

# EXECUTIVE SUMMARY AND BACKGROUND

The Capital Area Transit System developed this strategic plan to guide the agency's work to improve the Baton Rouge community through safe and reliable transit while supporting the City's long-term workforce and economic development needs.

The CATS team selected five strategic priorities for the future of the organization, which include focusing on operational improvement, capital investment, management accountability, workforce stability and community engagement. A series of tasks supports each goal, with timelines and responsible parties assigned to ensure maximum transparency to internal and external CATS stakeholders, including riders, operators and the general public.

The selected strategic priorities and their goals are:

## 1. SAFETY, SERVICE QUALITY AND RELIABILITY

- Goal – Increase On-Time Performance from 70% to 80% by December 31, 2019 and to peer agency standard by December 31, 2022
- Goal – Decrease travel times for major origin/destination point to 50 minutes in order to grow ridership base by December 31, 2018

- Goal – Establish baseline metric for measuring customer satisfaction to strengthen ridership base by March 31, 2018
- Goal – Decrease the number of preventable accidents by 50% by December 31, 2018
- Goal – Obtain and maintain industry standard fleet age of vehicles through 2022

## 2. FINANCIAL RESPONSIBILITY, ACCOUNTABILITY AND STEWARDSHIP

- Goal – Increase farebox recovery ratio to peer agency standard by December 31, 2022
- Goal – Increase the amount of supplemental/alternative funding sources by a total of \$10 million by December 31, 2022
- Goal – Improve planning and management of budgetary resources and expenditures to advance strategic goals of CATS

## 3. OUTREACH, COMMUNITY AND STAKEHOLDER ENGAGEMENT

- Goal – Strengthen community pride for CATS through increased face-to-face stakeholder interaction
- Goal – Regionalize service to one eligible neighboring town/parish by December 31, 2022

# EXECUTIVE SUMMARY AND BACKGROUND CONTINUED

## 4. WORKFORCE STABILITY, ENGAGEMENT AND PERFORMANCE

- Goal – Hire key positions so that vacancies do not exceed 10% of allocated headcount by December 31, 2018
- Goal – Develop a performance management process for the organization by October 31, 2019
- Goal – Create an environment that fosters and promotes workplace safety, operational performance and employee morale by December 31, 2018

## 5. STRATEGIC CAPITAL IMPROVEMENTS AND INVESTMENTS

- Goal – Prioritize the chief needs and identify preliminary funding sources for components of the Capital Improvements and Investments Plan
- Goal – by December 31, 2017, begin roll-out of the Capital Improvements and Investments Plan

**THIS PLAN IDENTIFIES THE STEPS CATS MUST TAKE TO IMPROVE BATON ROUGE'S TRANSIT SYSTEM, INCLUDING DEVELOPING KEY STRATEGIC PARTNERSHIPS AND INVESTING IN THE AGENCY'S HUMAN AND PHYSICAL CAPITAL. IF SUCCESSFUL, CATS WILL TRULY CONNECT ITS RIDERS TO WHAT MATTERS TO THEM, FROM WORK OR SCHOOL TO HEALTH CARE, COMMERCE, FELLOWSHIP AND ENTERTAINMENT.**