

# Lake County Council on Aging Vision 2020



*A trusted resource providing services  
and opportunities for the seniors  
of Lake County, Ohio*

[www.lcco.org](http://www.lcco.org)

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## Section I: Introduction to the Strategic Plan

The Lake County Council on Aging (LCCoA) offers programs and services to residents 60 years of age and older including: Home-delivered and congregate meals, social work, housekeeping, home modification and repair, health equipment lending, vial-of-life, and numerous volunteer opportunities. The non-profit agency is also an Aging and Disability Resource Center (ADRC). The ADRC provides information and assistance, benefits assistance, and long-term care options counseling to seniors, as well as to individuals who are 18 and over with a disability.

Lake County Council on Aging is proud to be the advocate and voice for the seniors of Lake County regarding critical issues facing this population. It is uniquely positioned as the only agency in the county committed to providing community-based social services specifically for older adults. This includes connecting seniors with a myriad of other partner agencies and programs, and collaborating with community stakeholders every day. Lake County's demographics are rapidly changing. By the year 2030 it is estimated that one in three residents will be 60 years and older. The largest growth will occur in the cohort 75 years and older. These statistics compel the Lake County Council on Aging to take the lead in the delivery of direct services to the aging population of Lake County.

Lake County Council on Aging is primarily funded by the Lake County Senior Citizens Services Levy, which is a tremendous asset to the Lake County senior community at large. Additional financial support is provided by the Western Reserve Area Agency on Aging (WRAAA) / Title III Older Americans Act Program, the United Way of Lake County, and various grants, fees and donations.

## Section II: Description of Appreciative Inquiry Process Used and Description of Participants

In January of 2016, the Board of Directors followed the recommendation of the CEO, to enter into a strategic planning conversation that would evaluate the Lake County Council on Aging's accomplishments and delivery of services, and shape a vision and strategy. The strategy would ensure that the Lake County Council on Aging is equipped with the services offered, staff required, volunteers recruited and internal support systems needed to address the growing needs of seniors in Lake County over the next four years.

The Board of Directors selected Mr. Tony Fitzgerald of Facilitating Opportunities to organize and lead the process and work with an assigned Task Force comprised of Board Members, selected LCCoA Directors, and a Senior Center Director to help it structure and summarize the Appreciative Inquiry conversations that led to this Strategic Plan.

The Task Force had wide-ranging conversations to identify strategic issues LCCoA must address as it moves into the future. Important references were drawn from the [Lake County Commissioners Report - Senior Citizens: Today, Tomorrow, and in the Future - October 2015](#); [Lake Health 2013 Community Health Needs Assessment](#); and [United Way of Lake County 2014 Community Needs Assessment](#).

LCCoA Board Members, Directors and Task Force members conducted appreciative inquiry interviews and conversations with county officials, members of the Senior Citizens Advisory Panel, representatives from community service agencies, recipients of LCCoA services and a sampling of seniors of Lake County. The Board of Directors, Task Force Members and agency staff all took part in individual and group dialogue which contributed to formulating this strategic plan. The process identified ten significant goals and supporting strategic elements needed for LCCoA to be effective over the next four years and to meet the growing demands of the senior population of Lake County.

## **Section III: Lake County Council on Aging Mission and Vision Statement**

### **Mission of LCCoA**

The Lake County Council on Aging provides aging adults and their support system with services and opportunities that enable them to achieve an optimal, self-defined, quality of life.

### **Vision of LCCoA**

The vision of the Lake County Council on Aging is to be recognized by the community as its most valuable resource for aging adults and their support system. In conjunction with community partners, the Lake County Council on Aging will provide the highest level of education, advocacy, services and support.

## Section IV: Long-Range Goals and Prioritization

Long Range Goals were developed that support the Mission and Vision of LCCoA. Goals were categorized into three areas:

1. Direct Senior Impact Goals A-E *directly focus on the services provided to seniors by LCCoA.*
2. Community Stakeholder Collaboration Goals F-G *identify goals that require collaboration with other community service providers.*
3. Internal Adaptation to Changing Demographics Goals H-J *identify goals that are needed to strengthen the LCCoA organization to meet the growing needs.*

The long-range goals state the major results that must be accomplished if LCCoA intends to realize its vision. These long-range goals were formulated to address the strategic issues identified.

This strategy development identified the strategic elements (objectives, strategies and programs) needed over the next four years to realize the long-range goal, the person(s) responsible for follow-through and *collaborators* who can assist LCCoA in the implementation of the strategic elements and the priority assigned.

