



Lane Transit District

STRATEGIC BUSINESS PLAN

Fiscal Years

2024 – 26



Introduction to the LTD FY 2024-2026 Strategic Business Plan

LTD will focus on accountability with the community, on providing mobility solutions that leverage what transit can deliver today, and identify mobility opportunities available to deliver passengers to the people and places most important to them.

Lane Transit District has refreshed its Strategic Business Plan for FY24 (July 1, 2023-June 30, 2024) to more accurately reflect the evolving mobility needs of the communities it serves.

The updated Plan brings a focused approach to how LTD will engage its communities. Externally, through intentional engagement, LTD will focus on accountability with the community, on providing mobility solutions that leverage what transit can deliver today, and identify mobility opportunities available to deliver passengers to the people and places most important to them.

Internally, the FY24 Strategic Business Plan has a focus on increased engagement with LTD's employees. In collaboration with its employees, the District will implement a robust internal communications plan that will support employee retention and support recruitment.

The foundation for the FY24 Strategic Business Plan and beyond remains the Mission, Vision, and Values that the LTD Board of Directors approved with the District's first Strategic Business Plan in 2022.

The FY24 Strategic Business Plan is action-oriented. It is the "North Star" of LTD's focus to provide service and communicate with the community about the District's progress.

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Chief Executive Officer's Message



Jameson Auten
LTD Chief Executive Officer

Dear Community Members,

I am pleased to present this updated Strategic Business Plan. Our community's needs are evolving and this plan reflects LTD's approach to continuous improvement in addressing the most pressing needs in our area. These are our first steps in being the mobility manager for Lane County.

This is important work for the future of our region. Applying mobility solutions, beyond bus services, will connect our communities in ways that have the potential to positively impact access to gainful employment, education, healthcare, and housing.

You'll find that our approach has been simplified and refocused in three areas: foundational activities that provide a level of service that meets community needs; building relationships that ensure we are laser focused

on the right outcomes; and aspirational goals to truly become our County's resource for facilitating critical mobility options – directly operated or not.

As we work through the next several years, we will continue to assess our approach with an eye on being a transparent resource and solution for all. Thank you and we look forward to our continued service to you.

In your service,

A handwritten signature in black ink, appearing to read 'Jameson T. Auten'. The signature is stylized with a large, looping 'J' and a trailing flourish.

Jameson T. Auten
Chief Executive Officer
Lane Transit District

“This is important work for the future of our region. Applying mobility solutions, beyond bus services, will connect our communities in ways that have the potential to positively impact across gainful employment, education, healthcare, and housing.”

Mission. Vision. Values.

The Foundation for 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

Organizational values are the guiding principles that represent how we – as individuals and as a team – behave on our way to the future. As a way to ensure the success of Lane Transit District and because we care, we hold ourselves and our colleagues accountable for living and demonstrating our six core values.

Respect

We honor and dignify all individuals by listening intently to their unique contributions and needs — treating others with trust, care, kindness, and courtesy.

Integrity

We hold all that we say and do to a high standard of honesty, stewardship, ethics, fairness, and compassion.

Innovation

We persist in applying resourcefulness, creativity, and new technology alongside known best practices to best serve our community.

Safety

We create a safe environment for our employees, customers, and community — and are always willing to reach out to help, support, and assist others in ways that are safe to all involved.

Equity

We commit to listening, learning, and including voices from the diverse identities and abilities of our employees and our community — and we take care to consider how our decision-making processes address historic inequities in transportation.

Collaboration

We demonstrate cooperation and excellent team behaviors when working with others — both internally and with our partners in the District — by focusing on common purpose and win-win outcomes.

Strategic Business Plan Overview

Model

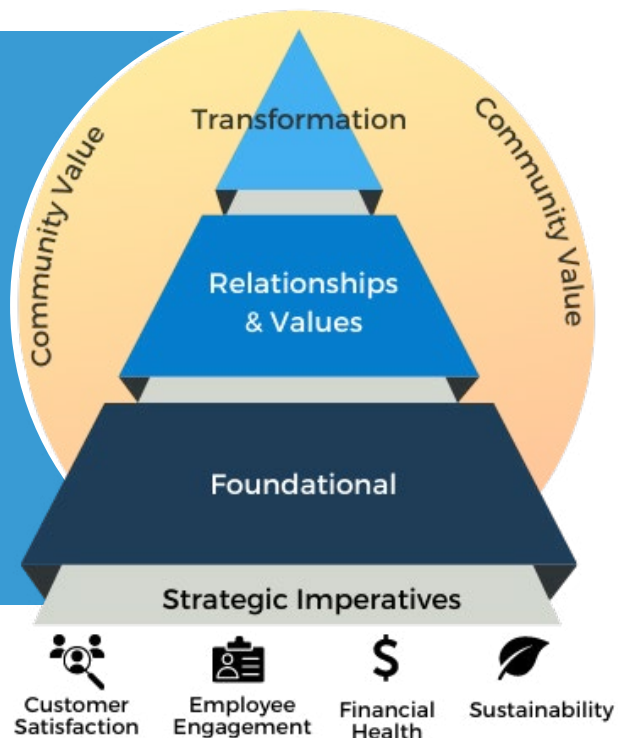
Each strategic plan project has an assigned sponsor who is responsible for financial, resource, and other support oversight.

