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

**Monday, March 17, 2003  
5:30 p.m.**

**LTD BOARD ROOM  
3500 E. 17th Avenue, Eugene  
(off Glenwood Blvd.)**

***NO PUBLIC TESTIMONY WILL BE HEARD AT THIS MEETING.***

**REVISED AGENDA**

Page No.

I. ROLL CALL

Ban \_\_\_\_\_ Gant \_\_\_\_\_ Gaydos \_\_\_\_\_ Hocken \_\_\_\_\_  
Kleger \_\_\_\_\_ Lauritsen \_\_\_\_\_ Wylie \_\_\_\_\_

II. CALL TO ORDER

III. WORK SESSION

- A. Strategic Planning Follow-up Discussion (60 minutes)
- B. Board Action Plan ( \_\_ minutes)

IV. ADJOURNMENT

**Alternative formats of printed material (Braille, cassette tapes, or large print) are available upon request. A sign language interpreter will be made available with 48 hours' notice. The facility used for this meeting is wheelchair accessible. For more information, please call 682-6100 (voice) or 1-800-735-2900 (TTY, through Oregon Relay, for persons with hearing impairments).**

## AGENDA ITEM SUMMARY

**DATE OF MEETING:** March 17, 2003

**ITEM TITLE:** BOARD ACTION PLAN

**PREPARED BY:** Stefano Viggiano, Director of Development Services

**ACTION REQUESTED:** None. Information and discussion only.

**BACKGROUND:** At the Board retreat on December 5-6, 2002, the Board discussed a Board Action Plan, which is a plan of board member activities to support the District's Strategic Plan. The Board asked that a follow-up work session be held to continue the discussion. Attached to this summary is a list of typical board activities that could support the Strategic Plan.

The Board is asked to discuss this list of possible activities and make additions, deletions, and changes as necessary. The Board may also wish to discuss expectations regarding the number and extent of community presentations and community leader contacts for each board member.

Once the Board has discussed this issue and reached agreement on a list of board member activities, the Board Action Plan can be prepared and presented to the Board for final approval.

**ATTACHMENTS:** Board Activities

**PROPOSED MOTION:** None.

***DRAFT: 3/17/03***  
**Lane Transit District**  
**Strategic Plan**  
**Board Member Activities**

**Entire Board**

- Monthly Board Meetings
- Monthly Work Sessions
- Budget Committee Meetings (two to three per year)
- Annual meetings with partner agencies (Eugene, Lane County, Springfield)
- Other special meetings as necessary

**Board Committees (Board BRT Committee, BRT Steering Committee, Finance Committee, Human Resources Committee, Metropolitan Policy Committee, Service Committee)**

- Committee meetings as scheduled

**Individual Board Members**

- Represent LTD on Governmental or Special Study Committees (Statewide Livability Forum, Region 2050, the Central Area Transportation Study, etc.)
- Represent LTD by participating on community service organizations (Rotary, Chamber of Commerce, Neighborhood Groups, Professional Organizations, etc.)
- Represent LTD at local functions (Chamber annual dinner, LCOG banquet, etc.)
- Make presentations on District issues to various organizations (Rotary, Neighborhood Groups, Professional Organizations, etc.)
- Maintain regular and ongoing contact with community leaders
- Meet with various guests and dignitaries, as requested
- Attend meetings with key partners (e.g., PeaceHealth, University of Oregon)
- Attend LTD public events (open houses, workshops, public meetings, etc.)
- Attend occasional transit conferences and seminars

## AGENDA ITEM SUMMARY

**DATE OF MEETING:** March 17, 2003

**ITEM TITLE:** WORK SESSION: STRATEGIC PLANNING

**PREPARED BY:** Lisa Gardner, Senior Strategic Planner

**ACTION REQUESTED:** Provide additional direction for the development of the Strategic Plan

**BACKGROUND:** At the December Board Strategic Planning Work Session (retreat), staff presented draft strategies as the foundation for the development of an updated strategic plan. An updated draft has been developed to reflect Board input at the retreat. At the March 17 work session, the Board will have additional opportunity to provide input into the draft strategies.

