



Strategic Plan 2019–2024

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Introduction

Bainbridge Island Senior Community Center (Center) was incorporated as a nonprofit in 1983 to be a focal point for providing services, programs, and activities for Bainbridge Island's senior population. As the only senior center on the Island, we provide unique opportunities for social interaction, recreation, and information to help seniors live independently.

For nearly 35 years, the Center was managed and staffed by the Bainbridge Island Metropolitan Park & Recreation District (BI Park District). Since February of 2017, when the BI Park District terminated its agreement, the Center has successfully managed a difficult transition and is experiencing growth in membership and program offerings. These changes are evolving at a time in the history of Bainbridge Island when the population of older adults is growing at an unprecedented pace.

Recognizing that the next five years are crucial to the Center's success, the Board of Directors embarked on a strategic planning effort to address current and emerging needs and to build organizational capacity to support and sustain the Center's inevitable growth. The time frame for this plan begins in 2019 and continues through 2024. The plan provides our roadmap for the future and outlines the goals and strategies that will help achieve our mission and vision.

Planning Process

As a first step in the strategic planning process, in January 2018 the Board held a special meeting to launch its strategic planning effort and assess strengths, weaknesses, opportunities, and threats (SWOT). Input from members was obtained at the Center's annual membership meeting. A Strategic Planning Committee formed by the Board developed a summary of critical planning questions, building on the previous meetings.

The Strategic Planning Committee then developed draft mission and vision statements and five goals as a framework for the Center's strategic plan. In September 2018, the Committee conducted a listening tour, inviting community members and leaders to provide input into the five draft goals and suggest strategies to achieve them.

A total of 72 community residents and leaders attended meetings at Bethany Lutheran Church (12), Eagle Harbor Congregational Church (16), Island Volunteer Caregivers offices (18) and the Center (26). Several members attended more than one session for an unduplicated total of 54 participants. A summary report of the findings from the listening tour is available on the Center's website.¹

In October 2018, the Board of Directors participated in a retreat to formulate strategies and actions for the strategic plan, drawing heavily from community input. Following this retreat, the Strategic Planning Committee prepared a draft strategic plan and presented it for review by partnering organizations, including other nonprofits, the City of Bainbridge Island (COBI), and community leaders.

¹ <https://biseniorcenter.org/>.

Revisions were made to the plan for presentation to members at the Annual Meeting in January 2019 and to the Board for final approval.

Mission and History

The revised mission of the Center is ***to empower and enhance the quality of life of people in our community as they age***. Today, the Center's focus is the wholeness of a person, including diet and exercise, social connectedness, life-long learning and the ability to reach needed services. With the emergence of new attitudes about healthy aging and more active senior lifestyles, our mission is based in the concept of empowerment. We will not hold onto outdated concepts of aging. Instead, we will provide the information, tools, and support that older adults (50+) want and need in their quest for healthy and engaged living as they age.

The Center was incorporated as a nonprofit in 1983 to provide a focal point for services, programs, and activities for Bainbridge Island's senior population. The Center operates through a lease agreement with COBI, in a building owned by the City and on property owned by the City. In 2012, the original home that became the Center was demolished and a new wing was erected in its place. This was funded with COBI General Funds in the amount of \$250,000 and a Center contribution of approximately \$300,000. In 2017, a new 40-year lease was entered into between COBI and the Center, allowing the Center to operate the facility on behalf of the City, manage use of the rental spaces, etc.

Notably, since the Center's inception, management and staffing was funded through the BI Park District. In February 2017, the BI Park District terminated its agreement with BISSC. Responding proactively, the Center's Board of Directors assumed all responsibility for funding, staffing, and programming. As an initial step the Board hired a full-time Executive Director and one additional staff person.

Together, the Executive Director and 12-person Board of Directors have risen to the challenge of keeping the popular and much-loved Center running. They have established governance guidelines, operating procedures, working committees, and a fundraising strategy. The Board Members' credentials are varied including those with program, finance, and business backgrounds. The Center now has a Policies and Procedures Manual, which includes sections on financial investing, acceptance of gifts, conflicts of interest, retention and destruction of documents, codes of conduct, whistleblower protection, and executive compensation. The Board Treasurer has aligned financial reporting with Generally Accepted Accounting Principles. We have conducted Board training on fiduciary, fund-raising and other responsibilities.

The Center has maintained a favorable fiscal position by limiting its fixed costs, maintaining a small, highly skilled staff, relying on volunteers, and partnering with other nonprofit organizations and COBI.

Our future is now being re-written in light of our new, broader responsibilities.

Vision of the Future

Vision: Bainbridge Island is a vibrant, compassionate, inclusive place to grow up and grow older.

Our vision of the future of the Center is very integrated with our hopes for the future of Bainbridge Island. It is no accident that our vision is community-centered, not organization-centered. Moving forward, the Center in our future must be a valued community asset to be relevant.

