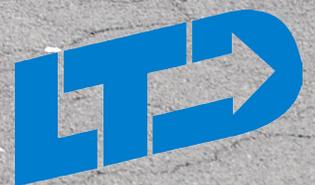


Long-Range Transit Plan

Lane Transit District
March 2014



What is the Long-Range Transit Plan?

The Long-Range Transit Plan (LRTP) is strategically laid out to provide a clear understanding of our existing conditions and our responsibilities to the community. The Plan identifies future uncertainties that will challenge how LTD operates and provides services. It then establishes a framework of goals, policies, and strategies to address those challenges and suggests performance measurements to track progress.

SECTION 1 Creating a Livable Community • page 2

What LTD does, why do we do it, and why we are writing the LRTP now

SECTION 2 Opportunity to Build the Future • page 11

Depth and detail about our strategic narrative and what uncertainties we are planning for

SECTION 3 Strategic Framework • page 23

The heart of our plan, identifying the goals and policies that will drive the strategies we use to work towards and achieve our goals

SECTION 4 Monitoring to Adapt • page 41

How we plan to track our progress with specific performance measures

APPENDIX Glossary • page 49



Creating a Livable Community

In everything Lane Transit District does, we carry the community and its aspirations forward.

Transit services enable the residents of our community to connect to jobs, school, doctor's appointments, shopping, family and friends, and much more. Transit makes a significant contribution towards establishing a community identity, supporting vibrant commercial and social exchanges, improving physical health, and guiding sustainable neighborhood and regional development. In that context, we take responsibility for joining with our regional partners to create a livable community.

LTD is more than just a bus service; we are a leader in the community. We work with our community partners to push the envelope by seeking innovative ways to deliver the best transit service and transportation options possible to advance the community's goals.



LTD MISSION STATEMENT

LTD's mission statement calls on the organization to enhance the community's quality of life by:

DELIVERING: reliable, responsive, and accessible public transportation services

OFFERING: innovative services that reduce dependency on the automobile

PROVIDING: progressive leadership for the community's transportation needs

THREE GUIDING PRINCIPLES FOR THE FUTURE

As we plan for the future, it is appropriate to establish a set of guiding principles based on our mission statement. These guiding principles are based on a triple bottom line structure that tells how transit influences the economy, equity, and the environment in our community.

Economic Prosperity

LTD strives to provide transit services that support the economy by:

- Providing reliable and affordable connectivity between jobs and employees
- Facilitating compact urban growth
- Spurring downtown and neighborhood renewal
- Increasing business activity and efficiency by enabling businesses to locate near each other and attract related industries and suppliers, as well as new customers



Social Equity

LTD strives to provide transit services that support social equity by:

- Providing affordable access to school, shopping, medical services, friends, and family
- Enhancing accessibility for youths, senior citizens, and people with disabilities



Healthy Environment

LTD strives to provide transit services that contribute to a healthy environment by:

- Providing an efficient mode of transportation
- Reducing greenhouse gas emissions from transportation
- Operating sustainable services that use resources wisely



Long-Term Planning: L RTP

The Long-Range Transit Plan (L RTP) affords LTD the opportunity to develop a framework that establishes goals, policies, and strategies to meet the long-term (20-year) transit service needs of the community.

The Plan can help LTD be more nimble and efficient in everyday decision-making efforts while providing a path toward achieving the long-term vision of a livable community. The L RTP considers a broad spectrum of issues—economic and resource volatility, environmental preservation, social equity, and transportation demands—that may affect transit service in the future.

As an organization, LTD must keep in mind that there are variables that we do not have control over (i.e. fuel prices and climate change) that will affect the way we go about executing our vision. The strategies presented in the L RTP lay the foundation for adapting to future trends and uncertainties.

Why Now?

Changes in the planning relationship among Eugene, Springfield, and Lane County will soon lead to the adoption by each agency of individual Transportation System Plans (TSPs). The regional plan (TransPlan), adopted in 2001 by each of these agencies and LTD, contains transit goals and policies that serve as the region's transit elements. TransPlan will be replaced by a Regional Transportation Systems Plan (RTSP), which is currently being developed by the Metropolitan Planning Organization (MPO). Given the importance of coordinating land use, transit, and other transportation modes, LTD developed the Long-Range Transit Plan.

The Long-Range Transit Plan is a way for us to lay out strategies to accomplish our mission.





By The Numbers

LTD's service area population:	298,300
Annual riders:	11.3 million
Weekday riders:	38,300
Average operating expense per passenger mile:	84¢
Annual fare received, 20% of operating costs:	\$6.9 million
Annual payroll tax received, 72% of operating costs:	\$24.9 million
Average boardings per revenue hour:	46
LTD current employees:	302
Riders who are age 30 or younger:	64%*
LTD trips that are commute trips:	64%*
Riders who are students:	56%*

BY THE NUMBERS SOURCES:

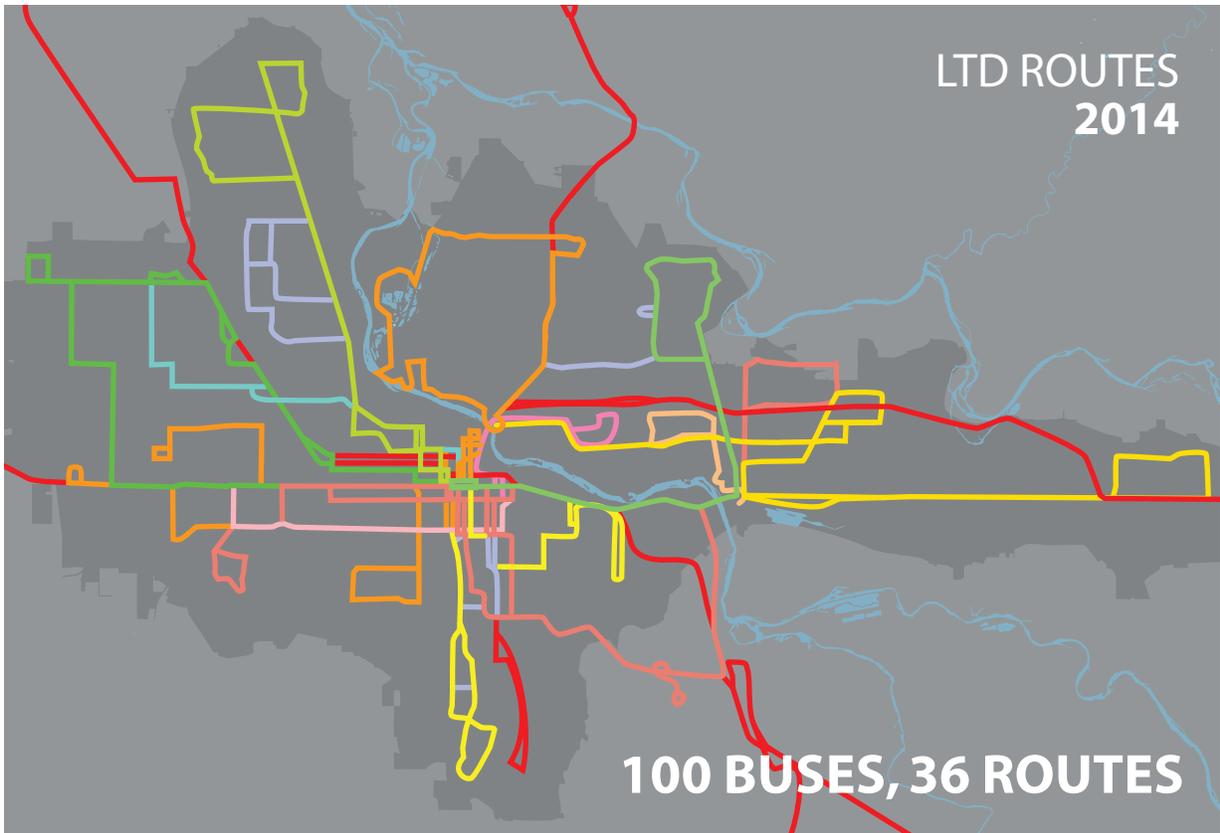
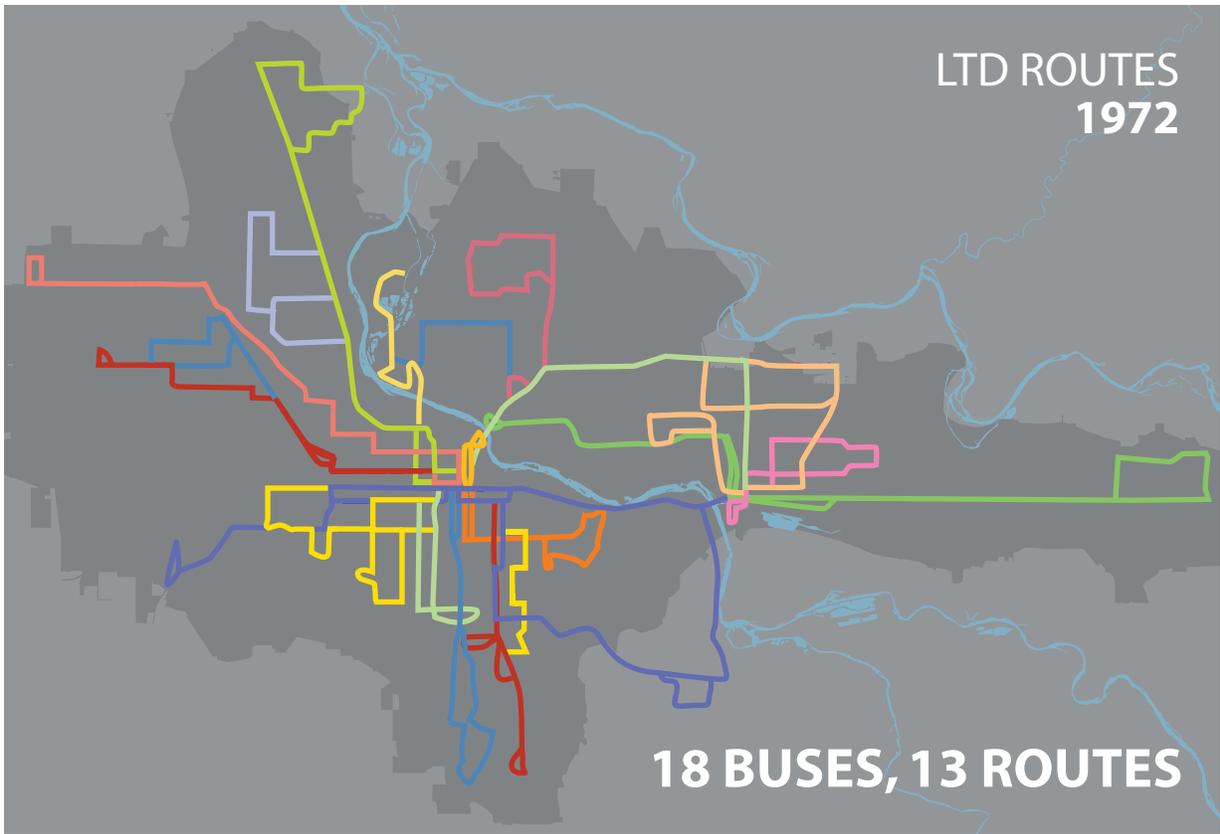
Lane Transit District:
FY 2012-2013

