

Public notice was given to *The Register-Guard* for publication on June 7, 2007.

AGENDA

LANE TRANSIT DISTRICT BOARD OF DIRECTORS HUMAN RESOURCES COMMITTEE

June 12, 2007
4:00 p.m.

LTD CONFERENCE ROOM
3500 E. 17th Avenue, Eugene
(off Glenwood Blvd.)

Public testimony will not be heard at this meeting

AGENDA

Page No.

- I. CALL TO ORDER
- II. ROLL CALL
- III. Gaydos (Chair) _____ Ban _____ Eyster _____
- IV. APPROVAL OF MINUTES (April 16, 2007)
- V. DRAFT GENERAL MANAGER GOALS & OBJECTIVES FOR 2007-08
- VI. *LOOKING TO THE FUTURE* PLAN UPDATE
- VII. NEXT MEETING
- VIII. ADJOURNMENT

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

April 16, 2007

Pursuant to notice given to *The Register-Guard* for publication on April 13, 2007, 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 Monday, April 16, 2007, in the District's conference room at 3500 E. 17th Avenue, Eugene.

Present:

Susan Ban
Mike Eyster
Gerry Gaydos, Chair
Mark Pangborn, General Manager (via speakerphone)
Mary Adams, Director of Human Resources and Risk Management
Stefano Viggiano, Assistant General Manager
Andy Vobora, Director of Service Planning, Accessibility, and Marketing
Jo Sullivan, Clerk of the Board/Minutes Recorder

CALL TO ORDER: Mr. Gaydos called the meeting to order at 3:40 p.m. Mr. Eyster was not yet present. Mr. Pangborn was present via speakerphone.

APPROVAL OF MINUTES: Ms. Ban moved, seconded by Mr. Gaydos, that the minutes of the January 23, 2007, HR Committee meeting be approved as distributed. The motion carried 2-0.

DRAFT GENERAL MANAGER GOALS & OBJECTIVES FOR FY 2006-07: Ms. Adams introduced the revised draft, updated from the draft first discussed at the January 23, 2007, meeting. (The draft goals are attached to these minutes for reference.) Mr. Pangborn noted that for 2007 he had tried to call out the performance of the general manager from the goals of the organization. He thought he was accountable in particular for the one-year goals, which were the most measurable. He asked the Committee if any goals were missing; if so, they should be added so that LTD could allocate the necessary resources to accomplish them.

Mr. Eyster arrived at 3:42 p.m.

There was some discussion regarding specific goals—whether some were too ambitious for one-year goals, and what the general manager's leadership role was in relation to the organizational goals. Some were harder to assess, but Mr. Pangborn thought that at the end of the year he should be able to say that LTD made progress toward them.

Ms. Ban noted that an easy way to measure progress was to ask whether the goal happened or not, or how much. A more complex way would be to ask how the general manager's contribution was valued in the outcome. She asked Mr. Pangborn if he thought of this list as merely a to-do list or if it would stretch him in order to accomplish the goals. Mr. Pangborn replied that it was a useful tool as a to-do list, but that it also would stretch him as well as the entire organization. He added that new items on the list already were on the District's

agenda. His next evaluation would be in the fall of 2007, so progress on the goals would be considered at that time.

Ms. Ban said that the Board should consider this a rolling document, to be updated at the time of each evaluation.

Mr. Eyster thought that there were many things that LTD got credit for but for which Mr. Pangborn needed to be the face of the organization. He thought there were times when the general manager or possibly the staff person responsible ought to be telling the story.

MOTION
VOTE

Mr. Eyster moved, seconded by Ms. Ban, that the HR Committee approve the general manager's goals and objectives as edited, to forward to the full Board for approval. The motion passed by unanimous vote, 3:0.

EMPLOYEE CONTACT PROCEDURES: Ms. Adams noted that two personnel matters had been in the press in the last couple of weeks, when one employee had been sentenced and one arrested, with no communication from the courts to LTD. She discussed those issues with the Committee and reviewed LTD's responses. The issue for LTD was how to know when situations like this occurred. The attorney had not found any statute that said the court had to contact LTD.

Ms. Adams said that some transit districts performed annual random criminal background checks at \$25 per person, and might catch two or three employees a year who were involved with some kind of criminal charge the district had not known about. She said this was not an ideal solution, but was something that LTD could do.

Ms. Adams noted that staff had scheduled a meeting with Oregon Senator Vicki Walker to talk about the possibility of some kind of legislation to introduce in the current session. The Eugene Police Department had said that there had to be a direct relationship between the crime and the job in order for the employer to be informed. Mr. Gaydos suggested that judges might be willing to include that kind of communication as part of release orders. Otherwise, he said, people could be put in a position where there was a direct risk.

Mr. Eyster asked about alcohol and drug use. Ms. Adams said that the Department of Motor Vehicles gave LTD 24-hour notice of any traffic violation. However, it was an administrative body rather than judicial.

