



Perceptual Analysis

Senior Transportation Connection

of Cuyahoga County

January 20th, 2009

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TABLE OF CONTENTS

Table of Contents	2
Introduction	3
Methodology	3
Survey Results	4
Introduction	4
Service Delivery	4
Partner Relations	7
Governance	9
Human Resources	15
Finance and Fundraising	18
Community Relations	22
Website	28
Strengths and Weaknesses	30
Final Thoughts	32

INTRODUCTION

A Perceptual Analysis is a broad sampling of key stakeholder's perceptions of an organization. Though the Strategic Planning Committee is also formed for this purpose, the Perceptual Analysis goes beyond the members of the Committee to include other individuals and groups. For Senior Transportation Connection, the stakeholders identified include:

- Riders
- Caregivers/Family of Riders
- Staff Members
- Board Members
- Current Partners
- Prospective Partners
- Former Partners

The Perceptual Analysis is essential to the strategic planning process, as it assists the Strategic Planning Committee in assessing the organization's Strengths and Weaknesses, as well as to define its Critical Issues during the next phase of the process.

METHODOLOGY

Up & Coming Consulting conducted a survey from December 15th, 2008 through January 12th, 2009. Including all stakeholder groups, we received a total of 82 responses. The first question of the online survey asked each respondent to identify themselves as fitting into one of the stakeholder groups identified. Survey Monkey, the web-based tool used to administer the survey, features skip logic, which allows the writers of the survey to pick which questions are presented to individual respondents based on their answers to certain questions. Based on the initial question, this allowed us to omit questions that were irrelevant to certain respondents. For example, we did not ask riders about how the Board makes decisions, nor did we ask Board members how safe they felt while riding.

In addition to the online survey, a large-print paper survey with identical questions was distributed to STC riders. Riders had the option of returning the survey to their driver or mailing it to Up & Coming Consulting. The results of both types of surveys are combined below. The vast majority of rider responses came through the paper-based method.

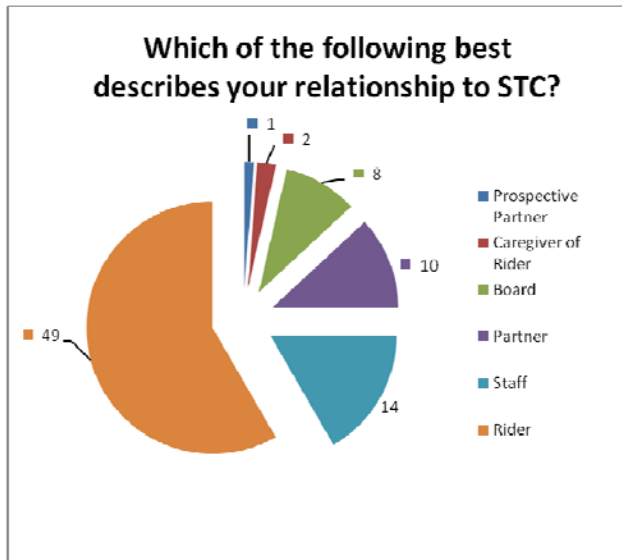
The survey results below are organized by survey section, with the different groups who responded to that section listed directly under the section heading. The results are presented in three formats. First, we have provided a variety of graphs to show various relationships between answers and stakeholder groups. Though percentages are helpful, we decided to leave the data in raw numbers so as not to inflate the results. This is especially important for questions that had only one respondent from a particular group. Instead of stating that 100% of this group chose a certain answer, we determined it was more appropriate to indicate that the one and only respondent we had from that group chose that answer. Secondly, we extracted trends and indicated the frequency they were mentioned. Finally, we pulled out key quotes from the survey and presented them anonymously, only indicating which stakeholder group they were from.

Please note that former partner input is not included in this report, as Up & Coming Consulting is still in the process of scheduling telephone interviews with this constituency. If successful, the results of the interviews will be forthcoming as an addendum.

SURVEY RESULTS

Introduction

Question 1. Which of the following best describes your relationship to STC?



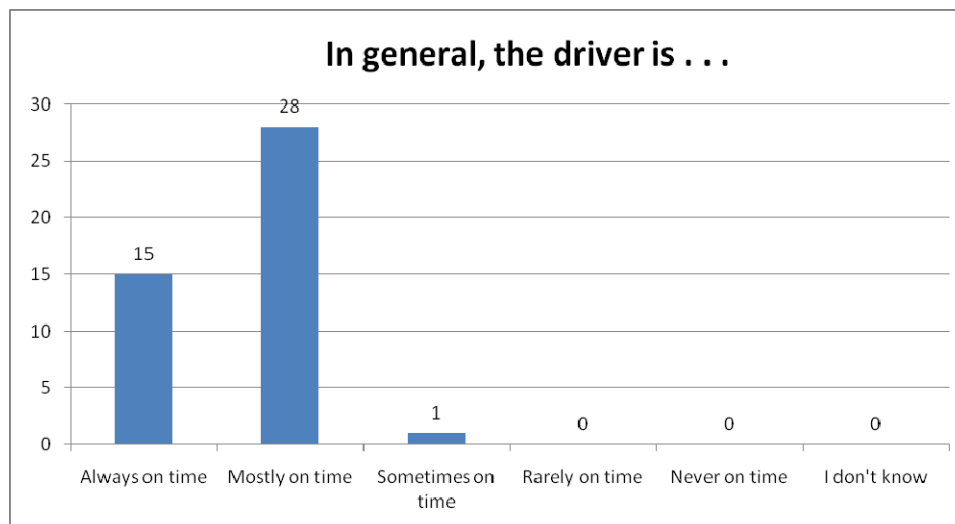
Question 2. Are you a member of the Strategic Planning Committee?

Answer	# of People
Yes	14
No	68
Total	82

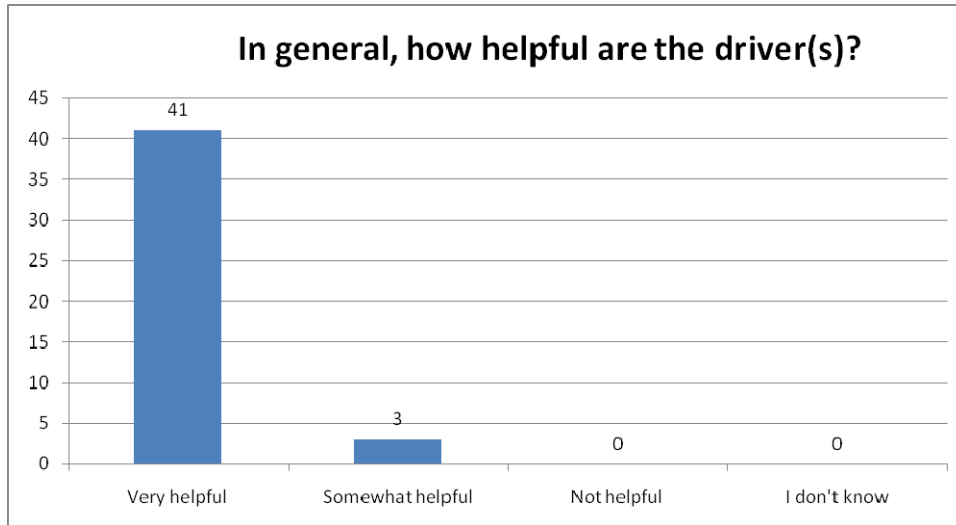
Service Delivery

Riders, and caregivers of riders were asked to answer questions based on their or their loved-one's experience(s) with STC call center staff, drivers, and policies.

Question 3. In general, the driver is



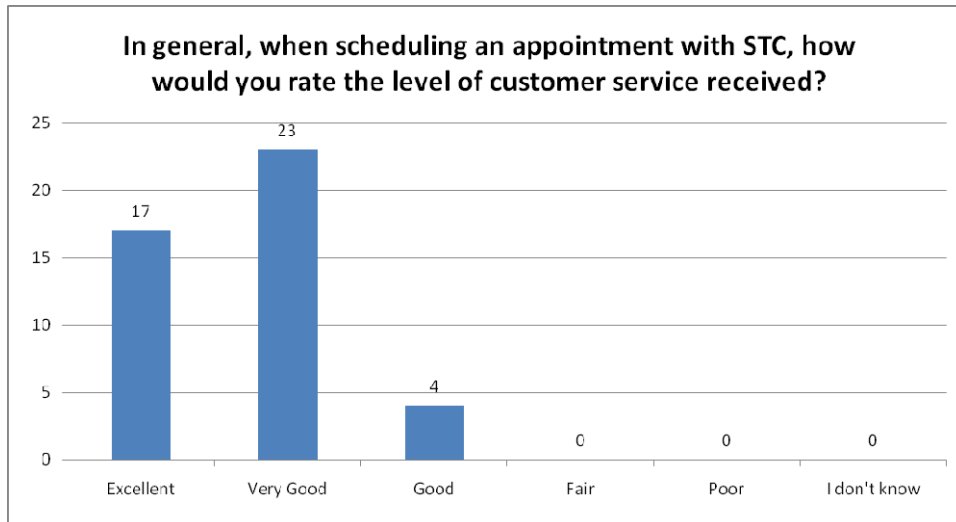
Question 4. In general, how helpful are the driver(s)?



“Most are (very helpful) they could have a bad day too. Bad knees, bad back.” – Rider

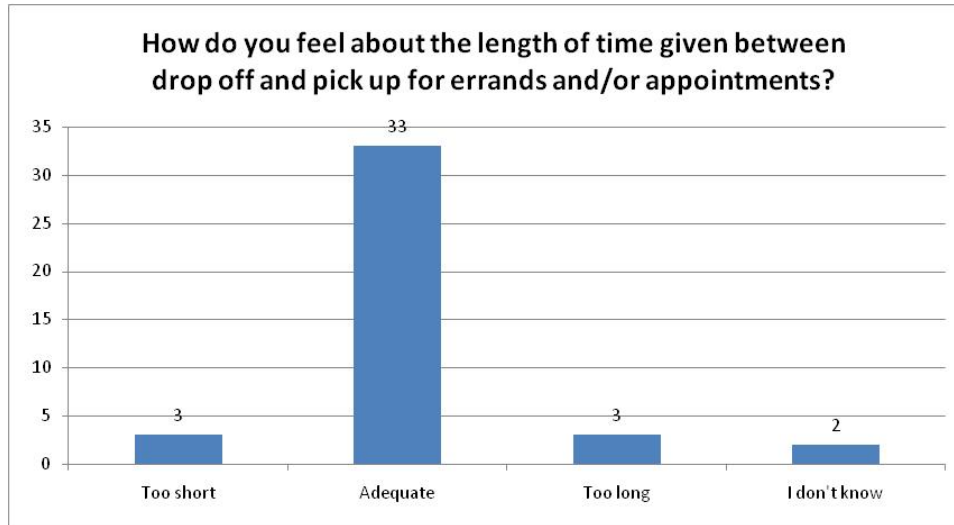
“2 drivers are exceptionally good.” – Rider

Question 5. In general, when scheduling an appointment with STC, how would you rate the level of customer service received?



