



Lane Transit District  
P. O. Box 7070  
Eugene, Oregon 97401  
(541) 682-6100  
Fax: (541) 682-6111

Public notice was given to *The Register-Guard*  
for publication on November 3, 2003.

## 2003 LTD BOARD OF DIRECTORS STRATEGIC PLANNING WORK SESSION

November 6-7, 2003  
Lane Community College Workforce Training Center  
4000 E. 30<sup>th</sup> Avenue, Eugene, Oregon

### AGENDA

#### Day One – November 6

- 4:00 p.m. Opening Remarks Hillary Wylie  
Ken Hamm
- State of the District
  - Coming Challenges
- 4:20 p.m. Agenda Process and Logistics Don Murray
- 4:30 p.m. Review Strategic Plan and Status  
Staff Presentations on Strategic Plan Goals
- Next twelve months
  - Possible challenges
  - Board role
- 5:30 p.m. Hosted break
- 6:00 p.m. Dinner
- 7:00 p.m. Board workshop (staff leaves) Don Murray
- Hopes and apprehensions
  - Ground rules
  - Build agenda for Day 2
- 8:00 p.m. Adjourn to November 7, 2003, 8:30 a.m., at LCC

## Day Two – November 7

8:00 a.m. Continental breakfast available

8:30 a.m. District Action Plan and Implications

Ken Hamm

9:00 a.m. Long-Range Financial Issues

Diane Hellekson

- Financial indicators
- Financing capital projects
- Payroll tax issues

11:00 a.m. Public Relations/Board Development

Ken Hamm, Linda Lynch  
Andy Vobora

- How branding integrates with strategic plan

12:00 noon Lunch

1:00 p.m. Priority Setting

4:00 p.m. Wrap-up

4:30 p.m. Adjourn

---

# LTD Board of Directors Retreat

---



Workshop Notes  
November 6-7, 2003  
LCC Conference Center

---

©2003 Donald G. Murray, Ph.D. All Rights Reserved.  
Don Murray & Associates  
2295 Coburg Road • Suite 104 • Eugene, OR 97401  
Ph: 541 484 1111 • Fax: 541 484 1114  
[dmurray@teambased.com](mailto:dmurray@teambased.com)

## **Table of Contents**

Workshop Goals.....	3
Board Goals.....	4
Board Groundrules.....	5
Budget Alternatives (2004-2005).....	6
LTD Strategies.....	7
Board Priority Issues.....	8
Board Involvement.....	10
Joint Development.....	11
BRT / EMX Issues.....	12

## **Workshop Goals**

1. To re-establish / validate goals and plans
2. To identify barriers and challenges facing district
3. To plan / problem solve ways to overcome challenges
4. To validate board involvement in plan implementation

## **Board Goals (revised from 2003-04 Goals)**

- Board involvement in marketing
  - Draft Dec 5 – 6, 2002
  - Message(s) needed
  
- Board development / learning
  - Conferences
  - Meetings
  - Recruiting
  - Activities at LTD
  
- Advocate at state / national level
  - Revenue sources
  - United front
  - Policy issues
  
- Cross-governmental collaboration / leadership
  - Ad hoc
  - Cities
  - ODOT
  - Lane County
  - State
  - MPC
  - 20/50 plan
  
- Community involvement / networking with centers of influence
  - Public relations implementation
  
- Governance accountability
  - Active on committees

## **Board Groundrules**

- Express ideas / disagreements
- Willing to work collaboratively with staff
- Avoid interruption / no talk-overs
- Do pre-reading
- Collaborate / trust the staff
- No need to keep compromising if it waters down decisions
- Polling of opinions

## **Budget Alternatives (2004-2005)**

### A. Payroll Tax Increase

- Strategy
  - Pursue payroll tax, two increments
  - Campaign to win over constituents / stakeholders / public polling
    - o Formal and informal
    - o Board talk to the communities
- Goals
  - Preserve the match for federal capital money
  - Maintain (not "enhance") core / build fixed route service
    - o Current level
    - o No deterioration of service quality

### B. Live Within Our Means

- Strategy
  - Finance Committee comes back to Board
  - Review admin overhead / organization to cut costs
  - Re-organize and / or cut service to reduce costs
- Goals
  - Develop alternatives for service that reduces costs to meet current revenues
  - Review capital plan to reduce immediate expense
- When
  - Start within next year (04-05)



## **LTD Strategies**

1. Ensure reliable public transportation system
2. Reduce automobile-dependency
3. Maintain fiscal integrity
4. Develop progressive leadership
5. Build team culture / environment

**Board Issues – *Not in ranking order***

- A. Union Contract
  - Health plans
  - Will employees participate?
  - Impact on culture
  - Interest / collaborative
  - Team LTD and the Board
  
- B. Team LTD / Board's Role
  
- C. Align Business Community with LTD Goals / Direction
  - Connecting with community
  - Neighborhood groups
  - Environmental groups
  
- D. Capital Plan
  - Planning assumptions clear so we can test scenarios
  - Growth in costs not keeping up with growth in revenue
  
- E. Invest in Service
  - Fixed-route service
  - Compete with BRT
  - Deferred maintenance
  - Productivity metrics
  
- F. BRT / EMX Issues
  - Coburg Road
  - Incremental
  
- G. Employee Input / Ideas into Efficiencies
  - Process improvements
  - Low hanging fruits
  - Cross discipline
  - Multiple disciplinary teams
  
- H. The Political Risk RE: Tax
  - Before we go down that path, read the potential
  - Get a feel for negative (or positive) readiness
  - Assess community "feasibility"
  - Identifying "communities" (constituents)
  - Impact of us being appointed vs. elected
  - How to re-frame the issue(s)
  - Local community issue as well as statewide implications (as an initiative state / in Metro Eugene vs. Lane County)

## Board Issues – *Not in ranking order (Cont'd)*

- I. Setting Priorities
  - Not enough money to do all we want to do
  - Which is more important?
    - Operation must be reliable > level of service?
    - Future > now?
  
- J. BRT Build-Out Financing
  - Re-authorization?
  - New start?
  
- K. Green Technology / Fleet
  - AVS
  - Breeze bus
  - Number of problems
  - Company no longer supporting
  
- L. Employee Morale Fund
  - Public safety and causes
  - Buses that hurry / roll stop
  - Operator stress and worry
  
- M. Workforce Adaptation
  - Contract out?
  - The number of operators available for surges?
  - Lack of predictable surges?
  - Flexible workforce
  - Studies on Coburg pre-date Ferry St. rebuild and Oakway Center build-out
  
- N. Deferred Maintenance on Facilities
  
- O. Board Profile / Assignments Activity
  - People we can influence
  - Assignments
  - Getting in front of audiences
  - BRT groundbreaking
  - Update it
  
- P. Joint Development
  - E.G. Burger King
  - E.G. Krispy Kreme

## **Board Involvement**

- Staff will identify opportunities for Board member involvement by setting priorities
- Review the Board calendar at each meeting at the start of the agenda, discussion who is doing what (page 3 of the agenda)
- Profiles (6 months old) need update
- Culture of the Board is to “be there” as much as member’s calendar allows
- Accountability (to the community)
- Look for opportunities to showcase Board as spokesperson for district (“stumping”)
- Getting Board members on the agendas at various agency meetings (LCOG)
  - Leadership breakfasts (LCC, SHGH, etc.)
- Alignment of issues / concerns facing district (tax plan, strategic plan), use a media plan to involve the board
  - Andy will design PR / media package

## **Joint Development**

### Policy:

- We will seek out partners who will help pay build-out for facility use / lease arrangement
  
- Pursue opportunities / tenants with long-term payback
  - Federal guidelines / parameters
  - Work within criteria
  
- Which part of organization should do this? Clayton!
  