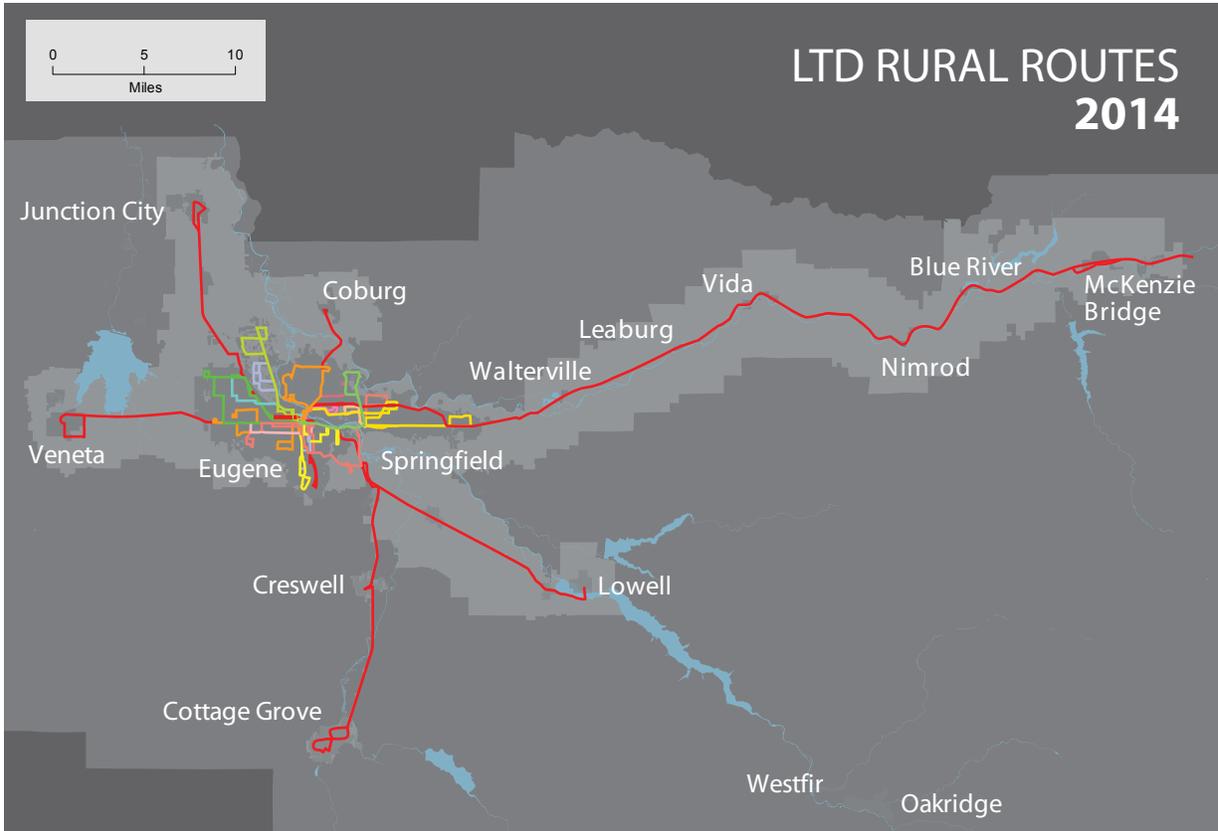
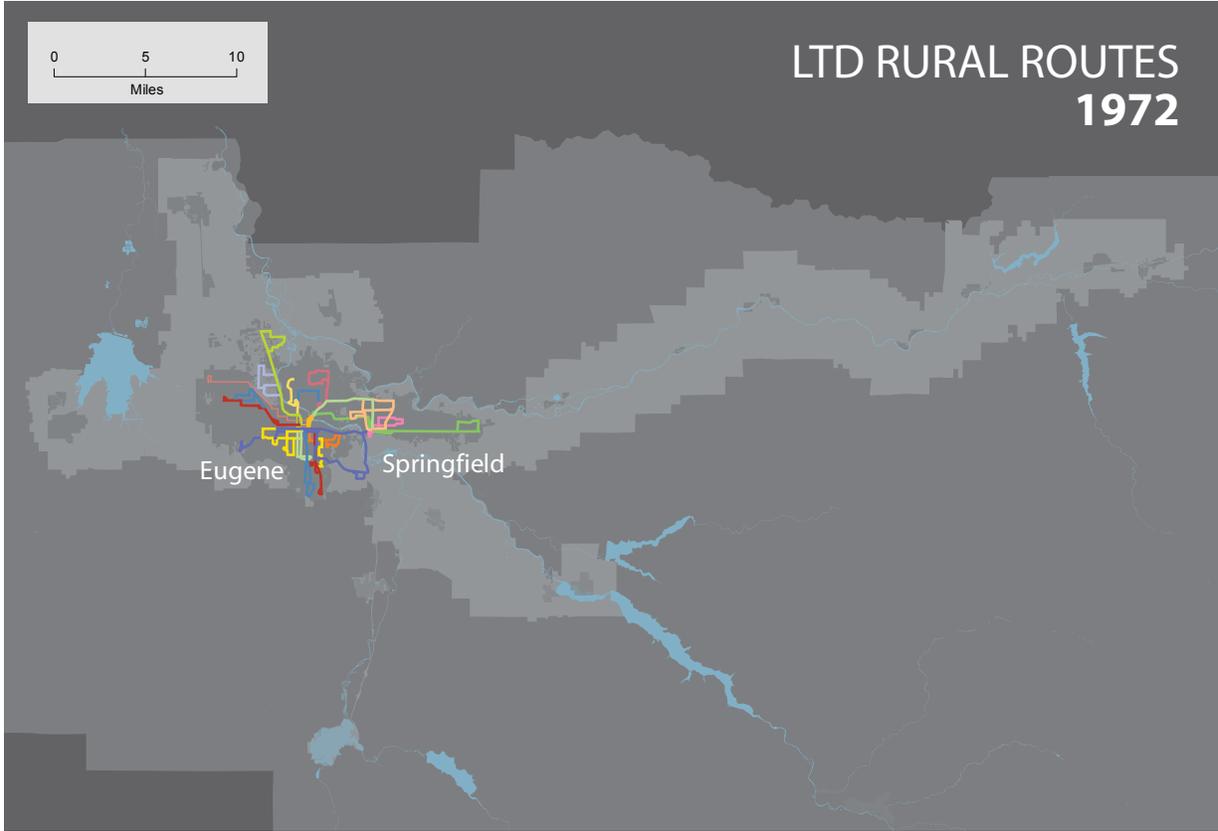
*Lane Transit District:
Origin & Destination Study, 2011

LTD's History

Since 1970, LTD's mission has been to provide transit service for the Eugene-Springfield area. While LTD provides many other services to the community, transit service is the most visible and utilized service offered by the District.









Opportunity to Build the Future

A successful past is but an opportunity to build the future.

It is LTD's goal to continue to be a well-managed transit operation that:

- Supports the economy by providing reliable and affordable connectivity between jobs and employees. Transit facilitates more compact urban growth. This in turn leads to increasing efficiencies by enabling businesses to locate near each other. The clusters of economic activity attract related industries and suppliers as well as additional customers.
- Supports community development by providing community members with access to school, shopping, medical services, friends, and family.
- Supports a healthy environment by providing a sustainable source of mobility. Productive transit service provides one of the most energy-efficient methods of transporting community members to where they need to go.

As reported in the National Transit Database, in a comparison of operating characteristics of peer transit agencies with similar service area populations, LTD performed above average in many areas. (See TABLE 1 on page 18 for details.) However, looking out over the next 10 to 20 years, key uncertainties challenge LTD's ability to provide these benefits as the community grows. The following material provides an overview of the strategic context that LTD operates within, followed by descriptions of the broad strategic uncertainties that form the foundation for LTD's long-range planning.

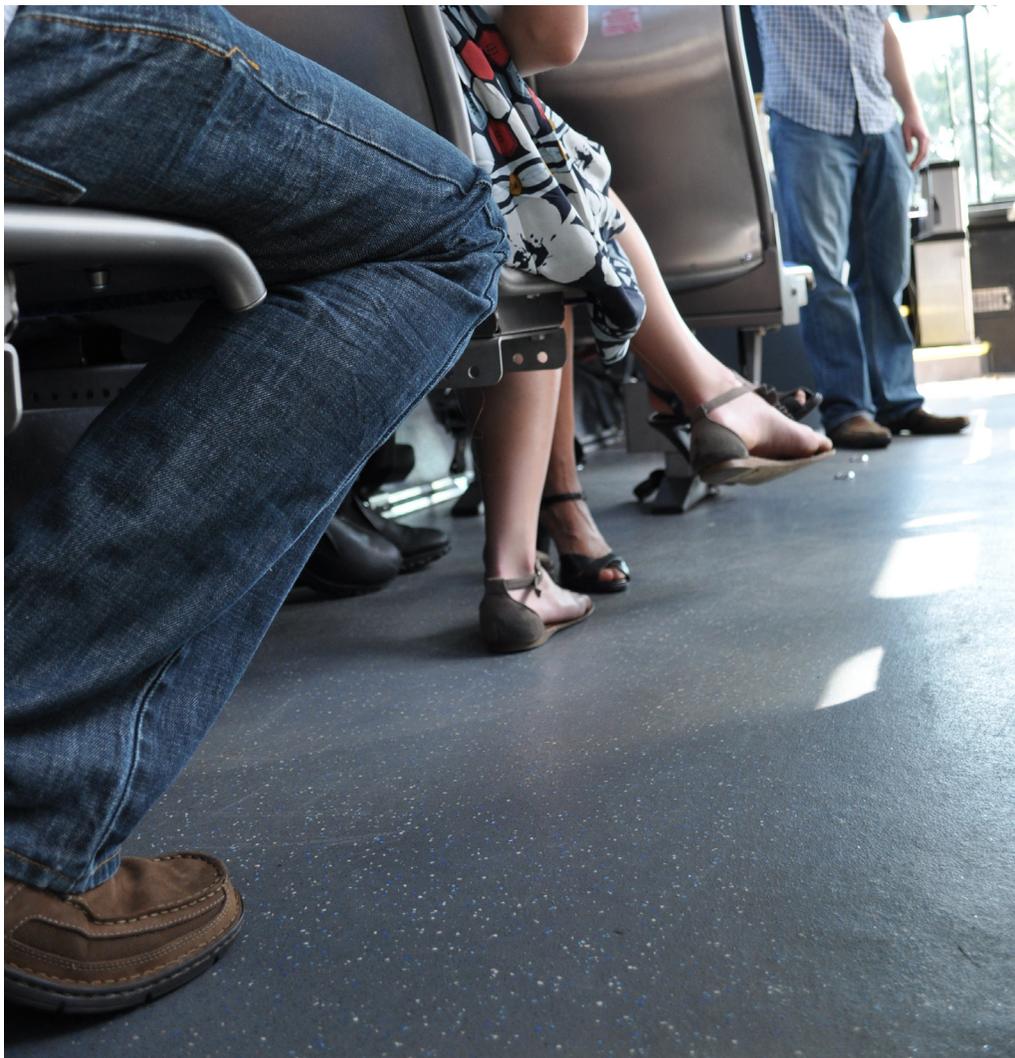
LOCAL POPULATION AND EMPLOYMENT TRENDS

The population of the Central Lane Metropolitan Planning Organization region is expected to grow by 25 percent between 2010 and 2035. Employment in the region is expected to grow by 41 percent during that same period. Should land-use patterns and travel behavior continue as they exist today, a forecast of trends from 2010 to 2035 points to several issues:

- Congestion could rise dramatically, increasing the cost of travel and reducing the efficiency of transit operating within the region's roadway network.
- Without a balanced approach to the development of future transportation system improvements, little change will be made in the transportation choices available to the regions; the proportion of drive-alone auto trips will likely increase while the proportion of alternative modes use will likely decrease.
- The density and physical location of technical, professional, manufacturing, service, and retail jobs throughout Lane County has potential to influence the span of transit service and frequency. Transportation choices available to the region and the proportion of drive-alone auto trips will likely increase while the proportion of alternative mode use will likely decrease.

