Mobility Management Decision-Making Process

May 2023

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

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

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

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

Assessment Process

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

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

The framework is intended to have a certain amount of flexibility so that decisions can be made at the appropriate level with staff empowered to make decisions that fit within the strategic plan or support existing service and elevating decisions that need to be approved by the Executive Office and/or the Board.
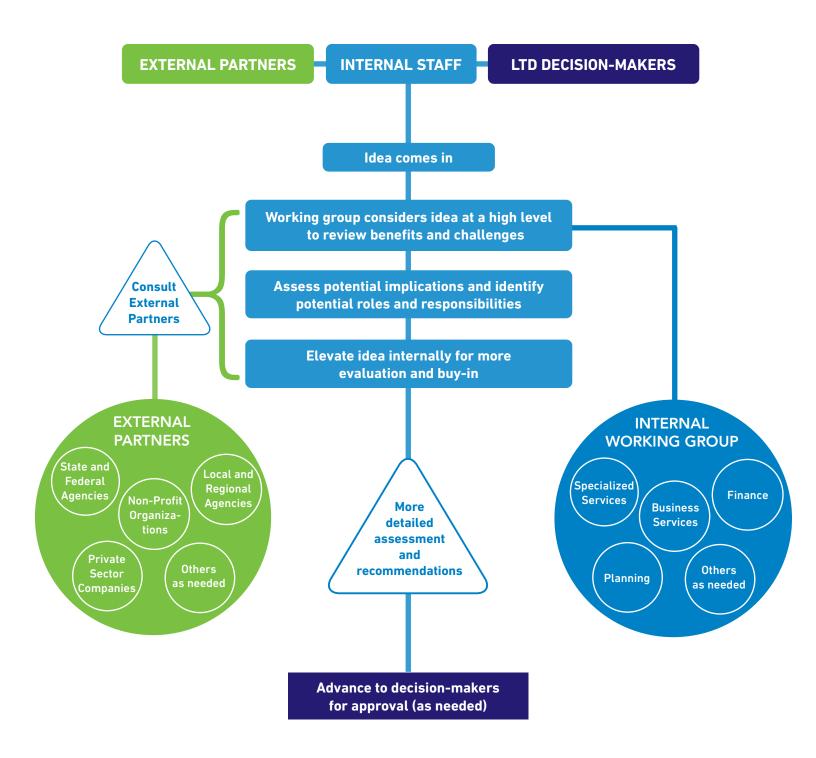
The decision-making framework generally follows the process outlined on the next page with feedback loops to further evaluate or refine ideas as they move through development.

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

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

EXTERNAL PARTNERS | **INTERNAL STAFF** | **LTD DECISION-MAKERS**

Idea comes in

Working group considers idea at a high level to review benefits and challenges

Consult External Partners

Assess potential implications and identify potential roles and responsibilities

Elevate idea internally for more evaluation and buy-in

EXTERNAL PARTNERS

- State and Federal Agencies
- Non-Profit Organizations
- Local and Regional Agencies
- Private Sector Companies
- Others as needed

More detailed assessment and recommendations

INTERNAL WORKING GROUP

- Specialized Services
- Business Services
- Finance
- Planning
- Others as needed

Advance to decision-makers for approval (as needed)

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

Mobility Management Roles and Responsibilities

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

OWNER:

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

MANAGER / COORDINATOR:

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

FUNDER:

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

PLANNER:

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

OPERATOR:

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

TECHNOLOGY PROVIDER:

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

VEHICLE PROVIDER:

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

PARTNER / ADVISOR:

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

DATA ANALYST:

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

PROMOTER:

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