



Lane Transit District
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**2006 LTD Board Strategic Workshop
LCC Center for Meeting and Learning
4000 E. 30th Avenue, Building 19, Eugene
November 10-11, 2006**

AGENDA

Day 1: November 10, 2006

- 11:00 a.m. Welcome; Review Workshop Agenda – Gerry Gaydos, Mark Pangborn
- 11:15 Strategic Plan: Vision/Mission/Core Values/Guiding Principles Tab #1
- 11:45 Lunch
- 12:30 p.m. Goal 1: Deliver Reliable Public Transportation Service – Andy Vobora Tab #2
- Productivity vs. Coverage
 - Bus Plus Planning
- 2:45 Break
- 3:00 Goal 2: Develop Innovative Service – Stefano Viggiano Tab #3
- West 11th EmX Corridor; Partnership with Eugene
 - Neighborhood Connectors
- 3:45 Goal 3: Maintain LTD's Fiscal Integrity – Diane Hellekson Tab #4
- Capital vs. Operations
 - Local Match Options for the Third EmX Corridor
- 4:30 Break
- 4:45 Goal 4: Provide Leadership – Mark Pangborn Tab #5
- Board Leadership in Community
 - LTD Sustainability Plan
 - Future LTD Role in United Front
- 5:15 Goal 5: Workplace Environment – Mary Adams, Mark Johnson Tab #6
- Looking to the Future Plan
 - Cultural Diversity Update
 - Communications Audit
- 6:15 Wrap-up
- 6:30 Adjourn

Day 2: November 11, 2006

- 8:00 a.m. Continental Breakfast
- 8:15 Review Friday Material – Gerry Gaydos, Mark Pangborn
- 8:30 Long-Range Financial Plan – Diane Hellekson Tab #7
- 9:15 Capital Improvements Program – Diane Hellekson Tab #8
- 10:00 Break
- 10:15 Budget Priorities for FY 07-08 – Mark Pangborn
- 11:45 Wrap-up
- 12:00 p.m. Adjourn



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Accident Prevention Program

Approved at Leadership Council Workshop
September 26, 2006

Background:

Lane Transit District's Strategic Plan Goal #5 states that LTD will "Develop a Workplace Environment That Allows Employees to succeed." In addition, the *Looking to the Future Plan* Goal #3 states that LTD will "Provide a rewarding, safe, healthy, and welcoming workplace for all." One of the ways the District will achieve these goals is to create a culture of accident prevention and workplace safety.

The District measures these goals through rates and costs of workplace injuries. In 2000 and 2002, these measures trended downward. In 2003 and 2005 the rates took spikes upward. This pattern is not consistent with LTD's stated goals and desired outcomes.

In the past year several small changes have been implemented, including director-level involvement with the current Safety Committee and use of a physical therapist to provide early treatment for employees experiencing muscular pain. These are helpful but any changes will be more effective when combined with a comprehensive program focused on accident prevention. We have consulted with LTD's program experts at Oregon Specials Districts Association (LTD's broker) and State Accident Insurance Fund (LTD's workers' compensation carrier) to design an accident prevention model that better addresses these patterns and accelerates LTD's movement toward a culture of accident prevention and workplace safety.

Program Components:

Workplaces that have successfully created this culture have common components. They all have a strong, educated, and active safety and accident review committee. They also have direct accountability for all supervisors that is measured and is part of a meaningful evaluation process. Data is readily available and calculated company wide as well as at the individual supervisor/work group level, and all employees receive regular and meaningful training on a wide range of safety issues. With these successful models in mind, the following program proposal has been developed.

LTD Program Proposal:

1. Form LTD Risk Management Oversight Committee

This committee would consist of three or four Leadership Council members who will provide oversight, resources, support, and staffing to accomplish the other components of

this program. Members will include at least the following persons: directors of Operations, Maintenance, and Human Resources. It may also include local union leadership.

2. Create Data Reporting System

Provide monthly data reports to each department and each supervisor. (Example data printouts were distributed for LC review.) Data will include incidents filed, time loss days paid, claims costs, etc. Also provide monthly report to Safety Committee with all levels of detail regarding types of incidents, time of day and day of week data, etc. Provide quarterly reports to LC with overview data.

3. Create Direct Accountability for Safety Performance

Each supervisor will receive monthly data on safety performance of his/her employees. This data will roll up into an annual performance goal set by the supervisor and his/her supervisor. The department director will have a performance goal related specifically to department safety performance as well.

4. Enhance Role of the Safety Committee

The existing Safety Committee membership will be reviewed and modified to include individuals who have a passion for accident prevention. The new committee members will attend the full OSHA training program for safety committees, at which they will generate their bylaws and committee goals. Regular update trainings will be attended. Committee members will learn to perform accident investigations in a way that coordinates with the current duties of the responding supervisor. The committee will also make quarterly reports to LC regarding recommendations to reduce accidents and improve workplace safety.

5. Begin Formal "Near Miss" Reporting Process

A process for reporting and reviewing "near miss" data will be developed. Data will be reviewed by Safety Committee members to determine ways to prevent actual accidents from occurring in these situations. A review of all current reporting forms also will be done.

6. Review and Enhance Safety Training Program

The current programs for employee safety training will be reviewed to assure that LTD is in accordance with OSHA and other regulatory requirements. In addition, safety experts will be consulted to determine what additional training and educational processes have proven to be effective ways to reduce accidents and enhance workplace safety.

CAPITAL IMPROVEMENT PROGRAM

The proposed revised Capital Improvement Program (CIP) is currently in development and the draft was unavailable for inclusion in the meeting materials. Materials will be provided as meeting handouts.

**2006 LTD Board Strategic Workshop
November 10-11, 2006**

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Lane Transit District

2007 STRATEGIC PLAN

Draft: 10/9/06

INTRODUCTION

In 2003, the Board of Directors of Lane Transit District (LTD) adopted a Strategic Plan that was developed through a comprehensive plan development process. The District's vision, mission statement, core values, and guiding principles were established in 2001 and were used for the 2003 Plan. The 2003 Strategic Plan established five goal statements that support the District's Mission Statement. The plan included both short-term strategies and long-term strategies designed to support the five goals.

The Board's goal is to have a dynamic plan that is closely tied to the District's short-range financial plan and provides a strategic direction for the organization. In order to keep the plan current and dynamic, it must be updated at regular intervals. This update addressed only the short-term and long-term strategies. There was no change in the vision, mission statement, core values, guiding principles, and the five goal statements.

LANE TRANSIT DISTRICT VISION

To be the best transit system in North America.

LANE TRANSIT DISTRICT MISSION

Your partner for a livable community

We enhance the community's quality of life by:

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

LANE TRANSIT DISTRICT CORE VALUES

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

LANE TRANSIT DISTRICT GUIDING PRINCIPLES

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

Strategic Goal Statements:

- ❖ DELIVER RELIABLE PUBLIC TRANSPORTATION SERVICE
- ❖ DEVELOP INNOVATIVE SERVICE THAT REDUCES DEPENDENCY ON THE AUTOMOBILE AND MAXIMIZES RIDERSHIP
- ❖ MAINTAIN LTD'S FISCAL INTEGRITY
- ❖ PROVIDE LEADERSHIP FOR THE COMMUNITY'S TRANSPORTATION NEEDS
- ❖ DEVELOP A WORKPLACE ENVIRONMENT THAT ALLOWS EMPLOYEES TO SUCCEED

LANE TRANSIT DISTRICT STRATEGIC PLAN GOALS

GOAL: DELIVER RELIABLE PUBLIC TRANSPORTATION SERVICE

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

PERFORMANCE GOALS

- ❑ Increase ridership by 3 percent in FY 2006-07, and by 2 percent in FY 2007-08 and FY 2008-09
- ❑ Increase per-capita ridership by 1 percent per year
- ❑ Increase system productivity by 1 percent per year
- ❑ Reach and maintain on-time performance of 95 percent at key timepoints system-wide

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

Strategies	Priority
Improve service reliability: <ul style="list-style-type: none"> ▪ Assume a 1 percent service increase in FY 07-08 and beyond to address service problems. ▪ Review current performance standards used in identifying service reliability needs. 	High
Improve fleet maintenance reliability: <ul style="list-style-type: none"> ▪ Implement a revised maintenance plan. ▪ Expedite the completion of deferred maintenance. 	High
Continue investment in facilities maintenance to preserve and maximize the useful life of the District facilities: <ul style="list-style-type: none"> ▪ 	High
Use APC data to provide route segment and stop-level analysis.	High
Improve the efficiency of the fixed-route system	High
Maintain a plan to optimize the fleet composition consistent with LTD’s service goal.	High
Pursue signal priority to service outside of EmX corridors.	High
Continue to promote the system to potential users.	High
Maintain special events service.	High
Consider a Comprehensive Service Redesign, including the implementation three Bus Plus corridors, to be implemented in Fall 2008.	Medium
Develop a staff training plan for technology implementation.	Medium
Develop a plan to guide facility improvements for the next 4 to 6 years.	Medium
Develop RideSource Efficiency & Productivity Standards.	Medium
Develop a Coordinated Human Services Plan that allows the District to pursue additional funding for service (e.g., job access and reverse commute funds, new freedom funds).	Medium

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

- Increase service as necessary to maintain an acceptable level of reliability.
- Maintain a plan to optimize the fleet composition consistent with LTD's service goal.
- Pursue signal priority to service outside BRT as part of a Bus Plus service improvements.
- Consider service enhancements to respond to community population and employment growth.

