



Public notice was given to
The Register-Guard for publication
on June 1, 2017.

**LANE TRANSIT DISTRICT
STRATEGIC PLANNING COMMITTEE MEETING**

**Tuesday, August 1, 2017
5:30 p.m. to 7:30 p.m.**

**LTD Board Room
3500 E. 17th Avenue, Eugene
(Off Glenwood Boulevard in Glenwood)**

AGENDA

I. CALL TO ORDER			
II. ROLL CALL			<u>Page</u>
<input type="checkbox"/> Carl Yeh (Chair)	<input type="checkbox"/> Frannie Brindle	<input type="checkbox"/> Mike Eyster	<input type="checkbox"/> Gerry Gaydos
<input type="checkbox"/> Sid Leiken	<input type="checkbox"/> Annie Loe	<input type="checkbox"/> Sheri Moore	<input type="checkbox"/> Kate Reid
<input type="checkbox"/> Josh Skov	<input type="checkbox"/> Lucy Vinis	<input type="checkbox"/> Gary Gillespie	<input type="checkbox"/> Rick Satre
III. COMMENTS FROM THE CHAIR		(2 minutes)	
IV. AGENDA REVIEW		(2 minutes)	
V. AUDIENCE PARTICIPATION			
◆ <i>Public Comment Note: This part of the agenda is reserved for members of the public to address the Board on any issue. The person speaking is requested to sign-in on the Audience Participation form for submittal to the Clerk of the Board. When your name is called, please step up to the podium and give your name and address for the audio record. If you are unable to utilize the podium, you may address the Board from your seat.</i>			
◆ <i>Citizens testifying are asked to limit testimony to three minutes.</i>			
VI. APPROVAL OF MEETING MINUTES	Action Needed:	(2 minutes)	4
<i>Vote to approve minutes from June 6, 2017 (Attached)</i>			
VII. ELECTION OF CHAIR AND VICE CHAIR		(15 minutes)	
Based on the approved SPC Bylaws, the SPC is authorized to select its own officers from its membership. Officers shall consist of a Chair and a Vice Chair.			
The Chair shall: preside at all meetings; call special meetings as required; represent the Committee before all other bodies and committees as directed by the LTD Board of Directors; participate in the agenda setting subcommittee.			
The Vice-Chair shall: perform all duties of the Chair in her/his absence. In the event of the absence of both the Chair and Vice-Chair, the Committee shall select a member to perform the duties of the Chair.			
Officers shall be elected to one year terms with no term limits. Nominations will be taken from the floor.			

VIII. LEGISLATIVE UPDATE – TRANSPORTATION BILL (15 minutes)
Action needed: Information and discussion only.

Edward McGlone will provide an update on the passage of HB 2017. Staff will lead a discussion about the SPC’s role among other LTD Board Committees in determining budget priorities with new Transportation Bill funding. Discussion will include understanding how the funding timeline could relate to transportation bill funding for Student Transit Pass.

IX. REVISIT SCHEDULE FOR COA AND SBP (30 minutes) 11

Action needed: Discuss the Board’s action on moving the COA schedule forward.

Tom Schwetz will brief the SPC on a presentation the LTD Board received at its July 19 meeting regarding LTD’s current plans for the development of a Comprehensive Operations Analysis (COA) for LTD (Attached).

X. EmX WEST LAUNCH UPDATE (10 minutes)

Therese Lang will provide a brief update on the status of the EmX West Launch on September 17, 2017.

XI. STANDING PROJECT AND COMMITTEE REPORTS

a. MovingAhead (5 minutes)
Action needed: Information and discussion only.

Sasha Luftig will provide a project update and an update on the River Road TOD grant.

b. Main-McVay Transit Study (2 minutes)
Action needed: Information and discussion only.

This project is being coordinated with the Main Street Safety Project (MSSP). Until there is clear definition of how the timing and process for the coordination will move forward, this agenda item is being removed from the standing project updates.

c. Vision Zero (10 minutes)
Action needed: Information and discussion only.

Kelly Hoell will provide an update on LTD’s Vision Zero work to date.

d. Santa Clara Community Transit Center (2 minutes)

SPC provided advice to the Board in support of the Neighborhood Refinement Plan Amendment. The advice was followed and Carl Yeh brought a letter of testimony in support of the project to the City Council. The Council approved the Amendment in an 8-0 vote. Thank you for the support!

XII. WORK PLAN DEVELOPMENT / MEMBERSHIP RECRUITMENT

(20 minutes)

13

Action Needed: Approval of SPC Work Plan

Staff has compiled three documents to facilitate an iterative Work Plan :

- SPC Work Plan by month (Attached) – This document is intended to be discussed on a monthly basis during the “future meeting agenda items” time allocated in each SPC agenda. SPC members could identify topics they would like to discuss during a particular month and suggest they be included in the agenda.
- Project Milestone Gantt Chart (Attached) – This document has been designed to provide context for SPC members to enable them to identify when decision-points will be coming on key projects and decide what role the SPC should have in providing guidance to the Board. The Gantt Chart will be updated by staff to reflect upcoming decision-points and major project milestones on projects within the scope of the SPC’s purview. This Gantt Chart can also have a “parking lot” of potential other topics the SPC may choose to explore in the future that could be added to the SPC Work Plan at any time. This “parking lot” of ideas is designed to ensure that key issues stay front of mind for SPC members.
- Supporting Events Calendar (Attached) – this document is designed to provide a list of additional relevant dates that could be helpful context for SPC members as the work plan is developed.

Staff will describe the existing documents and recommend a process for SPC members to add items to the work plan.

Staff will also lead a discussion about new membership recruitment and ask SPC members to fill out the membership application themselves.

XIII. NEXT MEETING AND FUTURE MEETING AGENDA ITEMS

(2 minutes)

The discussion time to add future agenda items was discussed above under the Work Plan Development agenda item. In future meetings, this agenda item will serve that purpose.

Topics

- Commissioner Leiken presentation about federal transportation funding
- United Way Emerging Leaders Group – Low Income Housing Study?
- Springfield presentation about Glenwood Construction
- 2021 readiness
- Automated Vehicles discussion

XIV. ADJOURNMENT

The facility used for this meeting is wheelchair accessible. If you require any special physical or language accommodations, including alternative formats of printed materials, please contact LTD’s Administration office as far in advance of the meeting as possible and no later than 48 hours prior to the meeting. To request these arrangements, please call 682-5555 (voice) or 7-1-1 (TTY, through Oregon Relay, for persons with hearing impairments).

MINUTES OF MEETING
LANE TRANSIT DISTRICT
STRATEGIC PLANNING COMMITTEE
Tuesday, June 6, 2017

Pursuant to notice given to *The Register-Guard* for publication on June 1, 2017, and distributed to persons on the mailing list of the District, the Strategic Planning Committee for the Lane Transit District held a meeting on Tuesday, June 6, 2017, beginning at 6:30 p.m., at the LTD Board Room, 3500 E. 17th Avenue, Eugene, Oregon.

