



LANE TRANSIT DISTRICT BOARD OF DIRECTORS SPECIAL MEETING

Wednesday, December 02, 2020 4:30 – 5:30 p.m.

VIRTUAL MEETING

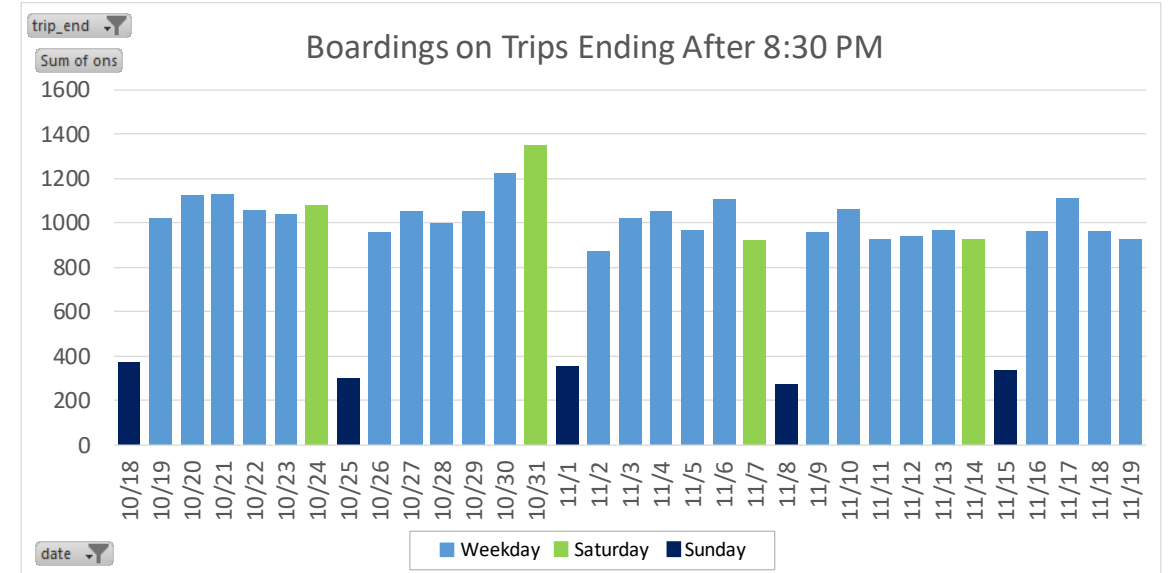
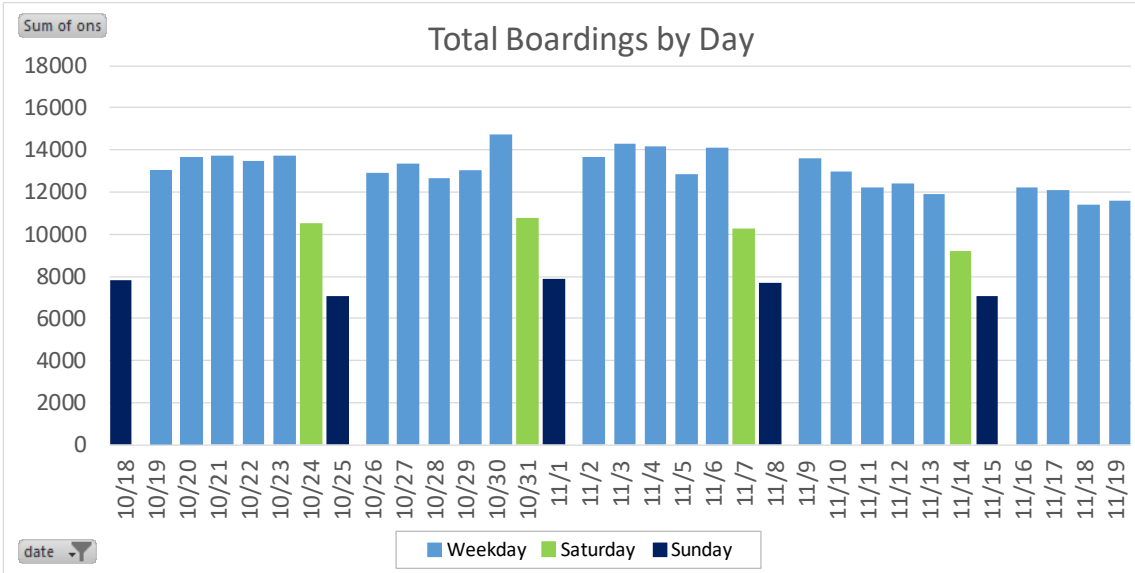
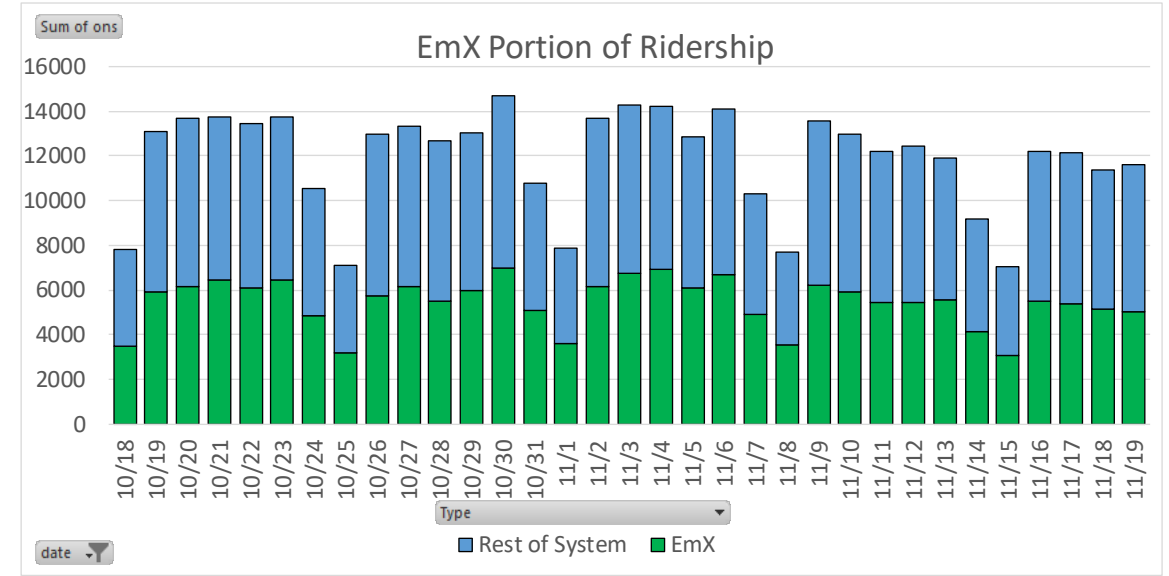
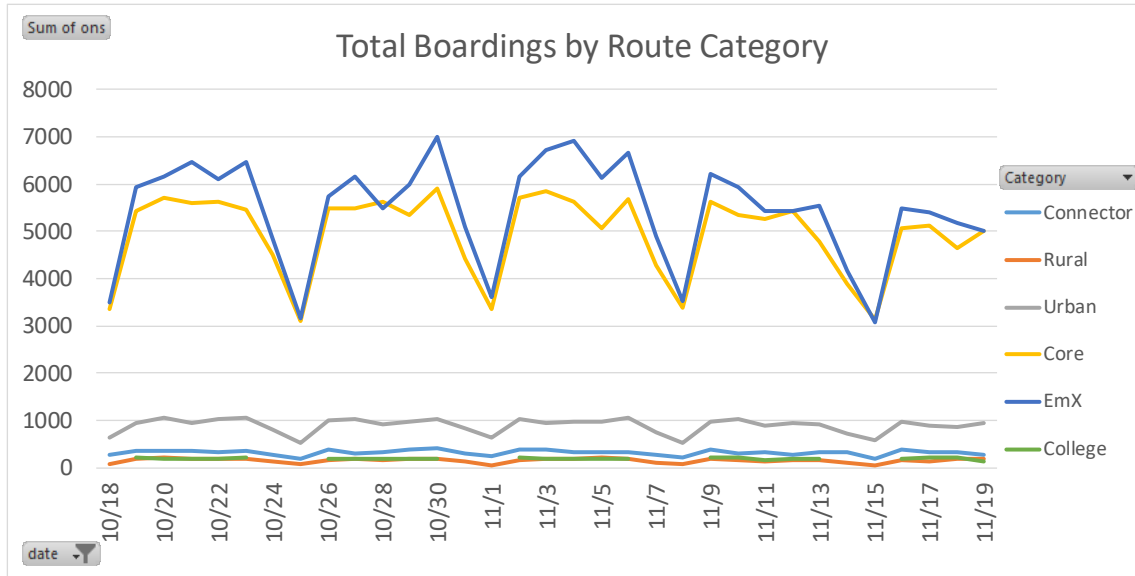
Zoom details will be provided on the web calendar at www.LTD.org.

No public testimony will be heard at this meeting.

AGENDA

Table with 3 columns: Time, ITEM, Page. Includes items like CALL TO ORDER, ROLL CALL, COMMENTS FROM BOARD PRESIDENT, etc.

# Figure 1 – Summary of Boarding Activity



March 23-27 – LTD began operating a Saturday level of service Mon-Fri, Sunday level of on Saturday and temporarily discontinued service on Sundays.  
 March 30 - April 25 – LTD operated a modified Sunday level of service Mon-Fri which added some AM and PM trips to manage loads, Sunday Service on Saturday, and discontinued Sunday Service.  
 April 26 – Sept 26 – LTD operated an **Enhanced Sunday** Service Mon-Sat which added back more AM and PM service and increased EmX service to 10 minutes. During this period, LTD reinstated a Sunday level of service on Sundays beginning June 7th.  
 Sept 27 – Current – LTD began Fall Bid service with Post-COVID weekday level of service Mon-Fri adding AM and PM trips on core routes to manage loads during peak periods, a Post-COVID Saturday level of service which reduced EmX to 15 minute service, and Pre-COVID Sunday level of Service on Sundays.