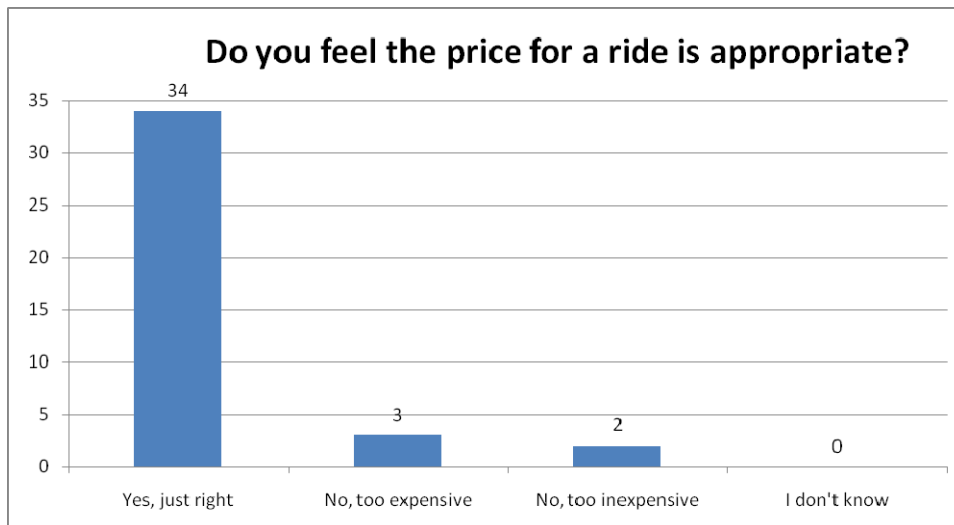
“They are calling me often to remind me. I appreciate it. The staff is very kind.” – Rider

Question 6. How do you feel about the length of time given between drop off and pick up for errands and/or appointments?



“For the most part, this is OK. Scheduling is very difficult. We know this.” – Rider

Question 7. Do you feel the price for a ride is appropriate?



“Hope it doesn't go up.” – Rider

“[Yes, just right] for Midd. Hts. Too much for Strongsville, \$2.00 would be more reasonable.” – Rider

“Appreciate they go out of their way to help me.” – Rider

Question 8. Please indicate the level of safety felt when riding.



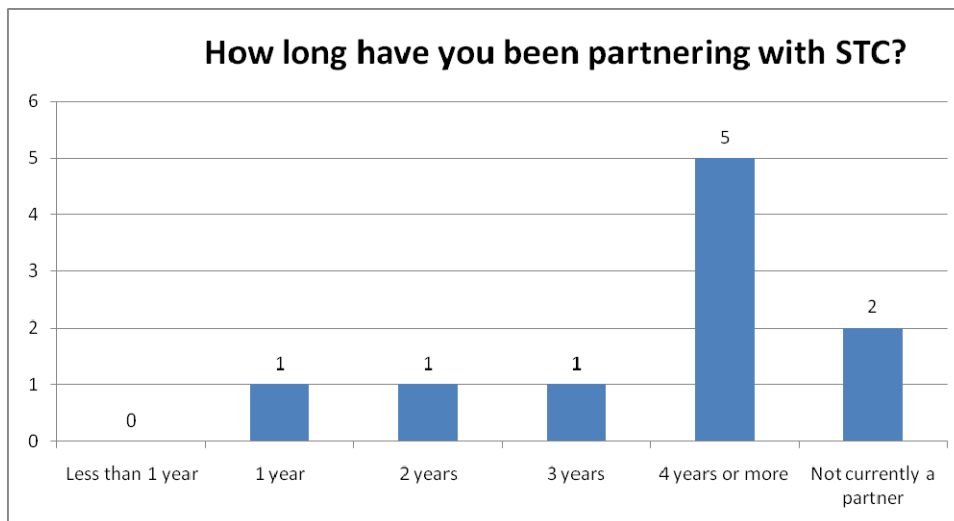
“Should have double belt across the front of us. Like the drivers have.” – Rider

Partner Relations

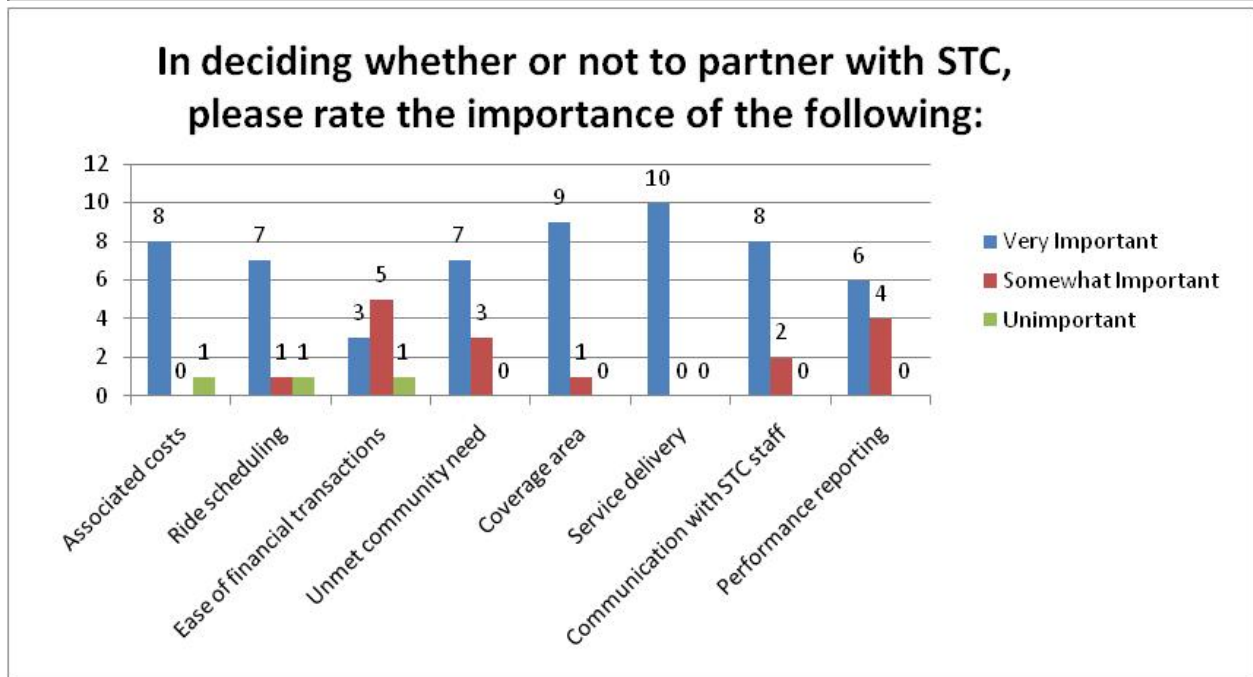
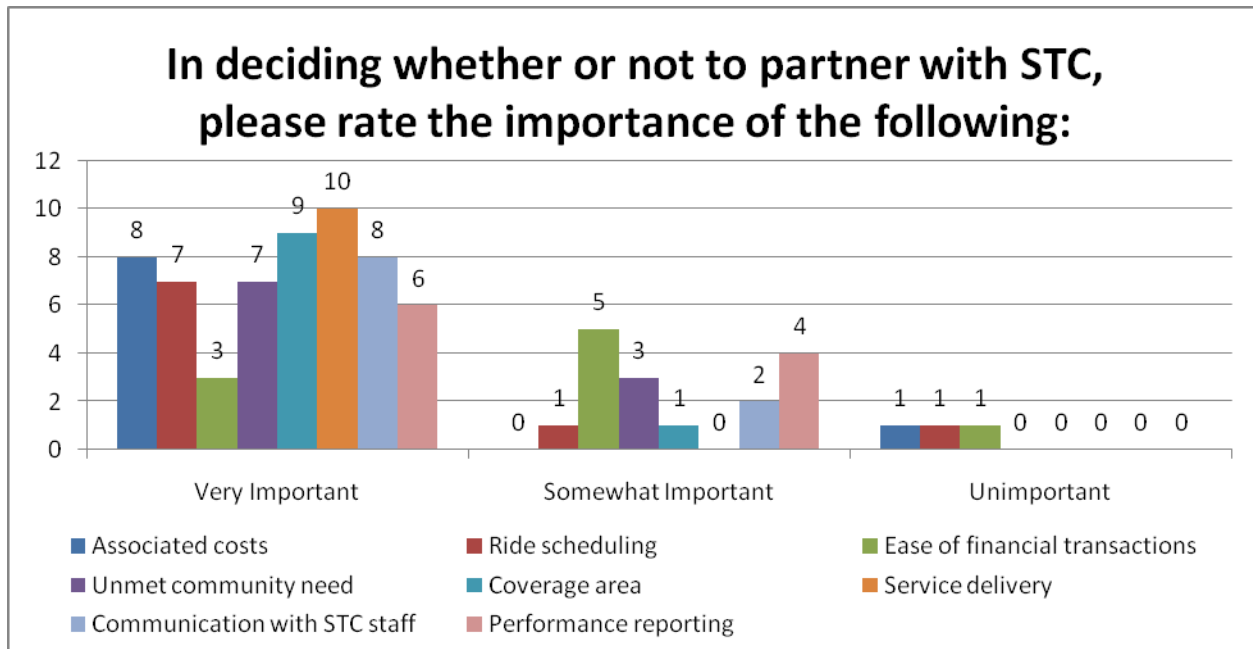
The questions in this section of the survey were presented to former, current, and potential partner organizations and municipalities. These include providers, municipalities, and vehicle recipients. Collectively, current partners are simply referred to as “Partners.” No former partners responded to the survey.

Question 9. How long have you been partnering with STC?

Note: Of the two respondents who selected “Not currently a partner,” one identified themselves as a prospective partner, and the other a current partner.



Question 10. In deciding whether or not to partner with STC, please rate the importance of the following:

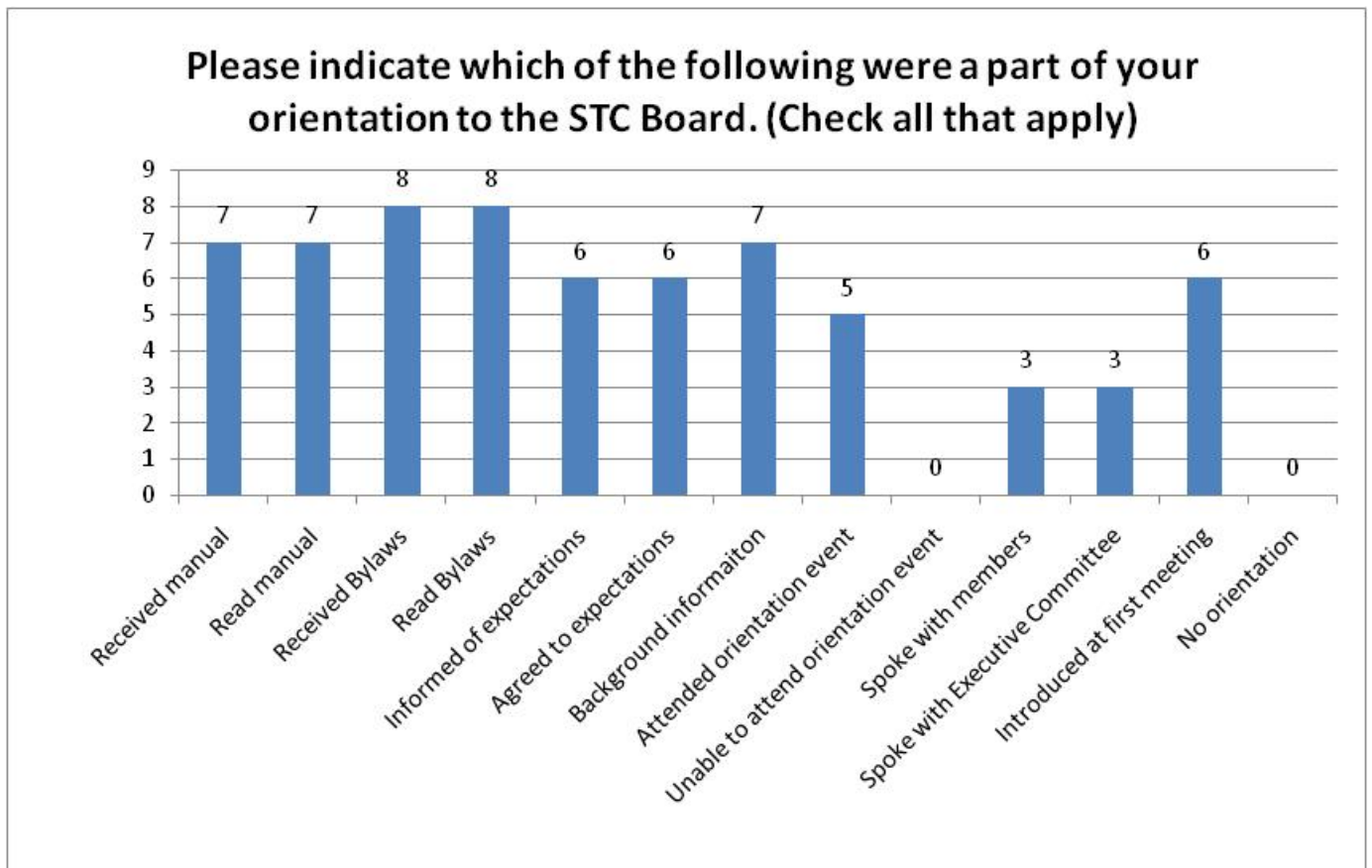


The two graphs above show the same information presented in different formats in order to visually represent and highlight specific issues. These two graphs show aggregate information on all self-identified partners as well as the potential partner. For the one respondent who identified themselves as a potential partner, they indicated that all of the categories as Very Important. Those who indicated “Other” wrote: “*ability to enter into partnership*” and “*driver competency in dealing with special needs.*”

