



LANE TRANSIT DISTRICT BOARD OF DIRECTORS REGULAR MEETING

Wednesday, February 16, 2022 4:30 – 6:30 p.m.

VIRTUAL MEETING

Zoom details for viewing and public participation provided on the web calendar at www.LTD.org.

Watch live (viewing only no participation) on channel 21 or via link: https://metrotv.ompnetwork.org/

AGENDA

Table with 3 columns: ITEM, Time, Page. Includes items like CALL TO ORDER, ROLL CALL, COMMENTS FROM BOARD PRESIDENT, EMPLOYEE OF THE MONTH, AUDIENCE PARTICIPATION, PUBLIC HEARING, and BOARD MEMBER REPORTS.

	<u>Time</u>	<u>Page</u>
X. CONSENT CALENDAR:	4:55 p.m.	7
Action Needed: Approval		
1. Delegated Authority Report – JANUARY		
2. Contract No. 2021-48: On-Call General Contractor		
3. Contract No. 2021-78: Glenwood Bus Wash Replacement		
4. Contract No. 2021-79: RideSource Bus Wash Replacement		
5. Board Member Travel		
XI. FISCAL YEAR 2020-2021 INDEPENDENT AUDIT REPORT AND ANNUAL COMPREHENSIVE FINANCIAL REPORT: <i>Materials Included</i> [Christina Shew, Consultant - Moss Adams]	5:00 p.m.	25
Action Needed: Adoption		
XII. ADOPTION OF REVISED RESERVE POLICY: <i>Materials Included</i> [Christina Shew]	5:20 p.m.	53
Action Needed: Adoption		
XIII. UPDATED FIXED-ROUTE SERVICE POLICY ADOPTION: <i>Materials Included</i> [Kim Le, Jeremy Card]	5:30 p.m.	78
Action Needed: Adoption		
XIV. UPDATED GREENHOUSE GAS INVENTORY RESULTS FY19 AND FY20: <i>Materials Included</i> [Kelly Hoell]	5:35 p.m.	101
Action Needed: None. Information Only		
XV. STRATEGIC BUSINESS PLAN QUARTERLY UPDATE: <i>Materials Included</i> [Kim Le, Aimee Reichert]	5:50 p.m.	139
Action Needed: None. Information Only		
XVI. INTERIM GENERAL MANAGER QUATERLY REVIEW: <i>Materials Included</i> [Mark Johnson]	6:05 p.m.	156
Action Needed: Adoption		
XVII. WRITTEN REPORTS – RESPOND IF QUESTIONS		
A. FINANCIAL PERFORMANCE INDICATORS AND QUARTERLY FINANCIAL REPORT [Christina Shew]		162
<i>Reports are provided on the financial health of the district on a Quarterly basis. These reports provide District financial information including highlights, trends, audits, key statistics and operating performance in order to provide context and aid the Board decision that impact the financial health of the District.</i>		
B. MONTHLY PERFORMANCE REPORTS - DECEMBER [Mark Johnson]		165
<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>		
C. MONTHLY DEPARTMENT REPORTS – FEBRUARY [Mark Johnson]		169
<i>Monthly department activity reports, and reports throughout the District, are provided for the Board's information.</i>		

	<u>Time</u>	<u>Page</u>
D. BOARD ANNUAL WORKING AGENDA		175
<i>Attached is a calendar of Action or Information items that will be included on the agenda for future Board meetings.</i>		
XVIII. EXECUTIVE (NON-PUBLIC) SESSION PURSUANT TO “ ORS 192.660(2)(e), to conduct deliberations with persons designated by the governing body to negotiate real property transactions”	6:20 p.m.	
<i>I move that the Board move into executive session pursuant to “ORS 192.660(2)(e), to conduct deliberations with persons designated by the governing body to negotiate real property transactions”.</i>		
The meeting will adjourn at the end of the executive session.		
XIX. ADJOURNMENT	6:30 p.m.	
<i>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).</i>		



AGENDA ITEM SUMMARY

DATE OF MEETING: February 16, 2022

ITEM TITLE: JANUARY EMPLOYEE OF THE MONTH

PREPARED BY: Wendi Frisbie, Procurement Manager

DIRECTOR: Collina Beard, Director of Business Services

ACTION REQUESTED: None. Information Only

BACKGROUND: Materials Management Supervisor, Rebecca Hay, has been selected to receive the January 2022 Employee of the Month (EOM) award. Rebecca was hired as a Fare box Data Clerk, in the Finance Department, on February 12, 2002. Since that time, she has received seven Monthly Value Awards and was Employee of the Month in April 2005.

In 2021, LTD donated a few buses to Lane County for the mobile COVID Vaccine Clinics. When a challenge with the titles was discovered, Rebecca dropped everything to go to Salem to get the title issue resolved. This provided the vehicles to the County faster which allowed the ability to provide vaccines to the community faster.

Also in 2021, Rebecca and the Material Management team were working on a reporting upgrade to Enterprise Asset Management System (EAM), a critical software Fleet and Materials Management utilize daily. It was discovered we were missing a module; the vendor had not previously identified we would need this particular module to make the reporting function work as designed. Rebecca negotiated with the vendor and was able to obtain the additional module at no charge. This was a cost savings of nearly \$200,000 and the software upgrade will help the team perform their jobs more efficiently and effectively!

Throughout the Pandemic, the market has been unstable, making it difficult to get materials; fuel is no different. Materials Management has supported the District's strategic focus in sustainability by purchasing R99 fuel, as recommended by our Sustainability Program Manager. R99 is a renewable fuel type that reduces greenhouse gas emissions. With rising costs and high demand, sourcing R99 has been very difficult. Rebecca has been proactive in leading her team to find alternative methods for purchasing the fuel. She has worked with Eugene Water and Electric Board (EWEB) as well as local fuel suppliers to ensure we are getting the best price and are placed on a higher priority list when R99 fuel supply is low.

Rebecca exemplifies the following:

Strategic Areas of Focus:

Customer Satisfaction
 Community Value
 Financial Health
 Sustainability

Values:

Integrity
 Collaboration
 Respect
 Innovation

When asked to comment on Rebecca's selection as EOM, Director of Business Services, Collina Beard, and Procurement Manager, Wendi Frisbie, said:

"Rebecca has been with the District for 20 years, working her way up from Cash Room Assistant to her current position. She has routinely shown initiative and is continually going above her job requirements to assure the needs of the District are met. Rebecca consistently exemplifies innovation, collaboration, and respect in the performance of her job duties. She consistently looks for ways to do things in a more efficient way, while documenting the process(es) along the way. In recent months, Rebecca has led some very important process improvements for the District."

AWARD: Collina Beard will attend the February 16 Board meeting to speak to Ms. Hay's nomination. Ms. Hay's award will be provided to her by the Human Resources department.



AGENDA ITEM SUMMARY

DATE OF MEETING: February 16, 2022

ITEM TITLE: FEBRUARY EMPLOYEE OF THE MONTH

PREPARED BY: Jake M^cCallum, Director of Transit Operations

DIRECTOR: Mark Johnson, Interim General Manager

ACTION REQUESTED: None. Information Only

BACKGROUND: Mr. Erick Dahl has been selected to receive the February Employee of the Month (EOM) award. Mr. Dahl was hired as a bus operator on June 17, 1996. Since then, he has had 25 years of safe driving and has been nominated for multiple Employee Recognition Awards. Mr. Dahl was previously named the Employee of the Month in May of 2008.

Mr. Dahl was approached by a young man asking if his bus went to Green Acres Road and what would be a good time to catch it to his destination by 11 a.m. He took the time to get out of his seat and show the young man how to read the schedule and the best time to get him there.

The passenger stated that it only took Mr. Dahl a few seconds, but he showed a lot of patience and kindness, and they really appreciated him!

When asked to comment on Mr. Dahl selection as EOM, Transit Operations Supervisor Tracy Smith said:

I really appreciate Erick's excellent record of accomplishments and his almost twenty-six (26) years of providing outstanding customer service to the community.

AWARD: Jake M^cCallum will attend the February 16 Board meeting to speak to Mr. Dahl's nomination. Mr. Dahl's award will be provided to him by the Human Resources department.



AGENDA ITEM SUMMARY

DATE OF MEETING:	February 16, 2022
ITEM TITLE:	BOARD MEMBER REPORTS
PREPARED BY:	Camille Gandolfi, Clerk of the Board
DIRECTOR:	Mark Johnson, Interim General Manager
ACTION REQUESTED:	None. Information Only

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.

- LCOG Board of Directors:** Board member Pete Knox serves as LTD's representative on the LCOG Board of Directors as a non-voting member; Board member Michelle Webber is the alternate. The LCOG Board of Directors meets five times per year on the 4th Thursday of: February, April, June, September and December. At the January 27 meeting, the board accepted the FY21 Financial Statement Audit Report; held the ratification and election of Executive Committee Members; appointed Lane Economic Committee Members; appointed Loan Advisory Committee; receive an Executive Committee report; and received Advisory Council reports. The next meeting is scheduled for April 28. For more information about LCOG Board meeting, please go to: <https://www.lcog.org/bc-bod>.
- Metropolitan Policy Committee (MPC):** Board members Caitlin Vargas and Don Nordin are LTD representatives; the alternate Board member seat is currently vacant; Interim General Manager Mark Johnson is the District's ex-officio attendee. MPC meetings are held on the first Thursday of each month. At the February 3 meeting, committee members held a public hearing for an Amendment to FFY 2021-24 Metropolitan Transportation Improvement Program (MTIP); provided input on Infrastructure Investment and Jobs Act (IIJA) Flexible Funding Priorities; approved a resolution for Coronavirus Response and Relief Supplemental Appropriation Act (CRRSAA) Funding; and received a presentation on Central Lane MPO Governance Structure. The next meeting is scheduled for March 3. For more information about MPC, please go to: <https://www.lcog.org/bc-mpc>.
- Ad Hoc Board Bylaw Review Committee:** This ad hoc committee has been created for the purpose of reviewing and updating the Board of Directors bylaws. The committee is composed of Board members Emily Secord, Michelle Webber, and Susan Cox. At the February 7 meeting, committee members reviewed and discussed proposed and recommended changes to current Board bylaws and began review of the Board's governance policies. The next meeting is scheduled for March 7.
- 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, Interim General Manager Mark Johnson is the alternate. At the February 9 meeting, committee members received updates from ODOT, Central Lane Metropolitan Policy Committee, and Members; reviewed applications and appointed a Bicycle/Pedestrian stakeholder; reviewed and ranked Connect Oregon projects; received a presentation on the Coburg Interchange

Concept Design. The next meeting is scheduled for March 9. For more information about LaneACT, please go to: https://www.oregon.gov/ODOT/Get-Involved/Pages/ACT_Lane.aspx.

5. **LTD Board Contract Committee:** The Board Contract Committee is composed of Board members Michelle Webber, Emily Secord, and Susan Cox. The committee meetings are scheduled for the second Monday of each month. At the February 14 meeting, committee members reviewed contracts scheduled to go to the Board of Directors for approval. The next meeting is scheduled for March 14.
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 Michelle Webber serves as one of the trustees. At the February 15 meeting, committee members received the report of investment; report of the actuary; and the administrators report. The next meeting has not been scheduled.

No Meetings were held for the following committees:

1. **Strategic Planning Committee (SPC):** This committee generally meets monthly and is composed of Board members Pete Knox and Susan Cox, members of local units of government, and community representatives. The next meeting is scheduled for March 29.
2. **LTD Board Budget Committee:** The Budget Committee is composed of all seven Board members and seven citizen members. The Budget Committee meets multiple times a year to give guidance regarding LTD's annual budget. Each LTD Board member selects one citizen member to fill a term of three years. The next meeting is scheduled for April 6.
3. **Comprehensive and Accessible Transportation Committee (CATC):** The Comprehensive and Accessible Transportation Committee advises and assists the Board in considering the impacts of potential, proposed, or actual service changes on individuals who are transit-dependent, especially those who are older adults or people with disabilities. Board members Pete Knox, Susan Cox, and Don Nordin, serve as LTD's representatives. At the January 18 meeting, committee members received updates on the RideSource Operations Analysis; LTD's Service Restoration Strategy; and the general manager recruitment process. The next meeting is scheduled for April 19.
4. **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 Gino Grimaldi and Michelle Webber serve as LTD's representatives. The next meeting has not been scheduled. For more information about Main Street, please go to: <http://ourmainstreetspringfield.org/>.
5. **Ad Hoc GM Evaluation Committee:** This ad hoc committee has been created for the purpose of the General Managers review process. The committee is composed of Board members Caitlin Vargas, Michelle Webber, the third seat is vacant. The next meeting has not been scheduled.
6. **Ad Hoc Sustainability Committee:** This ad hoc committee has been created for the purpose of reviewing the District's sustainability Policies. The committee is composed of Board members Don Nordin and Emily Secord, the third seat is currently vacant. The next meeting has not been scheduled.
7. **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 Caitlin Vargas attends the committee meetings as LTD's representative. The next meeting has not been scheduled. For more information about OMPOC, please go to: <https://www.ompoc.org/>.
8. **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 Emily Secord and Caitlin Vargas. The next meeting has not been scheduled. For more information about STIF, please go to: <https://www.lcog.org/bc-stif>.

9. **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 position is vacant. The next meeting has not been scheduled.
10. **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 Gino Grimaldi, Don Nordin and Susan Cox serve as LTD's representatives. The next meeting has not been scheduled. For more information about MovingAhead, please go to: <https://www.movingahead.org/>.
11. **Vision Zero Task Force:** The City of Eugene, as part of its Vision Zero implementation, has developed a Vision Zero Task Force. LTD Board member Gino Grimaldi serves as LTD's representative; Interim General Manager Mark Johnson is the alternate. The next meeting has not been scheduled. For more information about Vision Zero, please go to: <https://www.eugene-or.gov/4270/Vision-Zero>.



AGENDA ITEM SUMMARY

DATE OF MEETING: February 16, 2022

ITEM TITLE: CONSENT CALENDAR

PREPARED BY: Camille Gandolfi, Clerk of the Board

DIRECTOR: Mark Johnson, Interim General Manager

ACTION REQUESTED: Adoption

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 February 16, 2022, consists of:

- Approval of Delegated Authority Report - January
- Approval of Contract No. 2021-78: Glenwood Bus Wash Replacement
- Approval of Contract No. 2021-79: RideSource Bus Wash Replacement
- Approval of Contract No. 2021-48: On-Call General Contractor
- Approval of Board Member Travel

ATTACHMENT:

- 1) Delegated Authority Report - January
- 2) Contract No. 2021-78: Glenwood Bus Wash Replacement
- 3) Contract No. 2021-79: RideSource Bus Wash Replacement
- 4) Contract No. 2021-48: On-Call General Contractor
- 5) Board Member Travel - Caitlin Vargas

PROPOSED MOTION: I move adoption of LTD Resolution No. 2022-02-16-004; It is hereby resolved that the Consent Calendar for February 16, 2022, is approved as presented [amended].

**LANE TRANSIT DISTRICT
DELEGATED AUTHORITY REPORT
January 2022**

Contracts								
DATE EXECUTED	CONTRACTOR	DESCRIPTION	CONTRACT TYPE	CONTRACT TERM	FREQUENCY	CONTRACT VALUE	SIGNER	NOTES
12/31/2021	Advanced Security, Inc.	On-Call Security Services	Goods and Services	Jun. 25, 2019 - Jun. 24, 2023		\$ 205,000.00	M. Johnson	Increased rate of pay and added hours to fill open staff positions
Group Pass/Non-Profit Program								
DATE EXECUTED	CONTRACTOR	DESCRIPTION	CONTRACT TYPE	CONTRACT TERM	FREQUENCY	CONTRACT VALUE	SIGNER	NOTES
12/30/2021	Sushi Ya	Group Pass Program	Group Pass	ongoing			M. Johnson	New Agreement
1/3/2022	Shangri-La	Non-Profit Pass Program	Non-Profit Pass	ongoing			M. Johnson	Updating agreement with UMO language
1/3/2022	South Lane School District	Student Pass Agreement	Student Pass	ongoing			M. Johnson	New Agreement



AGENDA ITEM SUMMARY

DATE OF MEETING: February 16, 2022

ITEM TITLE: CONTRACT NO. 2021-78: 1996, LLC dba CHAMBERS CONSTRUCTION

PREPARED BY: Randi Staudinger, Facilities Project Manager

DIRECTOR: Joe McCormack, Director of Facilities

ACTION REQUESTED: Adoption

Please disclose any actual or potential conflict of interest.

PURPOSE: To authorize the general manager to execute a contract with Chambers Construction for construction services of the Glenwood Bus Wash Replacement.

CONTRACT TYPE: New Contract

REASON FOR CONTRACT TYPE: Professional services awarded from Invitation to Bid (ITB). Best procurement method for obtaining these services.

ROLE OF THE BOARD: In accordance with LTD Resolution No. 2021-09-15-048, the Board must review and approve all contracts exceeding \$249,999, and all individual or cumulative contract amendments and change orders that exceed the lesser of \$250,000 or ten-percent (10%) of the initial contract value.

STRATEGIC BUSINESS PLAN: The District's FY22-24 Strategic Business Plan has five strategic areas of focus. These include 1) Customer Satisfaction 2) Employee Engagement 3) Community Value 4) Financial Health 5) Sustainability. Each of these priorities has tactics, milestones, and performance measures to ensure achievability and accountability. All District projects and matters brought before the Board align with one of these five strategic areas of focus.

This agenda item aligns with the strategic area of: Customer Satisfaction, Employee Engagement, and Sustainability.

DESCRIPTION: The bus wash systems maintains buses in a clean and professional state. On the Glenwood Campus, the bus wash building construction was completed in 1988 with the current bus wash equipment installed in 2005. The original manufacturer is no longer in business rendering the parts and support obsolete. The components of the current bush wash system have reached the end of their useful life and parts are no longer available to maintain the system. Should any critical component of the system fail, the bus wash will no longer be operational.

The building that houses the bus wash system is subject to a harsh environment and is need of major repairs and renovations. The interior of the building requires a complete refinish; lighting will be upgraded to LED lights; new wall heaters will be installed; and the overhead doors will be replaced.

Customer Satisfaction: We want our customers to continue to utilize transit. By maintaining our buses aesthetically and mechanically we are providing a better service to our riders, making riding the bus more appealing.

Employee Engagement: LTD employees pride themselves and the District's assets by keeping them in a state of good repair.

Sustainability: The new bus wash system will use less water and energy, aligning with the District's sustainability goals.

BACKGROUND: ORS 279C.800 and the LTD Procurement Policy provides guidance for Public Works Projects to be competitively bid. Facilities management received approval to proceed with the design and construction plan to

renovate the Glenwood bus wash. Procurement developed an ITB for this project which was posted for approximately three weeks and received two bids. The bidders were Chambers Construction and Bridgeway Contracting with the apparent low bidder identified as Chambers Construction. (See Attachment A for Bid Tabulation)

FINANCIAL IMPACT/FUNDING SOURCE: The total value of this contract is \$710,000. This will be funded utilizing Federal Formula 5307 Funds and a local match as part of the approved Bus Wash Improvements CIP Project.

CONSIDERATIONS: LTD receives a variety of funding and grants to provide transit service to a large geographic area; in turn LTD is expected to maintain and clean buses. To best service our riders, it is critical we maintain the buses in the best condition we are able to by not only providing regular maintenance, but providing regular washing and interior cleaning.

ALTERNATIVES:

1. Deny approval of the contract and continue using existing bus wash.
2. Re-solicit the contract in its entirety.

SUPPORTING DOCUMENTATION:

- 1) Resolution No. 2022-02-16-005

PROPOSED MOTION: I move adoption of LTD Resolution No. 2022-02-16-005:

It is hereby resolved that the LTD Board of Directors, acting as the LTD Contract Review Board, approves Contract No. 2021-78 as presented [amended].

**Lane Transit District
Bid Tabulation Summary**

PROJECT: Glenwood Bus Wash Replacement
 BID DATE: January 27, 2022; 2:00 PM
 IFB No: 2021-78

Rank	Vendor Name	Total Bid	% of Low Bid
1	Chambers Construction	\$ 699,550.00	100%
2	Bridgeway Contracting	\$ 704,207.00	101%



RESOLUTION NO. 2022-02-16-005

APPROVAL OF CONTRACTUAL SERVICES BETWEEN LANE TRANSIT DISTRICT AND CHAMBERS CONSTRUCTION – GLENWOOD BUS WASH REPLACEMENT

WHEREAS, Lane Transit District (LTD) is authorized to enter into contractual agreements pursuant to ORS 267.200 (3)-(4);

WHEREAS, the Oregon Public Contracting Code and the LTD Procurement Policy require that all contracts for goods, services, or public improvement projects be based upon competitive bids or proposals, unless an exception applies;

WHEREAS, pursuant to LTD resolution No. 2021-09-15-048, the LTD Board of Directors is the LTD Contract Review Board and is required to authorize all contracts exceeding \$249,999;

WHEREAS, the Contract Review Board has authorized the LTD Contract Committee to review and recommend action on contracts prior to those contracts being presented to the LTD Board for review and approval;

WHEREAS, the Contract Committee reviewed the proposed contract between LTD and Chambers Construction on February 14, 2022, and recommended adoption;

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

- 1) The contract shall be in compliance with all applicable laws and regulations.
- 2) Once any protest period has passed and no protests being received and/or such protests being resolved in accordance with Oregon law and the LTD Procurement Policy, the General Manager, or their designee, is hereby authorized to: (a) negotiate and enter into a contract with Chambers Construction for the purpose of construction services for the Glenwood Bus Wash Replacement; and (b) as needed, execute amendments to the contract not to exceed a cumulative total of 10 percent of the initial contract price or \$250,000, whichever is less.

ADOPTED BY THE LANE TRANSIT DISTRICT BOARD OF DIRECTORS ON THIS 16TH DAY OF FEBRUARY 2022.

Board President, Caitlin Vargas



AGENDA ITEM SUMMARY

DATE OF MEETING: February 16, 2022

ITEM TITLE: CONTRACT NO. 2021-79: 1996, LLC dba CHAMBERS CONSTRUCTION

PREPARED BY: Randi Staudinger, Facilities Project Manager

DIRECTOR: Joe McCormack, Director of Facilities

ACTION REQUESTED: Adoption

Please disclose any actual or potential conflict of interest.

PURPOSE: To authorize the general manager to execute a contract with Chambers Construction for construction services of the Ridesource Bus Wash Replacement.

CONTRACT TYPE: New Contract

REASON FOR CONTRACT TYPE: Professional services awarded from ITB. Best contract type for obtaining construction services.

ROLE OF THE BOARD: In accordance with LTD Resolution No. 2021-09-15-048, the Board must review and approve all contracts exceeding \$249,999, and all individual or cumulative contract amendments and change orders that exceed the lesser of \$250,000 or ten-percent (10%) of the initial contract value.

STRATEGIC BUSINESS PLAN: The District's FY22-24 Strategic Business Plan has five strategic areas of focus. These include 1) Customer Satisfaction 2) Employee Engagement 3) Community Value 4) Financial Health 5) Sustainability. Each of these priorities has tactics, milestones, and performance measures to ensure achievability and accountability. All District projects and matters brought before the Board align with one of these five strategic areas of focus.

This agenda item aligns with the strategic area of: Customer Satisfaction and Sustainability.

DESCRIPTION: The bus wash systems to keep our buses in a clean and professional state. On the RideSource Campus, the bus wash was completed in 2004. The original manufacturer is no longer in business rendering the parts and support obsolete. The components of the current bush wash system have reached the end of their useful life and LTD is no longer able to source parts to maintain the system. Additionally, LTD has no control or ability to change any programming on the bus wash equipment. Should any critical component of the system fail, the bus wash will no longer be operational.

The building that houses the bus wash system is subject to a harsh environment and is need of major repairs and renovations. The walls and structural surfaces will all be re-finished; lighting will be upgraded to LED lights; and minor modifications will be made to the asphalt parking lot to increase the turning radius into the building.

Customer Satisfaction: RideSource offers a unique ADA paratransit service for people unable to use a fixed-route bus due to a disability. We want our customers to continue to utilize this service.

Sustainability: The new bus wash system will use less water and energy, aligning with the District's sustainability goals.

BACKGROUND: ORS 279C.800 and the LTD Procurement Policy provides guidance for Public Works Projects to be competitively bid. LTD Facilities received approval to proceed with design and construction plan to renovate the RideSource bus wash. Procurement developed an ITB for this project which was posted for approximately three weeks and received one responsive bid. The apparent low bidder identified as Chambers Construction. (See Attachment A for Bid Tabulation)

FINANCIAL IMPACT/FUNDING SOURCE: The total value of this contract is \$473,500. This will be funded utilizing the Operational Assistance grant (CRRSAA) and a local match as part of the approved Transit Facilities State of Good Repair CIP Project.

CONSIDERATIONS: LTD receives a variety of funding and grants to provide transit service to a large geographic area; in turn LTD is expected to maintain and clean buses. To best service our riders, it is critical we maintain the buses in the best condition we are able to by not only providing regular maintenance, but providing regular washing and interior cleaning.

ALTERNATIVES:

1. Deny approval of the contract and continue using existing bus wash.
2. Re-solicit the contract in its entirety.

SUPPORTING DOCUMENTATION:

- 1) Resolution No. 2022-02-16-006

PROPOSED MOTION: I move adoption of LTD Resolution No. 2022-02-16-006:

It is hereby resolved that the LTD Board of Directors, acting as the LTD Contract Review Board, approves Contract No. 2021-79 as presented [amended].

**Lane Transit District
Bid Tabulation Summary**

PROJECT: RideSource Bus Wash Replacement
 BID DATE: February 1, 2022; 2:00 PM
 IFB No: 2021-79

Rank	Vendor Name	Total Bid	% of Low Bid
1	Chambers Construction	\$ 454,000.00	100%

*single bid evaluation performed



RESOLUTION NO. 2022-02-16-006

APPROVAL OF CONTRACTUAL SERVICES BETWEEN LANE TRANSIT DISTRICT AND CHAMBERS CONSTRUCTION - RIDESOURCE BUS WASH REPLACEMENT

WHEREAS, Lane Transit District (LTD) is authorized to enter into contractual agreements pursuant to ORS 267.200 (3)-(4);

WHEREAS, the Oregon Public Contracting Code and the LTD Procurement Policy require that all contracts for goods, services, or public improvement projects be based upon competitive bids or proposals, unless an exception applies;

WHEREAS, pursuant to LTD resolution No. 2021-09-15-048, the LTD Board of Directors is the LTD Contract Review Board and is required to authorize all contracts exceeding \$249,999;

WHEREAS, the Contract Review Board has authorized the LTD Contract Committee to review and recommend action on contracts prior to those contracts being presented to the LTD Board for review and approval;

WHEREAS, the Contract Committee reviewed the proposed contract between LTD and Chambers Construction on February 14, 2022, and recommended adoption;

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

- 1) The contract shall be in compliance with all applicable laws and regulations.
- 2) Once any protest period has passed and no protests being received and/or such protests being resolved in accordance with Oregon law and the LTD Procurement Policy, the General Manager, or their designee, is hereby authorized to: (a) negotiate and enter into a contract with Chambers Construction for the purpose of construction services for the RideSource Bus Wash Replacement; and (b) as needed, execute amendments to the contract not to exceed a cumulative total of 10 percent of the initial contract price or \$250,000, whichever is less.

ADOPTED BY THE LANE TRANSIT DISTRICT BOARD OF DIRECTORS ON THIS 16TH DAY OF FEBRUARY 2022.

Board President, Caitlin Vargas



AGENDA ITEM SUMMARY

DATE OF MEETING: February 16, 2022

ITEM TITLE: CONTRACT NO. 2021-48: 1996, LLC dba CHAMBERS CONSTRUCTION

PREPARED BY: Todd R Smith, Facilities Project Manager

DIRECTOR: Joe McCormack, Director of Facilities

ACTION REQUESTED: Adoption

Please disclose any actual or potential conflict of interest.

PURPOSE: To authorize the general manager to execute a contract with Chambers Construction to provide on-call construction services at all LTD facilities.

CONTRACT TYPE: New Contract

REASON FOR CONTRACT TYPE: Oregon Public Contracting Code and LTD's Purchasing Policy Rules require that such services be obtained utilizing a competitive solicitation process.

ROLE OF THE BOARD: In accordance with LTD Resolution No. 2021-09-15-048, the Board must review and approve all contracts exceeding \$249,999, and all individual or cumulative contract amendments and change orders that exceed the lesser of \$250,000 or ten-percent (10%) of the initial contract value.

STRATEGIC BUSINESS PLAN: The District's FY22-24 Strategic Business Plan has five strategic areas of focus. These include 1) Customer Satisfaction 2) Employee Engagement 3) Community Value 4) Financial Health 5) Sustainability. Each of these priorities has tactics, milestones, and performance measures to ensure achievability and accountability. All District projects and matters brought before the Board align with one of these five strategic areas of focus.

This agenda item aligns with the strategic area of: Customer Satisfaction and Financial Health.

DESCRIPTION: The purpose of this contract is to provide on-call general construction services on a Task Order basis. The work will consist of Public Works projects including emergency work, minor alteration, and ordinary repair and maintenance to LTD property. The work will be in and around LTD's operational and administrative buildings, bus stops, stations and bus lanes. The contract will not include projects defined as Public Improvements per ORS 279A.010 (1)(cc)(A)(B).

As LTD's system continues to grow and expand, the facilities which house staff, buses and maintenance functions will grow proportionally. Projects have been planned and will continue to arise as LTD's needs grow. LTD's staff does not have the capacity to carry out major corrective maintenance or rehabilitation projects. Having an on-call General Contractor allows LTD to respond to internal and external needs in a more efficient manner. A General Contractor affords LTD with every possible trade, project oversight, and fast response times to repair the District's investments in the most complete manner possible.

The proposed projects to be performed by an on-call contractor have a significant impact on Customer Satisfaction by providing immediate responses to the Lane Transit District infrastructure maintenance and repairs needs that promote and maintain improved trip efficiencies and performance. The proposed and unscheduled projects have the potential to impact on-time performance of fixed routes if they are delayed by a bidding process or not properly sequenced or phased by an experienced and qualified on-call contractor. Additionally, many of the projects provide improved accessibility, safety, and security helping promote an overall better customer experience.

The proposed projects will increase efficiencies in operation and maintenance management, technologies, energy and water efficiency, and cost-reduction approaches. The scheduled and unscheduled work help prevent system and equipment failures or decline with the goal of increasing efficiency, reliability, and safety while reducing

operating costs. The utilization of the on-call contractor for these maintenance and repair projects will reduce the potential of them being delayed or deferred and when a necessary repair is delayed or deferred and allowed to remain in service until the next level failure, the resultant expense will be greatly increased over the cost of the primary failure. The timely and efficient execution of these projects increases the operational efficiency and helps stabilize LTD's Financial Health and promotes Environmental Sustainability.

BACKGROUND: LTDs current on-call general construction services agreement (#2016-05) is in the last term option of the five year contract and due for replacement in early 2022. LTD Facilities prepared a solicitation request and scope of work for this new solicitation. ORS 279C.800 and LTD Procurement Policy provide for requesting competitive sealed proposals to seek services of this nature. Procurement developed a Request for Proposals (RFP) solicitation which was posted for approximately five weeks and resulted in the receipt of four proposals shown below. Evaluation Committee scoring identified the most responsible, responsive, highest-scored vendor as Chambers Construction.

<u>VENDOR</u>	<u>SCORE</u>
Chambers Construction	89
PVH Construction	73
Bridgeway Contracting	62
JKG Electric	27

FINANCIAL IMPACT/FUNDING SOURCE: The total contract value will not exceed \$8,500,000 over the course of five years and expenditure is dependent on available funding. LTD has developed a list of potential projects; this list is not all inclusive due to ever changing maintenance needs and priorities. Funding will be secured on an annual basis through the budgeting and Capital Improvements Program cycles. These services have been budgeted as an element of the Facilities Management division's operating budget or as part of the Capital Improvements Program.

CONSIDERATIONS:

ALTERNATIVES:

1. Deny approval of an on-call contractor and have staff bid each project independently.
2. Re-solicit the contract in its entirety.

SUPPORTING DOCUMENTATION:

- 1) Resolution No. 2022-02-16-007

PROPOSED MOTION: I move adoption of LTD Resolution No. 2022-02-16-007:

It is hereby resolved that the LTD Board of Directors, acting as the LTD Contract Review Board, approves Contract No. 2021-48 as presented [amended].



RESOLUTION NO. 2022-02-16-007

APPROVAL OF CONTRACTUAL SERVICES BETWEEN LANE TRANSIT DISTRICT AND CHAMBERS CONSTRUCTION – ON-CALL GENERAL CONTRACTING SERVICES

WHEREAS, Lane Transit District (LTD) is authorized to enter into contractual agreements pursuant to ORS 267.200 (3)-(4);

WHEREAS, the Oregon Public Contracting Code and the LTD Procurement Policy require that all contracts for goods, services, or public improvement projects be based upon competitive bids or proposals, unless an exception applies;

WHEREAS, pursuant to LTD resolution No. 2021-09-15-048, the LTD Board of Directors is the LTD Contract Review Board and is required to authorize all contracts exceeding \$249,999;

WHEREAS, the Contract Review Board has authorized the LTD Contract Committee to review and recommend action on contracts prior to those contracts being presented to the LTD Board for review and approval;

WHEREAS, the Contract Committee reviewed the proposed contract between LTD and Chambers Construction on February 14, 2022, and recommended adoption;

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

- 1) The contract shall be in compliance with all applicable laws and regulations.
- 2) Once any protest period has passed and no protests being received and/or such protests being resolved in accordance with Oregon law and the LTD Procurement Policy, the General Manager, or their designee, is hereby authorized to: (a) negotiate and enter into a contract with Chambers Construction for the purpose of On-Call General Contracting Services; and (b) as needed, execute amendments to the contract not to exceed a cumulative total of 10 percent of the initial contract price or \$250,000, whichever is less.

ADOPTED BY THE LANE TRANSIT DISTRICT BOARD OF DIRECTORS ON THIS 16TH DAY OF FEBRUARY 2022.

Board President, Caitlin Vargas



AGENDA ITEM SUMMARY

DATE OF MEETING: February 16, 2022

ITEM TITLE: BOARD MEMBER TRAVEL AND EXPENSE REIMBURSEMENT REQUEST:
CAITLIN VARGAS

PREPARED BY: Camille Gandolfi, Clerk of the Board

DIRECTOR: Mark Johnson, Interim General Manager

ACTION REQUESTED: Board Approval

PURPOSE: To obtain approval for travel and expense reimbursement for Director Vargas to attend the annual United Front Trip.

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.

BOARD COMMUNICATION: This item comes to the Board annually.

PUBLIC COMMUNICATION: This item comes to the Board annually.

STRATEGIC BUSINESS PLAN: The District's FY22-24 Strategic Business Plan has five strategic areas of focus. These include 1) Customer Satisfaction 2) Employee Engagement 3) Community Value 4) Financial Health 5) Sustainability. Each of these priorities has tactics, milestones, and performance measures to ensure achievability and accountability. All District projects and matters brought before the Board align with one of these five strategic areas of focus.

This agenda item aligns with the strategic area of: Community Value.

DESCRIPTION: Board member Caitlin Vargas will be traveling to Washington D.C. in April 2022 as the LTD Board representative on the United Front partnership.

BACKGROUND: Historically, LTD has participated in the regional united front partnership, which includes Lane County, the cities of Eugene and Springfield, Springfield school district, and Willamalane. Annually, the partners meet with federal legislators in Washington DC to discuss agreed upon regional priorities and garner political support for funding projects. Most recently, the Franklin Corridor was identified as a regional priority and in November of 2021 our joint efforts secured 17 million in federal funding to support this project. The united front partnership will continue to work together to ensure federal funding for the agreed upon regional priorities.

CONSIDERATIONS: 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.

ALTERNATIVES: N/A

NEXT STEPS: N/A

SUPPORTING DOCUMENTATION:

- 1) Expense Report Sheet

PROPOSED MOTION: I move adoption of LTD Resolution No. 2022-02-16-008:

It is hereby resolved that the LTD Board of Directors approves the travel and expense reimbursement for Board member Caitlin Vargas.



AGENDA ITEM SUMMARY

DATE OF MEETING: February 16, 2022

ITEM TITLE: FISCAL YEAR 2020-2021 INDEPENDENT AUDIT REPORT AND ANNUAL COMPREHENSIVE FINANCIAL REPORT

PREPARED BY: Christina Shew, Director of Finance

DIRECTOR: Mark Johnson, Interim General Manager

ACTION REQUESTED: Adoption

PURPOSE: To provide the Board with the Annual Comprehensive Financial Report (ACFR) for review and adoption.

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

BOARD COMMUNICATION: This item is brought to the Board on an annual basis.

PUBLIC COMMUNICATION: This item is brought to the Board on an annual basis.

STRATEGIC BUSINESS PLAN: The District's FY22-24 Strategic Business Plan has five strategic areas of focus. These include 1) Customer Satisfaction 2) Employee Engagement 3) Community Value 4) Financial Health 5) Sustainability. Each of these priorities has tactics, milestones, and performance measures to ensure achievability and accountability. All District projects and matters brought before the Board align with one of these five strategic areas of focus.

This agenda item aligns with the strategic area of: Financial Health, Sustainability, and Community Value.

DESCRIPTION: At the conclusion of each fiscal year, independent audits of Lane Transit District's (LTD) financial statements and internal controls are performed. The results of the independent audit, including the independent auditor's reports are incorporated into the District's ACFR and Single Audit.

Ashley Osten and Kelly Jones of Moss Adams, LLP will attend the February 16, 2022, Board meeting to make a presentation and answer any questions Board members may have about the audit process or results.

BACKGROUND: N/A

CONSIDERATIONS: N/A

ALTERNATIVES: N/A

NEXT STEPS: Upon approval, the ACFR will be posted on the District's website and submitted to the various granting agencies, the applicable state agencies and the Government Finance Officer Association's financial excellence certification review board.

SUPPORTING DOCUMENTATION:

- 1) Annual Comprehensive Financial Report
- 2) Single Audit Report
- 3) Resolution No. 2022-02-16-009

PROPOSED MOTION: I move adoption of LTD Resolution No. 2022-02-16-009:

It is hereby resolved that the LTD Board of Directors adopts the ACFR and Single Audit Report as presented [amended].

