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**LANE TRANSIT DISTRICT
SPECIAL BOARD MEETING/WORK SESSION**

**February 15, 1995
5:30 p.m.**

**LTD BOARD ROOM
3500 E. 17th Avenue, Eugene
(off Glenwood Blvd.)**

(PUBLIC TESTIMONY WILL NOT BE HEARD AT THIS MEETING.)

A G E N D A

- I. ROLL CALL
Saydack _____ Bailey _____ Bennett _____ Hocken _____
Kleger _____ Montgomery _____ (vacancy) _____
- I. CALL TO ORDER
- II. WORK SESSION ON STRATEGIC PLANNING
- III. ADJOURNMENT

Alternative formats of printed material (Braille, cassette tapes, or large print) are available upon request. A sign language interpreter will be made available with 48 hours' notice. The facility used for this meeting is wheelchair accessible. For more information, please call 741-6100 (voice) or 687-5552 (TDD, for persons with hearing impairments).

AGENDA ITEM SUMMARY

DATE OF MEETING: February 15, 1995

ITEM TITLE: STRATEGIC PLANNING

PREPARED BY: Joe Janda, MIS Administrator

ACTION REQUESTED: Feedback and direction and regarding strategic plan activities.

BACKGROUND:

The Board and staff have been working in partnership since October 1994 to develop a long-range strategic plan for the District. The Board began its work in November 1994, when Susan and Peter Glaser facilitated a two-day retreat to assist the Board in identifying its strategic vision and direction for the District over the next three to five years. As follow-up to that work, staff were instructed to develop specific supporting activities, and bring those activities back to the Board for discussion.

The document that follows is a culmination of work by staff to identify specific actions in support of the direction set by the Board. Supporting activities are listed in priority order for each of the vision statements, and on pages 11-13, staff have ranked all supporting activities according to their overall priority.

Staff will be present at the meeting to discuss these activities and answer questions. Staff would like to go through each of the vision statements and their activities to make sure the activities clearly support the direction set by the Board, and to ensure that their priority and focus meet the Board's expectations.

CONSEQUENCES OF REQUESTED ACTION: Staff will develop specific costs for each of the high-priority items and consider them for inclusion in the FY 1995-96 budget proposal.

ATTACHMENT: Fourth draft of the strategic plan

PROPOSED MOTION: None

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**I. LTD IS A LEADER IN SHAPING LOCAL AND REGIONAL
TRANSPORTATION STRATEGIES, THROUGH STRENGTHENED
PARTNERSHIPS, ALLIANCES, AND COMMUNITY SUPPORT.**

- I.A. Strategic Action:** Develop a plan of action that identifies our key natural partners and allies (i.e., Cities of Springfield and Eugene, Lane County, School Districts, Chambers of Commerce, Planning Commissions, and agencies of the State of Oregon).

Establish a formal process for regularly making transit and other alternative transportation issues part of their agenda. Staff will be aggressively involved in creating these partnerships. The Board also will be involved in this process by setting policy and interacting with their partners in addressing issues.

- I.B. Strategic Action:** Identify, through our priority setting, local and regional transportation projects and partnerships where LTD may contribute resources.
- I.C. Strategic Action:** Through our research and knowledge, be the substantive leaders and resource in regional and local transportation issues.

VISION I SUPPORTING ACTIVITIES

1

- Board and Staff agree on message and develop a communication plan based on issues and partners.
- Communicate LTD's role and activities to the community to ensure ongoing understanding and support of LTD and its activities.
- Conduct annual research to assess the community's understanding and support for LTD.

2

- Participate in intergovernmental committees; i.e., TransPlan, TDM, bikes, etc.
- Continue high level of participation by both Board and staff in the TransPlan Update.
- Staff will keep Board informed of regional transportation issues when LTD's interest is significant and where LTD might contribute resources.

3

- Build support and coalitions with LCC, UO, Sacred Heart business district, Eugene downtown, major employers, airport area businesses.
- Continue to work with private organizations on joint promotions and other opportunities (such as VRC with JoyRide, etc.).
- Provide incentives and disincentives to promote LTD's employees' alternative modes use.

4

- Maintain visibility at local events (Eugene Celebration, MLK Celebration, Asian Festival, Filbert Festival; Lane County Fair, Oregon Country Fair, Fiesta Latina, large conventions, football/basketball).
- Establish an annual LTD transportation "event"...transit day...transit fair.

5

- Develop an educational program for middle and high schools.

6

- Mobilize bus riders to help shape LTD's present and future.

7

- Build support and coalitions for Eugene Transit Station with neighbors and the community.

