



**LANE TRANSIT DISTRICT  
BOARD OF DIRECTORS  
REGULAR MEETING**

Wednesday, September 18, 2019  
5:30 – 7:30 p.m.

**LTD Board Room**  
3500 E. 17<sup>th</sup> Avenue, Eugene  
(Off Glenwood Blvd. in Glenwood)

**AGENDA**

Time	ITEM	Page
5:30 p.m.	I. CALL TO ORDER	
5:31 p.m.	II. ROLL CALL  <input type="checkbox"/> Carl Yeh (President) <input type="checkbox"/> Kate Reid (Vice President) <input type="checkbox"/> Joshua Skov (Secretary) <input type="checkbox"/> Don Nordin (Treasurer) <input type="checkbox"/> Caitlin Vargas <input type="checkbox"/> Steven Yett <input type="checkbox"/> Emily Secord	
5:32 p.m.	III. COMMENTS FROM BOARD PRESIDENT  <i>This agenda item provides an opportunity for the Board president to formally communicate with the Board on any current topics or items that may need consideration.</i>	
5:34 p.m.	IV. COMMENTS FROM THE GENERAL MANAGER  <i>This agenda item provides an opportunity for the general manager to formally communicate with the Board on any current topics or items that may need consideration.</i>	
5:36 p.m.	V. ANNOUNCEMENTS AND ADDITIONS TO AGENDA  <i>This agenda item provides a formal opportunity for the Board president to announce additions to the agenda, and also for Board members to make announcements.</i>	
5:38 p.m.	VI. BOARD CALENDAR  <i>Board members are asked to coordinate the Board activity calendars with their personal calendars for discussion at each Board meeting. Board members are also asked to contact the Clerk of the Board with any changes in availability for LTD-related meetings and events, and to provide their vacation dates.</i>	
5:40 p.m.	VII. EMPLOYEE OF THE MONTH - OCTOBER	4
5:45 p.m.	VIII. AUDIENCE PARTICIPATION  <ul style="list-style-type: none"> <li>◆ <i><u>Public Comment Note:</u> This part of the agenda is reserved for members of the public to address the Board on any issue. The person speaking is requested to sign-in on the audience participation form. When your name is called, please step up to the podium and state your name, city of residence, and who you are representing for the audio record. If you are unable to utilize the podium, you may address the Board from your seat.</i></li> <li>◆ <i>Community member testimony is limited to three (3) minutes.</i></li> </ul>	
	IX. PUBLIC HEARING: NONE	
5:55 p.m.	X. BOARD MEMBER REPORTS  <i>This report provides an overview of the topics that have been covered at all Board subcommittees, Community Advisory Committees, and local governmental and stakeholder committees that Directors have attended since the previous months Board meeting. Directors also provide more in-depth verbal updates.</i>	5

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	XI. ITEMS FOR ACTION	
6:05 p.m.	A. CONSENT CALENDAR:  <b>Action Needed:</b> Approval  1. Minutes from the August 21, 2019, Regular Board Meeting 2. Delegated Authority Report – AUGUST 3. Declare a need for Property: Green Lane Corner Improvement 4. Drug and Alcohol Policy Revision	7
6:10 p.m.	B. BOARD USE OF DISTRICT RESOURCES: <i>Materials Included</i> [Aurora Jackson]  <b>Action Needed:</b> Discussion and Approval  <i>The Board President is introducing a Board Policy that will establish consistent procedures for Board requests for information and use of District resources.</i>	48
6:25 p.m.	C. COMMUNICATIONS ANALYSIS RECOMMENDATIONS: <i>Materials Included</i> [Theresa Brand]  <b>Action Needed:</b> Discussion and Approval  <i>Staff will present the final draft communications analysis report and request Board approval.</i>	51
6:45 p.m.	D. AUDIO MINUTES FOR PUBLIC MEETINGS: <i>Materials Included</i> [Camille Gandolfi]  <b>Action Needed:</b> Discussion and Approval  <i>Staff will present an opportunity to reduce duplication of recordkeeping for all public meetings.</i>	54
6:55 p.m.	E. AD HOC SUSTAINABILITY COMMITTEE: <i>Materials Included</i> [Director Skov]  <b>Action Needed:</b> Vote  <i>The Board will hold discussion about the proposal of the formation of an Ad Hoc Sustainability Committee.</i>	55
	XII. ITEMS FOR INFORMATION/DISCUSSION: NONE	
	XIII. WRITTEN REPORTS – RESPOND IF QUESTIONS	
7:10 p.m.	A. MONTHLY FINANCIAL REPORT - JULY [Christina Shew]  <i>Attached is the Year-to-Date Financial Report. Financial reports are considered a draft until the conclusion of the fiscal year and completion of the Comprehensive Annual Financial Report. This report is provided in written form monthly, with the addition of a verbal update on a quarterly basis.</i>	59
	B. MONTHLY CASH DISBURSEMENTS - AUGUST [Christina Shew]  <i>This report is provided in response to the Board's request to implement financial practices consistent with other public entities. This report provides a complete listing of all non-payroll disbursements for the current month.</i>	63

<u>Time</u>		<u>Page</u>
	C. QUARTERLY GRANT REPORT – PRESENTED: MARCH/JUNE/SEPTEMBER/DECEMBER [Christina Shew] <i>The Grant Report contains financial data for all Federal Transit Administration (FTA) and Oregon Department of Transportation (ODOT) grants that have a remaining balance or that have had activity within the last quarter. The sources of information are the Transit Award Management System (TrAMS) and the Oregon Public Transit Information System (OPTIS).</i>	68
	D. MONTHLY PERFORMANCE REPORTS - JULY [Aurora Jackson] <i>Monthly performance reports will be provided to the Board in response to their request for regular reporting on the District's performance in several areas. On a quarterly basis, staff will present a review of key metrics that are trending in the performance report.</i>	88
	E. MONTHLY DEPARTMENT REPORTS – SEPTEMBER [Aurora Jackson] <i>Monthly department activity reports, and reports throughout the District, are provided for the Board's information.</i>	92
	F. BOARD ANNUAL WORKING AGENDA <i>Attached is a calendar of Action or Information items that will be included on the agenda for future Board meetings.</i>	97
	XIV. EXECUTIVE (NON-PUBLIC) SESSION: NONE	
7:15 p.m.	XV. ADJOURNMENT <b>The facility used for this meeting is wheelchair accessible. To request a reasonable accommodation or interpreter, including alternative formats of printed materials, please contact LTD's Administration office no later than 48 hours prior to the meeting at 541-682-5555 (voice) or 7-1-1 (TTY through Oregon Relay).</b>	



## AGENDA ITEM SUMMARY

**DATE OF MEETING:** September 18, 2019

**ITEM TITLE:** SEPTEMBER EMPLOYEE OF THE MONTH

**PRESENTER:** Robin Mayall, Information Technology Director

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**BACKGROUND:** Steve Parrott has been selected to receive the September 2019 Employee of the Month (EOM) award. Steve is the District's Intelligent Transportation Systems Manager and was hired in April of 1999. During his time at LTD, he has been nominated for eight monthly value awards, and was the Employee of the Month in March 2004. Steve volunteers and takes part in many LTD activities. He is a member of the Leadership Council; represents LTD at the Public Agency Network Executive Committee and the Lane Utilities Coordinator Council; and has been LTD's Bus Rodeo Greenhorn Champion for several years running.

Recently, Steve was nominated for this award for his work in the implementation of the TouchPass Fare Collection project. LTD had a tough deadline to make for the system to launch on August 1. To make that timeline, 112 Touchpass validators needed to be installed on the buses, and could only be installed at night when the vehicles were not in service. For the first three weeks of July, Steve not only worked his day job, but he was here in the late hours of the night and early hours of the morning working with the installation crews to ensure that all of the installations were complete and operational.

When asked to comment on Steve's selection as EOM, his supervisor IT Director Robin Mayall said:

*For many years, Steve has worked over and above his current job duties, and regularly puts in long hours to make sure a job is done right. His incredible work ethic, his dedication to LTD, and his professionalism means that he never lets a job go undone, or be done to less than his own high standards. He consistently brings his best self to the job, and represents LTD in the civic and business community.*

**AWARD:** Steve will attend the September 18 meeting to be introduced to the Board and to receive his award.





## AGENDA ITEM SUMMARY

**DATE OF MEETING:** September 18, 2019

**ITEM TITLE:** BOARD MEMBER REPORTS

**PREPARED BY:** Camille Gandolfi, Clerk of the Board

**ACTION REQUESTED:** None. Information Only

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**BACKGROUND:** The Lane Transit District Board of Directors has several subcommittees and Community Advisory Committees in which Directors are assigned to attend as representatives of the Board. Directors also are assigned to represent the District at a variety of local governmental and stakeholder committees. This report provides an overview of the topics covered at all Board subcommittees, Community Advisory Committees, and local governmental and stakeholder committees that Directors have attended since the previous months Board meeting. Directors also provide more in depth verbal updates during Board meetings.

The following activities have occurred since the last Board meeting:

**MEETINGS HELD:** Board members may take this opportunity to report briefly on any one-on-one meetings they have held with local officials or other meetings that they have attended on behalf of LTD.

1. **Strategic Planning Committee (SPC):** This committee generally meets monthly and is composed of Board Members Carl Yeh and Emily Secord, members of local units of government, and community representatives. At the September 3 meeting, committee members received updates on the Greenhouse Gas Inventory report; the MovingAhead project; the Main-McVay Transit Study; and the EmGo launch.
2. **Metropolitan Policy Committee (MPC):** Board members Kate Reid and Carl Yeh are LTD's MPC representative; the alternate Board member is Steven Yett; General Manager Aurora Jackson is the District's ex-officio attendee. MPC meetings are held on the first Thursday of each month. At the September 5 meeting, committee members discussed the Metropolitan Transportation Improvement Program Amendment; the Title VI Committee Survey; received an update from the Lane County Sheriff; discussed May bike month; and received an update from the Metropolitan Cable Commission.
3. **LTD Board Finance Committee:** The Board Finance Committee is composed of Board Members Carl Yeh, Emily Secord, and Joshua Skov. The committee meetings are scheduled for the second Monday of each month. At the September 9 meeting, committee members reviewed contracts to be presented to the Board for approval.
4. **Lane Area Commission on Transportation (LaneACT):** In 2009 the Oregon State Legislature directed Lane County to develop an Area Commission on Transportation (ACT). Commission membership includes representatives from Lane County, cities within the county, LCOG, and LTD, and meets on the second Wednesday of the month. Board Member Don Nordin serves as LTD's representative on the LaneACT. At the September 9 meeting, committee members received a presentation from the confederated tribes of the Coos, Lower Umpqua, and Siuslaw Indians; received an ODOT Director recruitment update; discussed regional transportation vision, needs, and priorities; and received an update on Florence public facilities.

**NO MEETINGS HELD:**

1. **LCOG Board of Directors:** LTD Board Member Don Nordin represents LTD on the LCOG Board of Directors as a non-voting member; Board Member Caitlin Vargas is the alternate. The next meeting is scheduled for September 26.
2. **LTD Board Budget Committee:** The Budget Committee is composed of all seven Board members and seven citizen members. The Budget Committee meets multiple times a year to give guidance regarding LTD's annual budget. Each LTD Board member selects one citizen member to fill a term of three years. The next meeting is scheduled for October 2.
3. **Oregon Metropolitan Planning Organization Consortium (OMPOC):** The Oregon Metropolitan Planning Organizations (MPO) Consortium was formed on May 25, 2005, as a forum for MPOs to work together on matters

of mutual interest and statewide significance. LTD Board Member Kate Reid attends the committee meetings as LTD's representative. The next meeting is scheduled for October 11.

4. **LTD Pension Trust Committee:** LTD's two pension plans (one for ATU-represented employees and one for administrative employees) are each governed by a board of trustees. The pension trustees generally meet three times a year, and Board Member Steven Yett serves as one of the trustees. The next meeting is scheduled for November 12.
5. **Main Street Projects Governance Team:** This committee was formed to provide informed direction and collaborative decision making to support the Main Street-McVay Transit Study and four other concurrent projects along Main Street in Springfield. Board Members Steven Yett and Kate Reid serve as LTD's representatives on this committee. The next meeting has not been scheduled.
6. **Comprehensive and Accessible Transportation Committee (CATC):** Board Members Carl Yeh, Don Nordin, and Caitlin Vargas represent the LTD Board on this committee. The next meeting has not been scheduled.
7. **MovingAhead Oversight Committee:** This committee is composed of representatives from the City of Eugene, LTD, and regional partners with the goal of a system-level approach to corridor improvements. LTD Board member's Don Nordin and Carl Yeh serve as LTD's representative on this committee. The next meeting has not been scheduled.
8. **Vision Zero Task Force:** The City of Eugene, as part of its Vision Zero implementation, has developed a Vision Zero Task Force. Board Member Joshua Skov has been appointed the LTD representative to the Task Force. The next meeting has not been scheduled.
9. **Ad Hoc Fare Policy Committee:** This is an ad hoc committee that has been created for the purpose of reviewing the District's fare system. The committee is composed of Board members Kate Reid, Carl Yeh, and community representatives. The next meeting has not been scheduled.
10. **Ad Hoc Communications Committee:** This is an ad hoc committee that has been created for the purpose of reviewing the District's communications. The committee is composed of Board members Kate Reid, Joshua Skov, and Caitlin Vargas. The next meeting has not been scheduled.
11. **State Transportation Improvement Fund (STIF) Committee:** The Committee is administered by LCOG. The Committee will meet a minimum of two times per year, or a sufficient number of times to advise the LTD Board of Directors regarding its review of project proposals and the STIF Plan. The committee, in accordance with state law, is composed of 14 members with eight (8) members representing in-district communities, two (2) members representing out-of-district communities, and three (3) ex-officio (non-voting) members; the ex officio LTD Board members are Kate Reid and Carl Yeh. The next meeting has not been scheduled.
12. **Special Transportation Fund (STF) Committee:** The Committee will meet a minimum of two times per year, or a sufficient number of times to advise and assist the Board in carrying out the purposes of the Special Transportation Fund for the elderly and people with disabilities Transportation Operating Grants Program. The committee is composed of local community member representatives in accordance with state law; the ex officio LTD Board member is Don Nordin. The alternate ex-officio LTD Board member is Emily Secord. The next meeting has not been scheduled.



## AGENDA ITEM SUMMARY

**DATE OF MEETING:** September 18, 2019  
**ITEM TITLE:** CONSENT CALENDAR  
**PREPARED BY:** Camille Gandolfi, Clerk of the Board  
**ACTION REQUESTED:** Adoption

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

The Consent Calendar for September 18, 2019, consists of:

- Approval of the Minutes of the August 21, 2019, Regular Board Meeting
- Approval of Delegated Authority Report - AUGUST
- Approval of Declare a Need for Property: Green Lane Corner Improvement
- Approval of Drug and Alcohol Policy Revision

**ATTACHMENT:**

- 1) Minutes of the August 21, 2019, Regular Board Meeting
- 2) Delegated Authority Report - AUGUST
- 3) Declare a Need for Property: Green Lane Corner Improvement
- 4) Drug and Alcohol Policy Revision

**PROPOSED MOTION:** I move adoption of LTD Resolution No. 2019-09-18-051; It is hereby resolved that the Consent Calendar for September 18, 2019, is approved as presented [amended].

MINUTES OF DIRECTORS MEETING

LANE TRANSIT DISTRICT

REGULAR BOARD MEETING

Wednesday, August 21, 2019

Pursuant to notice given to *The Register-Guard* for publication on August 16, 2019, and distributed to persons on the mailing list of the District, the Board of Directors of the Lane Transit District held a regular Board meeting on Wednesday, August 21, 2019, beginning at 5:30 p.m., at the LTD Board Room, 3500 E. 17th Avenue, Eugene, Oregon.

Present: Carl Yeh, President  
Kate Reid, Vice President  
Don Nordin, Treasurer  
Josh Skov, Secretary  
Emily Secord  
Caitlin Vargas  
Steven Yett  
A.J. Jackson, General Manager  
Kristin Denmark, General Counsel  
Camille Gandolfi, Clerk of the Board

**CALL TO ORDER/ROLL CALL** — Mr. Yeh convened the meeting and called the roll.

**PRELIMINARY REMARKS BY BOARD PRESIDENT** — Mr. Yeh announced he had downloaded LTD's new TouchPass applications and demonstrated its ease of use. He said the application was launched at the beginning of the month and there had been over 1,000 downloads and 3,000 uses to date. He encouraged Board members to download the application.

Mr. Skov asked when the application would be available to students and other group pass subscribers. Director of Specialized Services Cosette Rees said tap cards would be rolled out in October and by the end of the calendar year, non-profits and other group pass organizations would have access.

**COMMENTS FROM THE GENERAL MANAGER** — Ms. Jackson said the employee picnic had been well attended and employees and their families enjoyed themselves. She thanked Ms. Vargas for attending and participating in the activities.

**ANNOUNCEMENTS AND ADDITIONS TO THE AGENDA** — Mr. Skov asked for some time on the agenda to discuss climate change and sustainability.

**BOARD CALENDAR** — Ms. Jackson reviewed upcoming events on the Board's calendar. She said EmGo service would be launched on August 26 and the vehicle would be on display at Market Fest during the preceding weekend. She noted there was a confirmed Board work session on September 16 at 4:00 p.m. and a Budget Committee meeting was scheduled for October 2, 2019.

**EMPLOYEE OF THE MONTH – SEPTEMBER** — The Board recognized Bus Operator Wade Johnson as the September 2019 Employee of the Month. Mr. Yeh presented Mr. Johnson with his award and thanked him for his outstanding service and dedication to LTD’s mission. Mr. Johnson thanked the Board for his award. He said his job with the District was the answer to his prayers and he appreciated the focus on teamwork and safety at LTD.

**AUDIENCE PARTICIPATION** — Mr. Yeh explained the procedures for providing public testimony.

**Jean Murphy**, Eugene, a member of Raging Grannies, said she had taken three buses and EmX to the meeting and was discouraged because she was almost the only passenger on the buses. She said her group was concerned with climate change, or climate catastrophe as they called it. She noted that even though group members qualified for free bus passes, many did not use transit. She said some members had legitimate reasons; others did not. She said she was a little cynical about her generation, but young people should be encouraged to ride the bus.

**Robin Bloomgarden**, Eugene, said she was a member of 350 Eugene working to reduce use of fossil fuels. She said she did not use a cell phone and was unfamiliar with the technology discussed earlier in the meeting. She stated that she did use the bus when convenient, but could not walk far. She said mass transit was a huge part of the solutions to housing and climate emergencies. She said she hoped LTD would use 350 Eugene as a resource in planning and implementation of a world-class transit system that worked well for citizens of Lane County, especially low-income citizens in far-flung areas. She noted the major event occurring in 2020 and 2021 and the resulting influx of vehicles and congestion. She suggested closing some streets at certain times and using large and small transit vehicles to ferry hotel guests to event locations, reducing both congestion and CO<sup>2</sup> emissions.

**Dale Myers**, Eugene, raised issues concerning the collection of self-employment taxes. He stated that he discussed his problems with LTD General Manager Aurora Jackson, who concurred with him that his treatment by the Oregon Department of Revenue (DOR) had been unfair. He asserted that DOR engaged in a pattern of predatory practices of tax collection, practiced selective enforcement, and incentivized bad behavior of their representatives. He said Ms. Jackson sympathized with his plight and offered to help correct the situation, which he described as an illegal interpretation of tax law that said he owed taxes. He said LTD had taxation authority under state statutes and could administer and collect its own taxes, but chose to enter into an agreement with DOR. He asserted that LTD had a duty of care and failed to protect taxpayers from its agent, DOR. He submitted a written copy of his remarks.

**Rob Zako**, Eugene, representing Better Eugene-Springfield Transportation (BEST), spoke to policy decisions versus implementation decisions. He gave the example of the City of Eugene’s Envision Eugene initiative that would determine how the city would grow. He said that was a major decision that the City Council did not want to make on its own and engaged citizens over time on developing strategic policy decisions that created a vision for the community. He said LTD was making decisions about its fleet of vehicles and propulsion methods, but not having a public hearing on that topic. Fleet decisions could be about greener buses in the future, or about current financial resources. He said the LTD Board and Eugene City Council were holding a hearing on MovingAhead on October 21 and BEST was forced to speed its process for making recommendation. He asked if the decision was strategic or tactical, or was the decision asking

the community about its vision for the future or about more implementation and technology. He said the decision was about both and BEST would provide recommendations to the Board at its next meeting. The recommendations would be more technical as policies adopted by the City and LTD established a fairly clear vision.

**BOARD MEMBER REPORTS** — Ms. Reid reported that the Main Street Governance Team had officially removed EmX as a transit option for the project; remaining options were enhanced corridor or no build. She said the Oregon MPO Consortium (OMPOC) received a presentation on the Americans with Disabilities ACT settlement, as well as updates on Oregon Department of Transportation (ODOT) and Oregon Transportation Commission (OTC) activities. The 2020 OMPOC conference would probably be held in Eugene.

Mr. Nordin reported that the LaneACT (Area Commission on Transportation) received an update on ODOT's search for a new director. He said a list of three finalists had been identified and the LaneACT would have an opportunity to participate in the selection process. He also reported on a 350 Eugene meeting he had attended and commended LTD's Sustainability Program Manager Kelly Hoell for her presentation.

Mr. Yeh thanked Board members for the time they spent serving on committees for LTD and partner agencies.

**ITEMS FOR ACTION AT THIS MEETING**

**Consent Calendar** — Ms. Denmark asked that Item No. 4, Board Member Expense Report: Carl Yeh be removed from the Consent Calendar.

Mr. Skov asked that Item No. 1, Minutes from the July 17, 2019, Board Work Session be removed from the Consent Calendar.

MOTION Ms. Secord moved to remove the Board Member Expense Report: Carl Yeh, and Minutes from the July 17, 2019, Board Work Session from the Consent Calendar. Ms. Reid provided the second.

VOTE The motion was approved as follows:  
AYES: Nordin, Reid, Secord, Skov, Vargas, Yeh, Yett (7)  
NAYS: None  
ABSTENTIONS: None  
EXCUSED: None

MOTION Mr. Skov moved adoption of LTD Resolution No. 2019-08-21-040: It is hereby resolved that the Consent Calendar for August 21, 2019, is approved as amended. Mr. Nordin provided the second. The Consent Calendar consisted of the Minutes of the July 17, Regular Board Meeting; Delegated Authority Report-August; CATC Bylaws; Intergovernmental Agreement No. 2019-41: City of Eugene Downtown Mobility on Demand Pilot Project Partnership; Contract No. 2019-17: Lamar Advertising; Contract No. 2019-78: RideZero, LLC; and Contract No. 2019-12: Raymond Handling Concepts Corporation.

Mr. Skov stated that the Finance Committee had a lengthy discussion of the three contracts included on the Consent Calendar. He said the contracts were not small, but they were all extensions of policy decisions that the Board had already made. He said he felt it was important for the Board to know that the Finance Committee closely scrutinized the contracts that were presented to it before making its recommendations to the Board.

Ms. Reid suggested that a report from the Finance Committee could occur under the agenda item Board Member Reports. Mr. Yeh concurred with the suggestion.

Mr. Skov said it was not clear to new members of the Finance Committee what the role of the committee was. He noted that occasionally the committee's recommendations had been questioned at Board meetings and wanted to assure members the committee was providing careful oversight.

VOTE The motion was approved as follows:  
AYES: Nordin, Reid, Secord, Skov, Vargas, Yeh, Yett (7)  
NAYS: None  
ABSTENTIONS: None  
EXCUSED: None

Ms. Denmark explained that Mr. Yeh's expense report was removed from the Consent Calendar so that action on it could be taken separately to avoid a conflict if Mr. Yeh voted on the item. This would be the practice in the future for Board members' expense reports to allow the subject member to abstain.

MOTION Ms. Secord moved to approve Board Member Expense Report: Carl Yeh. Mr. Skov provided the second.

VOTE The motion was approved as follows:  
AYES: Nordin, Reid, Secord, Skov, Vargas, Yett (6)  
NAYS: None  
ABSTENTIONS: Yeh (1)  
EXCUSED: None

Mr. Skov clarified that his comments in the last paragraph of the July 19, 2019, Board Work Session minutes should read "...the District had often been deferential to land use *decisions by agencies in charge of land use, specifically the cities, and...*"

MOTION Ms. Secord moved to approve the Minutes of the July 19, 2019, Board Work Session as amended. Mr. Skov provided the second.

VOTE The motion was approved as follows:  
AYES: Nordin, Reid, Secord, Skov, Vargas, Yeh, Yett (7)  
NAYS: None  
ABSTENTIONS: None  
EXCUSED: None

**General Manager Performance Evaluation** — Mr. Yeh stated that the Human Resources Committee evaluated the general manager based on metrics, standards, and goals established in the previous year. The evaluation was favorable and the committee was recommending a merit increase of 3.5 percent, retroactive to July 1, 2019.

In response to a question from Mr. Yett, Ms. Denmark explained that Ms. Jackson's contract called for a 3 percent increase in salary from the previous year. The contract also provided for an additional merit increase from zero to 5 percent. Based on its qualitative evaluation, the Human Resources Committee was recommending a merit increase of 3.5 percent. She noted that a memorandum and chart she provided to the Board set for the specific goals and scoring by each committee member and details of the salary recommendations and related votes. She said the committee also had recommendations regarding changes to the general manager evaluation process in the future.

Mr. Yeh said the committee was not unanimous on whether performance met or exceeded expectations under each goal, but in general the evaluation was favorable. He said he had participated in a number of general manager reviews over the years and the feedback from community members he had interviewed during this process had been the most favorable he had ever received. He commended Ms. Jackson for her efforts. He said a baseline had also been established for the goal related to American Bus Benchmarking Group (ABBG) standards, which would be helpful in future evaluations.

Ms. Vargas said the committee did not take its responsibilities lightly and worked on the evaluation over the course of four meetings.

In response to a question from Mr. Skov, Mr. Yeh clarified that if the Board accepted the committee's recommendations, future general manager evaluations would be conducted by the full Board instead of the Human Resources Committee.

Ms. Secord asked if the recommended salary increase was within the current budget. Mr. Yeh said it was.

Ms. Denmark said minutes from the committee's executive session were held in her office and available to Board members.

MOTION Ms. Reid moved adoption of LTD Resolution No. 2019-08-21-048: It is hereby resolved that the LTD Board of Directors approves the HR Committee recommendation of a favorable evaluation with a merit increase of 3.5 percent, retroactive to July 1, 2019, as presented. Mr. Skov provided the second.

Mr. Skov remarked that the evaluation process was not transparent from the perspective of Board members who were not on the Human Resources Committee.

Ms. Vargas said that was the reason for the committee's recommendations, which were the next order of business on the agenda. She said the committee recognized that the full Board should be involved in evaluating its only employee, but there was not enough time to make that procedural change and still complete the evaluation in a timely manner this year. Ms. Denmark



added that the Board was contractually obligated to complete the evaluation by July 1, or as soon thereafter as was reasonably possible.

Mr. Skov said he felt it was important for the Board to hear the feedback from community members that were interviewed. LTD had a number of large projects under way that required engagement of and support from the community. Mr. Yeh replied that community outreach had been a high priority for the previous Board and it was a difficult thing to evaluate as time spent was not a sufficient measure. The important issue was what type of impact that community outreach would have on LTD's future projects. He said Ms. Jackson had shone in that area and he felt her efforts would pay dividends for LTD in the future as projects moved forward.

Ms. Denmark said information about the questions posed during interviews with community members and a summary of results were provided in her memorandum.

Mr. Skov called the question.

VOTE

The resolution was adopted as follows:

AYES: Nordin, Reid, Secord, Skov, Vargas, Yeh (6)

NAYS: None

ABSTENTIONS: Yett (1)

EXCUSED: None

**Human Resources Committee Recommendation** — Mr. Skov asked why the general manager evaluation process was conducted by a three-member committee of the Board. Ms. Denmark said that had been the practice for many years.

Ms. Secord asked if the committee had any other functions. Ms. Denmark said the committee's only purpose was to evaluate the general manager's performance and negotiate terms of the general manager's employment contract. She said the Board could delegate a discrete function of the process, such as contract negotiations, to an ad hoc committee if it did not want to do that as a full Board. Director of Human Resources David Collier said in the past the Human Resources and Finance committees had worked together when the pension plans were being revised.

Mr. Skov asked if the committee had an estimate of the amount of time involved in the evaluation process. Ms. Jackson said the work of the committee, including establishing goals for the current year, was challenging and would require scheduling Board meetings to work on that issue. She noted that two months of the new year fiscal year had already gone by.

Mr. Skov asked Board members to keep in mind that acceptance of the committee's recommendation would require several work session.

Mr. Yett said that work needed to occur in the short term rather than later in the year.

Ms. Jackson stressed the importance of establishing new goals as soon as possible so she could focus her efforts in areas of priority to the Board and align the District's work with those goals.

Ms. Vargas expressed concern with some of the existing goals and said part of the committee's discussion was about the need to involve the full Board in developing goals for the general manager.

Mr. Yeh said Board's change and while the previous Board was comfortable delegating the evaluation process to a committee, the current Board wanted to be fully involved.

**MOTION** Mr. Skov moved adoption of LTD Resolution No. 2019-08-21-049: It is hereby resolved that the LTD Board of Directors approves the HR Committee recommendations to dissolve the HR Committee and establish a new process for the general manager's annual evaluation process as presented. Mr. Yett provided the second.

**VOTE** The resolution was adopted as follows:  
AYES: Nordin, Reid, Secord, Skov, Vargas, Yeh, Yett (7)  
NAYS: None  
ABSTENTIONS: None  
EXCUSED: None

**Transit Tomorrow: Advancement of Proposed Network for Further Study and Implementation** — Director of Planning and Development Tom Schwetz said the Board was being asked for direction to proceed with planning and implementation of the proposed transit network. He said the background and history of the Transit Tomorrow process were set forth in the agenda materials.

Mr. Yeh stated that the Strategic Planning Committee (SPC) expressed support for the proposed network overall and recommended that implementation include a thoughtful process and communication strategy that promoted the positive aspects of proposed changes. He said the SPC discussed the merits of rolling out network changes all at once as compared to a phased approach over two years, with primary changes occurring in the first year. Both approaches were accepted, but most advocated for changes to be implemented quickly with the guidance that changes and timing of changes be clearly articulated to stakeholders. He said there was a lengthy and thoughtful discussion by the committee of this significant change to the system in many years. He said he was pleased with the SPC's support and suggestions.

Ms. Secord added that the SPC also stressed the need to emphasize the new network's benefits to the community and acknowledge there would be a loss for some people. The community was asking quick and efficient mass transit with ridership and full buses. She noted that a phased approach tended to be favored by those who would lose coverage, but they were still supportive of the changes. She said there was a lot of support for additional evening and weekend service.

Mr. Yeh observed that the new network should operate more efficiently, have greater ridership, and support the community's climate goals. He said he was one of those losing service and there was a commitment from the District to mitigate those losses when viable options were available.

Mr. Skov encouraged Board members to read Jarrett Walker's account of changes to the Houston, Texas transit network and how impacts of an all at once implementation could be

mitigated. He said he favored the all at once approach as a phased approach would make it difficult to evaluate the performance of a ridership network.

Ms. Secord said the SPC discussed the potential fiscal impacts of stretching implementation of a new network over an extended time and preferred changing all at once, even though it had its own drawbacks.

Mr. Schwetz said staff recommended the pace of implementation be done as quickly as reasonable, but be primarily informed by the detailed operational and service analyses that would occur during the initial phase of implementation planning. He said that could occur over the course of two or three bids. He noted the 2020 games would occur during the summer and LTD might consider rolling out the Main Street and EmX changes in the summer bid, with additional changes in the fall bid and the remainder in the winter bid.

In response to a question from Ms. Reid, Mr. Schwetz said staff would consider initial implementation of changes on the outskirts where coverage would be lost, to determine if some of the remaining routes became more productive services.

Ms. Jackson said there were many moving parts to implementation of a new network, including fleet deployment, employee work schedules, infrastructure, communications with the public, and customer expectations. She said the goal was to present a plan to the Board in January 2020.

Mr. Skov asked if rapid deployment was possible. Ms. Jackson said it was, but that did not mean an overnight switch like the Houston transit system. That occurred because of a lengthy and extensive planning period prior to the change. Doing something similar with LTD would mean changes would be delayed from the schedule described by Mr. Schwetz in order to accomplish an overnight switch.

Mr. Schwetz said the implementation planning would determine the timing of changes as financial, infrastructure, and labor issues were analyzed. He said staff was also reaching out to the public and all of that information would inform the implementation plan and strategies for how quickly changes would occur. That plan would be presented to the Board in December 2019 for action at the January 2020 meeting.

Mr. Yett said he did not see where the union, which was an important stakeholder, was brought into the discussion. Director of Transit Operations Jake McCallum said much of the union's interest would be in how schedules would change and once those types of details were available the union would become involved. He said the union was aware that work was in progress on a new network plan, but specifics would not start to emerge until direction was received from the Board.

Ms. Jackson added that the union's interest was not in the overall planning process, but rather in the details of work schedule changes and the impact on employees.

Mr. Yett said he did not feel those answers were satisfactory. The Transit Tomorrow process had been ongoing for over a year and one of the primary close-in stakeholders had barely been brought into the discussion. Mr. McCallum said outreach to union members was done at the beginning of the process and consultants obtained input on routes from drivers and supervisory

personnel. Employees were aware that the entire system was being evaluated and some changes were likely to occur.

Mr. Yeh noted that although the process began in February 2018, the actual draft plan was not developed until much later. Initial discussions addressed coverage/ridership tradeoffs and there was no specific plan. Ms. Jackson said the union was engaged in the concept of Transit Tomorrow from the beginning of the comprehensive operations analysis, but the planning discussions to date did not address scheduling, which was the union's primary interest. Those details would not become available until the Board made its decision regarding implementation as how changes would occur and how schedules would be affected would be very different depending on whether the Board wished to pursue an all at once or a phased approach.

Mr. McCallum said breakout sessions with union members would be held when major changes were being considered.

Mr. Skov said he shared Mr. Yett's concern and trusted Ms. Jackson to communicate with the union. He said he preferred the fastest possible, and most immediate approach to implementation over a phased approach.

**MOTION** Ms. Reid moved adoption of LTD Resolution No. 2019-08-21-050: It is hereby resolved that the LTD Board of Directors approves the advancement of the proposed network for further study and implementation planning.

Mr. Yeh stated that the District and Board were taking the first significant step forward and the public would have additional opportunities to provide feedback on the proposed network during the planning process.

Ms. Reid pointed out that the motion was only to move the proposed network forward for study and potential implementation. The Board was not making other decisions.

Mr. Skov said he was not certain that a rapid implementation approach had been authorized.

**VOTE** The resolution was adopted as follows:  
AYES: Nordin, Reid, Secord, Skov, Vargas, Yeh, Yett (7)  
NAYS: None  
ABSTENTIONS: None  
EXCUSED: None

#### **ITEMS FOR INFORMATION/DISCUSSION**

**Fiscal Year 2018-2019 Audit Plan** — Kevin Mullerleile, Moss Adams LLP, presented an overview of LTD's audit plan and scope of engagement and required communications with the Board at the conclusion of the engagement. He outlined the elements of the audit process and responsibilities under Generally Accepted Government Auditing Standards, as well as the nature of opinions and findings to be set forth in the audit report. He said the inclusion of State Transportation Improvement Fund (STIF) dollars would require new procedures and auditors were working with ODOT on those. He said the audit process began in July 2019 and would resume in October or November once books were closed.

Mr. Mullerleile outlined the significant audit areas and said the process would include interviews with staff and Board members. An audit report would be issued in December 2019 and reviewed with the Board in January 2020. He concluded with an overview of new and future accounting standards.

Mr. Skov asked for clarification of the term “federal transit cluster.” Ms. Jackson said that referred to the different sources of and regulations for transit grants, such as 5307, 5339, 5310, and 5337. She said each grant had different eligible uses, but the rules for how to account for them were all the same. The auditors checked that any time those funds were used they were accounted for in a similar fashion.

In response to questions from Mr. Skov about the threshold funding level of projects and payroll tax collection concerns, Ms. Jackson said if a project increased over a 10 percent threshold, it came before the Finance Committee and Board for review to assure there was no “scope creep.” She said the Moss Adams audit would not address the problems LTD had experienced with the Department of Revenue over collection of the payroll tax.

**2019 Preliminary Financial Results** — Director of Finance Christina Shew stated there was no new information since her report to the Board at its July 2019 meeting. She would present the July 2019 financial report at the September 2019 Board meeting.

## **WRITTEN REPORTS**

**Monthly Cash Disbursements - July** — There were no questions.

**Quarterly Grant Report (presented in March, June, September, December)** — There were no questions.

**Monthly Performance Reports - June** — There were no questions.

**Monthly Department Reports - August** — There were no questions.

**OTHER ITEMS** — Mr. Skov stated that he thought the Board should have a separate sustainability and climate action policy committee and distributed a memorandum to the Board dated August 21, 2019, outlining his proposal. He said there were policy level deliberations separate from staff efforts. He noted there were transportation policy decisions happening at the state level on which LTD should consider taking a position, but currently there is no process for doing that. There would be more policy issues in the months and years ahead. He said the committee was not a substitute for the Board, but would be able to analyze issues for the Board so actions could be taken more quickly. He said the term “climate change” was being replaced by “climate emergency” and “climate crisis” by those involved in science and policy issues. He asked if the Board wanted to make a decision on formation of a committee.

Mr. Yeh suggested that the matter be taken up at the next Board meeting to allow sufficient time for a more in-depth discussion of the proposal.

Ms. Secord said she generally supported the concept of the committee and hoped for a more robust discussion of LTD's strategic plan and how committee work was accomplished in a way that was reasonable for staff and Board members.

Ms. Reid also stated that she wanted additional discussion of the proposal. She said LTD was a special service district and it was important for the Board to understand its parameters around such a significant issue so any action it took would be meaningful and strategic. She said she liked the examples Mr. Skov had provided about possible committee activities. She noted that the Board had just dissolved a committee and she wanted one on climate change and sustainability to be permanent and able to make a difference.

Mr. Nordin said he was very supportive of Mr. Skov's proposal and felt that LTD should be working with entities in the area to do the work of sustainability and address climate change in the region.

Ms. Vargas said she appreciated Mr. Skov's presentation of a thorough proposal and the issues behind it. She was generally in favor and looked forward to a more in-depth discussion.

**MOTION** Mr. Skov moved that the Board create the Sustainability and Climate Action Planning and Policy Committee. Mr. Nordin provided the second.

Mr. Skov said if the motion failed he would be happy to have the topic on a future Board agenda for consideration. He said he felt it was important to show the community a sense of urgency on the matter and it should also be part of the Board's strategic planning process and part of a more deliberate prioritization process. He added that he preferred to see action at the federal and state levels, but in their absence he believed action should happen locally.

Mr. Yeh said he supported the proposal and would only vote against the motion because he believed it was important to have more discussion about where it would fit into LTD's overall strategies.

Ms. Reid said she also wanted more discussion of the issue by the full Board and not limited to a smaller committee. She stated that she wanted to see more time on a meeting agenda devoted to the topic.

Mr. Skov said that he did not feel that creating the committee would preclude the Board having more discussions on the topic.

Mr. Yett called the question.

**VOTE** The motion failed as follows:  
AYES: Nordin, Secord, Skov (3)  
NAYS: Vargas, Yeh, Yett (3)  
ABSTENTIONS: Reid (1)  
EXCUSED: None

Ms. Denmark cautioned Board members against having discussions of the proposal among themselves outside of a public Board meeting.

MOTION **EXECUTIVE SESSION PURSUANT TO ORS 192.660(2)(f) to consider information and records that are exempted by law from public inspection** — Emily Secord moved that the Board meet in Executive Session pursuant to ORD 192.660(2)(f) to consider information and records that are exempted by law from public inspection. Joshua Skov provided the second.

VOTE The motion was approved as follows:  
AYES: Nordin, Reid, Secord, Skov, Vargas, Yeh, Yett (7)  
NAYS: None  
ABSTENTIONS: None  
EXCUSED: None

The Board entered Executive Session at 7:40 p.m.

MOTION **EXECUTIVE SESSION PURSUANT TO ORS 192.660(2)(e) to conduct deliberations with persons designated by the governing body to negotiate real property transactions** — Emily Secord moved that the Board meet in Executive Session pursuant to ORS 192.660(2)(e) to conduct deliberations with persons designated by the governing body to negotiate real property transactions. Kate Reid provided the second.

VOTE The motion was approved as follows:  
AYES: Nordin, Reid, Secord, Skov, Vargas, Yeh, Yett (7)  
NAYS: None  
ABSTENTIONS: None  
EXCUSED: None

The Board entered Executive Session at 8:24 p.m.

**ADJOURNMENT** – Mr. Yeh adjourned the meeting at 8:40 p.m.

LANE TRANSIT DISTRICT:

ATTEST:

\_\_\_\_\_  
Josh Skov  
Board Secretary

\_\_\_\_\_  
Camille Gandolfi  
Clerk of the Board

Date Approved: \_\_\_\_\_

LANE TRANSIT DISTRICT  
DELEGATED AUTHORITY REPORT  
August 2019

DATE EXECUTED	CONTRACTOR	DESCRIPTION	CONTRACT TYPE	CONTRACT TERM	FREQUENCY	CONTRACT VALUE	SIGNER	NOTES
08/07/2019	City of Eugene Cultural Services	BRIDGE Exhibition Sponsorship	Sponsorship	Aug. 1, 2019 - Aug. 31, 2019	NA	NA	C. Beard	
08/08/2019	Carry It Forward	Group Pass	Group Pass	Aug. 1, 2019 - ongoing	ongoing		A. Jackson	
08/08/2019	The Lamar Companies	Production & Installation of 3 Decals/Branding for Ride Zero Vehicles	Advertising Display Contract	Aug. 12, 2019	NA	\$ 2,982.00	T. Brand	
08/13/2019	D.C. or Bust dba Students Experience History, Inc.	Amendment One to Contract 2019-36 - Fare Collection Services for the Autzen Express	Amendment	Aug. 1, 2019 - July 31, 2019	1-year base + four option years	\$ 50,000.00	A. Jackson	Amendment to add River Road Station as a Park & Ride
08/12/2019	South Lane Wheels	Vehicle Lease & Vehicle Preventive Maintenance	Lease & PM Agreement	July 1, 2019 - June 30, 2021	2-year base + one 2-year option	\$46,000 year 1 \$48,000 year 2	A. Jackson	
08/14/2019	Pacific Power Group, LLC	Amendment One to Contract 2018-10-Hybrid for Allison Dual Power Inverter Module, DPIM2 Rebuild Kit, and Allison H 40 and 50 EP Drive Units	Amendment	Aug. 31, 2018 - Aug. 30, 2020	1-year base + four option years	\$ 2,723,922.90	A. Jackson	Amendment to extend contract for one year and adjust pricing.
08/19/2019	City of Florence	Support for Rhody Express	IGA	July 1, 2019 - June 30, 2021	2-year agreement	\$64,000.00	A. Jackson	
08/20/2019	Mercury Associates, Inc.	Amendment One to Contract 2019-01 - Fleet Maintenance Consulting Services	Amendment	Feb. 1, 2019 - Feb. 29, 2020	6-month base + three 6-month options	\$ 130,000.00	A. Jackson	Amendment to extend contract for an additional 6-month period.
08/23/2019	Lane Council of Governments	Downtown Eugene Mobility on Demand (MOD) Pilot Project	IGA	Aug. 23, 2019 - Sept. 30, 2020	NA	\$ 100,000.00	A. Jackson	
08/23/2019	Lane Council of Governments	Unified Planning Work Program	IGA	July 1, 2019 - June 30, 2020	1-year agreement	\$39,006.00	A. Jackson	LCOG will reimburse LTD a NTE amount of \$35,000; LTD to provide a NTE match amount of \$4,006.00
08/23/2019	Willamalane Park and Recreation District	RideSource Ride Reimbursement	IGA	July 1, 2019 - June 30, 2021	2-year agreement	\$7.25 per one-way eligible ride	A. Jackson	
08/26/2019	Lane Council of Governments	Amendment One to IGA 2018-96 for Gang of Six Dark Fiber	Amendment	Aug. 1, 2018 - Dec. 31, 2020	NA	\$ 3,000.00	A. Jackson	Amends the contract to extend the term
08/27/2019	City of Eugene	Hilyard Community Center Vehicle Lease	IGA - Lease	July 1, 2019 - ongoing	automatic one-year renewals	NA	A. Jackson	
08/27/2019	University of Oregon Transportation Services	2019 Get There Challenge	Sponsorship	Oct. 1, 2019 - Oct. 31, 2019	NA	\$ 500.00	A. Jackson	
08/27/2019	City of Oakridge	Diamond Express Transportation Service	IGA	July 1, 2019 - June 30, 2021	NA	\$ 12,000.00	A. Jackson	
08/28/2019	Oxley & Associates	Amendment One to Contract 2017-31 for State Government Relations	Amendment	Dec. 1, 2017 - Nov. 30, 2020	2-year base + 3 option years	\$60,000/year	A. Jackson	Extends contract for one additional year
08/30/2019	Ride Zero, LLC	Downtown Eugene Mobility on Demand (MOD) Pilot Project	Firm, Fixed Price, Labor Hour	Aug. 23, 2019 - Aug. 22, 2020	1-year agreement	\$ 250,000.00	A. Jackson	
08/30/2019	Ninfa's Elite Janitorial Services	Amendment One to Contract 2017-04 for Janitorial Services and Supplies at Neighborhood Stations and Bus Shelters	Amendment	Aug. 31, 2017 - Aug. 30, 2020	2-year base + three 1-year options	\$ 506,172.96	A. Jackson	Amends contract to extend for one year





## AGENDA ITEM SUMMARY

**DATE OF MEETING:** September 18, 2019

**ITEM TITLE:** DECLARE A NEED FOR PROPERTY: GREEN LANE CORNER IMPROVEMENT

**PRESENTER:** Randi Staudinger, Project Manager, Facilities

**DIRECTOR:** Joe McCormack, Director of Facilities

**ACTION REQUESTED:** Adoption

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**PURPOSE:** Declare a need for property adjacent to the Santa Clara Transit Station.

**ROLE OF THE BOARD:** The Board's role in this instance is to provide staff with direction.

**HISTORY:** In 2015, LTD purchased an 8-acre undeveloped parcel along River Road between Hunsaker Lane and Green Lane to pursue the design and construction of the Santa Clara Transit Station. This site was selected because the property allows for flexible development of a transit station and Park & Ride. The site provides sufficient space to allow for maximum maneuverability of buses and for better access for riders, pedestrians, cyclists, and people who use mobility devices. The design includes 6 bus bays, 55 parking spaces at the adjacent Park & Ride, on-street parking, secure bike parking, covered station platforms, and a small driver relief building.

In the SW quadrant of the block, at the corner of River Road and Green Lane, there is an isolated 3,887 square foot parcel that was not acquired or for sale at the time. This parcel, zoned C-1 Neighborhood Commercial, currently houses two hair salons. The station location and layout is the safest and most optimal for bus maneuvering and passenger navigation. Though not part of the station, the corner parcel can be made to enhance the overall safety, accessibility, and convenience for users of the station and the neighborhood.

LTD would remove the current building on the property and develop the land such as to allow more unobstructed sight lines into the station which will deter unwanted activity and increase the overall sense of personal safety for transit users and employees.

Unsolicited, the property owner has reached out to LTD as he is interested in selling the property. As part of informal discussions with the property owner, LTD commissioned an appraisal and appraisal review on this piece of property to determine the fair market value.

Staff will provide a brief presentation to explain this topic in further detail.

**CONSIDERATIONS:** If the corner property were not acquired, additional resources might be required to mitigate obscured sightlines such as security patrols, additional surveillance infrastructure, and restoring vandalized infrastructure.

**ALTERNATIVES:**

**NEXT STEPS:** Should the Board decide to declare a need for this property, LTD will make an initial offer to the property owner. Simultaneously, LTD will hire Universal Field Services, a relocation company, to carry out a timely and orderly relocation plan for each tenant.

**SUPPORTING DOCUMENTATION:**

- 1) Resolution No. 2019-09-18-052

**PROPOSED MOTION:** I move adoption of LTD Resolution No. 2019-09-18-052:

It is hereby resolved that the LTD Board of Directors approves the declaration of need for property as presented [amended].



**RESOLUTION NO. 2019-09-18-052**

**DETERMINING CERTAIN REAL PROPERTY NECESSARY TO PROVIDE A CONVENIENT, SECURE, AND ACCESSIBLE ENTRANCE TO THE SANTA CLARA TRANSIT STATION**

**WHEREAS**, ORS 267.200(2) and ORS 267.225(2) authorizes Lane Transit District (“LTD”) to acquire by condemnation, purchase, lease, devise, gift, or voluntary grant real and personal property or any interest therein located inside the boundaries of LTD;

**WHEREAS**, in order to acquire property, LTD must first declare such acquisition is reasonably necessary for a purpose for which LTD is authorized by law to acquire property;

**WHEREAS**, pursuant to ORS 35.235(2), this Resolution creates a disputable presumption of the necessity of the proposed use, that the property is necessary therefor and that the proposed use, improvement or project is planned or located in a manner which will be most compatible with the greatest public good and the least private injury; and,

**WHEREAS**, LTD desires to acquire certain real property at the corner of River Road and Green Lane, most commonly known as 2611 River Road, in Eugene, Oregon (the “Parcel”), described in Exhibit A and incorporated herein.

**NOW, THEREFORE, BE IT RESOLVED** that the LTD Board of Directors passes a Resolution as follows:

1. The proposed use of the Parcel is to provide a user-friendly, secure, and accessible entrance to the Santa Clara Transit Station.
2. There exists a public necessity of the proposed use, particularly to provide overall safety, accessibility, and convenience for users of the Santa Clara Transit Station and the surrounding neighborhood. The proposed use will allow more sight lines into the Santa Clara Transit Station which will deter unwanted activity and provide transit users more security as they access the transit network.
3. This proposed use is planned and located in a manner that is most compatible with the greatest public good and the least private injury because without the acquisition of the Parcel, alternate and possibly less-effective resources may be required to increase security and accessibility and to mitigate obscured sightlines.
4. LTD staff is authorized and directed to make attempts to agree with the owner of the Parcel and any other persons in interest as to the compensation to be paid for the Parcel and damages, if any, for the taking thereof, and the General Manager or her designee is authorized to make a binding offer for such compensation.
5. The General Manager or her designee is authorized to execute the necessary documents regarding the acquisition of the Parcel on behalf of the LTD Board of Directors.

ADOPTED BY THE LANE TRANSIT DISTRICT BOARD OF DIRECTORS ON THIS 18<sup>th</sup> DAY OF SEPTEMBER, 2019.

