Community Engagement Framework

Lane Transit District

Adopted by the LTD Board of Directors
August 21, 2024

TABLE OF CONTENTS

EXECUTIVE SUMMARY

The Lane Transit District (LTD) Community Outreach Framework ("Framework") is a foundational guide for how LTD will conduct community engagement around its projects, policies, and programs. The intent of the guide is to help improve interactions with communities in the region in pursuit of better transportation outcomes.

The Framework is a living document, community driven, and inherently flexible. It has been developed in large part by the LTD ad-hoc Community Steering Council (CSC). Other inputs include best practices research, background interviews, analyses of public survey and on-board rider survey results, a roundtable discussion with community-based organizations, and LTD staff feedback.

Guiding Principles

The Framework establishes the following guiding principles that LTD commits to upholding throughout the engagement process.

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

Essential Practices

The framework recommends that, at a minimum, the baseline standard of engagement conducted by LTD should include the following:

1) Understanding the demographics of both Lane County and Lane Transit District riders

2) Using a stakeholder mapping exercise to consider how the interests, influence; and needs of various stakeholders may differ, and;

3) Developing a tailored approach to engagement that is supportive of these varying needs.

Essential Practices

LTD
Lane Transit District

Understand the demographics of Lane County, Lane Transit District riders, and affected groups

Map stakeholders to consider how interests, influence, and needs may differ

Develop a tailored approach to engagement that is supportive of these varying needs
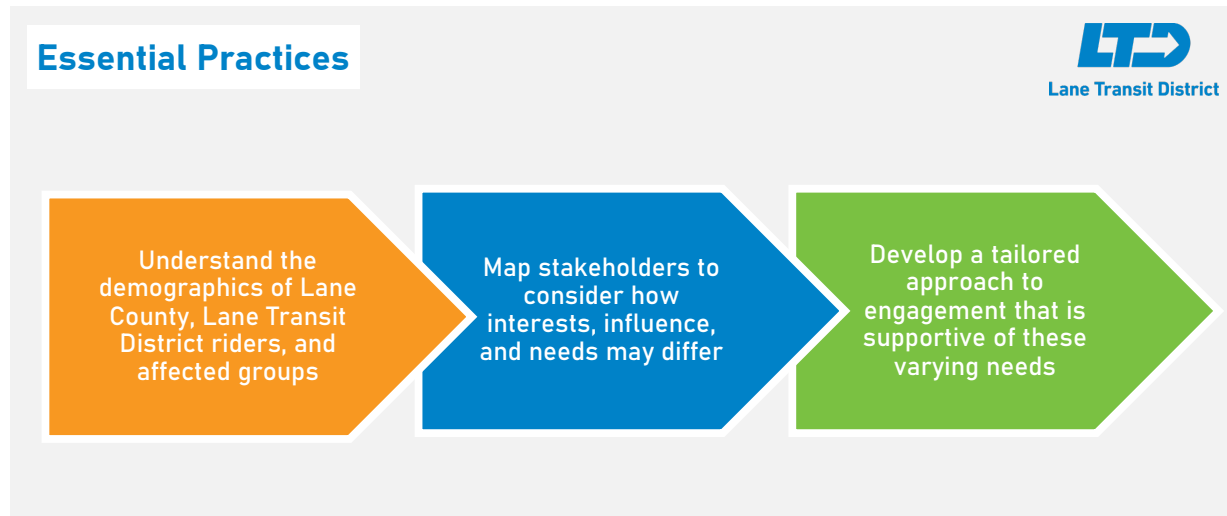
Strategies for Community Engagement

A tailored approach to engagement can draw on many different strategies and related tactics, each appropriate in various situations. The framework establishes four overarching strategies that LTD will utilize: 1) Working to build trust, 2) Engaging in collaborative, honest, and transparent conversations, 3) Communicating clearly what

Strategies for Community Engagement

LTD
Lane Transit District

Focus on Riders

Communicate Clearly What People Need to Hear

Engage in Collaborative, Honest, and Transparent Conversations

Work to Build Trust

people need to hear, and 4) Focusing on riders. The Framework identifies several tactics that LTD can utilize to support and operationalize each of these strategies.

Like many other public sector agencies, LTD has limited resources and cannot do everything or be everywhere all at once. Thus, the prioritization of strategies and tactics is critical to maximize their effectiveness. The framework proposes that LTD will prioritize the following: engaging government stakeholders, getting out ahead of the story, being present with riders, and engaging potential opposition.

PURPOSE AND USE OF FRAMEWORK

What is the framework?

This Community Outreach Framework ("Framework") is a foundational guide for how LTD will conduct community engagement around its projects, policies, and programs. While there is no one-size-fits-all approach to public involvement for LTD's work, the Framework is envisioned to better standardize LTD practices and make its engagement efforts more effective. The Framework will be shared with staff, collaborating consultants and community partners as projects are kicked-off and specific engagement plans are developed, allowing a check on the completeness and integrity of future LTD engagement efforts. The framework is intended to build community trust and confidence in LTD's efforts to serve the community, making LTD a more effective organization for the region.

The Framework is not intended to be rigid, stifling, or restrictive. It is a resource and a guide to improve interactions with communities in the region in pursuit of better regional transportation outcomes, and flexibility will be required by both LTD and its partners to make it work effectively. The Framework is also a living document and will need to be updated and amended regularly, with both community input and LTD's own analysis of what works well and what does not, to foster continuous improvement.

The Framework was developed in large part through the work of the Community Steering Council (CSC), an ad-hoc committee created specifically for this purpose. LTD's hope is that the CSC will remain active in shaping how LTD interacts with the community, and that this Framework will be a successful component in how LTD resets and reinvigorates its community relationships. Moreover, the challenges facing LTD with respect to community relationships are similar to those faced by public transit agencies around the country. If successful, LTD hopes that this groundbreaking model for Lane County could also prove to be a model for the nation and beyond.

Why is this needed? Why now?

It is human nature to rely on what has worked well in the past when planning for the future. However, there comes a time when change catches up and what once worked well is no longer working. Any organization should periodically re-examine its policies and procedures, for community relations or any other service, to ensure that it is up to date and maximizes intended benefits.

However, LTD has multiple reasons to reconsider how it interacts with the community at this moment. These include the unique history of LTD with respect to delivering infrastructure, LTD's board structure, and how LTD is funded.

Infrastructure History

As a pioneer in Bus Rapid Transit (BRT), LTD was hailed and recognized both locally and nationally as an industry leader. When BRT was first introduced as the Emerald Express (EmX) in 2007, the new service was a great success and seemed a harbinger of great things to come. More lines were planned, and it seemed like LTD could be an example of how a smaller city could boost transit ridership and customer satisfaction with cost-effective infrastructure investments.

But as often happens, things did not go exactly as planned. LTD has seen limited success with new BRT routes since that time. Planning times for new routes grew rapidly as LTD sought to expand the system to areas where support for new transit initiatives was more limited. Some members of the community began to feel that LTD was pushing BRT instead of delivering on what the community actually wanted. It also created the perception, deserved or not, that LTD felt they "knew best" with respect to what the community needed. This perception helped diminish overall support for LTD, which inhibited other improvements beyond BRT due to a lack of trust. This Framework is needed to help reset the relationship and re-establish this trust.

Board Structure

LTD's Board is made up of individuals appointed by the governor, but who are not elected officials. This means that even as they are assigned to a district within the LTD region, Board members do not necessarily have direct accountability to any specific constituency. In theory if they are not serving the needs of their assigned area, or of the larger region, people can complain to the Governor who could remove and replace them. But in practice this rarely happens. This can enable perceptions in the community that the Board does not act in the community's best interest, whether intentionally or not. In fact, there is a perception that the Board has often served as a "rubber stamp" for decisions made by LTD staff. This has contributed to greater distrust of the organization.

