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Public notice was given to *The Register-Guard* for publication on February 11, 2003.

**LANE TRANSIT DISTRICT  
BOARD OF DIRECTORS  
HUMAN RESOURCES COMMITTEE**

**February 13, 2003  
4 p.m.**

**LTD CONFERENCE ROOM  
3500 E. 17<sup>th</sup> Avenue, Eugene  
(in Glenwood)**

*Public testimony will not be heard at this meeting*

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**AGENDA**

- I. CALL TO ORDER
- II. ROLL CALL
- III. Gaydos (Chair) \_\_\_\_\_ Ban \_\_\_\_\_ Gant \_\_\_\_\_
- IV. WORK SESSION:
  - A. Finalize General Manager Employment Contract for Board Approval (draft to be distributed at meeting)
  - B. Draft 2002-03 Goals and Objectives for General Manager (revised draft attached)
  - C. Prepare Abbreviated General Manager Evaluation Tool for Spring 2003 (spring 2002 tool attached)
  - D. Set Schedule for General Manager Evaluation Process
- V. SET NEXT MEETING, if necessary
- VI. ADJOURNMENT

MINUTES OF HUMAN RESOURCES COMMITTEE MEETING  
LANE TRANSIT DISTRICT BOARD OF DIRECTORS

August 15, 2002

Pursuant to notice given to *The Register-Guard* for publication on August 13, 2002, and distributed to persons on the mailing list of the District, a meeting of the Lane Transit District Board of Directors Human Resources Committee was held at 3:30 p.m. on Thursday, August 15, 2002, in the District's conference room at 3500 E. 17th Avenue, Eugene.

Present:

Gerry Gaydos, Chair  
Dave Kleger  
Robert Melnick  
Jo Sullivan, Clerk of the Board/Recording Secretary

**CALL TO ORDER:** The meeting was called to order at 3:33 p.m. by Committee Chair Gerry Gaydos.

**GENERAL MANAGER EMPLOYMENT CONTRACT:** Mr. Gaydos handed out copies of draft contracts prepared by District Counsel John Arnold and by General Manager Ken Hamm. The committee discussed the differences between the contracts and made decisions about which sections to recommend for inclusion.

The committee members wanted the contract to be broader rather than too specific in terms of language and activities that should be included. They thought that some of the specific inclusions recommended by Mr. Hamm could be more limiting than the broader language suggested by Mr. Arnold, believing that by including some things, others would be excluded.

In discussing whether to include specific civic activities for the general manager to participate in, the committee wanted to be less specific. They preferred to provide that the Board be kept informed of the general manager's activities and civic involvement, and if the Board did not agree that something was important, it could make a policy to not pay for a specific activity, rather than including that in the employment contract. It was suggested that the contract include a statement that the general manager's civic activities should result in reasonable benefits to LTD, and that the general manager will provide an overview of those activities to the Board.

Rather than specific compensation language, Mr. Melnick suggested stating that compensation would be based on negotiations between the Board and the general manager. The process for negotiations could be outlined in the evaluation process rather than in the contract. Similarly, rather than putting a specific evaluation process and timeline in the contract, the committee preferred to refer to a schedule that worked within the work schedule of the District and the general manager, or in the normal cycle of the District's operations. Regarding the general manager's benefits, it was agreed that the contract should provide for the general manager the benefits given to the

District's administrative employees, as well as any other specific provisions adopted by the Board. At that time, an extra week of consolidated annual leave (CAL) was the only additional benefit provided.

There was some question about what happened to Extended Illness Bank (EIB) hours upon retirement. Ms. Sullivan said she would clarify this and give the information to Mr. Gaydos, who offered to work on the draft contract for the next meeting of the committee. The committee was in agreement that the general manager should receive the same benefits as the other administrative employees in this regard, and the District should not make a cash payment for the general manager's EIB balance upon retirement.

It was agreed that the contract could refer to administrative benefits, including a Section 457 plan, to ensure that a 457 plan was included.

Mr. Gaydos said he would discuss the draft contracts with District Counsel John Arnold and try to have a second draft to the committee members before the September Board meeting.

**GENERAL MANAGER GOALS AND OBJECTIVES:** The committee had received draft goals and objectives prepared by Mr. Hamm on August 7, 2002, in response to Board input during his evaluation. Mr. Melnick stated that if the Board was going to evaluate the general manager a year from then, those goals and objectives had to be assessable or measurable. He agreed to review the draft to determine which could be measured; that is, what the Board would be looking for to evaluate whether the general manager was successful in meeting them. He also thought there might be other goals that the Board would want on the list. He said he would not add any goals at that time; that would wait for Board input. He thought he could finish sometime in September.

