



LTD



# LTD Mobility Management Strategy

May 2023



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# ACKNOWLEDGEMENTS

## Technical Advisory Committee

- Cascadia Mobility
- City of Cottage Grove
- City of Creswell
- City of Eugene
- City of Springfield
- Lane Community College
- Lane Council of Governments
- Lane County
- Oregon Department of Transportation
- University of Oregon

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# How to use this document

The transportation ecosystem is rapidly evolving. Technology is empowering agencies and private companies to experiment and deliver services in new ways. Customer expectations are rapidly shifting. Transit agencies, who traditionally owned and operated their services, are increasingly finding it advantageous and necessary to partner with the private sector to deliver the transportation options that their communities need.

Within this context, Lane Transit District developed this Mobility Management Strategy (MMS) to learn how to best collaborate with public and private partners to provide a robust transportation network and deliver new mobility options that can increase access to housing, jobs, services, and other opportunities in the region. The Strategy will help LTD improve its internal processes, identify the opportunities that achieve LTD's vision of a more connected, sustainable, and equitable community, and better serve the public.

More specifically, the purpose of the Strategy is to:

-  Analyze needs and gaps in transportation services provided in LTD's service area and those groups having specific mobility needs.
-  Understand the best role for LTD and its partners to play in supporting new mobility options – including new projects, programs, and services.
-  Define a process for LTD to make decisions about its role in new and non-fixed-route mobility options.
-  Identify key actions that LTD can take towards improving their role as a mobility manager and working more effectively with partner agencies, private sector mobility providers, and community partners.
-  Create tools and resources to more effectively deploy pilot projects that test, evaluate, and refine new mobility projects, programs, and services.

The Strategy assesses where there may be opportunities for new mobility options to fill existing needs in the region. However, it does not identify specific mobility projects, programs, or services, or make any recommendations for changes to the fixed-route transit network. The Strategy will serve as the basis for establishing LTD's longer-term plans and programs for development of a broader mobility management system for the region.

The process to develop the Strategy resulted in several technical memoranda and other documents that will aid staff as they work to implement the Strategy. This document is intended to summarize those findings and to help the community, stakeholders, and partner agencies to see how LTD will be working towards improving transportation in Lane County.



# What is mobility management?

Mobility management is a collaborative approach that uses a wide array of coordinated transportation projects, programs, and services to deliver mobility options that best meet the needs of the community. Rather than focus on just one mode (like the bus, bikes, or a private automobile), mobility managers support a variety of modes so that users can choose the best option based on where they are going, cost, travel time, time of day, their physical ability, and other considerations (such as someone carrying goods, tools, or luggage).

Effective mobility management relies on partnerships between multiple agencies, community-based organizations, and the private sector to deliver service; encourages innovation and flexibility; and evaluates or adjusts service based on performance and customer feedback.

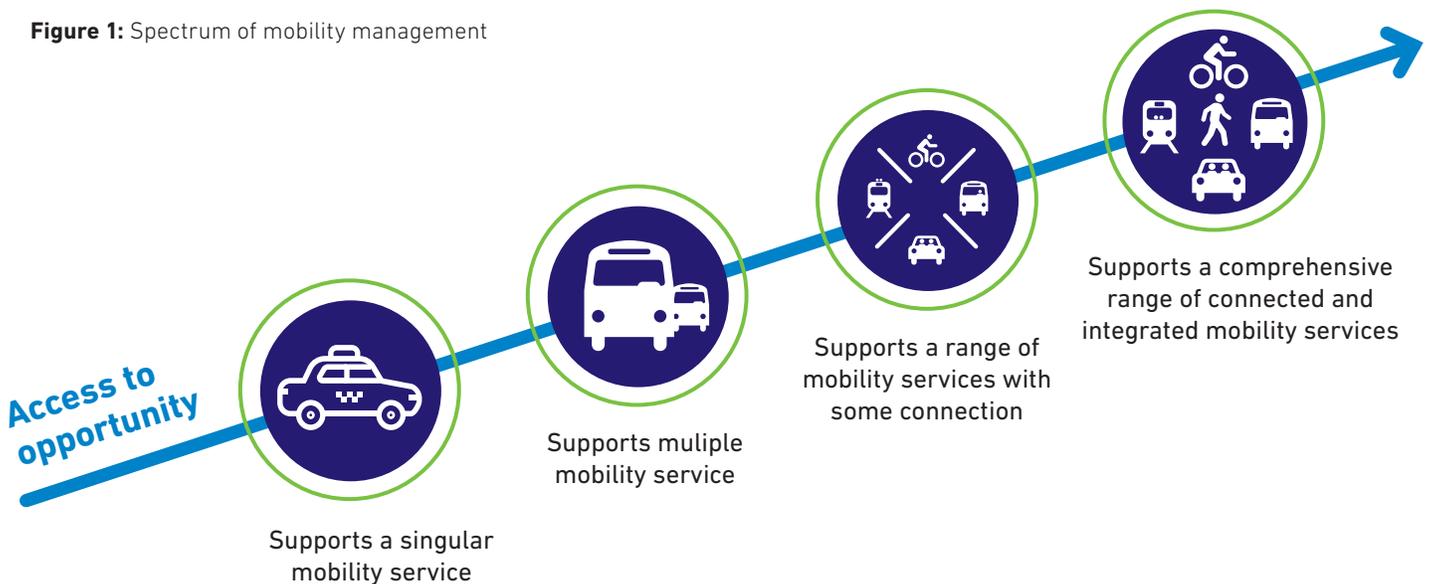
Although new technologies and travel modes are often involved, mobility management is really about coordinating different parts of the travel experience so that users can seamlessly choose from an array of options for a given trip. In areas with high levels of mobility management, users don't notice or care that different operators are responsible for different parts of their trip –

they choose the modes that best meet their needs and the mobility operators figure out how to make the trip work.

