



**Lane Transit District**

Public notice was given to *The Register-Guard*  
for publication on September 7, 2014.

**LANE TRANSIT DISTRICT  
BOARD HUMAN RELATIONS COMMITTEE MEETING**

**Tuesday, September 9, 2014**

**4:30 p.m.**

**LTD Conference Room  
3500 E. 17<sup>th</sup> Avenue, Eugene  
(Off Glenwood Boulevard in Glenwood)**

**A G E N D A**

- I. CALL TO ORDER
- II. ROLL CALL  
Dubick (Chair) \_\_\_\_\_ Wildish \_\_\_\_\_ Grossman \_\_\_\_\_
- III. APPROVAL OF MINUTES  
    A. Minutes of the May 27, 2014, LTD Board Human Resources  
        Committee Meeting
- IV. GENERAL MANAGER EVALUATION PROCESS
- V. NEXT MEETING
- VI. ADJOURNMENT

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

**May 27, 2014**

Pursuant to notice given to *The Register-Guard* for publication on May 22, 2014, and distributed to persons on the mailing list of the District, a meeting of the Lane Transit District Board of Directors Human Resources (HR) Committee was held at 4:30 p.m. on Tuesday, May 27, 2014, in the District's conference room at 3500 E 17<sup>th</sup> Avenue, Eugene.

Present: Doris Towery, Chair  
Michael Dubick, Board Member  
Gary Wildish, Board Member  
Mary Adams, Director of Administrative Services  
Ron Kilcoyne, General Manager  
David Collier, Human Resources Manager  
Diane Hellekson, Retiree/Negotiations Participant  
Jeanne Schapper, Clerk of the Board/Recording Secretary  
Christy Riney, Human Resources Administrative Secretary

**CALL TO ORDER:** Mr. Dubick called the meeting to order at 4:35 p.m. and called the roll. Mr. Wildish also was present.

**EXECUTIVE SESSION PURSUANT TO ORS 192.660(2)(d):**

**MOTION** It was moved by Mr. Dubick and seconded by Mr. Wildish that the Committee meet in Executive Session pursuant to ORS 192.660(2)(d) to conduct deliberations with persons designated by the governing body to carry on labor negotiations.

**VOTE** The motion was approved as follows:  
AYES: Dubick and Wildish (2)  
NAYS: None  
NOT PRESENT: Towery

The Board entered Executive Session at 4:38 p.m.

Ms. Towery arrived at 4:55 p.m.

**RETURN TO REGULAR SESSION:** The Board returned to regular session at 5:18 p.m.

**NEXT HR COMMITTEE MEETING:** The June 10 meeting is canceled since the economic package will be shared at the June 9 Regular Board meeting and discussion held.

**ADJOURNMENT:** There was no further discussion, and the meeting was adjourned at 5:20 p.m.

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Recording Secretary

## **BOARD HUMAN RELATIONS COMMITTEE AGENDA ITEM SUMMARY**

**DATE OF MEETING:** September 9, 2014

**ITEM TITLE:** GENERAL MANAGER EVALUATION PROCESS

**PREPARED BY:** Mary Adams, Director of Administrative Services

**ACTION REQUESTED:** Approval of Process for 2014 Annual General Manager Evaluation

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### **BACKGROUND:**

One of the functions of the Board Human Relations Committee (formerly known as the Human Resources Committee) is to manage the annual review of the general manager. In the past, the Committee would approve the process for staff to implement during a fall meeting. For several years, the process has involved a two-year cycle in which local community leaders are asked for input on odd-numbered years and the LTD Leadership Council members are asked for input on even-numbered years.

However, with the hiring of a new general manager in July 2011, the Board's Human Relations Committee deviated from this practice. In fall of 2011, staff were directed to set up an internal survey of senior staff only, with the intent of providing the general manager with early feedback on his performance in this new role. At the same meeting, a second part of the evaluation process was agreed to that would be done at a later time and would provide the Board with information from key community leaders.

In spring of 2012, a three-part process was conducted. It included: 1) use of a standard general manager evaluation tool that was completed by the Board of Directors; 2) a set of open-ended questions that were asked of a select group of community leaders through interviews conducted by Board members; and 3) a structured survey that was provided to all LTD staff. Results were collected from all three processes for review by the Human Relations Committee, and ultimately by the full Board.

At the September 9 Human Relations Committee meeting, staff will provide a general history of LTD's general manager review process as well as examples of tools used in the past. Staff will seek guidance on how the Committee wishes to proceed with this year's evaluation.

- ATTACHMENTS:**
- 1) Assessment of the General Manager Tools (2012), including:
    - a) Board Members' Assessment
    - b) Staff Survey and Results
    - c) Community Leaders Interview Questions and Responses
    - d) List of Community Leaders Surveyed
  - 2) Interview Questions for Key Community Leaders (2007)
  - 3) General Manager 360 Summary and Action Plan (2012)
  - 4) LTD General Manager FY 2014 Performance Goals and Objectives

**PROPOSED MOTION:** None

ASSESSMENT OF THE GENERAL MANAGER  
March 2012

## How to Complete the Questionnaire

This questionnaire is designed to help the LTD Board of Directors, your colleagues, and the general manager assess the general manager's performance. It should take 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. 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 LTD, 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 manager's 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 I. 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       |
| 1-1  | has worked with the Board to develop a clear vision for LTD and understands his or her own leadership role?     |               | x** | XXXX       | X |          |          |
| 1-2  | has worked with the Board to translate LTD's mission into realistic goals and objectives?                       |               | x** | X*XX<br>XX |   |          |          |
| 1-3  | has worked with the Board and staff to create an effective process for long-range or strategic planning at LTD? |               |     | X*XX       |   | XXX      |          |

\*Ron has very little time to do this considering his move from Connecticut, APTA travel, and getting his feet on the ground in his new position. I expect this area to be a growth area for Ron during the coming year.

\*\*[This was right on the line between 2 and 3.]

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

- Ron is smart, understands transit, has years of valuable experience, and has valuable contacts in the field. All of these are resources Ron brings to the job. Ron also brings new perspective to the job. He sees the District and our work through a fresh lens. He doesn't easily accept that we must continue to do things as they have always been done. He is willing to suggest new approaches and new ways of doing things based on a wealth of experience and knowledge. This is refreshing and has potential to serve the District well.
- Ron has shown that he is a willing listener and has indicated his desire to translate what he has learned into short- and long-term goals.
- Ron knows the transit business and is constantly seeking ways to collaborate with the Board on advancing the mission of the District.
- He has initially relied on the long-range planning process already established, rather than shaking everything up right at the start.
- Not sure. Ron hasn't had conversations with the Board about vision or goals and objectives to help us achieve that vision. Some staff members have worked on this and presented to the Board, but I have no idea what Ron's role has been nor his thoughts on the matter.

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How can the general manager do better in this area?

- Ron has wisely spent his first months on the job listening, assessing, using consultants, and meeting community leaders. During the next year, it will be important for Ron to exercise leadership based upon the foundation he built during his first months on the job. In addition, it will be important for Ron to develop closer relationships with individual Board members.
- Move from the theoretical to the concrete.
- I think it is still too early to identify specific areas for improvement.
- Continue to work, talk, and interact with Board and leadership staff. Should not be too worried about questioning why things are the way they are. Fresh eyes can often help a process improve.
- I would like Ron to share his views on this.
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## Section II. 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       |
| 2-1  | is clear about the differences between his or her role and that of the Board?              |               |     | X*XX<br>X  | XX |          |          |
| 2-2  | is an effective partner with the Board in leading LTD?                                     |               |     | X**XX<br>X | XX |          |          |
| 2-3  | raises issues and questions and provides adequate information to inform Board discussions? |               | X** | XXX        | XX |          |          |

\*I think the role of the LTD Board is expanding and needs to expand to provide Ron with more political support. The ways in which this happens should be a topic of discussion between Ron and the Board.

\*\* I think it would be helpful for Ron to talk with Board members individually periodically to pick their brains and to share his thoughts with them.

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

- Ron's intelligence and his commitment to the success of transit.
- Feel Ron is very clear and direct [last word illegible].
- Ron keeps the Board informed about what he is doing and provides clarification of ongoing issues.
- Ron clearly understands the separation of a policy making Board and the role of a chief administrator.
- Based on limited interaction, the general manager has worked to define roles of each party.
- More effectively, though, the Board has strived to clearly define [illegible] role with the organization, which presents some confusion.
- Ron has done a nice job via e-mail keeping the Board up-to-date on issues.

How can the general manager do better in this area?

