



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

Tuesday, June 12, 2018

5:30 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

- | <u>Time</u> | |
|-------------|---|
| 5:30 p.m. | I. CALL TO ORDER |
| | II. ROLL CALL |
| | <input type="checkbox"/> Wick <input type="checkbox"/> Wildish <input type="checkbox"/> Yeh (chair) |
| 5:35 p.m. | III. APPROVAL OF MINUTES |
| | • Minutes of the May 8, 2018, Board Human Relations Committee Meeting |
| 5:40 p.m. | IV. GENERAL MANAGER 2018 CONTRACT RENEWAL DISCUSSION |
| 6:30 p.m. | 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

Tuesday, May 8, 2018

Pursuant to notice given to *The Register-Guard* for publication on May 1, 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 Tuesday, May 8, 2018, beginning at 5:30 p.m., at the LTD Board Room, 3500 E. 17th Avenue, Eugene, Oregon.

Present: Carl Yeh, Chair
April Wick
Aurora Jackson, General Manager
Camille Gandolfi, Clerk of the Board
Dwight Purdy, General Counsel
Director of Human Resources David Collier
Lynn Taylor, Minutes Recorder

Absent: Gary Wildish

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 — Ms. Wick moved to approve the minutes of the Human Resources Committee meeting on April 10, 2018. Mr. Yeh provided the second.

VOTE The motion passed as follows:
AYES: Wick, Yeh (2)
NAYS: None
ABSTENTIONS: None
EXCUSED: Wildish (1)

GENERAL MANAGER 2018 CONTRACT RENEWAL DISCUSSION — Mr. Purdy said the committee had completed its work on goals for the general manager and the next task was to finalize the list of community partners to contact as part of the general manager's evaluation and discuss the financial package.

Committee members reviewed the list of contacts used during the previous evaluation and recommendations for deletions or additions to the list each member had made. The following preliminary list was compiled:

- Eugene Chamber of Commerce - president or designee
- Springfield Chamber of Commerce - president or designee
- Coburg City Manager
- Springfield City Manager
- Eugene City Manager
- Better Eugene-Springfield Transportation (BEST)
- Lane Council of Governments (LCOG) - representative from Senior and Disabilities Services and the executive director or designee
- University of Oregon - Athletics Department, plus a representative knowledgeable about student transportation needs

- Eugene School District 4J - superintendent
- Springfield School District - superintendent
- Bethel School District - superintendent
- Lane Community College - contact to be determined

Ms. Wick expressed an interest in reaching out to smaller, rural communities. Ms. Jackson said that LTD would be contracting with LCOG to coordinate and conduct rural outreach on transit issues. She suggested that in addition to LCOG's Senior and Disabilities Services, the executive director should also be a contact for discussion of LTD's interactions with rural communities. Committee members concurred.

Mr. Yeh suggested that some winners from the Business Commute Challenge (BCC) might be closely involved with transportation issues and could be on the contact list. Ms. Wick also expressed an interest in determining how the general manager engaged with the business community, although the chambers of commerce could provide information. Ms. Jackson questioned how helpful feedback from individual business people could inform her or the Board on how to better serve the community and agreed the chambers of commerce would be better able to gauge how effectively she responded to community needs. Mr. Purdy reminded the committee that people on the list would be participating in an evaluation of the general manager, not LTD as an organization. Mr. Collier added that BCC participants interacted with Point2point program personnel rather than the general manager.

Ms. Wick suggested that engaging with people who were not typically active on transportation issues could be part of a future project, such as determining how well the District was performing.

In response to a question from Mr. Yeh, Ms. Jackson said other community groups such as Travel Lane County, United Way and Homes for Good participated in some of the organizations already on the committee's list and would not likely be able to contribute any additional information to the evaluation process.

Ms. Wick said she was interested in groups that represented the minority community and special population. She had included among her suggestions the National Association for the Advancement of Colored People (NAACP), Lane Independent Living Alliance (LILA), Lane County Developmental Disabilities Services and Pearl Buck and a housing representative. Ms. Jackson felt those groups would more likely be able to speak to the fact that LTD provided funding rather than her performance.

Mr. Purdy confirmed that the following would be added to the list, which would be approved by the Board as an exhibit to the general manager's contract:

- United Way of Lane County
- NAACP
- Better Homes for Good

Mr. Purdy distributed a copy of the LTD Community Survey: General Manager Evaluation that had been updated based on the committee's feedback at its previous meeting. Mr. Yeh and Ms. Wick agreed with the revisions.

