



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

Wednesday, January 15, 2020  
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>	4
5:40 p.m.	VII. EMPLOYEE OF THE MONTH - FEBRUARY	5
5:45 p.m.	VIII. AUDIENCE PARTICIPATION ♦ <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> ♦ <i>Community member testimony is limited to three (3) minutes.</i>	
	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>	6

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	XI. ITEMS FOR ACTION	
6:05 p.m.	A. CONSENT CALENDAR: <span style="float: right;">8</span> <b>Action Needed:</b> Approval 1. Minutes from the December 18, 2019, Board Retreat Meeting 2. Minutes from the December 18, 2019, Special Board Meeting 3. Delegated Authority Report – DECEMBER 4. Green Lane Corner Property Purchase	
6:10 p.m.	B. BOARD MEMBER EXPENSE REPORT – DON NORDIN: <i>Materials Included</i> [Camille Gandolfi] <span style="float: right;">24</span> <b>Action Needed:</b> Board Consensus	
6:15 p.m.	C. BOARD MEMBER COMMITTEE ASSIGNMENTS: <i>Materials Included</i> [Director Yeh] <span style="float: right;">27</span> <b>Action Needed:</b> Discussion and Approval <i>The Board President will make the Board's annual committee assignments.</i>	
6:20 p.m.	D. PUBLIC TRANSPORTATION AGENCY SAFETY PLAN: <i>Materials Included</i> [David Lindelien] <span style="float: right;">29</span> <b>Action Needed:</b> Adoption <i>Staff will update the Board on the Federal Transportation Administration required Public Transportation Agency Safety Plan and request adoption.</i>	
	XII. ITEMS FOR INFORMATION/DISCUSSION	
6:30 p.m.	A. ANNUAL SAFETY RESOLUTION UPDATE: <i>Materials Included</i> [Aurora Jackson] <span style="float: right;">70</span> <b>Action Needed:</b> Information only. <i>Staff will provide the annual update regarding the Districts' safety resolution.</i>	
	XIII. WRITTEN REPORTS – RESPOND IF QUESTIONS	
	A. MONTHLY FINANCIAL REPORT - NOVEMBER <span style="float: right;">78</span> [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>	
	B. MONTHLY CASH DISBURSEMENTS - DECEMBER <span style="float: right;">83</span> [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>	

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	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>	
	D. MONTHLY PERFORMANCE REPORTS - NOVEMBER [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>	87
	E. MONTHLY DEPARTMENT REPORTS – JANUARY [Aurora Jackson] <i>Monthly department activity reports, and reports throughout the District, are provided for the Board's information.</i>	91
	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>	96

6:40 p.m. XIV. ADJOURNMENT

*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).*

**LTD Administrative Office:** The office is located at 3500 East 17th Avenue (off Glenwood Blvd. in Glenwood). Click [here](#) for a map.

**Bus:**

From Eugene Station: Take the EmX bus from the LTD Downtown Station and get off at the outbound Glenwood EmX stop (in front of Planned Parenthood). From there walk west to the corner of Franklin Blvd. and Glenwood Blvd. and turn left. Continue walking south on Glenwood Blvd to 17<sup>th</sup> Avenue and turn left. The building entrance faces 17<sup>th</sup> Avenue.

From Springfield Station: Take the EmX bus from the Springfield Station and get off at the outbound Glenwood EmX stop (across Franklin Blvd. from Lane Forest Products). From there walk east to the crosswalk to cross Franklin Blvd., proceed south on Glenwood Blvd. Continue walking south on Glenwood Blvd to 17<sup>th</sup> Avenue and turn left. The building entrance faces 17<sup>th</sup> Avenue

**Bicycles:** There are covered bicycle racks located by the front entrance.

**Parking:** Parking is available for free in the parking lot at the front of the building on 17<sup>th</sup> Avenue.



## AGENDA ITEM SUMMARY

**DATE OF MEETING:** January 15, 2020  
**ITEM TITLE:** BOARD CALENDAR  
**PREPARED BY:** Camille Gandolfi, Clerk of the Board  
**ACTION REQUESTED:** Information and discussion.

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**PURPOSE:** To review and discuss the current and upcoming Board calendar.

**ROLE OF THE BOARD:** The Board's role in this instance is to review and discuss the Boards' meeting schedule and any conflicts.

**HISTORY:** Each month the Board reviews its activity calendar for the current and upcoming calendar month. Board members are asked to contact the Clerk of the Board with any changes in availability for LTD-related meetings and events and to provide their summer and fall vacation dates when available.

**CONSIDERATIONS:** The up-to-date electronic SharePoint calendar and committee schedule are available to be viewed via the SharePoint links below.

Meetings of note for the months of January and February are as follows:

### **January**

- January 8, 5:30-8:00 p.m.: Eugene State of the City Address
- January 15, 1:00-3:00 p.m.: Ad Hoc Sustainability Committee Meeting
- January 20, 5:30 p.m.: Springfield State of the City Address
- January 26-30: United Front Trip – Washington D.C
- January 26: LTD Employee Celebration

### **February**

- February 11, 5:30 p.m.: Transit Tomorrow Public Comment Session

**ALTERNATIVES:** N/A

**NEXT STEPS:** N/A

### **SUPPORTING DOCUMENTATION:**

- 1) [Internal SharePoint Calendar Link](#)
- 2) [Board Committee Assignments Link](#)

**PROPOSED MOTION:** N/A



## AGENDA ITEM SUMMARY

**DATE OF MEETING:** January 15, 2020  
**ITEM TITLE:** FEBRUARY EMPLOYEE OF THE MONTH  
**PREPARED BY:** Rick Thompson, Operations Supervisor

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**BACKGROUND:** Bus Operator Laura Strain has been selected to receive the February 2020 Employee of the Month (EOM) award. Laura was hired as a bus operator on July 13, 2015 and during that time, she has been recognized with 4 compliments, 8 operator recognition nominations, a Monthly Value Award for “Practice Safety” and her 2 year “Safe Driving Award.”

As a member of the LTD team, Laura has had an extremely positive impact on our customers, supervisory staff and her co-workers.

Laura has a real knack for providing outstanding customer service, truly concerned about the well-being of her passengers. One customer stated: “You're doing awesome, just know that there's an entire population (even when they have a bad day) that wouldn't be mobile without you. You're appreciated, valuable and worth more than you are paid. Don't sell yourself short, and never apologize for being late. You're there, and able and willing when no one else is, take pride and know that half the people that stay silent are rooting you on when you require respect for yourself, the bus, and the people on it. Good job, keep it up.”

When asked to comment on Laura's selection as EOM, Operations Supervisor Rick Thompson said:

*Laura is an extremely safe driver and continues to practice LTD's safety-minded culture as she interacts with her customers along her routes. Always eager to learn and improve, Laura makes the most of each opportunity to excel.*

*Laura loves and appreciates her job. She is always willing to work her days off to help cover open work. Laura is well-liked by her coworkers and has earned their respect. She is very kind, courteous and conscientious of how each interaction improves the riding experience for her customers. An absolute pleasure to work with.*

*Laura is an exceptional employee and very deserving of this award!*

**AWARD:** Laura will attend the January meeting to be introduced to the Board and to receive her award.



## AGENDA ITEM SUMMARY

**DATE OF MEETING:** January 15, 2020

**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 January 7 meeting, committee members received an update regarding Decembers Board retreat, and held discussion regarding Transit Tomorrow's decision-making framework.
2. **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 January 13 meeting, committee members reviewed contracts to be presented to the Board for approval.
3. **Ad Hoc Sustainability Committee:** This is an ad hoc committee that has been created for the purpose of reviewing the District's sustainability Policies. The committee is composed of Board members Kate Reid, Joshua Skov, and Don Nordin. At the January 15 meeting, committee members held discussion regarding the Districts' sustainability policy.

### **NO MEETINGS HELD:**

1. **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 January 24.
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. The January 9 meeting was canceled. The next meeting is scheduled for February 6.
3. **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. The January 8 meeting was canceled. The next meeting is scheduled for February 12.
4. **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 February 20.

5. **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 April 8.
6. **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 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 representatives. The next meeting has not been scheduled.
8. **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. The next meeting has not been scheduled.
9. **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.
10. **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. At the November 16 meeting, committee members discussed their final recommendation being given to the Board of Directors and future meeting needs.
11. **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.
12. **Comprehensive and Accessible Transportation Committee (CATC):** Board Members Carl Yeh, Don Nordin, and Caitlin Vargas serve as LTD's representatives. The next meeting has not been scheduled.
13. **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.
14. **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 LTD's Board of Directors 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:** January 15, 2020  
**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 January 15, 2020, consists of:

- Approval of the Minutes of the December 18, 2019, Board Retreat Meeting
- Approval of the Minutes of the December 18, 2019, Special Board Meeting
- Approval of Delegated Authority Report - NOVEMBER
- Approval of Purchase of Green Lane Corner Property

**ATTACHMENT:**

- 1) Minutes of the December 18, 2019, Board Retreat Meeting
- 2) Minutes of the December 18, 2019, Special Board Meeting
- 3) Delegated Authority Report - NOVEMBER
- 4) Purchase of Green Lane Corner Property

**PROPOSED MOTION:** I move adoption of LTD Resolution No. 2020-01-15-001; It is hereby resolved that the Consent Calendar for January 15, 2020, is approved as presented [amended].



MINUTES OF DIRECTORS MEETING

LANE TRANSIT DISTRICT

BOARD RETREAT

Wednesday, December 18, 2019

Pursuant to notice given to *The Register-Guard* for publication on December 11, 2019, and distributed to persons on the mailing list of the District, the Board of Directors of the Lane Transit District held a Board retreat on Wednesday, December 18, 2019, beginning at 9:00 a.m., at Northwest Christian University, Burke-Griffeth Hall, 875 12th Avenue, Eugene, Oregon.

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

Absent: Steven Yett

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

**COMMENTS FROM THE BOARD PRESIDENT** — Mr. Yeh thanked Board members and staff for attending and Northwest Christian University for hosting the retreat.

**ICEBREAKER ACTIVITY** — Board members and leadership staff participated in an activity designed to identify responses and preferences related to various organizational and regional concepts and values.

**BOARD TRAINING** — George Dunkel, Consulting Services Administration for the Special Districts Association of Oregon (SDAO) presented training on the roles and responsibilities of members of special district governing bodies. He reviewed the written materials provided to Board members, covering topics that included district authority, board decision-making, ethics and public meetings. He also addressed the characteristics of an effective board, expectations of special district board members and staff and best practices for organizing and conducting meetings. He invited questions from Board members.

Regarding the need to represent a board's position and actions to the community when a member has a differing opinion, Mr. Dunkel said that there were times when a board decision was not unanimous, but a member should publicly support the board's decision once it was made. A Board member should always represent the position of the Board when participating in meetings of a group to which he or she had been appointed by the Board. He said it was the job of staff to clarify the intent of board decisions.

Addressing the ongoing Transit Tomorrow project, Ms. Denmark clarified the difference between past and future decisions. She said Board members could express their opinions about decisions that would be made in the future, but should support the decisions the Board had already made.

In response to questions regarding how Board members should respond to questions or complaints from the public, Ms. Jackson said the practice was to ask Board members to acknowledge the

communication and forward it to staff for the record and, where appropriate, a response. She said that would assure those communications were tracked and responded to and those responses were consistent with Board and District policies. Ms. Denmark said there was currently no policy, but one could be developed that addressed a range of communication issues relevant to Board members, including feedback to Board members on responses to inquiries from the public.

Mr. Dunkel said that communications by Board members during Board meetings, either with other members, staff or the public, were discoverable and required to be part of the public record regardless of the method of communication. He advocated for Board members to shut off their phones during meetings.

Ms. Jackson asked if Board members could use SDAO as a resource. Mr. Dunkel said they could, but SDAO did not replace the District's legal counsel. SDAO's pre-loss legal program could provide consultation on issues of concern. He stressed that SDAO worked for the Board.

Following a short break, Mr. Yeh asked Mr. Dunkel to address some of the concerns Board members had raised about how to respond to the public with reference to decisions made by the Board and when it was appropriate to express personal opinions about Board decisions.

Mr. Dunkel said when a member was invited to an event such as a neighborhood meeting it could be used as an opportunity to obtain the opinions of those present. If asked directly to express an opinion about a Board decision, the member should support Board decisions that had been made, but had more latitude to share thoughts about decisions the Board would make in the future. He cautioned that Board members' responsibility was fiduciary and while the rationale for a decision could be explained, discussions about the technical details of implementing a decision should be left to staff. Ms. Denmark suggested that a communications policy could provide guidance on when it was appropriate to ask staff to join Board members at meetings where technical issues such as bus routing were likely to arise.

Mr. Nordin asked what advocacy role the Board could play when a project was contentious and there was organized opposition within the community, such as occurred during the West Eugene EmX project and was likely to occur with Transit Tomorrow.

Ms. Jackson stressed that in order for staff to advocate for a project or policy, the Board had to provide clear direction on its actions and position. Mr. Dunkel said that he agreed that while staff would develop recommendations for the Board to consider the Board would make the decision. He emphasized that Board members should publicly support the actions and direction on which the Board had already made a decision, but were free to express their opinions about issues that would be decided upon in the future.

Ms. Reid said the Transit Tomorrow project had been under discussion for over 18 months. Since some of the current Board members were not appointed until after the project had begun the reasons and values behind the project and tradeoff decisions made early in the process might not have been well communicated to members who joined the Board later.

Mr. Skov commented that many people in the community did not understand the rationale behind the tradeoffs presented by the Transit Tomorrow consultants. He said staff could present details of that process, but it would be helpful for Board members to have high level talking points to share with the public. Director of Planning and Development Tom Schwetz added that the Strategic Planning Committee (SPC) could be useful in helping the Board shape its communications with the public and obtain useful feedback.

Ms. Denmark said until the Board had developed a policy on responding to questions and comments from constituents members should acknowledge the communication and avoid disagreeing with the decisions already made by the Board. Members could advocate for their positions on future Board decisions. Mr. Yeh added that the communication should be forwarded to staff for a response.

Mr. Dunkel said it was important for Board members to engage with the public at the policy level and not at the operations level, such as routing and schedules.

**LEGAL COUNSEL PRESENTATION** — Ms. Denmark provided a definition of the role of general counsel and its relationship with the Board. She said the firm of Thorp, Purdy, Jewett, Urness & Wilkinson, P.C. was LTD's general counsel; she primarily functioned in that role but there were two other attorneys that also worked with the District. She said the firm represented LTD through its governing body, the Board of Directors. Communications between herself and a Board member were confidential to the members of the Board, not to an individual Board member. She said general counsel also worked closely with LTD's leadership staff and communications with staff were also confidential. She said common questions to general counsel related to ethics and public meetings laws and urged the use of SDAO as a resource, although she cautioned that SDAO did not provide advice that covered federal requirements. She noted that there was no formal Board policy governing interactions with the general counsel. She added that general counsel viewed itself as part of the LTD team and worked as needed when contacted by staff or Board members.

Ms. Vargas asked how a Board member should handle a request from another member to vote a certain way on an issue. Ms. Denmark replied that any communication about how to vote should be done in a public setting. Communications about how to vote conducted outside of public meetings violated the public meetings law and the recipient of such a request should contact legal counsel for advice.

In response to a question from Mr. Yeh, Ms. Denmark said her conversations with staff were confidential outside of the District, but not confidential to the Board; conversations with Board members were not confidential to other Board members, but were confidential to staff unless she was informed that they could be shared.

Board members asked that additional training on public meeting laws be provided at a future meeting.

**STRATEGIC BUSINESS PLAN** — Mr. Schwetz stated that materials related to the topics of why statements and forming mission, vision, values and goals for an organization had been distributed to Board members for reference during their discussion. He said an organization's plan needed to be flexible and able to adapt to future conditions. While funding and oversight agencies had an impact on how the District operated, who the District was and why it existed came from the region's citizens and the Board reflected the needs and wants of the community. In order to proceed with development of a strategic business plan it was important for Board members to articulate why the District existed and why it provided the services it did. He said the why statement should reflect a collective community understanding of why LTD existed. He said his why statement for the work he did for LTD on behalf of the community was *"To help the community I live in to make great decisions today so that our future generations can lead prosperous and healthy lives in an equitable and sustainable way."*

## LUNCH

**LTD'S WHY, HOW AND WHAT** — Assistant General Manager Service Delivery Mark Johnson showed a video on the history of transit technology, focusing on the recent implementation of TouchPass and real time system information and the evolution of transit vehicles. He said it was a time of great change and innovation in transportation. He said LTD's current why statement was developed in 2014 and asked if Board members felt it still reflected the District's role in the community.

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

Board members offered the following comments:

- the word "transportation" was missing

- the word "sustainable" should be better defined - future generations will have the same environmental resources as we do now
- the words "we believe" seemed visionary, not what we are and why we do it
- an important word during the icebreaker activity was "reliable"
- generic statement, not memorable - language should be plainer and more accessible
- the concept of moving people was not present, be clearer on that
- the phrase "achieve their goals" was too lofty - many riders just wanted to get to work
- incorporate the concept of moving people so that they could achieve their goals
- define "vibrant" - too ambiguous
- make the statement more individualized - how transportation impacted the lives of riders
- transit's connection to the big challenges of our times, safety and comfort, individual and community goals
- core values drive what LTD does, but do not need to be in the why statement - there should be a distinction between the why statement and vision statement
- triple bottom line
- keep the whys relevant to the public

Information Technology and Strategic Innovation Director Robin Mayall said how statements were the why in action. She asked for Board input on current how statements:

***We serve the community with respect.***

- seems to suggest resources are focused on the community of riders and certain demographics instead of the community at large
- LTD serves Lane County
- does not sound like a how statement that reflects the why
- the District conducts itself in a way that was respectful of all
- no mention of mobility or transportation
- statement is vague, need better defined terms

***We continuously question if there's a better way.***

- suggests District is thinking innovatively, but apprehensive about wording that District is always questioning itself
- substitute seeking innovative solutions for "question"
- use action words like explore, seek, innovate, learn, etc.
- statement does not sound confident, should project confidence, express excitement

Mr. Skov asked to hear from staff about how they could be empowered to try new things from the Board and policy levels.

Director of Business Services Collina Beard presented the following two how statements for Board comment:

***We collaborate internally and externally.***

- the word "collaborate" was appropriate
- internal and external collaboration sounded like two very different things
- should say "we collaborate to achieve goals"
- separate into two how statements
- could be combined with the next how statement: We care for and are collaborative with our employees, customers, and business partners.
- the word "care" sounded paternalistic - consider "listen to" or "engage with"
- one statement should address how the District operated internally

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

Ms. Beard asked if there was consensus to combine the two how statements or address internal culture and external collaboration with the community as separate topics.

- collaboration would mean different things internally and externally and should not be combined as the playing fields were different
- the word "engage" had positive connotations
- include a statement that was explicit about internal Board culture
- LTD collaborated to meet the community's needs and goals
- add wording about respect and inclusion for external and internal cultures

Sustainability Program Manager Kelly Hoell said the topic of sustainability and its connection to the concept of a triple bottom line, whether that was described as people, planet and profit or environment, social equity and economy. She listed several ways in which the Federal Transit Administration had given transit agencies an explicit role in protecting the environment. She determined that the Board supported a triple bottom line approach to sustainability and asked if the how statement defined LTD's values in that way.

***We plan for a sustainable future.***

- should indicate the District was attentive and agile to a triple bottom line approach in everything it did
- the point of using the word "sustainable" instead of just "environment" was to acknowledge interdependence and tradeoffs - assure the idea was about finding win-win-win opportunities across economic, social and environmental aspirations
- emphasize we are *part* of a sustainable system

Director of Fleet Management Matthew Imlach asked for Board input on the following what statement:

***We practice sound fiscal and sustainability management.***

- the statement is unclear - need to be able to explain how LTD is making sound fiscal management decisions and being forward-thinking and practical
- the community had different perspectives on the definition of sound fiscal management and the statement needed the right values in other statements to support it
- the intent was good, but it was hard to communicate the fact that LTD's budget was a small percentage of the community's overall expenditures on transportation. It should convey how LTD could contribute to the collective good.
- we practice prudent fiscal responsibility with a view towards tradeoffs of the community good with practical management

Director of Specialized Services Cosette Rees and Accessible Services Specialist John Ahlen presented the following what statements for Board input:

***We provide leadership in the development of the region's transportation system.***

- LTD had a seat at the table in developing the system
- we offer an alternative to single occupancy vehicles
- LTD's leadership in practice was different from the statement, as it typically responded to the community in its planning processes with solutions. Transit Tomorrow was a departure because LTD took the lead and designed a network at the direction of the Board to address emerging issues.
- LTD should be a visible leader in the community
- LTD lacked visibility in many of its partnerships, such as the BikeShare system, and should decide if it wanted to be a visible partner in transforming the transportation system
- we provide solutions in the transformation of the region's transportation system

***We provide a viable alternative to the automobile through high-quality transportation options, programs, and services.***

- substitute the words "integral solution" for "viable alternative"
- define "high quality"
- foreshadow the idea that there was a new menu of options that could be solutions and alternatives to the automobile

Operations Manager Charlie Clark presented the final two what statements for the Board's consideration:

***We provide reliable transit services that address the needs of the community.***

- expand transit to transportation
- include mobility services
- "address the needs of the community" was a positive, proactive statement
- LTD did more than simply provide services, in many situations it went above and beyond to meet community needs
- add the word "proactively" before the phrase "...address the needs..."
- change wording to "...services that prioritize the needs of the community."
- community needs were extremely diverse and the statement should telegraph that
- at a policy level think and speak about needs

***We practice safety and maintain safe and accessible vehicles, services, and facilities.***

- safety is a priority, not a practice,
- change the word "vehicles" to "transportation options"
- communicate that the transportation system was safer with fewer cars and more travel options
- emphasize that transit was part of a larger safety environment
- increase LTD's visibility and communicate its role as a partner in safety improvements in the community
- connect infrastructure or transportation system to safety

Mr. Schwetz suggested the Board could use the what statements to articulate LTD's why statement.

Mr. Yeh explained that a number of items raised during the Board's discuss had been listed in the parking lot for future consideration. An item could be the subject of a Board work session, part of the strategic business plan discussion, referred to the SPC, discussed immediately or addressed in other ways.

Parking Lot Items

- Hear why statements from staff - address now
- How the Board could empower staff to try new things - address now
- More work on how statements - Board work session
- Foreshadow a new menu of mobility options, communicate mobility as a service - strategic business plan, Board work session
- How to communicate LTD was part of a safer multi-modal transportation system - Board work session
- Communications - Board work session, feedback from SPC
- Perception of LTD as a social service agency instead of a transportation agency - address as part of communications work session, refer to SPC
- Technology and data - Board work session and strategic business plan
- Public/private partnerships - Board work session, possibly strategic business plan
- Financial training - Board work session
- Resiliency and emergency preparedness - Board work session

At the invitation of Mr. Yeh, staff shared their individual why statements for working at Lane Transit District.

Regarding empowerment of staff, Ms. Jackson said staff had a variety of ways to respond to the Board's interest in a topic, including research, hiring consultants, sharing information about how other agencies had addressed the issue and by conducting pilots. In approaching an issue it was important for staff to understand the Board's comfort level with experimenting with innovation, which would empower staff to make recommendations. Direction from the Board during discussions of a topic would help determine the extent to which staff time and financial resources should be invested. She said the District's why statement was at odds with the current Board direction and until there was some clarity on the Board's position on boldness and innovation it would be difficult for staff to move forward with development of a strategic business plan. She said Board members did not need to have technical expertise in transit operations, but should express their comfort levels as representatives of the community.

**NEXT STEPS**

Mr. Johnson said staff would compile information from the retreat within the next month. That information would be a foundational piece for the Board's February 2020 work session on a strategic business plan.

Ms. Reid said she felt another work session to develop a why statement or guiding goal for the District that would give staff better direction on how to proceed would be beneficial. Ms. Jackson agreed it would be helpful to have an in depth discussion with the Board on the District's role in the community now and in the future.

**ADJOURNMENT** — Mr. Yeh thanked staff, particularly Ms. Gandolfi, for the retreat planning and adjourned the meeting at 3:15 p.m.

LANE TRANSIT DISTRICT:

ATTEST:

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

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

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

MINUTES OF DIRECTORS MEETING

LANE TRANSIT DISTRICT

SPECIAL BOARD MEETING

Wednesday, December 18, 2019

Pursuant to notice given to *The Register-Guard* for publication on December 11, 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, December 18, 2019, beginning at 4:00 p.m., at Northwest Christian University, Burke-Griffeth Hall, 875 12th Avenue, Eugene, Oregon.

Present: Carl Yeh, President  
Kate Reid, Vice President  
Josh Skov, Secretary  
Don Nordin, Treasurer  
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** — None.

**COMMENTS FROM THE GENERAL MANAGER** — None.

**ANNOUNCEMENTS AND ADDITIONS TO THE AGENDA** — None

**BOARD CALENDAR** — Ms. Jackson reviewed upcoming events on the Board's calendar.

**EMPLOYEE OF THE MONTH – JANUARY** — The Board recognized Customer Service Representative Elyce Embery as the January 2020 Employee of the Month. Mr. Yeh presented Ms. Embery with her award and thanked her for her outstanding service and dedication to LTD's mission. Ms. Embery thanked the Board for her award. She expressed her appreciation for her job with LTD, her colleagues and the support she received from the District.

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

**Dennis Hebert**, Eugene, a member of Southeast Neighbors board, thanked LTD for listening to more input from the public on Transit Tomorrow. He said the public had been given many statistics related to cutting routes, but LTD should also consider who the riders were that were served by those routes. He said the picture was larger than just dollars and cents and the community wanted to see teamwork among commuters, riders, residents, the LTD Board and the District. He said proximity of a bus route was a consideration for his family when they purchased their house. He hoped that students would still be able to use the route with the new student pass program. He urged the Board to conduct a better survey of riders and residents to avoid unintended consequences from the results.

**PUBLIC HEARING** — None.

**BOARD MEMBER REPORTS** — There were no additional comments.



### ITEMS FOR ACTION AT THIS MEETING

**Consent Calendar** — Mr. Skov noted that the Finance Committee had reviewed and discussed the TransLoc, Inc. contract.

MOTION Mr. Skov moved adoption of LTD Resolution No. 2019-12-18-067; It is hereby resolved that the Consent Calendar for December 18, 2019, is approved as presented. Mr. Nordin provided the second. The Consent Calendar consisted of the Minutes of the November 20, 2019, Regular Board Meeting; Delegated Authority Report-November; Contract No. 2018-92: TransLoc, Inc; and Budget Committee Member Nomination.

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

**Board Member Expense Report - Kate Reid** — Ms. Reid recused herself due to a conflict of interest.

MOTION Mr. Nordin moved adoption of LTD Resolution No. 2019-12-18-070; It is hereby resolved that the LTD Board of Directors approves the travel expenses reimbursement for Board member Kate Reid as presented. Mr. Skov provided the second.

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

### ITEMS FOR INFORMATION/DISCUSSION

**Mobility on Demand Update** — Accessible Services Specialist John Ahlen presented an update on the Cottage Grove and Eugene mobility on demand pilot programs. He said the Cottage Grove program was an origin to destination on demand service within the Cottage Grove city limits that began in January 2019 and, at the Board's direction, had been extended to August 2020. It was a partnership between LTD and the city and South Lane Wheels was the service provider. He said the new TransLoc technology provided an alternative to having a personal vehicle. People could download an application to request a ride, but a ride could also be requested by a phone call. He explained how vehicles were dispatched and said service was from 7:00 a.m. to 7:30 p.m. He said the fare was \$1.00 and also included any type of LTD fare. Eventually the TouchPass technology would be integrated with the service. He displayed ridership and wait time statistics, as well as the results of a passenger survey. He said LTD was also monitoring the cost of providing the service for future planning purposes. He said responses from the community about the service indicated it was used for a wide range of reasons and many people appreciated the opportunity to get out into the community and participate in activities they previously could not.

Mr. Ahlen said the EmGo service was a collaboration among LTD, the City of Eugene, Lane County, Lane Council of Governments (LCOG) and private entities. It provided point-to-point service from 7:00 a.m. to 6:00 p.m., using electric vehicles, within downtown Eugene using established stops, including at the Lane County Fairgrounds. He said the service was free and application based only, although a vehicle could be flagged like a taxi within the downtown zone. He shared data on passenger trends and wait times and a map of pick up and drop off locations. Measures of success for the program included reduction of car use in the downtown area, reduction of pressure on parking capacity, fostering private partnerships and increasing bus ridership.

In response to questions from Ms. Vargas regarding EmGo, Mr. Ahlen said EmGo data identified those who flagged down the vehicle as well as used the application. He said signage for stops had been

completed for about 70 locations and the application identified all locations. He said there were challenges with any pilot programs and staff would continue to provide neutral data to the Board so it could make informed decisions about continuation of such programs.

Mr. Nordin asked if there was service cost data for EmGo. Mr. Ahlen replied that data was being collected but the service was still too new to draw any conclusions.

Mr. Nordin noted that the contract with TransLoc was for five years and expressed concern with the duration when it was a new application and other vendors might be able to provide better applications in the future. Director of Business Services Collina Beard said the TransLoc contract was only for the pilot program period. Mr. Ahlen said if either of the pilot services was continued he expected that all components would go out for bid once the pilot period concluded.

