



September 2022 – 2025 January 2025 UPDATE

Board of Directors Strategic Plan

Approved by the Board of Directors on August 15, 2022

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*

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ARTICLES OF INCORPORATION (2000) AND BYLAWS (8/15/2022)

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.

Diversity, Equity & Inclusion Statement

AAAPP's services are available to all eligible individuals in Pasco and Pinellas counties and AAAPP complies with all legally mandated non-discrimination policies. AAAPP strives to provide services through a lens of inclusivity by making sure underserved communities are aware of the services available and providing the requisite assistance in linking eligible individuals to available services. The Board of Directors, Advisory Council and staff will be representative of the seniors, adults with disabilities and caregivers we serve. We welcome the unique perspectives of all persons in our quest to fulfill our mission.

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IMPLEMENTATION WORKGROUPS

Funding Workgroup: Board Champion ~ Dr. Stuart Strikowsky, Board President

Members:

Dave Alvarez, Board Treasurer, April Hill

Staff Liaison: Kristina Jalazo, VP Finance

Ann Marie Winter, Executive Director

Workforce Workgroup: Board Champion ~ Lena Wilfalk

Members:

Commissioner Dr Rene Flowers, Michelle Cyr, Anthony Koffman

Staff Liaison: Sandra Brown, HR Manager

Ann Marie Winter, Executive Director

Marketing Workgroup: Board Champion ~ Mai Vu

Members:

Helen Levine, Eric Gerard, AAAPP Advisory Council

Staff Liaisons: Ann Marie Winter, Executive Director

Vacant, Outreach Manager/Kerry Marsalek, COO

Services Workgroup: Board Champions ~ Julie Hale & Valerie Anderson Stallworth, Advisory Council

Members:

Dr. Audrey Baria

Staff Liaisons:

Kerry Marsalek, COO

Christine Didion, Director of Programs

Tawnya Martino ARDC Director

Ann Marie Winter, Executive Director

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BOARD GOAL: Build Public Awareness of AAAPP ~ Marketing Workgroup

BOARD ISSUE: How can we build brand awareness of AAAPP for targeted audiences that will increase volunteers, funding and partner referrals, as well as educate clients & caretakers about our services.

WORKGROUP: Board Champion: Mai Vu, Helen Levine and Eric Gerard, (representing the AAAPP Advisory Council). *Staff Liaison: Kerry Kimball Marsalek and Ann Marie Winter*

STRATEGY 1: Rebrand AAAPP to build public recognition with target audiences

PRIORITY: 1 YEAR: 2022-2023

How we will measure success: A new branding package (DBA, Logo, Graphics, Slogan, Elevator Statement, etc.) has been created and has been incorporated into all AAAPP marketing materials.

Target date for completion: 2024

Board Responsibilities:

1. Support change by consensus
2. Engage Branding Agency
3. Systematically use new branding when representing AAAPP

Tasks	Who will do it?	When?
Include rebranding as an agenda item for Board discussion	C Robinson	Completed
Draft and Issue an RFI including a Scope of Work that will: <ol style="list-style-type: none"> 1. Ensure that branding messages “says what we do,” makes the benefits clear & include a call to action 2. Ensure that branding strategy uses visual illustrations in lieu of antiquated info and statistics. 3. Ensure that case messages are incorporated in appropriate marketing materials 	Charlie J & Jason & Jillian	Completed
Review proposals and engage Branding Agency	Charlie J & Eric G	Completed
Branding Agency commences work	Charlie J & Eric G	In progress
Rebranding package ready for Board review	Mai / Eric G	In progress
Inventory of all existing AAAPP marketing materials for rebranding	Staff	Completed
Review the need for and the potential criterion for a spokesperson	Mai / Eric G	June 2025
Collaborate with the Funding Workgroup to ensure that a philanthropic message is included in messaging as appropriate	TBD	TBD
Roll-out plan	Mai / Eric G	June 2025
Research segmenting target audience for specific messaging and calls to action	TBD	On going
What are the things we need to budget for in order to implement this solution?		
Sub-contractor costs – Branding agency Marketing materials, Advertisements, Media, etc.		
What other resources do we need to be successful?		
Famous agency spokesperson?		

