

MINUTES OF DIRECTORS MEETING

LANE TRANSIT DISTRICT

REGULAR MEETING

Wednesday, October 15, 2003

Pursuant to notice given to *The Register-Guard* for publication on October 9, 2003, and distributed to persons on the mailing list of the District, the Board of Directors of the Lane Transit District held its regular monthly meeting on Wednesday, October 15, 2003, beginning at 5:30 p.m., in the LTD Board Room at 3500 East 17<sup>th</sup> Avenue, Eugene.

Present: Hillary Wylie, President  
Gerry Gaydos, Vice President  
Susan Ban  
Patricia Hocken, Secretary  
Dave Kleger  
Virginia Lauritsen  
Ken Hamm, General Manager  
Jo Sullivan, Clerk of the Board  
Lynn Taylor, Minutes Recorder

Absent: David Gant

**CALL TO ORDER:** Ms. Wylie called the meeting to order at 5:35 p.m.

**ROLL CALL:** General Manager Ken Hamm called the roll.

**WORK SESSION:**

**Executive Session** – Mr. Kleger moved that the Board meet in executive session pursuant to ORS 192.660(1)(h), to consult with counsel concerning the legal rights and duties of a public body with regard to litigation or litigation likely to be filed, pursuant to ORS 192.660(1)(f), to consider records that are exempt by law from public inspection; and pursuant to ORS 40.225, lawyer-client privilege. Mr. Gaydos provided the second.

The motion was approved as follows:

AYES: Ban, Gaydos, Hocken, Kleger, Lauritsen, Wylie (6)

NAYS: None

ABSENTIONS: None

EXCUSED: Gant

The executive session began at 5:38 p.m. District Counsel Roger Saydack and Dennis Percell were present for this discussion with the Board. Upon a motion by Ms. Ban and seconding by Mr. Kleger, the Board returned to regular (open) session at 6 p.m.

**Staff Presentation: Accessible Services Program Update** – Accessible Services Program Manager Terry Parker presented a status report on LTD's Accessible Services Program. She reminded Board members of three projects that were identified in December 2001:

- a collaboration project with Willamalane Adult Activities Center and RideSource
- commuter service between Oakridge and Eugene
- service routes to frequent RideSource destinations

Ms. Parker reported that an intergovernmental agreement with Willamalane had been in effect for about 18 months. Under the agreement, she said, Willamalane was reimbursed \$6 per trip for trips that otherwise would be scheduled on RideSource; a RideSource trip cost approximately \$20. This was a small program, with only 20 trips per month and an annual savings of \$3,300.

In response to a question from Ms. Ban regarding growth potential for the program, Ms. Parker replied that Willamalane was limited by the district's service area and could pick up only Springfield trips. She added that Willamalane was being encouraged to create a more flexible schedule to pick up more of the RideSource trips; however, many RideSource users had indicated their preference for RideSource, regardless of the schedule, simply because they enjoyed the greater flexibility that RideSource offered.

Ms. Parker stated that the Diamond Express between Oakridge and Eugene had been in operation about seven months with a daily average ridership of about 20 rides. She said that in a survey of 28 individual riders during a two-week period during the summer, 17 respondents said they used the service more than once a week, and there were three new riders. She said that 11 people reported that they used the service for work, 10 used it for medical purposes, and the remainder used it for social activities. She said another rider survey would be conducted in October.

Ms. Parker commented there had been less progress on service routes. She said the RideSource Shopper, which had been in operation about 25 years, resulted in a savings of approximately \$66,000 annually to RideSource by grouping neighborhood shopping trips.

Ms. Parker said that two years ago there was an average of 80 trips per week to a residential facility on Irvington Road., and now there were 45 to 50 trips per week. The decrease primarily was accounted for by the fact that individuals who were very active in the community had moved to another residence. She said that RideSource and Alternative Work Concepts staff had made a presentation to residents and several responded that they would ride the fixed-route service if the bus came closer to the facility. She said that service planners would explore whether it was possible to bring fixed-route service to the facility since improvements had been made on Irvington Road. .

