

MINUTES OF DIRECTORS MEETING
LANE TRANSIT DISTRICT
ADJOURNED BOARD MEETING
STRATEGIC PLANNING WORK SESSION

Wednesday, February 27, 1991

Pursuant to notice given at the February 20, 1991, regular meeting and to *The Register-Guard* for publication on February 25, 1991, and distributed to persons on the mailing list of the District, an adjourned meeting of the Board of Directors of the Lane Transit District was held on Wednesday, February 27, 1991, at 6:00 p.m. in the LTD Board Room at 3500 E. 17th Avenue, Eugene.

Present: Peter Brandt, Treasurer
Janet Calvert
Tammy Fitch, Vice President
Keith Parks, President, presiding
Phyllis Loobey, General Manager
Jo Sullivan, Recording Secretary
Jeff Luke, Facilitator

Absent: Herbert Herzberg, Secretary
Thomas Montgomery
(one vacancy, subdistrict 5)

CALL TO ORDER: The meeting was called to order at 6:30 p.m.

AUDIENCE PARTICIPATION: Mr. Parks asked for audience participation. There was none.

**CONTINUED DISCUSSION OF STRATEGIC ISSUES DISCUSSED AT JANUARY 11-13
STRATEGIC PLANNING WORK SESSION:**

LTD'S Role in the Community: Ms. Loobey discussed trends which provided an opportunity or would help steer LTD in a different direction. For instance, by federal mandate, the implementation of the provisions of the Clean Air Act would be at the local level. For LTD, those would be issues such as low-sulfur fuel, particulate traps, or alternatively-fueled equipment. Staff were watching for administrative rules or anything that might occur with the local legislature or the Lane Regional Air Pollution Authority (LRAPA), in order to bring these issues back to the Board for discussion. Other trends which would affect LTD were the LCDC transportation rule-making and the linkages between transit and land use, such as the Country Club Road and Valley River area, and the residential development between I-5 and Coburg Road, which the District could not serve very well because there were no access points for the District's equipment. Rule-making was going through a process of evolution, the latest of which was a requirement for MPO's, of which there were four in the state (Portland, Salem,

Eugene/Springfield, and Medford), to reduce trip-making over a period of time by 20 percent. This would require a lot of strategies dealing with land use issues at the local level, for which LTD would need to work closely with the Cities of Eugene and Springfield and with Lane County. One of the problems Oregon was facing was that the rate of trip-making was growing faster than the rate of population growth in the state. Part of that problem was caused by land use planning issues such as Country Club Road, where a car was required for access.

Ms. Loobey said she was participating on the Transportation Alliance, a group called together by Mike Hollern, Chairman of the Transportation Commission. Participants included the AAA, the Oregon Truckers' Association, the Oregon Transit Association, and representatives from the cities and the counties. The Alliance was in the process of reviewing the reauthorization of the Surface Transportation Assistance Act (STAA). Ms. Loobey said that when the technical analysis of the STAA was completed, she would take it back to the Board of Directors for review. Another purpose of that Alliance was to reach a consensus position that could be forwarded to the State.

Ms. Loobey said there was a local group examining transportation alternatives, including a City Council member and perhaps a County Commissioner. LTD staff had attended several of those meetings, but had not actively belonged to that group.

Another trend was the alternative transportation goal that the Eugene City Council had adopted earlier that year, as one of its five top goals. Ms. Loobey explained that alternative transportation included not only public transit, but also pedestrian and bikeways. Part of the discussion with the City Council at the joint meeting on March 4 would be about what the City had in mind in terms of alternative transportation goals, and how the Council saw LTD's role in a partnership.

Ms. Loobey said that the District's role in the community was presented to the Board as a strategic issue because there was a greater role that the Board could play in those issues. The community involved not only the local area, but a larger community including the Oregon Department of Transportation, the legislature, and the partnership arrangements with the City of Eugene for a stronger position in discussing local issues with the U.S. congressional delegation. Ms. Loobey said she viewed staying on top of those issues and building those networks as part of her job. In the past, she had done that, and brought issues to the Board as necessary. However, times were changing, so she wanted to discuss with the Board members their preference as to how to approach those kinds of issues, and the Board's role and participation in them--whether participation should be solely by the Board, solely by the General Manager, or together.