Strategic Planning Committee

Present: Carl Yeh, Chair, LTD Board
Lucy Vinis, City of Eugene Mayor
Michael Eyster, At Large
Gary Gillespie, LTD Board
Rick Satre, At Large
Tom Boyatt, (sitting in for Sheri Moore)
Annie Loe, At Large
Josh Skov, At Large

Absent: Sid Leiken, Lane County Board of Commissioners
Kate Reid, Lane Transit District
Frannie Brindle, ODOT
Gerry Gaydos, At Large

LTD Staff A.J. Jackson, General Manager (via telephone)
Tom Schwetz, Planning and Development Manager
Kelly Hoell, Development Planner
Sasha Luftig, Development Project Planner
Ashley Ziert, Administrative Secretary

Guests Rob Zako, Better Eugene-Springfield Transportation
Rob Inerfeld, City of Eugene
Therese Lang, Lane Transit District

I. CALL TO ORDER/ROLL CALL

Mr. Yeh called the meeting of the Strategic Planning Committee (SPC) to order and called roll.

II. COMMENTS FROM THE CHAIR

Mr. Yeh said Mr. Skov would help manage the queue of speakers.

III. AGENDA REVIEW

Mr. Yeh noted there was no action necessary for agenda item 11, WEE Launch Communications Plan.

Mr. Skov suggested that the Work Plan Development agenda item be moved to the end of the meeting.

IV. AUDIENCE PARTICIPATION

Rob Zako, representing Better Eugene-Springfield Transportation (BEST), passed out copies of "Improving the Regional Transit Network", a handout on internal work done by BEST. He said

that BEST supported the direction of the LTD Strategic Business Plan and urged more focus with consideration on how it fit in with other projects.

V. APPROVAL OF MEETING MINUTES

Mr. Eyster, seconded by Mr. Satre, moved to approve the March 7, 2017, Strategic Planning Committee minutes as submitted. The motion passed unanimously, 8:0

VI. WORK PLAN DEVELOPMENT

There was consensus to differ some planning to the agenda setting team to be presented at the next SPC meeting.

VII. BYLAWS/MEMBERSHIP NEXT STEPS

Mr. Yeh asked that the committee briefly review the membership application on page 28.

Mr. Skov thanked staff for their feedback.

Mr. Boyatt asked how many of the listed interests described were currently represented on the committee and if the committee was trying to fulfill every interest on the list.

Mr. Yeh said the list's intention was to show what interests they were looking for.

Ms. Hoell said once new members were approved, data points for the group would be updated.

Mr. Schwetz specified individuals could represent more than one interest category.

Mr. Satre moved, seconded by Mr. Skov, to approve the SPC membership application and community involvement checklist. The motion passed unanimously, 8:0.

VIII. SANTA CLARA COMMUNITY TRANSIT CENTER

Ms. Vinis left the room during the Santa Clara Community Transit Center discussion.

Mr. Schwetz gave background to the current site, the permits needed for development, and the design and construction process, saying they had to be operational by October 2019. He explained the operational safety concerns of the River Road Station included operating so close to the interchange highway. He said there was an added 10-15 percent travel time from pulling into the station on the in-bound direction and there were various potential conflicts on the out-bound. A survey from drivers showed that the public felt there were many safety issues. LTD selected the new Santa Clara site based on a desire to be close to the center of the corridor activity.

Mr. Skov reminded the committee that the deliberation at hand was whether they wanted to weigh in on the decision to city council.

Mr. Schwetz explained that the recommended amendment would be to change the code language that limited auto-related businesses that were allowed on the property. The planning commission had already gone through the process and had recommended the refinement amendment.

Mr. Satre explained that the code prohibited motor vehicle uses on the site which included transit. The amendment would add "except for transit". He explained that at the time of the prohibition on motor vehicle uses the property had been sold to a private for-profit business, and zoning was changed from public to community commercial to prevent the property from becoming an auto-

related commercial site. He said that the Planning Commission had received no comment during their process. The project team was soliciting the Santa Clara Neighborhood Organization for a letter of support. He said the Strategic Planning committee could represent the applicant and list visioning reasons as to why the amendment was important.

Mr. Yeh asked if they wanted a committee member to represent.

Mr. Satre said an in-person representative would always be better, but a letter included in the packet would be strong.

Mr. Gillespie moved, seconded by Mr. Skov, to submit a letter of recommendation and have testimony in favor of the refinement plan amendment.

Mr. Schwetz said the Board liked the emphasis that they were not in the development business and that the city and community organization's vision was embedded in the amendment.

Mr. Satre said that talking points for the testimony could include that the community was moving northward, that it was a small strategic amendment, and that the site would replace the River Road Station, which would soon be unavailable.

Ms. Jackson suggested that the committee recommend to the Board president that staff draft a letter which the Board president could sign, and a Board member could present the letter. The letter also would note that SPC supported the amendment.

Mr. Eyster noted that SPC's role was to advise the board and did not want to do anything that replaced the Board's role.

The motion passed unanimously, 8:0.

IX. RESTORING THE STUDENT TRANSIT PASS

Mr. Schwetz gave an overview of the previous experiences with the Student Transit Pass Program (STPP). LCOG served as the processor of the energy tax credit that funded the transit passes in the early 2000's. The passes gradually included the whole school district for any trips students wanted to take. He summarized the STPP Daily ridership between 2005 and 2011; noting that there were 1-2 million rides on an annual basis.

Mr. Skov asked what the marginal cost was for sending the riders.

Mr. Schwetz said that due to capacity issues, sometimes extra buses known as "trippers" were sent out throughout the day, which added to costs. He said that if the program was stabilized, more services could be incorporated in the route.

Mr. Yeh said he would have appreciated having passes for his children and was in support for the program, even as a trial period for the summer.

Mr. Boyatt said his children were excited to use the previous program, and that the program was important to expose young children to believe in transit.

Mr. Gillespie said reinstating the program was one of his major goals.

Mr. Yeh reminded them that some families may not be able to afford the pass.

Ms. Jackson said that when providing the recommendation to the Board they could specify that they weighed the program against other resources the money could be used for. She said the program should be considered if the transportation package passes.

Mr. Skov noted they did not have any other resources to discuss. He said he expected staff to list the level of priority and felt it aligned with their values and recommended it be considered next to other programs.

Mr. Skov moved, seconded by Mr. Eyster, to recommend the program for further consideration as a high priority. The motion passed unanimously, 8:0.

X. DEVELOPMENT OF LTD'S STRATEGIC BUSSINESS PLAN

Mr. Schwetz gave a briefing on the general scope and schedule for establishing an ongoing business plan for LTD. He emphasized that they should have confidence that decisions they were making were going towards the community's needs. He said there had to be intentional alignment throughout the organization and community to allow flexibility. He explained that the process would include robust community engagement with ongoing processes and assessments. Broad elements of the scope of work included a community engagement element, a comprehensive operations analysis (COA), with aligned development of short range plans. He said they were working on the development processes which would be ready by the beginning of 2018.

Mr. Skov said he appreciated how thoughtful all the pieces were. He said there was a pressing need to finish the first increment of the comprehensive operations analysis before the decision on locally preferred alternatives for MovingAhead went to city council. He referenced Jerrett Walker's work in this area.

