PROPOSED BUDGET BOOKLET
2021-2022
YOU MUST BE THE CHANGE YOU WISH TO SEE IN THE WORLD — GANDHI

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

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

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

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

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

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

Over the past year, our community has demonstrated great resilience in the face of many new and difficult challenges. Now more than ever, it is crucial that we continue our efforts to connect and care for our passengers, employees and community as we plan for a more dynamic, sustainable, and equitable future.
We are driven by the people we serve by providing mobility, flexibility, and accessibility to the places and services in our community that are important to all of us—work, schools, medical appointments, friends and family, even to the game. We at Lane Transit District are at our best when we can bring you on board and deliver you to your destinations on time with a clean, safe, and friendly ride.

**WHAT DRIVES US**

Shortage of revenues to expenditures is covered utilizing working capital resources
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"If you want to create social change, you have to believe that you can."

—Helen Clarkson, CEO, The Climate Group
JULY
- New fiscal year begins.
- Preliminary year-end financial report for year ended June 30 to the Board of Directors.

AUGUST
- Previous year’s performance analysis begins.
- Preparation of materials for independent audit begins.
- Annual Report prepared for previous fiscal year.

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

OCTOBER/NOVEMBER
- Board approves Community Investment Plan.
- Annual Report prepared for previous fiscal year.

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

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

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

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

MAY/JUNE
- Board adopts budget for the new fiscal year that begins July 1.
- New fiscal year’s Adopted Budget filed with the State. Community Investment Plan preparations begin.
Although there is still much uncertainty, LTD will continue to adhere to recommendations of local, state, and federal guidelines to provide safe transportation to connect our community to essential destinations such as jobs, schools, grocery stores, and medical facilities. This budget has been prepared with an intention to continue to restore service in a safe and responsible way. We look forward to the day we no longer live in a pandemic environment. Until then, we will continue our diligence keeping our riders and our staff safe.

This proposed annual budget provides the resources for the District’s FY2022 operations and capital plan.

DATE: March 29, 2021
TO: Lane Transit District Budget Committee
FROM: Aurora Jackson, General Manager
Christina Shew, Budget Officer
SUBJECT: Fiscal Year 2021-2022 Budget Message

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

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

The District’s budget is comprised of five funds:

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

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

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

5.3 PERFORMANCE VS FY2021 BUDGET

5.3.1 GENERAL FUND REVENUE

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

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

- Payroll-type Taxes – This revenue has increased from the FY2021 budget, which reflected a worst-case scenario, but has decreased 5% ($2.3 million) from pre-pandemic levels.
- Operating Revenues – Revenues here are budgeted to increase by 3.2 million from the FY2021 adopted budget but are estimated to fall short of pre-pandemic revenues by $7.2 million in FY2021 and $2.5 million in FY2022. These decreases are due primarily to reduced ridership and the suspension of fare collection that we implemented in March 2020 to protect the safety of our transit operators and passengers.
- Advertising Revenue – We expect a decline of $.3 million in advertising revenue. Because our post-COVID advertising agreement no longer contained an annual guarantee of minimum revenue, managing the contract became more costly compared to the revenue it generated. The District will redirect its focus on its rebranding and marketing efforts.
- Fare Subsidy Revenue – Through state funding, LTD provides a fare subsidy program for school districts to access free passes for middle- and high-school students and offers greatly discounted passes for low-income individuals. These programs are budgeted to increase by $2.2 million.

5.3.2 GENERAL FUND EXPENSES

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

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

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

Coordinated Human Service Transportation

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

Rural County Transportation Programs

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

Mobility Innovation

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

The proposed FY2022 budget for the Specialized Services Fund is $11.7 million, an increase of $1.8 million over the FY2021 budget. This $1.2 million of the $1.8 million increase is due to an increase in STIF-funded programs (see page 104). The remaining $0.6 million is for increases in ADA RideSource and Mental Health Transportation.

5.5 MEDICAID

The District provides critical transportation for individuals who are eligible under the Oregon Health Plan/Medicaid to medical appointments. This non-emergency medical transportation for Medicaid-eligible residents is provided by LTD through contracts directly with the state’s Oregon Health Authority and private Coordinated Care Organizations (CCOs): Trillium Community Health Plan and PacificSource Health Plan. As a result of updated Oregon Revised Statutes (ORS), the District does not control the use of these services nor changes in service requirements. Both of these factors contribute to an increase of $4.4 million in the Medicaid Fund budget in FY2022 over FY2021.

5.6 CAPITAL PROJECTS FUND

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

5.7 POINT2POINT FUND

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

- Employer Transportation Options Programs
  - Employer Transportation Coordinator Network Management – establishes contacts at local businesses to support and promote the use of alternative modes of transportation
  - Emergency Ride Home Program Management – provides taxi trips for those who have used alternative modes of transportation to get to work, work for participating employers, and require emergency transportation
  - Employer Fairs – Offers outreach at events and in businesses to promote alternatives

- Valley Vangpool program management – provides subsidies for groups of people who travel long distances to get to work in a shared van
- LTD bike locker program management – provides secure lockers for rent at LTD stations

The FY2022 budget indicates that some of the P2p programs, such as Safe Routes to School, have been transitioned to other agencies and re-adjusted to best meet program goals. The District serves as the pass-through of funds for these transitioned programs. The FY2022 P2p Fund budget is $7.7 million, down $5.5 million from the FY2021 budget.
5.8 ECONOMIC CONDITIONS
After years of economic expansion, Lane County and the global economy entered an economic recession triggered by the COVID-19 pandemic in March 2020. Unemployment in Lane County peaked at 16% in April 2020 but decreased to 5.9% in December 2020. The end of the pandemic may be in sight if the vaccine continues to be effective in reducing the number of new coronavirus cases in Oregon and Lane County, yet the degree of permanent economic damage in the form of displaced workers, long-term unemployment, and business closures is still unknown. Also unknown is the time when our customers will feel confident enough to safely resume their pre-COVID-19 activities. The speed of the economic recovery therefore remains dependent upon containing the virus, public confidence in returning to pre-pandemic activities, and the degree of federal stimulus. The average recession has lasted about two years and the longest about four years. Due to a solid economic foundation prior to the pandemic, the current pandemic-induced recession is expected to be shorter than the 18-month Great Recession of 2008.

5.9 FACTORS IMPACTING BUDGET
Six key factors impact the FY2022 budget.

Key Factor 1: Economic Recession impacting payroll tax growth
Payroll taxes move in direct proportion to employment and wages. A weak employment outlook means flat or declining payroll tax revenues. Historically, payroll taxes have comprised over 75% - 80% of our General Fund annual revenues. In FY2022, they comprise only 66%. Reductions in these revenues from this economic downturn has a material impact on the ability for the District to meet its ongoing operating requirements without additional Federal or State assistance. The District has committed to using resources effectively by managing costs to ensure the District’s financial sustainability by:

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

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

Key Factor 3: Investment to Replace Our Aging Fleet
Reduction in Federal investment in transit bus replacement programs in the 2012 Moving Ahead for Progress in the 21st Century Act (MAP-21), and the District’s decision to use capital funds to support operations during the Great Recession of 2008 resulted in an aging bus fleet. By the conclusion of FY2021, more than 40% of the District’s fleet will have met or exceeded their useful life. In FY2022, the District will replace a number of its aging buses. The vehicles purchased for our fixed route have been selected to meet the District’s Climate Action Policy and Fleet Procurement Goals of becoming 100% fossil fuel free by 2035. The District will be using both federal formula and state grant programs for its fleet replacement.

Key Factor 4: STIF-Funded Projects and Associated Resources
Oregon House Bill 2017 established a 0.1% employee payroll tax to create a Statewide Transportation Improvement Fund (STIF) for public transportation in Oregon that benefits a high percentage of students and low-income households.

Ninety percent (90%) of STIF funds are Formula Funds, which are funds that are awarded on a noncompetitive basis according to a pre-determined formula. ODOT estimates that Lane County will receive approximately $18 million in Formula Funds over FY2022 and FY2023 (July 1, 2021 through June 30, 2023). Of those funds, $17.3 million will be generated within the District and $1.2 million will be generated outside the District. LTD is responsible for managing the allocation of these Formula Funds through an Advisory Committee. A full list of projects submitted in the FY2022-2023 plan can be found on LTD’s website www.ltd.org/file_viewer.php?id=4472

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

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

Key Factor 5: CARES, CRRSA and ARPA Act Revenues
Both the CARES and CRRSA Acts provide Federal assistance for COVID-19-related expenses and lost revenues. These grant programs do not require a local match. By the end of FY2022, the District will have used or programmed for use all of the $25 million CARES and $17.3 million CRRSA and approximately $32 million American Rescue Plan act funding. The District will be using these funds to replace lost revenues, cover COVID-19 operating expenses, and make capital investments to improve the safety of our riders and continuity of our service in the current pandemic and any future community crises.

Key Factor 6: Public Health-First Operational Changes
The District continues to be a leader, taking swift and proactive measures to protect our customers, employees, and community by:

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

While many of these measures will remain in place throughout FY2022, these policies and procedures come with an increased cost to the District by necessity.
5.10 CONCLUSION
The proposed FY2022 budget has been developed to serve as a foundation to the District’s mission of creating a more connected, sustainable, and equitable community with respect, integrity, innovation, diversity, caring, and collaboration. We thank the Board of Directors, Budget Committee, and District staff for their continued commitment to serve the public, especially our front-line employees who have put themselves in harm’s way by providing essential transit services to our community. The strong leadership from the District’s Board, advisory bodies, partners, taxpayers, and riders has allowed the District to serve as a trailblazer in the transit industry and as a public agency of which our community can be proud.

Sincerely,

Aurora Jackson
General Manager

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

Executive Office
- Intergovernmental Relations
- Board Support

Human Resources & Risk Management
- Human Resources
- Risk Management
- Training and Staff Development

Financial Management
- Long Range Planning
- Grant Administration

Information Technology & Strategic Innovation
- Information Technology
- Network Infrastructure
- Intelligent Transport Systems
- Data Warehouse Management

Business Services
- Procurement
- Materials Management
- Compliance
- Business Management

Customer & Specialized Services
- Accessible Services
- Customer Service
- Marketing and Outreach

Planning & Development
- Planning
- Metro Planning
- Service Planning

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

Transit Operations
- Fixed-Route Service
- Transit Training
- Public Safety

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

Each Board member may appoint one (1) member to the Committee so long as the member resides within LTD’s service area, including within that Board member’s sub-district. Board members serve on the Budget Committee throughout the duration of their three-year staggered terms. Appointed Committee members serve for three years, with the member’s term beginning July 1 of the respective year. Appointed Committee members may be reappointed for additional terms at the discretion of the LTD Board of Directors.
COVID-19 has created a challenging impact on our world and our community. With Oregon’s State of Emergency issued on March 8, 2020, Lane Transit District’s immediate focus has been to continue to provide critical service to the community while instituting policies and procedures to protect the health and safety of our employees and riders.

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

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

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

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

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

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

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

The greatness of a community is most accurately measured by the compassionate actions of its members.