Mr. Skov asked if the number of EmGo stops would be reduced at some point. Ms. Jackson said the stakeholders team would be meeting later in the week to review data and determine ways to make the program more efficient and effective.

Mr. Skov expressed interest in receiving cost per ride data and the context for assessing that cost, metrics on efficiency and complementarity with the rest of the system, and information on connection to other parts of the system, particularly bike share and parking.

Ms. Reid said she hoped to see some comparison of the Cottage Grove pilot with RideSource and paratransit to determine if there was overlap and what cost savings might be realized from that model.

Mr. Yett requested metrics on the cost to begin the EmGo service, how much was borne by LTD and how much by private partners. He requested the same information for operational costs. He also asked about EmGo marketing and outreach in the service area.

**Transit Tomorrow Update** — Director of Specialized Services Cosette Rees presented an update on marketing and outreach efforts scheduled over the next several months. She reviewed activities since presentation of a draft ridership network in August 2019, including, at the Board's direction, refinement of the plan to extend coverage and the implementation timeline to afford additional time for public outreach and engagement. The Board also requested an alternative to help mitigate some of the potential lost coverage in the first draft and stressed the importance of listening to the community and articulating the values and a corridor by corridor rationale for the proposed changes.

Ms. Rees described major decision-making and implementation milestones in the updated communications plan:

- March 2020: presentation of an alternative plan reflecting mitigation for some lost coverage and beginning of another public comment period
- May 2020: public hearing on proposed alternative
- June 2020: adoption of final transit network plan for implementation
- February 2021: implementation of new service

Ms. Rees said a public outreach campaign that was both informative and consultative would consist of two phases:

Phase 1: January through mid-March 2020 to conduct a community conversation to create a foundation of understanding and knowledge regarding the need for change

Phase 2: mid-March through June 2020 publish proposed alternatives and engage with public on benefits of new network

Ms. Rees also listed target audiences and channels for outreach efforts.

Ms. Vargas suggested using TouchPass to reach out to current transit users if the technology permitted.

Ms. Reid suggested scheduling the Board's work session on communication in March 2020 to review results of Phase 1 of the outreach campaign.

In response to a question from Mr. Yeh, Ms. Rees said the alternative to be presented in March 202 would be designed to mitigate potential impacts on coverage.

Mr. Skov said the Board's interest in mitigation was directed at certain deeply affected populations within the community, such as the elderly, those with disabilities and others who were transit dependent, not mitigation in general.

Ms. Reid said the idea of an alternative was to determine what it would look like if the District was meeting its current ridership/coverage resource allocation policy.

**WRITTEN REPORTS**

**Monthly Financial Report - October** — There were no questions.

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

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

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

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

**ADJOURNMENT** — Mr. Yeh adjourned the meeting at 5:16 p.m.

LANE TRANSIT DISTRICT:

ATTEST:

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

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

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

**LANE TRANSIT DISTRICT  
DELEGATED AUTHORITY REPORT  
December 2019**

Contracts								
DATE EXECUTED	CONTRACTOR	DESCRIPTION	CONTRACT TYPE	CONTRACT TERM	FREQUENCY	CONTRACT VALUE	SIGNER	NOTES
12/10/2019	Harvey & Price	HVAC Service & Repair	Personal Services	Dec. 1, 2019 - Nov. 30, 2020	1 year base + four 1 year options	\$ 168,683.00	A.Jackson	
12/10/2019	Brown Contracting, Inc.	EmX Franklin Blvd Phase 1 Transit Stations	Change Order	Nov. 27, 2019 - May 1, 2020		\$ 473,988.42	A.Jackson	Change order increased contract sum by \$9,656.04
12/15/2019	City of Cottage Grove	Mobility on Demand	Amendment	Jan. 1 2019 - Aug. 28, 2020		\$ 321,760.00	A.Jackson	adding an additional vehicle to support peak hour service
12/16/2019	Pac/West Communications	Transit Tomorrow Communication Support	Task Order	Dec. 13, 2019 - Feb. 28, 2020		\$ 60,000.00	A.Jackson	
12/20/2019	City of Eugene	TOD Planning Pilot Program	Amendment	Jan. 8, 2018 - June 30, 2020			A.Jackson	updated extension date
12/20/2019	Jarrett Walker & Associates, LLC	Transit Tomorrow Consultants	Amendment	Jan. 2, 2017 - Jan. 2, 2021		\$ 395,054.84	A.Jackson	
Group Pass Program								
DATE EXECUTED	CONTRACTOR	DESCRIPTION	CONTRACT TYPE	CONTRACT TERM	FREQUENCY	CONTRACT VALUE	SIGNER	NOTES
11/25/2019	East Blair Housing Cooperative, INC.	Group Pass	Group Pass	Jan. 1, 2020 - ongoing	ongoing		A.Jackson	
11/27/2019	Cameron McCarthy Architecture & Planning LLP	Group Pass	Group Pass	Jan. 1, 2020 - ongoing	ongoing		A.Jackson	
11/27/2019	Eugene Weekly	Group Pass	Group Pass	Jan. 1, 2020 - ongoing	ongoing		A.Jackson	
11/27/2019	Community Supported Shelters	Group Pass	Group Pass	Jan. 1, 2020 - ongoing	ongoing		A.Jackson	
11/27/2019	Isler CPA	Group Pass	Group Pass	Jan. 1, 2020 - ongoing	ongoing		A.Jackson	
12/02/2019	La Quinta Inn & Suites	Group Pass	Group Pass	Jan. 1, 2020 - ongoing	ongoing		A.Jackson	
12/03/2019	Mercury Metal	Group Pass	Group Pass	Jan. 1, 2020 - ongoing	ongoing		A.Jackson	
12/03/2019	Merete Hotel Management	Group Pass	Group Pass	Jan. 1, 2020 - ongoing	ongoing		A.Jackson	
12/05/2019	Lane Independent Living Alliance (LILA)	Group Pass	Group Pass	Jan. 1, 2020 - ongoing	ongoing		A.Jackson	
12/5/2019	LCOG Government Services	Group Pass	Group Pass	Jan. 1, 2020 - ongoing	ongoing		A.Jackson	
12/5/2019	LCOG Senior and Disabled	Group Pass	Group Pass	Jan. 1, 2020 - ongoing	ongoing		A.Jackson	
12/5/2019	Incline Management, Inc.	Group Pass	Group Pass	Jan. 1, 2020 - ongoing	ongoing		A.Jackson	
12/5/2019	Local Food Marketplace	Group Pass	Group Pass	Jan. 1, 2020 - ongoing	ongoing		A.Jackson	
12/05/2019	Medical Transportation Management	Group Pass	Group Pass	Jan. 1, 2020 - ongoing	ongoing		A.Jackson	
12/05/2019	9Wood, Inc.	Group Pass	Group Pass	Jan. 1, 2020 - ongoing	ongoing		A.Jackson	
12/10/2019	PAE Consulting Engineers	Group Pass	Group Pass	Jan. 1, 2020 - ongoing	ongoing		A.Jackson	
12/10/2019	Alternative Work Concepts	Group Pass	Group Pass	Jan. 1, 2020 - ongoing	ongoing		A.Jackson	
12/10/2019	PIVOT Architecture	Group Pass	Group Pass	Jan. 1, 2020 - ongoing	ongoing		A.Jackson	
12/10/2019	Red Barn Natural Grocery	Group Pass	Group Pass	Jan. 1, 2020 - ongoing	ongoing		A.Jackson	
12/12/2019	Surata Soyfoods, Inc.	Group Pass	Group Pass	Jan. 1, 2020 - ongoing	ongoing		A.Jackson	

DATE EXECUTED	CONTRACTOR	DESCRIPTION	CONTRACT TYPE	CONTRACT TERM	FREQUENCY	CONTRACT VALUE	SIGNER	NOTES
12/12/2019	Web Picture Frames LLC	Group Pass	Group Pass	Jan. 1, 2020 - ongoing	ongoing		A.Jackson	
12/15/2019	Whitewater Designs, Inc.	Group Pass	Group Pass	Jan. 1, 2020 - ongoing	ongoing		A.Jackson	
12/15/2019	White Bird Clinic	Group Pass	Group Pass	Jan. 1, 2020 - ongoing	ongoing		A.Jackson	
12/15/2019	Opportunity Village Eugene	Group Pass	Group Pass	Jan. 1, 2020 - ongoing	ongoing		A.Jackson	
12/15/2019	Mobility International USA	Group Pass	Group Pass	Jan. 1, 2020 - ongoing	ongoing		A.Jackson	
12/15/2019	Bridgeway House	Group Pass	Group Pass	Jan. 1, 2020 - ongoing	ongoing		A.Jackson	
12/16/2019	Carry It Forward	Group Pass	Group Pass	Jan. 1, 2020 - ongoing	ongoing		A.Jackson	
12/16/2019	Harlequin Beads and Jewelry	Group Pass	Group Pass	Jan. 1, 2020 - ongoing	ongoing		A.Jackson	
12/18/2019	Professional Credit	Group Pass	Group Pass	Jan. 1, 2020 - ongoing	ongoing		A.Jackson	



## AGENDA ITEM SUMMARY

**DATE OF MEETING:** January 15, 2020  
**ITEM TITLE:** GREEN LANE CORNER PROPERTY PURCHASE  
**PREPARED BY:** Randi Staudinger, Project Manager, Facilities  
**DIRECTOR:** Joe McCormack, Director of Facilities Management  
**ACTION REQUESTED:** Adoption

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**PURPOSE:** To request the Board of Directors authorize the purchase of the Green Lane Corner Property.

**ROLE OF THE BOARD:** The Board's role in this instance is to adopt

**HISTORY:** In June 2015, the LTD Board of Directors authorized the general manager to pursue the purchase of a property for the future site of a transit center, the Santa Clara Transit Station (formerly, the Santa Clara Community Transit Station). The purchase of the property was completed as authorized and the property has undergone all of the required planning processes in preparation for building a new transit station that will replace the existing River Road Transit Station located adjacent to Beltline Highway.

In September, 2019, LTD's Board of Directors declared a need for the property adjacent to the Santa Clara Transit Station, known as the Green Lane Corner Property. In response to the Board's direction, staff hired Universal Field Services, a relocation company, to carry out a timely and orderly relocation plan for tenants doing business within the building located on the Green Lane Corner Property. Relocation planning is currently in progress with the tenants.

Additionally, with Board concurrence, staff made an offer to purchase the Green Lane Corner Property for the appraised value of the property at \$240,000. The property owner agreed to sell the Green Lane Corner Property for the appraised value.

**CONSIDERATIONS:** Based on the assessment and rationale the Board is being advised to take the following action: approve the purchase of the Green Lane Corner Property for the appraised value of \$240,000.

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

**NEXT STEPS:** Should the Board approve the purchase of the Green Lane Corner Property, a contract will be signed with the property owners. Tenant relocation will be completed in accordance with the requirements of the Uniform Act.

**SUPPORTING DOCUMENTATION:**

- 1) Resolution No. 2020-01-15-002

**PROPOSED MOTION:** I move adoption of LTD Resolution No. 2020-01-15-002:

It is hereby resolved that the LTD Board of Directors authorizes the purchase of the Green Lane Corner Property as presented [amended].



**LTD RESOLUTION NO. 2020-01-15-002**  
**AUTHORIZATION OF A REAL PROPERTY AGREEMENT FOR THE PURCHASE OF THE GREEN**  
**LANE CORNER PROPERTY**

**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**, LTD previously declared the need 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 “Green Lane Corner Property”);

**WHEREAS**, LTD staff and legal counsel have negotiated a purchase price with the owner of the Green Lane Corner Property of \$240,000;

**WHEREAS**, pursuant to LTD resolution No. 2017-03-15-011, the LTD Board of Directors is the LTD Contract Review Board and is required to authorize Real Property Agreements, which includes agreements for the purchase of real property; and,

**WHEREAS**, the general manager is authorized to complete the relocation of the tenants consistent with the requirements of the Uniform Act.

**NOW, THEREFORE, BE IT RESOLVED** that the LTD Board of Directors, acting as the LTD Contract Review Board:

1. Authorizes the purchase of the Green Lane Corner Property for \$240,000; and
2. Delegates authority to the General Manager, or her designee, to negotiate and execute a Real Property Agreement to purchase the Green Lane Corner Property consistent with the terms set forth herein.

ADOPTED BY THE LANE TRANSIT DISTRICT BOARD OF DIRECTORS ON THIS 15<sup>TH</sup> DAY OF JANUARY, 2020.

\_\_\_\_\_  
Board President, Carl Yeh



## AGENDA ITEM SUMMARY

**DATE OF MEETING:** January 15, 2020

**ITEM TITLE:** BOARD MEMBER TRAVEL AND EXPENSE REIMBURSEMENT REQUEST:  
DON NORDIN

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

**DIRECTOR:** Aurora Jackson, General Manager

**ACTION REQUESTED:** Board Approval

---

**PURPOSE:** To obtain approval for reimbursement of Board member travel expenses.

**ROLE OF THE BOARD:** The Board's role in this instance is to review and approve Board member travel and expense reports in accordance with the Board Travel, Meetings, and Miscellaneous Expense Reimbursement Policy.

**HISTORY:** At its March 20, 2019, regular Board meeting, the Board adopted a Travel, Meetings, and Miscellaneous Expense Reimbursement Policy allowing for out-of-District expenses to be reimbursed. The requirements for approval of expenses are:

### **TRAVEL AUTHORIZATION AND APPROVAL**

**Out-of-District Travel.** All out-of-District travel for Directors to attend a meeting at the District's expense, shall be approved by action of the Board, prior to incurring such expense. In unusual or emergency circumstances, if prior Board approval is not possible, the Board President may approve out-of-District travel for Directors. In such unusual or emergency situations, the travel authorization shall be presented to the Board of Directors for ratification at its next scheduled Board meeting. If a Director is assigned to a committee, then attendance at those committee meetings shall not require prior approval of the Board. For periodic out-of-District meetings, which occur several times per year, the Board may approve attendance at such meetings annually.

**In-District Travel.** Each Director is authorized to travel at the District's expense, within the District, when, in his/her judgment, such travel is required for District business. Expenses for personal business, meals, and lodging are not reimbursable for in-District travel. Directors are entitled to receive reimbursement for actual, reasonable, and necessary expenses incurred in the performance of District business (e.g., personal vehicle mileage reimbursement, parking fees, etc.).

### **BOOKING TRAVEL**

The Board is encouraged to use the Clerk of the Board to arrange for the booking of all out-of-District travel and lodging. The District shall advance the cost of such travel and lodging. However, Directors are allowed to book their own travel, but will be reimbursed at the standard or economy rate, similar to what other Directors or employees going to the same meeting paid for similar arrangements. After travel, the Director shall submit to the Clerk of the Board travel documentation of the actual expenses. If the actual expenses exceed the advancement, then the District shall reimburse the difference. If the actual expenses are less than the advancement, then the District shall invoice the Director for the difference. All such invoices shall be paid promptly, but in no event later than the end of the fiscal year. Incidental expenses are reimbursable if reasonable and documented.

**CONSIDERATIONS:** N/A

**ALTERNATIVES:** N/A



**NEXT STEPS:** N/A

**SUPPORTING DOCUMENTATION:**

- 1) Expense Report Sheet

**PROPOSED MOTION:** I move adoption of LTD Resolution No. 2020-01-15-003:

It is hereby resolved that the LTD Board of Directors approves the travel expense reimbursement for Board member Don Nordin.





## AGENDA ITEM SUMMARY

**DATE OF MEETING:** January 15, 2020  
**ITEM TITLE:** BOARD MEMBER COMMITTEE ASSIGNMENTS  
**PREPARED BY:** Camille Gandolfi, Clerk of the Board  
**DIRECTOR:** Aurora Jackson, General Manager  
**ACTION REQUESTED:** Discussion and Approval

---

**PURPOSE:** Annual Board member committee assignments.

**ROLE OF THE BOARD:** The Board's role in this instance is to perform a Board governance action.

**HISTORY:** The Board president, or the Directors by resolution, may appoint committees to make investigations, to study problems, and to make recommendations to the LTD Board of Directors. Advisory committees may include persons who are not Directors. Each year Board members review their current committee assignments and make any desired adjustments.

**CONSIDERATIONS:** N/A

**ALTERNATIVES:** N/A

**NEXT STEPS:** N/A

**SUPPORTING DOCUMENTATION:**

- 1) Board Member Committee Assignments

**PROPOSED MOTION:** N/A



**LTD BOARD OF DIRECTORS  
COMMITTEES AND SPECIAL ASSIGNMENTS**

Updated December 31, 2019

**BOARD OFFICERS  
(Terms expire 12/30/2019)**

President – Carl Yeh  
Vice President – Kate Reid

Secretary – Joshua Skov  
Treasurer – Don Nordin

**AD HOC SUSTAINABILITY COMMITTEE**

(Meetings scheduled as needed)  
\*Kate Reid  
Joshua Skov  
Don Nordin

**AD HOC COMMUNICATIONS COMMITTEE**

(Meetings scheduled as needed)  
\*Kate Reid  
Joshua Skov  
Caitlin Vargas

**FINANCE COMMITTEE**

(meetings scheduled as needed)  
Emily Secord  
\*Carl Yeh  
Joshua Skov

**MAIN STREET-MCVAY GOVERNANCE COMMITTEE**

(Meetings scheduled as needed )  
Steven Yett  
Kate Reid

**STRATEGIC PLANNING COMMITTEE (SPC)**

(meets every other month on 1<sup>st</sup> Tuesday)  
Carl Yeh  
Emily Secord

**MOVINGAHEAD OVERSIGHT COMMITTEE**

(Meetings scheduled as needed)  
Don Nordin  
Carl Yeh

**COMPREHENSIVE & ACCESSIBLE TRANSPORTATION  
COMMITTEE (ATC)**

(meets on the 3<sup>rd</sup> Tuesday of each month)  
\*Carl Yeh  
Don Nordin  
Caitlin Vargas

**VISION ZERO TASK FORCE**

(Meetings scheduled as needed)  
Joshua Skov  
Alternate: Aurora Jackson

**BUDGET COMMITTEE**

(Meets a minimum of twice per year)  
All Board members

**METROPOLITAN POLICY COMMITTEE (MPC)**

(meets 1st Thursday of the month)  
Carl Yeh  
Kate Reid  
Alternate: Steven Yett  
Ex officio: Aurora Jackson

**PENSION TRUSTS**

(generally meets quarterly)  
Steven Yett

**STATE TRANSPORTATION IMPROVEMENT FUND  
(STIF) ADVISORY COMMITTEE**

(Meets a minimum of twice per year)  
Ex officio: Kate Reid  
Ex officio: Carl Yeh

**LANE COUNCIL OF GOVERNMENTS BOARD OF  
DIRECTORS (LCOG)**

(meets every other month on 4th Thursday)  
Don Nordin  
Alternate: Caitlin Vargas

**SPECIAL TRANSPORTATION FUND (STF) ADVISORY  
COMMITTEE**

(Meets a minimum of twice per year)  
*Ex officio: Don Nordin*  
*Alternate Ex officio: Emily Vargas*

**LANE AREA COMMISSION ON TRANSPORTATION  
(LANEACT)**

(meets on the 2<sup>nd</sup> Wednesday of each month)  
Don Nordin  
Alternate: Aurora Jackson

**AD HOC FARE POLICY COMMITTEE**

(Meetings scheduled as needed)  
Kate Reid  
\*Carl Yeh

**OREGON METROPOLITAN PLANNING ORGANIZATION  
CONSORTIUM (OMPOC)**

(Meetings scheduled as needed)  
Kate Reid

\*Denotes Current Committee Chair



## AGENDA ITEM SUMMARY

**DATE OF MEETING:** January 15, 2020  
**ITEM TITLE:** LTD PUBLIC TRANSPORTATION AGENCY SAFETY PLAN (PTASP)  
**PRESENTER:** David Lindelien, Risk Manager  
**DIRECTOR:** David Collier, Director of Human Resources and Risk Management  
**ACTION REQUESTED:** Adoption

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**PURPOSE:** To request the Board of Directors adopt a resolution establishing the Public Transportation Agency Safety Plan (PTASP).

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

**HISTORY:** On July 19, 2018, Federal Transportation Administration (FTA) published the PTASP Final Rule, which requires certain operators of public transportation systems that receive federal funds under FTA's Urbanized Area Formula Grants to develop safety plans that include the processes and procedures to implement Safety Management Systems.

Because LTD qualified as a small public transportation provider, LTD was eligible for assistance from the State of Oregon's PTASP process. The PTASP meets all of the regulatory requirements and once approved, will be submitted to the Oregon Department of Transportation for review and approval. The deadline for submittal is July 20, 2020.

**CONSIDERATIONS:** The Board is being advised to take the following action: Adopt the PTASP policy as presented.

**ALTERNATIVES:** (1) deny adoption of PTASP; this would result in lack of regulatory compliance (2) deny adoption of policy as presented and request additional updates or changes.

**NEXT STEPS:** Once the PTASP is approved by the Board of Directors it will be submitted to the Oregon Department of Transportation for review and approval. Upon approval by all parties it must be updated and certified by LTD annually.

**SUPPORTING DOCUMENTATION:**

- 1) Resolution No. 2020-01-15-004
- 2) Public Transportation Agency Safety Plan

**PROPOSED MOTION:** I move adoption of LTD Resolution No. 2020-01-15-004:

It is hereby resolved that the LTD Board of Directors adopts the PTASP as presented [amended].



**RESOLUTION NO. 2020-01-15-004**

**ADOPTION OF LTD PUBLIC TRANSPORTATION AGENCY SAFETY PLAN**

**WHEREAS**, the Federal Transportation Administration (FTA) published the Public Transportation Agency Safety Plan (PTASP) Final Rule on July 19, 2018;

**WHEREAS**, the FTA requires certain operators of public transportation systems that receive federal funds under FTA's Urbanized Area Formula Grants to develop safety plans that include the processes and procedures to implement Safety Management Systems;

**WHEREAS**, LTD qualified as a small public transportation provider eligible for assistance from the State of Oregon's PTASP process;

**WHEREAS**, LTD developed a PTASP with Oregon Department of Transportation (ODOT) consultant guidance in accordance with FTA regulation;

**WHEREAS**, LTD will submit the PTASP to ODOT for approval; and,

**WHEREAS**, LTD is required to update the PTASP annually.

**NOW, THEREFORE, BE IT RESOLVED** that the LTD Board of Directors adopts the PTASP as presented.

ADOPTED BY THE LANE TRANSIT DISTRICT BOARD OF DIRECTORS ON THE 15<sup>th</sup> DAY OF JANUARY 2020.

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Board President, Carl Yeh

# Public Transportation Agency Safety Plan

## Lane Transit District



January 2020

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## Section 1. Transit Agency Information

### General Information

<b>Agency Name</b>	Lane Transit District
<b>Administrative Office</b>	3500 East 17 <sup>th</sup> Ave, Eugene OR 97403
<b>Accountable Executive</b>	Aurora Jackson, General Manager
<b>Chief Safety Officer</b>	David Collier, Director of Human Resources & Risk Management
<b>Modes of Services</b>	Fixed Route Bus, Demand Response, Demand Response Taxi, Bus Rapid Transit, Vanpool
<b>FTA Funding Sources</b>	FTA Section 5307
<b>Modes of Service Directly Provided</b>	Fixed Route Bus, Bus Rapid Transit

LTD does not provide transit services on behalf of another transit agency or entity.

### Additional Facility Information

#### Bus Facilities/Repair Facilities

##### **Glenwood Operations Base**

3500 E.17th Avenue  
Eugene, OR 97403

This facility includes Lane Transit District's (LTD) administrative offices, operations base, primary repair facility, and garaging location for LTD-operated buses and non-revenue vehicles. The maintenance shop is a 24-hour facility for all maintenance, fueling, and servicing for the bus fleet.

##### **Transit Stations/Park & Rides:**

LTD operates 26 Park & Rides, eight transfer stations, and two stand-alone city center transit centers within Lane County.

##### **Eugene Station**

1080 Willamette Street  
Eugene, OR 97401

The Eugene Station has 19 parking bays for buses, including two specialized bays for the EmX line. The Customer Service Center (CSC) is located in the Eugene Station and is open weekdays for walk-in and telephone services. It is the main sales outlet for fare instruments and is responsible for distributing fare instruments and customer information to 14 satellite outlets, as well as assisting customers with trip planning. The CSC has a customer waiting area, public restrooms, and houses LTD's lost-and-found center.

**Springfield Station**

355 South A Street  
Springfield, OR 97477

The Springfield Station has eight parking bays for buses, including two specialized bays for the EmX line. The station includes a Park & Ride lot, retail food establishments, Greyhound Bus Terminal and public restrooms.

**LTD RideSource Facility**

240 Garfield Street  
Eugene, OR 97402

The LTD RideSource Facility provides the base for the administration, operations, and maintenance functions of RideSource. RideSource is contracted to MTM to provide curb-to-curb public transportation for persons traveling throughout Eugene and Springfield who cannot use the regular service because of a disability.

## Section 2. Plan Development, Approval, and Updates

<b>Name of Entity That Drafted This Plan</b>	RLS & Associates, Inc.		
<b>Signature by the Accountable Executive</b>	<b>Signature of Accountable Executive</b>	<b>Date of Signature</b>	
<b>Approval by the Board of Directors or an Equivalent Authority</b>	<b>Name of Individual/Entity That Approved This Plan</b>	<b>Date of Approval</b>	
	<b>Relevant Documentation (title and location)</b>		
<b>Certification of Compliance</b>	<b>Name of Individual/Entity That Certified This Plan</b>	<b>Date of Certification</b>	
	<b>Relevant Documentation (title and location)</b>		
<b>Version Number and Updates</b>			
<i>Record the complete history of successive versions of this plan.</i>			
<b>Version Number</b>	<b>Section/Pages Affected</b>	<b>Reason for Change</b>	<b>Date Issued</b>
<b>Annual Review and Update of the Public Transportation Agency Safety Plan</b>			
<i>Describe the process and timeline for conducting an annual review and update of the Public Transportation Agency Safety Plan.</i>			

## Section 3 Safety Performance Targets

<b>Safety Performance Targets</b>							
<i>Specify performance targets based on the safety performance measures established under the National Public Transportation Safety Plan.</i>							
<b>Mode of Transit Service</b>	<b>Fatalities</b>	<b>Injuries</b>	<b>Safety Events</b>	<b>System Reliability</b>	<b>Other</b>	<b>Other</b>	<b>Other</b>
<b>Fixed Route Bus</b>	0	36	2.5/100K	7,241 miles			
<b>Bus Rapid Transit</b>	0	36	2.5/100k	7,241 miles			

<b>Safety Performance Target Coordination</b>		
<i>Describe the coordination with the State and Metropolitan Planning Organization(s) (MPO) in the selection of State and MPO safety performance targets.</i>		
<p>The decision making body of the Central Lane MPO is the Metropolitan Policy Committee (MPC), which was created by Eugene, Springfield, and Lane County to cooperate on issues of regional importance. The Metropolitan Policy Committee is comprised of public officials from Springfield, Eugene, Lane County, Coburg, Lane Transit District, and the Oregon Department of Transportation.</p>		
<b>Targets Transmitted to the State</b>	<b>State Entity Name</b>	<b>Date Targets Transmitted</b>
	Oregon Department of Transportation	
<b>Targets Transmitted to the Metropolitan Planning Organization(s)</b>	<b>Metropolitan Planning Organization Name</b>	<b>Date Targets Transmitted</b>
	Central Lane Metropolitan Planning Organization	

## Section 4. Safety Management Policy

### Safety Management Policy Statement

Lane Transit District (LTD) strives to provide safe, reliable, comfortable, and innovative transportation options to every member of the community. The LTD Board of Directors adopted Resolution # 2016-12 which embraces a Safety-Conscious Environment Focused on Eliminating Fatalities and Serious Injuries.

The Public Transportation Agency Safety Plan (PTASP) has been developed to integrate safety into all Lane Transit system operations. By using the procedures contained in the PTASP, LTD can continue to improve the safety and security of LTD's operation and services.

This PTASP describes the policies, procedures, and requirements to be followed by management, maintenance, and operations personnel to provide a safe environment for LTD employees, customers, and the general public. The goal of this program is to eliminate the human and fiscal cost of avoidable personal injury and vehicle accidents.

Each department has a responsibility under the PTASP. Directors and managers shall provide the continuing support necessary to achieve the PTASP objectives. A key to the success of this effort is for employees to be aware that they are accountable for safely performing the requirements of their position. The success of the program also depends on all employees actively identifying potential hazards and making a commitment to the safety of others.

LTD must be aware that decisions and actions often affect the safety of those in other operations. By following the processes described in the PTASP, LTD will continue to improve performance and the safety of the system while creating a culture of safety.