This vision for the Center is consistent with COBI's Comprehensive Plan, which emphasizes principles of a caring community, neighborliness as the foundation for all human services, and the importance of cooperation and coordination among service providers.²

By 2020, 43% of Bainbridge Island citizens are expected to be over 55 years of age and almost one in four (24%) will be over 65.³ Bainbridge Island's median age is 10 years higher than Washington State's and the largest population increase on Bainbridge Island is among our middle aged and senior residents.⁴ Bainbridge Island has a 28% larger proportion of residents age 65+ than Kitsap County. Nearly a third of households on Bainbridge qualify as low income.⁵ Although our demographic profile does not tease out the economic status of our senior population, a random community survey conducted by BI Village of 176 seniors found that 33% of them had less than \$50,000 annual household income.⁶

Considering demographic trends, not surprisingly, the 2016 COBI Community Needs Assessment Report's Overall Finding #2 proclaims: "As the population ages, senior services must increase to meet the increasing demand." Our Center is living proof of the increasing demand, as our paid membership grew from 750 to 1,300 members in in a recent 18 month period, and the increased utilization and the vitality of the Center are readily observable to members and visitors alike.

As we look to the future, our vision is embedded in the belief that the Center can improve the lives of individuals and, simultaneously, do its part in helping Bainbridge Island become a model livable community for generations to come.

² COBI, Comprehensive Plan, Human Services, 2016.

³ Gale Cengage, Demographic Detail Summary.

⁴ COBI Community Needs Assessment 2016 [BI-NA], pg. 15.

⁵ BI-NA, Pg. 18.

⁶ BI Village, 2016.

Values and Principles

The Board, as part of the strategic planning process, established a statement of values and principles to guide our work and decisions. We are:

Redefining aging - Ageism is unfounded. People of all ages have wisdom, talent and resources to share. Respect for the benefits people of all ages bring to our community is our new reality.

Empowering - Every person has the right to self-determination. We help people live longer and better, in the community they love. We equip them with information and choices to manage and enjoy their lives as fully as possible at every age.

Inclusive - Everyone is welcome here...all feel valued and included. We respect differences in cultural heritage, ethnicity, gender orientation, religion, physical abilities, and economic circumstances, treating everyone with compassion, respect, and dignity.

Multigenerational - We encourage participation of individuals and families representing a broad continuum of ages. Intergenerational programming provides opportunities for mentoring as a two-way street.

Affordable - Membership is priced so that all can participate. Scholarships are available for membership and classes, so that no one is excluded because they cannot afford to pay.

Progressive - Our services and program offerings are being continuously improved to provide our community with access to a broad spectrum of wellness, cultural and social opportunities in safe and inviting settings.

Friendly and fun - In welcoming settings where “everybody knows your name,” new friendships are formed daily.

Leaders - Recognizing the talents among us, we cultivate and draw on our members to use their vast experiences and skills to benefit others, our organization and the community.

Good Neighbors - Our organization and community will be stronger and more effective to the extent we build strong, mutually beneficial, partnerships with our City, other governmental and nonprofit organizations and local businesses.

Accountable - We use our resources wisely and effectively to honor the contributions of our volunteers, partners, sponsors, and funders.

Advocates - We provide a forum for understanding and addressing issues affecting seniors and our community at large.

Strategic Direction

Senior Centers across the country are confronting a changing population and diversifying customer base at the same time traditional funding for senior services struggles to meet growing and changing demands. As a result, centers are forced to examine how they remain relevant to a diverse group of people and provide the proven results and outcomes demanded by public and private investments.⁷

The older adult population of today is significantly more active and has more leisure time than in the past and many more are living longer. Their needs will continue to evolve over the next 20 years. The senior center of the future will be serving people born over a span of about five decades. Some participants will be very active and transitioning to retirement, while others will be concerned with maintaining the connections and services they need to “age in place” as they grow into their 80’s and 90’s. As a result, senior centers are confronting a series of unprecedented challenges in both their diverse customer base and funding sources. This reality was brought home to our Center in 2017 in the wake of the termination of the agreement between the Center and the BI Park District.

Fortunately, Bainbridge Island is a strong community that understands the need for a viable senior center. It also supports a vast array of other social, cultural and wellness activities and resources that serve the older adult population.

In considering the future of our Center, the Strategic Planning Committee took into account national trends, our community’s strengths, and the voices of the many stakeholders who attended our listening tour. From these varying perspectives, four strategic directions emerged.

Valued Community Asset

Through our listening tour, we learned that many participants see the Center as their lifeline to healthy living in the community. Our plan is to extend this sense of belonging and well-being to a wider range of older adults through active membership in the Center. As Bainbridge Island’s population ages, the Center has the potential to be positioned as helping Bainbridge Island realize its potential of becoming one of the most livable communities in the nation. The challenge before us is to overcome the stigma that is still attached to being older in our culture. To be relevant, the Center’s image, programs and facilities must reflect the needs and desires of a 21st Century older adult. In implementing this plan, we will rebrand the Center, offer additional programs, more accessible hours, and modernize our facilities to appeal to a broader audience of participants and volunteers.

