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LANE TRANSIT DISTRICT BOARD OF DIRECTORS HUMAN RESOURCES COMMITTEE

Tuesday, September 28, 2010 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. CALL TO ORDER Ι. II. **ROLL CALL** III. Dubick (Chair) Gillespie Kortge IV. APPROVAL OF MINUTES 2 Minutes of the August 24, 2010, Meeting of the LTD **Board Human Resources** V. GENERAL MANAGER EVALUATION PROCESS 8 VI. GENERAL MANAGER SELECTION PROCESS 10 VII. **NEXT MEETING** VIII. **ADJOURNMENT**

Q:\Reference\Board Packet\2010\09\HR 9-28-10\Agenda.docx

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

August 24, 2010

Pursuant to notice given to *The Register-Guard* for publication on August 21, 2010, 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 on Tuesday, August 24, 2010, in the District's Board Room at 3500 E 17th Avenue, Eugene.

Present: Michael Dubick, Chair

Gary Gillespie

Mary Adams, Director of Human Resources and Risk Management

Mark Pangborn, General Manager

Jeanne Schapper, Clerk of the Board/Recording Secretary

Absent: Dean Kortge

CALL TO ORDER: Mr. Dubick called the meeting to order at 4:02 p.m. and called the roll.

APPROVAL OF MINUTES: Mr. Gillespie moved approval of the minutes of the May 25, 2010, meeting as written. Mr. Dubick provided the second.

VOTE The motion was approved as follows:

AYES: Dubick, Gillespie (2)

NAYS: None

Absent: Kortge

GENERAL MANAGER EVALUATION PROCESS: Ms. Adams explained how the process had historically played out. The LTD Board of Directors delegates certain functions to certain committees, and the Board HR Committee has managed the general manager (GM) evaluation process. Several years ago, the Committee agreed that each year the Board members would evaluate the GM using a questionnaire tool. In addition, every other year Leadership Council (LC) members would be included by also responding to the questionnaire. In alternate years, community members would be surveyed. One year the process would focus inward; the next year the process would focus outward. That pattern has been followed through about three cycles.

Now, however, the District could be using this process to focus more externally since the GM will be leaving next year, and the District is interested in receiving feedback from the community concerning the future leadership and direction of LTD. Consequently, last year the pattern from previous years was altered: eight key community leaders were contacted personally and asked five questions, which allowed respondents to share detailed information. These conversations were noted in a narrative format, and a document was created and presented to the Board that detailed how the community thought the District and GM were performing, as well as future expectations. With the GM leaving in June, it would make sense to repeat this same process this year.

Mr. Dubick stated his reservations concerning going back to the same community members this year for two reasons: 1) the situation locally has not changed considerably; 2) it doesn't make sense to ask the same people the same questions one

year later. He suggested that this year, community members who were not included in last year's survey should be included in this year's process and that the number of those surveyed be kept to a manageable level. Ms. Adams indicated that eight individuals were surveyed last year.

Mr. Dubick emphasized that in the process, the District needs to be forward thinking and asking what characteristics the next GM should possess. He said that he received a more long-term outlook from respondents last year in that it seemed a general consensus of opinion that the current economic climate was not going to improve any time soon. Those surveyed viewed the economic situation as a long-term situation and responded in kind.

Mr. Pangborn suggested that a broad dialog with key leaders may be prudent. This conversation could ask whether a local person who knows the community and issues that are being dealt with would be a better choice for the position, or would someone fresh and new from outside the community be a better choice.

Mr. Gillespie said that the list appeared to display power players in the community, as opposed to user groups. He suggested that interviewing some actual system users would be worthwhile.

Mr. Dubick suggested that some names from the list were part of the user community: Larry Able who works with housing, David Braunshweiger with Special Mobility, and Kay Metzger with Senior and Disabled Services. Mr. Pangborn suggested that neighborhood organizations be added to the list, as well as representatives from Associated Students of Lane Community College and Associated Students of the University of Oregon. Staff could come up with representative groups of these and other groups such as the Human Rights Commission.

Ms. Adams suggested asking Nancy Golden for suggested contacts.