— Coretta Scott King

01. All LTD riders are required to wear a facemask on the bus. 02. LTD’s Health-First initiative, all LTD employees have their temperature checked when reporting for work. 03. An LTD employee sanitizes a bus before starting the daily route. 04. Operator Diana getting ready to leave the bus lot with a barrier installed.
PASSENGER FARE ASSUMPTIONS: YEARS 4-10 (FY2024-2030)

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

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

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

BASELINE PROJECTIONS: REVENUES

PASSENGER FARES PROJECTED 2022-2030

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

Projected annual growth 2023-2030: 6.14%
TAX REVENUE ASSUMPTIONS: YEARS 4-10 (FY2024-2030)

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

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

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

PROJECTED ANNUAL GROWTH 2023-2030: 4.14%
FEDERAL ASSISTANCE ASSUMPTIONS:
YEARS 1 – 3 (FY2021-23)
Federal assistance for operations is used to bridge the expenditure-revenue gap. In the short term, the costs to operate are significantly higher than pre-pandemic levels due to a gradual increase in costs associated with OSHA and CDC compliance requirements.

FEDERAL ASSISTANCE ASSUMPTIONS:
YEARS 4 – 10 (FY2024-30)
Minimal federal assistance for operations will be needed as the economy recovers and the costs to operate normalize.

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

OPPORTUNITIES:
- Cost efficiencies attained through changes to service structure as a result of Comprehensive Operations Analysis (COAs).

GREAT THINGS IN BUSINESS ARE NEVER DONE BY ONE PERSON; THEY’RE DONE BY A TEAM OF PEOPLE.
— STEVE JOBS
EXPENDITURES: LRFP KEY DRIVERS & ASSUMPTIONS

PERSONNEL SERVICES PROJECTED 2020-2030

Year  Personnel Services
2016 $31,495,878
2017 $35,793,749
2018 $36,588,623
2019 $37,481,236
2020 $37,204,902
2021 $36,351,972
2022 $40,425,776
2023 $42,194,000
2024 $44,868,500
2025 $46,470,400
2026 $48,071,700
2027 $51,120,800
2028 $52,929,000
2029 $54,832,400
2030 $56,836,900

BASELINE PROJECTIONS: EXPENSES
PERSONNEL SERVICES PROJECTED 2020-2030

PROJECTED ANNUAL GROWTH 2021-2030: 4.38%

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

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

PERSONNEL SERVICES YEARS 4-10 (FY2024-2030)

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

RISKS:

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

OPPORTUNITIES:

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

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

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

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

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

- Facility maintenance costs for our new Santa Clara Station (opened February 2021),
- Increased fuel and vehicle maintenance costs that reflect expanded transit services, and
- Computer hardware and software support costs necessary to the increasing responsibilities our technology systems must meet to efficiently and effectively deliver our services.
MATERIALS AND SERVICES: YEARS 4-10 (FY2024-2030)

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

OPPORTUNITIES:
- Forecast period as electric batteries are serviced or replaced.
- Electric vehicles are expected to rise toward the end of the forecast period.
- Expenses related to maintaining the new fleet of electric vehicles are expected to increase.
- In a reduction in the costs of parts and vehicle maintenance.
- New opportunities or partnerships that broaden the plan.
- Project timing that varies from the plan.
- Funding sources that diverge from the plan.
- Community state-of-good-repair investments add value to the community while reducing ongoing costs.
- Economic inflation increases the cost of materials and services.
- Post-pandemic technologies and new ways of working reduce costs.
- Process efficiencies & improved reporting identify opportunities to reduce costs (e.g. inventory holding costs, deadstock, supplier discounts, etc.)
- Community state-of-good-repair investments add value to the community while reducing ongoing service-related costs.
- Transit network efficiencies reduce fuel and other layover costs.

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

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

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

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

RISKS & OPPORTUNITIES:
- The Community Investment Plan is a rolling 10-year plan that is updated every year with considered risks and opportunities that include:
  - Funding sources that diverge from the plan.
  - Project timing that varies from the plan.
  - New opportunities or partnerships that broaden the plan.
  - Critical position gaps are expected to be filled.
  - Electric vehicles are expected to rise toward the end of the forecast period.
  - Expenses related to maintaining the new fleet of electric vehicles are expected to rise toward the end of the forecast period.
  - Reduction in the costs of parts and vehicle maintenance.
  - New opportunities or partnerships that broaden the plan.
  - Project timing that varies from the plan.
  - Economic inflation increases the cost of materials and services.
  - Post-pandemic technologies and new ways of working reduce costs.
  - Process efficiencies & improved reporting identify opportunities to reduce costs (e.g. inventory holding costs, deadstock, supplier discounts, etc.)
  - Community state-of-good-repair investments add value to the community while reducing ongoing costs.
  - Economic inflation increases the cost of materials and services.
  - Post-pandemic technologies and new ways of working reduce costs.
  - Process efficiencies & improved reporting identify opportunities to reduce costs (e.g. inventory holding costs, deadstock, supplier discounts, etc.)
  - Community state-of-good-repair investments add value to the community while reducing ongoing costs.
  - Economic inflation increases the cost of materials and services.
  - Post-pandemic technologies and new ways of working reduce costs.
  - Process efficiencies & improved reporting identify opportunities to reduce costs (e.g. inventory holding costs, deadstock, supplier discounts, etc.)
  - Community state-of-good-repair investments add value to the community while reducing ongoing costs.


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<tbody>
<tr>
<td>Personnel Services</td>
<td>$36,351,972</td>
<td>$40,425,776</td>
<td>$42,194,000</td>
<td>$44,868,500</td>
<td>$46,470,400</td>
<td>$48,071,700</td>
<td>$51,120,800</td>
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<td>$56,836,900</td>
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<tr>
<td>Materials &amp; Services</td>
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<td>$400,200</td>
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<td>Transfer to Medicaid Fund</td>
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<td>$875,000</td>
<td>$950,000</td>
<td>$1,025,000</td>
<td>$1,100,000</td>
<td>$1,175,000</td>
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<tr>
<td>Transfer to Medicaid Fund</td>
<td>$793,150</td>
<td>$875,000</td>
<td>$950,000</td>
<td>$1,025,000</td>
<td>$1,100,000</td>
<td>$1,175,000</td>
<td>$1,250,000</td>
<td>$1,325,000</td>
<td>$1,400,000</td>
<td>$1,475,000</td>
</tr>
<tr>
<td>Transfer to Medicaid Fund</td>
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<td>$1,624,700</td>
<td>$1,747,700</td>
<td>$1,865,600</td>
<td>$1,982,000</td>
<td>$2,103,200</td>
<td>$2,200,500</td>
<td>$2,300,300</td>
<td>$2,403,800</td>
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<tr>
<td>Transfer to Medicaid Fund</td>
<td>$9,608,672</td>
<td>$16,775,071</td>
<td>$6,547,300</td>
<td>$5,384,300</td>
<td>$6,126,400</td>
<td>$6,441,100</td>
<td>$7,056,800</td>
<td>$7,673,600</td>
<td>$8,290,400</td>
<td>$8,912,700</td>
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TABLE OF CONTENTS

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SECTION 1

CONTEXT FOR LTD’S COMMUNITY INVESTMENTS

COMMUNITY INVESTMENTS FRAMEWORK

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

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

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

Eugene, Springfield, and surrounding communities continue to grow and regional transportation demands continue to diversify. LTD must engage effectively in the economic development, social equity, and environmental stewardship goals of our broader community. Coordinating and collaborating with our partners allows us to better leverage the significant investments we make in our services, facilities, and systems that will support and sustain these growing and crucial demands. By integrating LTD’s plans for growth and development with the goals of the communities we serve, we can contribute most effectively to the prosperity of our region’s growing population.

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

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

The CIP has two fundamental objectives:

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

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

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

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

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

<table>
<thead>
<tr>
<th>PROJECT CATEGORY</th>
<th>TIER 1 FUNDING</th>
<th>TIER 2 FUNDING</th>
<th>TIER 3 FUNDING</th>
<th>TOTAL COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>State of Good Repair</td>
<td>18,486,458</td>
<td>120,435,029</td>
<td>1,500,000</td>
<td>140,421,487</td>
</tr>
<tr>
<td>Improvements</td>
<td>21,659,444</td>
<td>39,544,373</td>
<td>55,000,000</td>
<td>116,203,817</td>
</tr>
<tr>
<td>Totals</td>
<td>40,145,902</td>
<td>159,979,402</td>
<td>56,500,000</td>
<td>256,625,304</td>
</tr>
</tbody>
</table>

CIP DEVELOPMENT AND REVIEW PROCESS

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

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<tr>
<th>DEVELOPMENT AND REVIEW SCHEDULE</th>
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<td>JUL</td>
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<tr>
<td>FISCAL YEAR BEGINS</td>
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<tr>
<td>STAFF DEVELOPS DRAFT CIP</td>
</tr>
<tr>
<td>SUBMIT CIP TO PUBLIC FOR 30-DAY COMMENT PERIOD</td>
</tr>
<tr>
<td>PUBLIC HEARING ON CIP; PUBLIC COMMENTS/STAFF RESPONSES PUBLISHED</td>
</tr>
<tr>
<td>BOARD ADOPTS CIP</td>
</tr>
<tr>
<td>STAFF DEVELOP BUDGET. CIP PRIORITIES ARE MATCHED WITH LIMITED RESOURCES INTO THE PROPOSED BUDGET</td>
</tr>
<tr>
<td>BUDGET COMMITTEE IS PRESENTED DRAFT PROPOSED BUDGET AND APPROVES A BUDGET WITH AMENDED CIP</td>
</tr>
<tr>
<td>BOARD OF DIRECTORS ADOPT A BUDGET AND AMENDED CIP</td>
</tr>
</tbody>
</table>

PROJECT FUNDING CONSIDERATIONS

There are two types of projects in the CIP:

1. State of Good Repair – These projects keep the District’s assets in good working order to provide excellent service to the community, such as vehicle replacement, maintenance and upgrades to technology and facilities, plus other projects intended to keep our current service quality high.

2. Improvement – These projects expand our investment in our community and can include frequent transit network projects, fare management, and large technology and facility upgrades. By providing more services and advantages to our riders, LTD’s improvement projects further enhance our community and strengthen its sustainability.

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

<table>
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<tr>
<th>PROJECT DEFERRAL IMPLICATION</th>
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<tr>
<td>To what extent will deferring a project create unsafe conditions and/or cause noticeable disruption to the level of service or user benefits and/or put the District out of compliance with legal, compliance, or regulatory mandates?</td>
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<table>
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<tr>
<th>FEASIBILITY OF IMPLEMENTATION</th>
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<tr>
<td>What is the likelihood that the project will be completed within the requested budget and schedule?</td>
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<tr>
<th>OPERATING BUDGET IMPACT</th>
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<tr>
<td>What impact will the project have on the operating budget of the District and will the ongoing costs be sustainable given the projected incoming revenue sources?</td>
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<tr>
<th>RIDERSHIP/QUALITY OF SERVICE DELIVERY</th>
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<tr>
<td>What impact will this project have on ridership, quality of service delivery, and benefits to the community?</td>
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<tr>
<th>ECONOMIC CONTRIBUTION</th>
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<tr>
<td>How will a project increase the District’s revenue, create jobs, and/or improve the local economy?</td>
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<tr>
<th>ENVIRONMENTAL STEWARDSHIP</th>
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<tr>
<td>How will a project preserve the natural environment, conserve natural resources, reduce pollution, or otherwise contribute to a sustainable community?</td>
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<tr>
<th>OTHER BENEFITS</th>
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<tr>
<td>What benefits (beyond ridership/quality of service delivery) does the project have to the community (e.g., data insight, better transparency)?</td>
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</table>
Following the staff review process, projects are organized into three tiers based on their funding status.

