



Tipton County Commission on Aging

The Gateway to Your Independent Future

**Strategic Plan
2007-2010**

Tipton County Commission on Aging (TCCA)

Strategic Plan Fiscal Years 2007- 2010 July 1, 2007

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Independence, Wellness and Advocacy

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Vision

The Tipton County Commission on Aging will be the flagship agency devoted to advancing independence, wellness and advocacy.

Mission

The mission of the Tipton County Commission on Aging is to promote independence, wellness and advocacy.

This mission will be accomplished through education and training, information and referral, positive connections, and hands on activities.

Values

- Accountability to participants, funders, and the community
- Stewardship of human, financial and other resources entrusted to the TCCA
- Trust and confidentiality – What is said here, stays here
- Independence, self-reliance and the opportunity to remain at home for as long as possible
- Dignity and diversity of all who come through the “doors” of the TCCA

History of the Organization

The Tipton County Commission on Aging was chartered in 1976 to operate a congregate nutrition site that would provide a location for fellowship along with a nutritious meal for frail elders. As a 501(c) 3 organization the TCCA gradually expanded the programs through information and referral, outreach, and education.

By the 1990's, it became apparent that the aging population was increasing and that more services were needed in order to prevent elders from becoming frail. Activities were expanded to include a variety of recreation and health related programs including physical fitness and a family and relative caregiver wellness program. These programs were provided at other locations in the county encouraging other seniors and caregivers to participate.

The diversity of programs offered and the number of participants has gradually increased so that the TCCA is serving more than 1400 individual seniors, caregivers and their families annually.

In addition, the TCCA offers a county-wide transportation program for isolated seniors to access services locally. Scheduled transportation is also provided for out-of-county trips as needed.

In 2005, the TCCA graduated from the three-year Program for Non-Profit Excellence offered by the Alliance for Non-Profit Excellence in Memphis, TN.

Customers

- Seniors and their support system
- Caregivers and their support system
- Volunteers
- Individual Donors and other sources of funding
- People of all ages as they learn about positive aging
- Vendors
- Community Partners

Challenges

1. Although many improvements have been made, the growth and work of the TCCA continues to be inhibited by the community perception that TCCA is there to help only those senior individuals who have been in need of services all their lives.
2. Facilities are a challenge. The Covington Facility is in need of repair and has limitations in its accessibility. This facility has limited space for workshops and staff offices as much of the space is shared with other agencies. The Covington facility is perceived to be only a “Senior Center”. The fact that the TCCA is co-located in the facility inhibits the agency’s individuality.
3. Many who would benefit from the Services of the TCCA avoid anything that speaks to the reality of aging.
4. TCCA continues to rely heavily on an ever changing and shrinking State and Federal funding stream.

Opportunities

1. Older persons are valuable assets to any community
2. The aging population of Tipton County is growing faster per capita than that of Shelby County.
3. The number of grandparents raising grandchildren is rapidly rising.
4. TCCA promotes prevention, which typically saves community resources.
5. Many caregivers do not recognize their role and the importance of wellness in surviving that role.

Goals

Goal One

To provide programs and advocacy opportunities that enhance the independence and wellness of seniors, caregivers, and their families.

Goal Two

To educate and engage the community in advancing independence, wellness and advocacy

Goal Three

To maintain and expand facilities to meet the needs of all customers

Goal Four

To diversify and stabilize funding necessary to achieve the goals of the organization

Goal Five

To develop TCCA's most valuable resources – board, staff and volunteers

Goals, Objectives, Action Steps, Timeline and Responsible Party

Goal One:

To provide programs and advocacy opportunities that enhance the independence and wellness of seniors, caregivers, and their families. Success will be measured by the evaluation of program outcomes according to their objectives.

