

Public notice was given to *The Register-Guard* for publication on January 16, 2001.

**LANE TRANSIT DISTRICT  
SPECIAL BOARD MEETING/  
STRATEGIC PLANNING WORK SESSION**

**January 19-20, 2001**

**Eugene Hilton  
66 East Sixth Avenue, Eugene**

**AGENDA**

---

**DAY ONE  
FRIDAY, JANUARY 19, 2001  
9 a.m. to 5 p.m.**

- 8:45 a.m. – 9:15 a.m. Continental Breakfast
- 9:15 a.m. – 11:30 a.m. Introduction and Review – Ken Hamm
- Mission Statement
  - Values
  - Strategic Goals
  - Staff Reorganization
  - Performance Management
  - Other Priorities
- 11:30 a.m. – 12:45 p.m. Lunch and Slide Show – Mark Pangborn and Stefano Viggiano
- Mark and Stef each had an opportunity to examine European transit this past fall. They will provide a slide show on what they learned on their trips.
- 12:45 p.m. - 3 p.m. Budget Issues – Fiscal Year 2001-02 – Diane Hellekson and Linda Lynch
- Financial Issues and Trends
  - Priorities
  - Funding Strategies
  - Comprehensive Service Redesign
- 3 p.m. – 3:15 p.m. Break
- 3:15 p.m. – 5 p.m. Continue Budget Issues
- 5 p.m. Adjourn until 9 a.m. on Saturday, January 20, 2001, at the Eugene Hilton

**LANE TRANSIT DISTRICT  
SPECIAL BOARD MEETING/  
STRATEGIC PLANNING WORK SESSION**

**January 19-20, 2001**

**Eugene Hilton  
66 East Sixth Avenue, Eugene**

**AGENDA**

---

**DAY TWO**

**SATURDAY, JANUARY 20, 2001  
9 a.m. to 2 p.m.**

- |                       |  |
|-----------------------|--|
| 8:45 a.m. – 9:15 a.m. | Continental Breakfast  |
| 9:15 a.m. – 12 p.m.   | Strategic BRT Issues – Stefano Viggiano  |
| 12 p.m. – 1:15 p.m.   | Working Lunch – Board Organizational Issues – Ken Hamm, Ed Bergeron, Jo Sullivan |
| 1:15 p.m. – 1:45 p.m. | Debrief Work Session – Mark Pangborn   |
| 1:45 p.m.             | Adjourn  |

# LANE TRANSIT DISTRICT

## Pricing Proposal Summary

Effective 9/1/99

### TYPE OF FARE:

#### Cash Fare

#### Daytime

#### Evenings

	<b>Current:</b>	<b>Proposed:</b>	<b>Current:</b>	<b>Proposed:</b>
<b>Adult</b>	\$1.00	NC	\$0.50	\$1.00
<b>Child</b>	\$0.50	NC	\$0.25	\$0.50
<b>Reduced</b>	\$0.50	NC	\$0.25	\$0.50
<b>Senior</b>	\$0.50	NC	\$0.25	\$0.50

#### Passes

#### RideSource

<b>Adult</b>			<b>Regular</b>	\$1.30	\$1.50
	1-Month:	\$26.00			
	3-Month:	\$60.00			
			<b>Escort</b>	\$1.30	\$1.50
			<b>Shopper</b>	\$1.75	NC

#### **Youth**

1-Month:	\$19.50	\$21.00
3-Month:	\$45.00	\$49.00

#### **Child, Senior, Reduced**

1-Month:	\$13.00	\$14.00
3-Month:	\$30.00	\$32.50

**Day Pass**                      \$2.50                      NC

**Freedom Pass\***              \$29.95                      \$33.00

**Group Pass**    2.8% Increase

\* Freedom pass price effective 5/2000.

LANE TRANSIT DISTRICT

Pricing Proposal Summary

Effective 7/1/01

TYPE OF FARE:

Cash Fare

	Current:	Proposed:
Adult	\$1.00	<b>\$1.10</b>
Youth*	\$0.50	<b>\$0.55</b>
Child	\$0.50	<b>\$0.55</b>
Reduced	\$0.50	<b>\$0.55</b>
Senior	\$0.50	<b>\$0.55</b>

Passes

Adult	Current:	Proposed:
1-Month:	\$28.00	\$28.00
3-Month:	\$65.00	\$65.00

Youth*	Current:	Proposed:
1-Month:	\$14.00	\$14.00
3-Month:	\$32.50	\$32.50

Child, Senior, Reduced	Current:	Proposed:
1-Month:	\$14.00	\$14.00
3-Month:	\$32.50	\$32.50

<b>Day Pass</b>	\$2.00	<b>\$2.25</b>
	(transfers discontinued)	

Tokens	Current:	Proposed:
Adult	\$0.85	\$0.85
Other	\$0.42	\$0.42

**Freedom Pass** **Discontinued**

<b>Group Pass</b>	3.2%	<b>4.1%**</b>
-------------------	------	---------------

<u>RideSource</u> (Staff Proposal)		
	Current:	Proposed:
Regular	\$1.75	<b>\$2.00</b>
Escort	\$1.75	<b>\$2.00</b>
Shopper	\$2.00	\$2.00
10 Tickets	\$15.00	\$15.00
<u>RideSource</u> (STFAC Proposal)		
Regular	\$1.75	<b>\$2.00</b>
Escort	\$1.75	<b>\$2.00</b>
Shopper	\$2.00	\$2.00
10 Tickets	\$15.00	\$15.00

Sales Outlets

Passes	Current:	Proposed:
0-9	10.0%	10.0%
10-24	10.0%	10.0%
25-100	10.0%	10.0%
101-500	10.0%	10.0%
501+	10.0%	10.0%

Token Packets	Current:	Proposed:
0-49	10.0%	10.0%
50-99	10.0%	10.0%
100-249	10.0%	10.0%
250+	10.0%	10.0%
	<b>Discount</b>	<b>Discount</b>

\* Price effective 6/1/2000. Pilot program.

\*\* Does not include base rate adjustments.

## FINANCIAL QUESTIONS

Prepared by Diane Hellekson, Finance Manager  
LTD Board Strategic Planning Work Session  
January 19-20, 2001

### Strategic Question

How has the slowing of the economy affected LTD's ability to fund both operations and capital projects in the future?

### Background

The local economy (and the national economy in general) has enjoyed an unprecedented period of high growth, strong employment, and prosperity. While hard evidence is still developing, particularly in the local market, there is widespread agreement that economic times are changing. Economists and politicians are generally reluctant to use the term "recession," but there is little question that Lane County will see a slowing of growth, at a minimum. President-elect Bush was quoted in the January 12, 2001, issue of *The Wall Street Journal* as saying, "If, in fact, the economy is slowing down, as the numbers are beginning to clearly show, the operative word is: How soft will the landing be?"

During the Friday afternoon portion of the Board Work Session, staff will review financial trends of the last ten years, the current year, and projections for the future. Included in this packet for advance review are summaries of past revenues and expenses, and a comparative chart of payroll tax revenues and personnel services expenditures. Also included is a projection of operating revenues and expenses through FY 2003-04, including the effect of the new LTD/ATU four-year agreement.

Board members will note that the four-year projection shows a General Fund deficit in each year, including the current fiscal year. The model assumes no effective mitigation efforts in the second half of the year, a conservative (high) estimate of the maximum impact of the new ATU contract, and somewhat conservative revenue projections for January through June. In fact, every effort will be made to mitigate the effects of the new labor agreement.

Future year deficits are the result of assumptions (summarized at the bottom of the table) that reflect a cooling local economy, fuel costs that may remain unstable through next year, and expected energy expense increases. The model also assumes that existing staff levels and benefits will be maintained for both administrative employees and ATU employees. This model does not imply that LTD will, in fact, incur a deficit in any of the four years, only that a deficit is possible without good planning and attention to detail. The Board will never be asked to approve a plan or budget that could, given everything known or reasonably projected at the time, result in a deficit in any LTD fund.

Board members also will be asked to consider the proposed revised Capital Improvements Program, which also is included for advance review. Staff will be prepared to

discuss the elements of the proposed plan, both project expenses and proposed funding.

### **Strategic Question**

Given resource restraints and rising costs, what are LTD's priorities over the next four years? How should the need to fund current fixed-route services be balanced with the need/desire to invest in projects with future value to the organization and the community?

### **Background**

Boards of the past have been asked in work sessions to consider operating and capital priorities, and to discuss tradeoffs. The discussions generally have been deferred, because it was previously possible to fund both operations and current capital needs with existing and projected resources. It is no longer likely that LTD's needs will be so met, and decisions to fund such long-term projects as BRT may require that funding for fixed-route service or other operational components be reduced.

Included in these materials is a copy of the current LTD fare policy. Also included is a copy of the preliminary discussion materials provided to the Finance Committee at its January 8<sup>th</sup> meeting. CSR information previously has been provided to Board members. (Supplemental materials may be available at the work session.)

### **Recommendation**

During the discussion, the Board and staff should brainstorm what opportunities exist to increase revenues, what strategic expenditure controls should be considered in the future, and what the timing of capital projects should be. Related subjects that might realistically be brought into the discussion include fare policy, service policy (and the CSR), technology, the use of debt financing, and personnel services growth constraints. This list is not all-inclusive.

The goal of this discussion is a prioritization of LTD's major activities, and input to staff for the allocation of resources in the to-be-proposed FY 2001-02 budget and revised Long-Range Financial Plan.





Lane Transit District  
P. O. Box 7070  
Eugene, Oregon 97401

(541) 682-6100  
Fax: (541) 682-6111

## FINANCIAL QUESTIONS

Prepared by Diane Hellekson, Finance Manager  
LTD Board Strategic Planning Work Session  
January 19-20, 2001

### Strategic Question

How has the slowing of the economy affected LTD's ability to fund both operations and capital projects in the future?

### Background

The local economy (and the national economy in general) has enjoyed an unprecedented period of high growth, strong employment, and prosperity. While hard evidence is still developing, particularly in the local market, there is widespread agreement that economic times are changing. Economists and politicians are generally reluctant to use the term "recession," but there is little question that Lane County will see a slowing of growth, at a minimum. President-elect Bush was quoted in the January 12, 2001, issue of *The Wall Street Journal* as saying, "If, in fact, the economy is slowing down, as the numbers are beginning to clearly show, the operative word is: How soft will the landing be?"

During the Friday afternoon portion of the Board Work Session, staff will review financial trends of the last ten years, the current year, and projections for the future. Included in this packet for advance review are summaries of past revenues and expenses, and a comparative chart of payroll tax revenues and personnel services expenditures. Also included is a projection of operating revenues and expenses through FY 2003-04, including the effect of the new LTD/ATU four-year agreement.

Board members will note that the four-year projection shows a General Fund deficit in each year, including the current fiscal year and current fiscal year budget. LTD's General Fund budgets have often been balanced by the use of cash balances carried forward from the previous year, as was true this year. Cash balances were generated when revenues came in higher than budget, and expenses were lower, a combination of events that is unlikely to occur this year, or in the foreseeable future. The projection for FY 2000-01 assumes that payroll tax receipts will meet budget expectations, (which is not a certainty) and interest earnings will be over budget. Negative fuel variances will be absorbed by existing appropriations. No personnel services mitigation efforts are assumed in the second half of the current year. In fact, every effort will be made to mitigate the effects of the new labor agreement. It is hoped that the actual deficit at year-end (not considering the beginning cash balance) will be lower than the



projected deficit. As has been previously reported, LTD will finish the current fiscal year in full compliance with all budget requirements.

Future year deficits are the result of assumptions (summarized at the bottom of the table) that reflect a cooling local economy, fuel costs that may remain unstable through next year, and expected energy expense increases. The model also assumes that existing staff levels and benefits will be maintained for both administrative employees and ATU employees. This model should not imply that LTD will, in fact, incur a deficit in any of the three future years, only that a deficit is possible without good planning and attention to detail. The Board will never be asked to approve a plan or budget that could, given everything known or reasonably projected at the time, result in a true deficit in any LTD fund.

Board members also will be asked to consider the proposed revised Capital Improvements Program, which also is included for advance review. Staff will be prepared to discuss the elements of the proposed plan, both project expenses and proposed funding.

### **Strategic Question**

Given resource restraints and rising costs, what are LTD's priorities over the next four years? How should the need to fund current fixed-route services be balanced with the need/desire to invest in projects with future value to the organization and the community?