**Tier 1:** Full funding has been secured.
**Tier 2:** Funding is in the application process and/or the funding source has been identified.
**Tier 3:** Funding source has not yet been identified.

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

**PROJECT CLASSIFICATION**

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

- **Frequent Transit Network (FTN):** Focuses on increasing the overall safety of public transit in our region and develops ways reduce travel times and improve passenger experience.
- **Fleet:** Relates to the addition, replacement, and overhaul of buses and non-revenue support vehicles and equipment.
- **Facilities:** Funds the design, purchase, installation, construction, or improvement/rehabilitation of service, maintenance, and administrative facilities.
- **Technology Infrastructure and Support Systems:** Provides necessary updates to the IT (Information Technology) hardware and software used by administrative and operations staff to ensure seamless transit operations—network, communications, servers, power supplies, workstations, tablets, and agency software.
- **Safety and Security:** These projects include the acquisition, implementation, and enhancement of security and safety programs that support the delivery of transportation services.

**ALL PROJECTS ARE ORGANIZED INTO THREE FUNDING TIER S AND SORTED INTO FIVE CLASSIFICATIONS BASED ON AVAILABLE FUNDING AND THE NEEDS OF THE PROJECTS ALREADY UNDERWAY.**
From implementing a new technology to building a new transit station, LTD meets the needs of our community by looking for improvements that better serve our riders, neighborhoods, businesses, schools and medical destinations.

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

<table>
<thead>
<tr>
<th>Improvement Projects</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
<th>2028</th>
<th>2029</th>
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<tbody>
<tr>
<td>Moving Ahead</td>
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<tr>
<td>Frequent Transit Network</td>
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<td>West Eugene EmX Extension</td>
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<td>Frequent Transit Network</td>
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<td>Non-Work Transit Community Implementation Plan</td>
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<td>Frequent Transit Network</td>
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<td>Green Lane Corner Improvement</td>
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<td>Safety &amp; Security</td>
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**THE BUSINESS COMMUNITY VALUES LTD’S INITIATIVE TO STRETCH LOCAL DOLLARS. LTD WORKS DILIGENTLY TO ENSURE HIGH VALUE ON INVESTMENTS WHILE CREATING A TRANSPORTATION SYSTEM THAT OUR COMMUNITY DESERVES.**

Vonne Mikkelsen, President and CEO, Springfield Area Chamber of Commerce
STATE OF GOOD REPAIR MASTER SCHEDULE

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<th>State of Good Repair Projects</th>
<th>2021</th>
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Tier 1 Funding | Tier 2 Funding | Tier 3 Funding |

*For the Fiscal year

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

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

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

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

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

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

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

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

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

Caitlin Vargas, Vice President, LTD Board of Directors
**Eugene Station Modernization**
The Eugene Station Modernization project will maintain and improve both the buildings and exterior features of the downtown Eugene Station. These improvements will enhance both the customer and employee experience, and will maintain and update the station’s operations well into the future.

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

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

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

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<th>10 Year Total</th>
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**Operation Command Control/Training/Lounge**
The Operation Command Control/Training/Lounge project will expand LTD’s administrative building to include modern operations dispatch, operator report area, training simulator/classrooms, restrooms/showers, and operator rest areas. These updates will reduce training cost, improve our everyday operations and increase employee development, training, and morale, all of which will sustain better service to our community.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The scope of the project includes the following broad tasks:

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

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

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

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

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

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

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

**MovingAhead**

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

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

**West Eugene EmX Extension**

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

Category: Improvement  |  Classification: FTN  |  Timeline: FY2021

**Platform Validators / Fare Collection**

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

Category: Improvement  |  Classification: FTN  |  Timeline: FY2022

**Financial and Strategic Planning for the next three to ten years.**

FY2021-2030

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

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

Category: Improvement | Classification: FTN | Timeline: FY2022

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**FTN Safety and Amenity Improvements**

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

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

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

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

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

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

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

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

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

Category: Improvement | Classification: Tech & Infrastructure | Timeline: FY2021-2023

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

Category: Improvement | Classification: Tech & Infrastructure | Timeline: FY2021-2023

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

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

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

Category: Improvement | Classification: Tech & Infrastructure | Timeline: FY2022
**River Road Transit Station Disposal** The new Santa Clara Transit Station is open and LTD will be placing the old River Road Transit Station on the market. Some costs associated with the sale include: 1) obtaining an appraisal and its review 2) hiring legal counsel for the property sale, 3) removing LTD items from the site, and 4) constructing temporary fencing around the site.

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

**Bus Wash Improvements** Keeping our vehicles clean extends their life and reduces the need for repairs. The manufacturer of our current system has ceased operations. This means that proprietary replacement parts can no longer be found. Replacing the entire bus cleaning system is now necessary.²

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

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

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

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

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

**FY 2021 Associated Capital Maintenance (ACM) Replacement Parts** This project allows LTD to keep our vehicles in good working order by replacing failing and/or unreliable parts to decrease long-term costs, improve service, and result in longer-lasting and reliable vehicles.

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

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

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

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

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

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

Category: State of Good Repair  | Classification: Facilities  
Timeline: FY2027
ADA Paratransit Fleet Replacement Plan The ADA Paratransit Fleet Replacement Plan is a ten-year plan for identifying which paratransit vehicles need to be replaced with new purchases. Paratransit vehicles are used to operate the RideSource ADA service and other specialized programs. LTD plans to replace eleven minibuses, one modified minivan, and one non-revenue vehicle in the first year of the ten-year plan. As with our Fixed Route fleet and our Non-Revenue fleet, the ADA Paratransit fleet will be reviewed annually, noting the condition of vehicles and available funds, allowing us to equitably serve our community in a financially sustainable way.

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

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

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

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

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

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


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

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

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

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

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

Category: State of Good Repair | Classification: Tech & Infrastructure | Timeline: FY2021-2023, FY2027
With support from volunteer community members of the District’s Budget Committee and Strategic Planning Committee, the LTD Board of Directors identifies and prioritizes a list of investments to serve the needs of our community during the next ten years and position LTD to be prepared to meet the changing transportation needs of the region.

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

Greg Evans, Eugene City Councilor, former LTD board member, current member of the LTD Strategic Planning Committee
## FUTURE YEAR PROJECTIONS: IMPROVEMENTS

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

Marianne Nolte, Vice Chair, Strategic Planning Committee

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

SECTION 4
PROJECT FUNDING IN TABLE FORMAT

FOR SOCIETY TO PROGRESS, WE SHOULD NOT ONLY MOVE FORWARD BUT ALSO CLEAN UP AFTER OURSELVES. — BOYAN SLAT
### PROJECT FUNDING: IMPROVEMENTS

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11.1 – DISTRICT WIDE RESOURCES SUMMARY

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

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

1. Cash Fares – This is cash collected in the bus fare boxes or ticket vending machines, monthly passes (non-Group Pass) purchased for regular services, and Specialized Services passenger fares. FY2022 cash fares are expected to increase over FY2021 revenues as fare collection resumes with ridership increasing to about 75% of normal by the end of FY2022, yet we project ridership to remain below pre-pandemic levels during this period.

2. Group Passes – Group Passes are bulk fares purchased by employers in our area at a discounted rate. FY2022 Group Pass revenues are expected to increase over FY2021 revenues as fare collection resumes but remain below pre-pandemic levels.

3. Advertising – These revenues come from bus advertising, which is managed through a contract with Lamar Advertising. LTD receives 60% of invoiced monthly sales based on a revenue share model. Changes in Lamar’s post-COVID contract have made management of the contract more costly compared to the revenue it generates. In FY2022, LTD will be terminating its contract with Lamar and focusing on re-establishing our brand.

4. Special Services – These revenues come from special event services that LTD provides to our community: transportation for UO football games, the Butte to Butte, the Olympic Trials, and the Oregon Country Fair. FY2022 revenues from Special Services are expected to increase over FY2021 as regional events resume, and again, not to pre-pandemic levels.

5. Medicaid – These revenues are funds we receive from the Oregon Health Authority and Coordinated Care Organizations to operate our non-emergency medical transportation programs. These revenues are expected to increase by $3 million in FY2022 compared to FY2021.

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

1. Payroll Taxes – These revenues come from employer, self-employment, and government employee payroll taxes. FY2022 revenues from payroll taxes are up from the FY2021 budget but down 5% ($2.3 million) from pre-pandemic levels due to only a partial recovery of business activity and decrease in unemployment.

2. Federal Assistance – The majority of these revenues come from the following programs:
   - Coronavirus Aid, Relief, and Economic Security (CARES) Act. Revenue from CARES can be used for operations or capital projects that improve safety for the community in response to the pandemic.
   - Coronavirus Relief Supplemental Appropriations (CRRSA) Act. CRRSA Act revenue can only be used for operating expenses.
   - American Rescue Plan Act (ARPA). ARPA revenue can be used only for operating expenses. Fund availability expires on September 30, 2024.
   - With the exception of the $3.8 million that has already been used for operating costs, CARES ACT funds will be repurposed for capital projects that increase safety and efficient response to the current and future pandemics at the beginning of FY2022. By the end of FY2022, the District will have programmed the use of all of the $25 million CARES, $17.3 million CRRSA and $32.7 million ARPA funds.
   - 5307 Formula Funds. These funds are resources based on a federal formula. This formula is based on a combination of bus revenue vehicle miles, bus passenger miles, fixed guideway revenue vehicle miles, and fixed guideway route miles as well as population and population density. Formula funds can be used for capital projects or preventative maintenance.
   - Competitive grant programs.

3. State Assistance – The majority of these revenues come from these sources:
   - The Statewide Transportation Improvement Formula Fund (STIF) – This assistance comes from an employee payroll tax to fund improved public transportation service in Oregon. The tax is calculated at one-tenth of one percent on taxable wages, and the uses of this tax are to (1) expand and improve access especially for students and low-income households, (2) reduce transit’s environmental footprint, and (3) improve inter-community connectivity.
in FY2021, projects funded through this program were put on hold due to COVID-19. LTD expects these programs to resume in FY2022, and for resources to offset the program costs to increase accordingly.

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

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

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


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

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

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

11.2 – DISTRICT-WIDE REQUIREMENTS SUMMARY

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

Operating Requirements – LTD’s Operating Requirements are comprised of these areas:

- Personnel Services – These include all of the District’s costs for employing both administrative and Amalgamated Transit Union (ATU) staff using the General Fund. Personnel requirements increased $4.3 million in FY2022 over the FY2021 adopted budget. This increase is due largely to increases in headcount over the FY2021 adopted budget. See section 11.3 for details.
- Insurance and Risk Services – These include all of the District’s costs for non-personnel and vehicle liability. FY2022 requirements are up $2.2 million over the FY2021 adopted budget due to increased insurance costs for new vehicles, Santa Clara Transit Station insurance, and the addition of cyber security insurance.
- Materials & Services – These include all of the District’s costs to cover a wide variety of supplies and outside expertise ranging from cleaning supplies to tires to printed passenger information. Overall, FY2022 requirements increased about 2% compared to FY2021 adopted budget, but increases and decreases varied by department. These changes are discussed in greater detail in section 11.3.
- Fares & Passes – These include all of the District’s costs to cover a wide variety of supplies and outside expertise ranging from cleaning supplies to tires to printed passenger information. Overall, FY2022 requirements increased about 2% compared to FY2021 adopted budget, but increases and decreases varied by department. These changes are discussed in greater detail in section 11.3.
- Other – These include all of the District’s costs to cover a wide variety of supplies and outside expertise ranging from cleaning supplies to tires to printed passenger information. Overall, FY2022 requirements increased about 2% compared to FY2021 adopted budget, but increases and decreases varied by department. These changes are discussed in greater detail in section 11.3.