- Communication skills. Being a better two-way communicator: practice more succinct statements (reduce the ramble and going down side tracks). Listen harder to people: check with them to ensure that you have understood what they are trying to communicate to you.
- More is better.
- N/A
- Open communication with Q&A and check-ins with Board on courses of action, policy, and information sharing.



## Section III. 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       |
| 3-1  | has established appropriate systems for dialogue and communication between the Board and staff to ensure that the Board maintains a good knowledge of LTD?                |               | X    | XX        | XX          |            | X*       |
| 3-2  | appropriate staff members have built effective working relationships with the members of the Board who are responsible for specific aspects of transit system governance? |               | X    |           | X**XX<br>XX |            |          |
| 3-3  | has a collegial working relationship with the staff and the Board?  |               | X*** | XX        | X           | X<br>X**** |          |

\*These were already established. I don't believe Ron has done anything to change them. They seem to be effective.

\*\* This is a strength of the District.

\*\*\* Ron is still in his informal interactions. It is his role to make others feel comfortable (particularly those he oversees), not their responsibility to make him feel comfortable. This can be challenging for someone who is an introvert; but with effort and practice, can be done. In general, Ron would be more effective if he invited others to share their thoughts with him, expressed interest in what they are saying, and then briefly shared his own opinions. This is something that Ron could improve on with coaching and effort. I think it would be well worth his effort to do this.

\*\*\*\* Does with the Board; not sure about staff.

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

- Ron followed a dynamic, well-liked, and charismatic GM, presenting a considerable challenge. However, Ron brings skills of his own: energy, dynamic commitment to public transit, new perspectives, and an interest in understanding detail. These are valuable qualities Ron brings to the position.
- The staff still is very direct and open to the Board.
- Ron has continued the tradition of supporting good staff/Board communication.
- The GM continues to maintain the agency's tradition in this area.
- GM is working to establish relationships with Board and staff. This is a major area to work on.
- Ron is always friendly with the Board, but I don't feel that I have had the opportunity to build a relationship yet.

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How can the general manager do better in this area?

- See comments in 3-3\*\*\*. In addition, I'm not certain that Ron heard/understood the level of concern expressed in the feedback provided by staff. My sense is that he too easily attributed the concerns to the fact that he had to be away for a good deal of time during his first months. His required absence no doubt contributed to staff concerns; however, there were concerns expressed that related to Ron's ability/difficulty in relating to staff when he IS present. As I indicated above, this is an area that can improve with coaching, practice, and effort.
- Cannot answer how he relates to the staff.
- Continue to encourage communication.
- My dissatisfaction in this area existed prior to hiring of current GM. Board members are too often sheltered from our constituents; i.e., questions from our District members are answered and we are copied rather than have Board respond first.
- Also, we are encouraged to not attend neighborhood meetings unless LTD issues are present on the agenda. This seems too isolationist and it seems a good time for Board members to be more open and responsive to our constituents.
- I would like Ron to reach out to Board members more to get to know us, our passions, and where we can engage to help the District.

## Section IV. 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       |
| 4-1  | maintains a positive, professional reputation in the local community and is an articulate and knowledgeable spokesperson and ambassador for LTD? |               |   | X*X<br>XXX<br>X |                       |                       |          |
| 4-2  | cultivates effective relationships with  |               |   | xxx             | x <sup>a</sup>        | xx                    |          |
|  | a. community and business leaders?   |               |   |                 |                       |                       |          |
|  | b. bus riders?   |               |   | x               | x                     | x <sup>b</sup><br>xxx |          |
|  | c. public officials?   |               |   | xxx             | x <sup>c</sup> xx     |                       |          |
|  | d. relevant professional organizations?  |               |   |                 | x <sup>d</sup><br>xxx | xx                    |          |
|  | e. members of the press?   |               |   | xxx             | xx                    | x                     |          |
| 4-3  | is knowledgeable about the public policy dimension of LTD's work?  |               |   | xxx             | x**xx                 |                       |          |
| 4-4  | is well regarded by his or her professional peers in the public transportation field?  |               |   | x               | xxx                   | x***x                 |          |

\*Ron has made some good presentations. In general his public speaking would be more effective if he was a bit more concise and rambled less. He has excellent knowledge and insight. He needs to be a bit more effective in communicating it. It seems to me that he has done a good job in making time to present to community/civic groups.

<sup>a</sup>Ron has worked hard to meet community and business leaders.

<sup>b</sup>I suspect that this is an area where Ron could do more.

<sup>c</sup>Ron has worked hard in this area

<sup>d</sup>Ron has well-established leadership experience in APTA. He has also gotten engaged with local civic groups.

\*\*Ron pays attention to details. This is an area of strength.

\*\*\*Not sure, but my sense is that Ron is well regarded.

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

- See comments above. I think Ron has placed appropriate priority on meeting and interacting with community leaders and elected officials. He has certainly spent considerable time attending dinners, receptions, and other community events.
- Works well with public officials - don't know about bus riders and business folks.

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- He is seen as a good listener by leaders in the community. He is seen as very knowledgeable about transit and LTD.
  - I think Ron has excellent skill sets in this area.
  - Extensive knowledge of players and process on the national (APTA) level.
  - Not sure what professional or service organizations he has engaged in. Because Ron wasn't around much the first six months, I don't know if he has established relationships out in the community.

How can the general manager do better in this area?

- No suggestions.
- Had a faux pas with his concerns about the Capstone Project getting into the R-G – Will soon learn that Eugene is totally transparent.
- Be seen out in the community as much as possible; city clubs, chambers of commerce, etc.
- I believe that Ron should lower his and the District's public profile while the EmX controversy rages. We are fighting a difficult public relations and public image battle.
- Continue to work.

## 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 LTD's mission?                      |               |   | xxx       | xxx |          |          |
| 5-2  | is innovative in the creation of partnerships with local government or other institutions that contribute to LTD's resources? |               |   | xx        | x   | xxx      |          |

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

- Ron has a good grasp of the technical, and I believe he is a creative thinker.
- Ron is experienced in dealing with the federal funding process.
- Ron has an excellent grasp of the District's finances and understands the immediate and long-term needs of the agency.
- Is interested in exploring other sources of revenue for the District.
- Has experience in seeking FTA funding on national level.

How can the general manager do better in this area?

- No suggestions.
- Listen even more to the needs and wants of our community partners.
- N/A.
- Increase the ridership share of revenue and establish other sources of revenue.
- I would like to hear more ideas, things used elsewhere, that might be tools for us to use here at LTD.

## 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 are 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 LTD's finances, and understands the place of each in the system's overall financial picture? |               |   | xxx       | xx | x*                        |          |
| 6-2  | has established a system linking strategic and operational planning with LTD's budgeting process?   |               |   | x         | x  | x**<br>x***<br>x<br>x**** |          |

\*Not sure, but my initial impressions are positive.

\*\*There was a system in place. I'm not aware that Ron has attempted to change it. It seems to be working.

\*\*\*This was already in place.

\*\*\*\*I know our staff has this in place, not sure what Ron's role is in it.

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

- I think Ron's creativity and inclination to bring a fresh look at what we are doing will serve us well in this regard.
- Appreciates the existing strategic planning and financial planning processes at LTD.
- No issues.
- Many years of experience as a general manager.

How can the general manager do better in this area?

- No suggestions.
- Not sure.
- Gaining more experience with LTD's particular financing structure and budgeting process.

## 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  | holds District staff accountable for effective management of LTD's resources as measured against the mission and strategic plan? |               |   | XX        | X  | X*XX      |          |
| 7-2  | acts as a role model and mentor for the professional development of LTD's leaders?   |               |   | X         |    | XXXX<br>X |          |
| 7-3  | ensures District compliance with all legal and regulatory requirements?  |               |   | XXX       | XX | X         |          |

\*Not sure, but my initial impressions are positive.

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

- Ron's willingness to dive into detail and gain a thorough understanding of issues is a positive here.
- His understanding of how transit works.
- I think the strengths and skills are there. I haven't had enough observation to fully comment.
- Ron seems to have deep knowledge of operations and transit systems. He has had good input in discussions that have given an outside perspective.

How can the general manager do better in this area?

- No suggestions.
- Not sure.
- More time on the job, and more observation and interaction with the Board and staff.

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## Open-Ended Questions

1. What are the three major strengths of the general manager?
  - Intelligence.
  - Technical understanding of transit.
  - Willingness to introduce new ideas and see things through fresh eyes.
  - Wealth of experience and knowledge in the field, APTA involvement, and connections.
  - Transit knowledge.
  - Asking questions.
  - Good listener.
  - His knowledge of transit.
  - His ability to listen.
  - His ability to talk about LTD in the community.
  - Ron has an excellent knowledge of the industry.
  - He is well-connected, and
  - He has a high political I.Q.
  - Extensive experience in transportation.
  - Knowledge on federal level of DOT and APTA.
  - Adaptation when coached or requested to adapt.
  - Ron is very knowledgeable about transit systems.
  - The federal issues surrounding transit.
  - The role a transit system can provide in communities.
  
