



Lane Transit District

# ON NAN

---

2021-2022

# ADOPTED BUDGET BOOKLET



**YOU MUST  
BE THE  
CHANGE  
YOU WISH  
TO SEE  
IN THE  
WORLD**

— GANDHI

## 2021-2022 CONNECTING OUR COMMUNITY

Lane Transit District (LTD) is on the move. In all that we do, our vision is to create a more connected, sustainable, and equitable community. To accomplish our vision successfully requires collaboration and careful planning with our regional partners, and the flexibility to allocate our funds where needed to meet the growing transportation needs of those we serve.

This book presents our FY 2021-2022 Annual Budget in the context of our Long-Range Financial and Community Investment Plans FY2021-FY2030. Presented in these pages is our approach to direct and sustain the use of our resources to produce outstanding service to our community over the next budget year. Every year, our annual budget serves as one of several blueprints LTD uses to ensure that our financial resources are used where they will be most effective in providing reliable, high-quality, secure, and accessible mobility options to our diverse population.

In the following pages we present our strategy to put our mobility resources to work for our passengers, employees, and community. Here you'll find these important sections:

- Our Fiscal Year 2021-2022 Budget Message from our General Manager and our Budget Officer
- Our Long-Range Financial Plan FY2021-2030
- An amended Community Investment Plan FY2021-FY2030
- The details of our adopted FY22 Annual Budget for our General Fund and Special Revenue Funds, including Specialized Services, Point2point, Medicaid transportation, and Capital Projects

Each section conveys how every department, project, and Special Revenue Fund plans to use its resources to improve the safety, accessibility, and quality of our service. Throughout this book are also other useful items to reference, such as:

- Our Annual Budget Calendar
- LTD's Organizational Chart
- Reflections on how the challenges of COVID-19 have impacted our operations

Over the past year, our community has demonstrated great resilience in the face of many new and difficult challenges. Now more than ever, it is crucial that we continue our efforts to connect and care for our passengers, employees and community as we plan for a more dynamic, sustainable, and equitable future.





MISSION



VISION



VALUES

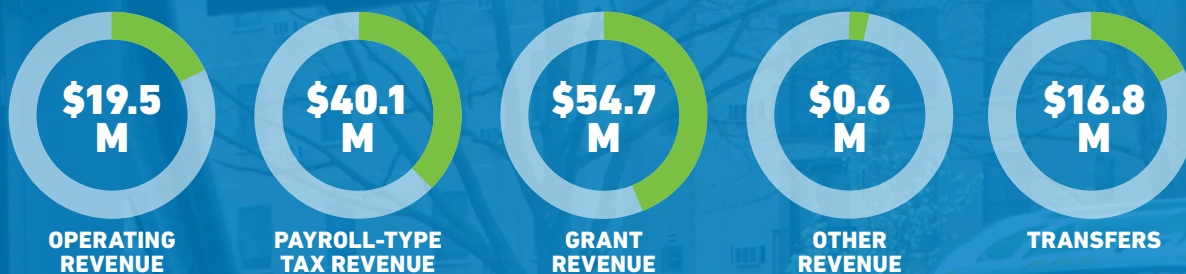
## WHAT DRIVES US

We believe in providing people with the independence to achieve their goals, creating a more vibrant, sustainable, and equitable community.

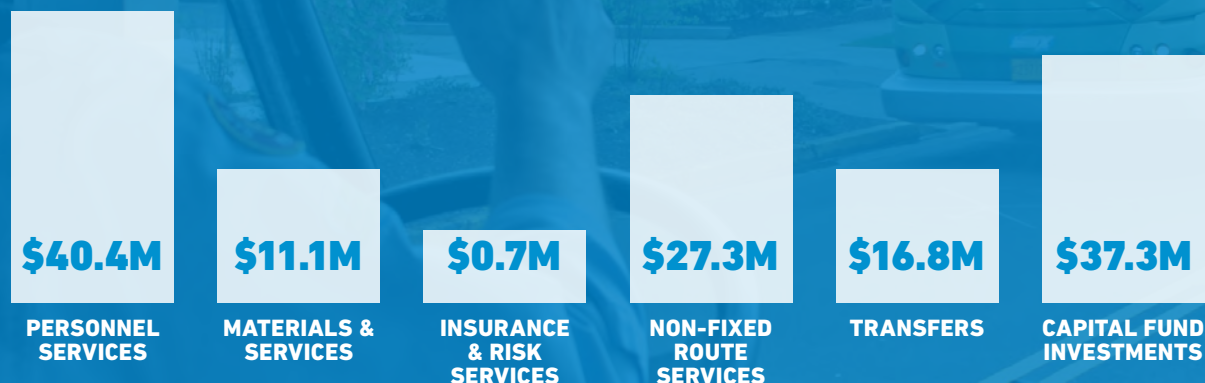




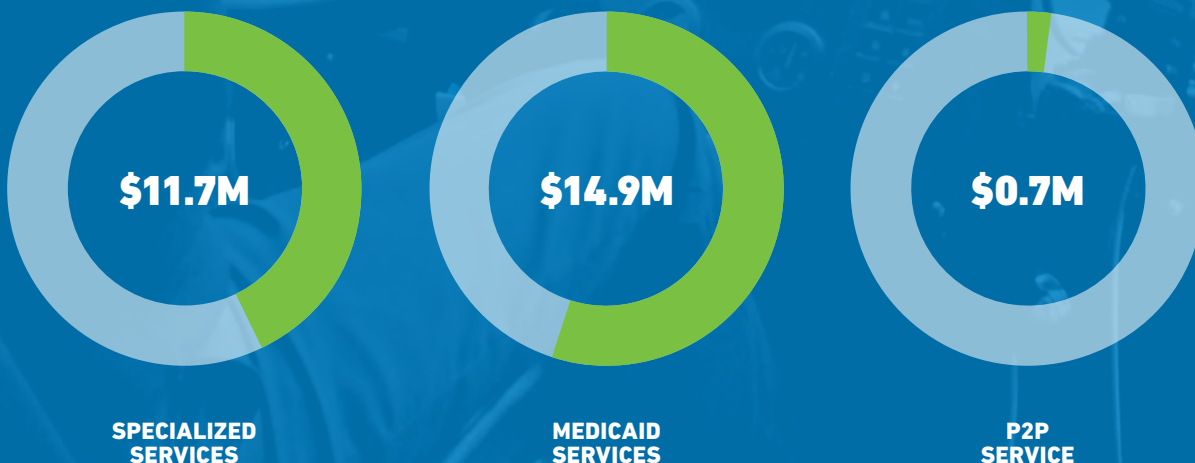
## TOTAL REVENUE: 131.6M



## TOTAL EXPENDITURE: \$133.6M



## NON-FIXED ROUTE SERVICES



Shortage of revenues to expenditures is covered utilizing working capital resources

# HIGHLIGHTS



# TABLE OF CONTENTS



## 08

### ANNUAL BUDGET CALENDAR

## 10

### BUDGET MESSAGE

- 10 Introduction
- 12 Budget Assumptions
- 13 Performance vs FY2021 Adopted Budget
- 14 Specialized Services
- 14 Medicaid
- 15 Capital Projects Fund
- 15 Point2point Fund
- 16 Economic Conditions
- 16 Factors Impacting Budget
- 19 Conclusion

## 20

### LTD ORGANIZATIONAL CHART

## 22

### BUDGET COMMITTEE MEMBERS

## 24

### COVID IMPACT AND MITIGATION

## 28

### FY21 - FY30 LONG-RANGE FINANCIAL PLAN

- 28 Key Drivers & Assumptions
- 37 Forecast Tables

## 38

### FY21 - FY30 AMENDED CIP

- 40 Section 1: Context For LTD'S Community Investments
- 48 Section 2: LTD'S Project Descriptions By Tier
- 68 Section 3: Project Master List In Table Format
- 74 Section 4: Project Funding In Table Format

## 80

### ADOPTED BUDGET

- 80 District Wide Resources Summary
- 83 District Wide Requirements Summary
- 86 General Fund
- 100 Specialized Services Fund
- 104 Medicaid Fund
- 106 Point2point Fund
- 108 Capital Projects Fund

## 110

### APPENDICES

## 126

### GLOSSARY





# ANNUAL BUDGET CALENDAR





## AUGUST

- Previous year's performance analysis begins.
- Preparation of materials for independent audit begins.

## OCTOBER/ NOVEMBER

- Budget Committee reviews preliminary Community Investment Plan.
- Annual Report prepared for previous fiscal year.

## JANUARY/ FEBRUARY

- Current fiscal year mid-year revenue and expenditure projections begin. New fiscal year revenue and expenditure projections begin.
- Annual Report with report of independent auditor presented to Board of Directors. Key issues from auditor's report reviewed with Board.

## APRIL

- Staff presents proposed budget to the Budget Committee.
- Budget Committee meets to discuss the proposed budget and make changes.
- Budget Committee approves Budget, CIP & LRFP and sends to the Board for adoption. Financial Summary and notice of Budget Hearing published.
- Public hearing at Board of Directors meeting

## JULY

- New fiscal year begins.
- Preliminary year-end financial report for year ended June 30 to the Board of Directors.

## SEPTEMBER/ OCTOBER

- Previous year's performance analysis completed. Materials for independent audit prepared.
- Independent audit of previous fiscal year's financial activity begins. New federal fiscal year begins.
- Preliminary Community Investment Plan (CIP) published for public review.
- Fiscal year service, fare, and structural change discussions.

## DECEMBER

- Budget calendar for coming fiscal year prepared.
- Long-range Financial Plan (LRFP) update begins.
- Preliminary CIP updated to align with budget begins.

## MARCH

- Mid-year revenue and expenditure projections completed.
- Proposed new fiscal year budget completed and released for public comment.
- Proposed CIP and LRFP completed and released for public comment.

## MAY/JUNE

- Board adopts budget for the new fiscal year that begins July 1.
- New fiscal year's Adopted Budget filed with the State. Community Investment Plan preparations begin.



# BUDGET MESSAGE

---

**DATE:** March 29, 2021

**TO:** Lane Transit District Budget Committee

**FROM:** Aurora Jackson, *General Manager*  
Christina Shew, *Budget Officer*

**SUBJECT:** Fiscal Year 2021-2022 Budget Message

As we prepare this message, we have just entered into our second year operating under the COVID-19 pandemic environment. To say this has been a difficult time for our organization and our community is an understatement. Since the onset of the pandemic, LTD has followed a health-first priority with a commitment to the health and safety of our employees and passengers. We are proud of the District's commitment and dedication to provide essential trips to our riders through collaboration and innovation during one of the most challenging times our community has ever faced.





Although there is still much uncertainty, LTD will continue to adhere to recommendations of local, state, and federal guidelines to provide safe transportation to connect our community to essential destinations such as jobs, schools, grocery stores, and medical facilities. This budget has been prepared with an intention to continue to restore service in a safe and responsible way. We look forward to the day we no longer live in a pandemic environment. Until then, we will continue our diligence keeping our riders and our staff safe.

This adopted annual budget provides the resources for the District's FY2022 operations and capital plan.

Also included are an amended Community Investment Plan (CIP) and LTD's Long-Range Financial Plan. These plans outline essential investments that support our commitment to create and maintain quality facilities, services, and customer experiences today while preparing for tomorrow. They provide a foundation for the projects and programs presented in our annual budget. This supplemental information balances our short-term health-first commitment to service delivery as a response to COVID-19 with our long-term District financial health and investments needed to maintain high-quality, sustainable, and equitable services to our community.



## THE FIVE FUNDS



GENERAL FUND



SPECIALIZED SERVICES FUND



MEDICAID FUND



CAPITAL PROJECTS FUND



POINT2POINT (P2P) FUND



## 5.2 BUDGET ASSUMPTIONS

The District's budget is comprised of five funds:

- General Fund
- Specialized Services Fund
- Medicaid Fund
- Capital Projects Fund
- Point2point (P2p) Fund

Each fund supports a unique function of the organization. Together, they allow the District to provide a well-rounded transportation suite optimizing our resources to achieve our mission to connect our community through quality service, reliable vehicles, solid infrastructure, and collaborative programs to serve our community's diverse mobility needs.

The General Fund is the primary fund for the District's day-to-day operations. While each fund has designated funding sources, money is transferred from the General Fund to the other four funds to provide local match, cover unfunded federal requirements, and support vital services. Each fund maintains a separate budget that enables the District to allocate resources and manage expenditures effectively and efficiently.

## 5.3 PERFORMANCE VS FY2021 BUDGET

### 5.3.1 GENERAL FUND REVENUE

Historically, payroll-type taxes make up the single greatest source of revenue for the General Fund. Revenues from passenger fares, federal assistance, and state assistance follow in importance. The General Fund also retains or maintains the District's fixed-route operating reserves. General Fund Revenues for FY2022 are budgeted at \$67.1 million, compared to \$53.4 million in FY2021.

Revenue shortages that will be recovered through the Coronavirus Aid Relief and Economic Security (CARES), Coronavirus Response and Relief Supplemental Appropriations (CRRSA) or American Rescue Plan (ARPA) Acts include:

- **Payroll-type Taxes** – This revenue has increased from the FY2021 budget, which reflected a worst-case scenario, but has decreased 5% (\$2.3 million) from pre-pandemic levels.
- **Operating Revenues** – Revenues here are budgeted to increase by \$.2 million from the FY2021 adopted budget but are estimated to fall short of pre-pandemic revenues by \$7.2 million in FY2021 and \$2.5 million in FY2022. These decreases are due primarily to reduced ridership and the suspension of fare collection that we implemented in March 2020 to protect the safety of our transit operators and passengers.
- **Advertising Revenue** – We expect a decline of \$.3 million in advertising revenue. Because our post-COVID advertising agreement no longer contained an annual guarantee of minimum revenue, managing the contract became more costly compared to the revenue it generated. The District will redirect its focus on its rebranding and marketing efforts.
- **Fare Subsidy Revenue** – Through state funding, LTD provides a fare subsidy program for school districts to access free passes for middle- and high-school students and offers greatly discounted passes for low-income individuals. These programs are budgeted to increase by \$.2 million.

### 5.3.2 GENERAL FUND EXPENSES

With the economic downturn experienced by the COVID-19 pandemic and its associated short- and long-term impacts on ridership, the District's priorities in FY2021 changed from increasing ridership to providing a safe transit service for the community. We focused on our ability to provide essential trips while at the same time balancing our decreased annual financial resources with our annual operating costs. To achieve this balance, we took steps to reduce our FY2021 operating expenditures by closely monitoring ridership, limiting passenger loads, and adjusting our service to reduce the spread of the virus. This balance is critical because the resources from the CARES, CRRSA and ARPA Acts are finite. The District's goals here are to a) utilize these finite dollars strategically to cover both the increased costs of running our service under pandemic conditions, and b) ensure an investment in infrastructure that enables us to continue to provide safe, equitable, and reliable service in the future.

In FY2019, prior to the pandemic, the fixed-route cost per revenue hour was \$163. Adjusting to the pandemic, this cost increased to \$237 per revenue hour over the summer of 2020. The FY2022 budget reflects a cost per revenue hour of \$222. This increase can be attributed to the result of shifting some bus operators' duties to sanitize buses rather than drive. Additionally, there are service inefficiencies as a result of compliance with OSHA and CDC requirements surrounding the pandemic and other costs to manage the pandemic. These increased costs cover fewer revenue hours, making it necessary to allocate funds from the CARES and CRRSA Acts to cover the \$59 cost per revenue hour gap.



## 5.4 SPECIALIZED SERVICES

The Specialized Services Fund includes the District’s non-fixed-route/non-BRT transportation services. These services include Coordinated Human Service Transportation, Rural County Transportation, LTD’s Mobility on Demand services, and programs funded specifically by the Statewide Transportation Improvement Fund (see page 104).

### Coordinated Human Service Transportation

LTD delivers critical transportation to multiple transportation programs to serve the most vulnerable populations in our community. To create access and connect our community in meaningful ways, this transportation is provided in part by LTD-owned programs, and in part through collaboration with community-based programs and service providers. The RideSource Call Center coordinates these services from a one-call center that provides transportation through multiple programs. Programs include LTD’s RideSource origin-to-destination service for people who are unable to ride the bus, White Bird Clinic’s Mental Health Transportation services, and Pearl Buck’s Preschool Transportation for children of individuals with disabilities. To learn more about these diverse programs, please see section 11.5.

### Rural County Transportation Programs

These programs connect rural communities to each other and to the greater metro-area. Currently, this includes the Florence Rhody Express (in coordination with the City of Florence and ODOT) and the Oakridge Diamond Express (in coordination with the City of Oakridge and ODOT). These services are funded primarily through a variety of state grants.

### Mobility Innovation

LTD’s Mobility Innovation programs provide on-demand services both within distinct service areas and between those areas and our main fixed-route service. This currently includes the Cottage Grove Connector Mobility on Demand service (in coordination with the City of Cottage Grove). This on-demand service allows individuals to connect to locations within Cottage Grove, and to the LTD bus that connects to Eugene/Springfield and beyond.

The adopted FY2022 budget for the Specialized Services Fund is \$11.7 million, an increase of \$1.8 million over the FY2021 budget. This \$1.2 million of the \$1.8 million increase is due to an increase in STIF-funded programs (see page 104). The remaining \$.6 million is for increases in ADA RideSource and Mental Health Transportation.



---

## 5.5 MEDICAID

The District provides critical transportation for individuals who are eligible under the Oregon Health Plan/Medicaid to medical appointments. This non-emergency medical transportation for Medicaid-eligible residents is provided by LTD through contracts directly with the state’s Oregon Health Authority and private Coordinated Care Organizations (CCO): Trillium Community Health Plan and PacificSource Health Plan. As a result of updated Oregon Revised Statutes (ORS), the District does not control the use of these services nor changes in service requirements. Both of these factors contribute to an increase of \$.4 million in the Medicaid Fund budget in FY2022 over FY2021.

## 5.6 CAPITAL PROJECTS FUND

The Capital Projects Fund finances the District's strategic investments in system expansion as well as projects to optimize our existing infrastructure, including planning, construction, facility maintenance, and repair projects. The Adopted FY2022 budget for the Capital Projects Fund is \$37.2 million compared to a FY2021 budget of \$30 million. With the exception of the Franklin Boulevard transformation project, all projects included in the FY2022 budget have been evaluated and accepted as part of the 2021-2030 Community Investment Plan that was approved by the District's Board in November 2020. The fund also includes a \$12.4 million transfer from the general fund which represents grant match requirements.

## 5.7 POINT2POINT FUND

Point2point coordinates with employers in our region and regional and statewide partners to encourage the use of alternatives to drive-alone travel. Most of the P2p budget is comprised of grant funds allocated by the Metropolitan Policy Committee, the governing body of the region's Metropolitan Policy Organization, and ODOT. Several regional partners, including the local cities, all three school districts, and LTD, provide local funds to match grant dollars in the P2p Fund. The primary programs run by Point2point include:

- Employer Transportation Options Programs
  - Employer Transportation Coordinator Network Management – establishes contacts at local businesses to support and promote the use of alternative modes of transportation
  - Emergency Ride Home Program Management – provides taxi trips for those who have used alternative modes of transportation to get to work, work for participating employers, and require emergency transportation
  - Employer Fairs – Offers outreach at events and in businesses to promote alternatives
  - *Get There* Statewide carpool matching program
- Valley Vanpool program management – provides subsidies for groups of people who travel long distances to get to work in a shared van
- LTD bike locker program management – provides secure lockers for rent at LTD stations

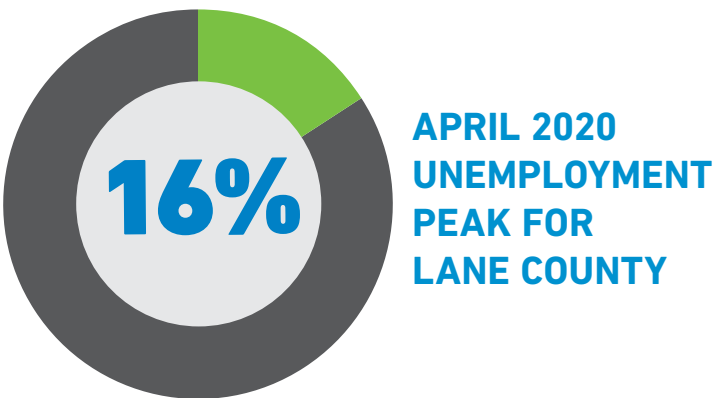


- Bicycle/Pedestrian/Rider Safety Information & Equipment – provides maps, safety tips, lights, and other resources for those who walk, bike, and bus
- Group Pass administration – provides bus passes and employer support to businesses to encourage healthy, sustainable commutes
- Transportation Options information and resources – provides information and encouragement to those who would like to walk, bike, bus, carpool, vanpool, and telecommute

The FY2022 budget indicates that some of the P2p programs, such as Safe Routes to School, have been transitioned to other agencies and readjusted to best meet program goals. The District serves as the pass-through of funds for these transitioned programs. The FY2022 P2p Fund budget is \$.7 million, down \$.5 million from the FY2021 budget.

## 5.8 ECONOMIC CONDITIONS

After years of economic expansion, Lane County and the global economy entered an economic recession triggered by the COVID-19 pandemic in March 2020. Unemployment in Lane County peaked at 16% in April 2020 but decreased to 5.9% in December 2020. The end of the pandemic may be in sight if the vaccine continues to be effective in reducing the number of new coronavirus cases in Oregon and Lane County, yet the degree of permanent economic damage in the form of displaced workers, long-term unemployment, and business closures is still unknown. Also unknown is the time when our customers will feel confident enough to safely resume their pre-COVID-19 activities. The speed of the economic recovery therefore remains dependent upon containing the virus, public confidence in returning to pre-pandemic activities, and the degree of federal stimulus. The average recession has lasted about two years and the longest about four years. Due to a solid economic foundation prior to the pandemic, the current pandemic-induced recession is expected to be shorter than the 18-month Great Recession of 2008. Six key factors impact the FY2022 budget.



**THE CURRENT PANDEMIC-INDUCED RECESSION IS EXPECTED TO BE SHORTER THAN THE GREAT RECESSION BECAUSE THERE WAS A SOLID ECONOMIC FOUNDATION PRIOR TO THE PANDEMIC.**

## 5.9 FACTORS IMPACTING BUDGET

### Key Factor 1:

#### **Economic Recession impacting payroll tax growth**

Payroll taxes move in direct proportion to employment and wages. A weak employment outlook means flat or declining payroll tax revenues. Historically, payroll taxes have comprised over 75% - 80% of our General Fund annual revenues. In FY2022, they comprise only 66%. Reductions in these revenues from this economic downturn has a material impact on the ability for the District to meet its ongoing operating requirements without additional Federal or State assistance. The District has committed to using resources effectively by managing costs to ensure the District's financial sustainability by:

- Improving service efficiencies,
- Operating at a service level that matches our available resources,
- Considering total cost of ownership as we replace our aging fleet, and
- Improving processes and investing in technology to keep personnel costs low.

### Key Factor 2:

#### **Contractual ATU Wage and Benefit Increases.**

A one-year Amalgamated Transit Union (ATU) agreement was ratified in February 2021, increasing wages 2% on July 1, 2021, and 1% on January 1, 2022. This contract expires June 30, 2022.

### Key Factor 3:

#### **Investment to Replace Our Aging Fleet**

Reduction in Federal investment in transit bus replacement programs in the 2012 Moving Ahead for Progress in the 21st Century Act (MAP-21), and the District's decision to use capital funds to support operations during the Great Recession of 2008 resulted in an aging bus fleet. By the conclusion of FY2021, more than 40% of the District's fleet will have met or exceeded their useful life. In FY2022, the District will replace a number of its aging buses. The vehicles purchased for our fixed route have been selected to meet the District's Climate Action Policy and Fleet Procurement Goals of becoming 100% fossil fuel free by 2035. The District will be using both federal formula and state grant programs for its fleet replacement.



**Key Factor 4:****STIF-Funded Projects and Associated Resources**

Oregon House Bill 2017 established a 0.1% employee payroll tax to create a Statewide Transportation Improvement Fund (STIF) for public transportation in Oregon that benefits a high percentage of students and low-income households.

Ninety percent (90%) of STIF funds are Formula Funds, which are funds that are awarded on a noncompetitive basis according to a pre-determined formula. ODOT estimates that Lane County will receive approximately \$18 million in Formula Funds over FY2022 and FY2023 (July 1, 2021 through June 30, 2023). Of those funds, \$17.3 million will be generated within the District and \$1.2 million will be generated outside the District. LTD is responsible for managing the allocation of these Formula Funds through an Advisory Committee. A full list of projects submitted in the FY2022-2023 plan can be found on LTD's website at [www.ltd.org/file\\_viewer.php?id=4672](http://www.ltd.org/file_viewer.php?id=4672)

Nine percent (9%) of STIF funds are Discretionary Funds that are awarded based on a competitive grant process. LTD has submitted three applications for the FY2022-2023 biennium (details available in section 11.1). ODOT estimates that approximately \$9.5 million for both STIF discretionary and STN will be available statewide over FY2022 and FY2023.

The remaining 1% of STIF funds are allocated for administrative costs.

**Key Factor 5:****CARES, CRRSA and ARPA Act Revenues**

Both the CARES and CRRSA Acts provide Federal assistance for COVID-19-related expenses and lost revenues. These grant programs do not require a local match. By the end of FY2022, the District will have used or programmed for use all of the \$25 million CARES and \$17.3 million CRRSA and approximately \$32 million American Rescue Plan act funding. The District will be using these funds to replace lost revenues, cover COVID-19 operating expenses, and make capital investments to improve the safety of our riders and continuity of our service in the current pandemic and any future community crises.

**Key Factor 6:****Public Health-First Operational Changes**

The District continues to be a leader, taking swift and proactive measures to protect our customers, employees, and community by:

- Limiting passenger loads on all buses to enable physical distancing and reduce the spread of COVID-19,
- Requiring all employees and passengers to wear masks,
- Suspending the collection of fares to allow rear door boarding,
- Initially sending operators who are over the age of 65 home with pay and allowing pandemic-related paid leave,
- Requiring all LTD staff and vendors who enter LTD to have their temperature taken,
- Redirecting some bus drivers toward cleaning all touch points rather than driving buses, and
- Installing bus driver shield panels.

While many of these measures will remain in place throughout FY2022, these policies and procedures come with an increased cost to the District by necessity.

**WE MUST  
ALWAYS SET  
THE BAR HIGH,  
OTHERWISE  
WE DO NOT  
PROGRESS.**

— KYLIAN MBAPPÉ



## 5.10 CONCLUSION

The adopted FY2022 budget has been developed to serve as a foundation to the District's mission of creating a more connected, sustainable, and equitable community with respect, integrity, innovation, diversity, caring, and collaboration. We thank the Board of Directors, Budget Committee, and District staff for their continued commitment to serve the public, especially our front-line employees who have put themselves in harm's way by providing essential transit services to our community. The strong leadership from the District's Board, advisory bodies, partners, taxpayers, and riders has allowed the District to serve as a trailblazer in the transit industry and as a public agency of which our community can be proud.

Sincerely,

A handwritten signature in black ink, appearing to read 'Aurora Jackson'.

**Aurora Jackson**  
General Manager

A handwritten signature in black ink, appearing to read 'Christina Shew'.

**Christina Shew**  
Budget Officer





# ORGANIZATIONAL CHART

At Lane Transit District, our employees believe in collaboration, continuous improvement, and public service. In all aspects of our work, we endeavor to provide and improve services to all our multi-faceted communities in ways that are sensitive and responsive to cultural differences, including accessibility for persons with disabilities. We value diversity and strive to expand representation at all levels of the workforce.



**Executive Office**

- Intergovernmental Relations
- Board Support



**Human Resources & Risk Management**

- Human Resources
- Risk Management
- Training and Staff Development



**Financial Management**

- Long Range Planning
- Grant Administration
- Financial Management and Oversight



**Information Technology & Strategic Innovation**

- Information Technology
- Network Infrastructure
- Intelligent Transportation Systems
- Data Warehouse Management



**Business Services**

- Procurement
- Materials Management
- Compliance
- Business Process Management



**Customer & Specialized Services**

- Accessible Services
- Customer Service
- Marketing and Outreach



**Marketing & Communications**

- Customer Communications
- Digital Communications
- Fare Programs & Policy



**Planning & Development**

- Planning
- Metro Planning
- Service Planning



**Facilities Management**

- Fixed Asset Maintenance
- Capital Projects
- Janitorial
- Property Management



**Transit Operations**

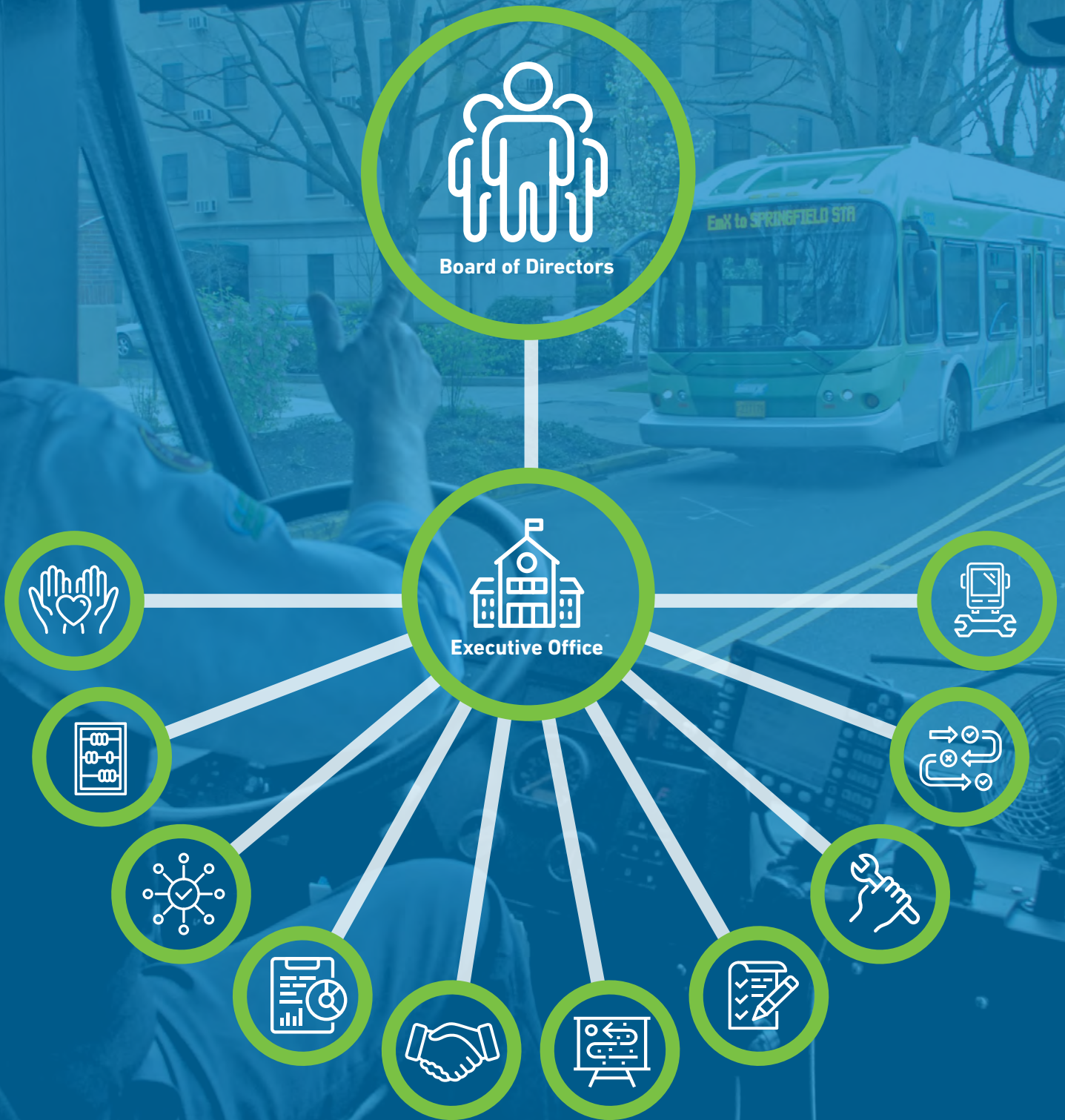
- Fixed-Route Service
- Transit Training
- Public Safety



**Fleet Management**

- Fleet Services
- Sustainability







# BUDGET COMMITTEE MEMBERS

---

LTD's Budget Committee is comprised of fourteen (14) members: seven (7) Board members and seven (7) appointed members who live within the LTD service area. All members of the Committee have equal authority.

Each Board member may appoint one (1) member to the Committee so long as the member resides within LTD's service area, including within that Board member's sub-district. Board members serve on the Budget Committee throughout the duration of their three-year staggered terms. Appointed Committee members serve for three years, with the member's term beginning July 1 of the respective year. Appointed Committee members may be reappointed for additional terms at the discretion of the LTD Board of Directors.



# BOARD MEMBERS



## STEVEN YETT

Term Expires: 12/31/2021

Subdistrict 1  
East Springfield to  
McKenzie Bridge Area



## MICHELLE WEBBER

Term Expires: 12/31/2024

Subdistrict 2  
West Springfield Area



## JOSHUA SKOV

Term Expires: 12/31/2021

Subdistrict 5  
Central & West Eugene, University &  
Downtown, Whiteaker, Jefferson, and  
West Side Neighborhoods



## DON NORDIN

Term Expires: 12/31/2022

Subdistrict 3  
SE Eugene, Creswell, Cottage Grove,  
and Lowell Areas



## CAITLIN VARGAS

Term Expires: 12/31/2022

Subdistrict 6  
West Eugene/HWY 99, River Road,  
and Junction City Areas



## EMILY SECORD

Term Expires: 12/31/2022

Subdistrict 4  
North Eugene (East of River Road) and  
the Coburg Areas



## SUSAN COX

Term Expires: 12/31/2024

Subdistrict 7  
Southwest Eugene, Veneta,  
and Fern Ridge Areas

# APPOINTED MEMBERS

## 01 KIM THOMPSON

Term Expires: 12/31/2021

Nominating Board Member: Steven Yett

## 02 KATHRYN BRUEBAKER

Term Expires: 12/31/2022

Nominating Board Member: Michelle Webber

## 03 JESS TUERK ROSHAK

Term Expires: 12/31/2023

Nominating Board Member: Don Nordin

## 04 JODY CLINE

Term Expires: 12/31/2023

Nominating Board Member: Emily Secord

## 05 GARY WILDISH

Term Expires: 12/31/2021

Nominating Board Member: Joshua Skov

## 06 WILLIAM "BILL" WHALEN

Term Expires: 12/31/2022

Nominating Board Member: Caitlin Vargas

## 07 BRANDON ROGERS

Term Expires: 12/31/2023

Nominating Board Member: Susan Cox



**DON'T INVITE COVID –  
FOLLOW THE FOUR**



# **COVID-19 IMPACT & MITIGATION**





COVID-19 has created a challenging impact on our world and our community. With Oregon's State of Emergency issued on March 8, 2020, Lane Transit District's immediate focus has been to continue to provide critical service to the community while instituting policies and procedures to protect the health and safety of our employees and riders.

By the fall of 2020 we observed that our LTD riders were experiencing fatigue and letting their guard down. This motivated us to create the "Don't Invite COVID – Follow the Four" campaign:

1. Stay six feet apart
2. Wear a mask
3. Wash your hands
4. Avoid large gatherings

The campaign was designed to capture the attention of our community in a creative way, refreshing the message frequently to keep riders and the community engaged.





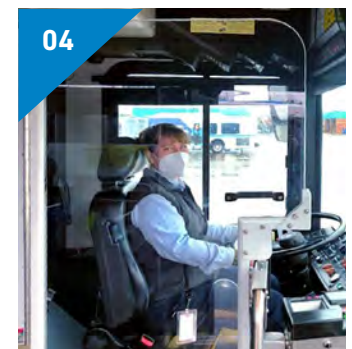
As the year has unfolded and more information about the pandemic became available, LTD remained committed to providing public transportation with a “health-first” priority. We have kept the needs of essential workers foremost in our schedule modifications to ensure their safe transportation to and from their places of work, and the needs of those community members who must make essential trips to grocery stores, pharmacies, and medical facilities.

LTD remains proactive in ensuring the safety of employees and passengers. Some of our measures include:

- Adjusting schedules to current guidelines and requirements, and available buses and operators
- Encouraging essential-only trips
- Waiving fares for a year
- Boarding through the rear doors to limit contact
- Temporarily suspending services such as EmGo and the Cottage Grove Connector
- Sanitizing our vehicles throughout the day, and increasing deep cleaning at night
- Requiring facemasks on vehicles, stations, and buildings
- Authorizing work from home for staff who are able to do so, taking temperatures of staff who must work on site
- Installing shields to limit exposure of bus operators and riders
- Prudently restoring service in accordance with local, state, and federal guidelines as conditions and staffing allow
- Pausing major projects until we can move forward in an engaged and collaborative way

During this year of the pandemic, we have experienced increasing operating costs with decreasing funding sources. The Coronavirus Aid, Relief, and Economic Security (CARES), Coronavirus Response and Relief Supplemental Appropriations (CRRSA), and American Rescue Plan (ARPA) Acts provide emergency assistance and health care response for individuals, families and businesses affected by the COVID-19 pandemic. The District is eligible for \$75.5 million dollars to continue to provide critical service.

Like the rest of our community adjusting to the challenges in this continuing COVID-19 environment, LTD is carefully budgeting to meet our economic realities while remaining firmly committed to keeping passengers and employees safe. We look forward to the day when we can welcome our riders fully back on-board! In the meantime, LTD will remain agile and creative in navigating the longer-lasting economic impacts of the pandemic, while making lasting investments to fully serve our growing and diverse community.



01. All LTD riders are required to wear a facemask on the bus. 02. LTD’s Health-First initiative, all LTD employees have their temperature checked when reporting for work. 03. An LTD employee sanitizes a bus before starting the daily route. 04. Operator Diana getting ready to leave the bus lot with a barrier installed.

**THE GREATNESS  
OF A COMMUNITY  
IS MOST  
ACCURATELY  
MEASURED  
BY THE  
COMPASSIONATE  
ACTIONS OF ITS  
MEMBERS.**

— CORETTA SCOTT KING



# LONG-RANGE FINANCIAL PLAN



---

## REVENUES: LRF KEY DRIVERS & ASSUMPTIONS

### PASSENGER FARE ASSUMPTIONS: YEARS 1-3 (FY2021-2023)

Before the COVID-19 pandemic, policy changes related to STIF-funded fare programs combined with our investment in the TouchPass fare system resulted in lower fare revenues than in previous years. For the protection of our employees and passengers during the COVID-19 pandemic, the District did not collect fares for portions of FY2020 and the majority of FY2021. Fare collection resumed in the latter half of FY2021. We expect our projected fare revenues to recover to roughly 95% of pre-pandemic levels by FY2023 as we continue to return to full service.



**PASSENGER FARE ASSUMPTIONS:  
YEARS 4-10 (FY2024-2030)**

Passenger fare revenue is forecast to increase commensurate with returning service levels. We assume no major changes to our ongoing fare programs for students and low-income riders.

**RISKS:**

- Projected timing of renewed full service is delayed by two factors: 1) our potentially returning transit riders' considerations about masking and social distancing, and 2) the non-transit alternative work and entertainment practices they established during the pandemic.

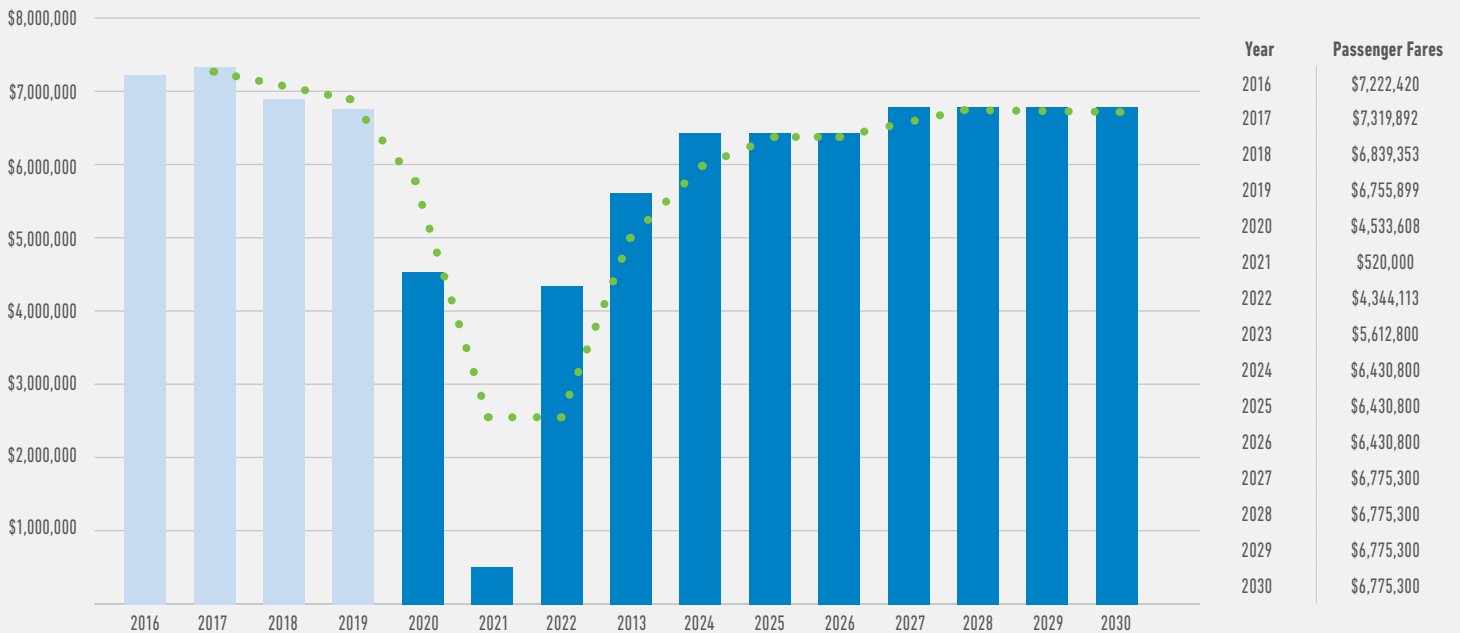
**OPPORTUNITIES:**

- The redesign of our service increases our ridership.
- Our latest multimodal transportation options attract new riders to transit.