Governance

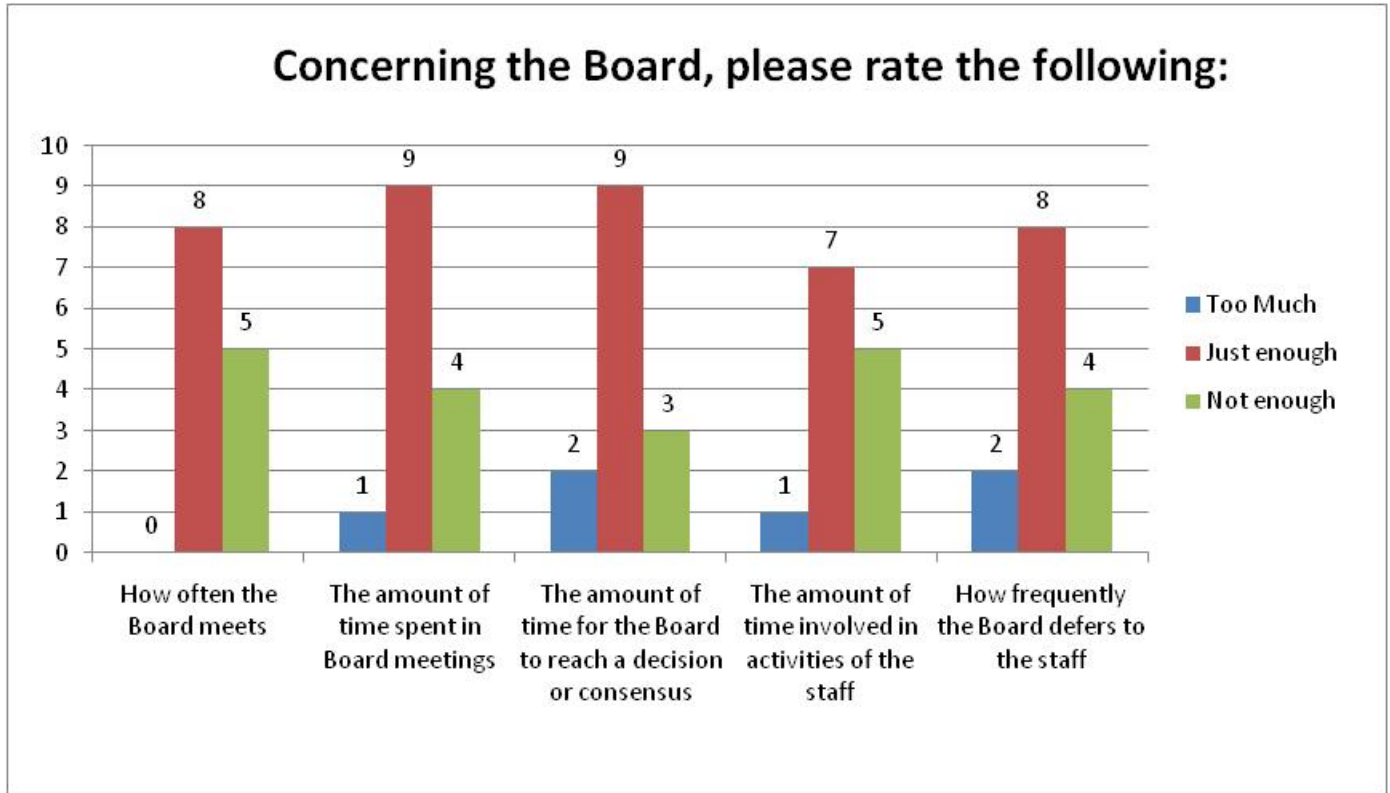
The Board and Staff were presented with questions in this section about STC governance. Only the Board members were asked about their Board orientation process (Question 11); all other questions were asked to both Board members and Staff members.

Question 11. Please indicate which of the following were a part of your orientation to the STC Board. (Check all that apply)

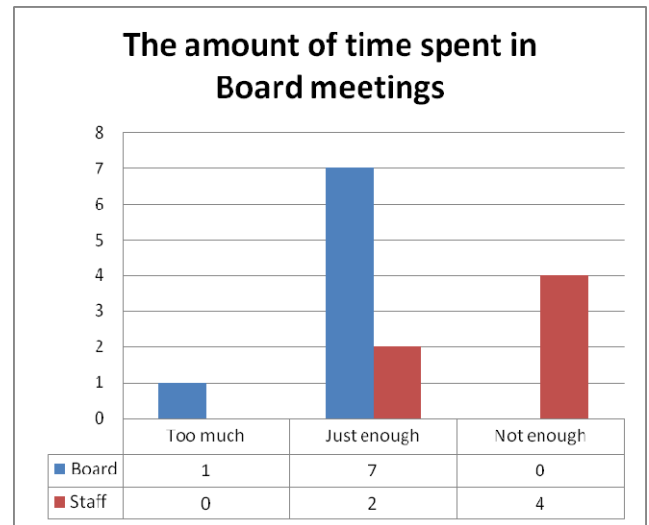
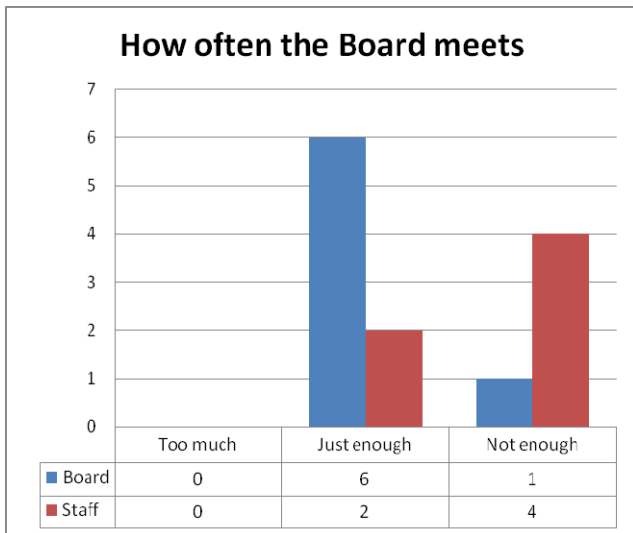


Note: Some members have been on the Board since inception and have therefore not undergone an “orientation process.”

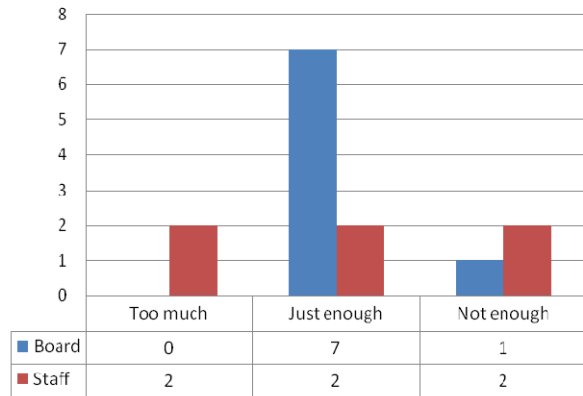
Question 12. Concerning the Board, please rate the following:



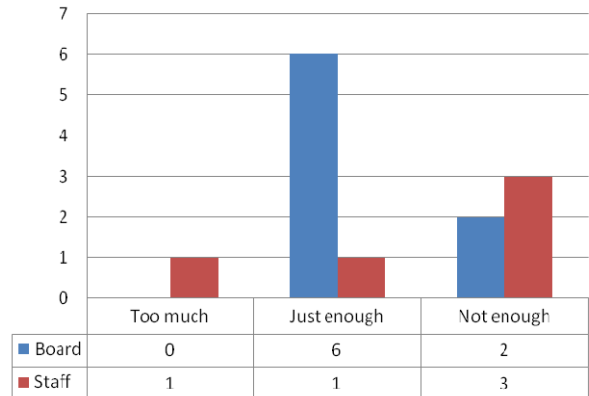
The above graph is the aggregate information from both the Board and the Staff. The following five graphs delve deeper into the data by distinguishing between the Board and Staff in all five areas of the proposed question.



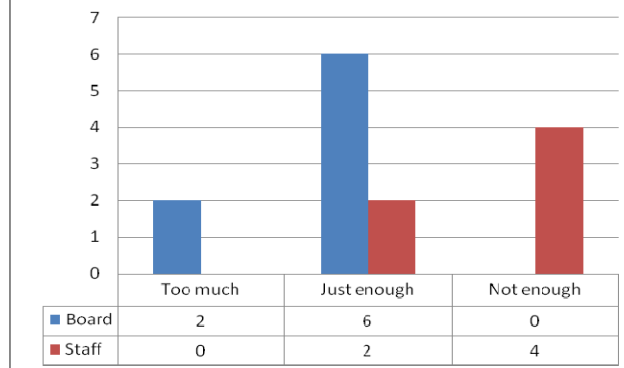
The amount of time for the Board to reach a decision or consensus



