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**LANE TRANSIT DISTRICT
REGULAR BOARD MEETING**

**Wednesday, February 20, 2008
5:30 p.m.**

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

A G E N D A

Page No.

I. CALL TO ORDER

II. ROLL CALL

Davis _____ Dubick _____ Evans _____ Eyster _____

Gaydos _____ Kortge _____ Necker _____

The following agenda items will begin at 5:30 p.m.

- III. PRELIMINARY REMARKS BY BOARD PRESIDENT
- IV. ANNOUNCEMENTS AND ADDITIONS TO AGENDA 04
- V. BOARD CALENDARS (5 minutes) 05
- VI. WORK SESSION
- A. 2007 Rider Survey Presentation (25 minutes) 06
- B. West Eugene EmX Extension Range of Alternatives (25 minutes) 07

The following agenda items will begin at 6:30 p.m.

- VII. EMPLOYEE OF THE MONTH – March 2008 (5 minutes) 08
- VIII. AUDIENCE PARTICIPATION
- ◆ Each speaker is limited to three (3) minutes.

IX.	ITEMS FOR ACTION AT THIS MEETING	
A.	Consent Calendar (1 minute)	09
	□ Minutes of the January 16, 2008, Regular Board Meeting (Page 10)	
B.	LTD Road Map (Strategic Plan) Adoption (10 minutes)	17
X.	ITEMS FOR INFORMATION AT THIS MEETING	
A.	Board Member Reports (10 minutes)	31
	1. Meetings Held or Attended	
	(a) Metropolitan Policy Committee – January 29; February 14	
	(b) Board Finance Committee – February 20	
	(c) Board Service Committee – February 20	
	(d) APTA Authorization Committee – January 25	
	2. No Meeting/No Report	
	(a) EmX Steering Committee	
	(1) West Eugene EmX Extension Corridor Committee	
	(2) Pioneer Parkway Corridor Committee	
	(b) Board HR Committee	
	(c) LCOG Board of Directors	
	(d) Walnut Station Steering Committee	
B.	Springfield City Council – LTD Board Joint Meeting Agenda (10 minutes)	33
C.	Fare-free Service Analysis (5 minutes)	36
D.	Oregon’s New Government Ethics Laws (10 minutes)	45
E.	Rail Systems Analysis (10 minutes)	48
F.	Monthly Financial Report—January 2008 (5 minutes)	54
G.	Monthly Department Reports (respond if questions)	66
H.	Monthly Performance Reports (respond if questions)	72
XI.	ITEMS FOR ACTION/INFORMATION AT A FUTURE MEETING	78
A.	FY 2008-09 Service Recommendation	
B.	FY 2008-09 Pricing Plan	

- C. Medicare Brokerage Update
 - D. Fiscal Year 2007-08 Supplemental Budget
 - E. Revised Capital Improvements Program Adoption (5 minutes)
 - F. New Charter Regulations
 - G. Revised Long-Range Financial Plan Adoption
 - H. West Eugene EmX Project Alternatives Screening
 - I. Technology Update
 - J. Market Area Study Report
 - K. Pioneer Parkway EmX Design and Budget
 - L. Park & Ride Program
 - M. River Road Station Status Report
 - N. Student Transit Pass Program Update
- XII. ADJOURNMENT

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

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AGENDA ITEM SUMMARY

- DATE OF MEETING:** February 20, 2008
- ITEM TITLE:** CAPITAL IMPROVEMENTS PROGRAM (CIP)
- PREPARED BY:** Diane Hellekson, Director of Finance & Information Technology
- ACTION REQUESTED:** Approve plan as proposed or amended.
- BACKGROUND:** On January 16, 2008, the Board Finance Committee approved a revised Capital Improvements Program and directed that it be forwarded to the full Board for consideration and approval. As Board members know, the Capital Improvements Program is a rolling plan that is reviewed and revised annually with focus placed on the first eight years. Components of the Capital Improvements Program were discussed at the December 1, 2007, Board work session.
- The plan reviewed by the Board Finance Committee includes the following components:
- Continuing work on the Pioneer Parkway EmX Corridor currently scheduled for completion in FY 2009-10.
 - Continuing research and development work on a third EmX corridor, preferably one that serves West Eugene.
 - Replacing LTD's bus fleet and administrative vehicles in accordance with the Fleet Plan. The plan, as presented, assumes that all future vehicles will include hybrid-electric propulsion, a feature that adds about \$180,000 to the cost of each bus. A final decision on the type of vehicle propulsion will be asked of the Board after a thorough cost benefit analysis of the options is completed and an assessment of the "green" technology price premium trend is available.
 - Investing in passenger boarding improvements and facilities, including the remodel of the Glenwood facility.
 - Continuing the investigation of the implementation of Progressive Corridor Enhancement, tentatively named Bus Plus.
 - Installing automated fare machines at stations to go into service with the implementation of Pioneer Parkway EmX service.
 - Maintaining LTD's investment in hardware, software, and technology that supports all aspects of District operations.

- Continuing the upgrade of LTD’s radio system.

EmX projects represent 46 percent of the proposed total project eight-year expenditures. Vehicle purchases, not including EmX vehicles, which are included in EmX project costs, account for 19 percent of the eight-year total. Passenger boarding improvements account for 12 percent. These three project categories, therefore, represent more than three quarters of the planned eight-year expenditures.

Because the Capital Improvements Program, as presented, assumes the purchase of hybrid-electric buses at a cost higher than traditional diesel buses, debt will be required in the total amount of \$36,142,600 over the eight-year period. If the price of the hybrid technology is less than currently anticipated, or if the Lane Transit District Board determines that purchasing traditional diesel buses is the better option, the amount of debt required would be less.

The debt is proposed to be paid with federal formula funds (5307), with annual payments in amounts less than grant funds expected. As always, federal funds must be matched with 20 percent local funds. The plan assumes that current legislation providing 5307 formula funds will be reauthorized in fiscal year 2009-10.

Except as denoted by color coding, the plan is funded over the eight-year period covered. Amounts shown in white print highlighted in dark pink are discretionary federal funds not yet requested. Black text highlighted in lighter pink represents United Front discretionary funds requested but not yet secured. Amounts highlighted in light orange are federal and state grant funds, which Lane Transit District has traditionally received (and is, therefore, somewhat confident of their continued availability), but which have not yet been secured. These funds include federal formula funds and *ConnectOregon* grants.

RESULTS OF RECOMMENDED ACTION:

The first year of the plan (FY 2008-09) will become the basis for the Capital Projects Fund FY 2008-09 Proposed Budget.

ATTACHMENT:

Capital Improvements Program

PROPOSED MOTION:

I move that the Board adopt the following resolution:

LTD Resolution No. 2008-005: It is hereby resolved that the revised Capital Improvements Program is approved as presented [amended].

AGENDA ITEM SUMMARY

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DATE OF MEETING: February 20, 2008

ITEM TITLE: JANUARY FINANCIAL STATEMENTS

PREPARED BY: Diane Hellekson, Director of Finance & Information Technology

ACTION REQUESTED: None

BACKGROUND: Financial results for the first seven months of FY 2007-08 are summarized in the attached reports.

Passenger fares including group pass receipts were up 8.7 percent for the first seven months of the new year over the same period last year, and are up \$177,000 versus budget. Passenger boardings for the rolling twelve-month period, which ended January 31, increased 11.99 percent over the previous period, up from 10.1 percent reported last month. While ridership across the entire fixed-route system grew at a healthy rate, most of the current year-to-year growth is due to Franklin EmX Corridor service, which was implemented in mid-January 2007. Starting with the February report, year-to-year ridership comparisons will be comparable for the first time.

Payroll tax revenues are up 8.4 percent over last year, but are down slightly versus the current-year budget. It remains likely that the current-year budget did not accurately anticipate the timing of the receipts. Quarterly receipts for the period that ended December 31, 2007, will not be disbursed to LTD until mid to late February. Receipts, including the rate increase that went into effect on January 1, 2008, will be disbursed to LTD in May.

Self-employment receipts coincide with State tax payment deadlines, none of which occurred in January. As always, though, receipts occur from filing extensions, audit adjustments, and other reasons, and are about as expected through December. Receipts are down slightly versus last year because of the special collection effort by the Oregon Department of Revenue that occurred in the last fiscal year.

As reported last month, second-quarter State-in-lieu receipts in December were significantly less than were anticipated by the budget. Receipts were also about \$50,000 less than for the quarter ended September 30, 2007. Since most of the revenue comes from the University of Oregon, and employment there is growing, staff requested that the Oregon Department of Administrative Services, which administers the program, audit the

disbursements for the last two quarters. LTD subsequently learned that higher education payments for the month of November were not included in second-quarter disbursements. The error will be corrected in the third-quarter payment and should add approximately \$100,000 to the March 31 disbursement.

Interest rates of return continue to fall. The Local Government Investment Pool rate of return on January 31 was 4.6 percent, down from 4.81 percent on December 31. Returns are down versus the same period a year ago for this reason and because LTD has had less cash to invest. Returns year to date are above what was anticipated by the current-year budget because the declining availability of funds for investment was anticipated. A rate of return below 5 percent was not anticipated, however, and the positive budget variance should continue to decline over the balance of the current fiscal year.

Total personnel services expenditures, the largest category of operating expense, show 7.1 percent growth over the previous year, down from the 8.3 percent reported last month. Total personnel services are expected to be within annual budget for the fiscal year.

Materials and services year-to-date results are as anticipated by the budget with the exception of fuel. The year-to-date average price per gallon of fuel is \$2.5286, up from \$2.5250 reported last month. The growth rate continued to slow slightly in January, but the average price remains well above the \$2.35 per gallon assumed in the current-year budget. In addition to fuel prices that are above budget, the actual mileage of the fleet through January is lower than was assumed by the budget. Fuel efficiency of 4.36 miles per gallon was budgeted. Actual results are 4.2 miles per gallon, which also contributes to the negative budget variance. A supplemental budget is planned for June 2008 to address the anticipated budget shortfall for this line item.

Transfers to the Accessible Services Fund continue to be a concern. Through January, transfers are 22 percent above the same period in the last fiscal year. This line item is showing a negative budget variance of \$191,000. The negative variance is expected to increase over the remainder of the fiscal year.

Because the new Medicare brokerage will begin operations sooner than the current-year budget anticipated, a supplemental budget will be on the March Board meeting agenda to provide for the new services. There also will be a presentation on the brokerage included in the March 19 work session.

With the exception of fuel expenditures and transfers to the Accessible Services Fund, General Fund activity year to date is generally as expected through the first half of the current fiscal year.

Commuter Solutions Fund activities are generally as expected through the first seven months of the current fiscal year. Accessible Services, as noted above, appears to be under budgeted, despite efforts to anticipate the growth in demand for and cost of services.

Future EmX corridor planning was part of the Capital Projects Fund activity in January. Planning continues for the Pioneer Parkway EmX Corridor, and analysis is underway for a possible West Eugene extension of the EmX service. Year to date, replacement buses continue to represent the majority of capital expenditures.

As some Board members know, Lane Transit District is subject to a Triennial Review by the Federal Transit Administration every three years. This review is a comprehensive audit of all components of service that are federally regulated and includes a desk audit of requested materials followed by an on-site audit. LTD is currently preparing the desk audit materials to meet an April 1 submission deadline. The on-site component of the Triennial Review has been scheduled for May 21-23, 2008. More information about this important event will be provided in future reports.

ATTACHMENTS:

Attached are the following financial reports for January for Board review:

1. Operating Financial Report - comparison to prior year
2. Comparative Balance Sheets
 - a. General Fund
 - b. Commuter Solutions Fund
 - c. Accessible Services Fund
 - d. Capital Projects Fund
3. Income Statements
 - a. General Fund
 - b. Commuter Solutions Fund
 - c. Accessible Services Fund
 - d. Capital Projects Fund

PROPOSED MOTION:

None

Special Mobility Services: RideSource Activity and Productivity Information

December-07	Current Month	Prior Year's Month	% Change	Current YTD	Previous YTD	% Change	Current 12 Month	Prior 12 Month	% Change
RideSource Ridership	10,847	10,687	1.5%	74,455	68,482	8.7%	146,903	137,156	7.1%
RideSource(All Modes)	8,770	8,042	9.1%	58,746	51,167	14.8%	114,901	101,507	13.2%
Shopper	454	514	-11.7%	2,869	3,225	-11.0%	6,130	6,457	-5.1%
Escort Volunteers-Metro	611	689	-11.3%	4,644	4,600	1.0%	8,925	9,208	-3.1%
Escort Volunteers-Rural	1,012	1,442	-29.8%	8,196	9,490	-13.6%	16,947	19,984	-15.2%
RideSource Cost per Ride	\$ 24.88	\$ 20.72	20.1%	\$ 20.34	\$ 18.57	9.5%	\$ 19.51	\$ 17.81	10%
RideSource(All Modes)	\$ 30.24	\$ 26.82	12.7%	\$ 25.17	\$ 24.08	4.5%	\$ 24.30	\$ 23.28	4.4%
RideSource Shopper	\$ 11.19	\$ 8.99	24.5%	\$ 11.19	\$ 8.99	24.5%	\$ 11.19	\$ 8.99	24.5%
RideSource Escort	\$ 2.87	\$ 2.70	6.2%	\$ 2.75	\$ 2.79	-1.3%	\$ 2.89	\$ 2.71	6.5%
Ride Reservations	9,784	9,034	8.3%	64,232	57,284	12.1%	126,675	113,830	11.3%
Cancelled Number	1,151	909	26.6%	6,124	5,299	15.6%	12,245	10,618	15.3%
Cancelled % of Total	11.76%	10.06%		9.53%	9.25%		9.67%	9.33%	
No-Show Number	142	127	11.8%	751	779	-3.6%	1,394	1,349	3.3%
No-Show % of Total	1.45%	1.41%		1.17%	1.36%		1.10%	1.19%	
Ride Refusals Number	0	2	-100.0%	3	32	-90.6%	16	56	-71.4%
Ride Refusals % of Total	0.00%	0.02%		0.00%	0.06%		0.01%	0.05%	
Service Hours	5,016	4,355	15.2%	31,197	26,779	16.5%	60,699	52,723	15.1%
Agency Staff	4,776	4,133	15.6%	29,819	25,287	17.9%	57,881	49,297	17.4%
Agency SMS Volunteer	240	222	8.1%	1,378	1,492	-7.6%	2,818	3,426	-17.7%
Avg. Trips/Service Hr.	1.84	1.96	-6.1%	1.98	2.03	-2.5%	1.99	2.05	-2.9%
RideSource System Miles	66,975	62,105	7.8%	438,385	394,748	11.1%	859,351	773,381	11.1%
Avg. Miles/Trip	7.26	7.26	0.0%	7.11	7.26	-2.0%	7.10	7.16	-0.9%
Miles/Vehicle Hour	13.35	14.26	-6.4%	14.05	14.74	-4.7%	14.16	14.67	-3.5%

Special Mobility Services: RideSource Activity and Productivity Information

<u>December-07</u>	<u>Current Month</u>	<u>Prior Year's Month</u>	<u>% Change</u>	<u>Current YTD</u>	<u>Previous YTD</u>	<u>% Change</u>	<u>Current 12 Month</u>	<u>Prior 12 Month</u>	<u>% Change</u>
On-Time Performance %	87.9%	91.7%	-4.2%	91.0%	92.0%	-1.1%	91.8%	91.6%	0.2%
Sample	7,721	7,333		52,796	46,181		104,042	90,256	
On-Time	6,784	6,727		48,022	42,476		95,550	82,715	

- RideSource (All Modes) includes rides done by taxi and SMS volunteers.
- Escort Volunteers-Metro includes in-district volunteer rides and SMS volunteer escort rides.
- Escort Volunteers-Rural is out of district volunteer rides.