Quality Programs and Services

Currently, the Center offers many popular activities and programs. Moving forward, there will be an intentional effort to use consumer input to align existing and new program offerings with measurable outcomes, such as member satisfaction, wellness and life-long learning. Evaluation will become a continuous process at the Center.

⁷ Lawler, Kathryn. Dec. 2011. “Transforming Senior Centers into 21st Century Wellness Centers” Louisiana State Office. AARP Grant project

Innovative Partnerships

In this plan, the Center is viewed as a place without walls. Continuing the tradition as a focal point for services to older adults, the emphasis will be on partnering with other organizations to offer a full range of programs and services to our members. In the future, some of the Center's programs will be located in other facilities as the Center takes some of its programs into the community.

Sustainability

Forward-thinking governance and diverse funding strategies are essential to meeting our goals. This plan lays out necessary actions to support annual operations and achieve sustainability of the Center well into the future.

Goals, Strategies and Actions

In order to pursue the strategic direction described above the Board approved goals in five major areas and delineated strategies and actions for each goal.

1. Identity and Image

The growing number of retirement-age people living and moving to Bainbridge Island want to be active participants in the community. We need their support and participation to be a viable and forward-moving Center that serves seniors and their families. Some stakeholders expressed interest in changing the name of the Center. Nationally, some centers are moving away from the term "senior center" as it is believed to inhibit their ability to attract the broad range of older adults needed to maintain vitality and diversity. We also heard support for developing a marketing plan that integrates the Center into the heart of the community, including sponsoring outreach and intergenerational programs and becoming the gathering spot of choice for diverse groups.

Goal #1: The Center will be known and respected throughout the community as the "go to" resource for information, wellness, life-long learning, fun and friendships.

Strategies and Actions

1.1 Establish a unique brand recognized by the community that appeals to our 5 decades of participants

- Identify and recruit rebranding committee members
- Seek volunteer/pro bono consultant
- Explore renaming center and/or adopting a tagline campaign

1.2 Develop an innovative marketing plan and assign responsibility to committee members

- Develop marketing strategy to articulate new brand, incorporating ideas from listening tour
- Implement plan

- 1.3 Implement a series of ongoing outreach experiences to engage broader audiences
 - Determine which programs can best be taken into the community and develop plan
 - Determine targeted audiences and objectives for the outreach experience; for example, some may be for shut-ins; some may utilize facilities located other than at the Center; others may engage new audiences to come to the Center
- 1.4 Develop a new member orientation program
 - Establish a plan or protocol for welcoming new members, including identification of information that would be most useful to them
 - Implement plan (e.g., assemble and distribute packets with information)

2. Programs and Outcomes

Our Center serves people born over about five decades, which creates challenges in meeting diverse needs. Stakeholders emphasized the need for more wellness and cultural programs to fulfill the needs and interests of our growing population of members. An additional priority in our plan is to design, deliver and evaluate programs in the context of achieving wellness and livable community outcomes. This will be important for garnering support for our work from individuals, foundations, companies, governments and organizations.

Goal #2: Center offerings will meet the diverse needs and energize our community's growing over-50 population through accessible, innovative and multigenerational programs and services.

Strategies and Actions

- 2.1 Define and deliver clear and specific intended outcomes to the individuals, foundations, companies, governments and agencies that participate in and invest in our work
 - Establish an evaluation process, including ways to seek consumer input, considering Wellness and Livable Communities frameworks as defined by AARP
 - Evaluate programs in a framework of outcome measures that enhance wellness and maximize benefit to the community
- 2.2 Build our wellness and cultural programs to engage and empower our 5 decades of potential participants (inclusion & diversity of age, economics, etc.) and other stakeholders.
 - Benchmark what other centers are doing
 - Determine what programs we should keep
 - Explore programs that we should but don't currently provide
 - Optimize scheduling, including hours of operation
- 2.3 Become a resource center and clearinghouse for information and referral to empower people to age well in the community
 - Compile a list of resource topics to address in the next 12 months and develop a plan annually

- Successfully implement Bainbridge Resource Network Project, with widespread community support
- Develop and implement a plan to provide in-person help to those needing personal guidance

3. Capacity Building and Governance

We are in our first full year of being independent from BI Park District management, on the path to becoming a fully-functioning professional organization. Stakeholders identified an urgent priority to analyze staffing requirements, especially considering the increasing demands on the Executive Director, to assure that the Director has the wherewithal to carry out the essential duties of the position and to provide leadership in moving the strategic plan forward. We also need sufficient help to maintain an atmosphere of stable, friendly service, and make full use of our enthusiastic volunteers.

