



LANE TRANSIT DISTRICT BOARD OF DIRECTORS STRATEGIC PLANNING COMMITTEE

Tuesday, December 07, 2021
5:30 – 7:30 p.m.

VIRTUAL MEETING

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

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

AGENDA

ITEM	Time	Page
I. CALL TO ORDER	5:30 p.m.	
II. ROLL CALL	5:31 p.m.	
<input type="checkbox"/> Caitlin Vargas (Chair) <input type="checkbox"/> Marianne Nolte <input type="checkbox"/> Frannie Brindle <input type="checkbox"/> Mike Eyster <input type="checkbox"/> Amy Cabbage <input type="checkbox"/> Susan Cox <input type="checkbox"/> Greg Evans (Councilor) <input type="checkbox"/> Gerry Gaydos <input type="checkbox"/> Vacant (Commissioner) <input type="checkbox"/> Leonard Stoehr (Councilor) <input type="checkbox"/> Alma Hesus (Vice Chair) <input type="checkbox"/> Vacant <input type="checkbox"/> Pete Knox <input type="checkbox"/> Phillip Shimhue <input type="checkbox"/> Leah Rausch		
III. PRELIMINARY REMARKS FROM THE CHAIR	5:32 p.m.	
IV. ANNOUNCEMENTS AND ADDITIONS TO AGENDA	5:35 p.m.	
<i>This agenda item provides a formal opportunity for the Chair to announce additions to the agenda, and for Committee members to make announcements.</i>		
V. AUDIENCE PARTICIPATION	5:40 p.m.	
<u>Public Comment Note:</u> <i>This part of the agenda is reserved for members of the public to address the Committee on any issue.</i> <u>Please note the following instructions:</u>		
<ol style="list-style-type: none"> 1. To indicate that you would like to provide testimony, please use the raise your hand button. 2. For those attending via phone only, press *9 on your phone to raise your hand. 3. When it is your time to speak, your name will be called. <ul style="list-style-type: none"> o For those attending via phone only, the last four (4) digits of your phone number will be called. 4. Please state your name, city of residence, and who you are representing for the audio record. 5. Once you have provided testimony, your hand will be lowered. Please do not raise your hand again. Only one opportunity to speak is provided. 6. For those unable or not wanting to speak publicly, testimony may be provided via e-mail at clerk@ltd.org. 		
Public testimony is limited to three (3) minutes per community member. A timer will be displayed on the screen and will beep when the three (3) minutes is up.		
VI. ITEMS FOR ACTION AT THIS MEETING		
A. ELECT COMMITTEE CHAIR <i>No Materials Provided</i> [Tom Schwetz, Mark Johnson]	5:45 p.m.	
Action Needed: Discussion		

	<u>ITEM</u>	<u>Time</u>	<u>Page</u>
VII.	ITEMS FOR BOARD RECOMMENDATION		
A.	MOVING AHEAD RECOMMENDATION ON LOCALLY PREFERRED ALTERNATIVES: <i>Materials Included</i> [Andrew Martin] Action Needed: Discussion and Approval	5:55 p.m.	3
VIII.	ITEMS FOR INFORMATION AT THIS MEETING		
A.	GM RECRUITMENT PROCESS: <i>Materials Included</i> [Tom Schwetz] Action Needed: Discussion	6:55 p.m.	8
B.	DEVELOPING LTD'S SERVICE RESTORATION STRATEGY: <i>Materials Included</i> [Tom Schwetz] Action Needed: Discussion	7:15 p.m.	17
IX.	FUTURE MEETING AGENDAS <i>Attached is a calendar of Action or Information items that will be included on the agenda for future meetings.</i>	7:27 p.m.	22
X.	ADJOURNMENT	7:30 p.m.	

To request a reasonable accommodation or interpreter, including alternative formats of printed materials, please contact LTD's Administration office no later than 48 hours prior to the meeting at 541-682-5555 (voice) or 7-1-1 (TTY through Oregon Relay).



AGENDA ITEM SUMMARY

DATE OF MEETING: December 7, 2021

ITEM TITLE: MOVINGAHEAD RECOMMENDATION ON LOCALLY PREFERRED ALTERNATIVES

PREPARED BY: Andrew Martin, Development Planner

DIRECTOR: Tom Schwetz, Director of Planning and Development

ACTION REQUESTED: Committee Approval with Board Recommendation

PURPOSE: To provide a recommendation on Locally Preferred Alternatives (LPAs) to LTD's Board.

ROLE: As an advisory committee to the Board of Directors, the committee's role in this instance is to develop a recommendation to the Board.

COMMITTEE COMMUNICATION: Most recently, MovingAhead was brought to SPC at the September 28, 2021, meeting, but has been before SPC other times over the previous 5 years.

PUBLIC COMMUNICATION: A public hearing was held on October 21, 2019, with many previous comment periods throughout the process.

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

This agenda item aligns with the strategic areas of: Customer Satisfaction, Community Value, Financial Health, and Sustainability

DESCRIPTION: MovingAhead is a partnership between the City of Eugene and Lane Transit District to study investments along five major corridors in Eugene – Highway 99, River Road, Downtown to LCC via 30th Avenue, Coburg Road, and Martin Luther King, Jr. Boulevard. MovingAhead is focused on safety and access for people walking, biking, rolling in mobility devices, and riding transit.

MovingAhead has analyzed conceptual designs for different levels of transit investment along each corridor. Eugene City Council and LTD's Board of Directors will select a preferred transit mode, high-level street design concept, and other safety and access improvements along each corridor that will allow staff to continue working towards making investments along the corridors. These next steps include identifying funding, creating detailed designs in consultation with the community, and eventually construction.

SPC's role in MovingAhead is to provide recommendations to the Board of Directors on key decisions. At this meeting, staff will ask SPC to consider the analyses performed by staff and the public input received to make a recommendation to the Board of Directors for a Locally Preferred Alternative (LPA).

BACKGROUND: Since 2015, staff at the City of Eugene and Lane Transit District (LTD) have been working with the community to develop and refine street design concepts, transit modes, and options for safety and access investments for each of the corridors and conducting technical analyses on a wide range of topics to aid the community and decision makers in determining the preferred level of investment in each corridor. The outcome of this process is a Locally Preferred Alternative. An LPA is a critical part of the federal permitting and environmental review process. An LPA is not a detailed design but rather it is the high-level concept articulating which investments will be made along a corridor. The selection of an LPA by Eugene City Council and LTD's Board is a key milestone and it will guide staff in determining future steps such as seeking funding, conducting environmental review, and

MOVINGAHEAD RECOMMENDATION ON LOCALLY PREFERRED ALTERNATIVES

more. MovingAhead has analyzed high-level street design concepts, transit modes, and safety and access options along five corridors, so an LPA will consist of a decision for which level of investment should occur on each of the corridors.