SUGGESTED TOPICS FOR DISCUSSION AT FUTURE MEETINGS: Ms. Adams explained that two issues had been raised by one Board member for Board discussion, and staff wanted to know how the Board would like to proceed when that occurred. Mr. Gaydos said he wanted to be very clear about the staff's operational role and the Board's policy role, and Ms. Ban suggested vetting individual Board members' suggestions in committees. Mr. Gaydos wondered if the individual Board member should have an opportunity to speak to his or her issue, and whether the Committee could "kill" an idea or if it would go back to the full Board with a committee recommendation. Ms. Ban wondered whether the Board should be spending any time on it, if it was an administrative issue in the first place.

In relation to a suggested comprehensive employee morale survey, Ms. Adams said that, in part, the staff and Board HR Committee had selected specific focus areas, such as diversity and internal communication. A comprehensive survey could be a useful tool, but possibly done once every several years. Mr. Gaydos thought this issue should be staff driven, as a

management tool. The Board's issue would be funding and morale. Ms. Ban noted that LTD had a tradition of conducting surveys, which were spaced a certain amount of time apart and should not be done too often. Mr. Pangborn said that he would want to be clear about the expectations for a survey and what would be done with the results. Implicit in conducting surveys is the idea that something different might happen as a result. He agreed that surveys should not be conducted too often or too close together, and suggested that this could be a discussion at the Board's fall strategic planning retreat. The Board and staff could assess where LTD was to see if there was a need for this type of survey. If so, it could be included in the budget for the appropriate year.

Ms. Ban suggested that Ms. Adams call Craig Mills at PeaceHealth, Oregon Region, regarding PeaceHealth's disciplined pattern of surveys, which were used to make decisions about training, identify problems in units, etc. She noted that the details were shared with the committee, and the Board received the overarching details. She and Mr. Gaydos agreed that this was a management tool.

Regarding the proposal for Board members to "job shadow" employees, Mr. Gaydos said he would want to understand the operational impact. He said he could appreciate understanding a specific job, but did not want to overstep the Board's boundaries. Ms. Ban thought that staff would have to say what worked or did not work.

Mr. Pangborn said that if any Board member was interested in learning more about the organization, staff could set that up, possibly as part of new Board member orientation. However, he would not want staff to think that one Board member was more interested than another just because he or she had the time, because what the Board does is not contingent upon knowing what staff do in their jobs. Ms. Ban also did not want employees to think that the Board was auditing employee performance.

In terms of looping back to the proposing Board member, Mr. Gaydos suggested reporting on the Committee's discussion at the next Board meeting. Mr. Pangborn also suggested that Ms. Adams could call the individual Board member.

NEXT MEETING: The next meeting was scheduled for Tuesday, June 12, at 4:30 p.m. An update on labor negotiations was tentatively scheduled for this meeting.

ADJOURNMENT: There was no further discussion, and the meeting was adjourned at 4:32 p.m.

Recording Secretary

Attachment (Draft General Manager Goals & Objectives dated April 16, 2007)

Q:\Reference\Board Packet\2007\06\HR Committee 06-12-07\BD HR Comm minutes 04-16-07.doc

LTD General Manager 2007 Performance Goals and Objectives
April 16, 2007

1. **One-Year Goals - 2007**

- a. Provide leadership for the continued refinement of the operations of EmX Green Line.
- b. Secure funding, execute a contract(s), and begin the design of the Pioneer Parkway Green Line extension.
- c. Oversee the successful negotiation of a new ATU labor agreement.
- d. Provide leadership in community discussions on a West Eugene corridor of EmX.
- e. Implement the "Looking to the Future" and "Internal Communication" plans. Examples:
 - (1) Develop an organization that continually strives to improve its strengths, skills, effectiveness, and efficiency and encourages employees to grow and succeed in the workplace.
 - (2) Build and maintain an organization that ensures effective communications with employees.
- f. Represent the District before the state legislature.
- g. Begin to develop a long-range plan that ensures that LTD continues to evaluate and implement sustainable operational practices.
- h. Work with school districts to secure replacement funding for the BETC funding currently being used.

2. **Manage the District's Strategic Work Plan - External**

- a. Provide leadership for local, state and federal transportation needs.
 - (1) Improve the community's understanding of its transportation/transit needs and actively promote and market LTD's products and services.
 - (2) Make sure transit is being considered in all aspects of development planning.
 - (3) Continue to develop new and maintain current relationships within the community of metro leaders and decision makers through groups such as SEL and others.

3. **LTD Organizational Performance - Internal**

- a. Deliver reliable public transportation services.
- b. Provide outstanding customer service that retains and increases ridership and meets or exceeds performance standards for fixed-route service.
- c. Develop and begin implementing innovative service that reduces dependency on the automobile and maximizes ridership.

- d. Maintain LTD's fiscal integrity.
 - (1) Ensure balanced budget and unqualified audit.
 - (2) Develop a plan to provide for funding of the CIP and the LRFP.

- e. Provide support to the Board so that they can perform the responsibilities of their job effectively and efficiently.
 - (1) Ensure constant two-way communication—no surprises.
 - (2) Provide adequate and appropriate information and staff support to the Board so that they can make informed decisions and carry out the responsibilities of their position.
 - (3) Have processes in place that can anticipate issues that the Board will face and provide a recommendation on how to address those issues.
 - (4) Provide opportunities for individual and collective Board training to develop their skills base.
 - (5) Assist the Board in the development of a Board leadership succession process.
 - (6) Meet Board's needs in providing leadership in community, through processes such as MPC, the LCOG Board and others.