**BASELINE PROJECTIONS: REVENUES**

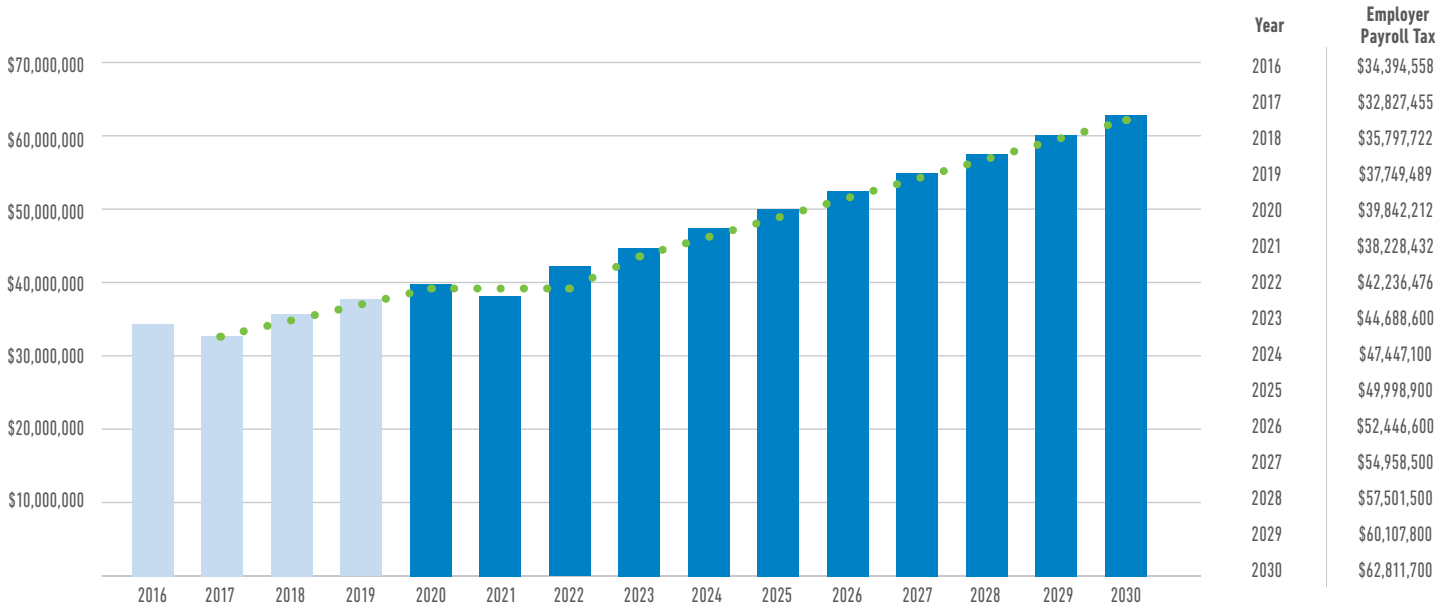
**PASSENGER FARES PROJECTED 2022-2030**



**PROJECTED ANNUAL GROWTH 2023-2030: 6.14%**

BASELINE PROJECTIONS: REVENUES

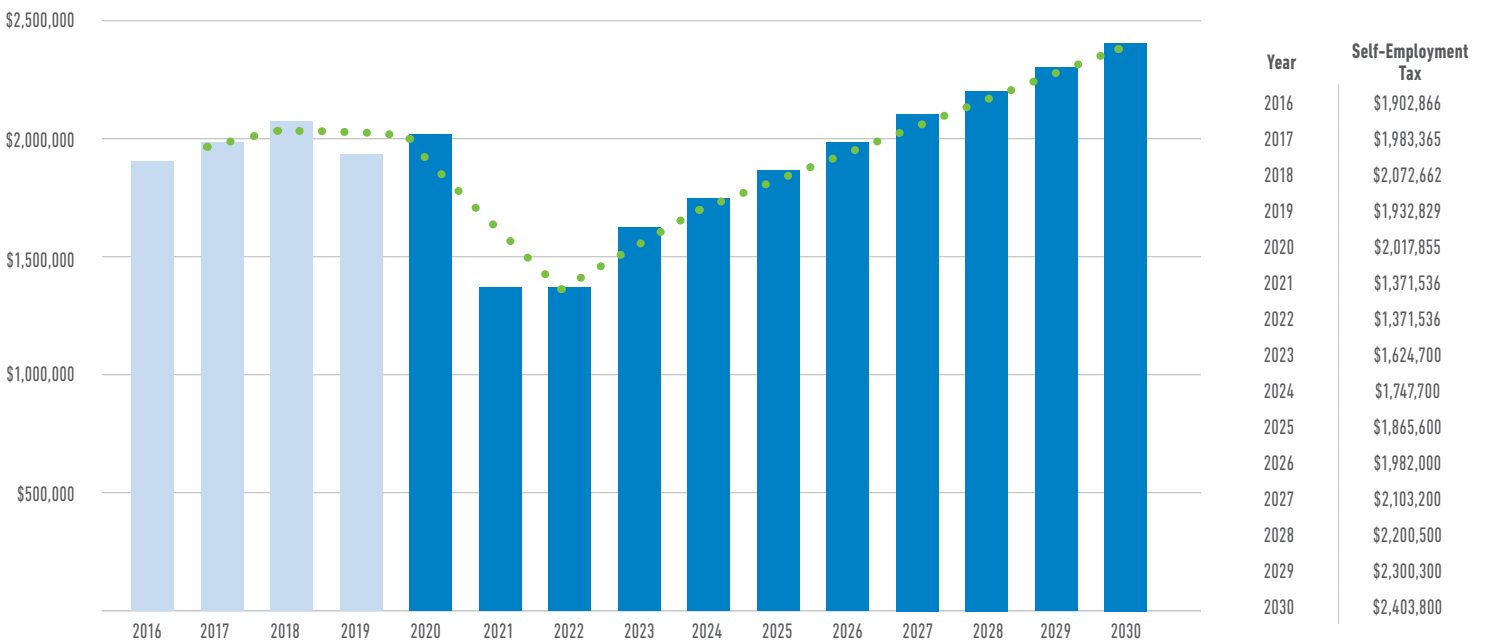
EMPLOYER PAYROLL TAX, NET OF STATE ADMINISTRATIVE FEES PROJECTED 2022-2030



PROJECTED ANNUAL GROWTH 2023-2030: 4.71%

BASELINE PROJECTIONS: REVENUES

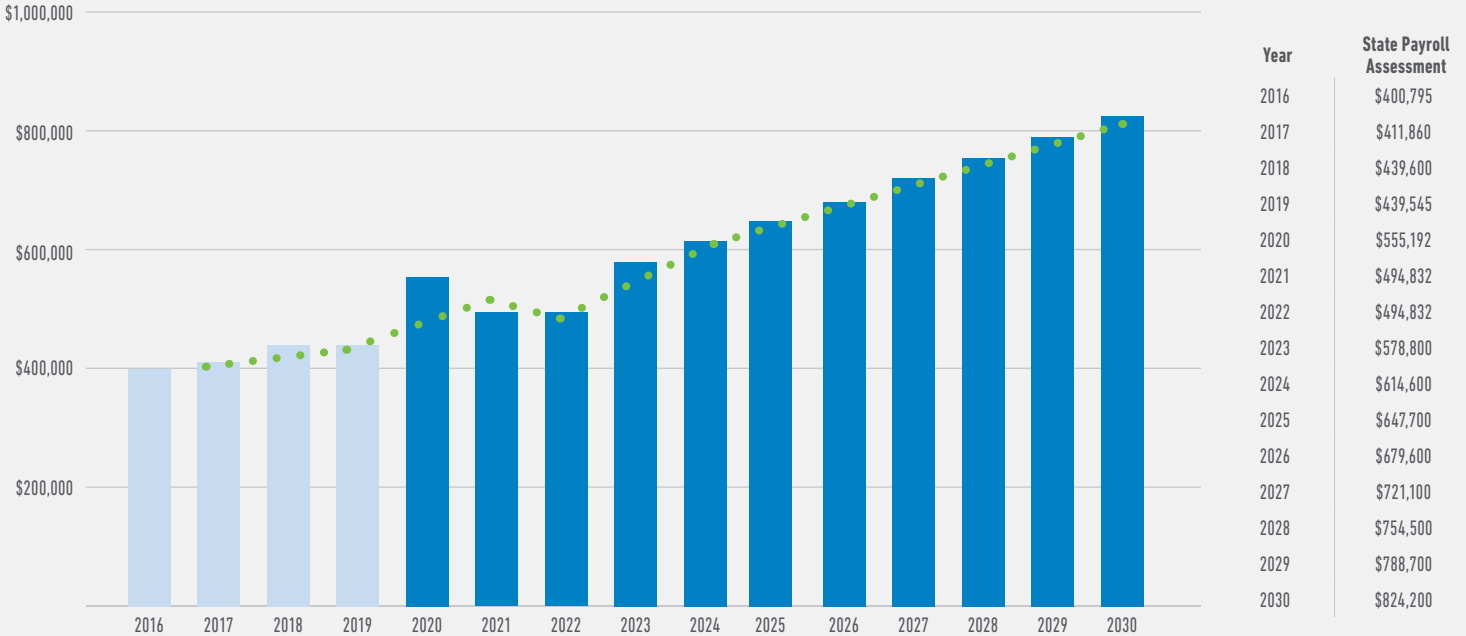
SELF-EMPLOYMENT TAX, NET OF STATE ADMINISTRATIVE FEES PROJECTED 2022-2030



PROJECTED ANNUAL GROWTH 2023-2030: 2.68%

**BASELINE PROJECTIONS: REVENUES**

**GOVERNMENT EMPLOYEE PAYROLL ASSESSMENT PROJECTED 2022-2030**



PROJECTED ANNUAL GROWTH 2023-2030: 4.24%

**TAX REVENUE ASSUMPTIONS:  
YEARS 1-3 (FY2021-2023)**

Payroll, self-employment, and government employees payroll taxes are the District’s prime operating revenue sources. The speed of our community’s economic recovery is highly dependent on the success of the vaccine against current and mutated strains of the COVID-19 virus. FY2021 and FY2022 tax revenue are both conservatively projected to be 5% below pre-pandemic levels; however, the FY2023 forecast and fiscal years following show improvement. These projections are in alignment with LTD’s historical tax receipts and projections from the Oregon State Office of Economic Forecasting which use these two variables: Oregon Average Wages and Total Nonfarm Employment. The quarterly State forecast report released in late February 2021 indicates that in spite of deep job losses in some sectors of the economy, job gains and personal income are expected to be strong in the near term as the state recovers. If Oregon’s vaccine effort proceeds as planned and the economy expands accordingly, LTD tax revenues are expected to reflect the strong growth forecast by the state for employment and wages.

**TAX REVENUE ASSUMPTIONS:  
YEARS 4-10 (FY2024-2030)**

LTD’s long-range forecast for tax revenue FY2024-2030 remains strong and continues to align with the projections from the Oregon State Office of Economic Forecasting.

**RISKS:**

- The economy slows or declines once federal stimulus ceases.
- Wages and employment are lower than projected by the Oregon State Office of Economic Forecasting.

**OPPORTUNITIES:**

- Economic recovery is faster than anticipated.
- Payroll tax revenues grow in alignment with the Oregon State Office of Economic forecasting at 4% to 7% in both FY2021 and FY2022.
- Wages & employment are higher than projected by the Oregon State Office of Economic Forecasting.





**FEDERAL ASSISTANCE ASSUMPTIONS:  
YEARS 1 – 3 (FY2021-23)**

Federal assistance for operations is used to bridge the expenditure-revenue gap. In the short term, the costs to operate are significantly higher than pre-pandemic levels due to a gradual increase in costs associated with OSHA and CDC compliance requirements.

**FEDERAL ASSISTANCE ASSUMPTIONS:  
YEARS 4 – 10 (FY2024-30)**

Minimal federal assistance for operations will be needed as the economy recovers and the costs to operate normalize.

**RISKS:**

- Operating costs continue to gradually increase due to proactively reducing the risk and spread of the current and future pandemics.

**OPPORTUNITIES:**

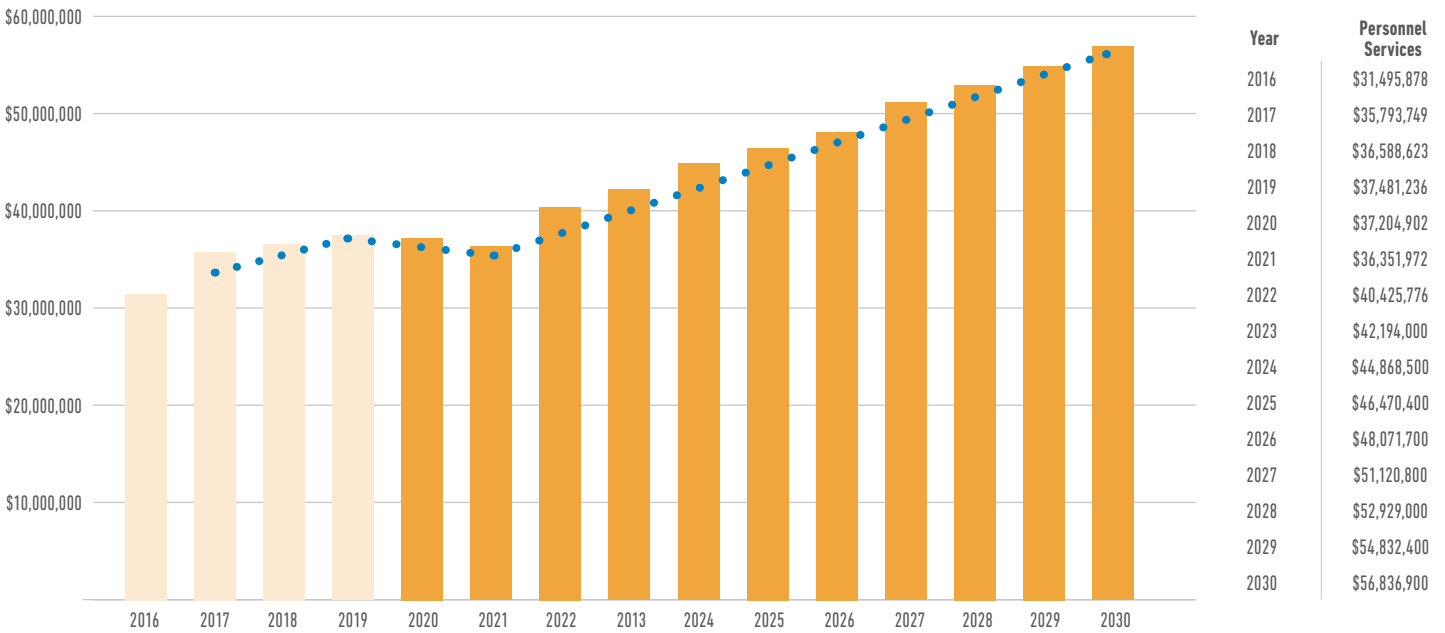
- Cost efficiencies attained through changes to service structure as a result of Comprehensive Operations Analysis (COA)s.

**GREAT THINGS IN  
BUSINESS ARE  
NEVER DONE BY  
ONE PERSON;  
THEY'RE DONE  
BY A TEAM OF  
PEOPLE.**

— STEVE JOBS

## EXPENDITURES: LRF KEY DRIVERS & ASSUMPTIONS

### BASELINE PROJECTIONS: EXPENSES PERSONNEL SERVICES PROJECTED 2020-2030



PROJECTED ANNUAL GROWTH 2021-2030: 4.38%

### PERSONNEL SERVICES: YEARS 1-3 (FY2021-2023)

Reduced expenses in personnel services that resulted from COVID-19 related service reductions in FY20 and FY21 are expected to be replaced with increased expenses for personnel as the District recovers and restores service. In addition to the increase in staff, the most significant increase to personnel cost is for medical benefits which are forecasted to increase annually by 7%.

### PERSONNEL SERVICES YEARS 4-10 (FY2024-2030)

Personnel costs that include medical benefits will continue to increase 7% per year as our transit service expands.

### RISKS:

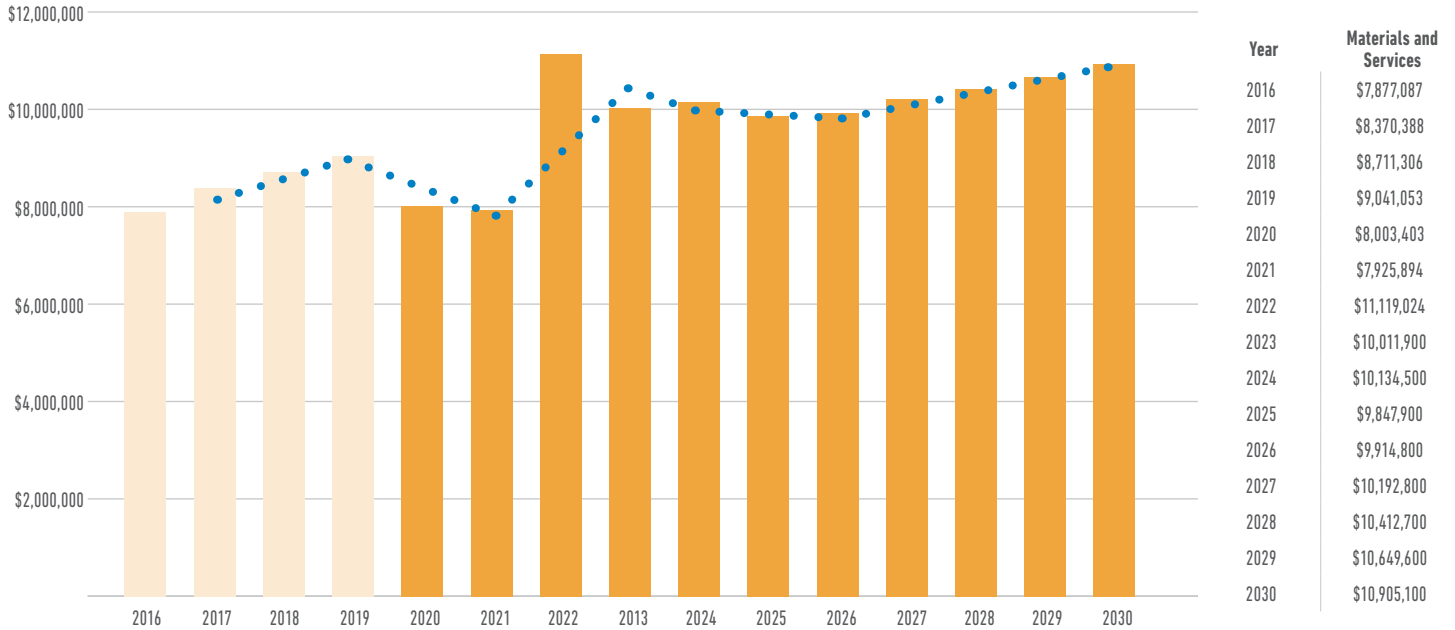
- Competitive wage scales and negotiated contractual wages and benefits are higher than the forecast model.

### OPPORTUNITIES:

- Productivity increases delivering transit service to the community that results in lower personnel costs.
- Ridership recovery is slower than projected and the slower pace of increasing service conforms to real-time demand.
- Medical costs increase at a slower pace than forecast or structure changes in federal medical funding reduce costs.
- Transit network design structures allow us to increase our levels of service with fewer drivers.



**BASELINE PROJECTIONS: EXPENSES**  
**MATERIALS AND SERVICES PROJECTED 2020-2030**



PROJECTED ANNUAL GROWTH 2021-2030: 3.81%

**MATERIALS AND SERVICES:  
 YEARS 1-3 (FY2021-2023)**

The transitional period reflected in the FY2022 budget includes a number of short-term expense increases. These are:

- Professional and other contracted service costs to fill critical position gaps, and
- Increased equipment and cleaning costs necessary to deliver safe, clean transit in a pandemic environment.

Increased and ongoing costs to better serve our community are reflected in these areas:

- Facility maintenance costs for our new Santa Clara Station (opened February 2021),
- Increased fuel and vehicle maintenance costs that reflect expanded transit services, and
- Computer hardware and software support costs necessary to the increasing responsibilities our technology systems must meet to efficiently and effectively deliver our services.



### MATERIALS AND SERVICES: YEARS 4-10 (FY2024-2030)

Costs forecast for the latter part of FY2026 are expected to decrease as the cost to operate in a post-pandemic environment normalizes. Critical position gaps are expected to be filled and the benefits of our fleet replacement will result in a reduction in the costs of parts and vehicle maintenance. However, expenses related to maintaining the new fleet of electric vehicles are expected to rise toward the end of the forecast period as electric batteries are serviced or replaced.

#### RISKS:

- Electric bus technology is relatively new with total cost of ownership currently unknown.
- Economic inflation increases the cost of materials and services.

#### OPPORTUNITIES:

- Post-pandemic technologies and new ways of working reduce costs.
- Process efficiencies & improved reporting identify opportunities to reduce costs (e.g. inventory holding costs, deadstock, supplier discounts, etc.)
- Community state-of-good-repair investments add value to the community while reducing ongoing service-related costs.
- Transit network efficiencies reduce fuel and other layover costs.

### TRANSFERS TO THE CAPITAL PROJECTS FUND: YEARS 1-3 (FY2021-2023)

Transfers to the capital projects fund align with the 10-year Community Investment Plan grant-match requirements.

### TRANSFERS TO THE CAPITAL PROJECTS FUND: YEARS 4-10 (FY2024-2030)

Transfers to the capital projects fund align with the 10-year Community Investment Plan grant match requirements.

#### RISKS & OPPORTUNITIES:

The Community Investment Plan is a rolling 10-year plan that is updated every year with considered risks and opportunities that include:

- Funding sources that diverge from the plan,
- Project timing that varies from the plan, and
- New opportunities or partnerships that broaden the plan.



RESOURCES	FY2020-21 Estimate	FY2021-22 Adopted	FY2022-23 Forecast	FY2023-24 Forecast	FY2024-25 Forecast	FY2025-26 Forecast	FY2026-27 Forecast	FY2027-28 Forecast	FY2028-29 Forecast	FY2029-30 Forecast
<b>OPERATING REVENUES</b>										
Cash Fares & Passes	\$520,000	\$2,420,000	\$3,598,100	\$4,234,900	\$4,234,900	\$4,234,900	\$4,579,400	\$4,579,400	\$4,579,400	\$4,579,400
Group Passes	\$0	\$1,924,113	\$2,014,700	\$2,195,900	\$2,195,900	\$2,195,900	\$2,195,900	\$2,195,900	\$2,195,900	\$2,195,900
Advertising	\$172,942	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Services	\$40	\$319,489	\$319,500	\$319,500	\$319,500	\$319,500	\$319,500	\$319,500	\$319,500	\$319,500
	<b>\$692,982</b>	<b>\$4,663,602</b>	<b>\$5,932,300</b>	<b>\$6,750,300</b>	<b>\$6,750,300</b>	<b>\$6,750,300</b>	<b>\$7,094,800</b>	<b>\$7,094,800</b>	<b>\$7,094,800</b>	<b>\$7,094,800</b>
<b>NONOPERATING REVENUES</b>										
Payroll Taxes	\$38,228,432	\$38,228,432	\$44,688,600	\$47,447,100	\$49,998,900	\$52,446,600	\$54,958,500	\$57,501,500	\$60,107,800	\$62,811,700
Self-employment Taxes	\$1,371,536	\$1,371,536	\$1,624,700	\$1,747,700	\$1,865,600	\$1,982,000	\$2,103,200	\$2,200,500	\$2,300,300	\$2,403,800
State-in-Lieu	\$494,832	\$494,832	\$578,800	\$614,600	\$647,700	\$679,600	\$721,100	\$754,500	\$788,700	\$824,200
Federal Assistance	\$0	\$20,030,000	\$4,200,000	\$2,200,000	\$2,200,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
State Assistance	\$0	\$1,700,000	\$1,700,000	\$1,793,000	\$1,841,400	\$1,886,600	\$1,944,300	\$1,989,300	\$2,034,400	\$2,080,100
Miscellaneous	\$159,400	\$290,190	\$339,300	\$360,300	\$379,700	\$398,400	\$422,700	\$442,300	\$462,400	\$483,200
Interest	\$175,000	\$274,700	\$274,700	\$274,700	\$274,700	\$274,700	\$274,700	\$274,700	\$274,700	\$274,700
	<b>\$40,429,200</b>	<b>\$62,389,690</b>	<b>\$53,406,100</b>	<b>\$54,437,400</b>	<b>\$57,208,000</b>	<b>\$57,702,900</b>	<b>\$60,459,500</b>	<b>\$63,197,800</b>	<b>\$66,003,300</b>	<b>\$68,912,700</b>
<b>TOTAL REVENUES</b>	<b>\$41,122,182</b>	<b>\$67,053,292</b>	<b>\$59,338,400</b>	<b>\$61,187,700</b>	<b>\$63,958,300</b>	<b>\$64,453,200</b>	<b>\$67,554,300</b>	<b>\$70,292,600</b>	<b>\$73,098,100</b>	<b>\$76,007,500</b>

REQUIREMENTS	FY2020-21 Estimate	FY2021-22 Adopted	FY2022-23 Forecast	FY2023-24 Forecast	FY2024-25 Forecast	FY2025-26 Forecast	FY2026-27 Forecast	FY2027-28 Forecast	FY2028-29 Forecast	FY2029-30 Forecast
<b>OPERATING REQUIREMENTS</b>										
Personnel Services	\$36,351,972	\$40,425,776	\$42,194,000	\$44,868,500	\$46,470,400	\$48,071,700	\$51,120,800	\$52,929,000	\$54,832,400	\$56,836,900
Materials & Services	\$7,925,894	\$11,119,024	\$10,011,900	\$10,134,500	\$9,847,900	\$9,914,800	\$10,192,800	\$10,412,700	\$10,649,600	\$10,905,100
Insurance & Risk Services	\$605,900	\$676,291	\$495,400	\$523,200	\$523,200	\$523,200	\$551,200	\$551,200	\$551,200	\$551,200
	<b>\$44,883,766</b>	<b>\$52,221,091</b>	<b>\$52,701,300</b>	<b>\$55,526,200</b>	<b>\$56,841,500</b>	<b>\$58,509,700</b>	<b>\$61,864,800</b>	<b>\$63,892,900</b>	<b>\$66,033,200</b>	<b>\$68,293,200</b>
<b>TRANSFERS</b>										
Transfer to Specialized Services Fund	\$2,942,083	\$3,736,631	\$2,998,000	\$2,998,000	\$2,998,000	\$2,998,000	\$2,998,000	\$2,998,000	\$2,998,000	\$2,998,000
Transfer to Medicaid Fund	\$345,150	\$400,200	\$400,200	\$400,200	\$400,200	\$400,200	\$400,200	\$400,200	\$400,200	\$400,200
Transfer to Point2point Fund	\$143,936	\$218,124	\$213,100	\$213,100	\$213,100	\$213,100	\$213,100	\$213,100	\$213,100	\$213,100
Transfer to Capital Projects Fund	\$6,177,503	\$12,420,116	\$2,936,000	\$1,773,000	\$2,515,100	\$2,829,800	\$1,917,800	\$3,445,500	\$3,262,300	\$3,875,100
	<b>\$9,608,672</b>	<b>\$16,775,071</b>	<b>\$6,547,300</b>	<b>\$5,384,300</b>	<b>\$6,126,400</b>	<b>\$6,441,100</b>	<b>\$5,529,100</b>	<b>\$7,056,800</b>	<b>\$6,873,600</b>	<b>\$7,486,400</b>
<b>TOTAL REQUIREMENTS</b>	<b>\$54,492,438</b>	<b>\$68,996,162</b>	<b>\$59,248,600</b>	<b>\$60,910,500</b>	<b>\$62,967,900</b>	<b>\$64,950,800</b>	<b>\$67,393,900</b>	<b>\$70,949,700</b>	<b>\$72,906,800</b>	<b>\$75,779,600</b>





# AMENDED COMMUNITY INVESTMENT PLAN





# TABLE OF CONTENTS

**40**

**SECTION 1: CONTEXT FOR LTD'S COMMUNITY INVESTMENTS**

- 40 Community Investments Framework
- 43 Community Investment Priorities
- 43 CIP Development And Review Process
- 44 CIP Development And Review Schedule
- 45 Project Funding Considerations
- 47 Project Classification

**48**

**SECTION 2: LTD'S PROJECT DESCRIPTIONS**

- 50 Improvement Master Schedule
- 52 State of Good Repair Master Schedule
- 53 Improvement Project Descriptions
- 64 State of Good Repair Project Descriptions

**68**

**SECTION 3: PROJECT MASTER LIST IN TABLE FORMAT**

- 70 Improvement Projects
- 72 State of Good Repair Projects

**74**

**SECTION 4: PROJECT FUNDING IN TABLE FORMAT**

- 76 Improvement Projects
- 78 State of Good Repair Projects

SECTION 1

# CONTEXT FOR LTD'S COMMUNITY INVESTMENTS



## COMMUNITY INVESTMENTS FRAMEWORK

A community is at its best when public transportation is easily accessible to take us to the places and services we need every day, to connect us to our jobs, schools, medical appointments, shops, family and friends, and much more—even a stress-free ride to a UO game. Our public transportation makes a significant contribution toward establishing our community identity, supporting dynamic business growth and vibrant community connections, improving physical health, and guiding sustainable neighborhood and regional development. LTD is on the move, joining with our regional partners to serve our community and its aspirations.







## EVERY YEAR, MILLIONS OF RIDERS DEPEND ON LTD TO TRAVEL TO THE PLACES IN OUR COMMUNITY THAT ARE IMPORTANT TO US ALL—PLACES OF WORK AND LEARNING, PLACES FOR SHOPPING AND SOCIALIZING.


Community Investment allows LTD to fulfill our mission in all that we do to create a more connected, sustainable, and equitable community through respect, integrity, innovation, diversity, caring, and collaboration. Our priorities are to serve our passengers and residents with respect, invite collaboration, and listen to our customers, employees, and business partners. We do this by delivering reliable public transportation services; providing safe and accessible vehicles, services, and facilities; offering additional services that reduce dependency on the automobile; practicing sound fiscal and sustainability management; and providing leadership for our community's transportation needs.

Eugene, Springfield, and surrounding communities continue to grow and regional transportation demands continue to diversify. LTD must engage effectively in the economic development, social equity, and environmental

stewardship goals of our broader community. Coordinating and collaborating with our partners allows us to better leverage the significant investments we make in our services, facilities, and systems that will support and sustain these growing and crucial demands. By integrating LTD's plans for growth and development with the goals of the communities we serve, we can contribute most effectively to the prosperity of our region's growing population.

The Community Investment Plan (CIP) is a 10-year framework that provides direction and guidance for LTD's investments and prioritizes our allocation of resources to achieve the District's long-term transportation and livability goals.

The CIP is revised each year with input from our riders, community partners, and the general public.

A blue-tinted photograph of a transit bus. The bus has "rid" visible on its side. In the foreground, a person wearing a light blue t-shirt and a cap is holding a skateboard. The background shows a building with an arched entrance.

**WE ARE WHAT  
WE REPEATEDLY  
DO. EXCELLENCE,  
THEN, IS NOT  
AN ACT, BUT A  
HABIT.**

— ARISTOTLE

## COMMUNITY INVESTMENT PRIORITIES

The CIP has two fundamental objectives:

1. To make efficient use of LTD's financial resources
2. To implement regional priorities that anticipate the need for public transportation in the future

The CIP supports the collaborative efforts of the local and regional transportation plans.

LTD's projects vary in size, cost, and community benefit. They preserve existing capital assets and assist LTD in making the delivery of its services more efficient, safe, and attractive. These projects both maintain our infrastructure while providing opportunities to invest in new, innovative projects that will better position us to respond to the changing needs of our riders and the community.

The FY2021-2030 CIP totals approximately \$257 million in projects of which \$57 million represent future projects for which funding has not yet been assigned.

**LTD IS VITALLY ENGAGED IN SEEKING BETTER WAYS TO SERVE OUR COMMUNITY. IN COLLABORATION WITH LOCAL GOVERNMENTS, PASSENGERS, AND BUSINESS PARTNERS, WE PLAN FOR A SAFE, FINANCIALLY SUSTAINABLE FUTURE THAT REFLECTS THE DISTRICT'S VALUES AND SERVES OUR PASSENGERS.**

PROJECT CATEGORY	TIER 1 FUNDING	TIER 2 FUNDING	TIER 3 FUNDING	TOTAL COST
	FUNDING SECURED/SECURABLE	FUNDING IDENTIFIED IN APPLICATION PROCESS	FUNDING SOURCE NOT IDENTIFIED	
State of Good Repair	18,486,458	120,435,029	1,500,000	140,421,487
Improvements	21,635,961	39,432,856	55,000,000	116,068,817
Totals	40,122,419	159,867,885	56,500,000	256,490,304



## CIP DEVELOPMENT AND REVIEW PROCESS

Each year the CIP is reviewed and adopted. A draft CIP is submitted to the public for a minimum 30-day comment period during which the public can submit in writing any comments or questions about the plan and testify at a scheduled public hearing. Once the public comment period is concluded, all comments and questions with LTD responses are submitted to the LTD Board of Directors who consider all public comments prior to adoption of the Plan.





## DEVELOPMENT AND REVIEW SCHEDULE

JUL      AUG      SEP      OCT      NOV      DEC      JAN      FEB      MAR      APR      MAY      JUN

STAFF TRACK PROGRESS OF PROJECTS AND FUNDING THROUGHOUT THE FISCAL YEAR

FISCAL YEAR BEGINS

STAFF DEVELOPS PRELIMINARY CIP

PRELIMINARY CIP PUBLISHED FOR PUBLIC REVIEW

PUBLIC HEARING ON CIP; PUBLIC COMMENTS/STAFF RESPONSES PUBLISHED

BUDGET COMMITTEE REVIEWS PRELIMINARY COMMUNITY INVESTMENT PLAN

STAFF DEVELOP BUDGET. PRELIMINARY CIP UPDATED WITH BUDGET BEGINS

BUDGET COMMITTEE IS PRESENTED DRAFT PROPOSED BUDGET AND APPROVES A BUDGET WITH AMENDED CIP

BOARD OF DIRECTORS ADOPT A BUDGET AND AMENDED CIP







## PROJECT FUNDING CONSIDERATIONS

There are two types of projects in the CIP:

1. **State of Good Repair** – These projects keep the District's assets in good working order to provide excellent service to the community, such as vehicle replacement, maintenance and upgrades to technology and facilities, plus other projects intended to keep our current service quality high.
2. **Improvement** – These projects expand our investment in our community and can include frequent transit network projects, fare management, and large technology and facility upgrades. By providing more services and advantages to our riders, LTD's improvement projects further enhance our community and strengthen its sustainability.

LTD uses the following seven criteria when determining whether projects meet community and organizational needs.

### 01 PROJECT DEFERRAL IMPLICATION

To what extent will deferring a project create unsafe conditions and/or cause noticeable disruption to the level of service or user benefits and/or put the District out of compliance with legal, compliance, or regulatory mandates?

### 02 FEASIBILITY OF IMPLEMENTATION

What is the likelihood that the project will be completed within the requested budget and schedule?

### 03 OPERATING BUDGET IMPACT

What impact will the project have on the operating budget of the District and will the ongoing costs be sustainable given the projected incoming revenue sources?

### 04 RIDERSHIP/QUALITY OF SERVICE DELIVERY

What impact will this project have on ridership, quality of service delivery, and benefits to the community?

### 05 ECONOMIC CONTRIBUTION

How will a project increase the District's revenue, create jobs, and/or improve the local economy?

### 06 ENVIRONMENTAL STEWARDSHIP

How will a project preserve the natural environment, conserve natural resources, reduce pollution, or otherwise contribute to a sustainable community?

### 07 OTHER BENEFITS

What benefits (beyond ridership/quality of service delivery) does the project have to the community (e.g., data insight, better transparency)?







Following the staff review process, projects are organized into three tiers based on their funding status.

**Tier 1:** Full funding has been secured.

**Tier 2:** Funding is in the application process and/or the funding source has been identified.

**Tier 3:** Funding source has not yet been identified.

LTD's final decision to commit funds occurs through the annual budget process. Although the CIP is the starting point for the annual budget, the projects budgeted each year vary from those proposed in the CIP as a result of available funding and the funding needs of existing projects already underway. Projects proposed in the CIP reflect each planned project's cost. The assigned budget for the current state of any project may be adjusted between the time the CIP is adopted and the project's actual implementation.

## PROJECT CLASSIFICATION

All projects in the CIP are grouped into one of the five following major classifications:

**Frequent Transit Network (FTN):** Focuses on increasing the overall safety of public transit in our region and develops ways reduce travel times and improve passenger experience.

**Fleet:** Relates to the addition, replacement, and overhaul of buses and non-revenue support vehicles and equipment.

**Facilities:** Funds the design, purchase, installation, construction, or improvement/rehabilitation of service, maintenance, and administrative facilities.

**Technology Infrastructure and Support Systems:** Provides necessary updates to the IT (Information Technology) hardware and software used by administrative and operations staff to ensure seamless transit operations—network, communications, servers, power supplies, workstations, tablets, and agency software.

**Safety and Security:** These projects include the acquisition, implementation, and enhancement of security and safety programs that support the delivery of transportation services.

**ALL PROJECTS ARE ORGANIZED INTO THREE FUNDING TIERS AND SORTED INTO FIVE CLASSIFICATIONS BASED ON AVAILABLE FUNDING AND THE NEEDS OF THE PROJECTS ALREADY UNDERWAY.**







## SECTION 2

# LTD'S PROJECT DESCRIPTIONS

From implementing a new technology to building a new transit station, LTD meets the needs of our community by looking for improvements that better serve our riders, neighborhoods, businesses, schools and medical destinations.

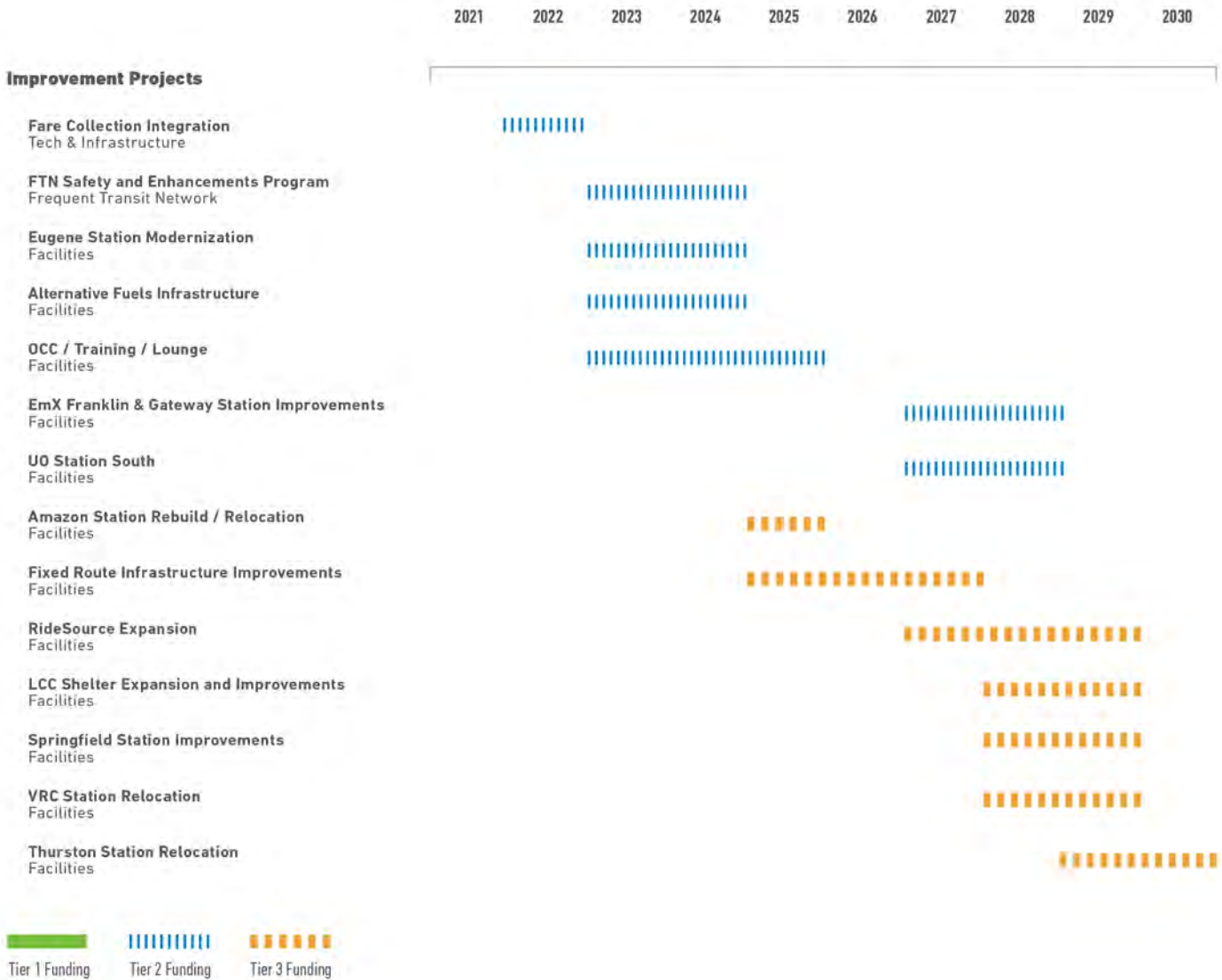
Current projects from all five classifications are represented across all three tiers described in Section 1. For instance, projects that include new buses and fleet maintenance, new construction and facility improvements, software upgrades, and other infrastructure are needed every year to maintain and to improve LTD's service for bus operators to safely pick up and deliver passengers to the essential places they need to go.