For agencies, mobility management provides a more complete and seamless network of mobility options that can help address the diverse needs of the traveling population, provide redundancy in the transportation network, and add convenience through on-demand travel options. Although specific services may not be cheaper in isolation, they may become more cost-effective at scale and can provide efficiencies in the existing fixed-route network as well as drive up ridership on existing services.

Engaging as a mobility manager means assuming greater responsibility for mobility in the region and consequently this results in leading or supporting additional services, more partnerships, and filling additional roles in mobility projects and services. Mobility management is a spectrum and agencies and providers will necessarily play different roles in different projects with the ultimate goal being a more robust transportation system that increases access to housing, jobs, services, and other opportunities in the region.

**Figure 1:** Spectrum of mobility management



There are numerous roles associated with mobility management. These could be filled by local and regional agencies, non-profit organizations, private businesses, etc. One role may be filled by multiple organizations. Similarly, one organization may play several roles or 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. This typically includes responsibility for the maintenance of vehicles or lending/leasing vehicles to others.

### **FACILITY PROVIDER:**

Provides space or physical infrastructure to house the technology needed to operate a program or service, e.g., parking spaces, electric vehicle charging infrastructure, etc.

### **PARTNER / ADVISOR:**

Provides strategic input or support during key milestones of programming 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.



# Mobility management outcomes

LTD is interested in mobility management as a way to think about better serving our community. LTD provides millions of rides each year, yet we know that LTD's current services don't allow all of our community members to easily make many of the trips they need to take to get to work, medical appointments, buy groceries, and visit with friends and family.

Through conversations with community members and analysis of our services, LTD understands that we can do more to connect our community. Mobility management is an orientation to providing service that is more flexible and allows LTD to be the transit agency our community needs us to be.

LTD working as a mobility manager will mean that LTD continues to focus on providing a reliable and useful

fixed-route transit network. However, LTD will also be more aggressive in pursuing opportunities to implement services that allow the community to better connect with the places they want to go. To achieve this, LTD will need to partner with the private sector, non-profits, and other government agencies. LTD will also need to experiment and test new service models through pilot projects.

As LTD pursues a greater role in the region's mobility, new services will support LTD's broader policy objectives including helping the community to reduce greenhouse gas emissions, promoting equity, reducing traffic congestion, and providing high-quality services that are efficient for our tax payers. Mobility management will allow LTD to deliver on our mission of "connecting our community."



LTD is a partner in the PeaceHealth Rides bikeshare system.

# LTD is already a mobility manager

LTD is the largest operator of fixed-route transit service in Lane County. However, LTD has a long history of being much more than an operator of traditional transit buses. Figure 2 contains a sample of some of the programs and services that LTD is engaged in.

LTD's roles in these programs vary from full funding and operations to support roles such as planning, pass-through funding, coordination, contracting support, providing vehicles and facilities, analysis, and more. LTD currently fulfills every mobility management role through existing programs and partnerships.

LTD is well situated to expand as a mobility manager. It is one of the few regional agencies responsible for providing transportation, allowing it to serve all of Lane County and to partner with agencies in other counties for even greater regional connections. LTD is the only transportation provider in the region that is funded by the Federal Transit Administration, which comes with many opportunities for funding and support but also some challenges related to increased regulation.