Mr. Dubick added that the meetings that the Board has had with community leaders concerning the future vision of LTD and its GM have been very productive. He felt that a great deal of important information is better gleaned from discussions held in the small groups. Attendees also seem comfortable sitting in that environment and sharing information with people who they may or may not know. He suggested that an LTD staff member be included, one at each table, to take notes and act as facilitator, and ask the same questions. Mr. Gillespie said that he would prefer to do interviews in person because so much may be learned from body language.

Mr. Pangborn suggested a way to do both: use an initial process consisting of a one-onone or phone interview and present information received from these personal contacts later on to the group. He felt that an interactive synergy results in a richer dialog.

Mr. Gillespie asked Mr. Pangborn to also include in these conversations what qualities he believed should be desired in the next GM. Mr. Pangborn responded that another part of the GM evaluation process is his self-evaluation, and he could include information related to the most valuable characteristics.

Mr. Gillespie offered that it also would be beneficial to include the most difficult parts of the job.

Mr. Pangborn expressed that, in his experience, it is difficult for people who have not been in a position of responsibility to possess a global perspective in answering some of these questions. They have not had to cope with the myriad of decisions that a person at the head of an organization has to make in order to meet the needs of the organization. They may have tunnel vision.

Nevertheless, Mr. Gillespie reiterated the importance of including system riders.

Mr. Dubick pointed out that Mr. Kortge would probably mention the importance of hearing from the community members who pay for the system, which explains the inclusion of Bob Bennett and Jeff Miller on the list. LTD staff heard from both of these individuals last year as well as Dan Guistina. Mr. Pangborn suggested that the other Board members should be asked to contact some names on the list since one Board member may have access or a rapport with one constituency more so than another Board member.

Mr. Dubick said that there is value in including advocates for particular ridership groups. These persons may be in positions to hear issues from a number of people and may have a better overall picture of what concerns that particular constituency. That person would be a better conduit for access to valuable information.

Mr. Pangborn reiterated that the question should go to the Board as to whether all members should be included in the process.

Mr. Pangborn mentioned the Board's desire to hire a recruiter/consultant. Ms. Adams said that the recruiter would meet with a subset of the Board or the full Board and do individual interviews as to what each feels is the criteria to be used in the process. The recruiter would then meet with the GM. She believed that the recruiter would be thrilled to work with a group that has already completed the community involvement part of the process because it gives richer information. The Board would collect far more in this process than a consultant would.

Mr. Pangborn added that LC members would need to be part of the process. He said that he believed that LC members may be more candid in sharing information with a consultant rather than a Board member.

Mr. Dubick suggested that, first, the information gathered last year be included. Second, identify folks that were not contacted last year. Next, combine information gleaned from both sets of conversations as to desired characteristics identified by those interviewed. Finally, sit down with those community members and go over the input, make themes, and ask people to prioritize. Mr. Gillespie added that the themes then become gradable points in an interview.

Mr. Pangborn added that these themes/characteristics would need to be prioritized into high, medium, and low in importance. Mr. Dubick added that a candidate could possess certain characteristics going in; however, there also are characteristics that can be learned.

Mr. Gillespie pointed out that an important characteristic would be that the person knows his/her weaknesses and is able to place staff whose strengths are those same weaknesses in characteristics and knowledge. The GM doesn't necessarily need to be all things to all people.

Mr. Pangborn reiterated the desired process: 1) ask the Board if they want to participate in the process and do individual interviews; 2) develop a set of questions for them to ask; 3) collect the information; and 4) have a Board luncheon that includes community members to review these ideas and gather dialog; and 5) present this information to the consultant.

Mr. Pangborn reviewed the GM selection draft timeline. The actual recruitment would probably begin in February, with interviews in March, and selection in May.

Mr. Pangborn said that one factor that the Board will need to decide is how important is a transit background to a successful candidate, as opposed to other considerations such as local connections. All LTD department directors are very competent. Someone coming in would have a strong staff in terms of managing each component of a transit agency. Nevertheless, if someone has no transit background, balancing the various needs of the business, operational, etc., would be difficult--unless the person was local and possessed a great record of bringing this community together. That could overshadow the lack of transit experience.