GOAL: DEVELOP INNOVATIVE SERVICE THAT REDUCES DEPENDENCY ON THE AUTOMOBILE

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

PERFORMANCE GOALS

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

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

Strategy	Priority
Evaluate the Franklin EmX Corridor during the first year of operation.	High
Develop seamless system integration with EmX, including design of complementary neighborhood connector service for each corridor.	High
Pursue implementation of the Pioneer Parkway EmX Corridor. Actions for 2007 include: <ul style="list-style-type: none"> □ Secure federal funding. □ Begin design work. 	High
Select and begin planning for the third EmX corridor.	High
Implement real-time passenger information on the Franklin EmX Corridor.	High
Support nodal development and transit-oriented land uses.	High
Integrate transit planning with land use efforts and planning for other transportation modes.	High
Continue the implementation of the Congestion Mitigation Program.	High
Track TransPlan Performance Measures for transportation demand management (TDM) and transit.	Medium
Implement independent telephone services.	Low

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

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

GOAL: MAINTAIN LTD'S FISCAL INTEGRITY

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

PERFORMANCE GOALS

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

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

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

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

- Adjust fares consistent with the Fare Policy.
- Seek federal funds through annual appropriation process.
- Continue to explore local, state, and federal funding options.
- Maintain an eight-year window of a 20-year LRFP.
- Consider all options for the financing of vehicles and capital projects.
- Continue advocating for a regional, coordinated investment strategy to maximize the benefit of state and federal dollars coming into the region.
- Maintain unqualified annual independent audits, triennial FTA reviews, and NTD audits with minimal or no findings, and qualify for the GFOA reporting excellence award annually.
- Complete the ten-year implementation of the payroll tax increase authorized by the legislature in 2003 and the LTD Board in 2005.

GOAL: 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 GOALS

- ❑ 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:

Strategy	Priority
Provide community leadership in developing multi-modal transportation solutions: <ul style="list-style-type: none"> ▪ Provide consistent leadership and participation at Metropolitan Policy Committee (MPC) meetings ▪ Utilize available forums for LTD participation in community transportation planning 	High
Strengthen LTD’s partnerships with government agencies: <ul style="list-style-type: none"> ▪ Federal Transit Administration (FTA) Region X ▪ State and local governments, ODOT ▪ Legislative agenda 	High
Increase the visibility of LTD Board members in the community.	High
Maintain LTD’s profile/involvement in community activities.	High
Continue effective participation in long-range land use and transportation planning.	High
Build new partnerships/allies in the FTA D.C. office and congressional staff offices.	High
Optimize coordinated investment strategies that benefit transit (including local STP programming).	High
Take a leadership role in implementing TDM strategies.	High
Conduct annual or biennial Board self-evaluations based on strategic planning goals.	Medium

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

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

GOAL: DEVELOP A WORKPLACE ENVIRONMENT THAT ALLOWS EMPLOYEES TO SUCCEED

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 GOALS

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

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

Strategy	Priority
Implement a program to enhance employee health and morale: <ul style="list-style-type: none"> ▪ Institute a comprehensive employee communications approach. ▪ Create or reinstitute a comprehensive rewards and incentive program. ▪ Create a comprehensive program to support employee training and skill development. ▪ Expand health programs to include health education and injury prevention. 	High
Support an active and viable Employee Council.	High
Maintain a positive relationship with ATU.	High
Create a dynamic internal communication process.	High
Support the LTD Diversity Council activities.	High
Develop an organizational succession plan.	Medium

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

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



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2006 Board Strategic Workshop Summary of Goal 1 Issues

GOAL 1: DELIVER RELIABLE PUBLIC TRANSPORTATION SERVICE

Issue #1: LTD Service Design: Productivity vs. Coverage

Key Policy Question: Is the current service hour allocation of 70 percent productivity, 20 percent coverage, and 5 percent discretionary appropriate?

Background: In preparation for the 2000 comprehensive service redesign, the Board set specific goals for allocating service hours. Initially this policy stated that service hours would be split 70 percent productivity, 20 percent coverage, and 5 percent discretionary. The latter categories were eventually merged to form a single coverage category. The development of a more corridor-based service model will tend to shift resources toward higher productivity, while expanding service into new residential developments expands coverage in terms of geographic area and in most cases utilizes service hours from the “coverage” allocation. This is due to the lower ridership productivity typically seen in most residential developments. Span of service (how early and late buses operate) will also impact the coverage category. While there is a corridor element to routes operating in the evening, the ridership tends to drop and therefore these trips often will fall into the coverage category. An example is the 11:40 p.m. weekday pulse that was eliminated in 2002. There are two ways of looking at coverage: first, the geographic coverage of a system, and, second the allocation of service hours. LTD’s system currently operates within ¼ mile of 84 percent of all addresses in the metro area. This includes residential and business addresses. In terms of service hours, the system breaks down to 75 percent productivity and 25 percent coverage. As we look forward to the demands for system expansion, the District may wish to set priorities for where service dollars will be spent. This includes the following categories:

Frequency

1. Weekday day
2. Weekday morning
3. Weekday evening
4. Weekend day
5. Weekend morning
6. Weekend evening

Rural

1. Rural weekday
2. Rural weekend
3. New rural areas (Florence, Marcola, Oakridge)

Geographic Coverage

1. New coverage areas

Importance of the Issue: The ability to meet current and future demands for service is going to be difficult due to the resources available; therefore, the allocation goals have a significant impact on the type of service LTD will develop.

Recommended Strategy: Discuss the service allocation goals and agree on a set of priorities for service changes. Based on Board direction, update the five-year service plan and communicate the plan elements to employees and the community.

Budget Impact: A change in the allocation model is not tied to a specific increase or decrease in operating costs.

Issue #2: Bus Plus Planning and Implementation

Key Policy Question: Should Bus Plus implementation occur one corridor at a time or as a package of routes, and is there a basic level of service that should be part of the Bus Plus design?

Background: Bus Plus is a change in service delivery whereby current routes are combined to create a single cross-town route. In its most pure form it is modeled after EmX service design in that a single, high-frequency route is accessed by connector routes operating in lower-density neighborhoods. This service design recognizes that the majority of ridership occurs along the corridor and that serving the corridor better is a more effective and efficient service delivery model. However, there is flexibility in how this new service is designed and developed, and final design may take various forms depending upon the corridor being evaluated.

LTD requested and was awarded a federal grant to pursue Bus Plus. Roughly \$2.5 million of the \$3 million budget is still available. A total of \$500,000 has been allocated to modify the articulated bus purchase to include hybrid propulsion. Currently this bus order has not been placed and there is some concern that the buses will not arrive by September 2007 implementation. The remaining funding may be used for planning and public outreach in addition to capital changes that support Bus Plus implementation.

As staff have worked on the first corridor development (River Road to LCC), a number of challenges have arisen:

- The first corridor combines routes with different operating characteristics. This is not a fatal flaw, but does create a challenge around communicating the service.
- The ability to maintain an equivalent level of frequency on the neighborhood loops, within the current service hour allocation, will be a challenge. Breaking up the routes

Goal 1: Deliver Reliable Public Transportation Service

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into the corridor route and the neighborhood connectors is inherently less efficient. With fewer hours to provide the service, staff would lean toward less frequent neighborhood connector service. This most likely would take the form of higher peak frequency and less off-peak frequency on the connector service. In order to maintain current frequency levels on the corridor and in the neighborhoods a service increase would be needed.

