



**CHATHAM AREA TRANSIT AUTHORITY**  
**STRATEGIC PLAN**  
**FY 2018 – FY 2022**

Goal 1	Objectives	Strategies
<b>Provide Innovative Service Solutions</b>	<p><b>Objective 1.1:</b> <i>Provide Additional Mobility Options</i></p> <p><b>Objective 1.2:</b> <i>Expand Service Area</i></p> <p><b>Objective 1.3:</b> <i>Enhance Existing Services Utilizing Technology</i></p>	<ul style="list-style-type: none"> <li>• <b>1.1.1</b> Develop and implement regional transit services to major job centers as dictated by demand. Such services can include key corridor commuter services and employer-sponsored van pool and shuttle services</li> <li>• <b>1.1.2</b> Develop Fixed Guideway Feasibility and Planning Studies</li> <li>• <b>1.1.3</b> Coordinate and implement service connections with other regional transportation providers</li> <li>• <b>1.1.4</b> Complete System re-design to enhance mobility options to improve ridership</li> <li>• <b>1.2.1</b> Develop Park &amp; Ride Feasibility Study</li> <li>• <b>1.2.2</b> Prepare Transit Oriented Development (TOD) Guidelines</li> <li>• <b>1.2.3</b> Incorporate county wide and regional service scenarios in fixed route service re-design efforts</li> <li>• <b>1.3.1</b> Complete feasibility study on transit traffic signal priority</li> <li>• <b>1.3.2</b> Incorporate app-based, on-demand services into Transit Development Plan (TDP)</li> </ul>

Goal 2	Objectives	Strategies
<b>Enhance Community Engagement Through Advocacy, Marketing and Outreach</b>	<p><b>Objective 2.1</b> <i>Increase Public Awareness of Chatham Area Transit's value to the community</i></p>	<ul style="list-style-type: none"> <li>• <b>2.1.1</b> Engage media to communicate the many benefits of public transportation</li> <li>• <b>2.1.2</b> Be more proactive in engaging public businesses, communities and other stakeholders to improve public perception and increased ridership</li> </ul>



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Goal 2 (Cont'd)	Objectives	Strategies
	<p><b>Objective 2.2</b> <i>Build a supportive network of stakeholders</i></p> <p><b>Objective 2.3</b> <i>Collaborate with regional agencies, employers and residents to increase use of Chatham Area Transit services and meet the diverse needs of our community</i></p>	<ul style="list-style-type: none"> <li>• <b>2.1.3</b> Establish a Comprehensive Marketing Plan with initiatives designed to attract new riders, retain existing riders and build brand awareness throughout service area</li> <li>• <b>2.1.4</b> Advocate for local policies that encourage transit-oriented growth</li> <li>• <b>2.2.1</b> Enhance existing relationships and develop new partnerships with the general public, community groups, businesses and other agencies</li> <li>• <b>2.3.1</b> Establish Ad hoc Advisory Committees for specific projects</li> </ul>

Goal 3	Objectives	Strategies
<p><b>Maximize Staff Potential through Workforce Development</b></p>	<p><b>Objective 3.1</b> <i>Enhance Employee Development</i></p> <p><b>Objective 3.2</b> <i>Engage Workforce to Drive Organizational Culture Change to "Best Place to Work"</i></p>	<ul style="list-style-type: none"> <li>• <b>3.1.1</b> Design and Implement an Employee Development Program that incorporates: <ul style="list-style-type: none"> <li>➤ Formal onboarding</li> <li>➤ Standardized employee development training</li> <li>➤ Formal organizational training</li> </ul> </li> <li>• <b>3.2.1</b> Develop an organizational structure that provides for and implements an incentive based compensation model for all employees using metric-based scorecard to evaluate merit</li> <li>• <b>3.2.2</b> Create new opportunities for performance recognition</li> </ul>



