

# **Adaptive Strategic Plan**

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**January 2026 – June 2027**

**north shore senior center**

# Introduction

The adaptive strategic plan spans 18 months (January 2026 – June 2027), covering the remainder of FY26 and all FY27. It is designed to be internally focused, future-oriented, and action-driven, laying the groundwork for a comprehensive three-year strategic plan to follow. This plan adopts a streamlined and focused approach—one that is realistic, hopeful, and opportunistic. The overarching goal is to position NSSC not just to survive, but to thrive.

## Strategic Focus Areas & Initiatives

### 1. Financial Stability and Sustainability

- Conduct a critical assessment of all current programs, as well as supporting departments (Development, Facility Operations, Finance, Human Resources, IT, Marketing) including a financial analysis of each
- Evaluate the impact of potential changes to the service portfolio and organizational structure
- Identify funding gaps and new funding opportunities
- Begin outreach to new partners and collaborators
- Review and assess the need to increase the foundation's value
- Build long-term financial resilience through strategic planning and resource alignment

### 2. Rebranding, Reframing, and Repositioning

- A consultant has been identified for this initiative. Once funding and board consensus are secured, the project will begin and is expected to last approximately 18 months
- Strategically position NSSC for future relevance and growth
- Enhance market relevance through targeted messaging and outreach
- Foster stronger stakeholder alignment across sectors
- Strengthen organizational resilience through brand clarity and strategic positioning

### 3. Board Development and Engagement

- Identify and recruit new board members who align with NSSC’s mission and future direction
- Develop individualized engagement plans for each board member to maximize contribution and involvement
- Create and implement training programs to build board capacity and effectiveness
- Review and update bylaws to ensure alignment with current governance best practices
- Reinforce long-term governance resilience through strategic board development

### Implementation Principles

- **Action-Oriented:** All initiatives are designed to be executed or have strong foundations laid within the 18-month timeframe
- **Future-Focused:** Each initiative supports NSSC’s long-term vision and prepares the organization for the next strategic cycle
- **Resilience-Building:** Every focus area contributes to NSSC’s ability to adapt, grow, and sustain impact over time

## Process

Initially, the Adaptive Strategic Plan process was discussed with the Board of Directors and the senior leadership team of NSSC. Subsequently, an action planning team was formed with both board and staff members and facilitated by a consultant. Documents were shared and approved, including an Adaptive Strategic Planning action team charter and an overview of the adaptive strategic planning process, including the identification of three strategic focus areas and initiatives.

Over the course of a few months, the action team met on its own and with members of the Board of Directors. These discussions focused on reviewing the three strategic focus areas; identifying overlaps and integration of the three potential action steps for the 18-month period of the plan; and suggesting big questions that need to be asked and answered during this process.

The action planning broke into three working groups to discuss in more depth each of the strategic focus areas and discuss potential action steps for the 18-month plan.

# NSSC Adaptive Strategic Plan

Strategy # 1	Financial Stability and Sustainability		
Strategic Objectives	Key Action Items	Timeframe	Deliverables
<p><b>Assess NSSC Programs</b></p> <p>Analyze revenue and expenses for every program, including possibility of reducing expenses</p> <p>Analyze every program</p> <p>Recommend program benchmarks in terms of “acceptable” operating losses; performance benchmarks including fundraising, etc.</p>	<ul style="list-style-type: none"> <li>Set up working group to identify required data for analysis; gather materials; set process for review; and establish calendar for tasks</li> <li>Review program trends, including enrollment, demographics, demand (growing vs. declining), etc. Possibly use SWOT analysis framework as part of discussion. Review contract terms</li> <li>Research industry benchmarks</li> </ul>	<ul style="list-style-type: none"> <li>January-June 2026: prioritize programs to be analyzed that are tied to FY27 budget</li> <li>Divide programs/services into three tiers of prioritization over 18-month period</li> </ul>	<ul style="list-style-type: none"> <li>Analysis summary report; clear identification of findings; list of decisions to be made by ED</li> <li>Identify key areas to be addressed in FY27 budget process</li> <li>Develop scorecard for each program or service, making recommendations for growth, downsizing, or elimination</li> </ul>
<p><b>Revenue Generation</b></p> <p>Identify opportunities to increase revenue in existing programs</p> <p>Maximize use of NSSC assets for revenue generation</p>	<ul style="list-style-type: none"> <li>Review each program for additional revenue</li> <li>Identify revenue-generating programs to add</li> <li>Identify additional uses for building space</li> <li>Pinpoint opportunities to use the human assets of NSSC in different ways to produce revenue (e.g., consulting for fee models)</li> <li>Identify partnerships or alliances that may produce additional revenue</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing throughout 18-month period (priorities may come out of program analysis work or current discussions)</li> </ul>	<ul style="list-style-type: none"> <li>Short brief on opportunities, including budget implications and next steps</li> </ul>

