



**LANE TRANSIT SPECIAL-PURPOSE DISTRICT OF OREGON (LTD)
STRATEGIC PLANNING COMMITTEE MEETING AGENDA**

**Tuesday, September 9, 2025, 5:30 p.m.
Next Stop Center | Eugene Station
1099 Olive St., Eugene, OR 97401**

LTD Public meetings are also available via web video stream. Anyone can access the broadcast live or view archived meetings at <https://govhub.ompnetwork.org/>

The Strategic Planning Committee provides the LTD Board of Directors with independent advice and recommendations on strategic planning issues related to advancing the goals of the Long-Range Mobility Plan, including, but not limited to, developing the Frequent Transit Network, making better connections, reducing trip and waiting times, bridging the first and last mile, creating safer ways to access service, and optimizing solutions for urban and rural areas.

Representing	Members
Springfield City Councilor	Beth Blackwell
Eugene City Councilor	Greg Evans
Lane County Commissioner	Heather Buch
LTD Board Member	Gino Grimaldi
LTD Board Member	Pete Knox
Better Eugene-Springfield Transportation	Rob Zako
United Way	Alma Hesus (Chair)
City of Eugene Chambers	Tiffany Edwards (Vice Chair)
Oregon Department of Transportation	Vidal Frances
Former Eugene City Councilor	Claire Syrett
Student	Scooter Milne
St. Vincent De Paul	Jack Boisen
University of Oregon	Paul Comery
4J School District	Sarah Mazze
Student	Peter Simmeth

Public Comment:

Public comment occurs at the beginning of each meeting. In-person sign-up is available on the day of the meeting in the Boardroom. Attendees can participate virtually via Zoom. To join virtually, follow the link provided on LTD's Events Calendar on the day of the meeting at <https://www.ltd.org/events-calendar/>. In order to provide public comment, participants should use the "Raise Hand" feature on Zoom. For phone participants, press *9. Speakers will be called by name when it's their turn. Individual comments are generally limited to three minutes; however, the presiding Board officer will determine the final time limits based on the number of speakers and the time available.

For those unable to attend in person or virtually but who wish to submit written testimony, email clerk@ltd.org. Comments must be received by noon on the day prior to the meeting.

STRATEGIC PLANNING COMMITTEE:

1. **CALL TO ORDER & ROLL CALL:** Alma Hesus (Chair), Tiffany Edwards (Vice Chair), Vidal Frances, Greg Evans, Beth Blackwell, Heather Buch, Claire Syrett, Gino Grimaldi, Pete Knox, Rob Zako, Scooter Milne, Jack Boisen, Paul Comery, Sarah Mazze, Peter Simmeth
2. **PUBLIC COMMENT**
3. **STAFF UPDATES**
4. **AGENDA ITEMS**
 - Appointment of New Strategic Planning Committee Members
 - Understanding Serial Communications Under Oregon's Public Meeting
 - Lane Coordinated Public Transit Human Services Transportation Plan
5. **ADJOURN**

The facility used for this meeting is accessible for those using mobility devices. 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).



Lane Transit District Agenda Item Summary (AIS)

Prepared By: Dave Roth, Director of Mobility
Planning and Policy

AIS Title: Appointment of New Strategic
Planning Committee Members

Action: Discussion and Feedback

Agenda Item Summary:

The purpose of this item is to introduce four new Board-appointed members to LTD's Strategic Planning Committee (SPC) and to share an update on the committee's current roster.

Background

The Strategic Planning Committee (SPC) was established in 2016 through a re-chartering of the original EmX Steering Committee. In 2022, the SPC's purpose was expanded to encompass the work of the former Accessible Transportation Committee. As such, the purpose of the SPC is to provide LTD's Board of Directors with independent advice and recommendations on strategic planning issues, in addition to deliberately considering service and project impacts to individuals with disabilities and older adults.

SPC Membership and Composition

In accordance with SPC bylaws, the committee consists of at least eight and not more than 15 members, all of whom reside within the LTD service district area. All members are considered voting members and serve two-year terms with eligibility to be reappointed for up to three additional two-year terms.

In addition to two members of LTD Board's of Directors, other committee members include representatives of large employers, chambers of commerce, small cities within the district, and representatives of LTD's key partners. Committee members should represent a diverse set of stakeholders with a variety of interest areas.

SPC Member Recruitment, Selection, and Appointment Process

LTD staff sought to fill four open committee seats during this recruitment. The opportunity to serve on the SPC was broadly advertised and communicated during late spring of 2025. LTD staff communicated the opportunity through multiple channels including, newsletters, social media, and through direct emails with partner agencies and organizations. In addition, LTD Board members were also asked to notify their networks of the opportunity.

Candidates were directed to submit applications using LTD's Applicant Pool online portal between May 12th and June 24th, 2025. A selection committee consisting of SPC Chair Alma Fumiko Hesús, LTD Government Relations Manager Sam Kelly-Quattrocchi, and LTD Director of Mobility Planning and Policy



Lane Transit District Agenda Item Summary (AIS)

Dave Roth, was formed to review and interview candidates.

In total, 12 applications were received at the time of initial screening on June 12, 2025. The selection committee conducted an initial screening to select six finalist candidates for formal interviews. Following the completion of formal interviews by the selection committee, a list of four recommended appointee candidates was finalized on June 24. On August 5, 2025, LTD's Board of Directors approved a resolution appointing Jack Boison, Paul Comery, Sarah Mazze, and Peter Simmeth to the SPC, each with terms ending 6/30/2027.

Attachments:

- 1) New SPC Member Bios
- 2) SPC Roster (current 9/1/25)

I certify that my Department Chief has reviewed and approved this AIS: ☒



Strategic Planning Committee Onboarding Members



Jack Boisen

Administrative Director
St. Vincent de Paul

Bio

Jack Boisen is the Administrative Director for St. Vincent de Paul. In this role, Jack supervises SVdP's homeless shelter and support programs and community engagement department and provides the Executive Director with high-level

interdepartmental support. Jack has worked with nonprofits focused on assisting and housing the homeless for over 11 years, including 7 of those years within our local, Lane County community. He is passionate about bridging support for the most vulnerable with an understanding for the community's needs at large. Outside of work, Jack married his best friend last year and started a family, with their first child just turning 6 months old in June. He also loves to read, write and spend time with family.



Paul Comery

Transportation Planner
University of Oregon

Bio

Paul Comery is a transportation planner with multiple years of experience partnering with transit agencies to improve transit service, increase public awareness of options and enhance the rider experience. Paul and his family recently relocated to Springfield after moving to the area from Portland in the fall of 2024, when he started his current job at the University of

Oregon. Paul enjoys riding the EmX with his son to daycare, and hopes that his work on this committee will help more parents feel comfortable making the same travel choice with their children.