Ms. Jackson said they wanted to ensure LTD had a competitive bid process and would not favor one firm.

Mr. Skov clarified that he was using Jerrett Walker as an example.

Mr. Schwetz pointed out there was a piece of the comprehensive operations analysis that was upfront, and would be reevaluated half way through the process.

Ms. Luftig said the target date for a final decision for the MovingAhead project was May 2018. The FTN already calls out which corridors are robust and need high frequency. She said there were many opportunities to look at how the whole system functioned together after a decision was made in the MovingAhead project.

Ms. Jackson said they could put it in their scope of work to try to condense the time frame. She said they could instill time constraints when they put up the bid.

Mr. Skov said he did not feel the timeline was consistent and wanted to emphasize urgency.

Ms. Jackson said they would bring information to the Board expressing urgency and a desire to expedite parts of the process.

Mr. Skov moved, seconded by Mr. Satre, to advise the Board to direct staff to bring back a timeline that allowed for an appropriate piece to move on a timeframe which could inform the MovingAhead decision. The motion passed unanimously, 8:0.

XI. WEE LAUNCH COMMUNICATIONS PLAN

Therese Lang, Public Information Officer for LTD, gave an overview of the EmX West launch. She said they would launch EmX West on September 17, 2017. She said that goals they had were to inform the community on the improvements, thank the community, encourage participation, and build on community support. Strategies included conducting proactive media relations and events with the key message being improved transit services, economic development, and upgraded infrastructure. She gave sample tactical activities from each of the five key work groups. She said SPC could support and promote the service by sharing information on all events, support media relations, and attending events. She said that she could be contacted at Therese.Lang@ltd.org.

Mr. Eyster added that the EmX expansion extended the efficiency of the entire system.

Mr. Skov said that he appreciated their social media presence and encouraged emailing.

Mr. Boyatt said it would be beneficial to frame outreach in a personalized way.

Ms. Jackson said they had been pulling away from the one-seat ride conversation, since they did not know how construction in the Glenwood area would affect the opening.

Mr. Gillespie said he thought the promotional piece of people telling their story was successful and encouraged doing something similar.

Ms. Lang said they had been collecting a variety of video testimonies and would parcel it out depending on the audience.

Mr. Gillespie said he appreciated being part of the dedication of the West Eugene line.

Mr. Eyster emphasized each leg built increased the efficiency of the EmX.

XII. LEGISLATIVE UPDATE

Edward McGlone said the focus of the transportation package had been distilled to eight pages. He gave a reminder that the *ConnectOregon* program would be reformatted where transit would no longer be eligible for funding, and instead a capital grant program would be created. For the first year of the transportation bill, *ConnectOregon* projects were already identified, with \$25 million set aside for Lane County to build a transmodal facility. Lane County would assume jurisdiction of Territorial Hwy and ODOT would assume jurisdiction of Delta Hwy. He added that the Metropolitan Planning Organization (MPO) was decided as the governing body for the jurisdiction taxing areas.

He said under the transit section, employees would have a one-tenth of 1 percent payroll tax which would result in \$107 million a year over 10 years. Eighty-five percent of the funds would be distributed by formula to be later determined by Oregon Transportation Commission. He said the competitive grant process was 10 percent and they were suggesting 5 percent. The Safe Routes to School Program was controversial since they had not increased the education or encouragement programs while they increased the Safe Routes to School infrastructure. The Bicycle Transportation Alliance said they would oppose the bill if there was not an increase in funding for Safe Rides to School education and if there was a 3 percent excise bicycle tax. He said the bill would hopefully be completed by July. The Service Employees International Union announced they would potentially put the transportation package to a vote on the ballot if they could not get legislature to vote on increasing taxes on corporations.

In response to a question by Mr. Skov, Mr. McGlone said they would have liked to stay in *ConnectOregon*; however, the average amount was guaranteed to go to transit only and they believed LTD would be a competitive applicant. He noted that the amount generated depended on the distribution formula, and the discussion was yet to be concluded. Funding would be operational in nature.

XIII. STANDING PROJECT AND COMMITTEE REPORTS

a. Moving Ahead

Ms. Luftig recommended looking at the Strategic Planning Work Plan and said it was an evolving process.

b. Main-McVay Transit Study

Ms. Hoell said both the Main-McVay Governance Team meeting and Springfield City Council were in alignment with three points of guidance which were to continue coordination of the safety project with the transit study, to engage community and property owners in the process, and to move the projects along as efficiently as possible.

c. Vision Zero

Ms. Hoell said there were six provisions in the resolution, and she wanted to give an update on two. The first provision was supporting collaboration with urban and rural partners to determine which bus routes had the highest rate of transportation collisions and for LTD to act as a core team member of the Safe Lane Transportation Coalition. LTD also was in the process of conducting an operations survey to ask bus drivers which areas were problematic. The second provision was to support efforts by LTD and regional partner agencies to prioritize safety improvements for all users of the road. She said they were planning to request Surface Transportation Program-Urban (STPU) / STBG funding to fund the pedestrian network analysis to augment staff capacity and finish the study.

Mr. Boyatt emphasized the positive nature of bringing safety and transit together.

Mr. Skov asked if there was identified funding for the pedestrian network analysis.

Ms. Hoell said there was a good chance of receiving funding for the next round. Applications were due June 15. If they did not receive funding, they would move forward on a different time frame.

Mr. Skov asked that they receive an update on other provisions at the next meeting.

XIV. NEXT MEETING AND FUTURE MEETING AGENDA ITEMS

Mr. Yeh said he wanted to improve the Gantt chart.

Ms. Hoell said the Gantt chart was meant to be informative so people could know when decisions were coming up.

Mr. Yeh encouraged members to join the agenda setting committee.

Mr. Skov welcomed Annie Loe to the Strategic Planning Committee representing the Eugene Chamber of Commerce.

The next meeting was scheduled for Tuesday, August 1, 2017. Possible agenda topics for the next meeting included:

- LTD strategic business plan process
- Presentation by Commissioner Sid Leiken about federal transportation funding issues
- City of Springfield update on Glenwood construction
- World championships in 2021 and transit district planning
- Automated vehicles

XV. ADJOURNMENT

Mr. Yeh adjourned the meeting at 7:30 p.m.

