



AGENDA ITEM SUMMARY

DATE OF MEETING:	November 29, 2023
ITEM TITLE:	LTD'S CURRENT STATE, RANGE OF POSSIBILITIES, AND PATH FORWARD
PREPARED BY:	Tom Schwetz – Director of Mobility Planning and Policy
DIRECTOR:	Joe McCormack – Chief Development Officer
ACTION REQUESTED:	Information and Discussion

PURPOSE: In preparation for the Board's November 29, 2023, Retreat, this memo provides the Board with background materials to support its discussion on LTD's Current State and Path Forward.

DESCRIPTION: Strategists today are describing our times as an age of volatility - terms like “perma-crisis”, or “poly crisis” characterized by converging, overlapping, and multiplying trends. Living and working in these uncertain times, we might be inclined to overestimate the risk of trying something new and underestimate the risk of standing still. However, in these times it can be argued that not taking risks is a risk.

Strategically, how might we make this volatility a tailwind for strategic courage and focus? In our own framing, we need to “Reimagine the Ride” in order to sustain our vitality and relevancy in the community. As an organization who is fundamentally focused on delivering today, we will need to find a way to execute for today while reimagining and co-creating for tomorrow.

LTD's current state rests between an invaluable context of progress that LTD and its partners have made in building the community we have today, and the inexorable uncertainties facing LTD and its partners as we step into the future. This summary provides an overview of:

1. LTD's Current State,
2. A discussion of the Range of Possibilities for LTD as it steps into the role of the region's Mobility Manager, and
3. Outlines LTD's Path Forward.

BACKGROUND:

Current State: Lane Transit District was formed in June 1970 as Eugene, Springfield, and Lane County took advantage of state legislation passed in 1969 which facilitated the creation of mass transit districts. Since that time, LTD has played a key role in development of the region's transportation system and, by extension, the economic development of the region as a whole.

That said, LTD's formation can be connected to a long history of community development brought about by the deep coordination between Lane County and the cities of Eugene and Springfield spanning almost a century. Well before LTD was established, that coordination had been formalized in the creation of the Central Lane Planning Council in 1945 (today known as the Lane Council of Governments). Table 1 - A Continuum of Progress - Past and Present as a Foundation for the Future provides an outline of key actions that comprise LTD's strategic context.

Attached are a set of tables showing ridership changes over time. Table 2 provides ridership and regional population between LTD's inception in 1970 and October 2023. Table 3 provides a more focused look at ridership trends between 2019 and October 2023.

Range of Possibilities: Karina Ricks with Cityfi will be providing an overview focused on mobility management as an approach to designing and delivering transportation services that start and end with the customer. Joshua Shank with InfraStrategies will be providing an overview of "Mechanisms for Innovation" in which he will review the structure

developed for LA Metro as that agency began to consider mobility management strategies to improve access for LA Metro's communities. Their presentations are included in the Board Packet.

Path Forward: Today, as LTD embarks on our effort to "Reimagine the Ride", the deeper context of constructive and productive partnerships and coordination will be critical to LTD's success moving forward. In the development of the plans for our reimagining, and in the community engagement and policy making that follows, this framing will provide both an orientation toward and focus on the good of the community and the co-creating necessary to realize all that our community needs us to be.

Key elements of LTD's Path Forward include:

1. Oregon Revised Statute 267;
2. Outcomes from the Reimagine the Ride process;
3. the development of a piloting program;
4. continued development of LTD's fixed route system and Specialized Services; and
5. continued development of LTD's core partnerships.

Each of these is described briefly below.

