

**Lane Transit District
Strategic Plan
2007**



INTRODUCTION

Lane Transit District plays a key role in maintaining a high quality of life in the Eugene-Springfield metropolitan area and surrounding communities. LTD provides mobility for those who have limited transportation options and provides an attractive transportation option that helps the community's transportation network operate more efficiently.

LTD provides many services for the community, including:

- Fixed route bus service
- RideSource (demand-response service for people with disabilities)
- Ridesharing (carpool matching services)
- Vanpools
- Commuter Solutions program
- EmX bus rapid transit service
- Special event service

This Strategic Plan provides tactical direction for the District's activities and programs. The Plan includes the District's vision, mission statement, core values, and guiding principles that were established in 2001. The Strategic Plan is oriented around five goal statements that support the District's Mission Statement. Each goal statement is supported by short-term and long-term strategies and includes performance goals.

The Strategic Plan is a dynamic plan that is meant to be updated at regular intervals. This update, adopted in January 2007, was a "minor" update. There was no change in the vision, mission statement, core values, guiding principles, and the five goal statements. The only changes were in the short-term and long-term strategies and the performance goals.

LANE TRANSIT DISTRICT VISION

To be the best transit system in North America.

LANE TRANSIT DISTRICT MISSION

Your partner for a livable community

We enhance the community's quality of life by:

- ❖ Delivering reliable public transit service
- ❖ Offering innovative service that reduces dependency on the automobile
- ❖ Providing progressive leadership for the community's transportation needs

LANE TRANSIT DISTRICT CORE VALUES

- ❖ **TEAMWORK** – Working together makes sense. Teamwork helps us to achieve our mission
- ❖ **RESPECT** – We are committed to treating everyone with respect and dignity.
- ❖ **HONESTY** – We are credible, reliable and hold the highest standards of ethical conduct.
- ❖ **INTEGRITY** – We are unshakeable in our integrity and commitment to our Vision, Mission, Values, and Guiding Principles.
- ❖ **ACCOUNTABILITY** – We are accountable for our resources, actions and outcomes.
- ❖ **COMMITMENT** – We are dedicated to our important mission.

LANE TRANSIT DISTRICT GUIDING PRINCIPLES

- ❖ **Safety:** People may assume that LTD is safe. We make every effort never to fail them in that responsibility. LTD will have safe employees, practices, vehicles, equipment, and facilities.
- ❖ **Courtesy:** LTD shall treat all people who come in contact with our organization with courtesy. We are sincerely committed to providing comfortable, friendly services.
- ❖ **Efficiency:** We will never stop improving. The LTD Team will continue to find ways to provide innovative transportation solutions while improving productivity and effectively managing public funds. We are deeply committed to delivering efficient services that promote the sustainability of our communities.
- ❖ **Image:** LTD represents the quality of the communities we serve. We have pride in our appearance and demeanor, and create professional facilities and services which makes riding the bus an attractive option..

Strategic Goal Statements:

- ❖ DELIVER RELIABLE PUBLIC TRANSPORTATION SERVICE
- ❖ DEVELOP INNOVATIVE SERVICE THAT REDUCES DEPENDENCY ON THE AUTOMOBILE AND MAXIMIZES RIDERSHIP
- ❖ MAINTAIN LTD'S FISCAL INTEGRITY
- ❖ PROVIDE LEADERSHIP FOR THE COMMUNITY'S TRANSPORTATION NEEDS
- ❖ DEVELOP A WORKPLACE ENVIRONMENT THAT ALLOWS EMPLOYEES TO SUCCEED

LANE TRANSIT DISTRICT STRATEGIC PLAN GOALS

GOAL: DELIVER RELIABLE PUBLIC TRANSPORTATION SERVICE

Provide high-quality, effective, safe, and reliable service that meets the community's mobility needs and maximizes ridership.

Performance Objectives:

- ❑ Increase ridership by three percent in FY 2006-07, and by two percent in FY 2007-08 and FY 2008-09
- ❑ Increase per-capita ridership by one percent per year
- ❑ Increase system productivity by one percent per year
- ❑ Reach and maintain on-time performance of 90 percent at key timepoints system-wide

Short-Term (1 to 3 year) Implementation Strategies:

1. Improve service reliability:
 - Assume a one percent service increase in FY 07-08 and beyond to address service problems.
 - Review current performance standards used in identifying service reliability needs.
2. Improve fleet maintenance reliability:
 - Implement a revised maintenance plan
 - Expedite the completion of deferred maintenance
3. Continue investment in facilities maintenance to preserve and maximize the useful life of the District facilities.
4. Use APC data to provide route segment and stop-level analysis.
5. Improve the efficiency of the fixed-route system.
6. Maintain a plan to optimize the fleet composition consistent with LTD's service goal.
7. Pursue signal priority to service outside of EmX corridors
8. Continue to promote the system to potential users
9. Maintain special events service
10. Conduct a Comprehensive Service Redesign, including the implementation three Bus Plus corridors, to be in service in fall 2008.
11. Develop a staff training plan for technology implementation
12. Develop a plan to guide facility improvements for the next 4 to 6 years
13. Develop RideSource Efficiency & Productivity Standards
14. Develop a Coordinated Human Services Plan that allows the District to pursue additional funding for service (e.g., job access and reverse commute funds, new freedom funds)

Long-Term (4 to 10 year) Implementation Strategies:

- ❑ Increase service as necessary to maintain an acceptable level of reliability
- ❑ Maintain a plan to optimize the fleet composition consistent with LTD's service goal
- ❑ Pursue signal priority to service outside BRT as part of a Bus Plus service improvements
- ❑ Consider service enhancements to respond to community population and employment growth

GOAL: DEVELOP INNOVATIVE SERVICE THAT REDUCES DEPENDENCY ON THE AUTOMOBILE

Provide high-quality, convenient service that attracts new riders, including those who have access to an automobile, in order to help the community meet its current and future transportation needs. Bus rapid transit (BRT) is a key innovative transit strategy that is intended to increase the transit mode share, particularly on congested corridors.

Performance Objectives:

- Increase peak-hour transit ridership on congested corridors by two percent per year
- Increase ridership on the Franklin EmX by ten percent in the first year of operation, when compared to ridership on the #11 Thurston prior to EmX.
- Increase the number of “choice riders” (those who could have used an automobile for their trip) by one percent per year.

Short-Term (1 to 3 year) Implementation Strategies:

1. Evaluate the Franklin EmX Corridor during the first year of operation
2. Develop seamless system integration with EmX, including design of complimentary neighborhood connector service for each corridor
3. Pursue implementation of the Pioneer Parkway EmX Corridor. Actions for 2007 include:
 - Secure federal funding
 - Begin design work
4. Select and begin planning for the third EmX corridor
5. Implement real-time passenger information on the Franklin EmX Corridor.
6. Support nodal development and transit-oriented land uses
7. Integrate transit planning with land use efforts and planning for other transportation modes
8. Continue the implementation of the Congestion Mitigation Program
9. Track TransPlan Performance Measures for transportation demand management (TDM) and transit
10. Implement independent telephone services

Long-Term (4 to 10 year) Implementation Strategies:

- Construct an additional complete EmX corridor as dictated by funding and community support.
- Reshape the service system with EmX system expansion
- Explore new types of services for future implementation

GOAL: MAINTAIN LTD'S FISCAL INTEGRITY

A fiscally responsible plan should meet both short- and long-range operational and capital needs within a planning horizon defined by the Long-Range Financial Plan (LRFP). In addition, LTD's ability to obtain advantageous financing for its capital agenda will depend on the quality of the Long-Range Financial Plan. The ability to develop new sources of funding for capital and expand resources for operational support will be critical to LTD's continued success. In addition, LTD will be a prudent and conscientious custodian of public funds.

Performance Objectives:

- Maintain or lower the current cost per mile (with adjustments for inflation)
- Maintain or lower the current cost per boarding (with adjustments for inflation)
- Maintain administrative overhead expenses to no more than 20 percent of the General Fund budget.
- Obtain unqualified annual independent audits.

Short-Term (1 to 3 year) Implementation Strategies:

1. Maintain a viable Long-Range Financial Plan and Capital Improvements Program (CIP)
2. Pursue federal funding for capital projects, including EmX system build-out
3. Pursue established and new sources for federal, state, and local funding
4. Implement the payroll tax increase approved by the LTD Board in 2005
5. Use transfers from the General Fund to provide the local match for FTA formula (5307) funds
6. Use funds from other sources (not LTD General Fund) to provide the local match for the third EmX corridor
7. Assess and adjust as necessary the needed contribution to LTD's pension plans
8. Review and adjust fares consistent with the Fare Policy
9. Negotiate an appropriate labor contract

Long-Term (4 to 10 year) Implementation Strategies:

- Adjust fares consistent with the Fare Policy
- Seek federal funds through annual appropriation process
- Continue to explore local, state, and federal funding options
- Maintain a eight-year window of a 20-year LRFP
- Consider all options for the financing of vehicles and capital projects
- Continue advocating for a regional, coordinated investment strategy to maximize the benefit of state and federal dollars coming into the region
- Maintain unqualified annual independent audits, triennial FTA reviews, and NTD audits with minimal or no findings, and qualify for the GFOA reporting excellence award annually
- Complete the ten-year implementation of the payroll tax increase authorized by the legislature in 2003

GOAL: PROVIDE LEADERSHIP FOR THE COMMUNITY'S TRANSPORTATION NEEDS

Success is more readily achieved when there are partners committed to the same goal. In Oregon, where the road fund is limited in both scope and amount, promoting investment decisions to benefit travel modes beyond the automobile is a significant transportation agenda.

Performance Objectives:

- ❑ Maintain or improve "good to excellent" ratings on LTD community surveys
- ❑ Maintain or increase staff and board member involvement on key local committees

Short-Term (1 to 3 year) Implementation Strategies:

1. Provide community leadership in developing multi-modal transportation solutions:
 - Provide consistent leadership and participation at Metropolitan Policy Committee (MPC) meetings
 - Utilize available forums for LTD participation in community transportation planning
2. Strengthen LTD's partnerships with government agencies:
 - Federal Transit Administration (FTA) Region X
 - State and local governments, ODOT
 - Legislative agenda
3. Grow the visibility of LTD Board members in the community
4. Maintain LTD's profile/involvement in community activities
5. Continue effective participation in long-range land use and transportation planning
6. Build new partnerships/allies in the FTA D.C. office and congressional staff offices
7. Optimize coordinated investment strategies that benefit transit (including local STP programming)
8. Develop and begin implementation of a Sustainability Plan for District operations
9. Take a leadership role in implementing TDM strategies
10. Conduct annual or biennial Board self-evaluations based on strategic planning goals

Long-Term (4 to 10 year) Implementation Strategies:

- ❑ Develop knowledge of transit benefits through school education programs
- ❑ Continue to increase the Board's profile in the community
- ❑ Conduct periodic community-wide market research surveys
- ❑ Address the changing demographics of the community
- ❑ Promote partnering with public agencies and community groups
- ❑ Continue partnering with FTA
- ❑ Transition to clean, alternative fuel technology for all the fleet, consistent with LTD policy

GOAL: DEVELOP A WORKPLACE ENVIRONMENT THAT ALLOWS EMPLOYEES TO SUCCEED

The quality of the workplace environment is central to LTD's success. By working together, we share the tasks and the rewards and recognition of the outcomes. We are mutually committed to our goals because we believe in the principles and the values they represent.

Performance Objectives:

- ❑ Reduce negative employee turnover (employees who leave for reasons other than retirement or forced termination)
- ❑ Improve workplace safety by reducing the number of accidents, the time loss days, and the total cost of accidents
- ❑ Improve workplace morale as measured by internal opinion surveys

Short-Term (1 to 3 year) Implementation Strategies:

1. Implement a program to enhance employee health and morale:
 - Institute a comprehensive employee communications approach.
 - Create or reinstitute a comprehensive rewards and incentive program.
 - Create a comprehensive program to support employee training and skill development.
 - Expand health programs to include health education and injury prevention.
2. Support an active and viable Employee Council.
3. Maintain a positive relationship with ATU.
4. Create a dynamic internal communication process.
5. Support the LTD Diversity Council activities.
6. Develop an organizational succession plan.

Long-Term (4 to 10 year) Implementation Strategies:

- ❑ Implement a dynamic communications process
 - ❑ Implement a comprehensive employee development program
 - ❑ Maintain a positive relationship with ATU
 - ❑ Maintain a positive relationship with the Employee Council
 - ❑ Continue to build employee morale
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