



Public notice was given to *The Register-Guard*
for publication on April 17, 2016.

**LANE TRANSIT DISTRICT
BOARD HUMAN RELATIONS COMMITTEE MEETING
Monday, April 18, 2016
10:00 a.m.**

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

Public testimony will not be heard at this meeting.

A G E N D A

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| | | |
|------|---|----|
| I. | CALL TO ORDER | |
| II. | ROLL CALL | |
| | Gillespie (Chair) _____ Wildish _____ Grossman _____ | |
| III. | APPROVAL OF MINUTES | |
| | • Minutes of the March 21, 2016, Meeting of the LTD Board Human Relations Committee | 2 |
| IV. | GENERAL MANAGER EVALUATION PREPARATION | 5 |
| V. | EXECUTIVE SESSION PURSUANT TO ORS 192.660 (2)(i), to review and evaluate the employment-related performance of the LTD general manager. | 21 |
| VI. | NEXT MEETING | |
| VII. | ADJOURNMENT | |

MINUTES OF HUMAN RELATIONS COMMITTEE MEETING

LANE TRANSIT DISTRICT BOARD OF DIRECTORS

March 21, 2016

Pursuant to notice given to *The Register-Guard* for publication on March 17, 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 2:30 p.m. on Monday, March 21, 2016, in the District's Board Room at 3500 E 17th Avenue, Eugene.

Present: 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.

Absent: Gary Gillespie

CALL TO ORDER/ROLL CALL: Ms. Grossman called the meeting to order at 2:42 p.m. and called the roll.

Mr. Purdy arrived to the meeting at 2:55 p.m.

APPROVAL OF MINUTES: Mr. Wildish moved approval of the February 29, 2016, minutes; Ms. Grossman provided the second.

VOTE The motion was approved as follows:

AYES: Grossman, Wildish (2)
NAYS: None

GENERAL MANAGER EVALUATION QUESTIONS: Mr. Wildish presented a document that contained his brainstorming on topics that the Board could use to measure Ms. Jackson's performance. He said that depending on how the Board wished to conduct the evaluation, the topics could be rated as either satisfied or unsatisfied, or ranked from one to ten. He wanted to be more specific on performance measures than a generic performance evaluation tool.

Mr. Hoskins encouraged the Board to focus on evaluating Ms. Jackson based on the direction they have given her. Mr. Hoskins advised the Committee to identify the elements and criteria of each performance measure.

Mr. Hoskins presented an idea for the evaluation tool that consisted of having a numbered scale next to each performance measures and a "Why" area below each scale. Each Board member would have room to explain why the performance measure was rated as it was on the scale.

Ms. Grossman said that in order to create a more appropriate and effective evaluation tool, she would like to hear more information from Ms. Jackson. She stated that she would like Ms. Jackson and the Committee to work as a team to create Ms. Jackson's goals. Mr. Purdy said that it would be beneficial for the Committee to acquire Ms. Jackson's input in the process.

GENERAL MANAGER EVALUATION GOALS: Ms. Grossman explained a handout that she provided to the attendees of the meeting; the handout details an idea for a process to evaluate the general manager in the coming years. It states that there will be formal annual reviews, with quarterly check-ins with the HR Committee, who would then bring the results of the check-in to the Board of Directors. Between those more formal check-ins, the general manager would meet with Board members on a more one-on-one basis to keep them apprised of the organization. Ms. Grossman stated that the timeline on the handout (looking at organizational planning on a long-range basis with three-year intervals) is subject to change.

Mr. Wildish stated that he appreciated the idea that the organization would plan out to ten years with three-year intervals, and part of the general manager evaluation would examine the progress the organization has made on a three-year plan. The organization could make adjustments to each three-year plan as needed. Ms. Grossman concurred and suggested that at each annual evaluation, the Board would extend their planning another year out so that the organization is always looking ahead, as opposed to completing a three-year plan and having no other plan in place for the future.

Mr. Hoskins said that Ms. Jackson described her long-range plan as follows:

- The long-range plan would target ten years as the long term horizon; this could be an aggressive plan or less aggressive depending on Board direction and the Board's evaluation of the plan.
- The organization would plan three years out for a short term plan. The organization will always look three years ahead and adjust the plan based on annual evaluations.

In response to a question, Mr. Hoskins stated that when the Board hired Ms. Jackson, they made a decision to have goals oriented towards community engagement, and involvement in partnering in being a transit system in a community. The Committee decided to give Ms. Jackson official goals.

Mr. Purdy stated that if there are things that the Board would like the general manager to work towards, even if they are not included in the long-range plan, then the Board should assign that as a goal as well. The Committee decided that they would like to take the bigger goals discussion to the full Board.

