Agenda

• Organizational Updates
• Workplace Diversity
• Culture
• HR Policies and Benefits (Employee Manual)
• STI Program
• FY23 Goals
• Closed Session
Organizational Updates

Staffing (as of 11/28/22)
• Employee Count: 36 FTEs, 1 PTE
• Current Openings: 10 FTEs
• Offers Accepted: 2
• Offers Extended: 1

Attrition
• Involuntary Separations: 3
• Voluntary Separations: 2
War for Talent

- Harder to attract candidates
  - Competing offers
  - Significant dollars
  - Expectations for remote work

- Harder to keep employees
  - Manageable workload
  - Supporting positions
  - Investments in individual development

Source: Gartner
Data includes employees on board as of 11/10/2022. Data does not include those who have accepted offers but are not yet on board.
# Workplace Diversity

## Definition

- Workforce diversity is the bringing together of a variety of people to one workplace. This workplace would be comprised of people with a wide range of experiences, backgrounds and characteristics.

- Those key characteristics that make workforce diversity include: race, ethnicity, gender, religion, age, ability and sexual orientation.

## Benefits

- Inspires creativity
- Encourages varied perspectives
- Welcomes open communication
- Fosters trust
- Improves teamwork
- Supports innovation
- Improves decision-making
- Improves conflict resolution
- Fosters empathy and compassion
- Increases productivity
- Boosts employee morale
- Improves employee engagement
- Increases employee retention
- Creates a positive reputation
Racial Diversity Goal

• We currently have a total staff of 36, not including interns.
• Non-Caucasians currently comprise 19% of the entire group (7 of 36).
• Over the next year, we're looking to hire ~24 people, not including contractors/consultants.
• Hitting a long-term target of 35% Non-Caucasians would require recruiting 58% Non-Caucasians (14 out of 24 recruits).
• Since this recruitment rate seems unrealistic, the recommendation is to set the racial diversity target at 25% Non-Caucasians, requiring a recruitment rate of 33% (8 Non-Caucasians from 24 recruits).
• Goal will be assessed annually.

<table>
<thead>
<tr>
<th></th>
<th>Short-Term Goal</th>
<th>Long-Term Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caucasian</td>
<td>75%</td>
<td>65%</td>
</tr>
<tr>
<td>Non-Caucasian</td>
<td>25%</td>
<td>35%</td>
</tr>
</tbody>
</table>
Gender Diversity Goal

- We currently have a total staff of 36, not including interns.
- Women currently comprise 47% of the entire group (17 of 36).
- Over the next year, we're looking to hire ~24 people, not including contractors/consultants.
- Hitting a long-term target of 40% women would require recruiting 29% women (7 out of 24 recruits).
- Since this recruitment rate seems unrealistically aggressive, particularly for an organization hiring primarily in Engineering and Construction, the recommendation is to set the gender diversity target at 35% women, requiring a recruitment rate of 16% (4 women from 24 recruits).
- Goal will be assessed annually.

<table>
<thead>
<tr>
<th></th>
<th>Short-Term Goal</th>
<th>Long-Term Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>65%</td>
<td>60%</td>
</tr>
<tr>
<td>Female</td>
<td>35%</td>
<td>40%</td>
</tr>
</tbody>
</table>
• Men apply for a job when they meet only 60% of the qualifications, but women apply only if they meet 100% of them.

• Men are often hired or promoted based on potential, women for their experience and track record.

• Imposter syndrome is when someone doesn’t see the positive qualities in themselves that others do.

Effective October 1, 2022:

Don't meet every single requirement? At VPRA, we are dedicated to building a talented team and an inclusive, authentic workplace. So if you're excited about this role but your experience doesn't align perfectly with every qualification in the job description, we encourage you to apply anyway. You may be the right candidate for this or other positions.
Our Culture

Mission
• Our mission is to promote, sustain, and expand the availability of passenger and commuter rail service in the Commonwealth.

Vision
• Our vision is to deliver passenger rail service as an integrated, affordable, convenient travel option that benefits the Commonwealth.

Employee Value Proposition
• VPRA is transforming passenger rail in the Commonwealth. We are a team focused on cultivating an environment where individuals can succeed professionally and personally. At VPRA, you can expect to make a difference through your work and have a direct impact on a truly meaningful mission.
<table>
<thead>
<tr>
<th>Idea</th>
<th>Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create a wallet card with important numbers</td>
<td>Completed</td>
</tr>
<tr>
<td>Offer basic rail and personal safety for employees; share interesting stats</td>
<td>Completed</td>
</tr>
<tr>
<td>Offer CPR training for employees</td>
<td>Completed</td>
</tr>
<tr>
<td>Install mirrors for office corners with obstructed views</td>
<td>Completed</td>
</tr>
<tr>
<td>Encourage safety briefings at start of meetings</td>
<td>Completed</td>
</tr>
<tr>
<td>Establish procedures if an employee has a car accident</td>
<td>In process</td>
</tr>
<tr>
<td>Offer Rail Safety Training for VPRA employees working in the rail right of way</td>
<td>Pending</td>
</tr>
<tr>
<td>Offer incident response training for employees</td>
<td>Pending</td>
</tr>
</tbody>
</table>
Values in Action

