

STRATEGIC PLAN

2021 - 2025



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LETTER FROM CTAA LEADERSHIP

One of the most serious responsibilities for the CTAA staff and Board of Directors is to prepare the organization to best deal with the continual and inevitable change emerging in the public and community transportation industry. And that change seems to have picked up swift momentum in the past few years.

The leadership team at CTAA saw the need for a Strategic Plan and attendant adaptive strategies beginning in 2019, and set in motion the process that culminates in the dynamic, organization-wide plan reflected in this document. This effort was initiated prior to the onset of the global COVID-19 pandemic, which has wrought potentially generational change to so many sectors of American life.

The heart and soul of this Strategic Plan is, of course, CTAA's commitment to responding to our members' needs, ideas, solutions and challenges through continued engagement and the implementation of relevant activities. Effective two-way communication with members has been the hallmark of the Association over its 30+ year history. This plan underscores our collective commitment to continuing this vital organizational legacy and meeting members' future needs.

Over the past decade, we have organized CTAA's activities into a collection of five business centers, developed to ensure that our organizational structure aligns with the Association's long-standing, and here updated, mission and vision statements. You will find these business centers reflect the key service areas you've come to expect from your Association: advocacy, financial oversight and monitoring, members services, technical assistance, and training and certification. This strategic plan codifies that approach and builds from it.

The time, energy and resources put into the creation of this Strategic Plan – CTAA's first since the early 1990s – requires it to be a living, dynamic document that Board, staff and members regularly revisit to help guide the future of the Association. We plan on developing a report card charting our progress in the plan, one that we'll make available to the entire membership annually.

Thank you for taking the time to read CTAA's Strategic Plan. Our ultimate goal is to make the Association better – more responsive, engaged and nimble. CTAA has a terrific legacy and reputation from which to build, and we certainly hope that the ideas and commitments conveyed in this plan highlight the ways in which we'll collectively move the community and public transportation industry forward.

We sincerely hope you will see yourself in this plan and recognize the many ways CTAA can best be an asset to you, your passengers and your community as well as ways you can contribute to your Association. Please stay in touch!

Thank you!

A handwritten signature in black ink, appearing to read 'Scott Bogren'.

Scott Bogren
CTAA Executive Director

A handwritten signature in black ink, appearing to read 'Barbara K. Cline'.

Barbara K. Cline
President, CTAA Board of Directors
Prairie Hills Transit, Spearfish, South Dakota

CTAA AT A GLANCE



Advocacy:

CTAA's work with Congress and the Administration has resulted in:

- Codified the non-emergency medical transportation benefit in Medicaid statutes.
- **\$7 billion** in pandemic relief for rural, small urban and specialized transit agencies
- **300% growth** in Bus and Bus Facilities (Section 5339) since 2012
- Predictable growth in key transit formula programs over the past three surface transportation reauthorizations

CTAA AT A GLANCE



Technical Assistance:

- CTAA has worked directly with **52 communities** through Federal and non-federal Technical Assistance Centers since 2018
- Number of federal Technical Assistance centers CTAA currently manages: **3**
- Key topics addressed: Mobility Management, Innovative Technology, On-Demand Mobility, Mobility for Older Adults and People with Disabilities, Community Mobility, Transit Service Design, Health Care Transportation, Procurement Best Practices and more.



Member Services:

- CTAA Members, Affiliates and Individuals: **1,200**
- Total member contacts: **2,200**
- CTAA has **5,250** social media followers
- CTAA produced and distributed **64** direct communications with members in 2020
- **2,080** attendees at CTAA annual conferences and events in 2020/2021
- CTAA's Member Services works directly with members to ensure dues remain affordable with a high return on their investment.



Training and Certification:

Jan 2020 to May 2021: CTAA provided direct training and certification to:

- Front Line Staff: **33,393**
- Transit Directors: **3,042**
- Total = **36,435**
- CTAA's training department has worked with more than 45 state transit associations and state DOTs, developing training specific to our customer's needs.