Mr. Luke asked the Board how active staff should be in shaping the community. He said that staff were feeling "tugs" from federal to state to local jurisdictions to become involved in assisting in governmental problem-solving. He said staff wanted direction from the Board on whether they should play a leadership role, a partnership role, or not play a role at all.

Ms. Calvert thought that at the local level, on those issues that affect how LTD can serve an area or the people who ride the bus, and policies that affect how convenient or easy it is for people to ride, LTD should take a leadership role. At the state or federal levels, though,

she thought it would be prudent to be a partner. But locally, should there be land use planning issues such as a different parking requirement or subdivision or arterials, it would be foolish for LTD to be only a receptor of other people's decisions. Ms. Fitch agreed, stating that LTD had the expertise in the area of transportation at the local level, and that, especially in land use planning, LTD should have an active role. At the state level, LTD should be a partner, and at the national level, there should be a partnership with other experts, so no one was "blindsided" by new laws, but with the understanding that there were a lot of partners, and that LTD may not be the major partner, but should be there and be a part of the process, to be sure that districts of LTD's size were not hurt by new legislation.

Ms. Calvert stated that she would not advocate being a partner in something like expansion to Florence. She said the District should provide requested information, but should not advocate that expansion. Ms. Fitch said the Board should probably also respond to requests for new group pass programs, but should not be trying to expand those programs. Ms. Calvert said she was not sure what the District should have done about the opening of Willamette, in terms of being more active in its position. Ms. Loobey said a staff member had served on the retail task force and had taken a very strong position in opposition to the direction that no buses would be allowed on a re-opened Willamette Street between 8th and 10th Avenues, in response to Board direction. However, the Board had not taken a stand on whether the street itself should or should not be reopened. Ms. Fitch said that was the fine point. She thought that to get involved with land development issues or something like the opening of Willamette Street just to be involved was not appropriate. However, LTD should be involved to the extent of having input from experts about whether or not something would affect the transit system, and, if so, then the District should be involved. She said she was very comfortable in saying that if Willamette were to be opened, then there should be bus access on all streets, but that taking an issue on whether a street should be opened or not would be like voting on whether an industry should come to town or not, and the District should not be dealing with those kinds of specifics. However, if a complex were to be built without bus access, the District should be involved.

Mr. Parks said it was his feeling that the Board should listen to staff to evaluate if something would affect the District. If it impacted LTD to the point where suggestions would no longer work, then staff should bring it to the Board to find out what the Board wanted to do, before the point when it was too late to do something about it. He said he believed that if you were not comfortable doing something, you should not do it. He hoped that staff had some common sense in dealing with issues, and thought they should have a lot of freedom to do things, rather than having a check-list from the Board, on which the Board might have forgotten to list something. He said that he, as a Board member, did not want to spend all day working in administration.

Mr. Brandt said he basically went along with what Mr. Parks had said. He started with the premise that LTD was supposed to be running a bus system; that it was the politician's job to be advocating in the community, and LTD ought to stay out of that. He compared LTD with the EDP department of a big company, saying that LTD was supposed to run the department and produce the management reports that upper management told it to do, but not to advocate how the company should do things. He saw LTD as one of the teams, whose job was to provide what the community wanted at the least cost. He thought it was simple; that LTD

should just run the bus company, being part of the community and ready to help, to assist and give its expertise, but not to set the trends or convince the community to do something. He thought the District did not have any business at the state or federal level, except from the standpoint of knowing what was going on and providing some input if something would directly affect LTD. Ms. Calvert stated that to run the bus system effectively, the District needed to avoid problems, and that's when LTD might want to influence some decisions. She said that politicians were going to get their information from somewhere, and why not hear it from all sides, rather than just some sides? Mr. Brandt said that the politicians in this community had their own agenda; they hadn't listened to LTD yet; and he didn't think they were going to start. It was his opinion that politicians would use LTD's opinion if it would make their position clearer or stronger, but not otherwise. He said that the District had given its input on the opening of Willamette Street, and it had not done any good, and that doing more would have made LTD part of the political process. He agreed that the District should watch things at the state and local level, and give input if they would affect LTD.

Mr. Parks commented that 99 percent of legislation was written by staff, not by politicians, and giving input at that level gave a better chance of getting something done.