1. An important frame of reference for structuring LTD's role as a Mobility Manager is Oregon Revised Statute 267, governing Mass Transit and Transportation Districts in the state. Staff will provide a brief overview on the statute.
2. Figure 3 provides an overview of LTD's Reimagine the Ride process for the next several years. This work program consists of several planning efforts. 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 (note this COA will include a Downtown Eugene Public Transportation/Shared Mobility Circulation Plan will also be developed in partnership with the City of Eugene),
 - RideSource Operations Analysis (ROA),
 - Development of a Mobility Management Framework (MMF), and
 - Long-Range Transit Plan (LRTP).
3. Adopted by the Board in June 2023, the Mobility Management Strategy (MMS) was developed to help LTD to become a successful mobility manager for the region. Mobility management is a customer-centric approach to providing transportation services. Often this means working in partnership with other agencies and service providers to match customers with the best transportation choice for their individual trip. LTD's interest in mobility management stems from a desire to connect our community. Coordinating with partners and broadening our services will allow LTD to serve more of the community and provide more mobility in our region. Attached is LTD's Mobility Management Decision-Making Process adopted as part of the overall Mobility Management Strategy. This process will inform LTD's piloting program.
4. LTD's fixed route operations will remain its core mobility offering. Ongoing development of LTD's fixed route system will be informed by the COA process.
5. Over the next several years, in compliance with new state rulemaking, Lane County, the MPO, and cities within Lane County will be going through updates to their land-use and transportation plans. These updates are required to be completed by 2028. To best inform that effort, LTD's Reimagine the Ride process is scheduled to be complete in 2026; timed to provide input into the broader regional planning effort. LTD will continue to develop and deepen its relationships with its agency partners across a broad range of mutual interests.

CONSIDERATIONS: It was the regional coordination between Eugene, Springfield and Lane County that led to LTD's creation. In many respects, LTD can be seen as a scion or offspring of that regional coordination. As LTD navigates the future ahead, we have a solid foundation for action. Not only do we benefit from the communities that our partners have developed, but we have also inherited and have an opportunity to leverage what our partners have provided to us in terms of community and culture - that long history of community development brought about by the deep coordination between Lane County and the cities of Eugene and Springfield spanning almost a century.

NEXT STEPS: The Current State presentation for the retreat will review ridership and other operational trends. Under the topic of Range of Possibilities, Consultants working on LTD's Mobility Management Framework project will provide an overview of the status of current mobility management efforts around the country. The discussion on LTD's path forward will outline use of policymaking, partnering, and piloting as strategic elements in taking on the role of the region's Mobility Manager.

SUPPORTING DOCUMENTATION:

- 1) Table 1 - A Continuum of Progress - Past and Present as a Foundation for the Future
- 2) Figure 1 – LTD Ridership and Service Hours 1970-2022
- 3) Figure 2 – LTD and RideSource 2019-2023
- 4) LTD Mobility Management Decision-Making Process
- 5) Figure 3 – Reimagine the Ride Project Timeline