- Even if the frequency is maintained on the connectors, all customers in the neighborhood will be required to make an additional transfer. Many people simply will not use the service under this scenario.
- Maintaining transfers at the Eugene Station becomes more challenging. Due to the need to meet LCC class start times, the timing through the Eugene Station will be affected and it's possible that transfer connections will be impacted.
- Maintaining the current neighborhood service while combining the routes is an option; however, as discussed above the transfer connections will be impacted. Additionally, this means that articulated buses would be traveling through the neighborhood, which does not fit the small neighborhood bus model.
- Connections to LCC are critical and may be affected by this change. For example, a scheduled Eugene Station arrival of :57 and a departure of :59 may not allow ample time for transfers to and from other buses.

Importance of the Issue: The Bus Plus service design change introduces a service design that does not necessarily integrate well into the timed-meet pulse system at the Eugene Station. If LTD is going to change to a Bus Plus system incrementally, there will be growing pains until greater numbers of routes are developed. These changes will be viewed by many current customers as negative, because of the additional transfer introduced and the timing changes at the Eugene Station. If there are reductions in the neighborhood service, then an additional negative perception will be introduced.

Recommended Strategy: Develop the Bus Plus service design that maintains current neighborhood routing while taking advantage of combined corridor service that creates cross-town service. Implement multiple corridors as part of a service redesign package in Fall 2008.

Budget Impact: Unknown at this time. Depending upon Board direction and final service design, budget impacts are not anticipated to exceed the total allocation identified in the Long-Range Financial Plan.



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2006 Board Strategic Workshop Summary of Goal 2 Issues

GOAL 2: DEVELOP INNOVATIVE SERVICE THAT REDUCES DEPENDENCY ON THE AUTOMOBILE

Issue #1: West 11th EmX Corridor Planning

Key Policy Question: How can LTD ensure that the EmX design that is developed for the West 11th corridor meets EmX priority needs?

Background: The Board has concurred with the City of Eugene's selection of West 11th as the third EmX corridor. The West the 11th corridor, EmX corridor planning will be integrated into a broader transportation study of that corridor to be conducted by the City. A letter from the Board to the Eugene City Council (copy attached) stipulates LTD's expectations for this joint planning effort. A key expectation is that the City will partner with LTD in developing EmX design options and will, in fact, take the lead in addressing possible property owner concerns. The City is also asked to work with LTD in developing options to fund the local match requirements for the corridor construction.

The planning for the first two EmX corridors was conducted by LTD with support from partner agencies. For West 11th, LTD will be in a supporting role in the design process, which means that there will be less direct control in determining EmX design approaches.

Importance of the Issue: Transit priority, and especially exclusive transit lanes, are critical to the long-term success of EmX and federal funding approvals.

Recommended Strategy: Clearly communicate the District's transit priority expectations in a joint meeting with the Eugene City Council.

Budget Impact: There is no direct budget impact.

Issue #2: Neighborhood Connector Service

Key Policy Question: Should LTD purchase smaller buses to use for neighborhood service?

Background: An important element of the planned EmX system is the establishment of neighborhood connector routes that use smaller buses. The neighborhood connectors

are intended to serve neighborhood destinations (schools, shopping, parks, etc.) as well as connect a neighborhood to the EmX line. The first corridor was close to downtown, so it did not make sense to establish the connector routes. Pioneer Parkway and future corridors are expected to have neighborhood connectors.

The advantage of separate corridor and neighborhood routes is that the service frequency and size of the vehicle can be tailored to ridership demand. There is also less duplication of service. The primary disadvantage is the creation of a transfer for riders traveling between the neighborhood and the rest of the system.

Neighborhood connectors can be implemented using conventional 40-foot buses or using smaller 30-foot buses. The advantage of using larger buses is that they are more efficient to schedule since they can be used throughout the system and are more efficient to maintain. Smaller buses are preferred by residents since they are more in scale with smaller neighborhood streets.

Buses are given a "life expectancy" rating. The buses that we have in the fleet currently are rated as 12-year buses, even though we typically operate them for 15 or 16 years. Smaller buses are rated anywhere from 6-year to 12-year buses. It should be noted that the purchase price of a 30-foot, 12-year bus is only slightly less than for a 40-foot bus. A 12-year small bus should have approximately the same maintenance cost as a larger bus.

If smaller vehicles are considered, caution needs to be used on the number purchased for the amount of service implemented. The number in service will directly impact the number of buses used in the spares ratio for other route service. The number should be in line with the small-bus routes percentage for peak service.

Importance of the Issue: The use of smaller buses for neighborhood connectors affects the image and acceptance of transit in neighborhoods, but will add operating cost and reduce the flexibility of bus assignments.

Recommended Strategy: Use "12-year" small buses for the neighborhood connector service.

Budget Impact: The use of small buses will increase operating costs through schedule inefficiency.



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Board Strategic Work Session: November 10-11, 2006 Summary of Goal 3 Issues

GOAL 3: MAINTAIN LTD'S FISCAL INTEGRITY

Issue #1: Capital investment versus investment in current operations

Key Policy Question: What is the appropriate balance between capital investment in future fixed-route service and enhancements versus investment in current operations?

Background: LTD relies primarily on the payroll tax, a limited resource, to fund both current operations and the local match required for federal grants used for capital projects and purchases. Operating expenses and demand for service are increasing. Pressure remains to keep fares affordable, and the desire to complete the build-out of the EmX system as well as improve the total system infrastructure are also increasing. Therefore, priorities compete.

Importance of the Issue: Without a new revenue source dedicated to capital investment, priorities will continue to compete, and there likely will be disagreement about how limited resources are allocated. Managing expectations will remain challenging.

Recommended strategy: Explore the possibilities of a new, dedicated resource to be used not just for local match of capital funds, but also potentially for project funding. In the absence of a dedicated resource, continue to visit the balance issue as part of the annual strategic planning workshops.

Budget Impact: To be determined

Issue #2: EmX expansion beyond the Pioneer Parkway Corridor

Key Policy Question: How will we pay for a third EmX corridor?

Background: LTD and our community partners expect that a third corridor will follow implementation of the Pioneer Parkway corridor. To date, no funds have been identified or set aside to finance a third corridor. Completion of the Pioneer Parkway corridor and other essential capital projects (such as bus replacement) are expected to deplete local capital reserves fully. Timing of the third corridor already has been postponed twice in

order to balance the Long-Range Financial Plan. It is not realistic to expect that additional local resources can be deferred from operations or that, even with the payroll tax rate increase, tax receipts will increase enough to fund the local match for future EmX corridors.

Importance of the Issue: EmX is the community's best hope for traffic congestion mitigation. Our community partners expect a third corridor. The EmX component of LTD's fixed-route system will be enhanced by a third corridor. This issue ties directly to Strategic Goal 2, Issue #1. The third EmX corridor has been proposed and endorsed as a strategy for addressing West 11th and Eugene westside traffic issues in the wake of the failure of the West Eugene Parkway project.

Recommended Strategy: Analyze the possibilities for new, dedicated resources such as General Obligation Bonds. LTD has the authority to issue GO bonds. However, the process would be protracted and would require a determination of who resides in the taxing district before any campaign could be finalized. A better bonding alternative would be a partnership with the City of Eugene on what would be termed a road project. The City of Eugene already has expertise with this form of financing, and already knows who is eligible to vote on City bond measures. Classifying the corridor as a road project could also potentially make it eligible for ODOT funding.

If new resources are not identified, determine (in conjunction with Issue #1 of this goal) what local resource can be set aside or borrowed in order to match federal funds that might be available through New Starts. Establish a realistic timeline for the third corridor project based on resources identified. Include subsequent corridor timing and financing in the discussion that precedes a decision.

Budget Impact: To be determined

Issue #3: Contingency planning

Key Policy Questions: What will we do if we have another recession? Should we develop a recession plan?

Background: Because of LTD's dependence on the payroll tax, local economic downturns generally translate to less tax revenue. While a robust construction environment, particularly in the public sector, can mitigate the effects of a recession, corrective action usually is required. In the past, LTD has responded to the effects of recessions in a variety of ways. In the early 1980s, drastic cuts in service were immediately implemented. In 2001, administrative staff positions were eliminated immediately and service was cut over a longer period of time while protecting all bus operator positions. When operating reserves were maintained at 25 percent to 40 percent of operating requirements, there was a financial cushion that allowed for a more measured reaction to

adverse economic conditions. With lower reserves, more drastic measures may be required.

Importance of the Issue: Financial stability is critical to the quality and stability of fixed-route service. Adding too much during good times can lead to deeper cuts during downturns. The threat of position losses is detrimental to employee morale, and employees who stay often feel that they are expected to deliver the same support services and project work with fewer staff. And, during the downturns, demand for service can increase, which can create an expectation that LTD cannot meet.