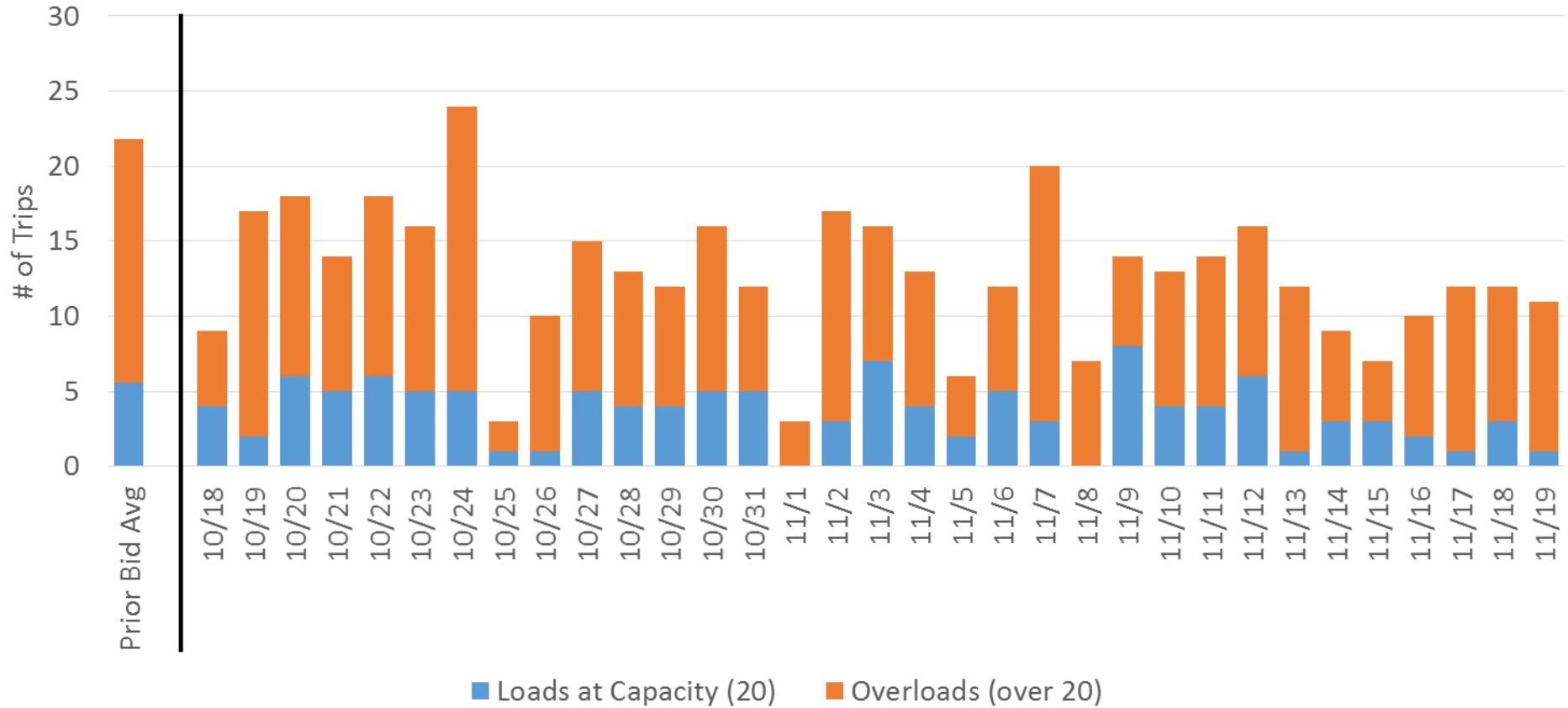
# COVID Service Change Descriptions

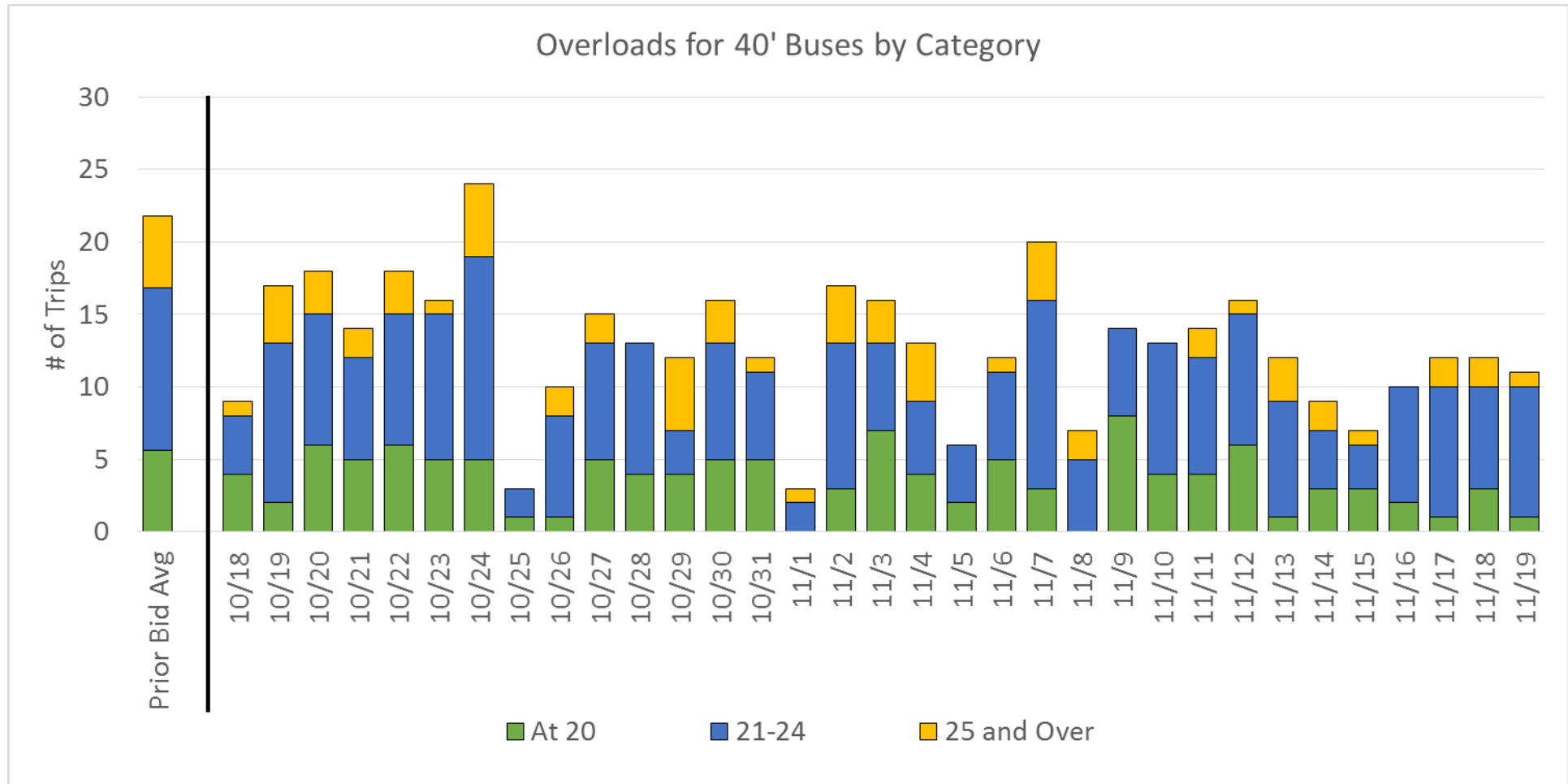
- March 23-27
    - Weekdays: Saturday level of service
    - Saturday: Sunday level of Service
    - Sunday: Temporarily discontinued
  - March 30 - April 25
    - Weekdays: Modified Sunday level of service
      - Added some AM and PM trips to manage loads
    - Saturday: Sunday Service
    - Sunday: Discontinued Service
  - April 26 – Sept 27
    - Weekdays: Enhanced Sunday Service Mon-Sat
      - Added back more AM and PM trips and increased EmX service to 10 minutes
    - Saturday: Enhanced Sunday Service
    - Sunday: Reinstated Sunday level of service beginning June 7th
  - Sept 27 – Current
    - Weekday service: added AM and PM trips on core routes to manage loads during peak periods;
    - Saturday service: reduced EmX to 15 minute service (Pre-Covid Saturday level of service);
    - Sunday service: operating at Pre-COVID Sunday level of Service.
- Next Service Change - January 24**
- Additional Weekday service will be added to routes 12, 40, 66, 67, 13, 24, 36, 52, 41, 51, and 98.
  - Total of 85 trips for Weekday
  - Additional Saturday service will be added to routes 13, 24, 41, 66, and 67.
  - Total of 20 trips for Saturday
  - No change for Sunday