Additional breakdown of this data is presented in Appendix A, Table 11.1 District Wide Resources.
• **Specialized Services** – These include all of the requirements needed to operate LTD’s Specialized Services, including our Eugene-Springfield Services, Rural Lane County Services, Statewide Transportation Improvement Services, and beyond. FY2022 requirements increased $1.8 million over the FY2021 budget. $1.2 million of this increase is due to an increase in STIF funded programs. The remaining $0.6 million is for increases in ADA RideSource and Mental Health Transportation.

• **Medicaid** – These include all of the requirements needed to operate critical medical appointment transportation for individuals who are eligible under the Oregon Health Plan/Medicaid. Due to changes in state requirements and increased costs per trip due to pandemic restrictions, the FY2022 requirements increased $0.4 million over FY2021.

• **Point2point** – These include all the requirements needed to operate LTD’s Point2point (P2p) transportation options program. The P2p FY2022 budget has been reduced $0.5 million from the FY2021 budget. This reduction reflects that some of the P2p programs have been transitioned to other agencies or discontinued to realign and best meet program goals.

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

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

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

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YOU CAN’T UNDERSTAND A CITY WITHOUT USING ITS PUBLIC TRANSPORTATION SYSTEM. — EROL OZAN

**$157,625,034**

**DISTRICT WIDE REQUIREMENTS**

- **Personnel Services** $40,425,376
- **Capital Projects** $37,340,418
- **Interfund Transfers** $16,775,971
- **Medicaid Services** $14,913,320
- **WC Restricted for Grant Matches** $13,998,403
- **Specialized Services** $11,714,631
- **Materials & Services** $11,119,024
- **Capital Projects** $37,245,418
- **Insurance** $676,291
- **Point2point** $708,509
- **WC Restricted for Reserves per Policy** $10,044,691
- **Other** $11,119,024

ADDITIONAL BREAKDOWN OF THIS DATA IS PRESENTED IN APPENDIX A, TABLE 11.2 DISTRICT WIDE REQUIREMENTS.
11.3 – GENERAL FUND

GENERAL FUND RESOURCES SUMMARY

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

$67,053,292
TOTAL GENERAL FUND RESOURCES

$69M
TOTAL GENERAL FUND REQUIREMENTS

GENERAL FUND OPERATING REQUIREMENTS SUMMARY

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

- **Reduced Service Hours** - The District reduced service hours mid-March 2020 as a result of the Governor’s stay-at-home order. Since then, the District has been incrementally adding back weekday service hours. The FY2022 Budget reflects annual revenue hours of 235,607, which is greater than our annual revenue hours in FY2021, but still a 5.1% decrease from FY2020 actual revenue hours.

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

- **Parts and Tires** - Our largest Materials and Services expenditure, Parts and Tires, is down $.8 million from the FY2021 budget at $2.1 million.

- **Fuel and Lubricants** - The District’s second largest Materials and Services expenditure line is Fuel and Lubricants. Fuel costs will decrease $.2 million from the FY2021 budget due to a reduction in service hours. Given the reduction in global travel and greenhouse-gas emissions reductions, fuel costs are expected to remain low. The FY2021 adopted price-per-gallon was $1.81. FY2022 price-per-gallon is projected to be $2.00. Partially offsetting the fuel and lubricant cost savings is an increase of $.1 million for the cost of electricity to charge the new fleet of electric buses.

- **Computer Hardware and Software Support** - At a FY2022 budget of $1.6 million, computer hardware, software support and associated services is our third largest Materials & Services expenditure. The cost of these services has increased with the expanding role of technology systems to efficiently and effectively deliver our services. Included in this category are the costs to operate our EmX platforms, our wireless infrastructure, RideSource tablets, business and fleet service software, and associated support. In FY2022 the cost has increased $.3 million over the FY2021 budget.

ADDITIONAL BREAKDOWN OF THIS DATA IS PRESENTED IN APPENDIX A, TABLE 11.3.1 GENERAL FUND RESOURCES

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

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

–David Reesor, Director of Transportation Services, University of Oregon
Facilities Management - The cost to manage our facilities, including both Personnel and Materials & Services, has increased $3.3 million over the FY2020 & FY2021 budget. This increase is due to:

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

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

Information and Advertising - Printed passenger information and advertising media budgets have increased to $1.1 million. This increase is related to the Comprehensive Operations Analysis, planned fall ridership marketing campaign, and media production costs.

Training and Travel - Training and travel at $.4 million is up $1.1 million due to new operator training as operators return to the District from furloughs and resumption of trainings that were cancelled in FY2020 & FY2021 due to COVID-19.

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

GENERAL FUND TRANSFERS SUMMARY

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

• The General Fund transfers to the Specialized Services Fund has increased by $8.8 million as a result of anticipated increases in the rides provided through the Eugene-Springfield ADA metro services program, in part due to pandemic-related capacity limits.
• The General Fund transfer to the Capital Projects Fund is up $7 million. This transfer fluctuates based on the required grant match for the District’s projects. Details of the programs being matched through the General Fund transfer is detailed in section 11.8.

GENERAL FUND WORKING CAPITAL SUMMARY

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

EXECUTIVE OFFICE

Provides overall District leadership and direction.

Communicates and advances District-wide vision, mission, goals, objectives, and strategies as established by the Board of Directors.

Establishes and maintains relationships with the Board of Directors, community business leaders, constituents, legislative bodies, public officials, professional organizations, and the general public.

Ensures the transit system provides safe, reliable, and efficient mobility options to the public.

Ensures adherence to state and federal rules and laws and Board-established policies and procedures.

Ensures fiscal integrity of the system.

Manages state and federal legislative agenda and strategy; analyze proposed legislation and engage District staff when appropriate for review.

Assists the District in securing necessary funding for capital and other projects.

Aids District in developing constructive relationships with local, state, and federal government; and business and civic partners.

Supports media relations and strategic communications.

Maintains appropriate systems for communication and effective working relationships as principal liaison to Board of Directors.
BUSINESS SERVICES

The Business Services Department includes the following workgroups:

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

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

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

This workgroup also:

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

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

HUMAN RESOURCES AND RISK MANAGEMENT

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

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

Finance provides the following services for the District:
- Compliance and reporting
- Oversight and transparency
- Financial management and planning
- Budgeting, forecasting and scenario modeling
- Analyses
- Grant management
- Asset management
- Accounting
- Payroll

INFORMATION TECHNOLOGY

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

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

Their duties include:
- Monitoring Sell-Fare instruments
- Overseeing the TouchPass system
- Coordinating the Low-Income pass program
- Tracking fare inventory
- Providing route and schedule information in-person and via the phone system
- Managing Lost and Found

ACCESSIBLE SERVICES

The Accessible Services Team works to make our programs and services available to our riders’ spectrum of needs to make their riding experience safe and enjoyable and our community easily accessible. The Team’s responsibilities include:

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

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

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

POINT2POINT

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

The primary programs include:

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

PLANNING & DEVELOPMENT

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

SERVICE PLANNING

- Service design and implementation
- Analysis
- Service Policy Administration

DEVELOPMENT PLANNING

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

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

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

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

TRANSIT OPERATIONS

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

TRANSIT TRAINING

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

PUBLIC SAFETY

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

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

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

SUSTAINABLE PROGRAM MANAGER
FLEET MANAGER
FLEET ANALYST
SHARED RESOURCE
SUSTAINABLE PROGRAM MANAGER
FLEET MANAGER
FLEET ANALYST
SHARED RESOURCE
DIRECTOR OF FLEET MANAGEMENT
SUSTAINABLE PROGRAM MANAGER
FLEET MANAGER
FLEET ANALYST
SHARED RESOURCE
SUSTAINABLE PROGRAM MANAGER
FLEET MANAGER
FLEET ANALYST
SHARED RESOURCE
DIRECTOR OF FLEET MANAGEMENT

THE GREATEST ABILITY IS DEPENDABILITY.
—BOB JONES, SR.
11.5 – SPECIALIZED SERVICES FUND

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

**• LTD RideSource** – provides origin-to-destination transportation service for people who are unable to independently ride LTD’s bus service due to a disability.

**• LTD RideSource Shopper** – offers a weekly grouped shopper shuttle for seniors and people with disabilities.

**• LTD Veterans** – enables access to veteran’s benefits.

**• Crucial Connections** – manages short-term transportation to address sudden and immediate medical needs for individuals with no transportation access or identified program.

**• South Lane Operations** (City of Cottage Grove) – provides community-based service for individuals in south Lane County.

**• DD53 Work Trips** (DHS) – furnishes transportation to and from work sites for people with developmental disabilities.

**• Volunteer Escort** (LCOG) – allows mileage reimbursement for volunteers who assist individuals to get to and from critical services.

**• Mental Health Transportation** (White Bird Clinic) – connects individuals experiencing mental health issues to services and support.

**• Preschool Transportation** (Pearl Buck) – offers pre-school transportation for children of individuals with disabilities.

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

**RURAL AND COUNTY SERVICES**

These programs provide connectivity within rural communities and connect rural communities to the metro area. Non-STIF funded Rural and County Service costs remain flat at $11.1 million.

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**COORDINATED HUMAN SERVICE TRANSPORTATION (CHST)**

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

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

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**TABLE 11.5.1 SSF REQUIREMENTS**

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<th>Source</th>
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<td>State Assistance</td>
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<td>Transfer from General Fund</td>
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<tr>
<td>Federal Assistance</td>
<td>$3,619,728</td>
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<td>Local Assistance</td>
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<tr>
<td>Passenger Fares</td>
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**TABLE 11.5.2 SSF REQUIREMENTS**

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<tr>
<td>Eugene-Springfield Services</td>
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<td>Statewide Transportation Improvement</td>
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<td>Rural Lane County Services</td>
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<td>Other Services</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$11,714,631</strong></td>
</tr>
</tbody>
</table>
OUR IN-DISTRICT PROJECTS INCLUDE:

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

- **Cottage Grove Mobility on Demand** – A service that provides shared-ride mobility to areas of concentrated low-income and senior populations within the Cottage Grove city limits.

- **Pilot Mobility on Demand Service** – A pilot service that provides shared-ride mobility to areas of concentrated low-income and senior populations within the District.

- **Mobility Management Plan** – A plan that explores investments in new modes, integrations, and partnerships to advance the District’s efforts to continue to provide a high-quality transportation to a broad range of our community.

- **RideSource Shopper Expansion** – A service that provides a shared ride system to neighborhood shopping markets for older adults and people with disabilities.

- **STIF Grant Administration** – A portion of funds to cover the administrative cost associated with managing the STIF in- and out-of-district programs.

- **Lane County STIF Program Overview** – An informational guide on the STIF projects to increase transparency and clearly communicate the benefits to the community.

- **Bike Share Enhancement** – A project that improves connectivity by expanding the fleet of shared bicycles and bike share stations, improving operations and increasing access and equity through free low-income memberships.

