

north
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senior
center

**Strategic Plan
2015 to 2018**

June 15, 2015

This plan was produced under the oversight of the
Strategic Planning Committee
of
North Shore Senior Center's
Board of Directors

Strategic Planning Committee members are:

Kay Hamel
Kathleen Vondran
David Barth
Muriel Lederer
Marily Schonthal

Ex Officio:

Art Muir – Chair of the Board
Jordan Luhr – Executive Director, President of the Board,

The Committee acknowledges the work of the Staff Directors who provided detailed draft strategies and tactics.

The Committee expresses its thanks and gratitude to the staff of North Shore Senior Center. They are a dynamic force in developing the content of this plan.

COMMENT FROM THE CHAIR

The 2015 Strategic Plan of North Shore Senior Center is a critically important document because it lays out a process by which North Shore Senior Center will thrive and prosper.

I have been affiliated with North Shore Senior Center for 5 years, and I was elected Chair in January 2014. I accepted this position knowing that these are very difficult times for all non-profits. These are particularly difficult times for non-profit organizations that depend on government funding and provide social services.

For almost 60 years, organizations such as ours depended on a mix of private donations and government agencies to provide funding for a social safety net. Government funding at all levels continues to be stretched further. Thus we turn to private and corporate donors to increase their support to assist us as well as find new and innovative ways to raise revenue through our services from private pay in order to fulfill our mission.

This plan provides a road map for continuing success and growth in this challenging environment.

I look forward to working closely with members, the Board of Directors, donors, staff, and government agencies so that we will achieve the inspirational goals of our outstanding organization.

Sincerely,

Art Muir
Chair - North Shore Senior Center

OVERVIEW

The mission of North Shore Senior Center is to foster the independence and well-being of older adults, enhance their dignity and self-respect, and promote their participation in and contribution toward all aspects of community life. This mission statement drives North Shore Senior Center's decision-making and strategic planning.

The primary purpose of the plan is to support the fulfillment of North Shore Senior Center's mission and to provide a roadmap that will allow North Shore Senior Center to successfully anticipate and accommodate the increasing demand for senior services.

Development of this plan was guided by a thorough process. Research was conducted which included focus groups from all constituencies of the Center as well as potential future users of services. That research was used to inform the Strategic Planning Committee in collaboration with staff leadership to develop 4 strategic focus areas for the plan over the next 3 years.

These four strategic focus areas are:

1. Programs and Services;
2. Human Resources;
3. Financial;
4. Marketing;

Working groups were formed in each of these focus areas that consisted of Strategic Planning Committee members and relevant staff to develop Strategic Goals for each area. These goals were reviewed and approved by the Board of Directors. Leadership staff then took those goals and developed strategies and tactics that were reviewed and approved for recommendation to the Board by the Strategic Planning Committee.

These are difficult times for not-for-profit organizations providing social services in the state of Illinois as increasing service demands confront decreasing levels of public funding. This plan provides for opportunistic expansion in a variety of areas. Each focus area has two goals that were approved by the Board. Each focus area and goals contains a set of strategies supported by tactics that were drafted by the staff and approved by the Board. The staff, in conjunction with the Executive Committee and Board committees, will implement the tactics and periodically report on their status to the full Board.

During the 2015 – 2018 planning period, we anticipate that program and service expansion will help generate new revenues, that fundraising will be increased, and that current services supported by the state and federal government will be maintained as they continue to grow. In this same period, we expect demand for North Shore Senior Center's services will increase because of the growing number of seniors in the areas served. With this in mind, it is clear that meeting our strategic goals is critically important to the future of North Shore Senior Center.

Because of the reputation of North Shore Senior Center, its ability to provide high-quality services and programs more efficiently than much of the competition, and the expertise and excellence of the people involved, we fully believe that we can be and should be optimistic about the future of North Shore Senior Center.