- RideSource cost per Ride (All Modes) does not include volunteer mileage reimbursement.
- Shopper cost per ride is from the most recent quarterly cost model.
- Escort cost per ride is mileage reimbursement to all volunteers.

- RideSource System Miles includes miles by volunteers in agency vehicles.

- On-Time Performance reflects a 100% sample of all rides with scheduled pickup times, plus will-call rides. The standard is +/- 10 minutes for scheduled pickups and within 30 minutes of will-call request.

AGENDA ITEM SUMMARY

DATE OF MEETING: February 20, 2008

ITEM TITLE: WORK SESSION: 2007 RIDER SURVEY PRESENTATION

PREPARED BY: Andy Vobora, Service Planning, Accessibility, and Marketing Manager

ACTION REQUESTED: None

BACKGROUND: Every three to four years, the District undertakes an in-depth study of current riders. This study is referred to as an “origin and destination study” or a “rider survey.”

The goals of the study are to assess current travel patterns and to gather demographic information from those who use LTD’s services. The specific survey criteria can be found in the survey report.

Selena Barlow, owner of Transit Marketing, LLC, will attend the February 20 meeting to discuss the report findings. Ms. Barlow’s experience includes more than 24 years in the field of market research. Prior to starting her business, Ms. Barlow was a marketing manager for a large U.S. transit district. Ms. Barlow also administered LTD’s prior rider surveys in 1999 and 2004.

ATTACHMENT: The *2007 Origin/Destination Study Research Report* is included as a separate document for Board members.

PROPOSED MOTION: None

Fare-Free Service at Lane Transit District: An Overview of Financial and Operational Impacts

**Prepared by
Andy Vobora, Director of Service Planning, Accessibility, and Marketing
Lane Transit District
January 2008**

Issue

Lane Transit District's success in achieving increased ridership through group transit pass programs has created an interest by some public officials and community members in providing a system-wide, fare-free policy. Increasing ridership is not the only motivation for creating a fare-free system. Other motivations may include decreasing traffic congestion and reducing the community's carbon footprint; recognizing that farebox revenue is sometimes relatively minimal and not worth the effort to collect; a desire to fill "empty buses"; a strategy to introduce young riders to public transit in an effort to cultivate future riders; encouraging development or redevelopment of a particular area; and attaining other public policy goals.

All operational policy changes have impacts, and many factors influence whether a fare-free system would be a negative or positive experience; therefore, it is important for decision makers to be aware of these possible effects. The financial and operational factors will have the most immediate impacts. Much research exists that examines various factors, such as the size of the community and transit system, the degree of commitment to a fare-free service by the community and transit system personnel, and the age and establishment of the transit service. This overview does not attempt to address these factors; however, the References section at the end of this document provides resources for those who may be interested in learning more about these factors.

Objectives

Through an internal analysis of key factors, the following information reviews the immediate impacts of fare-free service in an effort to answer these fundamental questions:

- How much would it cost to implement a fare-free policy at Lane Transit District?
- How would a fare-free policy impact existing transit services?

An appendix is included to provide a glimpse into the broader issues of fare-free systems, based on a brief amount of secondary research.

1. How much would it cost to implement a fare-free policy at Lane Transit District?

The most immediate financial impact would be the loss of fare revenue. Fare revenue is comprised of cash in the farebox, prepaid fare sales, and group pass contract payments. Some community members may be confused by group pass marketing messages that encourage potential riders to use their "free" bus pass. What some may not understand is that the pass may be free to the potential rider, but the cost of the pass has been paid for by the employer or other contracting body. The

combination of farebox cash, prepaid token and pass sales, and revenues from group pass contracts currently totals more than \$5 million annually.

While the institution of a fare-free system would result in a loss of fare revenue, there would be some savings since the cost of fare collection would be eliminated. Fare collection costs include coin room equipment and maintenance, printing and distribution of fare instruments, farebox equipment and maintenance, and labor costs.

These costs can be quite high for districts that employ more advanced fare collection technologies or that have honor systems that require fare enforcement personnel. For small districts, the cost of fare collection can be an incentive to stay or become fare-free. As a percentage of total revenue collected, fare collection costs become greater for small systems; therefore, the institution of a fare-free system may be feasible.

If LTD discontinued fare collection, the annual savings would not be as great as they would be at like-sized or larger districts because LTD employs a very simple fare collection system that uses very basic farebox technology. Costs also are lower because of LTD's success in transitioning customers to prepaid fare instruments, which includes monthly passes and group passes. Cash fare customers represent between 20 and 30 percent of total ridership, which is approximately one-half of the percentage of cash fare customers in other districts. The less cash that is handled, the lower the fare collection costs. LTD empties fareboxes only three days per week, as compared with large districts that empty fareboxes every day and have entire groups of employees who process cash from the farebox.

LTD estimates that an annual savings of \$100,000 to \$500,000 may result by offering a fare-free system. (This range exists because the savings depends upon assumptions made about the need for advertising, the level of staffing of certain functions, and the fact that many employee responsibilities include multiple tasks.) The difficulty in realizing greater savings is that much of the work represents a portion of what an employee does, and no one position is completely dedicated to work associated with fare collection. For example, a customer service representative sells fare instruments, but also conducts trip planning over the telephone and for walk-in customers. If the sales function were eliminated, it may be possible that a position would be cut; however, it also is possible that the same number of positions would be necessary to cover the operation during the span of hours and days the Customer Service Center is open to the public. The same is true for a general service worker who currently removes the fareboxes and empties the money into a vault. These employees fuel the buses, take the buses through the bus wash, and do other light maintenance work. Eliminating the collection of cash fares, which requires emptying the fareboxes three nights per week, is not likely to result in enough time savings to reduce staffing. This also is true for staffing in the coin room, where cash is counted and prepared for delivery to the bank.

The net cost of creating a fare-free system would be approximately \$4.5 million to \$5 million annually.

2. How would a fare-free policy impact existing transit services?

Facing a net loss in revenue of nearly \$5 million annually, the District would be faced with cutting costs to balance the operating budget or replacing these funds through additional subsidies.

A \$5 million loss in revenue would likely result in budget cuts across the District. The majority of costs are associated with the delivery of bus service, which includes bus operators, maintenance staff, and customer service staff. If we assume that \$1 million could be found in administrative cost reductions, the remaining \$4 million would be eliminated from operations; \$4 million equates to 20 percent of bus service hours currently operating.

A 20 percent reduction of service hours would require a restructuring of how service is delivered, and it is likely that neighborhood coverage would be significantly reduced. If fare revenues were replaced through a new subsidy, then service could continue in the current configuration. With the current system configuration and free fares, it is not difficult to predict that ridership demand would increase, as current customers paying cash would ride more frequently, and a percentage of the population of potential riders would begin using the system. Considering that LTD ridership is setting records and experiencing overloads during peak travel periods, it seems that increasing demand by offering free fares would only exacerbate current operational challenges. With no identified capital funds for fleet expansion and no additional operational funds to run service to meet increased demand, riders would become frustrated as more overcrowding and overloads occurred. The system would experience increased travel time, causing greater difficulty for bus operators trying to meet scheduled arrivals and departures, and resulting in customers missing transfer connections.

Creating a fare-free system also will have a direct impact on paratransit (*RideSource*) services offered by LTD. The Americans with Disabilities Act (ADA) mandates that complementary paratransit services be provided to the elderly and people with disabilities or conditions that prevent them from using fixed-route public transportation. This curb-to-curb service is partially funded through a state cigarette tax. However, these state resources have been flat or declining for many years and do not provide adequate funding to address the increasing need for the service. LTD is required to provide these services, which has resulted in a transfer of nearly \$2 million in LTD general funds to cover this service in the current fiscal year. Fares on paratransit service are prescribed in the ADA and may be set at a maximum of two times the fixed-route cash fare. While the current \$2.50 one-way fare may seem high, it should be noted that the cost per ride for a one-way *RideSource* trip is approximately \$23.50. The law also requires districts to maintain a non-denial policy, which means that LTD must meet demand.

In fiscal year 2008, LTD will be provide an estimated 51 percent more *RideSource* trips under ADA than in 2005. This represents a significant growth rate for each of the last three years.

On the fixed-route system, a policy of leaving customers behind is considered acceptable if the wait time for the next departure is reasonable. LTD's service policy defines a wait time of 30 minutes to be reasonable. This is not an option for paratransit services that offer curb-to-curb service for individuals. Costs for paratransit service have grown by double-digits in recent years due to the aging population, longer trips, and increasing dwell (waiting) time. Giving up the small amount of farebox revenue (\$140,000 annually) is not as significant an issue as the increased demand for service would be. One additional paratransit customer riding three times per week generates an added cost of over \$7,000 annually. The operating cost for 100 additional riders with similar riding characteristics would add \$700,000 annually.

Transit districts are finding it difficult to manage paratransit service cost growth due to lengthening trip times and the influx of new riders. Therefore, the ability to charge a fare is one small factor that gives districts some ability to manage the growing demand. If LTD provided a fare-free, fixed-route system, it would be required to provide a fare-free paratransit system, as well.

The immediate impact of a free paratransit service is the loss of \$140,000 in fare revenue, but, as explained, even a small number of new frequent riders could have a significant impact. These significant paratransit costs were not factored into the \$5 million gap described earlier; however, it is obvious that they would need to be addressed as part of any fare-free system implementation.

Conclusions

Lane Transit District currently cannot absorb or replace a loss in fare revenue, or respond to any significant increase in demand. With a low cost for fare collection and considering that current operations would be severely impacted, LTD staff do not recommend the implementation of a fare-free system. Should subsidies become available to maintain and expand bus service hours, and to provide the necessary personnel to maintain system security, the implementation of a fare-free system should be re-examined.

While there appear to be a number of attractive aspects to a fare-free system, they are most attainable for newly developing systems or smaller systems, where the cost of fare collection outweighs fare recovery potential, and where available subsidies fully cover the costs of operation. Current overcrowding during peak travel periods and routes struggling to meet transfer connections make recommending a fare-free system inappropriate at this time. While every transit provider would like to carry more customers, an increase in ridership, coupled with a reduction in operating revenues, would severely hamper LTD's ability to provide effective bus service throughout the community.

Lane Transit District provides a high level of service hours per capita. This service is well-used, as evidenced by overall ridership of more than 10 million annual boardings and by system-wide productivity that approaches systems 5 to 10 times its size.

It should be noted that LTD's Group Pass programs provide "free" bus access to more than 70,000 area residents, children under six years of age ride for free, and LTD's Honored Rider program provides free bus access to anyone age 70 and over. In a sense, an individual who is provided a bus pass by his or her employer or through his or her school is being given a "free" ride. It is estimated that this large number of "free" riders represents nearly 50 percent of the traveling public within LTD's metro area. In 2008, the LTD Board of Directors will consider a proposal to lower the age for Honored Rider status to age 65 and over, thereby increasing the number of free riders.

Appendix

Are additional subsidies available?

One of the commonalities of fare-free systems is the availability of subsidies to cover all operational costs. For medium and large transit systems, this appears to be out of reach. The federal government supports transportation capitalization and sees operations as a local decision. This has led to the elimination of nearly all federal operational support; therefore, if LTD were to pursue a fare-free system, it would look to local and state resources for additional funding. With local units of government trying to meet increasing budget needs, it seems unlikely there would be any current funding sources available to cover the loss of \$5 million in transit revenues.

At the state level, the 2003 legislature increased the payroll tax cap from \$6 per thousand of gross payroll to \$7 per thousand of gross payroll (.006 to .007) in an effort to provide TriMet and LTD with the ability to meet growing needs.

However, even with the increased tax rate, the growth in these resources is not keeping pace with growing costs for fuel and personnel services, let alone allowing TriMet and LTD to meet growing demand for new service. Because the increase from .006 to .007 is phased over a 10-year period, the payroll tax cap will not be reached until 2014, making it unlikely that the legislature would make further changes anytime soon.

The 2009 legislative session may offer opportunities to increase funding for transportation services for the elderly and disabled. This would give LTD some opportunity to replace general fund transfers of resources to the rapidly growing paratransit (*RideSource*) program, but these funds would not begin to close a new \$5 million gap created by moving to a fare-free system.

Does a fare-free system result in unintended consequences?