Recommended Strategy: This issue needs to be included in the discussion of Issue #1. All of LTD's programs, services, and projects need to be prioritized, including the desirable level of reserves. Key economic indicators need to be identified and an action plan, with timeline, should be developed that can be promptly implemented in the event of a developing recession. The plan should include modifications to performance expectations if staff reductions are implemented.

Budget Impact: To be determined



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Board Workshop November 10-11, 2006 Summary of Goal 4 Issues

GOAL 4: Provide leadership for the community's transportation needs.

Issue #1: Board member role in community on issues of transportation

Key Policy Question: To what degree do the Board members wish to commit their time to attend community events or participate on committees other than LTD Board committees?

Background: As unpaid volunteer members of the LTD Board, there are numerous opportunities for the Board to attend community events that are related to community activities, transportation, or LTD. Examples are Eugene/Springfield Chambers of Commerce, Metro Partnership, and L-COG annual dinners; charitable organization fundraisers; 2050 planning process; MPC; etc. In the past, LTD has paid for Board members to attend these events and the Board members have chosen to do so as their interest and ability have dictated. Attendance at these events is not required for the Board to carry out its mandated function to provide oversight and policy direction to LTD staff. Rather, depending on the type of event or committee, participation provides either an opportunity for networking and sampling and feedback on community sentiment and opinion, or an opportunity to promote LTD's strategic agenda and integrate that agenda into larger community discussions and planning activities.

To the degree that the Board either collectively or individually is able to participate in community events or on community committees representing LTD, that participation positions LTD issues in the forefront of the community dialogue on transportation. Conversely, being in the forefront often means that LTD is called upon to meet community needs or expectations that it does not have the funds or ability to meet. It also means that LTD is more likely to be drawn into controversial issues where, if the Board takes a public position, it may offend a constituency in the community.

Recommended Strategy: From a long-range perspective, the community will continue to grow, creating increased congestion, and the most likely scenario is that LTD will be pushed to carry a greater portion of the local traveling public. It makes sense for the Board to participate as fully as possible in the public policy decision affecting LTD's future. How that participation plays out is finally a Board decision.

Issue #2: Sustainability

Key Policy Question: How much staff time and budget should LTD commit to pursuing sustainable business practices in the next year?

Background: The City of Eugene is embarking on an initiative to encourage businesses and public agencies to implement sustainable operational and capital practices. In many ways LTD has been a leader in this respect, but without a formal policy and plan. The questions are:

- (1) Should LTD adopt a formal plan for implementing sustainable practices?
- (2) Plan or no plan, to what degree should LTD commit additional resources beyond what we are currently doing to implement sustainable practices?

Recommended strategy: LTD should develop and adopt a formal plan for current and future sustainable practices. That plan would: (1) Catalog what LTD is currently doing, and this information would be shared in the community to demonstrate LTD progress in this area; and (2) Direct the relevant LTD departments to research what other sustainable practices are being practiced locally or nationally, so that the cost and benefit of implementing those practices at LTD could be evaluated. LTD's policy would be to balance the cost of implementing specific strategies against their return for the District and the community. This plan could be updated on a periodic basis. (See attached draft plan.)

Budget Impact: As new sustainable practices are developed, LTD staff would analyze those practices to determine their cost and value to the organization and community.

Estimated Time for Discussion: 10 minutes

Issue #2: Future role of LTD on United Front

Key Policy Question: Should LTD continue to take the lead in managing the organization of the annual United Front?

Background: The United Front has been operating for a number of years. It has proved to be a very effective tool for the metro governments to lobby for federal legislation. There is general support to continue this effort, including support of the concept from Congressman DeFazio and Senators Smith and Wyden.

Importance of the Issue: The United Front has been a key component in LTD's ability to acquire federal funding for a variety of capital projects. From that perspective, it is imperative that the United Front effort be continued

Recommended Strategy: Because of Linda Lynch's skills and past experience, she was an obvious choice for this task. There is no obvious successor, but someone needs to step forward to take over the management of this initiative. I would propose that the

CEOs of the United Front participants discuss who would be the best person/agency to continue this function. While LTD does not have any lead staff in the regard, the LTD support staff is very familiar with the process and a lead person could be trained to assume the responsibilities. Lacking an obvious choice to lead this effort, LTD would consider filling that role until such time as another option seems more appropriate.

Budget Impact: To be determined

Issue #3: 2007 Oregon State Legislative Issues

Key Policy Questions: What are the key Oregon State legislative issues that LTD will be focusing on, and how should the Board involved in review and managing these issues?

Background: The Oregon Transit Association (OTA) legislatives issues committee has yet to complete its work on setting an agenda for transit in the state, but two issues have emerged as OTA priorities so far:

1. Increase the tobacco tax for transit from the current \$.02 per pack to \$.05. Essentially all of the fixed-route transit systems in Oregon are now substantially subsidizing their Americans with Disabilities Act (ADA)-mandated dial-a-ride handicapped service beyond what the current tobacco tax revenue is paying for. In the case of LTD, the state tobacco tax revenue is \$623,000 and the LTD subsidy is \$1,555,000. Any increase in the state tax would reduce the burden on the general funds.
2. Increase the state support for providing state funding to replace the oldest buses in the statewide fleet of transit buses. LTD has received state funds for bus replacement and it has served the community well. Other transit systems—Salem, Medford, Klamath Falls—have older fleets than LTD, so this program is critical to their long-term viability.

There is likely to be one piece of legislation directly affecting LTD and that is the bill that Senator Morrisette has proposed. It would make the LTD Board elected instead of appointed. Staff have not seen the actual bill, if one exists, so it is not clear exactly what Senator Morrisette is proposing.

Importance of the Issue: As stated above, these issues have a direct impact on LTD's budget and are important to the District.

Recommended Strategy: The Oregon Transit Association has established a legislative strategies committee that will soon meet to discuss what the collective transit issues are. LTD will participate on that committee. I recommend that LTD wait for the results of the committee work. Those recommendations can then be taken to the Board. This would occur by December 2006 or January 2007.

Budget Impact: To be determined

Issue # 4: Performance Indicators

Key Policy Question: What performance indicators appropriately measure how effective LTD is in being a leader in advocating for the community's transportation needs?

Background: For the most part, this is a qualitative measure. One person may assess the Board and/or staff actions as leadership, and another may judge them to be misguided meddling. A quantitative measure could be the number of community organizations and/or events in which LTD Board and staff actively participate. Is this an important measure for the Board and, if so, how would the Board wish to measure their performance?



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2006 Board Strategic Workshop Summary of Goal 5 Issues

GOAL 5: DEVELOP A WORKPLACE ENVIRONMENT THAT ALLOWS EMPLOYEES TO SUCCEED.

Issue #1: Communications Audit: What are we going to commit to implementing?

Key Policy Question: The communication audit outlines a number of recommended actions that are intended to improve internal communications. Do we have the staff and budget resources to implement these recommendations during this fiscal year? Next fiscal year?

Background: The following implementation steps were developed following completion of the audit:

General Recommendations Section

- Andy Vobora will draft a communications philosophy for review and adoption by LC. This philosophy will be incorporated into District training materials for inclusion in new employee training.
- Communications training for all managers and supervisors will be evaluated as part of the work of the new training staff.
- LC notes and Board recaps will include more background as to why decisions were made and not simply the decision. Specific discussion regarding the best communications vehicle to utilize will be part of each meeting discussion. This will include assigning who will create the message and what vehicle or vehicles will be used. Vehicles may include *Inside Lane*, memorandum, poster, paycheck stuffer, *Fast Lane*, display, or a meeting.
- LC meetings will be structured to provide ten minutes at the end of the meeting to agree on key points to communicate to employees.
- Interdepartmental communication was recognized as an issue; however, there were no specific recommendations regarding

improvement opportunities. This is a potential Leadership Council discussion item for the annual work session or at future meetings.

- Department directors need to be out and about with employees. Individual expectations for these activities need to be developed as part of performance objectives and employees need to be evaluated based upon performance. This can be accomplished at LC meetings or as part of the annual work session.

Existing Communications Tools Section

- Memo organization crosses nearly every department, so the recommendation is for Mary and Andy to meet with a representative of those departments where bulletin boards reside and discuss organization and monitoring. Global recommendations include:
 - Enforce an information posting policy that restricts postings to designated bulletin boards. This eliminates the clutter that has grown throughout the District and helps employees focus on where to get information. This includes posters and memos.
 - Andy and the graphics team will create a *Fast Lane* memorandum format to disseminate key information efficiently. The look and color would be established and reserved for these key messages. A distribution plan would include designated spots in each department. Criteria for what qualifies for use of *Fast Lane* still need discussion by LC.
 - Work with Operations staff to organize the 'This Week' board. This would include standardizing what is posted and for how long, and ways to emphasize that posting is new and critical to operations.
 - Educate staff who produce posters and information displays to think ahead and use Inside Lane, paycheck stuffers, etc.
 - All postings should include a post date and a pull date to ensure timeliness.
- *Inside Lane* is currently soliciting articles from many employees and this has worked well. Positive feedback comes in each month.