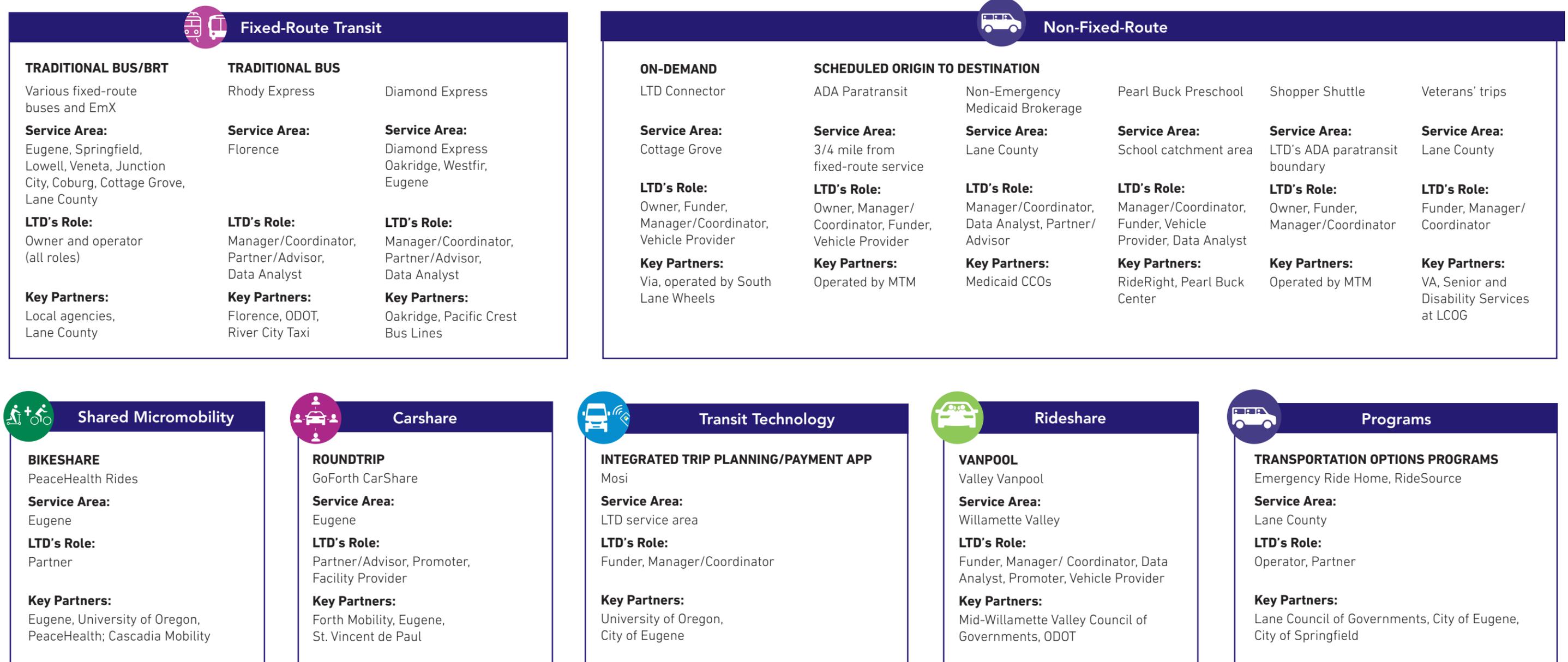
As the largest transit provider in the region, LTD maintains technology and staff that other providers lack. These include capital investments in fare collection, automated passenger counters, and trip planning software, but also staff with expertise in planning and transit technology. LTD also maintains one of the region's largest fleets of vehicles and has expertise in procuring a range of vehicle types. All of these assets mean that LTD is well equipped to manage the funding and grants that are required to implement complicated transit projects.

LTD has a long history of mobility management that stretches back decades. In various forms, it has been providing a variety of services that include fixed-route and demand response services since the early 1970s. LTD has experience delivering projects through a variety of different kinds of partnerships with governmental agencies, non-profits, and private sector partners. Perhaps most importantly, LTD is a public sector agency whose mission is "connecting the community."



Link Lane provides bus service such as the Eugene-Florence Connector

Figure 2: Examples of LTD's participation in regional mobility programs and services



# How the strategy was developed

This strategy was developed through technical work combined with community engagement and conversations with stakeholders.

## Community engagement

Broad public outreach focused on understanding gaps and needs based on the current mobility offerings in the region as well as assessing interest in new modes to fill those gaps. These activities included:



**A community survey, which received 257 responses.**



**Focus groups targeting historically marginalized communities, organizations focused on businesses and visitors, and groups working with youth, seniors, and people with disabilities.**



**A Spanish language radio interview.**



**Planner “office hours” where community members could drop in and learn about the project.**

LTD conducted targeted stakeholder outreach focused on governmental agencies, rural communities, and strategic partners such as universities and transportation non-profits. Many of these stakeholders were also represented on a Technical Advisory Committee.

A key part of this project was also to interview key staff within LTD to understand how LTD is currently performing as a mobility manager and what would be necessary to continue to innovate and provide new options to the community. These internal stakeholders provided valuable insight on internal processes that helped to develop a decision-making framework that will be used to ensure LTD is implementing mobility management in a sustainable, efficient manner.

As LTD implements the Mobility Management Strategy, the community and stakeholder feedback will continue to inform project development, partnership formation, and LTD’s direction as we work towards a more connected community.

