

# Board of Directors Retreat

Lane Transit District, December 1, 2021



# Welcome & Introductions

*Caitlin Vargas, Board Chair*

# Agenda

12:00pm	Welcome and Introductions   <i>Caitlin Vargas, Board Chair</i>
12:10pm	Board Training   <i>SDAO</i>
1:10pm	Exploring the Role of the Board: Mock Scenarios
1:40pm	BREAK
1:50pm	Role of Board - Oversight
2:10pm	Preparing for 2022
3:05pm	Looking Ahead: FY2023
3:20pm	BREAK
3:30pm	Executive Search – General Manager
4:35pm	2022 Calendar Year: Key Items
4:50pm	BREAK
5:00pm	Board Conversation



No Active  
Devices



Stay  
Engaged <sup>3</sup>

# Board Training

*SDAO*

# Exploring the Role of the Board

## *Mock Scenarios*

# Exploring the Role of the Board

## *Mock Scenarios*

1

The General Manager presents a general solution to improve service that does not align with the strategic plan and has not been identified as a high priority for most LTD customers.

2

The General Manager presents a study that aligns with the Strategic Business Plan and the Board is focused on details that will not impact the outcome of the project.

**BREAK**  
**10 mins**

# Role of the Board

## Oversight versus Management



# Role of Board

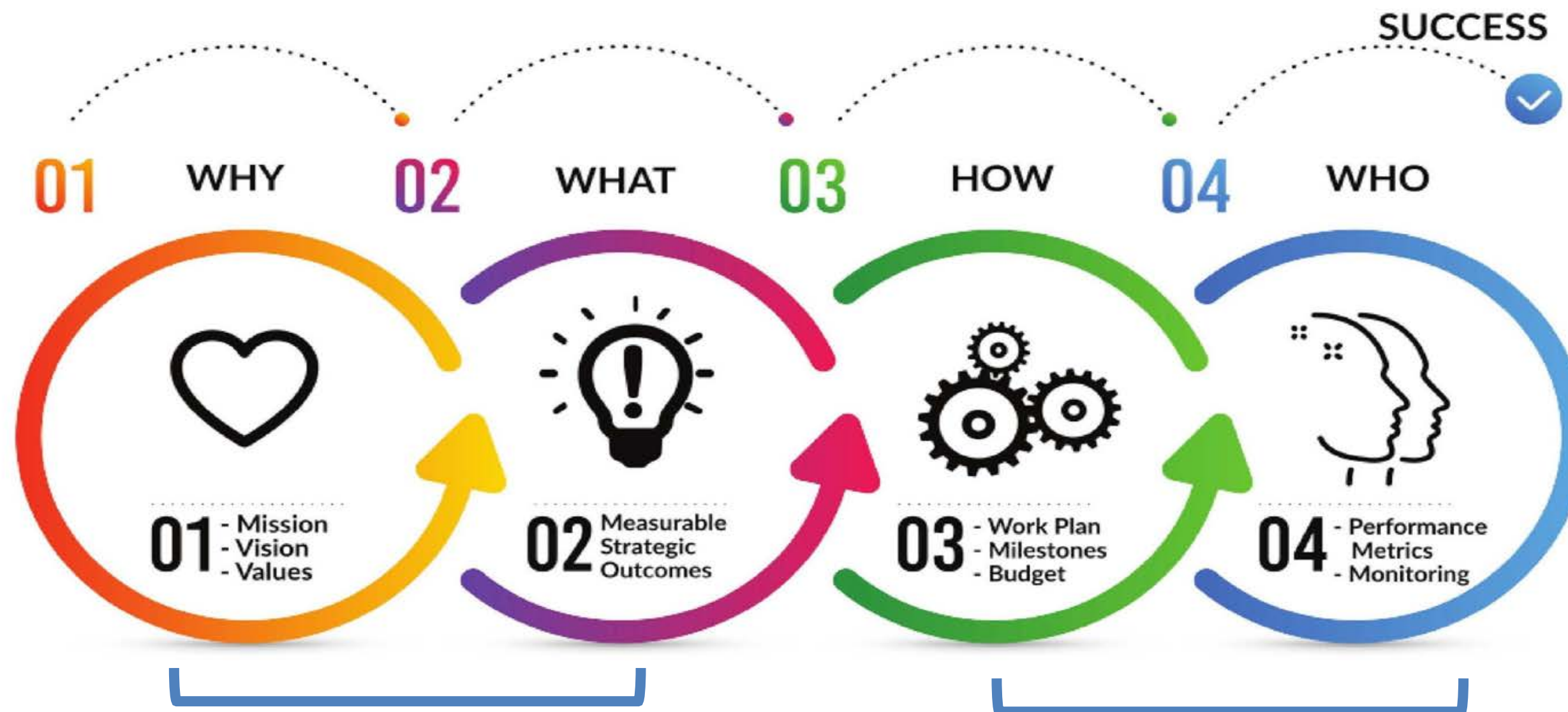


“Deciding what *not* to do is as important as deciding what to do.”

— *Steve Jobs*



# Role of the Board



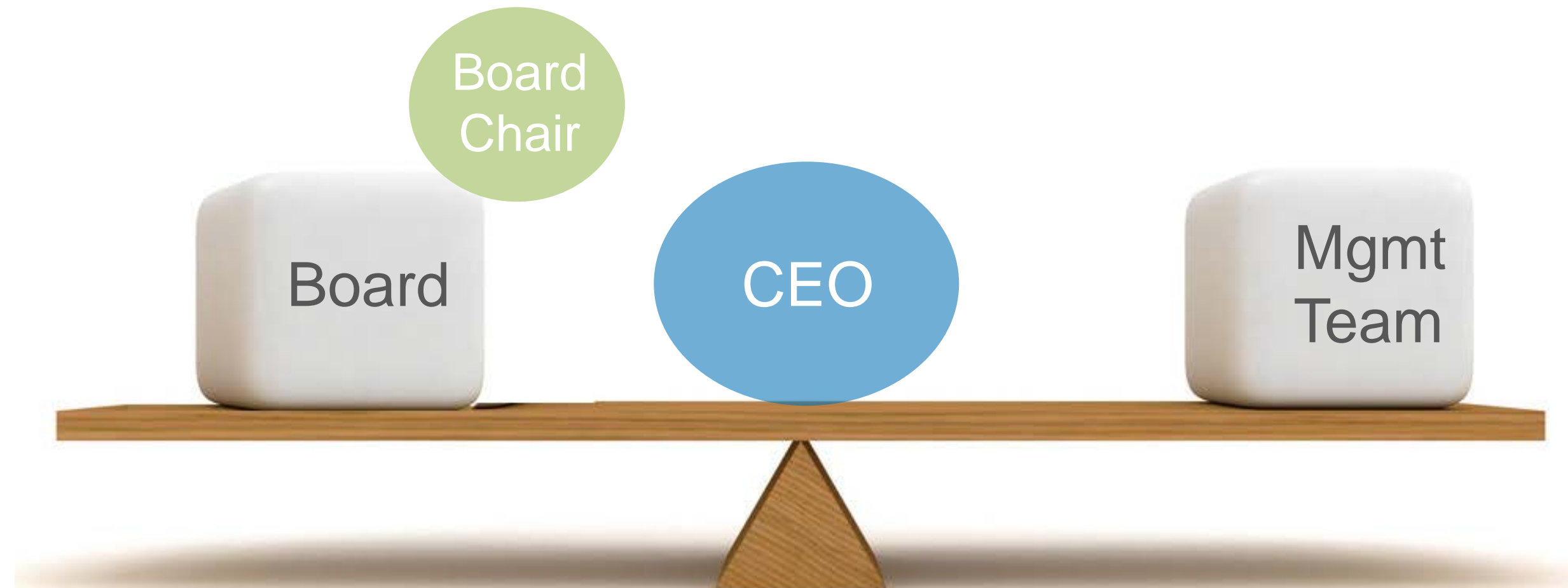
Ensure that LTD has clear direction and is delivering on its mission, vision, and outcomes

Empower staff to manage how and who is responsible for getting the work done that produces the overall outcomes

# 4 Key Questions

1. How does the Board define **success**?
2. Has the Board Chair **shared** the adopted definition of success with the General Manager?
3. What **metrics** will the Board monitor to ensure that management is on track to be successful at the end of the year?
4. Has the Board tied the General Manager's **performance evaluation** to the adopted definition of success?