The amount of time involved in activities of the staff



How frequently the Board defers to the staff

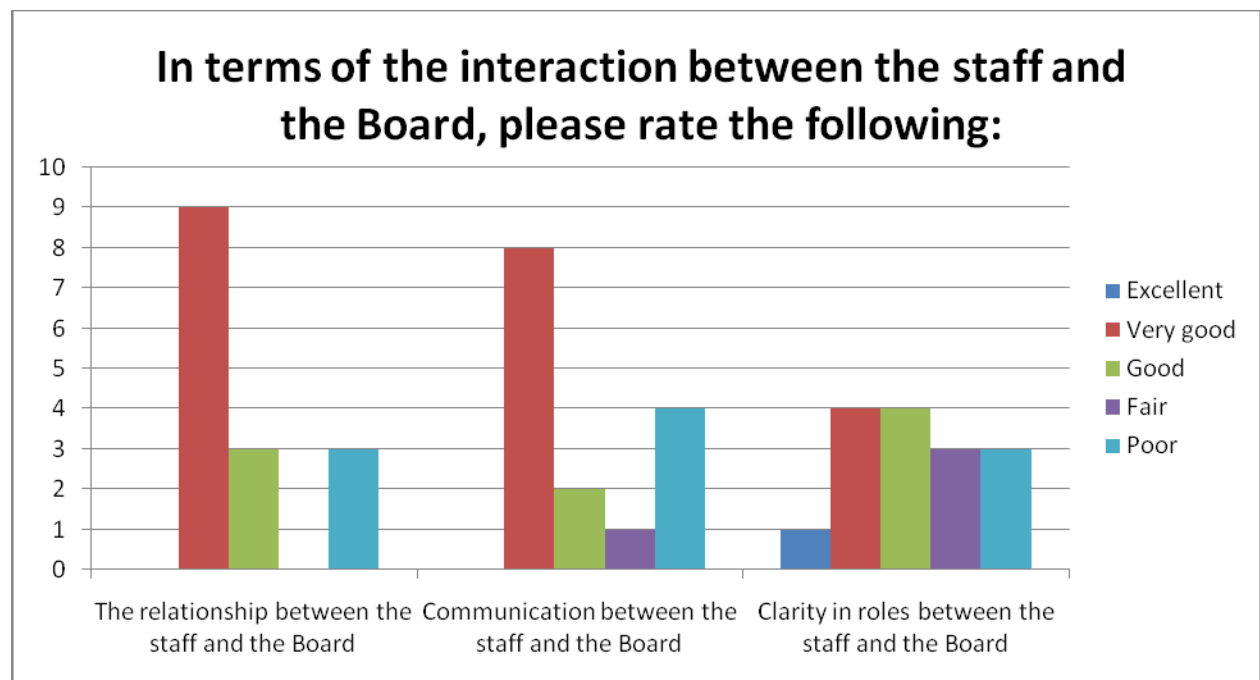
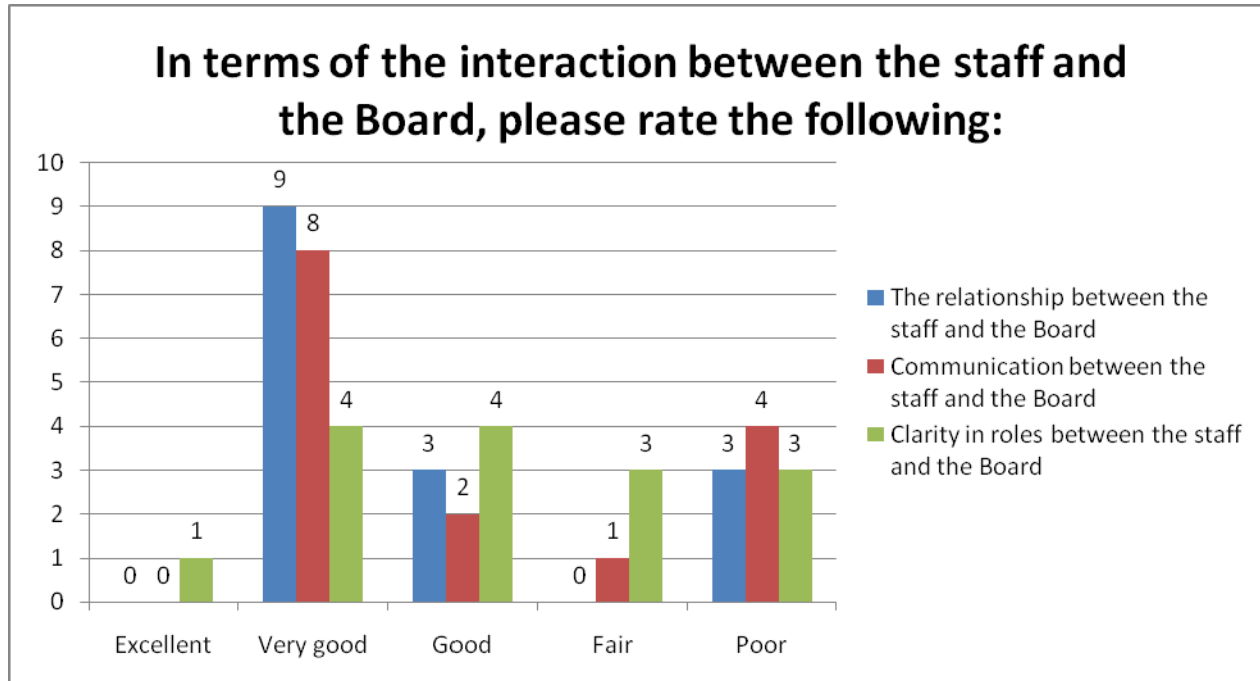


“I am not really sure how often the board meets. I believe every couple of months. Things do seem to take a long time to get approved or denied.” – Staff Member

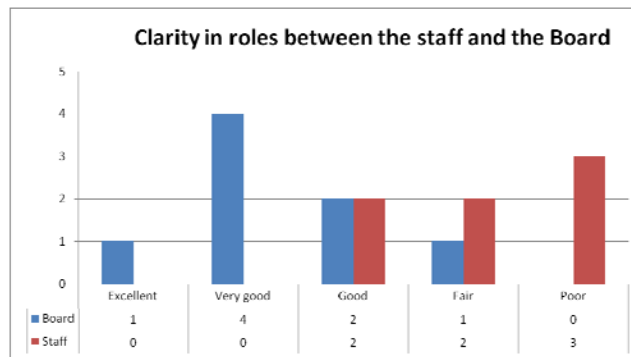
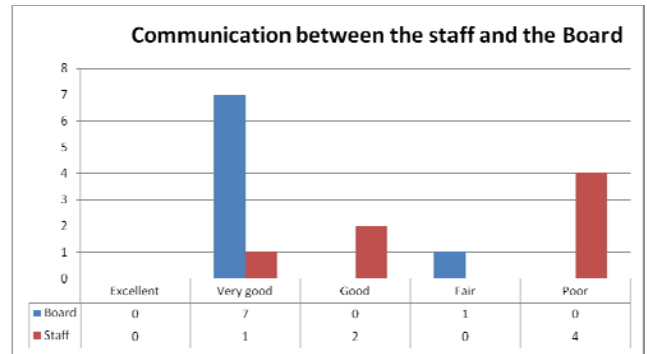
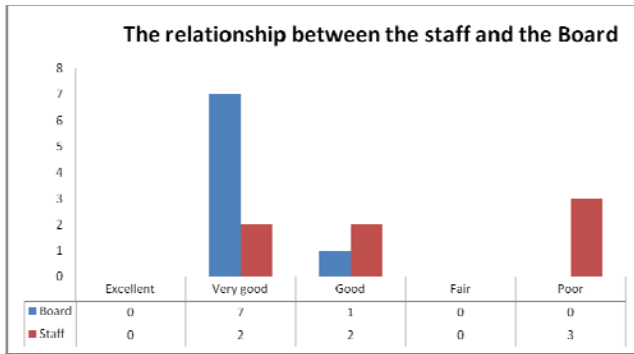
“Never kept score on Board deferring to staff but I haven't seen it as an issue” – Board Member

“I have found that board members can get as involved as they want or as time permits.” – Board Member

Question 13. In terms of the interaction between the staff and the Board, please rate the following:



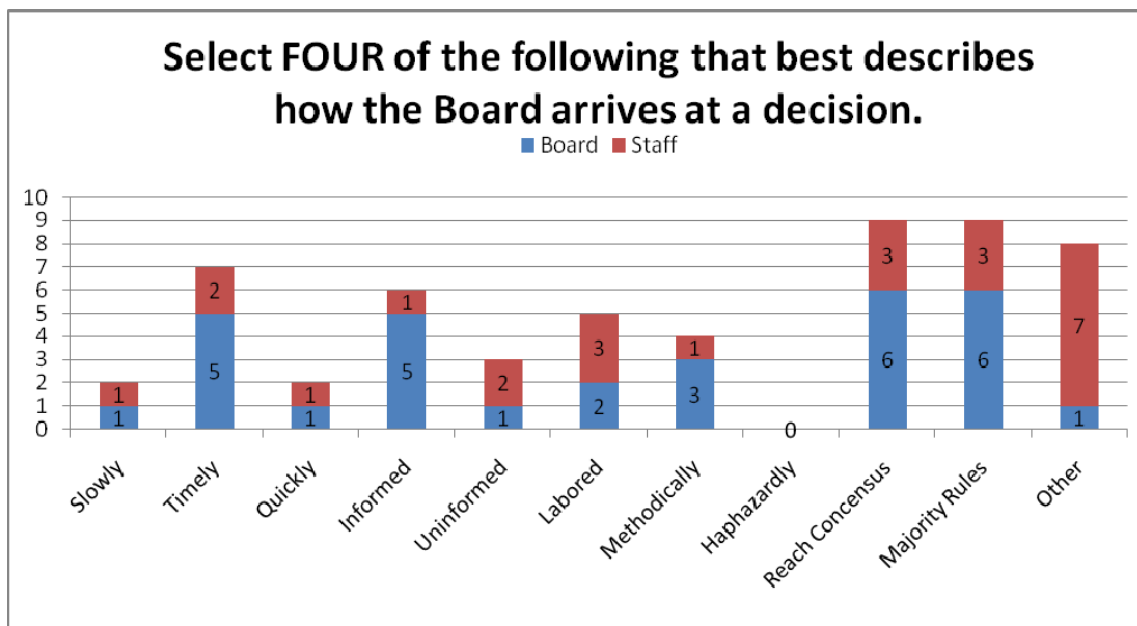
The above two graphs show the same aggregate information presented in different formats for ease of understanding. The following three graphs delve deeper into the responses to separate the thoughts of the Board as opposed to those of the Staff.



“I’ve seen a proper relationship of board (policy) to staff (management and administration).” – Board Member

“Scheduling staff does not interact with the Board” – Staff Member

Question 14. Based on your observations of or experience with the Board, select ONLY FOUR of the following that best describes how the Board arrives at a decision.



“Not sure if the board’s decisions are always based on good information.” – Staff Member

“The Executive Committee are the most informed Board members, and typically lead in the decision making.” – Staff Member

“Majority rules but try to reach consensus when possible.” – Board Member

Question 15. How would you describe the average STC Board member?

Theme	Frequency
Committed	6
No idea; never met one	5
Little connection to STC / Lack passion	4
Involved / Engaged	3
Active	2
Very busy	2
Supportive	1
Knowledgeable	1
No average member	1

“All interested in transportation for older persons in Cuyahoga County. Most understand the struggle to launch a new non-profit organization and make it viable. The members who were on the working group that formed the STC are the most committed. As is usual in Cuyahoga County, often individual constituencies take precedence in decisions over the good of the group but over time that fragmentation will ease.” – Board Member

“1/2 informed and 1/2 interested” – Staff Member

“There is no average member. Some are very committed and active; others show up occasionally and have little connection” – Board Member

