



## **STRATEGIC PLAN 2010-2020**

**(as of: November 16, 2009)**

### Table of Contents

- I. Mission Statement (*as concise as possible*)
- II. Core Values (*what values define us as an organization?*)
- III. Environmental Scan (*what will the service area look like 5 - 10 years from now?*)
- IV. Vision (*what does TSC have to look like 5 - 10 years from now?*)
- V. Goals (*the line or place at which a race is ended; the mark; the end or final purpose*)  
Objectives (*something aimed at or striven for; facets of each goal*)  
Actions (*what specific things need to be done to achieve each objective and ultimately each goal? Who will do them? When?*)
- VI. Metrics (*how do we measure success?*)

Teller Senior Coalition is a nonprofit 501(c)3 organization.

(Note: changes from the previous edition are in bold letters.)

I. MISSION: Teller Senior Coalition’s mission is to assist Teller County senior citizens in living full and active lives with dignity and independence for as long as possible.

II. OUR CORE VALUES are

DIGNITY  
INDEPENDENCE  
INTEGRITY  
RESPECT  
SERVICE  
TRUST

III. ENVIRONMENTAL SCAN: What will Teller County look like in 5 – 10 years?

- A. The Colorado State Demographer’s Office expects that between 2008 and 2028, the total population of Teller County will increase 50%, while the numbers of Seniors age 65+ is expected to increase 157% during that same period.
- B. People over 75 (those who need the most services) will be the fastest growing segment of our population (AARP).
- C. Growing population will result in less open space; in turn increased congestion may result in both increased crime and stress (with a corresponding need for more mental health and victim advocate services).
- D. Due to the high cost of housing in Woodland Park, more people will seek out housing in the more isolated parts of the county; these people will have pressing needs for transportation and handyman repair services.
- E. A 15-bed hospital is helping to provide basic medical services and 24-hour emergency care to Teller County residents and will expand the scope of its services in the coming years. For the foreseeable future, transportation will still be required for specialized services available only in Colorado Springs.
- F. The new Wal-Mart store in Woodland Park decreases the distance required to travel for economical shopping but will increase demand within the service area for shopping trips.
- G. Weather and long distances will continue to be a limiting factor in the mobility of the elderly and disabled.
- H. Limited/fixed income will be more of a restricting factor on the welfare of the elderly and disabled under current economic conditions.
- I. The national trend toward increasing home care (over long-term care facilities) will continue both as a cost-saving measure and as the preference of the elderly, **but more time at home can also increase isolation.**
- J. There will be an increasing need in Teller County for assisted living as a bridge between independent living and long-term care facilities.
- K. Technology will continue to increase in complexity and will increase vulnerabilities to Seniors.
- L. Cuts in funding for government programs and a broken economy may reduce prospective donations; there will be more competition for fewer dollars.
- M. Increases in local population could increase opportunities for Seniors to be an integral part of the community by providing services to children, youth, the disabled, and other groups.

IV. VISION: What does TSC need to look like in 5 - 10 years?

- A. We need to continue to emphasize outreach of our services to the more isolated areas of the County.
- B. Our services need to keep pace with population growth and changing needs as Baby Boomers age.
- C. We need to continually improve our stable, professional operating base (both in terms of personnel and financial resources) including creation of infrastructure which helps us serve our Senior clients most effectively.
- D. We need to **continue to** strengthen community involvement in our mission to increase the effectiveness of our limited resources and **to attract in-kind and monetary contributions.**
- E. We need to change the public perception that only Seniors need be involved in Senior problems and programs (intergenerational involvement) and that government is responsible for funding all Senior services.
- F. We need to ensure Seniors have the opportunity to become educated about lifestyle options and pertinent social, medical, technical, legal and economic changes so that they can make informed choices about their own welfare.

V. GOALS/OBJECTIVES/ACTIONS (Items will be marked with "\*" when we accomplish them.)

**Actions may be recurring, short term (to be completed with a year), mid term (to be completed within two to four years), or long term (five years and beyond).**

- A. TRANSPORTATION: continue to do our part to ensure that Seniors and qualified disabled citizens, especially those living in outlying areas, have low-cost access to services critical for healthy and independent living.
  - 1. \*Maintain self-sufficiency through our own vehicle fleet.
    - a. \*Recurring: maintain and operate a fleet of small, economical vehicles with a team of competent, well-trained drivers, supplemented with volunteers and outside vendors, as necessary.
    - b. \*Recurring: continue to research and obtain funding to maintain current transit operations and to purchase and operate additional vehicles and hire additional drivers **as necessary to support Senior** transportation services in Teller and western El Paso Counties.
    - c. \*Recurring: **continue to obtain and set aside funding for capital investment to ensure that we are able to replace our vehicles (Subarus, van, and bus) before they reach 100,000 operating miles.**
    - d. \*Recurring: continue to participate in long-term state and regional transportation planning efforts to ensure that our vehicle requirements are included and that our eligibility for state funding is appropriately documented.
    - e. \*Recurring: obtain funding to maintain a scheduler/dispatcher as part of our transportation program.
    - f. \*Recurring: continue to investigate opportunities to share transportation resources, including training, through participation in appropriate community forums.
    - g. \*Recurring: conduct a monthly documented training program to enhance driver safety skills, enhance sensitivity to passenger needs, and ensure compliance with applicable regulations.