(Recorded by Hannah Parks)



COMPREHENSIVE OPERATIONS ANALYSIS (COA)

A detailed study of a transit system’s designed to identify existing strengths, areas for improvements, and options to improve efficiency and increase usage. Broad tasks typically include:

- Analyze Existing Services – includes evaluation of the performance of all current services (see below) including adherence to service policies and other guiding principles. Specific measures would include efficiency, productivity, reliability (on-time performance and safety record), coverage, and accessibility.
- Conduct Market Analysis – Involves evaluation of *transit potential, transit need, travel patterns* considering the demographic profile of service area, the geography of the region and the existing transportation system.
- Assess Resource Capacities to deliver Recommended Service Plan – This would include assessment of the following resources:
 - Staffing - Administration, Operations and Maintenance
 - Facilities - Headquarters, terminals, stations and bus stops
 - Fleet - Buses and support vehicles
 - Communications - Website, printed, in-person, telephone and media
 - Finances - Fare policy and structure, Federal, state and local funding
- Develop and Analyze Service Improvement Options - involves development and assessment of proposed network design scenarios.
- Update Service Standards and Guidelines - Performance Measures, Updating Service Standards
- Public Engagement – involves extensive community engagement in developing and assessing service improvement scenarios.
- Develop Final Recommendations -Recommend service plan based on results of engagement

Analysis of Existing Services would include the following services:

Fixed Route	BRT
Demand Responsive (metropolitan and Oakridge)	Demand Taxi
Diamond Express	South Lane Wheels
Vanpool	Medicaid

Timeline

September 1	Issue Solicitation
October 6	Proposals Due
October 24	Presentations
October 31	Award
Within 90 days of Award	Project Commencement
Six months of Commencement	Options and Public Participation Plan Due



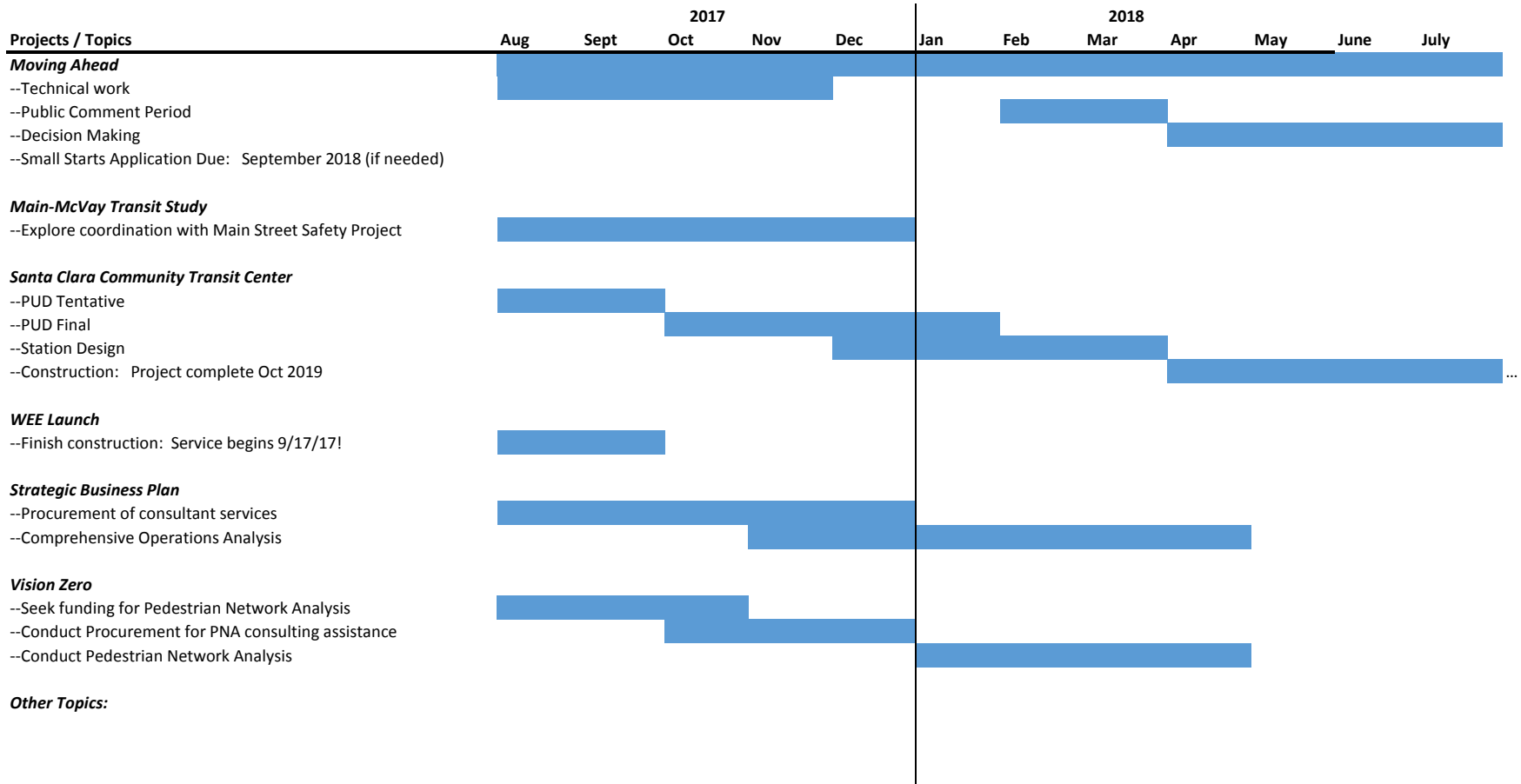
Strategic Business Plan (Plan)

The Plan serves as a ten-year guide in managing and measuring the agencies decisions about service, capital investments, financial direction and public engagement.

- Transit System Overview
- Policies and Goals
- Comprehensive Operations Analysis - Results
- Operations Plan
- Capital Improvement Plan
- Financial Plan
- Communications and Marketing Plan
- Monitoring and Evaluations

LTD Strategic Planning Committee Work Plan, 2017–18 (Draft 6/6/17)

<p style="text-align: center;">April: 4/04/2017</p> <ul style="list-style-type: none"> ● Work Plan: discuss current issues & timelines ● Bylaws: discuss subcommittee recommendations ● Members: discuss subcommittee recommendations, advise general manager ● Places for People in Downtown Eugene: discuss ● Legislative Update ● Santa Clara Community Transit Center: review design and discuss. 	<p style="text-align: center;">May: 5/02/2017</p> <ul style="list-style-type: none"> ● Work Plan: receive guidance from Board ● Bylaws: adopt ● City of Eugene Bike Share: discuss ● Shared-Use Mobility: discuss ● Santa Clara Community Transit Center: review design and discuss. 	<p style="text-align: center;">June: 6/06/2017</p> <ul style="list-style-type: none"> ● Work Plan: receive guidance from Board ● Member Application: discuss new members; approve application. ● Strategic Business Plan: discuss scope of work for 3- and 10-year strategic plans. ● Youth Pass: discuss previous program and funding needs to bring the program back. ● Legislative update: discuss.
<p style="text-align: center;">July: Recess due to Independence Day</p>	<p style="text-align: center;">August: 8/01/2017</p> <ul style="list-style-type: none"> ● Work Plan Follow-up: Elect Chair, new member recruitment, Work Plan discussion ● Comprehensive Operations Analysis / Strategic Business Plan: schedule update. ● WEEE Launch: update on final construction and service plans for September launch. ● Legislative Update: Transportation Bill discussion. 	<p style="text-align: center;">September: 9/05/2017</p> <ul style="list-style-type: none"> ● Comprehensive Operations Analysis / Strategic Business Plan: update on procurement process/input on scope of work. ● City of Eugene Bike Share: review launch in September, discuss next steps. ● WEEE Launch: discuss any updates. ● Funding Update: CMAQ and STP-U funds ● MovingAhead: project schedule update.
<p style="text-align: center;">October: 10/03/2017</p> <ul style="list-style-type: none"> ● Comprehensive Operations Analysis / Strategic Business Plan ● Vision Zero: Discuss Pedestrian Network Analysis procurement process. ● Santa Clara Community Transit Center: conceptual design before PUD Final submittal. 	<p style="text-align: center;">November: 11/07/2017</p> <ul style="list-style-type: none"> ● Comprehensive Operations Analysis / Strategic Business Plan: update on procurement process/input on scope of work. ● MovingAhead: Continue discussion on decision-making process. ● Santa Clara Community Transit Station: review procurement process for design team 	<p style="text-align: center;">December: 12/05/2017</p> <ul style="list-style-type: none"> ● Work Plan: discuss & approve annual report to Board
<p style="text-align: center;">January 2018</p> <ul style="list-style-type: none"> ● ... 	<p style="text-align: center;">February 2018</p> <ul style="list-style-type: none"> ● 	<p style="text-align: center;">March 2018</p> <ul style="list-style-type: none"> ●



