



# Area Agency on Aging

of Pasco - Pinellas, Inc.

2018 – 2021

## Board of Directors Strategic Plan

*For review by the Board of Directors on September 17, 2018*

**Planning is NOT an event. It is the continuous process of ~**

- strengthening what works and abandoning what does not,
  - making risk-taking decisions with the greatest knowledge of their potential effect,
  - setting objectives, appraising performance and results through systematic feedback,
  - making ongoing adjustments as conditions change.
- Drucker*

### Strategic Planning Steering Committee

#### Committee

Chair: Camille S. Hernandez, Board Vice President

Members:

Chris Comstock, Board President

Harriet Crozier, Board Secretary

Anne Corona, Board Member

Kerry Kimball Marsalek, Advisory Committee Member

#### Planning Meetings

Tuesday, May 15, 2018 at 1:30 PM

Tuesday, June 5, 2018 at 11:00 AM

Tuesday, July 24, 2018 at 11:00 AM

### Strategic Planning Retreats

**Participants:** Board, Advisory Committee Members and Staff Leadership Team

**Dates:**

Tuesday, June 19, 2018

Thursday, July 12, 2018

Monday, August 20, 2018

**Executive Director:** Anne Marie Winter

**Facilitator:** Nina P Berkheiser CFRE, Your Nonprofit Advisor

# AAAPP Strategic Plan 2018 to 2021

## TABLE OF CONTENTS

ARTICLES OF INCORPORATION (2000) AND BYLAWS (6/17/2013).....	4
Values.....	4
Vision.....	4
Mission.....	4
BOARD GOAL #1: ADDRESS UNMET NEEDS & AAAPP’S WAITLIST.....	5
Create a proactive comprehensive community-wide plan to address the current and future needs of seniors, persons with disabilities and caregivers.....	5
STRATEGY 1: Conduct a professional community wide needs assessment survey.....	5
STRATEGY 2: AAAPP convenes and serves as lead agency to build a community wide coalition to address priority needs; bringing people, agencies and businesses together to establish common goals and commit resources to improve outcomes for seniors/persons with disabilities.....	6
STRATEGY 3: Increase the use of volunteers and interns to meet unmet needs.....	7
STRATEGY 4: Reduce the number of persons on the waitlist.....	8
BOARD GOAL #2: INCREASE FUNDING.....	9
Ensure that AAAPP can meet growing community needs and achieve its purpose by obtaining increased, diversified, sustainable, unrestricted funding for priority goals.....	9
STRATEGY 1: Increase funding from foundations.....	9
STRATEGY 2: Increase funding from for-profit entities.....	10
STRATEGY 3: Explore what it will take to establish AAAPP as a taxing authority.....	11
STRATEGY 4: Improve planned gift solicitation efforts.....	12
STRATEGY 5: Explore developing a plan to solicit philanthropic gifts from individuals.....	13
BOARD GOAL #3: EXPAND AWARENESS & ADVOCACY EFFORTS.....	14
Increase awareness/understanding re aging issues to targeted populations who can either: 1. use services or 2. Enhance/expand the services available in our community.....	14
STRATEGY 1: Create a standing Board Committee to oversee and implement awareness and advocacy initiatives.....	14
STRATEGY 2: Develop simple standardized messages and training to ensure compelling and consistent messaging.....	15
STRATEGY 3: Establish & nurture relationships with Legislators so that they understand needs, issues and support solutions.....	16
STRATEGY 4: Identify target audiences that have access to our client population and select the appropriate distribution channels for each segment of our target population.....	17
BOARD GOAL #4: EXPAND, DIVERSIFY AND STABILIZE COMMUNITY PARTNERSHIPS.....	18
Enhance/expand the resources available in our community to address the issues of seniors, persons with disabilities and caregivers.....	18
STRATEGY 1: Explore expanding services to seniors through Medicaid Managed Care Long Term Care Program (MCO).....	18
STRATEGY 2: Expand participation in Evidence Base Prevention Programs/Service Delivery Model to help increase community resources focused on solving problems that face the elderly and persons with disabilities.....	19

## AAAPP Strategic Plan 2018 to 2021

STRATEGY 3: Identify/expand partnerships to include nontraditional partners that can help increase community resources focused on solving problems that face the elderly and persons with disabilities. ....	20
STRATEGY 4: Use the needs assessment (1.1 and 1.2) to identify and recruit additional partners. ....	21
STRATEGY 5: Increase partner and other community agencies’ capacity to deliver quality programs that accomplish AAAPP’s purpose. ....	22
STRATEGIC PLAN MONITORING, EVALUATION AND REVISION .....	23
REPORTING: Monthly ~ Board Agenda will include strategy implementation reports for tasks with contemporaneous deadlines.....	23
MONITORING: Quarterly ~ Board will do an in-depth review of the Priority Strategies for the current year 23	23
EVALUATION: 6 Months ~ A complete evaluation of the program will be done by the Strategic Planning Committee and then the Board every 6 months .....	23
REVISION: Annually ~ The plan will be reviewed and revised annually based on the latest 6 month evaluation. 23	23

## TABLE OF CONTENTS

OVERVIEW OF ENTIRE INSTITUTIONAL PLANNING PROCESS .....	24
BACKGROUND INFORMATION USED FOR PLANNING .....	25
Planning Assumptions.....	25
Survey Monkey Results Provide Focus and Reality Check.....	25
Environmental Scan Results.....	25
Agency Client Trends.....	25
Agency Client Wait List ~ # and cost to meet that need.....	26
Agency Funding Trends .....	26
Conclusions .....	26
Decisions for Planning .....	26
SURVEY MONKEY SWOT .....	27
EXTERNAL ENVIRONMENT: Opportunities .....	27
EXTERNAL ENVIRONMENT: Threats .....	27
AGENCY: Strengths .....	28
AGENCY: Weaknesses.....	28
LEGAL DUTIES OF NONPROFIT BOARDS?.....	29
Duty of Care .....	29
Duty of Loyalty .....	29
Duty of Obedience .....	29
TEN BASIC RESPONSIBILITIES OF NONPROFIT BOARDS .....	30
STRATEGIC PLANNING STEERING COMMITTEE ROLE.....	31

**ARTICLES OF INCORPORATION (2000) AND BYLAWS (6/17/2013)**

**ARTICLE III: PURPOSES**

The specific purposes for which the Agency is organized include the following:

Section 1. To operate as an area agency designated by the State of Florida, in accordance with the Older Americans Act of 1965 as amended, and as defined in the State Community Care for the Elderly Act, to **engage in the planning, provision, and supervision of a broad range of social services, programs, and activities for older persons within a designated planning and service area** designated as Planning and Service Area (PSA) Five.

Section 2. **To receive and administer grants and other funds from the U.S. Government, state governments, local government entities, private corporations, associations and foundations, and individuals** in accordance with the purposes of the Older Americans Act and the State of Florida Department of Elder Affairs (DOEA).

