



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

Monday, October 24, 2017

4:30 p.m.

**LTD Board Room
3500 E. 17th Avenue, Eugene (in Glenwood)**

Public testimony will not be heard at this meeting.

A G E N D A

I. CALL TO ORDER

II. ROLL CALL

Gillespie (Chair) Wildish Yeh

I. EXECUTIVE SESSION PURSUANT TO ORS 192.660 (2)(l), to review and (60 minutes)
evaluate the employment-related performance of the LTD general manager.

II. ADJOURNMENT

The facility used for this meeting is wheelchair accessible. If you require any special physical or language accommodations, including alternative formats of printed materials, please contact LTD's Administration office as far in advance of the meeting as possible and no later than 48 hours prior to the meeting. To request these arrangements, please call 682-5555 (voice) or 7-1-1 (TTY, through Oregon Relay, for persons with hearing impairments.

Community Leaders – General Manager Evaluation 2016

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In the interest of maintaining an objective and relevant evaluation of the general manager related to the 2017 goals that were established the Board of Directors, please be mindful to keep your responses concise and factual giving specific examples related directly to the goal being addressed.

Goal 1: Continue relationship building with Board, community, and LTD personnel.

1. What do you know about the work the general manager has executed in relation to relationship building with the Board, community, and LTD personnel?
2. Can you give a specific example?
3. How would you rate this work?

Goal 2: Continue recommending modifications to operational procedures that need adjustment.

1. What do you know about modifications that the general manager made related to operational procedures needing adjustments?
2. Can you give a specific example?
3. How would you rate this work?

Goal 3: Continue leading the Board in developing efficiencies related to the Board advisory committees, fiscal responsibility, service quality, and communication.

1. What do you know about work the general manager has executed in relation to efficiencies of Board advisory committees, fiscal responsibility, service quality, and communication?
2. Can you give a specific example?
3. How would you rate this work?

Goal 4: Continue leading the Board in developing a Short-Range Transportation Plan (3 years).

1. What do you know about work the general manager has executed related to developing a Short-Range Transportation Plan (3 years)?
2. Can you give a specific example?
3. How would you rate this work?

Goal 5: Continue to investigate additional revenue sources for transit.

1. What do you know about efforts the general manager has put forth to continue to investigate additional revenue sources for transit?
2. Can you give a specific example?

3. How would you rate this work?

Goal 6: Develop processes for improving the agency's cost effectiveness.

1. What do you know about work the general manager has carried out to develop processes for improving the agency's cost effectiveness?
2. Can you give a specific example?
3. How would you rate this work?

Goal 7: Continue leading the Board in developing a Long-Range Transportation Plan (10 years).

1. What do you know about work the general manager has executed to continue leading the Board in developing a Long-Range Transportation Plan (10 years)?
2. Can you give a specific example?
3. How would you rate this work?

How has the progress/achievement of the general managers Board selected goals impacted LTD in fulfilling its objectives? Please give specific examples.

How has the progress/achievement of the general managers Board selected goals impacted how LTD is serving the transportation needs of the public? Please give specific examples.

LANE TRANSIT DISTRICT
GENERAL MANAGER EVALUATION

NAME: Aurora Jackson
DATE OF HIRE: November 30, 2015
RATING PERIOD: 2017 Calendar Year

1. Continue relationship building with Board, Community & LTD personnel.

This evaluation period ends the second year of Ms. Jackson's employment with LTD and her relocation to Lane County. After the initial first year orientation with the community, Ms. Jackson has established a process for engaging the Board of Directors, the community, and LTD employees.

Ms. Jackson meets informally with the Board to discuss areas of interest and to build relationships. These meetings provide a foundation for Ms. Jackson to understand the individual needs of each Board member and provide an opportunity for unity between the Board and Ms. Jackson.

Her involvement in the community includes serving as a board member on several committees that require her involvement both on duty and as a community volunteer. She is a board member locally for Travel Lane County and Cornerstones Community Housing. Ms. Jackson also serves as a board member for the Oregon Transit Association, the Rules Advisory Committee for HB 2017 and the Beltline Delta to River Road Steering Committee. Serving as a board member, Ms. Jackson is able to engage local organizations in areas of common interest to the District. Ms. Jackson also joined the Twin Rivers Rotary Club in Springfield and is actively involved in volunteer service.

Ms. Jackson's relationship with LTD personnel continues to evolve as she merges her management style with LTD's culture. Ms. Jackson's new office location that is adjacent to the Assistant GM's and positioned between operations and administrative offices gives her a greater opportunity to engage more employees more often. She also holds monthly meetings with management personnel to communicate matters of District-wide interest. Ms. Jackson holds quarterly meetings with all administrative personnel to provide a forum for open communication. Additionally, Ms. Jackson and the Assistant GM's implemented quarterly meetings with ATU and Employee Council leadership to discuss matters of employee interest. These meetings are in the early stages, initiating in September and the next meetings scheduled for November and December.

GENERAL MANAGER EVALUATION

2. Recommend modifications to operational procedures that need adjustment.

Under Ms. Jackson's leadership, LTD closed out the FTA Procurement System Review and Comprehensive Review, which both required changes to LTD's operational procedures. Additionally, the District changed its budgetary process to better align its capital revenue with the federal fiscal year. This change provided for improved dialogue regarding funding sources and project selection.