Mr. Purdy said he had researched several questions regarding compensation that the committee has raised. He said up to \$55,000 in deferred compensation was possible with an amendment to the current plan. He said currently Ms. Jackson received 4.5 percent, or approximately \$7,200.

He said the committee would decide on the total compensation package and could choose to have some portion greater than 4.5 percent go into retirement instead of being salary.

In response to a question from Ms. Wick, Mr. Purdy said the deferred compensation was budget neutral in that it would be considered part of the total annual compensation amount, regardless of how it was paid.

Mr. Yeh said while he and Ms. Wick agreed in principle, a more detailed discussion and recommendation from the committee should be deferred until Mr. Wildish was able to participate.

Mr. Purdy said once the committee had determined the amount of compensation, he would draw up a contract for review. He said there was sufficient time as Ms. Jackson's contract did not expire until November 2018. He reviewed the table showing compensation for the previous general manager and other comparable general managers and executives. Once the committee developed a compensation proposal, Ms. Jackson could decide how much she wanted in deferred compensation or retirement.

Mr. Yeh asked if Ms. Jackson had any interest in a longer contract period. Ms. Jackson said she was not interested in a longer period, in part because of likely changes in the economy but also because she encouraged the Board to plan for transit in three-year increments and a 10-year vision. A longer contract was not consistent with that direction.

In response to a question from Ms. Wick, Mr. Collier said the evaluation and compensation determination process for the general manager had varied over time. Mr. Purdy added that in the first year of Ms. Jackson's contract there was a contractual increase. She was also eligible for cost of living adjustments (COLA) but preferred to receive vacation days instead of salary increases. The car allowance received by the previous general manager was eliminated from Ms. Jackson's contract.

Mr. Yeh said he was interested in making Ms. Jackson's compensation closer to that of the Salem/Keizer transit agency general manager. One option was to increase the current salary, but wasn't sure what the budget implications would be. He asked what the impact would be if LTD's general manager's compensation was more on par to Salem/Keizer. Mr. Purdy said that would require an increase of about \$50,000.

Ms. Wick also expressed interest in making the compensation for LTD's general manager comparable to that of Salem/Keizer.

Mr. Collier said there were three categories for increasing compensation: adding vacation days, adding deferred compensation or retirement and increasing the base salary.

Ms. Wick said how an increase was achieved would depend on what was most important to Ms. Jackson, but it was important to make the salary competitive.

Mr. Yeh said achieving parity with Salem/Keizer would need to take place over a period of years.

Ms. Jackson said she wanted the Board to make a decision not just about her, but about the general manager position. Regarding herself, she said her first obligation was to financial responsibility and in the first year of a contract she would defer taking any increase. She did not feel the Board should be in the position of increasing compensation while it was also decreasing the reserve requirement. She reminded the committee that in the budget proposal presented to

the Board, manager grade 15 and above would not receive any salary increases and it would be inappropriate for her to accept an increase.

With respect to the general manager position, Ms. Jackson pointed out that the salary was not competitive at its current level and it would be difficult to attract seasoned professionals in future recruitments. The position would be viewed as a stepping stone to other jobs in the industry as long as there was a gap between LTD's general manager compensation and comparators in the industry. She noted that the Salem/Keizer general manager worked without a contract because it kept his salary competitive.

Mr. Yeh said the contract could include no increase in the first year, with a possible substantial increase the Board could evaluate in subsequent years. Ms. Jackson said it might be better to go without a contract, although that presented a risk for both sides.

Ms. Wick preferred attracting and retaining stable, skilled leadership for the long-term in a way that was fiscally responsible.

Ms. Jackson said she was happy in her position and living in Eugene and ideally would like to retire here, but her commitment was to developing internal staff. If the Board kept the general manager's salary low, then the difference could never be made up with whoever succeeded her. She was willing to take a lower salary, but not to develop internal staff for the general manager's position if they would be underpaid. The Board should not assume a new general manager would accept what worked for her and should think strategically and long-range about the position. She cautioned against making long-term decisions based on current circumstances or her personal preferences. She also commended the improved evaluation process.

Mr. asked for additional information on the following scenarios:

- moving forward without a contract
- a year-to-year contract
- a three-year contract with step increases intended to create more parity with Salem/Keizer

Mr. Yeh asked if there was a norm for contracts with executives of public agencies.

Ms. Jackson said she had not seen contracts longer than three years in transit agencies.

Mr. Purdy said information could also be provided on a one-year contract scenario.

ADJOURNMENT

Mr. Yeh adjourned the meeting at 6:30 p.m.

Board Secretary