LTD's commitment is to:

- **Support** the management of safety through the provision of appropriate resources, that will result in an organizational culture that fosters safe practices, encourages effective employee safety reporting and communication, and actively manages safety with the same attention to results as the attention to the results of the other management systems of the organization;
- **Integrate** the management of safety among the primary responsibilities of all managers and employees;
- **Clearly define** for all staff, managers, and employees alike, their accountabilities and responsibilities for the delivery of the organization's safety performance and the performance of LTD's safety management system;
- **Establish and operate** hazard identification and analysis, and safety risk evaluation activities--including an employee safety reporting program as a fundamental source for safety concerns and hazard identification--to eliminate or mitigate the safety risks of the consequences of hazards resulting from LTD operations or activities to a point which is consistent with an acceptable level of safety performance;

- **Ensure** that no action will be taken against any employee who discloses a safety concern through the employee safety reporting program, unless disclosure indicates, beyond any reasonable doubt, an illegal act, gross negligence, or a deliberate or willful disregard of regulations or procedures;
- **Comply** with, and wherever possible exceed, legislative and regulatory requirements and standards;
- **Ensure** that sufficient skilled and trained human resources are available to implement safety management processes;
- **Ensure** that all staff are provided with adequate and appropriate safety-related information and training, are competent in safety management matters, and are allocated only tasks commensurate with their skills;
- **Establish and measure** safety performance against realistic and data-driven safety performance indicators and safety performance targets;
- **Continually improve** safety performance through management processes that ensure that appropriate safety management action is taken and is effective; and
- **Ensure** externally supplied systems and services to support operations are delivered, meeting established safety performance standards.

LTD's Goals for Safety are established as follows:

- Design, construct, test, and operate a transportation system that achieves an optimum level of safety, exceeding the safety performance of other transit districts of a similar size in the United States.
- Identify and evaluate, then eliminate or control hazards to employees, customers, and the public.
- Meet or exceed all government and industry occupational health and safety standards and practices.
- Maximize the safety of future operations by affecting the design and procurement processes.

The objectives of the PTASP are the means to achieving its goals. They also provide a method of evaluating the effectiveness of LTD's safety efforts. The PTASP objectives are:

- Integrate safety management and hazard control practices within each LTD department.
- Assign responsibilities for developing, updating, complying with, and enforcing safety policies, procedures, and requirements.
- Verify compliance with LTD safety policies, procedures, and requirements through performance evaluations, accident/incident trends, and internal audits.



- Investigate all accidents/incidents, including identifying and documenting the causes for the purpose of implementing corrective action to prevent a recurrence.
- Increase investigation and systematic documentation of near misses.
- Identify, analyze and resolve safety hazards in a timely manner.
- Minimize system modifications during the operational phase by establishing and utilizing safety controls at system design and procurement phases.
- Ensure that system modifications do not create new hazards.
- Train employees and supervisors on the safety components of their job functions.

LTD takes these commitments seriously as the lives of LTD riders, employees and the general public depend on LTD's ability to operate in a culture of safety.

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Accountable Executive – Aurora Jackson (GM)

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Date Signed

## Safety Management Policy Communication

LTD realizes the importance of ensuring its employees and riders are aware of LTD safety management policies and procedures to effectively manage the system's day-to-day operations. To do this, LTD relies on several forms of effective communication.

Employees: LTD is constantly evaluating existing policies and procedures to verify their effectiveness. To do this, LTD seeks input from all staff to determine if change is necessary based on trends, data analysis, operational changes or new assets. Several methods are used to communicate policy and/or procedure changes, including:

- Employee memorandum through paycheck, daily manifest of work orders, agency meetings
- Bulletin board notices
- Employee email notification
- Labor Union notification

LTD includes a training element for safety management policies impacting safety or service delivery and is conducted before the policy effective date. New policies and procedures are incorporated into orientation training for new employees as well.

Depending on the importance of the policy or procedure change, an acknowledgement signature is required of each employee verifying their understanding of the change.

Riders: If a rider policy is changed or added, LTD notifies riders through the following methods:

- Notice posted on vehicle and facilities including effective date and who to contact for more information
- Changes to digital rider guidance including schedules and ride guides as appropriate
- Public Meetings
- Social Media
- Any services impacted by policies changes will include outreach as required by Federal Guidance.

## Authorities, Accountabilities, and Responsibilities

As mentioned in the Safety Policy Statement, the ultimate authority for the success of this PTASP falls to the Accountable Executive (AE). The Chief Safety Officer (CSO), the administration and management team, as well as employees fulfilling their commitment to safety on a day-to-day basis support the AE.

**Accountable Executive (AE):** The Accountable Executive will determine, based on feedback from senior staff, the level of Safety Management System principals to maintain to ensure a safe work environment, rider experience and community safety. LTD's AE is committed to providing employees with the tools and training needed to be successful and safe in their roles with LTD. The AE will continually strive to create a culture of safety among the employees, and LTD expects each employee to play a role in maintaining a safe workplace.

LTD's AE will be responsible for developing an annual budget to provide the necessary funding to support training for new hires and experienced staff while also maintaining assets in a State of Good Repair (SGR) and/or replacing it, if it is no longer able to function as originally intended.

The current Accountable Executive, Aurora Jackson is also the General Manager and is responsible for implementation and changes to this Plan.

**Chief Safety Officer (CSO):** LTD has concluded one CSO will be sufficient to manage the day to day adherence to this Plan and, while in this role, report directly to the AE. As CSO, this individual will monitor safety and security throughout the organization including sub-contractors. All departments have been notified of the CSO's role and the established reporting requirements relating to safety-related matters.

LTD's CSO will be responsible for the following:

- Developing and maintaining SMS documentation;
- Directing hazard identification and safety risk assessment;
- Monitoring safety risk mitigation activities;
- Providing periodic reports on safety performance;
- Briefing the Accountable Executive and Board of Directors on SMS implementation progress; and
- Planning safety management training.

## Roll of Staff to Develop and Manage Safety Management Systems (SMS)

### Accountable Executive

The Accountable Executive (AE), who also serves as General Manager, will work with the Chief Safety Officer (CSO) and Administrative staff to adjust the PTASP as needed based on staff feedback, trends, and data analysis. The AE is vested with the primary responsibility for the activities of the transit district and overall safety performance. The AE fulfills these responsibilities by providing the resources necessary to achieve PTASP goals and objectives by exercising the approval authority for system modifications as warranted. The AE also sets the agenda and facilitates the cooperative decision making of the Leadership Council (management team).

### Chief Safety Officer (CSO)

For purposes of managing the SMS and PTASP, the CSO will report directly to the AE to determine strategy, policy, and goals for maintaining safety and security for passengers, employees, and the general public. The CSO will monitor day to day operations and work with staff to identify and mitigate risk through evaluation, feedback, and data analysis.

### Directors

Directors are responsible for the safety of their departments, including employees, facilities, operations, and services provided as well as the day-to-day management of the transit district. They are also responsible for providing resources to managers as necessary to resolve hazards and implement/maintain safety programs and training.

## Managers

Managers are responsible for safety within their organizational units, including employees, facilities, operations, and services provided. This responsibility includes determining and implementing measures required to counteract safety hazards and problems and coordinating the implementation and maintenance of safety programs within their functional areas. They are also responsible for ensuring that employees have required licenses and up-to-date certifications. Furthermore, they are responsible for communicating safety information to employees, and for assuring that all employees follow all appropriate safety rules and procedures.

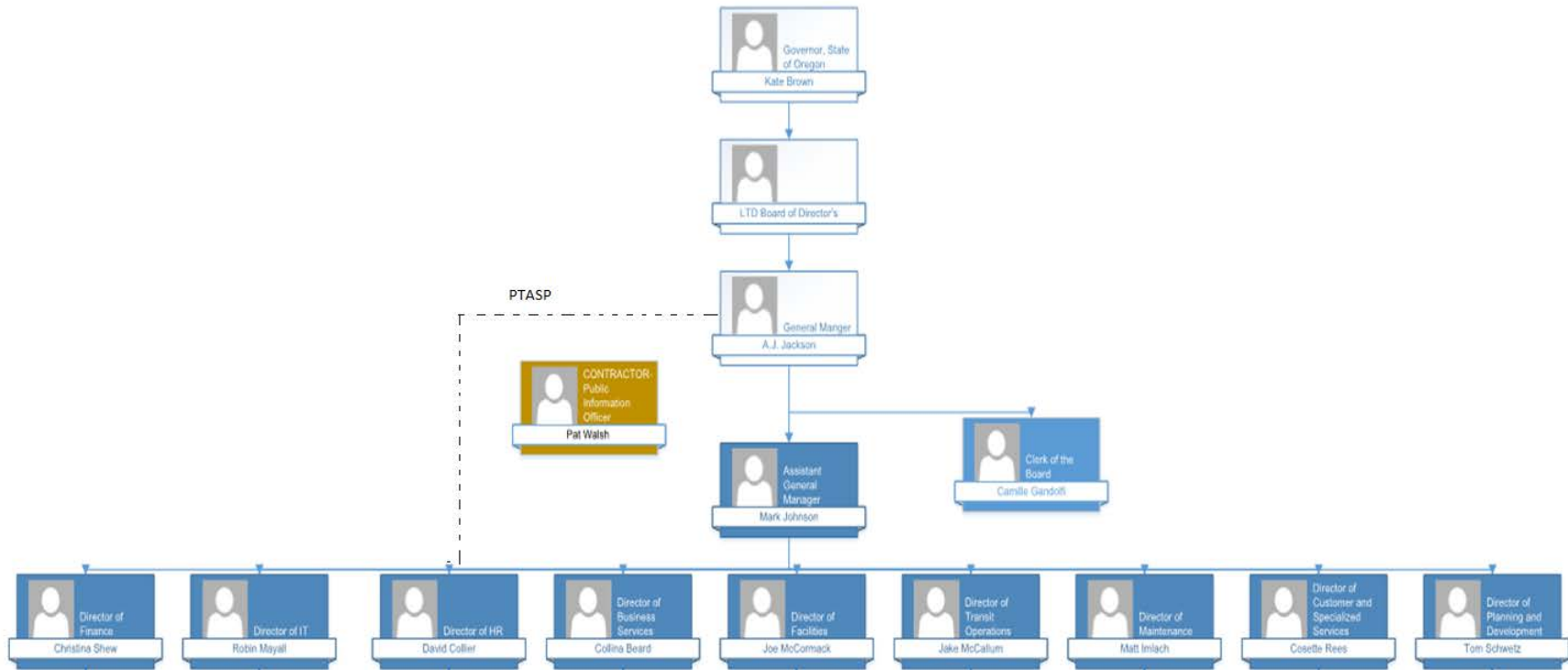
## Supervisors

Supervisors are responsible for the safety performance of all personnel and equipment under their supervision. They are responsible for the initial investigation of all accidents and incidents, and for reporting these accidents and incidents to the Human Resources and Risk Management Department.

## Employees

All LTD personnel are responsible for performing their work safely and for following established safety-related rules, procedures, and work practices. This includes reporting all accidents, incidents, and hazards to their supervisor per established requirements for the protection of themselves, co-workers, customers, facilities, and equipment.

# Lane Transit District (LTD) Organization Chart



## Key Staff

LTD staff will be responsible for maintaining high standards of safety, customer service, and security. The Employee Safety Reporting Program (ESRP) will define the employees' role to identify and mitigate risk through open communication to superiors including the CSO and AE. Administrative staff will be instrumental in ensuring action is taken to reduce risk and the whole system is continuously monitored to ensure actions are effective and appropriate.

LTD staff will be involved with updates, modifications and implementation of the PTASP. Each staff member brings a valued perspective to the development of policies and procedures he or she will be expected to implement. Every opportunity will be given for employees and riders to provide input to increasing safety at LTD. Those opportunities include monthly safety meetings, annual employee meetings and training, department meetings, customer and employee surveys and an open-door policy with access to all management staff.

## Employee Safety Reporting Program (ESRP)

As stated in the [Safety Management Policy Statement](#), LTD is determined to provide a safe working environment for its employees, riders and the general public. To ensure success, LTD has developed an ESRP to enable employees to report any risk or perceived risk to a supervisor, CSO, or member of administration.

The ESRP allows each employee to report detailed information and observations whether they are a driver in service, maintenance staff, or other on-duty employee. This program dovetails with other methods currently in place to proactively identify hazards or threats. Those methods include but are not limited to the following:

- Pre/Post Trip Inspections
- Preventive Maintenance Inspections
- Employee Evaluations
- Facility Maintenance Plan
- Service Evaluation and Planning Program
- Training Program
- Rider and Public Complaint/Compliment Process
- Safety and Employee Meetings
- Incident/Accident Policies
- Safety Committee

LTD's ESRP includes two tools for identifying potential or actual risks. First, a Hazard Identification Card, Appendix A, is used to identify hazards and threats and is accessible to all employees. Second, the Blue Card, Appendix B, similar to an incident report, is used to identify a hazard which could result in a safety situation. If the hazard is perceived to cause immediate danger, a supervisor will be notified immediately and mitigating action taken.

All employees have been trained in LTD's Hazard Identification process and the proper use of the Cards. All ESRP forms will be reviewed by the CSO to determine a course of action to mitigate the hazard or threat. Employees will receive no retribution or disciplinary action as a result of submitting the Form. If it is determined the employee completing the card contributed to the hazard or threat, disciplinary action may be taken.

Once a Hazard Identification Card has been submitted, it will be reviewed by the CSO, Risk Manager or AE to determine the level and time of action required, if any. LTD takes each of these cards seriously and will react with appropriate action.

The Card will be used as a starting point for investigating the perceived hazard or threat to determine if action is required, and if so, the appropriate action; the timeline for action; and follow-up to determine if the action was effective.

## Section 5. Safety Risk Management

LTD provides training to all personnel in the identification of hazards and security threats while also providing tools to enable personnel to report these risks. Once the risk has been identified, LTD conducts an assessment of the risk to determine the necessary response and response time. The response may include further investigation or monitoring, action(s) to mitigate the hazard or security threat, and follow-up assessment to ensure the action taken is appropriate and effective.

The Risk Management function is managed within the Human Resources and Risk Management Department. The Department works to coordinate, promote, and evaluate safety within each District department and facility, and on LTD vehicles.

Examples of activities performed by Risk Management include the following:

- Update the PTASP periodically.
- Participate in, and manage, the Safety Committee (facilities).
- Participate in, and manage, the Accident Route Review Committee (vehicle).
- Participate in, and manage, the Risk Oversight Committee.
- Manage and coordinate LTD's Drug & Alcohol Program
- Ensure that facility safety inspections occur.
- Coordinate system-wide compliance with the System Safety Program Plan (SSPP).
- Assist with the development of proposed safety rules and procedures.
- Assist departments in the development and presentation of safety training and ensure mandated safety training is conducted as required.
- Be part of LTD's response to emergencies and major accidents.
- Work with insurance providers and safety consultants.
- Investigate accidents, incidents, injuries, and property losses as warranted; and make recommendations to mitigate and prevent recurrences.
- Analyze accidents, incidents, injuries, and property loss trends.
- Work with other departments to develop and implement loss prevention programs.
- Manage and coordinate illness and injury prevention programs.
- Assist in the evaluation and resolution of hazards that have not been resolved at the departmental level.
- Compile system safety data, perform analyses, and assist other departments in identifying and assessing operational risk.
- Participate in the evaluation of proposed system modifications.
- Upon request, evaluate hazard resolutions proposed by other departments.
- Recommend hazard resolutions.



## Safety Hazard Identification

Hazard and security threats are identified through different methods of system monitoring. This includes system, employee, and asset assessments conducted daily and on an incremental basis. LTD conducts the following routine and random evaluations of the system in the following departments:

### Personnel

LTD employees are evaluated annually to ensure they meet the agency's performance expectations. As part of their orientation process, employees are provided training and tools to perform their job. Employees do not receive permanent status until after completion of 180 days of continuous employment. During the 180 days, employees are evaluated to determine if they are properly prepared to perform their job.

Additional employee evaluations are conducted throughout the year through spot-checks of some aspect of their job function. If through spot-checks or the annual evaluation it is determined the employee's performance does not meet expectations or training standards, remedial training will be provided, and additional evaluations will take place to ensure remedial training was effective.

### Assets

Rolling stock, facilities and equipment are monitored through a vigorous preventive maintenance plan aimed at identifying hazards and deficiencies as part of daily and scheduled inspections. Facilities and Maintenance Departments coordinate the preventive maintenance program including incremental and annual inspections.

LTD updates the Federal Transit Administration (FTA)-required Transit Asset Management (TAM) Plan annually with data relevant to each asset to include a condition assessment, miles (with rolling stock and non-revenue vehicles) and age as to whether the asset is in an SGR. The TAM Plan allows LTD management to plan asset replacement or rehabilitation for future years.

### System

As part of its safety management system monitoring, LTD uses service evaluations when planning, spot-checking or responding to an event like an accident or incident. New routes are strategically developed with safety being the first priority and passenger access second. LTD route planners plan and test all routes before activating the route for revenue service. All routes are reviewed periodically to determine if environmental hazards may exist requiring modification to the route, schedule, or vehicle.

All front-line staff have been trained to note any changes to service which may be considered a hazard or security threat and, through the Blue Card, notify their supervisors immediately or upon return to LTD, depending on the severity of the hazard.

### Hazard Identification Procedure

Any employee seeing something through inspection or observation they deem to be a hazard are instructed to immediately report that hazard to the immediate supervisor regardless of the perceived level of threat. Depending on the situation, either the immediate supervisor or the employee will complete a Blue Card or a Hazard Reporting Card and submit it to Operations or the Chief Safety Officer.

If the hazard requires immediate mitigation, the employee will be instructed on steps to take to reduce the risk, which may or may not alleviate the risk completely. Additional actions may be taken once the immediate risk mitigation has been taken. Some hazards may not pose an immediate risk but are still reported and the CSO will be responsible for risk assessment, investigation and mitigation strategy.

In some cases, a passenger or member of the general public may call LTD with a complaint about a front-line employee, which may rise to the level of hazardous behavior or actions. LTD currently documents all customer complaints/compliments and takes appropriate action to investigate any complaints. Complaints deemed hazardous will trigger immediate action by on-duty supervisors.

The Blue Card and the Hazard Identification Card will require the employee to briefly describe the hazard noting date, time of day, location, and other pertinent information. The Card includes a section for the CSO or immediate supervisor to document immediate action taken to reduce risk, a risk assessment chart prioritizing the risk, and a section for additional follow-up action. All cards will be processed by the CSO, Risk Management Department, and summarized periodically for trend analysis and include in safety performance measures.

49 CFR part 673.5

*Hazard* means any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.

### Safety Risk Assessment

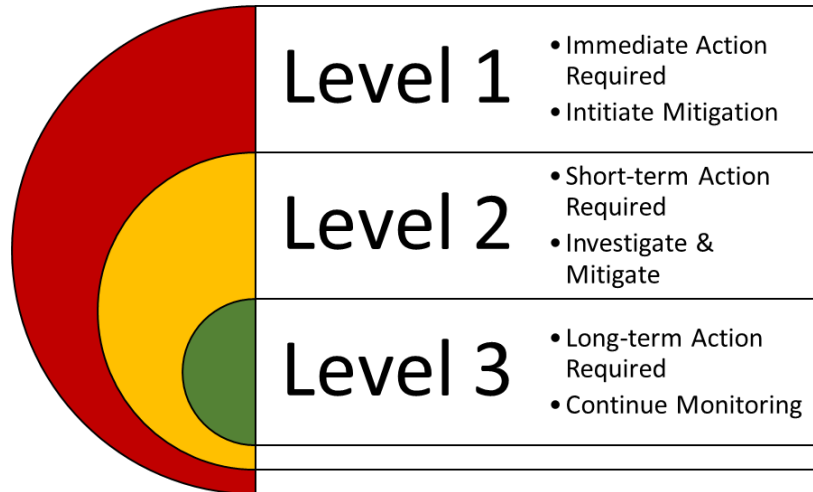
All LTD staff have been provided training appropriate for their positions within the organization. LTD expects its employees to respond to hazards or threats with professional judgment for situations where there is no time to contact a supervisor to prevent and/or address an emergency event. In cases where the hazard can be reported without immediate risk, the employee will make an initial assessment of the risk as part of his or her report.

Once received by the CSO, the initial risk assessment may be amended requiring immediate, short- or long-term response.

Level 1 - Immediate: A deficiency, threat, or hazard requiring immediate attention to mitigate risk either temporarily until further action can be taken or complete mitigation.

Level 2 - Short Term: Action is needed within seven days to mitigate an identified deficiency, threat, or hazard. The deficiency, threat, or hazard does not pose immediate danger, but if no action is taken could elevate to an immediate level risk.

Level 3 - Long Term: A deficiency, threat or hazard has been identified but does not pose a threat currently, but could at a later time. Continued monitoring and awareness are required.



The CSO, in coordination with staff, will investigate each identified hazard, assess the risk, and take appropriate action to mitigate the risk. Additional mitigation may be needed based on follow-up monitoring to the action taken.

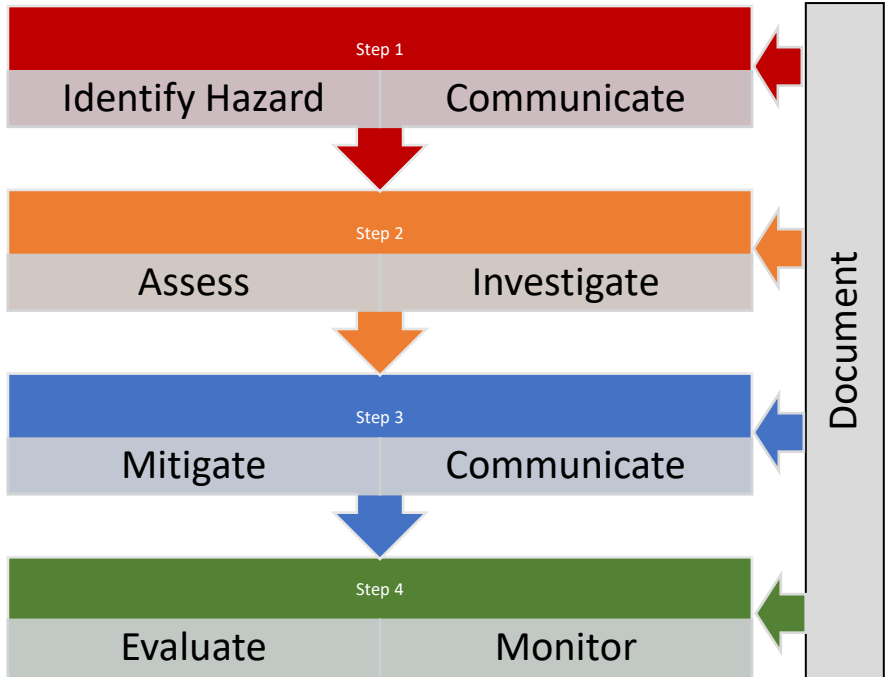
### Safety Risk Mitigation

In response to all identified and assessed hazards, LTD will take steps to mitigate the hazard and reduce or eliminate the risk to employees, riders and public. Mitigation strategies will be dependent on the results of investigation into the elements contributing to the risks. The investigation may include more than one department and may include interviews outside of the transit system.

Actions to mitigate risk will include all employees, riders and public who may be impacted by either the hazard or the actions to reduce or alleviate the risk. LTD will communicate actions to appropriate staff through methods of appropriate risk assessment. In some cases immediate communication through two-way communications (dispatch system, text burst, email, or web alert) may be necessary. In other cases bulletin board notices or memorandum posting may be appropriate.

Once a risk mitigation strategy has been implemented LTD will monitor the actions to determine if full mitigation is possible and if not, is additional action necessary to alleviate the risk or is stepped up monitoring necessary. Some risks may not be completely mitigated but awareness of the risk is a top priority.

All actions taken to mitigate risk will be documented and linked to the initial deficiency, threat, or hazard identification step.



## Section 6

### Safety Performance Monitoring and Measurement

Safety performance monitoring and measurement involves the continual monitoring of the transit agency's activities to understand safety performance. Through these efforts, LTD can determine whether it is meeting its safety objectives and safety performance targets, as well as the extent to which it is effectively implementing Safety Management Systems (SMS).

LTD is constantly striving to maintain the highest level of safety through its monitoring methods to include adherence to policies and procedures, safety and maintenance plans, and system and employee evaluation processes. These methods allow LTD to determine the need to make changes to improve policies, employee training and service delivery.

### Maintenance

**Maintenance Standards and Procedures.** Standards and procedures are included in the Lane Transit District Fleet Maintenance Plan. In general, maintenance procedures are designed to ensure that the maintenance recommendations of the manufacturer are met, maximum efficiency in performance and operation is obtained, and maximum bus life and condition are maintained. Daily bus inspections, an active Preventive Maintenance Program, contractor oversight, and careful monitoring are included in procedures to ensure the safety of buses and adequacy of the Fleet Maintenance Plan.

**Operator Inspections.** All operators are required to perform a pre-trip and post-trip inspection to ensure that the vehicle is safe and in good operating condition. If any defects are noted by the operator, a Defect Slip is completed and, depending on the severity and extent of the defect, the vehicle may be repaired or taken out of service until a repair can be made. In the case of a defect that develops or is noted once a vehicle is in service, the operator is required to radio the problem to Operations, who will then notify Maintenance.

**Daily Servicing and Inspections.** The General Service Workers of the Maintenance Department inspect and service every bus used in revenue service each day. The buses are fueled, all fluids are checked, tires and lugs are checked, and the vehicle is inspected for any leaks or unusual noises. The Inside Cleaners clean the bus interiors each day. When a defect is noted, it is reported to the Lead Mechanic or Supervisor on shift so that evaluation and, if necessary, a repair can be effected.

**Mileage-Based Maintenance Inspections.** All buses receive preventive maintenance inspections (PMI) at designated mileage intervals. Mileages are determined by vehicle and subcomponent manufacturers and real world experience. Oil sampling is performed at each oil change for both engines and transmissions. A description of the schedule and type of inspection and service performed for each bus series is included in the Fleet Maintenance Plan.

Maintenance Inspections of Contracted Providers. LTD contracts for the operation and maintenance of paratransit services. The contractor must ensure that all passenger vehicles and associated equipment are maintained in proper working condition. The contractor is required to implement a maintenance and safety program that includes a preventive maintenance schedule that complies with FTA requirements for preventive maintenance for vehicles. Further, contractors are required to maintain comprehensive maintenance records on each vehicle and provide the information to LTD. The information is reviewed by LTD. In addition, on-site inspections are conducted periodically to verify vehicle condition.

## Operations

### Facility Monitoring

Formal facility inspections of all LTD facilities and grounds are conducted by members of the Safety Committee. The purpose of the inspections is to identify any unsafe or unhealthy conditions which may exist, and that may require maintenance or modification. Each facility is also visually inspected for compliance with OSHA and local fire codes.

There is at least one member on the Safety Committee from each LTD department. The current 11 committee members include the Risk Manager, the Director of Human Resources and Risk Management, the Director of Transit Operations, the Union Executive Board Officer, the Human Services Transportation Coordinator, the Facilities Services Specialist, a Maintenance Supervisor, Bus Operators (2), Transit Operations Supervisor, and Journey Level Mechanic. All Committee members are trained in Hazard Identification and Accident Investigation. Checklists are used during these inspections.

### Frequency

The Safety Committee conducts its safety inspections on a quarterly basis. Journeyman Mechanics and Facilities Maintenance employees look for potential hazards with equipment whenever they are using that equipment. The vehicle hoists, chain pulls, and cranes in the vehicle maintenance shop are inspected annually by contractors. Preventive maintenance of equipment and facilities is performed in accordance with the manufacturer's recommended practice. Hazards are also identified by analyzing work accident trends, through Blue Card Reports, and Hazard Reporting Cards submitted by employees. Both Cards are used by employees to report safety concerns and to make safety recommendations.

### Reporting

When deficiencies are noted during quarterly inspections, they are documented and reported to the director of the department in which the safety hazard is located. When safety hazards are noted by non-scheduled observation, they must be reported by the observer to a supervisor. Blue Cards are routed to the department or director best equipped to evaluate the concern and, when necessary, propose a resolution.

### Hazard Resolution

The primary purpose of facility inspections and hazard reporting is to identify conditions that could lead to accidents and losses. In view of this, it is crucial that all departments and employees be involved in the Facility Inspection and the Hazard Identification and Resolution processes. Hazard resolution is

related to the severity of the hazard and the probability and severity of a negative consequence of the hazard.

#### Follow-up

Corrective action for a confirmed hazard that has been identified by any established process is the responsibility of the director of the department area in which the hazard exists. This includes arranging for the services of other LTD departments or outside parties, as necessary, to eliminate or control the hazard.

The Safety Committee is required to communicate a proposed resolution for any hazard discovered during a quarterly Facility Inspection to the appropriate director. The director then has up to 60 days to resolve the hazard. Severe hazards, with a high probability of a negative consequence, must be resolved within a shorter period.

#### Documentation

Hazards that have been identified, proposed resolutions, and corrective actions are recorded in hard copy by the Safety Committee and maintained by Human Resources and Risk Management.

All front-line personnel are responsible for monitoring safety and security as part of their respective positions. If a hazard is identified through observation or interaction with customers or the general public, it is reported to the immediate supervisor as well as following LTD's hazard reporting process.

### Employee Hazard Reporting

#### Reporting Cards

Employees can fill out a Hazard Reporting Card which is turned into the HR department and the Chief Safety Officer, talk with a supervisor or the Risk Manager. They can also contact a Safety Committee member which is comprised of union and administrative members. Depending on the severity/risk of the hazard identified, immediate action may be taken, or the input will be brought to the Safety Committee for discussion. Feedback will be provided to the employee on what action, if any, will be taken.

#### Route/Operations Safety

Employees can fill out a Lane Transit District Blue Card which has categories for Planning, Marketing, Ops, and Facilities. This form allows employees to provide feedback and input to the organization on how to make the system safer and user friendly. The Blue Card is turned into operations where it is logged and directed to the appropriate personnel. Feedback is provided to the employee on any action that is taken.

