August 15, 2023

Personnel and Compensation Committee Meeting

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Agenda

Item	Presenter
Welcome	DJ Stadtler, Executive Director
Election of P&C Chair Pro Temp	Michael Westermann, General Counsel
Approval of Minutes	Jennifer DeBruhl, Board Chair
AIP Goals	DJ Stadtler, Executive Director
Culture	Joan Panik, Chief Administrative Officer
Closed Session	Jennifer DeBruhl, Board Chair
Adjournment	Jennifer DeBruhl, Board Chair

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FY23 Annual Incentive Plan (AIP) 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 ✅
  - Execute contract for Long Bridge project support by February 28, 2023
  - Achieve 30% design by May 1, 2023
  - 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 ✅
  - Secure dedicated office space in Northern Virginia by May 31, 2023
  - Implement the first phase of our Enterprise Resource Planning (ERP) initiative by July 31, 2023
  - Establish bench contracts for Finance, Engineering, and Planning no later than March 31, 2023

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✅ = Completed

FY24 Annual Incentive Plan (AIP) Goals

- Increase ridership by 3% (state FY24 ridership compared to state FY23 ridership) while achieving a cost recovery goal of 60%

- Advance key milestones for Long Bridge
  - Issue RFP for South package by EOM March 2024
  - Issue Phase 1 Notice to Proceed (NTP) on Northern package by EOM January 2024

- Advance key milestones for other key projects
  - Complete contractor selection for Alexandria 4th Track by EOM May 2024
  - Achieve final design of Franconia Bypass by EOM August 2024
  - Present recommendation on temporary and permanent station(s) for New River Valley at the January 2024 Board Meeting

- Ensure the organization can deliver against its goals with the right staffing and resources
  - Implement second phase of Enterprise Resource Planning (ERP) initiative by EOM May 2024
  - Implement a standardized project management process to allow for increasingly accurate baseline scope, schedule, and budgets (cash flows)

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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.

VALUES

Foster Leadership and Public Service

Ensure Safety and Reliability

Demonstrate Financial Stewardship

Promote Innovation and Excellence

Advance Environmental Sustainability

Champion Equity and Inclusion

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Our ideal work environment is/has...

Respectful	Innovative	Hybrid work environment	Transparency
Diversity of experience	Diversity of thought	Buy-in	Room to grow and learn
No gaslighting	Honesty	Willingness to help	Respectful of time
Results-oriented	Treated like adults	Flexibility	Sense of purpose
Multi-generations	Service mindset	Autonomy with support	Collaboration
Understanding	Work/life balance	Professional development	Manager support
Friendly	Open atmosphere	Trust	Freedom to ask questions
Freedom to ask for help	People that feel informed	Good communication	Awareness of differences
Knowledge of expectations	Ability to give and receive feedback	Healthy resolutions for disagreements	Structure without being rigid
Answers the "why"	Says "yes" when we can	Explains to "no"	Fun

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Our ideal work environment is/has…

Consistency	No egos	Accessibility of people	Strong leadership
Teambuilding / comradery	Appropriate sense of urgency	Employees that know each other	Proactive information sharing
Employee ideas influencing policy and practice	No silos	Confidence to get results	Willingness to make a decision
Cross-functional teams	High energy	Employee appreciation	Kindness; politeness
Tone set by leadership	Entrepreneurial mindset	Shared strategic direction	Dig into assumptions
Approachable and available leadership	Exposure to executive leadership	Regular meetings with different departments	Core values that apply to everyone
Effective meetings	Information sharing	Time for each other	Encourages questions
Courage to address concerns right away	Appropriate distribution of credit and kudos	Put the work where it belongs	Decisive; not too much internal deliberation

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Our ideal work environment is/has...

Not afraid to address underperformers	Accountability	Strong ethical behavior	Good attitudes
High morale	Autonomy; no micro-management	Reasonable appetite for risk	Realistic timelines
Sense of financial responsibility	Mission and values at the forefront	No "my way or the highway"	Aware people will make mistakes
Action-oriented	Empowered employees	Commitment to excellence	High-quality work products

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To bring your best self to work, you need...

Psychological safety	Respect	Lunch invitations	Empowerment
Data to make decisions	To be asked your opinion	Candid discussions	Openness
To be part of the discussion / decision	Others not to talk over or interrupt	Others to not undermine your decisions	No fear of retribution or punishment
Freedom to make mistakes	Recognition that you're a person beyond work	To understand your role in the big picture	To feel like your voice is heard
To escalate concerns	Positive intent	Compassion	Solutions
Forward-thinking	Understanding	Healthy disagreements	Genuine consideration
Manager support	Regular check-ins	Access to leadership	To feel like your work contributes to something valuable

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To escalate issues and mistakes, you need…

Manager support	Trust that it was unintentional	Forgiveness	Accountability for repeated mistakes/trends
Ability to speak freely about partners	No fear of retaliation or punishment	To see leaders admit mistakes	People to seek to understand
To ask a lot of questions	Teamwork on the solution	Understanding	Grace
Good relationship with direct manager	Regular feedback on job performance and expectations	People that are not going to overreact or get emotional	To realize we are all human and we all make mistakes
Seek solution instead of blame			

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Direct Quotes

"This is the best place I've worked."

"I look forward to coming to work each day."

"I don't think there's a better organization you could go to right now."

"There's a great feeling to this organization."

"I thought [X] was the best place, but we beat them, hands-down."

"VPRA is a great place to work."

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Culture Summary

Common Themes

- High level of employee satisfaction
- Effective leadership team
- Social activities/teambuilding
- Effective meetings/respect of time
- Requests for information/updates
- Individual professional development

Cautions

- Preserve what is good
- Be mindful of organizational evolution
- Make sure silos do not creep in
- Use resources fully
- Avoid cliques
- Ensure consistency across offices

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Closed Session

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Adjournment

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