Strategic Plan 2019-2021
Adopted by the Board of Directors in June 2018, CICOA’s 2019-2021 Strategic Plan builds on the work that has gone before. This includes CICOA’s recent accreditation by NCQA, the National Council on Quality Assurance, the growth in our care management programs, our new headquarters, and further collaborations with healthcare and community partners.

Mission
CICOA empowers older adults, those of any age with a disability, and their caregivers by providing the innovative answers, services, and support they need to achieve the greatest possible independence, dignity, and quality of life.

Vision
Indiana – a community where older adults and those of any age with a disability flourish.

Values
- **Independence** — CICOA supports the exercise of individual initiative to make choices and to enjoy life without unnecessary restrictions.
- **Dignity** — CICOA respects the rights of others, is sensitive to differences, and affirms the dignity of all people.
- **Quality of Life** — CICOA strives to enhance people’s lives through the promotion of good physical, social, emotional and mental health and participation in the whole community.
- **Impartiality** — CICOA provides equality of opportunity and treats all individuals in a fair manner, without prejudice and free from all special interests.
- **Collaboration** — CICOA believes that partnering with other organizations creates greater opportunity for accomplishment of its mission than by working alone.
- **Exceptional Service** — CICOA seeks to exceed its clients’ and stakeholders’ expectations with the highest quality programs, outreach, activities and communications.

Strategic Direction FY2019-2021
A member of the connect Alliance.

Strategic Imperatives

1. **Increase awareness and understanding of CICOA’s programs and services**
   - Build greater awareness of CICOA as a multi-service resource for older adults and persons with disabilities.
   - Increase awareness in specific populations through specialized and focused community outreach strategies.

2. **Diversify and increase funding**
   - Increase total philanthropic revenue.
   - Secure needed funding to successfully complete the Parkside at Tarkington Park Project.
   - Develop pilot programs to investigate additional revenue streams.

3. **Enhance ability to reach underserved and emerging clients with programs and services**
   - Develop and implement programming that more effectively connects the un-served and underserved with the services they need.
   - Continue to develop, implement and refine measurements of program efficiency and efficacy.

4. **Optimize current and potential community and provider partnerships**
   - Define, evaluate and maximize current and potential organizational partners.
   - Examine CICOA’s board and advisory council structure to ensure it is providing effective governance for the organization moving forward.
   - Volunteer engagement.
   - Partnership opportunities with clients and families.

5. **Leverage technology to facilitate achievement of strategic priorities**
   - Increase clients’ accessibility to CICOA programs, services and products through technology.
   - Improve efficiency and enhance program and service delivery.
   - Improve security of data.