## Safety Events

### Accident and Incident Reporting Process

All accidents and loss incidents are to be investigated. LTD's safe driving standards require professional safe performance of all operators. To ensure better than average safety performance, LTD employs the Evergreen Safety Council and Smith System Defensive Driving guidelines to determine whether or not a collision or onboard incident could have been prevented. All personnel operating any LTD vehicle are held to this standard.

The Lane Transit District Operator's Manual and the accident investigation guidelines developed by the Transportation Safety Institute define, by position, responsibilities for accident/incident investigation. The combined manuals establish procedures for accident notification, response, and investigation.

Transit Operations coordinates with outside law enforcement agencies if they investigate an event. Risk Management coordinates with outside insurance providers and provides support among LTD departments and independent investigation to manage LTD liability and claims.

Most accidents and incidents LTD is involved in are relatively minor in severity and are investigated by Operations Field Supervision. Since most accidents involve buses, this section focuses on bus accidents. However, all non-bus accidents and incidents are also investigated.

### Notification

Bus Operators are to notify the operations system supervisor anytime an LTD vehicle might have been damaged, anytime an LTD vehicle and another vehicle come into contact, or anytime an instance occurs in where a customer may have been injured. An Operations Field Supervisor will be directed to the scene. Police and ambulance will be dispatched, if necessary.

**Note:** An Operations System Supervisor will notify additional staff and members of the LTD Leadership Council whenever accident/incident severity or circumstance requires.

### At-Scene Procedures

Bus Operators will adhere to the following procedures defined in the Lane Transit District Operator's Manual:

- Assist the injured.
- If blocking traffic, set out reflective triangles.
- Do not move the coach unless required to do so by an Operations Supervisor, fire or police order, or impending danger from traffic.
- Obtain names, addresses, and phone numbers of all witnesses.
- Have all customers sign the customer list.

Operations Field Supervisors are responsible for conducting on-scene investigations of accidents and incidents. Depending on the severity and the nature of the event, various mechanisms will be used for



preserving transient evidence. These may include digital photography, bus video, field sketches, interviews, and observations.

### Investigation

An attempt is made to complete the investigation of most accidents within three days. Operations Field Supervisors are required to complete a Supervisor's Report. Operators are required to complete an Accident Information Report. The Supervisor is required to file both reports electronically and attach all relevant media for use by Risk Management. A hard copy of the reports is given to the Transit Operations Manager for review and sign-off.

A Report of Injury Form must be completed if an employee suffers an injury or illness as a result of an accident or incident. An 801 Form must be filed if medical treatment is necessary.

### Accident Review Process

Vehicular accidents and incidents are classified as Preventable or Non-Preventable.

Preventable accidents are defined as those accidents that could have been reasonably avoided if the operator had followed all defensive driving techniques as established by the National Safety Council Guidelines, the Evergreen Safety Council, the Five Keys of the Smith System, and/or Transit Operations Procedures and Policies.

After reviewing all related documents and evidence, the investigating Operations Field Supervisor makes an independent preliminary determination of whether the accident was preventable.

The final accident determination is made by the Accident Route Review Committee (ARRC). The committee meets a minimum of once monthly, and is comprised of two union-elected bus operators who have not had a preventable accident for a minimum of two years, a Maintenance Supervisor, a Transit Operations Supervisor, and the Risk Manager, who is responsible for managing the committee's meeting schedule, documentation, and correspondence.

The ARRC follows all policies, procedures, and definitions as established in the Accident Route Review Committee By-Laws. Examples of investigations may include reviews of accident and injury reports, vehicle condition reports, witness statements, employee interviews, accident scene sketches, bus videos, physical evidence, brake test reports, training manuals, and accident site visits. Employees who are not in agreement with the Committee's determination can appeal directly to the ARRC by providing additional evidence and testimony. If the employee is not in agreement with the appeal results, he or she can make a second and final appeal to the General Manager or designee. The General Manager may review all relevant information, interview the employee making the appeal, interview ARRC members, and confer with any available person or resource he or she considers valuable to his or her deliberation.

### Hazard Resolution

The primary purpose of the Accident Investigation process is to determine the cause(s) of accidents so that they may be prevented or mitigated in the future. To this end, it is crucial that all relevant departments be appropriately involved in the Process. A serious attempt is made to use lessons learned

through the investigatory process to incorporate hazard resolutions into future procedures, designs, construction, modifications, training, and procurements.

#### Follow-up

Follow-up in the form of corrective actions is the responsibility of the employee's director. The responsibility may be delegated to the employee's manager, supervisor or CSO.

Any disciplinary action will be assessed using the Transit Operations Disciplinary Standards, the ATU/LTD Working and Wage Agreement, and/or the Administrative Handbook. Disciplinary consequences for accidents may include warnings, suspensions, and discharge.

Training will be provided, in most cases, for employees who have been involved in two preventable accidents within one year. Training and re-training are not disciplinary in nature.

#### Internal Reporting

The Transit Operations Manager is responsible for ensuring that all accident reports are completed and filed with Human Resources and Risk Management. The Human Resources Technician is responsible for all accident documentation to be processed into a usable form for the ARRC to determine preventability for all accidents. The Risk Manager is responsible for informing key Transit Operations personnel of the ARRC determinations.

#### Documentation

Transit Operations and Human Resources and Risk Management maintain the accident investigation documentation in the iTrak database. Hard copies of the documentation will also be maintained by Human Resources and Risk Management for a minimum of three years. Human Resources and Risk Management also maintains the complete individual accident records for each employee.

#### Performance Measures

Through a series of performance measures relative to operations, maintenance, and safety, LTD can monitor the system's safety by identifying trends and gaps in policies, procedures, training, and monitoring efforts. The following performance measures are on a daily, monthly, and quarterly basis.

#### Maintenance

- **Preventive Maintenance On-time Inspection Percentage** – determines the effectiveness of the maintenance department to ensure all inspections are conducted per manufacturing and LTD mileage intervals.
- **Vehicles Removed From Revenue Service** – tracks vehicles removed from service due to a mechanical defect developed while in service requiring immediate service either on-site of failure or once returned to the facility.
- **Annual Vehicle Condition Assessment** – through annual inspection, determines on a scale of 1-5 the overall condition of the asset. This performance measure is also used in annual updates of LTD's Transit Asset Management Plan.

## Operations

- **Customer Complaints Per Month** – tracks all customer complaints to identify areas of deficiency with vehicle, driver or other LTD areas. Safety-related complaints are immediately routed to a supervisor on-duty or the CSO for investigation mitigation and response.
- **On-time Performance** – serves as an indicator to issues with time management, environmental factors, scheduling, and vehicle and driver performance.
- **On-board Surveys** – conducted annually, allow LTD to receive rider feedback about bus operator performance, customer service, and vehicle safety.

## Safety

- **Safety Performance Measure: Fatalities** (total number of reportable fatalities and rate per total vehicle revenue miles by mode)
- **Safety Performance Measure: Injuries** (total number of reportable injuries and rate per total vehicle revenue miles by mode)
- **Safety Performance Measure: Safety Events** (total number of reportable events and rate per total vehicle revenue miles by mode)
- **Safety Performance Measure: System Reliability** (mean distance between major mechanical failures by mode)

## 7. Safety Promotion

### Operator Selection

#### Hiring Practices

Selecting applicants best suited to excel at the Bus Operator job requirements is critical to safe transit operations. The transit Bus Operator is directly responsible for the safety of not only the passengers, but also the pedestrians, bicyclists, drivers, and all others who share the road with the transit vehicle. LTD's hiring process includes the following components:

#### *Applications*

Applicants are sought through postings in traditional and culturally diverse media, postings distributed to other transit districts in the region, referrals from current employees, and interest cards filed by prospective candidates when there are no positions available. The applications are screened by key personnel in Human Resources and Risk Management and Transit Operations.

#### *Video Testing*

A two-section video test developed by Ergo Metrics is administered to applicants whose applications were acceptable. The People Sense section of the test uses transit-specific scenarios to evaluate the applicant's interpersonal skills and ability to de-escalate potentially dangerous onboard situations. The Start Driving section evaluates an applicant's ability to make safe driving choices by evaluating the surrounding traffic environment while processing passenger contacts and distractions. An on-line survey called Step One Survey is also administered. It is designed to evaluate the character, integrity, and truthfulness of employment candidates.

#### *Interview*

The most highly rated and desirable applicants passing the video testing are then interviewed by a panel comprised of an Operations Supervisor, an Operator/Instructor, and an HR or other administrative staff person. The interview process is designed to evaluate a candidate's strengths in customer service, the ability to simultaneously perform tasks, conflict resolution, and the ability to perform well under temporal and interpersonal pressure.

#### *Driving Record*

To be eligible for hire, a candidate must submit an acceptable driving abstract dating back five years. This establishes 21 years as the de facto minimum age requirement for new hire Bus Operators.

#### *Licensing*

To be eligible for hire, a candidate must be able to earn a Class B Oregon CDL with a Passenger and Air Brake Endorsement.

#### *Criminal Background Check*

To be eligible for hire, a candidate must submit to a Criminal Background Check administered by the Oregon State Police with the Federal Bureau of Investigation. The results must meet all statutory and LTD standards for the Bus Operator position.

### *Drug Testing*

To be eligible for hire, a candidate must produce a negative result for a pre-employment drug test.

### *Physical Capacities Testing*

To be eligible for hire, a candidate must pass a position-specific physical capacities test.

## Training

There are formal training programs for Bus Operators, Maintenance employees and Operations Supervisors. These include training classes, manuals, LTD Standard Operating Procedures, and on-the-job training.

The safety component of training is designed to make employees aware of the hazards associated with their jobs and the appropriate methods for controlling these hazards. The training is intended to motivate employees to work safely. Trainings fall into three main categories: (1) Initial, (2) Periodic, and (3) Retraining or Refresher.

### *Journey Level Mechanic*

Almost all mechanics are hired as “fully qualified journey level” heavy vehicle mechanics. A hiring panel comprised of several Maintenance personnel and a member of Human Resources and Risk Management evaluates candidates based on their background and interview. The panel determines whether a candidate meets the qualifications of a Journey Level Mechanic.

A Maintenance Training Program has been implemented, and two General Service Workers, possessing excellent prerequisite skills, have been trained and promoted to the Journey Level Mechanic position since the start of the Training Program.

### *Critical Bus Maintenance Safety Systems*

Journey Level Mechanics who are hired may have extensive transit bus experience, but often they have experience maintaining heavy-duty vehicles with no transit bus experience. To ensure the safety of the buses being repaired, new Journeyman Mechanics are monitored by fully experienced Mechanics in each critical safety maintenance area to ensure that they can perform the work independently. The following are considered critical safety maintenance areas:

- Service and Parking Brakes
- Air Systems
- Interlock Systems
- Steering Systems
- Suspension Systems
- Tires, Wheels, and Rims
- Exterior Lights, Signals, Mirrors, and Wipers
- Wheelchair Lifts/Ramps
- Weekly Pit Inspections
- Fuel and Exhaust Systems

### Core Vehicle Systems Training

Recently-hired Mechanics also receive other core technical training. This training is provided by a Mechanic Instructor. Training in the following areas is considered core technical training:

- Basic Electrical Systems
- Electronic Systems Training
- Diesel Engine Tune-up (Cat, Cummins, Detroit Diesel Series 50)
- Engine Systems (Cat, Cummins, and Detroit Diesel electronic controls)
- Transmission Preventive Maintenance and Troubleshooting (Allison and Voith)

### New Equipment Training

Initial new equipment training is given three to six months after the equipment is added to the fleet. The Mechanics have the opportunity to familiarize themselves with the equipment before receiving the specific training. When new equipment is complex, the initial training may be followed in the future by additional refresher training. The Lead Mechanics and Maintenance Supervisors determine the need and timing of the secondary training and then request that the Director of Maintenance arrange the training.

### Tracking Maintenance Training

The Human Resource Generalist has worked with the Maintenance Department on the development of a tracking system for maintenance training. In conjunction with this effort the Maintenance Technical Supervisor has developed a set of maintenance-specific LTD standard operating procedures and sign-off sheets for specific tasks and skills.

### Initial Bus Operator Training

New Bus Operators receive an intensive six-week training course that covers every aspect of their new job. Some components of the training are delivered in the classroom. The majority of learning occurs on the buses during off-route and on-route training. The training includes, but is not limited to, the following areas:

- Smith System of Driving
- Orientation to Lane Transit District
- Basic Bus Maneuvers
- Advanced Bus Maneuvers
- Service Stops
- System Overview
- System Procedures
- Communication skills
- Customer Service
- Accessible Service
- Emergency Management
- Fleet Services
- Personal Safety
- Health/Injury Prevention

- Stress Management
- CDL Preparation
- On-route Training (14 Days)

On-route training provides real service experience with an Operator Instructor on the new operator's regularly scheduled work. The time the student operates the revenue route is increased daily. Each day the student receives a full review and debriefing from his or her instructor. Instructors communicate among one another regarding where additional training for new operators is required. Student rotation among the Operator Instructor group provides each student with experience across a variety of routes, vehicles, times of day, instructional styles, and driving conditions.

After the initial training, new Bus Operators receive additional support and training, including:

- The Mentor Program: Operator Instructor mentors and supports the new Bus Operator during the first year
- Check-rides at the following intervals: one week, two months, four months, six months, nine months, and twelve months
- Four-Week Follow-up: Procedure and Policy Review
- Fall Bad Weather: Driving and Defensive Driving Course (DDC)
- One-Year Follow-up: Debriefing with Operations Training Supervisor and safety review with Human Resources and Risk Management
- Two-Year Follow-up: DDC
- Three-Year Follow-up: Dealing with Difficult People
- Four-Year Bus Operators are invited to become secondary mentors to new Bus Operators

#### Annual Training For All Bus Operators

Every year, each Bus Operator receives one full day of refresher and topical training. The training addresses, but is not limited to, the following topics:

- Fatigue Awareness
- Stretching to Prevent Injuries
- Healthy Eating on a Tight Schedule
- Dealing With Difficult People
- Resolving Conflict
- Breath Awareness for Controlling Stress
- Harassment
- Effectively Dealing With People of Differing Ages
- Proper Securement of Mobility Devices
- Defensive Driving Course
- Bloodborne Pathogens
- Safety/Security Update
- Injury Prevention
- Transit Spanish

- Accessible Service Sensitivity

Partial-day trainings are also scheduled on safe winter driving and whenever warranted by the addition of new equipment or a change in configuration.

#### Initial Operation Supervisor Training

Transit Operations Supervisors begin their career path, almost exclusively, as Bus Operators who first work in the position of Temporary Supervisor. A Temporary Supervisor performs many functions of the full supervisory position and receives training in, but not limited to, the following areas:

- Drug & Alcohol (Policy and procedures for all types of FTA-mandated testing)
- Accident Investigation (based on the TSI model)
- Emergency Procedures
- Security Procedures
- On-the-job Injury Claims
- Blood Borne Pathogens
- Data Entry and Recordkeeping
- Harassment
- Cultural Diversity
- Coaching/Criticism/Discipline
- Dispatch Operations
- Field Operations
- First Aid and Defibrillator
- Basic Writing
- Self Defense
- Conflict Resolution
- Pepper Spray

In addition to their initial training, all Transit Operations Supervisors receive five full days of refresher and topical training annually.

#### Injury and Illness Prevention Training

Injury and Illness Prevention Training is directed toward achieving a safe working environment for all employees and reducing the chance of occupational-related injuries and illnesses. The majority of training targets employees working in the Maintenance and Facilities Maintenance Departments because these employees have the greatest exposure to occupational hazards. The program is based on applicable Federal, State, and local safety codes and regulations. Some areas addressed in training include:

- Handling Hazardous Materials (Right to Know)
- Slips, Trips, and Falls
- Personal Protection Equipment
- Safety Data Sheets (SDS) and Labels
- First Aid
- Forklift Safety
- Bloodborne Pathogens
- Hazardous Materials Storage



- Strains and Sprains
- Fall Protection
- Confined Space Program
- Crane Operation
- Ergonomics
- Hazard Communication Program

### Emergency Response Planning and Coordination

Details are contained in the Lane Transit District Emergency Preparedness and Security Plan (EPSP).

### System Modification Design Review and Approval

#### General Process:

The LTD bus system is regularly modified in response to operational experience, the addition of new types of service, and changes in service design and levels. LTD's philosophy is to utilize appropriate new technologies to benefit the environment and the community it serves. The challenge is to review any proposed modification adequately before it is approved. Any proposed modification should be evaluated to ensure it is compatible with existing systems and does not introduce new hazards to the system or reduce the effectiveness of existing hazard controls.

Equipment modifications may be proposed by any employee of any department that uses the equipment. Changes may also occur from an analysis of reliability performance, historical data, and available improvements in equipment design and components.

#### Modification Design Review

A review of any modification in equipment design shall be made by the director and managers of the department responsible for the equipment. It is an informal practice to include Human Resources and Risk Management in the review of any change that might affect safety. The impact on the safety of all designs and specifications should be identified and evaluated before the change is approved. Some of the areas to be considered include but are not limited to:

- Hazardous Materials (handling and use)
- Motor Vehicle Safety
- Human Factor
- Occupational Health and Safety
- Materials Compatibility
- Fire Protection
- Lighting
- Braking systems
- Mirrors
- Warning Devices

Modifications must not be made before it is determined how they might affect the safety of the system, or any other systems. Other departments may evaluate a proposed change to determine its compatibility with other systems (e.g., hoists, fueling systems, communications systems). The evaluation may also include a review of applicable regulations, such as the Federal Motor Vehicle Safety Standards and Regulations and the U.S. Department of Labor's Occupational Safety and Health Act.

Testing may also be performed to evaluate the safety of a proposed modification. The testing of small changes may be minimal. For substantial modifications, extensive field testing, mock-ups, and structural evaluations may be employed.

### Modification Design Approval

Final approval is generally made by either the Director of Operations or the Director of Planning and Development. When modifications are made by a bus manufacturer, the Director of Maintenance works with the manufacturer, and contractual changes may be made.

### Monitoring

Once a modification is put in place, feedback from the operating department is solicited to evaluate the performance of the modification. Unsolicited input from the operating department and its employees (end users) is also encouraged. Depending on the nature of the modification, Human Resources and Risk Management, the Safety Committee, and the Accident Route Review Committee may also be involved.

### Documentation

The Maintenance Department is responsible for documenting any vehicle modifications. Facilities Services is responsible for documenting any modifications made to a facility. Documentation may involve changing diagrams, schematics, manuals, service bulletins, service intervals, standard operating procedures, and Safety Data Sheets. The Risk Manager is responsible for updating Safety Data Sheets based on input from product manufacturers and various LTD Departments.

### Routes

Route modifications are designed by Service Planning, Accessibility, and Marketing. The Service Planning Manager and a Service Planner are former operators who maintain a current CDL. They are qualified to drive various buses outside of revenue service to evaluate routing changes.

Service Planning may also use a current Bus Operator to test routing and bus stop placement. This experience-based, real-world process is designed to protect the safety of the transit bus, transit passengers, other vehicles, and pedestrians.

Service Planning informs the Accident Route Review Committee of any proposed route modifications. Service Planning can request that the Committee evaluate a specific proposal, or the Committee can choose to evaluate any proposed modifications.

Transit operations management may request a route modification it believes will improve operations. It may also choose to evaluate a modification that has been proposed by another department. Input from individual Bus Operators is encouraged through the Blue Card System, an open-door policy, and periodic surveying of Operators conducted by Service Planners.

Finally, Service Planning maintains a cooperative working relationship with the appropriate planning and road departments of all municipal levels of government within which LTD operates.

## Additional Information

This PTASP was developed from information in other LTD documents, policies and procedures and manuals. Those documents are listed below:

- Lane Transit District System Safety Program Plan 2012
- Lane Transit District Employee Handbook
- LTD Board of Directors Resolution #2016-12 – Adoption of Safety Conscious Environment

**LTD** SAFETY COMMITTEE  
HAZARD REPORTING CARD

Report Card # \_\_\_\_\_  
Date Received \_\_\_\_\_

Name: \_\_\_\_\_ Dept: \_\_\_\_\_ Date: \_\_\_\_\_

Location of hazard: \_\_\_\_\_

Nature of hazard: \_\_\_\_\_

Is it  Permanent  Temporary Date/Time hazard was identified: \_\_\_\_\_

Suggested fix: \_\_\_\_\_

Was this a near miss (trip but did not fall, saw it just in time to avoid incident, etc.):  
\_\_\_\_\_  
\_\_\_\_\_

Additional Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Use back of card for additional details/response

Additional Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
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\_\_\_\_\_

Outcome: \_\_\_\_\_ By Whom: \_\_\_\_\_ Date: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

PLEASE ROUTE TO OPS

Appendix B



**Lane Transit District  
Blue Card**

DO NOT WRITE IN THIS BOX BLUE CARD # _____ DATE: _____
--

FROM: \_\_\_\_\_ DATE: \_\_\_\_\_

PROBLEM: (Describe details below)

*PLANNING*

- BUS STOP ISSUE
- DRIVER TIMECARD
- LAYOVER / DROPOFF / RELIEF
- RUNNING LATE / EARLY
- TREES IN OPERATOR MANUAL
- OTHER / SUGGESTION

*MARKETING*

- ANNOUNCEMENT / DESTINATION SIGN
- INFORMATION AT BUS STOP / STATION
- PUBLIC INFORMATION
- OTHER / SUGGESTION

*OPS*

- TREE TRIMMING
- SAFETY HAZARD
- OTHER / SUGGESTION

*FACILITIES*

- DOWNED / MISSING LTD SIGN
- SHELTER / BUS STOP / STATION DAMAGE
- TRASH
- OTHER / SUGGESTION

BLOCK # \_\_\_\_\_ RUN # \_\_\_\_\_ ROUTE # \_\_\_\_\_  IB  OB

DESCRIPTION: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

SUGGESTIONS: \_\_\_\_\_

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ADDITIONAL COMMENTS:

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## AGENDA ITEM SUMMARY

**DATE OF MEETING:** January 15, 2020  
**ITEM TITLE:** ANNUAL SAFETY RESOLUTION UPDATE  
**PREPARED BY:** Aurora Jackson, General Manager  
**DIRECTOR:** N/A  
**ACTION REQUESTED:** None. Information Only

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**PURPOSE:** To provide the Board of Directors an annual update in accordance with Resolution No. 2016-012.

**ROLE OF THE BOARD:** The Board's role in this instance is to review information to stay apprised of the District's safety standing.

**HISTORY:** In April 2016, the LTD Board of Directors adopted Resolution 2016-012 stating the District's commitment to reducing deaths and serious injuries from transportation related crashes. The District has been working to implement the provisions of the resolution and adopt safety-focused measures in current projects and operations.

District efforts to improve transportation safety have been focused in four areas:

1. Safety focus on existing and future capital construction projects;
2. Initiating a Pedestrian Network Analysis (PNA);
3. Applying safety criteria to existing operations; improving safety operations;
4. Training and safety culture.

### RESOLUTION NO. 2016-012 PROVISIONS:

- Adopts a vision of reducing deaths and serious injuries from transportation-related crashes to zero through maintaining safety and security as core values in all of its operational, planning, and strategic decisions.
- Support collaborations with urban and rural partners to determine which bus routes have the highest rate, number, and severity of transportation collisions with users of the road, especially for people who are walking, bicycling, and using mobility devices - our most vulnerable users.
- Support efforts by LTD and regional partner agencies to prioritize safety improvements for all users of the road, especially for people who are walking, bicycling, and using mobility devices - our most vulnerable users.
- Support efforts by LTD and regional partners to eliminate deaths and serious injuries on the transportation system, with an emphasis on the most vulnerable users.
- Direct the LTD General Manager to continually evaluate passenger safety and access along bus routes and maintain an annual report on the efforts made to improve safety.
- Direct the LTD General Manager to develop a work program for the implementation of the provisions of this resolution.

A safety workplan, which supports the safety resolution provisions is included as an attachment.

**CONSIDERATIONS/ALTERNATIVES:** This information is provided as an annual update.

**NEXT STEPS:** The annual work plan captures the work completed in 2019, and sets up the work scheduled for 2020.

**SUPPORTING DOCUMENTATION:**

- 1) Safety Resolution Workplan
- 2) Resolution No. 2016-012

**PROPOSED MOTION:** N/A

RESOLUTION NO. 2016-012  
 Safety-Conscious Environment Focused on Eliminating Deaths and Serious Injuries  
**WORKPLAN – JANUARY 2020**

I. Implementing safety focus on existing and future capital construction projects:			II.	
	PROJECT	DESCRIPTION	STATUS	NEXT STEPS
1.	MovingAhead	A multi-modal study of high-frequency corridors to be evaluated for what level of transportation investments are needed.	A decision about the level of infrastructure investments packages will be made in 2020. Safety concerns will be a significant focus of any future project.	A decision on which, if any, corridor investment will be approved is scheduled for March or April 2020.
2.	Main Street Transit Study	A study to evaluate the most promising transit options for the Main Street-McVay Highway Corridor. Potential solutions to address are growing concerns about safety, congestion, and quality of life that could be improved through transportation improvements.	Coordination with the Main Street Safety Study. Additional public engagement will be gathered as both projects move forward toward a preferred transit solution. Timeline for next steps is being developed.	In July 2019, the EmX transit mode choice was eliminated from consideration for further analysis as a Main Street transit solution. The Main Street Enhanced Corridor and No-Change options were advanced for further analysis in coordination with the Main Street Safety Project. Once a preferred transit solution that includes a transit mode choice and alignment recommendation is adopted, tentatively in summer 2020, the process could move to Phase 3: Project Design. Phase 3 will include both design of any proposed transit service changes and identification of funding to implement changes.
3.	Santa Clara Transit Station	The acquisition, design, and construction of a transit station along River Road and Green Lane in the Santa Clara community.	This project is in the final design stage with an award to a contractor anticipated in Spring 2020. Various decisions on this project have been focused on safety such as: traffic signal at River Road/Green Lane; purchase of the Green Lane Corner property; lighting and station design considerations.	Construction on this project is scheduled to begin in Spring 2020 with a completion date of February 2021. The safe travel of pedestrians, bicyclist, motorist and buses will continue to be the primary focus of the project during construction and final completion.
4.	EmX corridor – McVay Stations	These stations are located on Franklin, adjacent to the double roundabout in	Both the eastbound and westbound stations were successfully completed after multiple	Both stations are currently in full EmX services. The design



		Glenwood. The District designed and constructed improvements to the bus pullouts and station platforms.	redesigns that addressed safety concerns identified. Safety testing of buses in mock and real conditions were required prior to opening the stations for regular operation.	modifications appear successful in the both directions and there have been no reported challenges. No further action is required.
<b>II. Pedestrian Network Analysis (PNA);</b>				<b>III.</b>
	<b>PROJECT</b>	<b>DESCRIPTION</b>	<b>STATUS</b>	
1.	Centennial Boulevard	Series of locations identified in the PNA	These locations will be considered as part of any construction project by either the local jurisdiction or LTD.	There are no specific actions identified for these location however, changes could be initiated as part of Transit Tomorrow or MovingAhead.
2.	5th Street			
3.	Main Street			
4.	Coburg Road			
5.	Crescent Avenue			
6.	Echo Hollow Road			
7.	Barger Drive			
8.	Highway 99			
9.	The Harlow Road			
10.	Gateway Street			
11.	River Road (North)			
12.	River Road (South)			
<b>III. Applying safety criteria to existing operations; improving safety operations;</b>				<b>IV.</b>
	<b>PROJECT</b>	<b>DESCRIPTION</b>	<b>STATUS</b>	
1.	West Eugene EmX (EmX West)	Emx West was launched in September 2017. The project invested in safety enhancements by installing 5 miles of new and improved/wider sidewalks, 36 traffic signals to regulate traffic and provide safe crossing, two signalized pedestrian crosswalks, audible pedestrian signals for the visually impaired and three new bike/ped bridges.	Since the route’s launch, a number of other improvements were made to enhance safety. More signage and restriping along Garfield were added to address motorist behavior. Pedestrian amenities were added to provide enhanced safety at the Commerce St. crossing. This corridor continues to be at the top of LTD’s safety monitoring due to a higher than usual accident rate.	There is ongoing communication with both ODOT and the City of Eugene regarding adding amenities to assist with identification of the Bus and Turn (BAT) lanes to reduce accidents. Portland is implementing similar improvements that will be evaluated prior to determining if we will add those amenities. Additionally, LTD’s training instructions for driving along EmX West have been enhanced to include additional precaution in this area.

2.	Eugene Station	This location is the single busiest location of LTD’s transit system with buses from multiple routes boarding and alighting passengers. Pedestrians, bicyclists, skateboarders, and users of mobility devices travel in multiple directions within the transit station and along 10th Street, 11th Street, Olive St., and Willamette St.	The City of Eugene’s smoking ban, increased personnel presence, and new amenities have significantly reduced loitering by individuals engaged in erratic behavior. LTD personnel have worked closely with the city to improve safety in this area.	Despite the improvements by the City and the continued monitoring of this area, the Eugene Station will continue to be a primary focus for LTD due to the high volume of pedestrian traffic. No specific actions have been identified.
3.	EmX corridor (Franklin Blvd)	EmX corridor from Franklin Blvd/11 <sup>th</sup> through Glenwood area. There are developments being considered by both the City of Eugene and the City of Springfield that will have significant impact on EmX, which has an average daily boarding of over 100 passengers per hour. Along the UO, students travel outside of the established crosswalks and in front of motorists and buses. Tall shrubs make it difficult to see students dashing across the highway.	LTD has met with both cities to discuss potential improvements along this corridor. All communication is preliminary but both cities are planning major improvements that will require LTD’s full engagement to successfully implement safety elements.	LTD will continue to participate in the planning process as funding has not been identified by either city. LTD has \$5 million of funding to support a portion of the transit work needed. A joint grant will be sought in 2020 to fund the improvements. LTD will also look for funding to support these development efforts.
4.	Springfield Station	This transit station with EmX, other high ridership routes, and Greyhound services.	Increased monitoring by supervisory and public safety personnel to monitor recent services such as EmX transfers and Greyhound relocation.	This location will continue to be an area of safety focus due to the high volume of passengers and pedestrians. No specific action has been identified.
5.	EmX corridor – Dads’ Gate Station	This station is located adjacent to the UO Dads’ gate and is the EmX Station closest to a new student housing	The new student housing was completed in Fall 2019. A crosswalk was added across Franklin Blvd to assist with pedestrian travel.	No further action is required.

