

LANE TRANSIT DISTRICT BOARD OF DIRECTORS STRATEGIC PLANNING SESSION

Friday, November 30, 2007
8:00 a.m. to 5:00 p.m.
PacificSource (110 International Way, Springfield)

Agenda

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2007 LTD Board Visioning Overview

Prepared by Director of Planning and Development Tom Schwetz
November 30, 2007

There is an adage about vision and strategy that says that, having developed both and set about marketing your services, you don't want to find yourself in a position where you are trying to ride a whale (your market) while fishing for minnows (your strategy). And yet a compelling argument can be made that fishing for minnows while trying to ride the whale is exactly what U.S. transit districts (including LTD) face starting now and extending into the foreseeable future.

Despite recent trends showing increases in transit ridership, the daily transit mode share in most regions across the country has hovered between 2 percent and 7 percent for the past several decades. Transit districts today are sized and operated to 'catch the minnows' with plans to increase capacity on only an incremental basis.

However, there are several factors suggesting that a much more significant growth in the market for transit services has already started:

- Future oil supply uncertainty
- Rising fuel costs
- Climate change
- Strong economic growth in China and India
- A desire for both continued economic development and increasing quality of life

All of these are factors that motivate the market change.

In addition, public policy efforts at local, state, and federal levels have increasingly focused on the concept of the 'triple bottom-line' (consideration of economic, environmental, and social concerns and impacts in setting public policy) and development of more sustainable practices and policies.

Several trends in transit operations suggest emerging challenges:

1. The increases in transit demand are creating service capacity issues.
2. Fuel and other service cost increases are forcing a reduction in existing transit service levels.
3. Relatively flat growth in existing revenue sources and general resistance to increasing existing or developing new public sector revenue sources constrain transit districts' ability to respond.

How LTD responds to these challenges will determine the District's ability to adapt to and take full advantage of the opportunities that result from the progression and interplay of the broad set of factors listed above.

The first attachment provides a proposal for an LTD vision based on the visioning survey conducted over the past two weeks as well as a summary of the survey results. The second attachment is an accumulation of the responses to the visioning survey, provided for further reading.

The vision narrative in the first attachment suggests what LTD might look like in 20-30 years as an organization that has overcome many of the challenges outlined above. This narrative is intended to serve as a starting point for the Board's discussion. The narrative reflects a number of actions that are likely to be required to address the issues above. The Board's discussion may identify additional elements of the vision narrative and actions needed to achieve those elements. The discussion should be focused to provide direction and priorities for strategic actions by the District.

2009 State Legislative Session LTD Priority Requests

Prepared by Assistant General Manager Stefano Viggiano
November 30, 2007

1. Elderly and Disabled Transportation

The highest priority funding request for LTD and for the Oregon Transportation Association (OTA) is to obtain additional funding to meet the growing demand for and cost of paratransit service for elderly and disabled persons. The attached document provides background on this issue.

Key Questions:

- How can elderly and disabled funding be incorporated into the broader transportation funding package that is being prepared for the 2009 session?
- What is the funding source?

2. Third EmX Corridor Matching Funds

While federal funds are expected to continue to pay for a majority of the cost of EmX system development, they need to be matched with local funds. LTD was very fortunate in limiting the local match on the first two EmX corridors to 20 percent of the project cost, which is the minimum match requirement. A more typical local match requirement for fixed-guideway projects is 40 percent, and LTD has assumed this 40 percent match requirement in the long-range planning for the third EmX corridor. In order to limit the impact on service, LTD seeks (and has assumed in the long-range plan) that the local match is obtained from sources other than a transfer from the LTD General Fund.

LTD intends to request local matching funds from the State. The most likely source of these funds is lottery revenue, which is intended to assist with economic development. In the 2007 session, TriMet was able to secure \$250 million in lottery funds for light rail expansion and an additional \$45 million for expansion of the streetcar line.

3. Signal Priority Legislation

LTD seeks to change the law regulating bus transit signal priority to provide greater flexibility in the implementation of transit priority. Currently, the law allows bus transit to extend the signal green time or shorten other phases so that the green light appears sooner. However, the law does not allow for the sequence of a signal phase to be altered. Thus, if a bus arrives at a signal just after the point where it can be inserted into the phase, the bus must wait for the entire phase sequence to cycle before receiving a green light.

Allowing interruption of phase, the signal phasing sequence would reduce transit travel time but not necessarily increase delay for other vehicles. As with all signal priority, the ultimate implementation decision rests with the agency (city, county, or state) that has jurisdiction for the signal, ensuring that traffic concerns are considered.

4. Employer Notification

Earlier this year, LTD learned that an LTD bus operator had pled guilty to possession of child pornography a year earlier, and had been restricted from having contact with minors. Clearly, it is impossible to be a bus operator and not have contact with children. In investigating this issue, LTD learned that there is no formal employer notification process in these types of situations.

This employer notification issue is broader than LTD. The Ulum Group, representing LTD, has been in contact with the Association of Oregon Counties (AOC) and the League of Oregon Cities (LOC) to determine if there is interest in submitting a bill that would require notification to public agencies in certain circumstances. It is not known if the AOC and/or LOC will take on this issue. If they do not, it is unlikely that LTD would pursue the legislation independently. Instead, LTD would work with the local courts to establish a notification procedure.

DRAFT LIST

POSSIBLE AGENDA ITEMS FOR FALL 2007 BOARD STRATEGIC PLANNING WORK SESSION

1. How to respond to individual Board members' operational or policy suggestions
 - a. In committee?
 - b. Take to full Board as report or recommendation?
 - c. Board member able to speak to the issue?
2. Board member's suggestion for comprehensive morale survey
3. Board member's suggestion that Board members job shadow employees
- 4.

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- 9:00 Visioning Exercise (with mid-morning break)
- Noon Working lunch (continue with visioning exercise)
- 1:15 Strategic Plan/Brand Plan (with Anne Marie Levis)
- 2:15 Break
- 2:30 Review of Long-Range Financial Plan/Service Increase
- 3:30 Succession Planning
- 4:15 Funding Issues (Including 2008 United Front)
- 4:45 Wrap-Up

Elderly and Disabled Transit

Background

LTD provides both fixed-route service and demand-response or paratransit service. Fixed-route service consists of the scheduled bus system that most of the community recognizes as public transportation.

Paratransit provides transportation options for those unable to access the fixed-route system due to a disability. It primarily serves older adults and people with disabilities throughout Lane County. It is often referred to as E & D service for “elderly and disabled.”



Access to complementary paratransit service that is equivalent to fixed-route service is a requirement of the federal Americans with Disabilities Act (ADA).

Lane Transit District provides paratransit services through several different programs and through collaborative agreements with a variety of human service agencies. These services are offered under LTD's *RideSource* program:

- *RideSource* curb-to-curb transportation is for those unable to use regular bus service because of a disabling condition.
- *RideSource* Shopper is a once-a-week shopping service that provides transportation for grocery shopping on a regularly scheduled neighborhood route.
- *RideSource* Escort is a door-to-door, volunteer-based service for people who need more help than the regular *RideSource* curb-to-curb service offers. This service is available primarily for medical appointments and extends into the rural areas of the county.

Future Demand

Oregon's senior population is growing rapidly. Within the next decade 15 percent of Oregon's total population will be older than age 65, as compared with 12 percent in 2005. By 2025, one out of every five Oregonians will be older than age 65.

Last year, *RideSource* trips increased by more than 9.4 percent, a trend that is expected to continue. Without additional state support, LTD will be unable to meet the rising demand without making cuts to fixed-route service.

Cost

Paratransit rides generally cost nearly seven times that of fixed route. A curb-to-curb ride provided through *RideSource* using a paid driver costs on average \$23.50 per one-way trip, as compared with \$3.50 per ride on the fixed-route system. On fixed route, additional trips can be added at no cost until the capacity of the vehicle is reached, while on paratransit, trips are individualized. Even with efforts to group trips and to coordinate services, only two or three trips can be provided per service hour. Trips are also taking longer, compounding the issue of decreased productivity.

Revenue

In Fiscal Year 2007, the tobacco tax is expected to generate approximately \$572,000 for LTD's ADA paratransit service, while the LTD General Fund contribution to the service is budgeted at \$1,935,000. Over the years, the LTD contribution has increased substantially while the tobacco tax revenues have stayed flat.

**Accessible Service Funding
FY 1987, FY 1997, FY 2007**

	1986-87	1996-97	2007-08 (est.)
Tobacco Tax	\$271,395	\$373,772	\$571,710
LTD General Fund	\$0	\$572,036	\$1,934,530

Cost Saving Efforts

LTD encourages all passengers to utilize fixed-route service whenever possible. This reduces costs for LTD and provides greater mobility for users. Screening for RideSource and other services is based on the inability to use a more cost-effective mode of travel. LTD has been innovative in developing programs that help Lane County residents access the fixed-route system:

- **Bus Buddy Program:** A one-on-one orientation and training program for seniors.
- **Lift-Use Training:** Operators train passengers with mobility devices to get on and off the bus using the lift.
- **Transit Host Program:** Provides staff at the Eugene Station to facilitate transfers between buses for people with disabilities. Transit hosts also provide general assistance and information to all passengers.
- **One-on-One Individualized Training:** Provides specialized bus training for people with severe or multiple disabilities.
- **Hailing Kits:** Assists people with visual disabilities to communicate with operators as to what bus they are waiting for or what destination they are traveling.



Solution

During the 2007 legislative session LTD worked with the Oregon Transit Association to successfully attach a note to the Department of Human Services budget that directs “the Departments of Human Services and Transportation to work together to investigate sources of new revenue to enhance funding for elderly and disabled transportation services, with consideration for both urban

and rural Oregon. The departments shall report their findings to the Department of Administrative Services, Budget and Management Division, and the Legislative Fiscal Office prior to the 2009 legislative session.”

LTD is working closely with the Department of Human Services and the Oregon Department of Transportation to move this budget note into fruition and present a viable funding option to the legislature in 2009.

Q:\Reference\Board Packet\2007\11\Strategic Planning 11-30-07\E&D funding 10-07.doc

Franklin Boulevard Redesign

Prepared by Assistant General Manager Stefano Viggiano
November 30, 2007

Franklin Boulevard is a key transportation link that connects Eugene and Springfield and serves the University of Oregon and other key activity centers. It also acts as a primary visitor entrance into Eugene and Springfield.