# 40' Bus Overloads

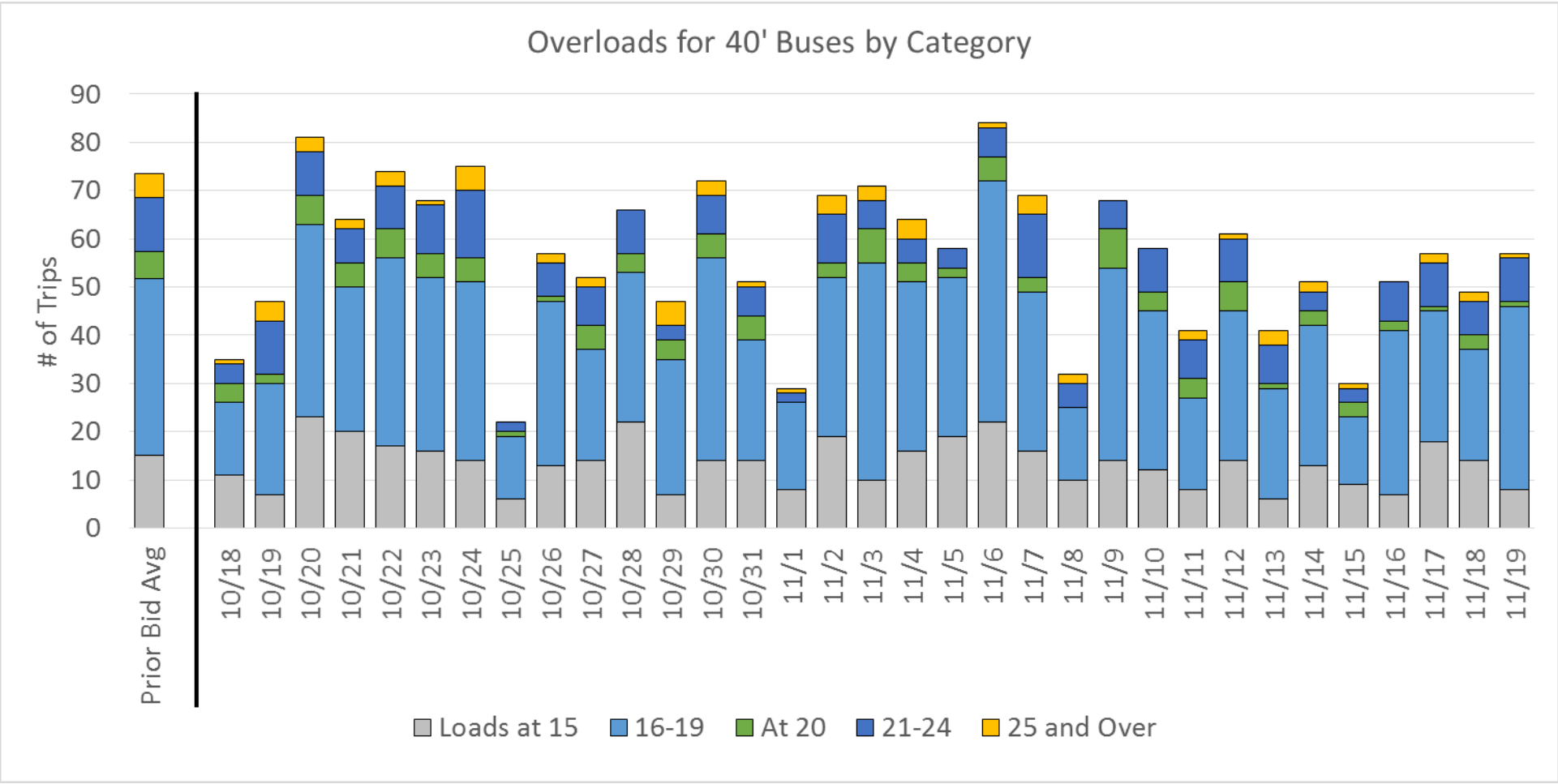
Route	10/18	10/19	10/20	10/21	10/22	10/23	10/24	10/25	10/26	10/27	10/28	10/29	10/30	10/31	11/1	11/2	11/3	11/4	11/5	11/6	11/7	11/8	11/9	11/10	11/11	11/12	11/13	11/14	11/15	11/16	11/17	11/18	11/19	Grand Total
1																										2								2
11			1		1	2	2		2	1		1		2	1	1					2	1		1	2	1	2	2	1	2	2	1	3	34
12	1	1			1																												1	4
13		4		1	2				3		1		1		1	1	3			1	1			1	3	2		1			1	1	1	28
17																																		
18																1																		1
24		1		1		1															2					2								7
28											1																							1
36																									1									1
40			2		1					1	1		1							1				1					1		1	1	1	11
41	2	5	2	4	5	3	4	1	3	5	3	5	4	1		4	4	5	1	1	4	4	4	3	2	4	3	2	1	3	4	1	1	98
51	2	1					5	1		2	1		1		1						3					1								19
52																															1			1
66			1	1	1	1	6		1		2		3	2		3	1	1	1	4	3	1	1	2	2	2		2		2	3	1	2	49
67		2	4	2	1	4	2			1		2	1	2		5		3	1		2	1	1	1	1	1				1	1	1		40
79x																																		
81																																		
91																														1				1
92																																		
93																																		
95			2																															2
96		1																														2		3
<b>Total</b>	5	15	12	9	12	11	19	2	9	10	9	8	11	7	3	14	9	9	3	7	17	7	6	9	10	10	11	6	4	8	11	9	10	302
<b>% Trips</b>	1.0%	3.2%	2.5%	1.9%	2.5%	2.3%	3.3%	0.4%	1.9%	2.1%	1.9%	1.7%	2.3%	1.2%	0.6%	3.0%	1.9%	1.9%	0.6%	1.5%	2.9%	1.4%	1.3%	1.9%	2.1%	2.1%	2.3%	1.0%	0.8%	1.7%	2.3%	1.9%	2.1%	
<b>At 20</b>	0.8%	0.4%	1.3%	1.1%	1.3%	1.1%	0.9%	0.2%	0.2%	1.1%	0.8%	0.8%	1.1%	0.1%	0.0%	0.6%	1.5%	0.8%	0.4%	1.1%	0.5%	0.0%	1.7%	0.8%	0.8%	1.3%	0.2%	0.5%	0.6%	0.4%	0.2%	0.6%	0.2%	
<b>21-24</b>	0.8%	2.3%	1.9%	1.5%	1.9%	2.1%	2.4%	0.4%	1.5%	1.7%	1.9%	0.6%	1.7%	0.1%	0.4%	2.1%	1.3%	1.1%	0.8%	1.3%	2.2%	1.0%	1.3%	1.9%	1.7%	1.9%	1.7%	0.7%	0.6%	1.7%	1.9%	1.5%	1.9%	
<b>25 &amp; Over</b>	0.2%	0.8%	0.6%	0.4%	0.6%	0.2%	0.9%	0.0%	0.4%	0.4%	0.0%	1.1%	0.6%	0.0%	0.2%	0.8%	0.6%	0.8%	0.0%	0.2%	0.7%	0.4%	0.0%	0.0%	0.4%	0.2%	0.6%	0.3%	0.2%	0.0%	0.4%	0.4%	0.2%	

Overloads (Over 20) and Loads at Allowable Capacity for 40' Buses





For the time period shown, loads at capacity (20) account for 28% of trips. Overloads between 21-24 represent 57% of overloads, and loads of 25 or more represent 15% of overloads.



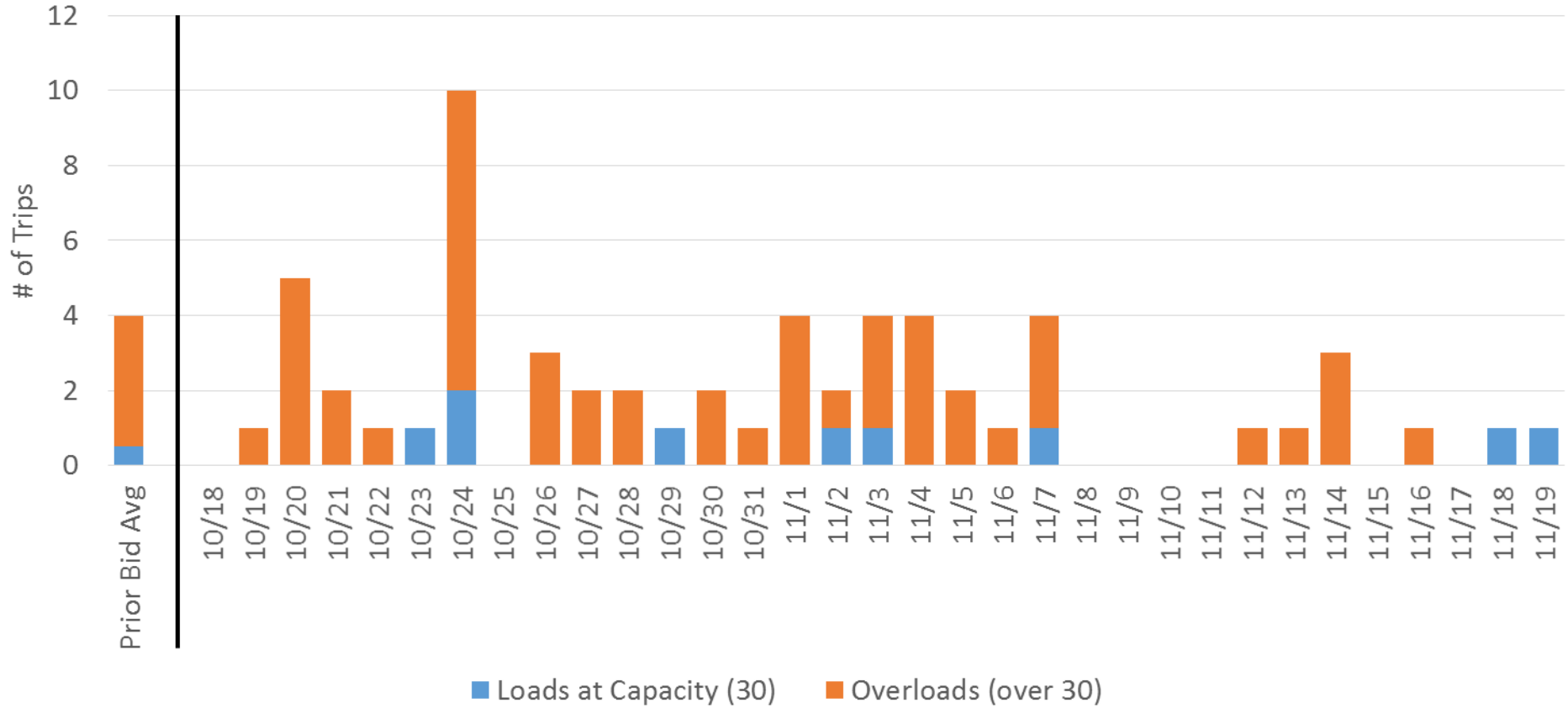
This chart shows the number of trips that would be overloaded at the previous load limits of 15 people on 40' busses.