THE ASSOCIATION'S HISTORY

Founded as an association in 1989, the Community Transportation Association of America grew out of two major organizations: the Rural Housing Alliance and the National Association for Transportation Alternatives. In the early 1960s, a group of returning Peace Corps volunteers (and others) formed an organization to help low-income people in the developing world build their own houses. This was the International Self-Help Housing Association, which in 1969 became the Rural Housing Alliance (RHA). After several years of providing technical assistance and education to communities on rural, farm worker and migrant housing, the RHA leaders determined it needed to broaden the organization's mission as they became increasingly aware that what it was doing in rural housing was not being done in the fields of community development, health, and public transportation. This broader mission was manifested through a new organization, Rural America, formed in 1977. In 1985, the National Association for Transportation Alternatives (NASTA) was formed, and then in 1989, Rural America and NASTA were merged to form the Community Transportation Association of America.

Since those early beginnings, CTAA has developed into a nationally recognized expert in rural, small urban, tribal and specialized transportation services. It has cultivated strategic relationships with not only legislative officials and their staff, but also with regulatory bodies, state transit associations and professionals across the country. The Association provides expertise in the areas of

- Essential training for transportation professionals
- Regulations for rural, small urban, tribal, and specialized transportation
- Health care related and NEMT transportation
- Cross-sector relationships between transportation and human service agencies
- Human-centered design and engagement in transportation planning
- Mobility management
- Technology for rural and small urban transportation systems

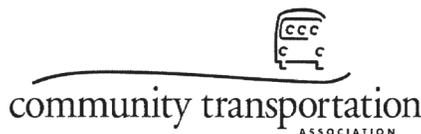
Organizations and individuals have joined CTAA as members to share innovation, receive training and certification specific to their needs, advance policy and legislative priorities and improve mobility options in their communities. Membership is always open to all seeking access to these valuable benefits and contribute to our industry's future.



