



Lane Transit District
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2002 LTD Board of Directors Strategic Planning Retreat

December 5, 4:00 p.m. - 7:30 p.m., LTD Board Room
(3500 E. 17th Avenue, Eugene – in Glenwood)
December 6, 8:30 a.m. - 3:00 p.m., Courtyard by Marriott
(3443 Hutton Street, Springfield)

Facilitator: Don Murray

Agenda

December 5, 2002

- 4:00 p.m. Executive (non-public) Session Pursuant to ORS 192.660(1)(f), to consider records exempt from public inspection, and pursuant to ORS 40.225, attorney client privilege
- 4:30 p.m. Welcome/Opening Remarks
- 4:45 p.m. **Discussion in Preparation for 2002-03 Budget**
- ❑ Overview of current budget situation (recent projections; Long-Range Financial Plan; Capital Improvements Plan)
 - ❑ Discussion on general budget direction (Further cuts? Stabilize? Use reserves?)
 - ❑ Discussion of budget priorities (capital, service, M&S, administrative staff)
- 6:30 p.m. Dinner
- 7:00 p.m. Board-only Discussion
- 7:30 p.m. Closing Comments/Adjourn to Friday, December 6, 2002, at 8:30 a.m. at the Courtyard by Marriott, 3443 Hutton Street, Springfield

December 6, 2002

8:30 a.m. **Strategic Plan Update**

- ❑ Review and reaffirm vision/mission/values/guiding principles
- ❑ Review draft Long-Term (3- to 20-year) Goals
- ❑ Review draft Short-Term (1- to 2-year) Goals
- ❑ Review draft performance measures
- ❑ Staff and Board discussion of budget situation and priorities

Noon Lunch

1:00 p.m. **Defining the Role of the Board / Development of Board Action Plan**

- ❑ Board governance
- ❑ Board education/training
 - Information/education on benefits of transit and role of transit in state and local plans
 - Attendance at transit conferences and seminars
- ❑ Community outreach
 - Board's role in community outreach activities
 - Board member responsibility to maintain communications with certain groups or key individuals
- ❑ Interagency coordination
 - Individual Board contact with City Councilors/County Commissioners
 - Regularly-scheduled joint meeting with Councils, County Boards
 - Communication with other groups (LRAPA? ODOT? Schools?)

3:00 p.m. Adjournment

(If Board Role and Action Plan discussion is not finished, schedule evening work session.)

AGENDA ITEM SUMMARY

DATE OF MEETING: December 5, 2002

ITEM TITLE: WORK SESSION: EXECUTIVE SESSION PURSUANT TO ORS 192.660(1)(f) and ORS 40.225

PREPARED BY: Ken Hamm, General Manager

ACTION REQUESTED: That the Board move into Executive (non-public) Session pursuant to ORS 192.660(1)(f), regarding non-public information, and ORS 40.225, lawyer-client privilege, to hear an opinion of counsel

ATTACHMENT: None

PROPOSED MOTION: I move that the Board meet in Executive Session pursuant to ORS 192.660(1)(f), to consider records that are exempt by law from public inspection, and pursuant to ORS 40.225, lawyer-client privilege, to hear an opinion of counsel.

