

Public notice was given to  
*The Register-Guard* for  
publication on October 6, 1998

**LANE TRANSIT DISTRICT  
BOARD WORK SESSION**

**SATURDAY, OCTOBER 10, 1998  
9:00 a.m. – 4:30 p.m.  
Eugene Hilton**

**Agenda**

- I. Welcome and introductions – Phyllis Loobey (10 minutes)
- II. Meeting objectives review – Mark Pangborn (5 minutes)
  - A. Discussion of Board member responsibilities, expectations, motivations, and concerns
  - B. Strategic Plan review
  - C. Strategic Plan assessment
  - D. Definition of LTD's core business, service priorities, service standards
  - E. Review of Board work plan
  - F. Review of BRT's future and required decisions
- III. Discussion of Board member responsibilities, expectations, concerns, motivations, goals – Susan Phillips (45 minutes)
- IV. 15-minute break (10:00 – 10:15 a.m.)
- V. Strategic Plan review (90 minutes)
  - A. Overview – Mark Pangborn
  - B. Vision I – Ed Bergeron
  - C. Vision II – Andy Vobora/Stefano Viggiano
  - D. Vision III – Diane Hellekson
  - E. Vision IV – Phyllis Loobey/Dave Dickman
  - F. Plan assessment – Susan Phillips
- VI. Lunch 12:00 – 1:00 p.m.
- VII. Translating LTD's mission into service priorities, service standards, and priorities for resource allocation – Jarrett Walker (90 minutes)
- VIII. 15-minute break (2:30 – 2:45 p.m.)
- IX. Service discussion, continued (75 minutes)
- X. Summary of day, preview of Sunday
- XI. Adjourn (between 4:00 and 4:30 p.m.)

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**LANE TRANSIT DISTRICT  
BOARD WORK SESSION**

**EUGENE HILTON  
SUNDAY, OCTOBER 11, 1998  
9:00 a.m. – 4:00 p.m.**

**Agenda**

- I. Recap of Saturday – Susan Phillips (15 minutes)
- II. Assessment (revision) of Board annual work plan – Phyllis Loobey (30 minutes)
- III. Discussion of Bus Rapid Transit issues – Stefano Viggiano (45 minutes)
- IV. 15-minute break ( 10:30 – 10:45 a.m.)
- V. BRT issues, continued (75 minutes)
- VI. Lunch (12:00 – 1:00 p.m.)
- VII. Discussion of BRT community involvement – Ed Bergeron (90 minutes)
- VIII. 15-minute break (2:30 – 2:45 p.m.)
- IX. BRT community involvement, continued (45 minutes)
- X. Wrap-up and review of future work session issues
  - A. Replacement fleet mix
  - B. Strategic community relations training
  - C. Legislative issues and positions
  - D. Succession planning for General Manager
  - E. Further clarification of Board's roles and responsibilities
- XI. Adjourn (4:00 p.m.)

### **What makes an effective Board**

Dave	Take flak
Rob	Relationship among Board members and different perspectives
Pat	Relationship between Board and GM; Board president and GM— collaborative

### **Motivation to be on LTD Board/Highest Hope/Greatest Fear**

#### **Kirk Bailey**

Motivation – Citizens have an obligation to participate in the community and be involved. In the latter part of the 20<sup>th</sup> Century, a lot of people don't believe there is any efficiency in the public arena. The more who are willing to be in those positions, the better it will be. I get the opportunity to learn how policies, businesses, community groups, etc., work together.

Hope – Continue to strive to be the best transportation entity we can; increase ridership and promote quality of life -- BRT. I hope we are successful in that goal.

Concern – As step up/out in the crowd, make a target of ourselves. Shouldn't stop us from doing it but need to consider it.

#### **Ginny Lauritsen**

Motivation – Had reservations because of other boards and the fiduciary responsibility that goes with it; big commitment, but think it's a worthwhile use of time. Stewardship of public resources.

Hope – 10-20 years from now, can get where we are going without stressing selves beyond belief; can afford to get from one place to another and will be safe getting there.

Concern – Accessibility to transportation (income level 57 percent less than \$15,000 per year). Lee Beyer said in 1980 this area had 112 percent of national wage average; 1988 was 87 percent. Keep transportation accessible to lower-income people.

#### **Hillary Wylie**

Motivation – Believe in making a commitment to your community; give back and serve. LTD is exciting; big commitment to BRT.

Hope – to see BRT operating and full of people; see it through to the finish.

Concern – (1) As progress with BRT – citizen conflict (committed to working through it)  
 (2) Rural areas – (would like to be able to serve everyone who needs transportation but understand the limits and fiduciary responsibility (3) Responsibility for them to pay for those services

### **Dave Kleger**

Motivation – transportation junkie; advising the District on transportation issues almost as long as LTD in existence

Hope – Be able to provide effective range of practical transportation choices for every person in the metro area, so everyone has at least two real options per trip

Concern – As work on things to make transit option practical, may be tempted to not look at the fact that some parts of our town have no real transportation—don't get so focused on the long-term goal that neglect people who need any kind of service as we move toward the priority of BRT.

### **Dean Kortge**

Motivation – To serve; insatiable curiosity to learn

Hope – Maintain Board as an appointed board; represents the business community. Think an elected board would be a serious downfall.

Concern – Maintain balance between farebox revenue and other support. Interesting tension between trying to get money from consumer and balance with other support—don't get too privatized.

### **Pat Hocken**

Motivation – Access for people with disabilities; still very interested. Preservation of natural resources; transit is part of the solution for land use.

Hope – Pilot corridor close to implementation by the time I'm off the Board.

Concern – Given difficulties (neighborhood support, community support, financial), that the Board maintains its commitment and vision to make it happen (BRT/pilot corridor).

### **Rob Bennett**

Motivation – when on city Council was interested in transportation; continue contribution on LTD Board

Hope – Maintain transportation balance in the community over the long term. Feel I'm on the Board at the right time. If we lose this change, we won't get it again for a long time.

Concern – Need to stand the test of operating efficiency (organizations get more money so they spend more). Community takes on new initiatives and needs more resources, so need to spend more in that regard, but at the same time weight against what is happening in the community. Be watchful that we can stand the test of scrutiny in the community's view, whether we are doing everything we can to make the operating dollars go in the right direction: specific—wonder what we would like as an organization if we said we were going to change our productivity number/raise the bar, or what if farebox revenue needed to be 15 percent of our revenue? What would our system look like in those cases? Agree with people who want to serve more people more often. Do we keep extending out or do we make a system that works more efficiently for us. LTD doesn't stand the test of the market. We have bargaining unit – 9 percent of the private sector employers deal with bargaining unit. Need to test ourselves more in terms of what our organization would look like if we were trying to increase efficiency at the same time as trying to expand service.

## **BOARD RETREAT MESSAGE**

**From MT following October 10 & 11, 1998, Board Work Session  
Board Decisions/Decision-Making Discussion**

**Board → Phyllis → Employees**

- A. Ask for meaningful feedback (we care what employees think)
    - Provide time for feedback
  - B. Consistent, well-developed message
    - If in writing, look nice, easy to read
- 
1. Start presentation discussing Board purpose and role
  2. Good Board—works together; committed
  3. Revisit service standards
  4. Board very supportive and proud of organization and staff (work environment—departments passionate about work)
  5. Anxious (eager) to represent LTD
  6. Primary goal is to elevate transit to a much higher priority for the community (transit as infrastructure). To do this, LTD staff and Board must be more visible, more active; there may be controversy
  7. More explanation on why BRT is such a good idea. Many employees do not understand value of BRT. How will BRT affect individual LTD employee? Talk to ATU about message and approach.

# BUS RAPID TRANSIT

## Board Policy Direction

The LTD Board has, over the years, provided the following policy direction to staff on the BRT project:

- ❑ Bus Rapid Transit is the preferred service concept for LTD (see Service Design section below)
- ❑ The pilot corridor is an east/west corridor from the Thurston Station in Springfield to West 11<sup>th</sup> Avenue in Eugene
- ❑ The preferred service design for the BRT corridor includes exclusive busways the entire length of the corridor
- ❑ Specially designed vehicles will be used along the corridor segment

## ***Question for the Board:***

*Is this still the appropriate direction for staff?*

## Service Design Guidelines

Bus Rapid Transit has been identified as the preferred service concept for LTD. All current and future service decisions will be made with this concept in mind. It is important to realize that a Bus Rapid Transit system involves more than just implementing fast, frequent service along major corridors. It will affect neighborhood service design, vehicle selection, stops and station designs, and the image and marketing of the system. Staff are working with the following service guidelines:

### Major Corridor Service

- Minimum frequency on the corridor will be a bus every ten minutes during peak hours.
- Travel speeds will be comparable to an automobile.
- Exclusive busways will be used along the entire length of the corridor.
- Transit signal priority will be used at all signalized intersections.
- Sleek-looking, modern, large, multi-door, low-floor vehicles will be used.
- There will be an average of two stops per mile (the current average is six stops per mile).

- Each stop will have minimum amenities that include a large passenger shelter, passenger information, seating, trash receptacles, and lighting.
- Boarding platforms will be designed at the level of the bus floor.
- There will be no fare collection on-board the bus (ticket machines will be available at all stops).
- Stations along the corridor will have common design elements.

