

LANE TRANSIT DISTRICT BOARD HUMAN RELATIONS COMMITTEE MEETING

Monday, March 21, 2016 2:30 p.m.

Conference Room A 3500 E. 17th Avenue, Eugene (Off Glenwood Boulevard in Glenwood)

Public testimony will not be heard at this meeting.

AGENDA

	<u>Pag</u>	<u>e No.</u>
I.	CALL TO ORDER	
II.	ROLL CALL	
	Gillespie (Chair) Wildish Grossman	
III.	APPROVAL OF MINUTES	
	 Minutes of the February 29, 2016, Meeting of the LTD Board Human Relations Committee 	2
IV.	GENERAL MANAGER EVALUATION QUESTIONS	5
V.	GENERAL MANAGER EVALUATION GOALS	20
VI.	EXECUTIVE SESSION PURSUANT TO ORS 192.660 (2)(i), to review and evaluate the employment-related performance of the LTD general manager.	21
√II.	NEXT MEETING	
/III.	ADJOURNMENT	

MINUTES OF HUMAN RELATIONS COMMITTEE MEETING

LANE TRANSIT DISTRICT BOARD OF DIRECTORS

February 29, 2016

Pursuant to notice given to *The Register-Guard* for publication on February 25, 2016, and distributed to persons on the mailing list of the District, a meeting of the Lane Transit District Board of Directors Human Relations Committee was held at 5:00 p.m. on Monday, February 29, 2016, in the District's Board Room at 3500 E 17th Avenue, Eugene.

Present: Gary Gillespie, Chair

Julie Grossman Gary Wildish

Roland Hoskins, Director of Administrative Services

David Collier, Human Relations Manager Jeanne Schapper, Clerk of the Board

Mackenzie Cowan, Human Relations Secretary/Recording Secretary

Dwight Purdy, Thorp, Purdy, Jewett, Urness & Wilkinson P.C.

<u>CALL TO ORDER/ROLL CALL</u>: Mr. Gillespie called the meeting to order at 5:02 p.m. and called the roll.

APPROVAL OF MINUTES: Ms. Grossman moved approval of the August 24, 2015, minutes; Mr. Wildish provided the second.

VOTE The motion was approved as follows:

AYES: Gillespie, Grossman, Wildish (3)

NAYS: None

Mr. Wildish moved approval of the September 14, 2015, minutes; Ms. Grossman provided the second.

VOTE The motion was approved as follows:

AYES: Gillespie, Grossman, Wildish (3)

NAYS: None

GENERAL MANAGER EVALUATION PROCESS: Mr. Purdy reviewed Ms. Jackson's contract, stating that at around six months (May 30), the Board would conduct a performance review; and if she received a favorable review, she would receive a \$2,000 per year salary increase. If no review is conducted by July 30, then it is deemed a favorable review and she automatically receives the increase. There also is a one-year review that results in a \$2,000 per year increase upon a favorable review. Thereafter, Ms. Jackson will receive an annual performance review.

Mr. Purdy referred to the KL2 Connects General Manager brochure in the Committee packet that references the desired characteristics in the next general manager. He said that the list is a good starting point for an evaluation. He recommended that the Board look at some long-term goals for

Minutes of Board Human Relations Committee Meeting February 29, 2016 Page 2

the agency and also formulate goals for the general manager. He said that the Board could establish goals for the remainder of the six-month period and the one year period and establish the evaluation questionnaire around those goals.

Mr. Purdy referenced a questionnaire that he had provided in the Committee packet that had been used in previous LTD general manager evaluations; he also referenced a Superintendent Evaluation tool as an example of what other Boards do during an evaluation. The Superintendent tool had previously been used by Willamalane for evaluations of its general manager and superintendent. He said that the packet also included an e-mail from Ms. Jackson that provided a long-range transportation plan. Mr. Purdy stated that long-range goals and a tailored questionnaire would enable the Board to evaluate Ms. Jackson on their expectations of a general manager, as opposed to another agency's expectations of a general manager if they were to use a pre-made questionnaire.