Strategic Planning Committee Onboarding Members



Sarah Mazze

Eugene 4J
Safe Route to School Coordinator

Bio

Sarah Mazze serves as the Safe Routes to School Coordinator for Eugene School District 4J, where she leads efforts to make walking, biking, and rolling to school safer, more accessible, and more enjoyable for students and families. With a deep commitment to community well-being and sustainable transportation, Sarah works closely with schools, families, and local agencies to promote active transportation and reduce traffic congestion around school zones. Her work includes education programs, infrastructure planning, safety campaigns, and advocacy that support healthy, independent travel habits for youth. Sarah is known for her ability to connect stakeholders, secure resources, and foster a culture of safety and inclusion. Whether organizing bike safety classes, mapping safe travel routes, or working with city planners, she brings energy and compassion to every project. Sarah's work reflects her belief that when kids have the freedom and safety to get to school under their own power, it benefits not only their health but the entire community.



Peter Simmeth

Community and Regional Planning Student
University of Oregon

Bio

Peter is a master's student at the University of Oregon, studying community and regional planning. Before returning to school, he worked as a long-term substitute teacher for the 4J and Springfield school districts, teaching at nearly all of their middle and high schools. Peter has always relied on biking and public transit as his primary modes of transportation and is particularly interested in strategies to make multimodal travel the most convenient and accessible option in our community.



**LTD BOARD OF DIRECTORS
STRATEGIC PLANNING COMMITTEE
MEMBERSHIP ROSTER**

The Committee shall include as voting members no more than two members of the LTD Board of Directors as well as one representative from each of its key partners, but shall not include a quorum of any policymaking body.

Eugene City Council	Lane County Board of
Springfield City Council	Oregon Department of

The Committee also should include a diverse set of stakeholders. The targeted interest areas include, but are not limited to, the following:

Business/Chambers/Industry	Neighborhood/Neighborhood
Minority/Persons with	Transportation Options/Cyclist/
LTD Customers / Frequent	Safe Routes to School
Housing/Development/Afford	Student
Non-profit	Sustainability/Equity/Environme
Public Health	Rural
Tourism	Transit Advocate

A member representing a targeted area of interest must be representative of the industry, or area of interest, and have applicable experience in the respective field.

	<i>Name</i>	<i>Representing</i>	<i>Term #</i>	<i>Term Start</i>	<i>Term End</i>
Core SPC Members	Beth Blackwell	Springfield City Councilor	1	1/31/2023	12/31/2025
	Vidal Francis	Oregon Department of Transportation	1	1/31/2023	12/31/2025
	Greg Evans	Eugene City Councilor	3	1/1/2024	12/31/2025
	Heather Buch	Lane County Commissioner	1	3/26/2024	12/31/2025
	Gino Grimaldi	LTD Board Member	1	1/31/2023	12/31/2025
	Kelly Sutherland	LTD Board Member	1	3/1/2025	12/31/2026
1	Alma Hesús (Chair)	United Way	2	4/24/2024	12/31/2025
2	Tiffany Edwards (Vice Chair)	City of Eugene Chamber	1	5/15/2024	12/31/2025
3	Rob Zako	Better Eugene-Springfield Transportation	1	4/24/2024	12/31/2025
4	Claire Syrett	Former Eugene City Councilor	1	4/24/2024	12/31/2025
5	Scooter Milne	Student	1	5/15/2024	12/31/2025
6	Jack Boisen	St. Vincent De Paul	1	9/09/2025	12/31/2027
7	Paul Comery	University of Oregon	1	9/09/2025	12/31/2027
8	Sarah Mazze	4J School District	1	9/09/2025	12/31/2027
9	Peter Simmeth	Student	1	9/09/2025	12/31/2027



Lane Transit District Agenda Item Summary (AIS)

Presented By: Dave Roth, Director of Mobility
Planning and Policy

AIS Title: Understanding Serial Communications
Under Oregon's Public Meetings Law

Action: Discussion and Feedback

Agenda Item Summary:

LTD staff will provide an overview of Serial Communications under Oregon Public Meetings Law (ORS 192.620). As an official LTD committee, the Strategic Planning Committee (SPC) and its members are subject to the Oregon Public Meetings Law.

Attachments:

- 1) LTD "Understanding Serial Communications" Document

I certify that my Department Chief has reviewed and approved this AIS: ☒



Understanding Serial Communications Under Oregon's Public Meetings Law

Overview In Oregon, serial communications between members of a governing body are generally prohibited under the Public Meetings Law. This restriction is particularly relevant when such communications involve a quorum of the body and relate to subjects that the body will or may deliberate and decide upon. The intent of the law is to promote transparency and ensure that the public has access to the decision-making processes of government bodies.

What Are Serial Communications? Serial communications refer to a series of private or informal communications between members of a governing body. These may occur through email, text messages, phone calls, or in-person conversations. While each individual communication might not constitute a quorum, when taken together, they can effectively involve a quorum and thus violate the Public Meetings Law.

Why Are They Prohibited? Serial communications are prohibited because they can be used to circumvent the requirements for open and public meetings. They may result in decisions being shaped or made outside of public view, thereby undermining public trust and violating the principle of governmental transparency.

Exceptions The law does allow for certain exceptions. Communications that deal strictly with scheduling, logistics, or other administrative matters are not considered violations, as long as they do not involve substantive discussions about matters the body will consider or decide upon.

Consequences of Violating the Law Violations of the Public Meetings Law may result in civil penalties. The Oregon Government Ethics Commission (OGE) is empowered to investigate complaints, impose fines, and provide remedies to ensure compliance.

Training Requirements All public officials in Oregon are required to receive training on the Public Meetings Law. Training resources and sessions are available through organizations such as the Oregon School Boards Association (OSBA) and OGE itself. These programs are designed to ensure public officials understand the boundaries and obligations imposed by the law.

OGE's Role The Oregon Government Ethics Commission plays a vital role in enforcing the Public Meetings Law. OGE provides training, offers guidance to public bodies, and investigates potential violations. Their goal is to uphold the integrity of public governance in Oregon.

Conclusion Serial communications that involve deliberations among a quorum of a governing body pose a significant risk to transparency and are generally prohibited by Oregon law. Board members and other public officials should take care to conduct deliberations in public meetings and seek guidance or training when in doubt. Ensuring compliance protects both the integrity of public institutions and the public's right to know.

Additional Resources - Oregon Ethics Commission (OGE):

- [OGE Public Meetings Law Overview](#)
- [Public Meeting Law Training Opportunities](#)



Lane Transit District

Connecting our Community

Strategic Planning Committee Serial Communications

September 9, 2025

LTD Strategic Planning Committee Meeting Agenda Packet
September 9, 2025

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Lane Transit District | LTD.org



MISSION VISION VALUES

Connecting Our Community

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

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

Serial Communications



Intro & Background



What are Serial Communications?



Best Practices and Tips

Introduction and Background



- Goal is to clarify what Serial Communications are, why they matter, and how to avoid unintended violations
- Oregon Public Meetings Law (ORS 192.610 – 192.690)
 - Ensures transparency
 - Applies to Boards, commissions, committees, and subcommittees with decision-making/advisory authority
 - Key requirement: when a quorum discusses agency business, it must happen in a properly noticed public meeting



What are Serial Communications?