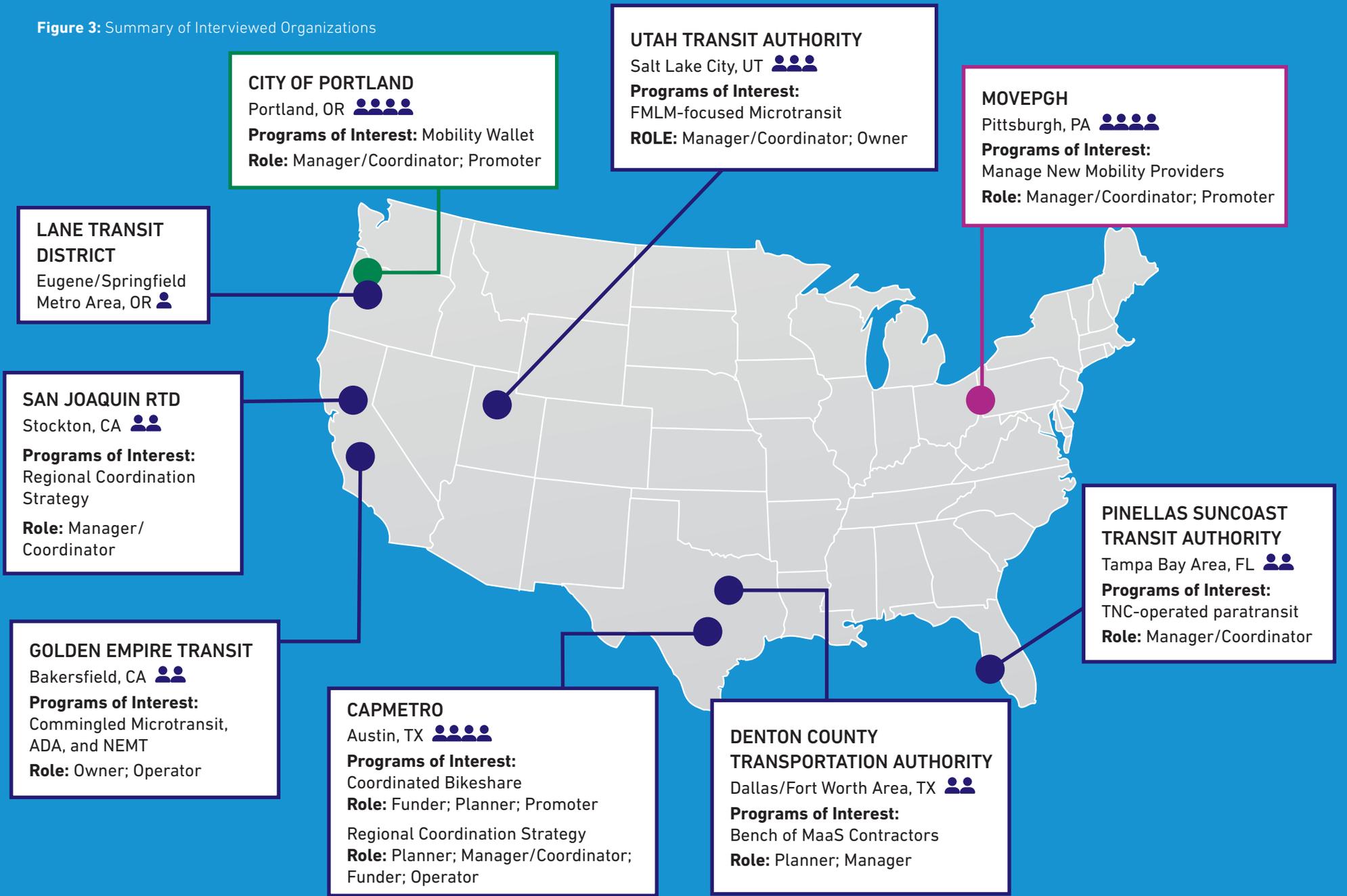
Community engagement conducted as part of this project is summarized in a Community Outreach Summary on the Mobility Management section of LTD’s Website (<http://www.ltd.org/mobility-management>).

## Experience of peer agencies

LTD conducted interviews with peer agencies and developed case studies to better understand the state of mobility management and apply these lessons in the local context.

LTD conducted interviews with nine peer agencies who are working on a variety of project types. They revealed different approaches and visions for mobility management in each region, but an overall theme was that transit agencies across the country are finding this work essential to improving mobility in their communities. Many of the agencies working on mobility management are in more populous regions than LTD, however, the lessons learned in these larger communities are still applicable to Lane County and the Eugene-Springfield metropolitan area.

Figure 3: Summary of Interviewed Organizations



## Analysis of mobility needs and gaps

In addition to asking the community about challenges and barriers in the existing mobility services, LTD conducted a data-driven analysis of where there are gaps in the transit system and analyzed service quality for different demographic groups and employment categories. This data was used to inform this strategy and will continue to be used as LTD seeks to implement mobility management projects in the future. A full summary of the findings can be found in the Needs Assessment conducted as part of this project on the [Mobility Management section of LTD's website](#).

Increasing access for traditionally under-served populations, people with specific mobility needs, and to low- and medium-wage jobs can help LTD achieve its mission of connecting the community.

Some of the groups identified as having specific mobility needs included:

- College students
- Shift workers
- Rural residents
- Older adults
- Youth
- People with disabilities
- People without access to smartphones and technology
- Non-native English speakers
- Low-income populations
- Households without vehicles



RideSource is LTD's paratransit service providing door-to-door transportation for people unable to use fixed-route buses due to a disability

# Key components of the strategy

## Mobility management can help LTD fill gaps in service

New services and modes generally target spatial gaps in the system or specialized services gaps. Spatial gaps are the physical places in the system that are currently unserved or underserved by transit. Many agencies are experimenting with using microtransit, micromobility, and partnerships with other providers to provide services in areas that don't support traditional transit service, often to connect to more frequent transit services nearby.