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Board President, Carl Yeh



### Legal Description

Beginning in the center line of the county road, at a point South 17° East 8.26 chains of a point where said center line intersects the South line of the L. Poindexter Donation Land Claim No. 52, the said point of intersection being 4.50 chains East of the Southwest corner of said Claim No. 52; and running thence East 139.52 feet; thence South 47.5 feet; thence West 125.00 feet to the center of county road; thence North 17° West along the center line of the county road 49.67 feet to the place of beginning, all in Lane County, Oregon;

EXCEPTING THEREFROM that portion described in Quit Claim Deed from Lynn W. Emrick, et al, to Lane County, Oregon, recorded September 26, 1951, in Book 446, Page 228, Lane County Oregon Deed Records;

ALSO EXCEPTING THEREFROM that portion described in Bargain and Sale Deed from Lynn W. Emrick and Fern H. Emrick, to Lane County, Oregon, recorded November 17, 1981, Reception No. 8147957, Lane County Oregon Records;



## AGENDA ITEM SUMMARY

**DATE OF MEETING:** September 18, 2019

**ITEM TITLE:** DRUG AND ALCOHOL POLICY REVISION

**PRESENTER:** Mackenzie Cowan, HR/Risk Generalist/Drug and Alcohol Program Manager

**DIRECTOR:** David Collier, Director of Human Resources and Risk Management

**ACTION REQUESTED:** Adoption

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**PURPOSE:** To inform the Board of a policy change.

**ROLE OF THE BOARD:** The Board's role in this instance is to make a policy change.

**HISTORY:** In late 2018, the U.S. Department of Transportation revised 49 CFR Part 40, "Procedures for Transportation Workplace Drug and Alcohol Testing Programs," to include synthetic versions of opiates (codeine, heroin, and morphine) they have also introduced a new possible outcome of a drug test: Negative – Safety Concern. Under this new possible outcome, the Medical Review Officer will have to make a determination whether the tested employee who holds a valid prescription is safe to perform safety-sensitive duties.

LTD revised its policy to respond should a Negative – Safety Concern result arise. As this is a new outcome to which every transit agency will need to respond, LTD has consulted several other transit agencies within the Pacific Northwest to determine if there is a standard practice concerning the Negative – Safety Concern outcome and ensure that LTD's policy is in-line with this practice.

In late 2018, LTD Drug and Alcohol Program transferred to a new Program Manager. The new Drug & Alcohol Program Manager conducted an overall review of the District's Drug and Alcohol policy, and suggests the following changes:

- An addition of a Charity/Fundraisers section, detailing procedures in regards to alcohol as a prize or reward from a charitable fundraiser held at LTD.
- Modification of the Testing section to explicitly state that confidentiality will be maintained and respect will be shown for any and all employees participating in the drug and/or alcohol testing process.
- Modification of the Reasonable Suspicion, Post-Accident, and Random sections to clarify employee transportation to and from the collection site.
- Updated contact information under the Program Administration section.
- Updated job title under the Maintenance section.
- Modification of Appendix B to include the positions of Intelligent Transportation Systems Manager and Engineering Technician.

The attached policy gives the District clear direction on how to handle the above mentioned situations.

**CONSIDERATIONS:** N/A

**ALTERNATIVES:** N/A

**NEXT STEPS:** Upon Board adoption, this policy will go into effect immediately.

**SUPPORTING DOCUMENTATION:**

- 1) Revised Drug and Alcohol Policy
- 2) Revised Appendix B
- 3) Resolution No. 2019-09-18-053

**PROPOSED MOTION:** I move adoption of LTD Resolution No. 2019-09-18-053:

It is hereby resolved that the LTD Board of Directors adopts the revisions to the LTD Drug and Alcohol Program policy as presented [amended].



**RESOLUTION NO. 2019-09-18-053**

**ADOPTION OF REVISIONS TO THE LANE TRANSIT DISTRICT DRUG AND ALCOHOL PROGRAM POLICY**

**WHEREAS**, the Lane Transit District (“LTD”) Board of Directors (the “Board”) adopted the Lane Transit District Drug and Alcohol Program policy effective September 20, 1995;

**WHEREAS**, such policy has been modified and revised by the Board from time to time;

**WHEREAS**, LTD staff proposes the Lane Transit District Drug and Alcohol Program policy be revised as follows:

- An addition of a Charity/Fundraisers section, detailing procedures in regards to alcohol as a prize or reward from a charitable fundraiser held at LTD.
- Modification of the Testing section to explicitly state that confidentiality will be maintained and respect will be shown for any and all employees participating in the drug and/or alcohol testing process.
- Modification of the Reasonable Suspicion, Post-Accident, and Random sections to clarify employee transportation to and from the collection site.
- Updated contact information under the Program Administration section.
- Updated job title under the Maintenance section.
- Modification of Appendix B to include the positions of Intelligent Transportation Systems Manager and Engineering Technician.

**NOW, THEREFORE, BE IT RESOLVED** that the Lane Transit District Board of Directors passes a Resolution as follows:

- 1) Adopting the revisions to the Lane Transit District Drug and Alcohol Program policy as presented.

ADOPTED BY THE LANE TRANSIT DISTRICT BOARD OF DIRECTORS ON THIS 18<sup>TH</sup> DAY OF SEPTEMBER, 2019.

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Board President, Carl Yeh

## 781 Lane Transit District Drug and Alcohol Program

**Effective:** 09/20/1995

Revised: 02/16/2000

Revised: 10/20/2004

Revised: 03/19/2008

Revised: 05/21/2008

Revised: 07/30/2008

Revised: 09/15/2010

Revised: 04/11/2016

Revised: 01/17/2018

Revised: 09/19/2018

**Revised: 09/18/2019**

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### **OBJECTIVE**

Lane Transit District is committed to providing and maintaining a safe and healthy work environment for its employees and a safe and dependable transportation system for the public. It is the intent of this policy to provide and maintain a drug- and alcohol-free workplace in the interest of the health and safety of the District's employees and the public, and to maintain compliance with applicable federal and state laws and regulations.

### **APPLICATION**

This policy applies to all District employees and employees of the District's contractors who perform a safety sensitive function for the District. All District positions and the functions performed by individual employees have been reviewed to determine the performance of a safety sensitive function as defined in Appendix A. District positions that require that all employees in the position perform a safety sensitive function are listed in Appendix B. In addition, individual employees who perform a safety sensitive function, even though others in their position do not, also are listed in Appendix B.

Under FTA authority, all employees who perform a safety sensitive function are subject to pre-employment drug testing and reasonable suspicion, post-accident, random, return-to-duty, and follow-up drug and alcohol testing.

**Under District authority, all other safety sensitive employees are subject to pre-employment drug testing and reasonable suspicion, post-accident, return-to-duty, and follow-up drug and alcohol testing. Non-safety sensitive employees are subject to reasonable suspicion testing.**



Compliance with this policy is a condition of employment. Under District authority, any violation of this policy may subject the employee to discipline, up to and including suspension and/or discharge.

## **POLICY**

### **Prohibited Conduct**

The District expects and requires all employees to report to work in an appropriate mental and physical condition to work safely and effectively. No employee shall report to work or engage in work while having the presence of alcohol, illegal drugs, or any other disabling or controlled substance in his/her system. Prohibited drugs include all forms of narcotics, hallucinogens, depressants, stimulants, and other drugs whose use, possession, or transfer is restricted or prohibited by law ("controlled substance"). A breath alcohol concentration level of 0.02 or greater, or any detectable level of a controlled substance on a drug test, will be considered to be evidence of the presence of alcohol or a prohibited drug in the employee's system.

In accordance with the Drug-Free Workplace Act of 1988, the District prohibits all employees from engaging in the possession, sale, transporting, distribution, manufacture, or use of alcohol, illegal drugs, or any other disabling or controlled substance at any time while on duty and/or on District premises, which include buses or other LTD-owned or -operated vehicle(s), or facilities. An employee who is off duty and is a passenger on a District-owned public transportation vehicle may possess alcohol in sealed containers to the extent that is allowed by law. Employees may possess or exchange alcohol in sealed containers within the employee parking lot of the Glenwood Facility for legitimate personal use off duty and off premises.

In accordance with Federal Transit Administration (FTA) regulation 49 CFR, part 655, employees are prohibited from performing a safety sensitive function with a breath alcohol concentration level of 0.04 or greater. Safety sensitive employees who are found to have an alcohol concentration of 0.02 or greater but less than 0.04 shall not be permitted to continue safety sensitive functions, until: (1) the employee's alcohol concentration measures less than 0.02; or (2) the start of the employee's next regularly scheduled duty period, but not less than eight hours following administration of the test. In addition, employees must not consume alcohol while performing a safety sensitive function and must not consume alcohol four hours prior to performing a safety sensitive function and up to eight hours following an accident or until the employee undergoes a post-accident drug and/or alcohol test, whichever occurs first.

In accordance with FTA regulation 49 CFR, part 655, the use and ingestion of prohibited drugs (marijuana, cocaine, opioids, amphetamines, or phencyclidine) by employees who perform a safety sensitive function, is prohibited at all times.

FTA regulations require the District to test all District employees who perform a safety sensitive function for prohibited drug use and alcohol misuse. In accordance with FTA regulations, participation in the District's drug and alcohol testing program is a condition of employment for all employees who perform a safety sensitive function. An employee who performs a safety sensitive function who refuses to submit to a drug or alcohol test will be in violation of this policy, and under District authority, may be subject to discipline, up to and including suspension and/or discharge.

Exceptions: Charity/Fundraisers

An exception may be made for possession of alcohol on District premises in a few circumstances: those where the alcohol is a prize or reward for the purposes of fundraising for a charity. In this circumstances, the alcohol must always be kept in a sealed container and unopened while on District premises. Upon entering District premises, the employee must immediately relinquish possession of the alcohol to the Human Resources Drug and Alcohol Program Manager.

The Drug and Alcohol Program Manager will record that the alcohol is on the premises and place the alcohol in a locked area kept in Human Resources. The employee that "wins" the alcohol in the fundraiser may receive the alcohol from Human Resources on their way to leave District premises.

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**Employee Assistance Program**

All employees are encouraged to voluntarily seek assistance in dealing with emotional, physical, or mental health problems, including drug use and/or alcohol misuse, which may adversely affect their job performance. Confidential professional assistance, treatment planning, and rehabilitation services are available by directly contacting the District's employee assistance program (EAP) provider, Reliant Behavioral Health Employee Assistance Program (344-6929 or 1-866-750-1327).

**An employee who requests assistance from the District for a drug and/or alcohol problem before the problem affects job performance, will not jeopardize their employment solely by requesting and/or receiving assistance to deal with a drug and/or alcohol problem. If an employee does not seek treatment for a drug and/or alcohol problem, and it is found that their performance is being affected, under District authority, the employee may be subject to discipline, up to and including suspension and/or discharge.**

**Prescription/Over-the-Counter Drug Use**

District employees may possess and use medically authorized prescription or over-the-counter drugs at work as long as the prescription or over-the-counter drugs do not have disabling effects or otherwise affect the covered employee's fitness for duty or job performance. Employees must report the use of prescription or over-the-counter drugs that could have a disabling effect or otherwise adversely affect the employee's fitness for duty or job performance, or which may cause a risk of danger to the employee or others, to their immediate supervisor. It is the employee's responsibility to determine from the physician, pharmacist, or other health care professional whether or not the prescribed or over-the-counter drugs could adversely affect the employee's fitness for duty or job performance.

**The District may require employees to provide written medical authorization to work from a physician, upon the reporting of the use of prescription or over-the-counter drugs. Under District authority, an employee's failure to report the use of prescription or over-the-counter drugs which have disabling effects or otherwise affect the employee's fitness for duty while at work or failure to provide proper evidence of medical authorization to work may result in discipline, up to and including suspension and/or discharge.**

## Employee Responsibility

The District expects and requires the support of all employees in meeting its commitment to providing a drug- and alcohol-free work environment. An employee who observes or has knowledge of another employee in a condition which impairs their ability to perform their job duties or who poses a serious hazard to the safety and welfare of others, must report the information to their immediate supervisor, the employee's supervisor, the Director of Human Resources and Risk Management or the Drug and Alcohol Program Administrator.

## Workplace Drug-Related Convictions

In accordance with the Drug Free Workplace Act of 1988, the District requires all District employees to report, in writing, to the District, any criminal conviction for a violation of a criminal drug statute occurring in the workplace no later than five days after the conviction. Within ten (10) calendar days of receiving notification of the conviction the District will provide written notification to its federal contracting agencies.

**Under its own authority, the District may subject employees convicted of workplace drug-related crimes to disciplinary action up to and including suspension and/or discharge.**

**Any disciplinary action will be imposed within 30 days of the District being notified of the conviction.**

Employees convicted of workplace drug-related crimes may be required by the District to participate satisfactorily in a drug abuse assistance or rehabilitation program.

## Right to Inspection

When the District has reasonable suspicion to believe an employee is in possession of prohibited controlled substances and/or alcohol on District property, the employee may be requested to permit an inspection of their person, personal property, clothing, or personal vehicle. Employees shall have no reasonable expectation of privacy under these circumstances. The District will have at least one witness present when conducting an inspection of an employee or the employee's personal property, clothing, or personal vehicle.

**Under its own authority, the District may subject employees who refuse to submit to such an inspection to disciplinary action, up to and including suspension and/or discharge. The District reserves the right to search District property (i.e. desks, file cabinets, lockers) at any time, and employees shall have no reasonable expectation of privacy with respect to District property.**

## Training

In accordance with FTA regulations, all employees who perform a safety sensitive function will be required to attend a minimum of one hour of training regarding the effects and consequences of prohibited drug use on personal health, safety, and the work environment, and the manifestations

and behavioral cues that may indicate prohibited drug use. In addition, the District will require all employees who perform a safety sensitive function to attend training regarding the District's Drug and Alcohol Policy and its testing program.

In accordance with FTA regulations, all supervisors who are responsible for determining when it is appropriate to administer reasonable suspicion drug and/or alcohol tests will be required to attend a minimum of two hours of training regarding the physical, behavioral, and performance indicators of probable drug use and alcohol misuse.

**Under its own authority, the District may require or permit all employees to attend training or educational programs regarding drug and/or alcohol abuse.**

### **Testing**

As mandated by Federal regulations and authorized by the FTA, applicants for employment in a safety sensitive position, employees requesting transfer into a safety sensitive position, and employees in a position that requires the performance of a safety sensitive function are required to submit to drug and alcohol testing (pre-employment, reasonable suspicion, post-accident, random, return to duty, and follow-up testing) as a condition of employment with the District.

The Department of Transportation (DOT) regulation 49 CFR part 40, "Procedures for Transportation Workplace Drug and Alcohol Testing Programs," prescribes the testing methods that will be used, and such testing shall also be consistent with applicable State law.

**Under District authority, all other safety sensitive employees may be required to submit to drug and alcohol testing (pre-employment, reasonable suspicion, post-accident, and return to duty testing) as a condition of employment with the District. Non-safety sensitive employees are subject to reasonable suspicion, post-accident, return-to-duty, and follow-up drug and alcohol testing. Testing methods comparable to the testing methods prescribed in the Department of Transportation (DOT) regulation 49 CFR part 40, "Procedures for Transportation Workplace Drug and Alcohol Testing Programs," will be used, and such testing shall also be consistent with applicable State law.**

**Any LTD-mandated drug and alcohol testing of safety sensitive employees will be conducted under local authority, using non-DOT CCFs (Custody and Control Form) / ATFs (Alcohol Testing Form).**

All drug and alcohol testing will be conducted in a manner that assures a high degree of accuracy and reliability by using the techniques, chain of custody procedures, and equipment and laboratory facilities that have been approved by the U.S. Department of Health and Human Services (DHHS), the DOT, and State law. All drug and alcohol testing that is conducted under District authority also will be conducted in a manner that assures a high degree of accuracy and reliability by using techniques, chain of custody procedures, and equipment and laboratory facilities that are the same as, or comparable to, those approved by DHHS, the DOT, and State law.

All drug and alcohol testing will be conducted in an environment that affords the maximum privacy practicable for the employee being tested. The District will strictly adhere to all standards of confidentiality, maintaining the confidentiality of the employee and the respect for the employee throughout the drug and/or alcohol testing process.

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Except as otherwise stated by this policy, the District will be responsible for all costs directly associated with the drug and alcohol tests specified in this policy.

Any safety sensitive applicant/employee with a dilute negative test result (creatinine level  $\geq$  5 mg/dL) will be directed by the Drug and Alcohol Program Manager to undergo an immediate second unobserved test.

### Types of Testing

#### *Pre-employment:*

As authorized by the FTA, all applicants who have been selected for employment in a safety sensitive position must submit to a urine drug test and have a verified negative test result prior to being assigned to a safety sensitive position. In addition, current employees who are being transferred or promoted into a safety sensitive position from a non-safety sensitive position must submit to a urine drug test and have a verified negative test result prior to being assigned to a safety sensitive function. If the pre-employment drug test is cancelled, the applicant or employee will be required to submit to another urine drug test.

Under FTA authority, all applicants who have been conditionally selected for employment in a safety sensitive position pending the outcome of a drug test, and any employee who has been selected to be promoted into a safety sensitive position, must submit to a urine drug test and have a verified negative test result prior to being hired or assigned to the position. If the pre-employment drug test is cancelled, the applicant or employee will be required to submit to another urine drug test.

Under FTA authority, failure to obtain a verified negative test result on a pre-employment drug test will disqualify an applicant for employment in, or transfer to, a safety sensitive position. An applicant who has failed a pre-employment drug test will be advised of resources available to evaluate and resolve problems associated with drug abuse, including the names, addresses, and telephone numbers of substance abuse professionals and counseling and treatment programs.

**Unless otherwise provided by law, an applicant who has failed a pre-employment drug test will be ineligible to submit another application for employment with the District for a period of six months.**

Under FTA authority, applicants who have previously refused or tested positive on a DOT-required pre-employment drug test are required to submit documentation supporting their successful completion of the substance abuse professional (SAP) referral, evaluation, and treatment process under section 655.62.

An existing safety sensitive employee who has not performed a safety sensitive function for 90 or more consecutive calendar days, and who has been removed from the random testing pool during that time, is required by FTA regulations to submit to a pre-employment urine drug test and obtain a negative result prior to the reassignment of safety sensitive duties.

*Reasonable Suspicion:*

As authorized by the FTA, employees who perform a safety sensitive function will be required to submit to urine testing for drugs and/or alcohol breath testing when there is a reasonable suspicion that the employee is impaired by a prohibited controlled substance or alcohol. Alcohol testing may only take place just before the employee is to perform safety sensitive functions, while the employee is performing safety sensitive functions, or just after the employee has ceased performing safety sensitive functions.

**Under District authority, all other District employees will be required to submit to urine testing for controlled substances and/or alcohol breath testing when there is a reasonable suspicion to believe that the employee is impaired by a controlled substance or alcohol.**

The determination to require a reasonable suspicion drug and/or alcohol test will be made by a supervisor or manager trained to identify the signs and symptoms of drug use and alcohol misuse. The determination will be based on the supervisor's or manager's specific, contemporaneous, articulable observations including, but not limited to, the employee's appearance, behavior, speech, or body odor.

Whenever possible, the determination to require a reasonable suspicion drug and/or alcohol test should be made by the employee's supervisor or manager. If the employee's supervisor or manager is not immediately available, the determination to require a reasonable suspicion drug and/or alcohol test may be made by another trained supervisor or manager within the employee's department, a trained supervisor or manager in another department, or by the Drug and Alcohol Program Administrator.

When an employee has been notified that he/she will be required to submit to reasonable suspicion drug and/or alcohol testing, he/she must report immediately to the collection site designated by the District. **The employee will not drive themselves to and from the collection site, and will instead be transported by the District.** The employee will not be permitted to use restroom facilities, consume beverages, or smoke until specimen collection is completed.

Deleted: to and from the collection site

*Post-accident:*

As authorized by the FTA, drug and alcohol testing is required of all employees who perform a safety sensitive function who are involved in an accident, as defined by FTA regulations, where there is a loss of life. In other nonfatal accidents, drug and alcohol testing is required of an employee who performs a safety sensitive function unless the employee's performance can be completely discounted as a causative or contributing factor.

FTA regulations define an accident as an occurrence associated with the operation of a vehicle in which:

- An individual dies, or
- An individual suffers a bodily injury and immediately receives medical treatment away from the scene of an accident, or
- One or more of the vehicles involved incurs disabling damage as a result of the occurrence and is transported away from the scene by a tow truck or other vehicle.

An occurrence associated with the operation of a vehicle means that the accident is directly related to the manner in which the driver applied the brake, accelerated, turned the steering wheel, or operated its lift. Disabling damage means damage that precludes departure of any vehicle from the scene of the occurrence in its usual manner in daylight after simple repairs. Disabling damage includes damage to vehicles that could have been operated but would have been further damaged if so operated.

Following a fatal accident, each surviving safety sensitive employee on duty in the public transportation vehicle at the time of the accident will be subject to drug and alcohol testing. All safety sensitive employees not on the vehicle whose performance could have contributed to the accident, as determined by the District using the best information available at the time of the accident, also will be tested.

Following a nonfatal accident, each safety sensitive employee on duty in the mass transit vehicle at the time of the accident will be subject to drug and/or alcohol testing unless the District determines, using the best available information at the time of the decision, that the employee's performance can be completely discounted as a contributing factor to the accident. Employees not in the vehicle, whose performances could have contributed to the accident as determined by the District using the best information available at the time of the accident, will be subject to drug and alcohol testing unless their behavior can be completely discounted as a contributing factor to the accident.

Post-accident drug and alcohol tests will be performed as soon as possible following an accident. Drug tests will be performed within 32 hours following the accident. The District will attempt to complete the alcohol test within two hours of the accident. If the District is not able to perform the alcohol test within two hours, it will file a report noting the reason for the delay and continue attempts to complete the test. If the District is not able to complete the alcohol test in eight hours, it will cease attempts to do so and update the two-hour written report. If the employee to be tested was injured in the accident, the requirement to test for drugs and/or alcohol should not delay necessary medical attention, and testing may be administered simultaneously with the employee receiving necessary medical attention.

Any safety sensitive employee involved in an accident must remain readily available for drug and/or alcohol testing for up to eight hours after the accident. The employee is responsible for notifying the District of his or her location if he or she leaves the scene of the accident prior to submitting to testing. Failure by the employee to remain readily available may be determined to be a refusal to submit to testing.

When an employee has been notified that he/she will be required to submit to post-accident drug and/or alcohol testing, he/she must report immediately to the collection site designated by the District. **The employee will not drive themselves to and from the collection site, and will instead**

be transported by the District. The employee will not be permitted to use restroom facilities, consume beverages, or smoke until specimen collection is completed.

Deleted: The employee will be transported to and from the collection site by the District.

Post-accident drug and alcohol tests required by this policy are in addition to and/or separate from any tests conducted for law enforcement purposes. If the District is unable to perform the required FTA tests (i.e., the employee is unconscious, or detained by a law enforcement agency), the District may use the results of a blood or urine test for the use of prohibited drugs and/or the results of a blood or breath test for the misuse of alcohol, conducted by Federal, State, or local officials having independent authority for the test, to meet the testing requirements of the Federal regulations and this policy, provided such tests conform to the applicable Federal, State, or local testing requirements, and that the results of the tests are obtained by the District.

#### *Random:*

As authorized by the FTA and State law, all employees who perform a safety sensitive function will be subject to random and unannounced drug and/or alcohol testing. A covered employee may be randomly tested for prohibited drug use anytime while on duty.

The District will comply with the random selection rate established by the FTA for safety sensitive employees as outlined in 49 CFR Part 655. All employees subject to random selection will have an equal chance of being selected for testing and will remain in the random selection pool even after being tested. The selection method shall be made by scientifically valid methodology and shall be spread reasonably throughout the time safety sensitive functions are performed.

Employees who are subject to random drug and alcohol testing will remain subject to random testing throughout their work shift. If an employee is initially notified that he/she has been selected for random testing prior to the end of his/her work shift, the test(s) must be completed, even when such completion has the incidental effect of causing the employee to stay overtime. When an employee has been notified that he/she has been selected for testing, he/she must report immediately to the collection site designated by the District. A vehicle for the employee to transport themselves to and from the collection site will be provided by the District. The employee will not be permitted to use restroom facilities, consume beverages, or smoke until specimen collection is completed. Alcohol testing may only take place just before the employee is to perform safety sensitive functions, while the employee is performing safety sensitive functions, or just after the employee has ceased performing safety sensitive functions.

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#### *Return to Duty:*

As authorized by the FTA, 49 CFR, Part 40, Subpart O, and State law, all employees who perform a safety sensitive function and who have previously had a verified positive drug test, an alcohol test result of 0.04 or greater, a refusal to test, or engaged in any activity that violates the FTA regulations, must submit to and receive a verified negative test result on a return-to-duty drug test and/or submit to a breath alcohol test with a result showing an alcohol concentration level of less than 0.02 prior to resuming performance of safety sensitive duties. Return-to-duty testing will not be conducted until after the SAP determines that the employee has completed all education and treatment recommended by the SAP. The FTA requires that return to duty tests be an observed collection.



**The District, under its own authority, may require employees returning to work from a positive drug and/or alcohol test to undergo a physical evaluation by a physician of the District's choice and to pass a return-to-duty drug test and/or submit to a breath alcohol test with a result showing an alcohol concentration level of less than 0.02, prior to returning to work.**

*Follow-up:*

In accordance with FTA regulations, 49 CFR, Part 40, Subpart O, a safety sensitive employee who has been permitted to return to duty, following a verified positive drug test, an alcohol test result of 0.04 or greater, or a refusal to submit to a test, will be subject to unannounced follow-up drug and/or alcohol testing for at least 12 but not more than 60 months. The frequency and duration of the follow-up testing will be determined by the SAP, with a minimum of six tests during the first 12 months after the covered employee has returned to duty. The FTA requires that follow up tests be an observed collection.

**Under District authority, an employee who has been permitted to return to duty, following voluntary treatment for a drug and/or alcohol problem may be required to submit to non-DOT follow-up drug testing and/or alcohol testing.**

When an employee is notified to submit to a follow-up test, he/she must report immediately to the collection site designated by the District. Transportation to and from the collection site will be provided by the District. The employee will not be permitted to use restroom facilities, consume beverages, or smoke until specimen collection is completed.

Follow-up testing is separate from, and in addition to, all other testing that is conducted as part of the drug and alcohol testing program. If a follow-up test is cancelled, the employee is required to submit to an additional test.

*Pre-duty Alcohol Use:*

In accordance with FTA regulations, all safety sensitive employees are prohibited from using alcohol within four hours of performing a safety sensitive function. A safety sensitive employee who is requested to report for duty less than four hours prior to the requested report time must inform the District if he/she has consumed alcohol within four hours of the requested report time.

In accordance with FTA regulations, the District shall prohibit the consumption of alcohol for the specified on-call hours of each covered employee who is on call. If an on-call safety sensitive employee informs the District of his/her use of alcohol and claims he/she has the ability to safely perform his/her safety sensitive function, the employee will be allowed to submit to a breath alcohol test. If the employee's breath alcohol concentration level measures less than 0.02, the employee will be allowed to perform his/her safety sensitive function.

*Blind Performance Testing:*

In accordance with FTA regulations, the District will ensure that ongoing blind sample proficiency testing is conducted, using blind quality control specimens that are not distinguishable from covered employee specimens, as a quality assurance measure of the testing laboratory.

## Drug Testing Procedures

In accordance with FTA regulations and State law, drug and alcohol testing procedures for specimen collection, chain of custody of specimens, laboratory analysis procedures, and quality control requirements will be in accordance with the United States Department of Health and Human Services, Mandatory Guidelines for Federal Workplace Drug Testing Programs; Final Guidelines, and the Provisions Set Forth in 49 CFR Part 40; Procedures for Transportation Workplace Drug and Alcohol Testing Programs, Final Rule, and Oregon State law. A copy of 49 CFR, Part 40 is available in the Human Resources and Risk Management Department.

Urine Drug testing will be conducted for:

- Marijuana
- Cocaine
- Opioids
- Phencyclidine
- Amphetamines

## Observed Collections

In accordance with FTA regulations, with regards to a drug test conducted for a safety sensitive employee, in the following circumstances, collection site personnel must observe a second urine collection immediately after the first collection:

- The employee has presented a urine sample that falls outside the normal temperature range (90.0 to 100.0).
- The collector observes conduct or materials that clearly indicate an attempt to substitute or adulterate the sample.
- The original specimen appears to be tampered with (e.g., blue dye in the specimen, excessive foaming when shaken, and smell of bleach).

In the following circumstances, the medical review officer (MRO) will direct the District to require the employee to be subject to an immediate retest under direct observation:

- The laboratory reported that the specimen was invalid and the MRO determined that there was not an adequate medical explanation for the result.
- If a specimen was negative-dilute with a creatine level of greater than or equal to 2 mg/dL but less than or equal to 5 mg/dL.
- The MRO had to cancel a test when the primary specimen was verified as positive, adulterated, or substituted because the split was unavailable for testing.

If an employee has previously been determined to have used a controlled substance without medical authorization, and the particular test is being conducted under the FTA regulation as a return-to-duty or follow-up test, the collection is required to be observed.

In accordance with Federal regulations, employees having observed collections must be instructed to raise clothing just above the navel; lower clothing to mid-thigh; then turn around to show the same gender observers that they do not have prosthetic devices for beating the tests. If no device is detected, the employee is permitted to return clothing to its proper observed-collection position. Then the observed collection will take place.

### **Return to Duty after Specimen Collection**

Under District authority, a safety sensitive employee who is required to submit to random or follow-up drug testing may be returned to duty immediately following specimen collection. If the employee also is subject to random or follow-up alcohol testing, the employee's return to duty will be dependent upon the outcome of the breath alcohol testing.

Under District authority, a safety sensitive employee who is required to submit to a reasonable suspicion or post-accident drug test will not be permitted to return to duty and will be placed on a paid leave pending the receipt by the District of a verified negative test result.

Under District authority, a non-safety sensitive employee who is required to submit to a reasonable suspicion drug test will not be permitted to return to duty and will be placed on a paid leave pending the receipt by the District of a verified test result.

### **The Role of the Medical Review Officer (MRO)**

For safety sensitive employee testing, an MRO is required to verify positive test results and facilitate the split sample process. An MRO is defined by the FTA as a licensed physician responsible for receiving laboratory results generated by an employer's drug testing program who has knowledge of substance abuse disorders. The MRO shall communicate all verified positive test results to the employee and to the District.

### **Drug Test Results**

All drug test results will be reported by the testing laboratory to a qualified MRO designated by the District. The MRO will be responsible for verifying and validating drug test results. The MRO will review and interpret the employee's confirmed positive drug test result by reviewing the individual's medical history and affording the employee an opportunity to offer any clarifying information that would explain a positive test result. The MRO will report each verified test result to the District and will notify each employee who has a verified positive test result. The MRO may verify a test as positive without having communicated directly with the employee if: the employee expressly declines the opportunity to discuss the test; neither the MRO nor the District has been able to contact the employee within 10 days of the date on which the MRO receives the confirmed positive test result from the laboratory; or the District has contacted the employee and directed the employee to contact the MRO, and more than five days have passed since the date the employee was contacted by the District.

## Positive Drug Test Results

An employee who has a verified positive drug test result will be immediately removed from his/her safety sensitive position, advised of resources available to evaluate and resolve problems associated with drug abuse, and be evaluated by a substance abuse professional (SAP). Under District authority, the employee will be placed on an unpaid leave of absence pending the results of the evaluation by the SAP and may be subject to discipline, up to and including suspension and/or discharge. A “verified positive drug test” means an initial positive result that has been validated by a second confirmatory positive drug test.

An employee who has a verified positive drug test result will have 72 hours, including holidays and weekends, from the time of notification by the MRO or the District, whichever occurs first, in which to request that the split specimen be analyzed at a different DHHS-approved laboratory. The employee will not be responsible for paying the cost of the split sample testing prior to the test being conducted. However, the District reserves the right to seek reimbursement from the employee. The request by an employee for an analysis of the split specimen will not delay the removal of the employee from his/her safety sensitive position. If the result of the test of the split specimen fails to confirm the presence of the drug(s) or drug metabolite(s) found in the primary specimen, the employee will be returned to duty and will be compensated for time or benefits lost as a result of being placed on an unpaid leave of absence.

## Negative – with a Safety Concern Drug Test Results

In the event that an employee has a positive test result, the MRO will contact the employee directly, on a confidential basis, to complete an interview to determine if there is a legitimate medical explanation for the test result. If there is a legitimate explanation, the employee will have 5 days from the time notified by the MRO to have the prescribing doctor contact the MRO to determine the validity of the prescription and check if the medication can be changed to one that does not cause the employee to pose a significant safety risk. If, after speaking to the prescribing physician, the prescription is verified but the MRO still believes that the employee poses a significant safety risk, the MRO will report a negative – with a safety concern result to LTD.

### What constitutes a valid prescription?

- Current – must not be expired (prescribed within the last 12 months)
- In the employee’s name
- Recognized as legal by the federal government
  - Medical marijuana is not recognized by the federal government
  - Medicines containing alcohol are specifically prohibited

If the employee’s valid prescription raises safety concerns with the MRO, the employee may be reported as “Negative – with a safety concern”.

In the event that LTD receives notification from the MRO that an employee has a drug test result marked as Negative - with a safety concern the employee will be removed from safety sensitive job functions and be given the opportunity to address this issue with their medical provider and the MRO.

### Possible outcomes of a Negative – with a safety concern:

- Without agreement between the prescribing healthcare provider and the MRO stating that the individual can safely perform work duties while taking the prescribed medication, the individual may be deemed medically unqualified to perform essential duties of the position and subject to termination.
- With agreement between the prescribing healthcare provider and the MRO, the individual may be deemed medically qualified to maintain employment in a DOT safety-sensitive position.
- Under District authority, the employee may be subject to a medical examination prior to returning to safety-sensitive job functions.

### Breath Alcohol Testing Procedures

All breath specimen collection must be collected through the use of an evidential breath testing device (EBT) approved by the National Highway Traffic Safety Administration. The breath alcohol tests will be conducted by a trained breath alcohol technician (BAT) at a site that provides visual and aural privacy to the covered employee being tested to the greatest extent practicable. Prior to specimen collection, the employee and the BAT must complete, date, and sign a breath alcohol testing form indicating that the employee is present and providing a breath specimen.

The BAT will conduct an initial screening test, requiring the employee to blow forcefully into a disposable mouthpiece attached to the EBT, for at least six seconds or until an adequate amount of breath has been obtained. Following the initial screening test, the BAT will show the employee the result displayed on the EBT or the printed result.

If the result of the initial screening test is an alcohol concentration of 0.02 or greater, a confirmation test will be conducted. The confirmation test will be conducted at least 15 minutes after the completion of the initial screening test. The employee must remain in the presence of the BAT during the waiting period. The confirmation test will be conducted using the same procedures as the initial screening test. A new mouthpiece will be used. Before the confirmation test is administered, the BAT will conduct an air blank test on the EBT. If a BAT other than the one who conducted the screening test is to conduct the confirmation test, the new BAT and the employee will be required to sign and date a new breath alcohol testing form.

If the results of the initial screening test and the confirmation test are not identical, the confirmation test result will be deemed to be the final result.

Following the completion of a breath alcohol test, the BAT will be required to sign and date the breath alcohol testing form certifying that the results shown belong to the employee being tested. The employee will be directed to sign the ATF if the confirmation test is greater than 0.02. The BAT will be responsible for transmitting all test results to the District in a confidential manner.

If an employee attempts and fails to provide an adequate amount of breath, the BAT will note this on the alcohol testing form and notify the District. The employee will be required to submit to a medical evaluation, by a physician of the District's choice, concerning the employee's medical ability to provide an adequate amount of breath. If no valid medical reason is determined, then the employee's inability to provide an adequate amount of breath will be considered to be a refusal to submit to a test.

### Breath Alcohol Test Results

If the results of the breath alcohol test are below 0.02, the employee may be returned to work immediately.

**Under District authority, a confirmed alcohol concentration of 0.02 or greater will be considered a positive breath alcohol test result and a violation of this policy.**

As required by the FTA, if the results of the breath alcohol test are 0.02 or greater but less than 0.04, the employee will not be permitted to return to duty until the start of his/her next regularly scheduled shift and not less than eight hours following the test. Under District authority, the employee may be subject to discipline, up to and including suspension and/or discharge.

As required by the FTA, if the results of the breath alcohol test are 0.04 or greater, the employee will be immediately removed from his/her safety sensitive position, advised of the resources available to evaluate and resolve problems associated with alcohol misuse, and be evaluated by an SAP. Under District authority, the employee will be placed on an unpaid leave of absence pending the results of the evaluation by the SAP and may be subject to discipline, up to and including suspension and/or discharge.

An employee with a breath alcohol concentration level of 0.02 or greater will be provided transportation to his/her residence. If the employee insists on driving, law enforcement will be notified.

### Refusal to Submit to a Test

In accordance with FTA regulations and State law, an employee who is determined to have a test refusal will be immediately removed from his/her safety sensitive position, advised of resources available to evaluate and resolve problems associated with drug abuse, and be evaluated by an SAP.

**Under District authority, the employee will be placed on an unpaid leave of absence pending the results of the evaluation by the SAP and may be subject to discipline, up to and including suspension and/or discharge.**

A determination of an employee's test refusal includes the following:

- Refusal to take the test.
- Failure to provide sufficient quantities of breath or urine to be tested without a valid medical explanation.
- Failure to provide a breath or urine specimen in alcohol and drug testing.
- Failure to undergo a medical examination or evaluation as directed by the MRO or designated employer representative DER.
- The MRO reports a verified adulterated or substituted test result.
- Not reporting to the collection site in the time allotted (except for a pre-employment test).

- Failure to remain at the collection site until the collection process has been completed.
- Failure to permit direct observation or monitoring of the provision of a specimen for a drug test when a direct observation or monitoring is required.
- Failure or decline to take a second test when directed by the collector or the District.
- Failure to cooperate with any part of the testing process (e.g., refusal to empty pockets when directed by the collector; behaving in a confrontational way that disrupts the collection process; failing to wash hands after being directed to do so by the collector).
- Refusal to sign the certification at Step 2 of the Alcohol Testing Form.
- Leaving the scene of an accident without authorization before the tests have been conducted.
- For an observed collection, failure to follow the observer's instructions to raise clothing above the waist, lower clothing and underpants, and turn around to permit the observer to determine if employee has any type of prosthetic or other device that could be used to interfere with the collection process.
- Possessing or wearing a prosthetic or other device that could be used to interfere with the collection process.
- Admitting to the collector or MRO that the employee adulterated or substituted the specimen.

### **Discipline**

Compliance with the District's Drug and Alcohol Policy is a condition of employment for all employees. For employees who are represented by ATU 757, a violation of any part of the District's Drug and Alcohol Policy will result in discipline as provided in Article 24 of the Labor Agreement. For all other employees, a violation of any part of the District's Drug and Alcohol Policy will result in discipline, up to and including suspension and/or discharge. Factors that the District may consider regarding the severity of disciplinary action include, but are not necessarily limited to, the covered employee's conduct that prompted the application of this policy, the covered employee's work record, the degree of impairment, the potential for consequences arising from the covered employee's actions, and the drug and/or alcohol test results. Any employee with a verified positive on a Post-Accident, Return-to-Duty or Follow-up drug and/or alcohol test will be subject to additional discipline, up to and including discharge.

Employees who are discharged as a result of violating this Drug and Alcohol policy will be provided with a list of the resources available in evaluating and resolving problems associated with the use of illicit drugs and/or misuse of alcohol and will have access to the District's current Employee Assistance Program (EAP). Access to the EAP program will be limited to treatment directly related to the drug and/or alcohol problem and is available for a time period not to exceed 60 days.

### **The Role of the Substance Abuse Professional (SAP)**

An SAP is a professional who can determine what assistance an individual needs in resolving problems associated with prohibited drug use and/or alcohol misuse. The evaluation will consist

of a clinical assessment, treatment recommendations, and referrals, as appropriate. The SAP will inform the District, in writing, of the clinical assessment-based treatment recommendations, which must be complied with. In addition, the SAP will specify the duration and frequency of follow-up drug and/or alcohol tests. The SAP's evaluations, assessment, treatment recommendations, referrals, and follow-up testing recommendations will be in accordance with 49 CFR, Part 40.

### **Required Treatment**

If the SAP determines that an employee has successfully demonstrated compliance with the education and treatment required by the SAP but has not completed the full regimen of education and treatment (e.g., ongoing out-patient treatment), the employee may be eligible to return to duty.

Work absences for the continued education and treatment required by the SAP may qualify for available sick leave benefits and/or personal medical leave, provided the employee is following the prescribed treatment program. If sick leave and personal medical leave have been exhausted, the employee may be placed on a medical leave of absence without pay.

If the District is notified by the SAP that the employee is not complying with the ongoing education and treatment requirements, the employee will be immediately removed from his/her safety sensitive position. Under District authority, the employee will be placed on an unpaid leave of absence and may be subject to discipline, up to and including suspension and/or discharge.

### **Working Conditions**

The presence or treatment of a substance abuse problem does not excuse an employee from meeting performance, safety, or attendance standards or following other District instructions. In no circumstances may an employee invoke protection under this policy as a means to avoid disciplinary actions resulting from poor work performance or misconduct at work. A voluntary request for assistance will not shield an employee from disciplinary action resulting from on-the-job conduct or work performance. Employees remain responsible for their on-the-job conduct and work performance.

### **Return to Work Agreement**

Under District authority, an employee who has a verified positive drug test, has a confirmed breath alcohol concentration level of 0.04 or greater, or who is referred to drug and/or alcohol treatment that requires his/her to be away from work, will be required to sign a return to work agreement prior to being permitted to return to duty. The agreement may include, but is not limited to, the following requirements:

- A release to work statement from an approved treatment specialist
- A negative test for drugs and/or alcohol
- An agreement to follow-up testing
- A statement of expected work-related behaviors
- An agreement to follow specified aftercare requirements



- An expressed understanding that violation of the return to work agreement may result in discipline, up to and including suspension and/or discharge

The return to work agreement is not a guarantee of continued employment. Employees working under a return to work agreement must also follow all other District policies and procedures.

### Confidentiality

The District will maintain all records regarding the drug and/or alcohol testing of employees in a secure manner so that the disclosure of information to unauthorized persons does not occur. In accordance with FTA regulations, drug and/or alcohol test results will be released only under the following circumstances:

- Upon written request, employees will be provided access and/or copies of any records relating to their test(s).
- Upon specific, written request of an employee, information and/or copies of records regarding an employee's test results will be released to a third party.
- When requested, information related to a test result may be disclosed to a decision maker in a lawsuit, grievance, or other proceeding, initiated by or on behalf of the employee tested.
- Upon receipt of an order of a court of competent jurisdiction for criminal or civil action resulting from an employee's performance of safety sensitive duties, test results will be released to the decision maker in the proceeding with the binding stipulation that the decision maker will make it available only to parties to the proceeding.
- Upon request of DOT agency representatives, all drug and alcohol program records that are required by 49 CFR, Part 40 and DOT agency regulations will be provided to the agency representatives.

### Program Administration

The District's Drug and Alcohol Testing Policy and Program are administered by the designated Drug and Alcohol Program Administrator. Additional information regarding this policy or the program is available by contacting the Drug and Alcohol Program Administrator in the Human Resources Department at (541) 682-~~6134~~.

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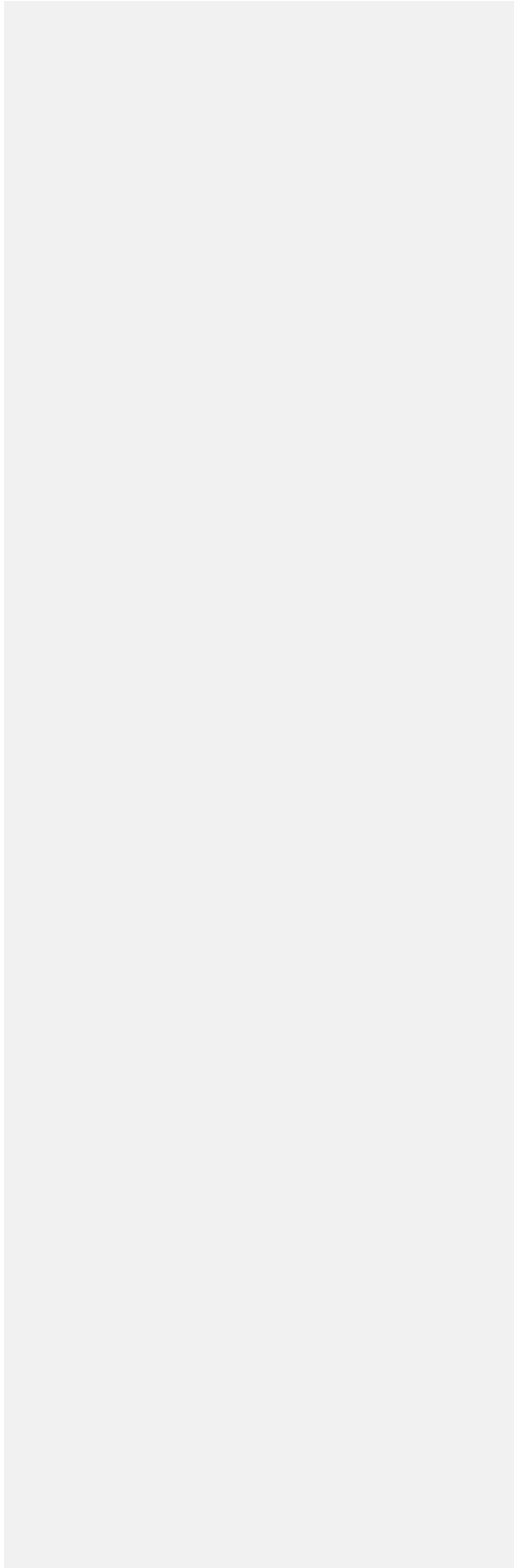
All records will be maintained in accordance with 49 CFR, Parts 40 and 655.

### MAINTENANCE

The Director of Human Resources & Risk Management is responsible for monitoring the application and revision of this policy.

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Adopted by the Board of Directors, September 20, 1995.



## APPENDIX B

### **Safety Sensitive Positions**

Employees in the following positions are required to perform safety sensitive functions as defined in the Federal Drug and Alcohol regulations:

Bus Operator

Director of Maintenance

Director of Transit Operations

Equipment Detail Technician

Fleet Services Supervisor

General Service Worker

Journeyman Mechanic

Journeyman Tire Specialist

Scheduling Specialist

Transit Operations Supervisor

Transit Services Manager

Intelligent Transportation Systems Manager

Engineering Technician

Other employees who hold a valid CDL and drive a revenue service vehicle off company premises



## AGENDA ITEM SUMMARY

**DATE OF MEETING:** September 18, 2019

**ITEM TITLE:** BOARD USE OF DISTRICT RESOURCES

**PRESENTER:** Aurora Jackson, General Manager

**DIRECTOR:** N/A

**ACTION REQUESTED:** Adoption

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**PURPOSE:** To establish a Board policy for individual Board members to request the use of District resources.

**ROLE OF THE BOARD:** The Board's role in this instance is to provide staff with direction.

**HISTORY:** In prior years, there was direction from the Board that requests that had broader Board interest or required a significant amount of staff time or resources, be presented to the entire Board of Directors for approval. The Board discussed and address these types of topics during Board trainings at Work Sessions or at the Annual Board Retreat. This year, with a delay of holding a Board Retreat, Board training has been delayed.

The Board President is recommending the use of a Board policy to establish standards for individual Board members to make incidental request for the use of District resources. Requests for District resources that exceed a minimal threshold would be considered by the entire Board of Directors. Adoption of a Board policy would enable the District to manage day-to-day business more effectively and efficiently.

**CONSIDERATIONS:** N/A

**ALTERNATIVES:**

- Fulfill all Board member requests the use of District regardless of time requirement or costs incurred.
- Fulfill Board member requests for the use of District resources for a value different than is being proposed by the attached policy.

**NEXT STEPS:** Based on Board direction, the general manager will direct staff accordingly.

**SUPPORTING DOCUMENTATION:**

- 1) Resolution No. 2019-09-18-054
- 2) Board Use of District Resources Policy

**PROPOSED MOTION:** I move adoption of LTD Resolution No. 2019-09-18-054:

It is hereby resolved that the LTD Board of Directors adopts a resolution establishing the Board Use of District Resources Policy as presented [amended].



**RESOLUTION NO. 2019-09-18-054**

**ADOPTION OF THE BOARD USE OF DISTRICT RESOURCES POLICY**

**WHEREAS**, the Lane Transit District (“District”) Board of Directors (“Board”) may create bylaws and policies and do such other acts or things as may be necessary or convenient for the proper exercise of powers granted to them as the governance of a mass transit district;

**WHEREAS**, the Board has established a Policy providing procedures for the Board’s use of District resources;

**WHEREAS**, individual Directors may direct the General Manager to use District Resources to fulfill a Director’s request for information or services;

**WHEREAS**, a Director’s request for the use of District Resources that either exceeds three (3) hours of staff time shall be submitted to the Board President for inclusion at the next regularly scheduled Board of Directors’ meeting;

**WHEREAS**, a Director’s request for the use of District Resources that has a Financial Impact to the District that exceeds fifty (\$50) dollars shall be submitted to the Board President for inclusion at the next regularly scheduled Board of Directors’ meeting; and,

**WHEREAS**, financial impact shall mean an expense to the District aside from staff time.

**NOW, THEREFORE, BE IT RESOLVED** that the Lane Transit District Board of Directors passes a Resolution as follows:

Adopt the Board Use of District Resources Policy.

ADOPTED BY THE LANE TRANSIT DISTRICT BOARD OF DIRECTORS ON THIS 18<sup>TH</sup> DAY OF SEPTEMBER, 2019.

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Board President, Carl Yeh



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## Board Use of District Resources

### 1. PURPOSE

This Board Use of District Resources Policy (the “Policy”) establishes a standard for individual Board members to request the use of District Resources.

### 2. APPLICABILITY

This Policy applies to members of the Lane Transit District (“LTD”) Board of Directors (the “Board”).

### 3. DEFINITIONS

“**Director[s]**” shall mean a member of the Board.

“**District Resources**” shall mean personnel, material, equipment or assets under the District’s control or ownership.

“**Financial Impact**” shall mean an expense to the District aside from staff time.

### 4. INCIDENTAL REQUESTS FOR USE OF DISTRICT RESOURCES

Individual Directors may direct the General Manager to use District Resources to fulfill a Director’s request for information or services, subject to the limitations set forth in Section 5.

### 5. REPETITIVE OR LARGER REQUESTS FOR USE OF DISTRICT RESOURCES

A Director’s request for the use of District Resources that either exceeds three (3) hours of staff time or has a Financial Impact to the District that exceeds fifty (\$50) dollars shall be submitted to the Board President for inclusion at the next regularly scheduled Board of Directors’ meeting. Such request will be fulfilled upon the affirmative vote of a majority of the Board.



