



OSCEOLA  
COUNCIL ON AGING  
*Serving All Generations*

# Strategic Plan 2023-2028

**Providing services to enable independence and self-sufficiency for seniors, disabled adults, the disadvantaged and families in poverty.**

Reviewed & Approved 02/15/23

# Strategic Plan 2023 - 2028



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## Vision Statement

“The Vision of the Osceola Council on Aging is to create a place where diversity is valued, acknowledged and respected; where the people we serve thrive and realize their fullest potential; where citizens and staff are truly valued, nurtured and respected for their essential contributions to the community ; where there is community collaboration to established prevention-focused services for the common good; and where norms are challenged and people take risks to create meaningful and innovative changes.”

## GOALS 2023

The Council on Aging will promote highly effective leadership in operations and management to increase its capacity to achieve results (Agency Goal)

The Council on Aging will increase community awareness and financial capacity with the support of donors, volunteers, low-income families and community partners.  
(Agency and Community Goal)

The Council on Aging will assess and implement quality and beneficial programs that address the needs of low-income families in Osceola County. (Family Goal)

## THE PROMISE OF COMMUNITY ACTION

Community Action changes people’s lives, embodies the spirit of hope, improves communities and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.

## AGENCY VALUES

OCOIA developed the following values to guide and direct the organization’s work. These values help determine how the Council on Aging will work to successfully implement the agency’s mission.

### *Honesty/Integrity*

**B**e truthful and accurate and adhere to high moral principles, ethical codes and professional standards.

### *Quality*

**M**aintain a high level of excellence in program operations and service delivery.

### *Responsibility*

**I**mplement actions and make effective decisions taking into account expectations from customers, funding sources and external stakeholders.

### *Respect*

**B**e consistently thoughtful and kind to clients taking their feeling, needs, thoughts, ideas and preferences into consideration.

### *Accountability*

**B**e liable for all public and private funds entrusted to the Agency and strive for excellence in programmatic and financial management ensuring compliance with all laws and regulations and providing proof that funding is being utilized to deliver services to accomplish agency mission.

### *Client Focused*

**C**ontinually engage clients to determine their needs while providing outstanding services that promote customer satisfaction.

## Goal 1: Outreach and Marketing

### **Share our story with the community to develop relationships with key community partners.**

- ❖ Expanding on this objective involves crafting a compelling narrative highlighting the Osceola Council on Aging's history, mission, and impact within the community. This storytelling initiative should emphasize the organization's values, successes, and the people it serves. Utilizing various platforms such as social media, community events, and local publications aims to foster connections with key stakeholders, including businesses, government entities, and other non-profits.

### **Share information on donations and its benefits with the donor community to solidify partnerships.**

- ❖ Building on this point requires the development of a comprehensive donor communication strategy. This involves creating informative materials, such as brochures and presentations, that clearly articulate how donations contribute to the organization's goals and the positive outcomes they generate. The strategy should also incorporate regular updates to donors, showcasing the real-world impact of their contributions, ultimately reinforcing the sense of partnership and encouraging ongoing support.

### **Creation of a marketing plan highlighting the impact of the organization in the community.**

- ❖ The Osceola Council on Aging should engage in a strategic marketing planning process to achieve this objective. This plan should outline key messages, target audiences, and communication channels. It should emphasize the organization's unique value proposition, showcasing success stories, testimonials, and concrete examples of the positive changes it has brought to the community. This marketing plan is a roadmap to convey the organization's impact consistently and effectively.

### **Research and implement industry best-practices.**

- ❖ Incorporating industry best practices involves staying abreast of current trends and successful strategies in outreach and marketing within the non-profit sector. This includes researching successful campaigns from similar organizations, attending relevant conferences, and leveraging the expertise of consultants. Implementing these best practices ensures that the Osceola Council on Aging remains at the forefront of effective outreach and marketing efforts, maximizing its impact on the community.

## Goal 2: Community Partnerships

### **Enhance community partnerships and collaborations to bridge mutual gaps in services.**

- ❖ This objective entails a proactive approach to identifying gaps in services within the community and developing collaborative solutions with existing partners. Through open communication and joint problem-solving, the Osceola Council on Aging aims to strengthen its relationships with community partners, ensuring a more comprehensive and cohesive network of services.