Lane Transit District

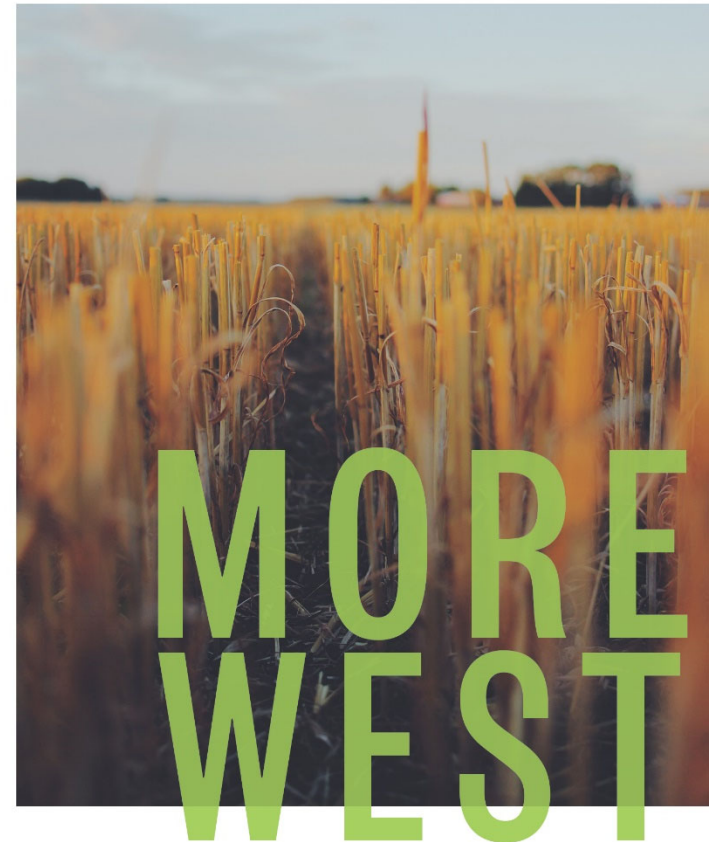
Dear Board Members:

Thank you for your continued engagement of Moss Adams LLP. We are pleased to have the opportunity to meet with you to discuss the results of our audit of the financial statements and federal program compliance of Lane Transit District (the "District") as of and for the year ended June 30, 2021.

The accompanying report, which is intended solely for the use of the Board Members and Management and not intended to be, and should not be, used by anyone other than these specified parties, presents important information regarding the District's financial statements and our audit that we believe will be of interest to you.

We conducted our audit with the objectivity and independence that you expect. We received the full support and assistance of the District's personnel. We are pleased to serve and be associated with the District as its independent public accountants and look forward to our continued relationship.

We look forward to discussing our report or any other matters of interest with you during this meeting.





Agenda

1. Auditor Opinions and Reports
2. Required Communication with Those Charged with Governance
3. Other Information

Auditor Opinions & Reports



Auditor Report on the Financial Statement


Unmodified Opinion

Financial statements are presented fairly and in accordance with U.S. Generally Accepted Accounting Principles (U.S. GAAP)



- Emphasis of Matter – Restatement of Previously Issued Financial Statements

Other Auditor Reports – Single Audit




GAGAS Report on Internal Control Over Financial Reporting and on Compliance and Other Matters

- One material weakness identified in internal control over financial reporting
- No compliance findings

Report on Compliance with Requirements that could have a Direct and Material Effect on the Major Federal Program and on Internal Control Over Compliance in accordance with the Uniform Guidance for Federal Awards (2 CFR Part 200)

- No control findings
- No compliance findings

Other Auditor Reports – Oregon Municipal Auditing Standards



Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements in Accordance with *Oregon Municipal Auditing Standards*

- No control findings
- No compliance findings

Communication with Those Charged with Governance



Our Responsibility Under U.S. Generally Accepted Auditing Standards and Government Auditing Standards

1 To express our opinion on whether the financial statements prepared by management with your oversight are fairly presented, in all material respects, and in accordance with U.S. GAAP. However, our audit does not relieve you or management of your responsibilities.

2 To perform an audit in accordance with generally accepted auditing standards issued by the AICPA and Government Auditing Standards issued by the Comptroller General of the United States, and design the audit to obtain reasonable, rather than absolute, assurance about whether the financial statements are free of material misstatement.

3 To consider internal control over financial reporting and internal control over compliance as a basis for designing audit procedures but not for the purpose of expressing an opinion on its effectiveness or to provide assurance concerning such internal control.

4 To communicate findings that, in our judgment, are relevant to your responsibilities in overseeing the financial reporting process and administering federal awards. However, we are not required to design procedures for the purpose of identifying other matters to communicate to you.



Planned Scope & Timing of the Audit

It is the auditor's responsibility to determine the overall audit strategy and the audit plan, including the nature, timing and extent of procedures necessary to obtain sufficient appropriate audit evidence and to communicate with those charged with governance an overview of the planned scope and timing of the audit.

Our Comments

The planned scope and timing of the audit was communicated to the District during the District's Board Meeting held on September 15, 2021.



Significant Accounting Policies & Unusual Transactions

The auditor should determine that the Board is informed about the initial selection of and changes in significant accounting policies or their application. The auditor should also determine that the Board is informed about the methods used to account for significant unusual transactions and the effect of significant accounting policies in controversial or emerging areas for which there is a lack of authoritative guidance or consensus.

Our Comments

Management has the responsibility for selection and use of appropriate accounting policies. The significant accounting policies used by the District are described in the footnotes to the financial statements. Throughout the course of an audit, we review changes, if any, to significant accounting policies or their application, and the initial selection and implementation of new policies. During the year, the District adopted the following accounting standards:

- GASB 84, *Fiduciary Activities*
- GASB 90, *Majority Equity Interests*
- GASB 98, *The Annual Comprehensive Financial Report*

No significant changes were required as a result of the adoption of these standards. There were no other changes to significant accounting policies for the year ended June 30, 2021.

We believe management has selected and applied significant accounting policies appropriately and consistent with those of the prior year.

Management Judgments & Accounting Estimates

The Board should be informed about the process used by management in formulating particularly sensitive accounting estimates and about the basis for the auditor's conclusions regarding the reasonableness of those estimates.

Our Comments

Management's judgments and accounting estimates are based on knowledge and experience about past and current events and assumptions about future events. We apply audit procedures to management's estimates to ascertain whether the estimates are reasonable under the circumstances and do not materially misstate the financial statements. The most sensitive estimates affecting the financial statements were:

- Useful lives of capital assets
- Estimated liabilities for claims and judgments
- Pension liability and other postemployment benefit liabilities

We deemed all significant management estimates reasonable.



Management Judgments & Accounting Estimates

Our views about qualitative aspects of the entity's significant accounting practices, including accounting policies, accounting estimates, and financial statement disclosures.

Our Comments

The disclosures in the financial statements are clear and consistent. Certain financial statement disclosures are particularly sensitive because of their significance to financial statement users. The most sensitive disclosures affecting the financial statements was the disclosure of the reporting entity and significant accounting policies in Note 1 to the financial statements. This disclosure reports the operations under the governance of the Board of Directors, as well as the more significant policies used by the District in preparation of the financial statements. We also draw your attention to Note 4(e) which details the District's restatement of certain June 30, 2020 balances.



COMMUNICATION WITH GOVERNING BODY

Difficulties Encountered in Performing the Audit

The Board should be informed of any significant difficulties encountered in dealing with management related to the performance of the audit.

Our Comments

No significant difficulties were encountered during our audit.



Significant Audit Adjustments & Unadjusted Differences Considered by Management to be Immaterial

The Board should be informed of all significant audit adjustments arising from the audit. Consideration should be given to whether an adjustment is indicative of a significant deficiency or a material weakness in District's internal control over financial reporting, or in its process for reporting interim financial information, that could cause future financial statements to be materially misstated.

The Board should also be informed of uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented that were determined by management to be immaterial, both individually and in the aggregate, to the financial statements as a whole.

Our Comments

No corrected or uncorrected adjustments were identified as a result of our audit procedures.



Potential Effect on the Financial Statements of Significant Risks, Exposures, & Uncertainties

The Board should be adequately informed of the potential effect on the financial statements of significant risks and exposures and uncertainties that are disclosed in the financial statements.

Our Comments

The District is subject to potential legal proceedings and claims that arise in the ordinary course of business, which are disclosed in the notes to the financial statements, if required.



Disagreements with Management

Disagreements with management, whether or not satisfactorily resolved, about matters that individually or in the aggregate could be significant to District's financial statements, or the auditor's report.

Our Comments

We are pleased to report that there were no disagreements with management.



Deficiencies in Internal Control

Any material weaknesses and significant deficiencies in the design or operation of internal control that came to the auditor's attention during the audit must be reported to the Board.

Our Comments

- **Material weakness**
 - Finding 2021-001 – Financial Close and Reporting – Material Weakness in Internal Control over Financial Reporting
- **Significant deficiencies & non-compliance**
 - None noted



Management's Consultation with Other Accountants

In some cases, management may decide to consult about auditing and accounting matters. If management has consulted with other accountants about an auditing and accounting matter that involves application of an accounting principle to the District's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts.

Our Comments

We are not aware of any significant accounting or auditing matters for which management consulted with other accountants.



Other Material Written Communications

Report to the Board significant written communications between the auditor and client management.

Our Comments

Other than the contract, engagement letter, agreed-upon procedures engagement letter, and the management representation letter, there have been no other significant communications.



COMMUNICATION WITH GOVERNING BODY

Material Uncertainties Related to Events & Conditions

Any doubt regarding the entity's ability to continue, as a going concern, should be communicated to the Board.

Our Comments

No such matters came to our attention.



Fraud & Noncompliance with Laws and Regulations

Fraud involving senior management and fraud (whether caused by senior management or other employees) that causes a material misstatement of the financial statements should be communicated. We are also required to communicate any noncompliance with laws and regulations involving senior management that come to our attention, unless clearly inconsequential.

Our Comments

We have not become aware of any instances of fraud or noncompliance with laws and regulations.



Accounting Update



New Standards

GASB 87, *Leases*

GASB 89, *Accounting for Interest Cost Incurred before the End of a Construction Period*

GASB 91, *Conduit Debt Obligations*

GASB 92, *Omnibus 2020*

GASB 94, *Public-Private and Public-Public Partnerships and Availability Payment Arrangements*

GASB 96, *Subscription-Based Information Technology Arrangements*

GASB 97, *Certain Component Unit Criteria, and Accounting and Financial Reporting for Internal Revenue Code Section 457 Deferred Compensation Plans*



Contact Us



+ Ashley Osten, *Partner*

ashley.osten@mossadams.com
(503) 478-2251

+ Kelly Jones, *Senior Manager*

kelly.jones@mossadams.com
(541) 225-6036



The material appearing in this presentation is for informational purposes only and should not be construed as advice of any kind, including, without limitation, legal, accounting, or investment advice. This information is not intended to create, and receipt does not constitute, a legal relationship, including, but not limited to, an accountant-client relationship. Although this information may have been prepared by professionals, it should not be used as a substitute for professional services. If legal, accounting, investment, or other professional advice is required, the services of a professional should be sought.

Assurance, tax, and consulting offered through Moss Adams LLP. Investment advisory offered through Moss Adams Wealth Advisors LLC. Investment banking offered through Moss Adams Capital LLC.

THANK
YOU



RESOLUTION NO. 2022-02-16-009

ADOPTION OF THE INDEPENDENT AUDITOR'S REPORTS CONTAINED IN THE ANNUAL COMPREHENSIVE FINANCIAL REPORT AND SINGLE AUDIT FOR THE FISCAL YEAR ENDING JUNE 30, 2021

WHEREAS, Lane Transit District (LTD) is subject to Oregon's Municipal Audit Law (ORS 279.405-297.555), which requires an annual independent audit of LTD's financial statements and internal controls; and,

WHEREAS, LTD contracted the services of Moss Adams, LLP to perform the required annual independent audit on the Annual Comprehensive Financial Report (ACFR) for the period ending June 30, 2021; and,

WHEREAS, Moss Adams, LLP also performed a two-year review of LTD's Salaried Employee's Retirement Plan Trust Fund for the period ending June 30, 2020 and 2021, and the Amalgamated Transit Union Local No 757 Pension Trust Fund for the period ending December 31, 2019 and 2020; and,

WHEREAS, the independent audit provides reasonable assurance that the financial statements of the District are free of material misstatements and is designed to meet the special needs of federal grantor agencies as provided for in the Federal Single Audit act and the Office of Management and Budget's Uniform Guidance; and,

WHEREAS, the Board of Directors finds the independent auditors' report and the financial statements are reasonable and appropriate.

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

Accepting the independent auditors' report on the ACFR; and, the two-year review of LTD's Salaried Employee's Retirement Plan Trust Fund and the Amalgamated Transit Union Local No 757 Pension Trust Fund.

ADOPTED BY THE LANE TRANSIT DISTRICT BOARD OF DIRECTORS ON THIS 16th DAY OF FEBRUARY 2022.

Board President, Caitlin Vargas



AGENDA ITEM SUMMARY

DATE OF MEETING: February 16, 2022

ITEM TITLE: ADOPTION OF REVISED RESERVE POLICY

PREPARED BY: Christina Shew, Director of Finance

DIRECTOR: Mark Johnson, Interim General Manager

ACTION REQUESTED: Adoption

PURPOSE: To request that the Board of Directors adopt a resolution approving the revised Budgetary Reserve Policy.

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

BOARD COMMUNICATION: The Board adopted a revised fund balance and budgetary reserve policy on July 15, 2020.

PUBLIC COMMUNICATION: The Board adopted a revised fund balance and budgetary reserve policy on July 15, 2020.

STRATEGIC BUSINESS PLAN: The District's FY22-24 Strategic Business Plan has five strategic areas of focus. These include 1) Customer Satisfaction 2) Employee Engagement 3) Community Value 4) Financial Health 5) Sustainability. Each of these priorities has tactics, milestones, and performance measures to ensure achievability and accountability. All District projects and matters brought before the Board align with one of these five strategic areas of focus.

This agenda item aligns with the strategic area of: Community Value.

DESCRIPTION: The District achieves high value for our community in a fiscally responsible way by always providing consistent, reliable and quality service for our community that can be counted on through careful planning and mitigation of unpredictable events. The District plans for:

1. Predictable expenditure volatility or revenue shortfalls through cash flow, capital or Board designated reserves
2. Unpredictable expenditure or revenue shortfalls through sustainable service reserves

Unpredictable events that could impact our services include, but are not limited to shortfalls in revenue and expenditure volatility. The range of possible negative occurrences are many including economic downturns, government shutdowns, high inflation, disasters, emergencies, pandemics, wars, etc.

BACKGROUND: The District routinely reviews the reserve policies. The last adopted revision was on July 15, 2020 with only minor changes. Since that time, the District has adopted a strategic business plan (SBP) that identifies "community value" as a strategic focus area and the creation of a sustainable services stability fund as one of the tactics to achieve that SBP objective. The pandemic has also made it abundantly clear, that we live in very uncertain times. It is therefore not possible to predict, identify, or quantify the financial impacts of future financial threats. The District can, however, mitigate the impacts of these financial threats to the services provided to our community by creating reserves for both known future expenditures, probable revenue shortfalls as well as unknowable threats.

The process to determine the reserves needed was as follows:

For both known and unknowable threats:

- Reviewed other ABBG member transit reserve policies
- Reviewed WSTIP member transit reserve policies
- Reviewed Government Finance Officer Association (GFOA) “best practices” and budget award member reserve policies
- Identified unrestricted flexible resources to build the identified reserves and comply with the reserve policy minimums

These items are available for reference upon request.

For unknowable threats:

- Reviewed historical payroll tax declines from 2001+ either due to recessions or taxpayer amended returns
- Reviewed historical pandemic-induced fare declines

For known threats:

- Policy reflects anticipated need based on existing planning documents (budget, community investment plan (CIP) and the long-range financial plan (LRFP)

The result of the above is a reserve policy designed to address the following:

- a. Consistent, reliable service, especially when most needed (recessions, disasters, etc.)
- b. Adequate funding to cover the lifecycle of capital assets (SGR)
- c. A minimum of 60 - 90 days cash on hand to cover temporary cash flow impacts
- d. Adequate funding to take advantage of competitive grant opportunities

The reserve policy is in compliance with GFOA best practice of a minimum operating reserve of no less than 2 months of regular operating revenues or regular general fund operating expenditures.

The reserve policy establishes 5 types of reserves:

1. **Sustainable Service Reserve**
2. **STIF Sustainable Service Reserve**
3. **Cash Flow Reserve**
4. **Capital Reserve**
5. **Board Designated Reserves**

The policy defines for each of the 5 reserves the:

- **Purpose:** The reason the reserve exists
- **Type:** Restricted for use without Board action or Unrestricted for use requiring no Board action
- **Reserve minimum:** The minimum reserve balance to be maintained
- **Target balance:** The target reserve balance
- **Allowable use restrictions:** Restrictions on what the reserve may be used for
- **Replenishment requirements:** Requirements to replenish the reserve fund

A presentation will be provided to explain this topic in further detail.

CONSIDERATIONS: Staff recommends that the Board adopt the revised Budgetary Reserve Policy.

ALTERNATIVES:

1. The Board may amend the revised policy and elect to adopt the amended policy at a later date.
2. The Board may amend the revised policy and elect to adopt the amended policy at today's Board meeting

NEXT STEPS: The adopted policy will become effective immediately.

SUPPORTING DOCUMENTATION:

- 1) Reserve Policy
- 2) Reserve Policy – redlined
- 3) Reserve presentation
- 4) Resolution No. 2022-02-16-010

PROPOSED MOTION: I move adoption of LTD Resolution No. 2022-02-16-010:

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

**LANE TRANSIT DISTRICT
BUDGETARY RESERVE POLICY**

PURPOSE

This policy addresses the Financial Health goals of the Lane Transit District (“District”) Board of Directors (“Board”) which is to maintain the District’s financial condition while providing a consistent level of service even during periods of unanticipated revenue shortfalls or expenditure volatility and to set aside adequate funding to carry out the Board adopted Community Investment Plan (CIP) without incurring unnecessary debt. Reserves are essential to achieving the District’s financial health goals. This policy establishes the guidelines for the District’s reserve funds, including the target balance, applicable funding sources, anticipated uses, and approval for use of the reserve funds. The balances proposed are in alignment with the Government Finance Officers’ Association (GFOA) recommendations.

Reserve Fund	Reserve Balance Range
Sustainable Service	2 – 6 months of operating expenses & operating transfers
Cash Flow	60 – 90 days (3 months) of operating expenses & operating transfers
Capital	Minimum of 20% of 2 year expected future General Fund costs, maximum of 10 year actual planned need
Statewide Transportation Improvement Fund (STIF) cash reserves	< 6 months of STIF (in- and out- of District) funded annual operating costs

This policy supersedes all previous policies regarding the District’s fund balance and reserve policies.

BACKGROUND

A formal reserve policy has been in effect since January 1994. This policy is reviewed routinely to make sure that it reflects current needs based on the strength of the local economy, the outlook for state and federal funds' availability, the CIP, and the need to cover price volatility or major one-time expenditures.

POLICY

Purpose	Maintaining reserves at appropriate levels ensures adequate resources for cash flow and Board-adopted plans to maintain the existing infrastructure and invest in our community. It also minimizes disruptions to the District’s services due to fluctuations by mitigating the effects of unexpected revenue shortfalls and expenditure volatility.
Type	There are two types of reserves:

	<ul style="list-style-type: none"> • Restricted reserves – Requires Board of Director appropriation for use through a resolution, ordinance, or supplemental budget. Must meet “allowable use” requirements per policy • Unrestricted reserves – Restricted to policy “allowable use” and as defined by Board-adopted budgets (including supplemental) or community investment plans
Approval	<p>The Board of Directors shall approve:</p> <ul style="list-style-type: none"> • The creation or deletion of any reserve accounts • Changes in reserve account funding formulas • The use of restricted reserves • Restricted and Unrestricted Reserve balances, as part of the annual budget process • Reserve replenishment plans
Reserve Minimum	Should a reserve with a minimum fall below its minimum balance, a plan shall be presented to the Board of Directors for replenishing the reserve to the minimum balance
Target Balance	Target balances are aspirational references and are not required to have a plan to meet
Replenishment Requirements	Reserves will be funded with surplus unrestricted payroll tax revenues or one-time revenues which are flexible in nature and can be used to build and replenish reserve funds.

1. Sustainable Services Reserve

Purpose	<p>Maintain consistent, reliable service levels, especially when most needed.</p> <p>Mitigates risks of:</p> <p>Unexpected operating revenue shortfalls:</p> <ul style="list-style-type: none"> • Payroll tax fluctuations • Cuts to state grant funding • Pandemic-related revenue declines <p>Expenditure volatility & one-time impacts:</p> <ul style="list-style-type: none"> • High inflation • Pandemic-related costs • Disasters, emergencies
Type	Restricted
Reserve Minimum	2 months of combined general fund (GF) operating expenses plus recurring operating transfers
Target Balance	6 months of combined general fund (GF) operating expenses plus recurring operating transfers
Allowable Use	Maintaining existing operations
Replenishment Requirements	In the event that the fund balance falls below the minimum threshold, the Board must approve, within six months of

	budget adoption, a restoration plan to correct the shortage within a six-year period after the event ends and/or when the District is capable of replenishing the funds.
--	--

2. Cash Flow Reserve

Purpose	Provide a minimum of 60-90 days of cash on hand to cover temporary cash flow impacts. This reserve is a cash flow management tool. Mitigates risks of: Temporary operating revenue shortfalls: <ul style="list-style-type: none"> • Payroll tax fluctuations • Temporary fare collection suspensions • Cash reimbursement delays for pending grants • Government shutdowns Temporary expenditure volatility & one-time impacts: <ul style="list-style-type: none"> • Temporary expense volatility • Temporary pandemic-related costs • Disasters, emergencies
Type	Unrestricted
Reserve Minimum	60 days of cash on hand needs calculated as (operating expenses (GF) plus GF transfer (non-GF operating funds) divided by 365 multiplied by 60)
Target Balance	90 days of cash on hand needs calculated as (operating expenses (GF) plus GF transfer (non-GF operating funds) divided by 365 multiplied by 90)
Allowable Use	Cash flow management
Replenishment Requirements	Spending must stay within the annual adopted budget. Cash flow reserve is to ensure adequate cash flow.

3. Capital Reserve

Purpose	To ensure sufficient resources to carry out the Board-adopted community investment plan (CIP). The CIP ensures that the District is able to maintain the existing infrastructure in a state of good repair and to invest in the community's transportation priorities.
Type	Unrestricted
Reserve Minimum	20% of 2 year expected future General Fund cost
Target Balance	10 year actual planned needs as detailed in the CIP
Allowable Use	Restricted for use to Board-adopted CIP projects
Replenishment Requirements	Annual General Fund transfer to be the lower of \$3M/year (~20% of annual formula fund allocation) or the amount needed to meet the 10 year actual planned needs as detailed in the CIP

4. STIF Sustainable Services Reserve

Purpose	Maintain consistent, reliable State-wide Transportation Improvement Funded (STIF) services, especially when most needed. Mitigates risks of: Unexpected operating revenue shortfalls: <ul style="list-style-type: none"> • Payroll tax fluctuations • Changes to state grant funding Expenditure volatility & one-time impacts: <ul style="list-style-type: none"> • High inflation • Pandemic-related costs • Disasters, emergencies
Type	Restricted
Reserve Minimum	Amount approved by the District Board acting as the qualified entity (QE) AND approved by ODOT
Target Balance	6 months of STIF (in- and out- of District) funded annual operating costs
Allowable Use	Maintaining STIF-funded programs
Replenishment Requirements	When the Oregon Department of Transportation (ODOT) approves STIF funding to replenish the funds. Interest earned on the reserve balance increases this reserve

5. Board Designated Reserves

Purpose	To provide additional budgetary reserves deemed prudent by the Board. Including but not limited to: <ul style="list-style-type: none"> • Insurance reserves to settle unanticipated large insurance claims in excess of those otherwise covered through the District's insurance programs or budgeted for in the annual operating budget (self-insurance for unemployment, dental) • Operating contingency to cover significant expenditures that could not be reasonably foreseen or planned for in the budget • Reserves for a specific future planned purpose, liability or obligation • Fuel reserve to cover the volatility in fuel prices • Unemployment compensation reserve to pay for future unemployment claims
Type	Restricted or Unrestricted
Reserve Minimum	As adopted through Board resolution
Target Balance	As adopted through Board resolution
Allowable Use	Restricted to Board identified "allowable use" and as defined by Board adopted budgets (including supplemental) or community investment plans (CIP)
Replenishment Requirements	As designated in the Board-adopted resolution

IMPLEMENTATION AND REVIEW

Upon adoption of this policy, the Board authorizes the Director of Finance to establish any standards and procedures which may be necessary for its implementation. The Director of Finance shall review this policy routinely and make any recommendations for changes to the Budget Committee of the Board of Directors prior to adoption by the Board

EXEMPTIONS

The Board of Directors, under its authority in setting the District’s annual budget, may choose to adopt an annual budget that does not maintain the minimum reserve balances identified in this policy.

MAINTENANCE

The Board of Directors is responsible for the maintenance of this policy, with staff assistance from the Director of Finance.

Administrative Policies & Procedures
2022-02-16 (Revised)
Adopted by LTD Board of Directors: _____

LANE TRANSIT DISTRICT

FUND BALANCE AND BUDGETARY RESERVE POLICY

PURPOSE

This policy addresses the Financial Health goals of the Lane Transit District (“District”) Board of Directors (“Board”) which is to maintain the District’s financial condition while providing a consistent level of service even during periods of unanticipated revenue shortfalls or expenditure volatility and to set aside adequate funding to carry out the Board adopted Community Investment Plan (CIP) without incurring unnecessary debt. Reserves are essential to achieving the District’s ~~these~~ financial health goals. This policy establishes the guidelines for the District’s reserve funds, including the target balance, applicable funding sources, anticipated uses, and approval for use of the reserve funds. The balances proposed are in alignment with the Government Finance Officers’ Association (GFOA) recommendations, regarding the level of unrestricted fund balance maintained for operating funds. Unrestricted fund balance is the District’s working capital available for the ongoing operation of the District and is subject to the limitations defined by this policy.

Formatted: Font: (Default) Arial

Formatted: Font: (Default) Arial

Formatted: Font: (Default) Arial

Formatted: Font: (Default) Arial

<u>Reserve Fund</u>	<u>Reserve Balance Range</u>
<u>Sustainable Service</u>	<u>2 – 6 months 15% — 25% (3 months) of operating expenses & operating transfers</u>
<u>Cash Flow Working Capital</u>	<u>60 – 90 days (3 months) of operating expenses & operating transfers</u>
<u>Capital</u>	<u>Minimum of 20% of 2 year expected future costs, maximum of 10 year actual planned need</u>
<u>Statewide Transportation Improvement Fund (STIF) cash reserves</u>	<u><6 months 15% — 25% of STIF (in- and out- of District) funded annual operating costs</u>

Formatted: Font: Bold

Formatted Table

Formatted: Font: Bold

This policy considers unanticipated events that could adversely affect the financial condition of the District and jeopardize the smooth continuation of necessary transit services. Having such a policy will ensure that the District maintains adequate working capital/fund balance in order to:

Formatted: Font: (Default) Arial

- a. Provide sufficient cash flow for daily operational needs and for outflows such as grant-funded capital expenditures prior to the District being reimbursed by granting agencies;
- b. Provide additional Statewide Transportation Improvement Fund (STIF) cash reserves to sustain expanded transit services
- b. Provide funds for unforeseen expenditures related to emergencies;
- c. Offset significant economic downturns that result in decreasing payroll-related tax revenue, and
- d. Secure and maintain investment-grade bond ratings.

This policy supersedes all previous policies regarding the District’s fund balance and reserve policies.

BACKGROUND

A formal ~~reserve fund~~-balance policy has been in effect since January 1994. This policy is reviewed ~~routinely~~annually to make sure that it reflects current needs based on the strength of the local economy, the outlook for ~~state and~~ federal funds' availability, ~~the CIP~~ and the need to cover price volatility ~~or major one-time expenditures. for major materials and supplies.~~

POLICY

<u>Purpose</u>	<u>Maintaining reserves at appropriate levels ensures adequate resources for cash flow and Board-adopted plans to maintain the existing infrastructure and invest in our community. It also minimizes disruptions to the District's services due to fluctuations by mitigating the effects of unexpected revenue shortfalls and expenditure volatility.</u>
<u>Type</u>	<p>There are two types of reserves:</p> <ul style="list-style-type: none"> <u>Restricted reserves – Requires Board of Director appropriation for use through a resolution, ordinance, or supplemental budget. Must meet "allowable use" requirements per policy</u> <u>Unrestricted reserves – Restricted to policy "allowable use" and as defined by Board-adopted budgets (including supplemental) or community investment plans</u>
<u>Approval</u>	<p>The Board of Directors shall approve:</p> <ul style="list-style-type: none"> <u>The creation or deletion of any reserve accounts</u> <u>Changes in reserve account funding formulas</u> <u>The use of restricted reserves</u> <u>Restricted and Unrestricted Reserve balances, as part of the annual budget process</u> <u>Reserve replenishment plans</u>
<u>Reserve Minimum</u>	<u>Should a reserve with a minimum fall below its minimum balance, a plan shall be presented to the Board of Directors for replenishing the reserve to the minimum balance</u>
<u>Target Balance</u>	<u>Target balances are aspirational references and are not required to have a plan to meet</u>
<u>Replenishment Requirements</u>	<u>Reserves will be funded with surplus unrestricted payroll tax revenues or one-time revenues which are flexible in nature and can be used to build and replenish reserve funds.</u>

1. Sustainable Services Reserve

<u>Purpose</u>	<u>Maintain consistent, reliable service levels, especially when most needed.</u>
----------------	---

Formatted Table

Formatted: Font: (Default) Arial

Formatted: Font: (Default) Arial

Formatted: List Paragraph, Bulleted + Level: 1 + Aligned at: 0.25" + Indent at: 0.5"

Formatted: Font: (Default) Arial

Formatted Table

Formatted: List Paragraph, Bulleted + Level: 1 + Aligned at: 0.25" + Indent at: 0.5"

Formatted: Font: (Default) Arial

Formatted: Font: (Default) Arial

Formatted: Indent: Left: 0.25"

Formatted: List Paragraph, Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.25" + Indent at: 0.5"

Formatted Table

	<p>Mitigates risks of:</p> <p><u>Unexpected operating revenue shortfalls:</u></p> <ul style="list-style-type: none"> • <u>Payroll tax fluctuations</u> • <u>Cuts to state grant funding</u> • <u>Pandemic-related revenue declines</u> <p><u>Expenditure volatility & one-time impacts:</u></p> <ul style="list-style-type: none"> • <u>High inflation</u> • <u>Pandemic-related costs</u> • <u>Disasters, emergencies</u>
<u>Type</u>	<u>Restricted</u>
<u>Reserve Minimum</u>	<u>2 months of combined general fund (GF) operating expenses plus recurring operating transfers</u>
<u>Target Balance</u>	<u>6 months of combined general fund (GF) operating expenses plus recurring operating transfers</u>
<u>Allowable Use</u>	<u>Maintaining existing operations</u>
<u>Replenishment Requirements</u>	<u>In the event that the fund balance falls below the minimum threshold, the Board must approve, within six months of budget adoption, a restoration plan to correct the shortage within a six-year period after the event ends and/or when the District is capable of replenishing the funds.</u>

Formatted: List Paragraph, Bulleted + Level: 1 + Aligned at: 0.25" + Indent at: 0.5"

Formatted: List Paragraph, Bulleted + Level: 1 + Aligned at: 0.25" + Indent at: 0.5"

Formatted: Font: (Default) Arial

Formatted Table

Formatted: Indent: Left: 0.25"

2. Cash Flow Reserve

<u>Purpose</u>	<p><u>Provide a minimum of 60-90 days of cash on hand to cover temporary cash flow impacts. This reserve is a cash flow management tool.</u></p> <p>Mitigates risks of:</p> <p><u>Temporary operating revenue shortfalls:</u></p> <ul style="list-style-type: none"> • <u>Payroll tax fluctuations</u> • <u>Temporary fare collection suspensions</u> • <u>Cash reimbursement delays for pending grants</u> • <u>Government shutdowns</u> <p><u>Temporary expenditure volatility & one-time impacts:</u></p> <ul style="list-style-type: none"> • <u>Temporary expense volatility</u> • <u>Temporary pandemic-related costs</u> • <u>Disasters, emergencies</u>
<u>Type</u>	<u>Unrestricted</u>
<u>Reserve Minimum</u>	<u>60 days of cash on hand needs calculated as (operating expenses (GF) plus GF transfer (non-GF operating funds) divided by 3650 multiplied by 60).</u>
<u>Target Balance</u>	<u>90 days of cash on hand needs calculated as (operating expenses (GF) plus GF transfer (non-GF operating funds) divided by 3650 multiplied by 90).</u>
<u>Allowable Use</u>	<u>Cash flow management</u>
<u>Replenishment Requirements</u>	<u>Spending must stay within the annual adopted budget. Cash flow reserve is to ensure adequate cash flow.</u>

Formatted: List Paragraph, Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.25" + Indent at: 0.5"

Formatted: Font: (Default) Arial

Formatted: Indent: Left: 0.25"

3. Capital Reserve

<u>Purpose</u>	<u>To ensure sufficient resources to carry out the Board-adopted community investment plan (CIP). The CIP ensures that the District is able to maintain the existing infrastructure in a state of good repair and to invest in the community's transportation priorities.</u>
<u>Type</u>	<u>Unrestricted</u>
<u>Reserve Minimum</u>	<u>20% of 2 year expected future costs</u>
<u>Target Balance</u>	<u>10 year actual planned needs as detailed in the CIP</u>
<u>Allowable Use</u>	<u>Restricted for use to Board-adopted CIP projects</u>
<u>Replenishment Requirements</u>	<u>Annual General Fund transfer to be the lower of \$3M/year (~20% of annual formula fund allocation) or the amount needed to meet the 10 year actual planned needs as detailed in the CIP</u>

Formatted: List Paragraph, Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.25" + Indent at: 0.5"

Formatted: Font: (Default) Arial

4. STIF Sustainable Services Reserve

<u>Purpose</u>	<u>Maintain consistent, reliable State-wide-Transportation Improvement Funded (STIF) services, especially when most needed.</u> <u>Mitigates risks of:</u> <u>Unexpected operating revenue shortfalls:</u> <ul style="list-style-type: none"> • <u>Payroll tax fluctuations</u> • <u>Changes to state grant funding</u> <u>Expenditure volatility & one-time impacts:</u> <ul style="list-style-type: none"> • <u>High inflation</u> • <u>Pandemic-related costs</u> • <u>Disasters, emergencies</u>
<u>Type</u>	<u>Restricted</u>
<u>Reserve Minimum</u>	<u>Amount approved by the District Board acting as the qualified entity (QE) AND approved by ODOT</u>
<u>Target Balance</u>	<u>6 months of STIF (in- and out- of District) funded annual operating costs</u>
<u>Allowable Use</u>	<u>Maintaining STIF-funded programs</u>
<u>Replenishment Requirements</u>	<u>When the Oregon Department of Transportation (ODOT) approves STIF funding to replenish the funds. Interest earned on the reserve balance increases this reserve</u>

Formatted: Font: (Default) Arial

Formatted: Indent: Left: 0.25"

Formatted: List Paragraph, Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.25" + Indent at: 0.5"

Formatted: Font: Not Bold

Formatted: Font: Not Bold

5. Board Designated Reserves

<u>Purpose</u>	<u>To provide additional budgetary reserves deemed prudent by the Board. Including but not limited to:</u> <ul style="list-style-type: none"> • <u>Insurance reserves to settle unanticipated large insurance claims in excess of those otherwise covered through the District's insurance programs or budgeted for in the annual operating budget (self-insurance for unemployment, dental)</u>
----------------	---

Formatted: List Paragraph, Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.25" + Indent at: 0.5"

Formatted: Font: (Default) Arial

Formatted: Normal, No bullets or numbering

	<ul style="list-style-type: none"> • Operating contingency to cover significant expenditures that could not be reasonably foreseen or planned for in the budget • Reserves for a specific future planned purpose, liability or obligation • Fuel reserve to cover the volatility in fuel prices • Unemployment compensation reserve to pay for future unemployment claims
Type	Restricted or Unrestricted
Reserve Minimum	As adopted through Board resolution
Target Balance	As adopted through Board resolution
Allowable Use	Restricted to Board identified "allowable use" and as defined by Board adopted budgets (including supplemental) or community investment plans (CI)
Replenishment Requirements	As designated in the Board-adopted Board-resolution

Formatted: List Paragraph, Bulleted + Level: 1 + Aligned at: 0.25" + Indent at: 0.5"

Formatted: Font: (Default) Arial

Formatted: Font: (Default) Arial

Formatted: Indent: Left: 0.25"

Unrestricted Fund Balance

The District will maintain an unappropriated fund balance in the operating funds of no less than two months of budgeted operating expenditures plus STIF funded cash reserves as provided by the Oregon Department of Transportation. The level of unappropriated fund balance will be determined annually during the budget process. This balance will constitute the working capital of the District and provide a source of funding for emergencies and economic downturns. The level of STIF funded cash reserves will be determined every 3 years as part of the STIF application and approval process.

In the event of an emergency, the fund balance can be appropriated for use through a resolution, ordinance, or supplemental budget adopted by the Board of Directors. Examples of possible uses include, but are not limited to, the following:

- A major bus or vehicle accident,
- An unusually high number of liability claims,
- An unusually high number of unemployment claims,
- Accidental loss of a utility vehicle,
- Fuel price volatility,
- An economic downturn resulting in lower payroll tax receipts, or
- A loss of funding source.

Replenishing Deficiencies

In the event that the fund balance falls below the minimum threshold, the Board must approve, within six months of budget adoption, a restoration plan to correct the shortage within a three-year period. Restoration plans may include reducing recurring expenditures to eliminate a structural deficit, by increasing revenues or pursuing other funding sources, or by some combination of these and/or other strategies.