INTRODUCTION

As a percentage of the population, there are more seniors than ever before. The rate of growth of seniors continues to increase. Older Americans are living longer. Baby Boomers, those born during the demographic post-World War II baby boom, began turning 65 in 2011. By 2030, 66 million Americans will be 65 years or older. The number of people in this group in the Chicago area will increase 65 percent by 2030, according to William Frey, a demographer at the Brookings Institution in Washington, D.C. Nationally the increase will be 78 percent according to the same study, which is close to the percentage increase we anticipate in the areas we serve. Another way of looking at these same statistics is that today 1 in 9 people in the Chicago area is over 65 years old. In 2030, about 1 in 6 people will be over 65. That is a dramatic shift.

Staff continually researches the demographics and reviews substantial data to support the simple statement: growth in our service area will mirror these facts and the number of seniors will grow substantially faster than the population as a whole. In summary, the outlook for our service area remains challenging, with very substantial anticipated growth in our senior population in the near future.

Older adults, their families, and caregivers in north suburban Chicago turn to North Shore Senior Center at different stages in their lives; they all benefit from North Shore Senior Center's invaluable network of support, guidance, and resources. They might only participate in a single program, or they might use a number of different services to accommodate their unique and evolving needs. Over time, they are likely to move along a spectrum of needs. What sets North Shore Senior Center apart from other organizations is the continuum of services available to senior citizens and to those who care for and about them.

Clearly, demand for the work and services of North Shore Senior Center are up and will continue to grow. During fiscal year 2014, nearly 30,800 individuals were served by North Shore Senior Center staff and volunteers. We expect this number to grow at an annualized rate of 5 to 8 percent.

In working to fulfill North Shore Senior Center's mission, the opportunities to provide services to older adults are endless. Yet the federal, state, and municipal expenditures required to fund senior services are decreasing due to a number of factors that are beyond our control.

North Shore Senior Center now has 5 strong program/services areas that make up the services we provide. The continuum of services at one end starts with our enrichment programs that are part of Lifelong Learning and our opportunities to be engaged in the work of the Center through Volunteering. Next is the bulk of our work in Senior and Family Services. This area is primarily supported by state and federal funds, is consistently growing, and is continually seeing the most change as the state looks to reduce these very expensive services that it supports. Our next area is CareOptions that provides 24/7 care management services to seniors for a fee. Finally, House of Welcome Adult Day Services for those with Alzheimer's and other dementia and its early memory loss program Mind Matters completes our spectrum of services. All 5 areas are keys to the success of North Shore Senior Center. However, this plan focuses on those areas that have the greatest potential strategic growth for the organization, namely CareOptions and House of Welcome. The other areas of Lifelong Learning and Senior and Family Services are more in a maintenance mode and needs less strategic attention.

To preserve the character, quality, programs, and people associated with it, North Shore Senior Center must increase revenue through fundraising and revenue generating programs and services. The committee creating this plan fully understands how challenging this will be, but it is confident that North Shore Senior Center will succeed.

In addition to its focus on financial strength, this plan includes an extensive marketing program designed to increase awareness of the Center and its key programs and services. A key marketing target will be adult children who play an important role in advising their parents and choosing services for their parents. In addition, marketing efforts will be made toward Baby Boomers as the Center looks to understand how their needs and opinions could influence our future planning.

Finally, the Center operates at a high degree of excellence because of its staff. A focus on Human Resources will ensure that we continue to recruit and retain the highest quality staff. Retention focus will be on total compensation including the non-financial benefits of working for North Shore Senior Center and on improving communication to ensure a friendly, open and collaborative environment across the organization.