Owner

Each strategic activity has an assigned owner, responsible for coordination with the team and target completion. The owner relies on the sponsor to remove barriers related to finances, resources, and other support requirements.

Community Value

At the heart of LTD's work is our commitment to deliver a relevant, high-quality passenger experience that is valued by the communities the District serves.



Work is phased over two years. Projects are organized as Foundational, Relationships & Values aligned, or Transformative. (See Figure 1 above.)

All three phases of work may be executed concurrently. When work begins to compete, Foundational activities should be prioritized. Foundational activities are required to successfully develop Relationships & Values that support transformational work in the community.

In order to maintain balanced work, each strategic

project also associates to one or more of LTD's strategic imperatives:

- Customer Satisfaction
- Community Value
- Employee Engagement
- Financial Health
- Sustainability

Work Plan Activities

Foundational

Success Outcome	Increase revenue service levels by 10% from Fiscal Year 2023 baseline
Sponsor	Joe McCormack
Strategic Imperatives	Customer Satisfaction, Community Value, and Sustainability

ACTIVITY		OWNER	TIMELINE							
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Identify FY24 target recruitment metrics and establish baselines	Tom Schwetz									
Develop organizational recruiting and retention plan that drives towards identified targets	Jake McCallum									
Execute recruitment and retention plan and monitor against target	Michelle Paterson									
Re-evaluate targets through assumptions from Long Range Fiscal Plan (LRFP)	Tom Schwetz									

Success Outcome Implement communication process for public engagement

Sponsor Pat Walsh

Strategic Imperatives Community Value and Sustainability

TARGET		OWNER		TIMELINE							
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Complete Community Outreach and Communications Assessment (COCA) and establish measurable baselines		Tom Schwetz									
Develop and execute COCA action plan		Pat Walsh									
Monitor COCA results against established baselines		Tom Schwetz									



Success Outcome Develop a sustainable long-term financial model for LTD

Sponsor Jameson Auten

Strategic Imperatives Financial Health and Sustainability

TARGET		OWNER		TIMELINE					
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Update Long Range Financial Plan (LRFP)	Pam Strutz								
Establish internal budget development, accountability, and forecasting measures using LRFP assumptions.	Pam Strutz								
Implement Community Investment Plan budget and project prioritization process	Matt Imlach								
Identify and pursue options for diversifying revenue sources	Cosette Rees								

Success Outcome Develop Internal Strengths

Sponsor Jameson Auten

Strategic Imperatives Employee Engagement

TARGET		OWNER		TIMELINE							
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Develop and implement internal communications strategy	Pat Walsh										
Develop and implement professional development strategy	Michelle Peterson										
Execute performance management strategy	Michelle Peterson										
Design and develop Operations Command Center (OCC)	Matt Imlach										

Success Outcome	Improve the perception of security of LTD services by 5%
Sponsor	Pat Walsh
Strategic Imperatives	Community Value, Customer Satisfaction

TARGET		OWNER	TIMELINE							
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Evaluate historical trends in public perception of safety/ security using ABBG data	Cosette Rees									
Develop and execute communications campaign focused on transit security/safety	Theresa Brand									
Establish baseline metrics to measure against as we implement new security strategies.	Cosette Rees									
Develop and broadcast work plan for security improvements.	Cosette Rees									



Success Outcome Report LTD outcomes in relation to community priorities

Sponsor Cosette Rees

Strategic Imperatives Community Value, Customer Satisfaction

TARGET		OWNER		TIMELINE							
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Identify top 5 priorities for Eugene, Springfield, and Cottage Grove	Pat Walsh										
Develop action plan to affect these priorities	Theresa Brand										
Develop report on priorities and actions in terms of key stakeholders	Theresa Brand										