UNCERTAINTY IS IN OUR FUTURE

LTD is one entity functioning within many complex community systems. The natural environment, globalization of the economy, advances in technology, national politics, Oregon's economy, social impacts of income inequality, and local visions for growth and prosperity— all interact with each other and with the services LTD provides. How each plays out in ways that will impact LTD is uncertain, creating a general ambiguity regarding strategic decision making. This ambiguity raises several questions for LTD and other partners as the region engages in collaborative planning. The primary interrelated forces that form the surrounding strategic context and the operational environment include:



ENERGY

The price of gasoline has risen dramatically since the early 1990s, and projections indicate prices will continue to rise. Rising gasoline prices increase the cost of single-occupant vehicle trips and increase demand for transit. At the same time, high gas prices may trigger the use of more fuel-efficient vehicles and alternative fuels that could, in theory, maintain personal vehicle operating costs at current levels. LTD may be affected by changing fuel prices, as the cost of oil rises. LTD may need to reduce services or take advantage of innovative technologies.

CLIMATE

Climate change may increase domestic migration throughout the United States. More people may seek refuge in the temperate climate of the Northwest, increasing stress on local transportation systems. Increasing concerns over a changing climate also may drive national and state policies for greenhouse gas reductions. Implementation of these policies may favor transit service in place of single-occupant vehicle travel and may encourage the use of new, lower carbon fuels to operate transit vehicles. The changing environmental climate may affect the demand for LTD services and the policy context in which LTD operates.

ECONOMICS

Rising federal, state, and local debt may put fiscal pressure on governments to reduce funding for local transit agencies. This economic volatility has the potential to negatively influence the provision of transit service. Constrained funding may impact LTD's ability to continue and expand services. The composition of the local, employed workforce and the physical location of employers also may affect transit need and receipt of benefits. An increase in transit ridership has the potential to correlate with a decrease in employment, as more people look for cost effective means of travel. However, this may be offset considering fewer people may ride transit as they no longer need transport to work-related activities.

POPULATION

National trends indicate younger generations are increasingly making lifestyle decisions that are different than their parents'. Younger generations are more commonly trading car ownership for biking, walking, and transit use. On the other end of the spectrum, the proportion of older adults is increasing as the baby boomer generation ages and life expectancies increase. Generally, older populations are less mobile and drive less than other adults. Changing demographics will likely have a strong influence on the demands for travel, and driving culture may result in more LTD transit users.



Many factors, such as costs of automobile travel, population growth, changing lifestyles, and public policy, point to a likely increase in demand for LTD's transit services.



HOW DO WE RESPOND?

Many of the uncertainties that have potential to influence LTD's ability to provide services can be summarized by two areas of broad strategic focus: **RESOURCES** and **COMMUNITY CONNECTIVITY**.

The first focus - **RESOURCES** - concerns issues related to key components LTD needs to deliver on its vision. These issues include revenue and cost management, labor availability (including emerging skill sets), and partnerships - those relationships with public agencies and the private sector that will be necessary to leverage the services LTD provides.

The second focus - **COMMUNITY CONNECTIVITY** - concerns issues related to strategies and investments LTD can make to improve its connections to riders (continue to overcome barriers to the use of transit), improve connections to other modes (bicycle and pedestrian modes), and coordinate transit investments with broader community visions (e.g., Envision Eugene and Springfield 2030).

RESOURCES

The fluctuation and limited availability of critical resources is an ongoing strategic focus for LTD operations and services. Limitations on the availability of resources, whether it is due to costs or other factors, create challenges for LTD. Specific resources posing challenges include revenue and cost management, labor, and partnerships. Each of these challenges is described briefly below.

RESOURCE AND COST MANAGEMENT

With transit operational costs expected to rise on average of 3.5 percent annually, increasing revenues will be needed just to sustain existing service levels. Growing our services will require a combination of additional revenue and effective management of key cost areas (i.e., labor, fuel, healthcare, and pensions). Fares, payroll taxes, and federal funding play critical roles in providing the funding needed to sustain and enhance LTD's services. The variability of these revenue sources challenges LTD's capacity to absorb increasing fuel and personnel costs while also avoiding reductions in service levels. Federal policy on transit is somewhat incoherent and shifting, and as a result, federal funding for transportation infrastructure and operations is inconsistent. Similarly, state policy on transit is virtually non-existent. Outside of support for capital projects, the state's support for transit operations has been inconsistent at best. Strategically, LTD will want to engage with the state and other transit districts to evolve the state's financial role in supporting transit. We also may need to begin discussions regarding local options

for revenue generation. The most volatile element of LTD's operational costs is associated with fuel. LTD will face uncertain energy costs due to fuel price volatility and emerging propulsion technologies. The LTD Long-Range Financial Plan assumes fuel costs will increase by 5 percent per year compared to the 3.5 percent increase associated with overall costs. The complexity of propulsion technologies will continue to evolve. While technology trends are uncertain, systems will likely become more complex and efficient—influencing both the skill sets required to maintain new technologies and the costs of operations.

FIGURE 1: Average Retail Fuel Prices



WORKFORCE DEVELOPMENT

Like other transit agencies, personnel wages, health care, and pension costs are a significant portion of LTD's operating costs. Personnel costs will also likely reflect an increasing and uncertain trend. For example, as the complexity of fleet technologies evolve over time—so must the capacity of LTD's workforce. Personnel must have advanced skills that not only enable them to work on cutting-edge systems, but also have the capability to be adaptive and creative in ways that can facilitate the absorption of innovative new strategies. Changing demographics, new generations with different values entering the labor force, and the demand for a creative and adaptive workforce will also be relevant factors in strategic decision-making for LTD and other partners in the years ahead.

PARTNER RESOURCES

Healthy, well-functioning partnerships have always been a critical resource contributing to LTD's success. LTD currently has partnerships across a broad spectrum of public agencies, elected officials, the local business community, users of the system, nonprofits, community organizations, vendors, consultants, education and research institutes, and other transit operators throughout the country. To fully leverage LTD's investment in and contribution to our region, existing relationships will need to be sustained and deepened, and emerging partnerships will need to be fully developed. An example of a deepening partnership is the City of Eugene and LTD partnership in the West Eugene EmX project. Staff from both agencies have met to discuss the design and construction of the EmX project as it relates to economic development, land use, and other transportation system interests of the City. This is expected to lead to improved coordination of resources and improve the overall outcomes of LTD's investment.

FIGURE 1 SOURCE:
GasBuddy.com:
Historical Price Chart, 2013



COMMUNITY CONNECTIVITY

An underlying purpose of LTD's services is to connect the community. The community benefits when we effectively understand the needs of our ridership (both current and emerging), and make efficient connections between our services and other modes of travel in the region. In addition, coordinating and collaborating with our partners, particularly the major metropolitan cities, enables us to better leverage the significant investments we make in our service and capital infrastructure. As Eugene, Springfield, and surrounding communities continue to grow and regional transportation demands diversify, there is uncertainty as to how LTD can most effectively provide services that meet emerging demands. Changing demographics, the economic climate, environmental policy, and social values influence the nature of travel. How people "connect" to work, shop, and areas of recreation will likely result in new mobility markets. LTD's role in making those connections also may need to change and anticipate travel trends that not only physically connect people, but also provide travel information in accessible and functional formats.

CONNECTING TO RIDERS AND EMERGING MARKETS

When we consider mobility markets as a source of uncertainty, one end of the spectrum can be defined by changes in the demand for transportation stemming from dramatic shifts away from the dominant form of transportation—the single-occupant automobile. On the other end, mobility markets might change very little if technology or social climates continue to support that prevalence. The dynamics of these factors and the way they interact will determine demand for travel, and in particular LTD services.

Shifts in local and regional labor markets, residential land use patterns, and access to efficient technologies, (e.g. broadband internet communications and electric vehicles), are factors that influence travel behaviors at the community scale and will continue to play a role in defining the demand for LTD services. Technological connectivity is another concept that has potential to support emerging mobility markets, while serving to attract new riders. Even though it is uncertain how technologies will progress, more transportation providers are implementing mobile device applications and electronic fare cards. These innovative and accessible technologies can be attractive to riders because they simplify travel and put transit service more on par with the auto.

CONNECTING TO OTHER MODES

LTD's services are part of a broader system of modes, several of which can be part of making a complete trip. For example, some users of LTD ride a bike to a station, park their bike, ride a bus to a stop, and walk to their destination. A transit system that is designed to connect neighborhoods to economic, occupational, and recreational centers will continue to be a fundamental element of a viable regional transportation strategy in the future.

To better serve existing demand and to meet emerging mobility markets, there will be increasing need to effectively connect pedestrian, bicycle, and auto modes to the transit system. The physical infrastructure needed to support a highly connected transportation network requires significant investment and collaborative planning, which ties back into the importance of partnerships.

CONNECTING TO BROADER COMMUNITY VISIONS

LTD benefits when we can align our investments in service and infrastructure with the broader visions of the communities we serve. Connecting to the economic development, social equity, and environmental stewardship goals of the broader community ensures that we are providing access. Connections between employers and workers, customers and businesses, and providing access for people who have physical disabilities or few alternatives, helps to enhance the livability of the community.

Improved transit service has been identified as a significant component towards achieving the broader community vision— the Lane Livability Consortium, Envision Eugene, Springfield 2030, and other local planning mechanisms developed by Eugene and Springfield are examples of this. Integrating LTD's plans for growth and development with these visions ensures that we fully leverage our investments and are contributing most effectively to the growth and prosperity of the region's residents.