### Neighborhood Service

- Neighborhood routes will connect with the corridor service at “activity centers” (e.g., supermarkets, schools), thereby providing not only the connection to the corridor, but connection to neighborhood destinations.
- Closer-in neighborhood routes (within about two miles of the Eugene Station) will continue to provide direct connections to the Eugene Station, eliminating the need to transfer on these short trips.
- Unless there is no practical alternative, neighborhood routes will not operate on the same streets as the corridor service.
- Neighborhood route stops that connect with the corridor service typically will be on cross streets adjacent to the corridor.
- Stops will have a range of amenities, from stations to simple bus stop poles, depending on the location and purpose of the stop.
- Stops will be spaced an average of every two blocks.
- Frequency of neighborhood routes will vary depending on demand, and will have between 10-minute and 30-minute headways.
- Small buses (maximum of 25 feet) will be used for the neighborhood service.
- Fares will be collected on-board the neighborhood buses.

### ***Question for the Board:***

*Are these the appropriate service guidelines for the staff to be using?*

### **TransPlan Approval**

The draft TransPlan includes Bus Rapid Transit as the key transit strategy. There have been, and likely will continue to be, some people who are concerned about BRT and believe that other alternatives, such as light rail, are preferred. Others are concerned that BRT is an unproven strategy and question its value and effectiveness. It is unclear at this point how controversial BRT will be. It is possible that LTD will need to strongly make its case for BRT during the TransPlan adoption process.



The draft TransPlan currently is under consideration by the Planning Commissions. Each of the Planning Commissions will formulate a recommendation on the plan for consideration by its respective elected officials (e.g., the Springfield Planning Commission will develop a recommendation for the Springfield City Council). It is expected that TransPlan will reach the elected officials next January or February. If there are differences in the version of TransPlan that is adopted by the individual jurisdictions, and those differences must be resolved, the issues will go before the Metropolitan Policy Committee (MPC) for resolution.

**Questions for the Board:**

1. *Does the Board need more information on TransPlan?*
2. *How active should the Board’s role be in the TransPlan adoption process?*
3. *Should communication with the elected officials who have to adopt TransPlan occur now, or should it wait until TransPlan is before them?*
4. *Should this communication with elected officials occur on a one-to-one basis, as a joint meeting with the LTD Board, or both?*

**Pilot Corridor Preliminary Design**

LTD staff have been working very actively on the preliminary design of the pilot corridor. The design and engineering work has been closely integrated with public involvement efforts. The pilot corridor has been divided into eight segments, and work has been proceeding on a segment-by-segment basis. The following is a rough schedule for this preliminary design work:

October 1998	Franklin/UO segment completed
December 1998	Glenwood segment completed
Winter 1999	Downtown Springfield segment
Spring 1999	Downtown Eugene East segment
Summer 1999	Downtown Eugene West segment
Summer-Fall 1999	West Central Eugene segment
Fall 1999	West Eugene segment
Fall-Winter 1999	East Springfield segment
Winter-Spring 2000	Environmental Assessment (Environmental Impact Study would take much longer)
June 2000	Feasibility Study completed

The pilot corridor feasibility study will provide the following information:

- Recommended design for the pilot corridor
- Summary of community feedback on the design
- Construction cost estimate
- Operating cost estimate
- Ridership projection
- Environmental analysis for the project

Should the decision be made to proceed with the pilot corridor project, the next step would be to identify the needed funding (if the project were to cost more than the \$11 million allocated as part of TEA-21). It is estimated that design, construction, and vehicle acquisition would take about two years. If all goes exactly right, this means that the pilot corridor would be operational by the fall of 2002.

**Questions for the Board:**

1. *Is the information to be provided by the feasibility study sufficient to make a decision on whether to proceed with the project?*
2. *Would it help to try to have preliminary or partial information (such as cost estimates) during the course of the study?*
3. *When should our partner agencies (the State, Eugene, and Springfield) be asked to review and approve the designs? As each segment is completed or after the entire corridor is completed?*
4. *Should we consider seeking approval and moving ahead on design and construction of the corridor on a segment-by-segment basis?*
5. *If the project is delayed, what is the minimum corridor length that it would make sense to construct? (Staff suggests a downtown Springfield to downtown Eugene piece.)*
6. *If funding is limited, should we build a smaller segment completely, or spread the available funds along the entire length of the corridor?*
7. *Should we wait until the feasibility study is completed to request funding, or seek more funding while the study is underway?*

**Springfield Station**

As you know, LTD staff have started to work on the Springfield Station project. Working with a Springfield Station Steering Committee that includes Board members Hillary Wylie and Dave Kleger, a vision statement for the project and site selection objectives and criteria have been established. There also has been preliminary work on the space needs for the station. The Committee will start to

evaluate potential sites this month. A major reason for considering relocation of the current station is to place it closer to the possible BRT pilot corridor line. Consequently, the station project and the planning for the downtown Springfield segment must be closely linked.

There is considerable enthusiasm on the part of some Springfield stakeholders for a new station. They are impressed by the Eugene Station and see the new Springfield station as a possible catalyst for improving downtown Springfield. In addition, some Springfield stakeholders have a strong preference for rebuilding the station as a major joint development. There also are Springfield stakeholders who have concerns about the possible lost investment in the current station and the street improvements on "B" Street that were made to accommodate buses.

This study is funded by \$170,000 in Surface Transportation Program (STP) funds. It is likely that the study will cost considerably less than the allocated amount, unless extensive environmental review is necessary. The study is scheduled to be completed by the end of the fiscal year, unless prolonged by environmental review.

**Question for the Board:**

- 1. How involved does the full Board want to be in the Station Study? How much information is desired and at what stages in the process? Would the Board prefer to review and take action on interim Springfield Station decisions (such as the vision statement and evaluation criteria), or receive updates but reserve action until the Steering Committee has a final recommendation?*
- 2. What if the Springfield Station Steering Committee picks a new station site that is not located on the BRT line, or is not LTD's preferred site? How do we balance LTD's needs with the Steering Committee's direction?*
- 3. What if the Steering Committee's plans are too "grand" when compared with LTD's needs and budget (e.g., amenities, joint development, etc.)?*
- 4. How important is joint development for the project? The Steering Committee views the project as a significant opportunity for economic revitalization for downtown Springfield – does the Board agree with this perspective? To what degree?*
- 5. The Springfield City Council is concerned about its investment at North "B" Street and the loss of this investment should the station be relocated off of North "B" Street. If the Council remains inflexible on this position, what is LTD's strategy to gain the Council's and Planning Commission's support for the project?*

**Funding**

Every year in February or March, a contingent of staff and policy makers representing various local public agencies travel to Washington, D.C., to present the

area's congressional delegation with federal funding requests. This unified request for funds from the public agencies has been called the "United Front." Typically, the cities of Eugene and Springfield, Lane County, the University of Oregon, and LTD participate in the United Front effort. BRT funding requests have been part of previous United Front request packages. It is an indication of the federal support for the bus rapid transit project that virtually all the federal funding requests for the BRT project have been granted. The following funds are currently available:

- \$1.25 million in FTA Section 5309 funds (with 20-percent match) for the pilot corridor study
- \$75,000 in Transportation Growth Management funds (20-percent match) for BRT land use planning
- \$781,000 in Oregon Transportation Infrastructure Bank loan funds for signal priority
- \$170,000 in Surface Transportation Program funds (11% match) for the Springfield Station study
- \$11 million in FTA Section 5309 funds (20% match) for pilot corridor implementation

Additional federal funding for BRT and other projects is necessary. The following are possible requests for the next United Front visit:

- Additional funds for BRT pilot corridor implementation. A cost estimate for construction of the pilot corridor will be developed as part of the feasibility study. It is likely that the \$11 million will not be enough to construct the entire 10-mile corridor with 100 percent exclusive busways. However, the cost estimate will not be available until after this year's United Front requests are made. It may be possible to develop a rough preliminary cost estimate based on the design of the UO/Franklin segment. **Estimated cost: unknown.**
- Purchase of an Automated Vehicle Location (AVL) system. This system will allow for vehicle tracking and provision of "real-time" passenger information, and will enhance operating performance data collection. Although AVL is a desirable component of the BRT system, it also would be a valuable addition to the system even without BRT. **Estimated cost: \$500,000.**
- Purchase of automated fare collection system. This system could be used in conjunction with various types of pass and credit card payment systems. Again, automated fare collection is a desirable component of the BRT system, but also would be a valuable addition to the system without BRT. **Estimated cost: \$500,000.**
- Purchase of expansion and replacement buses. The fleet plan calls for the purchase of 30 new buses in the coming fiscal year. These new buses will allow for the sale of the 700-series buses (built in 1980) and will allow the 800-series

buses (built in 1984) to be shifted to the reserve fleet. They could be rebuilt for future service needs. A new bus purchase presents a dilemma for the District. Since new buses will last up to 20 years, it is important that they be designed to accommodate the needs of the BRT system. However, the BRT pilot corridor will not be implemented until 2002 at the earliest, which means that the new buses also must be designed to work in a non-BRT environment. Also, bus technology is changing so rapidly (especially in the propulsion systems) that it would be best to wait to purchase the BRT buses as late prior to pilot corridor implementation as possible. **Estimated cost: \$7.8 million.**

- Springfield Station Construction. Surface Transportation Program (STP) funds for this project also have been requested through the State Transportation Improvement Plan (STIP). **Estimated cost (rough): \$3 million.**

**Questions for the Board:**

1. *What should the District's priorities be for LTD funding requests as part of the 1999 United Front?*
2. *Should an effort be made to develop a rough BRT cost estimate for the 1999 United Front package, or should the request wait until 2000?*
3. *Should we proceed with a request for funds to purchase new buses?*

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# **BRT COMMUNITY INVOLVEMENT**

## **Board Leadership in BRT Development**

The LTD Board's Strategic Plan positions the District as *"a leader in the development of local and regional transportation plans, strategies, and funding, through strengthened partnerships, alliances, and community support."* The Plan implies that in the future, LTD will be a significant player on transportation issues, and suggests how we can accomplish that goal. Bus Rapid Transit represents our key strategy to improve LTD's service, and staff are working diligently to establish partnerships, alliances, and community support to advance the project. However, are the Board and staff taking the proper steps to secure and support the Board's role in establishing BRT and securing LTD's transportation leadership vision?