Mr. Gillespie indicated that he had heard through various conversations the opinion that this position is so specific that someone should possess transit experience going in. Mr. Gillespie also said that such competent lead staff could feel that someone outside transit doesn't have the experience necessary to lead a successful team and could create tension among staff. Mr. Pangborn allowed that there is always competition among departments for resources; nevertheless, current staff work very well together in determining priorities and considering the welfare of the District.

In contrast, Mr. Dubick said that Mr. Kortge had indicated to him during last year's evaluation process, that some community leaders felt that anyone with local agency director experience (broad skills) could run LTD. Mr. Dubick agreed that some CEO skills would translate; however, there are a multitude of specific skills needed for a transit CEO.

Mr. Dubick referred to the suggested interview questions. He questioned the usefulness of question #3. He said that funding is the elephant in the room for which no one has a solution. Should the subject be brought up in the conversation just to see what transpires, or leave it out altogether because it is not particularly relevant to what is sought in this process, which is characteristics of the GM? He said he doubted that any new thoughts or ideas would be gleaned from community members with the funding question.

Ms. Adams also pointed out that the question used last year that related to whether LTD should look outside the area for candidates was removed since the Board had already indicated that the process would include a national recruitment.

Mr. Gillespie indicated his support for the funding question because he felt it would be a critical question. Mr. Dubick agreed that funding is a critical issue, but is a question for the candidate, rather than the community members. Mr. Gillespie agreed.

Mr. Pangborn summarized the Board's desire in one question: What should the Board be looking for in the next GM, and why? He reiterated that the conversation should ask what qualities does the current GM possess that should be sought in the next GM, and why; or what qualities are lacking in the current GM that should be considered in recruiting the next GM.

Mr. Dubick proposed dropping question #3, and moving #2 into first place. In other words, 1) what challenges are ahead? 2) How's Mark doing? 3) What does the next GM need to be able to do?

Mr. Gillespie suggested rewording the related question to: "Is there anything you'd like to talk about that we didn't ask you?"

Mr. Dubick said that the context of this process pertains to what LTD needs that is above and beyond what LTD currently has.

Mr. Pangborn mentioned some of the issues that the District will face and that should be considered in the process such as budget challenges, climate change/greenhouse gas initiatives, urban growth boundaries and density in the community, and funding. In addition, there will be new county commissioners, resulting in a different group dynamic.

In answer to a question from Mr. Dubick, Ms. Adams indicated that the recommendations from the HR Committee could be included with the September 15 Board meeting packet and then presented to the Board at the meeting by Mike Dubick as the Committee chair.

Mr. Gillespie suggested that a luncheon discussion that includes community leaders would be appropriate. Ms. Adams offered that Nancy Golden was unable to attend last year's Board luncheon and called afterwards to ask that she be included in the next luncheon discussion on this topic. Ms. Adams reiterated that there is a great deal of interest among community leaders in attending a similar meeting.

Mr. Dubick agreed that venues of this nature invite interaction that produces ideas that don't necessarily come out in personal interviews. Mr. Pangborn added that luncheons of this nature also invite access to the LTD Board and opportunity for community leaders to discuss (albeit briefly) other current issues.

It was decided that Ms. Adams would prepare a draft summary and materials and forward it to Mr. Dubick for review and inclusion in the September 15 regular Board meeting packet.

NEXT MEETING: Ms. Adams mentioned that the discussion at the September 15 regular Board meeting could produce some changes to the draft process; for example, who would be invited to the luncheon. She felt that Board President Mike Eyster would want to consider how the HR Committee's plan fits with his scheme of how he wants to

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conduct the process. Also, no new information related to labor negotiations is expected since the process is moving forward, although rather slowly.

The next HR Committee meeting is tentatively scheduled for September 28, pending confirmation from Mr. Kortge.

ADJOURNMENT: There was no further discussion, and the meeting was adjourned at 4:55 p.m.

