



LANE TRANSIT DISTRICT BOARD OF DIRECTORS WORK SESSION

Wednesday, November 18, 2020
4:00 – 5:00 p.m.

VIRTUAL MEETING

Zoom details will be provided on the web calendar at www.LTD.org.

No public testimony will be heard at this meeting.

AGENDA

Time	ITEM	Page
4:00 p.m.	I. CALL TO ORDER	
	II. ROLL CALL	
	<input type="checkbox"/> Carl Yeh (President) <input type="checkbox"/> Caitlin Vargas (Vice President) <input type="checkbox"/> Joshua Skov (Secretary) <input type="checkbox"/> Don Nordin (Treasurer) <input type="checkbox"/> Steven Yett <input type="checkbox"/> Emily Secord <input type="checkbox"/> Vacant	
	III. COMMENTS FROM BOARD PRESIDENT	
	<i>This agenda item provides an opportunity for the Board president to formally communicate with the Board on any current topics or items that may need consideration.</i>	
	IV. COMMENTS FROM THE GENERAL MANAGER	
	<i>This agenda item provides an opportunity for the general manager to formally communicate with the Board on any current topics or items that may need consideration.</i>	
	V. ANNOUNCEMENTS AND ADDITIONS TO AGENDA	
	<i>This agenda item provides a formal opportunity for the Board president to announce additions to the agenda, and also for Board members to make announcements.</i>	
4:05 p.m.	VI. GENERAL MANAGER'S FY2019-2020 PERFORMANCE EVALUATION: <i>Materials Included</i> [Director Yeh]	2
	Action Needed: None. Information Only	
4:30 p.m.	VII. GENERAL MANAGER'S FY2020-2021 GOALS AND CONTRACT EXTENSION: <i>No Materials Provided</i> [Director Yeh]	
	Action Needed: None. Information Only	
5:00 p.m.	VIII. ADJOURNMENT	
	<i>To request a reasonable accommodation or interpreter, including alternative formats of printed materials, please contact LTD's Administration office no later than 48 hours prior to the meeting at 541-682-5555 (voice) or 7-1-1 (TTY through Oregon Relay).</i>	



AGENDA ITEM SUMMARY

DATE OF MEETING: November 18, 2020
ITEM TITLE: GENERAL MANAGER'S FY2019-2020 EVALUATION
PREPARED BY: Aurora Jackson, General Manager
DIRECTOR: N/A
ACTION REQUESTED: Information and Discussion

PURPOSE: To provide the Board of Directors an opportunity to finalize the general manager's FY2019-2020 evaluation.

ROLE OF THE BOARD: The Board's role in this instance is to obtain information for a future decision.

HISTORY: At the October 2019 Special Board of Directors' meeting, the Board adopted the general manager's FY2019-2020 goals. At the October 28, 2020, Special Board of Directors' meeting, the Board reviewed the results of the general manager's evaluation based on the goals adopted the prior year. The Board requested a supplemental memorandum for Goal #2 (A) – TouchPass Implementation.

The general manager submitted a supplemental memorandum dated November 6, 2020. The Board will engage in a discussion finalize the general manager's evaluation for adoption at the November Regular Board of Directors' meeting.

CONSIDERATIONS: N/A

ALTERNATIVES: N/A

NEXT STEPS: N/A

SUPPORTING DOCUMENTATION:

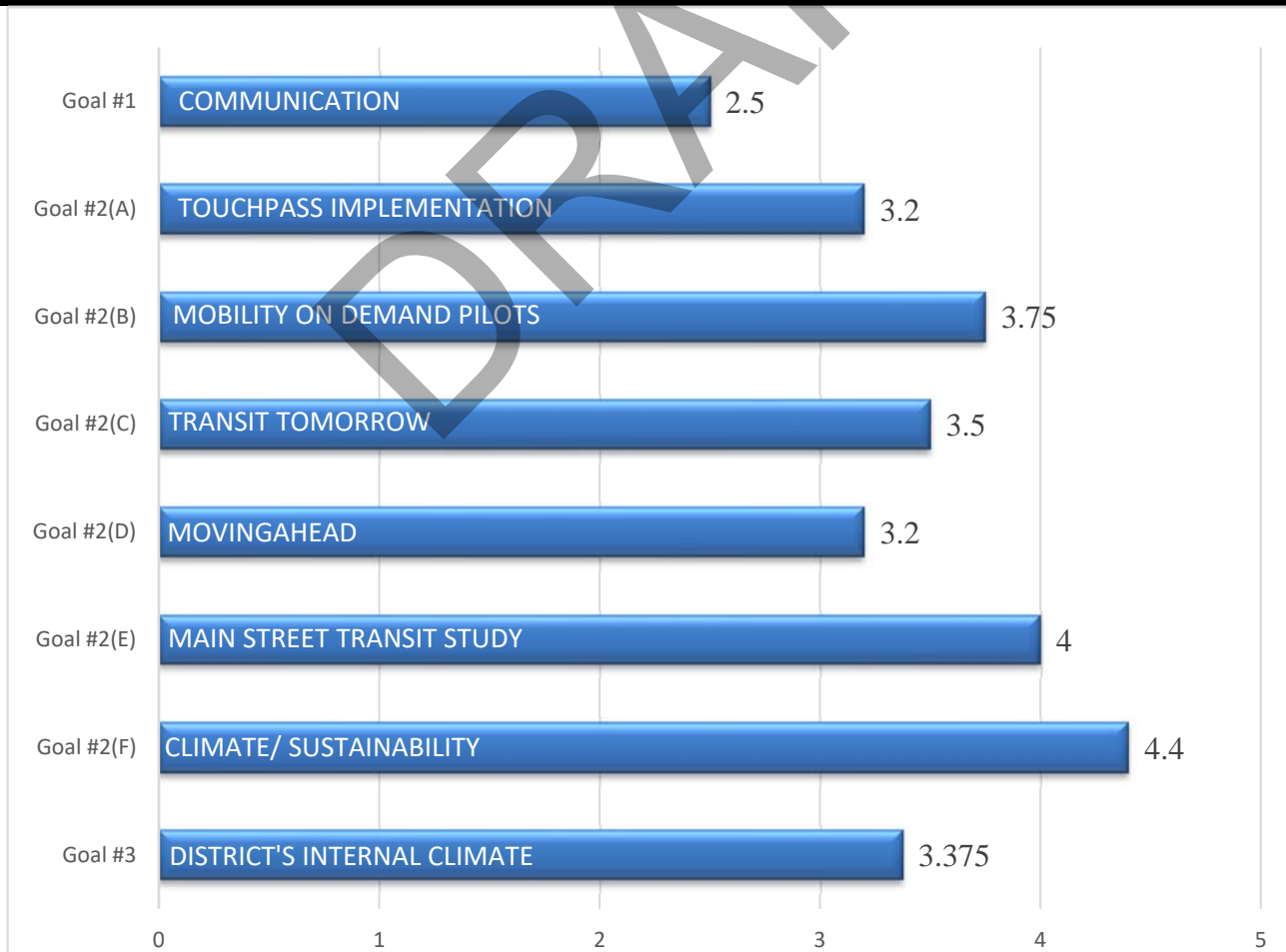
- 1) DRAFT- LTD GM Evaluation Results 10_23_2020
- 2) Summary of Stakeholder Community Survey
- 3) GM Self Evaluation
- 4) Supplemental to Self Evaluation

PROPOSED MOTION: N/A



GENERAL MANAGER
Performance Evaluation for
July 1, 2019 – June 30, 2020
Compiled by Kristin Denmark, General Counsel

- 5 → EXEMPLARY** Consistently performed in a manner demonstrating an exceptional level of knowledge and skill exceeding what is normally expected in performing this function and merits recognition.
- 4 → EXCEEDS EXPECTATIONS** Consistently performed in a manner that meets and frequently exceeds expectations. The performance is distinctly better than what is normally expected in performing this function.
- 3 → EFFECTIVE** Consistently meets normal expectations and is performed in a competent and skilled manner. Performance is fully satisfactory in its performance without any significant exceptions.
- 2 → DEVELOPING** Performed at a level that is expected of a person who is learning and gaining experience in this function. Skill and performance are near or steadily approaching full proficiency.
- 1 → IMPROVEMENT NEEDED** Improvements are needed to bring performance to a consistent and effective level to meet expectations.
- N/A → DON'T KNOW** Did not observe this area.