## AGENDA ITEM SUMMARY

<b>DATE OF MEETING:</b>	September 18, 2019
<b>ITEM TITLE:</b>	COMMUNICATIONS ANALYSIS RECOMMENDATIONS
<b>PRESENTER:</b>	Theresa Brand, Communications and Transportation Options Manager
<b>DIRECTOR:</b>	Cosette Rees, Director of Specialized and Customer Service
<b>ACTION REQUESTED:</b>	Adoption

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**PURPOSE:** To request the Board of Directors adopt a resolution approving the recommendations contained in the Communications Analysis Report.

**BOARD'S ROLE:** To support the communication and messaging of the District.

**HISTORY:** In accordance with LTD's Procurement Policy, in October 2018, LTD hired Celtis Ventures, Inc. to provide an exhaustive review of the District's current communications strategies and methods and provide feedback on ways to improve LTD's communications practices.

The communications analysis focused on the following areas:

- 1) Review existing district communications functions, messages, and strategies;
- 2) Identify areas of strength and needed improvement in the District's communications function;
- 3) Develop a solicitation for communications firms to execute the changes proposed;
- 4) Review success of implemented changes; and
- 5) Offer professional development services on an as-needed basis.

In April 2019, the Board of Directors approved the formation of an Ad Hoc Communications Committee to review the draft final Communications Analysis Report recommendations and to provide input prior to the issuance of a final report. The committee met twice and provided input. The attached report reflects the committee's recommendation.

The reports includes an executive summary, the approach for gathering information, four focus areas with key findings, and recommendations for making improvements. The complete report is included in this Board meeting packet.

**CONSIDERATIONS:** Staff recommends approval of the Communications Analysis Report recommendations.

**ALTERNATIVES:**

- The Board may decide to amend the recommendations contained in the Communications Analysis Report.
- The Board may decide to postpone a decision and provide direction to staff to bring an amended report at a future date.
- The Board may decline to approve the Communications Analysis Report.

**NEXT STEPS:** If approved, an LTD communications plan will be developed that adheres to the recommendations contained in the Communications Analysis Report.

**SUPPORTING DOCUMENTATION:**

- 1) Resolution No. 2019-09-18-055
- 2) Communications Analysis Report

**PROPOSED MOTION:** I move adoption of LTD Resolution No. 2019-09-18-055:

It is hereby resolved that the LTD Board of Directors approves the adoption of a resolution to accept the recommendations contained in the Communications Analysis Report [amended].





**RESOLUTION NO. 2019-09-18-055**

**ADOPTION OF COMMUNICATIONS ANALYSIS RECOMMENDATIONS**

**WHEREAS**, in October 2019, and in accordance with LTD's Procurement Policy, LTD procured consulting services to provide an exhaustive review of the District's current communications strategies;

**WHEREAS**, in April 2019, the Board of Directors approved the formation of an Ad Hoc Communications Committee to review the draft final Communications Analysis Report recommendations and to provide input prior to the issuance of a final report;

**WHEREAS**, Ad hoc Communications Committee met twice to provide input; and,

**WHEREAS**, a draft final communications analysis report presented to the LTD Board of Directors contains recommendations that represent the Board's desire for improved communication.

**NOW, THEREFORE, BE IT RESOLVED** that the Lane Transit District Board of Directors passes a Resolution as follows:

- 1) Adopting the recommendations included in the Communications Analysis Report.

ADOPTED BY THE LANE TRANSIT DISTRICT BOARD OF DIRECTORS ON THIS 18<sup>TH</sup> DAY OF SEPTEMBER, 2019.

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Board President, Carl Yeh



## AGENDA ITEM SUMMARY

**DATE OF MEETING:** September 18, 2019

**ITEM TITLE:** AUDIO MINUTES FOR PUBLIC MEETINGS

**PRESENTER:** Camille Gandolfi, Clerk of the Board

**DIRECTOR:** Aurora Jackson, General Manager

**ACTION REQUESTED:** Board Consensus

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**PURPOSE:** To inform the Board of a proposed public meeting process change.

**ROLE OF THE BOARD:** The Board's role in this instance is to provide staff with direction.

**HISTORY:** Pursuant to ORS 192.650, LTD is required to maintain a record of all public meetings. Historically, the District has maintained duplicative minutes for all public meetings by having both audio and written minutes for every public meeting. Audio minutes are maintained by the Clerk of the Board and made available to the public only through a public records request that entails paying a fee by the requester. Written minutes are taken by a contracted minute-taker who transcribes and submits the documents to the Clerk of the Board for review. Written minutes are made publically available to the public at the next scheduled meeting and require approval.

The practice of maintaining written minutes has been phased out by many public agencies in favor of providing improved transparency to the public through either an audio or video recording. The City of Eugene maintains video minutes and the City of Springfield maintains audio minutes that are readily available on their websites.

Reducing LTD's duplicative recordkeeping supports the District's progression in modernizing District practices and improving staff time-management and work volume.

The audio recording of all public meetings will be linked to the corresponding meeting agenda, thereby allowing interested parties to jump to the topic of interest and bypass listening to a meeting in its entirety. This structure would be available online, much like the Eugene City Council meetings, within a few days of each corresponding meeting.

**CONSIDERATIONS:** Maintaining only audio minutes will support the following:

- Eliminate the expense of utilizing a minute taker at all public meetings – approximately \$10,000 per year.
- Increase staff time available for other tasks/projects.
- Improve transparency and access to information by the community, the Board, and internal staff.
- Streamline, improve, and modernize internal processes.

**ALTERNATIVES:** Continue to maintain written minutes and audio recordings for all public meetings.

**NEXT STEPS:** Upon Board approval, staff will take the next steps towards implementation with an anticipated start date of January 2020.

**SUPPORTING DOCUMENTATION:** N/A

**PROPOSED MOTION:** N/A



## AGENDA ITEM SUMMARY

**DATE OF MEETING:** September 18, 2019  
**ITEM TITLE:** AD HOC SUSTAINABILITY COMMITTEE  
**PRESENTER:** Aurora Jackson, General Manager  
**DIRECTOR:** N/A  
**ACTION REQUESTED:** Board Consensus

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**PURPOSE:** To request the Board of Directors consider the formation of an Ad Hoc Sustainability Committee.

**ROLE OF THE BOARD:** The Board's role in this instance is to obtain information for a future decision.

**HISTORY:** At the August 21, 2019, regular Board of Directors' meeting, the Board requested an agenda item for the September Board of Directors' meeting to further discuss the formation of an Ad Hoc Sustainability Committee.

**CONSIDERATIONS:** N/A

**ALTERNATIVES:** N/A

**NEXT STEPS:** Based on Board direction, staff will make any necessary arrangements.

**SUPPORTING DOCUMENTATION:**

- 1) Memo from Board Member Joshua Skov

**PROPOSED MOTION:** N/A

**To: LTD Board of Directors**  
**From: Joshua Skov, Board Member**  
**Re: Memo explaining motion to create sustainability/climate committee of the Board**  
**Date: August 21, 2019**

Policy imperative:

- Climate change is now widely understood in policy and scientific circles as a crisis or an emergency, with potentially catastrophic implications for human wellbeing.
- Sustainability – that is, an integrated approach to social, environmental, and economic objectives and impacts – is both a way of thinking and a series of concerns. It is an organizing principle for an increasing amount of activity in business and government settings.

Relevance to LTD:

- Transportation is the largest source of greenhouse gases; transit is widely understood to be a major tool for reducing transportation-related greenhouse gas emissions.
- The surrounding community is, according to years polling and city policies, generally or highly supportive of action on climate and sustainability concerns.

Examples of activities:

- Suggesting board-level input to staff activities on climate action and sustainability.
- Providing guidance to the board on policy questions as they arise (see the accompanying example from 1000 Friends of Oregon).
- Suggesting and providing guidance on board-level policy on fleet procurement.
- Suggesting and providing guidance on board-level policy for intergovernmental collaboration, such as with the City of Eugene's on-going climate action planning.

Reservations/concerns and responses:

- A local transportation agency is not the right level at which to address and organize climate action. I agree, but in the absence of federal and state policy, and given the urgency, we should take action.
- This is a challenging and complex topic to add to our plate. I agree, and I would prefer to do so in the context of a strategic plan in which we would assess priorities in tandem. However, given the urgency of the issue, I think we should take action.
- The entire board should be engaged on this issue. I agree, and a division of labor – just as we have with our Finance Committee and HR Committee – can extend the breadth of issues the board should consider. With this committee, all decisions will continue to be made at the board level; the committee will simply pre-digest issues and make board-level deliberations more effective.

Suggestions:

- Create the Committee per the motion below.
- Solicit volunteers (up to three, per the board bylaws).
- Designate the creation of bylaws as the first task of the Committee.
- Further task the Committee with developing a few short- and medium-term priorities to support and reinforce the on-going work of staff and consultants.

Motion: I move that we create the Sustainability and Climate Action Planning and Policy Committee (SCAPP-C).

## Ask LCDC to take Immediate Action on Climate Change

I am reaching out to you because your organization has demonstrated its commitment to Oregon taking meaningful actions to address climate change by, among other things, reducing carbon emissions. Oregon has just such an opportunity before it right now, that will reduce the need to drive; provide affordable and accessible transit, and walking and bicycling ways; and provide diverse and affordable housing in close-in neighborhoods -and reduce greenhouse gas (GHG) emissions! But the state is on the verge of purposefully stepping backwards, unless a chorus of advocacy and community groups demands more.

### I will explain more below, but our ask is:

Write the Land Conservation & Development Commission (LCDC) *now* and ask them to adopt - this year - a Metropolitan Transportation Planning Rule that *requires* the major urban areas of the state to adopt transportation plans that meet greenhouse gas (GHG) reduction targets.

### The background:

In 2007, the Oregon Legislature committed to reducing GHG emissions by 75% by 2050, with benchmarks on the way to that goal. Almost 40% of all GHG emissions in Oregon come out of the tailpipes of automobiles and light trucks. Most of that driving happens in Oregon's 8 largest urban areas - Metro Portland, Salem/Keizer, Central Lane (Eugene/Springfield, area), Corvallis, Albany, Rogue Valley, Middle Rogue (Grants Pass area), and Bend.

Therefore, four state agencies – the Departments of Land Conservation & Development, Environmental Quality, Transportation, and Energy – developed a target for each urban area to reduce its transportation GHG emissions by approximately 20% per capita through transportation planning by 2050.

How do we do achieve that? By reducing the need to drive at all, or to drive as far. The methods are low tech and also result in *more livable, equitable communities* - by designing more compact, walkable neighborhoods; providing safe, accessible, and more bikeways, trails, and sidewalks; increasing transit service provision and frequency, especially to underserved communities; increasing diverse and affordable housing; implementing transportation demand strategies; limiting free parking; and more. These are proven strategies.

Metro, the regional government in the Portland area, is accomplishing this by adopting its Climate Smart Strategy – this integrates land use and transportation planning and will achieve the Metro region's transportation GHG reduction target by 2050. So Metro is now incorporating this climate strategy into regional transportation and land use plans and housing investments.

But that is not happening in any of the state's other metropolitan areas. And unless the LCDC adopts a Metropolitan Transportation Planning Rule that *requires* these cities to do so, it will not happen. The local governments in those seven other metropolitan areas are now revising their local transportation system plans (TSP) and Regional Transportation Plans (RTP), which will last through 2040 *and beyond – most of the time we have available to meet our overall GHG reduction goal.* Yet none - except Portland Metro - are planning to meet its state GHG targets. Given that almost 40% of the state's GHG emissions come from people driving, these transportation plans are exactly where we need to plan how to reduce the need to drive as far or as often. **If these plans do not incorporate the all the transportation actions necessary to meet Oregon's climate goals, Oregon will fall woefully short.**

**Back to the Ask:**

LCDC spent a year considering revisions to its transportation planning rule, including incorporating into it reducing GHG emissions through local transportation plans that reduce driving. Last September, LCDC was close to adopting a revised rule, but suspended action pending the legislative session, to see how the climate bill, HB 2020, might impact this.

HB 2020 did not pass, and LCDC is now considering its Policy Agenda for the 2019-21 biennium. The staff is proposing to discontinue this GHG reduction rulemaking. The staff hopes that yet another multi-agency, statewide effort will move forward broad-based GHG reduction. That effort is all well and good, but it is in its infancy and will not produce end products, if at all, for several years.

**Meanwhile, there is low-hanging fruit that can make a big contribution to GHG reduction, that LCDC should pursue NOW --**

Please send an e-mail to LCDC, asking that its Policy Agenda include adopting a Transportation Planning Rule that *requires* the major urban areas of the state to adopt transportation plans that will meet their GHG reduction targets. Share your perspective on why it is critical that the state take this important step now, which will result in permanent GHG reduction and more livable, affordable, and equitable communities. Send your request to:

Land Conservation & Development Commission  
c/o Palmer Mason  
[palmer.mason@state.or.us](mailto:palmer.mason@state.or.us)

And copy the Governor, at:  
Brendan Finn, [Brendan.Finn@oregon.gov](mailto:Brendan.Finn@oregon.gov)

**Lane Transit District  
Revenue and Expenditure by Fund**

DRAFT

Fiscal Year: P1 2020 (July 31, 2019)

Year to date through: 7/31/2019

	Annual Budget	P1				
		YTD Budget	YTD Actuals	% of Budget	YTD B/(W) than Budget	
					(pts)	\$\$

**GENERAL FUND**

General Fund Resources	74,532,236	6,211,020	3,432,910	5%	-4 pts	(2,778,110)
General Fund Expenditures	63,971,785	5,330,982	4,133,856	6%	2 pts	1,197,126
General Fund Revenues higher/(lower) than	10,560,451	880,038	(700,946)			

**Resources** are lower than amended budget by **\$2.8M** due to 1) payroll tax timing (**\$1.2M**); 2) timing of grant assistance (**\$0.6M**); and 3) timing of self-employment taxes (**\$0.1M**). Payroll taxes peak in August, November, February, and May. Grant assistance is for preventative maintenance (\$4.2M) and STIF funding (\$3.5M). Self-employment taxes peak in April.

**Expenditures** are favorable to budget by **\$1.2M**, inclusive of the working capital reserve (not appropriated). Excluding this reserve, expenditures are **\$0.4M** higher than budget. This is due to timing of STIF-funded service increases, retirement payouts, and VEBA payments (Jan.).

**MEDICAID FUND**

Medicaid Fund Resources	12,101,233	1,008,436	(30,763)	0%	-9 pts	(1,039,199)
Medicaid Fund Expenditures	12,101,233	1,008,436	7,536	0%	8 pts	1,000,900
Accessible Services Fund Revenues higher/(lower) than expenditures	0	0	(38,300)			

Expenditures exceed resources **\$38K** due to timing. There is typically a ~6 (~\$800K)-week lag between expenditures and claims reimbursement. Expenditures are low due to the MTM and LCOG July invoices not being paid yet.

**Lane Transit District  
Revenue and Expenditure by Fund**

DRAFT

Fiscal Year: P1 2020 July 31, 2019)

Year to date through: 7/31/2019

	Annual Budget	P1				
		YTD Budget	YTD Actuals	% of Budget	YTD B/(W) than Budget	
					(pts)	\$\$

**SPECIALIZED SERVICES FUND**

Accessible Services Fund Resources	9,649,438	804,120	286,707	3%	-5 pts	(517,413)
Accessible Services Fund Expenditures	9,649,438	804,120	88,430	1%	7 pts	715,690
Accessible Services Fund Revenues higher/(lower) than expenditures	0	0	198,277			

Resources exceed expenditures by **\$302K**. Excluding beginning working capital and the General Fund transfer, resources (\$24K) are below expenditures (\$88K) due to reimbursement timing. Expenditures are higher than the same time a year ago (~\$200K) due to STIF-funded programs (e.g., MOD).

**P2P FUND**

P2P Fund Resources	1,631,320	135,943	45,432	3%	-6 pts	(90,512)
P2P Fund Expenditures	1,631,320	135,943	41,253	3%	6 pts	94,690
P2P Fund Revenues higher/(lower) than expenditures	0	0	4,178			

Resources exceed expenditures for the Point2point Fund by \$4K. Excluding beginning working capital, expenditures exceed resources by \$25K due to grant reimbursement timing. Quarterly grant reimbursements through June will occur in August.

**CAPITAL PROJECTS FUND**

Capital Projects Fund Resources	26,946,146	2,245,512	1,595,523	6%	-2 pts	(649,990)
Capital Projects Fund Expenditures	26,946,146	2,245,512	166,419	1%	8 pts	2,079,093
Capital Projects Fund Revenues higher/(lower) than expenditures	0	0	1,429,103			

Resources exceed expenditures due to beginning working capital (\$1.6M). Expenditures = \$166K. There has not been a July drawdown.



## FY20 Expenditures

	FY20 Adopted Budget	FY20 YTD Budget 31-Jul-19	FY20 Actuals as of: 31-Jul-19	Better/(Worse) than Budget	Description
<b>GENERAL FUND - OPERATING</b>					
Transit Services	\$ 51,339,141	\$ 4,278,262	\$ 3,864,172	\$ 414,090	Personnel services are lower than budgeted due to timing of STIF funded service increases, VEBA payments (Jan) and retirement payouts
<b>GENERAL FUND - NON-OPERATING</b>					
Transfer to Specialized Services Fund	3,011,212	250,934	250,934		- As budgeted
Transfer to Medicaid Fund	225,003	18,750	18,750		- As budgeted
Transfer to Point2point Fund	-	-	-		- As budgeted
Transfer to Capital Projects Fund	-	-	-		- As budgeted
Operating Contingency	500,000	41,667	-	41,667	Contingency for FY20
Total Non-operating	<u>\$ 3,736,215</u>	<u>\$ 311,351</u>	<u>\$ 269,685</u>	<u>\$ 41,667</u>	
Operating Reserve	<u>\$ 8,896,429</u>				- Not authorized to use in FY20
<b>Total General Fund</b>	<b><u>\$ 63,971,785</u></b>	<b><u>\$ 4,589,613</u></b>	<b><u>\$ 4,133,856</u></b>	<b><u>\$ 455,757</u></b>	
<b>SPECIALIZED SERVICES FUND</b>					
Transit Services	9,187,018	765,585	88,430	677,155	Timing of invoice payments. July has not been paid yet
Operating Contingency	-	-	-		-
Operating Reserve	462,420	-	-		- Not authorized to use in FY20
<b>Total Accessible Services Fund</b>	<b><u>\$ 9,649,438</u></b>	<b><u>\$ 765,585</u></b>	<b><u>\$ 88,430</u></b>	<b><u>\$ 677,155</u></b>	
<b>MEDICAID FUND</b>					
Transit Services	12,031,375	1,002,615	7,536	995,078	Timing of invoice payments for MTM & LCOG. July has not yet been paid
Operating Contingency	-	-	-		- Contingency for FY20
Operating Reserve	69,858	-	-		-
<b>Total Medicaid Fund</b>	<b><u>\$ 12,101,233</u></b>	<b><u>\$ 1,002,615</u></b>	<b><u>\$ 7,536</u></b>	<b><u>\$ 995,078</u></b>	
<b>POINT2POINT FUND</b>					
Transit Services	1,354,716	112,893	41,253	71,640	Payment & project timing. Aligns closely with July 2018 spend of \$38K
Operating Contingency	244,604	20,384	-	20,384	Contingency for FY20
Operating Reserve	32,000	-	-		
<b>Total Point2point Fund</b>	<b><u>\$ 1,631,320</u></b>	<b><u>\$ 133,277</u></b>	<b><u>\$ 41,253</u></b>	<b><u>\$ 92,023</u></b>	
<b>CAPITAL PROJECTS FUND</b>					
Capital Outlay	17,009,803	1,417,484	166,419	1,251,064	Payment & project timing.
Capital Reserve	9,936,343	-	-		- Not authorized to use in FY20
<b>Total Capital Projects Fund</b>	<b><u>\$ 26,946,146</u></b>	<b><u>\$ 1,417,484</u></b>	<b><u>\$ 166,419</u></b>	<b><u>\$ 1,251,064</u></b>	

## FY20 Resources

	FY20 Adopted Budget	FY20 YTD Budget 31-Jul-19	FY20 Actuals as of: 31-Jul-19	Better/(Worse) than Budget	Description
	RESOLUTION NO. 2019-05-15-029 May 15, 2019				
<b>GENERAL FUND</b>					
<b>Beginning Working Capital</b>	\$ 10,560,451	\$ 880,038	\$ 1,067,836	\$ 187,798	Based on adopted budget estimate
<b>Operating Revenues</b>					
Cash Fares & Passes	3,770,379	314,198	333,188	18,990	Roughly in line with budget
Group Passes	2,191,422	182,619	93,745	(88,874)	Roughly in line with budget
Advertising	300,000	25,000	0	(25,000)	\$300K is the minimum annual guarantee for FY20
Special Services	378,563	31,547	46,675	15,129	Roughly in line with budget
<b>Total Operating Revenues</b>	<b>\$ 17,200,815</b>	<b>\$ 1,433,401</b>	<b>\$ 1,541,445</b>	<b>\$ 108,044</b>	
<b>Nonoperating Revenues</b>					
Payroll Taxes	36,179,910	3,014,993	1,832,123	(1,182,870)	Timing as peak is in August, Nov, Feb & May.
Self-employment Taxes	1,920,985	160,082	28,785	(131,297)	Timing. Relatively flat vs prior year same time.
State-in-Lieu	405,038	33,753	0	(33,753)	Timing. Self-employment taxes peak in April
Grant Assistance	7,700,000	641,667	0	(641,667)	Timing. Grant assistance is for PM (\$4.2M) & House Bill 2017 STIF (\$3.5M)
Miscellaneous	272,414	22,701	5,736	(16,965)	Roughly in line with budget. SAIF Year-end dividend of \$77K is the minor increase
Interest	286,696	23,891	24,821	930	
Sale of Assets	5,927	0	0	-	
<b>Total Non-operating</b>	<b>\$ 46,770,970</b>	<b>\$ 3,897,087</b>	<b>\$ 1,891,465</b>	<b>\$ (2,005,622)</b>	
<b>Total General Fund Resources</b>	<b>\$ 74,532,236</b>	<b>\$ 6,210,526</b>	<b>\$ 3,432,910</b>	<b>\$ (2,777,616)</b>	
<b>SPECIALIZED SERVICES FUND</b>					
Beginning Working Capital	498,262	41,522	12,220	(29,302)	Based on adopted budget estimate
Operating Revenues	6,139,964	511,664	23,552	(488,111)	Timing. Quarterly invoice (Oct). Mostly farebox cash in July
Transfer from the General Fund	3,011,212	250,934	250,934	-	As budgeted. Updated when CAFR published
<b>Total Resources</b>	<b>\$ 9,649,438</b>	<b>\$ 804,120</b>	<b>\$ 286,707</b>	<b>\$ (517,413)</b>	
<b>MEDICAID FUND</b>					
Beginning Working Capital	132,000	11,000	(30,763)	(41,763)	Based on adopted budget estimate
Operating Revenues	11,744,230	978,686	(0)	(978,686)	6 week lag between expenditure and claims reimbursement. Claims have not yet been submitted for July
Transfer from the General Fund	225,003	18,750	-	(18,750)	As budgeted
<b>Total Resources</b>	<b>\$ 12,101,233</b>	<b>\$ 1,008,436</b>	<b>\$ (30,763)</b>	<b>\$ (1,039,199)</b>	
<b>POINT2POINT FUND</b>					
Beginning Working Capital	541,981	45,165	29,332	(15,833)	Based on adopted budget estimate
Operating Revenues	1,089,339	90,778	16,100	(74,678)	Reimbursement timing. Quarterly reporting through June is in July followed by reimbursement in August. Most of P2P is grant funded. Expenditures through July total \$41K.
Transfer from the General Fund	-	-	-	-	As budgeted
<b>Total Resources</b>	<b>\$ 1,631,320</b>	<b>\$ 135,943</b>	<b>\$ 45,432</b>	<b>\$ (90,512)</b>	
<b>CAPITAL PROJECTS FUND</b>					
Beginning Working Capital	15,078,817	1,256,568	1,595,523	338,955	Based on adopted budget estimate
Grants	11,867,329	988,944	-	(988,944)	Only \$166K of expenditures through July. July drawdown has not yet been made
Transfer from the General Fund	-	-	-	-	As budgeted
<b>Total Resources</b>	<b>\$ 26,946,146</b>	<b>\$ 2,245,512</b>	<b>\$ 1,595,523</b>	<b>\$ (649,999)</b>	



Check History Listing

Check #	Date	Vendor	Check Amount
101698	08/01/2019	ACTION FINANCIAL SERVICES	350.02
101699	08/01/2019	AMERICAN FAMILY LIFE	1,509.07
101700	08/01/2019	ASSET RECOVERY GROUP, INC.	290.28
101701	08/01/2019	BATTERIES PLUS	2,637.00
101702	08/01/2019	BETHEL SCHOOL DISTRICT #52	12,385.17
101703	08/01/2019	CHAPTER 13 TRUSTEE	415.39
101704	08/01/2019	CINTAS CORPORATION	3,193.36
101705	08/01/2019	TRACY L ELLIS	326.00
101706	08/01/2019	ERGOFLEX CONSULTING, INC.	527.50
101707	08/01/2019	EUGENE WATER & ELECTRIC BOARD	636.12
101708	08/01/2019	FASTENAL COMPANY	306.84
101709	08/01/2019	HARVEY & PRICE COMPANY	3,711.00
101710	08/01/2019	KRISTIN KOKKELER	246.13
101711	08/01/2019	LIFEMAP ASSURANCE COMPANY	1,428.55
101712	08/01/2019	ROBIN A MAYALL	165.74
101713	08/01/2019	MCKENZIE SEW-ON	1,897.00
101714	08/01/2019	MED-TECH RESOURCES, INC.	484.04
101715	08/01/2019	MID-STATE INDUSTRIAL SERVICE	200.00
101716	08/01/2019	OFFICE DEPOT	301.39
101717	08/01/2019	OIL PRICE INFORMATION SERVICE	268.00
101718	08/01/2019	OREGON TRANSIT ASSOCIATION	21,000.00
101719	08/01/2019	READY ROOTER DRAIN CLEANING &	97.00
101720	08/01/2019	RG MEDIA COMPANY	833.44
101721	08/01/2019	SPECIAL DISTRICTS INSURANCE SV	1,362.85
101722	08/01/2019	SPRINGFIELD UTILITY BOARD	0.00
101723	08/01/2019	SPRINGFIELD UTILITY BOARD	1,899.71
101724	08/01/2019	STAPLES BUSINESS ADVANTAGE	882.18
101725	08/01/2019	WYATT'S TIRE COMPANY	996.50
101726	08/01/2019	THE AFTERMARKET PARTS COMPANY LLC	195.22
101727	08/01/2019	BUCK'S SANITARY SERVICE, INC.	91.50
101728	08/01/2019	C & K PETROLEUM EQUIPMENT CO,	127.00
101729	08/01/2019	CAIC PRIMARY	1,654.70
101730	08/01/2019	CHAVES CONSULTING, INC.	370.20
101731	08/01/2019	CUMMINS NORTHWEST, INC.	149.95
101732	08/01/2019	GRAINGER INC	1,961.09
101733	08/01/2019	JERRY'S HOME IMPROVEMENT CTR	159.36
101734	08/01/2019	LTD & ATU PENSION TRUST	112,756.69
101735	08/01/2019	LTD EMPLOYEES FUND	168.00
101736	08/01/2019	LTD SALARIED EMP. PENSION PLAN	15,473.81
101737	08/01/2019	MOHAVE AUTO PARTS, INC.	3,402.55
101738	08/01/2019	NORTH COAST ELECTRIC	57.36
101739	08/01/2019	PRE-PAID LEGAL SERVICES INC.	191.40
101740	08/01/2019	ROADRUNNER DELIVERY	434.70
101741	08/01/2019	TYREE OIL, INC.	76.30
101742	08/01/2019	UNITED WAY OF LANE COUNTY	595.00
101743	08/01/2019	WOODBURY ENERGY CO. INC.	97,846.57
101744	08/05/2019	CITY OF EUGENE	66,807.76
101745	08/05/2019	CITY OF EUGENE	7,200.00
101746	08/05/2019	LANE COUNTY SCHOOL DISTRICT4J	60,973.85
101747	08/05/2019	WILLAMALANE PARK & RECREATION	516.67
101748	08/05/2019	1996 LLC	15,122.58
101749	08/05/2019	BELL+FUNK	1,832.25
101750	08/05/2019	CB PACIFIC, INC.	1,657.10
101751	08/05/2019	HDR ENGINEERING, INC.	3,898.22

*SRTS Coordinator April-June 2018*

*Annual Dues FY19/20*

*2019 July diesel  
River Road Transit Implementation Plan  
SRTs Bike Safety classes*

*Handrail replacement at North  
Pheasant Station*



# Check History Listing

Check #	Date	Vendor	Check Amount
101752	08/08/2019	JONATHAN GLENN BOLDEN	1,056.00
101753	08/08/2019	CHARLES F. CLARKE	224.00
101754	08/08/2019	COMCAST	161.00
101755	08/08/2019	CROCKETTS INTERSTATE TOWING	250.00
101756	08/08/2019	DISH NETWORK	117.03
101757	08/08/2019	EUGENE WATER & ELECTRIC BOARD	1,135.23
101758	08/08/2019	LLC FUSSY'S @ VALLEY RIVER PLAZA	37.90
101759	08/08/2019	HAPS MASONRY, INC.	3,958.00
101760	08/08/2019	HEYMAN'S ENTERPRISES, LTD	32.50
101761	08/08/2019	KAISER BRAKE & ALIGNMENT INC.	121.90
101762	08/08/2019	KERNUTT STOKES	301.00
101763	08/08/2019	MCKENZIE SEW-ON	3,206.25
101764	08/08/2019	MERCURY ASSOCIATES, INC.	10,408.00
101765	08/08/2019	NORTHWEST NATURAL GAS	1,166.89
101766	08/08/2019	PACIFICSOURCE ADMINISTRATORS,	327.00
101767	08/08/2019	RAYMOND HANDLING CONCEPTS CORP	123,369.00
101768	08/08/2019	SANIPAC	1,199.19
101769	08/08/2019	SPRINGFIELD UTILITY BOARD	17,190.14
101770	08/08/2019	WHA INSURANCE AGENCY, INC.	682.65
101771	08/08/2019	WYATT'S TIRE COMPANY	1,542.50
101772	08/08/2019	THE AFTERMARKET PARTS COMPANY LLC	1,422.23
101773	08/08/2019	AIVIA CORPORATION	8,455.00
101774	08/08/2019	CB PACIFIC, INC.	1,371.15
101775	08/08/2019	CUMMINS NORTHWEST, INC.	473.02
101776	08/08/2019	DUNCAN AND BROWN, LLC	800.00
101777	08/08/2019	ENERDEL, INC.	45,500.00
101778	08/08/2019	JERRY'S HOME IMPROVEMENT CTR	182.90
101779	08/08/2019	MODA HEALTH	27,924.78
101780	08/08/2019	PACIFIC POWER GROUP, LLC	3,040.06
101781	08/08/2019	VISION SERVICE PLAN	4,546.10
101782	08/08/2019	WANNAMAKER CONSULTING, INC.	320.00
101783	08/09/2019	GCAP SERVICES, INC.	453.75
101784	08/15/2019	A-1 AUTO GLASS	191.85
101785	08/15/2019	ACTION FINANCIAL SERVICES	304.53
101786	08/15/2019	ALTERNATIVE WORK CONCEPTS	13,623.00
101787	08/15/2019	AMAL TRANSIT UNION #757	15,450.34
101788	08/15/2019	ASSET RECOVERY GROUP, INC.	274.91
101789	08/15/2019	CHAPTER 13 TRUSTEE	415.39
101790	08/15/2019	CINTAS CORPORATION	1,629.72
101791	08/15/2019	KERRY K COOPER	213.00
101792	08/15/2019	RAYMOND D COVEY	890.03
101793	08/15/2019	CRITERIA CORP	7,400.00
101794	08/15/2019	CROCKETTS INTERSTATE TOWING	350.00
101795	08/15/2019	ERGO FLEX CONSULTING, INC.	155.00
101796	08/15/2019	EUGENE WATER & ELECTRIC BOARD	0.00
101797	08/15/2019	EUGENE WATER & ELECTRIC BOARD	8,120.63
101798	08/15/2019	MARCUS BRIAN HECKER	429.00
101799	08/15/2019	MARK JOHNSON	486.00
101800	08/15/2019	LIFEMAP ASSURANCE COMPANY	15,545.33
101801	08/15/2019	NEOPART TRANSIT LLC	1,020.27
101802	08/15/2019	NORTHWEST NATURAL GAS	102.99
101803	08/15/2019	PACIFICSOURCE ADMINISTRATORS,	327.00
101804	08/15/2019	PETERSON MACHINERY CO.	1,880.98
101805	08/15/2019	SHANNON J PHILLIPS	213.00

*Fleet Maintenance Consulting Svc*

*3 GEM electric MOD Vehicles*

*Electricity & water*

*Director's Retreat Facilitator*

*Battery Pack for maintenance*

*Union Dues*

*Subscription for pre-hire assessments*

*August Life Insurance & ADD*



Check History Listing

Check #	Date	Vendor	Check Amount
101806	08/15/2019	PIVOT ARCHITECTURE	5,364.87
101807	08/15/2019	KATE REID	53.01
101808	08/15/2019	ROWELL BROKAW ARCHITECTS,PC <i>SCTS Design Architecture</i>	81,674.03
101809	08/15/2019	SANIPAC <i>SUES</i>	2,829.95
101810	08/15/2019	ALLEN AUBREY SHIPP	890.03
101811	08/15/2019	SOCIAL BICYCLES LLC	1,000.00
101812	08/15/2019	SPECIAL DISTRICTS INSURANCE SV	75.00
101813	08/15/2019	SPRINGFIELD MOTORS, INC.	220.11
101814	08/15/2019	SPRINGFIELD UTILITY BOARD	227.96
101815	08/15/2019	WYATT'S TIRE COMPANY	800.50
101816	08/15/2019	THE AFTERMARKET PARTS COMPANY LLC	0.00
101817	08/15/2019	THE AFTERMARKET PARTS COMPANY LLC <i>Parts</i>	14,062.19
101818	08/15/2019	AIVIA CORPORATION	371.00
101819	08/15/2019	BPA VEBA-HRA SERVICES	84.00
101820	08/15/2019	CITY OF COTTAGE GROVE <i>MOD Pilot</i>	18,487.79
101821	08/15/2019	CUMMINS NORTHWEST, INC.	2,336.13
101822	08/15/2019	DEPARTMENT OF HUMAN SERVICES <i>Non med Waivered transp.</i>	23,914.95
101823	08/15/2019	EUROFINS ANA LABORATORIES, INC	578.20
101824	08/15/2019	GILLIG CORPORATION	0.00
101825	08/15/2019	GILLIG CORPORATION	7,113.19
101826	08/15/2019	GOOD COMPANY LLC	362.50
101827	08/15/2019	JERRY'S HOME IMPROVEMENT CTR	185.85
101828	08/15/2019	LTD & ATU PENSION TRUST	109,490.91
101829	08/15/2019	LTD SALARIED EMP. PENSION PLAN	109,065.97
101830	08/15/2019	MODA HEALTH	10,328.50
101831	08/15/2019	MUNCIE TRANSIT SUPPLY	633.05
101832	08/15/2019	NINFA'S ELITE CORPORATION <i>July Sanitorial</i>	69,137.36
101833	08/15/2019	ONE CALL CONCEPTS, INC.	67.20
101834	08/15/2019	PACIFIC POWER GROUP, LLC	11,739.34
101835	08/15/2019	PACIFICSOURCE HEALTH PLANS	562,855.10
101836	08/15/2019	RICON CORPORATION	408.61
101837	08/15/2019	SPRAGUE PEST SOLUTIONS	115.00
101838	08/15/2019	UNITED WAY OF LANE COUNTY	595.00
101839	08/15/2019	UPWARD, INC.	12,611.00
101840	08/22/2019	A-1 FIRE PROTECTION	125.00
101841	08/22/2019	CINTAS CORPORATION	3,211.12
101842	08/22/2019	EUGENE WATER & ELECTRIC BOARD	1,104.14
101843	08/22/2019	LYDIA FABIAN	150.00
101844	08/22/2019	FASTENAL COMPANY	505.98
101845	08/22/2019	HANNAH MOTOR COMPANY	875.52
101846	08/22/2019	HARVEY & PRICE COMPANY	1,871.00
101847	08/22/2019	IMPERIAL COLLEGE PROJECTS LTD <i>ABBG membership FY20</i>	23,250.00
101848	08/22/2019	MARK JOHNSON	137.00
101849	08/22/2019	KAISER BRAKE & ALIGNMENT INC.	246.90
101850	08/22/2019	KUHN INVESTMENTS, INC. <i>Rhody Express &amp; Florence Yachts</i>	22,880.16
101851	08/22/2019	OFFICE DEPOT	154.07
101852	08/22/2019	PACIFICSOURCE ADMINISTRATORS,	687.00
101853	08/22/2019	SPAN ENTERPRISES	1,330.00
101854	08/22/2019	SPECIAL DISTRICTS INSURANCE	196.00
101855	08/22/2019	SPRINGFIELD MOTORS, INC.	45.25
101856	08/22/2019	SPRINGFIELD UTILITY BOARD	704.91
101857	08/22/2019	STAPLES BUSINESS ADVANTAGE	742.86
101858	08/22/2019	THOMSON REUTERS - WEST	162.68
101859	08/22/2019	XPO LOGISTICS FREIGHT, INC	318.77



Check History Listing

Check #	Date	Vendor	Check Amount
101860	08/22/2019	CHAVES CONSULTING, INC.	370.20
101861	08/22/2019	EAN HOLDINGS, LLC	6,821.67
101862	08/22/2019	GOOD COMPANY LLC	145.00
101863	08/22/2019	GRAINGER INC	753.84
101864	08/22/2019	JERRY'S HOME IMPROVEMENT CTR	243.53
101865	08/22/2019	JLA PUBLIC INVOLVEMENT	3,219.39
101866	08/22/2019	MODA HEALTH	10,356.00
101867	08/22/2019	MOHAVE AUTO PARTS, INC.	166.99
101868	08/22/2019	MOTION & FLOW CONTROL PRD, INC	307.11
101869	08/22/2019	AKA: SENIOR WHEELS, INC. SOUTH LANE WHEELS	4,702.96
101870	08/22/2019	TAC TRANSPORTATION, INC. <i>Diamond Express &amp; Oakridge</i>	16,868.57
101871	08/22/2019	THORP, PURDY, JEWETT, URNESS,	7,670.00
101872	08/22/2019	TOUCHPOINT NETWORKS LLC	180.00
101873	08/22/2019	TYREE OIL, INC.	721.60
101874	08/22/2019	UPWARD, INC.	10,287.00
101875	08/22/2019	WANNAMAKER CONSULTING, INC.	2,360.00
101876	08/22/2019	WOODBURY ENERGY CO. INC. <i>Diesel</i>	103,211.75
101877	08/26/2019	CHARLES F. CLARKE	600.00
101878	08/29/2019	A-1 AUTO GLASS	191.85
101879	08/29/2019	ACTION FINANCIAL SERVICES	355.95
101880	08/29/2019	ASSET RECOVERY GROUP, INC.	456.78
101881	08/29/2019	BARRETT BUSINESS SERVICES INC	1,320.00
101882	08/29/2019	CHAPTER 13 TRUSTEE	415.39
101883	08/29/2019	CINTAS CORPORATION	2,077.00
101884	08/29/2019	TRACY L ELLIS	100.35
101885	08/29/2019	ERGOFLEX CONSULTING, INC.	212.25
101886	08/29/2019	EUGENE WATER & ELECTRIC BOARD	850.85
101887	08/29/2019	FASTENAL COMPANY	331.67
101888	08/29/2019	FEI TESTING & INSPECTION, INC.	1,052.75
101889	08/29/2019	HEYMAN'S ENTERPRISES, LTD	56.60
101890	08/29/2019	INDUSTRIAL FINISHES	30.95
101891	08/29/2019	MCKENZIE SEW-ON	2,052.50
101892	08/29/2019	MED-TECH RESOURCES, INC.	461.86
101893	08/29/2019	OFFICE DEPOT	120.52
101894	08/29/2019	OREGON DEPARTMENT OF REVENUE	587.42
101895	08/29/2019	PETERSON TRUCKS INC.	1,439.81
101896	08/29/2019	RG MEDIA COMPANY	522.25
101897	08/29/2019	SPRINGFIELD UTILITY BOARD	533.83
101898	08/29/2019	SPRINGFIELD UTILITY BOARD	4,815.00
101899	08/29/2019	THERMO KING NORTHWEST, INC.	2,020.89
101900	08/29/2019	VB-S-1 ASSETS, LLC <i>Radio Tower Site User Fees (Ridesource)</i>	1,566.62
101901	08/29/2019	VERIZON WIRELESS	15,618.78
101902	08/29/2019	FRANK D WILSON	266.00
101903	08/29/2019	WYATT'S TIRE COMPANY	28,106.82
101904	08/29/2019	THE AFTERMARKET PARTS COMPANY LLC	0.00
101905	08/29/2019	THE AFTERMARKET PARTS COMPANY LLC	19,774.73
101906	08/29/2019	AUDIOSEARS CORPORATION	501.00
101907	08/29/2019	BEDFORD FALLS, LLC	10,000.00
101908	08/29/2019	INC. CONSOLIDATED STORAGE COMPANIES <i>V-Grip Wire Shelving</i>	22,633.71
101909	08/29/2019	CUMMINS NORTHWEST, INC. <i>Bus Parts</i>	25,817.60
101910	08/29/2019	GILLESPIE DECALS, INC.	255.03
101911	08/29/2019	GILLIG CORPORATION	0.00
101912	08/29/2019	GILLIG CORPORATION	14,610.28
101913	08/29/2019	GRAINGER INC	56.27



# Check History Listing

Check #	Date	Vendor	Check Amount
101914	08/29/2019	JERRY'S HOME IMPROVEMENT CTR	117.54
101915	08/29/2019	LTD & ATU PENSION TRUST	109,882.65
101916	08/29/2019	LTD SALARIED EMP. PENSION PLAN	15,530.03
101917	08/29/2019	MODA HEALTH	2,397.63
101918	08/29/2019	MUNCIE TRANSIT SUPPLY	1,085.50
101919	08/29/2019	NORTH COAST ELECTRIC	422.72
101920	08/29/2019	PACIFIC POWER GROUP, LLC	5,688.02
101921	08/29/2019	RICON CORPORATION	120.10
101922	08/29/2019	ROADRUNNER DELIVERY	455.40
101923	08/29/2019	ROMAINE ELECTRIC CORP	279.00
101924	08/29/2019	SITECRAFTING, INC.	400.00
101925	08/29/2019	THORP, PURDY, JEWETT, URNESS,	2,521.20
101926	08/29/2019	UNITED WAY OF LANE COUNTY	595.00
91090119	08/31/2019	BENEFIT PLANS ADMIN SVCS, LLC	30,325.00
92090119	08/31/2019	BENEFIT PLANS ADMIN SVCS, LLC	15,040.00
93080319	08/07/2019	BENEFIT PLANS ADMIN SVCS, LLC	26,537.23
803242546	08/02/2019	VALIC %CHASE BANK OF TEXAS	80,113.03
803259998	08/16/2019	VALIC %CHASE BANK OF TEXAS	99,416.69
803276650	08/30/2019	VALIC %CHASE BANK OF TEXAS	86,631.67
803430328	08/16/2019	INTERNAL REVENUE SERVICE-EFTPS	190,348.29
803753728	08/30/2019	OREGON DEPARTMENT OF REVENUE	48,989.83
805988864	08/17/2019	OREGON DEPARTMENT OF REVENUE	115.37
811314432	08/31/2019	OREGON DEPARTMENT OF REVENUE	540.52
811523508	08/30/2019	MASS MUTUAL FINANCIAL GROUP <i>Det Comp</i>	3,391.54
812275708	08/02/2019	MASS MUTUAL FINANCIAL GROUP	3,457.88
812282009	08/02/2019	BANK OF AMERICA	31.48
812282014	08/02/2019	BANK OF AMERICA	2,226.62
812282015	08/02/2019	BANK OF AMERICA	2,315.65
816010708	08/16/2019	MASS MUTUAL FINANCIAL GROUP	3,384.16
824456709	08/03/2019	INTERNAL REVENUE SERVICE-EFTPS	3,646.63
844156672	08/03/2019	OREGON DEPARTMENT OF REVENUE	743.21
846580736	08/16/2019	OREGON DEPARTMENT OF REVENUE	50,924.36
850110494	08/17/2019	INTERNAL REVENUE SERVICE-EFTPS	1,786.97
851193579	08/02/2019	OREGON DEPARTMENT OF JUSTICE	2,040.50
851538595	08/02/2019	INTERNAL REVENUE SERVICE-EFTPS	187,556.45
852179641	08/16/2019	OREGON DEPARTMENT OF JUSTICE	2,040.50
853796950	08/30/2019	INTERNAL REVENUE SERVICE-EFTPS	183,302.92
882843648	08/02/2019	OREGON DEPARTMENT OF REVENUE	50,116.32
894380880	08/31/2019	INTERNAL REVENUE SERVICE-EFTPS	2,112.50
<b>255 Checks</b>			<b>\$3,453,273.94</b>

# LTD CIP 2019

## LTD CIP PHASE DEFINITIONS

Project Phase Definitions	
Business Case Justification	Identification of project need, including vetting against the 8 criteria, proposed funding sources, spend budget, timeline, ongoing incremental resources and costs
Secure Funding	Grant funding application through grant award, approval through CIP and budget processes
Project Initiation	RFP and other procurement processes, stakeholder identification
Planning	Concept, public engagement, analysis
Environmental Process	Environmental assessment, demonstrating federal NEPA requirements are met
Design	Schematics, design development
Acquisition	Product or service deliver inclusive of real estate, buses, etc. Includes testing and final acceptance. May come before or after Build, Construction and Assemble phase
Build, Construction, Assemble	Includes construction, permitting, building, awaiting delivery. May come before or after Acquisition phase.
Rollout, Commissioning, Active	Go live on a software project, occupancy, revenue service, etc.
Project Closeout	Closeout activities, final payment, post-mortems



# LTD CIP 2019

## PROJECT DESCRIPTIONS

Santa Clara Transit Station - Key: 20947

#17-SCTSTA-0301005

FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
5307 Formula - 1738-2018-1	3,000,000	3,000,000	FY 2017-2021	Planning
STBG	600,000	600,000		
ConnectOregon - 31655	3,000,000	2,476,210		
LTD Match	3,700,000	3,570,739		
<b>Total Project</b>	<b>10,300,000</b>	<b>9,646,949</b>		

Construct new station near Hunsaker Lane and River Road in Eugene, including a Park & Ride. The new facility will accommodate both regular and EmX service, reducing operational delays and improving the customer experience. The project continues to progress as scheduled. Project Staff provided FTA with NEPA documents for the project, as well as a status update during the reporting period.

# LTD CIP 2019

## PROJECT DESCRIPTIONS

### Improvement Projects - Frequent Transit Network

EmX Franklin Blvd Phase 1 Transit Stations				#19-FKLNST-0301010
FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
LTD Match	287,000	222,705	FY 2019	Build, Construction, Assemble
ConnectOregon - 30139	648,000	458,235		
<b>Total Project</b>	<b>935,000</b>	680,940		

Construct two EmX stations (one for either direction of travel) within the City of Springfield's revised roadway layout. **The project is progressing as scheduled.**

Main-McVay Transit Study - Key: 19776				#19-M/McTS-0301011
FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
LTD Match	245,542	24,608	FY 2013-2021	Planning
5339 - OR-39-0007	750,000	0		
FHWA Transfer 5307 - OR-2018-035-00	315,000	215,002		
<b>Total Project</b>	<b>1,310,542</b>	239,610		

LTD is working in partnership with the City of Springfield to identify the highest priority transit capital improvements along the Main Street Corridor in coordination with the City of Springfield's Main Street Safety Project. **The project is progressing as scheduled.**

River Road Transit Community Implementation Plan - Key: 20988				#19-RRTCIP-0301012
FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
LTD Match	34,200	34,200	FY 2019	Build, Construction, Assemble
TOD - OR-2017-019-00	450,000	450,000		
City of Eugene	79,800	79,800		
<b>Total Project</b>	<b>564,000</b>	564,000		

Collaborative effort between the City of Eugene and LTD to enable transit-oriented development along the River Road Corridor. **The project is progressing as scheduled.**

# LTD CIP 2019

## PROJECT DESCRIPTIONS

West Eugene EmX Extension - Key: 16779			#12-WEEEXT-0301013	
FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
LTD Match	3,600,000	128,778	FY 2012-2019	Project Close-out
ConnectOregon	2,866,645	515,112		
5307-Formula - 1738-2018-2	1,600,000	1,600,000		
Oregon Lottery	17,800,000	581,627		
Federal Small Starts	75,000,000	0		
<b>Total Project</b>	<b>100,866,645</b>	<b>2,825,517</b>		

Design, engineering, construction, and the purchase of vehicles for the West Eugene EmX Extension. The extension of the EmX Green Line from the Eugene Station to West 11th Avenue west of Commerce Street, which opened for service in September 2017. **LTD processed the final State disbursement request for the remaining City of Eugene invoices recently paid which will facilitate the reconciliation necessary to initiate project/grant closeout.**

MovingAhead System - Key: 18862			#19-MOVAHD-0301014	
FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
LTD Match	263,245	60,711	FY 2019	Planning
FHWA Transfer 5307- OR-2018-025-00	2,300,000	530,439		
<b>Total Project</b>	<b>2,563,245</b>	<b>591,150</b>		

MovingAhead is a cooperative effort of the City of Eugene, LTD, and regional partners in the community to determine what improvements are needed on some of our most important transportation corridors. **The project is progressing as scheduled.**

FTN Safety and Amenity Improvements - Key: 21404			#20-FTNSAI-0301015	
FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
LTD Match	164,375	164,375	FY 2020-2022	Planning
STBG	475,000	475,009		
CMAQ	525,000	525,000		
<b>Total Project</b>	<b>1,164,375</b>	<b>1,164,384</b>		

Using results of the Pedestrian Network Analysis (a study that is part of the Comprehensive Operations Analysis called Transit Tomorrow), implement various safety and amenity improvements along the Frequent Transit Network (FTN). **Activities necessary in order to process the required request to transfer FHWA funds to FTA are in progress.**

# LTD CIP 2019

## PROJECT DESCRIPTIONS

### Improvement Projects - Technology Infrastructure & Systems

Software - NOVUS Modules			#19-NOVUSM-0301018	
FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
ICAM Federal Grant	240,000		FY 2019	Secure Funding
Trillium Innovation Grant	160,000			
<b>Total Project</b>	<b>400,000</b>			

Software in support of the RideSource center, allocated to purchase the Passenger Portal module in NOVUS. This module will allow RideSource customers to book their own rides in a secure web page. This will free up call center resources and provide a greatly enhanced user experience for our customers. They will also be able to book rides at times when the call center is not open. Call center space is currently very constrained with no room to seat more customer service representatives. This software has the potential to alleviate the problems with finding more space for staff. **LTD was not a selected recipient for funding under the Trillium Community Health Plan Innovation Fund. Alternative funding will continue to be explored.**

# LTD CIP 2019

## PROJECT DESCRIPTIONS

### Improvement Projects - Non-Capital Projects

#### Comprehensive Operations Analysis - Key: 21173 #19-COMPOA-0301019

FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
LTD Match	638,982	638,982	FY 2019	Planning
STBG - 1738-2018-9	53,838	53,838		
<b>Total Project</b>	<b>692,820</b>	692,820		

Called "Transit Tomorrow", this is a detailed study of a transit system designed to identify existing strengths, areas for improvements, and options to improve and increase usage. **The project is progressing as scheduled.**

#### Communications Assessment #19-COMASS-0301020

FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
General Fund	150,000	150,000	FY 2019 - 2020	Planning
<b>Total Project</b>	<b>150,000</b>	150,000		

A detailed study of LTD's communications structure and systems to identify strengths, areas for improvement, and options to increase efficiency and effectiveness. **The project is progressing as scheduled.**

#### STIF Grant Administration #19-STIFGA-0301023

FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
2017 State Transportation Improvement Fund	2,640,000	2,640,000	FY 2019 - 2028	Secure Funding
<b>Total Project</b>	<b>2,640,000</b>	2,640,000		

Reflects 10-year estimate of LCOG and LTD costs for overall administration of STIF program. Includes the outreach and recommendation, monitoring, reporting, and other administration activities. **The project is progressing as scheduled. The actual grant application was submitted May 1, 2019; approval of the plan as submitted has not yet been received.**

# LTD CIP 2019

## PROJECT DESCRIPTIONS

### State of Good Repair - Fleet

Accessible Services Vehicle Replacement - Keys: #19-ASVEHR-0302012  
19106/19107/19485/19381/21003

FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
LTD Match	149,790	36,138	FY 2019	Acquisition
ODOT 32010 - STF/FY18	7,043	0		
ODOT 32197 - 5310	61,534	0		
5310 - OR-16-X045	304,871	52,859		
5310 - OR-2017-026-00	232,854	74,729		
5309 - OR-04-0049	214,057	46,049		
<b>Total Project</b>	<b>970,149</b>	209,775		

The purchase of replacement and expansion vehicles for the provision of metro Accessible Services such as the American with Disabilities Act complementary paratransit service. **The project is progressing as scheduled; the vehicles funded by the various specified grants have been received.**

Diamond Express Vehicle - Key: 20990 #19-DMXVEH-0302013

FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
ODOT - 31455	169,069	0	FY 2019	Acquisition
ODOT 32010 STF - out of district	34,629	0		
Local - City of Oakridge	130,000	130,000		
<b>Total Project</b>	<b>333,698</b>	130,000		

The replacement of the highly problematic Diamond Express vehicle, currently being covered by an old 300 series bus. The communities of Oakridge and Westfir have come to depend on Diamond Express to access the metro area. The service acts as a lifeline and connects residents to local hospitals, shopping, schools, and employment. **The project is progressing as scheduled; the Purchase Order for the replacement vehicle has been issued.**

Florence/Yachats Vehicle - Key: 20987 #19-F/YVEH-0302014

FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
STF - 31386	10,270	0	FY 2019	Acquisition
ODOT 31675 - 5311	89,730	0		
<b>Total Project</b>	<b>100,000</b>	0		

This vehicle is being paid for by a special one-off ODOT grant especially for this program. This vehicle will be a connector for Yachats and Florence. It will help the Yachats community have more access to medical care, education, and services for daily living. **As previously reported, the replacement vehicle has been received. This project has been completed.**

# LTD CIP 2019

## PROJECT DESCRIPTIONS

Five 40-foot Electric Buses (No/Low) - Key: 21155 #20-40FTEV-0302019

FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
LTD Match	609,890	588,516	FY 2020	Project Initiation
5339 - OR-2018-012-00	3,479,675	3,415,550		
STIF	550,000	550,000		
<b>Total Project</b>	<b>4,639,565</b>	4,554,066		

Procurement of five additional 40-foot electric buses to replace aging fleet. The project is progressing as scheduled. Although project staff had worked on a RFP; the project team, with concurrence from LTD management, has opted to utilize the State of Washington contract which is expected to be executed in September. As previously reported, LTD continues to work with a consultant on the deployment of the electric buses.