TABLE 1: Comparative Operating Characteristics of Select Transit Properties

SYSTEM LOCATION*	POPULATION	PER SERVICE AREA POPULATION			OPERATING EXPENSES PER BOARDING	BOARDINGS PER REVENUE HOUR
		REVENUE HOURS	BOARDINGS	PASSENGER MILES		
Ann Arbor, MI	212,492	0.82	28	87	\$3.44	33.8
Bakersfield, CA	466,353	0.64	15	49	\$3.25	23.0
Bellingham, WA	201,923	0.62	25	76	\$2.78	40.9
Colorado Springs, CO	559,409	0.22	5	31	\$4.19	21.5
Fort Collins, CO	143,986	0.54	15	51	\$3.24	27.9
Livemore, CA	166,972	0.67	10	50	\$6.75	15.4
Olympia, WA	161,000	1.24	28	118	\$4.88	22.6
Reno, NV	327,768	0.76	23	81	\$3.35	30.8
Salem, OR	206,500	0.76	20	66	\$4.40	26.7
Santa Cruz, CA	254,538	0.85	23	139	\$5.43	26.8
Vancouver, WA	365,750	0.71	18	92	\$4.45	26.0
MEAN (AVERAGE)	280,041	0.72	19	116	\$4.09	28.4
LANE TRANSIT DISTRICT	293,800	0.85	38	145	\$2.95	45.0

*Properties selected based on providing a level of service comparable to LTD or providing service to a university.

TABLE 1 SOURCE:
National Transit District:
Database Report, 2011

STRATEGIC ISSUES SUMMARY

Recognizing these issues is the first step towards developing a long-term strategic decision-making process for LTD. It is imperative for LTD to examine current capacities and functions and how they may need to adapt to future unknown circumstances. The interaction of these unknown circumstances, however, results in a general ambiguity directly impacting decisions on future strategy. Table 2 below provides a summary of the key strategic issues LTD should consider throughout decision-making processes.

TABLE 2: Summary of Strategic Issues

Key Resource Issues		
REVENUE AND COST MANAGEMENT	WORKFORCE DEVELOPMENT	PARTNER RESOURCES
Sustaining a level of service while adapting to the uncertainties in future funding from state and federal sources	Obtaining the skill sets needed to handle advancements in technologies associated with the operation and maintenance of transit vehicles	Sustaining and deepening existing relationships
Managing payroll tax fluctuations in a manner that facilitates a sustainable level of service over multiple years	Fostering an organizational culture that can adapt to the rapid change anticipated in the coming years	Fully developing emerging relationships
Examining appropriate funding options needed to meet the transportation needs of the community	Managing personnel costs	
Monitoring fuel volatility and cost trends to determine the appropriate balance of new propulsion technologies		
Key Community Connectivity Issues		
CONNECTING TO RIDERS AND EMERGING MARKETS	CONNECTING TO OTHER MODES	CONNECTING TO BROADER COMMUNITY VISIONS
Being able to anticipate changes in the demand for transit brought about by shifts in the factors that influence transportation behavior	Monitoring technology uses and how they impact transportation decisions and costs	Ability to collaborate with partners (both private and public) to plan and invest in intermodal systems of connectivity
	Incorporating new technologies that increase the ease of using transit	



LRTP FRAMEWORK ELEMENTS

The success of the LRTP will essentially rest on its ability to serve as a framework for addressing the strategic challenges summarized in Table 2 on page 20. That framework is made up of a set of goals, policies, strategies, and performance measures, which is presented in Section 3. These elements are briefly defined below:

GOALS

The framework has six goals that articulate LTD's objectives for the future.

POLICIES

There are a number of policies outlined for each goal.

STRATEGIES

Each policy has strategies associated with it that provide LTD with potential tactics for reaching the overarching goals.

PERFORMANCE MEASURES

Performance measures connect long-range planning to daily actions, and they allow LTD to monitor progress.

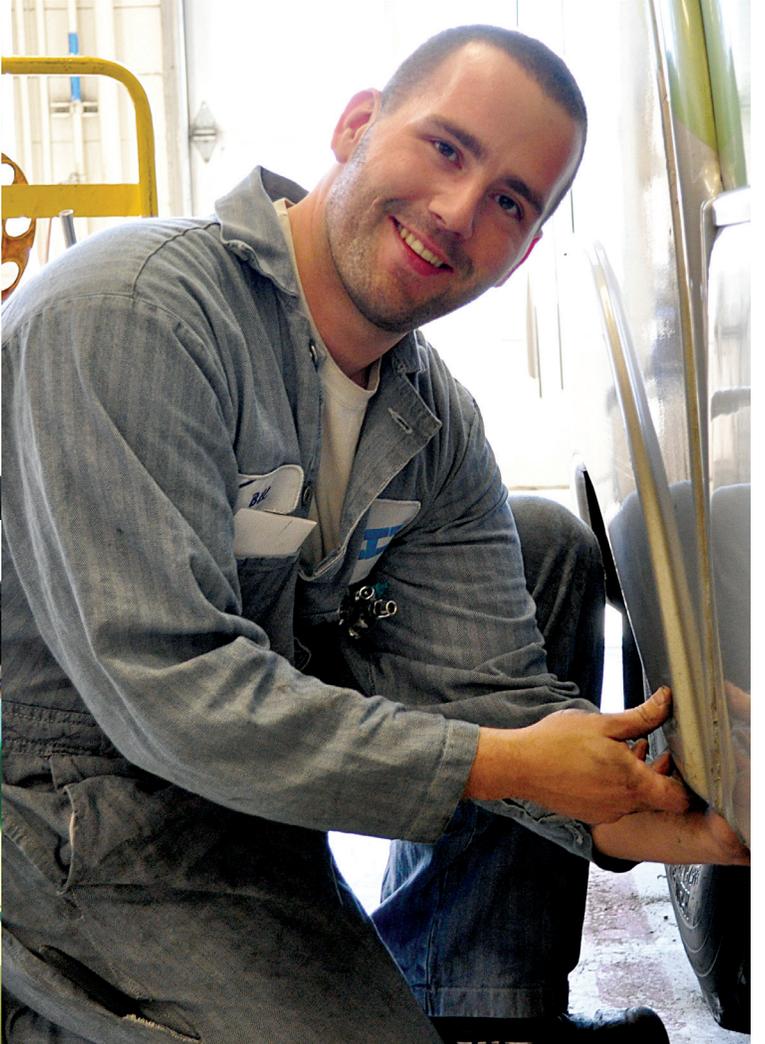
ADDRESSING LTD'S STRATEGIC ISSUES

CONNECTING ISSUES TO GOALS

A first step in evaluating the extent to which a plan has the potential to address an agency's issues is to assess the connection between the issues facing that agency and the goals that have been set in the plan. Table 3, on page 23, provides a summary of how the goals developed for LTD's LRTP connect to the strategic challenges identified in this section. This assessment shows that the proposed goals are framed in a manner that covers the range of anticipated strategic challenges facing LTD over the next 20 years.

TABLE 3: Mapping Strategic Issues to Goals

STRATEGIC CATEGORY	STRATEGIC CHALLENGE	RELATED GOALS
REVENUE AND COST MANAGEMENT	<ul style="list-style-type: none"> •Sustaining a level of service while adapting to the uncertainties in future funding from state and federal sources •Managing payroll tax fluctuations in a manner that facilitates a sustainable level of service over multiple years • Examining appropriate funding options needed to meet the transportation needs of the community •Monitoring fuel volatility and cost trends to determine the appropriate balance of new propulsion technologies 	Goal 5: Use LTD's resources sustainably in adapting to future conditions
WORKFORCE DEVELOPMENT	<ul style="list-style-type: none"> •Obtaining the skill sets needed to handle advancements in technologies associated with the operation and maintenance of transit vehicles •Fostering an organizational culture that can adapt to the rapid change anticipated in the coming years •Managing personnel costs 	Goal 5: Use LTD's resources sustainably in adapting to future conditions
PARTNER RESOURCES	<ul style="list-style-type: none"> •Sustaining and deepening existing relationships •Fully developing emerging relationships 	<p>Goal 5: Use LTD's resources sustainably in adapting to future conditions</p> <p>Goal 6: Engage the regional community in LTD's short- and long-term planning processes</p>
CONNECTING TO RIDERS AND EMERGING MARKETS	<ul style="list-style-type: none"> •Being able to anticipate changes in the demand for transit brought about by shifts in the factors that influence transportation behavior 	<p>Goal 1: Provide attractive travel options to improve ease of connectivity throughout LTD's service area</p> <p>Goal 3: Ensure equitable and accessible transit service throughout LTD's service area</p> <p>Goal 4: Maintain and enhance safety and security of LTD's services</p> <p>Goal 6: Engage the regional community in LTD's short- and long-term planning processes</p>
CONNECTING TO OTHER MODES	<ul style="list-style-type: none"> •Monitoring technology uses and how they impact transportation decisions and costs •Incorporating new technologies that increase the ease of using transit 	<p>Goal 1: Provide attractive travel options to improve ease of connectivity throughout LTD's service area</p> <p>Goal 3: Ensure equitable and accessible transit service throughout LTD's service area</p> <p>Goal 4: Maintain and enhance safety and security of LTD's service</p>
CONNECTING TO BROADER COMMUNITY VISIONS	<ul style="list-style-type: none"> •Ability to collaborate with partners (both private and public) to plan and invest in intermodal systems of connectivity 	<p>Goal 2: Sustain and enhance economic prosperity, environmental health, and quality of life in the community through investment in transit service and infrastructure</p> <p>Goal 6: Engage the regional community in LTD's short- and long-term planning processes</p>



Strategic Framework

A clear and well-defined strategic framework with goals, policies, and strategies will give the organization a common direction.

There are many questions and uncertainties for how the future may unfold. Given this general sense of ambiguity, what will be LTD's role in the community in the coming future? How do we begin to prepare? What are the indicators that will guide our path along the way? Paying close attention to many of the uncertainties presented in Section 2 will enable LTD to most effectively respond to broader signals of change. The strategic framework will give LTD the confidence and commitment to meet not only organizational goals as a transit provider, but also the broader goals and vision for the community as a whole. The integration of a strategic framework into daily services and operations will result in positive outcomes for LTD and the community in which we serve. The L RTP is a way for LTD to lay out strategies into a cohesive framework to succeed in our vision and to coordinate community partners. Outlining these strategies helps LTD and its partners to better understand regional priorities and opens a dialogue about a shared vision.



What is the Frequent Transit Network?

The community invests significant resources into the transit service provided by LTD. The purpose of the Frequent Transit Network (FTN) is to leverage that investment by tying it to the density and other elements of adjacent development.