2. \*Maintain current capability within the service area to keep up with Senior/disabled population growth and to make the best use of limited transportation resources.
  - a. \*Recurring: **continue to focus** the priority of our service on Senior Citizens, with service to qualified Disabled Citizens as resources are available.
  - b. \*Recurring: continue to seek the financial support of local government to maintain continuity of service for all eligible riders.
  - c. \*Recurring: continue **scheduled Wal-Mart shopping trips** available to eligible riders throughout the County.
  - d. Mid term: add additional van routes to keep up with population growth.
  - e. \*Recurring: maintain the capability to provide transportation for cultural, and other activities by expanding the pool of qualified volunteer drivers and submitting appropriate grant applications to fund service beyond the physical necessities of life.
  - f. \*Recurring: extend eligibility to spouses and other caregivers of eligible participants on a case-by-case basis (for example, visits to a hospitalized family member).
  - g. \*Recurring: maintain the capability to fill individual special requests.
  - h. Long term: investigate the possibility of **decreasing the carbon footprint of our fleet.**

B. NUTRITION: expand our current program to meet minimum nutritional needs of most Seniors in Teller County.

1. \*Maintain congregate meal program in Woodland Park with the help of volunteers provided by local Senior Citizen clubs.
2. \*Maintain the current until a true mobile meals program is established.
  - a. \*Recurring: **continue to enroll** eligible Seniors in the RAMP program.
  - b. \*Recurring: work with the distributor to improve the quality of the food **and maintain** breakfast items in the RAMP program.
  - c. \***Maintain** our capability to meet the nutritional needs of Seniors through a self-sustaining Ensure/Glucerna program and find funding to pay for these liquid nutritional supplements for Seniors with incomes at or below 125% of Federal poverty standards.
  - d. \***Maintain our capability to deliver USDA commodities to those Seniors meeting income qualifications.**
3. Initiate a Mobile Meals program open to Seniors (60 +) and disabled citizens of all ages
  - a. Mid term: establish a cooking facility for mobile meals
  - b. Mid term: recruit volunteer drivers for each geographical hub
  - c. Mid term: obtain funding for driver mileage, raw food, food preparation and administration costs.
  - d. Mid term: set up administrative structure (meal counts, payments, etc.)
  - e. Mid term: contact current RAMP participants to see if they wish to enroll
  - f. Long term: expand the mobile meals program to seven days a week.

C. COMBAT ISOLATION: initiate and expand outreach programs which effectively fight the isolation leading to depression, illness, and even death.

1. Recurring: increase visibility of Outreach to ensure familiarity with applicable services
  - a. \*Recurring: maintain continuous Outreach through a streamlined case management approach, to include a single point of entry, expeditious scheduling or referral of all services, and consistent follow up.
  - b. Mid term: investigate a structure for an Adopt-A-Grandparent Program.
  - c. **\*Recurring: maintain support to caregivers of Senior clients through a Caregiver Program including counseling and respite, and continue to find diverse funding streams for this program with emphasis on local contributions.**
  - d. Recurring: maintain current TSC information in the newcomer information kits of local Senior clubs.
  - e. Recurring: continue to include articles on Outreach and available services in the Newsletter, local newspapers, and our website.
  - f. \*Recurring: maintain a current Newsletter mailing list (both hard- and softcopy) by continuously posting information from local sources to ensure we serve, at a minimum, the number of Senior households derived from Census Bureau figures.
  - g. Short term: reduce newsletter printing and mailing costs through proactive efforts to enroll clients for softcopy distribution.
  - h. \*Recurring: maintain liaison with appropriate community leaders **and organizations to help identify Senior Citizens who may benefit from available services, including those Seniors belonging to minority groups.**
  - i. Short-term: set up, implement, and advertise a phone call program for Seniors who desire daily phone contact.
2. Provide Mental Health Outreach to identify and assist Seniors needing services beyond TSC's scope.
  - a. \*Recurring: continue to work through the Adult Protection Team and other agencies to determine the most effective assistance for individual Seniors.
  - b. \*Recurring: as part of our Outreach effort, recruit local mental health professionals who are willing to provide expeditious, short-term assistance on a pro-bono **or sliding scale** basis to Seniors in crisis.
  - c. Short-term: begin including suicide prevention in the Outreach Program with media articles.
3. Use Information Technology to provide Outreach to Seniors, especially those who are home-bound
  - a. **Short-Mid term: develop an intergenerational action plan to recruit qualified volunteers to provide technical assistance and computer repair services for low-income Seniors.**
  - b. \*Recurring: maintain a network service for the TSC office with broadband access to the Internet.
  - c. Short-term: establish and operate an email contact list for Seniors living alone who desire daily outside contact.

