



Strategic Plan **2022 to 2026**

Engage • Enrich • Empower

Adopted by the Board of Directors
September 28, 2021
Board Extension through 2026
September 23, 2025

OVERVIEW

The Pasadena Senior Center aims to **engage** seniors in life affirming activities for both the mind and body; **empower** them to make choices that keep them physically healthy, financially stable, and in safe surroundings; and **enrich** their lives.

Purpose of this Strategic Plan

- Guide the leadership of the Pasadena Senior Center (PSC) toward accomplishing our vision and mission while accommodating exponential growth of the age 50+ population in our community, which continues to press urgent service and financial demands upon our agency.
- Commit to providing prioritized programs and services relative to actual funds raised, maintaining balance between offerings for the disadvantaged as well as for those who pay fees for activities. Negotiating this balance is both our struggle and our identity.
- Create sustainability and a leadership succession plan, knowing that we must take some risks to prudently invest in our future.

Who does the Pasadena Senior Center serve?

The Pasadena Senior Center serves adults, ages 50 to 100+, regardless of their family resources, education, sexual orientation, gender identification, ethnicity, cultural affiliation and socioeconomic status.

Our programming continuously evolves to meet needs and interests presented by incoming generations and by external factors such as the pandemic of 2020-21. We serve people from disparate backgrounds and circumstances for recreation, intellectual stimulation, physical fitness, personal development, help with daily living and overcoming social isolation, such as:

- *Robert, 67, who took multiple buses to PSC because his Section 8 recertification was due April 15th. Due to the pandemic, both the Social Security office and the office that serves older adults in his community were closed. He needed help to fill out and submit his application. PSC provided that help.*
- *Marilyn, who had never taken an art class. A CPA by profession, the first day she showed up for Watercolor Class she brought a ruler and graph paper. Marilyn has since learned to create beautiful works of art without the “net asset totals” produced during her work life.*
- *David, who is in his 70s, was surprised when he won several tennis matches in our local senior games. His winning streak continued. He won a bronze medal with an invitation to compete in the National Senior Games.*
- *Juliette, who came to PSC while exploring her new town. She met a long time PSC member at a class tasting who took Juliette under her wing. At first, Juliette came to PSC every day, always finding something new to do. She eventually found herself in our acting class for seniors, where she rekindled an old passion and could reflect on her past days as an actress.*
- *Ann, who volunteers at PSC once a month to lead our Cardmaking Workshop. She brings card stock, envelopes and materials for embellishing the cards her students make. With a rich, hearty laugh she insists that she gets as much out of the class as she gives. “This is my community,” she says. “I give and I get from crafting. I do it for myself, my students and my mother. When I am crafting, I am transformed. I’m in touch with a creative part of myself that gives me purpose and helps me stay alive.”*

How does the Pasadena Senior Center serve?

We provide social services, educational and recreational programs both in-person and online that cover a broad range of needs and interests: a food program for low-income seniors; free movie screenings; a college level lecture series covering current events, world culture and the performing arts; hands-on art and computer classes for those wanting to keep their minds flexible and sharp; case management, information resources, and group support for anyone with aging concerns. This is only a sample of over 100 activities, events, classes, and support groups available at PSC that promote emotional, cognitive, social and spiritual well-being, and give purpose to seniors' lives.

Our independent, nonprofit status gives us the flexibility to meet seniors where they are. We strive to provide what they need when they need it, regardless of age, health or socioeconomic status. Seniors today are very different and more diverse from the seniors we served when we first opened over 60 years ago.

Case Statement

This strategic plan highlights the need to balance priorities against our financial resources so that a broad range of needs in the growing age 50+ population can be addressed.

Since PSC is committed to serving all older adults in our community, grant makers and potential individual donors sometimes fail to understand the needs our organization faces. Because of our identification with Pasadena, and because many municipalities and counties operate senior centers using public funds, potential benefactors frequently believe that we receive public funding. This could not be further from the truth.

In fact, the Pasadena Senior Center operates without local, state or federal government support.

We are not officially affiliated with the City of Pasadena, except that the City provides our facility rent-free. The nonprofit Pasadena Senior Center covers all operating funds and executes the social services role typically assumed by other municipalities.