- **Fare Collection Integration (In-District Portion)** – A project that eliminates the current fragmented fare collection system and replaces it with a seamless system which improves customer experience when riders are moving between communities within Lane County (e.g., Diamond Express, Lane Link Eugene/Springfield, Rhody Express, etc.).

- **Florence/Eugene Connector (In-District Portion)** – A service that links Florence and Eugene along Highway 126, connecting at key transit hubs and enabling riders to access destinations along the Florence-Eugene route.

- **Enhance Lane-Douglas Connector (In-District Portion)** – An increase in the number of days that the Lane-Douglas Connector (LDC) fixed-route service operates. The Connector provides round-trip service between the Eugene VA Clinic and Roseburg VA Hospital.

- **Fare Collection Integration (Out-of-District Portion)** – A project that eliminates the current fragmented fare collection system and replaces it with a seamless system which improves customer experience when riders are moving between communities within Lane County (e.g., Diamond Express, Lane Link Eugene/Springfield, Rhody Express, etc.).

- **Florence/Yachts Route** – A service that links the rural, coastal communities of Florence and Yachts along Highway 101.

- **STIF Reserve** – A reserve of funds for out-of-district operating expenditures to align with the District’s reserve policy of a two-month minimum operating reserve.
The District provides critical medical appointment transportation for individuals who are eligible under the Oregon Health Plan/Medicaid. Oregon has historically championed medical transportation as a fundamental benefit of Medicaid. LTD incorporates a “least-cost, most-appropriate” lens to provide service to these appointments, using bus passes, gas voucher/reimbursement, and taxi rides with one of 27 private taxi operators in our county. The proposed FY2022 budget for the Medicaid Fund is $14.9 million, an increase of $.4 million over the FY2021 budget. This increase can be attributed to some of the following factors:

- An increase in administrative expenses. This is due to the planned extension of our contract with MTM (for the management of the RideSource Call Center) and the complexity of compliance under new state requirements implemented January 2020. These requirements present significant challenges in terms of our ability to meet stringent metrics and increasingly robust reporting obligations.
- An increase in costs per trip. Although ridership has decreased overall, our community still has need of public transportation. Due to pandemic restrictions, we have been unable to provide as many shared trips, resulting in increased per-trip costs.
11.7 – POINT2POINT FUND

Point2Point (P2p) coordinates with employers in our region, and regional and statewide partners, to encourage the use of alternatives to drive-alone travel. Most of the P2p budget is comprised of grant funds allocated by the Metropolitan Policy Committee, the governing body of the region’s Metropolitan Policy Organization, and ODOT. Several regional partners, including the local cities, all three school districts, and LTD, provide local funds to match grant dollars in the P2p Fund. The FY2022 budget reflects the transition of some P2p programs, such as Safe Routes to School, to other agencies to realign and best meet program goals. The District serves as the pass-through of funds for these transitioned programs. Some projects will not move forward, such as the Business Commute Challenge. Other programs will be transitioned as is appropriate (e.g., when it is time to renew grant funding). LTD remains committed to our employee/employer transportation options program, including the Group Pass Program and Emergency Ride Home Program. The FY2022 P2p Fund budget is $0.7 million, down $0.5 million from the FY2021 budget.
11.8 – CAPITAL PROJECTS FUND

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

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

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

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

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

ADDITIONAL BREAKDOWN OF THIS DATA IS PRESENTED IN APPENDIX A, TABLE 11.8.1 CAPITAL PROJECTS FUND RESOURCES
“HAVING PUBLIC TRANSPORTATION AVAILABLE IN COTTAGE GROVE creates a vibrancy within the community while providing important access to local services, jobs, shopping, recreation... all the benefits of living in our community. In addition, the connection to a broader transportation system brings visitors to enjoy our hospitality and creates important connections beyond our community to regional services and educational and employment opportunities for our residents.”

– Amanda Ferguson, City Planner, City of Cottage Grove

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APPENDIX A: TABLES

<table>
<thead>
<tr>
<th>TABLE 17.1 DISTRICT WIDE RESOURCES</th>
<th>FY2018-19 Actual</th>
<th>FY2019-20 Actual</th>
<th>FY2020-21 Adopted</th>
<th>FY2020-21 Estimate</th>
<th>FY2021-22 Proposed</th>
<th>Change from FY2020-21 Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPERATING REVENUES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
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<td>$71,810,781</td>
<td>$71,810,781</td>
<td>$71,810,781</td>
<td>$71,810,781</td>
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APPENDICES

112 LANE TRANSIT DISTRICT | PROPOSED BUDGET 2021-2022

APPENDICES 113
### TABLE 11.2
**DISTRICT WIDE REQUIREMENTS**

<table>
<thead>
<tr>
<th></th>
<th>FY2018-19 Actual</th>
<th>FY2019-20 Actual</th>
<th>FY2020-21 Adopted</th>
<th>FY2020-21 Estimate</th>
<th>FY2021-22 Proposed</th>
<th>Change from FY2020-21 Budget</th>
<th>Percent Change</th>
</tr>
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<tbody>
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<td><strong>OPERATING REQUIREMENTS</strong></td>
<td></td>
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<td>Personnel Services</td>
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<td>$676,291</td>
<td>$725,573</td>
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<td>Transfer to Specialized Services Fund</td>
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<td>$15,203,044</td>
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### TABLE 11.3.1
**GENERAL FUND RESOURCES**

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<th>FY2018-19 Actual</th>
<th>FY2019-20 Actual</th>
<th>FY2020-21 Adopted</th>
<th>FY2020-21 Estimate</th>
<th>FY2021-22 Proposed</th>
<th>Change from FY2020-21 Budget</th>
<th>Percent Change</th>
</tr>
</thead>
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<tr>
<td><strong>OPERATING REVENUES</strong></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Cash Fares &amp; Passes</td>
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### Table 11.3.2 General Fund Requirements

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<th>FY2020-21 Adopted</th>
<th>FY2020-21 Estimate</th>
<th>FY2021-22 Proposed</th>
<th>Change from FY2020-21 Budget</th>
<th>Percent Change</th>
</tr>
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<td>$36,311,972</td>
<td>$48,425,778</td>
<td>$4,221,000</td>
<td>12%</td>
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<td>Materials &amp; Services</td>
<td>$6,793,760</td>
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<td>$7,153,619</td>
<td>$11,379,036</td>
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<td>Insurance &amp; Risk Services</td>
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<td>$67,219,608</td>
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### Table 11.3.3 SF Resources

<table>
<thead>
<tr>
<th></th>
<th>FY2018-19 Actual</th>
<th>FY2019-20 Actual</th>
<th>FY2020-21 Adopted</th>
<th>FY2020-21 Estimate</th>
<th>FY2021-22 Proposed</th>
<th>Change from FY2020-21 Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passenger Fare</td>
<td>$339,967</td>
<td>$250,818</td>
<td>$306,081</td>
<td>$308,201</td>
<td>$359,263</td>
<td>$53,182</td>
<td>-5%</td>
</tr>
<tr>
<td>Federal Assistance</td>
<td>$3,725,730</td>
<td>$2,541,793</td>
<td>$3,594,510</td>
<td>$3,594,510</td>
<td>$4,618,510</td>
<td>$1,024,000</td>
<td>11%</td>
</tr>
<tr>
<td>State Assistance</td>
<td>$1,199,995</td>
<td>$1,679,361</td>
<td>$2,773,599</td>
<td>$2,773,599</td>
<td>$3,773,599</td>
<td>$1,000,000</td>
<td>36%</td>
</tr>
<tr>
<td>Local Assistance</td>
<td>$3,735,340</td>
<td>$911,268</td>
<td>$911,164</td>
<td>$916,463</td>
<td>$966,927</td>
<td>$50,464</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$6,332,500</td>
<td>$3,846,439</td>
<td>$6,862,868</td>
<td>$6,862,868</td>
<td>$7,878,081</td>
<td>$1,115,213</td>
<td>16%</td>
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</table>

### Table 11.5.2 SFF Requirements

<table>
<thead>
<tr>
<th></th>
<th>FY2018-19 Actual</th>
<th>FY2019-20 Actual</th>
<th>FY2020-21 Adopted</th>
<th>FY2020-21 Estimate</th>
<th>FY2021-22 Proposed</th>
<th>Change from FY2020-21 Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue for Services</td>
<td>$4,857,825</td>
<td>$4,155,339</td>
<td>$4,963,667</td>
<td>$4,963,667</td>
<td>$6,170,266</td>
<td>$1,206,600</td>
<td>21%</td>
</tr>
<tr>
<td>Travel Training &amp; Boats</td>
<td>$317,269</td>
<td>$95,757</td>
<td>$154,838</td>
<td>$154,838</td>
<td>$154,838</td>
<td>$0</td>
<td>0%</td>
</tr>
<tr>
<td>Mental Health Transportation</td>
<td>$97,574</td>
<td>$319,964</td>
<td>$115,532</td>
<td>$115,532</td>
<td>$211,064</td>
<td>$95,532</td>
<td>90%</td>
</tr>
<tr>
<td>USD Staff Time</td>
<td>$0</td>
<td>$64,127</td>
<td>$16,803</td>
<td>$16,803</td>
<td>$16,803</td>
<td>$0</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$5,805,592</td>
<td>$4,810,307</td>
<td>$5,257,437</td>
<td>$5,257,437</td>
<td>$6,379,266</td>
<td>$1,121,829</td>
<td>21%</td>
</tr>
</tbody>
</table>

### Table 11.5.3 SFF Resources

<table>
<thead>
<tr>
<th></th>
<th>FY2018-19 Actual</th>
<th>FY2019-20 Actual</th>
<th>FY2020-21 Adopted</th>
<th>FY2020-21 Estimate</th>
<th>FY2021-22 Proposed</th>
<th>Change from FY2020-21 Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Add-on Services</td>
<td>$4,697,815</td>
<td>$4,155,339</td>
<td>$4,963,667</td>
<td>$4,963,667</td>
<td>$6,170,266</td>
<td>$1,206,600</td>
<td>21%</td>
</tr>
<tr>
<td>Travel Training &amp; Boats</td>
<td>$317,269</td>
<td>$95,757</td>
<td>$154,838</td>
<td>$154,838</td>
<td>$154,838</td>
<td>$0</td>
<td>0%</td>
</tr>
<tr>
<td>Mental Health Transportation</td>
<td>$97,574</td>
<td>$319,964</td>
<td>$115,532</td>
<td>$115,532</td>
<td>$211,064</td>
<td>$95,532</td>
<td>90%</td>
</tr>
<tr>
<td>USD Staff Time</td>
<td>$0</td>
<td>$64,127</td>
<td>$16,803</td>
<td>$16,803</td>
<td>$16,803</td>
<td>$0</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$5,805,592</td>
<td>$4,810,307</td>
<td>$5,257,437</td>
<td>$5,257,437</td>
<td>$6,379,266</td>
<td>$1,121,829</td>
<td>21%</td>
</tr>
</tbody>
</table>