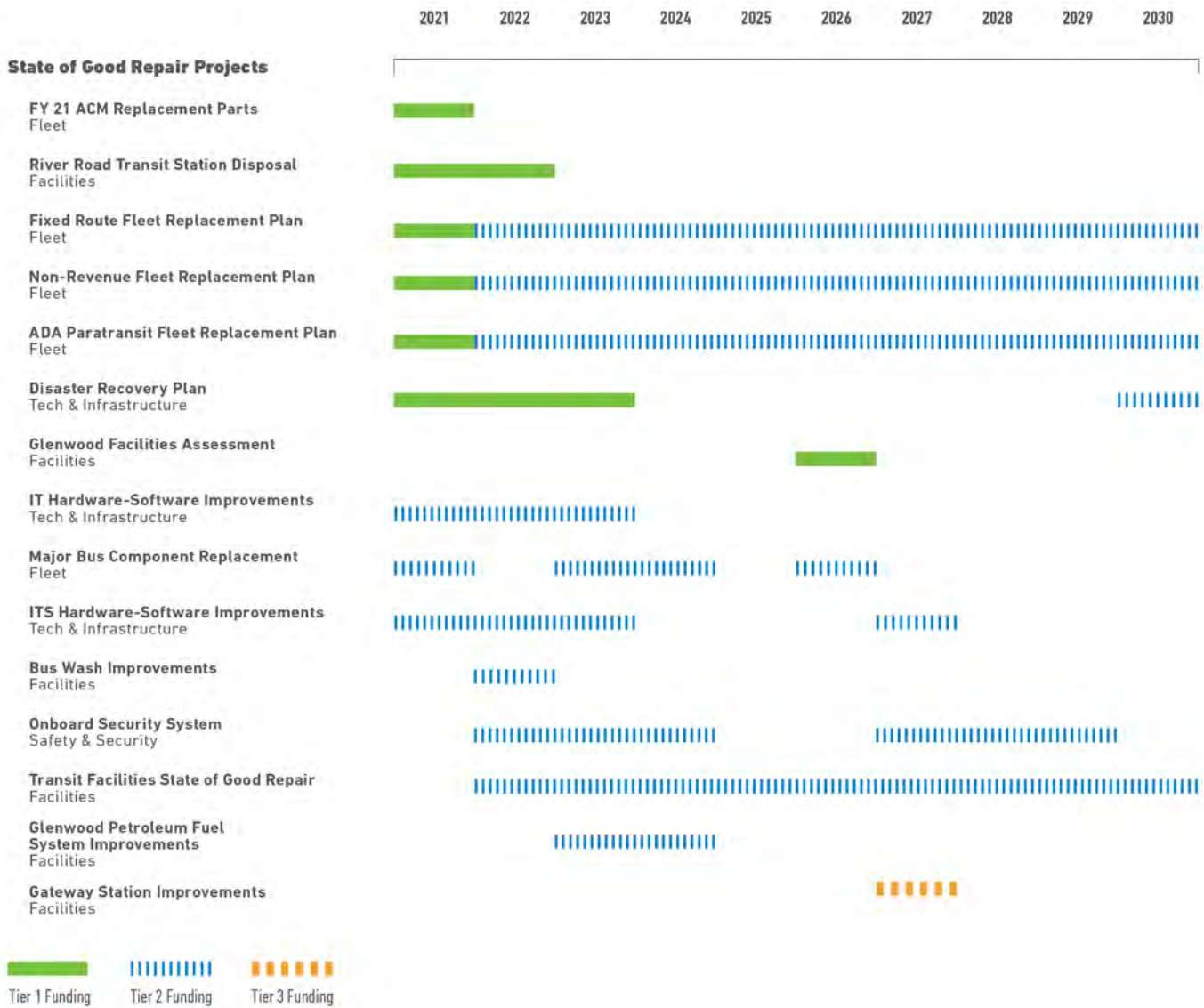
\*For the fiscal year



**"THE BUSINESS COMMUNITY VALUES LTD'S INITIATIVE TO STRETCH LOCAL DOLLARS. LTD WORKS DILIGENTLY TO ENSURE HIGH VALUE ON INVESTMENTS WHILE CREATING A TRANSPORTATION SYSTEM THAT OUR COMMUNITY DESERVES."**

*Vonnie Mikkelsen, President and CEO, Springfield Area Chamber of Commerce*

## STATE OF GOOD REPAIR MASTER SCHEDULE\*



\*For the fiscal year



**“DELIVERING SAFE, RELIABLE, AND CONVENIENT SERVICE IS LTD'S TOP PRIORITY. CONTINUED IMPROVEMENTS AND CAREFUL PLANNING FOR THE FUTURE ENSURES OUR COMMUNITY WILL ALWAYS BE WELL-SERVED IN THEIR MOBILITY NEEDS.”**

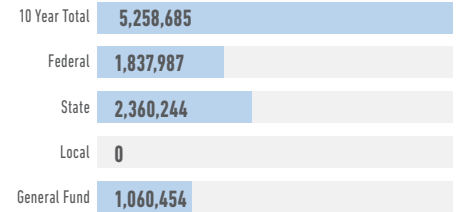
**Caitlin Vargas**, President, LTD Board of Directors



**PROJECT**

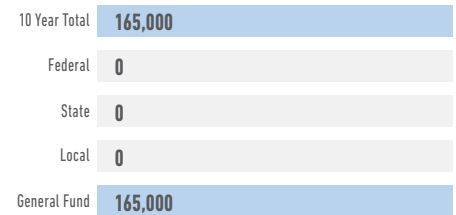
**FUNDING SOURCE - PLANNED**

**Santa Clara Transit Station** The new Santa Clara Transit Station on River Road was designed and built to meet several key goals developed from community input: 1) improve safety and security, 2) improve bus service delays and traffic flows, and 3) enhance the community for residents and businesses. The station includes six bus bays, a Park & Ride with three electric charging stations, secured bike parking, a RideSource pick-up location, and potential for future EmX service to the area.



**Category:** Improvement | **Classification:** Facilities | **Timeline:** FY2021-2022

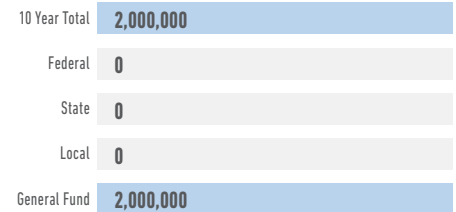
**Green Lane Corner Improvement** Through the Green Lane Corner Improvement Project, LTD purchased the lot at the corner of Green Lane and River Road, removed the building on the property, and constructed landscaping and a sidewalk. These improvements to LTD's new Santa Clara Transit Station provide additional safety, security, and comfort for passengers, employees, and the community.



**Category:** Improvement | **Classification:** Facilities | **Timeline:** FY2021-2022

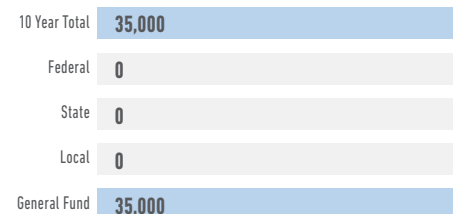
**Passenger Boarding Improvements & System Facility Improvements**

This project is part of a continuous effort to improve LTD facilities in response to changes in both LTD's operational requirements and passengers' needs. These improvements are designed to increase accessibility, comfort, and safety at passenger boarding areas by updating or replacing pathways, shelters, furniture, and/or signage.



**Category:** Improvement | **Classification:** Facilities | **Timeline:** FY2021-2030

**Hunsaker Development Project** Through the Hunsaker Development Project, LTD will sell the remaining property next to Santa Clara Transit Station. This will allow for future development of vacant land around the Transit Station for purposes other than mass transit. It is LTD's goal to sell the remaining property to a developer who is motivated and committed to being a good neighbor.



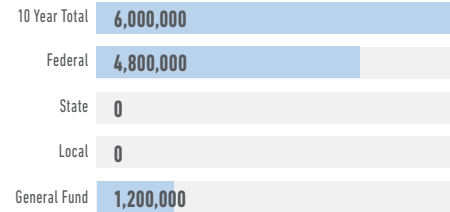
**Category:** Improvement | **Classification:** Facilities | **Timeline:** FY2021-2022

**PROJECT**

**FUNDING SOURCE - PLANNED**

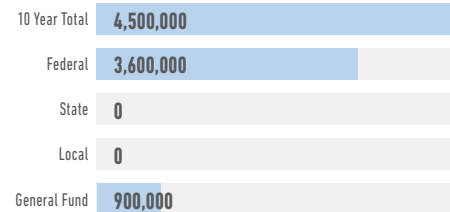
**Alternative Fuels Infrastructure** With LTD's goal to become 100% fossil fuel free by 2035, this project will improve its facilities to accommodate new vehicle propulsion technologies (non-diesel and non-electric vehicles) as determined by the Fleet Procurement Plan.

**Category:** Improvement | **Classification:** Facilities | **Timeline:** FY2023-2024



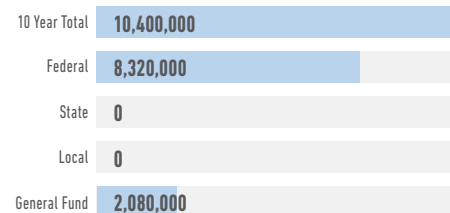
**Eugene Station Modernization** The Eugene Station Modernization project will maintain and improve both the buildings and exterior features of the downtown Eugene Station. These improvements will enhance both the customer and employee experience, and will maintain and update the station's operations well into the future.

**Category:** Improvement | **Classification:** Facilities | **Timeline:** FY2023-2024



**Operation Command Control/Training/Lounge** The Operation Command Control/Training/Lounge project will expand LTD's administrative building to include modern operations dispatch, operator report area, training simulator/classrooms, restrooms/showers, and operator rest areas. These updates will reduce training cost, improve our everyday operations and increase employee development, training, and morale, all of which will sustain better service to our community.

**Category:** Improvement | **Classification:** Facilities | **Timeline:** FY2023-2025



**Amazon Station Rebuild / Relocation** LTD is currently exploring three possibilities to improve accessibility, comfort, and safety for passengers and employees using Amazon Station: 1) replace the passenger shelter structure, platform paving, furniture, and operator area, 2) buy the current location and make improvements, or 3) relocate the station itself and build new improvements.

**Category:** Improvement | **Classification:** Facilities | **Timeline:** FY2025-2026

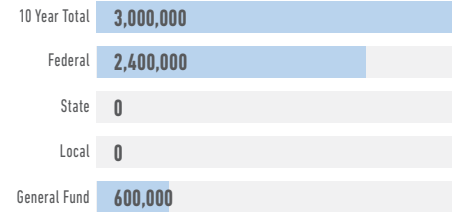


**PROJECT**

**Fixed Route Infrastructure Improvements** LTD will update signs, shelters, furniture, and other equipment at stops along our Fixed Route Network, increasing accessibility, comfort, and passenger safety at these boarding areas.

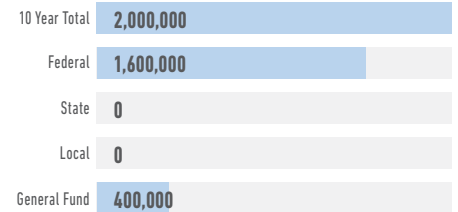
**Category:** Improvement | **Classification:** Facilities | **Timeline:** FY2025-2027

**FUNDING SOURCE - PLANNED**



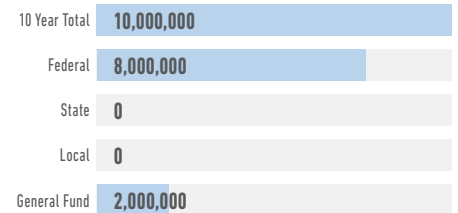
**EmX Franklin & Gateway Station Improvements** EmX platforms along Franklin and at Gateway Station will be updated to increase passenger safety, comfort, and accessibility while furthering LTD's sustainability goals. Improvements might include repainting structures, installing new digital signage, updating to LED lighting, and rehabilitating furniture and shelters.

**Category:** Improvement | **Classification:** Facilities | **Timeline:** FY2027-2028



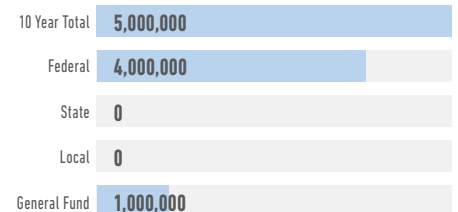
**RideSource Expansion** The RideSource Expansion project will allow LTD to increase parking capacity for our ADA paratransit and employee vehicles and expand the RideSource operational/administrative building to meet current and future demands.

**Category:** Improvement | **Classification:** Facilities | **Timeline:** FY2027-2029



**UO Station-South** LTD plans to either rebuild or relocate the University of Oregon Station-South, located on UO property, as part of our ongoing efforts to enhance customer experience and better serve our community's growing needs.

**Category:** Improvement | **Classification:** Facilities | **Timeline:** FY2027-2028



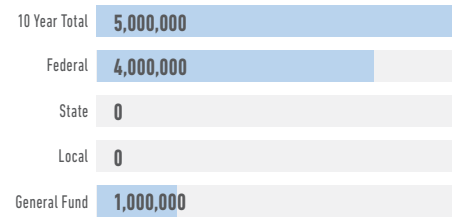


**PROJECT**

**FUNDING SOURCE - PLANNED**

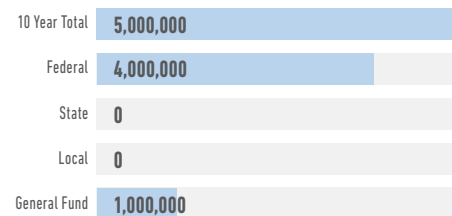
**LCC Shelter Expansion and Improvements** Shelter improvement and expansion is planned for the Lane Community College Station. By rehabilitating existing shelters and furniture, and increasing shelter coverage, this project will greatly increase comfort and accessibility for riders using the station.

**Category:** Improvement | **Classification:** Facilities | **Timeline:** FY2028-2029



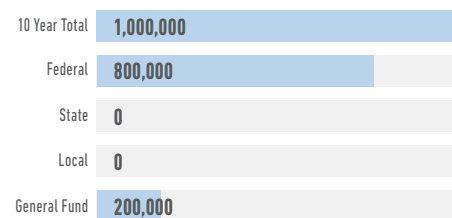
**Springfield Station Improvements** Considered among plans to improve LTD's Springfield Station are: 1) repainting passenger structures, 2) installing new digital signage, 3) updating to LED lighting, 4) repairing platform paving, and 5) rehabilitating furniture and shelters as part of our ongoing efforts to increase comfort and accessibility while furthering our sustainability goals.

**Category:** Improvement | **Classification:** Facilities | **Timeline:** FY2028-2029



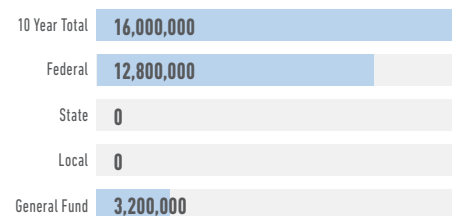
**VRC Station Relocation** The project's objective is to relocate and upgrade LTD's Valley River Center Station to better provide efficient service with new shelters and furniture to enhance accessibility and comfort for our passengers.

**Category:** Improvement | **Classification:** Facilities | **Timeline:** FY2028-2029



**Thurston Station Relocation** LTD plans to relocate Thurston Station and the associated operator relief building. This change will allow us to better meet the changing needs of passengers, employees, and our growing community.

**Category:** Improvement | **Classification:** Facilities | **Timeline:** FY2029-2030

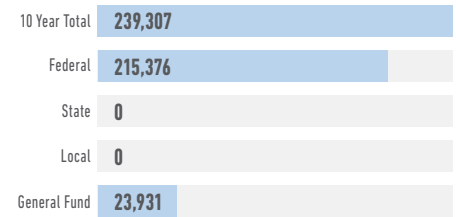


**PROJECT**

**Fleet Procurement Plan** LTD's goal is to become 100% fossil fuel free by 2035. The Fleet Procurement Plan will assist LTD in making informed decisions about its fleet as it considers further electrification of its buses and the use of other fuel types to meet our environmental objectives. Transit vehicles have a lifespan of approximately 12 years and LTD will use this transition period to determine what mix of vehicle types will allow us to continue providing high-quality service to the community, lower our environmental impact, and maintain costs. In some instances, replacing older traditional buses with new low-emission buses actually costs less than continuing to maintain older vehicles. This plan will guide LTD in making resourceful investments that are both environmentally and financially sustainable.

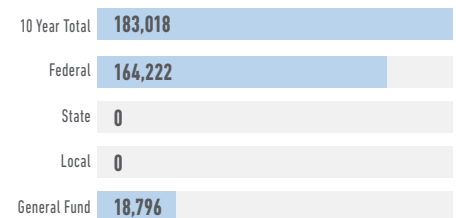
**Category:** Improvement | **Classification:** Fleet | **Timeline:** FY2021-2022

**FUNDING SOURCE - PLANNED**



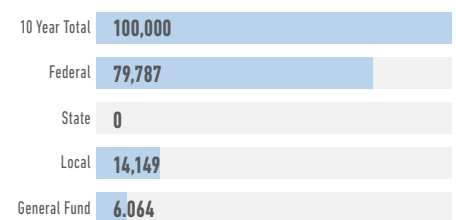
**Main-McVay Transit Study** With community goals to increase safety, lower congestion, and improve quality of life, the Main-McVay Transit Study compares the most promising transit options to connect Springfield Station to Thurston (via Main Street) and to Lane Community College (via McVay Highway). This project is currently on hold to allow ODOT and the City of Springfield to complete the Main Street Safety Project, which will significantly influence future decisions about transit options. Once the Main Street Safety Project is complete, the Main-McVay Transit Study will resume, timeline to be determined.

**Category:** Improvement | **Classification:** FTN | **Timeline:** FY2021-2023



**River Road Transit Community Implementation Plan** The River Road Transit Community Implementation Plan is a collaborative effort between the City of Eugene and Lane Transit District to encourage and develop bus routes connecting River Road (the major thoroughfare from Santa Clara) through the River Road neighborhood to central Eugene. This study engages community members to explore ways to improve transit connections in the area (such as mixed-use development and bicycle and pedestrian access), while still maintaining the most desirable aspects of the neighborhood character. The FTA grant for this project was secured by LTD and the project is being managed by the City of Eugene.

**Category:** Improvement | **Classification:** FTN | **Timeline:** FY2021



**PROJECT**

**FUNDING SOURCE - PLANNED**

**Planning Studies** Strategic Planning Studies are interconnected plans that will guide LTD’s decisions and direction. The group of projects that fall within “Strategic Planning Studies” will be reassessed and developed each year as part of the CIP process. The FY2021 to FY2022 Strategic Planning Studies include:

Strategic Business Plan (SBP) – The Strategic Business Plan is intended to serve as LTD’s guiding framework to reach our long-term goals and objectives within existing financial constraints, and prioritize our actions over a period of 10 years.

The scope of the project includes the following broad tasks:

- Revisit Mission, Vision, Core Values and Goals,
- Organizational Change Management,
- Leadership Development, and
- Financial and Strategic Planning for the next three to ten years.

The SBP also informs other LTD documents and processes such as the annual budget, CIP, Long Range Financial Plan and Long-Range Transportation Plan.

The Mobility Management Strategy (MMS) – The MMS will help LTD to explore the range of mobility options that can best connect its customers to their destinations. This effort will result in the development of tools that allow LTD to evaluate potential partnerships and new ways of delivering service. These new and emerging technologies have great potential to improve LTD’s ability to connect our community equitably, sustainably, and conveniently. The MMS will be complete by the end of 2022.

Lane Council of Governments (LCOG) Planning Assistance – This important resource allows LTD to access a broad range of skill sets available through LCOG for several projects, including MovingAhead and the Main Street Transit Study. Maintaining this Intergovernmental Agreement (IGA) will continue our ongoing collaboration on these critical projects.

Comprehensive Operations Analysis (COA) – The COA is a detailed study of LTD’s transit service, including an assessment of existing strengths, areas for improvements, and options to better serve the community. This current COA, LTD’s second, will focus on restoring and enhancing LTD’s service and programs post-COVID over a three-year period between FY2023-2025.

Marketing and Brand Plans – Drawing from the priorities outlined in the SBP and the COA, LTD’s Marketing and Brand Plans will assist LTD in communicating clearly and consistently with riders and the public.

Resiliency and Infrastructure Plan (RIP) – The RIP is a plan to ensure business continuity and the ability to continue to provide essential transportation services for the community in the event of a disaster.

**Category:** Improvement | **Classification:** FTN | **Timeline:** FY2021-2030

10 Year Total	5,215,000
Federal	0
State	684,994
Local	0
General Fund	4,530,006

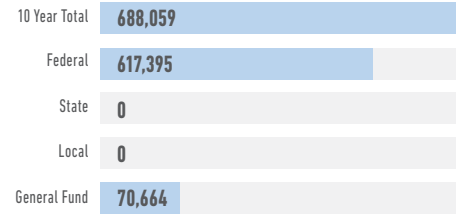


**PROJECT**

**MovingAhead** MovingAhead is a collaborative effort between the City of Eugene, Lane Transit District and other partners in the community to evaluate and implement needed transportation improvements on our region’s major streets. Spanning several years, this effort is now in its final decision-making process and has been shaped by valuable input from local residents.

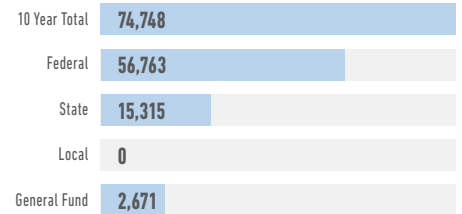
**Category:** Improvement | **Classification:** FTN | **Timeline:** FY2021-2023

**FUNDING SOURCE - PLANNED**



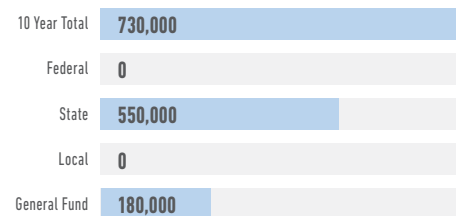
**West Eugene EmX Extension** The West Eugene EmX Extension Project added 8.8 miles (round trip) to the EmX bus line from Eugene Station out into West Eugene. This new EmX line connects residences and businesses along West 11th Avenue with the downtown areas of Eugene and Springfield, and the University of Oregon and Peace Health Hospital, the region’s two largest employers. After two years of operation, LTD is completing a Before and After Study to determine if this new extension to the west is meeting the project’s primary goals.

**Category:** Improvement | **Classification:** FTN | **Timeline:** FY2021



**Platform Validators / Fare Collection** Through this effort, LTD will purchase scanners for the TouchPass electronic fare collection system that can be installed on EmX platforms. This will allow customers to access their fare accounts prior to boarding the bus, resulting in faster boarding and greater rider convenience. This project also includes necessary upgrades to ticket vending machines on Franklin and Pioneer Parkway EmX platforms for customers to continue to purchase single-ride and day pass fares.

**Category:** Improvement | **Classification:** FTN | **Timeline:** FY2022



**COMING  
TOGETHER IS  
A BEGINNING;  
KEEPING  
TOGETHER IS  
PROGRESS;  
WORKING  
TOGETHER IS  
SUCCESS.**

— EDWARD EVERETT HALE

**PROJECT**

**Franklin Boulevard Opportunity Zone Corridor Project: Transit Improvements**

This project is part of a broader partnership with the City of Eugene and City of Springfield to significantly upgrade and transform Franklin Boulevard which serves as a key connection between downtown Eugene and downtown Springfield. Franklin Boulevard's congestion poses a variety of challenges: It is difficult for pedestrians to cross and, in some portions, LTD's EmX buses are forced to share one bus lane for both directions of travel, thereby reducing frequency of service for our growing ridership. With important community input over several phases, the new Franklin Boulevard will be a complete street that is safe and comfortable for all road users—pedestrians, bicyclists, buses, and drivers. This is a project that focuses on transit improvements. Its completion will greatly improve quality of life by reducing travel time and costs; increasing economic resilience, environmental health, and physical well-being; and encouraging further development in the area.

**Category:** Improvement | **Classification:** FTN | **Timeline:** FY2022

**FUNDING SOURCE - PLANNED**

10 Year Total	5,000,000
Federal	0
State	0
Local	0
General Fund	5,000,000

**FTN Safety and Enhancements Program** The FTN (Frequent Transit Network) Safety and Enhancements Program aims to improve the region's Frequent Transit Network in a variety of ways. It focuses primarily on increasing the overall safety of public transit in our region, as well as help reduce travel times and improve passenger experience.

**Category:** Improvement | **Classification:** FTN | **Timeline:** FY2023-2024

10 Year Total	2,100,000
Federal	1,884,330
State	0
Local	0
General Fund	215,670

**Bus Rapid Transit System Improvements** This project aims to improve the region's EmX system in a variety of ways. It focuses primarily on increasing the overall safety of public transit in our region, and helps reduce travel times and improve passenger experience.

**Category:** Improvement | **Classification:** FTN | **Timeline:** FY2023-2025

10 Year Total	4,200,000
Federal	0
State	4,200,000
Local	0
General Fund	0

**FTN Safety and Amenity Improvements** Frequent Transit Network (FTN) Safety and Amenity Improvements will increase safety, access, and comfort for passengers, operators, and community members using or interacting with stops along LTD's Frequent Transit Network.

**Category:** Improvement | **Classification:** Safety & Security  
**Timeline:** FY2021-2022

10 Year Total	700,000
Federal	628,110
State	0
Local	0
General Fund	71,890

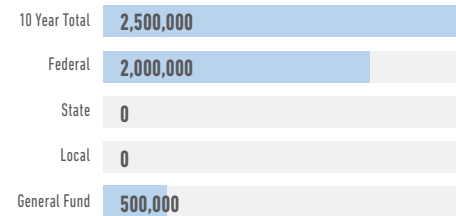


**PROJECT**

**FUNDING SOURCE - PLANNED**

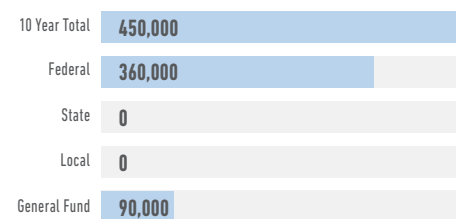
**System Security Improvements** System Security Improvements is a multi-phase project that will increase the safety and security of LTD passengers, employees, facilities, and vehicles. These improvements will be installed at locations that are particularly vulnerable to vandalism and other criminal activity, ensuring we can equitably provide safe and accessible service across our system.

**Category:** Improvement | **Classification:** Safety & Security  
**Timeline:** FY2021-2024



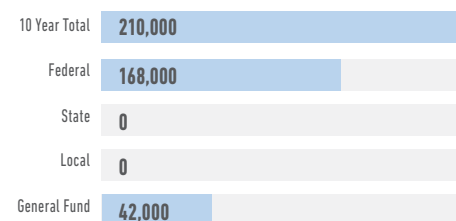
**NOVUS Modules** NOVUS is the software LTD uses to run the RideSource ADA paratransit and other specialized services. These software upgrades will enhance RideSource service, improve passenger experience, and help LTD meet new Oregon Health Authority requirements. Some key new features include: 1) a passenger portal that allows passengers to access and manage their ride information through a website where they can request, modify, cancel or confirm their trip, 2) push notifications to customers that provide trip reminders and updates with options to confirm or cancel their trip, and 3) tablets for companies that operate RideSource buses designed to capture ride information electronically, such as times of pick-up and drop-off, and the status of the trip.

**Category:** Improvement | **Classification:** Tech & Infrastructure | **Timeline:** FY2022



**NTD Reporting Software** In order to receive federal funding, LTD is required to submit a variety of data about our service to the National Transit Database (NTD). Through this project, LTD will purchase software specifically designed to compile these data from multiple departments. The software will greatly enable accurate compliance with these complex reporting requirements and reduce staff time spent on the process.

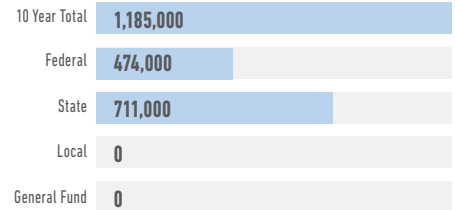
**Category:** Improvement | **Classification:** Tech & Infrastructure  
**Timeline:** FY2021-2022



**PROJECT**

**FUNDING SOURCE - PLANNED**

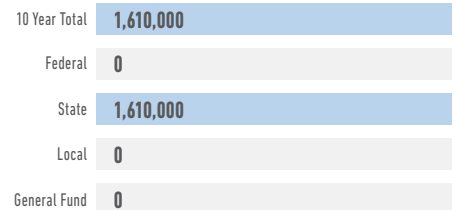
**MAAS (Mobility As A Service) Software** The MAAS Project is a collaboration with other local government agencies to create an innovative software that allows community members to plan a trip in the Eugene-Springfield area using a variety of transportation modes (bus, bike share, scooter share, walking, car sharing, vanpooling, etc.), and pay for that trip using an all-in-one "mobile wallet." This software will greatly improve the community's ability to make transportation connections easily and conveniently.



**Category:** Improvement | **Classification:** Tech & Infrastructure

**Timeline:** FY2021-2023

**Real Time Sign Hardware, Software, Data Management** The Real-Time Sign Hardware, Software, and Data Management Project has three key components: (1) replacing aging equipment, (2) purchasing sign management software for remote sign control, and (3) purchasing software to improve real-time data accuracy. These improvements ensure our ability to improve passenger experience by effectively communicating accurate information to our platform signs, Trip Planner, and services like Google Maps.



**Category:** Improvement | **Classification:** Tech & Infrastructure

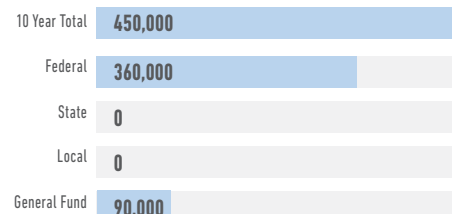
**Timeline:** FY2021-2023

**Fare Collection Integration** This project offers the ability to extend TouchPass technology and equipment to transportation services that operate within the LTD service area, providing a seamless transportation experience that is easy and convenient.



**Category:** Improvement | **Classification:** Tech & Infrastructure | **Timeline:** FY2022

**Website** LTD plans to upgrade to a more technologically advanced website that will improve communication with riders and our community and allow for future expansion of LTD's services. The new website will be simpler for users to navigate, faster for staff to update, and will more easily integrate with innovative mobility services.



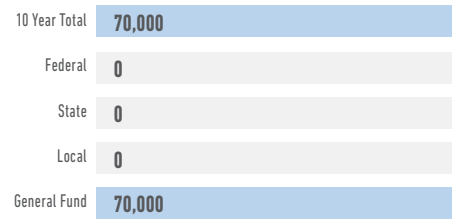
**Category:** Improvement | **Classification:** Tech & Infrastructure | **Timeline:** FY2022

**PROJECT**

**FUNDING SOURCE - PLANNED**

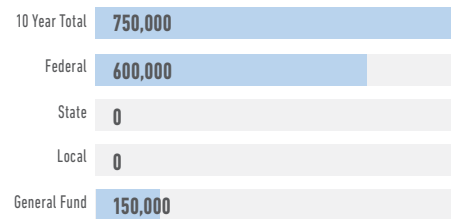
**River Road Transit Station Disposal** The new Santa Clara Transit Station is open and LTD will be placing the old River Road Transit Station on the market. Some costs associated with the sale include: 1) obtaining an appraisal and its review 2) hiring legal counsel for the property sale, 3) removing LTD items from the site, and 4) constructing temporary fencing around the site.

**Category:** State of Good Repair | **Classification:** Facilities  
**Timeline:** FY2021-2022



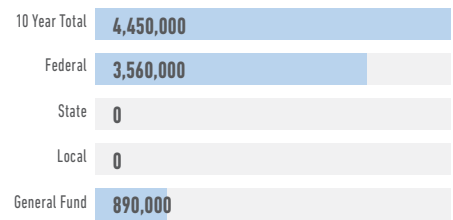
**Bus Wash Improvements** Keeping our vehicles clean extends their life and reduces the need for repairs. The manufacturer of our current system has ceased operations. This means that proprietary replacement parts can no longer be found. Replacing the entire bus cleaning system is now necessary.

**Category:** State of Good Repair | **Classification:** Facilities | **Timeline:** FY2022



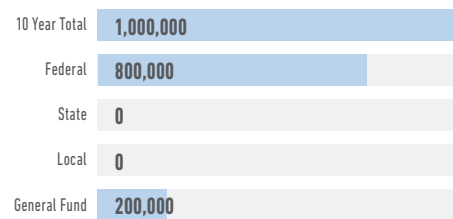
**Transit Facilities State of Good Repair** LTD will repair and renovate our buildings, including elements such as ventilation, fire safety equipment, flooring and windows, and overall structural integrity. These improvements will increase the safety and comfort for passengers and staff, and keep our facilities in good working order.

**Category:** State of Good Repair | **Classification:** Facilities  
**Timeline:** FY2022-2030



**Glenwood Petroleum Fuel System Improvements** This project will upgrade and replace LTD's petroleum and fluid dispensing system, much of which has reached the end of its useful life. The many components of this system, crucial to our operations, includes storage vessels, pumps, product lines, leak monitors, and dispensing equipment.

**Category:** State of Good Repair | **Classification:** Facilities | **Timeline:** FY2023-2024





**PROJECT**

**Glenwood Facilities Assessment** Expert assessment of current buildings, equipment, and systems at LTD's Glenwood facilities is planned in order to predict required or recommended upgrades, replacements, and overhauls. This assessment will help LTD plan for and prioritize improvements which keep our facilities in good working order in a financially sustainable manner.

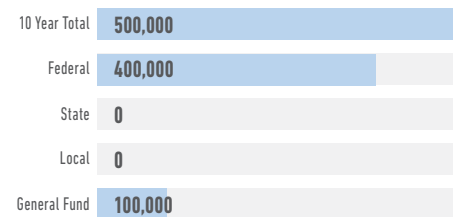
**Category:** State of Good Repair | **Classification:** Facilities | **Timeline:** FY2026

**FUNDING SOURCE - PLANNED**



**EmX Franklin & Gateway Station Improvements** The planned maintenance and upgrade of LTD's Gateway Station is designed to keep it in good working order and further our sustainability goals. Updates might include repainting structures, installing digital signage, and other minor improvements.

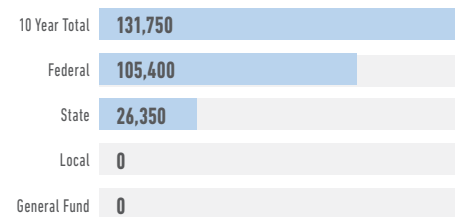
**Category:** State of Good Repair | **Classification:** Facilities | **Timeline:** FY2027



**FY 2021 Associated Capital Maintenance (ACM) Replacement Parts**

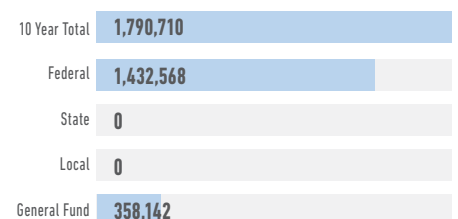
This project allows LTD to keep our vehicles in good working order by replacing failing and/or unreliable parts to decrease long-term costs, improve service, and result in longer-lasting and reliable vehicles.

**Category:** State of Good Repair | **Classification:** Fleet | **Timeline:** FY2021



**Major Bus Component Replacement** LTD will replace major vehicle components like our bus hybrid systems and engines under this program, and allow us to keep our vehicles in good working order by replacing failing and/or unreliable parts. This means our vehicles last longer and work more reliably, decreasing long-term costs and improving service.<sup>2</sup>

**Category:** State of Good Repair | **Classification:** Fleet  
**Timeline:** FY2021, FY2023-2024, FY2026

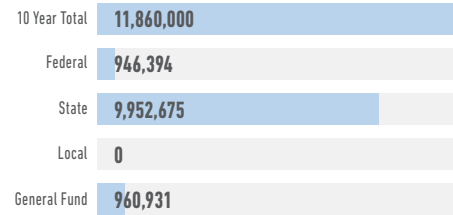


**PROJECT**

**FUNDING SOURCE - PLANNED**

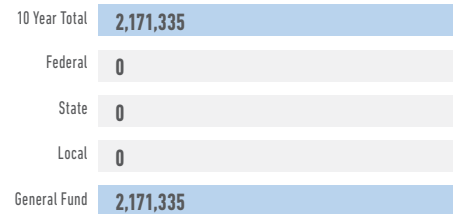
**ADA Paratransit Fleet Replacement Plan** The ADA Paratransit Fleet Replacement Plan is a ten-year plan for identifying which paratransit vehicles need to be replaced with new purchases. Paratransit vehicles are used to operate the RideSource ADA service and other specialized programs. LTD plans to replace eleven minibuses, one modified minivan, and one non-revenue vehicle in the first year of the ten-year plan. As with our Fixed Route fleet and our Non-Revenue fleet, the ADA Paratransit fleet will be reviewed annually, noting the condition of vehicles and available funds, allowing us to equitably serve our community in a financially sustainable way.

**Category:** State of Good Repair | **Classification:** Fleet | **Timeline:** FY2021-2030



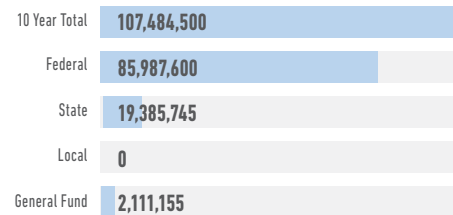
**Non-Revenue Fleet Replacement Plan** The Non-Revenue Fleet Replacement Plan is a ten-year plan for identifying which non-revenue vehicles need to be replaced with new purchases. Non-revenue vehicles do not move passengers but are cars, trucks, and vans used to transport equipment and staff between District properties and to and from meetings. LTD plans to purchase one non-revenue vehicle in the first year of this ten-year plan. The plan will be reviewed annually thereafter, noting the condition of vehicles and available funds.

**Category:** State of Good Repair | **Classification:** Fleet | **Timeline:** FY2021-2030



**Fixed Route Fleet Replacement Plan** The Fixed Route Replacement Plan is a ten-year plan for identifying buses to be replaced and the purchase of new buses. LTD plans to replace nineteen 40-foot buses in the first year of this ten-year project. The plan will be reviewed annually and the condition of vehicles and available funds.

**Category:** State of Good Repair | **Classification:** Fleet | **Timeline:** FY2021-2030

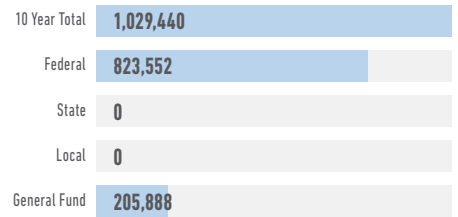


**PROJECT**

**Onboard Security System** LTD will replace the video surveillance systems we use on our buses that are currently approaching the end of their useful life. Video surveillance systems help our Public Safety and Operations staff ensure we are providing a safe and secure environment for passengers and operators while providing equitable and high-quality service.

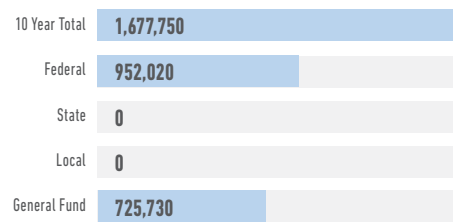
**Category:** State of Good Repair | **Classification:** Safety & Security  
**Timeline:** FY2022-2024, FY2027-2029

**FUNDING SOURCE - PLANNED**



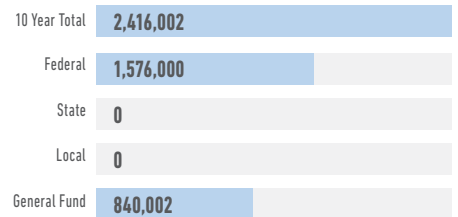
**Disaster Recovery Plan** The Disaster Recovery Plan encompasses several interconnected and overlapping projects previously identified in the IT (Information Technology) Disaster Recovery Study. To ensure we can keep our community connected throughout all circumstances, this plan allows LTD to fully prepare for a variety of potential disasters that may affect every aspect of our information technology systems, hardware, and software.

**Category:** State of Good Repair | **Classification:** Tech & Infrastructure  
**Timeline:** FY2021-2023, FY2030



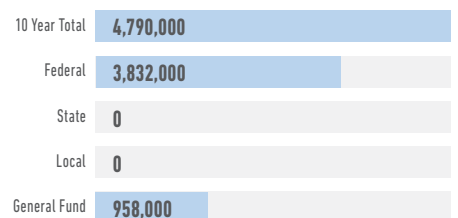
**IT Hardware-Software Improvements** This project provides necessary updates to IT (Information Technology) hardware and software used by administrative and operations staff to keep our service running, including, but not limited to, network, communications, servers, power supplies, workstations, tablets, and agency software.

**Category:** State of Good Repair | **Classification:** Tech & Infrastructure  
**Timeline:** FY2021-2023



**ITS Hardware-Software Improvements** Providing timely updates to ITS (Intelligent Transportation Systems) hardware and software used on buses is vital to keeping our service moving efficiently and reliably. Improvements will include network, servers, radio systems, maintenance systems, and other vehicle-related technology.