Mr. Brandt asked what the District's charter said a transit district was empowered to do. He didn't think it said that the Board should use its influence to impact the community, or to spend taxpayers' money in trying to influence the way the community goes. Ms. Loobey said that worked okay if one assumed that the choices made about issues were the ones that would be beneficial to the District, but that wasn't always so. She said she had previously spent a lot of time in Salem when a binding interest arbitration bill was before the legislature, which the Board considered to be detrimental to the District. She said no Board member had said that was a waste of time and that she should not be doing it. The same thing happened with the bill that would have forced LTD to use alternative fuels. There were senators who were more than willing to sign their names to that piece of legislation, and if there had not been a review and effort on LTD's part, it would have become law. Mr. Parks said in his years as General Manager of EWEB, he saw it as his responsibility to see that those things were done. If the Board wanted to participate, by going before committees and testifying, they were welcome to, but if they didn't want to, staff needed to protect the agency's interests.

Ms. Fitch said there was a world of difference between staff expertise and Board expertise. She said she could talk about insurance and bring her common sense to discussions, could listen and analyze facts, but relied a lot on staff because she had no expertise on buses and routes and running a transit system. She said that if staff were asking her, personally, to go get involved in some of these issues, it did not make sense. She wanted the person with the most expertise on how the bus system related to land use planning or fuels, etc. She said an appearance by a Board member would only be a token appearance, but in some cases that might also be warranted. Ms. Calvert said that at some meetings, influence is exchanged, and the District may need that to happen in order for political decisions to be made. Mr. Brandt said that LTD staff were hired to perform certain jobs, and that if the Board wanted to lobby, additional people should be hired to do it.

There was some discussion about ORS 267.140, "Duties of a general manager." Mr. Brandt said it was clear to him that it did not say to influence the direction of the

community or the state. Ms. Calvert said, however, that there is a difference in the way people interpret the Bible or the Constitution, or any other law, and she saw a little more latitude in what the statute said. Mr. Parks said that operating LTD covered both internal and external kinds of duties, meaning anything that could impact the District in such a way that it could be costly or inefficient. He repeated that you need to use good common sense, and if you're uncomfortable, to say no.

Mr. Luke said he heard Mr. Parks saying that LTD ought to be involved in a leadership role affecting things that may have a costly impact on LTD, and he heard Mr. Brandt saying that LTD should not be a leader in anything outside the agency; be involved, possibly, but not in a leadership role. Mr. Parks asked what the term "leadership role" meant. He asked if any of the staff members happened to be a member of an outside group and was elected president of that group, should the Board say no? If staff assumed a leadership role in an organization with a conflict of interest with LTD, that would not be correct, so the question required common sense.

Mr. Brandt said he recalled the issue as the staff wondering if they should be doing more in the outside world to exert their influence. He had said no; LTD was doing about the right amount. He asked if the Board thought staff were doing about the right amount, or if they wanted any of the staff to do more, in which case staff should be told in a specific manner. Mr. Brandt said he thought the District was doing what it should, but he also had a sense that the District was pushing this issue a little more than it should, especially with respect to spending time with the legislators. He said he would like to have a better understanding of the time that Ms. Loobey spent there, because he wasn't sure it was that productive with respect to the District. Ms. Calvert said that, unfortunately, you might not know whether something was productive or not until something bad happened. She thought there was a role to basically protect the District from things that might be costly, and that the most successful legislative session would be one in which the issues were taken care of in another manner ahead of time, and there were no issues to be addressed during the session. Mr. Brandt said there was probably a way to find out what was going on in Salem without being there all the time, and said he was not going to agree to LTD's General Manager sitting in Salem all the time during the legislative sessions. He said he wanted to know specifically what issues she would need to be there for. Ms. Calvert said she had done some lobbying and knew that it was necessary to be there, but she wasn't suggesting that Ms. Loobey be there all the time, either. Mr. Parks said that was why the District belonged to organizations such as the Oregon Transit Association.

Mr. Luke wondered if the Board had any thoughts about when the District should be more active. Ms. Calvert said it made her nervous that the City was making transit goals without talking with LTD. Mr. Luke asked if the City should talk to the Board, the General Manager, or the staff. Mr. Parks said he was happy to have staff discuss issues until they got to the point where staff couldn't handle them, and then the Board would have an opportunity to handle it. He added that the District, in ORS, has the power and authority that the City has, so should not just sit back as a sub-department.