2018 - Present



2010 - 2017



2008 - 2010



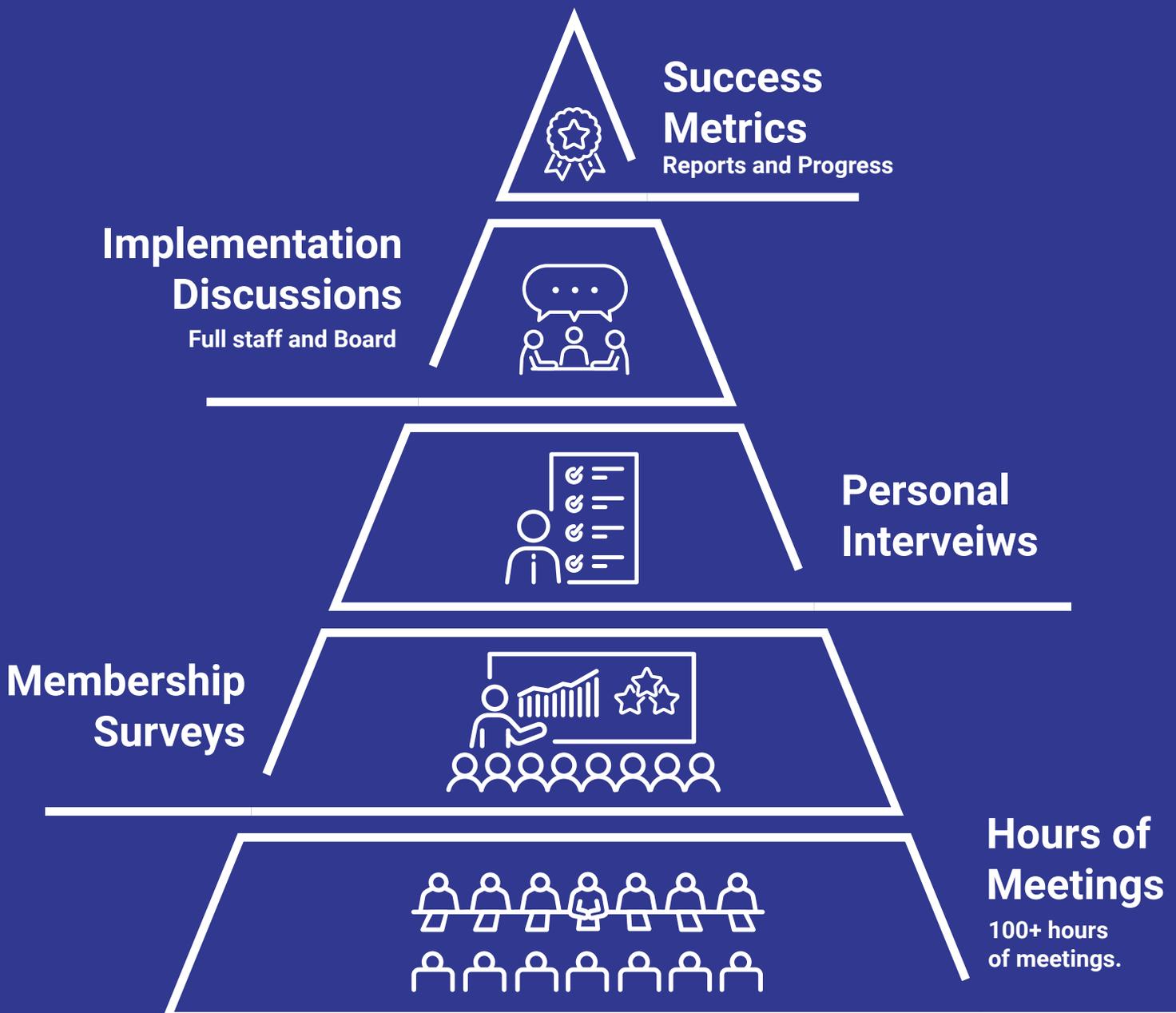
1988 - 2008

CTAA STRATEGIC PLAN PROCESS

The process used to create the 2021 - 2025 CTAA Strategic Plan involved the feedback and input of members, partners, stakeholders, staff and the Board over a six month period of time. Through a series of interviews and survey responses, we gathered data to answer four main questions:

- Where are we now?
- Where are we going?
- How will we get there?
- How will we measure our success?

We appreciate all of our members and partners who took the time to fill out our survey and have a personal interview with our consultant. We used your information to update our Business Centers, determine our Strategic Goals for the future, create Adaptive Strategies and build SMART Objectives.



ABOUT THIS STRATEGIC PLAN

This plan presents CTAA's newly formed vision and mission. It also presents the staff members' pledge to how it will interact with and respond to CTAA members.

In this plan, the Association has identified five adaptive strategies, which are cross-cutting methods or approaches that can be applied to the accomplishment of any number of goals. The second half of the plan presents the specific goals developed for the Associations' five service areas, which directly align with the Association's business centers: Advocacy, Fiscal Responsibility, Member Services, Technical Assistance, and Training and Certification.

Our Adaptive Strategies

CTAA has identified broad, adaptive strategies that reach across the five key service areas. They can be thought of as a broader tool or technique that will allow CTAA to have success more quickly or efficiently. Adaptive strategies will allow CTAA to change as rapidly as the needs of our members and partners change.

Adaptive Strategies, 2021-2025

We will use the following strategies across all our business centers to accomplish our goals in each area:

1. Engage members and partner organizations in substantive conversations to identify their areas of need and potential contributions to innovative solutions.
2. Identify new audiences that could benefit from and provide valuable contributions through membership in the Association.
3. Solidify the Association's understanding of emerging trends and apply that knowledge in assisting members, partners and staff in maintaining effectiveness in their services.
4. Strengthen the focus of the Association's activities to keep them aligned with its five identified core service areas.
5. Pursue training and mentoring opportunities for staff and Board members that will increase their capacity to serve members.

The following pages describe the major activities of and 2021-2025 strategic goals for our five key service areas.





VISION, MISSION AND PLEDGE

Our Vision:

Equitable transportation services for all to quality-of-life destinations

Our Mission:

We will empower transportation agencies to provide equitable transportation to all by being their source for impactful advocacy; expert technical assistance, high-quality training, and responsive communications. Our goal is simple: exceptional service to all communities and their residents.