Five 40-foot Buses in 2019 - Keys: 18755/17336 #19-40FT19-0302020

FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
LTD Match	852,745	852,721	FY 2019	Acquisition
5307 - OR-95-X055-02	2,072,328	2,072,328		
5339 - OR-2017-015-00	943,814	943,625		
5337 - OR-2017-016-00	331,113	331,113		
<b>Total Project</b>	<b>4,200,000</b>	4,199,787		

Procurement of five 40-foot electric buses in fiscal year 2019 to replace aging fleet. The project is progressing as scheduled. Two BYD buses are in revenue service; two additional buses have been delivered but have yet to be accepted for service.

Fleet Procurement Plan - Key: 21388 #19-FLTPRP-0302021

FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
LTD Match	14,307	14,307	FY 2019	Secure Funding
STBG	125,000	125,000		
<b>Total Project</b>	<b>139,307</b>	139,307		

Transit vehicles have a lifespan of approximately 12 years. As LTD considers further electrification of its fleet, as well as other fuel types, it will need to determine how to make that transition and what types of vehicles will allow it to continue to provide high-quality service to the community while lowering its environmental impact and controlling operating and maintenance costs. This plan will assist LTD in strategically investing in its fleet during this transition period and also in understanding what mix of vehicle types will maximize operational capacity in the long run. The Fleet Procurement Plan will also help LTD to understand when the capital costs of replacing transit vehicles is more cost effective than maintaining older vehicles. Activities necessary in order to process the required request to transfer FHWA funds to FTA are in progress.

# LTD CIP 2019

## PROJECT DESCRIPTIONS

Electric Bus Fleet Procurement - Key: 21389 #19-EBUSPR-0302022

FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
LTD Match	168,673	168,673	FY 2019-2021	Secure Funding
CMAQ	1,000,000	1,000,000		
<b>Total Project</b>	<b>1,168,673</b>	<b>1,168,673</b>		

Transit vehicles have a lifespan of approximately 12 years. In its effort to be fiscally responsible, LTD has maintained many of its vehicles beyond 12 years. However, as vehicles age, maintenance costs increase, and this increase eventually offsets any savings generated by delaying the purchase of new vehicles. Many of LTD's vehicles are at the appropriate point in their lifespan to consider replacement.

LTD's Community Investment Plan identifies more than \$30,000,000 in vehicle replacement needs during the FFY18-21 grant period. Therefore, LTD is requesting \$1,000,000 in STBG funds to assist in the purchasing of two 40-foot, all-electric, transit buses. Each 40-foot, all-electric bus is expected to cost approximately \$850,000 for a total project cost of approximately \$1,700,000. **Activities necessary in order to process the required request to transfer FHWA funds to FTA are in progress.**

Replacement Parts - ACM - Key: 21326 #19-ACMPTS-0302023

FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
LTD Match	175,560	175,560	FY 2019-2021	Project Initiation
5307 Formula - 1738-2018-8	702,240	702,240		
<b>Total Project</b>	<b>877,800</b>	<b>877,800</b>		

The purchase of replacement parts that are failing and/or unreliable as they have reached the end of their useful lives. **This Associated Capital Maintenance (ACM) grant will be used for major bus components consistent with the provisions specified in the FTA circular (9030.1E).** The grant application is in progress.

Spare Parts for Tooling for 16200 Series Buses - Key: 17959 #19-TOOLSP-0302024

FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
LTD Match	67,467	40,035	FY 2019	Rollout, Commissioning, Active
5309 - OR-04-0038	269,869	160,142		
<b>Total Project</b>	<b>337,336</b>	<b>200,177</b>		

Procurement of spare parts, tooling, and training for 16200 series 2016 New Flyer buses. **The project is progressing as scheduled. LTD received several items that had been ordered and processed an additional PO an essential training module that will facilitate maintaining these vehicles in a state of good repair.**



# LTD CIP 2019

## PROJECT DESCRIPTIONS

Five 60-foot Diesel Bus Procurement - Keys: 20950/21339

#19-60FTDL-0302025

FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
LTD Match	786,127	785,947	FY 2019	Acquisition
5339 - 1738-2018-3	967,350	967,350		
5339 - OR-2016-020-00	582,947	582,947		
5309 - OR-03-0122-01	1,336,346	1,335,626		
5337 - 1738-2018-3	257,871	257,871		
<b>Total Project</b>	<b>3,930,641</b>	3,929,741		

Procurement of five 60-foot diesel buses will replace the oldest 60-foot subfleet, four of which are no longer usable for revenue service and the fifth one is used sparingly because of ongoing mechanical issues. **The project is progressing as scheduled and the Purchase Order has been issued to New Flyer of America.**

One 40-foot Diesel/Hybrid Bus - Key: 20951

#19-40FTDH-0302026

FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
LTD Match	114,011	113,876	FY 2019	Acquisition
5339 - OR-2018-021-00	646,062	645,297		
<b>Total Project</b>	<b>760,073</b>	759,173		

Procurement of one 40-foot diesel/hybrid bus to help relieve the pressure of using part of LTD's contingency bus fleet in revenue service. These contingency buses range in age from 15 years to 19 years. **The project is progressing as scheduled and the Purchase Order has been issued to New Flyer of America.**

# LTD CIP 2019

## PROJECT DESCRIPTIONS

### Preventative Maintenance

Preventative Maintenance - Key: 19377				#19-PREVMN-0103001
FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
5307 Formula - OR-2018-023	5,040,000	0	FY 2019	Rollout, commissioning, active
General Fund	1,260,000	0		
<b>Total Project</b>	<b>6,300,000</b>	0		

Preventative maintenance on federal assets to improve their performance, safety and longevity. While the PM project is ongoing, all funds under this particular grant have been exhausted. The grant closeout is in progress.

# LTD CIP 2019

## PROJECT DESCRIPTIONS

### Specialized Services - Out-of-District

#### Rural ADA Fleet Preventative Maintenance - Key: 20985 #19-ODRFLT-0154001

FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
ODOT 32197 - 5310	42,000	0	FY 2019	Rollout, Commissioning, Active
ODOT 31386 - STF/State	4,400	0		
ODOT 32010 - STF	4,807	0		
<b>Total Project</b>	<b>51,207</b>	<b>0</b>		

Out-of-district paratransit and rural fleet preventative maintenance. While this project is ongoing, this particular grant has been closed.

#### Diamond Express Preventative Maintenance - Key: 20985 #19-DMEXPM-0154002

FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
ODOT 31971 - 5311		0	FY 2019	Rollout, Commissioning, Active
General Fund	5,136	0		
<b>Total Project</b>	<b>5,136</b>	<b>0</b>		

Diamond Express preventative maintenance. While this project is ongoing, this particular grant has been closed.

#### Florence/Yachats Pilot - Key: 21006 #19-F/YACH-0154003

FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
ODOT 31386 - STF/State	285,710	0	FY 2019	Rollout, Commissioning, Active
General Fund (in kind)	12,550	10,352		
<b>Total Project</b>	<b>298,260</b>	<b>10,352</b>		

Twelve-month pilot project operations connecting Florence and Yachats to provide public transportation along the only unserved gap along the entire West Coastal highway. While this project is ongoing, this particular grant has been closed.

#### Oakridge Diamond Express - Key: 21005 #19-OAKDMX-0154004

FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
Farebox	69,329	9,627	FY 2019	Rollout, Commissioning, Active
Local Funds (City of Oakridge)	24,000	0		
Transit Network/Intercity Connection - ODOT 31971	167,628	0		
ODOT 32010 - STF	167,628	0		
<b>Total Project</b>	<b>428,585</b>	<b>9,627</b>		

Operations in and between Oakridge and Metro area. While this project is ongoing, this particular grant has been closed.

# LTD CIP 2019

## PROJECT DESCRIPTIONS

Rhody Express - Key: 21007			#19-RHDYXP-0154005	
FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
Local Funds (City of Florence)	60,000	0	FY 2019	Rollout, Commissioning, Active
Farebox	13,000	0		
ODOT 31923 - 5311	160,056	0		
ODOT 32010 - STF	122,540	0		
<b>Total Project</b>	<b>355,596</b>	0		

The Rhody Express is a local shuttle service within the city limits of Florence (plus a stop at the local tribal casino four miles outside the city limits) that is operated by River Cities Taxi. While this project is ongoing, this particular grant has been closed.

### Specialized Services - In District

Metro ADA Fleet Preventative Maintenance - Key: 20985			#19-A&RFLT-0154006	
FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
ODOT 32197 - 5310	559,910	0	FY 2019	Rollout, Commissioning, Active
ODOT 32010 - STF	64,085	0		
<b>Total Project</b>	<b>623,995</b>	0		

In-District paratransit fleet preventative maintenance. While this project is ongoing, this particular grant has been closed.

Crucial Connections - Key: 20995			#19-CRUCON-0154007	
FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
ODOT 32197 - 5310	8,972	0	FY 2019	Rollout, Commissioning, Active
ODOT 32010 - STF	1,027	0		
<b>Total Project</b>	<b>9,999</b>	0		

Transportation to relieve an immediate (non-emergency) or evolving situation when no other transportation option can be identified; offers quick relief to allow time to formulate long-term resolution. Crucial Connections pays for a limited number of trips that are situation specific and is administered through RideSource. While this project is ongoing, this particular grant has been closed.

DD Services			#19-DDSRVC-0154008	
FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
Federal Funds through DHS	1,800,000	302,376	FY 2019	Rollout, Commissioning, Active
General Funds	612,000	217,192		
<b>Total Project</b>	<b>2,412,000</b>	519,568		

Transportation for eligible individuals who receive vocational benefits through Lane County Developmental Disabilities Services. Provides transportation to/from home and work. This is shared cost service offered through the RideSource Call Center. While this project is ongoing, this particular grant has been closed.

# LTD CIP 2019

## PROJECT DESCRIPTIONS

### Lane County Coordination Mobility Management - Key: 21001 #19-MOBMGT-0154009

FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
ODOT 32197 - 5310	297,313	0	FY 2019	Rollout, Commissioning, Active
ODOT 32010 - STF	34,029	0		
<b>Total Project</b>	<b>331,342</b>	<b>0</b>		

LTD oversees the coordination of transportation and transportation eligibility across a variety of transportation programs, including ADA paratransit, Medicaid Medical (NEMT) and Non-Medical, Veterans Transportation, and Crucial Connections (gap-based transportation) under its Mobility Management Program. Transportation eligibility assessments are conducted mostly in the homes of participants by a trained transportation coordinator. Assessments are conducted through three agencies, coordinated by Lane Council of Governments: LCOG Senior & Disability Services, White Bird Clinic, and Alternative Work Concepts. **While this project is ongoing, this particular grant has been closed.**

### Mental Health and Homeless - Key: 20995 #19-MENH&H-0154010

FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
ODOT 32197 - 5310	176,499	0	FY 2019	Rollout, Commissioning, Active
ODOT 32010 - STF	20,201	0		
<b>Total Project</b>	<b>196,700</b>	<b>0</b>		

Mental health transportation services in partnership with White Bird Clinic provides basic transportation for clients experiencing severe, persistent mental illness who are elderly, veterans, unhoused, and at/or below the national poverty level. The service is cost effective to the community by reducing crisis care for clients. **While this project is ongoing, this particular grant has been closed.**

### Metro ADA Ops and Shopper Services - Key: 20991 #19-OP&SHP-0154011

FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
Farebox	600,000	0	FY 2019	Rollout, Commissioning, Active
5310 Formula - OR-2018-024	232,138	0		
ODOT 32197 - 5310	281,009	0		
ODOT 32010 - STF-IN	1,091,719	0		
General Funds	4,027,276	0		
<b>Total Project</b>	<b>6,232,142</b>	<b>0</b>		

This is origin-to-destination service within the metro area for people unable to use regular bus service (some or all of the time) because of a disability. RideSource ADA meets the Federal Transit Administration-mandated ADA requirements, serving a ¼ mile boundary around the fixed-route service. The Shopper is a low-cost, neighborhood-based shopping shuttle operating within the same metro ADA boundary. The driver assists people with their groceries and packages and is currently operated by Medical Transportation Management. Transportation coordinators from White Bird Clinic, Alternative Work Concepts, and Senior and Disabled Services (S&DS) make in-person evaluations to determine eligibility. S&DS is a division of the Lane Council of Governments and the local Area Agency on Aging. **While this project is ongoing, this particular grant has been closed.**

# LTD CIP 2019

## PROJECT DESCRIPTIONS

### Pearl Buck - Key: 20997 #19-PRLBCK-0154012

FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
ODOT 32197 - 5310	173,700	0	FY 2019	Rollout, Commissioning, Active
Local Funds	133,280	0		
<b>Total Project</b>	<b>306,980</b>	0		

Pearl Buck Center contracts with RideSource to transport at-risk children attending Pearl Buck Preschool. RideSource is a central partner with Pearl Buck Center in providing children, whose parents have cognitive disabilities, with safe, dependable, door-to-door transportation to a specialized preschool program. *While this project is ongoing, this particular grant has been closed.*

### Service Animal Pilot #19-SVANML-0154013

FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
ODOT 31386 - STF/State	86,578	0	FY 2019	Rollout, Commissioning, Active
General Funds	30,000	0		
<b>Total Project</b>	<b>116,578</b>	0		

A service animal "paw print" program, which expedites boarding processes. *This grant has been closed.*

### South Lane Wheels Services - Key: 20991 #19-SLSRVC-0154014

FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
ODOT 32010 - STF	89,945	0	FY 2019	Rollout, Commissioning, Active
<b>Total Project</b>	<b>89,945</b>	0		

South Lane Wheels (SLW) provides service to the general public in the rural areas of South Lane County, including the communities of Cottage Grove, Dorena, Lorane, London, and Creswell, with transportation to Eugene-Springfield. This project provides matching for SLW's 5311 funding. Without SLW, the cost of providing transportation to the outlying areas would overtax the remaining system, create a service gap that may force residents to move to urban areas, and potentially undermine the effectiveness of the remaining businesses and community services. *The project is progressing as scheduled.*

### Transit Host - Key: 20999 #19-TRHOST-0154015

FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
ODOT 32197 - 5310	144,968	0	FY 2019	Rollout, Commissioning, Active
ODOT 32010 - STF	16,592	0		
<b>Total Project</b>	<b>161,560</b>	0		

Alternative Work Concepts contracts with LTD to provide the Transit Host Program, which allows people who otherwise would use paratransit services the additional support needed to use the fixed-route system for their routine trips. Transit hosts are located at the main downtown transfer station to assist with scheduled transfers from one bus to another, which enables people to reach their final destination. This added support mechanism results in a great cost savings to LTD, and, more importantly, means greater independence, self-worth, and empowerment to people with significant disabilities. *While this project is ongoing, this particular grant has been closed.*

# LTD CIP 2019

## PROJECT DESCRIPTIONS

### Travel Training - Key: 20999 #19-TRVLTR-0154016

FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
ODOT 32197 - 5310	131,468	0	FY 2019	Rollout, Commissioning, Active
ODOT 32010 - STF	15,047	0		
<b>Total Project</b>	<b>146,515</b>	0		

Alternative Work Concepts contracts with LTD to provide travel training to people with disabilities on the fixed-route bus system. The project is progressing as scheduled. Although the budget was revised to reflect actual total project cost/prior year's expenditures, the total project cost as reflected in the CIP remains unchanged.

### Veterans Transportation - Key: 20995 #19-VETTRP-0154017

FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
ODOT 32197 - 5310	17,946	6,463	FY 2019	Rollout, Commissioning, Active
ODOT 32010 - STF	2,054	741		
<b>Total Project</b>	<b>20,000</b>	7,204		

Transportation for service members, veterans, and their families. Most trips funded are for critical medical needs or to provide a short-term, stop-gap solution while a permanent transportation plan is implemented in conjunction with the VA hospitals, Disabled American's Veteran's transportation program, and volunteers. While this project is ongoing, this particular grant has been closed.

### Volunteer Coordination #19-VOLCRD-0154018

FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
ODOT 31386 - STF/State	108,700	108,700	FY 2019	Rollout, Commissioning, Active
General Fund (LTD Staff)	7,300	7,300		
<b>Total Project</b>	<b>116,000</b>	116,000		

The RideSource Call Center works to provide door-through-door service for people who need a high level of assistance and do not have other transportation options. Medical Transportation Management, Senior and Disabled Services, and the Senior Companion Program all participate in the support and recruitment of volunteers. Some volunteer programs provide long-distance transportation services to and from medical appointments. This program funds recruitment, retention, and training of volunteer drivers. The project was unable to be fully implemented as anticipated.

### Volunteer Reimbursement - Key: 20994 #19-VOLRMB-0154019

	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
ODOT 32010 - STF	15,385	0	FY 2019	Rollout, Commissioning, Active
ODOT 32197 - 5310	134,420	0		
Local Funds	20,400	0		
<b>Total Project</b>	<b>170,205</b>	0		

This is a door-through-door service for people who need a high level of assistance and do not have other transportation options. Medical Transportation Management (MTM), Senior and Disabled Services, and the Senior Companion Program all participate in the support and recruitment of volunteers. Volunteer drivers using their own cars receive a per mile reimbursement. MTM volunteers often use agency vehicles. The program serves older adults and people with disabilities throughout Lane County. While this project is ongoing, this particular grant has been closed.

# LTD CIP 2019

## PROJECT DESCRIPTIONS

### Medicaid

NEMT - State Reimbursed				#19-NEMTSR-0165001
FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
Oregon Health Authority	527,175	-28,622	ONGOING	Rollout, Commissioning, Active
General Fund	13,200	7,690		
<b>Total Project</b>	<b>540,375</b>	20,932		

Non-emergency medical transportation - state reimbursed. **The project is progressing as scheduled.**

NEMT - Trillium				#19-NEMTTR-0165002
FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
Trillium CHP	8,902,600	1,830,501	ONGOING	Rollout, Commissioning, Active
General Fund	222,500	95,914		
<b>Total Project</b>	<b>9,125,100</b>	1,926,415		

Non-emergency medical transportation - Trillium reimbursed. **The project is progressing as scheduled.**

Waivered - Non-Medical				#19-WAVNMD-0165003
FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
Oregon Department of Human	788,000	217,473	ONGOING	Rollout, Commissioning, Active
General Fund	275,000	14,270		
<b>Total Project</b>	<b>1,063,000</b>	231,743		

Waivered transportation is non-medical rides for low-income seniors and disabled persons living outside of nursing facilities. Rides are for basic needs, including grocery shopping, social outings, church, and hair care. **The project is progressing as scheduled.**



# LTD CIP 2019

## PROJECT DESCRIPTIONS

### Point2point

Drive Less Connect - Key: 20969			#19-DLCONN-0146001	
FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
ODOT - 32517	101,349	-	FY 2019-2021	Rollout, Commissioning, Active
<b>Total Project</b>	<b>101,349</b>	-		

Point2point manages the Drive Less Connect Ridesharing Database for this region. Included with this effort is year-round outreach and education on how to use the program, encouraging carpooling and the tracking of transportation options trips along with the preparation and leadership of Lane County-wide participation in the Oregon Drive Less Challenge held in the early fall each year. This is funded by ODOT and a state priority outlined in the State Transportation Options Plan. *While the program is ongoing, funds for this year's allocation have been exhausted.*

Employer Transportation Coordinator Toolkit			#19-TOOLKT-0146002	
FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
ODOT - 32359	30,724	-	FY2017-2019	Rollout, Commissioning, Active
<b>Total Project</b>	<b>30,724</b>	-		

Develop a host of tools for the local business employer transportation coordinators to use to assist their employees with accessing transportation options information. The project is designed to develop a Transportation Options (TO) Liaison Toolkit to create a cadre of community transportation option information specialists. This is funded by ODOT as a demonstration project to help all TO providers in Oregon with new tools when working with employers. It is outlined in the Point2point five-year strategic plan that is directed by all local jurisdictional transportation staff. *The project has been completed; this grant is closed.*

Safe Routes to School Assistants - Key: 21147			#19-SRTSAS-0146003	
FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
STBG - OR-2018-026	45,762	45,762	FY 2019-2023	Rollout, Commissioning, Active
General Fund (in kind)	4,700	4,700		
<b>Total Project</b>	<b>50,462</b>	50,462		

Safe Routes To School (SRTS) program assistants work closely with the school district SRTS coordinators implementing enhanced SRTS encouragement events, expanded education, and outreach services at the three local school districts (Bethel, Eugene, and Springfield). This program has proven to affect behavior change and school-age travel choices to and from school. This effort supports all local partner agency transportation goals and is a priority to all of them. *The project is progressing as scheduled.*

Smart Routes to School Bike Parking - Key: 21148			#19-SMTBKP-0146004	
FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
CMAQ 1738-2018-10	72,681	72,681	FY 2019-2020	Rollout, Commissioning, Active
General Fund	18,170	18,170		
<b>Total Project</b>	<b>90,851</b>	90,851		

Develop short-term bicycle parking at three local school districts to improve the worst bike parking supply as rated in the Safe Route To School Regional Bicycle Parking Assessment. This effort is to help improve deficiencies in local school district bike parking facilities and in turn make it easier for local students to bike to school, which is a regional partner agency priority. *The project is progressing as scheduled.*

# LTD CIP 2019

## PROJECT DESCRIPTIONS

### Point2point

Safe Routes to School Bike Ped Program Expansion - Key: 21390			#19-BKPEDX-0146007	
FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
CMAQ	154,468	154,468	FY 2019-2021	Secure Funding
City of Eugene (in kind)	17,680	17,680		
<b>Total Project</b>	<b>172,148</b>	172,148		

The Regional Safe Routes to School (SRTS) mission is to serve a diverse community of parents, students, and organizations advocating for and promoting the use of transportation options including active transportation and the practice of safe bicycling and walking to and from schools throughout the Central Lane MPO area. The Eugene-Springfield SRTS program provides in-class pedestrian safety to second grade students and in-class bicycle safety education to fifth or sixth grade students throughout the regional school districts. These programs teach students how to walk and bike safely. They also encourage active travel and promote safe travel behaviors, which in turn can result in future safe drivers. This is a regional priority outlined specifically in local TSPs, the state transportation options plan, and the Point2point five-year strategic plan. The program is growing exponentially, and this helps meet some of that demand. **Activities necessary in order to process the required request to transfer FHWA funds to FTA are in progress.**

Safe Routes to School Regional Program - Keys: 20964/21328			#19-SRTSRG-0146008	
FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
STBG Springfield - 1738-2018-10	15,176	15,176	FY 2019-2021	Rollout, Commissioning, Active
FHWA Transfer 5307 - OR-2018-026	39,000	39,000		
STBG - Bethel - 1738-2018-10	39,471	39,471		
STBG - 4J - 1738-2018-10	88,641	88,641		
Springfield School - HU-19-10-09	44,745	16,436		
Bethel School - FHWA Transfer 5307 OR-2018-026	4,054	4,054		
4J School - FHWA Transfer OR-2018-026	9,103	9,103		
TAP	350,000	350,000		
General Funds	40,059	40,059		
<b>Total Project</b>	<b>630,249</b>	601,940		

This project supports funding for three district Safe Routes To School programs in order to maintain the current level of K-8 programming in the 4J, Bethel, and Springfield school districts from FFY 2019-2021. This is a regional partner/agency priority and is listed in all local TSPs, the state transportation options plan, and the Point2point five-year strategic plan. It has multi-year committed funding. **The project is progressing as scheduled.**

Transportation Options - Key: 21130			#19-TRANOP-0146009	
FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
FHWA Transfer 5307 - OR-2017-024	300,000	300,000	FY 2019-2021	Secure Funding
ODOT - REGION 2 - 32517	94,571	0		
General Funds	5,000	0		
<b>Total Project</b>	<b>399,571</b>	300,000		

This program provides a variety of positive marketing opportunities for LTD and more importantly provides options for the region's travelers to use a variety of transportation options in the region. Point2point does extensive year-round outreach and education about how to use the options and does a great deal of education on how to access and trip plan using the LTD fixed-route and accessible services transportation. The face-to-face outreach component provides a human face to the services we provide. Direct services include the management of the Valley Vanpool Program (17 vans), Emergency Ride Home, Drive Less Connect Ridesharing software for Lane County, lead the Business Commute Challenge and the Oregon Drive Less Challenge in Lane County, and lead the Regional Safe Routes to Schools Program. The Point2point program is supported by local and state partners, and it helps meet the regional goals around improving transportation system efficiency and climate recovery. **While the project is ongoing, funds allocated for grant 32517 for this fiscal year have been exhausted.**

# LTD CIP 2019

## PROJECT DESCRIPTIONS

### Point2point

UO Gateway SmartTrips - Key: 17162			#19-SMTUOG-0146010	
FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
STP - OR-95-X030	180,000	167,220	FY 2019-2021	Rollout, Commissioning, Active
General Funds	20,601	19,139		
<b>Total Project</b>	<b>200,601</b>	186,359		

LTD will conduct public outreach (SmartTrips) relative to the enhanced EmX service, which will be beneficial to the business community. Increasing awareness of transportation resources and the various options available, in addition to the enhanced EmX service, will facilitate the establishment of long-term and sustainable transportation practices. This is a priority to the City of Springfield and helps meet the regional goals around transportation system efficiency. **The project is progressing as scheduled. LTD continued to conduct neighborhood outreach, as well as to the business community during the reporting period.**

SRTS Outreach and Encouragement Program 2019-21 - Key: 21392			#19-SRTSOE0146011	
FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
CMAQ	90,000	90,000	FY 2019	Rollout, Commissioning, Active
General Funds	22,500	22,500		
<b>Total Project</b>	<b>112,500</b>	112,500		

Outreach and encouragement activities for the Safe Routes to School (SRTS) program. This adds funding to the expanding SRTS program for the last two years of the funding cycle. It is a growing program and is a regional priority. **The project is progressing as scheduled.**

Vanpool - Key: 19395			#19-VNPOOL-0146010	
FUNDING SOURCE	BUDGET	REMAINING	TIMELINE	PROJECT PHASE
General Funds	185,000	111,479	FY 2019	Rollout, Commissioning, Active
<b>Total Project</b>	<b>185,000</b>	111,479		

Operation of Point2point-Valley Vanpool program. Manage interest and help conduct outreach on the vanpool program and help attract new riders. Manage issues with the vanpools as they arise. Manage pick-up and drop-off locations. The vanpool program helps reduce 2,000,000 miles on Interstate 5 each year and helps meet the state and local goals to lower congestion and reduce carbon emissions. **The project is progressing as scheduled.**

## LANE TRANSIT DISTRICT July 2019 Performance Report

Performance Measure	Current Month	Prior Year's Month	% Change	Current Y-T-D	Previous Y-T-D	% Change	Current 12 Month	Prior 12 Month	% Change
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### Fixed Route Service

Passenger Boardings	754,413	740,048	+ 1.9%	9,923,771	10,211,323	- 2.8%	9,938,136	10,242,798	- 3.0%
Mobility Assisted Riders	13,927	13,726	+ 1.5%	155,495	152,118	+ 2.2%	155,696	151,780	+ 2.6%

### Average Passenger Boardings:

Weekday	28,794	28,635	+ 0.6%	33,161	33,548	- 1.2%	33,175	33,665	- 1.5%
Saturday	16,131	17,288	- 6.7%	18,004	19,349	- 7.0%	17,907	19,405	- 7.7%
Sunday	11,285	11,593	- 2.7%	11,799	11,536	+ 2.3%	11,773	11,611	+ 1.4%
Monthly Revenue Hours	23,850	25,781	- 7.5%	283,835	297,352	- 4.5%	281,904	300,806	- 6.3%
Boardings Per Revenue Hour	31.6	28.7	+ 10.2%	34.96	34.34	+ 1.8%	35.25	34.05	+ 3.5%
Weekly Revenue Hours	5,565	5,822	- 4.4%	5,469	5,753	- 4.9%	5,448	5,818	- 6.4%
Weekdays	21	22		251	255		250	256	
Saturdays	4	5		54	53		53	53	
Sundays	5	4		58	54		59	53	

### Farebox Revenues & Sales\*

Farebox Revenue	\$139,756	\$131,383	+ 6.4%	\$1,567,630	\$1,687,096	- 7.1%	\$1,576,003	\$1,666,171	- 5.4%
Adult Pass	2,381	2,991	- 20.4%	35,683	33,898	+ 5.3%	35,073	34,649	+ 1.2%
Youth Pass	138	246	- 43.9%	8,314	8,409	- 1.1%	8,206	8,473	- 3.2%
Reduced Fare Pass	696	868	- 19.8%	9,707	11,171	- 13.1%	35,073	34,649	+ 1.2%
Adult 3 Month Pass	155	173	- 10.4%	1,581	1,619	- 2.3%	1,563	1,619	- 3.4%
Youth 3 Month Pass	8	13	- 38.5%	697	826	- 15.6%	692	830	- 16.6%
Reduced Fare 3 Month Pass	41	54	- 24.1%	591	578	+ 2.2%	578	573	+ 0.9%
Adult 10-Ride Ticket Book	1,467	1,928	- 23.9%	21,252	20,298	+ 4.7%	20,791	20,674	+ 0.6%
Half-Fare 10-Ride Ticket Book	363	371	- 2.2%	4,101	3,929	+ 4.4%	4,093	4,022	+ 1.8%
RideSource 10-Ride Ticket Book	390	379	+ 2.9%	5,114	4,713	+ 8.5%	5,125	4,510	+ 13.6%

\*Group Pass Program revenues, which typically make up about 1/3 of all passenger revenues, are not included in this report. Finance reports total passenger revenues inclusive of Group Pass on a quarterly basis.

### Fleet Services

Fleet Miles	333,919	339,210	- 1.6%	3,896,512	4,119,783	- 5.4%	3,891,221	4,136,474	- 5.9%
Average Passenger Boardings/Mile	2.26	2.18	+ 3.6%	2.55	2.48	+ 2.8%	2.55	2.48	+ 3.1%
Fuel Cost	\$190,636	\$223,150	- 14.6%	\$2,256,354	\$2,258,902	- 0.1%	\$2,223,839	\$2,346,081	- 5.2%
Fuel Cost Per Mile	\$0.571	\$0.658	- 13.2%	\$0.579	\$0.548	+ 5.6%	\$0.572	\$0.567	+ 0.8%
Repair Costs	\$199,180	\$231,122	- 13.8%	\$3,552,359	\$3,673,841	- 3.3%	\$3,520,418	\$3,601,366	- 2.2%
Total Repair Cost Per Mile	\$0.596	\$0.681	- 12.5%	\$0.912	\$0.892	+ 2.2%	\$0.905	\$0.871	+ 3.9%
Preventive Maintenance Costs	\$39,488	\$34,120	+ 15.7%	\$434,433	\$449,266	- 3.3%	\$439,800	\$450,675	- 2.4%
Total PM Cost Per Mile	\$0.118	\$0.101	+ 17.6%	\$0.111	\$0.109	+ 2.2%	\$0.113	\$0.109	+ 3.7%
Mechanical Road Calls	37	35	+ 5.7%	418	440	- 5.0%	420	442	- 5.0%
Miles/Mech. Road Call	9,025	9,692	- 6.9%	9,322	9,363	- 0.4%	9,265	9,359	- 1.0%

### RideSource Internal Fleet

MTM Rides	14,166	12,926	+ 9.6%	160,236	160,918	- 0.4%	161,476	161,659	- 0.1%
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### July Revenue Hours



### July Passenger Boardings per Revenue Hour



### July Fleet Miles



### July Passenger Boardings per Mile



### July Passenger Boardings

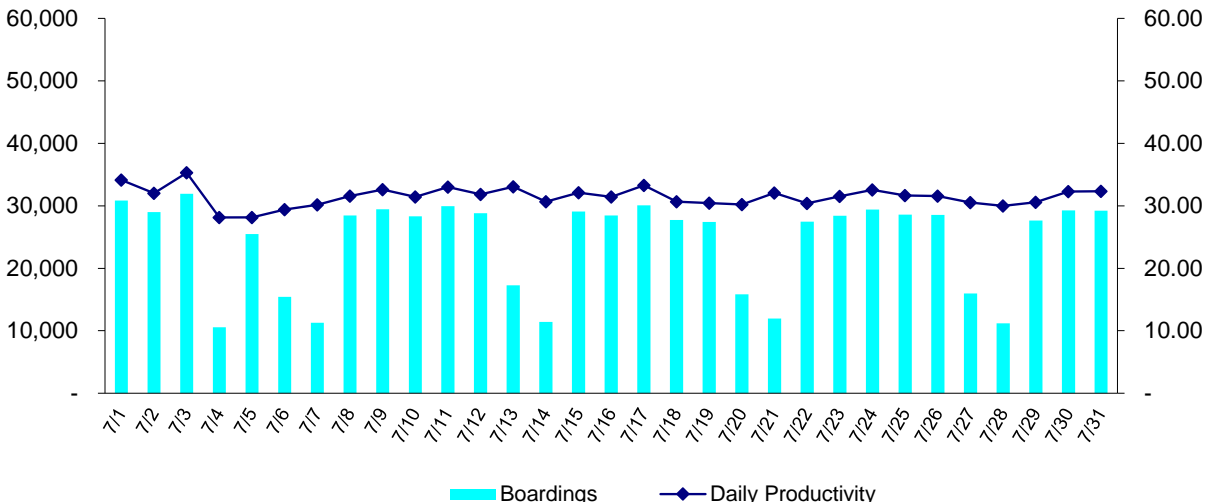


### July Average Weekday Passenger Boardings



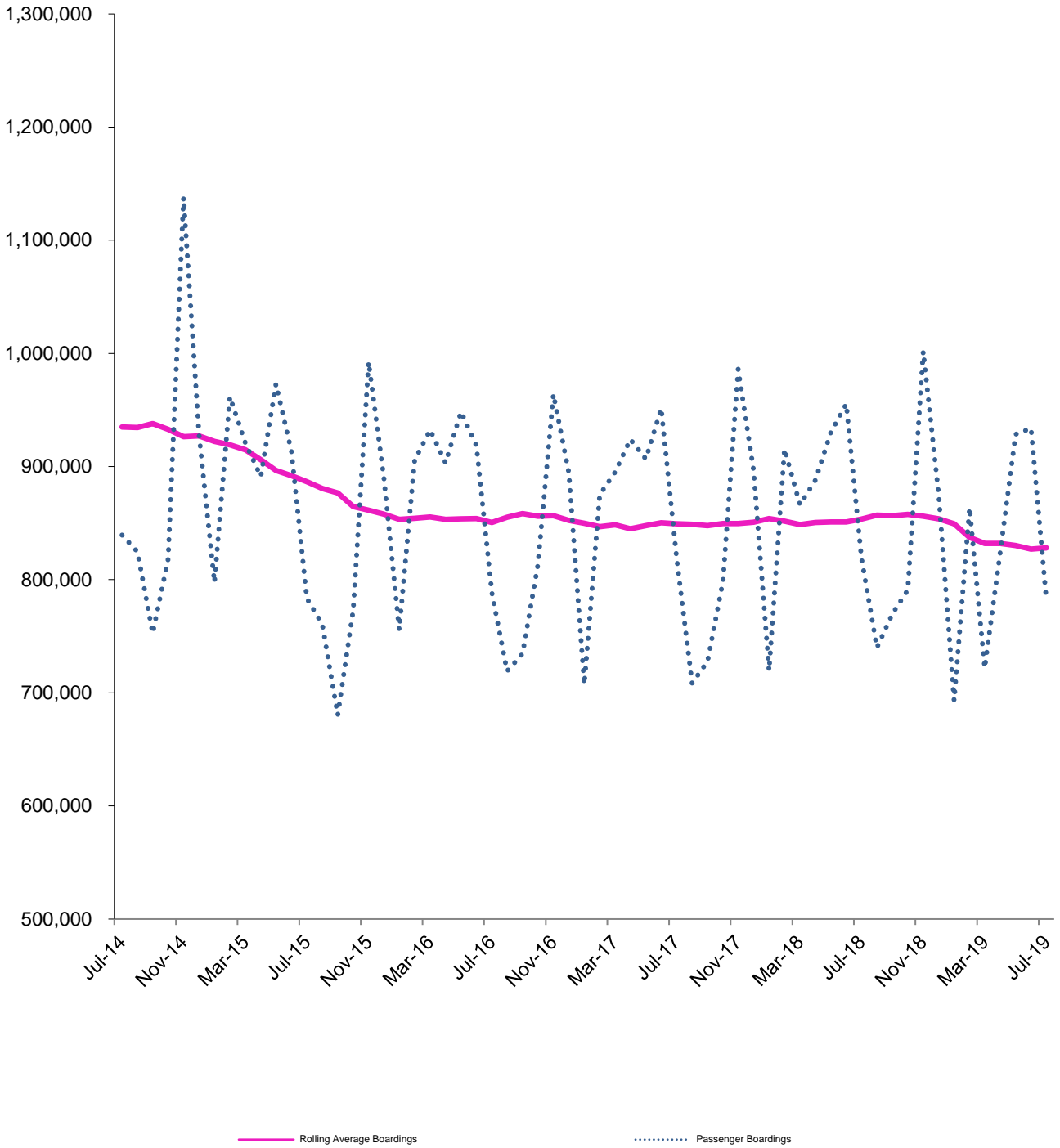
## Daily Ridership Recap July 2019

Date	Day	Service	Boardings	Mobility	Revenue	Daily
				Assisted Boardings	Hours	Productivity
7/1/2019	Monday	Weekday	30,852	556	904.00	34.13
7/2/2019	Tuesday	Weekday	28,986	465	906.00	31.99
7/3/2019	Wednesday	Weekday	31,933	700	905.00	35.29
7/4/2019	Thursday	Sunday	10,556	205	375.00	28.15
7/5/2019	Friday	Weekday	25,475	581	905.00	28.15
7/6/2019	Saturday	Saturday	15,412	360	524.00	29.41
7/7/2019	Sunday	Sunday	11,290	259	374.00	30.19
7/8/2019	Monday	Weekday	28,433	577	901.00	31.56
7/9/2019	Tuesday	Weekday	29,456	517	904.00	32.58
7/10/2019	Wednesday	Weekday	28,339	577	902.00	31.42
7/11/2019	Thursday	Weekday	29,920	515	906.00	33.02
7/12/2019	Friday	Weekday	28,799	501	905.00	31.82
7/13/2019	Saturday	Saturday	17,297	277	523.00	33.07
7/14/2019	Sunday	Sunday	11,430	175	373.00	30.64
7/15/2019	Monday	Weekday	29,106	477	906.00	32.13
7/16/2019	Tuesday	Weekday	28,439	485	905.00	31.42
7/17/2019	Wednesday	Weekday	30,069	498	904.00	33.26
7/18/2019	Thursday	Weekday	27,735	542	904.00	30.68
7/19/2019	Friday	Weekday	27,437	598	902.00	30.42
7/20/2019	Saturday	Saturday	15,839	339	524.00	30.23
7/21/2019	Sunday	Sunday	11,963	180	373.00	32.07
7/22/2019	Monday	Weekday	27,465	442	904.00	30.38
7/23/2019	Tuesday	Weekday	28,414	494	902.00	31.50
7/24/2019	Wednesday	Weekday	29,397	516	903.00	32.55
7/25/2019	Thursday	Weekday	28,582	490	903.00	31.65
7/26/2019	Friday	Weekday	28,522	495	904.00	31.55
7/27/2019	Saturday	Saturday	15,976	336	523.00	30.55
7/28/2019	Sunday	Sunday	11,188	250	373.00	29.99
7/29/2019	Monday	Weekday	27,643	484	904.00	30.58
7/30/2019	Tuesday	Weekday	29,256	550	906.00	32.29
7/31/2019	Wednesday	Weekday	29,204	486	903.00	32.34
<b>Totals</b>			<b>754,413</b>	<b>13,927</b>	<b>23,850</b>	<b>31.45</b>



# LANE TRANSIT DISTRICT

## Five Year History of Passenger Boardings





## OFFICE OF THE GENERAL MANAGER

*Aurora Jackson, General Manager*

### EXECUTIVE OFFICE

#### STF and STIF Consolidation Advisory Committee

Two programs that fund public transit in Oregon are being merged: the Special Transportation Fund (STF) and the Statewide Transportation Improvement Fund (STIF). The STF was created in 1985 by the Oregon Legislature to support transportation services for people who are older and for people with disabilities of any age. The STIF is a new dedicated source of funding for improving or expanding public transportation service in Oregon.

The consolidation will reduce redundancies and improve funding reliability for public transportation providers throughout the state; it is a requirement of House Bill 5039 (ODOT's 2019-2021 Legislatively Adopted Budget). To guide a smooth transition, ODOT is launching a Consolidation Advisory Committee to inform changes needed to consolidate the two programs.

The STF and STIF Consolidation Advisory Committee will hold its first two meetings this month. The goal is to advise ODOT on the key elements that would guide statutory changes needed for the merger. The advisory committee will hold a minimum of five meetings in September and October.

The committee includes representatives from public transportation service providers and advocates from several groups: those representing seniors, people with disabilities, equity and environmental justice, and social and human service agencies.

#### Meetings:

- Sept. 10, 2 p.m. – 5 p.m., Oregon Department of Transportation Building X, 885 Airport Rd, SE, Salem.
- Sept. 11, 9 a.m. – Noon, Oregon Department of Transportation Building, Gail Achterman Room, 355 Capitol St. NE, Salem.

### PLANNING AND DEVELOPMENT

*Tom Schwetz, Director of Planning and development*

*No report this month.*

## SERVICE DELIVERY & ADMINISTRATION

*Mark Johnson, Assistant General Manager*

### FINANCE

*Christina Shew, Director of Finance*

#### District's meeting with the DOR on August 13, 2019

The District met with the Department of Revenue (DOR) team on August 13, 2019. This was a follow-up meeting from the June 27, 2019, meeting. The purpose of this meeting was to collaborate on a reporting structure/data and frequency to improve the District's ability to proactively detect errors and to forecast accurately. A tangential purpose was to follow-up on the possibility of leveraging the DOR database for a Sustainability Cities Year Project centered around payroll tax trends, correlations with leading indicators, and an allowance reserve calculation for overpayments/amended returns.



**The meeting focused on:**

- Clear information on our top 20 customers (e.g., 2016+ quarterly information on what they owed, paid, expected to pay, amendments, refunds)
- Collaboration on:
  - Exceptions/oddsities/red flags identified in the top 20
  - Business changes in our District (e.g., businesses that are opening, expanding, or closing)
- Automation of debt outstanding
- Monthly meetings. The next one is expected to be in September at the DOR office, including a tour

**BUSINESS SERVICES**

*Collina Beard, Director of Business Services*

No report this month.

**INFORMATION TECHNOLOGY**

*Robin Mayall, Director of Information Technology & Strategic Innovation*

No report this month.

**HUMAN RESOURCES**

*David Collier, Director of Human Resources & Risk Management*

No report this month.

**ACCESSIBLE AND CUSTOMER SERVICE**

*Cosette Rees, Director of Customer & Specialized Services*

**New Coordinated Care Organization (CCO)**

In July 2019, the Oregon Health Authority, who manages Medicaid in Oregon, announced an additional CCO in Lane County. This brings a second CCO to Lane County to coordinate benefits for individuals who are eligible for Medicaid services, including transportation to/from eligible services (NEMT). This will be effective January 1, 2020.

LTD currently provides this contracted service through the single CCO, Trillium Healthcare. LTD is in negotiation with PacificSource to enter into an agreement to coordinate and provide NEMT services for their clients. LTD believes our one-call brokerage, RideSource, will continue to provide residents of Lane County convenient access to the NEMT benefit and other programs managed through the center. We believe this change can be made seamlessly for the customer, most of whom we already serve.

**EmGo Launched August 23 at Eugene Marketfest**

LTD's newest on-demand service debuted on August 23 and 24 at Marketfest in downtown Eugene. We carried 28 passengers on Friday and 45 passengers on Saturday. The service operated four hours each day, and was well used and well received. In addition, LTD had a booth at the event featuring an EmGo logo, where we assisted visitors to download the app, learn how easy it is to use, and check out the vehicle. The vehicle was a major draw; visitors liked the electric propulsion and that it is a fairly small vehicle.

In its first full week of service, EmGo completed 110 trips transporting 145 passengers using 2 vehicles. Sixty-six of the trips were called using the mobile app; 41 of the trips we walk ups; 3 were requested using the web portal.

**Cottage Grove Connector**

During the month of August, the Cottage Grove Connector on-demand service carried 1,950 riders to their destinations within the City of Cottage Grove, and connected to destinations beyond.

**MARKETING AND COMMUNICATIONS**

*Theresa Brand, Transportation and Outreach Manager*

Sponsorships/Donations

- National Night Out (NNO) Event – LTD provided day pass coupons for participants to attend the National Night Out event in on August 6. NNO is an annual community-building campaign to showcase local law enforcement agencies and foster relationships throughout the community (August 6, 2019).
- Project Hope – LTD provided free rides for participants to attend their community Kids’ Fair. Project Hope is a coalition of area churches and businesses that coordinate the distribution of free shoes and free school supplies for youth in the region. More than 5,000 youth are served during this event. (Aug. 25, 2019)

Public Engagement/Outreach/Participation/Partnerships

- LTD partnered with the City of Eugene to promote the Eugene Cultural Services BRIDGE Exhibition. They installed artwork on two bus stops in downtown Eugene during the month of August to coincide with the City of Eugene Visual Arts Week and the Mayor’s Art Show. This project is meant to expose contemporary art to the community as a whole.
- EmGo was “unveiled” with a fun media/partnership event on August 14. VIP’s were able to ride in the vehicles and even drive them around the LTD bus lot.
- EmGo was launched on August 23 at the MarketFest. Because of the publicity surrounding the launch, people were very enthusiastic and came to the booth to see the vehicle and were excited to begin using the service. Over the weekend, LTD and partner agency staff talked to hundreds of people about the new service.
- 1Pass Sales –We will be reporting in October when final information is obtained from Willamalane.

TouchPass

Staff continues efforts for messaging and outreach of the new program. Information was distributed to all community newsletters, media outlets, and partners, along with outreach at both Eugene and Springfield Station.

- Passenger Downloads to date 926
- Boarding’s as of August 27 4,552

Continued efforts are ongoing surrounding the integration of the Not-for-Profit agencies and the Group Pass Organizations slated to be in place by January 1, 2020.

Student Transit Pass

Staff attended a regional school superintendents meeting to discuss and begin conversations about the Student Transit Pass. Communication (flyers) for school districts to distribute to their students/parents about the current process were sent out to school districts in English, Spanish, Cantonese, and Mandarin.

Communications/articles were distributed to:

- a) All regional community newsletters for publication,
- b) Media groups,
- c) On social media,
- d) With regional partners to have them promote the program within their media channels.

