



**LANE TRANSIT DISTRICT  
BOARD OF DIRECTORS  
STRATEGIC PLANNING COMMITTEE**

Tuesday, August 22, 2023  
5:30 – 7:30 p.m.

**IN-PERSON & VIRTUAL MEETING**

**LTD Board Room**  
3500 E. 17<sup>th</sup> Avenue, Eugene  
(Directions below)

**Zoom:** Link to watch live and provide public participation provided on the web calendar at [www.LTD.org](http://www.LTD.org).

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

**AGENDA**

ITEM		Time	Pag
I.	CALL TO ORDER	5:30 p.m.	
II.	ROLL CALL	5:31 p.m.	
	<input type="checkbox"/> Alma Hesus (Chair) <input type="checkbox"/> Martin Gaiter (Vice Chair) <input type="checkbox"/> Marianne Nolte <input type="checkbox"/> Mike Eyster <input type="checkbox"/> Vidal Frances (ODOT) <input type="checkbox"/> Rheanna Hensley <input type="checkbox"/> Greg Evans (Eugene City Councilor) <input type="checkbox"/> Phillip Shimbue <input type="checkbox"/> Beth Blackwell (Springfield City Councilor) <input type="checkbox"/> Elaine Eller-Mough <input type="checkbox"/> Vacant (County Commissioner) <input type="checkbox"/> Claire Syrett <input type="checkbox"/> Hoover Chambliss <input type="checkbox"/> Vacant <input type="checkbox"/> Pete Knox (Board Member) <input type="checkbox"/> Gino Grimaldi (Board Member)		
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> The Committee sets aside time at the beginning of the meeting for members of the public to provide public comment. We appreciate hearing from the public and encourage use of this opportunity. Comments are directed to the Committee. If a Committee member has a clarifying question, it will be directed to staff when the person testifying has completed his/her comments. Public testimony is limited to three (3) minutes per community member. Testimony may be provided via e-mail at <a href="mailto:clerk@ltd.org">clerk@ltd.org</a> . 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 INFORMATION AT THIS MEETING		
A.	STRATEGIC BUSINESS PLAN UPDATE	5:50 p.m.	3
	[Aimee Reichert, Facilities Project Manager II] <b>Action Needed:</b> None. Information Only		
B.	REIMAGINING THE RIDE: OVERVIEW AND STATUS	6:10 p.m.	18
	[Tom Schwetz, Director of Planning & Development] <b>Action Needed:</b> Discussion		
VII.	WRITTEN REPORTS AND UPDATES		

	<u>ITEM</u>	<u>Time</u>	<u>Page</u>
XI.	ITEMS FOR ACTION OR INFORMATION AT A FUTURE MEETING	7:25 p.m.	35

*Attached is a list of action, recommendation, or information items that will be included on the agenda for future meetings.*

VIII.	ADJOURNMENT	7:30 p.m.
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*The facility used for this meeting is wheelchair accessible. To request a reasonable accommodation or interpreter, including alternative formats of printed materials, please contact LTD's Administration office no later than 48 hours prior to the meeting at 541-682-5555 (voice) or 7-1-1 (TTY through Oregon Relay).*

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

**Bus:**

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

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

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

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



## AGENDA ITEM SUMMARY

**DATE OF MEETING:** August 22, 2023

**ITEM TITLE:** STRATEGIC BUSINESS PLAN UPDATE

**PRESENTER:** Aimee Reichert, Facilities Project Manager II

**DIRECTOR:** Matt Imlach, Director of Development

**ACTION REQUESTED:** None. Information Only

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**PURPOSE:** To provide a progress review on the 2022-2024 Strategic Business Plan (SBP) including current state performance metrics and refreshed work plans for fiscal year 2024.

**DESCRIPTION:** The FY22-24 Strategic Business Plan guides the direction for Lane Transit District. The intent of the plan is to continuously orient work commitments through the foundation of our mission, vision, and values. Progress is measured using key performance indicators that align with work in areas of customer satisfaction, community value, employee engagement, financial health, and sustainability.

**BACKGROUND:** The Lane Transit District (LTD) Board of Directors adopted LTD's Strategic Business Plan in July 2021. The plan included 24 Key Performance Indicators (KPIs), measures designed to reflect performance across the areas of customer satisfaction, community value, employee engagement, financial health, and sustainability. Each fiscal year, strategic work plans have been reviewed to ensure work commitments continue to drive us toward success across our KPI's. Progress updates have been provided to the Board quarterly since the plans launch. Since the last staff update to the Strategic Planning Committee in May 2023, LTD's executive team has reviewed and updated strategic work plans, centering strategic work around transformational efforts to "Reimagine the Ride."

**CONSIDERATIONS:** The refreshed strategic work plans for FY2024 are designed to span two fiscal years. During this time, staff expect to update the Long Range Transit Plan, which will guide the next full update on LTD's Strategic Business Plan. KPI's will continue to be reported quarterly to insure LTD remains accountable to strategic priorities, with work focused on operationalizing our core values.

**NEXT STEPS:** Staff will provide a quarterly update on Strategic Plan Key Performance Indicators following the end of Q1FY24 (July 24 – Sept 24).

**SUPPORTING DOCUMENTATION:**

- 1) Strategic Business Plan Presentation

**PROPOSED MOTION:** None. Information only



# Strategic Business Plan Report

Strategic Planning Committee, August 22, 2023



**Lane Transit District**

LTD STRATEGIC PLANNING COMMITTEE  
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**LTD.org**

# AGENDA



Strategic Plan Overview



Current State Results



Fiscal Year 2024 and Beyond



# Strategic Business Plan Overview

- Adopted in July 2021 by LTD's Board of Directors
- Establishes foundational **Mission, Vision, Values**
- Sets **Strategic Priorities** across 5 focus areas:
  - *Customer Satisfaction*
  - *Community Value*
  - *Employee Engagement*
  - *Financial Health*
  - *Sustainability*
- Defines **Key Performance Indicators (KPIs)** – Measures taken routinely to determine how we are performing compared to pre-determined targets.
- Standardizes **Strategic Work Plans** designed to improve and maintain performance.