Mr. Wildish stated that perhaps the Board should use the previous long-range transportation plan as a basis for a plan that is more easily measured. Ms. Grossman stated her belief that a long-range plan would span a ten-year period. Mr. Wildish agreed, and stated a short-range plan might cover two or three years.

Mr. Hoskins stated that when a person enters an organization who is driven and has an engaged Board, there is some organizational change, which is typically followed by a stormy period in the organization. He stated his belief of the importance of the Board having clear expectations for the general manager in the first year of her employment.

The Committee discussed the next steps of the evaluation. Mr. Wildish said that he's not sure the 2009 General Manager Questionnaire would be the most effective tool for a six-month evaluation. He stated that he's not sure if the Superintendent Evaluation tool would be the most effective for such a short length of time.

Mr. Gillespie stated his feeling that Ms. Jackson receive feedback from the Board in the interim, before the six-month period has ended. Ms. Grossman said that perhaps the Board should give Ms. Jackson more boundaries, as the list of desired characteristics that was used in the GM search is very broad. She stated that she would be interested in hearing from Ms. Jackson regarding her goals and impressions of the organization as well.

Mr. Purdy said that the six-month evaluation does not have to be the same as the one-year evaluation. The tools for the one-year evaluation may be derived from the long-range planning. There are three months remaining in the six-month period; the Board may want to give priority to setting goals and expectations over the short term.

Mr. Purdy suggested reviewing the evaluation tools in the packet and choosing questions from the tools that the Board feels may be appropriate for the general manager evaluation. He stated that it also may be helpful for the Board to discuss and formulate immediate goals for the general manager that cover the next three months.

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The Committee discussed how to proceed with the evaluation and the evaluation timeline. The timeline is as follows:

- March 16 Regular Board Meeting: The Board HR Committee will report to the Board of Directors on the February 29 Board HR Committee Meeting.
- March 21 HR Committee Meeting: The Board HR Committee will discuss goals and questions selected from evaluation tools.
- April 20 Regular Board Meeting: The Board of Directors will conduct a discussion regarding the evaluation.
- April 25 HR Committee Meeting: The Board HR Committee will finalize the evaluation questions to send out to the Board; questions will be sent out on April 26 and will be due back by May 4.
- May 16 HR Committee Meeting: The Board HR Committee will review the responses to the questions sent out in April.
- May/June Board Meeting: The Board will present the evaluation.

EXECUTIVE SESSION PURSUANT TO ORS 192.660 (2)(i): The Committee did not meet in Executive Session.

NEXT MEETING: The Committee will next meet on March 21, 2016.

ADJOURNMENT: The meeting was adjourned at 6:21 p.m.

Recording Secretary	

BOARD HUMAN RELATIONS COMMITTEE AGENDA ITEM SUMMARY

DATE OF MEETING: March 21, 2016

ITEM TITLE: GENERAL MANAGER EVALUATION QUESTIONS

PREPARED BY: Roland Hoskins, Director of Administrative Services, and Dwight G.

Purdy, Thorp, Purdy, Jewett, Urness & Wilkinson P.C.

ACTION REQUESTED: Approval of Evaluation Questions to Recommend to the Lane Transit

District Board of Directors at the April 20, 2016, Regular Board Meeting

BACKGROUND:

One of the functions of the Board Human Relations Committee is to manage the annual performance evaluation of the general manager. With the hiring of a new general manager in November 2015, the Board of Directors began a new review process and will perform an evaluation of the general manager around six months after her start date.

At the March 21 Human Relations Committee meeting, the Committee will discuss potential questions with which to evaluate the general manager. The questions that result from this discussion will be taken to the April 20, 2016, Regular Board Meeting for discussion among the LTD Board of Directors, resulting in a tailored evaluation questionnaire.