PSC provides the largest social services program dedicated to seniors in the San Gabriel Valley, but needs continuously expand. The 2020 US Census ...
[demographic info about growth in senior population will be entered when it arrives]

It is vital that we plan for continuous service expansion from 2022 through 2025 while increasing our fundraising capacity. We must face the reality that even with exploding demands from older community members, we can grow programs and services only in proportion to the funds we can raise.

History

In 1957, a local Committee for Senior Citizens outlined a plan for a community center, then the City of Pasadena approved a bond issue for construction of a small building in Memorial Park. The Pasadena Senior Center opened in 1960 as a volunteer-run organization, managed and staffed by the Pasadena Junior League. In 1972 an official Board of Directors was created and a staff was hired to deliver programs.

Thanks to the City of Pasadena and Proposition A funds, in 1997 our physical space tripled within a new building. Now there was room to increase the number and variety of programs offered to the extent PSC's Board and staff could raise operational funds.

In 1999 PSC was accredited by the National Institute of Senior Centers of the National Council on Aging, making it California's first nationally accredited senior center.

With our Board and staff slowly building fundraising capability, PSC expanded its focus from primarily fee-based recreational programs to delivering more services to low-income and frail seniors supported by soliciting individual charitable contributions, grantsmanship, membership income, class fees, and event space rentals.

Planning and the Future of the Pasadena Senior Center

Pasadena Senior Center's last Strategic Plan covered 2016 through 2020. A report on the results related to goals stated in that Plan are available upon request.

The Covid pandemic of 2020-21 required a great deal of adjustment as PSC pivoted to fulfill the City of Pasadena's request that we render assistance to local older adults as an "essential service". As the Center and its Board adapted to the pandemic, our planning routine was thrown off schedule.

The Strategic Plan on following pages was first drafted during an 8-month period in 2021 by a subcommittee of our Board Governance Committee meeting via Zoom nearly bi-weekly. This Strategic Planning Team was chaired by Board member Steve Ralph, retired Huntington Hospital CEO. The Team members were former State Senator Carol Liu, Board President Sandy Greenstein, Board members Lynn Mehl and Linda Polwrek, and Executive Director Akila Gibbs.

It is notable that Carol Liu, in her past role, chaired a State Senate committee to develop comprehensive strategies for an effective aging and long term care system in California. PSC was selected as one of five California sites chosen by Senator Liu in 2014 as a model for best practices.

While many statements in this Strategic Plan may appear simple, implementation challenges were considered in depth by our Planning Team. This Plan is designed to provide information about where we are headed as our Board and staff identify and continuously adjust to accomplish these general directions. To that end, many action details for our implementation phase do not appear in this Plan, but are being addressed by appropriate Committees of our Board.

This is particularly true relative to income and fund development. Our Strategic Planning Team consensus was that while many 2016-2020 goals remain valid, intensified emphasis is required to safeguard financial sustainability and enhance fundraising capability. Some ideas and methods have been identified and are moving forward, while new approaches are under consideration and welcomed.

VISION • MISSION • VALUES

OUR VISION **Helping seniors engage, enrich and empower their lives.**

OUR MISSION Improving the lives of seniors through caring service with opportunities for social interaction, recreation, basic support and needs services, education, volunteerism and community activism.

OUR VALUES

DIGNITY Respecting all who interact with the Center.

DIVERSITY Embracing differences in skills, knowledge, cultural heritage, ethnicity, gender orientation and religion of mature people and their families.

LEADERSHIP Guiding our clients, members and the larger community toward life-long well-being.

WISDOM Drawing from the accumulated wisdom of our clients and members to benefit the larger community.

INNOVATION Reaching beyond the commonplace to address diverse interests and needs.

SERVICE Assisting mature individuals in need of information, housing, caregivers, transportation and various other support.

REMEMBRANCE Honoring the presence and accomplishments of our clients and other older persons in our community.

JOY Bringing pleasure through education, social events and recreation.