<b>IV. Training</b>	<b>V.</b>
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	PROJECT	DESCRIPTION	STATUS	
1.	New Employee Orientation	In addition to on-the-job training, every new employee takes a one-week orientation of the District’s business processes.	Continuous	Ongoing

2.	Smith System Safe Driving certification program	Prior to driving a District vehicle, every employee is required to take a defensive driving course that includes classroom, and scored written and driving tests.	Continuous	Ongoing
3.	Fall Training	Between September and November, all employees are required to take training on identified subjects.	Completed for 2018	Ongoing
4.	Follow Up Training	Employees who are involved in accidents or engage in unsafe practices are scheduled for follow up training.	Continuous	Ongoing
6.	Public Transportation Agency Safety Plan (PTASP)	Federal Transportation Administration (FTA) published the PTASP Final Rule, which requires LTD to develop safety plans that include the processes and procedures to implement Safety Management Systems.	Working with the Oregon Department of Transportation (ODOT), LTD developed a PTASP to meet all of the regulatory requirements.	The PTASP is scheduled to be reviewed by the Board of Directors in January 2020. Once approved, the PTASP will be submitted to ODOT.

**RESOLUTION NO. 2016-012**

**A RESOLUTION SETTING FORTH THE ADOPTION OF A SAFETY-CONSCIOUS ENVIRONMENT FOCUSED ON ELIMINATING FATALITIES AND SERIOUS INJURIES**

**WHEREAS**, safety is Lane Transit District's highest priority;

**WHEREAS**, every person who rides the bus is a pedestrian;

**WHEREAS**, some of the people most vulnerable to transportation-related crashes - youth, seniors, low income, and disabled - are many of the same people who rely on public transit the most;

**WHEREAS**, Goal No. 4 of LTD's Long-Range Transit Plan calls for maintaining and enhancing safety and security of LTD's services;

**WHEREAS**, Policy 4.1 of LTD's Long-Range Transit Plan calls for maintaining safety and security as core values in all operational, planning, and strategic decisions;

**WHEREAS**, Strategy 4.1.B of LTD's Long-Range Transit Plan calls for implementation of LTD's Safety and Security Preparedness Plan during modification of the transit system using strategies that include the improved lighting of high-use pedestrian and bicycle areas and crossings, and utilization of safety controls;

**WHEREAS**, Strategy 4.1.C of LTD's Long-Range Transit Plan calls for coordination with agency partners to implement safety improvements for routes used by LTD;

**WHEREAS**, LTD is engaged with the City of Eugene and the City of Springfield, Lane County, and the Oregon Department of Transportation - the authorities of transportation facilities in their jurisdictions - in the identification and implementation of improvements along corridors where LTD operates;

**WHEREAS**, LTD provides oversight of the region's Transportation Options and Safe Routes to School programs, supporting safe, practical, and affordable transportation options;

**WHEREAS**, LTD is currently working with the City of Springfield to conduct a transit road safety audit along Main Street;

**WHEREAS**, fatalities and serious injuries continue to happen along corridors where LTD currently operates;

**WHEREAS**, LTD desires to uphold a safety-conscious environment focused on eliminating fatalities and serious injuries;

**WHEREAS**, in Lane County, 57 people were killed in transportation-related crashes in 2015, up from 45 in 2014, and up from the longer-term average in Lane County of 30 per year, and that several of these fatalities involved people crossing the street near bus stops; and

**WHEREAS**, the perceived safety of using transit affects the use of transit;

**THEREFORE, BE IT RESOLVED** that the Lane Transit District Board of Directors:

- 1) Adopts a vision of reducing deaths and serious injuries from transportation related crashes to zero through maintaining safety and security as core values in all of its operational, planning, and strategic decisions;
- 2) Supports collaboration with urban and rural partners to determine which bus routes have the highest rate, number, and severity of transportation collisions with users of the road--especially for people who are walking, bicycling, and using mobility devices - our most vulnerable users;
- 3) Supports efforts by LTD and regional partner agencies to prioritize safety improvements for all users of the road, especially for people who are walking, bicycling, and using mobility devices - our most vulnerable users;
- 4) Supports efforts by LTD and regional partners to eliminate deaths and serious injuries on our transportation system, with an emphasis on the most vulnerable users;
- 5) Directs the LTD General Manager to continually evaluate passenger safety and access along bus routes and maintain an annual report on the efforts made to improve safety; and
- 6) Directs the General Manager to develop a work program for the implementation of the provisions of this resolution.

Adopted by the Lane Transit District Board of Directors on the 20 day of April, 2016.

  
President, LTD Board of Directors

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

DRAFT

Fiscal Year: P5 2020 November 30, 2019

Year to date through: 11/30/2019

	Annual Budget	P5				
		YTD Budget	YTD Actuals	% of Budget	YTD B/(W) than Budget	
					(pts)	\$\$

**GENERAL FUND**

General Fund Resources	74,532,236	31,055,098	30,553,189	41%	-1 pts	(501,909)
General Fund Expenditures	63,971,785	26,654,910	20,104,439	31%	10 pts	6,550,472
General Fund Revenues higher/(lower) than	10,560,451	4,400,188	10,448,750			

**Resources** are lower than budget by **\$0.5**, primarily due to timing of: 1) grant assistance, \$3.2M and 2) group passes, \$0.6M which was partially offset by payroll type taxes which are up **\$2.8M**. Grant assistance is for preventative maintenance and STIF grants. Preventative maintenance grant is in the application process and STIF expenditures for increased service has not yet been incurred. Payroll & Self-employment tax payment being higher than budget is due to timing. Payroll taxes peak in August, Nov, Feb & May. Self employment taxes are peak in April. Lastly, group pass is lower due to lower summer enrollment July - Sept and October and impacts to group pass in due to the higher non-profit group pass discounts that were effective August 2019. This shortage will be covered by STIF grant reimbursements

**Expenditures** are favorable to budget by **\$6.6M**, inclusive of the operating reserve (not appropriated). Excluding this reserve, expenditures are **\$2.8M** lower 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	5,042,180	3,899,245	32%	-9 pts	(1,142,935)
Medicaid Fund Expenditures	12,101,233	5,042,180	4,101,960	34%	8 pts	940,221
Accessible Services Fund Revenues higher/(lower) than expenditures	0	0	(202,714)			

Expenditures exceed resources **\$0.2M** due to timing. There is typically a ~6 (~\$800K) week lag between expenditures and claims reimbursement. Excluding beginning working capital, shortage is below the 6 week lag.

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

DRAFT

Fiscal Year: P5 2020 November 30, 2019

Year to date through: 11/30/2019

	Annual Budget	P5				
		YTD Budget	YTD Actuals	% of Budget	YTD B/(W) than Budget	
					(pts)	\$\$

**SPECIALIZED SERVICES FUND**

Accessible Services Fund Resources	9,649,438	4,020,599	2,431,383	25%	-16 pts	(1,589,216)
Accessible Services Fund Expenditures	9,649,438	4,020,599	2,160,758	22%	19 pts	1,859,841
Accessible Services Fund Revenues higher/(lower) than expenditures	0	0	270,626			

Resources exceed expenditures by \$271K. Excluding beginning working capital and the general fund transfer, resources (\$969K) are below expenditures (\$2.2M) due to reimbursement timing, but reimbursement is roughly in alignment with FY19 YTD. Budget for specialized services is 23% higher than FY19 budget in anticipation of the new Mentor Oregon (MO) and Full Access brokerage (FAB) clients as well as a full year of Mobility on Demand services in Cottage Grove and Eugene and STIF funded projects (e.g. SLW transit demand plan, STIF program administration). To date, no new clients from MA or FAB have used the service.

**P2P FUND**

P2P Fund Resources	1,631,320	679,717	295,743	18%	-24 pts	(383,974)
P2P Fund Expenditures	1,631,320	679,717	320,061	20%	22 pts	359,655
P2P Fund Revenues higher/(lower) than expenditures	0	0	(24,319)			

Expenditures are roughly equal to resources. Excluding beginning working capital, expenditures exceed resources by \$250K due to grant reimbursement timing. A portion of this reimbursement is related to drawdowns that have not yet been executed/transferred have not been completed (Bike Parking, Outreach [Assistants], and SRTS Regional).

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

DRAFT

Fiscal Year: P5 2020 November 30, 2019

Year to date through: 11/30/2019

	Annual Budget	P5			
		YTD Budget	YTD Actuals	% of Budget	YTD B/(W) than Budget
					(pts)

**CAPITAL PROJECTS FUND**

Capital Projects Fund Resources	26,946,146	11,227,561	6,744,261	25%	-17 pts	(4,483,300)
Capital Projects Fund Expenditures	26,946,146	11,227,561	1,209,308	4%	37 pts	10,018,253
Capital Projects Fund Revenues higher/(lower) than expenditures	0	0	5,534,953			

Resources exceed expenditures by **\$5.5M** due to beginning working capital which represents match required for grant funded projects. Expenditures exceeded resources excluding beginning working capital by **\$742K**. Major projects comprising the FY20 expenditures are: 1) McVay Station \$0.4M, 2) Santa Clara Transit Station \$0.2M and 3) Mobility on demand vehicles \$0.1M. The drawdown in October was for \$2.5M. The majority of the drawdown related to FY19 expenditures. The next drawdown will be in January 2020



## FY20 Resources

	FY20 Adopted Budget	FY20 YTD Budget	FY20 Actuals as of:	Better/(Worse) than Budget	Description
	RESOLUTION NO. 2019-05-15-029 May 15, 2019	30-Nov-19	30-Nov-19		
<b>GENERAL FUND</b>					
Beginning Working Capital	\$ 10,560,451	\$ 4,400,188	\$ 4,400,188	\$	- Based on adopted budget estimate
<b>Operating Revenues</b>					
Cash Fares & Passes	3,770,379	1,570,991	1,650,542	79,551	Roughly in line with budget
Group Passes	2,191,422	913,093	271,509	(641,584)	Seasonality - lower LCC & UO students July - Sept; FY20 is lower than FY19 due to lower UO/ASUO service fee (\$13k/mo lower). Lower group pass purchases as a result of higher non-profit discounts will be offset by STIF grant reimbursements
Advertising	300,000	125,000	366,667	241,667	\$367K is the minimum annual guarantee for FY20.
Special Services	378,563	157,735	300,693	142,958	Roughly in line with budget
<b>Total Operating Revenues</b>	<b>\$ 17,200,815</b>	<b>\$ 7,167,006</b>	<b>\$ 6,989,599</b>	<b>\$ (177,408)</b>	
<b>Nonoperating Revenues</b>					
Payroll Taxes	36,179,910	15,074,963	18,306,963	3,232,001	Timing as peak is in August, Nov, Feb & May. On track to hit budget based on prior YTD results. Nov FY19 YTD was 44% of final actual vs. Nov FY20 YTD at 51% of FY20 adopted budget.
Self-employment Taxes	1,920,985	800,410	306,133	(494,278)	Timing. Flat vs prior year same time. Self-employment taxes are difficult to predict as most payments are made in April+.
State-in-Lieu	405,038	168,766	250,425	81,659	Roughly in line with budget
Grant Assistance	7,700,000	3,208,333	0	(3,208,333)	Timing. Grant assistance is for PM (\$4.2M) & House Bill 2017 STIF (\$3.5M). New PM grant is in the application process. STIF expenditures for increased service have not yet been incurred
Miscellaneous	272,414	113,506	176,536	63,030	Roughly in line with budget. SAIF Year-end dividend of \$77K is the minor increase
Interest	286,696	119,457	123,346	3,889	Earnings in LGIP account. Higher balance in FY20 YTD than in FY19 coupled with a higher interest rate 2.57% (FY20) vs. 2.25% (FY19)
Sale of Assets	5,927	0	0	-	
<b>Total Non-operating</b>	<b>\$ 46,770,970</b>	<b>\$ 19,485,435</b>	<b>\$ 19,163,402</b>	<b>\$ (322,032)</b>	
<b>Total General Fund Resources</b>	<b>\$ 74,532,236</b>	<b>\$ 31,052,629</b>	<b>\$ 30,553,189</b>	<b>\$ (499,440)</b>	
<b>SPECIALIZED SERVICES FUND</b>					
Beginning Working Capital	498,262	207,609	207,609		- Based on adopted budget estimate
Operating Revenues	6,139,964	2,558,318	969,103	(1,589,216)	Reimbursement timing. Expenditures to date are \$1.6M. P5 FY19 YTD, reimbursement of expenditures was 33% vs. FY20 P5 YTD with reimbursement of expenditures at 45%
Transfer from the General Fund	3,011,212	1,254,672	1,254,672		- As budgeted. Updated when CAFR published
<b>Total Resources</b>	<b>\$ 9,649,438</b>	<b>\$ 4,020,599</b>	<b>\$ 2,431,383</b>	<b>\$ (1,589,216)</b>	
<b>MEDICAID FUND</b>					
Beginning Working Capital	132,000	55,000	55,000		- Based on adopted budget estimate
Operating Revenues	11,744,230	4,893,429	3,750,494	(1,142,935)	6 week lag between expenditure and claims reimbursement. Claims through November totaled \$3.8M resulting in a expenditure to revenue shortage of \$351K, below a 6 week lag
Transfer from the General Fund	225,003	93,751	93,751		- As budgeted
<b>Total Resources</b>	<b>\$ 12,101,233</b>	<b>\$ 5,042,180</b>	<b>\$ 3,899,245</b>	<b>\$ (1,142,935)</b>	
<b>POINT2POINT FUND</b>					
Beginning Working Capital	541,981	225,825	225,825		- Based on adopted budget estimate
Operating Revenues	1,089,339	453,891	69,917	(383,974)	Reimbursement timing. Expenditures through November total \$320K a portion of which is for grants not yet executed/transferred (Bike Parking, Outreach [Assistants], and SRTS Regional). There is also a pending drawdown that will be completed in January.
Transfer from the General Fund	-	-	-		- As budgeted
<b>Total Resources</b>	<b>\$ 1,631,320</b>	<b>\$ 679,717</b>	<b>\$ 295,743</b>	<b>\$ (383,974)</b>	
<b>CAPITAL PROJECTS FUND</b>					
Beginning Working Capital	15,078,817	6,282,840	6,282,840		- Based on adopted budget estimate
Grants	11,867,329	4,944,720	461,420	(4,483,300)	\$1.2 M of expenditures through November. Drawdown was made in Sept for \$272K. Federal system opened for drawdown at the end of October. Drawdown of \$2.5M was made at the end of Oct, but the majority of dollars were for prior year expenditures accrued for at FY19 year-end. Next drawdown will be made in January 2020
Transfer from the General Fund	-	-	-		- As budgeted
<b>Total Resources</b>	<b>\$ 26,946,146</b>	<b>\$ 11,227,560</b>	<b>\$ 6,744,260</b>	<b>\$ (4,483,300)</b>	

## FY20 Expenditures

	FY20 Adopted Budget  RESOLUTION NO. 2019-05-15-029 May 15, 2019	FY20 YTD Budget  30-Nov-19	FY20 Actuals as of:  30-Nov-19	Better/(Worse) than Budget	Description
<b>GENERAL FUND - OPERATING</b>					
Transit Services	\$ 51,339,141	\$ 21,391,309	\$ 18,756,016	\$ 2,635,293	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	1,254,672	1,254,672		- As budgeted
Transfer to Medicaid Fund	225,003	93,751	93,751		- As budgeted
Transfer to Point2point Fund	-	-	-		- As budgeted
Transfer to Capital Projects Fund	-	-	-		- As budgeted
Operating Contingency	500,000	208,333	-	208,333	Contingency for FY20
Total Non-operating	<u>\$ 3,736,215</u>	<u>\$ 1,556,756</u>	<u>\$ 1,348,423</u>	<u>\$ 208,333</u>	
Operating Reserve	\$ 8,896,429				- Not authorized to use in FY20
<b>Total General Fund</b>	<b><u>\$ 63,971,785</u></b>	<b><u>\$ 22,948,065</u></b>	<b><u>\$ 20,104,439</u></b>	<b><u>\$ 2,843,626</u></b>	
<b>SPECIALIZED SERVICES FUND</b>					
Transit Services	9,187,018	3,827,924	2,160,758	1,667,166	P5 FY19 expenditures were 37% (\$2.2 M) of actuals. P5 FY20 expenditures are 23.5% of budget. FY20 expenditures are the same as last year at the same time, but lower than budget. Budget for FY20 is higher in anticipation of new Mentor Oregon and Full Access Brokerage clients using this service. To date, no new clients have used the service
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>\$ 3,827,924</u></b>	<b><u>\$ 2,160,758</u></b>	<b><u>\$ 1,667,166</u></b>	
<b>MEDICAID FUND</b>					
Transit Services	12,031,375	5,013,073	4,101,960	911,113	Lower than YTD P5 FY19 spend and FY20 budget. P5 FY19 YTD spend was at \$4.8 M vs. only \$4.1 M in FY20. Lower expenditures reflect a reduction in mobility assisted riders.
Operating Contingency	-	-	-		- Contingency for FY20
Operating Reserve	69,858	-	-		-
<b>Total Medicaid Fund</b>	<b><u>\$ 12,101,233</u></b>	<b><u>\$ 5,013,073</u></b>	<b><u>\$ 4,101,960</u></b>	<b><u>\$ 911,113</u></b>	
<b>POINT2POINT FUND</b>					
Transit Services	1,354,716	564,465	320,061	244,404	Payment & project timing. Below budgeted spend
Operating Contingency	244,604	101,918	-	101,918	Contingency for FY20
Operating Reserve	32,000	-	-		
<b>Total Point2point Fund</b>	<b><u>\$ 1,631,320</u></b>	<b><u>\$ 666,383</u></b>	<b><u>\$ 320,061</u></b>	<b><u>\$ 346,322</u></b>	
<b>CAPITAL PROJECTS FUND</b>					
Capital Outlay	17,009,803	7,087,418	1,209,308	5,878,110	Payment & project timing. Significant expenditures to date are for:1) Franklin EmX transit station, 2) Santa Clara Transit Station and 3) Mobility on demand vehicles
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>\$ 7,087,418</u></b>	<b><u>\$ 1,209,308</u></b>	<b><u>\$ 5,878,110</u></b>	



# Check History Listing

<u>Check #</u>	<u>Date</u>	<u>Vendor</u>	<u>Check Amount</u>
102597	12/05/2019	ACTION FINANCIAL SERVICES	256.84
102598	12/05/2019	ADVERTEISING PRODUCTS & PROMOS	3,584.85
102599	12/05/2019	DANIEL AMARO	255.00
102600	12/05/2019	AMERICAN FAMILY LIFE	1,509.07
102601	12/05/2019	BARRETT BUSINESS SERVICES INC	1,560.00
102602	12/05/2019	CANNON LAW ASSOCIATES	547.74
102603	12/05/2019	WINONA J CARLSON	163.00
102604	12/05/2019	CHAPTER 13 TRUSTEE	415.39
102605	12/05/2019	COMCAST	161.00
102606	12/05/2019	CROCKETTS INTERSTATE TOWING	250.00
102607	12/05/2019	CSO FINANCIAL, INC.	379.43
102608	12/05/2019	DISH NETWORK	117.03
102609	12/05/2019	ERGOMETRICS & APPLIED	9.26
102610	12/05/2019	EUGENE WATER & ELECTRIC BOARD	653.44
102611	12/05/2019	EUGENE WEEKLY Drive less connect 4 page ad insert	4,600.00
102612	12/05/2019	LLC FUSSY'S @ VALLEY RIVER PLAZA	22.84
102613	12/05/2019	HEYMAN'S ENTERPRISES, LTD	116.40
102614	12/05/2019	JOHNSON, ROBERTS, & ASSOCIATES	17.00
102615	12/05/2019	LIFEMAP ASSURANCE COMPANY	1,356.55
102616	12/05/2019	MARKETING & TECHNICAL MATERIAL	2,735.81
102617	12/05/2019	MED-TECH RESOURCES, INC.	12.90
102618	12/05/2019	MIDWEST BUS	480.00
102619	12/05/2019	MOTOR VEHICLES DIVISION	15.00
102620	12/05/2019	NORTHWEST NATURAL GAS	725.33
102621	12/05/2019	OFFICE DEPOT	514.82
102622	12/05/2019	OMLID&SWINNEY FIRE PROTECTION Annual backflow testing	3,248.00
102623	12/05/2019	OREGON DEPARTMENT OF REVENUE	1,612.44
102624	12/05/2019	OREGON STATE POLICE	123.75
102625	12/05/2019	POSTMASTER	235.00
102626	12/05/2019	PROTECTIVE SERVICE LLC	832.24
102627	12/05/2019	SANIPAC	332.35
102628	12/05/2019	SELECTEMP CORPORATION	1,702.05
102629	12/05/2019	SHI INTERNATIONAL CORP	6,420.75
102630	12/05/2019	SPRINGFIELD UTILITY BOARD Franklin Blvd Phase 1 & McVay Station	35,100.21
102631	12/05/2019	STRUCTURED COMM SYSTEMS INC.	2,763.11
102632	12/05/2019	THERMO KING NORTHWEST, INC.	706.06
102633	12/05/2019	JENNIFER ZANKOWSKI	165.00
102634	12/05/2019	THE AFTERMARKET PARTS COMPANY LLC Bus parts	0.00
102635	12/05/2019	THE AFTERMARKET PARTS COMPANY LLC	8,058.19
102636	12/05/2019	BPA VEBA-HRA SERVICES	85.00
102637	12/05/2019	CAIC PRIMARY	1,549.63
102638	12/05/2019	CUMMINS NORTHWEST, INC. Bus parts	7,460.86
102639	12/05/2019	PETER N DESHPANDE	60.00
102640	12/05/2019	DUDE SOLUTIONS, INC. Facility dude annual subscription	8,409.90
102641	12/05/2019	GILLIG CORPORATION	0.00
102642	12/05/2019	GILLIG CORPORATION	5,590.58
102643	12/05/2019	LTD & ATU PENSION TRUST	114,518.00
102644	12/05/2019	LTD EMPLOYEES FUND	164.00
102645	12/05/2019	LTD SALARIED EMP. PENSION PLAN	14,834.23
102646	12/05/2019	MEDICAL TRANSPORTATION MGT	1,518,491.80
102647	12/05/2019	MODA HEALTH	2,404.50
102648	12/05/2019	MOHAWK MANUFACTURING & SUPPLY	272.10
102649	12/05/2019	MOSS ADAMS LLP audit work	15,500.00
102650	12/05/2019	MUNCIE TRANSIT SUPPLY	360.58



# Check History Listing

<u>Check #</u>	<u>Date</u>	<u>Vendor</u>	<u>Check Amount</u>
102651	12/05/2019	NEOPART TRANSIT LLC	733.30
102652	12/05/2019	OGLETREE, DEAKINS, NASH, SMOAK	114.00
102653	12/05/2019	PACIFIC ARMORED INC.	1,330.00
102654	12/05/2019	PACIFICSOURCE HEALTH PLANS	556,814.37
102655	12/05/2019	PRE-PAID LEGAL SERVICES INC.	201.40
102656	12/05/2019	ROADRUNNER DELIVERY	408.50
102657	12/05/2019	UNITED WAY OF LANE COUNTY	579.00
102658	12/05/2019	VISION SERVICE PLAN	4,610.11
102659	12/05/2019	PHYLLIS L WALKER Procurement consulting	10,000.00
102660	12/12/2019	ADVANCED SECURITY, INC.	3,068.00
102661	12/12/2019	ALTERNATIVE WORK CONCEPTS Travel training & assessments	13,684.99
102662	12/12/2019	BARRETT BUSINESS SERVICES INC	560.00
102663	12/12/2019	CENTURY LINK	421.25
102664	12/12/2019	CINTAS CORPORATION	1,587.77
102665	12/12/2019	CROCKETTS INTERSTATE TOWING	500.00
102666	12/12/2019	ESRI, INC.	1,400.00
102667	12/12/2019	EUGENE WATER & ELECTRIC BOARD	619.57
102668	12/12/2019	THE LAMAR COMPANIES	550.00
102669	12/12/2019	LIFEMAP ASSURANCE COMPANY Voluntary life insurance	15,603.49
102670	12/12/2019	LILE INTERNATIONAL COMPANIES	160.00
102671	12/12/2019	LITHIA TOYOTA-SPRINGFIELD #65	174.00
102672	12/12/2019	JONNIE R MYERS	157.76
102673	12/12/2019	NORTHWEST NATURAL GAS	6,312.34
102674	12/12/2019	OFFICE DEPOT	129.37
102675	12/12/2019	PACIFICSOURCE ADMINISTRATORS,	327.00
102676	12/12/2019	PIVOT ARCHITECTURE	1,530.00
102677	12/12/2019	S & G INVESTMENTS, INC.	1,900.00
102678	12/12/2019	SANIPAC	2,920.41
102679	12/12/2019	SPRINGFIELD UTILITY BOARD	3,499.77
102680	12/12/2019	THOMSON REUTERS - WEST	162.68
102681	12/12/2019	VERIZON WIRELESS	362.02
102682	12/12/2019	WHA INSURANCE AGENCY, INC.	668.30
102683	12/12/2019	WILLAMETTE COMM HEALTH SOLUTNS	7,335.00
102684	12/12/2019	WYATT'S TIRE COMPANY	12,712.30
102685	12/12/2019	KAREN M. ZEPEDA	33.34
102686	12/12/2019	BELL+FUNK	756.25
102687	12/12/2019	BPA VEBA-HRA SERVICES	84.00
102688	12/12/2019	BUCK'S SANITARY SERVICE, INC.	91.50
102689	12/12/2019	C & K PETROLEUM EQUIPMENT CO,	295.00
102690	12/12/2019	THE ENVIRONMENT CENTER FOR TRANSPORTATION AND	2,241.09
102691	12/12/2019	CITY OF COTTAGE GROVE MOD	17,454.00
102692	12/12/2019	EAN HOLDINGS, LLC	7,293.00
102693	12/12/2019	EUROFINS ANA LABORATORIES, INC	495.60
102694	12/12/2019	FIELDPRINT, INC.	37.50
102695	12/12/2019	IVOXY CONSULTING, LLC.	2,000.00
102696	12/12/2019	JERRY'S HOME IMPROVEMENT CTR	124.38
102697	12/12/2019	JLA PUBLIC INVOLVEMENT	7,244.48
102698	12/12/2019	KUHN INVESTMENTS, INC. Rhody express	11,960.31
102699	12/12/2019	LTD SALARIED EMP. PENSION PLAN	88,052.00
102700	12/12/2019	MODA HEALTH Dental insurance	49,781.20
102701	12/12/2019	ONE CALL CONCEPTS, INC.	30.00
102702	12/12/2019	PACIFIC ARMORED INC.	1,444.00
102703	12/12/2019	PARKEON, INC.	2,590.00
102704	12/12/2019	RICOH USA, INC.	2,172.25