D. HANDYMAN: maintain our current program to provide home repairs necessary for health and safety to aid Seniors living independently in their own homes.

1. Keep up with population growth.

- a. \*Recurring: maintain liaison with other nonprofit agencies to expand pool of volunteer contractors and clients.
  - b. \*Recurring: continue advertising in local media to recruit more volunteer contractors and to attract the interest of larger contracting firms.
2. \*Recurring: continue to refer clients requiring emergency service to appropriate partner agencies and provide partial reimbursement for client expenses when possible.

**E. EDUCATION/INFORMATION REFERRAL: ensure Seniors have the opportunity to become educated about pertinent programs and changes so they can make informed choices about their own well-being.**

1. \*Recurring: in conjunction with other community agencies, sponsor seminars on medical, legal, financial, technological, housing and other issues of interest to Senior Citizens.
2. Recurring: obtain funding for increased transportation requirements to support seminars.
3. \*Recurring: continue to produce and distribute a quarterly newsletter with information about services available to Senior Citizens in our service area.
4. \*Recurring: make available the Pikes Peak Area Council of Governments Yellow Book (Senior Information Directory) and other materials which help Seniors access useful services.
5. Emergency Preparedness:
  - a. \*Recurring: continue participation in County-wide emergency preparedness planning efforts
  - b. \*Recurring: continue the Emergency Preparedness Working Group efforts to develop individual emergency preparedness plans based on actual operations during the Hayman Fire
    - 1) Include notification and evacuation procedures for frail individuals
    - 2) Ensure local facilities and resources are made available to Seniors, disabled persons, and, when possible, the public
    - 3) Ensure these plans enhance other ongoing **community** planning efforts.
  - c. **\*Recurring: continue the “72 Hours” emergency preparedness education campaign to emphasize the importance of appropriate short-term disaster preparations for Senior Citizens, while creating awareness that longer periods of self-sufficiency may be necessary during actual emergencies.**

**F. STABLE/PROFESSIONAL OPERATING BASE: continue to develop a stable, professional operating base to ensure the best possible service to Senior Citizens**

1. Financial: maintain self-sufficiency **and sustainability**.
  - a. \*Recurring: submit at least two grant applications per month.
  - b. \*Recurring: maintain a “don’t have, don’t spend” financial policy.
  - c. Short-term: obtain advice on planned giving and encourage supporters to include TSC in estate planning (newsletter).
  - d. Mid-term: increase number and variety of fee for services (e.g., the Ensure program)
  - e. \*Recurring: through the Fundraising Working Group, continue and expand fundraising efforts in conjunction with WPSCC and other community partners.

- f. \*Recurring: continue to grow the endowment fund so that we can eventually operate from its revenue.
  - g. \*Recurring: through the Public Relations Working Group, continue to bring more attention to TSC's mission and accomplishments to encourage financial contributions from individuals and organizations.
  - h. Mid-term: grow our corporate operating reserve to 25% of our annual operating budget.
  - i. **\*Recurring: maintain the capability** to develop a financial emergency preparedness plan which would allow us to scale back but sustain operation of critical services in times of economic crisis.
2. Personnel: continue to develop a work environment which retains the best employees
    - a. Recurring: add employees or increase hours to adequately support our programs
    - b. Short term: investigate possible funding for an additional .5FTE to support program management.
    - c. **Short-term: incorporate benefit recommendations into the plan for appropriate salary levels and develop a phased implementation plan for consideration by the Board of Directors during the 3<sup>rd</sup> quarter of 2010.**
  3. Operations: continue to develop mechanisms to ensure that there is no single point of failure for critical processes.
    - a. Short-term: train two staff members in Newsletter production so that it can be done quarterly even if the Executive Director is absent.
    - b. Short-term: train two staff members in **data entry and** production of reports so that it can be done monthly even if the Executive Director is absent.
    - c. **Short term: complete data entry of 2008-9 Utilities Assistance and begin data entry of Case Management Services on January 1, 2010, to enable presentation of a more complete picture of organizational accomplishment to clients, their families, prospective funders, and our local community.**
    - d. \*Recurring: continue to develop organizational infrastructure (such as expanded program management) to minimize disruption of critical functions with the loss of any particular employee.
    - e. \*Recurring: maintain written policy and procedures for all critical operations, **review annually**, and update as required
    - f. \*Recurring: maintain and update back-up **media** for critical reports, mailing lists, brochures, and other essential documents, and store them in a safe, off-site location.
    - g. \*Recurring: in conjunction with the WPSCC Volunteer Coordinator, periodically brief front desk volunteers concerning updated TSC policies, procedures, and activities so that callers receive the most accurate and complete information possible from their first contact with the front desk
    - h. Short-term: investigate the possibility of a recurring internship program at TSC as part of the UCCS Gerontology or other advanced education program to enhance our capability to provide Senior outreach.
    - i. Short-term: develop a plan to implement an appropriate volunteer program to expand both our capacity to accomplish organizational functions and to increase our capability to serve Senior Citizens.
  4. Facilities: develop options to ensure we have adequate facilities for our future needs
    - a. \*Recurring: pay our share of utilities at the Woodland Park Senior **Center** as revenues permit.
    - b. **Short term: working with the City of Woodland Park and the Woodland Park Senior Club, include the rights and responsibilities of TSC in the Woodland Park Senior Center lease.**