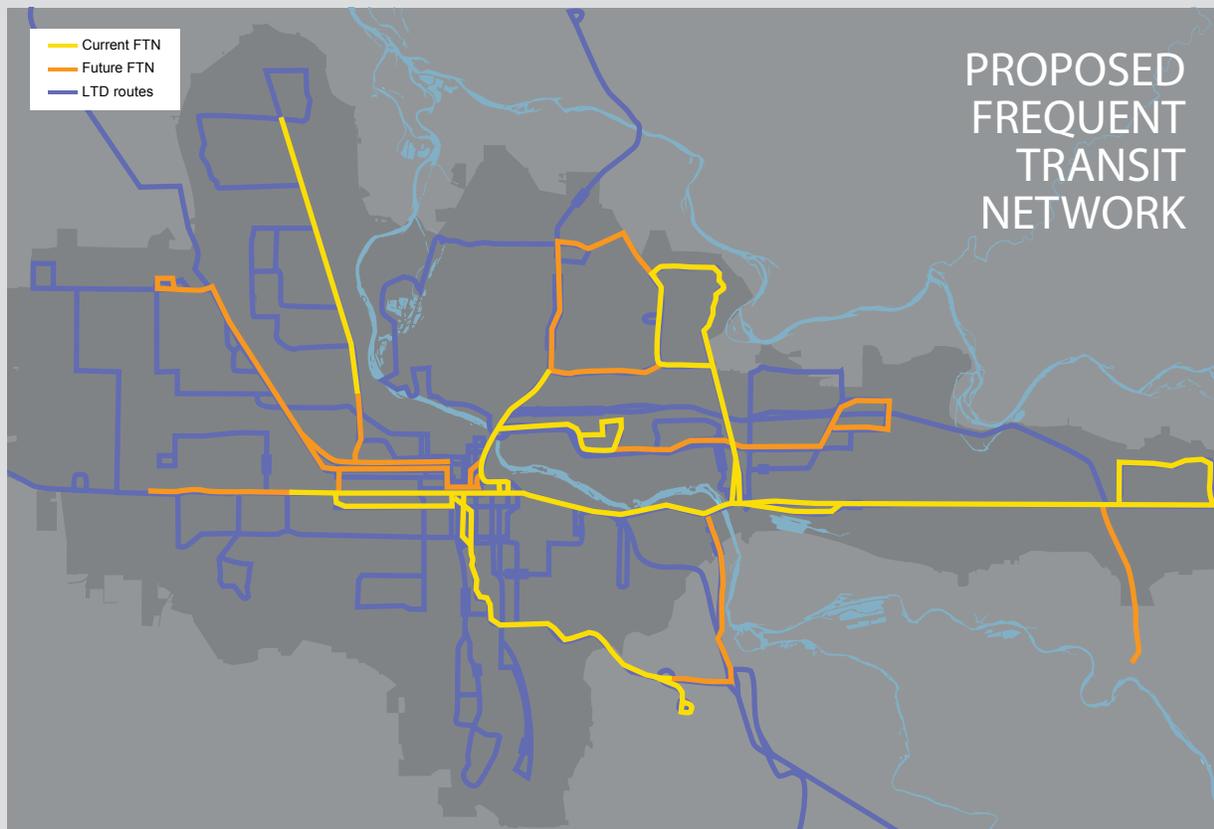
Characteristics of an FTN Corridor:

- Enables a well-connected network that provides regional circulation
- Compatible with and supportive of adjacent urban design goals
- Operates seven days a week in select corridors
- Service hours are appropriate for the economic and social context of the area served
- Coverage consists of at least 16-hours-a-day, and area riders trip origins or destinations are within ¼-mile-straight line distance
- Average frequency of 15 minutes or better
- Transit service is reliable and runs on schedule
- Transit stations are high quality with amenities, including bicycle and pedestrian connections to stations and end-of-trip facilities, such as bike parking and bike share

What is Bus Rapid Transit?

Bus Rapid Transit (BRT) is the highest level of service available within the FTN.

BRT is a permanent, integrated system that uses buses or specialized vehicles on roadways or dedicated lanes to efficiently transport passengers. BRT system elements (running ways, stations, vehicles, fare collection, intelligent transportation systems, and branding elements) can easily be customized to community needs, and result in more passengers and less congestion.



GOAL 1: Provide Attractive Travel Options to Improve Ease of Connectivity Throughout LTD's Service Area

LTD seeks to provide service that presents a variety of attractive travel options for residents in the Eugene and Springfield metropolitan region. Ridership is a key indicator of transit attractiveness; reliable and high-frequency transit service with enhanced multi-modal connections to metropolitan commercial, residential, and employment centers will increase the attractiveness of LTD services.

POLICY 1.1 Implement a network of higher capacity, frequent transit corridors serving existing and proposed high-density land uses throughout the Eugene-Springfield metropolitan region that provide viable alternatives to personal vehicle trips.

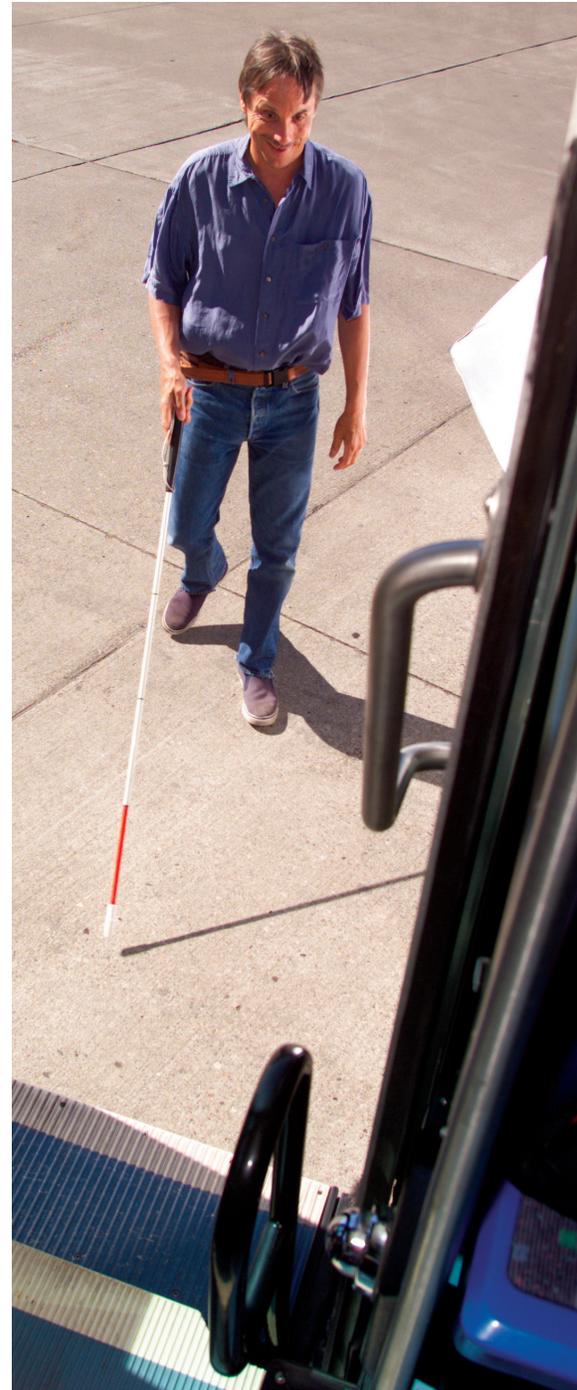
DEFINITION AND INTENT: The Frequent Transit Network (FTN) is a regional initiative to better connect areas of more active development to transit and is given priority in the Eugene and Springfield Transportation System Plans. The community invests significant resources into the transit service provided by LTD. The 2014 operating budget for LTD's services is \$39 million. To best leverage that investment, LTD's service should be tied to the level of development along those corridors. Transportation and land use management strategies can be used to improve multi-modal balance and transit travel time, reduce operating costs, increase productivity, and make transit a more attractive transportation option. The intent of this policy is to coordinate the decisions we make on corridor-level investments with the growth and development strategies of the Eugene and Springfield metropolitan region.

Strategy 1.1.A Encourage transit supportive development along FTN corridors through collaboration, such as public-private partnerships.

Strategy 1.1.B Review zoning changes made in conjunction with Envision Eugene, Springfield 2030, and other cities' comprehensive plans as they relate to the FTN.

Strategy 1.1.C Develop level of service guidelines based on land-use characteristics, including residential, employment and commercial density, mix of uses, and building types.

Strategy 1.1.D Work with local agency partners to incorporate elements of transit infrastructure in roadway design, (e.g., queue jumps and transit signal priority) in a manner that improves and maintains the speed and reliability of transit in the region.



POLICY 1.1 REFERENCE:

Lane Council of Governments:
TransPlan, TSI Transit Policy 2, 2002

City of Eugene:
Draft Transportation System Plan, 2013



POLICY 1.2 As part of the FTN, continue to expand the Bus Rapid Transit (BRT) network on corridors, if it can be shown to increase transit mode split, possess feasible financing for operating and capital costs, and demonstrate local government support.

DEFINITION AND INTENT: BRT represents the highest level of transit service available within the FTN. The expansion of the BRT system is subject to its ability to increase transit mode split, obtain funding, and gain local government support. Government support for BRT is highly dependent on garnering general public and business approval for related projects.

Strategy 1.2.A Conduct analysis to evaluate mode share, government support, and financing of the FTN.

POLICY 1.3 Outside of the FTN, expand local and connecting transit service to areas with sufficient employment, activity, and residential density to support transit service.

DEFINITION AND INTENT: In a regional context, it is important for LTD to efficiently allocate resources in a manner that connects outlying portions of the community to opportunities and services in the metropolitan area, while maintaining the provision of higher frequency service on major corridors. Transit connections to these areas will preserve system productivity through ridership.

Strategy 1.3.A When considering the retention and expansion of service, prioritize services with sustainable financing.

POLICY 1.2 REFERENCE:
Lane Council of Governments:
TransPlan, TSI Transit Policy 2, 2002
City of Springfield:
Draft Transportation System Plan, 2013

POLICY 1.4 Support transportation options through improvement of infrastructure and services that strengthen accessibility and increase pedestrian, bicycle, ridesharing, and transit usage.

DEFINITION AND INTENT: Most transit users connect either as a pedestrian or bicyclist. It is important to coordinate with our regional partners to improve and enhance the interconnection of transit, bicycle, and pedestrian modes.

Strategy 1.4.A Support improved multimodal connectivity, such as wayfinding and pedestrian and bicycle facilities that increase connections to transit.

Strategy 1.4.B Develop supportive infrastructure for improved intermodal connectivity through capital investments such as future EmX expansions, park-and-ride facilities, rideshare, vanpooling, bike parking, etc.

Strategy 1.4.C When implementing passenger boarding improvements, coordinate with the cities within the service area to improve safe, comfortable, and direct access to transit stops for pedestrians and bicyclists; such as coordinating the reconstruction of streets and sidewalks around BRT stations.

Strategy 1.4.D Assist with the development of accessible traveler information technologies that enhance ease of travel between all modes.

Strategy 1.4.E Coordinate the integration of transit system technologies with transportation technologies implemented by local public and private partners.

Strategy 1.4.F Coordinate the integration of travel system technologies with transportation technologies implemented by statewide partners, such as ODOT and Tri-Met.

POLICY 1.5 Fully integrate transit investments with development plans throughout Eugene, Springfield, and Coburg.

DEFINITION AND INTENT: Transit investments are intimately linked to land-use goals of local jurisdictions. It is essential that LTD work closely with the land-use agencies to leverage mutual objectives.

Strategy 1.5.A Support the adoption of transit-supportive land use regulations and urban design standards.

Strategy 1.5.B Work with partner agencies to evaluate the development of a Transit-Oriented Development program in connection with FTN corridors.

POLICY 1.4 REFERENCE:

City of Eugene:

Draft Transportation System Plan, 2013

City of Springfield:

Draft Transportation System Plan, 2013

Central Lane Metropolitan Planning Organization:

Draft Regional Transportation Options Plan, 2013

POLICY 1.5 REFERENCE:

Central Lane Metropolitan Planning Organization:

Draft Regional Transportation Options Plan, 2013

POLICY 1.6 Coordinate transit investments with local development planning for cities outside of the metropolitan area.

