



CARIE

Center for Advocacy for the
Rights & Interests of the Elderly

Strategic Plan

2017-2020

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Our Mission

To promote the well-being, rights and autonomy of older adults through advocacy, education and action.

Vision

As a leading advocate in aging, CARIE's work advances the health, safety, and dignity of older adults from all socioeconomic, racial and cultural backgrounds.

Values

CARIE's Board and Staff are committed to upholding the following values:

- ***To act with INTEGRITY***
- ***To advocate for the EMPOWERMENT of the individual***
 - ***To work for social JUSTICE***
 - ***To support SELF-DETERMINATION***
- ***To treat all individuals with RESPECT, COMPASSION, and DIGNITY***

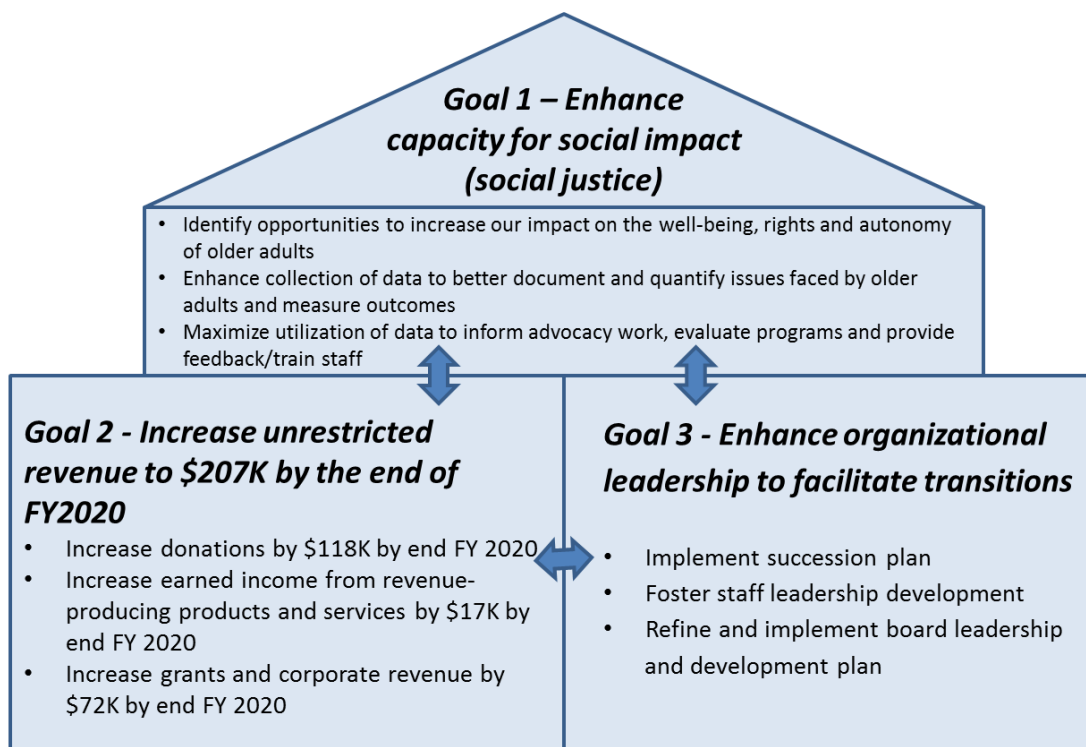
Executive Summary

As the Center for Advocacy for the Rights and Interests of the Elderly (CARIE) marks its fortieth anniversary promoting the well-being, rights and autonomy of older adults through advocacy, education and action, the organization celebrates its strong reputation for helping older adults resolve the complex and challenging problems they may face. CARIE's programs to raise elder awareness of issues and its leadership advocating for changes to policy to protect those most vulnerable are recognized nationally. CARIE has been in the forefront of efforts to: prevent elder abuse, advocate for and resolve complaints for residents of long term care facilities, educate elders to recognize, report and prevent Medicare fraud, assist older adults who are victims of crime, facilitate provider training on elder justice issues, and inform older adults and their caregivers regarding their rights.

This Strategic Plan builds on CARIE's unique strengths while recognizing and addressing opportunities and challenges in the environment. According to the U.S. Census Bureau more than 20% of U.S. residents are projected to be aged 65 and over by 2030 compared with 13% in 2010. While the growth in the population of older Americans will increase demand for CARIE's services, changing government policies, budget constraints and donor preferences will likely increase competition for funding.

The graphic below depicts the goals and strategies in CARIE's Strategic Plan.

How Goals Relate



To accomplish our mission, the first goal and primary focus is to enhance capacity for social impact (social justice). The plan outlines strategies to increase the value of our programs to the older adults we serve, to improve data collection and to better utilize data to inform our advocacy work.