A number of negative impacts have been noted by larger systems that have implemented fare-free systems. These include:

- An increase in disorderly behavior by riders
- The use of the buses as a shelter by people who are homeless
- Driver morale issues as schedule adherence becomes more difficult and overcrowding creates tension
- An increase in maintenance costs associated with more vandalism
- A decrease in choice riders who react negatively to overcrowding

Research indicates that aggressive zero-tolerance policies aid in maintaining a positive environment on buses and trains. LTD has been successful using its Ordinance 36 to manage disruptive behavior, but even with a zero-tolerance policy and strict enforcement, there have been and will continue to be complaints related to these poor behaviors. As seen recently in Portland, Oregon, the ability to provide adequate security and manage negative behaviors is becoming a bigger challenge for large systems. For TriMet these challenges are leading to serious discussions about elimination of their long-standing "fareless square," and an evaluation of ways to enclose MAX train platforms that would eliminate the honor system of fare payment currently in use. Some in Portland have

suggested that the fareless square and honor payment system on MAX are not the issue; however, law enforcement personnel disagree and the dialogue continues.

Research does indicate that the few smaller systems currently offering a fare-free system have not seen these same negative impacts. In some cases, this may be a reflection of ridership levels that afford adequate space for customers. In a discussion with staff from Island Transit in Coupeville, Washington, the comment was made that there are few, if any, homeless people in their area, and that the community culture values transit service. The staff member did state that there had been some vandalism issues that were frustrating staff. Aggressive security policies also have aided the smaller systems in handling negative behavior.

On the positive side, a fare-free system does:

- Speed the boarding process
- Increase ridership
- Reduce administrative overhead costs

A number of districts continue to offer fare-free systems. These systems appear to be similar in that they receive subsidies covering the full cost of operations and that they operate in smaller urban or rural areas. The following information provides a brief overview of these systems.

1. Coupeville, Washington – Island Transit is a small rural provider offering service on Whidbey Island and Camano Island in northern Washington. A sales tax of six-tenths of one percent generates enough revenue to meet service demands. The system carries 1.1 million annual boardings and has an annual operating budget of \$9.2 million.
2. Hasselt, Belgium – A city of about 70,000 people, Hasselt is approximately an hour away from Brussels and is Belgium's fourth largest city. Hasselt draws riders from the approximately 300,000 people in the surrounding area. Funding for free transit comes from an allocation of 1 percent of municipal taxes. This system operates 11 bus routes.
3. Wilsonville, Oregon – South Metro Area Regional Transit (SMART) was formed in 1988 when the City of Wilsonville withdrew from the TriMet service area. SMART is funded by a payroll tax of three-tenths of one percent. SMART offers free service within the City of Wilsonville, but charges for commuter services that connect to Portland, Canby, and Salem. The fare charged for commuter service began in Fall 2006 in response to pressure from the business community, who felt it was unfair that riders did not pay for a share of the cost to provide bus service. Ridership initially dropped 17 percent following the institution of fare payment, but currently is down approximately 7 to 10 percent. The current operating budget is \$2.5 million, and there are 286,000 annual boardings.
4. Logan, Utah – Cache Valley Transit District (CVTD) is a small urban and rural provider in northern Utah. CVTD is funded by a 0.25 percent sales tax and has an operating budget of \$3.6 million and annual ridership of 1.7 million boardings.

Is charging a fare a barrier to ridership growth?

Charging a fare is a barrier for some low-income individuals, but research indicates that other factors are more commonly cited as barriers by potential riders and by a majority of current riders. While a number of large transit districts have conducted testing of fare-free systems, the last large system test took place at Capital Metro in Austin, Texas, and ended in 1990. Following the conclusion of the fare-free demonstration at Capital Metro, a survey of riders and the general public found that the five most important factors in determining whether to ride the bus were:

- On-board safety
- On-time performance
- Convenience of routes
- Cleanliness inside the buses
- Frequency of service

The three least important factors were:

- Cost of service
- Outside appearance of the bus
- Courtesy of bus operators

Consistent with the Capital Metro survey results, data gathered from LTD Group Pass participants found that a free ride is not the most important factor for potential riders who are considering riding public transportation. If the free ride were the key factor, mode split within LTD's Group Pass companies would be much higher. Operating characteristics, such as travel time, frequency of service, convenience, and comfort, are often more important for potential riders who have another mode choice available for their trip.

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AGENDA ITEM SUMMARY

DATE OF MEETING: February 20, 2008

ITEM TITLE: ANNOUNCEMENTS AND ADDITIONS TO AGENDA

PREPARED BY: Jo Sullivan, Administrative Services Manager/Clerk of the Board

ACTION REQUESTED: None

BACKGROUND: This agenda item provides a formal opportunity for Board members to make announcements or to suggest topics for current or future Board meetings.

ATTACHMENT: None

PROPOSED MOTION: None

AGENDA ITEM SUMMARY

DATE OF MEETING: February 20, 2008

ITEM TITLE: BOARD MEMBER REPORTS

PREPARED BY: Jo Sullivan, Administrative Services Manager/Clerk of the Board

ACTION REQUESTED: None

BACKGROUND: Board members have been appointed to Board Committees and to the Metropolitan Policy Committee (MPC), the Lane Council of Governments (LCOG) Board of Directors, and, on occasion, to other local or regional committees. Board members also present testimony at public hearings on specific issues as the need arises. After meetings, public hearings, or other activities attended by individual Board members on behalf of LTD, time will be scheduled on the next Board meeting agenda for an oral report by the Board member. The following activities have occurred since the last Board meeting:

MEETINGS HELD

Board members can take this opportunity to report briefly on any one-on-one meetings they have held with local officials or other meetings they have attended on behalf of LTD.

1. **Metropolitan Policy Committee (MPC):** MPC meetings generally are held on the second Thursday of each month. Board members Gerry Gaydos and Greg Evans are LTD's MPC representatives, with Mike Dubick serving as an alternate. A special meeting was held on January 29 to discuss criteria for determining priorities for the FY 2010-2015 State Transportation Improvement Program (STIP). The MPC directed staff and the Transportation Planning Committee to recommend a set of prioritized projects to the MPC at its February 14, 2008, meeting. These recommendations were based on current criteria, the Regional Transportation Plan policies, and consideration of four factors recommended by the Citizen Advisory Committee. The agenda for the February 14 meeting also included a public hearing regarding the Oregon Department of Transportation's (ODOT) STIP, a discussion of the ODOT Draft Public Involvement Policy and Procedures, and a discussion concerning the possibility of televising the MPC meetings.
2. **Board Finance Committee:** The Board Finance Committee (Mike Dubick, Debbie Davis, and Chair Dean Kortge) is

scheduled to meet on February 20 to review and discuss Long-Range Financial Plan issues.

3. **Board Service Committee**: The name of the Board Service Planning & Marketing Committee has been shortened to "Board Service Committee." Its members are Greg Evans, Mike Dubick, and Chair Mike Eyster. This committee is scheduled to meet at noon on February 20, and can make an oral report at the Board meeting.
4. **APTA Authorization Committee**: The APTA Authorization Task Force is developing transit requests for a new surface transportation bill. SAFETEA-LU, the current surface transportation bill, expires on September 30, 2009. Board member Greg Evans has been appointed to the Authorization Task Force and participated in the initial meeting of the group on January 25, 2008. At that meeting, the Task Force identified priority issues to be researched and discussed further. The next meeting is scheduled for March 8, 2008.

NO MEETINGS HELD

1. **EmX Steering Committee**: Board President Gerry Gaydos and Board members Debbie Davis and Greg Evans are members of LTD's EmX Steering Committee, along with members of local units of government and community representatives. The Committee last met on December 4. The next meeting is scheduled for Tuesday, March 4, 2008.
 - a. **West Eugene EmX Extension (WEEE) Corridor Committee**: This committee is a subcommittee of the EmX Steering Committee and is composed of Board members Greg Evans, Dean Kortge, and Gerry Gaydos, along with members of local government and community representatives. The Committee is scheduled to meet on February 21, 2008. The agenda for that meeting will include a presentation on the screening process, including preliminary Tier II findings, and an overview of light rail and streetcar systems comparable to EmX.
 - b. **Pioneer Parkway Corridor Committee**: This committee also is a subcommittee of the EmX Steering Committee and is composed of Board members Debbie Davis, Mike Dubick, and Mike Eyster, and local government and community representatives. The Committee last met on January 17, 2008. The next meeting has not yet been scheduled.
2. **Board HR Committee**: The Board HR Committee is composed of Mike Dubick, Mike Eyster, and Chair Gerry Gaydos. The committee last met on January 8. The next meeting is tentatively scheduled for March 11.

3. **LCOG Board of Directors:** LTD Board Member Mike Dubick represents LTD on the Lane Council of Governments (LCOG) Board of Directors as a non-voting member. The next meeting is scheduled to be held on Tuesday, February 28, in Junction City.
5. **Walnut Station Steering Committee:** Board member Mike Eyster is a member of this committee, staffed by the City of Eugene. The City of Eugene last held a Walnut Station Steering Committee meeting on May 30, 2007.

AGENDA ITEM SUMMARY

DATE OF MEETING: February 20, 2008

ITEM TITLE: CORRESPONDENCE

PREPARED BY: Mark Pangborn, General Manager

ACTION REQUESTED: None

ATTACHMENTS: The attached correspondence is included for the Board's information:

- January 2, 2008, letter and enclosure from Board President Gerry Gaydos to Eugene Mayor Kitty Piercy and the Eugene City Council, regarding the Purpose and Need Statement and associated Goal and Objectives for the West Eugene EmX Extension project.

PROPOSED MOTION: None

MINUTES OF DIRECTORS MEETING
LANE TRANSIT DISTRICT
REGULAR BOARD MEETING/WORK SESSION

Wednesday, January 16, 2008

Pursuant to notice given to *The Register-Guard* for publication on January 10, 2008, and distributed to persons on the mailing list of the District, the Board of Directors of the Lane Transit District held its regular monthly meeting on Wednesday, January 16, 2008, beginning at 5:30 p.m., in the LTD Board Room at 3500 East 17th Avenue, Eugene.

Present: Gerry Gaydos, President, presiding
 Mike Eyster, Vice President
 Dean Kortge, Secretary
 Debbie Davis, Treasurer
 Michael Dubick
 Greg Evans
 Mark Pangborn, General Manager
 Jo Sullivan, Clerk of the Board
 Kim Young, Minutes Recorder

CALL TO ORDER/ROLL CALL – Mr. Gaydos called the meeting of the Lane Transit District (LTD) Board of Directors to order at 5:35 p.m. and called the roll.

PRELIMINARY REMARKS BY BOARD PRESIDENT – Mr. Gaydos thanked everyone for being present and hoped that all had happy holidays.

ANNOUNCEMENTS AND ADDITIONS TO THE AGENDA – Mr. Pangborn indicated that LTD received an American Council of Engineering Companies of Oregon (ACEC) Engineering Excellence Award for work done by Parsons Brinkerhoff Engineers. He said that LTD's Director of Planning and Development Tom Schwetz also traveled to Washington, DC, to accept an Honorable Mention for the Sustainable Transit Award from the Institute for Transportation and Development Policy. The Institute for Transportation and Development Policy recognized Lane Transit District's EmX bus rapid transit system as the only United States project selected for an award in 2008. LTD joins the cities of Guatemala City, Guatemala, and Pereira, Colombia, in the Honorable Mention category, while Paris, France, and London, UK, both received the top award this year.

BOARD CALENDARS – Mr. Pangborn noted the upcoming February 4 Springfield City Council meeting, at which the Council would consider the Pioneer Parkway EmX 30 percent drawings for construction design. He encouraged Mr. Eyster or Ms. Davis to attend. He said progress on the project was going well and LTD had a good working relationship with City of Springfield staff. He noted other future events, including the Springfield Chamber of Commerce dinner on January 18, the Eugene Area Chamber of Commerce Celebration of Business on January 23, the LCOG Appreciation Dinner on January 24, the LTD Employee Celebration dinner on January 27, and the Eugene Chamber of Commerce Economic Forecast on January 30.

WORK SESSION

Pioneer Parkway EmX Project Update – Information Technology Manager Steve Parrott shared an example of a passenger information system sign developed by LTD Software Engineer Larry Storm. The sign used real time information from the Franklin EmX and showed arrival and departure times. The signs would be located at stations.

Facilities Services Manager Charlie Simmons provided a PowerPoint presentation updating the Board on LTD's progress on the Pioneer Parkway project. He noted LTD's receipt of comments from the City of Springfield and the Oregon Department of Transportation (ODOT) on the 30 percent drawings for the corridor design, and the meetings that were occurring with the staff of those agencies. He indicated that budget numbers would be forthcoming when the design was more firm. He briefly noted the time frame for construction of the Gateway station, International Way, and the remaining parts of the corridor and other stations. Mr. Simmons hoped to have the design complete in 2008, with construction to start the following year on Pioneer Parkway and Gateway, and operations to commence in late 2010.

Mr. Evans asked if staff had addressed the access issues raised by the business owner on International Way who had provided testimony to the Board. Mr. Simmons provided an update on community outreach and said that staff continued to meet with residents and business owners with the goal of completing those contacts before the February 4 Council meeting. The majority of contacts had been positive, or at least neutral, and staff were able to address many of the concerns that were raised. Mr. Simmons shared a map illustrating the properties where contacts had been made and properties where contacts were yet to be made.

Responding to a question from Mr. Eyster, Mr. Simmons said that the City of Springfield was working with PeaceHealth to resolve the alignment of a possible road connection between River Bend Drive and International Way.

Responding to a question from Mr. Kortge, LTD's School Transportation Project Assistant Lisa VanWinkle confirmed that the potential of group bus passes had come up in discussions with business representatives.

Mr. Simmons indicated that concerns raised regarding parking near the Springfield Cleaners had been resolved. He reported that ODOT had been concerned about Americans with Disabilities Act (ADA)-required improvements and shoulder width, and LTD was working with the agency to resolve those issues. ODOT also was concerned about bicycle lanes, and Mr. Simmons shared a schematic of the EmX bike-pedestrian crossing that staff were discussing with the City of Springfield. He also shared a schematic showing a barrier between the EmX route and bicycle path, and added that some concerns about that approach were still being discussed. Mr. Evans asked if the vegetative border would be incorporated into the barrier. Mr. Simmons indicated that it would, and that the plants would be the height of the barrier and would be drought-resistant.

Mr. Simmons shared a schematic of the Q Street Station showing access to the adjacent shopping center (Walgreens) and a schematic of the Hayden Street Station showing the proposed location of the pedestrian crossings, which were still under discussion with the City of Springfield. He shared an aerial photograph showing the location of the PeaceHealth RiverBend campus and another aerial photograph showing the area directly to the north. He indicated the north link to the system, which he hoped would be in place by 2010.