Specialized services are focused on specific communities, such as those with disabilities, low-income riders, or another group. These services are often not open to the broader public and are designed to meet specific needs in the community. Many agencies are exploring new types of partnerships to deliver their specialized services. Others have used technology and consolidation of programs to provide a better customer experience on their existing services.

LTD has extensive experience developing services to meet both kinds of service needs. For example, LTD contracts service on behalf of rural communities like Oakridge and Florence and provides a flexible, on-demand service within Cottage Grove. Similarly, the RideSource call center provides a single point of contact for customers enrolled in a wide array of specialized programs. LTD brokers trips on a fleet of LTD-owned vehicles and private providers based on eligibility and need. From the customer's point of view, a single point of contact provides access to a wide variety of programs for those who are eligible.

## There is public interest in LTD filling service gaps

Community members who provided feedback on the project's survey indicated a variety of gaps. The exact nature of what was missing varied based on demographics, trip needs, and where a person lived. However, two themes were common in what LTD

heard from the public. The first is that more services are needed, regardless of whether the need is more frequency on existing routes or new services where transit doesn't currently exist or otherwise meet the needs of a given person. The second common theme is that people want to see LTD offer services beyond traditional, fixed-route buses. Feedback included many different ideas for which new services would best meet the community's varied needs, but a desire to see new options was common.

## Different modes are appropriate for different contexts

Lane Transit District is comprised of a variety of different types of communities. For LTD to effectively serve all of these, a variety of solutions are necessary based on the needs, location, and way that the communities are built. Each type of area presents different opportunities and challenges.

### Transit opportunity areas

Transit opportunity areas are places that are currently within one half mile of frequent or semi-frequent transit. These areas are concentrated in the urban areas in Eugene and Springfield. About 41% of the population of Lane Transit District live in these areas.

The most effective investments to improve mobility in Transit Opportunity Areas are investments in more fixed-route bus service including increasing the frequency and time span of existing routes. This is also essential to making a useful network that allows connections with other modes.

### First mile/last mile opportunity areas

For the 29% of the community who live too far to walk to transit, but close enough for it to be useful, better options to connect to the fixed-route network are needed to improve their access. First and last mile options will improve people's ability to travel within their neighborhoods and connect to frequent, reliable fixed-route transit that will provide them access to destinations farther away.

As shown in Table 1, this group could be served by new fixed-route service or with more flexible options such as microtransit, micromobility, carsharing, etc. Personal preferences, trip purpose, neighborhood context, comfort and ability means that LTD will need to be flexible and explore a range of first and last mile options for any given area. LTD should work with the public to determine the best ways to connect them to other transit options.

Increases in the frequency and time span of the fixed-route network will also benefit this group once they are able to access this network.

### Supplemental Service Opportunity Areas

Approximately 30% of LTD’s population live farther than 3 miles from frequent or semi-frequent transit service. People in these areas are primarily in smaller, rural communities outside of Eugene and Springfield or in unincorporated rural areas.

Some of these communities have lifeline or commute-oriented transit service that connects to the metro area. These services provide a valuable connection, but do not meet most people’s needs. Long trip distance, lower population and job densities, and other factors mean that programs and services that are more targeted to specific needs will be necessary to improve mobility.

Meeting the needs of people in rural areas presents a variety of challenges and LTD should explore multiple options depending on the type of community served. For example, within smaller communities microtransit may expand access to opportunities within the community, while vanpools and carsharing can provide connections outside of the community. In unincorporated areas, options like pre-scheduled dial-a-ride might be necessary to effectively connect residents to where they need to go.

### Fixed-route transit is the backbone of LTD’s mobility management efforts

Filling service gaps may mean using new tools like shared micromobility or flexibly routed transit, however, the backbone of the system will always be fixed-route transit service. A frequent, reliable fixed-route transit system is essential to creating a useful mobility network. It is

the most cost-effective way to provide transportation – especially along higher-density corridors, connecting to and from major destinations, and for longer-distance trips that would be challenging to walk or bike. Nevertheless, the economics of fixed route transit are such that LTD cannot effectively serve the entire population within its district with only that mode of shared mobility.

Non-fixed-route and on-demand services such as microtransit, micromobility, and other modes can work well in lower-density areas, where demand is moderate, and to create an additional mobility option where fixed-route transit doesn’t come as frequently. However, these services are most effective when operating as first- and last-mile connections that extend the reach of fixed-route transit and increase the accessibility provided to parts of the region where transit either isn’t available or is provided in lower frequencies. Fully implementing the region’s frequent transit network is the best way to provide longer-distance connections and get the most out of more flexible origin-destination type services.



LTD was a partner in piloting the EmGo electric vehicle carshare program.

**Table 1:** Opportunity areas for new mobility options

Transit Network	Opportunity Area	Catchment	Population Covered <sup>1</sup>		Jobs Covered		Options for Improved Mobility
			All	TDC <sup>2</sup>	All	Low-Wage <sup>3</sup>	
<b>Frequent Transit Network</b> 15-minute or lower headways from 7–9 AM and 4–6 PM	Transit Opportunity Area	0–0.5 miles	19%	19%	37%	37%	Sidewalks, crossings, lighting, bike infrastructure
	First- and Last-Mile Opportunity Area	0.5–3 miles	43%	43%	45%	43%	Micromobility, demand-responsive community shuttles, subsidized TNCs
	Supplemental Service Opportunity Area	> 3 miles	38%	38%	18%	20%	Carpooling, vanpooling, ridesourcing, ridesplitting, carsharing
<b>Semi-Frequent Transit Network</b> 16- to 30-minute headways from 7–9AM & 4–6PM	Transit Opportunity Area	0–0.5 miles	33%	39%	50%	53%	Sidewalks, crossings, lighting, bike infrastructure, service frequency changes
	First- and Last-Mile Opportunity Area	0.5–3 miles	31%	29%	33%	28%	Micromobility, carsharing, demand-responsive community shuttles, subsidized TNCs
	Supplemental Service Opportunity Area	> 3 miles	36%	32%	17%	19%	Carpooling, vanpooling, ridesourcing, ridesplitting, carsharing
<b>Off-Peak Transit Network</b> 30-minute or lower headways during off-peak hours	Transit Opportunity Area	0–0.5 miles	41%	48%	59%	63%	Sidewalks, crossings, lighting, bike infrastructure, service time changes
	First- and Last-Mile Opportunity Area	0.5–3 miles	29%	25%	26%	20%	Micromobility, carsharing, demand-responsive community shuttles, subsidized TNCs
	Supplemental Service Opportunity Area	> 3 miles	30%	27%	15%	17%	Carpooling, vanpooling, ridesourcing, ridesplitting, carsharing
<b>Lifeline Transit Network</b> 30-minute or more headways or infrequent service	Transit Opportunity Area	0–0.5 miles	23%	28%	39%	43%	Sidewalks, crossings, lighting, bike infrastructure, service time changes
	First- and Last-Mile Opportunity Area	0.5–3 miles	59%	58%	57%	52%	Micromobility, carsharing, demand-responsive community shuttles, subsidized TNCs
	Supplemental Service Opportunity Area	> 3 miles	18%	14%	4%	4%	Carpooling, vanpooling, ridesourcing, ridesplitting, carsharing

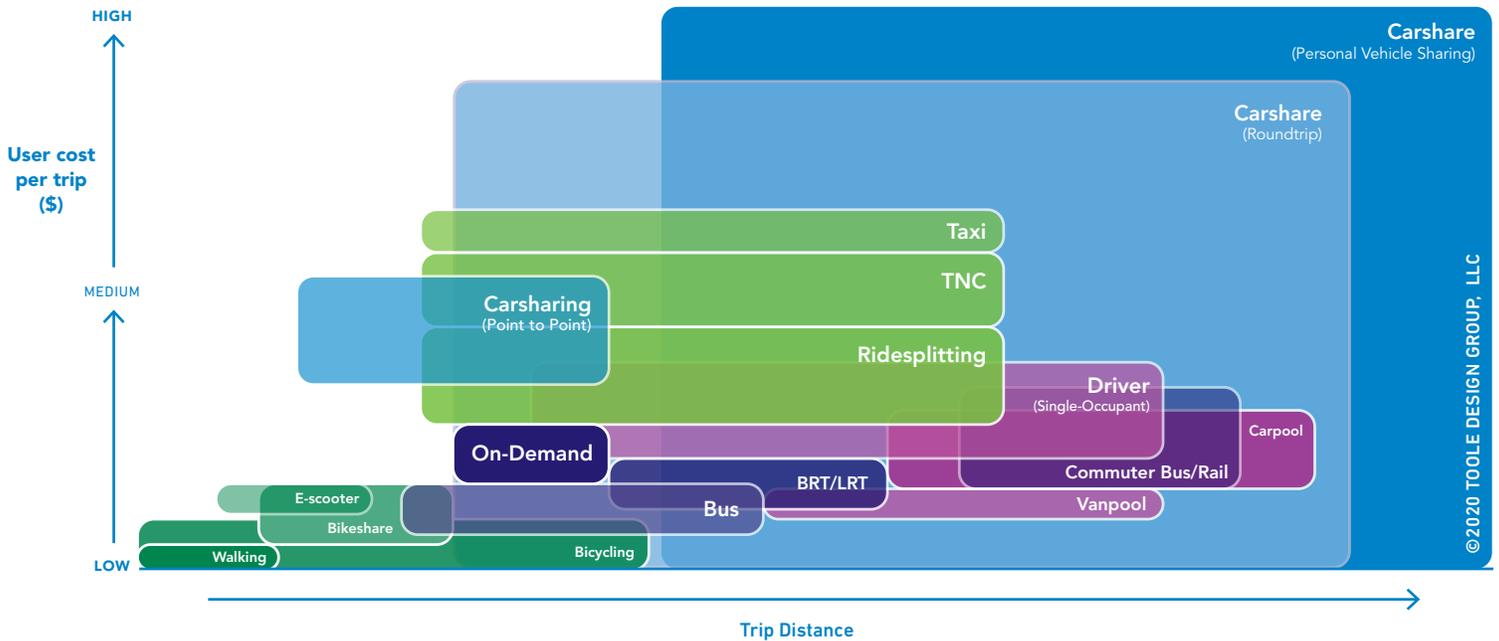
<sup>1</sup> Number of residents or jobs within the specified catchment area measured from transit stops

<sup>2</sup> Transportation Dependent Communities (TDCs) defined as households with incomes below 200% of the Federal Poverty Level

<sup>3</sup> Low-wage jobs defined as those earning \$1,250 per month or less

Figure 4: Trip distance and cost effectiveness of different modes

## Urban Transportation Spectrum



## LTD has many opportunities to explore

LTD’s research identified some of the current tools available today. A sample of them is provided below. Some are new tools and some are available in the region today but have room for expansion or partnerships to improve access and better integrate with other options.

Lane County has several mobility providers, many of whom already partner with LTD. In stakeholder interviews, many providers and communities expressed an interest in expanding existing partnerships with LTD and working on new partnerships.

As the transportation landscape continues to evolve, LTD will need to continue exploring and investing in new technologies and ways to deliver service.



**Table 2:** Potential Mobility Programs and Services

Program	Description	Target Groups
Mobility Wallet	A mobility wallet could provide access to a range of affordable transportation options and reduce the need for auto-ownership.	College students, shift workers, low-income households, households without automobiles
Shared Micromobility Expansion	Expansion of the PeaceHealth Rides program or introduction of dockless e-scooters to serve a larger footprint or new communities.	College students, low-income households, households without automobiles
E-Bike Lending or Subsidy Program	Improved bicycling infrastructure could open opportunities for micromobility expansion or e-bike lending or subsidy programs. A specific opportunity could be an e-bike lending program at LCC once a bicycling connection is made via 30th Avenue.	College students, shift workers, low-income households, households without automobiles
Partnerships with TNCs	Partnering with ride-hail companies to fill temporal service gaps with subsidized trips outside of transit service hours; or to provide on-demand paratransit trips.	Shift workers, people living with disabilities
Microtransit	Microtransit services providing more flexible or door-to-door service (such as the Cottage Grove Connector).	Older adults, rural residents, people living in lower-density neighborhoods
Low-Income Discount and Eligibility Management Programs	Work with mobility providers to offer discounted fares for low-income individuals. This should be offered through a common eligibility program, e.g., LTD's existing partnerships with nonprofit organizations.	Low-income households, intersecting populations in other groups
Traditional or Electric Vehicle Carshare Programs	Programs that provide occasional access to a vehicle without having to invest in ownership may help to address infrequent needs to run errands, transport larger goods, to visit appointments, etc.	Households without automobiles
Technical Support or Grants	Program to provide funds, planning support, or a regional bench of on-call mobility services that smaller agencies can access when wanting to implement new mobility services and programs.	Rural / small town residents
Volunteer Driver Program	Programs that provide transportation services to passengers by engaging volunteers to serve as drivers. Some models reimburse drivers for their time or mileage, some allow time to be banked for future use, and others use non-reimbursed volunteer drivers.	Rural residents, people living with disabilities
Mobility Hubs	Mobility hubs consolidate a variety of mobility services at one location to provide transportation redundancy and reliability but can also be key locations for public wifi, integrated ticketing, and cash-payment options (in partnership with nearby retailers).	People with limited access to computers, internet, and banking, households without automobiles

## LTD should play a key role in facilitating the development of a broader spectrum of mobility for the region

Stakeholder interviews highlighted the need for technical assistance and support at smaller agencies and providers. As the largest mobility provider in the region, LTD has achieved a scale of operations that can allow it to offer consulting and technical assistance to other agencies. Examples of this kind of assistance could include providing vehicles, technology, administrative or planning support, grant assistance, and regional integration of services. LTD should explore how to expand the amount and range of support it provides to other agencies.

Providing technical assistance to smaller agencies and providers gives them access to opportunities they may not otherwise be aware of or able to access. LTD will need to develop processes and expertise to fully capture the costs of providing assistance to other providers.

## LTD's Decision Making Framework

A key part of this project was to develop a decision-making framework that LTD can use to make conscientious and consistent decisions on its role in new mobility project, programs, and services. Staff developed a decision-making framework that analyzes the benefits, opportunities, and challenges of new initiatives; evaluates the impacts of different roles on the organization; and identifies potential partners to engage with.

LTD should look at mobility initiatives that meet the opportunities shown in Figure 5.

**Figure 5:** LTD can and should play a key role in mobility initiatives that have local community interest, fill a mobility need or have strong public support, and fit within the mission and resources available to LTD.