CARIE's efforts to enhance capacity for social impact are supported by a foundation of goals that foster stability and growth. The plan endeavors to shield the organization's important work from changes in the external environment, specifically, by increasing unrestricted revenue and enhancing organizational leadership to facilitate transitions. Goal 2 outlines strategies to increase donations and diversify our funding portfolio through increased grant income and revenue-producing products and services. Goal 3 addresses continuity of leadership and governance by outlining actions to implement a succession plan for CARIE's highly respected Executive Director, increase leadership opportunities for staff, and implement a board leadership and development plan.

Collectively, CARIE's strategic plan is an aspirational roadmap to better serve the needs of older adults. It is a living document that will be monitored by the board and staff and adjusted where necessary to accommodate the changing needs and priorities of the population we serve.

History of CARIE

Founded in 1977 by a coalition of individuals and groups committed to improving the quality of care that was available to frail elders, for forty years CARIE has been guided by its mission “to promote the well-being, rights and autonomy of older adults through advocacy, education and action.” CARIE achieves its mission through a unique case-to-cause circle of advocacy. CARIE’s programs serving individual elders make us aware of the challenges that older adults encounter in seeking the resources they need to live with dignity and the greatest independence and quality of life possible. Knowledge of the gaps and barriers to accessing needed services and supports that we gain through directly serving older adults informs CARIE’s advocacy at the systems level. The circle is completed as our systemic advocacy improves programs and services for the benefit of individual elders.

Originally created as a project of the Public Interest Law Center of Philadelphia (PICLOP), CARIE became an independent 501(c)(3) organization in 1979. From the very first days of its formation and publication of its telephone number, CARIE began receiving calls from older adults, family members, professionals and even long term care staff reporting – and seeking assistance with – a wide variety of issues and challenges that elders were facing. What continues to set CARIE apart is its across-the-board advocacy and assistance for older adults and their caregivers. No issue an older person, or their caregiver, is facing is outside of our concern or beyond our effort to help.

From its beginnings, CARIE has been a leader in raising awareness of the terrible problem of elder abuse and neglect as well as in identifying and advocating for steps to address it. In 1987, CARIE undertook a statewide elder abuse prevention project that led to the development of *Competence with Compassion™: An Elder Abuse Prevention Training Program for Long Term Care Staff*, CARIE’s award-winning elder abuse prevention training program and the first in CARIE’s widely respected and nationally replicated series of Competence with Compassion™ professional training programs for long term care staff. In recognition of CARIE’s strong and effective advocacy on this issue, CARIE’s founding Executive Director was invited to stand by Governor Robert P. Casey as Pennsylvania’s Older Adults Protective Services Act of 1988 was signed into law. CARIE continued to advocate for improvements to the law, including mandatory reporting of abuse in long term care settings and required training on abuse prevention for long term care staff. These were incorporated into the law in 1997.

As CARIE’s reputation as a leading advocate for elder abuse prevention grew, so did CARIE itself. Over the past four decades the number of older adults CARIE reaches each year both directly and through community education and outreach programs has increased exponentially. Our individual advocacy has developed from those first telephone calls into what is CARIE’s flagship program, the CARIE LINE. The CARIE LINE helpline currently provides advocacy, options counseling, education and guidance to more than 2,500 individuals each year via the telephone and online, on issues including access to services and supports related to health care, health insurance coverage, crime and abuse victimization, financial insecurity, transportation needs, home and utilities, long term care, guardianship, nutritional support, and many other concerns.

Since 1981 CARIE has served as Long Term Care Ombudsman in Philadelphia, providing advocacy and complaint resolution for residents of nursing facilities and other long term care settings in Philadelphia. Today, CARIE Long Term Care Ombudsman staff reach 4,000 elders in 150 long term care settings helping to ensure the protection of their rights and the quality of their care.

In 1997 CARIE was selected to participate in the piloting of a new Medicare fraud prevention program funded by the U.S. Administration on Aging. CARIE continues to manage this statewide federally-funded peer education program now known as PA-SMP (Pennsylvania Senior Medicare Patrol). Older adult volunteers across Pennsylvania are trained by CARIE staff and then educate more than 10,000 elders and community members each year on recognizing, reporting and preventing Medicare fraud. CARIE also receives calls from elders reporting suspected Medicare fraud or abuse and helps to resolve these issues and/or refers them to the office of the United States Attorney.

In 2000, CARIE received funding through the Pennsylvania Commission on Crime and Delinquency for a program to provide advocacy for elder victims of crime and abuse. Participating in the prosecution of an alleged perpetrator, including attending multiple hearings, confronting the defendant, testifying in court are daunting for anyone and especially so for an older person who has already been a victim of crime or abuse. CARIE's Providing Advocacy for Victimized Elders (PAVE) program helps more than 650 elder victims each year navigate the criminal justice system, apply for victim compensation, and prepare and submit victim impact statements.

From its very early days, CARIE has had an impact on the development of state and national policy issues impacting older adults. CARIE regularly participates in state and local government advisory groups, provides oral and written testimony before legislative and regulatory bodies, and issues White Papers on targeted issues. CARIE's Dorothy S. Washburn Legislative Committee informs aging services providers and community members of policy initiatives and developments affecting older persons and educates policy makers and monitors legislative and regulatory developments at the local, state and national level. In addition, CARIE actively collaborates with other similarly committed local and national organizations to help ensure that policies and programs for older adults are protected and improved.