Mr. Simmons shared a schematic of the International Way West Station, which had been moved to the east of the road, and indicated that LTD would remove and replace the entire multi-use path in that area. He shared an aerial photograph of the Gateway-Beltline intersection, which was an ODOT project, and said that LTD continued to monitor the design with the goal of being able to provide input on extra lanes or queue jumping possibilities. Mr. Simmons also shared an aerial photograph showing the location of the Gateway-Harlow stations.

Mr. Eyster asked if Mr. Simmons had a sense of the City Council's reaction to the project at this point. Mr. Simmons indicated that he did not, but believed that the issues of concern could be worked out and that the Council could support the project.

Annual Route Review – Director of Service Planning, Accessibility, and Marketing Andy Vobora invited Board input regarding the preliminary remarks to be offered by staff at the February 11 public hearings. A list of public comments received so far had been distributed to the Board.

Mr. Vobora and Service Planning Manager Will Mueller reviewed the *Annual Route Review 2008 Service Change Summary for FY 2008-09*. Board members asked questions to clarify the information provided.

Mr. Mueller reviewed a prioritized summary showing the points assigned to the routes by the Employee Service Advisory Committee scoring system.

Mr. Eyster suggested additional outreach to the east and north areas of LTD's service area. Mr. Vobora concurred, and said that staff would seek opportunities in Junction City, Veneta, and the Santa Clara area.

Mr. Mueller encouraged the Board to review the written input, which demonstrated considerable unmet need in the community.

Mr. Gaydos asked if the increase in United Airlines' flights could justify some service to the airport. Mr. Mueller said that staff looked at the issue and found challenges, but that LTD wanted to get there one day. Mr. Vobora suggested that service to the airport might allow LTD to take advantage of some available grant funding.

Mr. Gaydos closed the work session and convened the regular meeting.

EMPLOYEE OF THE MONTH – The Board recognized Bus Operator Jodi Nicholson as Employee of the Month. Director of Transit Operations Mark Johnson introduced Ms. Nicholson, a long-time driver with 24 years of accident-free driving. Mr. Johnson commented that Ms. Nicholson had been nominated by a 91-year-old rider who appreciated the extra care that Ms. Nicholson gave to "older people". Mr. Johnson added that Ms. Nicholson was a pleasure to work with and that he was pleased to see her recognized with this honor.

Mr. Gaydos thanked Ms. Nicholson for her service to LTD and presented her with a certificate of appreciation, a check, and a pin commemorating the award.

Ms. Nicholson joked that LTD "finally got it right," and thanked the Board.

AUDIENCE PARTICIPATION

Frank Wikle, a longtime LTD operator, said he drove the Veneta bus on several bids and knew many of the people who rode the bus. He said many of them depended on LTD for transportation. When he heard of the potential reduction in services, he tallied the number of riders from around Alvadore on both runs and found that there were about eight on the 7:30 a.m. run and about eleven on the 9:30 a.m. run. The majority of riders boarded after he left the shopping center. Mr. Wikle had served on the Service Advisory Committee and recalled the difficulty the Committee had in designing and fixing routes. He hoped the Planning Department was willing to consider the human aspect of making cuts to current services in order to fund services that were yet to be proven successful. He also hoped that the Board would consider the impact on longtime riders who supported LTD. He believed that these riders would be willing to work with LTD on a compromise. Mr. Wikle thanked the Board and submitted his testimony in writing.

Sue Craig, route 93 (Veneta) rider, spoke next, stating that there was not a large ridership on the Veneta route but that she hoped it would grow as people became aware of their carbon footprint on the environment. She suggested the potential of using a smaller vehicle or allowing riders to board at Jerry's Home Improvement. She perceived public transit would be more and more viable, requiring more feeder routes as people became less mobile as they aged. She wanted to take public transit if possible. She spoke of the successful transit services in Denver and Washington, DC, which included feeder services. She recommended that LTD consider what TriMet was doing in Portland, which was "fantastic." She asked the Board to keep up the good work because "it would take a while to educate people."

ITEMS FOR ACTION AT THIS MEETING

MOTION **Consent Calendar** – Mr. Dubick moved adoption of LTD Resolution 2008-001: It is hereby resolved that the Consent Calendar for January 16, 2008, is approved as presented. Mr. Evans provided the second. The Consent Calendar consisted of the minutes of the November 26, 2007, Special Meeting/Work Session with Eugene City Council; December 11, 2007, Special Board Meeting by Conference Call; and December 19, 2007, Regular Board Meeting.

VOTE The Consent Calendar was approved as follows:
 AYES: Davis, Dubick, Evans, Eyster, Gaydos, Kortge (6)
 NAYS: None
 ABSTENTIONS: None
 EXCUSED: None (one vacancy)

FY 2007-08 Supplemental Budget – Accounting Manager Carol James explained the need for a supplemental budget for the current fiscal year. She noted that the requested action was required to repay a loan from the General Fund to the Commuter Solutions Fund that was made in June 2007. A public hearing is required before Board action.

Public Hearing on Supplemental Budget – Mr. Gaydos opened the public hearing. There being no requests to speak, he closed the public hearing.

MOTION Mr. Eyster moved approval of LTD Resolution No. 2008-002, which amends the LTD Fiscal Year 2007-2008 budget as represented in the resolution. Ms. Davis provided the second.

VOTE The resolution was approved as follows:
AYES: Davis, Dubick, Evans, Eyster, Gaydos, Kortge (6)
NAYS: None
ABSTENTIONS: None
EXCUSED: None (one vacancy)

Approval of Additional Capital Improvements – Rosa Parks Sculpture – Director of Service Planning, Accessibility, and Marketing Andy Vobora stated that LTD was building on the work being done by the City of Eugene with regard to downtown art. He asked the Board to allocate \$10,000 in the Capital Improvements Program to allow LTD staff to take advantage of that effort and other community partnerships that would support the sculpture. He emphasized that LTD was working with other agencies and was not supplying all the funding.

Mr. Eyster commended the effort.

Mr. Kortge concurred with Mr. Eyster and asked if LTD could commission a statue of someone without permission. Mr. Evans believed that Ms. Parks' status as a public figure essentially placed her within the public domain. Mr. Vobora indicated that he would follow up on the question.

MOTION Mr. Kortge moved adoption of LTD Resolution No. 2008-003, amending the LTD Fiscal Year 2007-2008 Capital Improvements Program to add a project line in the amount of \$10,000 for a sculpture dedicated to Rosa Parks at the Eugene Station. Mr. Eyster provided the second.

VOTE The resolution was adopted as follows:
AYES: Davis, Evans, Eyster, Gaydos, Dubick, Kortge (6)
NAYS: None
ABSTENTIONS: None
EXCUSED: None (one vacancy)

ITEMS FOR INFORMATION AT THIS MEETING

Board Member Reports –

Metropolitan Policy Committee - Mr. Gaydos reported that the Metropolitan Policy Committee had met and reviewed changes to the State Transportation Improvement Program and the Regional Transportation Program.

Board Finance Committee – There was no report.

2008-09 Pricing Plan Discussion – Mr. Vobora provided the report, calling the Board's attention to the Peer Group Fare Comparison on page 44 of the meeting packet, which compared LTD's fares with transit systems of a similar size, and an LTD pricing history on page 45 of the packet. He called attention to the Pricing Proposal Summary on page 43 and reviewed the changes being proposed.

Speaking to the increase proposed in the half-fare program cash fare, Mr. Evans suggested that fare increases were passed on to customers through the programs in which they participated. He asked if staff had discussed that issue with the service providers. Mr. Vobora said that the change in question would not affect those people in the same way that token increases would. He believed that LTD was pushing the envelope of affordability for low-income residents and that issue concerned him. Mr. Vobora suggested that it might be preferable to buy a pass for someone who rode frequently, and invited questions from such agencies.

Mr. Kortge observed that the Finance Committee discussed the potential of relating pricing to District costs, such as the cost of gas. He anticipated that the Board would discuss the issue at some point in the future.

Mr. Evans asked if Congress was discussing the idea of providing fuel subsidies to transit districts facing increased fuel costs. Mr. Pangborn said that King County was involved in a voluntary carbon tax trade in order to use the credits. Mr. Pangborn described what constituted a carbon tax. He believed that it was a good idea and advocated for further discussion. He believed a national, state, and local dialogue was needed to identify new revenue sources to meet these increased costs.

Mr. Vobora sought input from the Board on changes being proposed to the Honored Rider pass, suggesting that the age for riding free be changed to 65 in order to increase people's familiarity with riding the bus and decrease the potential impact on RideSource. He noted that most trips made by such individuals were during off-peak hours.

Mr. Kortge said that the principle made sense. He believed there was some standard for the use of RideSource. Mr. Vobora said that one must meet eligibility requirements, but the screening system was not perfect. Mr. Kortge noted the aging population and stated that he did not want to strip the District of the income that could be realized unless staff believed it would be offset by the potential of increased RideSource costs. Mr. Vobora said LTD was seeking grants to market LTD fixed-route services to seniors. He believed that LTD would have to do other things to increase senior ridership besides changing the age for riding free.

Mr. Gaydos said that now was a good time to reach out to the senior population.

Mr. Dubick believed that the staff proposal was clear, and he agreed with the idea that free fares were offset by the decreased use of RideSource.

Ms. Davis agreed, saying it was important to get seniors used to the bus so that it would become a habit.

Monthly Financial Report – Director of Finance and Information Technology Diane Hellekson referred the Board to the Financial Report on page 46, and said that growth in ridership was extraordinary and significantly driven by the success of the Franklin Corridor EmX service. Mr. Pangborn said that the growth in total system ridership was not insignificant, given the increase in the population. Ms. Hellekson said that retroactive payments due to the new Amalgamated Transit Union contracts were posted in December, and it appeared that the personnel services would be within budget for the fiscal year. Payroll taxes looked good, and if

the District could maintain the current growth rate, it would be well-positioned for the Long-Range Financial Plan.

Responding to a question from Mr. Eyster, Ms. Hellekson said that staff continued to work on the "bounty hunter" tax compliance effort. Fuel costs continued to be a concern and she anticipated that costs would continue to rise, creating the need for some aggressive growth assumptions. Accessible services costs are still above budget and continue to grow due to both increased demand for services and increased cost of services.

Responding to a question from Mr. Kortge, Mr. Vobora said a pilot project had begun for the coordinated RideSource/Medicare ride brokerage call center, but full implementation would not occur until May 2008.

Legislative Talking Points – Mr. Gaydos thanked LTD staff for the talking points and encouraged them to work with members of the local legislative delegation.

Board Vacancy – Mr. Pangborn encouraged the Board to contact the governor if members had a candidate they favored.

Article in *The Register-Guard* – Mr. Vobora reported that Jeff Wright of *The Register-Guard* was meeting with staff to discuss issues, policies, and the District's future for an article to be published soon. In addition, Mr. Pangborn was working on a guest editorial.

Free Fare Analysis – Mr. Vobora anticipated that he would bring to the Board in February a report on free fares that he had prepared for the Finance Committee.

EmX Celebration – Mr. Vobora anticipated that the District would hold a one-year celebration of EmX's first year of operations on May 19, 2008, in conjunction with Earth Day.

ADJOURNMENT – There being no further business, Mr. Gaydos adjourned the meeting at 7:35 p.m.

Board Secretary



February 4, 2008

Eugene Mayor Kitty Piercy and City Council
City of Eugene
777 Pearl Street, Room 105
Eugene, OR 97401

Dear Mayor Piercy and City Councilors:

At the joint meeting between the LTD Board of Directors and the Eugene City Council on November 29, 2007, the Council requested information on rail systems operating in the United States. The request was made as part of the discussion of the relative merits of rail compared to bus rapid transit and the question of the feasibility of rail in our community.

Attached is a report generated from information reported to the American Public Transportation Association that provides data on streetcar and light rail systems operating in the United States. While there are other types of urban rail, including subways, commuter rail, and monorail, those tend to be located in very large urban areas or, in the case of monorail, in very unique situations. Streetcars and light rail are the rail systems that have been mentioned most often as options for our community.

The attached table provides data on operating characteristics, ridership, and cost per boarding of each streetcar and light rail system (except where noted). LTD EmX service along the Franklin corridor (Green Line) is included for comparison purposes to both streetcar and light rail systems.

As noted on the table, streetcars have been implemented in smaller communities, including two communities smaller than Eugene-Springfield. Streetcars typically provide a circulator service within central business districts or tourist areas. They are often pursued for the purpose of promoting economic development. The streetcar in Galveston, Texas serves a tourist area. The streetcar in Kenosha, Wisconsin was conceived as a circulator system to connect the older downtown and the Metra commuter rail station with a mixed-use area just east of downtown. The streetcar was planned from the beginning as an integral part of the redevelopment project. It is noted that annual ridership on those two streetcar systems, as well as the line in Little Rock, Arkansas, the next smallest community, is very low (less than five percent of the ridership generated by the EmX Green Line).

As a corridor-based service, EmX is more similar to light rail, which also tends to be corridor based. As the data shows, the LTD EmX compares favorably with light rail systems in the United States. The EmX Green Line is less expensive and more efficient than all of the light rail systems. With the exception of a new system just getting started in Charlotte, North Carolina, the data also shows that light rail is only currently used in communities with a population of more than one million people.

Lane Transit District

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Eugene Mayor Kitty Piercy and City Council
City of Eugene
February 4, 2008
Page Two

Please do not interpret our pursuit of EmX as indicating an anti-rail bias. We have great admiration for light rail and streetcar systems in Portland and other cities. Transit mode is a decision that should be based on community characteristics, values, and funding capability. Each community must make the choice that best fits that community. The Eugene-Springfield area's decision to pursue bus rapid transit was, we believe, the right decision, and the great success of the first EmX line validates that choice. That does not mean that rail will not be a better mode choice for our community some day. By securing transit rights-of-way for EmX, we are facilitating the potential conversion to another mode at some point in the future.