MovingAhead has been shaped by public input from the beginning. The conceptual designs were created by the community at workshops and feedback was sought and incorporated into the project at each step along the way. Additionally, staff have employed consultants to conduct analysis on 17 topic areas ranging from the impact of the conceptual designs on endangered species to the expected impact on traffic at each intersection. The detailed analysis was published as the Alternatives Analysis in 2018 followed by an iterative of process of public review and concept refinement. Each public comment period has resulted in a report outlining what was heard.

Staff at the City of Eugene and LTD have worked diligently to consider all of the public input and the technical analyses to develop a recommendation that we believe best matches the project’s Goals and Objectives, as adopted by the MovingAhead Oversight Committee and published in the Alternatives Analysis. The rationale behind the recommendation is found in the memorandum attached to this item. A community-facing version of the recommendation has been developed into a StoryMap, which can be accessed at <http://www.movingahead.org>.

Staff’s recommendation is:

Corridor	Mode
Highway 99	Enhanced Corridor
River Road	EmX
30th Avenue to Lane Community College (LCC) via downtown	No-Build [<i>reconsider this corridor after other agency studies and projects are completed</i>]
Coburg Road	Enhanced Corridor [<i>requiring additional study and community engagement</i>]
Martin Luther King, Jr. Boulevard via downtown	Enhanced Corridor

The MovingAhead Oversight Committee will meet on December 10, 2021 and develop a recommendation to the LTD Board and Eugene City Council. In 2022, staff will report these recommendations to Eugene Council and the LTD Board and engage those bodies in deliberations. Staff expect both bodies to adopt an LPA, or a conceptual vision, for each corridor some time in 2022.

An LPA does not lead to construction. This decision will allow staff to continue engaging with the community to refine the designs, conduct environmental review, and seek funding for the projects. SPC, the broader community, and Eugene Council and LTD’s Board will have opportunities to continue to shape these projects and provide input as we continue this process.

CONSIDERATIONS: This recommendation will go to LTD’s Board. Once Eugene City Council and LTD’s Board have adopted an LPA, staff will begin the next phases of the MovingAhead project, which include community outreach, design refinement, environmental review, and seeking funding for each corridor advanced by decision makers for implementation.

LTD’s Board and Eugene City Council will have opportunities in the future to make decisions that will shape the MovingAhead project, including about funding and the final designs. Staff will work with the community during the next phases to ensure that our community’s vision is reflected in the final, detailed designs that would eventually be constructed.

ALTERNATIVES:

- 1) Recommend the LTD Board adopt the staff recommended Locally Preferred Alternatives
- 2) Recommend a different set of Locally Preferred Alternatives
- 3) Decline to make a recommendation and ask for more information

MOVINGAHEAD RECOMMENDATION ON LOCALLY PREFERRED ALTERNATIVES

NEXT STEPS: Staff will present any recommendations to the LTD Board of Directors in early 2022. This will inform their decision on the selection of a Locally Preferred Alternative for each corridor.

SUPPORTING DOCUMENTATION:

- 1) MovingAhead Technical Team Recommendation on a Locally Preferred Alternative for each corridor

PROPOSED MOTION: I move to forward the SPC recommendation on the MovingAhead Locally Preferred Alternatives as presented [amended] to the Board of Directors with a recommendation for approval.

What is MovingAhead?

MovingAhead is a partnership and planning exercise between the City of Eugene and Lane Transit District to study investment options on key corridors that improve safety and access for people walking, biking, using mobility devices, and riding public transit. MovingAhead is focused on better connecting people to jobs, schools, shopping, recreation, and other activities by considering a range of transportation investments along key corridors to improve safety and livability for everyone.

MovingAhead realizes the community's vision for transportation policies and goals that fundamentally support equity for all residents, economic development, and the environment as described in the community's Eugene's Comprehensive Plan, Transportation System Plan, Climate Action Plan, Vision Zero, and LTD's Long-Range Transit Plan. MovingAhead's comprehensive approach includes:



Social Equity

Address the transportation needs and safety for people of all ages, abilities, races, ethnicities, and incomes. Improve transit travel time and reliability, minimize transfers, increase ridership, and improve access and safety for people walking, bicycling, and using mobility devices.



Economic Development

Support development and transportation projects by providing high-capacity transit that is consistent with the community vision. Minimize impacts to businesses and industry. Control costs while increasing transit capacity to meet demand.



Environmental Stewardship

Plan for climate change and energy resilience by providing access to lower carbon transportation options.



How will Residents, Property Owners, and Business Owners Be Affected?

MovingAhead is exploring investments that identify possible changes for some of our most important streets over the next 10 years. The decision to select a preferred package of investments does not mean that construction will begin immediately. The community will have the opportunity to weigh in on each project prior to each moving forward.

The City and LTD are committed to working closely with stakeholders — particularly with business and property owners along each corridor — to understand concerns and provide solutions to address potential impacts as corridor design begins to take shape.



EmX brings people to businesses and services

Recommended Mode by Corridor

Since 2015, the MovingAhead technical team has been conducting technical evaluations, designing and refining alignment concepts, and working with the community to define how transit can best meet the needs of each unique corridor community. Staff have developed a recommendation that takes into account the feedback we heard throughout the process and the analyses that we conducted. The following modes are recommended to create a Locally Preferred Alternative (LPA) for each corridor.

Corridor	Mode
Highway 99	Enhanced Corridor
River Road	EmX
30th Ave to LCC via downtown	No-Build, reconsider after other studies and projects are complete
Coburg Road	Enhanced Corridor, with additional study and engagement
Martin Luther King, Jr. Blvd via downtown	Enhanced Corridor

This package best meets the project's Purpose and Need and the goals and objectives as outlined in the Alternatives Analysis (September 2018). This package responds to community and committee feedback calling for greater levels of investment in transit and bicycle/pedestrian access and safety balanced with reducing costs (i.e., No-Build on the 30th Avenue to LCC Corridor) and further studying the Coburg Road Corridor. Detailed information about the analyses can be found at movingahead.org

Next Steps: Council & LTD Board LPA Selection

Eugene City Council and LTD Board of Directors will select a preferred alternative for each corridor. This decision will lay the groundwork for the partner agencies to begin seeking funding to include projects into a capital improvement plan (CIP) and engage the community to create detailed designs for specific corridor improvements.