CARIE continues to expand its programming to meet the evolving needs of older adults. Most recently (2016-2017), CARIE has expanded the PAVE program to provide advocacy specifically for older adults who are victims of crime and abuse in long term care settings. In addition, CARIE has initiated a city-wide collaborative effort among aging services and homelessness organizations to address elder homelessness in Philadelphia.

Strategic Planning Process

CARIE recognizes the importance of Strategic Planning and had developed a three-year Strategic Plan covering 2008-2011 followed by a Strategic Management Committee Report and Plan Update 2012-2015 that focused on reviewing program fit with mission and resource utilization in light of the external economic climate. Additionally, CARIE recently completed a strategic initiative with COMPASS that provided specific recommendations for board development. One of the recommendations was that the board develop a new Strategic Plan to energize staff and board to further CARIE's mission – to promote the well-being, rights and autonomy of older adults through advocacy, education and action.

These three documents demonstrate the commitment of CARIE's board and staff to reflect on current capabilities as well as future opportunities and provided a strong and thoughtful starting point for this effort.

The strategic planning effort kicked off in the fall of 2016 with a discussion among CARIE's Executive Director, Board Executive Committee members and the consultants to establish objectives and expectations for the plan. To provide a clear context for the future, the consultants provided an overview presentation for CARIE's Board titled "Board of Directors and Strategic Planning" that outlined the critical role boards play in governance, planning and execution. This phase also included review of existing documents and materials, and the formation of a Strategic Planning Committee (SPC) headed by Dr. Joan Davitt (Board Vice Chair), joined by Carolyn Cristofalo, Board Chair, Emily Amerman, Lucy Amerman and Rebekah Horowitz (Board Members), Diane Menio, Executive Director, and Michelle Mathes, Director of Development.

The consultants interviewed the Executive Director, staff members and twenty-eight internal and external stakeholders, including most Board members. They produced summarized results noting existing strengths and weaknesses of the organization, as well as opportunities and threats identified by internal and external stakeholders. The consultants met with the full Board a second time to review and revise the mission statement, discuss CARIE's unique value proposition, present the Strengths, Weaknesses, Opportunities and Threats (SWOT) from the interviews and outline the environmental scan to frame the strategic plan. The Board demonstrated a clear commitment to the organization and a high level of participation both in refining the mission statement and outlining what makes CARIE unique. Based on these discussions, the Board was asked to complete a Vision Exercise that helped identify broad strategic directions for consideration in the plan.

During this period, the consultants also researched organizations with missions and budgets similar to CARIE, reviewed the Pennsylvania Department of Aging State Plan on Aging 2016-2020 and the Philadelphia Corporation on Aging Area Plan and identified some options for funding advocacy. This information was summarized and presented over multiple sessions to the SPC to stimulate thinking about strategic options. The Strategic Planning Committee

reviewed the research, the results of the vision exercise and focused on six strategic themes that emerged from the analysis – Funding and Fundraising, Monetizing CARIE Expertise, Operations, Marketing, Board Development and Expanding Partnerships. The SPC engaged in rich and valuable discussion on each of these themes and identified areas that would form the basis for the Goals and Strategies of the strategic plan.

The committee confirmed the CARIE mission statement drafted by the Board, revised the Vision, and confirmed the Values. Three Strategic Goals were identified, each with supporting strategies and tasks. Each task includes an estimate of difficulty, the level of resources required, who is responsible for completion and an estimated completion date. Each strategy is also supported by a set of metrics to provide the board an objective basis for tracking progress. The consultants worked with the SPC to develop budget estimates to support the plan facilitating discussion of what could reasonably be achieved and potential trade-offs recognizing fiscal realities.

The Board was updated on the status of the plan by the SPC chair, Dr. Joan Davitt, at its January meeting. The full strategic plan was presented to and approved by the board on May 18, 2017. The SPC was provided with Excel worksheets to support implementation planning and tracking.

Environmental Scan

The strategic planning process took into account the environment that can affect CARIE's work. CARIE tries to maintain some flexibility so that it can be at the forefront of policy formation or to react to wider systems when it hinders the voice of older people and their caregivers. As such, the wider environment will have a greater influence on CARIE's work than for many organizations.

The environmental issues that were most pressing can be distilled into three broad categories:

#1 Growth in numbers of older adults and in the increased complexity of their needs and the needs of their caregivers

The growth in the number of older adults also reflects a growing number of elders in poverty, homeless, abused or financially exploited. The systems that touch the lives of older people continue to be fragmented and difficult to access especially when there are multiple problem areas to address. Elder abuse and financial exploitation is a growing problem that affects older people at all economic levels.

Given the complexity of the service systems and the categorical approach to funding and providing services, so many older adults and their caregiving families continue to have great difficulty getting help with solving problems. They are confronted by computerized help lines or helping services that are not free of conflicts and when they call CARIE, they are often exhausted and have not been able to be heard through to problem resolution.