STRATEGIC OBJECTIVES MATRIX

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Staff	Discretionary Strategy	Staff Priority	Cost	Consequences
SV	Goal: Successfully develop a BRT System			
SV	Obtain all environmental and political approvals for Pioneer Parkway Corridor by Fall 2004	HIGH	<p>Personnel: (low) Though there is a significant staff effort on this project, the staff costs are charged to capital, not to personnel costs in the general fund.</p> <p>M & S: (low) Most materials and services costs for the project are charged to capital.</p> <p>Capital: (high) Project development costs are approximately \$300,00 per year. In future years, design and construction will likely exceed \$20 million.</p>	The BRT system is the preferred transit strategy in TransPlan, which is the approved regional transportation plan. Significantly Delaying to delay or deciding not pursue BRT implementation would necessitate agreement from Springfield, Eugene, and Lane County, the other three agencies that approved TransPlan. The Pioneer Parkway corridor is linked with the Pioneer Parkway road extension and the RiverBend development. Failure to move forward with the BRT corridor at this time would result in a missed opportunity to link with those projects.
SV	Obtain all environmental and political approvals for Coburg Road Corridor by Fall 2005	MEDIUM	<p>Personnel: (low) Though there is a significant staff effort on this project, the staff costs are charged to capital, not to personnel costs in the general fund.</p> <p>M & S: (low) Most materials and services costs for the project are charged to capital.</p> <p>Capital: (high) Project development costs are approximately \$300,00 per year. In future years, design and construction will likely exceed \$20 million.</p>	The BRT system is the preferred transit strategy in TransPlan, which is the approved regional transportation plan. Significantly Delaying to delay or deciding not pursue BRT implementation would necessitate agreement from Springfield, Eugene, and Lane County, the other three agencies that approved TransPlan. In particular, delaying the Coburg Road corridor would result in not meeting the expectations of the Eugene City Council.
SV	Pursue joint development options for Springfield Station	HIGH	<p>Personnel: (medium) Staff will work with development consultants and potential developers to negotiate and sign an agreement.</p> <p>M & S: (low) Materials and services costs should be minor.</p> <p>Capital: (medium) Cost for the joint development building are expected to be approximately \$500,000.</p>	The joint development appears to be the only efficient method of providing public restrooms on the station site. Joint development also adds to the security of the site by adding activity, and supports the Springfield desire that the station act as a catalyst for downtown redevelopment.
LG	Goal: Implement Strategies that improve productivity			
MJ	Create Productivity goals and standards	HIGH	<p>Personnel: (low) There is some personnel investment in developing meaningful standards and some ongoing expense in collecting performance data and analyzing services</p> <p>M & S: (low) The payback could eventually produce better allocated resources and potentially reduced operating expenses</p> <p>Capital: (low) There is no capital cost associated with this item.</p>	By having well defined productivity goals and measurable standards, we are better able to determine efficiency and determine if the service we are putting out best serves the community. Productivity goals give a common ground for the public, the employees, and the board to assess the success of the transit district and evaluate the return on investment of tax dollars.
SV	Stabilize Fixed Route System	HIGH	<p>Personnel: (low) A stable system requires less staff effort by service planners and marketing staff than a system undergoing significant change.</p> <p>M & S: (low) A stable system requires less materials and services cost than a system undergoing significant change.</p> <p>Capital: (low) There should be no capital costs associated with this item.</p>	The consequence of not pursuing this item are that the service will be changing, which can have an unsettling impact on riders and result in additional work for staff.
SV	Maintain service level at current level for 03-04	HIGH	<p>Personnel: (low/high) Maintaining the same service level requires less staff effort by service planners and marketing staff than planning for and implementing a service reduction. However, a service reduction would reduce personnel costs in transportation and, potentially, other areas.</p> <p>M & S: (low) Maintaining the same service level requires less materials and services cost than would a service reduction.</p> <p>Capital: (low) There should be no capital costs associated with this item.</p>	Additional service cuts, on top of the significant service cuts in June and September of 2002 and the fare increase in June 2002, would have a very detrimental impact of rider confidence in the system. In addition, service cuts at this time could be linked in the community's perception to major capital projects, such as BRT, and cause a backlash against those projects.
MJ	Maintain high quality special events service	HIGH	<p>Personnel: (low) Since special service recovers most of the costs associated with it there is not a significant impact on the overall budget.</p> <p>M & S: (low) Materials and services are minimal in terms of the over all M & S budget.</p> <p>Capital: There are no capital costs.</p>	We provide these services mainly to be a partner in the community. Special event services give LTD an opportunity to show its service to those who would not normally ride the bus. Providing high quality service reflects well on the District and gains community support.

