

MINUTES OF HUMAN RESOURCES COMMITTEE MEETING
LANE TRANSIT DISTRICT BOARD OF DIRECTORS

March 9, 2012

Pursuant to notice given to *The Register-Guard* for publication on March 5, 2012, and distributed to persons on the mailing list of the District, a meeting of the Lane Transit District Board of Directors Human Resources Committee was held on Friday, March 9, 2012, in the District's Board Room at 3500 E 17th Avenue, Eugene.

Present: Michael Dubick, Chair
Gary Gillespie
Dean Kortge
Ron Kilcoyne, General Manager
Mary Adams, Director of Human Resources and Risk Management
Susan Oldland, Administrative Secretary, Human Resources
Renee Jones, Administrative Secretary/Recording Secretary

CALL TO ORDER: Mr. Dubick called the meeting to order at 4:07 p.m. and called the roll.

APPROVAL OF MINUTES: Mr. Kortge moved approval of the following meeting minutes as written: September, 28, 2010, HR Committee meeting; October 12, 2010, HR Committee meeting; April 26, 2011, Joint Finance and HR Committee meeting; and January 24, 2012, Joint Finance and HR Committee meeting. Mr. Gillespie provided the second.

VOTE The motion was approved as follows:
AYES: Dubick, Gillespie, Kortge (3)
NAYS: None

GENERAL MANAGER EVALUATION PROCESS: Ms. Adams began the discussion by reminding the Committee members of the meeting that took place on February 28 where a two-step process was developed for evaluating the general manager. The first step was complete, which consisted of feedback directly to Mr. Kilcoyne from LTD's Leadership Council members. That feedback was based on Mr. Kilcoyne's first four months with the District.

The second step is a more comprehensive outreach to employees, the LTD Board, and leaders of the community. Ms. Adams presented documents that were pieces of past general manager evaluations. She proposed utilizing the previously used *Assessment of the General Manager* questionnaire that the American Public Transportation Association (APTA) had created. Through the past several years, this questionnaire has been modified to fit LTD's needs.

Mr. Dubick asked the Committee members their opinions of the questionnaire. Mr. Gillespie responded that the questionnaire looked acceptable to him. Mr. Kortge responded that the questionnaire itself was satisfactory, but he wanted clarification about who would be filling it out. Ms. Adams clarified that the first questionnaire that was being analyzed was only for Board members to fill out.

Mr. Kortge expressed concern that some of the subjects to be analyzed were perhaps too focused, such as the general manager's relationship with bus riders. He said he wasn't sure that Board

members knew Mr. Kilcoyne well enough to analyze to such a degree. Mr. Kilcoyne pointed out the "Not Applicable" check box that was on the questionnaire, and Mr. Dubick said that adding a "Not Observed" column may make sense due to the fact that Mr. Kilcoyne was still so new to the District.

Mr. Kortge asked Mr. Kilcoyne what he would like to see on the questionnaire.

Mr. Kilcoyne responded that "Section II – The General Manager/Board Partnership" section was very important to him because he would really like to know how the Board feels he's doing. He said that he appreciated the one-on-one meetings that he had with Board members in the beginning of his tenure, and would like to continue hearing the Board's concerns or issues as he moves from a learning stage into an accountability stage.

Mr. Kilcoyne said that he also would like Board members to be able to provide direction and express in this assessment what they feel should be the general direction of the District and how he can help get it there.

Mr. Dubick said that his focus on this whole process is to not go through it simply because it's time to go through the process, but instead to compile useful data that will help the general manager and the District. Mr. Kortge agreed and added that the format of this questionnaire would indeed assist the Board with this outcome.

Each Committee member gave a brief description of how they felt Mr. Kilcoyne could best interact with them as members of the Board.