“Committed, involved, supportive.” – Board Member

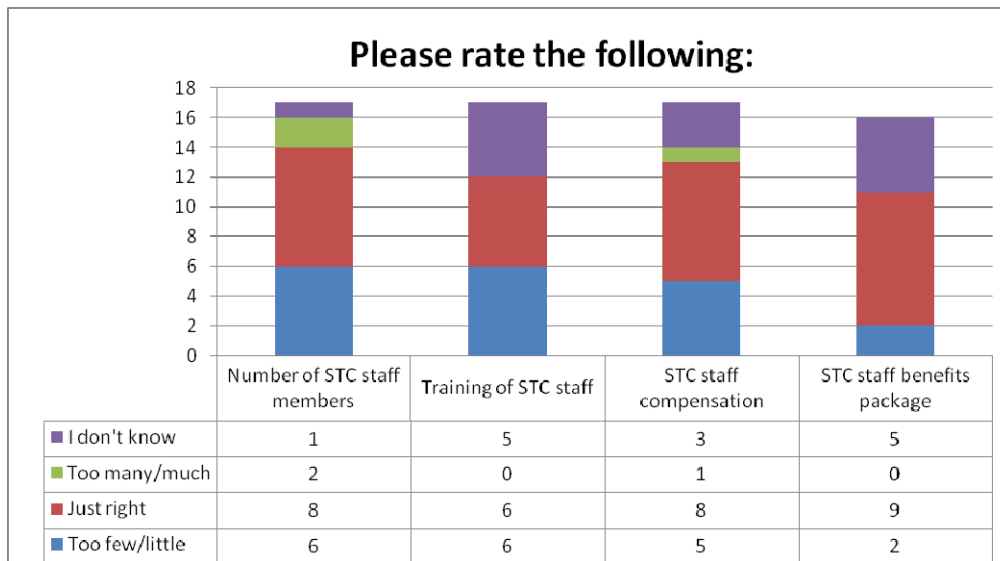
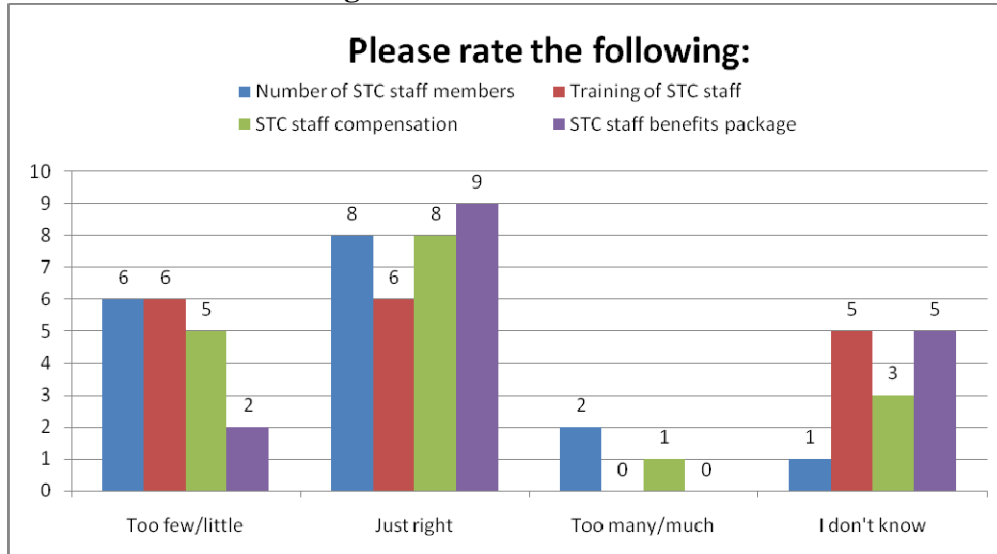
“No idea, I have never met a board member.” – Staff Member

“Engaged but not passionate about the cause.” – Board Member

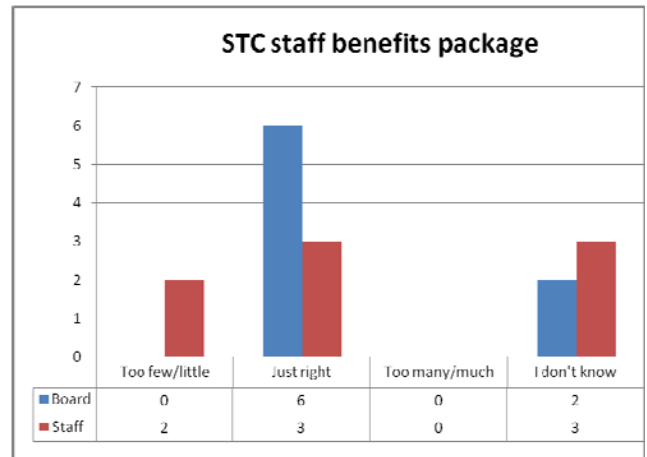
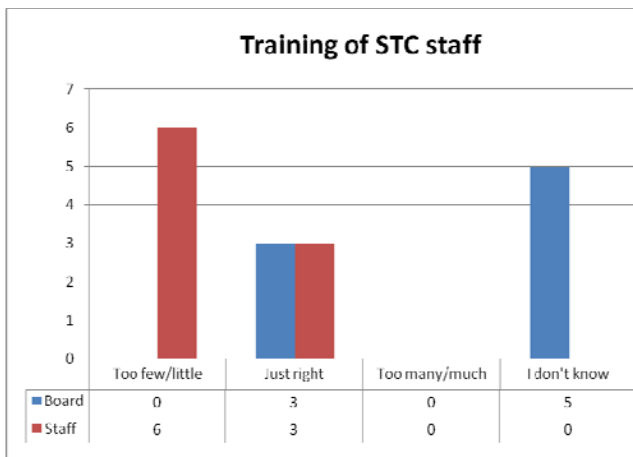
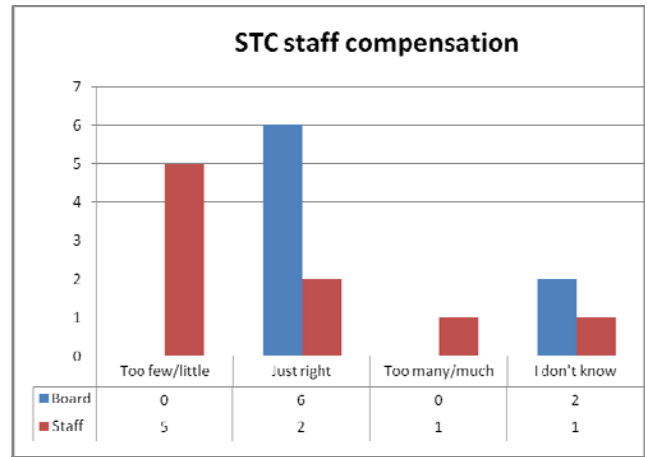
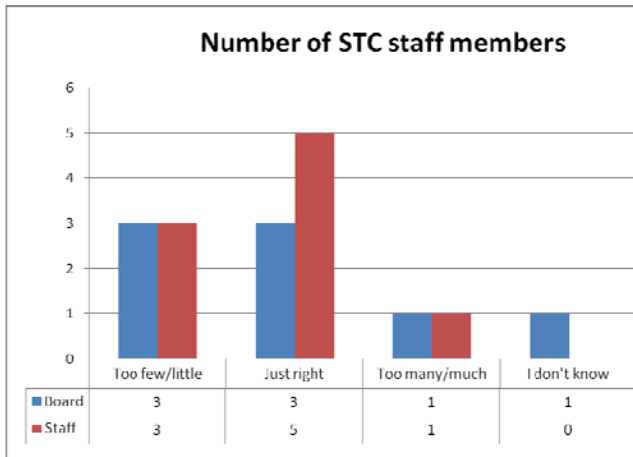
Human Resources

As with the Governance section, Board members and Staff members were asked to complete the questions in the Human Resources section of the survey.

Question 16. Please rate the following:



The above two graphs show the same aggregate results in differing formats. The following four graphs identify some differences in responses between the Board members and the Staff members.



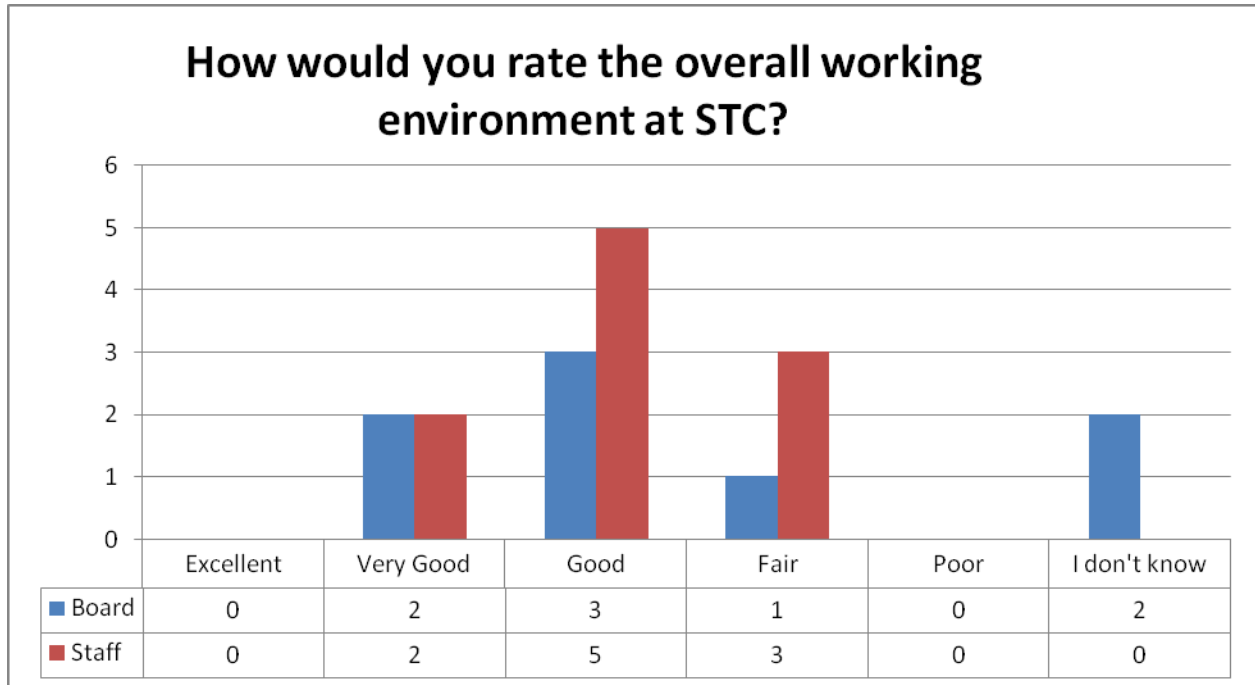
“I feel the staff compensation and benefits are very good. Many government and non-profits do not compensate as well.” – Board Member

“Had to let a marketing person leave, would be nice to be able to fill that position” – Board Member

“Benefits only for full time staff” – Staff Member

“For the amount of work that is asked of the staff, the benefits and wages seem to be insufficient.” – Staff Member

Question 17. How would you rate the overall working environment at STC?



“Will improve hopefully when all staff is under one roof.” – Board Member

“Based on reports it seems to be fine although there have been some bumpy times.” – Board Member

“We are disadvantaged by not being together in the same place.” – Staff Member

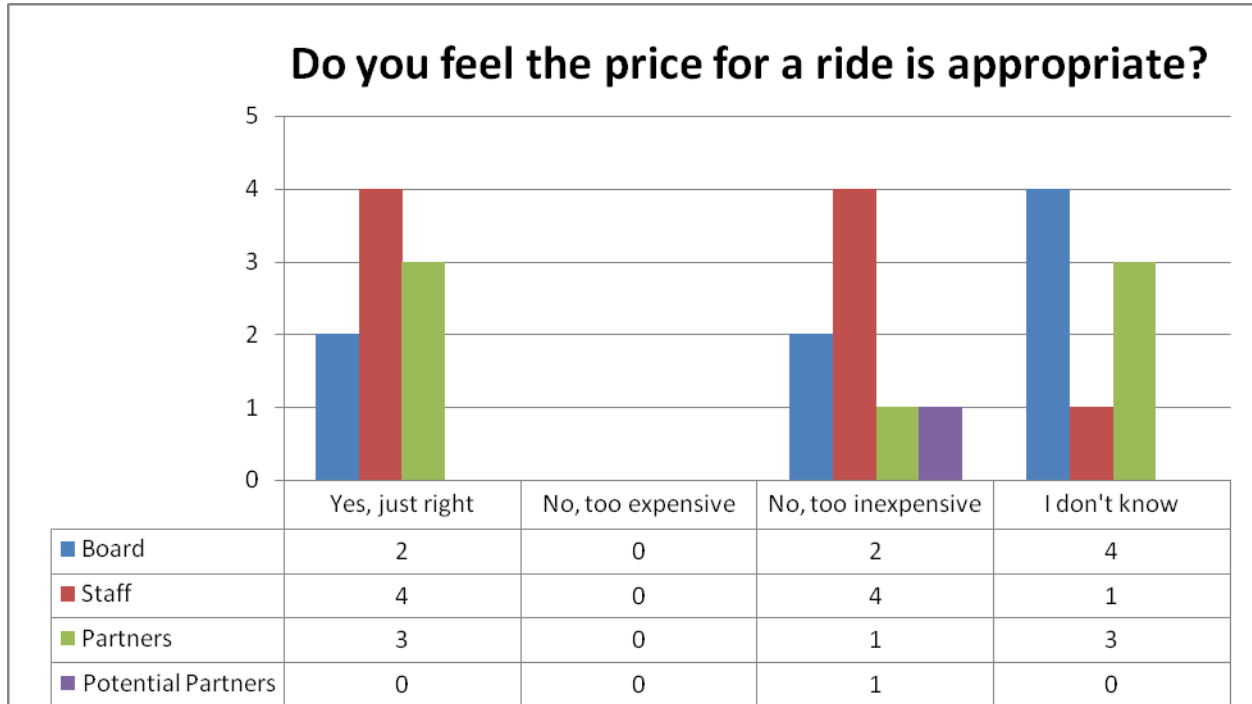
“The call center staff gets along fine.” – Staff Member

“It would be nice to be compensated for extra work that is given to us at different times” – Staff Member

Finance and Fundraising

Current partnering organizations, potential partnering organizations, former partnering organization, the Board, and the Staff were all asked to complete this section of questions on the financial situation of STC.