- A series of communications, often by email, text, or phone, involving members of a governing body
- Risk: even if members don't all communicate at the same time, a chain of conversations can add up to a quorum deliberating outside of a public meeting



What are Serial Communications? (cont.)

- Serial communications circumvent the open meeting requirement by moving deliberation into private channels
- Law is concerned with decisions, but also: deliberation, discussion, or consensus-building
- Serial communications deprive the public of the opportunity to observe

Best Practices & Tips



- Avoid forwarding or “reply all” emails on SPC/LTD business
- Ask staff to collect and distribute info, rather than peer-to-peer sharing
- One-way distribution from staff to members is okay
- When in doubt, save deliberation for public meetings

Questions and Discussion





Lane Transit District Agenda Item Summary (AIS)

Presented By: Brandon Melton, Senior Planner

AIS Title: Lane Coordinated Public Transit –
Human Services Transportation Plan, Public
Involvement Plan Feedback

Action: Discussion and Feedback

Agenda Item Summary

Staff seeks feedback on the draft public involvement plan attached. This plan has been developed utilizing LTD's Community Engagement Framework.

Background

LTD is updating the [Lane Coordinated Public Transit – Human Services Transportation Plan](#) (Coordinated Plan). This plan was last revised in 2019, and the newly updated version is scoped to be completed by June 2026. Generally, the Coordinated Plan aims to analyze the landscape of regional transportation planning in Lane County. It evaluates the changes that have occurred over the last six years with state and federal policy, funding streams, external partnerships and coordination, available resources and technology, and the needs and priorities of the community.

Coordinated plans aim to improve transportation services for older adults, people with disabilities, and other marginalized populations. They are more formally known as regionally coordinated public transit-human services plans. The Coordinated Plan must be developed through a process that includes participation by seniors, individuals with disabilities; representatives of public, private, and nonprofit transportation and human services providers; and other members of the public.

LTD is contracting with Lane Council of Governments (LCOG) to provide technical support in developing the updated plan. The associated Public Involvement Plan for the project outlines how LTD and LCOG will be engaging a variety of human service partners, veterans' organizations, and other representative groups throughout the project to ensure the plan includes the most current and relevant information available. Upcoming outreach and engagement will include agenda topics at Lane STIF Advisory Committee.

Attachments: LTD Coordinated Plan – Public Involvement Plan Draft

I certify that my Department Chief has reviewed and approved this AIS: ☒

Public Involvement Plan

Lane Transit District Coordinated Plan Update - 2025

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Project Background & Purpose

Coordinated Plan Project Overview

The Lane Transit District (LTD) is pursuing an update of the *Lane Coordinated Public Transit – Human Services Transportation Plan* (Coordinated Plan). This was last revised in 2019, and the newly updated version is scoped to be completed by June of 2026. Generally, the Coordinated Plan aims to analyze the landscape of regional transportation planning in Lane County. The Coordinated Plan evaluates the changes that have occurred over the last six years in terms of state and federal policy, funding streams, external partnerships and coordination, available resources and technology, and the needs and priorities of the community.

According to the Federal Transit Administration (FTA), updates to coordinated plans should take place every 4 years. Coordinated plans aim to improve transportation services for older adults, people with disabilities, and other marginalized populations. They are more formally known as regionally coordinated public transit-human services plans. The Coordinated Plan must be developed through a process that includes participation by seniors, **individuals with disabilities; representatives of public, private, and nonprofit transportation and human services providers; and other members of the public.** It is important that stakeholders be included in the development, approval, and implementation of the local coordinated public transit-human service transportation plan, and the stakeholders should be assured that their opinions will be considered in the outcome.¹

PIP Overview

This document is the Public Involvement Plan (PIP) that will inform the community and stakeholder engagement efforts for the comprehensive public outreach portion of the 2026 Coordinated Plan process. The PIP specifically outlines how, and through which mediums the community will be contacted and involved in the Coordinated Plan. There are three aspects of the Coordinated Plan update that will need to be guided by the responses from the community that LTD serves and the stakeholders that LTD coordinates with:

- Demographic trends, community needs, and demand for transportation.
- Coordination with local stakeholders.
- Resources, services, and technologies supporting public transportation, such as the RideSource Call Center and Mobility on Demand initiatives.

¹ <https://www.transit.dot.gov/sites/fta.dot.gov/files/docs/regulations-and-guidance/safety/triennial-reviews/69526/fy18-comprehensive-review-guide-section-19-section-5310-program-requirements.pdf>

LTD Guiding Principles

The framework of the PIP is directly guided by LTD's *Community Engagement Framework* (Framework²), which was adopted in August of 2024. LTD's Framework describes the organization's Guiding Principles, Essential Practices and preferred Strategies for engagement and is well-informed by best-practices to achieve an equitable and sustainable relationship between LTD and the public.

GUIDING PRINCIPLES FOR COMMUNITY ENGAGEMENT			
STYLE The approaches LTD uses to engage with the public	CONTENT The type of information provided to the public	PROCESS The methodology used in public engagement	INTENT The goals of public engagement
Two-Way Dialogue	Data-Driven	Feedback Loop	Meaningful
Accessible	Clarity of Purpose	Benchmarking and Continuous Improvement	Community-First Mentality
Respectful	Fiscal Transparency	Adaptable	
Active Listening	Outcome-Oriented		

Figure 1. LTD's Community Engagement Framework, Guiding Principles, Page 31

The Framework states: "While there is no one-size-fits-all approach to public involvement for LTD's work, the Framework is envisioned to better standardize LTD practices and make its engagement efforts more effective" (Framework, page 6). These principles, practices and strategies are embedded in the outline and the body of the PIP:

PIP Sections,

Guiding Principles, and Essential Practices:

- **Stakeholder Mapping**
 - Intent (Community-First Mentality)
 - Essential Practices (Demographic Analysis, Stakeholder Mapping)
- **Outreach and Engagement Strategies**
 - Intent (Meaningful)
 - Style (Two-Way Dialogue, Accessible, Respectful, Active Listening)
 - Content (Data-Driven, Clarity of Purpose, Fiscally Transparent, Outcome Oriented)

² <https://www.ltd.org/COCA/>

- **Process (Adaptable)**
- **Tracking Progress**
 - **Process (Feedback Loop, Benchmarking and Continuous Improvement)**
- **Engagement Schedule**

By investing in a well-rounded PIP at the beginning of the Coordinated Plan update, the Guiding Principles of the Framework will be fully analyzed and realized. “Guiding principles are the fundamental beliefs, guidelines, and standards that LTD commits to upholding throughout the engagement process. By establishing these values, LTD hopes to create common ground, clarify expectations, encourage participation, minimize conflict, promote accountability, foster inclusivity, and improve decision making” (Framework, page 12).