**Category:** State of Good Repair | **Classification:** Tech & Infrastructure  
**Timeline:** FY2021-2023, FY2027







SECTION 3

**PROJECT MASTER LIST IN TABLE FORMAT**

With support from volunteer community members of the District’s Budget Committee and Strategic Planning Committee, the LTD Board of Directors identifies and prioritizes a list of investments to serve the needs of our community during the next ten years and position LTD to be prepared to meet the changing transportation needs of the region.





**"THROUGH THOUGHTFUL COLLABORATION, LTD WORKS WITH COMMUNITIES TO MEET THEIR TRANSIT NEEDS FOR TODAY AND TOMORROW. COORDINATION BETWEEN LTD AND ITS PUBLIC AND PRIVATE PARTNERS CREATES A TRANSIT SYSTEM THAT CONNECTS PEOPLE TO WHERE THEY NEED TO GO THROUGHOUT THE REGION."**

Greg Evans, Eugene City Councilor, former LTD board member, current member of the LTD Strategic Planning Committee

## FUTURE YEAR PROJECTIONS: IMPROVEMENTS

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total	Project Total
<b>IMPROVEMENTS YEAR TOTALS</b>	<b>\$7,070,758</b>	<b>\$12,178,717</b>	<b>\$10,244,342</b>	<b>\$18,675,000</b>	<b>\$11,150,000</b>	<b>\$9,150,000</b>	<b>\$5,650,000</b>	<b>\$13,750,000</b>	<b>\$12,550,000</b>	<b>\$15,650,000</b>	<b>\$116,068,817</b>	<b>\$230,259,369</b>
<b>FACILITIES</b>	<b>\$5,568,685</b>	<b>\$290,000</b>	<b>\$5,100,000</b>	<b>\$15,200,000</b>	<b>\$9,700,000</b>	<b>\$8,700,000</b>	<b>\$5,200,000</b>	<b>\$13,300,000</b>	<b>\$12,100,000</b>	<b>\$15,200,000</b>	<b>\$90,358,685</b>	<b>\$100,300,000</b>
Alternative Fuels Infrastructure	\$0	\$0	\$3,000,000	\$3,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$6,000,000	\$6,000,000
Amazon Station Rebuild/Relocation	\$0	\$0	\$0	\$0	\$7,500,000	\$7,500,000	\$0	\$0	\$0	\$0	\$15,000,000	\$15,000,000
EmX Franklin & Gateway Station Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$1,000,000	\$0	\$0	\$2,000,000	\$2,000,000
Eugene Station Modernization	\$0	\$0	\$500,000	\$4,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$4,500,000	\$4,500,000
Fixed Route Infrastructure Improvements	\$0	\$0	\$0	\$0	\$1,000,000	\$1,000,000	\$1,000,000	\$0	\$0	\$0	\$3,000,000	\$3,000,000
Green Lane Corner Improvement	\$155,000	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$165,000	\$750,000
Hunsaker Development Project	\$5,000	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000	\$45,000
LCC Shelter Expansion and Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$4,500,000	\$0	\$5,000,000	\$5,000,000
OCC / Training / Lounge	\$0	\$0	\$1,400,000	\$8,000,000	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$10,400,000	\$10,400,000
Passenger Boarding Improvements & Systems Facilities Improvements	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$2,000,000	\$2,305,000
RideSource Expansion	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$8,000,000	\$1,000,000	\$0	\$10,000,000	\$10,000,000
Santa Clara Transit Station	\$5,208,685	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,258,685	\$10,300,000
Springfield Station Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$4,500,000	\$0	\$5,000,000	\$5,000,000
Thurston Station Relocation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$15,000,000	\$16,000,000	\$20,000,000
UO Station South	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000,000	\$3,000,000	\$0	\$0	\$5,000,000	\$5,000,000
VRC Station Relocation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$900,000	\$0	\$1,000,000	\$1,000,000
<b>FTN</b>	<b>\$617,766</b>	<b>\$7,528,717</b>	<b>\$3,494,342</b>	<b>\$2,950,000</b>	<b>\$1,450,000</b>	<b>\$450,000</b>	<b>\$450,000</b>	<b>\$450,000</b>	<b>\$450,000</b>	<b>\$450,000</b>	<b>\$18,425,825</b>	<b>\$122,260,608</b>
Bus Rapid Transit System Improvements	\$0	\$0	\$1,700,000	\$1,500,000	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$4,200,000	\$4,200,000
FTN Safety and Enhancements Program	\$0	\$0	\$1,100,000	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$2,100,000	\$2,100,000
Main-McVay Transit Study	\$13,018	\$125,000	\$45,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$183,018	\$1,310,542
MovingAhead	\$105,000	\$383,717	\$199,342	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$688,059	\$3,236,066
Planning Studies	\$325,000	\$1,290,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$5,215,000	\$5,215,000
Platform Validators/Fare Collection	\$0	\$730,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$730,000	\$500,000
River Road Transit Community Implementation Plan	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$564,000
West Eugene EmX Extension	\$74,748	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$74,748	\$100,000,000
Franklin Blvd Transformation	\$0	\$5,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000,000	\$5,000,000



	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total	Project Total
<b>IMPROVEMENTS YEAR TOTALS</b>	<b>\$7,070,758</b>	<b>\$12,178,717</b>	<b>\$10,244,342</b>	<b>\$18,675,000</b>	<b>\$11,150,000</b>	<b>\$9,150,000</b>	<b>\$5,650,000</b>	<b>\$13,750,000</b>	<b>\$12,550,000</b>	<b>\$15,650,000</b>	<b>\$116,068,817</b>	<b>\$230,259,369</b>
<b>FLEET</b>	<b>\$89,307</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$239,307</b>	<b>\$239,307</b>
Fleet Procurement Plan	\$89,307	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$239,307	\$239,307
<b>SAFETY &amp; SECURITY</b>	<b>\$275,000</b>	<b>\$1,700,000</b>	<b>\$700,000</b>	<b>\$525,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,200,000</b>	<b>\$3,614,454</b>
FTN Safety and Amenity Improvements	\$200,000	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$700,000	\$1,114,454
System Security Improvements	\$75,000	\$1,200,000	\$700,000	\$525,000	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000	\$2,500,000
<b>TECH &amp; INFRASTRUCTURE</b>	<b>\$520,000</b>	<b>\$2,510,000</b>	<b>\$950,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,980,000</b>	<b>\$3,980,000</b>
Fare Collection Integration	\$0	\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$75,000	\$75,000
MAAS (Mobility As A Service) Software	\$80,000	\$455,000	\$650,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,185,000	\$1,185,000
NOVUS modules	\$250,000	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$450,000	\$450,000
NTD Reporting Software	\$180,000	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$210,000	\$210,000
Real Time Sign Hardware, Software, Data Management	\$10,000	\$1,300,000	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,610,000	\$1,610,000
Website	\$0	\$450,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$450,000	\$450,000



## FUTURE YEAR PROJECTIONS: STATE OF GOOD REPAIR

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10 Year Total
<b>STATE OF GOOD REPAIR YEAR TOTALS</b>	<b>\$19,805,750</b>	<b>\$25,836,701</b>	<b>\$21,347,281</b>	<b>\$19,657,202</b>	<b>\$12,378,200</b>	<b>\$12,535,860</b>	<b>\$8,450,908</b>	<b>\$8,252,207</b>	<b>\$6,884,153</b>	<b>\$5,273,225</b>	<b>\$140,421,487</b>
<b>FACILITIES</b>	<b>\$30,000</b>	<b>\$1,240,000</b>	<b>\$600,000</b>	<b>\$1,400,000</b>	<b>\$500,000</b>	<b>\$800,000</b>	<b>\$1,000,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$7,070,000</b>
Bus Wash Improvements	\$0	\$750,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$750,000
Gateway Station Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$0	\$0	\$0	\$500,000
Glenwood Facilities Assessment	\$0	\$0	\$0	\$0	\$0	\$300,000	\$0	\$0	\$0	\$0	\$300,000
Glenwood Petroleum Fuel System Improvements	\$0	\$0	\$100,000	\$900,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000
River Road Transit Station Disposal	\$30,000	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$70,000
Transit Facilities State of Good Repairs	\$0	\$450,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$4,450,000
<b>FLEET</b>	<b>\$18,811,250</b>	<b>\$21,515,000</b>	<b>\$15,828,510</b>	<b>\$18,191,455</b>	<b>\$11,878,200</b>	<b>\$11,735,860</b>	<b>\$6,843,895</b>	<b>\$7,674,200</b>	<b>\$6,236,700</b>	<b>\$4,723,225</b>	<b>\$123,438,295</b>
ACM Replacement Parts	\$131,750	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$131,750
Major Bus Component Replacement	\$200,000	\$0	\$846,520	\$616,280	\$0	\$127,910	\$0	\$0	\$0	\$0	\$1,790,710
Fixed Route Fleet Replacement Plan	\$16,869,500	\$19,755,000	\$13,635,000	\$16,275,000	\$10,500,000	\$10,500,000	\$5,775,000	\$6,300,000	\$4,725,000	\$3,150,000	\$107,484,500
Non-Revenue Fleet Replacement Plan	\$400,000	\$260,000	\$136,990	\$140,175	\$88,200	\$197,950	\$158,895	\$64,200	\$331,700	\$393,225	\$2,171,335
ADA Paratransit Fleet Replacement Plan	\$1,210,000	\$1,500,000	\$1,210,000	\$1,160,000	\$1,290,000	\$910,000	\$910,000	\$1,310,000	\$1,180,000	\$1,180,000	\$11,860,000
<b>SAFETY &amp; SECURITY</b>	<b>\$0</b>	<b>\$298,301</b>	<b>\$332,919</b>	<b>\$65,747</b>	<b>\$0</b>	<b>\$0</b>	<b>\$107,013</b>	<b>\$78,007</b>	<b>\$147,453</b>	<b>\$0</b>	<b>\$1,029,440</b>
Onboard Security system	\$0	\$298,301	\$332,919	\$65,747	\$0	\$0	\$107,013	\$78,007	\$147,453	\$0	\$1,029,440
<b>TECH &amp; INFRASTRUCTURE</b>	<b>\$964,500</b>	<b>\$2,783,400</b>	<b>\$4,585,852</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$8,883,752</b>
Disaster Recovery	\$520,000	\$547,900	\$559,850	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	\$1,677,750
IT Hardware-Software Improvements	\$424,500	\$1,465,500	\$526,002	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,416,002
ITS Hardware-Software Improvements	\$20,000	\$770,000	\$3,500,000	\$0	\$0	\$0	\$500,000	\$0	\$0	\$0	\$4,790,000



**"IT IS AMAZING TO THINK HOW LTD WILL BE SERVING THE MOBILITY NEEDS OF OUR COMMUNITIES 10 YEARS FROM NOW. PARTICIPATING IN THE LONG-TERM PLANNING PROCESS UNDERSCORES THE IMPORTANCE A VIBRANT TRANSIT SYSTEM PLAYS IN THE SOCIAL AND ECONOMIC FUTURE OF OUR COMMUNITIES."**

**Marianne Nolte**, Vice Chair, Strategic Planning Committee





## SECTION 4

# PROJECT FUNDING IN TABLE FORMAT

LTD projects are funded from local employer and employee payroll taxes, Oregon Department of Transportation, and from the various divisions in the Federal Department of Transportation. Through strategic planning, LTD leverages local funds to secure state and federal grants to fund our projects.

**FOR SOCIETY  
TO PROGRESS,  
WE SHOULD  
NOT ONLY MOVE  
FORWARD BUT  
ALSO CLEAN  
UP AFTER  
OURSELVES.**

— BOYAN SLAT



## PROJECT FUNDING: IMPROVEMENTS

	Tier	Federal	State	Local	General Fund	Unidentified	Tier Total	10 Year Total
<b>FACILITIES</b>								
Green Lane Corner Improvement	1	\$0	\$0	\$0	\$165,000	\$0	\$165,000	\$165,000
Hunsaker Development Project	1	\$0	\$0	\$0	\$35,000	\$0	\$35,000	\$35,000
Passenger Boarding Improvements & Systems Facilities Improvements	1	\$0	\$0	\$0	\$2,000,000	\$0	\$2,000,000	\$2,000,000
Santa Clara Transit Station	1	\$1,837,987	\$2,360,244	\$0	\$1,060,454	\$0	\$5,258,685	\$5,258,685
Alternative Fuels Infrastructure	2	\$4,800,000	\$0	\$0	\$1,200,000	\$0	\$6,000,000	\$6,000,000
EmX Franklin & Gateway Station Improvements	2	\$1,600,000	\$0	\$0	\$400,000	\$0	\$2,000,000	\$2,000,000
Eugene Station Modernization	2	\$3,600,000	\$0	\$0	\$900,000	\$0	\$4,500,000	\$4,500,000
OCC / Training / Lounge	2	\$8,320,000	\$0	\$0	\$2,080,000	\$0	\$10,400,000	\$10,400,000
UO Station South	2	\$4,000,000	\$0	\$0	\$1,000,000	\$0	\$5,000,000	\$5,000,000
Amazon Station Rebuild/Relocation	3	\$12,000,000	\$0	\$0	\$3,000,000	\$0	\$15,000,000	\$15,000,000
Fixed Route Infrastructure Improvements	3	\$2,400,000	\$0	\$0	\$600,000	\$0	\$3,000,000	\$3,000,000
LCC Shelter Expansion and Improvements	3	\$4,000,000	\$0	\$0	\$1,000,000	\$0	\$5,000,000	\$5,000,000
RideSource Expansion	3	\$8,000,000	\$0	\$0	\$2,000,000	\$0	\$10,000,000	\$10,000,000
Springfield Station Improvements	3	\$4,000,000	\$0	\$0	\$1,000,000	\$0	\$5,000,000	\$5,000,000
Thurston Station Relocatoion	3	\$12,800,000	\$0	\$0	\$3,200,000	\$0	\$16,000,000	\$16,000,000
VRC Station Relocation	3	\$800,000	\$0	\$0	\$200,000	\$0	\$1,000,000	\$1,000,000
<b>FTN</b>								
Bus Rapid Transit System Improvements	1	\$0	\$4,200,000	\$0	\$0	\$0	\$4,200,000	\$4,200,000
Main-McVay Transit Study	1	\$164,222	\$0	\$0	\$18,796	\$0	\$183,018	\$183,018
Moving Ahead	1	\$617,395	\$0	\$0	\$70,664	\$0	\$688,059	\$688,059
Planning Studies	1	\$0	\$355,182	\$0	\$907,144	\$0	\$907,144	
	2	\$0	\$329,812	\$0	\$4,307,856	\$0	\$4,307,856	
	Tier Totals	\$0	\$702,727	\$0	\$4,647,273	\$0		\$5,215,000
River Road Transit Community Implementation Plan	1	\$79,787	\$0	\$14,149	\$6,064	\$0	\$100,000	\$100,000
West Eugene EmX Extension	1	\$56,763	\$15,315	\$0	\$2,671	\$0	\$74,748	\$74,748
Franklin Blvd Transformation	1	\$0	\$0	\$0	\$5,000,000	\$0	\$5,000,000	\$5,000,000
FTN Safety and Enhancements Program	2	\$1,884,330	\$0	\$0	\$215,670	\$0	\$2,100,000	\$2,100,000
Platform Validators/Fare Collection	2	\$0	\$550,000	\$0	\$180,000	\$0	\$730,000	\$730,000



	Tier	Federal	State	Local	General Fund	Unidentified	Tier Total	10 Year Total
<b>FLEET</b>								
Fleet Procurement Plan	1	\$215,376	\$0	\$0	\$23,931	\$0	\$239,307	\$239,307
<b>SAFETY &amp; SECURITY</b>								
FTN Safety and Amenity Improvements	1	\$628,110	\$0	\$0	\$71,890	\$0	\$700,000	\$700,000
System Security Improvements	2	\$2,000,000	\$0	\$0	\$500,000	\$0	\$2,500,000	\$2,500,000
<b>TECH &amp; INFRASTRUCTURE</b>								
MAAS (Mobility As A Service) Software	1	\$474,000	\$711,000	\$0	\$0	\$0	\$1,185,000	\$1,185,000
Novus modules	1	\$360,000	\$0	\$0	\$90,000	\$0	\$450,000	\$450,000
Website	1	\$360,000	\$0	\$0	\$90,000	\$0	\$450,000	\$450,000
Fare Collection Integration	2	\$0	\$75,000	\$0	\$0	\$0	\$75,000	\$75,000
NTD Reporting Software	2	\$168,000	\$0	\$0	\$42,000	\$0	\$210,000	\$210,000
Real Time Sign Hardware, Software, Data Management	2	\$0	\$1,610,000	\$0	\$0	\$0	\$1,610,000	\$1,610,000



## PROJECT FUNDING: STATE OF GOOD REPAIR

	Tier	Federal	State	Local	General Fund	Unidentified	Tier Total	10 Year Total
<b>FACILITIES</b>								
Glenwood Facilities Assessment	1	\$0	\$0	\$0	\$300,000	\$0	\$300,000	\$300,000
River Road Transit Station Disposal	1	\$0	\$0	\$0	\$70,000	\$0	\$70,000	\$70,000
Bus Wash Improvements	2	\$600,000	\$0	\$0	\$150,000	\$0	\$750,000	\$750,000
Transit Facilities State of Good Repairs	2	\$3,560,000	\$0	\$0	\$890,000	\$0	\$4,450,000	\$4,450,000
Gateway Station Improvements	3	\$400,000	\$0	\$0	\$100,000	\$0	\$500,000	\$500,000
Glenwood Petroleum Fuel System Improvements	3	\$800,000	\$0	\$0	\$200,000	\$0	\$1,000,000	\$1,000,000
<b>TECH &amp; INFRASTRUCTURE</b>								
Disaster Recovery	1	\$0	\$0	\$0	\$487,500	\$0	\$487,500	
	2	\$952,020	\$0	\$0	\$238,230	\$0	\$1,190,250	
	Tier Totals	\$952,020	\$0	\$0	\$725,730	\$0		\$1,677,750
IT Hardware-Software Improvements	2	\$1,576,000	\$0	\$0	\$840,002	\$0	\$2,416,002	\$2,416,002
ITS Hardware-Software Improvements	2	\$ 3,832,000	\$0	\$0	\$958,000	\$0	\$4,790,000	\$4,790,000
<b>FLEET</b>								
Fixed Route Fleet Replacement Plan	1	\$12,685,365	\$1,060,187	\$0	\$2,111,155	\$0	\$15,856,706	
	2	\$73,302,235	\$18,325,559	\$0	\$0	\$0	\$91,627,794	
	Tier Totals	\$85,987,600	\$19,385,745	\$0	\$2,111,155	\$0		\$107,484,500
ADA Paratransit Fleet Replacement Plan	1	\$946,394	\$236,598	\$0	\$0	\$0	\$1,182,992	
	2	\$0	\$9,716,077	\$0	\$960,931	\$0	\$10,677,088	
	Tier Totals	\$946,394	\$9,952,675	\$0	\$960,931	\$0		\$11,860,000
Non-Revenue Fleet Replacement Plan	1	\$0	\$0	\$0	\$457,509	\$0	\$457,509	
	2	\$0	\$0	\$0	\$ 1,713,826	\$0	\$1,713,826	
	Tier Totals	\$0	\$0	\$0	\$2,171,335	\$0		\$2,171,335
FY 21 ACM Replacement Parts	1	\$105,400	\$26,350	\$0	\$0	\$0	\$131,750	\$131,750
Major Bus Component Replacement	2	\$1,432,568	\$0	\$0	\$358,142	\$0	\$1,790,710	\$1,790,710
<b>SAFETY &amp; SECURITY</b>								
Onboard Security System	2	\$823,552	\$0	\$0	\$205,888	\$0	\$1,029,440	\$1,029,440









# ADOPTED BUDGET



---

## 11.1 – DISTRICT WIDE RESOURCES SUMMARY

Lane Transit District's financial resources are drawn from several areas, generally from four resource types: Operating Revenues, Non-Operating Revenues, Working Capital Resources, and Inter-fund Transfers.

**Operating Revenues** – LTD's Operating Revenues typically come from five key sources:

- 1. Cash Fares** – This is cash collected in the bus fare boxes or ticket vending machines, monthly passes (non-Group Pass) purchased for regular services, and Specialized Services passenger fares. FY2022 cash fares are expected to increase over FY2021 revenues as fare collection resumes with ridership increasing to about 75% of normal by the end of FY2022, yet we project ridership to remain below pre-pandemic levels during this period.
- 2. Group Passes** – Group Passes are bulk fares purchased by employers in our area at a discounted rate. FY2022 Group Pass revenues are expected to increase over FY2021 revenues as fare collection resumes but remain below pre-pandemic levels.
- 3. Advertising** – These revenues come from bus advertising, which is managed through a contract with Lamar Advertising. LTD receives 60% of invoiced monthly sales based on a revenue share model. Changes in Lamar's post-COVID contract have made management of the contract more costly compared to the revenue it generates. In FY2022, LTD will be reevaluating its contract with Lamar and focusing on re-establishing our brand.
- 4. Special Services** – These revenues come from special event services that LTD provides to our community: transportation for UO football games, the Butte to Butte, the Olympic Trials, and the Oregon Country Fair. FY2022 revenues from Special Services are expected to increase over FY2021 as regional events resume, and again, not to pre-pandemic levels.
- 5. Medicaid** – These revenues are funds we receive from the Oregon Health Authority and Coordinated Care Organizations to operate our non-emergency medical transportation programs. These revenues are expected to increase by \$.3 million in FY2022 compared to FY2021.

**Non-Operating Revenues** – These revenues come from the following seven sources:

- 1. Payroll Taxes** – These revenues come from employer, self-employment, and government employee payroll taxes. FY2022 revenues from payroll taxes are up from the FY2021 budget but down 5% (\$2.3 million) from pre-pandemic levels due to only a partial recovery of business activity and decrease in unemployment.
- 2. Federal Assistance** – The majority of these revenues come from the following programs:
  - Coronavirus Aid, Relief, and Economic Security (CARES) Act. Revenue from CARES can be used for operations or capital projects that improve safety for the community in response to the pandemic.
  - Coronavirus Relief Supplemental Appropriations (CRRSA) Act. CRRSA Act revenue can only be used for operating expenses.
  - American Rescue Plan Act (ARPA). ARPA revenue can be used only for operating expenses. Fund availability expires on September 30, 2024."
  - With the exception of the \$3.8 million that has already been used for operating costs, CARES ACT funds will be repurposed for capital projects that increase safety and efficient response to the current and future pandemics at the beginning of FY2022. By the end of FY2022, the District will have programmed the use of all of the \$25 million CARES, \$17.3 million CRRSA and \$32.7 million ARPA funds.
  - 5307 Formula Funds. These funds are resources based on a federal formula. This formula is based on a combination of bus revenue vehicle miles, bus passenger miles, fixed guideway revenue vehicle miles, and fixed guideway route miles as well as population and population density. Formula funds can be used for capital projects or preventative maintenance.
  - Competitive grant programs.
- 3. State Assistance** – The majority of these revenues come from these sources:
  - The Statewide Transportation Improvement Formula Fund (STIF) – This assistance comes from an employee payroll tax to fund improved public transportation service in Oregon. The tax is calculated at one-tenth of one percent on taxable wages, and the uses of this tax are to 1) expand and improve access especially for students and low-income households, (2) reduce transit's environmental footprint, and (3) improve inter-community connectivity.

In FY2021, projects funded through this program were put on hold due to COVID-19. LTD expects these programs to resume in FY2022, and for resources to offset the program costs to increase accordingly.

- The Special Transportation Fund (STF). These STF funds are used to provide transportation services needed to access health, education, work and social/recreational opportunities for seniors and people with disabilities.
- Other state resources are 5310 and 5311, which are for rural, senior, and disability programs, and STIF Discretionary funds.

**4. Local Assistance** – These revenues are provided by local partners to support LTD’s Specialized Services and Capital Projects. FY2022 revenues are expected to increase \$.3 million over FY2021 revenues to support these projects.

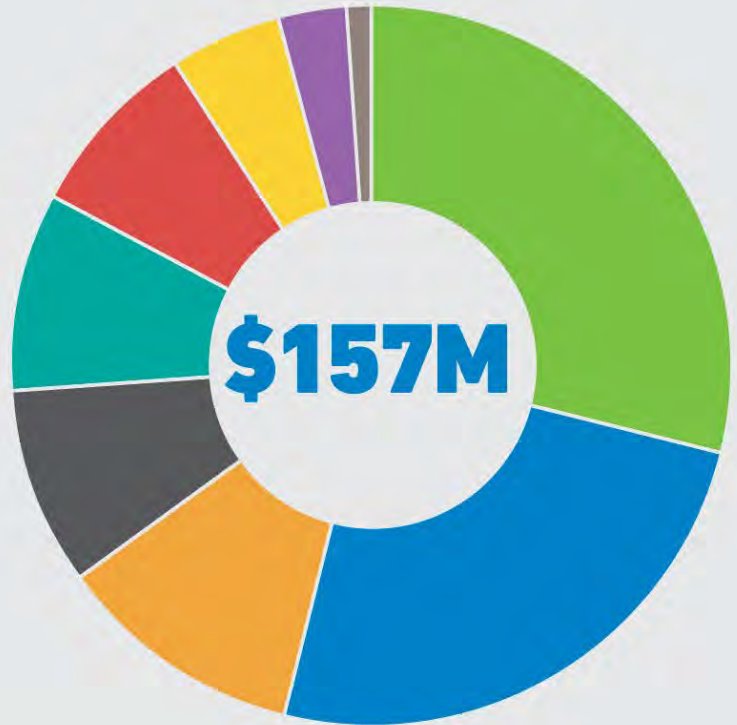
**5. Interest** – These revenues come from earned interest on bank accounts and vary according to how much money is in the accounts and the interest rates on those accounts. While interest rates have been falling, FY2022 is expected to generate higher interest revenues than FY2021 since these balances include STIF funds.

**6. Sale of Assets** – LTD has not budgeted revenue for sale of assets in FY 2022.










**7. Miscellaneous Revenue** – These revenues come from facility rentals, scrap sales, insurance, and other rebates. Rebates, sales, refunds, and facility rental revenues have declined as a result of COVID-19 and this leads to a decrease in expected revenue for FY2021. While we project FY2022 revenues to reflect pre-pandemic levels, miscellaneous revenues are expected to be roughly flat to the FY2021 adopted budget.

**Working Capital Resources** – In general, these resources are the total of liquid funds available to the District in our General Fund, three Special Revenue Funds, and Capital Projects Fund. Working Capital is restricted for use only within each fund. The FY2022 budget has an overall increase of \$3.2 million in working capital compared to the FY2021 adopted budget, but increases and decreases will vary by fund.

**Inter-fund Transfers** – These resources are money that is allowed to be transferred from the General Fund to three Special Revenue Funds and Capital Projects Fund. In the overall picture of our District-wide resources, these transfers do not increase our overall revenues compared to our overall requirements, since they are just moved from one fund to another. These transfers do, however, increase revenues for our Special Revenue and Capital Projects Funds. Details on changes in transfers from the General Fund are available in section 11.3.



**\$157,625,034**  
DISTRICT WIDE RESOURCES

<b>29%</b>		<b>FEDERAL ASSISTANCE</b> \$46,244,808
<b>25%</b>		<b>PAYROLL TAXES</b> \$40,094,800
<b>11%</b>		<b>INTERFUND TRANSFERS</b> \$16,775,071
<b>9%</b>		<b>WC RESTRICTED FOR GRANT MATCHES</b> \$13,998,403
<b>9%</b>		<b>MEDICAID SERVICES</b> \$14,517,020
<b>8%</b>		<b>WC RESTRICTED FOR RESERVES PER POLICY</b> \$11,982,561
<b>5%</b>		<b>STATE ASSISTANCE</b> \$8,021,779
<b>3%</b>		<b>FARES &amp; PASSES</b> \$4,630,156
<b>1%</b>		<b>OTHER</b> \$1,360,436

ADDITIONAL BREAKDOWN OF THIS DATA IS PRESENTED IN APPENDIX A, TABLE 11.1 DISTRICT WIDE RESOURCES





## 11.2 – DISTRICT-WIDE REQUIREMENTS SUMMARY

Lane Transit District's financial requirements include our Operating Requirements, Capital Fund Investments, Transfers, and Reserves.

**Operating Requirements** – LTD's Operating Requirements are comprised of these areas:

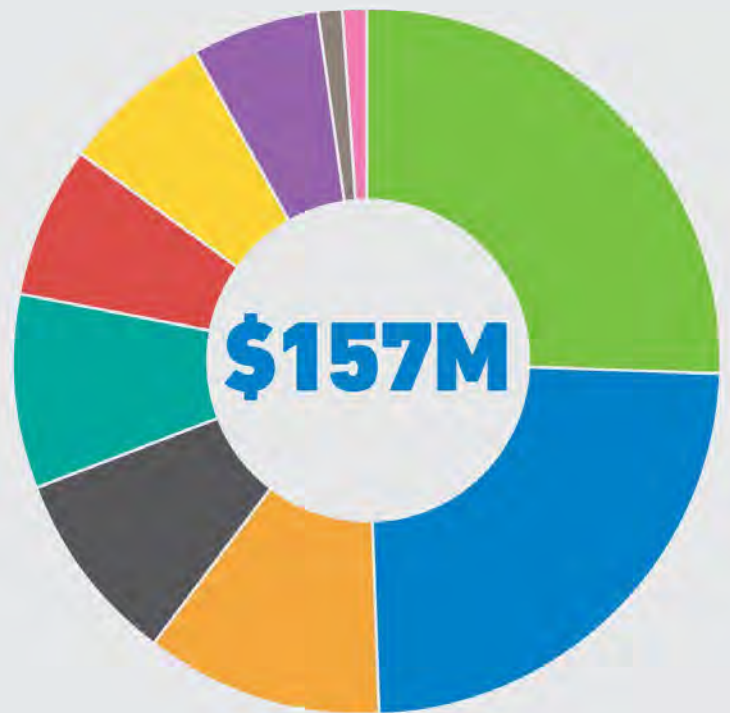
- **Personnel Services** – These include all of the District's costs for employing both administrative and Amalgamated Transit Union (ATU) staff using the General Fund. Personnel requirements increased \$4.3 million in FY2022 over the FY2021 adopted budget. This increase is due largely to increases in headcount over the FY2021 adopted budget. See section 11.3 for details.
- **Materials & Services** – These include all of District's costs to cover a wide variety of supplies and outside expertise ranging from cleaning supplies to tires to printed passenger information. Overall, FY2022 requirements increased about 2% compared to FY2021 adopted budget, but increases and decreases varied by department. These changes are discussed in greater detail in section 11.3.
- **Insurance and Risk Services** – These include all of the District's costs for non-personnel and vehicle liability. FY2022 requirements are up \$.2 million over the FY2021 adopted budget due to increased insurance costs for new vehicles, Santa Clara Transit Station insurance, and the addition of cyber security insurance.

- Specialized Services** – These include all of the requirements needed to operate LTD’s Specialized Services, including our Eugene-Springfield Services, Rural Lane County Services, Statewide Transportation Improvement Services, and beyond. FY2022 requirements increased \$1.8 million over the FY2021 budget. \$1.2 million of this increase is due to an increase in STIF funded programs. The remaining \$.6 million is for increases in ADA RideSource and Mental Health Transportation.
- Medicaid** – These include all of the requirements needed to operate critical medical appointment transportation for individuals who are eligible under the Oregon Health Plan/Medicaid. Due to changes in state requirements and increased costs per trip due to pandemic restrictions, the FY2022 requirements increased \$.4 million over FY2021.
- Point2point** – These include all the requirements needed to operate LTD’s Point2point (P2p) transportation options program. The P2p FY2022 budget has been reduced \$.5 million from the FY2021 budget. This reduction reflects that some of the P2p programs have been transitioned to other agencies or discontinued to realign and best meet program goals.

**Capital Fund Investments** – These include all of LTD’s requirements for our Improvement and State of Good Repair Capital Projects. FY2022 Capital Fund Investments are up \$7.2 million compared to FY2021. With the exception of the Franklin Boulevard Transformation project, all projects included in the FY2022 budget have been vetted as part of the 2021-30 Community Investment Plan that was approved by the District’s Board in November 2020.

**Transfers** – These requirements are money that is transferred from the General Fund to our three Special Revenue Funds and Capital Projects Fund. In the overall picture of our District-wide resources, these do not increase our overall requirements compared to our overall revenues, since they are just moved from one fund to another. These transfers do increase requirements on our General Fund. Details on changes in transfers from the General Fund are available in section 11.3.

**Reserves** – These requirements include two types of reserves: LTD’s Operating Reserves for our General Fund and Special Revenue Funds, and funds restricted for grant match in our Capital Projects Fund. The operating reserve policy requires that LTD has a minimum of two months of operating reserve for each of our operating funds. All reserves are unappropriated and therefore restricted for use in the FY22 Budget without additional Board approval.

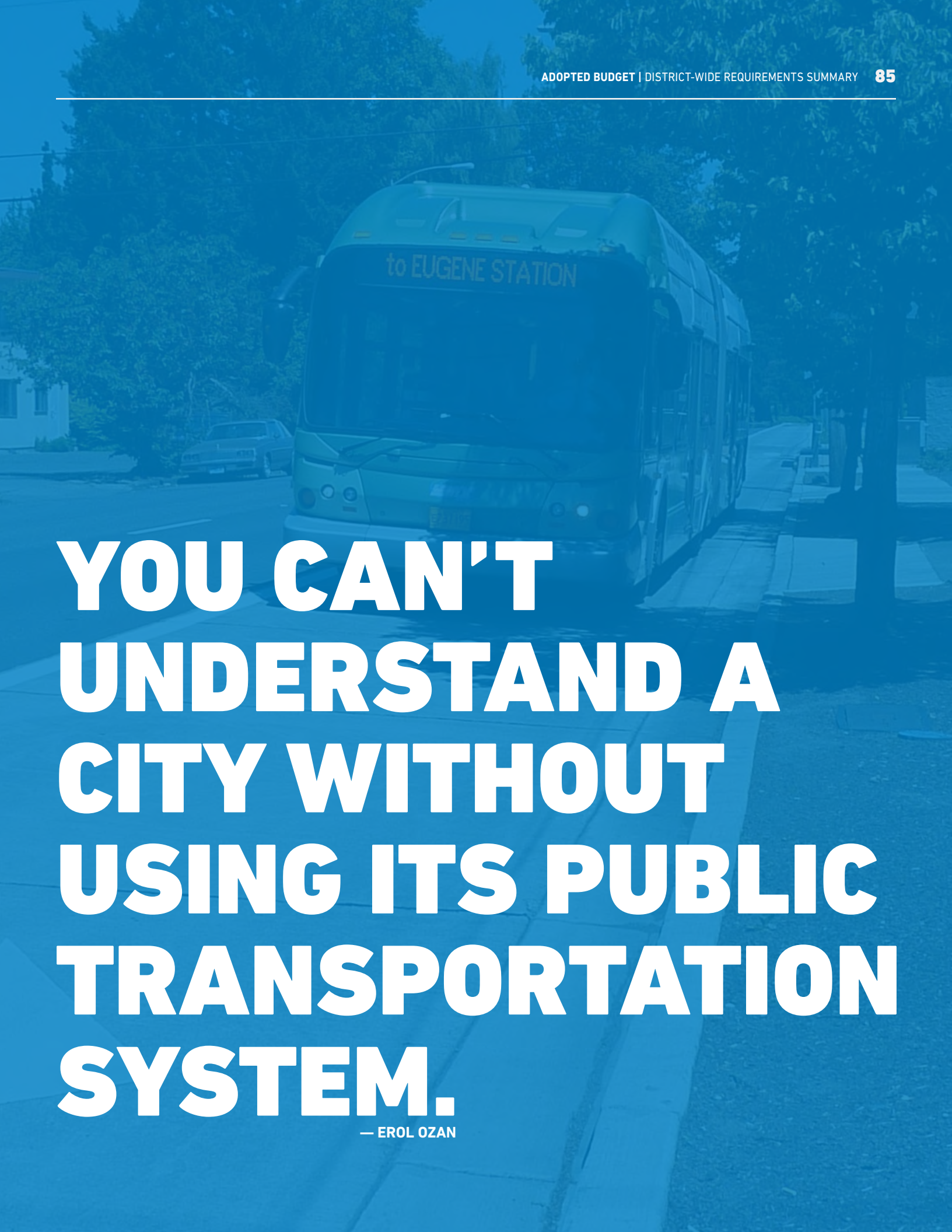


**\$157,625,034**  
DISTRICT WIDE REQUIREMENTS

<b>26%</b>		<b>PERSONNEL SERVICES</b> \$40,425,776
<b>24%</b>		<b>CAPITAL PROJECTS</b> \$37,245,418
<b>11%</b>		<b>INTERFUND TRANSFERS</b> \$16,775,071
<b>9%</b>		<b>MEDICAID SERVICES</b> \$14,917,220
<b>9%</b>		<b>WC RESTRICTED FOR GRANT MATCHES</b> \$13,998,403
<b>7%</b>		<b>SPECIALIZED SERVICES</b> \$11,714,631
<b>7%</b>		<b>MATERIALS &amp; SERVICES</b> \$11,119,024
<b>6%</b>		<b>WC RESTRICTED FOR RESERVES PER POLICY</b> \$10,044,691
<b>&lt;1%</b>		<b>POINT2POINT</b> \$708,509
<b>&lt;1%</b>		<b>INSURANCE</b> \$676,291

ADDITIONAL BREAKDOWN OF THIS DATA IS PRESENTED IN APPENDIX A:  
TABLE 11.2 DISTRICT WIDE REQUIREMENTS





**YOU CAN'T  
UNDERSTAND A  
CITY WITHOUT  
USING ITS PUBLIC  
TRANSPORTATION  
SYSTEM.**

— EROL OZAN





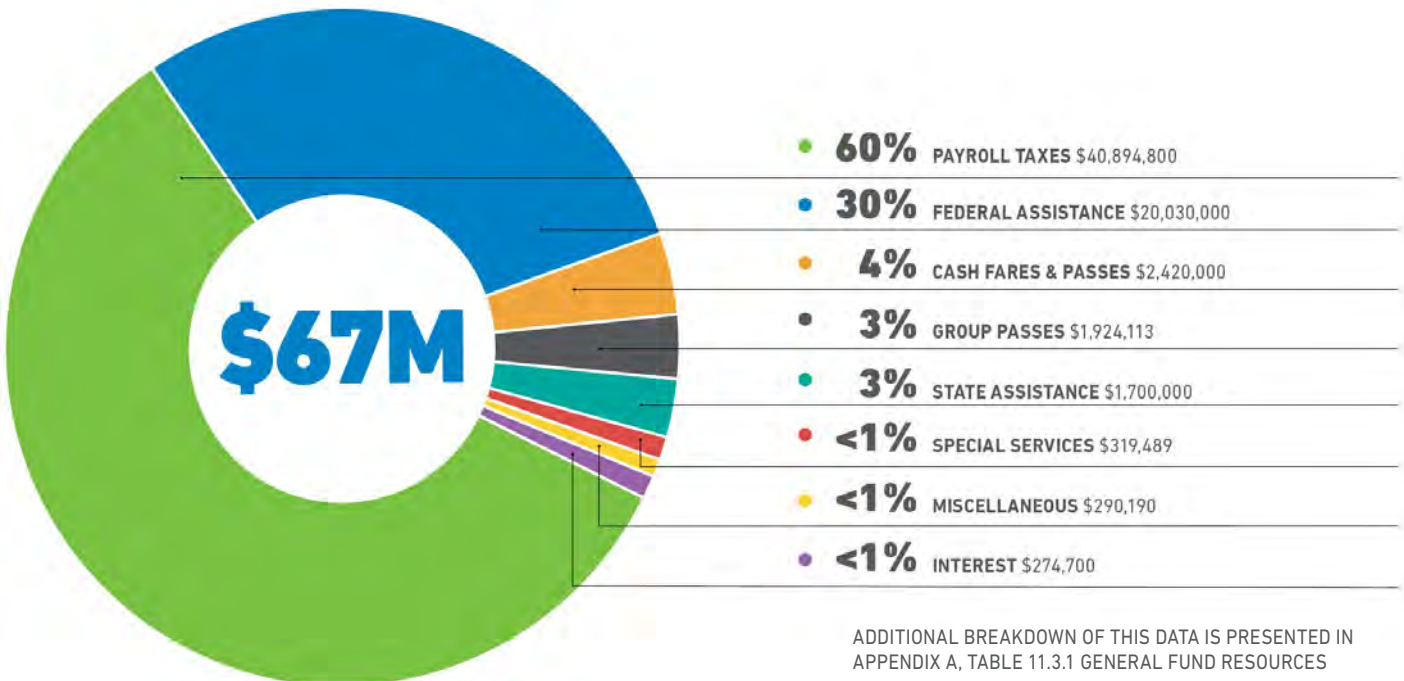
### 11.3 – GENERAL FUND

#### GENERAL FUND RESOURCES SUMMARY

The General Fund’s financial resources come from Operating and Non-Operating Revenues. Operating Revenues include cash fares and passes, Group Passes, and Special Services (see section 11.1). Non-Operating Revenues come from payroll taxes, assistance from the federal and state governments, interest, and other miscellaneous sources (see section 11.1).