Project Scope

This project involves the redesign and reconstruction of Franklin Boulevard between the Springfield Bridge and the Ferry Street Bridge (note that Franklin becomes Broadway west of Hilyard Street). Elements of the redesign include the following:

- Consideration of a multi-way boulevard in certain sections
- Creation of wider sidewalks to enhance pedestrian movement
- Addition of bike lanes
- Installation of double EmX lanes between the Springfield Bridge and 11th and Franklin
- Improved aesthetics (landscaping, undergrounding of utilities)

Benefits of the Franklin Redesign

A redesign of Franklin Boulevard can provide a number of benefits to the community. The project will support economic development efforts, improve the mobility for all modes of transportation, address safety concerns, and beautify a major entrance into our community.

Support for Economic Development

While there is potential for redevelopment along the entire length of this section of Franklin Boulevard, there are several major redevelopment efforts currently underway:

- **Glenwood Redevelopment:** Glenwood is viewed as a key redevelopment opportunity in the Eugene-Springfield area. A redesigned Franklin Boulevard is a critical element in plans to redevelop Glenwood. Franklin Boulevard through Glenwood does not have continuous sidewalks, bike lanes, or EmX lanes, all of which would benefit new development. In addition, a multi-way boulevard concept could be used in this section, especially for development on the north side of Franklin.
- **Walnut Station Mixed-Use Area:** The City of Eugene has identified the area near the Walnut EmX Station as a priority mixed-use area. There is considerable redevelopment potential in this area, with several vacant or underused parcels of land. Planning efforts for the mixed-use area have been underway for two years. Improvements to Franklin Boulevard can make this area more pedestrian friendly, which is a key element in making a mixed-use area successful.

- UO Arena: The University of Oregon is expected to pursue construction of a new university arena to be located southwest of the Franklin and Villard intersection (the former site of William's Bakery). The arena would replace Mac Court as the home of the University's basketball teams. It would also be a key venue for other events. Franklin Boulevard is the key transportation facility serving the new arena.
- EWEB/Federal Courthouse: The new Federal Courthouse and the Eugene Water and Electric Board property are very close to downtown Eugene, but difficult to access due to the barrier created by Broadway where it joins the Ferry Street on-ramps and 6th/7th Avenues. The new Federal Courthouse has the potential to encourage nearby redevelopment. EWEB is planning to relocate, making its large tract of riverfront property available for redevelopment. A redesign of Broadway (which is part of this project) would greatly improve access to this riverfront area and support the redevelopment.

Improved Mobility

The current design of Franklin Boulevard works fairly well for automobile use and has some transit improvements, but is woefully lacking in accommodating other transportation modes. The proposed redesign would significantly improve facilities for alternative transportation modes, while continuing to provide for convenient auto access and use.

- Pedestrian Facilities: There are many sections of Franklin Boulevard that do not have sidewalks, and the sections that have sidewalks are often of minimal width and adjacent to traffic. The Franklin Boulevard reconstruction would create continuous sidewalks along the length of the corridor; the sidewalks would be wider than minimum width and designed to provide for a comfortable pedestrian environment, including a separation from higher-speed traffic. The project could also realign offset intersections across Franklin Boulevard, creating more opportunities to cross the street safely. Pedestrian facilities are especially important, given the current high pedestrian use in some areas, such as the University, and the expected high pedestrian use in the redeveloped areas.
- Bicycle Facilities: There are very few sections of Franklin Boulevard that have bicycle lanes. While there is a parallel bicycle facility in certain parts of the corridor, it is not continuous and is not close enough to serve destinations on Franklin. This project would create a safe, convenient, and continuous bicycle facility along Franklin Boulevard.
- Transit (EmX) Facilities: LTD's first EmX line is located on Franklin Boulevard. The new service has been very well received by the public and has had exceptional ridership. EmX facilities along Franklin Boulevard consist of a combination of double EmX lanes, single (bi-directional) EmX lanes, and travel in mixed traffic (mostly in Glenwood). The single, bi-directional lanes create some delay when an EmX vehicle must wait for a vehicle traveling in the opposite direction to clear the single-lane section. This problem will become more significant if the service frequency increases. The mixed-traffic sections have the potential for delay from traffic congestion, which will become a bigger problem as the community grows and as this corridor redevelops. The Franklin Boulevard project would include double EmX lanes along Franklin.

- **Automobile Facilities:** Franklin Boulevard generally works well for automobile trips along the corridor. The Franklin Boulevard redesign will attempt to retain existing traffic capacity, while also improving automobile access to development along the corridor. One method to accomplish this is a multi-way boulevard, which separates through-traffic flow from traffic that is accessing businesses.

Improved Safety

The new bicycle and pedestrian facilities constructed as part of the Franklin Boulevard project would greatly improve the safety of users of those modes of travel. In addition, the project will create more pedestrian crossing opportunities, which will eliminate some of the mid-block crossings that are pervasive near the University of Oregon. The realignment of off-set intersections crossing Franklin will also improve automobile safety.

Improved Aesthetics

Franklin Boulevard is not only a heavily used transportation corridor linking Eugene and Springfield, it is a primary entrance into the community for visitors. The Franklin Boulevard and Glenwood Boulevard exits from Interstate 5 route automobiles onto Franklin Boulevard. Virtually every visitor to the University of Oregon uses Franklin Boulevard to access the campus. This project would include the addition of landscaping and undergrounding the above-ground utilities on the corridor, which would improve the aesthetics of Franklin Boulevard. The project would also include improved signage and consistent and attractive street lighting.

Potential Participating Agencies

- City of Eugene
- City of Springfield
- Lane County
- Lane Transit District
- Oregon Department of Transportation
- University of Oregon
- Eugene Water and Electric Board

Cost/Funding

It is very difficult to estimate a cost at this preliminary stage of discussion; however, it is safe to say that this will be an expensive project. There are some potential funding sources. Federal sources, including the Federal Transit Administration (FTA) and the Federal Highway Administration, could help fund portions of the project. Given the size of the project, this federal request would most appropriately be made as part of reauthorization of the transportation bill. State funding for economic development, perhaps using lottery funds, is another option.

Cumulative Responses to LTD 2008 Visioning Survey

Prepared by Director of Planning and Development Tom Schwetz
November 30, 2007

Vision 2008 – Questions to Ponder:

1. What is your vision of the region in 20 to 30 years? What are the characteristics of the community that will define us? How does the Lane Transit District fit into that vision?

The region in 20 years would have two strong, attractive, and viable downtowns and other vibrant mixed-use centers located throughout the community. Land uses would be mixed and with higher density than exists today. Attractive open space would be strategically located. Rural communities would provide for residents' day to day needs and have efficient transportation options connecting them to the Eugene-Springfield area. The air and water are clean, and we are a "carbon-neutral" community.

The transit system to serve the community system would be built around EmX. The EmX service would be in exclusive lanes and use sleek, non-polluting buses (technology to be determined). Attractive EmX stations would be located in mixed use areas and other residential and employment centers. Small neighborhood connector buses would serve the areas not served directly by EmX, connecting residents with neighborhood destinations and the EmX service.

The strange mix of dense housing developments butting up against farmland will intensify, particularly to the north and west of Eugene. Air pollution controls will prohibit the use of personal vehicles propelled by fossil fuels. Telecommuting both for higher education and work will be widely accepted and encouraged for the work that can accommodate that method. Health care will be universal. Homelessness will be nonexistent. Public transportation will carry a majority of the travel trips within the service area.

I believe the growth of this region will continue to grow in the coming years provided there are enough businesses to provide jobs. Lane Transit District will need to continue to look at expanding and/or adjust bus service to those areas of growth. As fuel prices continue to rise, the general public will continue to look for alternative methods of transportation.

There will be more Spanish-speaking residents and many second-generation residents. The community will be focusing on many green and sustainable initiatives and we will still have a desirable quality of life that attracts retirees, and retiring baby boomers will stay in the area. We will be struggling to diversify business and industrial employment (still). Some traffic areas will be clogged during peak travel times, and beyond. EmX will be an established way of transporting commuters in certain areas and LTD will be struggling with right-of-way issues on the most clogged corridors in order to develop future EmX routes. Downtown Eugene will still be basically a banking and restaurant area, although more residential buildings will attract some small shops catering to the downtown residents.

Keep in mind that, in 1981 there were hard times in the region which affected our ability to see the future. In the future, Springfield urban growth boundary will be expanded to the southeast. Jasper and Natron will be developed in a more traditional way - employment and residential centers but not necessarily mixed use. The Glenwood waterfront will be developed with the conference center in Glenwood. Eugene will expand west to the urban growth boundary but not beyond. They are going for the vision of a high quality college town. Transportation to and from outlying communities will be dynamic. LTD will connect the County. Commuter rail will not yet be viable. Expect 10,000 people in Creswell and 25 to 30,000 people in Cottage Grove. We won't grow out to Corvallis, there will still be greenways.

Population will continue to grow-small cities will get larger and there will be more intercity commuting. Congestion will be a big issue. LTD can moderate this through both transit service and computer solutions program strategies. LTD will provide some level of connections countywide.

Major growth will continue along I-5 Corridor – but not as high here as north or south of us. We need to carefully manage that growth and transit needs to be at the forefront rather than playing catch-up. An integrated development process between land use and transit. Roads will still be important but not the solution. Neighborhood circulators needed. Generally, we'll need to expand the types of service we provide – commuter service, circulators, new hubs (W. 11th, River Road, Thurston, Gateway, etc.)

In the face of higher travel costs (gas) and climate concerns, community will demand increase in amount of transit service as a sustainability measure.

EmX will be built out. We need to remain open to triggers to move to more exclusive right-of-way. Gateway Street is very fluid - it will change. Employment Center service will be more important. Congestion will have to get a lot worse to

see dramatic change-a long wait. People will come from larger areas not smaller areas. They will be more sophisticated. EmX will make compelling sense to them. LTD's role is to do what works. The business community will remain very important given the continued role of the payroll tax. LTD needs to never stop making the case for transit

The region will grow significantly in the next 20 -30 years. If current zoning and growth attitudes continue the growth will primarily be in Springfield and other outlying areas including Veneta, JC and others. The ideal vision is that land use policy and zoning are changed including expanding the urban growth boundary to accommodate a more compact growth pattern while still making housing in the urban core affordable. LTD must be prepared to look at more commuter oriented service that would be required to accommodate growth in the outlying areas.