Objective 1

Evaluate programs to determine impact and cost effectiveness and use these evaluations to improve programs

Action Steps

1. Complete the evaluation and report for the pilot caregiver wellness program. *July 2006*
2. Develop an evaluation component for every program based on the success of the caregiver evaluation model and the computer education evaluation model.
 - Physical Fitness, Transportation, and Senior Leadership. *January 2007*
 - Wellness *October 2008*
 - Advocacy *October 2009*
 - All other programs *October 2010*
3. Document every information and referral phone call and personal contact that is answered by TCCA and prepare annual reports. *Beginning July 1, 2006 and ongoing*
4. Train staff and volunteers to implement evaluation processes. *Beginning July 2006 and ongoing*

Responsible Party

Executive Director and Program Committee

Objective 2

Develop a method of actively listening to customers including seniors, caregivers and the community at-large

Action Steps

1. Hold town meetings centered on the issues of aging and caregiving *in odd years beginning 2007.*
2. Conduct focus groups of various constituents in the community *in even years beginning 2008 and ongoing*
3. Annually survey program participants *beginning January 2007 and ongoing*
4. Annually survey seniors, caregivers and others who attend the spring and fall special events. *Beginning October 2006*

Responsible Party

Executive Director

Objective 3

To create and implement a pilot program/social model Adult Day Program patterned after the St. Clair Center in Murfreesboro, TN

Action Steps

1. Research St. Clair Center program. *In progress*
2. Develop a program plan. *In progress*
3. Recruit local support. *In progress*
4. Seek funding for pilot program. *July-November 2006*
5. Renovate space for pilot program. *August-September 2006*
6. Hire/train staff and volunteers. *November 2006*
7. Gather furnishings and supplies. *November 2006*
8. Begin operation of pilot program. *January 2007*

Responsible Party

Executive Director, Program Director and Program Committee

Objective 4

Develop programs that engage people aged 45-65 in the work of the TCCA

Action Steps

1. Staff, board, volunteers and participants will submit names to the TCCA to generate a list of Tipton County residents in this age range. *Beginning January 2007*
2. The TCCA will redesign the newsletter to have news of interest to this 45-65 age group. *September 2006*
3. The subject of the 2007 TCCA Town Meeting will be the needs of this age group.
4. TCCA will add programs of interest for this group beginning 2008 based on the results of the town meeting and feedback from those who attend TCCA functions.
5. The TCCA will encourage people of this age range to join the advisory committee and Board of Directors. *Beginning July 2006*

Responsible Party

Executive Director and Board Program Committee

Goal Two

To educate and engage the community in advancing independence, wellness and advocacy. Success will be measured by the number of inquiries about TCCA programs, the number of hits on the website, the level of participation in programs, and the increase in the amount of unrestricted funds provided by local donors.

Objective 1

Double the number of participants in all TCCA programs by July 1, 2010.

Action Steps

1. Implement all marketing strategies outlined in Goal Two. *June 2009*
2. Staff and volunteers will host a booth at all local events to inform the community about the TCCA *beginning immediately and ongoing*
3. Staff will develop and implement a plan to build closer ties with Munford and Garland senior sites and with other groups of seniors or caregivers meeting in Tipton County. *July 2007*
4. TCCA programs will be “taken on the road” in order to increase the number of participants. *March 2008*

Responsible Party

Assistant Executive Director, Program Director and Board Marketing Committee

Objective 2

Develop and implement a speaker’s bureau that will go out to churches, civic groups, schools and other community organizations to speak about positive aging and to promote the TCCA

Action Steps

1. Develop a packet of information and talking points to be utilized by the speaker’s bureau in making presentations. *October 2007.*
2. Select able and enthusiastic members for the speaker’s bureau. *October 2007.*
3. Train speaker’s bureau by *December 2007*
4. Appoint an able and enthusiastic volunteer to oversee speaker’s bureau and to develop a calendar of engagements. *January 2008*

