



STRATEGIC PLAN

2011 - 2015

Meeting the Challenges & Maximizing the Opportunities

For Sussex County's Senior Citizen Population

"We Promote Healthy & Active Lifestyles for Persons Aged 50 +"

Message From CHEER's Board Of Directors

Sussex County Senior Services / CHEER was formed 40 years ago as a private non-profit organization dedicated to serving the needs of persons aged 60 years of age or more throughout Sussex County. Starting with a program that provided home services to help individuals preserve dignity and independence in their own homes, CHEER has expanded and diversified to provide a wide range of services supporting healthy and active lifestyles for mature Sussex County residents aged 50 years or more as well as support for their family members and caregivers. Today CHEER is a leader in the field of aging services, touching the lives of thousands of people within and beyond the bounds of Sussex County Delaware every year.

For many people, CHEER proudly serves as a member of their extended family, helping with meals, routine household chores, errands and local transportation as well as socialization, educational events, health and fitness training and opportunities to serve many of Sussex County's most special people. Every day throughout Sussex County the staff and volunteers of CHEER make a difference in the lives of our mature friends and neighbors.

CHEER's success is also a product of our outreach to the community and the guidance and support we get from all over Sussex County. Private citizens, elected officials at all levels, community leaders, clients and customers all regularly contribute their time and talents to CHEER's mission of promoting and maintaining the highest quality of life and independence by developing and providing programs and services that meet the continuing needs of people 50 and older. This strategic plan was developed in close consultation with our community, its leaders and those we serve. It is based in our proud tradition of service to Sussex County and charts a course of services that will continue to be responsive to present and future customer needs.

CHEER is grateful for the many opportunities to be a part of the quality of life that makes Sussex County and the people we serve so very special. This plan is dedicated to those people we serve now, the lives we will touch in the future and the many volunteers, staff and members of CHEER that continue to make a difference in the lives of so many every day.

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CHEER VOLUNTEER BOARD OF DIRECTORS

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“I am only one, but I am one. I cannot do everything, but I can do something. And I will not let what I cannot do interfere with what I can do.”

Edward Everett Hale

THE CHALLENGES OF OUR TIME

Sussex County Delaware is an attractive retirement destination. Temperate climates, a rural setting located between major metropolitan areas, popular tourist attractions, favorable tax policies, comparably lower housing prices and warm friendly people all combine to help produce the “Sussex County Lifestyle”. Migrating retirees combine with lifelong Sussex County residents to produce a population that is rich with history and diverse with experience. Mature residents are an essential element of Sussex County.

- Persons aged 55 years or more represent one in every three residents in Sussex County. That rate is higher in Sussex County than elsewhere in the State and higher than the national average.
- The average age of Sussex County residents is higher than elsewhere in the state and higher than the national average. Sussex residents are living longer and staying right in their Sussex County homes.
- The annual population growth rate for persons aged 55 years or more in Sussex County is two times the growth rate of the general population.

*“Live out your
imagination, not your
history”*

Stephen R Covey

Each day more Sussex County baby boomers and migrating retirees are joining the ranks of the Silver Tsunami populating Sussex County. In record numbers, these older and aging residents continue to look to CHEER to provide and help maintain their “Sussex County Lifestyle”.

THE OPPORTUNITIES FOR OUR TIME

Demand equals opportunity. As an organization devoted to promoting healthy and active lifestyles for persons aged 50 years or more, opportunities for CHEER abound throughout the County. They are as diverse as the growing population. Younger “senior citizens” continue to be active, vibrant contributors to their community and their societies. Many seek opportunities for physical and mental stimulation to maintain good health while enjoying the best of what life has to offer. Others are seeking opportunities to relax a little more and enjoy good friends and entertaining activities. Still others may find themselves challenged by some of the requirements of independent daily living and seek a little extra help around the home. CHEER’s challenge is to continue to provide attractive programs and services that are responsive to the needs of all three generations of the mature population as well as for family members and caregivers. Focusing on the core mission and continuously monitoring and refining programs and services to address changing member needs and priorities helps CHEER to change opportunity into reality for those who participate in CHEER programs and those we serve.

*“Good fortune is what happens when
opportunity meets planning”*

Thomas Alva Edison

THE CHEER STRATEGY

Something for everyone is much easier said than done, but that is exactly what CHEER strives for in its program and service planning and delivery. Our goal is for every mature resident of Sussex County to want a little CHEER in their life. To accomplish this we need to (1) develop and continuously refine a range of programs and services that is responsive to the needs of Sussex County's mature population and (2) provide and maintain a level of quality in each of those programs and services that continues to make CHEER attractive to current and potential future members. A central part of that strategy is to monitor our environment, be attuned and responsive to evolving trends, learn from experience and look proactively toward the future.

This Strategic Plan charts CHEER's course for community responsive services for the future based upon our experiences of the past, the realities of today and our vision for the future. We welcome you to join with us on this voyage.

*"Plans are only good intentions
unless they immediately degenerate
into hard work"*

Peter F. Drucker

The CHEER 2011 – 2015 Strategic Plan Action Team

CHEER wishes to express our sincere thanks and appreciation to the following individuals who donated their time and talent to help guide us in our unending mission to provide highest quality customer responsive services for Sussex County's Mature population, and their caregivers.