EXECUTION OF ADOPTED GENERAL MANAGER'S PERFORMANCE GOALS

Goal #1 – Communication.

Average: 2.5

Comments:

1. The GM's self-evaluation does not clearly correspond to the goal as it was laid out. First of all, the self-eval describes the very preliminary communications information presented at the December 2019 retreat as fulfilling the goal; I believe it clearly does not fulfill the goal. In other words, according to the literal interpretation of this goal, it is not complete. (Perhaps I am missing some material that was provided separately; I am open to being corrected on this point.)

Second, the self-eval mistakenly connects the "why" statement discussion from the December retreat to the communications plan, when in fact that discussion was intended to inform our board-level strategic business plan effort. That work relates only tangentially to this goal.

Also, I don't believe we have heard clear communication from the GM around either Transit Tomorrow or MovingAhead. Ultimately, those efforts have a huge communications component, and there has been very little "LTD voice" in the community. I make this observation because it's a deeper communications issue, but it does not figure into the score for this category.

2. The report from Celtis was clear, concise and had many steps that could be adopted immediately that would be low-cost, low labor intensive. Unfortunately I have yet to see any of the recommendations actually be executed. This is one area that I feel has not been made a priority and no plan has been produced based off the Celtis report.
3. The community surveys indicate that overall, AJ's communications with the community are especially strong. They were specific regarding the time and care she took to develop relationships with community leaders and representatives. I would encourage AJ to continue this good work and build on these successes while working with staff to better the communications and relationships with LTD employees, the ridership, and the public at-large.
4. Based on timeline of Sept. 2019 thru June 2020, I ranked needs improvement. The "90 day after adoption of this goal" was not achieved and I don't recall any updates at board level that this project is taking a high priority or has had any reportable progress to my knowledge.

This feels like an underlying issue for several other goals and organization priorities, so I was a little more critical in the context of was this goal achieved and if not, how much progress was made relative to the opportunity available in the time construct in order to demonstrate how important this goal is and why it was the first goal lined out in this evaluation process.

Goal #2 – Project Management of Specific Deliverables.

Goal #2(A) – TouchPass Implementation

Average: 3.2

Comments:

1. This feels like an unfair assessment category at this time – I am considering this in the context of “what COULD have been achieved from Sept 2019 – March 2020 and what COULD be occurring behind the scenes to ensure we are back on track as soon as is reasonably possible” rather than did a usage goal and deadline get met or not.

However, on the basis of COULD have been achieved or what is happening now in preparation, I have seen minimal to moderate progress reported to the board. Collecting data, if not fares, could be valuable information on deploying our fleet and delaying gathering information is difficult as it makes future decisions made by the board less clear-cut, which is why the investment of time and capital was made for this upgrade. [Covid]-19 has de-railed our ability to collect data, to use fare collection system, etc. which may be true to some extent, but I am concerned it has become our automated response and not a candid conversation about why isn't any kind of preparation being made (to our knowledge) at this time. I believe this lack of data could have been partially mitigated had this goal been on better track prior to the deadline indicated in the goal rubric.

2. Several of these items should have been complete before the pandemic could have made any difference, and the organization and the GM could have made significant progress on all of them. For the goals with March 30, 2020 deadlines, we were clearly not on track to meeting the goals.

Also, the GM's self-eval doesn't provide any explanation for the lack of progress. For example, the March 30 goal for monthly pass customers paying with TouchPass was 100%, and we were only at 40% at the end of February – presumably not on track to reach the goal. The self-eval provides no discussion.

The GM's self-eval provides no update for the three June 30 goals, so it seems non-responsive. Clearly the pandemic must have interfered with progress, but there is no update at all, so it's impossible to understand whether the agency was on pace to achieving those goals, or if we had plans for how to achieve them.

This is particularly disappointing because having these things in place would make us more agile during the pandemic.

3. While many of the specific deliverables/measures could not be met due to COVID-19, I give a high mark to AJ because she has had to quickly adapt to and lead the agency through what is arguably its greatest challenge in its existence and an almost certainly existential challenge in the near future.
4. TouchPass has seen a successful implementation and response. I am very pleased with all aspects of the transition to the TouchPass.

Goal #2(B) – Mobility-on-Demand Pilots

Average: 3.75

Comments:

1. Both pilot projects were successfully introduced on-time. The logistics and partnerships behind the mobility on-demand projects was wonderful. There are improvements to be made with marketing the projects and effectively using the data to tweak service for an improved experience.
2. The Cottage Grove MOD was especially successful. The EmGo was good to have and was arguably more-complicated to implement. The EmGo vehicle markings were an excellent example of the fractured branding we have for LTD programs and services, so there was learning there. What keeps me from giving this a 5 is the lack of clarity with the public about what this system could do for riders' transportation needs but also how exactly this program could be integrated into regular operations.
3. I thought MOD was well managed during the time the pilot was in use. Board received updates, pilot was evaluated and had positive community impact and feedback. It appeared to be well-delegated and ran efficiently. This one feels like a "win" overall.
4. There is nothing positive or negative to comment on for this item.

Goal #2(C) – Transit Tomorrow

Average: 3.5

Comments:

1. Transit Tomorrow had a strong start, and I think it was one of the better community engagements LTD has had with the public in recent memory. Had COVID-19 not happened, I think we would be moving forward with a high-ridership/high-frequency plan. The challenge for AJ now is to take what was learned from Transit Tomorrow, what we are learning from COVID-19, and using the limited resources that we have to put out a system that will meet the needs of a "post COVID" reality.
2. See TT comments under Goal #1.

The absence of a discussion in the self-eval is somewhat troubling; this is a project of clear importance to the board, and the GM provided no substantive discussion of TT. The paragraph provided makes superficial reference to "communications strategy" and then skips to the project suspension in March 2020.

I don't feel comfortable giving a score here because of the truncated period the GM had to make progress, but the self-eval is, in my opinion, deficient because it does not provide any way for the board to deliberate on the GM's performance.

3. I'm very concerned about where this project stands, for one example: it took repeated requests by board and community members to have information uploaded to website for review and public transparency. This ties back to communication goal.

Admittedly, the board did table this pre-COVID-19 disruption, so there is some onus on the board to help get this back on track. I feel GM has onus to address the ability or inability to reach a goal proactively, rather than deferring to when the evaluation process occurs.

4. Prior to Covid, the trajectory of Transit Tomorrow was perfect. AJ did a wonderful job making Transit Tomorrow a high priority and consistently engaging with the board, community partners and members regarding this new

type of service. My only suggestion is for AJ and the staff to be more vocal with their recommendations and opinions.

Goal #2(D) – MovingAhead

Average: 3.2

Comments:

1. As an agency, we appear to have checked the box for basic steps on MovingAhead, but nothing more. See discussion under Goal #1.