# Strategic Business Plan Cycle

Initiated July 2021



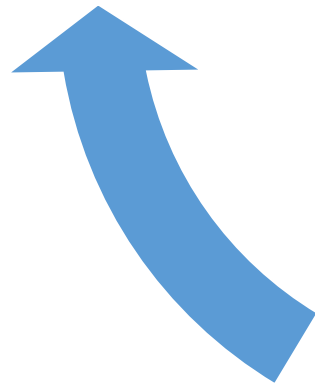
Strategic  
Plan



Quarterly  
Reporting



Annual  
Refresh







# MISSION

Connecting Our Community

# VISION

In all that we do, we are committed to creating a more connected, sustainable, and equitable community

# VALUES

Respect, Integrity, Innovation, Equity, Safety, and Collaboration





# Strategic Business Plan Structure





# Strategic Business Plan In Action





# Strategic Business Plan – Quarterly KPI's

Year	FY 23			
Quarter	Q1	Q2	Q3	Q4
On-Time Performance	94.20%	93.20%	93.3%	94.4%
Accidents/100,000 Miles	2.94	3.5	3.5	5.32
Bus Operator Complains/100,000 Miles	10	12	7.67	8.67
Overall Ridership	1330252	1485465	1539651	1604506
Operating Cost/Boarding	\$9.28	\$9.11	\$9.98	\$8.85
Vehicle Hours/Labor Hour	0.61	0.63	0.63	0.65
Maintenance Cost/Mile	\$1.55	\$1.46	\$1.44	\$1.48
% Fleet Transitioned to Electric	11%	14%	14%	27%
Renewable Fuels		95%	100%	100%



# Strategic Business Plan – Annual KPI's

## Employee Engagement Survey

Survey Question	2022	2023
Employee Engagement Composite* Overall	67%	75.00%
Employees would recommend LTD as a good place to work. (included in composite)	3.26	3.58
Employees Understand How Their Performance is Linked to LTD's Success (included in composite)	4.12	4.26
Employees Agree Leadership is Invested in their Success (included in composite)	3.31	3.46
Employees Agree They are Provided with the Tools Needed to Work Successfully	3.22	3.5
Employees Agree Departments in Our Organization Work Well Together	2.7	2.97

Questions are scored on a 1 to 5 scale, with 1 being low agreement and 5 being high agreement with statement.





# Strategic Business Plan FY24 and Beyond



Community Value



Customer Satisfaction



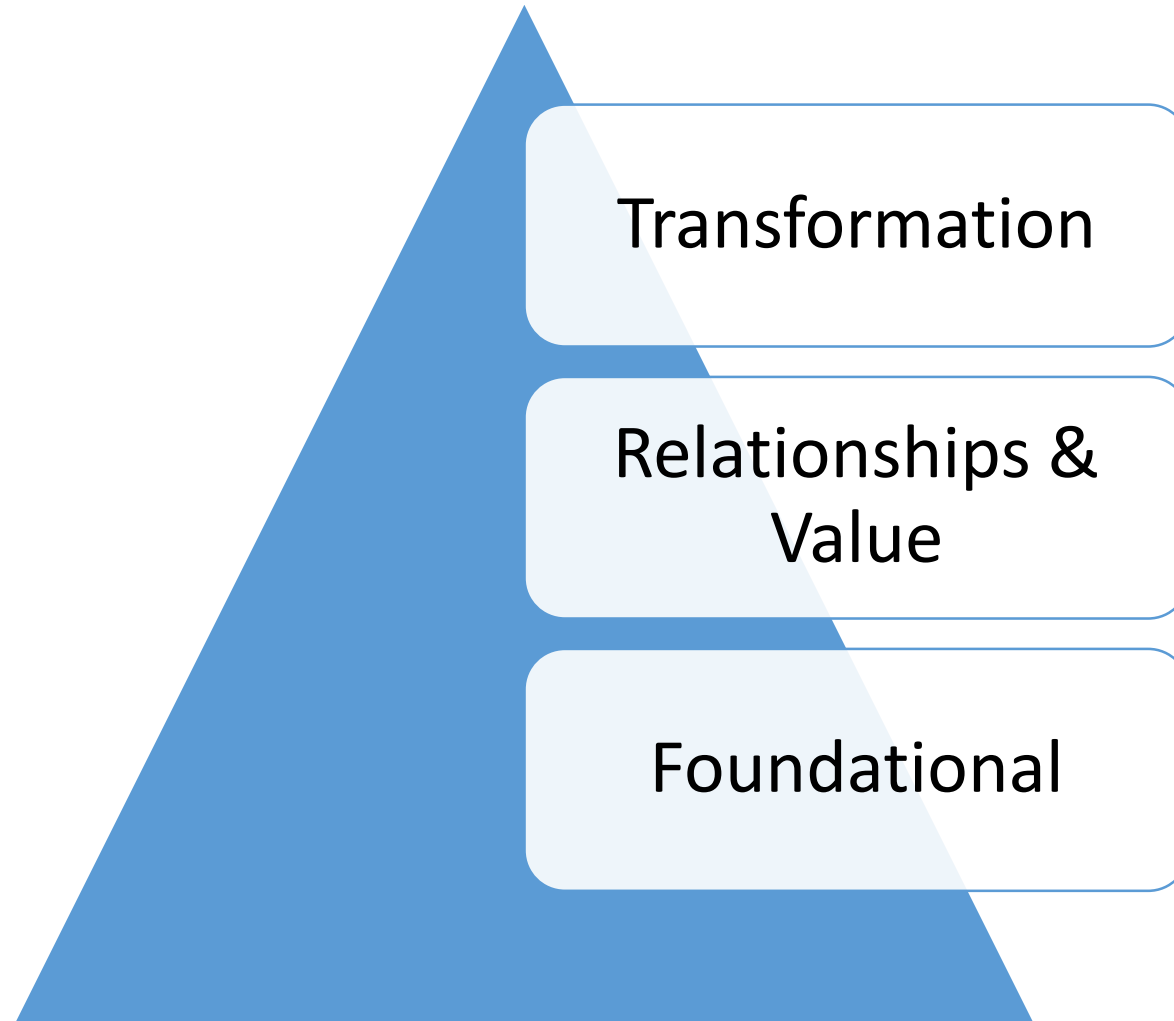
Employee Engagement



Financial Health



Sustainability





# Foundational Strategic Work



Increase revenue service levels by 10% over Fiscal Year 2023 baseline.