### **Reconnect with community partners to share ideas, services, and future plans.**

- ❖ Building on existing partnerships involves regular communication and collaboration sessions. The organization should host forums, meetings, or events where partners can share their successes, challenges, and future plans. This creates a dynamic feedback loop, fostering a sense of shared purpose and identifying new opportunities for collaboration and mutual support.

### **Develop partnerships with faith-based organizations.**

- ❖ Expanding partnerships to include faith-based organizations requires outreach efforts tailored to this specific sector. The Osceola Council on Aging should initiate dialogues, attend religious community events, and explore common ground for collaboration. Connecting with faith-based groups can increase community trust and broader support for the organization's initiatives.

### **Develop volunteer programs with private and public partners.**

- ❖ Creating volunteer programs involves engaging private and public partners to contribute their time and skills to the organization's initiatives. This can be achieved by developing structured volunteer programs, joint recruitment campaigns, and recognition initiatives. Collaborative volunteer efforts strengthen relationships and enhance service delivery.

### **Explore and implement innovative donation request strategies.**

- ❖ Innovative donation strategies involve exploring creative approaches to fundraising beyond traditional methods. This could include leveraging technology, social media campaigns, or unique events to attract donations. By staying ahead of trends and experimenting with novel approaches, the Osceola Council on Aging can diversify its funding sources and reach new donor demographics.

## Goal 3: Financial Sustainability

### **Diversify income streams by establishing a foundation that creates revenue.**

- ❖ To diversify income streams, the organization should explore establishing a foundation or subsidiary that generates revenue. This could involve creating social enterprises, developing fee-for-service programs, or establishing partnerships that generate income. A strategic business development plan is crucial to ensure the financial stability and sustainability of the Osceola Council on Aging.

### **Highlight return on investments on our existing programs to justify their existence with federal, state, and local partners.**

- ❖ Demonstrating the return on investment involves systematically measuring and communicating the impact of the organization's programs. This includes quantifying its initiatives' social, economic, and community benefits. By presenting compelling evidence of success, the Osceola Council on Aging can strengthen its case for continued support from federal, state, and local partners.

### **Establish financial reserves for business continuity.**

- ❖ Ensuring business continuity requires the establishment of financial reserves. This involves setting aside funds to cover unforeseen challenges, emergencies, or fluctuations in funding. A comprehensive financial reserve strategy should be developed, considering the organization's operating costs, potential risks, and the need for sustained service delivery during challenging times.

## Goal 4: Operational Synergy

### **Establish reviews of Strategic Plans and Annual Business Plans.**

- ❖ Regular reviews of strategic and business plans are essential for maintaining operational synergy. This involves periodic assessments to ensure alignment with organizational goals, adaptability to changing circumstances, and responsiveness to community needs. The Osceola Council on Aging should establish a systematic process for these reviews, involving key stakeholders to gather insights and feedback.

### **Develop internal communication strategies to reduce silos.**

- ❖ Reducing silos within the organization requires a comprehensive internal communication strategy. This involves fostering open communication channels, implementing collaborative tools, and establishing regular forums for team members to share information and insights. Breaking down communication barriers ensures that all departments and teams are working cohesively towards shared objectives.

### **Review and update policies and procedures.**

- ❖ Regularly reviewing and updating policies and procedures ensures that the organization operates efficiently and in compliance with relevant regulations. This involves a systematic assessment of existing policies, identification of areas for improvement, and the implementation of updates to address changing circumstances. Clear and up-to-date policies contribute to a well-functioning and accountable organization.

### **Support and encourage staff professional and educational development.**

- ❖ Investing in staff professional and educational development is crucial for maintaining operational excellence. This involves creating opportunities for ongoing training, skill-building, and career advancement. By supporting the growth and development of its staff, the Osceola Council on Aging ensures a motivated and skilled workforce that can effectively contribute to the organization's success.

## Goal 5: Program Accessibility

### **Spatial analysis of program demands.**

- ❖ Conducting a spatial analysis of program demands involves assessing the geographical distribution of community needs. This data-driven approach helps identify areas with the highest demand for the organization's programs and services. By understanding the spatial dynamics, the Osceola Council on Aging can strategically allocate resources to ensure equitable access and maximize impact.

### **Combine forces with community partners to deliver services to hard to reach customers.**

- ❖ Collaborating with community partners to reach underserved populations involves joint outreach efforts, shared resources, and coordinated service delivery. By combining forces, the organization can overcome logistical challenges and extend its reach to those in need.

**Serving Osceola Since 1971**



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