Ms. Parker cited the following productivity statistics for FY 2002-03:

- 8 percent increase in costs, which was less than the 2000 and 2001 increases, but more than in 2002
- 3.3 percent increase in rides and a 2 percent increase in miles, while serving approximately the same number of individual guests each year

Ms. Parker reported that the Rhody Express serving Florence had received a significant amount of favorable publicity through the local newspaper. She said the City of Florence was applying for a rural tourism grant in the hopes of providing Saturday and Sunday service to state parks north and south during the tourist season.

Ms. Parker noted that South Lane Wheels was hiring a new director and she would participate on the hiring committee. She said the Transit Training and Host Program was extremely successful and had resulted in a savings of \$295,000 last year by supporting guests with disabilities in using fixed-route service. She thanked Dan Arkin for an article in *The Register-Guard* that commented favorably on LTD's responsiveness to disabled transit riders' needs.

Ms. Wylie and Mr. Kleger complimented Ms. Parker on her job performance. Mr. Gaydos commended the Transit Host program. Mr. Kleger added that the senior services benefited many riders, not only the special needs population.

**EMPLOYEES OF THE MONTH:** Development Services Director Stefano Viggiano introduced Terry Parker, the September Employee of the Month. He remarked that Ms. Parker was a highly valued employee and the program she developed was a national model for efficiency, effectiveness, and innovation. He said that one of her greatest assets was her positive, enthusiastic attitude in the workplace. Ms. Parker used an entertaining slide presentation to express her appreciation for the award and the people with whom she worked.

Mark Johnson, director of Transit Operations, introduced Charlett Sessions, the November Employee of the Month. Mr. Johnson said that Ms. Sessions, who had been a bus operator since 1995, had seven years of safe driving and had received the General Manager's Award for Excellence in 2001. He said her enjoyment of her job and sense of humor were two of her best qualities. Ms. Sessions expressed her thanks for the award and said that LTD was a wonderful place to work.

**AUDIENCE PARTICIPATION:** Ms. Wylie determined that there was no one wishing to speak.

**ITEMS FOR ACTION AT THIS MEETING:**

**MOTION** **Consent Calendar** – Mr. Kleger moved adoption of LTD Board Resolution No. 2003-040: "It is hereby resolved that the Consent Calendar for October 15, 2003, is approved as presented." Mr. Gaydos provided the second. The Consent Calendar consisted of the minutes of the September 17, 2003, regular Board meeting.

**VOTE** The Consent Calendar was approved as presented as follows:  
 AYES: Ban, Gaydos, Hocken, Kleger, Lauritsen, Wylie (6)  
 NAYS: None  
 ABSENTIONS: None  
 EXCUSED: Gant

**Public Transit Division Discretionary Grant Applications for FY 04 and FY 05** – Ms. Parker explained that the Oregon Department of Transportation (ODOT) Public Transit Division was accepting applications for funding to maintain and improve transportation services for the elderly, people with disabilities, and rural and small city residents. She said that LTD was interested in

submitting grant applications for vehicle replacement, rural and small cities funds, and a small grant to study a brokerage program model that would be mutually beneficial to LTD and the State.

Ms. Wylie asked if there was sufficient match in the budget. Ms. Parker replied that adequate match funds were available; however, the in-district match was being spent down, but she anticipated a \$35,000 carry-over at the end of the fiscal year.

**MOTION** Mr. Kleger moved approval of LTD Resolution 2003-041: "It is hereby resolved that the LTD Board of Directors approves the LTD Public Transit Discretionary Grant Application for FY 2004 and FY 2005 and authorizes the general manager to submit applications to the Oregon Department of Transportation Public Transit Division." Ms. Ban provided the second.