2. What are some limitations in the general manager's performance?
  - Communication skill. Effective communication is a skill that can be developed, even if a person is shy. It is an important skill for a leader to possess.
  - Ron needs to work hard to develop effective relationships with the LTD staff, earn their respect, and gain their confidence.
  - Still learning about EmX.
  - How to respond to EmX critics.
  - Sometimes seen as not listening long enough before responding; talking too much.
  - Ron could improve his interpersonal communications with both Board and employees.
  - Biggest limitation has been the adjustment to changing coasts and all the requirements of moving.
  
3. What have been the most significant achievements of the general manager during the past year?
  - Ron has made strong connections with community and elected leaders.
  - Ron is a quick learner. He absorbs facts and is an analytical thinker.
  - Learning about LTD and the community's needs.
  - He has maintained the agency's focus on its mission during the GM transition.
  - He has replaced a well-liked and dedicated transit leader in a very short period of time.



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4. What external factors have influenced the general manager's performance?
    - West Eugene EmX.
    - The difficulty of relocating here in addition to a difficult professional travel schedule his first few months took him out of the office a lot.
    - Of course our tight budget situation and walking into contract negotiations.
    - EmX.
    - Time spent moving and at prior scheduled conferences.
    - Ongoing West Eugene EmX controversy.
    - West Eugene EmX
    - Financial constraints and conditions; uncertainty in federal funding.
    - Opposition to the District's main program for the future.
    - I felt Ron wasn't around much the first six months, and, thus, didn't connect very deeply with staff and the community.
  
  5. In the past year, what difficult issues have faced the transit system, and how did the general manager bring them to resolution?
    - Ron was objective about West Eugene EmX. He didn't just assume a pro West Eugene EmX position. Ron worked hard to listen to the West Eugene EmX opponents objectively and communicate interest in their concerns.
    - No resolution yet on West Eugene EmX.
    - Ron has aggressively met the opposition to West Eugene EmX.
    - Budget: With help of Finance Dept. he has weathered a crisis year well.
    - Opposition to EmX: This has been somewhat more of a struggle, but nearly all the data points in the process are trending well towards us.
    - Fickleness of Feds bill on funding transportation: The GM has kept us well informed on this issue and all the changes.
    - Contract Bargaining: This is mostly delegated to other staff.
  
  6. Have any legal or ethical issues arisen with regard to the operations of the transit system? How were these brought to successful resolution?
    - Ron has appropriately consulted legal counsel and the Board on these issues.
    - None.
    - Ron handled the resolution of the Springfield lawsuit.
    - A great deal of caution has been exercised around public meetings law. We have maintained the integrity of executive session procedures.
    - I am not sure that there have been any.
  
  7. What are areas in which the Board could provide better support to the general manager?
    - The role of the LTD Board is changing. Even as recently as 10 years ago, LTD was rarely in the news in a controversial way (usually only related to labor relations – the union putting signs in the GM's yard and several years later, our first strike). However, the termination of our general manager after the strike, and the West Eugene EmX, have thrust LTD into the

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public spotlight. Prior to these controversies, the LTD Board was primarily influenced by LTD staff and their recommendations. The increased level of public scrutiny, as well as the increased role LTD is playing in the community re: quality of life, is requiring the LTD Board to be more actively involved in setting direction and representing the District to the public. I believe this means that this will require an increased level of participation by the Board; both in understanding issues in the District, making judgments independent from staff recommendations, and representing the District with the public. I believe these are expectations that the public has for LTD Board members. I believe this change in roles for the Board will require Board members to spend more time with the general manager, understanding his position on issues and sharing Board members' thoughts on various issues with the general manager.

- Clear direction and guidance.
- The Board can help Ron's transition by connecting him more proactively with community groups and organizations.
- Being more proactive with our constituency groups and District citizens.
- Ride the bus more.
- Not sure, but maybe meeting one-on-one from time to time might help us identify how we could provide support.

8. What should be the organizational goals for the general manager for the coming year?

- Consider enrolling in an executive coaching professional development series on communication skill development.
- Develop a strategy to develop closer relationships with LTD staff members at all levels of the organization.
- Develop a strategy for staff to gain increased confidence in Ron.
- Connect more regularly and frequently with LTD Board members individually.
- Continue to build on the good work Ron has already done in establishing contacts with community leaders.
- Plant roots in the organization – continue interactions with Board members and our riders.
- Be open to conversations with the media and the public.
- Study of the Springfield-LCC line and related community engagement.
- Long-term strategic plan based on sustainable level of service.
- Working through the future of EmX.
- Addressing the District's financial challenges.
- Addressing service and labor issues.
- Building his relationships with department heads and getting to know staff better.
- Identifying how Ron could communicate his vision and how our strategic plan plays in to that vision.

9. What should be the personal development goals for the general manager for the coming year?

- See No. 8, first bullet, above.
- Get out more in the community. Listen better to the needs and wants of the community.
- Interpersonal communications.
- More one-on-one meetings with staff. Board, and stakeholders of LTD.
- Get engaged in the community.

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10. Additional comments:

- Although far from the largest District in the country, LTD is perhaps one of the most complex Districts in the country. Politically, our community is frequently split almost evenly on issues of public policy. It is a relatively politically active community with high expectations of public officials. In addition, Ron is following a well-liked, somewhat charismatic leader. He also was selected for the position over two well-seasoned, highly competent internal candidates. Ron has done some things very well since his arrival. He initially withheld judgment on West Eugene EmX. He has made it clear that he is not going to support a position simply because the position has been a long held position by District staff/leadership. Rather, he expects to carefully analyze issues and draw his own conclusions. That kind of objective independence is likely to serve him well. He spent his first months on the job meeting people and making connections – also a good thing. His next efforts need to continue to build on the work he has already done, enhance his communication skills, build relationships with LTD staff, and build stronger individual relationships with LTD Board members.
- Thank you for the opportunity to evaluate and comment.

One Board member submitted the following statement in lieu of this survey:

I was having difficulty knowing how to answer some of the comments and open-ended questions...

So let's just say that I am quite satisfied by Ron in all the categories covered, don't know how he could improve much beyond what he is already doing.

The main reasons behind his excellent performance are experience, his personality, his dedication to transit, and his "let's work together" attitude.

## 2012 LTD GENERAL MANAGER EVALUATION

### STAFF SURVEY

#### 1) What are the three major strengths of the general manager?

- Analytical. Cognitive. Cautious.
- Knowledge of transit planning. Understanding of federal processes. Comfortable getting out in front of audiences.
- Knows transit and is passionate about it. Has new ideas and different perspectives for our District.
- Fair. Direct. Good Judgment.
- Very smart, well connected with the APTA organization.
- His transit knowledge; his interest in keeping up with transit developments; his background.
- Experience in dealing with transit legislation issues that affect local districts. The ability to analyze local transit problems and work with city governments to work out solutions.
- He is knowledgeable of transit.
- Involvement in APTA and strong knowledge of national trends regarding transit. New to LTD so brings a different perspective; could be good or not.
- 1. He tries to 'be present' with the employees. 2. He seems genuine. 3. Recognizes accomplishments like longevity.
- I don't know.
- Intelligent, analytical, knowledgeable about transit.
- Ron is genuine, analytical, and system oriented
- Seems to know transit business quite well.
- Vision of the future. Work with the staff to achieve goals. Recognize employee's accomplishments.
- 1. Background in Transit. 2. Education. 3. Willingness to relocate to this area.
- Friendliness. Focus. Passion for Transit.
- 1. Very well versed and knowledgeable about transit in general. 2. Connected within the larger public transit network (APTA). 3. Is knowledgeable about LTD service and how it works (he rides).
- He listens. He is observant. He seeks to understand details.
- 1. He knows transit very well. 2. He is very smart and catches on to things quickly. 3. He signs up to participate in things (Employee picnic, Eugene Celebration, etc.) 4. He's funny when you get to know him!
- I am not aware of any.
- Approachability. Humor.

