



STRATEGIC PLAN 2026-2030

As adopted by the Board of Directors on September 24, 2026

OUR MISSION

To empower and support East Valley older adults to remain independent and engaged in our communities.

OUR VISION

To be a trusted community leader and connector in serving the evolving needs of older adults.

OUR NAME

The aster flower shows its many variations, beauty, and resiliency to thrive in almost any garden, late in the season when other blooms have faded. In this spirit, we embrace the diversity and strength of older adults.

OUR GUIDING PRINCIPLES

- **Customer Service** – We listen with care and respond with kindness, providing clear, respectful, and reliable support to the people we serve.
- **Culture of Belonging** – We are committed to working together to foster an inclusive community.
- **Collaboration and Community Engagement** – We embrace partnerships to maximize our effectiveness and to ensure that older adults have comprehensive resources to address needs.
- **Innovation** – We strive to be flexible as we explore solutions to best meet the needs of the people we serve.
- **Participation** – We invite participation and feedback from the people we serve and our community stakeholders.
- **Honor** – We value the contributions of dedicated volunteers and staff.
- **Integrity and Transparency** – We are committed to the highest level of ethical conduct, are accountable for the resources entrusted to us, and operate with openness so our community understands how resources are used to support our mission.

OUR OVERARCHING RESULTS

We are committed to positively impacting the lives of older adults and their families, and assist them in:

- ◆ Maintaining independence and preserving dignity
- ◆ Increasing access to food and nutrition resources
- ◆ Reducing isolation and increasing opportunities for social engagement
- ◆ Increasing access to basic need resources and fostering financial stability
- ◆ Enhancing feelings of self-worth
- ◆ Increasing effectiveness in self-advocacy
- ◆ Maintaining personal care needs
- ◆ Increasing safety
- ◆ Reducing caregiver burden and stress
- ◆ Achieving optimal health and well-being

LONG-RANGE GOALS AND PRIORITIES

GOAL: Innovate Programs and Service Delivery to Meet Evolving Needs

Priorities:

- Reimagine *Center-Based Services* to ensure our Senior Centers remain relevant and attractive both for existing and new generations of older adults.
- Enhance the holistic scope of *Meals on Wheels* to ensure that homebound participants benefit from more than a meal.
- Explore and expand the range and depth of *In-Home Support* services to align with evolving needs.
- Build the capacity of *Outreach and Social Services* to empower older adults in accessing resources to address their basic needs.
- Evaluate and pursue new opportunities to pilot services that creatively address emerging needs of older adults, including through collaboration.

GOAL: Further a Culture of Belonging

Priorities:

- Evaluate, update, and implement plans to advance inclusion across all aspects of the agency, including our programs, volunteerism and staffing, and internal operations.
- Strengthen program outreach efforts and access for underserved communities in a manner that ensures appropriate messaging and service delivery methods for diverse populations.

GOAL: Build Brand Awareness

Priorities:

- Develop and use clear, effective, and consistent messages aligned to our mission and vision.
- Drive to differentiate our unique community position to key stakeholders.
- Develop and leverage mutually beneficial corporate and other partnerships.
- Continually evolve the annual targeted marketing and outreach plans to expand awareness.

GOAL: Strengthen Organizational Capacity

Priorities:

- Develop our volunteerism to foster greater community engagement and impact.
- Enhance our personnel systems to recruit, retain, develop, and reward the highest quality staff.
- Expand engagement opportunities for community leaders to serve on our Board of Directors.
- Implement a strategic technology roadmap to address operational challenges, gaps, and the needs of the people we serve

GOAL: Optimize Financial Sustainability

Priorities:

- Expand and diversify our funding streams to develop additional sources of support.
- Support the active engagement of Board members in community networking and fund development.
- Increase our endowment fund and reserves for enhanced future stability.
- Ensure stewardship and accountability by maintaining oversight, internal controls, and accounting for the agency's finances and reporting.

Note: The sequence in which the Goals and their Priorities are displayed is not intended to reflect order of importance.