Figure 1

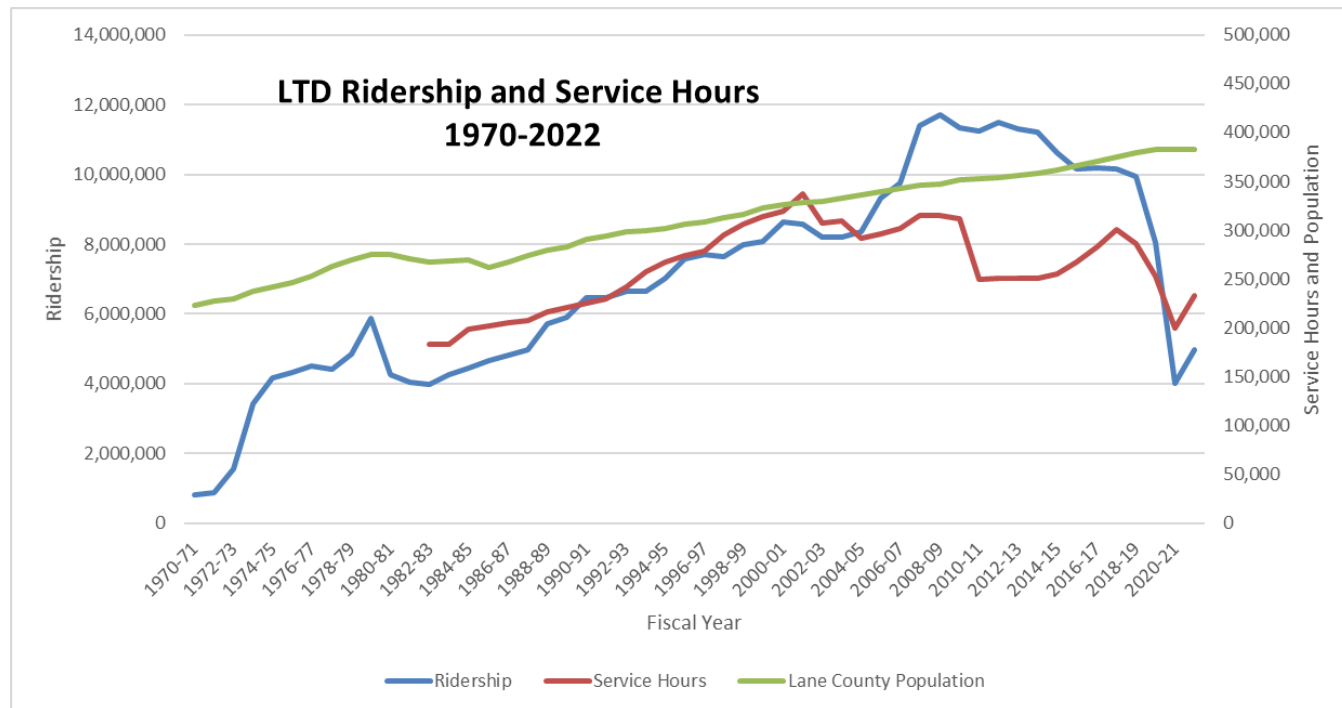


Figure 2

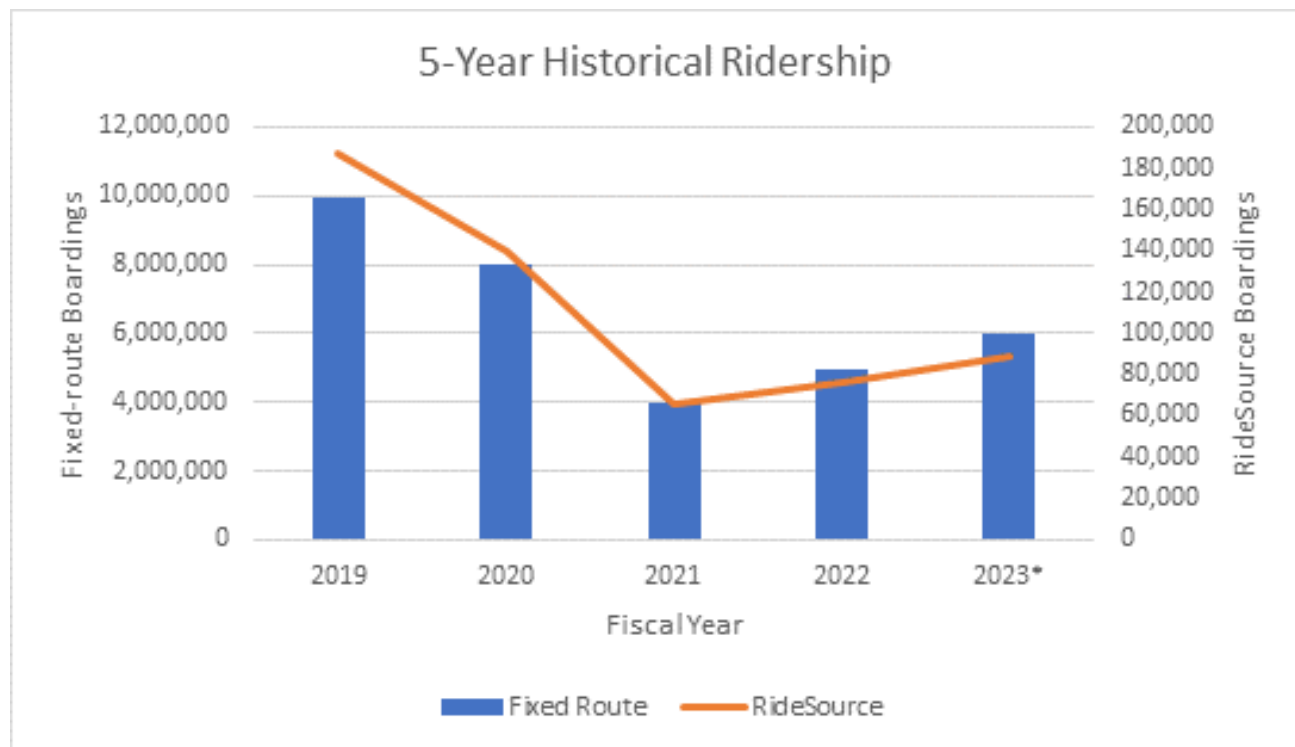


Table 1 - A Continuum of Progress - Past and Present as a Foundation for the Future

Year		
1851	Lane County	Incorporated
1859	Oregon	Statehood
1862	Eugene	Incorporated
1872	Junction City	Incorporated
1872	University of Oregon	Established
1885	Springfield	Incorporated
1887	Cottage Grove	Incorporated
1891	Mule Cart Service from RR Station	Began Service to UO
1893	Cities of Coburg and Florence	Incorporated
1906	Streetcar System	Operational
1909	Creswell	Incorporated
1911	EWEB	Operational
1927	Buses replace Streetcars	
1934	Oakridge	Incorporated
1945	LCOG	Established as Central Lane Planning Council
1950	SUB	Operational
1962	Veneta	Incorporated
1963	Dunes City	Incorporated
1964	Urban Mass Transit Act	Passed by Congress
1969	Rose City Transit (Portland)	Out of business
1969	Emerald Valley Transit	Out of business
1969	Formation of Mass Transit Districts	Oregon Legislature passes Bill establishing ORS 267 allowing formation of Mass Transit Districts
1969	TriMet	Established
1970	Lane County Transit District	Established in June 1970 through Eugene,, Springfield, and Lane County request to Governor (McCall)
1970	LTD Service operation	Operation begins in November 1970
1973	Senate Bill 100	Passed by Oregon Legislature. Creates LCDC and DLCD - basis for integrated land use - transportation planning at local/regional levels.
1973	Eugene-Springfield Metropolitan Planning Organization (MPO)	Established LCOG as MPO - Formed through Governor's action
1976	Dial-A-Bus service	Implemented by LTD to serve the needs of the elderly and disabled communities.
1979	Westfir	Incorporated
1985	Wheel Chair access	All LTD buses become wheelchair accessible.
1988	University of Oregon Group Pass program	University of Oregon Group Pass program for students, faculty and staff was implemented, and the District added University oriented service to handle the increased ridership.