Mr. Melnick suggested that there was a third category in addition to goals and objectives: "desirable additional activities." Those would not be measured but the Board would want to make sure that the general manager was working in those areas. One example of a desirable additional activity could be, "develop improved relationship with ATU leadership."

Mr. Melnick thought that Mr. Hamm's drafts were goals as written, but an objective could be defined for each goal. Mr. Gaydos suggested identifying the strategies to accomplish the goals, as well.

Mr. Gaydos said he was hoping that the Board could do this at its annual strategic planning retreat, in its work on organizational goals. He added that the Board was starting a journey with the general manager, and it was more important to do it well than to do it quickly. The goals and objectives would become an assignment from the Board to the general manager and his progress toward meeting them would be evaluated the following fall. The committee wanted Mr. Hamm to know that he did good work on his draft and that the committee work was in response to his initial draft. The committee hoped to complete work on the goals and objectives by the end of the calendar year.

**EVALUATION TOOL FOR FALL 2003:** Several options were discussed for the next annual evaluation, due in the fall of 2002. The committee members noted that they had just completed the evaluation process and that it had resulted in a salary adjustment effective July 1, 2002. They agreed that an abbreviated process would be best, since not that much would have changed in the past few months, and since the general manager had not had an opportunity to work toward accomplishing new goals and objectives. It was suggested that the most recent evaluations be reviewed by the Board and that the Board be asked if there were any reasons they thought anything had changed that would require another written evaluation at that time. If not, the committee would propose using the current evaluation as the basis for the next salary increase in July 2003, that the goals and objectives be finalized by December, and that the general manager's performance be evaluated based on those during the fall of 2003.

The committee asked to hold an evaluation discussion with the full Board at the October Board meeting or at a Monday evening work session in October. The goals and objectives could be discussed at that time if they were ready, as well, or they could be discussed at the fall retreat in November. The HR Committee agreed to meet again in October before the Board meeting.

**ADJOURNMENT:** The meeting was adjourned at 4:20 p.m.

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Recording Secretary

# ASSESSMENT OF THE GENERAL MANAGER

April 2002

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## How To Complete the Questionnaire

This questionnaire is designed to help you, your board colleagues, and the general manager assess the general manager's performance. It should take you 30 to 60 minutes to complete. *To encourage candor, the questionnaire does not ask for your name.* Your confidential responses, along with the responses of your colleagues, will be summarized and shared with the general manager at a meeting with a small committee of the board. Because the responses of the general manager will be evaluated separately from those of the entire board, those results will not remain anonymous.

Each section begins with a brief description of an important area of responsibility. Please read it and then answer the questions that follow. The questions measure your level of satisfaction with how well the general manager is carrying out various aspects of each responsibility. Check off the number representing the degree to which you are satisfied or not satisfied with the general manager's performance in each responsibility mentioned. The answer you mark can range on a scale of 1 to 4, with 1 representing "Very Dissatisfied" and 4 representing "Very Satisfied."

1. Very Dissatisfied
2. Dissatisfied
3. Satisfied
4. Very Satisfied

You also have the option of answering "Not Sure" if you are not certain about a specific answer. If you think a particular question does not apply to your organization, please mark "Not App." (Not Applicable).

At the end of each section and at the conclusion of the assessment are a number of open-ended questions. Please take the time to answer these questions, since your responses will be especially helpful when the board and general manager look for ways to strengthen the managers performance and that of the transit system as a whole. After the board and the general manager have completed the assessments, a meeting will be scheduled to review the results of this assessment. During this meeting, the assessment results will be used to identify areas for personal growth and draft action plans for the general manager's professional development. This meeting will also be a good opportunity to discuss ways in which the board can better support or complement the general manager's work and to discuss mutual hopes for the future of the transit system.

## Sample Question

		Not Satisfied		Satisfied		Not Sure	Not App.
How satisfied are you that the general manager		1	2	3	4	NS	NA
2-1	has worked with the board to develop a clear vision for the transit system and understands his or her own leadership role?						

## Section II. Vision, Mission, and Strategies

The general manager's role has both strategic and operational components. Working with the board, the general manager must develop a shared vision for the future of the transit system, build understanding around the current mission, and develop appropriate goals and strategies to advance that mission.