**VOTE** The resolution was approved as follows:  
 AYES: Ban, Gaydos, Hocken, Kleger, Lauritsen, Wylie (6)  
 NAYS: None  
 ABSENTIONS: None  
 EXCUSED: Gant

Ms. Parker noted that a public hearing would be required prior to awarding a grant. It likely would be scheduled for the next Board meeting.

**Designation of LTD Negotiation Team** – Mr. Hamm explained that the collective bargaining agreement between LTD and the Amalgamated Transit Union, Division 757, would expire on June 30, 2004, and it was necessary for the Board to officially designate a negotiation team to represent LTD during contract discussions. He identified the team he had selected as:

- Jackie Damm, attorney with Bullard Smith, et al., lead negotiator
- Mary Neidig, director of Human Resources and Risk Management
- Mark Johnson, director of Transit Operations
- Diane Hellekson, director of Finance and Information Technology

Mr. Hamm introduced Ms. Damm and said she had worked with LTD on labor contract issues over the past two years. Ms. Damm gave the Board a brief overview of her background in labor law and contract negotiations.

**MOTION** Ms. Lauritsen moved LTD Resolution No. 2003-042: "It is hereby resolved that the LTD Board of Directors designates the following persons as the 2004 LTD bargaining team: Lead Negotiator Jackie Damm, attorney with Bullard Smith, et al.; Mary Neidig, director of Human Resources and Risk Management; Mark Johnson, director of Transit Operations; and Diane Hellekson, director of Finance and Information Technology." Ms. Ban provided the second.

**VOTE** The resolution was approved as follows:  
 AYES: Ban, Gaydos, Hocken, Kleger, Lauritsen, Wylie (6)  
 NAYS: None  
 ABSENTIONS: None  
 EXCUSED: Gant

**Board Human Resources Committee Recommendation for General Manager Evaluation Tool and Process** – Mr. Gaydos, chair of the Board Human Resources Committee, reported that the committee met with Ms. Neidig and was recommending some revisions to the procedures for the LTD general manager performance review. He asked Ms. Neidig to explain the changes.

Ms. Neidig explained that she did not recommend changes to the current evaluation tool, which was developed within the transportation industry and had met the Board's needs. She did recommend that the full survey tool be used only in even-numbered years to obtain a full set of results from Board members and the Leadership Council and that an external questionnaire of community leaders be used in odd-numbered years.

According to Ms. Neidig, in previous years parts of the same survey tool had been used for Board members and community leaders, with some external respondents expressing the opinion that they were unable to address some of the more technical operational questions in the survey instrument. She said that the draft questionnaire proposed for the community leaders was more open-ended, less focused on operational issues, and provided a better perspective on the role the general manager played in the community. A copy of the draft questionnaire was distributed to Board members.

Ms. Neidig said that the proposed new procedure would provide the Board, in even-numbered years, with a comprehensive survey of the internal and operational aspects of the general manager's performance, and that in odd-numbered years the Board could evaluate external performance in terms of community perceptions. She said that adjustments could be made every year, but the primary goal-setting process would occur in the even-numbered years.

Ms. Lauritsen asked how community leaders had participated in the general manager's performance evaluation in the past. Mr. Gaydos replied that community leaders were given the same survey tool that was used by Board members and many of those leaders felt they did not have enough information or experience to respond to some of the internal and operational questions in the survey, and therefore their input was limited. He said the goal of the external evaluation process was to determine how well the general manager had represented LTD to the community by measuring the understanding and perception of community leaders; this feedback was an important element of the entire evaluation process.

Referring to the list of community leaders who would be asked to respond to the questionnaire, Ms. Lauritsen asked if the LTD Board participated in the performance evaluation of any of those individuals. She stated she was not opposed to surveying community leaders about LTD issues, but was opposed to having them evaluate the performance of LTD's general manager.

Ms. Hocken said the Board had established both internal and external goals for its general manager and community perception was the best way to evaluate whether external goals were being met.