- Ad Hoc Committee on "Joint Development" Under Stef's Direction
  - Gather various reports / documents
  - Get examples – draft
  - Purchase and development (Stef)
  - Pat, Dave, Gerry

## **BRT / EMX Issues**

1. Make first set of BRT lanes a "showcase" of the project / process. Combine "re-development" and design the service around core BRT / transportation piece. Go back to Springfield, new planner, more opportunities; take a look at Glenwood as our showcase.
2. Undertake discussions with our partners; do re-authorization? Find local match? Have sufficient background for city council sessions? The city has new councilors.
3. Start with 2004 funding data, work backwards.
4. City has said "evaluating Coburg" and yet we need much more dialog with the city. Because we put it on plan; it seems to be a long way down path, we might end up way out ahead of Eugene City Council.
5. Stef, footnote on Gant chart the points needing city council okay / involvement.
6. Look into corridor that connects new courthouse; may be more exciting and interesting to city council.
7. Opportunistic development; may be the way things get built in future.
8. Eugene City Council wanted 80 percent in the transportation plan.
9. Keep on track with MLK parking.
10. Build out at Glenwood.
11. BRT Committee comes back to Board with plans for BRT at Coburg later (LITE).

## EXECUTIVE SUMMARY

---

In 1997, the Board of Directors of Lane Transit District (LTD) adopted a Strategic Plan that was developed through a comprehensive plan development process. The plan updated the district's mission and goals, and was designed to determine the organization's direction and to focus organizational efforts to achieve the District's mission. The plan endeavored to set a vision for the future that, combined with financial and operational plans, became the road map for achieving LTD's long-term objective of enhancing the community's quality of life.

Since the 1997 plan was adopted, minor changes have been made to the plan, but none since 1998. In 2002, the Board of Directors directed the General Manager to update the strategic plan as part of the General Managers Goals and Objectives for 2002-2003. The District's vision, mission statement, and guiding principles were updated in 2001 and will form the basis for the new Strategic Plan. The 2003 Strategic Plan is based on the development of five goal statements that reflect the District's Mission Statement and Goals. The Board's goal was to create a dynamic plan that was closely tied to the District's short-range financial plan, and reflected the need to implement an aggressive capital agenda during difficult economic times.

### Strategic Goal Statements:

- ❖ DELIVER RELIABLE PUBLIC TRANSPORTATION SERVICE
- ❖ DEVELOP INNOVATIVE SERVICE THAT REDUCES DEPENDENCY ON THE AUTOMOBILE
- ❖ MAINTAIN LTD'S FISCAL INTEGRITY
- ❖ PROVIDE PROGRESSIVE LEADERSHIP FOR THE COMMUNITY'S TRANSPORTATION NEEDS
- ❖ DEVELOP A TEAM ENVIRONMENT

EXECUTIVE SUMMARY (CONTINUED)

---

For each Goal Statement, a set of Short term implementation strategies were identified and prioritized. Short-term implementation strategies are defined as those that can be completed within the district's two-year capital improvements plan, and are programmed as such in the capital improvements program (CIP). Long-term implementation strategies were also identified for each goal statement as strategies that were a high priority for implementation two to five years from the implementation of the draft strategic plan. Performance measures have been identified for each goal statement. These measures will provide guidelines for developing specific performance indicators to measure LTD's success in achieving the plan goals.



**LANE TRANSIT DISTRICT VISION**

---

**To be the best transit system in North America.**

**LANE TRANSIT DISTRICT MISSION**

---

**Your partner for a livable community**

We enhance the community's quality of life by:

- ❖ Delivering reliable public transit service
- ❖ Offering innovative service that reduces dependency on the automobile
- ❖ Providing progressive leadership for the community's transportation needs

## LANE TRANSIT DISTRICT CORE VALUES

---

- ❖ **TEAMWORK** – Working together makes sense. We “team” internally and externally to achieve our mission
- ❖ **RESPECT** – We are committed to treating everyone with respect and dignity.
- ❖ **HONESTY** – We are credible, reliable and hold the highest standards of ethical conduct.
- ❖ **INTEGRITY** – We are unshakeable in our integrity and commitment to our Vision, Mission, Values, and Guiding Principles.
- ❖ **ACCOUNTABILITY** – We are accountable for our resources, actions and outcomes.
- ❖ **TENACITY** – We are persistent in pursuing our important mission.

## LANE TRANSIT DISTRICT GUIDING PRINCIPLES

---

- ❖ **Safety:** People may assume that LTD is safe. We make every effort never to fail them in that responsibility. LTD will have safe employees, practices, equipment, and facilities.
- ❖ **Courtesy:** LTD shall treat all people who come in contact with our organization as our guests. We are sincerely committed to providing comfortable, friendly services.
- ❖ **Efficiency:** We will never stop improving. The LTD Team will continue to find ways to provide innovative transportation solutions while improving productivity and effectively managing public funds. We are deeply committed to delivering efficient services that promote the sustainability of our communities.
- ❖ **Image:** LTD represents the quality of the communities we serve. We have pride in our appearance and demeanor, and create professional facilities and services.

## LANE TRANSIT DISTRICT STRATEGIC PLAN GOALS

---

### **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:**

<b>Strategies</b>	<b>Priority</b>
Install AVL/APC/CAD project within 12 months	Nondiscretionary
Use APC data to provide route segment and stop level analysis	Nondiscretionary
Develop RideSource Efficiency & Productivity Standards	Nondiscretionary
Construct RideSource facility	Nondiscretionary
Develop staff training plan for technology implementation	Nondiscretionary
Develop and implement a facility plan	Nondiscretionary
Improve efficiency of fixed-route system	Nondiscretionary
Expand plan to optimize fleet composition consistent with our service goal	Nondiscretionary
Maintain service level at current level for FY 2003-04	Nondiscretionary
Maintain special events service	Nondiscretionary
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 one-quarter mile of bus stop
- Service hours per capita
- On-time performance (bus no more than 4 minutes late)
- Percentage of missed trips
- Accident rates per 100,000 miles
- Customer service form complaints per 100,000 passengers
- Good to excellent ratings on rider surveys

**GOAL: DEVELOP INNOVATIVE SERVICE THAT REDUCES DEPENDENCY ON THE AUTOMOBILE**

Provide high-quality, convenient service that attracts new riders, including those who have access to an automobile, 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 real-time passenger information system</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 BRT Phase 1 prior to service implementation</li> </ul>	Nondiscretionary
Complete construction of Springfield Station within specified timeline	Nondiscretionary
Complete expansion of the Maintenance building within specified timeline	Nondiscretionary
Pursue joint development options for Springfield Station within specified timeline	Nondiscretionary
Develop seamless system integration with BRT	Nondiscretionary
Support nodal development and transit-oriented land uses	Nondiscretionary
Integrate transit planning with nodal development and other metropolitan planning	Nondiscretionary
Track TransPlan Performance Measures for TDM and transit	Nondiscretionary
Integrate transit planning with planning for other transportation modes	Nondiscretionary
Develop a policy framework for joint development	Nondiscretionary
Obtain all environmental and political approvals for Pioneer Parkway BRT Corridor	High
Obtain all environmental and political approvals for next Eugene BRT Corridor	Medium
Pursue real-time passenger information to service outside of BRT	Low
Implement independent telephone services	Low

**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
- Track TransPlan performance measures for Transportation Demand Management and Transit plan elements

**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	Nondiscretionary
Maintain viable Long-Range Financial Plan and Capital Improvements Program (CIP)	Nondiscretionary
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:**

- Adjust fares to keep pace with inflation
- Seek federal funds through annual appropriation process
- Continue to explore local, state, and federal 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:**

<b>Strategy</b>	<b>Priority</b>
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 (e.g., Region 2050, Eugene’s Downtown to the River, etc.)</li> </ul>	Nondiscretionary
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>	Nondiscretionary
Create a more visible role for Board in the community	Nondiscretionary
Increase LTD profile/involvement in community activities	Nondiscretionary
Increase effective participation in long-range land use and transportation planning	Nondiscretionary
Build new partnerships/allies in FTA D.C. office and congressional staff offices	Nondiscretionary
Optimize coordinated investment strategies that benefit transit (including local STP programming)	High
Take leadership role in implementing TDM strategies	Medium
Conduct annual or bi-annual Board self-evaluation based on strategic planning goals	Medium
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
- Board member responsiveness to geographic constituents