There are three levels of priority assigned to the strategic elements found in this report:

<b><u>Highest</u> Priority:</b>	<b><i>To be started by January, 2017</i></b>
<b><u>Second Level</u> of Priority:</b>	<b><i>To be started by January, 2018</i></b>
<b><u>Third Level</u> of Priority:</b>	<b><i>To be started by July, 2019</i></b>

Upon implementation of each element, the LCCoA CEO / Board of Directors will assign a “completion” date when the element should be accomplished. If the element is identified as “ongoing,” it will be subject to annual review by the CEO and the Board of Directors. The CEO / Board of Directors, in its deliberation and implementation of the plan, may find it necessary to adjust any element.

## Section V: Goal Assignment Categories

### **DIRECT SENIOR IMPACT GOALS**

- Goal A:** Social Work Department [Page 7-8](#)
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### **COMMUNITY STAKEHOLDER COLLABORATION GOALS**

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## DIRECT SENIOR IMPACT GOAL

### **GOAL A: SOCIAL WORK DEPARTMENT**

*The Lake County Council on Aging will continue to build on and strengthen its delivery of services through qualified and dynamic Social Workers.*

<b>Strategic Elements</b>	<b>Responsibility Collaborators</b>	<b>Priority Start By</b>
<p>1. LCCoA will research the best electronic data base system (SAMS vs. PeerPlace), compatible with WRAAA, and able to transfer data; with a built-in assessment tool and built-in notification system.</p> <p style="padding-left: 20px;">a. In addition, it will consolidate current individual spreadsheet data being documented separately by employees in various departments.</p>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Social Work Director</li> <li>• Social Work Manager</li> <li>• ADRC Manager</li> <li>• Community Services Director</li> <li>• <i>IT resource</i></li> </ul>	January, 2017
<p>2. LCCoA and Lake Health Care Coordination will develop an effective process that provides meals delivered within one day of initial request until set up in regular system delivery. Once established with Lake Health, this service will be made available to other facilities in Lake County.</p>	<ul style="list-style-type: none"> <li>• Social Work Director</li> <li>• Social Work Manager</li> <li>• Community Services Director</li> <li>• <i>Lake Health</i></li> </ul>	January, 2017
<p>3. Anticipating continuing high caseloads, LCCoA will develop and implement a social work acuity scale to better prioritize client need and to set the framework for more effective, personalized service delivery.</p> <p style="padding-left: 20px;">a. Acuity evaluation will identify Activities of Daily Living (ADL) and home safety concerns to ensure appropriate referral to the Health Equipment Lending Program (HELP) and Home Maintenance Modification and Repair Program (HMMR).</p>	<ul style="list-style-type: none"> <li>• Social Work Director</li> <li>• Social Work Manager</li> <li>• <i>Beacon Health</i></li> </ul>	January, 2018



## DIRECT SENIOR IMPACT GOAL

### **GOAL A: SOCIAL WORK DEPARTMENT**

*The Lake County Council on Aging will continue to build on and strengthen its delivery of services through qualified and dynamic Social Workers.*

<b>Strategic Elements</b>	<b>Responsibility Collaborators</b>	<b>Priority Start By</b>
4. LCCoA will research the opportunity to collaborate with County Commissioners and other community services to develop and implement the “Options for Elders Program”; to enable Lake County seniors who meet standards for the protective level of care and whose incomes/assets are above Medicaid eligibility to age in place in their homes/communities. LCCoA will determine needed organization structure and funding resources. <a href="#"><u>(Commissioners Report - Senior Citizens: Today, Tomorrow, and in the Future - Oct 2015)</u></a> .	<ul style="list-style-type: none"><li>• CEO</li><li>• Social Work Director</li><li>• <i>County Commissioners</i></li></ul>	July, 2019

## DIRECT SENIOR IMPACT GOAL

### **GOAL B: NUTRITION SERVICES DEPARTMENT**

***The Lake County Council on Aging will continue to develop and sustain, in partnership with WRAAA and other providers, a noteworthy Meals on Wheels (MOW) delivery and Senior Café (Congregate Meals) service through qualified and energetic employees and volunteers.***