The region is poised for economic growth. Economic diversity coming from high tech brings strength and resilience. Diversity also comes from demographics a blend of people will bring strength and resilience to the region. Urban growth boundary expansion will be seen in Springfield. Growth will bring sophistication in Springfield. There will be a heavy commute from small cities and congestion will increase.

Veneta has grown in residential development and we're gearing up to be the service center for the Fern Ridge area (employment, commercial growth). We also expect to take advantage of opportunities stemming from Junction City's growth. LTD will play a big part of a countywide transit service. Rail is unlikely and too far out into the future, so it will be bus lines; maybe EmX.

I expect Lane County to continue to grow, steadily but not spectacularly, over the next two or three decades. My hope is that we will have a diversified range of jobs and economic opportunities, without excessive reliance on any particular industry. I hope we will have a range of housing to accommodate people of various ages, incomes and family status. I expect that we will continue to respect and protect the natural environment but that we will also continue to find ways to provide for the recreational, cultural, social and economic needs of our growing population. I expect the University of Oregon to continue to play a major role, but I also expect a growing share of the population to be seniors, particularly retired people.

I envision an integrated public transit system that links up with all places people would travel, including schools, airports, hospitals, etc. The system would be very frequent (at least 10 minute intervals) and continuous, and provide higher speed services directly to key stops. In 20 years (hopefully sooner) people in our district would only own a car/truck if they had a business purpose (deliver

service, contractor) and would otherwise use public transit for all their needs. Our community would continue to grow the green theme, and become a national leader in low energy homes and services. LTD would be seen as a national leader in designing and implementing services for a community that is totally green.

We're hoping EmX plays a role in connecting major routes in the region. The region is going through a transition which will increase ridership on transit. Mixed-use and transit need to work better together. Transit needs to accommodate bikes better and neighborhood connectors need to be implemented. We will continue to be a very vital and vigorous university town. Ultimately that's who we are. There will be a center of health care and education and research brought about by a partnership between the University and the regional health care system.

2. Within that timeframe, what are the things that are inevitable? What are the trends and changes over which we have little control?

Gas prices, population, and traffic congestion will continue to increase. Rural communities will grow at a faster rate than the urban areas. Technological changes will be unpredictable.

Highway 126 will be widened from Florence to Sisters, despite the environmental challenges. LTD's service district will include all of Lane County. The entire service district will be served by EmX. The number of residents 65 and older will increase by 50% while the number of younger workers available to replace them in the workforce will increase only 10%. Businesses of all types will be challenged to find new ways to provide products and services with fewer workers. Social service providers, including health care, will be the growth sector of the economy while retail and personal transportation decline.

We have little control over the amount of population growth and to some degree, where that growth will happen. LTD will have some influence over how those area infrastructures are and should be participative during the design process.

Boomers will retire; traffic will increase; Oregonians will still be opposed to additional taxes.

Success will be in attracting talent. Jobs will be mobile and we'll need to continue to make the area attractive to people. People will be attracted to areas where they can live their "larger lives". Differentiating this area from

other places in the Northwest will be important. There will be no more "captured" work force. Who is going to transform us? Are we a global player? If not, we'll be left behind.

There will definitely be an aging population. This raises issues for funding for paratransit. Increases in pollution and congestion - need to reduce cars on the road, as well change our vehicle technology. The instability of oil supply is another inevitability. LTD will need to protect itself through the use of alternative fuels and new vehicle technologies. Our current oil-based cost structure will be a constraint to our ability to serve the region. We'll need to be looking at electric and/or hydrogen fuel sources.

A highly educated elderly – sophisticated travelers – we'll need to provide the capacity and increase the quality of service. Service needs will change. There will be demands for amenities, interconnectivity, service for diverse set of trip types (medical, shopping, as well as commute).

Inevitable are that housing in the metro area will continue to be expensive pushing growth outward and that traffic volumes will increase. LTD can only be at the table and be active in urban planning decisions and policies that lead to poor transportation planning.

It may be longer-term but there will be alternative fuels. Growth may be disbursed in the region. Greenhouse Gas emissions will increase in global warming will be a major issue. There will be a crisis in oil supply. All of these factors point to a critical mass for transit demand taking us to a new level.

There will be demographic shifts. We expect younger families in Veneta. Increasing transportation costs are a key factor-that's why a mass transit is so attractive in the future.

The aging population is a demographic fact of life which will affect all communities in the United States. The environmental imperatives will also continue to increase as a matter of local, national and global policy. Rising oil prices are likely to continue well into the future, eventually resulting in a transition to other energy sources, particularly for transportation purposes.

It is inevitable that population will grow, and that (after a period of denial) this community will stop fighting progressive transportation and embrace it. The cost of fossil fuels will make owning/operating a personal vehicle cost prohibited. We have little control over whether the cost of fossil fuels goes up, but we have significant involvement in crafting the changes needed to address this. If LTD

can provide reliable and frequent service to most places people need to travel, we will have significant control of our destiny. This, combined with LTD's reputation for innovative services, will put us in a key place to receive state and federal funds.

Climate change will be an issue though we don't know what it will mean specifically for this region. Aging population will have a ripple effect regarding access to affordable housing as older people will be holding on to their homes longer. The cost and provision of healthcare will be a major issue. Water scarcity in other parts of the country will mean that people will be headed our way.

3. What are the barriers to achieving your vision? What will be the barriers facing the Transit District as part of that future?

Land use decisions will need to be consistent with the goal of providing higher-density, mixed use development. Efforts will need to be made, and public dollars invested, to redevelop the downtown areas.

The barriers to LTD developing the EmX system are financial and political. There will need to be strong political will to build the system that can offset opposition from impacted properties and businesses. There will also need to be a funding stream to build the system and reliable funding to operate it.

Technology. Environmental regulations, including those about wetlands. Public transportation making the jump from infrastructure requirement to preferred mode. (Fuel prices and regulation will help, but attitudes will have to change, too.)

Predicting the future can be a very unpredictable process for your own goals in life. There are many factors which can change or influence how growth or lack of growth occurs. Some of the factors could be economical, good paying jobs, lack of quality community infrastructure, reputable schools, etc. Funding will always be a barrier facing the District. The uncertainty of supporting the existing programs is a barrier as well as the difficulty of securing adequate funding for future expansion of service.

I wrote about my "vision of" the future (what I think realistically); not my "vision for" the future (what I would like to see). Maybe that was wrong. The barriers facing LTD will be financial for the most part (not enough money to accomplish

the things that would make LTD the most effective partner in traffic mitigation). LTD also will be struggling with right-of-way issues.

We are more depression proof now. But, we need to do more than stand around and watch. A decade-long deep depression in the economy would be an obvious barrier. Oregon will fall behind if we continue a low investment in education. Public infrastructure is another potential barrier given the poor condition and backlogs that exist. Eugene does not seem to have the political capital to address this. Lane County won't be a player as it cannot seem to get things done.

Economic barrier- will funds be there for new technology? Another barrier will be the political will to invest in transit - we can't do what we can't fund.

Funding problems – reductions in service in short-run because costs outstrip revenue – can't sustain existing levels of service under current funding regime. General unwillingness to raise taxes/funding for public agencies will be a real challenge. Inability to develop capacity could make us either irrelevant or part of the dysfunction.

Barriers are continued political decisions that force growth and affordable housing in to the outlying areas. Accommodating service demands in an expanding service area.

There are geographic barriers-no grid, Rivers to Cross. Inability to reach agreement on a regional vision is also a barrier. We need to secure a funding base if we are to serve the increase in demand. Redistribute funding base to better serve the needs of regional transportation and transit.

We understand that Eugene is trying to solve their own internal issues. However we asked to be included in their conversations. It can be expected that Eugene will limit its growth to its current urban growth boundary. This leads to a strong potential for Veneta growth which will be constrained by the costs of improvements to Highway 126.

Highway 126 capacity constraints are a major barrier. We can't sustain this area's growth without solving the transportation connection between Veneta and the Eugene-Springfield area. We've been working on this issue since 1989 found no solutions from a road building standpoint. Mass transit could be a critical part of the solution.

Economic prosperity will continue to be subject to global competition and domestic regulations, particularly land use, which can adversely affect our ability to attract and retain jobs and investment. A successful transit district helps us remain attractive in this regard which in turn helps generate demand for the services the transit district provides.

The barriers to this vision are mostly short term ones. They include money and the ability to have local and national leaders reach agreement on a common vision. I believe as fuel and resources become scarcer, the community will push for significant development of the public transit system. LTD can play a leadership role in bring parties together.

Challenges as to how the region grows. We need to be smart about our growth. Our biggest barrier is learning how to grow up and achieve real urban densities. That is a hard transition for people to make.

4. What are the great opportunities that can be expected? What does the Transit District need to do to grasp those opportunities?

Transit is an efficient transportation choice that supports goals to reduce energy consumption, land consumption, and the community's carbon footprint. Since those are important community goals, there is a great opportunity to create policies and funding that supports transit. The "green" movement, in particular, is creating a great deal of interest and support. Tying transit to strategies supporting sustainable communities is a key opportunity, especially in Eugene.

Connecting communities within the service area. Connecting people to other service areas. Reversing the effects of global warming.

The changing patterns of our local communities present great opportunities to be proactive as a partner and having transit issues put on the table and designed into the growth process. The District can continue to be involved with the various community chambers and leaders and continue to be a leader and partner in the local communities. I believe by continuing to lead by example, continue to conduct business as our mission statement states of enhancing the community's quality of life by providing safe, reliable transportation.

LTD's employee make-up will change drastically and technology advances will continue to change the way we can do business. These can lead to exciting (or at least interesting) changes for future planning. As transit systems across the

nation work toward similar goals, LTD needs to find more ways to work with other systems for economies of scale (as with Cleveland on the EmX buses).

The future is bright. Our governments need to be open. There will be a medical cluster here in the region brought about by River Bend. More white collar growth. Global warming will not have a big impact here.

New technologies will bring opportunities. We need to plan economically to invest in these. We will need to convince the community that transit is a viable alternative. We can affect the whole County. We could be providing a lot more service if there was community support for it (e.g., Florence issue). Creswell Council had to take the lead to get transit service introduced down there. It took local leadership. At that time the community need was tangible. This was needed to secure the political will to counter the knee-jerk reaction to the increased taxes needed to meet the community need.

