



Lane Transit District

STRATEGIC BUSINESS PLAN

Strategic Business Plan **Overview**

In 2021, Lane Transit District's (LTD) Board of Directors adopted the organization's first [Strategic Business Plan \(SBP\)](#). The plan focuses on four key outcome areas:

- **Customer Satisfaction**
- **Community Value**
- **Employee Experience**
- **Financial Health.**

The SBP is assessed and updated annually to match planning efforts with revised financial strategies. Alignment with LTD's Board-adopted Community Investment Plan (CIP), Long-Range Financial Plan (LRFP), and Annual Budget ensures organizational accountability and long-term sustainability.

This approach results in:

- Better service to our community due to more stable operational capacity.
- Improved customer service and community relations.
- Collaboration with stakeholders to define community priorities and track progress toward desired outcomes.

LTD's updated 2026-2028 SBP is designed to deliver value to Lane County residents. Through efforts like Connect 2045 and strategic investments in our customer and employee experiences, this plan is a commitment to mobility in Lane County and resiliency for serving current and future generations of Lane County residents, families, and businesses.

“ Strategy equals direction. Without it, we're just reacting. Whether you're behind the wheel, at a desk, or on a ladder, your work powers our mission to connect the community. Let's build the future together. ”

— **Jameson Auten**
LTD Chief Executive Officer



Mission. Vision. Values.

The Foundation of LTD's Culture

Mission

Connecting our Community

Vision

In all that we do, we are committed to creating a more connected, sustainable, and equitable community.

Values

LTD is guided by our six core organizational values:

- Respect
- Integrity
- Innovation
- Safety
- Equity
- Collaboration



Strategic Work Focus Areas

LTD's strategic work is structured into four focus areas — **Community Value, Customer Satisfaction, Employee Experience, and Financial Health**. Actions define the steps LTD is taking to support each focus area. Specific department owners have oversight and accountability in achieving individual tactics. These stretch across the organization and help to ensure that cross-functional teams are collaborating efficiently.



Community Value Initiatives

Deliver strong value to riders and the broader community through our services, as communicated in LTD's annual impact report.

LED BY: Joe McCormack, Chief Development Officer

Continue Implementing 2024 System Review Final Plan Recommendations

Impact: Align LTD services with community's needs, and improve access to education, healthcare, jobs, and housing.

Ownership: Planning
Collaborators: Operations

Hold Annual Stakeholder Event

Impact: Engage community and business leaders for an annual celebration of LTD's accomplishments and look ahead to future projects.

Ownership: Marketing & Communications and Executive Office
Collaborators: Planning

Publish Annual Impact Report

Impact: Increase understanding among community and business leaders of the value provided by LTD.

Ownership: Marketing & Communications and Executive Office
Collaborators: Business Intelligence (BI)

Initiate and Begin Implementing "Connect 2045," LTD's Long-Range Mobility Plan*

Impact: Establish a vision for the future of mobility in Lane County, guiding investments and development over the next 20 years.

Ownership: Planning
Collaborators: Marketing & Communications and Finance

Design and Implement Pilot Projects (e.g., Downtown Loop, Rural Shuttle, ATTAIN Bethel)*

Impact: Pilots improve transportation access in both rural communities and downtown Eugene, connecting people to services.

Ownership: Planning and Mobility Services
Collaborators: Facilities, Operations, and Finance

Complete Fare System Road Map and Begin Implementing Recommendations*

Impact: Improve seamless travel experiences between modes and services. (Current system is aging and tech is outdated.)

Ownership: Planning
Collaborators: Intelligent Transportation Systems (ITS) and Mobility Services

Establish Continuity of Operations Plan

Impact: Ensure LTD can maintain critical services during and after an unexpected disruption.

Ownership: Operations
Collaborators: ITS and Facilities

Update Fixed Route Service Policy**

Impact: Increase transparency around fixed route service decisions and performance metrics, revision of Title VI analysis.

Ownership: Planning
Collaborators: Mobility Services

Update Coordinated Public Transit Human Services Transportation Plan

Impact: Plan lays the groundwork for projects and programs that will better serve populations of older adults and people with disabilities.

Ownership: Planning
Collaborators: Mobility Services

Begin Assessment for RideSource Facility Expansion*

Impact: Increase the capacity and functionality of the existing RideSource facility to better support growing demand, and support more reliable and responsive paratransit services for riders.

Ownership: Facilities
Collaborators: ITS and Operations

Maintain Work Plans Across Facilities State of Good Repair (e.g., Stations, Stops, Buildings)*

Impact: LTD invests \$3+ million annually to keep facilities in state of good repair, maintaining the customer experience of a clean, modern transit system.

Ownership: Facilities
Collaborators: Operations

Overhaul Fleet Fluid Management System*

Impact: Modernize aging fuel system, critical to LTD's daily service delivery.