LTD proposals to dedicate new or existing public rights-of-way for exclusive transit use may create additional pressures on affected road authorities to maintain the status quo, to protect reluctant property owners from LTD initiatives, and to preserve rights-of-way for additional traffic lanes in the future. To overcome these objections, LTD must gain the confidence and long-term support of local city councils, county commissioners, Oregon Department of Transportation (ODOT), federal staff, our delegation in Washington, D.C., and the voters. Staff can provide support on technical issues, but matters of new or changing public policy often require direct dialogue and close working relationships among policymakers, and strong positive visibility in the community.

Traditionally, The LTD Board members have played very limited roles in establishing and maintaining these partnerships. In contrast to elected policymakers who represent general-purpose governments, the appointed LTD Board members have relatively low community visibility and stature. The Board appointment process and Board proceedings occur largely out of the public view, and individual Board member agendas for transit are seldom discussed publicly. Local city councilors, county commissioners, and state and federal delegates usually do not consult the LTD Board on public policy issues. And unless the topic is a major new LTD facility, like the new Eugene Station, or a service initiative, such as BRT, the LTD Board does not often consult with other policymakers.

### ***Questions for the Board:***

- 1. What additional activities should individual Board members, and the Board as a whole, undertake to establish and maintain effective partnerships with community policymakers to secure and maintain support for LTD and BRT?*
- 2. What additional actions should be programmed to enhance the visibility and credibility of the Board, and LTD as a whole, in the minds of the constituents and voters who elect our partner agency policymakers?*

## **CONTROVERSY**

LTD Board meetings seldom involve public testimony or acrimony, and our news media coverage usually is “good news.” However, LTD’s new transportation leadership role increases the likelihood that we may be publicly confronted at some point by opposing viewpoints. In particular, the transit right-of-way provisions of BRT could impact property owners and car advocates, and this could create unprecedented controversy for LTD. For example, the ability of government to take private property through eminent domain is repugnant to many local residents, business owners, and policymakers. Yet, it remains an option for LTD if sufficient existing public right-of-way cannot be secured for Bus Rapid Transit. Other community members may oppose any transit improvements that could impact existing street trees, parking spaces, or auto traffic lanes.

Because LTD largely has avoided controversy in the past, we may have weaknesses in our policies, procedures, and processes that could affect our ability to successfully deal with adversaries who might confront the District in the future.

### ***Questions for the Board:***

- 1. What preparations, if any, should the Board and staff undertake to improve our skills in dealing with controversial issues?*
- 2. What provisions should be made to enhance the opportunities for and the level of community involvement in LTD projects and proceedings?*
- 3. What changes should be made in Board meetings to ensure that proper public processes and decorum are preserved?*
- 4. What systems should be established or enhanced to increase the public’s access to individual Board members, and the Board as a whole?*

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## Notes from Board Introductions

### Ginny Lauritsen

- Metro Partnership
- Willamalane
- In-house attorney experience

### Hillary Wylie

- 150 employees
- human services/about 25 years in this community
- care what happens to people in the community; LTD is an exciting way to do that

### Dave Kleger

- transportation junkie
- advising the District on transportation issues almost as long as LTD in existence

### Dean Kortge

- insurance business since 1982
- health care before that
- involved with human services agencies in town; county (?) and private
- intrigued by transit

### Pat Hocken

- audit and tax work
- lots of challenges over seven years and for the future

### Rob Bennett

- private business in Eugene 35 years
- private property management co. and general partner DAC
- when on city Council was interested in transportation; continue contribution on LTD Board

### Kirk Bailey

- lobbyist UO; government and legislature
- ASUO student body president; group pass

## BRT POLICY GUIDELINES

### Corridor and Neighborhood Service:

1. How aggressive do we encourage redevelopment around the stations?
2. Station amenities guidelines and minimums:
  - A. Bike cages/storage at each station.
  - B. Undecided regarding bikes on BRT (more research needed).  
Quick loading needed.

## BRT Questions

1. How can LTD distinguish itself with FTA?
  - A. Population size.
  - B. Statewide/local land use rules.
  - C. Stable funding.
  - D. Model for community input coffer to FTA as model for process.
  - E. Community/metro-wide plan that integrates BRT with other land use transportation strategies (prospective).
2. Should LTD take the lead in establishing national BRT consortium(s)? Bus design, right-of-way, stations, service standards.
3. How can LTD position itself to qualify for “new start” funds?
4. How involved is Gordon Linton with his agenda for BRT? Also, Edward Thomas.
5. How can/should the State of Oregon be involved in this process? Support/cheerleaders/funds.
6. How can LTD affect the final National definition of BRT? LTD must be central to this process.

## BRT POLICY DIRECTION/SERVICE GUIDELINES

Policies: Okay as written

Service Guidelines:

1. Major corridors:
  - A. Vehicle interior important.
    1. Perimeter seating may be different than what we do now. May be more extensive.
    2. Concern about side-facing disorientation and discomfort.
    3. Left-side door question/decision impacts station and vehicle design (need to decide what is wanted).
  
2. Main corridor service:
  - A. Add references to interior amenities desired on the bus.
  - B. Consider other fleet mix needs also.
    1. Spares needs.
    2. Big event capabilities.
    3. Fleet diversification introduces new complexities and costs.
    4. Downtown shuttle needs should be considered, along with traditional express routes, etc.

## BOARD POLICY DIRECTON: BRT SERVICE GUIDELINES

### Neighborhood Service:

1. May want to reconsider 25-foot maximum. Just say, "Small buses" to avoid potential problems later.
2. Consider perceptual differences between those outside the bus and those riding inside.
3. More staff work needed. Board shouldn't micromanage.
4. Hourly headways instead of 30 minutes.

## BRT COMMUNITY INVOLVEMENT

1. Give Board a list of currently known objections to BRT, i.e., non-elected Board, limited access of public to LTD Board (need more public appearances, e-mail addresses, public hearings).
  - A. Meet with stakeholders. Staff briefs Board member prior to meeting and accompanies Board member to meeting.
  - B. Staff schedules meetings, briefs Board member, and goes to meeting with Board member.
  
2. Consider doing something that would increase the status of the Board.
  - A. Publicize names of Board members.
  - B. Board receptive to proposals from Ed and Linda.

## BRT GIVENS

1. FTA has a definition of BRT.
2. LTD will be competing for federal support with much larger properties.
3. LTD will have to join forces with other properties in order to create sufficient “demand” to prompt an American manufacturer to build a new style BRT bus or to obtain a waiver to purchase outside the United States.

## BRT PILOT CORRIDOR DESIGN

1. Need engineering route-specific information faster than it is now being generated.
2. Start with the Springfield segment/station now. Don't delay.
3. Community cannot respond to BRT concept without specific design ideas/plans to review.
4. To move faster in developing specific design alternative will require more staff resources. Limiting factor/expense is public input process. It takes the most time.
5. Public acceptance of BRT is a slow process, like a courtship. Discussion involvement allows people to get used to the concept. To integrate BRT design concepts into thinking about transportation.
6. Need "talking kit" (crib sheet) with visual aids for Board members in their community discussions.
7. Can LTD do more in terms of redevelopment in downtown Springfield with new bus station? Push fundamentals. Access, circulation visibility, perception of safety.
8. Why push design faster?
  - A. Lost momentum.
  - B. If process takes too long, we will lose initial supporters.
  - C. Stay in front so we can receive federal funds
9. We need to maintain community input. There are also environmental concerns.
  - A. Do Franklin segment now! Exciting ideas, stakeholder support, use segment development as national model in partnership (local state, LTD, property owners). Puts LTD on the map. Helps get federal funds. Create beautiful gateway for city and UO. Give real example of what can be done.
10. Do Franklin segment now!
  - A. Risks:
    1. May not complete rest of corridor.
    2. If we move now, it will still take over one year to have something tangible.
    3. Short segment will not demonstrate competitive advantage of BRT over cars.