PROGRAMS & SERVICES

Chair Persons: Bishop Grace R. Batten
Arlene S. Littleton

Representative Dave Wilson	Charlene Baker	Francine Shockley
Jan Crouch	Nancy Choma	Al Morris
Cindy Mitchell	Sandy Quillen	Don Wood

COMMUNICATIONS & ADVOCACY

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FACILITIES & INFRASTRUCTURE

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Florence Mason

Representative Bob Walls	Councilman Sam Wilson	Kevin Mutch
John Argo	Shawn Turzani	Craig Crouch

FUNDING

Chair Persons: Walter Studte
Beckett Harman

Senator Joseph Booth	Rose Snider	Hugh Leahy
Linda Smith	Robert L. Stickles	Robin Greene
Ken Moore	Susan Pederson	Kathy Woolman

Special Thanks to Dr. Patrick Savini, Ed.D who voluntarily served as advisor for this Strategic Plan

"If we choose not to plan, then we choose to have others plan for us."

Richard I. Winwood

PROGRAMS AND SERVICES

OUR GOAL : Programs and Services that provide positive impact on the mature adult community will be maintained and strengthened, while new opportunities will be explored to enhance quality of life of senior citizens 50 years of age or older.

THE STRATEGIES

- ❖ Diversify programs and expand outreach to broader spectrum of the mature population, recognizing the coming of age of the mature baby-boomer generation.
- ❖ Increase partnerships and enhance collaboration with community based public and private sector organizations to increase service delivery and improve service quality.
- ❖ Identify and promote opportunities for senior citizens to become more involved in community service activities.
- ❖ Increase and improve the collection, monitoring and analysis of program / service data utilizing technology to enhance strategies and decision making.
- ❖ Implement regular and on-going educational activities utilizing program data and population demographics to inform officials, foundations, corporations and individuals of service and program needs.

“The secret to success is to do common things uncommonly well.”

John D. Rockefeller, Jr.

COMMUNICATIONS & ADVOCACY

OUR GOAL : Energize and sustain public relations and advocacy efforts, focusing on the mission and services of CHEER. CHEER will be a more visible and effective advocate for, and with the senior population in Sussex County. Advocacy will take the forms of public relations and networking efforts among public, private and government entities.

THE STRATEGIES

- ❖ Cultivate professional partnerships and relationships to increase program visibility and support service initiatives.
- ❖ Utilize best practice models to enhance CHEER’s marketing and public relations efforts, including the development of expanded relationships with local media.
- ❖ Embrace mass communications capabilities, and their effectiveness for clients, employees and the public utilizing traditional and new electronic media including social networking to elevate the profile and public awareness of CHEER.
- ❖ Increase the capacity to advocate for legislation, funding, policies and programs that support Sussex County’s mature population.

“The main thing is to keep the main thing the main thing”

Stephen R. Covey

FACILITIES & INFRASTRUCTURE

OUR GOAL : Facilities, infrastructure and related systems will be planned, designed, constructed and maintained in an economic and efficient manner consistent with the areas of need for CHEER services being offered and supported.

THE STRATEGIES

- ❖ Develop and expand partnerships with businesses and the local service community to increase utilization of CHEER facilities and the attractiveness of these facilities to local mature residents.
- ❖ Pursue energy efficient “Green Building” technologies where economically viable.
- ❖ Maintain facilities, technology, and communications and related systems and infrastructure in accordance with industry standards and all applicable codes.
- ❖ Investigate partnership, development and opportunities for the development of age restricted communities including independent and assisted living facilities.

*“If the ladder is not leaning against the right wall,
every step we take gets us to the wrong place faster”*

Stephen R. Covey

FUNDING

OUR GOAL : CHEER believes that over the next five years funding from some of our traditional funding sources (Federal, State, County and United Way) may be flat or diminished; as a result, we must carefully work with those sources, but reduce our dependency on them, while exploring and pursuing other sources and program economies.

THE STRATEGIES

- ❖ Create a standing committee on fund raising with specific goals involving a cross section of community stakeholders.
- ❖ Activate the CHEER Foundation or comparable mechanism to promote endowments and integrate estate planning.
- ❖ Enhance CHEER's donation processes and expand opportunities for businesses and individuals to support CHEER services.
- ❖ Pursue efforts to establish dedicated public sector revenue streams to support programs and services for Senior Citizens in Sussex County.

*"Efficiency is doing things right;
effectiveness is doing the right things"*

Peter Drucker

THE FUTURE IS OURS AND IT IS NOW

Thousands of people enjoy a little CHEER in their daily lives. If you could use a little CHEER or want to help spread the CHEER for others, please contact your local CHEER at the following locations:

CHEER ACTIVITY CENTERS

CHEER at Georgetown Georgetown State Service Center 546 South Bedford Street Georgetown, DE 19947	(302) 856 - 5187	CHEER at Roxana Pyle Health & Social Services Center 34314 Pyle Center Road Frankford, DE 19945	(302) 732 - 3662
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CHEER at Greenwood 41 Schultz Road Greenwood, DE 19950	(302) 349 – 5237	CHEER at Milton 308 Front Street Milton, DE 19968	(302) 684 - 4819
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CHEER at Long Neck 26089 Shoppes at Long Neck Millsboro, DE 19966	(302) 945 – 3551	CHEER at Lewes 34211 Woods Edge Drive Lewes, DE 19958	(302) 645 - 9239
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CHEER at Ocean View 30637 Cedar Neck Road Ocean View, DE 19970	(302) 539 – 2671
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CHEER Community Center 20520 Sand Hill Road, Georgetown, DE 19947	(302) 854 - 9500
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CHEER Administrative Office 546 South Bedford Street, Georgetown, DE 19947	(302) 856 - 5187
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