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BOARD HUMAN RESOURCES COMMITTEE AGENDA ITEM SUMMARY

DATE OF MEETING: June 12, 2007

ITEM TITLE: GENERAL MANAGER GOALS AND OBJECTIVES FOR 2007-08

PREPARED BY: Mary Adams, Director of Human Resources and Risk Management

ACTION REQUESTED: Approval of Goals and Objectives

BACKGROUND: The Board's Human Resources Committee is responsible for conducting the annual general manager evaluation process that takes place in the fall. Part of the process is to set specific goals and objectives for the general manager, to be approved by the full Board of Directors. The Committee has reviewed the 2007-08 draft at prior meetings. It was presented to the Board of Directors at its May 16, 2007, meeting. The Board members asked the Committee to redraft the document based on feedback given at the meeting. The draft being presented today reflects that feedback.

RESULTS OF RECOMMENDED ACTION: The General Manager Goals and Objectives for 2007-08 will give the Board of Directors a clear list of expectations for the general manager to perform against, and will frame the performance evaluation discussion.

ACTION REQUESTED: Approval of the General Manager Goals and Objectives for 2007-08.

ATTACHMENT: General Manager Goals and Objectives for 2007-08

PROPOSED MOTION: I move that the Board Human Resources Committee approve the General Manager Goals and Objectives for 2007-08 as presented on June 12, 2007, and forward them to the Board of Directors for adoption.

Third Draft
LTD General Manager 2007 Performance Goals and Objectives
June 12, 2007

Individual Goals

The General Manager is directly responsible for the following goals:

1. Ensure consistent two-way communication with the Board of Directors—no surprises.
2. Provide adequate and appropriate information and staff support to the Board so that they can make informed decisions and carry out the responsibilities of their position.
3. Have processes in place to anticipate issues that the Board will face and provide a recommendation on how to address those issues.
4. Provide opportunities for individual and collective Board training to develop their skills base.
5. Assist the Board in the development of a Board leadership succession process.
6. Meet Board's needs in providing leadership in the community, through processes such as MPC, the LCOG Board, and others.

Organizational Goals

The following organizational goals require involvement by many staff and departments. The general manager, as executive director of the organization, is indirectly responsible for these goals. However, it should be noted that external factors beyond the direct control of the general manager or the organization can influence the accomplishment of the goals, and those factors should be considered by the Board when assessing the performance of the general manager.

1. Provide leadership for the continued refinement of the operations of the EmX Green Line.
2. Secure funding, execute a contract(s), and begin the design of the Pioneer Parkway Green Line extension.
3. Oversee the successful negotiation of a new ATU labor agreement.
4. Provide leadership in community discussions about a West Eugene EmX corridor.

5. Implement the *Looking to the Future* and *Internal Communication* plans.
Examples:
 - Develop an organization that continually strives to improve its strengths, skills, effectiveness, and efficiency and encourages employees to grow and succeed in the workplace.
 - Build and maintain an organization that ensures effective communications with employees.
6. Represent the District before the state legislature.
7. Begin to develop a long-range plan that ensures that LTD continues to evaluate and implement sustainable operational practices.
8. Work with school districts to secure replacement funding for the Business Energy Tax Credit (BETC) funding currently being used.
9. Provide leadership for local, state, and federal transportation needs.
10. Improve the community's understanding of its transportation/transit needs and actively promote and market LTD's products and services.
11. Make sure transit is being considered in all aspects of development planning.
12. Continue to develop new and maintain current relationships within the community of metro leaders and decision makers through groups such as SEL (Springfield/Eugene/Lane County) and others.
13. Deliver reliable public transportation services.
14. Provide outstanding customer service that retains and increases ridership and meets or exceeds performance standards for fixed-route service.
15. Develop and begin implementing innovative service that reduces dependency on the automobile and maximizes ridership.
16. Maintain LTD's fiscal integrity.
 - Ensure a balanced budget and an unqualified audit.
 - Develop a plan to provide for funding of the Capital Improvements Program (CIP) and the Long-Range Financial Plan (LRFP).

BOARD HUMAN RESOURCES COMMITTEE AGENDA ITEM SUMMARY

DATE OF MEETING: June 12, 2007

ITEM TITLE: *LOOKING TO THE FUTURE* PLAN UPDATE

PREPARED BY: Mary Adams, Director of Human Resources and Risk Management

ACTION REQUESTED: None, this is for information only.

BACKGROUND: The Board's Human Resources Committee was the sponsor of LTD's *Looking to the Future* Plan. The plan contains several strategies involving employees and employee morale. The implementation of these strategies has led to programs such as the Injury Prevention Program and the Learning, Education, Awareness, and Personal Growth (LEAP) Program, as well as the hiring of a training specialist dedicated to employee training and development.

The Committee will hear a review of several projects that stem from the *Looking to the Future* Plan.

ACTION REQUESTED: None

ATTACHMENT: None