



LANE TRANSIT DISTRICT BOARD OF DIRECTORS HUMAN RESOURCES COMMITTEE MEETING

Friday, July 12, 2019
2:30 – 4:00 p.m.

LTD Board Room
3500 E. 17th Avenue, Eugene
(Off Glenwood Blvd. in Glenwood)

Public testimony will not be heard at this meeting.

AGENDA

Time	ITEM	Page
2:30 p.m.	I. CALL TO ORDER	
	II. ROLL CALL	
	<input type="checkbox"/> Carl Yeh <input type="checkbox"/> Caitlin Vargas <input type="checkbox"/> Steven Yett	
2:32 p.m.	III. COMMENTS FROM THE CHAIR	
2:35 p.m.	IV. APPROVAL OF MINUTES	2
	Action Needed: Approval	
	<ul style="list-style-type: none"> • Approve minutes from the June 10, 2019, meeting. • Approve minutes from the June 21, 2019, meeting. 	
2:40 p.m.	V. EXECUTIVE (NON-PUBLIC) SESSION PURSUANT TO “ORS 192.660(2)(I), to review and evaluate the employment-related performance of the chief executive officer of any public body, a public officer, employee or staff member who does not request an open hearing.”	
	<i>I move that the Committee move into executive (non-public) session pursuant to “ORS 192.660(2)(i), to review and evaluate the employment-related performance of the chief executive officer of any public body, a public officer, employee or staff member who does not request an open hearing.”</i>	
3:25 p.m.	VI. GENERAL MANAGER FISCAL YEAR 2019 ANNUAL REVIEW [David Collier]	
	Action Needed: Discussion	
4:00 p.m.	VII. ADJOURNMENT	

The facility used for this meeting is wheelchair accessible. To request a reasonable accommodation or interpreter, including alternative formats of printed materials, please contact LTD’s Administration office no later than 48 hours prior to the meeting at 541-682-5555 (voice) or 7-1-1 (TTY through Oregon Relay).

MINUTES OF HUMAN RESOURCES COMMITTEE MEETING

LANE TRANSIT DISTRICT

Tuesday, June 10, 2019

Pursuant to notice given to *The Register-Guard* for publication on June 3, 2019, and distributed to persons on the mailing list of the District, the Human Resources Committee of the Lane Transit District held a meeting on Monday, June 10, 2019, beginning at 3:00 p.m., at the LTD Board Room, 3500 E. 17th Avenue, Eugene, Oregon.

Present: Carl Yeh, Chair
Caitlin Vargas
Steven Yett
Assistant General Manager Service Delivery Mark Johnson
Camille Gandolfi, Clerk of the Board
Kristin Denmark, General Counsel
Director of Human Resources David Collier
Lynn Taylor, Minutes Recorder

CALL TO ORDER/ROLL CALL — Mr. Yeh convened the meeting of the Human Resources (HR) Committee and called the roll.

COMMENTS FROM THE CHAIR — None

APPROVAL OF MINUTES — None

GENERAL MANAGER FISCAL YEAR 2019 ANNUAL REVIEW — Mr. Yeh asked if committee members had any updates on their contacts with community members.

Mr. Yett said he had spoken to the Springfield city manager and received generally favorable, but generic comments. He felt that the questions committee members were given were not designed to elicit useful information from the community for purposes of the general manager's annual review. He found it difficult to conduct an annual performance review without the opportunity for private meetings. He suggested the committee have at least one meeting without staff present so committee members could share their thoughts.

Ms. Gandolfi said the committee's meetings were considered public meetings, but the committee could decide to hold an executive session. Ms. Denmark agreed the committee could hold an executive session with appropriate public notice. She said it was typical in public agencies that performance reviews of the top executive were conducted by the board in executive session. She said it was unusual to have a separate committee conduct the performance evaluation.

Mr. Yeh said he did not object to having the general manager present at the meetings, but supported the committee's interest in having executive sessions as well. He asked if the entire Board should be involved in the process, given that the general manager was the Board's only employee.

Mr. Yett and Ms. Vargas agreed that the entire Board should be involved.

Ms. Denmark cautioned that only the performance review could be discussed during an executive session.

Mr. Yeh said he felt he received good information from those on his community contact list, but acknowledged Mr. Yett's concern and said the questions could be revised.

Mr. Yett said the list of community contacts should be expanded to include more people. He also felt it was important to also have discussions with LTD staff. Ms. Denmark said the general manager's current contract contained the list of community contacts for the annual review process, as well as the questions to be asked, and any changes to those would be an amendment to the contract and need to be agreed upon by the Board and general manager.

Mr. Yett said the timeline was too short to attempt to amend the contract for this year's review, but that should be considered before the next annual review.

Mr. Yeh said the review timeline could be extended if the committee members felt that was important. He asked Mr. Yett who he would suggest adding to the contact list.

Mr. Yett said the head of the Amalgamated Transit Union (ATU) and Niel Laudati, Legislative and Public Affairs for the City of Springfield, should be included. He would offer more suggestions at the next meeting.

