



CAPITAL AREA TRANSPORTATION AUTHORITY

STRATEGIC PLAN

FY 2019

EXECUTIVE SUMMARY

In July 2018, CATA's executive employees began drafting the framework for the Authority's fiscal 2019 strategic plan, which recognizes that change is not only inevitable but necessary if we are to meet the rapidly-changing mobility needs of those who rely on us.

The challenges we faced in prior years remind us of the need to incorporate the voices and fingerprints of our customers into our plan, which will guide future decision-making, planning and programming. We are on a new course, informed largely by riders, business owners and community leaders who expect us to deliver outstanding, relevant service. Our capable employees, seasoned executive staff and Board of Directors aim to deliver public transportation solutions that align with our re-imagined mission, vision and goals. In doing so, we remain ever diligent in our efforts to maintain public trust through transparency, accountability and stewardship.

As a blueprint for success, we present the skin and bones of our fiscal 2019 strategic plan. In its final form, it will be a living and dynamic document with specific targets, as well as the malleability that will allow for adjustments as the region's mobility needs evolve.

Thank you for weighing in and adding meat and muscle to this framework. We look forward to sharing with you the final plan, which will incorporate your feedback.

OUR MISSION

To meet the mobility needs of our region by providing innovative solutions in partnership with the communities we serve.

OUR VISION

CATA will ensure public trust by re-imagining regional mobility challenges and how we better engage those we serve.

OUR VALUES

- CATA is committed to transparency in action, which inherently fosters trust and innovation.
- We will approach community partners, customers and employees in the spirit of cooperation.
- CATA is committed to providing a safe experience for our customers, employees and the public we serve.
- CATA seeks to implement sustainable solutions as stewards of the community we serve; the planet and its finite resources.
- Professionalism and integrity drive CATA's actions and decisions.
- Accountability and the desire to always do the right thing serve as our guiding compass.

GOAL NO. 1

REGIONAL MOBILITY

Definition

Facilitate seamless and innovative multimodal transportation solutions throughout the tri-county area.

Objectives

- A. To ensure ongoing taxpayer support of CATA by effectively communicating the value of the region's investment in public transportation and transparently stewarding public funds, resulting in voter passage of the 2020 millage.
- B. To identify and respond to mobility opportunities.
- B. To pursue and nurture key partnerships in the tri-county region.
- C. To identify and reduce or eliminate barriers to ridership.
- D. To explore and implement small-scale services.

Strategies

- A. Educate the public, including CATA's Board of Directors and employees, of the necessity of passing the millage.
- B. Proactively lead regional discussions with municipal, community and transit partners to plan, promote and implement multimodal transportation throughout the region.
- C. Develop and communicate policies and practices that enable regional mobility.
 - a. Creatively fund and pilot needed mobility services where they do not currently exist.
 - b. Investigate revenue-generating solutions.
 - c. Lead regional effort to explore partnerships with transportation network companies such as Uber and Lyft to provide cost-effective, accessible, app-based, real-time, flexible services to clients.
- D. Conceptualize regional mobility solutions for the future.

Tactics

- C. Address policy and practice issues related to fare-box conversion, cross-county contracting, piloting innovative concepts, universal fare card, platforming, flexible IT solutions.
- C. Research revenue opportunities through advertising, logoed apparel sales.

The letter(s) of the alphabet preceding each objective above corresponds with the strategies and tactics preceded by the same letter(s).

GOAL NO. 2

CUSTOMER EXPERIENCE EXCELLENCE

Definition

Employ best practices that lead to new and returning customers.

Objectives

- A. To enhance CATA's ability to engage customers
- B. To improve the reliability of our services.

Strategies

- A. Provide diverse communications solutions that improve our customers' and the public's ability to interact with CATA.
- A. Encourage customers to use technology tools available to them to access CATA services.
- A. Identify what matters to our customers in order to provide excellence in service delivery.
- A. Improve performance.
- B. Engage CATA employees in establishing committee-level input toward best practices for excellence in customer service.
- B. By Dec. 31, 2019, improve the availability and accuracy of information via digital platforms and in-person interactions.

Tactics

- B. Fully implement Service Skills training and assess Customer Experience team performance.

The letter(s) of the alphabet preceding each objective above corresponds with the strategies and tactics preceded by the same letter(s).

GOAL NO. 3

ORGANIZATIONAL STRENGTH

Definition

Promote organization-wide efficiency and effectiveness. Lead by example toward continuous improvement.