Ownership: Fleet
Collaborators: ITS

Improve Travel Along EmX Through Planning and Partnerships (e.g., Frequent-Transit Network Studies)*

Impact: Increase fast, reliable service in the heaviest travel networks.

Ownership: Planning
Collaborators: Operations

Initiate Fiber Mapping and Replacement*

Impact: Increase efficiency and redundancy across LTD's digital network.

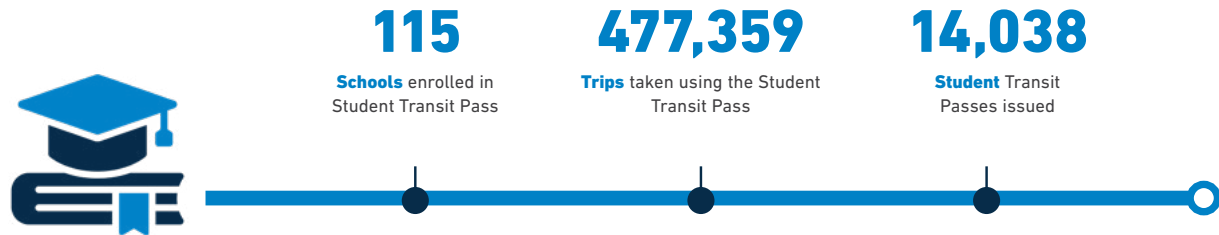
Ownership: IT
Collaborators: Facilities

* Initiative outlined in the FY 2027-36 Community Investment Plan (CIP)

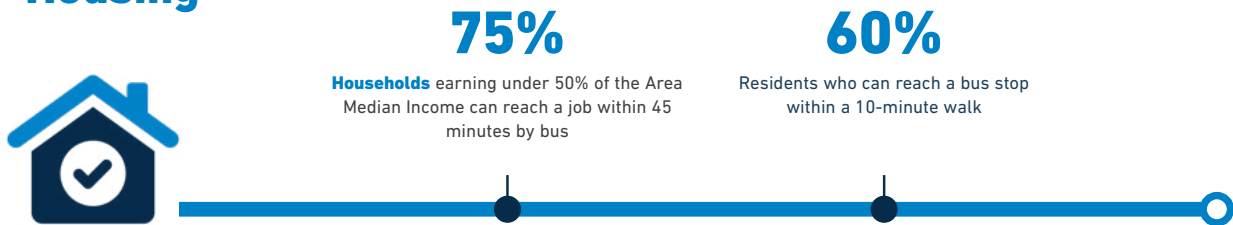
** Initiative outlined in the FY 2027-36 Long Range Financial Plan (LRFP)

Community Value: **By the Numbers**

Education

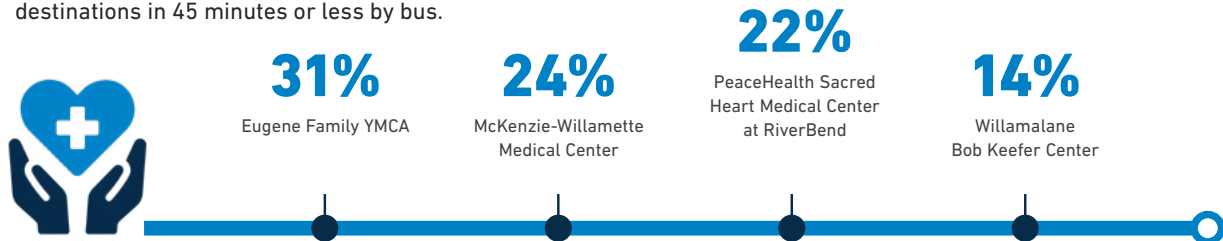


Housing

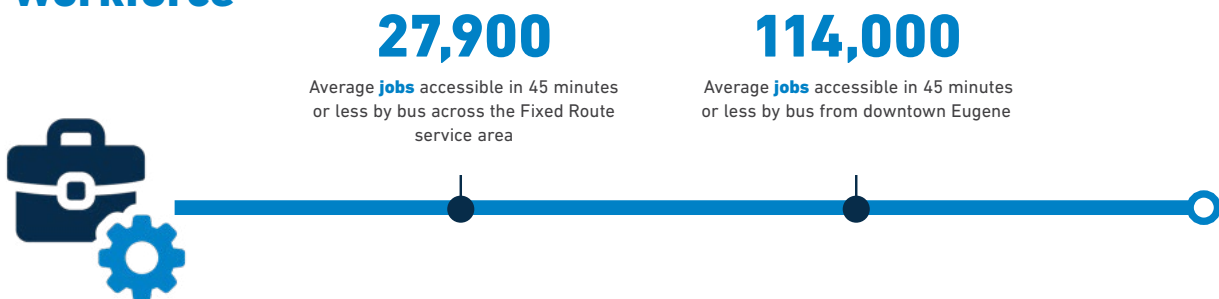


Healthcare

Percentage of people who can reach medical care and recreation destinations in 45 minutes or less by bus.



