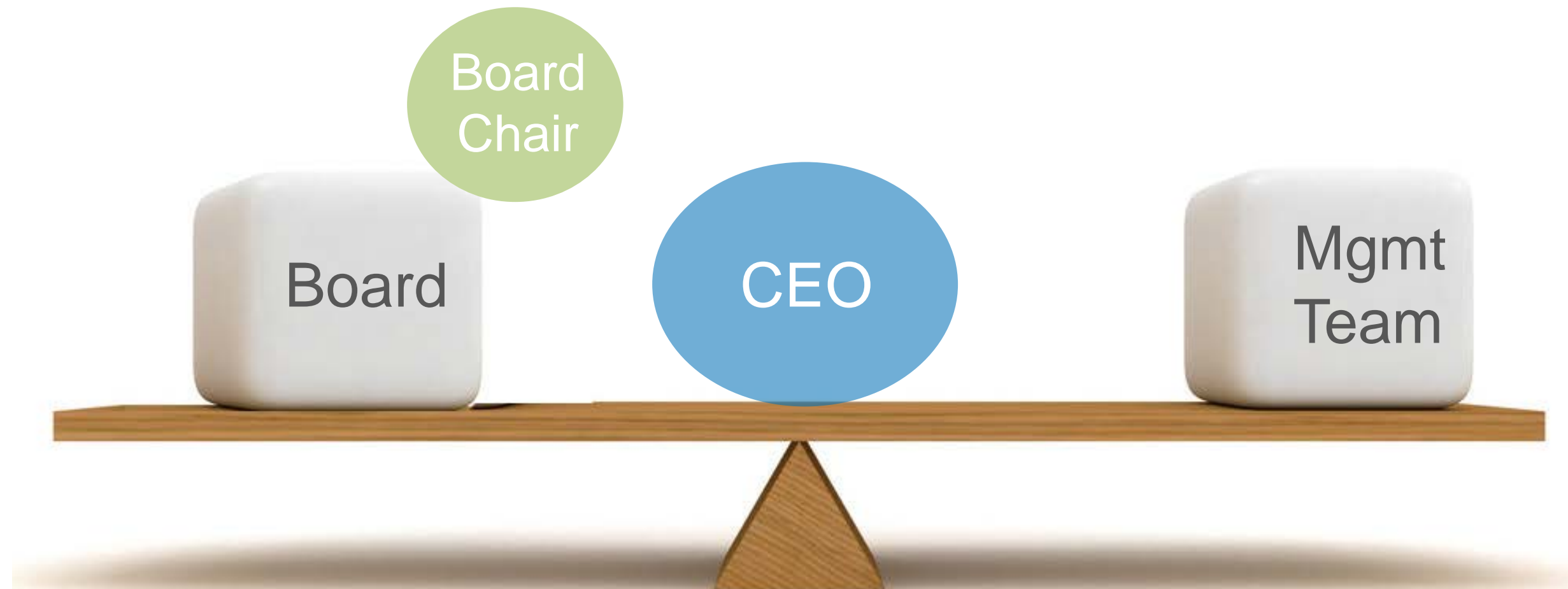
Ensure that LTD has clear direction and is delivering on its mission, vision, and outcomes

Empower staff to manage how and who is responsible for getting the work done that produces the overall outcomes

4 Key Questions

1. How does the Board define **success**?
2. Has the Board Chair **shared** the adopted definition of success with the General Manager?
3. What **metrics** will the Board monitor to ensure that management is on track to be successful at the end of the year?
4. Has the Board tied the General Manager's **performance evaluation** to the adopted definition of success?

Role of the Board Chair and General Manager



Roles of the GM and Board

	General Manager	Board of Directors
<i>Annually</i>	Prepare and Present Outcomes	Adopt Outcomes
<i>Quarterly</i>	Use Metrics (KPIs) to Manage Activities to Achieve Outcomes	Monitor Metrics (KPIs)
	Present Self-Evaluation compared to Outcomes and share perspective related to Values	Provide feedback related to Outcomes and share perspective related to Values

Components of LTD Success

Mission
Vision
Values

Clear Definition
of Success

Board of
Directors

Chief Executive
and
Team



STRATEGIC BUSINESS PLAN



Fiscal
Years **2022 – 24**

Strategic Business Plan

- Defines **Success** (Mission, Vision, Outcomes)
- Identifies the **metrics** that the Board will monitor
- Outlines how the **management team** will prioritize key activities to deliver the outcomes

Clear Definition of Success for FY2023

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%.

