

MINUTES OF DIRECTORS  
STRATEGIC PLANNING WORK SESSION

LANE TRANSIT DISTRICT

SPECIAL MEETING

Friday, October 23, 2009

Pursuant to notice given to *The Register-Guard* for publication on October 18, 2009, and distributed to persons on the mailing list of the District, the Board of Directors of the Lane Transit District held a strategic planning work session on Friday, October 23, 2009, beginning at 8:30 a.m., in the LTD Board Room at 3500 East 17<sup>th</sup> Avenue, Eugene.

Present:

Board

Mike Eyster, President  
Greg Evans, Vice President  
Dean Kortge, Secretary  
Ed Necker, Treasurer  
Doris Towery  
Mike Dubick

Staff

Mark Pangborn, General Manager  
Stefano Viggiano, Assistant General Manager  
Mark Johnson, Director of Transit Operations  
Diane Hellekson, Director of Finance  
George Trauger, Director of Maintenance  
Mary Adams, Director of Human Resources and Risk Management  
Andy Vobora, Director of Service Planning and Marketing  
Tom Schwetz, Director of Planning and Development  
Steve Parrott, Information Technology Manager  
Charlie Simmons, Facilities Services Manager  
Jeanne Schapper, Administrative Services Manager/Clerk of the Board (Recording Secretary)  
Todd Lipkin, Financial Services Manager  
Pat Rather, Training Specialist

Absent:

Gerry Gaydos

**CALL TO ORDER AND WELCOME:** The meeting was called to order by Board President Mike Eyster at 9:03 a.m. on Friday, October 23.

Mr. Eyster introduced the format and focus of the day's discussion, which would include members of the community later joining the group for lunch. This format was designed to allow for engaging conversation with community leaders that staff connect with and collaborate with on a regular basis. The goal was to work together to forecast how transportation may assist the larger community in the future.

Mr. Eyster then introduced Gary Gillespie, who would be joining the Board in January, replacing the position that will be vacated by Gerry Gaydos.

Director of Human Resources and Risk Management Mary Adams further described the purpose and format of the day's brainstorming session. This day's session is the second in a series of visioning sessions designed to examine where the organization wants to be 20 years or more into the future, while developing a strategy that makes sense for the community. Ms. Adams clarified that the lunch

discussion would focus more on the style and competencies that community leaders would prefer in future leadership at LTD.

Ms. Adams reported that futurists say that the past can be a predictor of what can be expected to happen in the future. To begin the process of looking into the future, Mr. Rather introduced a video that displayed what has happened in the world and with LTD during since 1980. Mr. Rather then introduced a banner that displayed a timeline of significant milestones that LTD has achieved during that same period of time. A second banner would be used to display ideas generated during the course of the day that are related to LTD's future and that would be brought back to the Board at the next visioning session.

General Manager Mark Pangborn reiterated that the accomplishments the organization has made in the past and the continuous desire to improve the organization are the result of thinking in the long term. In the past, decisions have been made at times long before the execution. That underlines LTD's need to anticipate what it needs to do in the future. The past timeline reflects changes in legislative delegates, and the long-range plan needs to consider those and other possible changes in the future. While the organization identifies what needs to be done in the future, it also needs to determine possible funding options.

**STRATEGIC VISIONING WORK SESSION:** During the course of the morning, the Board and staff held table discussions to determine factors that may have major future implications for transit. The exercise also produced conceptual ideas of where LTD will be up to 40 years into the future. Mr. Pangborn recognized some of the factors and ideas submitted by staff and the Board, such as:

- Changing demographics (cultural, language barriers), growing city populations, and workforce changes
- By 2015, 80 percent of current technologies will be obsolete, requiring retraining of workers
- Completion of EmX system by 2040 (population projections 380,000)
- Extend high-speed service to other communities, including Cottage Grove
- Electric and solar-powered buses – no fossil fuels
- Fully automated fare collection
- Contracting service to sustain service levels
- Increase rail line along Highway 126 – express service to Veneta
- Bike rentals/loans at bus stops
- Bilingual requirement for employment at LTD
- Oregon's public initiative process is abolished
- Peter DeFazio's retirement
- High speed rail
- Leadership changes
- Third wheelchair bay on buses
- Sales tax
- Aerial system from Autzen to campus
- Real-time information at all bus stops
- Ability to process on-demand requests from low density access points to high capacity corridors
- Satellite facility

At noon the Board and staff were joined by community members who participated in group discussions concerning their vision for LTD's future leadership and LTD's position within the community. Joining in the discussions were: Dan Egan, Gino Grimaldi, Peter Davidson, Anne Marie Levis, Jon Ruiz, Liz Cawood, Steve Roth, and Dwight Collins.

At the close of the group discussions, a table representative shared some of the preferred characteristics of future LTD leadership that had been discussed, including:

- Transit advocate with passion for transit--not a technician
- Visionary, but with day-to-day management capabilities
- Someone with long-term commitment to the community
- High energy
- Good listener
- Strong external presence in the community – maintaining relationships is important
- Already a player in transit—APTA and FTA connections
- Consideration as to up-and-comer v. seasoned professional (no conclusions from the group)
- Good speaker
- High level of integrity
- Maintain/improve relationship with union
- Life-long learner
- Out-of-the-box thinker
- Good understanding of finances – can find innovative funding strategies
- Good understanding of this community
- Good understanding of LTD's culture—no drastic, immediate changes
- Culturally competent (regarding changing demographics)
- Not necessarily bus-focused since bus may not be the transportation of the future
- Interested in innovation
- Continues to move in the direction of community integration into transit
- Collaborative
- Restructuring into framework of shared leadership: two leaders with separate focus of responsibilities (internal v. external; financial v. operational)

Ms. Adams thanked the group and said that these ideas will be incorporated into a draft document that will be used over the next several months in developing the future vision for the District. The visitors left the meeting at 1:15 p.m.

Ms. Adams shared the next steps in the process. During the next month a task force will be formed that will synthesize the ideas brought forth during this session into a document to be brought back to the Board in another session to be scheduled for January. This is an iterative process that will take place over the next several months, resulting in a document that will guide the District through the next twenty years.

The next work session to be scheduled in December will focus on building the budget for the coming year and the long-term financial plan.

The information received regarding leadership competencies will be incorporated into the District's process for internal staff development and succession planning.

Mr. Schwetz added that the long-range transit plan has a couple of components that LTD can build on: one includes development of strategic scenarios, and the second is the identification of specific capital related projects that will become part of the regional plan. Development of the plan needs to be completed by June 30, 2011.

**ADJOURNMENT:** The work session was adjourned at 1:50 p.m.



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Board Secretary

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