Additional operational procedure modifications were necessary to implement the new organizational structure that clearly defines services delivery, services support, planning and communications. Ms. Jackson has direct supervision over each of these functions. Other notable organizational changes include:

- The public safety division transitioned from being contracted to directly-operated seamlessly.
- A public information officer was hired well in advance of the EmX West launch focusing on managing LTD's communications and community engagement.
- A compliance manager was hired to assist with FTA and state requirements.
- Several other changes included workspace relocations such as Point2point staff moving to the Eugene Station allowing them to be more centrally located, and the GM and Assistant GMs moved to a more centrally accessible location improving employee interaction.

LTD's future organizational or operational procedure changes will entail Ms. Jackson being focused on the long term goals of the District including fiscal responsibility and employee development.

3. Lead the Board in developing efficiencies related to the Board advisory committees, fiscal responsibility, service quality and communication.

In calendar year 2017, Ms. Jackson continued working closely with the Board of Directors to optimize the roles of the Board advisory committees, increase LTD's fiscal responsibility, focused on the effectiveness of services, and improved transparency in communication. Information gathered from the Board of Directors, business partners, and LTD staff resulted in several changes.

The EmX Steering Committee was re-charted into the Strategic Planning Committee. Bylaws were developed and a new committee chair was selected to improve the committee's ability to address broader topics.

LANE TRANSIT DISTRICT

GENERAL MANAGER EVALUATION

The Budget Committee meeting schedule was changed to separate capital projects and special funds from the general fund. The new meeting schedule includes meeting in the Fall to make long-term decisions about the District's capital projects and a second meeting in the Spring to review operating expenses in the general fund.

Additional changes for the committees are included in the newly created Board of Directors' governance procedures.

4. Lead the Board in developing a Short-Range Transportation Plan (3 years)
Ms. Jackson worked with the newly re-chartered Strategic Planning Committee, the Board of Directors, and LTD staff to vet the development of the comprehensive operational analysis (COA). The development of the three (3) year short-range transportation plan was incorporated into the development of a ten (10) year long-range transportation plan. The short range plan provides the opportunity to measure the District's progress in achieving its long-range goals.

At the Board's direction, a comprehensive operational analysis (COA) procurement was issued to hire a firm that would perform an analysis and develop options for LTD's future services. The selected firm will be responsible for engaging the Board of Director's, the community, and elected officials in determining a direction. A firm will be selected prior to the end of the calendar year and will begin work in early 2018. Ms. Jackson will be responsible for ensuring the firm stays on schedule and that the process is successful in providing the best return for LTD's investment.

5. Continue to investigate additional revenue sources for transit.
Ms. Jackson worked closely with state legislators, the governor's office, and the Oregon Transit Association to pass a state-wide transportation bill that provided for an annual revenue source for transit. Ms. Jackson represented the District's interest in maximizing the amount of new revenues designated for LTD. Ms. Jackson will serve on the Rules Advisory Committee for the new transportation bill. Her involvement in the committee will ensure that implementation of HB 2017 has adequate accountability.

Additionally, Ms. Jackson worked on securing more than \$4 million of Low/No FTA funds that will replace five diesel buses with five all-electric buses for a total of ten all-electric buses over the next two years. The new funds acquired relieve LTD's formula funds from subsidizing the high cost of purchasing buses.

LANE TRANSIT DISTRICT

GENERAL MANAGER EVALUATION

6. Develop processes for improving the agency's cost effectiveness.

The preliminary work done for the COA and the new organizational structure will result in future cost reductions. Ms. Jackson has laid a good foundation for improving the District's cost effectiveness, but there is much work to be done in this area. Ms. Jackson has preliminary recommendations for improving passengers per revenue miles for the future service change. These recommendations are a good start; however, additional opportunities should be evaluated in the COA to ensure the District's long-term financial stability.

7. Lead the Board in developing a Long-Range Transportation Plan (10) years)

Ms. Jackson worked with the newly re-chartered Strategic Planning Committee, the Board of Directors, and LTD staff to vet the development of the comprehensive operational analysis (COA). The development of the three (3) year short-range transportation plan was incorporated into the development of a ten (10) year long range transportation plan. The short-range plan provides the opportunity to measure the District's progress in achieving its long-range goals.

At the Board's direction, a comprehensive operational analysis (COA) procurement was issued to hire a firm that would perform an analysis and develop options for LTD's future services. The selected firm will be responsible for engaging the Board of Director's, the community and elected officials in determining a direction. A firm will be selected prior to the end of the calendar year and will begin work in early 2018. Ms. Jackson will be responsible for ensuring the firm stays on schedule and that the process is successful in providing the best return for LTD's investment.

GOALS FOR CALENDAR YEAR 2018

THE NEXT RATING PERIOD:

1. Continue working with the Board of Directors on translating the vision and mission into realistic goals and objectives.
2. Create effective processes for the three (3) year and ten (10) year strategic business plan.
3. Develop processes to attract, retain, and develop LTD employees.
4. Develop a process for LTD's continuous improvement in the ABBG criteria.

LANE TRANSIT DISTRICT

GENERAL MANAGER EVALUATION

5. Continue to develop processes for improving the agency's cost effectiveness.