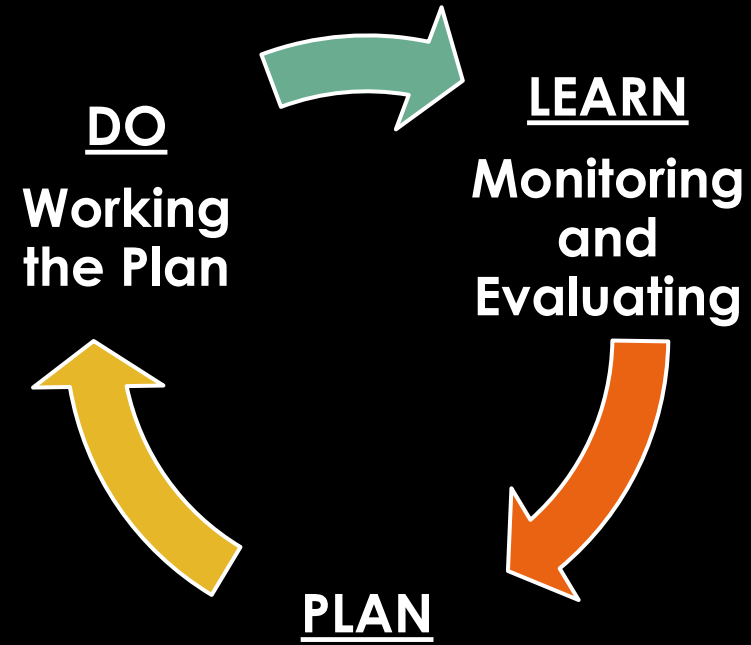


Hillsdale County Senior Services Center

STRATEGIC PLAN REVIEW

JANUARY 28, 2025



A Healthy Cycle

HCSSC 2023 Strategic Planning Process

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Stakeholder Interviews
Board Survey
Staff Culture Survey
Industry Data Analysis