Mr. Luke asked if the Board would feel comfortable if Ms. Loobey and/or the staff took a leadership role with the Eugene City Council. Mr. Parks said he was happy when staff were

able to communicate, and communication was a two-way street, including cooperating and trusting the people you were working with. In return, they would help you and notify you. He said in that situation, he wouldn't have to worry about things, and added that he was happy with Ms. Loobey because that was the way she operated. He said he was not going to tell her how much time to spend on any of these issues.

Mr. Luke said he heard consensus that whatever the District was doing at that time was appropriate, but there was some concern about Salem and the legislature. He asked Ms. Loobey if there were areas in which she wanted the Board to take more of a leadership role. She replied that she wanted the Board to have a sense of the interconnectedness of what the District does. For example, she said, in the past, the Board had directed her to be active in the community, with the Chambers of Commerce. A factor in her evaluation said to do those things to protect and enhance the District. However, the playing field shifted all the time, so it wasn't always the same issue. The Board had allowed her to exercise a lot of her own judgment about what she thought were issues where LTD needed to be protected and how to do that, and where there were opportunities to enhance LTD, and how to accomplish that. She said she did not believe that the District could operate as if it were in a vacuum, because it was not. It was subject to a lot of local ordinances and requirements and state and federal laws.

Ms. Loobey stated that where things happened at the legislature was not in a committee. She said she had not been to the legislature yet that year, and had not talked with any legislators. However, there were times when, in her judgment and experience, it would be important to be there. She said if the Board did not want her doing that, they needed to change her job description. She said she had been to Salem to participate on the Transportation Alliance, at the Board's direction, and had attended OTA meetings. Mr. Parks wondered if this issue was being discussed because some of the Board members did not trust what she was doing. Mr. Brandt said staff had brought up the issue, and his sense was that they wanted to do more, maybe because they were getting bored with running the bus company, and wanted to go out and do something else. Ms. Loobey said she had not gone to the LCDC and asked them to create a new rule on transportation, or to the City and ask them to make one of their top goals and transportation goal; those issues were coming to LTD from the outside. She added that she was not bored, and that the playing field was constantly changing; things were more interconnected, and in some cases, she needed to be doing more work outside the District. She believed that staff should stay on top of certain things happening at the local, state, and federal level. She said there were different actors, and the playing field was bigger, so maybe the District couldn't just do things the same way as in the past.

Mr. Brandt said he had no problem with reading about what was going on, and responding to a particular matter that might require additional time or effort, but the Board should be consulted before staff went off on a tangent. Ms. Calvert thought there was a difference between reading something at your desk and going off on a tangent. She thought the District should do some footwork and keep in touch and influence decisions that would make transit run better and more cost-effectively.

Mr. Brandt thought the District should stay away from the LCDC issues, and not spend the taxpayers's money in that regard. Mr. Parks and Ms. Loobey disagreed. Ms. Fitch said

that if the District had not given its input, then it would be just as guilty down the road when it became apparent that others had made a major mistake. Mr. Brandt thought it could be handled by dictating a letter for the record. Ms. Calvert thought what she had been talking about was actually what staff had been doing, and commented that Mr. Brandt also seemed to think it was about right. Ms. Loobey said the activity level was about the same, but there were new committees and activities.

Mr. Luke said he heard the Board saying, yes, be active to protect the interests of the District, whether it be by dictating a letter, as Mr. Brandt suggested, or by doing something else that Mr. Parks might suggest. And staff were doing that now. Mr. Brandt added that the staff should follow common sense. Mr. Luke asked if there was anything in terms of the Board's leadership behavior that Ms. Loobey would like them to do more or less of. She said she believed that there would be issues arising from the trends mentioned at the beginning of the meeting on which the Board would need to take a position, or to understand what was happening, or in some cases authorize the Board president to write a letter. If the Board was not interested in being actively involved in terms of testifying, that was fine, as long as the Board understood what was going on and as long as the District got the message to that group, whether that be by written communication or in some cases, if in her judgment it was important, in person.