# Check History Listing

<u>Check #</u>	<u>Date</u>	<u>Vendor</u>	<u>Check Amount</u>
102705	12/12/2019	AKA: SENIOR WHEELS, INC. SOUTH LANE WHEELS	1,731.54
102706	12/12/2019	THORP, PURDY, JEWETT, URNESS,	644.40
102707	12/12/2019	TRAPEZE ITS USA, LLC Novus software support Dec 1 2019 - Nov 20, 2020	21,983.00
102708	12/12/2019	UNIVERSAL FIELD SERVICES, INC.	2,681.08
102709	12/12/2019	VEHICLE TECHNICAL CONSULTANTS, Electric bus build inspection	46,215.00
102710	12/12/2019	WANNAMAHER CONSULTING, INC.	3,040.00
102711	12/19/2019	A-1 AUTO GLASS	250.00
102712	12/19/2019	ACTION FINANCIAL SERVICES	260.92
102713	12/19/2019	AMAL TRANSIT UNION #757 Union dues	15,831.24
102714	12/19/2019	BATTERIES PLUS	1,559.80
102715	12/19/2019	CANNON LAW ASSOCIATES	530.91
102716	12/19/2019	CENTURY LINK	2,726.52
102717	12/19/2019	CHAPTER 13 TRUSTEE	415.39
102718	12/19/2019	CINTAS CORPORATION	1,716.36
102719	12/19/2019	CITY OF EUGENE	4,752.00
102720	12/19/2019	EUGENE WATER & ELECTRIC BOARD	0.00
102721	12/19/2019	EUGENE WATER & ELECTRIC BOARD	8,133.93
102722	12/19/2019	FASTENAL COMPANY	657.61
102723	12/19/2019	ZACHARY FISH	274.50
102724	12/19/2019	LLC FUSSY'S @ VALLEY RIVER PLAZA	85.05
102725	12/19/2019	PHUNG HSIEH	114.15
102726	12/19/2019	INDUSTRIAL FINISHES	170.60
102727	12/19/2019	KAISER BRAKE & ALIGNMENT INC.	143.10
102728	12/19/2019	LANE COUNTY SCHOOL DISTRICT4J SRTS 4J coordinator	26,857.43
102729	12/19/2019	MIDWEST BUS	97.90
102730	12/19/2019	OFFICE DEPOT	191.32
102731	12/19/2019	OREGON DEPARTMENT OF REVENUE	1,120.38
102732	12/19/2019	RG MEDIA COMPANY	235.00
102733	12/19/2019	THOMAS B SCHWETZ	125.50
102734	12/19/2019	SPRINGFIELD UTILITY BOARD	480.39
102735	12/19/2019	STAPLES BUSINESS ADVANTAGE	57.89
102736	12/19/2019	THERMO KING NORTHWEST, INC.	2,824.41
102737	12/19/2019	WILLAMALANE PARK & RECREATION	516.67
102738	12/19/2019	WYATT'S TIRE COMPANY	1,918.50
102739	12/19/2019	XPO LOGISTICS FREIGHT, INC	395.23
102740	12/19/2019	THE AFTERMARKET PARTS COMPANY LLC	0.00
102741	12/19/2019	THE AFTERMARKET PARTS COMPANY LLC	8,373.53
102742	12/19/2019	BEDFORD FALLS, LLC Public relations contractor	10,000.00
102743	12/19/2019	CELTIS VENTURES, INC.	1,222.50
102744	12/19/2019	CENTRO LATINO AMERICANO	499.80
102745	12/19/2019	CHAVES CONSULTING, INC.	370.20
102746	12/19/2019	CUMMINS NORTHWEST, INC.	89.36
102747	12/19/2019	GCAP SERVICES, INC.	332.50
102748	12/19/2019	GILLIG CORPORATION	6,039.74
102749	12/19/2019	GRAINGER INC	1,398.66
102750	12/19/2019	JERRY'S HOME IMPROVEMENT CTR	11.96
102751	12/19/2019	LANE COUNCIL OF GOVERNMENTS Transportation assessments	14,834.48
102752	12/19/2019	LTD & ATU PENSION TRUST	104,465.30
102753	12/19/2019	LTD SALARIED EMP. PENSION PLAN	15,500.89
102754	12/19/2019	MOHAVE AUTO PARTS, INC.	700.83
102755	12/19/2019	MOTION & FLOW CONTROL PRD, INC	629.18
102756	12/19/2019	MUNCIE TRANSIT SUPPLY	1,068.63
102757	12/19/2019	NEOPART TRANSIT LLC	1,678.57
102758	12/19/2019	NORTH COAST ELECTRIC	1,598.20



# Check History Listing

<u>Check #</u>	<u>Date</u>	<u>Vendor</u>	<u>Check Amount</u>
102759	12/19/2019	OXLEY & ASSOCIATES, INC.	5,000.00
102760	12/19/2019	PACIFIC POWER GROUP, LLC	300.98
102761	12/19/2019	ROMAINE ELECTRIC CORP	2,250.50
102762	12/19/2019	SIGN LANGUAGE	1,685.00
102763	12/19/2019	SITECRAFTING, INC.	400.00
102764	12/19/2019	SMITH DAWSON & ANDREWS, INC.	2,500.00
102765	12/19/2019	TAC TRANSPORTATION, INC. Diamond express	16,284.61
102766	12/19/2019	THORP, PURDY, JEWETT, URNESS,	5,137.20
102767	12/19/2019	UNITED WAY OF LANE COUNTY	564.00
102768	12/19/2019	US POSTAL SERVICE	1,973.91
102769	12/27/2019	BATTERIES PLUS	5,274.00
102770	12/27/2019	NEIL M BLICKFELDT	1,060.10
102771	12/27/2019	CINTAS CORPORATION	1,550.50
102772	12/27/2019	CONSOLIDATED SUPPLY CO.	41.46
102773	12/27/2019	CUMMINS-ALLISON CORP	599.00
102774	12/27/2019	FASTENAL COMPANY	184.06
102775	12/27/2019	OIL PRICE INFORMATION SERVICE	268.00
102776	12/27/2019	RECORDXPRESS OF CALIFORNIA,LLC	80.91
102777	12/27/2019	SUNSHINE PLANT CARE	150.00
102778	12/27/2019	TYLER TECHNOLOGIES, INC Annual Eden support through Dec 2020	35,348.01
102779	12/27/2019	VERIZON WIRELESS	7,809.06
102780	12/27/2019	GLORIA, J GALLARDO Grants contractor	10,000.00
102781	12/27/2019	GRAINGER INC	182.16
102782	12/27/2019	JERRY'S HOME IMPROVEMENT CTR	109.40
102783	12/27/2019	JLA PUBLIC INVOLVEMENT	3,118.49
102784	12/27/2019	MOSS ADAMS LLP Audit services	36,000.00
102785	12/27/2019	ROADRUNNER DELIVERY	108.70
102786	12/27/2019	SILKE COMMUNICATIONS SOLUTIONS	2,135.00
102787	12/27/2019	SPRAGUE PEST SOLUTIONS	115.00
102788	12/27/2019	UPWARD, INC.	7,847.00
102789	12/27/2019	WOODBURY ENERGY CO. INC. Diesel	85,146.98
91010120	12/31/2019	BENEFIT PLANS ADMIN SVCS, LLC	31,030.00
92010120	12/31/2019	BENEFIT PLANS ADMIN SVCS, LLC	1,105,889.00
803400414	12/06/2019	VALIC %CHASE BANK OF TEXAS	82,343.71
803416323	12/20/2019	VALIC %CHASE BANK OF TEXAS	78,651.90
804951386	12/20/2019	INTERNAL REVENUE SERVICE-EFTPS	186,172.16
809329408	12/07/2019	OREGON DEPARTMENT OF REVENUE	14.69
815830410	12/02/2019	BANK OF AMERICA	31.48
815830414	12/02/2019	BANK OF AMERICA	1,633.77
815830415	12/02/2019	BANK OF AMERICA	1,713.07
817016832	12/06/2019	OREGON DEPARTMENT OF REVENUE	51,699.20
817502354	12/06/2019	MASS MUTUAL FINANCIAL GROUP	3,455.61
818392117	12/20/2019	MASS MUTUAL FINANCIAL GROUP	3,286.77
844505232	12/06/2019	INTERNAL REVENUE SERVICE-EFTPS	194,372.78
851173339	12/20/2019	OREGON DEPARTMENT OF JUSTICE	1,949.50
851283840	12/06/2019	OREGON DEPARTMENT OF JUSTICE	1,949.50
882628406	12/07/2019	INTERNAL REVENUE SERVICE-EFTPS	60.90
897271296	12/20/2019	OREGON DEPARTMENT OF REVENUE	49,641.79
<b>210 Checks</b>			<b>\$4,961,447.54</b>

## LANE TRANSIT DISTRICT

### November 2019 Performance Report

Performance Measure	Prior			Current			Previous		
	Current Month	Year's Month	% Change	Current Y-T-D	Previous Y-T-D	% Change	Current 12 Month	Prior 12 Month	% Change
<b>Fixed Route Service</b>									
Passenger Boardings	<b>873,353</b>	875,406	-0.2%	<b>4,141,609</b>	4,177,734	-0.9%	<b>9,887,646</b>	10,271,577	-3.7%
Mobility Assisted Riders	<b>12,478</b>	13,465	-7.3%	<b>65,841</b>	70,902	-7.1%	<b>150,434</b>	157,905	-4.7%
<u>Average Passenger Boardings:</u>									
Weekday	<b>37,062</b>	36,510	+1.5%	<b>32,555</b>	32,808	-0.8%	<b>33,056</b>	33,918	-2.5%
Saturday	<b>19,743</b>	19,250	+2.6%	<b>18,547</b>	18,859	-1.7%	<b>17,874</b>	18,705	-4.4%
Sunday	<b>12,681</b>	12,240	+3.6%	<b>11,705</b>	11,860	-1.3%	<b>11,734</b>	11,817	-0.7%
Monthly Revenue Hours	<b>23,047</b>	23,161	-0.5%	<b>120,102</b>	122,427	-1.9%	<b>281,510</b>	296,852	-5.2%
Boardings Per Revenue Hour	<b>37.9</b>	37.8	+0.3%	<b>34.48</b>	34.12	+1.1%	<b>35.12</b>	34.60	+1.5%
Weekly Revenue Hours	<b>5,378</b>	5,591	-3.8%	<b>5,530</b>	5,636	-1.9%	<b>5,425</b>	5,740	-5.5%
Weekdays	<b>20</b>	20		<b>106</b>	107		<b>250</b>	255	
Saturdays	<b>6</b>	5		<b>23</b>	23		<b>54</b>	54	
Sundays	<b>4</b>	4		<b>23</b>	22		<b>59</b>	53	

#### Passenger Revenues & Sales

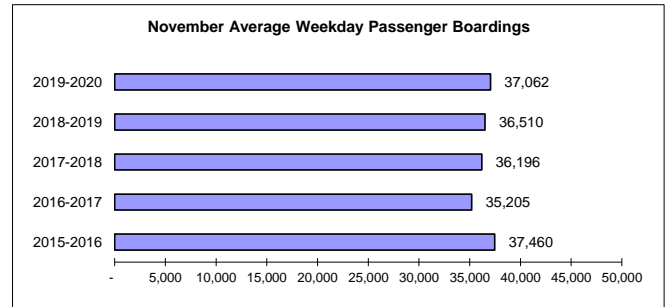
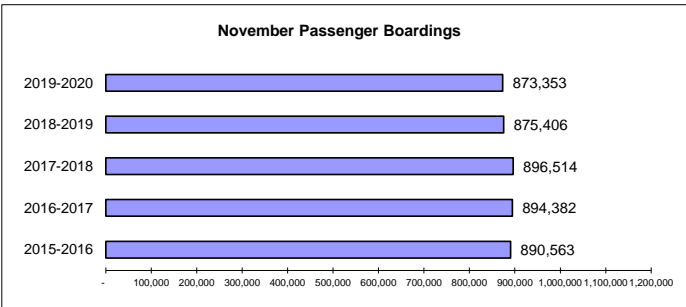
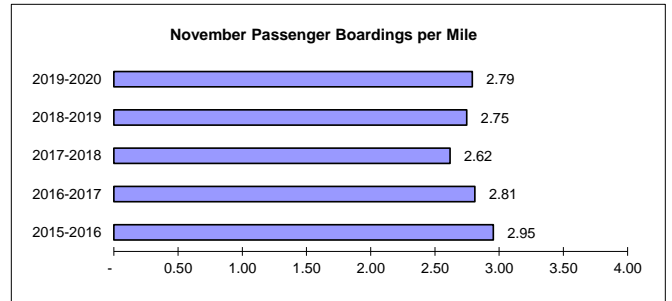
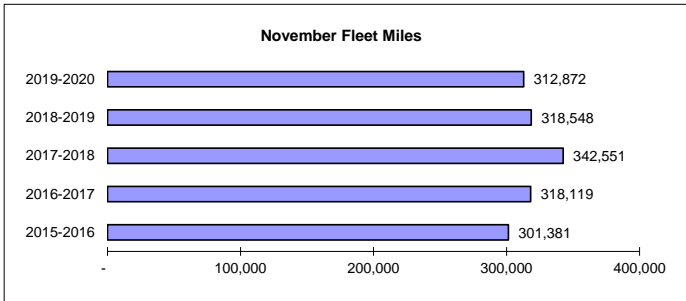
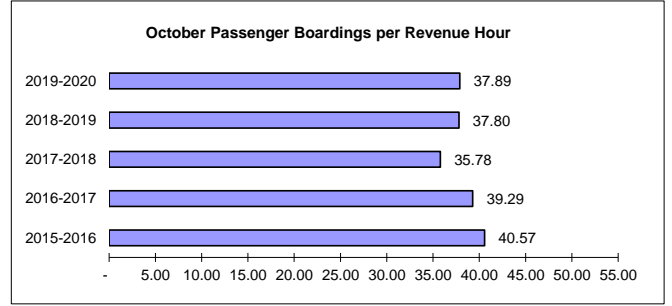
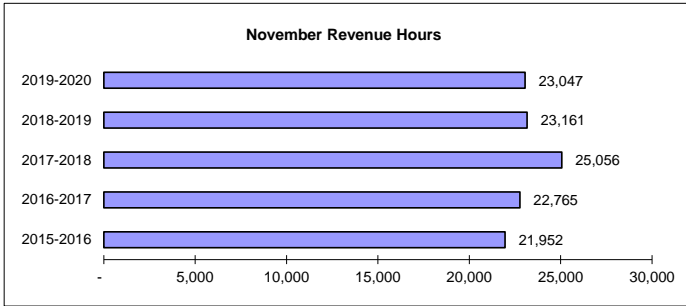
Passenger revenues will be presented in the finance report.

#### Fleet Services

Fleet Miles	<b>312,872</b>	318,548	-1.8%	<b>1,635,443</b>	1,665,717	-1.8%	<b>3,866,238</b>	4,078,566	-5.2%
Average Passenger Boardings/Mile	<b>2.79</b>	2.75	+1.6%	<b>2.53</b>	2.51	+1.0%	<b>2.56</b>	2.52	+1.5%
Fuel Cost	<b>\$199,495</b>	\$190,415	+4.8%	<b>\$943,071</b>	\$1,047,100	-9.9%	<b>\$2,152,325</b>	\$2,444,715	-12.0%
Fuel Cost Per Mile	<b>\$0.638</b>	\$0.598	+6.7%	<b>\$0.577</b>	\$0.629	-8.3%	<b>\$0.557</b>	\$0.599	-7.1%
Repair Costs	<b>\$229,545</b>	\$327,734	-30.0%	<b>\$1,553,433</b>	\$1,390,327	+11.7%	<b>\$3,715,465</b>	\$3,709,083	+0.2%
Total Repair Cost Per Mile	<b>\$0.734</b>	\$1.029	-28.7%	<b>\$0.950</b>	\$0.835	+13.8%	<b>\$0.961</b>	\$0.909	+5.7%
Preventive Maintenance Costs	<b>\$31,966</b>	\$40,958	-22.0%	<b>\$188,386</b>	\$186,444	+1.0%	<b>\$436,374</b>	\$459,026	-4.9%
Total PM Cost Per Mile	<b>\$0.102</b>	\$0.129	-20.5%	<b>\$0.115</b>	\$0.112	+2.9%	<b>\$0.113</b>	\$0.113	+0.3%
Mechanical Road Calls	<b>25</b>	34	-26.5%	<b>155</b>	192	-19.3%	<b>381</b>	469	-18.8%
Miles/Mech. Road Call	<b>12,515</b>	9,369	+33.6%	<b>10,551</b>	8,676	+21.6%	<b>10,148</b>	8,696	+16.7%

#### Medical Transportation Management

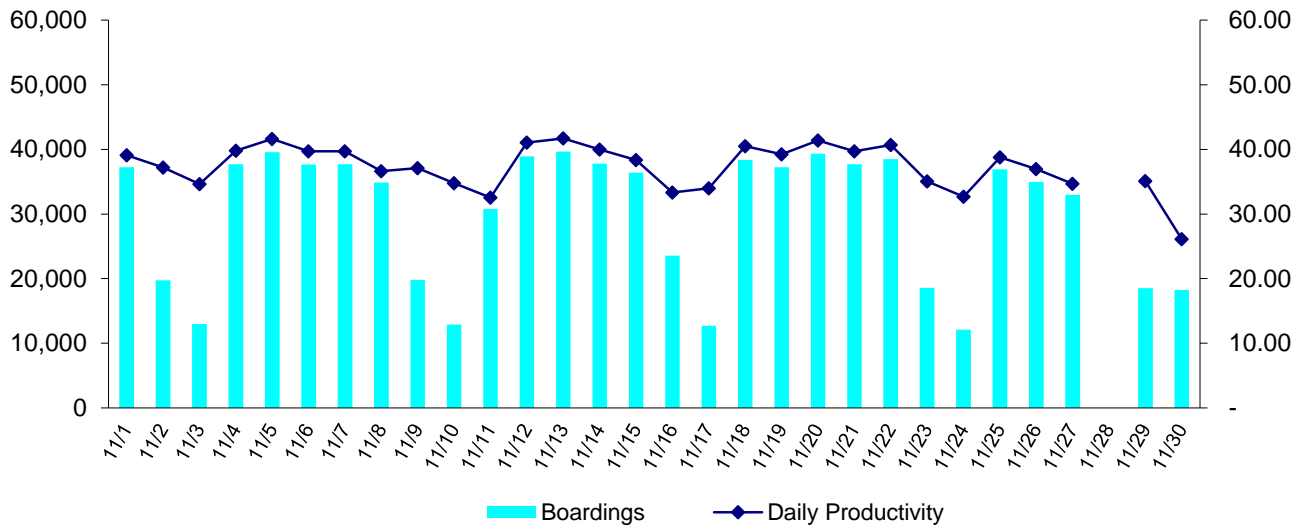
MTM Rides	<b>11,237</b>	13,156	-14.6%	<b>64,093</b>	65,768	-2.5%	<b>158,561</b>	158,982	-0.3%
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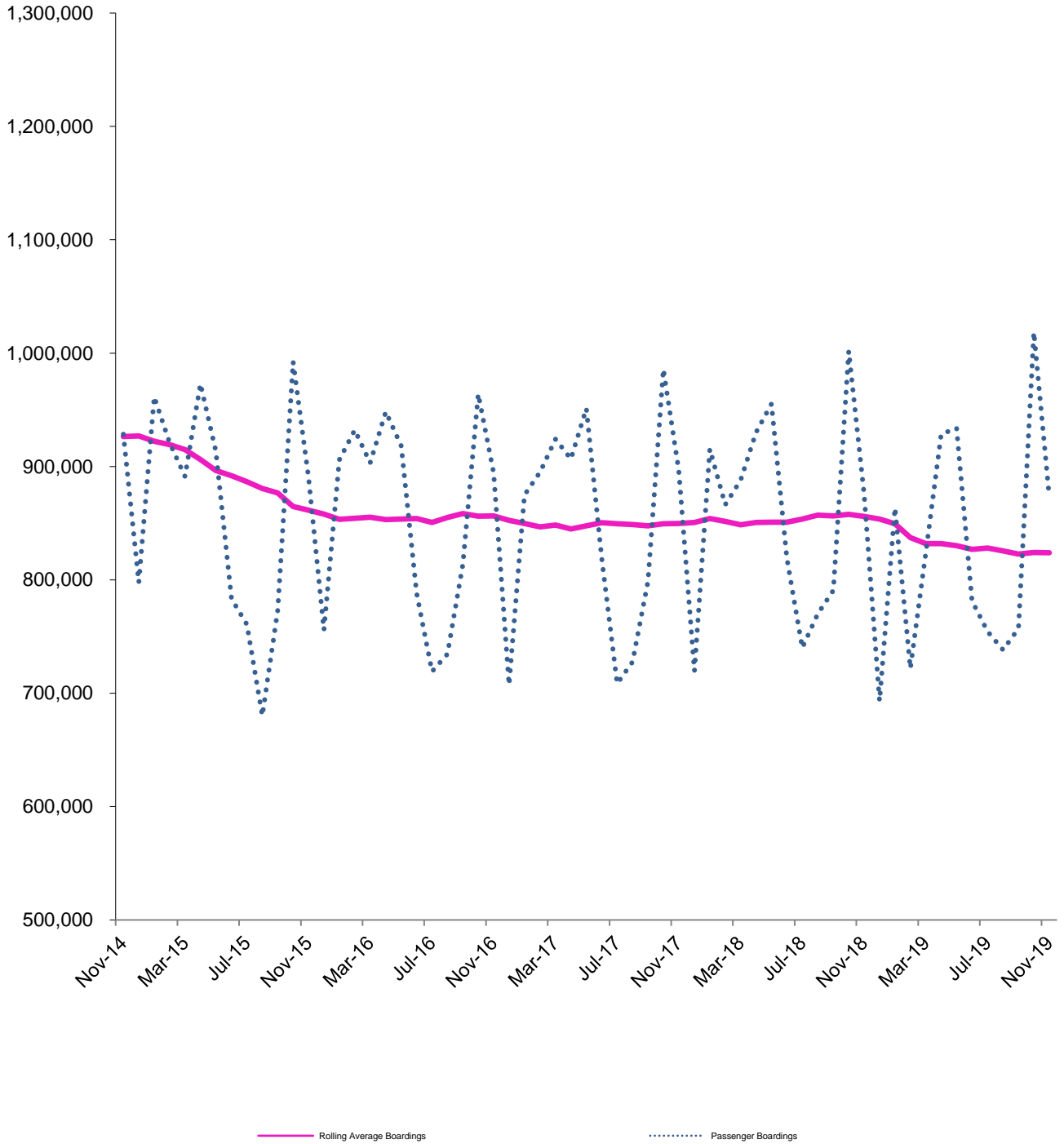
## Daily Ridership Recap November 2019

Date	Day	Service	Boardings	Mobility	Revenue	Daily
				Assisted Boardings	Hours	Productivity
11/1/2019	Friday	Weekday	37,259	709	953	39.10
11/2/2019	Saturday	Saturday	19,745	371	531	37.18
11/3/2019	Sunday	Sunday	12,983	287	375	34.62
11/4/2019	Monday	Weekday	37,709	519	948	39.78
11/5/2019	Tuesday	Weekday	39,563	491	951	41.60
11/6/2019	Wednesday	Weekday	37,654	481	948	39.72
11/7/2019	Thursday	Weekday	37,692	518	949	39.72
11/8/2019	Friday	Weekday	34,855	594	952	36.61
11/9/2019	Saturday	Saturday	19,786	326	533	37.12
11/10/2019	Sunday	Sunday	12,906	245	371	34.79
11/11/2019	Monday	Weekday	30,783	552	946	32.54
11/12/2019	Tuesday	Weekday	38,905	492	948	41.04
11/13/2019	Wednesday	Weekday	39,650	454	951	41.69
11/14/2019	Thursday	Weekday	37,786	471	945	39.99
11/15/2019	Friday	Weekday	36,392	498	949	38.35
11/16/2019	Saturday	Saturday	23,557	405	707	33.34
11/17/2019	Sunday	Sunday	12,709	211	374	33.98
11/18/2019	Monday	Weekday	38,336	513	947	40.48
11/19/2019	Tuesday	Weekday	37,223	423	948	39.26
11/20/2019	Wednesday	Weekday	39,346	446	951	41.37
11/21/2019	Thursday	Weekday	37,697	456	949	39.72
11/22/2019	Friday	Weekday	38,503	528	946	40.70
11/23/2019	Saturday	Saturday	18,587	321	530	35.07
11/24/2019	Sunday	Sunday	12,126	224	371	32.68
11/25/2019	Monday	Weekday	36,932	496	952	38.79
11/26/2019	Tuesday	Weekday	34,950	353	945	36.98
11/27/2019	Wednesday	Weekday	32,935	377	950	34.67
11/28/2019	Thursday	Weekday				
11/29/2019	Friday	Saturday	18,527	423	528	35.09
11/30/2019	Saturday	Saturday	18,257	294	699	26.10
<b>Totals</b>			<b>873,353</b>	<b>12,478</b>	<b>23,047</b>	<b>37.89</b>



# LANE TRANSIT DISTRICT

## Five Year History of Passenger Boardings





## OFFICE OF THE GENERAL MANAGER

*Aurora Jackson, General Manager*

### **EXECUTIVE OFFICE**

#### **Springfield Area Chamber of Commerce**

Beginning in January 2020, the general manager, Aurora (A.J.) Jackson will join the Springfield Area Chamber of Commerce's Board of Directors. Ms. Jackson accepted the invitation to join the Springfield Chamber after LTD's Director of Specialized and Customer Services, Cosette Rees stepped down after many years of service. Ms. Jackson is excited about supporting the business community and the chamber's mission, "Foster a prosperous community by strengthening, representing, and promoting business".

### **MARKETING AND COMMUNICATIONS**

*Theresa Brand, Marketing and Communications Manager*

#### **January 2020**

The Marketing Team has been working on a number of initiatives over the last month including detail work on the new TouchPass program, launch of student transit pass, preparing for Winter Bid and working on Fleet Graphic style sheets in collaboration with a vendor. The design style sheets will enable all new and current LTD busses in the Fleet to have the same branding-style designs. It is estimated that the conversion of the fleet will happen over the course of the balance of the year (through December of 2020.)

#### **Public Engagement/Outreach/Participation/Partnerships**

- In December, LTD provided 350 day pass coupons to two holiday events that focused on the unhoused; one in Eugene and one in Springfield.
- LTD continues to provide free transportation to any person who is traveling to an Egan Warming Center. Also, on the day after the shelters have been activated, the volunteers at the shelter hands out Day Pass Vouchers to the guests good for a Day Pass that day.

#### **TouchPass**

- Staff successfully integrated more than 130 Group Pass, Non-Profits and Pass Sales groups into the TouchPass system by January 1. This involved new agreements, setting up user accounts, creation of user manuals, setting procedures, providing one on one training, and distribution of tap cards.
- Staff held three events in Cottage Grove to provide access for Half-Fare rider to pick up their new TouchPass card, and to encourage new honored Riders. Over the course of three events, 84 residents came to get their TouchPass cards, 46 of which were new Honored Riders.
- As of January 1, there are 3,904 Mobile Accounts and 7,774 Card Accounts.

#### **Student Transit Pass**

- Staff assisted Bethel School District launch the Student Transit Pass at Kalapuya and Willamette High School. At just 4 events at Willamette high School, more than 600 students waited in line to receive their new Student Transit Pass, using either the mobile app or tap card.
- Staff if working with both Bethel and 4J will be launching the new pass within middle schools after the first of the year and will continue to work with integrating other school districts.

#### **LTD Website Analytics for November 30 – December 29**

- Users = 33,296

- Mobile Users = 76% access by mobile phone or tablets
- Desktop/Laptop User = 24%
- Page views = 242,177

**Facebook Analytics for November 30 – December 29**

- Daily Reach = 21,914
- Engaged users (unique) = 2,560
- Impressions = 29,295
- Total Page Followers = 5,193
- Total Likes = 4,989

**PLANNING AND DEVELOPMENT**

*Tom Schwetz, Director of Planning and development*

There is no report this month.

**SERVICE DELIVERY & ADMINISTRATION**

*Mark Johnson, Assistant General Manager*

**FINANCE**

*Christina Shew, Director of Finance*

There is no report this month.

**BUSINESS SERVICES**

*Collina Beard, Director of Business Services*

There is no report this month.

**INFORMATION TECHNOLOGY**

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

There is no report this month.

**HUMAN RESOURCES**

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

There is no report this month.

**ACCESSIBLE AND CUSTOMER SERVICE**

*Cosette Rees, Director of Customer & Specialized Services*

**Point2point (P2p)**

*Theresa Brand, Transportation Options Manager*

**Congestion Mitigation**

Staff are working proactively with ODOT to plan transportation options outreach for construction mitigation before, during, and after the early 2020 I-105 Delta Ramp Closure. This outreach will primarily target the residents and

employers in the neighborhoods most directly impacted by the closure (Northeast Neighbors, Cal Young Neighborhood Association, and Goodpasture Island Neighbors), but will also include communication with our regional audience.

Point2point staff are planning transportation options outreach to apartment complex and mobile home residents in the Gateway area which will occur over the next few months. Staff are currently preparing materials for outreach and will begin contacting complex managers next month.

**West Eugene EmX Corridor Outreach**

Staff continued efforts to promote the use of transportation options along the West Eugene EmX Corridor. These efforts have included a targeted campaign in the Jefferson Westside Neighborhood (JWN), Whitaker Community (WC), Far West Neighborhood (FWN) and West Eugene Community (WEC) encouraging residents and employees to enroll in the new *Get There* platform and explore their transportation options. Together these four neighborhood networks had 119 members at the end of December, which includes both those added automatically using new geo-fencing feature and those who opted-in.

Outreach in December included an event at the Fred Meyer on West 11<sup>th</sup> Avenue promoting the Seneca Park & Ride and providing safety information and materials to 67 Fred Meyer customers.

December also marked the launch of the individualized marketing campaign to residents of the JWN. 3,849 households were sent the first 2 of 3 postcards promoting their neighborhood Get There network and the availability of customized transportation options resource packets. P2p staff have been working to fulfill and deliver these packets to JWN residents by foot and by bike (39 so far).

Staff also worked in December to begin contacting existing ERH employers in the JWN, and affordable housing units in the FWN, to notify them of the benefits available to employees/residents via the Get There platform.

Planning and preparation for further outreach to the JWN, FWN, WEC, and employers along the West Eugene EmX Corridor continues and will be implemented over the next six months.

**Employer Programs**

Staff will continue to promote and evaluate the revised ETC toolkit to area employers over the next 6 months.