**ATTACHMENT:** Draft Strategies

**PROPOSED MOTION:** None

## Goal: Deliver reliable public transportation service

Provide high-quality, effective, safe, and reliable service that meets the community's mobility needs.

### Short-Term Implementation Strategies:

Strategies	Priority
Install AVL/APC/CAD project within 12 months	Non-discretionary
Use APC data to provide route segment and stop level analysis	Non-discretionary
Develop RideSource Efficiency & Productivity Standards	Non-discretionary
Construct RideSource facility	Non-discretionary
Develop staff training plan for technology implementation	Non-discretionary
Develop and implement a facility plan	Non-discretionary
Stabilize Fixed-route system	Non-discretionary
Expand plan to optimize fleet composition consistent with our service goal	Non-discretionary
Maintain service level at current level for 2003-04	Non-discretionary
Maintain high quality special events service	Non-discretionary
Review and refine productivity goals and standards	High
Pursue signal priority to service outside of BRT	High

### Long-Term Implementation Strategies:

- Update plan that optimizes fleet composition consistent with our service goal
- Pursue signal priority to service outside of BRT

### Performance Measures:

- Annual Person-trips
- Trips per Service Hour
- Percentage of Households within ¼ mile of bus stop
- Service Hours per Capita
- On-time Performance (Bus no more than 4 minutes late)
- Good to Excellent Ratings on Riders Surveys
- Percentage of Missed Trips
- Accident rates per 100,000 miles
- Customer service form complaints per 100,000 passengers

## Goal: Develop innovative service that reduces dependency on the automobile

Provide high-quality, convenient service that attracts “choice riders” (those who have a car available) in order to help the community meet its current and future transportation needs. Bus rapid transit (BRT) is a key innovative transit strategy that is intended to increase the transit mode share, particularly on congested corridors.

### Short-Term Implementation Strategies:

Strategy	Priority
Implement BRT <ul style="list-style-type: none"> <li>• Complete BRT Phase 1</li> <li>• Complete acquisition of appropriate BRT vehicle</li> <li>• Develop and implement fare collection for BRT</li> <li>• Develop a preventive and corrective maintenance plan for BRT</li> <li>• Develop and implement a public relations and marketing plan for BRT construction and service introduction</li> <li>• Collect baseline data for Phase 1 prior to service implementation</li> </ul>	Non-discretionary
Complete construction of Springfield Station	Non-discretionary
Complete expansion of the Maintenance building	Non-discretionary
Pursue joint development options for Springfield Station	Non-discretionary
Develop seamless system integration with BRT	Non-discretionary
Support nodal development and transit-oriented land uses	Non-discretionary
Integrate transit planning with nodal development and other metropolitan planning	Non-discretionary
Track TransPlan Performance Measures for TDM and BRT	Non-discretionary
Integrate transit planning with planning for other transportation modes	Non-discretionary
Obtain all environmental and political approvals for Pioneer Parkway BRT Corridor	High
Develop a policy framework for joint development	High
Obtain all environmental and political approvals for Coburg Road BRT Corridor	Medium
Pursue real-time passenger information to service outside of BRT	Low
Implement independent telephone services	Low

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**Long-Term Implementation Strategies:**

- Expand the BRT system with additional corridors
- Reshape service system with BRT system expansion
- Pursue real-time passenger information to service outside of BRT
- Transition to hybrid-electric or fuel cell technology for all the fleet
- Explore new types of services for future implementation

**Performance Measures:**

- Average weekday person-trips
- Percentage of “choice” riders (those who have a transportation alternative)
- Peak-hour modal split on major transportation corridors
- Percent of major corridors with 10-minute service frequency
- Good to excellent ratings on rider surveys
- Good to excellent ratings on community surveys

## Goal: Maintain LTD's Fiscal Integrity

A fiscally responsible plan should meet both short- and long-range operational and capital needs within a planning horizon defined by the Long-range Financial Plan (LRFP). In addition, LTD's ability to obtain advantageous financing for its capital agenda will depend on the quality of the Long-range Financial Plan. The ability to develop new sources of funding for capital and expand resources for operational support will be critical to LTD's continued success. In addition, LTD will be a prudent and conscientious custodian of public funds.