It is also possible that a streetcar system can be pursued in conjunction with EmX, since they serve different functions. Portland has clearly demonstrated the compatibility of a corridor-based system (MAX light rail) with a streetcar system. Our Breeze route is a circulator that could be operated as a streetcar. The justification for implementing a streetcar is primarily economic development. That is an area in which the City clearly has greater expertise than LTD, and we would look to the City to take the lead should such a project be deemed feasible. This is essentially the way the streetcar was developed in Portland: the City took the lead in planning, funding, and constructing the streetcar, and then Tri-Met stepped in to operate the line.

We hope this information is helpful to you. Please do not hesitate to let us know if you have additional questions or would like additional analysis on this topic.

Sincerely,



Gerry Gaydos
President, LTD Board of Directors

GG:sv:jms

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Applicability of Rail in the Eugene-Springfield Metropolitan Area

There are several different types of urban rail systems in use in the United States. Although not all systems fall neatly into a specific category, it is possible to categorize rail systems. The following definitions are generally accepted within the industry:

- **Streetcar:** Streetcars typically operate on city streets in mixed traffic and provide circulator or connector service in central business districts or tourist areas. They have slow speeds (the Portland Streetcar averages seven miles per hour), and can be self-propelled or electric with an overhead catenary system. Streetcar lines are typically less than five miles in length. Stations are often spaced every couple of blocks, similar to a city bus line. Construction costs average between \$25 million and \$50 million per mile.
- **Light Rail:** Light rail is typically a corridor-based service that operates on exclusive rights-of-way, but has at-grade crossings. Most light rail systems use electric propulsion with an overhead catenary system. Light rail lines are typically five to twenty miles long, and stations are spaced at least one-third mile apart. Construction costs average between \$50 million and \$100 million per mile.
- **Bus Rapid Transit (BRT):** BRT combines the quality of rail transit and the flexibility of buses. It can operate on bus lanes, high-occupancy vehicle (HOV) lanes, expressways, or ordinary streets. The vehicles are designed to allow rapid passenger loading and unloading, with more doors than ordinary buses. Construction costs average between \$3 million and \$25 million per mile (depending on design constraints).
- **Commuter Rail:** Commuter rail usually provides high-speed service between an outlying community and an employment center. Crossings are normally gate-controlled, so the train never has to stop except at stations. Commuter rail lines are typically at least 20 miles long. Stations are usually spaced several miles apart. Construction costs (assuming new rail) average between \$100 million and \$150 million per mile.
- **Subway:** Subways provide high-speed, underground service within major metropolitan areas. The grade separation enables the system to operate efficiently, though the underground lines and stations add significantly to the construction costs of the system. Stations are typically at least one mile apart. Subways use electric power provided through a "third rail." Construction costs are more than \$100 million per mile.
- **Monorail:** Monorail is a single-rail overhead system. The grade separation eliminates conflicts with other vehicles, though it also greatly increases construction costs. The only operating monorail systems in the United States are located in Seattle, Las Vegas, and Disney amusement parks. Construction costs are more than \$100 million per mile.

Streetcar and light rail have been mentioned most often for possible application within the Eugene-Springfield area. The attached table lists streetcar and light rail systems currently in operation in the United States.

Streetcars are in operation in a wide range of communities – from Galveston, Texas (population 60,000), to Dallas, Texas (population 6 million). It should be noted, however, that streetcars in the three smallest communities (Galveston, Texas; Kenosha, Wisconsin; and Little Rock, Arkansas) have very low ridership (less than 5 percent of the ridership on the EmX Green Line). Streetcars have often been pursued as an economic development strategy, and their track record in generating economic development in some communities is strong. Streetcars have not typically been able to compete well for federal funding when projects are judged on cost-effectiveness as a transportation mode. Consequently, streetcar advocates have been encouraging the Federal Transit Administration (FTA) to judge projects based on economic development benefits rather than mobility benefits.

Light rail lines are typically corridor based and occur in larger communities. With the exception of a new system getting started in Charlotte, North Carolina, the smallest metropolitan areas to have light rail are Buffalo, New York, and Salt Lake City, Utah, each of which has an urban area population of 1.1 million people.

In conclusion, the data indicate that the LTD EmX Green Line compares favorably with both streetcar and light rail systems. LTD EmX has a lower cost per boarding than the streetcar or light rail system examples. The EmX also is rated in the middle in terms of boardings per route mile, even though light rail systems generally have higher capacities. Overall, evidence does not support the suggestion that light rail has lower operating costs as compared with bus rapid transit.

Characteristics of Streetcars and Light Rail Systems in the USA

STREETCAR (also known as VINTAGE TROLLEYS)

Metropolitan City Area	Urbanized Area Population	Start of Service	Route Miles	Revenue Vehicles	Annual Boardings (000)	Annual Operating Expense (000)	Annual Cost Per Boarding	Annual Boardings per Route Mile	Comments
Galveston, TX	60,000	1988	5.0	4	41	\$355	\$8.75	8,120	Primarily tourist-oriented. Received \$10 M from UMTA Federal funds with local match from state and two private foundations.
Kenosha, WI	90,000	2000	1.9	5	59	\$302	\$5.12	31,000	Operating hours vary by season.
LTD (BRT)	260,000	2007	8.0	4	1,439	\$2,054	\$1.43	179,875	
Little Rock, AR	650,000	2004	2.5	3	45	\$224	\$5.04	17,800	Primarily tourist-oriented.
New Orleans, LA	1,000,000	1893	26.0	66	8,920	\$14,275	\$1.60	343,065	Capital expenses are skewed by damage from Hurricane Katrina in 2005
Memphis, TN	1,300,000	1993	7.0	18	983	\$3,577	\$3.64	140,357	
Philadelphia, PA	1,518,000	2005	8.2	17	NA	NA	NA	NA	Boarding and expense information is not readily available. Scheduled trips are 45 to 60 minutes long at 10-20 minute headways 24/7.
Portland, OR	2,200,000	2001/2005	5.0	4	1,350	NA	NA	NA	Boarding and expense information is not readily available.
Tampa, FL	2,700,000	2003	3.2	8	520	\$1,626	\$3.13	162,375	
Seattle, WA	3,300,000	2003	1.8	3	795	\$2,544	\$3.20	441,444	
Seattle, WA	3,300,000	1982	2.1	5	399	\$1,427	\$3.58	189,810	
San Francisco, CA	4,200,000	1988	5.8	44	NA	NA	NA	NA	Muni upgraded their original electric railway system (streetcars) to LRT and have since implemented a route that features vintage and restored streetcars along the
Dallas, TX	6,000,000	1989	2.8	4	NA	NA	NA	NA	Vintage Trolley, tourist-oriented. Received \$2.5 M from UMTA Federal funds with contributions from local businesses and supporters of \$2.5 M.

Sources: Railway Preservation Resources website <http://www.railwaypreservation.com/vintagetrolley/vintagetrolley.htm>

LIGHT RAIL

Metropolitan City Area	Urbanized Area Population	Start of Service	Round-Trip Route Miles	Revenue Vehicles	Annual Boardings (000)	Annual Operating Expense (000)	Annual Cost Per Boarding	Annual Boardings per Route Mile	Comments
LTD (BRT)	260,000	2007	8.0	4	1,439	\$2,054	\$1.43	179,875	
Charlotte, NC	630,478	2007	19.2	NA	NA	NA	NA	NA	The light rail system in Charlotte opened in November 2007. Projected ridership is 8,900 passengers per day.
Buffalo, NY	1,100,000	1985	14.1	27	5,478	\$18,271	\$3.34	388,511	
Salt Lake City, UT	1,100,000	1999	37.3	46	10,020	\$20,013	\$2.00	268,630	
Philadelphia, PA	1,518,000	2005	132.0	141	25,158	\$46,088	\$1.83	190,591	SEPTA retired most of their streetcars and switched to LRT in 1992. In 2005 operation began of 17 restored streetcars on about 8 miles of the service area.
San Jose, CA	1,800,000	1987	71.5	80	5,473	\$45,753	\$8.36	76,545	
Cleveland, OH	2,100,000	1936 /1996	33.0	17	2,561	\$12,766	\$4.99	77,597	
Sacramento, CA	2,100,000	1987	62.6	72	11,022	\$35,226	\$3.20	176,070	
Portland, OR	2,200,000	1986	92.9	105	31,516	\$56,966	\$1.81	339,249	
Denver, CO	2,400,000	1994/2000	32.1	49	10,029	\$21,689	\$2.16	312,414	
Pittsburgh, PA	2,400,000	1987	44.8	55	6,655	\$35,590	\$5.35	148,540	
Baltimore, MD	2,700,000	1992/1997	54.0	53	6,067	\$33,688	\$5.55	112,354	
St. Louis, MO	2,800,000	1993	81.0	65	14,510	\$36,294	\$2.50	179,130	
San Diego, CA	2,900,000	1981	97.0	123	26,538	\$41,831	\$1.58	273,590	The light rail system in San Diego is called "San Diego Trolley, Inc." It is not a streetcar.
Minneapolis, MN	3,200,000	2006	24.2	22	2,939	\$8,368	\$2.85	121,438	
San Francisco, CA	4,200,000	1912	72.9	181	45,187	\$105,900	\$2.34	619,849	
Boston, MA	4,500,000	1897	78.0	185	70,558	\$107,082	\$1.52	904,591	
Houston, TX	5,500,000	2004	20.0	18	5,350	\$14,135	\$2.64	267,485	
Philadelphia, PA	5,800,000	1908	171.0	141	25,158	\$46,088	\$1.83	147,123	
Dallas, TX	6,000,000	1996	98.4	95	16,376	\$57,023	\$3.48	166,423	
Los Angeles, CA	13,000,000	1990	116.3	121	32,852	\$111,654	\$3.40	282,479	
New York, NY	18,900,000	1910	67.1	55	9,869	\$54,714	\$5.54	147,077	Operating area is New Jersey (not New York City)

Sources: APTA website <http://www.apta.com/research/stats/>

AGENDA ITEM SUMMARY

DATE OF MEETING: February 20, 2008

ITEM TITLE: BOARD CALENDARS

PREPARED BY: Jo Sullivan, Administrative Services Manager/Clerk of the Board

ACTION REQUESTED: Discussion of Board member participation at LTD and community events and activities

BACKGROUND: Board members are asked to coordinate the Board Activity Calendars with their personal calendars for discussion at each Board meeting. Updated Board Activity Calendars are included with this packet for Board members.

Please contact Jo Sullivan with any changes in your availability for LTD-related meetings and events, or to provide your winter and spring vacation dates.

ATTACHMENT: Board activity calendars are included separately for Board members.

PROPOSED MOTION: None

AGENDA ITEM SUMMARY

DATE OF MEETING: February 20, 2008

ITEM TITLE: CONSENT CALENDAR

PREPARED BY: Jo Sullivan, Administrative Services Manager/Clerk of the Board

ACTION REQUESTED: Approval of Consent Calendar Items

BACKGROUND: Issues that can be explained clearly in the written materials for each meeting, and that are not expected to draw public testimony or controversy, are included in the Consent Calendar for approval as a group. Board members can remove any items from the Consent Calendar for discussion before the Consent Calendar is approved each month.

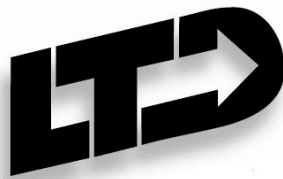
The Consent Calendar for February 20, 2008:

1. Approval of the minutes of the January 16, 2008, Regular Board Meeting

ATTACHMENTS: Minutes of the January 16, 2008, Regular Board Meeting

PROPOSED MOTION: I move that the Board adopt the following resolution:

LTD Resolution No. 2008-004: It is hereby resolved that the Consent Calendar for February 20, 2008, is approved as presented.



Lane Transit District
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MONTHLY DEPARTMENT REPORTS

February 20, 2008

PLANNING AND DEVELOPMENT

Tom Schwetz, Director of Planning and Development

PROJECT DEVELOPMENT

West Eugene EmX: Staff are currently working on the Screening of Alternatives, the next step in completion of the project scoping process. Staff are scheduled to bring a recommended set of alternatives for further study to the Board at its March 19 regular meeting. The resulting set of alternatives is based on advice from the West Eugene EmX Extension Corridor Committee and a recommendation from the EmX Steering Committee. The next phase of the project, the alternatives analysis and development of a Draft Environmental Impact Statement, will proceed upon completion of the scoping process. In this phase, the alternatives carried forward from the screening process will be developed in detail. An extensive assessment of these alternatives will be the basis for selection of a preferred alternative, which will be used to complete a final Environmental Impact Statement.

COMMUTER SOLUTIONS

Connie B. Williams, Program Manager

Program Management:

- Commuter Solutions staff participated on the Springfield Gateway Development Committee and the 2008 Olympic Trials Transportation subcommittee.
- Commuter Solutions staffed information booths at the Good Earth Home & Garden Show, Lane Community College Health and Wellness Fair, and the EWEB Health and Wellness Fair.
- A job announcement was posted for the Administrative Secretary position.

Group Pass/Employee Transportation Coordinator (ETC) Programs: The ETC Quarterly Luncheon was held at LTD, with 15 participants representing 11 organizations.

CarPool/VanPool/Emergency Ride Home Program: Looking Glass Station 7 (representing 22 employees) joined the Emergency Ride Home Program. Eleven commuters were added to the rideshare database.

Smart Ways to School: Staff participated in the second annual Walk and Bike Summit presented by the City of Eugene. Lisa VanWinkle led a panel discussion and staffed an information table.

Student Transit Pass Program: LTD submitted a Business Energy Tax Credit Application for Preliminary Certification to the Oregon Department of Energy in order to provide student bus passes during January through June 2008 through the new category, "Transportation Services for K-12 Students." Staff are soliciting a pass-through partner, and will submit an Application for Final Certification for the student bus passes provided during September through December 2007 under the previous Oregon Department of Energy Business Energy Tax Credit rules.

CAPITAL PROJECTS

Charlie Simmons, Facilities Services Manager

Pioneer Parkway EmX: The Springfield City Council held a work session regarding Pioneer Parkway EmX on February 4, 2008. The Council did not complete its discussion of the project and has scheduled another work session for February 19, 2008. Contact of property owners continues.

Gateway Station: The City of Springfield has approved a site plan modification for the station relocation. The design work for the project is nearly complete, and the construction bid is expected to be issued in early spring.