PROGRAMS AND SERVICES

Strategic Goal 1

Strengthen and expand programs and services that have the potential to enhance value and satisfaction for persons served

Strategic Goal 2

Create innovative, dynamic and high quality programs and services that will appeal to the next generation of older adults

Strategy 1:

Increase market penetrations in key product lines among baby boomers

Strategy 1 Tactics

1. Conduct survey of adults to gauge interest, needs and preference
–Responsibility: Development, Lifelong Learning
2. Conduct survey of current participants
–Responsibility: Lifelong Learning
3. Roll out one new program initiative per year
–Responsibility: Lifelong Learning
4. Target Boomer population for CareOptions
–Responsibility: CareOptions

Strategy 2:

Expand market penetration of services to older adults in the middle class economic gap

Strategy 2 Tactics

1. Develop and design program services
–Responsibility: CareOptions, Social Services
2. Develop funding structure
–Responsibility: CareOptions, Social Services
3. Implement program on a small scale "test" basis to identify any issues
–Responsibility: CareOptions, Social Services
4. Revise program as needed based on test - then implement
–Responsibility: CareOptions, Social Services

Strategy 3:

Strengthen and Increase market growth of Care Options by 5 fold

Strategy 3 Tactics

1. Add staff with additional expertise
–Responsibility: CareOptions
2. Continue professional development of staff
–Responsibility: CareOptions

Strategy 4:

Increase market penetration among adults facing memory issues

Strategy 4 Tactics

1. Research Brick and Mortar expansion of HOW
-Responsibility: HOW
2. Target referral sources
-Responsibility: HOW, Development
3. Explore licensing opportunities and other collaborative initiatives
-Responsibility: HOW

Strategy 5:

Strengthen Volunteer Program

Strategy 5 Tactics

1. Develop/identify roles that utilize a high skill level
-Responsibility: Human Resources and Volunteer Services
2. Develop low skill level roles to provide more socialization
-Responsibility: Human Resources and Volunteer Services
3. Recruit corporate employees in collaboration with Development
-Responsibility: Human Resources and Volunteer Services, Development
4. Develop Volunteer Leadership/Mentoring program
-Responsibility: Human Resources and Volunteer Services

Human Resources

Strategic Goal 1

Define and manage the organizational culture and ensure continuing alignment with the mission and core values of NSSC

Strategic Goal 2

Define and communicate a philosophy encompassing a total rewards strategy that will enable NSSC to attract and retain highly qualified and engaged

Strategy 1:

Express and reinforce core value through tangible HR program areas: hiring, employee orientation, and performance evaluations

Strategy 1 Tactics

1. Revamp and enhance new hire orientation program with focus on connection to NSSC as a whole. New full day orientation will be offered once per month
—Responsibility: Human Resources and Volunteer Services
2. Ensure values are represented in Performance Appraisals; revise as necessary
—Responsibility: Human Resources and Volunteer Services
3. Screen/Recruit candidates based upon behavioral based interview questions relating to Values
—Responsibility: Human Resources and Volunteer Services

Strategy 2:

Develop cohesive and on-going communication tools to connect the various departments to provide information as well as recognition of individual Employees

Strategy 2 Tactics

1. Create and develop organization-wide intranet or newsletter.
—Responsibility: Human Resources and Volunteer Services, Development
2. Include recognition or "compliments" on the agenda of every department meeting.
—Responsibility: Staff Directors
3. Enhance employee culture of recognition through creative Employee Relations activities.
—Responsibility: Human Resources and Volunteer Services
4. Publish dates/times of all department meetings to encourage cross - departmental participation from Directors
—Responsibility: Human Resources and Volunteer Services, Staff Directors

Strategy 3:

Create a total, comprehensive rewards package based on several components: salary, work/life balance, employee recognition and employee satisfaction

Strategy 3 Tactics

1. Identify additional components to be included in total compensation package.
-Responsibility: Human Resources and Volunteer Services
2. Determine tangible dollar amount associated with enhanced component package.
-Responsibility: Human Resources and Volunteer Services
3. Implement new program
-Responsibility: Human Resources and Volunteer Services

Strategy 4:

Inform and reinforce positive attitudes about NSSC total rewards program and its tangible and emotional benefits