<b>Strategic Elements</b>	<b>Responsibility Collaborators</b>	<b>Priority Start By</b>
<p>1. LCCoA and Lake Health Care Coordination will develop an effective process that provides meals delivered within one day of initial request until set up in regular system delivery. Once established with Lake Health, this service will be made available to other facilities in Lake County.</p> <p style="padding-left: 40px;">a. Research the possibility of purchasing a reserve of meals to help respond to immediate needs.</p>	<ul style="list-style-type: none"> <li>• Community Services Director</li> <li>• Social Work Director</li> <li>• Social Work Manager</li> <li>• <i>Lake Health</i></li> <li>• <i>County Commissioners</i></li> </ul>	January, 2017
<p>2. LCCoA will strengthen the partnership of Nutrition Centers and Senior Centers and interaction with LCCoA staff.</p>	<ul style="list-style-type: none"> <li>• Community Services Director</li> <li>• LCCoA Staff</li> <li>• <i>Senior Center Directors</i></li> </ul>	January, 2017
<p>3. LCCoA will study and recommend a restructuring of Nutrition Site employees and endorse adequate pay levels intended to reward, attract and retain qualified employees.</p>	<ul style="list-style-type: none"> <li>• Community Services Director</li> <li>• Finance Director</li> <li>• HR Manager</li> </ul>	January, 2018
<p>4. LCCoA will research and recommend, working with WRAAA, the development of an electronic tracking system for meals to add to efficiency in delivery of service.</p> <p style="padding-left: 40px;">a. LCCoA will collaborate with WRAAA to research electronic methods to offer more flexibility to our MOW clients in regard to specific delivery days.</p> <p style="padding-left: 40px;">b. LCCoA will work to help develop routing sheets by day vs. weekly.</p>	<ul style="list-style-type: none"> <li>• Community Services Director</li> <li>• <i>WRAAA</i></li> <li>• <i>Harmony Info Systems (SAMS)</i></li> </ul>	January, 2018

## DIRECT SENIOR IMPACT GOAL

### **GOAL B: NUTRITION SERVICES DEPARTMENT**

***The Lake County Council on Aging will continue to develop and sustain, in partnership with WRAAA and other providers, a noteworthy Meals on Wheels (MOW) delivery and Senior Café (Congregate Meals) service through qualified and energetic employees and volunteers.***

<b>Strategic Elements</b>	<b>Responsibility Collaborators</b>	<b>Priority Start By</b>
5. LCCoA will research the ability to create an in-house kitchen to produce and distribute the Meals on Wheels and Congregate Meals.	<ul style="list-style-type: none"> <li>• Board Member</li> <li>• Community Services Director</li> <li>• <i>Society of Mother Teresa</i></li> </ul>	July, 2019
6. LCCoA will continue to work with providers (WRAAA and its contracted provider / Paige Catering) to develop variety, choice, attention to dietary needs, and food with good taste. LCCoA will be known not only for our delivery, but for the healthy, safe-guarded quality of food for an immunocompromised population. Senior Cafes will provide this high standard of food, and build on the current atmosphere to be a continually more attractive setting to support socialization.	<ul style="list-style-type: none"> <li>• Community Services Director</li> <li>• WRAAA</li> </ul>	On-Going
7. LCCoA will coordinate, when available, an in-season produce offering for delivery to MOW clients.	<ul style="list-style-type: none"> <li>• Community Services Director</li> <li>• <i>Local Farmers</i></li> </ul>	On-Going

## DIRECT SENIOR IMPACT GOAL

### **GOAL C: AGING & DISABILITY RESOURCE CENTER (ADRC)**

***The Lake County Council on Aging will continue to build on and strengthen its ADRC delivery of service through qualified and dynamic Intake Specialists.***

Strategic Elements	Responsibility Collaborators	Priority Start By
<p>1. LCCoA’s ADRC will be a “One Stop Shop” for seniors and disabled adults. LCCoA will build on existing relationships and initiate new relationships with all support agencies in County (i.e. Jobs and Family Services (JFS), mental health agencies, Social Security, etc.) to facilitate ease of calling and moving seniors through the support services’ county, state, and federal structures and connecting with the services required.</p> <p style="padding-left: 20px;">a. LCCoA will develop formal linkage with other agencies that include a possible special hotline or contact person.</p> <p style="padding-left: 20px;">b. LCCoA will research the “Complete One Stop Shop” concept around the country at other Council on Aging’s to set best practices.</p>	<ul style="list-style-type: none"> <li>• Social Work Director</li> <li>• ADRC Manager</li> <li>• <i>Community Agencies</i></li> <li>• <i>Lifeline/211 Executive Director</i></li> </ul>	January, 2017
<p>2. LCCoA will assure that the ADRC is equipped and able to assist applicants in applying for Social Security Disability Income (SSDI) and Supplemental Security Income (SSI) and manage the applicant’s expectations.</p>	<ul style="list-style-type: none"> <li>• Social Work Director</li> <li>• ADRC Manager</li> </ul>	January, 2018
<p>3. LCCoA will assure the quality of assistance provided to seniors by assessing the staffing needs of the ADRC department over the next four years, and by understanding the demand that will be in place because of the expected senior population increase.</p>	<ul style="list-style-type: none"> <li>• Social Work Director</li> <li>• ADRC Manager</li> <li>• HR Manager</li> <li>• Finance Director</li> </ul>	On-Going
<p>4. LCCoA will collaborate with 211 (a free Lake County informational hotline) on ways to better utilize 211 for calls related by basic needs. This may include providing 211 access to several of the LCCoA resource lists that are not senior specific (such as snowplowers, landscapers, handymen etc.) and making direct transfers to 211 when such calls are received by LCCoA. In turn, LCCoA will work with 211 staff to ensure that 211 is referring “senior specific” calls to LCCoA.</p> <p style="padding-left: 20px;">a. Create a virtual connection and establish a warm transfer between all community resources.</p> <p style="padding-left: 20px;">b. Research cost sharing and collaborative ideas through database sharing (i.e. Refernet).</p>	<ul style="list-style-type: none"> <li>• Social Work Director</li> <li>• ADRC Manager</li> <li>• <i>Lifeline/211 Executive Director</i></li> <li>• <i>Beacon Health</i></li> </ul>	On-Going