LTD Events Calendar, 2017

August

- 8/01/2017 SPC
- 8/03/2017 MPC
- 8/09/2017 LaneACT
- 8/16/2017 LTD Board Meeting

September

- 9/05/2017 SPC
- 9/07/2017 MPC
- 9/13/2017 LaneACT
- 9/17/2017 West Eugene EmX Line Opens - Implement Annual Route Review Service Changes
- 9/20/2017 LTD Board Meeting

October

- 10/03/2017 SPC
- 10/05/2017 MPC
- 10/11/2017 LaneACT
- 10/18/2017 LTD Board Meeting

November

- 11/02/2017 MPC
- 11/07/2017 SPC
- 11/08/2017 LaneACT
- 11/20/2017 LTD Board Meeting

December

- 12/05/2017 SPC
- 12/07/2017 MPC
- 12/13/2017 LaneACT
- 12/20/2017 LTD Board Meeting

Excerpt from:
**Anchorage Talks Transit
Choices, Outreach and Future Alternatives**

JARRETT WALKER + ASSOCIATES

1. Introduction

The first part of this report is an assessment of the market for transit in Anchorage. By “market” we are referring specifically to the demands for transit that result in *high ridership relative to cost*. This way of thinking about a transit market is similar to the way a private business thinks about its market for sales – how many potential customers there are, how useful they will find the product, and how well the product competes for their business.

High transit ridership serves a number of commonly-held values, like:

- Competing with the private car,
- Protecting the economy from the effects of congestion,
- Reducing household transportation costs, and
- Keeping subsidy per passenger low.

An assessment of transit ridership potential is contained in Chapter 2.

In this report, we refer to transit services that are not operated with the goal of high ridership as having a coverage goal. Coverage goals reflect concerns about equity, and they also reflect social-service objectives, such as meeting the needs of people who are especially reliant on transit, whether due to age, disability, poverty or some other condition. Arguments for coverage services generally refer not just to *how many* people need transit service but also to the *intensity* of their need.

Transit coverage serves a set commonly-held values, like:

- Giving all residents equal access to transit, no matter where they live,
- Providing transit service to certain groups of people, because of how intensely they need access or because of civil or legal entitlements, or
- Spending tax revenues close to where they were raised.

If the severity of a person’s need is a more important driver of transit service allocation than the number of people who will be served, that leads to a coverage goal.

An assessment of coverage needs is contained in Chapter 3.

Maximizing ridership is not People Mover's only goal

If the People Mover system were designed only for maximum ridership or maximum farebox revenue, it would focus only on areas where there are many potential riders, and transit is useful for many of their trips. In other words, People Mover would be thinking like a private enterprise and targeting a market where its product is competitive.

Yet maximizing ridership is not the only goal of public transit systems. While private transit companies may focus on profits, and therefore on exclusively high-ridership routes, public transit is almost always expected to meet other goals. In nearly every city, there is an expectation that transit service should be provided in some or all places regardless of the ridership it attracts.

Unlike governments, businesses are under no obligation to open storefronts in places where they would spend a lot of money to reach few potential customers, or where their products can't compete. For example, McDonald's is under no obligation to provide a drive-thru restaurant within 1/2 mile of every resident in Alaska. If it was, then thousands of houses in rural Alaska would need to have their own McDonald's at the end of the driveway (or air strip). The company would quickly go bankrupt, as a result of operating all those restaurants across the state for tiny numbers of customers.

People understand that in a low-density, rural place they will have to drive many miles to reach a McDonald's, because McDonald's will be located only in cities with enough potential customers. We wouldn't describe this situation as McDonald's being *unfair* to people in rural areas; McDonald's is just acting like a business. It has no coverage obligation, only a goal of maximizing profit.

Transit agencies are often accused of failing to maximize ridership, as if that were their only goal. But they are not private businesses, and as public agencies they are intentionally providing coverage services that they know will not generate much ridership. The elected officials who ultimately make public transit decisions hear their constituents say things like "*We pay taxes too*" and "*If you cut this bus line, we will be stranded*" and they decide that coverage, even in low-ridership places, is an important transit outcome.



Figure 1: Is an empty bus failing? That depends entirely on whether it is meant to attract high ridership, or provide coverage.

Ridership and coverage goals are in conflict

Ridership and coverage goals come into direct conflict with one another. If a transit agency wants to do more of one, it must (within a fixed budget) do less of the other, due to fundamental geometry and geography.

In the fictional town shown in Figure 2, the little dots indicate dwellings and commercial buildings and other land uses. The lines indicate roads. Most of the activity in the town is concentrated around a few roads, as in most towns.

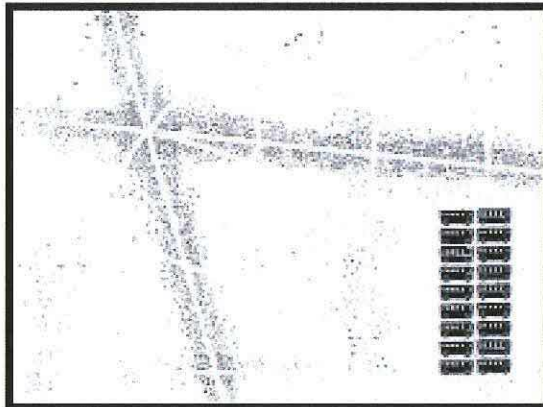
A transit agency pursuing only a ridership goal would run all of its buses on the streets where there are large numbers of people, walking to transit stops is easy, and where they can run straight routes that feel direct and fast to customers. This would result in a network like the one at bottom-left in Figure 2.

If the town were pursuing only a coverage goal, on the other hand, the transit agency would spread out services so that every street had some bus service, as in the network at bottom-right. As a result, all routes would be infrequent, even those on the main roads.

In these two scenarios, the town is using the same number of buses. These two networks cost the same amount to operate, but they deliver very different outcomes.