# Role of the Board Chair and General Manager



# Roles of the GM and Board

	General Manager	Board of Directors
<i>Annually</i>	Prepare and Present Outcomes	Adopt Outcomes
<i>Quarterly</i>	Use Metrics (KPIs) to Manage Activities to Achieve Outcomes	Monitor Metrics (KPIs)
	Present Self-Evaluation compared to Outcomes and share perspective related to Values	Provide feedback related to Outcomes and share perspective related to Values



# STRATEGIC BUSINESS PLAN



Fiscal  
Years **2022 – 24**

# Strategic Business Plan

- Defines **Success** (Mission, Vision, Outcomes)
- Identifies the **metrics** that the Board will monitor
- Outlines how the **management team** will prioritize key activities to deliver the outcomes

# Activity vs Outcomes

## Activity



Purchase of electric buses

Interaction with Customers

## Outcome



Reduced Greenhouse Gas Emissions

Improved levels of Customer Satisfaction

## Success Outcome



A Reduction in Greenhouse Gases of 70%

Achieve a Net Promoter Score of 55% by the end of the year



# Clear Definition of Success for FY2022

## CUSTOMER SATISFACTION

Our goal is to deliver outstanding customer service that increases the willingness of our customers to recommend our services to others.



A Net Promoter Score of 55%.

## EMPLOYEE ENGAGEMENT

Our goal is to attract and retain a high quality workforce through high levels of employee engagement.



An Employee Engagement Score of 65%\*.

## COMMUNITY VALUE

Our goal is to provide strong value to the community through the services we offer, whether or not they use our services directly.



Establishment of a baseline for the percentage of the community that believes we provide value and improve 5%.

## FINANCIAL HEALTH

Our goal is to maintain LTD's strong financial position to sustain our operations for the future.



Achievement of 3-year rolling financial plan targets.

## SUSTAINABILITY

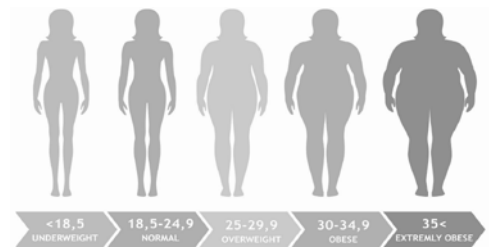
Our goal is to do our part to preserve and protect the environment through a reduction in greenhouse gas emissions.



A reduction in Greenhouse Gas Emissions of 70%.

# Oversight of Outcomes

## Personal Life

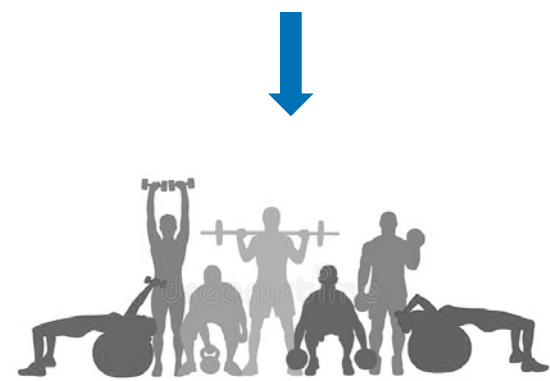


Achieve a Body Mass Index of less than 20

**Success Outcomes**

Achieve a Customer Net Promoter Score of 55%

## Public Transit



Set an exercise regimen

**Activities**  
(GM/Staff)

Implement operator training program



Monitor calorie intake

**Metrics**

Monitor number of preventable accidents



# LTD Scorecard



PRIMARY STRATEGIC PRIORITY	METRIC	QUARTERLY PERFORMANCE					POINTS		OWNER	DEFINITION	INFORMATION SYSTEM
		GOAL	Q1	Q2	Q3	Q4	GOAL	EARNED			
CUSTOMER SATISFACTION	Overall Customer Satisfaction	Establish baseline					8		Cosette	% of customers who are satisfied or very satisfied with LTD services.	Customer Satisfaction Survey
	Overall Net Promoter Score	Establish baseline					8		Cosette	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend LTD, Promoters are 9-10 and Detractors are 0-4.	Customer Satisfaction Survey
	Customer Impression of On-Time Performance	Establish baseline					3		Cosette	% of customers who agree or strongly agree that buses usually arrive on-time.	Customer Satisfaction Survey
	Actual On-Time Performance	≥ 90%					3		Tom	% of trips completed within the scheduled on-time window (no more than four minutes past the scheduled time for arrival and departure).	CAD/AVL
	Customer Impression of Safety & Security	Establish baseline					2		Cosette	% of customers who agree or strongly agree that they feel safe and secure when riding LTD.	Customer Satisfaction Survey
	Accidents Per 100,000 Miles	< 2					2		Tom	Number of accidents per 100,000 miles.	Monthly Report KPIs
	Customer Impression of Bus Operator Courtesy	Establish baseline					2		Cosette	% of customers who agree or strongly agree that bus operators are courteous.	
	Bus Operator Complaints Per 100,000 Boardings	Establish baseline					2		Jake	Number of complaints directly related to bus operator performance per 100,000 boardings.	Itak
<b>TOTAL</b>						<b>30</b>					
EMPLOYEE ENGAGEMENT	Employee Net Promoter Score	Establish baseline					8		Taryn/HR	% Promoters minus % Detractors. On a 0-10 scale of how likely to recommend LTD as a place to work, Promoters are 9-10 and Detractors are 0-4.	Employee Survey
	Employees Understand How Their Performance is Linked to LTD's Success	Establish baseline					4		Taryn/HR	% of employees agree or strongly agree that their work is important for LTD to reach its goals.	Employee Survey
	Employees Agree Leadership is Invested in Their Success	Establish baseline					4		Taryn/HR	% of employees agree or strongly agree that Managers/Leadership are invested in their growth and success.	Employee Survey
	Employees Agree They are Provided with the Tools Needed to Work Successfully	Establish baseline					4		Taryn/HR	% of employees agree or strongly agree that they are provided with the tools needed to work successfully.	Employee Survey
	Internal Customer Satisfaction	Establish baseline					5		Taryn/HR	% of employees who are satisfied or very satisfied with internal support functions.	Internal Customer Satisfaction Survey
<b>TOTAL</b>						<b>25</b>					
COMMUNITY VALUE	Community Perception of LTD Value	Establish baseline					8		Tom	% of community members who agree or strongly agree that LTD provides value to the community.	Community Survey
	Community Partner Perception of LTD as Trusted Leader	Establish baseline					7		Tom	% of partner agencies such as the City of Eugene and LCOG that agree or strongly agree that LTD is a trusted leader in the community.	Community Survey
	Access to Frequent Transit (Total Population)	Establish baseline policy					2		Tom	% people and jobs within the urban growth boundary that are within ¼-mile of an active bus stop or station with 15 minute frequency or less. (Performance goal policy to be established through the CDA)	Remix
	Access to Frequent Transit (Mineritized Population)	Establish baseline policy					3		Tom	% low-income, communities of color, seniors, and people with disabilities within the urban growth boundary that are within ¼-mile of an active bus stop or station with 15 minute frequency or less. (Performance goal policy to be established through the CDA)	Remix
<b>TOTAL</b>						<b>20</b>					
FINANCIAL HEALTH	Operating Cost per Boarding	75%					8		Tom	Total operating cost divided by total boardings, percentile in comparison to peer agencies.	ABBG Reporting
	Maintenance Cost Per Mile	\$ .98/mile					4		Matt	Total preventative and repair costs exclusive of fuel costs, divided by total miles.	Monthly Board report
	Vehicle Hours per Labor Hour	≥ .86					3		Tom	Total vehicle hours divided by total operator labor hours.	ABBG Reporting
<b>TOTAL</b>						<b>15</b>					
SUSTAINABILITY	Greenhouse Gas Emission Reduction	70%					3		Matt	% reduction in greenhouse gas emissions from owned vehicles in comparison to the 2018 baseline.	GHG Inventory
	Fleet Transitioned to Electric	25%					2		Matt	% of fleet that is transitioned to electric vehicles.	Fleet Replacement Plan
	Renewable Fuel Consumption	70%					3		Matt	% of non-fossil fuel consumption (fuel from renewable sources such as waste, plants, animal products, etc) as a percent of total fuel consumed.	Spreadsheet
	Overall Ridership Increase	9,865,000					2		Tom	Number of unlinked trips (revert to 2019 levels).	APC
<b>TOTAL</b>						<b>10</b>					
<b>OVERALL PERFORMANCE SCORE</b>						<b>100</b>					

Metrics to monitor progress to delivering the outcomes

# Empower General Manager and staff to deliver the outcomes

## Customer Satisfaction Work Plan Tactics

Measure Customer Satisfaction – Fixed Route

Measure Customer Satisfaction

Improve Trip Efficiencies & Performance

Maintain On-Time Performance

Conduct Courtesy Training For

Enhance Customer Convenience

Comprehensive Operations Analysis

Establish Baseline Analysis Of

## Employee Engagement Work Plan Tactics

Manage Employee Turnover

Implement Workforce Diversity

Conduct Internal Customer

Conduct Employee Events

Provide Development Opportunities

IT Process Improvement

Continuous Improvement Process

IT Task Scheduling Communication

Succession Planning

## Community Value Work Plan Tactics

Conduct Comprehensive Operations Analysis (COA)

Create Sustainable Services Stability Fund

Strengthen & Streamline Vendor & Partner Relationships

Ensure Diversity Equity Inclusion Participation In

IT Disaster Recovery & Resiliency

Communications: LTD As Transportation Leader

Establish Community Partnerships For Talent Pipeline

## Financial Health Work Plan Tactics

Develop IT Hardware/Software Replacement Plan

Define Financial Forecasting Model

Assess & Evaluate Long-Term

Increase Operational Efficiency

## Sustainability Work Plan Tactics

Electronic Records Management

Fleet Procurement Plan

Achieve Sustainability Certifications

How can the Board perform differently to empower agency professionals to focus on rigorously prioritizing pre-determined outcomes?