Ms. Calvert said it was unfortunate that two of the newer Board members were not present, since part of the reason for the strategic planning sessions was to have a common understanding of the issues.

Mr. Luke explained that what Ms. Loobey was feeling was very common and being felt in large organizations. Land use and environmental people were starting to tell the District it ought to be involved in what they did; there were more tugs in more directions. He said that the directors of organizations spend most of their time talking externally and some of their time internally. In most large public agencies, there are directors to spend their time externally and assistant directors to do mostly internal and some external work. His sense was that LTD's director's time was gravitating to more like 65 percent external, that the assistant directors were spending more time outside, and that even the division administrators were spending time externally, in what he called "boundary spanning." Much of the external work used to be done by the top couple of positions, but now at LTD the planning technicians were working with the City's planning technicians. Mr. Luke called this a very common phenomenon, and said that LTD had reached a level of maturity in which this was happening more and more. He added that he was hearing from Ms. Loobey that she was uncertain about these "tugs" on her time, and that she was not sure the Board was with her. Mr. Parks commented that this meant that the younger people had learned to do business in a totally different way than he did, which made it difficult for the two generations to communicate. Every university and consultant seemed to say to do everything by committee, and that was the way things were being done. Mr. Brandt said it was costly for a business to run that way. Mr. Luke agreed that it did take a lot of time, and whether it was positive or negative, that was the way things were being done. He commented that a growing universal interdependence had also contributed to a change in the way things were being done, citing the effects that the war in the Middle East had on LTD in terms of fuel costs.

Broadening LTD's Funding Base: Mark Pangborn, Director of Administrative Services, said that there were three primary reasons for considering broadening a funding base: (1) if there was an unbalanced or single source of funds; (2) to obtain more money; or (3) to provide a more equitable or appropriate funding base. He explained that 60 percent of the District's revenue came from payroll taxes, and that 17 to 20 percent came from passenger fares, the next highest category. Consideration of broadening LTD's base was based on service demands, such as those from rural areas, Creswell, and the Laurel Valley; requirements of the Americans with Disabilities Act (ADA); and general growth. Some of these areas were mandated by the federal government, and some were based on efficiencies or costs. Other reasons for broadening the base were decreased federal funding and the fact that the payroll tax was basically a single-source revenue for the District.

Options for influencing new revenues at the federal level were minimal, but the District could make sure it used all available federal funds. At the state level, three issues had been discussed in the last legislative session that would have had a direct impact on LTD. A battery and tire tax would have provided a substantial amount for local capital. That bill was again before the legislature. A video lottery was also again being considered, to support transit, first in Portland, and then statewide. Third, the Special Transportation Fund tobacco tax provided money for paratransit services that would otherwise have to be paid for out of the District's general fund.

At the local level, the Board could implement a self-employment tax, a payroll tax on public agencies, or an income tax, property tax, or any tax a municipal corporation could levy.

The strategic question was whether LTD needed to look at broadening the base in the long term, either due to the current single-source funding or because more money was needed for other reasons. Mr. Parks said that everything was a matter of timing--that everything "jigsawed" together; LTD would either have to cut back operations to cover costs, or raise money to pay for them.

Ms. Calvert said that the District still had the ability to tax up to the legal payroll tax limit, which she thought would be the easiest to do at that time, rather than trying to levy a new tax, unless it were collected on a state-wide basis. Ms. Fitch said that, at that point, she would say not to try to broaden the funding base, since any new taxing was looked upon very unfavorably due to the situation with Measure 5. Mr. Parks and Mr. Brandt agreed with Ms. Fitch. However, Ms. Fitch thought that if anyone tampered with a tax that was already in existence, the District had better pay attention, because that could directly affect LTD's budget. She also thought that the political image of broadening the base, rather than actually needing more money, would be bad for the District.

Ms. Calvert asked if the in-lieu-of payroll tax from the state might be eliminated. Mr. Pangborn said that it would not be eliminated but, due to cuts in state staffing, the amount was expected to be reduced.

Mr. Brandt said there was no demonstrated need to broaden the tax base or increase taxes in the foreseeable future; until there was, the Board should not even be discussing this issue. However, he said, the Board should be talking about ways to cut expenses and save

money. He stated that the costs he had seen to meet the federal requirements of the Americans with Disabilities Act were very high, and he would like to see the number of people affected for those costs. He wondered if LTD could pay the taxi bill for the additional rides. Ms. Loobey said it was possible to pay a user-side subsidy; however, some people with disabilities are unable to get into a taxi.