Stakeholders also expressed support for building expanded flexible space to house the emerging programs and services of the Center. Although this is a longer term strategy, planning should begin soon with COBI, given the time needed for implementation. In the short-term, stakeholders encouraged the Center to refresh and modernize the current space, eking out additional functional space wherever possible, and assuring that all spaces are barrier free. There was also support for increasing the hours of the Center and to consider weekend programming to better accommodate community members who are still working.

Finally, none of the above can be achieved without the commitment of a strong, community-based, leadership-oriented Board of Directors and engaged committees. A thoughtful and intentional governance structure can ensure that the Center is constantly surveying the community's needs and adjusting programs, services and funding strategies to stay relevant and have meaningful impact.

Goal #3: The Center will be a professional organization with appropriate facilities, a strong board, sufficient staff and engaged volunteers to meet its goals.

Strategies and Actions

3.1 Staff - Maintain a sufficient number of paid staff to assure that the Executive Director has the support needed to accomplish the goals of our growing organization

- In light of strategic plan, work with the Executive Director to define the role and expectations of the position and identify tasks that can be delegated to others
- Analyze critical staffing requirements to identify the greatest areas of need and create staffing plan and timetable

3.2 Volunteers - Develop the volunteer program to continually improve effectiveness, meaningful engagement and satisfaction of volunteers/members

- Hire a volunteer manager; need a warm and welcoming go-to person to manage and support volunteers

- Ensure that committees, trainers and other volunteer requirements are met (recruitment & retention) and being performed well (measuring success)

3.3 *Board* - Formalize the Board candidate nominating process

- Review existing guidelines/bylaws/board book and make adjustments as needed (e.g., consider changing from 2 to 3 year terms)
- Develop plan to recruit broad and diverse range of candidates, including non-members, who have the skill set to do the job
- Define role of nominating committee members and implement

3.4 *Board* - Institute Board orientation and training programs

- Identify training needs and resources for existing Board members (legal, ethical, code of conduct)
- Develop timely orientation program for new Board members

3.5 *Facility* - Refresh look and accessibility in the short term (bright, colorful, trendy space)

- Establish a committee to develop a plan for cosmetic remodel; refresh the look (fun, vibrant, multi-generational)
- Address barrier-free (hearing, vision, accessibility, etc.) adaptations
- Consider making space for game room, computer lab
- Review and consider any repairs that the City identified for the building in its recently completed 2018 comprehensive facility assessment, particularly priority repairs
- Present a plan, including cost-sharing, to the City for review and approval, and coordinate repairs by the Center and COBI
- Evaluate use of potential off-site program locations (e.g., Library, BIMA, BARN, other?)

3.6 *Facility* - With COBI representatives, develop a long term plan for adequate facilities, including parking, to enable the Center to meet program responsibilities and achieve long term sustainability

- Get a commitment from COBI to co-fund a third party needs assessment
- Conduct a 3rd party facility needs assessment to articulate anticipated needs in advance of any architectural work anticipating a remodel or expansion, including an evaluation of parking or other transportation support
- Based on the needs assessment, establish a plan with COBI that includes a shared vision for both ownership and stewardship, proposed scope for any significant building changes needed to support long-term activities, and agree on a funding approach, cost sharing, and timing
- Evaluate the Thrift Shop as part of the facility use (on-site, off-site)

4. **Funding**

Ensuring adequate funding is a continuing challenge, particularly as we reach to better serve the community as an independent organization. Governmental and other traditional funding sources are less and less likely to keep up with the demand for funds to support the growing

needs of the many nonprofit organizations seeking funding. A diverse set of funding sources is needed for long term survival and sustainability.

Goal #4: The Center will have a multi-faceted funding program to sustain its mission into perpetuity.

Strategies and Actions

4.1 Build a strong fund-raising team

- Recruit members who have passion and skills for fund-raising
- Facilitate deeper Board participation in fund-raising

4.2 Establish and consistently work a fund-raising plan that employs a variety of fund-raising strategies

- Create a signature fund-raising event
- Maximize “One Call for All” Campaign results
- Maximize “Kitsap Great Give”
- Secure long-term sponsorships
- Improve structure for fundraising, including developing processes, increasing donor communication and donor management

4.3 Establish programs for major gifts, planned giving and bequests

- Use consultant services to build capacity
- Identify Board members and community leaders to assist
- Implement major gifts program

4.4 Maximize funds from grants

- Conduct research and target likely funders
- Develop calendar and submit applications

4.5 Maximize earned income potential

- Review and determine future direction of Thrift Shop
- Consider on-line sales

5. Community Partnerships

The Center cannot serve our community’s growing older population alone, but we can maximize our impact through synergies achieved by partnering with other community organizations that also serve our constituents. Stakeholders urged identification of strategic partnering opportunities and programs that could be delivered virtually, offsite, or by partner organizations. As the Center moves into a leadership role in the Bainbridge Resource Network (information and referral network), it is possible that this could become a model for other partnerships. Longer range, the Center could potentially become a community hub for coordinating and increasing participation and utilization of all older adult services and resources in the community.