2

**Root** for  
GM's  
Success

# Preparing for 2022: Monitoring Delivery of the Outcomes

# Performance Management

## *Key Steps*

**1** Define Success Outcomes

**2** Develop Work Plan (Tactics)

**3** Create Organizational Scorecard

**4** Populate Information Systems

**5** Performance Management Dashboard

**6** Establish Quarterly Reporting Cadence

**7** Cultivate a Culture of Improvement

Board

GM and Staff

Board

# Agency Review: How One Community Cultivates a Culture of Improvement



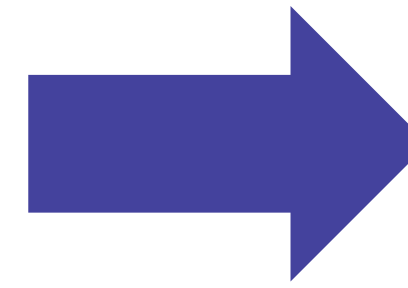
**“You don't spend 2.5 billion on a rail line to move 15,000 people per day.”**

— John Lewis  
CEO, Charlotte Area Transit System



# Becoming an Outcomes-Focused Organization

From Measuring Activities



...to Managing Outcomes



**Customer Satisfaction**



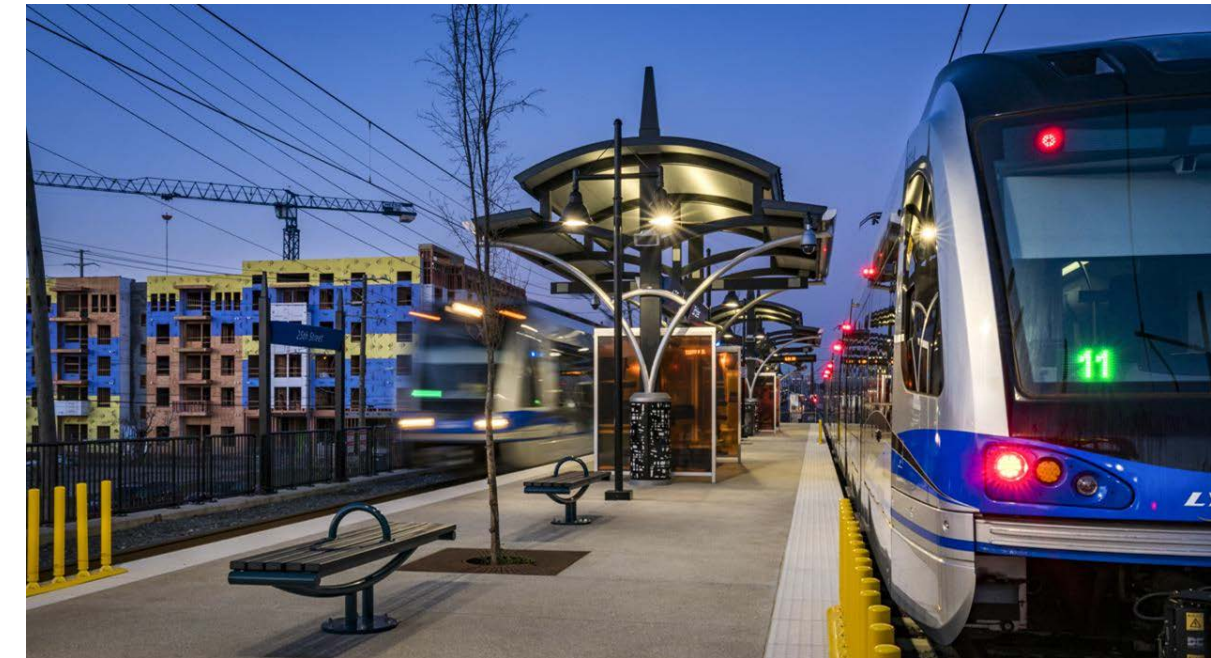
**Community Impact**



**Financial Stability**



**Employee Success**



# Components of CATS Success

Focus on Measurable Outcomes

Commit to Getting Better Each Quarter

Inspire Workforce with Purposeful Work

Communicate about Outcomes

CATS TRAX FY20 Aggregate Scorecard								
Strategy	Metric	Performance Goal	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Goal Points	Q3 Earned Points
Customer Satisfaction	Overall Customer Satisfaction	90%	82%	82%	83%		10.0	9.3
	Overall Net Promoter Score	58%	59%	59%	57%		10.0	10.0
	Overall On-Time Performance	89%	89%	86%	89%		7.0	6.9
	Overall Ridership**	23,500,000	5,743,451	11,212,316	16,041,210		3.0	2.5
	Overall Ridership**	100%	24%	48%	68%			
							30.0	28.7
Financial Stability	Taxpayer Subsidy Percentage, (CATS Policy <80%)**	<80%	78.8%	79.2%	79.0%		8.0	8.0
	Net Debt Service Coverage Threshold (CATS Policy >1.15)**	>1.15	2.85	3.82	2.26		7.0	7.0
	Overall Operating Cost/Revenue Hour**	\$142.21	\$133.50	\$141.02	\$140.66		6.0	6.1
	Overall Customers/Revenue Hour	21.0	21.5	20.8	18.5		6.0	5.3
	Directly Generated Revenue**	3.0%	2.3%	2.3%	3.4%		3.0	3.4
							30.0	29.8
Employee Success	Employee Engagement	80%	63%	63%	63%		8.0	6.3
	Employee Satisfaction	85%	61%	61%	61%		8.0	5.7
	Customer Satisfaction with CATS Employees	86%	88%	88%	88%		5.0	5.1
	Customer Satisfaction with Call Center Interactions	87%	80%	80%	82%		4.0	3.8
							25.0	20.9
Community Impact	Economic Impact**	1.13	1.14	1.51	1.51		5.0	5.9
	Community Perception of Community Value	85%	82%	82%	82%		4.0	3.9
	Access to Key Destinations*	24%	23%	23.0%	43.8%		3.0	3.9
	Jobs Created from Transit & Transit Infrastructure**	21,400	4,590	28,931	30,289		3.0	3.9
	Jobs Created from Transit & Transit Infrastructure**	100%	21%	135%	142%			
							15.0	17.6
<b>Overall Performance Score</b>							<b>100.0</b>	<b>97.0</b>

# Case Study: Vehicle Cleanliness

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- 2<sup>nd</sup> most important element of service to customers
- Satisfaction with bus cleanliness declined 3 survey waves in a row



Screenshot from “Transit Never Sleeps” video

## What CATS Did...

### Learned More

- Added drill down questions to next surveys
- Engaged Operations in understanding issues