Workforce



Customer Satisfaction Initiatives

Deliver exceptional customer service that boosts customer advocacy, measured by the annual Net Promoter Score.

LED BY: Mike Hursh, Chief Operating Officer

Initiate and Manage Procurement Process for Bus and Non-Revenue Vehicle Replacements*

Impact: Better alignment with fleet life cycle plan and funding strategies. Ensure acquisitions to support Operations reliability.

Ownership: Fleet

Collaborators: Procurement, Materials Management, and Finance

Create and Implement Work Plan to Improve Public-Facing Information and Data (e.g., GTFS, App Information)

Impact: Increase usability of LTD and third-party applications that deliver trip-planning information to riders.

Ownership: ITS

Collaborators: Marketing & Communications

Implement Mobile Video Surveillance Upgrades*

Impact: Improve safety and security throughout system.

Ownership: ITS

Collaborators: Operations

Install Rear-facing ADA Securement*

Impact: Improve customer flexibility and independence through self-secured mobility devices.

Ownership: Fleet

Collaborators: Operations

Maintain Technology and Infrastructure State of Good Repair*

Impact: LTD has planned investments of \$1+ million annually to ensure IT systems, (e.g., servers, laptops, networking devices, software solutions) are in working order, allowing us to deliver a connected service to customers.

Ownership: IT and ITS

Collaborators: Operations and Facilities

Upgrade Incident Management Solution*

Impact: Improve safety monitoring and reporting for better transparency and responsiveness to system safety.

Ownership: IT

Collaborators: Public Safety and Operations

Upgrade Fleet Head-Signs

Impact: Improve customer information available through on-bus display allowing more accurate real-time updates.

Ownership: ITS

Collaborators: Fleet and Operations

Review and Update Public Transportation Agency Safety Plan (PTASP)

Impact: The PTASP is a requirement of the FTA. An Agency Safety Plan (ASP) includes the processes and procedures to implement a Safety Management System (SMS), a comprehensive, collaborative, and systematic approach to managing safety.

Ownership: Operations

Collaborators: Planning, Facilities, and IT

* Initiative outlined in the FY 2027-36 Community Investment Plan (CIP)



Employee Experience **Initiatives**

Build and sustain a high-performing workforce by fostering strong employee engagement. Results will be measured through the annual survey.

LED BY: Wendi Frisbie, Chief Administrative Officer

Implement Core Microsoft 365 Components of OneDrive, SharePoint, and Teams Along with M365 Apps

Impact: Streamline communication, enhance security, and improve collaboration tools.

Ownership: IT

Collaborators: Marketing & Communications, Executive Office

Gather Actionable Feedback From Staff to Shape Organizational Improvements

Impact: Identification of pain points and strengths leads to targeted improvements and increased trust.

Ownership: Human Resources (HR)

Collaborators: Executive Office

Engage External Expertise to Update HR Processes

Impact: Improve employee experience by building stronger and more responsive HR.

Ownership: HR

Collaborators: Executive Office

Establish and Follow HR Action Plan (e.g., Create a 30-60-90 Day Plan for HR Changes, Update Employee Resources, Develop Consistent On-boarding/Off-boarding)

Impact: Consistent experience for all employees, increased operational stability and efficiency, alignment with HR best practices, and increased compliance.

Ownership: HR

Collaborators: Executive Office

Communicate Key Milestones/Metrics (e.g., New Hires, Operator Classes, Policy Updates, Progress on Restructuring) Throughout HR Improvement Period

Impact: Increase trust in leadership, reinforce organizational stability, encourage engagement via SharePoint ("employee intranet")

Ownership: HR

Collaborators: BI, Marketing & Communications

Highlight Data and Real-World Impact Stories Via Internal Communications Channels

Impact: Connect staff to impact of their work, no matter where they fit within LTD.

Ownership: Marketing & Communications and Executive Office

Collaborators: BI

Implement Operations Scheduling Software Replacement*

Impact: Work more efficiently with bus operators to establish schedules and optimize service delivery.

Ownership: IT and ITS

Collaborators: Operations, Planning, Finance, and HR

Implement Operations Radio System Modernization*

Impact: Ensure consistent and interoperable communications, supporting daily operations, emergency response, and coordination with regional partners.

Ownership: IT and ITS

Collaborators: Operations, Public Safety, and Fleet

Complete Fleet Crane Fall Protection Project*

Impact: Enhance safety for maintenance staff working on top of buses and provide equipment to safely lift components on the roof for removal/replacement.