Technologies that are not yet available (fuel and vehicle technologies, information technologies). We need to be aggressive in the adoption of these technologies. Growth in the demand for transit service is another opportunity we have. But we need to achieve the integration of land use and transit planning. We're not yet properly "positioned" to take advantage of this opportunity.

There will be a growing demand for LTD services. Ensuring that it has the financial means to accommodate the demand will be LTD's challenge.

Research is an area where we've got resources to play a role. System Development Charges for transit. ODOT needs to be a more effective and substantive supporter of public transit.

Rising fuel costs, while increasing the district's operating costs, will make transit more attractive vis-à-vis automobile transportation. Capitalizing on this advantage will require additional revenues, however, since passenger fares alone are almost insignificant as a percentage of costs. The district also needs to be flexible in its ability to adjust routes (particularly for BRT) to reflect changing demand patterns. In particular, the extent to which seniors will broadly rely on transit as a major transportation mode (i.e., not just low income seniors) remains problematic but will be an important function in the future of transit.

This vision of reduced resources creates the ideal opportunity to expand public transit in new and comprehensive ways. LTD needs to be prepared with executive leaders who can grasp a new vision and look for consensus from the community. Healthy relationships need to exist with state and federal partners.

LTD has a great opportunity in connecting the region together. Might there be a rail components? Potential to transition MX lines to light rail might be an opportunity. Sustainable economic development and health care are opportunities for the region to be on the front edge of these quality-of-life factors. We can lead this effort and responsible way. There needs to be a political commitment to support those who look for sustainable practice and are attracted to the community because of that. As we grow new population may shift us (from our hippie roots).

5. What are the most important lessons we have learned over the last few years?

That the community responds to an EmX-type service – something about it resonates and encourages ridership. That LTD needs to be an active player in community land use decision-making. That we need increased funding to achieve the vision for transit.

Major change always takes longer to effect than planned. Outsourcing can be the smarter option for a wide range of services. The greater the potential gain, the greater the risk. Under promise, over deliver.

I believe we have learned the importance of involving the community during the design and implementation process. It helps keep the public informed and buy into the projects. We also have learned the value of combining innovative but test proven equipment. There is a value of gathering information, and evaluating this information from some of the larger transit properties which is very helpful during the decision process.

We take on bigger challenges than we have money or staffing to handle. Oh, wait, I don't think we've learned this lesson.

LTD leadership has learned to make the case even though it may require going out on a limb (EmX service). We've learned to anticipate the needs that are coming (like River Bend) and respond. For example Junction City is in need we can anticipate what the coming prison in hospital development.

The last thing we want is to be in a position to County is currently - having to have the "sky is falling" conversation with the community.

It pays to work closely with stakeholders to accomplish District initiatives. Demand outstrips our ability to provide service to meet the demand. There needs to be more money if we are to continue meeting demand.

How we had to cut service in the recession is a lesson we should learn from. We need reserves to stabilize a level of service over a five-year period-a contingency is needed.

To thrive, transit needs to compete on the basis of convenience, not just cost. The disconnect between fares and costs makes transit service less responsive to demand.

We have learned lessons about how important it is to keep a community focus on the long term through our work with EmX. If the major community partners are not aligned the vision can become under attack, which will require us to compromise on our needs. I believe we are currently learning that we need to pay attention to and invest in our workforce. Efforts like the Looking to the Future Plan and the Diversity Council are headed in the right direction.

We are always learning. Eugene and Springfield are different. Springfield's role will grow stronger. Shifts may occur in Springfield due to its growth. The question is how do we take our strengths and collectively move forward?

6. What are the most important decisions that need to be made about the future of the region? What is the Transit District's role in making those decisions? What will keep the District from fulfilling that role?

The most important decisions facing our community are those that define land use patterns. Those decisions have very long-lasting impact. LTD needs to support decisions that create compact growth and that encourage downtown development. Our unwillingness to be active and get involved would keep us from fulfilling that role.

We need a unified regional vision. Achieving one will be a huge challenge. LTD needs to be at the table for all conversations about the future. Land use and environmental regulations will probably need to change. The public debate could result in more WEP-like outcomes.

I believe the growth patterns and the development of boundaries for any future population growth are very important. The District has to continue to play an active, visual role in all of the transportation needs of these community projects.

Funding will always be a factor in accomplishing these goals. There are good years and there are down years.

We can't build our way out of congestion. TDM services can help and we are leaders in that area. Public transit needs to be a big part of the solution as the County grows. We're the alternative to more concrete. We are the sustainable alternative.

Developing a strategy to talk with neighborhoods, businesses, and economic partners. What are we going to do to solve the funding problems, overcome the barriers to making transit a more relevant tool for solving future problems.

How will growth take place and where? LTD needs to be at the table to ensure that we are planning our service accordingly. Political decisions that are not transit friendly or make unrealistic expectations on transit.

We need to be thinking far in advance. Short-term thinking will be too shortsighted to solve problems we face in the future.

Where are the growth centers going to be? Transit needs to be integrated into the land development process. Right now we are an afterthought.

Leave a legacy. Part of a team that's made a difference. Realize that it's not always the big things—we are excellent at institutionalizing good operational practices. Innovation can come in small things. Convey a positive attitude a personal passion about what you're doing. That's an organizational strength.

Land use decisions will be critical for the future growth of transit. The transit district has the opportunity to help inform and shape those decisions. Particularly as we move more toward BRT and perhaps even light rail (although I'm not convinced that will be the natural evolution) it will be critical that land use and development decisions take transit planning—like transportation planning generally—into accounting up front, rather than attempting to add it later as an afterthought.

This region needs to decide whether it will be a leader in the movement toward reduced fossil fuels and enhanced public transportation, or a follower. If a leader, community members must develop a more cohesive and less confrontive style of working together. LTD should be part of the policy making process. Lack of resources to staff these roles, or to adequately meet our commitments on major projects or initiatives will keep us from fulfilling that role.

7. What do you want to achieve as a leader with the Transit District?

Help achieve this vision.

I would like to achieve success by guiding the department to work towards the goals of the mission statement of providing efficient, safe, reliable public transportation.

I want to retire and read about all LTD's successes in the paper. And ride EmX all over town. ☺

LTD needs to be perceived as an efficient, competent and ethical organization. If we can operate in this manner our road will be easier in all we try to do.

We need to begin to be the primary catalyst for a broader conversation in the community about transit and community development. Businesses, local citizenry, government partners - we need a long-range vision to meet the funding challenges. Not doing this could make the District functionally irrelevant; which could cripple our community for generations.

We need to make the case, frame the conversation - the community needs to understand the implications of a number of trends the District is facing (increased demand and service costs outstripping revenue growth). This is an immediate problem with long-term implications.

I'm not quite sure what this question means, but my goal is to continue to work with LTD to help encourage the coordination of transit planning and services with economic development specifically and, more broadly, with the balanced growth and continued success of our community. In addition, I intend to continue to support the funding of and further growth of transit as an important contribution to our economic success and quality of life.

I want to be part of moving the district into the future. For me that means helping to create a flexible and talented work force, and designing policies and programs that attract and retain the talent pool needed. I would also like to be involved with the policy decisions.

LTD United Front Requests: 2008

Prepared by Assistant General Manager Stefano Viggiano
November 30, 2007

□ Additional EmX Vehicle

Amount Requested: \$1 million
Suggested Funding Source: FTA 5309 Bus and Bus Discretionary

Justification:

The Franklin EmX, LTD's first bus rapid transit line, has been extremely successful, with ridership after just a few months exceeding 20-year projections. On a typical weekday, more than 5,600 boardings occur on the four-mile route. This is nearly a 90 percent increase as compared to the conventional bus service that EmX replaced. While there are a number of factors that contribute to the success of the EmX service, the 10-minute weekday service frequency and the reliability of the service are considered key factors. An additional spare EmX vehicle is needed to ensure that 10-minute frequency is maintained and that the EmX schedule is reliable.

There are currently six EmX vehicles: four vehicles are needed to provide the 10-minute service, leaving two vehicles to serve as spares. As originally planned, the addition of the Pioneer Parkway EmX leg would result in eight vehicles in service and two spare vehicles. While this would normally be an adequate spare ratio, the small number of actual spare buses makes it difficult to guarantee the availability of a spare bus. Due to the unique operating characteristics of EmX, it is not possible to use other LTD buses on the EmX route. If an accident or significant maintenance issue takes an EmX bus out of service for an extended period of time, there would be only one spare available, which could create a problem maintaining service. An additional spare bus would greatly improve the ability to maintain reliable service on the route.

□ West Eugene EmX Environmental Analysis

Amount Requested: \$2 million
Suggested Funding Source: FTA 5309

Justification:

West Eugene has been selected by the Eugene City Council and the LTD Board of Directors as the third EmX line to pursue. This corridor would be an extension of the Franklin EmX line to the west. It would serve an area that is experiencing significant development and has significant transportation challenges.

In FY 2007-08, funds were allocated to conduct an Alternatives Analysis for the West Eugene EmX corridor. The next step in the process is to complete the environmental analysis required by the National Environmental Policy Act. This funding would allow project development to proceed without delay. Specifically, the funding would pay for completion of an Environmental Impact Statement (EIS), including preliminary engineering to approximately 30 percent of design.

□ **Gateway Park & Ride**

Amount Requested: \$2 million

Suggested Funding Source: FTA 5309 Bus and Bus Discretionary

Justification:

Park & Ride lots are an important strategy in LTD's plans to serve the community, and are an integral element of the EmX system. Strategically located Park & Ride lots along EmX corridors can intercept auto trips before they reach the congested city center, offering a connection to a high-quality transit service.

As part of the Pioneer Parkway EmX project, LTD has been investigating options for a Park & Ride facility in the vicinity of Gateway and Beltline. A suitable property that is owned by the Oregon Department of Transportation has been identified and is available. This request would fund the development of that facility.

LTD Surface Transportation Bill Reauthorization Requests Preliminary List

Prepared by Assistant General Manager Stefano Viggiano
November 30, 2007

□ Third EmX Corridor

Amount Requested: To be determined
Suggested Funding Source: FTA Small Starts

LTD seeks to have the third EmX corridor “named” in the reauthorization of the Surface Transportation Bill. It is likely that this corridor will be located in West Eugene, which has been selected by the Eugene City Council and the LTD Board of Directors as the third EmX line to pursue. This corridor would be an extension of the Franklin EmX line to the west and would serve an area that is experiencing significant development and has significant transportation challenges.