Success Outcome Implement strategy to community accountability

Sponsor Pat Walsh

Strategic Imperatives Community Value

TARGET		OWNER		TIMELINE							
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Engage with community and business leaders weekly	Camille Gandolfi										
Develop program for riding services with community leaders	Camille Gandolfi										
Schedule annual reports/annual shareholder meeting with community leaders in LTD service area	Theresa Brand										
Design and implement new website	Theresa Brand										
Develop and deliver LTD Annual Report to stakeholders, align with Project: "Report LTD Outcomes in Relation to Community Priorities."	Theresa Brand										

Success Outcome	Implement strategy for achieving Disadvantaged Business Enterprise (DBE) goal
Sponsor	Jameson Auten
Strategic Imperatives	Community Value and Sustainability

TARGET		OWNER		TIMELINE							
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Develop community educational plan for a DBE program	Wendi Frisbie										
Monitor and adjust educational plan delivery as needed	Wendi Frisbie										
Operationalize DEI Council to promote DBE program	Camille Gandolfi										



Work Plan Activities

Transformative

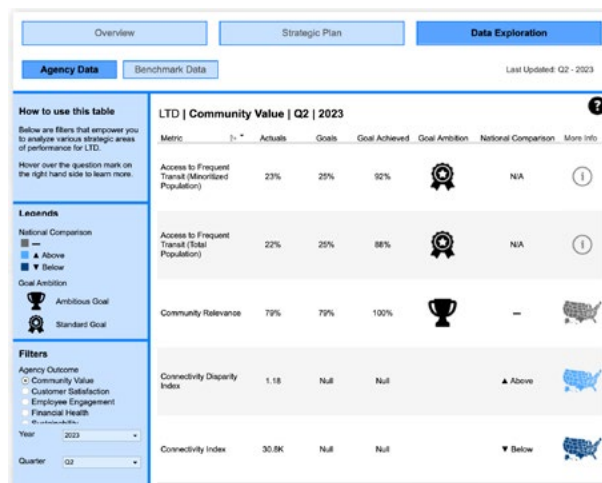
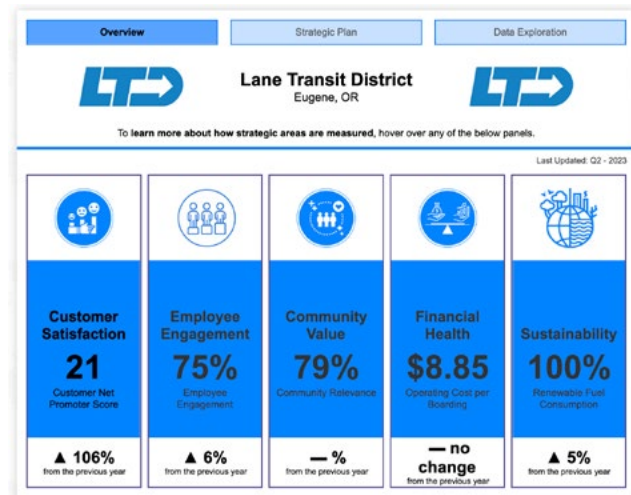
Success Outcome	Transition into the Lane County Mobility Manager by 2025
Sponsor	Joe McCormack
Strategic Imperatives	Customer Satisfaction, Community Value, and Sustainability

ACTIVITY	OWNER	TIMELINE							
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Conduct Comprehensive Operations Analysis (COA)	Tom Schwetz								
Conduct RideSource Service Analysis (ROA)	Tom Schwetz								
Assess LTD's legal ability to be a regional mobility manager	Joe McCormack								
Establish Mobility Management Task Force with a general work plan	Andrew Martin								
Design and implement at least one rural service model pilot program	Andrew Martin								
Create Mobility Management Framework	Tom Schwetz								
Update Long-Range Transit Plan	Tom Schwetz								
Develop marketing campaign to position LTD as mobility manager	Pat Walsh								
Evaluate pilot program results in context with LRTP and Mobility Management Framework	Andrew Martin								

LTD Performance Dashboard

The final component of the LTD Strategic Business Plan is accountability. We welcome the public to follow along using our public performance dashboard. The LTD Dashboard features monitoring of strategic performance across a broad range of Key Performance Indicators, measures gathered quarterly and annually, to indicate on our progress towards goals. This is an important tool designed to keep community members informed and active with our strategic efforts.

<https://www.ltd.org/Performance/>



As a reliable community partner, LTD's web-based performance dashboard enables the community to discover how well the agency is performing in a variety of key indicators.