**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:**

<b>Strategy</b>	<b>Priority</b>
Negotiate an appropriate labor contract	Nondiscretionary
Support an active and viable Employee Council	Nondiscretionary
Build a positive relationship with ATU	Nondiscretionary
Define and build TEAM LTD, with the inclusion of the Board of Directors in the TEAM building process	High
Create a dynamic communications and input process	High
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
-

**From:** LYNCH Linda  
**Sent:** Wednesday, October 22, 2003 4:51 PM  
**To:** \*Leadership Council; VOBORA Andy  
**Cc:** GARDNER Lisa; PERRON-CROUNSE Kelly  
**Subject:** Board Retreat Agenda, assignments

**Importance:** High

Your retreat planning committee has met! Attached is the proposed agenda, **which has not yet been approved by Ken, Don, Hillary and Gerry.**



**PROPOSED BOARD  
RETREAT AGENDA...**

We were asked to make assignments and outline what should be prepared for the packet. Based on notes from the LC retreat, we recommend a brief staff presentation on the five goals. The presentations should address three areas:

Next 12 months – activities, milestones, major work products

Possible challenges or barriers to completing those activities or reaching those milestones

Board role in those activities

We recommend the following people for each goal:

Goal 1 – Deliver Reliable Public Transportation Service – Andy

Goal 2 – Develop Innovative Service that Reduces Dependency on the Automobile – Stef

Goal 3 – Maintain LTD's Fiscal Integrity - Diane

Goal 4 – Provide Progressive Leadership for the Community's Transportation Needs – Ken

Goal 5 – Develop a Team Environment – Mary

We expect that under the first goal, the question of whether or not to plan for a service increase will be raised.

Under the second goal, we suggest that the BRT project timeline be reviewed.

Under the third goal, finance, there will be a memo on payroll tax options, plus a few budget scenarios for discussion the second day.

For the 4<sup>th</sup> goal, leadership, Lisa will update the TMA status memo the board saw earlier.

There is a total of one hour available for these presentations, including Board questions. We think that because so much of the next day is devoted to financing the future, Diane won't use her whole 12 minutes, but we did not decide how much time others might need.

We anticipate these materials in the packet:

Agenda

Strategic Plan as adopted by Board

Strategic Plan in legislative format with changes in strategies as recommended by LC

Matrix with current status of each strategy for each goal

Linda/Diane memo on payroll tax options

Lisa memo on TMA status

Stef's project timeline for the three BRT corridors

The service policy

Three variations on the financial future: One assumes payroll tax increase is implemented in .001 increments annually beginning 1/1/05 and that we win the court case; the second assumes payroll tax implemented 1/1/06, we win the court case AND the increment realized from the tax increase is dedicated to capital. The third version implements the tax 1/1/07 and assumes we

lose the payroll tax case. Finance will have other variations on these themes, but we thought three versions were more than sufficient for pre-retreat consideration.

This is our recommendation, and what we will discuss in the special LC meeting next week at which several people are not going to be present. If you are one of the Absent Ones, please provide feedback before leaving for wherever you are going.

Whew!

Linda, Diane and Ron



*Lane Transit District  
P. O. Box 7070  
Eugene, Oregon 97401  
(541) 682-6100  
Fax: (541) 682-6111*

## **COBURG ROAD EmX PLANNING OPTIONS**

Prepared by Stefano Viggiano, Director of Development Services  
December 17, 2003

Staff have been working with a Stakeholder Group to investigate a possible BRT line along the Coburg Road corridor. The Stakeholder Group has been meeting for more than one year. A report of the Stakeholder Group's work, a Coburg BRT Corridor Study, was approved by the group on December 10, 2003. Under the current schedule, the project would be "on hold" for about a year, starting up again in January 2005 with detailed segment planning. This schedule is designed to result in project approval in 2009, when funding for final design and construction may be available.

There has been a substantial amount of controversy surrounding the project. Some business and property owners along the corridor have expressed concern regarding the possible impact of the EmX line on access and property. These concerns have been voiced repeatedly in various venues. As a result, staff suggest that the Board discuss the appropriate next steps in the corridor planning process. Outlined below are three options for the Board's consideration.

### **1. Continue with the process as planned**

Under this option, there would be no further work on this corridor until 2005. The process then would proceed into the detailed planning segment work in 2005 and the environmental review in 2007.

### **2. Consider other corridors**

This option suggests that one or two other corridors be considered for the next Eugene corridor. These corridors then would be compared with Coburg Road and a decision would be made on the best corridor to pursue next. Since direction to pursue the Coburg Road corridor came from the Eugene City Council and the LTD Board, those two groups would have to direct this change. The decision on the site for the new McKenzie-Willamette Hospital could lead to reconsideration of the next BRT corridor to be pursued in Eugene.

### **3. Consider an "EmX Lite" design for the Coburg Road corridor**

Under this option, the EmX design along certain sections of Coburg Road would not have exclusive right-of-way. Those sections still could have signal priority, queue-jumpers, wider stop spacing, level boarding, and other elements of bus rapid transit. This approach would be considered as an incremental step toward the establishment of a more complete EmX system on Coburg Road at some point in the future.

November 3, 2003

MEMORANDUM

TO: Board of Directors

FROM: Jo Sullivan, Administrative Services Manager  
and Clerk of the Board

RE: Materials for November 6-7 Board Retreat

Enclosed is your packet for the November 6-7, 2003, Board strategic planning work session (retreat). Please review the materials in this notebook before the retreat and bring them with you to LCC on November 6.

Staff are recommending changes to the Strategic Plan short-term and long-term implementation strategies (not to the goals themselves). You will find the proposed changes written in legislative format (deletions crossed out, and additions underlined and in italics) in the Strategic Plan section of the retreat notebook, beginning on page seven of the Strategic Plan. This document is followed by the Strategic Plan as adopted.

You will note that a map and driving instructions to the LCC Center for Meeting and Learning are enclosed. Parking permits are not required in the lot by the Center, and we have been told that there should be no problems finding places to park.

Please call if you have any questions. Otherwise, we'll see you at the LCC Center for Meeting and Learning at 4 p.m. on Thursday, November 6.

Thank you.

## EXECUTIVE SUMMARY

---

In 1997, the Board of Directors of Lane Transit District (LTD) adopted a Strategic Plan that was developed through a comprehensive plan development process. The plan updated the district's mission and goals, and was designed to determine the organization's direction and to focus organizational efforts to achieve the District's mission. The plan endeavored to set a vision for the future that, combined with financial and operational plans, became the road map for achieving LTD's long-term objective of enhancing the community's quality of life.

Since the 1997 plan was adopted, minor changes have been made to the plan, but none since 1998. In 2002, the Board of Directors directed the General Manager to update the strategic plan as part of the General Managers Goals and Objectives for 2002-2003. The District's vision, mission statement, and guiding principles were updated in 2001 and will form the basis for the new Strategic Plan. The 2003 Strategic Plan is based on the development of five goal statements that reflect the District's Mission Statement and Goals. The Board's goal was to create a dynamic plan that was closely tied to the District's short-range financial plan, and reflected the need to implement an aggressive capital agenda during difficult economic times.

### Strategic Goal Statements:

- ❖ DELIVER RELIABLE PUBLIC TRANSPORTATION SERVICE
- ❖ DEVELOP INNOVATIVE SERVICE THAT REDUCES DEPENDENCY ON THE AUTOMOBILE
- ❖ MAINTAIN LTD'S FISCAL INTEGRITY
- ❖ PROVIDE PROGRESSIVE LEADERSHIP FOR THE COMMUNITY'S TRANSPORTATION NEEDS
- ❖ DEVELOP A TEAM ENVIRONMENT



EXECUTIVE SUMMARY (CONTINUED)

---

For each Goal Statement, a set of Short term implementation strategies were identified and prioritized. Short-term implementation strategies are defined as those that can be completed within the district's two-year capital improvements plan, and are programmed as such in the capital improvements program (CIP). Long-term implementation strategies were also identified for each goal statement as strategies that were a high priority for implementation two to five years from the implementation of the draft strategic plan. Performance measures have been identified for each goal statement. These measures will provide guidelines for developing specific performance indicators to measure LTD's success in achieving the plan goals.