## DIRECT SENIOR IMPACT GOAL

### **GOAL D: VOLUNTEER DEPARTMENT**

***The Lake County Council on Aging will continue to build and strengthen its program of recruitment of volunteers, and initial and ongoing training and formation.***

<b>Strategic Elements</b>	<b>Responsibility Collaborators</b>	<b>Priority Start By</b>
<p>1. LCCoA will assure that there is an adequate quantity of volunteers with stretch capacity and will educate them to provide information and outreach in all areas of responsibility of LCCoA.</p> <p style="padding-left: 40px;">a. LCCoA will stay ahead of the volunteer attrition rate and at the same time expand proportionately with the growing population, including completion of needs projection for the next four years.</p>	<ul style="list-style-type: none"> <li>• Community Services Director</li> <li>• Volunteer Services Manager</li> </ul>	On-Going
<p>2. LCCoA will build on existing communication streams to active volunteers with updated orientations, connection to the LCCoA website, LCCoA volunteer Facebook page and monthly newsletters to help all volunteers to be ambassadors for LCCoA and its services offered to the community.</p>	<ul style="list-style-type: none"> <li>• Community Services Director</li> <li>• Volunteer Services Manager</li> </ul>	On-Going
<p>3. LCCoA will collaborate effectively with the Retired Senior Volunteer Program (RSVP) and other senior volunteer providers in an effort to eliminate duplication and to obtain efficiencies.</p>	<ul style="list-style-type: none"> <li>• Community Services Director</li> <li>• Volunteer Services Manager</li> <li>• <i>RSVP Director</i></li> </ul>	On-Going

**DIRECT SENIOR IMPACT GOAL**

***GOAL E: HOME MAINTENANCE MODIFICATION & REPAIR (HMMR)***

***The Lake County Council on Aging will continue to develop, strengthen and sustain the HMMR program.***

<b>Strategic Elements</b>	<b>Responsibility Collaborators</b>	<b>Priority Start By</b>
1. LCCoA will streamline the service delivery. a. To include a service scheduling phone call from independent contractor to consumer, within 48 hours of work request.	<ul style="list-style-type: none"><li>• Community Services Director</li><li>• <i>Western Reserve Community Development Corporation</i></li></ul>	January, 2017
2. LCCoA will research opportunities to grow the program/service and utilize alternate funding for the program.	<ul style="list-style-type: none"><li>• Community Services Director</li><li>• <i>Western Reserve Community Development Corporation</i></li></ul>	Ongoing

## COMMUNITY STAKEHOLDER COLLABORATION GOAL

### **GOAL F: COMMUNITY TRANSPORTATION**

***The Lake County Council on Aging will work with community partners to assure that seniors of Lake County have access to the needed transportation services to match their quality of life.***

<b>Strategic Elements</b>	<b>Responsibility Collaborators</b>	<b>Priority Start By</b>
1. LCCoA will explore obtaining the use of a van/vehicle to provide transportation for extraordinary medical appointments. <ol style="list-style-type: none"> <li>a. Based on the best practices of other Council on Aging's, using seed dollars from the senior levy or a possible grant.</li> <li>b. Research existing programs used in Cuyahoga County.</li> </ol>	<ul style="list-style-type: none"> <li>• Board of Directors</li> <li>• CEO</li> <li>• <i>Laketran</i></li> <li>• <i>NOACA</i></li> <li>• <i>RSVP Director</i></li> </ul>	January, 2018
2. LCCoA will build on existing efforts of community partners to make public transportation more user-friendly, accessible and flexible for seniors.	<ul style="list-style-type: none"> <li>• CEO</li> <li>• <i>County Commissioners</i></li> <li>• <i>Laketran</i></li> </ul>	On-Going