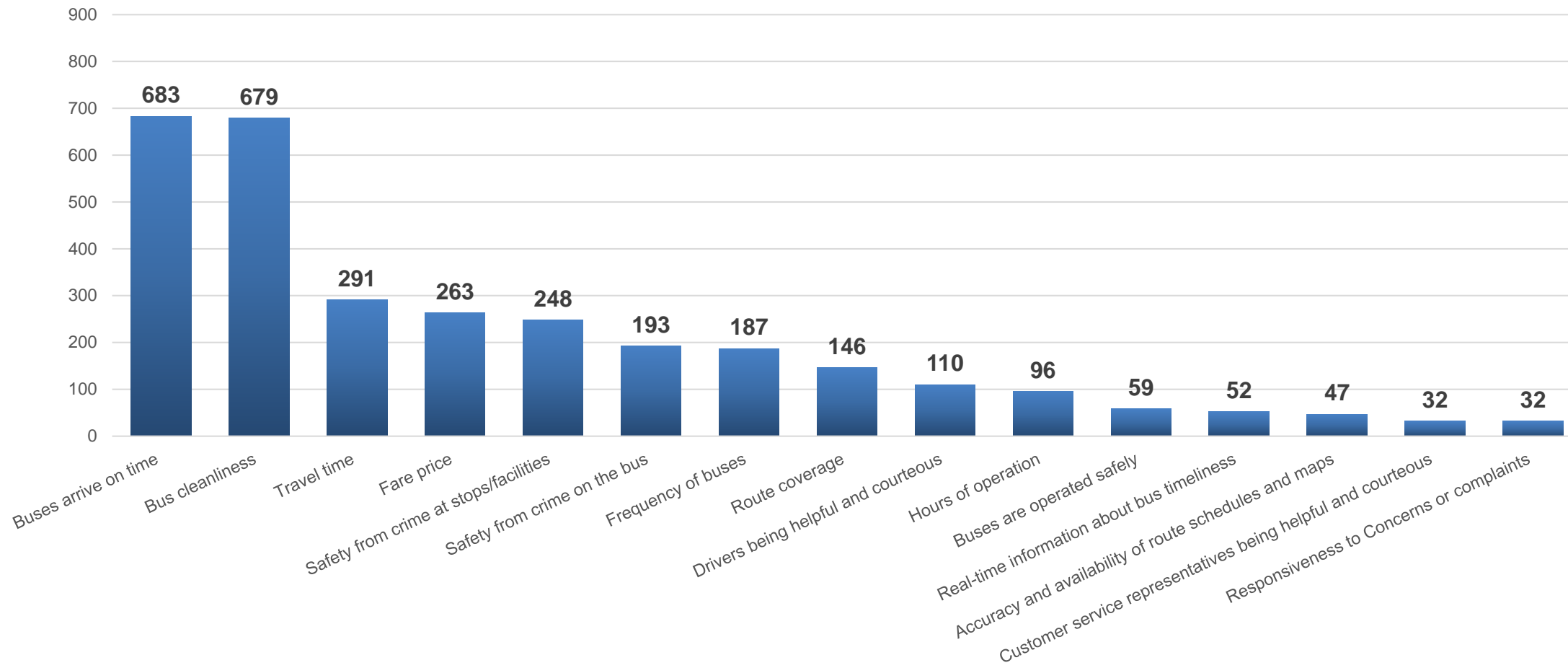
### Focused Resources

- Enhanced training
- Process improvements
- Leveraged Field Supervisors

### Communicated

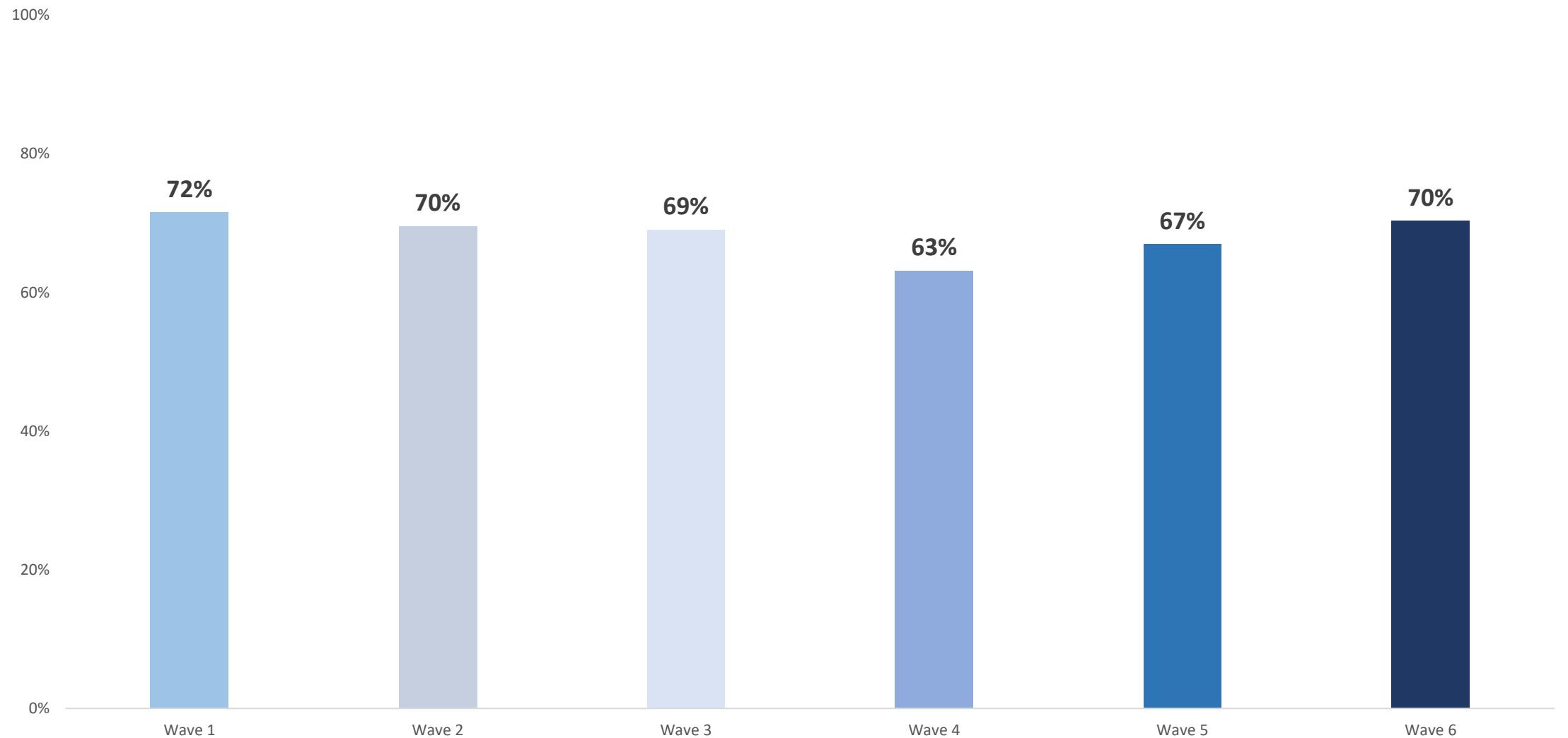
- Started communicating to our customers about our cleaning efforts through video and social media

Customer Importance Factors



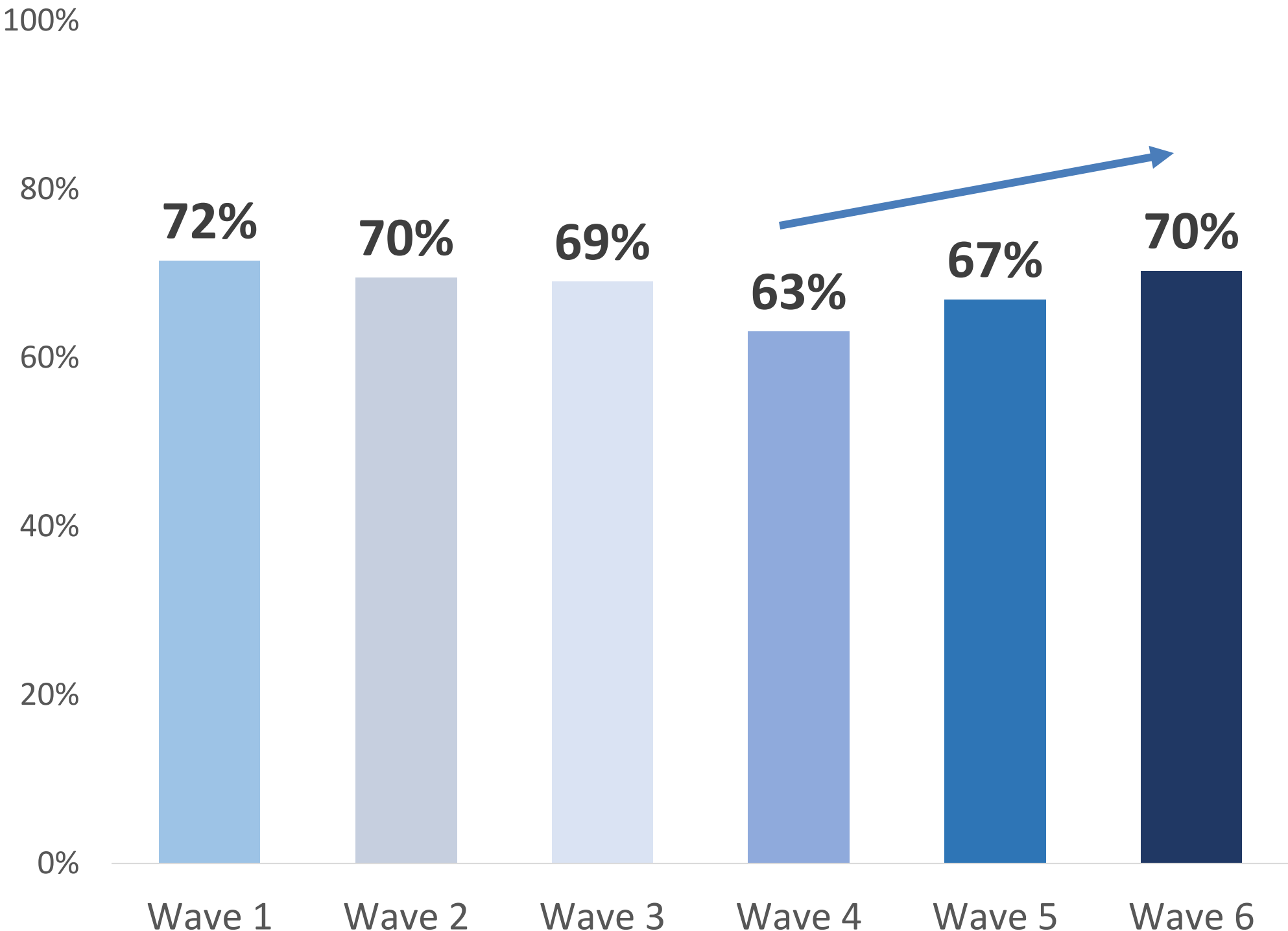
Prior to the study, customers ranked bus cleanliness as their second-highest priority.