### **Background**

Boards of the past have been asked in work sessions to consider operating and capital priorities, and to discuss tradeoffs. The discussions generally have been deferred, because it was previously possible to fund both operations and current capital needs with existing and projected resources. It is no longer likely that LTD's needs will be so met, and decisions to fund such long-term projects as BRT may require that funding for fixed-route service or other operational components be reduced.

Included in these materials is a copy of the current LTD fare policy. Also included is a copy of the preliminary discussion materials provided to the Finance Committee at its January 8<sup>th</sup> meeting. CSR information previously has been provided to Board members. (Supplemental materials may be available at the work session.)

### **Recommendation**

During the discussion, the Board and staff should brainstorm what opportunities exist to increase revenues, what strategic expenditure controls should be considered in the future, and what the timing of capital projects should be. Related subjects that might realistically be

brought into the discussion include fare policy, service policy (and the CSR), technology, the use of debt financing, and personnel services growth constraints. This list is not all-inclusive.

The goal of this discussion is a prioritization of LTD's major activities, and input to staff for the allocation of resources in the to-be-proposed FY 2001-02 budget and revised Long-Range Financial Plan.



*Lane Transit District  
P. O. Box 7070  
Eugene, Oregon 97401*

*(541) 682-6100  
Fax: (541) 682-6111*

## **LTD BOARD DEVELOPMENT, INVOLVEMENT, AND COMMUNICATIONS**

Prepared by Ed Bergeron, Public Affairs Manager  
LTD Board Strategic Planning Work Session  
January 19-20, 2001

### **Strategic Questions**

1. Are Board members interested in exploring the use of more-personalized communications channels for public contact purposes, such as direct telephone lines with voice mail, e-mail addresses, fax machines, etc.?
2. Would the Board like to consider changes in its meeting days, times, frequency, committee structure, and systems for self-evaluation?
3. Should Board members and officers undertake additional development, training, and leadership activities, either individually or as a group?
4. What changes, if any, should be made in the Board's level of involvement in representing LTD to the community?

### **Background**

In recent years, strategic transportation initiatives such as the Eugene and Springfield downtown transit stations, Commuter Solutions, the bus rapid transit project and TransPlan have dramatically raised LTD's profile in our community. They also have increased LTD's need for successful partnerships with other jurisdictions, and required a higher level of public involvement and visibility for LTD's Board of Directors. As a result, LTD Board members have conducted additional joint public meetings with other local policymakers, participated in project-specific committee work, and held occasional one-on-one meetings with other community leaders.

Communications innovations such as personalized e-mail, fax machines, and telephone voice mail have been embraced by other units of government, thus providing the general public with additional options for direct contact with public officials. In contrast, LTD has continued to channel public requests for LTD-related Board contact via mail or telephone calls through administrative staff. As a result, LTD is sometimes criticized for sheltering or hiding its Board members from public dialogue. LTD can now provide individual voice mailboxes for Board members, or provide other types of technology assistance that Board members might find suitable for their communication with the people they represent and their community partners.

### **Recommendation**

In this changing environment, it is important to periodically assess our past and current Board practices, development plans, and activities, to identify areas requiring additional support or attention.

The Board should consider and discuss these strategic questions, and provide direction to staff for further follow-up discussion or action.

LTD BOARD STRATEGIC PLANNING WORK SESSION  
January 19-20, 2001  
Eugene Hilton

Day One

Call to Order 9:15 a.m.

Present: Hillary Wylie, Board President, presiding  
Rob Bennett, Vice President  
Gerry Gaydos (arrived at 9:25 a.m.)  
Pat Hocken  
Dave Kleger, Treasurer  
Virginia Lauritsen, Secretary  
Robert Melnick

**I. INTRODUCTION AND REVIEW**

HW - Couple of words about what happened between last year's retreat and this one. Tried to imagine what lives would be like with new GM – broke into teams and discussed issues. Ken has been here 8 months and we have made this huge transition. I have a real sense that as a Board and as an organization we have made this transition very well. I have a lot of pride in that. We have new a Board member and a new road in front of us. We are a team organization, and the Board and staff both have a role in that. Days like today should help bring us together in our ideas and activities.

Ken – We have opportunity facing us. It's about how we face that opportunity. Test some ideas to see if staff" ideas are in line with the Board's.

Take Board through some things management staff went through in September.

Gerry here 9:25

**A. Mission Statement, Values**

Begin with mission; compare old with new. Simplified mission statement without changing values set forth by the Board. Talked with all operators about livability and their role.

LTD: Your partner for a livable community. Also longer version.

Battle cry with meaning for employees: To be the best transit system in North America.

Kaizan (sp?) – constant improvement

Guiding principles: safety, courtesy, efficiency, image

Dave – core values – words "We never compromise" looks like a political trap. Like idea of persistence, but not that we never compromise. (We never compromise our

standards for achieving our important mission.) Ken – maybe something like we will work hard to sustain our high standards. We will wordsmith it. Pat – even though talking about not compromising our standards, people will pick up on not compromising.

Pat –Image: we have pride in our image and we always create. Should that be strive to create? Dave – aspiration versus \_\_\_\_\_.

Robert Quality of life is a good phrase that isn't here in the mission. Advance the quality of life in our community —transit system that is much more than people riding buses.

Gerry – Vision to be the best transit system – consistency with transit vs. transportation. Is transit a subset of transportation? Can't be best transportation system because don't have control, but is transit a good word for the future? Ken – today more of a transportation district more than transit, while public transit remains our foundation. We have a number of other applications (tools in the toolbox) and the role of transit nationally is involving. Ginny – when say best transportation system, that brings in the airlines and takes away from the focus that we will serve the public in our area. Ken – a big part of the vision is employee motivation. I see the mission as more a communication with the public. Gerry – hard to say what is “the best” – maybe more like constant improvement. Don't mind it, just hard to define what that is.

Don't see stewardship of public funds/assets as a core value. Had that down as an outcome, but think it really is a core value.

Good to talk with Board about Board's expected outcomes.

Ken – some things more easily quantifiable than others, so important to set expectations so we're all on the same page.

Pat – we did a lot of discussion two years ago about performance. **We started to get quarterly reports, and we haven't seen that lately.** Update? Ken – standards for evaluating the performance of routes (urban, suburban, rural).

Andy – that is one of the measurements and will discuss with the CSR plan, but there were a lot of other performance measurements. Mark – languishing basically. Had a large list and would have had to spend a lot of time defining. Then really cranked up BRT and CSR and put on back burner. Diane- converting some systems and should have more data.

### **Board not getting ridership reports.**

#### **Where does this performance measure question go next?**

Ken talked about some of the goals set forth in discussions with the Board.

- CSR in place; downtown shuttle
- BRT at design stage & successful implementation of hybrid-electric buses
- Springfield Station
- Strategic financial plan

- Safety
- RideSource facility and function
- .

Rob – how do we talk about being a partner for a livable community and QOL so that it projects our meaning?

Ken – I try to communicate all the roles that the transportation district played in the community. Sometimes employees don't see the peripheral things that the transit body is in the community. We have people working with Chambers, service clubs, charities, etc., as well as our special services, youth passes, etc.

Pat – **we don't publish our work with the Convention and Visitors services**

Robert – Impressed with communication with local agency partners. Not just a bus company.

Rob – We're trying to change the balance of transportation in our community. We're trying to make people's reliance on the automobile less important, and believe that this will help improve people's quality of life, and think we should say something like that.

Hillary = people want seamless transportation, including cars. Want to provide services to get them where they're going as quickly and cleanly as possible, and should be thinking about that in terms of partnership.

Pat – to improving mobility, air quality, traffic congestion – add something about livable neighborhoods (not a lot of traffic going through it; don't have to leave your neighborhood). It is expected that transit will support nodal development, and we have to have service there to do that.

To improving \_\_\_\_\_ to the community, add something about encouraging new businesses

Ginny – Third draft – keep it simple; keep to one page and put performance measures on another page, so that community can know what we're all about, and we can have the other information in addition. Keep it simple so people can remember it; not a one-page mission statement.

Break

## **B. Incentive Programs**

Ken – talk to Board about ways we have to gain substantially in internal efficiencies, and if we are successful, if Board would look at 3R system (recognition, \_\_\_ and reward) or incentive program. I think ees should be rewarded financially if they share in achieving aggressive goals that save the District money.

Asked for Board's perspectives.

Pat asked about attendance incentives; Mark J. explained program and that would like to move to program to reward safety.

Dave – potential hazard that don't set up incentive program so employees push so hard that they fail.

Hillary – positive approach better than negative; a little concerned about how set up and whether incentive program financially defeating because of management tracking needs, etc. Ken – has to be quantifiable, and staff would discuss with the Board until comfortable with it.

Hillary – respecting the property, machinery, equipment, etc., is an important aspect. MJ: team building and sense of ownership. Employee vandalism is extremely rare.

Robert – rewards for good ideas? Some way of seeking those out and responding with cash reward. Ken – yes – I call it an internal marketing program. Could include things that LTD already does – picnic, banquet, awards – plus idea/suggestion system.

**Will bring plan back to Board for discussion.**

C. **Internal Organization**

Ken used color charts to explain performance groups. Also department structure and departmental charges.

Hillary – Have you thought about how you're going to evaluate your group's progress and goals? Ken- partly comes from budget process and priorities. Still have individual evaluations every six months. HW – think would be interesting to see what percentage of the outcomes were met. Better off with fewer, more precise goals. Interesting to see group goals and their progress on them. Ken – also part of that is how we get into the process of working in a different way.

Pat – HR training specialist? Ken – retirement of training person in Operations, so somehow will combine so that FTE shifts to a broader employee base to develop training programs and employees. More a reclassified position.

HW – Does Guest Services become a full group? Not on org chart that way. Ken - on performance group charts, want GS and ADA discussions at the table, but not necessarily full departments, to give it full priority.

Discuss Tool Box

Look at the myriad needs in the community and ask if we have tools in the toolbox that can meet those needs. There are some with no return for the investment, such as Hyundai. Look at do we have the necessary resources, and how we shift those resources to better meet the need. Discussions now with Hyundai about how to get a better return for the investment. Shift to commuter solutions to try something new. Will propose those in the budget. Andy explained plan for Hyundai program for next year,



with express van service to meet employee needs, shift times, neighborhoods. Propose a couple of 12-15 passenger vans for \$30,000, and that riders don't pay anything to start with, and Hyundai keep group pass, and use group pass money a little differently. If successful and can fill the vans, the cost per trip would be about \$1.68 versus close to \$3, which is our fixed-route cost. Want to get employees interested. Longer-term question is Commuter Solutions strategic plan (in packet). The state money has the potential of ending in a couple of years. If the program is important for the region, LTD may have to step up to fund it.

Ken – as part of LTD being a transportation district, this would say we are committed to being part of the solution.

Dave – would like to see you try to put this together. Maintains the shared ride principle, which is very important, and responds to specific issues of the employer.

Rob – I understand Andy's explanation. The difficulty I've had understanding the CS strategic plan is that a lot of it seems to have to do with education. Maybe trying to use the money available within the scope of the grant. Someone thought this was important, but I've wondered how we plan to measure education results. When you talk about LTD stepping up in the future, it would be important to me, and I hope to the rest of the Board, to try to understand what we're getting back out of that on a fairly specific basis.

Ken – think there will always be a continuing education effort, but we are just one part of that on a regional basis. Our part primarily is what Andy is describing with actually carrying riders. Andy – one of the goals is to have greater participation in the region with our partners o help set goals and implement.

Pat – think City of Springfield will be very receptive to these new ideas and partnerships. Symantec people will no longer be able to ride their bikes, etc. Do something new for the Gateway area even before Symantec moves, and that will give us some experience with how to serve the Jasper/Natron area.

Gerry – we need to look and see what the future should look like/what we want it to look like. I appreciate that we're more involved with planning, but we need to be there again – the ultimate solution may not be vanpools, and we need to know what the ultimate solution is and if what we plan now is only an interim tool. Same as with nodal development – there may be the same kind of desire to do something with vans, but we need to be careful and plan for the future.

Hillary – think the Spfld council is very supportive of BRT going out to Gateway now.  
Gerry – they do need a connection between Gateway and downtown.