LTD Website Analytics for July 29 – August 27:

- Users = 32, 147
- Mobile Users = 75% access by mobile phone or tablets
- Desktop/Laptop User = 25%
- Page views = 244,528

Facebook Analytics August 1 – August 30:

- Daily Reach = 26,454
- Engaged users (unique) = 2,883
- Impressions = 61,134

**POINT2POINT (P2p)**

*Theresa Brand, Transportation Outreach and Marketing Manager*

**West Eugene Emx Corridor Outreach**

Staff continued efforts to promote the use of transportation options along the West Eugene EmX Corridor, in conjunction with congestion mitigation outreach efforts around the Highway I-105 construction project. These efforts have included a targeted campaign in the Jefferson Westside Neighborhood (JWN) and Whiteaker Community (WC), encouraging residents to enroll in the new Get There platform and explore their transportation options in light of heavy traffic in their neighborhood. As part of this effort, P2p staff have hosted four “Tune-Up Tuesday” events in the JWN and WC, offering free bike tune-ups and reflective helmet stickers to attendees.

Planning and preparation for further outreach to the JWN, WC, other neighborhoods and employers along the West Eugene EmX Corridor, and the general traveling public continues and will be implemented over the next four months.

Lessons learned from this outreach will inform future construction mitigation efforts as the I-105 project continues into 2020.

**Employer Programs**

Plans for promoting and evaluating the ETC toolkit are in place, and will commence pending final revisions which reflect the switch from Drive Less Connect to the new ‘Get There’ statewide ridesharing database sponsored by the Oregon Department of Transportation.

**Get There**

The **Get There Challenge** will be held October 7 - 21. This is a two week transportation options challenge that is open to anyone over 18 years old taking any type of non-driving alone trip. It is co-sponsored by ODOT.

P2p has begun soliciting sponsors and prizes locally and currently have a commitment of \$3,500 from three sponsors with \$4,142 in total prize donations.

The team is assembling Get There Challenge Promo Packs to deliver to all employers enrolled in the Get There platform.

**School Programs – Safe Routes to School (SRTS) Outreach Programs**

The P2p Schools Coordinator has begun the onboarding process for the new Bethel SRTS Coordinator which was hired in July by Bethel School District. Hilary Mankofsky brings a background in early childhood education and non-profit management with her.

Planning for this year’s October Walk + Roll to School events is underway. Last October (2018), the Regional SRTS team engaged 2,231 students in Walking and Biking events.

**Be Seen Be Safe**

Be Seen Be Safe events have been scheduled for September 17 at Grocery Outlet on River Road in Eugene, and on September 19 at Grocery Outlet on River Road in Springfield. Staff will be on hand between 4:00 p.m. – 6:00 p.m. to hand out bike and pedestrian safety lights – while supplies last. These events focus on safety awareness while talking and biking, and the distribution of safety related gear to enhance traveling safety.

The first of the rural Be Seen Be Seen events will be held in Coburg during their Fall Festival event on September 27, from 5:00 to 8:00 p.m. In late October or early November, staff will host two other rural Be Seen Be Safe events in Florence and Cottage Grove. Dates and locations for these events are still to be determined.

**Outreach & Education**

P2p staff conducted outreach and shared transportation information at the following community events:

Date	Event	# of Participants
8/6/2019	National Night Out	64
8/6/2019	Tune-up Tuesday – Westmoreland City Park	30
8/13/2019	Tune-up Tuesday – Jefferson City Park	35
8/15/2019	Eugene Emeralds Community Spotlight	250
8/20/2019	Tune-up Tuesday – Monroe Park	40
8/20/2019	Campbell Center Ice Cream Social	100
8/27/2019	Tune-up Tuesday	40
<b>Total</b>		<b>559</b>

**FACILITIES**

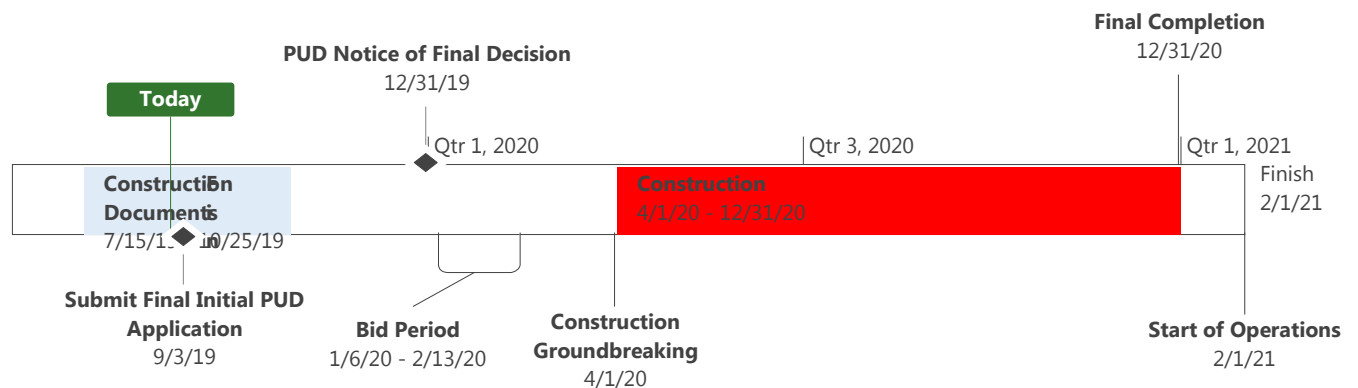
*Joe McCormack, Director of Facilities*

**McVay EmX Stations**

Construction of the new McVay EmX Stations should be complete by November 1, 2019. Upon completion of construction, operators will commence training prior to the stations being opened for revenue service.

**Santa Clara Transit Station**

The City of Eugene approved the Tentative PUD on April 26, 2019; there was a Public Hearing held in June. As no appeals were made, the Public Hearing Official’s decision became effective July 17, 2019. The Design Team and LTD staff are actively progressing on construction documents.



**MAINTENANCE**

*Matt Imlach, Director of Maintenance*

No report this month.

**TRANSIT OPERATIONS**

*Jake McCallum, Director of Operations*

No report this month.

**Public Safety & System Security**

*Frank Wilson, Public Safety & System Security Manager*

No report this month.



## Board Meeting Annual Working Agenda

Regular/Special Board Meetings				Board Work Sessions				
Topic	Notes	Presenter	Agenda Time	Topic	Notes	Presenter	Agenda Time	
September 18 - Regular Board Meeting (Materials Deadline August 28)				Confirmed: September 16 - Board Work Session				
Introductory Items			15	Greenhouse Gas Inventory		Kelly Hoell	40	
Employee of the Month		Board President	5	GM FY19-20 Annual Goals		Aurora Jackson	20	
Public Hearing: None								
Board Member Reports		Camille Gandolfi	5					
<u>Items for Action:</u>								
<b>Consent Calendar:</b>								
1	<i>Minutes from the August 21, 2018, Regular Board Meeting</i>							
2	<i>Delegated Authority Report – August</i>							
3	Declaration of need to Buy Property	Joe McCormack						
4	Drug & Alcohol Policy Revision	David Collier						
Board Use of District Resources		Aurora Jackson	15					
Final Draft Communications Analysis Report		Theresa Brand	20					
Audio Minutes for Public Meetings		Camille Gandolfi	10					
Sustainability Committee Discussion		Director Skov	20					
<u>Items for Information/Discussion:</u>								
<u>Written Reports:</u>								
Monthly Financial Report - Verbal & Written		Christina Shew						
Monthly Cash Disbursements		Christina Shew						
Quarterly Grant Report		Christina Shew						
Monthly Performance Reports		Hart Migdal						
<b>Monthly Department Reports</b>								
<u>Executive Session:</u>								
<b>TOTAL TIME (120 minute max)</b>				95	<b>TOTAL TIME (60 - 120 minute max)</b>			60
October 16 - Regular Board Meeting (Materials Deadline - September 25)				CONFIRMED: October 21 - Joint Work Session City of Eugene				
Introductory Items			15	Public Hearing: MovingAhead		Andrew Martin		
Employee of the Month		Board President	5					
Public Hearing: CIP			10					
Board Member Reports		Camille Gandolfi	10					
<u>Items for Action:</u>								
<b>Consent Calendar:</b>								
1	<i>Minutes from the September 16, 2019, Board Work Session</i>	Camille Gandolfi						
1	<i>Minutes from the September 18, 2019, Regular Board Meeting</i>	Camille Gandolfi						
1	<i>Delegated Authority Report – September</i>	Collina Beard						
1								
1								
PTASP		David Collier	10					
<u>Items for Information/Discussion:</u>								
District Disaster Preparedness Plan		Robin Mayall/Frank Wilson/David Lindelien	15					
Electric Bus Procurement		Matt Imlach/Kelly Hoell	30					
<u>Written Reports:</u>								
Monthly Financial Report		Christina Shew						



## Board Meeting Annual Working Agenda

Regular/Special Board Meetings				Board Work Sessions			
Topic	Notes	Presenter	Agenda Time	Topic	Notes	Presenter	Agenda Time
Monthly Cash Disbursements		Christina Shew					
Monthly Performance Reports		Hart Migdal					
<b>Monthly Department Reports</b>							
<u>Executive Session:</u>							
<b>TOTAL TIME (120 minute max)</b>			100	<b>TOTAL TIME (60 - 120 minute max)</b>			0
<b>November 20 - Regular Board Meeting (Materials Deadline - October 30)</b>			<b>Time (minutes)</b>	<b>TENTATIVE: Joint Work Session City of Eugene</b>			<b>Time (minutes)</b>
Introductory Items			15				
Employee of the Month		Board President	5				
Public Hearing:							
Board Member Reports		Camille Gandolfi	10				
<u>Items for Action:</u>							
<b>Consent Calendar:</b>				5			
1	<i>Minutes from the October 16, 2019, Regular Board Meeting</i>	Camille Gandolfi					
2	<i>Delegated Authority Report – October</i>	Collina Beard					
3	Budget Committee Member Appointments- Term Expirations/Renewals	Camille Gandolfi					
4							
5							
Adoption: Community Investment Plan		Christina Shew	5				
Public Records Policy		Camille Gandolfi	5				
SPC Vacancy		Camille Gandolfi	5				
<u>Items for Information/Discussion:</u>							
<u>Written Reports:</u>							
Monthly Financial Report		Christina Shew					
Monthly Cash Disbursements		Christina Shew					
Monthly Performance Reports		Hart Migdal					
<b>Monthly Department Reports</b>							
<u>Executive Session:</u>							
<b>TOTAL TIME (120 minute max)</b>			50	<b>TOTAL TIME (60 - 120 minute max)</b>			0
<b>December 18 - Regular Board Meeting (Materials Deadline - November 27)</b>			<b>Time (minutes)</b>	<b>TENTATIVE: Joint Work Session City of Eugene</b>			<b>Time (minutes)</b>
Introductory Items			15				
Employee of the Month		Board President	5				
Public Hearing:							
Board Member Reports		Camille Gandolfi	10				
<u>Items for Action:</u>							
<b>Consent Calendar:</b>				5			
1	<i>Minutes from the November 20, 2019, Regular Board Meeting</i>	Camille Gandolfi					
2	<i>Delegated Authority Report – November</i>	Collina Beard					
3							
4							
5							

Possibly Cancel December BD Me



## Board Meeting Annual Working Agenda

Regular/Special Board Meetings				Board Work Sessions			
Topic	Notes	Presenter	Agenda Time	Topic	Notes	Presenter	Agenda Time
<u>Items for Information/Discussion:</u>							
<u>Written Reports:</u>							
Monthly Financial Report - Verbal & Written		Christina Shew					
Monthly Cash Disbursements		Christina Shew					
Quarterly Grant Report		Christina Shew					
Monthly Performance Reports		Hart Migdal					
<b>Monthly Department Reports</b>							
<u>Executive Session:</u>							
			35				0
<b>TOTAL TIME (120 minute max)</b>				<b>TOTAL TIME (60 - 120 minute max)</b>			

## 781 Lane Transit District Drug and Alcohol Program

**Effective:** 09/20/1995

Revised: 02/16/2000

Revised: 10/20/2004

Revised: 03/19/2008

Revised: 05/21/2008

Revised: 07/30/2008

Revised: 09/15/2010

Revised: 04/11/2016

Revised: 01/17/2018

Revised: 09/19/2018

**Revised: 09/18/2019**

### OBJECTIVE

Lane Transit District is committed to providing and maintaining a safe and healthy work environment for its employees and a safe and dependable transportation system for the public. It is the intent of this policy to provide and maintain a drug- and alcohol-free workplace in the interest of the health and safety of the District's employees and the public, and to maintain compliance with applicable federal and state laws and regulations.

### APPLICATION

This policy applies to all District employees and employees of the District's contractors who perform a safety sensitive function for the District. All District positions and the functions performed by individual employees have been reviewed to determine the performance of a safety sensitive function as defined in Appendix A. District positions that require that all employees in the position perform a safety sensitive function are listed in Appendix B. In addition, individual employees who perform a safety sensitive function, even though others in their position do not, also are listed in Appendix B.

Under FTA authority, all employees who perform a safety sensitive function are subject to pre-employment drug testing and reasonable suspicion, post-accident, random, return-to-duty, and follow-up drug and alcohol testing.



**Under District authority, all other safety sensitive employees are subject to pre-employment drug testing and reasonable suspicion, post-accident, return-to-duty, and follow-up drug and alcohol testing. Non-safety sensitive employees are subject to reasonable suspicion testing.**

Compliance with this policy is a condition of employment. Under District authority, any violation of this policy may subject the employee to discipline, up to and including suspension and/or discharge.

## **POLICY**

### **Prohibited Conduct**

The District expects and requires all employees to report to work in an appropriate mental and physical condition to work safely and effectively. No employee shall report to work or engage in work while having the presence of alcohol, illegal drugs, or any other disabling or controlled substance in his/her system. Prohibited drugs include all forms of narcotics, hallucinogens, depressants, stimulants, and other drugs whose use, possession, or transfer is restricted or prohibited by law ("controlled substance"). A breath alcohol concentration level of 0.02 or greater, or any detectable level of a controlled substance on a drug test, will be considered to be evidence of the presence of alcohol or a prohibited drug in the employee's system.

In accordance with the Drug-Free Workplace Act of 1988, the District prohibits all employees from engaging in the possession, sale, transporting, distribution, manufacture, or use of alcohol, illegal drugs, or any other disabling or controlled substance at any time while on duty and/or on District premises, which include buses or other LTD-owned or -operated vehicle(s), or facilities. An employee who is off duty and is a passenger on a District-owned public transportation vehicle may possess alcohol in sealed containers to the extent that is allowed by law. Employees may possess or exchange alcohol in sealed containers within the employee parking lot of the Glenwood Facility for legitimate personal use off duty and off premises.

In accordance with Federal Transit Administration (FTA) regulation 49 CFR, part 655, employees are prohibited from performing a safety sensitive function with a breath alcohol concentration level of 0.04 or greater. Safety sensitive employees who are found to have an alcohol concentration of 0.02 or greater but less than 0.04 shall not be permitted to continue safety sensitive functions, until: (1) the employee's alcohol concentration measures less than 0.02; or (2) the start of the employee's next regularly scheduled duty period, but not less than eight hours following administration of the test. In addition, employees must not consume alcohol while performing a safety sensitive function and must not consume alcohol four hours prior to performing a safety sensitive function and up to eight hours following an accident or until the employee undergoes a post-accident drug and/or alcohol test, whichever occurs first.

In accordance with FTA regulation 49 CFR, part 655, the use and ingestion of prohibited drugs (marijuana, cocaine, opioids, amphetamines, or phencyclidine) by employees who perform a safety sensitive function, is prohibited at all times.

FTA regulations require the District to test all District employees who perform a safety sensitive function for prohibited drug use and alcohol misuse. In accordance with FTA regulations, participation in the District's drug and alcohol testing program is a condition of employment for all employees who perform a safety sensitive function. An employee who performs a safety sensitive function who refuses to submit to a drug or alcohol test will be in violation of this policy, and under District authority, may be subject to discipline, up to and including suspension and/or discharge.

#### Exceptions: Charity/Fundraisers

An exception may be made for possession of alcohol on District premises in a few circumstances: those where the alcohol is a prize or reward for the purposes of fundraising for a charity. In this circumstances, the alcohol must always be kept in a sealed container and unopened while on District premises. Upon entering District premises, the employee must immediately relinquish possession of the alcohol to the Human Resources Drug and Alcohol Program Manager.

The Drug and Alcohol Program Manager will record that the alcohol is on the premises and place the alcohol in a locked area kept in Human Resources. The employee that "wins" the alcohol in the fundraiser may receive the alcohol from Human Resources on their way to leave District premises.

#### Employee Assistance Program

All employees are encouraged to voluntarily seek assistance in dealing with emotional, physical, or mental health problems, including drug use and/or alcohol misuse, which may adversely affect their job performance. Confidential professional assistance, treatment planning, and rehabilitation services are available by directly contacting the District's employee assistance program (EAP) provider, Reliant Behavioral Health Employee Assistance Program (344-6929 or 1-866-750-1327).

**An employee who requests assistance from the District for a drug and/or alcohol problem before the problem affects job performance, will not jeopardize their employment solely by requesting and/or receiving assistance to deal with a drug and/or alcohol problem. If an employee does not seek treatment for a drug and/or alcohol problem, and it is found that their performance is being affected, under District authority, the employee may be subject to discipline, up to and including suspension and/or discharge.**

#### Prescription/Over-the-Counter Drug Use

District employees may possess and use medically authorized prescription or over-the-counter drugs at work as long as the prescription or over-the-counter drugs do not have disabling effects or otherwise affect the covered employee's fitness for duty or job performance. Employees must report the use of prescription or over-the-counter drugs that could have a disabling effect or otherwise adversely affect the employee's fitness for duty or job performance, or which may cause a risk of danger to the employee or others, to their immediate supervisor. It is the employee's responsibility to determine from the physician, pharmacist, or other health care professional whether or not the prescribed or over-the-counter drugs could adversely affect the employee's fitness for duty or job performance.

**The District may require employees to provide written medical authorization to work from a physician, upon the reporting of the use of prescription or over-the-counter drugs. Under**

**District authority, an employee's failure to report the use of prescription or over-the-counter drugs which have disabling effects or otherwise affect the employee's fitness for duty while at work or failure to provide proper evidence of medical authorization to work may result in discipline, up to and including suspension and/or discharge.**

### **Employee Responsibility**

The District expects and requires the support of all employees in meeting its commitment to providing a drug- and alcohol-free work environment. An employee who observes or has knowledge of another employee in a condition which impairs their ability to perform their job duties or who poses a serious hazard to the safety and welfare of others, must report the information to their immediate supervisor, the employee's supervisor, the Director of Human Resources and Risk Management or the Drug and Alcohol Program Administrator.

### **Workplace Drug-Related Convictions**

In accordance with the Drug Free Workplace Act of 1988, the District requires all District employees to report, in writing, to the District, any criminal conviction for a violation of a criminal drug statute occurring in the workplace no later than five days after the conviction. Within ten (10) calendar days of receiving notification of the conviction the District will provide written notification to its federal contracting agencies.

**Under its own authority, the District may subject employees convicted of workplace drug-related crimes to disciplinary action up to and including suspension and/or discharge.**

**Any disciplinary action will be imposed within 30 days of the District being notified of the conviction.**

Employees convicted of workplace drug-related crimes may be required by the District to participate satisfactorily in a drug abuse assistance or rehabilitation program.

### **Right to Inspection**

When the District has reasonable suspicion to believe an employee is in possession of prohibited controlled substances and/or alcohol on District property, the employee may be requested to permit an inspection of their person, personal property, clothing, or personal vehicle. Employees shall have no reasonable expectation of privacy under these circumstances. The District will have at least one witness present when conducting an inspection of an employee or the employee's personal property, clothing, or personal vehicle.

**Under its own authority, the District may subject employees who refuse to submit to such an inspection to disciplinary action, up to and including suspension and/or discharge. The District reserves the right to search District property (i.e. desks, file cabinets, lockers) at any time, and employees shall have no reasonable expectation of privacy with respect to District property.**

## Training

In accordance with FTA regulations, all employees who perform a safety sensitive function will be required to attend a minimum of one hour of training regarding the effects and consequences of prohibited drug use on personal health, safety, and the work environment, and the manifestations and behavioral cues that may indicate prohibited drug use. In addition, the District will require all employees who perform a safety sensitive function to attend training regarding the District's Drug and Alcohol Policy and its testing program.

In accordance with FTA regulations, all supervisors who are responsible for determining when it is appropriate to administer reasonable suspicion drug and/or alcohol tests will be required to attend a minimum of two hours of training regarding the physical, behavioral, and performance indicators of probable drug use and alcohol misuse.

**Under its own authority, the District may require or permit all employees to attend training or educational programs regarding drug and/or alcohol abuse.**

## Testing

As mandated by Federal regulations and authorized by the FTA, applicants for employment in a safety sensitive position, employees requesting transfer into a safety sensitive position, and employees in a position that requires the performance of a safety sensitive function are required to submit to drug and alcohol testing (pre-employment, reasonable suspicion, post-accident, random, return to duty, and follow-up testing) as a condition of employment with the District.

The Department of Transportation (DOT) regulation 49 CFR part 40, "Procedures for Transportation Workplace Drug and Alcohol Testing Programs," prescribes the testing methods that will be used, and such testing shall also be consistent with applicable State law.

**Under District authority, all other safety sensitive employees may be required to submit to drug and alcohol testing (pre-employment, reasonable suspicion, post-accident, and return to duty testing) as a condition of employment with the District. Non-safety sensitive employees are subject to reasonable suspicion, post-accident, return-to-duty, and follow-up drug and alcohol testing. Testing methods comparable to the testing methods prescribed in the Department of Transportation (DOT) regulation 49 CFR part 40, "Procedures for Transportation Workplace Drug and Alcohol Testing Programs," will be used, and such testing shall also be consistent with applicable State law.**

**Any LTD-mandated drug and alcohol testing of safety sensitive employees will be conducted under local authority, using non-DOT CCFs (Custody and Control Form) / ATFs (Alcohol Testing Form).**

All drug and alcohol testing will be conducted in a manner that assures a high degree of accuracy and reliability by using the techniques, chain of custody procedures, and equipment and laboratory facilities that have been approved by the U.S. Department of Health and Human Services (DHHS), the DOT, and State law. All drug and alcohol testing that is conducted under

District authority also will be conducted in a manner that assures a high degree of accuracy and reliability by using techniques, chain of custody procedures, and equipment and laboratory facilities that are the same as, or comparable to, those approved by DHHS, the DOT, and State law.

All drug and alcohol testing will be conducted in an environment that affords the maximum privacy practicable for the employee being tested. The District will strictly adhere to all standards of confidentiality, maintaining the confidentiality of the employee and the respect for the employee throughout the drug and/or alcohol testing process.

Except as otherwise stated by this policy, the District will be responsible for all costs directly associated with the drug and alcohol tests specified in this policy.

Any safety sensitive applicant/employee with a dilute negative test result (creatinine level  $\geq 5$  mg/dL) will be directed by the Drug and Alcohol Program Manager to undergo an immediate second unobserved test.

## Types of Testing

### *Pre-employment:*

As authorized by the FTA, all applicants who have been selected for employment in a safety sensitive position must submit to a urine drug test and have a verified negative test result prior to being assigned to a safety sensitive position. In addition, current employees who are being transferred or promoted into a safety sensitive position from a non-safety sensitive position must submit to a urine drug test and have a verified negative test result prior to being assigned to a safety sensitive function. If the pre-employment drug test is cancelled, the applicant or employee will be required to submit to another urine drug test.

Under FTA authority, all applicants who have been conditionally selected for employment in a safety sensitive position pending the outcome of a drug test, and any employee who has been selected to be promoted into a safety sensitive position, must submit to a urine drug test and have a verified negative test result prior to being hired or assigned to the position. If the pre-employment drug test is cancelled, the applicant or employee will be required to submit to another urine drug test.

Under FTA authority, failure to obtain a verified negative test result on a pre-employment drug test will disqualify an applicant for employment in, or transfer to, a safety sensitive position. An applicant who has failed a pre-employment drug test will be advised of resources available to evaluate and resolve problems associated with drug abuse, including the names, addresses, and telephone numbers of substance abuse professionals and counseling and treatment programs.

**Unless otherwise provided by law, an applicant who has failed a pre-employment drug test will be ineligible to submit another application for employment with the District for a period of six months.**

Under FTA authority, applicants who have previously refused or tested positive on a DOT-required pre-employment drug test are required to submit documentation supporting their successful completion of the substance abuse professional (SAP) referral, evaluation, and treatment process under section 655.62.

An existing safety sensitive employee who has not performed a safety sensitive function for 90 or more consecutive calendar days, and who has been removed from the random testing pool during that time, is required by FTA regulations to submit to a pre-employment urine drug test and obtain a negative result prior to the reassignment of safety sensitive duties.

*Reasonable Suspicion:*

As authorized by the FTA, employees who perform a safety sensitive function will be required to submit to urine testing for drugs and/or alcohol breath testing when there is a reasonable suspicion that the employee is impaired by a prohibited controlled substance or alcohol. Alcohol testing may only take place just before the employee is to perform safety sensitive functions, while the employee is performing safety sensitive functions, or just after the employee has ceased performing safety sensitive functions.

**Under District authority, all other District employees will be required to submit to urine testing for controlled substances and/or alcohol breath testing when there is a reasonable suspicion to believe that the employee is impaired by a controlled substance or alcohol.**

The determination to require a reasonable suspicion drug and/or alcohol test will be made by a supervisor or manager trained to identify the signs and symptoms of drug use and alcohol misuse. The determination will be based on the supervisor's or manager's specific, contemporaneous, articulable observations including, but not limited to, the employee's appearance, behavior, speech, or body odor.

Whenever possible, the determination to require a reasonable suspicion drug and/or alcohol test should be made by the employee's supervisor or manager. If the employee's supervisor or manager is not immediately available, the determination to require a reasonable suspicion drug and/or alcohol test may be made by another trained supervisor or manager within the employee's department, a trained supervisor or manager in another department, or by the Drug and Alcohol Program Administrator.

When an employee has been notified that he/she will be required to submit to reasonable suspicion drug and/or alcohol testing, he/she must report immediately to the collection site designated by the District. The employee will not drive themselves to and from the collection site, and will instead be transported by the District. The employee will not be permitted to use restroom facilities, consume beverages, or smoke until specimen collection is completed.

### *Post-accident:*

As authorized by the FTA, drug and alcohol testing is required of all employees who perform a safety sensitive function who are involved in an accident, as defined by FTA regulations, where there is a loss of life. In other nonfatal accidents, drug and alcohol testing is required of an employee who performs a safety sensitive function unless the employee's performance can be completely discounted as a causative or contributing factor.

FTA regulations define an accident as an occurrence associated with the operation of a vehicle in which:

- An individual dies, or
- An individual suffers a bodily injury and immediately receives medical treatment away from the scene of an accident, or
- One or more of the vehicles involved incurs disabling damage as a result of the occurrence and is transported away from the scene by a tow truck or other vehicle.

An occurrence associated with the operation of a vehicle means that the accident is directly related to the manner in which the driver applied the brake, accelerated, turned the steering wheel, or operated its lift. Disabling damage means damage that precludes departure of any vehicle from the scene of the occurrence in its usual manner in daylight after simple repairs. Disabling damage includes damage to vehicles that could have been operated but would have been further damaged if so operated.

Following a fatal accident, each surviving safety sensitive employee on duty in the public transportation vehicle at the time of the accident will be subject to drug and alcohol testing. All safety sensitive employees not on the vehicle whose performance could have contributed to the accident, as determined by the District using the best information available at the time of the accident, also will be tested.

Following a nonfatal accident, each safety sensitive employee on duty in the mass transit vehicle at the time of the accident will be subject to drug and/or alcohol testing unless the District determines, using the best available information at the time of the decision, that the employee's performance can be completely discounted as a contributing factor to the accident. Employees not in the vehicle, whose performances could have contributed to the accident as determined by the District using the best information available at the time of the accident, will be subject to drug and alcohol testing unless their behavior can be completely discounted as a contributing factor to the accident.

Post-accident drug and alcohol tests will be performed as soon as possible following an accident. Drug tests will be performed within 32 hours following the accident. The District will attempt to complete the alcohol test within two hours of the accident. If the District is not able to perform the alcohol test within two hours, it will file a report noting the reason for the delay and continue attempts to complete the test. If the District is not able to complete the alcohol test in eight hours, it will cease attempts to do so and update the two-hour written report. If the employee to be tested was injured in the accident, the requirement to test for drugs and/or alcohol should not delay necessary medical attention, and testing may be administered simultaneously with the employee receiving necessary medical attention.



Any safety sensitive employee involved in an accident must remain readily available for drug and/or alcohol testing for up to eight hours after the accident. The employee is responsible for notifying the District of his or her location if he or she leaves the scene of the accident prior to submitting to testing. Failure by the employee to remain readily available may be determined to be a refusal to submit to testing.

When an employee has been notified that he/she will be required to submit to post-accident drug and/or alcohol testing, he/she must report immediately to the collection site designated by the District. The employee will not drive themselves to and from the collection site, and will instead be transported by the District. The employee will not be permitted to use restroom facilities, consume beverages, or smoke until specimen collection is completed.

Post-accident drug and alcohol tests required by this policy are in addition to and/or separate from any tests conducted for law enforcement purposes. If the District is unable to perform the required FTA tests (i.e., the employee is unconscious, or detained by a law enforcement agency), the District may use the results of a blood or urine test for the use of prohibited drugs and/or the results of a blood or breath test for the misuse of alcohol, conducted by Federal, State, or local officials having independent authority for the test, to meet the testing requirements of the Federal regulations and this policy, provided such tests conform to the applicable Federal, State, or local testing requirements, and that the results of the tests are obtained by the District.

#### *Random:*

As authorized by the FTA and State law, all employees who perform a safety sensitive function will be subject to random and unannounced drug and/or alcohol testing. A covered employee may be randomly tested for prohibited drug use anytime while on duty.

The District will comply with the random selection rate established by the FTA for safety sensitive employees as outlined in 49 CFR Part 655. All employees subject to random selection will have an equal chance of being selected for testing and will remain in the random selection pool even after being tested. The selection method shall be made by scientifically valid methodology and shall be spread reasonably throughout the time safety sensitive functions are performed.

Employees who are subject to random drug and alcohol testing will remain subject to random testing throughout their work shift. If an employee is initially notified that he/she has been selected for random testing prior to the end of his/her work shift, the test(s) must be completed, even when such completion has the incidental effect of causing the employee to stay overtime. When an employee has been notified that he/she has been selected for testing, he/she must report immediately to the collection site designated by the District. A vehicle for the employee to transport themselves to and from the collection site will be provided by the District. The employee will not be permitted to use restroom facilities, consume beverages, or smoke until specimen collection is completed. Alcohol testing may only take place just before the employee is to perform safety sensitive functions, while the employee is performing safety sensitive functions, or just after the employee has ceased performing safety sensitive functions.



### *Return to Duty:*

As authorized by the FTA, 49 CFR, Part 40, Subpart O, and State law, all employees who perform a safety sensitive function and who have previously had a verified positive drug test, an alcohol test result of 0.04 or greater, a refusal to test, or engaged in any activity that violates the FTA regulations, must submit to and receive a verified negative test result on a return-to-duty drug test and/or submit to a breath alcohol test with a result showing an alcohol concentration level of less than 0.02 prior to resuming performance of safety sensitive duties. Return-to-duty testing will not be conducted until after the SAP determines that the employee has completed all education and treatment recommended by the SAP. The FTA requires that return to duty tests be an observed collection.

**The District, under its own authority, may require employees returning to work from a positive drug and/or alcohol test to undergo a physical evaluation by a physician of the District's choice and to pass a return-to-duty drug test and/or submit to a breath alcohol test with a result showing an alcohol concentration level of less than 0.02, prior to returning to work.**

### *Follow-up:*

In accordance with FTA regulations, 49 CFR, Part 40, Subpart O, a safety sensitive employee who has been permitted to return to duty, following a verified positive drug test, an alcohol test result of 0.04 or greater, or a refusal to submit to a test, will be subject to unannounced follow-up drug and/or alcohol testing for at least 12 but not more than 60 months. The frequency and duration of the follow-up testing will be determined by the SAP, with a minimum of six tests during the first 12 months after the covered employee has returned to duty. The FTA requires that follow up tests be an observed collection.

**Under District authority, an employee who has been permitted to return to duty, following voluntary treatment for a drug and/or alcohol problem may be required to submit to non-DOT follow-up drug and/or alcohol testing.**

When an employee is notified to submit to a follow-up test, he/she must report immediately to the collection site designated by the District. Transportation to and from the collection site will be provided by the District. The employee will not be permitted to use restroom facilities, consume beverages, or smoke until specimen collection is completed.

Follow-up testing is separate from, and in addition to, all other testing that is conducted as part of the drug and alcohol testing program. If a follow-up test is cancelled, the employee is required to submit to an additional test.

### *Pre-duty Alcohol Use:*

In accordance with FTA regulations, all safety sensitive employees are prohibited from using alcohol within four hours of performing a safety sensitive function. A safety sensitive employee who is requested to report for duty less than four hours prior to the requested report time must inform the District if he/she has consumed alcohol within four hours of the requested report time.

In accordance with FTA regulations, the District shall prohibit the consumption of alcohol for the specified on-call hours of each covered employee who is on call. If an on-call safety sensitive

employee informs the District of his/her use of alcohol and claims he/she has the ability to safely perform his/her safety sensitive function, the employee will be allowed to submit to a breath alcohol test. If the employee's breath alcohol concentration level measures less than 0.02, the employee will be allowed to perform his/her safety sensitive function.

#### *Blind Performance Testing:*

In accordance with FTA regulations, the District will ensure that ongoing blind sample proficiency testing is conducted, using blind quality control specimens that are not distinguishable from covered employee specimens, as a quality assurance measure of the testing laboratory.

### **Drug Testing Procedures**

In accordance with FTA regulations and State law, drug and alcohol testing procedures for specimen collection, chain of custody of specimens, laboratory analysis procedures, and quality control requirements will be in accordance with the United States Department of Health and Human Services, Mandatory Guidelines for Federal Workplace Drug Testing Programs; Final Guidelines, and the Provisions Set Forth in 49 CFR Part 40; Procedures for Transportation Workplace Drug and Alcohol Testing Programs, Final Rule, and Oregon State law. A copy of 49 CFR, Part 40 is available in the Human Resources and Risk Management Department.

Urine Drug testing will be conducted for:

- Marijuana
- Cocaine
- Opioids
- Phencyclidine
- Amphetamines

### **Observed Collections**

In accordance with FTA regulations, with regards to a drug test conducted for a safety sensitive employee, in the following circumstances, collection site personnel must observe a second urine collection immediately after the first collection:

- The employee has presented a urine sample that falls outside the normal temperature range (90.0 to 100.0).
- The collector observes conduct or materials that clearly indicate an attempt to substitute or adulterate the sample.
- The original specimen appears to be tampered with (e.g., blue dye in the specimen, excessive foaming when shaken, and smell of bleach).

In the following circumstances, the medical review officer (MRO) will direct the District to require the employee to be subject to an immediate retest under direct observation:

- The laboratory reported that the specimen was invalid and the MRO determined that there

was not an adequate medical explanation for the result.

- If a specimen was negative-dilute with a creatine level of greater than or equal to 2 mg/dL but less than or equal to 5 mg/dL.
- The MRO had to cancel a test when the primary specimen was verified as positive, adulterated, or substituted because the split was unavailable for testing.

If an employee has previously been determined to have used a controlled substance without medical authorization, and the particular test is being conducted under the FTA regulation as a return-to-duty or follow-up test, the collection is required to be observed.

In accordance with Federal regulations, employees having observed collections must be instructed to raise clothing just above the navel; lower clothing to mid-thigh; then turn around to show the same gender observers that they do not have prosthetic devices for beating the tests. If no device is detected, the employee is permitted to return clothing to its proper observed-collection position. Then the observed collection will take place.

### **Return to Duty after Specimen Collection**

Under District authority, a safety sensitive employee who is required to submit to random or follow-up drug testing may be returned to duty immediately following specimen collection. If the employee also is subject to random or follow-up alcohol testing, the employee's return to duty will be dependent upon the outcome of the breath alcohol testing.

Under District authority, a safety sensitive employee who is required to submit to a reasonable suspicion or post-accident drug test will not be permitted to return to duty and will be placed on a paid leave pending the receipt by the District of a verified negative test result.

Under District authority, a non-safety sensitive employee who is required to submit to a reasonable suspicion drug test will not be permitted to return to duty and will be placed on a paid leave pending the receipt by the District of a verified test result.

### **The Role of the Medical Review Officer (MRO)**

For safety sensitive employee testing, an MRO is required to verify positive test results and facilitate the split sample process. An MRO is defined by the FTA as a licensed physician responsible for receiving laboratory results generated by an employer's drug testing program who has knowledge of substance abuse disorders. The MRO shall communicate all verified positive test results to the employee and to the District.

### **Drug Test Results**

All drug test results will be reported by the testing laboratory to a qualified MRO designated by the District. The MRO will be responsible for verifying and validating drug test results. The MRO will review and interpret the employee's confirmed positive drug test result by reviewing the individual's medical history and affording the employee an opportunity to offer any clarifying information that would explain a positive test result. The MRO will report each verified test result

to the District and will notify each employee who has a verified positive test result. The MRO may verify a test as positive without having communicated directly with the employee if: the employee expressly declines the opportunity to discuss the test; neither the MRO nor the District has been able to contact the employee within 10 days of the date on which the MRO receives the confirmed positive test result from the laboratory; or the District has contacted the employee and directed the employee to contact the MRO, and more than five days have passed since the date the employee was contacted by the District.

### **Positive Drug Test Results**

An employee who has a verified positive drug test result will be immediately removed from his/her safety sensitive position, advised of resources available to evaluate and resolve problems associated with drug abuse, and be evaluated by a substance abuse professional (SAP). Under District authority, the employee will be placed on an unpaid leave of absence pending the results of the evaluation by the SAP and may be subject to discipline, up to and including suspension and/or discharge. A “verified positive drug test” means an initial positive result that has been validated by a second confirmatory positive drug test.

An employee who has a verified positive drug test result will have 72 hours, including holidays and weekends, from the time of notification by the MRO or the District, whichever occurs first, in which to request that the split specimen be analyzed at a different DHHS-approved laboratory. The employee will not be responsible for paying the cost of the split sample testing prior to the test being conducted. However, the District reserves the right to seek reimbursement from the employee. The request by an employee for an analysis of the split specimen will not delay the removal of the employee from his/her safety sensitive position. If the result of the test of the split specimen fails to confirm the presence of the drug(s) or drug metabolite(s) found in the primary specimen, the employee will be returned to duty and will be compensated for time or benefits lost as a result of being placed on an unpaid leave of absence.

### **Negative – with a Safety Concern Drug Test Results**

In the event that an employee has a positive test result, the MRO will contact the employee directly, on a confidential basis, to complete an interview to determine if there is a legitimate medical explanation for the test result. If there is a legitimate explanation, the employee will have 5 days from the time notified by the MRO to have the prescribing doctor contact the MRO to determine the validity of the prescription and check if the medication can be changed to one that does not cause the employee to pose a significant safety risk. If, after speaking to the prescribing physician, the prescription is verified but the MRO still believes that the employee poses a significant safety risk, the MRO will report a negative – with a safety concern result to LTD.

#### What constitutes a valid prescription?

- Current – must not be expired (prescribed within the last 12 months)
- In the employee’s name
- Recognized as legal by the federal government
  - Medical marijuana is not recognized by the federal government
  - Medicines containing alcohol are specifically prohibited

If the employee's valid prescription raises safety concerns with the MRO, the employee may be reported as "Negative – with a safety concern".

In the event that LTD receives notification from the MRO that an employee has a drug test result marked as Negative - with a safety concern the employee will be removed from safety sensitive job functions and be given the opportunity to address this issue with their medical provider and the MRO.

Possible outcomes of a Negative – with a safety concern:

- Without agreement between the prescribing healthcare provider and the MRO stating that the individual can safely perform work duties while taking the prescribed medication, the individual may be deemed medically unqualified to perform essential duties of the position and subject to termination.
- With agreement between the prescribing healthcare provider and the MRO, the individual may be deemed medically qualified to maintain employment in a DOT safety-sensitive position.
- Under District authority, the employee may be subject to a medical examination prior to returning to safety-sensitive job functions.

## **Breath Alcohol Testing Procedures**

All breath specimen collection must be collected through the use of an evidential breath testing device (EBT) approved by the National Highway Traffic Safety Administration. The breath alcohol tests will be conducted by a trained breath alcohol technician (BAT) at a site that provides visual and aural privacy to the covered employee being tested to the greatest extent practicable. Prior to specimen collection, the employee and the BAT must complete, date, and sign a breath alcohol testing form indicating that the employee is present and providing a breath specimen.

The BAT will conduct an initial screening test, requiring the employee to blow forcefully into a disposable mouthpiece attached to the EBT, for at least six seconds or until an adequate amount of breath has been obtained. Following the initial screening test, the BAT will show the employee the result displayed on the EBT or the printed result.

If the result of the initial screening test is an alcohol concentration of 0.02 or greater, a confirmation test will be conducted. The confirmation test will be conducted at least 15 minutes after the completion of the initial screening test. The employee must remain in the presence of the BAT during the waiting period. The confirmation test will be conducted using the same procedures as the initial screening test. A new mouthpiece will be used. Before the confirmation test is administered, the BAT will conduct an air blank test on the EBT. If a BAT other than the one who conducted the screening test is to conduct the confirmation test, the new BAT and the employee will be required to sign and date a new breath alcohol testing form.

If the results of the initial screening test and the confirmation test are not identical, the confirmation test result will be deemed to be the final result.

Following the completion of a breath alcohol test, the BAT will be required to sign and date the breath alcohol testing form certifying that the results shown belong to the employee being tested.

The employee will be directed to sign the ATF if the confirmation test is greater than 0.02. The BAT will be responsible for transmitting all test results to the District in a confidential manner.

If an employee attempts and fails to provide an adequate amount of breath, the BAT will note this on the alcohol testing form and notify the District. The employee will be required to submit to a medical evaluation, by a physician of the District's choice, concerning the employee's medical ability to provide an adequate amount of breath. If no valid medical reason is determined, then the employee's inability to provide an adequate amount of breath will be considered to be a refusal to submit to a test.

### **Breath Alcohol Test Results**

If the results of the breath alcohol test are below 0.02, the employee may be returned to work immediately.

**Under District authority, a confirmed alcohol concentration of 0.02 or greater will be considered a positive breath alcohol test result and a violation of this policy.**

As required by the FTA, if the results of the breath alcohol test are 0.02 or greater but less than 0.04, the employee will not be permitted to return to duty until the start of his/her next regularly scheduled shift and not less than eight hours following the test. Under District authority, the employee may be subject to discipline, up to and including suspension and/or discharge.

As required by the FTA, if the results of the breath alcohol test are 0.04 or greater, the employee will be immediately removed from his/her safety sensitive position, advised of the resources available to evaluate and resolve problems associated with alcohol misuse, and be evaluated by an SAP. Under District authority, the employee will be placed on an unpaid leave of absence pending the results of the evaluation by the SAP and may be subject to discipline, up to and including suspension and/or discharge.

An employee with a breath alcohol concentration level of 0.02 or greater will be provided transportation to his/her residence. If the employee insists on driving, law enforcement will be notified.

### **Refusal to Submit to a Test**

In accordance with FTA regulations and State law, an employee who is determined to have a test refusal will be immediately removed from his/her safety sensitive position, advised of resources available to evaluate and resolve problems associated with drug abuse, and be evaluated by an SAP.

**Under District authority, the employee will be placed on an unpaid leave of absence pending the results of the evaluation by the SAP and may be subject to discipline, up to and including suspension and/or discharge.**

A determination of an employee's test refusal includes the following:

- Refusal to take the test.

- Failure to provide sufficient quantities of breath or urine to be tested without a valid medical explanation.
- Failure to provide a breath or urine specimen in alcohol and drug testing.
- Failure to undergo a medical examination or evaluation as directed by the MRO or designated employer representative DER.
- The MRO reports a verified adulterated or substituted test result.
- Not reporting to the collection site in the time allotted (except for a pre-employment test).
- Failure to remain at the collection site until the collection process has been completed.
- Failure to permit direct observation or monitoring of the provision of a specimen for a drug test when a direct observation or monitoring is required.
- Failure or decline to take a second test when directed by the collector or the District.
- Failure to cooperate with any part of the testing process (e.g., refusal to empty pockets when directed by the collector; behaving in a confrontational way that disrupts the collection process; failing to wash hands after being directed to do so by the collector).
- Refusal to sign the certification at Step 2 of the Alcohol Testing Form.
- Leaving the scene of an accident without authorization before the tests have been conducted.
- For an observed collection, failure to follow the observer's instructions to raise clothing above the waist, lower clothing and underpants, and turn around to permit the observer to determine if employee has any type of prosthetic or other device that could be used to interfere with the collection process.
- Possessing or wearing a prosthetic or other device that could be used to interfere with the collection process.
- Admitting to the collector or MRO that the employee adulterated or substituted the specimen.

## Discipline

Compliance with the District's Drug and Alcohol Policy is a condition of employment for all employees. For employees who are represented by ATU 757, a violation of any part of the District's Drug and Alcohol Policy will result in discipline as provided in Article 24 of the Labor Agreement. For all other employees, a violation of any part of the District's Drug and Alcohol Policy will result in discipline, up to and including suspension and/or discharge. Factors that the District may consider regarding the severity of disciplinary action include, but are not necessarily limited to, the covered employee's conduct that prompted the application of this policy, the covered employee's work record, the degree of impairment, the potential for consequences arising from the covered employee's actions, and the drug and/or alcohol test results. Any employee with a verified positive on a Post-Accident, Return-to-Duty or Follow-up drug and/or alcohol test will be subject to additional discipline, up to and including discharge.



Employees who are discharged as a result of violating this Drug and Alcohol policy will be provided with a list of the resources available in evaluating and resolving problems associated with the use of illicit drugs and/or misuse of alcohol and will have access to the District's current Employee Assistance Program (EAP). Access to the EAP program will be limited to treatment directly related to the drug and/or alcohol problem and is available for a time period not to exceed 60 days.

### **The Role of the Substance Abuse Professional (SAP)**

An SAP is a professional who can determine what assistance an individual needs in resolving problems associated with prohibited drug use and/or alcohol misuse. The evaluation will consist of a clinical assessment, treatment recommendations, and referrals, as appropriate. The SAP will inform the District, in writing, of the clinical assessment-based treatment recommendations, which must be complied with. In addition, the SAP will specify the duration and frequency of follow-up drug and/or alcohol tests. The SAP's evaluations, assessment, treatment recommendations, referrals, and follow-up testing recommendations will be in accordance with 49 CFR, Part 40.

### **Required Treatment**

If the SAP determines that an employee has successfully demonstrated compliance with the education and treatment required by the SAP but has not completed the full regimen of education and treatment (e.g., ongoing out-patient treatment), the employee may be eligible to return to duty.

Work absences for the continued education and treatment required by the SAP may qualify for available sick leave benefits and/or personal medical leave, provided the employee is following the prescribed treatment program. If sick leave and personal medical leave have been exhausted, the employee may be placed on a medical leave of absence without pay.

If the District is notified by the SAP that the employee is not complying with the ongoing education and treatment requirements, the employee will be immediately removed from his/her safety sensitive position. Under District authority, the employee will be placed on an unpaid leave of absence and may be subject to discipline, up to and including suspension and/or discharge.

### **Working Conditions**

The presence or treatment of a substance abuse problem does not excuse an employee from meeting performance, safety, or attendance standards or following other District instructions. In no circumstances may an employee invoke protection under this policy as a means to avoid disciplinary actions resulting from poor work performance or misconduct at work. A voluntary request for assistance will not shield an employee from disciplinary action resulting from on-the-job conduct or work performance. Employees remain responsible for their on-the-job conduct and work performance.



## Return to Work Agreement

Under District authority, an employee who has a verified positive drug test, has a confirmed breath alcohol concentration level of 0.04 or greater, or who is referred to drug and/or alcohol treatment that requires his/her to be away from work, will be required to sign a return to work agreement prior to being permitted to return to duty. The agreement may include, but is not limited to, the following requirements:

- A release to work statement from an approved treatment specialist
- A negative test for drugs and/or alcohol
- An agreement to follow-up testing
- A statement of expected work-related behaviors
- An agreement to follow specified aftercare requirements
- An expressed understanding that violation of the return to work agreement may result in discipline, up to and including suspension and/or discharge

The return to work agreement is not a guarantee of continued employment. Employees working under a return to work agreement must also follow all other District policies and procedures.

## Confidentiality

The District will maintain all records regarding the drug and/or alcohol testing of employees in a secure manner so that the disclosure of information to unauthorized persons does not occur. In accordance with FTA regulations, drug and/or alcohol test results will be released only under the following circumstances:

- Upon written request, employees will be provided access and/or copies of any records relating to their test(s).
- Upon specific, written request of an employee, information and/or copies of records regarding an employee's test results will be released to a third party.
- When requested, information related to a test result may be disclosed to a decision maker in a lawsuit, grievance, or other proceeding, initiated by or on behalf of the employee tested.
- Upon receipt of an order of a court of competent jurisdiction for criminal or civil action resulting from an employee's performance of safety sensitive duties, test results will be released to the decision maker in the proceeding with the binding stipulation that the decision maker will make it available only to parties to the proceeding.
- Upon request of DOT agency representatives, all drug and alcohol program records that are required by 49 CFR, Part 40 and DOT agency regulations will be provided to the agency representatives.

## **Program Administration**

The District's Drug and Alcohol Testing Policy and Program are administered by the designated Drug and Alcohol Program Administrator. Additional information regarding this policy or the program is available by contacting the Drug and Alcohol Program Administrator in the Human Resources Department at (541) 682-6134.

All records will be maintained in accordance with 49 CFR, Parts 40 and 655.

## **MAINTENANCE**

The Director of Human Resources & Risk Management is responsible for monitoring the application and revision of this policy.

Adopted by the Board of Directors, September 20, 1995.