Goal #5: The Center will be a leader in strengthening our community's capacity to meet the needs of its citizens through partnering with local organizations and agencies.

Strategies and Actions

5.1 Strengthen existing (e.g., COBI, Helpline House, Island Volunteer Caregivers) and develop new partnerships with entities that serve our population

- Consider and evaluate other local offerings and organizations to determine synergies and potential for partnering (e.g., BI Parks' Aging Mastery Program and other activities; BARN; BIMA; Bainbridge Island Public Schools, Bainbridge Island Rowing Club, other?)
- Create new partnership agreements as appropriate, including defining mutual benefits
- Assign Board members to foster and maintain relationships with partner organizations

Summary and Conclusion

The Center developed its 2019-2024 Strategic Plan to ensure its viability and sustainability into the future. We realize that to be successful, our Center must complement what already exists in the community and must be able to deliver clear and specific outcomes to our members, our volunteers, foundations, companies, governments and other non-profits that invest their time and resources with us.

We thank the many stakeholders and organizations who came to our listening sessions. In developing this plan, we carefully reviewed their ideas and tried to include them in crafting our strategies and action plans.

We want to especially thank our Strategic Planning Committee members and our volunteer consultants, Judith and John McKenzie, who supported and coached us through this process.

This is a courageous and ambitious 5-Year Plan. We will need the support of our community to make it work. The Board will provide oversight, reviewing our progress regularly and updating the plan annually. Individual board members have volunteered to provide oversight and leadership for assuring implementation of specific goals and strategies. We will keep the process transparent.

We appreciate our beloved Bainbridge Island Community beyond words!

Sincerely,
Bainbridge Island Senior Community Center
The Board of Directors

The Strategic Planning Committee

Mike Hotchkin
Barbara Hotchkin
Nancy Lewars
Reed Price

Consultants

Judith McKenzie
John McKenzie

Summary of the September 2018 Strategic Planning Listening Tour

In early September 2018, BISC conducted a listening tour, inviting community members and leaders to provide input into five draft goals and to suggest strategies to achieve them. A grand total of 72 community residents and leaders attended meetings at Bethany Lutheran Church (12), Eagle Harbor Congregational Church (16), Island Volunteer Caregivers offices (18) and the Senior Center (26). Several members attended more than one session for an unduplicated total of 54 individuals. This report summarizes key themes identified during these open and thoughtful group conversations. Major and repeated themes are reported as they relate to one of the five goals. A more detailed 15-page report that delineates strengths, barriers and suggestions for each goal is available upon request.

This report is for the BISCC Board to use as a resource in refining the five goals, developing strategies for implementing the goals, and drafting the Strategic Plan.

DRAFT GOAL #1: The Senior Center will be well known throughout the area as the “go to” resource for intergenerational information, wellness, life-long learning, fun and friendships.

Related to this goal, the Strategic Planning Committee explored questions regarding how the Senior Center is perceived and respondents thoughts about how to increase the attractiveness and accessibility of the Center’s programs and services to a broader range of participants and volunteers.

In response, participants shared their appreciation, amazement and delight about the changes the Center is making. They feel, however, that community and societal perceptions of seniors and senior centers is that they are for someone else, people 80+ who need a place to hang out. They told stories about how many of their friends and community members think of the term senior as being really old and that a senior center is not the place for today’s active retirees in their 60s and 70s.

Every group talked about changing the name of the Center. Suggestions include: Senior (or Adult) Activity Center, Intergenerational or Multigenerational Center, along with other ideas. Some, in the minority, felt that changing the name would be a mistake, as it may be important for funding and could diminish the appeal for those trying to find resources and sense of belonging a senior center offers.

Many felt that a key is to get people in the door. They believe that the activity level of the Center today will be the best draw and way to change perception. They cite multiple programs involving people of differing ages. Most agreed that getting more diversity of age, socio-economic and activity levels is a desirable goal, to assure the future vibrancy of the Center.

There were wonderful suggestions for drawing more people in, which include: regular tours; engaging newcomers to the Island; open houses; bring a friend days; using more pictures of active participants in promotional materials; engaging realtors, churches, the Chamber of Commerce, the City in their promotional efforts; and active story-telling of people's experiences. They also talked about signage, making the facility more appealing inside and out and improving the website. One participant said:

"The five goals are very good and spot on – calling the institution the Sr. Center helps to get funding – the best way to recruit is through word of mouth and, based on the 80/20 rule, super-serve the 20% core so they will be energized to go out and bring in more people. People recruit their peers."

