



Public notice was given to *The Register-Guard*  
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**LANE TRANSIT DISTRICT  
BOARD HUMAN RESOURCES COMMITTEE MEETING**

**Friday, March 19, 2018**

**2:30 p.m.**

**LTD Board Room**

**3500 E. 17<sup>th</sup> 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  
 Wick       Wildish       Yeh (chair)
- III. FINALIZE 2018 GOALS FOR GENERAL MANAGER (30 minutes)
- IV. DISCUSSION REGARDING 2018 GENERAL MANAGER CONTRACT RENEWAL (30 minutes)
- V. 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.**

MINUTES OF HUMAN RESOURCES COMMITTEE MEETING

LANE TRANSIT DISTRICT

Thursday, February 22, 2017

Pursuant to notice given to *The Register-Guard* for publication on February 15, 2018 and distributed to persons on the mailing list of the District, the Human Resources Committee of the Lane Transit District held a meeting on Thursday, February 22, 2018 beginning at 4:00 p.m., at the LTD Board Room, 3500 E. 17th Avenue, Eugene, Oregon.

Present: April Wick  
Gary Wildish  
Carl Yeh  
Camille Gandolfi, Clerk of the Board  
Roland Hoskins, Assistant General Manager Administrative Services  
Kristin Denmark, General Counsel  
AJ Jackson, General Manager

**CALL TO ORDER/ROLL CALL** — Mr. Yeh convened the meeting of the Human Resources (HR) Committee and called the roll.

**MOTION APPROVAL OF MEETING MINUTES** — Mr. Wildish moved to approve the minutes of the December 18, 2017, Human Resources Committee meeting as presented. Ms. Wick provided the second.

**VOTE** The motion passed as follows:  
AYES: Wick, Wildish, Yeh (3)  
NAYS: None  
ABSTENTIONS: None  
EXCUSED: None

**ESTABLISH 2018 GOALS FOR GENERAL MANAGER** — Mr. Yeh shared a document listing 2017 goals. Ms. Denmark added that AJ Jackson included her suggested 2018 goals as a foundation to start from. Mr. Yeh thought the goals laid out each of the past three years had been helpful in getting LTD where it was, but he thought it was a good time to become more specific.

Mr. Wildish said that he thought the same as Mr. Yeh, and said LTD had accomplished a lot and had grown greatly but there were areas that staff were working on. Mr. Wildish said that since he had been on the board of directors, there had been a certain perception about LTD and he did not think it was positive. He thought part of the public thought LTD had the resources to do whatever it wanted; he added that other organizations also did not understand their financial situation. Mr. Wildish thought it was an educational piece that LTD should address.

Ms. Wick said that she had been contemplating the goals over the past couple days and was able to speak with Ms. Jackson. She said that Ms. Jackson expressed to Ms. Wick she also wanted more specific goals. Ms. Wick said it was important to convey feedback in a way that was specific and targeted toward measurable outcomes.

Mr. Wildish said it was a definition issue, and noted that LTD was a member of a benchmark group. There were 19 organizations and in some benchmark categories LTD needed improvement. Mr. Wildish said that he was concerned that if LTD was not keeping track of the same metrics as other organizations, rankings and data would not necessarily be accurate. Mr. Yeh said the Bus Benchmarking Association was administered through the Imperial College in London and the college normalized the data. He explained they made sure people were measuring the same types of information and compared organizations that used the same methodology. Mr. Yeh explained the process for creating and measuring a benchmark.

Mr. Wildish said that LTD priorities were not the same as other organizations', nor should they be. He added that he thought priorities should be measurable, and easily monitored. Mr. Yeh said that he agreed, and added one thing LTD did well was that it built a system to be more efficient with fewer bus transfers; however, the overall number of passenger boarding's went down, which was a metric FTA monitored. LTD did not get credit for the boarding's, even though the ride was shorter and more pleasant. Mr. Wildish noted that it was a better option for the rider because the time from start to destination could be reduced. Mr. Yeh said it was important to be careful when choosing metrics, because ridership appeared to go down although it was an improvement. It was important to find measures to help LTD reach goals that were good for the community.

Mr. Wildish stated that he thought it had to be a fair, measurable goals that were in the best interest of the community and LTD overall. He added that he wanted to look at how to improve LTD in some benchmark categories. Mr. Wildish said that he thought they needed reasonable, achievable goals.

Ms. Jackson said that LTD recently discussed its Long Range Transit Plan. The report had performance measures, as well as a set of priorities and measurements. The measures had not been implemented at the district when she began at LTD in 2014. She thought the agency needed a reset. Ms. Jackson said that she wanted to ensure the goals still met the criteria LTD wanted. Ms. Denmark read the performance measures.