Miscellaneous Section

Goal 5: Develop a Workplace Environment That Allows Employees to Succeed
November 10-11
Page 3

- The discussion of an intranet will move to IT for a review of the hardware, software, and staffing implications of moving toward such a system. LC will review the results and determine if the application will move forward.
- Customer comment cards will be designed by marketing staff and presented for review at LC. Processes for printing, stocking, collection, and distribution will need to be determined through LC discussion.
- Address the misconception of mark-offs as related to the review of complaints. This could be accomplished in *Inside Lane*.
- Human Resources will develop a strategy and budget for employee activities to be reviewed by LC. This plan will examine the idea of more informal drop-in activities designed to recognize workgroups.
- Coordinated with the employee activity planning will be recognition of the need to include activities for employees working late night or early morning shifts.
- Information regarding the valuable and difficult jobs operators perform has been included in the 2006-07 *Rider's Digest*. Marketing staff will examine ways to incorporate these types of messages in future publications.

Future Follow-up

- LC will review plan progress quarterly.
- Board HR committee will be updated quarterly by Mary.
- An employee survey will be conducted in Fall 2007.
- A full strategic review will be considered for an agenda item at the LC strategic planning session in September.
- A full report of the progress will be considered for an agenda item at the Board's strategic planning session in November.

Importance of the Issue: The improvement of internal communications is viewed as a key to the continued building of relationships within the organization and to improve service to our customers.

Recommended strategy: Review the next-step list and set timelines and staff responsibilities for follow-through.

Budget Impact: Depends upon the work plans developed during the review of the implementation list. For example, there is relatively no cost to cleaning up the bulletin board process while the cost to send supervisors and directors to communications training would be thousands of dollars.

Issue #2: Looking to the Future: Strategic updates on elements of the plan that are moving forward.

Key Policy Question: What progress has been made to implement components of the Looking to the Future Plan?

Background: In 2005 Board members and the general manager held “Listening Sessions” with various employee groups to hear employee ideas about how LTD could improve. A wide range of ideas came from these sessions. Eight overarching themes were captured in a document later titled the *Looking to the Future* plan. The plan was shared with all employees and input was asked for at three different times. The final draft was approved by the full Board of Directors at their March 2006 Board meeting.

Many components of this plan were already underway, and several more have seen significant progress. In order to track this progress, a matrix was created. The matrix lists the actions necessary in order to accomplish the goals, and lists the responsibilities of Board members, staff, and employees in the success of the goals.

Two significant projects that come from this plan center on improving the safety of our workplace, and providing rewards and recognition for excellent performance. At the Leadership Council workshop, a proposal was made and approved regarding a comprehensive program to improve workplace health and safety. The Leadership Council felt very strongly that this proposal should begin right away. An oversight group has been set up and the major components of this plan are now underway.

Developing a comprehensive rewards and recognition program requires up-front development of guiding principles and a task force charter. At the Leadership Council workshop, an external facilitator conducted a work session in which the guiding principles and charter were created. The employee task force has been formed and begun meeting, and will designate the work plan for the task force.

Goal 5: Develop a Workplace Environment That Allows Employees to Succeed

November 10-11

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Importance of the Issue: This plan grew out of a period of time when emotions were high following a labor strike. It was seen by many to be a method of healing for the organization. Board members invested their personal time and energy to create this plan, and have a high interest in seeing the components implemented. The Board's Human Resources Committee has tracked progress over time, and continues to provide strong support for the plan.

Recommended Strategy: Implement the comprehensive workplace safety program. Staff also recommend adoption of the guiding principles and task force approach developed with the consultant's assistance during the Leadership Council's workshop.

Issue #3: Cultural Diversity Update

Key Policy Question: What progress has been made toward cultural diversity at LTD?

Background: LTD entered into a Memorandum of Understanding regarding cultural diversity with 10 other local public agencies. This consortium of employers has worked together to share resources and to provide joint training activities intended to improve overall cultural acceptance in this community. LTD has participated on the Interagency Diversity and Education Consortium (IDEC), the workgroup tasked with implementing parts of the Memorandum of Understanding. The Diversity Council was formed under this model, and serves as a place where diversity issues can be raised.

It is LTD's goal to create a more diverse workforce, and to have a workplace that values cultural differences. The Board of Directors has expressed interest in this area and has been supportive of the Diversity Council and its work. The Diversity Council members, several Board members, and about 40 other LTD employees have attended the Understanding Cultural Privilege workshop. Now is an opportune time to renew LTD's commitment and to enhance the role of the Diversity Council.

Importance of the Issue: LTD's future workplace will include more employees from diverse cultures. In order to attract and retain high-quality employees from all cultures, an environment that values different cultures is desired and necessary.

Recommended Strategy: The LTD Diversity Council's role will expand to include research on diversity issues at LTD. A diversity climate survey, similar to one administered by several of the other consortium members, is being reviewed and adapted now. The intent is to assess LTD's culture and to determine what specific areas of concern could be addressed. The Board's Human Resources Committee will continue to provide oversight to this process.

Budget Impact: Cost to conduct the survey is \$1,800.

Performance Measures

- Percent negative employee turnover: This measure is defined as the number of employees who leave LTD for reasons other than retirement or forced termination. It is available through the Abra database and can be calculated at any interval requested, but is often tracked quarterly.
- Number of accidents incurred on the job, time loss days paid, and total cost of claims incurred: This data is readily available from our workers' compensation insurer and can be reported at any interval requested, but should be reported monthly to the Safety Committee and LC members.
- Percent internal promotions: This measure indicates the frequency with which LTD hires and promotes from within the organization, versus needing to hire or promote from outside the organization. This can be calculated quarterly from the Abra database.
- Employee attitudes: This is a measure of movement over time on a specific list of questions. It would be gathered through a formal survey process and conducted either annually or biannually.

LOOKING TO THE FUTURE

Draft Human Resources Strategic Plan

for Lane Transit District

March 2006

LTD's most valuable resource is its people. To be an organization of excellence, with an internal environment of teamwork, respect, honesty, integrity, and accountability, we must invest in our people.

We are accountable for creating a lasting environment that builds these qualities in all LTD employees through quality communication, collaboration, employee involvement, and learning opportunities.

This plan identifies ways to accomplish this goal. It is evolving and will rely heavily on the input and participation of all individuals. Every member of this organization is important and respected, and will have an opportunity to grow. This plan commits resources to do this.

Stewarding the resources of a dynamic organization is not an easy task. Individual involvement in programs will be critical to LTD's future success. Programs in this future plan will focus on a wide range of things, including education, training, and employee involvement, to name a few.

This is a new time for LTD. Each of us has an opportunity to participate in creating a new future. Your ideas, your participation, and your commitment have never been more needed or wanted than today. Join in as this plan develops. Let your thoughts be known. Make a difference. When you do, tomorrow will be a better place for all of us.

LTD HR STRATEGIC PLAN

**LTD *Looking to the Future* Plan
2005****Goals for the Future**

- Develop supportive relationships among all LTD employees, LTD administration, and ATU leadership.
- Provide a workplace at LTD that attracts and retains committed individuals.
- Provide a rewarding, safe, healthy, and welcoming workplace for all.
- Become a “learning organization” that fosters and funds career development through meaningful educational programs, skills training, job cross training, mentoring, and other methods.
- Reward, recognize, and reinforce both improved and exceptional performance.
- Create an atmosphere of inclusiveness that encourages everyone to be involved with decision making, internal and external committees, and community events.
- Provide opportunities for everyone to learn about LTD.
- Invite all individuals to participate in supporting the mission and goals of LTD, and to live LTD’s values.

Strategic Goal 1:**Develop supportive relationships among all LTD employees, LTD administration and ATU leadership.**

- Create frequent communications among all leaders in the ATU and at LTD.
- Include local union leadership in budget discussions.
- Build on the work of the Joint Insurance Committee to improve employee health and manage health care costs.

LTD HR STRATEGIC PLAN

- Conduct regular open forums for employees to talk to Board members, the general manager, and key District staff.
- Conduct specific trainings about topic areas such as scheduling, health care, finances, capital plans, operating costs, etc.
- Jointly develop training programs that address the expressed needs of employees.
- Jointly develop opportunities to celebrate who we are.