Strategy 4 Tactics

1. Create individualized total compensation package for employees.
-Responsibility: Human Resources and Volunteer Services
2. Communicate scope of total rewards package in collateral.
-Responsibility: Human Resources and Volunteer Services
3. Focus on positive aspect of total compensation package in communications material
-Responsibility: Human Resources and Volunteer Services

FINANCIAL

Strategic Goal 1

Increase the cumulative revenue of the organization by 20% over the next three years from FY 2015 to FY2018

Strategic Goal 2

Develop financial reserves to offset government-funded program shortfalls and provide for capital needs, including NSSC's bond debt

Strategy 1:

Grow fundraising contributions internally, via the Board, through personal contacts and connections as well as contributions

Strategy 1 Tactics

1. Each board member will have specific requirements regarding giving, soliciting, sharing contacts, face-to-face solicitation, and attendance at events
—Responsibility: Board, Executive Director
2. Grow Board Fundraising (personal and solicited) by \$400,000
—Responsibility: Board, Executive Director
3. Initiate an intensive e-philanthropy program that raises \$100,000 by FY 2018
—Responsibility: Development

Strategy 2:

Externally, grow revenue via marketing and development

Strategy 2 Tactics

1. Cooperative effort between marketing and program Directors to develop plan
-Responsibility: HR

Strategy 3:

Increase program and services revenue by growing those with greatest potential to increase market penetration

Strategy 3 Tactics

1. CareOptions Growth of \$500,000
—Responsibility: CareOptions
2. HOW Revenue Growth of \$100,000
—Responsibility: House of Welcome
3. New Products and Services growth of \$200,000
—Responsibility: CareOptions, Social Services

Strategy 4:

Resolve structural issues around Foundation and Center to better manage total financial resources

Strategy 4 Tactics

1. Review and refine the Gift Acceptance Guidelines with regard to planned gifts, minimum endowment gifts, and other long range major gifts.
—Responsibility: Foundation Board, Executive Director, Development
2. Develop a corporate structure for the Foundation that eliminates the donor and control conflict issues
—Responsibility: Center Board, Foundation Board
3. Identify specific named endowment opportunities for fundraising purposes
-Responsibility: Center Board, Foundation Board, Development

Strategy 5:

Reach Agreement on fundraising and endowment process with Foundation

Strategy 5 Tactics

1. Establish agreed guidelines for Foundation Board members
—Responsibility: Executive Director, Foundation Board, Development
2. Educate Foundation Board and Center Board on endowment vs. long term unrestricted gifts
—Responsibility: Executive Director, Foundation Board Development

Strategy 6:

Strengthen and grow major gifts donations

Strategy 6 Tactics

1. Develop list of major gift targets from Board contacts and prospect research
—Responsibility: Development, Board
2. Solicit major gifts with assistance and participation of Board to raise \$200,000
—Responsibility: Development, Board

MARKETING

Strategic Goal 1

Cultivate and grow awareness of NSSC in the target markets served

Strategic Goal 2

Generate and drive increased market response to NSSC's programs and services in the target markets served

Strategy 1:

Develop focused brand positioning that can drive growth to support programs and services

Strategy 2:

Define brand: Market NSSC as the brand as "The Gold Standard" resource for older adults and their families

Strategy 3:

Create brand identity marketing materials that define brand platform

Strategy 1,2, & 3 Tactics

1. Engage integrated marketing agency with branding expertise to develop new brand identity and market positioning
—Responsibility: Development and Marketing
2. Implement brand identity across marketing materials and key touch points in the brand experience
—Responsibility: Development and Marketing

Strategy 4:

Develop internal communications plan leading to increased levels of morale, trust and commitment to mission

Strategy 5:

Communicate branding platform so everyone is "on the same page"

Strategy 6:

Develop tools to keep employees aware of key management decisions that impact the organization as a whole and more specifically, their program areas