1990	Glenwood facility	Opens
1991	ISTEA Federal Transportation	Passed by Congress - The act presented an overall intermodal approach to highway and transit funding with collaborative planning requirements, giving significant additional powers to metropolitan planning organizations (MPOs).
1991	Oregon Transportation Planning Rule	Passed by the Oregon Land Conservation and Development Commission (LCDC). Provides strong requirements for integrating transit into local plans and development of roads in metropolitan areas.
1998	Eugene Station	The new Eugene Station opens for service
1999	Cottage Grove Service	Cottage Grove voters approved measure-requesting annexation into LTD service area effective January 2000.
2002	Eugene-Springfield Region	Local agencies adopt TransPlan as part first integrated regional planning effort.
2003	LCC	Group Pass program established at Lane Community College.
2023	Reimagine The Ride begins	
2024		
2025		
2026	Reimagine The Ride	Process completed
2030		
2040		
2050		



Mobility Management Decision-Making Process

May 2023



New mobility options such as bikeshare have the potential to increase mobility in the region and extend the reach of transit. LTD is a founding partner of the PeaceHealth Rides bikeshare program.

New ideas for mobility projects, programs, and services come to LTD from external partners, internal staff, decision-makers, and other places. These initiatives can enhance the fixed-route transit network and increase access to mobility – especially for populations that are hard-to-reach, have mobility challenges, or are currently underserved by existing options. However, they also need to be considered in terms of LTD’s financial and organizational capacity and the appropriate role for LTD to play.