On a fixed budget, designing transit for ridership or coverage is a zero sum game. In the networks in Figure 2, each bus that the transit agency runs down a main road, to provide higher frequency service there, is not running on the neighborhood streets, providing coverage, and vice versa. While an agency can pursue ridership and provide coverage within the same budget, it cannot do both with the same dollar. The more it does of one, the less it does of the other.

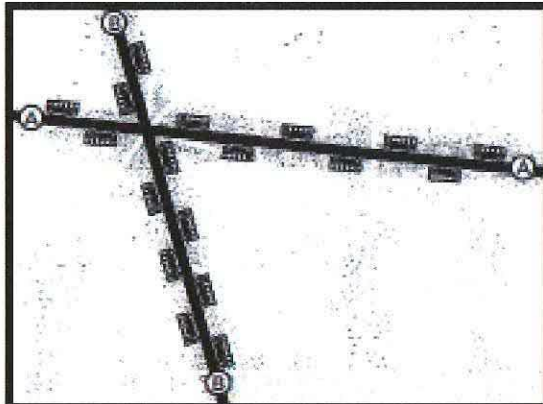
These illustrations also show a relationship between coverage and complexity. Networks offering high levels of coverage – a bus running down every street – are naturally more complex. In this imaginary town, any person could keep the very simple “high ridership” network in their head, since it consists of just two routes, running in straight lines at high frequency. The coverage network would be harder to memorize, requiring people to consult a map (to understand the routing) and a schedule (to catch these infrequent services).



Imagine you are the transit planner for this fictional town. The dots scattered around the map are people and jobs; the streets shown are ones on which transit can be operated. The buses are the resources the town has to run transit.

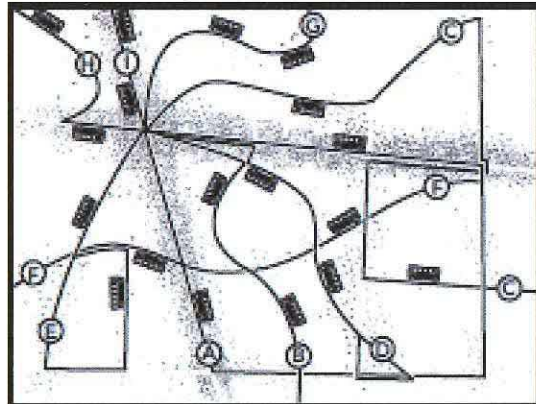
Before you can plan transit routes, you must first decide what you want transit to do.

Ridership Goal
"Think like a business"



This transit network is designed to generate high ridership as efficiently as possible. The transit agency has thought like a business, investing its resources only into the best transit markets.

Coverage Goal
"Access for all"



This network is designed to provide some access to the transit system for all people. The transit agency has divided its resources among many routes throughout the town, none very frequent.

Figure 2: For basic geometric and geographic reasons, ridership and coverage goals must be traded-off against one another.

Frequency is freedom

In transit conversations there is always a great focus on *where* transit is provided, but unfortunately little concern about *when* it is provided. The “when” of transit service is described as frequency (how many minutes between each bus) and span (how many hours a day, and days a week, it runs).

Low frequencies and short spans are one of the main ways that transit fails to be useful, because it means service is simply not there when the customer needs to travel.

Even though Google Maps or an app on a phone can be consulted for directions, frequent transit service is effective at attracting ridership because it has the simplicity of a road: you can use it anytime you need to. Frequent service allows someone to maintain a map of the transit system that is much like a road map, in that no schedule is needed to know how to go places whenever you want to.

Anchorage currently only has one transit route that approaches this “no-schedule-needed” level of frequency, and that is the 45-Mountain View, which weaves its way from the University north to Mountain View, and then southwest to downtown. Route 45 comes every 20 minutes during the midday, each weekday, and less frequently at other times. (Route 45 is shown in pink in the frequency map on page 8.)

Frequent service:

- Reduces waiting time (and thus overall travel time).
- Improves reliability for the customer, because if something happens to your bus, another one is always coming soon.
- Makes transit service more legible, by reducing the need to consult a schedule.
- Increases capacity (moving more people, with less crowding) on busy routes or at busy times.

Many people assume that today, with real-time transit arrival information (like People Mover’s Bus Tracker) and smartphones, nobody needs to wait for a bus anymore, and frequency therefore doesn’t matter. If a bus only comes once an hour, that’s fine, because your phone will tell you when it is a few minutes away and you should start walking.

Despite all these new technologies, frequency still matters enormously, because:

- Waiting doesn’t just happen at the start of your ride, it also happens at the end. You may not need to leave the house much before your departure, but if your bus is infrequent and the schedule doesn’t happen to line up perfectly with your desired arrival time, you have to choose between being very early or too late. If you start work at 8:00 am but the bus passes your workplace at 8:10 am, you can be 50 minutes early or 10 minutes late. Or you can drive.
- Many of the places we go don’t let us hang out until our bus’s arrival is imminent. We can easily do this when leaving home, but it is more awkward when leaving a restaurant, an office that is closing, or someone else’s house.
- Real-time arrival information doesn’t make the bus more reliable, but frequency does. Your smartphone can tell you when your bus is arriving, but it cannot prevent your bus from having a problem and being severely delayed, or not showing up at all. Only frequency – which means that another bus is always coming soon – can offer this kind of reliability.

Interestingly, the 45-Mountain View is not only People Mover's most frequent route, it is also the one which generates the most ridership per weekday.