**Get There**

*November*

Measure	Current Month	Prior Year's Month	Current YTD	Previous YTD
New Users	25	15	589	438
Non SOV Miles Reported	1,261	19,506	194,297	324,197
Non SOV Trips Reported	1,136	1,280	17,711	28,912
CO2 Savings (pounds)	6,631	14,280	109,627	237,959

*December*

Measure	Current Month	Prior Year's Month	Current YTD	Previous YTD
New Users	57	6	646	444
Non SOV Miles Reported	5,253	10,904	199,550	335,101
Non SOV Trips Reported	703	663	18,414	246,288
CO2 Savings (pounds)	3,255	8,329	112,882	246,288

**Vanpool**

*Statistics for October 2019*

Measure	Current Month	Prior Year's Month	Current YTD	Previous YTD
# of Vanpools	16	15	16	15
# of Riders	152	133	153	133
Utilization Rate	57%	N/A	56%	N/A
Passenger Boardings	4,142	3,825	15,046	14,023
Total Passenger Miles	220,125	216,676	818,210	804,878
CO2 Reduced	133,836	131,739	497,472	489,366

*Statistics for November 2019 (vanpool reporting experiences a 30 day lag)*

Measure	Current Month	Prior Year's Month	Current YTD	Previous YTD
# of Vanpools	16	15	16	15
# of Riders	150	141	153	141
Utilization Rate	54%	N/A	56%	N/A
Passenger Boardings	3,160	3,090	18,206	17,113
Total Passenger Miles	163,970	172,347	982,180	977,225
CO2 Reduced	99,694	104,787	597,165	594,153

**Business Commute Challenge (BCC)**

- The BCC 6-month follow up survey was administered during the month of December. A total of 400 individuals took the survey. Staff will compile the data in January and anticipate the final report being completed in February.
- Point2point has received a new Innovation Grant (IG-2) from ODOT to test out behavior change messaging and prompts and have identified the use of the Business Commute Challenge as the test case for this pilot work which will occur between now through August 2021, led by Cody Franz and Julia Woolley from the P2p Team and Alta Planning and Design.

**School Programs – SRTS Outreach Programs**

- Following the recent Advisory Committee Meeting on December 4, the Regional SRTS Coordinator has taken recommendations to refine a template for the annual SRTS report. The report will include snapshots of various aspects of the SRTS program and provide a program summary for program partners.
- Following the conclusion of the October Walk+Roll Challenge and the holiday season, the Regional SRTS team will be looking to begin the planning process for the May Walk and Roll Challenge.

**Outreach & Education**

Point2point Staff conducted outreach and shared transportation information at the following community event:

Date	Event	# of Participants
12/7/2019	Tabling at W 11 <sup>th</sup> Fred Meyer	67
<b>Total</b>		67

**FACILITIES**

*Joe McCormack, Director of Facilities*

**Santa Clara Transit Station**

LTD received NEPA approval just before Thanksgiving. We submitted for building permits on December 20, 2019. On January 6, 2020, we will start the construction solicitation. Final bids will be due February 5, 2020, and at that time we will announce the apparent low bidder. Construction is on schedule to start April 2020.

**McVay EmX Stations**

The McVay EmX Stations opened for revenue service on December 15, 2019.

**MAINTENANCE**

*Matt Imlach, Director of Maintenance*

There is no report this month.

**TRANSIT OPERATIONS**

*Jake McCallum, Director of Operations*

There is no report this month.

**Public Safety & System Security**

*Frank Wilson, Public Safety & System Security Manager*

There is 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
<b>January 15 - Regular Board Meeting</b> Materials Deadline: December 25			<b>Time (minutes)</b>	<b>CANCELED: January 15 Board Work Session</b> Materials Deadline: December 25			<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 December 18, 2019, Board Retreat</i>	Camille Gandolfi					
2	<i>Minutes from the December 18, 2019, Special Board Meeting</i>	Camille Gandolfi					
3	<i>Delegated Authority Report – December</i>	Collina Beard					
4	<i>Board Member Expense Report</i>	Camille Gandolfi					
5	<i>Green Lane Corner Property Purchase</i>	Kristin & Joe					
Board Member Committee Assignments		Camille Gandolfi	10				
PTASP		David L.	15				
<u>Items for Information/Discussion:</u>							
<u>Written Reports:</u>							
Monthly Finance Report		Christina Shew					
Monthly Cash Disbursements		Christina Shew					
Monthly Performance Reports							
Monthly Department Reports							
Annual Safety Resolution Update		AJ					
<u>Executive Session:</u>							
		<b>TOTAL TIME</b>	60			<b>TOTAL TIME</b>	0
<b>February 19 - Regular Board Meeting</b> Materials Deadline: January 29			<b>Time (minutes)</b>	<b>TENTATIVE: February 19 Work Session</b> Materials Deadline: January 29			<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>TOTAL TIME</b>	0
<b>Consent Calendar:</b>			5				
1	<i>Minutes from the January 16, 2018, Special Board Meeting/Work Session</i>	Camille Gandolfi					
2	<i>Minutes from the January 16, 2018, Regular Board Meeting</i>	Camille Gandolfi					
3	<i>Delegated Authority Report – January</i>	Collina Beard					
4	<i>Public Meeting Audio Streaming</i>	Camille Gandolfi					
5	MTM - CCO Part 2	Kris Lyon	15				





## Board Meeting Annual Working Agenda

Regular/Special Board Meetings				Board Work Sessions			
Topic	Notes	Presenter	Agenda Time	Topic	Notes	Presenter	Agenda Time
6	Santa Clara Transit Station E-Locker	Cosette Rees					
	Adoption: CAFR/Audit Results	Christina Shew	25				
	Finance Committee Recommendation: Change of finance committee name and development of financial strategy by Budget Committee	Collina Beard	10				
	Strategic Business Plan - Why Statement	Tom Schwetz/ Jennifer	30				
	Electric Bus	Matt	20				
	Public Records Policy	Camille Gandolfi	5				
<u>Items for Information/Discussion:</u>							
<u>Written Reports:</u>							
	Monthly Finance Report	Christina Shew					
	Monthly Cash Disbursements	Christina Shew					
	Monthly Performance Reports						
<b>Monthly Department Reports</b>							
	TouchPass & Fare Update	Charlie					
	2021 Plans - BD Member Request						
<u>Executive Session:</u>							
		<b>TOTAL TIME</b>	140			<b>TOTAL TIME</b>	0
<b>March 18 - Regular Board Meeting</b> Materials Deadline: February 26			<b>Time (minutes)</b>	<b>TENTATIVE: March 18 Work Session</b> Materials Deadline: February 26			<b>Time (minutes)</b>
	Introductory Items		15	American Bus Benchmarking (ABBG)		Mark Johnson	60
	Employee of the Month	Board President	5	Transit Tomorrow		Tom Schwetz	60
	Public Hearing:						
	Board Member Reports	Camille Gandolfi	10				
<u>Items for Action:</u>							
<b>Consent Calendar:</b>							
		5					
1	Minutes from the February 20, 2018, Special Board Meeting/Work Session	Camille Gandolfi					
2	Minutes from the February 20, 2018, Regular Board Meeting	Camille Gandolfi					
3	Delegated Authority Report – February	Collina Beard					
4	Budget Committee Member Appointment	Camille Gandolfi					
5	WEE property & franchise fees	AJ					
	Transit Tomorrow - Update	Tom Schwetz	30				
	SCTS - Construction Contract	Randi					
<u>Items for Information/Discussion:</u>							



## Board Meeting Annual Working Agenda

Regular/Special Board Meetings				Board Work Sessions			
Topic	Notes	Presenter	Agenda Time	Topic	Notes	Presenter	Agenda Time
Results of 2019 Origin-Destination Study	Could be Worksession Item	Bret Smith and LCOG Staff	30				
<b>Written Reports:</b>							
Monthly Financial Report - Verbal & Written		Christina Shew					
Monthly Cash Disbursements		Christina Shew					
Quarterly Grant Report		Christina Shew					
Monthly Performance Reports							
<b>Monthly Department Reports</b>							
<b>Executive Session:</b>							
		<b>TOTAL TIME</b>	95			<b>TOTAL TIME</b>	120
<b>April 15 - Regular Board Meeting</b> Materials Deadline: March 25			<b>Time (minutes)</b>	<b>TENTATIVE: April 15 Work Session</b> Materials Deadline: March 25			<b>Time (minutes)</b>
Introductory Items			15				
Employee of the Month		Board President	5				
Public Hearing: FY 19-20 Proposed Budget		Christina Shew	15				
Board Member Reports		Camille Gandolfi	10				
<b>Items for Action:</b>							
<b>Consent Calendar:</b>			5				
1	<i>Minutes from the March 18, 2019, Board Work Session</i>	Camille Gandolfi					
2	<i>Minutes from the March 20, 2019, Regular Board Meeting</i>	Camille Gandolfi					
3	<i>Delegated Authority Report – March</i>	Collina Beard					
Declare Garfield Property as surplus		Randi & Kristin	10				
Mobility on Demand Pilots	Decision	John Ahlen	30				
<b>Items for Information/Discussion:</b>							
Lane Coordinated Plan		Kris Lyon	10				
<b>Written Reports:</b>							
Monthly Financial Report		Christina Shew					
Monthly Cash Disbursements		Christina Shew					
Monthly Performance Reports							
<b>Monthly Department Reports</b>							
<b>Executive Session:</b>							



## Board Meeting Annual Working Agenda

Regular/Special Board Meetings				Board Work Sessions			
Topic	Notes	Presenter	Agenda Time	Topic	Notes	Presenter	Agenda Time
		<b>TOTAL TIME</b>	100			<b>TOTAL TIME</b>	0
<b>May 20 - Regular Board Meeting</b> Materials Deadline: May 29			<b>Time (minutes)</b>	<b>TENTATIVE: May 20 Work Session</b> Materials Deadline: May 29			<b>Time (minutes)</b>
Introductory Items			15				
Employee of the Month		Board President	5				
Public Hearing:				<b>TOTAL TIME (60 - 120 minute max)</b>			0
Board Member Reports		Camille Gandolfi	10				
<b>Items for Action:</b>							
<b>Consent Calendar:</b>				5			
1	Minutes from the April 17, 2019, Board Work Session	Camille Gandolfi					
2	Minutes from the April 17, 2019, Regular Board Meeting	Camille Gandolfi					
3	Delegated Authority Report – April	Collina Beard					
4	Green Lane Corner Property Construction Contract	Randi					
5	5310 Program Management Plan	Cosette Rees					
6							
Adoption: Proposed Budget		Christina Shew	10				
Public Hearing-Transit Tomorrow		Tom Schwetz	45				
<b>Items for Information/Discussion:</b>							
Legislative Update		Aurora Jackson	10				
<b>Written Reports:</b>							
Monthly Financial Report		Christina Shew					
Monthly Cash Disbursements		Christina Shew					
Monthly Performance Reports							
Monthly Department Reports							
<b>Executive Session:</b>							
		<b>TOTAL TIME (120 minute max)</b>	100				
<b>June 17 Regular Board Meeting</b> Materials Deadline: May 27			<b>Time (minutes)</b>	<b>TENTATIVE: June 17 Work Session</b> Materials Deadline: May 27			<b>Time (minutes)</b>
Introductory Items			15				
Employee of the Month		Board President	5				
Public Hearing:				<b>TOTAL TIME (60 - 120 minute max)</b>			0
Board Member Reports		Camille Gandolfi	10				



# Board Meeting Annual Working Agenda

Regular/Special Board Meetings				Board Work Sessions			
Topic	Notes	Presenter	Agenda Time	Topic	Notes	Presenter	Agenda Time
<b>Items for Action:</b>							
<b>Consent Calendar:</b>							
			5				
1	<i>Minutes from the May 15, 2019, Board Work Session</i>	Camille Gandolfi					
2	<i>Minutes from the May 15, 2019, Regular Board Meeting</i>	Camille Gandolfi					
3	<i>Delegated Authority Report – May</i>	Collina Beard					
5	<i>Adoption: District Boundary Renewal &amp; Special District Designation</i>	Camille Gandolfi					
6	<i>Transit Tomorrow</i>	Cosette Rees	30				
7	<i>MOD Software Contract</i>	John Ahlen					
8							
9							
10							
<b>Items for Information/Discussion:</b>							
<b>Written Reports:</b>							
Monthly Financial Report - Verbal & Written		Christina Shew					
Monthly Cash Disbursements		Christina Shew					
Quarterly Grant Report		Christina Shew					
Monthly Performance Reports							
<b>Monthly Department Reports</b>							
<b>Executive (non-public) Session:</b>							
<b>TOTAL TIME (120 minute max)</b>			65				
<b>July 15 - Regular Board Meeting</b> <b>Materials Deadline: June 24</b>			<b>Time (minutes)</b>	<b>TENTATIVE: July 15 Board Work Session</b> <b>Materials Deadline: June 24</b>			<b>Time (minutes)</b>
Introductory Items			15				
Employee of the Month		Board President	5				
Public Hearing: None							
Board Member Reports		Camille Gandolfi	10				
<b>Items for Action:</b>							
<b>Consent Calendar:</b>							
			5				
1	<i>Minutes from the June 19, 2019, Regular Board Meeting</i>	Camille Gandolfi					
2	<i>Delegated Authority Report – June</i>	Collina Beard					
3							
4							





# Board Meeting Annual Working Agenda

Regular/Special Board Meetings				Board Work Sessions			
Topic	Notes	Presenter	Agenda Time	Topic	Notes	Presenter	Agenda Time
<u>Executive Session:</u>							
			<b>TOTAL TIME (120 minute max)</b>				<b>TOTAL TIME (60 - 120 minute max)</b>
<b>September 16 - Regular Board Meeting</b>			<b>Time (minutes)</b>	<b>TENTATIVE: September 16 - Board Work Session</b>			<b>Time (minutes)</b>
<b>Materials Deadline :August 26</b>				<b>Materials Deadline :August 26</b>			
Introductory Items			15				
Employee of the Month		Board President	5				
Public Hearing: None							
Board Member Reports		Camille Gandolfi	5				
<u>Items for Action:</u>							
<b>Consent Calendar:</b>			5				
1	Minutes from the August 21, 2018, Regular Board Meeting						
2	Delegated Authority Report – August						
3							
4	Drug & Alcohol Policy Revision	David Collier					
<u>Items for Information/Discussion:</u>							
<u>Written Reports:</u>							
Monthly Financial Report - Verbal & Monthly Cash Disbursements		Christina Srinew					
Quarterly Grant Report		Christina Srinew					
Monthly Performance Reports		Hart Migdal					
<b>Monthly Department Reports</b>							
<u>Executive Session:</u>							
			<b>TOTAL TIME (120 minute max)</b>				<b>TOTAL TIME (60 - 120 minute max)</b>
<b>October 21 - Regular Board Meeting</b>			<b>Time (minutes)</b>	<b>TENTATIVE: October 21 Board Work Session</b>			<b>Time (minutes)</b>
<b>Materials Deadline: September 30</b>				<b>Materials Deadline: September 30</b>			
Introductory Items			15				
Employee of the Month		Board President	5				
Public Hearing:			10				
Board Member Reports		Camille Gandolfi	10				
<u>Items for Action:</u>							
<b>Consent Calendar:</b>			5				



# Board Meeting Annual Working Agenda

Regular/Special Board Meetings				Board Work Sessions			
Topic	Notes	Presenter	Agenda Time	Topic	Notes	Presenter	Agenda Time
1	Minutes from the September 16, 2019, Board Work Session	Camille Gandolfi					
1	Minutes from the September 18, 2019, Regular Board Meeting	Camille Gandolfi					
1	Delegated Authority Report – September	Collina Beard					
1							
1							
1							
<u>Items for Information/Discussion:</u>							
<u>Written Reports:</u>							
	Monthly Financial Report	Christina Show					
	Monthly Cash Disbursements	Christina Show					
	Monthly Performance Reports						
	<b>Monthly Department Reports</b>						
<u>Executive Session:</u>							
<b>TOTAL TIME (120 minute max)</b>			45	<b>TOTAL TIME (60 - 120 minute max)</b>			0
<b>November 18 - Regular Board Meeting</b>			<b>Time (minutes)</b>	<b>TENTATIVE: November 18 Work Session</b>			<b>Time (minutes)</b>
<b>Materials Deadline: October 28</b>				<b>Materials Deadline: October 28</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	Minutes from the October 16, 2019, Regular Board Meeting	Camille Gandolfi					
2	Delegated Authority Report – October	Collina Beard					
3							
4							
5							
<u>Items for Information/Discussion:</u>							



# Board Meeting Annual Working Agenda

Regular/Special Board Meetings				Board Work Sessions			
Topic	Notes	Presenter	Agenda Time	Topic	Notes	Presenter	Agenda Time
<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>			35	<b>TOTAL TIME (60 - 120 minute max)</b>			0
<b>December 16 - Regular Board Meeting</b>			<b>Time (minutes)</b>	<b>TENTATIVE: December 16 Work Session</b>			<b>Time (minutes)</b>
<b>Materials Deadline: November 25</b>				<b>Materials Deadline: November 25</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							
Adoption: Board Committee Assignments		Director Yeh	5				
<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>			40	<b>TOTAL TIME (60 - 120 minute max)</b>			0



# AUDIENCE PARTICIPATION SIGN-UP SHEET – LTD REGULAR BOARD MEETING

Date: January 15, 2020

**Note: Please note that your verbal testimony is limited to three (3) minutes. If you wish to present written materials, please furnish at least one copy to the Clerk of the Board/Recording Secretary for the official record.**

NAME	CITY OF RESIDENCE	GROUP / REPRESENTING	TOPIC
John Q Murray	Eugene	(Self)	Expanding service / Transit Tomorrow
Karen Austin	Eugene	Self	Transit Tomorrow
Carolyn Partridge	Eugene	future generations	Transit Tomorrow
Christie Ribaud	Eugene	self	Transit Tomorrow
Katanna Jones	Eugene	self	Transit Tomorrow
Rodin Blangarden	Eug.	self	Transit Tom.
Linda Heyl	Eug	self	Transit Tom.
Rachel Anderson	Eugene	self	transit tomorrow
Jack Taylor	Eugene	self	Transit Tom.
Linda Duggan	Eugene		Transit Tomorrow

\* This document is a public record subject to disclosure under the Oregon Public Records Law.

# AUDIENCE PARTICIPATION SIGN-UP SHEET – LTD REGULAR BOARD MEETING

Date: January 15, 2020

*Note: Please note that your verbal testimony is limited to three (3) minutes. If you wish to present written materials, please furnish at least one copy to the Clerk of the Board/Recording Secretary for the official record.*

NAME	CITY OF RESIDENCE	GROUP / REPRESENTING	TOPIC
Rob Zuk	Eugene	DEST	Transit Tomorrow
John Lepinski	Eugene	Southeast	Transit tomorrow
Jerry Par	Eugene		TT
Harriet Beh	Eugene		TT

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**Board of Directors**

Jon Belcher  
Michael DeLuise  
Tiffany Edwards  
Mike Eyster  
Kevin Gilbride  
Sophie McGinley  
Michele O'Leary  
Bob Passaro  
Brett Rowlett  
Rob Zako

**Board of Advisors**

John Allcott  
Susan Ban  
Bob Beals  
Terry Beyer  
Alexis Biddle  
Shawn Boles  
Julie Daniel  
Rick Duncan  
Tim Duy  
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Kari Turner  
Jenny Ulum  
Carmen Urbina  
Stefano Viggiano  
Sue Wolling

March 13, 2019

**From:** Better Eugene-Springfield Transportation

**To:** Lane Transit Direct Board of Directors

**Re:** Recommendations on Transit Tomorrow and developing a business plan

## Executive Summary

Lane Transit District's business (*WHAT*) is helping people get places in order to (*WHY*) advance a triple bottom line of economy, environment and social equity.

From an economic perspective, LTD should increase ridership to limit traffic congestion as the population grows, to support mixed-use development along major corridors, and to reduce the amount of land needed for parking. From an environmental perspective, LTD should increase ridership to lower the area's greenhouse gas emissions, by one estimate to almost three times today's level by the year 2035. Alas, the majority of the population who can drive aren't likely to ride the bus if it is inconvenient and takes too long. From a social equity perspective, people lacking other transportation options aren't happy with second-class service but desire something approaching the convenience and speed of driving.

In particular, except for people of severely limited means — for whom LTD is proposing to use some State Transportation Improvement Fund monies to double the number of low-income passes available and to bring back free youth passes — most riders would rather pay current fares to support more and better service than see discounted fares for less and worse service.

But even if LTD uses all available STIF monies to add service, it won't have enough resources to provide good service to people in all places at all times. Whatever LTD decides to do, there will be winners and losers. Focus is about saying no.

BEST recommends that LTD's top priority — its natural core business that it does not compromise — is providing frequent service along major high-demand corridors during weekdays (Frequent Transit Network) in order to provide convenient and fast options to people within reasonable walking distance.

BEST recommends that LTD's second priority is to extend this frequent service as much as feasible to evenings and weekends, using a social equity lens to determine what service will best allow more low-income households to avoid the expense of an additional car. Combining these top two priorities results in roughly Transit Tomorrow's "Ridership + Added Service" scenario.

Better Eugene-Springfield Transportation • PO Box 773, Eugene, OR 97440 • 541-343-5201

[info@best-oregon.org](mailto:info@best-oregon.org) • [www.best-oregon.org](http://www.best-oregon.org) • [www.facebook.com/BetterEugeneSpringfieldTransportation](https://www.facebook.com/BetterEugeneSpringfieldTransportation)

Bringing people together to promote transportation options, safe streets, and walkable neighborhoods.

BEST is a 501(c)(3) nonprofit. Contributions are tax-deductible to the extent the law allows. Tax ID #42-1661720.

But BEST recommends setting aside a small amount of funding (5%? 10%?) for a third priority to provide at least minimal service to populations of concern (low-income, youth, seniors, disabled, etc.) too far to walk to frequent service on the core system. LTD should determine whether fixed-route service, mobility on demand, paratransit, vouchers for private services like Lyft or Uber, or some other approach is most cost-effective.

Looking beyond Transit Tomorrow to the development and implementation of a business plan, BEST offers these additional recommendations: To understand customers and markets, hold regular informal focus groups. Use an equity lens when making service decisions. Adopt standards and policies to guide and maintain levels of service. In the future, aim to provide higher quality service that provides an attractive combination of speed, convenience, and comfort. Educate partners about transit-supportive policies and decisions. Look for opportunities to work with partners to increase funding for multiple modes of transportation.

## Introduction

Better Eugene-Springfield Transportation (BEST) commends Lane Transit District (LTD) for conducting the Transit Tomorrow comprehensive operations analysis as a critical step in developing a business plan.

BEST's mission is to bring people together to promote transportation options, safe streets, and walkable neighborhoods. Led by 48 community leaders on our boards of directors and advisors, BEST is a diverse coalition of social service, business, environmental, educational, neighborhood and faith organizations.<sup>1</sup> We believe we are better when we speak and act together.

BEST forged these consensus recommendations by listening to different perspectives, reviewing local plans and policies, analyzing the Transit Tomorrow reports, and most importantly discussing together the pros and cons of different approaches.

## WHAT is LTD's business?

LTD is in the business of helping people get places. But most people don't ride the bus.

Transit Tomorrow seeks to determine *WHAT* is LTD's business, i.e., LTD's market or niche.

If LTD were a restaurant, would it serve blue collar workers fast and cheap food for breakfast (McDonald's)? white collar workers lunch at a modest price (The Davis)? or wealthy retirees gourmet dinners made with locally grown ingredients at a premium price (Marché)?

LTD doesn't have the resources to get everyone where they want to go all the time. In determining what services to provide, LTD must make tradeoffs, i.e., pick winners and losers. No matter what LTD decides to do, some people will get left out in the cold.

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<sup>1</sup> Our boards include leaders from social service agencies including ShelterCare, St. Vincent de Paul, Catholic Community Services, and Volunteers In Medicine; from the Eugene and Springfield Area Chambers of Commerce; from Eugene-Springfield Safe Routes To School; advocates for walking and bicycling; from neighborhood associations; from AARP Oregon and the League of Women Voters of Lane County; from the University of Oregon, Lane Community College and Eugene 4J; from 1000 Friends of Oregon and Our Children's Trust; design professionals, planners, economists, marketers, former LTD, city and state officials and staff; and others.

As Steve Jobs famously said, “focus is about saying no.”<sup>2</sup>

**WHAT is LTD’s business?  
Which people where and when (and for what fare) should LTD serve?**

## **WHY is LTD’s business needed?**

Of course, LTD is not a for-profit business driven by a single bottom line. Rather as a public agency, LTD naturally seeks to advance some kind of triple bottom line.

Based on conversations with the community<sup>3</sup> and on various adopted local plans,<sup>4</sup> BEST suggests that LTD benefits the community in at least these major ways:

- **People / Social Equity**
  - provide access to school, work, shopping, appointments, recreation, etc., especially for various disadvantaged segments of the community: youth, seniors, people with low incomes, people with disabilities, etc.
  - reduce transportation costs, especially for households with low incomes
- **Profit / Economy**
  - get workers to jobs
  - limit traffic congestion
  - support compact development
  - reduce parking requirements
  - attract “creative class” innovators
  - keep more dollars in the local economy
- **Planet / Environment**
  - improve air quality
  - support climate change goals

According to Simon Sinek, author of *Start with Why: How Great Leaders Inspire Everyone to Take Action*, a successful organization needs to start with *WHY* (purpose), then *HOW* (values and actions and differentiators), and then *WHAT* (products and results). You need to know your own *WHY* and be able to articulate that *WHY* in simple, clear terms.<sup>5</sup>

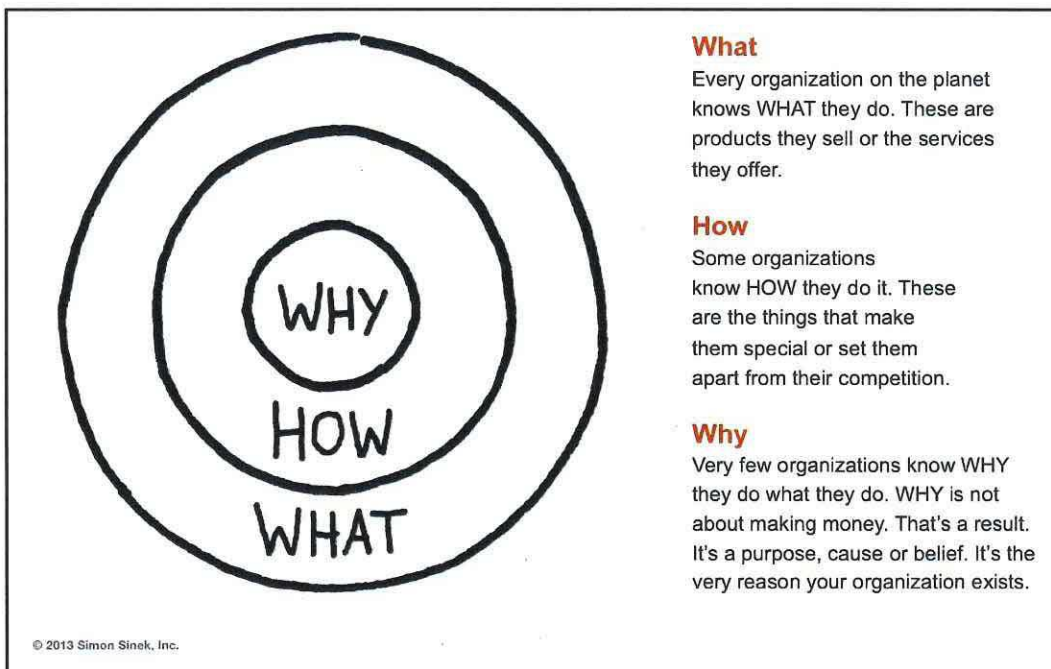
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<sup>2</sup> In 1997, Steve Jobs had just returned as a consultant to Apple at a time when it had been losing market share and Wall Street was writing the company’s obituary. At the Worldwide Developers Conference, Jobs shared his philosophy, saying that “focus is about saying no.” Jobs went on to slash and simplify product lines and lead Apple to be insanely successful. BEST executive director Rob Zako knows this story because he was there. Learn more and watch a video of Jobs at <https://www.inc.com/justin-bariso/20-years-ago-steve-jobs-revealed-single-word-that-led-to-apples-great-success.html>.

<sup>3</sup> After the West Eugene EmX project was approved, BEST held two dozen conversations to determine *WHY* public transit is important to the community. Updated in November 2016, BEST’s report on those conversations is available online at <https://www.best-oregon.org/ccreport/>.

<sup>4</sup> Local land-use plans include Envision Eugene and the Springfield 2030 Comprehensive Plan. Transportation plans include the Central Lane 2040 Regional Transportation Plan, the Eugene 2035 Transportation System Plan, the Springfield 2035 Transportation System Plan, the Lane County 2036 Transportation System Plan, and LTD’s Long-Range Transit Plan. Climate change plans include the unadopted Central Lane Scenario Planning preferred scenario and the Eugene Climate Action Plan 2.0 currently under development. Moreover, there are multiple transportation safety action plans.

<sup>5</sup> One good summary of Sinek’s ideas is provided by Ameet Ranadive in “The Power of Starting with Why,” <https://medium.com/leadership-motivation-and-impact/the-power-of-starting-with-why-f8e491392ef8>.



Simon Sinek, *Start with Why: How Great Leaders Inspire Everyone to Take Action*.

The questions Transit Tomorrow asks are about *WHAT*, i.e., the services LTD provides.

But the answers must start with *WHY*.<sup>6</sup>

**WHY is LTD's business needed?  
In what ways does LTD benefit the community?**

## More service or lower fares?

The tradeoff between more service and lower fares is relatively clear.