Strategic Goal 2:**Provide a workplace at LTD that attracts and retains committed individuals.**

- Design a recruiting process that attracts people capable of helping LTD achieve our mission, and who fit LTD's core values.
- Design selection processes that help LTD hire employees who fit LTD's core values.
- Recruit a diverse work force.
- Engage employees and the Joint Insurance Committee in designing a package of employee benefits that attract committed individuals.
- Develop reasonable compensation packages.

Strategic Goal 3:**Provide a rewarding, safe, healthy, and welcoming workplace for all.**

- Enhance and expand the work of the Joint Insurance Committee to include input into employee wellness and other such programs that support this goal.
- Enhance and expand the work of the Facilities Safety Committee.
- Support the Diversity Council's work to welcome and support all individuals.

LTD HR STRATEGIC PLAN

- Jointly develop a wellness program that involves a cross section of LTD individuals in decision making related to employee health.
- Develop an incentive program to encourage individual participation in health improvement activities.
- Develop health-related programs such as disease management that assist individuals to remain healthy.
- Provide education and training on key health issue.

Strategic Goal 4:

Become a “learning organization” that fosters and funds career development through meaningful educational programs, skills training, job cross training, mentoring, and other methods.

- Create a strategic plan for training and development.
- Identify core competencies for job types.
- Design internal skill development program for maintaining core competencies.
- Identify development plan for targeted positions
- Develop key training tracks for broad categories of jobs, such as:
 - Apprentice to journeyman
 - Non-supervisor to supervisor
 - Supervisor to manager
 - Operator to non-operator
 - Administrative to technical
- Develop internal core curriculum, such as:
 - Use of common software packages
 - How scheduling function works
 - Customer service skills
 - Collaboration skills and cooperative problem solving
 - Leadership skills
 - Diversity and accessibility

LTD HR STRATEGIC PLAN

- Select list of approved trainings.
- Develop succession plans for vacancies of key positions.

Strategic Goal 5:**Reward, recognize, and reinforce both improved and exceptional performance.**

Performance Measurement

- Determine key measures of success for each position.
- Set up measurement systems that accurately record and display key measures.
- Design a recognition system that encourages high performance or improved performance on key measures.

Performance Management

- Conduct annual reviews for all individuals.
- Refine supervisors' coaching and development skills.
- Refine annual review document to reflect a coaching style.

Create a list of preferred behaviors worthy of recognition, such as:

- Safe driving
- Attendance
- Customer service skills
- Cost-saving behaviors
- Teamwork skills
- Ability to work with a wide variety of people
- Accessibility improvements

Design recognition systems that reward preferred behaviors.

- Create annual schedule of recognition events.
- Include formal recognition through events or ceremonies.
- Publicize in appropriate ways.
- Give significant recognition to improved performance and best performers.

LTD HR STRATEGIC PLAN

Strategic Goal 6:

Create an atmosphere of inclusiveness that encourages everyone to be involved with decision making, internal and external committees, and community events.

- Form an LTD committee to steer this process and achieve this goal.
- Develop criteria for involvement in community events and internal committee activities.
- Consult with experts on methods of managing change within an organization.
- Jointly develop ways to include more individuals in decision making processes.
- Create a list of all District committees. Jointly develop employee seats on each. Recruit and assign members to committees based on interest, skills, experience, and other criteria appropriate for the committee.
- Engage employees in discussions of LTD's mission and values.
- Create "Q & A" forms for employee education and input, and provide feedback when input is received.

Strategic Goal 7:

Provide opportunities for everyone to learn about LTD.

- Conduct training on multiple topics, such as:
 - Budget and financing
 - System scheduling
 - Strategic planning
 - Role of the Board and board governance
 - Transportation policy
 - Basic economics
 - Board of Director training on transit operations

LTD HR STRATEGIC PLAN

Strategic Goal 8:

Invite all individuals to participate in supporting the mission and goals of LTD, and to live LTD's values.

- Orient all new employees to the mission, goals, and values. Talk about expected behaviors.
- Monitor, evaluate, coach, and support all LTD employees in their efforts to live LTD's values.

LONG-RANGE FINANCIAL PLAN

The proposed revised Long-Range Financial Plan (LRFP) is currently in development and the draft was unavailable for inclusion in the meeting materials. Materials will be provided as meeting handouts.

Neighborhood Connector Bus Comparisons

Vehicle Manufacturer	Vehicle Length (feet)	Vehicle Height (inches)	Vehicle GVWR (pounds)	Front Axle Weight (pounds)	Rear Axle Weight (pounds)	Altoona Tested (Years)	Fuel Option	Seating Capacity	Base Vehicle Cost
Gillig	29	115"	37,000	10,000	20,000 27,000 CW	12	Hybrid	23-28	\$490,000
Gillig	29	115"	37,000	10,000	20,000 27,000 CW	12	Diesel	23-28	\$305,000
New Flyer *	29.8	121"	37,290	10,000	20,000 26,900 CW	12	Hybrid	25	\$430,000
New Flyer *	29.8	121"	37,290	10,000	20,000 26,900 CW	12	Diesel	25	\$245,000
Orion VII *	32.5	132"	26,700	16,500	28,600	12	Hybrid		\$470,000
El Dorado Escort E	30	120"	30,990	11,000	20,280 22,500 CW	12	Diesel	27	\$280,000
Blue Bird	30	122"	26,455	10,000	21,000	10	Diesel	19 - 35	
NABI	35	116"	36,150	12,652	23,498	12	Diesel	30	\$300,000
Optima	30	116"	31,200	12,300	21,700 24,000 CW	12	Hybrid	23	\$465,000
Glaval Bus	28	123.5"	25,000			10	Diesel	28	
Champion	30	123"	26,800				Diesel	21	

CW= curb weight

* single door

LANE TRANSIT DISTRICT
REWARDS AND RECOGNITION TASK FORCE

TASK FORCE PURPOSE STATEMENT

The Task Force will develop, for Leadership Council review, a set of recommendations that recognize and reward behaviors that result in excellent and exceptional performance. The rewards and recognitions will:

- Recognize the work of the whole organization
 - All departments and employees
- The overall benefits of each reward or recognition will exceed the investment by LTD
 - Investment goes beyond financial and includes time, energy, and effort
- Rewards and recognitions will be fair and consistent across all lines of LTD
- Rewards and recognitions will be consistent with the district’s strategic plan

Rewards and Recognition Task Force Members

CSC Employee	Zach Fish
Transit Ops Supervisor	Charlett Sessions
Maintenance Employee	_____
Represented Employee	Margaret Lead
Administrative Employee	Terry Parker
Employee Association	Tracy Smith
LC Member	Mary Adams

Service Policy

Objective

To provide standards for the implementation and evaluation of bus service.

Application

This policy applies to all bus service offered by Lane Transit District, including regular fixed-route service, tripper service, and special events service.

Policy

The policy segment is divided into the following sections:

- A. Definition of Terms
- B. Service Standards:
 - 1. Standards for Productivity
 - 2. Standards for Guest Convenience
 - 3. Standards for Guest Comfort and Safety
 - 4. Standards for Service Reliability
- C. Service Evaluation Procedures
- D. Substandard Service
- E. Implementation/Evaluation of New Service
- F. Service Decision-Making Process
- G. Standards for Tripper Service
- H. Maintenance of Policy

A. Definition of Terms

Bid: Bids are held at least three times per year, as defined in the labor agreement with ATU 757, and provide an opportunity to implement service changes. Contract employees select work shifts at this time.

Block: See "Schedule."

Boardings: A boarding, or unlinked trip, occurs every time a guest boards a bus. Thus, a trip requiring a transfer would count as two boardings.

Community Events: Community events are defined both as one-time events (concerts at Autzen Stadium) and annual or repeating events (the Oregon Country Fair and University of Oregon football games).

Correct Schedule Operation (CSO): Correct schedule operation is when a bus leaves a timepoint no earlier than the scheduled time and not more than four minutes late.

Coverage: Coverage is defined as the percentage of households that are within one-quarter mile of a bus stop.

Deadhead: Deadhead refers to bus travel that is not in revenue service, such as travel time to the garage after the bus has completed scheduled service.

Directional Routes: Directional routes typically are offered during peak times and are oriented toward commuter travel. Productivity results for directional routes will include a factor for unproductive deadhead time necessary to position these routes for revenue service.

Duty: See “Run.”

Express Service: Express service significantly reduces travel time for guests compared to regular bus service. Express service typically is offered during peak times and is oriented toward commuter travel. Productivity results for express service will include a factor for unproductive deadhead time necessary to position these routes for revenue service.