The Committee members all agreed that the *Assessment of the General Manager* questionnaire was acceptable as it was, specifically for the Board members evaluations. Ms. Adams suggested, based on earlier input from Mr. Dubick, that a "Not Observed" column be added. This column could then create for Board members an opportunity for discussion with Mr. Kilcoyne regarding those particular points that they have not yet observed.

Mr. Dubick recommended using the open-ended questions on page 29 and 30 of the packet for both Board members and staff so that there was some crossover and so that there could be the ability to do some cross referencing and comparison.

Ms. Adams explained that the open-ended questions on pages 33 and 34 were specifically developed for Mark Pangborn's first year as general manager. They were developed by the Board to address how effective he was in transitioning from an office operations-type leader to the general manager.

It was brought up that some staff members may not be able to answer all questions, and Ms. Adams suggested that as part of the instructions it might say, "If you can't respond to a question, please leave it blank."

To reiterate the Committee's decision, Ms. Adams stated that the original *Assessment of the General Manager* questionnaire was to be used by Board members, and the open-ended questions at the end of that questionnaire was to be used by both Board members and staff. The Committee members agreed.

Ms. Adams next turned the Committee's attention to the community leader portion of the evaluation. She said that there have been a variety of approaches used to reach out to community leaders, including using the *Assessment of the General Manager* questionnaire.

For the past few years, the open-ended question format has been used with Board members reaching out to key community leaders and asking the questions. This approach generated beneficial feedback and a broad base of information; however, several Board members had a hard time getting a hold of and getting information from those community members who were on their list of people to contact.

The last time the community leader survey was performed, the questions on page 32 were used as Board members interviewed the community person.

Ms. Adams reviewed the list of community leaders and said that she had highlighted eight people with whom Mr. Kilcoyne has worked with in his tenure at the District. Mr. Kortge agreed with the highlighted list and said that he thought it was a good idea to use a more targeted approach in the number of people who were interviewed. The narrowed down list included the mayors of both Eugene and Springfield, both city managers, both chamber directors, the county administrator, and the executive director from Lane Council of Governments.

Mr. Dubick said that he preferred the list of questions on page 31 of the packet because they focus more on the general manager than on the District. Ms. Adams replied that she had put that list of questions together based on keeping it brief and focusing on Mr. Kilcoyne instead of the District.

Mr. Kilcoyne agreed that the list of eight people who were highlighted was a fitting list that covered representatives of both cities as well as the county.

Mr. Gillespie said that he would like to see a representative from Lane Community College on the list. It was also suggested to add 4J's Superintendent Sheldon Berman to the list. It was decided that, since Ron had not yet met with either of these individuals, it may be better suited to add these people to the list for next year.

Mr. Kortge suggested that it might be a sound idea to add to the list a representative from Our Money Our Transit. When asked who, the Committee members agreed that Jozef Siekiel-Zdzienicki would be a worthy addition due to his consistent involvement with LTD and his regular feedback on many issues.

After some discussion, the Committee members agreed with the list that Ms. Adams originally presented, with the addition of Jozef Siekiel-Zdzienicki.

The Committee members then signed up to speak to three community members each:

- Dean Kortge: 1) Dan Egan, 2) Gino Grimaldi, and 3) Jozef Siekiel-Zdzienicki
- Michael Dubick: 1) George Kloeppe, 2) Liane Richardson, and 3) Christine Lundberg
- Gary Gillespie: 1) Dave Hauser, 2) Jon Ruiz, and 3) Kitty Piercy

The timeline suggests that all evaluations be returned to staff by April 4 so that Mr. Kilcoyne can draft the general manager goals and objectives by the end of April. The evaluations and the

general manager goals and objectives would then be reviewed for adoption by the Board at the regular Board meeting on May 16.

It was agreed that Mr. Kilcoyne would, within the next day or two, send an e-mail to the chosen community leaders letting them know that a Board member would be contacting them with a set of general manager evaluation questions.

ADJOURNMENT: There was no further discussion, and the meeting was adjourned at 5:21 p.m.

Recording Secretary