LTD Quarterly Reporting Cadence

Sample

	Quarter Begins	Quarter Ends	Management to Populate Metrics	Management Reports Performance Results to Board*
Q1 FY23	Jul 1	Sep 30	Oct 15	Nov 17
Q2 FY23	Oct 1	Dec 31	Jan 15	Feb 16
Q3 FY23	Jan 1	Mar 31	Apr 15	May 18
Q4 FY23	Apr 1	Jun 30	Jul 15	Aug 17

*These are proposed dates based on current Wednesday Board Meeting cadence.

Performance Management Oversight

Example Discussion Questions

**Survey Result:
#1 Importance Factor to
Customers**



On-Time Performance

**LTD's On-Time
Performance Goal**



90%

**LTD's Actual On-
Time Performance**



82%



On-Time Performance was rated by our customers as the #1 metric of importance in driving their Net Promoter Score - the outcome that we adopted as a Board. Since our actual On-Time Performance is below our goal, how does the management team plan to address this metric for performance, that today, we aren't living up to?

LTD Scorecard



PRIMARY STRATEGIC PRIORITY	METRIC	QUARTERLY PERFORMANCE					POINTS		OWNER	DEFINITION	INFORMATION SYSTEM
		GOAL	Q1	Q2	Q3	Q4	GOAL	EARNED			
CUSTOMER SATISFACTION	Overall Customer Satisfaction	Establish baseline					8		Cosette	% of customers who are satisfied or very satisfied with LTD services.	Customer Satisfaction Survey
	Overall Net Promoter Score	Establish baseline					8		Cosette	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend LTD, Promoters are 9-10 and Detractors are 0-4.	Customer Satisfaction Survey
	Customer Impression of On-Time Performance	Establish baseline					3		Cosette	% of customers who agree or strongly agree that buses usually arrive on-time.	Customer Satisfaction Survey
	Actual On-Time Performance	≥ 90%					3		Tom	% of trips completed within the scheduled on-time window (no more than four minutes past the scheduled time for arrival and departure).	CAD/AVL
	Customer Impression of Safety & Security	Establish baseline					2		Cosette	% of customers who agree or strongly agree that they feel safe and secure when riding LTD.	Customer Satisfaction Survey
	Accidents Per 100,000 Miles	< 2					2		Tom	Number of accidents per 100,000 miles.	Monthly Report KPIs
	Customer Impression of Bus Operator Courtesy	Establish baseline					2		Cosette	% of customers who agree or strongly agree that bus operators are courteous.	
	Bus Operator Complaints Per 100,000 Boardings	Establish baseline					2		Jake	Number of complaints directly related to bus operator performance per 100,000 boardings.	Itak
TOTAL						30					
EMPLOYEE ENGAGEMENT	Employee Net Promoter Score	Establish baseline					8		Taryn/HR	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend LTD as a place to work, Promoters are 9-10 and Detractors are 0-4.	Employee Survey
	Employees Understand How Their Performance is Linked to LTD's Success	Establish baseline					4		Taryn/HR	% of employees agree or strongly agree that their work is important for LTD to reach its goals.	Employee Survey
	Employees Agree Leadership is Invested in Their Success	Establish baseline					4		Taryn/HR	% of employees agree or strongly agree that Managers/Leadership are invested in their growth and success.	Employee Survey
	Employees Agree They are Provided with the Tools Needed to Work Successfully	Establish baseline					4		Taryn/HR	% of employees agree or strongly agree that they are provided with the tools needed to work successfully.	Employee Survey
	Internal Customer Satisfaction	Establish baseline					5		Taryn/HR	% of employees who are satisfied or very satisfied with internal support functions.	Internal Customer Satisfaction Survey
TOTAL						25					
COMMUNITY VALUE	Community Perception of LTD Value	Establish baseline					8		Tom	% of community members who agree or strongly agree that LTD provides value to the community.	Community Survey
	Community Partner Perception of LTD as Trusted Leader	Establish baseline					7		Tom	% of partner agencies such as the City of Eugene and LCOG that agree or strongly agree that LTD is a trusted leader in the community.	Community Survey
	Access to Frequent Transit (Total Population)	Establish baseline policy					2		Tom	% people and jobs within the urban growth boundary that are within ¼-mile of an active bus stop or station with 15 minute frequency or less. (Performance goal policy to be established through the CDA)	Remix
	Access to Frequent Transit (Mineralized Population)	Establish baseline policy					3		Tom	% low-income, communities of color, seniors, and people with disabilities within the urban growth boundary that are within ¼-mile of an active bus stop or station with 15 minute frequency or less. (Performance goal policy to be established through the CDA)	Remix
TOTAL						20					
FINANCIAL HEALTH	Operating Cost per Boarding	75%					8		Tom	Total operating cost divided by total boardings, percentile in comparison to peer agencies.	ABBG Reporting
	Maintenance Cost Per Mile	\$.98/mile					4		Matt	Total preventative and repair costs exclusive of fuel costs, divided by total miles.	Monthly Board report
	Vehicle Hours per Labor Hour	≥ .86					3		Tom	Total vehicle hours divided by total operator labor hours.	ABBG Reporting
TOTAL						15					
SUSTAINABILITY	Greenhouse Gas Emission Reduction	70%					3		Matt	% reduction in greenhouse gas emissions from owned vehicles in comparison to the 2019 baseline.	GHG Inventory
	Fleet Transitioned to Electric	25%					2		Matt	% of fleet that is transitioned to electric vehicles.	Fleet Replacement Plan
	Renewable Fuel Consumption	70%					3		Matt	% of non-fossil fuel consumption (fuel from renewable sources such as waste, plants, animal products, etc) as a percent of total fuel consumed.	Spreadsheet
	Overall Ridership Increase	9,865,000					2		Tom	Number of unlinked trips (revert to 2019 levels).	APC
TOTAL						10					
OVERALL PERFORMANCE SCORE						100					