		Not Satisfied		Satisfied		Not Sure	Not App.
How satisfied are you that the general manager		1	2	3	4	NS	NA
2-1	has worked with the board to develop a clear vision for the transit system and understands his or her own leadership role?						
2-2	has worked with the board to translate the transit system's mission into realistic goals and objectives?						
2-3	has worked with the board and staff to create an effective process for long-range or strategic planning for the transit system?						
2-4	has a sense of what must change and what must remain the same in order to accomplish the transit system's mission and realize its vision?						

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

### Section III. Accomplishment of Management Objectives

Working with the board, the general manager establishes operational objectives that support the strategic plan. The general manager is responsible for leading the staff in the implementation of the strategic plan and any annual plans.

		Not Satisfied		Satisfied		Not Sure	Not App.
How satisfied are you that the general manager		1	2	3	4	NS	NA
3-1	selects and cultivates qualified senior staff, models effective behaviors and skills, and builds morale among staff?						
3-2	ensures that there are appropriate systems in place to facilitate the day-to-day operations of the transit system in the areas of						
	a. development and delivery of programs?						
	b. education and outreach?						
	c. policy development?						
	d. administration and operations?						
	e. resource development?						

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?



## Section IV. Program Management

A transit system carries out its mission by offering specific services. The general manager leads the staff in managing and administering these programs and services. This requires a thorough knowledge of the transit system's mission area as well as an understanding of technical, operational, and ethical issues.

		Not Satisfied		Satisfied		Not Sure	Not App.
How satisfied are you that the general manager		1	2	3	4	NS	NA
4-1	demonstrates substantive knowledge regarding the transit system's services?						
4-2	works with the board to develop appropriate policies to ensure the efficiency and effectiveness of services?						
4-3	sets high standards of quality for the transit system's services?						
4-4	recommends new services and the modification or discontinuance of current services, as appropriate, to the board?						

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

## Section V. Effectiveness in Resource Development

The general manager, in partnership with the board and appropriate staff, is responsible for developing and implementing appropriate financial development strategies. The general manager and board use their combined strengths, knowledge, and relationships to help the transit system achieve its objectives.

		Not Satisfied		Satisfied		Not Sure	Not App.
How satisfied are you that the general manager		1	2	3	4	NS	NA
5-1	has a clear understanding of the current and future financial resources needed to realize the transit system's mission?						
5-2	is innovative in the creation of partnerships with local government or other institutions that contribute to the transit system's resources?						
5-3	guides revenue-generating activities in order to provide adequate income to the transit system?						

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

## Section VI. Fiscal Management

Ensuring that income is managed wisely is especially important for a public transit system. It is the role of the general manager to see that solid planning and budgeting systems are in place and that the transit system's goals and strategic plan serve as the basis for sound financial planning. In addition, it is the general manager's responsibility to ensure that qualified staff is hired to accurately monitor, assess, and manage the financial health of the transit system.

		Not Satisfied		Satisfied		Not Sure	Not App.
How satisfied are you that the general manager		1	2	3	4	NS	NA
6-1	is knowledgeable regarding financial planning, budgeting and management of the transit system's finances, and understands the place of each in the system's overall financial picture?						
6-2	has established a system linking strategic and operational planning with the transit system's budgeting process?						
6-3	presents financial reports to the board on a regular basis and submits an annual budget for board review, revision, and approval?						
6-4	ensures that a clear and accurate accounting system is maintained, allowing the board to monitor the transit system's finances and operations in relation to the approved budget and to make informed financial decisions?						

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

## Section VII. Operations Management

The general manager is responsible for day-to-day management. The general manager works with staff to develop, maintain, and use the systems and resources that facilitate the effective operation of the transit system.

		Not Satisfied		Satisfied		Not Sure	Not App.
How satisfied are you that the general manager		1	2	3	4	NS	NA
7-1	is knowledgeable regarding the operations of an effective office environment?						
7-2	has ensured that the transit system has in place						
	a. sound risk-management policies, including adequate insurance coverage?						
	b. appropriate personnel policies and systems for staffing?						
	c. plans for the appropriate use of technology and technological systems?						
7-3	ensures compliance with all legal and regulatory requirements?						

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

## Section VIII. The General Manager/Board Partnership

The general manager and the board must work together as partners. Each arm of leadership draws upon its own unique strengths and abilities. The general manager and the board have joint responsibility for developing and maintaining a strong working relationship and a system for sharing information. The board is responsible for creating a written job description for the general manager that is clear and agreed to by all parties.