Farebox-to-Operating-Cost Ratio: The farebox-to-operating-cost ratio measures the percentage of the operating cost paid by guests. It is computed as the total farebox revenue (including sales of passes and tokens) divided by the total operating cost.

Headway: Bus headway refers to the amount of time between consecutive buses on a given route. The lower the headway, the more frequent the service.

Layover Time: This term identifies time that a bus is not in operation between scheduled revenue service. The typical five-minute pause at the Eugene Station between trips is not considered layover time, but instead is considered part of revenue hours.

Limited-Stop Service: Limited-stop service combines fixed-route service and express service to provide neighborhood coverage and reduced travel times. Limited-stop service typically is offered during peak times and is oriented toward commuter travel. Productivity results for limited-stop express service will include a factor for unproductive deadhead time necessary to position these routes for revenue service.

Line Route: A line route is defined as a bus route that travels outbound and inbound along the same streets. Line routes differ from loop routes, in that loop routes travel to and from their point of origin using different streets.

Passenger Trips: A passenger trip occurs when a guest travels from trip origin to trip destination, regardless of the number of transfers required to complete the trip. Thus, a trip requiring a transfer still only counts as one passenger trip.

Pay Hours: Pay hours refers to the number of hours actually paid to the bus operators to provide the service. Overtime is calculated at time and one-half (one hour of overtime is 1.5 hours at regular pay).

Peak Hour: The peak-hour period on the system is weekdays between 7:00 a.m. and 9:00 a.m., and between 2:00 p.m. and 6:00 p.m. This is the time when the greatest number of buses is in use and the greatest number of guests is carried.

Platform Hours: A platform hour is counted for every hour that a bus operator is with a bus, including deadhead and layover time. This does not include report time or turn-in time.

Preparatory Time: This term refers to the time allotted each bus operator to check a bus out from the garage.

Report Time: The time an employee is scheduled to report for work.

Revenue Hours: A revenue hour is each hour that a bus is in revenue service. This is equivalent to platform hours less deadhead time and layover time.

Ridership Productivity: Ridership productivity, as used in this document, is defined as the number of boardings per revenue hour of service. Ridership productivity is defined with different units, such as passenger trips per schedule hour, in other applications.

Road Call: A road call occurs when a bus is replaced or repaired during revenue service.

Run: A run is the work operated by a bus operator, either full-time or part-time, on a given day. Runs can be either straight (with no unpaid breaks in the workday) or splits, composed of two or more pieces of work that may include paid or unpaid breaks between them.

Run Cut: The run cut is the collection of runs developed from a set of schedules. Separate run cuts are developed for weekdays, Saturdays, and Sundays.

Run Cut Efficiency: Run cut efficiency measures how efficiently the schedules are divided into runs. It is computed as the percentage of pay hours that are used to provide platform hours. The formula is pay hours minus platform hours divided by platform hours.

Rural Route: A rural route is a route that operates, at least in part, outside the Eugene/Springfield urban growth boundary.

Schedule Efficiency: Schedule efficiency measures how efficiently the service is written into schedules. It is computed as the percentage of platform hours that actually are in revenue service. The formula is platform hours minus revenue hours divided by platform hours.

Schedule Hours: Schedule hours are simply the amount of time on the schedules.

Timed-meet: A timed-meet occurs when separate bus routes converge at one point, generally a transit station, and guests make transfers.

Transfer: To transfer means to change from one bus to another.

Tripper: A tripper is a short-term bus trip that is designed to meet a particular demand.

Turn-In Time: This term applies to the time provided every bus operator when the bus is returned to the garage,

Urban Route: An urban route is a route that operates entirely within the Eugene/Springfield urban growth boundary. Lane Community College, although just outside the urban growth boundary, is considered within the urban area for the purposes of route identification.

Route Deviation: A route deviation involves deviating from the standard bus route to serve a housing, school, or commercial node.

B. Service Standards

Productivity Standards

A route will be considered substandard if it has a ridership productivity of less than 67 percent of the average of other routes within the category, computed separately for weekdays, Saturdays, and Sundays. This standard may apply to productivity during the entire day or to productivity during specific time periods. The following route categories are evaluated:

- ◆ **Urban.** Urban routes are arterial routes that operate from major transit stations.
- ◆ **Express.** Express routes are limited-stop routes that operate in peak direction.
- ◆ **Connector/Shuttle.** Connector/shuttle routes operate within neighborhoods or along designated shuttle routes in the urban core.
- ◆ **Commuter.** Commuter routes are peak-direction routes serving specific school or work locations.
- ◆ **Rural.** Rural routes operate outside the urban growth boundary and provide lifeline service to rural communities within the District.

A segment, or trip, of a route will be considered substandard if it has a ridership productivity of less than 67 percent of the average of all similar segments or trip in the route category. Similar segments are separated between those that are primarily in residential areas and those that are primarily in commercial or industrial areas. This standard applies to the route segment during the entire day or to the segment during a specific time period.

A rural route will be considered substandard if it carries less than an average of 30 boardings per round trip. A specific trip on a rural route will be considered substandard if it carries fewer than 20 boardings.

Route deviations will carry a minimum of 5 boardings per trip and will be scheduled when deviation conditions are met and when schedule time allows.

Route deviations should occur only in order to satisfy one of the following conditions:

1. To serve a major trip generator.
2. To serve an area with a high population of seniors or persons with disabilities.
3. To remedy a significant coverage deficiency.

Customer Convenience Standards

A 60-minute headway is the minimum frequency for all urban routes. This is considered the policy headway.

Headways shorter than the policy headway will be based upon demand for the service. The frequency of a route will not be increased unless the route has a ridership productivity of at least 20 percent above the system average of other routes operating during the same time period, or if the change is necessary to improve transfer connections to other routes, or if improvements in the headway are expected to improve route productivity.

A timed-meet (pulse) system is to be used at the Eugene Station and at other significant regional transit stations.

Route scheduling will take into consideration the following factors:

1. Staggering of routes on major arterials.
2. Minimizing the necessity to transfer.
3. Minimizing transfer time when transfers are necessary.
4. Maintaining consistency and clarity of timetables for guests.
5. Arriving and departing at major destinations in a timely manner (i.e., meeting class schedules at LCC and the UO).

Whenever possible, routing will be direct, using major arterials and neighborhood collector streets to provide the shortest practical travel time between points on a line. When possible, terminal points at both ends of a route should be located at major activity centers to ensure ridership in both directions of operation.

When possible, routes will be structured as two-way line routes. Line routes reduce travel time and are easier for the public to understand. Loops at the end of routes will be used as a turnaround and to provide neighborhood coverage.

The spacing between bus stops in developed areas generally will be approximately two to three city blocks or 1,000 feet. Closer spacing may be implemented in the downtown or other high-density areas. Wider spacing will be considered in less developed areas.

Transit stations will be located in areas with very high numbers of transferring guests or major trip generators. The size of the transit station will be consistent with expected use, operational needs, and the financial capacity of the District.

The District will strive to make all service and associated facilities wheelchair accessible.

Comfort and Safety Standards

The scheduled running time for routes will adequately meet average guest loads and typical traffic congestion, and will include an ample amount of recovery time for each route to compensate for variations in running time and to provide for bus operator restroom breaks.

Additional service may be added if:

- ◆ Customer loads consistently exceed 1.5 times the seated capacity of the vehicle.
- ◆ Customers are consistently not accommodated on a trip due to full customer loads and the next scheduled trip is more than 30 minutes away.

This load standard does not apply to special event service.

If funding is available, bus shelters will be located at bus stops with at least 30 boardings per day, with the priority of installation based on heaviest usage. Bus benches will be located at stops with at least 15 boardings per day. Shelters and benches also may be located at stops that are heavily used by seniors and persons with disabilities, or if there is a significant amount of transfer activity at the stop. Shelters and benches that do not meet the productivity criteria may be installed if the adjacent development subsidizes the cost of the shelter and its installation.

Every bus stop is to have a paved boarding area. This will not be a requirement where curbs and sidewalks do not exist. Streets will not be considered for bus routes unless the street and the associated intersections and traffic controls allow for the safe operation of the bus. LTD's Safety Committee will be consulted whenever a new street is considered for service.

All buses will be cleaned daily, inside and out.

Service Reliability Standards

Buses will arrive within two minutes of the departure time of connecting buses 95 percent of the time.

Road calls on the system should not occur more frequently than every 10,000 vehicle miles.

The number of missed trips will be less than one-half of one percent of total trips operated.

The average age of the bus fleet will be eight years or less, and no buses older than 20 years will be used in regular route service, unless they have been rehabilitated to acceptable standards.