**\$67,053,292**

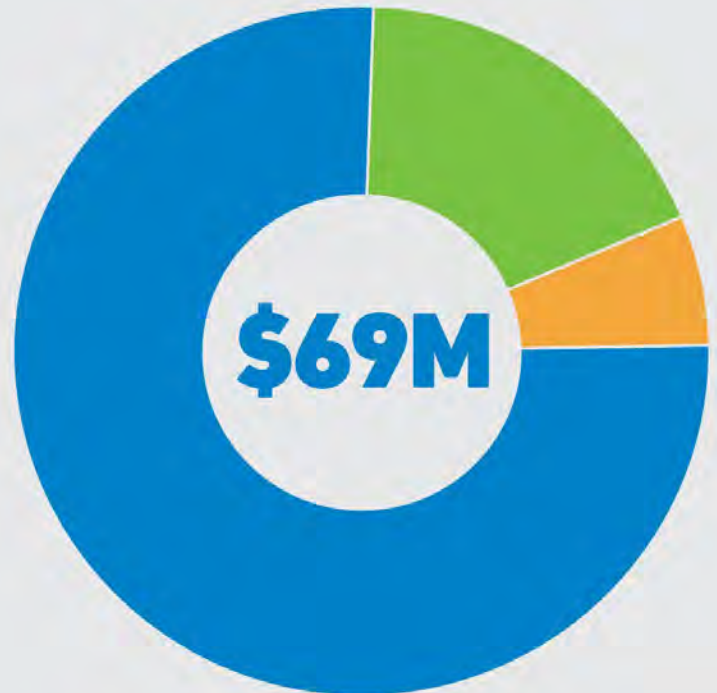
TOTAL GENERAL FUND RESOURCES



## GENERAL FUND OPERATING REQUIREMENTS SUMMARY

The General Fund's Operating Requirements include Personnel Services, Materials & Services, and Insurance & Risk Services (see section 11.2). The District's General Fund is adopted to expend \$52.2 million in FY2022 compared to a FY2021 adopted budget expenditure of \$47.5 million. Below are the strategies and major factors impacting these expenditures in FY2022:

- Reduced Service Hours** - The District reduced service hours mid-March 2020 as a result of the Governor's stay-at-home order. Since then, the District has been incrementally adding back weekday service hours. The FY2022 Budget reflects annual revenue hours of 235,607, which is greater than our annual revenue hours in FY2021, but still a 5.1% decrease from FY2020 actual revenue hours.
- ATU** - A one-year Amalgamated Transit Union (ATU) agreement was ratified in February 2021, increasing wages 2% on July 1, 2021, and 1% on January 1, 2022. This contract expires June 30, 2022.
- Parts and Tires** - Our largest Materials and Services expenditure, Parts and Tires, is down \$.8 million from the FY2021 budget at \$2.1 million.
- Fuel and Lubricants** - The District's second largest Materials and Services expenditure line is Fuel and Lubricants. Fuel costs will decrease \$.2 million from the FY2021 budget due to a reduction in service hours. Given the reduction in global travel and greenhouse-gas emissions reductions, fuel costs are expected to remain low. The FY2021 adopted price-per-gallon was \$1.81. FY2022 price-per-gallon is projected to be \$2.00. Partially offsetting the fuel and lubricant cost savings is an increase of \$.1 million for the cost of electricity to charge the new fleet of electric buses.
- Computer Hardware and Software Support** - At a FY2022 budget of \$1.6 million, computer hardware, software support and associated services is our third largest Materials & Services expenditure. The cost of these services has increased with the expanding role of technology systems to efficiently and effectively deliver our services. Included in this category are the costs to operate our EmX platforms, our wireless infrastructure, RideSource tablets, business and fleet service software, and associated support. In FY2022 the cost has increased \$.3 million over the FY2021 budget.



**\$68,996,162**

TOTAL GENERAL FUND REQUIREMENTS



ADDITIONAL BREAKDOWN OF THIS DATA IS PRESENTED IN APPENDIX A, TABLE 11.3.2 GENERAL FUND REQUIREMENTS

**“IN A TYPICAL QUARTER, THOUSANDS OF STUDENTS, FACULTY, AND STAFF TRAVEL TO AND FROM THE UO CAMPUS EVERY DAY. BY WORKING WITH LTD TO PROVIDE SUPPORT TO THOSE WHO BUS, BIKE, WALK, AND CARPOOL, TRANSPORTATION SERVICES CAN MAKE SURE EVERYONE ON CAMPUS HAS THE TOOLS THEY NEED TO TRAVEL THE WAY THAT WORKS BEST FOR THEM.”**

—David Reesor, Director of Transportation Services, University of Oregon

○ **Facilities Management** - The cost to manage our facilities, including both Personnel and Materials & Services, has increased \$.3 million over the FY2020 & FY2021 budget. This increase is due to:

- Costs for cleaning at the Santa Clara Transit Station
- Costs for COVID-19 sanitizing for all facilities
- Landscaping costs at the new Santa Clara Transit Station
- Safety repairs and maintenance at both the Eugene Station and EmX busways
- Replacing vacancies in facility staff to address growing needs

○ **Professional and Contracted Services** - The FY2022 professional and contracted services budgets total \$1.4 million, up \$.2 million. This increase is due to specific factors unique to the current fiscal year. In Human Resources and Operations, professional services are filling critical position gaps. In the Finance department, a project to replace the aging finance system is underway requiring additional resources over the next two fiscal years for the implementation. The pandemic environment and the social and political unrest have required additional contracted security service personnel to support our Public Safety and Operations departments.

○ **Information and Advertising** - Printed passenger information and advertising media budgets have increased to \$.2 million. This increase is related to the Comprehensive Operations Analysis, planned fall ridership marketing campaign, and media production costs.

○ **Training and Travel** - Training and travel at \$.4 million is up \$.1 million due to new operator training as operators return to the District from furloughs and resumption of trainings that were cancelled in FY2020 & FY2021 due to COVID-19.

○ **Insurance** - FY2022 Insurance is budgeted at \$.7 million, up \$.2 million due to increased insurance costs for our new vehicles, Santa Clara Transit Station insurance, and the addition of cyber security insurance.

## GENERAL FUND TRANSFERS SUMMARY

These resources are money that is transferred from the General Fund to our three Special Revenue Funds and Capital Projects Fund.

- The General Fund transfers to the Specialized Services Fund has increased by \$.8 million as a result of anticipated increases in the rides provided through the Eugene-Springfield ADA metro services program, in part due to pandemic-related capacity limits.
- The General Fund transfer to the Capital Projects Fund is up \$7 million. This transfer fluctuates based on the required grant match for the District's projects. Details of the programs being matched through the General Fund transfer is detailed in section 11.8.

## GENERAL FUND WORKING CAPITAL SUMMARY

Although restricted for use in the current fiscal year, these resources are liquid funds available for use in our general fund.

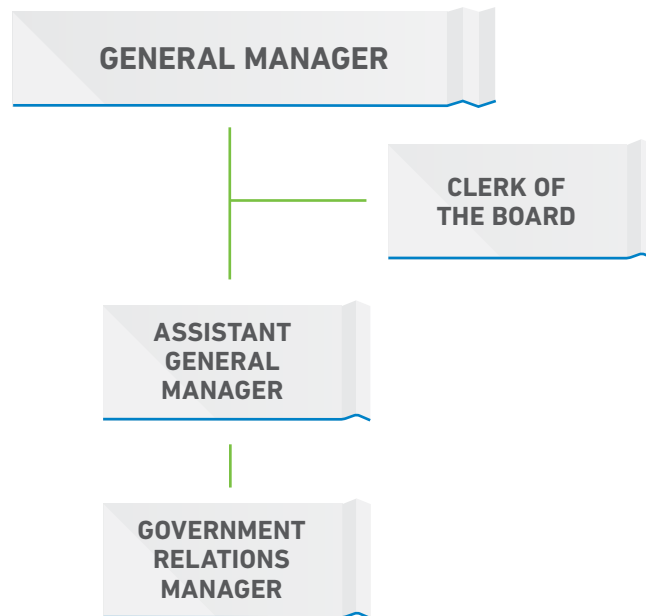




## 11.4 – GENERAL FUND DEPARTMENT DESCRIPTIONS



### EXECUTIVE OFFICE

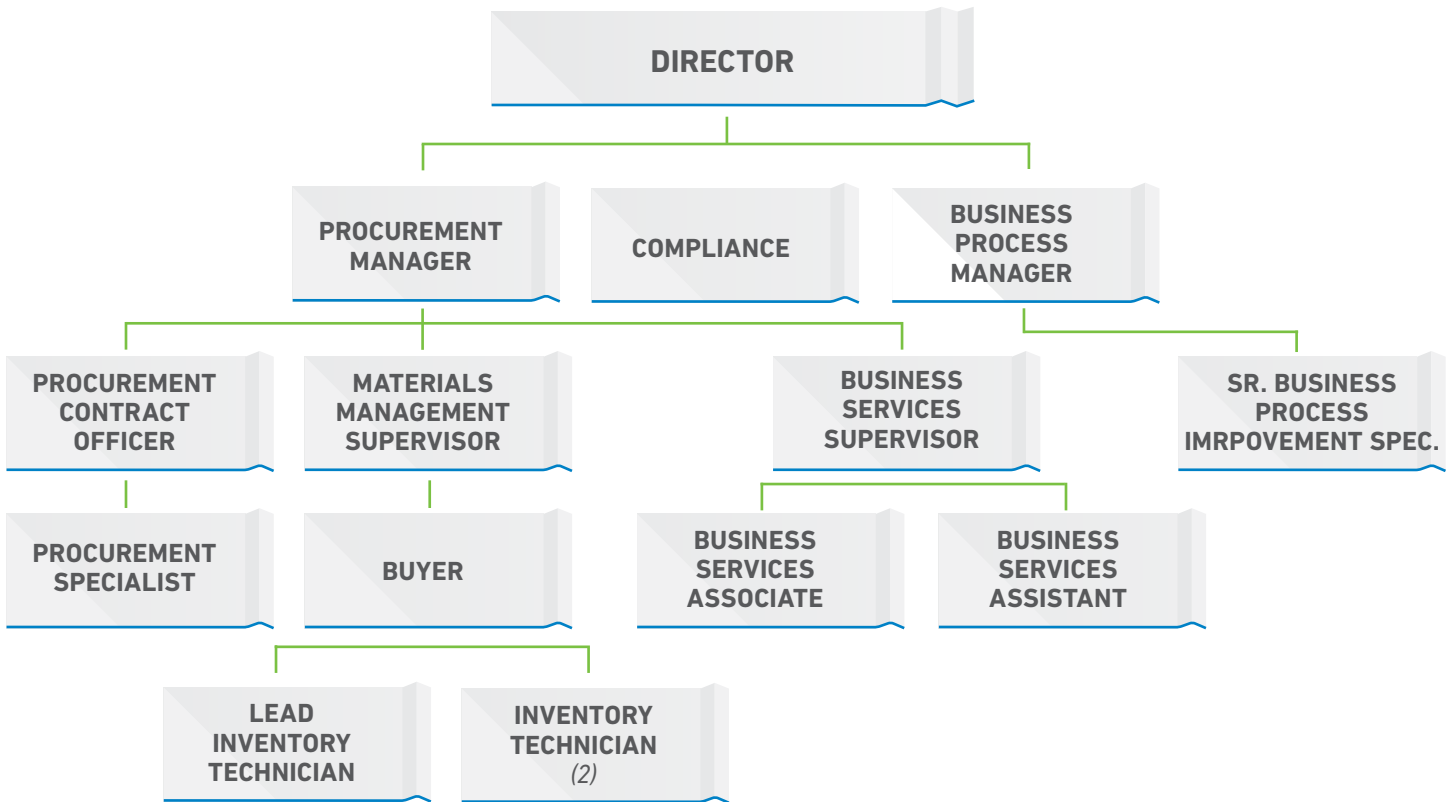


### EXECUTIVE OFFICE

- Provides overall District leadership and direction.
- Communicates and advances District-wide vision, mission, goals, objectives, and strategies as established by the Board of Directors.
- Establishes and maintains relationships with the Board of Directors, community business leaders, constituents, legislative bodies, public officials, professional organizations, and the general public.
- Ensures the transit system provides safe, reliable, and efficient mobility options to the public.
- Ensures adherence to state and federal rules and laws and Board-established policies and procedures.
- Ensures fiscal integrity of the system.
- Manages state and federal legislative agenda and strategy; analyze adopted legislation and engage District staff when appropriate for review.
- Assists the District in securing necessary funding for capital and other projects.
- Aids District in developing constructive relationships with local, state, and federal government; and business and civic partners.
- Supports media relations and strategic communications.
- Maintains appropriate systems for communication and effective working relationships as principal liaison to Board of Directors.



## BUSINESS SERVICES



### BUSINESS SERVICES

The Business Services Department includes the following workgroups:

**The Procurement workgroup** is responsible for planning, organizing, and supervising the procurement process for all parts, materials, goods and services used or consumed by the District. The Materials Management team is responsible for purchasing and managing the inventory of transit bus parts, consumables, and other supplies to ensure fleet reliability. They also oversee and administer the vehicle warranty function.

**The Compliance workgroup** is responsible to ensure the District’s procurement and other functions meet state and federal compliance requirements to ensure integrity, equity, and inclusion, including:

- Procurement
- Disadvantaged Business Enterprise

- Americans with Disabilities Act and Title VI
- Health Insurance Portability and Accountability Act (HIPAA)
- Davis Bacon/BOLI/OJT
- EEO/AA, and Drug & Alcohol program compliance

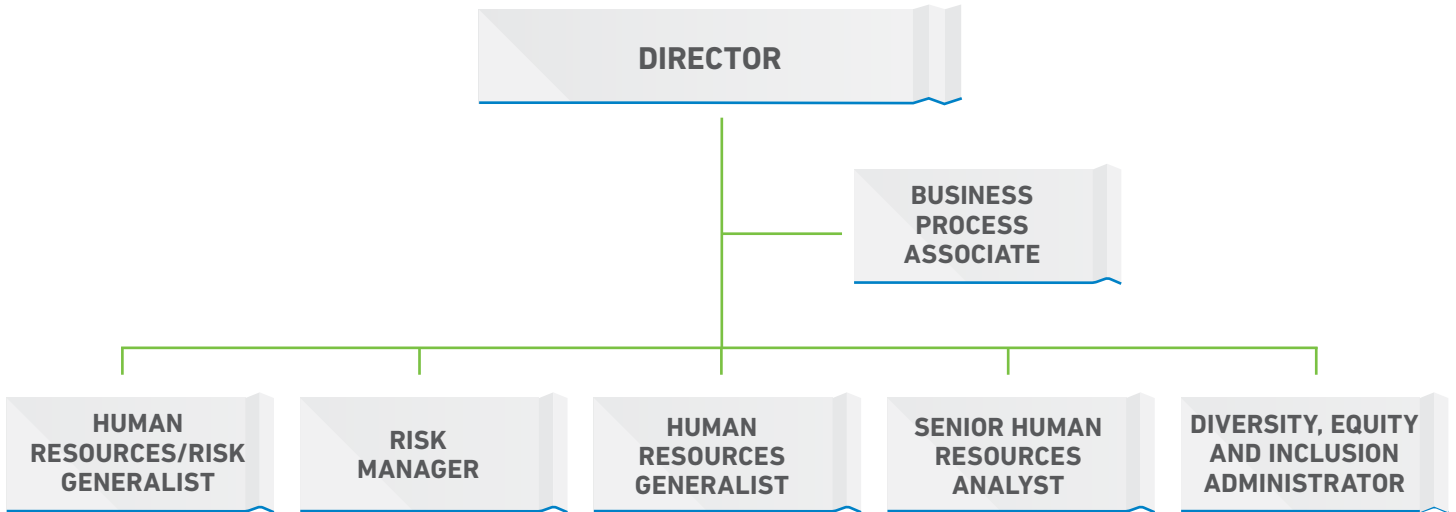
This workgroup also:

- Ensures the utilization of small and minority-owned businesses through the DBELO,
- Oversees property acquisition activities, including coordination of license and escrow agreements, and
- Names the Chairperson to serve on the District’s Diversity Council

**The Business Process Management workgroup** is tasked with improving and optimizing LTD’s business process so that our activities are streamlined, and we maximize productivity and use resources most efficiently.



## HUMAN RESOURCES AND RISK MANAGEMENT

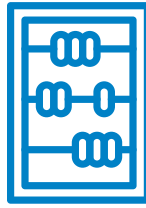


### HUMAN RESOURCES AND RISK MANAGEMENT

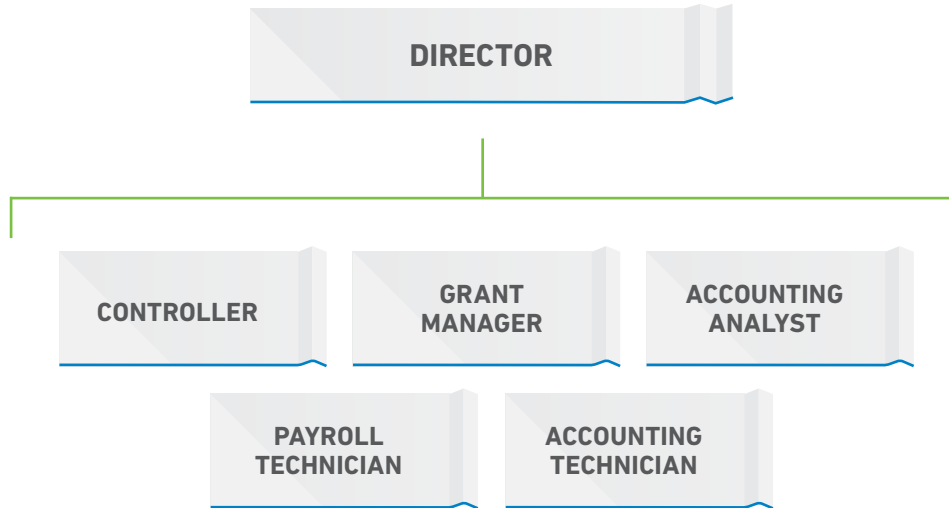
The Human Resources (HR) and Risk Management Department ensures the District has the right people power to carry out the District's Mission. They do this through recruitment and hiring of new employees, compensation and benefits, employee onboarding, labor relations, performance monitoring, organization-wide training, company culture, and risk exposure.







## FINANCIAL MANAGEMENT



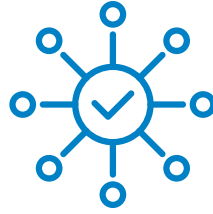
### FINANCIAL MANAGEMENT

The Financial Management Department provides the financial planning, tracking, reporting, and oversight that enables the District to leverage revenues and state and federal grants to fund the operations, infrastructure, and facilities in an efficient and sustainable way.

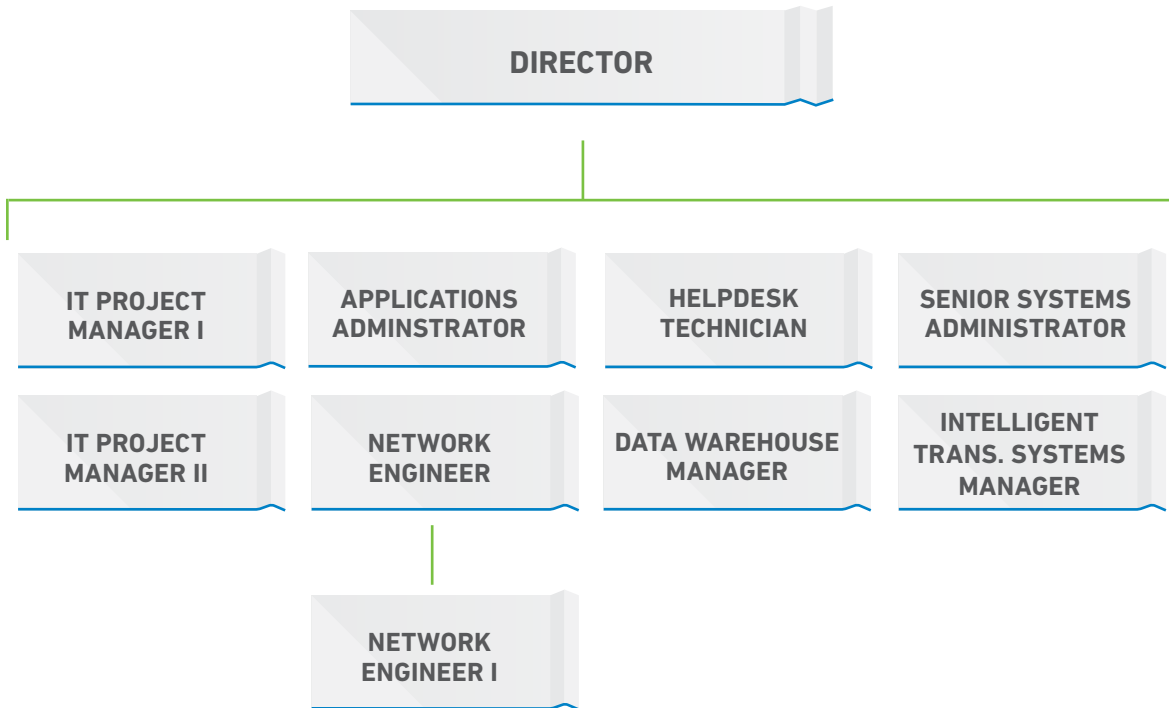
**Financial Management provides the following services for the District:**

- Compliance and reporting
- Oversight and transparency
- Financial management and planning
- Budgeting, forecasting and scenario modeling
- Analyses
- Grant management
- Asset management
- Accounting
- Payroll





## INFORMATION TECHNOLOGY AND STRATEGIC INNOVATION



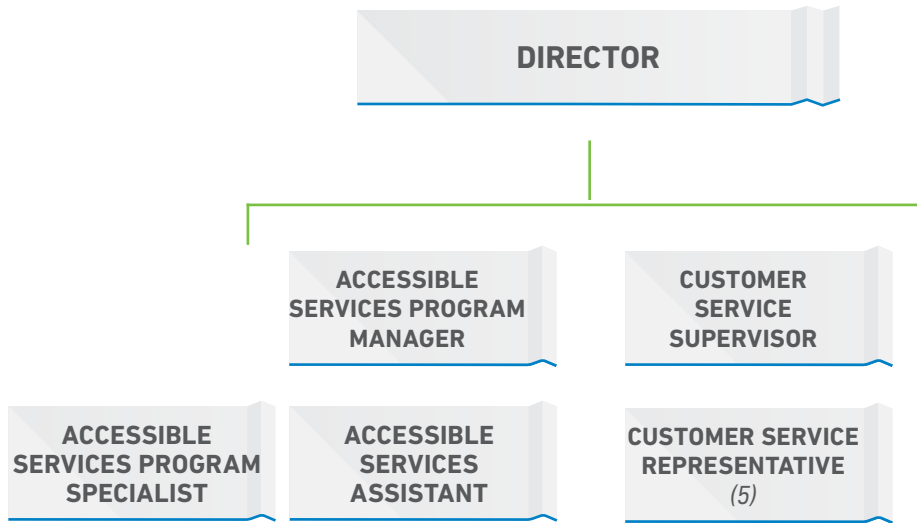
## INFORMATION TECHNOLOGY AND STRATEGIC INNOVATION

**The Information Technology and Strategic Innovation Department provides the following services for the District:**

- Management and support of District software
- Planning, implementation, and support of networks, servers, systems, databases, wireless access, and other technology assets
- Planning, implementation, and management of on-vehicle technology (MDTs, radios, tablets, passenger counters, fare validators, video cameras)
- Management & support of EmX platform technology (real-time signs, network connections, fiber network)
- Data warehousing, data management, support, and analysis
- Cybersecurity and access control
- Technology training
- Software project management and implementation
- LTD Email system
- Technology Innovation



## CUSTOMER AND SPECIALIZED SERVICES



### ACCESSIBLE SERVICES

The Accessible Services Team works to make the programs and services available to our riders' enjoyable and our community easily accessible.

**Their duties include:**

- Overseeing on-demand services such as the Cottage Grove Connector
- Administering the Special Transportation Improvement Fund programs
- Managing rural service contracts, including Cottage Grove, Florence Rhody Express, and Oakridge Diamond Express
- Developing, maintaining and managing compliance with the Americans with Disabilities Act (ADA) policy
- Overseeing the Reasonable Accommodation/Modification policy
- Managing the Lane Coordinated and Program Management Plan
- Overseeing and managing the RideSource Call Center (RSCC) operations and programs (see page 103).

### CUSTOMER SERVICES

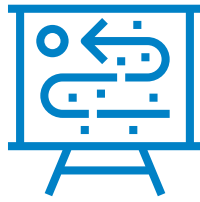
The Customer Service Team is the face of LTD. They provide a single and centralized resource for customers to receive information, purchase fares, and plan their trips assisted by friendly professionals.

**Their duties include:**

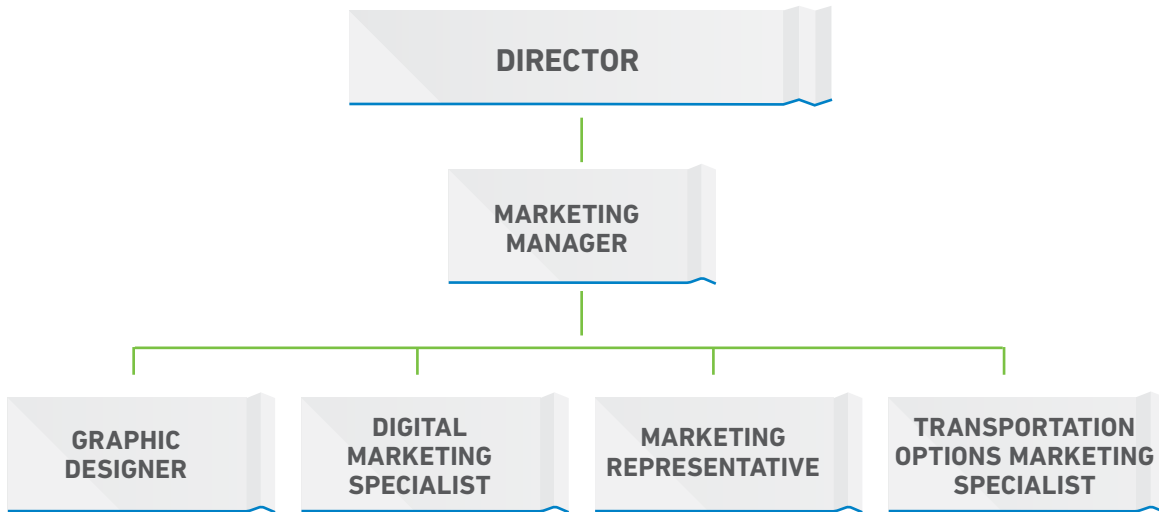
- Overseeing the TouchPass system
- Coordinating the Low-Income pass program
- Managing Lost and Found







## MARKETING AND COMMUNICATIONS



### MARKETING AND COMMUNICATIONS

The Marketing and Communications team provides service information, a voice in LTD programs and services, and ensures information is accessible, clear, and eliminates barriers to understanding and using public transportation. It is their responsibility to:

- Manage the Marketing and Communications Plan
- Manage the District’s digital communications
- Develop brand standards reflecting LTD’s values and voice
- Manage communication tools
- Manage public service outreach processes
- Oversee employer group pass and student transit pass fare programs
- Oversee the Limited English Proficiency program
- Administer LTD’s Fare Policy

**The primary programs include:**

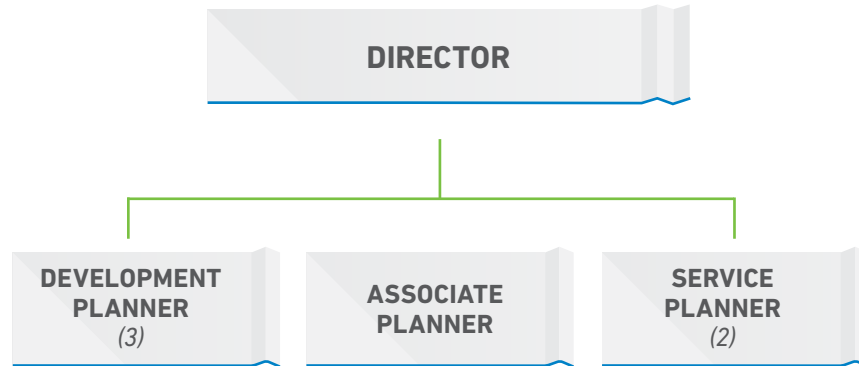
- Employer transportation options programs
  - Employer transportation coordinator network management
  - Emergency Ride Home program
  - Employer outreach
- Valley Vanpool program
- Bike Locker program
- Bike/pedestrian/bus rider safety information and equipment
- “Get There” carpool program administration and outreach for employers
- Group Pass administration
- Transportation options information and resources

#### POINT2POINT

The Point2point program is housed in the Marketing and Communications Department. It coordinates with employers in our region to encourage the use of alternatives to reduce reliance on single-occupancy vehicles and to lower congestion.



## PLANNING & DEVELOPMENT



### PLANNING & DEVELOPMENT

The Planning & Development Department designs and implements the system to ensure the best service to meet the mobility needs of our community today and plans for investments in new or enhanced mobility in the future. The department provides the following services:

#### SERVICE PLANNING

- Service design and implementation
- Analysis
- Service Policy Administration

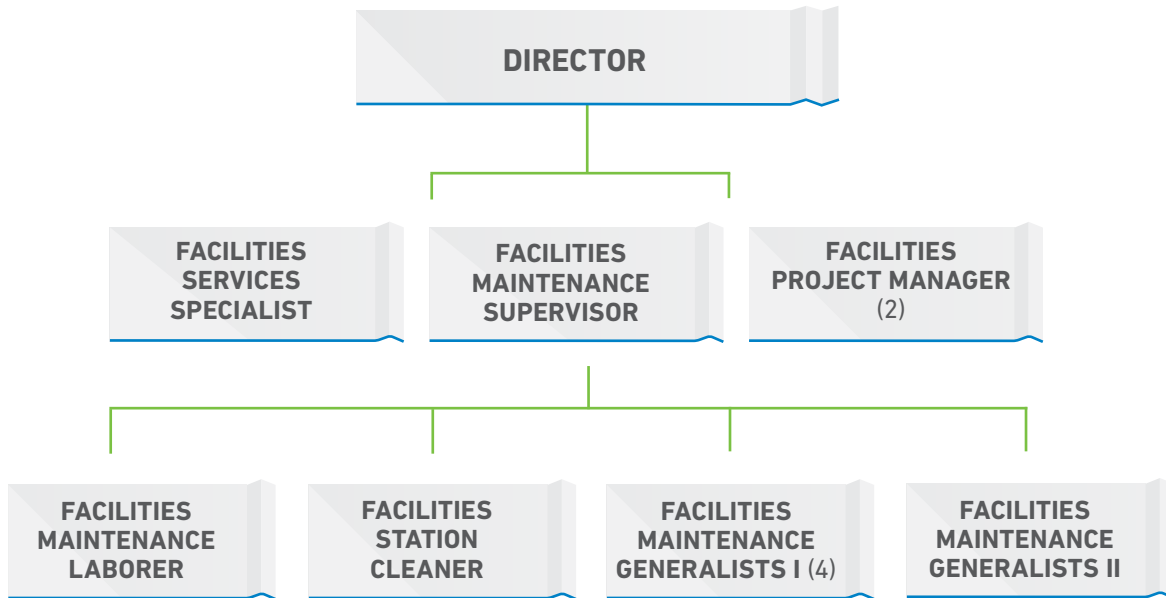
#### DEVELOPMENT PLANNING

- Administers the Strategic Business Plan - sets the framework for the organization to focus and prioritize our resources and activities as part of our strategic planning cycle.
- Provides Comprehensive Operations Analysis - provides an opportunity to look at the system holistically for opportunities to improve service to the community.
- Participates in regional planning efforts.
- Engages in regional partnerships in other agencies





## FACILITIES MANAGEMENT



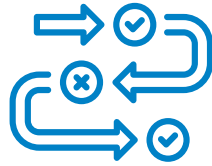
### FACILITIES MANAGEMENT

The Facilities Management department is the primary steward of LTD's built environment and provides safe, healthy, and functional facilities that support the goals of those we serve. The team plans, executes, and cares for the structural investments to integrate people, place, process, and technology.

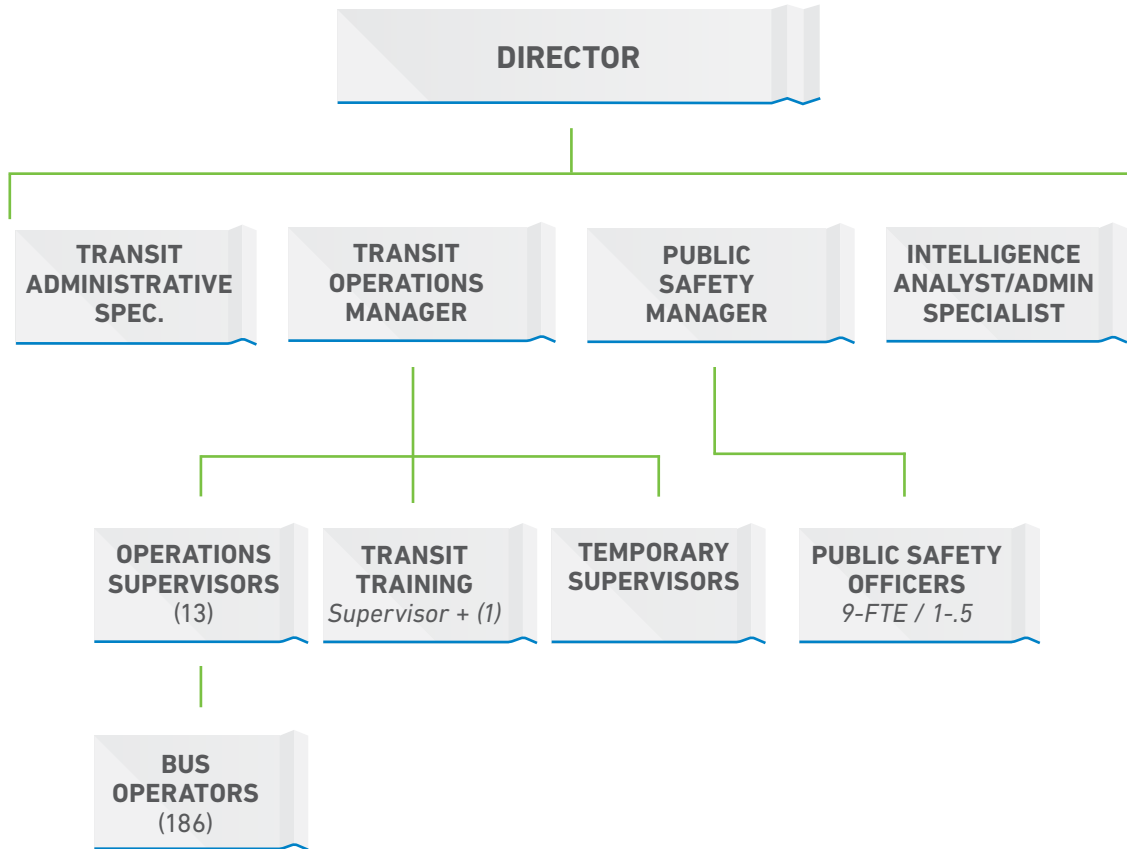
**The Facilities Management team is responsible for the care and maintenance of:**

- 2 operational campuses
- 20+ miles of fiber optic plant
- 2 hub stations
- 1,300 bus stops
- 11 neighborhood stations
- 200 fixed-route shelters
- 60 EmX platforms
- 20 miles of bus lanes





## TRANSIT OPERATIONS



### TRANSIT OPERATIONS

Transit Operations includes the operators who drive our fixed-route and EmX buses, their supervisors and trainers, public safety staff, and administrative specialists. Together the team makes sure we provide smooth, safe service and an exceptional customer experience.

#### TRANSIT TRAINING

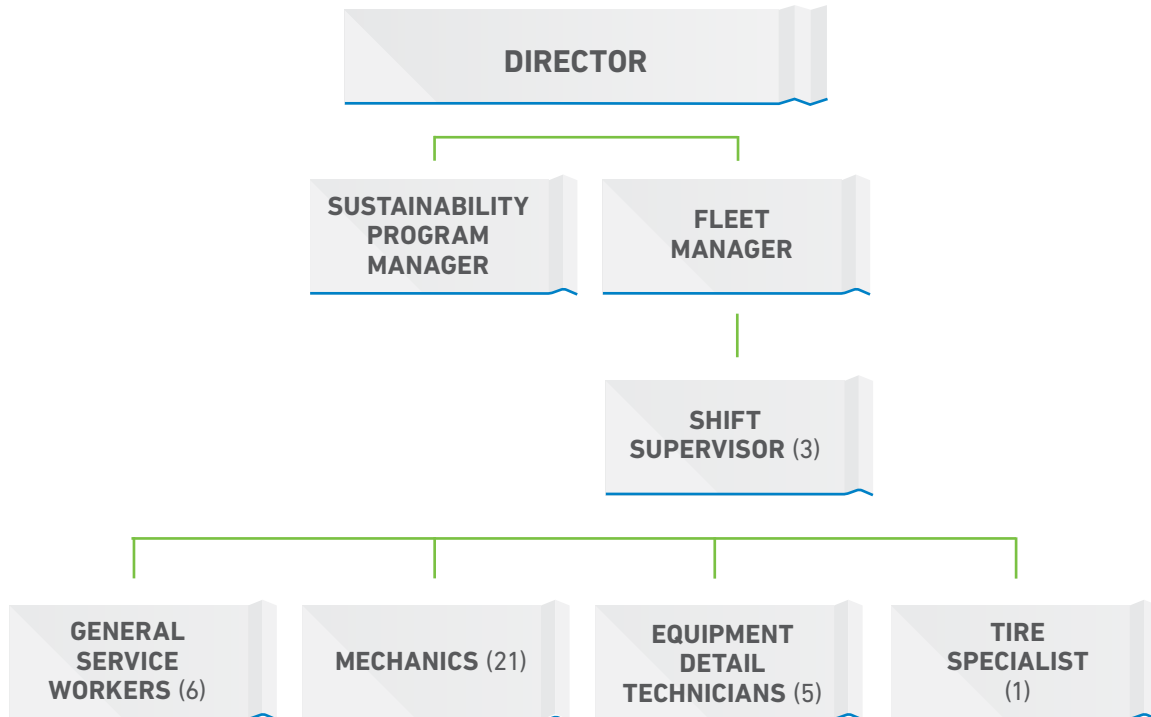
The Transit Training Workgroup coordinates robust training opportunities and educational support to District employees for professional growth and development. The Workgroup develops and delivers relevant training programs to maintain state and federal requirements, evaluates training needs throughout the District, and provides corrective training practices to maintain national safety standards.

#### PUBLIC SAFETY

Public Safety assures a safe and comfortable transit system for passengers, employees, and the public by monitoring security measures and engaging in proactive customer service to create an environment that promotes positive behavior. This group also coordinates physical and electronic access control for District facilities to protect our people and our assets.



## FLEET MANAGEMENT



### FLEET MANAGEMENT

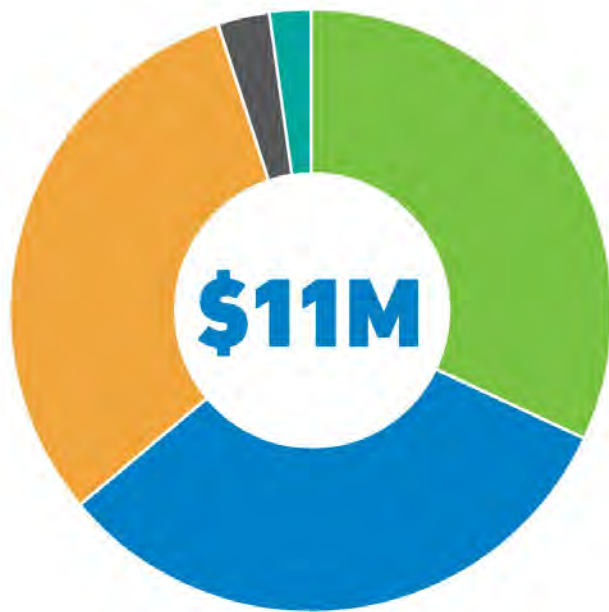
The Fleet Management Department supplies and maintains our vehicles to ensure a safe and reliable service. They ensure vehicles are cleaned, fueled, maintained and replaced efficiently and effectively. Responsibilities of Fleet Management include:

- Long-Range fleet maintenance plan
- Fleet replacement plan for fixed-route and paratransit vehicles, following the District’s commitments to environmental sustainability, reliability, accessibility, and safety
- Performance management
- Mechanic and staff training
- Continuous process improvement following best practices in vehicle cleaning, fueling, preventative maintenance and repairs



## 11.5 – SPECIALIZED SERVICES FUND

The Specialized Services Fund includes the District’s non-fixed-route/non-BRT transportation services. These services include Coordinated Human Service Transportation, Rural County Transportation, LTD’s Mobility on Demand services, and programs funded specifically by the Statewide Transportation Improvement Fund. Budget requests are generally flat, with the exception of anticipated increased expenditures in contractual services, including our RideSource Call Center contract with Medical Transportation Management (MTM), Rhody Express contract, and Diamond Express contract. Below are budget highlights for each group of programs for FY2022.