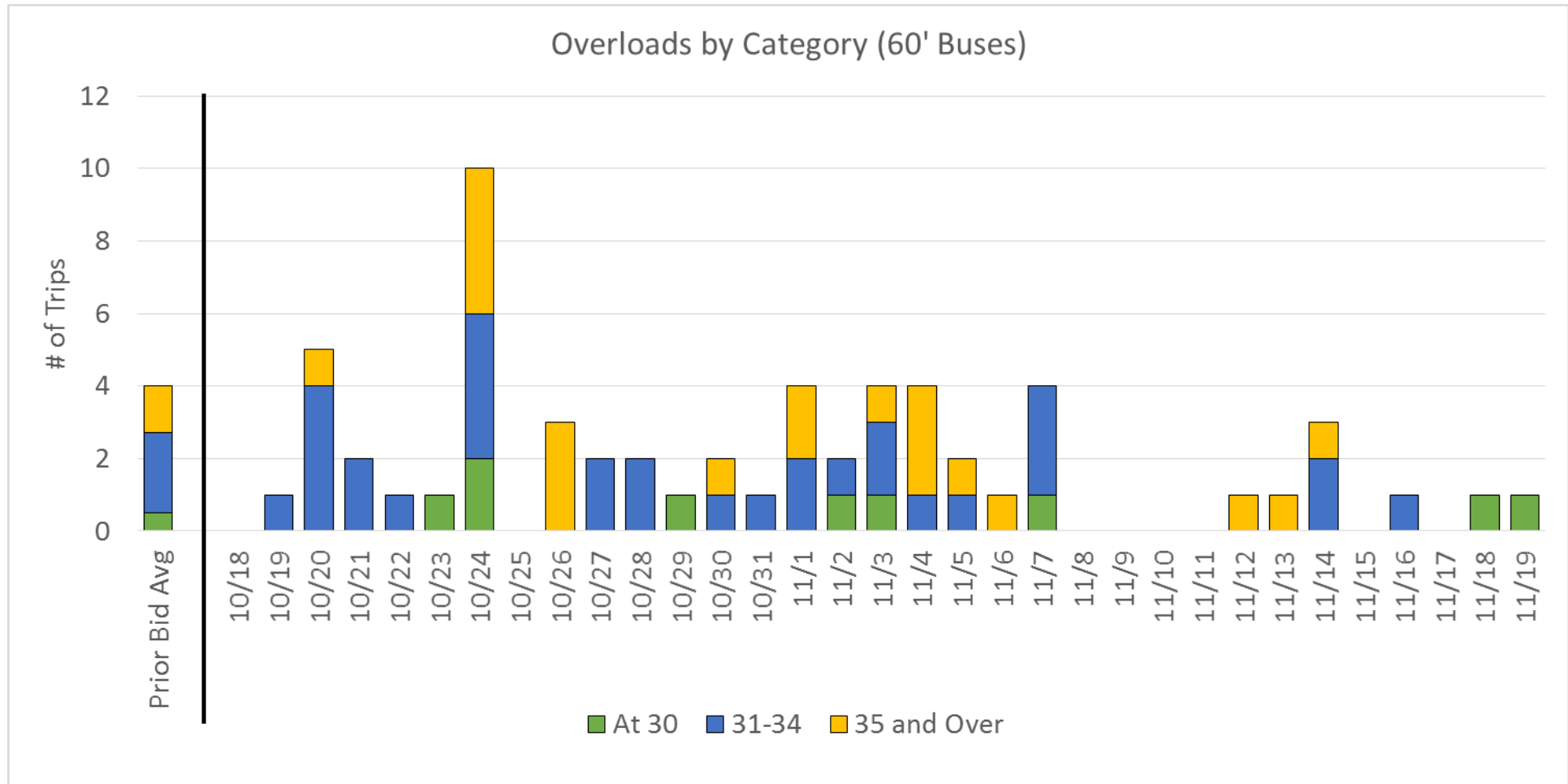
# 60' Bus Overloads

Route	10/19	10/20	10/21	10/22	10/23	10/24	10/25	10/26	10/27	10/28	10/29	10/30	10/31	11/1	11/2	11/3	11/4	11/5	11/6	11/7	11/8	11/9	11/10	11/12	11/13	11/14	11/16	11/18	11/19	Grand Total
103	1	2	2	1		8		3	2	1		1	1	4	1	2	1		1	3				1	1	3				39
11		1								1		1				1	1													5
12																											1			1
51																	2	1												3
52		2																1												3
98																														
<b>Total</b>	1	5	2	1		8		3	2	2		2	1	4	1	3	4	2	1	3				1	1	3	1			51
<b>% Daily Trips</b>	0.2%	1.1%	0.4%	0.2%	0.0%	5.2%	0.0%	0.7%	0.4%	0.4%	0.0%	0.4%	0.7%	3.7%	0.2%	0.7%	0.9%	0.4%	0.2%	2.0%	0.0%	0.0%	0.0%	0.2%	0.2%	2.0%	0.2%	0.0%	0.0%	
<b>At 30</b>	0.0%	0.2%	0.0%	0.0%	0.2%	1.3%	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%	1.3%	0.0%	0.2%	0.2%	0.2%	0.0%	0.0%	0.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	0.2%	
<b>31-34</b>	0.2%	1.5%	0.7%	0.2%	0.2%	2.6%	0.0%	0.0%	0.4%	0.4%	0.2%	0.4%	0.7%	1.9%	0.2%	0.4%	0.2%	0.4%	0.0%	2.0%	0.0%	0.0%	0.0%	0.0%	0.2%	1.3%	0.2%	0.0%	0.2%	
<b>35 - Over</b>	0.0%	0.7%	0.7%	0.4%	0.7%	2.6%	0.9%	0.9%	0.2%	0.0%	0.7%	0.9%	0.7%	1.9%	0.4%	0.7%	1.5%	0.7%	0.2%	0.7%	0.0%	0.0%	0.2%	0.7%	0.9%	0.7%	0.0%	0.0%	0.4%	

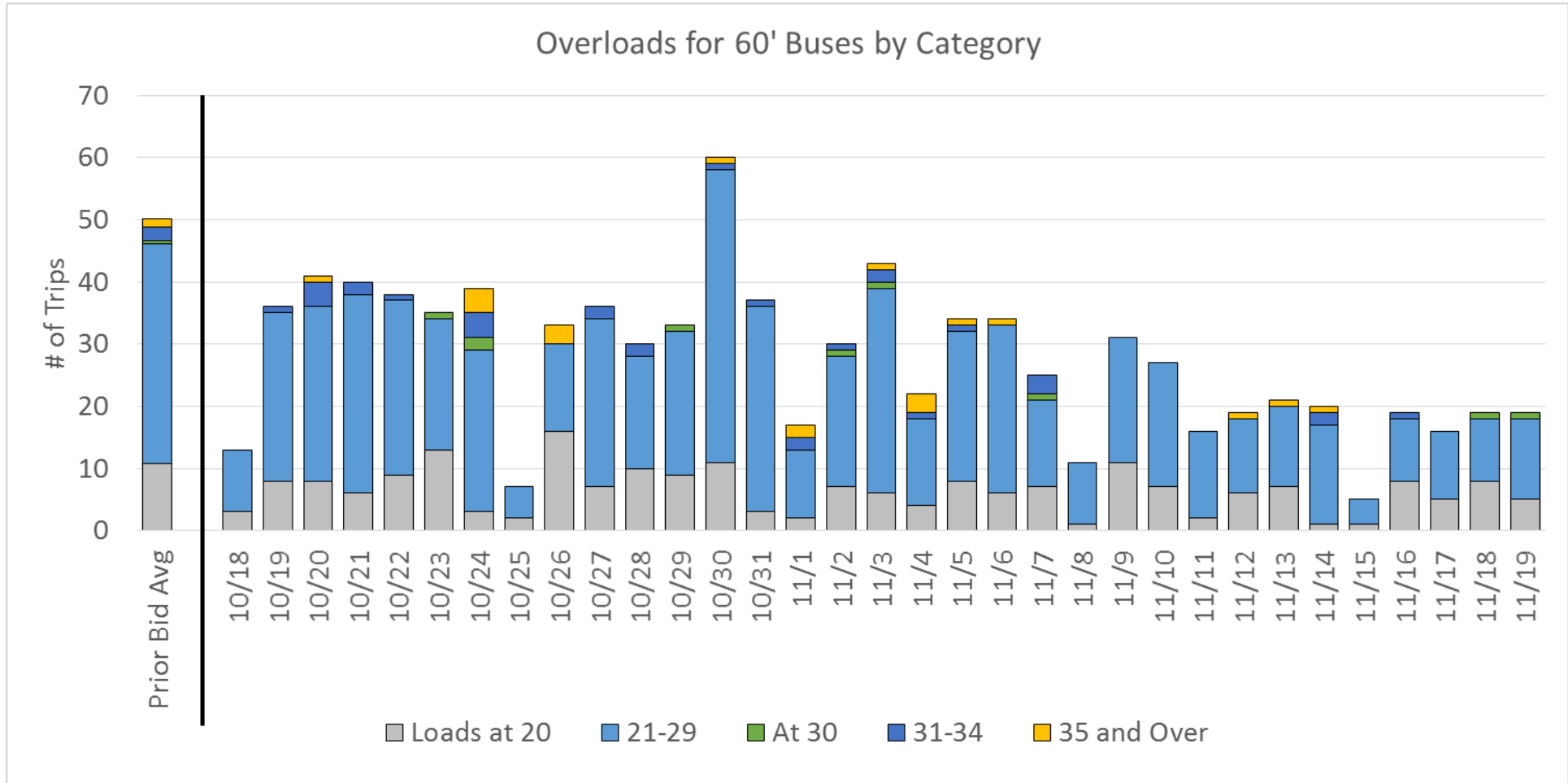


Overloads (Over 30) and Loads at Allowable Capacity for 60' Buses





For the time period shown, loads at capacity (30) account for 15% of trips. Overloads between 31-34 represent 52% of overloads, and loads of 35 or more represent 33% of overloads.



This chart shows the number of trips that would be overloaded at the previous load limits of 20 people on 60' busses.