NEXT MEETING: The Committee will meet with Ms. Jackson to gain her input into the evaluation process. The Committee will follow-up with an HR Committee meeting to summarize what was discussed at the meeting with Ms. Jackson and take a recommendation to the Board at the April 20 Regular Board Meeting regarding performance measures.

ADJOURNMENT: The meeting was adjourned at 3:47 p.m.

Recording Secretary

BOARD HUMAN RELATIONS COMMITTEE AGENDA ITEM SUMMARY

DATE OF MEETING: April 18, 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 Tool Performance Measures to recommend to the Lane Transit District Board of Directors at its April 20, 2016, regular 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 April 18 Human Relations Committee meeting, the Committee will summarize the evaluation input they gathered from Aurora Jackson, general manager. The Committee will discuss the information relating to preparing for the general manager evaluation, particularly an evaluation tool and performance measures; the Committee will approve a recommendation of performance measures to present to the Lane Transit District Board of Directors at the April 20, 2016, regular meeting.

ATTACHMENTS: None

PROPOSED MOTION: None

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BOARD HUMAN RELATIONS COMMITTEE AGENDA ITEM SUMMARY

DATE OF MEETING: April 18, 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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LANE TRANSIT DISTRICT
GENERAL MANAGER EVALUATION

NAME: Aurora Jackson **PERIOD:** November 30, 2015 -
DATE OF HIRE: November 30, 2015 May 30, 2016
REASON: Six-Month Period

**GOALS FOR
THIS RATING PERIOD:**

1. Get to know the community

LTD is driven by the people we serves, providing independence to those in our community. Every year, millions of riders depend on LTD to get to work, go to school, attend medical appointments, or for a stress-free ride to a local game. The general manager is responsible for knowing our community and having a plan for responding to the need for quality and reliable transportation.

Ms. Jackson has demonstrated an understanding of the community's need for improved transportation along key corridors, travel times, and community engagement. Ms. Jackson has introduced the concept of developing a short and long range transportation plan that will provide greater transparency about LTD's plans to provide transportation services today and over the next ten years. She has communicated a preliminary concept that will include input from the community, employees, business partners and other stakeholders. This concept is in early development. There have been two public Board meetings and series of internal meetings with Administrative staff members.

2. Get to know LTD's partners

LTD works with many partners including city, county, state agencies, K-12 schools, LCC, the U of O, chambers of commerce, and businesses to provide transportation services that improve the quality of life in our community. The LTD general manager is required to maintain healthy relationship with our partners in order to enable LTD to garner long-term community support and to promote an open and inclusive process.

Ms. Jackson has met with a long list of partners including: representatives from urban and rural municipalities; elected county representative and their staff; state elected representatives and their support staff; community activist; college and university management; business owners and, urban and rural chambers of commerce. Ms. Jackson represented LTD at our annual United Front campaign. This was an opportunity for her to display her ability to build relationships with local partners and represent LTD in a political setting. (MAY NEED TO GET FEEDBAK ON THIS)

Ms. Jackson also increased LTD's involvement in the Springfield and Cottage Grove Chambers of Commerce by increasing the membership status and advertising support.

GENERAL MANAGER EVALUATION

3. Get to know LTD's personnel

LTD Management and the Board of Directors have a strong commitment to its talented and dedicated employees. The general manager is required to display that strong commitment to our employees by her actions and decisions.

Ms. Jackson has met with all Administration, Operations Support and Maintenance employee groups in a meeting-style setting. She elected to meet with bus operators in a less formal setting. She has partnered with ATU to perform a series of meeting-and-greet sessions at terminal locations and bus operators' lounge. Her relationship with employees is still evolving and her success in maintaining those relationships positive is on-going process. (MAY NEED TO CONTACT UNION).

Despite spending a large portion of her first few months building community relationships, Ms. Jackson identified a need for her to have a stronger focus on internal communications given several staff vacancies. In January, Ms. Jackson assumed the role for direct oversight of five managers after the unexpected retirement of a long standing and beloved Director. In February, the Procurement Manager resigned leaving another significant gap in staffing. In late March, the Finance Manager also left the organization for undisclosed reasons. (MAY NEED MORE INFORMATION FROM D. PURDY)

Ms. Jackson hired a consultant, with prior LTD experience and respected by staff, to assist her and the two Directors with a transition plan and to improve key areas within the organization. A new organizational structure is being evaluated that includes management and employee input. In addition, three areas were identified for improvement: Internal Communication, External Communication, and Board Support Services. Focused groups comprised of management and other staff will be assembled to make decisions and work directly with Ms. Jackson to develop a plan for process improvement in all three areas.