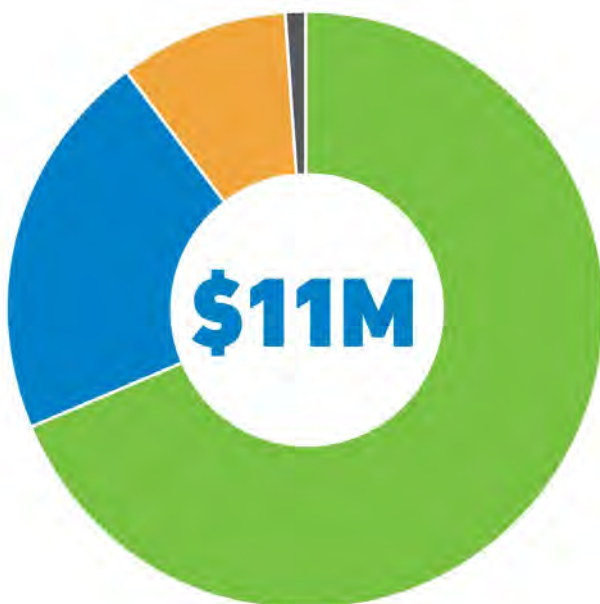


**\$11,714,631**

TOTAL SPECIALIZED SERVICES FUND RESOURCES

- 32%** STATE ASSISTANCE  
\$3,775,973
- 32%** TRANSFER FROM GENERAL FUND  
\$3,736,631
- 31%** FEDERAL ASSISTANCE  
\$3,619,928
- 3%** LOCAL ASSISTANCE  
\$296,057
- 2%** PASSENGER FARES  
\$286,043

ADDITIONAL BREAKDOWN OF THIS DATA IS PRESENTED IN APPENDIX A, TABLE 11.5.1 SSF REQUIREMENTS



**\$11,714,631**

TOTAL SPECIALIZED SERVICES FUND REQUIREMENTS

- 68%** EUGENE-SPRINGFIELD SERVICES  
\$7,974,366
- 21%** STATEWIDE TRANSPORTATION IMPROVEMENT  
\$2,509,593
- 9%** RURAL LANE COUNTY SERVICES  
\$1,082,767
- 1%** OTHER SERVICES  
\$147,906

ADDITIONAL BREAKDOWN OF THIS DATA IS PRESENTED IN APPENDIX A, TABLE 11.5.2 SSF REQUIREMENTS





## COORDINATED HUMAN SERVICE TRANSPORTATION (CHST)

LTD delivers critical transportation to multiple transportation programs as part of CHST:

- **LTD RideSource** – provides origin-to-destination transportation service for people who are unable to independently ride LTD’s bus service due to a disability.
- **LTD RideSource Shopper** – offers a weekly grouped shopper shuttle for seniors and people with disabilities.
- **LTD Veterans** – enables access to veteran’s benefits.
- **Crucial Connections** – manages short-term transportation to address sudden and immediate medical needs for individuals with no transportation access or identified program.
- **South Lane Operations** (City of Cottage Grove) – provides community-based service for individuals in south Lane County.
- **DD53 Work Trips** (DHS) – furnishes transportation to and from work sites for people with developmental disabilities.
- **Volunteer Escort** (LCOG) – allows mileage reimbursement for volunteers who assist individuals to get to and from critical services.
- **Mental Health Transportation** (White Bird Clinic) – connects individuals experiencing mental health issues to services and support.
- **Preschool Transportation** (Pearl Buck) – offers pre-school transportation for children of individuals with disabilities.
- **Travel Training and Transit Host Program** (LTD/Alternative Work Concepts) – provides support for individuals who need a bit more help learning to ride the system, continuing riding the system, and making connections at our main transit hub.
- **Transportation Eligibility Assessment Program** (LTD/Alternative Work Concepts/LCOG/White Bird) – offers individual assessments to determine the most appropriate way to connect seniors and people with disabilities to the services and destinations they want to access.

During FY2021, many of these services have been paused due to COVID-19, including the RideSource Shopper, Pearl Buck Preschool Transportation, DD53 work trips, and the Travel Training, and Transit Host Program. These programs will resume as appropriate based on demand and guidance of state, local and federal health agencies. The Eugene-Springfield paratransit and metro services portion of the FY2022 budget is adopted at \$8 million compared to a \$7.4 million FY2021 adopted budget. This increase accounts for overall ridership increases and to newly established trips by individuals who receive their services through Mentor Oregon or Full Access Brokerage.

## RURAL AND COUNTY SERVICES

These programs provide connectivity within rural communities and connect rural communities to the metro-area. Non-STIF funded Rural and County Service costs remain flat at \$1.1 million.



## OTHER MOBILITY SERVICES

Our Mobility on Demand projects were impacted by COVID-19. EmGo, the downtown Eugene project, continues to be paused. The Cottage Grove Connector was paused for five months and was restarted in August 2020. Other Mobility Services costs remain flat at \$.2 million.

## STATEWIDE TRANSPORTATION IMPROVEMENT

In 2017, the state legislature passed House Bill 2017 (HB 2017). Section 122 of HB 2017 known as “Keep Oregon Moving” established funding intended to support improvements in public transportation in Oregon to help build vibrant economies with good jobs, increased quality of life, clean environment, and safe and healthy people. The fund provides a dedicated statewide resource for transit and is funded by an employee payroll tax of one-tenth of one percent. In FY2022, the District has budgeted \$2.5 million for new mobility programs, continuing previously funded programs, and resuming programs suspended due to COVID-19, including the Florence Rhody Express and Oakridge Diamond Express. These projects are anticipated to begin in FY2022. Programs included in the FY2022 budget include Specialized Services projects that are both In-District and Out-of-District.

### OUR IN-DISTRICT PROJECTS INCLUDE:

- **Mobile Wallet** – An application that enables customers to plan a trip using a variety of transportation modes (transit, bike share, scooter share, walking, etc.) and to pay for that trip using an all-in-one “mobile wallet.”
- **Cottage Grove Mobility on Demand** – A service

that provides shared-ride mobility to areas of concentrated low-income and senior populations within the Cottage Grove city limits.

- **Pilot Mobility on Demand Service** – A pilot service that provides shared-ride mobility to areas of concentrated low-income and senior populations within the District.
- **Mobility Management Plan** – A plan that explores investments in new modes, integrations, and partnerships to advance the District’s efforts to continue to provide a high-quality transportation to a broad range of our community.
- **RideSource Shopper Expansion** – A service that provides a shared ride system to neighborhood shopping markets for older adults and people with disabilities.
- **STIF Grant Administration** – A portion of funds to cover the administrative cost associated with managing the STIF in- and out-of-district programs.
- **Lane County STIF Program Overview** – An informational guide on the STIF projects to increase transparency and clearly communicate the benefits to the community.
- **Bike Share Enhancement** – A project that improves connectivity by expanding the fleet of shared bicycles and bike share stations, improving operations and increasing access and equity through free low-income memberships.
- **Fare Collection Integration (In-District Portion)** – A project that eliminates the current fragmented fare collection system and replaces it with a seamless system which improves the customer experience when riders are moving between communities within Lane County (e.g. Diamond Express, Lane Link Eugene/Springfield, Rhody Express, etc.).
- **Florence/Eugene Connector (In-District Portion)** – A service that links Florence and Eugene along Highway 126, connecting at key transit hubs and enabling riders to access destinations along the Florence-Eugene route.
- **Enhance Lane-Douglas Connector (In-District Portion)** – An increase in the number of days that the Lane-Douglas Connector (LDC) fixed-route service operates. The Connector provides round trip service between the Eugene VA Clinic and Roseburg VA Hospital.



**OUT-OF-DISTRICT PROJECTS:**

- **Florence/Eugene Connector** (Out-of-District Portion) – A service that links Florence and Eugene along Highway 126, connecting at key transit hubs and enabling riders to access destinations along the Florence-Eugene route.
- **Enhance Lane-Douglas Connector** (Out-of-District Portion) – An increase in the number of days that the Lane-Douglas Connector (LDC) fixed-route service operates. The Connector provides round-trip service between the Eugene VA Clinic and Roseburg VA Hospital.
- **Fare Collection Integration** (Out-of-District Portion) – A project that eliminates the current fragmented fare collection system and replaces it with a seamless system which improves customer experience when riders are moving between communities within Lane County (e.g., Diamond Express, Lane Link Eugene/Springfield, Rhody Express, etc.).
- **Florence/Yachats Route** – A service that links the rural, coastal communities of Florence and Yachats along Highway 101.
- **STIF Reserve** – A reserve of funds for out-of-district operating expenditures to align with the District's reserve policy of a two-month minimum operating reserve.



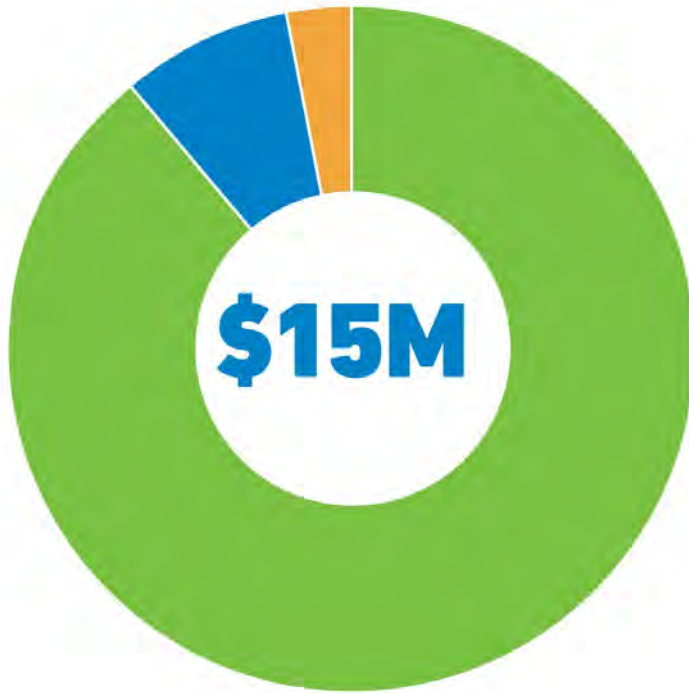


## 11.6 – MEDICAID FUND

The District provides critical medical appointment transportation for individuals who are eligible under the Oregon Health Plan/Medicaid. Oregon has historically championed medical transportation as a fundamental benefit of Medicaid. LTD incorporates a “least-cost, most-appropriate” lens to provide service to these appointments, using bus passes, gas voucher/reimbursement, and taxi rides with one of 27 private taxi operators in our county. The adopted FY2022 budget for the Medicaid Fund is \$14.9 million, an increase of \$.4 million over the FY2021 budget. This increase can be attributed to some of the following factors:

- An increase in administrative expenses. This is due to the planned extension of our contract with MTM (for the management of the RideSource Call Center) and the complexity of compliance under new state requirements implemented January 2020. These requirements present significant challenges in terms of our ability to meet stringent metrics and increasingly robust reporting obligations.
- An increase in costs per trip. Although ridership has decreased overall, our community still has need of public transportation. Due to pandemic restrictions, we have been unable to provide as many shared trips, resulting in increased per-trip costs.

**THE DISTRICT PROVIDES  
CRITICAL MEDICAL APPOINTMENT  
TRANSPORTATION FOR  
INDIVIDUALS WHO ARE ELIGIBLE  
UNDER THE OREGON HEALTH  
PLAN/MEDICAID.**

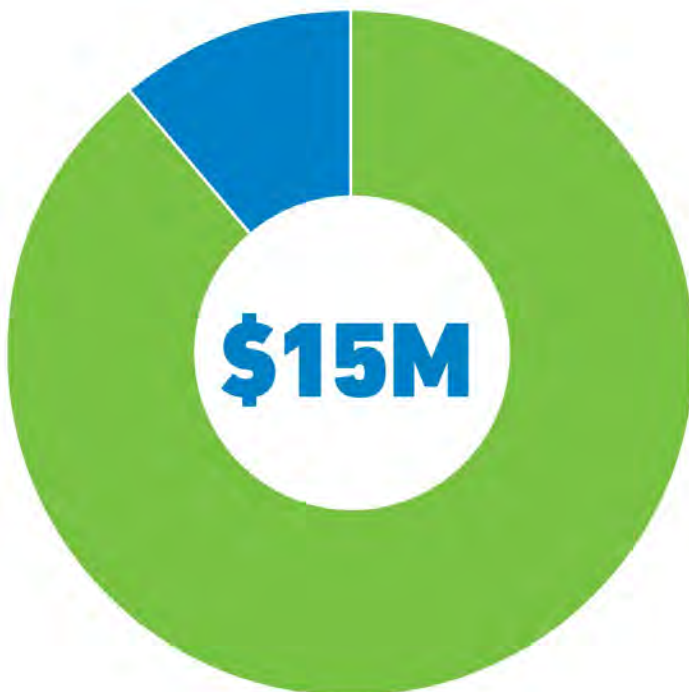


**\$14,917,220**

TOTAL MEDICAID RESOURCES

<b>89%</b>	<span style="color: green;">■</span>	<b>MEDICAID MEDICAL SERVICES</b> \$13,267,295
<b>8%</b>	<span style="color: blue;">■</span>	<b>MEDICAID WAVERED TRANSPORTATION</b> \$1,249,725
<b>3%</b>	<span style="color: orange;">■</span>	<b>TRANSFER FROM GENERAL FUND</b> 400,200

ADDITIONAL BREAKDOWN OF THIS DATA IS PRESENTED IN APPENDIX A, TABLE 11.6.1 MEDICAID FUND RESOURCES



**\$14,917,220**

TOTAL MEDICAID REQUIREMENTS

<b>89%</b>	<span style="color: green;">■</span>	<b>MEDICAID MEDICAL SERVICES</b> \$13,267,495
<b>11%</b>	<span style="color: blue;">■</span>	<b>MEDICAID NON-MEDICAL SERVICES</b> \$1,649,725

ADDITIONAL BREAKDOWN OF THIS DATA IS PRESENTED IN APPENDIX A, TABLE 11.6.2 MEDICAID FUND REQUIREMENTS

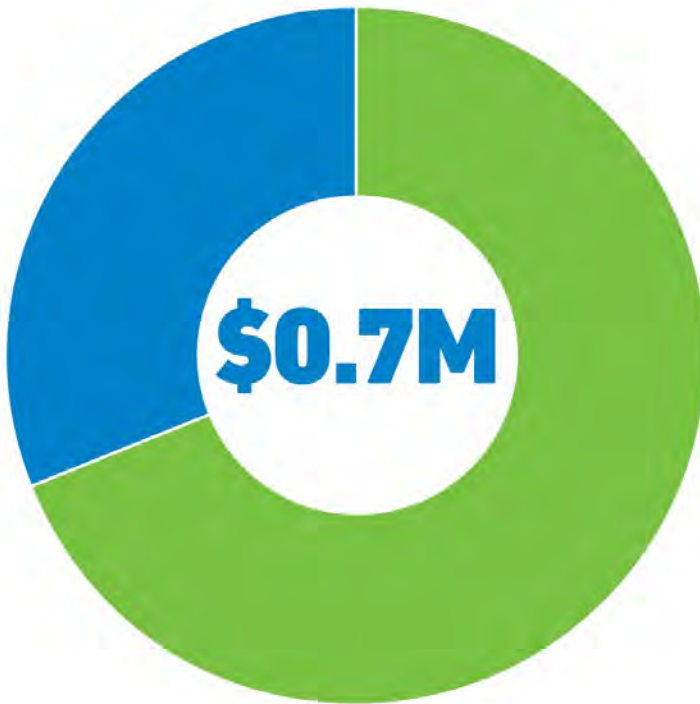




## 11.7 – POINT2POINT FUND

Point2point (P2p) coordinates with employers in our region, and regional and statewide partners, to encourage the use of alternatives to drive-alone travel. Most of the P2p budget is comprised of grant funds allocated by the Metropolitan Policy Committee, the governing body of the region's Metropolitan Policy Organization, and ODOT. Several regional partners, including the local cities, all three school districts, and LTD, provide local funds to match grant dollars in the P2p Fund. The FY2022 budget reflects the transition of some P2p programs, such as Safe Routes to School, to other agencies to realign and best meet program goals. The District serves as the pass-through of funds for these transitioned programs. Some projects will not move forward, such as the Business Commute Challenge. Other programs will be transitioned as is appropriate (e.g., when it is time to renew grant funding). LTD remains committed to our employee/employer transportation options program, including the Group Pass Program and Emergency Ride Home Program. The FY2022 P2p Fund budget is \$.7 million, down \$.5 million from the FY2021 budget.



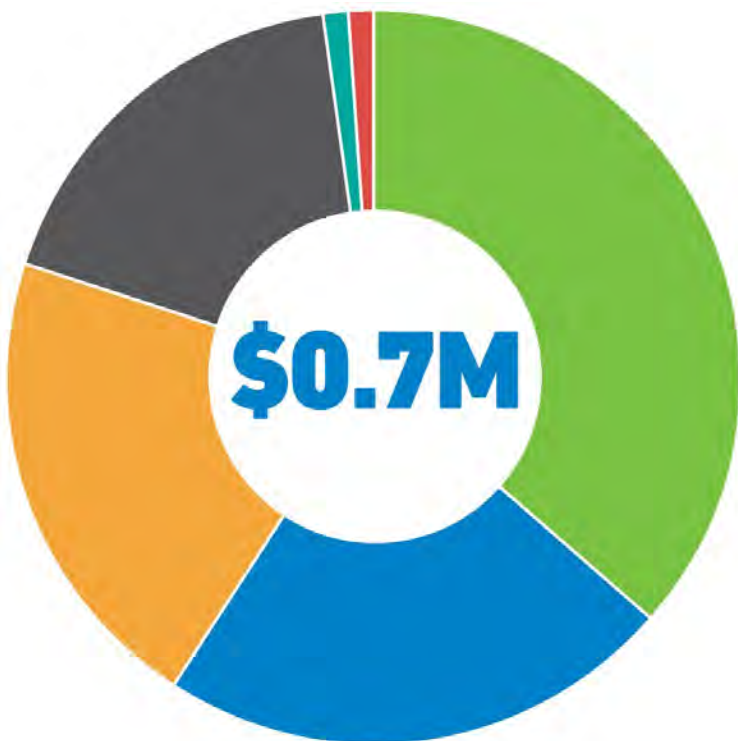


**\$713,509**

TOTAL POINT2POINT RESOURCES

<b>69%</b>	<span style="color: green;">■</span>	<b>FEDERAL ASSISTANCE</b> \$495,385
<b>31%</b>	<span style="color: blue;">■</span>	<b>TRANSFER FROM GENERAL FUND</b> \$218,124

ADDITIONAL BREAKDOWN OF THIS DATA IS PRESENTED IN APPENDIX A, TABLE 11.7.1 POINT2POINT FUND RESOURCES



**\$713,509**

TOTAL POINT2POINT REQUIREMENTS

<b>37%</b>	<span style="color: green;">■</span>	<b>SAFE ROUTES TO SCHOOLS</b> \$264,000
<b>23%</b>	<span style="color: blue;">■</span>	<b>POINT2POINT ADMINISTRATIVE</b> \$162,175
<b>21%</b>	<span style="color: orange;">■</span>	<b>PROJECTS</b> \$150,334
<b>18%</b>	<span style="color: grey;">■</span>	<b>VANPOOL</b> \$130,000
<b>&lt;1%</b>	<span style="color: teal;">■</span>	<b>CONTINGENCY</b> \$5,000
<b>&lt;1%</b>	<span style="color: red;">■</span>	<b>EMERGENCY RIDE HOME</b> \$2,000

ADDITIONAL BREAKDOWN OF THIS DATA IS PRESENTED IN APPENDIX A, TABLE 11.7.2 POINT2POINT FUND REQUIREMENTS



## 11.8 – CAPITAL PROJECTS FUND

The Capital Projects Fund finances the District’s strategic investments in system expansion as well as projects to optimize our existing infrastructure, including planning, construction, facility maintenance, and repair projects. Of the FY2022 projects, \$26 million (70%) are projects to keep existing District assets in good working order. Significant “State of Good Repair” projects include:

- \$19.8 million for fixed-route vehicles, including electric vehicles that reduce our fleet’s greenhouse gas emissions and consumption of fossil fuels.
- \$2.8 million for technology and infrastructure upgrades to ensure efficient and secure operations and recoverability from disaster scenarios.
- \$1.5 million for aging paratransit replacement vehicles.

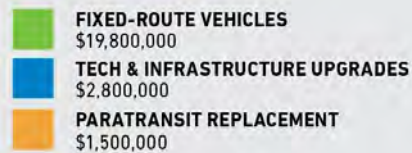
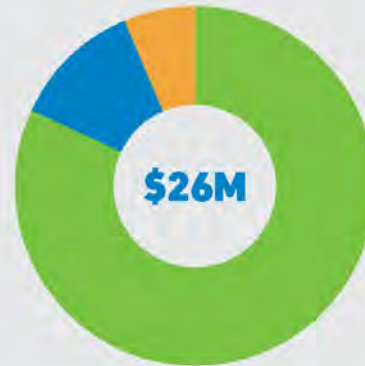
In FY2022, \$10.9 million (29%) is for projects that improve the value and benefits to our community. Significant “Improvement” projects include:

- \$5 million for the Franklin Boulevard Transformation project which upgrades and transforms the multi-modal transportation corridor that connects Eugene and Springfield.
- \$1.3 million for strategic planning studies which set the strategic direction for the District. In FY2022, this includes the development of a strategic business plan, a marketing and brand plan, and a comprehensive operations analysis.
- \$1.2 million for system security improvements at locations vulnerable to vandalism and other criminal activity.
- \$0.7 million for TouchPass validators on EmX platforms, which will allow riders to access their fare accounts prior to boarding the bus, resulting in faster boarding and greater rider convenience.

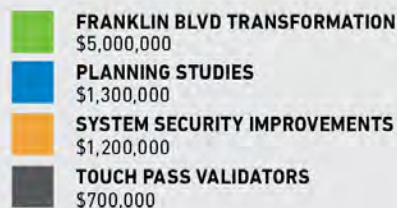
The remaining 1% of the FY2022 Capital Projects Fund is for COVID-related projects.

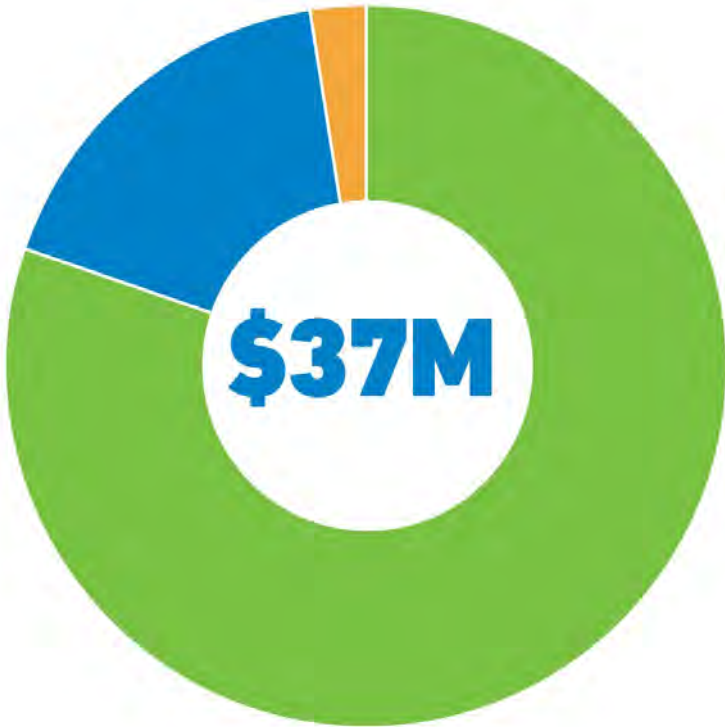


### STATE OF GOOD REPAIR HIGHLIGHTS



### IMPROVEMENT HIGHLIGHTS



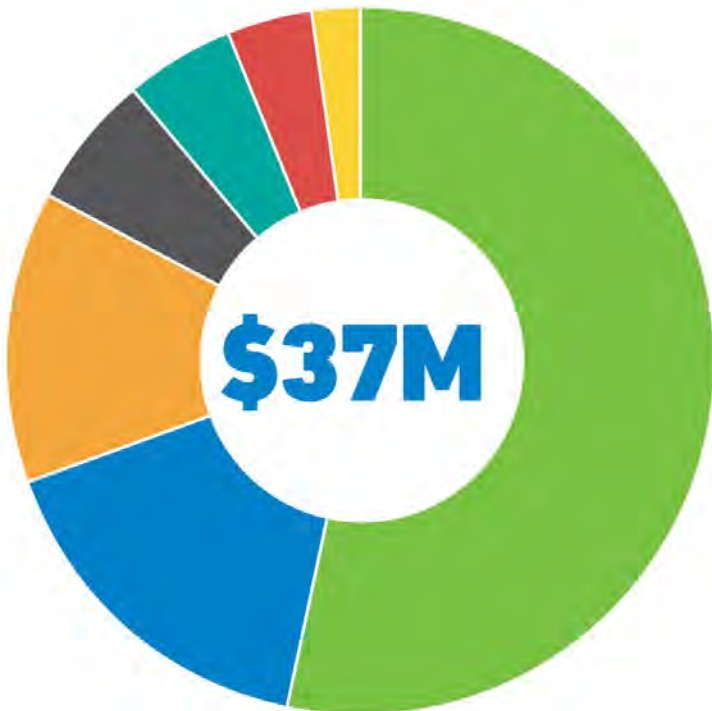


**\$37,245,418**

TOTAL CAPITAL PROJECTS FUND RESOURCES

- 59%** ■ **FEDERAL ASSISTANCE**  
\$22,099,496
- 33%** ■ **TRANSFER FROM GENERAL FUND**  
\$12,420,116
- 7%** ■ **STATE ASSISTANCE**  
\$2,545,806
- <1%** ■ **LOCAL ASSISTANCE**  
\$180,000

ADDITIONAL BREAKDOWN OF THIS DATA IS PRESENTED IN APPENDIX A, TABLE 11.8.1 CAPITAL PROJECTS FUND RESOURCES



**\$37,245,418**

TOTAL CAPITAL PROJECTS FUND REQUIREMENTS

- 53%** ■ **FLEET - FIXED ROUTE REVENUE VEHICLES**  
\$19,755,000
- 16%** ■ **TECHNOLOGY INFRASTRUCTURE & SYSTEMS**  
\$6,093,400
- 13%** ■ **FTN - FRANKLIN BLVD TRANSFORMATION**  
\$5,000,000
- 6%** ■ **FTN - OTHER**  
\$2,298,717
- 5%** ■ **FLEET - OTHER**  
\$1,910,000
- 4%** ■ **FACILITIES**  
\$1,530,000
- 2%** ■ **SECURITY & OTHER**  
\$658,301

ADDITIONAL BREAKDOWN OF THIS DATA IS PRESENTED IN APPENDIX A, TABLE 11.8.2 CAPITAL PROJECTS FUND REQUIREMENTS



# APPENDICES



---

**“HAVING PUBLIC TRANSPORTATION AVAILABLE IN COTTAGE GROVE CREATES A VIBRANCY WITHIN THE COMMUNITY WHILE PROVIDING IMPORTANT ACCESS TO LOCAL SERVICES, JOBS, SHOPPING, RECREATION... ALL THE BENEFITS OF LIVING IN OUR COMMUNITY. IN ADDITION, THE CONNECTION TO A BROADER TRANSPORTATION SYSTEM BRINGS VISITORS TO ENJOY OUR HOSPITALITY AND CREATES IMPORTANT CONNECTIONS BEYOND OUR COMMUNITY TO REGIONAL SERVICES AND EDUCATIONAL AND EMPLOYMENT OPPORTUNITIES FOR OUR RESIDENTS.”**

**—Amanda Ferguson, City Planner, City of Cottage Grove**

## APPENDIX A: TABLES

<b>TABLE 11.1 DISTRICT WIDE RESOURCES</b>	<b>FY2018-19 Actual</b>	<b>FY2019-20 Actual</b>	<b>FY2020-21 Adopted</b>	<b>FY2020-21 Estimate</b>	<b>FY2021-22 Adopted</b>	<b>Change from FYFY2020-21 Budget</b>	<b>Percent Change</b>
<b>OPERATING REVENUES</b>							
Cash Fares & Passes	\$4,868,311	\$3,265,001	\$2,729,639	\$820,001	\$2,706,043	(\$23,596)	-1%
Group Passes	\$2,227,555	\$1,526,638	\$1,677,077	\$0	\$1,924,113	\$247,036	15%
Advertising	\$300,000	\$366,667	\$322,000	\$172,942	\$0	(\$322,000)	-100%
Special Services	\$288,310	\$197,114	\$0	\$40	\$319,489	\$319,489	-
Medicaid	\$11,267,367	\$10,639,802	\$14,179,770	\$12,039,770	\$14,517,020	\$337,250	2%
	<b>\$18,951,543</b>	<b>\$15,995,222</b>	<b>\$18,908,486</b>	<b>\$13,032,753</b>	<b>\$19,466,665</b>	<b>\$558,179</b>	<b>3%</b>
<b>NONOPERATING REVENUES</b>							
Payroll Taxes	\$37,749,489	\$39,842,212	\$27,117,649	\$38,228,432	\$38,228,432	\$11,110,783	41%
Self-Employment Taxes	\$1,932,829	\$2,017,855	\$1,388,463	\$1,371,536	\$1,371,536	(\$16,927)	-1%
State-in-lieu	\$439,545	\$555,192	\$315,751	\$494,832	\$494,832	\$179,081	57%
Federal Assistance	\$8,302,340	\$15,637,381	\$41,909,389	\$21,542,595	\$46,244,808	\$4,335,420	10%
State Assistance	\$2,299,466	\$3,928,073	\$9,863,023	\$6,236,584	\$8,021,779	(\$1,841,245)	-19%
Local Assistance	\$161,739	\$109,635	\$191,595	\$210,460	\$476,057	\$284,462	148%
Miscellaneous	\$639,391	\$406,278	\$270,067	\$159,400	\$290,190	\$20,123	7%
Interest	\$338,244	\$310,904	\$52,500	\$175,000	\$274,700	\$222,200	423%
Sale of Assets	\$6,145	\$0	\$0	\$0	\$0	\$0	-
	<b>\$51,869,188</b>	<b>\$62,807,530</b>	<b>\$81,108,437</b>	<b>\$68,418,838</b>	<b>\$95,402,334</b>	<b>\$14,293,897</b>	<b>18%</b>
<b>TOTAL REVENUES</b>	<b>\$70,820,731</b>	<b>\$78,802,752</b>	<b>\$100,016,923</b>	<b>\$81,451,591</b>	<b>\$114,868,999</b>	<b>\$14,852,076</b>	<b>15%</b>
<b>WORKING CAPITAL RESOURCES</b>							
General Fund	\$10,956,147	\$14,295,597	\$11,320,433	\$24,326,403	\$10,956,147	(\$364,286)	-3%
Specialized Services Fund	\$744,612	\$597,637	\$561,794	\$800,552	\$744,612	\$182,818	33%
Medicaid Fund	\$246,910	\$5,831	\$79,834	\$246,910	\$246,910	\$167,076	209%
Point2point Fund	\$34,892	\$231,774	\$131	(\$8,736)	\$34,892	\$34,761	26535%
Capital Fund	\$13,998,403	\$18,726,519	\$10,827,898	\$13,998,403	\$13,998,403	\$3,170,505	29%
<b>WORKING CAPITAL RESOURCES</b>	<b>\$25,980,963</b>	<b>\$33,857,358</b>	<b>\$22,790,090</b>	<b>\$39,363,532</b>	<b>\$25,980,963</b>	<b>\$3,190,873</b>	<b>14%</b>
<b>INTERFUND TRANSFERS</b>	<b>\$3,158,601</b>	<b>\$2,121,348</b>	<b>\$9,052,526</b>	<b>\$9,608,672</b>	<b>\$16,775,071</b>	<b>\$7,722,545</b>	<b>85%</b>
<b>TOTAL RESOURCES WITH BEG WC</b>	<b>\$ 99,960,295</b>	<b>\$114,781,458</b>	<b>\$131,859,539</b>	<b>\$130,423,795</b>	<b>\$ 157,625,034</b>	<b>\$25,765,495</b>	<b>20%</b>

<b>TABLE 11.2 DISTRICT WIDE REQUIREMENTS</b>	<b>FY2018-19 Actual</b>	<b>FY2019-20 Actual</b>	<b>FY2020-21 Adopted</b>	<b>FY2020-21 Estimate</b>	<b>FY2021-22 Adopted</b>	<b>Change from FYFY2020-21 Budget</b>	<b>Percent Change</b>
<b>OPERATING REQUIREMENTS</b>							
Personnel Services	\$37,010,247	\$36,468,825	\$36,173,576	\$36,351,972	\$40,425,776	\$4,252,200	12%
Materials & Services	\$8,799,780	\$8,003,415	\$10,861,608	\$7,925,894	\$11,119,024	\$257,416	2%
Insurance & Risk Services	\$458,276	\$296,889	\$456,718	\$605,900	\$676,291	\$219,573	48%
Specialized Services	\$5,843,165	\$5,677,862	\$9,865,583	\$9,865,583	\$11,714,631	\$1,849,048	19%
Medicaid	\$11,899,405	\$10,623,723	\$14,520,170	\$12,384,920	\$14,917,220	\$397,050	3%
P2p	\$955,122	\$766,238	\$1,209,819	\$522,382	\$708,509	(\$501,310)	-41%
	<b>\$64,965,995</b>	<b>\$61,836,952</b>	<b>\$73,087,474</b>	<b>\$67,656,651</b>	<b>\$79,561,451</b>	<b>\$6,473,977</b>	<b>9%</b>
<b>CAPITAL FUND INVESTMENTS</b>							
	<b>\$4,087,148</b>	<b>\$11,459,626</b>	<b>\$30,005,575</b>	<b>\$27,177,508</b>	<b>\$37,245,418</b>	<b>\$7,239,843</b>	<b>24%</b>
<b>TRANSFERS</b>							
Transfer to Specialized Services Fund	\$1,961,573	\$1,896,348	\$2,942,083	\$2,942,083	\$3,736,631	\$794,548	27%
Transfer to Medicaid Fund	\$1,007,028	\$225,000	\$397,133	\$345,150	\$400,200	\$3,067	1%
Transfer to Point2point Fund	\$190,000	\$0	\$258,379	\$143,936	\$218,124	(\$40,255)	-16%
Transfer to Capital Projects Fund	\$0	\$0	\$5,454,931	\$6,177,503	\$12,420,116	\$6,965,186	128%
	<b>\$3,158,601</b>	<b>\$2,121,348</b>	<b>\$9,052,526</b>	<b>\$9,608,672</b>	<b>\$16,775,071</b>	<b>\$7,722,545</b>	<b>85%</b>
<b>RESERVES</b>							
Operating reserve	\$8,602,279	\$20,637,013	\$8,886,067	\$11,982,561	\$10,044,691	\$1,158,624	13%
Capital restricted for grant match	\$19,146,272	\$18,726,519	\$10,827,898	\$13,998,403	\$13,998,403	\$3,170,505	29%
	<b>\$27,748,551</b>	<b>\$39,363,532</b>	<b>\$19,713,965</b>	<b>\$25,980,963</b>	<b>\$24,043,093</b>	<b>\$4,329,128</b>	<b>22%</b>
<b>TOTAL REQUIREMENTS</b>	<b>\$99,960,295</b>	<b>\$114,781,458</b>	<b>\$131,859,539</b>	<b>\$130,423,795</b>	<b>\$157,625,034</b>	<b>\$25,765,494</b>	<b>20%</b>



TABLE 11.3.1 GENERAL FUND RESOURCES	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Adopted	FY2020-21 Estimate	FY2021-22 Adopted	Change from FYFY2020-21 Budget	Percent Change
<b>OPERATING REVENUES</b>							
Cash Fares & Passes	\$4,528,344	\$3,006,973	\$2,429,638	\$520,000	\$2,420,000	(\$9,638)	0%
Group Passes	\$2,227,555	\$1,526,638	\$1,677,077	\$0	\$1,924,113	\$247,036	15%
Advertising	\$300,000	\$366,667	\$322,000	\$172,942	\$0	(\$322,000)	-100%
Special Services	\$288,310	\$197,114	\$0	\$40	\$319,489	\$319,489	-
	<b>\$7,344,209</b>	<b>\$5,097,392</b>	<b>\$4,428,715</b>	<b>\$692,982</b>	<b>\$4,663,602</b>	<b>\$234,887</b>	<b>5%</b>
<b>NONOPERATING REVENUES</b>							
Payroll Taxes	\$37,749,489	\$39,842,212	\$27,117,649	\$38,228,432	\$38,228,432	\$11,110,783	41%
Self-Employment Taxes	\$1,932,829	\$2,017,855	\$1,388,463	\$1,371,536	\$1,371,536	(\$16,927)	-1%
State-in-Lieu	\$439,545	\$555,192	\$315,751	\$494,832	\$494,832	\$179,081	57%
Federal Assistance	\$2,487,542	\$8,006,290	\$18,332,833	\$0	\$20,030,000	\$1,697,167	9%
State Assistance	\$0	\$685,160	\$1,533,333	\$0	\$1,700,000	\$166,667	11%
Miscellaneous	\$616,611	\$406,278	\$270,067	\$159,400	\$290,190	\$20,123	7%
Interest	\$338,244	\$310,904	\$52,500	\$175,000	\$274,700	\$222,200	423%
	<b>\$43,564,260</b>	<b>\$51,823,891</b>	<b>\$49,010,596</b>	<b>\$40,429,200</b>	<b>\$62,389,690</b>	<b>\$13,379,094</b>	<b>27%</b>
<b>TOTAL REVENUES</b>	<b>\$50,908,469</b>	<b>\$56,921,283</b>	<b>\$53,439,311</b>	<b>\$41,122,182</b>	<b>\$67,053,292</b>	<b>\$13,613,981</b>	<b>25%</b>



TABLE 11.3.2 GENERAL FUND REQUIREMENTS	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Adopted	FY2020-21 Estimate	FY2021-22 Adopted	Change from FYFY2020-21 Budget	Percent Change
<b>OPERATING REQUIREMENTS</b>							
Personnel Services	\$37,010,247	\$36,468,825	\$36,173,576	\$36,351,972	\$40,425,776	\$4,252,200	12%
Materials & Services	\$8,799,780	\$8,003,415	\$10,861,608	\$7,925,894	\$11,119,024	\$257,416	2%
Insurance & Risk Services	\$458,276	\$296,889	\$456,718	\$605,900	\$676,291	\$219,573	48%
	\$46,268,303	\$44,769,129	\$47,491,902	\$44,883,766	\$52,221,091	\$4,729,189	10%
<b>TRANSFERS</b>							
Transfer to Specialized Services Fund	\$1,961,573	\$1,896,348	\$2,942,083	\$2,942,083	\$3,736,631	\$794,548	27%
Transfer to Medicaid Fund	\$1,007,028	\$225,000	\$397,133	\$345,150	\$400,200	\$3,067	1%
Transfer to Point2point Fund	\$190,000	\$0	\$258,379	\$143,936	\$218,124	(\$40,255)	-16%
Transfer to Capital Projects Fund	\$0	\$0	\$5,454,931	\$6,177,503	\$12,420,116	\$6,965,186	128%
	\$3,158,601	\$2,121,348	\$9,052,526	\$9,608,672	\$16,775,071	\$7,722,545	85%
<b>TOTAL REQUIREMENTS</b>	\$49,426,904	\$46,890,477	\$56,544,428	\$54,492,438	\$68,996,162	\$12,451,734	22%
Excess (deficiency) of resources over requirements	\$1,481,565	\$10,030,806	(\$3,105,117)	(\$13,370,256)	(\$1,942,870)	\$1,162,247	-37%
<b>WORKING CAPITAL</b>							
Beginning Working Capital	\$12,814,032	\$14,295,597	\$11,320,433	\$24,326,403	\$10,956,147	\$4,252,200	12%
Ending Working Capital	\$14,295,597	\$24,326,403	\$8,215,317	\$10,956,147	\$9,013,277	\$257,416	2%
Minimum of 2 months reserve	\$7,711,384	\$7,461,522	\$8,215,317	\$7,780,628	\$9,003,515	\$219,573	48%

TABLE 11.5.1 SSF RESOURCES	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Adopted	FY2020-21 Estimate	FY2021-22 Adopted	Change from FYFY2020-21 Budget	Percent Change
<b>OPERATING REVENUES</b>							
Passenger Fares	\$339,967	\$258,028	\$300,001	\$300,001	\$286,043	(\$13,958)	-5%
Federal Assistance	\$2,727,730	\$2,163,793	\$3,596,510	\$3,596,510	\$3,619,928	\$23,418	1%
State Assistance	\$1,139,095	\$1,470,348	\$2,774,590	\$2,774,590	\$3,775,973	\$1,001,383	36%
Local Assistance	\$125,793	\$92,260	\$191,160	\$196,460	\$296,057	\$104,898	55%
	\$4,332,585	\$3,984,429	\$6,862,260	\$6,867,560	\$7,978,001	\$1,115,741	16%
<b>OTHER SOURCES</b>							
Transfer from General Fund	\$1,961,573	\$1,896,348	\$2,942,083	\$2,942,083	\$3,736,631	\$794,548	27%
	\$1,961,573	\$1,896,348	\$2,942,083	\$2,942,083	\$3,736,631	\$794,548	27%
<b>TOTAL REVENUES</b>	\$6,294,158	\$5,880,777	\$9,804,343	\$9,809,643	\$11,714,631	\$1,910,288	19%