4. This corridor will not demonstrate to Senator DeFazio that there is broad community support for BRT.
  5. UO is so slow that we should start now asking for joint funding of Franklin corridor.
  6. LTD needs to be foremost, not just first.
11. Can we parallel process each of the BRT segments to speed to the development process?
  12. Should we make the design segments longer? Settle Springfield issues now! By asking for opinions of public, do we imply that there are a variety of options that are possible when there are more limited options, i.e., segments need to hook up?
  13. We can do BRT in pieces and still have it work.
  14. We need to know as soon as possible who is in and who is out. Believe that Eugene is in. We need to know if Springfield is in.
  15. Get approval of downtown to downtown segment now! Minimum length.
  16. Include Senator DeFazio in discussion on development schedule for BRT.
  17. Springfield needs to know what the corridor alignment will be.
  18. Impact of BRT on traffic in environmental review.
    - A. Questions:
      - 1 and 2: Yes
      - 3 : Okay segment by segment. Manage approval process with city councils.
  19. City council approvals should be on groups of segments. Don't keep returning again and again.
    - A. Get approval of at least first segment in each city to get initial buy-in. Initial approvals can be taken back to Gordon Linton and Senator DeFazio.
    - B. Asking for initial approval/authorization will force partners to decide what process they will use for review and approval. This may speed later approval processes.
  20. Don't need to rush on federal fund requests. December Board, '98.

## BOARD LEADERSHIP

1. Prepare “talking kit” for Board members.
2. Board members are willing to take an active role in one-on-one communications as well as formal presentations as soon as needed.
3. Direct communications with planning commissions – active Board involvement, with staff support as needed. (Find out where they stand.)
  - A. Prior meetings with individual commissioners (to learn the questions, etc.
  - B. Formal presentations to full commissions.
  - C. Meeting elected officials’ needs regarding their jobs is critical to our success.
    1. Traffic congestion.
    2. Human relations and “history” issues must be dealt with.
4. Need a plan and schedule for persuasive communications.

## TRANSPLAN/FUNDING/TIMING COMMUNICATIONS/DECISION PROCESS

1. Talk to Planning Commission, too (Board members and staff).
  - A. Before formal presentations, get with individual members ahead of time, including the P.C. chairs. (Where do they stand?)
  
2. Springfield Council is very concerned about BRT. Prior presentation missed the mark.
  - A. Traffic congestion issues.
  - B. "History" issues.
  - C. Use our enthusiastic partners to help us, e.g. Springfield Station Steering Committee.
  
3. Correct this rumor – ODOT medians in Springfield (Main Street beyond 58<sup>th</sup>) may conflict with BRT and create more Springfield disruption.

## SPRINGFIELD STATION

1. Opportunity to generate enthusiasm for LTD and to enhance downtown.
  - A. Steering Committee seems enthusiastic.
2. Must overcome the "B Street" issue.
3. Get Springfield Board members "talking kit."
4. Keep current station as option.

## PARKING LOT

1. Is process for BRT development taking too long? Push BRT agenda. Can we put into effect BRT improvements as soon as possible?
2. Develop specific plan for working with the Springfield City Council.
3. Develop specific work plan for selling BRT.
4. Develop strategies to involve greater participation by the public in BRT planning.
5. Advertising on buses – image versus revenues tradeoffs.
6. Staff would move forward on data collection/analysis of current service to set the stage for developing Board policy and standards for service.
7. Follow-up on questions regarding desired size(s) of “small” buses.
  - ◆ Research options
  - ◆ Identify pros and cons
8. Complete staff reports on how they spend their time.
9. Need to monitor Phyllis’s workload and look for the best ways to leverage her expertise and influence and for ways to free her time up for the most important matters.
10. Can we begin to anticipate staffing that would be needed for when BRT and our other initiatives are successful?
11. Staff take all of Board input on BRT timeline and come back to Board with “new” plan.
12. BRT Board committee should discuss “timeline” issue at next meetings!
13. December 1998 Board Meeting Federal \$ funding request.
14. Bring Springfield station back to Board at work session.

15. Develop plan for making Board better known to other public officials, community groups, and business groups (payroll taxpayer). Exposure to media (op ed piece). Focus on opinion makers. Public scheduling, staff briefing book, list of names, accompany Board members, strategy/master plan on who to talk to. Differentiate: have to have, like to have, nice to have (support BRT) supporters. Next 6 months sell TransPlan by contacting elected (new/old) officials.
16. Address issues of BRT controversy at future Board work session.

## TRANSPLAN ADOPTION

- ◆ Follow “Planning Commission process” with councils and Commission, too!
- ◆ Prepare a plan and schedule – Now through January is critical.

FRANKLIN	GLENWOOD	SPRINGFIELD
Preliminary Engineering	Preliminary Engineering	Preliminary Engineering
Alignment App.	Alignment App.	Alignment App.
Environmental Review	Environmental Review	Environmental Review
Final App.	Final App.	Final App.
Design	Design	Design
Construction	Construction	Construction

## POLICY GUIDELINES

### Corridor and Neighborhood Service:

3. How aggressive do we encourage redevelopment around the stations?
4. Station amenities guidelines and minimums:
  - C. Bike cages/storage at each station
  - D. Undecided regarding bikes on BRT (more research needed)  
Quick loading needed



## BRT Questions

4. How can LTD distinguish itself with FTA?
  - F. Population size
  - G. Statewide/local land use rules
  - H. Stable funding
  - I. Model for community input confer to FTA as model for process
  - J. Community/metro-wide plan that integrates BRT with other land use transportation strategies
5. Should LTD take the lead in establishing national BRT consortium(s)? Bus design, right-of-way, stations, sus standards.
6. How can LTD position itself to qualify for “new start” funds?
4. How involved is Gordon Linton with his agenda for BRT? Also, Edward Thomas.
7. How can/should the State of Oregon be involved in this process? Support/cheerleaders/funds.
8. How can LTD affect the final National definition of BRT? LTD must be central to this process.

## **BRT POLICY DIRECTION/SERVICE GUIDELINES**

Policies: Okay as written

Service Guidelines:

2. Major corridors:
  - B. Vehicle interior important
    4. Perimeter seating may be different than what we do now. May be more extensive.
    5. Concern about side-facing disorientation and discomfort.
    6. Left-side door question/decision impacts station and vehicle design (need to decide what is wanted)
  
2. Main corridor service:
  - C. Add references to interior amenities desired on the bus
  - D. Consider other fleet mix needs also
    5. Spares needs
    6. Big event capabilities
    7. Fleet diversification introduces new complexities and costs
    8. Downtown shuttle needs should be considered, along with traditional express routes, etc.

## **BOARD POLICY DIRECTON: BRT SERVICE GUIDELINES**

### Neighborhood Service:

5. May want to reconsider 25 foot maximum. Just say, "Small buses" to avoid potential problems later
6. Consider perceptual differences between those outside the bus and those riding inside
7. More staff work needed. Board shouldn't micromanage.
8. Hourly headways instead of 30 minutes.

## **BRT COMMUNITY INVOLVEMENT**

3. Give Board a list of currently known objections to BRT, i.e., non-elected Board, limited access of public to LTD Board (need more public appearances, e-mail addresses, public hearings)
  - C. Meet with stakeholders. Staff briefs Board member prior to meeting and accompanies Board member to meeting.
  - D. Staff schedules meetings. Briefs Board members and goes to meeting with Board member.
  
4. Consider doing something that would increase the status of the Board.
  - C. Publicize names of Board members.
  - D. Board receptive to proposals from Ed and Linda.

## **BRT GIVENS**

4. FTA has a definition of BRT.
5. LTD will be competing for federal support with much larger properties.
6. LTD will have to join forces with other properties in order to create sufficient “demand” to prompt an American manufacturer to build a new style BRT bus or to obtain a waiver to purchase outside the United States.

## **BRT PILOT CORRIDOR DESIGN**

20. Need engineering route specific information faster than it is now being generated.
21. Start with the Springfield segment/station now. Don't delay.
22. Community cannot respond to BRT concept without specific design ideas/plans to review.
23. To move faster in developing specific design alternative will require more staff resources. Limiting factor/expense is public input process. It takes the most time.
24. Public acceptance of BRT is a slow process, like a courtship. Discussion involvement allows people to get used to the concept. To integrate BRT design concepts into thinking about transportation.
25. Need "talking kit" (crib sheet) with visual aids for Board members in their community discussions.
26. Can LTD do more in terms of redevelopment in downtown Springfield with new bus station? Push fundamentals. Access, circulation visibility, perception of safety.
27. Why push design faster.
  - D. Lost momentum
  - E. If process takes too long, we will lose initial supporters.
  - F. Stay in front so we can receive federal funds
28. We need to maintain community input. There are also environmental concerns.
  - B. Do Franklin segment now! Exciting ideas, stakeholder support, use segment development as national model in partnership (local state, LTD, property owners). Puts LTD on the map. Helps get federal funds. Create beautiful gateway for city and UO. Give real example of what can be done.
29. Do Franklin segment now!
  - B. Risks:
    7. May not complete rest of corridor.
    8. If we move now, it will still take over one year to have something tangible.
    9. Short segment will not demonstrate competitive advantage of BRT over cars.
    10. This corridor will not demonstrate to Senator DeFazio that there is broad community support for BRT.