Implement communication process for public engagement.



Develop a sustainable long-term financial model for LTD.

Foundational



Develop Internal Strengths.



# Relationships & Values Strategic Work



Implement strategy for achieving Disadvantaged Business Enterprise (DBE) goals.



Report LTD outcomes in relation to community priorities.

## Relationships & Value



Implement strategy to community accountability



Improve the perception of security of LTD services by 5%.



# Transformative Strategic Work



Transformative



Transition into the Lane County Mobility Provider by 2025



# Q&A





## AGENDA ITEM SUMMARY

**DATE OF MEETING:** August 22, 2023

**ITEM TITLE:** REIMAGINING THE RIDE: OVERVIEW AND STATUS

**PRESENTER:** Tom Schwetz, Director of Mobility Planning and Policy

**DIRECTOR:** Joe McCormack, Chief Development Officer

**ACTION REQUESTED:** Committee Discussion

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**PURPOSE:** To provide the Strategic Planning Committee (SPC) with an update on Lane Transit District's (LTD's) process and projects focused on Reimagining the Ride.

**DESCRIPTION:** Over the next several years, LTD will be conducting a series of planning efforts focused on defining LTD's role as the region's mobility manager. This process has been branded "Reimagine the Ride". This agenda item provides SPC with an update on these planning efforts which will be a major part of SPC's work plan over the next several years. This work program cuts across all of the Success Outcomes defined in LTD's Strategic Business Plan.

**BACKGROUND:** Over the last 52 years, LTD has created an effective system of bus transit providing accessible transportation to much of the District's population. In addition to fixed route transportation, LTD has also established RideSource to meet federal ADA requirements for community residents whose disability or health conditions prevent them from being able to access LTD's fixed-route system. LTD has also introduced fixed route service innovations like bus rapid transit and fare programs for a broad cross-section of the community that facilitate free or reduced-cost access to LTD's services. Additionally, LTD has worked creatively to establish service connections to parts of Lane County outside of District boundaries, including the Diamond Express and Rhody Express.

LTD has developed a strong sense of service to the community, service that has provided community members with reliable transportation. Transportation that has connected them to work, services, family, and friends - access to life. While the quality and quantity of LTD's fixed-route service has continued to increase, the fixed-route system does not meet all transportation needs and does not provide accessibility to significant parts of LTD's service boundary. District-wide, 59% of the population is further than half a mile from LTD's routes with at least 30-minute frequencies. LTD needs to look beyond its current services to address the access needs of our regional community more fully.

Transit agencies across the country are recognizing the increasing need to diversify their transportation options. Over the last several years, new transportation modes have emerged that provide first- and last-mile solutions as well as alternatives to traditional transit. LTD is already a mobility manager and has a history of exploring and delivering innovative transportation solutions. For example, LTD's RideSource Shopper service provides origin to destination service to people with limited mobility, connecting them with grocery stores in a shared trip format. With the LTD Connector in Cottage Grove, LTD provides origin to destination, flexibly routed service to serve trips within the community, but relies on Route 98, a fixed-route service, to provide connections between Cottage Grove and the metro area. Major destinations like the University of Oregon are best served by high capacity, frequent service like EmX.

Today, LTD is the largest provider of shared mobility in Lane County (as well as the six surrounding counties). Annually, its fixed-route operations provide millions of trips providing people with access to their lives and livelihoods. A well-functioning fixed-route system is essential in establishing a useful system of mobility. The fixed-route system is the backbone of LTD's service offerings as we continue to explore broader mobility management tools.

Futurist Terence Mauri has said that "you can't navigate the future with an old map". He calls on us to align around a point of view from the future. In this context, we want to focus our planning efforts on adapting the core of what we do (mobility management) by continuing to ask ourselves "what does our community need us to be?"

**CONSIDERATIONS:** Attachment 1 provides an overview of LTD's Planning Work Program schedule for the next several years. This work program consists of several planning efforts with which SPC will be involved. These efforts include:

- The process for engaging and communicating with the community on this work program will be informed by the Community Outreach and Communications Assessment (COCA),
- Comprehensive Operations Analysis (COA) which is on a three-year update cadence,
- RideSource Operations Analysis (ROA),
- Development of a Mobility Management Framework (MMF), and
- Long-Range Transit Plan (LRTP).

A Downtown Eugene Public Transportation/Shared Mobility Circulation Plan will also be developed in partnership with the City of Eugene.

**ALTERNATIVES:** NA

**NEXT STEPS:** SPC will be engaged in each of the processes identified in Attachment 1. Additional next steps will involve reviewing and providing input into more detailed work plans and schedules for each of these projects in future meetings.