Strategy 4,5 & 6 Tactics

1. Identify opportunities to increase levels of morale, trust and commitment and action plans to address
—Responsibility: Human Resources and Volunteer Services
2. Conduct values training for Board and Staff
—Responsibility: Human Resources and Volunteer Services
3. Develop and launch a staff intranet
—Responsibility: Human Resources and Volunteer Services, IT, Development

4. Educate staff and Board on "continuum of services"

-Responsibility: Human Resources and Volunteer Services

Strategy 7:

Develop communication strategies to increase participation (market penetration) in programs and services

Strategy 8:

Define specific targets for each product in the NSSC product portfolio

Strategy 9:

Identify primary marketing initiative areas

Strategy 10:

Identify optimal media vehicles to communicate messaging and utilize

Strategy 11:

Strengthen and expand outreach efforts

Strategy 7,8,9,10 & 11 Tactics

1. Identify target markets for key strategic programs and services initiatives:
CareOptions and HOW
—Responsibility: CareOptions, HOW, Development
2. Develop marketing plan and creative materials to support key strategic programs and services (CareOptions, HOW)
—Responsibility: CareOptions, HOW, Development
3. Review and implement any necessary changes to marketing media to reflect brand and specific marketing initiatives
—Responsibility: Development
4. Increase Social Media presence utilizing staff expertise
—Responsibility: Development
5. Generate program/services stories to best articulate what we do
—Responsibility: Development

CONDENSED SWOT ANALYSIS

With input from the staff and Board, the Strategic Planning Committee condensed the Strengths, Weaknesses, Opportunities, and Threats pertaining to North Shore Senior Center for the strategic planning period beginning July 2015.

North Shore Senior Center Present Strengths:

Reputation

- Long center history/reputation/ community presence
- Faithful membership. Client satisfaction
- Located in area with residents who can afford our services and who value the quality of life we provide
- The “affection” our members and clients have for the Center
- Our national reputation for excellence
- Our mission
- Excellent accreditation
- HOW awards
- Serve/Draw from a large geographic area
- The Social Service Dept. is outstanding
- Opportunities with Life Long Learning are excellent and broad.
- Opportunities for socialization are everywhere at NSSC.

Financial

- Stakeholder support
- Donor Base is strong
- Financial Stability

Staff/Board of Directors

- The Departmental Directors/Leadership Team/Staff: committed, knowledgeable, hardworking, caring
- The Executive Director: strong, strategic thinker; great leadership; smart; makes things happen.
- A Board of Directors which is growing in its understanding of and commitment to the mission of the Center
- Excellent financial and overall management capacity

Volunteer Department

- A welcoming environment; a nice intro to NSSC and a good way for seniors to get their foot into the door. A sense of belonging.

- Provides great volunteer support to NSSC departments, programs, and services. NSSC could not be as comprehensive in its offerings without volunteers.

Volunteer Department, Cont'd

- The *Vine* e-newsletter has been excellent vehicle to communicate volunteer needs and to build community among volunteers and between volunteers and staff.
- A wealth of people interested in volunteering
- Dedicated volunteers with a broad range of expertise

Programming /Services

- Depth and breadth of programs and services
- High quality standards
- Financial structure
- Diverse offerings – Lifelong Learning, House of Welcome, social services, CareOptions, volunteer opportunities, socialization opportunities, loan closet, café, and fitness center
- Programs/services in all departments that are creative and responsive to emerging needs
- House of Welcome offers a very high-quality and extremely well designed program for participants and provides a vital service to both participants and their families
- Lifelong Learning too offers very high quality and extremely well designed programs for the community. Its array of classes and programs rival a community college but it feels much more accessible and has a warmer more friendly or personal atmosphere making it a much better option for area seniors. It too plays a vital role in the community by offering a wealth of opportunities to stay active and engaged.
- A strong and growing need for the services provided by all three primary departments of the NSSC
- Ability to adjust to changing environment
- Assistance given for medical and governmental forms