Ownership: Facilities

Collaborators: Fleet

* Initiative outlined in the FY 2027-36 Community Investment Plan (CIP)



Financial Health Initiatives

Maintain a strong financial position to sustain our operations for the future.
Measured by reserve policy.

LED BY: Pam Strutz, Chief Financial Officer

Conduct a Cost Analysis of LTD's Contracted Mobility Services

Impact: Identify inefficiencies, improve contract management, and ensure resources align with LTD's priorities.

Ownership: Finance

Collaborators: Mobility Services

Improve Communication of Key Metrics to the Public (e.g., Online Data Dashboards, Monthly Report to Board of Directors)

Impact: Increase transparency and accessibility to public.

Ownership: Finance

Collaborators: BI and Marketing & Communications

Identify Public-Facing Revenue Marketing Opportunities (e.g., On-Vehicle Advertising and Public Art)**

Impact: Diversify revenue streams, increase engagement and value for business community, enhance rider experience, align with broader civic goals (e.g., economic development, agency partnerships)

Ownership: Marketing & Communications

Collaborators: Fleet and Procurement

Increase Group Pass and Non-Profit Sales/Partners By 5%**

Impact: Programs are mechanisms for increasing ridership and providing value to partner organizations.

Ownership: Marketing & Communications

Collaborators: Customer Service

Centralize Procurement Activities to Improve Cost-Savings and Process Consistency

Impact: Ensure regulatory compliance and create process efficiencies.

Ownership: Procurement

Collaborators: All Areas

Evaluate Accounts Payable to Streamline Processes and Reduce Staff Dependencies

Impact: Strengthen financial controls, improve vendor relationships, free up staff resources, and prevent payment errors.

Ownership: Finance

Collaborators: Procurement

Conduct Scenario Planning Related to State Transportation Funding

Impact: Future-proof financial sustainability.

Ownership: Finance

Collaborators: Executive Office

Initiate In-House Transit Asset Management (TAM) Plan

Impact: Improved decision-making and compliance, better prioritize funding needs, and increased collaboration and accountability.

Ownership: Finance, Fleet, and Facilities

Collaborators: Compliance

Develop and Implement Government Relations Lobbying Plan to Facilitate Strong Legislative Partnerships

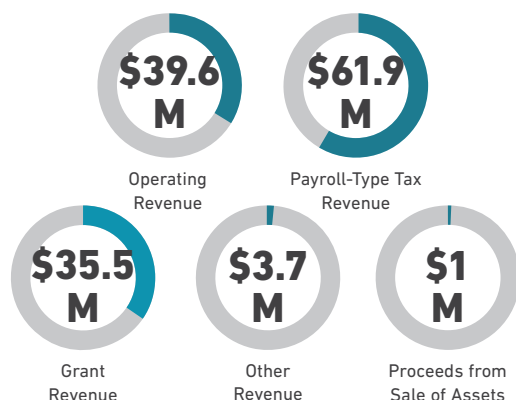
Impact: Maintain LTD's voice in Salem on transportation funding.

Ownership: Executive Office

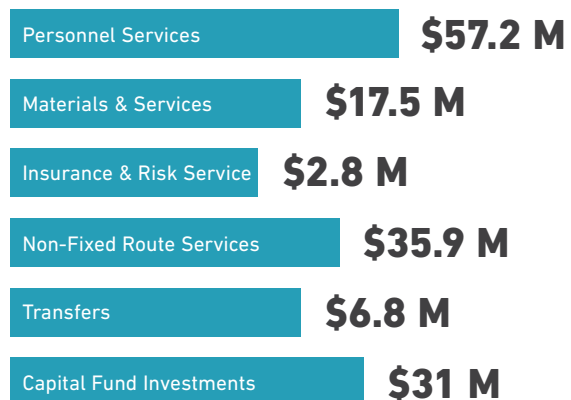
Collaborators: BI and Marketing & Communications

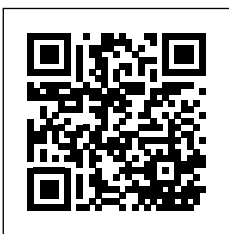
** Initiative outlined in the FY 2027-36 Long Range Financial Plan (LRFP)

Financial Health: Total Revenue



Total Health: Total Expenditures





Performance Dashboard

LTD recognizes that proactively sharing data about our operations and the impact of our services is a key step of engaging with our community. The Business Intelligence program, launched in January 2024, fosters transparency by tracking key performance metrics and providing insights into operational inefficiencies. Learn more at LTD.org/Data-Dashboards



Lane Transit District

At LTD, we are committed to transparency and continuous improvement. The data in this report reflects our efforts to enhance service, improve accessibility, and meet the needs of our community.

We appreciate your ongoing support in helping us build a stronger and more sustainable transit system.

Connect with us on Social Media