**SUPPORTING DOCUMENTATION:**

- 1) Attachment 1: LTD's Reimagine the Ride Process Schedule (Calendar Years)
- 2) Attachment 2A: Community Outreach & Communication Assessment Scope
- 3) Attachment 2B: Comprehensive Operations Analysis Scope
- 4) Attachment 2C: RideSource Operations Analysis Scope
- 5) Attachment 2D: Mobility Management Framework (MMF) Project Approach
- 6) Attachment 2E: Proposed LRTP Scope of Work (Currently in consideration for TGM grant funding)

TASK	23-Mar	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24
Task 1 Project Management												
1.1 Pre-Kick Off												
1.2 Finalize Project Management Plan												
1.3 Draft Public Involvement Plan												
1.4 Team Coordination												
Task 2 Review & Eval. Docs., Projects, Processes												
2.1 Review Existing LTD Documents, Projects, Processes												
2.2 Conduct interviews with relevant individuals												
2.3 Conduct research in lessons learned and best practices												
2.4 Develop Initial Findings & Themes into Draft Framework												
Task 3 Outreach & Engagement												
3.1 Develop Community Steering Council Based on Task 2 Findings												
3.2 Convene CSC to help shape framework												
3.3 Conduct Additional Engagement & Outreach												
Task 4 Framework Development												
4.1 Draft Community Outreach Framework & Seek Feedback												
4.2 Final Framework for Adoption												

	represents task
	represents deliverable



TASK	23-Mar	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24
Task 1 Project Management												
1.1 Pre-Kick Off												
1.2 Finalize Project Management Plan												
1.3 Draft Public Involvement Plan												
1.4 Team Coordination												
Task 2 Review & Eval. Docs., Projects, Processes												
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2.2 Conduct interviews with relevant individuals												
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2.4 Develop Initial Findings & Themes into Draft Framework												
Task 3 Outreach & Engagement												
3.1 Develop Community Steering Council Based on Task 2 Findings												
3.2 Convene CSC to help shape framework												
3.3 Conduct Additional Engagement & Outreach												
Task 4 Framework Development												
4.1 Draft Community Outreach Framework & Seek Feedback												
4.2 Final Framework for Adoption												

	represents task
	represents deliverable

Community Outreach and Communications Assessment Project Schedule

TASK	2023 Q1	2023 Q2			2023 Q3			2023 Q4			2024 Q1	
Task 1: Project Management												
Task 2: Review & Eval. Docs., Projects, Processes		Conduct interviews with relevant individuals and Develop Initial Findings & Themes into Draft Framework										
Task 3: Outreach & Engagement							CSC Meetings and other outreach					
Task 4: Framework Development									Draft Community Outreach Framework			Board Action Feb 2024

Mobility Management Framework Project Schedule										
TASK	2023 Q1	2023 Q2	2023 Q3	2023 Q4	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2025 Q1	2025 Q2
Task 1: Project Initiation and Coordination										
Task 2: Landscape and Best Practice Scan										
Task 3: Stakeholder Workshops, Interviews, and Visioning										
Task 4: SWOT Analysis										
Task 5: Key Challenges and Strategies (Partnerships, Funding and Governance)										
Task 6: Reimagining the Ride: Vision, Goal and Change Management Roadmap										

LTD's Reimagine the Ride Process Schedule (Calendar Years)

Community Outreach and Communications Assessment Project Schedule												
TASK	2023 Q1	2023 Q2			2023 Q3			2023 Q4			2024 Q1	
Task 1: Project Management												
Task 2: Review & Eval. Docs., Projects, Processes		Conduct interviews with relevant individuals and Develop Initial										
Task 3: Outreach & Engagement						CSC Meetings and other outreach						
Task 4: Framework Development								Draft Community Outreach Framework			Board Action Feb 2024	

Comprehensive Operations Analysis																						
TASK	2023 Q1	2023 Q2			2023 Q3			2023 Q4			2024 Q1		2024 Q2		2024 Q3		2024 Q4		2025 Q1		2025 Q2	
Task 1: Project Management																						
Task 2: Existing Conditions																						
Task 3: System Analysis																						
Task 4: Outreach and Engagement																						
Task 5: COA Adoption																						
Task 6: Follow-on Tasks (TBD)																						