This policy is developed under the guidance of the Oregon Revised Statutes (ORS 294.398) and the Oregon Administrative Rules (150-294.0440), which control in the event of any ambiguity.

Commented [CM1]: OAR was renumbered

BOARD DESIGNATED BUDGETARY RESERVES

~~The Board may appropriate specific budgetary reserves as deemed prudent. The Board may establish annual appropriated reserves for Self-insurance/risk and General Fund operating contingency.~~

~~By Board resolution, the self-insurance reserve can be used during the year to cover unanticipated insurance claims in excess of those otherwise covered through the District's insurance programs or budgeted for in the annual operating budget.~~

~~The General Fund operating contingency may be appropriated for other significant expenditures as they become necessary that could not be reasonably foreseen or planned for in the budget.~~

APPLICABILITY AND PRIORITIZATION OF FUND BALANCE USE

~~This policy pertains to the management of the unrestricted amount of available fund balance. Some portion(s) of fund balance may be restricted for legal or contractual reasons. When an expenditure is incurred for purposes for which both restricted and unrestricted amounts are available, it will be the policy of the District to consider restricted amounts to have been reduced first.~~

IMPLEMENTATION AND REVIEW

Upon adoption of this policy, the Board authorizes the Director of Finance to establish any standards and procedures which may be necessary for its implementation. The Director of Finance shall review this policy ~~routinely~~ at least annually and make any recommendations for changes to the Budget Committee of the Board of Directors prior to adoption by the Board

EXEMPTIONS

The Board of Directors, under its authority in setting the District's annual budget, may choose to adopt an annual budget that does not maintain the minimum ~~reserve~~ fund balances identified in this policy.

MAINTENANCE

The ~~Budget Committee of the~~ Board of Directors is responsible for the maintenance of this policy, with staff assistance from the Director of Finance.

Administrative Policies & Procedures
~~2022-02-16~~~~2020-05-29~~ (Revised)
Adopted by LTD Board of Directors: _____

Reserve Policy Proposal

February 2022





MISSION

CONNECTING OUR COMMUNITY.

VISION

IN ALL THAT WE DO, WE ARE COMMITTED TO
CREATING A MORE CONNECTED, SUSTAINABLE, AND
EQUITABLE COMMUNITY.

VALUES

RESPECT, INTEGRITY, INNOVATION, EQUITY, SAFETY,
AND COLLABORATION.



STRATEGIC AREAS OF FOCUS

Customer satisfaction

Employee engagement

Community value

Financial health

Sustainability







Sustainable
Service

Reserve balance: 2 – 6 months of operating expenses/transfers
Source to establish: FY21 actual payroll taxes > FY21 Budget

Conditions for use: Maintaining existing operations

Requires Board approval for use

RESERVE FUNDS



STIF Sustainable
Service

Reserve balance: <6 months of operating expenses/transfers
Source to establish: STIF adopted plan

Conditions for use: Maintaining STIF-funded operations

Requires Board approval for use

RESERVE FUNDS



Reserve balance: 60 – 90 days of operating expenses/transfers

Source to establish: FY21 beginning unrestricted fund balance

Conditions for use: Managing cash flow

Restricted to Board adopted budget appropriation

Cash Flow

RESERVE FUNDS



Reserve balance: $\geq 20\%$ of 2 year CIP & ≤ 10 year CIP identified need
Source to establish: FY21 beginning unrestricted fund balance

Conditions for use: ONLY projects in the Board-adopted CIP

Restricted for use to Board adopted CIP projects

Capital

RESERVE FUNDS



Reserve balance: Board designated

Conditions for use: Board designated

Board determines restrictions on use

Board Designated

RESERVE FUNDS

Reserves to be established in FY23 budget

Reserve	Policy	State after proposed allocation	Notes
Sustainable Services Reserve	2 – 6 months	2 months	Minimum met and progress towards ideal of 6 months
STIF Sustainable Services Reserve	< 6 months	>1 month & <2 months	Minimum met. Ideally would be at least 2 months to align with non-STIF Sustainable Services Reserve
Cash Flow Reserve	60 – 90 days	~60 days	Minimum met
Capital Reserve	20% of 2 year expect cost – 10 year planned need	Minimum of 20% of 2 year expected general fund cost	Minimum met. Ideally would be the 10 year planned need
Board Designated Reserve	As adopted by resolution	Not applicable	No Board designated reserves identified



RESOLUTION NO. 2022-02-16-010

ADOPTION OF THE REVISED LANE TRANSIT DISTRICT FUND BALANCE AND BUDGETARY RESERVE POLICY

WHEREAS, the District has adopted a strategic business plan (SBP) that identifies “community value” as a strategic focus area and the creation of a sustainable services stability fund as one of the tactics to achieve that SBP objective;

WHEREAS, it is not possible to predict, identify, or quantify the financial impacts of future financial threats;

WHEREAS, the District can mitigate the impacts of these negative financial threats to the services provided to our community by creating reserves for both known future expenditures, probable revenue shortfalls as well as unknowable threats;

WHEREAS, the Reserve Policy (“Policy”) dictates the appropriation of reserves maintained for the ongoing operation of Lane Transit District (“District”) should adverse unanticipated events jeopardize continuation of transit services;

WHEREAS, the Policy is reviewed routinely;

WHEREAS, the Policy was last modified at the July 15, 2020, Board meeting; and,

WHEREAS, the District’s review of the Policy makes the following changes:

Establishes 5 types of reserves:

1. Sustainable Service Reserve
2. STIF Sustainable Service Reserve
3. Cash Flow Reserve
4. Capital Reserve
5. Board Designated Reserves

Each of the 5 reserves are identifies the reserves:

- **Purpose:** The reason the reserve exists
- **Type:** Restricted for use without Board action or Unrestricted for use requiring no Board action
- **Reserve minimum:** The minimum reserve balance to be maintained
- **Target balance:** The target reserve balance
- **Allowable use restrictions:** Restrictions on what the reserve may be used for
- **Replenishment requirements:** Requirements to replenish the reserve fund

The policy also changes the review to be routinely rather than annually and assigns the Board of Directors, rather than the Budget Committee as responsible for maintenance of the policy.

NOW, THEREFORE, BE IT RESOLVED that the Lane Transit District Board of Directors, approves a resolution as follows:

- Approving the revised Reserve Policy.

ADOPTED BY THE LANE TRANSIT DISTRICT BOARD OF DIRECTORS ON THIS 16TH DAY OF FEBRUARY, 2022.

Board President, Caitlin Vargas



AGENDA ITEM SUMMARY

DATE OF MEETING: February 16, 2022

ITEM TITLE: UPDATED FIXED-ROUTE SERVICE POLICY ADOPTION

PREPARED BY: Kim Le, Development Planner

DIRECTOR: Tom Schwetz, Director of Planning and Development

ACTION REQUESTED: Adoption

PURPOSE: To provide the Board with a finalized version of the updated Fixed-Route Service Policy for the purpose of adoption.

ROLE OF THE BOARD: The LTD Board of Directors is a Policy Board. This means that the Board's role in this instance is to adopt.

BOARD COMMUNICATION: At the February 2, 2022, Board work session, the Board reviewed the proposed changes to the 2014 version of the Fixed-Route Service Policy.

PUBLIC COMMUNICATION: At the February 2, 2022, Board work session, the Board reviewed the proposed changes to the 2014 version of the Fixed-Route Service Policy.

STRATEGIC BUSINESS PLAN: The District's FY22-24 Strategic Business Plan has five strategic areas of focus. These include 1) Customer Satisfaction 2) Employee Engagement 3) Community Value 4) Financial Health 5) Sustainability. Each of these priorities has tactics, milestones, and performance measures to ensure achievability and accountability. All District projects and matters brought before the Board align with one of these five strategic areas of focus.

This agenda item aligns with the strategic areas of: Customer Satisfaction and Community Value.

DESCRIPTION: LTD's fixed-route service policy provides standards for the implementation and evaluation of fixed-route bus service. LTD is federally required to develop a system-wide service policy and standards to ensure that service design and operations practices do not result in discrimination on the basis of race, color, or national origin under Title VI of the Civil Rights Act of 1964 and FTA Circular 4702.1B. A service policy is not a system-wide network redesign, service plan, or analysis effort.

BACKGROUND: The last time this item was brought to the Board was at the Board work session on February 2, 2022. At that meeting, staff and consultant provided a presentation about the history and context for why a service policy is required as well as described the major components of a service policy. Staff also summarized the proposed changes from the existing 2014 version, noting that the changes are primarily to provide more information and clarification on elements of the service policy. The Board asked about the timeline for finalizing the updated service policy. Since the Board work session, staff has finalized the service policy update document with some minor formatting changes.

CONSIDERATIONS: Based on discussions at the February 2, 2022, Board work session, the Board may consider adopting the updated Fixed Route Service Policy.

ALTERNATIVES:

1. Deny adoption of the updated Fixed-Route Service Policy and retain the existing 2014 version.
2. Deny adoption of updated Fixed-Route Service Policy as presented and request additional updates or changes.

NEXT STEPS: N/A.

SUPPORTING DOCUMENTATION:

- 1) Finalized Fixed-Route Service Policy
- 2) Resolution No. 2022-02-16-011

PROPOSED MOTION: I move adoption of LTD Resolution No. 2022-02-16-011:

It is hereby resolved that the LTD Board of Directors approves the Fixed-Route Service Policy as presented [amended].



Fixed Route Service Policy

Adopted 2/16/2022

Contents

Executive Summary..... 2

About LTD..... 3

Why Have a Service Policy..... 3

Network Design Principles..... 3

Service Allocation..... 3

Route Types..... 4

Service Design 6

Customer Comfort and Safety..... 8

Service Capacity and Reliability..... 10

Service Evaluation Procedures..... 11

Implementation/Evaluation Guidelines for New Fixed Route Service..... 12

Service Increases 13

Service Reductions..... 13

Standards for Tripper Service 14

Disparate Impact Policy 14

Maintenance of the Fixed Route Service Policy..... 16

Glossary..... 17

Appendix A – Other LTD Services..... 18

Appendix B – Calculating Productivity and Coverage Percentages 19

Appendix C – Calculating Route Deviations 20

Figures

Figure 1 - Route Type Map 4

Figure 2 - Bus Stop Locations 8

Tables

Table 1: LTD Time Period Definitions.....6

Table 2: Span of Service.....6

Table 3: Desired Minimum and Maximum Frequencies in Minutes by Service Type.....7

Table 4: Advantages and Disadvantages of Bus Stop Locations.....8

Executive Summary

The purpose of a service policy is to define performance standards for the implementation and evaluation of Lane Transit District's fixed route transit service. To the extent possible, these standards are designed to be quantifiable and replicable. The service policy also provides guidance to resolve performance issues.

The Federal Transit Administration requires agencies such as LTD that receive federal funding to develop a service policy which describes, at a minimum, vehicle load, headway, service availability, and on-time performance standards for each mode of service (i.e. BRT, bus, rail). Additionally, it requires the evaluation of service to prevent disparate impact discrimination on the basis of race, color, or national origin. LTD's first service policy was adopted in 1999 and last updated in 2014 to include Title VI federal guidelines to ensure the equitable distribution of public transit service.

Since its adoption over 20 years ago, there has been significant changes to the community, the transit network, and how LTD provides service, most notably with the addition of the West Eugene EmX. This updated service policy will help decision-makers, the public, and partner agencies understand why and how LTD makes changes to its fixed route service in order to adapt to an ever changing mobility environment and better reflect the needs of the communities LTD serves. It applies industry standard techniques and methodologies.

There are five key components of the service policy:

- A description of LTD fixed route service, including the allocation of service focusing on productivity or coverage goals, network design principles, and route classifications with goals and characteristics.
- Service design which covers peak periods, spans, and frequency of service. This also includes stop types, location, spacing, and transit amenities at stops and stations.
- Service evaluation procedures which represents the most significant changes to the policy. This updated section includes information on:
 - The timing of changes and a summary of possible changes;
 - The definition of substandard service and the means by which staff evaluates service;
 - Implementation guidelines for new service; and
 - Standards which guide the decisions regarding service increases and reductions.
- Lane Transit District's Title VI policy governing the equitable distribution of service and evaluation of impacts of service changes on minority populations. For more information on Title VI regulations see FTA Circular 4702.1B¹.
- The addition of several Appendices which provide broader policy statements and methodology information for calculating certain aspects of the policy.

¹ https://www.transit.dot.gov/sites/fta.dot.gov/files/docs/FTA_Title_VI_FINAL.pdf

About LTD

Lane Transit District (LTD) was established in 1970 under the laws of the State of Oregon that allowed the formation of transit districts as special taxing entities. The District began operating in the Eugene-Springfield area on November 23, 1970. LTD serves a population base of approximately 316,600 with a fleet of 100 buses in revenue service on 31 routes that traveled more than 3.9 million miles annually in 2019 (pre-pandemic) and 2.4 million miles in 2021. Passenger boardings were approximately 10 million in fiscal year 2019 and 4 million for fiscal year 2021. In fiscal year 2019, LTD provided almost 280,000 revenue hours of service. In fiscal year 2021, LTD provided almost 195,000 revenue hours of fixed route service.

LTD also provides other non-fixed route services for persons unable to use the fixed route system. More information about these non-fixed route services are available in Appendix A.

All of LTD's services are tied to our mission of connecting our community. In all that we do, we are committed to creating a more connected, sustainable, and equitable community.

Why Have a Service Policy

The purpose of a service policy is to define performance standards for the implementation and evaluation of LTD's fixed route transit service. To the greatest extent possible, these standards are designed to be quantifiable and replicable. The service policy also provides guidance to resolve performance issues. This service policy does not apply to non-fixed route services such as RideSource or mobility-on-demand options.

Network Design Principles

LTD's fixed route network is designed on the basis of balancing goals of high productivity and geographic coverage.

Service designed for high productivity is closely associated with:

- Frequency - Routes that run frequently are more likely to be useful for many trips.
- Density - More people coming from and going to destinations located near bus stops.
- Walkability - More sidewalks, safer street crossings, and a connected street grid.
- Linearity - Routes designed in straight, direct lines with few deviations.
- Continuity - Routes designed to avoid long gaps of low-density development.

In contrast, service designed to maximize geographic coverage seeks to:

- Provide a social service to people who lack transportation options, when they are located in or wish to reach areas that do not support high productivity service.
- Reach as many neighborhoods as possible, even if relatively few people need or are likely to use service to or from that area.

Service Allocation

Within the Eugene-Springfield urban growth boundary, LTD will strive to allocate service hours according to the following ratios:

- 75 percent to maximize productivity.

- 25 percent to geographic coverage beyond areas that support higher productivity.

These allocations may temporarily fluctuate in response to budgetary, staffing capacity, or other major conditions. A significant change in service conditions is defined in the [Service Changes](#) and [Service Reduction](#) sections. Appendix B provides the methodology for calculating productivity and coverage percentages.

Route Types

The LTD fixed route transit network includes the six route types described below and represented in Figure 1. These route types and characteristics are desired outcomes for the network based on available resources. For spans and frequencies, refer to tables 2 and 3.

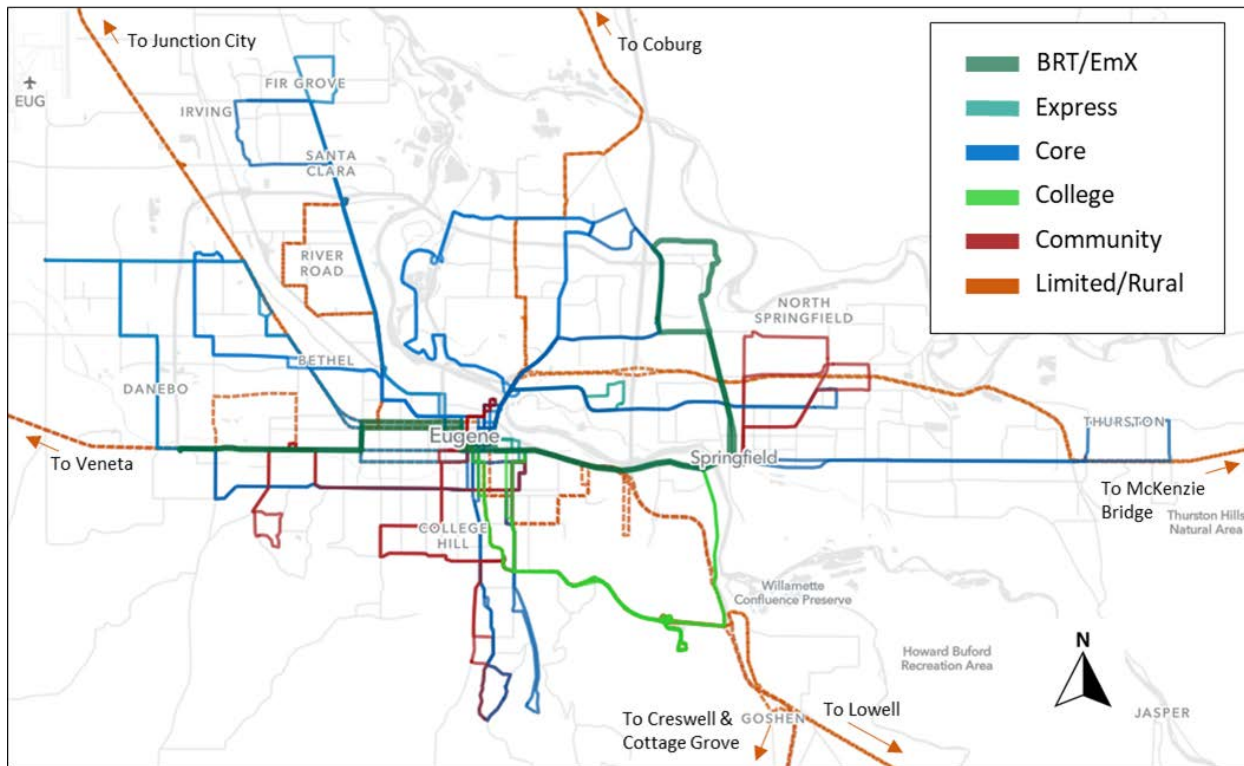


Figure 1 - Route Type Map

Bus Rapid Transit (BRT)/Emerald Express (EmX)

BRT/EmX lines run primarily in dedicated bus-only lanes with some segments of mixed traffic.

- Features: Very frequent all-day service; widely spaced stations; longer hours of service.
- Service targets: Higher travel speeds; very reliable service; more amenities at stations; higher passenger loads.
- Expectations: Highest productivity; highest ridership.

Express Routes

Express routes have limited stops and serve the parts of the network with the highest peak demand ridership.

- Features: Very frequent all-day or peak service; widely-spaced stops; service hours based on demand.
- Service targets: Higher travel speeds; higher passenger loads.
- Expectations: High productivity; high ridership.
- This category includes any college-oriented express routes that may have shorter hours of service, matching class schedules or demand.

Core Routes

Core routes operate primarily on arterial streets, major collectors, and corridors identified on the Frequent Transit Network (FTN) developed in the 2014 Long Range Transit Plan.

- Features: Frequent all-day service; moderate distance between stops; longer hours of service.
- Service targets: Moderate travel speeds; reliable service; amenities at major stops; high passenger loads.
- Expectations: High productivity; high ridership.

College Routes

College routes are designed to provide transit primarily to university students traveling to the University of Oregon (UO) or Lane Community College (LCC). These routes are characterized by fluctuating frequency to meet demand and line up with class schedules and one way service to meet demand.

- Features: Fluctuating all-day or peak service; variable distance between stops; shorter hours of service.
- Service targets: Moderate travel speeds; reliable service; fewer stops with amenities; high passenger loads.
- Expectations: High productivity; high ridership.

Community Routes

Community routes are designed to provide transit in areas where land use, density, development patterns, or demographic characteristics are not conducive to high ridership transit.

- Features: Lower frequency; infrequent all-day or peak service; variable distance between stops depending on the area served; shorter hours of service.
- Service targets: Low to moderate travel speeds; reliable service; fewer stops with amenities; moderate passenger loads.
- Expectations: Moderate productivity; moderate ridership.

Limited or Rural Routes

Limited routes operate very infrequently within the metro area and rural routes operate mostly (but not exclusively) outside the Eugene-Springfield urban growth boundary. They provide basic “insurance against isolation” for communities within the LTD service boundary that might otherwise not receive service.

- Features: Infrequent service at limited hours; variable distance between stops depending on the area served; few hours of service.
- Service targets: Moderate to higher travel speeds; reliable service; fewer stops with amenities; lower passenger loads.
- Expectations: Low productivity; low ridership.

Service Design

Time Periods

LTD operates different levels of service depending on the time of day and day(s) of the week. These time periods are described in Table 1.

Table 1. LTD Time Period Definitions

Time Period		Definition
Weekday	AM	5:00 AM - 6:00 AM
	AM Peak	6:00 AM - 9:00 AM
	Midday	9:00 AM - 3:00 PM
	PM Peak	3:00 PM - 6:00 PM
	Evening	6:00 PM - 12:00 AM
Saturday		7:00 AM - 12:00 AM
Sunday		8:00 AM - 9:00 PM

Span of Service

Span of service refers to the hours during which service is available. LTD has established span of service standards that define the expected hours that any given service will operate. Table 2 displays the current spans of service at the time of this service policy update based on the route type and day. Changes in span will be based on available resources and need.

Table 2. Span of Service

Route Type	Day of Week	Span of Service
EmX (BRT)	Weekday	5:00 AM - 1:00 AM
	Saturday	7:00 AM - 11:30 PM
	Sunday	7:30 AM - 9:30 PM
Express	Weekday	7:00 AM - 10:00 PM
Core	Weekday	5:00 AM - 12:00 AM
	Saturday	7:00 AM - 11:30 PM
	Sunday	7:30 AM - 9:30 PM
College	Weekday	7:00 AM - 7:00 PM
	Saturday	Limited
Community	Weekday	6:30 AM - 8:30 PM
	Saturday	7:30 AM - 8:30 PM
	Sunday	Limited
Limited	Weekday	Variable*
Rural	All Day Types	Variable*

*Variable means that there is no minimum span, up to and including no service on certain day types.

Frequency

Frequency, also referred to as headways, is the time between trips. Table 3 below shows the desired minimum and maximum frequencies in minutes by peak demand period. Operation at these frequencies assumes the availability of sufficient resources.

Table 3. Desired Minimum and Maximum Frequencies in Minutes by Service Type

Route Type	AM Peak	Midday	PM Peak	Evening	Saturday	Sunday
BRT/EmX	10/15	10/15	10/15	15/30	15/30	15/30
Express	5/25	30	20/30	60		
Core	15/30	15/30	15/30	30/60	30/60	30/60
Community	30	30/60	30/60	60	60	60
College	10/30	30/60	30/60	60	60	
Limited	≥60	≥60	≥60			
Rural	<i>Variable; determined by commute demand</i>					

Route Scheduling

Route scheduling will take into consideration the following factors:

1. Striving for the spans and frequencies expressed above.
2. Maintaining consistency and clarity of timetables for customers through the use of clock face headways whenever possible (e.g. frequency intervals of 15, 30, or 60 minutes).
3. In scheduling transfers, the efficient operation of the more frequent route shall be a higher priority than ensuring timed transfers.
4. The scheduled running time for routes will adequately meet average customer loads and typical traffic congestion, and will include sufficient recovery time on each route to compensate for variations in running time and to provide for bus operator restroom breaks.

Route Design and Deviations

Route Design

Whenever possible, routes will be structured as two-way line routes between terminal points. Line routes reduce travel time and are easier for the public to understand. Terminal points at both ends of a route will be located at major activity centers where possible to ensure ridership in both directions of operation. Routes will remain on the most direct path possible, using arterials and collector streets to provide the shortest practical travel time between the terminal points.

Loops at the end of routes may be used in limited cases where there is no practical layover or turnaround point at the end of a line or when it is the most practical way to provide neighborhood coverage.

New streets will not be considered for bus routes unless the street and the associated intersections and traffic controls allow for the safe operation of the bus. LTD's Safety Committee is consulted whenever a new street is considered for service.

Deviations

Deviations from a route's shortest path may be considered to serve a major trip generator or serve an area with a high population of older adults, people with disabilities, or people experiencing poverty. Decisions on route deviations will be based on weighing the benefits of the deviation against the amount of impact to through riders using a specific formula. Appendix C provides the methodology for calculating deviations.

Customer Comfort and Safety

Stops and Stations

Stop Location

The location of bus stops depends on a variety of factors, including transit operational needs, safety, traffic flow, the type of land use, parking, physical roadside constraints (trees, poles, driveways, utilities, etc.) and the extent of available public right-of-way and adjacent property owner concerns.

There are three basic types of bus stop locations along a street as shown in Figure 2: far-side, near-side, and mid-block bus stops. Generally, far side stop placement is preferred for safety and operational reasons. Additionally, placement of a bus stop at a crosswalk location should be a minimum of 100' far side of the crosswalk to minimize blind spots for traffic and pedestrians.

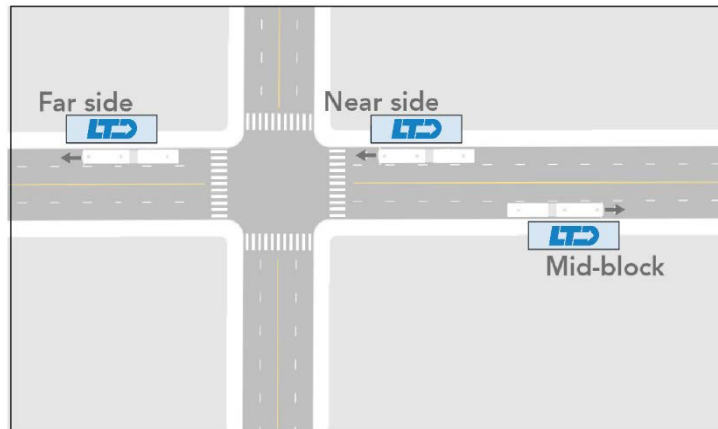


Figure 2 - Bus Stop Locations
(Adapted from Metro Transit's Regular-Route Bus Stop Design Guide, July 2021, Minneapolis, MN)

Table 4 below further outlines the advantages and disadvantages of bus stop locations along a street.

Table 4 – Advantages and Disadvantages of Bus Stop Locations

Stop Type	Advantages	Disadvantages
Near Side	<ul style="list-style-type: none"> Minimizes interference when traffic is heavy on the far side of the intersection Passengers access buses closest to crosswalk Intersection available to assist in pulling away from curb No double stopping Buses can service passengers while stopped at a red light Provides driver with opportunity to look for oncoming traffic including other buses with potential passengers 	<ul style="list-style-type: none"> Conflicts with right turning vehicles are increased Stopped buses may obscure curbside traffic control devices and crossing pedestrians Sight distance is obscured for crossing vehicles stopped to the right of the bus. The through lane may be blocked during peak periods by queuing buses Increases sight distance problems for crossing pedestrians
Far Side	<ul style="list-style-type: none"> Minimizes conflicts between right turning vehicles and buses Provides additional right turn capacity by making curb lane available for traffic Minimizes sight distance problems on approaches to intersection Encourages pedestrians to cross behind the bus Requires shorter deceleration distances for buses 	<ul style="list-style-type: none"> Intersections may be blocked during peak periods by queuing buses Sight distance may be obscured for crossing vehicles Increases sight distance problems for crossing pedestrians Stopping far side after stopping for a red light interferes with bus operations and all traffic in general May increase number of rear-end accidents since drivers do not expect

	<ul style="list-style-type: none"> Gaps in traffic flow are created for buses re-entering the flow of traffic at signalized intersections 	buses to stop again after stopping at a red light
Mid-block	<ul style="list-style-type: none"> Minimizes sight distance problems for vehicles and pedestrians Passenger waiting areas experience less pedestrian congestion 	<ul style="list-style-type: none"> Requires additional distance for no-parking restrictions Encourages patrons to cross street at mid-block (jaywalking) Increases walking distance for patrons crossing at intersections

Source: Table A-4, Appendix A, TCRP, original source: K. Fitzpatrick et al., *Guidelines for Planning, Designing, and Operating Bus-Related Street Improvements*. FHWA/TX-90/1225-2F, Texas Transportation Institute, College Station, TX. August 1990.

Stop Spacing

Bus stop spacing impacts route performance and correlates with demand for transit. In general, the trade-offs are:

1. Closely spaced stops (every block or 1/8 to 1/4 mile) provide short walk distances, but more frequent stops and a longer bus trip.
2. Stops farther apart require longer walk distances, but less frequent stops that lead to higher speeds and shorter bus trips.

The determination of bus stop spacing is primarily based on the land use type, such as residential area, commercial, and/or a central business district. Another generally accepted procedure is placing stops at major trip generators. The following are typical bus stop spacings used.

- BRT/EmX routes: Stations are generally spaced 1/3 to 1/2 mile apart in order to maintain high frequency and service reliability.
- Express routes: Stops are typically spaced every 2,000 to 3,000 feet (about ½ mile).
- Core, College, and Community routes: The spacing between bus stops in developed areas are generally 1,000 to 1,500 feet (about ¼ mile) based upon the immediate street environment and safe operation of transit vehicles.
- Limited, rural routes or less developed areas: Wider spacing may be considered and/or stops may be established at places where riders are known to congregate, regardless of spacing.

On all routes, closer spacing may be implemented in areas with high levels of boardings or in locations that are heavily used by older adults or people with disabilities.

Transit stations will be located in areas with very high numbers of transferring customers or major trip generators.

Transit Amenities

LTD will regularly evaluate the availability and distribution of transit amenities as required by the Title VI and Environmental Justice requirements, and will meet the requirements of the Americans with Disabilities Act (ADA) that are within LTD's jurisdiction.

Bus Stops

BRT/EmX: Amenities at EmX facilities are based on need or projected demand and usually include shelter coverage, lighting, seating, trash cans, level boarding platforms, real time and route signage, and a fare machine.

Enhanced Corridor Stops: Enhanced Corridor stops or stations are being considered for development as part of high frequency corridor development in conjunction with City of Eugene and/or Springfield projects. Features of Enhanced Corridor stops could include near-level boarding platforms, off board fare collection, bulb outs, bike channels, or other features that would reduce dwell times or increase passenger comfort and safety.

Fixed Route (non-BRT/EmX): Within the Eugene-Springfield metro area and the city limits on rural routes, standard bus stops will have, at a minimum, a stop pole and placard. The pole will be in close proximity to the boarding area based on immediate road/sidewalk conditions. Stop placards will adhere to LTD's branding guidelines and include, at a minimum, the routes serving the stop and stop number. Bus Stop Information (BSI) cards and holders will be placed at route timepoints and other locations as determined by staff.

If both funding and staff resources are available and the necessary adjoining infrastructure is adequate, then:

- Bus shelters may be located at bus stops with at least 30 boardings per day, with the priority of installation based on heaviest usage. Shelters may be removed based on non-conforming stop activities such as graffiti and loitering.
- Bus benches may be located at shelters but are not required at every shelter location. Benches may be removed based on non-conforming stop activity.
- Stop seating may be located at stops with 15 or more boardings per day.

Shelters or seating may also be located at any other stop if:

- It is heavily used by older adults or people with disabilities.
- There is a significant amount of transfer activity.
- A municipality or developer requests an amenity for an adjacent development and funds or subsidizes the cost of the requested amenities, including installation and maintenance.

In partnership with respective road authorities, the District would work toward the goal that every bus stop has a paved boarding area. This will not be a requirement where curbs and sidewalks do not exist.

Service Capacity and Reliability

The assignment of a larger vehicle or tripper service may be considered if it meets the following criteria during a bid period:

- Customer loads consistently exceed 1.75 times the seated capacity of the vehicle; or
- Customers are consistently not accommodated on a trip due to full customer loads and the next scheduled trip is more than 30 minutes away; or
- Customers must consistently stand longer than 20 minutes on an individual trip.

Any proposal to add service to meet observed passenger loads must be balanced against total available fleet and operational resources, and evaluated against the goal of maintaining the balance between frequency and coverage resources established in the [Service Allocation section](#).

Service Reliability

On-time Performance

On-time performance is defined as departing a timepoint between 0 and 4 minutes after the scheduled time. The service reliability standard is that 90% of the buses at significant timepoints on all routes will be on time. Timepoints will be determined based on ridership, transfer activity, or layover locations. The ideal spacing for timepoints on routes over 60 minutes in length or on rural routes is ten minutes apart or as infrastructure allows. LTD currently has a goal of maintaining 90% on-time performance.

Missed Trips

LTD has a goal that the number of missed trips will be less than half a percent of total trips operated.

Vehicle Reliability

LTD has a goal that road calls on the system should not occur more frequently than every 10,000 vehicle miles.

Vehicle Age

LTD adheres to state and federal standards for Transit Asset Management (TAM), which stipulates that the percentage of bus revenue vehicles that have met or exceeded their Useful Life Benchmark shall not exceed 25% in the year 2020.

Service Evaluation Procedures

Service changes are typically made three times per year in accordance with the bargaining unit contract and are known as bids. The fall bid typically starts one week before the start of classes at the University of Oregon and Lane Community College. The start of summer bid coincides with the end of the UO, LCC, and K-12 school year. The winter bid is scheduled at approximately halfway between the fall and summer bids.

Fall Bid

[Major Service Changes](#) and other significant changes will generally occur during, but are not limited to, the fall bid period. Significant changes in other bid periods may occur based on available operational and resource availability. When determining changes:

- LTD will evaluate the performance of each route to maintain on time performance and ridership capacity and levels.
- LTD may choose to evaluate and respond to specific requests for changes to routing, frequency, and span on individual routes based on input received from bus operators and current and potential customers.
- Staff may recommend service changes based on this review. Such recommendations:
 - May include changes to routing, span or frequency on individual routes, the addition or removal of trips including changes to a route's category (i.e. from Community to Core).
 - May include reductions in service on any route beyond the minimum spans and frequencies stated in the Spans and Frequencies and Service Reductions sections and changes to a route's category (i.e. from Core to Community).
 - May include the deletion of any routes, or deletion of a full day's service (weekday, Saturday or Sunday) on any route.
 - Shall include an evaluation of the degree to which such changes would change the productivity/coverage service allocations in service offered within the urban growth boundary.

A change in a route's days of service, the deletion of a route, or other change in service that meets the definition of a Major Service Change would require an equity analysis as defined by the Disparate Impact Policy. For more information on reductions in service, see Service Reductions.

Winter and Summer Bids

Minor service adjustments will generally be made during the winter and summer bids. These may include, but not limited to, any of the following, on any route:

- Route detours in response to long-term construction.
- The addition or removal of trippers.
- The addition or removal of trips (weekday, Saturday and Sunday), so long as the route continues to meet span and desired frequencies within its service category as defined in the [Spans and Frequencies](#) section.
- Span changes, so long as the route continues to meet desired frequencies within its service category.
- The deletion of school service generally occurs during the summer bid and holiday breaks, to be scheduled in alignment with UO, LCC, and K-12 district calendars.

Substandard Service

Substandard service will be evaluated during regular service change evaluations. The substandard service will be subject to modification, within the limits established in the [Service Evaluation Procedures](#) section above.

Ridership productivity is measured in terms of riders per revenue hour of service. A route will be considered substandard if ridership productivity is less than 67 percent of the average of other routes within its specific route category. Productivity will be computed separately for weekdays, Saturdays, and Sundays. The "substandard" designation will be specific to both the route and day type. The identification of substandard service may result in adjustments to routing, frequency, span, or elimination.

Community, limited, and rural routes may operate below 67% of other routes within its category, recognizing that these routes provide coverage service where productivity is not the goal. For route categories which contain only a single route, productivity will be measured based on historical performance. The District may choose to continue to offer service that does not meet productivity standards if the service meets other clearly defined District objectives, including but not limited to maintaining the productivity/coverage resource split (see [Service Allocation](#)), or providing operational stability to the system.

Implementation/Evaluation Guidelines for New Fixed Route Service

New service, as defined in this context, includes the establishment of new routes or the addition of service on existing routes in excess of the spans and frequencies set out in [Service Design](#) standards. Factors to consider in evaluating potential service additions include the following:

1. Financial situation of the District.
2. Expected ridership and productivity, both immediate and long term.
3. Availability of operators and staff necessary to plan and operate the service.
4. Availability of fleet and maintenance capacity.
5. Integration of the service in the District's network.

New service may be operated for a probationary period of at least 12 months without major modification, except in extenuating circumstances. Over the first 12 months, the productivity standard for continuation of

new service will be at least 50 percent of the average productivity of all routes within its service type. Following the probationary period, new service will be subject to the same standards as the remainder of the system. Adequate marketing resources to promote the new service are to be available during the probationary period.

Service Increases

New or increased service may be considered if additional long-term financial and operational resources are available. Depending on circumstances, these decisions may take place in the context of a comprehensive operations analysis. Service increase will be based on the following factors:

1. Maintenance of service under Service Evaluations Procedures and Implementation/Evaluation Guidelines for New Fixed Route Service.
2. Meet desired service levels as described in the Service Allocation section.
3. Increase service on:
 - a) Weekday span & frequency
 - b) Saturday span & frequency
 - c) Sunday span & frequency

Service Reductions

In the event of changed financial resources or other circumstances, difficult decisions on service reductions may be required. Depending on circumstances, these decisions may take place in the context of a comprehensive operations analysis or in response to an emergency situation.

If service reductions are required, the following steps will be considered for each route, in the order provided:

1. Examine schedules for on-time performance issues that may be depressing ridership, and adjust running times as needed.
2. Examine ridership patterns on early morning, evening, and weekend trips and reduce span and frequencies as appropriate, within the limits set in [Spans and Frequencies](#). This may involve a shift in the route type, from core to community or from community to limited/rural.
3. Consider eliminating service or combining routes on substandard segments, if the following conditions are met:
 - a. Alternate service is available within 1 mile of eliminated segments.
 - b. Available data for adjacent census block groups does not suggest a disproportionate number of older adults or households with zero vehicles live within ½-mile of eliminated segments.
 - c. Available data does not suggest a disproportionate number of people with disabilities board transit on the eliminated segments.
4. Consider weekday-only service on the route.
5. Consider discontinuing the route.