11. UO is so slow that we should start now asking for joint funding of Franklin corridor.
12. LTD needs to be foremost, not just first.
30. Can we parallel process each of the BRT segments to speed to the development process?
31. Should we make the design segments longer? Settle Springfield issues now! By asking for opinions of public, do we imply that there are a variety of options that are possible when there are more limited options, i.e., segments need to hook up.
32. We can do BRT in pieces and still have it work.

## PARKING LOT

15. Is process for BRT development taking too long? Push BRT Agenda. Can we put into effect BRT improvements as soon as possible?
16. Develop specific plan for working with the Springfield City Counsel.
17. Develop specific work plan for selling BRT.
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30. Address issues of BRT controversy at future Board work session.

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## BOARD STRATEGIC PLANNING

### VISION I

#### Key BRT Dates

- Adoption of TransPlan with BRT language
- Support from key community groups, chambers, league of women voters, etc.
- Federal funding support for corridor. (United Front)
- approval by other governments 6/2000 of pilot corridor design. Eugene/Springfield, Oregon
- BRT process is taking too long. We might lose momentum if we take too long
- Not getting large number of citizens involved in BRT planning
- Lot of work with other government bodies in getting BRT policy adopted in TransPlan
- Need to set date when pilot corridor approved. (What is required for that?)
- Need to generate more support for BRT from Springfield City Council
- LTD needs to be at the National table with BRT so the “big boys” (New York, Cleveland, etc.) don’t grab the BRT federal \$ first
- Need specific Board work program for selling BRT
- All of us, board and staff, need to sell BRT agenda whatever group we are in. Rotary, Chambers, City Club, etc.
- Work with partner agencies to develop a plan for more public participation and involvement
- Create community pride in BRT. Get more stakeholder buy-in to BRT.
- Make Gordon Linton look good.

## VISION II

- Find the “right” bus.
  - Seating
  - Air Conditioning
  - Windows
  - Sound System
  - Interior Reader Board
  - Fun to ride
  - Exciting!
- Put “LTD” sign at Thurston Station and other LTD facilities
- Sell safety factor of traffic on Willamette/Olive. (Bus riders feel safer walking downtown.)
- Strategy more specific to innovative nature of bus. Design better looking bus.
- What role does advertising play on BRT buses? Does advertising contribute to new look of buses? Image of “new look” bus more important than advertising revenue.
- Get neutral third party to find out what Eugene/Springfield City Councils and Lane County Commissioners need to support BRT.
- Get checkpoints into the plan to track and record partner positions. Possibly through a third partner, re: Lane county, Springfield, and Eugene policymakers.
- The image that we present is more important than people realize. Today’s image (vehicle...) isn’t very good. More important, in fact, than the advertising revenues.
- Develop specific strategy to market how good LTD is especially to group pass holders or potential market.

**LANE TRANSIT DISTRICT  
BOARD AND STAFF WORK SESSION**

**OCTOBER 10 – 11, 1998  
EUGENE HILTON**

**PARTICIPANTS**

**BOARD MEMBERS**

---

Kirk Bailey, President	Pat Hocken
Rob Bennett, Vice President	Dean Kortge
Hillary Wylie, Secretary	Ginny Lauritsen
Dave Kleger, Treasurer	

**MANAGEMENT TEAM STAFF**

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Phyllis Loobey, General Manager	Joe Janda, Information Services
Mark Pangborn, Assistant General Manager	Stefano Viggiano, Planning & Development
Jo Sullivan, Executive Secretary	Andy Vobora, Service Planning & Marketing
Linda Lynch, Intergovernmental Relations	Charlie Simmons, Facilities Services
Ed Bergeron, Community Relations	Ron Berkshire, Fleet Services
Diane Hellekson, Finance	Mark Johnson, Transit Operations
Dave Dickman, Human Resources	

**SUPPORTING CONSULTANTS**

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Susan Phillips, Susan B. Phillips and Associates  
Jarrett Walker, Nelson/Nygaard Consulting Associates

# BOARD WORK PLAN 1998

Published 10/6/98

JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
<div style="background-color: #cccccc; padding: 2px; border: 1px solid black; margin-bottom: 5px;"><b>BOARD CALENDAR</b></div>			<ul style="list-style-type: none"> <li>• Review capital plan &amp; federal funding</li> </ul> <hr style="width: 10%; margin: 10px auto;"/> <ul style="list-style-type: none"> <li>• Annual Board Strategic Plan work session</li> </ul>	<ul style="list-style-type: none"> <li>• Approve federal grant application</li> <li>• Respond to results of Cottage Grove vs. election</li> <li>• Revise District service boundaries</li> <li>• Review and accept audit</li> </ul> <hr style="width: 10%; margin: 10px auto;"/> <ul style="list-style-type: none"> <li>• Work Session: discuss agenda for 1999 Oregon legislative session</li> <li>• BRT – Glenwood Segment meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Finalize agenda for Oregon legislative session</li> <li>• Review United Front funding proposal</li> <li>• Discuss Capital Improvements Program</li> <li>• Review and approve Cottage Grove service proposal</li> </ul>

# BOARD WORK PLAN 1999

Published 10/6/98

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
<p><b>BOARD CALENDAR</b></p>					
<ul style="list-style-type: none"> <li>• Fill vacant Budget Committee positions</li> <li>• Review Pricing Policy</li> <li>• Review and update ADA Plan</li> <li>• Approve United Front funding proposal</li> <li>• Review mid-year ridership report</li> </ul> <hr style="width: 20%; margin-left: 0;"/> <ul style="list-style-type: none"> <li>• Work Session: review preliminary ARR recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Receive public comment and review recommendations for service changes (ARR)</li> <li>• Review and approve CIP</li> <li>• Hold public hearing – Pricing Plan</li> <li>• Final approval – Draft TransPlan</li> </ul> <hr style="width: 20%; margin-left: 0;"/> <ul style="list-style-type: none"> <li>• Board Compensation Committee meets to approve compensation recommendation for administrative staff</li> <li>• BRT – Downtown Springfield segment and Springfield Station meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Hold public Hearing: service changes</li> <li>• Approve annual service changes (ARR)</li> <li>• Approve updated 3-year service plan</li> <li>• Review and approve Strategic Goals</li> <li>• Approve Pricing Plan</li> <li>• Approve administrative compensation package</li> <li>• Review and approve Long-Range Financial Plan (LRFP)</li> </ul> <hr style="width: 20%; margin-left: 0;"/> <ul style="list-style-type: none"> <li>• Work session – General manager successor planning</li> <li>• Testify, '98 legislature</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate GM / make salary decision</li> <li>• Hold first reading – Pricing Ordinance</li> <li>• Discuss TransPlan adoption</li> <li>• Review 1<sup>st</sup> year operation of Eugene Station Policy</li> <li>• Review LCC pass program</li> </ul> <hr style="width: 20%; margin-left: 0;"/> <ul style="list-style-type: none"> <li>• Hold FY 1999-2000 Budget Committee Meetings</li> <li>• BRT – Downtown Eugene East segment meetings</li> <li>• Testify, '98 legislature</li> </ul>	<ul style="list-style-type: none"> <li>• Approve DBE goals</li> <li>• Hold second reading – Pricing Ordinance</li> </ul> <hr style="width: 20%; margin-left: 0;"/> <ul style="list-style-type: none"> <li>• Testify, '98 legislature</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt Budget               <ul style="list-style-type: none"> <li>• Supp. Budget</li> <li>• Transfers</li> </ul> </li> <li>• Approve Boundaries</li> <li>• Adopt TransPlan</li> </ul> <hr style="width: 20%; margin-left: 0;"/> <ul style="list-style-type: none"> <li>• BRT – Downtown Eugene West segment meetings</li> <li>• Testify, '98 legislature</li> </ul>

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<div style="background-color: #cccccc; padding: 2px; border: 1px solid black; margin-bottom: 5px;"><b>BOARD CALENDAR</b></div> <ul style="list-style-type: none"> <li>• Debrief legislative agenda</li> <li>• Schedule fall meetings with elected officials: Eugene City Council, Springfield City Council, Lane County Commissioners</li> </ul>	<ul style="list-style-type: none"> <li>• BRT – West Central Eugene segment meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Joint Meeting – Lane County Commissioners</li> <li>• Site visit on BRT by FTA</li> </ul>	<ul style="list-style-type: none"> <li>• Joint meeting with Eugene City Council</li> <li>• Annual Board strategic plan session (retreat)</li> <li>• BRT – West Eugene segment meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Approval federal grant application</li> <li>• Review and accept audit</li> <li>• Joint meeting with Springfield City Council</li> </ul>	<ul style="list-style-type: none"> <li>• Review United Front funding proposal</li> <li>• BRT – East Springfield segment meetings</li> </ul>

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Updated 10/6/98



# **LTD Board of Directors Roles and Responsibilities**

## **A. PRIMARY RESPONSIBILITY**

The primary responsibility of the Board of Directors is to establish the direction of the District, in accord with the needs and expectations of people in the LTD service area and community. It regularly examines the agency's services to ensure that they are in agreement with existing laws and the mission of the District, and that its objectives are achieved.

### **Major Duties of the Board:**

The Board governs LTD by broad policies and planning objectives formulated with the general manager and staff, and determined and approved by the Board. The Board assigns priorities and ensures that LTD is capable of carrying out the program by continually reviewing its work.