Section 3. To perform only those activities permitted to be carried out by a corporation exempt from federal income tax under section **501(c)(3)** of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law).

Section 4. **To exercise all powers generally allowed** to not for profit corporations under the laws of the State of Florida for the purpose of carrying out the legislative intent regarding area agencies on aging as expressed in the Older Americans Act of 1965 as amended, and which include:

- (a) **To promote** the independence, dignity, health and well-being of older persons;
- (b) **To serve as the advocate** and focal point for older persons in the planning and service area.
- (c) **To foster the development of a more comprehensive and coordinated system of services** for older persons in the planning and service area known as PSA Five, which encompasses Pasco and Pinellas Counties.

Section 5\*. **To operate as an Aging and Disability Resource Center (ADRC)** as designated by DOEA. The ADRC serves seniors, adults aged 18 and over with disabilities and their caregivers. ADRC functions include, but are not limited to, information; referral; long term care education; assistance with Medicaid eligibility for long term care services; intake/screening and wait list management for designated programs; and assistance with grievance/complaints for Medicaid managed long term care clients.

*\* From Bylaws NOT included in Articles of Incorporation.*

**Values**

**AAAPP regards all seniors and persons with disabilities as valued members of our community who merit dignity, respect and the resources for an optimal quality of life.**

**Vision**

**Our community will provide older adults, people with disabilities and caregivers with the resources and services needed to maintain independence, promote healthy aging and live an optimal quality of life.**

**Mission**

**A trusted resource to advocate, educate and empower seniors, adults with disabilities and caregivers which promotes independence, in partnership with the community.**

## AAAPP Strategic Plan 2018 to 2021

### **BOARD GOAL #1: ADDRESS UNMET NEEDS & AAAPP'S WAITLIST**

Create a proactive comprehensive community-wide plan to address the current and future needs of seniors, persons with disabilities and caregivers.

**Work Group:** President Chris Comstock, Beverly Burton, Judge George Jirotko, Paul McClintock, Kerry Kimball Marsalek

#### **STRATEGY 1: Conduct a professional community wide needs assessment survey.**

**PRIORITY: 1      YEAR: 1      BOARD CHAMPION:**

**How we will measure success:** Needs assessment is completed and data is available for analysis (planning coalition building & fundraising depend on the data).

**Target date for completion:** Data available by September 2019

**Board Responsibilities:**

1. Build community support for needs assessment
2. Use their contacts (municipalities, counties, and other stakeholders) to recruit partners to participate & fund.
3. Make connections with colleges/universities to assist (follow-up interviews, analysis, etc.)

Tasks	Who will do it?	When?
Meet with Kerry Marsalek to explore partnering with Clearwater to do needs assessment with demographic overlay. If possible include other municipalities. Expand to both counties.	Ann Marie	Sept
Identify and Involve entities (Govt, Business, Nonprofit, Partners) with vested interest in obtaining results. Involvement includes both survey design and cost sharing. Develop Steering Committee.	Ann Marie	Sept - Dec
Get specific funding for this project. Possible sources include cities, counties, foundations, businesses, faith based, for profits, etc.	Staff & Board	Sept - Dec
Work with Steering Committee and other partners to create a survey template based on older adult needs	Survey Steering Committee	
Use results to get new/additional funding for initiatives to meet new/unmet needs		2019-20
<b>What are the things we need to budget for in order to implement this solution?</b> Funding for survey design and analytics		
<b>What other resources do we need to be successful?</b> Volunteer and Staff time		

<b>Date:</b>	<b>Reporter:</b>		
<b>Completed: Successfully/Unsuccessfully</b>	<b>In Progress</b>	<b>Stalled</b>	
<b>Narrative Summary:</b>			
<b>Recommendations:</b>			

## AAAPP Strategic Plan 2018 to 2021

**STRATEGY 2: AAAPP convenes and serves as lead agency to build a community wide coalition to address priority needs; bringing people, agencies and businesses together to establish common goals and commit resources to improve outcomes for seniors/persons with disabilities.**

**PRIORITY: 1      YEAR: 1 & 2      BOARD CHAMPION:**

**How we will measure success:** Current coalition building efforts are expanded to include more govts, nonprofits and for-profits who can bring resources to solving aging problems identified as part of the needs assessment process.

**Target date for completion:** Ongoing

**Board Responsibilities:**

1. Board identifies and recruits potential partners
2. Board acts as relationship managers with key partners – invitations, information, education & follow-up
- 3.

<b>Task</b>	<b>Who will do it?</b>	<b>When?</b>
Work with partner recruitment group to identify potential coalition participants from govt, nonprofits and for-profits	Ann Marie	2018-2019
Use Needs Assessment to convene a meeting of interested parties and nontraditional partners to discuss results and solutions	Survey Steering Committee	2019
Lead coalition to create comprehensive plan for both counties	Ann Marie & Staff	2019 - 2020
Use survey results to drive future program/service planning and priorities at AAAPP	Staff & Board	2019-2020
Use NA and Coalition to increase community awareness and for PR/Media initiatives – in conjunction with Advocacy/Awareness group	Staff & Board	2019-20
<b>What are the things we need to budget for in order to implement this solution?</b> Already in budget for this year. Possibly meetings and communications in future years		
<b>What other resources do we need to be successful?</b>		

<b>Date:</b>	<b>Reporter:</b>		
<b>Completed: Successfully/Unsuccessfully</b>	<b>In Progress</b>	<b>Stalled</b>	
<b>Narrative Summary:</b>			
<b>Recommendations:</b>			

## AAAPP Strategic Plan 2018 to 2021

### **STRATEGY 3: Increase the use of volunteers and interns to meet unmet needs.**

**PRIORITY: 3**

**YEAR: 1 & 2**

**BOARD CHAMPION:**

**How we will measure success:** Areas for volunteer service have been identified and the number of qualified trained working volunteers will have increased dramatically.

**Target date for completion:** Ongoing

**Board Responsibilities:**

1. Board uses contacts at universities to identify best way to get interns
- 2.
- 3.

<b>Task</b>	<b>Who will do it?</b>	<b>When?</b>
Identify college university/college internship contacts and process: USF, Eckerd, U of Tampa, St Leo, etc.	Board	2018
ID programs that can use volunteers	Dept Directors	2018-2019
Determine jobs for volunteers & interns	Dept Directors	2018-2019
Write job descriptions	Dept Directors	2018-2019
Identify possible sources of volunteers	Staff & Board	2019
Plan appropriate training and develop requisite materials for each job	Staff	2019
Recruit	Staff	ongoing
Train	Staff	ongoing
Activate	Staff	ongoing
Evaluate	Staff	
Identify and recruit a volunteer coordinator – staff or volunteer???	Staff & Board	2019-2020
<b>What are the things we need to budget for in order to implement this solution?</b> Possibly a volunteer coordinator starting in year 2		
<b>What other resources do we need to be successful?</b> Staff time to identify jobs, qualifications, tasks and training needs		

<b>Date:</b>	<b>Reporter:</b>		
<b>Completed: Successfully/Unsuccessfully</b>	<b>In Progress</b>	<b>Stalled</b>	
<b>Narrative Summary:</b>			
<b>Recommendations:</b>			

## AAAPP Strategic Plan 2018 to 2021

### **STRATEGY 4: Reduce the number of persons on the waitlist.**

**PRIORITY: 3**

**YEAR: 3**

**BOARD CHAMPION:**

**How we will measure success:** Based on the priorities identified in completed needs assessment AAAPP will assess the waitlist and develop a plan to address unmet needs in priority order.