Board and Staff Planning
Session II

Final Plan Delivered

JUNE 2023

JULY 2023

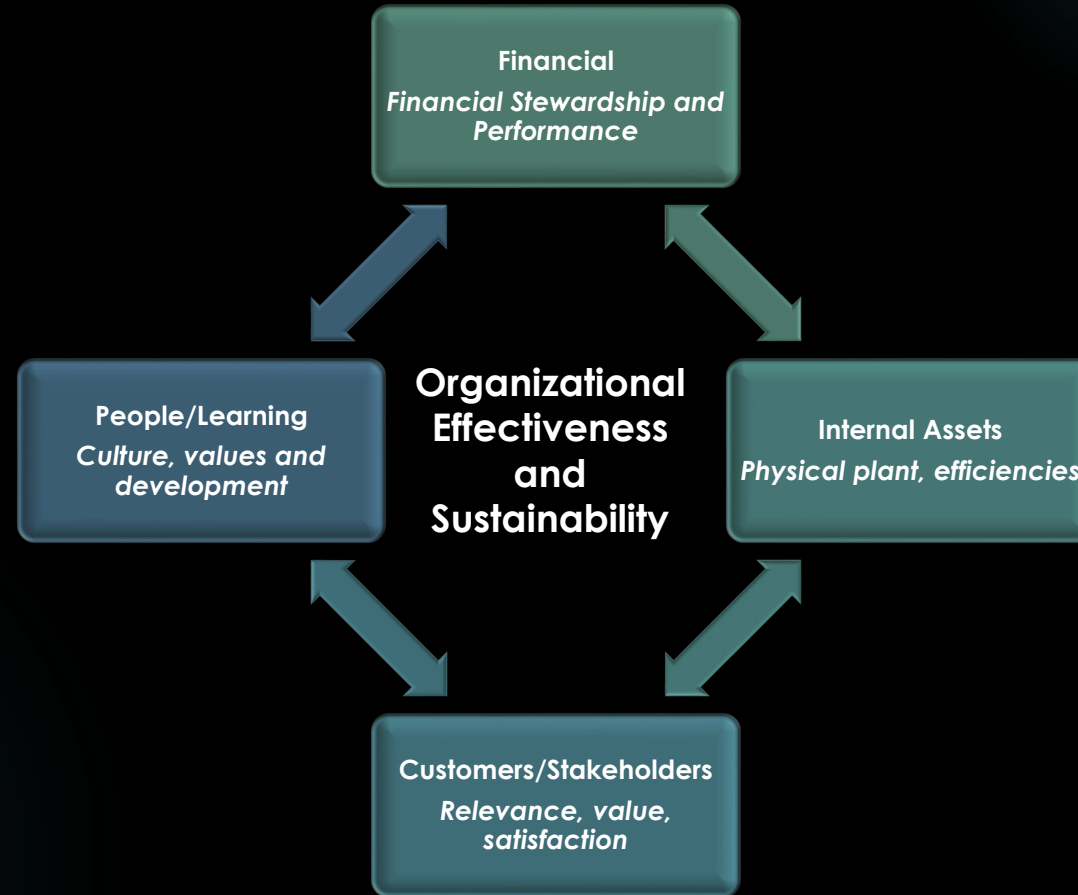
AUGUST 2023

AUGUST 2023

SEPTEMBER 2023

Board and Staff Planning
Session I

Staff Strategy Development
Session



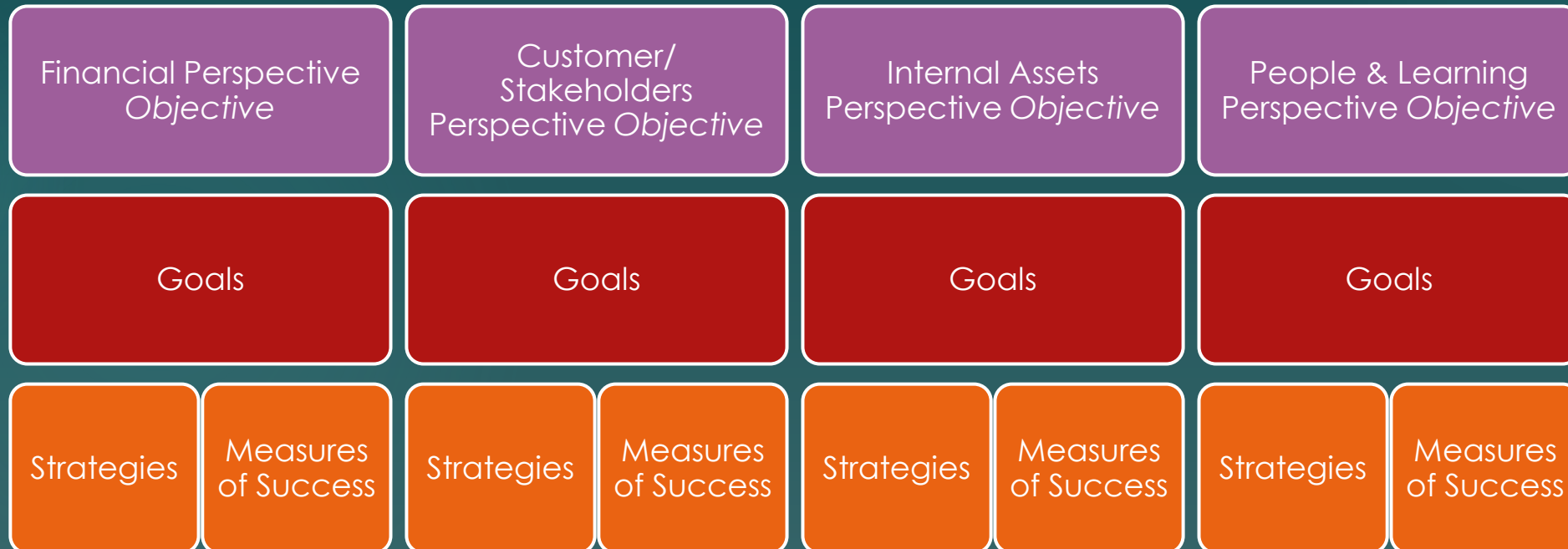
Balanced Scorecard Model

Strategic Plan Model

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3-5 Year Strategic Direction



Strategic Direction

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A description of the desired future state of the Center.
Defines what the Center will look like once it's achieved its objectives and goals.

