



Homer Senior Citizens, Inc. Strategic Plan & Envisioned Future (2025) with Strategic Priorities (FY 2022 – FY 2024) v2

VISION

CORE PURPOSE

CORE VALUES

All Homer Senior Citizens have opportunities to live life to its fullest!
Independence and a healthy continuum of care for seniors
Respect ♦ Accountability ♦ Trust & Integrity ♦ Quality

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
- 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

STRATEGIC PRIORITIES (FY 2022 – FY 2024)

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 10 Alzheimer’s beds
 - Reduce waiting list for housing by at least 10%
- Revisit easement for Herndon Drive

PRIORITY: Continue to grow financial stability, self-sufficiency, resilience, and accountability

- 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 – **Completed FY23**

PRIORITY: Highly professional, fulfilled, well-supported staff – HSC is “THE PLACE” to work in Homer

- Explore fully reinstating health insurance coverage for staff – **Board approved \$250 reimbursement**
- Identify a process, and necessary changes, to significantly improve “mandatory training” attendance **Completed with technology – Teams Meetings**
- Engage in more focused staff development/policy development for management/supervisory staff **Completed**
 - Supervisor training; Conflict Management; Anti-bullying/harassment
- Formalize a consistent process throughout the organization for staff evaluation **Completed**
- Develop and implement a comprehensive Staff Development Plan **Completed**
 - Improved onboarding; 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- **Partially Completed**