Whether projects are funded incrementally or corridor-wide, the upcoming process remains largely the same:



Your feedback and involvement is vital as we invest in the future of our community.
Learn more and get in touch with us at:

MovingAhead.org | questions@movingahead.org | 541-682-3240



AGENDA ITEM SUMMARY

DATE OF MEETING: December 7, 2021

ITEM TITLE: GM RECRUITMENT PROCESS

PREPARED BY: Tom Schwetz, Director of Planning and Development

DIRECTOR: Mark Johnson, Acting General Manager

ACTION REQUESTED: None. Information Only

PURPOSE: Provide the committee with an overview of the process for recruiting LTD's next General Manager.

ROLE: As an advisory committee to the Board of Directors, the committee's role in this instance is to obtain information for a future recommendation to the Board.

COMMITTEE COMMUNICATION: This is the first communication to the committee on this topic.

PUBLIC COMMUNICATION: This topic has had public communication at the September 15, 2021, regular Board meeting; the October 4, 2021, special Board meeting; the November 3, 2021 Board work session; and the December 1, 2021, Board retreat.

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

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

DESCRIPTION: LTD is in the process of recruiting for a new General Manager. The agency has procured the services of TransPro to assist in the recruitment process. Staff will provide an overview of the process. It is expected that a new GM would be hired sometime in mid to late 2022. Attached is a summary of the broad characteristics desired in the potential candidates.

BACKGROUND: NA

CONSIDERATIONS: NA

ALTERNATIVES: NA

NEXT STEPS: As the recruitment process begins, SPC will receive additional updates and be asked to provide input at key points in that process.

SUPPORTING DOCUMENTATION:

- 1) Recruitment Overview Presentation
- 2) Job Target Profile for General Manager recruitment

PROPOSED MOTION: N/A

General Manager Recruitment Overview

Strategic Planning Committee

December 7, 2021

1

Hire a
General
Manager

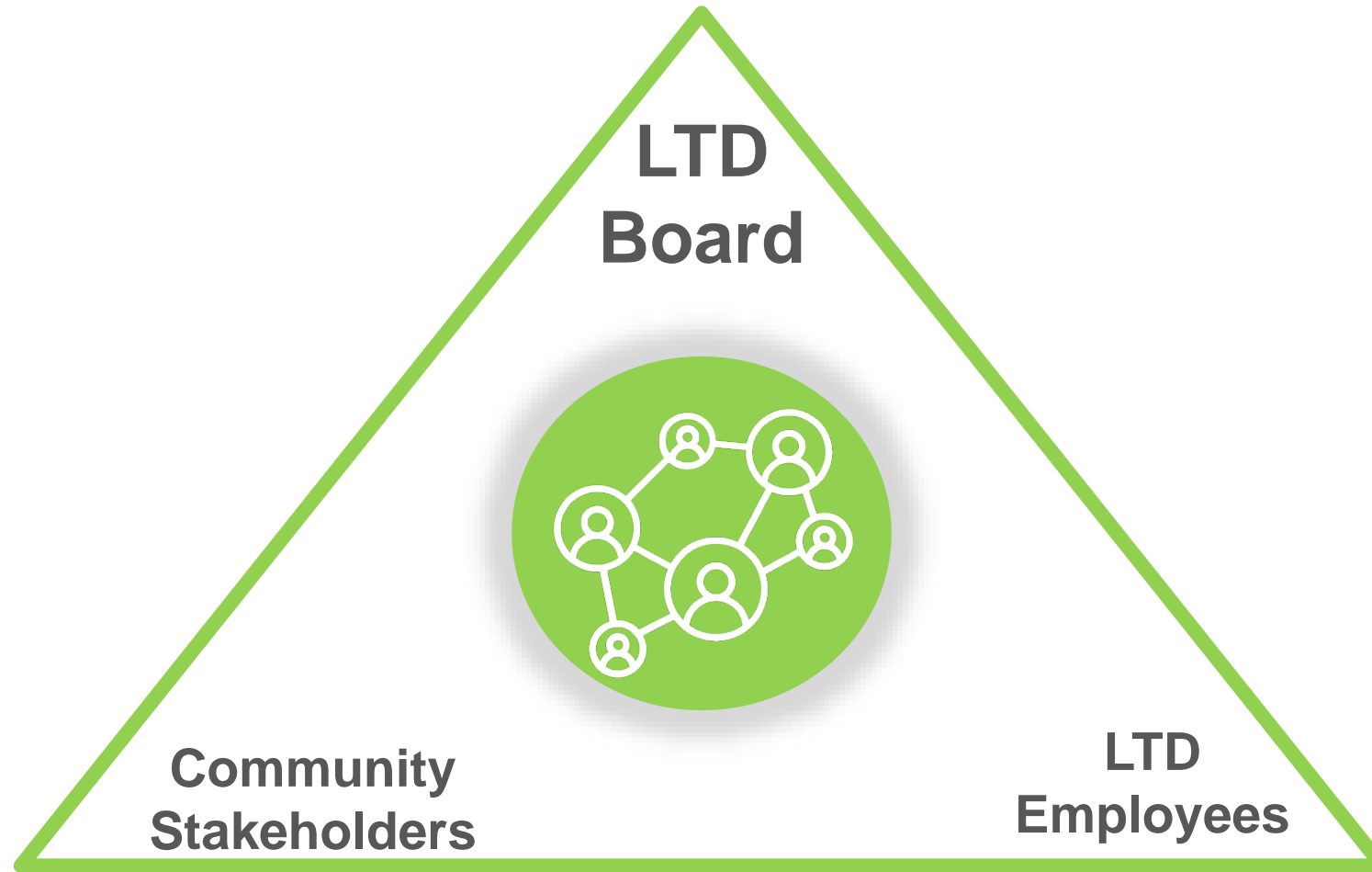
Executive Search: General Manger

Process Overview

Our approach to recruitment of qualified candidates ensures that we achieve alignment with the Board and Executive Management in order to deliver the most suitable individuals with the right mix of experience and skills.



Informing the Job Description



Key Questions for Defining the GM Job Description

What are the preferred values of the General Manager?

Externally or internally focused?

What are the key competencies?

What are desired experiences?

Key criteria for evaluation of candidates?

Great organization or great transit agency?

Job Target Profile

General Manager

LOOKING FOR

Captain

A Captain is a problem solver who likes change and innovation while controlling the big picture.

[Learn More](#)

Persuader

A Persuader is a risk-taking, socially poised and motivating team builder.

[Learn More](#)

Strategist

A Strategist is results-oriented, innovative and analytical with a drive for change.