Pat – Have you looked at doing the same kind of thing (vanpools) with LTD operators, or maybe for part of the day? Maybe you could use the same van for more than a couple hours a day. Andy – It's not a single solution. One of the things we will ask for with the new Symantec facility is a turnaround place for the bus. You can serve their various 8-hour shifts better than you can a 12-hour shift. We don't want to give up on any of the different mode choices. Vanpools are desirable for going to other cities, but will be a harder sell for local commuters, especially if they know there is adequate parking at

Symantec. Ken – if can get employers to partner with you, they can be very creative at employee incentives. If you can find a large concentration of employees going to a particular shift, you may be able to operate a direct express bus, but need to weigh the costs and benefits to LTD, especially with Hyundai shift. We want to go with a full menu and see what can be done. Andy - in development review, we can ask for special vanpool parking, etc.

11:30 break and then lunch – Andy and MP show video

1:30 Diane – **Budget Issues**

Rob – We sold self-employment tax based on what we needed for capital projects, and those projects are here. We never committed that the self-employment tax would be used for capital, and LTD is not held to that, but that's what we talked about to gain support for the tax.

Rob – If putting to some degree an arbitrary amount in the capital fund – has someone looked to see exactly how much money would need to be in the capital fund at a certain time? Is it obvious that projects will need more than we'll have? Listening to Andy talking about route structure and new options. I'd be thinking about it as that there are some things that are important that we might not be able to do, and I'd like to know what those are. The capital issue is very important. Part of it is the political issue of how we sold the self-employment tax, but we're past that and can move forward. But I think we need to place as much money there as possible. A lot of agencies talk about capital needs a lot but end up spending a lot of it on the operating side. That may be the right decision, but we need to look down the road with staff to see what the situation is. Is it a situation where even if we put in more capital it wouldn't be enough? Or is the planned amount enough?

Diane – an important question is what project plans mean for staffing levels, and if more staffing is required, what does that mean for your return on investment?

Pat – question about number of ees anticipated? DH – flat. Existing administrative and operator positions. Budget numbers assume increase in energy and fuel costs. Conservative 2 percent increase in revenues. Assumed overtime for bus operators will be reduced by 50 percent, but \_\_\_ percent of overtime caused by special services.

Pat – Charging for special services – do we figure OT rate for drivers? Andy – OT. Community service rate = about \$58 per hour, including OT costs. Fully-allocated cost is \$76 per hour currently. Ken – turned down First Night service because couldn't pay. Looking at significant benefit for LTD.

Robert – How much flexibility is there between fixed costs and variable costs without cutting major program? Diane will get copy of info to him.

DH – **go through CIP proposal.**

Some discussion of using APC data to help determine productivity of a route, and know where every bus is along a route. Questions from Rob about need for and value of

information. Ken – resource allocation issue – more efficiency in how allocate resources to gather information.

Cameras on the buses. Helps reduce incidences of violence and graffiti; helps with risk management and injury claims. Ron – also camera facing out in front of bus. Helps show what was happening in front of the bus when accidents happen.

BRT – it's a good assumption. I want to be able to distinguish between the money coming out of our budget and what's coming from federal grants – can't tell by looking. Stef – approximately \$3 million next \_\_\_ years. Rob and Robert like information about beginning capital balance, what LTD is committed to, and what someone else is paying for.

**RideSource facility** – Mark P. explain background and research.

Pat and Gerry – ability to collaborate and cooperate with other units of government, such as fire training facility in West Eugene, as well as School District 4J bus facility, is very important. Pat – is there any chance to use part of this for a Park & Ride or some other use? MP – not on any route; not well situated. Robert – 20-year need? Demographic projections? MP – River Road, Bethel/Danebo still developing. Industrial areas probably won't change so won't generate trips.

Gerry – I like W. Eugene facility idea because it feels more strategic than just taking advantage of what someone else might be doing (ODOT), and the money is less. Dave – I like the idea.

Ken – Eugene Station improvements – we keep in mind downtown place-making improvements suggestions.

**Glenwood Facility improvements** – Charlie –

Hillary – planning for outgrowing Glenwood facility? Charlie- starting 10-year facility planning now. Diane - We had \$5 million in the capital plan but couldn't make it work this time. If we sustain a \$5 million transfer from the capital fund, we can accomplish this CIP.

**Passenger Boarding Improvements** – Charlie

Jasper Road extension planned for this summer; almost at capacity now; major collector for sports shuttle, so would like to expand boarding space. Diane – we have land already – enough for 100 more spaces.

**Gateway Station** location money is for a study to see if we can reduce our run time and save money. Andy - Gateway manager would like to have the station more centrally located, near the facility. We would look at BRT connection, also.

**Revenue vehicles** – Diane

Will take about 20 months to get vehicles when order. Appropriation has to exist before can begin debt financing. Shuttle vehicles – Hillary wants to get back to the discussion of design options.

Break

3:25 Linda – **Funding Issues**

History of appropriations; New Start funding; formula funding. New Start – first get on list to be eligible to receive funding; then request funding. New Start has been exclusively rail, but a busway project has been named now. Future discussion – what happens to federal grant money if local population is over 200,000. Question – to what extent do we balance budget on request for federal funding if the funding is not guaranteed?

Pat – State funding? Some legislators and others more receptive about thinking about transit more as part of the road system rather than transit only.

**Debt Financing** – Diane – staff will recommend that we go this direction; Finance Committee will discuss. LTD is an excellent candidate for debt financing. LTD has not used debt in 20 years.

Rob – would use all reserves? Diane – No. If we did this without any phase 2 financing, we would be out of financing within \_\_ years. But this plan will reserve at least \$5 million in capital funding. Rob – we have ongoing capital needs. We would not be able to increase the \$5 million without additional income? Diane – correct. Unless we ask for 100 percent of BRT Phase 2 and we get it.

Pat – we have about \$ 16 million? Why are we putting \$10 million in debt in 01-02 before we really need it? Diane – the timing is on the table. We can make our move whenever the market looks right. If we get the proceeds from the debt financing, which we can phase, but there are opportunities to arbitrage legally. Interest rates are below 5 percent, and we are still earning above, so we could mitigate the cost of our debt. We are assuming we will not receive any more discretionary funding to buy fixed-route buses. We are using our TEA-21 set-asides for BRT.

Rob – Do you have a number in your head for a percentage increased in the payroll tax – what would a percentage get us? .006 to .007 is a little less than \$100,000. Rob- **is it too late to try to increase in this rate?** Linda – not too late for process. Tri-Met has just begun a community discussion. Don't want to go to the legislature without doing some work with local partners, so would recommend looking at this for next session instead of this one.

Robert – Is there a timeline on debt payout period? Do you see an end to that tunnel, or will we live with it in the future? Diane – there are political uncertainties. Without BRT, we could live within our means. We got to this position because we think big. Linda- If we're successful with New Start funding, we could continue in that path. The question would be how we pay for other facilities we haven't even thought about yet.

**Operating Fund** – Diane

**Advertising revenue** new contract will give us 12 percent over what we're getting.

Hillary – need more control. Not opposed to advertising as long as it is tasteful and respectful to our riders. Not a good image now. Feel we have to look at what advertising is on the bus (Honeybucket; Wreck across the back of the buses). How it is displayed on the buses needs to be respectful to our buses.

Pat – my response to those two ads completely opposite – fun ads, cross-section of businesses. Ed – sometimes when Obie concerned about the requested ad, we sit down with advertiser to discuss changes to help avoid problems. We might be able to do a little better in that, realizing that there are some legal requirements in place.

Dave – as long as we don't cause problems for drivers, I have no problem. Some of the ads make the bus more noticeable. If I have a concern about an ad, I'll call the business, not the place where the ad was placed.

Rob – If I thought we could afford not to, I wouldn't do any advertising at all. But I don't think we can. I think it hurts our image, and it affects how people react to us. We've had this discussion about BRT buses, and I wouldn't do it as we get new design buses.

Hillary – I care how the buses look – clean, safe, open, comfortable. One that looks strong and healthy in the community. I feel almost ashamed with the painting all over the bus. But I'm not opposed to advertising.

Mark P. Ed pointed out that we have this responsive relationship with Obie. When Board members see an ad that seems inappropriate, let Ed or Ron know what you think is wrong with it and we can work from there. We can manage commercial content and can work with Obie to do that. If it has political content (Joe Sperm ads), we cannot do anything about that.

Ron – in new contract, there is a tightening up of the standards for installation. Also going to all-white buses with logo change. Size of signs will relate to size of bus. We restricted intrusion into the window area from 6" to 3" from bottom of window, and contra-vision reduced also.

Rob – don't think it makes sense for individual Board members to call staff about ads – we all have a difference in reaction. If someone feels strongly, could try to put something on agenda for discussion.

Pat – does the business community perceive the advertising as a positive or negative?

Ed – we don't know that. Some individual businesses have a lot of pride in their ads and the connection it gives them with the community. Ken – transit advertising is recognized as being remembered. A 12 percent growth in revenues shows that it is a successful program. When you look at a half-million dollars, it is a tough decision not to do it. A lot of people think of that look as just part of the community. Andy/Ed – some businesses are looking at the idea of one advertiser buy the whole system's advertising; then buses would all have a more uniform look.

Dave – when people realize the amount of revenue, a lot of their concerns go away.

Deleted: postive

Deleted:

**Fare Policy/Comprehensive Service Redesign** - Andy

Pat asked about deep discounting fares. Andy prepared handout. Finance committee has discussed Fare Policy but did not take a position. Andy – we're close to deep discounting.

Rob – **I'm interested in a more detailed discussion of the fare policy and what would happen to our fares under different criteria.** What if farebox recovery ratio were 25 percent? Diane – farebox recovery is just a fraction.

Rob – based on the projections we have for no less than 20 percent, what would the increase in revenue have to be in order to have 25 percent. I would like to learn a little more about that. Am I the only one? Ginny interested also – would like to see some spread sheets. Robert clarify – Board set direct relationship between farebox recovery and total operating expenditures – rather than floating, strive for relationship of 25 percent? I think that would be a good discussion.

Ginny question and Rob clarify re: If something happens so not able to borrow as much as we thought, or revenue side more negative, are there priorities as to which would be the first in line in a crunch? Diane- staff have had that discussion but would like the Board to have it without being influenced by the staff. If you believe that the capital funding plan is the correct plan, where do you suggest we look for needed funds? What priorities do we make? The key to LTD's success in the future is controlling personnel services costs. We are locked in to a contract that assumes that we will provide the same level of service, so there is a direct relationship. Ken – labor is the biggest part of transit.

Ken – in addition to personnel services costs, the fact that for the first time payroll tax revenues are not coming in as expected, that causes us to look at how we can be more efficient in how we spend the resources. I don't think we give up on looking for the opportunity for new revenue. I don't want to make it sound like this is hugely alarming. Just need to inform the Board if we change direction or actions, and to involve the Board in the re-prioritization. Staff have gone through initial paring of the CIP wish list and are down to some things that we think have a payback benefit. We want to keep working through that in this discussion and the 2001-02 FY budget process and beyond.

Hillary. I don't want to borrow money to pay payroll. What I heard Diane saying was that this is a good time to borrow. I don't have a problem with that for capital as long as it is well managed. I think you should borrow money when it makes sense to borrow it, if we get good rates.

Pat – CSR – We're too far in the process to go back and cut service. I think staff have done a good job. I like the 2 percent package. When you are doing a new initiative like the downtown shuttle, you have to be sure it gets off on the right foot. I would like to see if we could add back at least the Saturday shuttle. The shuttle is more important to me than the #25 addition.

Andy's handout.

Ginny – There's a lot to the old advertising adage that when the economy gets worse, that's the time to crank up your advertising and service.

Andy – **CSR goals.** First goal was to address operational issues in the community, and Board added productivity goals. Now we're just trying to hold onto the service we have, especially now that we are dealing with some people who didn't expect additional service to be taken away (in addition to the smaller unproductive pockets we originally talked about). Some things in the 5 percent package are lower productivity and I am not wedded to those. We will get more efficiencies with the new scheduling software, but that is not the same as contingency for responding to overloads, etc. The 2 percent package has no contingency.

HW asked Andy what he would delete from 5 percent package. Answers??? Other systems have had to make cuts and you make those decisions. We aren't there yet, but we're dealing with the decision about the transfer to capital, and what happens in future years? Do you invest a certain amount of service each year to invest in growth? Our productivity is higher than most systems – we had only four routes that fell below our standards, and they are above standards for most northwest properties. IF we have to go there, then we will, but that is a change for our community.