- Focused/task-oriented. Making an effort to communicate w/ employees via e-mail newsletter. Comes across as honest and down to earth.
- 1. He brings in a fresh perspective. 2. He knows about transit planning and the issue related to that. 3. He seems open to listening to other perspectives.
- Making sure everything runs smoothly.
- Don't know.
- Spending a lot of time out riding the system. Seems to be an approachable individual.
- All upper management positions are a bit of a mystery to me as to what they actually do! I have no idea what my manager in Fleet Services does, let alone what the general manager does.
- Don't know.
- This evaluation is difficult to perform when most of us do not know him.
- About the only strength I see in him are his comments to the local newspaper about LTD and LTD's relationship to the community.
- Unable to answer at this time. I have not observed his strengths.

## 2) What are some limitations in the general manager's performance?

- Lack of social skills, ability to inspire, and excessive time spent on non-LTD activities away from the office during a time he should have been here long hours learning, building support, and making suggestions.
- Communicative messaging. Inspirational. Quiet demeanor.
- Lack of strategic direction: lots of ideas, but not a lot of help in getting from point a. to point b. Sometimes appears unprepared in speaking roles. Key messages get muddled.
- I don't feel he is approachable. I feel that he speaks more than he listens. Not punctual.
- Public and face-to-face speaking skills (body movements and eye blinking is distracting).
- Somewhat distant from the staff.
- His interpersonal skills, his lack of involvement (and apparent interest) in providing operational oversight to staff, his lack of leadership skills, his lack of interest in developing relationships with staff.
- Lack of exposure in the community and no track record regarding service issues that affect the riders.
- Leaves himself open to cheap shots. Hasn't made an effort to get to know the rank and file.
- Had external obligations that extended in time beyond his first days, so it slowed his integration in LTD. Seems to not have connected well with employees yet, maybe in part to the first comment. I like his e-mail updates to all employees; but I still don't know if he has set a course for LTD and if he intends to implement change. What is his vision?
- 1. Does not give good eye contact. 2. Seems to be very controlling. 3. Tries to make changes without consulting competent employees.
- I don't know.
- He could mingle with the operators more frequently.

- Ron seems to be shy and a bit cautious with people he does not yet know. It would serve him and the District if he can reach out and make a better connection with the labor group. It's not necessarily an easy task but he can accomplish it and still be true to himself. The group can be rambunctious and argumentative but they are to be engaged and not feared or avoided. Part of the basis is to "give as good as you get" and appropriate humor at the appropriate time can be a both a challenge and a lubricant.
- 1. Not here very much. 2. Does not communicate with staff very much (or maybe very clearly) as to direction he wishes to take on everyday issues. I know more about him from reading the RG than from direct communication or conversation. 3) Not very friendly or open to conversation that might encourage getting to know him.
- The ability to stay in the loop on all issues that affect the work force.
- He is just moving into this location and isn't connected to this community yet. He hasn't connected with the majority of his subordinates either. Maybe he needs to take a few minutes a day to get to know us better and us him. This is hard to write because we haven't been given the opportunity to examine him up-close and personal. You can't very well ask someone to give their opinion about their boss if they haven't even met him yet.
- Public speaking presence, knowledge about employees, and connecting with employees.
- 1. He is not well known to staff outside of LC. 2. Has not articulated a clear vision or direction for the District. 3. Does not appear to tackle issues that contribute to dysfunction amongst department managers that leads to poor problem-solving.
- I have not worked with him enough to specify any limitations at this time.
- 1. He is not very quick to respond to e-mails. 2. He doesn't get out and meet his employees enough. They really are anxious to meet him but feel intimidated to come to him. 3. He seems to run late for meetings.
- Insensate to others. Introverted, task oriented. Doesn't follow normal processes and procedures. Overbearing. Not politically astute.
- Time away from LTD since taking on position.
- I am not sure he knows my name or what I do, but he does smile and say hi when passing in the hall or parking lot. I realize he has had to hit the ground running and has had a lot to deal with via moving, traveling, public communication, etc., so not offended, just a reality.
- 1. He could circulate more amongst the Admin staff; perhaps attend different staff meetings beyond Ops and Fleet. 2. He could spend more one-on-one time with each Individual LC member. 3. He could be more polished when talking to the media, perhaps come up with strategies with Andy prior. 4. He has traveled too much for being here so little time, that has been at the expense of spending more time bonding and doing more visioning with his talented LC staff members ( I am not an LC member).
- Who knows?
- I really don't know what his job requirements are and what he is expected to do on a daily basis. Who tells him what to do and what is expected of him? I feel that he should be able to settle the on-going labor contract dispute, but he hasn't!
- Doesn't know the main body of employees he's supposed to manage (drivers).

- He needs to listen to the drivers and use their input (probably won't even listen to this).
- The inability to facilitate an agreement and a contract with the union. The perception is he doesn't really give a damn about the valued members in the Operations Department. Also, he never shows his face in the driver's room to occasionally talk to the drivers and supervisors, or mechanics. He is not a people person.
- The average employee has no interaction with him, which means he probably doesn't understand our jogs. Making good decisions requires an understanding of the inner workings of the organization.

**3. What have been the most significant achievements of the general manager during the past year?**

- West Eugene EmX project. Becoming acquainted with LTD and the GM role. Adjusting to the area.
- Getting out with the LTD message to community groups.
- He made a very good effort despite his full schedule to attend the majority of Fall Training sessions with operators.
- Quickly developed an in-depth knowledge of the District and issues.
- I believe he has been working with the legislature on funding and support for west Eugene EMX.
- Too early to tell yet. Has met with many external people, seems to be seen as objective.
- Being recognized as the future leader of a growing transportation system experiencing severe budget issues.
- Can't name any.
- I am not in a position to know.
- From my perspective it has been mainly business as usual. Administrative employees continue to take it in the shorts as far as benefits, while the Union gets whatever they want.
- I don't know.
- Ron's greatest achievement has been to expand and partially shift the demographics and focus of the community's discussion surrounding EmX. It is just as passionate (and all too often virulent) but it is better balanced and representative. I think that Ron has been wise to not impose heavy handed control. The District is dealing with significant internal, local and national challenges (political and economic). I believe he would do well now that he has gotten to know and understand the internal players at the District to form a vision that is his own and use it to generate and wield an increased personal power.
- Getting his picture on the front page of the RG several times.
- His attempt to put a positive spin on the West 11th EmX.
- Unknown.
- Connecting and working with those who oppose EmX; staying closely connected with Federal changes regarding transit funding.

- 1. Has made himself known to the community and immersed in West Eugene EmX controversy. 2. Kept things on a fairly even keel; no abrupt or unanticipated changes or events. 3. Initiated a friendly and informative electronic communication with staff.
- I don't think he has been here long enough for him to have the opportunity to have any significant achievements. I see him as taking the role now of understanding the organization and projects.
- 1. He has embraced the West Eugene EmX Extension. When he first started, I don't think he understood it, but he has come to understand and support it. 2. He has learned a lot about LTD and does appreciate the District.
- I am not aware of any.
- I was pleased to read that he had jumped right into shoveling snow at the Seneca Station and made the effort to praise others that he knew had helped.
- 1. Kept the peace. 2. Did not try and change things too fast. 3. Has respected the friendly and hardworking culture here without trying to disrupt it or change it.
- Not sure.
- Wouldn't know.
- He did a good job flipping burgers at the picnic!
- Don't know.
- Don't know.
- I don't believe any achievements.
- None that I've seen. There has been no contract agreement between the company and the union.

#### **4. What external factors have influenced the general manager's performance?**

- At LTD: Budget, revenue issues. West Eugene EmX. Non-LTD: Lack of experience in the scale of issues faced by the District. His knowledge, technique and style have not proven to be of much value, although so far, he has not caused too much irreparable harm.
- Politics; Eugene/Springfield city councils
- WEEE
- I think that since he was new to the community he had to keep up with FTA happenings, as well as meeting community members and stakeholders and trying to meet with employees.
- Probably West Eugene EmX, prior obligations that kept him away much of the early months of employment.
- WEEE opponents, fiscal crisis.
- Stepping into the middle of a large and controversial project.
- He has achieved some major goals to address transit service improvements in his previous role as General Manager, which should reflect well in his new position.
- EmX opposition has used comments made by the GM as ammo for their cause.