[Learn More](#)

THEY

Intense

Variety

Restless

Opportunities to work at a faster than average pace

Driving

Mobility

Manage multiple priorities

Take the Initiative

Lead the conversation

Explore new frontiers

NOTEWORTHY BEHAVIORS

Proactive

Quick to connect

Takes initiative

Fluent

Competitive

Fast-talking

Driven to get things done

Lively

Positive response to pressure

Enthusiastic

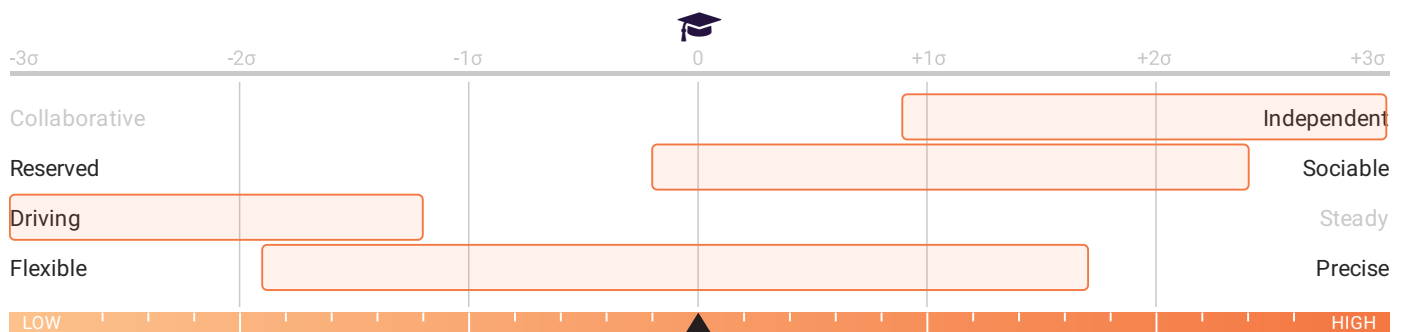
SUMMARY

The focus of this job is on achieving results which are aligned with the larger picture of the organization and its strategic goals. Initiative, coupled with a sense of competitive drive, and the ability to stay focused on results despite changing conditions, is the key to achieving the performance objectives of this job. Because

environmental and organizational conditions change rapidly, the work involves innovation and creativity in generating ideas for quick response. Decision-making is focused on implementing practical, timely solutions. The job requires getting things done quickly and handling a variety of activities. Self-assurance, and the confidence to purposely drive toward results while constantly problem-solving and engaging the commitment of others is essential. A leadership style that is firm and goal oriented, and yet motivates, trains, and engages others in an enthusiastic way is important. The emphasis on building rapport and relationships with individuals and groups requires an outgoing, poised and persuasive communication style. Because the pace of the work is faster than average, the ability to learn quickly and thoroughly while continually recognizing and adapting to changing conditions is critical. The scope of the job may require effective delegation to proven people. Especially routine and repetitive details should be delegated but with responsibility for follow up and accountability for timely results. While the job requires the ability to act independently, a sense of urgency and the confidence to handle a variety of challenges, a full commitment to the success of the business and high standards of achievement are expected in this position. The emphasis is on results, and effective systems that achieve results through and with people, rather than on the details of implementation. The job environment is flexible, constantly changing and provides growth opportunity, recognition and reward for the achievement of business results.

JOB CHARACTERISTICS

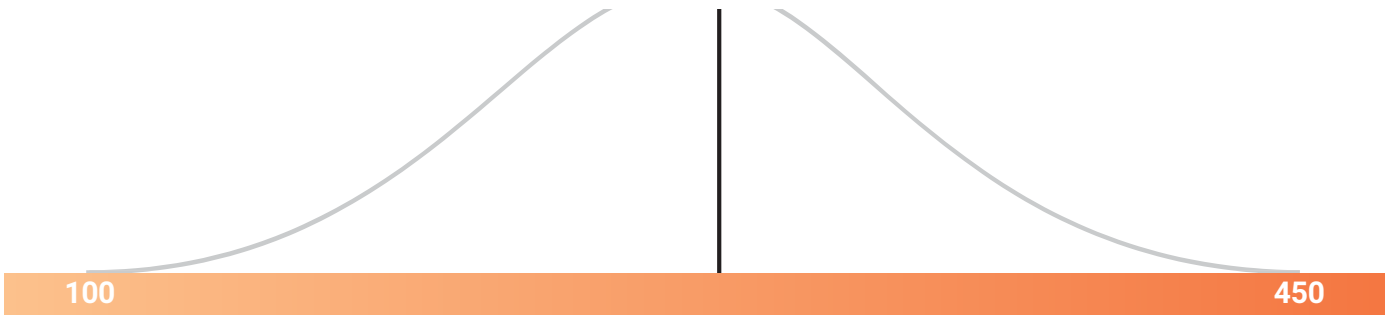
- Sense of urgency for goal achievement Varied activities Multiple, simultaneous projects Multi-tasking Fast-paced environment
- Results focus Idea generation, innovative and creative problem solving Rapport and relationship building focused on achieving results Engage commitment of others
- Problem solving orientation
- Risk taking
- Action-oriented and somewhat collaborative decision-making
- Quick decision making in response to changing conditions
- Extroverted, confident, enthusiastic, persuasive Influences, stimulates others to action Collaboration focused on results
- Authoritative leadership based on generalist expertise, knowledge of systems
- Directive leadership to assure business results are achieved
- Delegation of details as necessary, with follow up on timeliness and quality
- Accountability for results



COGNITIVE TARGET



SCORE
250 



The ideal General Manager candidate will have a score of at least 250 on the Predictive Index Cognitive Assessment.

© Predictive Index, LLC 1955 - 2021



AGENDA ITEM SUMMARY

DATE OF MEETING: December 7, 2021

ITEM TITLE: DEVELOPING LTD'S SERVICE RESTORATION STRATEGY

PREPARED BY: Tom Schwetz, Director of Planning and Development

DIRECTOR: Mark Johnson, Interim General Manager

ACTION REQUESTED: None. Information Only

PURPOSE: Provide the committee with an overview of the issues underlying the development of LTD's service restoration strategy.

ROLE: As an advisory committee to the Board of Directors, the committee's role in this instance is to obtain information for a future recommendation to the Board.

COMMITTEE COMMUNICATION: N/A

PUBLIC COMMUNICATION: N/A

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

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

DESCRIPTION: Similar to what many other transit agencies in the Northwest have continually experienced for several years, LTD has been facing similar challenges in its ability to hire enough operators during FY 22. LTD's ability to increase service over the course of FY 22 will depend on the ability to hire enough operators. Looking forward, ridership changes will be affected by the impacts of increasing numbers of workers who will be working in hybrid arrangements. In that context, the success in LTD's efforts to restore service effectively will depend on both operational and ridership demand factors.