Question 18. Do you feel the price for a ride is appropriate?



Note: This same question was posted to Riders (see Question 7). Thirty-four of 39 Riders felt the price was appropriate.

“It is correct, but still out of range for many smaller organizations.” – Partner

“With fuel and maintenance costs, rider costs must adjust” – Partner

“Each community decides on the fare base-But it is a lot cheaper than public transportation or a cab” – Staff Member

“Expense for far distances not compensated by fare charged” – Staff Member

“If we are trying to create revenue, then I believe the fares are too low. They should be the same across the board.” – Staff Member

Question 19. STC is currently shifting from a funding model that relied on grants and donations to a model that relies more heavily on earned income, primarily through fee-for-service contracts. Please share your thoughts on this proposed shift.

Theme	Frequency
Good move / Agree with decision	15
Balance with all streams of income	8
Bad move / Disagree with decision	6
Concerns from economic downturn	3
Unreliable government grants	2
Riders will not pay higher rates or fares	2
On path to stability and sustainability	1
Limit politics in transition	1
Money has always been an issue for STC	1

“I think ultimately, as much as everyone would like fee-for-service because it is so reliable, the nonprofit world isn't reliable. I think STC should have the "basket" of revenue streams approach. Get as much "regular" monthly income as possible and then supplement that with grants and donations.” – Partner

“This shift is essential for sustainability. It will be important to show value added and cost savings to those entities with whom you wish to enter into contact arrangements.” – Partner

“Very important or the STC will not survive. The conversion foundations support has been very loyal but will cease. Government grants are important but with the current economy cannot be relied upon to be stable. Even PASSPORT dollars are at risk because of the large State deficit. Earmarks from congress may be even harder to attain in the future.” – Board Member

“It is the only way we will survive” – Staff Member

“The concept is very good. However, I do believe there should be some balance between fees-for-service contracts and grants and subsidies because the mission of the STC is to provide a needed community service that sometimes more important than cost recovery” – Partner

“I am especially concerned that the municipalities and agencies that STC is looking at for funding will have much less funding themselves.” – Board Member

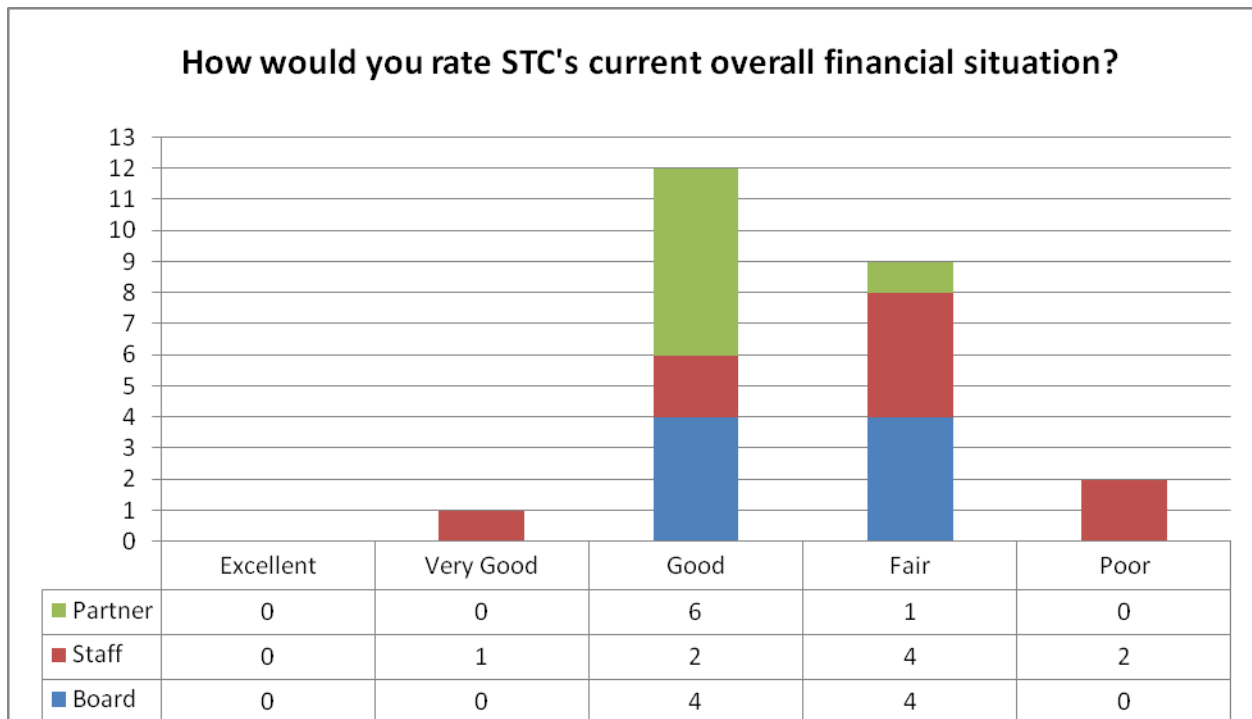
“This is a good business approach but doesn't work well for non-profits or municipal governments. Most organizations cannot afford the extra costs of contracting with the STC.” – Partner

Question 20. Do you know of any additional funding strategies that STC is not pursuing that they could be? If so, please specify.

Twelve of the 28 people who responded to this question said yes. Their thoughts are summarized below.

Theme	Frequency
Nursing home / Assisted living contracts	2
Selling advertising on vans	2
Advertising STC to build client base	2
Outreach to richer suburbs	2
Stop pursuing "soft" money	1
Increase RTA routes	1
Community Social Services Program	1
Group trips on weekends/evenings at higher rates	1
Contracting calling services	1
Collect donations or gas gift cards from destination sites	1
DSAS County money	1
Hospital contracts	1
Senior service provider contracts	1

Question 21. How would you rate STC's current overall financial situation?



“Need cushion or endowment, plus stability in the operating stream from our payors.” – Board Member

“And getting better. Contract with RTA is very important.” – Board Member

“This question cannot be answered without disclosure of STC budgets, financial statements and tax returns. These documents have not been made available to us” – Partner

“We are constantly told there is no money. Yet, there always seems to be money for things that seem unnecessary. Never money for raises.” – Staff Member

Question 22. What do you think STC could do to ensure financial sustainability?

Theme	Frequency
Increase partnerships / Nurture community relationships	9
Seek long-term contracts	3
More government funding	3
Same as what is currently being done	3
Marketing and advertising	3
Diversify programming and expand services (such as meal delivery, escort/companion services)	3
Stop pursuing contracts that are not lucrative	2
Wise fiscal spending and oversight	2
Develop 5-10 year model and plan	1

“STC must have a long-term financial support and all potential revenue sources should be comprehensively evaluated”. – Partner

“Primarily, it is important to do a full and complete cost accounting for the cost of STC and other transportation operations, allowing all concerned to understand the true cost of senior transportation. Ultimately a regional source of support will be needed - similar to that used to support other health and human services programming.” – Partner

“Advertise on public service radio/TV. Improve prominence of vehicle signage. Solicit more contracts and develop a communications tool/forum to improve two-way communication with contractees.” – Board Member

“Exactly what it is doing, working to bring in more customers” – Board Member

“Continue pursuing contract service and perhaps offer other revenue generating services related to core business (home delivered meals delivery, escort/companion services when transporting, etc.)” – Partner

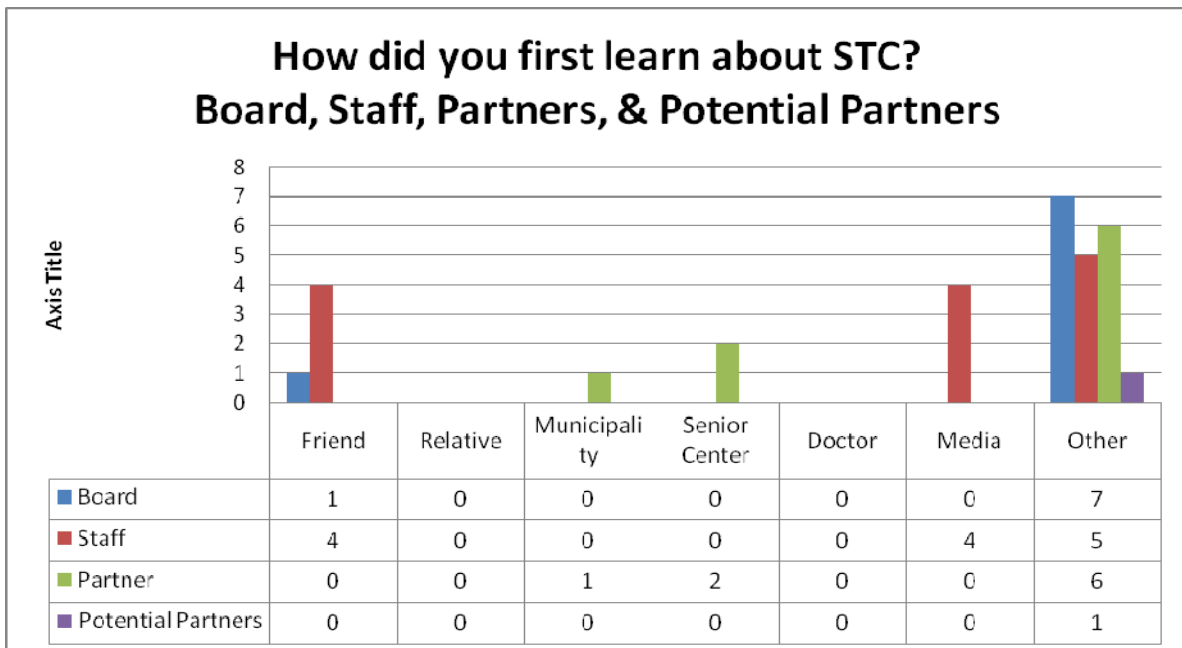
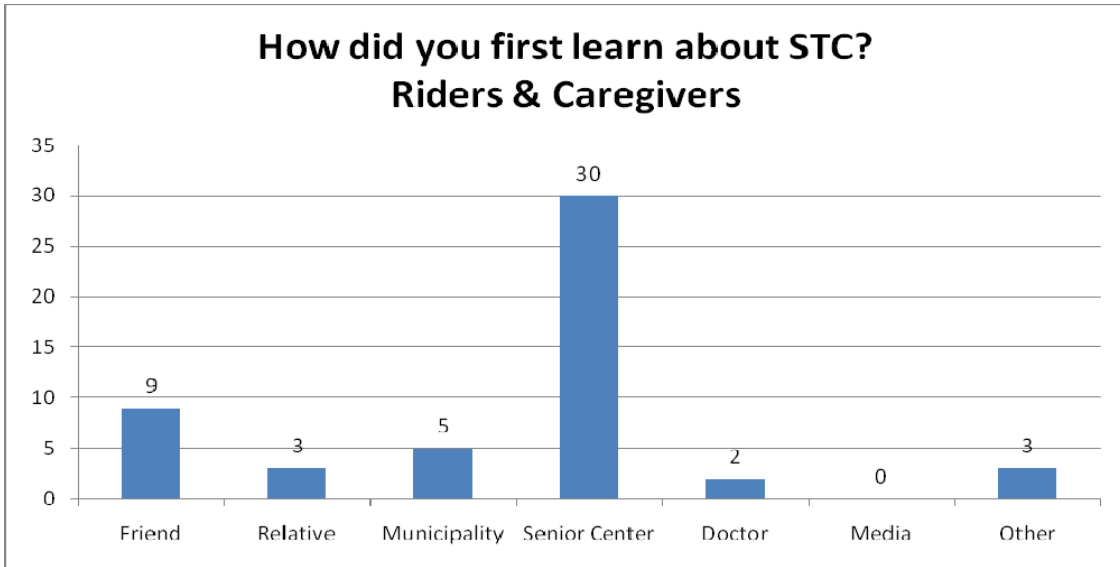
“Make wise agreed upon decisions for all spending, have a 5 and 10 year model for where you are going, target your market now and for the future including someone acting as a rep that goes out and fosters ongoing relationships with future cities/seniors/assisted living directors, etc.” – Staff Member

“Partner up with communities instead of small organizations or centers. STC is wasting valuable time and money on trying to force some of these instead of going after strategically what makes sense and the bigger ticketed places.” – Staff Member

Community Relations

This section of questions was presented to all who agreed to take the survey: Riders, Caregivers, Partners, Potential Partners, Board, and Staff.