- Strong opposition to WEEE makes LTD a community target. Continued lagging economy limits a rebound in employer payroll taxes.
- Moving, unfamiliarity with LTD, and other commitments from previous property.
- I don't know.
- Contract negotiations and the West EmX project.
- A highly vocal, critical and motivated and closed-minded local group that appears to be an extension of the national Tea Party movement. Partisan deadlock at the national level. Rocketing cost of fuel. Poorly controlled health insurance costs. Heavily burdened pension costs moving towards critical in light of the "Great Recession" and the weak jobs and economic recovery.
- Not being here in Eugene very much.
- The community's negative attitude towards the EmX project.
- Environmental, only the people close to him know him. Give him time to breathe and meet us.
- unknown
- 1. West Eugene EmX controversy. 2. Took awhile to relocate from the East Coast. 3. Economy.
- Not enough time on the job yet for me to comment on this.
- Perhaps the fact that he comes from the East Coast has made him seem a little bit less than friendly to his employees. We are a family here and are ready to embrace our new family members; however, if they are standoffish, then we will be too.
- WEEE controversy.
- Relocation is a huge undertaking.
- Again, the relocation aspect has probably influenced this first year, but I see a whole-hearted commitment to LTD now.
- Board. Not sure about the rest, that is a little out of my area.
- Not a clue.
- EmX and the Board. Trying to put EmX through West 11<sup>th</sup> with major public opposition.
- Don't know what this means.
- Discouraged public.
- Opposition from the community about going ahead with the LTD EmX project to West Eugene.
- I don't know of any.

**5. In the past year, what difficult issues have faced the transit system, and how did the general manager bring them to resolution?**

- He's generally had trouble bringing things to resolution, although finding a quick way to solve a problem is not always the best solution. He doesn't possess the skills needed to work with groups to motivate ideas and solutions.
- On-going West Eugene EmX issues and dealing with constant opposition. On-going budget funding problems that requires constant searching for stable sources.

- WEEE - no resolution. Labor Contract - no resolution.
- With the continuing controversy of EmX, I feel Ron has been active in participating in Editorials and full blown support of the project.
- West Eugene EmX. I think Ron has done a great job in his published responses to this issue.
- Too early to tell.
- The proposed extension of the West Eugene corridor is a subject of controversy and he has made a statement on how he feels about the pros and cons of proceeding ahead with the preliminary feasibility studies.
- Contract negotiations: no resolution. EmX West Eugene controversy: no resolution.
- External factors continue so a decision on the WEEE project and an economic recovery are still pending.
- We continue to struggle financially (supposedly) and he has gone to Washington to try and get funds. He has also threatened us with cut backs. Are we still an employer of choice?
- EmX west - not resolved.
- West EmX is a difficult issue that is still evolving. He seems to be active in the process of getting the project approved.
- Please see answer # 3 about EmX and future directions. Ron has also helped to keep the contract negotiations from the dead end of a true impasse. It would be risky, but it may become beneficial for Ron to take a more active role in the process in whatever way he is most comfortable.
- 1. Transition of LTD from long-established administrative leadership to new leadership. I don't think this has happened. I still feel adrift as to what the new GM wants or expects on everyday kind of issues -- like budget and staffing. I haven't seen any leadership in these areas.
- 2. WEEE is a huge issue which has yet to be resolved. Again I am not sure what leadership the new GM has provided. At first I was appalled by the sense that he was going to review things and decide if the already decided alternative was appropriate. Then he seemed to be more concerned with what the No folks were saying than what staff had to say or had already said. Now I wonder if there is any plan being discussed if the City Council votes no.
- 3. The change in the admin pension was a resounding slap in the face to the admin staff, already demoralized by wage freezes and furlough days. I didn't get any sense that the new GM even recognized this much less did anything about it.
- The lack of money. This is an ongoing process.
- Unknown.
- EmX opposition and contract negotiations. He made a point of connecting personally with EmX opposition and making time to both hear their inquiries as well as provide answers where possible. And he has stayed closely connected with staff who are negotiating the labor contract and the issues being debated, providing direction where needed.
- NA
- Not enough time on the job yet for me to comment on this.

- We are right in the middle of the WEEE project, and I heard Ron on the radio defending the line. He was very intelligent, not defensive, brought up some good points, and did not get flustered. It was an eloquent representation of a very difficult situation.
- WEEE controversy/? Budget/? Union Contract/?
- Public opinion and OMOT regarding EmX have probably been the most difficult, but Ron seems to be willing to have the difficult conversations and really get down to the significant concerns so they can be addressed.
- WEEE of course, so far, so good. Ending of STPP, Lisa and Marcia helped with that. Ron was supportive of actions related to changing the Group Pass Program. Budget is tight; he has been reasonable and listened to the Finance gurus on that. Not promised things financially we cannot do.
- Not sure. We still do not have our contract resolved.
- Hmm.
- Our BRT has been a big issue, but as to what our manager had done?? I know he ride the BRT, that's about it.
- EmX. He hasn't.
- None that I know of. Seemed like he spent the first three or four months transitioning from his previous location to this location.
- Contract negotiations. It has not been resolved.

**6. Have any legal or ethical issues arisen with regard to the operations of the transit system? How were these brought to successful resolution?**

- Normal legal issues, has generally deferred to staff regarding standard practice.
- None that I am aware of.
- None that I am aware of.
- Not to my knowledge.
- Not that I am aware of, other than those brought constantly by the WEEE opponents.
- GM has stored personal items on District property, which is against District policy.
- The West Eugene businesses opposition to the EmX project has created attempts to block proceedings by challenging City of Eugene zoning for mass transit projects.
- Audits passed, but had nothing to do with this administration.
- Don't know.
- Unknown.
- I don't know.
- Not that I am aware of.
- Not to my knowledge.
- I don't deal with that side of the system.
- Unknown.

- None of which I am aware.
- NA
- I am not aware of any.
- None that I can think of.
- I am not aware of any.
- No, I do not think there are any issues there.
- Where are the missing Board minutes from last year?
- I'm not aware of any.

**7. Are there any areas in which the Board could provide better support to the general manager?**

- Continuing their support and guidance.
- I don't know if Board members are regularly meeting with him, but I think keeping him abreast of things going on in the community and the history behind those items would be beneficial.
- I think little has been done to promote the new general manager, particularly within the organization. Does he have support? Why is this survey out when he hasn't even been here for a year? Have many people had the opportunity to get to know him or to work closely with him?
- The Board needs to make sure it listens to employee input regarding concerns for future leadership rather than just judging performance by what is seen in board meetings and other public settings.
- Not known at the present time.
- Critical inquiry of LTD by its Board members should be handled diplomatically or outside of public meetings to not give ammunition to LTD and/or WEE opponents.
- Unknown.
- I don't know.
- While being responsive to the community (no matter how diverse and conflicted it may be) the Board needs to support the people who work at the District to the full extent that is reasonable and defensible and extend unified support for Ron to as the central force for that internal support.
- They seem to have the same goal to provide service to the community as proficiently as possible.
- In my simple opinion yes, get him out in the hallways of admin so that he can meet people. I know a couple of other GM's that were always accessible.
- Encourage him to connect more with LTD employees and take time to get to know them.
- Board and GM relationship and mutual support appears to be good; building this relationship and trust takes time.

- I think they each need to meet with him again individually. They each did a one-on-one when Ron first started, and I think it's time they did that again to review his first year and to get to know him better.
- Ongoing communication. I would say some joint team building would not hurt for all concerned.
- Not sure.
- How about some transparency in the company? Publish for the employees what everyone's salary and benefits are! I've worked here 22 years and have never felt like I was part of the company.
- Take an active part in resolving employee issues (contract).
- Give driver inputs.
- Make Mark Johnson the general manager. It appears he's already doing the job.

#### **8. What should be the organizational goals for the general manager for the coming year?**

- Spend way less time in his office and way more time walking around and talking with admin staff, not just the one or two LC members, and way less time off or at conferences. Needs to be model of hard work and commitment to LTD, and do a lot more to earn the respect of staff. Get away from his small agency experience of being the sole decision-maker, and work much harder to develop teamwork with admin staff, ask them what they think should be done. He's no Mark Pangborn, but Ron needs to make a concentrated effort to foster the best from his employees—his current shy, lone duck style is fostering low confidence, apathy.
- Continue with understanding the organizational history, present, and future.
- Coming to resolution on structural changes if any are going to occur.
- Continuing to get him involved in community activities so that he is a known representative for our organization.
- Review the internal organization, policies, etc., to determine if there might be better ways to conduct the business.
- A contract for ATU represented employees, compensation review for non-represented staff.
- Decide who to effectively manage the internal operations. Decide whether he wants to make staff changes (some statements have indicated this).
- Make more public appearances and stand behind the WEEE project to defend the District's right to explore transportation options to be considered for future growth.
- Contract resolution. Budget reconciliation and raises for admin employees.
- Clearly set a vision for employees; connect more with employees; continue to inform employees of external factors that may/will affect LTD.
- I don't know.
- To support the operational departments of the District and to develop effective service that is based on the realistic and achievable deployment of equipment, facilities, and personnel.
- Get to know admin staff at all levels. Find out what we do and why even if we are doing a great job. Learn what our workloads are before adding to them with new grants or programs. Develop a method to clearly communicate expectations and direction.