## Piloting projects is an important way to test their effectiveness

The transit industry is increasingly relying on pilot projects to assess new technologies. Pilot projects allow agencies like LTD to test new service delivery models and adapt services based on data. Staff developed a pilot program guide to provide structure to the pilot process including clearly defining the goals and objectives of the pilot at the outset and developing an evaluation framework that will allow LTD to evaluate the pilot's effectiveness and determine if and in what format it continues long-term. This is an approach supported by the Federal Transit Authority (FTA) through initiatives such as their Mobility on Demand Sandbox program.<sup>4</sup>

## Next steps for LTD as a Mobility Manager

### LTD has an opportunity to be a leader in mobility management

LTD's position as a regional transportation provider, scale of operations, access to resources, and experience and staffing to manage a wide variety of projects provides a unique opportunity to take a lead role in mobility management. LTD should consider ways to leverage these attributes to benefit LTD as an organization and improve mobility outcomes in the region.

### Agree on a clear agency mission for mobility management

LTD is already a mobility manager. LTD should agree on a clear organizational direction for mobility management and create internal messaging and external alignment with local and regional stakeholders. LTD should work with these stakeholders to apply the decision-making framework to determine the best role for LTD and its partners to implement new services.

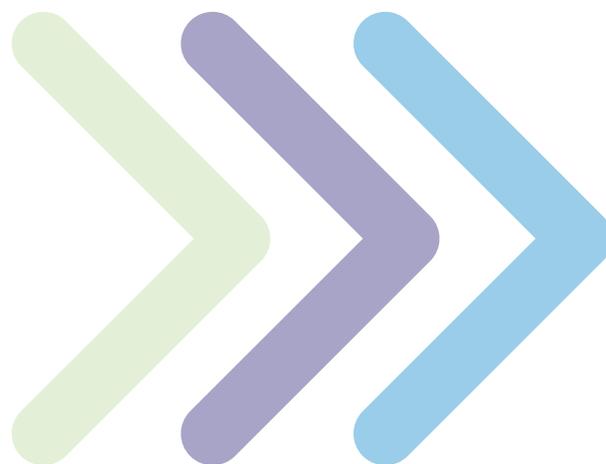
### Build mobility management into the organizational structure

LTD should formalize where new mobility services and programs live within the organization. Currently, Accessible Services is the home for many programs. Regardless of where they live, during piloting and implementation, additional resources may be needed by various departments to build robust mobility management programs. This could include hiring staff, procuring new resources, or paying for management or operation of these programs.

### Institutionalize and implement the mobility management decision-making framework

LTD needs to create internal understanding and institutionalize the mobility management decision-making framework to evaluate new mobility services and programs. The framework provides a consistent, coordinated, and transparent way to evaluate potential impacts, long-term management needs, the full cost of a project, and the most appropriate role for LTD. LTD must incorporate the strategy into its internal processes and empower staff to champion projects using the decision-making framework.

Mobility management should be embedded within future planning processes including comprehensive operations analyses, LTD's Strategic Business plan updates, and other long-range plans.



<sup>4</sup> Information on the FTA's Mobility on Demand Sandbox program: <https://www.transit.dot.gov/research-innovation/mobility-demand-mod-sandbox-program>

## Identify mobility services that address the primary needs of the community

LTD should work with its partners to identify and prioritize mobility projects, programs, and services that can address the needs and gaps identified in the Strategy and increase access to housing, jobs, services, and other opportunities for groups identified as having specific mobility needs including:

- College students
- Shift workers
- Rural residents
- Older adults
- Youth
- People with disabilities
- People without access to smartphones and technology
- Non-native English speakers
- Low-income populations
- Households without vehicles

LTD should actively explore filling spatial and specialized services gaps with new mobility projects, programs, and services alongside fixed-route transit, using the best mode for the goals of the project. New mobility options provide an opportunity to complement fixed-route transit services by providing first/last mile connections that extend the reach of and support fixed-route transit operations.

## Continue to explore partnerships and new sources of funding

Partnerships with local, regional, and state agencies, private sector mobility providers, and community-based organizations can provide access to an increased range of funding sources.

Private sector partners, contractors, and vendors are critical in reducing the burden on agency partners and bringing new technologies, established expertise, scale of service, and additional funding.

## Be a consultant for other partners in the region

LTD can serve partner organizations in moving forward mobility services and programs by leveraging their access to resources. In particular, LTD can be a resource to smaller communities and unincorporated Lane County where staff capacity is limited. Some examples of support could include funding, procurement, grant writing, planning, compliance, etc.

To do this effectively, LTD needs to develop processes to fully capture the costs associated with providing services to other agencies and sharing their learnings. If LTD is successful as a consultant for other local agencies, it can create economies for LTD to spread its costs for these activities across a broader array of programs and provide cost-effective access for other partner agencies to benefit from the technology, expertise, and services built up by LTD.

## Continue to develop pilot projects

LTD must continue to pilot new mobility services in an organized and consistent manner with clear objectives and performance metrics. To do this successfully, LTD should dedicate funding and seek grants that are specifically for pilot projects. Consideration should be given to whether and how projects continue, however, dedicated funding will allow LTD to continue to experiment with what will work with the local community and how those programs can be delivered by LTD and local partners.

## Develop research partnerships with local universities

LTD has access to several leading research institutions such as the University of Oregon, Oregon State University, Portland State University, Lane Community College, and others. LTD should lean on partnerships with research organizations to evaluate pilot programs, monitor long-term programs, and provide a resource clearinghouse for shared learning.



# LTD Mobility Management Strategy

May 2023