Recording Secretary	

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BOARD HUMAN RESOURCES COMMITTEE AGENDA ITEM SUMMARY

DATE OF MEETING: September 28, 2010

ITEM TITLE: GENERAL MANAGER EVALUATION PROCESS

PREPARED BY: David Collier, Senior Human Resources Analyst

ACTION REQUESTED: Finalize list of community members to be contacted and determine

completion date for this part of the process.

BACKGROUND: The LTD Board of Directors approved a modification to the annual general

manager evaluation process on September 15, 2010. It was decided that Board members will each contact several of the community members on the enclosed contacts list and get answers to the agreed upon list of interview questions. The contacts list will be reviewed by the HR Committee at the September 28 meeting, the Committee will make additions or deletions to the list, and the Committee will assign community members

from the list for Board members to contact.

ATTACHMENTS: Sample 2010 Community Leader Interview Questions

PROPOSED MOTION: None.

LTD 2010 General Manager Evaluation

Community Leader Interview Questions

1.	What challenges do you see ahead for LTD?
2.	How would you generally rate the performance of LTD's current general manager?
3.	What leadership characteristics should the next LTD general manager have in order to carry LTD forward into the future?
4.	Is there anything else about LTD that would be important for me to know?

BOARD HUMAN RESOURCES COMMITTEE AGENDA ITEM SUMMARY

DATE OF MEETING: September 28, 2010

ITEM TITLE: GENERAL MANAGER SELECTION PROCESS

PREPARED BY: David Collier, Senior Human Resources Analyst

ACTION REQUESTED: Agree to a draft of the process and timeline, including the scope of

responsibility for the Human Resources Committee as the members work in

concert with the Executive Search Committee.

BACKGROUND: General Manager Mark Pangborn has expressed his intent to retire in June

2011. As the hiring body, the Board of Directors will conduct a search for a replacement. Although this is several months away, it is important to establish a process and timeline so that the decision can be made in a timely manner. Staff will present a general timeline for discussion at this

meeting.

The Committee also will review the general manager selection process to determine that the tasks carried out by the Human Resources Committee

complement those carried out by the Executive Search Committee.

ATTACHMENT: General Manager Selection Basic Outline

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General Manager Selection Basic Outline

- I. Board conducts GM evaluation
 - A. Input gathered from community members
 - 1. Timeline-
 - 2. Responsible party-
- II. Board Selects Recruiting Firm
 - A. Determine search criteria
 - 1. Timeline-
 - 2. Responsible party-
 - B. Send out Request for Proposal
 - 1. Timeline-
 - 2. Responsible party-
- III. Board determines profile of successful candidate with recruiting firm
 - A. Input from community members
 - 1. Timeline-
 - 2. Responsible party-
 - B. Input from LTD Staff
 - 1. Timeline-
 - 2. Responsible party-
- IV. Board makes determination with firm on community involvement
 - A. Review input
 - 1. Timeline-
 - 2. Responsible party-
- V. Board determines a timeline with the recruiting firm
 - A. Recruiting begins
 - 1. Timeline-
 - 2. Responsible party-
- VI. Board determines interview process with firm
 - A. Community members selected
 - 1. Timeline-
 - 2. Responsible party-
 - B. Staff members selected
 - 1. Timeline-
 - 2. Responsible party

General Manager Selection Basic Outline September 28, 2010 Page Two

- C. Candidates shown community
 - 1. Timeline-
 - 2. Responsible party-
- VII. Board selects finalist
 - A. Reference checks including visit to candidates home town
 - 1. Timeline-
 - 2. Responsible party-
 - B. Finalist revisits community?
 - 1. Timeline-
 - 2. Responsible party-
- VIII. Board and legal counsel negotiate contract
 - A. Salary
 - 1. Timeline-
 - 2. Responsible party-
 - B. Start date
 - 1. Timeline-
 - 2. Responsible party-
- IX. New General manager starts
 - A. Orientation
 - 1. Timeline-
 - 2. Responsible party-
 - B. Check in with GM
 - 1. Timeline-
 - 2. Responsible party-



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ADDENDUM TO SEPTEMBER 28, 2010 LTD BOARD HUMAN RESOURCES COMMITTEE MEETING PACKET

