

Strategic Plan 2020

Vision for the Future



THE TOWERS
AT TOWER LANE



We are delighted to share **The Towers at Tower Lane Strategic Plan 2020**, our vision of our path forward. This roadmap builds upon our 50 years of innovation in the field of aging services. This plan is enterprising while keeping us rooted in our traditions and the Jewish values that inspire us to travel with bold ideas and conviction to enhance the lives of those we serve.

In September 2018, we embarked on this journey of discovery to understand our community's hopes and dreams. We started with listening to the voices of over 150 members of the community during our focus groups, listening sessions and quiet personal conversations. This plan is a culmination of a rigorous process based on qualitative feedback and quantitative demographic research.

Our Strategic Planning process has helped us become acutely aware that we are experiencing a pivotal time for The Towers and for our community. Through this plan, we are confident that we will choose the right route to meet the challenges facing our next generation and beyond.

We will go from strength to strength as we build our new model of support services for the residents of The Towers. We will go beyond the concept of "Aging in Place" to what we embrace as "Aging in Community." Through new approaches based in research and utilizing evidenced-based programs, we will become a 'center of excellence' focused around seniors living their best lives. Our role as an essential partner with Jewish and other organizations will drive how we provide services, within our building and beyond our walls.

We offer our deepest gratitude to Former State Senator Gayle Slossberg, Strategic Planning Task Force Chair, for her leadership throughout this process. To the members of our Task Force, who dedicated countless hours to carefully formulate this thoughtful and thorough roadmap, you inspired us to look past what is and to focus on what could be. We owe a profound "thank you" to each of you who gave of your time and your insights. We look forward to an exciting future together.



Jacqueline Koral
Chair of the Board



Gustave (Gus) Keach-Longo
President/CEO

The Towers at Tower Lane Strategic Planning Task Force



Former Senator Gayle Slossberg
Task Force Chair



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*Director of Development and
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Honor thy Father and thy Mother (Kabed Et Avicha V'Imecha)

Honor your father and mother, so you will lengthen your days and so that it will be good for you.

Our Mission

We are a warm and vibrant senior community, infused with Jewish values, where people live their best lives.

Our Guiding Principles

- We are an inclusive community, fostering respect for all.
- We are committed to compassionately putting the person before the task and to connecting genuinely with one another.
- We embrace and explore the most innovative ways to help people continue growing, learning, and celebrating life.
- We lead with quiet competence, serving one another with care, strength, and humility.

Our Vision for the Future

We will be a center of excellence focused around seniors and based in Jewish values, always innovating ways for people to continue growing and connecting within and beyond our walls.

Our Overarching Focus

We will build genuine connections that enhance joyful lives.



Inclusion (Avadim Hayinu B'Mitzrayim)

We welcome all into our communities and embrace them.

Our Strategic Planning Process

We are proud to have engaged in a process that was robust and expansive, methodical and data driven, yet imaginative and forward thinking. Over the course of a year, we examined our community's demographics while exploring the current and anticipated trends in the field of aging. We are delighted that a large contingency of the community joined us in this process, sharing knowledge, insights, and thoughts. We thank our sister organizations and partners for their support throughout this effort. Our process was informed by studies and expert analysis, ensuring that our Strategic Planning Task Force had the best tools to help them think both realistically and boldly about our future.

September 2018

- Professional presentations on demographics, trends and anticipated shifts in the field of aging services

November – December 2018

- Conversations with over 150 members of the Jewish Community through focus groups in Hamden, Guilford, Woodbridge and New Haven
- Discussions with other Jewish organizations across the community

December 2018 – January 2019

- Mission conversations with residents, family members, staff and stakeholders
- Community Survey to assess our community's hopes and desires for our future

February 2019

- Publication of **Strategic Planning Information Booklet**
- Day-long Board Retreat to synthesize research and findings

March 2019 – May 2019

- Task Force development of **Strategic Plan Draft** including six function areas with goals, objectives and strategies to accomplish them

September 2019

- Board of Directors Adoption of the **Strategic Plan 2020**

October 2019

- Publication of **Strategic Plan 2020**



Intention (Kavana)

Bringing full attention to our thoughts, actions, and words helps us live deeply.