<b>TABLE 11.5.2 SSF REQUIREMENTS</b>	<b>FY2018-19 Actual</b>	<b>FY2019-20 Actual</b>	<b>FY2020-21 Adopted</b>	<b>FY2020-21 Estimate</b>	<b>FY2021-22 Adopted</b>	<b>Change from FYFY2020-21 Budget</b>	<b>Percent Change</b>
<b>EUGENE SPRINGFIELD SERVICES</b>							
ADA RideSource	\$4,692,825	\$4,355,339	\$6,943,067	\$6,943,067	\$7,444,264	\$501,197	7%
Transit Training & Hosts	\$121,789	\$93,757	\$154,038	\$154,038	\$154,038	\$0	0%
Mental Health Transportation	\$72,924	\$319,944	\$115,532	\$115,532	\$231,064	\$115,532	100%
LTD Staff Time	\$0	\$44,127	\$145,000	\$145,000	\$145,000	\$0	0%
	<b>\$4,887,538</b>	<b>\$4,813,167</b>	<b>\$7,357,637</b>	<b>\$7,357,637</b>	<b>\$7,974,366</b>	<b>\$616,729</b>	<b>8%</b>
<b>RURAL LANE COUNTY SERVICES</b>							
South Lane & STIF Expansion	\$138,716	\$133,609	\$152,175	\$152,175	\$261,599	\$109,424	72%
Oakridge & STIF Expansion	\$220,226	\$216,487	\$267,104	\$267,104	\$362,284	\$95,180	36%
Florence & STIF Expansion	\$217,917	\$234,678	\$647,806	\$647,806	\$458,884	(\$188,923)	-29%
Florence/Yachats	\$113,217	\$20,394	\$0	\$0	\$0	\$0	-
Volunteer Coordination	\$76,389	\$69,729	\$0	\$0	\$0	\$0	-
Service Animal Program	\$43,090	\$0	\$0	\$0	\$0	\$0	-
	<b>\$809,555</b>	<b>\$674,897</b>	<b>\$1,067,085</b>	<b>\$1,067,085</b>	<b>\$1,082,767</b>	<b>\$15,682</b>	<b>1%</b>
<b>OTHER SERVICES</b>							
Mobility Management	\$136,793	\$108,145	\$140,862	\$140,862	\$127,906	(\$12,956)	-9%
Crucial Connections	\$5,255	\$3,172	\$7,500	\$7,500	\$7,500	\$0	0%
Veterans Transportation	\$4,024	\$2,049	\$12,500	\$12,500	\$12,500	\$0	0%
	<b>\$146,072</b>	<b>\$113,366</b>	<b>\$160,862</b>	<b>\$160,862</b>	<b>\$147,906</b>	<b>(\$12,956)</b>	<b>-8%</b>
<b>STATEWIDE TRANSPORTATION IMPROVEMENT</b>							
BikeShare Enhancement	\$0	\$0	\$0	\$0	\$417,000	\$417,000	-
Cottage Grove MOD	\$0	\$0	\$400,000	\$400,000	\$260,000	(\$140,000)	-35%
Enhance Lane-Douglas Connector	\$0	\$0	\$0	\$0	\$105,593	\$105,593	-
Fare Collection Integration	\$0	\$0	\$0	\$0	\$37,500	\$37,500	-
Florence/Eugene Connector	\$0	\$0	\$0	\$0	\$60,000	\$60,000	-
Florence/Yachats	\$0	\$0	\$0	\$0	\$21,500	\$21,500	-
Lane County STIF Program Overview	\$0	\$0	\$0	\$0	\$55,000	\$55,000	-
Mobility Management Plan	\$0	\$0	\$50,000	\$50,000	\$275,000	\$225,000	450%
Pilot MOD Service	\$0	\$0	\$450,000	\$450,000	\$300,000	(\$150,000)	-33%
STIF Transit Demand Plan	\$0	\$0	\$100,000	\$100,000	\$0	(\$100,000)	-100%
STIF Grant Administration	\$0	\$76,432	\$280,000	\$280,000	\$200,000	(\$80,000)	-29%
RideSource Shopper Expansion	\$0	\$0	\$0	\$0	\$300,000	\$300,000	-
STIF Reserve	\$0	\$0	\$0	\$0	\$28,000	\$28,000	-
Mobile Wallet	\$0	\$0	\$0	\$0	\$450,000	\$450,000	-
	<b>\$0</b>	<b>\$76,432</b>	<b>\$1,280,000</b>	<b>\$1,280,000</b>	<b>\$2,509,593</b>	<b>\$1,229,593</b>	<b>96%</b>
<b>TOTAL OPERATING REQUIREMENTS</b>							
	<b>\$5,843,165</b>	<b>\$5,677,862</b>	<b>\$9,865,583</b>	<b>\$9,865,583</b>	<b>\$11,714,631</b>	<b>\$1,849,048</b>	<b>19%</b>
Excess (deficiency) of resources over requirements	\$450,993	\$202,915	(\$61,240)	(\$55,940)	\$0	\$61,240	-100%
<b>WORKING CAPITAL</b>							
Beginning Working Capital	\$146,644	\$597,637	\$561,794	\$800,552	\$744,612	\$182,818	33%
Ending Working Capital	\$597,637	\$800,552	\$500,554	\$744,612	\$744,612	\$244,058	49%
Minimum of 2 months reserve	\$326,929	\$316,058	\$490,347	\$490,347	\$622,772	\$132,425	27%



<b>TABLE 11.6.1 MEDICAID RESOURCES</b>	<b>FY2018-19 Actual</b>	<b>FY2019-20 Actual</b>	<b>FY2020-21 Adopted</b>	<b>FY2020-21 Estimate</b>	<b>FY2021-22 Adopted</b>	<b>Change from FYFY2020-21 Budget</b>	<b>Percent Change</b>
<b>OPERATING REVENUES</b>							
Medicaid Medical Services	\$10,436,111	\$10,186,340	\$13,028,045	\$10,888,045	\$13,267,295	\$239,250	2%
Medicaid Waivered Transportation	\$831,256	\$453,462	\$1,151,725	\$1,151,725	\$1,249,725	\$98,000	9%
	<b>\$11,267,367</b>	<b>\$10,639,802</b>	<b>\$14,179,770</b>	<b>\$12,039,770</b>	<b>\$14,517,020</b>	<b>\$337,250</b>	<b>2%</b>
<b>OTHER SOURCES</b>							
Transfer from General Fund	\$1,007,028	\$225,000	\$397,133	\$345,150	\$400,200	\$3,067	1%
	<b>\$1,007,028</b>	<b>\$225,000</b>	<b>\$397,133</b>	<b>\$345,150</b>	<b>\$400,200</b>	<b>\$3,067</b>	<b>1%</b>
<b>TOTAL REVENUES</b>	<b>\$12,274,395</b>	<b>\$10,864,802</b>	<b>\$14,576,903</b>	<b>\$12,384,920</b>	<b>\$14,917,220</b>	<b>\$340,317</b>	<b>2%</b>

<b>TABLE 11.6.2 MEDICAID REQUIREMENTS</b>	<b>FY2018-19 Actual</b>	<b>FY2019-20 Actual</b>	<b>FY2020-21 Adopted</b>	<b>FY2020-21 Estimate</b>	<b>FY2021-22 Adopted</b>	<b>Change from FYFY2020-21 Budget</b>	<b>Percent Change</b>
<b>MEDICAID MEDICAL SERVICES</b>							
Services	\$8,710,243	\$7,782,920	\$10,080,000	\$7,940,000	\$10,240,000	\$160,000	2%
Mobility Management	\$96,701	\$74,579	\$95,350	\$95,350	\$96,000	\$650	1%
Program Administration	\$1,912,298	\$1,844,379	\$2,852,695	\$2,852,695	\$2,931,495	\$78,800	3%
	<b>\$10,719,242</b>	<b>\$9,701,878</b>	<b>\$13,028,045</b>	<b>\$10,888,045</b>	<b>\$13,267,495</b>	<b>\$239,450</b>	<b>2%</b>
<b>MEDICAID WAIVERED TRANSPORTATION</b>							
Services	\$867,887	\$673,835	\$1,109,750	\$1,109,750	\$1,259,600	\$149,850	14%
Mobility Management	\$41,476	\$24,378	\$41,975	\$41,975	\$41,975	\$0	0%
Program Administration	\$10,060	\$7,064	\$12,650	\$17,400	\$20,400	\$7,750	61%
Grant Program Match Requirements	\$260,740	\$216,568	\$327,750	\$327,750	\$327,750	\$0	0%
	<b>\$1,180,163</b>	<b>\$921,845</b>	<b>\$1,492,125</b>	<b>\$1,496,875</b>	<b>\$1,649,725</b>	<b>\$157,600</b>	<b>11%</b>
<b>TOTAL REQUIREMENTS</b>	<b>\$11,899,405</b>	<b>\$10,623,723</b>	<b>\$14,520,170</b>	<b>\$12,384,920</b>	<b>\$14,917,220</b>	<b>\$397,050</b>	<b>3%</b>
Excess (deficiency) of resources over requirements	\$374,990	\$241,079	\$56,733	\$0	\$0	(\$56,733)	-100%
<b>WORKING CAPITAL</b>							
Beginning Working Capital	\$(369,159)	\$5,831	\$79,834	\$246,910	\$246,910	\$167,076	209%
Ending Working Capital	\$5,831	\$246,910	\$136,567	\$246,910	\$246,910	\$110,343	81%
Minimum of 2 months reserve	\$167,838	\$37,500	\$66,189	\$57,525	\$66,700	\$511	1%

<b>TABLE 11.7.1 POINT2POINT RESOURCES</b>	<b>FY2018-19 Actual</b>	<b>FY2019-20 Actual</b>	<b>FY2020-21 Adopted</b>	<b>FY2020-21 Estimate</b>	<b>FY2021-22 Adopted</b>	<b>Change from FYFY2020-21 Budget</b>	<b>Percent Change</b>
<b>OPERATING REVENUES</b>							
Federal Assistance	\$603,521	\$498,361	\$984,937	\$422,074	\$495,385	(\$489,552)	-50%
State Assistance	\$15,362	\$9,992	\$0	\$0	\$0	\$0	-
Local Assistance	\$26,032	\$17,375	\$0	\$0	\$0	\$0	-
	<b>\$644,915</b>	<b>\$525,728</b>	<b>\$984,937</b>	<b>\$422,074</b>	<b>\$495,385</b>	<b>(\$489,552)</b>	<b>-50%</b>
<b>OTHER SOURCES</b>							
Transfer from General Fund for operations	\$190,000	\$0	\$258,379	\$143,936	\$218,124	(\$40,255)	-16%
	<b>\$190,000</b>	<b>\$0</b>	<b>\$258,379</b>	<b>\$143,936</b>	<b>\$218,124</b>	<b>(\$40,255)</b>	<b>-16%</b>
<b>TOTAL REVENUES</b>	<b>\$834,915</b>	<b>\$525,728</b>	<b>\$1,243,316</b>	<b>\$566,010</b>	<b>\$713,509</b>	<b>(\$529,807)</b>	<b>-43%</b>



TABLE 11.7.2 POINT2POINT REQUIREMENTS	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Adopted	FY2020-21 Estimate	FY2021-22 Adopted	Change from FYFY2020-21 Budget	Percent Change
POINT2POINT ADMINISTRATIVE	\$272,704	\$200,039	\$380,563	\$81,242	\$135,750	(\$244,813)	-64%
BUSINESS COMMUTE CHALLENGE	\$55,177	\$11,965	\$33,645	\$2,400	\$0	(\$33,645)	-100%
EMERGENCY RIDE HOME	\$161	\$1,001	\$2,000	\$200	\$2,000	\$0	0%
SAFE ROUTES TO SCHOOLS	\$370,073	\$238,861	\$327,072	\$304,419	\$264,000	(\$63,072)	-19%
VANPOOL	\$118,970	\$127,317	\$120,000	\$52,000	\$130,000	\$10,000	8%

**PROJECTS**

CarShare	\$0	\$0	\$3,500	\$0	\$0	(\$3,500)	-100%
SRTS Regional	\$0	\$0	\$14,674	\$14,674	\$0	(\$14,674)	-100%
SRTS Bike Ped Safety Program	\$0	\$0	\$0	\$0	\$40,334	\$40,334	-
ETC Program	\$0	\$0	\$0	\$0	\$40,000	\$40,000	-
Driveless Connect/Get There	\$46,649	\$43,276	\$68,580	\$12,000	\$0	(\$68,580)	-100%
SmartTrips	\$66,491	\$86,850	\$112,286	\$25,100	\$70,000	(\$42,286)	-38%
SRTS Assistants	\$0	\$0	\$33,030	\$0	\$0	(\$33,030)	-100%
Transportation Coordinator Pilot	\$24,034	\$48	\$9,500	\$0	\$0	(\$9,500)	-100%
ODOT Congestion Mitigation	\$0	\$10,050	\$49,969	\$27,347	\$0	(\$49,969)	-100%
SWTS Safe Ways To School	\$0	\$45,928	\$15,000	\$3,000	\$0	(\$15,000)	-100%
Be Safe Be Seen Rural Safety	\$863	\$0	\$0	\$0	\$0	\$0	-
Innovation Grant "Nudge"/Behavior Change	\$0	\$903	\$40,000	\$0	\$0	(\$40,000)	-100%

<b>NON-PROGRAM</b>	\$0	\$0	\$0	\$0	\$26,425	\$0	-
<b>TOTAL OPERATING REQUIREMENTS</b>	<b>\$955,122</b>	<b>\$766,238</b>	<b>\$1,209,819</b>	<b>\$522,382</b>	<b>\$708,509</b>	<b>(\$501,310)</b>	<b>-41%</b>
Excess (deficiency) of resources over requirements	\$(120,207)	\$(240,510)	\$33,498	\$43,628	\$5,000	\$(28,498)	-85%
<b>WORKING CAPITAL</b>							
Beginning Working Capital	\$351,981	\$231,774	\$131	\$(8,736)	\$34,892	\$34,761	26535%
Ending Working Capital	\$231,774	\$(8,736)	\$33,629	\$34,892	\$39,892	\$6,263	19%
Minimum of 2 months reserve	\$31,667	\$0	\$43,063	\$23,989	\$36,354	(\$6,709)	-16%



**“OUR PARTNERSHIP WITH LTD HELPS US REACH MANY OF OUR REGIONAL TRANSPORTATION GOALS INCLUDING INCREASING TRANSPORTATION CHOICES IN THE REGION AND MAKING THOSE CHOICES SAFE OPTIONS FOR EVERYONE. THROUGH EFFORTS LIKE SAFE ROUTES TO SCHOOL AND BE SEEN, BE SAFE, LCOG HAS PARTNERED WITH LTD TO HELP FAMILIES GET THE TOOLS AND SUPPORT THEY NEED TO MAKE INFORMED CHOICES.”**

**Ellen Currier, Principal Planner, Lane Council of Governments**



TABLE 11.8.1 CAPITAL PROJECTS FUND RESOURCES	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Adopted	FY2020-21 Estimate	FY2021-22 Adopted	Change from FYFY2020-21 Budget	Percent Change
<b>GRANTS</b>							
Federal Assistance	\$2,483,547	\$4,968,937	\$18,995,108	\$17,524,010	\$22,099,496	3,104,388	16%
State Assistance	\$1,145,009	\$1,762,573	\$5,555,101	\$3,461,995	\$2,545,806	(\$3,009,295)	-54%
Local Assistance	\$9,914	\$0	\$436	\$14,000	\$180,000	179,564	41221%
Miscellaneous	\$28,925	\$0	\$0	\$0	\$0	\$0	-
	\$3,667,395	\$6,731,510	\$24,550,644	\$21,000,005	\$24,825,302	\$274,657	1%
<b>OTHER SOURCES</b>							
Transfer from General Fund for operations	\$0	\$0	\$5,454,931	\$6,177,503	\$12,420,116	6,965,186	128%
	\$0	\$0	\$5,454,931	\$6,177,503	\$12,420,116	6,965,186	128%
<b>TOTAL REVENUES</b>	\$3,667,395	\$6,731,510	\$30,005,575	\$27,177,508	\$37,245,418	7,239,843	24%



TABLE 11.8.2 CAPITAL PROJECTS FUND REQUIREMENTS	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Adopted	FY2020-21 Estimate	FY2021-22 Adopted	Change from FYFY2020-21 Budget	Percent Change
<b>IMPROVEMENT PROJECTS (IP)</b>							
<b>FREQUENT TRANSIT NETWORK</b>							
Franklin Boulevard Phase 1 Transit Stations	\$59,356	\$0	\$0	\$0	\$0	\$0	-
Franklin Blvd Transformation	\$0	\$0	\$0	\$0	\$5,000,000	\$5,000,000	-
MovingAhead	\$395,298	\$148,472	\$453,677	\$105,000	\$383,717	(\$69,960)	-15%
West Eugene EmX Extension	\$654,605	\$530,494	\$40,000	\$74,748	\$0	(\$40,000)	-100%
Mobility on Demand	\$92,298	\$148	\$0	\$0	\$0	\$0	-
Transit Tomorrow	\$154,432	\$0	\$0	\$0	\$0	\$0	-
Main Street-McVay Transportation Study	\$3,200	\$95,680	\$105,000	\$13,018	\$125,000	\$20,000	19%
River Road Transit Community Implementation Plan	\$271,712	\$169,735	\$0	\$100,000	\$0	\$0	-
FTN Safety & Amenity Improvements	\$0	\$74,650	\$560,000	\$200,000	\$500,000	(\$60,000)	-11%
Progressive Corridor Enhancement	\$0	\$107,899	\$0	\$0	\$0	\$0	-
Before and after study/O&D	\$0	\$89,781	\$0	\$0	\$0	\$0	-
Planning Studies	\$0	\$20,335	\$543,908	\$325,000	\$1,290,000	\$746,092	137%
<b>FACILITIES</b>							
Santa Clara Transit Center	\$514,913	\$1,096,348	\$4,077,249	\$5,238,685	\$90,000	(\$3,987,249)	-98%
Green Lane Corner Improvement	\$0	\$447,381	\$235,000	\$155,000	\$10,000	(\$225,000)	-96%
Hunsaker Development Project	\$0	\$0	\$30,000	\$5,000	\$30,000	\$0	0%
Passenger Boarding Improvements & Systems Facilities Improvements	\$153,206	\$328,954	\$200,000	\$200,000	\$200,000	\$0	0%
<b>TECHNOLOGY INFRASTRUCTURE &amp; SYSTEMS</b>							
Fare Management System	\$0	\$696,423	\$0	\$0	\$0	\$0	-
Novus Modules	\$0	\$0	\$450,000	\$250,000	\$200,000	(\$250,000)	-56%
MAAS (Mobility As A Service) Software	\$0	\$0	\$0	\$75,000	\$450,000	\$450,000	-
System Security Improvements	\$0	\$0	\$0	\$75,000	\$1,200,000	\$1,200,000	-
EmX Electronic Sign Management System	\$0	\$0	\$0	\$0	\$200,000	\$200,000	-
Website	\$0	\$0	\$0	\$0	\$450,000	\$450,000	-
Fare Collection Integration	\$0	\$0	\$0	\$0	\$75,000	\$75,000	-
NTD Reporting Software	\$0	\$0	\$0	\$180,000	\$0	\$0	-
Platform Validators	\$0	\$0	\$500,000	\$0	\$730,000	\$230,000	46%
<b>CAPITAL OUTLAY</b>	<b>\$2,299,020</b>	<b>\$3,806,300</b>	<b>\$7,194,834</b>	<b>\$6,996,451</b>	<b>\$10,933,717</b>	<b>\$3,738,884</b>	<b>52%</b>

<b>TABLE 11.8.2 CAPITAL PROJECTS FUND REQUIREMENTS</b>	<b>FY2018-19 Actual</b>	<b>FY2019-20 Actual</b>	<b>FY2020-21 Adopted</b>	<b>FY2020-21 Estimate</b>	<b>FY2021-22 Adopted</b>	<b>Change from FYFY2020-21 Budget</b>	<b>Percent Change</b>
<b>STATE OF GOOD REPAIR (SGR)</b>							
<b>FLEET</b>							
Revenue Vehicles - Fixed Route	\$80,879	\$5,805,524	\$17,600,001	\$16,869,500	\$19,755,000	\$2,154,999	12%
Non-Fixed Route Vehicles	\$0	\$0	\$0	\$400,000	\$260,000	\$260,000	-
Revenue Vehicles - Accessible Services	\$1,146,002	\$283,235	\$1,250,001	\$1,210,000	\$1,500,000	\$249,999	20%
Spare Parts for Vehicles	\$75,082	\$256,763	\$150,000	\$0	\$0	(\$150,000)	-100%
Hybrid System Overhaul	\$0	\$0	\$975,000	\$200,000	\$0	(\$975,000)	-100%
Mobile Video Surveillance	\$0	\$0	\$293,543	\$0	\$0	(\$293,543)	-100%
Replacement Parts	\$220,609	\$483,982	\$0	\$0	\$0	\$0	-
Associated Capital Maintenance Parts (ACM)	\$0	\$0	\$131,750	\$131,750	\$0	(\$131,750)	-100%
Miscellaneous	\$67,639	\$0	\$0	\$0	\$0	\$0	-
Fleet Procurement Plan	\$0	\$8,821	\$89,307	\$89,307	\$150,000	\$60,693	68%
<b>FACILITIES</b>							
Station, Shelters & Facilities	\$0	\$0	\$25,000	\$0	\$0	(\$25,000)	-100%
Bus Wash Improvements	\$0	\$0	\$0	\$0	\$750,000	\$750,000	-
Transit Facilities State of Good Repairs	\$0	\$0	\$0	\$0	\$450,000	\$450,000	-
<b>TECHNOLOGY INFRASTRUCTURE &amp; SYSTEMS</b>							
Computer Hardware & Software	\$197,917	\$278,613	\$2,296,140	\$969,500	\$2,788,400	\$492,260	21%
<b>SAFETY &amp; SECURITY</b>							
Onboard Security system	\$0	\$0	\$0	\$0	\$298,301	\$298,301	-
<b>CAPITAL OUTLAY</b>	<b>\$1,788,128</b>	<b>\$7,116,938</b>	<b>\$22,810,741</b>	<b>\$19,870,057</b>	<b>\$25,951,701</b>	<b>\$3,140,960</b>	<b>14%</b>



TABLE 11.8.2 CAPITAL PROJECTS FUND REQUIREMENTS	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Adopted	FY2020-21 Estimate	FY2021-22 Adopted	Change from FYFY2020-21 Budget	Percent Change
<b>OTHER PROJECTS</b>							
Transit Tomorrow (COA)	\$0	\$138,543	\$0	\$0	\$0	\$0	-
Sustainable Cities Year Program	\$0	\$249,956	\$0	\$0	\$0	\$0	-
COVID-19	\$0	\$147,889	\$0	\$311,000	\$360,000	\$360,000	-
<b>CAPITAL OUTLAY</b>	\$0	\$536,388	\$0	\$311,000	\$360,000	\$360,000	-
<b>TOTAL CAPITAL OUTLAY</b>	<b>\$4,087,148</b>	<b>\$11,459,626</b>	<b>\$30,005,575</b>	<b>\$27,177,508</b>	<b>\$37,245,418</b>	<b>\$7,239,843</b>	<b>24%</b>

**RESTRICTED FOR GRANT MATCH**

Beginning capital for grant match	\$19,146,272	\$18,726,519	\$10,827,898	\$13,998,403	\$13,998,403	\$3,170,505	29%
Ending capital for grant match	\$18,726,519	\$13,998,403	\$10,827,898	\$13,998,403	\$13,998,403	\$3,170,504	29%



TABLE 12.1 PERSONNEL PROFILE	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Adopted	FY2020-21 Approved	FY2021-22 Adopted	Change from FY2020-21 Budget	Percent Change
<b>OTHER</b>							
Executive Office **	4.00	5.00	6.00	6.00	4.00	(2.00)	-33%
Public Affairs	1.00	0.00	0.00	0.00	0.00	0.00	-
Planning & Development **	8.50	7.50	7.50	6.50	7.00	(0.50)	-7%
Human Resources	6.00	5.00	4.00	5.00	6.50	2.50	63%
Finance	9.00	5.00	5.00	5.00	6.00	1.00	20%
Business Services	7.00	9.00	12.00	13.00	13.90	1.90	16%
Information Technology and Strategic Innovation	5.00	6.00	6.00	4.00	9.50	3.50	58%
Facilities Management	11.00	10.00	10.00	10.00	12.00	2.00	20%
Customer Services	8.00	6.00	6.00	6.00	6.00	0.00	0%
Accessible Services	2.00	3.70	3.70	3.70	4.00	0.30	8%
Marketing	4.00	4.00	5.00	5.00	6.00	1.00	20%
Public Safety	14.00	8.00	8.00	9.00	9.50	1.50	19%
Point2point	5.20	1.00	0.00	0.00	0.00	0.00	-
Transit Training	1.00	2.00	2.00	1.00	2.00	0.00	0%
Operations	211.00	176.00	176.00	188.00	203.00	27.00	15%
Maintenance	39.00	36.00	36.00	37.00	40.00	4.00	11%
<b>TOTAL FULL-TIME EQUIVALENT (FTE)</b>	<b>335.70</b>	<b>284.20</b>	<b>287.20</b>	<b>299.20</b>	<b>329.40</b>	<b>42.20</b>	<b>15%</b>
<b>100% CHARGED TO CAPITAL **</b>							
Executive Office	0.00		(2.00)	(2.00)		2.00	
IT					(2.00)	(2.00)	
Marketing		(1.00)					
Facilities					(1.00)	(1.00)	
Point2point		(1.00)					
Accessible Services		(1.00)					
Planning & Development	0.00		(2.00)	(2.00)	(2.00)	0.00	
<b>TOTAL FTE EXCLUDING STAFF 100% CHARGED TO CAPITAL</b>	<b>335.70</b>	<b>281.20</b>	<b>283.20</b>	<b>295.20</b>	<b>324.40</b>	<b>41.20</b>	<b>15%</b>

\*\* FTEs 100% charged to Capital do not impact the General Fund as their fully burdened cost is charged to projects in the capital fund and the positions exist only while funded.



## APPENDIX B: INFORMATION ON THE PENSION PLANS

Lane Transit District provides two pension plan trust funds for our employees:

1. The Lane Transit District Salaried Employee's Retirement Plan Trust Fund (SERP) that covers nonunion employees hired before Jan 1, 2012. The SERP is funded with an LTD contribution of 16.9% of covered pay plus a \$1.1 million annual payment which is unchanged from FY2021.
2. The Amalgamated Transit Union, Local No. 757 Pension Trust Fund (APT) that covers union employees. The FY22 APT is funded at \$3.25 per hour plus an annual payment of \$2 million which is up from FY2021 funding at \$3.16 per hour plus an annual payment of \$1.9 million.

## APPENDIX C: FY 2021-2022 SALARY SCHEDULE

JOB CLASSIFICATION	GRADE	MINIMUM	MAXIMUM
Assistant General Manager	22	109,190	145,586
Director of Planning & Development	20	95,370	127,160
Director of Business Services	19	89,132	118,842
Director of Customer and Specialized Services	19	89,132	118,842
Director of Finance	19	89,132	118,842
Director of HR & Risk Management	19	89,132	118,842
Director of Information Technology and Strategic Innovation	19	89,132	118,842
Director of Facilities Management	19	89,132	118,842
Director of Fleet Management	19	89,132	118,842
Director of Marketing & Communications	19	89,132	118,842
Director of Operations	19	89,132	118,842
Data Warehouse Manager	18	83,299	111,065
Controller II	17	77,850	103,799
Intelligent Transportation Systems Manager	17	77,850	103,799
Fleet Maintenance Manager	17	77,850	103,799
Business Process Manager	17	77,850	103,799
Senior Project Manager	17	77,850	103,799
IT Systems Administrator	17	77,850	103,799
Marketing Outreach Manager	17	77,850	103,799
Network Engineer	17	77,850	103,799
Procurement Manager	17	77,850	103,799
Public Safety and Systems Security Manager	17	77,850	103,799
Grant Manager	17	77,850	103,799
Transit Operations Manager	17	77,850	103,799
IT Applications Administrator	17	77,850	103,799
IT Project Manager II	15	68,000	90,666
Senior Development Planner	15	68,000	90,666
IT Systems Engineer I	15	68,000	90,666
IT Network Engineer I	15	68,000	90,666
Facilities Project Manager	15	68,000	90,666
Sustainability Program Manager	15	68,000	90,666
Controller I	14	63,550	84,733
Engineering Technician	14	63,550	84,733
Grants Analyst I	14	63,550	84,733
Facilities Maintenance Supervisor	14	63,550	84,733
Fleet Maintenance Supervisor	14	63,550	84,733
Materials Management Supervisor	14	63,550	84,733
Operations Supervisor	14	63,550	84,733
Operations Training Supervisor	14	63,550	84,733
Risk Manager	14	63,550	84,733
Facilities Services Specialist	14	63,550	84,733
Development Planner	14	63,550	84,733
Transit Planner	14	63,550	84,733

JOB CLASSIFICATION	GRADE	MINIMUM	MAXIMUM
IT Project Manager I	13	59,393	79,190
Senior Accounting Analyst	13	59,393	79,190
Senior Human Resources Analyst	13	59,393	79,190
Senior Business Process Improvement Specialist	13	59,393	79,190
Human Services Transportation Coordinator	12	55,509	74,011
Development Planning Associate	12	55,509	74,011
Service Planning Associate	12	55,509	74,011
Accessible Services Specialist	12	55,509	74,011
Accounting Analyst	11	51,877	69,169
Clerk of the Board	11	51,877	69,169
Procurement Contract Officer	11	51,877	69,169
HR/Risk Generalist	11	51,877	69,169
IT Support Technician II	11	51,877	69,169
Marketing & Communications Representative	11	51,877	69,169
Operations Training Assistant Supervisor	11	51,877	69,169
Rideshare Program Specialist	11	51,877	69,169
Senior Business Services Specialist	10	48,483	64,643
Transit Public Safety Sergeant	10	48,483	64,643
Transportation Options Specialist	10	48,483	64,643
Transit Operations Administrative Specialist	9	45,312	60,415
Business Services Specialist	9	45,312	60,415
Facilities Maintenance Generalist II	9	45,312	60,415
Payroll Technician	9	45,312	60,415
Procurement Specialist I	9	45,312	60,415
Public Safety Intelligence Analyst	9	45,312	60,415
Marketing Technician	9	45,312	60,415
Facilities Maintenance Generalist I	8	42,349	56,465
Graphic Designer	8	42,349	56,465
Accounting Technician II	7	39,578	52,770
Business Services Associate	7	39,578	52,770
Accounting Technician I	6	36,990	49,320
Facilities Laborer	6	36,990	49,320
Transportation Options Program Assistant	4	32,308	43,077
Business Services Assistant	4	32,308	43,077



# THE GREATEST ABILITY IS DEPENDABILITY.

— BOB JONES, SR.





# GLOSSARY



---

**“CREATING PUBLIC TRANSPORTATION IN A WAY THAT SUPPORTS THE NEEDS OF THE ENTIRE COMMUNITY IS A BIG JOB! LTD LEVERAGES STATE AND FEDERAL FUNDING TO PROVIDE INNOVATIVE SERVICES, INCLUDING NATIONAL MODELS, TO BREAK DOWN BARRIERS AND CREATE ACCESS FOR PEOPLE WHO EXPERIENCE DISABILITIES. LTD MAKES THEIR DOLLARS GO FARTHER BY PARTNERING WITH LOCAL NON-PROFIT AGENCIES TO CREATE TRANSFORMATIONAL OPPORTUNITY.”**

*—Liz Fox, Executive Director, Alternative Work Concepts*



# A

## Accessible Services

An LTD program that encompasses policy development and compliance with the requirements of the Americans with Disabilities Act of 1990 (ADA) for both fixed-route and paratransit services; administration of the Special Transportation Fund (STF) for the older adults and people with disabilities and other grant funded services; technical assistance through grant writing and contract management; program development for services throughout Lane County; and oversight of the RideSource Call Center. Primary focus is transportation for older adults, people with disabilities, and persons with low incomes.

## ACES

*Accessible and Customer Services (LTD)*  
– An LTD workgroup.

## ACH

*Automated Clearing House* – The process/organization/institute that electronic payments (paperless checks) go through before being transmitted to a vendor's bank account.

## ACT

*Area Commission on Transportation* – Advisory body chartered by the Oregon Transportation Commission (OTC) addressing all aspects of transportation (surface, marine, air, and transportation safety) with primary focus on the state transportation system.

## ADA

*Americans with Disabilities Act of 1990* - Federal civil rights legislation for people with disabilities; requires accessibility features and practices on public transit systems and the provision of a "complementary paratransit service" for persons unable to use regularly scheduled fixed-route services due to a disability.

## ADAAA

*Americans with Disabilities Act Amendments Act of 2008* – Effective January 1, 2009, the amendments to the ADA clarifies and reiterates who is covered by the law's civil rights protections and revises the definition of "disability" to more broadly encompass impairments that substantially limit a major life activity. The law also states that mitigating measures, including assistive devices, auxiliary aids, accommodations, medical therapies, and supplies have no bearing in determining whether a disability qualifies under the law.

## Ad Hoc Fare Policy Committee

*The Ad Hoc Fare Policy Committee* is a short-term committee created for the purpose of reviewing the District's fare system. The committee will provide recommendations to the Board of Directors regarding the current fare system structure.

## Adopted Budget

Final version of the budget formally adopted by Resolution by the LTD Board of Directors.

## Alternative Fuels

Low-polluting fuels that are used to propel a vehicle instead of high-sulfur diesel or gasoline. Examples include methanol, ethanol, propane or compressed natural gas, liquid natural gas, ultra-low-sulfur or "clean" diesel, and electricity.

## American Rescue Plan Act (ARPA)

Provides federal coronavirus relief grant funds allocated based on a set formula given a district's population and ridership. Grant funds can be used for operating expenses only and have an expiration date of September 30, 2024.





### Annual Report

An annual financial report on assets, liabilities, revenues, and expenditures prepared in a standardized format that must conform to the Generally Accepted Accounting Principles (GAAP) and the Government Accounting Standards Board (GASB) accounting and financial reporting standards. The Annual Report describes what actually was spent and the status of assets and liabilities at the end of the fiscal year.

### Approved Budget

Version of the budget agreed upon by the Budget Committee that is presented to the Board of Directors for adoption.

### APTA

*American Public Transportation Association* – A national, nonprofit trade association representing the public transit industry. APTA members include more than 400 public transit systems, as well as state and local departments of transportation and planning agencies, manufacturers and suppliers of transit equipment, consultants, contractors, and universities.

### Arbitration

A method of settling disputes where labor and management present their case to an impartial third party, called an arbitrator, who has the responsibility to decide the case.

### ARR

*Annual Route Review* – A yearly process where staff consider changes to bus service. The changes can include service additions or deletions adjustments; or redesign of current service.

### ARRC

*Accident Route Review Committee* – A team of elected and appointed

employees who review accidents and make a determination of preventability based on standards, policy, and best practices. This committee may also review routing changes and make recommendations based on safety and training.

### Articulated Bus

A bus, usually 55 feet or more in length, with two connected passenger compartments that bend at the connecting point when the bus turns a corner.

### ASUO

*Associated Students of the University of Oregon* – A nonprofit organization funded by the University of Oregon. Its purpose is to provide for the social, cultural, educational, and physical development of its members, and for the advancement of their individual and collective interests both within and without the University. The ASUO is the student government, is run by students for students, and works on campus, city, state, and federal-level campaigns. Membership consists of all students at the University of Oregon who have paid the current term or semester student incidental fee.

### ATU

*Amalgamated Transit Union* – A major

labor union representing workers in the transit industry. Membership is limited to operators, mechanics, and other non-supervisory employees of the transit industry.

### AVL/APC

*Automated Vehicle Location System/ Automated Passenger Count System* – An ITS system that provides current and immediately available data on actual ridership, including on and off counts by stop and trip length in miles.

### AWC

*Alternative Work Concepts* – A local nonprofit agency specializing in vocational services.

# B

### BAT Lanes

*Business Access and Transit Lanes* – Lanes that are reserved for transit or vehicles intending to turn at the next intersection (or beforehand, into a business driveway) and for those vehicles merging left or right after turning into a designated BAT lane.





### **Bid**

A process (and resulting work assignments) in which bus operators pick the runs they will be driving on a weekly basis. Major bids are fall, winter, and summer.

### **Bi-directional Lane**

A single lane that uses block signaling to allow transit vehicles to travel in both directions.

### **Binding Arbitration**

Arbitration with a final and binding award, which is often enforceable in the courts.

### **Block**

A block links trips together and varies from 2 hours to 19 hours in duration. A specific vehicle is assigned to each block.

### **Block Signaling**

Technology to control vehicle access in bi-directional lane segments.

### **Boardings**

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

### **BRT**

*Bus Rapid Transit* – A bus system based on light-rail transit principles, which utilizes buses rather than trains and track, and requires much lower capital investment. Key elements include exclusive right-of-way, signal priority, increased service frequency, low-floor, multiple-door buses, and a prepaid fare mechanism.

### **Budget Committee**

The Committee meets on an as-needed basis but generally convenes in the fourth quarter of each fiscal year in time to provide advice to the Board of Directors prior to the adoption of an annual budget. The Committee is composed of all seven Board members and seven citizen members. Each LTD Board member selects one citizen member to fill a term of three years.

## **C**

### **CAC**

*Citizens Advisory Committee* – Representative stakeholders who meet regularly to discuss issues of common concern, such as transportation, and to advise sponsoring agency officials. These groups effectively interact between citizens and their government.

### **CARES**

*The Coronavirus Aid Relief and Economic Security* – Act provides federal coronavirus relief grant funds allocated based on a set formula given a district's population and ridership.

Grant funds can be used for operating or capital expenses and do not expire.

### **CATC**

*Comprehensive and Accessible Transportation Committee* – A state-mandated advisory committee that reports to the LTD Board of Directors and LTD staff on issues related to accessible public transportation and human services transportation throughout Lane County. The CATC is composed of 16 members representing seniors and people with disabilities, including representatives from east, west, and South Lane County. Members also represent rural service providers, South Lane Wheels, Rhody Express, and the Diamond Express.

### **Categorical Exclusion**

A category of actions that do not require an environmental assessment nor environmental impact statement as determined by the federal government.

### **Call Center**

(See Medicaid Transportation Brokerage and RideSource Call Center)

### **Carpool/Vanpool Program**

A Transportation Options program that encourages commuters to share rides by providing matching services and incentives. (Also known as Rideshare)

### **CCO**

*Coordinated Care Organization* – A network of all types of health care providers who have agreed to work together in their local communities for people who receive health care coverage under the Oregon Health Plan (Medicaid).

**Certificate of Excellence**

An award issued by the Governmental Finance Officers Achievement Association (GFOA) to organizations such as LTD whose comprehensive annual financial reports (Annual Reports) achieve the highest standards in government accounting and financial reporting.

**CFR**

*Code of Federal Regulations* – The codification of the general and permanent rules and regulations published in the Federal Register by the executive departments and agencies of the federal government.

**CIP**

*Community Investment Plan* – A rolling ten year plan of investments to enable LTD to continue to provide reliable transportation services in a fiscally responsible and sustainable way.

**CLMPO**

*Central Lane Metropolitan Planning Organization* – Formal name for the Eugene-Springfield metropolitan area (See MPO.)

**CMAQ**

*Congestion Mitigation and Air Quality* – An improvement program through the Fixing America’s Surface Transportation Act (FAST Act) to provide a flexible funding source to state and local governments for transportation projects and programs to help meet the requirements of the Clean Air Act.

**CM/GC**

*Construction Manager/General Contractor* – A construction delivery method where the construction

manager acts as the general contractor with schedule and cost risk. The CM/GC provides design phase assistance in evaluating costs, schedule, and implications of systems and materials during design.

**CMP**

*Congestion Mitigation Program* – Implementation of programs and services to increase the use of transportation options during and after major infrastructure projects in our area.

**CNG**

*Compressed Natural Gas* – A clean-burning alternative fuel for vehicles.

**COA**

*Comprehensive Operations Analysis* – A detailed study of a transit system designed to identify existing strengths, areas for improvement and options to improve efficiency and increase usage.

**COLA**

*Cost of Living Adjustment (Allowance)* – An increase or decrease in employees’ wages or salaries made on the basis of changes in agreed-upon economic indices, usually the Consumer Price Index (CPI).

**Community Events**

Community events are defined as both one-time events, such as the 2012 U.S. Track and Field Olympic Trials at UO’s Hayward Field, and annual or recurring events, such as the Butte to Butte.

**Comprehensive Review**

Formerly known as Triennial Review this is an FTA audit of LTD policies, procedures, and internal controls required every three years.

**ConnectOregon**

ConnectOregon is a lottery-bond-based initiative (\$42 million) approved by the Oregon Legislative Assembly to invest in air, rail, marine, bicycle, pedestrian, and transit infrastructure to ensure Oregon’s transportation system is strong, diverse, and efficient.

**Contract Committee**

The Committee provides the Board of Directors with oversight and recommendations of Lane Transit District’s finances. The Committee is responsible to review and make recommendations to the Board of Directors regarding all contracts valuing \$150,000 and above as set forth in resolution 2017-03-15-011. The Contract Committee is composed of three Board members and meets on the second Monday of the month on an as-needed basis.

**Coverage**

Coverage is used to describe the design of a bus route. Coverage is often measured as the percentage of households that are within one-quarter mile of a bus stop.

**CPI**

*Consumer Price Index* – An economic index created by the federal government to track inflationary changes in the cost of a market basket of goods and services.

**CSC**

*Customer Service Center* – Located at the Eugene Station for the purpose of providing route and schedule information, and the sale of fare instruments.

**CRRSA**

*Coronavirus Response and Relief Supplemental Appropriations Act* – Provides federal coronavirus relief



grant funds allocated based on a set formula given a district's population and ridership. Grant funds can be used for operating expenses only and do not expire.

### **CSR**

*Comprehensive Service Redesign* – Evaluation and restructuring of the entire service system

### **CTAA**

*Community Transportation Association*



*of America* – A national member association promoting effective public and community transportation services focusing on rural, small city, and community transit. CTAA acts as a legislative advocate, provider of funding to rural transportation, and direct technical assistance and information to public, community, and human service transportation providers.

## **D**

### **D&A**

*Drug and Alcohol*

### **DAS**

*Department of Administrative Services* (State of Oregon)

### **DBE**

*Disadvantaged Business Enterprise* – A business owned and operated by one or more socially and economically disadvantaged individuals.

### **DCE**

*Documented Categorical Exclusion* – Environmental analysis where a project may qualify as a categorical exclusion (CE) but requires additional documentation demonstrating that the specific conditions or criteria for the CEs are satisfied and that significant effects will not result.

### **DD**

*Developmental Disabilities* – A physical and/or mental impairment that occurs before a person is 22 years old. The impairment has continued or can

be expected to continue indefinitely and is likely to create barriers to the ability of the individual to function independently. As defined by Oregon Administrative Rule.

### **Deadhead**

The movement of a transit vehicle without passengers aboard, often to and from a garage or to and from one route to another.

### **Defined Benefit Plan**

A type of pension plan in which an employer promises a specified monthly benefit on retirement that is predetermined by a formula based on the employee's earnings history, tenure of service and age, rather than depending on investment returns.

