

**Senior Transportation Connection  
Strategic Plan Update  
Goals and Strategies**

**LEADERSHIP**

**Create a dynamic organization by focusing on governance and leadership**

**Strengthen board governance to improve organizational effectiveness.**

- Review bylaws and revise as necessary to meet the governance needs of the organization.
- Strengthen relationships with appointing authorities.
- Conduct a Board gap analysis to determine organizational needs when recruiting new at-large Board members.
- Recruit new Board members and develop an on boarding process that engages them through mentorship and committee involvement.
- Develop a Board committee structure that enables STC to enhance its' awareness, vet business opportunities, and raise funds in the community.
- Develop expectations for board member to be reviewed, understood and signed by each board member annually.
- Establish an advisory committee of consumers to gather feedback

**Develop and implement Board/staff succession planning to ensure the long term success of the organization**

- Broaden the organization's bench strength in key positions by cross training.
- Develop an inclusive and comprehensive approach to ensure positive transitions
- Align succession planning with the overall strategy of the organization
- Address succession planning and development for Board leadership
- Develop Chief Operating Officer (COO) capacity within the organization.

## **REVENUE DIVERSIFICATION**

**Increase and diversify the resources to grow and sustain programs and services**

### **Reflect the importance of capital and contingency funds in the budget and operational plan.**

- Establish a policy to determine the appropriate amount of capital and contingency funds.
- Research and monitor public policy developments for additional funding opportunities and pursue as appropriate.
- Identify and appeal to additional potential sources of capital funding.

### **Implement the Fund Development Plan to diversify resources**

- Create a comprehensive development plan to be implemented over a three year period that includes contributed income from a variety sources such as annual fund drives, foundation grants, and other sources.
- Identify and engage a targeted donor base that consists of individuals committed to serving the elderly, preserving the family, and community development
- Market the scope and impact of STC's services to be more relevant to a diverse set of funders.
- Create more brand awareness for STC in the general community as well [i.e. marketing plan]
- Create sponsorship opportunities to engage the corporate community.
- Engage organizations that benefit from the transportation services provided to seniors (i.e., Giant Eagle, Marc's, CVS, Rite Aid, etc.)
- Involve businesses that gain by having seniors remain in their homes.
- Develop a focused campaign for securing funds for technological investments and operating expenses.
- Create a planned giving program and establish an endowment.

### **Identify Opportunities for Business Development**

- Create a financial model to competitively price transportation services
- Increase revenue through additional service contracts.
- Explore opportunities to utilize current assets to create new lines of business and expand existing ones.
- Explore beneficial collaborations with organizations needing non-traditional transportation services.

## **EXPAND CAPACITY**

**Explore new products, processes and markets to effectively generate future services and customers**

**Develop and promote partnership options that are mutually beneficial and allow for equitable engagement.**

- Create an outreach program based on data gained through current partner feedback and independent research to establish new partnerships.
- Develop a menu of partnership options based on the needs of market segments.
- Continue to develop a system for managing relationships to solicit, understand, and respond to continuous feedback from partners while ensuring quality reporting and communication.
- Establish a system whereby riders have the opportunity to provide feedback on the quality of services offered by STC in order to demonstrate value to partners and improve quality for direct clients.

**Invest in human resources to create a vibrant workplace and attract and retain quality staff.**

- Reevaluate the organizational chart, identify gaps and duplication, and take appropriate measures to maximize efficiencies.
- Regularly communicate benefits, both monetary and nonmonetary, to employees.
- Provide relevant professional development opportunities.

**Utilize advanced technology to improve efficiency.**

- Perform thorough cost-benefit analyses of service delivery technologies designed to streamline operations and adopt those that are feasible.
- Utilize software to synchronize administrative functions.

**Research and locate a facility to integrate and consolidate all operations**

- Engage real estate broker.
- Review service area to determine optimal location.
- Create transition team to evaluate potential locations.
- Establish timeline for transition.
- Explore creative financing options

## **ADVOCACY**

### **Advocate to ensure sufficient mobility options for older adults**

#### **Increase visibility of STC as an integral part of the health and human service network.**

- Professionalize and expand STC's marketing, outreach, and public relations efforts.
- Advocate for mobility needs to advance STC's mission and reputation.
- Communicate the benefits of STC's services to health and human service organizations.
- Determine social media outlets appropriate for STC communications.
- Develop policies for use of social media.