Ms. Ban agreed with Ms. Hocken's remarks and noted that the list of questionnaire recipients represented community partners who played key roles in achieving goals the Board had set for LTD. She said the feedback from community leaders measured not only the general manager's performance, but the Board's performance as well. She noted that she had participated in the evaluation of other executives and that this was a fairly common practice.

Mr. Hamm commented that his relationship with the Board was one aspect of his job and he welcomed feedback on how he was doing in the broader community sense. He said he was in agreement with the Human Resource Committee's recommendation and felt an evaluation of how well he was taking LTD's message to the community would help him grow in his role as general manager.

Mr. Kleger said that a similar survey had been conducted three times on the previous general manager and the information received was very useful to the Board.

Ms. Wylie said that some of the proposed questions, such as those relating to limitations and strengths, were more appropriately addressed by the Board. She suggested that the community questionnaire be revised to focus on the general manager's interaction with an organization and how that interaction could be improved. Ms. Lauritsen agreed with Ms. Wylie's suggestion.

In response to a question from Ms. Lauritsen, Mr. Gaydos said that the comprehensive internal and operational survey of performance would be completed by the Board in even-numbered years, and then in odd-numbered years the community leaders' questionnaire would be administered.

Ms. Ban further explained that the Board had completed the comprehensive survey in March 2003, and sent a shortened version of the survey to community leaders. She said the responses from community leaders, because of the nature of the survey, were not very helpful to the Board, which was why the new community leader questionnaire was being proposed. She agreed that the questions easily could be revised to eliminate those that were more appropriately addressed by the Board. She said that if the Human Resource Committee's recommendation was approved, a community leader survey of the general manager's performance would be conducted in October 2003, and the comprehensive internal and external survey would be conducted in October 2004. She explained that the intent was to extract information on LTD's mission and vision from the October 2003 community leader surveys for purposes of having a Board discussion with the general manager about goals, thus fostering a partnership with the general manager for monitoring progress toward the Board's goals for community partnership.

Ms. Lauritsen suggested that the community leader survey, with the changes suggested earlier by Ms. Wylie, should be conducted each year and sent to Board members, not just community leaders.

MOTION Mr. Gaydos moved LTD Resolution No. 2003-043: "It is hereby resolved that the LTD Board of Directors approves the recommended evaluation process as modified in its meeting of October 15, 2003, and tool for the Fall 2003 general manager performance evaluation, as proposed by the Board HR Committee and discussed at the October 15, 2003, Board meeting." Ms. Lauritsen provided the second.

Ms. Hocken asked if the full Board would see and discuss the results of the community leader survey with the general manager. Mr. Gaydos replied that the practice had been for the HR committee to review the results and the chair of the committee to discuss them with the general manager; however, that practice could be changed if the Board wished to do so.

Mr. Kleger recommended that the Board have an annual executive session with the general manager for purposes of performance appraisal.

Ms. Wylie suggested an executive session in November 2003, when the results of the community leader surveys would be available. The Board concurred with her suggestion.

VOTE The resolution was approved as follows:  
 AYES: Ban, Gaydos, Hocken, Kleger, Lauritsen, Wylie (6)  
 NAYS: None  
 ABSENTIONS: None  
 EXCUSED: Gant

**ITEMS FOR INFORMATION AT THIS MEETING:**

**Market Area Study and Brand Plan Review** – Andy Vobora, Service Planning and Marketing manager, cited selected statistics from the community-wide survey conducted in June 2003. He said that LTD's coverage area was perceived as its greatest strength and that awareness of the transit services LTD offered was generally good, although the public's knowledge of carpool matching was limited. He speculated that special events services and Web site information contributed to improvements in awareness.

