



Strategic Plan (Approved on June 29, 2022)

2022—2025

Kavod Senior Life

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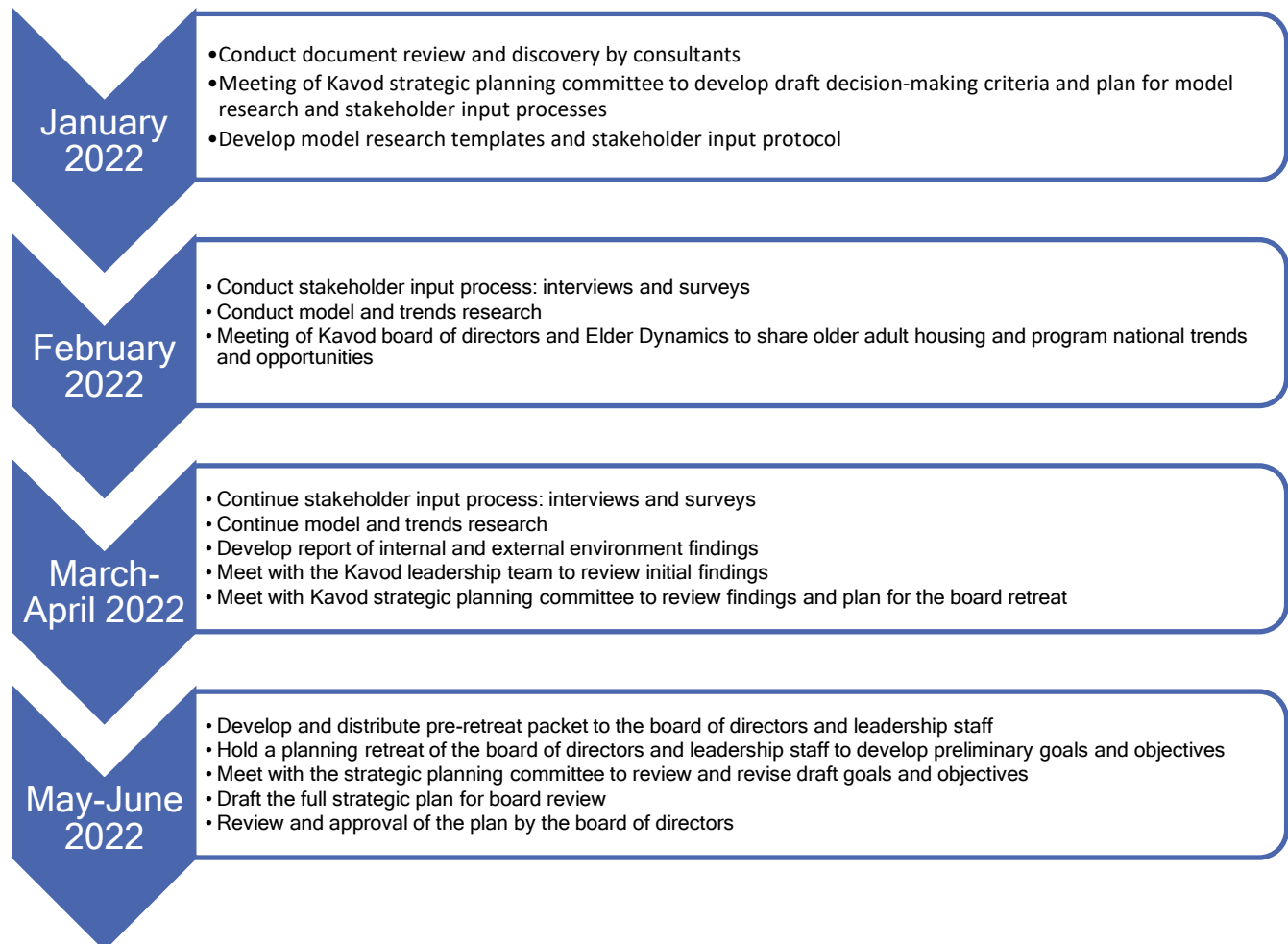
PLAN OVERVIEW

Background

In the fall of 2021, as Kavod Senior Life's 2018 strategic plan was reaching its conclusion, the organization's board of directors embarked on a strategic planning process to guide the organization forward to 2025. Coming on the heels of the global pandemic, the board and leadership staff of Kavod Senior Life (Kavod) were interested in creating the vision and goals for a plan that would allow Kavod to advance its housing and program offerings for older adults in the Denver Metropolitan area. A strategic planning committee of the board led the process and engaged [interSector Partners, L3C](#) as planning process facilitators/consultants and [Elder Dynamics](#) as subject matter experts in older adult housing services and programming.

The Planning Process

The following outlines the planning process undertaken by Kavod.



Decision-Making Guidance

Decision-making during the process was guided by a set of decision-making criteria. These criteria can also be used as new ideas and opportunities arise and will allow Kavod to return to a set of questions that help it to decide – what is essential?

Mission

- Will the outcomes of this approach/strategic direction allow us to continue to move toward meeting our mission?

Organizational Sustainability

- Do we fully understand and accept the financial investment required to develop and maintain this opportunity, and will it support long-term sustainability of Kavod?
- Do we have the right and current skills and expertise at the table to deliver on this strategy or approach?
- Does this align with our board's risk tolerance? Can we afford to take this risk even if we might fail?

Our Communities

- Is this strategy something that our partners in the community will support?
- Does this consider our professional staff members including their growth, knowledge, expertise, enthusiasm, etc.?
- Does this decision reflect key stakeholder perspectives on our future/the future of older adult services and/or housing?

Deal-Breaker Question

- Are we solving a problem that our organization is strategically the best organization to solve?

The Plan

The following plan outlines a long-term vision and three-year plan for how Kavod will evolve toward achieving that vision. The strategic plan explains the process used to develop the plan, as well as details how the organization will adapt to meet changing market needs, provide additional housing and supportive services to the community, and continue to offer high quality services to its current properties and residents.

KAVOD HISTORY

Founded in 1968 by a group of philanthropic-minded individuals in the Jewish community, Kavod Senior Life (formerly Allied Jewish Apartments) created high-quality affordable housing community for older adults from all backgrounds and income levels.

- *Buildings:* Kavod's first structure, the West Building, welcomed its first residents in 1971. The second (East) building opened in 1979 and the third (South) building in 1983. A walkway and bridge were added to connect all three buildings with inside access. Overall, a total of 397 apartment homes now house more than 400 individuals.
- *Programs:* Programs and services have been added over the course of time to enable residents to live as independently as possible.
 - The Assisted Living Program was formed in 1986 for residents who needed more help with basic daily activities but wanted to remain in the community.
 - A spacious dining room was built in the East Building for daily dining services; a second dining room was built for Assisted Living residents in the West building.
 - A staffed activity program was created in 1986 to provide residents with social and educational activities and trips. In 2011 the Kavod Academy of Lifelong Learning was established to recognize individuals who participate in enough classes and activities to qualify for a life enrichment certificate.
- *Kavod on the Road:* In 2010, Kavod created an outreach program to deliver its successful enrichment activities to individuals living off campus, called Kavod on the Road. Many community organizations are involved as partners; an annual conference on aging is also provided.
- *Elaine Wolf Dining Room:* The East Building dining room and kitchen were renovated in 2015 with new equipment and appliances with major underwriting from the Melvin and Elaine Wolf Foundation. The space was dedicated to Elaine Wolf in 2018.
- *Harry and Jeanette Weinberg Health and Wellness Center:* After extensive renovations to the West Building Penthouse, The Harry and Jeanette Weinberg Health & Wellness Center opened in 2016. It now offers ongoing health clinics, physical therapy, wellness classes and socialization. Over 20 providers are contracted to meet the health needs of those on campus.

- *CU Geriatrics*: In 2020, CU Medicine established a geriatric clinic at Kavod to provide on-site medical services for residents, very uncommon in subsidized housing. Three specialized doctors provide support for residents right on campus.

Awards: Kavod has received outside recognition for continuing these developments, promoting an effective “aging in community” service model.

- 2021: Top Rated Nonprofit from Great Nonprofits
- 2020 and 2019: Beacon Award from the International Council on Active Aging and NuStep, LLLC for being one of 25 top wellness campuses for older adults in North America.
- 2020 – 2015: Various Jewish Programming Awards, Association of Jewish Aging Services (AJAS)
- 2019: LeadingAge-Robert Wood Johnson Health Equity Award for outreach initiatives in partnership with Denver Housing Authority and NextFifty Initiative.
- 2019: Top Workplace Award, Denver Post



KAVOD'S CURRENT FRAMEWORK

Kavod is the Hebrew word for honor or respect. The organization's name reflects its values as a "Jewishly-hosted" community that celebrates and honors every faith, ethnicity, and background.

These values extend into its senior living and assisted living apartments for adults 62 years of age and older, as well as to its on-location programming and into the broader Denver Metro community.

PROPOSED NEW VISION

Kavod Senior Life envisions a Denver metro area where older adults have ready access to housing and senior services that are consistent with Jewish values and tradition.

Mission

Kavod Senior Life provides 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.

Kavod's Strengths, Competencies, and Assets

Kavod's strengths, competencies and assets are many and were identified throughout the process by consultants, key external stakeholders, and board and staff members. These strengths should be leveraged by Kavod going forward to capitalize on its impressive 50+-year track record and build toward the future.



The People: Good management, staff, cohesive/active board of directors



Honoring / Caring for Residents: responsive, compassionate, communicate with residents



Collaborations / Partnership: provide real value to collaborations, rarely do things on their own, leverage strengths of partners



Culture: strong, positive, affirming culture, a community-not just HUD housing



Location / facilities: central location, large physical campus with potential to expand

KAVOD 2022—2025

Strategic Imperatives

To guide Kavod toward its vision for the strategic plan, three strategic imperatives will be integrated into the plan and Kavod’s work going forward. These imperatives are the foundational components of *how* Kavod will focus its work to deliver on the goals and objectives that follow.

Lead	Convene	Partner
Step into Kavod Senior Life's role as a leader to advance issues of importance to those we serve	Bring organizations and people together and facilitate the development of a collective voice and/or initiatives when it is important to advance our work	Participate in partnership with other housing and service providers to better serve Kavod Senior Life residents and the broader older adult community

Strategic Plan Goals

To support Kavod’s main campus and seek related locations *and partners* that support Jewish and other low- and middle-income older adults in their quest to age gracefully and stay connected in their communities, Kavod will pursue five goal areas. Kavod’s board of directors and leadership staff developed these goals based on input from key stakeholders and an exploration of its external environment (please [see highlights of this data](#) following each goal in the following section).



Determine feasibility of expanding the physical footprint on the Kavod campus to complement or enhance our current offerings for people we serve or new populations



Determine feasibility of buying, building, or managing an off-site housing location *independently or in partnership*



Maintain and preserve existing facilities on the Kavod campus



Expand Kavod programming to support older adults living in the community



Identify necessary supports and resources to implement the strategic plan

Goals, Objectives & Rationale

To track and evaluate progress toward achieving the overall strategic plan, Kavod will implement the following measurable objectives in support of its goals.

Determine feasibility of expanding the physical footprint on the Kavod campus to complement or enhance our current offerings for people we serve or new populations



Objectives in support of this goal

- Assign a subcommittee of the strategic planning committee (see Goal 5, objective 5.2) to focus on development on the Kavod campus by Q3 2022
- Create decision-making criteria for expansion on the current Kavod campus by Q1 2023
- Utilize strategic plan, environmental scan, and additional, targeted new market research to decide on the appropriate mix of affordable, workforce, and/or other income-level housing and/or programs and services space by Q3 2023
- Determine desired building design, number and type of units, shared/community spaces, and/or office and meeting spaces by Q4 2023
- Explore all funding and financing options and create a plan for a new facility Q4 2023
- Based on data gathered, proposal brought to the board as to “build” or “no build” by Q1 2024

Process research and input in support of the goal area

During the stakeholder input and environmental scan portions of the planning process, data and information were gathered to provide guidance to the board of directors and leadership staff in setting this goal and developing its associated objectives.

- ✓ The need for affordable housing is great and won't go away
- ✓ Additional Kavod housing could help to manage the current waitlist and allow Kavod to be more responsive to partner referrals and community need
- ✓ The number of older adult households with incomes of \$50k or below is expected to increase significantly by 2027
- ✓ According to the Denver Housing Authority, the city and county of Denver are short more than 50,000 units for residents making 60% or less of the area median income (AMI)
- ✓ Colorado is preparing to spend \$400 million of federal pandemic relief money to implement affordable housing plans

Determine feasibility of buying, building, or managing an off-site housing location *independently or in partnership*



Objectives in support of this goal

- Develop a strategy to determine whether Kavod would like to buy, build, or manage an off-site housing option by Q3 2023
- Create decision-making criteria for off-site locations by Q1 2023
- Based on data gathered, bring proposal to the board for off-site housing by Q1 2024

Process research and input in support of the goal area

Similar to the first goal of developing on the Kavod campus, stakeholders, and the environmental scan supported the concept of exploring off-site housing opportunities:

- ✓ Desire by stakeholders for Kavod to expand housing options beyond Cherry Creek
- ✓ Desire for Kavod to consider aging in community housing supports or alternative arrangements to congregate living
- ✓ Key staff and board interest in Kavod being responsive to potential housing opportunities that come its way
- ✓ Expressed interest in exploring intergenerational housing options and other types of housing such as smaller homes, more accessible assisted living, etc.
- ✓ According to Community Housing Development Association, the overall timeframe for a new housing development is 3-5 years for financing, planning, and build out. Purchasing or managing an existing property or properties could be a faster-to-market option.
- ✓ State of Colorado's federal pandemic relief funding will seek innovative ideas for addressing the affordable housing shortfall

Maintain and preserve existing facilities on the Kavod campus



Objectives in support of this goal

- Complete current construction projects by Q4 2022
- Conduct a property condition assessment for ongoing maintenance and preservation of Kavod facilities by Q2 2023
- Develop a plan to address property condition assessment findings by Q4 2023
- Implement property condition assessment plan by Q2 2025