Ms. Calvert said she was worried that the ADA requirements would be very expensive and that there would be no new money to cover those costs. She said she understood Mr. Brandt's comments about cutting expenses, but when most of the expenses were for people driving buses and vans, it was hard to cut expenses effectively--you either have the buses running or you don't. She thought that maybe the tire and battery tax could eventually substitute for revenues the District was not currently receiving, but said she did not see the District looking for another tax.

Mr. Pangborn said that LTD was in a good position because the payroll tax was not at its maximum rate, so there was some flexibility in receiving additional revenue. He said the payroll tax was considered an accepted way of doing business, and was a good tax, because it was indexed to the economy. As more people were working in the community, the tax increased. At one time, the Board discussed using a self-employment tax to broaden the base, and thereby reduce the rate, but not even the business community supported that tax.

Mr. Brandt said the District was in great financial shape; was well-received by the business community, because the taxpayers knew the District was being prudent in how it spent its money; and was well-liked by the riders because of the good service. He thought that if the system grew in proportion to the growth in the community, there should not be a problem.

Mr. Parks asked if the Board would be willing to support the tire and battery tax so LTD could receive some of the money, since it was not automatic that LTD would be included. Mr. Brandt said he would be opposed to letting Portland take the money that was raised in Eugene by the tire and battery tax. There was consensus among the Board members that they would fight against having that happen.

Ms. Loobey said it was important for the Board to have some sense of the future, which is what the strategic planning sessions were all about. She agreed with Mr. Brandt that LTD was seen as being fiscally prudent, because it was true. She said that staff did look for ways to save money; for example, by cutting unproductive routes each year through the Annual Route Review process. Mr. Brandt said the District did an excellent job of budgeting and watching the costs. Ms. Calvert and Ms. Fitch said that because staff were considering adding more buses on the weekends because the service was so popular, the weekend fares should be raised. The reduced fare seemed to be no longer necessary to induce people to ride on weekends.

Mr. Brandt moved for adjournment. There was no second. The Board agreed to discuss the final strategic issue before adjourning. Tim Dallas, Director of Operations, said staff had thought about having a final meeting to summarize all the strategic planning issues. The

Board members asked that a summary be done at a regular meeting, instead, when everyone could be present.

LTD's Role In Improving the Environment: Mr. Dallas summarized the position paper on this issue written for the January 11-13 strategic planning session. The question for the Board was what LTD's role should be in improving the quality of the environment--whether the District should only respond to pollution problems and regulations as they occurred, or anticipate future trends and community needs and respond with programs that improve the environment. Trends affecting the District included the community's heightened awareness and concern about environmental issues; the broadened scope of environmental awareness, with increased public attention on land use and zoning, energy generation and extraction processes, etc., rather than only on air and water quality; a growing awareness of the long-range effects of current practices; increased research efforts; public demand for industry and government to take a responsible and proactive approach to identifying and addressing environmental issues; and the view that transit is a positive element in addressing environmental issues related to air quality, land use, energy consumption, and the use of natural resources and materials.

An example of a proactive approach would be if the District decided to use low-sulfur fuels even though it may not be required because the air quality problem in this area is not as bad as in other areas. The fuel would probably cost three to four cents a gallon more than regular diesel. Mr. Luke asked how the Board would respond if staff were to recommend spending three cents more per gallon for low-sulfur fuel, at a cost of \$27,000 per year, even though it was not required. The Board's answers were that they would not do so only for public relations purposes; they would need more facts in order to know the impact upon the community; they would approve when that kind of recommendation fit with good business practices or when it fit with anticipated future environmental regulations; and they would agree to a common-sense proactive approach. Mr. Parks thought that the fact that LTD followed the environmental regulations showed that it was concerned about the environment.

Mr. Brandt commented about the District hurrying to order new buses this time, before engine requirements changed, and that maybe environmental issues should be discussed. Ms. Loobey explained that, in this case, staff had been concerned that the District would not be able to order buses for three years, which would mean using old equipment that would cost more to operate each year.