**APPENDICES**
TABLE 11.6.1
MEDICAID REQUIREMENTS

<table>
<thead>
<tr>
<th>FY2018-19</th>
<th>FY2019-20</th>
<th>FY2020-21</th>
<th>FY2020-21</th>
<th>FY2021-22</th>
<th>Change from FY2020-21</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services</td>
<td>$8,710,243</td>
<td>$7,782,920</td>
<td>$10,080,000</td>
<td>$7,940,000</td>
<td>$10,240,000</td>
<td>2%</td>
</tr>
<tr>
<td>Mobility Management</td>
<td>$96,701</td>
<td>$74,579</td>
<td>$95,350</td>
<td>$95,350</td>
<td>$96,000</td>
<td>1%</td>
</tr>
<tr>
<td>Program Administration</td>
<td>$1,912,298</td>
<td>$1,844,379</td>
<td>$2,852,695</td>
<td>$2,852,695</td>
<td>$2,931,495</td>
<td>3%</td>
</tr>
<tr>
<td>$10,719,242</td>
<td>$9,701,878</td>
<td>$13,028,045</td>
<td>$10,888,045</td>
<td>$13,267,495</td>
<td>$239,450</td>
<td>2%</td>
</tr>
</tbody>
</table>

MEDICAID WAIVERED TRANSPORTATION

| Services   | $867,887 | $673,835 | $1,109,750 | $1,109,750 | $1,259,600 | 14% |
| Mobility Management | $41,476 | $24,378 | $41,975 | $41,975 | $41,975 | 0% |
| Program Administration | $10,060 | $7,064 | $12,650 | $17,400 | $20,400 | 61% |
| $1,180,163 | $921,845 | $1,492,125 | $1,496,875 | $1,649,725 | $157,850 | 11% |

TOTAL REQUIREMENTS | $11,899,405 | $10,623,723 | $14,520,170 | $12,384,920 | $14,917,220 | 3% |

Excess (deficiency) of resources over requirements | $374,990 | $241,079 | $56,733 | $0 | $0 | ($56,733) -100% |

WORKING CAPITAL

Beginning Working Capital | $167,838 | $37,500 | $66,189 | $57,525 | $66,700 | 1% |

TABLE 11.6.2
MEDICAID RESOURCES

<table>
<thead>
<tr>
<th>FY2018-19</th>
<th>FY2019-20</th>
<th>FY2020-21</th>
<th>FY2020-21</th>
<th>FY2021-22</th>
<th>Change from FY2020-21</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Revenues</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical Medical Services</td>
<td>$15,126,171</td>
<td>$13,584,263</td>
<td>$13,028,265</td>
<td>$13,088,265</td>
<td>$13,247,295</td>
<td>2%</td>
</tr>
<tr>
<td>Medical Waivered Transportation</td>
<td>$851,156</td>
<td>$635,642</td>
<td>$1,151,275</td>
<td>$1,641,725</td>
<td>$196,900</td>
<td>9%</td>
</tr>
<tr>
<td>Other Resources</td>
<td>$11,202,987</td>
<td>$11,163,082</td>
<td>$14,319,770</td>
<td>$16,357,020</td>
<td>$133,050</td>
<td>2%</td>
</tr>
<tr>
<td>Transfer from General Fund</td>
<td>$1,807,928</td>
<td>$225,000</td>
<td>$197,133</td>
<td>$165,150</td>
<td>$68,385</td>
<td>3%</td>
</tr>
<tr>
<td></td>
<td>$1,807,028</td>
<td>$225,000</td>
<td>$197,133</td>
<td>$165,150</td>
<td>$68,385</td>
<td>3%</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$13,215,915</td>
<td>$11,094,382</td>
<td>$14,581,983</td>
<td>$15,204,920</td>
<td>$14,987,392</td>
<td>2%</td>
</tr>
</tbody>
</table>

TABLE 11.7.1 POINT2POINT RESOURCES

<table>
<thead>
<tr>
<th>FY2018-19</th>
<th>FY2019-20</th>
<th>FY2020-21</th>
<th>FY2020-21</th>
<th>FY2021-22</th>
<th>Change from FY2020-21</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Revenues</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal Assistance</td>
<td>$663,021</td>
<td>$648,261</td>
<td>$994,937</td>
<td>$622,276</td>
<td>$475,315</td>
<td>70%</td>
</tr>
<tr>
<td>State Assistance</td>
<td>$75,162</td>
<td>$9,192</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>-100%</td>
</tr>
<tr>
<td>Local Assistance</td>
<td>$35,132</td>
<td>$17,375</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>-100%</td>
</tr>
<tr>
<td>Other Sources</td>
<td>$444,915</td>
<td>$526,738</td>
<td>$994,937</td>
<td>$422,674</td>
<td>$495,265</td>
<td>55%</td>
</tr>
<tr>
<td>Transfer from General Fund</td>
<td>$199,035</td>
<td>$8</td>
<td>$288,379</td>
<td>$162,125</td>
<td>$30,350</td>
<td>15%</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$834,915</td>
<td>$526,738</td>
<td>$1,243,316</td>
<td>$566,814</td>
<td>$710,509</td>
<td>11%</td>
</tr>
</tbody>
</table>

TABLE 11.6.1
MEDICAID REQUIREMENTS

<table>
<thead>
<tr>
<th>FY2018-19</th>
<th>FY2019-20</th>
<th>FY2020-21</th>
<th>FY2020-21</th>
<th>FY2021-22</th>
<th>Change from FY2020-21</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicaid Medical Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Services</td>
<td>$8,710,243</td>
<td>$7,782,920</td>
<td>$10,080,000</td>
<td>$7,940,000</td>
<td>$10,240,000</td>
<td>2%</td>
</tr>
<tr>
<td>Mobility Management</td>
<td>$96,701</td>
<td>$74,579</td>
<td>$95,350</td>
<td>$95,350</td>
<td>$96,000</td>
<td>1%</td>
</tr>
<tr>
<td>Program Administration</td>
<td>$1,912,298</td>
<td>$1,844,379</td>
<td>$2,852,695</td>
<td>$2,852,695</td>
<td>$2,931,495</td>
<td>3%</td>
</tr>
<tr>
<td>Other Resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfer from General Fund</td>
<td>$1,807,928</td>
<td>$225,000</td>
<td>$197,133</td>
<td>$165,150</td>
<td>$68,385</td>
<td>3%</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$13,215,915</td>
<td>$11,094,382</td>
<td>$14,581,983</td>
<td>$15,204,920</td>
<td>$14,987,392</td>
<td>2%</td>
</tr>
</tbody>
</table>

MEDICAID WAIVERED TRANSPORTATION

| Services | $867,887 | $673,835 | $1,109,750 | $1,109,750 | $1,259,600 | 14% |
| Mobility Management | $41,476 | $24,378 | $41,975 | $41,975 | $41,975 | 0% |
| Program Administration | $10,060 | $7,064 | $12,650 | $17,400 | $20,400 | 61% |
| Other Sources | | | | | | |
| Transfer from General Fund for operations | $190,000 | $0 | $258,379 | $143,936 | $218,124 | ($40,255) -16% |
| Total Revenues | $834,915 | $526,738 | $1,243,316 | $566,814 | $710,509 | 11% |

TOTAL REQUIREMENTS | $11,899,405 | $10,623,723 | $14,520,170 | $12,384,920 | $14,917,220 | 3% |

Excess (deficiency) of resources over requirements | $374,990 | $241,079 | $56,733 | $0 | $0 | ($56,733) -100% |

WORKING CAPITAL

Beginning Working Capital | $167,838 | $37,500 | $66,189 | $57,525 | $66,700 | 1% |

Beginning Working Capital | $167,838 | $37,500 | $66,189 | $57,525 | $66,700 | 1% |
### TABLE 11.7.2

**POINT2POINT REQUIREMENTS**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>POINT2POINT ADMINISTRATIVE</td>
<td>$177,786</td>
<td>$178,877</td>
<td>$186,563</td>
<td>$181,262</td>
<td>$155,770</td>
<td>($34,493) -18%</td>
</tr>
<tr>
<td>BUSINESS COMMUTE CHALLENGE</td>
<td>$13,577</td>
<td>$17,916</td>
<td>$13,465</td>
<td>$2,400</td>
<td>$8</td>
<td>($13,457) -100%</td>
</tr>
<tr>
<td>EMERGENCY RIDE HOME</td>
<td>$161</td>
<td>$1,800</td>
<td>$2,800</td>
<td>$1,800</td>
<td>$8</td>
<td>8%</td>
</tr>
<tr>
<td>SAFE ROUTES TO SCHOOLS</td>
<td>$378,073</td>
<td>$239,681</td>
<td>$227,072</td>
<td>$206,499</td>
<td>$168,808</td>
<td>($43,272) -20%</td>
</tr>
<tr>
<td>VAPPOOL</td>
<td>$19,970</td>
<td>$17,017</td>
<td>$16,800</td>
<td>$16,800</td>
<td>$10,808</td>
<td>$10,808 0%</td>
</tr>
</tbody>
</table>

**PRODUCTS**

- **CarShare**
  - FY2018-19: $0
  - FY2019-20: $0
  - FY2020-21: $0
  - FY2021-22: $0
  - Percentage Change: -100%

- **SRTS Regional**
  - FY2018-19: $0
  - FY2019-20: $0
  - FY2020-21: $0
  - FY2021-22: $0
  - Percentage Change: -100%

- **SRTS Bike Ped Safety Program**
  - FY2018-19: $0
  - FY2019-20: $0
  - FY2020-21: $0
  - FY2021-22: $0
  - Percentage Change: -100%

- **GET Program**
  - FY2018-19: $0
  - FY2019-20: $0
  - FY2020-21: $0
  - FY2021-22: $0
  - Percentage Change: -100%

- **Be Safe Be Seen Rural Safety**
  - FY2018-19: $0
  - FY2019-20: $0
  - FY2020-21: $0
  - FY2021-22: $0
  - Percentage Change: -100%

- **Innovation Grant “Nudge”/Behavior Change**
  - FY2018-19: $0
  - FY2019-20: $0
  - FY2020-21: $0
  - FY2021-22: $0
  - Percentage Change: -100%

- **NON-PROGRAM**
  - FY2018-19: $0
  - FY2019-20: $0
  - FY2020-21: $0
  - FY2021-22: $0
  - Percentage Change: -100%

**TOTAL OPERATING REQUIREMENTS** $1,276,311 $1,340,769 $1,280,282 $1,536,599 ($1,264,310) -48%

**EXCESS (DEFICIENCY) OF RESOURCES OVER REQUIREMENTS** $(207,207) $(240,510) $33,498 $43,628 $5,000 $(28,498) -85%

### TABLE 11.8.1

**CAPITAL PROJECTS FUND RESOURCES**

<table>
<thead>
<tr>
<th>FY2018-19</th>
<th>FY2019-20</th>
<th>FY2020-21</th>
<th>FY2021-22 Proposed</th>
<th>Change from FY2020-21 Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GRANTS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal Assistance</td>
<td>$2,483,547</td>
<td>$4,968,937</td>
<td>$18,995,108</td>
<td>$17,524,010</td>
<td>$22,099,496</td>
</tr>
<tr>
<td>State Assistance</td>
<td>$1,145,009</td>
<td>$1,762,573</td>
<td>$5,555,101</td>
<td>$3,461,995</td>
<td>$2,545,806</td>
</tr>
<tr>
<td>Local Assistance</td>
<td>$9,914</td>
<td>$0</td>
<td>$14,000</td>
<td>$14,000</td>
<td>$0</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$28,925</td>
<td>$0</td>
<td>$14,000</td>
<td>$14,000</td>
<td>$0</td>
</tr>
<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td>$3,667,395</td>
<td>$6,731,510</td>
<td>$30,005,575</td>
<td>$27,177,508</td>
<td>$37,245,418</td>
</tr>
</tbody>
</table>

**WORKING CAPITAL**

- **Beginning Working Capital** $23,578 $37,734 $33,645 $36,892 $42,972 20%
- **Ending Working Capital** $23,578 $37,734 $33,645 $36,892 $42,972 24%
- **Minimum of 2 months reserve** $23,578 $37,734 $33,645 $36,892 $42,972 24%

---

“Our partnership with LTD helps us reach many of our regional transportation goals including increasing transportation choices in the region and making those choices safe options for everyone. Through efforts like Safe Routes to School and BE Seen, BE SAFE, LCOG has partnered with LTD to help families get the tools and support they need to make informed choices.”

