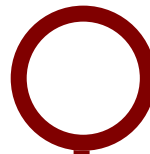


**SENIOR
TRANSPORTATION
CONNECTION**
of Cuyahoga County

GETTING CONNECTED

STRATEGIC PLAN

2009 - 2013



STRATEGIC PLANNING COMMITTEE MEMBERS

Lois Goodman, STC Board Vice-Chair; STC Strategic Planning Committee Chair; United Way Services of Greater Cleveland

Paul A. Alsenas, Director, Cuyahoga County Planning Commission

James Armour, CEO, Golden Age Centers

Mitchell Balk, STC Board Treasurer; President, Mount Sinai Healthcare Foundation

Honorable Joseph Cicero, STC Board Chair; Mayor, City of Lyndhurst

Carrie B. Copfer, Director of Finance, City of North Olmsted

Janice M. Dzigiel, STC Executive Director

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Jane Fumich, STC Board Member; Director, Cleveland Department of Aging

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Marti Pytel, STC Call Center Supervisor/Operations Coordinator

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Susan H. Schwarzwald, STC Board Secretary; Director, Access Your Benefits, Western Reserve Area Agency on Aging

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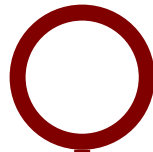
Strategic planning process facilitated by



Colleen Hill

Tina Kiehn

Adam C. Schultz



BACKGROUND

Senior Transportation Connection (STC) is a 501(c)(3) nonprofit organization designed to centralize and coordinate senior transportation services in Cuyahoga County. Organized in 2005, the objectives of STC are to: provide enhanced transportation services to older adults through coordinated systems and providers; create and implement a senior transportation delivery model that enhances efficiency, cost effectiveness and coordination of services; consolidate and manage multiple funding sources that support senior transportation; and advocate a concept of senior mobility that ensures that a comprehensive range of service options are available to senior consumers.

In its implementation process, STC values the role that individual communities and organizations play in the development of the coordinated service delivery structure. To that end, we believe STC and its partner communities and organizations benefit tremendously from the continued expansion and enhancement of the coordinated effort.

Initially, the primary services provided by STC was the operation of a centralized call center for scheduling rides and managing dispatch of vehicles. In addition, STC supports municipal governments and nonprofit agencies by coordinating local transportation services to increase efficiency. As the centralized management unit, STC also works to consolidate and leverage multiple funding sources (fee-for-service contracts, philanthropic and government grants) that support senior transportation. In 2008 STC began delivering transportation services under fee for service contracts with municipalities, and nonprofit organizations. In addition, the STC has a contract to provide supplemental paratransit services for the Greater Cleveland Regional Transit Authority.

The original strategic start-up plan for STC , funded by a grant from Mount Sinai Healthcare Foundation, was facilitated and produced by RLS & Associates, Inc. from January 2003 through July 2004. The plan set up the establishment of STC as a nonprofit organization, and outlined the strategy for coordinating transportation services throughout the county. That original plan has served its intended purpose, and the organization needed to reconsider the original service design and business model, and set clear a direction for STC from 2009 into 2013.

STRATEGIC PLANNING PROCESS OVERVIEW

Determining the Mission, Vision and Values of STC was the first step in the strategic planning process. These initial discussions led to an understanding by the Committee of what was the ultimate goal of STC. This is reflected in the vision statement and was the foundation for all discussions by the Committee over the following months. The strategic plan was developed to guide STC in its growth to become the organization of choice for the coordination and delivery of senior transportation services.

Up & Coming Consulting assisted the Committee by creating two supporting documents. The Environmental Scan* contains the latest trends in the areas of senior transportation, economics, finance and fundraising, political and legal issues, technology, and senior demographics. These trends were garnered from extensive research and were used by the committee to understand the Opportunities and Threats present in the external environment. The Perceptual Analysis* contains various stakeholder perceptions of STC gathered through surveys and interviews. These stakeholders include: riders, caregivers and family of riders, staff members, board members, current partners, prospective partners and former partners. The Perceptual Analysis assisted the Committee in assessing the organization's Strengths and Weaknesses.

The Perceptual Analysis and Environmental Scan, along with much Committee deliberation, led to the development of a list of Strengths, Weaknesses, Opportunities and Threats (SWOTs). By thoroughly understanding the SWOTs of STC, the Committee was able to determine the Critical Issues facing the organization. Goals and Strategies were then developed to address the most pressing Critical Issues. Please see the last page of this Plan for the dates of the various committee meetings.