ATTACHMENTS: 1) Assessment of the General Manager Tool, September 2009 Questionnaire

2) Superintendent Evaluation Process and Form

PROPOSED MOTION: None

Q:\Reference\Board Packet\2016\March\3-21-16 HR Comm Mtg\AgenSum GM Evaluation Questions 3-21-16.doc

ASSESSMENT OF THE GENERAL MANAGER

September 2009

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."

- Very Dissatisfied
- Dissatisfied
- Satisfied
- 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 openended 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 Sa	tisfied	Satis	sfied	Not Sure	Not App.
How satisfied are you that the general manager			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?						

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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 s	atisfied 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?						
1-2	has worked with the Board to translate LTD's mission into realistic goals and objectives?						
1-3	has worked with the Board and staff to create an effective process for long-range or strategic planning at LTD?						

T T 71		1 .				
What are	the maior	strengths of	the general	manager 1	in this area'	′

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 Sa	itisfied	Sati	sfied	Not Sure	Not App.
How s	How satisfied are you that the general manager		2	3	4	NS	NA
2-1	is clear about the differences between his or her role and that of the Board?						
2-2	is an effective partner with the Board in leading LTD?						
2-3	raises issues and questions and provides adequate information to inform Board discussions?						

What	are the	maior	strengths	of the	general	manager	in th	nis a	area?
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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		Sati	sfied	Not Sure	Not App.
How s	atisfied 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?						
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?						
3-3	has a collegial working relationship with the staff and the Board?						

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

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 sa	How satisfied are you that the general manager			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?						
4-2	cultivates effective relationships with						
	a. community and business leaders?						
	b. bus riders?						
	c. public officials?						
	d. relevant professional organizations?						
	e. members of the press?						
4-3	is knowledgeable about the public policy dimension of LTD's work?						
4-4	is well regarded by his or her professional peers in the public transportation field?						

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What are the n	naior stren	oths of the	general	manager i	n thic	area /
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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 Sa	itisfied	Sati	sfied	Not Sure	Not App.
How s	How satisfied are you that the general manager			3	4	NS	NA
5-1	has a clear understanding of the current and future financial resources needed to realize LTD's mission?						
5-2	is innovative in the creation of partnerships with local government or other institutions that contribute to LTD's resources?						

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

Section VI. Fiscal Management

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

		Not Sa	itisfied	Sati	sfied	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?						
6-2	has established a system linking strategic and operational planning with LTD's budgeting process?						

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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.

112	4: 6: .l	Not Sa	atisfied	Sati	sfied	Not Sure	Not App.
How s	How satisfied are you that the general manager		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?						
7-2	acts as a role model and mentor for the professional development of LTD's leaders?						
7-3	ensures District compliance with all legal and regulatory requirements?						

Open-Ended Questions

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

Assessment of the General Manager, September 2009 Questionnaire Page 11

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

The process is in place to evaluate the superintendent and establish the superintendent's compensation.

1. SUPERINTENDENT'S EVALUATION AND COMPENSATION PROCESS:

- The evaluation process is initiated by the Board of Directors.
- The superintendent's annual evaluation and the related superintendent's compensation discussion will be held in June of each year.
- An informal, midyear progress report will be conducted in December.
- The vice chairman of the Board of Directors will coordinate the superintendent's annual evaluation/compensation process and conduct the midyear progress report.

2. <u>SUPERINTENDENT'S EVALUATION</u>: based on the accomplishment of Job Functions and Agency Goals.

- Board Members complete a Superintendent's Evaluation Form.
- A Superintendent's evaluation work session is scheduled and conducted by the Vice Chairman of the Board. The Board's evaluation of the superintendent is presented at that meeting. The work session may be held in Executive Session at the superintendent's request.
- At the work session, a Board consensus/composite is reached on the superintendent's evaluation.
- Levels of Overall Evaluation:

Superior = Overall work performance consistently excels in meeting the expectations and requirements of this performance category.