# Communications Analysis Recommendations

September 18, 2019







# LTD MISSION

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

# VALUES

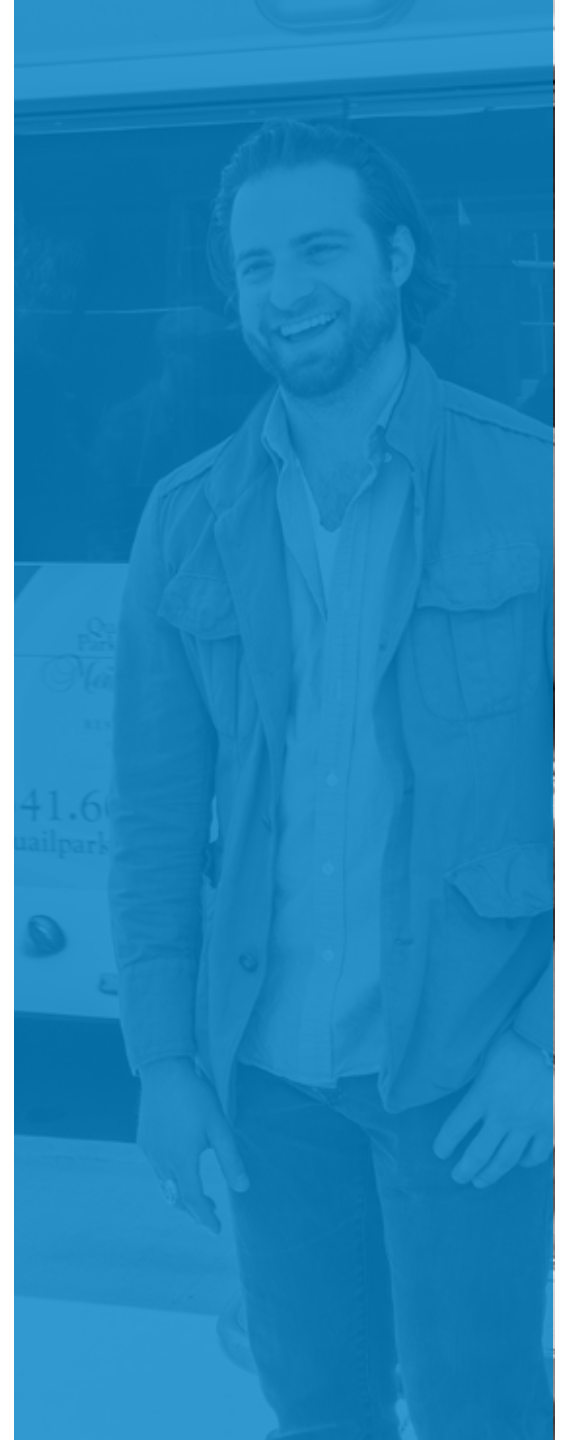
We **serve** the community with respect.

We continuously question if there's a better way.

We collaborate internally and externally.

We care for our employees, customers, and business partners.

We plan for a sustainable future.



# AGENDA



Overview of the Communications Analysis Project



Key Recommendations



Implementation – Putting it into practice

# Overview of Communications Analysis Project

- Review existing communications functions, messages, and strategies
- Identify areas of strength and opportunities for improvement
- Develop solicitation for resources to execute identified changes
- Review successes of implemented changes
- Offer professional development services as needed



# Recommendations of Communication Analysis Project

1. Ensure a positive, clear and consistent customer information experience
2. Formalize our brand plan
  - Vehicle graphics – create unified fleet
  - Own the brand and logo; bring everything into LTD brand; plan for variations and partnerships
  - Be deliberate; evolve and apply consistently powerful brand standards
3. Own our message
  - Know target markets
  - Cultivate and maintain strong media relations
  - Speak in one voice; everyone on the same page.
  - Tell a consistent story developed to support and strengthen mission, vision & values





# Recommendations of Communication Analysis Project

## 4. Optimize our Digital presence by:

- Manage negative reviews & ratings
- Create relevant and engaging content
- Actively and consistently address questions and comments
- Paid digital advertising
- Monitor reports and statistics
- Be strategic



# Recommendations of Communication Analysis Project

## 5. Management

- Clear functional roles and responsibilities
- Create foundational tools including:
  - o LTD Marketing plan
  - o Research program – inform and provide feedback
  - o Inventory of Customer information channels
  - o Templates
  - o Standard Operating Procedures
  - o Marketing project plans
  - o Outreach plan



# Implementation – Putting it Into Practice

## Examples

- Negotiated Lamar Advertising Contract
- Created Bench Contracts for Implementation and Support
- New Marketing & Communications Workgroup
- Developing new roles and responsibilities
- Coordinated marketing and media messaging, frequency
- Project marketing plans
- Developing sponsorship & giving policy



# Putting it Into Practice

## Social Media



## Collateral



## Internal & Misc. Forms

**MARKETING PLAN** Clear Form   
Save Form

**PROJECT INFORMATION**

Project Name \_\_\_\_\_  
Department, Project, Campaign  
Example: Planning - Moving Ahead - E-Fare Project Launch

Marketing Lead \_\_\_\_\_  
First, Last, Position, Email, Phone  
Example: Jan Doe, Marketing Manager, jdoe@ltd.org, 555-555-5555

Key Dates  Inception \_\_\_\_\_  Soft launch \_\_\_\_\_

Budget \_\_\_\_\_

**KEY COMPONENTS**

Mission/Goal \_\_\_\_\_

Key Message \_\_\_\_\_

Objectives \_\_\_\_\_

Key Audience \_\_\_\_\_

Key Channels \_\_\_\_\_

**BRAND GUIDELINES** 2019 /20

LTD | Lane Transit District

**ADMINISTRATIVE OFFICES** 3503 E. 17th Ave. E : LTD@ltd.org  
Eugene, OR 97403 P : 541-  
PO Box 7070 F : 541-682-6111  
Springfield, OR 97475

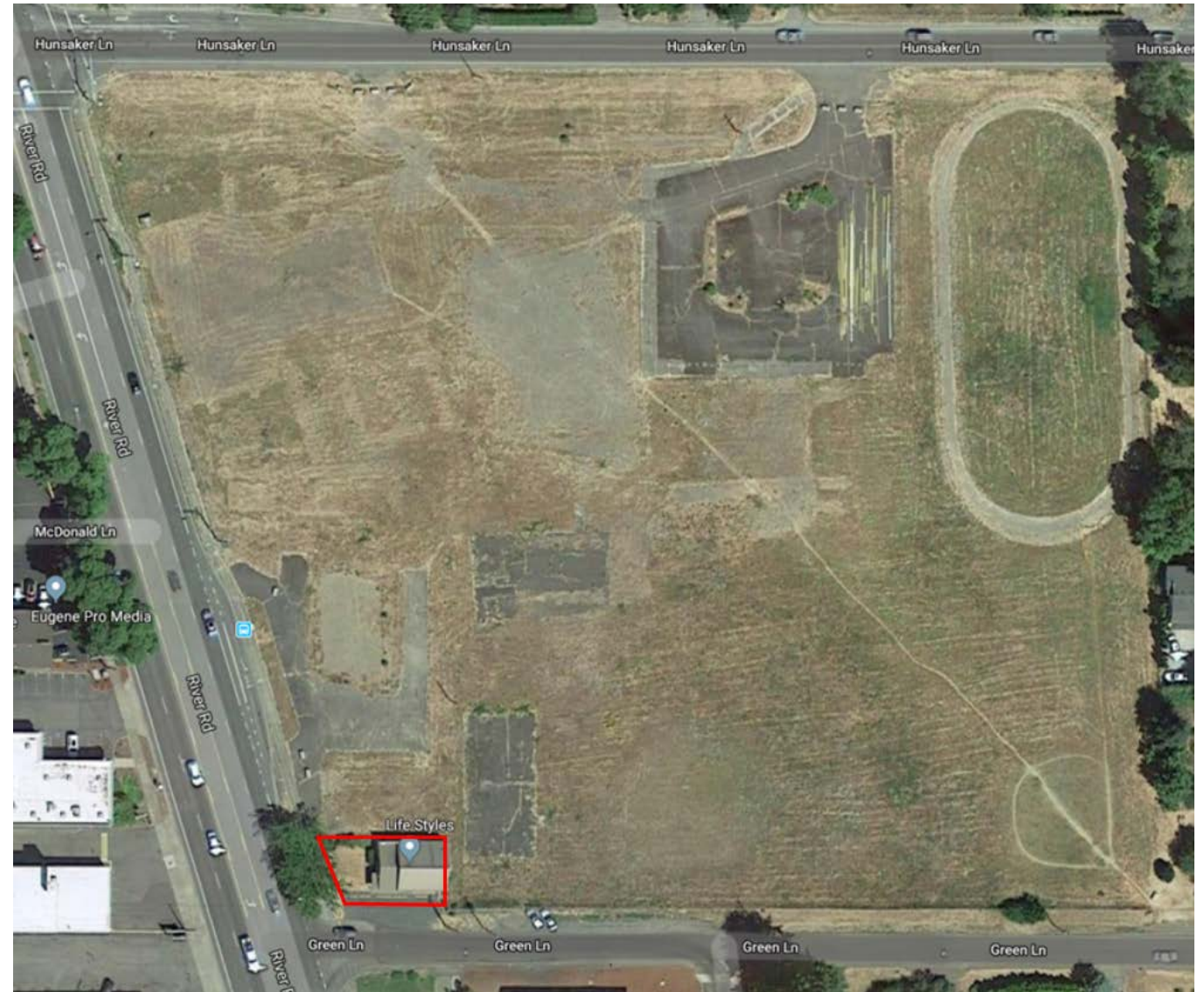
**CUSTOMER SERVICE CENTER** Eugene Station P : 541-687-5555 | 1-800-248-3661  
1080 Willamette St. (7-1-1 TTY)  
Eugene, OR 97401 F : 541-687-5558



# Green Lane Corner Improvement

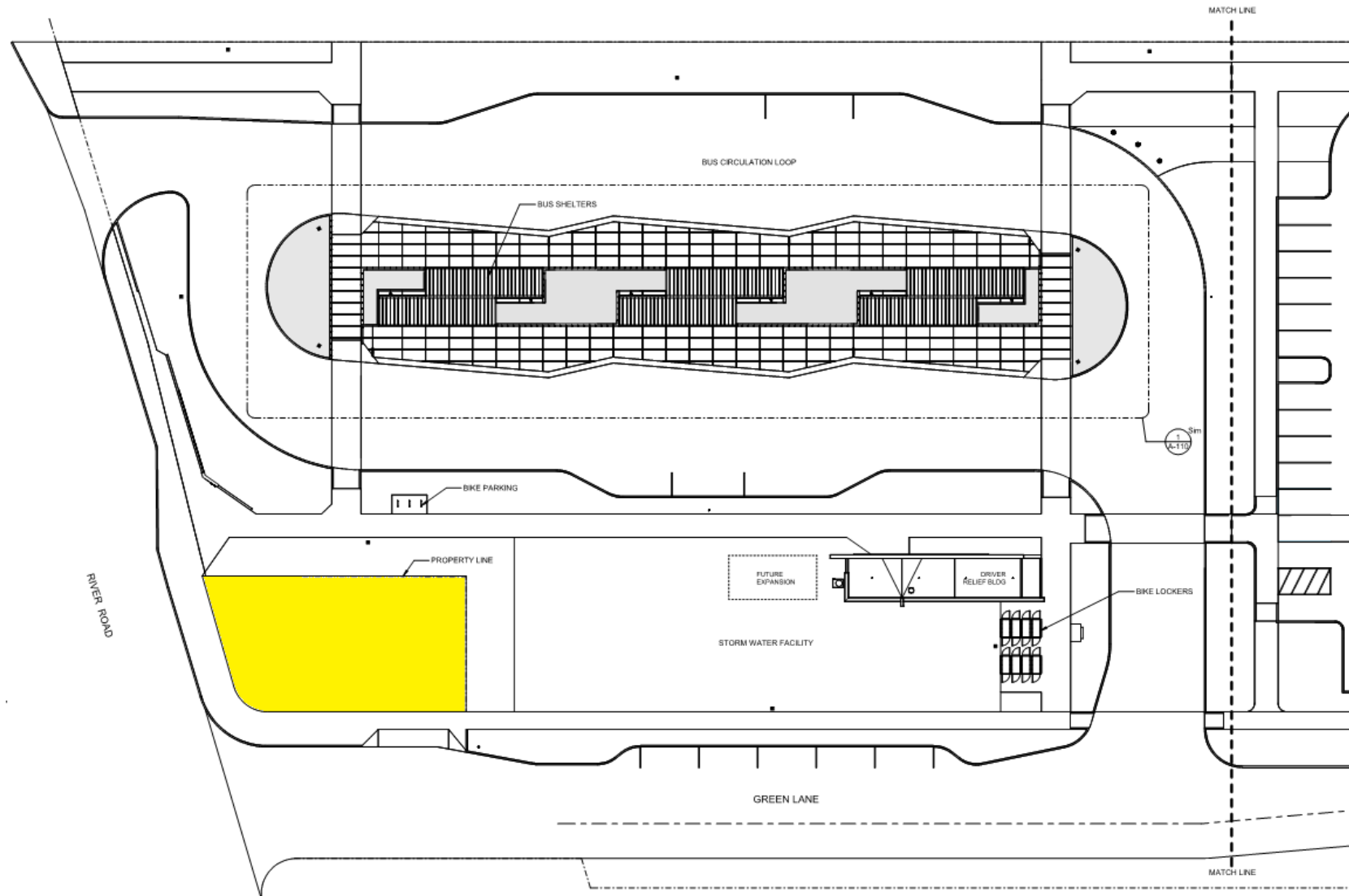
2611 River Road

September 18, 2019

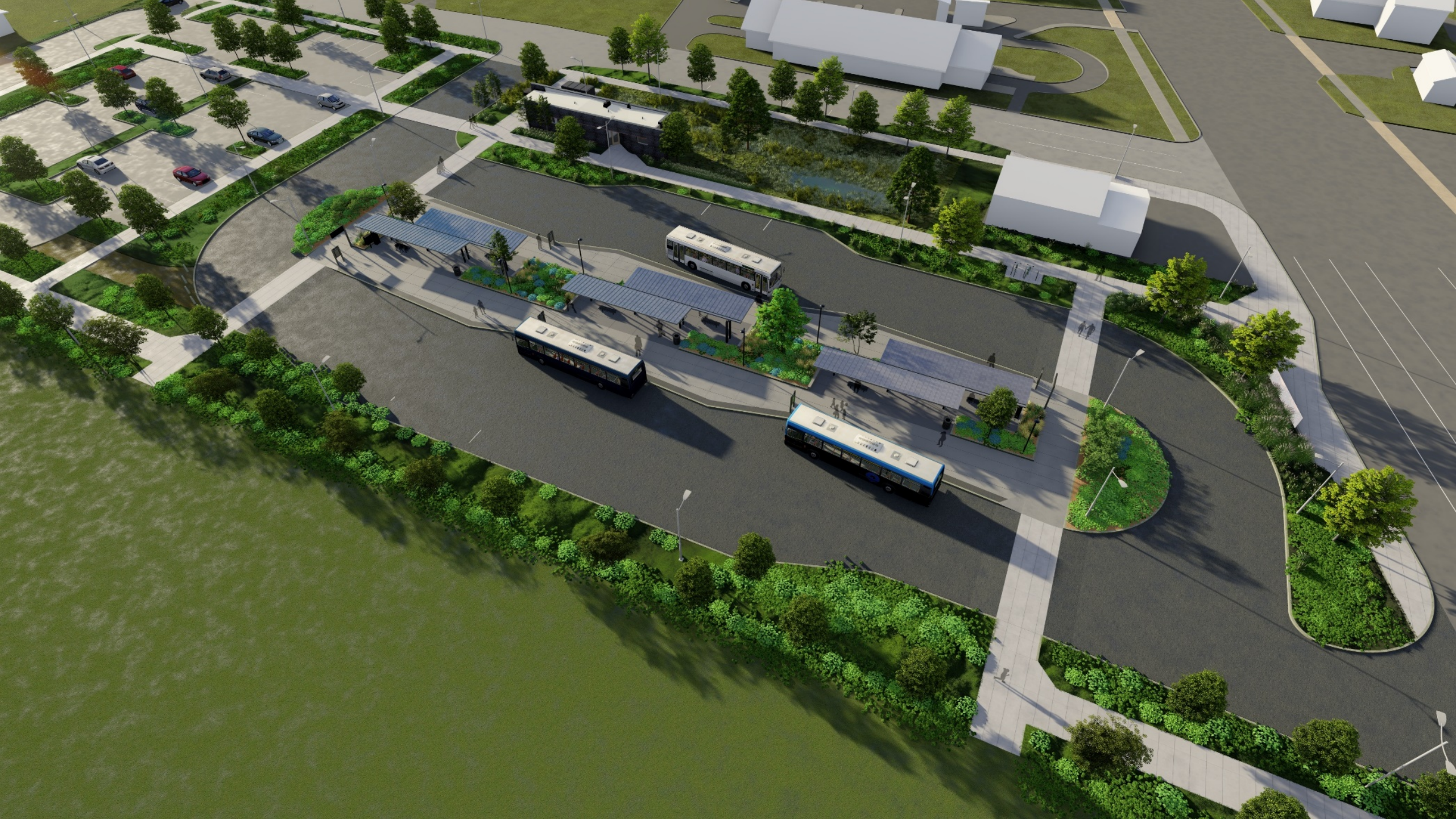




# Property Need









# Property Details

- 3,887ft<sup>2</sup>
- 1,472ft<sup>2</sup> building
- Zoned C-1, Neighborhood Commercial with UL (urbanized land) overlay
- Appraised Market Value \$240,000
- Appraisal, Appraisal Review, ESA, Title Report



# COMMUNICATIONS ANALYSIS

LANE TRANSIT DISTRICT

Prepared by

Celtis

Celtis Ventures, Inc.

215 Ave. I

Suite 104

Redondo Beach, CA 90277

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## Executive Summary

Celtis conducted an assessment of LTD marketing and communications efforts in Fall/Winter 2018-19. Analysis and recommendations, based on findings, are included in this report.

The intent is for LTD to utilize the content provided herein as a tool for developing communications plans, policies, procedures and approaches moving forward.

# ASSESSMENT

## LTD Communications

### **Communications Review**

Celtis Ventures, Inc. (Celtis) conducted a comprehensive assessment of Lane Transit District's (LTD) communications. Through advance research, on-site observation, direct customer related engagement with the system, evaluation of customer environments, a comprehensive material review, staff interviews, leadership discussions, and stakeholder meetings, Celtis analyzed all LTD channels, messages, tactics and strategies.

Throughout the process, Celtis met with LTD staff on a regular basis to assess and address communications issues in real time. As a result, planning templates were created for marketing and outreach efforts, the transit advertising solicitation was modified to assist with fleet branding and a bench contract RFP was issued for a variety of communications support services.

With the communications group somewhat in flux during the assessment, the Celtis team of Matt Raymond, Brionna Simons and Laura Raymond worked extensively with the acting communications manager to address issues critical to LTD communications and provide insight and advanced review of report findings. As part of the evaluation, Celtis prepared current state work flow maps for 12 key marketing and communications processes and provided professional development and guidance to staff through weekly meetings and 1:1 engagement.

Celtis looked extensively at the LTD Brand and conducted an in-depth touchpoint, web and digital analysis. Celtis looked for consistency in graphics, messaging and applications to strengthen the LTD Brand.

Celtis evaluated LTD partnerships, programs and services and looked for opportunities to deliver effective and efficient communications. The overall digital climate, including review sites and comment management practices were assessed. With local representation from Cawood, Celtis completed a media relations evaluation including identification and assessment of media outlets and alignment of key audience.

Four core areas of focus emerged as the foundation of this report and the basis for implementing strategic and successful change.

- Branding
- Media Management
- Digital
- Organizational Management

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Celtis recommends concentrating on prioritizing and implementing the following recommendations:

### Branding

- Update and implement LTD Brand System
- Standardize Logo Placement
- Implement Information Templates
- Enforce Brand Standards
- Update the Brand Guide
- Provide LTD Brand Kits
- Strengthen LTD Fleet Graphics
- Brand Customer Environments
- Extend LTD Brand into Partnerships
- Consider Independent Timetables
- Create A Powerful LTD Brand

### Media + Messaging

- Engage Key Audiences
- Identify Key Messages
- Identify Story Opportunities
- Get Out in Front of Issues
- Proactively Communicate
- Measure and Manage the Media
- Create a Media Calendar
- Build Media Relationships
- Practice Presentations
- Empower LTD Staff
- Ask for Partner Feedback

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## Digital

- Create a Consistent Brand Voice
- Manage Comments
- Integrate Website Content
- Optimize Website Search
- Improve Website Structure
- Fix Current Website Content
- Manage Future Website Content
- Invest in Paid Digital Advertising
- Take Ownership of Review Sites
- Go Organic
- Optimize Email
- Make Website Mobile Responsive
- Go Full Digital
- Optimize External Contractors

## Organizational Management

- Establish External Affairs
- Strengthen Marketing
- Define Roles and Responsibilities
- Update and implement comprehensive Marketing Plan
- Routinize Research
- Establish Standard Information Channels
- Create a Customer Information Suite
- Create Planning Templates
- Develop Standard Operating Procedures
- Develop a Marketing Plan Template
- Develop a Formal Giving Policy
- Develop Foundational Marketing Tools
- Never Stop Learning

## Approach

### COMPONENTS

- **Communications Review**
- **Workflow Efficiency and Effectiveness**
- **Branding Review**
- **Investing in Communications**
- **Communication Balance and Social Media**
- **Media Analysis**
- **Web Analysis**
- **Solicitation for Communications Firm**
- **Solicitation for Transit Advertising**

# APPROACH

## The Celtis Approach

### Reviewed and Assessed Current Marketing and Communications Practices

#### **Communications Review**

Through advance research, on-site observation, direct customer related engagement with the system, evaluation of customer environments, a comprehensive material review, staff interviews, leadership discussions, and stakeholder meetings, Celtis analyzed all LTD channels, messages, tactics and strategies.

To evaluate LTD’s effectiveness in reaching key audiences, Celtis developed a robust list of 13 audiences ranging from current riders to community leaders. Throughout this assessment, careful review was given to the application and alignment of LTD’s mission, vision and values.

### Conducted Three-Part Evaluation to Improve Efficiency and Effectiveness

#### **Workflow Efficiency and Effectiveness**

Celtis conducted a three-part evaluation process including advance research and review of all available process documentation, organization charts, documented procedures and job descriptions. Advance research was followed by in-depth interviews with LTD staff members from Marketing and Communications. Celtis focused on resource and functional alignment for marketing, communication and outreach activities related to LTD’s on-going market presence and project specific execution.

Following on-site discussions, Celtis prepared current state process maps for 12 key marketing and communications processes. Celtis provided professional development and guidance to staff through weekly meetings and 1:1 engagement in on-going work activities. In addition, Celtis engaged staff in a thorough review of all preliminary report content and recommendations and delivered sample tools, templates and methodology recommendations.



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**Conducted In-depth,  
End-to-End Touch-Point  
Brand Analysis**

**Branding Review**

Celtis looked extensively at the LTD brand and conducted an in-depth touchpoint analysis. The bus fleet, facilities, stations, stops, materials and the digital environment were all evaluated from a customer/constituent perspective. Celtis looked for consistency in graphics, messaging and application to strengthen the LTD brand. Celtis also evaluated logos and brand usage for LTD partnerships, programs and services.

**Evaluated Optimization  
of Staffing and Resources**

**Investing in Communications**

Celtis assessed LTD's use of marketing and communications dollars, resources and staff time. The assessment focused on opportunities to streamline communications through consistent branding; maximize usage of advertising dollars through cost effective digital marketing; optimal use of contracts and vendors and more efficient management of projects, programs and campaigns.

**Explored Applications  
of Traditional and  
Digital Media**

**Communication Balance and Social Media**

Celtis looked at the application of traditional and social media. LTD's past campaigns, printed materials, internal and external communications were all evaluated for effectiveness and efficiency. Celtis spent extensive time reviewing LTD's web site, digital and social media practices. In addition, Celtis evaluated the overall digital climate including review sites and comment management.

**Completed Evaluation  
of Media and Media  
Relations**

**Media Analysis**

Celtis, with local representation from Cawood, completed a media relations evaluation including identification and assessment of media outlets in the local environment. LTD's approach to media relations, timing of engagement and alignment of key audiences to media sources was similarly assessed. Trends in coverage, insights in media ownership and the impact of alternatives to traditional media were taken into consideration with the goal of positioning LTD as a credible, sought after and valued resource.

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**Focused on Improving  
Website Responsiveness,  
SEO and ADA Compliance**

**Web Analysis**

Celtis evaluated LTD.org with a focus on user experience and the customer journey linking social media and LTD's website. Celtis also analyzed ADA compliance, search engine optimization (SEO) and mobile responsiveness. From a process perspective, Celtis assessed content management including generation and maintenance with the end goal of improving web presence and usability.

**Created Communications  
Bench to Provide LTD  
with Multiple Vendors**

**Solicitation for Communications Firm**

In order to provide LTD with a pool of resources and optimal support, Celtis recommended a strategic approach to solicit contracted communications services through a bench vs. sole provider. Celtis offered further support by providing specific service recommendations for inclusion in LTD's Request for Proposal (RFP). Celtis is prepared to support the utilization and coordination of selected vendors.

**Adapted Transit  
Advertising Contract  
Solicitation to Include  
Improving Bus Fleet  
Appearance**

**Solicitation for Transit Advertising**

In order to expedite an improved appearance for the bus fleet (LTD's most visible brand asset), Celtis saw an opportunity to leverage the expiring transit advertising contract. The solicitation was revised to include removing outdated fleet graphics and producing and installing new LTD branded graphics.

# Observations + Findings

## COMPONENTS

- Branding
- Digital
- Media
- Organizational Management

# PERFORMANCE BRANDING

# Identity System

## Logos

- LTD utilizes multiple logo treatments
- There are numerous sub-brand, partner and service logos
- The logos do not adhere to a system and are not synchronized
- Logos have wide variations in typeface and color palettes
- It is difficult to associate many of the logos back to LTD
- Variations in logos negatively impact overall LTD brand recognition
- Disjointed logos are a missed opportunity to strengthen LTD brand and service recognition



LTD sub-brand logos

# EXTENSIONS

BRAND ASSOCIATIONS

## Sub-Brands



*Transit Tomorrow logo*



*Moving Ahead logo (Brand Guide does indicate color palette for this program)*



*Rider's Digest bus book cover*



*Smarttrips and BCC logos (Brand Guide does indicate color palettes for these programs)*

### Sub-Brands + Programs

- LTD uses multiple sub-brands for programs and services
- Unique brands have been created for various partnerships
- LTD may not be receiving recognition for non-LTD branded initiatives
- LTD's primary customer tool (Rider's Digest) is not clearly branded as LTD and does not resemble other LTD publications
- Independent branding (brands that don't relate to LTD) costs more to promote given there is no basis for awareness (they start at ground zero)
- Creating and supporting multiple brands decreases employee efficiency
- Independent branding creates a lost opportunity for LTD



# The Fleet

## LTD Bus Fleet

- With over over 110 vehicles, the bus fleet is LTD's most visible brand asset
- Many vehicle graphics are inconsistent and out of date (from previous branding efforts)
- Advertising on vehicles is excessive and dilutes LTD branding
- LTD operates sub-fleets with independent (or unique) brands
- It is difficult to easily identify LTD's fleet or know what an LTD bus is supposed to look like
- The transit advertising contractor may be able to assist LTD in managing its fleet graphics and improving fleet appearance



Various LTD vehicles

# APPEARANCE

## Graphic Applications

### Vehicle Graphics



Various LTD vehicle graphics

- There are multiple and inconsistent LTD logos on buses and service vehicles
- Older “branding” campaigns (“The Bus!”) remain on vehicles in multiple configurations
- LTD uses varying icons on vehicles that have the same meaning (hybrid)
- Support vehicle graphics vary in design or are nonexistent
- RIDESOURCE maintains a separate identity from LTD with completely different vehicle graphics
- “A Service of Lane Transit District” is an established standard approach to identify sub-brands e.g. RIDESOURCE
- The LTD logo is utilized in multiple configurations (most likely based on the year of installation)
- LTD should prioritize and plan for updating vehicle graphics or find someone who can do it for them, including the transit advertising vendor



## LTD BRT Service

- Popular flagship Bus Rapid Transit (BRT) service
- EmX is a positive service brand for LTD
- EmX stations are clearly identifiable
- EmX graphics and signage are of higher quality than the rest of the system
- Real-time next-trip information is available at stations
- Ticket machines appear outdated
- Great brand example for the rest of the fleet to follow

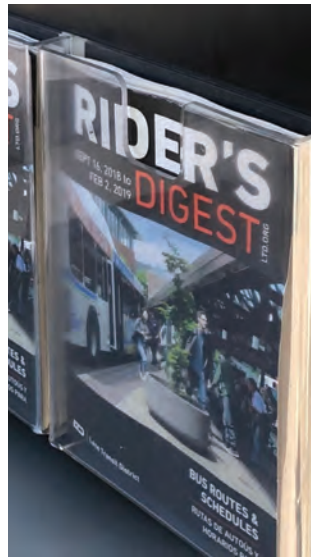


EmX service and facilities

# INTERIOR

## Vehicle Interiors

### Inside LTD Buses



- LTD bus interiors are generally clean and attractive
- LTD publications (RIDER'S DIGEST and BUS TALK) are available on board
- Most of the customer/ user information is generally unbranded
- There is plenty of available advertising space inside the vehicles (car cards) for LTD to promote its own programs and services
- Information is presented in English and Spanish
- Many campaigns are outdated
- Non-branded accessibility and fare decals are located in various places on the vehicle
- The bus interior could be more effectively utilized to communicate and better brand LTD

Inside LTD vehicles



# Guidelines

## Brand Guide

- LTD maintains a Brand Guide designed to establish branding standards for LTD
- The Brand Guide includes basic brand and message guidance components
- The Brand Guide allows for extensive variations to LTD’s core brand
- Application of LTD brand guidelines are not apparent on the system, in materials, or on the street
- Adherence to the Brand Guide does not appear to go beyond Communications
- Branding guidelines tend to be ignored with new projects and programs
- There appears to be a general lack of enforcement with regard to brand guidelines
- Brand adherence may be a function of funding or resource availability (i.e. no resources to update the LTD fleet)



CONTENT	DESCRIPTION
Cover Page	LTD Brand Guide 2018-19
What Drives Us	Purpose statement
The Brand	Personality, Position, Promise
Brand Foundation	Qualities
Marketing Style Sheet	Writing and editing guidelines
Typefaces	Typefaces
Logos	Primary logos, logo clear zone, service logos, service string, palettes
Graphic Elements	Icons
Maps	General guidelines, map symbols

Current Brand Guide Components

## Welcome Signs

### Parking Lot Signs



Parking lot signage

- Signage in LTD parking lots is inconsistent and not branded
- Signs were posted with the best intentions (to address some concern)
- Some signs do not include an LTD logo
- Messaging on signs is mostly negative (restrictive or a warning)
- These signs actually present a very cost-effective opportunity to positively communicate with LTD customers and extend the LTD brand

# INFORMATION

## Station Signs

### Information Displays

- LTD has created excellent informational graphics for some of its services (EmX)
- LTD provides the standard amount of useful customer information and directional signage
- The design of specific signs appears to reflect a specific effort or point in time
- LTD uses some temporary signs for service alerts and other timely information
- There are multiple variations in the designs of signs
- Signs at the stations do not reflect a consistent brand



Station signage



# Courtesy Signs

## Courtesy Signs

- “Warning” or “Courtesy” signs are placed throughout LTD stations
- Some displays are permanent (affixed to structures or trash cans) while others are more temporary
- Signs appear to reflect the key issues of the day
- An opportunity exists to turn the negative signs into a more positive courtesy messaging campaign

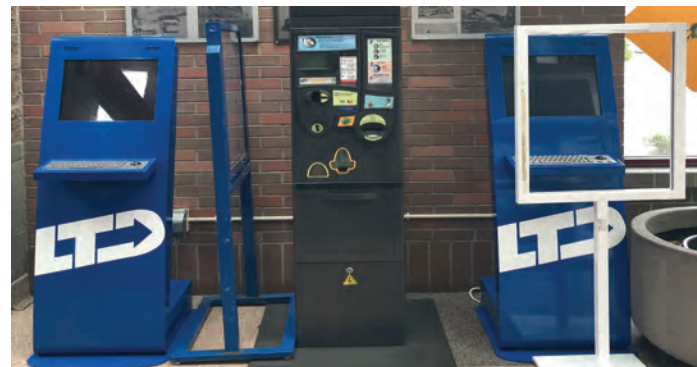
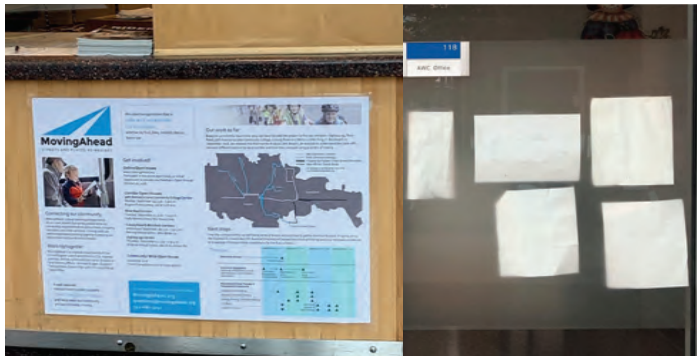


Courtesy signs

# SERVICE

## Service Center

### Customer Centers



- Nice customer facility
- Program and service information is available at the center
- A fare vending machine is located at the center
- Interior signs are not LTD branded
- Poster cases and other display areas could be better utilized to communicate to visitors
- Out of order machines block historical exhibit

# Stop Signs

## Bus Stops

- LTD bus stops appear standardized and include route numbers on each blade
- The LTD logo on the bus stop flag is outdated
- Environmental conditions appear to be hard on signs (flags/blades) and poles causing many to look tattered and unkempt
- Stops do not adhere to the latest LTD branding guidelines



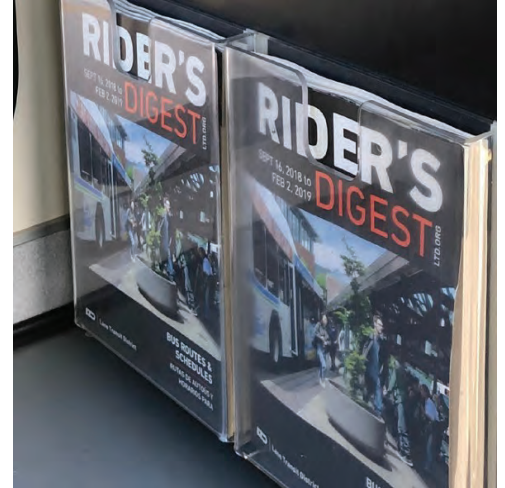
LTD bus stops



# Customer Information

## Publications + Postings

- LTD provides a bus book-**RIDER'S DIGEST** (vs timetables)
- Individual timetables would provide greater flexibility in distribution and conversion to digital or mobile formats
- Information is typically presented in English and Spanish
- Only the **BUS TALK** newsletter is provided online as well as in printed form
- Interior car cards are utilized to communicate to customers
- Some car cards are outdated but remain in vehicles
- Information elements (publications and postings) are not uniformly branded



Publications and postings

# Fares + Fare Information

## Fare Information

- LTD fare information is readily available at multiple locations
- Fare information is presented in English and Spanish
- LTD offers multiple fare types (tickets and passes)
- Tickets and passes are not LTD branded and vary in design and logo placement
- New customers may have difficulty with fareboxes and ticket vending machines due to small type and minimal instructions

### FARE & PASS PRICING

Fares	Single Ride	Day Pass	1-Month Pass	3-Month Pass	10-Ride Ticket Book
Adult	\$1.75	\$3.50	\$50	\$135	\$16
Half Fare & Youth	\$.85	\$1.75	\$25	\$67.50	\$8
RideSource	\$3.50				
Children (5 & under)	FREE				
Honor Rider (65+)	FREE				



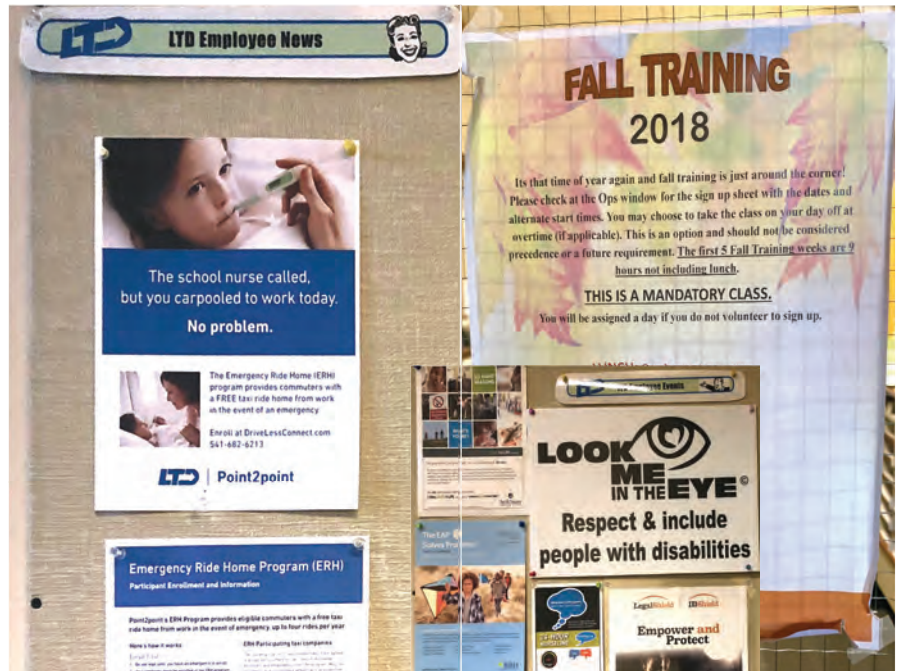
LTD table, fare media, fare box and ticket machine



# Employee Information

## Employee Education

- Employee information readily available at LTD facilities
- There is no internal branding for information
- There is minimal information about LTD news, events and initiatives
- Materials appear unorganized
- Missed opportunity to educate and inform LTD employees and connect back to brand, mission, vision and values

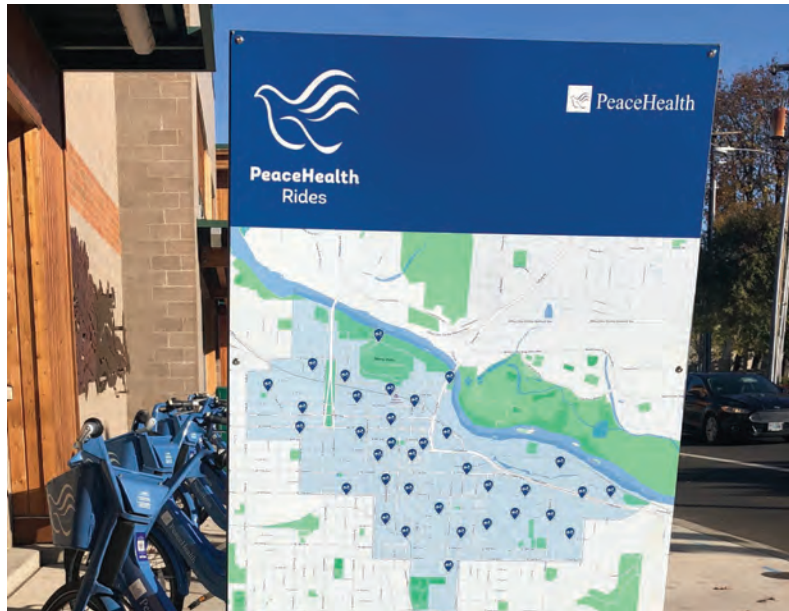


Employee bulletin boards

# Partnerships

## Partner Programs

- LTD is an exceptional community partner
- Partner services (such as bikeshare) are well received by community
- LTD partner programs appear to have little or no relationship to LTD
- Non-LTD branded partnerships are a missed opportunity for LTD to improve multi-modal perception

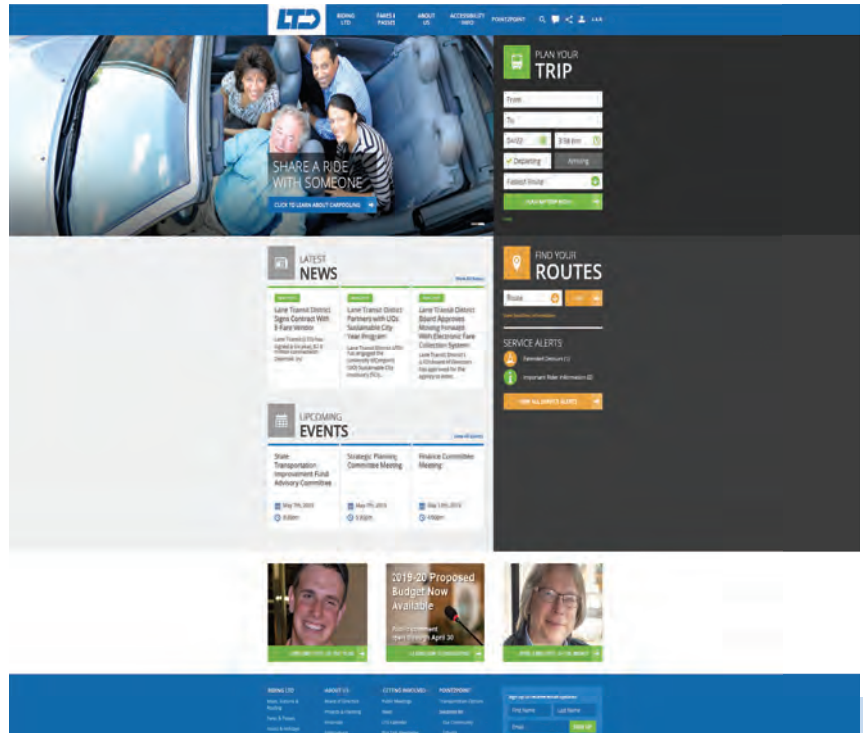


*Bike share program*

# CELTIK DIGITAL

## Web Structure

- LTD.org is an effective desktop-friendly website
- The performance grade was average (73%-75%)
- Excellent backlink count for LTD.org (683 total)
- Optimization Score was Poor: (54%)
- Site was not optimized for search or mobile engagement
- Mobile speed rating is "C"
- The page margins were non-responsive (do not adjust to platform)
- Page titles were not unique and 25 broken links were identified
- Site lacks meta descriptions, and is not ADA compliant
- Website was only partially optimized for mobile devices
- No XML Sitemap for quicker and more accurate search engine rankings Google



## Website Profile

- 30,000 average monthly users
- > 71.6% new users
- > 28.4% returning users
- 4 sessions per user
- 2.5 pages per session
- 00:02:51 average session duration
- 47.11% bounce rate
- Mobile bounce rate is higher than desktop (49% vs. 33%)
- 63% of traffic (users) from organic search
- > 32% is direct
- 86% of traffic (sessions) is mobile
- > 14% is desktop
- Most popular page is ltd.org/mobile
- Mobile Routes in top 10 most visited pages

January 2019 site review

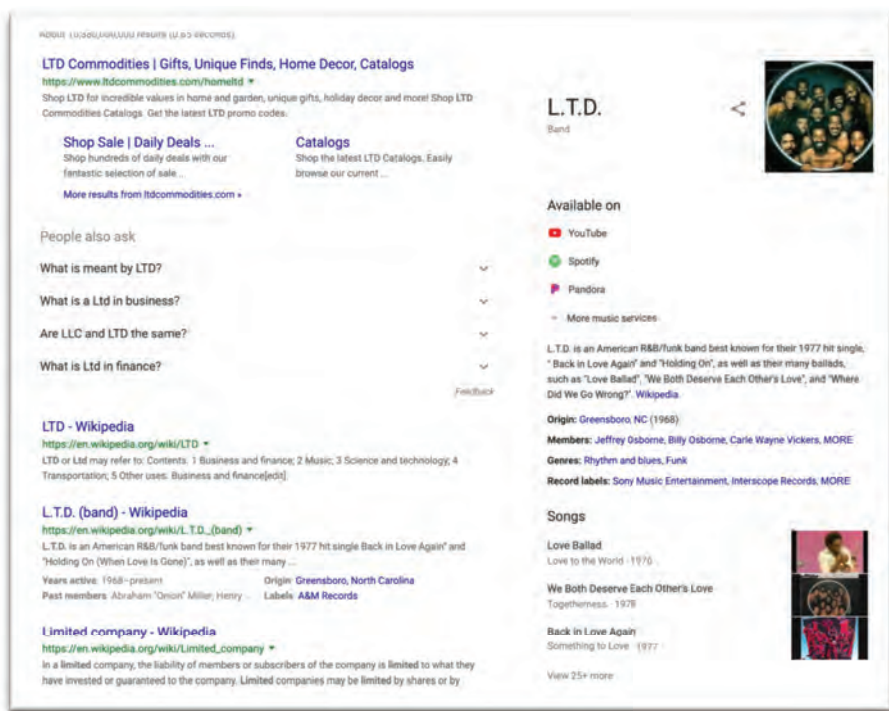
29



# CONTENT

## Content

### Web Content + SEO



Google search of LTD (from CA)

- Site utilizes minimal video, graphic and visual enhancements
- Multiple pages with minimal content
- Stand alone station map information pages vs. interactive
- LTD naming convention is inconsistent throughout the website (LTD; LTD - Lane Transit District; Lane Transit District)
- "Lane Transit" and "Lane Transit District" rank #1
- "LTD" SEO varies by user and location
- "LTD" competes with business URLs
- SEO rankings and UX could be higher with minor adjustments
- Trip planner functionality should be upgraded
- LTD staff is making continual upgrades to LTD.org



# E-Mail

## E-Marketing

- LTD has a sizable email contact base, significantly larger than its social followings and is organized into several niche groups
- “Open Rates” are well above the industry average of 20%
- LTD utilizes Constant Contact to communicate with the public monthly and with Board and committee members more frequently
- Most emails are sent only to smaller groups
- LTD is not utilizing their contact base to its full potential
- Email campaign design is inconsistent
- Improving copy, images, and subject lines will improve performance
- LTD has the opportunity to connect directly with a large percentage of its riders through email outreach



### E-Marketing Profile

- 12,228 active contacts (200 are LTD staff)
- 42 total lists on Constant Contact
- 4,335 emails for the Drive Less Challenge (27% open rate)
- 1,140 emails for general interest (24% open rate)
- More desktop opens than mobile opens
- Outdated and inconsistent design templates
- Low-quality graphics
- Heavy use of text
- Non-engaging subject lines

*January 2019 e-marketing review*

# SOCIAL

## Social Presence

### Facebook

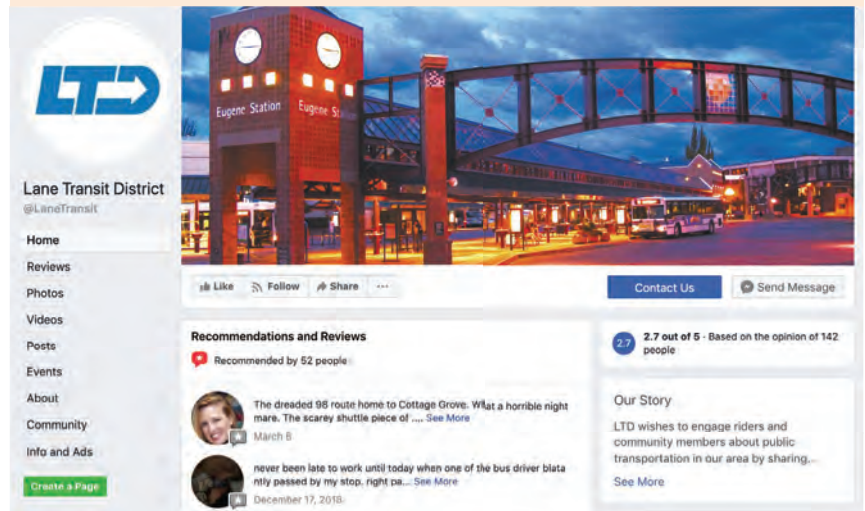
- Highest following of LTD social media platforms
- Organic and limited boosted posts are utilized for likes and followers
- No comment management policy, limited comment management and no correlation to customer service standards
- Inconsistent responses (frequency and voice)
- Reoccurring negative comments and reviews
- No internal social media policy
- Content strategy does not exist
- Paid advertising campaigns underutilized
- Branding guidelines not enforced
- No synchronized branding, voice, or content between social platforms, no engagement or content strategy
- Opportunity exists to strengthen reputation, reach and engagement
- Hootsuite or Buffer could integrate and optimize social accounts
- No standard images or control standards

CELTIS

### Facebook Profile



- 2.7 out of 5-star rating
- 89 reviews
- 4,426 page followers
- 4,684 page likes
- +20 page likes monthly
- 4,500 average monthly reach
- 1000 average monthly post engagement
- 3-500 engagements per post
- >\$100 average monthly ad spend (all boosted posts)



January 2019 Facebook review

# LinkedIn

## B2B Engagement

- LinkedIn posts are similar in content to Facebook
- Updates are infrequent
- LinkedIn is a solid business-to-business social platform
- LTD is not using LinkedIn to connect with employers
- Missed opportunity to reach out to employers about services, plans and programs
- LinkedIn presents an opportunity for engaging local businesses
- LinkedIn presents a great opportunity for B2B lead generation
- No synchronized branding, voice, or content between social platforms, no engagement or content strategy
- Hootsuite or Buffer could integrate and optimize social accounts

### LinkedIn Profile



- 271 followers
- 100 average impressions per post (very low)
- Organic posting only, no paid ads
- Average posting frequency: a few times a month
- Low quality images, incorrect sizes, often duplicates
- Text heavy posts
- Posts are identical or similar to Facebook posts

*January 2019 LinkedIn review*

# Twitter

## Twitter

### Twitter Profile



- 3,022 followers
- 21 average tweets monthly
- 12,800 tweet impressions
- 21 new followers monthly
- 0.6% average engagement rate
- \$0 ad spend



January 2019 Twitter review

- LTD Twitter use is dedicated solely to informing riders of daily service alerts
- Twitter is a great tool for real-time service alerts
- Currently, there is no 1:1 Twitter engagement
- Twitter is managed differently than FB
- Twitter has low comparable engagement rates
- Follower growth may remain small and stagnant
- TweetDeck, Twitter's account management dashboard, is used to manage the account
- No synchronized branding, voice, or content between social platforms, no engagement or content strategy
- Hootsuite or Buffer could integrate and optimize social accounts

# Review Sites

## Reviewing Reviews

- Yelp, Glassdoor, Foursquare, Google and Facebook are common review sites
- Potential customers conduct research on review sites when considering LTD
- Review sites are perceived as legitimate “word-of-mouth” recommendations
- User generated content (UGC) on external review sites needs constant attention
- LTD receives reviews and ratings on multiple sites that are not managed
- Regular engagement helps improve ratings and provides opportunities to inform, educate and encourage

### Review Site Data

#### Yelp

- 3 out of 5-star rating
- 17 reviews

#### Google

- 4 out of 5-star rating
- 81 reviews

#### Facebook

- 2.7 out of 5-star rating
- 88 reviews

#### Glassdoor

- 2.8 out of 5-star rating
- 2 reviews

*May 2019 review*



# Point 2 Point

## Point2Point Social

- Point2Point operates its own social media accounts separate from LTD
- Facebook is Point2Point's strongest social platform with high engagement, positive reviews and a solid following
- Twitter account is repurposed content from Facebook
- Instagram is a growing platform with engaging posts
- No image standards or controls

### Facebook Profile



- 5 out of 5-star review
- 6 reviews
- 1,118 page followers
- 1,172 page likes
- Positive engagement on posts
- Varied, engaging content
- Long text-heavy posts
- Low quality images
- Varied tone
- No paid ads

### Twitter Profile



- 341 followers
- 0-1 engagements per post (extremely low)
- Writing doesn't match platform
- Could retweet relevant content from others, instead of focusing only on LTD

### Instagram Profile



- 128 followers
- 9 posts (extremely low)
- Good use of video post
- Bio out of date
- Lacking website link

*Point2Point social media review  
January 2019*

# MESSENGING MEDIA



# Target Audiences

## Audiences

- Fourteen key audiences, critical to LTD's success, were identified
- Each audience possesses unique interests and specific expectations
- Reaching each specific target audience did not appear to be top of mind with regard to communications
- Informational and educational campaigns were developed that missed particular market segments
- Some segments were prioritized over others



Current LTD riders

- Commuters
- People with disabilities
- Students



Potential LTD riders

- Commuters
- Occasional riders



Employers

- Payroll tax contributors
- Recipients of construction impact
- Business owners



Universities

- University of Oregon
- Lane Community College
- Northwest Christian University



LTD employees



LTD contractors



Media relations

- Print
- Television
- Radio
- Digital



LTD Board members



Elected officials



Partners



Schools

- K-12
- Safe Routes to School participants



Government officials

- Local
- State
- National



Interested people

- Local and regional cities with LTD service
- Research groups



Organizations

- Community organizations
- Neighborhood groups
- Alternate modes organizations
- Affordable housing advocates
- Organizations comprised of people with disabilities
- Social services organizations

# Local Media

## Media Outlets

- The Eugene Springfield media environment has changed over the past several years
- Many media outlets are no longer locally owned and fewer resources are spent on news gathering
- This environment creates an opportunity for proactive and strategic media relations
- The three primary channels (print, television and radio) are now joined by digital
- Recognizing the leaders among each medium is critical
- KEZI radio (for example) should be viewed as the conduit for television news coverage because of its strong influence over the news media

Print	Circulation	Rating
Cottage Grove Sentinel	4,000	Low
Creswell Chronicle	1,150	Low
Eugene Magazine	16,000	Low
Eugene Weekly	40,000	Medium
Junction City Tribune News		Low
LCC Torch*	2,000	Low
McKenzie River Reflections		Medium
Open for Business - Eugene Chamber		Medium
Register-Guard*	36,000	Low
Siuslaw News	5,281	Low
The Oregon Family		Low
The Oregonian		Low
UO Daily Emerald*	5,000	Low

### Television

Fox*	3,150	Medium
KEZI*	28,500	Medium
KMTR*	37,800	Medium
KVAL*	39,300	Medium

### Radio

KEED		Low
KEUG		Low
KKNU		Low
KKNX		Low
KLCC Radio*	8,300	Medium
KNND (Cottage Grove)		Low
KOPB		Low
KPNW	18,600	Low
KUGN		Low

### Digital

Eugene Daily News		Low
Go Mom Go Eugene		Low
Next Door		Low
The Bottom Line - Springfield Chamber		High

#### Ratings Key

**High:** Coverage is favorable

**Medium:** Coverage based on LTD-provided stories

**Low:** Coverage is minimal

# PUBLIC RELATIONS

## Relations

### Let's Talk



- LTD responds to requests for information but does not proactively engage with media outlets and staff
- Limited investment in building relationships with news media staff (staff turn-over)
- Missed opportunity to strengthen relationships with media companies and impart LTD brand, voice, mission and values through Press Kits or other materials
- No regular engagement and scheduled meetings with media sources
- Media reaches out to LTD routinely for information and comments
- Staff responses are mainly ad hoc and inconsistently follow brand voice and tone
- Gaps exist in necessary support materials including Talking Points and One Page Project/Program Overviews
- Core messages for use in all discussions, interviews and press conferences do not exist
- No strategic, proactive and planned engagement - no media calendar
- Current media market conditions create an opportunity to share story pitches
- Media Training and practice does not currently take place

# Local Network

## Leadership Network

- LTD staff and board are well connected in the community
- Collectively, this participation creates a powerful communications network
- An opportunity exists to directly reach key local influencer groups with critical information
- A proactive and coordinated effort to reach these groups with appropriate messaging would benefit LTD

- Lane Council of Governments Metropolitan Policy Committee
- United Way Board
- Eugene Local Government Affairs Council
- Springfield Rotary
- Springfield Area Chamber of Commerce Board
- Central Lane Metropolitan Planning Organization
- Green Lane Sustainable Business Network
- Transportation Options Group of Oregon
- Vision Zero Technical Advisory Committee, City of Eugene
- Emerald Valley Development Professionals
- Eugene Chamber of Commerce
- LTD Ad Hoc Fare Policy
- Main Street Projects
- Metropolitan Policy Committee
- Oregon Metropolitan Planning Organization Consortium (OMPOC)
- Springfield Chamber of Commerce
- Springfield City Club
- State Transportation Improvement Fund (STIF)
- Center of Leadership & Ethics Advisory Board
- Comprehensive and Accessible Transportation Committee (CATC)
- Travel Lane County
- Eugene Chamber of Commerce
- Eugene Young Professionals
- Looking Glass Board of Stewards
- Springfield Chamber of Commerce
- Alpha Phi Omega
- Attorney General’s Sexual Assault Task Force
- Comprehensive and Accessible Transportation Committee (CATC)
- Harlow Neighbors
- LTD Ad Hoc Fare Policy
- Northwest Association of Student Affairs Professionals
- Comprehensive and Accessible Transportation Committee (CATC)
- Corporate Officer of Cerro Gordo Stewardship
- Lane Council of Governments (LCOG)
- Lane Area Commission on Transportation (LaneACT)
- MovingAhead Oversight
- National Peace Corps Association
- Special Transportation Fund (STF)
- State Transportation Improvement Fund (STIF)
- Strategic Planning Committee
- Metropolitan Policy Committee
- MovingAhead Oversight
- University of Oregon Family Housing Board
- Strategic Planning Committee

*Sampling of organizations LTD staff and board belong*

# MANAGEMENT

ORGANIZATIONAL

# Findings

Staff is tasked with multiple functional responsibilities

## Organizational Structure

Effective organization structure, how an organization communicates and distributes responsibility, is a challenge faced by many groups and organizations. The ability to effectively utilize resources to achieve goals in a dynamic environment can be difficult. LTD's marketing and communication group faces these challenges. Staff is currently tasked with multiple functional responsibilities sometimes beyond the scope of marketing and communications. The existing tendency to react with an all hands-on deck approach vs. a well-defined structure and clearly aligned roles creates confusion, blurs role responsibility across departments and results in functional gaps, missed opportunities and underperformance.

