



**Transportation Advisory Board  
Strategic Plan for July 2022 – June 2025**

**Overview**

The Henderson County Transportation Advisory Board (TAB) has developed this strategic plan for 2022 to 2025. This plan will guide our growth and direction in supporting effective and accessible transportation services in our county in the coming years.

TAB proudly and diligently serves as an advisory body to the public transportation system in Henderson County and also as a liaison between this system and all residents in our county. As an advisory body, TAB does not provide governance or direct funding decisions. The role of TAB is to represent the entire county population, provide advice, and ensure that that transportation funds are distributed in a fair and equitable manner. While TAB is not a governing board, TAB members are actively engaged in understanding transportation needs and trends and also in conveying community perspectives.

The four priority goals support our vision of helping people transform their futures and live more fully in this community through access to transportation. We recognize the vital role of regional collaboration in supporting the transportation system effectiveness in our county. We will continue to maintain a rigorous focus on safety and compliance, enhance communication with stakeholders, and encourage active advisory board engagement.

We invite you to partner with us to help meet community needs through an effective transportation system in Henderson County.

**Mission, Vision, Values**

<b>Mission</b>	Provide advice and perspectives to help meet community transportation needs through an effective transportation system in Henderson County.
<b>Vision</b>	Giving people access to transportation to transform their futures and live more fully in their community.
<b>Values</b>	<ul style="list-style-type: none"> <li>• Respect</li> <li>• Integrity</li> <li>• Collaboration</li> <li>• Excellence in Service</li> <li>• Progressive / Innovative</li> <li>• Inclusion and Acceptance</li> <li>• Safe and Caring environment for clients, employees and partners</li> <li>• Responsible Stewardship of Resources</li> </ul>

## Goals

### Regional Transportation Growth Collaboration

- Goal 1: Advocate and participate in regional transportation efforts.

### Quality Drivers and Quality Training

- Goal 2: Maintain a rigorous focus on safety and compliance.

### Communication

- Goal 3: Focus on communication with stakeholders.

### Advisory Board Engagement

- Goal 4: Support an engaged Advisory Board.

## Goals, Outcomes, and Strategies

<i>On Expected Outcomes</i>	<i>Lead</i>	<i>Strategies for 2022-2025</i>	<i>How/When will we measure success?</i>
<b>Goal #1: Advocate and participate in regional transportation efforts.</b>			
<ul style="list-style-type: none"> <li>Increased understanding of and advocacy for regional transportation initiatives.</li> </ul>	<i>Transportation Director</i> <i>TAB Board Chair</i> <i>Board members</i> <i>Assistant Transportation Director</i>	a) Participate in regional task force meetings to support regional connectivity. b) Provide education and presentations to expand understanding of regional transportation issues.	<ul style="list-style-type: none"> <li>Ongoing participation task forces.</li> <li>Annual presentations on the regional plan and by president of NCPTA and Land of Sky Representative.</li> <li>Assess additional needs for increased awareness.</li> <li>By Dec. 2023, launch a county Transit Day in partnership with the county; invite elected officials to ride the bus. Display County Transit bus at old courthouse and have officials available to answer questions. Or pair this with another community event.</li> </ul>
<b>Goal #2: Maintain a rigorous focus on safety and compliance.</b>			
<ul style="list-style-type: none"> <li>Reduction preventable accidents.</li> <li>Regular use of and enhancements to systems that maintain Transportation Program compliance.</li> </ul>	<i>Director</i> <i>Board Chair</i> <i>Board members</i> <i>Assistant Transportation Director</i> <i>Transportation Service Specialist</i> <i>Maintenance Coordinator</i>	a) Develop a comprehensive driver training program and related resources. b) Implement and refine an ongoing quality training program. c) Update the board regularly on training participation and safety metrics along with compliance reviews and action steps.	<ul style="list-style-type: none"> <li>By Dec. 2022, implement 6 new units of online monthly training.</li> <li>By June 2023, receive regional and/or statewide recognition for safety trends.</li> <li>By Dec. 2024, receive a positive report from the state review.</li> </ul>