Throughout the four meetings, there were specific marketing ideas offered. Splash was lauded as an excellent vehicle for promotion, as well as Reed's Monday Memos. It was suggested that these vehicles reach more audiences, including NextDoor website; be available at the Chamber and City. Other suggestions include: regular feature articles in local newspapers; a new video to take on the road; brochures for welcome packages for new residents at the Chamber and in real estate offices, and emphasizing the role of the Center for information and community gatherings.

DRAFT GOAL # 2: Senior Center offerings will meet the diverse needs and energize our community's growing over 50 population through relevant, accessible and innovative programs and services.

For this goal, facilitators explored questions related to the programs offered by the Center, now and in the future, and how to make these offerings more relevant and accessible to our growing over 50 population.

People praised the Aging Mastery Course, recent program with Middle School students and the Evergreen Singers as examples of outstanding programs. They also thought we should get the word out about what is available, not only at the Center, but in the community.

Some expressed concerns that we need to engage more men in Center programs; that the Meals on Wheels program is depressing to some; and that we need to recover dental services.

Suggestions for new programs include: cooking classes and more emphasis on nutrition and other wellness programs, "not just exercise"; computer tutoring and computer lab; more social hours (happy hour/bar); singles group; and games.

More intentional intergenerational programs were suggested. One thought was to "shift emphasis from what can the Center do for its members to what seniors can do for the community." Suggestions included: partnering with the schools to have seniors help teach "living history"; possibly some after school activities; more academic-type and educational offerings for younger people; information programs for younger people concerned about their

aging parents; multi-generational game room; hold grandparents and their kids evenings. These were just some of the ideas offered.

There was also a lot of conversation about outreach programs and roadshows. People suggested creating a traveling activities group, like Liberation Laughter, travel series, partnering with BIMA, BARN, Library, Senior Living Centers, to get Center activities, e.g., cooking more in the community. “Think of Center as a movement, not a facility.” There was concern expressed about people who are homebound and their needs. How can we reach these people and help reduce isolation?

People also talked about making the Center more accessible by having activities and events in the evenings and on weekends. There was also talk of engaging transportation resources more to empower people to use existing resources.

DRAFT GOAL #3: The Senior Center will be a professional organization, with appropriate facilities and infrastructure (a strong board, qualified staff and engaged volunteers) sufficient to meet its goals.

For this goal, facilitators probed questions related to infrastructure and capacity.

Respondents talked about the “good vibes” coming from the Center and welcoming atmosphere, as a result of Reed’s leadership. There was a feeling that volunteers and members are happier and more engaged. They have a sense that the Center is growing and that there is more diversity in participation at all levels.

There were concerns expressed regarding whether there are sufficient staff to deal with the current and pending growth and rising expectations. Getting additional support for Reed and Mary is seen as an important prerequisite to meeting expansion goals.

There were also many questions expressed about the adequacy of the current facility to meet growing needs. People would like to see the building modernized and given a facelift, “looks like grandma’s house.” Some suggested improvements include: a computer lab; a dance floor; better sound system to accommodate hearing impaired. It was also suggested that the Center use other facilities in the community for certain program offerings and, possibly, relocating the Thrift Store to a larger and more visible location.

Volunteers are seen as a big and important part of the Center’s capacity. Suggestions include; better identifying volunteers, e.g., a vest or smock; badges identifying their role (e.g., board, volunteer, staff). There was also discussion about possible advantage of a paid part-time volunteer coordinator, as this part of the program is growing and adds demands on the staff for training and accountability.

Other suggestions include: finding a non-paid intern, exploring field placement opportunities, and partnering with other organizations to share staff and other resources.

DRAFT GOAL # 4: The Senior Center will have a multi-faceted funding program to sustain its mission in perpetuity.

People were asked about their ideas for fund-raising to support the Center both short-term and long-term. Management was paid for in the past through the Parks District budget, so there is a great need for a solid fund-raising plan moving forward.

It was noted that membership has grown from 700 to almost 1300 members in the last 18 months and that membership cost is now at \$20 per year, up from \$12. Many members are also donors.

Participants suggested that we explore how tax monies can be again made available to the Center directly or indirectly, such as through discounts on classes, use of the pool, etc.

Other fund-raising ideas mentioned include: tiered membership; monthly electronic giving; aggressive membership drive, perhaps in conjunction with an event.

Some creative ideas were offered about increasing revenues of the Thrift Store such as: moving to a bigger, more visible, off-site facility; contest to give it a name; being an intermediary for selling donated or consigned furniture on social media, like Facebook and Craig's List.

Having a signature fund-raising event was mentioned. Some ideas included: Taste of the Island; Holiday Bazaar. The need to have events that bring in more dollars than current events was mentioned. Effort vs return are considerations, as well as the need to grow events over time.

Major giving, bequests, and endowment were discussed. The importance of cultivating major donors slowly and carefully was emphasized. People were positive about the idea of endowment, as a longer term strategy.

Getting more creative about corporate sponsorship, e.g., linking with health providers and Paper and Leaf around wellness were ideas that came up. Other corporations with a local presence (Safeway and Town and Country) could also be contacted for sponsorships.

Additional earned income ideas included thinking about outreach and what opportunities for funding could be developed with different populations and/or commercial service providers.

DRAFT GOAL #5: The Senior Center will be a leader in strengthening our community's capacity to meet the needs of its citizens, in collaboration with partnering organizations and agencies.

For this goal, facilitators explored unmet needs and creative partnering with our neighboring organizations.

People discussed the new Bainbridge Resource Network, led by the Senior Center as a promising development. Working with homebound people to help them age in place was mentioned as an unmet need, especially since Island Neighbors has dissolved. More help in applying for Medicaid; emergency preparedness, advanced directives and information and referral were identified as needs.

Opportunities for innovative partnering included: connecting with the BARN to offer cooking classes; connecting with the School District for intergenerational programming, e.g., “Big Brother like” programs; collaborating with Kidi-Mu and BIMA for unique offerings; visiting shut-ins; Therapy Pets.

The potential synergy between Island Volunteer Caregivers regarding shared service population and values was lifted up as having great potential for collaboration, including co-location.

Throughout the discussions the opportunities for sharing facilities, values and programs between the Center and other fine community programs was highlighted.

Respectfully submitted,

Your Strategic Planning Team

Reed Price, Nancy Lewars, Barbara and Michael Hotchkin, Judy and John McKenzie

BISCC Strategic Plan Roadmap, January, 2019

BISCC Strategic Plan Roadmap January, 2019

Goal #1: The Center will be known and respected throughout the community as the “go to” resource for information, wellness, life-long learning, fun and friendships.											
Strategies	Lead/Support	Actions	4Q18	1Q19	2Q19	3Q19	4Q19	2020	2021	2022	2023
1.1 Establish a unique brand recognized by the community that appeals to our 5 decades of participants.	Ruth, Karen & Mkt Committee	Identify and recruit rebranding committee members.									
	Reed, Ruth, Karen	Seek volunteer/pro bono consultant.									
	Ruth, Karen & Mkt Committee	Explore renaming center and/or adopting a tagline campaign.									
1.2 Develop an innovative marketing plan and assign responsibility to committee members.	Karen & Mkt Committee	Develop marketing strategy to articulate new brand, incorporating ideas from listening tour.									
	Karen & Mkt Committee	Implement plan.									
1.3 Implement a series of ongoing outreach experiences to engage broader audiences.	Cindy & Selden	Determine which programs can best be taken into the community and develop plan.									
	Cindy & Selden	Determine targeted audiences and objectives for the outreach experience; for example, some may be for shut-ins; some may utilize facilities located other than at the Center; others may engage new audiences to come to the Center.									
1.4 Develop a new member orientation program.	Sara, Membership committee	Establish a plan or protocol for welcoming new members, including identification of information that would be most useful to them									
		Implement plan (e.g., assemble and distribute packets with information)									

Goal #2: Center offerings will meet the diverse needs and energize our community's growing over-50 population through accessible, innovative and multigenerational programs and services.											
Strategies	Lead/Support	Actions	4Q18	1Q19	2Q19	3Q19	4Q19	2020	2021	2022	2023
2.1 Define and deliver clear and specific intended outcomes to the individuals, foundations, companies, governments and agencies that participate in and invest in our work.	Gunda, Linda & Program Com.	Establish an evaluation process, including ways to seek consumer input, considering Wellness and Livable Communities frameworks as defined by AARP.									
		Evaluate programs in a framework of outcome measures that enhance wellness and maximize benefit to the community.									
2.2 Build our wellness and cultural programs to engage and empower our 5 decades of potential participants (inclusion & diversity of age, economics, etc.) and other stakeholders.	Gunda, Linda & Program Com.	Benchmark what other centers are doing.									
		Determine what programs we should keep.									
		Explore programs that we should but don't currently provide.									
		Optimize scheduling, including hours of operation.									
2.3 Become a resource center and clearinghouse for information and referral to empower people to age well in community.	Jeannette & Resource Com.	Compile a list of resource topics to address in the next 12 months and develop a plan annually.									
	Reed	Successfully implement Bainbridge Resource Network Project, with widespread community support.									
	Reed	Develop and implement a plan to provide in-person help to those needing personal guidance.									