Robert – another way to look at it is by area or neighborhood, so you have some coverage routes or lower-producing routes that in conjunction with other routes meet a certain standard. It's important from my point of view to think about. Ken – balance of coverage versus productivity. The LC and Board need to decide where we are on that balance, as well as capital versus operating balance.

Andy – Those Saturday routes average over 30 rides per hour.

Pat – when BRT comes on line two or three years down the road, we will have to look at all our routes. This is almost an interim plan. Last year we almost upheld the status quo. I think we need to move forward with the work that has been done. More information by next month – if we were to go with 0 base, 2 percent, 5 percent, what would that mean in coverage/productivity split?

Rob – last year we made a commitment to try to reach a certain balance. It's not whether adding something back is productive or not; it's whether the overall deal is within the percentages we agreed upon. If what we have today is 80 or 85 percent productive, then we've been disingenuous – that is not what we agreed to do as a board.

Gerry –I appreciate your passion, and we do need to talk about this. I really feel the need to talk about this tomorrow. Appreciate the need to be stewards of the dollars and the plan, but we also need to be stewards of the community.

Continue discussion on this in the a.m., and also have the more strategic BRT meeting.

Adjourn to tomorrow at 5:05 p.m.

LTD BOARD STRATEGIC PLANNING WORK SESSION  
January 19-20, 2001  
Eugene Hilton

Day Two

Call to Order 9:07 a.m.

Present: Hillary Wylie, Board President, presiding  
Rob Bennett, Vice President  
Gerry Gaydos  
Pat Hocken  
Dave Kleger, Treasurer  
Virginia Lauritsen, Secretary  
Robert Melnick

**Stef – BRT Issues**

Franklin / UO option – Stef explain recommended layout of mixture of one- and two-lane guideways.

Robert – I like the notion of the two-phase approach. Smart; allows us to start something to show the community that it's a good idea. Allows us to put in place a piece that we would have to put in place anyway; won't have to backtrack ten years from now. Think will have to upgrade it sooner than you think, but that's a good thing. People will see it and like it and use it. Planting and overhead wire issues show people that we think of this more than just a transit issue.

From Agate to Onyx, Franklin runs through the University. Important to recognize that it goes through campus, although at the edge. The pedestrian crossing at Onyx is a difficult, dangerous crossing, with pedestrian and bicycle conflicts. If the design could make this a little safer, that would be advantageous.

Dave – hear from business owners along there about turns into their businesses. Some discussion about whether those businesses would be the same or different in 10-15 years. (What was Dave's point? Didn't hear it.)

Gerry – we have money for first phase? Build-out? Stef – no; just design.

Gerry – it seems like everyone is trying to offload everything onto LTD right now. Some of these things don't seem to be LTD's responsibility, like bike lanes, so there should be discussions and partnership.

Pat – for final phase, we have an ideal 130-foot wide space, with 10-foot median and trees. Do we have to have trees on every single block? Stef – there are some blocks on Franklin without trees on every block now. Can create the perception of a tree-lined boulevard without actually having a continuous row of trees. Pat – seems like that could help with property acquisition.



Pat - The decision has been made to not confront the tree issue at this point? Stef- the City staff position supports this approach. Don't know if will be supported by the Council.

Robert – If you have trees with a canopy of trees, that might slow down traffic in those areas – denser tree plantings; sight lines diminished.

Pat – When the tree issue came up we thought we would go ahead with the whole plan in order to avoid more than one vote on trees. But this phased approach actually is like what's in the EA; we aren't backing off our commitment.

Pat – I don't think LTD has any business getting involved in putting power lines underground, or taking care of the dramatic lighting for the entrance to the UO. There was general Board agreement. Hillary – if we're digging up the streets, they can use that opportunity to put power lines underground.

Dave – Walnut Street station – may be an opportunity to do enhancement work without extra expense.

Linda – if we found another grant source that LTD would have to be a part of, would you be willing to go there with the city and UO, would you be willing to go into that partnership? Someone would have to put up a match. Community livability type grant. If LTD were part of an application, it might be a better application. We wouldn't necessarily have to come up with the match. Hillary – we would work cooperatively; we just don't think our budget can come up with the costs.

Ed – will make presentation to Eugene Planning Commission and City Council within next month, and this will be the first time the public hears about this. We need to be careful about how we present this, because haven't had an opportunity to go back to the community and explain where we are. Be sure they know there will be a lot more public process before we get to phase 2. A bunch of new elements are being introduced to the plan, so they need to know that there will be more public discussion before phase 2. We just need to be sensitive as to how we roll out this phased approach.

I think this phase has less impact than any of our previous designs (than originally designed) on the community around it. That should be our message.

Pat – I haven't seen any of the feedback on our EA. Did we get some comment on the trees? Respond to Ed – not dealing with the trees isn't necessarily just because of the City. Not really doing anything different than the EA led us to think we were going to do. Dealt with trees, traffic issues. Partly because of community input not doing the trees.

Robert – It would help to say where is the trigger point that would lead us to go to phase 2. When ridership reaches a certain level, etc. So community would be able to understand.

Stef – I wonder if we could agree to establish triggers, and clearly communicate that to the community. Ken – need to include city in discussion about triggers. City could require developers to set back buildings, etc., as they build, so could be ready for next phase before it happens.

Rob - How many places would you have to ask for setbacks if you were going to do the bike lane right now? Stef – most of the north side and parts of the south side. Rob – I'm selfish enough to think that what we're doing here is significantly more important than having bike lanes or saving those "historic" trees. I would make the same case here. I would proceed as if someone else were going to figure out the problem. Whether it's by significant development projects, or routing of bike lanes away from Franklin Blvd, or some other solution, rather than assuming something we don't know and trying to take some of the responsibility for that. Stef – we can take that position. I think we would take some heat from the city, although they have no plans to do bike lanes.

Pat – historic median issues? Stef – meeting next week to discuss just how historic this is. Where we are taking grass and leaving trees, don't think that's an issue. IF we were taking 20 trees, that could be an issue. We'll know more after next week.

**Agreement that we should go ahead with phased approach.**

Dave – We need to adopt some language for consistent reference to what we do in Phase 1 versus phases west of town. Stef – good point – Stage 1 construction. We'll develop that.

Robert – thin trigger approach is good whether go through it with public or not.

Rob - When talk to historic people, these are historic trees simply because they're 50 years old. Stef – That's a city ordinance. For federal criteria, they also had to be part of a plan, and they found a plan that showed this median. Robert - you could argue that. Not sure those trees would hold up as historic. City is a different issue. Federal = age by itself not the only way to determine whether something is historically significant.

Would like to see to papers from staff #1 list of what going to do on Springfield side vis a vis the modifications. Second piece of paper says phase 2 and lists some to be determined type trigger points; and below that, same list, what extra are we going to do on the construction of phase 2. We would have ready reference when we're talking about the two phases – when, where money to come from. Maybe another page to talk about who would do lighting, other pieces. Stef- summary sheet – segment by segment what will happen what we know. Talking points.

**Pat, Hillary, others want briefing about how we get from Franklin west into Eugene.**

Break 10:23 –10:35

**BRT Vehicle**

Stef – list on page 5 of BRT section – what ideal vehicle would have

Ken – ask for Board direction on what is most important – alternative powered vehicles? Cosmetic appearance? Price? Those are the three key pieces, but there are others,

and it might help to prioritize those in the Board's mind. Like building BRT, we may have to take a phased approach.

Stef explain the four options for bus purchases.

Ginny – Money. We're buying new buses for the shuttle, and hope that will give us a good look in the community (sexiest people in the community). Rather save money now and have a second grand opening when we break out the new vehicle later.

Pat – think we should focus on functionality and getting a bus that will work in the same way our ultimate bus will work: low floor, getting bikes on, right size. Scary to go with brand new alternative technology. IF go with standard articulated diesel bus, would have to paint to look different, but would be different bus than we've ever used and would increase our capacity to carry bikes and people. I can't see spending a million dollars to get a bus that doesn't get us to alternative fuels.

Gerry question re: doors on both sides

Stef in Essen – rode in a bus with doors on both sides built in 1978. Volvo did it back then. We could look into that.

Hillary – don't think we should back off yet from the goals that we want to achieve on this system. Part of that is ridership and future looking opportunities in our vehicle. I would feel very bad if we spent 500,000 for diesels that look like all our other buses but Las Vegas has the vehicles we want. Id on" want to be so conservative that we back off from what we really want. I agree that we still need to know a lot more and I may have to accept that we can't have that bus, about I don't want to start saying let's settle for a diesel articulated that doesn't do all that much for us in the end.

Pat – how long would it take us to get an articulated bus? Ron – the best we could do is probably 2.5 years. Need to write specifications. Maybe could get that down to two years. Maybe could tie onto another bus order.

Rob – Issue with me still is that I don't think a regular looking bus is going to work. I'm talking about whether BRT will work in terms of achieving a new system. I don't think talking about the cost as if it were the same bus. Think about the reason people look at light rail the way they do. I think if you even took a Civis bus and designed the interior to look like our current buses, that wouldn't work, either. If it comes down to what we can afford, obviously you can't get blood out of a turnip, but I think we need to analyze it differently than we are looking at it today.

Dave – how many will we need? Stef – we assume four on the route and two spares. At staff level we talked about a combination – buy two of them so the community could see them, make a splash in the community, and say we are testing for future replacement.

Dave – it might be worth taking a conventional low floor articulated bus for some, and a Civis bus for some, and that would get us a comparison and a political basis for the more expensive vehicle, and give us a higher capacity vehicle for other parts of town where we won't be doing BRRT for some years.

Robert – one of the issues here is that we are developing and selling a new system for the general public and higher ridership. One of the reasons the train works to Salem and on is that it is a new train.

Rob- I wouldn't buy two buses. That doesn't work for me. People want to know that they; are going to get on one of these new buses. I have argued that maybe you could start out just using our regular buses because you have to test the "track" and sometimes you can get some interest just because its new and then gain some additional time to raise the funds to get what you really want. The original reason for talking about that is because we didn't think we could get what we wanted. If you gave another bus company a picture of what you wanted, maybe there's someone that could take their basic frame design and do something with it. Have we investigated that?

Ron – Have talked about that some with Transtec. There is some possibility. Gillig is willing to do a nose job on a standard bus. Rob – I think the competition will be fierce to get people out of their cars. We have to spend a lot of time on every single aspect of how this will work – prepaid fares, bikes on board, etc. Try to control the risks by doing this. I think that in some ways – I feel about this system as I feel about public buildings. If we are going to have a public system or building that is supposed to stand the test of time, last a long time, be maintained properly, and be appreciated by people in the community, we ought to step up and decide there are other things that need to be considered first. Need to keep that in mind.

Hillary - factors in technology and materials.

Pat – I do not want to start BRT with an existing Gillig bus. That will not work. (2) I don't think I would balk at spending \$1 million if it were a green machine. That will not be acceptable in this community. IF Cibus made a bus with something other than diesel technology, that would be another thing.

Gerry – I agree. We are going to spend money and push the green side of doing the shuttle, and then if people see how much we would spend on Cibus buses just for appearance sake, people will not like that. On the other hand, I agree whole-heartedly with Rob that it has to appear and feel different. We might be designing the system for something that doesn't exist right now, so I'm not so opposed to starting with a Gillig bus as long as we know where we're going.

Ken – pieces of criteria. Low maintenance, withstand abuse on interior. About the only thing not available in our industry now is the left-side door. We would want wider doors, low floor, etc. Alternative fuels and exterior are the hardest things right now.

Stef – we need direction on what research we need to keep doing.

Hillary – there is not a clean bus that meets our criteria.

Gerry – If you look at noise and emissions, you could say it is different at some level. If there is a way to sell it as environmentally friendlier, there may be a way to justify it.

Rob – You have to find something that looks very different that is green. Stef [- I don't know if that exists. Mark – At least three Board members said that a radically different look is the second most important. What I'm hearing is that we need to look very hard for something that is green that we could put on the road. Hillary – work with our current buses until we can get what we want. Ken – Transteg in Denver came closest. We can continue to evaluate what's available in the green market and the sleek European style.

Mark – If green is most important, \_\_\_ is on line to begin building a 40-foot bus so you would have green, but nothing else.

Pat – my objection with Gillig – doesn't test the system with new

Mark – need to look for what we can find that meets most of our criteria. Dave, agree. IF wait until most of what we want is available, we will lose our federal funds. The lead time of orders means we will almost certainly have to start with some of our existing fleet.