Metrics to monitor progress to delivering the outcomes

Empower General Manager and staff to deliver the outcomes

Customer Satisfaction Work Plan Tactics

Measure Customer Satisfaction – Fixed Route

Measure Customer Satisfaction

Improve Trip Efficiencies & Performance

Maintain On-Time Performance

Conduct Courtesy Training For

Enhance Customer Convenience

Comprehensive Operations Analysis

Establish Baseline Analysis Of

Employee Engagement Work Plan Tactics

Manage Employee Turnover

Implement Workforce Diversity

Conduct Internal Customer

Conduct Employee Events

Provide Development Opportunities

IT Process Improvement

Continuous Improvement Process

IT Task Scheduling Communication

Succession Planning

Community Value Work Plan Tactics

Conduct Comprehensive Operations Analysis (COA)

Create Sustainable Services Stability Fund

Strengthen & Streamline Vendor & Partner Relationships

Ensure Diversity Equity Inclusion Participation In

IT Disaster Recovery & Resiliency

Communications: LTD As Transportation Leader

Establish Community Partnerships For Talent Pipeline

Financial Health Work Plan Tactics

Develop IT Hardware/Software Replacement Plan

Define Financial Forecasting Model

Assess & Evaluate Long-Term

Increase Operational Efficiency

Sustainability Work Plan Tactics

Electronic Records Management

Fleet Procurement Plan

Achieve Sustainability Certifications

Components of LTD Success

How should we be thinking about Board member on-boarding to ensure continued momentum as an organization and supporting the success of the new CEO?

Mission
Vision
Values

Clear Definition
of Success

Board of
Directors

Chief Executive
and
Team

The Next 163 Days :

September

October

November

December

January

February

Jameson's Life....

First Day

- Finish Current Role
- Say Goodbye
- Figuring out temporary housing
- Figure out permanent housing
- Settle kids
- APTA Annual Meeting
- Initiate LTD Engagement
 - Team meetings
 - Board Members
 - Board meetings
 - Key stakeholders

- Learn the culture—build the culture
- Settle himself
- Settle family
- Manage expectations
- Assess operations
- Assess administration
- Support budget adoption
- Quarterly results reporting
- Organizational assessment
- Establish cadence of internal communication
- Establish external communication
- Emerging issues
- On-board 3 new Board Members
- Complete 100 day plan

Jameson...when you think about your on-boarding and the orientation of new Board Members...what if anything keeps you up at night?

New Board Member Orientation & CEO Success



What activities should we

STOP

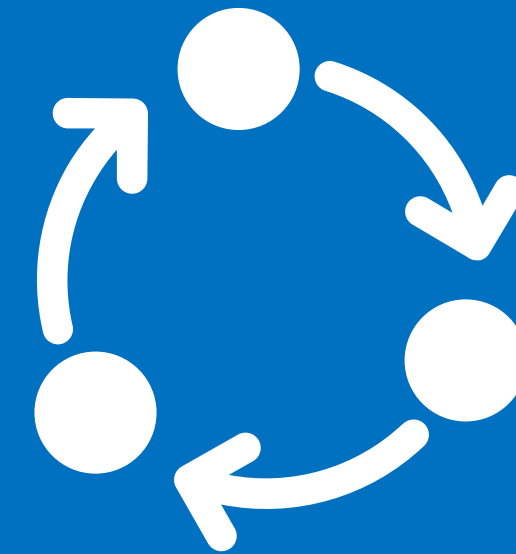
doing that may be
hindering the agency's
performance?



What activities should we

START

doing to deliver the
agency's success
outcomes?



What activities should we

CONTINUE

doing to deliver the
agency's success
outcomes?

Board Discussion