

LANE TRANSIT DISTRICT
ADJOURNED BOARD MEETING

February 9, 1982

7:30 p.m.

McNutt Room
Eugene City Hall

A G E N D A

I. CALL TO ORDER

II. ROLL CALL

Brandt _____	Calvert _____	Eberly _____	Kohnen _____
Langton _____	Nelson _____	Randall _____	

III. AUDIENCE PARTICIPATION

IV. ITEMS FOR ACTION AT THIS MEETING

A. Review and Approval of District Goals, 1982-1988

V. ADJOURNMENT



LANE TRANSIT DISTRICT

February 5, 1982

MEMORANDUM

TO: Board of Directors
FROM: General Manager
RE: Transit Development Program FY's 82-85

At the beginning of each budget preparation period, the Transit Development Program (TDP) is updated through a process involving the staff and the Board. During previous years, the Board participation began after the draft TDP was prepared by staff.

The Executive staff believes that the TDP, which is the basis for the budget preparation and staff action plans, would develop into a more meaningful and relevant document if the Board were involved much earlier in its formation.

Thus, this Tuesday's work session will focus attention on the foundation of the TDP; that is, District goals and objectives. This effort has the potential of producing a more Board-directed final document and will save innumerable staff hours in redrafting the entire TDP.

A starting point for discussion is provided through the attached materials. The sum of these represents, in some cases, the best information the staff has to date; in other cases, it is a combination of past experience and emerging trends. For instance, it has been a stated policy of the Reagan administration to phase out Federal transit operating assistance. It is not yet clear whether the "New Federalism" will also mean a phasing out of capital assistance. If the responsibility for public transit does become an entirely local responsibility, then it is incumbent upon us to anticipate, prepare, and plan for the transition, as well as the aftermath. The goals and objective statements reflect this possibility.

We are also reflecting the local economic climate. We expect that we will need to make changes in the District marketing programs to assure ridership growth within the financial constraints affecting all enterprises. We can no longer afford to initiate new service to gain riders.

Ridership growth will have to come from within the present service structure. The Comprehensive Service Redesign implemented last September was meant to be relatively unchanged for three to five years. The possibility of service reduction is far more likely than major service expansion. This does not imply,

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however, that the District does not need to make investment, either in accumulation of Capital Reserve or in making major capital purchases.

Capital projects have lengthy lead times. The District has had an uneven history in capital investment. It took over eight years to finalize the 1972 capital grant, due to the lack of local share. Progress has been made in the establishment of the Capital Reserve Fund to provide the basis for systematic capital improvements. It would be detrimental to lose ground in this program.

While we are communicating with you the prudent, conservative approach we have been taking in concert with the current and the short-term future economic environment, we also want to communicate that we anticipate a more prosperous future for the District and the metropolitan community. By looking forward to that time and through careful use of District resources now, we shall be prepared to provide a more effective and efficient transit service than in the District's past.

Phyllis
Phyllis Loobey
General Manager

PL/js

ADDITIONS TO 81-82 OBJECTIVES

Capital Improvements

- Prepare application for Twin Coach replacement.
- Determine fleet mix for above application.
- Include updating of office machines (xerox, word processor).
- Include computer capability expansion in Phase 2 computerization, as outlined in earlier studies.
- Prepare capital plan for facilities, rolling stock, and transit stations, including priorities, for Years 1 through 5.
- Construct interim University of Oregon facility to improve present bus stop.
- Perform cost-benefit analysis for new maintenance facility.

Fare Policy

- Develop policy of when and how the fare structure is reviewed, including possibility of indexing.
- Study and recommend price segmentation to maximize ridership and hold revenue constant or increase it.
- Study farebox ratios for Year 5 goal.

D R A F T

D R A F T

D R A F T

DISTRICT'S OVERALL GOALS

15-Year

1. Increase level of transit service in anticipation of the need, eventually providing 10% of all trips made in the Eugene/Springfield area.
2. Maintain current level of service to transit dependents and increase service for choice riders (e.g., peak hour frequency, express, cross-town, developing areas, industrial).
3. Educate the public in transit benefits and costs in order that they can make rational choices about transit.
4. Establish local, broad-based financial support.
5. Actively promote and participate in a transportation community including government bodies and transportation providers to insure effective community mobility (in all its various forms).

Financial Base

Year 1

- Lower payroll tax levy by broadening the base with the self-employment tax.
- Begin lobbying for local support of broad-based tax.
- Update analysis of taxes currently available.
- Prepare to request a wider range of possible taxes from the 1983 Legislature.
- Commission tax opinion poll to find out most feasible tax.
- Broaden in-lieu-of tax base to include local government bodies.
- Seek subsidies from user groups (e.g., UO and LCC) and agencies backing user groups.
- Shelter money for future use (e.g. Section 5).
- Investigate private financing for capital and operating budget.
- Update study on potential contract to carry School District 4-J students and make recommendation.
- Study land use planning issues that have favorable impact on mass transit.

Year 2-5

- Determine strategy and marketing plan for broad-based tax, including multiple elections and other fall-back strategies.
- Hold election(s) for tax levy.
- At Year 5, complete phase-out of state and federal funding.
- Begin political process to instate land use planning which is favorable toward mass transit.