DEFINITION AND INTENT: Cities that surround the greater Eugene-Springfield area are continuing to grow, increasing transit demand to and from these communities. The intent of this policy is to be cognizant of the growth of cities outside the metropolitan area and to seek opportunities for co-investing the improvement of the community.

Strategy 1.6.A Consider long-range plans of outlying communities to anticipate changes in the provision of transit service.



GOAL 2: Sustain and Enhance Economic Prosperity, Environmental Health, and Quality of Life in the Community Through Investment in Transit Service and Infrastructure

Quality of life is greatly influenced by economic, social, and environmental conditions throughout the region. LTD can help to sustain and increase prosperity in the community by focusing resources on a transit system that connects people to their homes, jobs, schools, services, and other opportunities. Forms of active transportation, such as transit, also can increase physical activity as riders walk to more services and destinations, improve air quality by reducing auto travel, and stimulate social interactions. Coordinating infrastructure investments with community partners would afford the opportunity to invest in the system, as well as the health and prosperity of the community.

POLICY 2.1 Implement a network of higher capacity, frequent transit corridors serving existing and proposed high-density land uses throughout the Eugene-Springfield metropolitan region that provides viable alternatives to personal vehicle trips.

DEFINITION AND INTENT: It is important to recognize the significance of aligning transit with land use in strengthening economic vitality. Investment in public transportation affects the economy in terms of employment, wages, and business income. Public transportation establishes connections to jobs and creates immediate employment and income by supporting manufacturing, construction, and public transportation operation activities. Long-term effects of investment have the potential to improve economic efficiency, increase business output, and local tax revenues as access to timely and reliable transit connections improve.

Strategy 2.1.A Actively develop and maintain relationships with economic development interests throughout the region.

Strategy 2.1.B Collaborate with regional partners to align transit service and infrastructure investments with economic development goals of the region.



POLICY 2.1 REFERENCE:

Central Lane Metropolitan Planning Organization:
Regional Transportation Plan, 2011

POLICY 2.2 Prioritize transit-related infrastructure investments along FTN corridors.

DEFINITION AND INTENT: Given that the FTN corridors are associated with higher density development and thus will likely result in higher ridership and increased productivity, investment in the FTN is likely to yield the most effective outcomes.

Strategy 2.2.A Work with federal, state and local partners to secure funding for transit investment priorities in the region.

Strategy 2.2.B Reflect transit investment priorities in the LTD Capital Improvements Program and the Long-Range Financial Plan.

Strategy 2.2.C Seek co-investment opportunities with regional partners along FTN corridors such as aligning investments in economic development, affordable housing, and other modal investments.



GOAL 3: Ensure Equitable and Accessible Transit Service Throughout LTD's Service Area

Transit is an essential community service that provides personal mobility and freedom for people of every walk of life. The role of transit is to create connections and serve people efficiently, affordably and safely. Persons with limited transportation options who depend on public transit have the greatest need for linkages to jobs, essential goods and services, and will be given special consideration in transit planning.

POLICY 3.1 The allocation of resources for accessible service should consider the following priorities: 1) maintain a sustainable level of service for people who depend on public transportation; 2) respond to pressures of growth and demand within the limits of resource availability; and 3) optimize the resources to accommodate emerging community needs.

DEFINITION AND INTENT: Because of the scarcity of resources, it is important that priorities be established for the allocation of accessible service to enhance quality of life for transit riders. The provision of transit service should consider future capacity needs as the local population increases and ages over time. Increasing frequency and span of service has direct impacts on fleet capacity, which is especially important in terms of the limited space for mobility devices on a bus.

Strategy 3.1.A Collaborate early with Eugene and Springfield to gain understanding about the relationship with economic development, multi-family housing, and other community services within proximity of transit routes, with priority within FTN corridors.

Strategy 3.1.B Strengthen connectivity of medical transportation services through coordination of the RideSource Call Center and health care providers.

Strategy 3.1.C Maximize ridesharing and grouped ride services to address nonmedical transportation needs.

Strategy 3.1.D Develop strategies to provide cost-effective and equitable human services transportation beyond the District through coordination with rural areas and small cities.



POLICY 3.1 REFERENCE:

Lane Transit District:
Lane Coordinated Public Transit Human Services
Transportation Plan, 2013



POLICY 3.2 Ensure that no individual be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any LTD program, service, or activity.

DEFINITION AND INTENT: LTD's standards as a transit provider go above and beyond the regulatory standards for administering service. Every effort will be made to ensure full access of all populations to LTD services, and prevent discrimination and preserve social justice through the impacts of programs, policies, and activities. All phases of transit planning emphasize the importance of public involvement and will analyze the distribution benefits and impacts of service decisions.

Strategy 3.2.A Implement the LTD Title VI Compliance Plan to provide meaningful access to LTD services, information, and receipt of transit benefits.

POLICY 3.3 Implement strategies that reduce financial barriers to riding transit for transit-dependent populations.

DEFINITION AND INTENT: Transit-dependent populations, including low-income households and K-12 students, may have financial constraints that make it difficult to afford riding transit regularly. These constraints can serve to limit the access these populations have to jobs, school, and other community services. The intent of this policy is to identify and implement viable options for reducing financial barriers to transit use by those populations most vulnerable to a lack of accessibility to key services and activities. Additional benefits can include making transit a more viable travel option and instilling transit riding habits in K-12 students.

Strategy 3.3.A Work with schools to make using transit a more viable option for K-12 students (e.g., finding funding to re-implement the student group pass program for grades 6-12).

Strategy 3.3.B Work with strategic partners to explore opportunities for providing transit passes to low-income populations, potentially through a Group Pass Program or other pricing strategies.

POLICY 3.2 REFERENCE:

Lane Transit District:
Title VI Compliance Plan, 2012

Central Lane Metropolitan Planning Organization:
Title VI Plan, 2009

GOAL 4: Maintain and Enhance Safety and Security of LTD's Services

Practicing and continually enhancing transit safety and security is a key value of LTD. Maintaining safety while riding the transit system and also enhancing security at transit stations and stops will ensure that the community is secure and comfortable while waiting for and riding the transit system.

Lane Transit District's System Safety Program Plan (SSPP) and the Emergency Preparedness and Security Plan (EPSP) integrate safety and security into all Lane Transit system operations.

POLICY 4.1 Maintain safety and security as a core value in all operational, planning, and strategic decisions.

DEFINITION AND INTENT: The dynamic operating environment of LTD means that safety is more than a priority. Safety is a core value integrated into organizational culture through which all decisions are made. This includes everything from hiring and training employees to operating and maintaining vehicles. Managing safety and security are critical components of a fully functioning and resilient organization, and thereby improve performance in all areas of business.

Strategy 4.1.A Restructure the LTD SSPP to comply with Federal safety requirements.

Strategy 4.1.B Implement LTD's SSPP. Strategies include improved lighting of high-use pedestrian and bicycle areas and crossings, and utilization of safety controls during system modification.

Strategy 4.1.C Coordinate with agency partners to implement safety improvements for routes used by LTD.

Strategy 4.1.D Implement strategies of the LTD EPSP including increased surveillance and bolstering the presence of security forces.

POLICY 4.1 REFERENCE:

Lane Transit District:
Emergency Preparedness and Security Plan, 2008

Federal Highway Administration:
Moving Ahead for Progress in the 21st Century, 2012



GOAL 5: Use LTD's Resources Sustainably in Adapting To Future Conditions

The fluctuation and limited availability of critical resources, e.g. funding, fuel, and personnel, are ongoing strategic issues for LTD operations. Resource limitations can create real challenges for the provision of service, ultimately affecting LTD's ability to meet community need. LTD is a publicly funded agency and must be judicious and innovative in its use of taxpayer dollars. Therefore LTD must be cognoscente of the long-term planning context and the various economic, social, and environmental forces that may influence transit demand.

POLICY 5.1 When making investments in transit service and infrastructure, consider long-term system interactions between social equity, economic opportunity and efficiency, and environmental preservation.

DEFINITION AND INTENT: When making investments in LTD's services and infrastructure, it is important to evaluate those investments using a broad range of factors. It is the intent of this policy to apply the triple bottom line approach throughout LTD decision-making processes, placing priority on projects and services that deliver the best mix of benefits at costs that are financially sustainable.

Strategy 5.1.A Develop a triple bottom line process for the evaluation of LTD programs and services.

Strategy 5.1.B Measure, monitor, and document LTD programs and services considering sustainability and efficiency metrics, including environmental stewardship, cost management, and service equity.

Strategy 5.1.C Adopt management techniques that enable continuous improvement in operational efficiency.

Strategy 5.1.D Participate in regional sustainability reporting, e.g. through the City of Eugene Climate and Energy Strategy Plan (CEAP) and other similar efforts.

Strategy 5.1.E Actively engage network of partners to advance regional sustainability efforts.

POLICY 5.2 Identify and implement a sustainable level of service that minimizes fluctuation in the provision of public transportation.

DEFINITION AND INTENT: Current funding is subject to the economic cycles of the national, state, and local economies. During downturns in the economy, LTD has been required to reduce services that may have been added during periods of economic growth. The intent of this policy is to develop and implement a strategy that maintains service at a sustainable level.

Strategy 5.2.A Develop and define the concept of a sustainable level of service.

Strategy 5.2.B Develop a resource allocation plan that advises the LTD reserve policy.

POLICY 5.3 Seek resources that allow the provision of a desired level of transit service to the region.

DEFINITION AND INTENT: It is the intent of this policy to engage the broader community in the discussion of a desired level of service in order to fully leverage capital investment. Transit provides many community benefits in terms of direct mobility and indirect access; therefore, it is important to sustain resources needed to provide the desired level of service that meets community need.

Strategy 5.3.A Develop a desired level of transit service framing strategy to manage the community dialogue process.

Strategy 5.3.B Collaborate with federal, state, and local partners to identify funding that enables LTD to sustain an appropriate level of transit service.

POLICY 5.4 Respond effectively to major shifts in emerging economic, social, and environmental trends.

DEFINITION AND INTENT: To be prepared for uncertainties facing the organization, LTD needs to develop the capacity to adapt quickly to changes in its operating environment. The intent of this policy is to enhance LTD's ability to maintain consistent operations over the long term.

Strategy 5.4.A Monitor and evaluate internal and external long-term trends, such as labor costs, workforce skills, and transportation demands.

Strategy 5.4.B Develop internal strategies to adapt to changes in funding, technology, and other conditions, revealed through long-term monitoring.



POLICY 5.5 Maintain standards that balance the allocation of fixed-route service by considering a range of service elements including productivity, customer convenience, comfort and safety, and service reliability.

DEFINITION AND INTENT: Route evaluation and service level determination are subject to a standardized process that provides transparency and a framework for decision making. Service levels will weigh both immediate and long-term needs of the community in comparison to cost effectiveness.

Strategy 5.5.A Use the LTD Fixed-Route Service Policy for the evaluation and allocation of bus service.