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DH	Pursue real-time passenger information to service outside of BRT	MEDIUM	Personnel: (low) (\$10,500) M & S: (low) 7,500 recurring Capital: (low) \$202,000	No real time passenger information. Affects guest/community perception of service quality, safety, etc.
SV	Pursue signal priority to service outside of BRT	MEDIUM	Personnel: (low/high) Analyzing and implementing signal priority along a corridor would require significant staff effort. However, time savings resulting from the priority would reduce personnel costs for operations. M & S: (low) There should be only minor materials and services costs associated with this project. Capital: (medium) Costs for implementing signal priority along a corridor are expected to be approximately \$200,000 per corridor.	Failure to implement a signal priority system would mean a missed opportunity to control operating costs. In addition, the longer travel times (without signal priority) affects rider convenience and will tend to reduce ridership.
DH	Implement independent telephone	LOW	Personnel: (low) (\$11,000) M & S: (low) \$5,000 recurring Capital: (low) \$227,400	Internet migration is in progress and should be completed in the current fiscal year. Telephone project will improve automated call features and expands capability/capacity.
DH	Goal: Maintain a fiscally responsible plan to meet Operational and Capital Needs			
LL	Pursue federal funding for capital projects, including BRT system build-out	HIGH	Personnel: (low - medium) Will use most of GR Manager's time, could require GM, Board effort; similar to previous years M & S: (medium – high) Could require increased travel, more time in DC. Capital: None	Federal funds are essential to future BRT corridors. No federal money/no BRT. LTD would likely be able to achieve small amounts of federal discretionary money each year for some capital projects or vehicle acquisition, but without significant federal investment, more ambitious capital programs could not exist.
LL	Pursue established and new sources for state and local funding options	HIGH	Personnel: difficult to estimate – not a short term possibility M & S: within existing budget parameters Capital: None	Establishing a state or local funding source would make matching federal funds relatively simple. This is not likely to happen in the short term, but in the long term, there are opportunities, such as capturing the state's debt service currently going to westside MAX (after 2010).
LL	Goal: Pursue collaboration, partnerships and alliances to improve mobility in the community			
LL	Strengthen partnerships with state and local governments, especially the county	HIGH	Personnel: Low M & S: very low Capital: none	County has a road fund. Every jurisdiction has an interest in it, but the county tends to put its money where it can make a difference in the project, not fund a project in its entirety. Staff and board members should increase their attention to their county counterparts, providing updates, maintaining relationships.
LG	Increase effective participation in long-range land use and transportation planning	HIGH	Personnel: (low) LTD currently participates in regional long-range transportation and land use planning efforts at both the technical staff level and the policy level. This objective could be met through maximizing the benefit of existing staff and board member participation in regional planning efforts. This objective also compliments other high priority objectives, such as creating a more visible role for the Board in the community, and strengthening partnerships with local and state governments M & S: (low). No M & S requirement Capital: (low) No capital requirement	Effective participation in long-range land use and transportation planning efforts has the potential to result in more coordinated regional planning that benefits multi-modal transportation. Examples of possible benefits from early coordination with partner jurisdictions on planning efforts include: cost savings from right-of-way set asides for future BRT corridors, utility undergrounding/relocation, transit-overlay zones for station area development, coordinated investment strategy for locally coordinated projects, such as Gateway or the courthouse.
LL	Build new partnerships/allies in FTA DC office	HIGH	Personnel: (medium) Turnover in DC FTA offices will require increased time from staff and LTD's DC representatives. M & S: (very low) any costs would be absorbed from current level of funding Capital: (none)	Probably necessary to long term success. Turnover is high in many federal offices, and past stability at FTA makes this work item stand out.
SV	Take leadership role in implementing TDM strategies	HIGH	Personnel: (low) Primary staff working on TDM are paid from a state grant. M & S: (low) Materials and services costs are primarily charged to a state grant. Capital: (low) The state grant is discretionary and cannot be used for other purposes. Match requirements are minimal.	The TDM program is a regional program that is a key strategy in TransPlan. The value of the program will increase as congestion problems in the community worsen. The primary support for the project is a state grant, with the local match shared between LTD, Eugene, Springfield, and Lane County. Thus, eliminating the program would have very little financial benefit. Since this is a regional program, LTD should not decide unilaterally to eliminate it.