**II. LTD PROVIDES INNOVATIVE, QUALITY SERVICE THAT
COMMANDS AN INCREASING SHARE OF THE
TRANSPORTATION MARKET.**

- II. A. Strategic Action:** Establish a transit-priority system for buses. While this is a long-term project, it is also an immediate priority because of the Ferry Street Bridge project. The comprehensive plan would include a bus priority expressway with the potential to convert to rail.
- II. B. Strategic Action:** Investigate ways to increase the frequency of service on major transportation corridors, as well as options for express service on these routes.
- II. C. Strategic Action:** Expand Park and Ride and other passenger boarding facilities to increase ridership and improve operating efficiency.
- II. D. Strategic Action:** Actively encourage group passes as a way to increase ridership. Most immediately, target LCC and downtown employees.
- II. E. Strategic Action:** Explore premium service opportunities in an effort to create substantial shifts in utilization patterns. This service expansion might include bus amenities, point-to-point service, van/small bus pools, shuttle systems, etc.
- II. F. Strategic Action:** Explore other service opportunities to increase ridership, such as special service to community events and service to surrounding communities.

VISION II SUPPORTING ACTIVITIES

1

- Identify desirable elements of a bus way system.
- Identify a design for a new Ferry Street Bridge corridor that supports the bus way concept. Work actively to promote the concept within the community.
- Establish a plan to implement bus ways over the next five years.
- Identify partnerships and skills necessary to develop bus way system.

2

- Develop a comprehensive security plan that will address: the level and type of security required for the Eugene station; the organization and commitment of internal staff resources for security issues; and strategies to improve intrajurisdictional coordination of security support.

3

- Identify specific parcels available for future Park and Ride sites. Coordinate with major employers, special events, services, major institutions.

4

- Expand group pass programs, initially targeting LCC and downtown employers.
- Develop programs to increase ridership of high school market.

5

- Add bus service to increase corridor frequency where the demand exists.

6

- Do pilot project with small buses.
- Establish a feeder loop service.

7

- Introduce ways to improve passenger comfort and enjoyment on buses and at transit stations.
- Increase the frequency of shelter and station cleaning.
- Actively lobby for alternative modes priority system (not transit only); including possibly HOV lane, traffic prioritization signal.

VISION II SUPPORTING ACTIVITIES

8

- Select one to two premium services per year to test and evaluate.
- Implement a "bikes on buses" program.
- Establish van pool leasing program.

9

- Work with major employers to establish strategies and options for increasing express service.

10

- Target marketing: corridors (Gateway); key commuter groups (City of Springfield).
- Research (in FY 95-96): customer use of information pieces, and, based on that information, rethink the production and distribution of those pieces.

III. LTD'S DECISIONS, PRIORITIES, AND ACTIONS ARE DRIVEN BY STRATEGIC PLANNING AND SOUND FISCAL AND OPERATIONAL MANAGEMENT

- III. A. Strategic Action:** Determine what performance measures and benchmarks are used to evaluate the organization's fiscal and operational performance. Develop benchmark measures that are aligned with our vision.
- III. B. Strategic Action:** Examine our fare policy, using available data and research. Include effects of group pass rates and individual fares. The Board will balance goals of ridership with fare-to-budget base data to determine LTD's fare policy.
- III. C. Strategic Action:** Develop and agree on a method of analysis and tools to guide us as we evaluate new service proposals and investments. New proposals that reduce fare-to-total revenue would be considered if they meet other productivity measures or acquire customers who would otherwise be driving cars.
- III. D. Strategic Action:** Continue to improve operating efficiencies and effectiveness through on-going improvements in operating procedures.
- III. E. Strategic Action:** ~~Develop a financing plan to meet the resources needs of the strategic plan.~~

Assess current federal, state, and local funding sources and determine impact on long-range financial plan. Discuss financing alternatives.

VISION III SUPPORTING ACTIVITIES

1

- Develop comprehensive organizational performance review system.

2

- Hire a consultant to assist in the reorganization of the Transportation division.

3

- Examine fare policy using available data and research.
- Examine fare evasions; offer solutions.
- Simplify fare instruments.

4

- Make real-time computerized information available in dispatch.

IV. LTD ENCOURAGES INNOVATION AND FLEXIBILITY IN ANTICIPATING AND RESPONDING TO THE COMMUNITY'S NEEDS AND OPPORTUNITIES.

- IV. A. Strategic Action:** Actively gather information from our citizens, our customers, and other sources to learn about the public's transportation-related needs.
- IV. B. Strategic Action:** Identify ways to streamline our decision-making process in order to create flexibility in responding to emerging needs.

VISION IV SUPPORTING ACTIVITIES

1

- Conduct in-depth, community-wide needs assessment research.
- Do a benchmark study as a follow-up to the Attitudes & Opinions Study that is being conducted in the Spring of 1995.
- Establish focus group of riders and non-riders (for research projects/feedback).
- Pursue targeted market research and communication to match resources with needs.

2

- Utilize "flying task teams," when appropriate, to address District issues. Begin a process to identify and prioritize issues, and monitor and assess progress.

3

- Develop a District-wide internal communications tool.

4

- Develop and distribute an annual report to the community.