LTD COMMUNITY LEADERS CONTACT LIST 09-10

Q:\Reference\Board Packet\2010\09\HR 9-28-10\Cover Page - ADDENDUM TO SEPTEMBER 28 - Community Leaders Contact List.docx

Community Leaders – General Manager Evaluation (Recent additions highlighted in yellow)

	(Recent additions highlighted in yellow)	
Community Partners		
Ms. Nancy Golden	Mr. George Russell	Ms. Mary Spilde
Superintendent	Superintendent	President
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Community Leaders – General Manager Evaluation (Recent additions highlighted in yellow)

	(Recent additions highlighted in yellow)	
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Commerce P.O. Box 155 Springfield, OR 97477 (541) 746-1651 dan@springfield-chamber.org Mr. Dan Giustina G Group LLC P.O. Box 529 Eugene, OR 97440 (541) 485-1500 giustinad@giustina.com	Eugene, OR 97401 (541) 485-6991 Ext. 110 r.bennett@bmc-llc.com Mr. Steve Korth McKay Investments 2350 Oakmont, Suite 204 Eugene, OR 97401 (541) 485-4711 steve@oakwaycenter.com Ms. Ann Mehlum, CEO Summit Bank	Eugene, OR 97440 (541) 484-1314 daveh@eugenechamber.com Mr. Jeff Miller Pacfic Benefit Consultants 450 Country Club Road, Suite 330 Eugene, OR 97401 (541) 484-6624 jmiller@pbcins.com Mr. Mel Pyne, President and CEO PeaceHealth Oregon Region
Commerce P.O. Box 155 Springfield, OR 97477 (541) 746-1651 dan@springfield-chamber.org Mr. Dan Giustina G Group LLC P.O. Box 529 Eugene, OR 97440 (541) 485-1500 giustinad@giustina.com Henry Luvert, President Eugene-Springfield NAACP	Eugene, OR 97401 (541) 485-6991 Ext. 110 r.bennett@bmc-llc.com Mr. Steve Korth McKay Investments 2350 Oakmont, Suite 204 Eugene, OR 97401 (541) 485-4711 steve@oakwaycenter.com Ms. Ann Mehlum, CEO Summit Bank 975 Oak Street, Suite 280	Eugene, OR 97440 (541) 484-1314 daveh@eugenechamber.com Mr. Jeff Miller Pacfic Benefit Consultants 450 Country Club Road, Suite 330 Eugene, OR 97401 (541) 484-6624 jmiller@pbcins.com Mr. Mel Pyne, President and CEO PeaceHealth Oregon Region 770 E. 11 th Avenue
Commerce P.O. Box 155 Springfield, OR 97477 (541) 746-1651 dan@springfield-chamber.org Mr. Dan Giustina G Group LLC P.O. Box 529 Eugene, OR 97440 (541) 485-1500 giustinad@giustina.com Henry Luvert, President Eugene-Springfield NAACP 2036 S Shasta Loop	Eugene, OR 97401 (541) 485-6991 Ext. 110 r.bennett@bmc-llc.com Mr. Steve Korth McKay Investments 2350 Oakmont, Suite 204 Eugene, OR 97401 (541) 485-4711 steve@oakwaycenter.com Ms. Ann Mehlum, CEO Summit Bank	Eugene, OR 97440 (541) 484-1314 daveh@eugenechamber.com Mr. Jeff Miller Pacfic Benefit Consultants 450 Country Club Road, Suite 330 Eugene, OR 97401 (541) 484-6624 jmiller@pbcins.com Mr. Mel Pyne, President and CEO PeaceHealth Oregon Region
Commerce P.O. Box 155 Springfield, OR 97477 (541) 746-1651 dan@springfield-chamber.org Mr. Dan Giustina G Group LLC P.O. Box 529 Eugene, OR 97440 (541) 485-1500 giustinad@giustina.com Henry Luvert, President Eugene-Springfield NAACP 2036 S Shasta Loop Eugene, OR 97405-4441	Eugene, OR 97401 (541) 485-6991 Ext. 110 r.bennett@bmc-llc.com Mr. Steve Korth McKay Investments 2350 Oakmont, Suite 204 Eugene, OR 97401 (541) 485-4711 steve@oakwaycenter.com Ms. Ann Mehlum, CEO Summit Bank 975 Oak Street, Suite 280 Eugene, OR 97401	Eugene, OR 97440 (541) 484-1314 daveh@eugenechamber.com Mr. Jeff Miller Pacfic Benefit Consultants 450 Country Club Road, Suite 330 Eugene, OR 97401 (541) 484-6624 jmiller@pbcins.com Mr. Mel Pyne, President and CEO PeaceHealth Oregon Region 770 E. 11 th Avenue Eugene, OR 97401