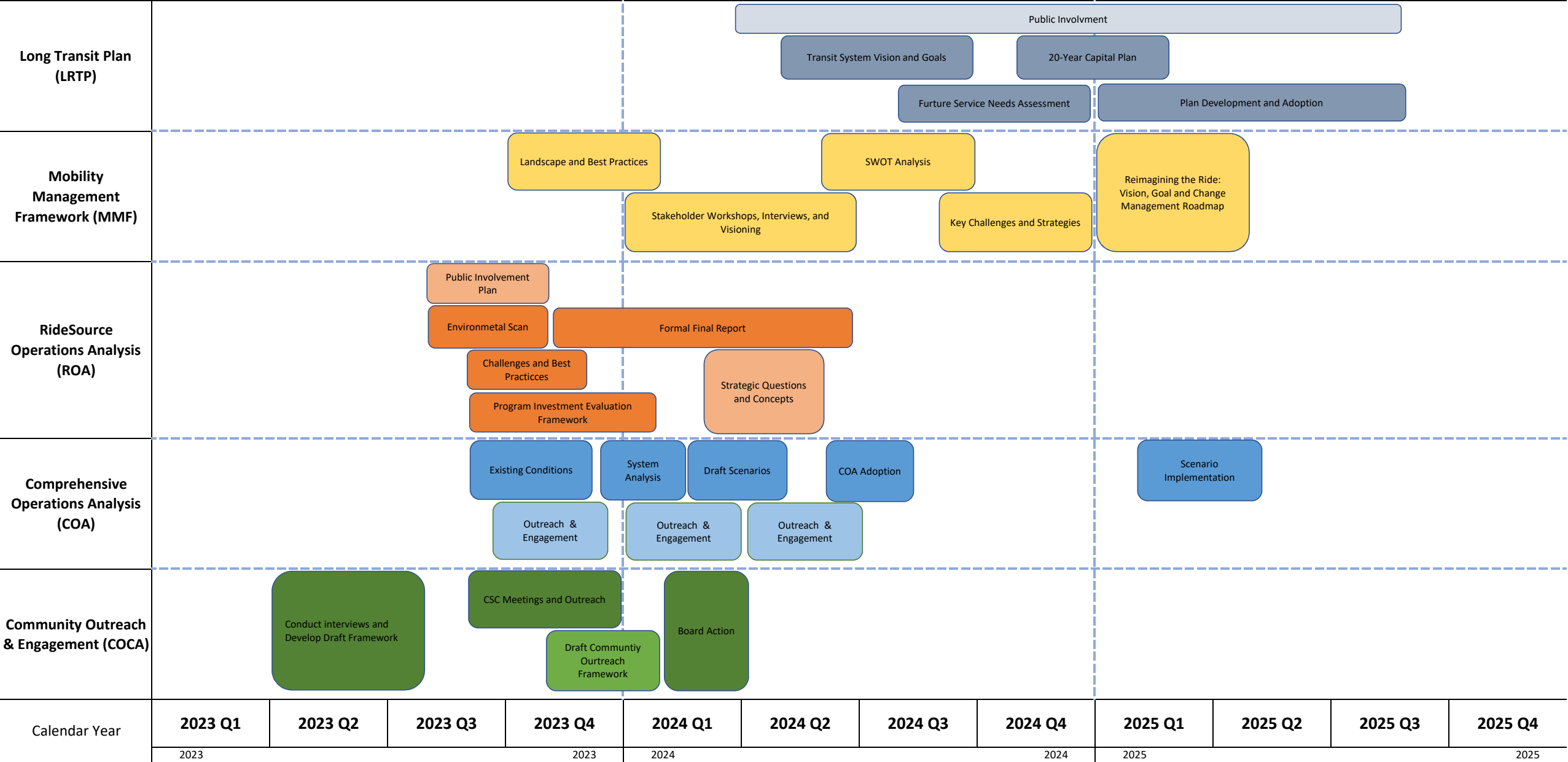
RideSource Operations Analysis																						
TASK	2023 Q1	2023 Q2			2023 Q3			2023 Q4			2024 Q1		2024 Q2		2024 Q3		2024 Q4		2025 Q1		2025 Q2	
Task 1:Public Involvement Plan																						
Task 2: Environmental Scan																						
Task 3: Challenges and Best Practices																						
Task 4: Program Investment Evaluation Framework																						
Task 5: Formal Final Report																						
Task 6: Strategic Questions and Concepts																						

Mobility Management Framework Project Schedule																							
TASK	2023 Q1		2023 Q2		2023 Q3		2023 Q4			2024 Q1			2024 Q2		2024 Q3		2024 Q4		2025 Q1		2025 Q2		
Task 1: Project Initiation and Coordination																							
Task 2: Landscape and Best Practice Scan																							
Task 3: Stakeholder Workshops, Interviews, and Visioning																							
Task 4: SWOT Analysis																							
Task 5: Key Challenges and Strategies (Partnerships, Funding and Governance)																							
Task 6: Reimagining the Ride: Vision, Goal and Change Management Roadmap																							

Long-Range Transit Plan Project Schedule																								
TASK	2023 Q1	2023 Q2			2023 Q3			2023 Q4			2024 Q1		2024 Q2		2024 Q3		2024 Q4		2025 Q1		2025 Q2		2025 Q3	
TGM Grant Award Notice from DLCD																								
1. Project Management																								
2. Public Involvement																								
3. Transit system vision and goals																								
4. Future service needs assessment																								
5. 20-Year Capital Plan																								
6. Plan Development and Adoption Support																								



ATTACHMENT 1-A  
REIMAGINE THE RIDE PROJECT TIMELINE SUMMARY



## **Attachment 2-A – Community Outreach & Communication Assessment Scope**

During the next few months, LTD will begin development of a Community Outreach & Communication Assessment. This effort will review and assess LTD's existing processes related to outreach, communications, and transparency. As we transition leadership and emerge from the pandemic, it is important for the District to have an accurate picture of its performance to date and to determine how best to move forward in an evolving mobility management climate. The goals of the Community Outreach & Communication Assessment are to:

1. Assess and evaluate community experience and expectations related to public processes, public involvement, and organizational performance transparency.
2. Evaluate past outreach efforts including MovingAhead, Mobility Management Strategy, Transit Tomorrow, etc.
3. Identify gaps between community expectations and the outreach efforts that were conducted
4. Identify gaps between community expectations and current levels of organizational reporting transparency and develop recommendations, as needed.
5. Develop a plan for future community outreach that is fully informed by broad stakeholder input, scalable and useful for projects large and small. Create tools to help staff assess when and to what degree public outreach and community participation will be helpful for transparency, and community buy in.
6. Further position LTD to be an outstanding implementer of services designed with and for the communities we serve.

InfraStrategies has been procured to conduct the COCA. The work program for this effort is as follows:

Task 1: Project Management

Task 2: Review & Eval. Docs., Projects, Processes

Task 3: Outreach & Engagement

Task 4: Framework Development

## **Attachment 2-B – Community Operations Analysis (COA) Scope**

The Comprehensive Operations Analysis (COA) will be examining LTD's fixed network to identify strategies for implementing service changes over a three-year period. The COA kicked off in early August and in the coming months will be examining the existing network and system performance as well as the development of a public participation plan and an onboard origin and destination survey. Ongoing outreach efforts will help to identify what works well, identify gaps and needs in service, and seek to increase the efficiency and usefulness of the current network. These outreach efforts and system analysis will guide the development of up to three different service scenarios to help LTD effectively utilize its resources to provide best service to the community possible. The COA process will conclude with the development of a preferred phased service scenario in summer of 2024 with any anticipated changes implemented in February 2025.