Gerry – We really need to say we looked and this is the best solution we could find and we will continue to look. And expense-wise, this is what we could come up with. If Civis is the best of what we want, then we could go there. Appearance probably is not as important as the functionality that Pat talked about.

Rob asked Ginny if there is room in her thinking for middle ground. Ginny, always. But keep in mind how many levies went down in past elections. We would have to really justify this \$6 million commitment. Quiet might be just as good as being pretty. I would take functionality over appearance.

Robert – the big message is that this is a new thing – speed, look, feel, operate. If we don't end up on the street with something that helps get us there, even if scaled down, people will say well okay, it's the same old thing. Stef – as we have gone to the public, the piece that has generated the most interest is the vehicle. One way is to look at the entire system, in terms of cost, rather than separating the bus out. We compare ourselves to rail. A rail car is \$2.5 million.

Ken – Board and LC will need as part of ongoing analysis to know the cost after the vehicle arrives. Custom parts, renovation, maintenance, training.

**Mark – there are some things we can do to start generating data. About as far as we can get with this discussion today.**

Stef - We will bring more BRT issues back to the Board as they come up. Some people are saying we're compromising too much, and some are saying we're too far ahead of our time. Look to Board to see if we reach the right balance between our issues and community issues.

#### **Budget Issues – continued from 1/19/01:**

**Debt financing** – CSR is too far along to change course. We were at about 3 percent in discussions on Saturday. Andy – if that is the Board's wish for 3 percent, I would rather

go back to staff to work within that percentage to see what staff would believe to be the highest priorities. Three percent is about \$400,000. No contingency included for the year.

Rob – would shuttle be on productivity side or coverage? Dave - I think we had consensus that the shuttle was important enough to use the Board's discretionary portion of the budget for that. Hillary – we talked about putting the shuttle in and being fair that we should be able to have a little other increases, and I thought we had agreed to the 5 percent at that point. But I don't think we voted.

Pat – I still would be interested in a breakdown of what we have now, in terms of percentage coverage productivity, etc. Gerry – I can't believe that \$3 million transfer to capital is magic. We're in a balancing process where ridership has been flat (growing this year) but if discourage the use of the bus, that's a problem, too. Sometimes you can cut off your nose to spite your face. Don't know where that balance is. But don't think we have to do the \$3 million at all costs. Is that the most important, or is it important to balance a little bit. In my opinion, LTD has to keep a very good public reputation and don't want people to be squabbling, because that will flow into BRT. If this service piece is important, that may be better to think about than keeping \$3 million as a magic number.

Rob – to me the capital thing is important. If we stick with our capital contribution, at some point the debt service is \$3 million. Can we continue to borrow \$10 million every year? I believe in considering your capital needs at the same level you consider your operational needs. I'm not conversant enough with the operating budget to comment on the line items. I would say to the department people what would your budget look like if you had to cut 5 percent? Would it be death, or not? So that we could spend a half million more on the service side. I would analyze that before giving away capital.

Gerry – that's fine. I just think there's more flexibility than presented. And consider the public.

Hillary. We have had good years and we have the tendency to be able to get what we want (new staff, new office, etc.) but should look at whole budget, capital as well as operating. \$3 mil may not be sacred. If it makes sense to borrow money, then we should, but shouldn't borrow just to bolster our budget. If revenue is flattening, have to tighten our belt. Doesn't mean we have to give up our projects or our service system.

Pat – is the budget information a fairly conservative model? Diane – very conservative.

Pat – would like to see reserves compared with the rent? Capital needs that we don't want to do that way?

If we don't at least maintain the at least the level of service we're doing now, at least in those parts of town that are supporting our ridership, we will take some hits in the community. We have a couple of routes that are taking hits that are well supported. I don't have a problem with addressing service where it is not used significantly – use it or

lose it. I would be willing to reduce capital set-aside to avoid reducing service where it is used.

Ginny – talking apples and oranges – shaving operating and borrowing \$40 million if don't have money for bus replacement. That's a big chunk to look at replacing each year. What we need to be looking at in this budget is where are we going to get the \$40 million? 44 percent admin versus operating costs – that's very high. I don't know where the cuts could go. How can we not have such a heavy debt load? Diane – debt service that is shown is capital and interest.

Dave – is there a way to just lease buses? Rather than borrowing money? Diane – a lot of districts do that, and FTA allows federal funds to be used. Can lease or lease purchase. Mark you're just paying a third party to finance it for you. Diane – generally more expensive, but could get newer vehicles more often.

Ginny – are there capital expenses where you could cut? RideSource facility; boarding improvements? Diane – we can make another pass through the list. It represents more than one cut already. We can manipulate the timing, but we will have to do all this anyway. RideSource facility would require more operational expenses if we didn't buy it.

Robert - I was convinced by the satellite facility discussion yesterday. I would hate to see that not happen.

Gerry – still need CSR discussion. After more info from Andy's staff. I don't think anyone said 5 percent, 3 percent.

Hillary – I want to know what we really need for the community's needs, and if we have honored your staff work. What is the best possible plan to meet the community's need and our goals that we set last year. Andy – I would argue that the (number of )hours will meet productivity and coverage needs.

Diane - will bring next generation of this material to Finance Committee. CIP is supposed to go to Board in February.

Robert – I'm hearing a real concern for the staff dilemma, for operational issues and desirable projects. I have a better understanding of all that.

Mark – Heard Rob say we need to start thinking about additional revenues

Diane – I'm hearing: **(1) can we do more with fares? (2) ? (3) new revenues? (see Mark's notes on budget )**

Rob – interested in not losing track of the percentage allocations. We may have a general definition of community interest, but sometimes there is some divergence. We got to 75 percent coverage, 5 percent discretionary (completely unallocated). That's important to me. I respect Andy's expertise but that isn't how I want to get there (Andy's perspective of what the community needs???) We have to stick with something that we took quite a bit of time getting to. Hillary – agree. After redesign and overlaying productivity requirements, what is the bottom line? Rob – when we get right down to it,

how we allocate this 5 percent is really important. If we allocated it to the shuttle, I want to have it back again.

Ken. It is noble to set goals for productivity, etc. Reality of system is when you're bumping up against --- tape change --- you may not be able to allocate 20 percent to coverage.

Andy – to some extent we used the 5 percent in some neighborhoods, like the #1 to Yapoah Terrace, that is not a productivity route.

**Ginny – spreadsheets on scenarios a, b, c all at onetime. Hillary – broad categories.**

Robert - is it appropriate also to say that routes are productive are subsidizing routes that are coverage? Is that relevant? Andy – there are very few full routes that are purely coverage – only segments of routes. Dave – there are routes that contribute to the productivity of other routes but are not productive themselves.

**Pat – could AV have productivity coverage info for the finance committee?**

Andy – we are supposed to adopt service plan at February meeting. Some things still up in air. If gets pushed to March meeting, it will be difficult to start writing and producing schedules and Rider's Digest, etc, for labor day service implementation. Needs to be to printer by June 1. Also has gone through public review. Would rather come back to Board with two scenarios to pick from.

Rob asked Andy if pushing the capital side too hard. Andy – if cut service / operating side too tightly, you risk your other projects.

Lunch

### **Board Organizational Issues**

Board and Ken, Mark P., Linda, Ed, Jo

(took notes on yellow pad)

Adjourned at 1:50 p.m.



**LTD BOARD RETREAT**  
**January 19/20, 2001**

**TO DO LIST FOR STAFF:**

- A. Board not getting ridership reports. Include in Board agenda packet.
- B. Budget
  - 1. CIP
    - a. If we sustain a \$3 million transfer from the capital fund, we can accomplish this CIP.
    - b. Ginny question and Rob clarify re: If something happens so not able to borrow as much as we thought, or revenue side more negative, are there (CIP) priorities as to which would be the first in line in a crunch?
    - c. Diane – we can make another pass through the list (cip)  
Robert - I was convinced by the satellite facility discussion yesterday. I would hate to see that not happen.
    - d. Diane - will bring next generation of this material to Finance Committee. CIP is supposed to go to Board in February.
    - e. Pat-. I would be willing to reduce capital set-aside to avoid reducing service where it is used.
    - f. ROB: I would say to the department people what would your budget look like if you had to cut 5 percent? Would it be death, or not? So that we could spend a half million more on the service side. I would analyze that before giving away capital.
  - 2. Fares
    - a. Rob – I'm interested in a more detailed discussion of the fare policy and what would happen to our fares under different criteria. What if farebox recovery ratio were 25 percent? Diane – farebox recovery is just a fraction. Rob – based on the projections we have for no less than 20 percent, what would the increase in revenue have to be in order to have 25 percent
  - 3. CSR
    - a. Rob – interested in not losing track of the percentage allocations. We may have a general definition of community interest, but sometimes there is some divergence. We got to 75 percent coverage, 5 percent discretionary (completely unallocated). That's important to me. I respect Andy's expertise but that isn't how I want to get there (Andy's perspective of what the community needs???) We have to stick with something that we took quite a bit of time getting to. Hillary – agree
    - b. Rob – when we get right down to it, how we allocate this 5 percent is really important. If we allocated it to the shuttle, I want to have it back again.
    - c. Ginny – spreadsheets on scenarios a, b, c all at onetime. Hillary – broad categories.
    - d. Pat – could AV have productivity coverage info for the finance committee?

e. Pat: If we don't' at least maintain the at least the level of service we're doing now, at least in those parts of town that are supporting our ridership, we will take some hits in the community

4. Payroll tax

- a. Payroll tax Rate: Rob- is it too late to try to increase in this rate? Linda – not too late for process. Tri-Met has just begun a community discussion.

C. BRT

1. Pat, Hillary, others want briefing about how we get from Franklin west into Eugene

2. Pat – I don't think LTD has any business getting involved in putting power lines underground, or taking care of the dramatic lighting for the entrance to the UO. There was general Board agreement. Hillary – if we're digging up the streets, they can use that opportunity to put power lines underground.

3. Dave – Walnut Street station – may be an opportunity to do enhancement work without extra expense.

4. Robert – It would help to say where is the trigger point that would lead us to go to phase 2. When ridership reaches a certain level, etc. So community would be able to understand.

5. Dave – We need to adopt some language for consistent reference to what we do in Phase 1 versus phases west of town. Stef – good point – Stage 1 construction. We'll develop that.

6. Would like to see to papers from staff #1 list of what going to do on Springfield side vis a vis the modification for BRT.

7. Rob- I wouldn't buy two buses. That doesn't work for me.

8. Pat – I do not want to start BRT with an existing Gillig bus. That will not work. (2) I don't think I would balk at spending \$1 million if it were a green machine.

9. Mark – there are some things we can do to start generating data (about bus selection). About as far as we can get with this discussion today.

D. Mission Statement

1. Mission statement. We will wordsmith it. Pat – even though talking about not compromising our standards, people will pick up on not

compromising. Quality of life is a good phrase that isn't here in the mission.

2. Ken – standards for evaluating the performance of routes (urban, suburban, rural).
3. Pat – to improving mobility, air quality, traffic congestion – add something about livable neighborhoods (not a lot of traffic going through it; don't have to leave your neighborhood).
4. To improving \_\_\_\_\_ to the community, add something about encouraging new businesses
5. Ginny – Third draft – keep it simple; keep to one page and put performance measures on another page, so that community can know what we're all about, and we can have.
6. See what percentage of the performance outcomes were met. Better off with fewer, more precise goals.
7. When you talk about LTD stepping up in the future, it would be important to me, and I hope to the rest of the Board, to try to understand what we're getting back out of that on a fairly specific basis.

**D. Other**

1. Incentive Program: Staff Will bring plan back to Board for discussion. Cash reward for money saving ideas.
2. Robert – How much flexibility is there between fixed costs and variable costs without cutting major program? Diane will get copy of info to him.

**Important**

Rob – interested in not losing track of the percentage allocations. We may have a general definition of community interest, but sometimes there is some divergence. We got to 75 percent coverage, 5 percent discretionary (completely unallocated). That's important to me. I respect Andy's expertise but that isn't how I want to get there (Andy's perspective of what the community needs???) We have to stick with something that we took quite a bit of time getting to. Hillary – agree ? Rob – when we get right down to it, how we allocate this 5 percent is really important. If we allocated it to the shuttle, I want to have it back again. Ginny – spreadsheets on scenarios a, b, c all at onetime. Hillary – broad categories.

3.

