



THE TOWERS
AT TOWER LANE

Strategic Plan 2023



Mission

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

Vision

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.

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 explore and embrace 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.

Overarching Focus

To build genuine connections that enhance joyful lives.

L'Chaim!

To life!





Moving Forward Together



**Gustave (Gus)
Keach-Longo**
President/CEO

Throughout our 50+ year legacy at The Towers, our reputation as progressive thought leaders in the field of aging services has remained strong. At times, we have served as an organization that other mission-focused senior care providers look to for innovations in our field.

We were one of the very first senior housing communities

in the United States and one of the first to add an assisted living services program within an affordable community setting. We were the first organization to provide communal dining in a senior setting. We have a strong history of helping shape the definitions and standards for new models of support services for Connecticut seniors. Our leadership through the decades has repeatedly enhanced our field of aging services and has inspired other practitioners to elevate their own practices.

One key innovation The Towers achieved is being one of the only communities in Connecticut that is financially-accessible to the newly named “forgotten middle” income seniors. These are individuals who have retirement incomes or assets that are too high for them to qualify for rental assistance subsidies and too high for them to qualify for Connecticut-subsidized community-based care and support services.

This new term, “forgotten middle” refers to seniors who have been “forgotten” by providers of traditional housing with support services. In Connecticut, there are a few sites for low-income seniors who are in need of services. There also are numerous for-profit assisted living facilities throughout Connecticut for individuals with significant financial resources. However, there are

almost no communities like The Towers where those with incomes above the subsidized requirements and below the floor of income/assets for the high-end assisted livings.

We are happy to share that again The Towers has been innovative and found a way to provide very similar housing and support services, typically received at the other sites, at private-pay rates of approximately \$3,000 to 4,000 lower per month than all other settings in our area. We are proud to have once more enhanced our aging services field by serving all seniors regardless of their personal finances. We are here for everyone equally, including seniors who now find themselves in the “forgotten middle.”

As we look ahead, we know that we have another extremely rare opportunity for our community on the horizon. **We once again may use this moment to help enhance, and perhaps redefine, the way seniors live for our next generation. We are excited to share with you that our Board of Directors is exploring options to develop a piece of land owned by The Towers.**

The area all around our campus is becoming one of New Haven’s most desirable locations and is planned for redevelopment by the City of New Haven and the State of Connecticut. This moment has placed The Towers in the heart of this revitalization of The Hill to Downtown.

Building upon what we learned from our 2020 Strategic Plan, our Board of Directors created our new plan this past spring with these potential opportunities in mind. One of the initiatives chosen by our leaders in the 2023 Strategic Plan is to begin focusing on all the possibilities that having land in such a key location in the city could mean for our community. We have formed a new Advisory Council and are thrilled that



we will be harnessing some of the greatest minds in architecture, real estate development, law, community organizing, finance, environmental stewardship and aging services to fully explore our options.

Our new Steering Committee will lead this project with the ultimate goal of enhancing and preparing our campus for our community's next generation. While this is no small task, we are incredibly appreciative to those who are lending their time, experience and expertise to help guide our process.

Redevelopment Advisory Council

Phillip Bernstein
*Associate Dean, Yale
School of Architecture*

Gerry Blume
*Senior VP, Chief Legal
Officer, Rockefeller Group*

David Goldblum
*Principal and CEO, The
Hurley Group*

Michael Harris
*Director, Entrepreneurial
Ecosystem, CT Next*

Doug Hausladen
*Director of Transportation,
Traffic and Parking,
City of New Haven*

Scott Hurwitz
*Robin Companies, Chair of
Jewish Foundation*

Josh Kampf
*Managing Director,
Merrill Lynch*

Robert Klee
*Yale University,
Former Commissioner CT
Energy and Environment*

Michael Piscatelli
*City of New Haven,
Representative - ex-officio*

Carmen Rodriguez
*Board of Alders, City of
New Haven*

Aaron Rulnick
*Managing Principal,
HJ Sims*

Philippee Saad
Principal, Dimella Schaffer

Gayle Slossberg
*CEO, Jewish Federation of
Greater New Haven*

We invite anyone who has an interest in Greater New Haven's redevelopment, the Jewish Community, and/or how we may help enhance of older adults in our area, to consider joining us. There are many ways you can be involved and many ways that you can help.

To get involved, contact Jennifer Bayer,
Vice President of Strategic Initiatives at
jennifer@towerlane.org, or (203) 772-1816.