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Goal 4	Objectives	Strategies
<p><b>Achieve Excellence through High-Quality Service Delivery</b></p>	<p><b>Objective 4.1</b> <i>Improve Service Across All Modes</i></p> <p><b>Objective 4.2</b> <i>Continuous Enhancement, Improvement and Maintenance of Capital Assets to Ensure State of Good Repair</i></p> <p><b>Objective 4.3</b> <i>Utilize Technology Advancements to Enhance Fare Collection Systems, Planning, Data Collection and Customer Communication</i></p>	<ul style="list-style-type: none"> <li>• <b>4.1.1</b> Update TDP to include a re-design of the existing fixed route system</li> <li>• <b>4.1.2</b> Implement recommendations identified in the Paratransit Service Delivery Transformation Plan</li> <li>• <b>4.1.3</b> Re-launch Employer Pass Program</li> <li>• <b>4.1.4</b> Expand Bike Share Program</li> <li>• <b>4.1.5</b> Enhance ferry service by completing construction of a new maintenance facility and an additional ferry vessel</li> <li>• <b>4.1.6</b> Complete feasibility study on establishing an in-house police force to enhance passenger and staff security</li> <li>• <b>4.2.1</b> Complete Transit Asset Management Plan and incorporate enhanced asset management procedures into annual work processes</li> <li>• <b>4.2.2</b> Update Fleet Replacement Plan for fixed route, paratransit and support vehicles</li> <li>• <b>4.2.3</b> Formalize plan to convert fleet to low-no emissions vehicles</li> <li>• <b>4.2.4</b> Upgrade bus stops and amenities throughout service area and improve ADA accessibility</li> <li>• <b>4.2.5</b> Identify locations and funding for new super stop locations</li> <li>• <b>4.3.1</b> Modernize existing fare payment system to include web-based payment and mobile ticketing options</li> <li>• <b>4.3.2</b> Utilize APTA benchmarking statistics to move towards “best practice” status</li> </ul>



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<b>Goal 4 (Cont'd)</b>	<b>Objectives</b>	<b>Strategies</b>
		<ul style="list-style-type: none"> <li>• <b>4.3.3</b> Develop systems to obtain better performance data for analysis and reporting</li> <li>• <b>4.3.4</b> Utilize transit traffic signal priority on key corridors as funding allows</li> <li>• <b>4.3.5</b> Provide reliable and useful real-time service information to passengers</li> </ul>

<b>Goal 5</b>	<b>Objectives</b>	<b>Strategies</b>
<b>Maintain Financial Stability</b>	<b>Objective 5.1</b> <i>Achieve Funding Levels that Provide Financial Capital Sufficient to Allow CAT to Pursue Strategic Goals</i>	<ul style="list-style-type: none"> <li>• <b>5.1.1</b> Secure dedicated local funding that will allow CAT to accomplish strategic goals</li> <li>• <b>5.1.2</b> Develop new business lines that provide revenue streams</li> <li>• <b>5.1.3</b> Build cash reserves keyed to meeting monthly cash outlay and providing a financially sound operating platform</li> </ul>



# **CHATHAM AREA TRANSIT AUTHORITY**

## **STRATEGIC PLAN**

### **LOOKING FORWARD**

To meet the future needs of the growing community, Chatham Area Transit must look beyond the 5-year planning horizon to identify projects and innovations that will provide access and opportunity for all. Some of these long-term projects include:

- Establish region-wide park and ride network
- Work with local partners on projects that incorporate Transit Oriented Development (TOD) principles
- Explore partnerships with fixed route cost benefits while serving private industry needs for transportation
- Coordinate with state and local government agencies to implement commuter services through dedicated or limited public access lanes for transit vehicles
- Work with surrounding county agencies to streamline passenger experience across multiple service alternatives
- Complete fleet conversion to low-no emissions vehicles
- Funding for bus replacements secured and incorporated into planning process
- Work with housing and other community partners to develop joint FTA/HUD grant funded projects
- Leverage improved cash position by becoming stronger financial partner for public/private ventures with focus on long term revenue producing opportunities
- Identify and develop satellite facilities to accommodate system growth
- Work with the agency partners to implement fixed guideway services