### Number of Pass-bys by Route (Weekdays)

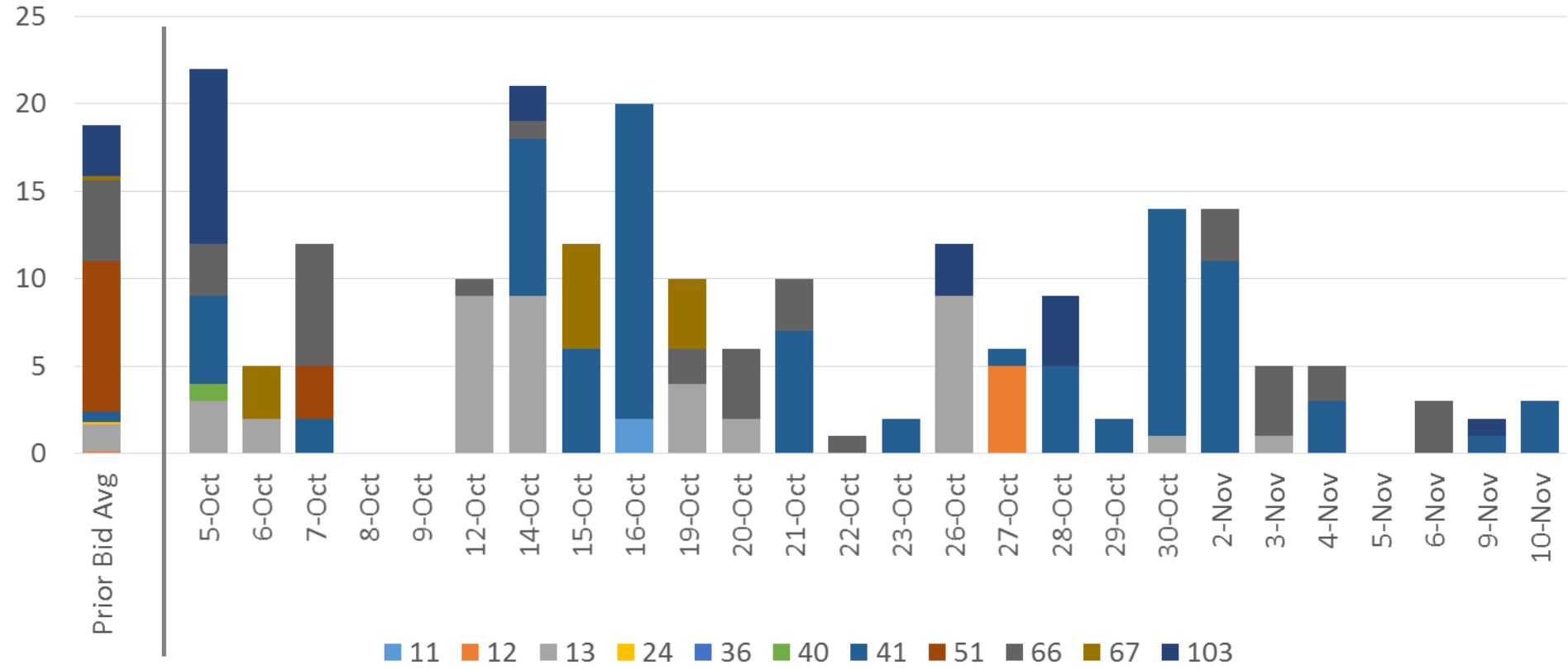
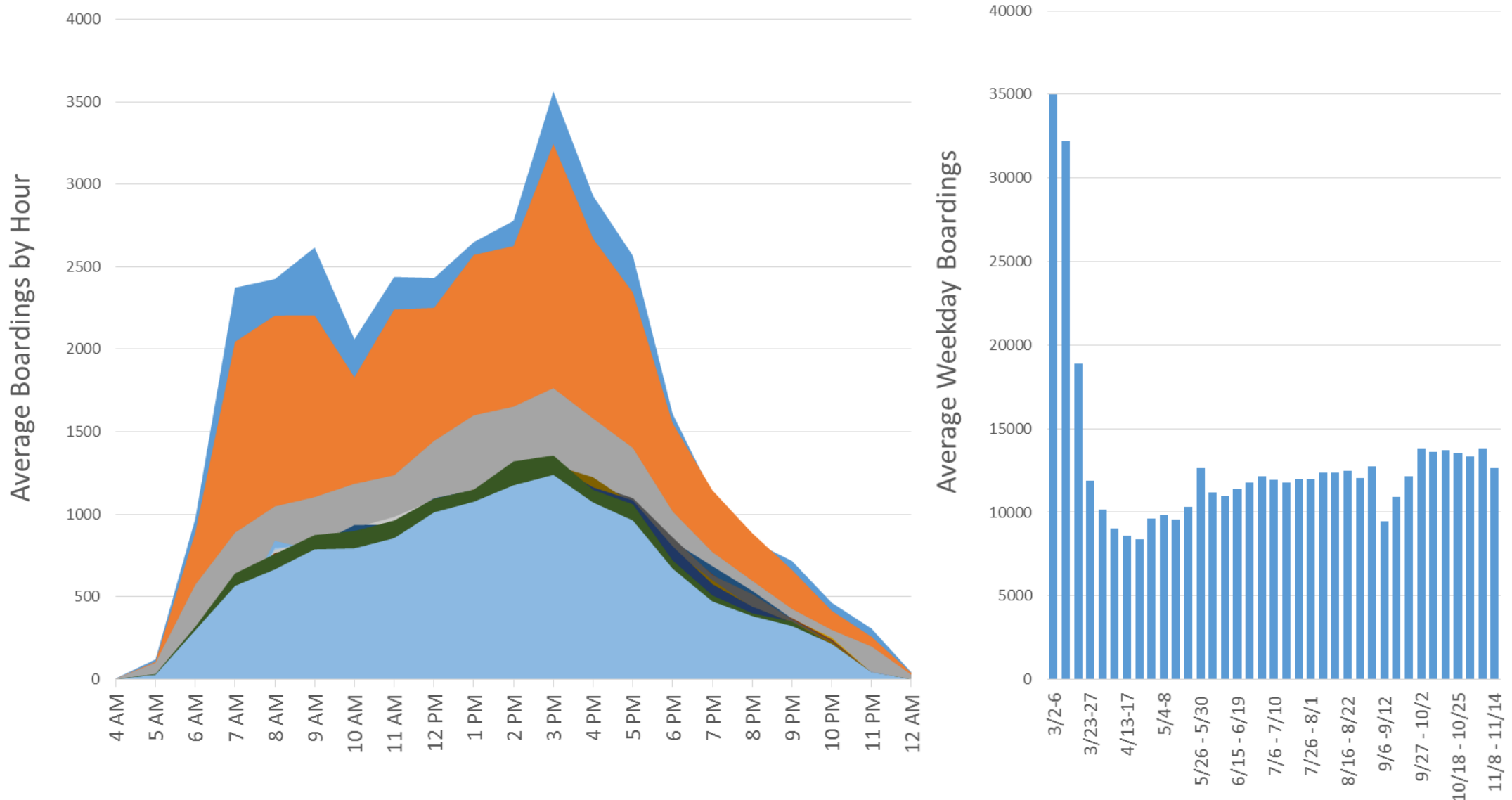
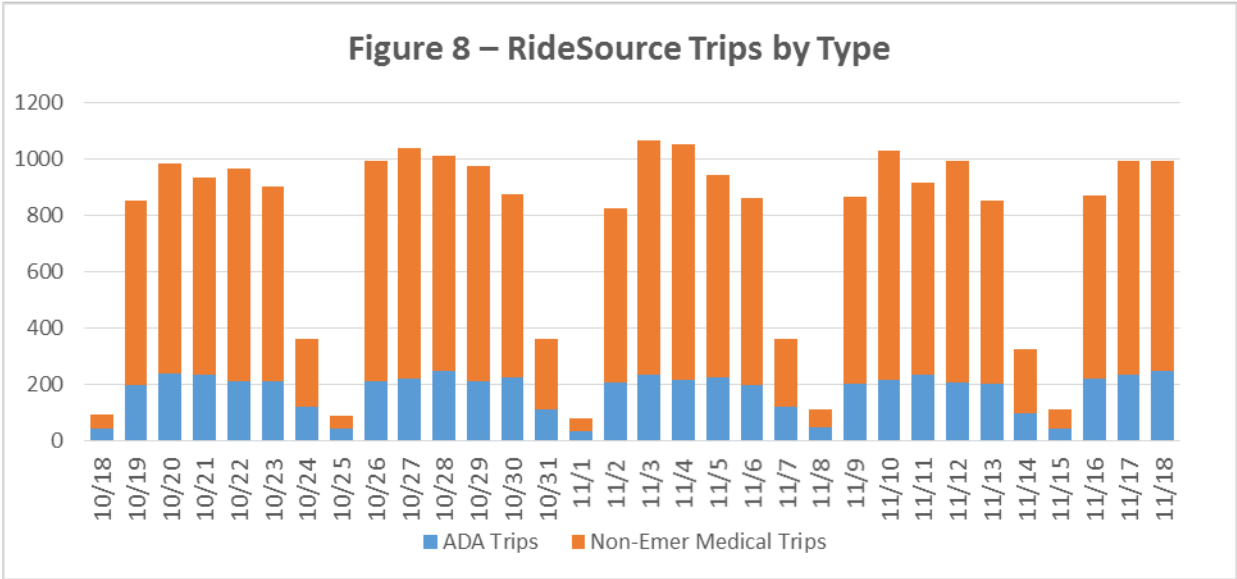
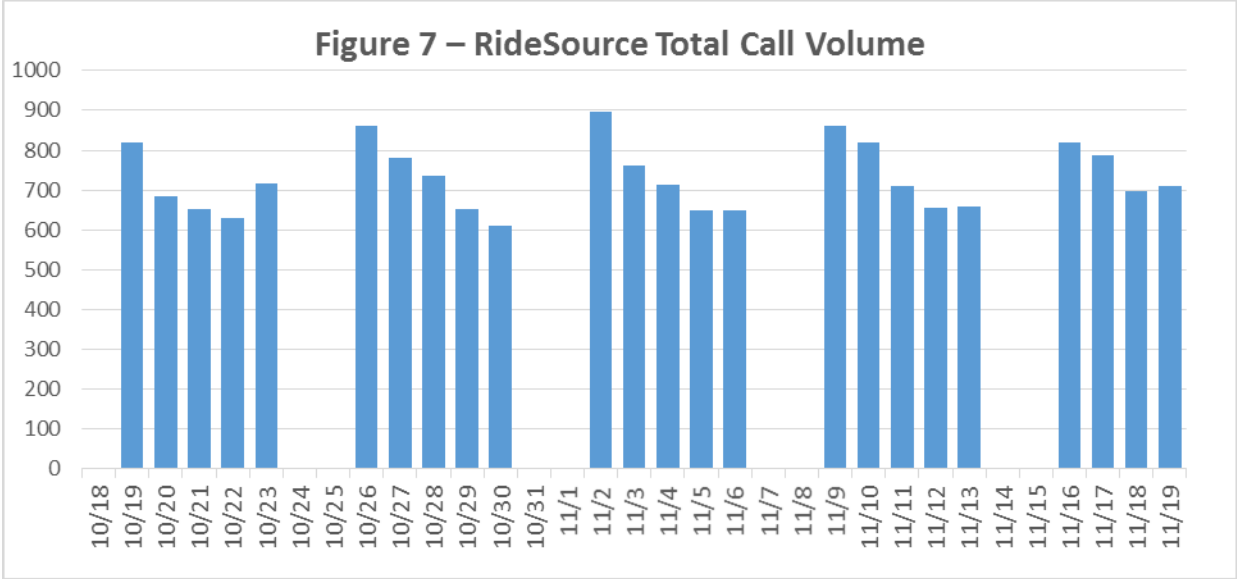


Figure 4 - Average Weekday Boardings by Hour and Average Daily Boardings thru 11/14/20





## 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.					
<b>TOTAL SCORE:</b> <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.					
<b>TOTAL SCORE:</b> <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: (Max Score 25 points)					

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.					
<b>TOTAL SCORE:</b> <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?

# LANE TRANSIT DISTRICT

## GENERAL MANAGER'S EMPLOYMENT CONTRACT

**BETWEEN:** Aurora Jackson ("Ms. Jackson") or ("General Manger")

**AND:** Lane Transit District ("LTD")

**EFFECTIVE DATE:** December 1, 2018

### RECITALS:

A. The Board of Directors of LTD (the "Board") are authorized pursuant to ORS 267.200 (5) to enter into contracts on behalf of LTD and to appoint and fix the salary of the General Manager.