Our Pledge to Our Members:

- **Responsiveness:** We promise quick, thoughtful responses to any questions or inquiries - no matter the subject or how we receive the request. If one of our talented staff cannot answer your question, we will find someone who can.
- **Expertise:** Our staff will provide accurate, informative and timely analyses of legislation, regulations and transportation trends that you can trust. Combined, the CTAA staff has more than 200 years of experience in community and public transportation.
- **Insight:** CTAA staff track new innovations in transportation technology, markets and delivery modes and, along with our Board of Directors and State and Tribal Delegates, will ensure you have ready access to ideas and solutions you can use.
- **Passion:** We love everything about the community and public transportation industry and CTAA is always seeking new ways to support our members.
- **Understanding:** We recognize the constraints - financial and otherwise - that our members deal with every day and promise to deliver practical, useful solutions and resources to our members.

CTAA BUSINESS CENTERS



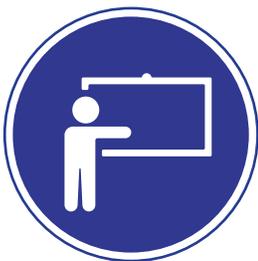
Advocacy: The Association's advocacy efforts focus on developing legislative and policy priorities from CTAA's membership and then conveying those to Congress, the Administration and other relevant federal agencies. Key activities include coordinating CTAA's annual Hill Visit day, preparing and delivering testimony before Congress on key issues, presenting before state and regional transit association as well as human service sector conferences, and responding to various requests from Congress and the Administration.



Member Services: The Member Services Center directly serves CTAA members, while continually marketing the benefits CTAA can provide to potential members. Staff communicate directly with members, develop member resources, solicit member feedback, host member-only webinars on key legislative and regulatory topics, cultivate the Association's State and Tribal Delegate Council and oversee member billing. This center is also responsible for CTAA's EXPO and SUN (Small Urban Network) conferences, as well as the Emerging Leaders Academy (ELA), a program that coaches young transit professionals striving to become successful leaders.



Technical Assistance: Technical Assistance staff provide expert, in-depth assistance in the areas of transit operations, inclusive planning, human-centered design, technology, cross-sector coordination, and mobility management. Currently CTAA operates the federally funded Transit Planning 4 All program, the National Center for Applied Transit Technology, and the National Center for Mobility Management. The work products from these centers, as well from CTAA's work through local grants and contracts, become valuable resources for the organization's membership and the industry at-large.



Training and Certification: Training staff develop and distribute training and certification programs designed for public and human service transportation organizations and their staff. Training is provided through a remote e-learning platform as well as through in-person classes. CTAA provides professional services from qualified trainers who have decades of experience and are well respected in their field. Training staff also develop new courses based on feedback from CTAA members. The training and certification team is responsible for contracting, marketing, scheduling, billing and attendant financials.



Fiscal Responsibility: CTAA's fiscal staff not only implement all CTAA's daily and annual financial processes (e.g., account receivables, financial reporting, payables, payroll and auditing functions, budgeting) related to the Association activities and federally funded technical assistance centers, but also oversees contract compliance and provides regular updates to the CTAA Board directly and/or through the Board Finances Committee. A key area of importance is managing the association's short and long-term financial sustainability.



ADVOCACY

The Association's advocacy efforts focus on developing legislative and policy priorities from CTAA's membership and then conveying those to Congress, the Administration and other relevant federal agencies. Key activities include coordinating CTAA's annual Hill Visit day, preparing and delivering testimony before Congress on key issues, presenting before state and regional transit association as well as human service sector conferences, and responding to various requests from Congress and the Administration.

Strategic Goals, 2021-2025

- Promote policies, programs and practices that remove transportation barriers to isolation, enabling access to jobs, healthcare and full economic and social participation for all persons, regardless of their age, race, income, geography or disability status.
- Continue to increase CTAA's recognition by policymakers at the federal level (Congress, DOT, etc.) as the expert on, and voice for, rural, small-urban, tribal, non-emergency medical, and specialized transportation issues and to directly influence public transportation legislation and regulations.
- Build the capacity of CTAA members (and state transit associations) to advocate for transportation at the local, state, and federal levels and ensure they are actively engaged, through a variety of two-way communications channels, on all Association legislative positions and priorities.
- Secure increased financial support for transportation with public and private funders.