Ms. Vargas said she did not have any additions to suggest. She felt the ones on her list had been beneficial, particularly contacts at the University of Oregon.

In response to a question from Mr. Yett, Mr. Johnson described LTD's organizational structure.

Mr. Yett said the annual review process should include interviews with some of the administrative staff, directors and members of the employee council.

Ms. Denmark said she would draft a memorandum to the general manager about adding people to the community contact list.

Mr. Yeh said those he had spoken to generally provided good reviews of the general manager, indicating that the general manager was working well with the community, better engaged and more sincere than previous general managers.

Ms. Vargas said her contacts were also very positive about working with the general manager. The University did express concern with the lack of data on use of the group pass program, but felt that issue would be resolved when the new electronic fare system was implemented.

Ms. Denmark reviewed a document entitled *Draft Proposed General Manager Goals - Fiscal Year 2019-2020*. She said goals 1 and 2, relating to LTD's continuous improvement and maintaining positive community relations, were intended to be ongoing from year-to-year although the committee could choose to modify those. Goal 3 related to specific deliverables and was intended to be updated annually to focus on specific projects or initiatives for the fiscal year. She included in the draft the deliverables suggested by General Manager Aurora Jackson as a starting point for discussion.

Mr. Yeh said Goal 1 addressed LTD's performance within the American Bus Benchmarking Group (ABBG) categories. He questioned how relevant some of those categories were to the

general manager's annual review as performance could be influenced by factors beyond LTD and the general manager's control.

Ms. Vargas observed that there were no goals related to organizational wellness as company culture was directly related to the general manager's leadership. She reflected on an issue was staffing and personnel that had occurred in the past year. She said adding internal goals to the operational and external goals in the draft should be considered.

Mr. Yett said that was the reason the review process should include discussions with LTD staff about their opinions of the overall organization.

Mr. Johnson said another option might be an annual organization culture survey that would provide useful information from a wide range of employees rather than selecting a few out of 300 employees to interview.

Ms. Vargas felt that was a good solution.

Mr. Yett said the general manager should have enough trust in the review process and the Board to recognize that the Board could determine what aspects of the organization's operations and performance the general manager was responsible for and what things were out of her control. He wanted the process to be fair but felt the Board did not have all the information it needed.

Ms. Denmark said the focus of the annual review had changed over time from an internal focus to an external one. She said when Ms. Jackson was initially hired the Board directed her to focus on building community relationships; during the second year Board direction was to continue community involvement, but begin to focus on the organization. She said during last year's discussion of the annual review process, Ms. Jackson put forth strong points for not involving LTD employees in the general manager review process, but a survey of employees about their perception of the organization was not prohibited.

Mr. Yeh said he was hesitant to connect the general manager's evaluation with how happy employees were because there were many nuances to employee happiness. He liked the idea of an annual organization culture survey.

Ms. Denmark said the survey would not ask specifically about the general manager, but could elicit information from employees about how the organization was doing. The Board could determine to what extent the general manager was responsible for those employee perceptions.

Ms. Vargas saw the survey on organizational wellness as holistic and feeding directly into ABBG categories and provided the Board with a more complete picture. She said it was healthy to obtain feedback on how to improve the organization without making the general manager entirely responsible for that.

In response to a question from Mr. Yeh, Mr. Collier said he would research how other organizations addressed this issue in the annual review of their executives.

The committee discussed options for assessing employees' morale and perception of the organization and determining the extent to which those were influenced by the general manager and Board direction.

Mr. Collier noted the current contract precluded a formal survey of LTD employees for purposes of evaluating the general manager. He said in the past LTD had conducted diversity surveys of

employees and was planning to conduct another one, although not prior to the time the evaluation was due. He said the survey results would be shared with the Board and could provide a baseline for the type of survey the committee was discussing.

Ms. Denmark said it would help to have a baseline if a thriving organization was adopted as one of the general manager's goals.

Mr. Yeh said the committee's interest in including organizational wellness in the annual review would be conveyed to Ms. Jackson.

In response to a question from Mr. Yeh, Ms. Denmark confirmed that the contract precluded a 360 review.

Mr. Yeh said that issue should be a topic of discussion in future contract negotiations. He asked for a list of ABBG categories and goals and said those could be reviewed by the committee to determine which could be included in the annual review process. He said some goals might be counter to the new direction the Board would decide upon as part of the Transit Tomorrow process.

Ms. Denmark asked if the committee wished to retain Goal 2 relating to maintaining positive community relations and Goal 3 relating to specific deliverables.

Mr. Yeh said the committee would need to determine how achievement of those goals would be measured. He said under specific deliverables, conclusion of several projects such as MovingAhead and Transit Tomorrow should be the goal.

Mr. Yeh asked committee members to review the ABBG categories and goals and consider appropriate goals for the specific deliverables under Goal 3 prior to the next committee meeting.

The next committee meetings were scheduled for June 21, 3:30-5:00 p.m. and July 2, 3:00-4:30 p.m. Both meetings would include an executive session.

