Homer Senior Citizens, Inc. Strategic Plan & Envisioned Future (2025) with Strategic Priorities (FY 2020 – FY 2021) v1

**CORE VALUES**
- Respect
- Accountability
- Trust & Integrity
- Quality

**CORE PURPOSE**
- All Homer Senior Citizens have opportunities to live life to its fullest!
- Independence and a healthy continuum of care for seniors

**VISION**
- Have a highly efficient operation, with automated processes where they make sense, effectively minimizing our energy use and reducing environmental impact
- A safe, secure, energy-efficient campus that better meets community needs
- Continue to grow financial stability, self-sufficiency, resilience and accountability
- Have a highly professional, fulfilled, well-supported staff – HSC is “THE PLACE” to work in Homer
- Enjoy a stellar community reputation, with growing awareness of HSC and support for the mission
- Are governed by a high-forming board operating under a strong, robust governance structure

**ENVISIONED FUTURE – By 2025, Homer Senior Citizens, Inc. envisions a future in which we:**
- Have a highly efficient operation, with automated processes where they make sense, effectively minimizing our energy use and reducing environmental impact
- A safe, secure, energy-efficient campus that better meets community needs
- Develop an Emergency Communication Plan
- Research use of scan capability in Abila to cut down on copies in accounting
- Determine a process for naming the Alzheimer’s Unit
- Finalize a five-year Capital Improvement Plan for a safe, secure, energy-efficient campus
  - Adding independent living rentals, with at least an additional 25 Alzheimer’s beds
  - Reduce waiting list for housing by at least 10%
- Revisit easement for Henderson Drive and explore conversion of all facilities to natural gas
- Develop and implement a comprehensive Staff Development Plan
  - Supervisor training; Conflict Management; Anti-bullying/harassment
  - Improved onboarding; supervisory training, incorporate regular performance evaluation; conflict management and anti-bullying training
- Develop and implement comprehensive Community Outreach and Marketing Plan
- Board to develop 60-second speech as an active part of meeting their outreach/advocacy role

**STRATEGIC PRIORITIES (FY 2020 – FY 2021)**

**PRIORITY: Highly efficient operation, with automated processes where they make sense, effectively minimizing energy use and reducing environmental impact**
- Develop an Emergency Communication Plan
- Identify necessary steps to begin decreasing energy use, landfill impact, and environmental footprint
- Research use of scan capability in Abila to cut down on copies in accounting

**PRIORITY: A safe, secure, energy-efficient campus that better meets community needs**
- Determine a process for naming the Alzheimer’s Unit
- Finalize a five-year Capital Improvement Plan for a safe, secure, energy-efficient campus
  - Adding independent living rentals, with at least an additional 25 Alzheimer’s beds
  - Reduce waiting list for housing by at least 10%
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**PRIORITY: Continue to grow financial stability, self-sufficiency, resilience and accountability**
- Pursue a line of credit
- Implement an administrative plan to maximize Medicaid/Medicare billing, therefore maximizing revenue
- Develop a financial dashboard, training so all board members can be strong fiscal stewards of HSC
- As part of an overall Outreach Plan, more actively advertise and market meeting/event space rental
- Board to identify a second annual event to enhance fundraising effectiveness

**PRIORITY: Highly professional, fulfilled, well-supported staff – HSC is “THE PLACE” to work in Homer**
- Explore fully reinstituting health insurance coverage for staff
- Identify a process, and necessary changes, to significantly improve “mandatory training” attendance
- Engage in more focused staff development/policy development for management/supervisory staff
  - Supervisor training; Conflict Management; Anti-bullying/harassment
- Formalize a consistent process throughout the organization for staff evaluation
- Develop and implement a comprehensive Staff Development Plan
  - Supervisory training, incorporate regular performance evaluation; conflict management and anti-bullying training

**PRIORITY: Stellar community reputation, with growing awareness of HSC and support for the mission**
- Develop and implement comprehensive Community Outreach and Marketing Plan

**PRIORITY: Governed by a high-forming board operating under a strong, robust governance structure**
- Board to develop 60-second speech as an active part of meeting their outreach/advocacy role
- Incorporate quarterly strategic plan check-in to board meetings
- Pursue effective board development, including Board Recruitment Matrix; Board Member Job Descriptions; Review Committee Structure; Improve orientation process for new board members