Post-study, satisfaction with bus cleanliness had increased by 11% over the previous year with focused efforts of CATS staff. It also **declined 5 spots in customer importance**, likely indicating the improved performance.



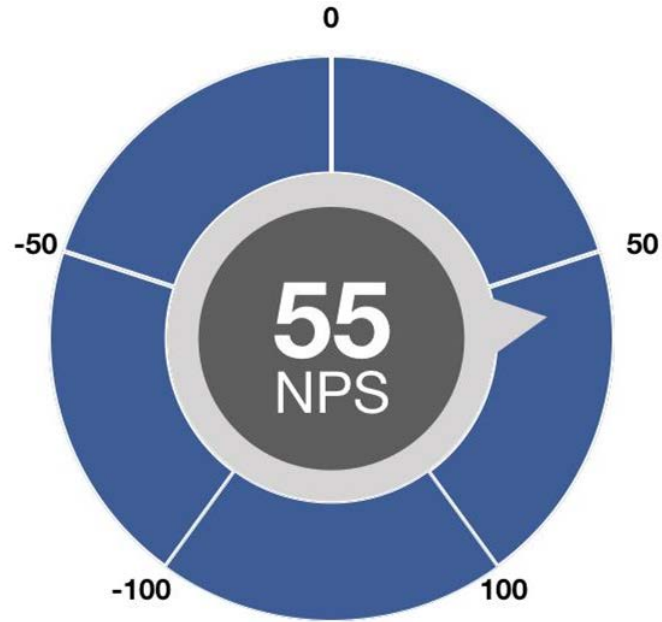
**As a result of their organizational focus, customer satisfaction with cleanliness improved 11% from Wave 4 to 6**