Responsible Party

Executive Director

Objective 3

Enhance the TCCA website to provide more information to the community

Action Steps

1. Develop a web map of the information that should be on the website. Marketing Committee. *January 2007*
2. Work with the web designer to modify the current design to include new information. *December 2007*

Responsible Party

Executive Director and Fundraising / Marketing Committee

Objective 4

Develop the TCCA Newsletter as a tool that can be utilized to educate the community about positive aging, involve new seniors, be an asset in fundraising and promote TCCA. The newsletter should be available in electronic and print formats

Action Steps

1. Hold a staff meeting to discuss the newsletter and how it can be improved. *June 2006*
2. Engage a professional in developing a masthead for the newsletter. *June 2006*
3. Develop a plan as to the content of newsletters for at least one year in advance. *November 2006 and each November thereafter*
4. Utilize an issue of the newsletter at the same time each year as the TCCA's Annual Report. *July 2007 and each July thereafter*

Responsible Party

Executive Director and Staff

Objective 5

Continue to grow the spring and fall special educational events

Action Steps

1. Improve quality of vendors and their presentations. *Ongoing*
2. Add vendors that address issues of younger seniors. *Ongoing*
3. Continue to seek effective promotional venues. *Ongoing*
4. Recruit major sponsor

Responsible Party

Assistant Executive Director and Special Events Staff

Objective 6

Finalize and print the TCCA brochure and disseminate it to organizations, agencies, groups and individuals to get the word out about TCCA.

Action Steps

1. Finalize the copy and transmit to designer. *July 15, 2006*
2. Determine effective method for distribution/ Marketing Committee. *September 2006*

Responsible Party

Executive Director and staff

Objective 7

Continue to build and expand the collaborative relationships between TCCA and the media.

Action Steps

1. Maintain the positive relationships with local media
Ongoing
2. Compile a list of media contacts in Tipton and surrounding counties including Lauderdale, Haywood, Fayette and Shelby *July 2006*

Responsible Party

Executive Director, Board and Advisory Committee.

Goal Three

To maintain, improve and expand facilities in order to carry out the organization's mission. Success will be measured by the availability of appropriate, accessible space for TCCA programs, activities, and administration.

Objective 1

Develop a facilities plan

Action Steps

1. Define how all space is currently utilized including all sites where TCCA programs are offered. *August 2006*
2. Determine additional space needs, short term and long term. *January 2007*
3. Create a plan that promotes an identity separating TCCA from the senior centers. *June 2007*

Responsible Party

Board and Executive Director *June 2007*

Objective 2

Engage the Board, staff, Advisory Committee and volunteers in appropriate planning, advocacy and fundraising to realize the vision of a facility that meets the needs on seniors and incorporates the principles of universal design.

Action Steps

1. Create a small committee of committed individuals willing to take a leadership role.
2. Work with local officials regarding the future of such a facility.
3. Investigate grant and fund raising opportunities for capital improvements
4. Support efforts that insure the installation of a bathroom on the lower floor of the TCCA building. *December 2006*

Responsible Party

Board, staff, Advisory Committee and volunteers. *July 2007 and ongoing*

Goal Four

To diversify and stabilize funding to achieve the goals of the organization. Success will be measured by the stability, predictability and diversity of funding as well as the availability of unrestricted funds by the creation of a contingency fund equal to 50% of the annual budget (approximately \$150,000 by December 2009)

Objective 1

There will be 100% giving by board members, vendors, staff and volunteers.

Action Steps

1. Continue Board training until all members realize that giving of some amount is a board responsibility *Ongoing*
2. Annual request will be made in August each year beginning in 2006

Responsible Party

Executive Director and Board Chair by July 1, 2007

Objective 2

Fifty percent of participants will be donors.

Action Steps

1. Participants will be educated regarding the importance of their support to the continued success of the programs. *August 2006 and ongoing*
2. Participants in all programs will be asked to give in the spring and fall of each year beginning *Fall 2006 and ongoing.*

Responsible Party

Executive Director and Staff *July 1, 2008*

Objective 3

Increase the number of donors and potential donors on the mailing list to a minimum of 2,000.