Mr. Vobora said that the survey of 607 residents showed that 13 percent had used an LTD bus in the past 30 days and 39 percent had used special events services. He listed trends that had emerged in a survey of 81 current riders, although cautioned against drawing conclusions because of the small sample size:

- commuting to and from work continued to be the most frequently cited reason for using the bus
- used the bus for personal business and errands, and entertainment and recreation had increased significantly
- there was a significant increase in "choice" riders
- longevity of ridership was increasing, indicating people were staying with the bus for transportation

With respect to "choice" riders, Mr. Vobora said reasons for ridership included concern over parking and financial considerations; changes in circumstances and lost travel time were cited as reasons why former riders no longer used the bus. He added that people said reasons to ride the bus included a positive impact on the environment, while too slow or time-consuming was typically the reason why they did not. He noted that the perception of personal safety while waiting for a bus at the downtown Eugene station had dropped significantly from the 1998 survey, which occurred shortly after the station was opened.

Ms. Hocken asked if 1995 figures were available for comparison. Mr. Vobora said he could add them to the chart for comparison purposes.

Mr. Vobora summarized that the community perception of LTD was generally positive; however, responses demonstrated a need to broaden awareness of services other than buses offered by LTD. He said that responses to questions about image were helpful to LTD's pursuit of brand development.

Kathy Wiltz, marketing consultant, stated that a brand was more than just a logo; it was any type of contact a customer or vendor might have with an organization. She said companies with strong brands differentiated themselves in the marketplace and created a sense of value and loyalty in consumers. She outlined elements of a strong brand:

- positioning – how the public perceived the organization
- personality – describing an organization as a person would be described
- distribution – every point of customer contact

Ms. Wiltz explained that establishing a strong brand for LTD would focus its message, promote consistent guest services, bring products and services together, and assist with decision-making. She said the brand team had identified five key attributes of LTD around which the brand would be built:

- collaborative
- committed
- friendly
- innovative
- wide range of services

Ms. Wiltz gave examples of the three types of brand strategies and said that the brand plan, provided separately to the Board, recommended an endorsed brand strategy. She highlighted a number of suggestions for implementing the brand strategy and unveiled the new tag line for LTD which embodied its qualities: "At your service."

Ms. Hocken asked if the tag line had been researched to assure there was no trademark infringement. Ms. Wiltz responded that a preliminary search did not indicate any problems, but attorneys would conduct a thorough search before the tag line was officially adopted. She said a marketing campaign was being developed to launch the brand.

Mr. Hamm said the tag line of "at your service" could be incorporated into the driver refresher training to reinforce internal communications and branding could help employees embrace a common vision for the organization and present a consistent message to the community.

Ms. Lauritsen expressed hope that the survey of riders could be expanded to a larger group than 81 people. Mr. Vobora responded that the 81 riders were part of the larger community survey group; ridership statistics were gathered from on-board surveys conducted every three years and another one would be done shortly.

Mr. Hamm suggested that some of the community survey statistics that reflected key elements of the branding strategies should be incorporated in LTD's annual report.

Mr. Gaydos remarked that people often were frustrated by the use of percentages and were interested in the actual figures they reflected.

Ms. Lauritsen asked how survey results were impacted by the population growth and shift in demographics since the 1998 survey. Mr. Vobora said the survey group, as a statistical sample, reflected the community. Mr. Hamm said he was surprised at improvements in several areas of the survey, despite the fact that fares had been raised and some services cut.



Ms. Ban commented that several other companies in the community brought community leaders together periodically to update them on their organization's activities and direction. She suggested that rolling out the brand plan would be a good opportunity for LTD to host a similar gathering. Mr. Vobora supported the idea and said that staff was waiting for the Board to complete its strategic planning process in order to more fully develop activities and materials. Mr. Hamm added that hosting a gathering could help inform community leaders about LTD's philosophy and direction, as well as build advocacy.