Redevelopment Steering Committee

Nancy Alexander,
*Strategic Planning
Consultant, Lumenance
Consulting*

Jennifer Bayer
*The Towers, Vice President,
Strategic Initiatives*

Linda Cedarbaum
*The Towers Board of
Directors, Chair*

Erik Dalen
*Redevelopment
Consultant,
Onepoint Partners*

Erik Johnson
*City of Hamden, Director,
Department of Economic
Development*

Gustave Keach-Longo,
The Towers, President/CEO

Andrei Harwell
*Yale School of
Architecture, Urban
Design Workshop*

Cindy Leffell
Immediate Past Chair

Marc Olins
*The Towers Board of
Directors*

Sammy Parry
*The Towers Board of
Directors*

Alan Plattus
*Yale School of
Architecture, Urban
Design Workshop*

Liz Torres
*Towers Consultant/
Project Management/
HousingSmarts*

Jesse Wescott
The Towers, Vice President

Rolan Young
*Partner,
McCarter & English, LLP*



External Factors We Considered

Factor	Implications for The Towers
Aging population	<ul style="list-style-type: none">• We're needed• More people > more apartments
Changing neighborhood: denser, more vibrant	<ul style="list-style-type: none">• Opportunities to offer/build amenities• Opportunities to connect
Fewer staff caregivers; staffing shortage	<ul style="list-style-type: none">• More demand because harder to age at home• Opportunities to attract: provide housing; offer/co-offer training
Less connection with families	<ul style="list-style-type: none">• Continued need for addressing loneliness
Jewish community demographics changing: fragmentation; location; wealth base; professions; more Orthodox	<ul style="list-style-type: none">• Need to diversify funding sources• Board participation changing; diversify the board• Market the kosher kitchen
Changing lifestyles and needs, differing with each next generation of seniors	<ul style="list-style-type: none">• Flexible menu, more different types of services• Greater involvement in New Haven activities
Growing emphasis on ESG (Environmental, Social, Governance)	Environmentally sustainable practices Attention to DEI (staff, board, volunteers, families)
Changing technology	Opportunities to teach/learn/use

Six Pillars



1. Building and Facilities

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

2. Programs and Services

Deliver robust, engaging, person-centered programming and services that help residents live their best lives.

3. Community Engagement

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

4. Visibility

Be known for having in-demand, innovative housing, programs, and services.

5. Sustainability and Financial Security

Have diverse, stable funding and resources to ensure short-term success and long-term sustainability.

6. Organizational Effectiveness and Significance

Be a leader in the field with an organizational structure, governance, practices, and accountability that support our continued growth.





Pillar 1: Building and Facilities

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

Strategies

1. Complete the planned renovations and garden.
2. Design the **process** for developing The Towers campus expansion and master plan that will take into consideration:
 - a. Conceptualizing our future, thinking about the entire campus and its relation to the neighborhood and stakeholders.
 - b. Reconfiguration and reconceptualization of the current buildings.
 - c. Possible land uses.
 - d. Potential for offering staff housing.
 - e. Possible renovation for larger apartments.
 - f. Environmental impact.
 - g. Methods: data, surveys, community conversations, developer input.
 - h. Selection of master plan consultant via RFP.
3. **Develop the master plan** for current- and next-generation land use and facilities, considering all the above.
 - a. Consider options.
 - b. Finalize plan.
4. Continue exploring projects to reduce environmental impact.



Pillar 2: Programs and Services



Goal: Deliver robust, engaging, person-centered programs and services that help residents live their best lives.

Strategies

1. Refine the Proactive Partner model and implement throughout The Towers, using data to identify needs and adjust programs.
2. Make the model replicable.
3. Develop programs that residents lead and contribute to (not just participate in).
4. Develop more intergenerational programming.
5. Identify more opportunities to apply a Jewish lens in programs.
6. Offer fabulous kosher food and food-related experiences to provide social connection, educational moments, and better nutrition.





Pillar 3: Community Engagement

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

Strategies

1. Add, renew, and strengthen relationships with civic, other agencies and academic institutions—within our strategic goals—to explore mutual interests and develop collaborative programs, services, and efficiencies.
2. Communicate and collaborate to enhance partnership with the Jewish community.
3. Develop a business plan to offer kosher catering beyond our doors, around the region.
4. Strengthen relationships with governmental entities.



Pillar 4: Visibility



Goal: Have a reputation for having in-demand, innovative housing, programs, and services.

Strategies

1. Implement brand strategy to enhance the image of The Towers, drive recruitment, and increase ongoing involvement with The Towers community.
2. Develop ways for the community at large to experience The Towers (in and outside of the building).
3. Engage in the national senior service community and share our Proactive Partner Model and our expertise as innovative leaders in the field of aging.





Pillar 5: Sustainability and Financial Security

Goal: Have diverse, stable funding and resources to ensure short-term success and long-term sustainability.

Strategies

1. Build community partnerships to reduce expenses and create efficiencies.
2. Develop planned giving.
3. Expand public funders and philanthropic entities and private funders.
4. Expand our circle of prospective donors.
5. Engage more people in asking on our behalf, by activating board and other allies.
6. Develop a program to engage younger (under 50) and new donors (those who have not given in the last three years).
7. Expand new revenue streams beyond donors and grants.



Pillar 6: Organizational Effectiveness



Goal: Be a leader in the field with an organizational structure, governance, practices, and accountability that support our continued growth.

Strategies

1. Further develop and maintain human resources policies and practices that encourage more individuals to choose The Towers when considering employment.
2. Collaborate with partners to ensure availability of services for our residents.
3. Harness technology to streamline processes.
4. Strengthen board recruitment and engagement.
5. Recruit a wide circle of knowledgeable lay leaders.



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!

**Board of Directors of
The Towers at Tower Lane**

Executive Committee

Cindy Leffell
Chair of the Board

Linda Cedarbaum
Chair Elect

Jamie Zubkoff
Vice Chair

Lori Brochin
Treasurer

Linda Randell
Secretary

Robert Cole

Directors at Large

Renee Drell

Donna Fedus

Robert Gittleman

Dr. Stephanie Jacobson

Robert Katz

Marc Olins

Sammy Parry

Ina Silverman

Gayle Slossberg

Jacqueline Koral
Immediate Past Chair

**The Executive Committee
serves as the Board of Directors
for The Towers Foundation*

Administration

Gustave (Gus) Keach-Longo
President/CEO

Jennifer Bayer
*Vice President of
Strategic Initiatives*

Nancy Alexander
*Consultant,
Lumenance Consulting*



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