As part of the Mobility Management Strategy, LTD developed a decision-making framework that provides the organization with a more consistent, coordinated, and transparent approach to deciding their involvement in new mobility initiatives. The framework helps staff and decision-makers assess the potential benefits, costs, and implementation needs of a new mobility initiative; determine if the initiative furthers LTD’s mission, values, and goals; and identify what role LTD should play.



LTD is best suited to play a key role in mobility initiatives that have local community interest, fill a mobility need and fit within the mission and resources available to the organization.

Assessment Process

As potential projects, programs, and services come to LTD for consideration, planning or other staff interested in the idea guide the initiative through a preliminary assessment with input from impacted departments and consultation with external partners. The assessment helps to weigh up the potential benefits and tradeoffs for new mobility initiatives. This could include evaluating feedback on the alignment of the initiative with LTD's strategic goals, whether it supports existing service, how the initiative does or doesn't serve transit-dependent or historically underserved populations, other potential equity impacts, and how well the initiative supports or enhances existing service.

A recommendation on potential roles and involvement for LTD and its external partners are determined from the assessment along with next steps for the initiative. Potential roles in new mobility initiatives are shown at the end of the document.

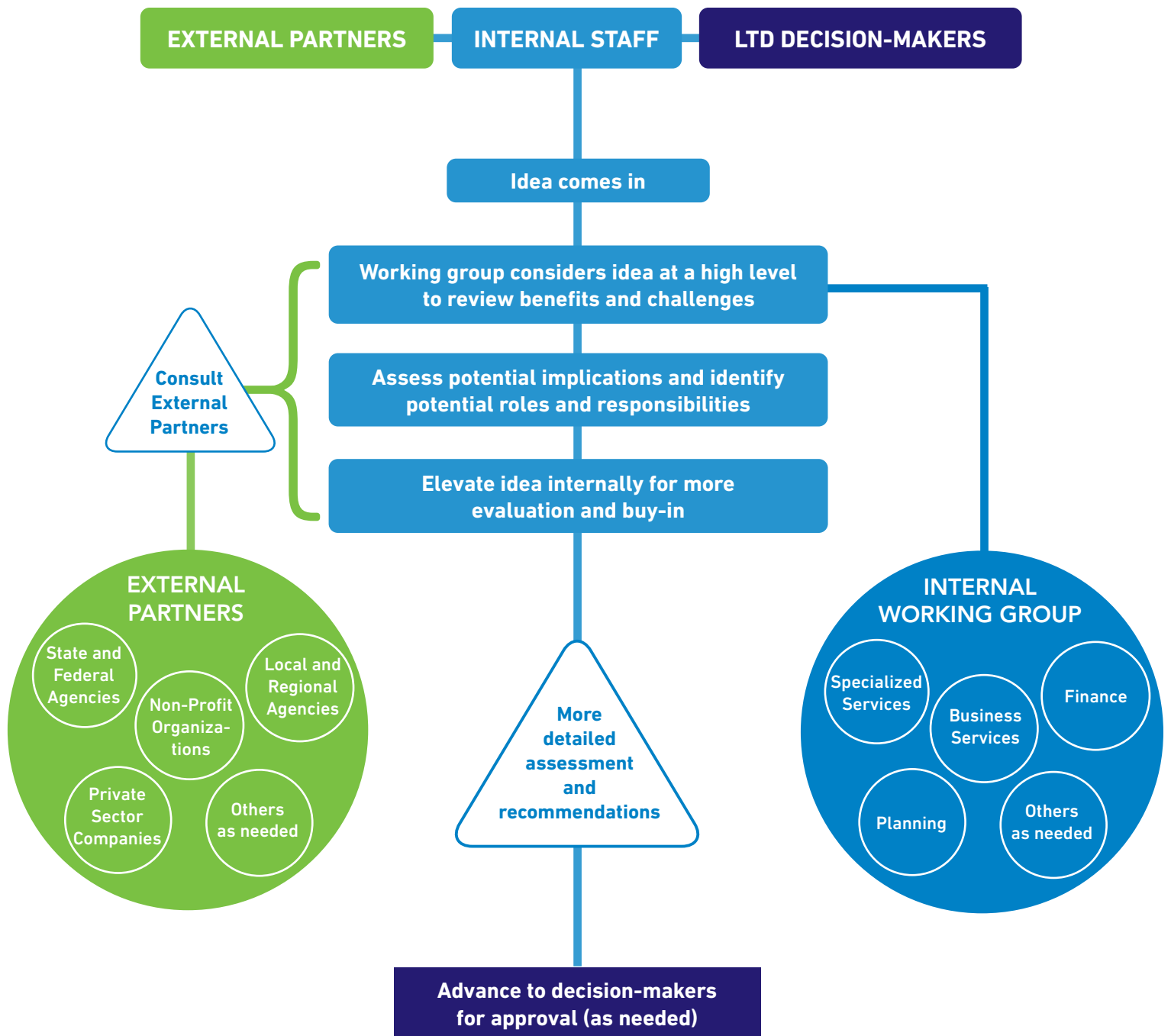
The framework is intended to have a certain amount of flexibility so that decisions can be made at the appropriate level with staff empowered to make decisions that fit within the strategic plan or support existing service and elevating decisions that need to be approved by the Executive Office and/or the Board.

