



# Community Transportation Network

Strategic Plan 2020 - 2023

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# Community Transportation Network

## Introduction

Community Transportation Network (“CTN”) was founded in the late 1990’s in response to a community needs assessment that revealed gaps in transportation options for two specific populations: senior citizens and individuals with disabilities. CTN was formed as a broker agency whose primary purpose was to coordinate transportation for these two populations, working with existing transportation companies.

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CTN now serves senior citizens and individuals with disabilities as a transportation service provider and has expanded its scope of service to include subscription-based services to nonprofit agencies serving low-income children, youth and families. In addition, CTN provides transportation services to for-profit companies on a case-by-case basis.

It is from this point that CTN looks forward in recognition of changes, challenges and opportunities that may affect its ability to continue to meet its founding mission in a manner that is sustainable for the long-term. Significant considerations for CTN include the following:

- There is likely to be increased demand for transportation services as the population ages and more people prefer to maintain independent living.
- There is the potential for CTN to fill a gap being created as assisted-living facilities cut back on transportation services for residents.

The next section of this report outlines the elements of the *strategic framework* that will guide CTN over the next three to five years. The main elements of the framework are as follows:

- *Vision and Mission Statements*, broad statements that convey to ultimate aims of the organization.
- *Position Statements*, brief descriptions of how your organization believes it can create the greatest mission impact in the most sustainable manner.
- *Strategic Priorities*, key enhancements necessary to achieve the desired strategic position.

The last section of the report makes the transition from strategic visioning, to implementation planning. The implementation planning section begins by identifying key challenges and opportunities that must be addressed in order to advance the strategic priorities.

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## The Strategic Framework

### Vision and Mission

CTN envisions a community in which all people have the freedom and independence to pursue a fulfilling life. To this end, **CTN eases the burden of transportation so that more people are able to maintain life-sustaining and purposeful connections in the community.**

### Position Statements

Position statements communicate how your organization believes it can create the greatest mission impact in the most sustainable manner. Specifically, the position statements are a series of integrated statements of affirmation or aspiration regarding the following:

- Program Position (*What services you will provide, to whom, under what circumstances*).
- Market Position (*How you will relate to others in your domain of operation*).
- Resource Position (*How you will support your work*).

The elements of the CTN strategic position are presented below.

### Program Position

CTN affirms its core commitment to providing transportation to senior citizens and people with disabilities. As a secondary commitment, CTN will continue to provide transportation to low-income children, youth and families through subscription service agreements with other nonprofit organizations. In all cases, services will be prioritized in accordance with the following criteria:

- Priority will be given to individuals whose transportation needs are related to life sustaining services and support, with those undergoing regular medical treatment receiving the highest priority.
- CTN will not provide services to individuals under the following circumstances:
  - Transportation is available through an agency with which the individual is a client.
  - Individuals are seeking transportation to social or recreational opportunities.
  - Individuals are seeking transportation based on convenience.
- CTN will work within the parameters of the 5310 mandate, which requires that the majority of riders on vehicles funded through the 5310 contract must be senior citizens or individuals with a physical or intellectual disability.

### Market Position

CTN affirms its commitment to being a high-quality and affordable transportation provider for individuals and families who lack reasonable access to existing transportation services. CTN differentiates itself from other providers in the following ways:

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- CTN provides a safe and comfortable environment.
- CTN is dependable and trusted.
- CTN provides “door-through-door” service that is built around riders’ schedules.

Additionally, CTN will seek to position itself as a leader in a regional system of high quality and affordable transportation for senior citizens and people with disabilities.

### Resource Position

CTN acknowledges that its commitment to high quality and affordable transportation is dependent upon its ability to generate service revenue and attract charitable gifts.

## Implementation Planning

### Strategic Priorities

The position statements form the foundation for strategic growth over the next three to five years. Over this period, CTN will work to achieve the three **strategic priorities** listed below. Implementation plans will be developed for each and will include the major action steps to be taken, a target date for completion, and a metric for assessing progress.

- 1. CTN will expand its current services to meet the growing demand among senior citizens and people with disabilities.**
- 2. CTN will build an operating reserve by a) expanding fee-for-service transportation to private entities and b) increasing charitable giving from individuals and corporations.**
- 3. CTN will assess the transportation needs in Northeast Indiana and determine its role in a regional system of transportation.**

The implementation plans will be developed in recognition of the following considerations:

- CTN will need to determine the optimal service mix, balancing the degree of unmet need, funder mandates, and the revenue potential for each funding source.
- Growth in services will need to be managed to allow time for the necessary infrastructure needs to be addressed. Specific considerations include:
  - The need for additional property and expanded storage facilities.
  - The need to hire additional staff (e.g., drivers, scheduler).
  - The inability to increase the number of vehicles over the next 12 months.
- The ability to raise more money through individual and corporate giving may require additional investment in staff capacity (e.g., hiring a development coordinator or a grant writer, which would allow the CEO to spend more time on donor development).