4. Get to know the Board of Directors

The LTD Board is made up of seven governor-appointed members who represent sub-districts within LTD's service area. The general manager is required to maintained open lines of communication with the Board through formal and informal meetings.

Ms. Jackson has been working on a process for improving and streamlining Board and LTD staff communications. Ms. Jackson is reviewing Board packages for completeness and establishing deadlines for getting information to the Board in a timely manner. Ms. Jackson has been actively communicating with the Board regarding matters of importance such as WEE and Trillium. Ms. Jackson has communicated with the Board informally via phone calls or coffee

GENERAL MANAGER EVALUATION

meetings regarding matters of interest, not related to Board actions. These communications channels have provided an improved relationship between the Board and Ms. Jackson.

5. Understand LTD's operation

- a. Organization – Ms. Jackson displays an understanding of LTD's operations related to bus service, organizational structure, culture and financial position. She is able to communicate internally and externally with confidence related to LTD matters. Ms. Jackson is working on developing her knowledge of LTD's history related to these areas. Her knowledge is limited to meetings with prior general managers and other stakeholders.
- b. Policies and procedures – Ms. Jackson displays an understanding of LTD's policies and procedures. She is able to make decisions based on her knowledge and seeks guidance from knowledgeable staff members.
- c. Job descriptions – Ms. Jackson displays an understanding of her and LTD's personnel's job descriptions. She works with management and employees at the appropriate level to ensure labor compliance and to respect the organizational structure at all levels.

6. Develop ideas for further direction

The LTD general manager is required to develop ideas to improve LTD's business process, service quality, community engagement and political reputation. Ms. Jackson has focused on all of these concepts during her tenure.

Ms. Jackson has identify areas for financial best practices. She reviewed prior audit and federal reports to identified areas needing improvement. She also engaged general counsel to gather information and implement compliance standards. She has provided guidance to LTD staff regarding checks and balances related to financial transactions.

Ms. Jackson introduced the concepts of services efficiencies related to improved travel times by transitioning from a hub-and-spoke network to a grid system. She also introduced a sustainable service plan in order to eliminate the "feast or famine" history in LTD's service changes. These concepts were used in this year's annual route review's (ARR) recommendations and will be implemented in the fall.

Ms. Jackson has established focused groups to improve internal and external communications and to improve Board support. All of these areas affect LTD's image as an open and inclusive organization. Improving these areas also help to improve LTD's political status locally and nationally.

LANE TRANSIT DISTRICT
GENERAL MANAGER EVALUATION

Ms. Jackson is working with the Board and staff to develop a process for a short range (three year) and long range transportation plan. These plans will be the blueprints for implementing services, making capital investments and planning for a financially stable future.

**GOALS FOR
THE NEXT RATING PERIOD:**

1. Continue relationship building with Board, Community <D personnel.
2. Recommend modifications to operational procedures that need adjustment.
3. Recommend revisions to the organizational chart as might be appropriate.
4. Lead the Board in developing efficiencies related to the Board advisory committees, fiscal responsibility, service quality and communication.
5. Lead the Board in developing a Long Range Transportation Plan (10 years).
6. Lead the Board in developing a Short Range Transportation Plan (3 years).

Thoughts on GM Evaluation Process

- 1) We provide the Board with the opportunity to evaluate AJ's work thus far.
- 2) We set the stage for building on her very positive landing here at LTD.

To provide AJ with the tools for continued success, we can work now to set a clear vision for the following:

- 1) **Where do we want to be in three years?**
Operationally (service, financials, staff), Community Relations, Big Questions (Eco, Sustainable Funding, Vision Zero, Capital Projects);
- 2) **What short term goals will get us there? (SMART goals)**
- 3) **What are our priorities?**

Once we have these questions answered, it will be our expectation that AJ lead the organization to those short term benchmarks, and ultimately, the goals we set for 2016—the path she chooses to get us there is up to her.

How will we know we're on track?

- 1) Quarterly check in as an agenda item of the HR Committee
- 2) HR committee will bring a report before the Board (quarterly).
- 3) Once a year, the Board will engage in a complete review and extend the vision to the NEXT three years (bumping it all a year back with each passing year).

The HR Committee will be responsible for:

- Gathering information about how we make the ongoing processes of evaluation, oversight, and support most helpful to all—recognizing that it will be a work in progress and always subject to improvements!
- Being available to the GM for coffee meetings as desired—helping to coordinate so all board members have this opportunity.
- Tracking the GM's progress as it relates to the expectations of the board
- Reporting back to the board quarterly with recommendations, as appropriate.
- Planning the yearly evaluation.
- Closing the feedback loop at all stages—making sure the GM and all Board Members are hearing the same thing.
- Working with HR staff as needed as is appropriate.