Stakeholder Mapping

Assumptions and Inclusion

Lane Transit District's Vision is "In all that we do, we are committed to creating a more connected, sustainable, and equitable community." The term "connected" may refer to LTD's role of providing transportation connections through 30-fixed bus routes and two EmX Bus Rapid Transit (BRT) lines as well as operating RideSource, the paratransit service for those with disabilities and Medicaid recipients.

Summary of Service according to the *Link Lane Transit Development Plan*:

Fares and Discounts (as of January, 2023):

- **Single Ride:** \$1.75
- **Day Pass:** \$3.50
- **1-Month Pass:** \$50
- **3-Month Pass:** \$135
- **Discounted Fares:** Half-price for youth (ages 6–18) and people with disabilities
- **Free Rides:** Children 5 and under, K–12 students, and adults 65+

Transit Services:

- **Regional Fixed-Route (Routes 91–98):** Connects surrounding communities (e.g., McKenzie Bridge, Veneta, Junction City) to Eugene, with connections at the Eugene Station and Veneta Park & Ride.
- **LTD Connector (Cottage Grove):** A \$1-per-ride shuttle within Cottage Grove, operated by South Lane Wheels, available weekdays 9 AM–4 PM via app or phone.
- **Local Service (Eugene-Springfield):** Includes fixed-route buses and EmX BRT service, operating Monday–Saturday, with some routes on Sundays.
- **ADA Paratransit (RideSource):** ADA-compliant, origin-to-destination service for those unable to use fixed routes, operating near LTD routes (except regional ones), available daily with prior-day booking required. (Note that eligibility for reduced bus fare for people with disabilities is demonstrated through current Medicare, supplemental security income (SSI), social security disability (SSD), or certain Veteran's benefits, or having a disability requiring accommodation to use the bus.)

Assumptions:

- Public participation is supposed to be inclusive; however, an organization is limited by their position in the community, time, cost, language, schedules, and more.
- Low-income and marginalized communities (people of color, people with disabilities, etc.) and often are disproportionately affected by automobile-oriented infrastructure, due to such factors as cost, environmental/air quality impacts, citizenship status.
- LTD has power in that their services are the primary forms of transportation for people, both in general and to medical appointments. Many people rely on them.
- LTD is committed to equity and doing the best for the community it serves.
- LTD has existing and ongoing relationships with community partners.
- In an ideal world, **everyone** in a given region has access to transportation alternatives to automobiles for the sake of reliability, affordability, healthy lifestyles and much more.

Inclusion:

“Understanding demographics and conducting stakeholder mapping should be followed by considering the varying needs of those stakeholders.” (Framework, page 19). In order to understand the demographics of LTD’s service area, census data is summarized below for Lane County. The boxes in **blue** represent demographics where representation in a certain group is higher in Lane County than the Oregon state comparator.

Brief analysis of LTD’s district stakeholders:

- Age:

Age	Lane County Nos.	Percentage	Oregon Nos.	Percentage
SELECTED AGE CATEGORIES				
Under 18 years	68,035	17.8%	856,294	20.2%
65 years and over	78,251	20.5%	789,610	18.6%
SUMMARY INDICATORS				
Median age (years)	40.2		40.1	
Sex ratio (males per 100 females)	97.7		99.5	
Age dependency ratio	61.9		63.5	
Old-age dependency ratio	33.1		30.5	

Child dependency ratio	28.8		33.0	
Total Population	382,628		4,238,714	

Table 1. S0101, 2023: ACS 5-Year Estimates

- Disability:

Disability Characteristics	Lane County Nos.	Percentage of Total Population	Oregon Nos.	Percentage of Total Population
Total Civilian Noninstitutional Population	380,535		4,196,946	
With a Disability	65,245	17.1%	635,797	15.1%
With a Self-Care Difficulty	10,439	2.9%	114,490	2.9%
With an Independent Living Difficulty	25,005	8.0%	223,509	6.7%

Table 2. S1810, 2023: ACS 5-Year Estimates

- Race:

Race	Lane County Nos.	Percentage	Oregon Nos.	Percentage
White alone	313,849	82%	3,247,656	76.6%
Black or African American alone	4,472	1.2%	81,642	1.9%
American Indian and Alaska Native alone	3,646	1%	46,276	1.1%
Asian alone	9,951	2.6%	188,624	4.5%
Native Hawaiian and Other Pacific Islander alone	842	0.2%	16,973	0.4%
Some Other Race alone	13,643	3.6%	198,863	4.7%
Two or More Races:	36,225	9.5%	458,680	10.8%
Total	382,628		4,238,714	

Table 3. B02001, 2023: ACS 5-Year Estimates

- Households with LEP:

Limited English Proficiency Households	Lane County Nos.	Percentage	Oregon Nos.	Percentage
Total Households	162,001		1,752,050	
LEP Households	1,073	0.7%	43,124	2.5%

Table 4. S1602, 2023: ACS 5-Year Estimates

- Limited English-Speaking Households – Language Spoken

Primary Language of LEP Households in Lane County	Households	Percentage of LEP Households Speaking Another Primary Language
Spanish	9,467	6.5%
Other Indo-European languages	4,021	1.3%
Asian and Pacific Island languages	3,381	9.6%
Other languages	736	11.1%

Table 5. S1602, 2023: ACS 5-Year Estimates

- Income/Poverty:

Poverty Status	Lane County Nos.	Percentage of Total Population	Oregon Nos.	Percentage of Total Population
Total population for whom poverty status is determined	374,196		4,159,818	
Below Poverty Level	57,161	15.3%	494,736	11.9%
AGE	Total in Age Range	Percentage of Total in Age Range	Total in Age Range	Percentage of Total in Age Range
Related children of householder under 18 years	8,962	13.8%	107,305	12.9%
65 years and over	7,511	9.7%	73,089	9.4%

Table 6. S1701, 2023: ACS 5-Year Estimates

- Zero Vehicle Households

Vehicle Availability by Housing Unit	Lane County Nos.	Percentage of Total Population	Oregon Nos.	Percentage of Total Population
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Total Households	159,509		1,701,548	
Owner Occupied – No Vehicle Available	2,918	1.8%	25,493	1.5%
Renter Occupied – No Vehicle Available	9,562	6%	95,349	5.6%

Table 7. B25044, 2023: ACS 5-Year Estimates

○ Population Forecast

Under the Oregon Population Forecast Program (OPFP), the Population Research Center (PRC) produces projections for the population of Oregon counties and Urban Growth Boundary (UGB) areas on a four-year cycle. Figure 2 shows the projected growth rate percentage for each incorporated city within Lane County, as well as the area outside of UGBs within Lane County, and Lane County as a whole in the next 20 years (2025 through 2045). Growth is projected to be mainly within cities, and rural areas outside of city UGBs may decrease in population. Dunes City is the only city in the forecast that is not projected to grow in the next 20 years. The county as a whole is projected to grow about 8%, from 385,353 to 415,423.