It is imperative in this environment that CARIE remain a place that anyone can call and get professional assistance and to find resolution. The CARIE LINE serves diverse callers and strives to reach those who are most challenging to reach, i.e. those who are homebound. The organization needs to continually find new ways of spreading its message to people hard to reach and serve.

#2 Advocacy difficult to fund

Few organizations provide conflict free individual and/or systemic advocacy for older people. CARIE uniquely provides both levels of advocacy resolving individual issues and raising those issues to promote system advocacy using their case-to-cause model. The service arena is complex and driven by multiple policy issues. There are few other organizations in the country that are flexible and responsive enough to address these multiple policy issues.

Yet advocacy continues to be challenging to fund. Funding for advocacy through private foundations has always been more challenging than obtaining funding for direct service. Recently, however, one foundation has funded CARIE to do direct advocacy around Managed Long-Term Supports and Services (MLTSS). It is difficult to say at this time how much attention private foundations will now direct toward advocacy.

#3 Government policies in flux on all levels

Government policies are in flux on all levels and highly politicized. The new federal administration is making changes that will affect every aspect of the social fabric. Governmental support of traditional programs under the Older American's Act is unclear and limitations to Medicare, Medicaid and Social Security are being considered by the new administration -- all programs critical to older adults. The Department of Justice increased support for programs on abuse and financial exploitation but no funding is secure in this politicized environment.

The Federal Administration on Aging (AoA) has now become a department of the Administration of Community Living (ACL) folding together the needs and services of the older adult and the disabled population under one administrative department. A similar consolidation of the Department of Aging with other Departments under an umbrella Human Services Department is proposed in the Commonwealth of Pennsylvania. Although the services may be provided using similar funding vehicles, the population in need, policies, delivery of these services, and outreach to this population remains different and worthy of special attention and advocacy.

It does not appear that the issues related to older and disabled consumers are at the top of any priority list in the Federal government. Advocacy by CARIE or in partnership with other organizations will be critical at this time at all levels of government to assure that older people and their caregivers are given voice. Given the amount and pace of change, this may be a strain on CARIE's resources to respond to the many needs for advocacy.

SWOT ANALYSIS

As part of the Strategic Planning Process, interviews were conducted with staff, board members, and a large number of external informants who provided feedback that described CARIE's strengths and weaknesses and considered opportunities and threats that existed for the organization. Those interviewed included local, state and national leaders in aging and all were positive about the organization's work. The following represents a summary of the major observations:

Strengths	Weaknesses
Staff commitment and rapport with leadership	Challenge of sustaining funding for systemic advocacy
Reputation of CARIE and its Executive Director	Continually supporting our ability to integrate case (individual) to cause (systemic) advocacy
Stakeholders think of CARIE first for advocacy and knowledge	Fundraising for unrestricted funds
Strong network and partnerships developed over rich 40 year history	Organizational reliance on and identification with Executive Director
CARIE gives voice to the powerless	On-boarding for staff and board
Unique in providing conflict-free and integrated individual and systemic advocacy	Limited resources to engage in marketing particularly to isolated elders
Systemic advocacy is informed by advocacy with individuals and vice versa	Staffing is lean
Personalized service on wide range of issues through resolution	Board diversity challenges
Staying true to mission and values	
Delivering high-caliber work	
Staff open to greater involvement in advocacy	
CARIE does more with less	
Award-winning training programs	
Ability to mobilize and build coalitions and partnerships	

Opportunities	Threats
Increasing awareness of the need to promote the rights of elders who may be incapacitated	Competition for limited resources
Capitalize on growth of older adult population and the changing attitudes toward aging	Funding for new initiatives
Further capitalize on building partnerships and coalitions	State and national advocacy issues demand proactive and timely reactive responses that strain resources
New nursing home regulations require increased staff training on Elder Abuse	Limited pool of qualified nonprofit leaders
Increased external resources available for capacity building	Funders' focus on outcome-based metrics
Current political austerity environment	Current political austerity environment
Advances in technology	
Growing numbers of professional and informal caregivers	
Increased social and political mobilization in our country	

Goals and Strategies

Celebrating its 40th Anniversary and building on its 40-year history of promoting the well-being, rights and autonomy of older adults through advocacy, education and action, CARIE confirmed its commitment to individual advocacy, education and action. As a result of its programmatic work with older adults through calls to the CARIE LINE, advocating for and resolving complaints from residents in Long Term Care, advocating for elderly victims of crime and providing education through the Senior Medicare Patrol program, CARIE is uniquely positioned to hear and represent the needs and concerns of older adults. CARIE's ability to aggregate the problems faced every day by older adults and to identify trends requiring broader advocacy has given the organization a level of credibility and respect that is valued by policy-makers and experts in the field of aging alike. At the macro level, CARIE's network with other organizations serving the elderly and with policy-makers at the local, state and national levels gives the organization early insight into planned legislative changes that might impact the ability of older adults to maintain their well-being, rights and autonomy. This "Circle of Advocacy" integrates the "cases" of helping individuals gain the knowledge and find the resources they need to address challenges they face with the "cause" of articulating broader social concerns to policy makers, funders and other decision-makers. This "Circle of Advocacy" gives a voice to the voiceless and provides information to support individual and collective advocacy.

The SPC carefully considered environmental impacts summarized in this report and concluded that this planning period would be marked by increasing demand for services from older adults, changing policies that could negatively impact this population and the possibility of reduced funding for vital programs. While these facts are sobering, the committee agreed that continuing the services provided by CARIE would be more important than ever and that preserving the organization's future viability must be a key objective. The accelerating rate of change also makes it necessary for CARIE to continue to be agile in identifying and engaging in emerging issues that could negatively impact the older population.

The Strategic Plan, therefore, focuses on providing the resources necessary to continue to fulfill CARIE's mission and to maintain and grow strong leadership both within the organization and on the board. Recognizing that much of the organization's current resources are dependent on government-funded programs and grants, the plan seeks to diversify CARIE's funding portfolio to include increased donations and new, innovative sources of revenue. Succession planning and board development are also addressed to strengthen governance and insure CARIE's unique and essential services continue well into the future.

The SPC also recognized the need to enhance CARIE's capacity for social impact, that is, promoting social justice for older adults. While CARIE's work already impacts thousands of older adults, enhancing our message to this population as well as to funders, donors and partner organizations will allow us to broaden our reach and strengthen our partnerships with other like-minded individuals and groups. Similarly, while CARIE collects data to support its

“case-to-cause” model, enhanced ability to aggregate and interpret data and measure impact will further inform our advocacy and strengthen our message to decision-makers.

After thoughtful discussion and consideration of strengths, weaknesses, opportunities and threats, the CARIE SPC developed three interrelated and complementary goals for its FY 2017-2020 strategic plan:

Goal 1 – Enhance capacity for social impact (social justice)

This Goal addresses opportunities to increase the already significant social impact delivered by CARIE. Our service delivery model is multi-faceted and complex and includes:

Training and counseling to empower elders to become self-advocates

- Delivering health insurance training and counseling designed to help older Pennsylvanians to understand and choose Medicare insurance options
- Training Medicare recipients to prevent health care fraud and to report problems and overcharges through the Senior Medicare Patrol

Supporting and protecting vulnerable older adults

- Representing consumers in long term care settings by providing advocacy and complaint resolution through the Long-Term Care Ombudsman program
- Providing support for victimized elderly through the difficult process of testifying at hearings and then connecting them to additional services through the PAVE program
- Helping thousands of elders and their caregivers with information and education, options counseling, and advocacy on any issue the elder is facing including health insurance coverage, financial insecurity, housing and utility issues, health care, transportation, nutritional support, elder abuse and exploitation and access to justice through the CARIE LINE

Systemic Advocacy

- Monitoring proposed programmatic and policy initiatives at the local, state and federal level to distill and disseminate information to the community, issuing white papers on selected topics, providing testimony before legislative and regulatory bodies

- Providing a voice to the thousands of elderly adults CARIE serves by reflecting their individual and collective experiences to influence policy-makers and bring about meaningful social change

Collectively, CARIE's individual advocacy efforts provide education and support to thousands of older adults and those who care for them each year. Because of CARIE's reputation for delivering high quality programs and getting results, local, state and national program sponsors have chosen us as a provider of services for training and assisting older adults. With the number of older Americans continuing to rise while increasing budget pressures and changing government policies threaten to reduce important services, CARIE's programs to help individuals as well as our systemic advocacy efforts continue to grow in importance. But systemic advocacy is expensive to do well and has become more difficult to fund. Increasingly, government, corporations and private funders seek to maximize their impact by funding organizations that are best able to demonstrate and quantify their impact.

While CARIE tracks and monitors its program outputs, it is difficult to measure the outcomes of our individual advocacy efforts on the older adults we serve and to quantify how our systemic advocacy efforts translate into improvements within these systems and institutions. While we know that our work has great value to those we serve, we understand the importance of being able to articulate and measure the true impact of our work on promoting the well-being, rights, and autonomy of older adults.

To better articulate our impact and construct a more compelling message to donors and funders, Goal 1 outlines efforts to construct an organizational logic model or Theory of Change to understand the benefits that result from each of our programs. We will utilize the model to develop meaningful social impact metrics and to better articulate our unique value proposition.

CARIE intends to investigate opportunities to broaden awareness of issues facing older adults by enlisting and developing a larger grass-roots advocacy network. While this network may not be aware of CARIE's work and may not be users of its services, we will explore the value of and interest in disseminating information to a broader audience of older adults about pending legislation and other issues of concern to them. By building greater awareness through periodic communications, we hope to strengthen our advocacy message and encourage broader numbers to engage in key issues.

Through improved messaging and expanded marketing to older adults, caregivers, corporations, and other partner organizations, we will grow awareness of our services and, in so doing, will increase use of the CARIE LINE and other services we provide.

Because CARIE's programs touch so many older adults and their caregivers, we have a large volume of information about the types of problems encountered. We recognize the value of this data and plan to maximize its use to inform our advocacy work, evaluate the success of our

programs and provide feedback to staff so they have both a more holistic view of issues facing older adults and a better understanding of the value of their work. Using data on the volumes, types and sources of our interactions with clients, we will better quantify our work and identify emerging trends. CARIE intends to strengthen its message to policy-makers, potential funders and donors and better inform its advocacy work by better capturing and reporting the frequency and impact of the problems we see.

Goal 2 - Increase unrestricted revenue to \$206,740 by the end of FY 2020

CARIE enjoys a great reputation for helping older adults who are vulnerable or have run out of options. The quality of our programmatic work and the breadth and influence of our systemic advocacy efforts have helped us develop a network of supporters locally, in Pennsylvania and at the national level. Our reputation and results have positioned CARIE to receive grant and contract funding from a variety of sources. Because much of our funding is directly tied to specific individual advocacy programs and given the uncertainty of future funding, CARIE recognizes the need to grow unrestricted revenue to further advance our systemic advocacy efforts, sustain our organization into the future, and build operating reserves.

This goal focuses on diversifying CARIE's funding sources given potential shifts in policy and funding. The implementation plan calls for creation of a development plan to identify and pursue opportunities to increase donations, grow the number of donors, initiate planned giving and build endowments. We also seek to improve our methods to track and retain existing donors. Clarifying our branding, creating messaging targeted to specific audiences, and clearly articulating the impact of our work will grow awareness of the organization and will appeal to current and new donors.

The SPC also identified opportunities to generate additional revenue by engaging in social entrepreneurship. CARIE enjoys a strong national reputation for delivering quality Elder Abuse Prevention Training and plans to re-tool that offering for delivery to the growing number of institutions required to conduct elder abuse training for their staffs. CARIE will also explore opportunities to generate revenue from legal referrals and Cy Pres¹ awards and will build a business plan to explore marketability of a Caregiver GPS for caregivers and corporate clients. Finally, recognizing the value of information on legal and political developments affecting older Americans, CARIE will explore offering organizational and individual subscriptions for the advocacy materials they create. Efforts to create and offer revenue-producing products and services are new to CARIE and are considered speculative. Therefore, no revenue is anticipated from this source during the first year of the plan.

¹ A rule in the law of trusts and estates that provides for the interpretation of instruments as nearly as possible in conformity with the intention of the testator when literal construction is illegal, impracticable, or impossible. – Merriam Webster

CARIE has had good success in obtaining grants from private and government sources. We will seek and apply for additional grants, including those from corporate entities.

Goal 3 – Enhance organizational leadership to facilitate transitions

The environmental scan identified CARIE’s committed, dedicated and experienced leadership team as one of its key strengths. The board has wisely begun work on succession planning and is aware that staff is seeking greater opportunities to grow and advance within the organization. CARIE also recognizes the need to strengthen and increase the diversity of the board. Goal 2 focuses on enhancing internal strength to provide the leadership needed to meet the demands for the future of the organization.

Succession planning has been a focus of the current board and leadership for more than a year and has a prominent place in this goal. The Board has been preparing for eventual transition of the Executive Director through participation in training, discussions with board and staff and development of a succession plan. The board has embraced the important responsibility of helping to find resources so the succession plan can be put into action.

The plan identifies the need to strengthen staff development, formalize on-boarding of staff and encourage staff to participate more actively in the broader advocacy issues related to their work.

Recognizing the need to strengthen governance and continue to support the organization, the board worked with Compass to evaluate board efficacy and impact, board diversity and board member engagement. Based on the results of that study, this goal defines steps for the board to strengthen their structure to assure its success as the support and steward of the organization. The plan reflects actions to identify new skills needed on the board and recruit and improve onboarding of new members, effectively rotate board leadership and committee chairs and measure board performance. Finally, the plan includes a task to review progress on strategic plan objectives routinely and to take necessary action to resolve issues on a timely basis.

The SPC further defined these goals with supporting strategies and tasks to accomplish them. The Committee assigned a level of difficulty, level of resources required, responsibility and estimated completion dates to each task to facilitate implementation and monitoring. Each strategy is supported by a set of metrics, shown on the attached worksheets. The strategies supporting each goal are summarized below:

Goal 1 – Enhance capacity for social impact (social justice)

- A. Identify opportunities to increase our impact on the well-being, rights and autonomy of older adults
- B. Enhance collection of data to better document and quantify issues faced by older adults and measure outcomes
- C. Maximize utilization of data to inform advocacy work, evaluate programs and provide feedback/train staff

Goal 2 - Increase unrestricted revenue to \$206,740 by the end of FY 2020

- A. Increase donations by \$30,400 in FY 2018, \$36,500 in FY 2019 and \$51,250 in FY 2020 (\$118,150 over 3 years)
- B. Increase earned income from revenue-producing products and services by \$6K in FY 2019 and \$11K in FY 2020 (\$17,000 total)
- C. Increase grants and corporate revenue by \$19,700 by FY 2018, \$23,640 in FY 2019 and \$28,250 in FY 2020 (\$71,590 over 3 years)

Goal 3 – Enhance organizational leadership to facilitate transitions

- A. Implement succession plan
- B. Foster staff leadership development
- C. Refine and implement board leadership and development plan

Budgetary Projections for Strategic Plan Implementation

Based on this plan, the Planning Committee developed the following projections outlining the monetary resources needed to successfully implement this three-year Strategic Plan.

INCOME ITEMS	Year 1	Year 2	Year 3
Donations	\$30,400	\$36,500	\$51,250
Grants	\$19,700	\$23,640	\$28,250
Earned revenue		\$6,000	\$11,000
Total Income	\$50,100	\$66,140	\$90,500
EXPENSE ITEMS	Year 1	Year 2	Year 3
Associate Director Position		\$60,000	\$80,000
Program Development	\$4,000	\$5,000	
Funding and Finance Development Plan/Donor Tracking	\$5,000		
Marketing Update Marketing Materials	\$5,000	\$5,000	
Develop new sources of revenue	\$10,000		
Total	\$24,000	\$70,000	\$80,000
Net Income / (Expense)	\$26,100	(\$3,860)	\$10,500

Expenses are calculated based on estimates. New income streams, on the other hand, are not able to be tested and quantified at this point. It is anticipated that donations will comprise a large portion of new income and will supplement existing income streams. It is important to note that the above budget *is in addition to the normal operating budget* and assumes a concerted effort by both Board and staff to raise additional funds and monetize product offerings.

Planning Committee Members

The members of the Strategic Planning Committee devoted many hours and contributed thoughtful insights into this strategic plan. CARIE is grateful to each member for their contribution.

Emily Amerman, MSW, Program Development and Administration,
Health and Long Term Care Expert
Board Member and Chair of CARIE's Human Resources Committee

Lucy Amerman, Canon to the Ordinary for Pastoral Services,
Episcopal Diocese of Pennsylvania
Board Member

Carolyn Cristofalo, MSW, Social Worker
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Joan Davitt, PhD, MSS, MLSP, Associate Professor and Hartford Geriatric
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Diane Menio, Executive Director, CARIE

Michelle Mathes, Director of Development, CARIE

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Consultants

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CARIE

Strategic Plan

Goals, Strategies, Tasks and Metrics

May, 2017

CARIE Strategic Plan Worksheet

Goal 1 - Enhance capacity for social impact (social justice)

Strategy A – Identify opportunities to increase our impact on the well-being, rights and autonomy of older adults

Task	Difficulty	Resources	Responsibility	Est Completion Date
Schedule retreat to develop program logic models - Identify the resources needed to develop logic models - Identify who needs to be involved in the process - Identify who will facilitate	Medium	Medium	Staff with board	12 months
Develop meaningful social impact metrics	High	High	Staff/consultant	36 months
Create marketing messages and unique value proposition based on the organizational logic model	Medium	Medium	Staff/ board/ consultant	18 months
Investigate opportunity to develop grass-roots advocacy network to support and broaden awareness and support advocacy efforts	Medium	Medium	Staff	18 months

Metrics
Social impact metrics identified and tracked by end FY 2020
Strategy to engage grass roots advocacy members developed by end FY 2019
Unique value proposition understood and easily articulated by board and staff
Increase calls to the CARIE LINE by 10% per year

Goal 1

Strategy B - Enhance collection of data to better document and quantify issues faced by older adults and measure outcomes

Task	Difficulty	Resources	Responsibility	Est Completion Date
Evaluate data collection methodology for all programs	Medium	Medium	Staff/consultant/ intern	6-12 months
Capture data to better understand and <i>demonstrate</i> case-to-cause	High	Low	Staff/consultant	12-18 months
Utilize collected data to quantify and document issues faced by older adults	Medium	Low	Staff	18-24 months

Metrics
Data systematically collected, readily available and used to support case-to-cause by end 2019

Goal 1

Strategy C - Maximize utilization of data to inform advocacy work, evaluate programs and provide feedback/train staff

Task	Difficulty	Resources	Responsibility	Est Completion Date
Use data to strengthen marketing materials	Medium	Medium	Staff/Board	18-24 months
Use data to better report to our funders, donors, etc.	Medium	Medium	Staff	18-24 months
Use data to inform our advocacy initiatives and provide feedback to staff	Medium	Medium	Staff	18-24 months

Metrics
Collected data informs advocacy and supports CARIE social impact metrics by June 2019

Goal 2 - Increase unrestricted revenue by \$206,740 by end FY 2020

Strategy A – Increase donations by \$30,400 in FY 2018, \$36,500 in FY 2019 and \$51,250 in FY 2020 (\$118,150 over 3 years)