**Target date for completion:** 2020 - 2021

**Board Responsibilities:**

1. Review needs assessment and waiting list re priorities
2. Ensure that there is a plan in place to address the unmet priority needs
- 3.

Task	Who will do it?	When?
Use NA results to evaluate current program and service priorities	Staff	
Assess Waitlist needs based on NA to establish priorities and strategies for action	Staff	
Create a plan for addressing the most critical needs	Staff & Board	
<b>What are the things we need to budget for in order to implement this solution?</b>		
<b>What other resources do we need to be successful?</b>		

<b>Date:</b>	<b>Reporter:</b>		
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<b>Narrative Summary:</b>			
<b>Recommendations:</b>			



**AAAPP Strategic Plan 2018 to 2021**

**BOARD GOAL #2: INCREASE FUNDING**

**Ensure that AAAPP can meet growing community needs and achieve its purpose by obtaining increased, diversified, sustainable, unrestricted funding for priority goals.**

**Work Group: Vice-President Camille Hernandez, Immediate Past President Virginia Rowell, Anne Marie Winter, Commissioner Charlie Justice, Katherine Carleton**

**STRATEGY 1: Increase funding from foundations.**

**PRIORITY: 1      YEAR: 1      BOARD CHAMPION: Virginia Rowell**

**How we will measure success:** Funding from foundations for priority programs has increased.

**Target date for completion:** Increased funding available by December 2019

**Board Responsibilities:**

1. Identify area foundations: private, corporate, community
2. Research which foundations fund in this geographic area for programs for aging
3. Make connections, establish relationships and ongoing relationship management

<b>Task</b>	<b>Who will do it?</b>	<b>When?</b>
Explore establishing community foundation agency endowments and/or area of interest funds	Ginny	12/2018
Research and approach community foundation boards and explore relationships with other existing foundations that would give AAAPP the opportunity to acquire new funding	Ann Marie & Board	12/2018
Identify corporate foundations that fund programs for aging issues in our area	Staff & Board	12/2018
Identify private foundation that fund aging programs in our area	Staff & Board	12/2018
Establish relationships and relationship managers for all the above	Ann Marie & Board	3/2019
Submit Grant Proposals	Staff	12/2019
Community needs assessment — within 18 months results of data will allow AAAPP to explore additional foundations, grants and opportunities for needs based funding.	Staff & Board	9/2019
<b>What are the things we need to budget for in order to implement this solution?</b> Staff time		
<b>What other resources do we need to be successful?</b> Interns		

<b>Date:</b>	<b>Reporter:</b>		
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<b>Recommendations:</b>			

## AAAPP Strategic Plan 2018 to 2021

### **STRATEGY 2: Increase funding from for-profit entities.**

**PRIORITY: 1**

**YEAR: 1 & 2**

**BOARD CHAMPION:**

**How we will measure success:** Funding from for-profits has increased.

**Target date for completion:** Increased funding available by December 2019

**Board Responsibilities:**

1. Educate Board re process and benefits
2. Identify for-profit entities that will make good program partners and have potential for providing additional resources for AAAPP priority programs
3. Make connections, establish relationships and ongoing relationship management

<b>Task</b>	<b>Who will do it?</b>	<b>When?</b>
Identify corporate entities that are currently marketing services and products for aging (in conjunction with Partnership initiative)	Staff & Board	3/19
Decide which for-profits to approach and what to ask for: sponsorships, philanthropic dollars, in-kind support, cooperative marketing efforts	Staff & Board	12/2018
Contact best prospects to gauge interest and get involvement	Staff & Board	12/2018
Coordinate with Needs Assessment and Partnering initiatives to involve best prospects in that process	Staff & Board	12/2018
Establish relationships and relationship managers for all prospects	Staff & Board	3/2019
Submit Proposals for support	Staff	12/2019

<p><b>What are the things we need to budget for in order to implement this solution?</b> Staff time</p>
<p><b>What other resources do we need to be successful?</b></p>

<b>Date:</b>	<b>Reporter:</b>		
<b>Completed: Successfully/Unsuccessfully</b>	<b>In Progress</b>	<b>Stalled</b>	
<b>Narrative Summary:</b>			
<b>Recommendations:</b>			

## AAAPP Strategic Plan 2018 to 2021

**STRATEGY 3: Explore what it will take to establish AAAPP as a taxing authority.**

**PRIORITY: 1**

**YEAR: 1**

**BOARD CHAMPION: Charlie Justice**

**How we will measure success:** Board is knowledgeable re process and makes a decision to proceed.

**Target date for completion:** Board decision by December 2018

**Board Responsibilities:**

1. Process is identified
2. Chances for success are evaluation and Board makes a decision on proceeding
3. Board creates a plan and allocates resources to proceed

Task	Who will do it?	When?
Process is identified & steps outlined	Charlie Justice	12/2018
Presentation to Board	Charlie Justice	12/2018
Board evaluates and makes a decision re proceeding	Board	1/2019
Plan for proceeding is created and appropriate resources allocated	Staff & Board	3/2019
<b>What are the things we need to budget for in order to implement this solution?</b>		
PR/Promotion		
Votes		
<b>What other resources do we need to be successful?</b>		

<b>Date:</b>	<b>Reporter:</b>		
<b>Completed: Successfully/Unsuccessfully</b>	<b>In Progress</b>	<b>Stalled</b>	
<b>Narrative Summary:</b>			
 <b>Recommendations:</b>			