- c. Recurring: continue to coordinate with the City of Woodland Park, other local governments, and other agencies, as required, to ensure that the needs of Senior Citizens are included in local area planning.
  - d. **Short term:** in conjunction with the City of Woodland Park, **begin** efforts to obtain funding to improve and expand the Woodland Park Senior Center, to include a TSC office with four workstations **and a common conference room, to achieve** adequate privacy to protect the confidentiality of clients.
    - 1) **Short term: submit grant application to fund preliminary design study.**
    - 2) **Mid term: submit grant applications for building upgrade to meet current building codes.**
    - 3) **Mid term: submit grant application for the building expansion, including funding for the final design proposal and construction documents.**
    - 4) **Mid term: submit grant application for finish work.**
5. Succession: ensure continuity of operations and quality of service by attracting and retaining qualified and motivated individuals as part of the TSC team
- a. \*Recurring: identify, train, and provide opportunities for advancement (to include service with the TSC Board of Directors) to talented and dedicated staff members.
  - b. \*Recurring: investigate and obtain supplemental funding to ensure competitive wages and benefits, **and to fund adequate overlap during transition periods.**
  - c. \*Recurring: identify potential corporate and professional mentors and invite those with compatible core values and goals to join the TSC Board of Directors.
  - d. \*Recurring: encourage qualified and interested individuals to apply for Board membership as vacancies occur.
  - e. \*Recurring: assist TSC Board members accepting leadership responsibility for specific goals in establishing working groups, community work forces, and work plans, as desired.
- G. Develop and implement a multi-faceted, multi-phased marketing plan to enable TSC to accomplish all aspects of its mission.
- 1. Reinvigorate the community perception of TSC as an energized, effective, and compassionate advocate for Senior welfare.
    - a. Recurring: continue the Public Relations Working Group efforts to develop an integrated marketing plan which showcases our accomplishments, emphasizes the importance of our mission, and engenders and strengthens the belief within our community that Senior Citizens deserve the respect of a society grateful for their life-long contributions.
    - b. \* Recurring: continue to promote our new logo and other rebranding tools which emphasize the essential personal touch in providing compassionate service to Seniors.
    - c. **Short term: develop the internal capability to update and maintain our website, with appropriate links, to encourage potential clients and funders to return to the website regularly.**
    - d. \*Recurring: continue a regular Senior news and issues column in local **news media** which can include TSC program updates and information on opportunities for community participation and contribution.
    - e. \*Recurring: expand our email data base to provide interested parties with TSC program updates and information on opportunities for community participation and contribution.

- f. \*Short term: establish an Intergenerational Working Group to develop strategies to involve all segments of our community, especially youth, in the TSC mission.
- 2. Educate other service providers and service clubs concerning services provided by TSC so that clients referred to us have accurate expectations of the assistance we can offer.
  - a) **Short term: update the TSC organizational briefing and load it onto the laptop.**
  - b) Short-term: reestablish a regular schedule of speaking engagements at service clubs and other interested organizations to expand community awareness of TSC services.
  - c) Short-term: develop a list of local health care providers, local businesses, and other organizations which may be willing to display TSC brochures and other pertinent materials and use the opportunity to distribute materials **and** to personally explain the importance of TSC services.

**VI. METRICS (How do we measure success?): Progress toward our goals is measured primarily in terms of completion of supporting actions within specified time parameters (within a year, within two to four years, or five years and beyond). In many cases, fiscal parameters must also be met in order for progress to be meaningful. In some cases we simply state that in the short term we will research possible options before deciding on a course of action toward a mid-or long-term goal.**