<p><b>Fundraising and Sustainability</b></p> <p>Analyze the overall fundraising strategy for an organization, the size and complexity of NSSC</p> <p>Develop plan to grow the Foundation so that the 5% increases revenue</p>	<ul style="list-style-type: none"> <li>• Research other fundraising models of similar organizations</li> <li>• Assess the “mix” of current fundraising activities ie board giving, major events, sponsors, donors, etc.</li> <li>• Determine if NSSC programs assist with fundraising and if donors might stop giving if programs are eliminated</li> <li>• Endowment plan</li> <li>• Plan to address bond</li> </ul>	<ul style="list-style-type: none"> <li>• February-August 2026: thorough analysis of plan is completed</li> <li>• Longer-term plan to be developed by January 2028</li> </ul>	<ul style="list-style-type: none"> <li>• Draft strategy</li> <li>• Brief on sustainability plan for Foundation (November 2026)</li> </ul>
<p><b>Stakeholder Participation</b></p> <p>Conduct stakeholder focus groups and/or interviews to get better understanding of how stakeholders view and value NSSC programs</p>	<ul style="list-style-type: none"> <li>• Identify how valuable specific programs are to members and other stakeholders, including community partners, municipalities, donors, funders, etc.</li> <li>• Consider a community needs analysis that identifies what older adults and their families need and/or want; how and where they want services delivered; how NSSC’s programs are different</li> <li>• Determine what is important to donors; how we tell our story; if messaging adjustment is needed and refine program evaluation</li> <li>• Use these discussions to help identify current and future needs</li> </ul>	<ul style="list-style-type: none"> <li>• January-June 2026: frame opportunity to work with consultant; convene working group to develop broad, integrated outreach strategy</li> <li>• August-October 2026 (develop event/experience and pilot 1<sup>st</sup> outreach opportunity</li> <li>• September 2026 (review findings)</li> </ul>	<ul style="list-style-type: none"> <li>• Report from working group on outreach strategy and next steps</li> <li>• Outreach opportunity conducted*</li> <li>• Analysis of findings</li> </ul> <p>*Ties into the re-branding effort as well as board recruitment as there are natural synergies. NSSC can maximize these efforts to serve all three strategic focus areas</p>