Ellen Currier, Principal Planner, Lane Council of Governments
## TABLE 11.8.2
### CAPITAL PROJECTS FUND REQUIREMENTS

<table>
<thead>
<tr>
<th>FY2018-19 Actual</th>
<th>FY2019-20 Actual</th>
<th>FY2020-21 Adopted</th>
<th>FY2020-21 Estimate</th>
<th>FY2020-21 Proposed</th>
<th>Change from FY2020-21 Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FREQUENT TRANSIT NETWORK</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Franklin Boulevard Phase 1 Transit Stations</td>
<td>$59,356</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>-</td>
</tr>
<tr>
<td>Franklin Blvd Transformation</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$5,000,000</td>
<td>$5,000,000</td>
</tr>
<tr>
<td>Moving Midnight</td>
<td>$295,179</td>
<td>$148,472</td>
<td>$453,677</td>
<td>$105,000</td>
<td>$383,717</td>
<td>($69,960) -15%</td>
</tr>
<tr>
<td>West Eugene EmX Extension</td>
<td>$654,605</td>
<td>$530,494</td>
<td>$40,000</td>
<td>$74,748</td>
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<td>($40,000) -100%</td>
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<tr>
<td>Mobility on Demand</td>
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<td>$0</td>
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<td>Progressive Corridor Enhancement</td>
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<td>Before and after study &amp; G3</td>
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<td>$91,781</td>
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<td>Santa Clara Transit Center</td>
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<td>Passenger Boarding Improvements &amp; Systems Facilities Improvements</td>
<td>$153,136</td>
<td>$128,954</td>
<td>$200,000</td>
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<td>$300,000</td>
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<tr>
<td><strong>TECHNOLOGY INFRASTRUCTURE &amp; SYSTEMS</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<td>Fare Management Systems</td>
<td>$0</td>
<td>$494,412</td>
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<td>Metro Mobility</td>
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<td>NADL Mobility As A Service Software</td>
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<td>$75,000</td>
<td>$45,600</td>
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<td>Systems Security Improvements</td>
<td>$0</td>
<td>$0</td>
<td>$75,000</td>
<td>$1,230,000</td>
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<td>EmS Electronic Sign Management Systems</td>
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<td>$250,000</td>
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<td>Website</td>
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<td>Fare Collection Integration</td>
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<td>Platform Printers</td>
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<td><strong>CAPITAL OUTLAY</strong></td>
<td>$2,299,828</td>
<td>$2,886,308</td>
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<td>$6,191,251</td>
<td>$11,952,717</td>
<td>$3,758,864 52%</td>
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## TABLE 11.8.2
### CAPITAL PROJECTS FUND REQUIREMENTS

<table>
<thead>
<tr>
<th>FY2018-19 Actual</th>
<th>FY2019-20 Actual</th>
<th>FY2020-21 Adopted</th>
<th>FY2021-22 Proposed</th>
<th>Change from FY2020-21 Budget</th>
<th>Percent Change</th>
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<tbody>
<tr>
<td><strong>STATE OF GOOD REPAIR (SGR)</strong></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Fleet</td>
<td></td>
<td></td>
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<tr>
<td>Revenue Vehicles - Fixed Route</td>
<td>$58,879</td>
<td>$5,805,324</td>
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<td>Non-Fixed Route Vehicles</td>
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<td>Revenue Vehicles - Accessible Services</td>
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<td>$283,335</td>
<td>$1,516,000</td>
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<td>Space Parts for Vehicles</td>
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<td>$75,183</td>
<td>$150,000</td>
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<td>$0</td>
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<tr>
<td>Hybrid System Overhaul</td>
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<td>$0</td>
<td>$75,000</td>
<td>$200,000</td>
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<td>Vehicle Video Surveillance</td>
<td>$0</td>
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<td>Replacement Parts</td>
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<td>$430,199</td>
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<td>Associated Capital Maintenance Parts (ACMP)</td>
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<td>Flood Prevention Plan</td>
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<td><strong>FACILITIES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shelters, Shelters &amp; Facilities</td>
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<td>$0</td>
<td>$125,000</td>
<td>$0</td>
<td>$125,000</td>
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<td>Bus-Max Improvements</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$175,000</td>
<td>$175,000</td>
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<tr>
<td>Transit Facilities State of Good Repairs</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$450,000</td>
<td>$450,000</td>
</tr>
<tr>
<td><strong>TECHNOLOGY INFRASTRUCTURE &amp; SYSTEMS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Computer Hardware &amp; Software</td>
<td>$197,917</td>
<td>$276,417</td>
<td>$2,166,340</td>
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<tr>
<td><strong>SAFETY &amp; SECURITY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BRT/Bus Security system</td>
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<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td><strong>CAPITAL OUTLAY</strong></td>
<td>$1,798,128</td>
<td>$1,145,978</td>
<td>$23,818,761</td>
<td>$17,067,857</td>
<td>$25,951,781</td>
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</tbody>
</table>
TABLE 11.8.2
CAPITAL PROJECTS FUND REQUIREMENTS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>OTHER PROJECTS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transit Tomorrow BMD</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>-</td>
</tr>
<tr>
<td>Sustainable Cities - Non-Pension</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>-</td>
</tr>
<tr>
<td>COVID-19</td>
<td>0.00</td>
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<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>-</td>
</tr>
<tr>
<td>CAPITAL OUTLAY</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL CAPITAL OUTLAY</td>
<td>4,087,148</td>
<td>11,459,626</td>
<td>30,005,575</td>
<td>27,177,508</td>
<td>37,245,418</td>
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<tr>
<td>RESTRICTED FOR GRANT MATCH</td>
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<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Beginning capital for grant match</td>
<td>$19,146,272</td>
<td>$18,726,519</td>
<td>$10,827,898</td>
<td>$13,998,403</td>
<td>$13,998,403</td>
<td>29%</td>
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<tr>
<td>Ending capital for grant match</td>
<td>$18,726,519</td>
<td>$13,998,403</td>
<td>$10,827,898</td>
<td>$13,998,403</td>
<td>$13,998,403</td>
<td>29%</td>
</tr>
</tbody>
</table>

APPENDIX B: INFORMATION ON THE PENSION PLANS

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

1. The Lane Transit District Salaried Employee’s Retirement Plan Trust Fund (SERP) that covers nonunion employees hired before Jan 1, 2012, and
2. the Amalgamated Transit Union, Local No. 757 Pension Trust Fund (APT) that covers union employees. The SERP is funded with an LTD contribution of 16.9% of covered pay plus a $1.1 million annual payment which is unchanged from FY2021. The FY22 APT is funded at $3.25 per hour plus an annual payment of $2 million which is up from FY2021 funding at $3.16 per hour plus an annual payment of $1.9 million.
**Accessible Services**
An LTD program that encompasses policy development and compliance with the requirements of the Americans with Disabilities Act of 1990 (ADA) for both fixed-route and paratransit services; administration of the Special Transportation Fund (STF) for the older adults and people with disabilities and other grant funded services; technical assistance through grant writing and contract management; program development for services throughout Lane County; and oversight of the RideSource Call Center. Primary focus is transportation for older adults, people with disabilities, and persons with low incomes.

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

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

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

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

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

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

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

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

**American Rescue Plan Act (ARPA)**
Provides federal coronavirus relief grant funds allocated based on a set formula given a district’s population and ridership. Grant funds can be used for operating expenses only and have an expiration date of September 30, 2024.
Annual Report
An annual financial report on assets, liabilities, revenues, and expenditures prepared in a standardized format that must conform to the Generally Accepted Accounting Principles (GAAP) and the Government Accounting Standards Board (GASB) accounting and financial reporting standards. The Annual Report describes what actually was spent and the status of assets and liabilities at the end of the fiscal year.

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

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

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

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

ARRC
Accident Route Review Committee – A team of elected and appointed employees who review accidents and make a determination of preventability based on standards, policy, and best practices. This committee may also review routing changes and make recommendations based on safety and training.

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

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

ATU
Amalgamated Transit Union – A major labor union representing workers in the transit industry. Membership is limited to operators, mechanics, and other non-supervisory employees of the transit industry.

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

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

B

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

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

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

C

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

CARES
The Coronavirus Aid Relief and Economic Security – Act provides federal coronavirus relief grant funds allocated based on a set formula given a district’s population and ridership. Grant funds can be used for operating or capital expenses and do not expire.

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

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

Call Center
(See Medicaid Transportation Brokerage and RideSource Call Center)

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

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

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

CFR

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

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

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

CM/GC
Construction Manager/General Contractor – A construction delivery method where the construction manager acts as the general contractor with schedule and cost risk. The CM/GC provides design phase assistance in evaluating costs, schedule, and implications of systems and materials during design.

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

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

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

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

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

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

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

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

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

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

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

CRRSA
Coronavirus Response and Relief Supplemental – Provides federal coronavirus relief grant funds allocated based on a set formula given a district’s population and ridership. Grant funds can be used for operating expenses only and do not expire.

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

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

D
Drug and Alcohol

DAS
Department of Administrative Services (State of Oregon)

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

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

DD
Developmental Disabilities – A physical and/or mental impairment that occurs before a person is 22 years old. The impairment has continued or can be expected to continue indefinitely and is likely to create barriers to the ability of the individual to function independently. As defined by Oregon Administrative Rule.

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

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

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

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

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

**DHS**
Department of Human Services (State of Oregon)

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

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

**DOL**
Department of Labor (Federal)

**DOR**
Department of Revenue (State of Oregon)

**DOT**
Department of Transportation (Federal) – A cabinet-level agency with responsibility for highways, mass transit, aviation, and ports; headed by the Secretary of Transportation. The DOT includes the Federal Highway Administration (FHWA), the Federal Transit Administration (FTA), and the Federal Aviation Administration (FAA), among others.

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

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

**E**

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

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

**ECC**
Equity and Community Consortium – An information and resource sharing and coordination forum for agencies and jurisdictions that provide governmental and public services in the Eugene-Springfield metropolitan area. The ECC reafirms, renews, and expands the purpose, goals, and efforts embodied in the District’s revised Diversity, Equity, and Inclusion Policy.

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

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

**EHRC**
Eugene Human Rights Commission

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

**ERH**
Emergency Ride Home – A program sponsored and funded by the Point2Point program that provides emergency rides to employees who have commuted to work by means other than driving alone.

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

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

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

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

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

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

**EZ Access**
(See Rider Card.)

**Federal Grants:**
Section 5307 (Formula)
Urbanized Area Formula Program – Federal grant funds allocated based on a set formula given a district’s population and ridership.

Section 5308 (Clean Fuels)
Clean Fuels Grant Program – Federal grant funds allocated to support emerging clean fuel and advanced propulsion technologies for transit buses and markets for those technologies.