## AAAPP Strategic Plan 2018 to 2021

### **STRATEGY 4: Improve planned gift solicitation efforts.**

**PRIORITY:** 1

**YEAR:** 1 or 2

**BOARD CHAMPION:** Chris Comstock

**How we will measure success:** Number of inquiries and notifications re estate planning has increased.

**Target date for completion:** Marketing materials developed and in place by December 2019

**Board Responsibilities:**

1. Relationship management with people who inquire/notify
- 2.
- 3.

<b>Task</b>	<b>Who will do it?</b>	<b>When?</b>
Create a simple marketing message that increases awareness/offers people the opportunity to change lives by supporting AAAPP programs through a gift from their estate.	Staff	3/19
Decide where to place messages for maximum impact – letterhead, website, marketing materials, public radio, etc.	Staff & Board	
Develop a list of dollar amounts with impact examples. (For ex: \$5k will feed 100 seniors for a week at a congregate feeding site)	Staff	
Create a list of possible gifts/definitions: will, trust, life ins, IRAs, stock, etc.	Chris	
Develop a systematic response/follow-up system for inquiries	Ann Marie	
Develop involvement strategies so that prospective donors can see potential for their gifts in action – personal contact, site visits, etc.	Chris C	
Tract inquiries and notifications	Staff	
If possible use testimonials to demonstrate to others that individuals can make a difference and have committed to making gifts through their estate plans – others will follow where they lead.	Consultant	
Consider forming a recognition society		
Look at getting a tax law changed to allow \$10k IRA Charitable gifts at age 60 (Chris C to lead this initiative)	Chris C	
<b>What are the things we need to budget for in order to implement this solution?</b> Staff time		
<b>What other resources do we need to be successful?</b> Marketing Materials		

<b>Date:</b>	<b>Reporter:</b>		
<b>Completed: Successfully/Unsuccessfully</b>	<b>In Progress</b>	<b>Stalled</b>	
<b>Narrative Summary:</b>			
<b>Recommendations:</b>			

**AAAPP Strategic Plan 2018 to 2021**

**STRATEGY 5: Explore developing a plan to solicit philanthropic gifts from individuals.**

**PRIORITY: 3**

**YEAR: 3**

**BOARD CHAMPION:**

**How we will measure success:** Board understands philanthropic development process and has made a decision to proceed.

**Target date for completion:** December 2020

**Board Responsibilities:**

1. Become familiar with process and steps
2. Proceed with planning
- 3.

Task	Who will do it?	When?
<b>What are the things we need to budget for in order to implement this solution?</b>		
<b>What other resources do we need to be successful?</b>		

<b>Date:</b>	<b>Reporter:</b>		
<b>Completed: Successfully/Unsuccessfully</b>		<b>In Progress</b>	<b>Stalled</b>
<b>Narrative Summary:</b>			
<b>Recommendations:</b>			

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***August 2018 Retreat Notes re Fundraising***

**Opinions discussed included**

- AAAPP should avoid doing special events
- Funding solicitations that would be detrimental to the quality of services provided to AAAPP's client population by partner agencies should be avoided

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**AAAPP Strategic Plan 2018 to 2021**

**BOARD GOAL #3: EXPAND AWARENESS & ADVOCACY EFFORTS**

Increase awareness/understanding re aging issues to targeted populations who can either: 1. use services or 2. Enhance/expand the services available in our community.

**Work Group:** Bonnie Hough, Martha Lenderman, Robert Hatfield, Wendy Arroyo

**STRATEGY 1:** Create a standing Board Committee to oversee and implement awareness and advocacy initiatives.

**PRIORITY:** 1      **YEAR:** 1      **BOARD CHAMPION:**

**How we will measure success:** Board Committee is formed and held at least 1 meeting. Committee Chair serves as Champion for Awareness and Advocacy initiatives.

**Target date for completion:** March 2019

**Board Responsibilities:**

1. Approve formation of standing committee
2. Board members agree to either serve on committee or recruit additional volunteers to service on committee.
3. Help identify and recruit committee members with PR and Marketing expertise

<b>Task</b>	<b>Who will do it?</b>	<b>When?</b>
Board approves formation of committee and identifies prospective members	Chris	12/2018
Board identifies community contacts that have expertise in PR or Marketing that they are willing to contact re volunteering on this committee	Chris	12/2018
Committee job description is created	Ann Marie & Committee Chair	1/2019
Additional Volunteers with PR Marketing expertise has been recruited	Board	3/1/2019
Committee has held initial meeting and is working on implementing strategic plan initiatives	Staff & Board	6/2019

**What are the things we need to budget for in order to implement this solution?**

**What other resources do we need to be successful?**  
Volunteers with PR and Marketing Experience

<b>Date:</b>	<b>Reporter:</b>		
<b>Completed: Successfully/Unsuccessfully</b>	<b>In Progress</b>	<b>Stalled</b>	
<b>Narrative Summary:</b>			
<b>Recommendations:</b>			

## AAAPP Strategic Plan 2018 to 2021

### **STRATEGY 2: Develop simple standardized messages and training to ensure compelling and consistent messaging.**

**PRIORITY: 1**

**YEAR: 1**

**BOARD CHAMPION:**

**How we will measure success:** Standardized messages and training materials have been developed and at least 1 training held.

**Target date for completion:** June 2019

**Board Responsibilities:**

1. Reach consensus on core messages
2. Get trained on core messages.
3. Use core messages consistently

<b>Tasks</b>	<b>Who will do it?</b>	<b>When?</b>
Contact USF Marketing Dept to see if they will take on AAAPP as a marketing project for their students	Staff	2018
Stop using acronyms – describe programs instead of using jargon – this is about people!	<b>Everyone</b>	10/18
Create key easily communicated messages - demonstrating need and AAAPP impact	Staff	12/18
Test messaging and get feedback to ensure that it is accurate and compelling	Staff	3/19
Fact sheets/Bullet points developed	Staff	3/19
Elevator Speech developed	Staff	3/19
Make sure all messages have a call to action – what can you do?	Staff	3/19
Explore better branding that says who we are and how we make a difference - possible a DBA or tag line	Staff & Board	6/19
Conduct spokesperson training for Board, volunteers and clients, etc.	Staff	6/19
Human interest stories (how AAAPP services changed lives)	Staff & Partner Agencies	Ongoing
Identify volunteers willing to educate and advocate with selected target audiences		2019-20
Explore using clients spokespersons to tell your story		2019
Possible creation of a speakers bureau		2020
<b>What are the things we need to budget for in order to implement this solution?</b> Staff time		
<b>What other resources do we need to be successful?</b> Interns		

<b>Date:</b>	<b>Reporter:</b>		
<b>Completed: Successfully/Unsuccessfully</b>	<b>In Progress</b>	<b>Stalled</b>	
<b>Narrative Summary:</b>			
<b>Recommendations:</b>			

## AAAPP Strategic Plan 2018 to 2021

**STRATEGY 3: Establish & nurture relationships with Legislators so that they understand needs, issues and support solutions.**

**PRIORITY: 2**

**YEAR: 1 & 2**

**BOARD CHAMPION: Martha?**

**How we will measure success:** Number of meetings Board members hold with legislators and reported outcomes from those meetings.

**Target date for completion:** June 2019 and then ongoing

**Board Responsibilities:**

1. Board identify key contacts that they can make
2. Meet with priority legislators re AAAPP programs and initiatives.
3. Provide ongoing relationship management with key legislators

Task	Who will do it?	When?
Identify key legislative influencers (local, county, city , state, national, key staff and appointed officials)	Board	12/18
Identify Board members and Volunteers to be relationship managers for key persons	Board	6/19
Regular meetings re AAAPP programs/successes are held with key legislators	Board	Ongoing
Conduct spokesperson training for Board, volunteers and clients, etc.		6/19
<b>What are the things we need to budget for in order to implement this solution?</b> Staff time		
<b>What other resources do we need to be successful?</b> Interns		

<b>Date:</b>	<b>Reporter:</b>		
<b>Completed: Successfully/Unsuccessfully</b>	<b>In Progress</b>	<b>Stalled</b>	
<b>Narrative Summary:</b>			
<b>Recommendations:</b>			



## AAAPP Strategic Plan 2018 to 2021

**STRATEGY 4: Identify target audiences that have access to our client population and select the appropriate distribution channels for each segment of our target population.**

**PRIORITY: 3**

**YEAR: 2 or 3**

**BOARD CHAMPION:**

**How we will measure success:** Target Audiences have been identified and segmented and appropriate channels identified.

**Target date for completion:** December 2020

**Board Responsibilities:**

1. Committee has identified and prioritized target audiences
2. Committee had identified appropriate channels for each priority segment.
3. Committee has developed an implementation plan to present to the Board

<b>Task</b>	<b>Who will do it?</b>	<b>When?</b>
Develop a plan to increase word of mouth – client to client and partner to client	Staff	3/2019
AAAPP analyzes programs and identifies target audiences and priorities. Includes:	Dept Directors	2019
Partners and other nonprofits		
For profits and Businesses		
Physicians & other health care providers		
Faith based organizations,		
Service organizations		
Other non-traditional groups		
For each audience establish an expected outcome – what will awareness building with that group do for AAAPP’s clients?		2019
For each audience identify the appropriate channel	Staff	2019-20
Newspapers – news, human interest		
TV – news, public affairs, human interest, interviews		
Social media (Facebook, linked in, website)		
Develop a message and strategy for each		2020
Evaluate possible Board speakers bureau		2020
<b>What are the things we need to budget for in order to implement this solution?</b>		
Promotional materials		
Staff time		
<b>What other resources do we need to be successful?</b>		
Interns		

<b>Date:</b>	<b>Reporter:</b>		
<b>Completed: Successfully/Unsuccessfully</b>	<b>In Progress</b>	<b>Stalled</b>	
<b>Narrative Summary:</b>			
<b>Recommendations:</b>			

**AAAPP Strategic Plan 2018 to 2021**

**BOARD GOAL #4: EXPAND, DIVERSIFY AND STABILIZE COMMUNITY PARTNERSHIPS**

**Enhance/expand the resources available in our community to address the issues of seniors, persons with disabilities and caregivers.**

**Work Group: Charles Robinson, Julie Hale, Kerry Kimball Marsalek, Tawnya Martino**

**STRATEGY 1: Explore expanding services to seniors through Medicaid Managed Care Long Term Care Program (MCO).**

**PRIORITY: 1      YEAR: 1      BOARD CHAMPION:**

**How we will measure success:** Board has completed due diligence by reviewing process and cost/benefit analysis and has decided if AAAPP should move forward.

**Target date for completion:** December 2018

**Board Responsibilities:**

1. Reviews requirements, completes due diligence and makes a decision
2. Reviews/approves agreement.
3. Monitors and evaluates progress and results

<b>Tasks</b>	<b>Who will do it?</b>	<b>When?</b>
Develop our Value Proposition	Completed	
Better understand what MCOs are looking for in AAA MCO partnership	Completed	
Determine if Missions align	Completed	
Do cost benefit analysis	Ann Marie/Kathy	10/2018
Review options to establish firewall to ensure to ensure ADRC and MCO services are completely separate & eliminate any potential for conflict of interest	Staff Leadership	10/2018
Review financial implications of establishing firewall, IT Infrastructure and office build out	Staff Leadership	10/2018
Complete provider credentialing paperwork	Staff Leadership	10/2018
Board reviews process and cost/benefit analysis and makes decision	Board	10/2018
Proceed to contract negotiations – identify and recruit a qualified attorney to do review	C Robinson & G Jirotko to recruit	11/2018
Board review/approves contract	Board	12/2018

**What are the things we need to budget for in order to implement this solution?**

- Startup costs
- Staff time to implement

**What other resources do we need to be successful?**

<b>Date:</b>	<b>Reporter:</b>		
<b>Completed: Successfully/Unsuccessfully</b>	<b>In Progress</b>	<b>Stalled</b>	
<b>Narrative Summary:</b>			
<b>Recommendations:</b>			

**AAAPP Strategic Plan 2018 to 2021**

**STRATEGY 2: Expand participation in Evidence Base Prevention Programs/Service Delivery Model to help increase community resources focused on solving problems that face the elderly and persons with disabilities.**

**PRIORITY: 1      YEAR: 1 & 2      BOARD CHAMPION:**

**How we will measure success:** Participation in Evidence Based Programs will have increased dramatically.

**Target date for completion:** August 2019

**Board Responsibilities:**

1. Identify prospects for partnership where they have contacts
2. Monitor progress and evaluate results
- 3.

<b>Task</b>	<b>Who will do it?</b>	<b>When?</b>
Reach out to YMCA re expansion of partnership evidence based programing and explore how AAAPP can be involved in implementation and site cultivation	Jason	10/18
Research and summarize existing and potential models to identify additional opportunities	Jason	12/31/18
Apply for grants	Staff	2/1/19
Discuss with DOEA – evidence based programs	Staff	3/19
<b>What are the things we need to budget for in order to implement this solution?</b> Staff time		
<b>What other resources do we need to be successful?</b> Research costs of participation in evidence based programs		

<b>Date:</b>	<b>Reporter:</b>		
<b>Completed: Successfully/Unsuccessfully</b>	<b>In Progress</b>	<b>Stalled</b>	
<b>Narrative Summary:</b>			
<b>Recommendations:</b>			

**AAAPP Strategic Plan 2018 to 2021**

**STRATEGY 3: Identify/expand partnerships to include nontraditional partners that can help increase community resources focused on solving problems that face the elderly and persons with disabilities.**

**PRIORITY: 2      YEAR: 1 & 2      BOARD CHAMPION:**

**How we will measure success:** Number and diversity of partnerships has increased substantially.

**Target date for completion:** December 2019 and then ongoing

**Board Responsibilities:**

4. Identify prospects for partnership where they have contacts
5. Make contact with priority prospects
6. Monitor progress and evaluate results

<b>Task</b>	<b>Who will do it?</b>	<b>When?</b>
ID <b>for-profits</b> that could help expand services to elderly – review senior publication advertisements re for-profit prospects in conjunction with “Funding from For-Profit Entities” initiative (housing developers, business owners, for profits that provide services to seniors and want to reach that market, etc.)	Ann Marie	2018-2019
ID additional <b>medical care providers</b> (hospitals, nursing homes, Drs and professional associations)	Staff & Board	
ID additional <b>nonprofits who deal with aging issues</b> to invite as partners (hospices, legal aid, etc.)	Staff & Board	
<b>What are the things we need to budget for in order to implement this solution?</b> Staff time		
<b>What other resources do we need to be successful?</b> Interns and Volunteers to do research		

<b>Date:</b>	<b>Reporter:</b>		
<b>Completed: Successfully/Unsuccessfully</b>	<b>In Progress</b>	<b>Stalled</b>	
<b>Narrative Summary:</b>			
<b>Recommendations:</b>			

**AAAPP Strategic Plan 2018 to 2021**

**STRATEGY 4: Use the needs assessment (1.1 and 1.2) to identify and recruit additional partners.**

**PRIORITY: 3**

**YEAR: 2**

**BOARD CHAMPION:**

**How we will measure success:** New partners are recruited.

**Target date for completion:** 2019 - 2020

**Board Responsibilities:**

1. Assist with the identification of potential prospects to be included in Needs Assessment
2. Review needs assessment results to identify additional prospects for partnership where they have contacts.
3. Make contact with priority prospects and assists with relationship management as appropriate

<b>Task</b>	<b>Who will do it?</b>	<b>When?</b>
Identify prospects to involve in needs assessment (in conjunction with “address unmet needs” group) Steering Committee	Ann Marie	12/2018
Invite prospects to participate in coalition		2019
Engage prospects as partners where appropriate		2019-20
<b>What are the things we need to budget for in order to implement this solution?</b>		
<b>What other resources do we need to be successful?</b>		

<b>Date:</b>	<b>Reporter:</b>		
<b>Completed: Successfully/Unsuccessfully</b>	<b>In Progress</b>	<b>Stalled</b>	
<b>Narrative Summary:</b>			
<b>Recommendations:</b>			

## AAAPP Strategic Plan 2018 to 2021

### **STRATEGY 5: Increase partner and other community agencies' capacity to deliver quality programs that accomplish AAAPP's purpose.**

**PRIORITY: 3**

**YEAR: 2-3**

**BOARD CHAMPION:**

**How we will measure success:** Partner capacity issues are assessed and where appropriate AAAPP develops a plan to provide the resources and training needed to increase that partner's capacity to deliver effective programs that accomplish AAAPP's mission.

**Target date for completion:** 2019 and Ongoing

**Board Responsibilities:**

1. Help identify community resources and training that AAAPP can use to help partners
2. Assist with contacting any potential resource providers where they have contacts
- 3.

<b>Task</b>	<b>Who will do it?</b>	<b>When?</b>
Work with Partner agencies to identify capacity building needs that AAAPP can address to ensure the stability of services provided to clients	Staff Leadership	ongoing
Identify resources and training that AAAPP can use to assist partners in capacity building.	Staff	ongoing
Expand ADRC workgroups	Staff	2019
Provide appropriate training & consultation where needed	Staff	ongoing
Develop mechanism for increasing continuous cross agency communications and sharing		2019
AAAPP to identify and help build capacity for "like organizations" who do similar work	Staff	ongoing
Use Needs Assessment (1.1) to identify any additional capacity building needs for partners/program providers.		2020
Identify and educate organizations who do similar work in other counties	Staff	2020
<b>What are the things we need to budget for in order to implement this solution?</b> Staff Time Training Materials		
<b>What other resources do we need to be successful?</b>		

<b>Date:</b>	<b>Reporter:</b>		
<b>Completed: Successfully/Unsuccessfully</b>	<b>In Progress</b>	<b>Stalled</b>	
<b>Narrative Summary:</b>			
<b>Recommendations:</b>			

## AAAPP Strategic Plan 2018 to 2021

### **STRATEGIC PLAN MONITORING, EVALUATION AND REVISION**

- REPORTING:** Monthly ~ Board Agenda will include strategy implementation reports for tasks with contemporaneous deadlines
- MONITORING:** Quarterly ~ Board will do an in-depth review of the Priority Strategies for the current year
- EVALUATION:** 6 Months ~ A complete evaluation of the program will be done by the Strategic Planning Committee and then the Board every 6 months
- REVISION:** Annually ~ The plan will be reviewed and revised annually based on the latest 6 month evaluation.

# AAAPP Strategic Plan 2018 to 2021

## OVERVIEW OF ENTIRE INSTITUTIONAL PLANNING PROCESS

### Community Need

### Assessment - internal, external

### Vision & Mission - *how are we going to get there?*

### Board's Strategic Plan "How are we going to accomplish our mission?"

- Specific Goals and Objectives

### Annual Implementation Plan - in writing

- what activities are we going to do this year to achieve our goals?
- who is going to do them? Assignment of activities to specific Board Members Committees & staff support
- how will we know if we are successful? Assignments must be quantifiable
- when must each activity be done - specific deadlines
- who has bottom line accountability and when will they be reporting to the Board?
- what resources need to be in place - budget, volunteers & staff

### Budget -

- based on our plan how much is each activity going to cost?
- can we budget any income for each activity?
- do we need to budget for staff time to accomplish this activity?

### Board Member/Committee Members Action Plans

- individual plans for each member to do their part toward achieving the annual plan goals
- basis for annual evaluation

### Staff Performance Objectives ~ project management

- individual plans for each staff member related to supporting Board Committee in the accomplishment of annual plan goals
- basis for annual evaluation performance review
- basis for annual evaluation of compensation

### Monitoring

who is going to report? on what? to whom?

how often are we going to report

calendar of who is going to report on what to the Board re accomplishment of objectives

### Evaluation

When are we going to evaluate our performance against stated goals?

have we achieved what we set out to do?

basis for revision of plan

### Revision

at least annual



# AAAPP Strategic Plan 2018 to 2021

## BACKGROUND INFORMATION USED FOR PLANNING

### Planning Assumptions

2-3 Years

3 to 5 Actionable/Achievable Items - Comprehensive/Global/Agency wide planning – no silos!

Focused

Easily Communicated

Measurable

Can be monitored and evaluated

Things that can be accomplished!

**Boards Plan – Consensus Rules!** Individual board Mbrs must support consensus.

Don't make plans you don't want to implement

Different from Area Plan – silo, program plans, implementation

### Survey Monkey Results Provide Focus and Reality Check

Identify critical issues this plan must address

Based on Corporate Purpose – what you are supposed to accomplish

Plan in overlap of Purpose, Opportunities and Strengths

- Opportunities and Threats – what is needed and feasible in your community of service area
- Your organizations Strengths - what you are capable of doing. Provides Focus
- Your organizations Weaknesses – reality check.

Do you have what you need – If not how do you plan to get it?

- Leadership & Expertise – Board, Staff, Volunteers
- Money

### Environmental Scan Results

#### Population 60+

2014 to 2025	+136,347	33% Increase
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#### Population 85+

2014 to 2025	+ 6,999	11.5% Increase
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### Finances - Insured Retirement Institute April 2018

- 42 % of baby boomers have nothing saved for retirement.
- Those that do - 38 % have less than \$100,000 saved for retirement.
- 46 % think they will need \$45,000 (in current dollars) or more in annual retirement income. Current average Social Security benefit of \$16,848, an individual would need to generate at least \$28,152 in additional annual income from a combination of pension benefits and retirement savings.
- 70% of older workers have just \$5,000 or less in immediate savings

### Fidelity Jan 2016

- more than half (55 percent) are estimated to be at risk of being unprepared to completely cover essential living expenses in retirement, which includes housing, health care and food.

### Agency Client Trends

#### Clients Served

2014 to 2017	-24,074	30% Loss (loss of SMP contract & SHINE calculation change)
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#### Waiting Lists

2014 2017	+3602	45% Increase
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## AAAPP Strategic Plan 2018 to 2021

### Agency Client Wait List ~ # and cost to meet that need

	# On Wait List	\$'s Needed *
Older Americans Act Programs		
Pasco Total	2,565	\$11,278,371
Pinellas Total	<u>4,435</u>	<u>\$24,793,762</u>
Total Older Americans Act Programs	7,000	\$36,072,133
Community Care for the Elderly	2,606	\$31,303,272
Alzheimer's Disease Initiative	224	\$2,932,160
Home Care for the Elderly	<u>112</u>	<u>\$1,058,512</u>
<b>Potential Cost to meet needs on waitlist</b>	<b>9,942</b>	<b>\$71,366,077</b>

\* Snap shot as of June 2018, based on avg cost per client to deliver services

### Agency Funding Trends

#### Actual

2017	18,540,188.00
2014	<u>17,771,831.00</u>
	+ 768,357.00

#### Adjusted for Inflation

Amount needed to maintain 2014 (\$17,771,831.00) Buying Power in 2017 = \$18,376,146.52

#### 2014 to 2017 – 3 Years

Cumulative Price Change 3.40%	Avg Inflation rate per yr 1.12%
	\$604,315.52 increase in funding to maintain spending power
	\$768,357.00 actual increase 2014 to 2017
	\$164,041.48 increase in buying power from 2014 to 2017

2018 Inflation Estimate running 2.5 to 3%    Financial Planners using 2.5%  
<http://www.in2013dollars.com/2014-dollars-in-2018?amount=17771831>

### Conclusions

1. Need for Services are Increasing dramatically
  - Increase in older population 60+
  - Increase in frail elderly 85+
  - Client population will not be financially able
2. Agency capacity to serve target population
  - Decline in clients served
  - Increase in waiting lists
  - Funding has remained stagnant

### Decisions for Planning

#### To accomplish our corporate purpose/mission/vision

- Cannot continue doing status quo
- Plan requires that you innovate to meet increased need – NEW/Change/Choices
- Continue to build on what we currently do well

# AAAPP Strategic Plan 2018 to 2021

## SURVEY MONKEY SWOT

### What “OPPORTUNITIES AND THREATS” exist in our EXTERNAL ENVIRONMENT?

Things that influence our organizations success or failure - these things would be true even if your institution did not exist! Think of trends that could affect: clients/stakeholders (services must meet their needs); allies/competitors (for funding, attention, customers); as well as social, cultural, political, economic, & technological forces.

#### EXTERNAL ENVIRONMENT: Opportunities (3)

##### **LEADERSHIP**

- 16 - Outreach/Awareness: technology, social media, media
- 12 - Opportunities to Partner: with other agencies, funders, business & government
- 10 – Funding: new/additional sources, diversification, less reliance on government

##### **STAFF**

- 1. Diversify Funding to include grants, development and fundraising
- 2. Identify & Address Unmet Needs
- 3. Establish greater presence in the community in both Pasco and Pinellas Counties

##### **PARTNERS**

- 3 Funding for: emergency services, home repair & maintenance, transportation to medical care
- 3 Target Population: Increase in elderly with differentiation of needs between age groups as well as ethnicity, income levels, etc. Provides opportunities for new businesses, those that can meet diverse needs will have competitive advantage
- 2 Communications: better communications beyond 211 regarding senior services, use of technology
- 2 Collaboration for: referrals/better coordination of services, training

#### EXTERNAL ENVIRONMENT: Threats (3)

##### **LEADERSHIP**

- 22 – Funding: decreased GOVT funding, competition for funding, lack of diversification in funding sources
- 8 – Growth in population needing services / inability to meet those needs
- 6 – Lack of awareness/visibility

##### **STAFF**

- 1. Funding Decreases/Limitations
- 2. Political and Economic Considerations
- 3. For profit organizations entering the Aging space to do the same work. E.g., Managed Care

##### **PARTNERS**

- 4 Funding: Lack of, cuts, restrictions, limited resources
- 3 Awareness/Communications: Limited ability to reach those who need services most, lack of knowledge re available resources, limited access to new/expanded technology
- 2 Transportation: lack of transportation to access services
- Rapid changes in health & human services mean organizations have to be nimble enough to change to meet need with limited resources
- Backlash against immigrant and LGBTQ populations
- Caregivers: Increasing need for caregivers, caregivers more at risk, increased need for support services for caregivers.
- Lack of legal services

## AAAPP Strategic Plan 2018 to 2021

### AAAPP'S INTERNAL "Strengths and Weaknesses?"

Things about our organization that influence our ability to achieve our mission and goals. Think about leadership/governance, funding, marketing and PR, program capacity, infrastructure, etc.