SERVICE PLANNING, ACCESSIBILITY, AND MARKETING

Andy Vobora, Director of Service Planning, Accessibility, and Marketing

Service: Winter bid is under way and planners are performing summer bid work. Changes to the Olympic Trials shuttle service are keeping staff very busy. Staff are meeting with University of Oregon (UO) contractors as work proceeds on the basketball arena and the baseball stadium. Staff are reviewing the expectations for the arena and will provide feedback on bus staging and routing. LTD provided service to the Project Homeless Connect event at the Lane County Fairgrounds on Thursday, February 11, including shuttle service from the Eugene Station and Day pass coupons for follow-up appointments scheduled at the event.

Media: It was an active month. LTD received coverage on new Board member Ed Necker, bus service during the snow and ice, the Annual Route Review process, the EmX Sustainable Transport award, and winter service changes. A couple of articles in The Register-Guard are in the works and likely will appear in the newspaper sometime in February or early March. A guest editorial from Mark Pangborn was printed in The Register-Guard and a number of positive responses were received.

Outreach: Staff met with the Santa Clara Community Organization in early January. No other meetings are scheduled with neighborhood groups at this time. Andy Vobora presented to the

Fern Ridge Chamber of Commerce membership in mid-January. Annual Route Review efforts continue. A follow-up postcard was mailed to residents along Route 93 Veneta and Route 95 Junction City. A letter was sent to Highway 99 and Prairie Road business owners in an effort to inform them about the new service potential. The Good Earth Show was again a success. Thousands of people attended the event, and the LTD/Commuter Solutions booth had constant visitors.

Rosa Parks Committee: The committee is actively working on obtaining proposals from artists. It has been clarified that there are no requirements about gaining permission to use Ms. Parks' likeness in a sculpture. Monetary commitments have been made on behalf of other partner jurisdictions; however, no funds have been received by LTD at this time. The unveiling date is tentatively set for Saturday, June 14.

EmX Anniversary Planning: Bi-Mart and FOOD for Lane County have signed on as partners for the event, as well as possible partnerships that are pending with Market of Choice and Jerry's Home Improvement. The event will be held on Earth Day on Saturday, April 19. The primary display will be located at the Earth Day event located at the Eugene Water & Electric Board (EWEB), and additional displays may be placed at the Bi-Mart Store on West 18th Avenue and possibly at the Thurston Bi-Mart Store.

ACCESSIBLE SERVICES

Terry Parker, Accessible Services Manager

Easter Seals ProjectACTION Mobility Planning Institute has selected the Lane County Mobility Management Team, which includes Terry Parker, Kay Metzger of LCOG Senior and Disabled Services, Walter Rosenthal of Lane County Mental Health, Richard Whitwer of the Department of Human Services, and Scott Whetham of Alternative Work Concepts, to participate in this year's Institute on April 21 – 24, 2008. The Institute selects teams from around the country to spend three days together problem solving such issues as financing, politics, service gaps, and accessibility that typically are prevalent among agencies that need to coordinate transportation for their clientele. The topics to be covered by the Lane team include:

- ❑ the integration of Medicaid Non-Emergency Medical Transportation services into a centralized model using the RideSource Call Center to coordinate a variety of human services transportation operating within Lane County
- ❑ establishing positive communication links to a wide variety of agencies and consumers with differing interests, abilities, and roles within the Call Center
- ❑ utilizing an integrated transportation assessment process that incorporates the combined expertise from human service agencies and transportation programs. This team will establish guidelines for the RideSource Call Center Steering Committee

The remodel of the RideSource facility to accommodate the addition of the Call Center staff is well underway, with substantial completion expected in late February. Representatives from the Department of Transportation, Department of Human Services, and state brokerages attended a demonstration of the IT products that are being developed for the Call Center, which was held at the RideSource office on January 25. The demonstration went well and generated interest among the stakeholders.

TRANSIT OPERATIONS

Mark Johnson, Director of Transit Operations

Winter Weather

January ended with a bang as far as the weather goes. Snow, ice and generally horrible driving conditions for several days tested LTD's preparation and ability to provide service. I am happy to report that overall, LTD performed well under very difficult conditions. The operations supervisory staff pulled together and put the necessary time in to ensure that the system maintained the service according to the snow plan. The operators did the best they could and overall the system functioned well.

Eugene/Springfield has not seen weather like this in a few years, so there were a few slips, but they had minimal impact on service. Employees throughout the District stepped up to clear snow from stations and facilities to ensure safety. It truly was a team effort and one that makes us all proud to be a part of LTD.

More New Operators

Six new operators joined LTD in early February. This is the sixth new class of operators in the past year, for a total of more than forty new operators. This means that more than 20 percent of the current operator ranks are in a probationary status, meaning they have been here less than one year. Additionally, now more than 40 percent of LTD bus operators have been here fewer than five years. These hirings were required mainly in order to replace retirees or other operators who were moving on to other opportunities. Staff are hoping that the hiring trend slows down somewhat in the coming year.

MAINTENANCE

George Trauger, Director of Maintenance

There is no Maintenance report this month.

FINANCE AND INFORMATION TECHNOLOGY

Diane Hellekson, Director of Finance and Information Technology

FINANCE

Carol James, Accounting Manager

Three hundred eighty-four (384) vendor paper and electronic checks totaling \$2,937,620 were processed during the month of January, including \$177,000 to fund contract employees' VEBA accounts for calendar 2008, \$40,733 to Incentra Solutions Northwest for computer hardware, and \$70,805 to New Flyer of America, Inc., for articulated buses.

Seventy-six (76) payroll checks and 948 payroll direct deposits totaling \$848,467 were made in January 2008. These numbers reflect two pay dates in January.

Twelve (12) cash fare deposits totaling \$153,663 were processed in January 2008.

PURCHASING

Jeanette Bailor, Purchasing Manager

Preparations are starting for the federal Triennial Review, which will be held in May. The most current information available for this review was received at a workshop attended by staff in Seattle in January. Individual meetings will be held with department directors to review materials and assign tasks related to the preparation of documents for the review.

Requests for Proposals continue to be developed for consulting services for the electronic document management system project, vehicle video surveillance equipment, and security monitoring services.

HUMAN RESOURCES AND RISK MANAGEMENT

Mary Adams, Director of Human Resources and Risk Management

Health Care

The Joint Insurance Committee responded to a health plan change related to oral chemotherapy. PacificSource's interpretation of Senate Bill 8, effective January 1, 2008, differed from that of LTD's Insurance Broker's interpretation. As a result of the challenge, PacificSource has since reversed the change for all of its clients.

The Health Improvement Committee sponsored an employee wellness survey in January. About 30 percent of all employees responded to the survey. The results will give the committee information it can use during the February 29 strategic planning day, when the committee will develop the 2008 calendar of health improvement events.

Selection and Hiring

January was another busy month for hiring new employees. Kerry Cooper began as the newest journeyman mechanic, bringing the shop up to nearly full staffing. A final journeyman mechanic position was posted and closed on January 18, resulting in 12 applicants. Tracy Smith was promoted to Rideshare Program coordinator, leaving her administrative secretary position in the Commuter Solutions department open. Nearly 40 applications were received for the open position. Finally, interviews for bus operator instructors were held on January 23-24. Six bus operators were selected to fill vacancies in the 12-person instructor team who provide ongoing training to LTD's 206 bus operators.

Fred and Teresa Hunt, both bus operators, retired on January 31. In addition, one operator terminated from the new bus operator program.

Labor Contract Negotiations

Final language is nearly complete for printing of the new *Working and Wage Agreement*. Copies will be distributed to all employees as soon as they are available.

Other

LTD has been working with Lane Community College (LCC) and Springfield Public Schools on an exciting new program for diesel mechanics. The training program would involve students in the diesel mechanics program at LCC. The staff at LCC has redesigned LCC's auto mechanics program to meet the needs of local auto repair shops, and wants to create a similar track in its diesel mechanics program. This creates an exciting opportunity for LTD to collaborate with local schools to bring a high level of technical skills training to employees.

AGENDA ITEM SUMMARY

DATE OF MEETING: February 20, 2008

ITEM TITLE: MARCH 2008 EMPLOYEE OF THE MONTH

PREPARED BY: Jo Sullivan, Administrative Services Manager/Clerk of the Board

BACKGROUND: **March 2008 Employee of the Month:** Field Supervisor Rick Thompson was selected as the March 2008 Employee of the Month. He was hired as a bus operator in July 2001 and promoted to field supervisor in May 2005. He was nominated by a co-worker, who expressed her appreciation for the way he “carries out every one of his tasks with a smile,” and said that as the field supervisor in charge of complaints, he is firm yet patient and polite with unhappy customers, and fair and reassuring to bus operators. She added that Rick is wonderful to work with, and is patient, caring, and always willing to help out, as well as being “a fun guy to be around.”

When asked to comment on Rick’s selection as Employee of the Month, Transit Operations Manager Sue Quick said:

Rick Thompson was chosen as the March Employee of the Month for his contributions to the District and the Operations department. He is known for his positive demeanor and actions and he makes it a point to “look for the good” while coaching bus operators. Rick is one of those people you can count on to step in and help out, whenever needed. As a recent example, he reported for work on his day off on Sunday, January 27, when the snow began to fall. Approximately 10 hours later, after working through the Employee Appreciation Banquet, he went home, only to return the following morning at 5 a.m. to ensure that the buses would be able to serve the customers.

Rick is a member of the Policy Review Committee. Over the past year, the committee has evaluated many current policies. Rick’s contributions entailed not only his working supervisor knowledge; he also assisted by using his experience as a bus operator. In July 2007 Rick volunteered to assist with the LTD Bus Roadeo and was awarded first place in the Supervisor competition. In his field supervisor position, he is directly responsible for the implementation of detours for road construction and special events.

These are just a few examples of Rick’s willingness to take on many different challenges at LTD. Congratulations to Rick on being selected as the March 2008 Employee of the Month!

AWARD: Rick will attend the February 20, 2008, meeting to be introduced to the Board and receive his award.

AGENDA ITEM SUMMARY

DATE OF MEETING: February 20, 2008

ITEM TITLE: AN ANALYSIS OF THE FINANCIAL AND OPERATIONAL IMPACTS OF FARE-FREE SERVICE AT LANE TRANSIT DISTRICT

PREPARED BY: Andy Vobora, Director of Service Planning, Accessibility, and Marketing

ACTION REQUESTED: Discussion and input on draft analysis

BACKGROUND: For some time the topic of providing a fare-free system has come up in community discussions. Most recently this topic was raised at the November 2, 2007, Metropolitan Policy Committee (MPC) meeting. The Metropolitan Policy Committee minutes reflect the discussion and motion:

Ms. Piercy commended LTD's EmX service for its ease of use. She felt its accessibility, including no fare, was an asset to the community and helping to change people's behaviors. Mr. Sorenson, seconded by Mr. Zelenka, moved to encourage Lane Transit District to develop a plan to provide no-fare transit services. The motion passed, 8-0.

The attached draft analysis does not attempt to weigh all of the pros and cons involved with instituting a fare-free system, but it does focus on the immediate financial and operational impacts Lane Transit District would face in moving to a fare-free system. As you will see, the report does touch on a number of other issues and some of the positive results observed at systems currently operating in a fare-free environment.

Staff will be present to discuss the analysis and would like feedback in order to finalize the analysis and present a final report to the Metropolitan Policy Committee.

ATTACHMENTS: Draft analysis of the financial and operational impacts of fare-free service at Lane Transit District

RESULTS OF RECOMMENDED ACTION: This report will be forwarded to the Metropolitan Policy Committee.

PROPOSED MOTION: None

AGENDA ITEM SUMMARY

- DATE OF MEETING:** February 20, 2008
- ITEM TITLE:** ITEMS FOR ACTION/INFORMATION AT A FUTURE MEETING
- PREPARED BY:** Jo Sullivan, Administrative Services Manager/Clerk of the Board
- ACTION REQUESTED:** None at this time
- BACKGROUND:** The action or information items listed below will be included on the agenda for future Board meetings:
- A. **FY 2008-09 Service Recommendation:** The second public hearing on proposed changes to routes and schedules will be held on March 10, 2008, at the Eugene Public Library. The Board will be asked to approve the final recommended service package at the March 19, 2008, regular meeting.
 - B. **FY 2008-09 Pricing Plan:** A second public hearing on proposed changes to the pricing plan is scheduled for March 10, 2008, with direction from the Board to be provided at the March 19, 2008, regular Board meeting. Fare changes supported by the Board will require a change in the fare ordinance, which would occur in Spring 2008.
 - C. **Medical Brokerage Update:** Progress in implementing the medical brokerage will be discussed at the March 19 regular Board meeting.
 - D. **FY 2007-08 Supplemental Budget:** Because implementation of the medical brokerage is progressing more quickly than expected, the Board will need to approve a supplemental budget for the current year at the March 19 regular meeting.
 - E. **Revised Capital Improvements Program:** Approval of the FY 2008-09 Capital Improvements Program will be on the agenda for the March 19, 2008, regular Board meeting.
 - F. **New Charter Regulations:** New federal charter regulations and how they affect LTD services will be discussed with the Board at the March 19, 2008, meeting.
 - G. **Revised Long-Range Financial Plan Adoption:** Approval of the FY 2008-09 Long-Range Financial Plan will be requested at the March 19, 2008, regular Board meeting.
 - H. **West Eugene EmX Project Alternatives Screening:** The Board will be provided periodic updates on planning efforts related to a possible West Eugene EmX route. At the March 19, 2008, meeting, it is expected that the Board will be asked to approve a range of alternatives to study in the environmental process.

- I. **Technology Update:** A staff presentation on technology being implemented at LTD will be scheduled for a meeting in Spring 2008.
- J. **Market Area Study:** A non-rider survey is planned for the local area in Spring 2008. The results of the study will be presented at a future Board meeting.
- K. **Pioneer Parkway EmX Design and Budget:** The Board will periodically review the Pioneer Parkway EmX design and budget as the project proceeds to construction. Approval of property acquisition will be requested during the coming spring, possibly at a Board meeting in April.
- L. **Park & Ride Program:** Issues regarding LTD's Park & Ride facilities will be discussed with the Board's Service Committee and then brought to the full Board for discussion at a future meeting.
- M. **River Road Station Status Report:** It is anticipated that the River Road Station site purchase will be finalized within the next few months. A final report will be presented to the Board at that time.
- N. **Student Transit Pass Program Update:** Staff will prepare documentation for submission to the Oregon Department of Energy, per its program requirements. A Student Transit Pass Program update will be provided to the Board at a future meeting.