## COMMUNITY STAKEHOLDER COLLABORATION GOAL

### **GOAL G: COLLABORATION WITH COMMUNITY PARTNERS**

***The Lake County Council on Aging will continue to develop and sustain an effective and responsible relationship in solidarity with its County and Community Partners and supporting foundations to assure the quality of life for Seniors in Lake County.***

<b>Strategic Elements</b>	<b>Responsibility Collaborators</b>	<b>Priority Start By</b>
<p>1. LCCoA will collaborate with public and private partnerships (i.e. Job and Family Services, community mental health, and others in the aging network) to help ensure appropriate services are available for at-risk, vulnerable older adults in Lake County.</p>	<ul style="list-style-type: none"> <li>• Social Work Director</li> <li>• <i>Lake County Jobs and Family Services</i></li> <li>• <i>Community Agencies</i></li> </ul>	<p>January, 2017</p>
<p>2. LCCoA will strengthen its collaboration and relationships with Senior Centers by the following measures:</p> <p style="padding-left: 20px;">a. LCCoA will partner in its participation and collaboration with County Commissioners and Senior Center Directors to find effective opportunities for the future evolution of Senior Centers based on changing demographics and funding patterns. (<a href="#"><u>Commissioners Report - Senior Citizens: Today, Tomorrow, and in the Future - Oct 2015</u></a>)</p> <p style="padding-left: 20px;">b. LCCoA will work with the Senior Center Directors to rekindle the culture of the Lake County Senior Citizens Services Levy Coalition in putting the needs of seniors first.</p>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• <i>Senior Citizens Levy Coalition President</i></li> <li>• <i>Senior Center Directors</i></li> <li>• <i>County Senior Services Coordinator</i></li> </ul>	<p>January, 2017</p>



## COMMUNITY STAKEHOLDER COLLABORATION GOAL

### **GOAL G: COLLABORATION WITH COMMUNITY PARTNERS**

***The Lake County Council on Aging will continue to develop and sustain an effective and responsible relationship in solidarity with its County and Community Partners and supporting foundations to assure the quality of life for Seniors in Lake County.***

<b>Strategic Elements</b>	<b>Responsibility Collaborators</b>	<b>Priority Start By</b>
<p>3. LCCoA will participate and offer to take the lead in conducting a county-based innovations conference to broaden perspectives on new approaches for providing services to seniors and to engage in dialogue to add value to the planning process. LCCoA will work to secure funding the community plan conference through collaborating stakeholders and foundation financial resources.</p>	<ul style="list-style-type: none"> <li>• CoA</li> <li>• <i>County Commissioners</i></li> <li>• <i>Director Lake County Planning and Community Development</i></li> <li>• <i>Community Service Providers</i></li> <li>• <i>Lake Health</i></li> <li>• <i>Behavioral Health Organizations</i></li> <li>• <i>Funding Foundations</i></li> </ul>	<p>January, 2017</p>
<p>4. LCCoA will initiate and renew partnership with Lakeland Community College and Lake Erie College.</p> <p style="padding-left: 20px;">a. Begin partnership with Community Learning Classes; then connect into their “curricula” and offer opportunities for Social Work students, IT internships, and other related areas of study.</p>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Social Work Director</li> <li>• <i>Lakeland Community College</i></li> <li>• <i>Lake Erie College</i></li> <li>• <i>Society for Human Resource Management (SHRM)</i></li> <li>• <i>Encore/RSVP</i></li> </ul>	<p>January, 2018</p>

## COMMUNITY STAKEHOLDER COLLABORATION GOAL

### **GOAL G: COLLABORATION WITH COMMUNITY PARTNERS**

*The Lake County Council on Aging will continue to develop and sustain an effective and responsible relationship in solidarity with its County and Community Partners and supporting foundations to assure the quality of life for Seniors in Lake County.*