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

**Section 5310**
Elderly and Persons with Disabilities Formula Program – Federal grant program that provides capital assistance primarily for transportation for the elderly and people with disabilities.

**Section 5311**
Rural General Public Program – Federal grant program that provides formula funding to states for the purpose of supporting public transportation in areas of less than 50,000 in population. Funding may be used for capital, operating, state administration, and project administration expenses.

**Section 5311(f)**
Intercity Passenger Program – A federal grant program that promotes intercity passenger services, connecting rural communities through incentive funding, information, and equipment.
to make vehicles accessible. Emphasis is placed on connecting communities of 2,500 or more with the next larger market economy and connecting bus, rail, and air.

Section 5339
Alternative Analysis Program – Provides funding for new fixed guideway investment alternatives analyses.

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

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

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

FM
Facilities Management (LTD) – An LTD workgroup.

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

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

Franklin EmX Corridor
An EmX route from downtown Eugene to downtown Springfield.

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

FSA
Flexible Spending Account – A benefit offered to an employee by an employer that allows a fixed amount of pre-tax wages to be set aside for qualified expenses. Qualified expenses may include child care or uncovered medical expenses. The amount set aside must be determined in advance and employees lose any unused dollars in the account at year-end.

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

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

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

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

Gateway Transportation Program
Assistance supplied by Point2Point to reduce congestion, coordinate information and educational services, and work with businesses, property owners, and agency representatives to implement a variety of Transportation Option strategies in the Gateway area.

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

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

GFOA

Government Employee Payroll Taxes
Revenues from the State of Oregon in lieu of payment of employer payroll taxes. Also known as “State-in-lieu.”

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

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

Guideway
Transit-only lane with curbs; used interchangeably with “transway.”

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

Headway
Time interval between vehicles moving in the same direction on a particular route.

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

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

HR
Human Resources and Risk Management – An LTD workgroup.

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

Human Resources Committee
The Human Resources (HR) Committee provides the Board of Directors with oversight and recommendations related to Lane Transit District’s relationship with its General Manager, including the General Manager’s goals, annual performance evaluation, performance, and compensation. The...
Lane ACT Lane Area Commission on Transportation – An advisory body established to provide a forum for stakeholders to collaborate on transportation issues affecting Lane County and to strengthen state/local partnerships in transportation.

LC Leadership Council – LTD’s management team that addresses issues of the day.

LCC Lane Community College

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

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

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

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

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

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

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

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

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

Mobility Management Making innovative use of the transit resources to respond to the demands of customers, which may include providing non-traditional services such as vanpool, ride-share, or demand-responsive services; implementing technologies that increase travel options or convenience; providing information on all modes and ridesharing at a single call center; or influencing land use in favor of transit.

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

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

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

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

Moving Ahead Oversight Committee The City of Eugene and the Lane Transit District (LTD) are working with the community to prioritize corridors for near-term enhancements that serve people using transit, biking, walking, and mobility devices. Moving Ahead will build from Envision Eugene and LTD’s Long-Range Transit Plan. These documents call for improving service for people using transit and facilities for people biking and walking in our community.

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

MPO Metropolitan Planning Organization – A federally required transportation planning body responsible for the regional transportation plan and the STIP. Lane Council of Governments (COG) is the designated MPO for this region.

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

MTM Medical Transportation Management – Contractor providing RideSource brokerage operations. Medical Transportation Management, Inc., manages ADA and NEMT transportation and related services for systems across the U.S.
Multimodal
A trip involving several types of transportation, such as both rail and bus.

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

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

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

NOFA
Notification of Funding Availability

Northwest Natural
Privately owned natural gas provider for the District.

NTD
National Transit Database – The system through which the Federal Transit Administration (FTA) collects uniform transit data needed by the Secretary of Transportation to administer department programs. The data consist of selected financial and operating data that describe public transportation characteristics. Recipients of FTA Urbanized Area Formula Program (Section 5307) and Nonurbanized Area Formula Program (Section 5311) are required by statute to submit data to the NTD.

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

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

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

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

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

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

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

OPEB
Other Post-Employment Benefits – Benefits received by an employee when he or she begins retirement, including health care and life insurance premiums, and deferred compensation. It does not include pension benefits.

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

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

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

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

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

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

OTC
Oregon Transportation Commission – Establishes state transportation policy and guides the planning, development, and management of a statewide integrated transportation network. The governor appoints five commissioners, ensuring that different geographic regions of the state are represented. One member must live east of the Cascade mountain range; no more than three can belong to one political party.

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

P2p
Point2Point – Services offered through LTD to promote and support employer programs, transportation options, and alternative modes of transportation.

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

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

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

Passenger Boarding
Occurs when a customer boards the bus.

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

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

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

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

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

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

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

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

PMOC Project Management Oversight Contractor – Informs FTA’s determination regarding the adequacy of the Grantee’s legal, administrative, and technical capacity, and capability to effectively and efficiently execute the project in all of its aspects, including planning, design, construction, testing, and revenue operations.

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

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

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

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

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

Reduced Fare Program (See Half Fare Program.)

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

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

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

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

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

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

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

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

RTOP Regional Transportation Options Plan – A plan to both broaden and focus the definition and application of the Transportation Demand Management (TDM) elements of our local and regional transportation plans.

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

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

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

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

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

SAFE-5A Regional Information System of Lane County.
Scheduled Free Time
Paid time to individual operators to bring scheduled hours worked up to contractual minimums.

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

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

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

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

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

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

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

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

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

Signal Priority
Provides priority for transit vehicles at signalized intersections.

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

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

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

SP
Service Planning (LTD) – An LTD workgroup.

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

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

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

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

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

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

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

Statewide Transportation Improvement Fund
Revenues generated from a tax imposed on employees within the transit district based on the employee’s eligible pay.

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

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

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

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

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

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

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

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

STS
Statewide Transportation Strategy – A long-term vision to reduce transportation-related greenhouse gas (GHG) emissions and increase the region’s energy security through integrated transportation and land use planning through 2050.

Strategic Planning Committee
This committee is composed of a core group of representatives from the LTD Board of Directors, key LTD partners including the Eugene City Council, Springfield City Council, Lane County Board of Commissioners, and Oregon Department of Transportation. The committee also includes a diverse set of representatives from within the community. The Strategic Planning Committee provides the LTD Board of Directors with independent advice on strategic planning issues related to advancing the goals of the Long-Range Transit Plan, including but not limited to, developing the Frequent Transit Network, making better connections, reducing trip and waiting times, bridging the first and last mile, creating safer ways to access service, and optimizing solutions for urban and rural areas.
citizens as to the date and time of a published notification to A Supplemental Budget requires is 10 percent or more in a fund. when a proposed change to an adopted Supplemental Budget with the service adjustment. LTD has three bids per year: fall, winter, and summer. Bids are timed union. operators. Operators of work by bus operators. Operators Research is conducted in all areas of public transportation, including operations, policy, planning, service configuration, engineering of vehicles and facilities, maintenance, human resources, and administration. TDM Transportation Demand Management – Refers to various strategies that change travel behavior (how, when, and where people travel) in order to increase transport system efficiency and achieve specific planning objectives. TGM Transportation Growth Management Program - This is a partnership of the Oregon Department of Land Conservation and Development and the Oregon Department of Transportation. The program includes federal funding to partner with local governments to link land use and transportation planning to boost transportation choices. TIGER Transportation Investment Generating Economic Recovery – The American Recovery and Reinvestment Act of 2009 appropriated $1.5 billion in discretionary grant funds to be awarded by the U.S. Department of Transportation for capital investments in surface transportation infrastructure. Grants are awarded for transportation investments that have a significant impact on the nation, a metropolitan area, or a region. TIGER+ Transportation Investments in Greenhouse Gas and Energy Reduction – The American Recovery and Reinvestment Act of 2009 (ARRA) provided $100 million to be distributed as discretionary grants to public transit agencies for capital investments that will assist in reducing the energy consumption or greenhouse gas emissions of public transportation systems. TIP Transportation Improvement Plan (local or regional) – A program for transportation projects, developed by a metropolitan planning organization, in conjunction with the state. TMA Transportation Management Area – An area designated by the U.S. Secretary of Transportation, having an urbanized area population of over 200,000, or upon special request from the Governor and the metropolitan planning organization (MPO), or under special circumstances designated for the area. TOGO Transportation Options Group of Oregon – TOGO was formed to promote transportation options and balanced transportation systems. TOGO’s goal is to create a greater awareness of transportation options and to provide a format for transportation options professionals and/or other interested entities or individuals to exchange and distribute information at the local/ regional level. Transportation options include but are not limited to: transit (bus and light rail), car/vanpooling, walking, bicycling, teleworking, use of telecenters, car sharing, close-to-home commuting, park and rides, creative work schedules, commuter rail, and train. TOGO+ Transit Investments in Greenhouse Gas (TIGER) Program + includes markets, service mode and projects. To be eligible for TIGER funding, the project must include a mix of at least two of the following elements: (1) improved or expanded service or facilities; (2) increased performance and/or reliability of existing service; (3) greater ridership, or (4) lower costs of travel for customers. TPR Transportation Planning Region – An area designated by the Secretary of Transportation, having a population of 50,000 or more. TPS Transportation Planning Subarea – An area designated by the Secretary of Transportation, having a population of 50,000 or less. TRAMS TrAMS is the Transit Award Management System, FTA’s platform to award and manage federal grants. The TrAMS system maintains information on each recipient organization and the organization’s compliance with eligibility requirements for awards, and tracks individual users within the organization. TrAMS is a web-based tool developed to allow recipients to apply for federal funds, manage their programs in accordance with federal requirements, and provide FTA with a method to approve, control, and oversee the distribution of funds. Transit Lane Traffic lane reserved for transit-only use. Transit Tomorrow The Comprehensive Operations Analysis project put on hold as COVID-19 shut down our community. Transit Training & Hosts LTD program operated under contract to provide assistance with transfers and riding instruction at the Eugene Station and conduct one-on-one travel training for people with disabilities who desire to learn to use the bus. Promotes and supports the use of fixed-route service as an alternative to using RideSource paratransit. Transitway Transit-only lane with curbs; used interchangeably with guideway. Transportation Disadvantaged Persons who must rely on public transit or paratransit services for most of their transportation. Typically refers to individuals of age without access or ability to legally operate a personal vehicle. Transportation for America A growing, national coalition committed to creating a new national transportation program that will take America into the 21st Century by building a modernized infrastructure and healthy communities where people can live, work and play. Transportation Options A grant-funded program housed at Lane Transit District charged with the coordination and implementation of many of the region’s transportation options. Triennial Review (See Comprehensive Review.) TransPlan The Eugene and Springfield Area Transportation Plan consists of long-range projects and policies addressing optimal ways that cars, buses, bicycles, and pedestrians can travel in the Eugene-Springfield region. TransPlan serves as the regional transportation plan (RTP) for the Eugene-Springfield metropolitan area. TSP Transportation System Plan – A requirement of Oregon law, which governs plans at the county level as well as cities within LTD’s service area. The TSPs identify improvements for all modes of transportation including roadway, bicycle and pedestrian, transit, and rail networks. TVM Ticket Vending Machine – A fare machine on the platform of the EmX stations for riders to purchase bus passes.
**U**

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

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

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

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

**V**

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

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

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

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

**W**

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

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

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

— ROBERT BRADY