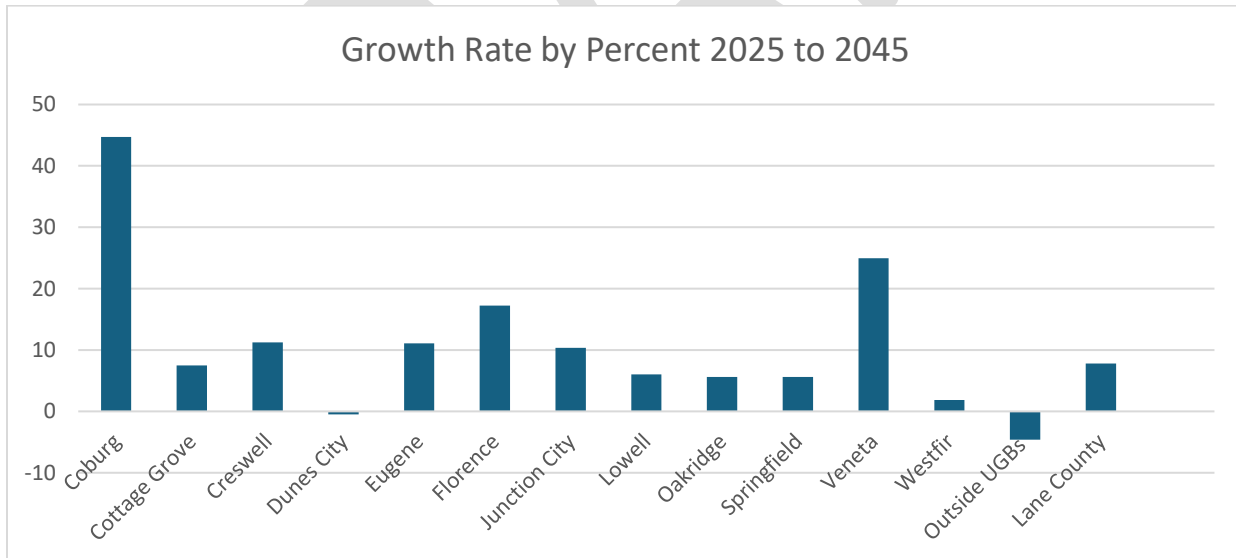


Figure 2. PSU Projected Population Growth – Published 2024

Needs Assessment

In December of 2023 the *Link Lane Transit Development Plan* was adopted. The creation of the plan was a collaborative effort between Lane Council of Governments (LCOG) and Oregon Department of Transportation (ODOT), and it evaluates the needs for transit service for rural

communities and connections into the Eugene/Springfield area to meet those needs. The “Needs Summary” of this plan provides valuable insights into the needs of the current and potential future riders that LTD serves.

1. Connectivity and Frequency:

- **Limited service frequency** despite good geographical coverage.
- **Lack of weekend and evening services** restricts access to recreation and non-traditional work shifts.
- **Inefficient inter-community travel**, as most routes require transfers through Eugene.

2. Underserved Areas and Populations:

- Areas like **Oakridge, Florence, Mapleton, and Marcola/Mohawk** lack sufficient or any transit service.
- **On-demand service** is needed in remote areas.
- **Population growth** in Creswell, Florence, Junction City, and Veneta will increase future transit demand.
- **Rural residents and migrant farm workers**, especially in Creswell, Monroe, Harrisburg, and Springfield, face major transit access challenges.
- Less than **25% of rural residents** live within ½ mile of a fixed-route stop.
- **More regional connections** to cities like Corvallis, Roseburg, and Harrisburg are needed.

3. Technology, Fare Payment, and Rider Comfort:

- **Digital access barriers** exist for migrant communities; **paper and phone surveys** are more effective outreach tools.
- **Limited fare integration** between services (e.g., Link Lane and LTD); a unified ticketing system is in progress.
- Riders seek **partnerships** with local institutions to broaden service use.
- **Bus stop improvements** needed: shelter, lighting, visibility, signage.
- Riders want **flexible pet policies, more bike space on buses, and secure bike storage at stops**.
- Overall **comfort, safety, and connectivity** at transit centers need enhancement.

Federal Requirements

The Federal Transit Administration has the following requirements for outreach when writing or updating a Coordinated Plan (FTA C 9070.1H):

“Recipients shall certify that the coordinated plan was developed and approved through a process that included participation by seniors; individuals with disabilities, including wheelchair users; representatives of public, private, and nonprofit transportation and human services providers; and other members of the public. Note that the required participants include not only transportation providers but also providers of human services and members of the public who can provide insights into local transportation needs.”³

The circular goes on to list a possible agencies and organization types that should be considered in the outreach effort if they are present within the region. Those groups have been incorporated into the Stakeholder Mapping table in the following section.

Summary of Stakeholder Mapping

Geographical Representation:

- Regional fixed routes to McKenzie Bridge, owell, Veneta, Junction City, Coburg, Cottage Grove.
- Eugene/Springfield
- Rural areas outside of UGBs may decrease in population, as well as Dunes City. The rest are projected to rise in population, especially Coburg, Veneta, and Florence.
- Marcola/Mohawk area has no service now
- Migrant populations may be best reached in Creswell, Monroe, Harrisburg, and Springfield.

Age Representation:

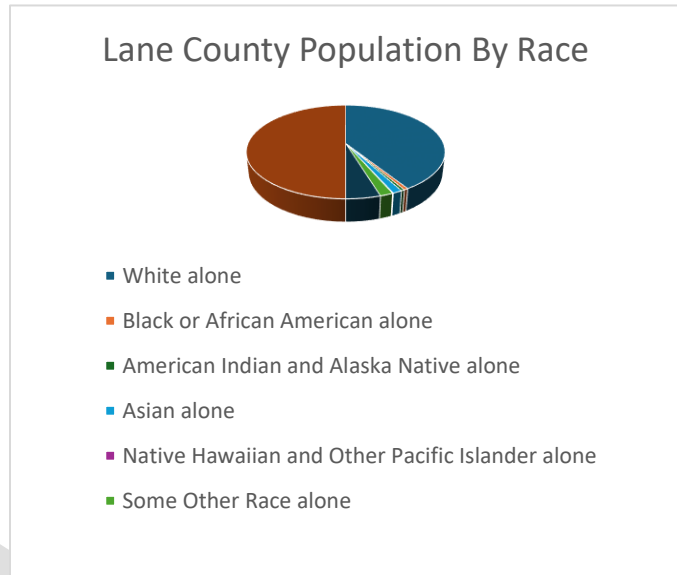
- Respondents should be parents in charge of transportation for children, and the youth themselves. About 20% of Lane County’s population is under 18 years of age.
- About 20% of Lane County is over 65 years of age.