If LTD were a for-profit business, it would seek to set its prices to maximize its profits. LTD could have a high-volume, low-margin business (Walmart). Or it could have a low-volume, high-margin business (Nordstrom).

In business and economics, *elasticity* is a measure of how much consumer demand responds to changes in price.<sup>7</sup> If LTD were to lower its fares, would it see a significant increase in ridership? Or is LTD's level of ridership mostly determined by other factors, for example, convenience and travel time?

Clearly for some in our community with severely limited means, fares are a barrier to riding the bus. Fortunately, LTD has a low-income fare program, whereby it sells passes to nonprofit agencies at a discount, and they assume responsibility for distributing these to those with the greatest need. Moreover, LTD is proposing to use a portion of new State Transportation Improvement Fund (STIF) monies to double the number of such discounted passes available.

<sup>6</sup> Note that LTD already has *WHY*, *HOW* and *WHAT* statements. See "What Drives Us," <https://www.ltd.org/what-drives-us/>. But BEST is not seeing these statements as specific enough to definitively answer the questions Transit Tomorrow asks.

<sup>7</sup> For example, see <https://www.investopedia.com/terms/e/elasticity.asp>.

LTD is also proposing to use STIF monies to bring back free youth passes for middle and high school students. Thus, for example, a mother and her four children could all ride the bus together for just one adult fare.

But for the majority of riders, convenience and travel time are more significant than fares in determining whether or not they ride the bus. Lowering fares would likely not increase ridership much. Indeed, as lower fares would translate to less revenues hence less service, lower fares might actually lower ridership. Anecdotally, BEST is hearing that most riders are wanting more service rather than lower fares. Moreover, Phase 1 of Transit Tomorrow revealed that a large number of people want especially added weekend and evening service.

In summary, an important part of LTD's *WHY* is to enable people, especially those lacking other decent options, to get places. Social equity considerations demand that fares not be a barrier to people riding the bus but rather that the community make extra efforts to help such people get places. But those who can should pay their fair share, contributing to better service for all.

Below we discuss in detail what form "more service" should take.

**Keep current fares for riders who can afford them, but explore sliding scale mechanisms to offer reduced or free fares to those who can't.**

## Ridership or coverage?

The tradeoff between ridership and coverage is more difficult.

Again, BEST is hearing that people want more service: greater frequency, added evening and weekend service, and more routes providing greater coverage.

BEST is hearing from people more dependent on transit that they want better transit. They don't want to have to plan their lives around a bus that comes just every half hour or longer. They don't want to have to wait for up to half an hour for the "pulse" to transfer at Eugene Station. And they don't want to have to spend an hour or more door-to-door getting places. In short, they want quality transit that doesn't leave them feeling like second-class citizens with significantly worse transportation options than those who can drive most places.

Of course, absent significant new funding — something to consider in a future phase — it isn't possible for LTD to provide more of everything. LTD must make tradeoffs, i.e., pick winners and losers. Focus is about saying no.

Conceptually, using existing revenues combined with STIF monies dedicated to more service, LTD can afford to deploy only so many buses. Transit Tomorrow asks where (what routes) and when (on what schedules) to deploy these buses. Adding one more bus here and now means one less bus then and there.

Given that there is a desire for more of everything, BEST does not recommend any of the four illustrative scenarios detailed in the *Transit Tomorrow Scenario Report*. Rather we recommend that LTD and its consultants develop a fifth scenario that is a hybrid giving first priority to "ridership," second priority to "added service," and third priority to "coverage":

1. **"Ridership" (Frequency):** Provide more frequent service along high-demand corridors during weekdays.

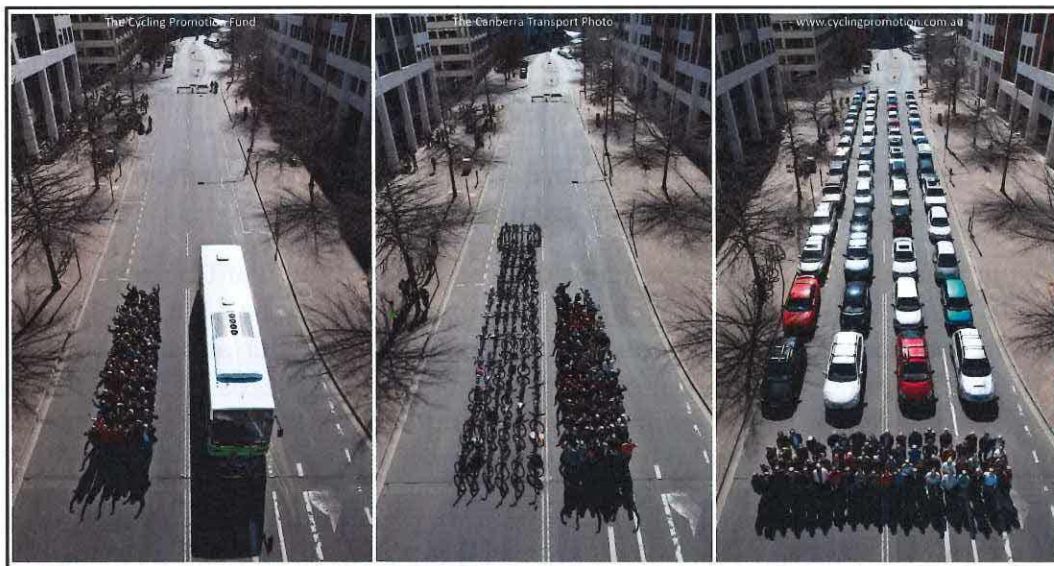
2. **“Added Service” (Evenings & Weekends):** Provide added service on evenings and weekends along high-demand corridors targeted to low-income households.
3. **“Coverage”:** To the extent it is cost-effective, provide limited fixed-route service targeted to populations of concern (low-income, youth, seniors, disabled, etc.) in areas of the community beyond walking distance to a high-demand corridor with frequent service. Otherwise look to invest in more cost-effective alternatives such as mobility on demand or underwriting private carriers such as Lyft and Uber.

Below we explain each of these priorities in turn.

**Top priorities should be 1) to provide frequent service along high-demand corridors during weekdays, 2) to extend this core service to evenings and weekends as much as possible to promote social equity, and 3) to provide some additional coverage to outlying areas to promote social equity.**

### 1) “Ridership” (Frequency)

As Jarrett Walker has explained, what public transit does best — its natural business — is moving together lots of people who are going the same places at the same times. When there is sufficient demand, a fixed-route bus can move far more people than can any other mobility option.



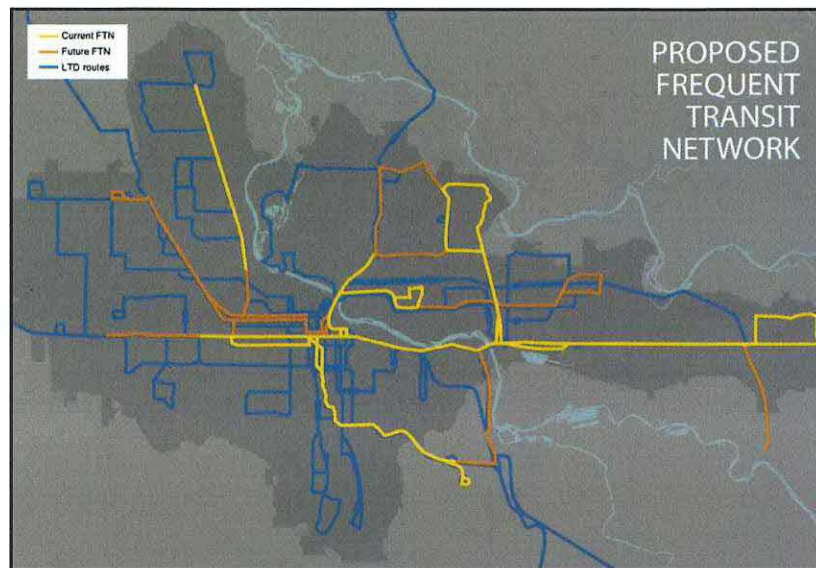
Road space needed for 69 people traveling by bus, bicycle or car.<sup>8</sup>

Note that local plans adopted by LTD and some its partners already call for a Frequent Transit Network, i.e., essentially a “Ridership” network.<sup>9</sup> LTD should either follow these plans, or else take steps to amend them if it decides a different direction makes more sense.

<sup>8</sup> Source: <https://www.cyclingpromotion.org/promotional-resources>.

<sup>9</sup> LTD’s Long-Range Transit Plan calls for a Frequent Transit Network. Policy 1.1 states: “Implement a network of higher capacity, frequent transit corridors serving existing and proposed high-density land uses throughout the Eugene-Springfield metropolitan region that provide viable alternatives to personal vehicle trips.” See [https://www.ltd.org/file\\_viewer.php?id=1063](https://www.ltd.org/file_viewer.php?id=1063).





LTD's proposed Frequent Transit Network.

Moreover, increasing ridership by running buses more frequently along high-demand corridors also advances most elements of what BEST suggests is LTD's triple bottom line.

From an economic perspective, increasing ridership does the most to limit traffic congestion by reducing the number of drive-alone trips. Indeed, as the community is planning to build few new or expanded roads as the population increases, increasing LTD's ridership is a key strategy for addressing traffic congestion.<sup>10</sup> Moreover, providing more frequent service along high-demand corridors supports planned higher-density, mixed-use, transit-oriented development along some corridors.<sup>11, 12, 13</sup>

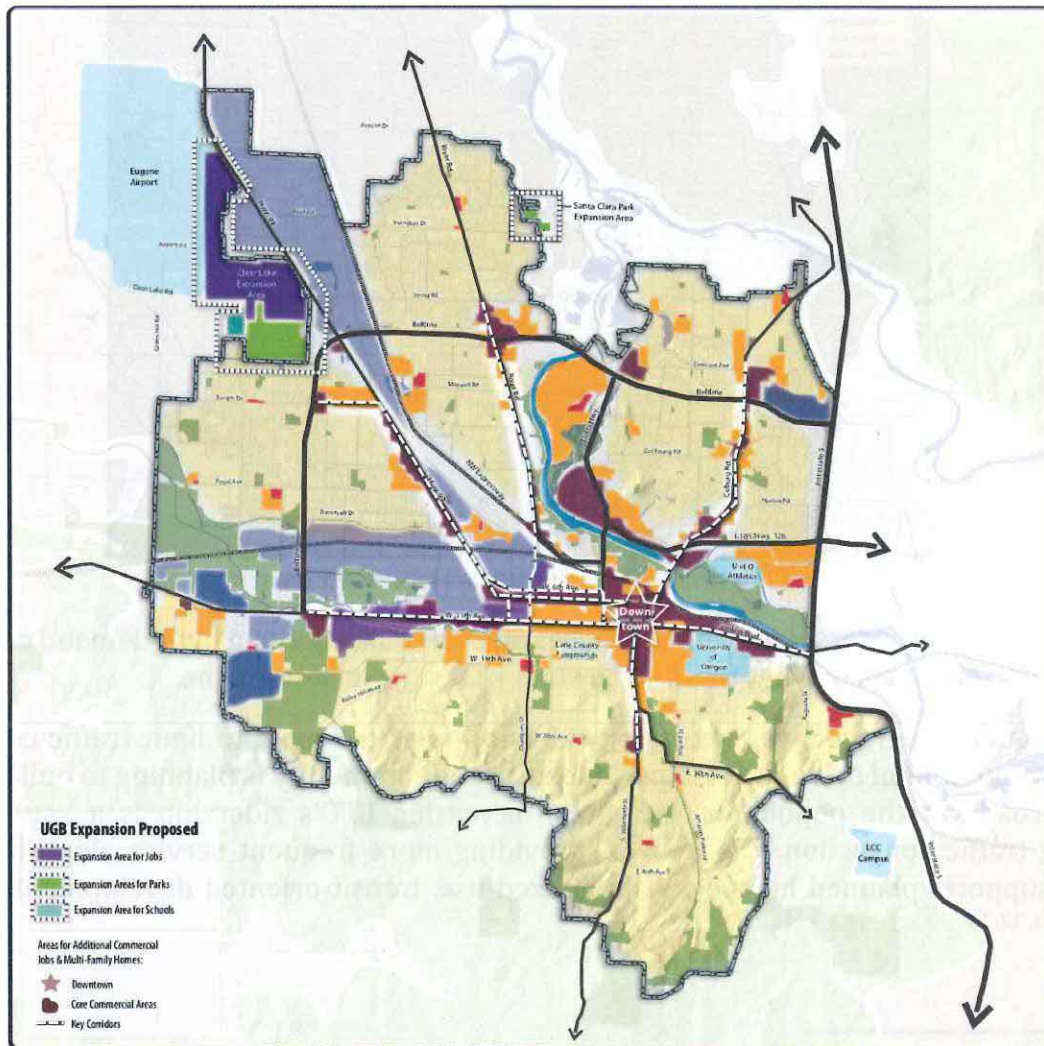
<sup>10</sup> The Central Lane 2016–2040 Regional Transportation Plan (RTP) concludes: “The RTP recognizes that sole reliance on more and bigger roadways to meet future transportation demand is shortsighted. Even if adequate funding was available, given the growth anticipated in the region, it is unreasonable to assume the region can build its way out of traffic congestion. The technical evaluation of TransPlan alternatives indicated that the travel demand associated with growth will overload the transportation system, even with major capacity-increasing projects. Experience from cities all over the world suggests that building roads encourages more people to use cars, thereby perpetuating the transportation challenges. In addition, public sentiment indicates resistance to expanding existing roadways and building new roads that would impact open space and neighborhoods and the revenue required to construct new roadways is not always available.” (chap. 1, p. 3.)

Moreover, the RTP estimates how congestion will increase: “PM 1: Congested Miles of Travel (per cent of total VMT) — The model forecasted a five-fold increase in congested miles of travel on the major roadway network, assuming construction of the financially-constrained roadway projects in the RTP. The 2031 forecast of 21.3 percent of daily VMT as congested is still relatively small, but represents major congestion at a number of key locations on the roadway system.” (chap. 4, p. 4.) See <http://www.thempo.org/564/Regional-Transportation-Planning>.

<sup>11</sup> The Envision Eugene Community Vision, September 2018 Draft, explains: “Vibrant, mixed use neighborhoods that are walkable and connected by high-quality, high-capacity transit have benefits beyond reducing urban sprawl. They are also good for community health, equity and economic prosperity. They can increase the quality of life for individuals with less time spent in the car, and more time with family. Household expenses can be reduced as a result of less auto-dependency and increases in active transportation can improve health.” (p. 33.) See <https://www.eugene-or.gov/760/Envision-Eugene>.

<sup>12</sup> The Envision Eugene Community Vision for Homes, Jobs, Parks & Schools includes key corridors along West 11<sup>th</sup> Avenue, Highway 99, River Road, Coburg Road, Franklin Boulevard, and Willamette Street. These are all corridors in the Transit Tomorrow “Ridership” network. See October 2015 preliminary draft, <https://www.eugene-or.gov/DocumentCenter/View/18181/Envision-Eugene-UGB-Expansion-Map>.

<sup>13</sup> The Springfield 2035 Transportation System Plan highlights: “Economic development priority areas: Four areas – Glenwood, Gateway, Downtown, and the Main Street Corridor – represent considerable growth opportunities and significant transportation challenges. The City is focused on achieving mixed-used development and investing in a multi-modal transportation system that supports transit, walking, and biking in these areas.” (p. 3.) See <http://www.springfield-or.gov/city/development-public-works/transportation-system-plan/>.



The Envision Eugene Community Vision for Homes, Jobs, Parks & Schools.

From an environmental perspective, significantly increasing ridership is a key strategy for meeting targets to reduce greenhouse gas emissions linked to climate change.<sup>14, 15</sup>

But from a social equity perspective, it is not as clear that a “Ridership” network would benefit disadvantaged riders. Indeed, as noted above, whatever LTD does there will be winners and losers. If they didn’t have to make a tradeoff, disadvantaged riders would want more frequent service providing greater convenience and shorter travel times. But forced to make a tradeoff, the question perhaps comes down to how many disadvantaged riders would win or lose under the “Coverage” vs. “Ridership” networks.

<sup>14</sup> The Central Lane Scenario Planning Final Report provides: “Transit strategy #3: Support full implementation of the Frequent Transit Network (FTN) described in LTD’s Long Range Transit Plan. LTD’s Frequent Transit Network (FTN) consists of transit routes with service frequencies of every 15 minutes or better all day, service at least 16 hours of the day, and other distinct features. The FTN is the backbone of LTD’s system, providing high-quality, high-frequency service. To achieve the level of transit ridership envisioned in the preferred scenario, LTD would need to implement the FTN. This includes seven EmX lines and improved transit service on other high-performing routes, as well as redesigned local transit service.” (p. 17.) See <http://www.thempo.org/367/Central-Lane-Scenario-Planning>.

<sup>15</sup> Lane Transit District is identified as a large-level shareholder in the Eugene Climate Action Plan 2.0 effort. See <https://www.eugene-or.gov/3936/Climate-Action-Plan-20>.

The job access maps suggest that the *average* person in most parts of the community would have access to more jobs within 45 minutes door-to-door with the “Ridership” network than with the “Coverage” network. But what is the access to jobs for, say, low-income households?<sup>16</sup>



Weekday Job Access: High Ridership vs. High Coverage Scenarios.

On balance, BEST recommends that LTD’s core (primary) business should be to move lots of people (ridership) along high-demand corridors by providing frequent service during weekdays.

The aim should be to not only move more people, but also to provide better service to those people by improving the convenience of transit and reducing typical door-to-door travel times.

**The first priority should be to provide frequent service along high-demand corridors during weekdays in order to improve convenience and reduce travel times for many riders, thereby increasing overall ridership.**

**Transfers**

A critical component of making ridership LTD’s top priority is to make transfers more convenient and faster.

First, adding a new route in the “Ridership” network that stops at major destinations along Beltline will eliminate the need for some riders to come all the way into Eugene Station, transfer, and then go back out.

**Add a cross-town route that follows Beltline.**

Second, providing enough frequency so that riders transferring don’t need to wait for the “pulse” (buses leaving on the hour and half hour) will also make some trips faster and eliminate some long travel times.

**Provide enough frequency to eliminate the “pulse.”**

**Long-Term Financial Sustainability**

BEST anticipates that LTD can provide weekday ridership service (frequent service along high-demand corridors) using less than all of its revenues, especially if it uses STIF monies for more service. But it is critical for LTD to have a long-term financial plan to enable it to substantially

<sup>16</sup> BEST has discussed with LTD staff and consultants the desirability of applying an equity lens to job access to determine how different scenarios would change access to jobs for various target populations.

maintain this core service through economic boom and bust cycles. No matter what else it might do, LTD should continue to provide its core service, and the community should be able to plan and depend on that core service always being there.

Such certainty is especially critical for corridors planned for higher-density, mixed-use, transit-oriented development. If a developer is depending on higher quality transit service to justify providing less parking, that higher quality service needs to operate for the life of the development project.

**Develop a long-term financial plan to maintain core business.**

Practically speaking, as the area's population increases and traffic worsens, LTD can expect to suffer a "doubly whammy" by having to spend more money to run more buses to maintain a given headway (frequency) because they are running slower hence providing worse service.

In particular, LTD's MovingAhead efforts with Eugene and Main-McVay Transit Study efforts with Springfield to explore transit infrastructure investments should be informed by LTD's commitment to maintain its core business over the long term.

**Look to invest in infrastructure to help maintain core business.**

## **2) "Added Service" (Evening & Weekends)**

As noted above, Phase 1 of Transit Tomorrow revealed that a top priority for a large number of people, including people with lower incomes, is to add evening and weekend service.

Practically speaking, a key transportation decision for a household is whether to have one more car or not. For example, for a typical household near Four Corners in Eugene, owning and operating a car costs on average \$7,314 per year: \$5,442 in fixed costs to own and \$1,872 in variable costs to operate.<sup>17</sup> If a person works evenings or weekends when public transit isn't practical and thereby has to buy an additional car, the cost of owning the car alone is a significant added expense for a household struggling to make ends meet. In order to avoid buying an additional car, public transit must be a practical option for most trips.

Financial realities might dictate that it is not feasible to provide the full weekday level of service in the "Ridership" network on evenings and weekends. But the aim should be to extend LTD's core business to evenings and weekends, aiming to provide service that will benefit the most people and hence result in higher ridership. After funding core service, LTD might set aside some additional funding (10%? 20%?) for evening and weekend service.

Nonetheless, LTD should use some kind of equity lens to target where and how often to provide evening and weekend service, aiming to serve the largest number of households with lower incomes as possible.

**The second priority should be to provide service along high-demand corridors during evenings and weekends in order to enable households, especially those with lower incomes, to save the cost of an additional car.**

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<sup>17</sup> See <https://htaindex.cnt.org>.

### 3) "Coverage"

The "Ridership" network is drastic in that it eliminates service entirely for some outlying parts of the Eugene-Springfield area.

To be more precise, by consolidating some nearby routes, the "Ridership" network forces some people to walk a bit farther to the nearest bus stop, say, not ¼-mile but rather ½-mile. For able-bodied persons, such a change is probably more of a feature than a bug. An able-bodied person should be willing to walk ½-mile to a bus stop, especially if doing so results in a shorter overall travel time door-to-door. As Jarrett Walker has explained, public transit is not intended to provide service to the door. Rather transit is intended to extend how far a person can get by foot via an intermediary bus ride (or two). Moreover, as a form of active transportation, having people walk short distances to and from bus stops promotes better public health.

On the other hand, for people with disabilities and some seniors, walking ½-mile to a bus stop can be a significant hardship. But if LTD tries to get within a short walking distance of such people, it will end up running less frequent service and stopping more often, resulting in less convenient and slower service for everyone.

**Provide routes and stops spaced farther apart if doing so decreases typical door-to-door travel times. But for people with disabilities and some seniors, look to expand other targeted options.**

But when we think about coverage, we are really thinking less about whether someone has to walk ¼-mile vs. ½-mile and more about someone who would need to walk a mile or more to get to any service at all.

Alas, trying to serve people in outlying areas is not really what public transit does well. Moreover, people with moderate or higher incomes living in such areas typically own cars and drive most places. Even if service were available for such people, it would be significantly less convenient and would take longer than driving.

So when we talk about coverage, we are primarily thinking about disadvantaged riders who lack other decent options. The practical question is whether fixed-route service to serve a small number of riders in outlying areas is the most cost-effective solution. Would it be cheaper to offer a mobility on demand service like the Connector pilot in Cottage Grove? Would it be cost effective to partner with, say, Lyft and Uber, using public monies to offer a discount on such rides in order to make them affordable to people with low incomes?

Again, LTD must make tradeoffs, i.e., pick winners and losers. No matter what LTD decides to do, some people will get left out in the cold. Focus is about saying no. Given limited funding, LTD should use some kind of equity lens to determine how it can best serve the most disadvantaged people using some funding (5%? 10%?) set aside for the purpose.

**The third priority should be to use remaining funding to most cost-effectively provide limited service to especially people in outlying parts of the community lacking other practical options.**

## Additional recommendations

Looking beyond the narrow scope of this phase of Transit Tomorrow, BEST offers the following grab bag of recommendations related to developing a business plan and implementation.

### ***Understand customers and markets***

Looking ahead, especially as LTD's revenues rise and fall, LTD will invariably need to make service adjustments. It is critical for LTD to understand its market and to have a good sense of what kinds of changes its customers would most welcome.

Of course, LTD is overseen by a Board of Directors that represents the community. LTD is advised by various committees such as the Strategic Planning Committee. Moreover, when making decisions such as Transit Tomorrow, LTD holds open houses, tables, offers an online survey, and accepts public testimony. Public engagement is difficult, and LTD can assess how effective each of these techniques is at determining what the community wants.

But BEST has had quite a bit of success in understanding community desires and needs by simply sitting down and talking with people, i.e., in convening informal focus groups. We began such work in 2013 with our community conversations report.<sup>18</sup> Ingredients to success are simple: Go to people where they are. Work with trusted community leaders. Speak in a language people understand, both literally and figuratively. Listen more than tell. And ask people about things they know, not about technical details.<sup>19, 20</sup>

In addition to various advisory bodies, LTD could convene — or ask trusted community leaders to convene — periodic informal focus groups representing different segments of the community and different constituencies.

**To understand customers and markets, hold regular informal focus groups.**

### ***Use an equity lens***

BEST recommends LTD use some kind of explicit equity lens whenever making service decisions.

For example, as part of the Lane Livability Consortium, an Equity and Opportunity Assessment (EOA) was undertaken to identify and analyze issues of equity, access, and opportunity within the Eugene-Springfield metropolitan area and consider how these findings can inform agency plans, policies, and major investments. Like other efforts of the Consortium, this process was designed to engage multiple agencies and to help address the needs of those agencies. This Assessment broadly defines opportunity as a condition or situation that places individuals in a position to be more likely to succeed or excel.<sup>21</sup>

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<sup>18</sup> After the West Eugene EmX project was approved, BEST held two dozen conversations to determine *WHY* public transit is important to the community. Updated in November 2016, BEST's report on those conversations is available online: <https://www.best-oregon.org/ccreport/>.

<sup>19</sup> There is a lot of good guidance on effectively public engagement. FHWA and FTA offer one good guide: [https://www.fhwa.dot.gov/planning/public\\_involvement/publications/pi\\_techniques/](https://www.fhwa.dot.gov/planning/public_involvement/publications/pi_techniques/).

<sup>20</sup> Here in Lane County, the Latino Participatory Research Project offers key findings and best practices for engaging with Lane County's Latino population: [http://www.livabilitylane.org/toolkit/latino\\_outreach.htm](http://www.livabilitylane.org/toolkit/latino_outreach.htm).

<sup>21</sup> See [http://www.livabilitylane.org/toolkit/equity\\_and\\_opportunity.htm](http://www.livabilitylane.org/toolkit/equity_and_opportunity.htm).

For example, representatives of the Eugene 4J School District suggest that LTD make decisions using an equity lens like their “Equity Decision Tool.”<sup>22</sup>

**Use an equity lens when making service decisions.**

### ***Maintain standards***

LTD already offers many services (EmX, The Bus!, RideSource, etc.) and is looking to provide new services (Cottage Grove mobility on demand pilot, etc.). But how are these services similar and how do they differ? Is EmX a different service from The Bus!? And do all the non-EmX fixed routes provide essentially the same service? (Answer: Clearly not.)

As LTD looks to change its mix of services, it needs to be clear on what level of service (however measured) it is providing. What standards does LTD hold itself to?

- a certain stop-to-stop travel time within a specified area?
- a minimal frequency (hence maximum wait time) during a certain span?
- a specified level of on-time reliability?
- a promise that everyone within a given area is within ¼- or ½-mile of a bus stop?
- etc.

And once LTD decides what standards make sense, what policies does it apply to determine what standards to meet when there aren’t enough resources to meet all standards?

To put it another way, when the economy dips and payroll tax receipts decline, what are the policies for which standards to maintain (minimum frequency on core routes during weekdays? 75% of operating revenues devoted to ridership?) and which are let go.

**Adopt standards and policies to guide and maintain levels of service.**

### ***Expanding LTD’s market***

The two main drivers of transit service are increasing traffic congestion and the growing threat of climate change. Both point to the need to significantly increase ridership over time. Indeed, the unadopted Central Lane Scenario Planning preferred scenario calls for almost tripling ridership by the year 2035.<sup>23</sup> Of course, there is not funding in the short term to do so. But a 10-year business plan should be looking ahead to service in the year 2030 and what the community’s needs are likely to be then.

Details aside, in order to significantly increase ridership LTD needs to expand its market, i.e., who its riders are, beyond mostly those with few other options. And to attract people who do have other options, LTD will need to find ways to provide higher quality service that provides an attractive combination of speed, convenience, and comfort.

**In the future, aim to provide higher quality service that provides an attractive combination of speed, convenience, and comfort.**

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<sup>22</sup> For more information, contact Karen Pérez, Ed.D., Equity, Instruction & Partnership Administrator.

<sup>23</sup> See <http://www.thempo.org/367/Central-Lane-Scenario-Planning>.

### ***Educate partners***

To increase ridership over time will require a combination of incentives and disincentives. Transit service needs to become a more attractive option. But the time and monetary costs of driving need to reflect the full costs to society, costs that currently are underpriced.

Although it isn't LTD's role to tell partners what to decide, LTD is the local expert on transit and can provide information on the transit implications of decisions others make.

For example, when siting a new school or a veterans hospital, LTD can alert the deciding agency that some proposed sites are located too far from LTD's core system, and thus that LTD will be unlikely to serve such locations without additional revenues (or reducing existing service to existing riders).

For example, when a new hospital project includes extensive parking, LTD can alert the deciding body that by making driving cheap and easy, few people are likely to ride the bus.

For example, when a city sets high minimum parking standards along a transit-oriented corridor, it undermines the public investment in transit for that corridor.

**Educate partners about transit-supportive policies and decisions.**

### ***Look for funding opportunities***

But to continue to provide quality service and increase ridership, LTD might need additional funding. The experience of other communities is that seeking funding for just transit can be a losing proposition. But seeking funding for a transportation package that benefits most everyone no matter how they get around can be a winner.<sup>24</sup>

**Look for opportunities to work with partners to increase funding for multiple modes of transportation.**

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<sup>24</sup> The Center for Transportation Excellence (CFTE), which is an arm of the American Public Transportation Association (APTA), has a lot of resources for communities looking to increase resources for public transportation: <https://www.cfte.org/campaigns>.