This approach will focus on routes in the following order:

1. Routes that are substandard on weekdays.
2. Routes that are substandard on both Saturdays and Sundays.
3. Routes that are substandard on either Saturdays or Sundays.
4. All other routes based on their productivity.

In the case of temporary extreme weather or man-made emergencies (such as major collisions affecting traffic), LTD's Director of Operations is authorized to make determinations on levels of service, up to and including suspension of fixed route operations, in order to maintain safe operations.

Standards for Tripper Service

A tripper is generally a short piece of work, usually no more than one round trip, designed to meet unusually high demand at a particular location or in response to an emerging need, and is not expected to last longer than two bids. The following criteria are to be used in determining whether to offer tripper service:

- Trips cannot be adequately provided by regularly scheduled service, or there is not enough capacity within regularly scheduled service.
- There are no budgetary, operational, or fleet constraints that would preclude the addition of the tripper.

Trippers will be evaluated and discontinued when the combined load of the tripper and the next regular trip can be accommodated within existing load standards. If the demand continues, the tripper may be added as regular service and included in the next available bid.

Disparate Impact Policy

The Disparate Impact Policy establishes a threshold for determining whether a Major Service Change or fare change has a potential disparate impact on minority populations².

The equitable distribution of fixed route transit service is a major factor when determining service changes. LTD's fiscal year 2022-24 Strategic Business Plan includes a tactic to analyze and establish equity metrics. In addition, the Comprehensive Operations Analysis (COA) process will develop service changes with an equity lens.

Major Service Changes

Major services changes are defined below.

1. A change in service of 25 percent or more of the number of transit route miles of the system;
2. A change in service of 25 percent or more of a route's revenue hours of service on a daily basis for the day of the week for which a change is made;
3. A new transit route is established or terminated;
4. Any change in the days of the week a route is in service.

Except as provided elsewhere in this Service Policy, an Equity Analysis must be completed before implementing a Major Service Change. If the number of changes on a route in a fiscal year, together, meet the definition of a Major Service Change, an Equity Analysis must be completed prior to the last change.

The following Service Changes are exempted from the definition of Major Service Changes:

1. Standard seasonal variations in service are not considered Major Service Changes.
2. In an emergency situation, a service change may be implemented immediately and will not be considered a Major Service Change. However, an Equity Analysis must be completed if the emergency service change is to be in effect for more than 180 days, as required by the FTA, and if the change(s) meet the definition of a Major Service Change. Examples of emergency service changes include, but are not limited to:
 - Extreme weather events
 - Natural or man-made disasters
 - Public health emergencies (such as pandemics)
 - Changes in service due to federal guidelines

² FTA Circular 4702.1B, <https://www.transit.dot.gov/regulations-and-guidance/fta-circulars/title-vi-requirements-and-guidelines-federal-transit> .

- Major impacts to infrastructure resulting in operation changes
- 3. Experimental Service Changes may be instituted for 365 days or less without an Equity Analysis being completed. An Equity Analysis must be completed prior to continuation of service beyond the experimental period if the change(s) meets the definition of a Major Service Change.
- 4. Restoration of service previously eliminated due to budget constraints or emergency service changes, provided the service runs on the same route as it had prior to its elimination, subject to minor deviations that do not meet the definition of a Major Service Change.
- 5. Headway adjustments of up to 5 minutes during peak hour service, and up to 15 minutes during non-peak hour service.

80 Percent Rule

There could be evidence of disparate impact if:

- Benefits provided to minority or low-income populations are at a rate less than 80 percent than benefits being provided to non-minority or non-low-income populations.
- Adverse effects borne by non-minority or non-low-income populations are at a rate less than 80 percent the adverse effects borne by minority or low-income populations.

Example: Proposed Service Changes

A bus route restructuring project results in an increase in the overall amount of service available. We have determined the average increase in service levels for an area. Is there a disparate impact in where service improvements are being made?

Avg. % increase in service levels for various populations affected by service change:

Example 1:

Low-Income Population 6.8 percent – *80% Threshold is 5.7 percent*
 Non-Low-Income Population 7.1 percent (*7.1% x .8*)

Example 2:

Minority Population 8.1 percent – *80% Threshold is 8.8 percent*
 Non-Minority Population 11 percent (*11% x .8*)

In the first example, the benefit of the service addition to the low-income population within the area of benefit is above the 80% threshold (6.8 percent is greater than 80 percent of the 7.1 percent estimated for non-low-income populations). No disparate impact is found in this example.

In the second example, the benefit of the service addition to the minority population within the area of benefit is below the 80% threshold (8.1 percent is less than 80 percent of the 11 percent estimated for non-minority populations). This would indicate a disparate impact.

If a disparate impact is found:

- The District may modify the proposed changes in order to avoid, minimize, or mitigate potential disparate impacts. If the proposed changes are modified, the District will analyze the modified proposed changes to determine whether the modifications actually removed the potential disparate impacts.
- If the District elects not to alter the proposed service changes despite the potential disparate impacts on minority populations; or if the District finds, even after revisions, that there continue to

be disparate impacts on minority populations, the District will implement the service change only if:

1. The District has a substantial legitimate justification for the proposed service change; and
2. The District can show that there are no alternatives that would have a lesser Disparate Impact on minority riders but would still accomplish the District's legitimate program goals.

For the purposes of this service policy, the maximum acceptable difference (positive or negative) in level of benefit between protected and unprotected populations is 20 percent. For changes in transit service level or transit fares, this standard applies as follows for minority and low-income populations:

Fare Changes

For fare changes, a potential disparate impact is noted when the percentage of trips by minority riders using a fare option, in combination with the percentage price change for that option, has an impact that exceeds the comparable impact on non-minority riders.

Differences in the use of fare options between minority populations and other populations include all such differences that are documented as statistically significant at the 95 percent confidence level.

Exceptions to the fare analysis include:

1. Days when the District has declared that all passengers ride free; or
2. Reduced or free promotional fares, which are instituted on a daily basis or periodically within a period of 180 days.

Additional information on the process for fare changes is outlined in LTD's Fare Policy, [Ordinance 53](#).

Maintenance of the Fixed Route Service Policy

The Director of Planning and Development is responsible for maintaining the service policy. A review of the policy is conducted whenever major network changes occur. A review of the service policy is not required for a major service change except as recommended by the Director of Planning and Development, the General Manager, or the Board of Directors.

Board Approval of Revisions: 6/16/99

Board Approval of Revisions: 3/16/11

Board Approval of Revisions: 6/18/14

Board Approval of Revisions: 10/22/14

Board Approval of Revisions: 02/16/22 (tentative)

Glossary

Bid: Time of year when operators select work shifts. Bids are held as required in the labor agreement with ATU Local 757, and provide an opportunity to implement service changes.

Boardings: A boarding occurs every time a customer boards a bus.

Comprehensive Operations Analysis (COA): The process to examine and evaluate a transit system to determine where improvements can be made to make transit operations more effective and efficient across the network in alignment with agency goals.

Deadhead: Deadhead refers to bus travel that is not in revenue service, such as travel time to the garage after the bus has completed scheduled service.

Headway: Bus headway refers to the amount of time between consecutive buses on a given route. The lower the headway, the more frequent the service.

Layover: This term identifies time that a bus is not in operation between scheduled revenue service. Layover time is included in revenue hours. Also referred to as recovery.

Line Route: A bus route that travels on the same streets in both directions. Line routes differ from loop routes, which travel to and from their point of origin using different streets.

Platform Hours: A platform hour is counted for every hour that a bus operator is with a bus, including deadhead and layover time.

Revenue Hours: A revenue hour is each hour that a bus is in service. This is equivalent to platform hours less deadhead time. Layover time is included in revenue hours.

Ridership Productivity (or Productivity): Ridership productivity, as used in this document, is defined as the number of boardings per revenue hour of service.

Road Call: A road call occurs when a bus is replaced or repaired during revenue service.

Route Deviation: A route deviation involves deviating from the most direct path to serve a housing, school, commercial development, or other potential source of ridership.

Significant Timepoint: A location that acts as a primary transfer point or trip generator that is used for the calculation of on-time performance.

Timed Transfer: A timed transfer occurs when separate bus routes converge at one point at the same time, and customers make transfers while the buses wait.

Timepoint: A designated location on a route used to control schedule adherence.

Transfer: To transfer means to change from one bus to another.

Transit Amenities: Refers to items of comfort, convenience, and safety available to the general riding public. These items may include: seating, lighting, bus shelters, platforms, passenger information, and waste receptacles.

Trippler: A short piece of work, usually no more than one round trip, designed to meet unusually high demand at a particular location. This piece of work may be assigned at any time in response to an emerging need, and is not expected to last longer than two bids.

Urban Growth Boundary: The area within which all urban development must take place over the next 20 years, as defined in Oregon land use law.

Appendix A – Other LTD Services

In addition to fixed route transit service, LTD provides demand-response/paratransit service for persons unable to use the fixed route system. LTD serves as the county's Medicaid non-emergency medical transportation brokerage. Recognizing that the future of transit is multi-modal, in 2019, LTD began piloting mobility-on-demand services in the cities of Cottage Grove and Eugene.

Contracted Service

LTD may provide service under contract to other entities only if the provision of these services does not interfere with LTD's ability to meet regularly scheduled and budgeted service obligations and fits within the scope of the agency's regular operation in terms of route structure, fares, and span of service. Contracted service will be provided in the form of additional trips on existing routes. Requests for deviations on existing routes for contracted service will not be considered unless the request meets the standards for [Route Deviations](#) and does not require the use of additional resources. Contracted services will be provided on a full cost recovery basis, or at the discretion of the General Manager.

Charter Service

Federal regulations prohibit public transit agencies from providing charter services unless certain exceptions are met (49 CFR Part 604, Charter Service; 73 FR 2326 Final Rule 4/30/08). The Federal Transit Administration (FTA) requires LTD to provide a quarterly report for all transit service exceptions.

Special Event Service

Special event services are bus routes designed to take customers to a specific venue. LTD will provide service under contract to other entities only if the provision of these services does not interfere with LTD's ability to meet regularly scheduled service obligations and fits within the scope of the agency's regular operation in terms of route structure, span of service, is available to the public, and has a published timetable. Special event services will be provided on a full cost recovery basis at the discretion of the General Manager.

Alternative Service Delivery Options

Alternative service delivery options generally refer to services not directly operated by LTD, such as contract services, taxis, and other flexible destination operations. These alternatives can complement traditional transit service. In addition, RideSource provides mandatory ADA complimentary paratransit service for people unable to access fixed route transit service due to a disability within the Eugene-Springfield metropolitan area. RideSource services are available for eligible individuals within the service area. For ADA paratransit service, this is generally within a 3/4 mile boundary of non-commuter fixed route transit service operated by LTD within the Eugene-Springfield metropolitan area. For non-emergency medical transportation (NEMT) service, this is generally within Lane County.

Appendix B – Calculating Productivity and Coverage Percentages

When evaluating the percentage of service dedicated to productivity and coverage, LTD will make the following analysis:

Step 1: Estimate the number of route miles in each of the following categories, based on intended service frequency on weekdays in the middle of the day.

- Line service, two-way every 15 minutes or better: 100% Frequency, 0% Coverage.
- Loop service, one-way every 15 minutes or better, or two-way every 20 minutes or better:
 - Where the loop exists due to an operational constraint (e.g. lack of a good turnaround or layover point): 50% Frequency, 50% Coverage.
 - Otherwise: 0% Frequency, 100% Coverage.
- Line service operating every 20 to 30 minutes two-way:
 - Where adjoining population density is below 1,000 people per square mile and job density below 500 jobs per square mile: 0% Frequency, 100% Coverage.
 - Otherwise: 50% Frequency, 50% Coverage.
- Line service operating every 60 minutes or worse two-way, or one-way loop service every 20 minutes, or any loop service operating worse than every 20 minutes: 0% Frequency, 100% Coverage.

Step 2: Determine the frequency and coverage percentage of each route. For example:

EmX has a total two-way length of 24.6 miles. 20.4 miles are in category 1 (line service, every 15 minutes or better). 4.2 miles are in category 2a (two-way loop service, every 20 minutes, due to an operational constraint).

The Frequency percentage is therefore: $((20.4 * 100\%) + (4.2 * 50\%)) / 24.6 = 91\%$. The Coverage percentage is therefore: $100\% - 91\% = 9\%$.

Step 3: Multiply these percentages by each route's annual revenue hours. For example:

EmX accounts for approximately 65,000 annual revenue hours. So:

Annual Frequency revenue hours on EmX are: $65,000 * 91\% = 59,150$.

Annual Coverage revenue hours on EmX are: $65,000 * 9\% = 5,850$.

Step 4: Add the Frequency and Coverage revenue hours for each route, then dividing those hours by the total revenue hours in the network. For example:

If LTD operates 300,000 annual revenue hours:

Using the formulas above, we have determined that LTD operates 240,000 annual Ridership revenue hours and 60,000 annual Coverage revenue hours.

Then the total Ridership percentage would be: $240,000 / 300,000 = 80\%$, and the total Coverage percentage would be: $60,000 / 300,000 = 20\%$.

Appendix C – Calculating Route Deviations

Decisions on route deviations will be based on weighing the benefits of the deviation against the amount of impact to through riders, using the following formula:

$$\frac{\#_{average\ through-riders} \times \#_{minutes\ of\ deviation\ time}}{\#_{boardings\ \&\ alightings\ along\ deviation}}$$

For a new development, boardings and alightings can be estimated by experience at similar developments in the service area. If the result of this calculation (i.e., additional passenger minutes per boarding/alighting along the deviation) is less than 10 AND if the deviation will not require additional resources on the route, then the route deviation can occur. Two examples can show how the formula is applied:

- A. Example: Through ridership on average 200 riders per weekday. The deviation adds five minutes to travel time and will result in an additional 50 boardings and deboardings at the trip generator

$$(200 \times 5) \div 50 = 1,000 \div 50 = 20$$

The deviation would be rejected

- B. Example: Through ridership on average is 300 riders per weekday. The deviation adds three minutes to travel time and will result in an additional 100 boardings and deboardings at the trip generator

$$(300 \times 3) \div 100 = 900 \div 100 = 9$$

The deviation would be approved, if it will not require additional resources on the route.



RESOLUTION NO. 2022-02-16-011

APPROVAL OF THE UPDATED FIXED ROUTE SERVICE POLICY

WHEREAS, transit agencies are required to develop system-wide service policy and standards under Title VI of the Civil Rights Act of 1964 and FTA Circular 4702.1B;

WHEREAS, the Lane Transit District (“LTD” or “District”) Board of Directors (“Board”), adopted LTD’s Fixed-Route Service Policy in June of 1999;

WHEREAS, LTD’s Fixed Route Service Policy was last revised and approved by the Board in October 22, 2014;

WHEREAS, transit agencies routinely review and update fixed route service policies to provide more information and clarity and more accurately reflect the current transit service environment; and

WHEREAS, the Board reviewed and discussed proposed changes to LTD’s fixed route service policy at the February 2, 2022, Board work session.

NOW, THEREFORE, BE IT RESOLVED that the LTD Board of Directors passes a resolution:

Adopting the update to the Fixed Route Service Policy.

ADOPTED BY THE LANE TRANSIT DISTRICT BOARD OF DIRECTORS ON THIS 16th DAY OF FEBRUARY, 2022.

Board President, Caitlin Vargas



AGENDA ITEM SUMMARY

DATE OF MEETING: February 16, 2022

ITEM TITLE: UPDATED GREENHOUSE GAS INVENTORY RESULTS FY19 AND FY20

PREPARED BY: Kelly Hoell, Sustainability Program Manager

DIRECTOR: Matt Imlach, Director of Fleet Management

ACTION REQUESTED: None. Information Only

PURPOSE: To provide the Board with the Greenhouse Gas Inventory Results for FY19 and FY20. Goal 3 of the Climate Action Policy passed by the Board in June 2020 describes how meeting the long-term goals of the policy will inherently be an iterative process and states that staff will review progress towards the goals annually. This presentation meets that requirement.

ROLE OF THE BOARD: The LTD Board of Directors is a Policy Board. This means that the Board's role in this instance is to obtain information for a future decision.

BOARD COMMUNICATION: LTD finalized its baseline Greenhouse Gas (GHG) inventory covering the period of FY2012-2018 and presented results to the Board for the first time on 9/16/2019 at a Board Work Session. Since that time, the results of the GHG inventory have been referred to during the process to set the Climate Action Policy and Fleet Procurement goals of the Board and report on progress towards those goals. Additional meetings addressing this content include:

- February 10, 2020: Finance Committee Meeting discussed and approved the contract with New Flyer of America for procurement of zero emissions buses.
- February 19, 2020: Regular Board Meeting discussed and approved the contract with New Flyer of America for procurement of zero emissions buses.
- June 17, 2020: Regular Board of Directors Meeting. Board discussed and passed Climate Action Policy Statement and Fleet Procurement Goals.
- December 17, 2020: Ad Hoc Sustainability Committee met and discussed the topic, "Fleet and Greenhouse Gas Inventory."
- February 24, 2021: Ad Hoc Sustainability Committee Meeting, a presentation on LTD's Sustainability Program Overview was presented.
- March 8, 2021: Contract Committee Meeting discussed the contract to hire consulting support for the Fleet Procurement Plan project.
- March 17, 2021: Regular Board of Directors Meeting. Board discussed Fleet Procurement Plan project and approved the contract to hire consulting support.
- April 12, 2021: Contract Committee Meeting discussed the contract with New Flyer of America for the procurement of zero emission buses.
- April 21, 2021: Regular Board of Directors meeting. Board discussed and approved the contract with New Flyer of America for procurement of zero emission buses.
- December 15, 2021: The Board is discussed the results of Phase 1 of the Fleet Procurement Plan project for the transit fleet.

PUBLIC COMMUNICATION: LTD has presented information about the previous GHG inventory covering the period of FY2012-2018 to the public on the following dates:

- December 6, 2019: City Club of Eugene. Kelly Hoell presented, "Driving towards a low-carbon future with electric vehicles."
- January 8, 2020: GreenLane of Eugene, Kelly Hoell presented, "LTD's Sustainability Program and GHG Inventory Results"
- May 12, 2020: Rotary of Eugene. Kelly Hoell presented, "Driving towards a Low-Carbon Future with electric vehicles".
- February 19, 2021: Email to LTD sustainability stakeholder listserv alerting the public about the Climate Action Policy, LTD's switch to R99 Renewable Diesel, the arrival of the first electric bus, the sustainability website update (where the GHG inventory results are available), and the upcoming Ad Hoc Sustainability Committee Meeting on 2/24/21.
- May 6, 2021: Metropolitan Policy Committee meeting. Presentation entitled "LTD's Carbon Footprint and Climate Action Policy"

STRATEGIC BUSINESS PLAN: The District's FY22-24 Strategic Business Plan has five strategic areas of focus. These include 1) Customer Satisfaction 2) Employee Engagement 3) Community Value 4) Financial Health 5) Sustainability. Each of these priorities has tactics, milestones, and performance measures to ensure achievability and accountability. All District projects and matters brought before the Board align with one of these five strategic areas of focus.

This agenda item aligns with the strategic area of: Sustainability, Financial Health and Community Value.

DESCRIPTION: LTD's Board of Directors passed the Climate Action Policy and Fleet Procurement Goals in June 2020. The goals outlined in this policy make up the goals included in the Sustainability focus area of the Strategic Plan. They include:

- 25 electric buses procured in 3 years (by 2024)
- 100% fleet turnover and phase out of fossil fuels by 2035 (*compared to 2018 baseline*)
- 75% reduction in tailpipe GHG emissions from LTD's owned fleet vehicles by 2030.

This presentation provides the results of an updated GHG inventory of emissions for LTD's operations as well covering the GHG benefits of transit ridership to the community. It provides details about our progress towards meeting the goals of the Climate Action Policy.

In summary, the results to be shared show that LTD is on track to meet the goals of the Climate Action Policy.

- Eleven (11) electric buses entered revenue service in June 2021. An additional 19 electric buses have been ordered and are expected to be tested and enter revenue service in calendar year 2022. This will allow LTD to surpass the Climate Action Policy goal by having 30 electric buses in our fleet.
- 64% of the fuel used in LTD owned fleet vehicles was from renewable sources in FY2021. This includes both vehicles that LTD owns and manages as well as owned vehicles that are managed by contracted partners.
- 77% of the tailpipe GHG emissions from LTD's owned fleet vehicles has been reduced compared to FY2018 due to the adoption of 11 electric vehicles and the switch from fossil diesel fuel to R-99 Renewable Diesel in September 2020.

Additional takeaways from the updated GHG inventory analysis shows that:

- Of the emissions sources that LTD has direct control of (Scope 1), our owned fleet vehicles remains the largest impact area.
- Of the emissions sources that LTD shares with other entities (Scope 3), upstream emissions from fuel purchases and supply chain emissions associated with the goods and services that we buy remain the largest sources.
- Despite decreases in transit ridership (boardings) due to the COVID-19 pandemic, public transit remains an important strategy to fight community GHG emissions.

BACKGROUND AND CONSIDERATIONS: LTD staff has initiated three primary changes to the analysis methodology since the FY2012-2018 baseline analysis.

- As the Board's Climate Action policy focuses on emissions associated with LTD's owned vehicle fleet (whether or not LTD is responsible for the daily management of the vehicles), LTD has removed emissions from regional vanpool service from the updated inventory presented here. While LTD has historically provided assistance in coordination of regional vanpool service, it neither owns the vans nor manages the service, so it was removed from the inventory boundaries.
- LTD updated the assumptions going into the benefits of transit analysis and decided to take a more conservative approach to this analysis focusing on the GHG reduction benefits accumulated inside the Eugene-Springfield metro area where the data is the most complete. This understates the full scope of the GHG reduction benefits LTD provides to the community, the data for this approach was readily available and it will be easier to replicate the methodology moving forward.
- LTD added additional years of history to this analysis, collecting data back to 2009 and through 2021, to ensure consistency with using 2009 as the baseline for our reporting the APTA Sustainability Commitment.

A presentation will be provided to explain this topic in further detail.

NEXT STEPS: LTD staff plans to conduct full GHG emissions inventory of all GHG impacts and benefits associated with LTD's operations every two years and share the yearly data with the Board. LTD will also report on progress toward the metrics in the Strategic Business Plan.

SUPPORTING DOCUMENTATION:

- 1) LTD's Greenhouse Gas Inventory Results FY19-21

LTD's Greenhouse Gas Inventory Results FY19-21

Board of Directors Regular Meeting - February 16, 2022





MISSION

CONNECTING OUR COMMUNITY.

VISION

IN ALL THAT WE DO, WE ARE COMMITTED TO
CREATING A MORE CONNECTED, SUSTAINABLE, AND
EQUITABLE COMMUNITY.

VALUES

RESPECT, INTEGRITY, INNOVATION, EQUITY, SAFETY,
AND COLLABORATION.



AGENDA



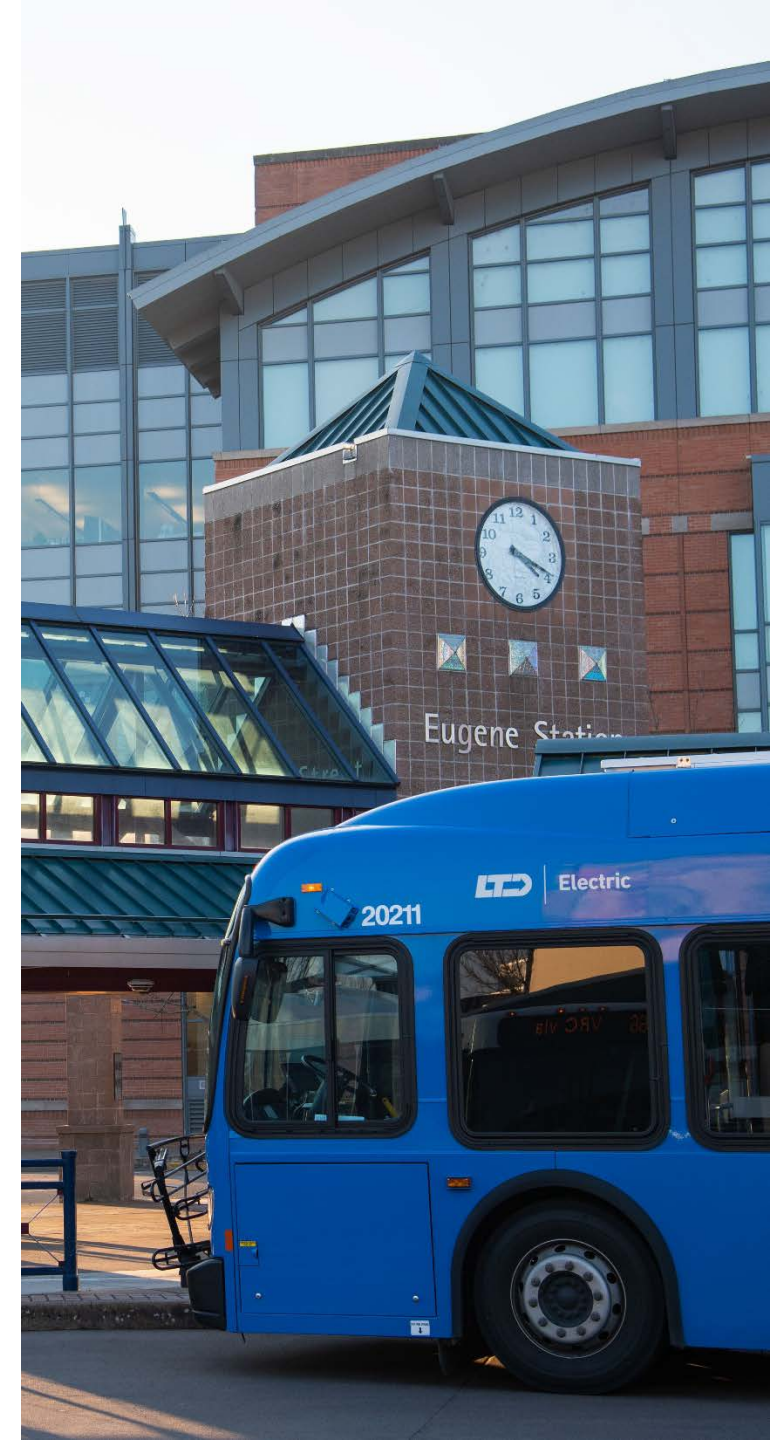
GHG Inventory Results FY 19-21 & trends



Climate Action Policy Progress



Q&A?





GHG Impacts and Benefits from Transit

Net Greenhouse Gas Impacts of Transit
Emissions Produced – Emissions Displaced

Emissions Produced by Transit

Transit Operations

- Fleet vehicles energy use
- Buildings & stations energy
- Refrigerants for vehicle AC
- All other emissions sources
 - Business travel
 - Employee commute
 - Solid waste
 - Purchases

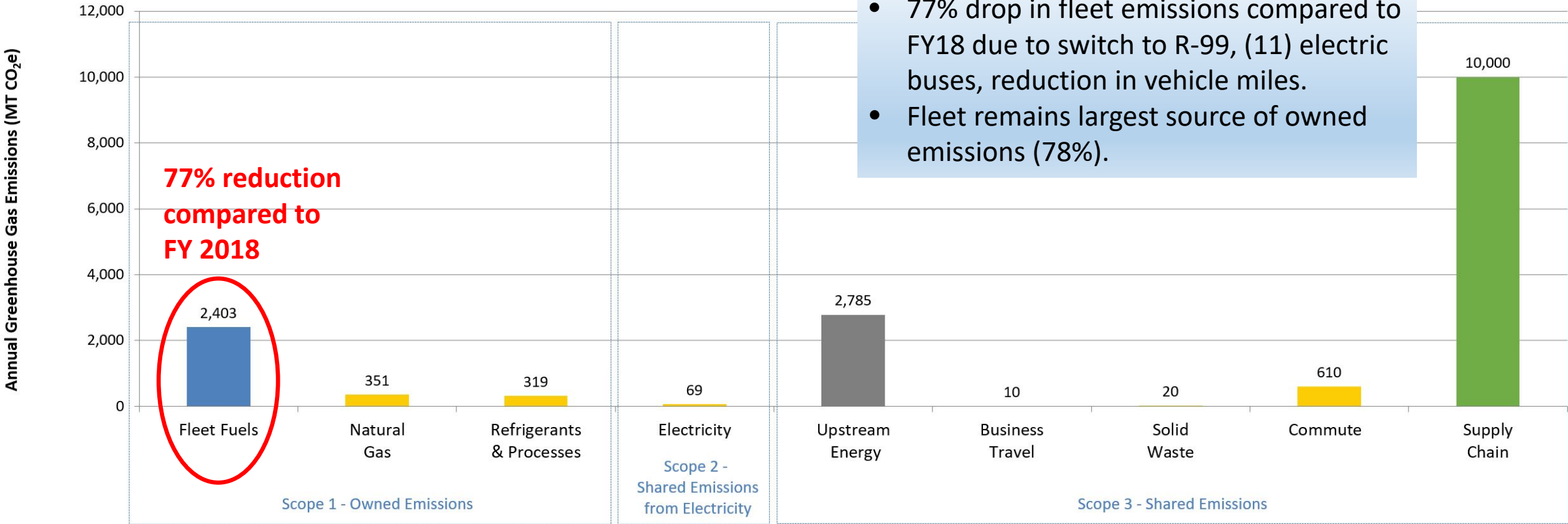
Graphic Adapted from *Quantifying Greenhouse Gas Emissions from Transit*, APTA, 2009.



GHG Impacts from Transit, FY 2021

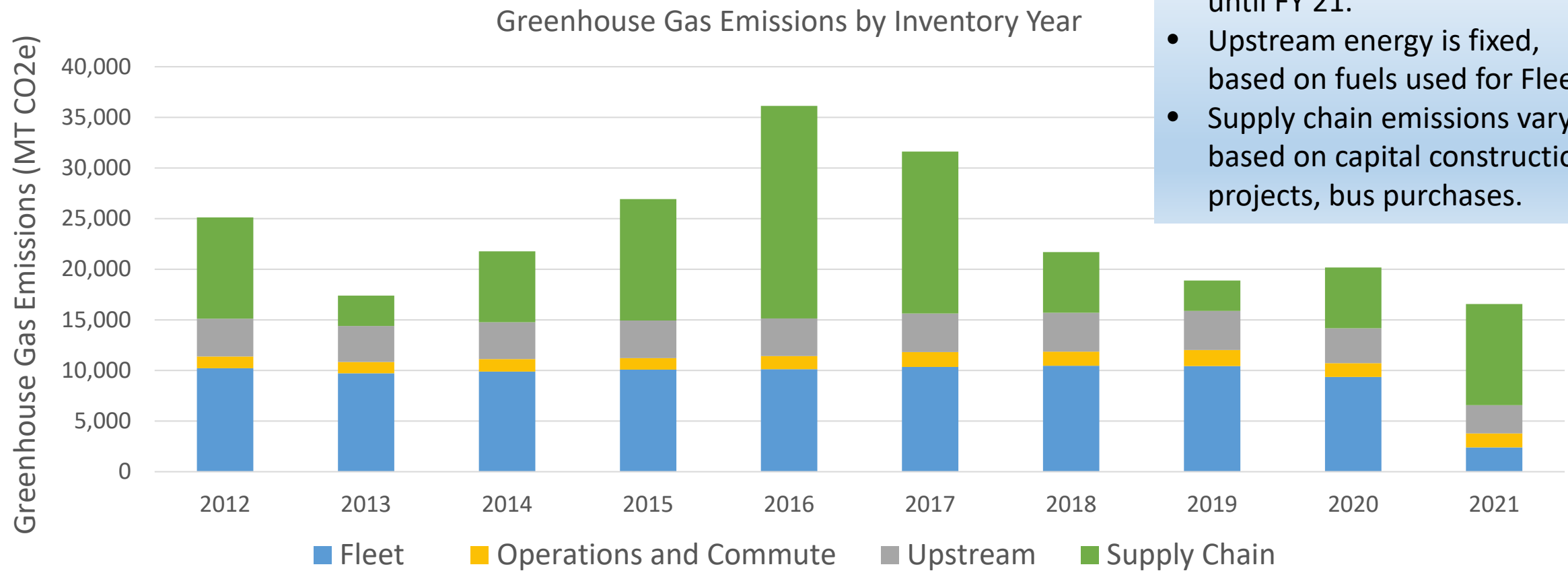
KEY LESSONS:

- 77% drop in fleet emissions compared to FY18 due to switch to R-99, (11) electric buses, reduction in vehicle miles.
- Fleet remains largest source of owned emissions (78%).





GHG Impacts from Transit, FY 2012-2021

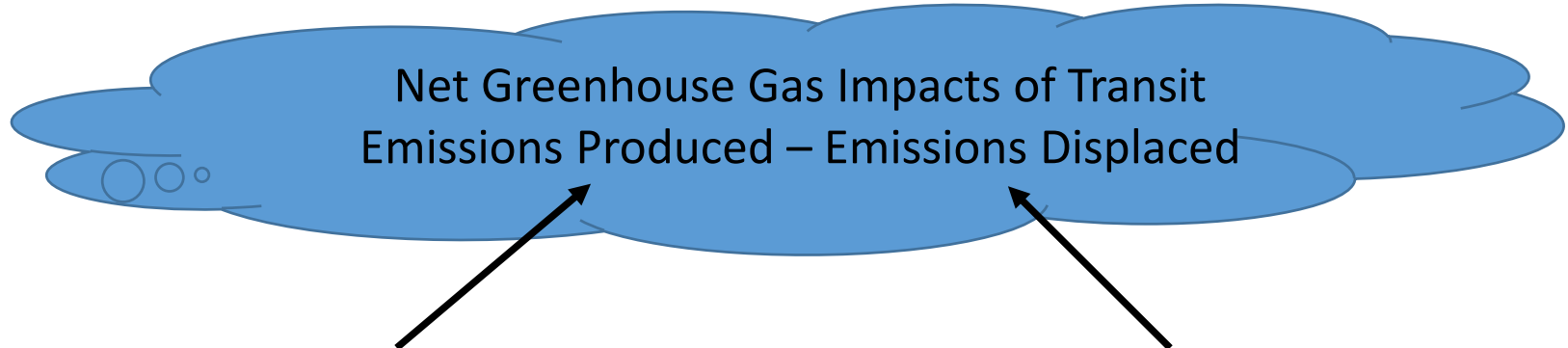


KEY LESSONS:

- Fleet emissions fairly stable until FY 21.
- Upstream energy is fixed, based on fuels used for Fleet.
- Supply chain emissions vary based on capital construction projects, bus purchases.



GHG Impacts and Benefits from Transit



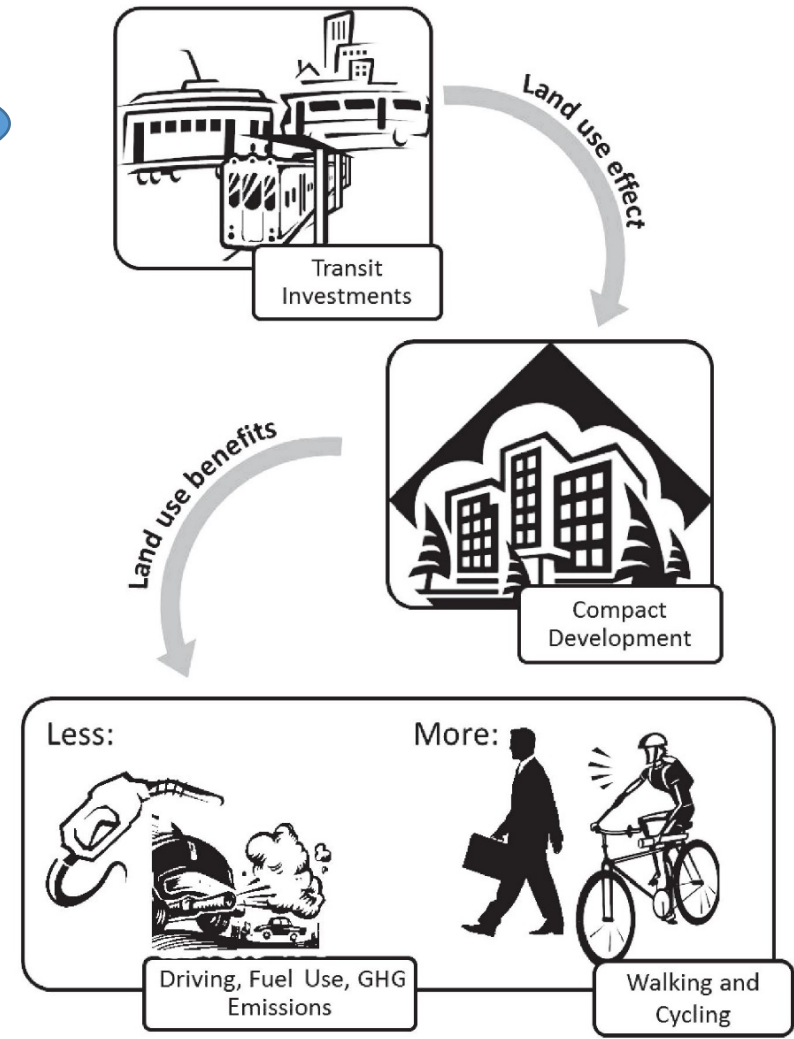
Emissions Produced by Transit

Transit Operations

- Fleet vehicles energy use
- Buildings & stations energy
- Refrigerants for vehicle AC
- All other emissions sources
 - Business travel
 - Employee commute
 - Solid waste
 - Purchases

Emissions Benefits of Transit

<p><u>Ridership Benefit</u></p> <ul style="list-style-type: none"> • Reduced VMT from taking the bus instead of a private auto 	<p><u>Land Use Benefit</u></p> <ul style="list-style-type: none"> • Compact development around transit facilities reduces VMT for all • Shorter trips makes biking/walking more attractive
---	--

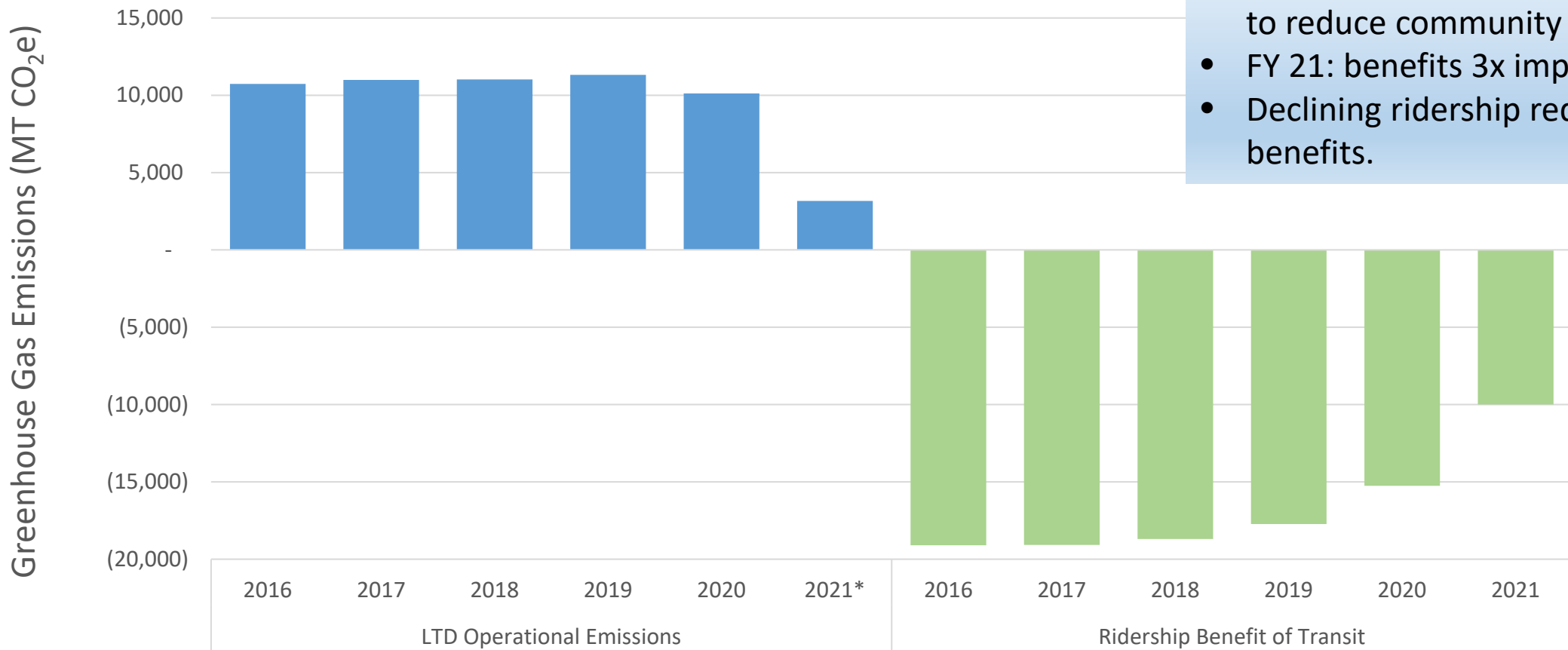


Graphic Adapted from *Quantifying Greenhouse Gas Emissions from Transit*, APTA, 2009.