In 2028, the Hillsdale County Senior Services Center is a well-funded, financially stable organization that anticipates and exceeds the needs of Hillsdale County's senior community.

Strategic Direction: *In 2029, the Hillsdale County Senior Services Center is a well-funded, financially stable organization that anticipates and exceeds the needs of Hillsdale County's senior community.*

Strategic Objective	Overarching Goals	Measures of Success
Financial Perspective		
Financial stability and sustainability with sound fiscal management practices.	1. Budgets are reflective of future growth.	Annual increases in operational reserves. Consistent cost-of-living increases. The Center's assets and facilities are well-maintained and/or replaced as scheduled. Technology and staff resources are state-of-the-art.
	2. Existing sources of funding are stabilized.	Budgeting challenges are managed. Relationships with funders are maximized. Opportunities to develop new funding sources.
	3. Unrestricted funding is increased.	Additional unrestricted funding sources are cultivated and maintained. Annual increases in operational reserves.
Customer/Stakeholder Perspective		
The Center is adaptive to the emerging needs of the people and communities it serves.	1. Internal capacity is adaptive to serve current and future client needs.	Increase in unduplicated clients served across the Center and specific services/programs by 5% annually. Wait lists are reduced by 5% quarterly or eliminated. Services are data driven. Equitable, data driven service distribution throughout the county.
	2. The community's knowledge and understanding of the Center's programs and services is increased.	Messaging is consistent throughout all outreach channels. Perceptions of the Center are improved across multiple generations.
	3. External collaborative partnerships and relationships are expanded.	Increased collaborative relationships with all stakeholder groups. Perceptions of the Center are improved across multiple generations.

Strategic Direction: *In 2029, the Hillsdale County Senior Services Center is a well-funded, financially stable organization that anticipates and exceeds the needs of Hillsdale County's senior community.*

Strategic Objective	Overarching Goals	Measures of Success
Internal Assets Perspective		
Facilities and resources necessary to achieve the Center's mission and serve the community into perpetuity.	1. The Center's physical plant and assets accommodate current and future client needs.	Accessible equipment and transportation needs are met. Technology is up-to-date and conducive to staff and client needs. Preventative maintenance and replacement schedules are budgeted for and followed. Kitchen facilities are state-of-the-art. Overall waste is greatly reduced. Decision-making is data informed. Funding strategies and timeline targets are met. Housing is developed.
	2. Workplace environment, equipment and tools are conducive and adaptive to staff needs.	Ergonomic workspaces are the norm. All employee policies and handbooks are up to date. Decision-making is data informed. Short- and long-term benchmarks toward improving intangible elements of the workplace are developed, tracked and achieved. Technology upgrades and improvements are reflected in the budget.
People and Learning Perspective		
Fully engaged, high-performing board, staff and volunteers, appropriately scaled with robust supports to ensure their success.	1. The board operates at a level necessary to meet the evolving needs of the Center.	Board is actively engaged in fund development and fundraising. Nonprofit best practices are deployed at the administrative and board levels. Budget reflects commitment to professional development for staff and board. Board demonstrates its commitment to its development.
	2. A healthy, positive, and desirable workplace environment is actively advanced.	Nonprofit best practices are deployed at the administrative and board levels. Overall internal communication is improved. The Center is an "employer-of-choice". Budget reflects commitment to professional development for staff and board. Staff retention rates have been improved. Center values statement is developed, communicated, and widely promoted.

Customer/Stakeholder

The Center is adaptive to the emerging needs of the people and communities it serves.

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Goal #1

Internal capacity is adaptive to serve current and future client needs.

- Waitlist: Almost 70% reduction in two quarters. Down from 74 in January to 22 in June 2024. By October, it was ZERO.
- New Customer Relationship Management software

Goal #2

The community's knowledge and understand of the Center's programs and services is increased.