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STRATEGY 2: Develop a Board Member Community Engagement Program

PRIORITY: 2 YEARS: 2024-25

How we will measure success: Number of public information events that BOD Members attend for outreach

Target date for completion: December 2025

Board Responsibilities:

1. Engage Utility companies and/or Municipal/County Water Departments to help outreach AAA services
2. Engage faith communities to outreach AAA services for seniors or caregivers
3. Engage local governments for purposes of service-specific sponsorship or assistance funding, I.E Chore

Tasks	Who will do it?	When?
Identify BOD Members who can conduct Utility or Municipal Engagement		ongoing
Identify BOD Members who can conduct Faith Community Engagement	TBD	
Identify BOD Members who can conduct Local Government Engagement		Completed
BOD members have Utility and/or Municipal experience	TBD	
BOD members have Faith Community experience	TBD	
BOD members have Local Government experience		Completed
Research initiating a Legislative “fellows” program with other organizations that are leaders in the senior community (AAA, AARP, etc.)	TBD	
What are the things we need to budget for in order to implement this solution?		
What other resources do we need to be successful?		

2022-2025 AAAPP Strategic Plan January 2025 UPDATE

BOARD GOAL : Increase & Diversify Funding ~ *Funding Workgroup*

BOARD ISSUE: How do we systematically increase diversified and unrestricted funding that is sustainable and also increase funding to allow AAAPP to respond to emerging community needs.

WORKGROUP: Board Champion: Stuart Strikowsky. Members: Dave Alvarez, April Hill *Staff Liaison:* Ann Marie Winter and Kristina Jalazo

STRATEGY 1: Systematically increase gifts from individuals

PRIORITY: 1 **YEAR:** 2

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: January 2024

Board Responsibilities:

1. Board members systematically thank existing donors
2. Speaking engagements (*in conjunction with Marketing Workgroup*)

Tasks	Who will do it?	When?
Identify current donors	Stuart	Completed
Create thank you script	Stuart	Completed
Train & Activate Board members to make thank-you calls and report back on the donor’s specific program interests.	Stuart	April 24
Ask Board members to identify potential supporters for cultivation	ALL workgroup mbrs	In progress
Develop a “case” statement for making gifts to AAAPP and for each funding priority		In progress
Collaborate with Marketing Workgroup to ensure that funding messages and case for support is included in marketing materials as appropriate	TBD	Ongoing
Consider hiring Staff: Development Staff or maybe Grant Writer	Ann Marie	In progress
Research budgeting for Development Staff or maybe Grant Writer	Kristina	Completed
Explore asking religious groups to donate	TBD	Mar 25
Develop a donor recognition system	Workgroup	In progress
What are the things we need to budget for in order to implement this solution? Possibly Development Staff or maybe Grant Writer		
What other resources do we need to be successful?		

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STRATEGY 2: Restructure the Annual Luncheon to increase net dollars raised.

PRIORITY: 1 YEAR: 2024

How we will measure success: More money raised, Increased attendance of potential qualified donor prospects

Target date for completion: Spring 2024

Board Responsibilities:

1. Sponsor tables
2. Identify additional donor prospect
3. Invite donor prospects to see AAAPP programs in action

Tasks	Who will do it?	When?
Identify volunteer leadership for restructuring the luncheon	Stuart	Completed
Work with the Board to identify potential sponsors		Completed
Created testimonial presentation or video (in conjunction with Marketing Workgroup)		Completed
Ask each Board member to sponsor a table and bring 7 qualified donor prospects to sit at their table	ALL workgroup mbrs	Completed
What are the things we need to budget for in order to implement this solution? Video?		
What other resources do we need to be successful?		

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STRATEGY 3: Implement a planned gift program

PRIORITY: 2 **YEARS:** 2024-25

How we will measure success: The number of inquiries and notifications regarding estate planning has increased

Target date for completion: Marketing materials developed and in place by December 2023

Board Responsibilities:

1. Relationship management with people who inquire/notify

Task	Who will do it?	When?
Create a simple marketing message to increase awareness/offers people the opportunity to change lives by supporting AAAPP programs through a gift from their estate.	Ann Marie	July 25
Decide where to place messages for maximum impact – letterhead, website, marketing materials, public radio, etc.		July 25
Develop a list of dollar amounts with impact examples. (For ex: \$5k will feed 100 seniors for a week at a congregate feeding site)	Ann Marie	Completed
Create a list of possible gifts/definitions: will, trust, life ins, IRAs, stock, etc.	TBD	Aug25
Develop a systematic response/follow-up system for inquiries	Ann Marie	Completed
Develop involvement strategies so that prospective donors can see the potential for their gifts in action – personal contact, site visits, etc.	TBD	July 25
Tract inquiries and notifications	Staff	In progress
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.		Sept 25
Consider forming a recognition society		Sept 25
What are the things we need to budget for in order to implement this solution? Staff time		
What other resources do we need to be successful? Marketing Materials		