STRATEGIC INITIATIVES FOR KEY RESULT AREAS

Membership Programs and Social Services

- Position PSC as a resource by continuously prioritizing the needs of our population for social services, events and classes. Strengthen PSC's most relevant existing offerings while adding programs and services that attract new members, with sensitivity to diverse communities.
- Increase numbers of paying members and customers who pay fees for activities.
- Continue effective relationships with City of Pasadena officials as an essential service, adjusting programs and services in response to emerging needs.
- Establish formal evaluation processes for all in-person and online social services, events and classes. Applying simple methods and tools, measure Center performance at minimum annually for relevance, including member services (e.g., library, computer lab, etc.), sports leagues, social clubs and online offerings. Include demographic data where feasible.

Income & Fund Development

- To ensure the long term financial health of PSC we will strive to sustain the corpus of our investment portfolios. Decisions to maintain and/or expand programs, services, staffing and other expenditures must always be made with this expectation in mind and the goal to withdraw no more than 5% of the three-year average of our investment account.
- The Executive Director, with input and oversight by the Board Development Committee, will take primary responsibility for fundraising activities, and will identify and engage appropriate staff and resources to achieve annual fundraising goals.
- Establish annual fundraising goals for activities that increase charitable contributions. Prioritize cultivating donor prospects for major gifts, planned giving, more individual donors, larger individual gifts, continuing grants from foundations, fundraising events, annual appeals, special appeals, and more.
- Re-define what constitutes a major gift; establish and promote giving levels and facility naming opportunities.
- Grow PSC's income through event fees, increased membership dues, appropriate rentals, business sponsors, partnerships that provide income potential and new enterprises. Income generated should exceed incremental expenses incurred.

Marketing and Communications

- Continue to articulate our niche in the Pasadena region through consistent messaging and visibility of selected leaders.
- Effectively manage PSC's brand for any activity that we plan, sponsor or lead.
- Market and communicate to all seniors through relationship management, personal contact, and a variety of media, including email, video, digital and print communications.
- Enlist experts to assist in creating and maintaining a user friendly website and to implement more effective online strategies.
- Continue as a “thought leader” on significant topics of interest to age 50+ target populations, including working seniors, caregivers of parents who may also be raising children, active seniors, fragile seniors.
- Provide advocacy and education for issues affecting older adults.

Collaboration and Outreach

- Enhance relationships with City of Pasadena leadership and City Departments, including but not limited to, the Department of Health and the Department of Parks, Recreation and Community Services.
- Maintain established relationships and build new ones to meet existing and emerging needs, including but not limited to relationships with the Pasadena Senior Commission, the County of Los Angeles, and other appropriate community focused organizations.
- Identify and establish potential new partnerships that include opportunities for increased revenue in support of PSC's mission.

Facilities and Operations

- In concert with PSC's license agreement with the City of Pasadena, maintain our present facility and property (including parking) in an up-to-date and attractive manner insuring the safety and security of our members, staff and volunteers.
- Ensure adequate information systems support PSC and its delivery of programs and services, including technology to grow our online and internet capabilities.

Staff and Volunteers

- Develop a succession plan for future transition of PSC staff leadership. The Executive Director (ED) will establish a deputy position with responsibility for daily Center operation, allowing the ED to focus on activities including Board recruitment and engagement, fundraising and income generation, community interaction and pursuit of potential partnerships. Consider both internal and external candidates.
- Be a good employer, providing pensions and other incentives to attract and retain high quality staff.
- Continue to honor and recruit volunteers of all ages. Define a wider spectrum of tasks for volunteers to perform, leveraging volunteer services to offset administrative and program costs in service to seniors.
- Continue to access no-cost assistance from other organizations to add expertise for a variety of needs.

Board Development and Engagement

- Directed and guided by the Board Governance Committee, recruit, educate and engage volunteer Board members who are passionate about PSC's mission, represent the diversity of communities we serve, and are willing to insure PSC's ongoing success and financial health through participating in Board committees, Center activities, and areas of individual interest that include raising dollars in support of the Pasadena Senior Center. Annual individual giving from each Board member is expected.
- Provide Board training where needed, to escalate Board members' help to build:
 - A Major Gift Program.
 - An expanded Individual Giving Program.
 - A Planned Giving Program.
 - More earned income for PSC through business enterprises and events.