By its legal existence, the Board provides continuity for the District and opportunities for citizen participation. It represents LTD's point of view through interpretation of its program and serves as an advocate for services of good quality.

It selects and appoints a general manager to whom the responsibility for the administration of the agency is delegated. It regularly reviews and evaluates his/her performance on the basis of specific job description, including Board executive relationships, leadership in the community, program planning and implementation, and management of the District and its personnel. It offers administrative guidance, and determines whether to retain or dismiss the executive.

It acquires sufficient resources for the District and is expected to adequately finance the District's services.

It accounts for the service of the agency and expenditures of funds. It provides for proper bookkeeping and auditing, sets the budget, and formulates policies governing applications for grants and contracts from public and private resources. Where innovations or experimental programs are desirable, it accepts responsibility for determining not only the fiscal considerations, but the conditions, strategies, and policies that will govern such projects, as well.

### **Board Obligations**

- To remain generally informed about the activities of LTD and the community in which it operates;
- To register public dissent when in significant disagreement with the board;

- To be informed of the articles of incorporation and legislation of the state under which LTD exists, its bylaws, and its code of regulations that relate to the duties of the Board members;
- To exercise the utmost good faith in all dealings with LTD; and
- To seek the advice of the appropriate technical authority, (e.g., accountant, auditor, legal counsel, general manager) if in doubt about the technical aspects of any issue presented for decision.

## **B. WHAT IS A POLICYMAKING BODY?**

The definition of a board is “an organized group of people with authority collectively to control and foster an institution that is usually administered by a qualified executive and staff.” The right of the LTD Board to exist and to exercise power comes from a formal governmental authorization, Oregon Revised Statutes, Chapter 267. Within its authority to control and foster the institution is its primary responsibility to develop and ratify principles, plans, and courses of action for that institution. This is known as policymaking.

## **C. WHAT IS THE DIFFERENCE BETWEEN POLICY AND MANAGEMENT?**

Policy has been defined as a general rule of principle, or a statement of intent or direction that provides guidance to administrators in reaching decisions with response to the particular matters entrusted to their care. Management is the day-to-day administration of that guidance, and its application to the events and situations that are a part of transit operation. Policy is the making of the rule; management is its application to the everyday activities. Policy provides the direction; management makes it work.

## **D. IN WHAT WAYS DO THE GENERAL MANAGER AND THE BOARD COMPLEMENT EACH OTHER?**

The overriding goal of a transit board is to enhance the effectiveness and excellence of the system. To this end, the board acts in a legislative capacity, establishing the mission and setting policies. The general manager is held accountable for the running of the day-to-day operations.

To understand the board-general manager relationship, it is necessary to understand that each complements the other in six ways:

1. The board is corporate and acts only on the basis of group discussion and decision, often struggling to achieve consensus. The general manager is individual and acts with the authority and integration of a single personality.

2. The board is continuous; the general manager is temporary. This distinction is not always apparent, particularly when managers have had a long tenure and board members a short one. While its members come and go, the board endures, and it has an obligation always to act in terms of a long-range perspective. The general manager has the direct responsibilities of operation and should carry them out with due regard to ultimate as well as immediate considerations, but he/she must always face the fact that he/she will not be present forever, whereas presumably the board will be.
3. The board is part-time. The general manager is full-time. He/she is identified with the agency and typically earns his/her livelihood from it. His/her work is a central focus of his/her life. The board, though always in existence, can call upon only the part-time services of its members.
4. The board has, at most, only a minimal separate staff to support its work. The general manager has a hierarchy of helpers.
5. The board has ultimate responsibility for the institution, subject to the requirements of external authority. The general manager, who holds his/her office at the pleasure of the board, has more limited and immediate responsibility.
6. The board typically is made up of people who are nonexpert in the service performed by the program, although they often possess special knowledge in matters related to the board's work; they represent the broad community of constituency. The general manager usually is a professional or possesses expert competence in a managerial role, representing the agency itself and the profession or activity with which its program is concerned.

#### **E. WHAT ARE SOME OF THE ETHICAL RESPONSIBILITIES OF BOARD MEMBERS?**

In the course of a board's work, conflicts of interest are among the most common ethical issues. Although several kinds of conflicts of interest can arise, a few basic distinctions can be made:

A *potential* conflict of interest is present when possible danger is inherent in the situation, such as when a relative of a board member is a member of the staff, or when a board member is so dedicated to a single objective that he/she might forget the program's overall central mission.

An *actual* conflict of interest occurs when opposing loyalties must be confronted, such as when a board member owns or

acquires land that may be affected by a decision on new bus routes or rights-of-way.

A *self-interested* decision occurs when a board member chooses a course of action because it ultimately represents personal advantage to him/herself, or to someone with whom he/she has personal ties – rather than to the transit system or community he/she serves.

Most people who join a board have had enough experience to know that they should be vigilantly self-monitoring so far as their own conflicts of interest are concerned. Two basic practices are easy to follow: board members should make any potential difficulties known to their colleagues on the board, and they should absent themselves from any situations in which their conflicts of interest could influence decision making.

A board also can help prevent a potential conflict of interest from becoming troublesome by establishing and adhering to policies that address difficulties found in its type of organization. It is important to note that state law will vary in defining what is a conflict of interest, and what is a permissible response to that conflict. *It is very important and essential that board members seek legal advice from the transit system's attorney if there are questions.* Other issues to consider include the acceptance of gifts or entertainment, ex parte communications, and following the spirit of the law.

Finally, board members should be aware of any federal or state regulations and/or contractual funding provisions that determine what are conflicts of interest and how they are to be handled. FTA may have contractual conflict of interest requirements that are stricter than your state law provisions. Again, board members should seek the advice of the transit system's counsel.

## **F. WHAT ARE SOME OF THE QUALITIES OF A WELL-RUN BOARD?**

All boards start as a collection of individuals and personalities seated around a table with varying degrees of unity and purpose drawing them together. As time goes on, however, the interaction of personalities produces a process of group bonding, and an intangible sense of the uniqueness of their mission.

Board members often represent, separately or together, a constituency and bring to the group (and to the general manager) the reflections of the needs and wants of that group. These are weighed against the other considerations of the board and evaluated in the decision-making process.

While all boards differ in strengths and weaknesses, some qualities present in boards that have outstanding group spirit can be identified as:

1. Every board member accepts the other board members with a due appreciation of their strengths and tolerance of their quirks and weaknesses.
2. There is an easy familiarity of approach among the members of the board, with an awareness of one another's backgrounds and viewpoints.
3. Everyone concerned with decisions helps to make them.
4. The contribution of each person or group is recognized.
5. The board has a sense of being rooted in an important tradition, and of producing continuity for a program that continues to be important. Alternatively, the board is launched on a new and exciting mission, and its members are constantly challenged by the need to be innovative.
6. The attitude of the board is forward-looking and is based on a confident expectation of growth and development in the program.
7. There is a clear definition of responsibilities so that each person knows what is expected of him/her.
8. The members of the board can communicate easily with one another.
9. There is a sense that the whole board is more important than any of its parts.
10. There is a capacity to resolve dissent and discord or, if it cannot be resolved, to keep it in perspective in terms of larger purposes.
11. There is acceptance of and conformity to a code of behavior, usually involving courtesy, self-discipline, and responsibility.
12. There is an awareness of the fact that all boards contain clusters or pairs of people who tend to like or dislike one another, as well as some who may not be closely involved with others; but there also is a capacity to use these personal relationships as effectively as possible to achieve the larger purposes of the program.
13. There is an ability to recognize and use wisely the influence of individual board members that arises from their power, connections, wealth, social status, age, or ability.
14. In case of internal conflict, the group has the capacity to examine the situation objectively, identify the sources of difficulty, and remedy them.
15. The board has several magnetic and non-threatening people who genuinely care about good feelings on the board and spontaneously foster it.
16. Most important of all, the board members share a clear understanding of and commitment to the mission of the agency.

## **G. LTD BOARD OF DIRECTORS – DECISION MAKING NORMS**

(As established by the 1991 LTD Board of Directors)

- Discuss prior to voting, to ensure that members are ready to vote.
  - ◆ P.R.E.S. Approach:
    - **P**osition or point of view
    - **R**ationale or logic
    - **E**xample
    - **S**ummary of position or point of view
- President samples for agreement
- Decisions by majority
- Mutual respect
- Controlled interruptions
- Even when individual objects, group moves ahead
- Solve problems
- Have fun
- No smoking
- Okay to be late, except staff, but the meeting starts on time
- Okay to leave, but come back
- Do not have meetings unless it's important
- Have snacks
- The group members hold each other accountable for following norms

I:\PANGBORN\BOARD ROLES & RESPONSIBILITIES.DOC

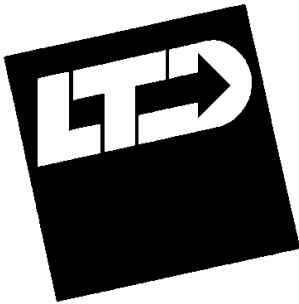
LTD Board Work Session  
 Eugene Hilton  
 Saturday, October 10, 1998

LUNCH ORDER

ITEM	ORDERED BY:
Smoked Salmon Caesar  Number Ordered: 8	Joe Janda                      Kirk Bailey Diane Hellekson            Dave Dickman Ron Berkshire               Stefano Viggiano Jarrett Walker Mark Pangborn
Pacific Rim Vegetable Salad  Number Ordered: 2	Pat Hocken Linda Lynch
Big River Grille Burger  Number Ordered: 2	Phyllis Loobey Charlie Simmons
Halibut Sandwich  Number Ordered: 6	Andy Vobora Ed Bergeron Dave Kleger Jo Sullivan Rob Montgomery Hillary Wylie
Big River Turkey Club  Number Ordered: 2	Rob Bennett Dean Kortge
Pasta Vegetarian  Number Ordered: 1	Susan Phillips

Total Ordered: 21

One more order from Virginia Lauritsen to be made.