<p><b>Competitive Analysis/Opportunities for Partnerships/Collaboration</b></p> <p>Conduct competitive analysis to understand what organizations that offer similar programs and services are doing in terms of pricing, people served, messaging/marketing, catchment area, and funding</p>	<ul style="list-style-type: none"> <li>• Determine if there are opportunities to partner with other organizations</li> <li>• Determine if there are opportunities to contract with other organizations to offer our services at other locations</li> <li>• Develop criteria for partnerships, including financial analysis, definition of responsibilities, and evaluation criteria; ensure partnerships focus on things we couldn't do on our own or that would be done better by joining forces; evaluate potential impact on our fundraising</li> </ul>	<ul style="list-style-type: none"> <li>• February-December 2026</li> </ul>	<ul style="list-style-type: none"> <li>• Produce report with recommendations</li> <li>• Identify organizations that may be competitors vs. collaborators</li> </ul>
<p><b>Strategy # 2</b></p>	<p><b>Rebranding, Reframing, and Repositioning</b></p>		
<p><b>Strategic Objectives</b></p>	<p><b>Key Action Items</b></p>	<p><b>Timeframe</b></p>	<p><b>Deliverables</b></p>
<p><b>Stakeholder Participation</b></p> <p>Conduct stakeholder focus groups and/or interviews to get better understanding of how stakeholders view NSSC; its programs/services; its brand; its impact on the community</p>	<ul style="list-style-type: none"> <li>• Determine the most efficient and cost-effective method of gathering stakeholder feedback</li> <li>• Identify process for reviewing and use of data collected</li> </ul>	<ul style="list-style-type: none"> <li>• January-April 2026: frame opportunity to work with consultant; working group to develop broad, integrated outreach strategy</li> <li>• October-December 2026: develop event and pilot 1<sup>st</sup> outreach opportunity</li> </ul>	<ul style="list-style-type: none"> <li>• Report from working group on outreach strategy and next steps</li> <li>• Outreach opportunity conducted *</li> <li>• Analysis of findings</li> </ul> <p>*This outreach effort should serve all three focus areas</p>

<p><b>Messaging</b></p> <p>Develop specific messaging to “test” a reframing of NSSC (e.g., board recruitment messaging, programmatic focus, etc.)</p> <p>Analyze and review current and potential funding for specific action related to repositioning</p> <p>Identify future re-branding resources to complete the initiative</p>	<ul style="list-style-type: none"> <li>• Review opportunities within the Adaptive Strategic Plan to craft specific messaging that may “reframe” NSSC’s story and can positively impact membership, financial support, board recruitment, etc.</li> <li>• Start with potential board member messaging i.e. why is it meaningful to serve on the NSSC Board of Directors? What can a board member expect from their board service—networking, professional development, continuous learning, etc.</li> <li>• Identify key actions within this plan that will build foundation for re-branding efforts</li> <li>• Work with consultant to revise initial proposal and determine if phased-in approach can be meaningful and cost-effective</li> <li>• Research future possible financial support</li> </ul>	<ul style="list-style-type: none"> <li>• November-December 2026</li> <li>• Identify sample messages to be rolled out and when</li> <li>• Complete November 2026</li> </ul>	<ul style="list-style-type: none"> <li>• Messages are tested and refined</li> <li>• Work with professional advisors</li> </ul>
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Strategy # 3	Board Development & Engagement		
Strategic Objectives	Key Action Items	Timeframe	Deliverables
<p><b>Messaging</b></p> <p>Develop specific messaging that will appeal to a broader group of potential board members</p> <p><b>Outreach</b></p> <p>Develop outreach strategy related to board recruitment</p>	<ul style="list-style-type: none"> <li>• Create specific messaging that will appeal to a broader audience of potential board members, possibly a junior board; can be used in current recruiting efforts, outreach to community networks, and invitations to events</li> <li>• Create a small board working group with staff participation to identify opportunities to share more publicly board service opportunities (e.g., development of future-focused messaging; planning an event that will attract future board members, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• January-June 2026</li> </ul>	<ul style="list-style-type: none"> <li>• Develop future-focused board service messaging (see above)</li> <li>• Research what other organizations are doing related to broader board recruitment</li> <li>• Use findings to support re-branding efforts</li> </ul>
<p><b>Board Education &amp; Development</b></p> <p>Create plan for ongoing education and development of the board</p>	<ul style="list-style-type: none"> <li>• Identify specific learning opportunities, i.e. board roles and responsibilities; shared as well as distinct leadership responsibilities between board and ED; clarity of board expectations, board culture, etc.</li> <li>• Create calendar for dedicated time to discuss these topics</li> </ul>	<ul style="list-style-type: none"> <li>• January-December 2026 (develop new board profile based on needs of NSSC; research alternative board structures</li> <li>• Ongoing recruitment efforts through December 2026</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule 1-2 learning opportunities by June 2026</li> <li>• Propose board structure in September 2026</li> <li>• Recruit one community board member by <del>March 15, 2026</del>; July 15, 2026?</li> </ul>