Facilities/Publications

- Excellent facility - the Northfield office and House of Welcome-but running out of space!
- Good updated, user-friendly website and social media networks.
- Two excellent publications: *Talk* that focuses on the programs, service and activities of the Center, and *Juncture* that addresses issues of financial wellness and charitable giving to the Center.
- Fitness Center
- Superb location in vital, established geographic area, building and property with great potential for future needs

Human Resources

- Highly dedicated, educated and skilled staff
- Overall, very positive work relationships and camaraderie between staff members
- Paid-time-off and 401K plans are very competitive and appreciated by staff. How well our benefit package as a whole is viewed varies because employees have such varying perspectives. Compared to CJE, it's weak but compared to other small nonprofits it's strong as you don't need or want to include your spouse in our medical or dental plan. That said, there are other employees of all sizes struggling with high premium and high deductible plans.
- Professional education in social services and House of Welcome
- Strong reputation in the community, with universities and local professionals working with older adults
- Network of former interns and employees working in the industry in the area

North Shore Senior Center Present Weaknesses:

Reputation

- Concept of "Seniors" and aging evolving as Boomers enter the category
- Unknown recognition and understanding of our offerings out in the community.
- Missed opportunities to educate people about the Center, i.e. those who come in for the Loan Closet, our ETS clients driven by our volunteer drivers, our tax clients, etc. We should (at the very least) be providing them with information about the Center
- Aging membership base
- Lack of Diversity
- The current name of the organization requires further consideration as the word "senior" will not appeal to the Boomer generation, many of whom have already entered into retirement.
- Integration into the community at large-having a top of mind following among non-seniors
- Amid the incessant beat by social service/health/educational and other charitable organizations, the Senior Center is challenged to stand out
- Lack of name recognition of Center services/activity within the communities we serve
- Almost nonexistent marketing program
- How many potential members from group of younger seniors are now or will be part-time residents of the North Shore and therefore less interested in membership? These are people who spend most of the winter in places like Arizona or Florida.

Financial

- Funding
- More meaningful stewardship of current donors (both new and longtime friends); statistical reports from Raisers Edge indicates that the Center acquires about 3,000 new donors per year, but loses the same number from lack of repeat contributions.
- Growth in our donor base while maintaining our current donor goodwill.
- Potential changes from in the Foundation financial support.
- The Senior Center can't grow or maintain its level of services unless increased funding is provided...the current model is not sustainable.
- Too reliant on current sources of funds, on fundraising for annual working capital needs
- Meager endowment
- Insufficient number of "friends" with the capacity to make large financial gifts
- Lack of adequate cultivations of donors and prospective donors
- Financial sustainability, too reliant on donations and NSSC Foundation
- Management needs to focus more on income/expense activities

Programming/Services

- On-line connectivity to those in community through webinars, chat rooms, pulse surveys to address needs, creating a "Senior Helping Seniors" initiative.
- Evening and/or Saturday classes and programs

Volunteers

A lack of volunteer opportunities on both ends of the spectrum: projects requiring a high level of skill as well as projects that are "low-level" in terms of skill but provide individuals with socialization, structure, sense of purpose, etc. We always need to remember that, while the volunteers are serving the Center, the Center is also serving our volunteers and fulfilling its mission by providing them with opportunities.

Staff

- Inadequate staff to support the clients we serve in Social Services
- Need for better staff salaries/compensation to recruit and maintain excellent staff
- Compensation structure
- Lack of staff resources (i.e., not enough people, technology) to accomplish tasks, both in the service areas as well as in the support areas.
- More interns in Social Services
- Low wages for staff

Board of Directors

- Lack of a good, working relationship between the Board and the Foundation
- A board that is not fully committed to fundraising efforts.
- Unresponsiveness of members of the Board of Directors to senior leadership requests.