Ms. Jackson noted there were a lot of measurements, but some value statements may not be reflected. Ms. Jackson said that she wanted to ensure they were accurate for where the district wanted to go because they would be enforced and tracked. She added that she wanted the board to receive clear numbers and have clear expectations of what could be achieved and improved and what could not. If the goals were no longer reflective, she wanted to update them.

Mr. Yeh said all the board members came from different angles, and he foresaw them coming up with a mix of goals. He wanted more deliverables, while Mr. Wildish was concerned about metrics. Ms. Wick wanted to make sure LTD aligned goals with what the board had passed in its strategic plan. As a past executive, she stated that she knew miscommunication could arise if they were not. Mr. Wildish wondered what LTD's goals were around production and service. Mr. Yeh said that he understood production increased revenue, but public transit was in part a community service and would not always be cost effective. He said that he wanted to prioritize how to best serve the community. Ms. Jackson asked if the committee thought the metrics tracked goals that were serving the community. She explained that LTD tracked on time bus arrivals internally and released monthly data. The district measured arrival performance quarterly on how LTD met or did not meet the goal and what factors affected the outcome. Ms. Jackson said LTD's goal for on-time performance was 90 percent. She reported the 2017 average was 90.03 percent. In September 2017, LTD dropped to 86.2 percent and in October 2017 to 85.53 percent. The highest mark was 93.75 percent. It was a priority for the organization. Ms. Jackson said the number of accidents was a measurement. She said LTD's goal was 2.5 accidents per every 100,000 miles. Ms. Jackson said in 2017 they were at 3.09 accidents. She said that was an improvement from 2016 when LTD was at 3.29 accidents; the national average for transportation agencies was 3.25. Safety was a priority, but LTD was not

meeting its goal. In response to a question from Mr. Wildish, Ms. Jackson said LTD's goal was one preventable accident per 100,000 miles. The district was also not meeting this goal and had 1.57 preventable accidents.

Ms. Jackson said that she thought they were great performance measures for the district and should be tracked, but wondered if the measure helped the board evaluate her performance specifically. Mr. Yeh said he would prefer to not measure her by those same metrics, because it could be difficult to understand what they meant. In addition, the community was not asking for those specific things they were tracking. She said that she thought that was a good point, and said there could be some metrics tracked with numbers and some tracked more subjectively. Mr. Wildish added that he wondered how to be more productive – not in terms of riders per mile, but production in terms of providing the best return on investment for the community since it partially funded the service. Ms. Wick brought up one goal discussed at the retreat involving the transportation bill. She said that she thought it would be important to include something in the general manager goals about interpreting the rulemaking process for the board. She stated that it came as a surprise to her that the board would be making decisions for the whole county, and she wanted the general manager to help guide the board through process of making procedures to finish the bill. Ms. Jackson said that she thought it was a strong goal and should be a focus of the organization throughout the year.

Mr. Yeh noted that he thought the discussion would take longer than time allotted during the meeting. He wondered how long the committee had to finalize 2018 goals. Mr. Hoskins said the district ideally wanted the goals done in time for board to measure the general manager on what she was going to do. Her current contract would expire November 31, 2018. He thought there was healthy dialogue that was going in a good direction, but cautioned them to stay focused on outcomes not measurements. He added that he thought it was important to know what direction they were headed by the time they were drafting a new contract. Ms. Wick said it did not seem fair to drag out the goal setting process, because Ms. Jackson would not have a reasonable timeframe for the board to measure. Mr. Yeh said that was a good point, but thought they could take a little more time to think about the goals while ensuring there was a reasonable way to implement them in the time remaining.

Ms. Denmark said the goals should be finalized sooner rather than later, but she did not see any reason why the goals could not bridge the two contracts. If the goals were not finalized until March or April 2018 they could not expect to evaluate Ms. Jackson in November 2018. She said if it made sense to carry the goals over to the new contract, the board could do that and have the evaluation done in a late month under the new contract. She said there would have to be a lot of dialogue between Ms. Jackson, the committee, and the office to ensure it practically made sense and was fair to everyone. Mr. Wildish said it was critical that Ms. Jackson and the board members understood each other's perceptions of what was being asked. Ms. Jackson thought it might be helpful if the goals were condensed into three categories. For example, one category could be performance metrics; second category could be community input; and a third undetermined. She wanted to have metrics that tracked health of the organization.