**LANE TRANSIT DISTRICT VISION**

---

**To be the best transit system in North America.**

**LANE TRANSIT DISTRICT MISSION**

---

**Your partner for a livable community**

We enhance the community's quality of life by:

- ❖ Delivering reliable public transit service
- ❖ Offering innovative service that reduces dependency on the automobile
- ❖ Providing progressive leadership for the community's transportation needs

## LANE TRANSIT DISTRICT CORE VALUES

---

- ❖ **TEAMWORK** – Working together makes sense. We “team” internally and externally to achieve our mission
- ❖ **RESPECT** – We are committed to treating everyone with respect and dignity.
- ❖ **HONESTY** – We are credible, reliable and hold the highest standards of ethical conduct.
- ❖ **INTEGRITY** – We are unshakeable in our integrity and commitment to our Vision, Mission, Values, and Guiding Principles.
- ❖ **ACCOUNTABILITY** – We are accountable for our resources, actions and outcomes.
- ❖ **TENACITY** – We are persistent in pursuing our important mission.

## LANE TRANSIT DISTRICT GUIDING PRINCIPLES

---

- ❖ **Safety:** People may assume that LTD is safe. We make every effort never to fail them in that responsibility. LTD will have safe employees, practices, equipment, and facilities.
- ❖ **Courtesy:** LTD shall treat all people who come in contact with our organization as our guests. We are sincerely committed to providing comfortable, friendly services.
- ❖ **Efficiency:** We will never stop improving. The LTD Team will continue to find ways to provide innovative transportation solutions while improving productivity and effectively managing public funds. We are deeply committed to delivering efficient services that promote the sustainability of our communities.
- ❖ **Image:** LTD represents the quality of the communities we serve. We have pride in our appearance and demeanor, and create professional facilities and services.

**LANE TRANSIT DISTRICT STRATEGIC PLAN GOALS**

---

**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:**

<b>Strategies</b>	<b>Priority</b>
Install the AVL/APC/CAD project <del>within 12 months</del> <u>by December 2003</u>	Nondiscretionary
Use APC data to provide route segment and stop-level analysis	Nondiscretionary
Develop RideSource Efficiency & Productivity Standards	Nondiscretionary
Construct a RideSource facility	Nondiscretionary
Develop a staff training plan for technology implementation	Nondiscretionary
Develop and implement a facility plan	Nondiscretionary
Improve the efficiency of the fixed-route system	Nondiscretionary
Expand the plan to optimize fleet composition consistent with LTD’s service goal	Nondiscretionary
<u>At a minimum, maintain service at the current level for FY 2003-04 2004-05</u>	Nondiscretionary
Maintain special events service	Nondiscretionary
Review and refine LTD’s productivity goals and standards	High
Pursue signal priority to service outside of BRT	High
<u>Pursue additional funding for service (e.g., job access and reverse commute travel needs)</u>	<u>Medium</u>

**Long-Term Implementation Strategies:**

- Update the plan that optimizes fleet composition consistent with LTD’s service goal
- Pursue signal priority to service outside BRT
- Adapt service hours based on population and employment growth, subject to financial constraints

**Performance Measures:**

- Annual person-trips
- Trips per service hour
- Percentage of households within one-quarter mile of bus stop
- Service hours per capita
- On-time performance (bus no more than 4 minutes late)
- Percentage of missed trips
- Accident rates per 100,000 miles
- Customer service form complaints per 100,000 passengers
- Good to excellent ratings on rider surveys

**GOAL: DEVELOP INNOVATIVE SERVICE THAT REDUCES DEPENDENCY ON THE AUTOMOBILE**

Provide high-quality, convenient service that attracts new riders, including those who have access to an automobile, 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 <u>EmX</u> <ul style="list-style-type: none"> <li>• Complete BRT Phase 1 <u>the EmX Franklin Corridor</u></li> <li>• Complete the acquisition of an appropriate BRT <u>EmX</u> vehicle</li> <li>• Develop a real-time passenger information system</li> <li>• Develop and implement fare collection for BRT <u>EmX</u></li> <li>• Develop a preventive and corrective maintenance plan for BRT <u>EmX</u></li> <li>• Develop and implement a public relations and marketing plan for BRT <u>EmX</u> construction and service introduction</li> <li>• Collect baseline data for BRT Phase 1 <u>the EmX Franklin Corridor</u> prior to service implementation</li> <li>• <u>Develop an EmX Franklin Corridor staffing/operational plan</u></li> </ul>	Nondiscretionary
Complete construction of the Springfield Station within the specified timeline	Nondiscretionary
Complete expansion of the Maintenance building within the specified timeline	Nondiscretionary
Pursue joint development options for the Springfield Station within the specified timeline	Nondiscretionary
Develop seamless system integration with BRT <u>EmX</u>	Nondiscretionary
Support nodal development and transit-oriented land uses	Nondiscretionary
Integrate transit planning with nodal development and other metropolitan planning	Nondiscretionary
Track TransPlan Performance Measures for transportation demand management (TDM) and transit	Nondiscretionary
Integrate transit planning with planning for other transportation modes	Nondiscretionary
Develop a policy framework for joint development	Nondiscretionary
Obtain all environmental and political approvals for the Pioneer Parkway BRT <u>EmX</u> Corridor	High
Obtain all environmental and political approvals for the next Eugene BRT <u>EmX</u> Corridor	Medium
Pursue real-time passenger information to service outside of BRT <u>EmX</u>	Low
Implement independent telephone services	Low

**Long-Term Implementation Strategies:**

- Expand the BRT system with additional corridors
- Reshape the service system with BRT system expansion
- Pursue real-time passenger information to service outside BRT
- Transition to ~~hybrid-electric or fuel cell~~ clean, alternative fuel 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
- Track TransPlan performance measures for Transportation Demand Management and Transit plan elements



**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
<del>Complete</del> <u>Plan for</u> debt financing for <u>EmX</u> vehicles	Nondiscretionary
Maintain a viable Long-Range Financial Plan and Capital Improvements Program (CIP)	Nondiscretionary
Pursue federal funding for capital projects, including BRT <u>EmX</u> system build-out	High
Pursue established and new sources for <u>federal</u> , state, and local funding	High
<u>Negotiate an appropriate labor contract</u>	<u>Nondiscretionary</u>

**Long-Term Implementation Strategies:**

- Adjust fares to keep pace with inflation
- Seek federal funds through annual appropriation process
- Continue to explore local, state, and federal funding options
- Maintain a five-year window of a 20-year LRFP
- ~~Continue debt-~~ Consider all options for the financing of vehicles and capital projects
- Continue advocating for a regional, coordinated investment strategy to maximize the benefit of state and federal dollars coming into the 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 the opportunities and relationships created through the Transportation Management Area (TMA) transition</li> <li>• Provide consistent leadership and participation at Metropolitan Policy Committee (MPC) meetings</li> <li>• Utilize all available forums for LTD participation in community transportation planning (e.g., Region 2050, Eugene's Downtown to the River, etc.)</li> </ul>	Nondiscretionary
Strengthen LTD's partnerships with government agencies <ul style="list-style-type: none"> <li>• Federal Transit Administration (FTA) Region X</li> <li>• State and local governments, ODOT</li> <li>• Legislative agenda (<del>payroll tax, etc.</del>)</li> </ul>	Nondiscretionary
Create a more visible role for the Board in the community	Nondiscretionary
Increase LTD's profile/involvement in community activities	Nondiscretionary
Increase effective participation in long-range land use and transportation planning	Nondiscretionary
Build new partnerships/allies in the FTA D.C. office and congressional staff offices	Nondiscretionary
Optimize coordinated investment strategies that benefit transit (including local STP programming)	High
Take a leadership role in implementing TDM strategies	Medium
Conduct annual or bi-annual <i>biennial</i> Board self-evaluations based on strategic planning goals	Medium
Conduct a community attitude and awareness survey	Low