Community Leaders – General Manager Evaluation

	(Recent additions highlighted in yellow)	
Neighborhood associations: Listed	Ken Provencher,	Jenny Ulum, Public Affairs
on the City of Eugene's website at	President and CEO	Director
the following link:	PacificSource Health Plans	PeaceHealth PeaceHealth
http://www.eugene-	110 International Way	PO Box 1479
or.gov/portal/server.pt?open=512&ob	Springfield, OR 97477	Eugene, OR 97440
ilD=800&PageID=4148&cached=true	(541) 687-7047	<mark>(541) 954-6819</mark>
<u>&mode=2&userID=2</u>	kprevencher@pacificsource.com	julum@peacehealth.org
Terry Coplin, CEO	Neighborhood L	eaders Council
Employers Health Alliance LLC	<u>Co-Chairs:</u>	
1800 Millrace Drive	Randy Prince	Alan Buck
Eugene, OR 97403	(541) 345-3306	(541) 343-0021
(541) 762-2427	Randyprice24@hotmail.com	Alan@churchillareaneighbors.org
High School Leadership Co	ntacts	
North Eugene High School	South Eugene High School	Sheldon High School
200 Silver Lane, Eugene	400 East 19 th Avenue, Eugene	32455 Willakenzie, Eugene
<mark>541-790-4500</mark>	<mark>541-790-8057</mark>	<mark>541-790-6600</mark>
L.A.: Corey Nicholsen	L.A.: Synette Williams	L.A.: Michael Voss
ASB President: Truman Cranor		
	***ASB President:	***ASB President:
	***ASB President:	***ASB President:
	***ASB President:	***ASB President:
Churchill High School	***ASB President:	***ASB President:
1850 Bailey Hill Rd., Eugene	***ASB President:	***ASB President:
1850 Bailey Hill Rd., Eugene 541-790-5100	***ASB President:	***ASB President:
1850 Bailey Hill Rd., Eugene	***ASB President:	***ASB President:

^{***}Names unknown by packet mailing deadline.

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Fuller House Cascade Health Solutions - prescription solutions Gateway Gardens Good Neighbor Care	Family Kellet Nursery Farmington Square First Place Family Development Center Food For Lane County Fox Hollow Residential Care Full Access Brokerage	Eugene Mission Eugene/Springfield NAACP Eugene/Springfield Solidarity Network Family Relief Nursery	Eugene Chamber Latino Business Netwol Attn: Nelson Rosales, 2008 Chair Eugene Chamber Latino Business Netwol Attn: Jose Torres Eugene Hotel Retirement Community	த் trage Grove Senior Center இத் ecor de Birth to Three	Community Alliance of Lane County Community Sharing Program	Example of the South	受きntro-de-Fe Spanish Outreach Services Assemblies of God 発剤urchill Estates	Cantro Latino Americano	rices	Cascade Manor	Cascade Center for Healthy living	Briarwood Retirement & Assisted Living Cascade Adult Center
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EAST ALTON BAKER NEIGHBORHOOD ASSOCIATION

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Phone: 726-6311

Vice President: As of 11-24-97 the association does not have an acting vice president

Sec./Treasurer: Al Adams, 598 Poltava Street, Springfield, OR 97477

Phone: 726-3946

Dissolved Neighborhood Groups

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President - Linda Shaver, 1225 Water Street, Springfield, OR 97477

Phone: 726-1410 (10/96)

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Contact Person - Patty Hoover; 744-2262 (3-08-00)

Revised: 12/06/2006 Brenda Jones