<u>Commendable</u> = Overall work performance frequently excels in meeting the expectations and requirements of this performance category.

<u>Successful</u> = Overall work performance meets the expectations and requirements of this performance category most of the time.

<u>Needs Improvement</u> = Overall work performance generally meets the expectations and requirements of this performance category but requires improvement in some specific areas.

<u>Unsatisfactory</u> = Overall work performance fails to meet the expectations and requirements of this performance category resulting in unsatisfactory work.

3. <u>SUPERINTENDENT'S COMPENSATION</u>: based on the Board's evaluation of the superintendent's performance.

- The superintendent's compensation is discussed at the same work session, following the evaluation of the superintendent.
- The superintendent's compensation part of the work session is scheduled and conducted by the Chairman of the Board.
- The superintendent's compensation is negotiated by the Board and superintendent.
- The superintendent's compensation is mutually agreed upon.

4. SUPERINTENDENT'S EVALUATION AND COMPENSATION - BOARD ACTION:

- At a public Board meeting, the superintendent's consensus/composite evaluation is announced and an appropriate motion is made.
- At the same public Board meeting, the superintendent's compensation is announced and the appropriate motion is made.

Revised 01/05/00

Superintendent's Evaluation Survey

Во	ard Relationship					
a.	Written and oral communications are clear, timely, and appropriate.	Superior	Commendable	Successful	Needs Improvement	Unsatisfactory
b.	Adheres to and supports the Board and its policies both inside and outside the organization.	Superior	Commendable	Successful	Needs Improvement	Unsatisfactory
c.	Is accessible and available to Board members.	Superior	Commendable	Successful	Needs Improvement	Unsatisfactory
d.	Provides effective support to the Board on all issues. Provides recommendations on options available, and is able to effectively implement the direction of the Board.	Superior	Commendable	Successful	Needs Improvement	Unsatisfactory
e.	Assists the Board in evaluating and managing District issues.	Superior	Commendable	Successful	Needs Improvement	Unsatisfactory
Vis	sion/Goals	_				
	Effectively translates the Board's goals into operational strategies and work plans. Uses periodic assessment to measure the success of these strategies in meeting Board goals.	Superior	Commendable	Successful	Needs Improvement	Unsatisfactory
b.	Ensures that District staff understands and support the District's goals.	Superior	Commendable	Successful	Needs Improvement	
c.	Maintains a system of long-term strategic planning, which reflects the current and future needs of the District.	Superior	Commendable	Successful	Needs Improvement	Unsatisfactory
Or	ganizational Leadership	_				
a.	Encourages and recognizes creative work done by the staff.	Superior	Commendable	Successful	Needs Improvement	Unsatisfactory
b.	Sets forth expectations on continuing professional development.	Superior	Commendable	Successful	Needs Improvement	Unsatisfactory
c.	Utilizes appropriate technology and expertise to effectively reach constituent groups and improve organizational productivity.	Superior	Commendable	Successful	Needs Improvement	Unsatisfactory
d.	Ensures that the quality of work produced by the staff is consistent with the Board's expectations and reflects a positive District image.	Superior	Commendable	Successful	Needs Improvement	Unsatisfactory
e.	Manages and administers the day -to-day affairs of the District efficiently and effectively.	Superior	Commendable	Successful	Needs Improvement	Unsatisfactory
f.	Delegates work and effectively utilizes the expertise of core management staff. Works effectively with management team.	Superior	Commendable	Successful	Needs Improvement	Unsatisfactory
g.	Facilitates a positive and productive relationship between the Board and the staff, and between the staffs of the departments. Ensures that the staff works effectively and cooperatively.	Superior	Commendable	Successful	Needs Improvement	Unsatisfactory