### Work in progress

**Robert – How much flexibility is there between fixed costs and variable costs without cutting major program? Diane will get copy of info to him.**

**Pat – I don't think LTD has any business getting involved in putting power lines underground, or taking care of the dramatic lighting for the entrance to the UO. There was general Board agreement. Hillary – if we're digging up the streets, they can use that opportunity to put power lines underground.**

**Dave – Walnut Street station – may be an opportunity to do enhancement work without extra expense.**

**Robert – It would help to say where is the trigger point that would lead us to go to phase 2. When ridership reaches a certain level, etc. So community would be able to understand.**

**Dave – We need to adopt some language for consistent reference to what we do in Phase 1 versus phases west of town. Stef – good point – Stage 1 construction. We'll develop that.**

**Would like to see to papers from staff #1 list of what going to do on Springfield side vis a vis the modification for BRT.**

**Rob- I wouldn't buy two buses. That doesn't work for me.**

**Pat – I do not want to start BRT with an existing Gillig bus. That will not work. (2) I don't think I would balk at spending \$1 million if it were a green machine.**

**Mark – there are some things we can do to start generating data (about bus selection). About as far as we can get with this discussion today.**





























































































Lane Transit District  
P. O. Box 7070  
Eugene, Oregon 97401

(541) 682-6100  
Fax: (541) 682-6111

## **BUS RAPID TRANSIT AND OTHER CAPITAL FUNDING STRATEGIES**

Prepared by Linda Lynch, Government Relations Manager  
LTD Board Strategic Planning Work Session  
January 19-20, 2001

### **Strategic questions**

To what degree should the District's Capital Improvements Plan be built on federal discretionary money that has not yet been appropriated? For what capital needs should the District seek federal discretionary funds?

### **Background**

Planning for Phase I of bus rapid transit (BRT) was funded through federal discretionary funds. These are funds that are separate from funds that are distributed nationally by formula. Historically, the funds were at the discretion of the Federal Transit Administration (FTA), but in the past decade have become fully obligated by the Congress before they reach the FTA. This work is done in the Transportation Subcommittee of both House and Senate Appropriations Committees.

One way to secure these funds is to have a project authorized in separate legislation. BRT Phase I was authorized in TEA-21 for \$8.8 million. Appropriators then were forced to meet the obligations of TEA-21 by appropriating funds in the first two years following passage of TEA-21. Since that time, LTD has been only mildly successful, securing \$1 million in 2000, but in the two years prior to that receiving "only" the money authorized by TEA-21.

The reasons for this are obvious and many:

- Oregon has had no member of Congress on an Appropriations Committee since 1996;
- There is a thousand-fold demand for these funds over the amount available (that is, competition is fierce);
- Our requests may seem less urgent because of the TEA-21 legislation, funds that are not yet spent, and because of a long history of Oregon appropriations success.

The bottom line is that as long as the demand is so great, which it always will be, these decisions are political, and we are not in a position of strength.

## **Recommendation**

Change strategies, at least in the short term. In the long term, TEA-21 will be reauthorized, or some version of it, and eventually Oregon will have members on Appropriations again.

Components of a different strategy include:

- Pursue New Starts funding status for the BRT project. This is fairly complex undertaking for District staff, as it is an area usually reserved for high-cost rail projects. However, projects under \$25 million are excepted from some of the requirements and/or processes of the higher-cost rail projects. Staff would need this calendar year to learn how best to proceed, to learn how to apply, and what is required. This would require a District investment of travel to FTA-sponsored training workshops on New Starts funding and perhaps also to visit a project that is similar in size or scope. It is not a guaranteed road to success, either, but seems a strategy worth pursuing.
- Do not expect all discretionary requests to be funded. For 2001 the request is expected to be close to the same as last year, but simpler: \$4 million for Springfield Station, plus \$5 million for vehicles. It is not a plan for success.
- If not all discretionary requests will be funded, determine an alternative financing plan or alternative timeframes. For example, if a longer timeline is established, one would assume that BRT vehicles and Phase II and III construction could be authorized in the next version of TEA-21. This would mean a public information campaign to explain why the vehicles described in BRT promotional materials are not part of Phase I. It may require a longer timeframe to develop and/or construct further phases of BRT. Choosing a different way to pay for vehicles will involve some financing method with associated costs.

## **Other Capital Funding issues**

There continues to be a need to clarify the state's role in funding transit. Clarity or commitment is most needed for fixed-route transit, but a sustained commitment to special transportation also is required. For example, if the current \$10 million per biennium is continued into the future, it would be appropriate for the state to commit to facility construction. In the short term, this is the issue that requires immediate attention.

As state legislators and the transportation commission begin to consider how transportation infrastructure will be funded in the future, it is an opportunity for fixed-route transit to be part of the equation. This is a very long-term strategy.

BRT and Other Capital Funding Strategies  
January 19-20, 2001  
Page 3

M:\WPDATA\swoosh letterhead.doc



Lane Transit District  
P. O. Box 7070  
Eugene, Oregon 97401

(541) 682-6100  
Fax: (541) 682-6111

## **BUS RAPID TRANSIT—BALANCING OF PRIORITIES**

Prepared by Stefano Viggiano, Planning and Development Manager  
LTD Board Strategic Planning Work Session  
January 19-20, 2001

### **Strategic Questions**

- Question 1: Has the design of the BRT Phase 1 corridor achieved an appropriate balance between meeting the needs of the BRT system and other goals for the corridor?
- Question 2: Should LTD, as part of the project, pay for corridor enhancements that are not directly related to BRT operation?

### **Question 1: Balancing of Priorities**

#### **Background**

The design of the Phase 1 BRT corridor is intended to meet the operational and image needs of the BRT system while also meeting other needs for the corridor. One of the adopted project goals is to provide "non-transit" enhancements for the corridor. This has been a goal that we have stressed during the planning of the project. The primary goal of the project is, of course, to implement a BRT system that meets operational and image goals at a reasonable cost. Other corridor goals are to maintain or improve:

- Pedestrian safety, access, and facilities
- Bicyclist safety, access, and facilities
- Aesthetics (including landscaping)
- Traffic flow
- Traffic safety
- Neighborhood preservation
- Business and commerce

Ideally, the BRT project would have a positive impact in all these areas. It is often possible to meet most of these objectives, but there are always situations in which the objectives conflict and choices must be made as to the proper balance between competing objectives. For example, along the Franklin/UO segment, available right-of-way could be used for two BRT guideways, for travel lanes, for the green median, and/or for bike lanes. The allocation of the right-of-way between these potential uses is a key question.

The design was developed with a high level of participation by community residents, business people along the corridor, and partner agencies. The process determined the relative



importance of the objectives, and resulted in the proposed design. The primary compromises to BRT operations are some single-lane, two-way sections and mixed traffic in some sections (mostly the two bridges and, for the short term, in Glenwood). However, there is enough priority that the computer modeling indicates that the reduction in transit travel time exceeds the project performance objectives.

### **Staff Recommendation**

Staff believe that the compromises to BRT operations that have been proposed are appropriate and can be addressed as part of future improvements to the system. The system, as proposed, will have sufficient priority to significantly improve travel time and create the desired image. Since BRT is a new strategy, it is important to get the system on the ground and operating to allow the community to understand how it works and how it fits into the community. We have confidence in the system and confidence that community support will increase after initial implementation.

### **Question 2: Funding of Corridor Enhancements**

#### **Background**

A question for the Board is the funding of elements of the project that are not directly related to the BRT system. Some corridor enhancements have been assumed to be part of the project. These include new landscaping and new sections of bike paths or sidewalks in certain areas. There are a number of other possible enhancements that have been suggested and or will be suggested as LTD moves through the partner agency review and approval process. Examples include new lighting, undergrounding of utilities, sidewalk reconstruction, and roadway expansion for bike lanes. Some of these items could have significant cost, and are not now part of the project budget.

It is not unusual for rapid transit projects to include funding for corridor enhancements. The Goals and Performance Objectives for the BRT project acknowledge that "non-transit" improvements should be considered. There is, of course, a limit on how much of the cost of those enhancements can be funded by the project.

### **Staff Recommendation**

It is difficult to make decisions on corridor enhancements without considering and evaluating the specific request. Staff recommend that the Board remain open to discussion of corridor enhancement requests and make a decision on a case-by-case basis. Supplemental funding for large new items should be investigated. Funding partnerships also should be pursued.



Lane Transit District  
P. O. Box 7070  
Eugene, Oregon 97401

(541) 682-6100  
Fax: (541) 682-6111

## **BUS RAPID TRANSIT—VEHICLES**

Prepared by Stefano Viggiano, Planning and Development Manager  
LTD Board Strategic Planning Work Session  
January 19-20, 2001

### **Strategic Question**

What type of vehicle should the District buy for the BRT Pilot Corridor?

### **Background**

The vehicle is a critical component for the BRT system from both an operational and image standpoint. In presenting the BRT proposal to the public, the image of the Civis bus used in the computer simulations has generated more positive comment than any other element of the project. It could be argued that the vehicle is the most visual part of the system. The ideal BRT corridor vehicle would have the following attributes:

- Rail-like design
- 60 feet in length
- Entirely low-floor design
- Clean, quiet propulsion system
- Capable of speeds to 50 mph
- More and/or wider doors than a standard bus
- Left-side doors
- Attractive interior design
- Capability of carrying bicycles on-board
- Two or three self-secured wheelchair bays
- Affordable

Staff have not been able to find the ideal BRT vehicle. We have found vehicles that meet some, but not all, of these attributes. In general, there are four approaches that the District could take:

1. Buy a vehicle that is as close to the desirable BRT vehicle as possible. This likely would be an articulated Civis or Neoplan, at a cost of approximately \$1 million per vehicle. These vehicles meet the vehicle goals with the exception that they are expensive and they do not meet the "clean/quiet" goal with their diesel/electric propulsion. However, these buses are designed to accommodate future cleaner propulsion technology. They also may be designed for a longer life than a conventional bus. The Civis may be available with doors

on both sides, but the Neoplan would not likely have that option. A concern regarding these vehicles is that they are still under development, which could affect delivery dates and adds an additional element of risk to the purchase. It should also be noted that the purchase of either of these buses would require a waiver from the "Buy America" requirement. One key advantage of this approach is that it would clearly demonstrate to the community the District's commitment to the BRT project.

2. Buy a vehicle that is less expensive (in the \$400,000 to \$500,000 range), but does meet some of the BRT vehicle design goals. It is not clear if there is a bus that fits this middle ground. There are prototypes of hybrid-electric 40-foot buses that have been developed, but none are in production. Transtecq, a Colorado Company, makes a 45-foot hybrid/electric bus that is used on the Denver mall. This bus is clean and quiet, and can be built with any door configuration. However, the bus that is currently produced can travel a maximum speed of only 15 mph, which means that significant redesign would be required to construct a bus that meets LTD's operating requirements. In addition, the battery life for the Transtecq is only one year, which creates significant maintenance cost. This bus, as currently designed, would not meet the "rail-like" appearance goal.
3. Purchase an articulated diesel bus for a cost of about \$450,000. This bus would be the right size and be partially low-floor, but would not meet the appearance or the propulsion objectives. It also would not be capable of conversion to an alternative power system in the future. The fact that it is an articulated bus would generate some interest and novelty, and provide sufficient space for on-board bike storage. The bus could be used for regular route and special event service if a different BRT bus were purchased in the future.
4. Use a 40-foot diesel bus, either an existing Gillig or some other bus that could be purchased at a cost of about \$300,000. This bus clearly would be a temporary BRT bus. It could, of course, be used elsewhere on the system when the BRT bus is purchased.

### **Staff Recommendation**

Staff do not have a recommendation at this time.

## **PROPOSED CAPITAL IMPROVEMENTS PROGRAM UPDATE**

**January 19, 2001**

A proposed revision to Lane Transit District's Capital Improvements Program (CIP) follows. Please note that this proposal is work in progress. The formal consideration of the revised CIP is scheduled for the February Board Meeting.

During the Friday afternoon session of the Board work session, staff will explain the components of the plan, the assumptions used, the tradeoffs considered, and funding. Board members will be asked for feedback on all aspects of the proposal, and to consider how various elements of the plan compare in priority to levels and quality of fixed-route service in the future, and various administrative services. The CIP, as proposed, requires that \$3 million per year be transferred from the General Fund to the Capital Fund. If the transfer is affirmed due to the priority of the projects and purchases that it helps funds, then consideration will have to be given to General Fund expense reductions, notably service, because personnel services expenses are projected to continue to rise faster than revenues. General Fund assumptions and projections are included as separate materials in this packet.