The COA will be an examination and exploration of how LTD can adapt to changes in ridership and travel patterns post-COVID. Proposed changes over fiscal years 2025–2027 will be based on the following project objectives and grounded in financial and operational sustainability:

- a. Adapt to potential shifts in travel behavior post-COVID to support existing customers' needs and attract new customers.
- b. Identify opportunities to increase system efficiency balanced with availability of transit resources. This would include both changes to street infrastructure as well as operational changes that improve efficiency.
- c. Develop a process for allocating service resources that systematically considers equity as a factor when adding or reducing transit service (for example, the work that King County Metro has recently completed).
- d. Develop a rural service plan that identifies potential increases in service to the six rural routes currently in operation.
- e. Balance technical analysis with public engagement so that the community has opportunities to provide input and understand the trade-offs of possible changes to the system.
- f. Develop strategies that move the District closer to the realization of a fully functional frequent transit network that provides 15-minute service on main corridors for most of the day, seven days a week.

### **TASK 1. EXISTING CONDITIONS ANALYSIS**

This task entails an evaluation of the existing LTD system and services to assess its effectiveness and efficiency. Consultant should review ridership data, schedule information, schedule adherence, peer agency metrics, and other information to be identified by Consultant to establish a deep understanding of LTD's current service performance at the route and network levels.

### **TASK 2. SYSTEM ANALYSIS**

Task 3 comprises the technical analyses that form the basis for Consultant recommendations. This will include the onboard origin and destination study, transit market study, route analysis, transit station usage, rural service analysis, stop balancing framework, and optimal revenue vehicle mix.

### **TASK 3. OUTREACH AND ENGAGEMENT**

Outreach and engagement with the public will occur during every phase of the COA. The consultant will develop an Outreach and Engagement Plan (OEP) consistent with LTD's evolving engagement framework. The OEP should describe how input will be used to inform recommendations and decision-making processes. LTD riders, the LTD Board of Directors and advisory committees, staff, and the

community will play important roles in helping shape the COA outcomes. Broadly, LTD is committed to using the IAP2 spectrum in its Engagement Framework. Using that framework, LTD staff will engage LTD's advisory committees and the Board of Directors to determine the level of community engagement. LTD anticipates the following levels of engagement:

- Phase 1: Inform - Informing the public that we are conducting a COA
- Phase 2: Consult – Requesting input on existing conditions and transit needs
- Phase 3: Consult/Involve – Development of three-year service plan to be adopted by the Board

The initial period of this work is expected to overlap the of the Community Outreach and Communications Assessment (COCA) to evaluate the agency's outreach and engagement efforts to develop an engagement framework to be used in LTD's projects (COA, Strategic Business Plan, Corridor planning, etc.) and business processes (Budget, CIP, etc.). Any engagement efforts will adapt to recommendations from the COCA process.

#### TASK 5. COA ADOPTION

Building on analysis in previous tasks, the Consultant will develop scenarios for service and system improvements that meet project objectives. This will include the development of draft report of service scenarios and engagement with the public. This will be followed by a final report and presentation that summarizes all of the analyses and deliverables described in the pervious tasks, a final summary of outreach and engagement, and recommendations for a phased three-year service plan.

### **Attachment 3 – RideSource COA Overview**

Lane Transit District is dedicated to connecting the communities it serves sustainably and equitably. LTD's RideSource service is a key part of this mission, providing crucial mobility to people with disabilities and other customers who need point-to-point transit service, including seniors and veterans. RideSource is a highly successful program that enables customers to access vital services via a single phone call. However, both the conditions in which it operates and the needs of its users are projected to change over the coming years due to shifts in demographics, technology, and customer expectations.

To prepare for these challenges, LTD is conducting a comprehensive operations analysis that will establish a baseline and methodology to evaluate RideSource's future performance. The RideSource Operations Analysis (ROA) is a focused look at all the programs and services operated through the one-call RideSource operations center.

The ROA kicked off in July and is scheduled to be complete in the middle of 2024. The first tasks for the project include the development of an outreach plan and a baseline technical assessment of existing conditions- both of which are underway and expected to be completed this fall. That work will flow into an examination of challenges and best practices for meeting them, along with the creation of a methodology for evaluating future performance. Seeking participation from stakeholders with different perspectives throughout the project, including from customers served by almost 300,000 trips each year, the ROA will use results to leverage what is working well, make improvements based on best practices, and consider strategic changes to RideSource. That work culminates in a Final Report expected to be completed in Spring or early Summer of 2024.

Below is a summary of the tasks that will be completed as part of this project:

**Task 1: Public Involvement Plan** - A well-crafted Public Involvement Plan will ensure that the interests of key stakeholders, including staff, contractors, customers, and partner agencies, are incorporated into the assessment of existing conditions (Task 2) and investment evaluation tool (Task 4).

**Task 2: Environmental Scan** - The Environmental Scan will evaluate RideSource's current operations and develop a performance baseline and method to apply to future reviews. Three types of data will be collected:

1. Quantitative data on service delivery, contracts, and operations, provided by RideSource and LTD staff. Ideally this data will include not just the most recent numbers but performance over time to help identify trends.
2. Qualitative data on policies, procedures, and practices
3. Conversations with key RideSource staff, customers, agency partners, and potentially contractors to understand the challenges and benefits they experience in the current operating environment. Key staff to engage include LTD/RideSource Leadership, frontline staff, and staff who manage STIF reporting and funding.

**Task 3: Challenges and Best Practices** - The project team will evaluate up to five peer organizations with similar operating and service contexts to RideSource. The consultant will provide a preliminary list of potential peers to LTD, choosing agencies that offer relevant and practical information by balancing geographic, operating and management comparisons.

Task 4: Program Investment Evaluation Framework - The program investment evaluation framework will provide a tool for RideSource and LTD to evaluate current and future investments in services.