Action Steps

1. Volunteers will submit lists of potential donors (Board, Advisory, and program volunteers) *July 2006 and each July following*
2. Lists of all program participants will be utilized.
3. Staff will maintain lists from I&R and outreach contacts

Responsible Party

Board and Staff by July 1, 2007

Objective 4

Provide four giving opportunities

Action Steps

1. Direct Mailing - *August and February*
2. THE Community Wall of Caring for Seniors
3. Holiday Tea - December
4. The Talent Revue - Spring

Responsible Party

Executive Director and Board Marketing Fundraising Committee *July 2008*

Objective 5

Seek grant and foundation funding for administration and to support specific activities related to the strategic plan.

Action Steps

1. Investigate local corporate entities for possible support
2. Seek to expand United Way funding - *October 2006*
3. Utilize the Non-Profit Alliance Mid-South Funding guide to develop a calendar of grants to be submitted. - *March 2007 and Ongoing*

Responsible Party

Executive Director, Fundraising Committee. *2009*

Objective 6

Plan and implement an annual major donor campaign

Action Steps

1. Identify all donors who have given \$250 or more in a 12 month period
2. Create a program in which these donors will be encouraged to increase their annual donations through person-to-person 'asks' by volunteers. *July 2009*

Responsible Party

Marketing and Fundraising Committee by *Fall 2009*

Goal Five

To develop its most valuable resources – board, staff and volunteers. Success will be measured by the number of trainings, quality of trainings, and improvement in performance evaluations.

Objective 1

Develop a trained corps of governance volunteers

Action Steps

1. Membership rotation will occur in July of each year.
Ongoing
2. Reserve one board meeting (July) for orientation of new members and re-orientation of veteran members.
Beginning July 2006 and ongoing.
3. Require every board member to actively serve on at least one committee.
Beginning July 2006 and ongoing.
4. Bring Board training opportunities to Tipton County
Spring 2008
5. Board will conduct self-evaluation in 2007
6. Recognize board members for their participation.
Beginning July 2007 and ongoing

Responsible Party

Executive Director

Objective 2

Develop and implement a plan for using the advisory committee more effectively

Action Steps

1. Membership rotation will occur in July of each year.
Ongoing
2. Reserve one Advisory Committee (July) for orientation of new members and re-orientation of veteran members. *Beginning July 2006 and ongoing.*
3. Recognize Advisory Committee members for their participation. *Beginning July 2007 and ongoing.*
4. The Advisory Committee will take full responsibility for spring (Talent Revue) and fall (Holiday Tea) fund raising events. *Beginning Fall 2006*

Responsible Party

Executive Director

Objective 3

Develop and implement an effective plan for using volunteers in programming and clerical positions.

Action Steps

1. Create procedure for volunteers much like for a newly hired paid employee, including a contract, confidentiality policy, and job description. *August 2006*
2. Provide agency orientation for volunteers. *March 2007 and each spring thereafter*
3. Train each volunteer for the responsibilities to be performed. *Ongoing*
4. Hold volunteers accountable to TCCA policies and procedures. *Ongoing*
5. Provide at least annually an appreciation event for volunteers. *February 2007 and ongoing*
6. Encourage all volunteers to support TCCA annually with a financial gift. *September 2006*

Responsible Party

Assistant Executive Director

Objective 4

To provide training for all staff

Action Steps

1. Each staff member will attend at least one professional training annually as determined by the Executive Director. *July 2006 and ongoing*
2. Provide semi-annual opportunities for staff members to receive coaching *July 2006 and ongoing*
3. Conduct meaningful annual performance reviews and reward accordingly *July 2007 and ongoing*
4. Provide employee benefits to attract and retain quality employees *June 2010*

Responsible Party

Executive Director