Task	Difficulty	Resources	Responsibility	Est Completion Date
Create development plan to increase individual and corporate donations including - Identifying other possible fundraising strategies - Developing a planned giving program	Medium	Low	Development Committee/Board/Staff	6 months
Clearly define fundraising roles and expectations for board and staff; provide training	Easy	Low	Board	9 months
Implement development plan	Medium	Medium	Board/Staff	6 months and continuing
Improve donor tracking and retention and create new donor database	Medium	Medium	Dir of Development/Staff/ED	9 months
Clarify CARIE branding and messaging and improve marketing materials	Medium	High	Board/Staff/consultants	9-18 months
Develop relationships with estate planners including banks, elder law attorneys, insurance brokers, investments brokers and law enforcement	Medium	Medium	Board/ED/Staff	12 months and continuing

Metrics
90% of development plan actions completed on schedule
Increase number of new donors by 10% each year
Increase net revenue from events by 25% each year
Increase operating reserves to cover at least 3 months of operating expenses

Goal 2

Strategy B – Increase earned income from revenue-producing products and services by \$6K in FY 2019 and \$11K in FY 2020 (\$17,000 total)

Task	Difficulty	Resources	Responsibility	Est Completion Date
Conduct market research to identify market for and value of advocacy materials and resources	Medium	Low/medium	Board/staff	12 months
Develop and implement individual and organizational subscription service for advocacy materials and resources	Medium	Medium	Staff	12-18 months
Re-tool Elder Abuse training using new formats to conform with new regulations	Easy	High	Staff/Consultants	12 months
Develop a business plan to update and re-tool CaregiverGPS for caregivers and corporate clients	Medium	Medium	Staff/Board/Consultants	18 months
Research and evaluate opportunities for law-related revenue, e.g. legal referral service, Cy Pres	Medium	Medium	Board/attorney/ED	12 months
Create marketing plan for new/updated products and services	Medium	Medium	Board/Staff	12 months

Metrics
\$1K earned from subscriptions (individual and organizations) each year beginning in FY 2019
\$5K revenue from Elder Abuse Training beginning in FY 2019
\$5K revenue from other sources beginning in FY 2020
Legal referral service evaluation completed on time

Goal 2

Strategy C – Increase grants and corporate revenue by \$19,700 in FY 2018, \$23,640 in FY 2019 and \$28,250 in FY 2020 (\$71,590 over 3 years)

Task	Difficulty	Resources	Responsibility	Est Completion Date
Continue to search for and apply for grants that award unrestricted funds	Medium	Low	Development staff, ED, Board	36 months
Identify and pursue opportunities to obtain corporate grants and sponsorship	Medium	Low	Development staff, ED, Board	36 months

Metrics
Increase grant revenue by 10%
Increase revenue from corporate sources by 20%

Goal 3 - Enhance organizational leadership to facilitate transitions

Strategy A –Implement succession plan

Task	Difficulty	Resources	Responsibility	Est Completion Date
Refine succession plans for Executive Director and other managers; update annually	Medium	Low	Board ED/ HR committee	6 months and continuing
Build capacity to establish a new position for associate director to be mentored with potential for filling executive director role	High	High	Board	18 months

Metric
Succession plan updated
Funding in place to support plan (\$60K FY 2019, \$80K FY 2020)

Goal 3

Strategy B – Foster staff leadership development

Task	Difficulty	Resources	Responsibility	Est Completion Date
Create staff development plan with milestones to encourage leadership growth over the next three years	Medium	Medium	Staff and Board	12 months
Encourage and support staff to actively participate internally within CARIE and externally in the broader network	Medium	Medium	Staff	Ongoing

Metric
Successfully meet 95% of staff leadership development milestones within timeframes

Goal 3

Strategy C – Refine and implement board leadership and development plan

Task	Difficulty	Resources	Responsibility	Est Completion Date
Complete plans for formalized onboarding so that new members clearly understand role and expectations and support available	Easy	Low	Board Development Committee	6 months
Establish plan for board rotation including board officers and committee chairs	Easy	Low	Board	6 months
Continuously identify needed skill sets of board members and recruit members with needed skills	Medium	Low	Board Development Committee	Ongoing
Establish and utilize board evaluation for board as a whole and each member annually	Easy	Low	Board	6 months and continuing
Routinely review progress toward achieving strategic planning objectives and take necessary action to resolve issues	Easy	Low	Board/SPC	Ongoing

Metrics
Board successfully meets 90% of board performance measures each year
Board fills critical skills within 3 months of identification of need
Board adheres to recruitment and onboarding procedures 90% of the time

Difficulty - Easy - achievable within existing capabilities using existing resources; Medium - requires different skills and capabilities but achievable; Hard - significant challenge to current capabilities; may require external assistance

Resources - Low - Requires no additional resources or <\$2K investment; Medium - between \$2K and 10K additional investment; High - Above \$10K investment

ECD - 1st six months, Year 1, Year 2, Year 3