- Work on the ATU contract and restore the step raises for the staff.
- Unfreeze our wages and let us catch up with the world. Did you know that gas, bread and milk have all gone up in the last three or four years?
- Fostering a cohesive working team, financial responsibility, and smart operation that works towards solid goals other than just increasing ridership.
- Get to know and understand the job functions, approach, and effectiveness of each member of the Leadership Team. Develop a more cohesive and effective Team. Provide leadership that communicates the important role that transit has in supporting the future livability and sustainability of our communities.
- To make a more positive impression regarding the EmX. There are community members who feel negatively about the WEEE just because of all of the negative propaganda. They don't even know WHY they don't like the WEEE, they just know what they see on the streets. The District should be able to counter that somehow. Is there any way to start a fundraising campaign to counter the negative signs?
- Meet with all departments; get to know employees.
- Focus on sustainability, all three legs. Helping on a state level with funding for things such as Accessible Services and Student Transit Pass.
- Interact with ALL employees by purposing to know their names and job titles (maybe keep a LTD "yearbook" handy to review). Balancing dream/vision/mission for LTD with funding, and getting employees engaged/behind the mission. Increase ridership AND financial responsibility/efficiency. Of course, hopefully without cutting jobs or insurance.
- I would like to see the bus operators get a contract.
- 1) Labor contract! 2) It's all gravy after that.
- Get to know his workers, managers.
- Settle contract with ATU. Put service back on the streets. Consider morale for the workers.
- Rectify a contract. Improve communication and teamwork between department, including management. More transparency in management.

**9. What should be the personal development goals for the general manager for the coming year?**

- Find a way to come out of his shell to engage and inspire staff and the community, or recommend to the Board that his employment be terminated or changed to technical consultant to a new GM that can be a dynamic civic leader with the successful political and social skills that makes people want to be on his team and make things happen.
- Getting to know, understand the personnel, professionally and to some degree, personally.
- Drop-in sessions in which he listens to employees as well as getting to know them. Being more punctual.
- Improve public speaking skills.
- Unknown.
- Seek professional coaching on leadership skills, especially leadership of internal staff.

- Earn the respect of the community first and continue to make himself available to staff and employees regularly, so we can learn more about his primary goals and objectives.
- Be more "available" to LTD employees. Make an effort to get to know employees as individuals to gain support from within.
- Build charisma with a more commanding presence...a civic leadership persona. Nurture relationships with key political and civic leaders. Look for opportunities to collaborate or partner that support strategic goals.
- I don't know.
- Mingle with the staff, work on eye contact when speaking with people and work on active listening techniques.
- Continue to build his influence within the organization. Get to know and develop a comfort level with the more diverse and challenging groups within the organization. Embrace and utilize the fact that he is not the previous general manager (who was far more socially adept but could also be far more disingenuous than Ron will ever be).
- Make eye contact with staff. Smile once in a while.
- Get to know the staff and be approachable. Listen and provide solutions or explanations why he is unable to help.
- I haven't a clue, sorry. I hope it has to do with helping our District.
- Take time to learn about the people that work for you and get to know them. Be more visible and present in the office environment.
- Become well acquainted with LTD staff and services; hold listening sessions (after there is an ATU contract in place)
- Possibly work on techniques to help bring a more engaging style of public speaking and public presence.
- 1. He should set a goal to get to know all of his employees' names and one thing about them by his two year anniversary. 2. He should set a time each week (month?) to go into the Operators lounge at different times of the day, and just get to know them. Same with the Maintenance staff.
- Be more sociable, engaging, affable. Reach out. Stick with his responsibilities and not do others' jobs, such as scheduling.
- Instilling confidence of his leadership in employees.
- Coaching. Communication. Visionary Leadership Skills.
- Like to see him around the shop a little more.
- Get to know your employees. Let us know what you do! All of us would appreciate it if you would settle our contract now!
- In all the time Ron has been here, I (an operator) have only seen him once, and that was when he visited the classes. Mark Pangborn is a hard act to follow, granted, but more visibility to the rank and file certainly cannot hurt any general manager.
- Be compassionate, honest with integrity.
- Cut costs in Administration.
- To make himself more available to all employees. He needs to establish rapport with all employees. Get out of his office.
- He should be more visible to the drivers and other non-administrative staff. Post his picture so employees recognize him.

## 10. Additional comments:

- It appears the GM has made noticeable improvements towards settling in on the job, becoming more comfortable since the 6-month evaluation. This is a big role and one that is not easily accomplished.
- I have noticed in meetings, including Board meetings Ron will close his eyes. This gives the impression that he doesn't care, the topic is boring or that he has gone to sleep. I have never noticed this with Board members, former General Managers, or Leadership staff.
- I don't think he's been here long enough for most of the general administrative staff to be able to give good feedback here. Between his prior obligations and moving, etc., he has not really been around that much, and it has not yet been a year. I hope there is not much weight on this survey feedback. Someone's initial reaction to Ron (without getting to know him better or working closely with him) could be detrimental to this effort. I am very happy with Ron's performance to date. I think it's really nice to have a new perspective that is not tied to the history of this organization.
- It is unfortunate the Board could not hire someone with deep transit experience AND strong leadership and interpersonal skills. However, the Board opted to hire the transit experience, and has appeared to disregard the lack of, and need for, interpersonal skills. This means the organization culture will have to change, and expectations around internal relationships will need to be adjusted in order to accommodate this new GM style. Somewhere in LTD there needs to be someone who has the skills to lead the organization's internal work, and the Board needs to take responsibility for setting that as an expectation, then making sure it happens.
- I would like to see more interaction with the Operations side of LTD. The only time that I have noticed that Ron has really spent time down here was on the snow day and for John Perry's retirement. Since there has not been much interaction with Ops, I do not feel I can evaluate him at this time.
- Who is Ron Kilcoyne and what will he do to continue LTD's tradition to provide excellent service to a fast growing innovative transit system model? Other communities experiencing similar population growth are watching the LTD model to consider or adopt some of its concepts in the future.
- Nobody outside of his immediate support staff really knows the GM. I have never been introduced to the man or shook his hand. Without that personal contact it is easier to not support the man and his agenda.
- I have never interacted with Ron.
- I appreciate his newsletter, 'The Buzz Stops Here'. It is a great way to get the bigger picture of LTD.
- It's not just Ron, but pretty much everyone at the District who needs to stretch, grow and make changes. It's time that people start to give up some of their little self-serving spheres of control (for the good of everyone).
- He seems like a real nice person, but like I said earlier, he might need to meet us so that we can get to know him better, so the next time you ask us to do a survey on the GM we'll be better equipped to answer.



- Staff needs reassurance about where the District is going and the plan to get there under new leadership.
- To date, he seems to be handling the EmX project as best as could be. I also appreciate his information emails.
- I have enjoyed getting to know Ron, and I wish there were more staff members who knew his sense of humor. He is funny, but most of his staff don't know that. His staff are the people that are out in the "real" community with people who are asking, "So. What's the new GM like." It's not good when they say, "I don't know."
- In my few encounters, Ron may not be very conversational, but he does come across as hardworking and sincere in his efforts.
- I think he has done well so far beyond my suggestions above. It is hard when you have such a warm and talented former GM, hard to fill those shoes but he has kept the ship righted and heading where we need to head so more power to him.
- We need our contract resolved, and maybe better relations between GM and drivers.
- To put a notice up on bulletin boards asking employees for donations for your college kids' film project, while we are all struggling to buy our kids food, is really cold! Shows how little the general manager thinks of us.
- Why did we hire him?
- I have been here over ten years and have yet to see the GM or the Board use the input of the public or the drivers. It all politics, we are not ignorant!
- He needs to be accessible and visible to everyone, and express genuine concern for the employees.
- This survey is a waste of time and money. With a new GM who is invisible (except for newspaper articles), how are we as drivers to evaluate him? His job duties are no different than any that preceded him. As to his performance – who knows? We are not informed as to any of his actions. My only observation of Mr. Kilcoyne was during Fall Training. I found him to be very distant and impersonable. He just paced the front of the room and never made eye contact with the class. I was insulted that he never made an attempt to know who we were. Overall, instead of this waste of resources, put some energy into getting a new contract and making the employees feel like they are important to the future of LTD.