<b>Strategic Elements</b>	<b>Responsibility Collaborators</b>	<b>Priority Start By</b>
5. LCCoA will annually hold a conference with business owners and HR executives of Lake County corporations to share the menu of services of LCCoA to inform their retiring employees; and in addition, to solicit and strengthen the partnerships in volunteer opportunities and funding opportunities.	<ul style="list-style-type: none"> <li>• Volunteer Services Manager</li> <li>• HR Manager</li> <li>• Future Community Outreach Manager</li> </ul>	July, 2019
6. LCCoA will partner when appropriate with Lake Health and the national <a href="#">"Healthy People 2020"</a> targets.	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Community Services Director</li> <li>• Social Work Director</li> <li>• <i>Lake Health</i></li> <li>• <i>Lifeline/211</i></li> <li>• <i>Coalition for Housing</i></li> </ul>	July, 2019
7. LCCoA will collaborate with organizations that support solutions for affordable senior housing.	<ul style="list-style-type: none"> <li>• Social Work Director</li> <li>• ADRC Manager</li> <li>• <i>Community Organizations</i></li> <li>• <i>Senior Citizens Levy Coalition</i></li> </ul>	July, 2019

## INTERNAL ADAPTATION TO CHANGING DEMOGRAPHIC GOAL

### **GOAL H: INFORMATION TECHNOLOGY**

***The Lake County Council on Aging will utilize technology as an effective tool, both hardware and software, to maximize the service delivery to clients.***

<b>Strategic Elements</b>	<b>Responsibility Collaborators</b>	<b>Priority Start By</b>
<p>1. LCCoA will use the most effective and efficient data system that encompasses all information on senior clients; all data systems will have the necessary security levels and be compatible where appropriate to share with other community collaborators.</p> <ol style="list-style-type: none"> <li>a. Determine which of the two current data bases, (SAMS, PeerPlace) will be used.</li> <li>b. Research how to incorporate the current internal Excel spreadsheet data being used.</li> <li>c. Cut total data entry by 70% (i.e. separate volunteer database, separate individual employee excel databases, etc.).</li> <li>d. Determine the retention time period needed/required for all electronic and hard copy documents.</li> </ol>	<ul style="list-style-type: none"> <li>• Board of Directors</li> <li>• Board Member</li> <li>• CEO</li> <li>• Department Directors</li> <li>• <i>IT resource</i></li> </ul>	<p>January, 2017</p>
<p>2. LCCoA, working with their IT resource will assure that all data, including the donor database, is secure and protected with proper firewalls both internal and external. Assure that all data is backed up daily.</p>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• LCCoA Staff</li> <li>• <i>IT resource</i></li> </ul>	<p>January, 2017 On-Going</p>
<p>3. Research the need to purchase liability insurance for all secured data. Both electronic and hard copy in case of loss.</p>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Board Member</li> <li>• Finance Director</li> <li>• <i>IT resource</i></li> </ul>	<p>January, 2017 On-Going</p>
<p>4. LCCoA will upgrade its phone system to be able to transfer calls effectively and to have direct dialing to social workers, staff and nutrition sites.</p> <ol style="list-style-type: none"> <li>a. Receptionist will have the ability to use a wireless head set.</li> <li>b. Explore grant opportunities for telecommunication upgrades.</li> </ol>	<ul style="list-style-type: none"> <li>• Board of Directors</li> <li>• Board Member</li> <li>• CEO</li> <li>• Finance Director</li> <li>• <i>Lake County</i></li> <li>• <i>Cleveland Foundation</i></li> </ul>	<p>January, 2018</p>

## INTERNAL ADAPTATION TO CHANGING DEMOGRAPHIC GOAL

### **GOAL H: INFORMATION TECHNOLOGY**

***The Lake County Council on Aging will utilize technology as an effective tool, both hardware and software, to maximize the service delivery to clients.***

<b>Strategic Elements</b>	<b>Responsibility Collaborators</b>	<b>Priority Start By</b>
5. LCCoA will research the use of the most cost-effective and efficient cell phone to be used as a connector and communication tool for social work department and homemaker team. a. Cell phone system and units to be upgraded.	<ul style="list-style-type: none"><li>• Board of Directors</li><li>• Board Member</li><li>• Finance Director</li><li>• <i>IT resource</i></li></ul>	On-Going
6. LCCoA will assess how to better utilize our IT resource to have a better understanding of our needs; software issues; provide solutions to challenges.	<ul style="list-style-type: none"><li>• CEO</li><li>• LCCoA Staff</li><li>• <i>IT resource</i></li></ul>	On-Going

## INTERNAL ADAPTATION TO CHANGING DEMOGRAPHIC GOAL

### **GOAL I: FINANCE**

***The Lake County Council on Aging manages its funding allocation from the Lake County Senior Citizens Services levy, grants, fees, and other awards to support the agency mission and vision.***