	Facilitates the recruitment of top quality staff.	Superior	Commendable	Successful	Needs Improvement	Unsatisfactory
i.	Sets a high standard for integrity in the District. Creates an environment which promotes the highest level of professional conduct.	Superior	Commendable	Successful	Needs Improvement	Unsatisfactory
j.	Obtains support for decisions through collaboration and open communication.	Superior	Commendable	Successful	Needs Improvement	Unsatisfactory
k.	Remains knowledgeable about current issues, technological advances, legal and statutory regulations, social and cultural characteristics, and programmatic needs.	Superior	Commendable	Successful	Needs Improvement	Unsatisfactory
Fin	ancial Stewardship					
	budget which is fiscally and strategically sound, and reflects the Board's priorities and goals.	Superior	Commendable	Successful	Needs Improvement	Unsatisfactory
b.	Provides the Board with sufficient financial information to allow the Board to make informed fiscal decisions.	Superior	Commendable	Successful	Needs Improvement	Unsatisfactory
c.	Meets the financial goals of the Board.	Superior	Commendable	Successful	Needs Improvement	Unsatisfactory
d.	Avoids redundancy and waste within the organization.	Superior	Commendable	Successful	Needs Improvement	Unsatisfactory
Coi	mmunity Relationships and Partners	hips				
a.	Maintains relationships with other government organizations, business groups, and the public.	Superior	Commendable	Successful	Needs Improvement	Unsatisfactory
b.	Is approachable by community members. Maintains a good presence in the community.	Superior	Commendable	Successful	Needs Improvement	Unsatisfactory
c.	Clear and convincing speaker to large and small groups.	Superior	Commendable	Successful	Needs Improvement	Unsatisfactory
d.	Routinely solicits the views of stakeholders on District matters and communicates with stakeholders in a systematic way.	Superior	Commendable	Successful	Needs Improvement	Unsatisfactory
e.	Considers the impacts on stakeholders in analyzing policy issues and in making recommendations to the Board.	Superior	Commendable	Successful	Needs Improvement	Unsatisfactory
Ove	erall Assessment					
a. (General assessment of the superintendent's overall performance.	Superior	Commendable	Successful	Needs Improvement	Unsatisfactory
Con	nments:					

BOARD HUMAN RELATIONS COMMITTEE AGENDA ITEM SUMMARY

DATE OF MEETING: March 21, 2016

ITEM TITLE: GENERAL MANAGER EVALUATION GOALS

PREPARED BY: Roland Hoskins, Director of Administrative Services, and Dwight G.

Purdy, Thorp, Purdy, Jewett, Urness & Wilkinson P.C.

ACTION REQUESTED: Approval of Evaluation Goals to Recommend to the Lane Transit District

Board of Directors at the April 20, 2016, Regular Board Meeting

BACKGROUND:

One of the functions of the Board Human Relations Committee is to manage the annual performance evaluation of the general manager. With the hiring of a new general manager in November 2015, the Board of Directors began a new review process and will perform an evaluation of the general manager around six months after her start date.

At the March 21 Human Relations Committee meeting, the Committee will discuss potential goals for the general manager. The goals that result from this discussion will be taken to the April 20, 2016, Regular Board Meeting for discussion among the LTD Board of Directors.

ATTACHMENTS: None

PROPOSED MOTION: None

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BOARD HUMAN RELATIONS COMMITTEE AGENDA ITEM SUMMARY

DATE OF MEETING: March 21, 2016

ITEM TITLE: EXECUTIVE (NON-PUBLIC) SESSION PURSUANT TO ORS 192.660 (2)(i)

PREPARED BY: Roland Hoskins, Director of Administrative Services, and Dwight G. Purdy,

Thorp, Purdy, Jewett, Urness & Wilkinson P.C.

ACTION REQUESTED: That the Board meet in Executive Session pursuant to ORS 192.660 (2)(i),

to review and evaluate the employment-related performance of the LTD

general manager.

ATTACHMENT: None

PROPOSED MOTION: I move that the Board meet in Executive Session pursuant to ORS 192.660

(2)(i), to review and evaluate the employment-related performance of the

LTD general manager.

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