The Executive Director and staff will operationalize the plan through the development of Actions Steps for each Strategy. Up & Coming Consulting has provided all relevant materials developed throughout the process to the staff to aid in this process. This includes the Environmental Scan, and Perceptual Analysis, as well as the aggregated work of the Committee, including the SWOTs and the Critical Issues.

*Contact STC to request copies.

MISSION

Senior Transportation Connection is a customer focused organization committed to enhancing the independence of older adults by providing accessible, affordable and quality transportation.

VISION

Senior Transportation Connection will be the organization of choice for the coordination and delivery of comprehensive senior transportation services in collaboration with public and private entities.

VALUES

● Collaboration

Develop mutually beneficial relationships with public and private entities that lead to the efficient and flexible coordination of services.

● Respect

Honor the dignity and independence of our riders while striving to meet their mobility needs safely, reliably and affordably.

● Sustainability

Remain relevant and responsive to community needs while ensuring long-term viability socially, economically and environmentally.

● Commitment

Champion the causes that will benefit older adults and their mobility needs while effectively coordinating and delivering services.

GOALS AND STRATEGIES

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

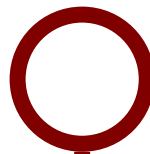
- Create an outreach program based on data gained through current partner feedback and independent research to establish new partnerships.
- Develop and utilize an initial analysis tool for determining the feasibility and benefits of potential partnerships.
- Develop a menu of partnership options based on the needs of market segments.
- Develop a system for managing relationships to solicit, understand, and respond to continuous feedback from partners while ensuring quality reporting and communication.

Pursue additional funding strategies.

- Explore opportunities to utilize current assets to create new lines of business and expand existing ones.
- Increase revenue through additional service contracts by becoming a competitive force for senior transportation.
- Develop a planned giving program.
- Establish an endowment.
- Create sponsorship opportunities.
- Market the scope of STC's services to be more relevant to a diverse set of funders.

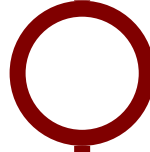
Reflect the importance of capital and contingency funds in the budget and operational plan.

- Establish a policy to determine the appropriate amount of capital and contingency to be included in the budget.
- Develop a forecasting system for future capital needs and replacement costs.
- Explore philanthropic opportunities for vehicle replacement and capital matching costs.
- Monitor public policy developments for additional funding opportunities and pursue as appropriate.



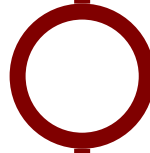
Strengthen board governance to improve organizational effectiveness.

- Review bylaws and revise as necessary to meet the governance needs of the organization.
- Strengthen relationships with appointing authorities.
- Develop board member expectations to be reviewed, understood and signed by each board member annually.
- Include rider representation to strengthen and enrich board decisions.



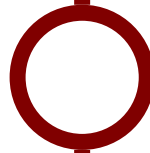
Invest in human resources to create a vibrant workplace and attract and retain quality staff.

- Reevaluate the organizational chart, identify gaps and duplication and take appropriate measures.
- Implement an employee support and recognition program to encourage retention and sustain high morale.
- Continually 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.
- Develop a special campaign focused on securing funds for technological investments.



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

- Professionalize and expand STC's marketing 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.

This document is the culmination of months of spirited collaboration and determinism to make Senior Transportation Connection a premiere nonprofit organization. This Plan bears the handprints of a wide range of individuals, all of whom have specialized expertise and opinions, which have helped strengthen STC. This is a living document, which ought to be visible and accessible to STC's stakeholders at all levels, and regularly referenced and modified as needed. By doing so, STC will continue its momentum toward achieving its Vision.

Date	Agenda
October 3rd, 2008	Planned to Plan
November 13th, 2008	Redefined Mission, Vision, Values
December 3rd, 2008	
January 7th, 2009	Determined Strengths, Weaknesses, Opportunities and Threats
February 11th, 2009	
February 25th, 2009	Identified Critical Issues
March 4th, 2009	Developed Goals and Strategies
March 23rd, 2009	
April 1st, 2009	Reviewed Draft Plan
April 22nd, 2009	Adoption by Board
Through 2013	Hard Work

"I just would like to say that I like the convenience of a van that comes to my house and takes me wherever I want or need to go and helps me in times of need. The cheery drivers make me feel like a human being and not a doddering old fool. I have dignity preserved to me. Thank you."

~ STC Rider, January 2009