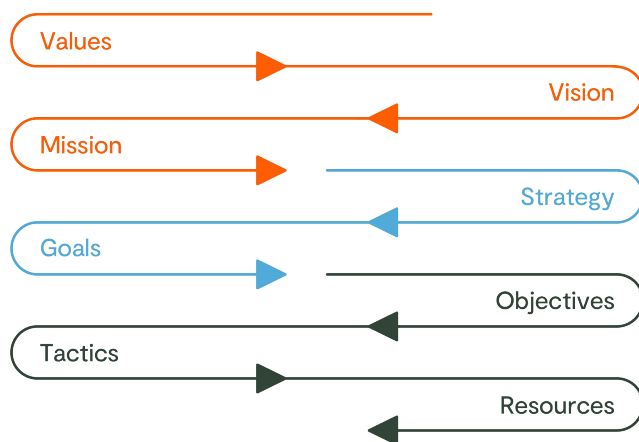
Task 5: Formal Final Report - The formal final report and related key communication tools (executive summary and slide deck) will be used to communicate RideSource's current status and potential goals to key stakeholders.

Task 6: Strategic Questions and Concepts - To illuminate future opportunities and challenges, the final report will include three framing papers that provide guidance for longer-term shifts in RideSource's operations and funding. These papers will draw on content learned throughout the development of the Environmental Scan, Best Practices, and Evaluation Tool, identifying areas where more information is needed and/or where RideSource can engage internal and external stakeholders to support its long-term goals.

## PROJECT APPROACH AND SCOPE OF WORK

The Cityfi team will work closely with LTD to develop a unified vision of mobility management through a strategic planning process rooted in research, best practices, and practical experience. Cityfi takes a collaborative approach to our work and views its clients as partners, as we believe it is important to build capacity throughout the planning process by working through key decisions and actions as a team. As such, our approach will culminate in future capacity for funding, design, and implementation of critical programs, initiatives and policies with LTD its partners throughout Lane County.

### The Waterfall



The Cityfi team has outlined a thoughtful approach that will build LTD’s mobility management framework—from visioning and benchmarking to evaluating opportunity and roadmapping. Our process is organized as follows:

### Task 1: Project Initiation and Coordination

Visionary shifts in thinking require a team that elicits big ideas while effectively managing project tasks and outcome needs. We are the team that can thread the needle because we have steered mobility management projects as consultants and as public agency leaders. Cityfi will deliver project management activities, scheduling, and task organization to ensure the project meets all milestones on time and within budget. Our approach to project management also ensures LTD is prepared to effectively review, vet, and deliver new strategic, organization, and policy direction and manage key internal and external stakeholders in a coordinated manner.

- **Background Document Review:** Cityfi will submit a request for information and data and rapidly absorb critical information and internal and external documents that will help the project team get up to speed prior to the project kickoff meeting.
- **Project Kickoff Meeting:** We propose an in-person kickoff meeting with leadership and key project managers to define desired outcomes of the “Reimagining the Ride” definition, visioning and implementation process and desired outcomes and measures of success. We will verify anticipated timelines and deliverables, and initiate collection of foundational resources and stakeholders for engagement.
- **Biweekly Check-In Meetings:** After project kickoff, Cityfi will convene a biweekly check-in meeting to discuss key deliverables, meetings, activities, and challenges. This 30-minute meeting will also be used to discuss high-level strategy, stay up to date with any changes that may affect the scope or deliverables, and allow LTD staff to make critical decision points.

#### Task 1 Deliverables

- Proposed project schedule
- Information request list
- Key stakeholder list
- Kickoff meeting materials and summary memo
- Biweekly meeting materials and action items



## Task 2: Landscape and Best Practice Scan

Calling upon our deep understanding of the transit-as-mobility-agency space and extensive past research on this topic, Cityfi will conduct a landscape assessment of governance/management approaches, best practices and thought leadership both domestically and internationally that offer applicable solutions or seed further innovative thinking across a diversity of elements including ride sourcing, trip planning, integrated payments and fair fares, ride brokerages, data sharing, inclusive accessibility and other.

The landscape and best practice scan will be designed as a detailed set of best practices and case study summaries showcasing shared mobility goals, strategies, and policies. The document will also include examples of how transit agencies have invested, organized and resourced for public mobility outcomes—in addition to traditional public transit performance metrics reported in the National Transit Database.

Cityfi will provide narrative related to applicability to LTD's context and aspirations, as well as a qualitative evaluation of the best practices and case studies according to the success metrics developed in Task 3 below.

### Task 2 Deliverables

- Draft and final landscape and best practice scan

## Task 3: Stakeholder Workshops, Interviews and Visioning

Stakeholder engagement - both internal and external - is crucial to "Reimagining the Ride" and defining an actionable new vision for shared mobility for Lane Transit District embraced by leadership, workforce and customers. Engagement will practice and demonstrate our commitment to diversity, inclusion and cultural competency. We anticipate at least two rounds of focused engagement including larger workshop/ideation sessions, smaller focus groups, and individual stakeholder interviews.

The first round of engagement will focus on defining the needs and outcomes for shared public mobility in greater Eugene/Springfield. Together we will craft a "Big, Hairy Audacious Goal" (BHAG). A BHAG forces an organization and community to think big and look to the horizon for long-term success. It defines a commonly shared vision for the future that taps into the passions of why LTD does what it does. A BHAG is compelling, exciting, action-oriented and innovative. Although it purposely aims at a distant (10+ year) horizon, it resonates deeply so individual stakeholders can imagine their own incremental contribution that can move the organization and initiative forward toward that end.

This first round will also craft an understanding and vision for LTD's role as a shared mobility manager for the region. This role is anticipated to encompass the more expansive definition of public mobility and LTD's potential roles as the integrator, provider and manager of a diversified public, shared mobility ecosystem. We will discuss and align on an initial set of success metrics that will be refined during the second round of engagement.

The second round of engagement will focus on building and adopting an actionable roadmap. It will examine and document foreseeable challenges and develop tactical strategies for inclusion in the agency's strategic plan. The second round of engagement will also review key strategies and performance indicators developed in Task 5 below.

