Vision Statement

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

Mission Statement

*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.*

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 Priorities

1. Increase awareness and understanding of CICOA’s programs and services
2. Diversify and increase funding
3. Enhance ability to reach underserved and emerging clients with programs and services
4. Optimize current and potential community and provider partnerships
5. Leverage technology to facilitate achievement of strategic priorities
I. **Awareness Priority**

**Goal A:** Build greater awareness of CICOA as a multi-service resource for older adults and persons with disabilities.

**Objective 1:** Develop and implement marketing strategies aimed at informing and educating key gatekeepers (medical providers, first responders, faith communities, school counselors, etc.) about CICOA’s programs and services.

**Objective 2:** Investigate reasons for current level of brand awareness and determine whether a rebranding or name change would promote a clearer understanding of CICOA’s mission.

**Objective 3:** Identify and secure the funding needed to build greater awareness of CICOA and its resources.

**Goal B:** Increase awareness in specific populations through specialized and focused community outreach strategies.

**Objective 1:** Identify and eliminate barriers to effectively reach diverse ethnic and cultural populations (Latino, Burmese, Russian, etc.).

**Objective 2:** Work with local churches, county extension services, and other partners to reach clients and potential clients in rural counties and rural areas of urban counties.

II. **Funding Priority**

**Goal A:** Increase total philanthropic revenue by 5% annually during the 2018-2021 period.

**Objective 1:** Redefine/Establish expectations of board membership towards building philanthropic support.

**Objective 2:** Provide training to all board members on their roles in raising philanthropic support for CICOA.

**Objective 3:** Develop and implement a donor cultivation and prospect management process.

**Objective 4:** Determine if an additional fundraising event(s) should be added to increase visibility and philanthropic revenue.

**Objective 5:** Evaluate if a revamped giving society and/or young professional group is needed to encourage additional donors to sustain and increase their level of support each year.

**Objective 6:** Explore increasing the use of technology and other tools and resources to better engage current donors, increase the number of donors, and make supporting CICOA easier.

**Goal B:** Secure needed funding to successfully complete the Parkside at Tarkington Park Project to allow CICOA to relocate its transportation program there and to offer other programs and services at the site in order to better serve clients.
Objective 1: Partner with the developer to successfully secure the tax credit authorization for the project.
Objective 2: Conduct a feasibility study to determine interest from key prospective donors in supporting the project.
Objective 3: Develop and implement a capital campaign to successfully raise the philanthropic funding needed to support the project.

Goal C: Develop pilot programs to investigate additional revenue streams.
Objective 1: Determine potential for providing caregiver support services through Employee Assistance Programs (EAPs).
Objective 2: Determine potential for providing services through Medicare.
Objective 3: Develop a private-pay case management program.
Objective 4: Determine potential for providing care management services for persons with developmental disabilities (BDDS).

III. Programming Priority

Goal A: Develop and implement programming that more effectively connects the unserved and underserved with the services they need.
Objective 1: Develop private pay care management (parameters, business plan, sliding scale, etc.).
Objective 2: Utilize the current volunteer engagement program to provide and prepare instrumental activities of daily living (IADLs) and companions (training, use of Council of Aging or other subgrantee volunteers to assist with navigating, focus on outlying counties, etc.).
Objective 3: Broaden outreach programs to include high schools, colleges, and universities, and other potential audiences to provide intergenerational programming.
Objective 4: Explore opportunities to create additional programs to better serve individuals who do not qualify for Medicaid but do not have the resources to afford current programs – examples: home maintenance and updates.
Objective 5: Develop programs to better serve underserved populations such as LGBTQ clients and caregivers and non-English speaking clients and caregivers.

Goal B: Continue to develop, implement and refine measurements of the efficiency and efficacy of CICOA’s programs and services.
Objective 1: Refine program evaluation survey (Burba survey)
Objective 2: Utilize population health monitoring tools to measure impact of programs and services on the Triple Aim: better health, better care, lower costs.

IV. Partnership Priority
Goal A: Define, evaluate and maximize current and potential organizational partners as they relate to the strategic priorities.

Objective 1: Define a partnership.
Objective 2: Map the partnerships.
Objective 3: Identify levels of partnership.
Objective 4: Evaluate success of partnerships.
Objective 5: Determine new partnerships to be pursued based on gaps in strategic priority areas: awareness, funding, programming and technology.

Goal B: Examine CICOA’s board and advisory counsel structure to ensure it is providing effective governance for the organization moving forward.

Objective 1: Develop clear roles and responsibilities for each group and a better understanding of how decisions are made.
Objective 2: Create clear expectations and opportunities for engagement from the volunteers.
Objective 3: Develop better communication between the boards and advisory council and improve the efficiency of the meetings.

Goal C: Integrate individual volunteer engagement in all four priority areas.

Objective 1: Identify volunteer engagement opportunities.
Objective 2: Map the opportunities.
Objective 3: Evaluate success of a volunteer engagement and create pathways to keep volunteers connected.
Objective 4: Determine new volunteer opportunities to be pursued based on gaps in strategic priority areas.

Goal D: Explore additional partnership opportunities with clients and families.

Objective 1: Identify client and family partnership opportunities.
Objective 2: Map the opportunities.
Objective 3: Evaluate success of a partnership with clients and families and create pathways to enhance the opportunities.
Objective 4: Determine new family and client partnerships to be pursued based on gaps in strategic priority areas.

V. Technology Priority

Goal A: Increase clients’ accessibility to CICOA programs, services and products through technology.

Objective 1: Conduct research using appropriate methods.
Objective 2: Provide education internally and externally.
Objective 3: Develop a journey map of clients’ experience with CICOA’s technology interface.
Objective 4: Secure needed funding.

Goal B: Improve efficiency of staff and enhance program and service delivery.
Objective 1: Conduct research using appropriate methods.
Objective 2: Provide education internally and externally.
Objective 3: Develop necessary infrastructure – backbone and individual devices.
Objective 4: Form a board committee on technology.
Objective 5: Secure needed funding.
Objective 6: Complete data map from INsite (state data system) to PHL (population health management software).

Goal C: Improve security of data.
   Objective 1: Identify areas of concern, industry standards and best practices through internal and external consultation
   Objective 2: Prepare a disaster plan.
   Objective 3: Develop necessary infrastructure – backbone and individual devices.
   Objective 4: Secure needed funding.