Fortunately, this Framework can be part of the solution. The Board can help build community trust in part by playing a stronger role in major decisions for the agency, and demonstrating how those decisions directly relate to the needs of their constituents. This Framework presents an opportunity for the Board to play a larger role in community engagement, and to help LTD establish greater credibility as an organization.
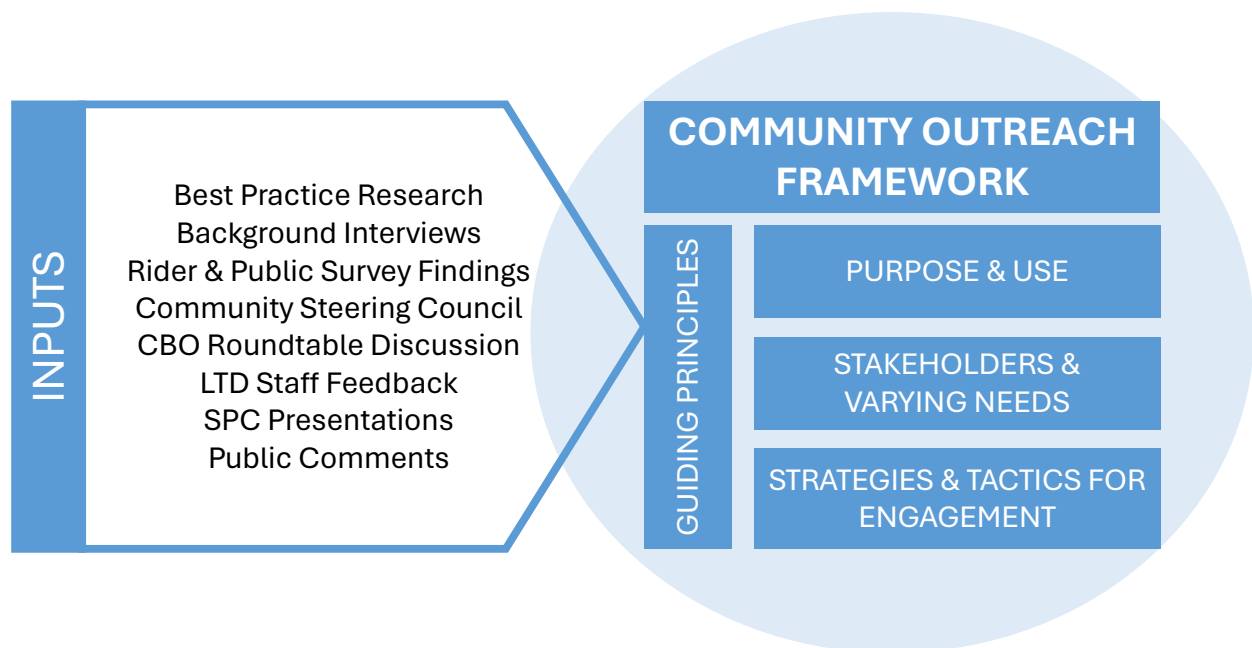
Funding

LTD's funding relies heavily on local employer payroll taxes. This has created a recurring issue because the business community feels strongly that because they fund transit, they should have a bigger say in LTD decisions. They also want to clearly understand what economic/financial return they get in exchange for their contribution. The business community represents a stakeholder that could be mobilized in favor of LTD initiatives, but only if they are brought into decision-making in a more powerful way.
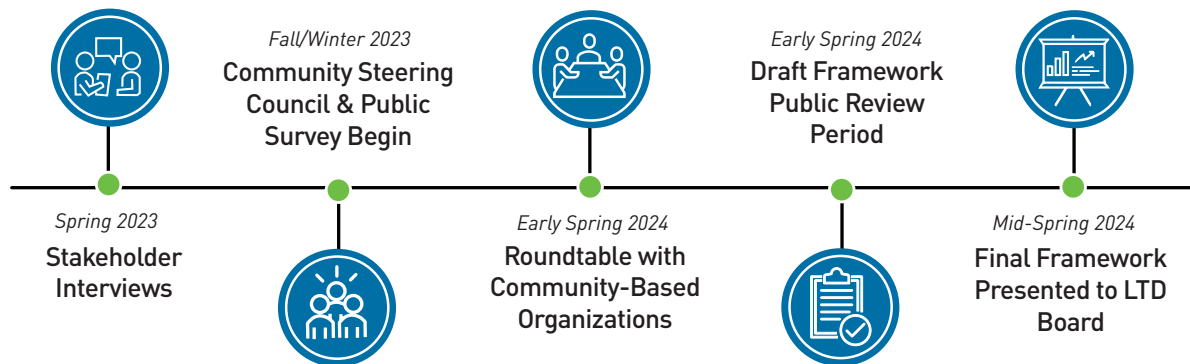
Similarly, LTD's current ridership is made up of a large portion of students (over 30 percent) and they are not necessarily a group that is hugely active in LTD's planning. The University of Oregon is a major client of LTD, and because of the student and employee passes that they purchase in bulk, they are also a significant funding source for LTD operations. Given the size of its investment, the University wants more of a say in LTD activities, especially when it comes to service planning decisions.

Fortunately, the University and the Business Community each represent stakeholders that could be mobilized in favor of LTD initiatives. This Framework has been designed in part to foster co-creation between LTD and its stakeholders.

How did we develop this?

INPUTS

Best Practice Research
Background Interviews
Rider & Public Survey Findings
Community Steering Council
CBO Roundtable Discussion
LTD Staff Feedback
SPC Presentations
Public Comments

COMMUNITY OUTREACH FRAMEWORK

GUIDING PRINCIPLES

PURPOSE & USE

STAKEHOLDERS & VARYING NEEDS

STRATEGIES & TACTICS FOR ENGAGEMENT

Lane Transit District

This Framework has been developed over the course of thirteen months, beginning in March 2023.

Spring 2023

- The project team conducted research and a literature review on best and emerging practices around public engagement, and reviewed public-facing LTD communication documents.
- The team then conducted confidential interviews with a select group of external stakeholders to get additional background information that could not necessarily be found in a review of documents.

Fall/Winter 2023-2024

- The team worked to stand up a brand-new Community Steering Council (CSC), including what the purpose, structure, authority, and composition of the CSC should be. An emphasis was placed on ensuring the CSC was representative of both riders and non-riders, and that CSC members would get stipends in exchange for their participation on the CSC. LTD put out a call for applicants using an extensive marketing campaign that was open for six weeks beginning in June of 2023 and received over 70 applications. 20 individuals were eventually selected, and the CSC convened six times for two hours each between September to December of 2023, and then convened for a seventh time in May 2024.
- LTD deployed a Communication and Engagement survey to the general public between September and October 2023 (See Appendix). The survey sought input from LTD riders of all services, as well as other LTD stakeholders. The purpose of the survey was to inform the development of the Framework and help LTD understand how its constituents and customers preferred to be engaged. The survey was available digitally and in print, and was offered in English and Spanish. LTD offered a raffle to win a $100 gift card to those that completed surveys. LTD also conducted a robust marketing campaign to spread awareness about the survey, including e-notifications, distributing at transit centers and on

LT⊃ | **Lane Transit District**

board services, and organic social media posts. The results of the survey were discussed with the CSC and are also included in this Framework.

Spring 2024

- LTD convened a Roundtable Discussion with leaders of Community-Based-Organizations (CBOs), in order to ensure that perspectives from low income, minority, and differently abled populations were considered. LTD relied on CSC members for help connecting them to specific CBOs. A half day roundtable discussion was hosted in March. (See Appendix for a list of participants.)
- The project team met with LTD executives and the marketing team to discuss the draft Framework and get staff input and perspectives on what implementation would look like.
- A full draft of the Framework was shared with Community Steering Council members for their review and comment. LTD then sought public comment for two weeks on the draft Framework, from March 26, 2024 to April 9, 2024. (See Appendix). Comments were incorporated, and the CSC re-convened for a seventh meeting in May 2024 to review the entire framework and provide feedback on performance measurement. The framework was revised to incorporate this feedback.

How should this Framework be used?

The Framework is designed with three elements that are intended to make it an effective tool for many years to come and shape how it should be used. These are that the framework is a living document, community driven, and inherently flexible. These concepts are described in detail below.

A Living Document

Until it is employed in real life, The Framework is a theoretical document. Undoubtedly experiences will provoke new ideas and potential changes. The Framework is not designed to be set in stone and instead should be considered a living document that is regularly updated based on those experiences. LTD will periodically make major changes to the Framework based on trial and error but will also make smaller changes on a regular basis as warranted.