Performance Management
- Goals
- Development Plans
- Leadership Development Opportunities

Budget Process Timelines
- Realistic Scheduling & Budgeting

Board Meeting Changes
- Train CO2 Emissions Reduction
- Minimize project footprint

Rail Safety Month / Education Brainstorming Action Items
- ERP
- Website Consolidation

Scheduling to Diversify Ridership
- Station Accessibility
- Posting Disclosure

Foster Leadership and Public Service
Ensure Safety and Reliability
Demonstrate Financial Stewardship
Promote Innovation and Excellence
Advance Environmental Sustainability
Champion Equity and Inclusion
### Notable Revisions

<table>
<thead>
<tr>
<th>Pre- and Post-Employment Activities</th>
<th>Includes more comprehensive background check at time of hire, credit check for certain positions at time of hire and ongoing, and drug testing at time of hire and ongoing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Management</td>
<td>Updated rating scale</td>
</tr>
<tr>
<td>Religious Compensatory Time</td>
<td>Provides flexibility for religious observance</td>
</tr>
<tr>
<td>Parental Leave</td>
<td>Provides 12 weeks instead of 8 weeks</td>
</tr>
<tr>
<td>Bereavement Leave</td>
<td>Provides up to 5 days for immediate family member</td>
</tr>
<tr>
<td>Commuter Reimbursement</td>
<td>Offers monthly reimbursement to use public transportation and vanpooling for regular commute</td>
</tr>
</tbody>
</table>
## Performance Management Rating Scale

<table>
<thead>
<tr>
<th>Rating</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exceptional Performance</td>
<td>Consistently delivers outstanding results and exceeds expectations and accountabilities. Exceeds aggressive targets and objectives. Results add significant value to team, business, and partners. Excels in demonstrating competencies and values required for the role.</td>
</tr>
<tr>
<td>Successful Performance</td>
<td>Consistently delivers all agreed upon results. Meets and sometimes exceeds expectations and accountabilities. Adds value to team, business, and partners. Broad strengths across many competencies required for the role. Consistently demonstrates organizational values.</td>
</tr>
<tr>
<td>Developing Performance</td>
<td>Sometimes meets agreed upon results but does not meet all expectations and accountabilities. Demonstrates several competencies required for the role but not the full range. Improvement is required in the role.</td>
</tr>
<tr>
<td>Unsuccessful Performance</td>
<td>Performance falls below agreed upon results and expectations on multiple critical accountabilities. Does not consistently demonstrate many of the competencies required for the role. Significant improvement is required.</td>
</tr>
<tr>
<td>Too New to Rate</td>
<td>Typically less than 3 months in the role.</td>
</tr>
</tbody>
</table>
Short-Term Incentive (STI) Program

- Annual bonus program
- Aligned with market and VPRA philosophy
- Rewards organizational performance
- Payout based on goal accomplishment
- Partial payouts are possible
- Lump sum payment as a percentage of annual salary

<table>
<thead>
<tr>
<th>Level</th>
<th>Sample Title</th>
<th>STI Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>E3</td>
<td>Executive Director</td>
<td>Determined by Board</td>
</tr>
<tr>
<td>E2</td>
<td>Chief</td>
<td>20%</td>
</tr>
<tr>
<td>E1</td>
<td>Vice President</td>
<td>15%</td>
</tr>
<tr>
<td>M4 / P5</td>
<td>Senior Director</td>
<td>15%</td>
</tr>
<tr>
<td>M3 / P4</td>
<td>Director</td>
<td>12%</td>
</tr>
<tr>
<td>M2 / P3</td>
<td>Senior Manager</td>
<td>12%</td>
</tr>
<tr>
<td>M1 / P2 / S4</td>
<td>Manager</td>
<td>8%</td>
</tr>
<tr>
<td>P1 / S3</td>
<td>Coordinator / Specialist</td>
<td>8%</td>
</tr>
<tr>
<td>S2</td>
<td>Senior Assistant</td>
<td>5%</td>
</tr>
<tr>
<td>S1</td>
<td>Assistant</td>
<td>5%</td>
</tr>
</tbody>
</table>
FY23 STI Goals

• Increase ridership by 10% (state FY23 ridership compared to state FY19 ridership) while achieving a cost recovery goal of 60%, which is 11% higher than the Board-adopted budget

• Advance key milestones for Long Bridge
  o Execute contract for Long Bridge project support by February 28, 2023
  o Achieve 30% design by May 1, 2023
  o Release both Northern and Southern RFQs for Long Bridge no later than June 30, 2023

• Achieve 30% design of Franconia Bypass by June 30, 2023

• Ensure the organization can deliver against its goals with the right staffing and resources
  o Secure dedicated office space in Northern Virginia by May 31, 2023
  o Implement the first phase of our Enterprise Resource Planning (ERP) initiative by July 31, 2023
  o Establish bench contracts for Finance, Engineering, and Planning no later than March 31, 2023
Closed Session