Lane Transit District

DRAFT  
**Strategic Plan**

October 1, 1998



## **Purpose of LTD's Strategic Plan**

LTD's Strategic Plan will determine the organization's direction and will focus organizational efforts to achieve the District's mission. The plan responds to the needs of the community. It sets a vision for the future that, when combined with financial and operational plans, becomes the road map for achieving LTD's long-term objective of enhancing the community's quality of life.

## **Objectives of LTD's Strategic Plan**

- A. To establish LTD's mission and goals
- B. To serve as a blueprint for the future based on community needs, describing the desired future state, and indicating strategies to accomplish the goals
- C. To obtain buy-in from the community, Board, and staff on LTD's direction by providing a unified, overarching statement of the organization's goals and priorities
- D. To provide a template that assists LTD staff and the Board in making decisions
- E. To provide a tool for the staff and the Board to use in soliciting community support for LTD's plans
- F. To establish clear measures and targets for evaluating organizational progress toward achieving long-term goals

## Mission Statement

Lane Transit District's mission is to enhance the community's quality of life by providing:

- Reliable public transportation services for those who have limited transportation options
- Innovative service that offers all residents of and visitors to the Eugene/Springfield metropolitan area an attractive transportation option, which reduces dependency on the automobile
- Progressive leadership in finding effective and efficient solutions to the community's transportation needs and integrating transportation and land use planning

LTD is accountable for effective use of District and community resources in carrying out this mission.

# Guiding Principles

## Customer Service

- Commitment by all employees to safety; on-time performance; courteous, customer-oriented service; and high-quality workmanship

## Contribution to Community

- Improving mobility, air quality, and traffic congestion
- Preserving a positive image in the community
- Developing and maintaining value-added facilities and service improvements
- Participating as an effective member of the community
- Contributing to the community's economic prosperity
- Partnering with local, regional, and national organizations
- Improving the community's transportation infrastructure

## Fiscal Responsibility

- Prepare for the future
- Conform to federal, state, and local statutory and regulatory provisions and protocols
- Uphold financial integrity
- Provide excellent administrative work products
- Maintain efficiency and effectiveness

## Commitment to Employees

- Shared decision making and problem resolution
- Open communications
- Investment in skills, knowledge, and abilities to maintain performance at a high level

## Honesty and Integrity

- High ethical standards
- Accurate reporting

## Keys to LTD's Success in the Next 1-5+ Years

1. To maintain the health of our core operating business to meet the needs of the current riders while positioning LTD to meet the future transportation needs of the community
2. To provide the means for and promote the use of alternative forms of transportation (e.g., BRT, TDM, bus service) in order to maintain a high quality of life by reducing the use of the automobile and the related problems of congestion, air pollution, urban sprawl, and public investment in roads and bridges
3. To meet increased service demands caused by population growth
4. To manage existing resources efficiently and secure adequate funding to meet LTD's strategic plan goals
5. To earn ever-increasing community understanding of and support for LTD's mission, accomplishments, and plans
6. To maintain stability, continuity, and apolitical nature of LTD's governance
7. To ensure the adoption of legislation and programs which provide favorable conditions for the accomplishment of LTD's goals, including:
  - TransPlan
8. To enhance management's working relationship with ATU and LTD employees
9. To provide leadership and form key partnerships with public and private organizations to address transportation issues

# Visions and Strategies

In order to promote a high quality of life for our community...

## **Vision I**

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LTD is a leader in the development of local and regional transportation plans, strategies and funding, through strengthened partnerships, alliances, and community support.

## **Vision II**

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LTD provides innovative, quality service that commands an increasing share of the transportation market.

## **Vision III**

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LTD's decisions, priorities, and actions are driven by strategic planning and sound fiscal and operational management.

## **Vision IV**

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LTD supports a work environment that attracts talented employees who share LTD's vision and are committed to its success.

## **Vision I**

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LTD is a leader in the development of local and regional transportation plans, strategies, and funding through strengthened partnerships, alliances, and community support.

### **Strategies**

1. Promote the adoption and implementation of a TransPlan that supports LTD's strategic plans.
2. Develop a network of key partners and allies to assist in achieving LTD's goals.
3. Establish a process for regularly making transit and other alternative transportation issues part of our partners' agendas. Staff will be aggressively involved in accomplishing this. The Board also will be involved in this process.
4. Identify, through priority setting, local and regional transportation projects (e.g., high speed rail) and partnerships to which LTD may contribute resources.
5. Through research and knowledge, be the substantive leader and resource in regional and local transportation issues.
6. Maintain and enhance the Board's leadership role in developing and achieving the District's strategic plan.
7. Develop and implement community education programs to create understanding of and support for the value of LTD in maintaining and enhancing the region's quality of life.
8. Actively promote the authorization of state and federal funding for public transportation, including reauthorization of ISTEA at increased funding levels and a new state funding package for transit.
9. Advocate for legislative mandates to clarify and expand LTD's authority regarding transportation issues.
10. Educate community to the magnitude of unfunded transit needs and unmet opportunities.
11. Participate in community development and growth activities and discussions to ensure an effective position for transit. Be an aggressive advocate for transit.

## **VISION I**

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### **Accomplishments**

- Developed local intergovernmental support for federal BRT funding.
- Organized meetings with local elected officials to improve governmental relations and mutually supported activities.
- Strengthened partnerships with local Chambers of Commerce.
- Established working relationships with local, state, and federal elected officials, opinion leaders, union representatives, and staff.
- Coordinated LTD involvement in local partnerships for improved Cascadia corridor passenger rail (high-speed rail) service.
- Conducted extensive one-on-one meetings with community leaders and groups regarding LTD and Bus Rapid Transit (BRT).
- Made continued progress in the development of a BRT system, including developing new information materials; developing agreements with the cities of Eugene and Springfield and ODOT; developing a work program and management plan for development of the pilot corridor; starting work on preliminary engineering of the pilot corridor; participating in extensive community outreach activities; and incorporating the BRT strategy into the draft TransPlan.
- ISTEA (Intermodal Surface Transportation Efficiency Act) Reauthorization: Active participation in TEA-21 Reauthorization.

### **Continuing Needs**

- Obtain adoption of TransPlan with revised BRT wording.
- Obtain Oregon State approval of ongoing funding for elderly and disabled transportation services.
- Increase participation by LTD Board members in community forums addressing transportation.
- Increase participation by key staff in community organizations to increase LTD's communication linkages.

## Vision II

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LTD provides innovative, quality service that commands an increasing share of the transportation market.

### Strategies

1. Maintain high levels of rider satisfaction with the quality of LTD services.
2. Systematically explore, evaluate, and incorporate relevant technological innovations and new approaches and opportunities to increase market share (e.g., express service, reduced bus travel times, bus amenities, real-time passenger information, signal priorities, alternative fuel buses, etc.)
3. Implement a pilot BRT corridor requiring the following steps:
  - a. Complete preliminary engineering.
  - b. Generate community support.
  - c. Obtain partner agency approval.
  - d. Obtain funding for implementation.
4. Promote group pass programs, Park & Ride services, and increased choices for transportation for the public to increase ridership and decrease VMTs.
5. Increase the public's confidence in the safety and security of LTD's services and facilities.
6. Implement and maintain attractive, well-designed, high-quality facilities that increase market share and will be viewed as community assets.
7. Actively gather information from citizens, customers, and other sources to learn about the public's transportation needs and views of LTD and LTD's plans.

### Accomplishments

- Obtained federal funding for BRT pilot corridor.
- Monitored new bus production. Introduced nine new buses into service, implementing new interior colors and exterior logo system. Completed procurement process for production of 19 new low-floor buses.
- Increased sales of Freedom Pass, set new ridership records for UO sports shuttles, implemented new employer group-pass programs.



## **VISION II**

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### **Accomplishments, cont.**

- Maintained community event partnerships (Lane County and Country Fairs, Eugene Celebration, Fiesta, First Nite, Nike World Games, etc.).
- Initiated site study for Springfield Station.
- Met drug and alcohol testing requirements.
- Maintained Correct Schedule Operation (CSO) at 99.1 percent.
- Completed construction of Eugene Station on time and within budget.
- Successfully implemented Eugene Station operation and security plans.
- Developed an agreement for placement of a community policing station in the new Eugene Station.
- Developed revisions to Ordinance #36 to facilitate behavior management on LTD property and fleet. Increased supervisory staffing at Eugene Station.
- Negotiated, finalized, and applied a loan agreement with the Oregon Transportation Infrastructure Bank (OTIB) to fund a signal prioritization project.
- Completed construction of Park & Ride facilities at Thurston Station, Seneca Station, and Parkway Station.
- Completed successful Cottage Grove/Creswell bus service project.
- Negotiated pilot pass project with LCC and have successfully begun term sales program.
- Expanded and repaired Glenwood bus parking lot.