### **Customer Satisfaction with Vehicle Cleanliness**

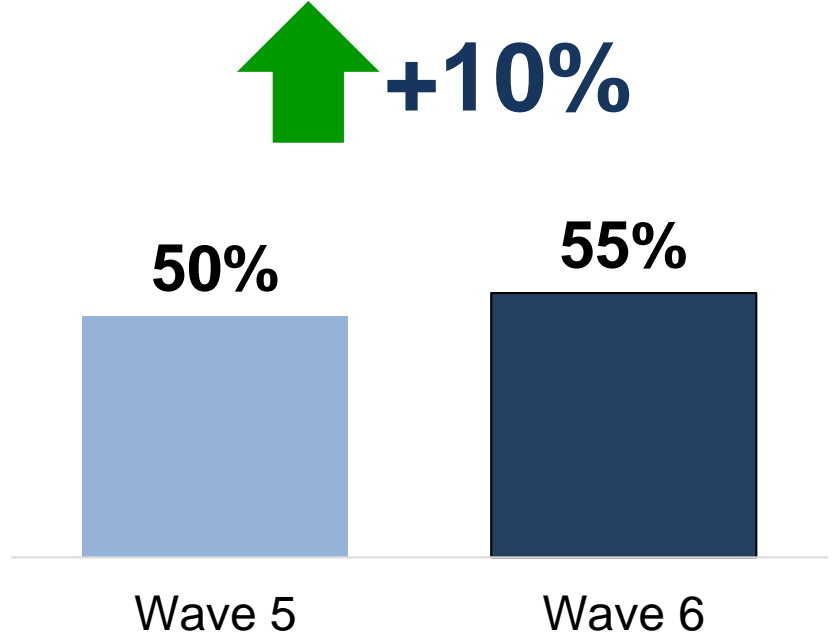


# Ultimate Impact on Customer Satisfaction Outcomes

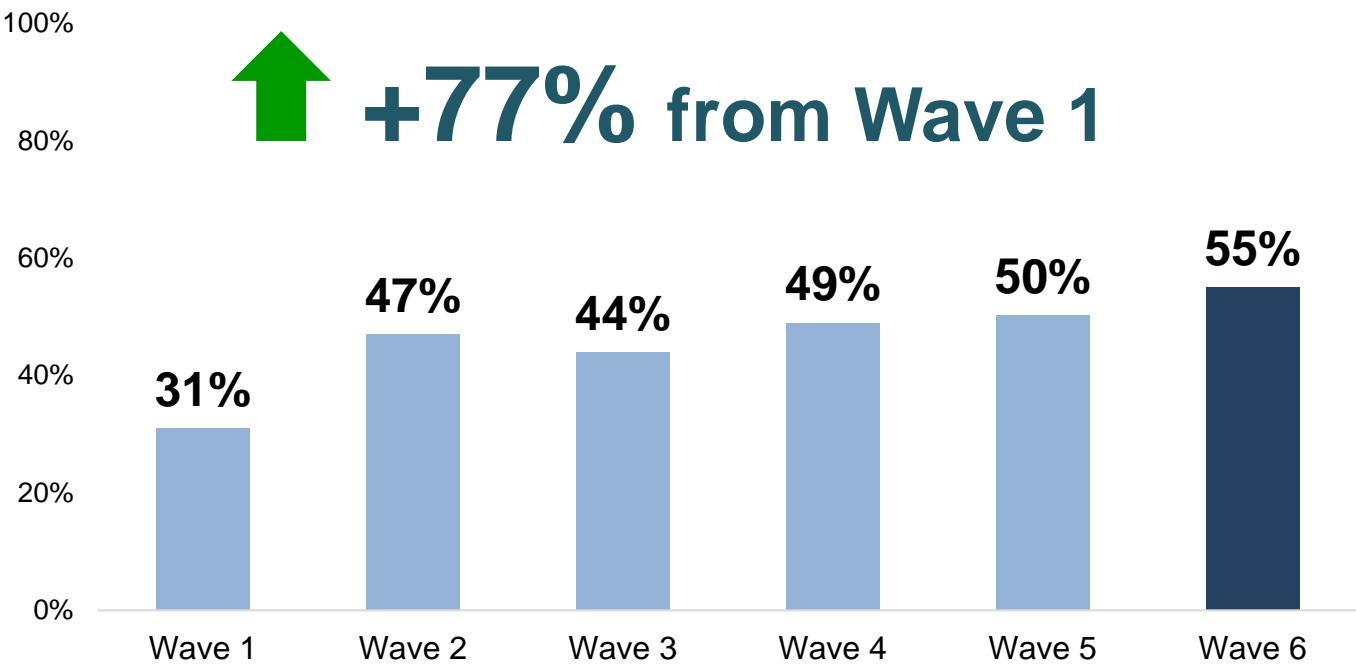
## Wave 6 Fixed Route NPS



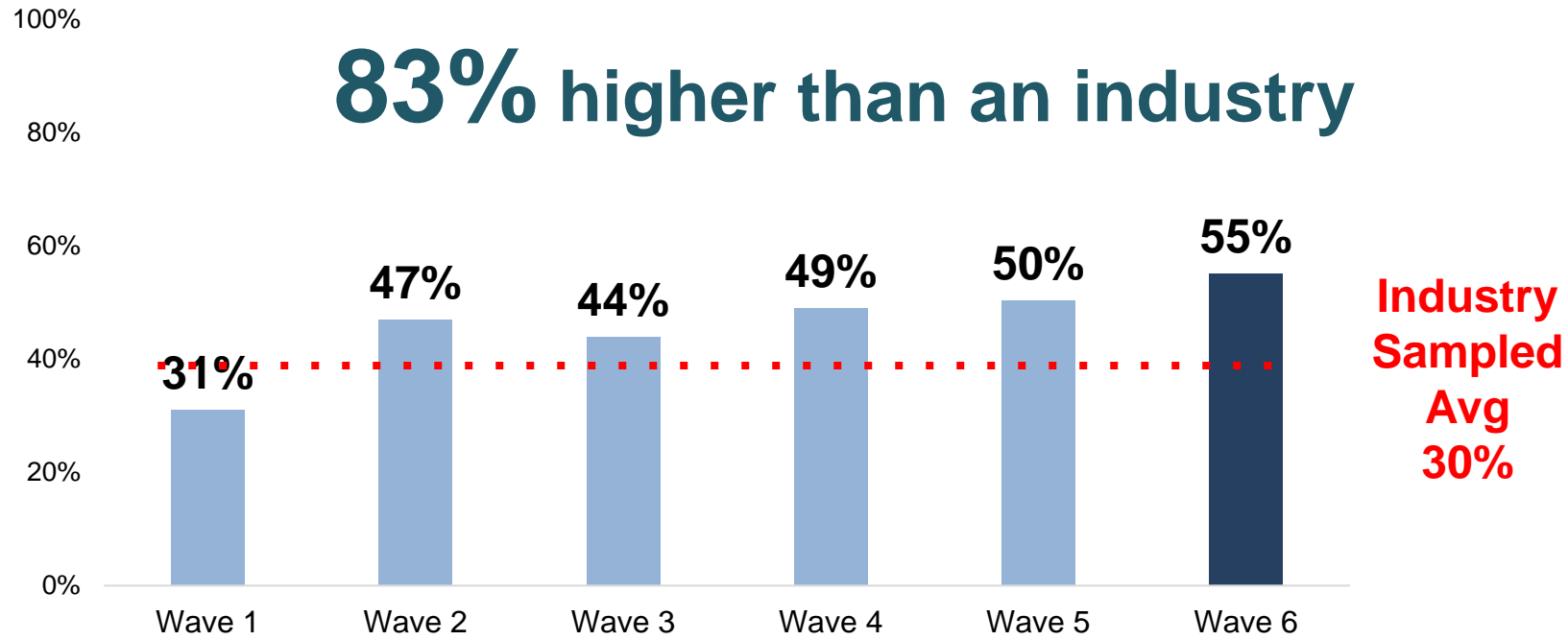
## Comparison to Wave 5



## NPS Trend Over Time



## Comparison to Industry



# LTD Quarterly Reporting Cadence

## *Sample*

	Quarter Begins	Quarter Ends	Management to Populate Metrics	Management Reports Performance Results to Board*
<b>Q1 FY22</b>	Jul 1	Sep 30	Oct 15	<b>Nov 17</b>
<b>Q2 FY22</b>	Oct 1	Dec 31	Jan 15	<b>Feb 16</b>
<b>Q3 FY22</b>	Jan 1	Mar 31	Apr 15	<b>May 18</b>
<b>Q4 FY22</b>	Apr 1	Jun 30	Jul 15	<b>Aug 17</b>

\*These are proposed dates based on current Wednesday Board Meeting cadence.



# Performance Management Oversight

## *Example\* Discussion Questions*

### FY Success Outcome



Customer Satisfaction:  
Increase Customer NPS by 5%

### Q1 Result



Customer Satisfaction:  
NPS increased by 10%



I see that we over-performed to the Goal that we established in Q1. Can you talk about the most important factors that drive this Outcome?

How will the management team approach the improvement of customer satisfaction even further beyond the achievement we have already delivered?

# Performance Management Oversight

## *Example Discussion Questions*



In order to produce improved results, it requires us to both react and then act. How is the management team thinking about accelerating the time to calculate and report results at the end of each quarter so we can adjust and have impact on our desired Outcomes more quickly in the following quarter?

# Performance Management Oversight

## *Example Discussion Questions*

**Survey Result:  
#1 Importance Factor to  
Customers**



On-Time Performance

**LTD's On-Time  
Performance Goal**



90%

**LTD's Actual On-  
Time Performance**



82%



On-Time Performance was rated by our customers as the #1 metric of importance in driving their Net Promoter Score - the outcome that we adopted as a Board. Since our actual On-Time Performance is below our goal, how does the management team plan to address this metric for performance, that today, we aren't living up to?

How might the Board think about adjusting to provide oversight of quarterly organizational results to deliver annual Success Outcomes?

3

**Review**

GM's  
Performance

# Preparing for 2022: Interim General Manager Performance Evaluation

# Recap: Characteristics of a Good GM Evaluation



Clearly Defined Success Outcomes - Connected to Strategic Business Plan



Clarity of General Manager Outcomes Communicated at Beginning of Year



Regular Feedback Between Board Chair and General Manager



Balance Between Objective and Subjective Measures of Success



Compensation Tied to Results

# Achieving a Balance: Objective vs Subjective

## Objective Outcomes- Based Results



Increased Overall  
Customer Net Promoter  
Score



*Quantifiable*

## Subjective Values-Based Results



General Manager/CEO  
Provides Data to the Board  
with Transparency



*Spirit of Engagement*

## General Feedback & Open- Ended Questions



Are there any questions that  
you would invite the GM/CEO to  
reflect on in the coming year?



*Reflective*

# Objective Measurable Outcomes

*Tied to Organizational Success Outcomes*

## CUSTOMER SATISFACTION

Our goal is to deliver outstanding customer service that increases the willingness of our customers to recommend our services to others.



A Net Promoter Score of 55%.

## EMPLOYEE ENGAGEMENT

Our goal is to attract and retain a high quality workforce through high levels of employee engagement.



An Employee Engagement Score of 65%\*.

## COMMUNITY VALUE

Our goal is to provide strong value to the community through the services we offer, whether or not they use our services directly.



Establishment of a baseline for the percentage of the community that believes we provide value and improve 5%.

## FINANCIAL HEALTH

Our goal is to maintain LTD's strong financial position to sustain our operations for the future.



Achievement of 3-year rolling financial plan targets.

## SUSTAINABILITY

Our goal is to do our part to preserve and protect the environment through a reduction in greenhouse gas emissions.



A reduction in Greenhouse Gas Emissions of 70%.



# Subjective Evaluation Criteria

*Tied to Organizational Core Values*

## Respect

We honor and dignify all individuals by listening intently to their unique contributions and needs — treating others with trust, care, kindness, and courtesy.

## Integrity

We hold all that we say and do to a high standard of honesty, stewardship, ethics, fairness, and compassion.

## Innovation

We persist in applying resourcefulness, creativity, and new technology alongside known best practices to best serve our community.

## Equity

We commit to listening, learning, and including voices from the diverse identities and abilities of our employees and our community — and we take care to consider how our decision-making processes address historic inequities in transportation.

## Safety

We create a safe environment for our employees, customers, and community — and are always willing to reach out to help, support, and assist others in ways that are safe to all involved.

## Collaboration

We demonstrate cooperation and excellent team behaviors when working with others — both internally and with our partners in the District — by focusing on common purpose and win-win outcomes.

# Methodology

## COMBINED APPRAISAL SCORE:



50% Success Outcomes & Metrics



50% Agency Core Values



General Feedback/Reflection

# Step 1: General Manager Self Evaluation

## Objective Outcomes- Based Results



Third party verifies the  
delivery of Outcomes.

## Subjective Values- Based Results



General Manager/CEO  
provides thoughts on  
values adherence.

## General Feedback & Open-Ended Questions



General Manager/CEO  
reflects on feedback  
questions.

# Step 2: Board Evaluation of General Manager

*GM/CEO Self Evaluation report shared with Board*

**Objective Outcomes-  
Based Results**



Board shares  
feedback on  
Outcomes.

**Subjective Values-  
Based Results**



Board shares feedback  
on Values.

**General Feedback &  
Open-Ended Questions**



Board shares feedback on  
reflective questions.

# Step 3: Formal Evaluation Session

- Board responses aggregated into themes in a comprehensive report.
- Formal Evaluation presented by Board Chair to General Manger for conversation.