POLICY 5.5 REFERENCE:
Lane Transit District:
Fixed-Route Service Policy, 2011

GOAL 6: Engage the Regional Community in LTD's Short- and Long-Term Planning Processes

LTD decision making can be improved upon by enhancing public involvement throughout the service area. Through engagement processes, LTD strives to provide opportunity for high-quality interaction that fosters in-depth dialogue with community representatives, stakeholders, and the general public. Strategies will be employed that seek to engage diverse populations, with special consideration given to communities who may be underrepresented in traditional planning processes. These strategies support two-way communication that not only assists LTD planning, but also educates people in the community of services available to them.

POLICY 6.1 Engage the community through broad and diverse collaboration.

DEFINITION AND INTENT: LTD serves a very diverse community. It is important that the District works to ensure that the diverse values and perspectives are reflected in LTD's decision making. The intent of this policy is to seek collaborative methods for public engagement.

Strategy 6.1.A Develop a District-wide public outreach framework that guides public engagement strategies, establishes outreach targets, and outlines an evaluation process.

Strategy 6.1.B Provide multiple avenues of communication with members of the community, including public meetings, a comprehensive and interactive website, and an active presence in local planning processes.

Strategy 6.1.C Implement recommendations of the Lane Livability Consortium regarding strategies to broaden community participation.



POLICY 6.2 Establish working relationships with public, private, and non-profit organizations invested in community building.

DEFINITION AND INTENT: LTD recognizes that building a community requires the development of strong partnerships with an array of public and private organizations that share LTD's value in enhancing community livability. The coordination of efforts among these partners can lead to increased organizational efficiency of community resources. It is important to recognize that some communities are less represented than others when policymaking bodies debate and decide what should be done with transit resources.

Strategy 6.2.A Collaborate with partners to ensure that new transit system improvements address social, economic, and environmental concerns and opportunities.

Strategy 6.2.C Actively work with the State to enhance its role in developing and supporting transit statewide.

Strategy 6.2.B Implement recommendations of the Lane Livability Consortium to improve effective collaboration with partners.

POLICY 6.3 Inform the region's residents and businesses about transportation options.

DEFINITION AND INTENT: As a result of the various outreach, education, and marketing services provided by Point2point, the public will not only gain a better understanding of the full range of travel options available to them, but also recognize the various benefits associated with these modes of travel, e.g. improved physical health, environmental preservation, and economic savings.

Strategy 6.3.A Develop and provide direct outreach strategies, including individualized marketing of printed materials, face-to-face interaction, and promotion of services through social media.

POLICY 6.2 REFERENCE:

Lane Transit District:
Title VI Compliance Plan, 2012
Central Lane Metropolitan Planning Organization:
Title VI Plan, 2009





Monitoring to Adapt

Performance measures help LTD track changing conditions, connecting day-to-day actions to long-range plans.

Over the coming years, several factors will have uncertain influence on the delivery of transit service in the Eugene–Springfield area. The goals, policies, and strategies presented in this plan are constrained by these uncertainties. The role of transit is likely to evolve with changing demand and community need; therefore, this plan must adapt as well.

Performance measures enable a connection between long-range planning and day-to-day actions. The performance measures laid out in this section provide the tools to assess the efforts of our strategic framework. Performance measures provide indication of LTD's ability to keep pace with changing conditions. This section sets out a process to monitor how the plan performs over time. The monitoring program ties plan goals and policies to the implementation of strategies presented in Section 3.

LTD is committed to fully engaging in this important work. To be successful, this monitoring must be open, constructive, and ongoing.

The strategies documented in this plan are only as effective as LTD's ability to measure and monitor their progress. As the future unfolds, tracking performance enables LTD to evaluate on-going decision making with an improved understanding of risks and uncertainties, enabling operations and services to adapt in pursuit of LTD's vision.

The development of performance measures is an iterative process. These are not an exhaustive or complete set of performance measures, but they are a starting point in which LTD will begin to monitor change in the context of the plan's goals and policies. New data and measurements can easily be incorporated, resulting in a long-range plan that remains current and relevant to the community.



LONG-RANGE TRANSIT PERFORMANCE MEASURES (PM)

Table 4, on pages 46-47, is structured to indicate how progress toward each of the plan's six goals will be measured. The table includes the goals, goal focuses summarizing the key concepts in each goal, and a list of potential ways in which those concepts might be measured. The final set of columns provides a set of 11 specific measures that will be used for on-going monitoring of the plan.

An 'X' in a given column indicates that measure is proposed as a measure for the specified goal. For example, Goal 1 calls for the provision of "attractive travel options to improve ease of connectivity." "Frequency of Transit Service" is proposed to be a measure of that goal (frequency of service being something that makes a given travel option attractive). Each of the 11 measures included in Table 4 are briefly described below. Table 5, at the end of this section, provides a baseline value for each measure.

PM 1: ON-TIME DEPARTURES

On-time departures represent the percentage of service departures within four minutes of the scheduled time. On-time bus performance is a critical factor of service reliability, and is a necessity for people to get to their destinations in a timely manner. An objective of LTD's service operations is to maximize the reliability of travel to improve the attractiveness of transit. LTD uses electronic data collection methods through an automated vehicle locator system to determine on-time performance. These measurements are taken at significant time points and averaged over the entire system. There are approximately 90,000 time points reported in a typical month.

PM 2: FREQUENCY OF TRANSIT SERVICE

Frequency of transit service will be measured by monitoring the percent of the planned Frequent Transit Network (FTN) miles currently in operation. This is a measure of LTD's progress in implementing the FTN. Frequent transit service is defined as an average of 15 minutes or better. The community invests significant resources into the transit service provided by LTD. To best leverage that investment, LTD's service should be tied to the level of development along corridors. Increasing the percentage of planned FTN currently in operation indicates achieving integration of transit investment with level of development.

PM 3: PASSENGER MILES PER REVENUE HOUR

Passenger miles per revenue hour represent the average weekday passenger miles per actual vehicle revenue hour of regular fixed-route service. An actual vehicle revenue hour reflects the hours that vehicles travel while in revenue service, including layover. This measure will identify how far each rider travels on transit. In comparison to boardings per revenue hour, this measure better reflects the quantity of service provided.

PM 4: PASSENGER MILES PER CAPITA

Passenger miles per capita is a measure of the total passenger miles on transit in comparison to the service area population. The service area population is defined by the number of people that reside within LTD's service area boundary. Passenger miles per capita are often used as a general indicator of community transit usage. Over time, this measure can be useful in comparing to other communities of similar scale.

PM 5: PERCENT OF HOUSEHOLDS WITH ACCESS TO TRANSIT

Percent of households with access to transit is a measure of coverage and accessibility. Access to transit is defined by the percentage of MPO residential addresses within a 1/3 mile of EmX transit stops, and within a 1/4 mile of all other fixed-route stops. Because people throughout the community depend on transit, it is important that service connections are within a reasonable walking distance to residences.

PM 6: PERCENT OF EMPLOYERS WITH ACCESS TO TRANSIT

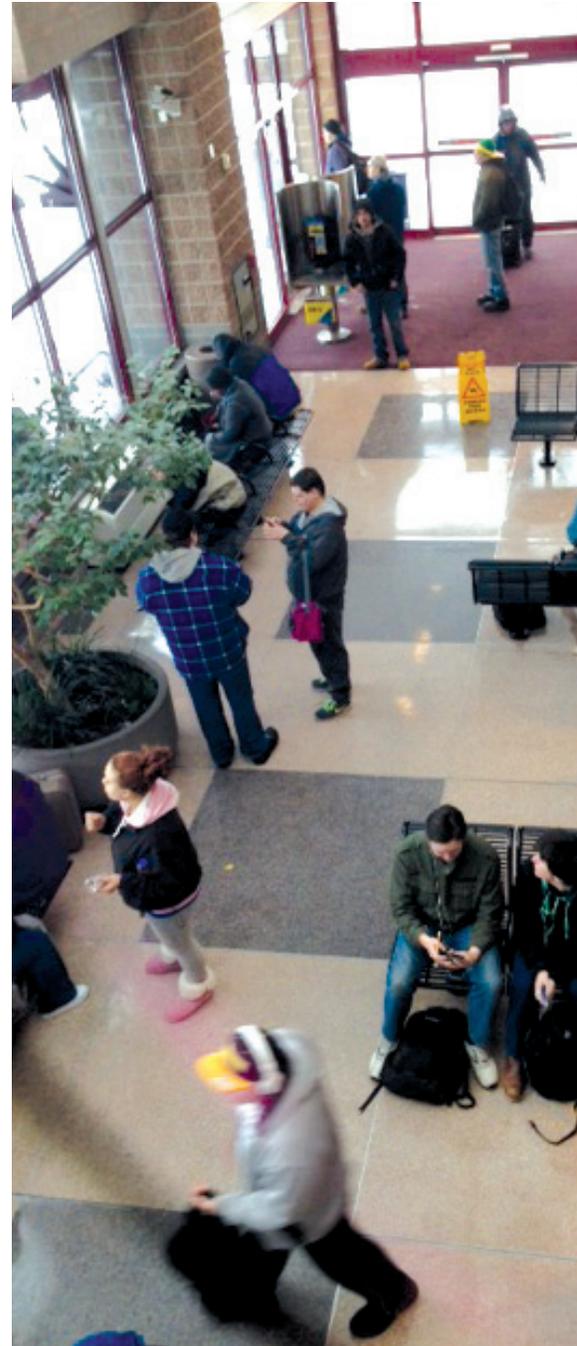
Percent of employers with access to transit is a measure of coverage and economic connectivity. Access to transit is defined by the percentage of MPO employers within a 1/3 mile of EmX transit stops, and within a 1/4 mile of all other fixed-route stops. Increases in this measure over time will reflect LTD's impact on strengthening the local economy.

PM 7: PREVENTABLE VEHICLE COLLISIONS

Transit vehicle collisions are reported in two general categories, preventable collisions (e.g. due to the fault of a bus driver) and unpreventable (e.g. due to an automobile driver). The ability of operators to prevent collisions will reflect a trend of improved safety. Driver training is a critical component to reducing preventable incidents. However, reporting of collisions may reflect an increased number of incidents in more recent years, as reporting has intensified. Over the long term, reporting will even out and reflect a more accurate trend of safety.

PM 8: SENSE OF SAFETY WHILE RIDING WITH OTHER PASSENGERS

The sense of safety while riding on LTD buses is a qualitative measure that captures the general public perception. The feeling of being safe is often the result of many influencing factors, such as profanity usage, disorderly conduct, and comfort due to vehicle capacity and availability of seats. LTD is committed to improving all aspects of service safety.





PM 9: OPERATING COST PER VEHICLE REVENUE MILE

Operating costs per actual vehicle revenue mile is an indicator of cost efficiency (how much it costs in total to deliver the service). Total operating costs reflect three main categories of costs: service and operations, maintenance, and general and administrative. These are then compared to vehicle revenue miles which represents vehicle miles traveled while in revenue service. A lower cost per mile can indicate efficient management of service and operations, if achieved while maintaining the integrity of service. Operating costs have potential to increase or decrease over time. These costs are influenced by external factors, such as regulation, technology, and labor force costs.

PM 10: OPERATING COSTS PER BOARDING

Operating costs per boarding indicates the general cost associated with an individual bus ride. The objective over the long-term is to reduce or, at a minimum, maintain costs associated with each boarding. Similar to PM 9, total operating costs reflect three main categories of costs: service and operations, maintenance, and general and administrative.