### **Defined Contribution Plan**

A type of retirement plan in which the amount of the employer's annual contribution is specified. Individual accounts set up for participants and benefits are based on the amounts credited to these accounts (through employer contributions and, if applicable, employee contributions) plus any investment earnings on the money in the account.

### **DEIS**

*Draft Environmental Impact Statement* – A document required by the National Environmental Policy Act for federal government agency actions "significantly affecting the quality of the human environment." A tool for decision making. An EIS describes the positive and negative environmental effects of proposed agency action and cites alternative actions.

### **Demand Response**

Service on demand, often referred to

as Dial-a-Ride or paratransit. Unlike a fixed-route system, there is no regular schedule and typically requires riders to schedule in advance. May offer a door-to-door or curb-to-curb assistance. Often used in reference to “complementary paratransit” services required under the Americans with Disabilities Act.

**DHS**

*Department of Human Services (State of Oregon)*

**Diamond Express**

Service introduced in March 2003 that makes an intercity connection between Oakridge and Eugene-Springfield three times each weekday. Coordinated through Accessible Services and funded with grants from Federal Section 5311(f) Intercity Passenger Program, Special Transportation Fund, and local contributions.

**DMAP**

*Division of Medical Assistance Programs (State of Oregon)* – DMAP, part of the Oregon Health Authority (OHA), determines policy and Oregon Administrative Rules for medical assistance programs. It is responsible for Title XIX and Title XXI State Plans, informs clients and providers about policy and rule changes that affect OHA services, and pays claims and contracted payments for covered health care services.

**DOL**

*Department of Labor (Federal)*

**DOR**

*Department of Revenue (State of Oregon)*

**DOT**

*Department of Transportation (Federal)* – A cabinet-level agency with responsibility for highways, mass

transit, aviation, and ports; headed by the Secretary of Transportation. The DOT includes the Federal Highway Administration (FHWA), the Federal Transit Administration (FTA), and the Federal Aviation Administration (FAA), among others.

**DPS**

*District Public Safety (LTD)* – An LTD workgroup housed within Transit Operations.

**Dwell Time**

Length of time a bus is stopped to load and unload passengers.



**EA**

*Environmental Assessment* – A public document that analyzes a proposed federal action for the possibility of significant environmental impacts. The analysis is required by the National Environmental Policy Act of 1969 (NEPA). If the environmental impacts will be significant, the federal agency must then prepare an environmental impact statement.

**EC**

*Employee Council* – A group that represents the administrative employees of the District.

**ECC**

*Equity and Community Consortium* – An information and resource sharing and coordination forum for agencies and jurisdictions that provide governmental and public services in the Eugene-Springfield metropolitan

area. The ECC reaffirms, renews, and expands the purpose, goals, and efforts embodied in the District’s revised Diversity, Equity, and Inclusion Policy.

**Economic Indicator**

Statistical representation used in tracking the health of the economy. Examples include the Consumer Price Index and the Unemployment Rate.

**EFT Payment**

*Electronic Funds Transfer for Payments* – Payments that are transferred from LTD’s bank account to a vendor’s bank account via an electronic file transmission on the bank’s website; another name for paperless checks.

**EHRC**

*Eugene Human Rights Commission*

**EIS**

*Environmental Impact Statement* – An analysis, conducted for federally funded or approved projects per the National Environmental Policy Act of 1969 (NEPA), of the environmental impacts of proposed land development and transportation projects.

**ERH**

*Emergency Ride Home* – A program sponsored and funded by the Point2point program that provides emergency rides to employees who have commuted to work by means other than driving alone.

**EmX**

(pronounced “MX”) The name given to LTD’s bus rapid transit system; short for Emerald Express.

**EmX West**

An extension of the EmX Green Line that connects downtown Eugene and the West 11th Avenue area.

**EPA**

*Environmental Protection Agency* – The U.S. government agency founded to “protect human health and to safeguard the natural environment—air, water, and land—upon which life depends.”

**ES**

*Eugene Station* – LTD’s main transit hub.

**ETC Program**

*Employer Transportation Coordinator Program* – Training and support offered to ETCs from worksites throughout the region.

**Extra Board (EB)**

Bus operators who bid to work a schedule that changes daily based on specific work rules. Extra Board operators receive their work assignments for the next day at 4:45 p.m. and are guaranteed minimum 40 pay hours per week.

**EZ Access**

(See Rider Card.)

**F****Fall Bid**

The term “bid” refers to the selection of work by bus operators. Operators bid based upon their seniority in the union. LTD has three bids per year: fall, winter, and summer. Service adjustments are timed with the bids.

**Fare Instrument**

Ticket or pass purchased in advance that is used as payment for a transit ride.

**Fare Management System**

Automated system to manage sales,

collection, and tracking of fare media while providing access and convenience for the customers.

**Farebox Recovery Ratio**

Also known as farebox-to-operating cost ratio, this measures the percentage of the operating cost paid by customers. It is computed as the total farebox revenue (including sale of passes) divided by the total operating cost.

**FAST Act**

*Fixing America’s Surface Transportation Act* – Bipartisan, bicameral, five-year legislation signed into law December 2015 to improve the Nation’s surface transportation infrastructure, including roads, bridges, transit systems, and passenger rail network. In addition to authorizing programs to strengthen this vital infrastructure, the FAST Act also enhances federal safety programs for highways, public transportation, motor carrier, hazardous materials, and passenger rail.

**Federal Grants:****Section 5307 (Formula)**

Urbanized Area Formula Program – Federal grant funds allocated based on a set formula given a district’s population and ridership.

**Section 5308 (Clean Fuels)**

Clean Fuels Grant Program – Federal grant funds allocated to support emerging clean fuel and advanced propulsion technologies for transit buses and markets for those technologies.

**Section 5309 (Discretionary)**

Capital investment program for the Federal Transit Administration under 49 USC 5309. Allows federal grant funds to be allocated based on congressional discretion to finance New Starts, Small Starts, and Core Capacity projects.

**Section 5310**

Elderly and Persons with Disabilities Formula Program – Federal grant program that provides capital assistance primarily for transportation for the elderly and people with disabilities.

**Section 5311**

Rural General Public Program – Federal grant program that provides formula funding to states for the purpose of supporting public transportation in areas of less than 50,000 in population. Funding may be used for capital, operating, state administration, and project administration expenses.

**Section 5311 (f)**

Intercity Passenger Program – Federal grant program that promotes intercity passenger services, connecting rural communities through incentive funding, information, and equipment to make vehicles accessible. Emphasis



is placed on connecting communities of 2,500 or more with the next larger market economy and connecting bus, rail and air.

**Section 5339**

Alternative Analysis Program – Provides funding for new fixed guideway investment alternatives analyses.

**Fixed Guideway**

A public transportation facility using and occupying a separate right-of-way for the exclusive use of public transportation.

**Fixed-Route Service**

Fixed-route is the traditional term for bus service that operates on a specific schedule and along a consistent route. An alternative to fixed-route service would be demand-responsive service where routing and scheduling are created daily based upon the individual needs of riders.

**Fleet Capacity**

Maximum amount of service that can be delivered using all available buses in the fleet, excluding a minimum number of spare buses held in reserve for bus replacement in case of a breakdown, maintenance, and operator training.

**FM**

*Facilities Management (LTD)* – An LTD workgroup.

**FMO**

*Financial Management Oversight* – A periodic review of a transit district’s financial policy, procedures, and internal related controls performed by independent consultants and paid for by the FTA.

**FONSI**

*Finding of No Significant Impact* – A National Environmental Policy Act of 1969 (NEPA) compliance document that affirms that an environmental assessment found that alternatives were evaluated and a proposed action would have no significant impact on the human environment.

**Franklin EmX Corridor**

An EmX route from downtown Eugene to downtown Springfield.

**Frequency of Service**

The number of transit vehicles in a given period passing by any given point on a route.

**FSA**

*Flexible Spending Account* – A benefit offered to an employee by an employer

that allows a fixed amount of pre-tax wages to be set aside for qualified expenses. Qualified expenses may include child care or uncovered medical expenses. The amount set aside must be determined in advance and employees lose any unused dollars in the account at year-end.

**FTA**

*Federal Transit Administration* – An administration in the U.S. Department of Transportation that assists in developing improved mass transportation methods, techniques, facilities, and equipment; encourages planning and establishment of urban mass transportation systems; and assists states and local governments and their authorities in financing urban mass transportation systems.

**FTN**

*Frequent Transit Network* – Projects that encompass the planning, design, and construction of service that increases capacity along major transportation corridors. The FTN strengthens regional connectivity by tying service and investment decisions to the level of development along corridors.



# G

## **GASB**

*Governmental Accounting Standards Board* – An accounting industry organization, part of the Financial Accounting Foundation, that issues Statements of Financial Accounting Standards that define and govern generally accepted accounting principles (GAAP) for state and local government entities in the United States.

## **Gateway EmX Extension**

An extension of the EmX Green Line that connects downtown Springfield with the Gateway area.

## **Gateway Transportation Program**

Assistance supplied by Point2point to reduce congestion, coordinate information and educational services, and work with businesses, property owners, and agency representatives to implement a variety of Transportation Option strategies in the Gateway area.

## **GDT**

*Green Dream Team* – A group that exists to guide and facilitate a collaborative cross-departmental effort that will support LTD's mission of creating a more vibrant, sustainable, and equitable community.

## **Geographic Coverage**

Geographic coverage is the measure of how close transit service comes to where residents live. It will often be referred to as the percentage of households within a quarter-mile walking distance to a transit route.

## **GFOA**

*Government Finance Officers Association* – A national group responsible for issuance of the Certificate of Achievement for Excellence in Financial Reporting.

## **Government Employee Payroll Taxes**

Revenues from the State of Oregon in lieu of payment of employer payroll taxes. Also known as "State-in-lieu."

## **GPP**

*Group Pass Program* – Program designed for organizations to allow bulk purchase of transit passes for all members of the group at a significant cost savings.

## **GPS**

*Global Positioning System* – Satellite-based information system required for real-time automated vehicle location system and passenger information system.

## **Guideway**

Transit-only lane with curbs; used interchangeably with "transitway."

# H

## **Half Fare Program**

A federally mandated program that requires transit districts to charge older adults and persons with disabilities one half the adult cash fare during off-peak hours.

## **Headway**

Time interval between vehicles

moving in the same direction on a particular route.

## **HOV**

*High-Occupancy Vehicle* – A vehicle that can carry two or more persons. Examples of high occupancy vehicles are a bus, vanpool, and carpool. These vehicles sometimes have exclusive traffic lanes called HOV lanes, busways, transitways, or commuter lanes.

## **HIPAA**

*Health Insurance Portability and Accountability Act* – A U.S. law designed to provide privacy standards to protect patients' medical records and other health information provided to health plans, doctors, hospitals, and other health care providers.

## **HR**

*Human Resources and Risk Management* – An LTD workgroup.

## **HRA**

*Health Reimbursement Account* – A tax-deferred arrangement (account) that is paid for solely by the employer, which reimburses the employee for medical care expenses incurred by the employee, employee spouse, and dependents. Amounts not used in a calendar year can be rolled over into consecutive calendar years, and therefore accumulate over time.

## **Human Resources Committee**

The Human Resources (HR) Committee provides the Board of Directors with oversight and recommendations related to Lane Transit District's relationship with its General Manager, including the General Manager's goals, annual performance evaluation, performance, and compensation. The

HR Committee is composed of three Board members who meet on the second Thursday of the month on an as needed basis to discuss issues related to LTD's employees.

**Hybrid**

Abbreviation for hybrid-electric – Vehicle propulsion systems that are a combination of gas or diesel and electricity. EmX vehicles and Camry Hybrid automobiles are examples in the LTD fleet.



**Intermodal**

The ability to connect, and the connections between, modes of transportation.

**IT**

*Information Technology* (LTD) – An LTD workgroup.

**ITS**

*Intelligent Transportation Systems* – Advanced technologies systems like signal priority and automated vehicle locating that foster the use of advanced technologies to improve

the safety, reliability, and efficiency of public transportation systems.



**LaneACT**

*Lane Area Commission on Transportation* – An advisory body established to provide a forum for stakeholders to collaborate on transportation issues affecting Lane County and to strengthen state/local partnerships in transportation.

**LC**

*Leadership Council* – LTD's management team that addresses issues of the day.

**LCC**

*Lane Community College*

**LCOG**

*Lane Council of Governments* – A voluntary organization of local governments that strives for comprehensive, regional planning.

**Livability Initiative**

A joint venture of the U.S. Department of Transportation (DOT), U.S.

Department of Housing and Urban Development (HUD), and U.S. Environmental Protection Agency (EPA) to promote livable communities, improve the quality of life for more Americans, and create more transportation choices that serve the needs of individual communities.

**LOC**

*Local Organizing Committee*  
The Local Organizing Committee is a term used for the local organizer of the 2021 Track & Field World Championships.

**Local Budget Law**

State of Oregon statutory requirements governing the budget process, as detailed in Oregon Revised Statutes (ORS) 294.305-565.

**LPA**

*Locally Preferred Alternative* – A federal term for the preferred design for a project.

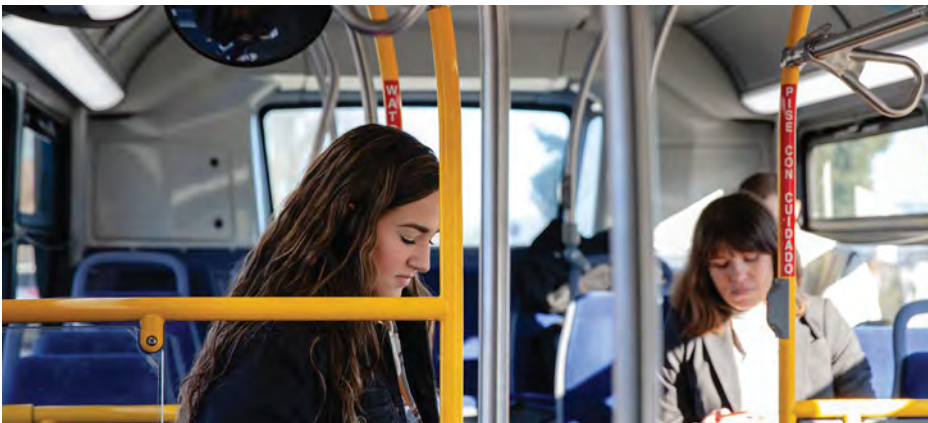


**Main-McVay Governance Committee**

The Our Main Street projects are coordinated through a three-tiered management structure that includes project direction provided by an ad hoc Governance Team membership and protocols.

**MAP-21**

“Moving Ahead for Progress in the 21st Century” – Transportation authorization, signed by President Obama, effective October 1, 2012, to restructure federal investments of surface transportation.





**Mark-off**

Mark-off time is time that is paid to bus operators for doing duties other than their regular assignment, e.g., committee work, proofreading, etc.

**Medicaid Fund**

A fund within LTD's budget that includes transactions for transportation services provided under Medicaid for eligible participants.

**Medicaid Transportation Brokerage**

A centralized access point to provide transportation services. LTD contracts with the Oregon Department of Human Services Department of Medical Assistance Programs (DMAP). A broker provides call taking, eligibility verification, scheduling, and quality assurance for Non-Emergent Medical Transportation and non-medical transportation for eligible clientele.

**Medicaid Waivered Non-medical**

Transportation for Medicaid recipients who have a qualifying care plan managed by a Senior and Disability Services Case Manager under a Medicaid waiver. A certain amount of local transportation supports people staying in their homes or other community setting rather than residing in a nursing care facility. Also called community-based transportation within the RideSource Call Center and is one of the services offered.

**Mini-Extra Board (MXB)**

Same as Extra Board except that Mini-Extra Board bus operators are guaranteed 60 hours per biweekly pay period instead of 80 hours.

**Mobility Management**

Making innovative use of the transit resources to respond to the demands of customers, which may include:

providing non-traditional services such as vanpool, ride-share, or demand-responsive services; implementing technologies that increase travel options or convenience; providing information on all modes and ridesharing at a single call center; or influencing land use in favor of transit.

**MOD**

*Mobility on Demand* – A flexible demand-response system complimenting and connecting people to their community and to the transportation network system.

**Modal Split**

Percentage of the total participants using a particular method of transportation to an activity or event.

**Mode**

A specific form of transportation, such as automobile, subway, bus, rail, or air.

**MovingAhead**

A cooperative effort of the City of Eugene, Lane Transit District, and regional partners in the community to determine what improvements are needed on some of our most important transportation corridors. This effort will be carried out through multiple phases over the next several years. The first phase of effort will lead to the identification of up to four priority corridors which would then undergo further development work leading to capital investments related to the transit system as well as other modes of travel.

**Moving Ahead Oversight Committee**

The City of Eugene and the Lane Transit District (LTD) are working with the community to prioritize corridors for near-term enhancements that serve people using transit, biking,

walking, and mobility devices.

MovingAhead will build from Envision Eugene and LTD's Long-Range Transit Plan. These documents call for improving service for people using transit and facilities for people biking and walking in our community.

**MPC**

*Metropolitan Policy Committee* – An intergovernmental committee created for problem solving and to resolve intergovernmental disagreements between the cities of Eugene and Springfield, and Lane County.

**MPO**

*Metropolitan Planning Organization* – A federally required transportation planning body responsible for the regional transportation plan and the MTIP in its region: Lane Council of Governments (LCOG) is the designated MPO for this region.

**MTIP**

*Metro Transportation Improvement Program* – A federally mandated planning document that lists highway and transit projects for the region, approved by the MPC, and submitted to the state for inclusion in the State Transportation Improvement Program (STIP).

**MTM**

*Medical Transportation Management* – Contractor providing RideSource brokerage operations. Medical Transportation Management, Inc., manages ADA and NEMT transportation and related services for systems across the U.S.

**Multimodal**

A trip involving several types of transportation, such as both rail and bus.

# N

## **NEMT**

*Non-Emergent Medical Transportation* – Trips provided through the RideSource Call Center for persons qualified for Oregon Health Plan Plus (OHP+) and who have no other reliable means of getting to and from Medicaid-covered medical services.

## **NEPA**

*National Environmental Policy Act of 1969* – An act to establish a national policy for the environment, to provide for the establishment of a Council on Environmental Quality, and for other purposes.

## **New Starts Program**

A category of the Federal Transit Administration Capital Investment Program (49 USC 5309) that is used to fund new fixed-guideway systems, or an extension to an existing fixed-guideway system such as rail and potentially bus rapid transit.

## **NOFA**

*Notification of Funding Availability*

## **Northwest Natural**

Privately owned natural gas provider for the District.

## **NTD**

*National Transit Database* – The system through which the Federal Transit Administration (FTA) collects uniform transit data needed by the Secretary of Transportation to administer department programs. The data consist of selected financial and operating data that describe public transportation characteristics.

Recipients of FTA Urbanized Area Formula Program (Section 5307) and Nonurbanized Area Formula Program (Section 5311) are required by statute to submit data to the NTD.

## **NTI**

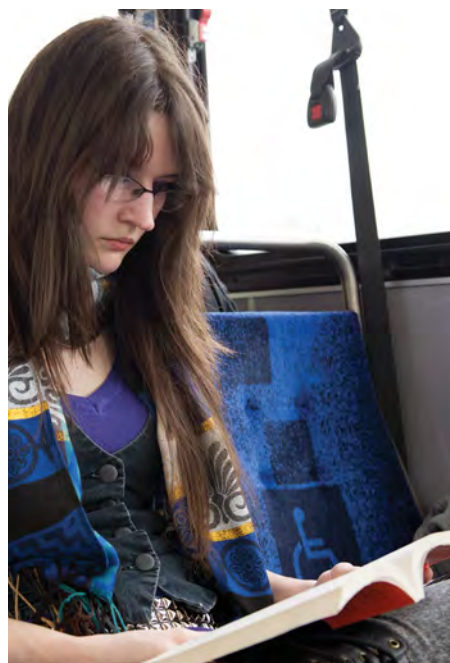
*National Transit Institute* – Training, education, and clearinghouse services in support of public transportation in the United States.

# O

## **OAA**

*Older Americans Act* – The Older American’s Act of 1965 established the Administration on Aging, a national agency to oversee the development of services and opportunities for older people in every community across the nation.

## **OAR**



*Oregon Administrative Rules* – A compilation of the administrative rules of Oregon state agencies, compiled, indexed, and published by the Secretary of State’s Office.

## **ODOT**

*Oregon Department of Transportation* – A department of the Oregon state government responsible for systems of transportation

## **OHP+**

*Oregon Health Plan Plus* – A state medical health plan provided to children and adults who are eligible for traditional Medicaid programs or for the Children’s Health Insurance Program (CHIP).

## **OMB**

*Office of Management and Budget* – The office within the executive branch of the federal government that prepares the President’s annual budget, develops the federal government’s fiscal program, oversees administration of the budget and reviews government regulations.

## **OMPOC**

*Oregon Metropolitan Planning Organization Consortium* – The Oregon MPO Consortium is a forum for Metropolitan Planning Organizations (MPO) whose purpose includes addressing Oregon’s growing transportation needs within metropolitan areas, the role of the State of Oregon in transportation investments and other related transportation needs and issues within the state.

## **OPEB**

*Other Post-Employment Benefits* – Benefits received by an employee when he or she begins retirement, including health care and life insurance premiums, and deferred

compensation. It does not include pension benefits.

### **Other Operating Grants**

Revenues from grants for non-capital expenditures such as Transportation Demand Management and preventive maintenance.

### **OPS**

*Transit Operations (LTD)* – An LTD work group.

### **OPTIS**

*Oregon Public Transit Information System* – An electronic web-based software program used for managing ODOT Public Transit Division grants.

### **ORS**

*Oregon Revised Statutes* – The codified laws of the State of Oregon, which is published every two years to incorporate each legislative session's new laws.

### **OSHA**

*Occupational Safety and Health Administration* – Agency responsible for promulgating rules, setting health and safety standards, and overseeing enforcement, whether by direct federal effort or by relying on state enforcement programs.

### **OTA**

*Oregon Transit Association* – Created to assist members in the development and improvement of efficient, safe, and convenient transportation services, techniques and methods, facilities, and equipment.

### **OTC**

*Oregon Transportation Commission* – Establishes state transportation policy and guides the planning, development, and management of a

statewide integrated transportation network. The governor appoints five commissioners, ensuring that different geographic regions of the state are represented. One member must live east of the Cascade mountain range; no more than three can belong to one political party.

### **OTP**

*Oregon Transportation Plan* – The comprehensive, long-range plan for a multimodal transportation system for the state, which encompasses economic efficiency, orderly economic development, safety, and environmental quality.

## **P**

### **P&D**

*Planning and Development (LTD)* – An LTD work group.

### **P2p**

*Point2point* – Services offered through LTD to promote and support employer programs, transportation options, and alternative modes of transportation.

### **P-card**

*Purchasing Card* – A charge card issued to employees that works in a similar way to credit cards and can be used to purchase goods or services.

### **Paratransit**

Alternatives to traditional modes of public transit such as bus and rail. Often refers to flexibly scheduled and routed transportation services using small buses or minivans. LTD's paratransit services are coordinated under the RideSource Call Center.

### **Park & Ride Program**

A program to maintain existing sites and identify potential new sites where drivers can park their cars and either take a bus, walk, ride a bike, or meet a carpool.

### **Passenger Boarding**

Occurs when a customer boards the bus.

### **Passenger Miles**

The total number of miles traveled by passengers on transit vehicles; calculated by accumulating the total for all trip segments resulting from multiplying the number of passengers determined to be on board for each trip segment by the length of the trip segment.

### **Payroll Taxes**

Revenues generated from tax imposed on employers within the transit district based on the employer's payroll.

### **PBI**

*Passenger Boarding Improvements* – Capital improvements to aid passengers in boarding and deboarding transit vehicles. These may include improvements to transit stations, shelters, stops, and bus stop signs, among others.

### **PCE**

*Progressive Corridor Enhancement* – A program to implement incrementally various transit enhancements along a corridor. Typical enhancements include signal priority, improved stops and stations, through-routing, improved service frequency, and queue-jump lanes. Improvements could eventually lead to implementation of an EmX level of service.



**Peak Service (peak assignments)**

Describes the point of time during the day when the District has the maximum number of buses operating. It is often described as the a.m. peak and the p.m. peak.

**Pension Trusts**

LTD maintains two pension trusts: one for union employees (ATU/LTD Pension Trust) and one for non-union employees hired prior to January 1, 2012 (Salareid Employees Retirement Plan. These trusts differ somewhat in basic structure, but each has a Board of Trustees that has certain oversight responsibilities. The LTD Board is responsible for appointing three Trustees to the Salaried Trust and two Trustees to the ATU/LTD Trust. The three trustees for the Salaried Trust are the LTD Board president, the general manager, and the Human Resources director. The two trustees appointed by the Board for the ATU/LTD trust are the LTD Board president and the general manager.

**PM**

*Preventive Maintenance* – The maintenance of LTD assets to keep those assets in a state of good repair.

**PMP**

*Project Management Plan* – Guiding document for the management and administration of the West Eugene EmX Extension (WEEE) project.

**PMOC**

*Project Management Oversight Contractor* – Informs FTA's determination regarding the adequacy of the Grantee's legal, administrative, and technical capacity, and capability to effectively and efficiently execute the project in all of

its aspects, including planning, design, construction, testing, and revenue operations.

**PP**

*Pioneer Parkway* – A street in Springfield chosen for part of the Gateway EmX route.

**Private Provider**

Contracted transportation providers, may include nonprofit providers, taxis, etc. Primarily used to expand capacity for RideSource Brokerage services.

**Proposed Budget**

Version of the budget presented by management to the Budget Committee.

**PUD**

*Planned Unit Development* – A type of building development and regulatory process. As a building development, it is a designed grouping of both varied and compatible land uses, such as housing, recreation, commercial centers, and industrial parks, all within one contained development or subdivision.

**Q**

**Queue Jumpers**

A transit-priority technique that allows a bus to use an exclusive lane to bypass a queue of cars to reach a signalized intersection.

**R**

**Reduced Fare Program**

(See Half Fare Program.)

**Report Time**

The time an operator is allotted to perform safety pre-check of vehicles prior to going out for the day.

**Revenue Hours**

The period of time a bus is in service, boarding and deboarding customers.

**Rhody Express**

A local public transit service operating in Florence coordinated through Accessible Services. Funded under Section 5311 Rural General Public Program, Special Transportation Fund, and City of Florence.

**Rider Cards**

LTD provides rider cards such as Honored Rider free fare for persons age 65 and older, or half fare for any persons with a current, valid Medicare card, or proof of receiving SSI or SSD along with a valid photo ID card. Veterans who receive 50 percent or higher disability benefit are also eligible for half fare. Persons with disabilities who need an accessible accommodation in order to ride the bus may also be eligible for half fare. The Half Fare and Honored Rider cards may be obtained at the LTD Customer Service Center.

**Rideshare Program**

A program funded by Point2point to promote sharing of one vehicle by two or more commuters. (See Carpool/Vanpool.)

**RideSource ADA Service**

LTD paratransit services for people with disabilities who are unable to use regular fixed-route services as mandated under the Americans with Disabilities Act of 1990.

**RideSource Call Center**

LTD-administered call center that integrates human services and public transportation for older adults, people with disabilities, and persons of low income using a single telephone number. Provides integrated call taking, billing, scheduling, and dispatch services.

**RIS**

*Regional Information System of Lane County* – A regional service provider that offers information and technology sharing among governmental agencies.

**RTOP**

*Regional Transportation Options Plan* – A plan to both broaden and focus



the definition and application of the Transportation Demand Management (TDM) elements of our local and regional transportation plans.

**RTP**

*Regional Transportation Plan* – Required by federal regulation, implemented by Lane Council of Governments.

**RTSP**

*Regional Transportation System Plan* – Required by Oregon law. Includes policies, projects, and strategies that guide regionally significant transportation investment within the Central Lane MPO. The development of this plan will involve the communities of Coburg, Eugene, and Springfield, including citizens, staff, and elected officials.

**Run Cut**

A run, also known as a duty, is a piece of work handled by bus operators. A block is how a bus is assigned to its daily activities. A block may be up to 19 hours long. The planners use software to cut the blocks efficiently into pieces of work called runs. Bus operators choose their runs during the bid process.

# S

**S&DS**

*Senior and Disabled Services* – A division of the Lane Council of Governments.

**SAC**

*Service Advisory Committee* – Employee

representatives who meet as needed to discuss service issues and advise Service Planning and Marketing staff about bus service planning and operations. This group effectively interacts among employees and Service Planning and Marketing staff.

**SAFETEA-LU**

*Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users* – Enacted in August 2005, authorizes the federal surface transportation programs for highways, highway safety, and transit through FY 2009.

**SBPG**

*Standard Bus Procurement Guidelines* – Guidelines developed through an open and inclusive industry consensus process, funded by the Transit Cooperative Research Association (TCRP) and under the guidance of the American Public Transportation Association (APTA).

**Schedule Hours**

This is the sum of all revenue and non-revenue service hours the bus is in operation. This includes prep time, deadhead time (traveling to the beginning of a route), and layovers.

**Scheduled Free Time**

Paid time to individual operators to bring scheduled hours worked up to contractual minimums.

**Scheduled Split Time**

Thirty minutes of paid time for all scheduled runs with a split of 36 minutes or more from the end of the first piece of work to the start of the second piece of work.

**Scheduled Travel Time**

Bus operators are often required to begin their run/duty at a location out in the system. Travel time is the time paid to get the operator to the starting point of the run/duty.

**SCTS**

*Santa Clara Transit Station* – A transit station located at the former Santa Clara Elementary School site on River Road between Green Lane and Hunsaker Lane in North Eugene.

**SDS**

*Senior and Disability Services* – A division of the Lane Council of Governments.

**Self-Employment Taxes**

Revenues generated from tax imposed on self-employed individuals within the transit district based on the individual's non-excluded federal Schedule SE income.

**Service Hours**

Total time a bus is in operation, including non-revenue service travel time between the garage and the start and end of route service.

**SGR**

*State of Good Repair* – An FTA grant program initiated to support reinvestment in bus fleets and bus facilities for both urbanized and rural areas.

**SharePoint**

A web-based collaborative platform that integrates with Microsoft Office. A document management and storage system.

**Signal Preemption**

Guarantees a green light at an intersection; available for emergency vehicles only.

**Signal Priority**

Provides priority for transit vehicles at

signalized intersections.

**SmartTrips**

An individualized marketing program that promotes available transportation options to households and businesses living within a target neighborhood or geographic boundary.

**Small Starts**

A new category within the New Starts program for a fixed-guideway project with a total cost of less than \$250 million and a maximum cost of \$75 million New Starts grant funding.

**Smart Ways to School Program**

A program to implement transportation options programs and measure the effectiveness of efforts at selected school sites in the region.

**SOV**

*Single-Occupant Vehicle* – A vehicle with one occupant, the driver, who is sometimes referred to as a “drive alone.”

**SP**

*Service Planning (LTD)* – An LTD workgroup.

**Span of Service**

The time between the first bus trip in the morning and the last bus trip at night.

**Specialized Services**

Services given in regular transit revenue service, but paid for by some organization rather than by the rider, and for rides given along special routes for which revenue may be guaranteed by a beneficiary of the service. Example: Contractual arrangements for special service rides for sporting events, community events, etc., where fares are paid on a contractual basis.

**Special Services**

Revenues for contracted transit

services (e.g., event shuttles to fairs and sporting events) and purchased charter services (e.g., shuttles for a private group).

**Sponsored Services**

Public transportation services that are provided by a transit provider as part of a sponsorship or donation. Common sponsored agencies include local non-profit agencies who facilitate events and programs.

**SRTS**

*Safe Routes to School* – A nationwide program model implemented in the Eugene, Springfield, and Bethel school districts to increase the number of students walking and biking to school.

**SSD or SSI**

*Social Security Disability and Supplemental Security Income* (based on disability) – LTD offers half-price fares to current eligible recipients under the Rider Card program.

**State-in-Lieu Taxes**

Revenues from the State of Oregon in lieu of payment of employer payroll taxes. Also known as Government Employee payroll taxes.

**Statewide Transportation Improvement Fund**

Revenues generated from a tax imposed on employees within the transit district based on the employee's eligible pay.

**STBG**

*The Surface Transportation Block Grant Program (STBG)* provides flexible Federal funding that may be used by States and local agencies for projects to preserve and improve the conditions and performance on public road, pedestrian and bicycle infrastructure, and transit capital projects, including intercity bus terminals.



**STF**

*Special Transportation Fund Program for the Elderly and People with Disabilities* – State of Oregon program funded by a tax on tobacco products and other state resources.

**STF Advisory Committee**

*The Special Transportation Fund Committee* is a state-mandated advisory committee that advises the LTD Board of Directors in carrying out the purposes of the Special Transportation Fund (the “STF”) for the elderly and people with disabilities Special Transportation Operating (the “STO”) Grants Program.

**STIP**

*Statewide Transportation Improvement Fund* is a new state payroll tax (one-tenth of 1 percent) collected from Oregon employees as a result of the passage of House Bill 2017 and provides a new dedicated source of funding to expand public transportation to access jobs, improve mobility, relieve congestion, and reduce greenhouse gas emissions around Oregon.

**STIF Advisory Committee**

The LTD Board of Directors has

appointed an Advisory Committee to review potential STIF-funded projects and create a prioritized list of projects for the county. The Advisory Committee will meet at least two times per year.

**STIP**

*Statewide Transportation Improvement Plan* – Outlines the state’s transportation capital improvement program, listing proposed construction projects for a four-year period. The STIP meets the requirements of MAP-21, the federal act providing funds to states for transportation projects. The STIP is not a planning document. It is a project prioritization and scheduling document.

**STP**

*Surface Transportation Program* – Federal flexible funding that allocates a share of federal highway funds to state and local governments for road and transit-related projects.

**STP-U**

*Surface Transportation Program - Urban* – STP funds specifically allocated to the Eugene-Springfield urbanized area.

**STS**

*Statewide Transportation Strategy* – A long-term vision to reduce

transportation-related greenhouse gas (GHG) emissions and increase the region’s energy security through integrated transportation and land use planning through 2050.

**Strategic Planning Committee**

This committee is composed of a core group of representatives from the LTD Board of Directors, key LTD partners including: the Eugene City Council, Springfield City Council, Lane County Board of Commissioners, and Oregon Department of Transportation. The committee also includes a diverse set of representatives from within the community. The Strategic Planning Committee provides the LTD Board of Directors with independent advice on strategic planning issues related to advancing the goals of the Long-Range Transit Plan, including but not limited to, developing the Frequent Transit Network, making better connections, reducing trip and waiting times, bridging the first and last mile, creating safer ways to access service, and optimizing solutions for urban and rural areas.

**STRR**

*Surface Transportation Reauthorization and Reform Act (State)* – Authorizes funds for federal-aid highways,





highway safety programs, transit programs, and for other purposes.

**Summer Bid**

The term “bid” refers to the selection of work by bus operators. Operators bid based upon their seniority in the union. LTD has three bids per year: fall, winter, and summer. Bids are timed with the service adjustment.

**Supplemental Budget**

A requirement of Oregon Budget Law when a proposed change to an adopted budget in expenditure appropriation is 10 percent or more in a fund. A Supplemental Budget requires published notification to citizens as to the date and time of a public hearing on the proposed changes.



**T4America**

(See Transportation for America.)

**TAM**

*Transit Asset Management* – An FTA business model that prioritizes funding based on the condition of transit assets, in order to achieve or maintain transit networks in a state of good repair.

**TCRP**

*Transit Cooperative Research Association* – A nonprofit educational and research arm of the American Public Transportation Association (APTA). The TCRP undertakes applied research and technical activities focusing on the needs of transit operating agencies. Research is conducted in all areas of public transportation, including operations, policy, planning, service configuration, engineering of vehicles and facilities, maintenance, human resources, and administration.

**TDM**

*Transportation Demand Management* – Refers to various strategies that change travel behavior (how, when, and where people travel) in order to increase transport system efficiency and achieve specific planning objectives.

**TGM**

*Transportation Growth Management Program* - This is a partnership of the Oregon Department of Land Conservation and Development and the Oregon Department of Transportation. The program includes federal funding to partner with local governments to link land use and transportation planning to boost transportation choices.

**TIGER**

*Transportation Investment Generating Economic Recovery* – The American Recovery and Reinvestment Act of 2009 appropriated \$1.5 billion in discretionary grant funds to be awarded by the U.S. Department of Transportation for capital investments in surface transportation infrastructure. Grants are awarded for transportation investments that have a significant impact on the nation, a metropolitan area, or a region.

**TIGGER**

*Transit Investments in Greenhouse Gas and Energy Reduction* – The American Recovery and Reinvestment Act of 2009 (ARRA) provided \$100 million to be distributed as discretionary grants to public transit agencies for capital investments that will assist in reducing the energy consumption or greenhouse gas emissions of public transportation systems.

**TIP**

*Transportation Improvement Plan* (local or regional) – A program for transportation projects, developed by a

metropolitan planning organization, in conjunction with the state.

### **TMA**

*Transportation Management Area* – An area designated by the U.S. Secretary of Transportation, having an urbanized area population of over 200,000, or upon special request from the Governor and the metropolitan planning organization (MPO), or under special circumstances designated for the area.

### **TOGO**

*Transportation Options Group of Oregon* – TOGO was formed to promote transportation options and balanced transportation systems. TOGO's goal is to create a greater awareness of transportation options and to provide a format for transportation options professionals and/or other interested entities or individuals to exchange and distribute information at the local/regional level.

Transportation options include but are not limited to: transit (bus and light rail), car/vanpooling, walking, bicycling, teleworking, use of telecenters, car sharing, close-to-home commuting, park and rides, creative work schedules, commuter rail, and train.

### **TPC**

*Transportation Planning Committee* – A Lane Council of Governments committee that undertakes the technical activities necessary for the continuing comprehensive and cooperative transportation planning process in the Central Lane Metropolitan Planning Organization (CLMPO) area, as described in the Unified Planning Work Program (UPWP).

### **TrAMS**

*TrAMS is the Transit Award Management System*, FTA's platform to award and

manage federal grants. The TrAMS system maintains information on each recipient organization and the organization's compliance with eligibility requirements for awards, and tracks individual users within the organization. TrAMS is a web-based tool developed to allow recipients to apply for federal funds, manage their programs in accordance with federal requirements, and provide FTA with a method to approve, control, and oversee the distribution of funds.

### **Transit Lane**

Traffic lane reserved for transit-only use.

### **Transit Tomorrow**

The Comprehensive Operations Analysis project put on hold as COVID-19 shut down our community.

### **Transit Training & Hosts**

LTD program operated under contract to provide assistance with transfers and riding information at the Eugene Station and conduct one-on-one travel training for people with disabilities who desire to learn to use the bus. Promotes and supports the use of fixed-route service as an alternative to using RideSource paratransit.

### **Transitway**

Transit-only lane with curbs; used interchangeably with guideway.

### **Transportation Disadvantaged**

Persons who must rely on public transit or paratransit services for most of their transportation. Typically refers to individuals of age without access or ability to legally operate a personal vehicle.

### **Transportation for America**

A growing, national coalition committed to creating a new national

transportation program that will take America into the 21st Century by building a modernized infrastructure and healthy communities where people can live, work and play.

### **Transportation Options**

A grant-funded program housed at Lane Transit District charged with the coordination and implementation of many of the region's transportation options.

### **Triennial Review**

(See Comprehensive Review.)

### **TransPlan**

The Eugene and Springfield Area Transportation Plan consists of long-range projects and policies addressing optimal ways that cars, buses, bicycles, and pedestrians can travel in the Eugene-Springfield region. TransPlan serves as the regional transportation plan (RTP) for the Eugene-Springfield metropolitan area.

### **TSP**

*Transportation System Plan* – A requirement of Oregon law, which governs plans at the county level as well as cities within LTD's service area. The TSPs identify improvements for all modes of transportation including roadway, bicycle and pedestrian, transit, and rail networks.

### **TVM**

*Ticket Vending Machine* – A fare machine on the platform of the EmX stations for riders to purchase bus passes.



# U

## **Unemployment Rate**

Economic indicator that calculates the percentage of unemployed workers as compared to total employment.

## **United Front**

A coalition of local governments in the Eugene-Springfield area supporting a broad, collective federal agenda.

## **UPWP**

*Unified Planning Work Program* – A federally required certification document developed for the Central Lane MPO that describes the transportation planning activities to be undertaken in and surrounding the Central Lane metropolitan area.

## **UZA**

*Urbanized Area* – A U.S. Bureau of Census-designed area of 50,000 or more inhabitants consisting of a central city or two adjacent cities plus surrounding densely settled territory, but excluding the rural portion of cities.

# V

## **Vacation Bid**

Process by which bus operators choose their vacation time in seniority order based on a limited number of vacation spots available each week.

## **Vanpool**

Program to coordinate intercity commuter transit utilizing a 7- to 15-passenger van driven by one of the commuters.

## **VEBA**

*Voluntary Employee Beneficiary Association* – Employer-paid employee benefit to assist with co-pays, deductibles, and other health care-related costs incurred by the employee.

## **VMT**

*Vehicle Miles Traveled* – Total number of miles traveled by all the vehicles on the road or road system for a given period of time. The more cars there are on the road at the same time in the same area, the higher the VMT and the worse congestion will be. Reducing VMT can help ease traffic congestion.

# W

## **EmX West**

Formerly referred to as West Eugene EmX Extension (WEEE), EmX West is an extension of the EmX Green Line that connects downtown Eugene and the West 11th Avenue area.

## **Winter Bid**

The term “bid” refers to the selection of work by bus operators. Operators bid based upon their seniority in the union. LTD has three bids per year: fall, winter, and summer. Bids are timed with the service adjustments.



**THERE CAN BE NO  
DOUBT THAT THE  
TRANSPORTATION  
SECTOR IS THE  
MOST CRITICAL  
SECTOR OF OUR  
ECONOMY.**

— ROBERT BRADY





**Lane Transit District**