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BOARD GOAL: Recruit & retain qualified staff & volunteers ~ *Workforce Workgroup*

BOARD ISSUE: How do we meet AAAPP’s increased manpower needs: 1. employee retention, recruitment, training, & salary ranges; 2. possibly meeting some needs with volunteers.

WORKGROUP: Board Champion: Lena Wilfalk. Members: Commissioner Dr Rene Flowers, Anthony Koffman, Michelle Cyr. *Staff Liaison: Sandy Brown and Ann Marie Winter*

STRATEGY 1: Review of position classifications

PRIORITY: 1 YEAR: 2022/2023

How we will measure success: Survey has been conducted with data available to justify positions and compensation packages.

Target date for completion: 2023

Board Responsibilities:

1. Review HR analysis and recommendations regarding job classifications & job satisfaction
2. Actively support any reclassification recommendations with the Dept of Elder Affairs

Tasks	Who will do it?	When?
Research costs and feasibility of contracting with a HR consulting firm to conduct Compensation Survey	Lena & Workgroup	Completed
Create RFI with Scope of Work to identify a HR Consulting Firm	Ann Marie/Workgroup	Completed
Review proposals and presentations by HR Consulting Firms	HR Consulting Firm	Completed
Select HR Consulting Firm	Workgroup, Sandy/Ann Marie	Completed
Review job responsibilities and tasks, revise if needed	Sandy	Completed
Review position qualifications, revise if needed	Sandy	Completed
Rewrite position descriptions based on the above review if needed	Sandy	Completed
Explore feasibility of remote work	Staff	Completed
Research comparable compensation packages for similar positions in the community	Sandy	Completed
Add COO, Development Director, Volunteer Coordinator, Technology Officer positions as part of survey	Sandy	Completed
Make recommendations for reclassification and salary range adjustments as needed	Sandy	Completed

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

- Cost of HR Consultant
- Any changes to position classifications and salary ranges
- Any costs related to remote work

What other resources do we need to be successful?

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STRATEGY 2: Increase the number of active volunteers

PRIORITY: 2 YEARS: 2024/25

How we will measure success: Increase in the number of volunteers who are actively involved

Target date for completion: 2024

Board Responsibilities:

1. Outreach to community contacts such as community groups, schools, businesses, etc. that may be able to refer volunteers
2. Be familiar with AAAPP volunteer opportunities

Tasks	Who will do it?	When?
Identify specific AAAPP volunteer opportunities	Leadership	In progress
Assess budget for Volunteer Coordinator Position	Paula/Ann Marie	Not feasible
If budgets permit - recruit and train Volunteer Coordinator	Sandy	Not feasible
Create position descriptions with qualifications, responsibilities & tasks for priority volunteer jobs	Sandy/Ann Marie	In progress
Based on the job description identify where best to find these volunteers – caregiver and caregiver support groups, universities, community groups, clubs & organizations, schools, etc.	Lena & Workgroup	In progress
Recruit & Screen applicants	Vol Coord	ongoing
Provide new recruits with agency orientation	Vol Coord	ongoing
Assign to a department contact for specific job training and supervision	Vol Coord	ongoing
Long term - establish a volunteer recognition program	Lena & Workgroup	July 2025
What are the things we need to budget for in order to implement this solution? Outreach/promotion efforts		
What other resources do we need to be successful?		

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BOARD GOAL: Diversify & expand partnerships for programs/services ~ *Services Workgroup*

BOARD ISSUE: Marked increase in need for services, as well as, unmet needs for housing, transportation, & home services. Need to focus AAAPP resources on priority sustainable services. Perhaps do an update to CASOA – post-Covid.