Facilities

- Inadequate facilities to support staff, volunteers and clients in Social Services
- Space issues – outgrowing current facilities
- We need to enter the internet era.
- Do not offer transportation to Center
- Parking - but that is on its way to being solved! - at least alleviated
- Available space in our bldg. for various gatherings including meetings, classes, concerts, speakers, bridge, meals, antique sales plus storing items for those sales, etc.
- Space shortage

Human Resources:

- High turnover
- Directors and supervisors need more training in supervision, leadership and communication
- Low compensation and little growth in compensation year to year
- Many of our current jobs lack variety and can be repetitive
- Many jobs currently offer little opportunity for acquisition of new skills, promotion or lateral job changes

LifeLong Learning

- Aging membership base. Average age of members and participants has been increasing over past decade.
- “Senior Center” is our name.
- Things tend to move at a “glacial pace” internally (i.e. new initiative) and we tend to maintain status quo as a result. Although there are indications this is shifting.

Marketing:

- The issue is not that the Center exists, but where it exists: people have heard about us, but don't know where the Center is located.
- When I'm first introducing the Center to prospects (individual and corporate), most people admit that they thought that the Center is funded primarily by the municipalities we serve; in other words, the Center is funded much like a park district.
- Hence, people do not think we need charitable contributions (I often hear from Center members: “Oh, I didn't know the Center was a separate nonprofit, I thought the Village of Northfield funded you.”)

- Acquiring personal stories for publication to inform donors and prospects about programs and services that will motivate people to donate to us is huge barrier here at the Center.

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North Shore Senior Center Opportunities:

Continue Development and Growth of Managed Care Options

- Transitions to contracted Managed Care Organizations
- Offering fee-based programs, such as CareOptions
- I think CareOptions is a tremendous opportunity for the Center.
- Continued development and expansion of the CareOptions program.
- Managed Care and other current initiatives may enhance cash flow.

Partnership / Collaboration/ Program Expansion

- Offering new programs to the growing number of Boomers becoming “seniors”
- Evening and weekend opportunities that might bring younger seniors into the Center.
- Expanding our reach to serve seniors in a larger geographic area, even nationally, with technology, through satellite sites or through partnerships
- I would like to serve as a greater resource to seniors for other volunteer opportunities out in the community. We would be acting on our mission to connect individuals with other opportunities for engagement.
- Big picture – a lot of opportunity for partnerships with other organizations and businesses that could impact exposure as well as offerings.
- Collaboration/partnership with other organizations
- Partner with other not-for-profits for volunteer opportunities: day care, schools, churches (blankets for overseas, etc), mentoring, docenting
- Continue to build and strengthen corporate partnerships/sponsorships.
- More exposure to the community for fund raising and utilization of the facility in Northfield
- Explore opportunities to partner with organizations and businesses with related missions
- Socialization and looking for places to get involved in projects that interest them may be some of the most important motivations for upcoming seniors.
- Bipartisan political talks at Center
- Using our current group of seniors more effectively.

Financial / Marketing

- Fund-raising, as we are in a community where there is an abundance of persons with the ability to give
- Expand our increased marketing efforts, which should increase our financial support.
- Growing elder population that will enable us to grow and will also be a potential source for new donors.

- There may be opportunities to increase awareness of the activities of the Senior Center among “deep pockets” within the community.
- Brainstorm possible new sources of revenue
- Allow outside groups to rent
- Large member base with more member benefits.
- More large donors increase in population could mean more seniors in own homes rather than senior housing-therefore need our services more

Board

- Creation of a “junior” or “service” board to handle more fundraising events and activities and to train as potential future members of the Board of Directors and/or its committees.
- What about organizing an associate board (with a different name) of young seniors to plan for future activities (instead of the current seniors guessing what will interest them)?
- Continue to strengthen the capacity and commitment of the Board of Directors

Facilities

- Increase parking in Northfield may allow for expanded lifelong learning programs.
- Technology
- Located in upper middle class neighborhood, serving a growing population of older adults

Lifelong Learning

- Expanding potential customer base (aging boomers)
- Expanding the ways we deliver programs, such as online learning
- Collaboration among strong internal departments to offer more comprehensive programs/services. For example, collaboration among Lifelong Learning, CareOptions, and Volunteer Dept in creating a Village/Concierge service package as a new level of membership.