B. On behalf of LTD, the Board wishes to continue to employ Ms. Jackson as General Manager and Ms. Jackson wishes to continue to be employed as General Manager of LTD.

### AGREEMENT:

THEREFORE, in consideration of the foregoing and the mutual covenants contained herein, the parties agree as follows:

1. **Term of Employment.** LTD employs the General Manager for a period beginning on December 1, 2018 and terminating on June 30, 2021. Notwithstanding the term of employment, the General Manager is an "At Will" employee. The General Manager may be removed by the Board and this Contract may be terminated at the Board's sole discretion, with only an affirmative vote of a majority of the Board. This Contract may be extended by mutual agreement of the parties.

2. **Duties and Responsibilities.** LTD continues to employ Ms. Jackson as General Manager and Ms. Jackson accepts such employment upon the terms and conditions set forth herein. As the chief executive officer of LTD, the General Manager shall perform the duties of General Manager as prescribed by the laws of the State of Oregon, along with the additional powers and duties set forth in LTD's policies, rules and regulations, as the Board may prescribe from time-to-time.

The General Manager shall devote full-time employment and agrees to perform in good faith and to the best of her abilities, the duties and responsibilities of the General Manager. The General Manager shall have an affirmative duty to provide the Board with timely and accurate information, with updates, on all important matters affecting LTD. The Board reserves the right

to change the duties and responsibilities of the General Manager at its discretion. As General Manager, Ms. Jackson:

- a. Shall maintain her office at LTD's headquarters;
- b. Shall have full responsibility for the acquisition, construction and operation of the mass transit system of LTD;
- c. Shall have full responsibility for the administration and business affairs of LTD;
- d. Shall abide by and enforce all policies, regulations and ordinances adopted by the Board;
- e. Shall administer the personnel system of LTD with full authority to employ, appoint, discipline, or remove all employees and officers, subject to the rules of the Board, except for those employees and officers directly employed or appointed by the Board;
- f. Shall comply with all laws for Mass Transit Districts, ORS 267.010 to 267.390, and all laws, regulations, circulars and notices of the Federal Transit Administration, where applicable.
- g. Shall cause to be installed and maintained a system of auditing and accounting that shows completely and at all times the financial condition of LTD;
- h. Shall prepare and submit to the Board a complete report on the finances and activities of LTD for the prior fiscal year within thirty (30) days following the end of the fiscal year;
- i. Shall arrange to have prepared and timely filed the annual financial report to the Oregon Secretary of State, the Comprehensive Annual Financial Report (CAFR), the Annual Transit Database reporting, and the Grant Reports to the Federal Transit Administration;
- j. Shall aspire to have no "significant deficiencies" or "material weaknesses" in the annual audit findings;
- k. Shall advise the Board of Directors as to the current and the projected needs of LTD, along with the current and projected future financial status of LTD;
- l. Shall prepare all plans for the acquisition of equipment or construction of improvements and facilities;
- m. Shall participate in civic and charitable activities and keep the Board informed as to such activities;
- n. Shall attend Board meetings and assist in preparing the Board agenda; and

o. Shall not fraternize, date, or explore or develop personal relationships with any employee or officer of LTD that goes beyond the scope of normal employee interactions, nor engage in flirtatious conduct with any employee or officer of LTD. While the General Manager may exhibit favoritism towards high performing employees, the above wording is to be given the broadest interpretation possible so as to prevent the appearance of favoritism with an employee because the General Manager may have a consensual relationship with that employee.

**3. Compensation and Evaluation.**

a. **Annual Salary.** Ms. Jackson shall not receive an increase in compensation for the 2018-2019 fiscal year. As compensation for services rendered to LTD from December 1, 2018-June 30, 2019 and commencing on December 1, 2018, Ms. Jackson shall be paid based upon an annual salary of \$157,000.00, payable bi-weekly in accordance with the District's regular payroll procedures.

b. **Second Year Annual Salary.** As compensation for services rendered to LTD from July 1, 2019-June 30, 2020, Ms. Jackson shall be paid based upon an annual salary of \$161,710.00, payable bi-weekly in accordance with the District's regular payroll procedures. In addition, the General Manager may receive a merit increase from zero (0) percent to five (5) percent, based on her last fiscal years' salary. The decision on a merit increase will be based on the Board's annual performance evaluation of the General Manager's performance during the previous fiscal year, as set forth herein.

c. **Third Year Annual Salary.** As compensation for services rendered to LTD from July 1, 2020-June 30, 2021, Ms. Jackson shall be paid based upon an annual salary calculated by adding last fiscal year's salary plus three (3) percent, payable bi-weekly in accordance with the District's regular payroll procedures. In addition, the General Manager may receive a merit increase from zero (0) percent to five (5) percent, based on her last fiscal years' salary. The decision on a merit increase will be based on the Board's annual performance evaluation of the General Manager's performance during the previous fiscal year, as set forth herein.

d. **Fringe Benefits.** Ms. Jackson shall be entitled to the fringe benefits that are generally available to all other administrative employees of LTD who were hired in 2015, which presently include: hospital, surgical, dental, or other group health insurance; life insurance and disability benefits; holidays; sick leave; vacation; and participation in LTD's Salaried Employees' Defined Contribution Program (current retirement program with discretionary contribution account and matching account.) Ms. Jackson shall have ten (10) consolidated annual leave days (80 hours) in addition to the accrued consolidated annual leave in accordance with LTD's policy. In the event that there are increases in the fringe benefits provided to other administrative employees of LTD, Ms. Jackson shall automatically receive an increase in her fringe benefits in a similar manner.

**4. LTD's Salaried Employees' Defined Contribution Program.** Beginning December 1, 2018, LTD shall contribute 4.5% of Ms. Jackson's base pay, as provided in LTD's Salaried Employees' Defined Contribution Program (the "Plan"), plus an additional 16.3% of Ms.

Jackson's base pay. Beginning December 1, 2020, LTD shall contribute 5.6% of Ms. Jackson's base pay, as provided in the Plan, plus an additional 15.2% of Ms. Jackson's base pay. Such contributions are in addition to any contributions by LTD to Ms. Jackson's Eligible Participant's Matching Account under the Plan.

**5. Annual Performance Evaluation.** The Board shall evaluate Ms. Jackson's performance annually. In consultation with the General Manager, the Board shall set annual performance goals and objectives for the General Manager, at the beginning of each fiscal year. The Goals for 2018-2019 are attached hereto as Exhibit A. The annual performance evaluation shall be presented to the General Manager each July, or as soon thereafter as is reasonably possible. In addition to a review by the Board members themselves, the Board may survey the community members listed on Exhibit B and ask them the questions found on Exhibit C. The Board shall not have a formal survey of the employees of LTD for purposes of evaluating the General Manager.

**6. Termination/Suspension.**

**a. Suspension.** The Board may, in its sole discretion, suspend the General Manager from office at any time, pending a hearing. The suspension may be effective immediately and no prior notice is required. The decision to suspend the General Manager, pending a hearing, if approved by a majority of the Board members, may be reconsidered by the Board, but is otherwise final and not subject to appeal, until the hearing. The General Manager shall be entitled to full compensation and benefits during periods of suspension.

**b. Termination Without Cause.** In the event the Board, without cause, terminates the General Manager's employment, the General Manager shall receive a six (6) month severance payment of salary and benefits, which severance payment shall not include retirement or leave accrual benefits. The six month severance payment shall be paid over the six months that immediately follow the General Manager's termination date. At the sole discretion of the Board, the Board may ask Ms. Jackson to work as General Manager beyond her termination date and to continue to be paid salary and benefits in accordance with the terms of this Agreement. In that instance, the six-month period of severance payment will be reduced by the amount of time the General Manager works beyond her termination date. By way of example, if the General Manager received written notice that her termination was effective on March 1, and, at the discretion of the Board, continued to work until May 31 (for three months beyond her termination date), the General Manager would be entitled to receive three months' of severance payment, or payment through August 30. The severance payment to the General Manager shall be in lieu of all other payments and shall, at the Board's discretion, be due and payable: (i) at the District's standard pay periods during the six (6) month period following the date of termination, or (ii) in a lump sum. If the General Manager is asked to work during the six (6) months following her termination date, she shall be given paid time-off for purposes of attending job interviews.

**c. Termination for Cause.** If the General Manager is terminated for cause, she shall not be entitled to receive any severance benefits and shall be paid only the salary and benefits accrued through the date of such termination. As used in this Agreement, "cause" includes, but is not limited to, fraud, dishonesty, misappropriation of funds, embezzlement, other

acts of misconduct in the rendering of services to or on behalf of LTD, the failure to properly and competently perform any of the duties of General Manager under Paragraph 1 of this Agreement, or the willful and continual failure or refusal to comply with the policies, standards and regulations of LTD as they are established periodically or failure or refusal to comply with directions from the Board.

d. **Written Notice of Termination.** The Board shall provide the General Manager with a written notice of termination, which termination shall be effective at the date specified therein. The termination date shall be no less than sixty (60) days after the date of the written notice of termination. Any request for a hearing by the General Manager, pursuant to section (e), below, shall not in any way extend the date of termination set forth in the written notice of termination. The written notice of termination shall be final, and no other action shall be required of the Board, unless the General Manager requests a hearing, pursuant to section (e), below.

e. **Written Statement and Hearing.** Within ten (10) business days of receipt of the written notice of termination, the General Manager may request: (a) a written statement of the reasons for her termination; and/or (b) an open hearing at a meeting of the Board before the final vote for her termination, in accordance with Oregon law, where she may be represented by counsel and present witnesses and other evidence on her behalf. Such hearing shall take place within thirty (30) days after the Board provides written notice of termination to the General Manager. The action of the Board in suspending or terminating the General Manager, if approved by a majority of the Board members, may be reconsidered by the Board, but is otherwise final and not subject to appeal.

f. **Termination at the Request of the General Manager.** In the event the General Manager wishes to terminate this Agreement prior to the end date, she will notify the Board immediately of her intention to seek other employment and shall give the District no less than sixty (60) days written notice in advance of taking another position. The General Manager will be paid for days actually worked, unused consolidated annual leave days, and holidays that occur prior to contract termination.

7. **Expenses.** LTD shall reimburse the General Manager for reasonable and necessary business expenses incurred by her in the performance of her duties and responsibilities set out in this Agreement. All expense reimbursements shall be made in accordance with LTD's normal practice and policies under which the General Manager shall present reasonably detailed statements of expense for which reimbursement is sought.