<b>Strategic Elements</b>	<b>Responsibility Collaborators</b>	<b>Priority Start By</b>
<p>1. LCCoA will assess and will make all efforts to proportionately expand its funding streams to serve the growing senior population of Lake County and the increasing services envisioned to be provided.</p> <p style="padding-left: 40px;">a. According to the agency 2015 Annual Report, approximately 62% of LCCoA's total operating revenue comes from the Lake County Senior Citizens Services Levy; while the additional 38% comes from other sources including United Way of Lake County, WRAAA, grants, fees and donations.</p>	<ul style="list-style-type: none"> <li>• Board of Directors</li> <li>• CEO</li> <li>• Finance Director</li> <li>• <i>County Commissioners</i></li> <li>• <i>Senior Citizens Advisory Panel</i></li> </ul>	January, 2017
<p>2. LCCoA shall work with the Senior Citizens Advisory Panel and Board of the Lake County Commissioners who have significant control and influence in the distribution of senior levy monies. This collaborative effort will assure that the needs of the expanding senior population are met; while avoiding duplication of services.</p> <p style="padding-left: 40px;">a. LCCoA is appreciative of the opportunity to work towards an evolving transparent process of accountability to the senior levy distribution.</p>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• <i>County Commissioners</i></li> <li>• <i>Senior Citizens Advisory Panel</i></li> </ul>	January, 2017
<p>3. LCCoA will reevaluate all billing systems; i.e., Homemaker Program, HMMR, Meals on Wheels donation collection and Congregate Meal donation collection and develop an efficient and effective process.</p>	<ul style="list-style-type: none"> <li>• Board Member</li> <li>• Finance Director</li> <li>• Community Service Director</li> <li>• Social Work Director</li> <li>• Homemaker Manager</li> </ul>	January, 2017

**INTERNAL ADAPTATION TO CHANGING DEMOGRAPHIC GOAL**

**GOAL I: FINANCE**

***The Lake County Council on Aging manages its funding allocation from the Lake County Senior Citizens Services levy, grants, fees, and other awards to support the agency mission and vision.***

<b>Strategic Elements</b>	<b>Responsibility Collaborators</b>	<b>Priority Start By</b>
<p>4. LCCoA will explore new income streams and opportunities; build alternative revenue streams and expand current grants, corporate support, in-kind donations, bequests in wills and trusts and endowments.</p> <ul style="list-style-type: none"> <li>a. Explore grant opportunities for seed dollars to provide expertise in creating a grant writing position for hire; utilizing a volunteer or paid consultant for grant writing when the program need arises</li> <li>b. LCCoA will find other income streams to support the existing and the expanding (next 5 years) nutrition program.</li> <li>c. LCCoA will utilize the opportunity presented by the Lake County collaboration initiative project.</li> </ul>	<ul style="list-style-type: none"> <li>• Board of Directors</li> <li>• CEO</li> <li>• Social Work Director</li> <li>• Community Services Director</li> <li>• County Commissioners</li> <li>• Senior Citizens Advisory Panel</li> <li>• County Senior Services Coordinator</li> </ul>	<p>On-Going</p>

## INTERNAL ADAPTATION TO CHANGING DEMOGRAPHIC GOAL

### **GOAL J: LCCoA ORGANIZATION STRUCTURE**

***The Lake County Council on Aging will continue to develop and sustain an approach to leadership and governance that addresses the complexity of the needs of seniors and will continue to focus attention on acquiring, retaining and rewarding qualified, capable, energetic employees and volunteers.***

<b>Strategic Elements</b>	<b>Responsibility Collaborators</b>	<b>Priority Start By</b>
<p>1. LCCoA will have the ability to maintain an effective website, updated and kept current as a proactive community outreach instrument.</p> <ul style="list-style-type: none"> <li>a. Individual staff members will have the easy ability to make changes/updates.</li> <li>b. The website will be identified by seniors and caregivers as their go-to resource for senior support issues.</li> </ul>	<ul style="list-style-type: none"> <li>• HR Manager</li> <li>• Future Community Outreach Manager</li> <li>• <i>IT resource</i></li> </ul>	January, 2017
<p>2. LCCoA will explore the possibility of having an easily accessible satellite office(s) located on a bus line, and be present and available to more readily accommodate the under-served senior population of Lake County.</p>	<ul style="list-style-type: none"> <li>• Board of Directors</li> <li>• CEO</li> <li>• Department Directors</li> <li>• <i>County Commissioners</i></li> <li>• <i>Other Community Agencies</i></li> <li>• <i>Community Services</i></li> </ul>	January, 2017
<p>3. LCCoA will explore adding a part-time Community Outreach Manager that will strengthen existing community communications vehicles, to include:</p> <ul style="list-style-type: none"> <li>a. Community Outreach and Information Service Plans.</li> <li>b. Implementation of strategies for an effective distribution of the BRIDGE magazine. <i>(LCCoA will challenge existing distribution and assure that the magazine is getting to the right senior consumers, being our target audience.)</i></li> <li>c. Develop ways to show the aging population new means to achieve their goals through community education on the critical, all-encompassing transition of aging programs. Vehicles should be: website articles, referrals, Bridge magazine articles and other opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Board of Director</li> <li>• CEO</li> <li>• HR Manager</li> <li>• Future Community Outreach Manager</li> </ul>	January, 2018