Mr. Yeh said that he wondered if a third category could be specific, deliverable items. Ms. Jackson liked the third having a "hot item" for the year. He wondered if that was separate from a deliverable. She thought implementation of transportation bill and the completion of the COA were two deliverables that could be grouped under that category. Mr. Yeh thought those were great categories. Mr. Wildish thought it was more in line with what they were thinking. He said LTD's goal was to best serve the interest of people paying into the system. Ms. Wick said that she wondered how Ms. Jackson defined community input. She thought it could be very broad. Ms. Wick said that she liked the three categories as a framework to return to each year. For example, they could

decide performance metrics would be guided by a certain thing for that year, and LTD wanted to see consistency and/or improvement in the area. She added that she thought it was good to talk about what presence in the community or community input meant. Ms. Wick said that she wondered how the process for goal setting was created. She said prior to the meeting, she had been approaching the issue in a different way. She had only been contemplating Ms. Jackson's evaluation and her relationship with the board. She had not been contemplating setting overall goals of the agency. Now, she would contemplate how to measure success. Ms. Wick said that she wondered when the board started talking about the goals set during the Human Relations Committee meeting, and how the district moved forward in the process, i.e. who made the General Manager evaluation form and when, and who did the board send community surveys to. Ms. Jackson added for her new contract, she would want more clarity about that process as well. She said the past couple rating periods were a little messy at the end, so she would like to have discussions in the beginning about tools and processes.

Mr. Wildish said that he thought there was great opportunity; he thought they could improve by providing more meaningful information to the public. He had opportunity to sit down with a group of people, and it was exciting to understand their level of awareness around what LTD was doing. LTD was more obvious to them than it was three years ago, which was encouraging.

Mr. Wildish said that he was anxious to move forward. Ms. Gandolfi said next meeting was scheduled for March 19, 2018 from 2:30 p.m. to 4:30 p.m. She wondered if the committee wanted an additional, shorter meeting for discussion between February 26, 2018 and March 19, 2018. Then, they could use that time to finalize goals. Ms. Wick said that she thought the committee came to consensus on having categories and within one of those, big items like the COA and transit bill would be included. She could picture a draft, based off talking. She thought there could be a mini meeting before March 19, 2018 to percolate ideas and get a draft together. Mr. Yeh agreed. Mr. Wildish said that he would be out of town, but did not want that to slow them down. Mr. Yeh said he could still participate by sending information over to him beforehand. Mr. Wildish said that he thought fewer goals that were clearer would be best. He said that definitions would be important, too, especially when talking with the board and explaining their thought process.

Mr. Hoskins said the group had decided tentatively on three buckets. The first would be metrics, the second community input, and the third larger projects. He said the committee had to decide what to measure, had to define community input, and also decide the larger projects to focus on. Mr. Hoskins explained often companies used the promoter index as a way to measure community value. Mr. Yeh said he saw the third bucket as deliverables. To clarify community input, he wondered if committee members were slightly disagreeing on what it meant. Mr. Yeh defined it more qualitative, like with community relationships.

Mr. Wildish thought about a survey conducted in 2014. It focused on the community's evaluation of LTD and he said it included very positive results. Mr. Wildish wondered if, similar to the promoter index, there was one or four questions to ask a random group of people. Mr. Hoskins said the definitions had to be built for what worked for the board, and the outcome they were looking for. Ms. Denmark thought it was important to lock the definition down, because LTD can add value to people and organizations can like doing business with LTD, but they had to be careful with defining the terms. If an organization liked doing business with LTD, maybe it was because they didn't negotiate; she thought without strong definitions, they could be easily flipped around. She offered to draft broad goals and to think about how to further define them. Ms. Denmark said she did not think it needed to be answered today.

Ms. Jackson said she could send a few community organization evaluations of LTD from United Way and the Eugene Area Chamber of Commerce. She would stay away from city managers' office

because then it became politically driven, not service driven. Businesses and nonprofits were very service driven. Mr. Wildish said he enjoyed speaking with city managers because their insight was very interesting and fairly accurate. They generally knew what was going on and knew people in the community.

Ms. Gandolfi said committee members could send their thoughts to her, and she would compile them into one document to provide for Ms. Denmark to work with. Then, Ms. Gandolfi would send what Ms. Denmark drafted for committee members to review prior to the next meeting.

The committee discussed possibilities for moving forward in a new contract with Ms. Jackson in the future. Ms. Jackson expressed interest in renewing a three year contract. She loved her job and was not looking for a particular dollar amount, however, she wanted the process to be equitable, and hoped to see research on other General Manager salaries for different transit organizations.

### **NEXT MEETING**

Ms. Gandolfi would poll committee members to schedule a meeting prior to March 19, 2018. Mr. Yeh clarified the next meeting would focus on the goals, then the March 19, 2018 would focus on solidifying the contract. Ms. Denmark thought it would be helpful if she discussed the evaluation and upcoming contract with Ms. Jackson's office. She could then relay that information to the group.

### **ADJOURNMENT**

Mr. Wildish adjourned the meeting at 5:15 p.m.