GHG Benefits from Transit Ridership FY 16-21



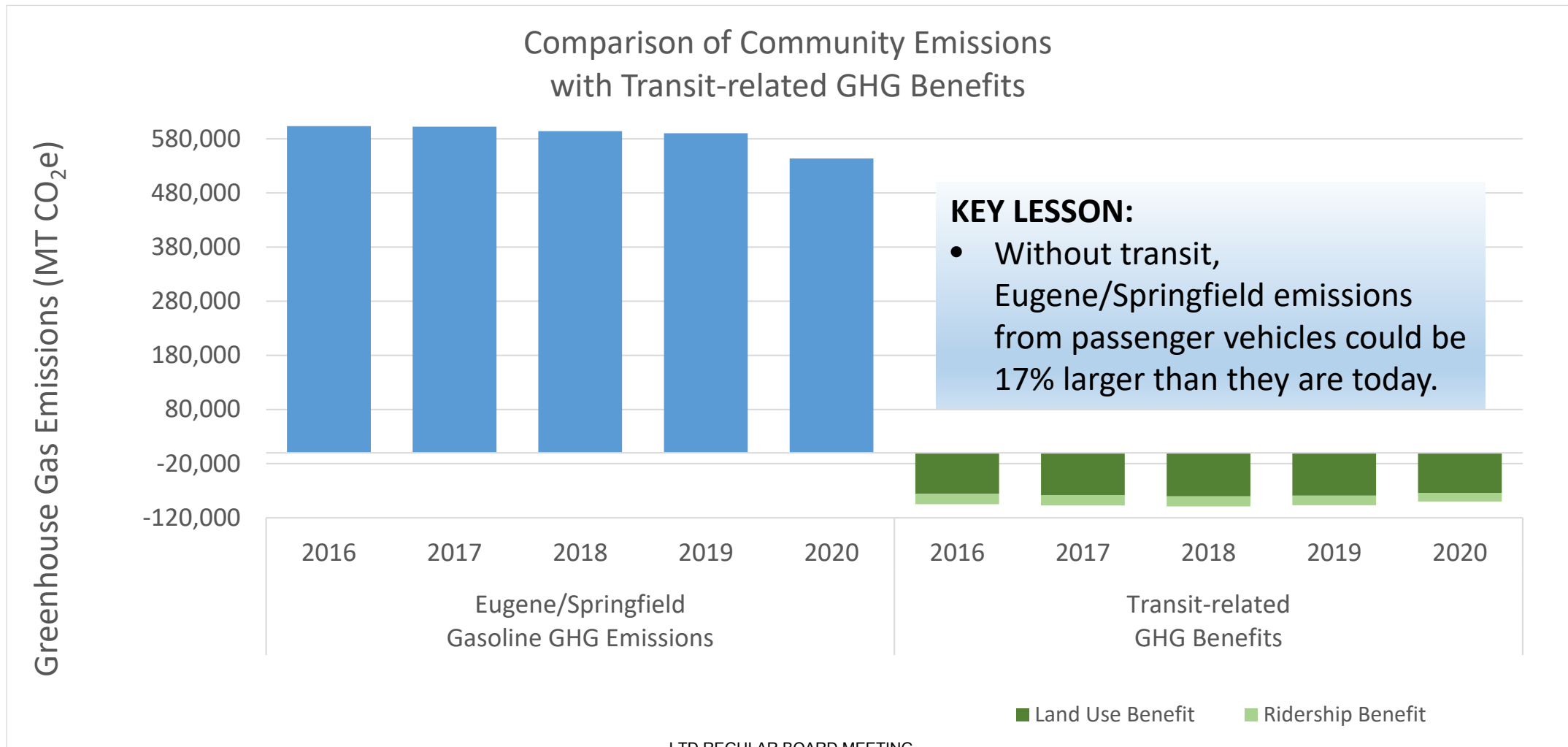
Comparison of LTD Operational Emissions with Ridership GHG Benefits



KEY LESSONS:

- Transit is an important strategy to reduce community emissions.
- FY 21: benefits 3x impacts.
- Declining ridership reduces benefits.

GHG Benefits from Transit Ridership + Land Use



Climate Action Policy, 2020



“LTD recognizes the urgency in addressing climate change and is committed to reducing community greenhouse gas emissions by taking steps to **maximize public transit ridership and support low-carbon active transportation modes**. LTD is also committed to reducing the greenhouse gas emissions and consumption of fossil fuels from its fleet of vehicles as quickly as possible in a financially and socially responsible manner. LTD is committed to eliminating the use of fossil fuels in its bus fleet by 2035 and will develop plans to achieve that goal.”



Climate Action Policy, 2020



Goal 1: 25 electric buses within 3 years

Goal 2:

- By 2035: 100% fleet turnover, phase out fossil fuels
- By 2030: 75% GHG reduction from “Fleet”

Goal 3:

- Research emerging technology and fuels
- Develop joint community GHG emission reduction goals with partner jurisdictions
- Review progress & goals annually











BOTTOM LINE



LTD is on track to not only meet, but exceed the Climate Action Policy and Fleet Procurement Goals passed by the Board of Directors.

Progress Towards Climate Action Policy

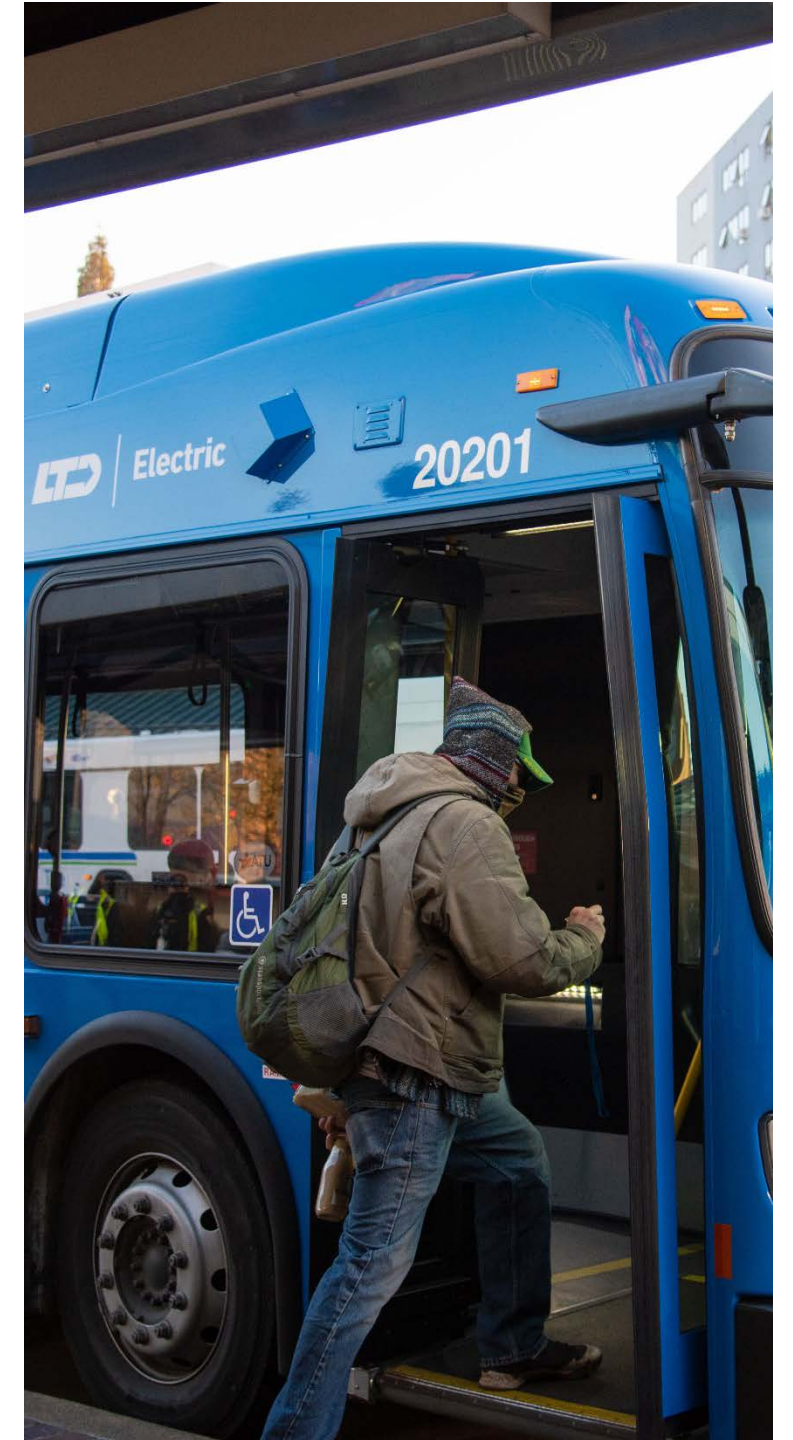


GOAL	ON TRACK?	NOTES
CAP Goal 1: 25 BEB contracted by 2023 SBP Interim Goal: Fleet 25% BEB by 2024		On track to exceed this goal: 30 buses by FY2023
CAP Goal 2a: Eliminate fleet fossil fuels by 2035 SBP Interim Goal: 70% renewable fuel by 2024		On track: 64% Renewable fleet fuel in FY2021 due to switch to R-99 in Sept 2020
CAP Goal 2b: 75% Fleet GHG reduction by 2030 SBP Interim Goal: 70% GHG reduction by 2024		Achieved: 77% Fleet GHG reduction in FY2021 due to R-99 and (11) electric bus deployment
CAP: Goal 3a: Deliberate exploration of fuels SBP Tactic: Fleet Procurement Plan Project		On track: Fleet Procurement Plan Phase 1 for bus and paratransit fleets complete
CAP Goal 3b: Joint community GHG reduction goals with partners		On track: Goals in CoE CAP2.0 & Lane County CAP
CAP Goal 3c: Review progress annually SBP Tactic: Update GHG inventory biannually	 <small>LTD REGULAR BOARD MEETING February 16, 2022 / Page 116 of 178</small>	On track: This presentation

Goal 1: 25 BEBs by 2023



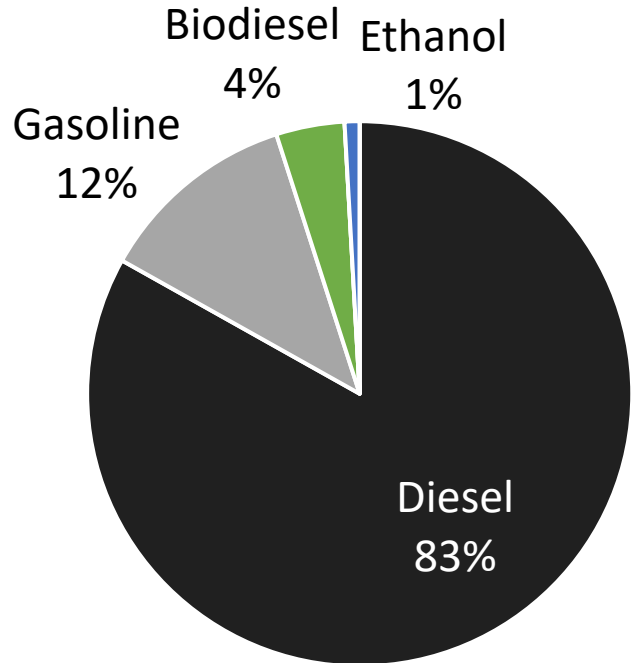
- Exceeding goal: 30 BEBs by 2023
- (11) BEBs in service since June 2021
- (19) BEBs purchased



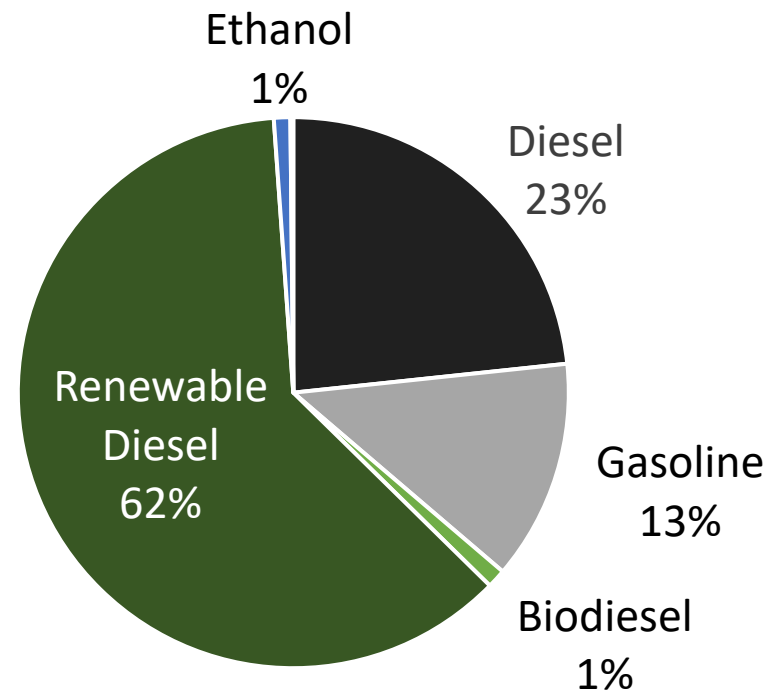
Goal 2a: Phase out Fossil Fuel Use by 2035



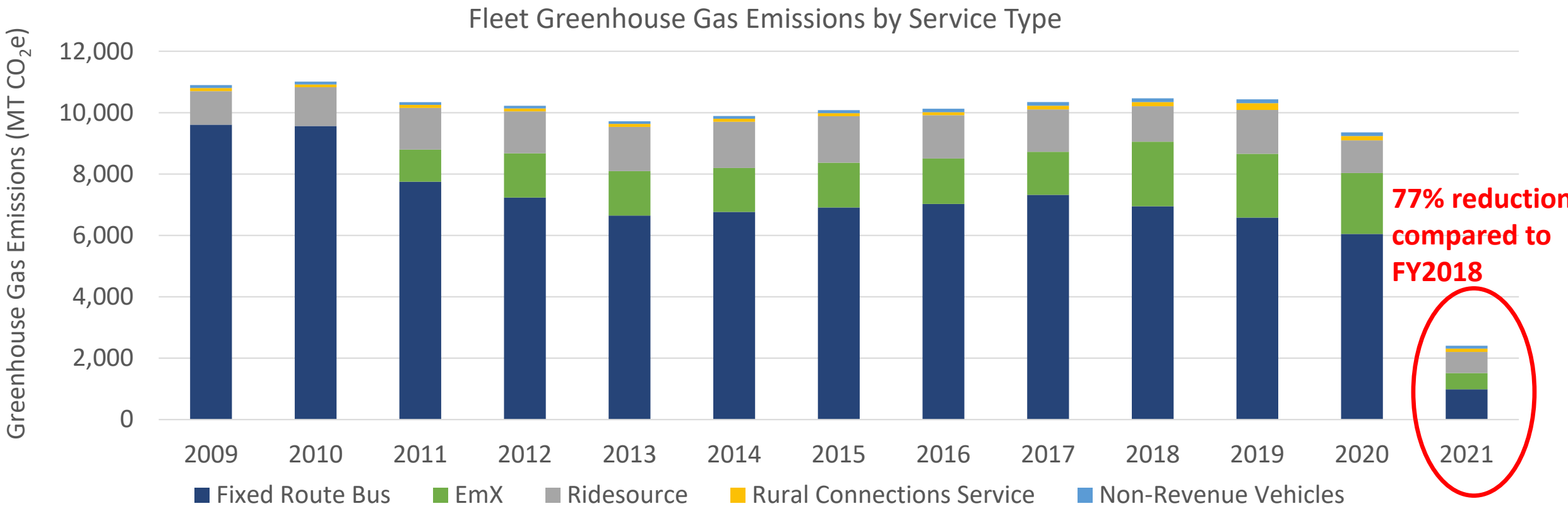
Percent Renewable Fuel = 5%
FY 2018 Baseline



Percent Renewable Fuel = 64%
FY 2021



Goal 2b: 75% Reduction in Fleet GHGs by 2030



Q&A? Thank you!



Kelly Hoell
Sustainability Program Manager
541-682-6146
Kelly.hoell@ltd.org

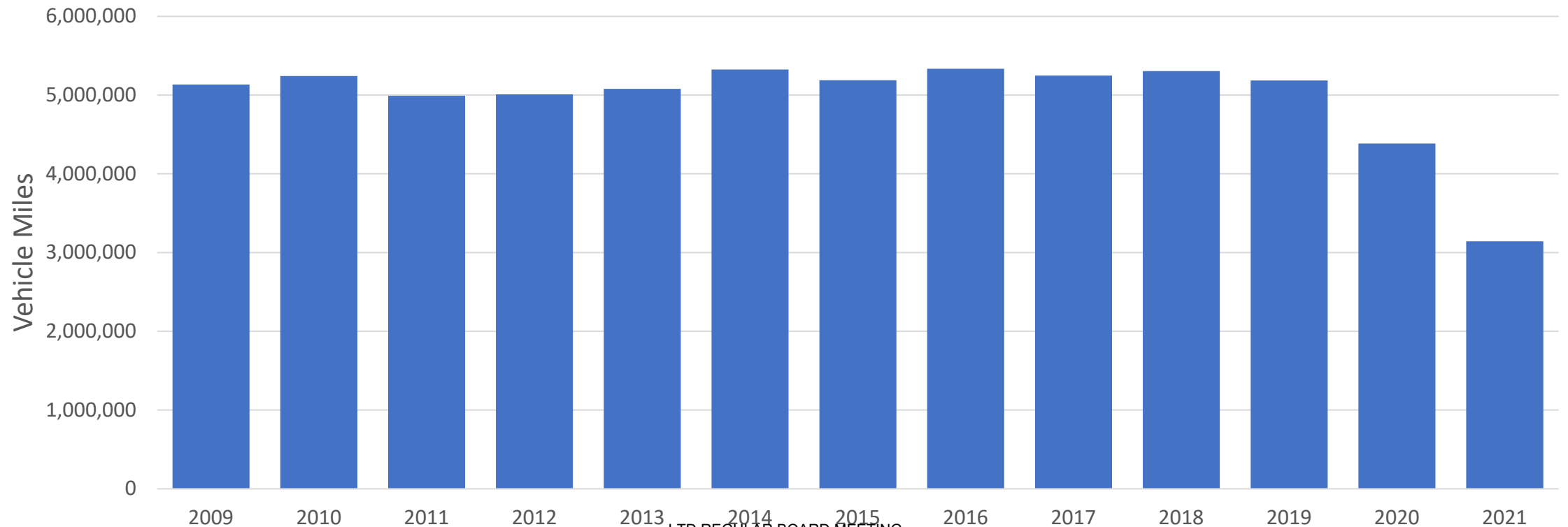
APPENDIX OF ADDITIONAL RESULTS



LTD Vehicle Miles Travelled, All Modes FY 09-21



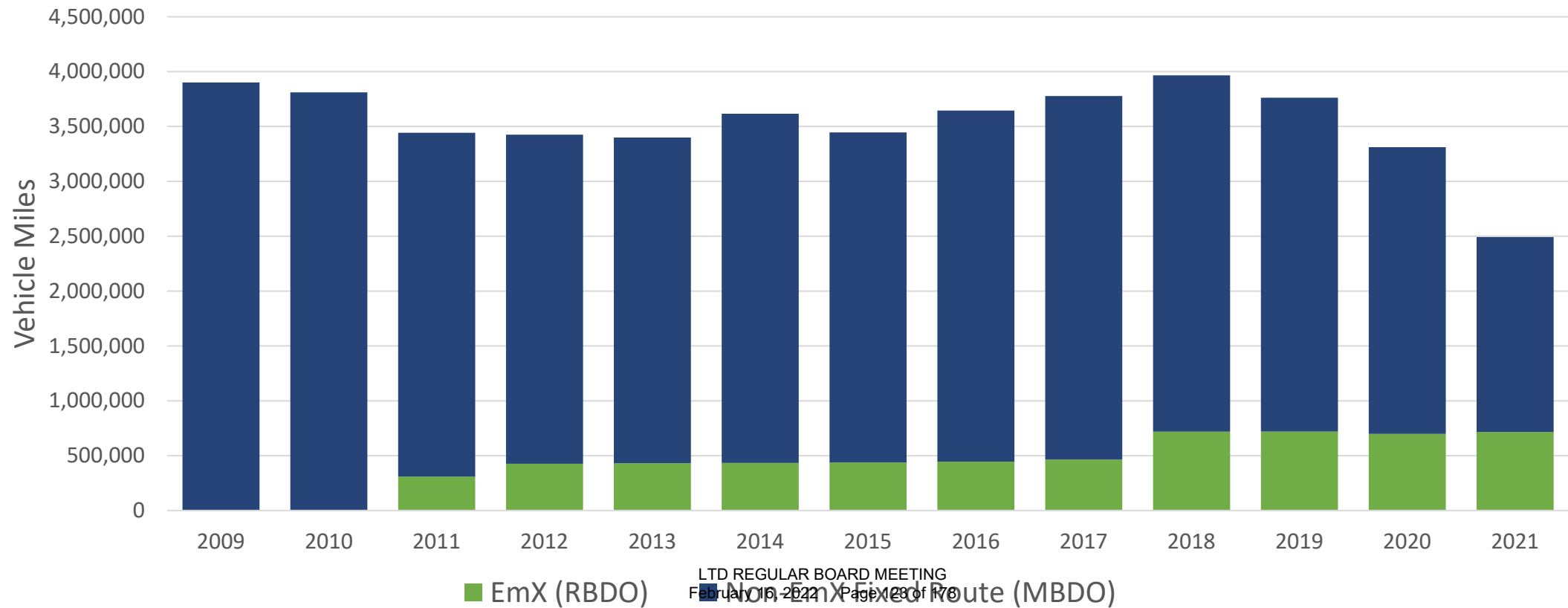
Annual LTD Vehicle Miles
FY 2009-2021, All Modes



LTD Vehicle Miles, Fixed Route FY 09-21



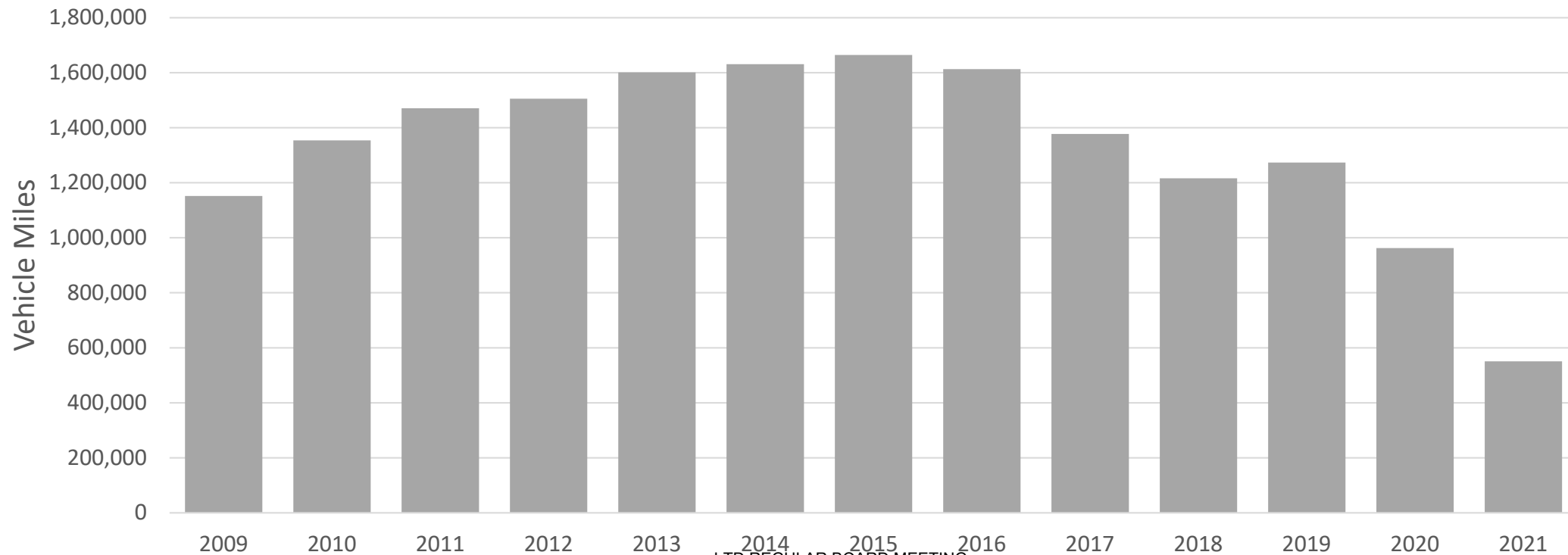
Annual LTD Vehicle Miles
FY 2009-2021, Fixed Route



LTD Vehicle Miles, RideSource FY 09-21



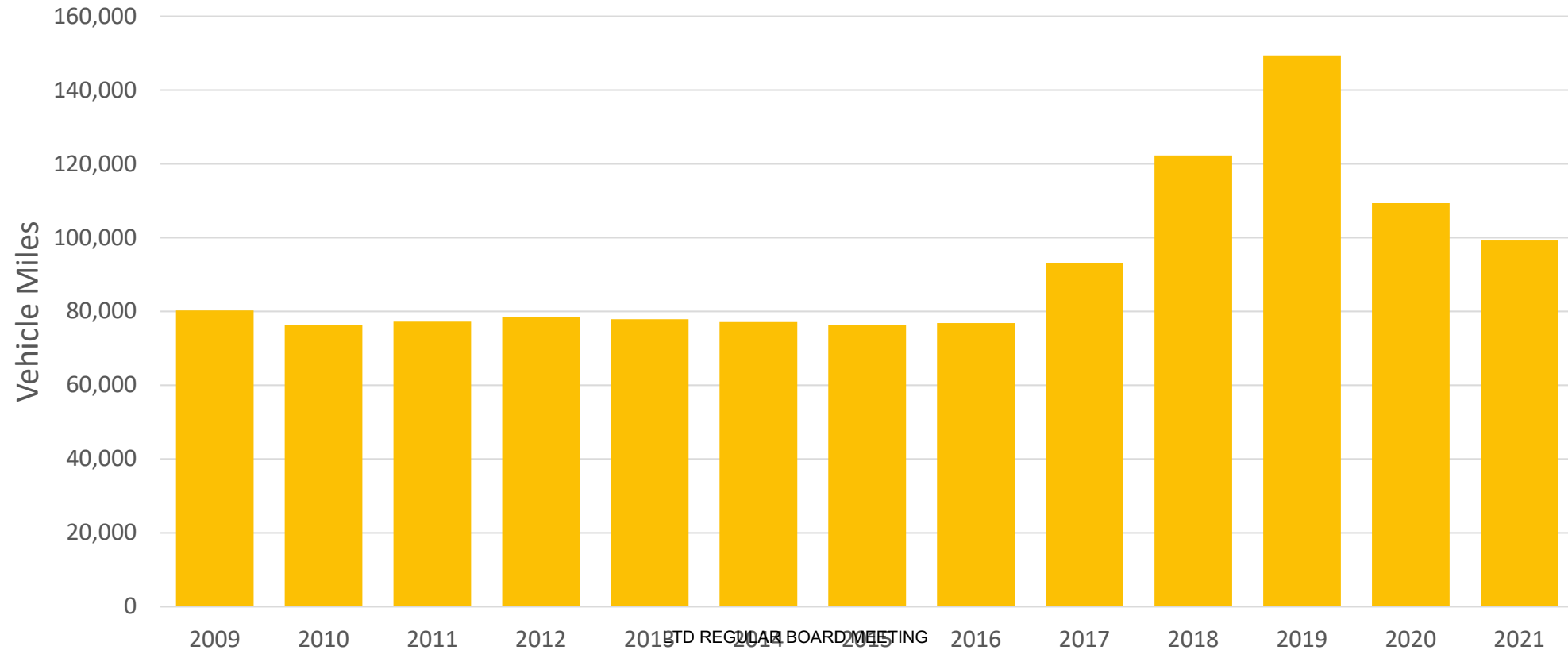
Annual LTD Vehicle Miles
Fiscal Year 2009-2021, RideSource



LTD Vehicle Miles, Rural Connections FY 09-21



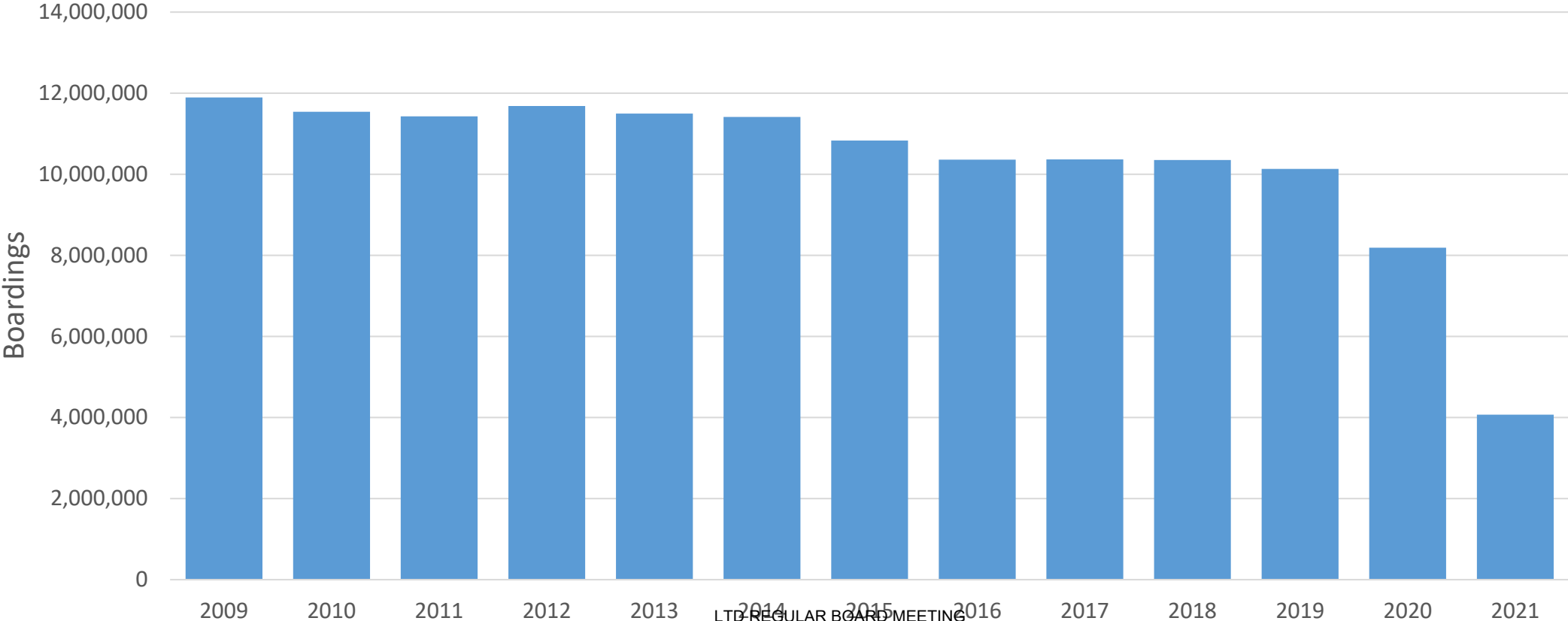
Annual LTD Vehicle Miles
Fiscal Year 2009-2021, Rural Connection Services





LTD Boardings, All Modes FY 09-21

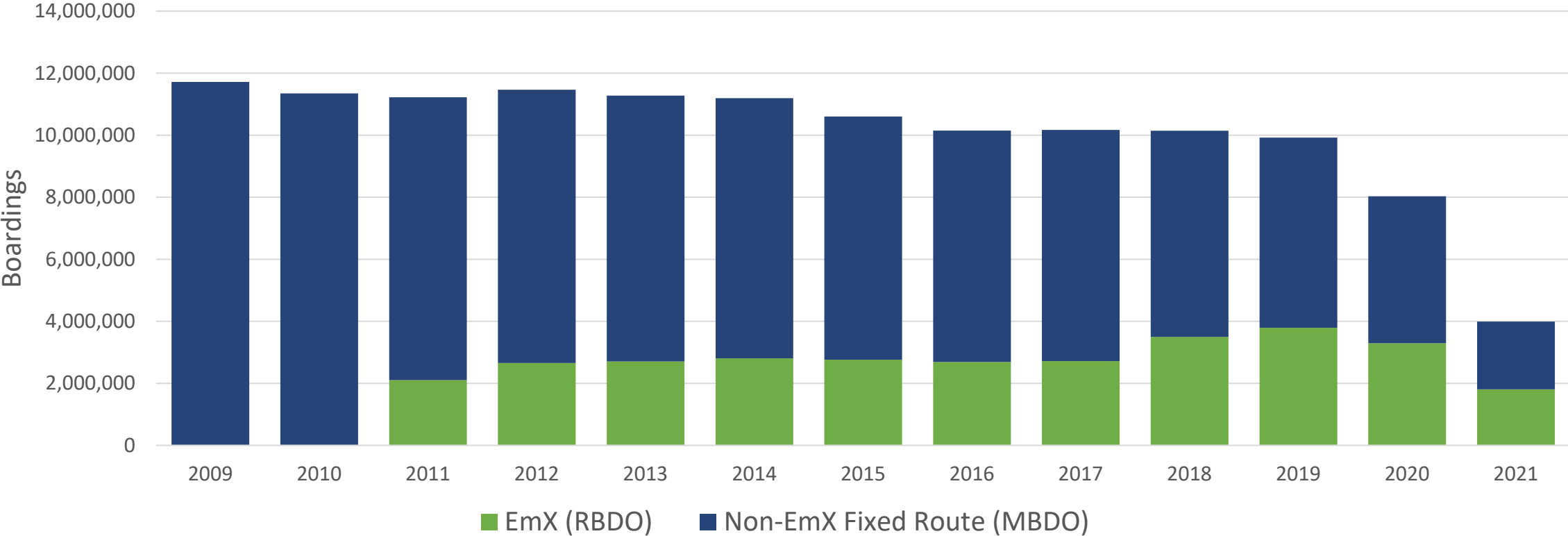
Annual LTD Boardings
Fiscal Year 2009-2021, All Modes