**LANE TRANSIT DISTRICT 2012 GENERAL MANAGER EVALUATION  
COMMUNITY LEADERS INTERVIEW QUESTIONS**

1. What overall feedback do you have on the performance of LTD's general manager so far?

*He has worked very hard from the beginning to get to know the politics of the community. This is a very positive and really important in a community with a big right/left split.*

*He seems to really know transit. He has done a good job of understanding Eugene's view of transit. He is trying hard. He maybe talks too much, which can be off-putting, but this has gotten better.*

*He is enthusiastic, trying really hard. He has lots to learn about the community.*

*Very responsive to requests to make presentations.*

*Good, direct response to questions and concerns.*

*Hasn't shied away from controversial issues.*

*A calm demeanor.*

*[illegible] his [illegible] approach toward the next EmX route.*

*Credible with the Council and with Gino.*

*Appears to be a change agent for the District and the Board; must recognize that and not do anything rash.*

*He came in late on the EmX issue and has had to get up to speed fast on that planning. Needs to challenge conclusions of staff more on EmX matters – and the staff have a specific agenda.*

*Hit the ground running. Gained comfortableness with his public sector peers quickly. He is not standing still, but encouraging the organization forward.*

*Ron seems to be very hard working and has spent his time fully understanding all the facets of LTD. He has been open to conversation and accessible. He has volunteered to participate whenever requested or needed.*

2. What have you observed so far that would indicate to you that LTD's general manager will have long-term success for LTD and this community?

*He looks before he leaps. He knows the transit business. He understands the role transit plays in the community. He can see long term, beyond the next budget cycle (sustained vision).*

*Asking about the history of the West Eugene extension and why people don't like it. He is trying very hard to understand the community and learning the pitfalls.*

*He has been participating in public events, getting to know people, and trying to understand the community.*

*Knowledge about transit.*

*Too early to tell for me, but no red flags.*

*He seems to be determined to get LTD back on a positive track with the community, and that's good if he can achieve that. He has offered to listen to people, and he has been systematically trying to solve the funding issues of the bus system and the political issues of the EmX. He speaks to many groups in the community and answers their questions.*

**3. What progress has the general manager made toward LTD's long-term goals or the goals of the community since his arrival?**

*He is sensitive to the Eugene and Springfield visions and wants LTD involved in the processes.*

*He has started conversations with Springfield; looking where the needs are. He has a good vision for what EmX can do.*

*He started the study of the Thurston-LCC line. He has met with a variety of people, listening to their hopes, dreams, and concerns.*

*Ron has quickly grasped the challenges of EmX and LTD's current and long-term finances. It is too early to know his success towards meeting these challenges, but I am heartened by his understanding.*

*I actually don't know, and I'd like to.*

**4. What leadership characteristics have you observed so far?**

*He is a good listener and uses what he learns to keep LTD moving in a positive direction.*

*He is not afraid to walk into a room and talk about LTD. He encouraged going forward with the United Front when others were reluctant (discouraged). He wants to move forward and not rehash the past.*

*He is observant and sensitive to issues that could arise. He is learning how to convey his ideas in public and is learning the trigger words to avoid.*

*Has reached out.*

*Needs to have facts in order when speaking publically.*

*Does understand basic transit needs – not so much about bus rapid transit.*

*Deep understanding of transit issues and their connection with other community systems; willing to engage with all sectors of the community; not defensive, which is an important asset in Eugene.*

*He's been listening and reaching out and doing his utmost to understand the negative image that LTD currently suffers from.*

**5. What guidance would you give the general manager about his future leadership of LTD?**

*Get out there and mingle. Go to the City Club, chambers, etc. Be recognized as a part of the community.*

*Continue to listen well before responding. Engage Eugene, Springfield, and Lane County about their needs and wants.*

*Remember to listen carefully to what your partners have to say. Be responsive to community needs.*

*Be confident and attentive when findings of fact lead to a conclusion.*

*Learn how to engage the public for useful input.*

*Focus on specifically targeted public outreach.*

*Pay attention to Springfield; don't become Eugene centric; be visible in Springfield.*

*Has to understand we really can't have a grid system due to our topography, etc., and must adapt to that.*

*I suggest that Ron meet 3-5 new people every month. I find that many community leaders do not know Ron or know of him.*

*He needs to have strong connections with all the major community leaders. He can strengthen the relationship with the Eugene City Council. He needs to make LTD's mission and goals well known to the public. He needs to educate the public about the achievements of LTD (which are considerable) and articulate the plans for building on those. Board members must be encouraged to make a broad range of positive community connections as well. LTD needs to speak knowledgeably on the best practices in transit and why they matter to us.*

**6. What other comments do you have?**

*None.*

*None.*

*I wish LTD the best so we can move ahead with the next Springfield line.*

*Hasn't followed up well with feedback from Jarrett Walker meeting – three months is too long of a wait time. Be a better listener to the community: at times seems like a "token" listener.*

*Be honest, collaborative, and transparent.*

## Community Leaders – General Manager Evaluation

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|---|--|--|
| <p><b>Mr. Dan Egan</b><br/>Executive Director<br/>Springfield Chamber of Commerce<br/>P.O. Box 155<br/>Springfield, OR 97477<br/>(541) 746-1651<br/>dan@springfield-chamber.org</p>         | <p><b>Mr. Gino Grimaldi</b><br/>City Manager<br/>City of Springfield<br/>225 Fifth Street<br/>Springfield, OR 97477<br/>(541) 726-3700<br/>ggrimaldi@ci.springfield.or.us</p>                | <p><b>Mr. David Hauser</b><br/>President<br/>Eugene Chamber of Commerce<br/>P.O. Box 1107<br/>Eugene, OR 97440<br/>(541) 484-1314<br/>daveh@eugenechamber.com</p>                            |
| <p><b>Mr. George Kloeppel</b><br/>Executive Director<br/>Lane Council of Governments<br/>99 East Broadway, Suite 400<br/>Eugene, OR 97401-3111<br/>(541) 682-4395<br/>gkloeppel@lco.org</p> | <p><b>Mr. Jon Ruiz</b><br/>City Manager<br/>City of Eugene<br/>777 Pearl Street, Room 105<br/>Eugene, OR 97401<br/>(541) 682-5010<br/>jon.r.ruiz@ci.eugene.or.us</p>                         | <p><b>Jeff Spartz (Liane Richardson)</b><br/>County Administrator<br/>Lane County<br/>125 E. 8th Avenue, 2nd Floor<br/>Eugene, OR 97401<br/>(541) 682-4203<br/>jeff.spartz@co.lane.or.us</p> |
| <p><b>Mr. Richard Meyers</b><br/>City Manager<br/>City of Cottage Grove<br/>400 Main Street<br/>Cottage Grove, OR 97424<br/>(541) 942-5501<br/>citymanager@cottagegrove.org</p>             | <p><b>Mr. Sid Leiken, Mayor</b><br/>(Christine Lundberg)<br/>City of Springfield<br/>225 Fifth Street<br/>Springfield, OR 97477<br/>(541) 726-3700<br/>mayor@ci.springfield.or.us</p>        | <p><b>Ms. Kitty Piercy, Mayor</b><br/>City of Eugene<br/>777 Pearl Street, Room 105<br/>Eugene, OR 97401-2793<br/>(541) 682-5010<br/>kitty.piercy@ci.eugene.or.us</p>                        |
| <p><b>Mr. Dan Giustina</b><br/>G Group LLC<br/>P.O. Box 529<br/>Eugene, OR 97440<br/>(541) 485-1500<br/>giustinad@giustina.com</p>  | <p><b>Mr. Steve Korth</b><br/>McKay Investments<br/>2350 Oakmont, Suite 204<br/>Eugene, OR 97401<br/>(541) 485-4711<br/>steve@oakwaycenter.com</p>   | <p><b>Mr. Jeff Miller</b><br/>Pacific Benefit Consultants<br/>450 Country Club Road, Suite 330<br/>Eugene, OR 97401<br/>(541) 484-6624<br/>jmiller@pbcins.com</p>                            |
| <p><b>Mr. Robert D. Bennett</b><br/>Bennett Management Co., LLC<br/>980 Willamette Street, Suite 200<br/>Eugene, OR 97401<br/>(541) 485-6991 Ext. 110<br/>r.bennett@bmc-llc.com</p>         | <p><b>Mr. Gary Williams, Mayor</b><br/>City of Cottage Grove<br/>400 E. Main Street<br/>Cottage Grove, OR 97424<br/>(541) 942-5501<br/>mayor@cottagegrove.org</p>                            | <p><b>Ms. Judith Volta, Mayor</b><br/>City of Coburg<br/>PO Box 8316<br/>Coburg, OR 97408<br/>(541) 682-7850<br/>judith.volta@ci.coburg.or.us</p>  |
| <p><b>Mr. Dave Sohm</b><br/>Gillespie &amp; Associates<br/>280 East 11th Avenue<br/>Eugene, OR 97401<br/>(541) 343-2299</p>   | <p><b>Mr. Phil Farrington</b><br/>Director, Land Planning<br/>PeaceHealth Oregon Region<br/>770 East 11th Avenue<br/>Eugene, OR 97401<br/>(541) 686-3828<br/>pfarrington@peacehealth.org</p> | <p><b>Mr. David Braunschweiger</b><br/>Program Manager<br/>Special Mobility Services<br/>240 Garfield<br/>Eugene, OR 97402<br/>(541) 682-6457<br/>davidb@sms1.org</p>                        |