<p><b><u>AGENCY: Strengths (3)</u></b></p> <p><b>LEADERSHIP</b></p> <p>12 – Volunteer Leadership: board and advisory 18 – Staff</p> <p>10 – Programs and services provided 5 – Reputation and relationships</p> <p><b>STAFF</b></p> <ol style="list-style-type: none"> <li>1. Knowledgeable &amp; Dedicated Staff, Volunteers (including Board and Advisory Council members)</li> <li>2. Reputation for Excellence &amp; Quality</li> <li>3. Extensive Partnerships</li> </ol> <p><b>PARTNERS</b></p> <p>3 Staff: experience, high functioning 2 Funding</p> <p>2 Awareness: helping public learn about/access available services and helping clients make informed decisions</p> <p>2 Community: knowledge of community and expertise in identifying most pressing needs.</p> <p>Diversity of programs and legal resources Opportunities to train other agencies on services Engaged governance</p>	<p><b><u>AGENCY: Weaknesses (3)</u></b></p> <p><b>LEADERSHIP</b></p> <p>14 – Inability to meet need for services: waitlist for services, staff restrictions</p> <p>13 – Funding: inadequate funding, lack of diversification of funding 6 – Lack of Awareness</p> <p><b>STAFF</b></p> <ol style="list-style-type: none"> <li>1. SILOs – compartmentalization of departments</li> <li>2. Staff Burnout / Compassion Fatigue</li> <li>3. Website/Branding</li> </ol> <p><b>PARTNERS</b></p> <p>5 Funding: funding not adequate to cover expense of providing services, not enough funds to meet demand for services, increased wait list due to lack of funding, belief that restricted funding will result in restricting cost when it actually hurts program quality, shifting legislation shifts funding for established programs</p> <p>Reluctance to allow providers to run their own agency as they see fit even though audits of services are usually deficiency free.</p> <p>Communications to provider agencies regarding pertinent program information/changes, etc. Complex structure for delivery of services from client perspective</p>
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## **LEGAL DUTIES OF NONPROFIT BOARDS?**

Under well-established principles of nonprofit corporation law, a board member must meet certain standards of conduct and attention in carrying out his or her responsibilities to the organization. Several states have statutes adopting some variation of these duties which would be used in court to determine whether a board member acted improperly. These standards are usually described as the duty of care, the duty of loyalty and the duty of obedience.

### **Duty of Care**

The duty of care describes the level of competence that is expected of a board member, and is commonly expressed as the duty of "care that an ordinarily prudent person would exercise in a like position and under similar circumstances." This means that a board member owes the duty to exercise reasonable care when he or she makes a decision as a steward of the organization.

#### ***Reasonably informed, participate and act as a reasonable and prudent person***

- Evidence of compliance includes
  - Preparing for and attending meetings
  - Participating in discussions and voting
  - Using independent judgment
  - Frequent review of organization's financials

### **Duty of Loyalty**

The duty of loyalty is a standard of faithfulness; a board member must give undivided allegiance when making decisions affecting the organization. This means that a board member can never use information obtained as a member for personal gain, but must act in the best interests of the organization.

#### ***Must exercise power as board member only in the best interests of the organization***

- Conflicts of interest
  - Must be disclosed
  - Conflict of interest policy must be followed
  - Don't use charity for personal gain
- Keep information confidential

### **Duty of Obedience**

The duty of obedience requires board members to be faithful to the organization's mission. They are not permitted to act in a way that is inconsistent with the central goals of the organization. A basis for this rule lies in the public's trust that the organization will manage donated funds to fulfill the organization's mission.

#### ***Stay true to the charity's mission & follow the organization's bylaws***

- Comply with federal rules
  - Form 990
  - Employment taxes
  - ERISA/DOL/OSHA
- Comply with applicable state & local law

Bruce R. Hopkins, *Legal Responsibilities of Nonprofit Boards* .

## Board Source

### TEN BASIC RESPONSIBILITIES OF NONPROFIT BOARDS

- 1. Determine mission and purposes, and advocate for them.**

It is the board's responsibility to create and review a statement of mission and purpose that articulates the organization's goals, means, and primary constituents served.
- 2. Select the chief executive.**

Boards must reach consensus on the chief executive's responsibilities and undertake a careful search to find the most qualified individual for the position.
- 3. Support and evaluate the chief executive.**

The board should ensure that the chief executive has the moral and professional support he or she needs to further the goals of the organization.
- 4. Ensure effective planning.**

Boards must actively participate in an overall planning process and assist in implementing and monitoring the plan's goals.
- 5. Monitor, and strengthen programs and services.**

The board's responsibility is to determine which programs are consistent with the organization's mission and monitor their effectiveness.
- 6. Ensure adequate financial resources.**

One of the board's foremost responsibilities is to secure adequate resources for the organization to fulfill its mission.
- 7. Protect assets and provide proper financial oversight.**

The board must assist in developing the annual budget and ensuring that proper financial controls are in place.
- 8. Build a competent board.**

All boards have a responsibility to articulate prerequisites for candidates, orient new members, and periodically and comprehensively evaluate their own performance.
- 9. Ensure legal and ethical integrity.**

The board is ultimately responsible for adherence to legal standards and ethical norms.
- 10. Enhance the organization's public standing.**

The board should clearly articulate the organization's mission, accomplishments, and goals to the public and garner support from the community.

# AAAPP Strategic Plan 2018 to 2021

## Area Agency on Aging of Pasco-Pinellas

### STRATEGIC PLANNING STEERING COMMITTEE ROLE

*Approved by Board 5/21/2018*

**DESCRIPTION:** STRATEGIC PLANNING COMMITTEE

**RESPONSIBLE TO:** Board of Directors

**STAFF RESOURCE:** Executive Director

**DESCRIPTION:**

- To plan and lead the board's strategic planning process
- To ensure that the planning process results in a plan that meets the community's needs and accomplishes the organization's mission.
- To ensure that the organization has the resources needed to implement its plan
- To oversee the board's implementation process so that strategic plan goals are met
- To ensure that there is an ongoing reporting and evaluation process for all planning initiatives
- To institutionalize planning so that it is an ongoing process

#### MAJOR RESPONSIBILITIES:

- Provide leadership for the Board's strategic planning efforts and ensure the involvement of individual board members
- Champion and guide the strategic planning process
- Create a comprehensive planning calendar for completing the strategic plan
- Ensure substantive community input by coordinating the board's SWOT (Strengths, Weaknesses, Opportunities and Threats) initiatives including the identification of stakeholder constituencies as well as the recruitment and training of board leadership for these SWOT groups
- Provide input into the trend/demographic research process to identify potential community needs in the future
- Provide input on objectives for facilitation process & expected outcomes for retreats and training sessions
- Ensure that the Board approves the Strategic plan and any subsequent revisions
- Work with the board to ensure that appropriate Board Committees/Work Groups are established to implement the strategic plan
- Follow-up with Board Committees/Work Groups to ensure that implementation plans are completed for each goal with specific assignments and deadlines
- Ensure that a consolidated implementation plan that includes all activities, assignments and deadlines is constructed
- Make sure that appropriate resources are allocated for plan implementation based on priorities
- Oversee a regularly scheduled reporting process on goal achievement to the Board
- Make sure that there is a review and evaluation of the strategic plan every 6 months
- Oversee the Board's revision of its strategic plan based on evaluation results
- Make sure that the plan is updated at least annually
- Institutionalize the planning process so that is strategic, systematic and sustainable

#### LENGTH OF COMMITMENT:

- Committee members are asked to make a one year commitment to serve on this committee

#### TIME INVOLVEMENT:

- Attendance at meetings
- Approximately one hour per month – recruitment, training, follow-up with committees, etc.
- Attendance and active participation in all planning retreats and implementation activities
- Active participation in recruitment and committee activities

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Date*