8. **Deferred Compensation.** The General Manager shall be eligible to participate in LTD's Section 457 deferred compensation plan in accordance with its terms.

9. **Illness or Death.** In the event the General Manager dies or becomes disabled during the term of this Agreement, or any extension thereof, this Agreement shall terminate upon the date of such death or disability. Disability shall mean any health condition which prevents the General Manager from performing her duties for a period which exceeds sixty-days.

10. **Professional Liability.** LTD shall defend, hold harmless and indemnify the General Manager from any and all demands, claims, suits, and legal proceedings brought against the General Manager in her official capacity as an agent and employee of LTD, provided the incident arose while the General Manager was acting within the scope of her employment. In no case shall individual Board members be considered personally liable for indemnifying the General Manager against such demands, claims, suits, actions, and legal proceedings.

11. **Arbitration.** The parties agree that any controversy or claim arising out of or relating to this Agreement, or any dispute arising out of the interpretation or application of this Agreement, which the parties are unable to resolve, shall be finally resolved and settled exclusively by arbitration in Eugene, Oregon, by a single arbitrator under the Oregon Arbitration Rules. If the parties cannot agree upon an arbitrator, then each party shall choose its own independent representative and those independent representatives shall in turn choose the single arbitrator within thirty (30) days of the date of the selection of the first independent representative. The parties shall equally pay the costs of arbitration.

12. **Assignment.** This Agreement is personal to Ms. Jackson and cannot be assigned by her to any other person.

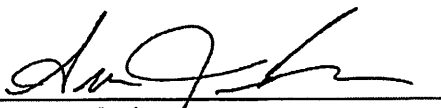
13. **Entire Agreement.** This Agreement represents the entire agreement between the parties and supersedes any prior agreements or understandings, whether oral or written between the parties, including.

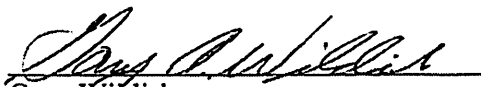
14. **Amendments.** This Agreement cannot be changed or terminated orally and may be modified only by a written agreement executed by both parties that specifically refers to this Agreement.

15. **Applicable Law.** This Agreement is subject all applicable laws of the State of Oregon.

16. **Notices.** Any notices that are required under the terms of this Contract shall be first class mailed or hand delivered to: (a) the President of the Board of Directors, and/or (b) Ms. Jackson at their respective latest addresses as shown by the records of the Clerk of the Board of LTD.

DATED this 19<sup>th</sup> day of September, 2018.

  
Aurora Jackson  
General Manager

  
Gary Wildish  
President, LTD Board of Directors



## Proposed General Manager Goals – 2018

**Goal/Objective 1: Develop a process for LTD's continuous improvement using the ABBG categories.**

The General Manager will make recommendations to the Board regarding areas for improvement within the ABBG categories. The General Manager will develop processes for making improvements within these priority areas.

Explanation: The consensus is that LTD needs to improve within some of the ABBG categories. However, the concern among committee members is that Board members may not have the knowledge or technical expertise to, at this time, prioritize areas of improvement so that they best match with LTD's goals. Therefore, the committee expects the General Manager to make a recommendation to the Board for what specific areas within the ABBG categories LTD should focus on as priorities. As part of the recommendation process, the committee expects the General Manager to gather input from the Board of Directors. The General Manager will then be responsible for developing a process to make improvements within these priority areas.

**Goal/Objective 2: Maintain positive community relations.**

The General Manager will continue relationship building with the community, LTD stakeholders, the LTD Board of Directors and staff in a manner that mirror's LTD's stated vision and goals.

Explanation: LTD's stated mission and goals are attached hereto.

**Goal/Objective 3: "Specific deliverables," which are defined as agency priorities, which are already agreed to by the Board and approved within the budget, that require the leadership of the General Manager.**

- A. Lead the agency and assist the Board of Directors in successfully implementing the transportation bill.

Explanation: The committee understands 2018 to be a year where the foundational groundwork is built for a successful implementation of the transportation bill. The General Manager should lead the agency in building this groundwork so that LTD is poised to act, and positioned advantageously, when funds are actually received. The committee expects that this work will include but not be limited to: relationship building, regular communication with the Board and any applicable advisory committees, and rule making participation.

- B. Manage the Comprehensive Operational Analysis process and contract, and guide the Board in receiving and interpreting the results, so that adopting short and long range plans will be feasible for Fiscal Year 2018-19.

Exhibit     A    

Page     1

Explanation: Ensure the Board understands the COA process and how it affects development of short and long range plans. Board members may have individual interests or priorities they would like to see the agency adopt. Ensure Board members understand the appropriate time for, and are given an opportunity to discuss, these interests with fellow Board members to determine whether these interests or priorities will become a part of the agency's short or long range plans.

C. Improve processes for managing significant agency projects and/or initiatives.

Explanation. This may include, but is not limited to, high dollar value construction projects, procurements of significant value (e.g. fleet replacement), or planning projects of high importance to the agency or community (e.g. MovingAhead). Processes should be improved so that, as applicable, projects are managed in a cost effective manner while delivering good results to the community.

D. Lead the agency, Board, and its subcommittees in making significant progress towards the evaluation and possible redevelopment of its fare system.

Explanation. The Board has made a commitment to examine its fare structure by establishing an ad hoc fare committee. No specific recommendations have been made by this newly established committee. The General Manager should ensure the Board and subcommittee understand the current fare system, are presented with options for available for electronic fare systems for consideration, and any relevant factors associated with those options (e.g. cost, equity and accessibility).

Exhibit   A  

Page   2

**Organizations to contact for General Manager's Evaluation**

1. Eugene Chamber of Commerce, President
2. Springfield Chamber of Commerce, President
3. Coburg City Manager
4. Springfield City Manager
5. Eugene City Manager
6. Better Eugene-Springfield Transportation (BEST), Executive Director
7. LCOG Senior and Disabilities Director
8. University of Oregon Athletics
9. University of Oregon Student Affairs Dean
10. Eugene School District 4J, Superintendent
11. Springfield Public Schools, Superintendent
12. Bethel School District, Superintendent
13. Lane Community College (LCC), Facilities Director or Student Affairs Dean
14. LCOG, Executive Director
15. United Way, Executive Director
16. NAACP, Executive Director
17. Homes for Good Housing Agency, Executive Director

Exhibit     B    

Page     1

# LTD COMMUNITY SURVEY

## GENERAL MANAGER EVALUATION

	Unacceptable			Average		Outstanding		Exceptional			
	N/A	1	2	3	4	5	6	7	8	9	10
1. Under the General Manager's leadership, how is LTD performing?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. How well does the General Manager interact with LTD's community partners?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Under the General Manager's leadership, how well does LTD meet the mass transit needs of the community?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. How has the General Manager done in building relationships within the community?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. What recommendations can you give us to help improve LTD?

Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Exhibit 2  
 Page 1

### General Manager's Compensation

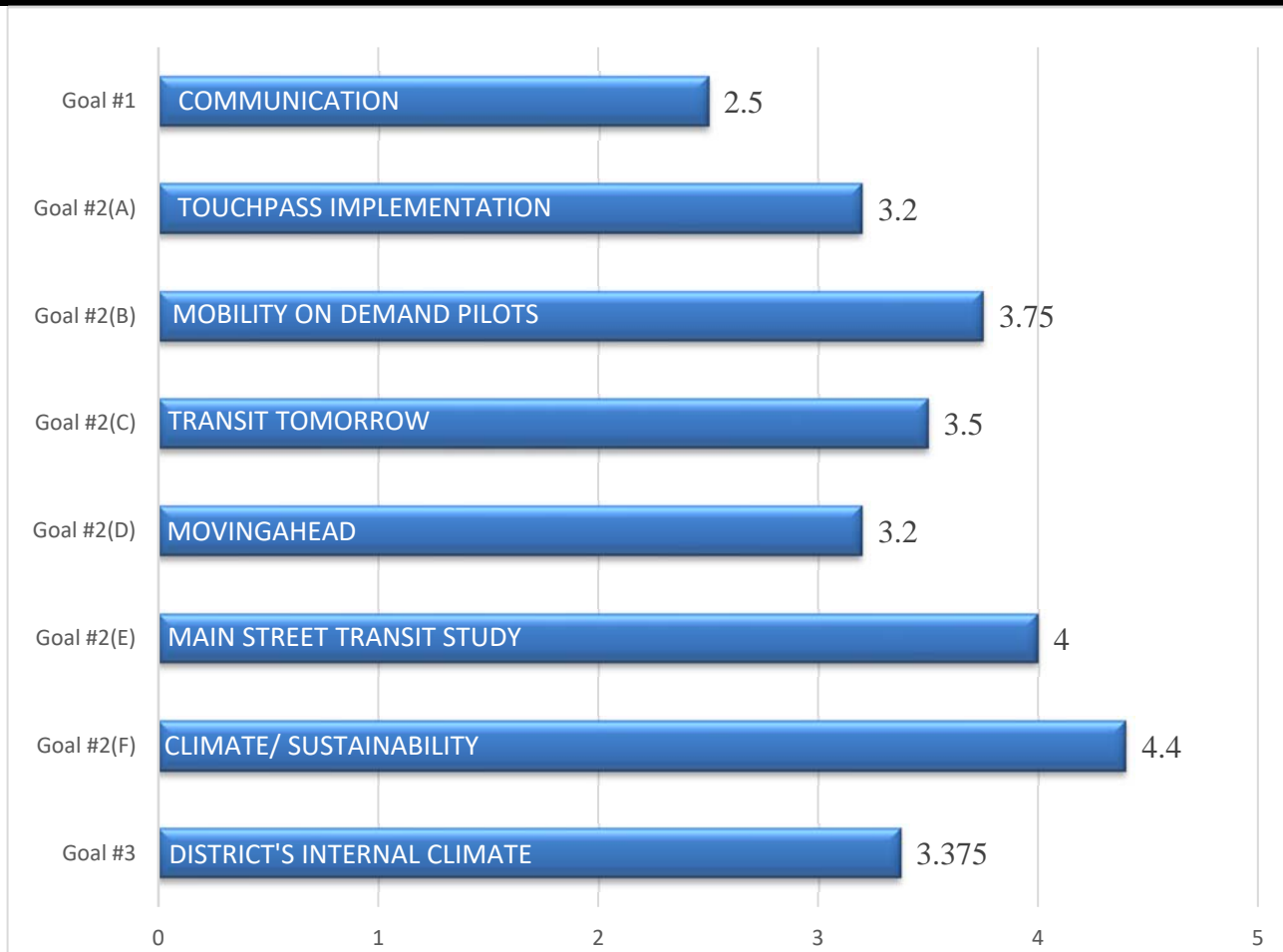
Year	Salary	Comments
11/30/2015 – 6/30/2016	\$153,000	LTD entered into an initial contract with A.J. effective 11/30/15 for 3 years.
7/1/2016 – 12/31/2016	\$155,000	A.J.'s contract required a 6-month evaluation. Upon receipt of a favorable review, she was contractually entitled to receive a salary increase of \$2,000/year effective 7/1/16.
1/1/2017 – 12/31/2017	\$157,000	A.J.'s contract required a 1-year evaluation. Upon receipt of a favorable review, she was contractually entitled to receive a salary increase of \$2,000/year effective 1/1/17.  After the first year of the contract, A.J. was entitled to receive the same COLA as other management employees. Management employees, including A.J., did not receive a COLA in 2017.
1/1/18 – 11/30/2018	\$157,000	A.J.'s contract was amended. A.J.'s compensation was no longer tied to the COLA for management employees.  In lieu of a salary increase, A.J. received an additional 10 consolidated annual leave days (or an additional 80 hours) in addition to what she had already accrued (this "benefit" was equivalent to approximately \$6,000 or 3.8% of \$157,000).
12/1/2018 – 6/30/2019	\$157,000	A.J.'s initial contract expired 11/30/18. LTD entered into a contract with A.J. on 12/1/18 for 3 years, ending on June 30, 2021. This is the current contract.
7/1/2019 – 6/30/2020	\$167,205	Pursuant to the contract, A.J. received an automatic pay increase, bringing her base salary to \$161,710, effective 7/1/19. A.J. received a favorable review from the Board and the Board provided A.J. with a 3.5% (or \$5,495) merit increase, effective 7/1/19. Her total compensation as of 7/1/19 was \$167,205.
7/1/2020 – 6/30/2021	\$_____	Pursuant to the contract, A.J. is entitled to receive an automatic pay increase of 3% (or \$5,016.15), which brings her total base compensation to \$172,221.15. The automatic increase is contractually effective as of 7/1/20; however, at that time A.J. unilaterally deferred the increase. A.J. no longer defers the increase, but she instructed that such increase is <u>not</u> retroactive. <u>The Board must determine the amount of merit increase from 0% to 5%.</u> Pursuant to the contract, "the decision on a merit increase will be based on the Board's annual performance evaluation of the General Manager's performance during the previous fiscal year."