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LG	Optimize coordinated investment strategies that benefit transit (including local STP programming)	HIGH	<p>Personnel: (low) LTD currently participates in regional long-range transportation and land use planning efforts at both the technical staff level and the policy level. Continued board and staff involvement with regional planning opportunities can achieve the goal of coordinated investment strategies throughout the region without a tremendous amount of staff time. This is more of a strategic element involving well thought out approaches to current involvement in regional planning activities.</p> <p>M & S: (low). No M & S requirement</p> <p>Capital: (low) No capital requirement</p>	LTD has recently begun promoting a coordinated investment strategy with partner jurisdictions at both the staff and policy levels. Opportunities for coordinated investment strategy planning include the Gateway area BRT planning, the Federal Courthouse transportation planning, and possible future improvements to Franklin Boulevard in Glenwood. Advocating for this type of regionally coordinated investment provides better opportunities for realizing the benefits of integrated planning efforts such as nodal development and BRT. By concentrating investment in complimentary projects that are geographically linked, greater benefit can be realized than if regional investment is limited to unrelated projects located throughout the region. LTD's regional partners have begun recognizing the benefit of coordinated investment strategies, and LTD should continue to additional opportunities.
KH	Increase LTD profile/involvement in community activities	MEDIUM	<p>Personnel: (medium) A comprehensive community involvement plan would identify strategic targets and the correct personnel to carry out elements of the plan. This would require time and effort from many staff and from board members.</p> <p>M & S: (low) There would be minimal budget implications, but there would be some costs for participation in activities, dinners, events, etc.</p> <p>Capital: (low) There is no impact on the capital budget for this item.</p>	LTD fights an ongoing image problem simply because we are recipients of public tax dollars. Investing human time and energy in activities, service clubs, and special events weds LTD to the community in a positive way. Others find out more about our mission and goals, as well as the real people that work here who care about their community. Without participation and commitment in varied ways to the community, LTD validates what naysayers would have you believe...that we're just another bureaucracy.
KH	Create a more visible role for the Board in the community	HIGH	<p>Personnel: (low) Staff time would be spent identifying community targets and facilitating board participation.</p> <p>M & S: (low) There would be minimal costs, but some.</p> <p>Capital: (low) There would be no capital budget implication</p>	A transit board is not easily visible to the community. In addition, most people don't perceive how transit decisions can effect the livability of a community. Getting board members involved in community activities and making community presentations connects them as leaders, strategists, players in the health of the community. Not being involved leaves the LTD story untold and leaves transit board members disconnected from other decision makers. An active, dynamic board can build a coalition of transit supporters.
KH	Evaluate Board structure and development	LOW	<p>Personnel: (low) This is a respond as necessary item. If the current structure is attacked locally or at the legislature, staff time will be spent to fight it.</p> <p>M & S: (low) There could be some cost to fighting a challenge to our current structure in the legislature, but not significant cost.</p> <p>Capital: (low) This item has no capital budget implication.</p>	Not being proactive about the possibility of someone proposing restructuring of the board or the way members get on the board would allow special interests to proceed unchecked. It is also prudent for a policy board to think about what might be the next best scenario if the current structure was challenged. It would also be prudent to discuss strategies to defeat efforts to change LTD's current board, anticipating future challenges.
SV	Conduct Community attitude and awareness survey	LOW	<p>Personnel: (low/medium) It would likely take approximately .25 FTE to manage the study.</p> <p>M & S: (medium) The study would cost approximately \$30,000.</p> <p>Capital: (low) No capital requirement</p>	If this item is not pursued, LTD will have less information on the attitudes of the community. The information would be useful for a number of decisions.
DD	Goal: Develop a TEAM environment			
DD	Support an active and viable employee council	HIGH	<p>Personnel: (low-medium) This objective is tightly linked to the building lines of communication. The employee council is a vehicle for providing information and dialog about issues which affect employees. Efforts from the GM to each managerial employee should be made to work with the Employee Council in building our message and also delivering our message. Special efforts at joint training with the Employee Council and the Leadership Council will help build this relationship.</p> <p>M & S: (medium) Cost of training and travel with minimal supplies.</p> <p>Capital: (none to low) none known</p>	A loss of employee communication and contact through some type of formal organization can lead to a loss of employee morale. Low morale in the long run results in losses in productivity, turnover, and claims by employees. All of these problems detract from the purpose and mission of LTD. Another important loss will be the creative contributions that lead to improvement and excellence in our organization.