Question 23. How did you first learn about STC? (Check all that apply)



Other: *Nursing Home, RTA, Saw Van in Parking Lot, Called City Hall, United Way Vision Council, FIRST, Senior Success Vision Council, classified job ad, Cuyahoga County Planning Commission, and have been a part of STC since its inception.*

Question 24. What do you think is the best way for STC to spread the word about its programs?

Theme	Frequency
Word of Mouth	18
Newspapers	14
Community Outreach	13
Senior Centers	11
Neighborhood Newsletters	8
Brochures/Flyers	8
Television	7
Radio	4
Internet / E-mail	4
Publicist	2
Signage	2
Churches	2
City Hall	2
Library	1
Utility bill stuffers	1
Give-aways (magnets, key chains, etc.)	1
Supermarket	1
Women's Club	1
Senior Gatherings	1

“Traditional marketing and a good reputation work best.” – Partner

“Providing good service will improve word of mouth comments. Further, I think senior centers and other places where the elderly congregate could make fliers available. We should also do programs for the elderly as we can. I don't expect the elderly and most caregivers to be internet savvy, but it is a good way to communicate these days.” – Board Member

“I think a person out in the community "selling" STC is essential. Also what publications are seniors reading, senior center newsletters, doctor's offices while waiting in the waiting rooms, etc.” – Staff Member

Question 25. When talking to people in the community about STC, how do you explain what STC does? Please be specific.

Theme	Frequency
Provides senior transportation	25
Takes people where they want to go (door to door) / not stuck at home	12
Takes people to the doctor	9
Partners with other agencies	7
Easy, dependable, good, punctual	6
Transportation for disabled as well as seniors	5
Takes people shopping	5
Affordable	4
Centralized coordination	3
Maintain senior independence	2
Registration and scheduling	2
Medical needs are given priority	2
STC formation history and objectives	1

“You all are just darling and have (a) gift for caring for others. Many blessings.” – Rider

“They are dependable, on time, good, pleasant drivers, on time and the price is good.” – Rider

“Provides transportation for seniors and handicap(ped) persons who would be otherwise limited to get to important appointments and shopping.” – Rider

“If you need transportation STC is there for you. I think it is terrific!” – Rider

“STC gets us out of the house!! I’m not stuck at home all of the time.” – Rider

“I focus on the door to door service for older adults.” – Partner

“STC provides transportation to medical appointments, government and community services and social activities.” – Partner

“Provides coordinated scheduling and delivery of senior transportation through a centralized call center and scheduling oversight of drivers and vehicles associated with participating municipalities and senior organizations.” – Partner

“Add quality of life for seniors by insuring their continued mobility in their community.” – Board Member

“I tell them we are a van service in certain communities that drive seniors, 60 and over anywhere in the area, doctors, shopping, post office, etc. I also mention that we contract with the RTA in cuyahoga County for the Paratransit service which also includes people with different abilities (disabilities).” – Staff Member

“I simply state that we provide rides to seniors.” – Staff Member

Question 26. Describe how you think members of your community perceive STC. Please be specific.

Theme	Frequency
Positive remarks (very good, terrific, great beautiful, positive view)	27
Not too many people know about it	8
Unknown or unsure	7
Municipalities apprehensive to relinquish control	3
Helps people without a car	2
Saves relatives time	2
Depends on who you talk to	2
Curious about what STC does	2
Not comprehensive because not county-wide	1
They are doing the best they can	1
Municipalities do not have a lot of faith in STC	1

“They think it’s a beautiful idea.” – Rider

“Everyone I talk to think it is a terrific service. I don’t know what I would do without it!” – Rider

“Everyone thinks it’s a very good thing for seniors. It saves relatives a lot of time.” – Rider

“The most people I talk to like the idea, but as long as they can drive they would not take the van.” – Rider

“I think members of the community who have had contact with the STC are generally pleased with the STC. However, I also think there are many members of the community with limited information about STC that are skeptical or unsure about the STC concept.” – Partner

“I think that people are still wary of a new organization and new ways of doing things. Trust that STC service will be just as good if not better than existing service delivery arrangement needs to be earned.” – Partner

“Those that know about it do not have a lot of faith that it will last or meet their needs. Most agencies, municipalities have maintained a “back-up” plan.” – Board Member

“Most cities love the STC Some communities are apprehensive to relinquish control to the STC.” – Staff Member

“Depending on who you talk to, there is good and bad feedback. Most residents are grateful for the service. Some do not like the changes that have been made from the existing service. Bad press spread faster than good.” – Staff Member

Question 27. If you are a family member or caregiver of a rider, a rider yourself, Board member of STC, or Staff member of STC, would you recommend STC to a friend or loved one? OR If you are a partner, potential partner, former partner, or vehicle recipient, would you recommend STC to another organization or municipality?

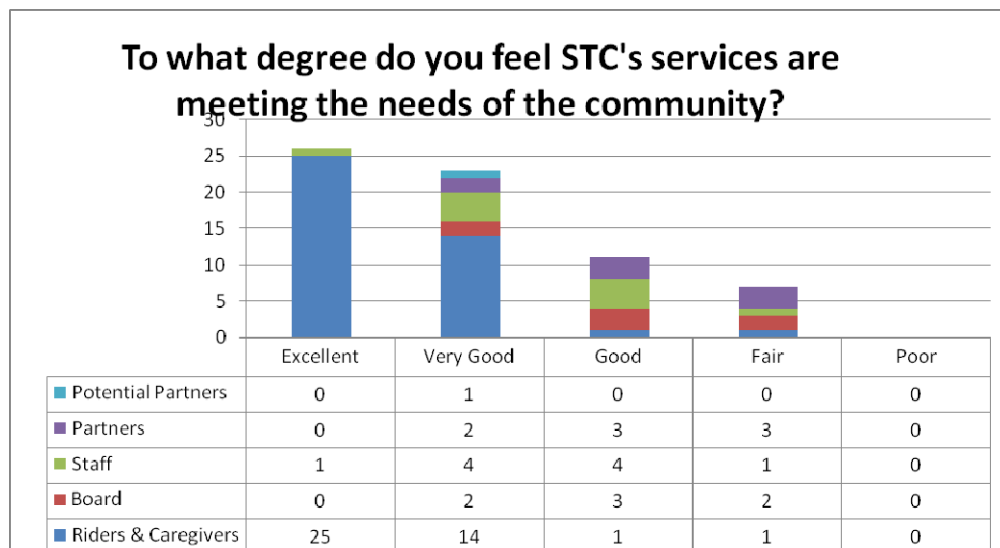
Sixty-two of 67 respondents indicated that they would recommend STC to others. Two respondents, a Board Member and a Partner indicated that they would not recommend STC to others. Two Riders, two Partners, and one Staff Member indicated Maybe and provided the following comments:

“I would recommend the service to an elderly person that needed help.” – Staff Member

“For existing programs, change is often difficult so the STC may not be the best option, especially if it means there will be an additional cost incurred. However, for organizations wishing to establish a new program, the STC will likely provide expertise and guidance, which will potentially foster success for an underdeveloped transportation service.” –Partner

“With the stipulation that there are always bumps in the road when doing things a new way and when working with and relying on a partner organization to provide an essential service of your organization.” –Partner

Question 28. To what degree do you feel STC's services are meeting the needs of the community?



Theme	Frequency
Thankful, allows independence, dignity	7
Need more destinations	3
Get bumped from schedule	3
Expand service county-wide	3
Unavailable in evenings	2
Have drifted from focus on elderly	1
Very helpful in Olmsted Falls	1
Should publish list of destinations	1
Duplication of existing programs	1
Publicity	1
Much more to do	1

“Maybe more places, and maybe evening services.” – Rider

“If we did not have your service we would never get out to enjoy talking to other people.” – Rider

“Very helpful for those afraid to drive or without bus service in Olmsted Township.” – Rider

“I believe the STC's services are excellent but not comprehensive yet in terms of service area coverage.” – Partner

“From what I know, it appears sometimes that they are simply duplicating existing programs that have been in existence for years.” – Partner

“Getting the word out is time consuming and something that can't be done on a mass media basis.” – Board Member

“It seems far too limited at this time.” – Board Member

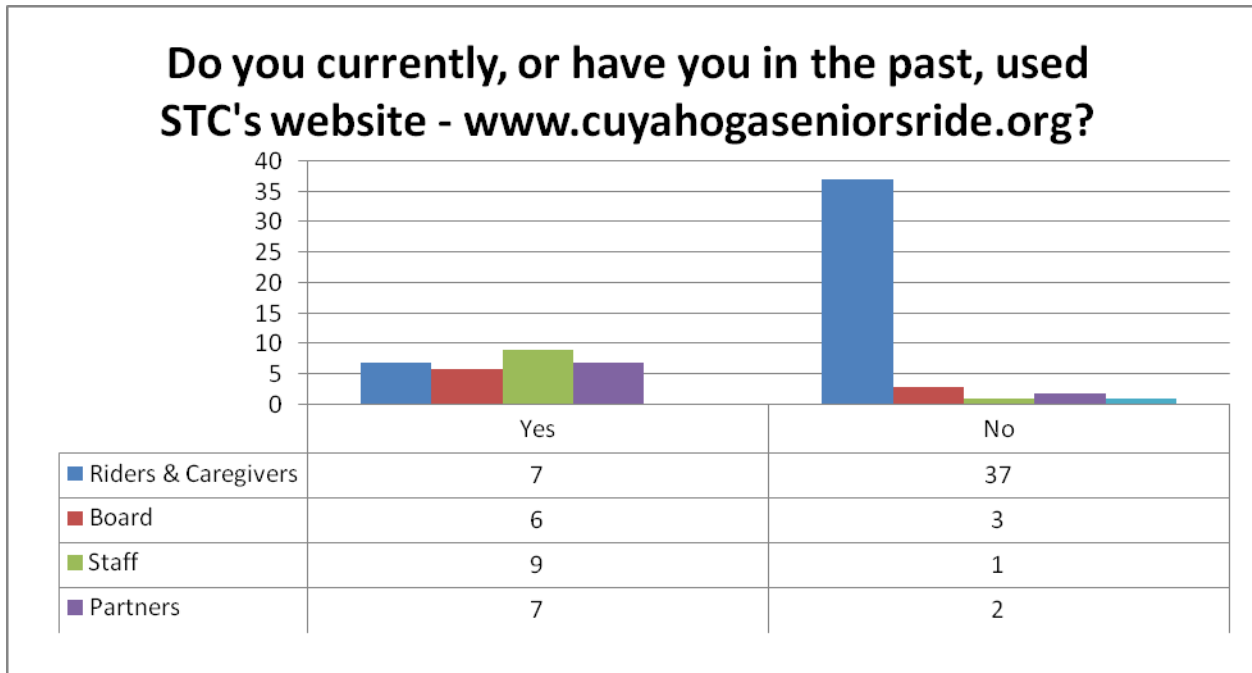
“I feel the STC has gotten away from its original goal of being a community transit service for the elderly. We basically transport anyone from anywhere. There has been one to many exceptions.” – Staff Member