### **Continuing Needs**

- Continue to explore options for Park & Ride facilities on West 11<sup>th</sup> Avenue and on Coburg Road.
- Analyze results of market research and adjust service accordingly.
- Develop two- to three-year plan for implementation of Intelligent Transportation Innovations (real-time passenger information, automated bus stop announcements, traffic signal priority for buses, automated fare collection).
- Complete preliminary engineering of BRT pilot corridor.
- Obtain funding for BRT implementation and Intelligent Transportation Systems.
- Complete Comprehensive Service Redesign (CSR) to adjust LTD services to changing community needs.
- Complete Origin and Destination Survey (O&D) to provide information for CSR.

## **Vision III**

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LTD's decisions, priorities, and actions are driven by strategic planning and sound fiscal and operational management.

### **Strategies**

1. Determine what performance measures and benchmarks are used to evaluate the organization's fiscal and operational performance. Develop benchmark measures that are aligned with our vision.
2. Examine our fare policy, using available data and research. Include effects of group pass rates and individual fares. The Board will balance goals of ridership with fare-to-budget base data to determine LTD's fare policy. New proposals that reduce fare-to-total revenue would be considered if they meet other productivity measures or acquire customers who would otherwise be driving cars.
3. Develop critical evaluation methods to:
  - a. Analyze new service proposals and investments.
  - b. Prioritize organizational needs in event of funding uncertainties.
4. Continue to enhance operating and service efficiencies and effectiveness through improvements in management, technological innovations, and facilities improvements in order to increase flexibility in responding to current and emerging needs.
5. Assess current federal, state, and local funding sources and determine impact on long-range financial plan.

## **VISION III**

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### **Accomplishments**

- Completed new radio system and Eugene Station training for all operators.
- Maintained fleet.
- Implemented upgrade to fleet and inventory management software.
- Completed the conversion of all human resources and financial software systems.
- Managed the implementation of a new radio system.
- Maintained computer systems and software in good working order with less than 0.1 percent unscheduled down time.
- Installed computer systems for the Eugene Station and implemented a wide-area network connecting the station to the Glenwood facility.

### **Continuing Needs**

- Review and implement revised performance measures.
- Review current fare policy.
- Develop contingency plans for potential revenue loss.
- Develop department strategies for Transit Operations (Oct. 1998).

## **Vision IV**

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LTD supports a work environment that attracts talented employees who share LTD's vision and are committed to its success.

### **Strategies**

1. Implement a new proactive employee relations and labor relations program that continues to build partnership, trust, and improved communications among all employees.
2. Recruit and retain talented people who will contribute to the effective and efficient delivery of transit services through their skills, attentiveness to task, and professional demeanor.
3. Use the knowledge and experience of LTD's employees more fully. Empower work groups and individuals with the authority, responsibility, and accountability to respond to new situations, as well as to maintain excellent levels of service.
4. Recognize, encourage, and reward creativity, customer service, innovation, and exceptional performance, which contribute to LTD's success.
5. Maintain a safe working environment and promote higher productivity through injury mitigation.
6. Champion training for all employees to continually upgrade their skills and assist them to respond to new technology, new procedures, or changing conditions.

## **VISION IV**

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### **Accomplishments**

- Completed contract negotiations with Amalgamated Transit Union Local 757 and implemented an innovative labor contract. Greatly improved relations with ATU.
- Hired full-time training coordinator, who has developed and implemented comprehensive training program for bus operators.
- Hired three new department managers and five new professional staff.
- Implemented new compensation plan.
- Participated in a 360° assessment of the LTD management team.

### **Continuing Needs**

- Increase communication and employee involvement with administrative staff through the creation of an employee association.
- Develop systematic training / personal development plans for administrative staff.

## **Trends in the Environment**

### **Population and Employment**

- The region's population is expected to grow 42 percent to approximately 290,000 people by the year 2010.
- Average household size has been decreasing and is expected to be at 2.2 persons per household by the year 2010.
- Employment in the metro area has been increasing at a faster rate than both national employment and the rate of the area's population growth.

### **Implications of Population and Employment Trends**

There will be an increased demand on LTD's service and increased pressure on the area's transportation infrastructure.

### **Land Use**

- Jobs are becoming increasingly dispersed throughout the region.
- New residential developments have tended to be lower density and separated from commercial activities.
- The area's urban growth boundary is expected to force an increase in overall residential densities during the next 20 years.

### ***Implications of Lane Use Trends:***

- Dispersed employment sites and trip patterns are more difficult to serve with conventional transit, though expected increases in residential densities will make transit more viable.

### **Travel**

- The number of vehicles per capita has been increasing steadily, to the point that there are now more vehicles than people in Lane County.
- Vehicle miles traveled (VMTs) have been increasing at a rate four times population growth.
- Work trips comprise a decreasing percentage of total trips.
- Trips have become increasingly dispersed throughout the region.
- Traffic congestion in the metro area has been increasing and is projected to continue to increase.

- LTD ridership has doubled since 1983, while transit ridership nationally has been flat.
- LTD service has increased an average of 3 percent per year during the last ten years.

### ***Implications of Travel Trends***

- There will be increased pressure on the area's transportation system and on LTD to help solve worsening congestion problems.
- Congestion also degrades bus travel time, increasing LTD's costs to maintain existing service levels.

## **Economic and Financial**

- Gas prices, with adjustments for inflation, are lower today than 30 years ago.
- Most employees park free (86 percent nationwide).
- LTD's allocation of FTA Section 9 funding (formula funds) has decreased during the last decade.
- State funding for Special Transportation (cigarette tax revenue) has been decreasing while demand for the service has been increasing.
- The growth in payroll tax revenue has been strong of late, but also fluctuates with economic upturns and downturns.
- Investment in transportation facilities has not kept pace with demand, and the gap is expected to widen in the future.
- Legislative attempts aimed at increasing funding for transportation have not been successful in recent sessions.

### ***Implications of Economic and Financial Trends***

- Transportation system degradation will occur.
- Shortfalls in funding for transportation infrastructure will result in the need for optimal efficiency of transportation expenditures within the region.
- There is a need to consider alternatives to costly increased road capacity.

## **Customer Profile**

LTD serves a diverse customer base within the Eugene/Springfield area. Major market segments include the University of Oregon, Lane Community College, Sacred heart Hospital, area high schools, other employment centers, and downtown Eugene employees. Customers are students, senior citizens, employees, persons with disabilities, children, and shoppers.

### **Basic demographics:**

- Almost 40 percent are 21 years old or younger
- Fifty-five percent are female
- Almost 50 percent identify themselves as students
- Fifty-seven percent have household incomes less than \$15,000 per year
- Almost 14 percent have household incomes of more than \$40,000 per year (this income group has almost doubled in size from 7.5 percent in 1990).
- Thirty-seven percent of weekday riders were “choice” riders (i.e., they reported having a car available for that trip)

### **Why do they use LTD?**

- No other transportation
- Low cost
- Concern for the environment
- Lack of parking

### **For what purpose do current customers use the bus?**

- “Work” and “school” are the predominant reasons for taking the bus on weekdays
- “Shopping” and “social” trip purposes predominate on weekends

### **What service improvements do current customers want?**

- More service on weekends
- Later service
- Lower prices
- Service to new areas

### ***Implications of customer profile***

- There are opportunities to further tap the employee market
- The many young people (especially high school and college age) who are using LTD services provide an opportunity to form life-long transportation habits

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Source: 1994 Origin & Destination Study



## AGENDA ITEM SUMMARY

**DATE OF MEETING:** October 19, 1998

**ITEM TITLE:** LTD DEFERRED COMPENSATION QUARTERLY REPORT

**PREPARED BY:** Diane Hellekson, Finance Manager

**ACTION REQUESTED:** None

**BACKGROUND:** Lane Transit District contracts with Hartford Life Insurance Company to administer the District's deferred compensation plan, which is a Section 457 Plan. Though each individual employee is in charge of personal investment decisions, the District selects the deferred compensation carrier. The District maintains a "watchdog" service from Weiss Ratings, Inc. If Weiss believes the insurance portion of Hartford deserves a higher or lower rating than previously given, the District is notified. In addition, staff telephone the rating service quarterly to inquire about the rating on Hartford.

In accordance with Board policy, Hartford's rating was verified on October 6, 1998. No change was reported; Hartford maintains a B+ rating.

LTD's second deferred compensation services provider, VALIC, which began providing services July 1, 1998, is rated on an on-going basis by four companies: A. M. Best, Duff & Phelps, Standard & Poors Insurance Rating Services, and Moody's Investors Service. VALIC continues to be rated very highly by all four rating agencies. When the Finance Committee of the Board of Directors begins regular meetings, the question of whether an additional rating service is desirable or not will be considered.

**ATTACHMENTS:** None

**PROPOSED MOTION:** None