

MINUTES OF DIRECTORS MEETING

LANE TRANSIT DISTRICT

SPECIAL MEETING/WORK SESSION

Monday, June 22, 2015

Pursuant to notice given to *The Register-Guard* for publication on June 18, 2015, and distributed to persons on the mailing list of the District, the Board of Directors of the Lane Transit District held a special meeting/work session on Monday, June 22, 2015, beginning at 4:30 p.m., at the LTD Board Room, 3500 E. 17th Avenue, Eugene, Oregon.

Present: Gary Wildish, President
Carl Yeh, Vice President
Julie Grossman, Secretary
Ed Necker, Treasurer
Gary Gillespie
Don Nordin
Angelynn Pierce

Ron Kilcoyne, General Manager
Jeanne Schapper, Clerk of the Board
Lynn Taylor, Minutes Recorder

Other Participants:

Renee Jones
Tammy Fitch
Mary Adams
Michael Dubick
Faye Stewart
Phyllis Loobey
Carl Faddis
Brenda Wilson
Bob Keefer

Jozef Siekiel-Zdzienicki
Lynda Lynch
Jon Hinds
Mike Eyster
Rob Zako
Casey Edwards
Gerry Gaydos
David Braunschweiger
Rob Bennett

CALL TO ORDER/ROLL CALL: Mr. Wildish called the meeting of the Lane Transit District (LTD) Board of Directors to order and called the roll at 4:32 p.m. All Board members were present with the exception of Julie Grossman, who arrived at 4:51 p.m.

WELCOME BY BOARD PRESIDENT: Mr. Wildish welcomed those present and thanked them for participating in the work session. He introduced Celia Kupersmith and Al Schlimm of the executive search firm KL2Connects.

Mr. Schlimm said that KL2 Connects specializes in public transit and the group is pleased to have been selected for LTD's general manager recruitment process.

Ms. Kupersmith described her background as general manager of various transit agencies. At her request, those present introduced themselves and briefly described their affiliations.

Mr. Kilcoyne observed that some of the workshop participants were former LTD employees and Board members; others were community leaders with broad representation. He said that hiring a general manager was one of the most important Board functions. He thanked everyone for assisting in the recruitment effort by identifying the desired qualities and characteristics of a new general manager.

Mr. Kilcoyne left the meeting at 4:40 p.m.

Ms. Kupersmith referred to a document from KL2Connects dated June 22, 2015, that compiled and summarized information from interviews conducted with Board members, staff, and interested stakeholders about what made for a successful leader in the unique Eugene-Springfield community environment . She said that the summary represented some primary themes that emerged from the interviews. She added that once a leadership profile was refined, it would be adopted by the LTD Board and used in outreach and recruitment activities, including the screening of candidates.

OBJECTIVE: DETERMINE ATTRIBUTES DESIRED IN THE NEXT GENERAL MANAGER OF LANE TRANSIT DISTRICT: Ms. Kupersmith said that the work session was intended to review the summarized information, determine if it was accurate, identify any qualities that should be added, and define the five most important characteristics that a new general manager should possess. She explained that participants were divided into four groups and given 30 minutes to discuss the summarized information and identify the traits and attributes that would be essential for a general manager to be a success. She asked each group to report back on its discussion at the end of that period.

Mr. Schlimm asked participants to provide one or two examples of what was meant by a descriptor. He gave "integrity" as an example of a descriptor, suggesting that the word could mean something different to each person present.

Group discussions were held from 4:52 p.m. to 5:34 p.m.

Report from Group A:

- Great communicator: asks good questions, listens attentively to the answers, knows audience and adjusts message accordingly.
- Visionary: aptitude for seeing the big picture and able to help others see it--both internal and external to the organization; able to embrace LTD's current vision, adopted plans, and direction
- Integrity: does what he/she says they will do; asks the right questions of the right people and listens to the answers.
- Diverse community: recognize and acknowledge the diversity of the region - Eugene/Springfield, rural/urban, socio-economic, cultural, racial, etc.; truly understand the diversity, not just give lip service to it.
- Collaboration: internally with employees and unions and externally in the community; ability to maintain balance and be both internally and externally focused.