Race Representation:

³ <https://www.transit.dot.gov/sites/fta.dot.gov/files/2024-10/C9070.1H-Circular-11-01-2024.pdf>

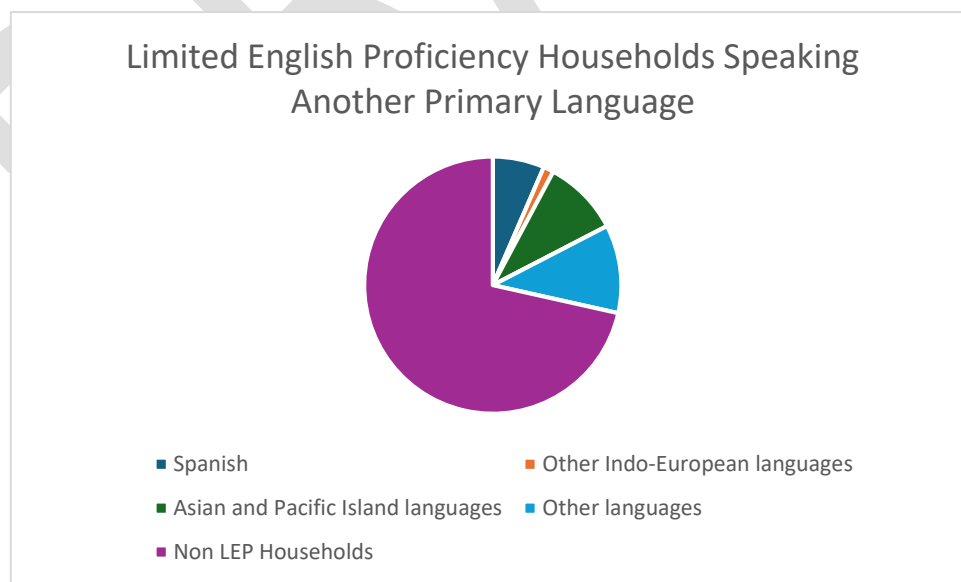
- Respondents should reflect the population of Lane County and even include additional representation from minority groups.

Race	Percentage
White alone	82%
Black or African American alone	1.2%
American Indian and Alaska Native alone	1%
Asian alone	2.6%
Native Hawaiian and Other Pacific Islander alone	0.2%
Some Other Race alone	3.6%
Two or More Races:	9.5%



Language:

- Translating materials into other languages would help engage more of Lane County's population.



Disability:

- The outreach efforts should work closely with organizations that serve people with disabilities.
- About 17% of Lane County inhabitants identify as having a disability, 3% with a self-care difficulty, and 8% with an independent living difficulty. These percentages reflect portions of the population that are generally higher than Oregon as a whole.

Zero Vehicle Households

- It should be noted that for both homeowners and renters in Lane County, a higher percentage of the households have zero vehicle available.

Other focuses:

- Potential weekend/recreational riders.
- Industries that employ folks outside of the traditional office hours.
- Ask non-riders if on-demand service would be utilized.
- Migrant farm workers are in high need of transit service, as they typically live and work in rural areas without transit connections. Organizations that represent them should be included.

Groups/entities:

This list incorporates both the requirements and suggestions of the FTA, as well as stakeholder categories and agencies suggested by the Framework's stakeholder mapping section.

Stakeholder Category	Specific Representatives
Transportation Partners & FTA Requirements	
Public transportation providers (including ADA paratransit providers)	<ul style="list-style-type: none"> • LTD Operators & Staff • Link Lane
Private transportation providers	<ul style="list-style-type: none"> • Private transportation brokers • Taxi operators • School transportation operators
Nonprofit transportation providers & advocates (including volunteer programs)	<ul style="list-style-type: none"> • Better Eugene Springfield Transportation (BEST) • Cascadia Mobility (Bikeshare)
Public human service providers	See Sections Below
Nonprofit human service providers	See Sections Below

Private human service providers	See Sections Below
Transportation agencies & partners (COGs/MPOs/DOTs/local governments)	<ul style="list-style-type: none"> • Central Lane Metropolitan Planning Organization • Cities and Lane County • Lane Council of Governments • Oregon Transportation Commission • ODOT
Individuals with disabilities & differently-abled	<ul style="list-style-type: none"> • The Arc of Lane County • Lane Independent Living Alliance (LILA) • National and State Council on Developmental Disabilities
Seniors	<ul style="list-style-type: none"> • AARP • Senior & Disabilities Services (LCOG) • At home care agencies, caregivers & their clients • Group home care agencies, caregivers & their clients • Adult Activity Centers • Long Term Care Programs & Advocates • Retirement Apartments • Lane Community Health
Past or current organizations funded under the Section 5310, Job Access and Reverse Commute (JARC), and/or New Freedom programs	
Passengers and Advocates	
Protection and advocacy organizations	See Sections Below
Advocacy organizations working on behalf of targeted populations	See Sections Below
General existing riders (urban, suburban & rural)*	<ul style="list-style-type: none"> • Riders of LTD services
General potential riders (urban, suburban & rural)*	<ul style="list-style-type: none"> • Population of the cities • Rural Lane County
Targeted potential riders*	<ul style="list-style-type: none"> • Seniors • Individuals with disabilities • Marginalized groups
Youth	<ul style="list-style-type: none"> • Eugene Youth Advisory Council

	<ul style="list-style-type: none"> • Lane Youth Transportation Advisory Council (LYTAC) • Connected Lane County
Women and Families	<ul style="list-style-type: none"> • Child Care Providers
Diverse and Minority Ethnic Groups	<ul style="list-style-type: none"> • NAACP • Plaza de Nuestra Comunidad • Asian Pacific American Network of Oregon • GLAD of Lane County
At-Risk Groups	<ul style="list-style-type: none"> • 15th Night • Looking Glass • United Way of Lane County • 410 Garfield Safe Sleep • TransPonder
Immigrants	<ul style="list-style-type: none"> • Lane County Immigration Defense Network
Non-English Monolingual Groups & Limited Literacy	See “Diverse and Minority Ethnic Groups” category
Human Service Partners	
Nonprofit human service provider organizations that serve passengers listed above	See Sections Below
Job training and placement agencies	<ul style="list-style-type: none"> • Oregon Employment Department • Employment services • Vocational rehabilitation • Workforce investment boards
Mental health agencies	<ul style="list-style-type: none"> • Agencies within Lane County cities and communities • Departments of social/human services (cities & county)
Education Related	
School Districts (Staff and Students)	<ul style="list-style-type: none"> • Eugene School District 4J • Springfield School District • Bethel School District
Early Education and After School Programs	<ul style="list-style-type: none"> • Preschools • Daycare programs • After-school programs throughout the region