WORKGROUP: Board Champions ~ Julie Hale & Valerie Anderson Stallworth Members: Dr. Audrey Baria
Staff Liaisons: Tawnya Martino, Christine Didion, Kerry Marsalek and Ann Marie Winter

STRATEGY 1: Ensure there is a large pool of qualified vendors/providers to competitively bid to provide needed services

PRIORITY: 1 YEAR: 2023-25

How we will measure success:

- Increased number of qualified bidders
- Increased number of clients served

Target date for completion: 2025

Board Responsibilities:

1. Be proactive in recruiting additional vendors/providers
2. Meet and develop relationships with industry leaders to partner with AAAPP
3. Create a standing Board Committee to oversee and implement awareness and advocacy

Tasks	Who will do it?	When?
Identify Champion for this workgroup	Charlie R & Board	Completed
Identify priority client needs and potential partners who can help meet those needs	Workgroup	Completed
Approach potential partners who may want to become vendors	Staff	Completed
Identify Home Services organizations that could be approached for partnerships to meet the increasing need for Chore services	Staff/Workgroup	Completed
What are the things we need to budget for in order to implement this solution? Reimbursement rates if the workgroup recommends an increase based on research		
What other resources do we need to be successful?		

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STRATEGY 2: Identify gaps and unmet needs based on the current and future economic forecasts.

PRIORITY: 2 YEARS: 2024-25

How we will measure success:

- Additional unmet needs will be identified including but not limited to housing and expanding mental health services
- Increased number of community partners

Target date for completion: 2025

Board Responsibilities:

Tasks	Who will do it?	When?
Identify issue that AAAPP will work on: Housing	Workgroup/Board	Completed
Liase with local contacts to bring resources to the AAAPP, ex. Pasco and Pinellas Homeless Leadership Alliances, Offices of Economic Development	Workgroup/Staff	Ongoing
Help facilitate the spread of resource information among community partners	Workgroup/Board	Completed
Advocate for additional funding/policies to meet unmet needs with the emphasis on housing	Workgroup/Board	Ongoing
What are the things we need to budget for in order to implement this solution?		
What other resources do we need to be successful?		

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STRATEGIC PLAN MONITORING, EVALUATION AND REVISION

REPORTING: Monthly (*starting Nov 2022*)

- Board Agenda includes oral reports by Workgroup Champion re strategy implementation for tasks with contemporaneous deadlines
- Strategic Planning Advocate facilitates Board reporting process at Board meetings - key successes, delays or potential challenges for goal achievement

MONITORING: Quarterly (*starting March 2023*)

- Board Agenda includes written “Quarterly Workgroup Progress Report Forms” submitted by Champions
- Strategic Planning Advocate facilitates Board reporting process at Board meetings - key successes, delays or potential challenges for goal achievement
- Board does review of the priority strategies for the current year
- Board makes minor adjustments if needed

EVALUATION: Semi Annually (*starting June 2023*)

- Champions provide written “Semi Annual/Annual Progress Report Summary” for review at the Board meeting
- Strategic Planning Advocate facilitates Board reporting process at Board meetings
- Board makes recommendations if needed
- Strategic Planning Committee meets after the Board meeting to review the summary reports and if needed formulate additional recommendations
- Planning Committee presents findings to the Board for review & discussion at the next Board meeting.

REVISION: Annually (*starting November/December 2023*)

- Champions provide written “Semi Annual/Annual Progress Report Summary” for review at the Board meeting
- Strategic Planning Advocate facilitates Board reporting process at Board meetings
- Board reviews summary report makes recommendations
- Strategic Planning Committee meets after the Board meeting to
 - review the summary reports
 - evaluate progress towards goals
 - formulate any needed recommendations for revisions or other adjustments to the plan
- Planning Committee presents findings to the Board for review & discussion at the next Board meeting.
- Board makes modifications as needed

QUARTERLY WORKGROUP PROGRESS REPORT FORM

DATE:

WORKGROUP:

Board Champion:

Members:

Staff Liaison:

GOAL:

STRATEGY # :

Choose one

Completed: Successfully/Unsuccessfully

In Progress

Stalled

NARRATIVE SUMMARY:

WORKGROUP RECOMMENDATIONS:

SEMI ANNUAL/ANNUAL WORKGROUP PROGRESS REPORT FORM

BOARD GOAL:

WORKGROUP/CHAMPION:

STRATEGIES:

ACCOMPLISHMENTS:

ISSUES:

RECOMMENDATIONS: