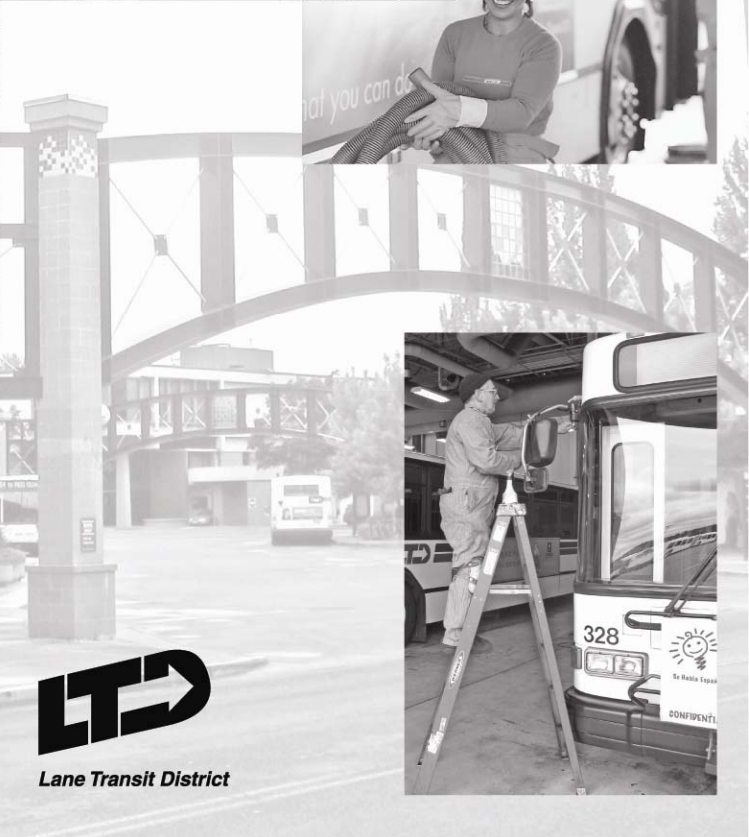




# The LTD ROAD MAP



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## INTRODUCTION

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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 an attractive transportation option that helps the community’s transportation network operate more efficiently. Transit is also a critical element in achieving the community’s sustainability goal and in reducing the region’s emission of greenhouse gases.

LTD services to the community include:

- The Bus! (fixed-route bus service)
- *Breeze* shuttle service
- EmX bus rapid transit service
- Event shuttle service
- Commuter Solutions program (carpool, vanpool, employer programs)
- *RideSource* (demand-response service for people with disabilities)

The LTD Road Map provides a basis for who we are and where we want to go. This document includes our Vision Statement, our Mission Statement, Our Core Values, the statements that make up the LTD Brand (Our Position, Our Personality, and Our Promise), and our Strategic Goals. Within the six Strategic Goals are short-term and long-term strategies that provide tactical direction to guide the District’s activities and programs in order to achieve the desired goals and objectives.

The components of The LTD Road Map are dynamic and meant to be updated annually.

## **VISION STATEMENT**

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To provide the best public transportation services imaginable.

## **MISSION STATEMENT**

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LTD enhances the community's quality of life by:

- ❖ Delivering reliable, responsive, and accessible public transportation services
- ❖ Offering innovative services that reduce dependency on the automobile
- ❖ Providing progressive leadership for the community's transportation needs

## **OUR CORE VALUES**

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### **Work Together**

We work, help, and communicate effectively with others in our workplace and our community, and we treat all people with whom we come in contact with respect, courtesy, and dignity.

### **Take Initiative**

We offer creative and workable solutions to present and future challenges and processes, we take opportunities to grow personally and professionally, and we encourage others to do the same.

### **Be Professional**

We show pride in our appearance, attitude, actions, work, and in the quality of our equipment and facilities.

### **Practice Safety**

We keep a safety awareness and act when necessary in order to maintain safe services, vehicles, equipment, facilities, and a safe work environment.

## THE LTD BRAND COMPONENTS

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The LTD Brand Components are the basis of who we are. It is comprised of the Position, Personality, and Promise of our organization.

## OUR POSITION

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### The Best Way to Connect

It is LTD's essential purpose to provide a service of transporting and connecting people with family, friends, colleagues, work, school, shopping, and entertainment, as well as with other important people, places, or events. Because of the many transportation services we provide, we consider Lane Transit District to be "**The Best Way to Connect**" throughout our community.

The word and concept "best" has many meanings. When comparing our transportation options with dependency on the single-use automobile, our services are:

- Better for the environment
- Better for community building
- Better for avoiding traffic and parking frustrations
- Better economically--considering vehicle expenses and parking costs

The word and concept "connect" has many positive connotations, as well. The services LTD provides allow individuals from all walks of life to:

- Connect with their community
- Connect with others
- Connect with themselves (time to relax, dream, read, write, or work)
- Connect with nature and the environment

Our position rationale of "The Best Way to Connect" is achieved by our experience and commitment to Lane Transit District's Vision, Mission, Core Values, and Strategic Goals.

## OUR PERSONALITY

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Our personality as an organization is the result of the unifying traits of every LTD employee. The words that best represent Our Personality are:

- Caring
- Reliable
- Welcoming
- Capable
- Innovative

These personality traits are the basis for how we work, communicate, interact, and relate with each other, as well as with the public we serve. They also serve as a guide in the development of employee programs, work plans, training materials, and marketing materials.

## OUR PROMISE

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The LTD Promise is the standard that we strive to achieve and is our commitment to the type of experience you can consistently expect from us.

Based on this, **we promise to do everything possible to give you a great transportation experience, every time.**

This promise applies to your entire experience, including the transportation service provided, the customer service received, and the cleanliness and reliability of our equipment and facilities.

## **OUR STRATEGIC GOALS**

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### **Goals**

Six long-term strategic goals have been established to serve as a basis in realizing the components of The LTD Road Map.

1. Deliver reliable public transportation service.
2. Develop innovative services that reduce dependency on the automobile.
3. Maintain LTD's fiscal integrity.
4. Provide leadership for the community's transportation needs.
5. Develop a supportive workplace that fosters the success of all employees by providing an environment that encourages strong working relationships and offers opportunities to learn and grow.
6. Instill in each employee an active awareness of Our Position, Our Personality, Our Promise, and Our Core Values in order to help ensure that these are part of LTD's everyday practices.

### **Goal Performance Objectives and Implementation Strategies**

To serve as directives and guides for accomplishing our goals, short-term (1 to 3 years) and long-term (4 to 10 years) strategies have been developed. Following is a restatement of each goal, along with the accompanying performance objectives and strategies.

## **GOAL 1: 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 3 percent per year.
- ❑ Increase per capita ridership by 1 percent per year.
- ❑ Increase system productivity by 1 percent per year.
- ❑ Reach and maintain on-time performance of 90 percent at key timepoints system-wide.
- ❑ Increase RideSource rides per hour by 1 percent

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

1. Improve service reliability:
  - Make service adjustments annually to address problems regarding schedule adherence and overloaded trips.
  - 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 Automatic Passenger Count (APC) data to provide route segment and stop-level analysis to improve efficiency of the fixed-route system.
5. Develop a Springfield route redesign in preparation for expanding EmX service along Pioneer Parkway.
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:
  - Implement a targeted senior individualized marketing program if grant funding becomes available.
  - Provide riding incentives for youth riders during the summer.
9. Maintain special events service consistent with new charter rules.
10. Develop an operational plan for the new University of Oregon (UO) basketball arena.
11. Develop a staff training plan for technology implementation.
12. Develop a plan to guide facility improvements for both the short term (4 to 6 years) and the longer term (up to 20 years).
13. Develop RideSource efficiency and productivity standards.
14. Complete implementation of the RideSource Call Center.

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

1. Increase service as necessary to maintain an acceptable level of reliability.
2. Maintain a plan to optimize the fleet composition consistent with LTD's service goal.
3. Pursue signal priority for service outside bus rapid transit as part of Busplus service improvements.
4. Consider service enhancements to respond to community population and employment growth.

## **GOAL 2: 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 3 percent per year.
- ❑ Increase the number of “choice riders” (those who could have used an automobile for their trip) by 2 percent per year.
- ❑ Increase ridesharing in the community (including vanpools) by 3 percent per year.

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

1. Evaluate the Franklin EmX Corridor to identify changes in rider demographics and travel behavior over time.
2. Complete design work and start service on the Pioneer Parkway EmX Corridor by the end of 2010.
3. Design complementary neighborhood connector service for the Pioneer Parkway EmX corridor.
4. Continue planning work on the West Eugene EmX:
  - Select Locally Preferred Alternative and complete Draft EIS by Spring 2009.
  - List project in the new Federal Surface Transportation Bill.
5. Implement real-time passenger information on the Franklin EmX Corridor.
6. Research and evaluate a redesign of current fixed-route service using a crosstown corridor service design.
7. Support nodal development and transit-oriented land uses.
8. Integrate transit planning with land use efforts and planning for other transportation modes.
9. Continue the implementation of the Congestion Mitigation Program.
10. Track TransPlan performance measures for Transportation Demand Management (TDM) and transit.

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

1. Construct an additional complete EmX corridor as dictated by funding and community support, with the intention of implementing one corridor with each new Federal Surface Transportation Bill, which occurs every six years.
2. Reshape the service system with EmX system expansion.
3. Explore new types of services for future implementation.

### **GOAL 3: 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 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 (LRFP) and Capital Improvements Program (CIP).
2. Pursue established and new sources for federal, state, and local funding for both capital and operating needs.
3. Implement the payroll tax increase approved by the LTD Board in 2005.
4. Use transfers from the General Fund to provide the local match for FTA Formula (5307) funds.
5. Pursue state or local matching funds for the West Eugene EmX corridor.
6. Assess and adjust as necessary the needed contribution to LTD's pension plans.
7. Review and adjust fares consistent with the Fare Policy.
8. Negotiate an appropriate labor contract.

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

1. Adjust fares consistent with the Fare Policy.
2. Seek federal funds through annual appropriation process.
3. Continue to explore local, state, and federal funding options.
4. Maintain an eight-year window of a 20-year LRFP.
5. Consider all options for the financing of vehicles and capital projects.
6. Continue advocating for a regional coordinated investment strategy to maximize the benefit of state and federal dollars coming into the region.
7. Maintain unqualified annual independent audits, triennial Federal Transit Administration reviews, and National Transit Database audits with "Minimal Findings" or "No Findings," and qualify for the Government Finance Officers Association Reporting Excellence award annually.
8. Complete the 10-year implementation of the payroll tax approved by the Board in 2005.

#### **GOAL 4: 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
3. Grow the visibility of LTD Board members in the community, including greater participation in neighborhood meetings.
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, Washington, D.C., office, and congressional staff offices.
7. Optimize coordinated investment strategies that benefit transit, including local Surface Transportation Program (STP) programming.
8. Complete (Refine?) and implement the District's Sustainability Plan.
9. Maintain a leadership role in implementing Transportation Demand Management strategies.
10. Conduct annual or biennial Board self-evaluations based on the strategic goals.

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

1. Develop knowledge of transit benefits through school education programs.
2. Continue to increase the Board's profile in the community.
3. Conduct periodic community-wide market research surveys.
4. Address the changing demographics of the community.
5. Promote partnering with public agencies and community groups.
6. Continue partnering with the FTA.
7. Transition to vehicles that produce fewer emissions.

**GOAL 5: DEVELOP A SUPPORTIVE WORKPLACE THAT FOSTERS THE SUCCESS OF ALL EMPLOYEES BY PROVIDING AN ENVIRONMENT THAT ENCOURAGES STRONG WORKING RELATIONSHIPS AND OFFERS OPPORTUNITIES TO LEARN AND GROW.**

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, time-loss days, and total cost of accidents.
- ❑ Improve workplace morale as measured by internal opinion surveys.
- ❑ Improve employee health as measured by health plan usage and "presenteeism."

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

1. Implement a program to enhance employee health and morale:
  - Institute a comprehensive employee communications approach.
  - Implement 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 the ATU.
4. Review internal communication processes and consider the development and implementation of an intranet.
5. Support the LTD Diversity Council activities and implement the LTD Diversity Plan.
6. Continue Development of an organizational succession plan.

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

1. Implement a comprehensive employee development program.
2. Maintain a positive relationship with the ATU.
3. Maintain a positive relationship with the Employee Council.
4. Continue to build employee morale.
5. Implement a comprehensive employee health insurance program.

**GOAL 6: INSTILL IN EACH EMPLOYEE AN ACTIVE AWARENESS OF OUR POSITION, OUR PERSONALITY, OUR PROMISE, AND OUR CORE VALUES IN ORDER TO ENSURE THAT THESE ARE PART OF LTD'S EVERYDAY PRACTICES.**

LTD's Position, Promise, Personality, and Core Values are the essence of LTD. Taken in aggregate they provide definition to the LTD Brand. The work of this goal is to integrate these Brand Components throughout the organization.

**Performance Objectives:**

- Increase internal awareness of the LTD Brand and reinforce LTD's position as "The Best Way to Connect" by ensuring that 100 percent of employees are provided information and training.
- Increase LTD's "Good to Excellent" rating by meeting and exceeding the needs and expectations of customers.
- Decrease customer complaints and increase customer compliments.

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

1. Conduct an annual review of *The LTD Road Map*, including the LTD Brand Components, to ensure integration of personality traits (caring, reliable, welcoming, and capable) into everyday practices.
2. Better communicate LTD's Brand Components and vision to the community through marketing materials, sponsorships, and event participation.
3. Integrate The 10 LTD Valued Competencies and LTD Brand Components into LTD operations, and develop the means to measure success.
4. Integrate The 10 LTD Valued Competencies and LTD Brand Components into LTD employee training.
5. Conduct internal periodic surveys and/or interviews to measure understanding, awareness, and consistent application of the Brand Components.
6. Conduct periodic customer research to measure understanding and awareness of the LTD Brand Components.
7. Continue the Brand Committee, with individuals from each department, to review this document and act as representatives of Our Core Values and Brand Components. Document revision meetings will be completed in July or August of each year in order to prepare a draft document for the fall Leadership Council retreat.
8. Expand the quality and frequency of actions taken by every person at every level of the organization to ensure that LTD is perceived to be "caring, reliable, welcoming, and capable."

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

1. Annually update The LTD Road Map.
2. Provide ongoing communication of LTD's Vision and Brand Components to employees and the community.
3. Monitor understanding of the LTD Vision and Brand Components through internal and external surveys.