Also, it is frustrating to see no effective self-evaluation here by the General Manager. MovingAhead represents by far the largest potential capital outlay for transit – larger even than our fleet expenditures – and a crucial partnership with our largest partner jurisdiction. For there to be no substantive commentary, and no reflection on progress we’ve made or difficulties we’ve encountered, is disappointing.

2. The pace of MovingAhead is appropriate based on what is happening with Transit Tomorrow. I believe AJ is interfacing with the right stakeholders.
3. This project seemed to have clear community opportunity for communication via tabling, discussion and roundtables. It seemed we had a good sense of managing resources, so I’m pleased we have made some progress. Still feels like we have a ways to go to consider this successfully completed.
4. AJ was moving LTD (and the City of Eugene) toward the end of MovingAhead. I am confident AJ and the Board will conclude it to move on to a different phase of future development.

Goal #2(E) – Main Street Transit Study

Average: 4

Comments:

1. Feels like we’ve written this project off a bit despite this being a huge connector in the community, perhaps this is not an LTD/management issue, so with that in mind, I didn’t want to unfairly evaluate this goal.
2. I feel that the delays in the Main Street/ McVey project are largely a function of City of Springfield issues.
3. Due to Covid, this is one project that has not been examined as much as it would have. I am confident AJ will resume when the time is appropriate.
4. I have no substantive comments on this item.

Goal #2(F) – Climate/Sustainability

Average: 4.4

Comments:

1. AJ has taken this issue seriously and has implemented staff and measures to permeate the entire organization with improving sustainability. AJ has secured funding for more electric buses and worked with the Board to set ambitious but realistic climate goals.
2. Sustainability – I feel like we are making progress here with low-emission buses and have a clear benchmarking system in place.
3. The hiring of Kelly was a major positive step forward for LTD truly being progressive in regards to sustainability in the organization. Additionally, the formation of a sustainability committee helps to reinforce the importance of this matter.
4. This item is difficult to judge because the policy was approved during the pandemic so there has been little time for implementation.

In a literal sense, the GM has followed through on implementing, but the most tangible action – the procurement of electric buses – was already under way. There is no other specific information in the self-eval that suggests the GM has exceeded expectations.

There is one concern: although the policy aims for “joint community GHG emission reduction goals with partner jurisdictions” there has been no reporting back on this item. There also hasn’t been follow-up on a progress report request on the MPO’s updated GHG scenario planning.

Goal #3 – District’s Internal Climate

Average: 3.375

Comments:

1. The survey was completed.
2. AJ was hired to be more of an externally focused GM rather than internally focused one, yet she has done great work with leading the organization and maintaining good relations with the majority of staff. I especially appreciate her leadership with the Diversity Council and Diversity Policy, with serious commitments to ensure LTD is welcoming environment to differences and a commitment to increase workplace diversity.
3. I’m becoming increasingly concerned about three things related to internal climate of LTD.

One – the climate survey was very negative, both in selected responses and when either no response or neutral responses were marked. That says a lot if we take a step back to see what that might imply. I noted a disparity of very satisfied or very unsatisfied –clearly we have a rift in levels of job satisfaction that appears to tie in to communication and leadership.

Two – the free form responses were redacted initially and had to be requested. WHY? It raises concerns around transparency.

Three – the investigations launched in 2020 alone should be sufficient to demonstrate the internal climate concerns. Serious allegations were raised and while that doesn’t define this goal in and of itself, it does warrant a reduced ranking in this evaluation.

4. My assessment here is based primarily on the internal climate survey, but I have a few comments on the GM's self-evaluation at the start and again at the end.

First, the GM notes the completion of the internal climate survey; that was a requirement, and it was completed on schedule. I take that seriously, and it's reason I haven't given the lowest possible score. But other than that point, the GM's assessment and summary of basic practices is unhelpful. It provides a little bit of context but almost nothing concrete about the pursuit of the goals.

The most important issue, in my opinion, is the negative feedback in the internal climate survey, including the accompanying free-form comments. Several points:

- A large portion of LTD's staff has negative feelings about management and leadership.
- If we consider employees that do not have positive feelings (that is, those with negative feelings and those with neutral feelings), it's a majority.
- Many employees expressed a sense that the GM is absent, or that she doesn't communicate enough or clearly enough. Although only a few respondents used the word "leadership", this appears to be missing in many employees' eyes.
- Many employees expressed concerns about managerial decisions below the GM's level. (I think it's fair to hold the GM responsible for everything in the organization, especially her managers' performance.)

(It is important to note that the internal climate survey was complete before the pandemic hit, so the two are unrelated.)

Finally, the GM's comments on the internal climate survey are incomplete and extremely disappointing. The self-eval states that "The survey provided helpful insight into employee's thoughts" and then provides no detailed assessment and no concrete plan for addressing the serious concerns raised by the results. This was true also of the memo in the July board packet; that memo failed to acknowledge, much less analyze or take responsibility for, the clear themes of negativity.

CONCLUDING REMARKS

What do you believe are the General Manager's strengths?

Comments:

1. GM appears to be passionate about the community and transit. Appears knowledgeable about operations and government funding opportunities. Open to meeting with board members.
2. AJ is extremely knowledgeable in all facets of public transportation. She is attentive to staff, board members and community partners. She does an EXCELLENT job of responding when individuals email or call her - her responsiveness indicates a leader that cares and takes her role seriously as the face of LTD.
3. I believe the GM is deeply committed to the work, and to the agency. She is sincere and genuine. This commitment and this authenticity are prerequisites for earning the trust and confidence of employees and community members. I am also impressed with the GM's tactical knowledge of the details of transit. I always learn something from her. Finally, I think the GM has demonstrated her commitment to the agency with her performance during the pandemic (and this review doesn't really provide a place to say that). I have not agreed with every direction we have gone, and I hope we can still do some different things to respond to circumstances, but I am grateful for her hard work, open mind, and willingness to engage.
4. I think that the GM has extensive experience and training, starting as a bus operator, and working within a large and diffuse transit agency and has been able to share that experience with LTD. She seems to have earned the trust and respect from such senior staff as I encounter.
5. In addition to being the well-respected community leader I was hoping she would be and raising LTD's overall likability and prominence locally and in the entire state, AJ clearly knows how to run a transit operation. I have seen her improve and modernize our financial and procurement systems and procedures, secure funding for projects, work with local and state leaders, and make excellent decisions in multiple emergency situations. If this were not the case, LTD would not be in as relatively good shape as it is currently.

What do you believe are the General Manager's areas for growth?

Comments:

1. She can use her stature gained in this, Lane County, community to play a larger role in helping to convert transit as we have learned to expect it into a new era of Transit as a Service, MOD, and Transit orientated development.
2. The GM's management too often appears to happen in an ad hoc manner. I deeply appreciate her desire to be responsive, but I often sense that she is putting out one fire after another with little planning. If there is planning, it is extremely difficult to perceive at the board level.

Relatedly, the GM often seems to take things on that she should delegate. For example, it took more than a year to replace our intergovernmental relations manager, even though we had huge partnership-building needs (such as Moving Ahead and Transit Tomorrow). The GM attempted to fill the gap, but it isn't fair or reasonable to ask our GM to do two jobs; more to the point, it simply isn't possible.

To be clear: I believe that the GM's willingness to jump in and help out with certain things stems from good intentions. The problem is that it leads to unplanned de-prioritization or re-prioritization of effort.

Finally – and I think this is on board members as well as the GM – we need more informal “coffee klatsch”-style time to handle small stuff so we all have more context for our deliberations at the board level. I believe this will make the GM more effective as well.