**Long-Term Implementation Strategies:**

- Develop knowledge of transit benefits through school education programs
- Continue to increase the Board's profile in the community
- Conduct a community-wide market research survey
- Address the changing demographics of the 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
- Board member responsiveness to geographic constituents

**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:**

<b>Strategy</b>	<b>Priority</b>
Support an active and viable Employee Council	Nondiscretionary
<del>Build</del> <u>Maintain</u> a positive relationship with ATU	Nondiscretionary
Define and build TEAM LTD, with the inclusion of the Board of Directors in the TEAM-building process	High
Create a dynamic <u>internal</u> communications and input process	High
Develop a comprehensive employee development program	Low
<u>Develop an organizational succession plan</u>	<u>Medium</u>

**Long-Term Implementation Strategies:**

- Implement a dynamic communications process
- Implement a 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



*Lane Transit District  
P. O. Box 7070  
Eugene, Oregon 97401  
(541) 682-6100  
Fax: (541) 682-6111*

## **PAYROLL TAX ISSUES**

November 6-7, 2003

Prepared by Linda Lynch, Government Relations Manager, and  
Diane Hellekson, Director of Finance and Technology

At the November strategic planning work session, the Board will want to discuss issues around the capacity of the payroll tax to fund the long-term needs of the District. There are two basic questions or issues to be decided. The first is whether the Board will enact an ordinance to increase the rate of the payroll tax and, if so, when that increase would take effect. The second question is whether as a matter of policy the Board would dedicate the incremental increase to a particular use. For example, in the first year of such an increase, the expected yield is approximately \$260,000. Should this amount be dedicated to capital in order to leverage federal funds? Should it be dedicated to service, or should it be assumed to be part of general resources?

As part of the first decision – whether to enact the increase – the Board must decide the circumstances that would prompt the ordinance. The enabling legislation requires a finding of economic recovery, but is very general:

The district board may not adopt an ordinance increasing the tax authorized . . . unless the board makes a finding that the economy in the district has recovered to an extent sufficient to warrant the increase in the tax. In making the finding, the board shall consider regional employment and income growth.  
(from Enrolled HB 3183)

Lane Transit District might want to consider what “findings” might satisfy the spirit of the legislation, as well as Board members’ standards. Possibilities include:

- Positive area job growth
- Unemployment below a specified threshold
- Growth in area per capita income
- Support of local Chambers of Commerce

TriMet was the principal advocate for this legislation. TriMet’s stated purpose for the additional funds was to match federal funds for the construction of future light rail lines and to meet the 20-year requirements of a Federal Transit Administration full-funding grant agreement. Those agreements require that a district must show the long-term capacity to operate the existing system, plus match the capital funds for the project. This change in the state law probably is

not sufficient alone to exhibit that ability. TriMet expects to implement the tax increase on January 1, 2005.

As part of the second decision, whether to dedicate the increment from the increase to a specific purpose, there are numerous variations on that theme. For example, one possible scenario might be:

Year 1	\$260,000	dedicate to capital match
Year 2	\$520,000	\$350,000 to capital match; \$170,000 to service
Year 3	\$780,000	\$500,000 to capital match; \$280,000 to service
Etc.		

This suggestion does not consider what the actual matching requirements for any specific year might be.

If the incremental tax were to be invested as matching funds for LTD's continuing and future capital projects, one positive aspect of the increase to the community would be that it would result in the creation of jobs.



# Public Relations Plan

---

**Lane Transit District  
Board Retreat  
November 7, 2003**



# Key Messages/Objectives

---

- **Service Issues**

- EmX Franklin corridor
- EmX corridor development
- Fixed-route

- **Legal Issues**

- Land acquisitions
- Lawsuits





# Key Messages/Objectives

---

- **Labor**

- Contract negotiations

- **Funding**

- Economic conditions
- New payroll tax legislation
- Future tax measure



# Audiences

---

- **Guests**
- **Partner Jurisdictions**
  - Elected officials
  - Staff
- **Employees**
- **Media**



# Audiences

---

- **Business Community**
  - Chambers
- **Community Groups**
  - Clubs
  - Neighborhoods
- **Community Partners**
  - Accessible Issues Committee



# Communication

---

- **People**
  - Board
  - Staff
  - Advocates
- **Products/Tools**
  - Current
    - On the Move newsletter
    - Handouts
    - Presentations



# Communication

---

- **Products/Tools**

- **New**

- Strategic Plan summary

- Paid media

- Ads

- Inserts



# Brand Integration

---

- We are collaborative, involved, and accountable to the community
- We are committed to excellence
- We are friendly, caring, and guest oriented
- We are innovative and progressive
- We offer a wide range of transportation services



# Brand Integration

---

- **Visual Components**

- Colors
- Logo
- Typography

- **Verbal Components**

- Friendly, caring, collaborative, flexible, committed, guest oriented, progressive



# Plan Development

---

- **Staffing Evaluation (Nov)**
- **Consultant Selection (Nov/Dec)**
- **Plan Developed (Dec/Jan)**
- **Plan Implemented (Jan/Feb)**



**STATUS OF SHORT-TERM IMPLEMENTATION STRATEGIES  
FOR LTD STRATEGIC PLAN GOALS  
November 2003**

<b>GOAL: DELIVER RELIABLE PUBLIC TRANSPORTATION SERVICE</b>	
Provide high-quality, effective, safe, and reliable service that meets the community's mobility needs.	
<b>Short-term Strategy</b>	<b>Status</b>
Install the AVL/APC/CAD project by December 2003	This project is on schedule. Installation should be complete by mid-November.
Use APC data to provide route segment and stop-level analysis	Service planning staff are anticipating using APC data for winter bid and annual route review decision-making. As data becomes available, staff will provide detailed reports on each route in the system and stop-level data will be used to develop a comprehensive long-range passenger boarding improvement plan.
Develop RideSource Efficiency & Productivity Standards	Work on this is expected to begin shortly and be completed this fiscal year.
Construct a RideSource facility	The project design team has been selected and has been working for several months. Offers have been made to acquire the property. Construction is expected to begin in Spring 2004 and be completed later that year.
Develop a staff training plan for technology implementation	System-specific training is ongoing as technology projects come online. Organization-wide training will be part of a future training plan.
Develop and implement a facility plan	The facilities plan is a process that will identify the current status of the District's facilities, future development, redevelopment, and operational procedures levels to sustain a safe and healthy environment for our guests and employees. Categories of the plan will include support staff facilities, transit stations, BRT stations, shelters, and miscellaneous passenger boarding facilities. Staff will begin plan development in the near term, with completion anticipated within two years.
Improve the efficiency of the fixed-route system	Utilizing APC/AVL data, along with information gathered from an on-board survey of guests, will give service planning staff the opportunity to identify efficiency gains. Additionally, opportunities for work rule changes are being evaluated. Potential efficiency gains in the areas of scheduling and run-cutting may be obtained through these changes.
Expand the plan to optimize fleet composition consistent with LTD's service goal	The current long-term fleet plan is a living document that is adjusted regularly to meet the changing demands of service needs. Currently staff are looking at potential changes in service that may require different types of vehicles. BRT vehicles, as an example, are special vehicles to meet a specific service demand. Feeder routes will more than likely require a smaller or shorter bus. As service plans become solidified, staff will adjust the fleet plan to optimize efficiency of operation.
At a minimum, maintain service at the current level for FY 2004-05	It is impossible to maintain the current routes and schedules while keeping the number of service hours constant. Demands to add running time to routes continue