Report from Group B: (Began by stating belief that the summarized profile provided could describe an ideal leader for any organization anywhere in the country.)

- External challenges and opportunities should be considered, along with LTD's vision for expanding the transit system by building on good work done over the last 15-20 years.
- Value collaboration internally and externally within the community; serving and engaging the community.
- Set an example by personally being a leader; general manager does not need to do everything but should be able to inspire others and trust them to do those things; set an example of what he/she values in him/herself and expect others to live up to those standards; not enough for the general manager to have integrity and passion, he/she must instill that in the organization when it works with the community.
- Understand the importance of active engagement of LTD in the community.
- Understand there is a partnership between the Board and the general manager; mutual support.
- Consistent and thorough communication.

Report from Group C:

- Inclusiveness: needs to be actively involved in the community and organizations; understand the uniqueness of all of the community, not just Eugene and Springfield; appreciate the very nature of those communities.
- Open channels of communication and networking; a collaborative approach in making LTD a desirable partner to others in the community; be proud of LTD and its mission; a holistic view of public service; be proud of being LTD's general manager (the best job in town).
- Integrity and humility: be perceptive and have a larger understanding, along with demonstrating honesty and openness in everyday actions; willingness to be accountable to others and him/herself; be a lifelong, constant learner; understand rather than assess people, situations, and political realities.
- Visionary: long-term vision about what's next after EmX; innovative and willing to take risks and seize opportunities as they arise.
- What does "technical skills in the business of public transportation" mean? The general manager does not need to be a technical expert in transit, but should be able to assemble a technically competent team and coordinate the people with the necessary skills; have a general understanding of how transportation works.
- The last bulleted item on the KL2Connects document was perfect.

Report from Group D:

- Integrity and humility were important traits.
- Understand the community's values; do not just assume the community has values, but know what they are; respect the fact that ours is a process obsessed community.
- Be a passionate leader who really believes in the work he/she needs to do; do the hard work of consistently and persistently delivering LTD's message; assure the message is the same when talking to different groups.
- Be respectful of opposition; make allowances for all ideas; include everything.
- Value employees and employee development; employees were as important as service because they deliver the service; regard employees and the union as partners.

- Tend and nurture relationships; understand all of the relationships that are necessary to achieve LTD's vision: employees, the business community, other public agencies, local governments, state and federal governments, congressional offices.
- Appropriate self-confidence; do not take credit, but share credit where it's due: with partners, including the union; be passionate.
- Have a human side; be empathetic, particularly with service delivery and the people dependent on it.

Ms. Kupersmith said that many of the qualities that were repeated from group to group were humility, the ability to share credit, and humbly confident. She thanked the groups for providing details to flesh out the generic description and help create a recruitment tool that was specific to the District and community's needs. She said that feedback from the groups would be used to tailor the qualities of the new general manager to reflect the uniqueness of the community.

Mr. Schlimm added that collaboration also was a critical attribute for the general manager.

NEXT STEPS/WRAP UP:

Ms. Kupersmith explained that following some additional meetings with staff and Board members, the information collected would be used to compile a leadership profile of the desired leader for LTD. She added that the profile would be presented to the Board for its approval on July 2, after which the advertising and recruitment process would commence. In August an initial screening of candidates would be done, and candidates selected to move forward in the process and potentially meet with the Board would be identified. She said that the Board would be asked to select candidates to go through the interview process.

Ms. Kupersmith said that the Board would determine the scope of the interview process in terms of employee and community involvement. She said that the process would be managed in a manner that will maintain the confidentiality of applicants until the selection process was down to the top two or three applicants. She said that the goal was to have a general manager hired by December 1 or earlier. She added that she appreciated participants' willingness to participate in the process.

Mr. Wildish thanked all participants on behalf of the LTD Board.

ADJOURNMENT: Mr. Wildish adjourned the meeting at 5:56 p.m.

LANE TRANSIT DISTRICT:

ATTEST:

Julie Grossman
Board Secretary

Jeanne Schapper
Clerk of the Board