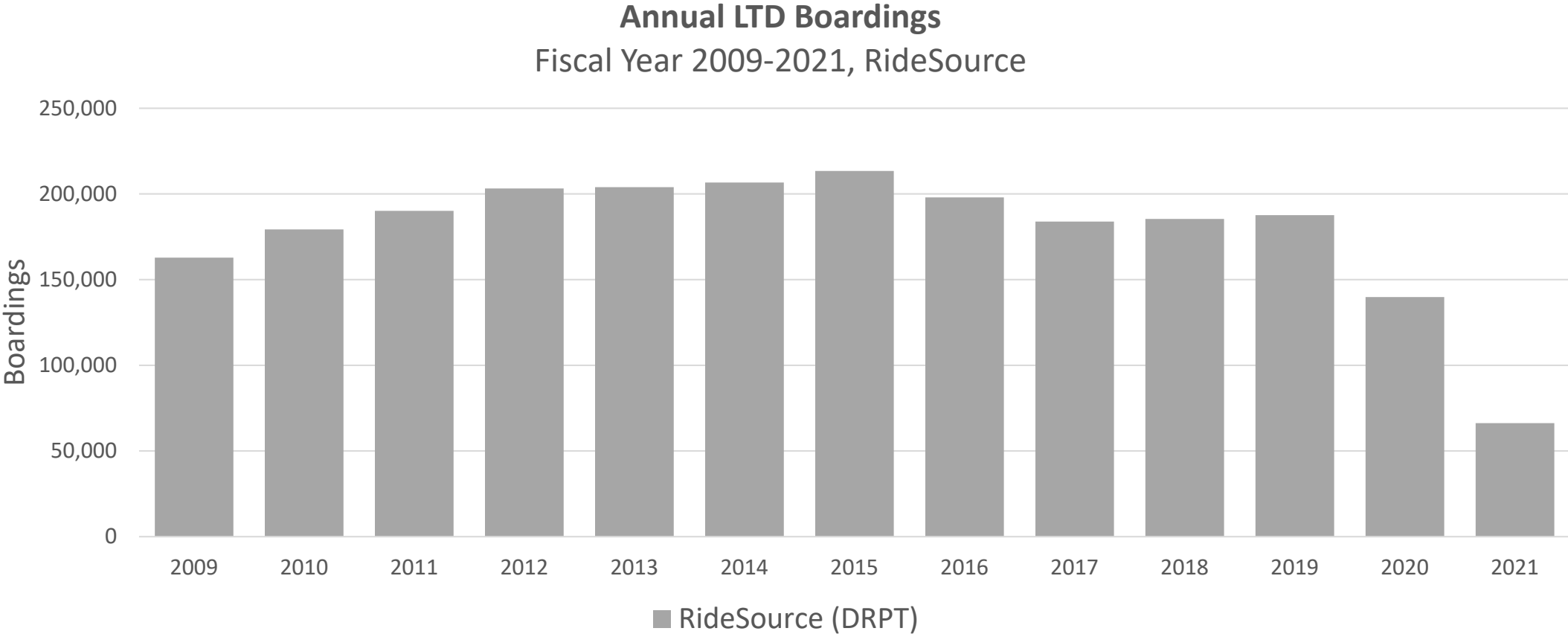
LTD Boardings, Fixed Route FY 09-21

Annual LTD Boardings
Fiscal Year 2009-2021, Fixed Route





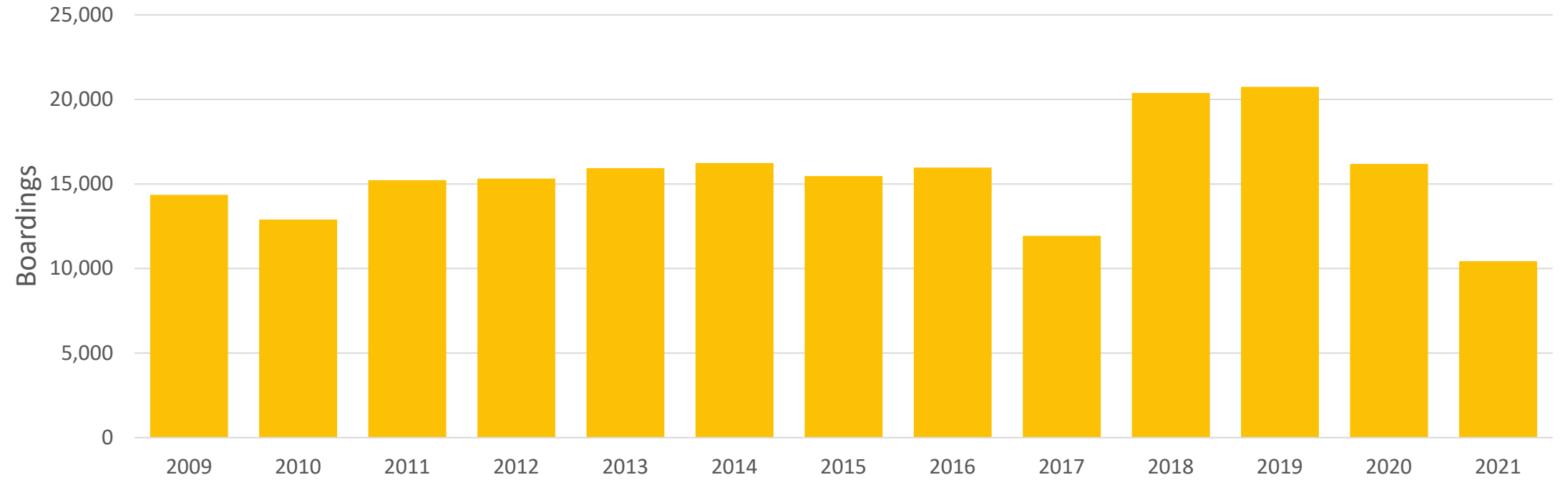
LTD Boardings, RideSource FY 09-21



LTD Boardings, Rural Connections, FY 09-21



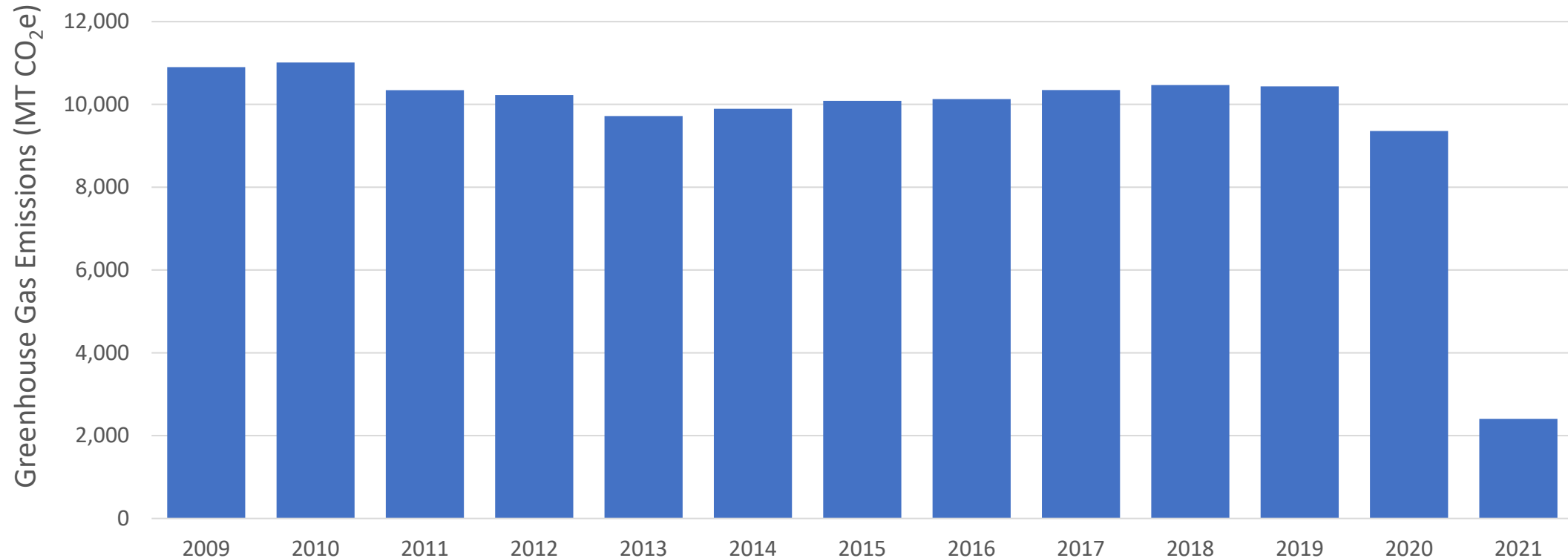
Annual LTD Boardings
Fiscal Year 2009-2021, Rural Connections Service



LTD Fleet GHG Emissions, All Modes FY 09-21



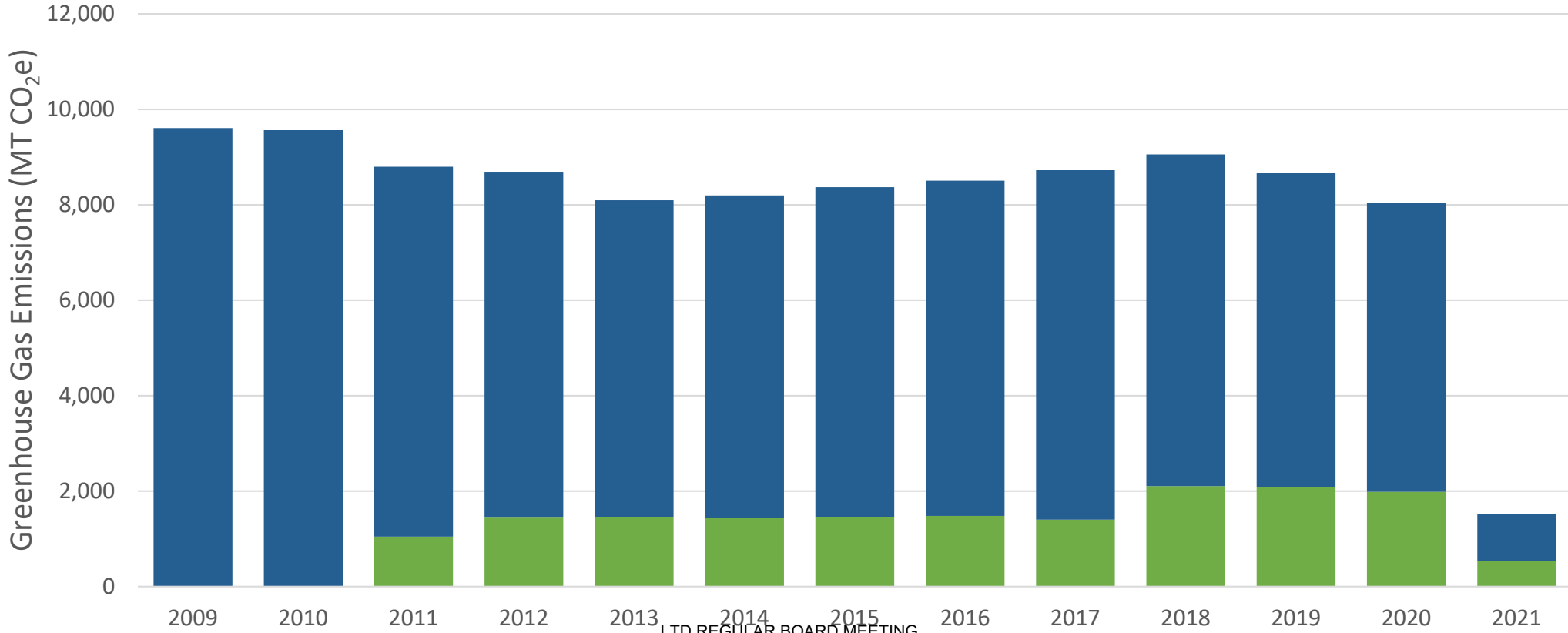
Annual LTD GHG Emissions from Fleet
FY 2009-2021, All Modes



LTD Fleet GHG Emissions, Fixed Route FY 09-21



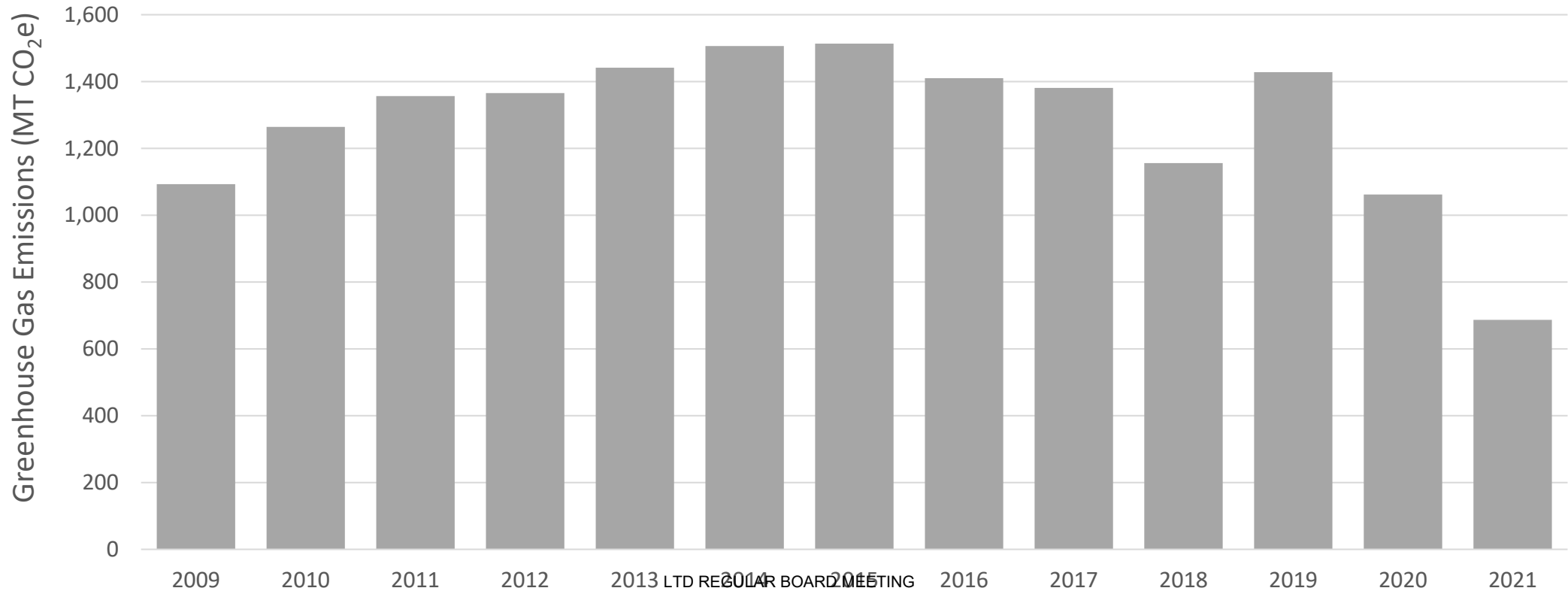
Annual LTD GHG Emissions from Fleet
FY 2009-2021, Fixed Route



LTD Fleet GHG Emissions, RideSource FY 09-21



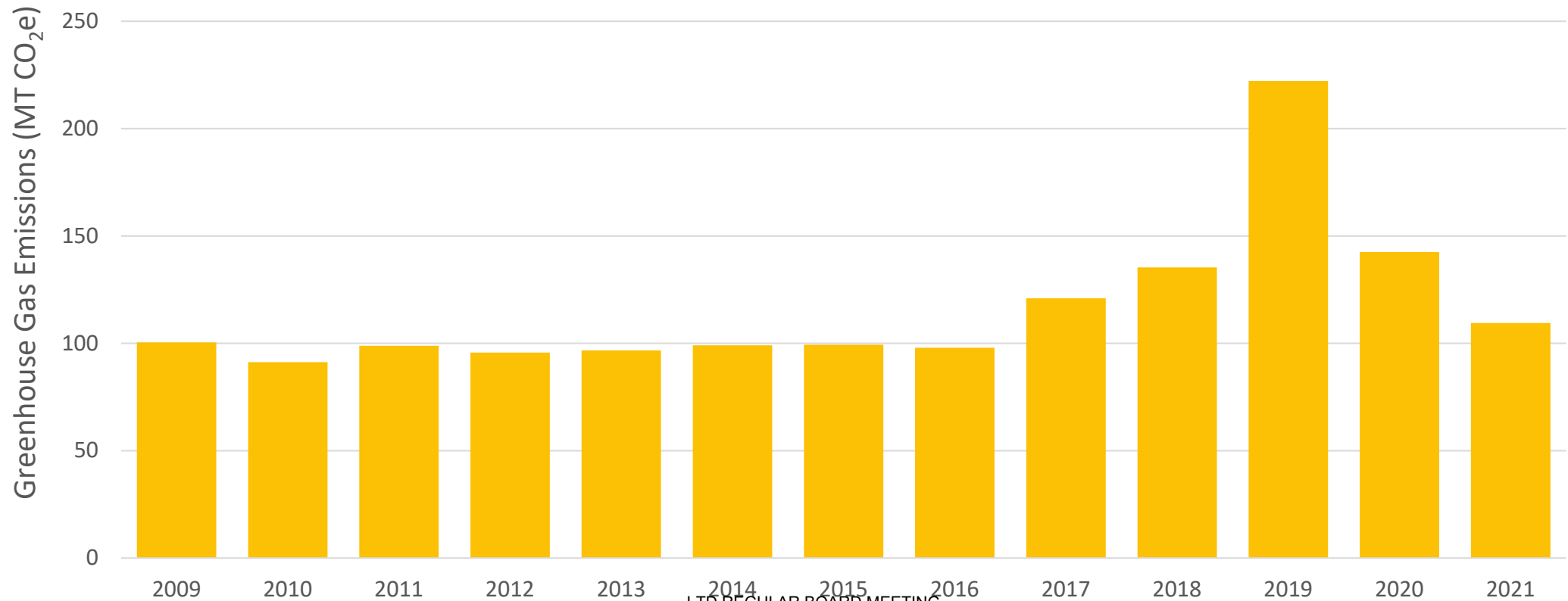
Annual LTD GHG Emissions from Fleet
FY 2009-2021, RideSource



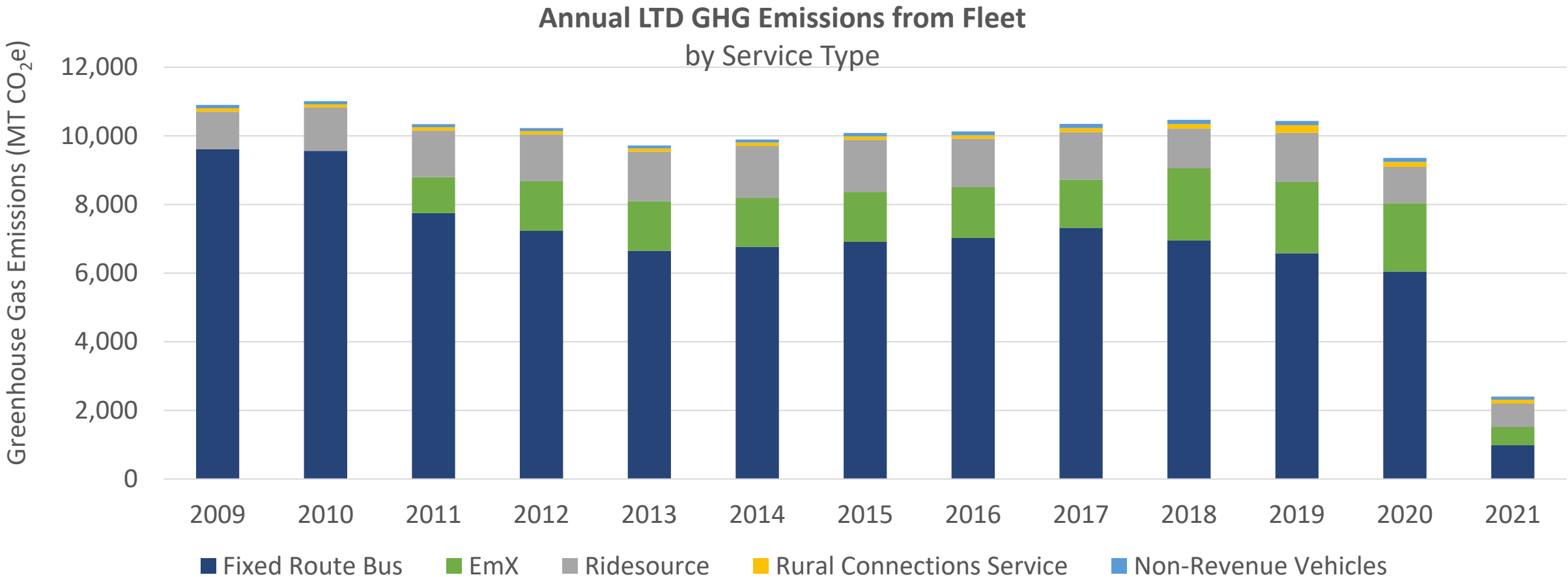
LTD Fleet GHG Emissions, Rural Connections FY 09-21



Annual LTD GHG Emissions from Fleet
FY 2009-2021, Rural Connection Services



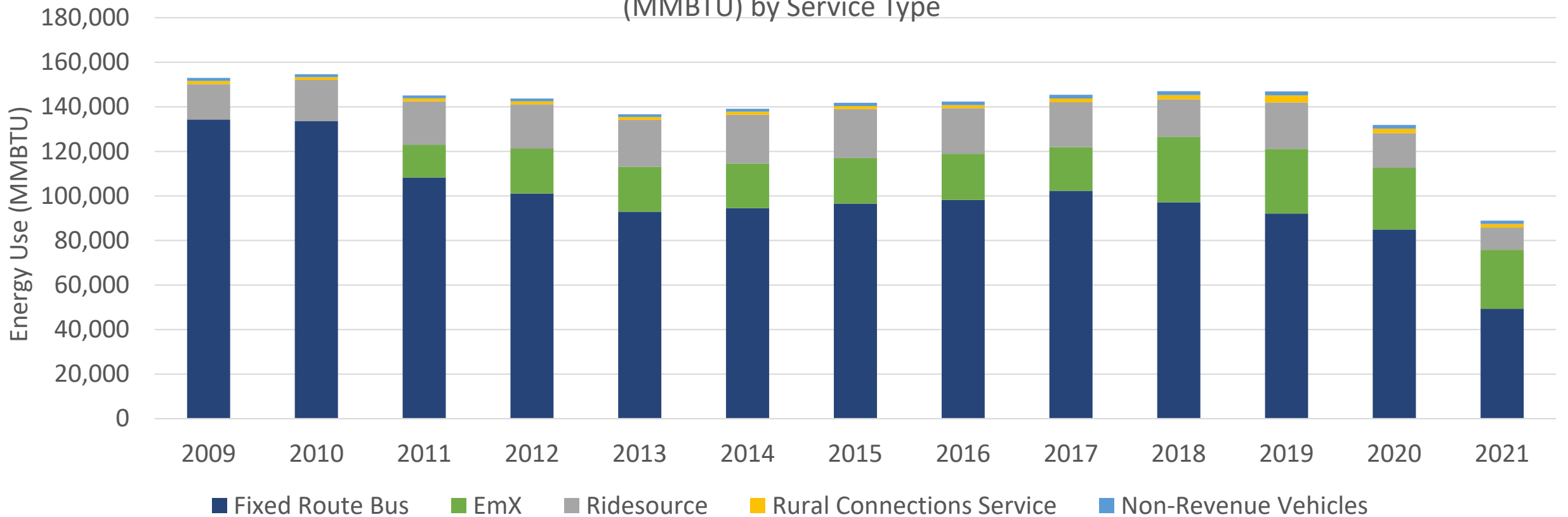
LTD Fleet GHG Emissions, by Service FY 09-21



LTD Fleet Energy Use, by Service FY 09-21



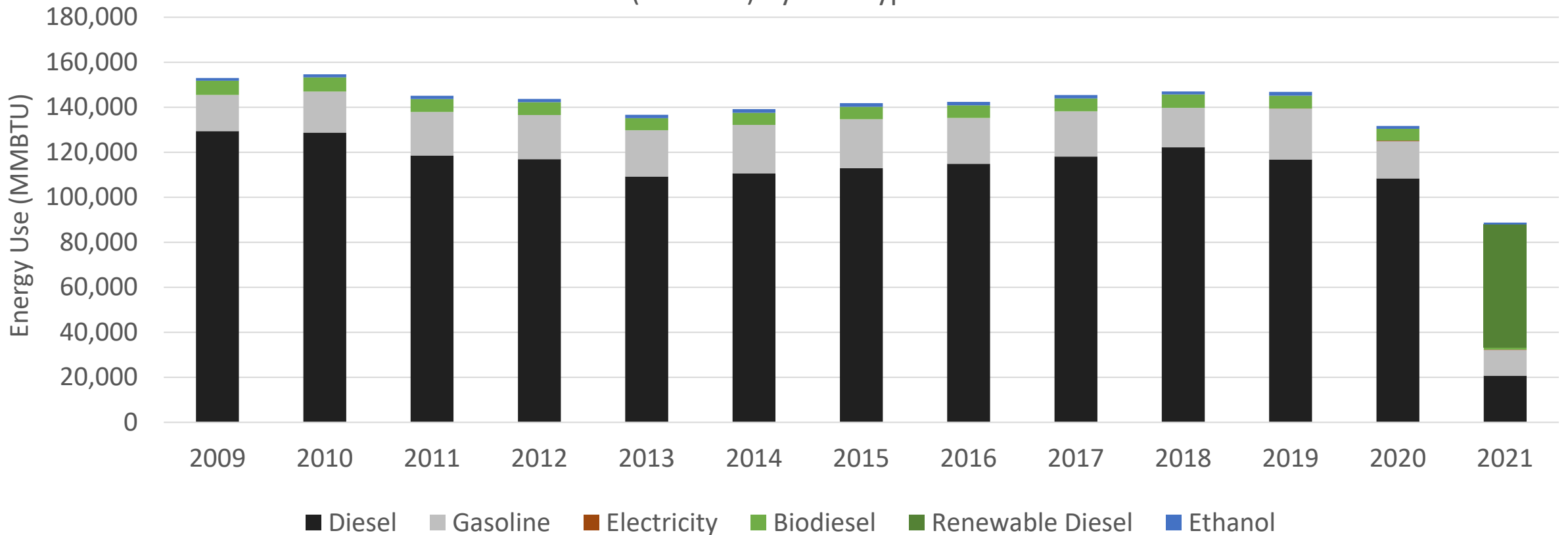
Annual LTD Energy Use from Fleet
(MMBTU) by Service Type



LTD Fleet Energy Use, by Fuel Type FY 09-21



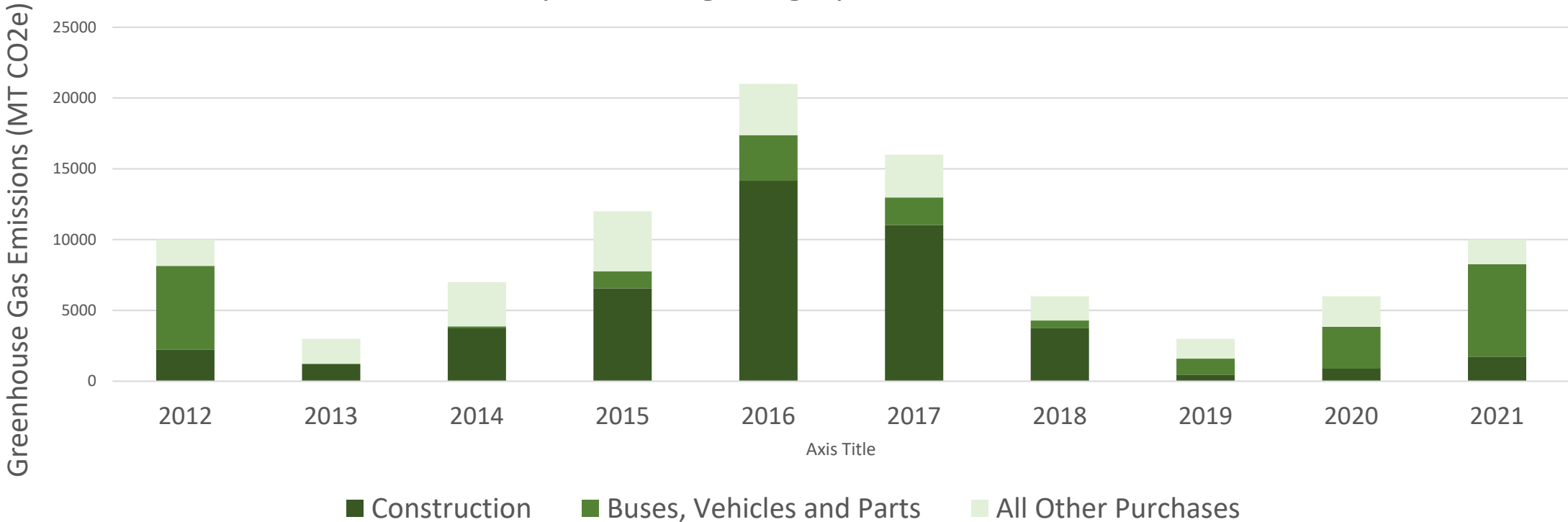
Annual LTD Energy Use from Fleet
(MMBTU) by Fuel Type





Supply Chain Emissions Detail FY 12-21

Annual LTD Estimated Supply Chain GHG Emissions
by Purchasing Category, FY 2012-2021



LTD GHG Emissions Detail FY 09-21



Inventory Year	SCOPE 1			SCOPE 2	SCOPE 3					Anthropogenic Emissions					Biogenic Emissions
	Fleet Fuels	Natural Gas	Refrigerants & Processes	Electricity	Upstream Energy	Business Travel	Solid Waste	Commute	Supply Chain	Scope 1	Scope 2	Scope 3	Scope 1 & Scope 2	Total Emissions	Mobile (biogenic)
	MT CO ₂ e	MT CO ₂ e	MT CO ₂ e	MT CO ₂ e	MT CO ₂ e	MT CO ₂ e	MT CO ₂ e	MT CO ₂ e	MT CO ₂ e	MT CO ₂ e	MT CO ₂ e	MT CO ₂ e	MT CO ₂ e	MT CO ₂ e	MT CO ₂ e
2009	10,900	359	n/a	157	3,995	0	40	590	n/a	11,259	157	4,625	11,416	16,041	552
2010	11,010	350	n/a	153	4,043	0	40	590	n/a	11,360	153	4,673	11,513	16,186	560
2011	10,327	264	n/a	49	3,773	0	40	590	n/a	10,590	49	4,403	10,640	15,043	528
2012	10,225	267	178	41	3,738	0	40	630	10,000	10,670	41	14,408	10,711	25,119	524
2013	9,719	228	154	46	3,558	0	40	650	3,000	10,100	46	7,248	10,146	17,394	500
2014	9,893	297	207	41	3,641	0	40	650	7,000	10,396	41	11,331	10,438	21,768	510
2015	10,084	287	147	39	3,705	0	40	630	12,000	10,518	39	16,375	10,556	26,931	519
2016	10,129	282	291	31	3,710	20	40	630	21,000	10,702	31	25,400	10,733	36,133	520
2017	10,346	370	249	30	3,809	20	40	760	16,000	10,966	30	20,629	10,995	31,624	530
2018	10,467	381	142	37	3,841	20	50	760	6,000	10,990	37	10,671	11,027	21,698	533
2019	10,433	362	443	86	3,862	10	50	640	3,000	11,238	86	7,562	11,324	18,886	538
2020	9,356	366	319	81	3,453	10	20	570	6,000	10,041	81	10,053	10,122	20,175	477
2021	2,403	351	319	69	2,785	10	20	610	10,000	3,074	69	13,425	3,142	16,567	4,288
2022	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2023	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2024	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cumulative Totals:	125,291	4,164	2,449	860	47,912	90	500	8,300	94,000	131,903	860	150,802	132,763	283,565	10,580



AGENDA ITEM SUMMARY

DATE OF MEETING: February 16, 2022

ITEM TITLE: STRATEGIC BUSINESS PLAN (SBP) QUARTERLY UPDATE

PREPARED BY: Kim Le, Strategic Business Plan Manager

DIRECTOR: Tom Schwetz, Director of Planning and Development

ACTION REQUESTED: Information and Discussion

PURPOSE: To provide progress update on the fiscal year 2022-2024 Strategic Business Plan for fiscal year 2022 quarter 2 (October 1 – December 31, 2021).

ROLE OF THE BOARD: The LTD Board of Directors is a Policy Board. This means that the Board's role in this instance is to obtain information for a future decision.

BOARD COMMUNICATION:

- October 20, 2021: Provided an update on the SBP rollout plan upon the Board's July 2021 adoption.

PUBLIC COMMUNICATION: N/A.

STRATEGIC BUSINESS PLAN: The District's FY22-24 Strategic Business Plan has five strategic areas of focus. These include 1) Customer Satisfaction 2) Employee Engagement 3) Community Value 4) Financial Health 5) Sustainability. Each of these priorities has tactics, milestones, and performance measures to ensure achievability and accountability. All District projects and matters brought before the Board align with one of these five strategic areas of focus.

This agenda item aligns with the strategic area of: Community Value.

DESCRIPTION: The FY22-24 Strategic Business Plan guides Lane Transit District for the next three years with a focus and clear direction on the most important outcomes to deliver. The SBP includes five strategic areas of focus or success outcomes that the District strives to achieve in the next three years. Each element of the plan is strategically aligned so that there is clarity around how work activities (tactics) and performance metrics impact these overall strategic outcomes.

BACKGROUND: The Board of Directors adopted the LTD's first-ever Strategic Business Plan in July 2021. Implementation began in October 2021 (FY22 Q2) and will span into June 2024. Since the last staff update to the Board in October 2021, staff have begun implementing the tactics and monitoring the District's performance metrics as adopted in the SBP.

This meeting is the first of eleven quarterly progress updates to the Board to ensure that LTD is on our way to achieving success outcomes in the five strategic areas of focus.

The table below outlines the FY22 Q2 progress status for each of the five success outcome areas. A presentation will be provided to explain this topic in further detail.

Strategic Area of Focus	Success Outcome	FY22 Q2 Status
<p>Customer Satisfaction</p> <p>We will deliver outstanding customer service that increases the willingness of our customers to recommend our services to others.</p>	<p>A Net Promoter Score of 55%</p>	<p>LTD's net promoter score averages 20% from 2014-2021.</p>
<p>Employee Engagement</p> <p>We will attract and retain a high quality workforce through high levels of employee engagement.</p>	<p>An Employee Engagement Score of 65%.</p>	<p>We are in the process of establishing a baseline.</p>
<p>Community Value</p> <p>We will provide strong value to the community through the services we offer, whether or not they use our services directly.</p>	<p>Establish a baseline for the percentage of the community that believe we provide value and improve by 5%.</p>	<p>We are in the process of establishing a baseline.</p>
<p>Financial Health</p> <p>We will maintain a strong financial position to sustain our operations for the future.</p>	<p>Achieve 3-year rolling financial plan targets.</p>	<p>We are currently on track.</p>
<p>Sustainability</p> <p>Our goal is to do our part to preserve and protect the environment.</p>	<p>Reduce LTD's greenhouse gas emissions by 70%.</p>	<p>Our current fleet GHG emissions reduction is 67%.</p>

CONSIDERATIONS: N/A.

ALTERNATIVES: N/A.

NEXT STEPS: Staff will provide a FY23 Q3 update in May 2022.

SUPPORTING DOCUMENTATION:

- 1) Strategic Business Plan Update Presentation

PROPOSED MOTION: N/A.

Strategic Business Plan – Update for FY2022 Q2

Regular Board Meeting – February 16, 2022



AGENDA



Background



Elements of the SBP



Success Outcomes



Tactics & Scorecard



Plans for Next Quarter



Questions & Discussions



STRATEGIC BUSINESS PLAN

Fiscal
Years **2022 – 24**

Background

- SBP development process from January – July 2021
- Deep engagement with Strategic Planning Committee
- Input from a wide range of community stakeholders
- Robust staff contributions

Background

- Mobilized launch in October 2021
- Ongoing communications roll out
- Developing dashboard

Elements of the Strategic Business Plan

MISSION CONNECTING OUR COMMUNITY.

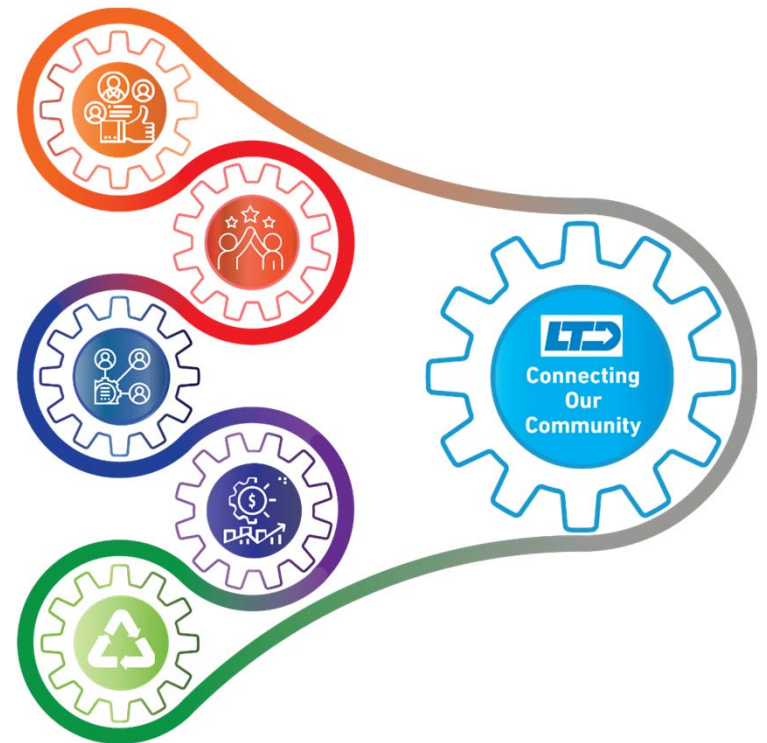
VISION IN ALL THAT WE DO, WE ARE COMMITTED TO CREATING A MORE CONNECTED, SUSTAINABLE, AND EQUITABLE COMMUNITY.

VALUES RESPECT, INTEGRITY, INNOVATION, EQUITY, SAFETY, AND COLLABORATION.