	<p>to place pressure on the system, and the result is that routes are not consistently making transfers. In order to maintain the same number of service hours, it is very likely that service will need to be reduced in one area in order to free up hours to apply to other areas. This is what was done for 2003-04; however, the attempt to save time on a couple of routes has not been sustainable. In order to fix these routes, contingency hours set aside for this year will be redirected to fix the running time issues at the winter bid. Staff will work to squeeze savings from the utilization of the five articulated buses, which should allow a little bit of breathing room.</p>
<p>Maintain special events service</p>	<p>While the District is being made whole on the financial side of special event service provision, the toll on the personnel side remains high. Maintaining the current offering of special services should be attainable in the coming year as it appears no significant new special events are appearing on the horizon. As we move toward 2006 and the completion of a new basketball arena at the UO, the burden to provide significantly higher levels of service will need to be carefully planned due to the number of games and games falling on weekdays.</p>
<p>Review and refine productivity goals and standards</p>	<p>The data available from the APC system will provide the staff and Board a very good opportunity to evaluate each route in the system. With this information, the Board will be able to critically evaluate productivity standards and what makes sense in terms of balancing these standards against the criteria of coverage versus productivity service allocation. Currently the productivity standards in the service policy (2/3 of the system-wide average) are still in effect and can be applied to the route data as it becomes available. In past years, routes that fell below the 2/3 standard were evaluated as part of the annual route review process. Direct marketing, route changes, and schedule changes were applied in order to boost productivity.</p>
<p>Pursue signal priority to service outside of BRT</p>	<p>Staff have proposed using the Opticom signal priority system that currently is used by emergency vehicles for transit. Opticom has a "second level" priority that would be appropriate for transit. LTD has proposed using the Opticom priority at some key intersections that currently cause significant delays for buses. This proposal has been made to the City of Eugene and we are awaiting a response. If the response is favorable, buses could be outfitted with the emitters (a strobe light) by the end of the fiscal year and the system could be operational soon thereafter.</p>
<p>Pursue additional funding for service (e.g., job access and reverse commute travel needs)</p>	<p>LTD has been encouraged by Senator Gordon Smith's staff to look for a route, service or project that would qualify for Job Access and Reverse Commute (JARC) funds, as it has been relatively easy to obtain earmarks in that category. The program requires a 50 percent local match, and is supposed to be for new service. Staff will continue to investigate how other Oregon districts are using their JARC funds.</p>

<b>GOAL: DEVELOP INNOVATIVE SERVICE THAT REDUCES DEPENDENCY ON THE AUTOMOBILE</b>	
Provide high-quality, convenient service that attracts new riders, including those who have access to an automobile, 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.	
<b>Short-term Strategy</b>	<b>Status</b>
Implement EmX	
<ul style="list-style-type: none"> <li>Complete the EmX Franklin Corridor</li> </ul>	Final design will be completed by December 31, 2003. Construction is scheduled to begin in April 2004 and be completed by December 2005.
<ul style="list-style-type: none"> <li>Complete the acquisition of an appropriate EmX vehicle</li> </ul>	The contract for purchase is scheduled to be completed by December 31, 2003.
<ul style="list-style-type: none"> <li>Develop a real-time passenger information system</li> </ul>	A real-time information system is planned to be in place when the EmX Franklin Corridor opens in summer/fall, 2006.
<ul style="list-style-type: none"> <li>Develop and implement fare collection for EmX</li> </ul>	A Request for Proposals for a fare collection system will be issued in the spring/summer for a system to be installed in the spring of 2006.
<ul style="list-style-type: none"> <li>Develop a preventive and corrective maintenance plan for EmX</li> </ul>	A system and training plan to implement the system will be developed in conjunction with the EmX vehicle. It will be implemented with the arrival of the first vehicle in Winter 2006.
<ul style="list-style-type: none"> <li>Develop and implement a public relations and marketing plan for EmX construction and service introduction</li> </ul>	A draft EmX construction plan is being developed. It will be discussed during the first quarter of 2004. The service introduction plan will be developed in 2005.
<ul style="list-style-type: none"> <li>Collect baseline data for the EmX Franklin Corridor prior to service implementation</li> </ul>	Baseline data will be collected in 2005.
<ul style="list-style-type: none"> <li>Develop an EmX Franklin Corridor staffing/operational plan</li> </ul>	Work already has begun on the operational and staffing plans. Draft plans will be developed and then refined over the course of the next two years.
Complete construction of the Springfield Station within the specified timeline	Construction has begun and is currently 20 percent complete, with final completion anticipated for September 2004.
Complete the expansion of the Maintenance building within the specified timeline	Construction has begun and is expected to be completed by March 2004.
Pursue joint development options for the Springfield Station within the specified timeline	A commercial real-estate broker has been contracted and is in the process of recruiting a tenant.

Develop a seamless system integration with EmX	Many internal discussions occur around the integration of EmX service and the current service. The Franklin corridor service will not need too many more fixed-route service changes as we approach service implementation; however, there are many issues to grapple with prior to start-up. Some of these issues revolve around operation of the EmX service outside the guideways, while others involve routing of buses between the UO and the Eugene Station. All of these issues are being identified and staff have developed a cross-departmental work team to address each of the concerns and to develop operating plans. The #11 route segment between the Springfield Station and Thurston will be last service component we evaluate. It is anticipated that this work will coincide with the 2005-06 annual route review.
Support nodal development and transit-oriented land uses	LTD staff continue to work with the two cities on nodal development; however, the cities' efforts have slowed considerably. LTD staff continue to review development permits to ensure compatibility with transit service.
Integrate transit planning with nodal development and other metropolitan planning	LTD staff continue to work with the two cities on nodal development; however, the cities' efforts have slowed considerably.
Track TransPlan Performance Measures for Transportation Demand Management (TDM) and transit	LTD staff are working with LCOG staff and other partner agencies to monitor the TransPlan performance objectives.
Integrate transit planning with planning for other transportation modes	The TPC and MPC provide a forum for the integration of transit service with other transportation services.
Develop a policy framework for joint development	This project has not started yet, but is expected to be completed by the end of the fiscal year.
Obtain all environmental and political approvals for the Pioneer Parkway EmX Corridor	The environmental review of the Pioneer Parkway corridor has started and is expected to be completed by Summer 2004. Approval by the Springfield City Council and the LTD Board should be requested in Fall 2004.
Obtain all environmental and political approvals for the next Eugene EmX Corridor	The Coburg Road corridor is in the conceptual planning stage. Detailed planning may start in 2005, with project approval not expected before 2009. This timing is driven primarily by the expectation that funding for the corridor would not be available until 2009 or later.
Pursue real-time passenger information to service outside of EmX	This strategy will be pursued as time permits. Resources have been fully allocated to higher-priority projects in the past year and near future.
Implement independent telephone services	This strategy will be pursued as time permits. Resources have been fully allocated to higher-priority projects in the past year and near future.

<b>GOAL: MAINTAIN LTD'S FISCAL INTEGRITY</b>	
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.	
<b>Short-term Strategy</b>	<b>Status</b>
Plan for debt financing for EmX vehicles	The plan is complete. Debt financing needs to be scheduled around the delivery of the EmX vehicles, an event that will not occur until 2006.
Maintain a viable Long-Range Financial Plan and Capital Improvements Program (CIP)	This effort is on-going. The LRFP and CIP are reviewed regularly and new models have been developed around several scenarios.
Pursue federal funding for capital projects, including EmX system build-out	Congress has yet to reauthorize TEA-21. An extension of the current bill runs through February 2004 but it remains unclear whether the Congress will enact a longer-term extension or if a bill will emerge. Lacking authorization for the project, LTD will continue to seek funds through the appropriations process, which is far more uncertain.
Pursue established and new sources for federal, state, and local funding	Progress in this area occurred in the 2003 legislative session with (minimal) state funding for fleet replacement and transportation demand management strategies, as well as increased payroll tax authority. Also, for the first time, as a result of the TMA transition process, LTD received funding for projects from Surface Transportation Program-Urban funds (see memo in notebook). In the future, consideration should be given to an entire range of new funding sources, including (but not limited to) Job Access and Reverse Commute grants, new local sources, maximizing the payroll tax, increased state investment in fixed-route transit, etc.
Negotiate an appropriate labor contract	The labor strategy group has met and defined the major focuses for negotiation. The HR Committee has reviewed proposed goals. The Finance Committee will help the staff Leadership Council shape the financial box within which the contract will be fit. Management is proposing a collaborative process for negotiation of the contract. Negotiations will begin early in calendar year 2004.