Community-Driven

The Framework should be used as a community-driven document. It was intended from the beginning to be developed by the community and for the community. As the process described above shows, we used community input throughout the process, most intensely with the CSC. The community-driven nature of the document also means that community input into the Framework does not end with its publication. LTD will endeavor to consistently pursue feedback on community engagement to ensure that the community will continue to drive improvements in how engagement is conducted.

Inherently Flexible

The Framework should be used in a flexible rather than rigid manner. It is not a strict set of rules, but rather a general set of guidelines intended to assist in community engagement. The community can and should hold LTD responsible for adhering to the principles in the Framework, however, LTD can and should have the flexibility to diverge from the framework as specific cases may warrant. It is LTD's responsibility to be transparent and communicate effectively about substantial deviations from the Framework. Transparency and effective communication about decisions is a foundational component of making this Framework a success.

GUIDING PRINCIPLES OF ENGAGEMENT

Guiding principles are the fundamental beliefs, guidelines, and standards that LTD commits to upholding throughout the engagement process. By establishing these values, LTD hopes to create common ground, clarify expectations, encourage participation, minimize conflict, promote accountability, foster inclusivity, and improve decision making.

The following guiding principles were developed by the CSC and are amended only based on other input from stakeholders and the general public. The principles are divided into the following engagement categories:

- Style, defined as the approaches LTD uses to engage with the public
- Content, defined as the type of information provided to the public
- Process, defined as the methodology used in public engagement
- Intent, defined as the goals of public engagement

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

STYLE

Two-Way Dialogue

LTD will foster engagements and commit to communications where both parties, such as LTD and stakeholders, actively participate in a conversation. It involves listening and responding to each other's perspectives and ideas, fostering open and constructive communication. This type of dialogue is more likely to result in outcomes where all parties feel they have been heard and contributed, which is critical for success in the LTD service area.

Accessible

LTD will make information and meetings easy to understand and attend, especially for people with disabilities or language proficiency. LTD will use plain language and host meetings that are physically and technologically accessible to ensure that everyone can participate. This will ensure that people feel on equal footing with LTD staff.

Respectful

LTD and the community will be sure to treat one another with courtesy, dignity, and consideration, value and consider diverse perspectives, and maintain a respectful tone during interactions. LTD will also ensure they are making the most of public interactions and demonstrate that they value others' time by scheduling discussions when and where attendance is likely to be higher and using that time efficiently. Finally, LTD will be culturally sensitive and consider the diverse needs of multiple groups with respect to interactions.

Active Listening

LTD and the community will both employ active listening, a communication skill where one focuses on understanding and empathizing with the speaker. Active listening means giving full attention, asking clarifying questions, and providing feedback to demonstrate that you genuinely care about what the other person is saying.

CONTENT

Data-Driven

LTD and the community will strive to be data-driven in engagement by using timely data and evidence to inform decisions and discussions, and analyzing and sharing that data collectively, enabling both LTD and the community to operate with the same level of information. This can include research on best practices and other helpful context.

Clarity of Purpose

LTD will maintain a clear and well-defined reason or objective for engaging with stakeholders. This will ensure that the goals of engagement are understood and communicated and align with desired mobility outcomes.

Fiscally Transparent

LTD and the community will be open and transparent with one another about the financial implications of decisions and choices. This will involve sharing information about budgets, expenses, and costs related to decisions, but also framing choices in terms of their financial tradeoffs.

Outcome Oriented

LTD engagement will focus on achieving specific results or goals, rather than simply checking a box by completing the task. This orientation emphasizes the importance of measurable outcomes and impacts and enables greater clarity of thinking. It Is also intended to move us beyond the idea of completing "projects" and towards the idea of fostering better outcomes continuously.

PROCESS

Feedback Loop

LTD will provide a feedback loop as a method of effective engagement with consistent two-way engagement. This means instituting a mechanism for collecting, analyzing, and acting upon feedback from stakeholders, and then sharing how their input was considered and what changes or improvements were made in response.

Benchmarking and Continuous Improvement

LTD will embrace the concept of continuous improvement, which means an ongoing effort to enhance the quality and effectiveness of engagement practices over time. LTD and the community will learn from past experiences and adjust to improve outcomes over time. This includes using benchmarks and metrics to show progress.

Adaptable

LTD will work towards adaptable and timely engagement, meaning they will adjust strategies and approaches based on changing circumstances, feedback, or evolving community needs. LTD will endeavor to engage with stakeholders at the right moment, and as soon as feasible/prudent, ensuring that their input can influence decisions and actions when it matters most. LTD will also employ multi-pronged engagement by using a variety of methods, technology, and channels to reach and involve different segments of the community effectively.

Meaningful

LTD will approach engagement with the aim of creating a genuine and significant benefit for the community and/or project involved. Meaningful engagement goes beyond token involvement and seeks to produce tangible results. Meaningful engagement requires honesty and transparency, being forthright, candid, and open in communication, providing accurate and timely information, and avoiding deception or confusion, all in the service of building trust.

Community-First Mentality

A community-first mentality prioritizes the needs and interests of the community above other considerations. It places the well-being of the community at the center of engagement efforts. LTD will prioritize grassroots engagement, meaning they will focus on involving and empowering individuals, such as members of local community groups, to foster bottom-up participation and decision-making. LTD will ensure engagement is inclusive and diverse so that a wide range of perspectives, backgrounds, and experiences are represented and valued, including those that have been or continue to be challenging to reach, promoting equity and fairness in the process.

ESSENTIAL PRACTICES

At a minimum, the baseline standard of engagement requires 1) understanding the demographics of both Lane County and LTD riders, 2) using a stakeholder mapping exercise to think through how the interests, influence, and needs of various stakeholders may differ, and 3) developing a tailored approach to engagement that is supportive of these varying needs.

Essential Practices

Lane Transit District

| Understand the demographics of Lane County, Lane Transit District riders, and affected groups | Map stakeholders to consider how interests, influence, and needs may differ | Develop a tailored approach to engagement that is supportive of these varying needs |
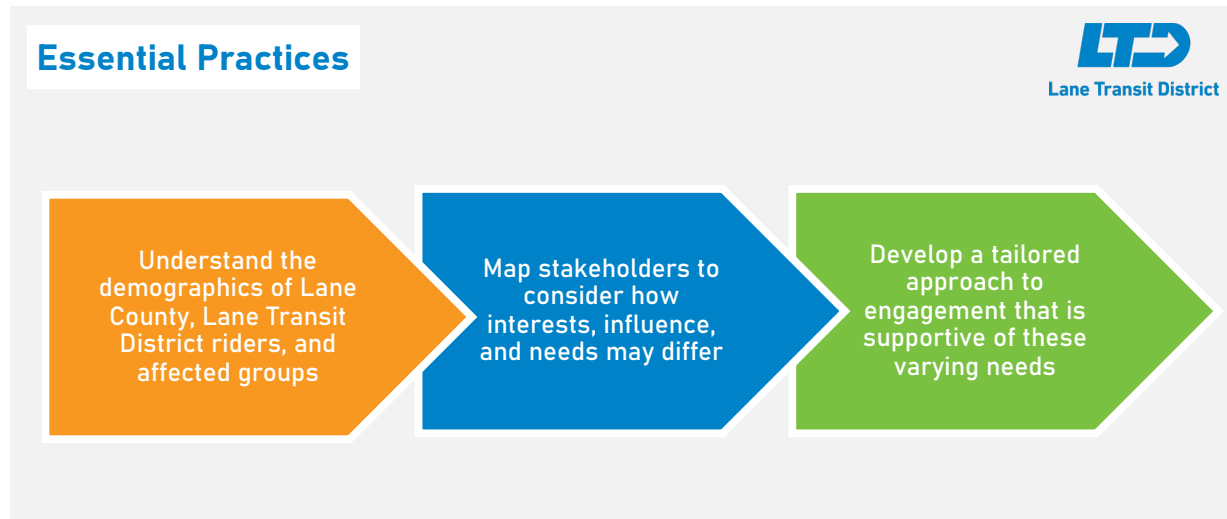
Understanding the Demographics of Lane Transit District's Stakeholders

When we talk about engaging the public in decision-making, whom do we mean? The public includes anyone who resides, works, visits, has an interest in, or does business in an area potentially affected by LTD's transportation decisions. The public can be made up of individuals, groups, organizations, and partners. This includes riders and non-riders, and those who help pay for transit, such as the business community.

Understanding the demographics of both Lane County and LTD riders is critical to ensuring that transportation systems (and their related engagement plans) reflect community needs. Information such as age, income, languages spoken at home, disability, and other key demographics can help identify not only who is present but who is missing.

About Lane County and Lane County Trends

Lane County is in Oregon's Willamette Valley. The largest cities in the County are Eugene (County Seat), Springfield, Cottage Grove, and Florence. The local economy has shifted from timber and agriculture towards service-oriented industries, including

healthcare and social assistance, retail, and educational services. The University of Oregon is a key economic player and growth driver and contributes to a large student population with the county. Both Eugene and Springfield expect their economic bases to grow as the University of Oregon is ramping up as a science business incubator.

As of July 2022, Lane County had a population just under 383,000 and is forecasted to have an average annual growth rate (AAGR) under one percent over the next 50 years, reaching 490,958 in 2070.[1] While Eugene is expected to have an AAGR of .8 percent, smaller cities like Coburg, Creswell, Lowell, Veneta, and Junction City are projected to have AAGRs of over 1 percent.[2] As of 2021, there were over 10,000 employer establishments and a total annual payroll of just over $6 billion in Lane County.

About Lane Transit District

Lane Transit District was founded in 1970 under the laws of the State of Oregon that allowed the formation of transit districts as special taxing entities. LTD was empowered by state statute to impose an excise tax on employers to fund local transit, and so payroll-type taxes make up the single greatest source of revenue for LTD. The agency is governed by a seven-member volunteer board of directors, who are appointed by the Governor of Oregon.

While the boundaries of LTD fall entirely within Lane County, LTD serves the Eugene-Springfield metropolitan area, the incorporated cities of Coburg, Creswell, Cottage Grove, Lowell, Veneta, and Junction City, and the unincorporated area along Highway 126 between Springfield and the McKenzie Bridge Ranger Station.

LTD operates traditional fixed route bus, EmX bus rapid transit, RideSource, and Emergency Ride Home services. LTD also has a role in funding, coordinating, and/or partnering on on-demand, ADA paratransit, non-emergency Medicaid, Pearl Buck Preschool, Shopper Shuttle, Veterans' trips, CarShare, and vanpool services.

About Lane Transit District's Riders

As of 2023, the proportion of LTD's riders on their fixed route service between the ages of 15 and 44 is greater than the general population. The percentage of fixed route riders over the age of 44 is smaller than among the general population. 71 percent of RideSource customers are over 65 years old.

The household income of fixed route riders is below the general Lane County population, with more riders in the lower income categories and fewer riders in the higher income categories. Individuals with annual household incomes less than $10,000

---

[1] See https://www.pdx.edu/population-research/sites/populationresearch.web.wdt.pdx.edu/files/2021-08/Final_Report_Lane_Corrected.pdf
[2] Ibid.

comprise 28 percent of fixed route riders but are only 6 percent of the Lane County population. 50 percent of RideSource customers' annual household income is $15,000 or less. When controlling for whether an individual is a student, the proportion of fixed route riders with an income less than $10,000 is still significantly higher compared to the general population. Over a third of fixed route riders in 2023 are students. About half of the student riders are University of Oregon students. Males make up the largest share of fixed route riders overall, while being 49.52% of the Lane County population. Comparatively, males are 26 percent of RideSource users.

While Lane County is 89 percent Caucasian/white, 60 percent of fixed route riders identify as Caucasian/white. RideSource riders are 89 percent Caucasian/white. 16 percent of fixed route riders claimed Hispanic or Latino descent, whereas they make up only 10 percent of Lane County and only 1.5 percent of RideSource users. Riders identifying as two or more races represent the third largest group of fixed route riders (12 percent), while are only 5 percent at the county level, and 3 percent of RideSource customers.

98 percent of fixed route riders speak English well or very well. Only 39 percent of fixed route riders have a valid driver's license. 42 percent of fixed route riders have a zero-vehicle household. While 91 percent of households in Lane County have a broadband Internet subscription, and 96 percent have a computer, only 78 percent of fixed route riders carry a smartphone with internet access.[3]

Over half of RideSource customers use the service weekly. 90 percent never use LTD's fixed-route bus system. 44 percent of RideSource customers require a vehicle with a ramp or lift. 10 percent of fixed-route riders need assistance to use LTD. Of that 10 percent, 35 percent rely on stop announcements, and 27 percent require a lift/ramp. 12 percent of fixed route riders pay their fare using cash. Most riders use a pass of some kind for fare payment.

Stakeholder Mapping

The practice of stakeholder mapping is an important tool that should be conducted prior to beginning any project. Stakeholder mapping is a process used to identify, analyze, and categorize the individuals, groups, organizations that have an interest in or will be affected by a particular project, initiative, or decision. The purpose of stakeholder mapping is to think through how the interests, influence, and needs of various stakeholders may differ and require tailored engagement strategies and tools. Using a stakeholder mapping exercise and then developing an engagement plan in response to the findings can be helpful in building support and collaboration, managing risks and challenges, and enhancing accountability and transparency.

---

[3] 2019 LTD Origin and Destination Study

Over the course of several meetings, the Community Steering Council conducted an exercise in stakeholder mapping and identified a list of groups that can be found in the Appendix at A. While it will not be possible for LTD to engage every single group on this list for every single project, plan, or normal course of business, this list serves as a reference for LTD staff (and their consultant teams) to think through the various individuals and groups that make up the fabric of Lane County and should be referred to at the start of any plan or project.

A Tailored Approach

Understanding demographics and conducting stakeholder mapping should be followed by considering the varying needs of those stakeholders. The following practice entails considering what targeted outreach or strategy may be needed based on differing needs. To tailor outreach strategies to meet the needs of diverse stakeholders, staff should consider the questions outlined below.[4]

PURPOSE	What are we trying to do? What is the issue, policy, or process being examined?
ASSUMPTIONS	What assumptions are we bringing into this issue?
INCLUSION	Who will be impacted and are they being included? Who is missing? What can LTD do differently to ensure inclusion? How are we intentionally engaging multiple perspectives? How will barriers to participation be addressed?

[4] These questions are also part of Lane County's Equity Toolkit.

STRATEGIES AND TACTICS

When thinking through a tailored approach to engagement, there are many different methods, each appropriate in various situations depending on the group involved, the number of people involved, and the timeline for any given effort. However, LTD does not have unlimited time or resources and this section is not intended to include every strategy for every situation, nor require that all included strategies be used for every engagement. Instead, this framework offers a discussion of various engagement methods and how and when they should be used and prioritized.

For the purposes of this Framework, we are defining strategies as the high-level overarching approach to any given engagement. The strategies below reflect the work of the CSC, as well as input from numerous stakeholders and survey data. For each strategy, we have identified several potential tactics that could be helpful components of that strategy. We define tactics as the specific actions taken to support and operationalize a strategy. These specific tactics derive largely from conversations with the CSC.

Strategies for Community Engagement

LTD Lane Transit District

Focus
on Riders

Communicate Clearly
What People Need to Hear

Engage in Collaborative, Honest, and
Transparent Conversations

Work to Build Trust

Work to Build Trust

The most consistent theme that emerged from all efforts related to this work over the last several months has been the need for LTD to do the work to build trust within the community. This sentiment was echoed by almost everyone involved in this work, but it was not necessarily because everyone felt a lack of trust was predominant (though some certainly did). The need to build trust was emphasized largely because people across the region recognize that the most powerful and effective engagement is based on trust between two parties. The greater the reservoir of trust between LTD and the community, the more effective everyone will be in achieving their goals.

Trust Tactics

- Be there when there is no project or issue. Communities will appreciate consistent communication irrespective of any specific issue, as it indicates the relationships are not transactional. This early engagement will be helpful to learn about community priorities and prepare neighborhoods for future engagement.
- Assign an ambassador. One specific idea is for LTD to assign an LTD employee to serve as an ambassador, perhaps geographically for easy access. This person can attend regular neighborhood meetings and create a presence within the community in case people have questions or need information.
- Listen and co-create. The purpose of community engagement is not to just inform communities about projects, but to have a productive two-way dialogue. LTD should show up with the intention of working together to create an outcome and should consistently show how community feedback was incorporated.
- Build on existing relationships. This can mean leaning on the LTD Board and Leadership to show up to address specific concerns, but also partnering with local organizations to build trust and relationships and pursuing opportunities to be more integrated with communities where possible.
- Meet people where they are. LTD will need to go to where the people, riders, neighbors, employees are for meeting locations. If possible, offer amenities and foster a service-oriented culture during community interactions to encourage sustained engagement. Use a cultural lens for communication and translate materials to ensure you are literally and figuratively speaking the language of those you wish to engage.

Engage in Collaborative, Honest, and Transparent Conversations

To be successful in working with the community, LTD will need to enter any community engagement with an orientation towards meaningful conversations. Community engagement can sometimes devolve into a box-checking exercise, where an agency officially meets with everyone they are supposed to meet with to demonstrate engagement, but those meetings are not meaningful. LTD will focus on creating engagements where they promote transparency and collaboration.

Transparency and Collaboration Tactics

- Don't shy away from challenging conversations or sharing data or sensitive information and address them directly. LTD will not hide information, no matter how much they perceive it might damage their reputation, from the community. Hiding information is a short-term gain for long-term pain. Being transparent maintains trust and helps lead to collaborative solutions.
- Be clear about parameters for input. In any given engagement, LTD should set clear boundaries for the purpose of that effort to focus the conversation. This does not mean LTD should ignore feedback on issues outside the scope of that particular engagement, but rather that they should note them and return back to the issue at hand.
- Be honest and transparent about what is realistic. Allowing a community to brainstorm solutions can be effective, but it is also important to set expectations about what can be accomplished. This helps focus on realistic solutions and builds trust.
- Focus on community collaboration that builds a sense of pride in outcomes. Sustained collaboration can lead to a sense of ownership in whatever results from that effort. LTD will employ this tactic by being open to new ideas and true collaboration.
- Anticipate who may oppose or be critical and include them in early discussions. This can often include those who do not ride the system and may never envision themselves doing so, but their role is still critical. LTD will need to make an extra effort to engage this group early.
- Engage city and government partners to help come up with solutions. Other government partners can be powerful allies and should be part of the engagement process. This can help mobilize communities and strengthen any proposed solution.

Communicate Clearly What People Need to Hear

It can be tempting to believe that communication has occurred even when it has not. LTD will endeavor to communicate consistently and clearly but will also need to focus on telling people what they need to hear. This means more than just basic information about an initiative but also explaining why things are being done, dealing with misinformation, and educating people about everything LTD does.

Strategic Communications Tactics

- Offer opportunities to educate constituents on the planning and budget processes. Most people do not understand these processes and then enter into discussions without critical information. Offering quick tutorials on these processes can help create allies who understand the parameters in any given engagement.

- Regularly communicate finances. LTD will make it part of their practice to communicate financial information and budget performance. This will help with transparency but also give people better information with which to engage LTD.
- Talk about why. It is easy for the "why" to get lost in community engagement. All initiatives have a larger purpose, and this should be reiterated and reinforced with every touch point. This helps to keep everyone focused on solutions rather than obstacles.
- Address misinformation quickly. There will always be a tendency for misinformation to permeate engagements. LTD will try to stay ahead of this issue by consistently presenting facts and keeping them simple and straightforward.

Focus on Riders

LTD must focus on its core mission when it conducts outreach. The goals of what LTD aims to do – such as reducing emissions and congestion - are broad and can affect the larger community. But the core service LTD provides is primarily intended to benefit its riders. The rest of the community must also be included (see above) but present and future riders should be the focus.

Rider Engagement Tactics

- Use the UMO app as an engagement tool. The UMO app that LTD currently uses has features for community engagement including surveys, polling, and route-based messaging. LTD will use these tools as a strategic method of engaging existing riders.
- Go to the riders (and future riders). It is critical for LTD to meet their riders and potential riders where they are. Some tactics for doing to include intercept surveys, where LTD can go to a pre-existing community meeting, and on-board surveys, where LTD can meet people on the system and record their perspectives.
- Encourage Employees to Ride the system. LTD should incentivize and encourage all its employees to ride their own system as a method of getting the word out about future initiatives. Even informal interactions can be highly beneficial in engaging riders and fostering greater communication.
- Train front line workers on engagement. Front-line LTD staff, including bus operators, are natural ambassadors to the community. The more they can be trained to engage sensitively and respectfully with riders, the more of an asset they will become for LTD and the community.

Priority Strategies and Tactics
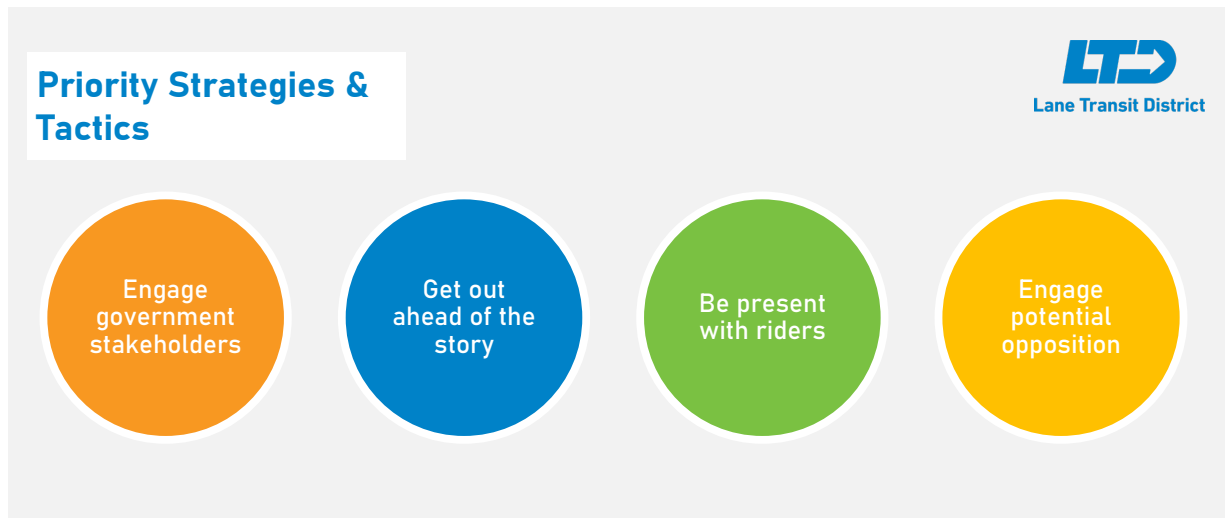
This Framework is intended to be more than a list of great ideas for better community engagement. LTD has limited resources and cannot do everything or be everywhere all at once. Therefore, they will need to prioritize their strategies and tactics to maximize their effectiveness. This prioritization is meant to be suggestive rather than prescriptive, as any given initiative is likely to require different priorities for engagement. However, below is a general recommendation for how to prioritize these efforts.

Engage Government Stakeholders

The CSC and other stakeholders consistently expressed the view that engaging early and often with other government agencies, especially cities, could drive more positive outcomes for overall LTD engagement. There is a feeling of untapped potential for LTD if they take a more active role in cultivating these relationships, especially when there is no specific project or initiative at stake, so that people in decision-making and leadership roles in their communities can become familiar with the workings of LTD. For many transit agencies, this kind of engagement occurs naturally because local officials are on the board of the agency. As LTD's board is appointed by the governor, and board members are not necessarily directly responsible to constituents in their communities, LTD staff needs to make an extra effort to foster this critical kind of engagement.

Get Out Ahead of the Story

The first time that the public or the media hear about an LTD project or initiative should ideally be a positive story. This is inherently challenging given that negative stories are often more compelling. But LTD can counteract this issue by getting information out regularly that helps get ahead of any given issue. For example, putting out specific information and data about budgeting and the budget process, ridership and other performance data, and upcoming initiatives can be a way to reduce surprises, increase

transparency, and make it more challenging for people to claim that they had no way of knowing what LTD has been doing. LTD should diligently pursue earned media and push their message in the community long before a project begins.

Be Present with Riders

One of the best engagement tools can be as simple as riding the system, talking to people, and getting regular feedback. LTD can find ways to incentivize office-based staff and the LTD Board to use the system regularly and standardize how they report back on potential improvements. In addition, LTD should conduct regular rider and employee surveys (employees are great sources of feedback because they are on the system regularly). These surveys should result in specific action items and follow-up that is publicized and demonstrates commitment to rider and employee needs. Finally, LTD can conduct intercept surveys and attend community meetings to reach non-riders and better understand their needs. All these efforts will bring LTD top of mind in the community and demonstrate their commitment to the public.

Engage Potential Opposition

There is always likely to be opposition to any major initiative in public transit because transit operates in a public sphere and inherently creates change. But opposition can be effectively managed by building and maintaining relationships and trust among those who might be most likely to oppose any given project or initiative. Some of this can be done even before launching a project, as the opposition can be predicted. Giving people advance notice, asking for their genuine feedback and what it would take to get them to support the project, and keeping them in the loop throughout the process can go a long way towards minimizing these challenges.

MEASURING PROGRESS AND SUSTAINING SUPPORT OVER TIME

This framework presents a cohesive set of ideas intended to improve community engagement. However, history demonstrates that even projects with full-throated community support can run up against roadblocks as time passes. Projects and initiatives can take a long time, and communities, circumstances, or finances can change dramatically during that time. Additionally, we heard repeatedly from stakeholders that "the proof is in the pudding" when it comes to this framework. This mean that while the framework represents a critical milestone achievement, its value is dependent on LTD measuring, evaluating, and communicating progress towards achieving the vision it outlines. The strategies for both measuring progress and sustaining support over time go hand-in-hand and are outlined below:

Establish benchmarks of success and report out regularly.

When a project or initiative begins, it will be critical to establish some consensus around goals upfront. This ensures that success is defined and builds support. LTD will need to build in clear and transparent milestones and benchmarks for any given project or initiative and so that the community can follow along. The benchmarks and milestones can change over time if the change and reason for such a change is also transparent. Having these benchmarks in place and tied to a specific timeline will help retain the community's confidence of the outcomes and the project's trajectory.

Additionally, LTD can consider utilizing a "scorecard" approach to evaluating progress, in which staff internally rate engagement performance on a specific project and also invite external stakeholders to rate LTD's performance. This would then compared and analyzed to understand where the greatest gaps are, and even evaluated over time as long as metrics are consistently measured. Assessments do not have to be limited to quantitative data and can also seek qualitative data such as stakeholder testimony and narrative feedback.

Foster continuous communication of information that is not necessarily project specific.

This idea is similar to the strategy outlined above of building trust in the community, but in this case it pertains to ensuring support over time. LTD should go directly into communities to listen and get feedback regularly at intercept style events where transit may not even be on the agenda. This can provide an opportunity to keep people informed and ensure that new community members can learn about ongoing LTD efforts.

Establish transparency in budgets and financial performance.

Lack of clarity in finances can often undermine trust, while transparency will do the opposite. Even when financial performance is worse than expected, communities will react better when they are fully informed about these challenges and see themselves as partners in understanding how any changes will impact a project and how to adapt if necessary. Support for a project or initiative can be sustained through this golden rule of transparency if it is in place from the very beginning.

Communicate early and often about the "why" of a project.

Too often in the public sphere, a project drags on and people forget why it was even being pursued in the first place. Keeping the agreed-upon goals front and center in a project can be a useful way to maintain support. However, this also means being flexible about changing the goals as the project evolves, and being transparent about why and how that might be happening.

Lean on the LTD Board and executive leadership.

The LTD Board can be an excellent resource for maintaining community support, as can the CEO and other executives. Even just making an appearance to address specific concerns, especially when the concerns come from a place of fear and misinformation, can make a big difference in terms of outcomes.

Update this framework regularly.

This framework must be a living document that changes as LTD employs it throughout Lane County. In addition to continuous improvement, LTD is committed to reviewing, re-evaluating, and updating this framework after five years of implementation. There will be progress and setbacks, wins and lessons learned, and all of this new data and information should be used to make ongoing changes to this framework. This will ensure that LTD maintains support by continuing to adjust its approach as circumstances and people change.

CSC members were asked for feedback on how to improve future iterations of the Community Steering Council. In the future, members would like more opportunities to meet or have longer meeting times to allow for deeper discussion. LTD should consider convening larger groups closer to 35 individuals. LTD can also consider leveraging sub-committees to allow CSC members to self-organize and focus on issues they are most passionate about. LTD should also consider more creative ways for the CSC to give feedback—such as e-mail, group chats, or survey forms. Finally, the Eugene-Springfield community is rich with incredible talent and perspectives, and LTD should strive to ensure diversity of participation, and ensure the CSC deliberately takes advantage of the wealth of knowledge and experience from the community.

APPENDIX

Communication and Engagement Survey Findings

LTD deployed a Communication and Engagement survey in September 2023. 913 surveys were completed in English and 43 surveys were completed in Spanish.

Past Experience Giving Feedback

- Close to 60 percent of survey respondents have never given feedback or input on any recent LTD project, such as TransitTomorrow, MovingAhead, or the Strategic Business Plan. A quarter of respondents were not sure or did not know if they have.
- When cross-tabulated based on frequency of ridership, those who rarely ride or never ride were more likely to have given feedback compared to frequent riders.
- When asked what has prevented them from engaging more, 64 percent of survey respondents were not aware of any LTD projects or initiatives. Close to 30 percent did not know how to give feedback, and close to 20 percent did not think their feedback would make a difference.
- When cross-tabulated based on frequency of ridership, those who rarely ride or never ride were more likely to think their feedback would not make a difference, compared to frequent riders.
- Spanish-survey respondents were more likely to believe their feedback would not make a difference (over 20 percent) compared to English-survey respondents (over 10 percent), and they were more likely to not know how to give feedback.

Staying Up to Date on LTD Projects or Initiatives

- When asked about what might best help them stay up-to-date on LTD projects or initiatives, survey respondents most preferred reading social media posts, receiving quarterly e-mail newsletters, seeing UMO App push notifications, and informal messaging at stations and on vehicles.
- When looking at Spanish-survey respondents only, while they preferred reading social media posts and receiving quarterly e-mail newsletters, they also preferred receiving text message/SMS notifications compared to English-survey takers.
- When looking at preferences of frequent riders only, frequent riders most prefer seeing UMO Mobility App push notifications, followed by social media posts and quarterly email newsletters.
- Non-riders most prefer quarterly email newsletters, social media posts, and flyers/postcards.

Preferences Around Engagement Activities

- When asked about which specific engagement activities, respondents most preferred 1) short, easy surveys that ask preferences on desired outcomes, 2) virtual online meeting formats with the ability to provide feedback and interact with staff, 3) flyers or mailers that give critical information; and 4) in-person open house with ability to review information, speak to staff, and provide input.
- When looking at only Spanish-survey respondents, they most preferred receiving flyers or mailers (20 percent), followed by short, easy surveys (17 percent), and in-person open houses (17 percent).

Staying Involved Through the Duration of an LTD Project or Initiative

- When asked about what would help stay involved through the duration of a project or initiative, survey respondents overwhelmingly selected receiving frequent and consistent updates on progress and why decisions were made. This was the most preferred option across all types of riders.
- However, when looking only at Spanish-survey respondents, respondents most preferred having a knowledgeable and responsive LTD staff member who they can contact if they have a question or comment.

Improving Convenience

- When asked how LTD can make participating in events and activities more convenient, survey respondents preferred more virtual and online engagement opportunities, followed by hosting meetings and events on weekends.
- When asked what time of day was most preferred for activities, late afternoon was most preferred by both English and Spanish survey respondents, as well as across all rider types.

Stakeholder Mapping Exercise

Over the course of several meetings, the Community Steering Council conducted an exercise in stakeholder mapping to consider how the interests, influence, and needs of various stakeholders may differ. The CBO Roundtable also reviewed and weighed in on this list. While it will not be possible for LTD to engage every single group on this list for every single project, plan, or normal course of business, this list serves as a reference for LTD staff (and their consultant teams) to think through the various individuals and groups that make up the fabric of Lane County and should be referred to at the start of any plan or project. This list is not intended to be exhaustive or all-encompassing, but it should be regularly updated and amended.

Community Groups:
Faith Leaders and Religious Groups
Neighborhood Organizations (23 Neighborhood Associations of Eugene)
Park & Recreation Districts and Centers (River Road Park, Willamalane Park and Recreation District, Eugene Rec)

Diverse and Minority Groups:
AARP
At-Risk Groups (15th Night, Looking Glass, United Way of Lane County, 410 Garfield Safe Sleep)
Differently-abled
Immigrants
Limited English Proficiency and/or Non-English Monolingual Groups
Limited Literacy
Minority Ethnic Groups (Plaza de Nuestra Comunidad, Eugene Springfield NAACP, Asian Pacific American Network of Oregon)
Women and Families

Education-Related:
Child-Care Providers
Connected Lane County
Early education and After School Programs
Higher Education (University of Oregon, Lane Community College, others)
Safe Routes to School Coordinators

School Districts (Staff and Students) of All Levels

Healthcare and Social Service Providers:
ARC of Lane County
Assisted Living Community Associations
Healthcare providers and large employers
Healthcare users
Lane Independent Living Alliance
McKenzie-Willamette Medical Center
Older adult care providers
PeaceHealth
Pearl Buck Center
Trillium Community Health Plan
Veterans' Services
Youth organizations and centers

Housing & Development:
Cornerstone Community Housing
Developers (Market rate, affordable, transit-oriented development)
Different housing tenure (homeowners, short-term, transition, housing insecure, homeless)
Home Builders/Construction
Lane County Housing Collaboration
Large Property Managers
Live Health LANE
ShelterCare

Popular Destinations
Venues
City Club

Public Sector Partners:
Central Lane Metropolitan Planning
Organization
Cities and Counties (City of Eugene, City
of Springfield, etc.)
Eugene Youth Advisory Council
Lane Council of Government (LCOG)
Oregon Department of Transportation
(ODOT)
Oregon Transportation Commission
Resiliency/Emergency Management
Agencies
Safety/Law Enforcement Agencies

Residents by Location:
Rural Residents
Suburban Residents
Urban Residents

**Those Directly Impacted by
Projects and Plans**

**Tourism & Economic
Development:**
Amtrak
Chambers of Commerce (Eugene Area
Chamber of Commerce, Springfield
Chamber of Commerce, Creswell,
Cottage Grove, Tri-County Chamber
(Junction City))
Employees as Users of Transit
Employers/Businesses (As Financial
Stakeholders)
Employers/Businesses (Linking
Employees to Transit)
Eugene Airport
Labor Unions
Lane Workforce Partnership

Rural Business Owners
Shopping Centers (Oakway Shopping
Center, Eugene Mall, Shoppes at
Gateway, Valley River Center)
Tourism Industry & Advocacy Groups
Tourists
Travel Lane County

Transportation Users & Advocacy:
Better Eugene Springfield
Transportation (BEST)
Better Housing Together
Drivers
Environmentalists
LTD Operators & Staff
Pedestrian and Active Transportation
Groups
Those Who Have Never Used Transit
Those Who No Longer Use Transit
Trade and Professional Groups Related
to Planning, Engineering, Building,
Architecture
Transit Riders (Commuters, Daily
Riders, Trip-Chainers, Intentional
Users, Those Who Can't Drive)

Tribal Community:
Burns Paiute Tribe
Confederated Tribes of Coos, Lower
Umpqua, and Siuslaw
Confederated Tribes of Grand Ronde,
Confederated Tribes of Siletz Indians,
Confederated Tribes of the Umatilla
Indian Reservation,
Confederated Tribes of Warm Springs,
Cow Creek Band of Umpqua Tribe of
Indians,
Coquille Indian Tribe
Kalapuya
Klamath Tribes

Community Steering Council (CSC) Membership

Amber Kelel*
Courtney Griesel
Daniel Padilla*
David Hill
DJ Andrews
Jon Belcher
Jordan Ackemann
Kaarin Knudson
Linda Duggan
Cami Thompson
Melinda Preciado
Michelle Hankes
Phil Farrington
Robert Canaga
Seth Sadofsky
Shaamahummed Shaik
Susan Blane
Tab Davis
*denotes co-chair

Background Interviewees

Carl Yeh
Crystal Polling
Deleesa Meashintubby
Greg Evans
Jenny Ulum
Marc Schlossberg
Matt Roberts
Mike Eyster
Rob Zako

Community-Based Organization Roundtable Participants

15th Night
AARP
ARC of Lane County
Equity and Community Consortium for Eugene
Eugene Springfield NAACP
Lane County Equity Program
Lane Independent Living Alliance (LILA)
Pearl Buck Center
United Way of Lane County

Acronyms

AAGR: Average Annual Growth Rate
BRT: Bus Rapid Transit
CBOs: Community-Based Organizations
CSC: Community Steering Council
EmX: Emerald Express
LTD: Lane Transit District

Comments Received & Responses

COMMENT RECEIVED	RESPONSE
Hello! Thanks so much for sharing this proposed framework! I've read through the plan and have a few comments/edits for LTD's consideration: Pg 3, 1st paragraph, last sentence reads "... build community trust and confidence in LTYD..." Should be LTD, correct? Pg 3, 2nd paragraph, 2nd sentence ends with "effectively/", (grammar) should be period (.) instead. Pg 3, 3rd paragraph, last sentence reads "...LTD hopes that this groundbreaking model for Eugene/Springfield could also prove to be a model..." suggest to replace with Lane County. Pg 7, under "Respectful" Style, last sentence referring to "LTD will be 'culturally' _____ and consider the diverse needs.. suggest adding "sensitive". Pg 9, under "Meaningful", last sentence refers to "obfuscation" - replace or define w/ plain language (i.e. obscurity, confusion) Pg 10, 1st paragraph, 3rd sentence: "..understanding the demographics of both Lane County of LTD riders..." - should be "and" Pg 11, "About LTD's riders", 2nd paragraph, 2nd sentence: "Individuals with incomes less than $10,000..." suggest adding to clarify "annual" incomes. Pg 11, "About LTD's riders" - several stats w/ various mentions of "percent" and "%", suggesting same consistent use of "%" for unified look. Pg 16, 1st paragraph,"...but those meetings are 'perfunctory'." -define or replace w/ plain language. Pg 18, 1st paragraph, last sentence, "LTD should aggressively pursue..." Suggest to	All of these edits were incorporated.

replace "aggressively" for proactively or diligently. Pg 19, under "Establish transparency in budgets and financial performance.", first word "Opacity..." Suggest using plain language, replace with unclear or uncertainty, non-transparency. Pg 19, same paragraph, 2nd sentence "and see themselves as partners in "tackling assessing" how any changes..." Suggest to remove "tackling", replace with understanding. Pg 22, Stakeholders, under "Tourism & Economic Development", Tourism Industry & Advocacy "Groups" is misspelled "Grgoups" Pg 22, Stakeholders, "Chambers of Commerce" could also include Creswell, Cottage Grove, Tri-County Chamber (Junction City) Pg 22, Stakeholders, suggest adding to include Lane Workforce Partnership (Tourism & Economic Development) and Connected Lane County (Education-Related) – David Hill, Community Steering Council	
Comment: on the following page under "Adaptable" for the Process engagement strategy, there is reference to use of technology. All of the above commentary, while on point, really "style" or manner of communications almost entirely when they are direct, face-to-face, and otherwise in person. Not sure how, or if, any changes are needed in either section, but seems like we should acknowledge that the style/manner in which LTD communications with any and everyone should apply whether in-person or through some other means. No doubt LTD can, should and will use the latest available technological methods to engage the public and stakeholders. Just seems like there should be some broader statement that LTD will be going out to meet people where they are, by whatever means and methods people are most	Comments received and incorporated. We added clarification that LTD would not rely only on technology to conduct engagement on page 15. Added clarification detail of what "stakeholders" are.

comfortable in engaging with LTD. Recall in our CSC meetings we had some discussion about those who are more introverted and aren't as comfortable even going out and attending, much less being vocal, in a face-to-face or group setting in person. Technology may be increasingly used to push information out – even despite the surprising stats about the percentage of riders who don't have smartphone capabilities – and to get input back. And while I'm not of the TikTok generation, use of social media and other means of modern technology, other than the UMO app, should be considered and used.

Comment: Seems like there should be something in the above relating to those who pay for LTD services – either at the farebox, through employer or employee payroll taxes, student fees, etc. That was covered nicely under the earlier "Funding" section, but should be tied here – as those who pay for the service are ultimately as key a set of stakeholders as the riders themselves.

Comment: ….and employer? Perhaps also survey employers?

Comment: This is a telling statistic. If nearly 2/3 of LTD riders don't even have a valid ODL, that indicates that the service is primarily catering to those who ride not by choice, but out of need. The mismatch with the outsized funding from employers contributes to some/much of the friction I think we've been seeing in recent years. Ideally transit can and will become a mode of choice not just necessity; and better link use of transit with employer needs.

Comment: ideally LTD Board members wouldn't need to be "leaned on" but would be advocates and champions, being

first to appear, being more the "face" of the organization than even the CEO and executives. As noted under Priority 3 above, it would be meaningful for staff and board to be regular riders as well. Walking the walk and riding the ride?! – Phil Farrington, Community Steering Council	
I appreciated reading through this document. I was pleased to see a realistic appraisal of the factors that affect trust in LTD's decision making and performance. Public involvement is not easy to do, and I hope that this thoughtful effort to commit to a process will bear fruit.	We appreciate your comment, and it has been noted.
On page 12, it says that "Males make up the largest share of fixed route riders overall." This is an important thing to call out. Consider including a note that compares this to the overall share of males/females in the service area rather than the overall share of males on RideSource. One takeaway from this observation is that women are not represented in LTD's ridership. This begs the question: why not, and what can LTD do to better serve women and families in our region?	Comment received and incorporated. We have added clarification to how the proportion of male riders compares to the general Lane County population. Your takeaway is right, which is why "Women and Children" are called out as a stakeholder group on page 27.
*Thank You LTD For Updating Community Outreach Framework & Offering That Via Website & Paperwork,Too! But, Although It indicates LTD is Interested in Public Opinions Regarding LTD, I'm Disappointed Regarding LTD Remodeling Plans Posted Showing (UniSex) Open Bathroom At New Lobby! So, I Respectfully Request LTD Not Do That! *Please Respect Needs Of Rape Victims, Elderly, Disabled & PoddyTraining Children & Replace Separate Men&Women & Family/All Gender Bathroom! *KelliAnn Stiles 4/9/24 4:55pm)	Thank you for your comment and engagement! We have passed on your comment regarding bathrooms to Joe McCormick, head of Planning and Development.
Instead of bus rapid transit, I prefer light rail.	We appreciate your comment.

I reviewed this document, and I have some thoughts about some of the tactics. I don't disagree with the tactics, but I think making them as equitable and inclusive as possible should be a goal. Here are a few suggestions to complement these tactics. 1. Consider rotating the ambassador role to provide opportunities for different voices to be heard. 2. Provide multiple avenues for feedback to accommodate different communication styles. And, translate communication to Spanish whenever possible.	Thank you for your comment and engagement! We have clarified that ambassadors would be LTD employees. We have also clarified that using a cultural lens for communication includes translating materials.
- Avoid acronyms without defining them (i.e., CBO appears on page 5 without a definition). - Include Safe Routes to School coordinators in list of Education-related stakeholders - Suggestion to show demographics of riders as charts rather than text.	Thank you for your comment and engagement! We have added an Acronym List to the appendix, and have added Safe Route to School Coordinators to the list of stakeholders. We have also added new charts to illustrate demographics of riders.
I liked how holistic the Community Outreach Framework was, it felt like everyone, including stakeholders and users, would be considered in the feedback. I hope to get more information in the future so I can continue to provide my insight about LTD and can be a more accessible transportation option for everyone!	Thank you for your comment and engagement! Continue to visit LTD.com/COCA for updated information.
This feels dense and challenging to read for most people. Create a high level overview that consolidates the guiding principals and the priorities on one page, so that it can be easily referenced. Create check-in points, or dates to revisit how well you are doing this. Edits/Typos: Cover page - comment period is through April 9, 2024, not 2024 page 19 - you encourage employees to ride the system. Rephrase so public understands Page 25 - Greg Evans instead of Evants	Thank you for your comment and engagement! We have incorporated your edits, and have added an Executive Summary that consolidates the guiding principles and priorities on one page. We have also clarified that in addition to continuous improvement, LTD will re-evaluate and re-examine the framework after five years of implementation.

#1 priority must be for safety . When I commented on the danger and drug issues of LTD being known as the DRUG EXPRESS, the comment I received in return is "it's a problem nationwide." BE THE CHANGE! Address the elephant in the room. Make safe ridership the # 1 priority.	Thank you for your comment.
BEST has long urged Lane Transit District (LTD) to engage more effectively with the public it serves. Indeed, BEST formed in 2012 in response to LTD's failure to gain sufficient public support for its plans to extend EmX bus rapid transit to west Eugene. Under the leadership of CEO Jameson Auten, who joined the agency in November 2022, LTD is taking concrete steps to be more responsive to the public. In particular, LTD recently released for public review a draft Community Outreach Framework. The core of the Framework is a set of guiding principles for building trust and confidence in LTD's efforts to serve the public, making LTD a more effective organization for the region. The Framework is not set in stone. Rather the Framework is intended to be "a living document" that is "community driven" and "inherently flexible." BEST applauds LTD's direction and supports the LTD Board of Directors later this spring adopting the Framework to guide LTD's work going forward. If the Framework is a recipe, then the proof will be in the pudding of how it is carried out.	Thank you for your comment.
[…]I was a Eugene City Councilor of 10 years and I was removed from office by a recall that was inspired by the fact that LTD and the City of Eugene made a decision to pursue the idea of BRT on River Road major corridor on ward I represented. I think this is an impressive plan and I am impressed with the results	Comment received and incorporated.

of the committee you put together I think they hit some real key points I like the draft principles and the four key strategy/tactics. I am going to say one thing and make a personal comment. I think it is important to engage potential opposition. I think one principles outlined was respectful dialogue. I think you may find some members of opposition may not be willing to engage in a respectful manner. I want to push back on talking point that this transit district is more beholden to businesses because that is how we chosen to fund this. I think that is a false framework. The businesses that we are frequented by and the cost of that funding tax is passed on I would guess passed on to consumers and folks that use the services of buses. This is a transit district. I believe public transit benefits community and is owned by entire community and I want to make that emphatic statement. -Claire Syrett, Strategic Planning Committee	
Marty Gaiter, SPC. Have a question just from my old days of marketing, TV/news [..] Worked in marketing dept. We used to have focus groups where we found out what they wanted to watch. What we would always do […] is have a liaison from different departments to bridge the info. What I am concerned about is we have all these different pockets of groups. […] There is a lot of different groups. How are you bridging all that? -Marty Gaiter, Strategic Planning Committee	Comment received and incorporated.
One tactic was to be present with riders. Do they feel as if LTD is a bit distanced from riders themselves? Trying to get a better sense of what you were looking at or what you were talking about. […] Vidal Frances, Strategic Planning Committee	Comment received and incorporated.
Thank you for presentation of this work. This sounds like best practices in the industry and good principles for how to engage the community. So thank you for that. I'm going to anticipate the Board	Comment received and incorporated.

will adopt this framework as presented or slightly tweaked. I guess I'm curious in what comes next because it is a set of principles […] The proof is in pudding. How does LTD actually engage these principles to do things differently along River Road around MovingAhead. Have some ongoing conversations with community. Will be interested in how this plays out differently than in the past. - Rob Zako, Strategic Planning Committee	