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MP	Create a process for involving employees in goal setting	MEDIUM	<p>Personnel: (High) To effectively communicate with all levels of the organization and to create meaningful involvement in decisions requires a <u>considerable amount of staff time</u> to hold meeting, develop written communications, and listen to feedback. It also means that decisions take longer.</p> <p>M&S: (Low) Minimal funds for printing,</p> <p>Capital: (Low) No capital requirement</p>	When all members of an organization are involved in the development of the organization's goals, they are more likely to support those goals and be more effective in attaining them. Moreover, even if an employee does not support one or more goals, the broad participation in their development insures that the goals are universally understood
MP	Create a dynamic communications and input process	HIGH	<p>Personnel: (High) To effectively include all levels of the organization in goal setting will require a considerable amount of staff time to hold meeting, develop written communications, listen to feedback. It would also require that the process start earlier to allow for the involvement of more employees. Goals are normally only set every two or three years so personnel costs are limited to those times.</p> <p>M&S: (Low) Minimal funds for printing,</p> <p>Capital: (Low) No capital requirement</p>	When the majority of employees in an organization have meaningful input into the activities of that organization, they are more likely to support those activities and be more effective in attaining them. Moreover, even if an employee does not support one or more of the activities, the broad participation in their development and the effective communication of information insure that the common direction of the organization is universally understood. This ability to focus all employees on the same key objectives fosters greater creativity, effectiveness, and efficiency.
DD	Develop a comprehensive employee development program	LOW	<p>Personnel: (High) To effectively deploy an comprehensive employee development program the district will need to hire a training professional skilled at assessing and developing agency training needs and then measuring the outcomes and effectiveness of the training provided.</p> <p>M & S: (medium) Minimal funds for some supplies, materials and educational materials</p> <p>Capital: (medium) Some capital cost maybe needed to develop instructional facilities, computer labs and equipment, and other equipment used in employee training.</p>	The consequence of not doing this is that the organization fails to grow and thrive. Employee development improves the effectiveness of employees. It keeps employees current in their occupation and thus contributes to the mission and purpose of LTD. If we fail to assess and measure the development of employees we are not assured of providing the right training for the right purposes. The employee development does not then become directed to a specific purpose – that of building a better LTD in a complete organizational sense.
DD	Build a more positive relationship with ATU	MEDIUM	<p>Personnel: (medium) All managerial and supervisory employees must as a strategy attempt to build positive working relationships. This does not necessarily always mean that the parties will always agree, but the method of disagreement must be within the means provided by contract and law. This can be accomplished by focusing our training with supervisors in better supervisory techniques and fuller understanding of the collective bargaining agreement.</p> <p>M & S: (low) Minimal supplies</p> <p>Capital: (low) none anticipated.</p>	Recognizing the ATU as a strategic partner rather than an adversary will improve the ability of the organization to achieve its purpose. As adversaries the ATU has a great ability to martial forces in opposition to our stated purpose and mission. We need to improve our relationship with the ATU in a fully sincere and comprehensive basis so that they can be contributors to our goals.
KH	Define and build TEAM LTD	HIGH	<p>Personnel: (medium) To do this right would require considerable staff training and facilitation time. It can be something that builds over time.</p> <p>M & S: (medium-high) A well developed and executed internal marketing plan can pay significant dividends to the company; some in dollars saved and some in reputation enhanced. However, that requires an up-front investment that can be daunting.</p> <p>Capital: (low) Involving employees in vehicle specifications, inspections, and other related decision processes would have a capital cost. These costs would not be significant but would pay huge team-building dividends.</p>	

AGENDA ITEM SUMMARY

DATE OF MEETING: December 5, 2002

ITEM TITLE: STRATEGIC PLAN UPDATE/BOARD ACTION PLAN

PREPARED BY: Ken Hamm, General Manager

ACTION REQUESTED: Provide direction on the update of the Strategic Plan.

BACKGROUND: The District's current Strategic Plan was created in 1996. There have been some minor changes to the plan, but none since 1998. A goal for this fiscal year is to complete a major update of the plan.

The District's vision, mission statement, and guiding principles were updated last year and will form the basis for the new Strategic Plan. Staff have developed draft plan elements for Board review and discussion that support the vision/mission. The elements include goal statements and strategies. Plan outcomes, performance measures, and other plan elements have not yet been drafted.

The workshop also will include discussion of a Board Action Plan. The Board Action Plan is intended to identify the Board's role in supporting the Strategic Plan and the District's mission. In preparation for that discussion, workshop facilitator Don Murray will be contacting each Board member with a short survey that will be used to help frame the discussion.

ATTACHMENT:

1. *Public Transportation for the 21st Century: Changing the Way We Do Business*
2. *Conservatives and Mass Transit: Is It Time for a New Look?*
3. Draft Strategic Plans Goals and Strategies

PROPOSED MOTION: None; for discussion only

Goal: Successfully develop a Bus Rapid Transit System

Bus Rapid Transit (BRT) has been identified in the regional transportation plan, TransPlan, as the preferred transit strategy for the community. This goal addresses LTD's commitment to pursuing development of the BRT system. Included as strategies under this goal are the development of BRT corridors and other related BRT plans and projects.

Short-Term Implementation Strategies:

Non-discretionary

- Complete BRT Phase 1
- Complete due diligence, bus testing requirements, and Phileas procurement process
- Identify and implement fare collection for BRT
- Develop a preventive and corrective maintenance plan for BRT
- Collect baseline data for Phase 1 prior to service implementation
- Develop and implement a public relations and marketing plan for BRT construction and service introduction
- Complete construction of a BRT Terminus at Springfield Station prior to BRT implementation

Discretionary

Strategy	Priority
Obtain all environmental and political approvals for Pioneer Parkway Corridor by Fall 2004	High
Obtain all environmental and political approvals for Coburg Road Corridor by Fall 2005	Medium
Pursue joint development options for Springfield Station	High

Long-Term Implementation Strategies:

- Expand BRT system with a new corridor every four years
- Reshape service system with BRT system expansion

Goal: Implement strategies that improve productivity

Pursue high quality, effective, and efficient services by offering a range of mobility options, implementing state-of-the-art technology, assessing system performance, and adjusting services where beneficial.