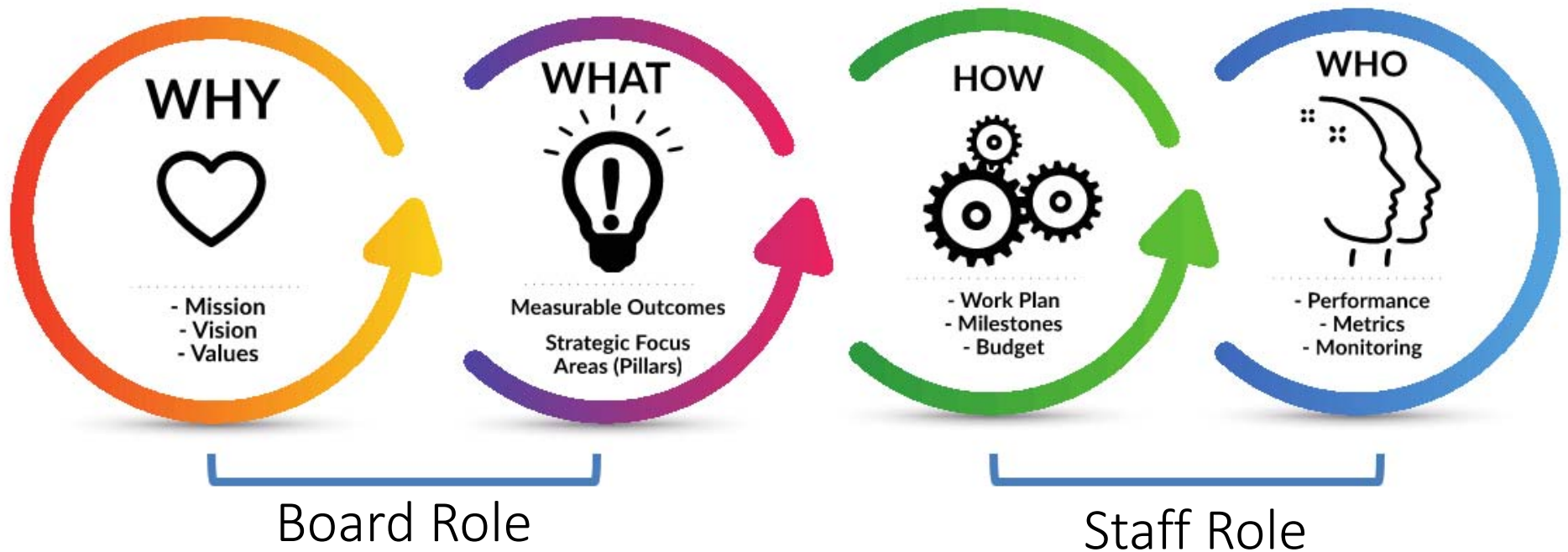
LTD

Elements of the Strategic Business Plan

- Align day-to-day operations to agency mission, vision, and goals
- Performance management strategy
- GM performance evaluation aligned to SBP accomplishments
- Build culture of ownership throughout the organization
- Transparency and accountability



Elements of the Strategic Business Plan



Success Outcomes - Strategic Areas of Focus

CUSTOMER SATISFACTION

Our goal is to deliver outstanding customer service that increases the willingness of our customers to recommend our services to others.



A Net Promoter Score of 55%.

LTD's net promoter score averages 20% from 2014-2021.

EMPLOYEE ENGAGEMENT

Our goal is to attract and retain a high quality workforce through high levels of employee engagement.



An Employee Engagement Score of 65%*.

We are in the process of establishing a baseline.

COMMUNITY VALUE

Our goal is to provide strong value to the community through the services we offer, whether or not they use our services directly.



Establishment of a baseline for the percentage of the community that believes we provide value and improve 5%.

We are in the process of establishing a baseline.

FINANCIAL HEALTH

Our goal is to maintain LTD's strong financial position to sustain our operations for the future.



Achievement of 3-year rolling financial plan targets.

We are currently on track.

SUSTAINABILITY

Our goal is to do our part to preserve and protect the environment through a reduction in greenhouse gas emissions.

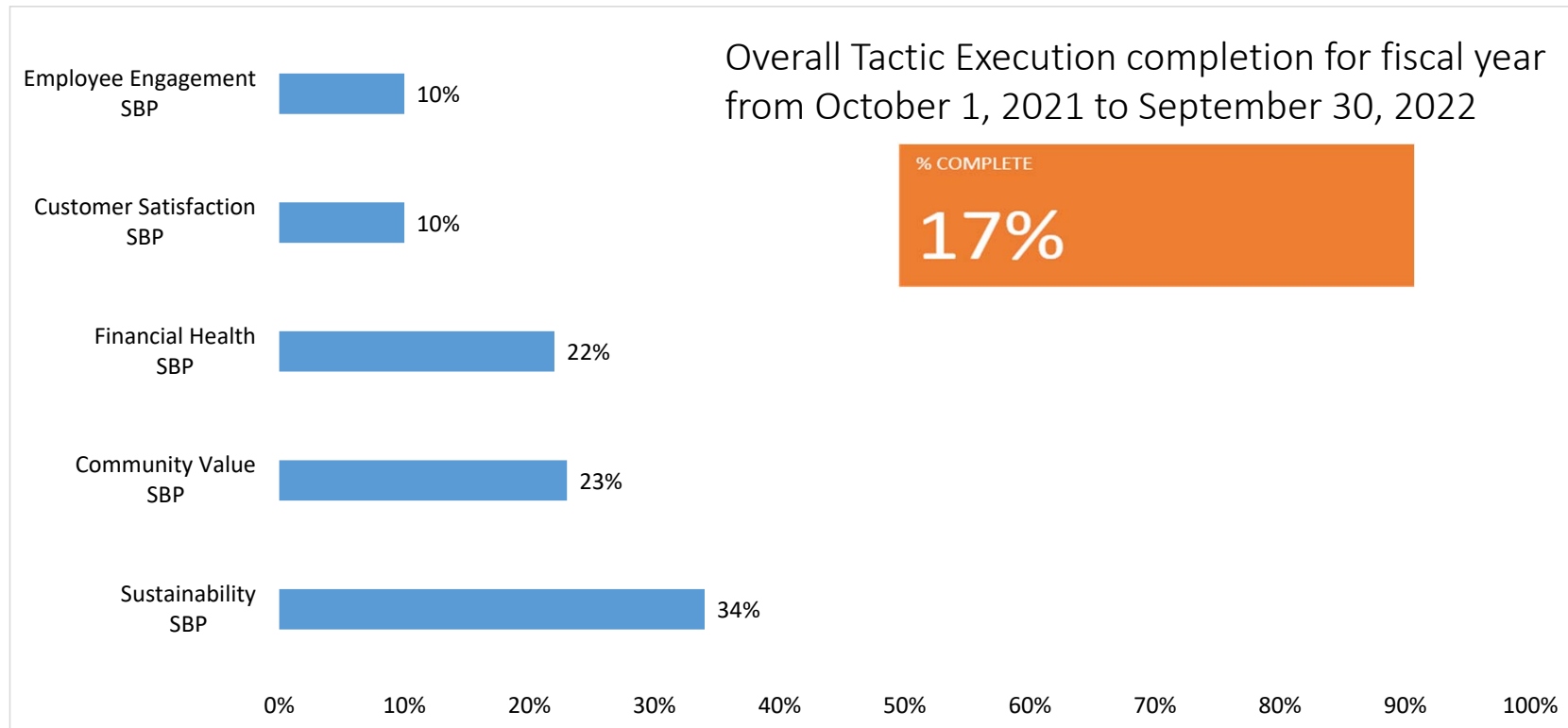


A reduction in Greenhouse Gas Emissions of 70%.

Our current fleet GHG emissions reduction is 77%.


Tactics Progress from October – December 2021

31 major projects or work activities (tactics) that we will undertake to achieve our success outcomes.



Organizational Scorecard (Metrics) Progress

Prioritizing what to measure enables us to produce results that matter towards achieving our success outcomes.

LTD Scorecard 		
Customer Satisfaction	Performance metrics that measure LTD's success at delivering customer satisfaction.	30 points
Employee Engagement	Performance metrics that measure the level of employee engagement.	25 points
Community Value	Performance metrics that gauge LTD's success at achieving perceived community value.	20 points
Financial Health	Metrics that measure how well LTD is performing financially.	15 points
Sustainability	Performance metrics that measure LTD's achievement of environmental goals.	10 points
TOTAL		100 points

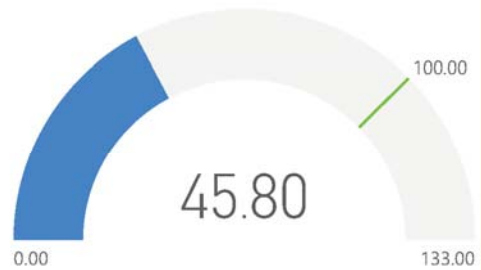
Organizational Scorecard Summary Results

Strategic Focus Area	Points Target	Points Earned
Customer Satisfaction	30	19.6
Employee Engagement	25	0
Community Value	20	0
Financial Health	15	18.2
Sustainability	10	8
Total	100	45.8

Organizational Scorecard Dashboard

LTD Strategic Focus Area Performance Scores

LTD Scorecard Overall - Q2 FY22



LTD is seeking a perfect score! Our Strategic Business Plan lays out a path to 100 points by 2024 collected from 24 scores across our 5 Strategic Focus Areas.

Q2 FY22 Summary

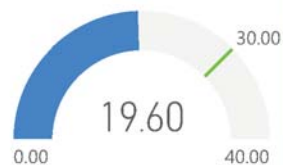
LTD scored 45.8 points in the first quarter of measurement. With 2.5 more years in the current plan timeline and tactics designed to help us improve and sustain against our performance goals.

Take a look at each Focus Area to learn more.

Scorecard Methodology

At the end of each fiscal quarter, LTD's score is calculated using most current metric measurements against performance goals. In some cases you will notice scores over the target points - this means LTD is exceeding our performance goal and earning bonus points. There is a 33% allowance for over-performing built into scoring.

Customer Satisfaction



Employee Engagement*



Community Value*



Financial Health



Sustainability



*Employee Engagement and Community Value Information Systems are in Progress with first Scores due by Q2 FY23



Plans for Next Quarter

- Target tactics and metrics that missed their mark this quarter
- Conduct surveys
- Continue to build out information systems and ongoing data validation
- Publish publicly available dashboard
- Start integrating the SBP into LTD's budget development process



Discussion & Questions





AGENDA ITEM SUMMARY

DATE OF MEETING: February 16, 2022
ITEM TITLE: INTERIM GENERAL MANAGER QUATERLY REVIEW
PREPARED BY: Mark Johnson, Interim General Manager
DIRECTOR: N/A
ACTION REQUESTED: Discussion and Adoption

PURPOSE: The purpose of this item is to review the Interim General Manager's performance for the quarter to determine if it is consistent with the LTD values and if the Interim General Manager's efforts are achieving progress as defined in the Strategic Business Plan and the employment agreement between the parties. Approve performance based compensation, if any, for the quarter.

ROLE OF THE BOARD: The Board's role in this instance is to oversee the contract and performance measures of the general manager, and in this case, the interim general manager.

BOARD COMMUNICATION: The Interim General Manager's employment agreement was approved by the Board at its September 15, 2021, Board meeting indicating that a quarterly review would take place and bonus compensation would be considered based on specific goals.

PUBLIC COMMUNICATION: NA

STRATEGIC BUSINESS PLAN: The District's FY22-24 Strategic Business Plan has five strategic areas of focus. These include 1) Customer Satisfaction 2) Employee Engagement 3) Community Value 4) Financial Health 5) Sustainability. Each of these priorities has tactics, milestones, and performance measures to ensure achievability and accountability. All District projects and matters brought before the Board align with one of these five strategic areas of focus.

This agenda item aligns with the strategic area of: Customer Satisfaction, Employee Engagement, Community Value, Financial Health, and Sustainability.

DESCRIPTION: This is a quarterly Board function to discuss the Interim General Manager's performance and agree on performance based compensation based on specific goals set out in the employment agreement between the parties.

BACKGROUND: This is the first quarterly performance report and review of the Interim General Manager. It is also the first time that the Board and General Manager have adopted a performance based compensation model and made available open discussion about the General Manager's performance on a quarterly basis.

CONSIDERATIONS: A self-evaluation from the Interim General Manager and compensation recommendation will be provided to the Board in an attachment.

ALTERNATIVES: The Board is generally obligated to discuss and evaluate the General Manager's performance but the Board could postpone the discussion and delay the compensation discussion to another time.

NEXT STEPS: Approve or amend the recommendation for the Interim General Manager's performance evaluation and performance based compensation.

SUPPORTING DOCUMENTATION:

- Interim General Manager's self-evaluation and compensation recommendation.
- Resolution No. 2022-02-16-012

PROPOSED MOTION: I move adoption of LTD Resolution No. 2022-02-16-012:

It is hereby resolved that the LTD Board of Directors approves the quarterly performance review of the Interim General Manager as presented {amended}.



MEMORANDUM

DATE: February 16, 2022

TO: LTD Board of Directors

FROM: Mark Johnson, Interim General Manager

SUBJECT: **INTERIM GENERAL MANAGER QUARTERLY EVALUATION**

Fiscal Year (FY) 2022 is the first year for tracking the Strategic Business Plan (SBP) goals and the Interim General Manager's performance-based review and compensation. To maintain consistency in annual tracking, the period of October through December 2021 will be referred to as Quarter 2 (Q2) although it is the first period being captured under the newly adopted SBP. For FY2022, only three quarters of performance will be monitored due to the timing of the adoption of the SBP and the appointment of the Interim General Manager (IGM).

Under the IGM's leadership, significant progress was achieved in meeting the goals set out in the SBP despite the rise in COVID cases which continued to negatively impact transit services, and the ability to retain and hire employees. Another factor during this quarter were vacancies in key management positions. Director positions in both IT and HR created some challenges towards achieving the established SBP goals. There was some great progress made; however, there are some areas where progress was not as good as it could have been due to the leadership voids in those departments. Recruitment efforts currently underway could result in filling the IT Director position by the end of February, and the Director of HR position may be filled by the end of March.

In the absence of these key management positions, the IGM's responsibilities expanded to ensure the District's business continued uninterrupted. Under normal circumstance, the Assistant General Manager position fills in during interim periods of director level vacancies. However, in this case the IGM determined that it was best to manage the director-level vacancies by working collaboratively with the remaining directors to absorb the additional responsibilities.

AREAS OF FOCUS

COMMUNICATIONS

I have done well with staff in terms of improving communication by holding all staff meetings once a month, along with biweekly director meetings and monthly manager meetings. I have been working closely with the Communications and Marketing team to ensure that we are communicating effectively outside the organization using press releases and improving our presence on social media. I have been doing a quarterly update via You Tube that is widely distributed and I completed an Oregon Rainmakers podcast with Michael Dunne from KLCC, which was released this month. We have also been distributing leadership meeting notes to staff to keep them up to date on discussions that may impact them.

I have made an effort to better communicate and actively engage the Board in casual conversations through Friday luncheons or other times that are convenient for Board members. The Board/GM relationship is one of the keys to the success of a Special District and it is important that I make every effort to ensure that we have trust and understanding as we move forward.

I have spent some time meeting one on one with community members and former Board members to listen to concerns and to help resolve some of the upheaval that has been present for the past several months.



It appears that we are making progress in that area and my goal is that the District moves forward in a more positive way setting the District up for a smooth transition to a new General Manager.

LEADERSHIP DEVELOPMENT

Over the past several months I have been focused on building the leadership team and developing strong internal relationships. The directors and I have been working our way through a program called GIANT and the RISE curriculum. It was a program introduced to the community by the Eugene Chamber of Commerce and has been a great tool to improve communications, build trust, and better communicate across departments. We have expanded the program to include other employees and managers and are looking at ways to develop all employees under this program to create a common language and understanding about how we can best work together and improve overall employee satisfaction. Incorporating an agency wide employee performance and development plan is a function of HR and one that the former director was working on but has been paused until a new Director can be hired.

STRATEGIC BUSINESS PLAN (SBP)

The SBP has been a major focus for this quarter and staff have been working on the tactics that will help us achieve the goals in the five areas of focus, customer satisfaction, employee engagement, community value, financial health, and sustainability.

There has been good progress made in the overall scorecard where we are at 45.4 points out of 100. The 100 is a three year goal so we made a lot of progress very quickly to achieve that, even though we are only 17% of the way through the tactics.

Since there are quarterly performance bonuses built into the IGM evaluation process based on the five areas of focus. I will go through each of them for a brief evaluation. Staff will be presenting the quarterly SBP update in greater detail at the meeting.

CUSTOMER SATISFACTION

Goal: 55% net promoter score

Annual Measure: Measured by the ABBG customer satisfaction survey.

Maximum annual performance-based compensation: \$7500

During this first review period referenced as Q2, it has been an opportunity to learn a lot and adapt to changes in management processes focused on performance outcomes. Under this section, the goal was set at a 55% net promoter score but after reviewing the results a more accurate measurement would be in the range of a 20% net promoter score. While lofty goals were established to ensure high customer satisfaction, the goal may have to be re-established to make it achievable. An option being considered could be to create a year-to-year percent increase or lowering the goal to an achievable level. The IGM will work with the Board of Directors to re-evaluate this goal.

The IGM will work closely with staff to develop a process for establishing standards that help inform a baseline for customer satisfaction. Developing a new customer satisfaction survey is in the planning process.

Despite the unattainable net promoter score, progress was made in the area of customer satisfaction.

Overall customer satisfaction score: 19.6 out of 30

The measures and that go into calculation and scores are:

- Customer impression of safety and security: **Score: 2, Goal: 2**



- Customer impression of Operator courtesy: **Score: 2, Goal: 2**
- Customer impression of on time performance: **Score: 3, Goal: 3**
- Net promoter score: **Score: 0, Goal: 8**
- Actual on time performance: **Score: 3.1, Goal: 3** (we exceed customer's impression in on time performance)
- Accident rate per 100,000 miles: **Score: 0, Goal: 2**, The LTD goal for accidents rates /100,000 miles is 2.5 and our accident rate for Q2 is 4.19 so no point scored.
- Bus operators complaints/100,000 boardings: **Score: 1.8, Goal: 2**
- Overall customer satisfaction from survey: **Score: 7.4, Goal: 8**

Requested performance compensation for customer satisfaction: \$0

The IGM agreement states that performance compensation is based on the net promoter score of 55%, which was miscalculated and unattainable. Even though this goal was not achieved, customer satisfaction is still very good.

EMPLOYEE ENGAGEMENT

Goal: An employee engagement score of 65%

Annual measure: Develop a tool to provide accurate data to determine employee engagement and achieve a 65% score

Maximum performance based compensation: \$6250.00

Employee engagement had no points scored for this quarter. An employee-survey instrument is in the process of being developed to create a baseline for an employee engagement score. Part of the measure is to develop the tool and the other part is to achieve a score of 65%. This is largely an HR function and because of the staffing shortage in HR, most of this was paused but is being worked on now.

The goal for this section was also very ambitious and depending on how employee engagement is measured, there may be some variation for an employee-engagement score. None of them are 65% typically, 32% is considered a good score. This is another one that will be chalked up to the learning environment that we are trying to create. While we will have a baseline in quarter four for the employee engagement score, I would be pleasantly surprised if it were anywhere near 65%.

The tactics used for employee engagement are:

- Employee net promoter score: **Goal: 8**
- Employees understand how their performance is linked to LTD success: **Goal: 4**
- Employees agree that leadership is invested in their success: **Goal: 4**
- Employees agree that they are provided the tools needed to work successfully: **Goal: 4**
- Internal customer satisfaction score: **Goal: 5**

Requested performance based compensation for employee engagement: \$0

COMMUNITY VALUE

Goal: Establish a baseline for the percentage of the community that believes LTD provides value and improve 5%

Annual Measure: Develop the survey to establish baseline and improve 5%



Maximum performance based compensation: \$5000.00

The tactics used for Community value are:

- Community Perception of LTD Value: **Goal: 8**
- Community Partner Perception of LTD as Community Leader: **Goal: 7**
- Access to Frequent Transit (total population): **Goal: 2**
- Access to Frequent Transit (minoritized population): **Goal: 3**

Requested performance based compensation for Community value: \$0

Community Value was planned as a third or fourth quarter goal to achieve desired results. Procurement of a third party to help develop the survey tool is in process. This will ensure the collection of accurate information to understand the value that the community has for LTD and set a baseline for future improvement.

FINANCIAL HEALTH

Goal: Achievement of three year rolling financial plan targets

Annual Measure: Develop policies, reporting, and analytics to ensure financial goals are met.

Maximum performance based compensation: \$3750.00

Overall Financial Health score: 18.2; goal is 15. We were able to go above our goals in this area and the score reflects that.

Tactics for achieving the Financial Health goals and scores are:

- Operating cost per Boarding: **Score: 10.4, Goal: 8**
- Maintenance cost per Mile: **Score: 4.6, Goal: 4**
- Vehicle hours per labor hour: **Score: 3.2, Goal: 3**

Requested performance based compensation for Financial Health: \$2500.00

Overall, this year's financial targets have been achieved in the second quarter through controlling costs that drive the budget, primarily in operations and maintenance. Policies are being developed that will ensure that financial stability and that community needs are met. The Board has been presented with a revised reserve policy that will allocate funds to ensure that LTD can provide a sustainable level of service even in a down turn and meet the long range financial plan goals. Finance staff has been working diligently to get this set up and achieve the SBP financial health goals.

While the annual goal in Financial Health has been met through the second quarter, it is important that it is maintained over the rest of the year. I have requested 2/3 of the maximum performance based compensation to ensure that that focus on Financial Health is maintained. As consistent financial Health is shown, as I expect it will, I will request the remainder of the compensation over the next two quarters.

SUSTAINABILITY

Goal: Reduce Greenhouse Gas Emissions by 70% by 2030.

Annual Measure: Reduce Greenhouse Gas Emissions by 10%

Maximum performance based compensation: \$2500.00



Overall Sustainability score 7.6: goal is 10

Tactics for achieving Sustainability goal and scores are:

- Greenhouse gas emissions: **Score: 2.9, Goal: 3**
- Fleet transitioned to electric: **Score: 0.9, Goal: 2**
- Renewable fuel consumption: **Score; 2.7, Goal: 3**
- Overall ridership increase: **Score: 1.1, Goal: 2**

- **Requested performance based compensation for sustainability: \$2500.00**

The tactics for achieving sustainability are important to reduce greenhouse gas emissions. Ridership is more of a community measurement that does not directly reduce LTD's GHG emissions it does help reduce the community GHG emissions by reducing the number of vehicles on the road.

Last quarter eleven all electric buses were deployed to full service and 19 more have been ordered. There are also plans to seek grants for at least 5 additional electric buses this year.

Renewable fuel consumption has provided the largest decrease in GHG emissions. LTD has been primarily using R-99 diesel which is 99% from renewable sources and not fossil fuel based.

Based on the goal of reducing GHG emissions by 70% by 2030 the measure is to reduce 10% a year to achieve that.

The reduction in GHG for this quarter in comparison to the same quarter last year is 77%. Converting to renewable diesel for most of the fleet and the addition of 11 electric buses was a significant step to reducing GHG emissions. We were able to exceed the annual goal and in fact exceed our 2030 goal quickly because of those decisions and the availability of the new fuels.

Total quarterly performance based compensation:

\$2000.00- Financial Health

\$2500.00- Sustainability

Total: \$4500.00



RESOLUTION NO. 2022-02-16-012

**APPROVAL OF QUARTERLY PERFORMANCE REVIEW FOR THE LANE TRANSIT DISTRICT
INTERIM GENERAL MANAGER**

WHEREAS, ORS 267.135 authorizes the Lane Transit District (“LTD” or “District”) Board of Directors (“Board”) to appoint a General Manager, whose duties are described in ORS 267.140 and include having full charge of the administration of the business affairs of the District;

WHEREAS, effective on September 7, 2021, Mark Johnson is hereby appointed as Lane Transit District’s Interim General Manager, and shall serve until the Board appoints a replacement General Manager;

WHEREAS, at its September 15, 2021, regular meeting the Board adopted quarterly performance based compensation structure for the Interim General Manager;

WHEREAS, at its September 15, 2021, regular meeting the Board adopted quarterly performance measures for the Interim General Manager;

WHEREAS, at its February 16, 2022, regular meeting the Board reviewed the performance of the Interim General Manager;

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

Approving the performance of the Interim General Manager in achieving District goals and approving the recommended performance based compensation for the Interim General Manager for the second quarter of FY 2022.

ADOPTED BY THE LANE TRANSIT DISTRICT BOARD OF DIRECTORS ON THIS 16th DAY OF FEBRUARY 2022.

Board President, Caitlin Vargas



Q2 FY22 FINANCIAL PERFORMANCE INDICATORS



INDICATORS	CADENCE	MEASURE	FY 2022				NOTES
			Q4	Q3	Q2	Q1	
AUDITS OF GENERAL HEALTH							
Report Of Independent Auditors	Annual	Unmodified opinion			F	F	FY2020 Annual Report and expectation for FY2021 Annual Report
Deficiencies In Internal Control	Annual	"No material weaknesses noted No significant deficiencies or non-compliance noted"			W	F	The District identified an error related to timing and recording of grant revenue which required prior years to be restated. The restatement changed the year in which the revenue was recorded. It did not affect any grant expenditures eligible for reimbursement. The error was due to an interpretation of GASB Statement No. 33, which was recently clarified as a result of the COVID expenditure grants.
Fraud & Noncompliance With Laws & Regulations	Annual	No instances of fraud or noncompliance with laws and regulations identified			F	F	FY2020 Annual Report and expectation for FY2021 Annual Report
Fta Comprehensive Review	Every 3 years	No significant deficiencies or material internal control weaknesses noted			F	F	FY20 review found no deficiencies in any of the 21 areas it examined
Stif Agreed Upon Procedures	Annual	No material noncompliance with requirements			F	F	FY2020 Annual Report and expectation for FY2021 Annual Report
Ntd Agreed Upon Procedures	Annual	No material noncompliance with requirements			F	F	FY2020 Annual Report and expectation for FY2021 Annual Report
Odor Urban Remote Compliance Monitoring Review	Annual	No material noncompliance with requirements			F	F	2021 Report
TRANSPARENCY							
GFOA Excellence in Financial Reporting Award	Annual	Award received			F	F	FY2020 Annual Report and expectation for FY2021 Annual Report
COMPLIANCE WITH WRITTEN POLICIES							
Reserve	Annual	Financial Planning documents align with policy			F	F	Current policy is 2 months of operating. Rewritten policy is up for Board adoption. If adopted, the new reserve policy will be implemented as part of the FY2023 Budget.
Financial Planning	Annual	Financial Planning documents align with policy			N/A	N/A	Proposed policy is being developed utilizing best practices.
Pension Funding	Annual	Financial Planning documents align with policy			N/A	N/A	Proposed policy is being developed utilizing best practices.
Capital Planning	Annual	Financial Planning documents align with policy			N/A	N/A	Proposed policy is being developed utilizing best practices.
BOARD ADOPTED POLICIES							
Reserve	Annual	Board revision adoption by < Feb 2022			F	N/A	Current policy is 2 months of operating. Rewritten policy is up for Board adoption. If adopted, the new reserve policy will be implemented as part of the FY2023 Budget.
Financial Planning	Annual	Board Adoption by <Q2 FY23			N/A	N/A	SBP only required Reserve policy to be adopted <Feb 2022. Remaining policies will be developed with a target adoption of <Q2 FY23
Pension Funding	Annual	Board Adoption by <Q2 FY23			N/A	N/A	SBP only required Reserve policy to be adopted <Feb 2022. Remaining policies will be developed with a target adoption of <Q2 FY23
Capital Planning	Annual	Board Adoption by <Q2 FY23			N/A	N/A	SBP only required Reserve policy to be adopted <Feb 2022. Remaining policies will be developed with a target adoption of <Q2 FY23

F Favorable — This trend is positive with respect to LTDs goals & policies

F/C Favorable (Caution) — This indicates that a trend is in compliance with adopted fiscal policies or anticipated results. This indicator may change from a positive rating in the near future.

W Warning — This indicates that a trend is in compliance with adopted fiscal policies or anticipated results. This indicator may change from a positive rating in the near future

U Unfavorable — This trend is negative, and there is an immediate need for February 16, 2022 action



Q2 FY22 FINANCIAL PERFORMANCE INDICATORS



INDICATORS	CADENCE	MEASURE	FY 2022				NOTES
			Q4	Q3	Q2	Q1	
REVENUE							
YTD payroll tax revenue vs. budget	Quarterly	Payroll tax actuals > Budget			F/C	F/C	Pandemic recovery is faster than anticipated. 1st half payroll-type tax collections are up 7.6% (2.8% excluding filing extensions) over FY21. Strength of existing payroll taxes is due, in part, to COVID-19 related spikes in employment from vaccine, testing sites and other health care and social assistance providers.
Planned grant coverage for CIP projects	Annual	Greater than 70% of project costs covered by grants			F	F	FY21 Annual report has 80% of projects eligible for grant funding. This is up from FY20 at 78%. Q2 FY22 shows 75% project grant funding. In addition to project grant funding, LTD is utilizing COVID-19 relief funds for operating. Operating grant funding is not reflected in the 75%.
EXPENDITURES							
YTD expenditures vs budget	Quarterly	Expenditures < Budget			F	F	Expenditures are below budget due to hiring challenges. Partially offsetting the hiring cost saving is inflation. December CPI is up 7% from where it was a year ago. Fuel prices are trending up due to supply chain issues and R99 shortages. Budget was \$2.25/gallon. FY22 December YTD is at \$2.78/gallon with the current bid at \$3.18/gallon. Inflation and the impacts of Russia invading Ukraine pose future (FY23) expenditure risks.
Fringe benefits (excluding pension)	Quarterly	Expenditures < Budget			W	W	Medical costs premiums change every January. With the exception of 2019, increases over the last 5 years have been 7% - 9%.
Capital Fund Project spend	Quarterly	Expenditures < Budget			F	F	Bus delivery timing will push expenditures to FY23
OPERATING POSITION							
Unrestricted Fund Balance	Annual	> 2 months of operating			F	F	Currently exceeding as demonstrated by unrestricted cash balance
UNFUNDED LIABILITIES							
ATU Pension funding	Annual	LTD contribution growth <= ATU FTE growth AND unfunded liability <= prior year			F/C	F	On track for full funding in 20 years. Contributions made align with actuary recommendations. The last week in Jan 2022, the stock market entered (but did not stay in) correction territory as the Federal Reserve signaled that they plan to raise interest rates and pull money out of the economy.
Admin Pension Funding	Annual	Flat LTD contribution AND unfunded liability <= prior year			F/C	F	On track for full funding in 10 years. Contributions made align with actuary recommendations. The last week in Jan 2022, the stock market entered (but did not stay in) correction territory as teh Federal Reserve signaled that they plan to raise interest rates and pull money out of the economy.

F Favorable – This trend is positive with respect to LTDs goals & policies

F/C Favorable (Caution) – This indicates that a trend is in compliance with adopted fiscal policies or anticipated results. This indicator may change from a positive rating in the near future.

W Warning – This indicates that a trend is in compliance with adopted fiscal policies or anticipated results. This indicator may change from a positive rating in the near future

U Unfavorable – This trend is negative, and there is an immediate need for February 16, 2022 action

KEY FINANCIAL HIGHLIGHTS

- LTD has submitted grant applications for ARPA Operational Assistance (5307), as well as applications for ADA Vehicles utilizing ARPA (5310) and CRRSAA (5310) funds.
- Managing unrestricted cash to fund proposed, rewritten reserve policy.
- 1st half payroll taxes up from the prior year. The Delta variant was not as disruptive as the 1st Alpha variant. Omnicron "unpaid time-off" payroll tax impacts will not be evident until April.
- Inflation, fueled by worker shortages, supply chain issues and consumer demand finished December at 7% a level not seen since 1982 and exceeding September's 5.4%.
- Lane county unemployment rate dropped to 3.9% in December, up slightly from Oct & Nov, but lower than 4.6% in September and a strong recovery from the 14.1% pandemic level.
- Supply chain bottlenecks continue to impact bus capital fund expenditure timing.
- Although year-end FTE projections exceed budget, expenditures for salaries & wages will be at or below budget due to FTE savings from lower FTE's for the majority of the fiscal year. To address the FTE shortage, current ATU incentives for Operators and Public Safety include double-time pay for volunteering to work on their regular days off.
- Pension Funding changes based on the market value of the assets in the portfolio. As a defined benefit plan, the District bears the risk of covering shortages needed to meet pension commitments. Current market is showing volatility with concerns around rising interest rates (Federal Reserve monetary policy tightening) and inflation (7% in Dec) that curbs spending. December spending was unexpectedly down.

OPERATING FINANCIAL PERFORMANCE

GENERAL FUND

YTD Expenditures/Budget	45%		
YTD Operating Revenues/Budget	42%		
	YTD	YE Projection	YE Budget
Fund Balance		\$8	\$9

Payroll Taxes on track. Spending down due to less staff - hiring of more operators in process. Fuel 18% over budget.

OPERATING FINANCIAL PERFORMANCE

SPECIALIZED SERVICES

YTD Expenditures/Budget	18%		
YTD Operating Revenues/Budget	22%		
	YTD	YE Projection	YE Budget
Fund Balance		\$1	\$0

New State STIF budget delayed start of projects, but on target to reach budget by year end.

OPERATING FINANCIAL PERFORMANCE

MEDICAID

YTD Expenditures/Budget:	36%		
YTD Operating revenues/Budget:	35%		
	YTD	YE Projection	YE Budget
Fund Balance		\$0	\$0

On target to budget.

OPERATING FINANCIAL PERFORMANCE

POINT2POINT

YTD Expenditures/Budget:	7%		
YTD Operating revenues/Budget:	50%		
	YTD	YE Projection	YE Budget
Fund Balance		\$0	\$0

Revenue from timing, expenditures in previous year. Programs lagging due to COVID.

OPERATING FINANCIAL PERFORMANCE

CASH SUMMARY

Restricted Cash balance			\$29
Committed Reserves			\$10
Assigned			\$6
Unassigned			\$4

Definitions:

Restricted - amounts are considered subject to externally enforceable restrictions

Committed - amounts are based on a limitation set by the Board and requires formal action to remove such as a resolution

Assigned - amounts under an informal limitation **Unassigned** - remaining resources available

PAYROLL TAX COLLECTIONS

Current (thru 12/31)	\$23
Projection	\$45
Budget	\$44

PENSION FUNDING (MARKET VALUE)**

ATU	78%
Salaried	80%
Goal	100%

** - vs. actuarial value which defers/smoothes asset gains & losses over future years

MEDICAL PREMIUM INCREASES

Current	7%
Projection	7%
Budget	7%

OPERATOR FTE'S

Current	178
Projection	192
Budget	186

TOTAL FTE'S

Current	314
Projection	340
Budget	329.6

COST PER REVENUE HOUR

Current	\$202.56
Projection	\$222.00
Budget	\$222.00

CARES

Total available	\$25.5
FY20 for operations	\$3.8
FY21 for operations	\$6.8
Eugene Station	\$4.5
OCC / Training / Lounge	\$10.4

CRRSAA (5307)

Total Available	\$17.30
FY22 for Operations	\$5.40
Preventative Maintenance	\$1.70
Operating Assistance	\$10.20

CRRSAA (5310)

Total Available	\$0.46
ADA Vehicle Replacement	\$0.46

ARPA (5307)

Total Available	\$32.6
Received	\$ -
Estimate for Facilities SGR	\$1.5
Preventative Maintenance	\$2.7
Operating Assistance	\$28.4

ARPA (5310)

Total Available	\$0.46
ADA Vehicle Replacement	\$0.46

OPERATING COST PER BOARDING

Current	\$5.33
Received	\$4.61

MAINTENANCE COST PER MILE

Current	TBD *
Pre-Pandemic	TBD *

VEHICLE HOURS PER LABOR HOUR

Current	\$0.81
Pre-Pandemic	\$0.86

*Pending Verification. Part of SBP metrics

LANE TRANSIT DISTRICT

December 2021 Performance Report

Performance Measure	Prior			Current Y-T-D	Previous Y-T-D	% Change	Current		
	Current Month	Year's Month	% Change				Current 12 Month	Prior 12 Month	% Change
Fixed Route Service									
Passenger Boardings	353,436	324,071	+ 9.1%	3,953,884	8,047,918	- 50.9%	4,216,478	5,170,491	- 18.5%
Mobility Assisted Riders	4,730	4,982	- 5.1%	67,307	135,395	- 50.3%	65,440	92,350	- 29.1%
<u>Average Passenger Boardings:</u>									
Weekday	13,736	12,013	+ 14.3%	12,403	26,485	- 53.2%	13,490	16,604	- 18.8%
Saturday	9,266	8,674	+ 6.8%	9,318	15,018	- 38.0%	9,096	10,816	- 15.9%
Sunday	5,859	6,270	- 6.6%	6,610	9,264	- 28.6%	6,345	6,907	- 8.1%
Monthly Revenue Hours	18,565	16,034	+ 15.8%	194,574	248,190	- 21.6%	219,602	191,965	+ 14.4%
Boardings Per Revenue Hour	19.0	20.2	- 5.8%	20.32	32.43	- 37.3%	19.20	26.93	- 28.7%
Weekly Revenue Hours	4,481	3,741	+ 19.8%	3,787	4,888	- 22.5%	4,283	3,818	+ 12.2%
Weekdays	22	22		255	253		255	254	
Saturdays	3	4		52	56		52	55	
Sundays	4	4		53	42		52	41	

Passenger Revenues & Sales

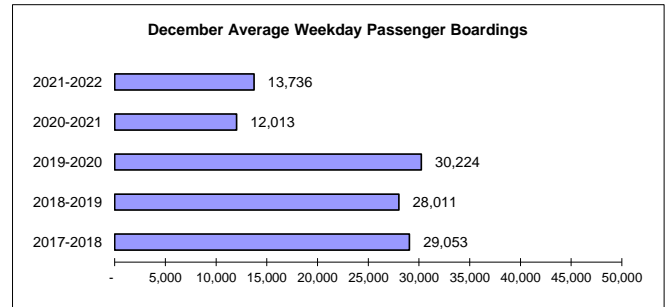
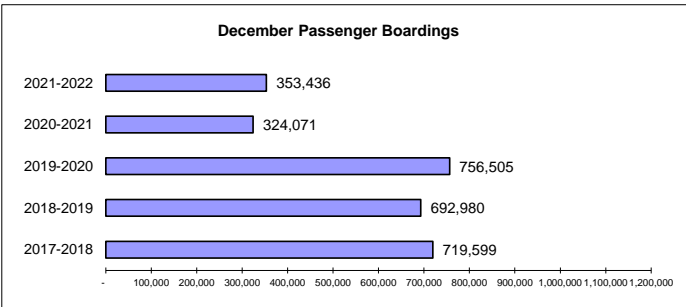
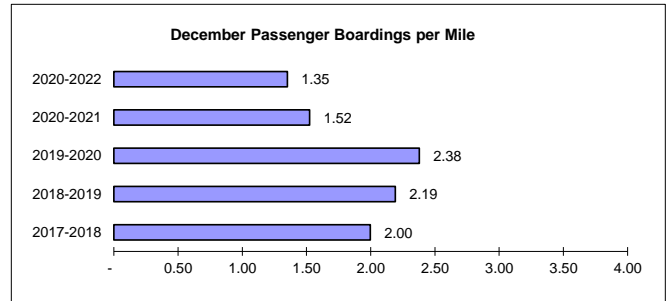
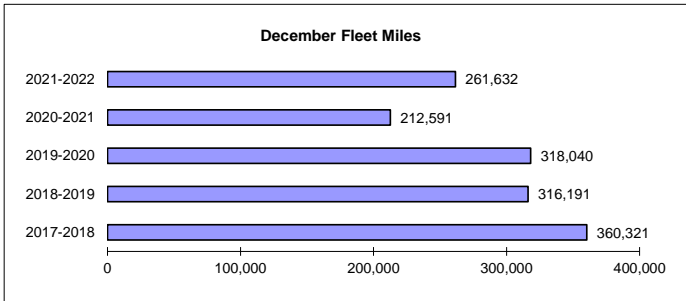
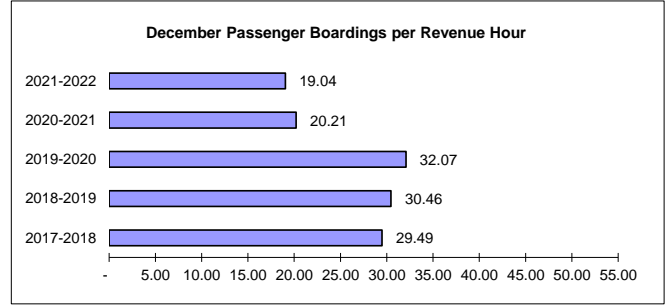
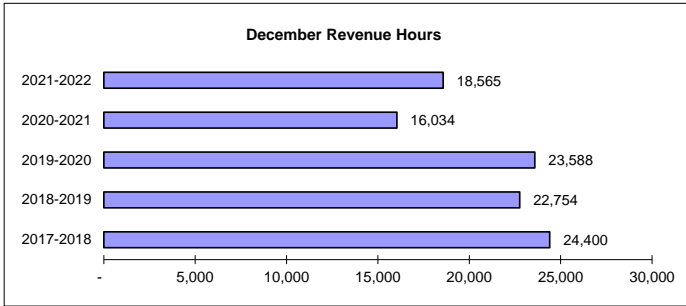
Passenger revenues will be presented in the finance report.