### **Board Member Reports**

Metropolitan Policy Committee – Mr. Gaydos reported that the MPC had approved the Transportation Improvement Program (TIP), with LTD's projects included as submitted. Ms. Ban remarked that the Cascadia corridor previously had been focused on train service, but the extension south through California did not mention trains. She asked if the West Coast Corridor Coalition had addressed the issue. Mr. Gaydos said he was not present for that part of the discussion, but the issue would be raised again at the November 2003 MPC meeting.

BRT Steering Committee and Board BRT Committee – There was no report.

Springfield Station Design Review Committee – There were no questions.

Coburg Road Stakeholder Committee – There were no questions.

Board Strategic Planning Committee – There was no report.

Board Finance Committee – There was no report.

Board Human Resources Committee – This item was addressed previously in the meeting.

Region 2050 Policy Advisory Committee – Ms. Ban said the policy was currently being developed in greater detail.

Statewide Livability Forum – There was no report.

**General Manager's Report** – Mr. Hamm reminded Board members that the Board's annual strategic planning retreat was scheduled for November 6, 2003, from 4:30 p.m. to 7:30 p.m. and November 7, 2003, from 8:30 a.m. to 4:30 p.m., with both sessions to be held at the Lane Community College Conference Center. He said the Leadership Council's annual meeting was scheduled for October 16, 2003, and would consider, as the next stage of the strategic planning process, work plans to identify the role of management and the Board in accomplishing the organization's goals.

Ms. Wylie asked that Board members be provided with maps to the retreat location and parking passes, if necessary.

Mr. Hamm asked Board members to contact Ms. Sullivan if they were interested in attending the Lane Metro Partnership annual dinner on October 29, 2003. He said the Springfield Chamber of Commerce/University of Oregon Alumni Association tailgate auction was scheduled for the evening of November 21, 2003, and asked interested Board members to contact Ms. Sullivan.

**Monthly Financial Report** – Ms. Helleckson referred Board members to the financial report included in their agenda packets and said she had no additional comments. She reminded members that the Comprehensive Annual Financial Report, with executive summary, would be

presented at the November 2003 meeting and an audit representative would be present to speak to the Board.

Mr. Kleger asked about trending on income. Ms. Hellekson said that payroll tax receipts were "soft" at the moment, primarily due to a \$125,000 error that occurred when that amount was improperly coded and initially remitted to LTD. She added that fare revenue was somewhat improved. She stated that only eight buses in the fleet remained to be equipped in the Siemens project and when the project was operational, a presentation would be made to the Board.

In response to a question from Ms. Wylie, Ms. Hellekson said she did not expect any information on the tax case until November 2003.

**BRT Update** – Assistant General Manager Mark Pangborn said that he anticipated some challenging negotiations with ODOT on intergovernmental agreements, but hoped to have the agreements in place by the end of 2003. He said that groundbreaking was expected to occur in April or May, 2004.

**Springfield Station Update** – Charlie Simmons, Facilities Services manager, reported that steel was being raised on the site and within two weeks he expected to see all the steel for the 5,200-square-foot building on the east side of the site. He illustrated progress on the site with a series of photographs and said that much of the work to date involved footings and underground utilities.

Mr. Kleger, who had observed the site throughout the project, commended the general contractor and subcontractors for working well together as a team.

Mr. Simmons expressed confidence that the projected completion date of September 2004 would be met. He invited Board members on an October 31, 2003, tour of the construction site and the studio of the artist who was creating the mosaic pieces for the station.

**Monthly Department Reports** -- Ms. Wylie thanked Linda Lynch, Government Relations manager, for her work toward the ability to incrementally increase the payroll tax, as reported the previous month. She asked if that tax would be affected by the referendum. Ms. Lynch said that the payroll tax was not affected, but there could be other impacts. She noted that the cigarette tax, which helped fund special transportation service, was the most vulnerable. She stated that the referendum had until November 25, 2003, to qualify.

**ADJOURNMENT** – There was no further discussion, and the meeting adjourned at 8:40 p.m.

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Board Secretary

(Recorded by Lynn Taylor)

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