		Not Satisfied		Satisfied		Not Sure	Not App.
How satisfied are you that the general manager		1	2	3	4	NS	NA
8-1	is clear about the differences between his or her role and that of the board?						
8-2	is an effective partner with the board in leading the transit system?						
8-3	has been delegated the authority necessary to manage the transit system effectively?						
8-4	raises issues and questions and provides adequate information to inform board discussions?						
8-5	receives an annual review in a timely and thoughtful way that articulates specific strengths and areas for improvement?						

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

## Section IX. The Board/Staff Relationship

Because many transit system issues require a partnership of board and staff to be addressed effectively, it is important that the board, general manager, and staff members assigned to assist the board in carrying out its work have a good and strong working relationship.

		Not Satisfied		Satisfied		Not Sure	Not App.
How satisfied are you that the general manager		1	2	3	4	NS	NA
9-1	has established appropriate systems for dialogue and communication between the board and staff to ensure that the board maintains a good knowledge of the transit system?						
9-2	and other appropriate staff members have built effective working relationships with the members of the board who are responsible for specific aspects of transit system governance?						
9-3	has a collegial working relationship with the staff and the board?						

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

## Section X. External Liaison and Public Image

The general manager and board members are key players in establishing and maintaining positive relationships with the many groups that support the work of the transit system.

		Not Satisfied		Satisfied		Not Sure	Not App.
How satisfied are you that the general manager		1	2	3	4	NS	NA
10-1	maintains a positive professional reputation in the local community and is a good ambassador?						
10-2	cultivates effective relationships with						
	a. community and business leaders?						
	b. constituents?						
	c. public officials?						
	d. relevant professional organizations?						
	e. potential funders?						
10-3	is an articulate and knowledgeable spokesperson for the organization?						
10-4	is knowledgeable about the public policy dimension of the organization's work, and provides strong advocacy for the organization's interests?						
10-5	is well regarded by his or her professional peers in the public transportation field?						

What are the major strengths of the general manager in this area?

How can the general manager do better in this area?

## Open-Ended Questions

1. What are the three major strengths of the general manager?
2. What are some limitations in the general manager's performance?
3. What have been the most significant achievements of the general manager over the past year?
4. What external factors have influenced the general manager's performance?
5. In the past year, what difficult issues have faced the transit system, and how did the general manager bring them to resolution?



6. Have any legal or ethical issues arisen with regard to the operations of the transit system? How were these brought to successful resolution?
  
  
  
  
  
  
  
  
  
  
7. What are areas in which the board could provide better support to the general manger?
  
  
  
  
  
  
  
  
  
  
8. What should be the organizational goals for the general manager for the coming year?
  
  
  
  
  
  
  
  
  
  
9. What should be the personal development goals for the general manager for the coming year?
  
  
  
  
  
  
  
  
  
  
10. Additional comments:

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## **GM Goals and Objectives 2002-2003**

(DRAFT rev: 20 September 2002)

### **Strategic Planning**

Objective: Improve LTD planning processes

Goals:

- Update LTD's strategic plan (including process for reviewing and updating annually)
- Create quarterly Board study sessions that focus on strategic issues (brainstorming policy, projects, funding, legislation, etc.)

### **Labor Relations**

Objective: Improve relationship between LTD leadership and employees

Goals:

- Develop improved relationships with ATU leadership, through regular meetings and exchange of information
- Build on the team theme through specific activities, improving morale and connectivity with LTD employees
- Develop a sound strategy for the next contract negotiations (2004)

### **Community Relations**

Objective: Improve image of LTD in the community

Goals:

- Expand community outreach and education efforts
- Utilize the Board more in advocacy building and outreach efforts
- Develop and communicate clear messages around LTD projects and initiatives

### **Organizational Performance**

Objective: Improve LTD operational performance

Goals:

- Develop performance standards that are valid and can communicate the District's efficiency and effectiveness
- Continue to refine LTD's practices and services, through specific activities, to improve resource allocation and attain higher system performance
- Create and distribute an annual organizational performance report

**Financial Management**

Objective: Maintain and improve sound fiscal management

Goals:

- Propose specific strategies for increasing LTD's revenues
- Manage the fiscal resources of the District through the recession with minimal damage
- Initiate LTD's application for New Start funds for BRT

**Capital Programs and Projects**

Objective: Advance capital programs and projects

Goals:

- BRT Phase I under construction
- BRT Phases II & III planning moving forward
- BRT vehicles under contract
- Springfield Station under construction
- Complete design & engineering on fleet bldg. expansion, begin construction
- New forty-foot buses delivered and in service
- AVL/APC/CAD in service on part of fleet
- Purchase RideSource facility/complete design & engineering

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