- May 2024: Facebook followers INCREASED by almost 10% with a 760% increase in link clicks.
- July 2024: 64% increase in post engagement and 76% increase in shares.

Goal #3

External collaborative partnerships and relationships are expanded.

- 13 New or expanded collaborations/partnerships

People and Learning

Fully engaged, high-performing board, staff, and volunteers, appropriately scaled with robust supports to ensure success.

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Goal #1 *The board operates at a level necessary to meet the evolving needs of the Center.*

- HCSSC by-laws reviewed and updated
- On-going professional development
- Staff achieved certification through the Hospitality Training Institute of Michigan
- Your Executive Director has achieved her MBA!

Goal #2 *A healthy, positive, and desirable workplace is actively advanced.*

- Staff longevity bonuses
- “Take a Photo” contest
- Chili cook-off
- Multiple all-staff training/networking days
- Employee Appreciation Day celebrated on March 1, 2024

Financial

Financial stability and sustainability with sound fiscal management practices

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Goal #1

Budgets are reflective of future growth

- Added budget line items for maintenance and technology operating reserves

Goal #2

Existing sources of funding are stabilized

- New Hillsdale County Community Foundation grants
- Increases in fundraising revenues
- Exec. Dir. Continues to build relationships with key funding partners

Goal #3

Unrestricted funding is increased

- New grant sources researched and applied for
- New fundraisers launched
- Increased/expanded donor development activities

Internal Assets

Facilities and resources necessary to achieve the Center's mission and serve the community into perpetuity

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Goal #1

The Center's physical plant and assets accommodate current and future client needs

- Enhanced and expanded preventative maintenance processes
- Acquisition of additional fitness center equipment
- Program evaluations
- New programming
- Expanded Meals on Wheels

Goal #2

Workplace environment, equipment and tools are conducive and adaptive to staff needs

- Updates to policies
- New and improved Employee Handbook nearing completion (Target 02/2025)
- Technology improvements
- Ongoing professional development

BONUS CONTENT!

High-performing organizations attract high-performing people!

Michigan Association of Senior Centers Award of Excellence: Volunteer Partner of the Year Award **Maribel Knight**



Hillsdale County Senior Services Center
Hillsdale, MI



Planning for Success



Readiness



Relationships



Results

Readiness

- ▶ Housing studies; local, countywide, regional
- ▶ Community Needs Assessments
- ▶ Inclusion of housing goals in Master Plan
- ▶ Redevelopment Ready Communities and other MEDC or MSHDA technical assistance/support programs
- ▶ Training and education through Michigan Municipal League, Michigan Townships Association, industry conferences

Relationships

Do your research

Reach into your networks

Look beyond the “usual suspects”

State and Federal representatives

Patience and persistence

Results

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- ▶ Building new relationships
- ▶ Expanding capabilities of staff and board members
- ▶ Working toward a 425 Agreement
- ▶ Meeting with developers

All progress matters!



A Healthy Cycle

Monitoring & Evaluation

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- ▶ ***Four primary purposes:***
- ▶ To integrate the plan into the work of the Center
- ▶ To facilitate discussion and ensure adequate resources
- ▶ To adapt and adjust, as necessary
- ▶ To report progress to your customers and stakeholders



Monitoring & Evaluating the Plan - Recommended

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Department Level

Strategies deployed

Data collected and reported
to Coordinator/ Supervisor;
*Progress toward goals and
measures of success*



Administrative Level

Strategies deployed

Departmental data reviewed
and processed
Data summarized and
reported to Board by ED;
*Progress toward goals and
measures of success*



Board Level

Strategies deployed

Board checks its progress
toward goals/measures of
success

Board reviews and monitors
overall progress

Focus on access to resources
necessary to work the
plan/deploy the strategies

Wants

- Long term vision for the Center and how to get there
- Clarity of the roles in implementing the plan
- Financial independence and sustainability
- Focuses on the mission and vision and how the goals align
- Clear direction with measurable outcomes
- Ensuring that everyone is invested in the success of the plan