Process research and input in support of the goal area

Stakeholder input about the existing Kavod campus supported the board of directors' decision to include this goal in the strategic plan:

- ✓ Kavod is known for providing a safe, warm, and inclusive environment for its residents
- ✓ Kavod is doing a good job of improving facilities and does well on the “standards of senior housing”
- ✓ Kavod’s campus makes a community, not just HUD housing
- ✓ Stakeholders expressed appreciation that Kavod has been proactive on keeping up with capital needs on the physical campus
- ✓ Desire by key stakeholders to ensure continued attention to safety and security on the Kavod campus



Expand Kavod programming to support older adults living in the community



Objectives in support of this goal

- Conduct targeted analysis to determine gaps in service provision to older adults in the Denver Metro area by Q3 2023
- Create Kavod's approach to community-based services including how to measure and evaluate success by Q4 2023
- Determine which organizations to partner with to offer services in the Jewish community and broader community by Q4 2023
- Launch at least one new Kavod program offering by Q4 2023
- Utilize evaluation metrics (see objective 4.2) to understand the success and opportunities for change in the Kavod on the Road and other program expansion by Q1 2024
- Adapt the programs based on evaluation feedback by Q2 2025
- Create an ongoing pipeline to Kavod's independent living program through aging in community programs

Process research and input in support of the goal area

Programming has become an increasingly important part of Kavod's offerings in recent years.

Stakeholder input and environmental scan data informed the above goal and objectives:

- Desire by stakeholders for Kavod to consider new programs to support residents and broader Jewish & non-Jewish community members
- Stakeholders indicated there is opportunity for Kavod to build out programming through partnerships, including partners that may not have been considered previously
- Questions in the process about whether Kavod programs live on the existing campus or in the community
- Elder Dynamics indicated that the majority of services for older adults offered nationally fall into the category of "resident engagement" such as recreational programming and/or therapeutic recreation to keep older adults engaged in an active life
- Specialized programming for caregivers has been of interest at Kavod. A number of models were reviewed to inform Kavod's future program planning.

Identify necessary supports and resources to implement the strategic plan



Objectives in support of this plan area

- Develop a leadership development and succession plan for the board, committees, and board leadership pipeline
- Seat a standing strategic planning committee of the board of directors by Q4 2022
- Identify and secure the human resources needed to grow Kavod's housing and programs based on plans developed in previous goals by Q2 2023
- Create and implement a plan to communicate/market Kavod's strategic plan focus and successes as an ongoing component of plan implementation

Process research and input in support of the goal area

The board of directors and staff believe it is critical for Kavod to have a separate goal focused on setting the organization up for success in implementing the plan:

- ✓ Succession and/or a leadership pipeline for the board is critical to ensuring Kavod has the expertise, skills, and connections/relationships necessary to build out new housing and programming opportunities
- ✓ Kavod has traditionally had an ad hoc strategic planning committee to manage the planning process, however the board expressed a desire for an ongoing board committee to manage planning processes, implementation, and measurement/evaluation
- ✓ The board expressed a desire for Kavod to hire staff with expertise and the charge to focus on new affordable housing options for older adults

RECOMMENDATIONS FOR IMPLEMENTATION

A frequent concern during strategic planning is to end up with “just another plan sitting on a shelf.” Organizations that make their plan a “living document” that guides their work and changes as the environment changes employ some of the following techniques:

- Keep everyone who was involved in the planning process involved in implementing the plan. The more people engaged, the higher chance of success.
- Provide board members with hard copies of *the plan* and make copies of the appendices available to them.
- Provide staff members with hard copies of the plan and make copies of the appendices available to them. The organizational plan will be critical to staff as they develop their individual work plans, sub-plans (communications or fundraising, for example) and contribute to the overall implementation plan.
- Add the strategic plan to the board’s agenda every month. Spend 5-10 minutes discussing progress toward achieving goals and objectives. Consider committee and staff updates to show how the plan is interwoven throughout the organization. Spend five minutes discussing obstacles to achieving the plan and brainstorming how to overcome them.
- Talk about the plan. Develop a common language by repeatedly referring to the goals, objectives and/or implementation steps. Make the plan a part of everyday discussions and people will join in.
- Share the strategic plan with the stakeholders who were engaged in its development. Post survey and focus group input on the Web site, use highlights in newsletters, share in new volunteer trainings. Similarly, share the strategic plan goals and objectives along with stories that demonstrate how you are achieving them.
- Use the decision-making criteria to address new opportunities or major initiatives. Consider using this tool for operational decision-making as well to get the team used to using the questions and basing decisions on the decision-making criteria.

APPENDICIES

The following information provides supporting data for the strategic plan. These documents are available upon request.

- I. Stakeholder Input Survey Report
- II. Stakeholder Input Interview Report
- III. Models and Trends Research Report
- IV. Educational Presentations from Elder Dynamics