Missing documented procedures

## Process Assessment

Advance review of all processes, procedures and in-depth discussions with staff were used to assess the efficiency and effectiveness of Marketing and Communication execution. In addition, current state process maps were developed to further assess workflow, staff efficiency and effectiveness. Two examples are provided in the following pages with additional examples in the appendix. While workflows and processes vary, there is a standard set of observations that apply including:

Gaps in formal policies

- Lack of documented and formally implemented procedures resulting in variation, inconsistency, lack of adherence and inefficiencies
- Formal policies that set forth LTD's goals, expectations and parameters do not exist to guide processes, provide boundaries for employees to operate within, set agency wide expectations and ensure uniformity in execution across the community and community groups

# Findings

## Multiple hand-offs, unclear roles

- Multiple parties are involved in processes resulting in inefficient hand-offs or use of resources and lack of role clarity (further compounded by outdated and inaccurate job descriptions)

## Outdated job descriptions

- Multiple processes require extensive management approvals often not in line with risk or expertise resulting in inefficient workflows and lack of appropriate autonomy for employees

## Missing or under utilized tools

- Clear engagement requirements, expectations and standard tools do not exist or are used inconsistently resulting in poor quality process input, misaligned staff resources and time, repetitive edit processes and inefficient, costly execution

## No standard deliverables

- Lack of predefined deliverables by customer information need and event type and missing collateral /deliverable templates results in inefficient use of staff resources, delivery exceeding expected due dates, inefficient and costly execution

## Informal quality checks

- Clearly defined quality control steps, checks and sign-offs do not exist posing risk to accurate completion of deliverables, unnecessary and delayed re-work or production mistakes

## Missing management reporting and performance metrics

- Lack of documented and formally implemented management reporting results in critical insight gaps for leadership including volume, capacity, process effectiveness, timeliness and quality standards
- Performance metrics and service level agreements are not associated with production processes generating another critical gap in management insights



# Findings

## Strategic Plan and Research Gap

### Missing Strategic Plan

LTD does not have a comprehensive Marketing and Communication Plan to guide and ensure the agency's most important strategic goals are aligned to all communications activities and resources. This results in reactionary and task-oriented execution vs. strategic alignment for staff resources, deliverables and implementation.

### Enhance research

LTD staff does not have the benefit of a core research program that outlines public opinion relative to LTD operation outside of special projects or initiatives. Absent this data, gaps may exist in LTD's understanding of current strengths, weaknesses, opportunities and threats and communication, programs and campaigns may be ineffective in reaching target markets, achieving goals and measuring successful progress.

# Work Orders

## Work Orders

- No approved documented procedure
- Use of standard tools not enforced
- Variation in submission process allowed
- No defined minimum requirements / expectations for submission
- No formal intake and acceptance to proceed - creating potential for re-work or extensive edit process to secure required information and content from requesters
- Requests launched by assorted roles and departments (expertise gaps)
- Multiple hand-offs (project manager to marketing rep to graphic design) decrease efficiency and accountability
- Decision to engage outside resources and related procurement effort not aligned effectively
- Leadership approval requirements are not defined
- Informal quality control points and sign-offs

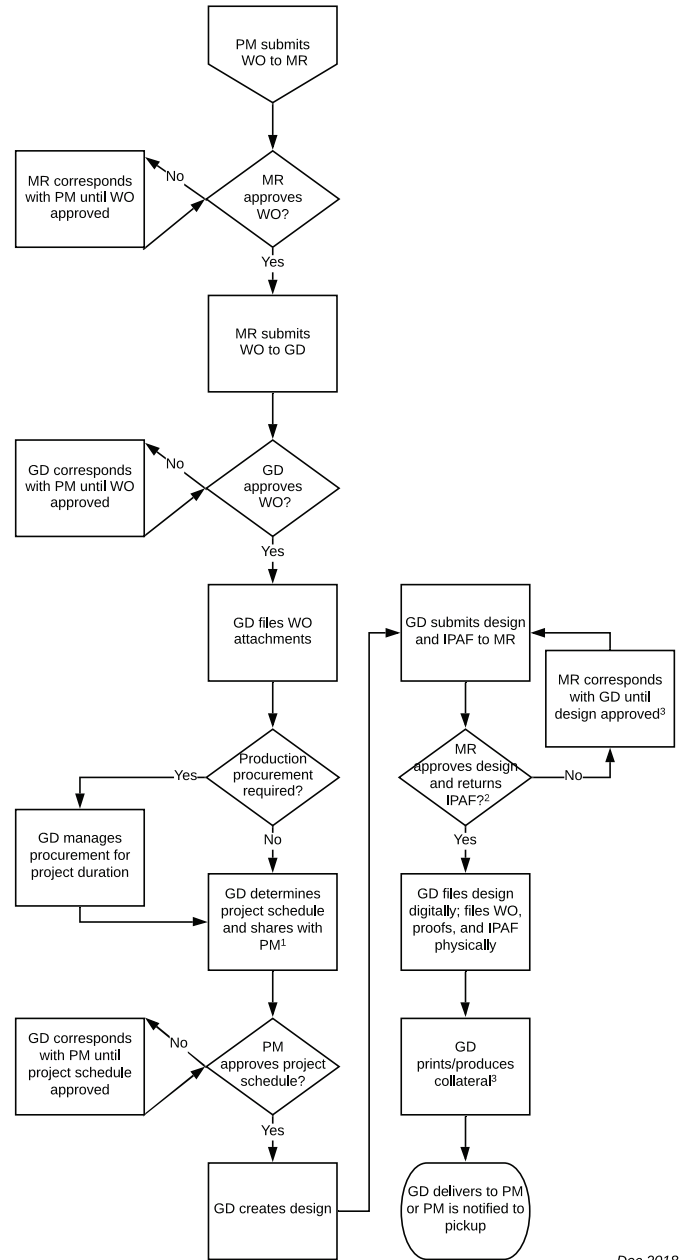
01 Current State Process Map:  
**Work Order Request**

Current Responsibility: Sarah

LEGEND	
GD	Graphic Designer
IPAF	Internal Proof Approval Form
MM	Marketing Manager
MR	Marketing Rep
PM	Project Manager
WO	Work Order

DOCUMENTS	
Adobe Creative Suite	
Contract for production vendor	
IPAF	
Work Order (form via SharePoint)	



**NOTES**  
<sup>1</sup>Project schedule includes GD working days, MR proofing days, file ready date, and production days.  
<sup>2</sup>MR may require approval from MM.  
<sup>3</sup>If internal small format job, GD delivers to PM. If large format job, PM or vendor picks up.

Dec 2018

# SPONSORSHIPS

## Day-Pass Coupons

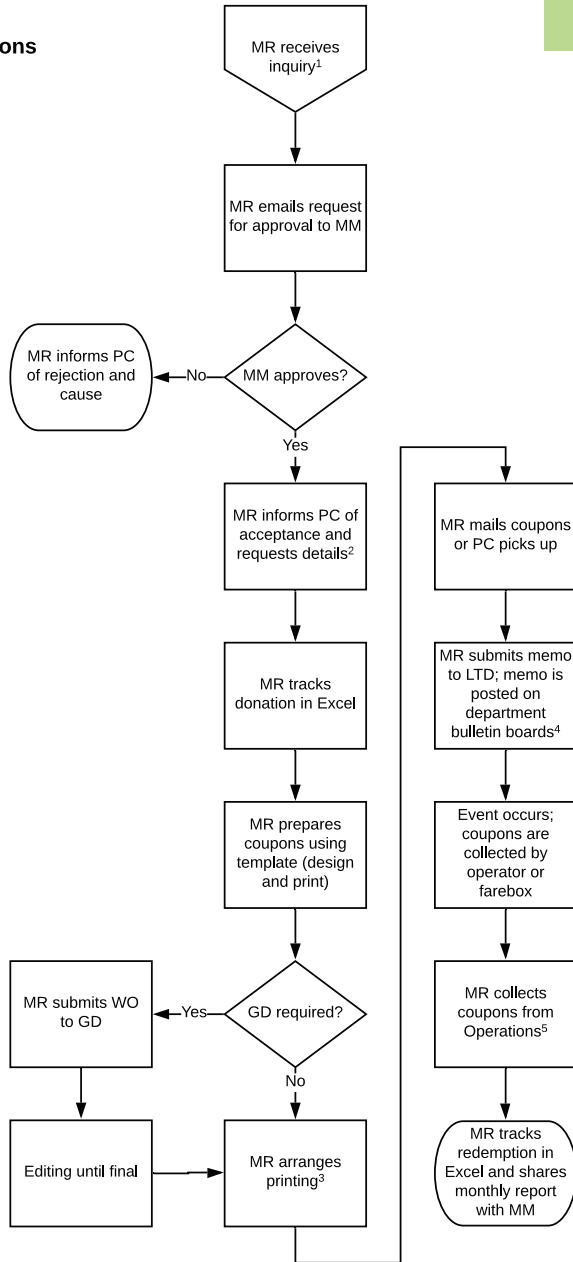
### Sponsorships + Giving

07 Current State Process Map:  
**Sponsorships - Day Pass Coupons**

Current Responsibility: Renee

LEGEND	
GD	Graphic Designer
MM	Marketing Manager
MR	Marketing Representative
PC	Primary Contact
WO	Work Order

DOCUMENTS	
Day Pass Coupon	
Sponsorships & Donations Excel	
Work Order	
Coupon Design Template	



**NOTES**

<sup>1</sup>Inquiries are ad-hoc format, e.g. email, CSC, mai, phone call, or executive order.

<sup>2</sup>Required details: event date, event/organization logo, # of coupons needed

<sup>3</sup>If >20, MR prints. If 21-100, GD prints. If 100+, GD procures vendor to print.

<sup>4</sup>Memo includes event details and pass photo. Memo sent to Ops, CSC, Public Safety, Fare Inspections, and Cashroom.

<sup>5</sup>Operator coupons are stored in Operations; Farebox coupons are stored in Cashroom, then Cashroom staff deliver to MR every Friday

- No LTD Giving and Sponsorship Policy
- No approved documented procedure
- Use of standard tools not enforced - no standard request form
- No defined minimum requirements / expectations for submission
- Variation in submission process allowed - free form emails, phone calls, etc.
- Submissions allowed from internal LTD sources
- No approved budget for management and ease of implementation
- No defined screening criteria
- All requests require leadership approval - no thresholds
- Manual tracking in personally developed and maintained spreadsheet
- No defined reporting requirements
- Informal quality control points and sign-offs
- No control over printing/ production of coupons

Additional Process Maps in Appendix

# Contract Management

## Contractors

- LTD had an advertising agency of record
- The agency created clean and clever creative
- Over time, LTD utilized the agency primarily as media buying service
- LTD staff reportedly revised work submitted by agency
- Other specialty contractors difficult to procure
- Bench contract pursued to provide more options
- Issues with print procurement process



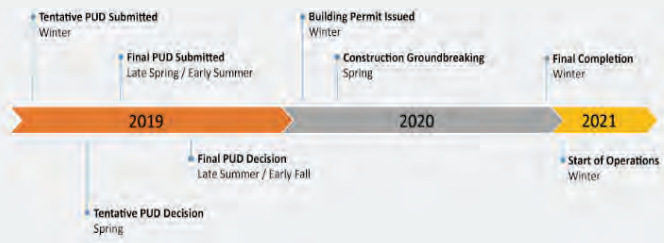
# PLANNING

## Project Planning

### Franklin Boulevard Redevelopment Service Impacts



### Santa Clara Transit Station



## Project Communications

- Dedicated and committed communications staff
- “All hands on deck” attitude
- Plans lacked strategy - were more tactical
- Role clarity is an issue
- Functional overlap within organization
- Delivery focused on people not functions

## Transit Tomorrow

Your Transit. Your Vision. Your Future.



## Recommendations

### COMPONENTS

- Branding
- Digital
- Media
- Organizational Management





# BRANDING

“If people believe they share values with a company, they will stay loyal to the brand.” - Howard Schultz

“Your brand is what other people say about you when you’re not in the room.” - Jeff Bezos

“Brand is the holistic sum of customers’ experiences” - Kate Kaplan

“If you don’t give the market the story to talk about, they’ll define your brand’s story for you.” - David Brier

“It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you’ll do things differently.” - Warren Buffett

# Create an LTD Brand System

## LTD Logo Family

### Synchronize logo families

Improve recognition for LTD products and services by establishing a brand system. Discontinue creating sub-brands that lack LTD association.

### Use existing LTD brand elements

Use existing brand (logo) elements (the LTD arrow) to evolve from disjointed brand logos into a harmonized set of service and project graphics that will significantly improve LTD's public perception.

 | Lane Transit District

 | Hybrid

 | Point2point

 | Emerald Express

 | Autzen Express

 | Rhody Express

 | Diamond Express

*Sample Brand System*

# Standardize Logo Placement

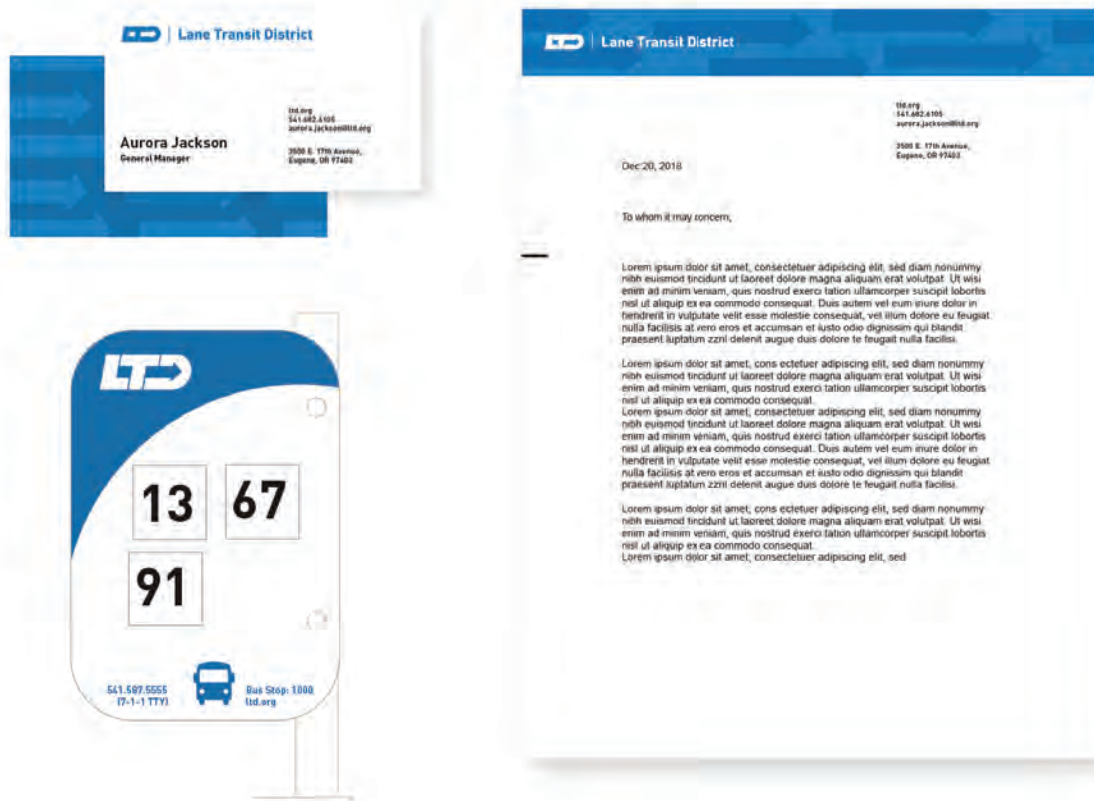
## Logo and Color Standards

### Standardize location (placement) of the LTD logo on everything

As materials and campaigns are produced, special care should be given to consistent logo placement. An anchored logo creates a strong brand presence.

### Establish a standard LTD color pallet

Brand colors are as important as brand imagery. Establishing a cohesive set of colors will go a long way toward solidifying the LTD brand.



Concept of consistent LTD information

# Implement Information Templates

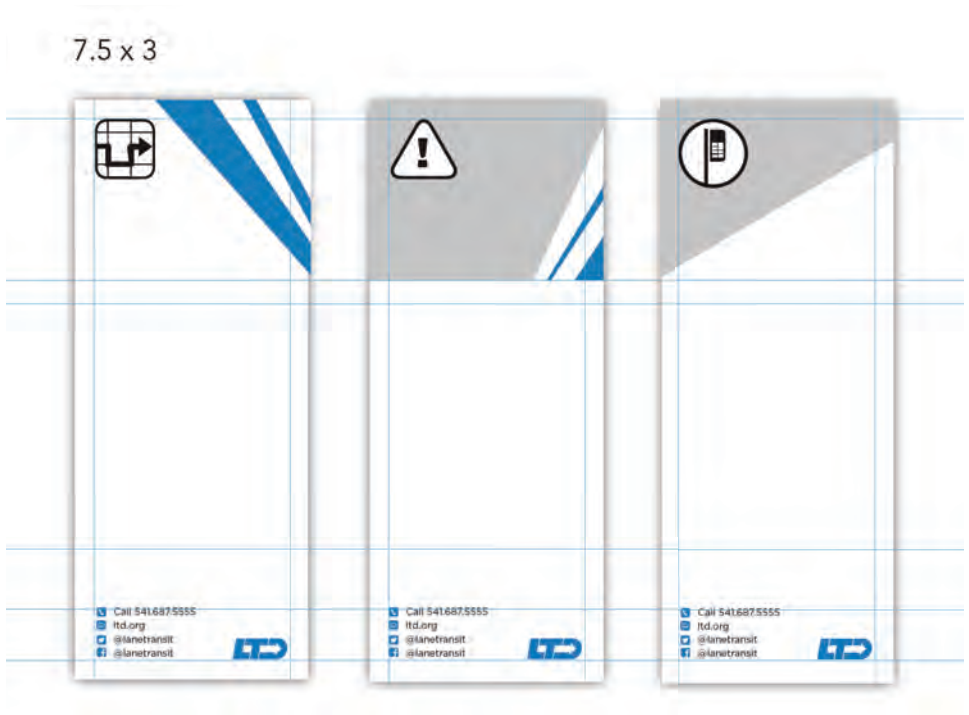
## Standard Templates

### Create customer information templates

To drive consistency and limit variation in requested deliverables, design and implement a template approach that aligns with in-house and standard vendor capabilities. This protects the agency brand as well as efficiency of staff resources. Templates should be created for most traditional and digital information platforms and can be a valuable resource to other departments as well in preparing and disseminating branded LTD information in the most expedient and cost-effective manner.

### Examples of templated documents related to marketing and communication deliverables include:

- Marketing Plans
- Internal fliers
- Stationary
- Business cards
- Memos
- Press releases
- Donation/giving collateral
- Take ones
- One-page information sheets
- PowerPoint templates



Sample Customer Information Templates

# Enforce Brand Standards

## Graphic Standards

### Enforce brand standards

The most difficult aspect of branding is enforcement. The transition to a strong brand takes time and requires commitment. To ensure consistent brand delivery across all of LTD, management should endorse and staff should commit to implement LTD branding as defined in the brand guide.



Conceptual LTD branded materials

# Update the Brand Guide

## Brand Guidance

### Update the LTD Brand Guide

Take the LTD Brand Guide to the next level. Firming up the outline, define the usage and users, and clarify its mission, vision and values in relationship to branding. Strategic, cohesive decisions about typefaces, logos, graphic elements, and maps should be made in advance of finalizing the guide.

CONTENT	DESCRIPTION
Cover Page	LTD Brand Guide 2018-19
Table of Contents	Document outline
Introduction	Guidelines summary Defined usage and users Mission/vision/values
Typefaces	Typefaces Type hierarchy
Logos	Primary logos, logo clear zone, service logos, service string, palettes Logo grid Preferred Positioning Do's and Don'ts
Graphic Elements	Icons
Maps	General guidelines, map symbols
Application and Samples	Internal flyers, stationery, business cards, memos, and press releases Donation/giving collateral Templates for Word, Excel, PowerPoint; Take-ones, one pagers
End Note	Closing Contact Information

#### Additional Tools:

- Marketing Style Sheet
- Voice and Tone Worksheet
- Business Communication Samples
- Color Palette (restrict to approved users only)

*Suggested Brand Guide additions*

## Provide LTD Brand Kits

### Simplify Branding

#### **Supply contractors and media with brand kits**

Empower them with accurate graphics and visuals to support their communications efforts. Brand kits will significantly help LTD have more control of external groups to paint a picture of LTD that is more positive and credible.



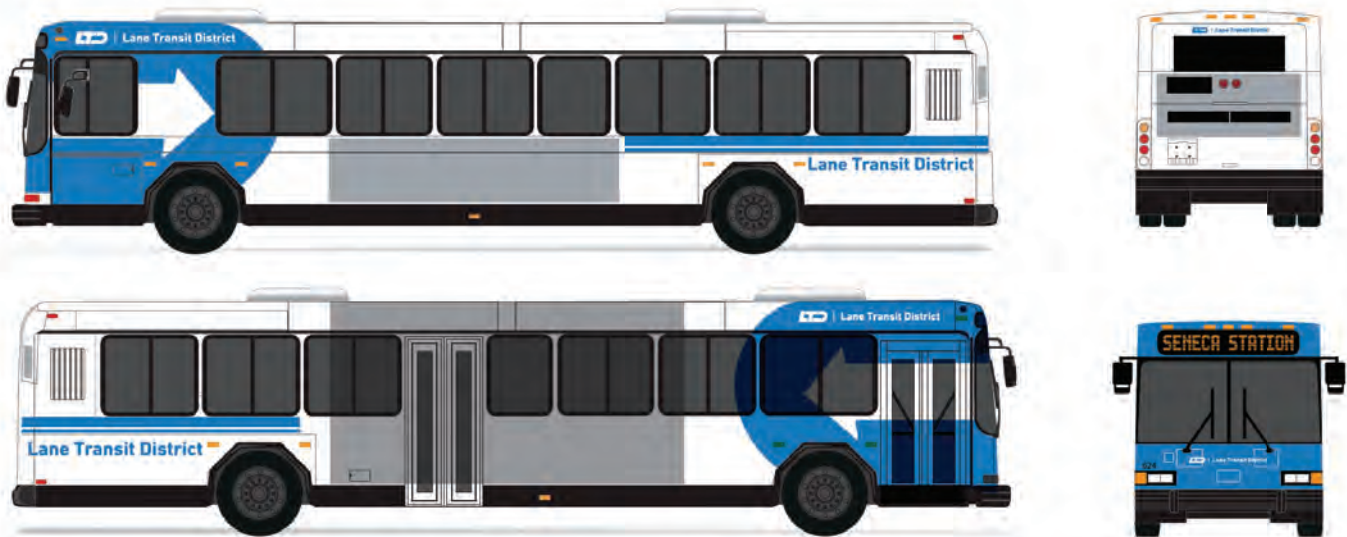


# Strengthen LTD Fleet Branding

## Unify the LTD Bus Fleet

### Gain control of fleet visuals

Reassess the bus advertising contract and enforce rules regarding advertisement space in relation to LTD branding. The ideal fleet design will position LTD clearly as the transportation provider.



Vehicle concept utilizing current LTD graphic elements

# Brand Customer Environments

## Enhance Customer Environments

### Enhance customer environments

Include bus interiors, bus stops, bus stations, and customer service centers. Prioritize customer experience with clear signage, wayfinding, and courtesy campaigns.



Example of LA Metro's courtesy campaign

# Extend LTD Brand into Partnerships

## Branding Partners

### Extend branding into public partnerships

Increase awareness of LTD and help elevate the LTD brand as a comprehensive transportation provider and community supporter. Sponsorships of existing or new events and programs should have prominent LTD branding.



*Sample Branded Partnership Material*

# Consider Independent Timetables

## An Attractive Alternative to a Bus Book

### Explore replacing the Rider's Digest with individual schedules

Individually produced schedules (timetables) may offer greater flexibility and more targeted dissemination at a lower cost. Schedules are more transferrable to digital and mobile platforms and ideal for marketing, outreach and promotions. Using schedules to differentiate service is another benefit that may assist in educating perspective riders about the system and increasing ridership. Other information provided in the Rider's Digest may be provided through other standard means.



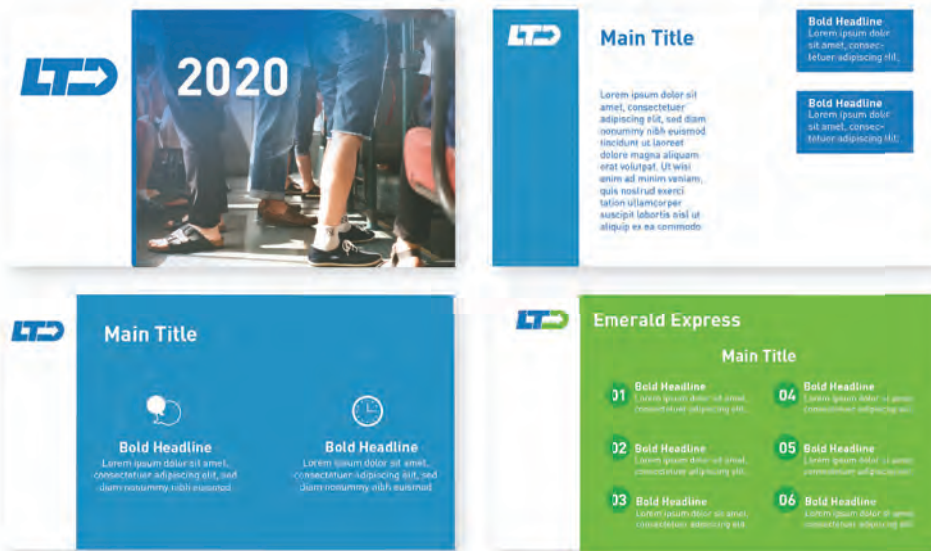
Timetable concept for VIA San Antonio

# LAUNCH

## Plan a Brand Rollout

### Plan for a Stronger Brand

**Design a rebrand rollout** and implement a project timeline for launching logo families and brand systems. Assign staff and contractors specific responsibilities to help accelerate the rollout. Pay attention to influential dates (such as construction projects) and rollout deliverables in priority order.



Concept LTD PowerPoint templates



# Create a Powerful Consistent LTD Brand

## Unified Brand Concept



Comprehensive brand concept utilizing current LTD graphic elements

# Media + Messaging Recommendations

- Identify key messages
- Reach key audiences
- Build relationships with news media staff
- Audit LTD staff and board involvement in community
- Ask partners for feedback and introductions
- Encourage employees to share what they hear about LTD
- Develop an annual media content calendar
- Create a press kit and media templates
- Routinely identify story opportunities
- Practice media skills and presentations



# MEDIA

“Don’t hate the media, become the media.” -  
Jello Biafra

“Everything you do or say is public relations.” -  
Unknown

“By definition, remarkable things get remarked upon”  
- Seth Godin

“Simplicity is the ultimate sophistication.” –  
Leonardo Da Vinci

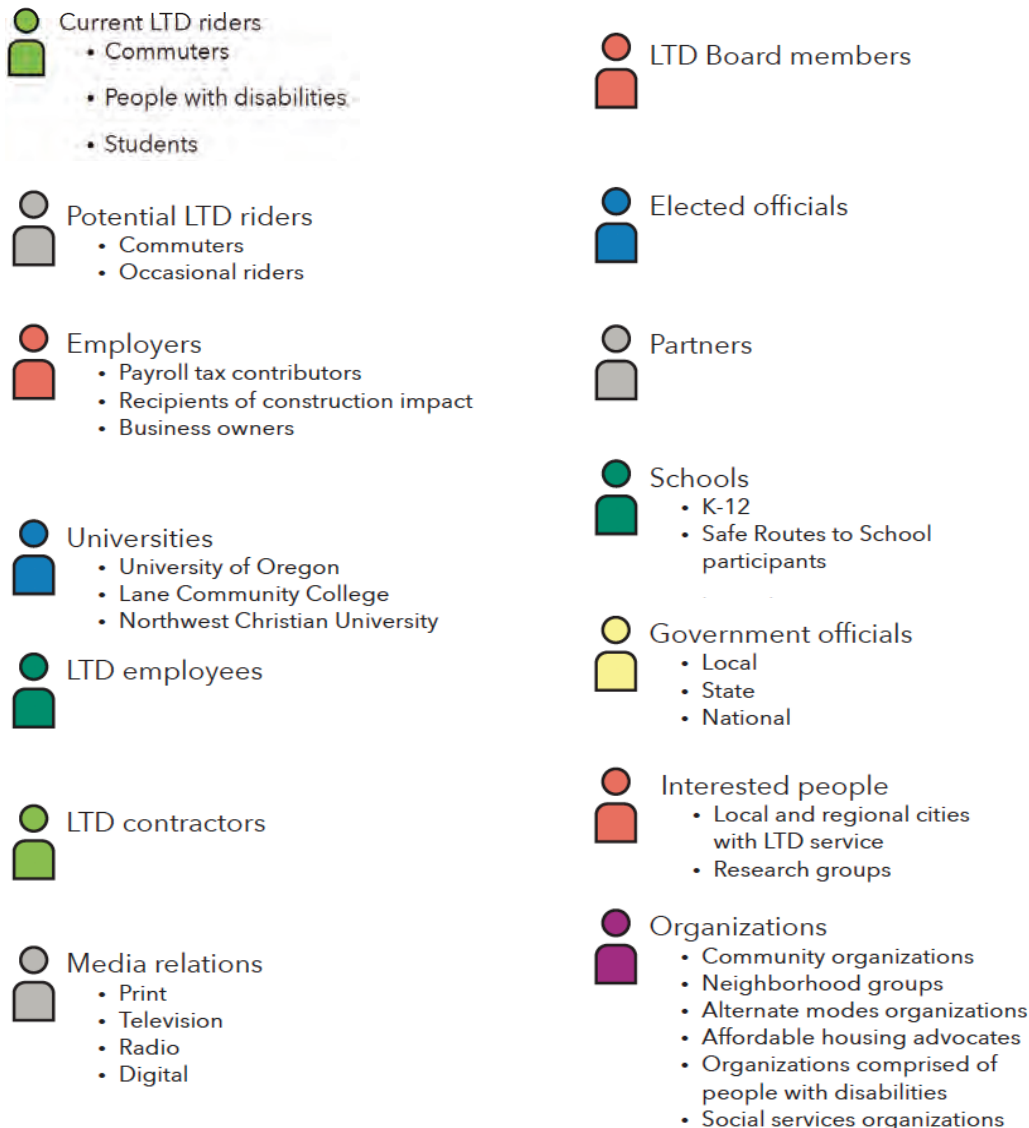
“If you can’t explain it to a six year old, you don’t  
understand it well enough yourself” - Albert Einstein

# Engage Key Audiences

## Target Markets

### Reach key audiences and critical stakeholders

Aim for a balanced mixture of media communication sources for all target audiences. LTD should ensure all groups are being reached on a regular basis and are being delivered the information they want, need, or have interest in.



# Identify Key Messages

## Meaningful Messaging

**Identify key messages** that can be embedded in all LTD communications and media. Creating crisp, consistent messaging establishes uniformity across all media channels and increases credibility.

### Tactics for Key Messages:

Identify three key messages and integrate in all communication efforts

- Use LTD's Brand Guide as a source for key messaging about the brand's personality and values
- Add Key Messages to the press kit
- Avoid planner jargon in messaging
- Stay consistent in messaging
- Optimize communications channels
- Optimize LTD's contracted marketing firms to help develop media messaging as needed

## BRAND FOUNDATION

The brand foundation acts as a guide for development and execution of design as well as a compelling narrative telling the story of who LTD is, what we do, why we do it, and how we can provide a consistent experience.

The brand foundation is made of six primary brand qualities. These qualities support the brand personality, position, and promise. Using these qualities as a reference point, we have the ultimate filter to test the brand integrity of any visual or written communication.

### Service

LTD is a public entity and it is our duty, and honor to serve our community. We are here to listen to the transportation needs of the community and to the best of our ability, meet those needs. We are dedicated to serving the community as a whole and also serving each individual within the community.

### Equality

Transportation can open doors for people from every walk of life. The transportation LTD provides allows diverse populations with a tool to greater freedom, and therefore helps create greater equality within our community.

### Dependability

Dependability is one of LTD's most important qualities; it acknowledges the pivotal role LTD plays in the daily lives of riders. Without dependability, the ability to fulfill the promise of the Brand would be impossible. The Brand is to be implemented and communicated every day, in every platform available, without exception.

### Sustainability

LTD keeps the well-being of the future in mind when making choices large and small. Making "greener" choices for our environment is one of many ways LTD is choosing to be sustainable.

### Humility

Work at LTD is done for the good of the community. Humility is expressed through listening to the community, making adjustments to serve the community better, acknowledging challenges, and facing adversities and conflict when it occurs. Marketing and communication efforts reflect this quality.

### Transparency

LTD believes in a culture of trust between the public and the district. In order to achieve this, simplicity and focus in communication materials greatly contribute to LTD's transparency and accessibility, avoiding overwrought or confusing messaging.

### Our Personality: "Who"

Traits that best define LTD:

Humble  
Honest  
Friendly  
Hard-working  
Dependable  
Warm  
Local

### Our Position: "What"

Services LTD provides:

Transit  
Para-transit  
Transportation Options Information  
BRT

### Our Promise: "How"

The way people should experience the LTD brand:

Safe  
Valued  
Respected  
Assisted  
Honored  
Supported

*The LTD Brand Guide identifies the brand personality and its six qualities.*

# Identify Story Opportunities

## Tell Your Story

### Routinely identify story opportunities

Select stories that work in every media format. Repurpose for print and digital content, including social media. Seek photo and video opportunities from community events. Tell stories with images.



Example: VCTC Instagram feed

# Get out in front of Issues

## Face Matters Head On

LTD should take a proactive approach to LTD projects through messaging:

- Recap the Transit Tomorrow survey and engagement processes
- Explain how survey results impact service changes
- Anticipate the public not responding well to service changes and have a response ready
- Prepare Q&A and fact sheets for all LTD projects

LTD should be prepared to talk about emerging issues:

### City payroll tax

- How it will spotlight transit taxes and LTD
- LTD can lead education and understanding of transit taxes
- Anticipate negative comments from employers about the transit tax
- Be prepared to defend the transit tax as a public need to non-riders
- Recognition that Register Guard reported the new state employee payroll tax as a windfall

### Safety services

- Impact on employers and employees

### Statewide transit taxes

- Lack of awareness among local residents and employees
- LTD's plan for the 10-15% increase in annual operating revenues

# Measure and Manage the Media

## Media Management

### Measure the media:

- Plan to push a relevant topic story for each key audience in one calendar year
- Organize topics into categories and measure performance of each
- Use community topics as sources for story spin-offs that position LTD favorably
- Affirm LTD's big three messages are conveyed consistently

# EXTENSIONS

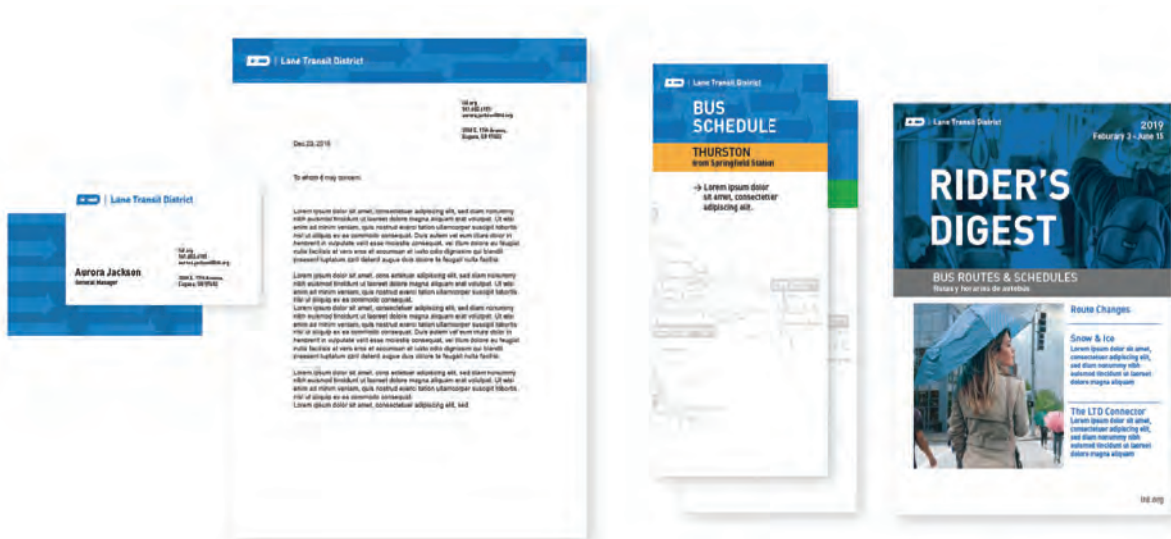
## Create Standard Press Kits

### Press Kits

#### Create a press kit and templates

Empower media professionals with accurate information to strengthen LTD's relationship with media companies. Recommended elements of a media press kit:

- LTD Fast Facts (agency history, fleet, ridership, etc.)
- Talking points
- One pagers
- LTD briefs - proactive, baseline information
- Event type graphics and language (e.g. service alerts, weather alerts, free rides, policy revisions, etc.)
- Press releases
- Communications for construction projects



Concept: Standard LTD materials are the foundation of a press kit



# Create a Media Calendar

## Media Calendar

### Develop an annual news media content calendar

Project into the future. Identify routine and significant events that warrant attention and pre-planning. Identify the opportunities and issues that surround them and be prepared to capitalize on timely and strategic communications.

Integrate annual calendars for partners such as city holiday schedules, university schedules, major local events, and business deadlines (such as annual reporting for taxpayers). Identify topics and scope their timelines, concentrating on how LTD can insert itself into the story. Suggest a regular column or guest appearance that LTD could tailor for specific media.

Weeks between Summer and Fall	1 week	1 week	2 weeks	2 weeks	2 weeks
Activity	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
Registration	5/21-5/31	5/20-30	5/18-28	5/17-26	5/16-25
Community Ed Registration	9/22	9/28	9/26	9/25	9/24
Classes begin	9/24	10/1*	9/29*	9/27	9/27
Last day to drop classes w/o 'W'	9/29	10/5	10/3	10/2	10/1
Last day to reg/add classes	9/30	10/6	10/4	10/3	10/2
Last day to withdraw from classes	11/11	11/17	11/15	11/14	11/13
Thanksgiving vacation**	11/22-23	11/28-29	11/26-27	11/25-26	11/24-25
Last day of classes	11/30	12/6	12/4	12/3	12/2
Final examinations	12/3-07	12/9-13	12/7-11	12/6-10	12/5-9
Grades due (Tuesday noon)	12/11	12/17	12/15	12/14	12/13

*The UO calendar is a great source for planning a media content calendar.*

# Build Media Relationships

## Media Relations

Build relationships with news media staff, such as key media contacts, news executives, editors, and reporters to gain respect and reputation as a reliable news source.

LTD’s media relations team should meet regularly with the 27 key media sources in the greater Eugene-Springfield area. A powerful relationship with the media community positions LTD as a trusted source and encourages advance contact to LTD for more accurate, controlled stories.

### Key Tactics to Build Relationships:

- Ask media contacts what they’d like to cover and provide that information to them
- Routinely provide “scoops,” even when they aren’t specifically about LTD
- Host mini media conferences
- Provide media professionals the opportunity to gain exclusive access to LTD (for example, an annual fleet tour or construction site visit)
- Measure how media sources talk about LTD via ratings and circulation
- Set a goal to achieve a majority of positive and accurate news stories each quarter from key media sources

The Register-Guard



Local media outlets



# Practice Presentations

## Practice

### **Practice media skills and presentations internally**

Practice crafting messages, delivering talking points, and answering questions. LTD's marketing and communications team should plan internal practice sessions with appropriate staff, such as a Q&A session for the Customer Service team in advance of the next LTD construction project. Media training can be offered quarterly to maintain sharpness and best practices for transportation industry or public agency news media marketing. Practice makes perfect.

# Empower LTD Staff

## Employee Engagement

### **Encourage employees to share what they hear about LTD.**

Staff have several perspectives to share because they typically wear multiple hats as an employee, a customer, and the recipient of public comment. Their input should be valued. Request staff feedback via focus groups, brown bag lunches, or anonymous submission.

# Ask for Partner Feedback

## Feedback

Ask partners for feedback and introductions to people and organizations that can advance LTD's media agenda. Reach out to employers to understand their perspective and tailor communication efforts to requests that support LTD's mission and goals.

Current partnerships:

- PeaceHealth Hospital (PeaceHealth Rides bicycling service)
- University of Oregon (Autzen Express service, student bus passes)
- City of Eugene (Moving Ahead, Business Community Challenge)
- City of Springfield (Business Community Challenge)
- City of Oakridge (Diamond Express service)
- Large events (e.g. Oregon Country Fair)

# Digital Recommendations

- Create a consistent brand voice & image
- Develop & implement a comment management system
- Create & implement integrated content strategies for target audiences
- Fortify website structure & SEO
- Engage in paid ad campaigns
- Own external review site profiles
- Establish ongoing organic campaigns, niche online groups, and email marketing strategies
- Enhance website UX and mobile responsiveness
- Learn best practices & implement ongoing training
- Manage subcontractors effectively

# DIGITAL

“People don’t buy what you do, they buy why you do it.” - Simon Sinek

“We need to stop interrupting what people are interested in and be what people are interested in.” - Craig Davis

“Content builds relationships. Relationships are built on trust. Trust drives revenue.” - Andrew Davis,

“You can’t sell anything if you can’t tell anything.” - Beth Comstock

“One of the best ways to sabotage your content is to not tie it to your goals. Know why you’re creating content.” -Ellen Gomes



# Create Consistent Brand Voice

## Digital Voice

Create a consistent brand voice and image online. Identify the brand's digital voice and tone and apply across all platforms. Standardize images, including profile images, post graphics, and paid ad creative assets. Conduct a brand workshop to define a brand voice, tone, and image standards for all LTD digital channels

- Formally document a guideline that identifies voice, tone, character, style, and image standards
- Train staff and require usage of documented brand guidelines by all LTD staff
- Assign an employee to ensure brand guidelines are carried through all communications for quality control
- Require high resolution image quality for all channels
- Select one brand name and use consistently moving forward (LTD, Lane Transit District, or Lane)
- Align all social media handle names and profile images for LTD and Point2point

Account	Current State		Target State Recommendation	
	Handle	Display Name	Handle	Display Name
LTD FB	@LaneTransit	Lane Transit District		
LTD TW	@LaneTransit	LTD		Lane Transit District
LTD LI	@LaneTransitDistrict	Lane Transit District (LTD)		

# Manage Comments

## Comment Management

Develop and implement a comment management system to prevent crises and resolve LTD's negative public commentary problem.