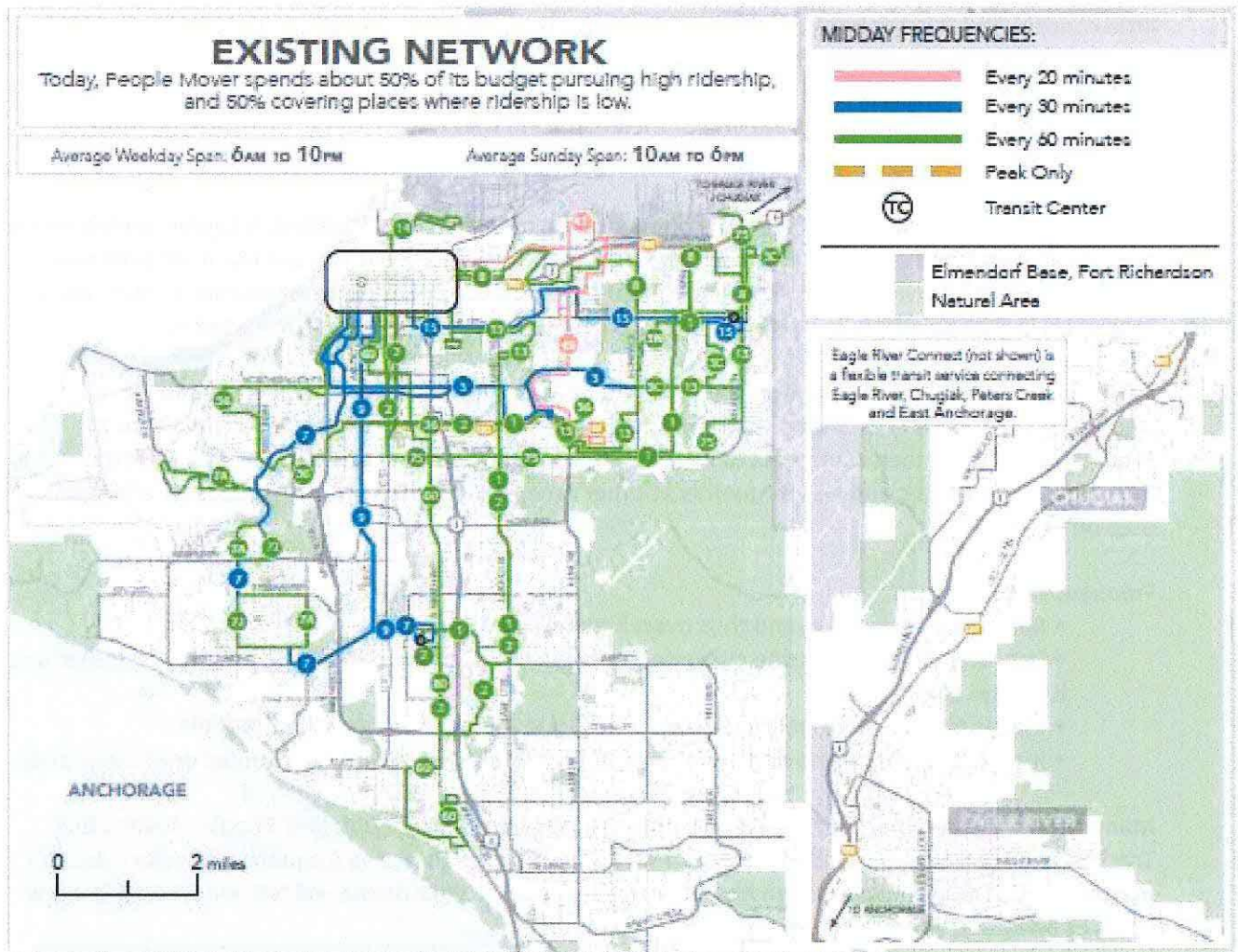


Figure 3: The existing Anchorage transit network, with routes color-coded based on their midday frequencies.

Key choices for Anchorage

How to balance ridership and coverage?

Very few transit agencies are explicit with themselves, with their riders and with the public about which routes (or parts of a route) are pursuing ridership, and which are providing coverage. Nor about how much of their budget they spend pursuing these two conflicting goals, and why.

Transit staff sometimes find that they cannot meet the agency's conflicting goals, no matter what they do. When they cut service from a low-ridership coverage route in order to increase frequency on a high-ridership route, they are criticized for cutting service to people in need. When they provide coverage service to low-density areas, where a few people need it badly but it will never attract many riders, they are criticized for running empty buses.

A key choice for Anchorage to consider in this process is therefore how these two laudable but conflicting goals should be traded-off in People Mover's transit system. We estimate that today, about 50% of People Mover's bus service is designed as it would be if maximizing ridership were its only goal. This high-ridership bus service focuses on dense places, travels on reasonably direct paths, at high enough frequencies and for enough hours of the day that many different kinds of people would – and do – find it useful.

The other 50% of People Mover's service is designed for predictably low ridership. It serves places where density is low, so there are few people or jobs near any bus stop; walking is difficult, dangerous, long or impossible; bus routes have to follow serpentine paths between major destinations, so they feel indirect and slow to customers; and service runs infrequently and for a short span each day.

These coverage services must be running for non-ridership reasons, because their low ridership is easy for any transit planner to predict:

- They may be providing access for low-income people, for people with disabilities, or for ethnic minorities.
- They may be offering lifeline access to essential services, like hospitals.
- They may be reassuring Anchorage residents that their tax dollars pay for at least some transit in their neighborhood.

These are all appropriate goals for a transit agency, but they are not related to ridership. The failure of that 50% of People Mover's service to achieve high ridership is thus entirely predictable, and may not be a failure at all.

Whether People Mover should continue to spend one-half of its budget pursuing high ridership, and the other half pursuing coverage with predictably low ridership, is a question for the municipality's stakeholders and elected officials to answer.

Is our current level of service enough?

Anchorage currently invests in less service per capita than many of its peers, and sees a nearly-proportionate amount of ridership per capita as a result (as shown in the charts in Figure 4). The quantity of service provided by People Mover has declined slightly but steadily since 2008, despite

growth in the municipality's population. Ridership and productivity have also declined slightly over the same period.

While it is certainly possible to increase transit ridership without raising more money, doing so requires cutting low-ridership coverage services. Cutting coverage services always means taking away transit access from a small number of people who need it desperately. If Anchorage wants to avoid that unfortunate (but unavoidable) trade-off, increasing the total supply of transit service is the only way.

Even if Anchorage *does* decide to wrestle with the trade-off, and to shift resources from coverage services to higher-ridership services, there may still be an appetite in the municipality for higher levels of service overall.

Many other northern cities invest heavily in transit and reap the benefits of having high ridership. There is nothing in Anchorage's history, weather, economy or even sprawling development pattern to prevent it from enjoying a high-ridership, high-quality transit system that is central and powerful in the life of the municipality. The major hurdles between the existing system and that potential future are a set of easy- to-understand but difficult-to-make political choices, and a higher level of investment.

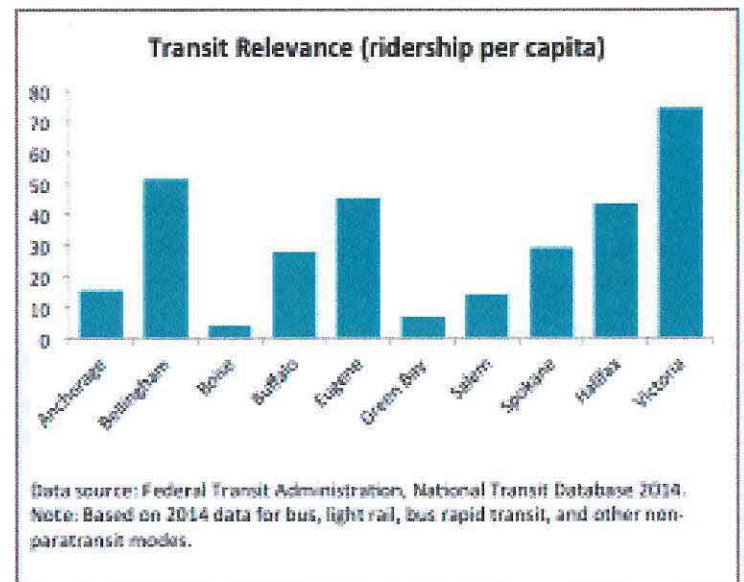
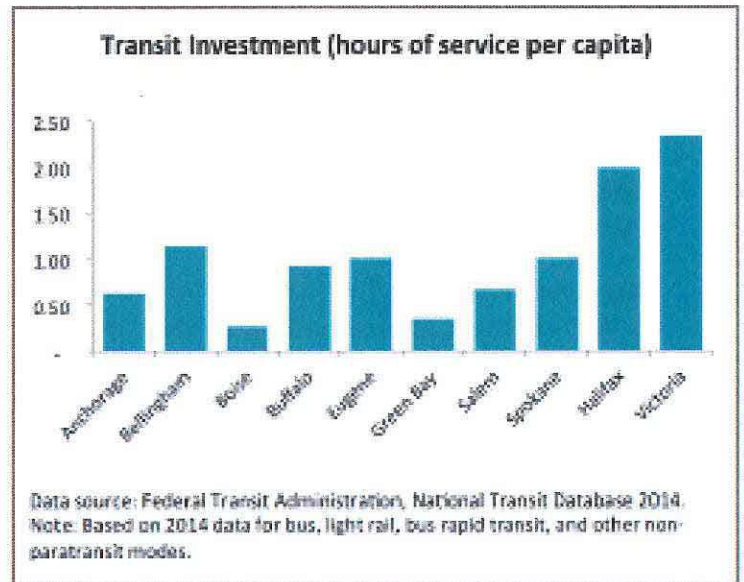