**GENERAL MANAGER**  
**Performance Evaluation for**  
**July 1, 2019 – June 30, 2020**  
Compiled by Kristin Denmark, General Counsel  
Approved by the Board of Directors on November 18, 2020

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- 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.

<b>Question</b>	<b>Average Score</b>
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.

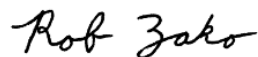
On the other hand, sometimes we have witnessed cases when staff have brought forward just one option, by default forcing the Board to accept it, as they do not have the capacity to flesh out alternative options. For example, the decision to split off Gateway EmX, in the face of questions from BEST, appears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

A handwritten signature in black ink that reads "Rob Zako". The signature is written in a cursive, slightly slanted style.

Rob Zako, Executive Director  
541-343-5201  
[rob@best-oregon.edu](mailto:rob@best-oregon.edu)

## **Revised Proposed Goals for General Manager**

*December 2, 2020*

**Goal #1:** The General Manager will implement a crisis communication strategy with respect to public communication.

**Goal #2:** The General Manager will present a system or strategy to address ways in which the Board of Directors can receive, and as appropriate, respond to employee feedback.

**Goal #3:** The General Manager will advance electrification of LTD's fleet in order to reduce greenhouse gas emissions.

**Goal #4:** The General Manager will ensure LTD acts as a steward of its financial resources, while prioritizing the health, safety, and wellbeing of LTD riders and employees.

These goals will be evaluated as to whether the General Manager: Does Not Meet Expectations, Meets Expectations, or Exceeds Expectations.



## AGENDA ITEM SUMMARY

<b>DATE OF MEETING:</b>	December 2, 2020
<b>ITEM TITLE:</b>	RIDERSHIP AND OPERATIONS UPDATE
<b>PREPARED BY:</b>	Tom Schwetz, Director of Planning and Development
<b>DIRECTOR:</b>	Aurora Jackson, General Manager
<b>ACTION REQUESTED:</b>	None. Information Only

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**PURPOSE:** To provide the Board with an update on current ridership trends and operations.

**ROLE OF THE BOARD:** The Board's role in this instance is to obtain information.

**HISTORY:** Beginning with the closure of the UO during the week of March 16, LTD's ridership experienced a decline until the week of April 27 when data indicates that ridership started to increase. The attached set of figures provide an overall view of LTD's ridership trends for both LTD's fixed route service and RideSource services.

### Trends in Fixed-Route Service

Overall, every route has the experienced ridership reductions. In particular, EmX and LTD's core routes have seen heavy reductions, though EmX continues to carry the majority of overall ridership. LTD's ridership has gone from an average of about 35,000 boardings per day on an average weekday in 'normal' times to about 10,000 boardings on an average weekday. This represents about a 70% reduction in our ridership – similar to what is being seen across the country. During this period of time, evening service (after 8:30 PM) - has been fairly stable currently at about 1,000 average weeknight boardings.

On May 8, 2020, Lane County formally submitted its "Blueprint for Re-opening" to the Governor. Phase 1 of this blueprint will include opening of some businesses that can be expected to increase the level of travel and social interaction within the Eugene-Springfield area. In that context, LTD's ridership trends are expected to change. As of the date this memo was written, weekday boardings during Phase 1 Reopening are averaging between 10-12,000. Staff will be continuing to assess the level of change in boardings, how transit is being used in this phase of re-opening, and where overloads may be occurring.

LTD has made several changes in its level of service in an effort to provide service in a safe manner for essential trip making under Covid-related conditions. These changes include:

1. For the period between 3-1 and 3-21, LTD was operating a "normal" level of service, and was providing service 7 days a week.
2. For the week of 3-23 (the first full week of the Governor's Stay Home order), LTD operated a Saturday level of service during the weekdays, a Sunday level of service on Saturdays and ceased operating on Sundays.
3. The following period (3-30 through 4-24), LTD operated a modified Sunday level of service during the weekdays, adding morning and evening trips on key routes.
4. On 4-27, LTD began operating the modified Sunday service Monday through Saturday, increasing EmX service frequencies to 10 minutes between 9 AM and 4:30 PM. This level of service will continue until 6-7. The last period shown in the graph (5-17 through 5-29) reflects a small increase in boardings during the first full 2 weeks of Phase 1 Reopening.
5. On Sunday 6-7, LTD began 7-day service, reinstating Sunday service.
6. On Sunday September 27, For weekday service, added AM and PM trips on core routes to manage loads during peak periods; Saturday service, reduced EmX to 15 minute service (Pre-Covid Saturday level of service); and Sunday service operating at Pre-COVID Sunday level of Service.

The next service change is scheduled for January 24 and will include:

- Trips will be added to both weekday and Saturday to manage loads and increase frequency on our core routes.
- Additional Weekday service will be added to routes 12, 40, 66, 67, 13, 24, 36, 52, 41, 51, and 98.
- Total of 85 trips for Weekday
- Additional Saturday service will be added to routes 13, 24, 41, 66, and 67.
- Total of 20 trips for Saturday
- No change for Sunday

There has been both a drop in the level of ridership over the course of a day and change in the peaking characteristics of ridership. What is notable is the dramatic shifts in the morning and afternoon peaks. Largely driven by the presence of the UO students, pre-Covid ridership had very sharp peaks in service which require the deployment of more buses. Without the students riding as well as the drop in the level of commuting, the peaking characteristics of ridership are much softer. Evidence from the 2020 fall bid implementation shows that there is a small afternoon peak returning as a result of the UO being in session.

In terms of who might be using LTD's services during this period of time, it is useful to consider which community residents are most transit dependent. Though there are likely many factors that would cause someone to be dependent on transit, income, access to a vehicle, and possession of a driver's license are some of the most important factors. In LTD's 2019 Origin-Destination Survey, 61% of riders indicated that they do not have a driver's license. Many riders (46%) live in households that do not own a car. While many students do not have access to a vehicle, nearly as many non-students lack driver's licenses or vehicles.

Transit dependence is much more highly tied to income. A high percentage of LTD's ridership is comprised of lower-income individuals who tend to ride transit more days per week than those who have higher incomes. In 2019, 45% of our non-student ridership made less than \$15k per year, and 56% make \$25k or less. Overall, our 2019 survey indicates that 47% of our ridership in 2019 reported incomes of less than \$15k. In the 2015 survey, this number was 46%. It is with that reality in mind, that it was decided to move to increase the span of service later into the evening, operating from 7:30 AM to 10:30 PM.

#### Trends in RideSource Operations

On March 16, consistent with LTD's fixed-route service, RideSource switched to urgent and essential trips only. When Sunday service on fixed-route was stopped, RideSource stopped providing non-life sustaining ADA trips on Sundays. Medicaid trips or life sustaining trips are available through LTD's external providers at all times. Data has been gathered on LTD's RideSource operations during this time period. Governor Brown lifted the order which had delayed non-urgent procedures at medical facilities beginning on May 1, 2020. LTD continues to urge fixed-route and paratransit riders to avoid travel on public transit unless there is an urgent and essential need. Paratransit riders are allowed to self-select whether a trip is considered urgent and essential.

#### Safe Operations for Essential Trips

Ridership productivity is not the goal at this time. This is true for two reasons; first, we need to make sure that we are providing a 'useful' level of service - one that meets the demands we are observing during this period; and second, we need to run enough frequency to avoid too many people on a bus at one time. LTD began managing loads on April 4. Currently, LTD is limiting 40 foot buses to 20 passengers and 60 foot buses to 30 passengers. In addition, on April 9, LTD began requiring that all passengers wear masks (i.e., masks, bandanas, scarves) while on LTD property or vehicles. This can be characterized as a "Public Health First" approach to service deployment - safely operate the minimum level of service that can be provided for essential trip making in the region.

Ridership levels will continue to be monitored closely as conditions change. A report on both ridership activity and operational activities will be provided at each of the board's meetings during this period.

**CONSIDERATIONS:** N/A

**ALTERNATIVES:** N/A

**NEXT STEPS:** N/A

**SUPPORTING DOCUMENTATION:**

- Ridership Update Figures
- Up to date ridership information will be provided as a handout at the meeting.

**PROPOSED MOTION:** N/A