### Task 3 Deliverables

- Workshop logistics, preparation package and interview facilitator's guide
- Workshop draft and final summaries

## Task 4: SWOT Analysis

In order to aid in developing strategies LTD can use to build toward "Reimagining the Ride", Cityfi will inventory the current state of the mobility ecosystem and services in the greater Eugene/Springfield metro area as well as opportunities and constraints faced by LTD. This Strengths, Weaknesses, Opportunities, and

Threats (SWOT) analysis will include an assessment of key criteria for a thriving shared mobility ecosystem, such as governance, regulatory and policy frameworks, permitting and procurement structures, transportation demand management policy and implementation, public and private partnership opportunities, internal and partner capacity/staffing, among others. The Cityfi team is made up of some of the nation's foremost thought leaders on shared mobility ecosystem development and maintenance, and we will provide a thorough account of the state of the shared mobility environment, aligned with the outcomes and success metrics.

Building on learnings and insights from the best practices research and the stakeholder engagement, this rapid SWOT analysis will ultimately identify key partnerships and stakeholder plans and perspectives, demographic and behavioral shifts, policy and funding opportunities and obstacles, emerging technologies and trends, political, organizational and other factors critical to the success and effectiveness of "Reimagining the Ride."

#### Task 4 Deliverables

- Draft and final SWOT analysis summary

### Task 5: Key Challenges and Strategies (Partnerships, Funding and Governance)

"Reimagining the Ride" means pivoting from traditional, conventional public transit to broader and more inclusive shared public mobility. To make this shift, LTD and partners will need to examine and address a diversity of challenges and adopt new strategies, policies and practices. We will explore challenges and potential strategies through a comprehensive white paper. Strategies will be explored through stakeholder engagement for consideration in the strategic plan.

Challenges and for exploration could include:

- **Funding and finance** - state and federal funding; public-private partnerships and brokerage; fare integration and cross-subsidization

- **Governance and authority** - oversight and integration, agency roles, public accountability, contracting, permitting and procurement
- **Policy** - internal, external, local, state and federal barriers and opportunities
- **Workforce** - workforce development, contracts and partnerships, technology and training, future of work
- **Performance measurement and management** - key performance indicators, outcomes and key results
- **Organizational structure** - change management and implementation

#### Task 5 Deliverables

- Draft and final challenge and strategy white paper

### Task 6: Reimagining the Ride: Vision, Goal and Change Management Roadmap

We will compile the work into a final summary document that will include best practices, vision and BHAG, suggested agency roles in the new mobility ecosystem, recommended strategies, performance metrics, and change management strategy. The final report will provide a long-range goal for "shared mobility" for inclusion as an element of the Long-Range Transit Plan update and provide guidance for incorporation of "shared mobility" concepts and strategies into the Comprehensive Operations Analysis currently underway.

We will provide a recommended change management roadmap to make the tectonic shift envisioned, bringing both workforce and stakeholders along as partners and allies.

#### Task 6 Deliverables

- Draft and final Reimagining the Ride Roadmap, including clearly articulated shared mobility goals and policies

## **Attachment 2E: Proposed LRTP Scope of Work (Currently in consideration for TGM grant funding)**

1. Project Management – the consultant will coordinate with LTD to develop a project schedule, conduct bi-weekly and ad hoc project team meetings, and other tasks necessary to successfully complete the project.
2. Public Involvement – The consultant will develop a Public Involvement Plan describing public involvement in the project and how it will support each task. The Public Involvement Plan should use the IAP2 spectrum of public involvement to describe how public involvement activities will achieve the goals of the project and include a schedule of activities. The consultant and LTD will coordinate to deliver public involvement described in the Public Involvement Plan. After the conclusion of public involvement, the consultant will create a summary memo of public involvement activities that occurred during the project.
3. Transit system vision and goals – The consultant will use public involvement and facilitated meetings with LTD staff and Board of Directors to establish a vision for transit over the next 20 years. This will include goals that can be incorporated into the plan. The consultant will create a memo describing the vision and goals for the plan.
4. Future service needs assessment – Using the region’s adopted plans, the consultants will create up to three scenarios for future service that account for population and job growth, changing demographics, and the vision and goals established in Task 3. These scenarios should illustrate potential models for LTD to meet the community’s needs using a variety of technologies and service models, including fixed-route transit, bus rapid transit, microtransit/mobility on demand, micromobility (e.g. electric scooters, bikeshare, other shared small vehicles), etc. Scenarios should be designed to create planning level estimates of operational and capital needs.
5. 20-Year Capital Plan – Consultant will facilitate development of a 20-year capital plan that extends LTD’s existing 10-year CIP and should include estimates of need for vehicles, facilities, technology, and other capital needs to support the scenarios defined in Task 4. Consultant will create a memo that summarizes LTD’s 20-year capital planning needs.
6. Plan Development and Adoption Support – The consultant will draft a Long-Range Mobility Plan document that includes work from Tasks 1-5. The plan will contain policies that incorporate a mobility management approach to providing service and support LTD growing to meet projected changes in the community over the life of the plan. The consultant will also provide support to LTD staff as they work with the LTD Board of Directors to adopt the plan.



## AGENDA ITEM SUMMARY

**DATE OF MEETING:** August 22, 2023

**ITEM TITLE:** ITEMS FOR ACTION OR INFORMATION AT A FUTURE MEETING

**PREPARED BY:** Allie Brusasco, Board Administrator

**DIRECTOR:** Jameson Auten, General Manager/Chief Executive Officer

**ACTION REQUESTED:** None. Information Only

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**PURPOSE:** To provide the Committee with a summary of the agenda items coming before them for the coming months.

**BOARD COMMUNICATION:** This is a reoccurring monthly agenda item.

**PUBLIC COMMUNICATION:** This is a reoccurring monthly agenda item.

**DESCRIPTION:** Listed below are Action or Information items scheduled to come before the Committee for the next three months.

### SEPTEMBER

Board Recommendation	Information
	COCA/CSC
	ROA
	COA
	Reimagine the Ride Part II; Community Outcomes Tied to Mobility Management
	Technology – RideSource and Connector Pilots