Mr. Dallas said that currently there were no regulations about how to dispose of antifreeze, although it had been declared a hazardous waste at both the federal and state level. LTD staff had been discussing the kind of hardware needed in order to recycle antifreeze on the property rather than having it travel off the property for recycling. Mr. Parks said that was just good business judgment, because recycling on the property would mean there would be no second-party liability, no transportation costs, etc.

Mr. Brandt said he thought the District should follow the regulations and not be proactive, because the environmentalists would figure things out and rules would be created. Ms. Calvert disagreed, saying that the District had been proactive in putting wheelchair lifts on the buses long before other transit districts, because LTD saw the issue of the need for greater access

coming in the future, along with probable future regulations. The Board decided to spend the extra money for lifts for the public good, and possibly to avoid the need to convert the buses at a later date. The District at that time had believed that equipping the buses with lifts was the right thing to do; it was not a law. Ms. Loobey explained that Dial-A-Ride service was more expensive to operate, so equipping the buses with lifts was a business decision as well as a community decision. Ms. Calvert said she felt the District made a financial commitment to the community to spend that money early on, and appreciated staff's vision in this process, and their willingness to work with the community.

Mr. Parks and Mr. Brandt agreed that it was good business practice to try to anticipate new laws and prepare for them. Mr. Brandt said it was appropriate to spend time being creative on issues such as the purchase of lift-equipped buses. Ms. Calvert said she would also like to see staff be creative in how the District affects the environment.

Ms. Calvert said that if the District saw something that could be beneficial to the environment and the community, but it might be 10 years before it became law, then maybe LTD should spend the money. Mr. Parks thought that what the District did needed to be quantified, rather than just being good for the environment. Mr. Brandt agreed that the District should at least be thinking about environmental issues if staff present them to the Board. Ms. Fitch said she thought the District should be proactive with a common sense approach about the effect on LTD.

Mr. Parks said there were several organizations working on environmental issues, and he would be opposed to LTD "reinventing the wheel." Mr. Dallas said there would be no DEQ department at LTD.

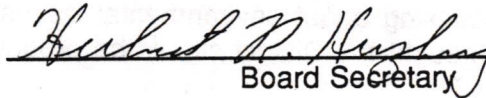
Mr. Dallas said he was not sure what "not just for public relations" meant. He said that, for a host of reasons, LTD was enjoying a very positive public image. He explained that in the early to mid-1970's, the District's image was one of oily, smokey, smelly buses, which did create an image problem. The District decided to use a more expensive mix of diesel fuel in order to reduce the emissions, and that program was still in effect. The mix was recently changed to a 50/50 mix of #1 and #2, to use less of the more expensive, cleaner-burning #1 fuel, but it was still being done so that the buses wouldn't smoke and stink. Mr. Dallas said that this practice probably costs the District tens of thousands of dollars each year, but changing it might cause a backlash in the community. Ms. Fitch thought that going back to that prior image might cut ridership, which, in turn, would cut revenues, so it actually was more than a public image issue. She said she did not see a problem of making a choice to do something for good public relations, as long as it made good fiscal sense. She also thought the District should publicize rather than hide this kind of information.

Mr. Dallas also used the example of LTD spending approximately \$2,000 per year for extra oil filtering/recycling kits for the buses, to stop the run-off of oil on the parking lots and streets. It not only helped the public perception of LTD, but soon would be an environmental issue, with probable future regulations. Mr. Parks said that not taking care of this problem was the same as not sweeping your floor. He added that everything staff had said had made good sense.

Ms. Calvert said that she would like to know some of these things that LTD was doing, so that she could respond to comments from the community.

In response to the question of how proactive LTD should be in environmental issues, or what contributions LTD should make to the community, the Board outlined the following criteria: (1) efficiency and cost; (2) ridership impact; (3) and whether the action improved or maintained LTD's image in the community, especially if it helped the buses "look clean."

ADJOURNMENT: Ms. Fitch moved that the meeting be adjourned to Monday, March 4, 1991, at 5:30 p.m. in the Joplin/Seeger Room of the Eugene Conference Center, for a joint meeting with the Eugene City Council. Mr. Brandt seconded, and the meeting was unanimously adjourned at 9:05 p.m.


Board Secretary