



We Drive. You Ride.

2024-2026 Strategic Plan

Our Mission is to preserve the quality of life and foster a connected community for older adults residing in Wilson County, TN, by providing safe, affordable transportation to local destinations.

Awareness



Expand the awareness and understanding of what Wilson Rides has to offer to the community.

1. Increase exposure
2. Develop a marketing campaign
3. Create a shared story and message
4. Expand sponsor role to include promotion of Wilson Rides in the sponsorship

Fiscal Responsibility



Act as good stewards of funds and resources and ensure their use to further the mission.

1. Develop fundraising strategy
2. Develop grant strategy
3. Develop operational budget process

Programs



Continue to provide and improve service offerings to the community.

1. Improve process efficiency
2. Research the need for expanding transportation offerings
3. Research potential expansion of service area
4. Develop a plan for expanding partners

Workforce



Develop the workforce by creating tools to increase employee engagement and retention.

1. Create job descriptions for part-time employees and interns
2. Create current and future organizational charts
3. Create Tennessee Promise Intern program.
4. Develop and create salary bonus standards
5. Determine need and implement a succession plan

Volunteers



Nurture current volunteers and develop strategies to increase volunteer opportunities.

1. Develop a volunteer recruitment strategy
2. Increase driver percentage in Lebanon
3. Increase diversity of drivers



In its recent strategic planning initiative, the Board of Directors for Wilson Rides engaged in a purposeful and cooperative effort to envision the future, establish direction, and outline priorities. Building upon the newly crafted 2024-2026 Strategic Plan, Wilson Rides is committed to further enhancing the well-being of residents in Wilson County, TN.



Board Surveys


Future Visioning

SWOT Analysis

Strategic Priorities

Category	Strategic Priority	Initial Action Steps	Timeline QRT/Year	Success Measures	Responsible Committee
Awareness 	1. Increase exposure	<ol style="list-style-type: none"> Identify Speaking Engagements (2024) Be a vendor at events (2024) Optimize social media (2025) 	The year is identified after each action step.	TBD	External Committee
	2. Develop a marketing campaign	<ol style="list-style-type: none"> Explore affordable 3rd party marketing (2024) Engage audience with rich visual content (2025) Define target audience (2024) Utilize media for paid and unpaid messaging (2024) 			
	3. Create a shared story and message	<ol style="list-style-type: none"> Document our story and create a shareable message (2024) Increase Board awareness of driving experience (2025) Publish shared story and promote (2026) 			
	4. Expand sponsor role to include promotion of Wilson Rides in the sponsorship	<ol style="list-style-type: none"> Create Sponsor agreement (2025) Develop ways for Sponsors to promote organization also (2025) 			
Fiscal Responsibility 	1. Develop Fundraising Strategy	<ol style="list-style-type: none"> Nurture current private fundraisers (corporate donations) (2024) Identify New private fundraisers (2025) Explore peer funding structures (2025) Explore event viability (2025) Balance board participation expectations (2025) 	The year is identified after each action step.	TBD	Executive Committee
	2. Develop Grant Strategy	<ol style="list-style-type: none"> Reconsider grant writer to expand funding and improve efficiencies (2024) Look at peer grant funding (2025) Explore temporary funding source for car (2024) 			
	3. Develop Operational Budget Process	<ol style="list-style-type: none"> Create next year budget before end of current year (2024) Meet budget and maintain surplus (2024) 			

Category	Strategic Priority	Initial Action Steps	Timeline QRT/Year	Success Measures	Responsible Committee
Programs 	1. Improve process efficiency	<ol style="list-style-type: none"> 1. Create a procedure for who/what/when/where to look at different processes (2025) 2. Create current list of processes and procedures (2025) 3. Conduct a gap analysis for missing processes and procedures (2025) 	The year is identified after each action step.	TBD	Internal Committee
	2. Research the need for expanding transportation offerings	<ol style="list-style-type: none"> 1. Create a process for capturing data (2026) 2. Define how and who will analyze the data (2026) 3. Does the data support the mission and the vision at that time? 4. Adjust accordingly (2026) 			
	3. Research potential expansion of service area	<ol style="list-style-type: none"> 1. Create a process for capturing data (2026) 2. Define how and who will analyze the data (2026) 3. Does the data support the mission and the vision at that time? 4. Adjust accordingly (2026) 			
	4. Develop a plan for expanding partners	<ol style="list-style-type: none"> 1. Define “partners” (2024) 2. Create a list of potential partners (2024) 3. Identify who will contact partners (2024) 			
Workforce 	1. Create job descriptions for part-time and interns	1. Define roles and job descriptions and hire part-time person (2024)	The year is identified after each action step.	TBD	Internal Committee
	2. Create current and future organizational charts	1. Create organizational structure (2024)			
	3. Create Tennessee Promise Intern program	1. Develop internship program (2024)			
	4. Develop and create salary bonus standards	1. Work with executive committee to explore best practices in salary bonus standards (2024)			

Category	Strategic Priority	Initial Action Steps	Timeline QRT/Year	Success Measures	Responsible Committee
	5. Determine need and implement a succession plan with salary levels and incentives	1. Develop a succession plan with the Executive Committee (2024)			
Volunteers 	1. Develop a volunteer recruitment strategy	1. Develop ride-time management process (2024)	The year is identified after each action step.	TBD	Full Board
	2. Increase driver percentage in Lebanon				
	3. Increase diversity of drivers	1. Identify diverse groups and speak with them to raise awareness (2024)			

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