Fleet Services

Fleet Miles	261,632	212,591	+ 23.1%	2,742,390	3,420,369	- 19.8%	3,011,960	2,756,139	+ 9.3%
Average Passenger Boardings/Mile	1.35	1.52	- 11.4%	1.44	2.35	- 38.7%	1.40	1.88	- 25.4%
Fuel Cost	\$154,363	\$77,618	+ 98.9%	\$1,017,362	\$1,680,022	- 39.4%	\$1,513,924	\$959,985	+ 57.7%
Fuel Cost Per Mile	\$0.590	\$0.365	+ 61.6%	\$0.371	\$0.491	- 24.5%	\$0.503	\$0.348	+ 44.3%
Repair Costs	\$177,356	\$213,112	- 16.8%	\$3,032,238	\$3,853,559	- 21.3%	\$3,416,600	\$3,628,265	- 5.8%
Total Repair Cost Per Mile	\$0.68	\$1.00	- 32.4%	\$1.11	\$1.13	- 1.9%	\$1.13	\$1.32	- 13.8%
Preventive Maintenance Costs	\$30,422	\$37,208	- 18.2%	\$351,966	\$389,214	- 9.6%	\$392,449	\$333,472	+ 17.7%
Total PM Cost Per Mile	\$0.12	\$0.18	- 33.6%	\$0.13	\$0.11	+ 12.8%	\$0.13	\$0.12	+ 7.7%
Mechanical Road Calls	25	22	+ 13.6%	221	277	- 20.2%	238	213	+ 11.7%
Miles/Mech. Road Call	10,465	9,663	+ 8.3%	12,409	12,348	+ 0.5%	12,655	12,940	- 2.2%

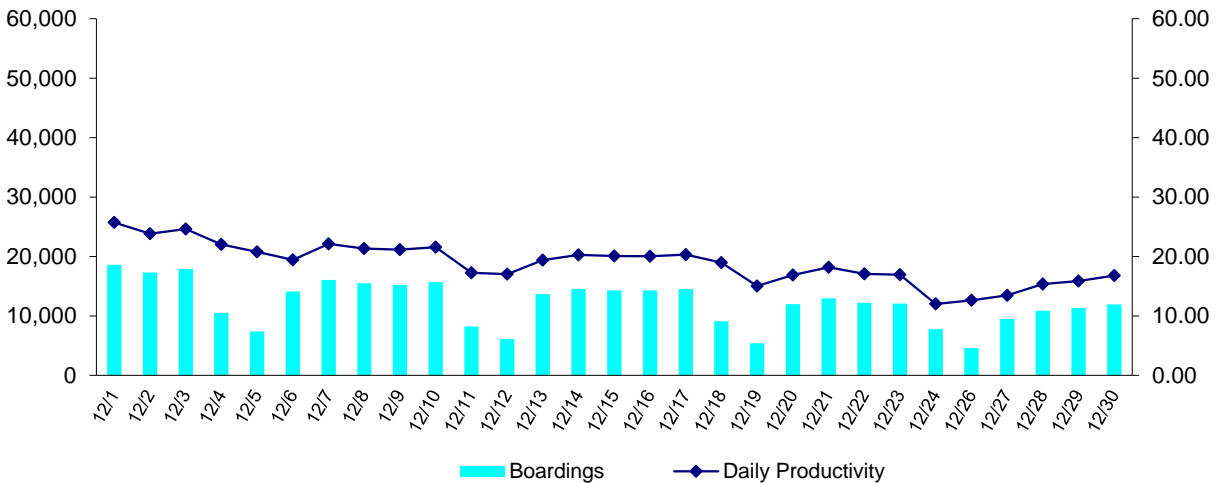
Medical Transportation Management

MTM Rides	5,149	5,544	- 7.1%	64,246	119,367	- 46.2%	64,856	75,208	- 13.8%
-----------	--------------	-------	--------	---------------	---------	---------	---------------	--------	---------



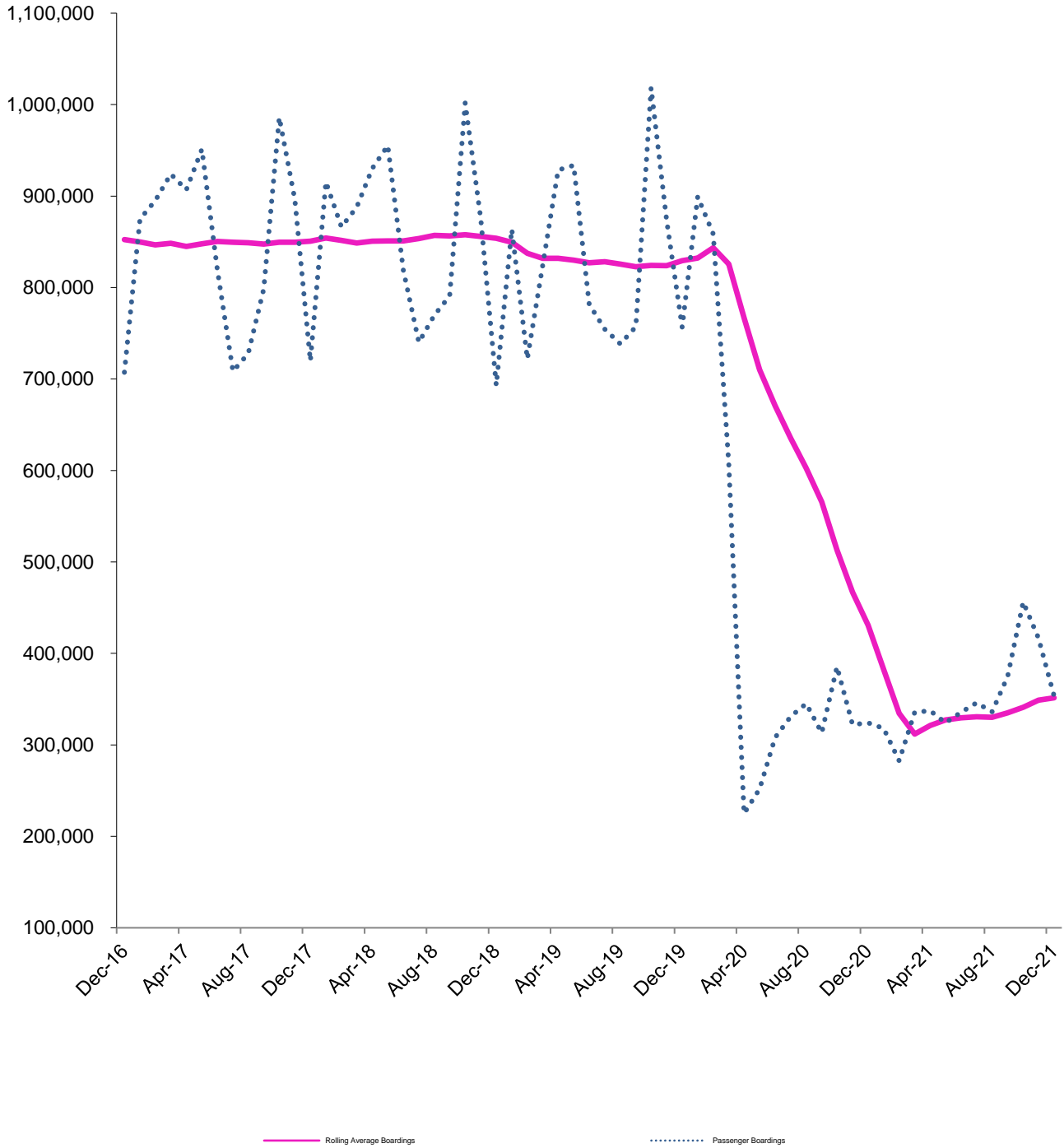
Daily Ridership Recap December 2021

Date	Day	Service	Boardings	Mobility	Revenue	Daily
				Assisted Boardings	Hours	Productivity
12/1/2021	Wednesday	Weekday	18,617	301	724	25.71
12/2/2021	Thursday	Weekday	17,310	217	727	23.81
12/3/2021	Friday	Weekday	17,905	350	728	24.59
12/4/2021	Saturday	Saturday	10,491	152	476	22.04
12/5/2021	Sunday	Sunday	7,394	109	356	20.77
12/6/2021	Monday	Weekday	14,117	158	726	19.44
12/7/2021	Tuesday	Weekday	16,026	268	724	22.14
12/8/2021	Wednesday	Weekday	15,498	182	727	21.32
12/9/2021	Thursday	Weekday	15,207	168	720	21.12
12/10/2021	Friday	Weekday	15,660	254	726	21.57
12/11/2021	Saturday	Saturday	8,212	79	476	17.25
12/12/2021	Sunday	Sunday	6,111	81	359	17.02
12/13/2021	Monday	Weekday	13,681	154	706	19.38
12/14/2021	Tuesday	Weekday	14,505	269	716	20.26
12/15/2021	Wednesday	Weekday	14,274	168	711	20.08
12/16/2021	Thursday	Weekday	14,292	196	714	20.02
12/17/2021	Friday	Weekday	14,533	238	715	20.33
12/18/2021	Saturday	Saturday	9,094	159	480	18.95
12/19/2021	Sunday	Sunday	5,382	60	358	15.03
12/20/2021	Monday	Weekday	11,980	169	710	16.87
12/21/2021	Tuesday	Weekday	12,968	184	714	18.16
12/22/2021	Wednesday	Weekday	12,222	153	716	17.07
12/23/2021	Thursday	Weekday	12,073	172	713	16.93
12/24/2021	Friday	Weekday	7,776	108	648	12.00
12/26/2021	Sunday	Sunday	4,550	23	361	12.60
12/27/2021	Monday	Weekday	9,459	46	704	13.44
12/28/2021	Tuesday	Weekday	10,844	82	707	15.34
12/29/2021	Wednesday	Weekday	11,307	118	712	15.88
12/30/2021	Thursday	Weekday	11,948	112	711	16.80
12/31/2021	Friday	Weekday	10,919	120	712	15.34
Totals			353,436	4,730	18,565	19.04



LANE TRANSIT DISTRICT

Five Year History of Passenger Boardings





OFFICE OF THE GENERAL MANAGER

Mark Johnson, Interim General Manager

EXECUTIVE OFFICE

Government Relations

Tiffany Edwards, Intergovernmental Relations Manager

Questions related to the applicability of new legislation from HB 2992 in the 2021 Legislative session have been clarified. The amended statute ORS 292.495, provides that members of state boards and commissions receive compensation under certain provisions.

A clarifying opinion by the state office of Legislative Counsel was provided to Senator Lee Beyer, stating that the provisions do not apply to LTD or other mass transit districts, as the underlying statute does not apply. Members of special district governing bodies are compensated under [ORS 198.190](#), not ORS 292.495, thus the amendments made by HB 2992 are not applicable to Lane Transit District's Board members. The LTD Board members are a special district's governing body and not members of a state board or commission.

Both Salem Cherriots and Portland TriMet were consulted on this issue and shared the opinion that the provisions in HB 2992 would not apply to mass transit districts. Additionally, it was confirmed in writing by the Oregon Department of Administrative Services that HB 2992 would not apply to mass transit districts.

PLANNING AND DEVELOPMENT

Tom Schwetz, Director of Planning and development

There is no report this month.

SERVICE DELIVERY & ADMINISTRATION

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

Cosette Rees, Interim Director of Information Technology & Strategic Innovation

There is no report this month.

HUMAN RESOURCES

Taryn Kline, Interim Director of Human Resources

There is no report this month.

ACCESSIBLE AND CUSTOMER SERVICE

Cosette Rees, Director of Customer & Specialized Services

There is no report this month.

MARKETING AND COMMUNICATIONS

Pat Walsh, Director of Marketing & Communications

Theresa Brand, Marketing and Communications Manager

- The February Marketing and Communication highlights include a continued effort on the Rider Communications Campaign, which remains pivoted to focus on a message encouraging people to get vaccinated and Follow the Four, but now also communicates, once vaccinated, **Ride with Us**. Staff are working closely with the Turell Marketing Group to continue this effort through spring or until a full return to ridership, outreach and marketing campaign can be safely deployed. This work includes the filming of internal LTD staff, from what will eventually be all departments, to hear and show how their efforts help all of us ride together on transit. There will be a number of updated video’s that will play on local TV that shares these important stories as they are completed over the next few months.
- Staff continue to make progress or complete items that were outlined in the Celtis Marketing and Communications Analysis. Some of this month’s efforts include the continued work on the Community Investment Plan (CIP) using the LTD brand guidelines and enhanced digital communications as a framework in development. In addition, there has been a procurement of ADA document software which Staff will use check ASA compliance before finalizing their work. This effort will include a longer-term effort (over the next year or two) to develop a comprehensive program of training and then implementation of ADA compliant documents throughout the District.
- A new Employer Transportation Outreach and Marketing Specialist position has been filled and Cody Franz (a former employee) is now serving in this role and has started work with the District. He is responsible for the Vanpool, Group Pass and all employer related programs along with employer outreach.

Student Transit Pass: The Staff has continued working with local school districts and private/charter schools to sign up for the Student Transit Pass and promote the program to their students. To date, 5,831 students have opted into the program

Marketing is working with the school districts to identify opportunities to register more high school students. The current idea being to have a competition between high schools to determine which school can register the most students. An award was presented and the schools would know how many car rides they saved by signing up for the pass. More details and ideas are being discussed with the school districts.

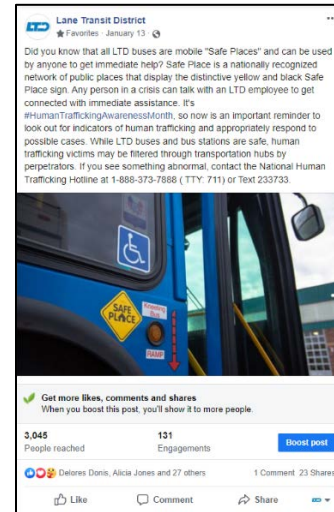
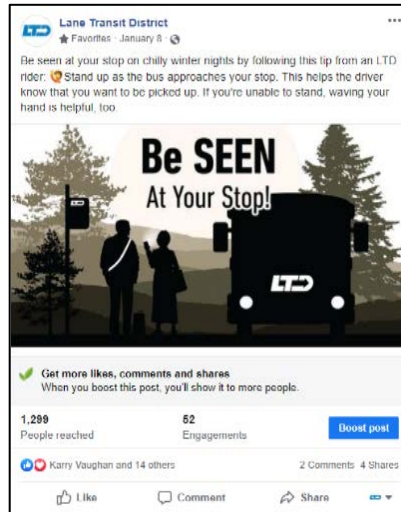


Facebook Analytics for December 28 – January 25

- Post Reach = 21,000
- Post Engagements = 397
- Impressions = 28,000
- Total Page Followers = 6,163
- Total Likes = 5,435
- 27 posts total, 5 COVID/service related.

Press Releases:

- 6 Press Releases in January



Group Pass: To date, there are 831 staff and 23,174 students that have received the pass. These numbers do not accurately represent UO ridership since they do not have to have a pass to ride EmX, which is the primary route used by both. Until LTD obtains validators and/or implements fare inspectors on EmX service, the odds for full adoption of the pass will continue to be a challenge.

The UO ASUO Board has approved the 22/23 contract for the Group Pass and Route 79X Extended services. The total contract \$1,122,281.13, which is a little lower due to the projected enrollment being lower than UO had anticipated. If enrollment is higher, the revenue will increase. At the UO ASUO Board meeting, LTD was commended for the communication around the change to the Umo app.

Community Outreach: LTD worked with the Eugene and Springfield Police Departments, Lane County Sheriff, Travel Lane County, Springfield Chamber, and Merete Hotel Group to promote the #WearBlue Campaign to raise awareness about human trafficking. It was learned that Springfield Rotary was also launching a campaign at the same time. The group decided to pivot to support the Rotary effort. Rotary and our group will meet to discuss how to work together on extending campaign closer to the World Championships and to plan for next January’s #WearBlue campaign. In the meantime, flyers, brochures, and cards were distributed to the partners in English and Spanish with information about how victims can escape from a human trafficking situation. At LTD, the information is available in the customer service areas at the Eugene Station.

General Manager’s Search: Marketing has also been involved in identifying key community members to participate in the community focus groups and survey. This work was completed in collaboration with Business Services and the Intergovernmental Relations Manager.

World Championships: LTD has begun work on a series of short videos about the interesting places visitors can travel to by bus (parks, shopping, hikes, etc.) during their stay in the area during the World Championship Track and Field Meet this June. The videos will be posted on the LTD web site and YouTube Channel and promoted through social media. The District identified locations to highlight in collaboration with Travel Lane County.

FACILITIES

Joe McCormack, Director of Facilities

1. **Passenger Boarding Improvements and System Facility Improvements:** This CIP project comprises multiple small projects including
 - a. Repairs to the pavers at UO North Station *were completed in January 2022.*
 - b. Heat pump replacements at Eugene Station
 - c. Parking Lot Maintenance of the RideSource and Springfield Station, this work is scheduled for June 2022 which includes crack sealing, slurry seal coat and restriping.
 - d. Parking lot apron repairs at Springfield Station.
2. **Transit Facilities State of Good Repairs:** This CIP project comprises multiple medium sized projects including:
 - a. *The replacement of 23 overhead door operators in the Fleet Building on the Glenwood Campus was completed in January 2022.*
 - b. Design, Engineering and Construction to replace the bus wash at the RideSource Facility. *Contract approval for construction services will be brought to the board in February 2022.*
 - c. Consistent with all other LTD Facilities, install Direct Digital Controls on all HVAC equipment at RideSource. Installation will start in February 2022 and be completed in June 2022.
3. **System Security Improvements:** This project involves the installation of system security improvements at locations vulnerable to terrorist attacks, vandalism, and other criminal activity. *REECE Complete Security Services is under contract with LTD to implement these improvements. Installation of new video management equipment will begin in February 2022. The new video management system will be operational by June 2022. LTD will then replace and expand the access control system. Anticipated project timeline is as follows:*

	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
Contract Approval					
Camera Installation					
Access Control Installation					
Project Completion					

4. **FTN Safety and Amenity Improvements:** This project is focusing on the safety concerns of driving conditions throughout all of the EmX corridors in Eugene and Springfield. *LTD is actively in the design and engineering phase of this project. Design is expected to be complete by summer 2022. An invitation for bid will be issued in Summer/Fall 2022 for construction services.*
5. **Bus Wash Improvements:** The Glenwood Bus Wash is the main bus wash used to clean LTD's EmX and fixedroute buses. *Contract approval for construction services will be brought to the board in February 2022. Construction is anticipated to occur in Fall 2022.*
6. **Operation Command Center/ Training / Lounge:** This project will update the Operations areas at LTD's Glenwood headquarters to include modern operations dispatch, operator report area, training/simulator classrooms, restrooms/showers, and operator rest areas. These updates will improve safety and security, accessibility, customer service, employee engagement, and our financial position by reducing safety training costs, streamlining everyday operations, and increasing employee development, training and morale. The staff members of Sponsor Program End-user Champion (SPEC) team and Technical Advisory Committee have started meeting for preliminary programming input of project goals and objectives along with scope development. The preliminary project schedule is for the design team to be selected and start the design process in July 2022. Construction starting in late spring 2023 and completed February 2024. Staff has reviewed various design/contracting methods best suited to address this complex, technically and logistically challenging project. Staff will be introducing to the Board in March, the CM/GC construction contracting method.
7. **Eugene Station Modernization:** This project will maintain and improve both the buildings and exterior features of the station, enhancing both the customer and employee experience and updating the stations for better operation well into the future. Examples of possible improvements include (but aren't limited to): updating wayfinding signs, improving real time signage, installing energy efficient lighting fixtures and updating public restrooms. This project

is in the project initiation phase of reviewing the identified list of needs for preliminary scope, schedule, and budget development. Staff has reviewed various design/contracting methods best suited to address this complex, technically and logistically challenging project. Staff will be introducing to the Board in March, the CM/GC construction contracting method.

8. **Cleaning Services:** A request for proposal (RFP) for all of LTD's contracted cleaning services will be posted to the public in *February*. This process is starting early to allow for extra time for this to be advertised to promote the participation of multiple cleaning contractors. The goal is to have contracts in place starting in July 2022

9. **Other**

- a. Franklin and Gateway EmX Lighting Upgrade: In November 2021, the Board approved a contract to replace existing fluorescent lighting along the Franklin and Gateway EmX stations with LED. *Lighting replacement has begun and is expected to be complete in April 2022.*
- b. EmX Ticket Vending Machine Upgrades: As 3G is in the process of being replaced with 4G, LTD has to upgrade modems along all of the Franklin, Gateway, Springfield and Eugene Station EmX ticket vending machines. The new modems have a long lead time due to the chip shortage, but LTD is expecting to replace the modems in early 2022.

**In addition to the TVM modem upgrades, the Strada BNAs (Gen 1, Franklin & Pioneer Pkwy) will be upgraded to Strada BNA "TPAL" (Gen 2, WEEE).*

TPAL upgrades will provide:

1. *Standardization of equipment, providing consistency for end users*
 2. *ADA enhancements*
 3. *Color touch screen HMI (human machine interface), not currently color or touch screen*
 4. *Centralized user instructions and streamlined product selection, currently requires the use of multiple peripheral buttons & points of instruction*
 5. *Purchase of multiple fare types within the same transaction*
 6. *Use of \$1, \$2, \$5, & \$10 bills, currently limited to \$1 bills. This provides customer flexibility, reduces demand on the note stacker, & reduces collection frequency*
 7. *Standardized spare parts inventory*
 8. *myFare TVM access, providing GIS data, expanded systems monitoring, fare management, configuration management, & schedules*
- c. Glenwood Bus Gate Replacement: The current bus gate at the Glenwood Campus was from the original construction in 1988. It was designed to open and close one time per day. Current safety regulations require the entire Glenwood Campus to be secure 24/7, thus requiring the gate to open and close for every bus that enters or exits the property. The gate now has a high level of maintenance related issues. Construction for the new bus gate began in October 2021 to complete underground electrical work and concrete work. The new gate is expected to be installed in Spring 2022.
- d. Fleet Building Overhead Crane Hoist and Fall Prevention: With the influx of new battery electric buses, LTD's maintenance team has new maintenance practices as they have to work with equipment that is now housed on top of the bus. This new working environment requires new safety improvements to be made in the Fleet building to install permanent fall prevention at roof level as well as hoists to lift and move equipment from the top of the bus. LTD is currently working with PIVOT Architecture to complete a study to identify the best approach to addressing these two components. This study will then lead to detailed design and engineering, followed by construction.
- e. Pioneer Parkway EmX Line Concrete Repairs: This work is at two locations on the southbound bus lane just south of Highway 126 and just south of Centennial Boulevard. At each location the contractor will remove damaged concrete, place new concrete and repair catch basins. Both north and southbound bus lanes will be closed down for three days. The work is scheduled to start and complete in February 2022.

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	On Time	Complete	Presenter	Agenda Time	Topic	On Time	Complete	Presenter	Agenda Time
February 16 - Regular Board Meeting Materials Deadline: January 26					CONFIRMED: February 2 Work Session Materials Deadline: January 19				
Introductory Items				10	LTD Fixed Route Service Policy Update			Kim Le & Jeramy Card	40
Employee of the Month			Board President	5	GM Recruitment			Mark Johnson/ Transpro	30
Public Hearing: None					COA			Tom Schwetz & Kim Le	10
Board Member Reports			Camille Gandolfi	5	Redistricting			Tiffany Edwards	10
Items for Action:									
Consent Calendar:				5					90
1 Delegated Authority Report – January			Collina Beard		TOTAL TIME (60 - 90 minute max)				
2 Contract No. 2021-48: On-Call General Contractor			Todd Smith						
3 Contract No. 2021-78: Glenwood Bus Wash Replacement			Randi Staudinger						
4 Contract No. 2021-79: Ridesource Bus Wash Replacement			Randi Staudinger						
5 Board Member Travel - Caitlin Vargas			Camille Gandolfi						
Annual Comprehensive Financial Report			Christina Shew/Moss Adams	20					
Financial Policies Adoption - Service Stability Fund Reserve			Christina Shew	10					
LTD Fixed Route Service Policy - Adoption			Kim Le & Jeramy Card	5					
General Manager Quarterly Review			Mark Johnson	10	JOINT ECC WORK SESSION: February 28 Materials Deadline: February 14				
Items for Information/Discussion:									60
LTD's FY2019-2020 GHG Inventory Update (combine with FPP Paratransit results?)			Kelly Hoell	15	MovingAhead			Andrew Martin/City Staff	60
Strategic Business Plan Quarterly Update for Q2 FY22			Kim Le & Aimee Reichert	20					60
Written Reports:					TOTAL TIME (60 - 90 minute max)				
Quarterly Financial Report			Christina Shew						
Quarterly Financial Indicator Dashboard			Christina Shew						
Monthly Performance Reports									
Monthly Department Reports									
HB2992 Board Compensation				20					
Executive Session: Property				125					
March 16 - Regular Board Meeting Materials Deadline: February 23					CONFIRMED: March 2 Work Session Materials Deadline: February 16				
Introductory Items				10	Operation Command Center & Eugene Station CMGC Alternative Contracting Method			Todd Smith/Sarah Brightman	30
Employee of the Month			Board President		GM Recruitment			Mark Johnson/ Transpro	30
Public Hearing: Redistricting			Tiffany Edwards	10	RideSource Operations Contract Introduction			John Ahlen	30
Board Member Reports			Camille Gandolfi	5					90
Items for Action:					TOTAL TIME (60 - 90 minute max)				
Consent Calendar:				5					
1 Delegated Authority Report – February			Collina Beard						
2 Contract Approvals									
Selection of MovingAhead Locally Preferred Alternatives			Andrew Martin	15					
City of Eugene Intersection Project - Property Sale			Joe McCormack	10					
Items for Information/Discussion:									
Properties			Kristin Denmark / Joe McCormack	30					
Legislative Session Update Post-Session			Tiffany Edwards	15					
Department Updates			Mark Johnson	20					
Written Reports:									
Monthly Performance Reports									
Monthly Department Reports									
Fleet Procurement Plan - Phase 1 Paratransit Results			Kelly Hoell						
Executive Session:									
April 20 - Regular Board Meeting Materials Deadline: March 30					CANCELED: April 6 Work Session Materials Deadline: March 16				
Introductory Items				10					0
Employee of the Month			Board President	5					
Public Hearing: Annual Budget Adoption/LRFP/Amended CIP			Christina Shew	15					
Board Member Reports			Camille Gandolfi	5					
Items for Action:					TOTAL TIME (60 - 90 minute max)				
Consent Calendar:				5					
1 Delegated Authority Report – March			Collina Beard						
2 Contract Approvals									
Redistricting - Vote on a preferred alternative/ Redistricting Recommendations/Tesimony Summary			Tiffany Edwards	20					
Alternative Contracting Adoption for OCC & ESM			Todd Smith	10					
Items for Information/Discussion:									
United Front Update			Tiffany Edwards	15					
Annual Safety Resolution Update			Mark Johnson	10					
Department Updates			Mark Johnson	25					
Written Reports:									
Monthly Performance Reports									
Monthly Department Reports									
Executive Session:									
TOTAL TIME (120 minute max)									



Board Meeting Annual Working Agenda

Regular/Special Board Meetings					Board Work Sessions				
Topic	On	Complete	Presenter	Agenda Time (minutes)	Topic	On	Complete	Presenter	Agenda Time (minutes)
May 18 - Regular Board Meeting Materials Deadline: April 27					CONFIRMED: May 4 Board Work Session Materials Deadline: April 20				
Introductory Items				10	GM Recruitment			Mark Johnson/ Transpro	30
Employee of the Month					STF/STIF Update			Cosette Rees	10
Public Hearing: None					RideSource/Fixed Route Relationships			John Ahlen/Hart Migdal/Kim Le	50
Board Member Reports				5	TOTAL TIME (60 - 90 minute max)				90
Items for Action:									
Consent Calendar:									
1			Collina Beard	5					
2									
FY 2021-2030 Long Range Financial Plan					Christina Shew	5			
FY 2021-2030 Amended Community Investment Plan					Christina Shew	5			
FY 2022 Annual Budget					Christina Shew	5			
Items for Information/Discussion:									
GM Quarterly Evaluation					Mark Johnson	10			
Department Updates					Mark Johnson	25			
Strategic Business Plan quarterly update for Q3 FY22					Kim Le & Aimee Reichert	25			
FY2022 Service Update					Tom Schwetz	25			
Written Reports:									
Quarterly Financial Report					Pamela Strutz	5			
Quarterly Financial Indicator Dashboard					Pamela Strutz	5			
Monthly Performance Reports					Tom Schwetz	5			
Monthly Department Reports									
Executive Session:									
				TOTAL TIME (120 minute max)	120				
June 15 Regular Board Meeting Materials Deadline: May 25					CONFIRMED: June 1 Board Work Session Materials Deadline: May 18				
Introductory Items				10	GM Recruitment			Mark Johnson/ Transpro	30
Employee of the Month			Board President	5					
Public Hearing: None					TOTAL TIME (60 - 90 minute max)				30
Board Member Reports			Camille Gandolfi	5					
Items for Action:									
Consent Calendar:									
1			Collina Beard	5					
2									
Franchise Fee IGA with CoE					Joe McCormack/ Kristin Denmark	10			
Items for Information/Discussion:									
WEE Franchise Fee & Property Transfer to CoE					Joe McCormack/ Kristin Denmark	20			
Service Changes Update					Tom Schwetz	15			
Written Reports:									
Monthly Performance Reports					Tom Schwetz	5			
Monthly Department Reports									
Executive Session:									
				TOTAL TIME (120 minute max)	70				
July 20 - Regular Board Meeting Materials Deadline: June 29					TENTATIVE: July 6 Board Work Session Materials Deadline: June 15				
Introductory Items				10	GM Recruitment			Mark Johnson/ Transpro	30
Employee of the Month			Board President	5					
Public Hearing: None					TOTAL TIME (60 - 90 minute max)				30
Board Member Reports			Camille Gandolfi	5					
Items for Action:									
Consent Calendar:									
1			Collina Beard	5					
3									
Items for Information/Discussion:									
GM Quarterly Update					Mark Johnson	10			
Community Value Report					Mark/Pat?	15			
Written Reports:									
Preliminary Financial Report					Pamela Strutz	5			
Monthly Performance Reports					Tom Schwetz	5			
Monthly Department Reports									
Executive Session:									
				TOTAL TIME (120 minute max)	50				
August 17 - Regular Board Meeting Materials Deadline: July 27					TENTATIVE: August 3 - Board Work Session Materials Deadline: July 20				
Introductory Items				10					
Employee of the Month			Board President	5					
Public Hearing:									
Board Member Reports			Camille Gandolfi	5	TOTAL TIME (60 - 90 minute max)				0
Items for Action:									
Consent Calendar:									
				5					



Board Meeting Annual Working Agenda

Regular/Special Board Meetings					Board Work Sessions				
Topic	On	Complete	Presenter	Agenda Time	Topic	On	Complete	Presenter	Agenda Time
1 <i>Delegated Authority Report – AUGUST</i>			Collina Beard						
2 <i>Contract Approvals</i>									
Financial Policies Adoption - Pension funding, Capital planning			Christina Shew	15					
Mobility Management Policy			Andrew Martin	15					
<u>Items for Information/Discussion:</u>									
Strategic Business Plan quarterly update for Q4 FY22			Kim Le	25					
<u>Written Reports:</u>									
Quarterly Financial Report			Pamela Strutz						
Quarterly Financial Indicator Dashboard			Pamela Strutz						
Monthly Performance Reports			Tom Schwetz						
Monthly Department Reports									
<u>Executive Session:</u>									
TOTAL TIME (120 minute max)				80	TENTATIVE: September 7 - Board Work Session				
September 21 - Regular Board Meeting				Time (minutes)	Materials Deadline: August 17				Time (minutes)
Materials Deadline: August 24									
Introductory Items				10					
Employee of the Month			Board President	5					
Public Hearing:									
Board Member Reports			Camille Gandolfi	5					
<u>Items for Action:</u>									
Consent Calendar:				5	TOTAL TIME (60 - 90 minute max)				0
1 <i>Delegated Authority Report – AUGUST</i>			Collina Beard						
2 <i>Contract Approvals</i>									
Mobility Management Policy			Andrew Martin	15					
<u>Items for Information/Discussion:</u>									
Auditors Presentation: Audit Plan			Christina Shew	15					
<u>Written Reports:</u>									
Monthly Performance Reports			Tom Schwetz						
Monthly Department Reports									
<u>Executive Session:</u>									
TOTAL TIME (120 minute max)				55	CANCELED: October 5 Board Work Session				
October 19 - Regular Board Meeting				Time (minutes)	Materials Deadline: September 21				Time (minutes)
Materials Deadline: September 28									
Introductory Items				10					
Employee of the Month			Board President	5					
Public Hearing: Supplemental Budget & CIP			Christina Shew	20					
Board Member Reports			Camille Gandolfi	5					
<u>Items for Action:</u>									
Consent Calendar:				5	TOTAL TIME (60 - 90 minute max)				0
1 <i>Delegated Authority Report – September</i>			Collina Beard						
2 <i>Contract Approvals</i>									
<u>Items for Information/Discussion:</u>									
GM Quarterly Update			Mark Johnson	15					
FY2024 – FY2025 STIF Discretionary/Statewide Transit Network project application				15					
Strategic Business Plan quarterly update for Q1 FY23			Kim Le & Aimee Reichert	25					
<u>Written Reports:</u>									
Monthly Performance Reports			Tom Schwetz						
Monthly Department Reports									
<u>Executive Session:</u>									
TOTAL TIME (120 minute max)				100	TENTATIVE: November 2 Work Session				
November 19 - Regular Board Meeting				Time (minutes)	Materials Deadline: October 19				Time (minutes)
Materials Deadline: October 26									
Introductory Items				15	Strategic Business Plan annual refresh			Kim Le	45
Employee of the Month			Board President	5					
Public Hearing:									
Board Member Reports			Camille Gandolfi	10					
<u>Items for Action:</u>									
Consent Calendar:				5	TOTAL TIME (60 - 90 minute max)				45
1 <i>Delegated Authority Report – October</i>			Collina Beard						
2 <i>Contract Approvals</i>									
Supplemental Budget Adoption			Christina Shew	5					
<u>Items for Information/Discussion:</u>									
FY2024 – FY2025 STIF/STF Formula Fund project application				15					
<u>Written Reports:</u>									
Quarterly Financial Report			Christina Shew						
Quarterly Financial Indicator Dashboard			Christina Shew						
Monthly Performance Reports			Tom Schwetz						
Monthly Department Reports									
<u>Executive Session:</u>									
TOTAL TIME (120 minute max)				55					



Board Meeting Annual Working Agenda

Regular/Special Board Meetings					Board Work Sessions				
Topic	On	Complete	Presenter	Agenda Time	Topic	On	Complete	Presenter	Agenda Time
December 21 - Regular Board Meeting					TENTATIVE: December 7 Work Session				
Materials Deadline: November 23					Materials Deadline: November 16				
Introductory Items				15					
Employee of the Month			Board President	5					
Public Hearing:									
Board Member Reports			Camille Gandolfi	10					
<u>Items for Action:</u>									
Consent Calendar:					TOTAL TIME (60 - 90 minute max)				
1			Collina Beard	5					0
2									
3									
4									
STIF Plan Adoption				15					
<u>Items for Information/Discussion:</u>									
Quarterly GM Update			Mark Johnson	10					
SBP Quarterly Update			Kim Le & Aimee Reichert	15					
<u>Written Reports:</u>									
Monthly Performance Reports			Tom Schwetz						
Monthly Department Reports									
<u>Executive Session:</u>									
TOTAL TIME (120 minute max)					75				