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| <p>Ms. Maurine Cate<br/>Chief Executive Officer<br/>McKenzie-Willamette Medical Center<br/>1460 "G" Street<br/>Springfield, OR 97477<br/>(541) 726-4400<br/>maucat@mckweb.com</p>            | <p>Mr. Bill Van Vactor<br/>Attorney at Law<br/>Leahy, Van Vactor, &amp; Cox<br/>223 A Street, Suite D<br/>Springfield, OR 97477<br/>(541) 746-9621<br/>bvv@emeraldclaw.com</p> | <p>Mr. Larry Abel, Director<br/>Lane County Housing &amp; Community Services<br/>177 Day Island Road<br/>Eugene, OR 97401<br/>(541) 682-3755<br/>label@hacsa.usa</p> |
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| <p>Mr. Richard Lariviere, President<br/>Office of the President<br/>University of Oregon<br/>1226 University of Oregon<br/>Eugene, OR 97403-1226<br/>(541) 346-3036<br/>pres@uoregon.edu</p> | <p>Ms. Ann Mehlum, CEO<br/>Summit Bank<br/>975 Oak Street, Suite 280<br/>Eugene, OR 97401<br/>(541) 684-7526<br/>ann.mehlum@summitbankonline.com</p>                           | <p>Ms. Kay Metzger<br/>Director<br/>Senior &amp; Disabled Services<br/>1015 Willamette Street<br/>Eugene, OR 97401<br/>(541) 682-4432<br/>kmetzger@lcog.org</p>      |
| <p>Ms. Nancy Golden<br/>Superintendent<br/>Springfield School District 19<br/>525 Mill Street<br/>Springfield, OR 97477<br/>(541) 726-3200<br/>ngolden@sps.lane.edu</p>                      | <p>Mr. George Russell<br/>Superintendent<br/>Eugene School District 4J<br/>200 N. Monroe<br/>Eugene, OR 97402<br/>(541) 687-3321<br/>russell_g@4J.lane.edu</p>                 | <p>Ms. Mary Spilde<br/>President<br/>Lane Community College<br/>4000 E. 30th Avenue<br/>Eugene, OR 97405<br/>(541) 463-5200<br/>spildem@lanecc.edu</p>               |
| <p>Mr. Colt Gill<br/>Superintendent<br/>Bethel School District #52<br/>4640 Barger Dr.<br/>Eugene, OR 97402<br/>(541) 689-3280 ext. 2010<br/>cgill@bethel.k12.or.us</p>                      | <p>Mr. Tony Baker<br/>The Register-Guard<br/>PO Box 10188<br/>Eugene, OR 97440-2188<br/>(541) 484-1234<br/>tony.baker@registerguard.com</p>                                    | <p>Mr. Jack Roberts<br/>Executive Director<br/>Lane Metro Partnership<br/>P.O. Box 10398<br/>Eugene, OR 97440<br/>(541) 686-2741<br/>jack@lanemetro.com</p>          |
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Key leaders staff recommend contacting.

Positions where names have changed

**LANE TRANSIT DISTRICT GENERAL MANAGER EVALUATION  
INTERVIEW QUESTIONS FOR KEY COMMUNITY LEADERS**

**(QUESTIONS USED IN 2007)**

1. What role does LTD play in our community?
2. How well does LTD's general manager communicate this role?
3. What is the LTD general manager's level of commitment to his role, and how does he demonstrate this commitment?
4. What are the most significant issues facing LTD?
5. How is LTD's general manager addressing these issues?
6. How could the LTD general manager better address these issues?
7. Based on your interactions with the LTD's general manager, what is his long-term vision for LTD?
8. What do you see as the strengths of LTD's general manager?
9. What are some limitations in the performance of LTD's general manager?
10. What have been the most significant achievements of the general manager during the past few years?
11. What suggestion(s) do you have for enhancing the performance of LTD's general manager?
12. What other comments do you have?

## GENERAL MANAGER 360 SUMMARY AND ACTION PLAN

### Key Results for 360 Assessment:

#### Strengths:

- Transit Industry Expertise – *He is a lifetime student of transit and keeps up to speed on what other transit agencies are doing.*
- Technology Savvy – *This person is interested in technology, very interested in transit, and has a sense of customer service.*
- Integrity and Honesty - *If there is a problem, he gets detailed information out quickly.*
- Business Thinking – *Highly competent in the business of transit.*

#### Focus areas for Improvement:

- Improve communication internally and externally.
- Become more inspirational.
- Increase focus on leadership development.

### Action Plan

#### Improve communication internally and externally:

- Work with Coach on skill building to successfully interact in small groups, one-on-one, and extemporaneous situations.
- Develop “cheat sheet” with actions and processes that work for me in various situations.
- Skillfully build relationships with key individuals.

#### Become more inspirational:

- Create a shared vision – use strategic plan process.
- Develop a clear inspiring picture of the future.
- Engage staff in new and different ways to accomplish vision.

#### Increase focus on leadership development:

- Meet one-on-one with direct reports to identify aspirations and needs to achieve goals.
- Based on the result of these meetings, make sure direct reports are challenged and can step up when needed.
- Develop a plan to meet with others in the organization with the goal of achieving feedback that will bring about a strong leadership development program for the entire organization.



## LTD General Manager FY 2014 Performance Goals and Objectives

Board Adopted: October 16, 2013

The Board of Directors and the general manager (GM) understand that the GM's role is to provide oversight and direction to staff for accomplishing many of the following goals. Ultimately, the Board holds the general manager responsible for the overall accomplishments of these goals and the performance of Lane Transit District.

### Personal Goals:

1. Work with coach on skill building to successfully interact in small groups, one-on-ones, and extemporaneous situations.
2. Sustain good relations with staff.
  - a. Distribute weekly communication to all team members on the internal e-mail system.
  - b. Attend each department meeting at least quarterly.
  - c. Occasionally help out with Operations functions, such as bus cleaning or assisting at the Customer Service Center.
  - d. Ride each bus route at least once.
3. Keep Board members continuously informed on current issues affecting the District and the community.
  - a. Have a monthly lunch with the Board president and a Board member, which will result in having lunch with each Board member at least twice a year.
  - b. Regularly notify Board members of newsworthy items via e-mail.
4. Continue community outreach by presenting to all neighborhood groups and service clubs in the service area.
  - a. Make presentations to all formal neighborhood groups and service groups who have not already received a presentation from the current general manager.
  - b. Continue the Advisory Cabinet of community and business leaders that meets at least quarterly to provide advice on issues facing the District.
  - c. Accept invitations to participate in community events.
5. Timely completion of direct reports' performance evaluations.

### Agency Goals:

6. Successfully address the transition resulting from eight administrative retirements that will occur in FY 2014 by determining reorganization and job descriptions to better align with agency goals and priorities. Fill positions with qualified candidates to ensure a smooth transition.

7. Complete the Finding of Economic Recovery and outreach needed in order for the LTD Board of Directors to authorize increasing the payroll tax rate to .8 over a ten-year period.
8. Secure a new labor agreement in compliance with the Long-Range Financial Plan.
9. Complete design of the West Eugene EmX Extension; secure remaining local match for the project; and assure that every effort is made to successfully mitigate impacts of the project and address the needs of business and property owners in the corridor.
10. Initiate planning for the LCC–Thurston corridor, utilizing a community-based participatory design process.
11. Initiate the planning for the LCC–Northwest Eugene corridor, utilizing a community-based participatory design process.
12. Increase revenue service hours by reducing non-revenue hours to no more than 21 percent of total service hours (currently 25 percent).
13. Implement TransitStat to improve customer service, working conditions, and efficiency.
14. Determine the appropriate level of service and quantify/qualify the benefits of providing this level of service.
15. Initiate a community conversation to develop a consensus on how to provide adequate funding for the appropriate level of service determined in Goal No. 13 and to reduce the volatility of LTD's funding; develop a strategy for securing legislative and/or electoral success.
16. Encourage and support staff development and diversity within the organization.