The first two pages of four detail the proposal by project within each FTA-defined category. The third page is an expense summary, and the fourth is the funding proposal.

## FINANCE COMMITTEE AGENDA ITEM SUMMARY

- DATE OF MEETING:** January 8, 2001
- ITEM TITLE:** FY 2001-2002 PRICING PLAN AND FARE POLICY
- PREPARED BY:** Diane Hellekson, Finance Manager
- ACTION REQUESTED:** None.
- BACKGROUND:** A staff committee has spent the last two-and-a-half months reexamining LTD's formal fare policy. The purpose of this study was:
- To determine if existing fare policy continues to serve LTD and its stakeholders best.
  - To identify changes in the policy, should opportunities for improvement become apparent.
  - To recommend fare changes for FY 2001-2002 in accordance with whatever policy appears optimal.

The results of this investigation are the following:

- While some changes to the Group Pass policy were indicated, the overall LTD Fare Policy appears to be comprehensive, fair, easily administered by both Operations and administrative staff, and appropriately forward-thinking in its scope. It appears to balance successfully the desire of LTD to maximize farebox recovery and service efficiency with the needs of riders who have few or no transportation alternatives. Attempts to compare LTD's policy to other transit agencies determined that only about 6 percent of all agencies have written policies, and many of those neither are consistently applied nor reviewed annually.
- The Special Transportation fares in the pricing plan need a formula or plan for reaching the maximums allowed. The Special Transportation Fund Advisory Committee (STFAC) was asked to make a recommendation to LTD on fares at its November 28, 2000 meeting. The request was for a recommendation that expressed demand-response service fares over a period of time as a multiple of regular adult cash fares, so that it would be clear at what point the fares would reach the allowable two-times cash fares. From that point forward, the relationship would be maintained, and it would not be necessary to revisit this portion of fare policy annually. The STFAC did not provide its recommendation in the form requested, however. Instead, the Committee proposed to increase two of the three fare types by a fixed amount and to hold all remaining fare options (including ticket books) at

current levels. A discussion of a fare increase plan by the STFAC was deferred for a year.

- LTD's Group Pass programs have matured. The original intent of the group pass policy was to make the passes as attractive as possible without reducing overall fare revenue. Therefore, with one exception, group pass pricing always has been revenue neutral. The program also sought to recognize that some businesses already contribute to LTD via the payroll tax, so passes should be priced less for these participants. Finally, as the original intent was to maximize and reward large company participation, a surcharge was added for participation by companies with less than 50 employees. No company with less than 15 employees was allowed to participate.

The result, many years into the program, is a wide range of actual prices charged, which has made billing time consuming. The distinction between payroll taxpayer and non-taxpayer is minimal. There is also a multitude of passes in use, which is difficult for bus operators who have to recognize valid or invalid passes at a glance.

- It is time to review the LCC discounted term pass program and the half-price youth fare program.

Accordingly, staff propose the following:

- In accordance with existing fare policy (and published fare projections that have been attached to fare policy for several years), raise the adult cash fare to \$1.10. Related fares would increase proportionately, with one exception: the day pass fare would increase to \$2.25.
- All other fixed-route fares would remain the same, in accordance with the increase schedule specified by current fare policy.
- Cash fare increases would be effective July 1, 2001. Current policy recommends either July 1 or September 1 as change dates, and LTD has used the fall date for the past several years to make fare changes compatible with the beginning of fall service. July 1 is recommended this year in order to separate fare increases from service changes that will go into effect in September. Fare increases will be justified by increases in operating expenses, notably fuel, and not by service increases or enhancements.
- During the next two or three years, the group pass policy will be revised to standardize both the pass instrument and the rate charged. In addition, the policy no longer will set fares to be revenue neutral, but instead will direct that pass program revenues gradually will improve farebox recovery. The surcharge for programs with less than 50 employees will be eliminated, and participation will be available to companies with at least 10 employees. The price distinction between payroll taxpayers and others will be more noticeable. Billing and

payment will be no more frequent than quarterly. The University of Oregon (due to a two-year contract) and the City of Eugene (due to a special relationship) will be exceptions to policy for the next two years. If possible, efforts will be made in the next year to institutionalize the University of Oregon student program to eliminate the requirement that the pass fee be approved by a campus-wide vote. All programs that request and receive additional service shall pay for the incremental cost of the service.

- Staff request Finance Committee input on a proposal for demand-response fares. The STFAC proposal is indicated on the Fare Proposal Summary attachment to this cover memo. LTD is not bound by the STFAC recommendation. Prior to last year, the STFAC concurred with LTD's desire to move demand-response fares to the maximum as quickly as was reasonably possible. Last year, the STFAC response was delayed during the fare review process, but subsequently disagreed with the LTD staff recommendation to raise fares. The final decision was a compromise between the STFAC recommendation and the LTD staff proposal.

Although no related materials are attached to this document, a discussion will take place regarding the LCC term pass program and the youth fare pilot program at the January 8<sup>th</sup> Committee meeting. Materials will be handed out at that time. Additional Group Pass proposal materials also may be available at Monday's meeting.

Staff will take the Committee members' input and incorporate it into the necessary materials for a public hearing to revise Ordinance 35 (which sets fares and prices) and for the Board agenda item that will request action on fare policy for the next fiscal year. This item is scheduled for first reading at the regular February Board meeting.

**ATTACHMENTS:**

Fare Policy  
Draft FY 2001-2002 Pricing Plan Proposal Summary

**PROPOSED MOTION:**

None.



*Lane Transit District  
P. O. Box 7070  
Eugene, Oregon 97401*

*(541) 682-6100  
Fax: (541) 682-6111*

## BUS RAPID TRANSIT--FRANKLIN/UO DESIGN

Prepared by Stefano Viggiano, Planning and Development Manager  
LTD Board Strategic Planning Work Session  
January 19-20, 2001

### **Strategic Question**

How should LTD propose to proceed with the implementation of the BRT system on the Franklin/UO segment?

### **Background**

At the December meeting, the Board approved a BRT Steering Committee recommendation to pursue a two-lane guideway system for the Franklin/UO segment. The design would include two bus guideways, a planted median, and most of the existing travel lanes (lanes may be eliminated in some locations where capacity needs are lower). Bike lanes could be part of the final design, depending on system needs. Additional landscaping would be added both to the median and along the sides of the street. The implementation of this design would require the removal of trees designated as historic by a City of Eugene ordinance. As a result, it is likely that voter approval would be required before the trees could be removed.

A two-lane BRT system is most efficient for bus operations. Two lanes are particularly critical once service frequencies reach a bus every five minutes. With frequencies of a bus every ten minutes, as initially planned, sections of a single bi-directional lane can work efficiently, as long as fairly frequent passing opportunities exist. There would be some delay to a bus that approached a single-lane section that was already occupied by a bus traveling in the opposite direction. In those cases, priority would be given to the bus traveling in the peak direction.

An implementation strategy to consider is the phased construction of BRT along the Franklin/UO segment. Under this scenario, the two-lane system would be designed, and approval for that design by our partner agencies would be requested. Implementation, however, would be phased. The first phase would be the construction of a combination single/double lane guideway that is similar to the preferred option that is included in the draft Environmental Assessment. The second construction phase would complete the second guideway lane. The timing of the second phase could be tied to BRT service frequencies, a specific year, congestion levels on the corridor, and/or funding availability. Phase 1 would be designed in such a way as to not require a public vote on the removal of historic trees. It is likely that the construction to fill in the second guideway would eliminate historic trees and require voter approval. As part of the initial construction, new median and street trees could be



planted where they would eventually need to be located under the full build-out, which means that they would be older and taller by the time the second construction phase occurred and the existing trees were removed.

### **Staff Recommendation**

Staff recommend the phased implementation approach. This alternative has the advantage that the full build-out design would be developed and communicated to LTD's partner agencies, but initial implementation would be greatly simplified. The initial construction would still allow the BRT system to operate efficiently with the planned service frequency.

Q:\Reference\Board Packet\2001\01\RETREAT\Franklin-UO.doc

M:\WPDATA\swoosh letterhead.doc



Lane Transit District  
P. O. Box 7070  
Eugene, Oregon 97401

(541) 682-6100  
Fax: (541) 682-6111

## INTRODUCTION

Prepared by Ken Hamm, General Manager  
LTD Board Strategic Planning Work Session  
January 19-20, 2001

The LTD staff Leadership Council (LC) is looking forward to a dialogue with the Board about the immediate future, as well as to addressing a few strategic long-range questions during this day-and-a-half retreat. Following our LC retreat last September, we made a few managerial and philosophical shifts. We want to share our efforts and propose some other considerations that support where we think we need to go. The Board and staff must be in concert and have ownership if we are to attain the aggressive project priorities we all have set together.

A proposed simplification of the mission statement, along with a vision, principles, and goals, are enclosed. Part of what we have done is shake our foundation to see how we might focus ourselves differently for more effectiveness and efficiency. That shift is represented through some organizational realignment and position/responsibility changes. The preliminary diagrams of that reorganization are enclosed.

I have introduced some philosophical pieces to the employee team that are anchored in a Team LTD and Guest Service foundation. We'll talk about that and how that fits with the Board's thinking, since there are some pieces that are fundamental changes to LTD's existing culture.

LTD has a number of priorities throughout the day to address. BRT, budget, CSR, RideSource, Commuter Solutions, vehicles, facilities, and technology are all part of the puzzle. Decisions won't necessarily be made at the workshop. However, this is an opportunity for extensive dialogue and some direction setting. These are all works in progress. There are more on the horizon.

Get a good night's sleep and come ready to engage. It promises to be a very valuable day . . . for LTD and for the community.

P.S. Thank you for all that you do on an ongoing basis in service to the community and to the team at LTD.

# Northern European Small Bus Systems - Nov. 2000

Serving Cities of 40,000 to 300,000  
Population

# Trip Purpose

- Examine small to mid-sized European city transit systems for transferable innovations and technologies.
- Development of US transit professionals



# Locations



# Netherlands



# N Germany







Allgemeiner  
Deutscher  
Fahrrad-Club  
Geschäftsstelle

# BUS DESIGNS



BUITEN DIENST

NOVIO Dan kom je er nu!

NOVIO

905

BERNHARD

DAF

•BG-TS-35•

NOVIO



219H.-Westerholt  
Maltezerstr

Kasse

2690

RE VS 254

MERCEDES

Bitte können  
aussteigen

Fahrgeld  
beruhthalten



VESTISCHE

*Die Vestische Verkehrsgesellschaft  
Südwestfalen-Rheinland*

VESTISCHE



RE VS 265

NEOPLAN



7

Rijkerswoerd

conne>>ion

Rijkerswoerd

Trolley

XX

0208

conne>>ion





# Bus Improvements





Kasse  
beim Fahrer →











### Unser Service für Sie!

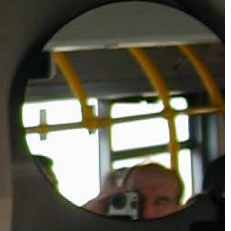
Ihre persönliche Fahrplanauskunft.



Rufen Sie uns an:  
0 23 66 / 186-186

**VESTISCHE**

Wagen-Nr.	2640
Linienverkehr 1:	
Sitzplätze:	51
Stehplätze:	103
Linienverkehr 2:	
Sitzplätze:	
Stehplätze:	
Geländerhilfsverkn.	









L214

Schuhputzmittel ab 2,35   
dm  
DEUTSCHE MÖBEL  
VERBUND-GRUPPE  
AG

# Bus Passenger Information





**B** CE96 Ruhrpark  
CE92 Fröbelplatz  
CE90 Anne-Frank-Realschu. in 2Min

**D** D101  
D102  
D103

**F2** 200Bus

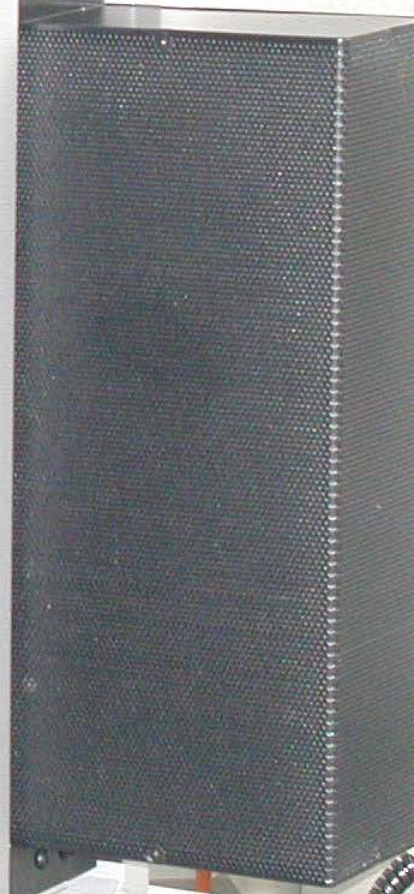
SIEMENS

Linie | Ziel

Abfahrt  
in Minuten

75 Rönnebeck  
71 Rönnebeck  
73 Marßeler Feld

0  
4  
9  
Hal





1117  
01 NOV  
16:29

Whiteboard containing a map and several documents.