Figure 4: Transit Investment and Relevance: "You get what you pay for."

Progress Summary on Implementation of LTD Board Resolution 2016-012 focused on eliminating fatalities and serious injuries

Update: Aug 2017

	Provision	Implementation Actions	Achievements to Date	Current Status
1	Adopts a vision of reducing deaths and serious injuries from transportation-related crashes to zero through maintaining safety and security as core values in all of its operational, planning, and strategic decisions;	<ul style="list-style-type: none"> • Ensure operation, safety, and security are maintained as core values of LTD. • Incorporate the provisions of this resolution into all of LTD's processes and procedures. 	<ul style="list-style-type: none"> • An internal team has been formed (including LTD's Safety Committee) to develop specific actions for embedding the provisions into operational practices. 	<ul style="list-style-type: none"> • Team to meet quarterly. Next meeting scheduled for: August 2017
2	Supports collaboration with urban and rural partners to determine which bus routes have the highest rate, number, and severity of transportation collisions with users of the road, especially for people who are walking, bicycling, and using mobility devices - our most vulnerable users;	<ul style="list-style-type: none"> • Coordinate and collaborate with other safety efforts locally. • Understand best practices in safety planning from other regions to provide a foundation for a data-driven approach to implementing this provision. 	<ul style="list-style-type: none"> • LTD participated in hiring Steve Dobrinich, Transportation Safety Coordinator, 02/2017. • LTD staff serve on: City of Eugene Vision Zero Task Force and TAC and Safe Lane Transportation Coalition • LTD Board participated in Transportation Safety Media Event on 6/22/17 	<ul style="list-style-type: none"> • LTD staff continue to participate in regular meetings with external regional efforts. • Staff have reviewed analyses and are in contact with TriMet staff regarding their method and costs involved in preparing their analysis. • LTD staff reviewed TriMet's Pedestrian Network Analysis to learn best practices and continue to research other efforts nationally and internationally.
3	Supports efforts by LTD and regional partner agencies to prioritize safety improvements for all users of the road, especially for people who are walking, bicycling, and using mobility devices - our most vulnerable users;	<ul style="list-style-type: none"> • Identify and prioritize safety concerns within LTD's system addressing vulnerable users of the transportation system. • Develop methods to quantify and describe safety benefits of projects seeking funding. • Prioritize funding for projects with safety benefits in the appropriate capital improvement programs of LTD and its regional partners. • Map bus crashes by level of severity that have occurred within LTD's service area. 	<ul style="list-style-type: none"> • LTD applied for STBG funding to conduct a Pedestrian Network Analysis to identify a prioritized list of safety improvements within the LTD service boundary. • LTD conducted an audit of its bus stops to determine ADA accessibility and lighting. • LTD conducted a formal survey of its bus operators to identify safety concerns within our system. This will support the Pedestrian Network Analysis. 	<ul style="list-style-type: none"> • Awaiting final MPC approval of STBG funding to begin the procurement process for consulting assistance for Pedestrian Network Analysis. • Collecting data internally and from agency partners that will support Pedestrian Network Analysis. • Geocoding results from the survey of bus operators to get data into a format where it can be used in the Pedestrian Network Analysis. • As LTD modifies it's budget planning process to align its Capital Improvements Plan (CIP) with the 10 year Strategic Business Plan, LTD will ensure a system for evaluating safety benefits of capital projects.

Progress Summary on Implementation of LTD Board Resolution 2016-012 focused on eliminating fatalities and serious injuries

Update: Aug 2017

	Provision	Implementation Actions	Achievements to Date	Current Status
4	Supports efforts by LTD and regional partners to eliminate deaths and serious injuries on the transportation system, with an emphasis on the most vulnerable users;	<ul style="list-style-type: none"> • Ensure incorporation of safety criteria into capital project planning. • Implement safety improvements within LTD's system through construction projects. • Track safety improvements to determine if implemented projects actually improve outcomes. • Develop system of continual improvement. 	<ul style="list-style-type: none"> • Both the Main Street and MovingAhead Projects include safety and security criteria used to evaluate alternatives. • LTD initiated application and was awarded STP-U grant funding for a traffic signal at 18th and Oak Patch to improve safety and efficiency of transit operations. Construction by City of Eugene planned for this fall, 2017. • Eugene City Council unanimously approved Neighborhood Refinement Plan allowing transit as approved use at site of new Santa Clara Community Transit Center. This will facilitate LTD moving from its current location at River Rd/River Ave (one of Eugene's most dangerous intersections) to the new location. • Finished construction of EmX West as we prepare for service launch on September 17. Construction included: (5) miles of new and improved/wider sidewalks, (36) traffic signals to regulate traffic and provide safe crossing, (2) signalized pedestrian crosswalks, audible pedestrian signals for the visually impaired, (3) new bike/ped bridges. The construction team reported there were no lost-time accidents during project completion. 	<ul style="list-style-type: none"> • Current planning projects with significant regional safety benefits include: MovingAhead; Main Street; Santa Clara Community Transit Center; Pedestrian Network Analysis. • Current construction projects with significant regional safety benefits include: EmX West; Signal at 18th and Oak Patch. • Developing system to monitor safety outcomes of planning and construction projects for continuous improvement.
5	Directs the LTD general manager to continually evaluate passenger safety and access along bus routes and maintain an annual report on the efforts made to improve safety;	<ul style="list-style-type: none"> • Develop methodology for evaluating and reporting on the status of passenger safety and access along LTD's routes • Write annual report. 	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • This action will be tasked to the internal team identified in Provision 1.
6	Directs the general manager to develop a work program for the implementation of the provisions of this resolution.	<ul style="list-style-type: none"> • Develop a work program that includes the scope, schedule, and budget involved in the implementation of the provisions of this resolution. 	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • This action is currently in progress. The internal team identified in Provision 1 will be ultimately responsible for this work product. Much of this work program will also come from the results of the Pedestrian Network Analysis mention in Provisions 3 and 4.