Human Resources

- Redesign jobs to allow for the stability we need while creating some that allow employees to move across the organization and gain different experience in a structured way.
- Design jobs and organize work to better manage turnover that is inevitable and to create opportunities for advancement or job enrichment to reduce turnover.
- Identify positions conducive to flexible work arrangements such as working from home, flex-time, etc.
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North Shore Senior Center Threats:

Financial/Legal

- Decrease in Government (State and Federal) funding
- New federal or state legislation that could profoundly affect the Center's operation
- Unknowns regarding the future of MCO programming throughout the state
- Funding
- Economic environment
- Illinois Debt
- Shifts in medical plans and reimbursements
- Lack of fundraising.
- Significant loss of major gift donors (some have died, many are no longer interested in supporting North Shore Senior Center) that threatens the financial well-being of the Center.
- Restraints on our financial support would limit what services we can provide.
- Near term the Center needs to resolve the conflict between the Foundation and the Center which impacts near term financing
- Long term the Center needs to develop additional increased sources of funding through a successful fundraising campaign
- Not being able to do all we want to do because of a lack of funds
- Shifts in all of the medical plans, and reimbursements;

Competition

- Other organizations that offer similar services
- Low-end CCRCs, other groups such as Wilmette's "Villages"
- Lack of funds to fulfill our mission and remain competitive
- Competition: there are competitors in all aspects of what we do. For example: other organizations compete for the limited government funding; for profit companies compete for private pay clients; there are many places one can go for lifelong learning opportunities; senior living facilities provide comprehensive services, including adult day services.
- Assisted living facilities may offer services which may lessen the need of some seniors to utilize the services of the Senior Center
- The increase in wealth experienced by many North Shore Seniors (together with the perceived threat of increased taxes) has resulted in the more (rather than the "most") affluent establishing residence in Florida/Arizona during the winter months resulting in less perceived need for the Senior Center among the top tier of the demographic we serve.
- Municipalities themselves getting into social services, including adult day care
- Mather, Pres. Homes etc taking many of our active seniors- sharing resources would be idea.

- Competition from programs offered by hospitals, retirement homes, community organizations, libraries, etc on health care and other issues of interest to our population

Reputation/Marketing

- NSSC: Stigma of “senior center” to boomers who are our next seniors.
- Negative view of the term Senior/Senior Center
- Visibility and competitiveness of HOW

Volunteers

- Vol. Dept: If we can’t identify some high-level, skill-based roles, “younger” volunteers may not engage with us and, as stated above, volunteering is a nice way to get your foot into the door here.

Staff

- Loss of staff if we are unable to be competitive with compensation and benefits
- Competition by insurance providers, others for high-quality employees

Partnerships/Alliances

- Relationship between North Shore Senior Center and NSSC Foundation is a serious threat to the future of the Center.
- Alienation of corporate sponsors by internal policies, procedures, protocols, and/or attitudes
- Possible conflicts with our Managed Care partners regarding what they expect of our staff to accomplish for a set fee

Board

- Significant lack of members of the Board of Directors who are *actively* engaged (i.e., face-to-face opportunities) in donor cultivation, solicitation and stewardship.

Facilities

- Falling behind in terms of technology.
- The number of social service clients expanding beyond our capacity to handle their needs
- Inability to service growing needs of community
- More and better equipped facilities opening with professional staffs

Lifelong Learning

- Ever-growing competition.
- The economic environment

Human Resources:

- High staff turnover
- Burnout & stress resulting from staff turnover and from increase in responsibilities and workloads across the organization

- Morale problems not captured in employee survey
- Lack of resources to allow for higher compensation levels where needed
- Lack of resources to purchase technology required for flexible work arrangements as well as to help employees work ‘smarter’ by reducing time spent on administrative or repetitive tasks and completing client paperwork
- Low compensation and growth compensation.