Wooden cabinet with a television on top and other electronic equipment below.





14 15 43  
08. 11. 00  
313 Tag

**240** Etten-Dinxperlo  
**TAXILINER**  
Kamper  
Terborg Station NS  
Etten  
Berselburg  
Breda/Dinwiddie  
Dinxperlo

**27** Arnhem  
Kamper  
Terborg Station  
Dorpscherm  
Droesburg  
Berselburg  
Wijk Zuid  
Arnhem  
Praktijkbaan  
- Busstation / NS

**40** Bocholt-  
Winterswijk  
Kamper  
Terborg Station NS  
Wijk Zuid  
Berselburg  
Droesburg  
Droesburg  
Spierik  
Statenwijk  
Bocholt DS  
Balko  
Woud  
Winterswijk NS

Informational sign with text and graphics, possibly a bus schedule or route map.



STADTBUS-Zentrum am Treffpunkt:  
Mittelpunkt - Mittelstr. 131-133 - Tel.: 255 255

STADTBUS

- 29 - 44 - 59 - 14  Brake Schule
- 29 - 44 - 59 - 14  Schiefe Breite
- 30 - 45 - 00 - 15  Wasserfurche
- 31 - 46 - 01 - 16  Fachhochschule
- 32 - 47 - 02 - 17  Daimlerstraße
- 33 - 48 - 03 - 18  Steinstoß
- 34 - 49 - 04 - 19  M.-Kabaker-Straße
- 35 - 50 - 05 - 20  Pahnsiek
- 36 - 51 - 06 - 21  Liebigstraße
- 37 - 52 - 07 - 22  Trophagener Weg
- 38 - 53 - 08 - 23  Topehlenweg
- 39 - 54 - 09 - 24  Bahnhof
- 40 - 55 - 10 - 25  E.-Kämpfer-Straße
- 45 - 00 - 15 - 30  Treffpunkt
- 47 - 02 - 17 - 32  Waisenhausplatz
  
- 48 - 03 - 18 - 33  Ostertor
- 49 - 04 - 19 - 34  Stadtwerke
- 50 - 05 - 20 - 35  K.-Wolff-Straße
- 52 - 07 - 22 - 37  Siechenstraße
- 52 - 07 - 22 - 37  Klinikum
- 53 - 08 - 23 - 38  Torkamp
- 54 - 09 - 24 - 39  Quelle *Sisao*
- 55 - 10 - 25 - 40  Luherheide
- 56 - 11 - 26 - 41  Lüerdissen Bruch
- 57 - 12 - 27 - 42  Lüerdissen Mitte
- 58 - 13 - 28 - 43  Lüerdissen Dorf

*z Pac* Betriebszeiten:  
Mo.-Fr. 5:59-18:58 Uhr, Sa. 6:29-16:26 Uhr  
Mo.-Fr. 15 Minutentakt: 6:14-9:13 und 12:14-17:13 Uhr

Nach Betriebszeiten bis 24 Uhr u. Sonntag:  
Arnold-Gammert-Taxi-AST, Tel. 0180-133 98 33

VGL



Verkehr  
Gesellschaft  
Löhden



Abfahrt

Brake, Schule

Linie	Abfahrtsort	Abfahrtszeit	Linie	Abfahrtsort	Abfahrtszeit
<b>Montag - Freitag</b>					
Linie 45	Brake	06:14	Linie 45	Schule	06:14
Linie 45	Brake	06:29	Linie 45	Schule	06:29
Linie 45	Brake	06:44	Linie 45	Schule	06:44
Linie 45	Brake	06:59	Linie 45	Schule	06:59
Linie 45	Brake	07:14	Linie 45	Schule	07:14
Linie 45	Brake	07:29	Linie 45	Schule	07:29
Linie 45	Brake	07:44	Linie 45	Schule	07:44
Linie 45	Brake	07:59	Linie 45	Schule	07:59
Linie 45	Brake	08:14	Linie 45	Schule	08:14
Linie 45	Brake	08:29	Linie 45	Schule	08:29
Linie 45	Brake	08:44	Linie 45	Schule	08:44
Linie 45	Brake	08:59	Linie 45	Schule	08:59
Linie 45	Brake	09:14	Linie 45	Schule	09:14
Linie 45	Brake	09:29	Linie 45	Schule	09:29
Linie 45	Brake	09:44	Linie 45	Schule	09:44
Linie 45	Brake	09:59	Linie 45	Schule	09:59
Linie 45	Brake	10:14	Linie 45	Schule	10:14
Linie 45	Brake	10:29	Linie 45	Schule	10:29
Linie 45	Brake	10:44	Linie 45	Schule	10:44
Linie 45	Brake	10:59	Linie 45	Schule	10:59
Linie 45	Brake	11:14	Linie 45	Schule	11:14
Linie 45	Brake	11:29	Linie 45	Schule	11:29
Linie 45	Brake	11:44	Linie 45	Schule	11:44
Linie 45	Brake	11:59	Linie 45	Schule	11:59
Linie 45	Brake	12:14	Linie 45	Schule	12:14
Linie 45	Brake	12:29	Linie 45	Schule	12:29
Linie 45	Brake	12:44	Linie 45	Schule	12:44
Linie 45	Brake	12:59	Linie 45	Schule	12:59
Linie 45	Brake	13:14	Linie 45	Schule	13:14
Linie 45	Brake	13:29	Linie 45	Schule	13:29
Linie 45	Brake	13:44	Linie 45	Schule	13:44
Linie 45	Brake	13:59	Linie 45	Schule	13:59
Linie 45	Brake	14:14	Linie 45	Schule	14:14
Linie 45	Brake	14:29	Linie 45	Schule	14:29
Linie 45	Brake	14:44	Linie 45	Schule	14:44
Linie 45	Brake	14:59	Linie 45	Schule	14:59
Linie 45	Brake	15:14	Linie 45	Schule	15:14
Linie 45	Brake	15:29	Linie 45	Schule	15:29
Linie 45	Brake	15:44	Linie 45	Schule	15:44
Linie 45	Brake	15:59	Linie 45	Schule	15:59
Linie 45	Brake	16:14	Linie 45	Schule	16:14
Linie 45	Brake	16:29	Linie 45	Schule	16:29
Linie 45	Brake	16:44	Linie 45	Schule	16:44
Linie 45	Brake	16:59	Linie 45	Schule	16:59
Linie 45	Brake	17:14	Linie 45	Schule	17:14
Linie 45	Brake	17:29	Linie 45	Schule	17:29
Linie 45	Brake	17:44	Linie 45	Schule	17:44
Linie 45	Brake	17:59	Linie 45	Schule	17:59
Linie 45	Brake	18:14	Linie 45	Schule	18:14
Linie 45	Brake	18:29	Linie 45	Schule	18:29
Linie 45	Brake	18:44	Linie 45	Schule	18:44
Linie 45	Brake	18:58	Linie 45	Schule	18:58

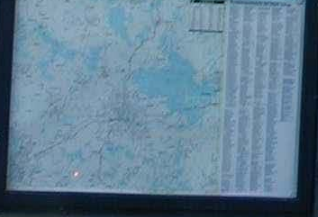




### Stadtplan • Straßen • Hotels

<b>Hotel Lemgo</b> Hauptstraße 29 37075 Lemgo Tel. 052 91-33 88 10 Fax 052 91-33 88 11 www.hotel-lemgo.de	<b>Hotel Kammweg</b> Kammweg 1 37075 Lemgo Tel. 052 91-33 88 10 Fax 052 91-33 88 11 www.hotel-kammweg.de	<b>Hotel 'Im Park'</b> Im Park 2 37075 Lemgo Tel. 052 91-33 88 10 Fax 052 91-33 88 11 www.hotel-im-park.de	<b>Hotel 'Zum Stein'</b> Zum Stein 1 37075 Lemgo Tel. 052 91-33 88 10 Fax 052 91-33 88 11 www.hotel-zum-stein.de
--	---	---	---

Folgen Sie den grünen Hinweisschildern "Hoteltourist"



### Regionalbusse ab Lemgo



Linie	Linienführung	Abfahrtszeiten	Wochentage
1	Lemgo - Bielefeld	06:30, 08:00, 09:30, 11:00, 12:30, 14:00, 15:30, 17:00, 18:30	Mo-Fr
2	Lemgo - Hameln	06:30, 08:00, 09:30, 11:00, 12:30, 14:00, 15:30, 17:00, 18:30	Mo-Fr
3	Lemgo - Göttingen	06:30, 08:00, 09:30, 11:00, 12:30, 14:00, 15:30, 17:00, 18:30	Mo-Fr
4	Lemgo - Verden	06:30, 08:00, 09:30, 11:00, 12:30, 14:00, 15:30, 17:00, 18:30	Mo-Fr
5	Lemgo - Hannover	06:30, 08:00, 09:30, 11:00, 12:30, 14:00, 15:30, 17:00, 18:30	Mo-Fr

# Bus Shelters/Stations





9

U zoekt plechtig werk  
Wij zoeken chauffeurs

Let op! Zwaart u!

connexxion

7741

U zoekt plechtig werk  
Wij zoeken chauffeurs

connexxion

2258

5

CONNEXXION

connexxion

0204

BARNES





881 LUERDISSEN

STADT BUS

Schulbus

bus







557

ST/AG

ST/AG

OB JM 811

GOLF



EINHORN-  
POTHEKE

30





# Bikes



ga terug



Ook 'n Høegaarden?



Winkel  
Winkel  
Winkel









**La Ligne** *multimedia*  
UTRECHTSESTRAAT 38

**tempo-team**

**CENTRIC**

Rug AdviesCentrum

randstad  
opleidingscentrum

**Regus** Instant Offices  
Worldwide











**BRT**







Betreten







  
20 m







Самолет  
←

Самолет  
←

Самолет  
←

BUS







ZONE

herhaling

P

08-F-PVT





21

N 278

Centrum Hasselt



BUS





BUS

400

FACULTY OF HEALTH SCIENCES



STADT BUS



881 LÜERDISSSEN

STADT  BUS

LIP LE 984





Altijd parkeer-  
gelegenheid

Winkelcentrum  
Presikhaaf

GRIEKSE RESTAURANT

GRIEKSE RESTAURANT

WINKELCENTRUM  
PRESIKHAAF









14

5

diebels  
ALT

die

bel

diels









Lane Transit District  
P. O. Box 7070  
Eugene, Oregon 97401

(541) 682-6100  
Fax: (541) 682-6111

## **BRT VEHICLE SELECTION ISSUES**

Prepared by Stefano Viggiano, Planning and Development Manager  
LTD Board Strategic Planning Work Session  
January 19-20, 2001

### **Cost**

- What are the implications of spending additional dollars on the BRT vehicle? What other capital needs would not be met?
- What is the public's perception of using public funds to purchase expensive BRT vehicles? Partner agencies' perception?
- Risk Assessment
  - Unproven technologies; purchase new emerging technologies now or wait for the emerging technology to be proven and for costs to go down, and use something less than an ideal vehicle in the interim
  - Reliability
  - Maintenance costs
    - The number of personnel needed
    - Up-front costs of buying an inventory of spare parts for foreign vehicles
  - Down time to order foreign parts
  - Working relationship with manufacturer
  - Opportunity costs: million-dollar vehicles may prevent us from adding new buses to our regular fleet.
  - FTA waiver to purchase foreign vehicles

### **Image**

- What is the value of the image of a vehicle?
- The right look piques public interest and may help carry the project forward to future phases; a familiar look may create disappointment
- The Civic look may or may not increase ridership
- Marketing point
- Alternative Fuel/propulsion
  - Public's desire for a clean, quiet vehicle
  - The Board also wants a clean, quiet vehicle
  - Emission levels
  - Noise levels