# Step 4: Establish Outcomes for FY2023

# Interim GM Evaluation Process: *Proposed Timeline*

**July**

**August**

Week 1

Week 2

Week 3

Week 4

Week 5

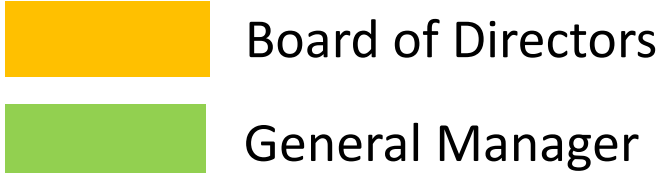
General Manager Self-Evaluation



Board Evaluation of General Manager

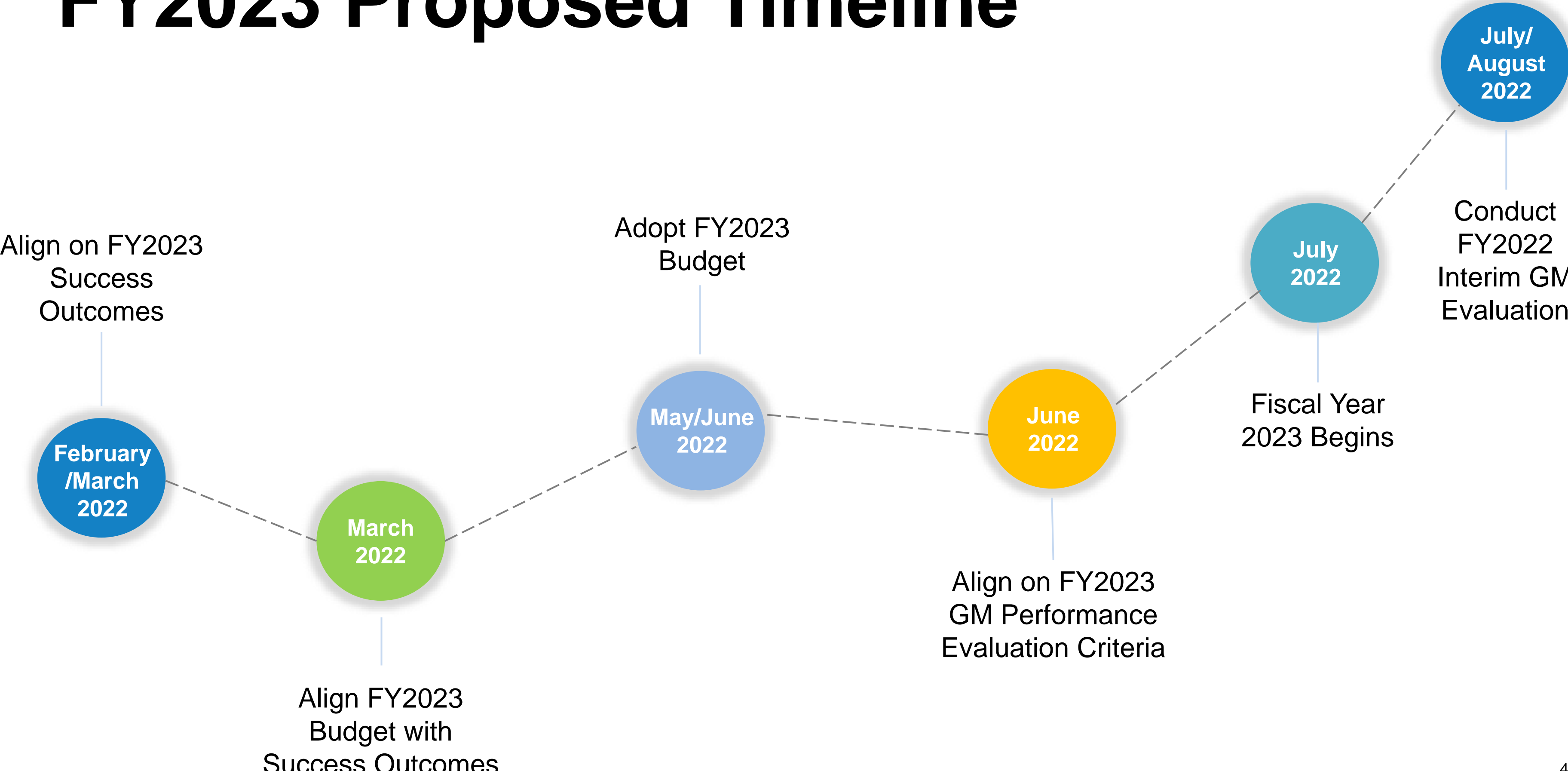


Establish Evaluation Criteria for FY2023



# Looking Ahead: FY2023

# FY2023 Proposed Timeline





## Discussion Questions:

What are you most optimistic about in this outcomes-focused model of oversight?

What do you believe the agency most needs to guard against in order to ensure success of this model?

**BREAK**  
**10 mins**

1

**Hire** a  
General  
Manager

# Executive Search: General Manger

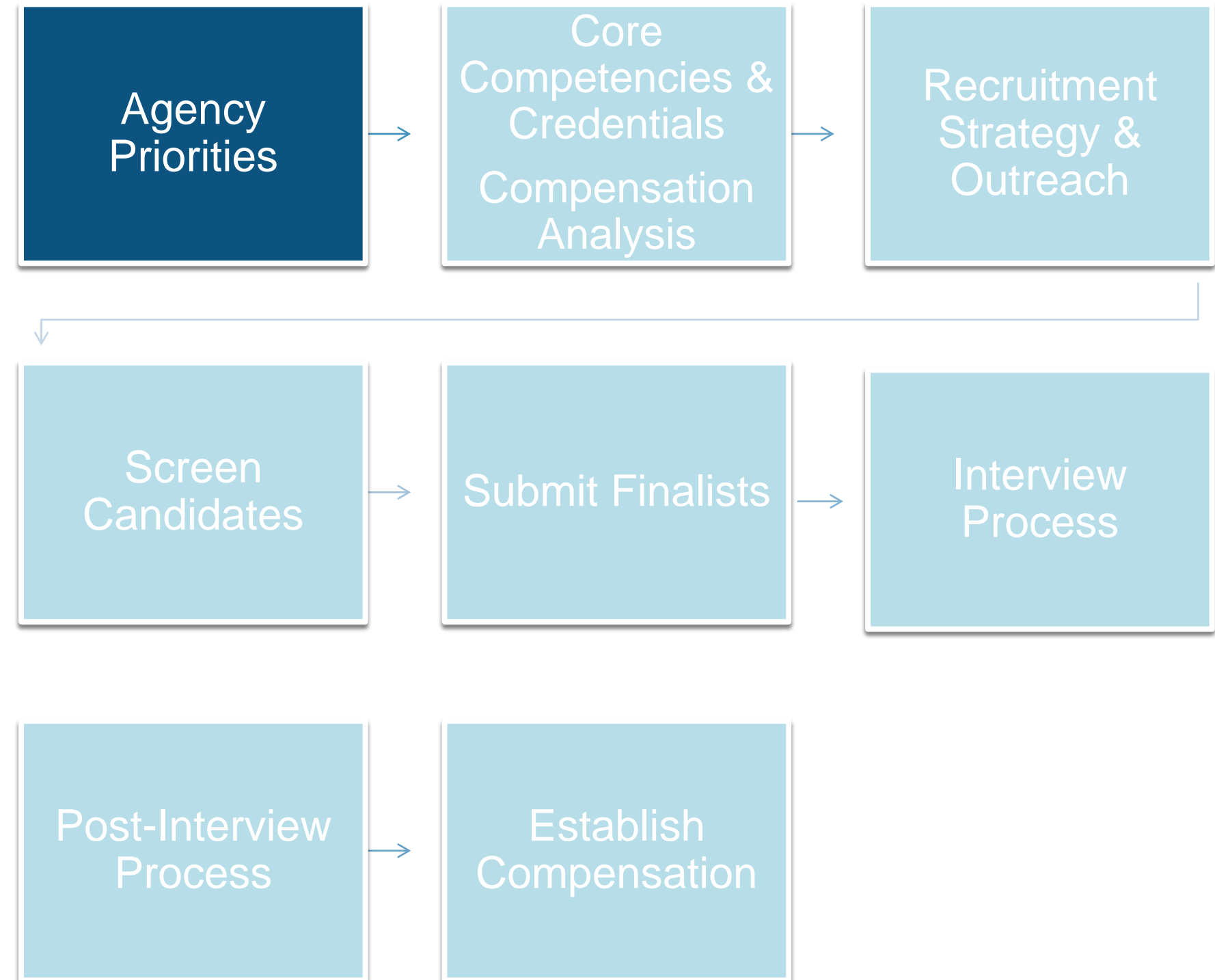
# Recap: Process Overview

Our approach to recruitment of qualified candidates ensures that we achieve alignment with the Board and Executive Management in order to deliver the most suitable individuals with the right mix of experience and skills.



# Agency Priorities

- Confirm strategic priorities and expectations for the next General Manager.
- Identify gaps that may exist in LTD to deliver on its strategic priorities.
- Stakeholders and employee surveys and forums

