

Strategic Plan 2024-2026



Plan Adopted January 2024
LOWLINC Board of Directors



INTRODUCTION

We are pleased to present this document that represents our plan for LOWLINC for the next several years. As we celebrated our fifth anniversary at the end of 2020, it was appropriate to reflect on the accomplishments of our first five years of operation and, more importantly, to look to the future to map LOWLINC's direction as an established, mature Village. In January of 2021, the Board established a working group to develop a Strategic Plan. Over the course of several months, the group consulted with an expert in organizational management and strategic planning—a volunteer we procured through grant support. We also met with LOWLINC leadership and conducted meetings with members and volunteers to assess our current state, brainstorm future direction and provide feedback as the plan developed.

The initial strategic plan was adopted in June of 2021 and revised in October of 2022. In the fall of 2023, another review of the plan was conducted at a Board retreat, including input from key LOWLINC volunteers and staff. This updated plan is the result of that activity, reflecting LOWLINC's continuing mission to enable older adults to remain in their homes by providing needed services and our broader responsibility to the community to promote health and wellness for all older adults.

Steve Hein, President

Dave Davies, Vice President

Jean McLallen, Treasurer

Reggie Gavett, Director

Joya Lord, Director

Tom Baird, Director

David Macpherson, Director

Jeanne Comeau, Executive Director

January 2024

OUR PURPOSE

We believe that having choice, control and connections to others transforms the lives of older adults. LOWLINC enables older adults to be healthy, happy and connected on their own terms as they age.

OUR DREAM

Through innovative programs, technology and community partnerships, LOWLINC will be viewed as a leading nonprofit volunteer service organization in our community, giving older adults choice and control to live safely and independently in their homes with friendships and connections that bring purpose and joy. We will be a catalyst for new Villages in our region; pioneer the use of new technologies to connect older adults with services, healthcare, and social engagement; offer a range of transportation options for older adults; and serve as a trusted resource on aging. We will explore partnerships both in Lake of the Woods and outside our gates, and we will foster diversity, equity and inclusion in all our volunteer and member programs and activities, including access to membership, thus enriching our entire community, both inside and outside Lake of the Woods.

OUR GOALS and CORE STRATEGIES

Our strategic plan focuses on nine (9) goals over the next several years: **Funding, Technology, Transportation, Member Services and Membership, Governance and Leadership, Health and Wellness, Partnerships, Impact, and Volunteer Activities**. Goals and Core Strategies to reach them in each area are established in this plan.

Funding

Goal: Fund the organization to ensure financial sustainability and support growth.

Strategies:

- Develop a diverse funding portfolio by exploring a wide range of sources and fundraising methods.
- Cultivate existing individual and corporate/business donor bases.
- Develop a Planned Giving Program and/or Endowment Program.

Technology

Goal: Explore and apply technology advances to increase organizational effectiveness and efficiency and build use of technology among members and volunteers.

Strategies:

- Increase members' and volunteers' knowledge and use of technology through innovative programs, training, and coaching.
- Maximize time-saving and evolving use of technology in organizational operations and administration.

Transportation

Goal: Provide transportation services to LOWLINC members and be an advocate in the region for additional transportation services for older adults.

Strategies:

- Review results of area transportation needs assessment and use the information and data as we provide services to members and the community.
- Sustain robust transportation services to members.
- Maintain and expand community/regional transportation partnerships.

Member Services and Membership

Goal: Maintain focus on serving LOWLINC members and growing membership as the core reasons for our existence, emphasizing earlier joining possibilities.

Strategies:

- Retain focus on continuous provision of diverse social opportunities for members to increase enjoyment and reduce social isolation.
- Expand services to LOWLINC members as new needs are identified and trends in village service and capabilities expand.
- Grow membership so we can serve more people.
 - Reassess membership programs, funding, and promotion.
 - Continually assess potential variations of membership models.
- Explore expanding services to older adults outside the Lake.
- Develop a membership campaign approach to earlier recruiting and retention.
- Develop and execute member retention programs that engage members and add value to membership.

Governance and Leadership

Goal: Ensure that LOWLINC is sustained with strong, engaged staff, committee chairs, and volunteers; allowing the Board to focus on governance of the organization.

Strategies:

- Continuously assess organizational capacity including staffing, volunteers, volunteer leadership, financial resources, and processes.
- Identify, recruit and onboard new board members.
- Evaluate board performance on a regular basis.
- Consult with Advisory Council to provide objective expertise and advice to LOWLINC as needed.
- Increase knowledge and skills to enhance committee participation and leadership.
- Advocate for the needs of older adults locally, regionally, and statewide.

Health and Wellness

Goal: LOWLINC shall be identified as a leader for improving the health of the community, especially for initiatives related to older adults.

Strategies:

- Provide access to health and wellness programs, activities, and resources.
- Work cooperatively with agencies focused on home care and therapies.
- Explore innovative ways to address social isolation in older adults.

Partnerships

Goal: Identify and develop partnerships that ensure that LOWLINC is represented in planning initiatives regarding older adults; increase ability to raise funds; enable LOWLINC to share resources and leverage benefits.

Strategies:

- Develop partnerships with other agencies, nonprofits, and health care providers.
- Optimize use of partnerships to enable LOWLINC to share resources and leverage benefits.
- Nurture LOWLINC's current partnerships and take advantage of opportunities to promote partners' efforts.

Impact

Goal: Evaluate and articulate the value of our services.

Strategies:

- Establish metrics to evaluate and communicate impact and financial sustainability to current and prospective donors, corporate contributors, grantors, members, and volunteers.
- Establish and expand the use of metrics and impact assessment to encompass other LOWLINC program areas including technology, transportation, member services and membership, and health and wellness.

- Measure and communicate the value of services delivered at the individual member level.
- Incorporate value messaging in our communications.
- Continue to evaluate the financial value and impact of our services and adjust method(s) as appropriate.

Volunteer Activities

Goal: Recruit, train, and nurture volunteers able to deliver services to LOWLINC members and serve in leadership positions.

Strategies:

- Continuously recruit and train volunteers according to evolving skills needed to meet the levels and diversity of demand for LOWLINC's service portfolio.
- Develop and conduct volunteer appreciation events and other efforts to ensure volunteers are recognized for their service.
- Provide training and other educational opportunities for LOWLINC volunteers to increase knowledge and skills.
- Communicate regularly with volunteers.
- Share information about new volunteers with other committee chairs.