**V. LTD SUPPORTS A WORK ENVIRONMENT THAT ATTRACTS
TALENTED EMPLOYEES WHO SHARE LTD'S VISION AND ARE
COMMITTED TO ITS SUCCESS.**

- V. A. Strategic Action:** Build partnership and trust, and improve communications among all employees.
- V. B. Strategic Action:** Use the knowledge and experience of our employees more fully. Empower work groups and individuals with the authority, responsibility, and accountability to respond to new situations, as well as to maintain consistent levels of service.
- V. C. Strategic Action:** Recognize, encourage, and reward creativity, customer service, and exceptional performance.
- V. D. Strategic Action:** Develop a training plan for all classifications.

VISION V SUPPORTING ACTIVITIES

1

- Develop and manage an organization development program for greater employee participation and partnership.
- Provide facilitation skills training and develop a skilled team that can be used throughout the organization.
- Establish task forces and employee work groups to look at: work rules; organizational attitudes and behaviors that lead to negative atmosphere and risk avoidance; and visioning and strategic planning.

2

- Develop a comprehensive compensation policy for all employees that includes: frequency of market comparison and adjustment; mix and location of agencies for comparison by classification; and placement of LTD's compensation relative to market mean.
- Develop and maintain a compensation package that effectively recruits, retains, and motivates employees.
- Establish policies/programs which support personal and professional needs such as: flex time, working at home, education, child care/elder care issues, vacation donation.
- Develop performance management system that rewards outstanding performance, holds employees accountable for substandard performance, and assists in hiring skilled people.
- Develop different incentives to reward exceptional operator performance.

3

- Develop the environment for delegating decision-making authority and responsibility to the level in the organization at which the problem occurs.

4

- Increase emphasis on coordinated operator training.
- Increase emphasis on technical training.
- Provide additional operator training for issues relating to sensitivity awareness of disabled customers and hostile customers.
- Encourage Transportation staff to conduct site visits to other transit agencies.

5

- Upgrade new operator training materials and consider purchase/development of video materials.

6

- Have a bus rodeo and send the winner to the national competition.

OVERALL RANKING OF SUPPORTING ACTIVITIES

1

- Develop and manage an organization development program for greater employee participation and partnership.
- Provide facilitation skills training and develop a skilled team that can be used throughout the organization.
- Establish task forces and employee work groups to look at: work rules; organizational attitudes and behaviors that lead to negative atmosphere and risk avoidance; and visioning and strategic planning.

(Vision V, Priority 1)

2

- Board and Staff agree on message and develop a communication plan based on issues and partners.
- Communicate LTD's role and activities to the community to ensure ongoing understanding and support of LTD and its activities.
- Conduct annual research to assess the community's understanding of and support for LTD.

(Vision I, Priority 1)

3

- Participate in intergovernmental committees; i.e., TransPlan, TDM, bikes, etc.
- Continue high level of participation by both Board and staff in the TransPlan Update.
- Staff will keep Board informed of regional transportation issues when LTD's interest is significant and where LTD might contribute resources.

(Vision I, Priority 2)

4

- Develop a comprehensive security plan that will address: the level and type of security required for the Eugene station; the organization and commitment of internal staff resources for security issues; and strategies to improve intrajurisdictional coordination of security support.

(Vision II, Priority 2)

OVERALL RANKING OF SUPPORTING ACTIVITIES

5

- Hire a consultant to assist in the reorganization of the Transportation division.

(Vision III, Priority 2)

6

- Identify desirable elements of a bus way system.
- Identify a design for a new Ferry Street Bridge corridor that supports the bus way concept. Work actively to promote the concept within the community.
- Establish a plan to implement bus ways over the next five years.
- Identify partnerships and skills necessary to develop bus way system.

(Vision II, Priority 1)

7

- Expand group pass programs, initially targeting LCC and downtown employers.

(Vision II, Priority 4)

8

- Conduct in-depth, community-wide needs assessment research.
- Do a benchmark study as a follow-up to the Attitudes & Opinions Study that is being conducted in the Spring of 1995.
- Establish focus group of riders and non-riders (for research projects/ feedback).
- Pursue targeted market research and communication to match resources with needs.

(Vision IV, Priority 1)

9

- Develop comprehensive organizational performance review system.

(Vision III, Priority 1)

OVERALL RANKING OF SUPPORTING ACTIVITIES

10

- Select one to two premium services per year to test and evaluate.
- Implement a "bikes on buses" program.
- Establish van pool leasing program.

(Vision II, Priority 8)

11

- Identify specific parcels available for future Park and Ride sites. Coordinate with major employers, special events, services, major institutions.

(Vision II, Priority 3)

12

- Increase the frequency of shelter and station cleaning.

(Vision II, Priority 7)

13

- Increase emphasis on coordinated operator training.

(Vision V, Priority 4)

14

- Develop a District-wide internal communications tool.

(Vision IV, Priority 3)

15

- Do pilot project with small buses.
- Establish a feeder loop service.

(Vision II, Priority 6)

OVERALL RANKING OF SUPPORTING ACTIVITIES

16

- Introduce ways to improve passenger comfort and enjoyment on buses and at transit stations.

(Vision II, Priority 7)

17

- Examine fare policy using available data and research.

(Vision III, Priority 3)