Higher education	<ul style="list-style-type: none"> • University of Oregon • Lane Community College • Bushnell University
Other Education-Related	<ul style="list-style-type: none"> • Connected Lane County • Safe Routes to School
Healthcare and Social Service Providers	
Healthcare providers and users (including older adult care providers)	<ul style="list-style-type: none"> • PeaceHealth • Pearl Buck Center • Trillium Community Health Plan • McKenzie-Willamette Medical Center • RAVEN • White Bird Clinic • Medicaid • Lane County Human Services Division
Organizations representing older population	<ul style="list-style-type: none"> • The Arc of Lane County • Lane Independent Living Alliance • Lane Community Health • Agency on Aging
Housing and Development	
Supportive or Community Housing or Short-Term Housing	<ul style="list-style-type: none"> • Square One • Cornerstone Community Housing • ShelterCare • Homes for Good
Developers (Market rate, affordable, transit-oriented development)	<ul style="list-style-type: none"> • Private developers in the region
Houseless Service Organizations	<ul style="list-style-type: none"> • Better Housing Together
Renters	<ul style="list-style-type: none"> • Springfield and Eugene Tenants Association • Residents of rental housing
Home Builders/Construction	<ul style="list-style-type: none"> • Private companies in the region
Large Property Managers	<ul style="list-style-type: none"> • Property management companies within Lane County
Other	
Security and emergency management agencies & Resiliency/Emergency Management Agencies	<ul style="list-style-type: none"> • Lane Preparedness Coalition • Lane County Emergency Management
Tribes and tribal representatives*	<ul style="list-style-type: none"> • Burns Paiute Tribe

(Required by SOW)	<ul style="list-style-type: none"> • Confederated Tribes of Coos, Lower Umpqua, and Siuslaw • Confederated Tribes of Grand Ronde • Confederated Tribes of Siletz Indians • Confederated Tribes of the Umatilla Indian Reservation, • Confederated Tribes of Warm Springs • Cow Creek Band of Umpqua Tribe of Indians • Coquille Indian Tribe • Kalapuya • Klamath Tribes
Economic Development Organizations, Tourism, Labor Unions, Rural Business Owners*	<ul style="list-style-type: none"> • Amtrak • Chambers of Commerce (Eugene Area • Chamber of Commerce, Springfield • Chamber of Commerce, Creswell, • Cottage Grove, Tri-County Chamber (Junction City)) • Eugene Airport • Lane Workforce Partnership • Oakway Shopping Center • Eugene Mall • Shoppes at Gateway • Valley River Center • Travel Lane County
Faith-based and community-based organizations	<ul style="list-style-type: none"> • Faith-based organizations in each city/community • Other community-based organizations
Appropriate local or state officials and elected officials	<ul style="list-style-type: none"> • Councilmembers and board members of each community/city • Lane County Board of Commissioners
Popular Destinations	<ul style="list-style-type: none"> • Venues • City Clubs
Neighborhood Organizations	<ul style="list-style-type: none"> • Eugene's neighborhood organizations
Park & Recreation Districts and Centers	<ul style="list-style-type: none"> • River Road Park • Willamalane Park Recreation District • Eugene Rec
Environmental Advocates	<ul style="list-style-type: none"> • Watershed councils • Land trusts

- Other nonprofits

Coordinated Plan Scope of Work Requirements

Under the Coordinated Plan project's Scope of Work, the outreach for the Coordinated Plan will be built on two main tasks: the Coordination with Key Stakeholders and the Public Outreach. Coordination with key stakeholders will involve meetings with the Lane STIF Committee, advisory bodies (including LTD Strategic Planning Committee (SPC), Central Lane Metropolitan Policy Committee (MPC), LaneACT, and other advisory bodies as needed. The coordination with the Lane STIF Advisory Committee will take place over three to four meetings.

Scoped outreach summary:

- Lane STIF Advisory Committee (3-4 meetings),
- Advisory bodies (3-4 meetings) – *No additional advisory bodies are being created for this plan update, rather the Lane STIF Advisory Committee will serve as the primary advisory body –*
 - LaneACT
 - LTD Strategic Planning Committee and Board of Director's meetings
 - Central Lane
- Local and regional partners including rural and tribal communities (5-6 Meetings)
- Outreach efforts
- Public comment period for Coordinated Plan Draft.

The Lane STIF Advisory Committee meets on an ad-hoc basis. The goal is to have a project kick-off meeting in August. This committee will serve as the primary advisory committee for the Coordinated Plan development effort. At the time of the development of this PIP, the advisory members included:

First Name	Last Name	Affiliation/Representation
Philip	Barnhart	65+ age, social equity advocate, environmental advocate
Kelly	Clarke	Outside LTD district, PTSP, local governments
Joshua	Kashinsky	Transit Rider/Transportation Advocate
Brenda	Kosydar	Low-income representation

Susy	Lacer	Outside LTD district, social equity advocate
Joshua	Myatt	Transit users who depend on transit
Eugene	Organ	People with disabilities, 65+ age, public health/social and human services, transit users who depend on transit, social equity advocate
Cosette	Rees	Lane Transit District
David	Reesor	Employers, educational institution, major destination
Kari	Turner	Transit Design
Vidal	Francis	ODOT
Gino	Grimaldi	Lane Transit District (Non-voting)
Pete	Knox	Lane Transit District

Other Considerations

The Message

The goal of the Coordinated Plan is not to tell the public new information, but rather to collect information from them. The story that is being told through this outreach effort is that LTD continues to be an organization that is listening to their constituents, and cares about including current and future users of their services in their decision-making process.

Meaningful

Because of the nature of the Coordinated Plan, there will be limited opportunities for community members to directly shape certain aspects of it. However, outreach efforts will still aim to engage the community meaningfully, ensuring their voices, needs, and assets are considered and integrated into the process where possible. This will be done by emphasizing outreach efforts early in the planning process, using methods that are tailored to the range of stakeholders, and creating benchmarks for the results while incorporating the feedback into the advisory body meetings. “Meaningful engagement requires honesty and transparency, being forthright, candid, and open in communication, providing accurate and timely information, and avoiding deception or confusion, all in the service of building trust” (Framework, Page15)

Community-First Mentality

According to the Framework: “LTD will prioritize grassroots engagement, meaning they will focus on involving and empowering individuals, such as members of local community groups, to

foster bottom-up participation and decision-making.” A ‘community-first mentality’ will be applied in these outreach efforts by intentionally targeting urban, suburban and rural geographic regions and embedding efforts into the communication channels of the community partners that represent those regions and interest groups.

Potential Opposition

Since the Coordinated Plan is primarily about gathering information rather than making decisions, there is likely no potential for opposition. The Coordinated Plan is required by the FTA.

Data-Driven

When creating outreach materials (surveys, webpages, presentations, fliers, etc.), data will be used to present facts. Demographic data has been used in this stakeholder mapping exercise to help understand what specific marginalized groups require additional resources to include in this project.

Clarity of Purpose

“LTD will maintain a clear and well-defined reason or objective for engaging with stakeholders” (Framework, Page 14).

The objective of the Coordinated Plan is to:

Analyze the landscape of regional transportation planning in Lane County. The Coordinated Plan evaluates the changes that have occurred over the last six years in terms of state and federal policy, funding streams, external partnerships and coordination, available resources and technology, and the needs and priorities of the community.

This plan aims improve transportation services for older adults, people with disabilities, and other marginalized populations. The Coordinated Plan must be developed through a process that includes participation by seniors, individuals with disabilities; representatives of public, private, and nonprofit transportation and human services providers; and other members of the public.