Performance Objectives

Year 1

- Develop objective for service per capita and overhead costs.
- Emphasize ridership levels and public support above other objectives.
- Continue to monitor and adjust as necessary the following:
 - (1) safety
 - (2) correct schedule operation
 - (3) productivity
 - (4) cost per trip
 - (5) coverage
 - (6) administrative overhead
 - (7) passenger capacity
 - (8) facility capacity
 - (9) farebox ratio

Year 2-5

- Gradually change emphasis to ridership levels, service per capita, and farebox ratio.
- Continue to monitor and adjust as necessary the following:
 - (1) safety
 - (2) correct schedule operation
 - (3) productivity
 - (4) cost per trip
 - (5) coverage
 - (6) administrative overhead
 - (7) passenger capacity
 - (8) facility capacity
 - (9) overhead costs
 - (10) public support

Capital Improvements

Year 1

--Complete existing projects:

Springfield
River Road
Eugene Mall
500 Retrofit with Lifts

-- All capital facilities must be preceded by a cost benefit analysis.

--Complete University of Oregon transit station study and solicit UO support/ money OR construct 11th and Kincaid site if State approval is received.

--Do feasibility study of novelty vehicle for downtown shuttle, coordinating with City efforts.

--Study private ownership/maintenance of shelters.

--Expand information displays.

--Study fleet standardization and develop regular replacement and expansion schedule.

--Study sale/leaseback arrangements of facilities and buses.

--Do site analysis for maintenance facility (if 81-82 cost/benefit study is favorable) and prepare application. Cost analysis will be done externally and the Purchasing Agent will be the coordinator. Analysis will include effect of fleet standardization.

Year 2-5

--Plan and complete facilities, rolling stock changes, and passenger improvements as deemed by capital plan.

--Construct maintenance facility (assuming cost/benefit analysis shows need).

--Pursue all available funding, including the following:

- (1) leasebacks
- (2) bonds
- (3) capital-specific tax

--At same time, disengage use of Federal assistance (UMTA, FAU, UDAG) with complete independence by Year 5.

--All capital facilities must be preceded by a cost benefit analysis.

Service Levels and Priorities

Year 1

- Maintain January 1982 service level and scheme using existing route evaluation standards for any adjustments.

If revenue increases, service will be improved, if justified by our standards, in peak hours, crosstown routes, express service, and high growth areas.

If revenue decreases, low productivity routes will be cut in order to maintain service on high productivity routes.

- Develop detailed 5-year service plan.

Year 2-5

- Review system every 3-5 years for comprehensive changes

- Refine current system as necessary with regular adjustments.

- Seek to increase service level by x% in Year 3 and by y% in Year 5 in conjunction with financial goals with accent on: peak hour frequency
crosstown
express
high growth areas

(Percentages to be determined in 5-year service plan.)

DRAFT

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Public Relations

Year 1

- Maintain current levels of contact with political/business/government bodies, assigning task to the Board of Directors, General Manager, and department directors. The main effort for the Marketing division will be that of riders and potential riders.
- Target marketing effort, including advertising, to riders and potential riders.
- Educate the public about LTD's operation--its efficiencies, capabilities, and needs.
- Adopt unified image campaign (logo, color scheme, equipment), using an outside consultant.
- Recognize and further develop operators and information specialists as major public relations force.
- Limit minor service changes to three times per year; major changes to every 3-5 years.
- Develop methods to communicate route information in a less personnel-intensive manner.

Year 2-5

- Develop further grass-roots support.
- Develop further support from community leaders.
- Shift route information emphasis away from telephone contact to more capital-intensive technologies, including public information displays and advertising.
- Implement image changes as financial situation allows.
- Implement unified image campaign as quickly as funds allow.

Fares

Year 1

Year 2-5

--Review and set fare structure to encourage ridership without decreasing existing farebox ratio.

--Review and adjust fare structure on published schedule using published guidelines (81-82 study).

--Gradually increase farebox percentage to __%, minimizing ridership impact through timing, incremental increases as necessary, and segmentation.

Employee Relations (Including Contract)

Year 1

- Improve communications with all employees.
- Provide training for employees to reduce adversary relationships.
- Institute incentive programs to reward good performance.
- Change methods of supervisor-subordinate interaction.

Year 2-5

- Increase money available for labor relations.
- Continue to institute programs to reduce adversary relations.
- Seek ways to include contract personnel's opinions in management decision-making.

Administration of Staff

Year 1

Year 2-5

--Adjust administrative overhead by some or all of the following:

- (1) staff adjustment
- (2) printing adjustment
- (3) consulting adjustment
- (4) materials adjustment, including coffee, telephone, office supplies.

--If revenues are at 81-82 levels or below, the adjustment will be a decrease. If revenues are above, adjustments will be made to match the nature of the service adjustments and capital projects. All adjustments will match staff talents and numbers to overall goals of the District.

--Institute a performance-based pay system.

--Actively pursue part-time and temporary help when feasible.

--Assess and adjust workloads between divisions.

--Increase commitment to professionalism, staff integration, and cooperation.

--Hold administrative overhead to a constant ____% of total operating budget.

--Review staff levels with major service changes (levels and type), evaluating staff numbers as well as staff specialties and how they match service direction.

Public notice was given to the
Eugene Register-Guard for
publication on January 28, 1982.

LANE TRANSIT DISTRICT
ADJOURNED BOARD MEETING

February 2, 1982

7:00 p.m.

LTD Conference Room
1938 West 8th, Eugene

A G E N D A

I. CALL TO ORDER

II. ROLL CALL

Brandt _____	Calvert _____	Eberly _____	Kohnen _____
Langton _____	Nelson _____	Randall _____	

III. EXECUTIVE SESSION PURSUANT TO ORS 192.660(1)(h)

IV. ADJOURNMENT

Attachment: map showing conference room in Operations Building and employee/
visitor parking