Goal #3: The Center will be a professional organization with appropriate facilities, a strong board, sufficient staff and engaged volunteers to meet its goals.											
Strategies	Lead/Support	Actions	4Q18	1Q19	2Q19	3Q19	4Q19	2020	2021	2022	2023
3.1 Staff - Maintain a sufficient number of paid staff to assure that the Executive Director has the support needed to accomplish the goals of our growing organization	Mickey & Exc Committee	In light of strategic plan, work with the Executive Director to define the role and expectations of the position and identify tasks that can be delegated to others.									
	Mickey & Exc Committee	Analyze critical staffing requirements to identify the greatest areas of need and create staffing plan and timetable.									
3.2 Volunteers - Develop the volunteer program to continually improve effectiveness, meaningful engagement and satisfaction of volunteers/members	Colleen & Nancy	Hire a volunteer manager; need a warm and welcoming go-to person to manage and support volunteers.									
	Volunteer Mgr	Ensure that committees, trainers and other volunteer requirements are met (recruitment & retention) and being performed well (measuring success).									
3.3 Board - Formalize the Board candidate nominating process	Mike	Review existing guidelines/bylaws/board book and make adjustments as needed (e.g., consider changing from 2 to 3 year terms).									
	Mickey & Exc Committee	Develop plan to recruit broad and diverse range of candidates who have the skill set to do the job.									
	Mickey & Exc Committee	Define role of nominating committee members and implement.									
3.4 Board - Institute Board orientation and training programs	Mike	Identify training needs and resources for existing Board members (legal, ethical, code of conduct).									
	Mike	Develop timely orientation program for new Board members.									

Goal #3: The Center will be a professional organization with appropriate facilities, a strong board, sufficient staff and engaged volunteers to meet its goals.											
Strategies	Lead/Support	Actions	4Q18	1Q19	2Q19	3Q19	4Q19	2020	2021	2022	2023
3.5 Facility - Refresh look and accessibility in the short term (bright, colorful, trendy space)	Jeannette & Committee	Establish a committee to develop a plan for cosmetic remodel; refresh the look (fun, vibrant, multi-generational).									
	Jeannette, Kathy & Committee	Address barrier-free (hearing, vision, accessibility, etc.) adaptations.									
	Jeannette, Kathy & Committee	Consider making space for game room, computer lab									
	Reed	Review and consider any repairs that the City identified for the building in its recently completed 2018 comprehensive facility assessment, particularly priority repairs.									
	Reed	Present a plan, including cost-sharing, to the City for review and approval, and coordinate repairs by the Center and COBI									
	Barbara	Evaluate use of potential locations for programs to be held off-site (e.g., Library, BIMA, BARN, other?).									
3.6 Facility - With COBI representatives, develop a long term plan for adequate facilities, including parking, to enable the Center to meet program responsibilities and achieve long term sustainability	Bill	Get a commitment from COBI to co-fund a third party needs assessment.									
	Bill	Conduct a 3 rd party facility needs assessment to articulate anticipated needs in advance of any architectural work anticipating a remodel or expansion, including an evaluation of parking or other transportation support.									
	Bill	Evaluate the Thrift Shop as part of the facility use (on-site, off-site)									
	Bill	Based on the needs assessment, establish a plan with COBI that includes a shared vision for both ownership and stewardship, proposed scope for any significant building changes needed to support long-term activities, and agree on a funding approach, cost sharing, and timing.									

Goal #4: The Center will have a multi-faceted funding program to sustain its mission into perpetuity.											
Strategies	Lead/Support	Actions	4Q18	1Q19	2Q19	3Q19	4Q19	2020	2021	2022	2023
4.1 Build a strong fund-raising team.	Tom, Ann	Recruit members who have passion and skills for fund-raising.									
		Facilitate deeper Board participation in fund-raising.									
4.2 Establish and consistently work a fund-raising plan that employs a variety of fund-raising strategies.		Create a signature fund-raising event.									
		Maximize "One Call for All" Campaign results.									
		Maximize "Kitsap Great Give".									
		Secure longterm sponsorships.									
		Improve structure for fundraising, including developing processes, increasing donor communication and donor management.									
4.3 Establish programs for major gifts, planned giving and bequests.		Use consultant services to build capacity.									
		Identify Board members and community leaders to assist.									
		Implement major gifts program.									
4.4 Maximize funds from grants.	Grants Committee	Conduct research & target likely funders.									
		Develop calendar and submit applications.									
4.5 Maximize earned income potential.		Review and determine future direction of Thrift Shop.									
		Consider on-line sales.									

Goal #5: The Center will be a leader in strengthening our community's capacity to meet the needs of its citizens through partnering with local organizations and agencies.											
Strategies	Lead/Support	Actions	4Q18	1Q19	2Q19	3Q19	4Q19	2020	2021	2022	2023
5.1 Strengthen existing (e.g., COBI, Helpline, Island Volunteer Caregivers) and develop new partnerships with entities that serve our population.	Barbara & Reed	Consider and evaluate other local offerings and organizations to determine synergies and potential for partnering (e.g., BI Parks' Aging Mastery Program and other activities; BARN; BIMA; Bainbridge Island Public Schools, Bainbridge Island Rowing Club, other?).									
	Barbara, Mickey & Reed	Create new partnership agreements as appropriate, including defining mutual benefits.									
	Barbara & Mickey	Assign Board members to foster and maintain relationships with partner organizations.									