<i>On Expected Outcomes</i>	<i>Lead</i>	<i>Strategies for 2022-2025</i>	<i>How/When will we measure success?</i>
<b>Goal #3: Focus on communication with stakeholders.</b>			
<ul style="list-style-type: none"> <li>Increased community awareness of transportation options.</li> <li>Use information from stakeholders to meet community transportation needs.</li> <li>Focus on helping people by providing quality customer service.</li> </ul>	<i>Transportation Director</i> <i>TAB Board Chair</i> <i>Board members</i> <i>Assistant Transportation Director</i>	<ol style="list-style-type: none"> <li>Review current communication to identify any additional needs.</li> <li>Set up system to collect feedback from passengers, citizens and community organizations to identify communication or programmatic needs.</li> <li>Work with community organizations and partners to share information related to community transportation needs with particular outreach to organizations who work with people with potential transportation needs.</li> <li>Expand marketing strategies to reach more stakeholders.</li> </ol>	<ul style="list-style-type: none"> <li>By Dec. 2022, retain a marketing firm to strengthen branding and community awareness.</li> <li>By June 2023, develop a priority list for outreach.</li> <li>By June 2023, secure additional funding to develop and implement marketing recommendations.</li> <li>By Dec. 2023, increase use of social media, technology, and related analytics to communicate with passengers, drivers, citizens, and partners.</li> <li>By June 2024, maintain 85% satisfaction among users in the customer satisfaction survey that is conducted in alternate years.</li> </ul>
<b>Goal #4: Support an engaged Advisory Board.</b>			
<ul style="list-style-type: none"> <li>Engaged Advisory Board that provides advice and insights to help meet community needs through the work of this department.</li> </ul>	<i>Transportation Director</i> <i>TAB Board Chair</i> <i>Board members</i> <i>Assistant Transportation Director</i>	<ol style="list-style-type: none"> <li>Expand board recruitment.</li> <li>Conduct an electronic survey of board members for input on board roles.</li> <li>Continue board education and shared information so that all board members are informed and able to offer advice and guidance on transportation.</li> <li>Ensure annual review of Conflict of Interest/Ethics policies.</li> <li>Update the board when a review is underway.</li> </ol>	<ul style="list-style-type: none"> <li>By June 2023, recruit additional board members.</li> <li>By Dec. 2022, conduct a board survey. Continue conducting board surveys each year.</li> <li>Annually review board education and resources and develop updated plans for the following year.</li> <li>Annual review of Conflict of Interest/Ethics policies completed.</li> <li>Regularly update the board when the department is under review and the results of the review.</li> </ul>

## Appendix

### Summary of Strategic Planning Process

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The WNCSource Transportation Advisory Board (TAB) undertook a planning process from November 2021 through August 2022 to develop a plan for guiding the board through 2025.

The process was led by Transportation Director Jeff Roper, Transportation Board Chair Noah Rose, WNCSource Executive Director David White, and members of the Advisory Board and Transportation Department staff. It was facilitated by Angela Kemper of HunterKemper Consulting. The planning process included the following elements:

- Reviewed and discussed information related to various aspects of the department, the Transportation Advisory Board, and state requirements.
- Attended the November 18 Advisory Board meeting to introduce the planning process and learn about current Advisory Board questions and needs.
- Met with the Transportation Director and Executive Director to prepare for board input sessions (December 8, 2021).
- Conducted planning sessions with the Planning Task Force on January 20, March 10, and June 1.
- Prepared planning materials and facilitated board discussion about planning as part of the February 17 board meeting.
- Based on input from staff, board members, and the Planning Task Force, the strategic plan was developed and refined. The preliminary draft plan was presented to the Advisory Board at their May 19 meeting. TAB members participated in an electronic survey from June 6 through July 9, and input from this survey was incorporated into the draft strategic plan. The plan was presented and reviewed by TAB members at the August 18 meeting, during which the Transportation Advisory Board voted to approve the plan.

### **Transportation Advisory Board 2022**

#### WNCSource:

- David White, Executive Director
- Felicia Sanchez, Transportation Assist. Manager
- Jeff Roper, Transportation Director
- Kim Hall, Executive Assistant

#### Community Volunteers

- Noah Rose, WNCSource Board Secretary, TAB Chair
- Jimmie Brissie, Henderson County Emergency Services, TAB Co-Chair
- Peggy Allen, The Hope Center of Hendersonville
- Janna Bianculli, Henderson County Planning Dept.
- Brandi Claybrooks, NC Dept of Transportation
- Victoria Cortes, Henderson County Emergency Services
- Jackie Hawkins, Blue Ridge Community Health Services
- Tim Jones, Hendersonville Rescue Mission

- Kristen Martin, Thrive
- Tim McFalls, Henderson County Emergency Services
- Kat Nevel, Council on Aging Henderson County
- Shannon Perry
- Hope Prather, Vocational Solutions
- Autumn Radcliff, Henderson County Planning Dept.
- Richard Reagen
- Trina Stokes, AdventHealth Hospital
- Vacant, Land of Sky Regional Council
- Vacant, NCDHHS – Vocational Rehabilitation

### **Planning Task Force**

- Jeff Roper, Felicia Sanchez, Noah Rose, Kristen Martin, Hope Prather, David White, and Angela Kemper.

### **Moving Forward and Accountability**

As part of implementing the strategic plan, ad hoc committees may be created as needed to address some goals and objectives. (Ad hoc committees are formed for a specific task or objective and dissolved after the completion of the task or achievement of the objective.) The strategic plan status and the implementation plan will be reviewed regularly by staff and at board meetings.