<b>GOAL: PROVIDE PROGRESSIVE LEADERSHIP FOR THE COMMUNITY'S TRANSPORTATION NEEDS</b>	
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.	
<b>Short-term Strategy</b>	<b>Status</b>
Provide community leadership in developing multi-modal transportation solutions	
<ul style="list-style-type: none"> <li>Maximize the opportunities and relationships created through the Transportation Management Area (TMA) transition</li> </ul>	Staff have worked actively on the TMA transition process. The first year of implementation of the new funding process has resulted in increased funding for transit and TDM (see memo in notebook).
<ul style="list-style-type: none"> <li>Provide consistent leadership and participation at Metropolitan Policy Committee (MPC) meetings</li> </ul>	Three Board members have been involved in the MPC, and at least one Board member has attended every MPC meeting that had a transportation item on the agenda. Staff briefings for the Board members occur prior to the meetings.
<ul style="list-style-type: none"> <li>Utilize all available forums for LTD participation in community transportation planning (e.g., Region 2050)</li> </ul>	LTD participation in community transportation planning has increased.
Strengthen partnerships with government agencies	
<ul style="list-style-type: none"> <li>Federal Transit Administration (FTA) Region X</li> </ul>	The FTA Regional Administrator has been hosted at LTD and reviewed projects. The general manager and staff visited the Seattle office. There are ongoing communications with Region X. The administrator feels comfortable calling LTD.
<ul style="list-style-type: none"> <li>State and local governments, ODOT</li> </ul>	Staff are engaged at all levels with the Cities, County, and State. Semi-monthly meetings occur at the executive level. Board and management continue to meet with elected officials.
<ul style="list-style-type: none"> <li>Legislative agenda</li> </ul>	Transit enjoyed a productive legislative year. A positive by-product of legislative work was the opportunity to discuss the payroll tax with both the Eugene and Springfield Chambers of Commerce. Every legislative session offers the opportunity to build partnerships with area legislators.
Create a more visible role for the Board in the community	A strategic plan is in place from which a Board action plan can be developed. A PR plan will include Board members delivering messages to selected audiences (business leaders, elected officials, community organizations), as well as forums created for one-on-one dialogue.
Increase LTD's profile/involvement in community activities	LTD continues to participate in community activities and events that provide visibility and communicate that LTD is a benefit to the communities we serve. Service clubs, non-profit boards, youth activity leadership, transportation planning groups, and special event service are some of the ways LTD is engaged. The branding effort will provide consistent messages about LTD's value and commitment.

Increase effective participation in long-range land use and transportation planning	LTD staff and Board members continue to be integrated into the long-range land use and transportation planning through participation in TPC and MPC. It is difficult to say whether there has been an increase in participation.
Build new partnerships/allies in the FTA D.C. office and congressional staff offices	LTD continues to participate on an FTA-sponsored BRT policy development group. The consortium appears to be languishing due to FTA neglect, so LTD is working with some of our BRT partners, LA and Cleveland, directly. Staff have developed a very close working relationship with the Region X FTA staff, which has improved turnaround time on FTA decisions significantly.
Optimize coordinated investment strategies that benefit transit (including local STP programming)	This strategy has been implemented, at least to some extent, by the changes in the selection of projects to be funded. The funding criteria used for the local STP funds support the optimized, coordinated funding approach.
Take a leadership role in implementing strategies	LTD remains a leader in TDM implementation. The recent decision by MPC to increase funding for the TDM program will support new projects and programs.
Conduct annual or biennial Board self-evaluations based on strategic planning goals	The Board action plan will begin an ongoing process to utilize Board members' talents, connections, and influence to achieve the goals of the District. A list of activities and accomplishments will be kept to be reviewed at the annual Board strategic planning workshop. The first review would occur at the 2004 Board retreat.
Conduct a community attitude and awareness survey	This has been completed (presentation to the Board in October 2003).

<b>GOAL: DEVELOP A TEAM ENVIRONMENT</b>	
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.	
<b>Short-term Strategy</b>	<b>Status</b>
Support an active and viable Employee Council	LTD's Employee Council is active. New members have been elected and are in the process of determining what the Council wants to focus on.
Maintain a positive relationship with ATU	New people are in several roles, including the Human Resource director, LTD lead steward, and the local president. A new opportunity exists to increase our effectiveness in solving problems and communication. An example is an improved grievance-solving model that is being tested.
Define and build TEAM LTD, with the inclusion of the Board of Directors in the TEAM-building process	The staff Leadership Council (LC) is looking at team models. A process team with cross-departmental representation will develop an internal program that has meaning to employees and builds organizational commitment. Program implementation is targeted for late summer or fall of 2004, after a labor agreement is in place.
Create a dynamic internal communication process	LTD has implemented a number of internal communication efforts in the last year. An employee newsletter, summaries circulated from all meetings, special notices for events, circulation of press releases, and letters from the general manager are now in place. Dialogue with employees continues to determine other methods of communicating key LTD business.
Develop a comprehensive employee development program	The new Human Resource director will be making recommendations to LC regarding a strategic approach to employee development that will include a comprehensive system that starts with recruiting and hiring. A formal proposal should be complete by the spring of 2004.
Develop an organizational succession plan	The succession plan will be part of the comprehensive system discussed above.



# **State of the District**

---

**Lane Transit District  
Board Retreat  
November 6, 2003**

# Celebrating Success

---

## □ 2000

- LTD 30<sup>th</sup> Anniversary
  - New LCC station constructed
  - New Youth Pass program implemented
  - New GM on board
  - APTA AdWheel award for Yield to Bus
  - Record 6,300 football riders to a game
  - Implemented day pass program
  - Hired Wackenhut for security
  - Installed new scheduling/run-cutting software
-

# Celebrating Success

---

## □ 2001

- BRT Franklin approved by cities/county
  - Site selected for new Springfield Station
  - AVS hybrid-electric buses purchased
  - Artics for Duck Express purchased
  - Comp. service redesign implemented
  - Spec. Transp. Manager transitioned to LTD
  - APTA AdWheel award, United Way Helping Hands Award, Quality Seal Award
  - Installed new timekeeping/bid software
-

# Celebrating Success

---

## □ 2002

- Installed new financial system software
  - TransPlan adopted by all jurisdictions
  - Autzen Stadium expansion complete, Duck Express record 12,200 to a game
  - Pioneer Parkway Corridor for BRT study selected by City of Springfield
  - Coburg Corridor selected for BRT study by City of Eugene
-

# Celebrating Success

---

## □ 2003

- Group pass program with LCC
  - Groundbreaking for Springfield Station
  - Delivery of 18 new Gillig buses
  - Remodel of fleet parts dept. complete
  - Remodel of fleet bay expansion started
  - Ordered five New Flyer artics
  - AVL/APC/Voice installed fleet & dispatch
  - Successful legislative session
-

# A Changing Environment

---

## □ Previous 5-10 Years

- Strong economy
- Political support
- Federal funding strong
- State funding strong

## □ Last 2-3 Years

- Public partners struggling
  - Economic slump
  - Federal funding inconsistent
-

# 2003 State of the District

---

## □ Financial Foundation

### Current Status

- Economy remains flat but steady
  - Cautiously optimistic about revenues
  - Maintaining effective expenditure controls
  - 3-year Capital Improvements Program funded
-

# State of the District

---

## □ Finance

### Opportunities/Challenges

- Payroll tax decision
  - Funding for capital agenda
  - Staffing needs
  - New labor agreement
-



# State of the District

---

## □ People

### Current Status

- Professional, skilled workforce
  - Heavy workloads
  - Organized in traditional dept. model
  - Average morale
  - Health/welfare issues
-

# State of the District

---

## □ People

### Opportunities/Challenges

- Staffing issues
  - Hiring/training for tomorrow
  - Transition to process-oriented problem solving
  - Define Team LTD/change the culture
  - Succession planning
  - Health/welfare model that meets all needs
-

# State of the District

---

## □ Services

### Current Status

- Maintaining current service hours and structure
  - Ridership flat
  - Special event services doing well
  - Ride*Source* functioning well
  - BRT plans in the works
-

# State of the District

---

## □ Services

### Opportunities/Challenges

- Balancing the fixed-route foundation with the capital agenda
  - Proactive responses to population and employment growth
  - Clearly defined standards for service applications
  - Impacts of an aging population
-