This objective informs the following sections of the Coordinated Plan:

- Community needs, and demand for transportation.
- Landscape of existing coordination with local stakeholders.
- Understanding resources, services, and technologies supporting public transportation, such as the RideSource Call Center and Mobility on Demand initiatives.

Fiscal Transparency

Some data that may be included in the outreach materials is information about budget, expenses, costs and financial trade-offs. This will allow the public to be more informed about LTD's financial landscape when providing input.

Outcome-Oriented

A section of this PIP is dedicated to results tracking and benchmarking strategies. The desired outcome of this outreach is to engage with a breadth of constituents and get an accurate understanding of the people's transportation needs.

DRAFT

Outreach and Engagement Strategies

Style

The approaches LTD uses to engage with the public entails having two-way dialogues, accessible outreach styles, respectful interactions and active listening.

Collaborative, Honest, and Transparent Conversations

"Stakeholders must have assurance that their opinions will be considered in the outcome." Time is a valuable resource and asking people and organizations to spare some of theirs should lead to a meaningful experience. The Coordinated Plan is not intended to lead to policy decisions, so the outcome of the outreach may not be immediately visible. The purpose of the survey/focus group/advisory body should be made very clear up front. This PIP intends to place an emphasis on collaboration when it comes to reaching out to a variety of representatives from the population and agency types listed in previous sections. All of the responses gathered shall be included as an Appendix to the Coordinated Plan and summarized in a separate memorandum.

Two-Way Dialogue & Active Listening

Although much of the outreach efforts will be conducted via survey, the questions should be simple and written in a way that is direct enough for people to feel more listened-to rather than informed. Focus groups and in-person events should be heavily conversation-based. Qualitative data should be gathered about constituents lived experiences.



Figure 3. Framework, Page 4

Accessible & Respectful

Some barriers to accessibility include scheduling, transportation to events, childcare, language, technology, and complexity of the information. While planning the details of the community outreach, these barriers should be taken into consideration. The Framework emphasizes using time efficiently, being culturally and considering diverse needs of multiple groups.

Content

The Framework says that the content used during outreach efforts should be data-driven, have a clear purpose, be fiscally transparent and oriented towards the outcome. In the context of this outreach effort, the data to be used will highlight the demographics of current and future transit riders and statistics about the current use of transit in Lane County.

Approach

Outreach Efforts Strategy Menu

- **Lane STIF Advisory Committee Meetings
- **Advisory bodies
 - LTD Board
 - LTD Strategic Planning Committee
- **Focus Groups/Local and Regional Partners (5-6)
- Survey
 - Intercept surveys (go to pre-existing community meeting)
 - On-board surveys (go and meet people on the system)
- **Project Website (posting for public comment on Coordinated Plan at minimum)
- Social media
- Community planning session
- Live events (In-person tabling & online)
- Utilize front-line workers (bus drivers)
- Materials contributed to events already being tabled by LTD Marketing
- Mailing list from Regional Transportation Plan
- Posting in libraries, other community centers and transportation hubs
- Rural post offices survey boxes

** = Required by SOW.

Engagement Schedule

	2025						2026					
	J u l	A u g	S e p	O c t	N o v	D e c	J a n	F e b	M a r	A p r	M a y	J u n
Advisory Committee Meetings (3-4)												
Other Advisory bodies (3-4)												
Regional Partner Meetings (5-6)												
Outreach Efforts												
Public Comment Period*												
Summarize Stakeholder Engagement												
Plan Adoption*												
*Referring to the Coordinated Plan												

Tracking Progress

Quantitative Tracking Goals:

The desired outcome of the quantitative tracking efforts will change based on the specific community outreach strategies employed. The number of advisory committee meetings, other advisory body meetings, focus groups/meetings with local and regional partners, survey responses, social media interactions, events attended, etc., will make up a piece of the quantitative benchmarks.

Another quantitative benchmark of successful outreach efforts will be the demographic and agency representation achieved. The outreach efforts should make every attempt to gather feedback from each category in the “Stakeholder Category” in the Stakeholder Mapping section of this PIP. In addition, the demographic representation of community outreach participants should reflect the make-up of the region that the Coordinated Plan is representing – Lane County. Due to the requirements of the Coordinated Plan, an emphasis shall be placed on reaching out to seniors and people with disabilities or people who are differently abled. The Stakeholder Mapping section also summarizes areas of representation to track. These are Geographical, Age, Language, Disability, Zero Vehicle Households, Weekend & Recreational Riders, Industries That Employ Folks Outside of Traditional Office Hours and Migrant Farm Workers.

Qualitative Benchmarks:

In surveying the current and future landscape of coordinated transportation in Lane County, understanding people’s lived experience is paramount. A concerted effort should be made to record the conversations, long-form survey responses, and other forms of people sharing their thoughts.



Lane Transit District

Connecting our Community

LTD Coordinated Plan

September 9, 2025

LTD Strategic Planning Committee Meeting Agenda Packet
September 9, 2025

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Lane Transit District | [LTD.org](https://ltd.org)



MISSION VISION VALUES

Connecting Our Community

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

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

LTD Coordinated Plan



Purpose of the Plan (Why are we doing this?)



Project Overview (How are we doing this?)



Public Involvement Plan Input (How are we engaging stakeholders and the public?)

Purpose of the Plan



- To improve transportation services for older adults, people with disabilities and other marginalized populations.
- Analyze the landscape of regional transportation plan in Lane county.
- Evaluate changes that have occurred over the last six years in terms of state and federal policy, funding streams, external partnerships and coordination, available resources, technology, and the needs and priorities of the community.
- LTD is required by FTA to update the Coordinated Plan every few years as a §5310 funding recipient - Enhanced Mobility of Seniors and Individuals with Disabilities Program
- Analyze gaps on the transportation system and identify and prioritize projects to fill those needs.
- Guide STIF Advisory Committee on how to decide on recommendations for STIF projects.
- Connection to community outcomes...

§5310 - Enhanced Mobility of Older Adults and People with Disabilities



- The §5310 program improves mobility for older adults and people with disabilities by removing barriers to transportation services and expanding the transportation mobility options available.
- §5310 funds can be used for two main categories
 - Capital Projects
 - Operating assistance
- In FY25, \$975,000 in section §5310 funds were leveraged by matching with STIF funds.
- The Coordinated Plan will include prioritization of projects that may be funded by §5310 and/or STIF*

Project Overview



		2025										2026					
		Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	
Project Initiation (Tasks 1 & 2)																	
Public Engagement (Tasks 1, 8, 9)																	
Policy Assessment (Task 3)																	
Evaluation of Existing Conditions (Task 4)																	
Needs Assessment (Task 5)																	
Coordination Practices and Projects (Task 6)																	
Funding Resources (Task 7)																	
Draft Final Plan																	

Public Involvement Plan



- Project Background and Purpose (Pg. 2)
- Stakeholder Mapping (Pg. 5)
- Outreach and Engagement Strategies (Pg. 22)
- Engagement Schedule (Pg. 24)
- Tracking Progress (Pg. 25)

Questions