Objectives

- A. To commit to continuous improvement through process orientation.
- B. To work more collaboratively across department lines.
- C. To provide a fiscally-sustainable financial approach.
- D. To empower the Board to serve as ambassadors of the strategic plan.
- E. To identify regional priorities for partnering.
- F. To implement sustainable business practices and operations.
- G. To implement measurable strategies and tactics to ensure workplace diversity, equity and inclusion.

Strategies

- A. Implement clearly-identifiable and repeatable processes for key functions.
- B. Be intentional in actively fostering collaboration and accountability.
- C. Demonstrate effective stewardship of the public's resources.
- D. Secure Board ownership and support of our strategic plan and vision for the future.
- E. Promote regional coordination and political alignment throughout our jurisdictions.
- F. Identify a sustainability champion to implement sustainable business practices and operations.
- G. Form a Diversity, Equity and Inclusion Task Force.

Tactics

- A. Identify key processes for documentation.
- A. Conduct gap analyses when creating documentation for key processes.
- A. Create documentation for processes where gaps exist.
- A.; B. Share the "need" for process improvement.
- A.; B. Consider cross-functional implications when doing process improvement.

- A.; B. Include front-line employees in process improvement.
- A.; B. Address lack of knowledge on how to perform process improvement.
 - B. Provide tools and technology to facilitate process.
 - B. Empower others toward decision-making when collaborating across functions.
 - B. Ensure transparency in CATA's internal operations and procedures.
- C. Secure continued long-term funding solutions.
- C. Use the budget as a key performance indicator.
- C. Conduct monthly reviews of variance reports.
- C. Identify and analyze key performance indicators to determine whether we are efficiently and effectively delivering services.
- C. Demonstrate good stewardship of federal, state and local funds for public transportation.
- D. Provide training and prepare materials to keep Board members "in the know."
- E. Host regular meetings with elected officials as well as administrative representatives to craft strategies that align with constituents' needs.
- E. Keep conversations alive.
- F. Establish an outreach program on sustainability for all staff.
- F. Determine a baseline measurement on several indicators, including water and energy use, recycling and emissions.
- G. Conduct a Diversity Equity and Inclusion survey organization-wide based largely on facts and data, identify a baseline, measurable goals and responsible parties to effect positive change.

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GOAL NO. 4

COMMUNITY PARTNERSHIP

Definition

Exhibit responsible leadership through community engagement and public service.

Objectives

- A. To improve our community's quality of life by helping to make it a great place to live, work and play.
- B. To build CATA's reputation by supporting community partners, creating goodwill and giving back to our community.
- C. To build stronger relationships and help increase partners' effectiveness.

Strategies

- A.; B. Share our time, resources and sponsorships.
- B. Proactively prepare for crises; complete crisis communication plan by second quarter 2019.
- B. Commence rebrand implementation second quarter 2020.
- C. Share useful and relevant data with external partners.

Tactics

- B. Establish a streamlined approach to ensure fairness in our review and approval of sponsorship requests.
- B. Update/redesign the CATApillar to ensure that it is a holiday mainstay.

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GOAL NO. 5

DYNAMIC WORKPLACE

Definition

Create a meaningful workplace that engages, empowers and values its employees.

Objectives

- A. To practice a culture of transparency.
- B. To strive to become an employer of choice in the capital region.
- C. To welcome challenges as an opportunity to improve service. Think, problem-solve, innovate and channel energy into positive solutions.
- D. To acknowledge areas of improvement to cultivate best practices as we build on existing successes.
- E. To create a culture that values and celebrates diversity, equity and inclusion.

Strategies

- A. Communicate regularly with employees regarding issues of importance to CATA.
 - a. At a working level
 - b. Establish expectations and boundaries
- A.; B. Build an environment where communication, collaboration and creativity are encouraged.
- B. Implement initiatives that attract and retain employees.
- B. Provide a platform for our workforce to continually engage in discussions around our future.
- C. Define solutions to improve internal information-sharing and collaborative problem-solving.
- C. Respond to challenges with a sense of urgency.
- D. Holistically manage change to achieve our goals.

Tactics

- A. b. Stay within the boundaries of the bargaining agreement.
- B. Research recruitment metrics for employers of choice.
- B. Look at boomerang hires.
- B. See Society of Human Resources Managers for metrics.

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CONCLUSION

CATA's fiscal 2020 strategic plan is a living, dynamic document that will serve as our roadmap to success. Our Board of Directors and staff remain committed to achieving the goals stated herein: regional mobility, customer experience excellence, organizational strength, community partnership and dynamic workplace.



DRIVES JOBS
DRIVES ECONOMY
DRIVES COMMUNITY
DRIVES YOU

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If you have any questions about CATA's
Strategic Plan, contact us at 517-394-1100.