EmX Lanes on Franklin Boulevard through Glenwood Background and Talking Points February 2008

Background

The Franklin EmX line minimized investment in Glenwood, since it was expected that the area would redevelop and that Franklin Boulevard would be improved and possibly realigned. Consequently, EmX in Glenwood was temporarily designed to travel in mixed traffic with curbside stops, with the expectation that more complete EmX improvements would be installed as part of a reconstruction of Franklin Boulevard. This expectation was communicated throughout the Franklin EmX review and approval process.

The City of Springfield is conducting a study of Franklin Boulevard through Glenwood. LTD contributed \$25,000 to the study, since EmX was anticipated to be an important element of a redesigned Franklin Boulevard. The study has included a Franklin Boulevard Stakeholder Advisory Committee, and LTD is pleased that the committee has recommended that EmX lanes be part of the Franklin Boulevard redesign. The design will be presented to the Springfield City Council in March 2008.

Reasons to Include EmX Lanes

- The Franklin EmX has been a tremendous success, with ridership far exceeding the 20-year projections. The addition of the Pioneer Parkway EmX extension will enhance the system and add ridership. As the EmX system expands and the community grows, EmX will become increasingly more successful and important to the community.
- The Franklin Boulevard design decision is long term (50+ years) and should consider long-term needs and trends. Transit will become progressively more important as the community grows. Once Glenwood redevelops around the new street design, it would be very difficult and expensive to consider an expansion of the right-of-way.
- Glenwood is a key section of the EmX system. The EmX line between downtown Eugene and downtown Springfield is the backbone of the EmX system and must operate efficiently for the system to be effective. Multiple EmX lines will travel this stretch, with branches to different parts of the community. Delays in Glenwood would have a significant adverse impact on the entire EmX system.
- EmX supports economic development in Glenwood by providing an attractive transportation option for employees and customers. It will serve that role more effectively with exclusive lanes.
- A multi-modal project may be a more attractive funding request to state and federal officials. Including EmX lanes in the project will provide opportunities for funding from the Federal Transit Administration.
- Even a limited expansion of Franklin Boulevard to the south will displace most of the businesses between Franklin Boulevard and 14th Avenue. A larger right-of-way designed to accommodate EmX lanes would not necessarily displace additional businesses.

AGENDA ITEM SUMMARY

- DATE OF MEETING:** February 20, 2008
- ITEM TITLE:** *THE LTD ROAD MAP* (STRATEGIC PLAN)
- PREPARED BY:** Stefano Viggiano, Assistant General Manager
- ACTION REQUESTED:** Approve *The LTD Road Map* (an update of LTD's Strategic Plan)
- BACKGROUND:** On an annual basis, the Board reviews and approves an update of the District's strategic plan. The strategic plan typically includes the District's vision, mission statement, and strategic goals, along with a list of implementation strategies. This year, the update incorporates LTD's ten valued competencies, brand components, and a sixth strategic goal into the plan.
- The Board discussed the strategic plan at the Board Strategic Planning Session on November 30, 2007, and agreed with the addition of the new elements to the plan. Staff have updated the implementation strategies and recommend that the Board approve this new strategic plan.
- The Board also discussed a new name for the plan at the Strategic Planning Session. Recall that "The LTD Way" had been suggested but was not strongly supported. Staff are now recommending that the plan be called *The LTD Road Map*. This name has a transportation theme and implies that the document is intended to provide direction.
- ATTACHMENTS:** *The LTD Road Map*
- RESULTS OF RECOMMENDED ACTION:** This updated plan will guide development of the District's budget and other work elements.
- PROPOSED MOTION:** I move approval of LTD Resolution No. 2008-006: Resolved that the LTD Board of Directors approves the February 2008 *LTD Road Map*.

AGENDA ITEM SUMMARY

DATE OF MEETING: February 20, 2008

ITEM TITLE: OREGON'S NEW GOVERNMENT ETHICS LAWS

PREPARED BY: Stefano Viggiano, Assistant General Manager

ACTION REQUESTED: None

BACKGROUND: New ethics rules (SB 10 and HB 2595) were signed into law during the last legislative session. In addition to submitting an annual Statement of Economic Interest, public officials now are required to file a quarterly statement. Several other regulations have changed with the adoption of these new ethics laws.

Attached is a summary of some of the provisions of the new ethics laws, printed from the Oregon Government Ethics Commission website. Any specific questions about these new requirements can be directed to Assistant General Manager Stefano Viggiano, Clerk of the Board Jo Sullivan, or the Ethics Commission itself.

ATTACHMENTS: Summary: "Things Public Officials Should Know About Oregon's New Government Ethics Laws"

PROPOSED MOTION: None

Things Public Officials Should Know
About Oregon's New Government Ethics Laws

The following is a summary of some of the provisions of SB10 and HB 2595. It is not all inclusive and you should contact the Ethics Commission if you have questions. Additional information will be posted as soon as possible.

1. There will be more frequent reporting for those public officials who must file a yearly statement of economic interest (SEI). In addition to the yearly SEI (still due on April 15), public officials must file a quarterly report that lists 4 things: 1) expenses for conventions, missions, trips or other meetings paid for by tribes, governments, or certain non-profit organizations; 2) expenses for missions, negotiations, or economic development activities paid for by third parties; 3) honoraria greater than \$15; and 4) certain income exceeding \$1000. The first quarterly report is due April 15, 2008, for the January to March 2008 quarter.
2. Public officials may not have direct beneficial financial interest in a contract they "authorized" as a public official for two years after they cease to hold that official position.
3. The yearly gift limit from a "single source" with a legislative or administrative interest is now \$50. (It was \$100.) That limit applies to the public official's relatives and members of the household.
4. Public officials (including relatives and members of the household) may receive NO gifts of entertainment from persons with a legislative or administrative interest unless the entertainment is "incidental" to an event or the entertainment is "ceremonial". (It was \$250 per year and \$100 per event.)
5. There is no longer a general trip expense exception to the gift limits. There are several narrowly defined new trip expense exceptions for certain givers (tribes, governments, public officials and limited non-profits) and certain defined trips (officially sanctioned trade-promotion or fact-finding missions; officially designated negotiations or economic development activities).
6. Food and beverage consumed in the presence of the giver is no longer an exception. Thus, food and beverage will be subject to the \$50 per year unless another gift exception applies (e.g. reception).
7. A public body can hire the relative of a public official but a public official can neither be involved in the hiring process nor supervise a relative unless the public body authorizes such supervision.

8. Commission advisory opinions, staff opinions and staff advice now provide greater immunity or mitigation from sanctions. In addition, there are timelines for the commission and staff to issue their opinions.
9. Statewide associations may adopt rules or policies interpreting the ethics laws and submit them to the ethics commission for review. The commission shall approve or reject them, giving reasons for any rejection. Officials who act in compliance with approved rules or policies may not be sanctioned by the ethics commission.
10. The ethics commission is in the process of rulemaking to define new terms, to create new forms, and otherwise implement SB 10 and HB 2595. Information will be posted to this site as soon as it becomes available.

If you have specific questions, please call the Ethics Commission office at 503-378-5105.

AGENDA ITEM SUMMARY

DATE OF MEETING: February 20, 2008

ITEM TITLE: MONTHLY PERFORMANCE REPORTS

PREPARED BY: Mark Pangborn, General Manager

ACTION REQUESTED: None

BACKGROUND: In response to a request by the Board for regular reporting on the District's performance in several areas, monthly performance reports are provided for the Board's information.

ATTACHMENTS: January 2008 Performance Report
December 2007 RideSource Activity and Productivity Report

PROPOSED MOTION: None

Pioneer Parkway EmX: Key Springfield City Council Issues

February 20, 2008

Previous Council Action

- The corridor was selected by the Springfield City Council in 2001 (unanimous); corridor selection subsequently was endorsed by the LTD Board.
- City Council approval of Locally Preferred Alternative (LPA) occurred in March 2006.
- City Council endorsement of the project following a comment period on Environmental Assessment occurred in November 2006.
- The Council currently is reviewing the 30 percent drawings. Two work sessions have been held this month, with a third work session scheduled for March 10, 2008.

Funding

- Project is fully funded:
 - \$29.6 million federal Small Starts funding
 - \$5.4 million State (Connect Oregon) funds
 - \$2.0 million LTD capital reserves
- Federal and state funding is discretionary. If not allocated for this project, it would not come to the community.
- Small Starts funding requires rigorous cost/benefit analysis. If the project changed significantly, there would have to be a revised submittal. That would create a delay in the project and could, conceivably, result in a loss of funding if the cost/benefit were negatively affected.

Design Issues

- The current design adheres to the conceptual design endorsed by the Council in 2006. The 30 percent drawings provide more detail and a few minor changes in station locations.
- Identified Council concerns:
 - EmX crossing of multi-use path at south end of median—Options to address this issue are to be presented at next work session.
 - Pedestrian crossing at stations not adjacent to unsignalized crossings—Design for pedestrian crossings has been agreed to with Springfield staff, but has not yet presented to the Council.
 - Loss of access (ODOT standard) for two businesses near Main Street—LTD is working with ODOT, Springfield, and property owners to resolve this issue.

Property Owner Issues

- The G Group and developer Chris Smith oppose exclusive EmX lanes on International Way: a meeting with G Group, Smith, Mayor Leiken, and Springfield staff will be scheduled. Supportive businesses along International Way include:
 - PeaceHealth
 - Symantec
 - Royal Caribbean
 - Liberty Bank
 - PacificSource
 - Oregon Medical Labs
 - Hawes Investments
 - Lane Memorial Blood Bank
- Sycan B Corporation objects to the proposed Guy Lee Station location due to concerns regarding visibility of development: Alternate location will be identified if so directed by Council.

AGENDA ITEM SUMMARY

DATE OF MEETING: February 20, 2008

ITEM TITLE: AN ANALYSIS OF RAIL SYSTEMS IN THE UNITED STATES

PREPARED BY: Tom Schwetz, Director of Planning and Development

ACTION REQUESTED: None. Information only.

BACKGROUND: At the joint LTD Board/Eugene City Council meeting on November 29, 2007, there was some discussion of the merits of rail systems for our community. The Council requested information on rail systems operating in the United States. Staff focused the research on streetcars and light rail lines, since those are the types of rail systems most frequently mentioned as potentially applicable in our community.

Attached is information that was provided to the City Council.

ATTACHMENTS:

1. Cover letter from Board President Gerry Gaydos to the Mayor and Councilors
2. Written analysis of the rail systems data
3. Table providing information on streetcar and light rail systems operating in the United States

PROPOSED MOTION: None

AGENDA ITEM SUMMARY

DATE OF MEETING: February 20, 2008

ITEM TITLE: SPRINGFIELD CITY COUNCIL – LTD JOINT MEETING AGENDA

PREPARED BY: Stefano Viggiano, Assistant General Manager

ACTION REQUESTED: None. Information only.

BACKGROUND: A joint meeting of the Springfield City Council and the LTD Board of Directors has been scheduled for February 25, 2008, at 5:30 p.m. at Springfield City Hall. The agenda for that meeting is attached.

Much of the agenda is focused on service issues in Springfield, including service changes planned for this fall as well as possible service changes associated with the start of the Pioneer Parkway EmX service. The agenda also includes updates and discussion of the Pioneer Parkway EmX, the Gateway Station, and the Franklin Boulevard project in Glenwood.

ATTACHMENTS: Agenda for the Joint LTD Board – Springfield City Council meeting on February 25, 2008

PROPOSED MOTION: None

AGENDA ITEM SUMMARY

- DATE OF MEETING:** February 20, 2008
- ITEM TITLE:** WORK SESSION: WEST EUGENE EmX EXTENSION (WEEE) PROJECT SCOPING—RANGE OF ALTERNATIVES
- PREPARED BY:** Tom Schwetz, Director of Planning and Development
- ACTION REQUESTED:** None
- BACKGROUND:** The first phase of the Environmental Impact Statement (EIS) process is called “Scoping.” The primary objectives of Scoping are to establish a purpose and need for the project, and to assemble the range of alternative alignments for the project. The Purpose and Need Statement for the project is used to develop a set of criteria that will be used to evaluate the range of alternatives selected. These alternatives will then be carried into the Alternatives Analysis/ Draft Environmental Impact Statement phase of the project.
- There are four main products of the Scoping phase:
1. The Proposed Draft Purpose and Need Statement
 2. The Proposed Draft Goal and Objectives
 3. The Proposed Range of Alternative Alignments for Further Study
 4. The Scope of Analysis
- At its December 19, 2007, meeting, the LTD Board adopted a Draft Final Purpose and Need Statement and Goal and Objectives for the WEEE Project. This statement was based on comments received from the public and partner agencies during various events that were held between October 5, 2007, and November 8, 2007, and the recommendations of the EmX Steering Committee. Following approval by the LTD Board, the Draft Final Purpose and Need Statement and Goal and Objectives were forwarded to the Federal Transit Administration for concurrence.
- At the February 20, 2008, meeting, staff will provide an update on the selected range of alternatives and discuss the proposed criteria to be used in the evaluation of the alternatives.
- ATTACHMENTS:** None
- PROPOSED MOTION:** None



The LTD ROAD MAP



Lane Transit District
January 2008



The LTD Road Map

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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. Transit is also a critical element in achieving the community’s sustainability goal and in reducing the region’s emission of greenhouse gases.

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 Road Map provides 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 Road Map are dynamic and meant to be updated annually.

VISION STATEMENT

To provide the best public transportation services imaginable.

MISSION STATEMENT

LTD enhances the community's quality of life by:

- ❖ Delivering reliable, responsive, and accessible public transportation services
- ❖ Offering innovative services that reduce 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 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 he or she comes in contact, including customers and fellow employees, with respect, courtesy, politeness, generosity, compassion, fairness, and dignity. Understands and responds to the diversity of our community.

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 adapt positively, resourcefully, and light-heartedly to changing or new situations with ease, speed, and efficiency, and conveys this attitude to others.