C. Service Evaluation Procedures

Timing of Changes

There are at least three bids per year when service changes typically are made. The fall bid coincides with the commencement of classes at area schools. The summer bid coincides with the end of the school year. The winter bid is scheduled at approximately half way between the fall and summer bids.

Major service changes generally will be confined to the fall bid. Minor service changes can be made during the winter and summer bids, and the deletion of school service can occur during the summer bid and during holiday breaks.

An Annual Route Review (ARR) will be conducted every year. Requests for changes or additions to service and other improvements to the system will be considered during the ARR. Approved recommendations from the ARR will be implemented with the fall bid.

A major bus rider survey will be conducted at least every four years. The survey will determine travel behavior, fare payment trends, and guest opinions on service options and guest information.

D. Substandard Service

Substandard service, as defined in Section B, Productivity Standards, will be evaluated as part of the Annual Route Review. The substandard service will be subject to possible elimination or modification. The District may choose to continue to offer service that does not meet productivity standards if the service meets other District objectives.

E. Implementation/Evaluation Guidelines for New Service

New service, as defined in this context, includes the establishment of new routes or the addition of service on existing routes, either through increased frequency or increased span of service. Service hours will be allocated according the following percentages:

1. 75 percent productivity
2. 20 percent coverage
3. 5 percent discretionary

The addition of new service generally will be considered only during the Annual Route Review. Factors to consider in evaluating potential service additions include the following:

1. Financial situation of the District.
2. Expected ridership and ridership productivity, both immediate and long term.
3. Availability of fleet and maintenance capacity.
4. Integration of the service in the District's overall route system.

New service will be operated for a probationary period of at least 18 months without major modification, except in extenuating circumstances. Productivity standards for the performance of new service will be different than the standards for mature service. Following the probationary period, new service will be subject to the same standards as the remainder of the system.

Adequate marketing resources to promote the new service are to be available during the probationary period.

F. Service Decision-Making Process

Recommendations for service changes or the addition of new service will be made by the Development Services Department. The Service Planning and Marketing staff will consult with the Service Advisory Committee and other employees before developing recommendations on significant service changes. Input will be collected from current guests and potential guests through public outreach processes.

The Leadership Council will review and approve all recommendations for significant service changes or additions.

The Leadership Council will determine which service changes are to be presented to the Board of Directors for approval. Any change that affects 25 percent of the service miles on a route, or 25 percent of the trips on a route, or the establishment of a new route, must go to the Board of Directors for approval. A service presentation will be made to the Board of Directors each December or January. This will be followed by public hearings in February

and March. The Board of Directors will approve the ARR service package at the March Board of Directors meeting.

If financial constraints or other problems require that reductions in service that are not substandard be implemented, the elimination of service will be based upon the following factors:

- ◆ The productivity of the service (boardings per revenue hour, cost per boarding).
- ◆ The availability of alternate bus service in the area.
- ◆ Ridership by seniors and persons with disabilities or others with limited transportation alternatives.
- ◆ The cost effectiveness of the service cut.

G. Standards for Tripper Service

The following criteria are to be used in determining whether to offer tripper service:

- ◆ Trips cannot be adequately provided by existing service, or there is not enough capacity within the existing service.
- ◆ There are no budgetary or fleet constraints that would preclude the addition of the tripper.

Trippers will be evaluated weekly and discontinued when no longer needed. If the demand continues, the tripper will be added as regular service and included in the next available run cut.

H. Maintenance of the Service Policy

The Service Planning and Marketing Manager is responsible for maintaining this policy and recommending changes to the policy as necessary.

Board Approval of Revisions: 6/16/99
Revised: 11/23/04

DRAFT: September 8, 2006

Lane Transit District Sustainability Report

September 2006

Sustainability: Meeting the needs of the present without compromising the ability of future generations to meet their own needs.

Concerns regarding climate change, energy consumption, resource depletion, and general environmental degradation have created a growing impetus for companies to consider sustainable business practices. LTD has considered sustainability issues in the past and has implemented a number of sustainability practices. However, these actions have not been considered in the context of a formal Sustainability Plan. This report is the first step in the development of a Sustainability Plan for the District.

Public transportation is a key piece of the sustainability puzzle. Automobiles are a major energy user and a large producer of greenhouse gases that create global warming. Public transportation, which can significantly reduce automobile use, is, thus, an important element of a community effort to reduce greenhouse gas emissions. Regional plans and policies that support the increased use of public transportation are part of a community sustainability effort. In the Eugene/Springfield area, there are many transit-supportive policies and strategies, such as EmX, LTD's bus rapid transit, that have been adopted by local public agencies and are designed to increase use of transit.

The LTD Sustainability Plan will not look at options to increase use of public transportation in the community, since that is adequately addressed in regional transportation plans. Instead, the Plan will focus on business practices and operational procedures that will reduce energy consumption, emissions, and generation of waste material.

The process for development of the plan will include the following steps:

1. Document current sustainability practices and procedures
2. Identify possible new practices and procedures that would further sustainability efforts
3. Develop board-adopted policies and goals that address sustainability
4. Analyze and select those new practices and procedures that the District will commit to implement during the planning period
5. Prepare a plan that reflects the agreed-upon policies, goals, and actions

This document accomplishes the first two tasks on the list, the listing of current sustainability practices and procedures and the identification of possible additional sustainability measures. The specific items are broken into categories that identify the issue to be addressed.

Energy Conservation (Existing Facilities)

Current Sustainability Actions

1. Use of energy efficient light bulbs
2. Use of motion sensors in common areas of LTD facilities to shut off lights when rooms are not in use (selected areas in Glenwood and Eugene Station)
3. Testing of a solar-lit shelter
4. Water use reduction
5. Paper use reduction

Possible Additional Sustainability Actions

1. Purchase solar shelter lighting for all shelters
2. Eliminate use of incandescent light bulbs
3. Adjust thermostat settings to reduce summer A/C and winter heating requirements

Recycling and Re-Use

Current Sustainability Actions

1. Recycling paper waste (all facilities)
2. Recycling waste oil (maintenance)
3. Recycling anti-freeze (maintenance)
4. Recycling of metal waste (maintenance)
5. Recycling of plastics
6. Reuse of used printer cartridges
7. Donation of old computers to "Geeks Without Borders" for refurbishing and distribution to schools, clinics, and nonprofits in developing countries

Possible Additional Sustainability Actions

1. Expand and promote the paper recycling program
2. Establish a more effective plastic recycling system
3. Reestablish kitchen recycle bins and make arrangements to have recycled products delivered to recycle facilities

Alternative Fuels

Current Sustainability Actions

1. Use of low-sulfur diesel fuel
2. Convert to use of ultra-low sulfur diesel fuel
3. Use of two hybrid-electric cars (out of XX) for administration
4. Purchase of six hybrid-electric buses for the EmX service
5. Purchase of five hybrid-electric articulated buses

Possible Additional Sustainability Actions

1. All future support vehicles will be hybrid-electric
2. All future buses purchased will be hybrid-electric or other low-emission technology
3. Use bio-diesel fuel

Hazardous Waste

Current Sustainability Actions

1. Use of environmentally-friendly cleaning fluids
2. Use of hot water parts cleaning tanks with biodegradable soaps

Possible Additional Sustainability Actions

1. Eliminate use of all toxic solvents and cleaning fluids

New Facility Design

Current Sustainability Actions

1. On-site stormwater treatment system at the Springfield Station
2. Efficient ground-source heat pumps at the Springfield Station
3. Stormwater treatment at the Glenwood facility
4. Use of drought-resistant, native landscaping on the Franklin EmX corridor, Springfield Station, and the RideSource facility

Possible Additional Sustainability Actions

1. Build all new facilities to be LEED certified
2. On-site renewable energy
3. Optimize energy performance
4. Commissioning of the building energy systems
5. Innovative wastewater technologies
6. Water use reduction

Procurement

Current Sustainability Actions

1. Purchase of recycled paper for office needs
2. Purchase of recapped (recycled) tires
3. Paper use reduction

Possible Additional Sustainability Actions

1. Require that contractors and consultants to LTD use sustainable business practices
2. Expand the use of electronic payments to vendors

Employee Commute

Current Sustainability Actions

1. Provide free bus passes to employees and their dependents
2. Provide an Emergency Ride Home option for all employees who use alternate transportation to get to work
3. Provide covered bike parking
4. Provide preferential parking for carpool
5. Provide on-site showers
6. Participate in area programs and competitions that promote alternative commuting methods

Possible Additional Sustainability Actions

1. Provide monetary incentive for those who take an alternative transportation mode to work