- Identify all platforms that require comment management - social media, external review sites, digital media, website, forums, etc.
- Develop a triage process for responding to positive, neutral, negative, and crisis potential comments
- Develop prepared responses and best practices for comment management that follow brand guidelines
- For negative and crisis potential comments:
  - Immediately respond to control the narrative, avoid crises, and be transparent
  - Keep social community up to date on how LTD is solving the problem and condemn wrongdoing
  - If gray area, publicly acknowledge
  - For comments with factual errors, gently correct and drive customers to LTD's mission statement
- Respond to 100% of valid comments, questions and complaints
- Align to Customer Service response standards
- Replace half of negative comments with positive or neutral comments by end of 2019

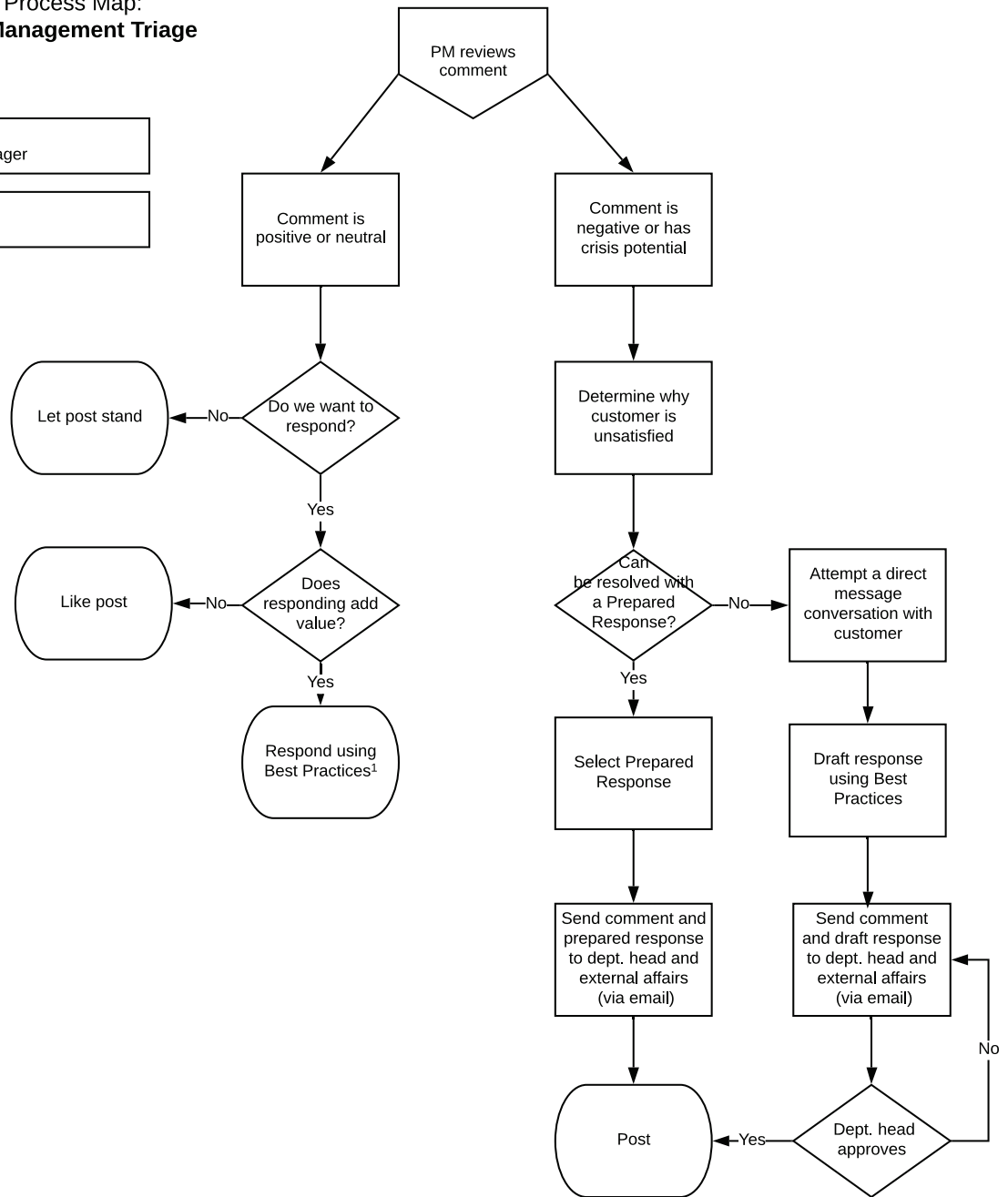
The process map is on the following page

# Sample Comment Management Workflow

Target State Process Map:  
Comment Management Triage

**LEGEND**  
PM Project Manager

**DOCUMENTS**  
Best Practices



**NOTES**

<sup>1</sup>Best Practices includes Brand Guidelines and Prepared Responses.

# Integrate Content

## Content

### Create and implement integrated content strategies for target audiences

Ensure content strategies are relevant for all channels: website, social, email, paid ads, and media; and target audiences: riders, business owners, employers, universities, LTD Board, staff, contractors, influencers, media relations, local communities, government, organizations, and discount eligible communities.

- Develop personas for each LTD target audience to understand how to best relate and reach
- Establish key messaging and content guidelines for each audience by channel
- Craft content for each key audience that is relevant, timely, accurate, and engaging
- Assign an employee or subcontractor to ensure targeted content is being applied to all audiences and channels for quality control
- Create a 12-month organic and paid content calendar
- Create, capture, and share positive, viral stories of riders, employees, and other key audiences
- Update all social media account bios and descriptions, ensure correct grammar and standardized brand statement
- Prioritize riders as a key audience
- Earn and maintain a positive engagement ratio of 4:1 on social media
- Current @point2pointS bio: "Point2point is your go-to resource for all the cool and convenient ways to get from point a to point b. walk, bike, bus, pool."

Suggested bio: "LTD's Point2point is your resource for getting from point A to point B: walk, bike, bus, or carpool."

# Invest in Paid Advertising

## Paid Digital

**Reach key audiences** across the breadth of all LTD's stakeholders. Aim for a balanced mixture of media communication sources for all target audiences. LTD should ensure all groups are being reached on a regular basis and are being delivered the information they want, need, or have interest in.

**Engage in paid advertising campaigns** because they are cost efficient, highly targeted, and can be managed while in live mode to optimize campaign goals. Paid ads are necessary to increase LTD's reach, awareness, engagement, web traffic, and overall ridership.

### Desired Outcomes

- Create a comprehensive paid digital marketing plan with defined goals and selected channels; suggestions include:
  - >Launch a follower growth campaign on all social media profiles for LTD and/or Point2point to increase reach
  - >Launch a ridership campaign to drive growth on key routes
  - >Launch a lead generation campaign to increase qualified leads for email marketing campaigns (be sure to purge unqualified leads from existing database first)
  - >Launch an evergreen campaign to maintain brand strength and familiarity
- Gain familiarity with Facebook's user filters for targeting, including demographics, behaviors, and locations
- Use content from best practices that resonate with target audiences and are channel appropriate
- Grow LTD's comprehensive social media following to 50% of current weekly boardings

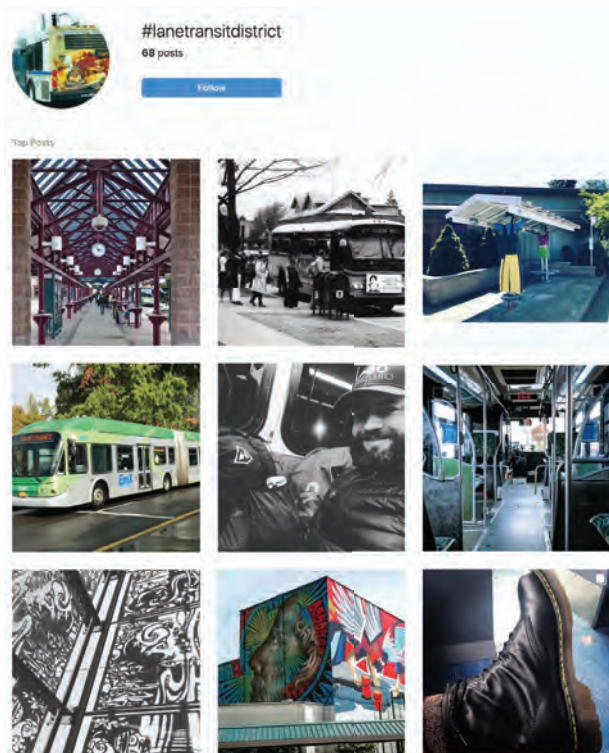
# Take Ownership of Review Sites

## Manage Reviews

### Own external review site profiles like Yelp.

Owning and controlling these accounts and relationships can significantly improve LTD’s branding interactions, and can help replace negative or incorrect information with positive and accurate data. Own, claim and manage externally established review site profiles such as Yelp, Glassdoor, and Foursquare

- Eliminate LTD’s Google+ account and remove link from the website navigation bar
- Create a Google My Business profile
- Ensure accurate data is posted and regularly updated, especially holiday hours
- Respond to all reviews and comments
- Encourage drivers to request reviews and ratings by satisfied riders, in support of a review campaign
- Goal: to earn and maintain a 4.5 out of 5 star rating on all external sites



Example of organic social representation of LTD

# Go Organic

## Create Ongoing Organic Digital Campaigns

**Establish ongoing organic campaigns and niche online groups.** LTD can optimize its engagement with riders and key audiences by launching evergreen campaigns (e.g. recruitment) and niche groups (e.g. a Facebook group for ETCs).

- **For organic campaigns:**

- >Cater content to platform's demographics and trends
  - LinkedIn is great for the B2B marketing (LTD's Group Pass Sales),
  - Instagram is ideal for stunning images (LTD route destinations)
  - Twitter should target business owners (construction improvements and impacts)
- >Adhere to best practices
- >Have fun, engage, and be creative
  - Idea: #TransitTuesday as a weekly trending topic that celebrates weekly discounted rides
  - Idea: Ask riders to share stories about their favorite driver to win a prize
  - Idea: Repurpose user generated content to increase reach and engagement
  - Idea: Highlight LTD staff stories or popular LTD-sponsored events
- >Continue creating varied, engaging posts
- >Post 1 video for every 2 still images
- >Target 2,000 post engagements per month on Facebook
- >Reach over 15% of your following with every organic post

- **For niche online groups:**

- >Establish highly targeted groups on Facebook for key demographics, such as cyclists or students
- >Build a rideshare group on LinkedIn and invite ETCs to join; build a culture of information and idea sharing
- >Designate an LTD staff member to regularly join the conversation as a knowledgeable resource



# Optimize Email

## E-Mail Marketing

### For email marketing:

- Organize existing lists on Constant Contact; consolidate or sub-segment as necessary
- Remove unengaged users from existing database by distributing an opt-in confirmation email that allows users to select preferred communications categories and frequencies; this will result in higher-quality subscribers and therefore, higher email open rates and click through rates
- Launch an automated review campaign for new riders to increase rating scores and number of positive reviews
- Redesign email templates to reflect best practices for LTD brand
- Craft shorter, more engaging subject lines to encourage opens
- Goal: earn and maintain an email open rate of 20.03% and a click through rate of 2% (per transportation industry averages, Mailchimp, 2018)

# Optimize Search

## Fortify Website Structure + SEO

**Fortify website structure and SEO** to better manage the technical makeup of the LTD.org website and to ensure key audiences are finding LTD when they search for it.

Absent effective use of SEO, users searching online struggle to find LTD. There is a crucial need for investing in search engine optimization (SEO), which currently lacks strategy reflected when users search for LTD online and struggle to find LTD.

### **For SEO:**

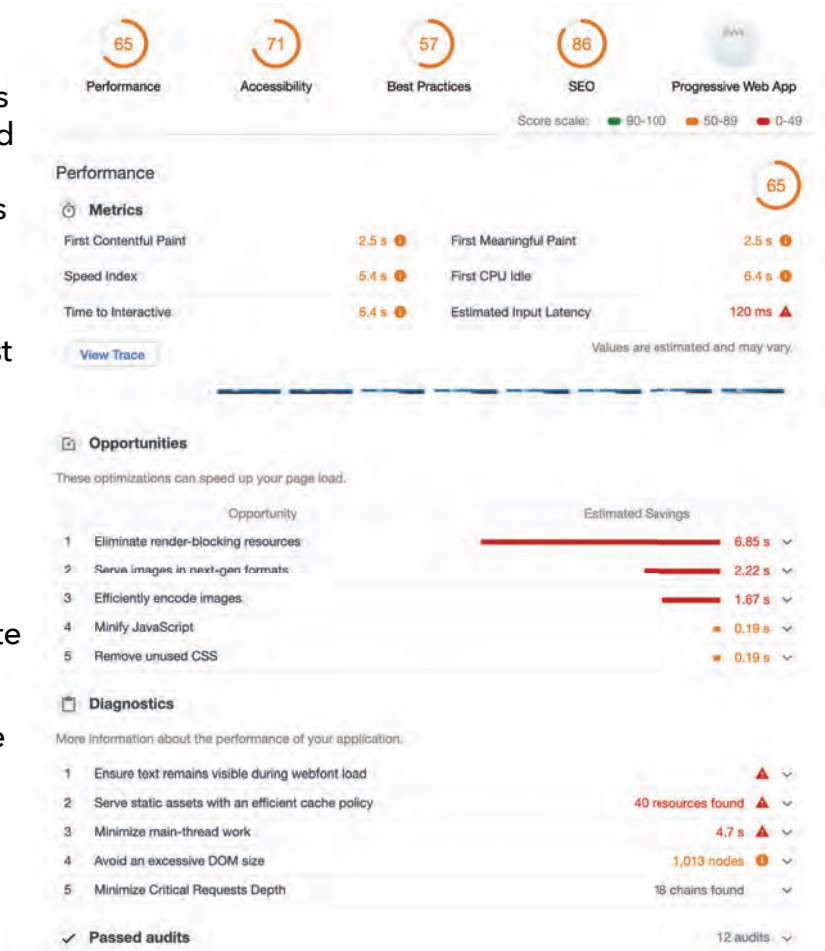
- Ensure that all LTD digital communications redirect users to the website
- Create unique page titles and meta descriptions for each page to improve SEO
- Rank #1 on Google for common searches by target audiences, such as "LTD," "Eugene bus," and "Springfield bus"

# Improve Website Structure

## Structure

### For website structure:

- Ensure a valid, generated XML sitemap is created, consistently updated, and stored in the server root folder to enhance navigation and ensure website content is centrally located (XML Sitemaps)
- Add alternate text for images and graphics to comply with accessibility best practices and compliance requirements (ADA.gov)
- Leverage browser caching to increase website speed
- Consolidate stylesheets and consider using @media queries to improve website adaptability and responsiveness
- Deliberately map the customer's website journey and identify improvement opportunities
- Enhance trip planning functionality



LTD is continually improving its website performance

# Fix Current Website Content

## Repair Content Issues

### For website content:

- Remove all broken links from website
- Consolidate multiple pages with minimal content into a single page with scrolling sections if applicable
- Add more mixed media content, particularly graphics, images, and video that promote the LTD brand, programs, services, and/or customers
- Widen page margins to allow more room for visual enhancements
- Consider designing an interactive stations map to replace multiple, isolated station map information pages

# Manage Future Website Content

## Creating Content

Content is king. Managing how it is added to the LTD website is critical. In addition to preparing current state process maps, Celtis worked with staff to prepare a sample target state process map for content management.

This Web Content map reflects the following key features:

- One defined input source - content provider
- Required input tool - "Input Form"
- Immediate review for required criteria
- Defined paths for routine vs. new requirement
- New requirements (potential resource and budget impact) escalate appropriately for management review and approval
- Use of Templates - "Website Style Template"
- Appropriate interim review and approval steps
- Documentation requirements aligned to complexity (new requirement - project outline & schedule)
- Hand-offs limited
- Quality Control sign-offs

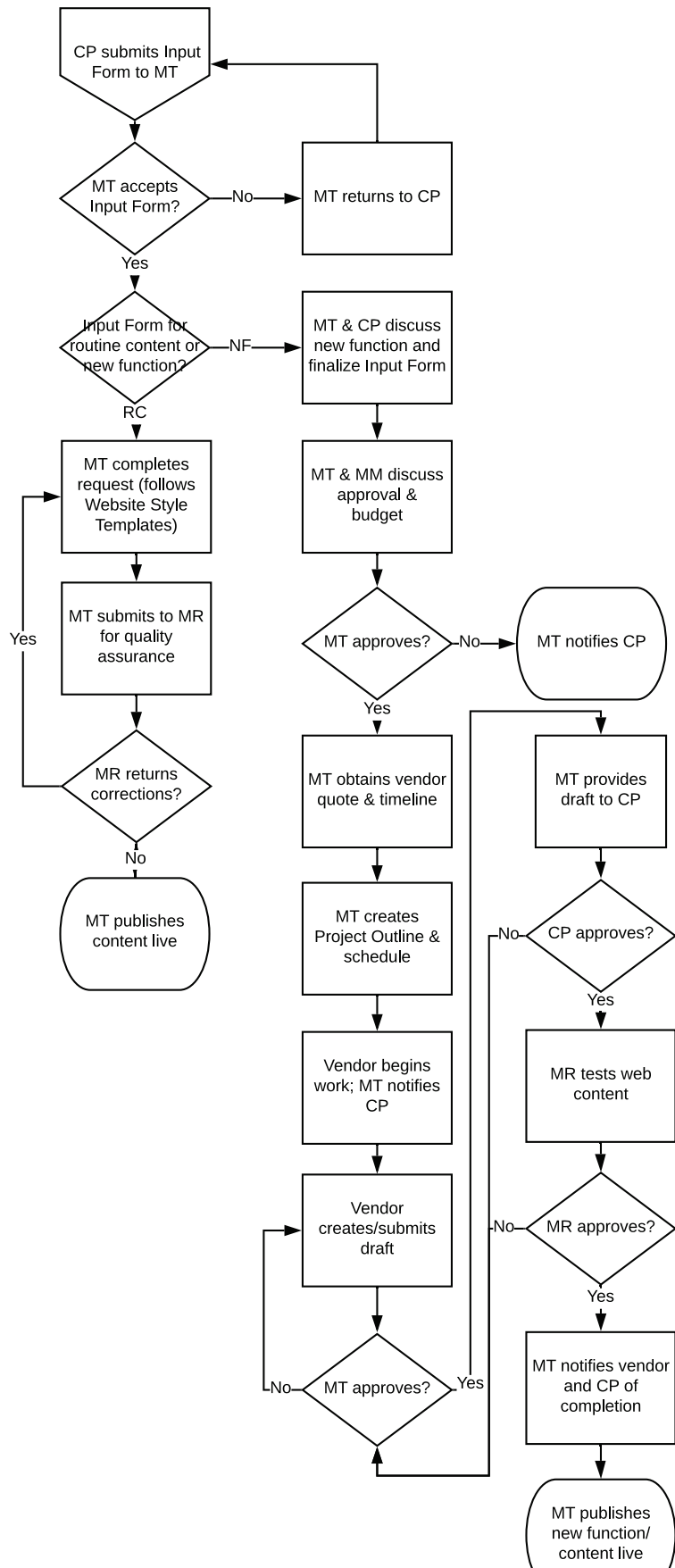
The process map is on the following page

# Sample Web Content Workflow

Target State Process Map:  
**Web Content**

**LEGEND**  
**CP** Content Provider  
**MM** Marketing Manager  
**MR** Marketing Representative  
**MT** Marketing Technician

**DOCUMENTS**  
 Creative Brief - Web Input  
 Vendor Contract  
 Project Outline?  
 Input Form  
 Website Style Templates



# Make Website Mobile Responsive

## Mobile Friendly

Enhance website user experience (UX) and mobile friendliness to optimize overall communications on both desktop and mobile devices. Ideally, all user types can easily navigate the website and find the information they're seeking on any device.

- Review website customer journeys for all target audiences to identify gaps and opportunities for UX improvement, such as navigation and content
- Prioritize a mobile responsive format for desktop and mobile websites, especially Point2point sections, timetables and routes
- Optimize desktop and mobile site speed
- Continue to prioritize mobile responsiveness in all future updates and development
- Increase site visits by 50%
- Maintain bounce rate of less than 30%
- Increase mobile site speed from a C rating to an A rating
- Consider developing an LTD app to improve rider experience and increase ridership



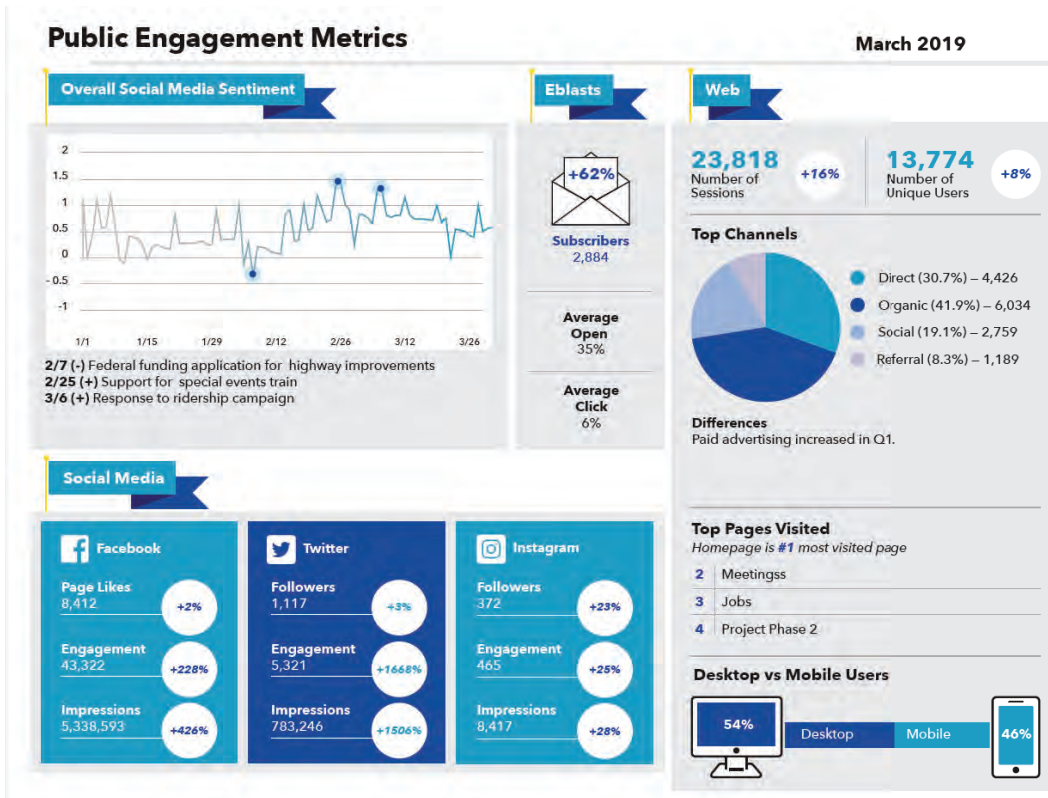
# Go Full Digital

## Digital Training

### Learn best practices & implement ongoing training

Digital marketing trends and best practices rapidly change and ongoing training is great for empowering LTD's staff to produce the best digital marketing strategies. Identify and benchmark knowledge expectations for all digital marketing related roles.

- Ensure assigned staff know industry best practices for related areas of digital marketing, especially branding, website content, SEO, paid ads, social media, media, PR, UX, media relations, email marketing, and mobile
- Schedule and sponsor regular trainings for marketing staff in relationship to their functions
- Track everything. Get a complete understanding your digital engagement.



# Optimize External Contractors

## Contractors

Manage contractors effectively for communications tasks outside of LTD's knowledge or resource set. LTD should leverage existing subcontractors for best fit scopes of work, such as website development, media buying, fleet advertising, and public outreach. Assign a project manager to manage each external marketing and communications subcontractor, including media placement, public outreach, and website development, etc.

- Optimize and leverage subcontractors when necessary for campaigns
- Define roles and responsibilities for both project managers and subcontractors for each campaign
- Hold project managers responsible for ensuring subcontractors are upholding brand best practices

## Organizational Recommendations

- Establish External Affairs
- Strengthen Marketing
- Define Roles + Responsibilities
- Design and implement a comprehensive Marketing and Communications Plan
- Establish customer + public research programs
- Develop + maintain an inventory of customer information channels
- Create templates for routine marketing + communications materials
- Implement standard project planning, production management and tracking methods
- Create standard operating procedures for core marketing + communications functions
- Develop a formal LTD sponsorship + giving policy
- Create standard project + initiatives responsibilities for marketing and external affairs
- Never stop learning

# ORGANIZATION

"Done is better than perfect." - Sheryl Sandberg

"The question isn't who's going to let me; it's who is going to stop me." - Ayn Rand

"The most effective way to do it, is to do it." -  
Amelia Earhart

It takes as much energy to wish as it does to  
plan." - Eleanor Roosevelt

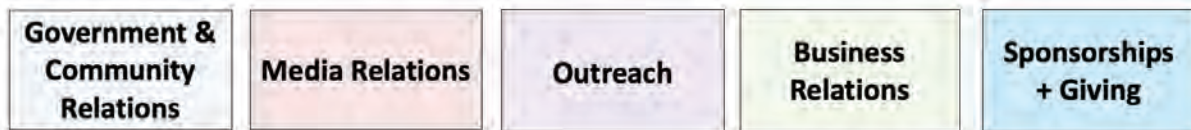
Start where you are. Use what you have. Do  
what you can." - Arthur Ashe

A good system shortens the road to the goal." -  
Orison Swett Marden

# Establish External Affairs

## Consolidate External Affairs Activities

### External Affairs Functions



#### Create an External Affairs organization

Design a structure that supports execution for all External Affairs functions.

**Government and Community Relations** - federal, state and local officials, LTD Board, community groups, constituents and stakeholders

**Media Relations** - media and crises communications, messaging, comment management policy, talking points, initiative one-pagers, executive speeches and presentations, newsletter content, press kits, press releases and story development, media training

**Business Relations** - Point2point, rideshare, alternative modes, group pass sales, youth pass sales, business community relations

**Outreach** - public meetings, tabling, construction communication, construction mitigation

**Sponsorships & Giving** - meetings, coordination, policy adherence, reporting

# Strengthen Marketing

## Identify Specific Marketing Functions

### Marketing Functions



#### Create a Marketing Organization

Build a structure that supports delivery of communication materials.

**Marketing Management** - LTD Marketing Plan, marketing project plans, marketing campaigns, email campaigns & lists, marketing calendar

**Graphic Design** - LTD Brand Guide, design and material production (including print vendor), graphic standards, kit of parts

**Customer Information** - customer and public research, Bus Book, Bus Stop Information (BSIs), station displays, newsletters, customer information inventory, service alerts, bus announcements

**Digital Media** -web platform, curate web content, social media content & comments, review sites

# Define Roles and Responsibilities

## Integrate Roles + Responsibilities

### Project Lead

- Planning
- Construction/Facilities
- Operations
- Other

### Government Relations

- Manage all government communications
- Set tone and provide messaging direction
- Provide constituent + stakeholder guidance

### Media Relations

- Manage media environment & communications
- Prepare project/initiative one-pagers
- Develop talking points
- Create leadership presentations

### Marketing

- Develop marketing project plan
- Create campaign
- Produce customer + constituent information

### Outreach

- Design Outreach Plan
- Identify & direct resources
- Execute plan

## Create standard Project/Initiative Responsibilities for Marketing and External Affairs

Ensure role clarity and reinforce functional delivery. Create cross-functional marketing and external affairs project teams that deliver.

### Government Relations

- Manage all government communications
- Set tone and provide messaging direction
- Provide constituent & stakeholder guidance

### Media Relations

- Manage media environment & communications
- Prepare project /initiative one-pagers
- Develop talking points
- Create leadership presentations

### Marketing

- Develop marketing project plan
- Create campaign
- Produce customer & constituent information

### Outreach

- Design outreach plan
- Identify & direct outreach resources
- Execute plan



# Develop a Comprehensive Marketing Plan

## Comprehensive Marketing Plan

### Design and implement a comprehensive Marketing and Communications Plan

Ensure LTD consistently and purposefully aligns communication activities and resources with the agency's most important strategic goals.

The Plan should feature:

- Strengths, weaknesses, opportunities, threats (SWOT) analysis
- Core marketing goals
- Target market strategies
- Marketing tools (digital advertising, LTD website, traditional advertising, social media, email marketing, video, customer information, LTD property and vehicle assets)
- Detailed objectives and tactics aligned to core goals
- Implementation timeline (recommended 3 years)
- Marketing contingency plan outlining risks and mitigation strategies
- Defined success measures and reporting

The Plan should clearly reflect an agreed upon and clearly defined LTD mission, vision, and values.

# Routinize Research

## Develop an Ongoing Research Program

### Establish customer and public research programs

LTD needs to better understand its customers and constituents. Ad hoc research lacks credibility. A core research program that includes regular customer satisfaction and public opinion will ensure research is thoroughly assessed relative to LTD operations and not rooted in special projects or initiatives. Research results should drive LTD's marketing plan SWOT analysis, core marketing goals and target market strategies. Benchmarks should be established and measured routinely. Research must include a statistically valid techniques, along with stratified sampling and deliberate timing (e.g. university calendar) to encompass all audiences.



# Establish Standard Information Channels

## Information Channels

### Develop customer information channels

Drive consistency and limit variation in requested marketing and communication deliverables. Identify all channels (including people) used to distribute customer and constituent information including specifics regarding customer information found at transit stations, bus stops, and LTD fleet (interior and exterior) and vehicles.

Include construction and initiative/project communication, construction mitigation and media communications. Use of selected channels and materials should take priority and drive future marketing and communication activities.

#### Sample channels include:

- Bus operators
- Customer service agents
- Fleet (bus and LTD vehicles)
- Transit locations (bus stops, park and rides, transit centers)
- Social media
- Retail outlets (stores)
- Website
- Digital ads
- Mobile apps - internal and 3rd party apps
- Media

# Create a Customer Information Suite

## Information Suite

### Develop a standard set of materials

Drive consistency and limit variation in requested marketing and communication deliverables.

- Bus interior cards
- Bus advertising
- Decals
- Bus stop flags and poles
- Signage
- Ticket windows
- Posters/frames
- A-boards
- Ticket vending machines
- Guides
- System maps
- Brochures
- Take ones
- Flyers
- Newsletters
- Social media posts
- Digital ads
- Website content, header, landing page
- Digital media - videos, animation
- Print media - advertisements/announcements
- Internal material

# Standard Kit of Parts

## Standard Collateral

### Create a standard set of information

A kit of parts is a defined package of customer information to create and produce (e.g. bus interior cards, station poster, take-ones, digital media posting - social and web, notice to operators and internal staff) with standard timelines for production, distribution/posting and removal, and standard quantities.



### Sample event types:

- Service Alerts
- Weather Alerts
- Special Event Notice
- Holiday Service Notice
- Service Change
- Free Rides
- Fare Programs
- Policy Revisions

# Create Standard Operating Procedures

## Communications SOPs

### **Create standard operating procedures for all core marketing and external affairs functions**

Ensure efficiency, consistency in execution and clarity around who, when and how functions are performed. Effective procedures outline required steps to follow in a consistent and repetitive manner.

Recommended components include:

- Overview, purpose, scope
- Roles & responsibilities
- Defined inputs
- Forms and related references
- Control points
- Quality assurance
- Performance measurements
- Standard reports
- Approval dates
- Version and key change log

# Enhance Communications Project Planning

## Implement Project Planning Tool

### **Implement standardized project planning, production management and tracking methods**

Include all marketing and communication requests. LTD's current process for receiving and tracking design and production requests is underutilized and lacks necessary functionality. Absent an effective tool to manage the production process, timely and accurate completion of deliverables is jeopardized, and management lacks critical information to monitor performance and success measures. In addition, required information is not obtained at request origination resulting in inefficient edit and review cycles and potential version control issues.

A marketing tool fills an identified gap in strategic campaign development, provides a single overview source for project information and deliverables and facilitates historical archiving and reference.

Recommended functionality includes:

- Defined user/role profiles and access controls
- Request template with input controls and permissions by field
- Required fields vs. optional
- Formula driven production milestones (e.g. internal review, final due), delivery/installation dates and pull-down date
- Automatically populated specifications aligned to customer information type or channel
- Automated email generation: notifications, reminders, alerts (e.g. received, draft available, draft approved, days outstanding, past due status)
- Ability to copy and paste or attach within the tool
- Reports including volume and capacity, performance metrics, and maintenance
- Archiving function and storage access to necessary audiences



# Develop a Standard Marketing Plan

## Simple Strategic Planning

Move from a tactical plan (that itemizes deliverables) to a strategic plan that identifies purpose, objectives and strategies designed to achieve a larger goal. There is never a need to recreate the wheel. Developing a standard “one-page” marketing plan is a smart mechanism for having strategic discussions and getting everyone on the same page. That same plan (once approved) becomes a single source of information on any given project.

Working with LTD staff, Celtis drafted a simple planning document to test in communications. The marketing project plan (provided on the following pages), requires project managers to identify the following:

- **Project Information:** name, manager, budget, and key dates including inception, planning, soft launch, and live campaign
- **Key Components:** LTD mission/goal alignment, objectives, key audiences, key channels
- **Deliverables:** website, social media, print, media, fleet, digital ads, radio
- **Key Messages:** Content and required languages

# Additional Deliverables

## COMPONENTS

- Marketing Plan Template
- Donation + Giving Policy
- Marketing Tools
- Sample Outreach Plan
- Sample Mitigation Plan
- Sample Implementation Plan

# MARKETING PLAN

CLEAR FORM

SAVE FORM

## PROJECT INFORMATION

Project Name

*Department, Project, Campaign*  
*Example: Planning - Moving Ahead - Project Launch*

Project Manager

*First, Last, Position, Email, Phone*  
*Example: Jon Doe, Marketing Manager, jondoe@ltd.org, 555-555-5555*

Budget

*Be specific. Clarify funding source.*  
*Example: Federal grant, \$100,000/yr*

Key Dates

<input type="checkbox"/> Inception	<input type="text"/>	-	<input type="text"/>
<input type="checkbox"/> Planning	<input type="text"/>	-	<input type="text"/>
<input type="checkbox"/> Soft launch	<input type="text"/>	-	<input type="text"/>
<input type="checkbox"/> Live campaign	<input type="text"/>	-	<input type="text"/>
<input type="checkbox"/> Evaluation	<input type="text"/>	-	<input type="text"/>

## KEY COMPONENTS OF MARKETING PLAN

Mission/Goal

*LTD's top-level, broad goal*  
*Example: Provide independence to the community (see What Drives Us Statement or LTD Mission)*

Objectives

<input type="checkbox"/> Raise awareness	<input type="checkbox"/> Increase trial
<input type="checkbox"/> Improve perception	<input type="checkbox"/> Increase usage
<input type="checkbox"/> Increase engagement	<input type="checkbox"/> Gain evaluation
<input type="checkbox"/> Expand education	<input type="checkbox"/> Other: <input type="text"/>

Key Audiences

<input type="checkbox"/> Riders (current, potential)	<input type="checkbox"/> LTD staff
<input type="checkbox"/> Business owners	<input type="checkbox"/> Contractors
<input type="checkbox"/> Employers and universities	<input type="checkbox"/> Media relations (local, government)
<input type="checkbox"/> Students	<input type="checkbox"/> Government relations
<input type="checkbox"/> Seniors	<input type="checkbox"/> Local communities & neighborhood groups
<input type="checkbox"/> Youth	<input type="checkbox"/> Organization(s)
<input type="checkbox"/> LTD board	<input type="checkbox"/> Other: <input type="text"/>

Key Channels

<input type="checkbox"/> Website	<input type="checkbox"/> Fleet
<input type="checkbox"/> Social media	<input type="checkbox"/> Radio
<input type="checkbox"/> Email	<input type="checkbox"/> Events
<input type="checkbox"/> Digital paid ads	<input type="checkbox"/> Promotional items
<input type="checkbox"/> Media publications	<input type="checkbox"/> Other: <input type="text"/>
<input type="checkbox"/> Print collateral	



# KEY DELIVERABLES

Project Name:

Project Manager:

Work Order #(s):

DELIVERABLES	Special Notes	Internal Due	Final Due	Pull Down Date
<b>Website</b> <input type="checkbox"/> webpage <input type="checkbox"/> header <input type="checkbox"/> landing page <input type="checkbox"/> non-LTD website				
<b>Social Media</b> <input type="checkbox"/> FB post/ad <input type="checkbox"/> IG post/ad <input type="checkbox"/> TW post/ad				
<b>Print</b> <input type="checkbox"/> Bus Talk <input type="checkbox"/> Riders Digest <input type="checkbox"/> poster <input type="checkbox"/> map <input type="checkbox"/> take one <input type="checkbox"/> brochure				
<b>Media</b> <input type="checkbox"/> article <input type="checkbox"/> ad <input type="checkbox"/> press release				
<b>Fleet</b> <input type="checkbox"/> bus card <input type="checkbox"/> decal <input type="checkbox"/> announcements				
<b>Events</b> <input type="checkbox"/> promo item <input type="checkbox"/> banner				
<b>Digital Ads</b> <input type="checkbox"/> banner <input type="checkbox"/> pop-up <input type="checkbox"/> paid social <input type="checkbox"/> native <input type="checkbox"/> mobile <input type="checkbox"/> email				
<b>Radio</b> <input type="checkbox"/> ad				
<b>Other</b> <input type="checkbox"/> <input type="text"/>				

## KEY MESSAGES

*Copy, key points, required inclusions, etc.*

Languages

English     Spanish     Other

# Develop Formal Giving + Sponsorship Policy

## Giving and Sponsorships

**Develop a formal LTD Sponsorship and Giving Policy with standardized processes and tools for management** that aligns to LTD's mission and goals, provides clear direction, defines acceptable limits, establishes approval authorities and ensures appropriate guidance for LTD staff. Celtis recommends LTD seek legal guidance on establishing appropriate parameters for the Sponsorship and Giving Policy of a public agency, complete a thorough assessment of both current gifting practices and historical trends and evaluate industry best practices. Celtis produced multiple current state process maps to assist with this review, along with currently available manual reporting and draft procedures. The policy should cover, at a minimum, all forms of community sponsorship and donations including:

- Event sponsorships
- Bus charters
- Bus advertising
- Gift certificates
- Day pass coupons

Following the policy recommendation for giving and sponsorship, LTD should design and implement an enhanced process for administering the related program. Key elements to streamline the program and improve efficiency include:

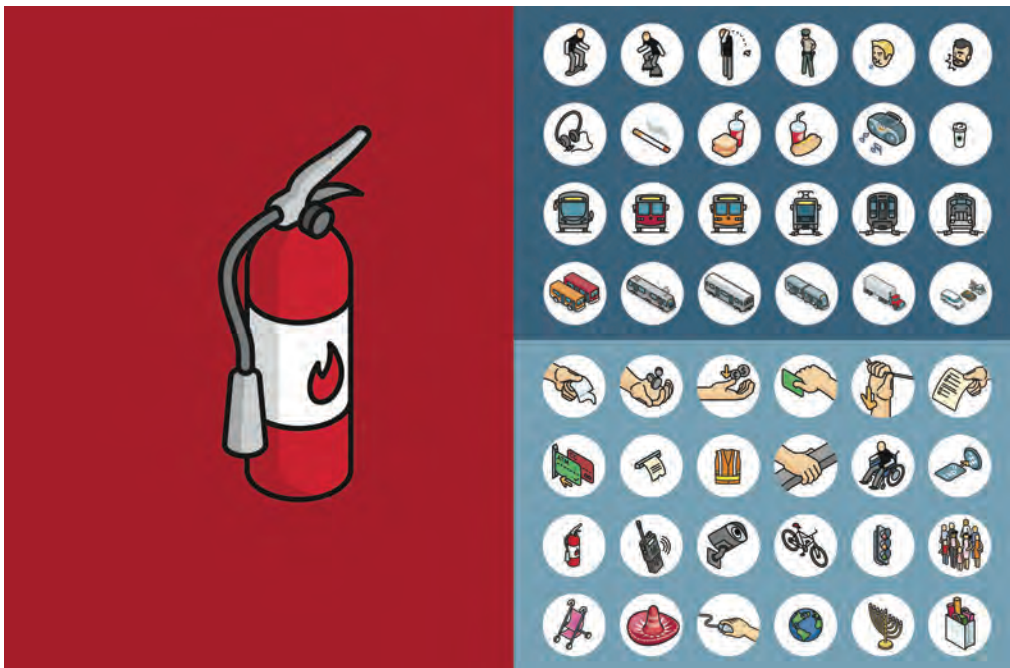
- Define standard offerings and associated eligibility requirements to eliminate variation and 1:1 negotiation during the request process
- Implement a standard request form to ensure all required documentation is obtained at request origination and available for reporting and historical reference
- Align approval requirements to policy guidelines, implement approval controls, formal sign-off (leverage standard request form) and QA sampling
- Institute detailed cost analysis, reporting and recovery requirements for all sponsorships in the form of service
- Design management reporting routines for on-going program assessment and alignment with LTD's mission and goals and marketing strategies
- Align functional execution to LTD administrative resources

# Develop Foundational Marketing Tools

## Create Foundational Tools

It's time to do the work and create foundational tools that set the stage for future marketing success. Absent these tools, LTD communications will continue to drift. With these tools, LTD will set the tone for proactive and strategic communications and a best-in-class brand.

- Customer + Public Research Program
- LTD Marketing Plan
- Customer Information Inventory
- Templates + Kit of Parts
- Standard Operating Procedures
- Consistent Marketing Project Plans
- Standard Icons (below)



Example of standardized icons created by LA Metro

- Model Outreach Plan (provided on the following pages)



# Communication for Construction Outreach

## COMPONENTS

- a. Construction Outreach Plan
- b. Message Development
- c. Databases
- d. Outreach Communications Materials
- e. Project Website
- f. Ongoing Project Communications
- g. Community Meetings
- h. Elected Official Briefings
- i. Project Hotline and Email Account
- j. Team Meetings
- k. Media Relations





## PLAN

### **a. Develop an actionable Construction Outreach Plan**

- Include communications activities, deliverables, deadlines, roles/responsibilities for duration of project
- Identify key audiences/stakeholder groups and specify communication techniques to reach each audience
- Include emergency communications plan in case of a major construction incident
- Identify protocol for review and approve all communications
- Identify who is allowed to speak on behalf of LTD to each audience (elected officials, media, community leaders, neighbors, LTD customers, LTD staff)

## MESSAGES

### **b. Develop a positioning statement to be approved by LTD and used as basis for all communications efforts**

- Include reason LTD is undertaking project
- Clearly identify project benefits - safety, security, community revitalization, aesthetics, mobility, ADA accessibility, EV charging, etc.
- Include project impacts - parking, business access, neighborhood access, noise, dust, bus rerouting, additional traffic
- Detail how LTD will communicate with the community during construction
- Explain how LTD will work to resolve construction impacts
- Identify a primary point of contact
- Develop and provide a project schedule
- Develop and provide a project budget (and sources of funding if relevant)

## DATABASE

### **c. Create and/or acquire Database(s) of key/ community constituents**

- Establish at onset (within first 30 days),
- Update and maintain throughout.
- Include elected officials
- Include directly impacted businesses and individuals
- Include community organizations/leaders
- Include media (traditional and digital/social)
- Include LTD Customers

## MATERIALS

### **d. Develop a comprehensive suite of communications materials to be used throughout project**

- Follow LTD's brand and style guidelines.
- Develop construction notice template
- Establish meeting notice template
- Create branded (easily identifiable) email template
- Create project fact sheet
- Identify key questions and answers surrounding project and create FAQ
- Provide artist rendering of new facility
- Design and produce signage and banners for old and new site during construction
- Produce project business card with hotline and email address
- Develop project PPT presentation (and script)
- Rehearse in advance of all presentations
- Develop project overview video
- Provide all materials digitally on project website/page
- Update regularly as needed

## WEBSITE

### **e. Create project Website (or landing page on LTD site)**

- Site should be an archive of all project communications
  - > Construction notices
  - > Fact sheets
  - > FAQs
  - > Renderings
  - > Video
  - > Meeting info
  - > Schedule
  - > Contact info
  - > Email list sign-up
  - > Social feed
  - > News releases
- Update monthly or as needed

## **ONGOING COMMUNICATIONS**

### **f. Develop and schedule ongoing Project Communications**

- Develop and deliver email blasts
  - > Establish cadence for elected, neighbors and general public emails
    - Before community meetings
    - In advance of major construction milestones or impacts
    - Regular progress updates
- Post regular updates on Social media
  - > Protocol, permissions/access, which platforms are used and when - within first 30 days
  - > Monthly calendar - create text and images, post, respond to comments
  - > Pre-approved responses to FAQs
  - > Boosted posts/ads as needed
  - > List of community partners to tag, share, etc.
- Establish construction notice distribution process
  - > Draft content, create maps and images, layout and distribute
  - > Distribution to include in-person handout of notices on the ground to specific neighbors, if necessary
- Include any other innovative methods of communicating with the public



## COMMUNITY MEETINGS

### **g. Schedule regular community meetings to update on project progress**

- Plan, organize logistics and staff
- Create and produce displays and PPTs as needed
- Meeting notification

## BRIEFINGS

### **h. Organize regular (quarterly) elected official briefings**

- Identify attendees
- Provide logistical support (reserve room, send invitation, manage RSVPs)
- Develop PPT presentations, agendas and handouts
- Attend meetings, take notes and follow up on action items

## HOTLINE/EMAIL

### **i. Establish project Hotline and (separate) project email account to handle inquiries and questions**

- Establish within first 30 days
- Respond within 24 hours to all calls and emails

## TEAM MEETINGS

### **j. Hold weekly meeting with construction contractor and key (directly responsible) LTD staff**

- Assign accountability for each aspect of project communications
- Include project status reports
- Proactively identify project impacts and resulting actions

## MEDIA RELATIONS

### **k. Media Relations**

- Write and distribute a news release in advance of each major construction milestone
- Serve as project spokesperson with media as needed
- Plan and execute ground-breaking and ribbon-cutting press events

## Communications for Construction Impact Mitigation

### COMPONENTS

- a. Construction Outreach Plan
- b. Message Development
- c. Databases
- d. Information Inventory
- e. Construction Information
- f. Notifications
- g. Hotline
- h. Boots on the Ground



## PLAN

### **a. Develop actionable Construction Impact Mitigation Plan**

- Establish protocols to respond to and mitigate the following impacts:
  - Disturbance or inconvenience to neighboring businesses
  - Disturbance or inconvenience to neighboring residents
  - Damage claims from residents or businesses
- Determine and document role of outreach consultant, construction contractor and LTD staff in resolving impact claims
- Respond to and resolve impact complaints as called for in the Impact Mitigation Plan
- Engage with key audiences/ stakeholder groups, as needed



## NOTIFICATIONS/ RESPONSE

### **b. Develop and document notification and response procedures used as basis for all engagements**

- Pre-determine potential project impacts and recommended course of action
- Define timing for response (24 hours)
- Establish document escalation procedures
- Establish crises communications protocols
- Align mitigation tools and approval requirements
- Seek LTD project consensus on actions, activities and messaging

## ISSUE/RESOLUTION DATABASE

### **c. Create of all issues and resolutions**

- Maintain issue and resolution database
  - Include dates of incidences and responses
- Develop complaint and resolution tracking and regular reporting
  - Be mindful of issue trends and bring to project team as appropriate

## INFORMATION INVENTORY

### **d. Maintain inventory of project information materials for dissemination**

- Always have up-to-date project information at the ready
- Include project-specific business card with hotline number and project email

## CONSTRUCTION INFORMATION

### **e. Utilize all communication channels to disseminate Construction Information**

- Email blasts
- Social media
- Construction notices
- Phone calls
- Person to person meetings



## NOTIFICATIONS

### **f. Proactively plan to conduct notifications and briefings on potential or pending project impacts (i.ee planned street closures, power outages, etc.)**

- Identify and communicate potential community impacts
- Notify elected officials well in advance of potential impacts
- Notify potentially affected parties (community and business) well in advance of potential impacts
- Support project team in elected office notifications
  - Provide inventory (list) of all communication/notification efforts conducted in support of potential impact

## HOTLINE

### **g. Manage Project Hotline, Email and Social Media**

- Manage, respond and report on hotline, email and social media activity
    - Within 24 hours
- Be transparent and consistent in messaging

## BOOTS ON THE GROUND

### **h. Always have “Boots on the Ground” accessibility to affected community and local business**

- Assign a specific project representative to provide person-to-person direct dialogue
- Directly disseminate notifications for pending construction events
- Directly respond to complaints and/or concerns
- Participate in weekly meeting with construction contractor and LTD staff

# Implementation Planning Sample

- Structure
- Strategy
- Applications
- Sample Approach

# Project Structure

## Create a time-based systematic approach

### Establishing Project Structure

In identifying implementation priorities for LTD, Celtis elected to identify sample items to complete in 30, 60, 90 and 120-day increments. LTD could also look at these as near term (30), mid-term (60 and 90) and longer term (120) goals. The sample tasks are aligned into categories to facilitate discussion and allow for focus on one category at a time. For example, discussions around Digital could center on “have we thought of everything” and “are we systematically moving through the steps we need with the right focus and urgency”. Additionally, the category structure will help when aligning resources (e.g. Strategy and Policy and Procedure typically involve more resources and approval beyond just marketing and communications) and developing the next level of detailed action steps.

Categories include:

- Strategy
- Policy & Procedure
- Tools
- Digital
- Deliverables

### Identifying Strategies

## Identify Strategies

The sample plan includes nine communication initiatives identified in this report:

- Customer and Public Research Program
- Marketing Bench Contract
- Fleet Advertising Sales Contract
- LTD Fleet Branding
- LTD Marketing Plan
- LTD Brand Guidelines
- Media Strategy
- Marketing and Communications Leadership Transition
- Marketing and Communications Staff Integration

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## **Policies and Procedures**

Seven different Policy and Procedure activities were identified with one being a phased, priority-based approach to all other team identified needs. All Policy and Procedure work is done and fully implemented in four months.

### **Policy and procedures needs**

- External Social Media Comment Policy
- Internal Social Media Policy
- Sponsorship & Giving Policy
- Creative Approval Procedures
- Marketing Project Plan Procedure
- 3-phase development approach for Procedures (draft, approve, train & implement)

## **Tools**

Five different tools were identified with one being a phased, priority-based approach to all other team identified templates with top priority - all routine, public facing information collateral. All tools are fully implemented within three months.

### **Communication tools identified**

- Production Workflow Tool
- Marketing Project Plan
- Customer Information Inventory & Channels
- Kit of Parts
- 2 phase approach for Templates (design, launch)

### **Web and digital priorities established**

## **Top Three Digital**

Three priority items were identified for Digital including both Web and Social Media.

- Fix Tier One Web Issues in the first 30 days and Tier Two within 60 days
- Web 100% optimized for mobile within 90 days
- Social Media paid digital campaigns launched in 90 days

### **Deliverables highlighted**

## **Deliverables**

In order to see the full picture of active projects and recommended priorities, a category was created to highlight key deliverables associated with in-flight projects including E-fare, Student Fare and Low Income. Overall steps include:

- Create and distribute Marketing Project Plans, One Pagers and Talking for all within 30 days
- Develop and deliver all collateral material within 60 days
- Support all active campaigns (required activities and deliverables based on Marketing Project Plans)

# Sample Project Approach

Sample Projects	In 30 Days...	In 60 Days...	In 90 Days...
New Research Program	Design & Approve	Complete Procurement Process	Issue Contract
Communications Bench Contract	Interview & Scoring, Contract Signed	Develop Contract Transition Plan (design utilization approach & goal setting)	Implement
Transit Advertising Contract	Interview & Scoring, Contract Signed	Develop Ad Contract Transition Plan (inc Fleet Design sub-section)	Launch
Fleet Branding	Begin Fleet Design	Finalize Fleet Design	Begin 6-month timeline for Bus Advertising vendor fleet refresh
Update Brand Guidedlines	Finalize Marketing Applies to all Live Projects	Informal Launch Train and Communicate Agency Wide	Formal Launch
Social Media Comment Policy	Develop & Approve	Informal Launch Train and Communicate Agency Wide	Formal Launch
Sponsorship & Giving Policy	Update & Approve	Develop & Approve	Formal Launch
Approval Procedure	Develop & Approve	Train and Launch	Review
Marketing Project Plan Template	Develop & Approve	Train and Launch	Review
ADA Compliant Website	Review Site	Fix Tier One Web Issues (e.g. remove broken links, claim external accounts)	Fix Tier Two Web Issues (e.g. ADA compliance, metadata/SEO)
Launch E-Fare	Marketing Project Plan One Pager Talking Points	Collateral Distribution	Campaigns active
Student Fare	Marketing Project Plan One Pager Talking Points	Collateral Distribution	Campaigns active

# Never Stop Learning

## Continue to Assess, Evaluate and Improve

Marketing and communications are fluid functions in any organization. Marketing goals should always be in alignment with business goals and communications should always support the views, values and vision of the organization.

As LTD moves forward, emphasis should be placed on continual learning. The organization should strive to evolve, adapt and do things better than before.

The logo for Celtis, featuring the word "Celtis" in a green, sans-serif font. The letter "i" has a small green dot above it.

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