BACKGROUND: At the beginning of the pandemic period in late March 2020, LTD's average weekday ridership had dropped from 36,000 to 10,000 – a decline of 72%. At that time, service was reduced to 54% of pre-Covid levels. Weekday average ridership during the pandemic period stabilized at 12,000.

This pattern continued until mid-September 2021 when the combination of high school and UO students returning to campus increased the average weekday ridership by 50% to 18,000. This increase in ridership coincided with a 50% increase in LTD's service from the low in March 2020. LTD is currently operating at 80% of pre-Covid levels. Future increases in service will be constrained by LTD's ability to hire additional operators.

CONSIDERATIONS: NA

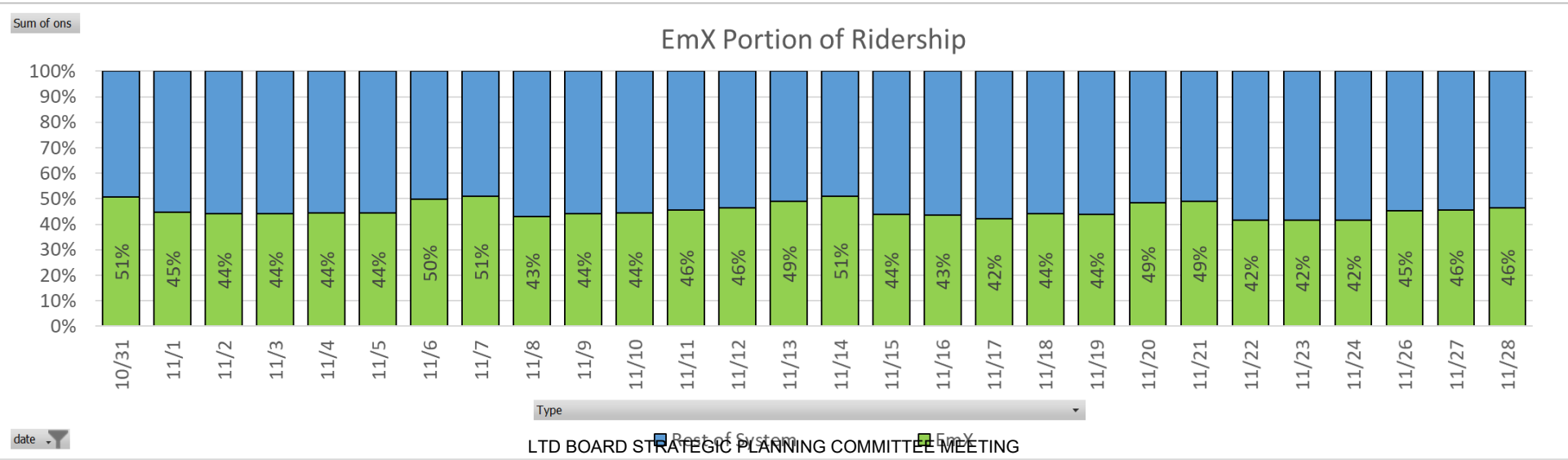
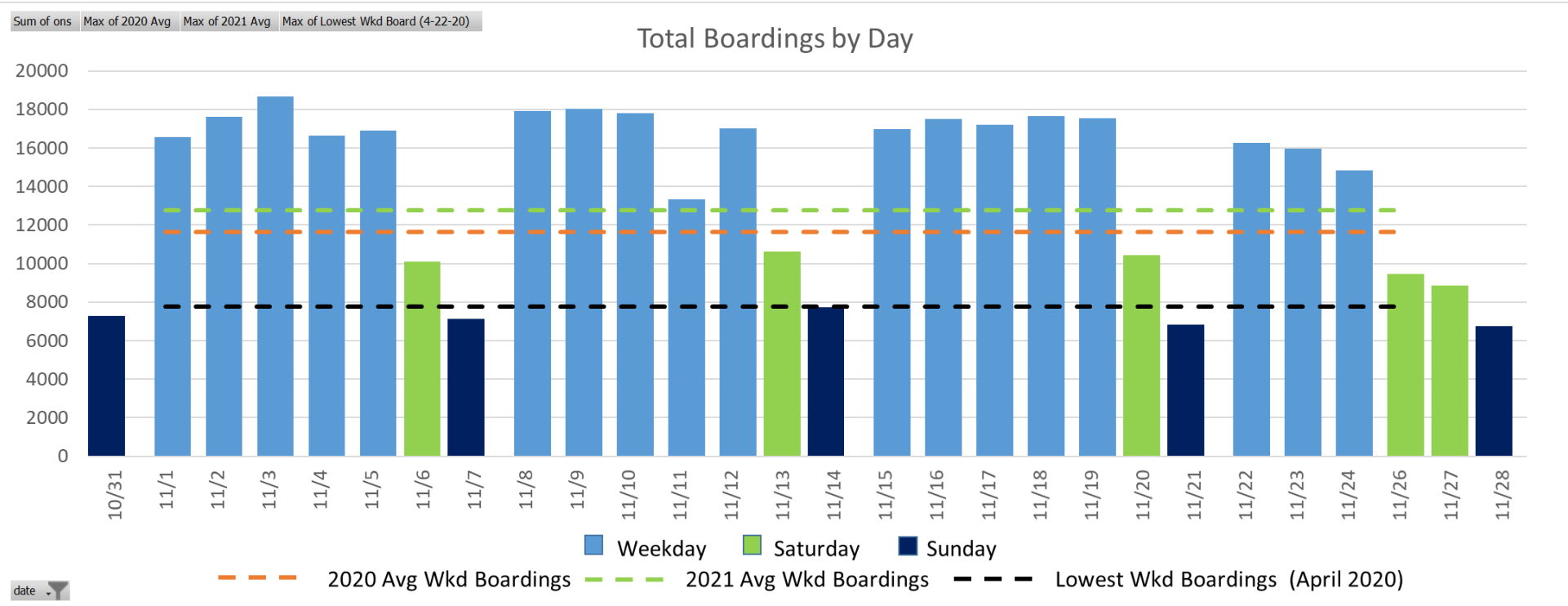
ALTERNATIVES: NA

NEXT STEPS: Staff will provide a more detailed presentation on both operations and ridership outlooks at the committee meeting.