Naming the corridor in the bill does not ensure funding. The project will be required to proceed through the Small Starts analysis and be recommended for funding by the Federal Transit Administration (FTA). Having the corridor named in the bill facilitates the eventual funding of the project.

□ Operating Base Renovation and Expansion

Amount Requested: To be determined
Suggested Funding Source: FTA 5309 Bus and Bus Discretionary

The LTD Maintenance and Operations Facility in Glenwood was completed in 1990. The facility houses all maintenance and operational functions for the District as well as the administrative offices. The facility was originally sized for 20 years of growth, and it is rapidly approaching the 20-year time frame. Since the planning and design of the current facility was completed, LTD service has increased approximately 35 percent and ridership has increased approximately 90 percent. In addition, LTD has begun using higher-capacity 60-foot articulated coaches, which were not envisioned when the maintenance facility was designed and constructed.

As a facility approaches 20 years of age, there is also a need for renovation. Many building systems and finishes require upgrades or replacement when they reach 20 years. The renovation allows LTD to implement sustainable construction and operating principles, as has been the District’s practice for all new facility design and construction. The “greening” of the facility will pay dividends both for operating efficiencies and for the impact of the LTD operations on the environment.

LTD is in the process of completing a Master Plan for the Glenwood facility. The Master Plan would estimate space needs for a 20-year period and analyze options to accommodate the growth, including possible phasing of site improvements.

□ **Franklin Boulevard Improvements**

Amount Requested: To be determined

Suggested Funding Source: FTA 5309 Small Starts and potentially other non-transit funding sources

(Please see attached description of the possible Franklin Boulevard project.)

□ **Elderly and Disabled Transportation Funding**

Amount Requested: To be determined

Suggested Funding Source: To be determined

Obtaining additional funding to meet the growing demand and cost of paratransit service for persons with disabilities is a high priority for LTD. Demand and cost for these services have been increasing at a very high rate, and continued increases are expected, given the high numbers of people who are reaching retirement age. LTD's experience is shared by transit systems across the state and across the country.

LTD, in collaboration with other transit systems in the state, is preparing an elderly and disabled (E&D) transportation funding request for the 2009 State Legislative Session. It is recommended that a parallel funding request be made as part of the reauthorization of the federal transportation bill. Note that this would be a national strategy, with funding provided on a formula basis to all transit systems.

Board member Greg Evans has been appointed to the American Public Transportation Association (APTA) Reauthorization Committee. His participation on this committee provides an opportunity to raise this issue with other transit leaders and determine if there is interest in pursuing this possible funding.

The federal government has been moving away from operating subsidies for transit. Federal funding for E&D transportation, which is an operations subsidy, would be going against this trend. However, there are good reasons to pursue the request:

- The requirement to provide curb-to-curb transportation for persons with disabilities is from the Americans with Disabilities Act, a federal law. It would be requested that the federal government fund its mandate.
- SAFETEA-LU, the current transportation bill, added "New Freedom" funding, which is formula funding to transit districts to be used on elderly and disabled transportation. The funding is small (\$55,000 per year for LTD), but does indicate a willingness for Congress to fund elderly and disabled transportation.
- There may be opportunities for non-transit funds, intended to assist with the needs of persons with disabilities, to be used for this transportation service.

SUCCESSION PLANNING

Mark Pangborn
November 30, 2007

1. Board

- a. Issue: During LTD's history, there have been varying levels of interest in serving on the LTD Board of Directors. Some vacant positions have had multiple applicants while others have had one or none. LTD has embarked on a long-term strategy that will require continuity in Board leadership. This means that the Board should do all it can to ensure a broad representation of community interests on the Board.
- b. Options:
 - i. Either establish a Board committee or assign to an existing Board committee responsibility to recruit new Board members.
 - ii. Plan for the Board to spend more time talking to community groups about Board of Director qualifications (neighborhood groups, city councils, service organizations).
 - iii. Get voter registration lists by District and provide names of known community leaders to former Board members for possible recruitment.
 - iv. Consider appointments to the LTD Budget Committee as an opportunity to recruit potential Board members. Board members could take a more active role in mentoring citizen Budget Committee members.
- c. Training of Board members for leadership positions
 - i. Encourage Board members to rotate through Board committee assignments to learn all the different committee agendas.
 - ii. Set up a program of Board officer succession that provides for the vice president to move to the president position on a rotating basis. Also split the public duties of the president and VP such that neither is overburdened with responsibilities.
 - iii. Create an executive committee of Board President, Vice President, and Secretary or Treasurer to set agendas and provide oversight on Board performance.
 - iv. Set up a program in which new Board members are mentored by veteran Board members for the first year of service.
 - v. Provide the standard orientation for new Board members and then, in the first year, arrange for each department director to meet with the new Board member to cover the specifics of his or her respective department (one lunch meeting a month).

2. Staff

- a. Issue: LTD has a number of critical positions that are likely to turn over in the next three to five years. As with the Board of Directors, ensuring

continuity would assist the District in maintaining a consistent long-term strategy critical to LTD's success. At the same time, LTD has committed to a goal of increasing the diversity of the District's management team.

b. Options:

- i. Identify those key/critical positions in the District that have a substantial base of LTD or community-specific knowledge.
- ii. Build a program that provides for a number of options to increase the skill level of current staff.
 1. LEAP: Identify turnover positions and create targeted program to build skill levels to allow for promotions to open positions.
 2. Skill building: Create a program that allows for single-grade positions to expand their skills base and salary potential to meet identified skill set needs at LTD; i.e., in lieu of reclassifications, like transit planners.
- iii. Be cognizant that LTD will need to bring in new employees to increase the skill set in all classifications. It may also be necessary to recruit actively for applicants who would provide more diversity in specific classifications.

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The LTD Way



**Lane Transit District
January 2008**

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The LTD Way

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INTRODUCTION

Lane Transit District plays a key role in maintaining a high quality of life in the Eugene-Springfield metropolitan area and surrounding communities. LTD provides an attractive transportation option that helps the community's transportation network operate more efficiently.

LTD services to the community include:

- The Bus! (fixed route bus service)
- *Breeze* shuttle service
- EmX bus rapid transit service
- Event shuttle service
- Commuter Solutions program (carpool, vanpool, employer programs)
- *RideSource* (demand-response service for people with disabilities)

The LTD Way gives us a basis for who we are and where we want to go. This document includes our Vision Statement, our Mission Statement, our 10 Valued Competencies, the statements that make up the LTD Brand (Our Position, Our Personality, and Our Promise), and our Strategic Goals. Within the six Strategic Goals are short-term and long-term strategies that provide tactical direction to guide the District's activities and programs in order to achieve the desired goals and objectives.

The components of The LTD Way are dynamic and meant to be updated annually.

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VISION STATEMENT

To provide the best transit services imaginable.

MISSION STATEMENT

Our mission is to be a community partner by:

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

THE LTD 10 VALUED COMPETENCIES (version 1.6)

As a company we will never stop improving and searching for ways to provide innovative transportation solutions. We are deeply committed to delivering efficient services that promote the sustainability of our communities. To maintain our commitment, each employee is asked to maintain a high degree of commitment to The LTD 10 Valued Competencies as shown below:

Integrity

Consistently demonstrates the qualities of honesty, sincerity, and truthfulness with all employees and customers, and in all business-related operations. Maintains the highest standard of business and financial ethics consistent with the values of LTD policy and tradition.

Accountability

Accepts responsibility for own actions, decisions, and results, and is willing and able to clearly explain them to others. Shows a high degree of reliability in performing one's work. Demonstrates an attitude of accountability, responsibility, and ownership regarding LTD resources and property.

Personal Growth

Open, willing, and able to learn new things. Promotes personal learning and shows initiative to update individual skills and industry knowledge. Strives to achieve one's potential. Accepts assistance and constructive criticism when appropriate. Promotes organizational learning by sharing productivity and/or industry-related information with others, which helps LTD provide progressive leadership for the District in meeting the community's transportation needs.

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Commitment

Knows and demonstrates support for the LTD Vision and Mission statements. Keeps a “safety awareness” mentality as part of a team effort to help LTD have safe employees, practices, services, vehicles, equipment, and facilities.

Respect

Treats all people with whom they come in contact, including customers and fellow employees, with respect, courtesy, politeness, generosity, compassion, fairness, and dignity.

Appearance & Image

Exhibits professional and personal pride in appearance, demeanor, and attitude; all of which represent LTD’s quality of service to our community. Contributes to the professional atmosphere and appearance of our facilities and services, which makes riding the bus an attractive option.

Teamwork

Willingness and ability to work harmoniously, cooperatively, and effectively with others within each department and throughout the District. Builds and creates an environment of trust among all employees. Is approachable and offers to help others. Able to positively, resourcefully, and light-heartedly adapt to changing or new situations with ease, speed, and efficiency, and conveys this attitude to others.

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Initiative

Work demonstrates in word and performance the characteristics of reliability, dependability, quality, and independence. Ability to recognize potential problems and to think creatively by offering new and constructive suggestions when dealing with a problem or situation, to recommend corrective action, and to carry out a plan of action. Personal actions and drive are consistent with the Vision, Mission, Values, and Guiding Principles of LTD.

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Innovation

Demonstrates willingness and capability to look creatively and positively to the future. Thinks and acts in terms of contributing to the organization as a whole by offering and creating value out of new ideas, new products, new services, or new ways of doing things. Ability to move effectively from innovation to implementation, whether acting as an individual or part of a team.

Communication

Ability to receive, process, and deliver verbal and written information in a logical and concise manner. Actively listens to others. Understands and respects the importance of confidentiality where appropriate. Strives to keep communication positive and informative, and does not spread rumors or gossip. Applies these qualities to internal communications (within LTD) as well as to external communications (interactions with individuals or groups outside of LTD).

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THE LTD BRAND COMPONENTS

The LTD Brand Components are the basis of who we are. It is comprised of the Position, Personality, and Promise of our organization.

OUR POSITION

The Best Way to Connect

It is LTD's essential purpose to provide a service of transporting and connecting people with family, friends, colleagues, work, school, shopping, and entertainment, as well as with other important people, places, or events. Because of the many transportation services we provide, Lane Transit District considers itself to be "**The Best Way to Connect**" throughout our community.

