

Strategic Business Plan Report

Strategic Planning Committee, August 22, 2023



AGENDA



Strategic Plan Overview



Current State Results



Fiscal Year 2024 and Beyond



Strategic Business Plan Overview

- Adopted in July 2021 by LTD's Board of Directors
- Establishes foundational **Mission, Vision, Values**
- Sets **Strategic Priorities** across 5 focus areas:
 - *Customer Satisfaction*
 - *Community Value*
 - *Employee Engagement*
 - *Financial Health*
 - *Sustainability*
- Defines **Key Performance Indicators (KPIs)** – Measures taken routinely to determine how we are performing compared to pre-determined targets.
- Standardizes **Strategic Work Plans** designed to improve and maintain performance.



Strategic Business Plan Structure





Strategic Business Plan – Quarterly KPI's

Year	FY 23			
Quarter	Q1	Q2	Q3	Q4
On-Time Performance	94.20%	93.20%	93.3%	94.4%
Accidents/100,000 Miles	2.94	3.5	3.5	5.32
Bus Operator Complains/100,000 Miles	10	12	7.67	8.67
Overall Ridership	1330252	1485465	1539651	1604506
Operating Cost/Boarding	\$9.28	\$9.11	\$9.98	\$8.85
Vehicle Hours/Labor Hour	0.61	0.63	0.63	0.65
Maintenance Cost/Mile	\$1.55	\$1.46	\$1.44	\$1.48
% Fleet Transitioned to Electric	11%	14%	14%	27%
Renewable Fuels		95%	100%	100%



Strategic Business Plan – Annual KPI's

Employee Engagement Survey

Survey Question	2022	2023
Employee Engagement Composite* Overall	67%	75.00%
Employees would recommend LTD as a good place to work. (included in composite)	3.26	3.58
Employees Understand How Their Performance is Linked to LTD's Success (included in composite)	4.12	4.26
Employees Agree Leadership is Invested in their Success (included in composite)	3.31	3.46
Employees Agree They are Provided with the Tools Needed to Work Successfully	3.22	3.5
Employees Agree Departments in Our Organization Work Well Together	2.7	2.97

Questions are scored on a 1 to 5 scale, with 1 being low agreement and 5 being high agreement with statement.



Strategic Business Plan FY24 and Beyond



Community Value



Customer Satisfaction



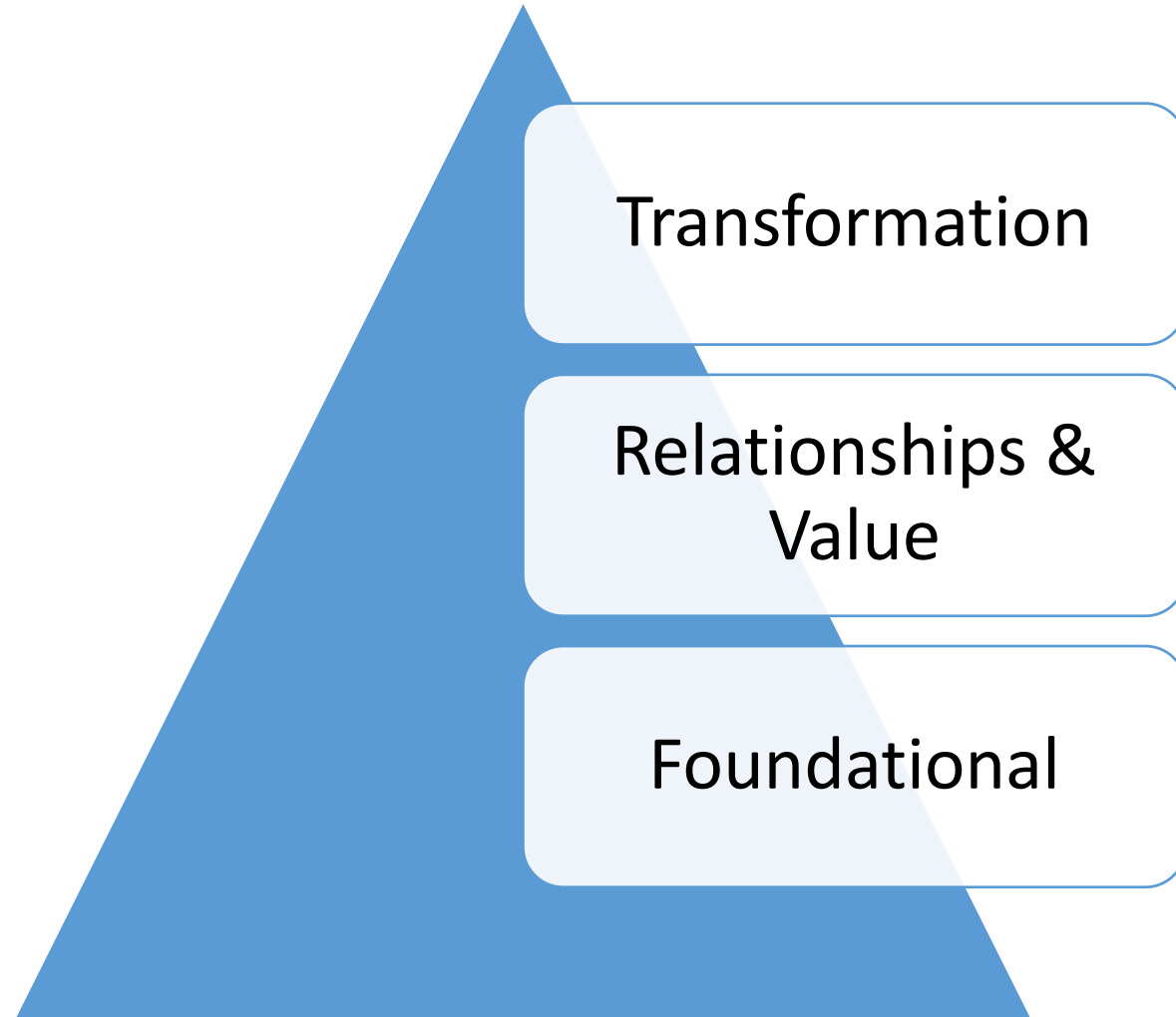
Employee Engagement



Financial Health



Sustainability








Foundational Strategic Work

   Increase revenue service levels by 10% over Fiscal Year 2023 baseline.

  Implement communication process for public engagement.

  Develop a sustainable long-term financial model for LTD.

Foundational

 Develop Internal Strengths.





Relationships & Values Strategic Work

  Implement strategy for achieving Disadvantaged Business Enterprise (DBE) goals.

  Report LTD outcomes in relation to community priorities.

Relationships & Value

 Implement strategy to community accountability

  Improve the perception of security of LTD services by 5%.



Transformative Strategic Work

Transformative



Transition into the Lane County Mobility Provider by 2025



Q&A