SUPPORTING DOCUMENTATION:

- 1) November 29, 2021 Ridership Report

PROPOSED MOTION: N/A



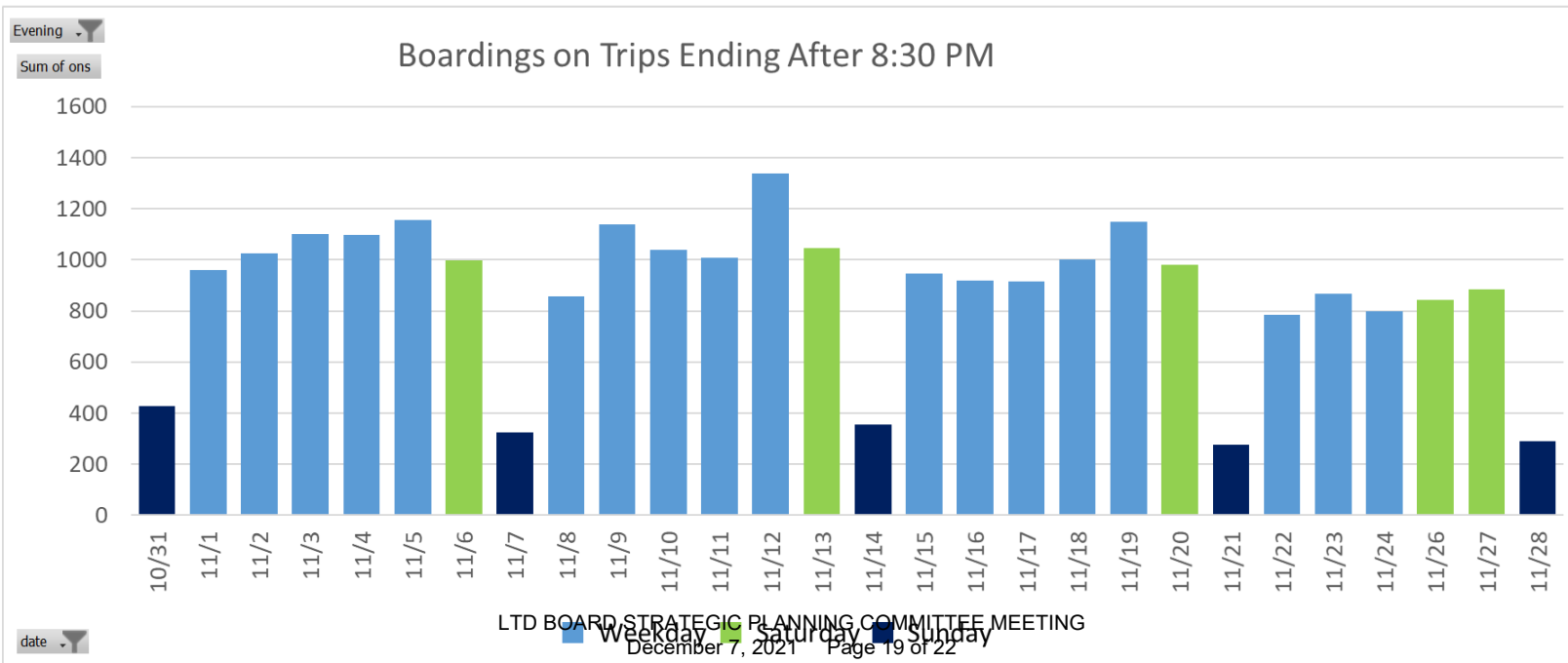