## INTERNAL ADAPTATION TO CHANGING DEMOGRAPHIC GOAL

### **GOAL J: LCCoA ORGANIZATION STRUCTURE**

***The Lake County Council on Aging will continue to develop and sustain an approach to leadership and governance that addresses the complexity of the needs of seniors and will continue to focus attention on acquiring, retaining and rewarding qualified, capable, energetic employees and volunteers.***

<b>Strategic Elements</b>	<b>Responsibility Collaborators</b>	<b>Priority Start By</b>
<p>4. LCCoA will facilitate and lead all programs and services available to the seniors of Lake County with the goal of no one to be waitlisted.</p> <p style="padding-left: 40px;">a. Agency will assure that there is an adequate quantity of volunteers with stretch capacity in all service areas (Meals on Wheels, Grocery Shoppers and Friendly Visitors, etc.).</p>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Volunteer Services Manager</li> <li>• LCCoA Staff</li> </ul>	January, 2018
<p>5. LCCoA will develop internal procedures and record keeping procedures to be consistent, efficient and effective.</p>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Department Directors</li> <li>• Department Managers</li> </ul>	January, 2018
<p>6. The organizational structure will be adapted to be flexible to incorporate new challenges and areas of focus as LCCoA grows to serve the needs of seniors of Lake County.</p>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• HR Manager</li> </ul>	On-Going
<p>7. LCCoA will research and report the ability to have a clerical resource available for internal projects and tasks (i.e. volunteer assistance).</p>	<ul style="list-style-type: none"> <li>• HR Manager</li> <li>• Volunteer Services Manager</li> </ul>	On-Going
<p>8. LCCoA will assess how to better utilize our IT resource <u>as a proactive tool</u> to have a better understanding of our needs; software issues; provide solutions to challenges.</p>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• LCCoA Staff</li> <li>• <i>IT resource</i></li> </ul>	On-Going
<p>9. LCCoA will modify the Mission Statement to connect, encompass and focus on cooperation in the community.</p>	<ul style="list-style-type: none"> <li>• Board of Directors</li> <li>• Board Member</li> </ul>	On-Going
<p>10. LCCoA will address building management and maintenance responsibilities to an appropriate employee.</p> <p style="padding-left: 40px;">a. East Avenue building including leased offices (currently Alzheimer’s Association and Reiki Rays of Hope).</p>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• HR Manager</li> </ul>	On-Going



## INTERNAL ADAPTATION TO CHANGING DEMOGRAPHIC GOAL

### **GOAL J: LCCoA ORGANIZATION STRUCTURE**

*The Lake County Council on Aging will continue to develop and sustain an approach to leadership and governance that addresses the complexity of the needs of seniors and will continue to focus attention on acquiring, retaining and rewarding qualified, capable, energetic employees and volunteers.*

<b>Strategic Elements</b>	<b>Responsibility Collaborators</b>	<b>Priority Start By</b>
11. LCCoA will facilitate and setup opportunities for the Board of Directors, CEO and staff to heighten awareness of departmental responsibilities, activities, and outstanding issues.	<ul style="list-style-type: none"> <li>• Board of Directors</li> <li>• Board Member</li> <li>• CEO</li> </ul>	On-Going
12. All LCCoA areas of responsibility serving the seniors of Lake County will establish and maintain a “Consumers’ Expectations” list stated in the LCCoA delivery of service.	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Department Directors</li> <li>• Department Managers</li> <li>• All Employees</li> <li>• All Volunteers</li> <li>• <i>Consumers</i></li> </ul>	On-Going
13. LCCoA Board of Directors will begin a discussion with regards to initiating a strategic plan for the years 2021 through 2025.	<ul style="list-style-type: none"> <li>• Board of Directors</li> <li>• CEO</li> </ul>	July, 2020