3. AJ continues to struggle with her speaking/presentation style and it can be quite challenging to determine the point she is trying to convey. AJ could benefit from training in public speaking.
4. I recognize AJ would prefer to have a directive and more-strategic Board, but this is not the kind of Board that we have. I would encourage AJ to put forward what plans she thinks is best for the agency and district and then seek Board approval. Also, I need AJ to make the best of the COVID-19 situation with regard to Transit Tomorrow and Moving Ahead to determine the agency’s new direction. Earlier, I also mentioned improving communication and relationships with some employees and some members/groups of the public.
5. GM clear, concise communication is an area of growth opportunity as main priority. Other areas for growth exist, which are less critical than communication which is an underlying theme in this evaluation.

Additional Comments:

Comments:

1. LTD still needs a general manager with AJ’s skills, abilities, and reputation, for several more years. She has demonstrated her competence and her value to the agency and the greater community.
2. I would like to see movement on the Communications plan and meaningful executions on the recommendations. I think the actual operations of LTD are very dialed in and run smoothly. I am extremely impressed with how well LTD functions as a large public transit agency and the progressive nature of the projects. Kudos AJ!
3. I have attempted to follow the structure of this evaluation, but it is lacking – and that’s the board’s fault. We should immediately begin a process to revise how we do the GM’s evaluation so it can be more helpful for us, for the GM, and for the organization as a whole.

We probably should have adjusted our evaluation structure mid-stream in order to account for the pandemic – not to “move the target” in the middle of the year, but rather to have a target at all. As we have done things, we have literally no way to objectively assess the GM’s performance since March, a more-than-half-year period that has spanned two fiscal years. That is a breakdown in governance.

Summary of Stakeholder Responses Received for General Manager’s Evaluation

July 1, 2019 – June 30, 2020

There were four questions that were asked of local stakeholders regarding the performance of the General Manager. The scoring was ranked as unacceptable (1-3), average (4-6), outstanding (7-8), and exceptional (9-10) with an opportunity to comment regarding ways to improve LTD.

The questions with the average response are listed in the chart below. Thirteen responses were received.

Question	Average Score
Under the General Manager’s leadership, how is LTD doing?	7.64 (Outstanding)
How well does the General Manager interact with its community partners?	7.70 (Outstanding)
Under the General Manager’s leadership, how well does LTD meet the mass transit needs of the community?	8.18 (Outstanding)
How is the General Manager doing in building relationships with the community?	7.89 (Outstanding)

In addition to these questions, stakeholders provided the following written comments in response to the prompt “Recommendations for and ways to improve LTD?”:

1. Receptive to the community.
2. There is a perception that LTD has money. The Glenwood yard and River Road are “fancy.”
3. Make sure that all drivers, especially new drivers, are aware that the General Manager was once a driver and understands their situation; trust her.
4. Has the capacity to be a stronger community leader. She seeks engagement.
5. I believe A.J. has done a great job getting to know community partners and engaging with them around transit issues. She is respectful, knowledgeable and a great representation of the organization. I appreciate her focus on creating efficiencies and structures that help the community get the most out of their tax dollars.
6. Across the Board, A.J. is an outstanding leader. She is approachable, knowledgeable and creative. She is always looking for ways that LTD can improve the community. The approachability is really important.
7. There are 45,000 students in Lane County – how do we support students to access the system? In addition to transportation needs, a focus should be environmental impact. It goes beyond taking students to school, but also other activities such as Willamalane, LLC, etc.
8. When a middle school kid has to transfer at the downtown station, parents are concerned. Direct routes are preferred.
9. Speed and convenience would help drive the ridership.
10. There is a lot of LTD use and a lot of people putting their bikes on. It is very clean. LTD keeps its bus shelters clean, free of vandalism. The communications department does well in helping people get to big events.
11. Would support more/appropriate funding for LTD. People depend on it to go to work and school; needs to be dependable, reliable and part of the community.

12. Would like to know where the students are coming from when they come to LCC campus.
13. Would like to have a conversation with someone at LTD about what kinds of employees they would like from LCC (grant)?
14. Tuition reimbursement to employees? Could LCC be LTD's school of first choice?
15. Would like to see how LCC could partner in conversation before there are cuts, reductions, etc.
16. More students from Springfield?
17. Wants to reiterate how well LTD has served LTD during the COVID crisis – feels like LTD is always there for LCC.
18. The way to measure LTD's success is the ability to serve the people who don't have other ways to transport themselves and reducing congestion. How much parking do we prevent on campuses like UO and LCC?
19. LTD security is a concern. There have been past complaints about LTD security having a racial bias – how they appear and what kinds of tools/weapons they carry. The NAACP would be happy to work with LTD to get more data about LTD security. People of color don't want to be harassed. Security will be called for minor offenses such as fare issues. LTD's system is pretty good in terms of getting people where they need to go.
20. This is an extraordinarily difficult time to be a community leader in any capacity, including being a GM of a Transit agency. That said, I have known AJ since her arrival and my comments will be based upon that entire experience. Strengths: Extremely hard worker, smart, cares deeply about transit, never forgets her roots starting as an operator, highly knowledgeable, good relationships in the community. Although there is room for improvement, having worked with several LTD GMs, and multiple CEOs over the years, we are very fortunate to have AJ as our GM.
21. Sometimes A.J. is too verbose. She would be more effective if she made her point concisely and stopped talking and listening.
22. Even though verbose, it is difficult to understand the direction A.J. would prefer the District to take. She seems to want to lead the board/decision makers to a decision that is "their" idea. It would simply be better if she overtly shared her opinion based on her expertise, rather than trying to get the board to come up with her idea as their own.
23. It seems that the efforts on Transit Tomorrow were not a good use of funding and staff time. It isn't clear to me that the District got much useable information out of the process.
24. I can't know how much this was a result of circumstances beyond her control, but it seems to me that the District suffered by having Edward's and Therese's positions left vacant for such long periods of time. I think the voids left by these two vacancies may in part be the reason for the apparent failure of Transit Tomorrow.
25. I know this is an evaluation of A.J., but having served on multiple boards, I am also aware that an evaluation of the CEO is also an opportunity for a board to look inward to determine how that board can be more effective in supporting and guiding the CEO. I urge the LTD board to do that.
26. See written comments provided from Better Eugene-Springfield Transportation (BEST) attached hereto.

*DISCLAIMER: As “outsiders,” BEST has limited direct interactions with the GM. We do not see the work she does day in and day out directly with staff, with individual board members, with local partners, in meetings with the Oregon Legislature or members of Congress, or in executive session. But as the leading community organization supporting transit, we do see a lot of how LTD as an organization is serving and interacting with the community. Thus we offer the following observations as **an evaluation of LTD as an entire organization**. We leave it to the Board to determine to what extent the Board, GM and/or other staff are responsible for each point.*

Overall: In general, our community is blessed to have LTD providing superior transit service, certainly compared to other medium-sized communities (e.g., Salem-Keizer). BEST supports LTD’s mission. We see the GM, other staff and the Board as all committed to serving our community. To the extent that our comments here are critical, it is because we expect LTD to hold itself to the highest standards, always striving to do better.

Strategic Business Plan: At the Board retreat in March 2016, the then relatively new GM wisely identified the need for a 10-year strategic business plan (and 3-year implementation plan) in order to know what the Board expected her to accomplish. But 4-½ years later, little progress appears to have been made towards such a plan. The lack of such a plan appears to have the effect that LTD is pursuing multiple good efforts, but in an unstrategic and uncoordinated fashion.

Strategic Planning Committee: Including several former LTD Board members and other community leaders, the Strategic Planning Committee is a great brain trust for LTD. But this resource has been underutilized in part because it has not been asked often enough to advise the Board on strategic questions and in part because when it has, that advice has sometimes gotten lost in the translation to the Board.

Transit Tomorrow: As it had been too long since LTD had last conducted a comprehensive operations analysis, it was great that LTD launched this effort and hired an internationally recognized consultant to support the service planning part of the effort. But the decision to have a second consultant support the public involvement and for the two contracts to be managed by different staff perhaps led to disconnects. Regardless, last summer the Board expressed a preference for a ridership model. On the advice of the service planning consultant, the Board directed staff to proactively publicize the benefits of such a model. But soon thereafter, LTD lost control of the narrative. The result was that LTD found itself at odds with some of the very people who most depend on and value LTD services, i.e., which should be the ones most supporting LTD’s efforts.

Mobility Management Plan: Closely related to the development of a strategic business plan, before Covid-19 LTD was starting to develop a mobility management plan. A key strategic question is whether LTD’s primary role in the community is to narrowly provide transit services or more broadly to support mobility as a service (MAAS). LTD is to be commended for asking the question and for beginning work in this direction. But again, lacking a strategic business plan, it has been unclear how different planning efforts relate to and reinforce each other.

MovingAhead: Started under the previous GM, this was always to some extent a solution in search of a problem, asking Eugene what capital investments it wanted to make. But absent a strategic business plan and specifically a service plan informed by Transit Tomorrow, this project puts the cart before the horse. Moreover, when key stakeholders wanted to understand the cost-benefits of different alternatives and where the money would come from, LTD resisted talking about money too soon, causing those stakeholders to lose trust in the process. Also, although LTD often said that the City of Eugene was leading the effort, at times Eugene officials and staff spoke and acted otherwise. For whatever reason, after five years of work and the public hearing in October 2019, the project appears to have stalled.

Main-McVay Transit Study: Similar to MovingAhead, this project was also a solution in search of a problem, with the added complication that the purpose of the project evolved over time to be less about transit and more about safety. But unlike the City of Eugene, the City of Springfield clearly sees itself as leading the project, so much so that in recent years LTD has appeared to be an afterthought in the effort, with its interests and role not quite clear. For whatever reasons, five years after the effort started, no resolution appears to be imminent, even before Covid-19.

Mobility on Demand (MOD) Pilots: Although the full results are not yet available, LTD is to be commended for experimenting with the Cottage Grove Connector and EmGo.

TouchPass: Although rollout of the new system has been interrupted by Covid-19 and the imperative to suspend fare collection, LTD is to be commended for modernizing its fare system, for providing better payment options for riders, and as a byproduct for adding a method for collecting data on travel patterns.

Urban Development: Transit Tomorrow highlighted the challenge of serving a growing urban area well, forcing a tradeoff between “ridership” and “coverage.” Although LTD cannot directly affect this reality, it does have an interest in informing its government partners, primarily the cities of Eugene and Springfield, of the implications of land use growth plans on the ability to provide transit service to the community. It does not appear that LTD has been sufficiently proactive in doing so.

Equity: LTD is to be commended for doubling the number of low-income passes available to social service providers at a discount. On the other hand, while a welcome step, the rollout of the free student passes does not appear to have been clearly publicized, nor coordinated with changes to service to support increased student ridership.

Sustainability: LTD deserves significant credit for completing a comprehensive greenhouse gas inventory, for updating its sustainability policy, and for pushing for electric buses.

Long-Range Financial Plan: We lost track of the status of this annual planning document. But for a time, this annual adopted plan was rightly put on hold, as it did not make sense to have such a financial plan without a strategic business plan as a foundation. Moreover, although at least one Board member has questioned the level of financial reserves the organization should maintain in order to be able to weather financial downturns, this policy question has yet to be fully answered.

Customer Service: From what we see, LTD provides good customer service, both for people wanting information about how to use the system and for riders. But anecdotally, we have heard several cases of people with suggestions, concerns or complaints having difficulty figuring out who to tell, or when they did, receiving no explicit response, leaving some people to feel like LTD doesn't care or isn't listening.

Public Involvement: As a public agency, LTD does not serve just one segment of the community but multiple interests, including businesses who pay payroll taxes, riders and potential riders, especially those most dependent on transit, K-12 and higher-ed students (and their parents), other road users, advocates for better transportation options and smart growth, neighborhoods, etc. Back when EmX West was being developed under the GM before last, LTD was accused of being "arrogant bureaucrats" and tone deaf. Although the charges were unfair, they reflected real public perceptions of the organization. A clear challenge for LTD has been to rehabilitate its public standing. Alas, recently with efforts such as Transit Tomorrow and MovingAhead, LTD is facing some of the same challenges—with no apparent strategy to improve public perceptions of LTD.

Communications Audit: The GM deserves credit for commissioning a communications audit. But it is unclear whether the scope of the effort was sufficiently broad. The public involvement issues summarized above go far beyond issues of mere marketing and branding examined in the audit. The *two-way* relationship between LTD and the community does not appear to have been a significant focus of the audit. Regardless, it is unclear what has been done with the recommendations from the consultants.

Website: A technological piece of the issue of public involvement is LTD's website, which since it was redesigned a few years ago has less content or content that is harder to navigate to, leading to frustration. For example, although Board documents are available going back a few years via the calendar, there is no *easy* way to see Board actions.

Board-Staff Practices: As with many organizations, the relationship between Board and staff, especially the GM, is nuanced. Although the Board decides policy, as volunteers with limited technical expertise, the Board cannot do so independently. Rather in a smoothly functioning organization, the roles and responsibilities of Board and staff are clearly understood and complement each other. Typically, staff supports the board by articulating key policy questions, offering options, and detailing pros and cons of each, allowing the Board to make informed policy choices.

But we have witnessed multiple instances when such staff support for the Board has not occurred. For example, an early discussion of a strategic business plan occurred with so little staff support that it did not appear that Board members were even talking about the same thing.

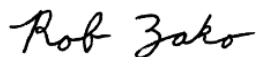
On the other hand, sometimes we have witnessed cases when staff have brought forward just one option, by default forcing the Board to accept it, as they do not have the capacity to flesh out alternative options. For example, the decision to split off Gateway EmX, in the face of questions from BEST, appears to have been staff driven (and as it happens was subsequently reversed).

Human Resources: LTD provides good jobs in the community and has staff that has been with the organization for decades, a testament to what a good employer LTD is. Recognizing the employee of the month underscores the value of employees and reinforces the sense of LTD as a family.

Covid-19: In general, except where otherwise noted, the comments above reflect our evaluation of LTD as an organization prior to the Covid-19 pandemic, which has turned the transit industry upside down. A desire to get as many people as possible where they want to go has given way to a need to ensure the safety of drivers and riders alike, even if doing so demands cutting service and limiting ridership. LTD is to be commended for making needed changes quickly, and reportedly doing so better than other transit agencies (e.g., TriMet). That said, it is unclear to what extent LTD is reacting ad hoc and to what extent LTD is following emerging industry best practices adapted to the details of our community and looking ahead to a possibly changed future in the wake of the pandemic.

Thank you for this opportunity to share our perspectives on how well LTD is doing as an organization.

For BEST,



Rob Zako, Executive Director
541-343-5201
rob@best-oregon.edu



MEMORANDUM

DATE: October 2, 2020
TO: Board of Directors
FROM: Aurora Jackson, General Manager
SUBJECT: GM Self-Evaluation, September 2019-June 2020

Introduction

I appreciate the opportunity to provide my assessment of the General Manager' performance goals for the period of September 2019 through June 2020. My appreciation to the Board of Directors also extends to the postponement of the performance review process to allow for me to manage and lead the District during an unprecedented viral pandemic. I was not alone in this leadership, as I was impressed by the Board's dedication to weekly public meetings and attention to the conditions experienced by our employees and customers.

Of course, none of this was possible without the valiant work of our front-line employees during the pandemic, civil unrest and hazardous air quality exposure from the Holiday Farm Fire. Every bus operator, public safety officer, facility maintenance worker, mechanic, general service worker, customer service representative, and operations employee earned my ultimate respect. These are our heroes who have worked directly with the public providing essential services despite personal risk to themselves. It is also important to communicate my appreciation for administrative staff, who were asked to work remotely and reinvent their job to support our front-line employees. I have felt fortunate every day to be part of such an amazing team of transit professionals.

As I look back to the goals set in September 2019 through June 2020, it was challenging to evaluate myself using goals and benchmarks designed for an extended non-emergency situation. Given the short six-month period prior to the commencement of a national pandemic, most of the critical projects cited in the goals were suspended. As a result, I focused my comments on the goals not substantively affected by the COVID-19 pandemic as follows:

- Goal #1 – Communications
- Goal #2(F)-Climate/Sustainability
- Goal #3 – District's Internal Climate.

Except for the goals noted above, all other goals were associated to projects that were in the implementation phase without completions, outreach phase without a Board decision, or in a pilot phase without Board decision. It was difficult to say which direction these projects would have taken or accurately assess the level of value my efforts would have had. As an alternative, I am providing insight about my leadership during the COVID-19 pandemic. I will also provide a few key factors that led to having zero positive cases linked to on-duty contact for employees, and zero positive cases linked to riding LTD buses for customers.

In the middle of March when Lane County first entered phase I of COVID-19 restrictions, I convened management personnel to devise an action plan. We evaluated the facts we knew at that time and quickly

agreed that ATU support would be needed before we could proceed with any plan. Within days, we had developed an action plan, and within a week we executed changes to transit services affecting 200 bus operators and potentially 33,000 daily riders. With little hesitation, administrative staff, ATU leadership, and I went out and cleaned buses until we could deploy bus operators to assist. Well ahead of national and state requirements, we implemented service changes and safety procedures weekly. We implemented the most-effective and most-reasonable safety adjustments as possible while being prepared to follow any new recommendations issued by the CDC, the Oregon Health Department, and Lane County Public Health.

As I engaged with experts and colleagues at the national, state and local level, it became apparent that LTD was in many instances a month ahead of other transit agencies in making critical decisions. This was possible through my leadership and my team of management employees who were empowered and able to quickly make decisions and act as well as Union leadership providing input and garnering support among our front-line employees.

My leadership involved planning for this emergency and any other situation by creating a team of professionals that could manage chaotic situations in a rational manner. Once the right people with LTD values were identified, the rest was coaching, mentoring, supporting and promoting each member of my team, including ATU leadership. I set up an environment where they had my confidence to do their jobs, to learn from problems, and not settling for marginal performance.

I am committed to continuing to address the challenges that COVID-19 presents and likely to present for many more months. However, merely surviving is not enough. I commit to every employee and every member of this community to offer transit services in the safest manner that conditions allow, and that the health and safety of my employees and customers at the forefront of my decisions.

Goals for the Performance Period from September 2019 through June 2020

Goal #1 – Communications

The General Manager will develop a plan for implementing the recommendations contained in the Board-adopted communications analysis report. The plan should include an explanation of the overall implementation strategy, description of solutions for each category of findings (branding, digital, media, and organizational management), timeline, and financial impacts.

The Board will rate Goal #1 based on timely submittal of an implementation plan that will be due within 90 days after adoption of this goal. The Board will also rate this goal based on the overall performance centered on adherence to the submitted implementation plan.

The foundation for setting this goal stemmed from a communications analysis report conducted by an outside firm that laid out an implementation strategy for branding, media management, digital, and organizational management. The first opportunity to implement recommendations from this report were in late 2019 with phase two of the Transit Tomorrow public outreach. At the December 2019 Board of Directors meeting, a presentation communicating the elements of the communication plan were provided. The presentation began by referencing LTD's mission statement and tying the project's communication efforts with the District's ultimate vision and brand: *to provide people with the independence to achieve their goals, creating a more vibrant, sustainable, and equitable community.* Also

included in this presentation were the project timeline, communication outreach strategy using social media, LTD’s website, public displays and press releases to engage the targeted audience identified. A series of in-person public forums were established to create a conversation with community members interested in more detailed discussion. Because of the strong interest in Transit Tomorrow additional outreach efforts were required including holding smaller group meetings between residents and me as General Manager, and between residents and the project team. The communication strategy included using a local outside firm and remained nimble to the growing request for information from local residents.

In March 2020, with the Transit Tomorrow project and outreach moving forward on schedule, the COVID-19 pandemic suspended all further progress. In April 2020, the Board of Directors adopted a resolution placing Transit Tomorrow and several other projects on hold in order to focus on the health and safety of our employees and customers.

Some takeaways from the communications of Transit Tomorrow were that despite the contentious nature of the choices before the Board, LTD remained on message using the recommendations of communications analysis report. Residents expressed their strong opinions passionately regarding the project but they continued to engage both the Board of Directors and LTD personnel in a very collaborative manner. It is important to salvage relationships well beyond controversial projects. Should Transit Tomorrow resume, an updated communication strategy would be required.

Goal #2 – Project Management of Specific Deliverables. (Suspended due to COVID-19. All projects except 2(F) were significantly impacted by COVID-19)

Goal #2(A) – Touch Pass Implementation (Suspended due to COVID-19)

Product	Usage Goal	Deadline	Comment
Monthly Passes	100% of customers paying with a monthly pass will use the TouchPass App or Tap card.	March 30, 2020	30% of monthly pass holders were transition to Touchpass through the end of February 2020. Suspended due to COVID-19
Low-Income Passes	100% of customers paying with a Low-Income Pass will use the TouchPass App or Tap card.	March 30, 2020	100% of Low-Income Pass agreements effective January 1, 2020 completed. Suspended due to COVID-19
Student Transit Pass Program	75% of students who ride LTD will use the TouchPass App or Tap card.	June 30, 2020	40% of students who use LTD were transitioned to TouchPass through the end of February 2020. (Bethel, 4J and some rural districts completed.) Suspended due to COVID-19

Daily Fares	75% of customers paying with a one-day pass or single ride will use the TouchPass App or Tap card.	June 30, 2020	Suspended due to COVID-19
Group Pass Programs (non-UO or large employers)	50% of customers paying with a Group Pass will use the TouchPass App or Tap card.	June 30, 2020	Suspended due to COVID-19
Group Pass Program (UO and large employers)	100% of customers paying with a Group Pass will use the TouchPass App or Tap card.	June 30, 2021	Suspended due to COVID-19

Goal #2(B) – Mobility-on-Demand Pilots (Suspended due to COVID-19)

At the December 18, 2019, Board of Directors meeting, the Board received a presentation on the status of the mobility-on-demand pilot projects for Cottage Grove and EmGo. The pilots continued until March 2020 when both services were suspended due to the COVID-19 pandemic.

Goal #2(C) – Transit Tomorrow (Suspended due to COVID-19)

At the November 2019 Board of Directors’ meeting, the Board requested additional public engagement for the Transit Tomorrow project in consideration of the strong community interest. At the December Board of Directors’ meeting, a communications strategy was presented for Transit Tomorrow that included the elements recommended in the communications analysis for branding, digital, media management, and organizational management. Included in the Transit Tomorrow presentation were the additional public engagement requested by the Board. This project was suspended in March 2020 due to the COVID-19 pandemic.

Goal #2(D) – MovingAhead (Suspended due to COVID-19)

In November, 2019, the City of Eugene and LTD Board of Directors held a joint public work session to review the status of MovingAhead. A future meeting to gather additional information was set for Spring 2020 but was suspended due to COVID-19.

Goal #2(E) – Main Street Transit Study (Suspended due to COVID-19)

The Main Street Transit Study project was not resumed pending the work from ODOT and the City of Springfield for the Main Street Safety study. No further activity occurred due to the COVID-19 pandemic.

Goal #2(F) – Climate/Sustainability

The general manager will ensure the effective implementation of a policy or any direction set by the Board of Directors.

At the September 2019 Board of Directors’ meeting, the Board considered the formation of an Adhoc Sustainability Committee to provide oversight of the District’s sustainability policy. The committee met several times to formulate goals, however, due to the COVID-19 pandemic, further committee meetings were suspended.

Fortunately because of the ground work that had been laid prior to the pandemic, at the first opportunity, a policy statement with measureable goals were presented to the Board at the June 2020 Board of Directors' meeting. Subsequently, the Board adopted Resolution No. 2020-06-17-038 A Climate Action Policy Statement and Goals as follows:

"LTD recognizes the urgency in addressing climate change and is committed to reducing community greenhouse gas emissions by taking steps to maximize public transit ridership and support low-carbon active transportation modes. LTD is also committed to reducing the greenhouse gas emissions and consumption of fossil fuels from our fleet of vehicles as quickly as possible in a financially and socially responsible manner. LTD is committed to eliminating the use of fossil fuels in its bus fleet by 2035 and will develop plans to achieve that goal."

Short-term

- 25 electric buses within 3 years

Long-term

- 100% fleet turnover and phase out of fossil fuels by 2035
- 75% GHG emission reduction by 2030

Other Considerations

- Deliberate exploration of emerging technology and fuels
- Joint community GHG emission reduction goals with partner jurisdictions
- Iterative process to review progress & goals annually

In order to meet the short term goal set by the Board of Directors, funding has been secured for the purchase of all 25 electric buses within the three-year period. The first eleven buses have been procured and are in production. The procurement for the remaining 14 electric buses is scheduled for fiscal year 2020-2021. The planning process for securing funding for the next set of electric buses is in progress. The next long-term milestone for bus procurement will require the purchase of 50 buses within a nine-year period. This milestone is aspirational and will require significant trade-offs to accomplish.

Other considerations such as exploration of emerging technology and fuels, partnership with other jurisdictions are in progress but that work is outside of this review period given the pause of this work due to COVID-19.

Goal #3 – District's Internal Climate.

The general manager will ensure the workplace environment is safe, productive, and inclusive. A high level of importance should be placed on ensuring employees' compensation is competitive; working conditions are safe and clean; and there is a good balance between accountability and recognition.

The Board will rate Goal #3 based on an evaluation of employees' compensation, working conditions, employees' recognition programs and any related activities that impact the internal climate of the District. The general manager will ensure a quality of employment survey is performed no later than April 30, 2020. The general manager will be rated only on whether the report was completed. The content of the survey

will not be utilized to gauge the general manager's performance. The Board may also request verbal updates regarding employee turnover within this rating period. The general manager will provide written reports to the Board as may be necessary to conduct a proper evaluation.

The District's internal climate is always a top priority. Each year, strategic efforts are implemented to retain talented employees and attract new ones.

Compensation – Compensation is merely one of several elements of an employer of choice. Given the positive economic forecast prior to the COVID-19 pandemic, employees clearly communicated their desire to receive pay increases when the first draft of the upcoming year's budget was positive. However, all that changed once the reality of the COVID-19 pandemic's impact on the economy became apparent, and the Board of Directors provided direction to project a double-peak increase in unemployment. Because employee compensation is reviewed frequently—annually or per contract-- LTD employees' salary are 70-75 percentiles of their peers at the lowest. It is a priority for me to increase compensation for non-represented employees in the near future to ensure retention of quality staff.

Opportunity for Professional Growth – This was an important consideration for fiscal year 2019-2020 as this an area that is near and dear to my heart. As a bus operator who promoted through the ranks and received my education while working full-time, it is absolutely a priority that I support others to have the opportunity to do the same. I initiated and approved an internal policy that reimburses employees for educational courses taken. This is a small investment that utilizes existing resources and creates opportunity for employees to promote into higher level positions.

Safe and Clean (Prior to COVID-19) – Safety and cleanliness was fairly easy to manage for our front-line employees as we have a well-established process for making sure the areas frequently used by front-line employees are maintained to be safe and clean. We have employees whose job is to keep their common areas, and areas accessible to the public cleaned regularly. In our administrative building, I also implemented the replacement of 30-year old furniture. Work spaces had become worn and unwelcoming. New furniture and amenities were installed in January 2020. The new work environment provides for improved employee collaboration and ergonomic features.

Safe and Clean (During COVID-19) – Safety and cleanliness took on a whole new meaning because of COVID-19. I took action early and instituted a steady regimen of cleaning buses and facilities. During the first few weeks of the pandemic, administrative employees and ATU leadership accompanied me to the Eugene and Springfield Stations to sanitize buses and stations. Since then, bus operators have been performing the regular cleaning of buses, and we have implemented many safe guards well in advance of the state's orders such as rear-door boarding, physical distancing and face covering requirements. I encouraged employees who could do so to work remotely to reduce risks of infection, which allowed me to focus the District's resources on the health and safety of the front-line operation. These efforts have very likely resulted in no District employee contracting COVID-19 at the workplace. Moreover, there are no reported incidents of COVID-19 cases contracted on LTD buses. Despite the outstanding efforts implemented to address COVID-19, new safety concerns arose such as passenger and driver conflicts because of obstinate riders who refuse to comply with COVID-19 requirements, or who use the rear-door boarding as a way to hide bus policy violations. These challenges are beyond the scope of this evaluation, but I plan on making this concern part of a goal for a future evaluation.

Internal Communication – Prior to COVID-19, I established quarterly “Lunch & Learn” meetings to give employees an opportunity to engage in open in-person communication with me. Once COVID-19 restrictions were implemented the quarterly “Lunch & Learn” meetings were suspended due to the Governor’s orders to implement physical distancing and reduce large gatherings. During COVID-19 I implemented a new program called “Inside the Bus” to replace the in-person gatherings. “Inside the Bus” are virtual meetings where employees can interact with me directly every two weeks. These meetings are recorded so that employees who cannot attend can watch at their convenience. In addition to virtual meetings, employees receive regular emails or memorandum to inform them about employee resources and safety matters.

Recognition and Accountability – Some employees believe that we have too much recognition and not enough accountability while others believe that we have too much accountability and not enough recognition. Recognizing the polar views on this, I preserved important recognition programs (such as the Employee of the Month and Employee of the Year), but continued to emphasize regular evaluations and feedback. I also implemented a new community volunteer program that allowed for employees to use on-duty time to serve the community. The community volunteer program was available to non-represented employees with satisfactory performance. I wanted to incentivize good performance/accountability while building community that promotes a good work environment. These type of programs also provide independence for higher performers and more accountability for employees with performance issues.

Employee survey – an employee survey was issued in February 2020. The survey provided helpful insight into employee’s thoughts about their work environment and thoughts on the organization. The data also allowed for benchmarks to be set, which will shape future strategic efforts for FY2020-2021.



MEMORANDUM

DATE: November 6, 2020
TO: Board of Directors
FROM: Aurora Jackson, General Manager
SUBJECT: Supplemental to the GM Self-Evaluation

At the October 28 Special Board of Directors' meeting, the Board requested a written explanation for the lack of progress of Goal #2 (A) – TouchPass Implementation. In the interest of brevity, in the self-evaluation memorandum dated October 2, 2020, I attributed the lack of progress to the COVID-19 pandemic and left out further clarification. This memorandum will explain more extensively the factors that contributed to a slower than desired implementation of TouchPass.

At the October 2019 Special Board of Directors' meeting, the Board adopted the GM's annual goals and acknowledged that I would unfortunately have less than nine months to complete all of the listed projects. I mistakenly interpreted that discussion as an indication that the Board would be flexible in their expectation for managing projects and trusted me to prioritize competing projects in the best interest of the District. At that time, I prioritized Transit Tomorrow's outreach and kept all other projects moving forward provided they did not conflict with Transit Tomorrow. As the Board may recall, Transit Tomorrow was the first comprehensive operational analysis in 20 years. This was a big decision for the Board of Directors, and the community most affected by the proposed changes was very upset.

In addition to Transit Tomorrow, there were several other large projects competing with Touch Pass that prevented staff from being solely dedicated to fare management implementation. In August 2019, LTD launched the second mobility-on-demand (MOD) pilot, EmGo. The first MOD pilot was launched in January in the City of Cottage Grove. Staff was managing the communications with the community of Cottage Grove while trying to launch EmGo with the partnerships of the City of Eugene, Lane County, LCOG and the Eugene Area Chamber. This was on its own a huge undertaking. Another competing project to TouchPass was in September 2019, LTD launched the Student Transit Pass and the Low-Income Program. These programs required significant coordination efforts with school districts and nonprofit organizations. It was not only about the TouchPass technology. The major challenges were related to logistics, and each agency's roles and responsibilities.

In the middle of March 2020, the COVID-19 pandemic eliminated any chance of LTD making further progress on a new fare management system given the suspension of fares and major concerns for rider and operator safety. In communications with transit agencies nationwide, LTD is doing as well or better than most in managing safety procedures for the pandemic. In speaking with a general manager from the east coast who is also implementing TouchPass, he also suspended implementation of the technology and will not resume fare collection or implementation of TouchPass until early 2021, provided it is safe to do so.

In closing, this memorandum provides a broader explanation for the factors that slowed down the TouchPass implementation. My apologies to the Board of Directors for the lack of explanation in the GM self-evaluation document and I will be mindful that it is my responsibility to ensure the Board is updated on LTD projects.



AGENDA ITEM SUMMARY

DATE OF MEETING: November 18, 2020

ITEM TITLE: GENERAL MANAGER'S FY2020-2021 GOALS AND CONTRACT EXTENSION

PREPARED BY: Aurora Jackson, General Manager

DIRECTOR: N/A

ACTION REQUESTED: Information and Discussion

PURPOSE: The Board of Directors will discuss the general manager's FY2020-2021 goals and determine whether the Board desires to extend the general manager's contract.

ROLE OF THE BOARD: The Board's role in this instance is to obtain information for a future decision.

HISTORY: In accordance with the General Manager's Employment Contract dated December 1, 2018, in consultation with the general manager, the Board shall set annual performance goals and objectives at the beginning of each fiscal year. Due to circumstances related to the COVID-19 pandemic, the Board delayed the annual performance evaluation which included setting new goals for FY2020-2021.

At the Work Session, the Board will engage in a discussion for the purpose of finalizing the general manager's goals for adoption no later than the December Regular Board of Directors' meeting. The Board will also consider whether to extend the general manager's contract beyond the June 30, 2021 expiration date. Should the Board decide not to extend the general manager's contract, it would be prudent for the general manager's goals to include a plan for transitioning leadership to ensure the District's business continues on successfully.

CONSIDERATIONS: N/A

ALTERNATIVES: N/A

NEXT STEPS: N/A

SUPPORTING DOCUMENTATION:

- Draft FY2021 GM Six-month goals and Evaluation Tool

PROPOSED MOTION: N/A

LTD General Manager Goals and Evaluation Tool

GOAL #1 – Clear Vision for LTD

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 organization, build understanding around the current mission, and develop appropriate goals and strategies to advance that mission.

	Disagree		Agree	Strongly Agree	
	1	2	3	4	5
The general manager has assisted the Board to develop a clear vision for LTD, and understands her own leadership role.					
The general, working with the board, understands how to translate the organization’s mission into realistic goals and objectives.					
With input from the board and staff, the general manger created an effective process for long-range or strategic planning for the organization.					
The general manager has a sense of what must change and what must remain the same in order to accomplish the organization’s mission and realize its vision.					
COVID-19 - The general manager has established a plan for COVID-19 operating conditions and a vision for post a COVID-19 service model.					
TOTAL SCORE: <i>(Max Score 25 points)</i>					

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

How can the general manager do better in this area?

GOAL #2 – Communications with Community and Employees

It is the general manager’s role to establish and maintain positive relationships with community members, riders and employees.

	Disagree		Agree	Strongly Agree	
	1	2	3	4	5
The general manager maintains a positive professional reputation in the local community and is a good ambassador.					
The general manager seeks ways to improve communication and promote LTD’s image through effective community engagement for all of LTD’s projects and service changes.					
The general manager seeks ways to improve communication and quality of services for riders by using social media, the website, and information placement at strategic locations to keep riders informed.					
The general manager seeks ways to improve communication and working conditions for employees through formal and informal channels and provides a good balance between recognition and accountability.					
COVID-19 – Within the limitations of COVID-19, the general manager effectively oversees project management ensuring timelines, community engagement and deliverables are met.					
TOTAL SCORE: <i>(Max Score 25 points)</i>					

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

How can the general manager do better in this area?

GOAL #3 – Environmental Sustainability

It is the general manager’s role to manage that solid planning for environmental sustainability.
 COVID

	Disagree		Agree	Strongly Agree	
	1	2	3	4	5
The general manager has a clear understanding of the current and future financial resources needed to realize the organization’s Climate Action mission.					
Working in concert with the Board, the general manger has managed a process to support the Board’s Climate Action Statement Short Term - 25 electric busses in 3 years.					
Working in concert with the Board, the general manger has managed a process to support the Board’s Climate Action Statement Long-term - 75% GHG emissions reduction by 2030; and, 100% fleet turnover and phase out of fossil fuels by 2035.					
Working in concert with the Board, the general manager has managed a process to support the Board’s Climate Action Statement Other Considerations - Deliberate exploration of emerging technology and fuels; joint community GHG emission reduction goals with partner jurisdictions; and, an iterative process to review progress & goals annually.					
COVID-19 - The general manager manages passenger load capacity effectively balancing public safety considerations with the need to maintain a positive transit image that encourages the use of public transit post COVID-19 to reduce GHG emissions.					
TOTAL SCORE: <i>(Max Score 25 points)</i>					

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

How can the general manager do better in this area?

GOAL #4 – Financial Management

It is the general manager’s role to manage that solid planning and budgeting systems are in place to 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 LTD. COVID and finances.

	Disagree		Agree	Strongly Agree	
	1	2	3	4	5
How satisfied are you that:					
The general manager is knowledgeable regarding financial planning, budgeting, operating costs and revenues?					
The general has established a system linking strategic and operational planning with LTD’s budgeting process?					
The general manager presents financial reports to the board on a regular basis and submits an annual budget for board review, revision, and approval?					
The general manager ensures that a clear and accurate accounting system is maintained, allowing the board to monitor the organization’s finances and operations in relationship to the approved budget and to make informed financial decisions?					
COVID-19 - The general manger manages the financial impacts from COVID-19 proactively ensuring that riders’ and employees’ safety are prioritized while considering LTD’s financial constraints.					
TOTAL SCORE: <i>(Max Score 25 points)</i>					

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

How can the general manager do better in this area?