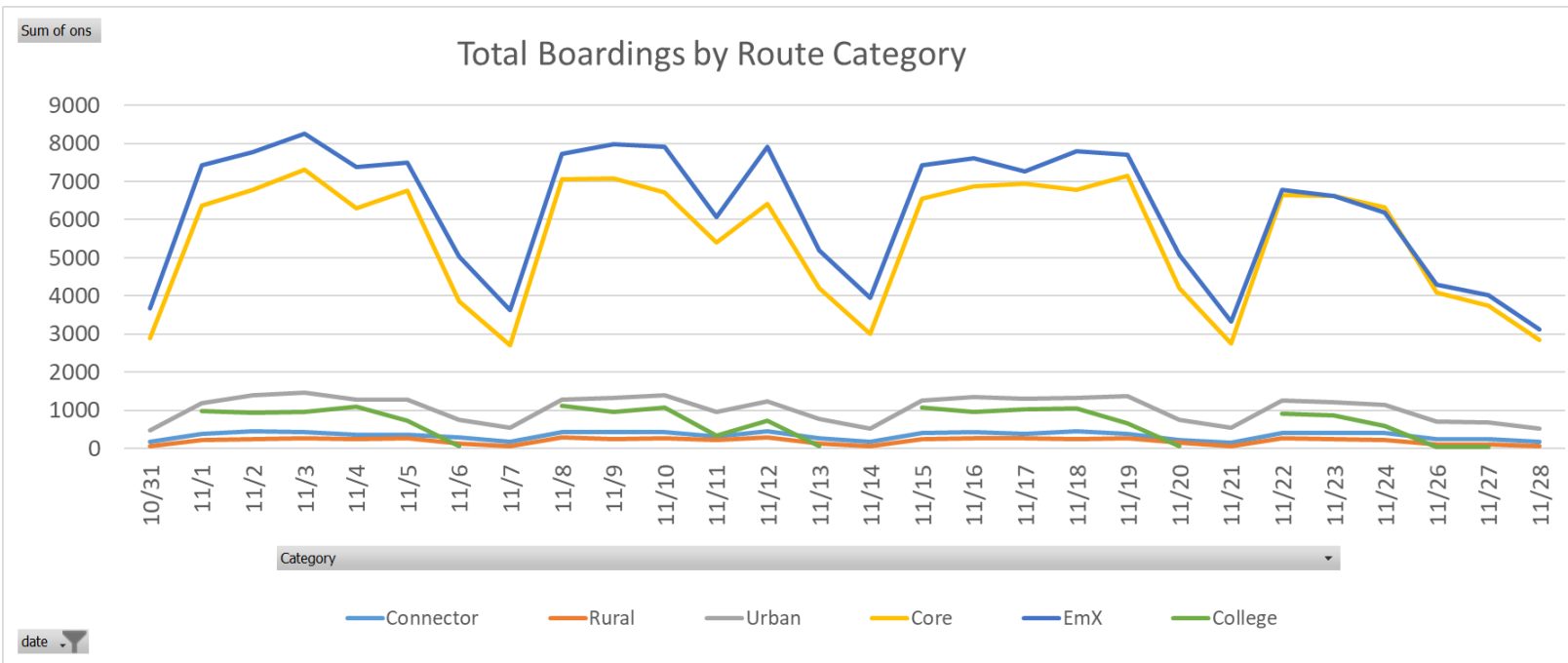
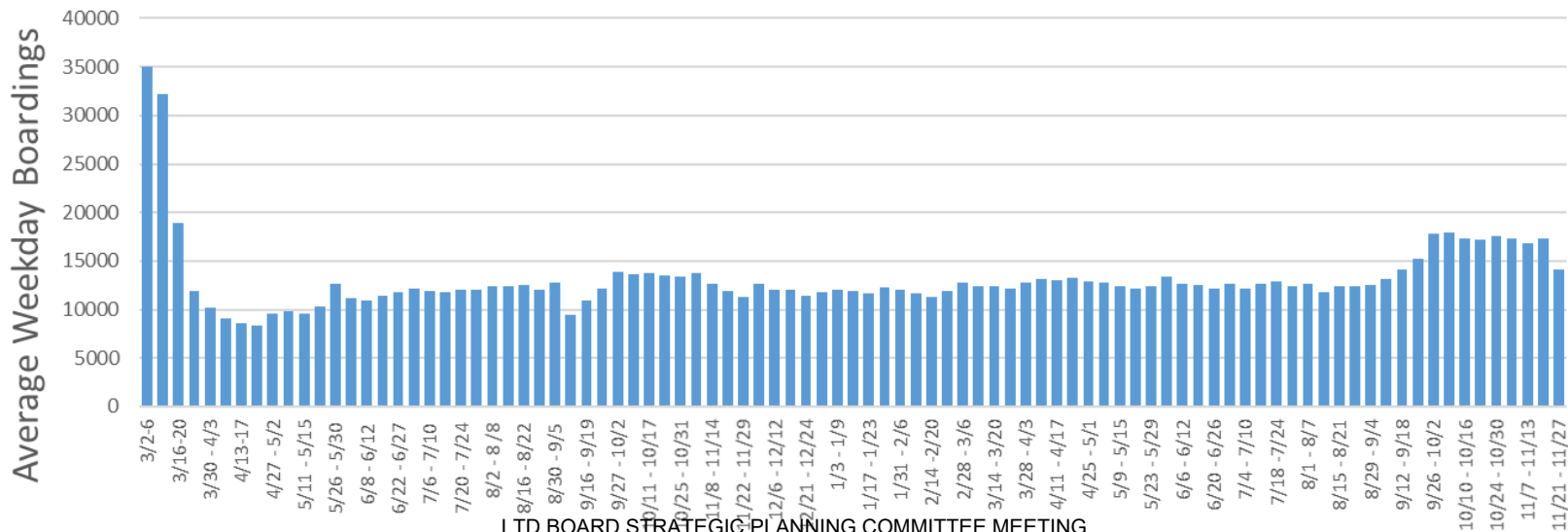
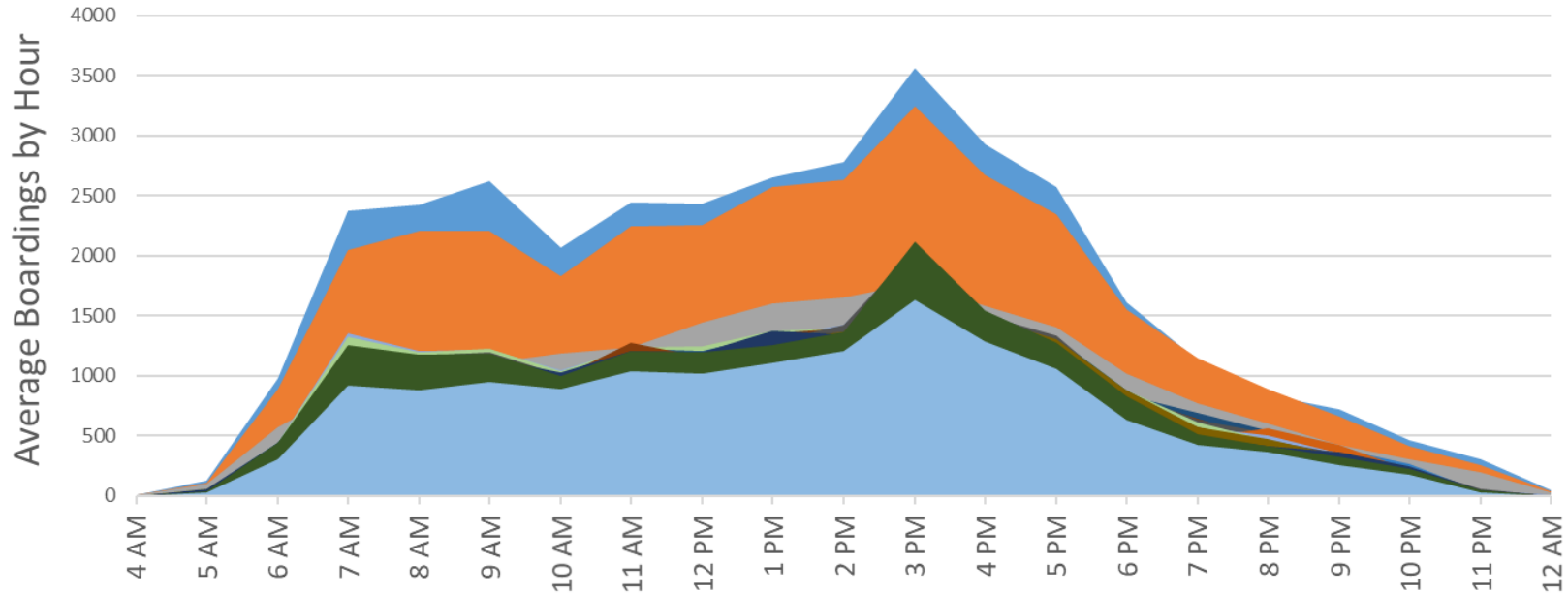
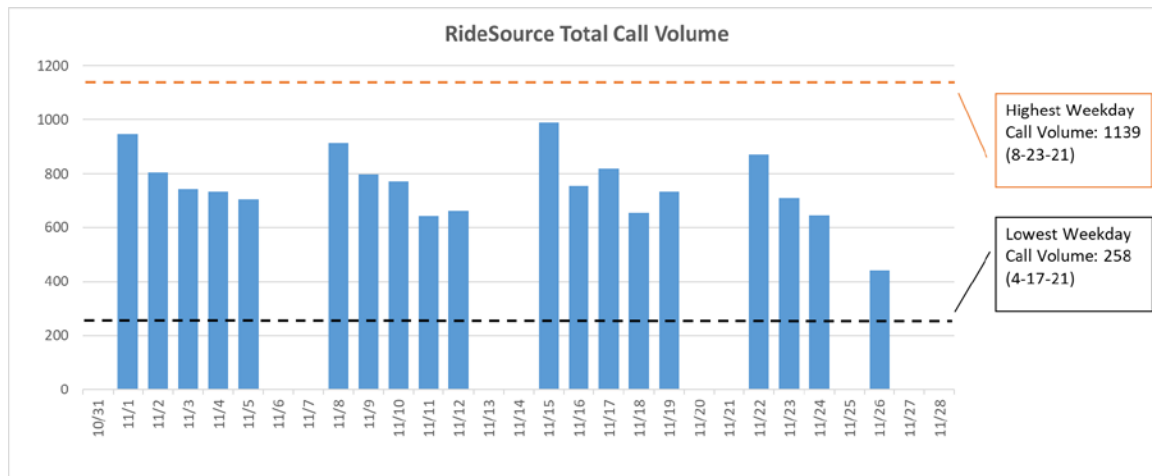