# State of the District

---

## □ Facilities

### Current Status

- \$30 million in facilities and expanding
  - Glenwood and other facilities aging
  - Time sensitive/corrective work behind
  - Springfield Station under construction
  - Fleet expansion underway
  - Ride*Source* facility in design
-

# State of the District

---

## □ Facilities

### Opportunities/Challenges

- Stabilize/maintain facilities at quality level
  - BRT – road and station maintenance
  - Develop comprehensive facility plan
  - Creating efficient and sustainable facilities
-

# State of the District

---

## □ Fleet

### Current Status

- Over \$12 million dollars net in vehicles
  - Average age of fleet = 7 years
  - Fleet diversity = 40' Gilligs, 35' Gilligs, 30' Gilligs, AVS, Mann artics, cut-away's, non-revenue vehicles
-

# State of the District

---

## □ Fleet

### Opportunities/Challenges

- AVS buses
  - New articulated buses
  - EmX hybrid-powered articulated buses
  - Ultra-low sulfur fuel requirements
  - Major fleet replacements in 2009-2013
  - Fleet make-up
-



# State of the District

---

## □ Technology

### Current Status

- Good high-speed Internet system
  - Computer-based working environment
  - Quality staff/heavy workload
  - AVL/APC/Voice enunciation installed on all vehicles
-

# State of the District

---

## □ Technology

### Opportunities/Challenges

- Transition from instinct to reason
  - Data and document management
  - Staffing
  - Fare management systems
  - Real-time information systems
-

# State of the District

---

## □ Board

### Current Status

- 7 members appointed by Governor
  - Represent geographic subdistricts
  - Engaged in traditional roles
-

# State of the District

---

## □ Board

### Opportunities/Challenges

- Possible challenges to the governance structure
  - District's aggressive capital plan requires a higher level of participation
  - Dealing with controversy
  - Community relations
-



# Strategic Goal Statements

---

**Lane Transit District  
Board Retreat  
November 6, 2003**



# Deliver Reliable Public Transportation Service

---

- **Deliver consistent fixed-route service**
  - Fix immediate operational issues
  - Maintain service levels for 2004-05
  - Invest in service that enhances productivity



# Deliver Reliable Public Transportation Service

---

- **Improve efficiency through system design and delivery**
  - Utilize APC/AVL data
  - Evaluate alternative system designs
  - Evaluate productivity standards
  - Signal priority



# Deliver Reliable Public Transportation Service

---

- **Maintain special event service**
  - Maintain is a misnomer
- **Develop and implement a facility plan**
  - Shelter replacement





# Develop Innovative Service that Reduces Dependency on the Automobile

---

## ■ **Status of Key Strategies**

- Springfield Station on track for 2004 completion
- Franklin Corridor EmX on track for 2006 implementation
- Pioneer Parkway EmX in environmental review – funding uncertain
- Coburg Road EmX has faced significant challenges – schedule unknown



# Develop Innovative Service that Reduces Dependency on the Automobile

---

## ■ **Key Issues**

- How do we proceed with the Coburg Road EmX project?
- Should we consider incremental EmX corridor development?



# Maintain LTD's Fiscal Integrity

---

## ■ **Key Issues**

- Payroll tax court case
- Payroll tax rate increase
- New labor agreement
- Service growth/no growth assumptions
- Local economic issues/revenue growth assumptions
- Personnel services expenditure growth control
- Capital funding



# Provide Progressive Leadership for the Community's Transportation Needs

---

## ■ **Strategies**

- PR program communicating LTD's value
- Board visible in community
- Continue successful role in TMA transition
- Grow new community partnerships

## ■ **Issues**

- Federal funding
- Stability of state funding
- Community image



# Develop a Team Environment

---

## ■ **Key Issues**

- Maintain a positive relationship with ATU while bargaining an acceptable labor contract
- Develop a long-term organizational development plan that focuses on cultural change, customer service, and internal marketing



*Lane Transit District  
P. O. Box 7070  
Eugene, Oregon 97401  
(541) 682-6100  
Fax: (541) 682-6111*

## **TMA TRANSITION UPDATE**

November 2003

Prepared by Lisa Gardner, Senior Strategic Planner

### Background

The 2000 Census results indicated that the population of the Eugene-Springfield urbanized area has reached 224,049. Being over 200,000 in population requires the region to take on additional Metropolitan Planning Organization (MPO)-related activities. MPOs over 200,000 are classified as Transportation Management Areas (TMAs) by federal regulations. In 1987 the Lane Council of Governments (LCOG) Board delegated some of their MPO responsibilities to the Metropolitan Policy Committee (MPC), including the adoption of the Regional Transportation Improvement Program (TIP). As part of the transition to TMA status, the LCOG Board delegated the remaining MPO responsibilities to MPC. Specific changes necessary to meet federal TMA requirements are as follows:

- 1) MPO Boundary – formal boundaries need to be established to equate with the 2000 Census urbanized area boundary. In addition, the area that is expected to become urbanized by 2030 can be added to the plan boundary. With the minimum change in the planning boundary, the City of Coburg is added to the formal MPO planning and operations boundary.
- 2) MPO Policy Structure – The MPO policy body must include those agencies that are responsible for or are involved in decisions related to the major elements of the region's transportation system; including the cities of Eugene, Springfield, and Coburg; Lane County; ODOT; and LTD. This requirement was met by the delegation of additional MPO responsibilities from the LCOG Board to the MPC.
- 3) Development of a Congestion Management Plan – the Congestion Management Plan would establish a congestion management system (CMS) that provides for effective management of new and existing transportation facilities through the use of travel demand reduction and operation management strategies. A CMS is a systematic process that provides information on transportation system performance and alternative strategies to alleviate congestion and enhance the mobility of persons and goods. The intent of the CMS is to protect the region's investment in, and improve the effectiveness of, the existing and future transportation networks. The CMS also represents a significant step toward interagency and inter-jurisdictional coordination in the implementation of CMS mitigation strategies and achieving air quality goals. It likely would feed into the TIP and STIP priority-setting process.

- 4) Changes to the MPO program certification process – The relationship with the U.S. Department of Transportation (primarily Federal Highway Administration [FHWA] and Federal Transit Administration [FTA]) changes with respect to program certification. Under TMA status, certification changes from a self-certification process to a three-year review performed directly by FTA and FHWA. Under this process, there is a more “robust” review of the MPO’s performance of federal requirements.
- 5) Increased discretion over federal transportation funds – The amount of federal funds allocated to the MPO changes with TMA status. The area receives a proportional share of Surface Transportation Program Urban (STP-U) funds reserved at the state level for TMAs upon formal designation as TMA. Prior to TMA status, the region received approximately \$1.4 million in STP funds annually. Under TMA status, approximately \$1.6 million in additional funds become available annually.

#### Transition Update

Since the formal TMA designation was made in 2002, the MPO area has proceeded in meeting the additional requirements of being a TMA. Following is a summary of activities that have occurred as part of the transition:

- 1) The MPO boundary change was adopted by the MPC.
- 2) The LCOG Board formally delegated additional MPO responsibilities to MPC, and the MPC Policy Structure was amended to include the City of Coburg.
- 3) The Congestion Management Plan is scheduled to be completed by January 2004.
- 4) A triennial review was conducted in May by FHWA and FTA to meet the federal certification review requirements. As a result of the review, the FTA and FHWA jointly have certified the planning process in the Central Lane MPO Area.
- 5) The MPC approved an allocation process for the STP-Urban funds that is based upon criteria developed to reflect the TransPlan, as well as local priorities on preservation. LTD staff worked closely with other jurisdictional and MPO staff to ensure an allocation process that supports a multi-modal plan implementation. Through this process, LTD received preservation funding for passenger boarding improvements/shelter replacement, planning funds for the Pioneer Parkway EmX process, and funding for the regional TDM program. This TIP process marks the first time that LTD has competed across modes for STP funds. Particularly given the competition for preservation funds, LTD projects competed extremely well in all categories.