



Kavod

SENIOR LIFE

Honor. Community. Jewish Values.

Kavod Senior Life Strategic Plan Summary 2019 - 2023

Kavod Senior Life
22 South Adams Street | Denver, CO 80209
303.399.1146 | KavodSeniorLife.org

BACKGROUND

As Kavod enters its sixth decade, it faces a landscape of shifting risk and opportunity. Even as the Denver area's population of Jewish older adults continues to grow, a steady trend toward secularization has challenged many Jewish-oriented nonprofits to reframe their mission and services. Meanwhile, lower-income older adults, regardless of religious affiliation, are facing their own struggles with healthcare, housing shortages and social isolation.

As Kavod unfolds its strategy for the next several years of growth, these trends present a number of key questions:

- *How should Kavod continue to deepen its engagement with the region's Jewish older adults, both newcomers and longtime residents of the Denver area?*
- *What is the ideal way for Kavod to relate to its Jewish identity in a time of continued shifts in religious attitude and affiliation?*
- *Which populations should Kavod seek to engage outside of its own facilities, and what programs and services are Kavod best positioned to offer them?*
- *What are the best ways for Kavod to build more financial resilience as it faces greater uncertainty around its traditional funding sources?*

HISTORY

In 2012, Kavod developed its most recent strategic plan, which centered on the theme of promoting aging in place. Since that time, it has made significant progress in advancing that plan's goals, including the following accomplishments:

- Rebranding from Allied Jewish Apartments to Kavod Senior Life
- Launching Kavod On the Road, a successful suite of activities and educational programming to engage older adults in the Denver metro area, starting with Jewish older adults
- Performing significant upgrades to its buildings, including a remodeled kitchen, upgraded mechanical systems, and a new wellness center
- Upgrading programs and services at Kavod's main towers, including health and wellness classes, Kavod Academy of Lifelong Learning classes, and a restaurant-style dining service

Today, Kavod is well-positioned to continue its trajectory of growth and innovation, with solid finances, a strong, stable, and dedicated leadership, and a positive community reputation.



MISSION | VISION | VALUES

Kavod determined that its existing mission, vision and values—developed during the previous strategic planning process and listed here below—remained relevant and did not need to be revised.

Mission

To provide life-enriching experiences to older adults through a broad range of housing and support services that reflect the spiritual, social, and cultural values of Jewish tradition.

Vision

To support our main campus and seek related locations that support Jewish and other seniors in their quest to age gracefully and stay connected in their communities.

Values

- **Partnership.** We seek collaborative relationships to improve the lives of older adults.
- **Respect.** We respect our Jewish traditions and honor the diversity that each resident and employee brings to our community.
- **Integrity.** We approach every interaction with transparency and the highest level of integrity.
- **Dedication.** We are dedicated to helping those who most need our services.
- **Excellence.** We are committed to providing high quality, fairly priced services.

MARKET SCAN

Assessing the landscape of Kavod's existing and prospective partners that included Jewish Family Service, Staenberg-Loup Jewish Community Center, Shalom Park, JEWISHcolorado, Rose Community Foundation and Seniors' Resource Center, a number of common themes emerged.

- Jewish nonprofits are evolving in their relationship to Jewish identity.
- Jewish nonprofits are in a state of leadership transition.
- Significant service gaps remain for older adults.



KAVOD'S FUTURE STRATEGY

Based on research provided by a third-party firm (JVA) and internal meetings with board and senior management, the following scope was outlined for Kavod's future direction.

Target Populations

Kavod will focus on serving two populations: low- and moderate-income older adults of all backgrounds, and Jewish older adults of all incomes.

Overall Direction

1. **Kavod will ensure low- and moderate-income older adults are housed with respect and a high quality of life.** Kavod's core strength is in providing affordable housing from a place of Jewish values. Moving forward, Kavod will continue to seek housing solutions for members of this population through the following techniques:
 - Continuing to upgrade quality of housing at current buildings
 - Helping additional low- and moderate-income older adults secure affordable housing via developing its own housing, homesharing, or other programming and partnerships
 - Providing programming and assistance to help older adults age in their homes

2. **Kavod will become an essential part of the cultural and social fabric of Denver's Jewish older adult community.** This is an opportune time for Kavod to take a more visible role among Jewish older adults in the Denver area and the organizations that serve them. As it aims to increase its visibility as a respected partner and sponsor, Kavod will seek new opportunities for planning, coordinating and programming within the Jewish community.

STRATEGIC GOALS

Building on the previous information, the following Kavod's core strategic goals for the next three to five years have been identified:

1. **Continue to improve quality of life for Kavod's current residents.** Over the past five years, Kavod has made a number of substantial physical and programmatic upgrades to its housing. For the next strategic planning period, these upgrades will continue, as facility renovations proceed as planned, creative solutions to the buildings' parking shortage are sought, programming in the Health and Wellness Center is expanded, and opportunities for on-site physicians or nurse practitioners are explored.
2. **Continue to explore opportunities for developing moderate-income housing.** In Kavod's previous strategic plan, a substantial market gap was identified for housing older adults that do not qualify for HUD subsidies but cannot afford market-rate housing. In the six years since then, demand has only grown, and promising development sites are currently being explored by the organization's leadership.
3. **Serve as a local leader in supporting older adults aging in community as well as the convener of local older adult agencies, especially those serving Jewish older adults.** The successful launch and expansion of Kavod On the Road has proven the organization's ability to meet the social and educational needs of older adults aging in community. Offering a variety of educational and social activities with over 700 attendees annually, Kavod On the Road has leveraged a network of partners ranging from local synagogues to the Denver Housing Authority to promote mental stimulation and socialization among older adults throughout Denver. As it looks forward, Kavod has the opportunity to extend this track record of success to additional programs and services to support older adults aging in community in the Denver area.

4. **Build financial resilience through cost efficiencies and diversifying revenue streams.** Kavod has long been a careful steward of its financial resources, ensuring that staff and residents alike are well provided for. In recent years, several factors have converged that make fiscal responsibility and innovation more important than ever. The majority of Kavod's budget is supported by the Department of Housing and Urban Development (HUD), and the Federal government's increasing political gridlock and instability has made the availability of existing levels of HUD funding appear less certain than in the past. Long-term demographic and financial trends, meanwhile, may eventually necessitate cuts in Medicaid, Medicare and Social Security benefits, indirectly impacting Kavod's business model, as well. In response to these trends, Kavod will be more aggressive in its pursuit of additional sustainable revenue streams, including but not limited to philanthropy from individual donors and earned income.

STRATEGY SCREEN

As Kavod strengthens existing partnerships and builds new ones, Kavod will need to evaluate opportunities for strategic collaboration on an ongoing basis. To assist with these needs, a strategy screen was developed: a set of standardized questions that the organization's leadership can use to evaluate new and existing programs in an objective way. The strategy screen includes questions that encompass **environmental, social and financial** factors.

NEXT STEPS

With Kavod's overall strategic goals in place, organizational leadership and staff will identify, research and evaluate potential program opportunities. Our strategic planning committee will put a plan in place to carry out this exciting plan for the next 3 to 5 years.