The word and concept "best" has many meanings. When comparing our transportation options to the dependency on the single-use automobile, our services are:

- Better for the environment
- Better for community building
- Better for avoiding traffic and parking frustrations
- Better economically--considering vehicle expenses and parking costs

The word and concept "connect" has many positive connotations, as well. The services LTD provides allow individuals from all walks of life to:

- Connect with their community
- Connect with others
- Connect with themselves (time to relax, dream, read, write, or work)
- Connect with nature and the environment

Our position rationale of "The Best Way to Connect" is achieved by our experience and commitment to Lane Transit District's Vision, Mission, 10 Valued Competencies, and Strategic Goals.

OUR PERSONALITY

Our personality as an organization is the result of the unifying traits of every LTD employee. The words that best represent Our Personality are:

- Caring
- Reliable
- Welcoming
- Capable

These personality traits are the basis for how we work, communicate, interact, and relate with each other, as well as with the public we serve. They also serve as a guide in the development of employee programs, work plans, training materials, and marketing materials.

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OUR PROMISE

The LTD Promise is the standard to which we strive to achieve and is our commitment to the type of experience you can consistently expect from us.

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Based on this, **we promise to do everything possible to give you a great transit (transportation) experience, every time.**

Commented [JS3]: Ditto

This promise applies to your entire experience, including the transportation service provided, the customer service received, and the cleanliness and reliability of our equipment and facilities.

Commented [JS4]: Because if we are direct as above, then for consistency, we should also be direct here (rather than passive voice). Example: "trans service 'we' provided," and, "customer service 'you' received."

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OUR STRATEGIC GOALS

Goals

Six long-term strategic goals have been established to serve as a basis in realizing the components of The LTD Way.

1. Deliver reliable public transportation service.
2. Develop innovative service that reduces dependency on the automobile.
3. Maintain LTD's fiscal integrity.
4. Provide leadership for the community's transportation needs.
5. Develop a supportive workplace that fosters the success of all employees by providing an environment that encourages strong working relationships and offers opportunities to learn and grow.
6. Instill in each employee an active awareness of Our Position, Our Personality, Our Promise, and The LTD 10 Valued Competencies in order to help ensure that they are part of LTD's everyday practices.

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Goal Objectives and Implementation Strategies

To serve as directives and guides for accomplishing our goals, short-term (1-3 years) and long-term (4-10 years) strategies have been developed. Below is a restatement of each goal, along with the accompanying performance objectives and strategies.

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GOAL 1: DELIVER RELIABLE PUBLIC TRANSPORTATION SERVICE

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

Performance Objectives:

- Increase ridership by 3 percent in FY 2006-07, and by 2 percent in FY 2007-08 and FY 2008-09.
- Increase per capita ridership by 1 percent per year.
- Increase system productivity by 1 percent per year.
- Reach and maintain on-time performance of 90 percent at key timepoints system-wide.

Short-Term (1 to 3 year) Implementation Strategies:

1. Improve service reliability:
 - Assume a 1 percent service increase in FY 2007-08 and beyond to address service problems.
 - Review current performance standards used in identifying service reliability needs.
2. Improve fleet maintenance reliability:
 - Implement a revised maintenance plan.
 - Expedite the completion of deferred maintenance.
3. Continue investment in facilities maintenance to preserve and maximize the useful life of the District facilities.
4. Use Automatic Passenger Count (APC) data to provide route segment and stop-level analysis.
5. Improve the efficiency of the fixed-route system.
6. Maintain a plan to optimize the fleet composition consistent with LTD's service goal.
7. Pursue signal priority to service outside of EmX corridors.
8. Continue to promote the system to potential users.
9. Maintain special events service.
10. Conduct a comprehensive service redesign, including the implementation of three *Busplus* corridors, to enter service during Fall 2008.
11. Develop a staff training plan for technology implementation.
12. Develop a plan to guide facility improvements for the next four to six years.
13. Develop *RideSource* efficiency and productivity standards.
14. Develop a coordinated human services plan that allows the District to pursue additional funding for service (e.g., Job Access and Reverse Commute funds, and New Freedom funds).

Long-Term (4 to 10 year) Implementation Strategies:

1. Increase service as necessary to maintain an acceptable level of reliability.
2. Maintain a plan to optimize the fleet composition consistent with LTD's service goal.
3. Pursue signal priority for service outside bus rapid transit as part of *Busplus* service improvements
4. Consider service enhancements to respond to community population and employment growth.

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GOAL 2: 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.

Performance Objectives:

- Increase peak-hour transit ridership on congested corridors by 2 percent per year.
- Increase ridership on the Franklin EmX by 10 percent in the first year of operation, when compared to ridership on the #11 Thurston prior to EmX.
- Increase the number of “choice riders” (those who could have used an automobile for their trip) by 1 percent per year.

Short-Term (1 to 3 year) Implementation Strategies:

1. Evaluate the Franklin EmX Corridor during the first year of operation
2. Develop seamless system of integration with EmX, including design of complimentary neighborhood connector service for each corridor.
3. Pursue implementation of the Pioneer Parkway EmX Corridor. Actions for 2007 include:
 - Secure federal funding
 - Begin design work
4. Select and begin planning for the third EmX corridor
5. Implement real-time passenger information on the Franklin EmX Corridor.
6. Support nodal development and transit-oriented land uses
7. Integrate transit planning with land use efforts and planning for other transportation modes
8. Continue the implementation of the Congestion Mitigation Program
9. Track TransPlan performance measures for Transportation Demand Management (TDM) and transit
10. Implement independent telephone services

Long-Term (4 to 10 year) Implementation Strategies:

1. Construct an additional complete EmX corridor as dictated by funding and community support.
2. Reshape the service system with EmX system expansion.
3. Explore new types of services for future implementation.

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GOAL 3: 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.

Performance Objectives:

- Maintain or lower the current cost per mile (with adjustments for inflation).
- Maintain or lower the current cost per boarding (with adjustments for inflation).
- Maintain administrative overhead expenses to no more than 20 percent of the General Fund budget.
- Obtain unqualified annual independent audits.

Short-Term (1 to 3 year) Implementation Strategies:

1. Maintain a viable Long-Range Financial Plan (LRFP) and Capital Improvements Program (CIP).
2. Pursue federal funding for capital projects, including EmX system build-out.
3. Pursue established and new sources for federal, state, and local funding.
4. Implement the payroll tax increase approved by the LTD Board in 2005.
5. Use transfers from the General Fund to provide the local match for FTA Formula (5307) funds.
6. Use funds from other sources (not LTD General Fund) to provide the local match for the third EmX corridor.
7. Assess and adjust as necessary the needed contribution to LTD's pension plans.
8. Review and adjust fares consistent with the Fare Policy.
9. Negotiate an appropriate labor contract.

Long-Term (4 to 10 year) Implementation Strategies:

1. Adjust fares consistent with the Fare Policy.
2. Seek federal funds through annual appropriation process.
3. Continue to explore local, state, and federal funding options.
4. Maintain an eight-year window of a 20-year LRFP.
5. Consider all options for the financing of vehicles and capital projects.
6. Continue advocating for a regional coordinated investment strategy to maximize the benefit of state and federal dollars coming into the region.
7. Maintain unqualified annual independent audits, triennial Federal Transit Administration reviews, and National Transit Database audits with "Minimal Findings" or "No Findings," and qualify for the Government Finance Officers Association Reporting Excellence award annually.
8. Complete the 10-year implementation of the payroll tax increase authorized by the legislature in 2003.

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GOAL 4: PROVIDE 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.

Performance Objectives:

- Maintain or improve "Good to Excellent" ratings on LTD community surveys.
- Maintain or increase staff and Board member involvement on key local committees.

Short-Term (1 to 3 year) Implementation Strategies:

1. Provide community leadership in developing multi-modal transportation solutions:
 - Provide consistent leadership and participation at Metropolitan Policy Committee (MPC) meetings.
 - Utilize available forums for LTD participation in community transportation planning.
2. Strengthen LTD's partnerships with government agencies:
 - Federal Transit Administration (FTA) Region X
 - State and local governments, ODOT
 - Legislative agenda
3. Grow the visibility of LTD Board members in the community.
4. Maintain LTD's profile/involvement in community activities.
5. Continue effective participation in long-range land use and transportation planning.
6. Build new partnerships/allies in the FTA, Washington, D.C. office, and congressional staff offices.
7. Optimize coordinated investment strategies that benefit transit, including local Surface Transportation Program (STP) programming.
8. Develop and begin implementation of a sustainability plan for District operations.
9. Take a leadership role in implementing Transportation Demand Management strategies.
10. Conduct annual or biennial Board self-evaluations based on the strategic goals.

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Long-Term (4 to 10 year) Implementation Strategies:

1. Develop knowledge of transit benefits through school education programs.
2. Continue to increase the Board's profile in the community.
3. Conduct periodic community-wide market research surveys.
4. Address the changing demographics of the community.
5. Promote partnering with public agencies and community groups.
6. Continue partnering with the FTA .
7. Transition to clean, alternative fuel technology for all the fleet, consistent with LTD policy.

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GOAL 5: DEVELOP A SUPPORTIVE WORKPLACE THAT FOSTERS THE SUCCESS OF ALL EMPLOYEES BY PROVIDING AN ENVIRONMENT THAT ENCOURAGES STRONG WORKING RELATIONSHIPS AND OFFERS OPPORTUNITIES TO LEARN AND GROW

The quality of the workplace environment is central to LTD's success. By working together, we share the tasks and the rewards and recognition of the outcomes. We are mutually committed to our goals because we believe in the principles and the values they represent.

Performance Objectives:

- Become a "learning organization" that provides opportunities for everyone to learn about LTD, and provide opportunities for professional and personal development through meaningful educational programs, skills training, job cross-training, mentoring, and other methods.
- Continue to build upon safety awareness (workplace safety) throughout the organization.
- Encourage health awareness among employees and their family members.
- Reward, recognize, and reinforce both improved and exceptional performance.

NEED TO CONTINUE TO MERGE THIS SECTION WITH THE LOOKING TO THE FUTURE DOCUMENT

Commented [JS6]: Should this note remain?

Short-Term (1 to 3 year) Implementation Strategies:

1. Implement a program to enhance employee health and morale:
 - Institute a comprehensive employee communications approach.
 - Create or reinstitute a comprehensive rewards and incentive program.
 - Create a comprehensive program to support employee training and skill development.
 - Expand health programs to include health education and injury prevention.
2. Support an active and viable Employee Council.
3. Maintain a positive relationship with the ATU.
4. Create a dynamic internal communication process.
5. Support the LTD Diversity Council activities.
6. Develop an organizational succession plan.