### Short-Term Implementation Strategies:

Strategy	Priority
Complete debt financing for vehicles <ul style="list-style-type: none"><li>Develop public outreach program for debt financing</li></ul>	Non-discretionary
Maintain viable Long-range Financial Plan and Capital Improvements Plan (CIP)	Non-discretionary
Pursue federal funding for capital projects, including BRT system build-out	High
Pursue established and new sources for state and local funding	High

### Long-Term Implementation Strategies:

- Change state constitution to allow state gas tax dollars to flow to transit
- Increase payroll tax rate
- Explore dedicated sales (excise) tax on cars
- Adjust fares to keep pace with inflation
- Seek federal funds through annual appropriation process
- Increase percentage of state funding programming/options
- Continue to explore local funding options
- Maintain five-year window of a 20-year LRFP
- Continue debt-financing of vehicles and capital projects
- Continue advocating for regional coordinated investment strategy to maximize benefit of state and federal dollars coming into region
- Maintain unqualified annual independent audits, triennial FTA reviews, and NTD audits with minimal or no findings, and qualify for the GFOA reporting excellence award annually



**Performance Measures:**

- Cost per trip
- Cost per service hour
- Farebox to operating cost ratio
- Percent of operating cost allocated to direct service provision
- Maintenance of minimum operating reserves
- Unqualified annual audit
- Debt-standard (to be defined)

## Goal: Provide Progressive Leadership for the Community's Transportation Needs

Success is more readily achieved when there are partners committed to the same goal. In Oregon, where the road fund is limited in both scope and amount, promoting investment decisions to benefit travel modes beyond the automobile is a significant transportation agenda.

### Short-term implementation strategies:

Strategy	Priority
Provide community leadership in developing multi-modal transportation solutions <ul style="list-style-type: none"> <li>• Maximize opportunities and relationships created through TMA transition</li> <li>• Provide consistent leadership and participation at Metropolitan Policy Committee</li> <li>• Utilize all available forums for LTD participation in community transportation planning (examples, Region 2050, Eugene's Downtown to the River, etc.)</li> </ul>	Non-discretionary
Strengthen partnerships with government agencies <ul style="list-style-type: none"> <li>• FTA Region X</li> <li>• State and local governments, ODOT</li> <li>• Legislative agenda (payroll tax, etc.)</li> </ul>	Non-discretionary
Create a more visible role for Board in the community	Non-discretionary
Increase LTD profile/involvement in community activities	Non-discretionary
Optimize coordinated investment strategies that benefit transit (including local STP programming)	High
Increase effective participation in long-range land use and transportation planning	High
Build new partnerships/allies in FTA DC office and congressional staff offices	High
Take leadership role in implementing TDM strategies	Medium
Evaluate Board structure and development	Low
Conduct community attitude and awareness survey	Low

**Long-term implementation strategies:**

- Develop knowledge of transit benefits through school education programs
- Continue to increase Board profile in the community
- Conduct a community-wide market research survey
- Address changing demographics of community
- Promote partnering with public agencies and community groups
- Continue FTA partnering

**Performance Measures:**

- Good or excellent ratings on community surveys
- Board member participation on key local committees

## Goal: Develop a team environment

A team environment cultivates a mutual commitment by LTD to its employees, and by employees to the success of LTD. By working together we share the tasks and the rewards and recognition of the outcomes. We are mutually committed to our goal because we believe in the principles and the values they represent. Our mutual commitment to our strategic purpose and mission helps define us as a team.

### Short-term implementation strategies:

Strategy	Priority
Negotiate an appropriate labor contract	Non-discretionary
Support an active and viable Employee Council	Non-discretionary
Create a dynamic communications and input process	High
Define and build TEAM LTD	High
Build a more positive relationship with ATU	Medium
Develop a comprehensive employee development program	Low

### Long-Term Implementation Strategies:

- Implement dynamic communications process
- Implement comprehensive employee development program
- Maintain a positive relationship with ATU
- Maintain a positive relationship with the Employee Council
- Continue to build TEAM LTD

### Performance Measures

- Percentage of "negative" (unwanted) employee turnover
- Good to excellent rating on employee scorecard
- Measure of formal grievances and arbitration