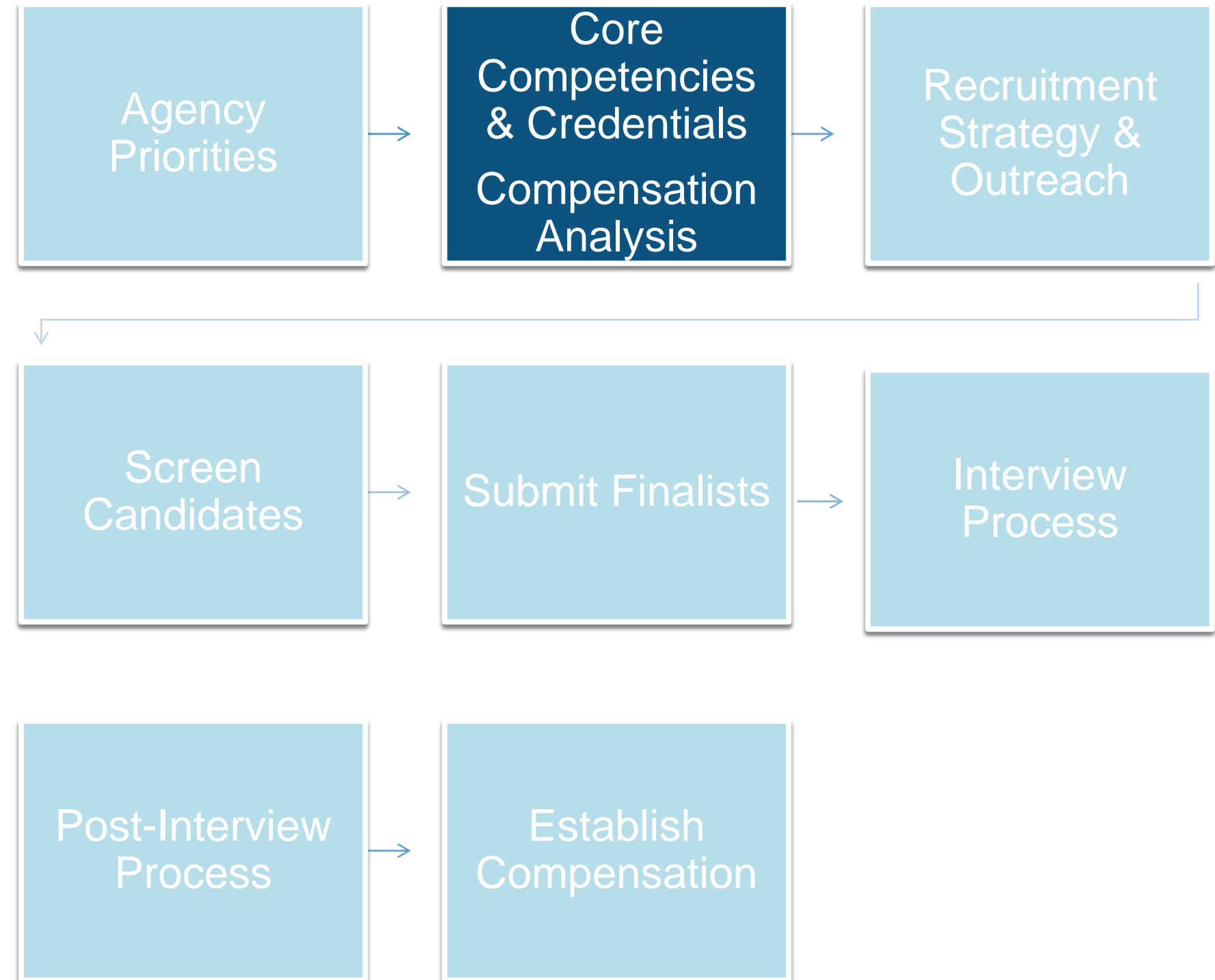


# Core Competencies & Compensation Analysis

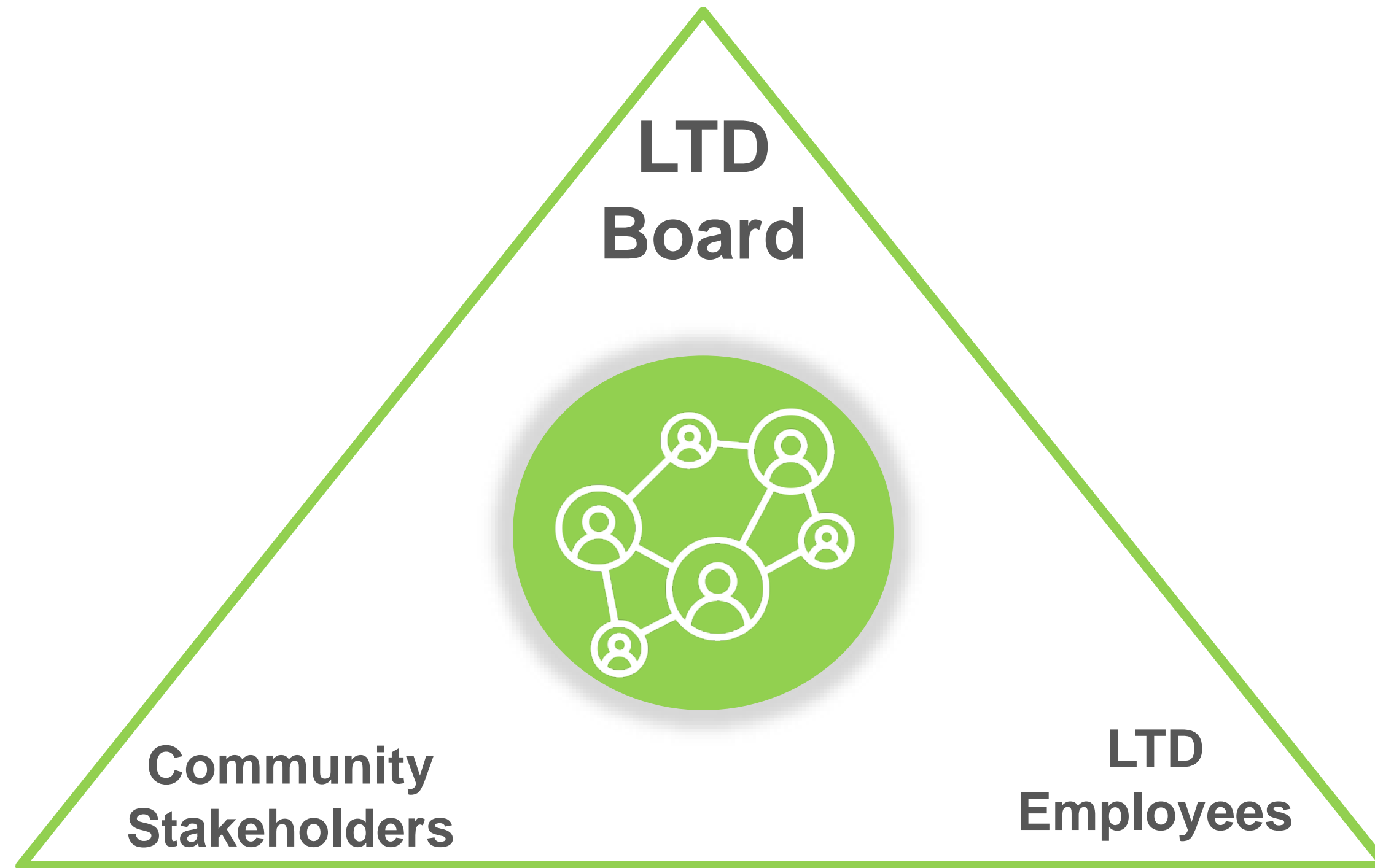
During this task we will use the information gathered from the first task in two ways:

- Refining the **job description** that clearly describes the responsibilities and expectations for the role, as well as the qualities that LTD seeks.
- **Evaluation criteria** for both the initial screening and formal interviewing of candidates.

We will conduct an industry scan of transit General Manager salaries and provide an analysis of compensation and provide data driven guidance that aligns salary with Board and stakeholder expectations, the core competencies, and the market to help guide the recruitment process.



# Informing the Job Description



# Discussion: Job Description

What are the preferred values of the General Manager?

Externally or internally focused?

What are the key competencies?

What are desired experiences?

Key criteria for evaluation of candidates?

Great organization or great transit agency?



# 1

## What are the preferred values of the General Manager?

### Respect

We honor and dignify all individuals by listening intently to their unique contributions and needs — treating others with trust, care, kindness, and courtesy.

### Integrity

We hold all that we say and do to a high standard of honesty, stewardship, ethics, fairness, and compassion.

### Innovation

We persist in applying resourcefulness, creativity, and new technology alongside known best practices to best serve our community.

### Equity

We commit to listening, learning, and including voices from the diverse identities and abilities of our employees and our community — and we take care to consider how our decision-making processes address historic inequities in transportation.

### Safety






We create a safe environment for our employees, customers, and community — and are always willing to reach out to help, support, and assist others in ways that are safe to all involved.

### Collaboration

We demonstrate cooperation and excellent team behaviors when working with others — both internally and with our partners in the District — by focusing on common purpose and win-win outcomes.

# 2

## Externally or internally focused?

			Weighted Points
<b>CUSTOMER SATISFACTION</b> Our goal is to deliver outstanding customer service that increases the willingness of our customers to recommend our services to others.		A Net Promoter Score of 55%.	30
<b>EMPLOYEE ENGAGEMENT</b> Our goal is to attract and retain a high quality workforce through high levels of employee engagement.		An Employee Engagement Score of 65%*.	25
<b>COMMUNITY VALUE</b> Our goal is to provide strong value to the community through the services we offer, whether or not they use our services directly.		Establishment of a baseline for the percentage of the community that believes we provide value and improve 5%.	20
<b>FINANCIAL HEALTH</b> Our goal is to maintain LTD's strong financial position to sustain our operations for the future.		Achievement of 3-year rolling financial plan targets.	15
<b>SUSTAINABILITY</b> Our goal is to do our part to preserve and protect the environment through a reduction in greenhouse gas emissions.		A reduction in Greenhouse Gas Emissions of 70%.	10

- 3 What are the key competencies?
- 4 What are desired experiences?
- 5 Key criteria for evaluation of candidates?

[Predictive Index Assessment](#)

Great **organization** or  
great **transit** agency?

# 2022 Calendar Year *Key Items*

LTD Board calendar will be shared at this time.

# Board Discussion