The decision-making framework generally follows the process outlined on the next page with feedback loops to further evaluate or refine ideas as they move through development.

Once an initiative is approved to move forward, it is transitioned – either internally to the appropriate LTD department if LTD is identified as playing a key role in owning, operating, or funding the initiative – or externally to the partner agency that is taking the lead. The lead agency is responsible for developing an implementation plan and working with other organizations and the private sector to implement the initiative.

An outcome of the decision-making framework could be to establish a pilot program as a means of testing the initiative before committing to a full-scale program. This gives decision-makers and the public a chance to see new programs, services, and technologies in action and to better understand their benefits and impacts. LTD has developed a set of pilot program guidelines that can be used to better plan, implement, and evaluate limited-scale tests of new initiatives to determine their long-term potential.





LTD's Mobility Management Decision-Making Framework provides a consistent way to evaluate the role of LTD and other partners in new mobility initiatives.

Mobility Management Roles and Responsibilities

The following is a preliminary list of roles and responsibilities associated with mobility management. These roles could be filled by local, regional, and state agencies, non-profit organizations, private businesses, etc. One role may be filled by multiple organizations. Similarly, one organization may play several roles and may play different roles for different services.

OWNER:

Maintains ultimate responsibility and liability for the program or service and associated assets. Responsible for ensuring that all roles are filled.

MANAGER / COORDINATOR:

Leads day-to-day and long-term management, may include contracting, collecting and dispersing funds or services, and administrative responsibilities.

FUNDER:

Provides funding for a service or program. Level of funding is irrelevant. Only refers to monetary contributions, does not include staff time or in-kind contributions.

PLANNER:

Provides critical support for a program or service, such as assessing feasibility, or trip or route planning.

OPERATOR:

Responsible for on-the-ground service delivery; could include service deployment; fleet and equipment maintenance; recruiting, training, and overseeing drivers; fare collection; rebalancing micromobility devices, etc. May be responsible for collecting customer or trip-related data.

TECHNOLOGY PROVIDER:

Provides software or other technology needed to operate a program or service. This is typically relevant for services that require routing, trip planning, or fare collection.

VEHICLE PROVIDER:

Provides "vehicles" including shuttles, vans, buses, bikes, e-scooters...etc.

PARTNER / ADVISOR:

Provides strategic input or support during key milestones of programmer or service planning or evaluation; could include helping with specific tasks such as permitting or station siting.

DATA ANALYST:

Analyzes customer, ridership, trip, and other data to report key performance metrics to funders, stakeholders, or community members, or uses data as part of academic research. The analyst does not make decisions about the future of a program or service.

PROMOTER:

Raise awareness of existing service or program to potential customers, could include marketing and community outreach to the public or specific populations.



FIGURE 3
REIMAGINE THE RIDE PROJECT TIMELINE SUMMARY