PM 11: GENERAL RIDER SATISFACTION

General rider satisfaction is a qualitative measure that captures the user's perception of overall performance. Performance satisfaction is influenced by a variety of factors including helpfulness of LTD drivers, customer service employees, and bus service frequency and reliability. This indicator will reflect LTD's ability to meet community needs.



Dads' Gates Station

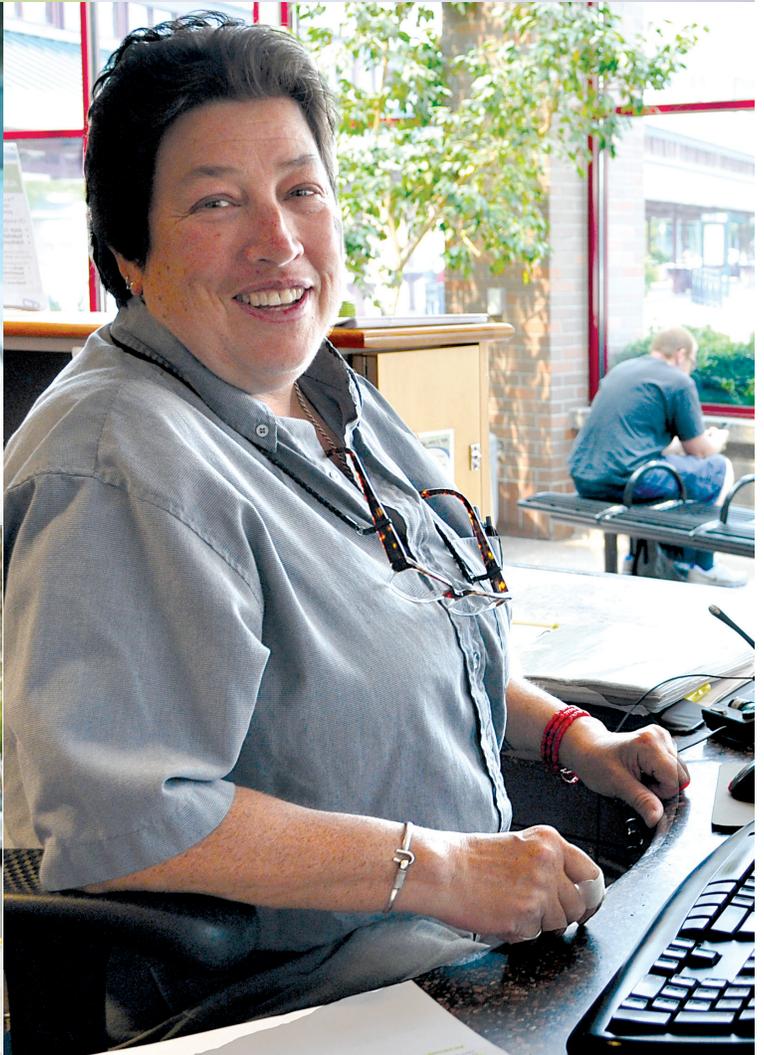
Springfield

TABLE 4: Summary of Key Performance Measures

GOAL	GOAL FOCUSES	POTENTIAL MEASURES	PM 1: ON-TIME DEPARTURES (PERCENT OF TOTAL DEPARTURES)	PM 2: PERCENT OF PLANNED FTN MILES CURRENTLY IN OPERATION
GOAL 1: Provide attractive travel options to improve ease of connectivity throughout LTD's service area	<ul style="list-style-type: none"> • Attractive travel options • Ease of connectivity 	<ul style="list-style-type: none"> • Service reliability • Frequency • Ridership • Coverage • Intermodal connectivity* 	X	X
GOAL 2: Sustain and enhance economic prosperity, environmental health, and quality of life in the community through investment in transit service and infrastructure	<ul style="list-style-type: none"> • Economic prosperity • Environmental health • Quality of life 	<ul style="list-style-type: none"> • Service reliability • Frequency • Coverage • Efficiency 	X	X
GOAL 3: Ensure equitable and accessible transit service throughout LTD's service area	<ul style="list-style-type: none"> • Equitable Service • Accessible Service • Coverage 	<ul style="list-style-type: none"> • Service reliability • Frequency • Coverage • Physical design of the system* 	X	X
GOAL 4: Maintain and enhance safety and security of LTD's services	<ul style="list-style-type: none"> • Safety • Security 	<ul style="list-style-type: none"> • Frequency of incidents • Rider perception of safety and security* 		
GOAL 5: Use LTD's resources sustainably in adapting to future conditions	<ul style="list-style-type: none"> • Resources • Sustainability • Adaptability • Future conditions and long-term trends 	<ul style="list-style-type: none"> • Frequency • Ridership • Coverage • Efficiency • Resource trends* 	X	X
GOAL 6: Engage the regional community in LTD's short- and long-term planning processes	<ul style="list-style-type: none"> • Engagement 	<ul style="list-style-type: none"> • Quality of engagement* • Quantity of engagement* • Engagement tools and approaches* 		

PM 3: PASSENGER MILES PER HOUR REVENUE	PM 4: PASSENGER MILES PER CAPITA	PM 5: PERCENT OF HOUSEHOLDS WITH ACCESS TO TRANSIT	PM 6: PERCENT OF EMPLOYERS WITH ACCESS TO TRANSIT	PM 7: PREVENTABLE VEHICLE COLLISIONS (PERCENT OF TOTAL VEHICLE COLLISIONS)	PM 8: SENSE OF SAFETY WHILE RIDING WITH OTHER PASSENGERS	PM 9: OPERATING COST PER VEHICLE REVENUE MILE	PM 10: OPERATING COST PER BOARDING	PM 11: GENERAL RIDER SATISFACTION
X	X	X	X		X			X
X	X	X	X			X	X	X
	X	X	X					X
				X	X			
X	X	X	X			X	X	X
					X			X

*These elements require data that LTD does not currently collect or is not readily available. They will require a broader conversation about monitoring and reporting prior to establishing performance measures.



Glossary

Accessibility

Physical proximity and ease of reaching destinations throughout the urban metropolitan area.

Alternative Modes

Means of travel such as rail, transit, bicycles, and walking that provide a transportation alternative to the use of an automobile.

American's with Disabilities Act (ADA)

Federal civil rights legislation signed into law in 1990 that includes requirements for accessible public transportation services for persons with disabilities. Services include complementary or supplemental paratransit services for persons who are unable to use regular bus service due to a disability in areas where fixed-route transit service is operated. All new construction and modifications must be accessible to individuals with disabilities. For existing facilities, barriers to services must be removed if readily achievable.

Bus Rapid Transit (BRT)

BRT is a permanent, integrated system that uses buses or specialized vehicles on roadways or dedicated lanes to efficiently transport passengers. BRT system elements (running ways, stations, vehicles, fare collection, intelligent transportation systems, and branding elements) can be customized to community needs, and result in more passengers and less congestion.

Desired Level of Transit Service

Ability to provide the desired level of services that meets community need. This concept is an effort to engage the community in a discussion about how to manage and expand the transit system.

Economic Prosperity

Is a term that implies that the economy, overall, is doing well and people have sufficient income for essentials. In a prosperous economy there is business development and rising employment; however, this does not mean that everyone has a job or is well off.

Environmental Health

Refers to the physical, chemical, and biological factors external to a person that can potentially affect health. Physical, psychological, social, and cultural environments, such as housing, urban development, land use, and transportation have effects, often indirect, on environmental health.

Frequent Transit Network (FTN)

The community invests significant resources into the transit service provided by LTD. The purpose of the Frequent Transit Network is to leverage that investment by tying it to the density and other elements of adjacent development.

Intermodal

Connecting individual modes of transportation and accommodating transfers between such modes. Intermodal transportation emphasizes the transfer of people in a single journey through connections, provides options to facilitate trip making, and promotes coordination among transportation providers.

Metropolitan Planning Organization (MPO)

The organizational entity designated by law to have the lead responsibility for developing transportation plans and programs for urbanized areas of 50,000 or more in population. MPOs are established by agreement of the Governor and units of general purpose local government that together represent 75 percent of the affected population of an urbanized area. Lane Council of Governments is the MPO for the Eugene-Springfield metropolitan area.

Mobility

The ease with which a person is able to travel from place to place. It can be measured in terms of travel time.

Mode

A means of moving people and/or goods. Modes may include motor vehicles, public transit, bicycles, railroads, airplanes, waterways, pipelines, and pedestrian walkways.

Multi Modal

Refers to the diversity of transportation options for the same trip. Also, an approach to transportation planning or programming that acknowledges the existence of, or need for, transportation options.

Non-Preventable Accidents

A common measurement among transit agencies to monitor operational safety. A non-preventable accident is beyond the driver's control and occurs when the driver acts in a reasonable manner to prevent the incident.

Paratransit

Transit alternative known as special or specialized transportation that often includes flexibly scheduled and routed transportation services that use low-capacity vehicles, such as vans, to operate within normal urban transit corridors or rural areas. Services usually cater to the needs of persons who cannot use standard mass transit services. Common patrons are the elderly and persons with disabilities.

Park & Ride

Public parking lots whose primary purpose is to provide access to public transportation services. These parking areas may function as shared use parking areas.

Preventable Accidents

A common measurement among transit agencies to monitor operational safety. A preventable accident is one which occurs because the driver fails to act in a reasonable expected manner to prevent it.

Quality of Life

A multidimensional concept that summarizes the general well-being of individuals and societies. Physical, material, social, and emotional factors influence the overall quality of life. Quality of life is not easily quantifiable, as any one individual may value a different aspect over another.

Service Area

Defined by the District boundary of transit service. The LTD service area encompasses the Eugene-Springfield metropolitan area, Coburg, Veneta, Junction City, McKenzie Bridge, Creswell, Cottage Grove, and Lowell.

Single-Occupant Vehicle (SOV)

A vehicle, usually referring to a private automobile, that is carrying only one person.

Strategic Framework

Composed of long-range guiding principles that seek to improve organizational efficiency and enhance the ability to respond to signals of change. The Strategic Framework is composed of goals, policies, strategies, and performance measures.

Sustainable Level of Service

This is a level of service that minimizes service fluctuations, despite national, state, and local economic cycles. LTD's capacity to offer a valuable service, improve the environment, and develop the community is directly influenced by organizational resource management and stability.

Total Operating Cost

Reflects three main categories of costs: service and operations, maintenance, and general and administrative. Reporting total operating cost over time is important since it can be used to estimate organizational cost savings.

Transit-Oriented Development (TOD)

A mix of residential, retail, and office uses and a supporting network of roads, bicycle, and pedestrian ways focused on a major transit stop designed to support a high level of transit use.

Triple Bottom Line (TBL)

A structure that informs decision-making based on principles of environmental, social, and economic sustainability.

Vehicle Revenue Hour (VRH)

The hours that vehicles travel while in revenue service. VRH includes layover and recovery time, but excludes deadhead, operator training, maintenance testing, as well as school bus and charter services.

Vehicle Revenue Mile (VRM)

The miles that vehicles travel while in revenue service. VRM includes layover and recovery time, but excludes deadhead, operator training, maintenance testing, and school bus and charter services.