Long-Term (4 to 10 year) Implementation Strategies:

1. Implement a dynamic communications process.
2. Implement a comprehensive employee development program.
3. Maintain a positive relationship with the ATU.
4. Maintain a positive relationship with the Employee Council.
5. Continue to build employee morale.

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GOAL 6: INSTILL IN EACH EMPLOYEE AN ACTIVE AWARENESS OF OUR POSITION, OUR PERSONALITY, OUR PROMISE, AND THE LTD 10 VALUED COMPETENCIES IN ORDER TO HELP ENSURE THAT THEY ARE PART OF LTD'S EVERYDAY PRACTICES

LTD's position, promise, personality, and 10 Valued Competencies are the essence of LTD. Taken in aggregate, they give definition to the LTD brand. The work of this goal is to integrate these Brand Components throughout the organization.

Performance Objectives:

- ❑ Reinforce LTD's essential promise and vision as "The Best Way to Connect."
- ❑ Better communicate LTD's Brand Components and vision to the community.
- ❑ Expand the quality and frequency of actions taken by every person at every level of the organization to ensure that LTD is perceived to be "caring, reliable, welcoming, and capable."
- ❑ Increase LTD's "Good to Excellent" rating by meeting and exceeding the needs and expectations of customers.
- ❑ Increase internal awareness of the LTD Brand.
- ❑ In year two, measure Brand Component awareness against a baseline of year-one measurements in an effort to identify changes in brand awareness. Continue this work each year to determine where gaps may exist.
- ❑ Teach LTD employees to "live the Brand."

Short-Term (1 to 3 year) Implementation Strategies:

1. Review The LTD Way, including the LTD brand Components, to be sure we are integrating our personality traits of "Caring, Reliable, Welcoming, and Capable" into our everyday practices.
2. Integrate The 10 LTD Valued Competencies and LTD Brand Components into LTD operations, and develop means to measure success.
3. Integrate The 10 LTD Valued Competencies and LTD Brand Components into LTD employee training.
4. Conduct internal annual surveys and/or interviews to measure understanding, awareness, and consistent application of the Brand Components
5. Conduct annual customer research to measure understanding and awareness of the LTD Brand Components.
6. Continue the Brand Committee, with individuals from each department, to review this document and act as representatives of our 10 Valued Competencies and Brand Components. Document revision meetings will be completed in July or August of each year in order to prepare a draft document for the fall Leadership Council retreat.



The LTD Way



**Lane Transit District
January 2008**

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The LTD Way

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INTRODUCTION

Lane Transit District plays a key role in maintaining a high quality of life in the Eugene-Springfield metropolitan area and surrounding communities. LTD provides an attractive transportation option that helps the community’s transportation network operate more efficiently.

LTD services to the community include:

- The Bus! (fixed route bus service)
- *Breeze* shuttle service
- EmX bus rapid transit service
- Event shuttle service
- Commuter Solutions program (carpool, vanpool, employer programs)
- *RideSource* (demand-response service for people with disabilities)

The LTD Way gives us a basis for who we are and where we want to go. This document includes our Vision Statement, our Mission Statement, our 10 Valued Competencies, the statements that make up the LTD Brand (Our Position, Our Personality, and Our Promise), and our Strategic Goals. Within the six Strategic Goals are short-term and long-term strategies that provide tactical direction to guide the District’s activities and programs in order to achieve the desired goals and objectives.

The components of The LTD Way are dynamic and meant to be updated annually.

VISION STATEMENT

To provide the best transit services imaginable.

MISSION STATEMENT

Our mission is to be a community partner by:

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

THE LTD 10 VALUED COMPETENCIES

As a company we will never stop improving and searching for ways to provide innovative transportation solutions. We are deeply committed to delivering efficient services that promote the sustainability of our communities. To maintain our commitment, each employee is asked to maintain a high degree of commitment to The LTD 10 Valued Competencies as shown below:

Integrity

Consistently demonstrates the qualities of honesty, sincerity, and truthfulness with all employees and customers, and in all business-related operations. Maintains the highest standard of business and financial ethics consistent with the values of LTD policy and tradition.

Accountability

Accepts responsibility for own actions, decisions, and results, and is willing and able to clearly explain them to others. Shows a high degree of reliability in performing one's work. Demonstrates an attitude of accountability, responsibility, and ownership regarding LTD resources and property.

Personal Growth

Open, willing, and able to learn new things. Promotes personal learning and shows initiative to update individual skills and industry knowledge. Strives to achieve one's potential. Accepts assistance and constructive criticism when appropriate. Promotes organizational learning by sharing productivity and/or industry-related information with others, which helps LTD provide progressive leadership for the District in meeting the community's transportation needs.

Commitment

Knows and demonstrates support for the LTD Vision and Mission statements. Keeps a “safety awareness” mentality as part of a team effort to help LTD have safe employees, practices, services, vehicles, equipment, and facilities.

Respect

Treats all people with whom they come in contact, including customers and fellow employees, with respect, courtesy, politeness, generosity, compassion, fairness, and dignity.

Appearance & Image

Exhibits professional and personal pride in appearance, demeanor, and attitude; all of which represent LTD’s quality of service to our community. Contributes to the professional atmosphere and appearance of our facilities and services, which makes riding the bus an attractive option.

Teamwork

Willingness and ability to work harmoniously, cooperatively, and effectively with others within each department and throughout the District. Builds and creates an environment of trust among all employees. Is approachable and offers to help others. Able to positively, resourcefully, and light-heartedly adapt to changing or new situations with ease, speed, and efficiency, and conveys this attitude to others.

Initiative

Work demonstrates in word and performance the characteristics of reliability, dependability, quality, and independence. Ability to recognize potential problems and to think creatively by offering new and constructive suggestions when dealing with a problem or situation; to recommend corrective action; and to carry out a plan of action. Personal actions and drive are consistent with the Vision, Mission, Values, and Guiding Principles of LTD.

Innovation

Demonstrates willingness and capability to look creatively and positively to the future. Thinks and acts in terms of contributing to the organization as a whole by offering and creating value out of new ideas, new products, new services, or new ways of doing things. Ability to move effectively from innovation to implementation, whether acting as an individual or part of a team.

Communication

Ability to receive, process, and deliver verbal and written information in a logical and concise manner. Actively listens to others. Understands and respects the importance of confidentiality where appropriate. Strives to keep communication positive and informative, and does not spread rumors or gossip. Applies these qualities to internal communications (within LTD) as well as to external communications (interactions with individuals or groups outside of LTD).

THE LTD BRAND COMPONENTS

The LTD Brand Components are the basis of who we are. It is comprised of the Position, Personality, and Promise of our organization.

OUR POSITION

The Best Way to Connect

It is LTD's essential purpose to provide a service of transporting and connecting people with family, friends, colleagues, work, school, shopping, and entertainment, as well as with other important people, places, or events. Because of the many transportation services we provide, Lane Transit District considers itself to be "**The Best Way to Connect**" throughout our community.

The word and concept "best" has many meanings. When comparing our transportation options to the dependency on the single-use automobile, our services are:

- Better for the environment
- Better for community building
- Better for avoiding traffic and parking frustrations
- Better economically--considering vehicle expenses and parking costs

The word and concept "connect" has many positive connotations, as well. The services LTD provides allow individuals from all walks of life to:

- Connect with their community
- Connect with others
- Connect with themselves (time to relax, dream, read, write, or work)
- Connect with nature and the environment

Our position rationale of "The Best Way to Connect" is achieved by our experience and commitment to Lane Transit District's Vision, Mission, 10 Valued Competencies, and Strategic Goals.

OUR PERSONALITY

Our personality as an organization is the result of the unifying traits of every LTD employee. The words that best represent Our Personality are:

- Caring
- Reliable
- Welcoming
- Capable

These personality traits are the basis for how we work, communicate, interact, and relate with each other, as well as with the public we serve. They also serve as a guide in the development of employee programs, work plans, training materials, and marketing materials.

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OUR PROMISE

The LTD Promise is the standard to which we strive to achieve and is our commitment to the type of experience you can consistently expect from us.

Based on this, **we promise to do everything possible to give you a great transit (transportation) experience, every time.**

This promise applies to your entire experience, including the transportation service provided, the customer service received, and the cleanliness and reliability of our equipment and facilities.

OUR STRATEGIC GOALS

Goals

Six long-term strategic goals have been established to serve as a basis in realizing the components of The LTD Way.

1. Deliver reliable public transportation service.
2. Develop innovative service that reduces dependency on the automobile.
3. Maintain LTD's fiscal integrity.
4. Provide leadership for the community's transportation needs.
5. Develop a supportive workplace that fosters the success of all employees by providing an environment that encourages strong working relationships and offers opportunities to learn and grow.
6. Instill in each employee an active awareness of Our Position, Our Personality, Our Promise, and The LTD 10 Valued Competencies in order to help ensure that they are part of LTD's everyday practices.

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Goal Objectives and Implementation Strategies

To serve as directives and guides for accomplishing our goals, short-term (1-3 years) and long-term (4-10 years) strategies have been developed. Below is a restatement of each goal, along with the accompanying performance objectives and strategies.

GOAL 1: DELIVER RELIABLE PUBLIC TRANSPORTATION SERVICE

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

Performance Objectives:

- Increase ridership by 3 percent in FY 2006-07, and by 2 percent in FY 2007-08 and FY 2008-09.
- Increase per capita ridership by 1 percent per year.
- Increase system productivity by 1 percent per year.
- Reach and maintain on-time performance of 90 percent at key timepoints system-wide.

Short-Term (1 to 3 year) Implementation Strategies:

1. Improve service reliability:
 - Assume a 1 percent service increase in FY 2007-08 and beyond to address service problems.
 - Review current performance standards used in identifying service reliability needs.
2. Improve fleet maintenance reliability:
 - Implement a revised maintenance plan.
 - Expedite the completion of deferred maintenance.
3. Continue investment in facilities maintenance to preserve and maximize the useful life of the District facilities.
4. Use Automatic Passenger Count (APC) data to provide route segment and stop-level analysis.
5. Improve the efficiency of the fixed-route system.
6. Maintain a plan to optimize the fleet composition consistent with LTD's service goal.
7. Pursue signal priority to service outside of EmX corridors.
8. Continue to promote the system to potential users.
9. Maintain special events service.
10. Conduct a comprehensive service redesign, including the implementation of three *Busplus* corridors, to enter service during Fall 2008.
11. Develop a staff training plan for technology implementation.
12. Develop a plan to guide facility improvements for the next four to six years.
13. Develop *RideSource* efficiency and productivity standards.
14. Develop a coordinated human services plan that allows the District to pursue additional funding for service (e.g., Job Access and Reverse Commute funds, and New Freedom funds).