Website

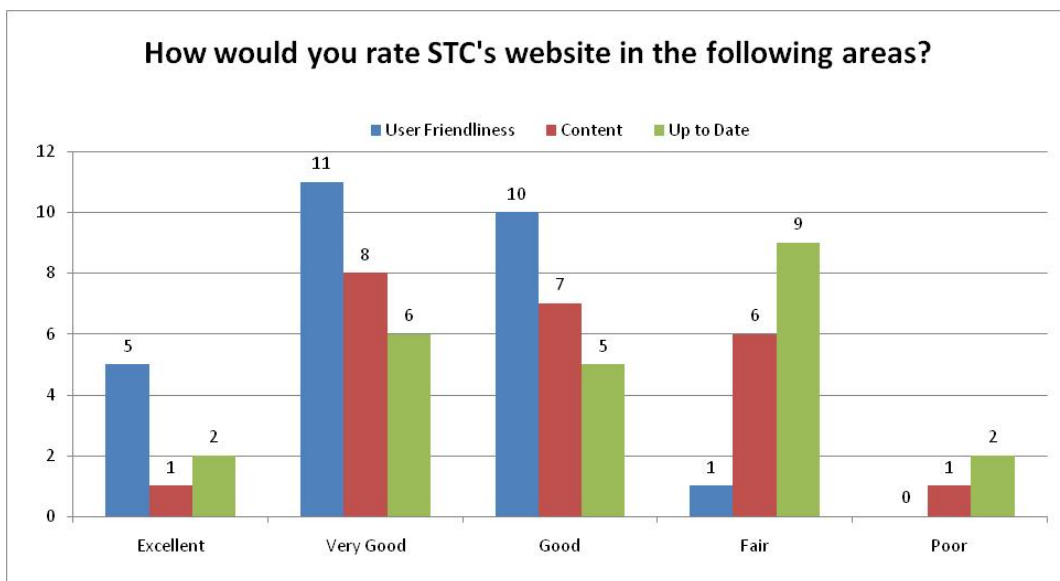
All respondents (Riders, Caregivers, Partners, Potential Partners, Board, and Staff) were asked if they had visited STC’s website. Only those who answered “Yes” to Question 29 were asked Question 30 and Question 31.

Question 29. Do you currently, or have you in the past used STC's website - www.cuyahogaseniorsride.org?

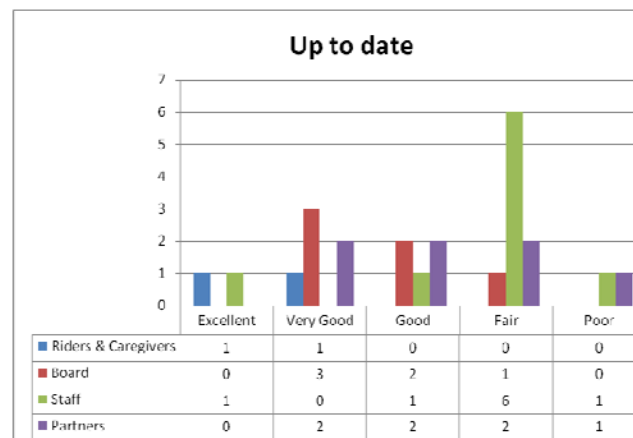
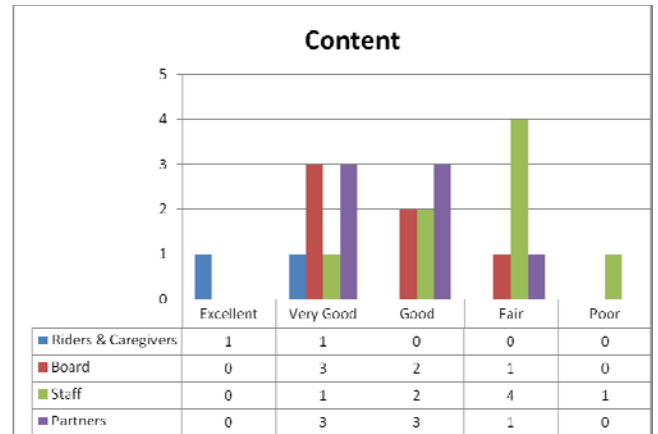
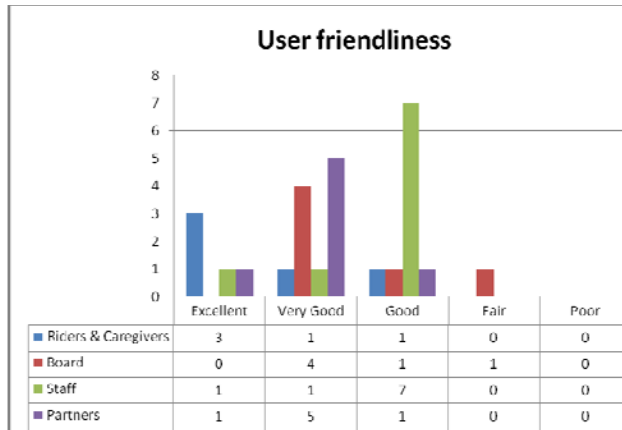
Twenty-nine of the 73 respondents indicate that they have used STC’s website.



Question 30. How would you rate STC's website in the following areas?



Question 31. The above graph is an aggregate of the responses from all respondent groups. The following three graphs break the information down by stakeholder group.



Question 32. Is there anything else that you would like to see on the website?

Theme	Frequency
Registration form	2
Scheduling capability	2
Updated information	2
List of benefits to clients and partners	1
Explanation of eligibility	1
Map or list of service areas	1
List of costs	1
Ability to request materials and information	1

“It seems that you need to determine who your target audience is. There's a lot of institutional information offered that is probably of no interest at all to the consumer. Explaining the history, the first strategic plan, etc. is "old" and rather boring to the average person. Let's identify the purpose of the website. If the purpose is to spread the word about the benefits of using the STC, perhaps more information about benefits to both client and potential partners would be useful.” – Partner

“The fares and communities served are old and need updating. The website will generally be visited by the kids, grandkids of the rider because most people served do not have computers or computer skills. I think this needs to be kept in mind by the person doing the updates.” – Staff Member

Strengths and Weaknesses

Riders, Caregivers, Partners, Potential Partners, Board, and Staff were all asked to list what they observed as STC’s greatest strengths and weaknesses from their perspectives on the organization.

Question 33. What do you feel are the three greatest strengths of STC?

Theme	Frequency
Staff (call center, supervisors, senior staff)	33
Drivers	17
Availability, convenience, get to where need to go	9
Mission & Passion	8
Customer service	7
Moderate cost / affordability	6
Coordination abilities / technology	6
Strong partnerships (municipalities, RTA, etc.)	5
Flexible scheduling	4
Door-to-door service / come to the door	4
Capital resources	3
Communication with customers	3
Accessible for people with disabilities	3
Good driving / safe	3
Punctuality, if late will notify	3
Promise for the future	2
Board	2
Vehicles	2
Becoming county-wide	1
Help with bags	1

Friendly, helpful staff with one-on-one communication with riders.” –Staff

“Availability for elderly, moderate cost.” – Rider

“Good driving, courteous drivers, go immediately to the doorway to pick you up.” – Rider

“Very polite, very prompt, very safe.” – Rider

“Convenience and the price is right. I truly appreciate the service. John Holt has been my driver most of the time. He is very helpful and pleasant.” – Rider

“It's objectives, It's partners and It's people.” – Partner

“1. It is a great idea - everyone understands and "gets" a great idea. 2. There is good, dedicated staff behind the great idea. 3. It is already working. There are measurable outcomes already out there.” – Partner

“A history of building the organization through the participation of many different stakeholder agencies and organizations.” – Partner

“Executive Director and excellent staff of the STC. Knowledgeable and committed.” – Board Member

“The Supervisors, Nick and Marti are a definite asset with compassion, energy, and ideas.” – Staff Member

“Flexibility, Responsiveness, Customer Service” – Staff Member

Question 34. What do you feel are the three greatest weaknesses of STC?

Theme	Frequency
Not well-known / lack in advertising	11
Financial instability	11
“None”	6
Not available on Saturday and Sunday	6
Scheduling difficulties	5
No seatbelts	4
Cannot go to multiple locations in one trip	3
Too early or too late with no call	3
Not comprehensive or county-wide	3
Poor decision-making	3
“Turf” or territory issues	3
Relatively new organization	3
Growing too quickly	2
Separated staff / current location(s)	2
No community outreach	2
New direction	2
Not enough partners	2
Staff (administrative team)	2
Politics	2
Not available in the evenings	2
Few people in van	2
Difficulty if appointment goes long	1
Southpoint is last to go	1
Prerecorded messages in place of personal call	1
Business model	1
Pleasing everyone at the same time	1

“The time that they say they are picking you up. It may be ten o’clock, it may be eleven o’clock.” – Rider

“Unavailability at late hours (after 3pm) and on Sundays.” – Rider

“Maybe you need to work on scheduling.” – Rider

“Lack of positive connection between scheduler and driver. Everybody has a different time written down.” – Rider

“1. Is it sustainable? It is an incredibly expensive service. What are the clients doing to help sustain it? I don't think \$1 fare is ultimately going to do it. What percentage will the riders cover? What is the ultimate financial model that will prove sustainable” – Partner

“On occasion the time is changed and the person is not notified.” – Rider

“They carry only one person at a time, we used to have a bus full.” – Rider

“1. Not yet established in the community. 2. Not yet settled in its form and structure. 3. Does not yet have the ability to manage need and capacity.” – Partner

“I feel additional outreach and communication about the STC can help to overcome the resistance of some communities/organizations to come on board.” – Board Member

“It's limited usage by communities; while STC provides an important service, it's still not well known; more communities need to participate for STC to truly be a countywide entity.” – Board Member

“Need strategic planning to avoid last minute underdeveloped commitments.” – Staff Member

“No outreach. No advertising. No community involvement” – Staff Member

Final Thoughts

All respondents were given the option to make additional comments.

Question 35. Is there anything else you would like to add that was not discussed elsewhere in this survey?

“I wish the van could take us other places and even sometimes on Saturday or Sunday.” – Rider

“The drivers are the best, very helpful, friendly, patient alla smile.” – Rider

“Securing appointment times in afternoon. Kaiser is far and if (I have) 2 pm appointment unable to do x-rays, blood work before 3pm I have to come back. If I buy frozen food and don't know beforehand I will ride around for one hour, food will melt.” – Rider

“A-plus and thankful for the service.” – Rider

“Thanks for asking our opinions!” – Staff Member

“Now that I know there is a website I will use it.” – Rider

“I know you have our comfort and safety uppermost in mind – and could not possibly know our mental capabilities, but most of us are aware and alert and do not need to be talked down to. I am an intelligent elderly lady and know exactly what is happening.” – Rider

“A wonderful way to help elderly achieve some independence.” – Rider

“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 help me in time 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.” – Rider

“I have seen this company grow from the very beginning. I see the company heading in a downward spiral. If something isn't done soon to turn it around, I fear the company will be dissolved within 6 months.” – Staff Member

“I would have liked to have been included in the planning committee.” – Partner

“Bit late sometimes and the drivers feel it's because they at the call center might not know the Maple area.” – Rider

“The long-term viability of the STC will depend on stable executive and Board leadership with sufficient resources to strengthen the internal capacity needed to fulfill plans. It appears that the current strategy of incremental growth in service delivery and associated revenue streams is effective.” –Partner