Short-Term Implementation Strategies:

Non-Discretionary

- Install AVL/APC/CAD project within 12 months
- Use APC data to provide route segment and stop level analysis
- Manage risk
- Develop staff training plan for technology implementation
- Create a plan that optimizes fleet composition consistent with our service goal

Discretionary

Strategy	Priority
Create productivity goals and standards	High
Stabilize fixed-route system	High
Maintain service level at current level for 03-04	High
Maintain high quality special events service	High
Pursue real-time passenger information to service outside of BRT	Medium
Pursue signal priority to service outside of BRT	Medium
Implement independent telephone services	Low

Long-Term Implementation Strategies:

- Pursue real-time passenger information to service outside of BRT
- Pursue signal priority to service outside of BRT
- Transition to hybrid-electric or fuel-cell technology for all the fleet
- Create a plan that optimizes fleet composition consistent with our service goal
- Implement independent telephone and internet services
- Explore new types of services for future implementation (rail, streetcar, shuttle)
- Develop and implement a facility maintenance plan

Goal: Maintain a fiscally responsible plan to meet Operational and Capital needs

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.

Short-Term Implementation Strategies:

Non-discretionary

- Complete debt financing for BRT vehicles
- Maintain viable long-range financial plan and Capital Improvement Plan (CIP)
- Manage to CIP

Discretionary

Strategy	Priority
Pursue federal funding for capital projects, including BRT system build-out	High
Pursue established and new sources for state and local funding options	High

Long-Term Implementation Strategies:

- Change state constitution to allow state gas tax dollars to flow to transit
- Increase payroll tax rate
- Explore dedicated sales (excise) tax on cars
- Adjust fares to keep pace with inflation
- Seek federal funds through annual appropriation process
- Increase percentage of state funding programming/options
- Explore local funding options
- Maintain five-year window
- Continue debt-financing of vehicles and capital projects
- Advocate regional coordinated investment strategy to maximize benefit of state and federal dollars coming into region

Goal: Collaborate with partners, and aggressively pursue public policy decisions and investments in the public transportation infrastructure to improve mobility in the community

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

Short-Term Implementation Strategies:

Non-discretionary

- Provide inter-jurisdictional leadership in the metropolitan area’s transition to a TMA.
- Strengthen partnerships with FTA Region X

Discretionary

Strategy	Priority
Strengthen partnerships with state and local governments, especially the county	High
Increase effective participation in long-range land use and transportation planning	High
Build new partnerships/ally in FTA DC office	High
Take leadership role in implementing TDM strategies	Medium
Optimize coordinated investment strategies that benefit transit (including local STP programming)	High
Increase LTD profile/involvement in community activities and create more visible Board	High
Evaluate Board structure and development	Low
Conduct community attitude and awareness survey	Low

Long-Term Implementation Strategies:

- Develop knowledge of transit benefits in through school education programs
- Create a more visible role for the Board in the community
- Conduct a community-wide market research survey
- Promote partnering with public agencies and community groups
- Explore metro transportation groups
- Advocate for cities to have public transit staff devoted to transit
- Continue FTA partnering

Goal: Develop a team environment

A team environment cultivates a mutual commitment by LTD to its employees, and by employees to the success of LTD. "Working Together Make Sense." By working together, we share the tasks and the rewards and recognition of the outcomes. We are mutually committed to our goal because we believe in its principles and the values it represents. Our commitment starts with our task objective but is carried out by our commitment to each other in the process. Our mutual commitment to our strategic purpose and mission helps define us as a team.

Short-Term Implementation Strategies:

Non-Discretionary

- Negotiate an appropriate labor contract

Discretionary

Strategy	Priority
<i>Support an active and viable employee council</i>	High
<i>Create a process for involving employees in goal setting</i>	Medium
<i>Create a dynamic communications and input process</i>	High
<i>Develop a comprehensive employee development program</i>	Low
<i>Build a more positive relationship with ATU</i>	Medium
<i>Define and build TEAM LTD</i>	High

Long-Term Implementation Strategies:

- Implement Goal setting process
- Implement dynamic communications and input process
- Implement comprehensive employee development program
- Maintain a positive relationship with ATU
- Continue to build *TEAM LTD*