Long-Term (4 to 10 year) Implementation Strategies:

1. Increase service as necessary to maintain an acceptable level of reliability.
2. Maintain a plan to optimize the fleet composition consistent with LTD's service goal.
3. Pursue signal priority for service outside bus rapid transit as part of *Busplus* service improvements
4. Consider service enhancements to respond to community population and employment growth.

GOAL 2: 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.

Performance Objectives:

- ❑ Increase peak-hour transit ridership on congested corridors by 2 percent per year.
- ❑ Increase ridership on the Franklin EmX by 10 percent in the first year of operation, when compared to ridership on the #11 Thurston prior to EmX.
- ❑ Increase the number of “choice riders” (those who could have used an automobile for their trip) by 1 percent per year.

Short-Term (1 to 3 year) Implementation Strategies:

1. Evaluate the Franklin EmX Corridor during the first year of operation
2. Develop seamless system of integration with EmX, including design of complimentary neighborhood connector service for each corridor.
3. Pursue implementation of the Pioneer Parkway EmX Corridor. Actions for 2007 include:
 - Secure federal funding
 - Begin design work
4. Select and begin planning for the third EmX corridor
5. Implement real-time passenger information on the Franklin EmX Corridor.
6. Support nodal development and transit-oriented land uses
7. Integrate transit planning with land use efforts and planning for other transportation modes
8. Continue the implementation of the Congestion Mitigation Program
9. Track TransPlan performance measures for Transportation Demand Management (TDM) and transit
10. Implement independent telephone services

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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.

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- Maintain or lower the current cost per boarding (with adjustments for inflation).
- Maintain administrative overhead expenses to no more than 20 percent of the General Fund budget.
- Obtain unqualified annual independent audits.

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4. Implement the payroll tax increase approved by the LTD Board in 2005.
5. Use transfers from the General Fund to provide the local match for FTA Formula (5307) funds.
6. Use funds from other sources (not LTD General Fund) to provide the local match for the third EmX corridor.
7. Assess and adjust as necessary the needed contribution to LTD's pension plans.
8. Review and adjust fares consistent with the Fare Policy.
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3. Grow the visibility of LTD Board members in the community.
4. Maintain LTD's profile/involvement in community activities.
5. Continue effective participation in long-range land use and transportation planning.
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9. Take a leadership role in implementing Transportation Demand Management strategies.
10. Conduct annual or biennial Board self-evaluations based on the strategic goals.

Long-Term (4 to 10 year) Implementation Strategies:

1. Develop knowledge of transit benefits through school education programs.
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7. Transition to clean, alternative fuel technology for all the fleet, consistent with LTD policy.

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Short-Term (1 to 3 year) Implementation Strategies:

1. Implement a program to enhance employee health and morale:
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1. Implement a dynamic communications process.
2. Implement a comprehensive employee development program.
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5. Continue to build employee morale.

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- ❑ Increase LTD's "Good to Excellent" rating by meeting and exceeding the needs and expectations of customers.
- ❑ Increase internal awareness of the LTD Brand.
- ❑ In year two, measure Brand Component awareness against a baseline of year-one measurements in an effort to identify changes in brand awareness. Continue this work each year to determine where gaps may exist.
- ❑ Teach LTD employees to "live the Brand."

Short-Term (1 to 3 year) Implementation Strategies:

1. Review The LTD Way, including the LTD brand Components, to be sure we are integrating our personality traits of "Caring, Reliable, Welcoming, and Capable" into our everyday practices.
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Lane Transit District

Ideas for Vision

The LTD Vision – A Proposal

Regional Context – In 20 to 30 Years:

Lane County is an integrated region made up of both the Eugene/Springfield metropolitan area and the surrounding smaller cities. The region shares an economic structure based on diverse employment centers primarily in the metropolitan area, with many people choosing to live in the surrounding communities while commuting into the metro area for employment.

Eugene/Springfield is the major shopping and service center for the region with the surrounding communities losing major stores. Retail businesses and professional services in the surrounding communities are primarily focused on day-to-day needs.

People are linked to the various major activities of life by effective and attractive transportation modes. The community's long-term investment in the Student Transit Pass Program has contributed to a strong use of transit by adults in the region. Transit plays a strong role in carrying trips, with a significant increase in ridership as a percentage of all trips compared with current ridership levels.

Vision

1. We move people. Lane Transit District is a nimble organization that is adept in providing a range of high-quality transportation services on a daily basis, and is able to respond quickly to opportunities and problems when they arise.
2. Lane Transit, as the one unit of local government that binds the region together, has taken a strong leadership role in creating an effective and publicly supported transportation plan and strategy.
3. Lane Transit has taken an increasingly strong leadership role in public policy issues concerning sustainable public finance and economic development.
4. Transit service has expanded to meet the needs and expectations of an increasingly transit-demanding population.
5. Revenues have increased to support expansions of the transit system through legislatively approved increases in the payroll tax, through major increases in taxable payroll, through new funding sources including innovative application and expansion of the group pass concept, and local and state sources for operations; and through increased state and federal funding for major capital investments.

Lane Transit District

Ideas for Vision

6. EmX is a major framework of the urban fabric carrying significant passenger loads among all major attractors. It is a primary home-to-work mode of transportation for all major employers.
7. With a majority of the system in place, EmX routes have stimulated new higher-density, mixed-use development near stations, which in turn have increased ridership.
8. Lane Transit's service continues to reflect the community's values in serving the needs of the elderly, disabled, and low-income populations. This is accomplished by balancing those needs in a manner that sustains and grows the transportation independence of those populations.
9. Lane Transit provides an effective and efficient structure to foster and support ridesharing throughout the region. Ridesharing has increased as a percentage of all trips.

A Forecast – Summary of Vision Survey Responses

Values

Eugene will continue on a path of setting public policy based on sustainable values including stressing energy conservation, air quality, and being carbon-neutral.

The other communities in the region will not be as strong on these sustainable issues as expressed as public policy, but will follow the lead of their citizens, the opinions of which will trend toward a more sustainable ethic.

Livability will drive many public policy decisions with management of congestion and traffic safety seen as major elements of a livable community.

Freedom of movement and availability of transportation choices will continue as important citizen values.

A large number of residents of the region will make housing choices based on traditional aspirations leading to a continuing strong market for lower-density housing.

Outside Influences

Fuel prices as well as the volatility of fuel supply will continue to rise and will become permanently set at levels four to five times higher than in the 1980s, adjusted for inflation.

Effects of global warming and climate change will be more obvious and understood. As a result, these issues will be more fully integrated into public policy at all levels of government.

As a result of energy supply and climate change issues, alternative fuel and propulsion system technologies will make critical breakthroughs in non-petroleum- or minimally-petroleum-based systems leading to new, practical propulsion systems. Conversion to fleets using new propulsion systems will be very expensive transitions requiring major infusions of one-time funding.

Air quality regulations will become more stringent.

Community

Eugene will continue as the largest city in terms of population, employment, and major shopping opportunities. The University of Oregon and Lane Community College will each grow at their current locations and be major trip attractors.

Lane Transit District

Ideas for Vision

The region will grow at a population growth rate comparable to the State as a whole. Its livability, diverse economy, and environmental ethic will allow the region to compete successfully for both major employers and new population.

The region will continue to diversify its economic base continuing to add many other sectors to its timber-based economy. Timber-based industry will plateau at a level significantly lower than in the middle of last century. High-technology, research, diversified heavy manufacturing, education, and the service industry sectors will all grow as the regional leadership stresses attracting and retaining a diverse economic base.

The demographic profile of the region will trend toward an aging population and a much more ethnically diverse population. The region will continue to be seen as a great place to raise families and will attract young families for both job opportunities and quality of life.

The regional will continue to be relatively affluent compared with the state average.

Patterns of Growth

Eugene will fill its existing urban growth boundary and then turn to more infill of older neighborhoods. More dense housing will be developed near and within downtown and along major transportation corridors

Springfield will grow generally with conventional neighborhood development and will expand into lands to the southeast.

A significant shift in residency patterns will be seen with the communities surrounding the Eugene/Springfield metropolitan area gaining population faster than the central cities, and with most of these residents still working within Eugene or Springfield. This residency shift is due to a much greater availability of traditional neighborhood housing in the outlying communities. These cities will become more bedroom communities with population growth, but without commensurate growth in commercial, business, or industrial land uses. These communities will have small downtowns and neighborhood commercial centers serving primarily day-to-day shopping needs. Major purchases will usually be made at larger stores in the metropolitan area.

The Eugene/Springfield metropolitan area will continue as the predominant employment center, but the surrounding communities will capture a number of new larger employers that choose to be out of the metropolitan area for either economic or livability reasons.

Transportation

The automobile will remain the predominant mode of transportation. Technology may mitigate many air quality and energy consumption issues, but significant congestion will occur on major streets, especially at peak hours.

Lane Transit District

Ideas for Vision

Efforts to encourage ridesharing will be successful in increasing the percentage of ridesharing trips as a percentage of all trips.

EmX service will be expanded to link all major neighborhood, employment, and shopping areas. It generally follows the alignment of major streets.

EmX will have a high ridership level, but it will not eliminate peak-hour congestion on major streets.

Transit links will be strengthened between the surrounding communities and the Eugene/Springfield metropolitan area. EmX style service will be in place along the major intercity commuting corridors. Ridership levels will be high especially for commuter trips.

The District

The current revenue system, consisting of payroll tax, farebox revenue, and federal grant funding, will continue relatively unchanged.

The legislature will have approved some increases in the payroll tax rate riding on a wave of support for sustainable initiatives.

Fares will be increased to help cover increased operating costs, but they will decrease as a percentage of all revenue as the District strives to keep transit extremely affordable. The difference will be made up by subsidies from various sources.

Federal funding will increase for capital expenditures as federal policy shifts toward funding more transit projects as a percentage of all transportation spending.

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