What We Learned

New Haven is the oldest and fastest aging Jewish community in the country, outside the retirement communities in Florida and Arizona. Among 45 Jewish communities across the country, New Haven will face a silver tsunami over the next 15 years. While trends show that seniors are “aging in place” for a greater length of time, we believe that “aging in community” will be the preferred choice for individuals and for our communities. “Aging in community” is an intentional approach that reduces isolation and potential depression, by providing opportunities for seniors to find their greater purpose and meaning. By mindfully creating avenues for seniors to engage in the community, we can help foster a sense of belonging.

National and Local Trends

- Connecticut is the slowest growing state and the seventh oldest.
- Over the next 15 years in Connecticut, the senior population will increase by 57%.
- The workforce in Connecticut will increase by 2%, but birthrates will decline by 7%.
- City of New Haven developing Hill Section with market rate housing focused on young professionals.
- Limited housing options in New Haven for pre-retirees wanting to live a ‘cosmopolitan lifestyle’.
- Lack of residential units 1,600 to 2,100 square feet.
- Increasing need for not-for-profits to have other lines of business to support core services as public funds remain flat or decline.



Human Dignity (K'vod Hab'riyot)

We see the spark of the divine in each other.

Our Strategic Goals

Building and Facilities

Provide state-of-the-art facilities that meet the needs of our expanding community.

- Complete exploration of campus expansion
- Renovate ground and first floors
- Design and implement a comprehensive program of energy efficiency and other measures to reduce environmental impact

Program and Services

Provide robust, engaging, person-centered programming and services.

- Research and develop systems and strategies to understand and sustainably address loneliness and improve social skills
- Create tools to identify residents' needs
- Develop a full-spectrum, motivating program of evidence-based and engaging activities

Community Engagement

Be a proactive, essential partner with Jewish and other local and regional organizations.

- Connect with other agencies to explore mutual interests and to create meaningful and impactful partnerships
- Offer our expertise to other organizations
- Develop intergenerational programming

Visibility and Marketing

Have housing, programs, and services that are in demand.

- Increase the visibility of aging in the community
- Enhance positive perceptions and experiences with The Towers



From Generation to Generation (L'Dor va Dor)

Valuing, respecting, and connecting to each generation.
Young to old, old to young, past, present and future.

Sustainability and Financial Security

Have sustained funding from multiple sources to ensure we achieve our goals.

- Expand services to outside organizations including rentals of space and catering
- Explore potential of additional public funding
- Explore the development of The Towers' resources and land to provide ongoing revenue

Organizational Effectiveness

Have an organizational structure, governance, practices, and accountability that support our continued growth.



Improving the World (Tikkun Olam)

Each good thing we do helps heal the world.

Our Jewish Values

Honor thy Father and thy Mother (Kabed Et Avicha V'Imecha)

Honor your father and mother, so you will lengthen your days
and so that it will be good for you.

Inclusion (Avadim Hayinu B'Mitzrayim)

We welcome all into our communities and embrace them.

Intention (Kavana)

Bringing full attention to our thoughts, actions, and words helps
us live deeply.

Commitment to Community (Kehila)

As human beings, we fulfill ourselves most of all, in communities
that manifest justice, holiness, and peace.

Human Dignity (K'vod Hab'riyot)

We see the spark of the divine in each other.

From Generation to Generation (L'Dor va Dor)

Valuing, respecting, and connecting to each generation.
Young to old, old to young, past, present and future.

Improving the World (Tikkun Olam)

Each good thing we do helps heal the world.

Joy! (L'Chaim!)

To Life!



THE TOWERS
AT TOWER LANE

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