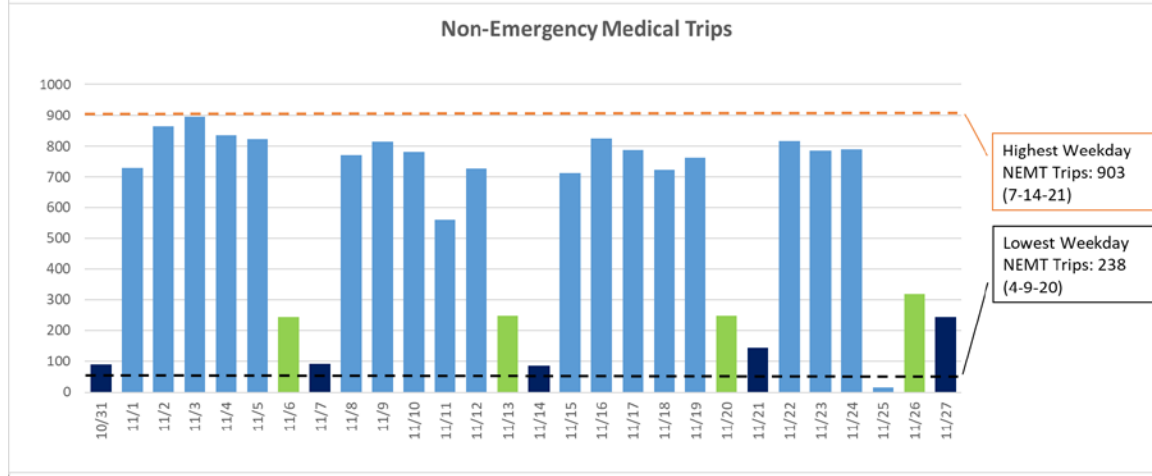
Figure 4 - Average Weekday Boardings by Hour and Average Daily Boardings





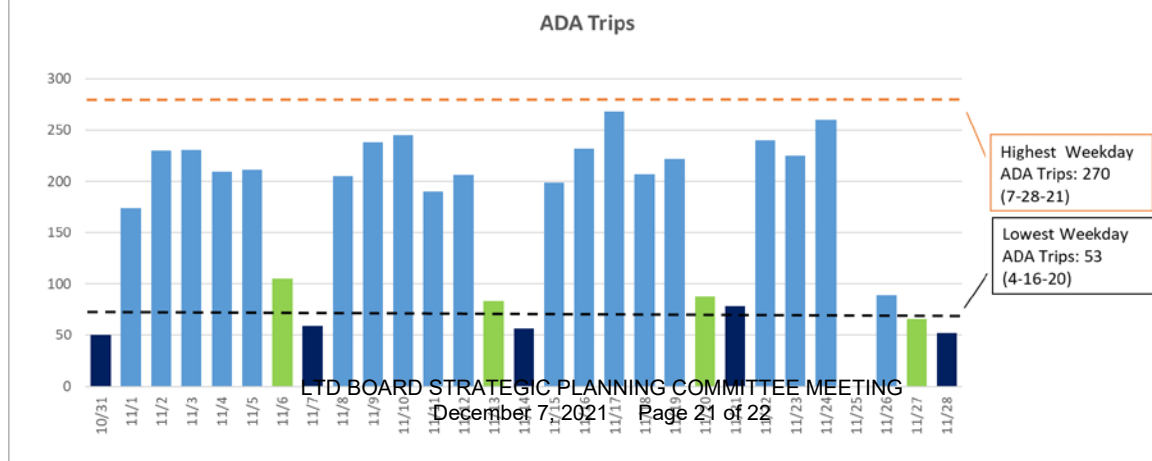
Highest Weekday
Call Volume: 1139
(8-23-21)

Lowest Weekday
Call Volume: 258
(4-17-21)



Highest Weekday
NEMT Trips: 903
(7-14-21)

Lowest Weekday
NEMT Trips: 238
(4-9-20)



Highest Weekday
ADA Trips: 270
(7-28-21)

Lowest Weekday
ADA Trips: 53
(4-16-20)



Strategic Planning Committee Annual Working Agenda

Topic	Notes	Presenter	Agenda Time
March 29, 2022			Time (minutes)
Materials Deadline: December 20			
Introductory Items			15
Items for action:			
Items for Board Recommendation			
Items for Information/Discussion:			
Strategic Business Plan Update		Kim Le	30
RideSource COA		John Ahlen	20
Mobility Management Strategy Update		Andrew Martin	20
Written Reports:			
TOTAL TIME (120 minute max)			85
June 28, 2022			Time (minutes)
Materials Deadline: May 21			
Introductory Items			15
Items for Action:			
Officer Elections			
Items for Board Recommendation			
Items for Information/Discussion:			
SBP Quarterly Update		Kim Le	30
Written Reports:			
TOTAL TIME (120 minute max)			45
September 27, 2022			Time (minutes)
Materials Deadline: August 27			
Introductory Items			15
Items for Action:			
Items for Board Recommendation			
MovingAhead Recommendation	Placeholder	Andrew Martin	30
Items for Information/Discussion:			
SBP Quarterly Update		Kim Le	30
Written Reports:			
TOTAL TIME (120 minute max)			75
December 27, 2022			Time (minutes)
Materials Deadline: September 24			
Introductory Items			15
Items for Action:			
Items for Board Recommendation			
MovingAhead Recommendation		Andrew Martin	30
Items for Information/Discussion:			
Comprehensive Operations Analysis		Tom Schwetz	30
SBP Quarterly Update			
Written Reports:			
TOTAL TIME (120 minute max)			75