ADJOURNMENT

The next committee meetings were scheduled for June 21 from 3:30 to 5:00 p.m. and July 2 from 3:00 p.m. to 4:30 p.m. Both meetings would include an executive session.

Mr. Yeh adjourned the meeting at 4:00 p.m.

MINUTES OF HUMAN RESOURCES COMMITTEE MEETING

LANE TRANSIT DISTRICT

Friday, June 21, 2019

Pursuant to notice given to *The Register-Guard* for publication on June 19, 2019, and distributed to persons on the mailing list of the District, the Human Resources Committee of the Lane Transit District held a meeting on Friday, June 21, 2019, beginning at 3:30 p.m., at the LTD Board Room, 3500 E. 17th Avenue, Eugene, Oregon.

Present: Carl Yeh, Chair
Caitlin Vargas
Steven Yett
General Manager Aurora Jackson
Camille Gandolfi, Clerk of the Board
Kristin Denmark, General Counsel
Director of Human Resources David Collier
Lynn Taylor, Minutes Recorder

CALL TO ORDER/ROLL CALL — Mr. Yeh convened the meeting of the Human Resources (HR) Committee and called the roll.

COMMENTS FROM THE CHAIR — Mr. Yeh said the committee would begin with its public session before moving into executive session.

MOTION APPROVAL OF MINUTES — Ms. Vargas moved to approve the May 13, 2019, Human Resources Committee minutes as submitted. Mr. Yett provided the second.

VOTE The motion was approved as follows:
AYES: Vargas, Yeh, Yett (3)
NAYS: None
ABSTENTIONS: None
EXCUSED: None

GENERAL MANAGER FISCAL YEAR 2019 ANNUAL REVIEW — Ms. Denmark stated that at the committee's request she had discussed with Ms. Jackson adding some individuals to the list of those to be interviewed during the annual review process.

Ms. Jackson said she understood from Ms. Denmark that the committee had expressed interest in opening the contract to include more people in the interviews, such as other community members and LTD employees. She said the contract currently does not include a survey of employees and she had given the request some consideration. She said the language was in the contract to assure there were be a conversation between her and the Board before employees were included in the interviews. She was open to that possibility, but it would require reopening the contract, which presented some risk to both sides.

Ms. Jackson said negotiation of her contract was the only time she advocated for herself; her other efforts were on behalf of the District. As she considered the issue, she reflected that one aspect of the District was all employees, regardless of their position, had a common goal, which was the District's interests. She said many employees demonstrated a selfless attitude in their

work and if she advocated for herself she was not leading by example. She did not want to lose the respect of other staff and therefore chose the District and its employees. She offered the committee an alternative, which was to invoke the contract clause that allowed the Board to take any action it wished, including a survey of District employees, but not use that survey for purposes of the general manager's annual review. That would avoid reopening the contract for negotiation at this point.

MOTION EXECUTIVE SESSION PURSUANT TO ORS 192.660(2)(I), to review and evaluate the employ-related performance of the chief executive officer of any public body, a public officer, employee or staff member who does not request an open hearing — Ms. Vargas moved that the Committee move into executive (non-public) session pursuant to ORS 192.660(2)(i), to review and evaluate the employment-related performance of the chief executive officer of any public body, a public officer, employee or staff member who does not request an open hearing. Mr. Yett provided the second.

VOTE The motion was approved as follows:
AYES: Vargas, Yeh, Yett (3)
NAYS: None
ABSTENTIONS: None
EXCUSED: None

The committee entered executive session at 3:40 p.m. and resumed its regular session at 4:45 p.m.

MOTION GENERAL MANAGER FISCAL YEAR 2019 ANNUAL REVIEW — Mr. Yett moved to recommend to the LTD Board of Directors that the Human Resources Committee be dissolved and its duties assumed by the full Board. Ms. Vargas provided the second.

VOTE The motion was approved as follows:
AYES: Vargas, Yeh, Yett (3)
NAYS: None
ABSTENTIONS: None
EXCUSED: None

MOTION Ms. Vargas moved to recommend to the LTD Board of Directors that there be a minute taker at future executive sessions of the Board when it was addressing HR related matters. Mr. Yett provided the second.

VOTE The motion was approved as follows:
AYES: Vargas, Yeh, Yett (3)
NAYS: None
ABSTENTIONS: None
EXCUSED: None

Ms. Vargas left the meeting.

Mr. Yeh stated that further meetings of the Human Resources Committee would be postponed pending action by the LTD Board. He said there was unanimous agreement among committee members that too much power was invested in a small group for purposes of the general manager's annual review. The full Board acted as the general manager's supervisor and should therefore be involved in the review process, providing an opportunity for all Board members to express their opinions.

Mr. Yett said it was not reasonable to have three Board members act on behalf of the Board in this matter and it was fairer to Board members and the general manager to involve the entire Board.

ADJOURNMENT – Mr. Yeh adjourned the meeting at 5:00 p.m.