MEMBER SERVICES

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Strategic Goals, 2021-2025

- Develop strategies to deepen the Association's relationships and increase engagement with members to strengthen the Association's activities in anticipating and meeting member and industry needs.
- Increase and broaden Association membership through resource development, advocacy and communications, reaching the most diverse and large-scale complementary partners in communities across the nation by continually seeking the most effective ways to communicate with and engage members.
- Deepen the Association's reach to staff within our member organizations by supporting them through leadership development and providing resources at all levels.
- Increase engagement, resources, and communications to tribal, NEMT, and corporate partner members in efforts to be more consistent across all membership demographics.





TECHNICAL ASSISTANCE

Technical Assistance: Technical Assistance Center staff provide expert, in-depth assistance in the areas of transit operations, inclusive planning, human-centered design, technology, cross-sector coordination, and mobility management. Currently CTAA operates the federally funded Transit Planning 4 All program, the National Center for Applied Transit Technology, and the National Center for Mobility Management. The work products from these centers, as well from CTAA's work through local grants and contracts, become valuable resources for the organization's membership and the industry at-large.

Strategic Goals, 2021-2025

- Develop strategies to raise the awareness of CTAA's technical assistance resources and expertise among community transportation professionals and their partners.
- Enhance the capacity and capability of CTAA to respond to emerging needs in the community transportation field.
- Become more proactive in developing forward-thinking Technical Assistance content and delivery mechanisms that will serve CTAA's membership base.
- Continue to work with federal agencies to develop and deliver Technical Assistance, providing recognized value that continues to strengthen the relationship between CTAA and those agencies.





TRAINING AND CERTIFICATION

Training staff develop and distribute training and certification programs designed for public and human service transportation organizations and their staff. Training is provided through a remote e-learning platform as well as through in-person classes. CTAA provides professional services from qualified trainers who have decades of experience and are well respected in their field. Training staff also develop new courses based on feedback from CTAA members. The training and certification team is responsible for contracting, marketing, scheduling, billing and attendant financials.

Strategic Goals, 2021-2025

- Ensure accreditation of certification and training courses to include integrating continuing education units (CEU'S) into all of the certification and training programs.
- Engage with CTAA members to determine training trends.
- Work with state associations to determine which of their training courses meets the requirements for the Certified Community Transit Manager (CCTM) certification program.
- Prepare for trainer turnover and develop a succession plan to have backup trainers for all training courses.
- Develop a curriculum that incorporates equity, cultural sensitivity and social justice as a new course offering to include in CTAA's training program.
- Work with our tribal members and delegates to identify and address the tribal transit training requirements.





FISCAL RESPONSIBILITY

CTAA's fiscal staff not only implement all CTAA's daily and annual financial processes (e.g., account receivables, financial reporting, payables, payroll and auditing functions, budgeting) related to the Association activities and federally funded technical assistance centers, but also oversees contract compliance and provides regular updates to the CTAA Board directly and/or through the Board Finances Committee. A key area of importance is managing the association's short and long-term financial sustainability.

Strategic Goals, 2021-2025

- Develop and implement strategies to ensure the Association's long-term fiscal stability and sustainability.
- Ensure adequate staffing levels for anticipated growth in programs- Analyze and fulfill staffing needs in relation to anticipated growth in programs.
- Develop and adopt an investment strategy for reserve funding to meet CTAA needs.





THE ROAD FORWARD

Mobility needs across the country are changing rapidly. Our industry is seeing new demands from a more diverse population as the industry adapts to new transportation modes. This level of change is occurring across the country, whether in complex, large urban communities, small rural areas or within our tribal communities.

CTAA will always be there for its members in ways both large and small, continuing to engage in conversations about the most pressing issues facing our friends and neighbors. With strong advocacy at the state and federal levels, technical support for communities, specialized and broad-based training offerings, and responsive communication, the Association will continue to be at the forefront of mobility solutions that improve the quality of life for all.

With our adaptive strategies and goals, this strategic plan will continue to evolve and change to reflect our commitment and the feedback from our membership. We look forward to the future as we implement our plan and build the road forward.



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