Initiative

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 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, we consider Lane Transit District to be "**The Best Way to Connect**" throughout our community.

The word and concept "best" has many meanings. When comparing our transportation options with 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
- Innovative

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.

OUR PROMISE

The LTD Promise is the standard that 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 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 Road Map.

1. Deliver reliable public transportation service.
2. Develop innovative services that reduce 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 these are part of LTD's everyday practices.

Goal Performance Objectives and Implementation Strategies

To serve as directives and guides for accomplishing our goals, short-term (1 to 3 years) and long-term (4 to 10 years) strategies have been developed. Following 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 per year.
- ❑ 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.
- ❑ Increase RideSource rides per hour by 1 percent

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

1. Improve service reliability:
 - Make service adjustments annually to address problems regarding schedule adherence and overloaded trips.
 - 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 to improve efficiency of the fixed-route system.
5. Develop a Springfield route redesign in preparation for expanding EmX service along Pioneer Parkway.
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:
 - Implement a targeted senior individualized marketing program if grant funding becomes available.
 - Provide riding incentives for youth riders during the summer.
9. Maintain special events service consistent with new charter rules.
10. Develop an operational plan for the new University of Oregon (UO) basketball arena.
11. Develop a staff training plan for technology implementation.
12. Develop a plan to guide facility improvements for both the short term (4 to 6 years) and the longer term (up to 20 years).
13. Develop RideSource efficiency and productivity standards.
14. Complete implementation of the RideSource Call Center.

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 3 percent per year.
- ❑ Increase the number of “choice riders” (those who could have used an automobile for their trip) by 2 percent per year.
- ❑ Increase ridesharing in the community (including vanpools) by 3 percent per year.

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

1. Evaluate the Franklin EmX Corridor to identify changes in rider demographics and travel behavior over time.
2. Complete design work and start service on the Pioneer Parkway EmX Corridor by the end of 2010.
3. Design complementary neighborhood connector service for the Pioneer Parkway EmX corridor.
4. Continue planning work on the West Eugene EmX:
 - Select Locally Preferred Alternative and complete Draft EIS by Spring 2009.
 - List project in the new Federal Surface Transportation Bill.
5. Implement real-time passenger information on the Franklin EmX Corridor.
6. Research and evaluate a redesign of current fixed-route service using a crosstown corridor service design.
7. Support nodal development and transit-oriented land uses.
8. Integrate transit planning with land use efforts and planning for other transportation modes.
9. Continue the implementation of the Congestion Mitigation Program.
10. Track TransPlan performance measures for Transportation Demand Management (TDM) and transit.

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

1. Construct an additional complete EmX corridor as dictated by funding and community support, with the intention of implementing one corridor with each new Federal Surface Transportation Bill, which occurs every six years.
2. Reshape the service system with EmX system expansion.
3. Explore new types of services for future implementation.

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 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 established and new sources for federal, state, and local funding for both capital and operating needs.
3. Implement the payroll tax increase approved by the LTD Board in 2005.
4. Use transfers from the General Fund to provide the local match for FTA Formula (5307) funds.
5. Pursue state or local matching funds for the West Eugene EmX corridor.
6. Assess and adjust as necessary the needed contribution to LTD's pension plans.
7. Review and adjust fares consistent with the Fare Policy.
8. 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 approved by the Board in 2005.

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
3. Grow the visibility of LTD Board members in the community, including greater participation in neighborhood meetings.
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. Complete (Refine?) and implement the District's Sustainability Plan.
9. Maintain 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.
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 vehicles that produce fewer emissions.

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:

- ❑ Reduce negative employee turnover (employees who leave for reasons other than retirement or forced termination).
- ❑ Improve workplace safety by reducing the number of accidents, time-loss days, and total cost of accidents.
- ❑ Improve workplace morale as measured by internal opinion surveys.
- ❑ Improve employee health as measured by health plan usage and "presenteeism."

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

1. Implement a program to enhance employee health and morale:
 - Institute a comprehensive employee communications approach.
 - Implement 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. Review internal communication processes and consider the development and implementation of an intranet.
5. Support the LTD Diversity Council activities and implement the LTD Diversity Plan.
6. Continue Development of an organizational succession plan.

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

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

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 ENSURE THAT THESE 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 provide definition to the LTD Brand. The work of this goal is to integrate these Brand Components throughout the organization.

Performance Objectives:

- Increase internal awareness of the LTD Brand and reinforce LTD's position as "The Best Way to Connect" by ensuring that 100 percent of employees are provided information and training.
- Increase LTD's "Good to Excellent" rating by meeting and exceeding the needs and expectations of customers.
- Decrease customer complaints and increase customer compliments.

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

1. Conduct an annual review of *The LTD Road Map*, including the LTD Brand Components, to ensure integration of personality traits (caring, reliable, welcoming, and capable) into everyday practices.
2. Better communicate LTD's Brand Components and vision to the community through marketing materials, sponsorships, and event participation.
3. Integrate The 10 LTD Valued Competencies and LTD Brand Components into LTD operations, and develop the means to measure success.
4. Integrate The 10 LTD Valued Competencies and LTD Brand Components into LTD employee training.
5. Conduct internal periodic surveys and/or interviews to measure understanding, awareness, and consistent application of the Brand Components.
6. Conduct periodic customer research to measure understanding and awareness of the LTD Brand Components.
7. 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.
8. 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."

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

1. Annually update The LTD Road Map.
2. Provide ongoing communication of LTD's Vision and Brand Components to employees and the community.
3. Monitor understanding of the LTD Vision and Brand Components through internal and external surveys.



The LTD ROAD MAP



LTD
Lane Transit District
January 2008

The LTD Road Map

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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. Transit is also a critical element in achieving the community’s sustainability goal and in reducing the region’s emission of greenhouse gases.

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 Road Map provides 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 Road Map are dynamic and meant to be updated annually.

VISION STATEMENT

To provide the best public transportation services imaginable.

MISSION STATEMENT

LTD enhances the community's quality of life by:

- ❖ Delivering reliable, responsive, and accessible public transportation services
- ❖ Offering innovative services that reduce 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 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 he or she comes in contact, including customers and fellow employees, with respect, courtesy, politeness, generosity, compassion, fairness, and dignity. Understands and responds to the diversity of our community.

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 adapt positively, resourcefully, and light-heartedly to changing or new situations with ease, speed, and efficiency, and conveys this attitude to others.

Initiative

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 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, we consider Lane Transit District to be "**The Best Way to Connect**" throughout our community.

The word and concept "best" has many meanings. When comparing our transportation options with 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
- Innovative

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.

OUR PROMISE

The LTD Promise is the standard that 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 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 Road Map.

1. Deliver reliable public transportation service.
2. Develop innovative services that reduce 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 these are part of LTD's everyday practices.

Goal Performance Objectives and Implementation Strategies

To serve as directives and guides for accomplishing our goals, short-term (1 to 3 years) and long-term (4 to 10 years) strategies have been developed. Following 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 per year.
- ❑ 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.
- ❑ Increase RideSource rides per hour by 1 percent

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

1. Improve service reliability:
 - Make service adjustments annually to address problems regarding schedule adherence and overloaded trips.
 - 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 to improve efficiency of the fixed-route system.
5. Develop a Springfield route redesign in preparation for expanding EmX service along Pioneer Parkway.
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:
 - Implement a targeted senior individualized marketing program if grant funding becomes available.
 - Provide riding incentives for youth riders during the summer.
9. Maintain special events service consistent with new charter rules.
10. Develop an operational plan for the new University of Oregon (UO) basketball arena.
11. Develop a staff training plan for technology implementation.
12. Develop a plan to guide facility improvements for both the short term (4 to 6 years) and the longer term (up to 20 years).
13. Develop RideSource efficiency and productivity standards.
14. Complete implementation of the RideSource Call Center.

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 3 percent per year.
- ❑ Increase the number of “choice riders” (those who could have used an automobile for their trip) by 2 percent per year.
- ❑ Increase ridesharing in the community (including vanpools) by 3 percent per year.

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

1. Evaluate the Franklin EmX Corridor to identify changes in rider demographics and travel behavior over time.
2. Complete design work and start service on the Pioneer Parkway EmX Corridor by the end of 2010.
3. Design complementary neighborhood connector service for the Pioneer Parkway EmX corridor.
4. Continue planning work on the West Eugene EmX:
 - Select Locally Preferred Alternative and complete Draft EIS by Spring 2009.
 - List project in the new Federal Surface Transportation Bill.
5. Implement real-time passenger information on the Franklin EmX Corridor.
6. Research and evaluate a redesign of current fixed-route service using a crosstown corridor service design.
7. Support nodal development and transit-oriented land uses.
8. Integrate transit planning with land use efforts and planning for other transportation modes.
9. Continue the implementation of the Congestion Mitigation Program.
10. Track TransPlan performance measures for Transportation Demand Management (TDM) and transit.

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

1. Construct an additional complete EmX corridor as dictated by funding and community support, with the intention of implementing one corridor with each new Federal Surface Transportation Bill, which occurs every six years.
2. Reshape the service system with EmX system expansion.
3. Explore new types of services for future implementation.

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 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 established and new sources for federal, state, and local funding for both capital and operating needs.
3. Implement the payroll tax increase approved by the LTD Board in 2005.
4. Use transfers from the General Fund to provide the local match for FTA Formula (5307) funds.
5. Pursue state or local matching funds for the West Eugene EmX corridor.
6. Assess and adjust as necessary the needed contribution to LTD's pension plans.
7. Review and adjust fares consistent with the Fare Policy.
8. 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 approved by the Board in 2005.

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
3. Grow the visibility of LTD Board members in the community, including greater participation in neighborhood meetings.
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. Complete (Refine?) and implement the District's Sustainability Plan.
9. Maintain 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.
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 vehicles that produce fewer emissions.

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:

- ❑ Reduce negative employee turnover (employees who leave for reasons other than retirement or forced termination).
- ❑ Improve workplace safety by reducing the number of accidents, time-loss days, and total cost of accidents.
- ❑ Improve workplace morale as measured by internal opinion surveys.
- ❑ Improve employee health as measured by health plan usage and "presenteeism."

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

1. Implement a program to enhance employee health and morale:
 - Institute a comprehensive employee communications approach.
 - Implement 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. Review internal communication processes and consider the development and implementation of an intranet.
5. Support the LTD Diversity Council activities and implement the LTD Diversity Plan.
6. Continue Development of an organizational succession plan.

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

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

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 ENSURE THAT THESE 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 provide definition to the LTD Brand. The work of this goal is to integrate these Brand Components throughout the organization.

Performance Objectives:

- Increase internal awareness of the LTD Brand and reinforce LTD's position as "The Best Way to Connect" by ensuring that 100 percent of employees are provided information and training.
- Increase LTD's "Good to Excellent" rating by meeting and exceeding the needs and expectations of customers.
- Decrease customer complaints and increase customer compliments.

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

1. Conduct an annual review of *The LTD Road Map*, including the LTD Brand Components, to ensure integration of personality traits (caring, reliable, welcoming, and capable) into everyday practices.
2. Better communicate LTD's Brand Components and vision to the community through marketing materials, sponsorships, and event participation.
3. Integrate The 10 LTD Valued Competencies and LTD Brand Components into LTD operations, and develop the means to measure success.
4. Integrate The 10 LTD Valued Competencies and LTD Brand Components into LTD employee training.
5. Conduct internal periodic surveys and/or interviews to measure understanding, awareness, and consistent application of the Brand Components.
6. Conduct periodic customer research to measure understanding and awareness of the LTD Brand Components.
7. 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.
8. 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."

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

1. Annually update The LTD Road Map.
2. Provide ongoing communication of LTD's Vision and Brand Components to employees and the community.
3. Monitor understanding of the LTD Vision and Brand Components through internal and external surveys.

Things Public Officials Should Know
About Oregon's New Government Ethics Laws

The following is a summary of some of the provisions of SB10 and HB 2595. It is not all inclusive and you should contact the Ethics Commission if you have questions. Additional information will be posted as soon as possible.

1. There will be more frequent reporting for those public officials who must file a yearly statement of economic interest (SEI). In addition to the yearly SEI (still due on April 15), public officials must file a quarterly report that lists 4 things: 1) expenses for conventions, missions, trips or other meetings paid for by tribes, governments, or certain non-profit organizations; 2) expenses for missions, negotiations, or economic development activities paid for by third parties; 3) honoraria greater than \$15; and 4) certain income exceeding \$1000. The first quarterly report is due April 15, 2008, for the January to March 2008 quarter.
2. Public officials may not have direct beneficial financial interest in a contract they "authorized" as a public official for two years after they cease to hold that official position.
3. The yearly gift limit from a "single source" with a legislative or administrative interest is now \$50. (It was \$100.) That limit applies to the public official's relatives and members of the household.
4. Public officials (including relatives and members of the household) may receive NO gifts of entertainment from persons with a legislative or administrative interest unless the entertainment is "incidental" to an event or the entertainment is "ceremonial". (It was \$250 per year and \$100 per event.)
5. There is no longer a general trip expense exception to the gift limits. There are several narrowly defined new trip expense exceptions for certain givers (tribes, governments, public officials and limited non-profits) and certain defined trips (officially sanctioned trade-promotion or fact-finding missions; officially designated negotiations or economic development activities).
6. Food and beverage consumed in the presence of the giver is no longer an exception. Thus, food and beverage will be subject to the \$50 per year unless another gift exception applies (e.g. reception).
7. A public body can hire the relative of a public official but a public official can neither be involved in the hiring process nor supervise a relative unless the public body authorizes such supervision.

8. Commission advisory opinions, staff opinions and staff advice now provide greater immunity or mitigation from sanctions. In addition, there are timelines for the commission and staff to issue their opinions.
9. Statewide associations may adopt rules or policies interpreting the ethics laws and submit them to the ethics commission for review. The commission shall approve or reject them, giving reasons for any rejection. Officials who act in compliance with approved rules or policies may not be sanctioned by the ethics commission.
10. The ethics commission is in the process of rulemaking to define new terms, to create new forms, and otherwise implement SB 10 and HB 2595. Information will be posted to this site as soon as it becomes available.

If you have specific questions, please call the Ethics Commission office at 503-378-5105.

(Printed from the Oregon Government Ethics Commission website.)