
Building a Strong Future

Clayton County Senior Services
Strategic Plan 2018-2020



Clayton County
Senior Services
— Department —
changing the face of aging

Executive Summary and Introduction

In March 2016, the Clayton County Senior Services Department (Senior Services) and Kevin Monroe of X Factor Consulting began development of a Senior Services Strategic Plan to identify priority services for Clayton County’s older adults. Between March 2016 and November 2016, the Senior Services Department implemented a community planning process by inviting input from the community, professional advocates, partnering stakeholder organizations, local agencies, staff, advisory board members, and volunteers through intentional planning sessions. Subsequent meetings with the Strategy Development Team (SDT) explored key planning areas, goals, and objectives. The primary aims of this process were to identify and support policies and practices that strengthen the emotional, cognitive, physical, and social health of Clayton County’s older adult population. Through this process, four strategic priorities were identified that serve as the cornerstone of this strategic plan. This plan provides the Department with a vision, a set of goals, objectives, and tactics to address four priority focus areas between 2018 and 2020. Clayton County is committed to strategies that are efficient, build upon, and strengthen existing resources. The design and implementation of this plan will be a significant benchmark in Clayton County Senior Services Department’s history. This plan will also position the department to meet the specialized needs of seniors better and bolster the foundation of existing programs and services. To achieve the vision for the department, the following priority areas, and goal statements, were identified:

STRATEGIC PRIORITIES	GOAL STATEMENT
Human Resources	Attract, grow and retain top talent to serve our seniors and their families with passion, pride, and professionalism.
Financial Management	Expand resource base while assuring accountability, demonstrating stewardship, and increasing sustainability.
Programs and Services	Assure that all programs are best-in-class, and meet the evolving needs of our citizens and enhance the quality of life in our county.
Brand Building	Maximize awareness, engagement of citizens, stakeholders, and partners to achieve goals and enhance quality of life.



Mission, Beliefs, and Core Values

VISION: Clayton County Senior Services will be recognized as a model department for excellence in the delivery of services to older adults and relative caregivers and will be ever committed to meeting the needs of those we serve.

MISSION:

To deliver services and programs that promote independence, dignity, and enhances the quality of life while providing a safe and caring environment for older adults, relative caregivers, and grandchildren.

BELIEFS ABOUT OUR COMMUNITY:

- Seniors and relative care givers are recognized as a valuable asset.
- Seniors and relative care givers have the opportunity to contribute and expand their talents and knowledge.
- Seniors and relative care givers strengthen our community and benefit personally by their involvement.
- Seniors and relative care givers have access to a full spectrum of services, including social, emotional, educational and recreational opportunities to their unique needs and interest.
- Seniors and relative care givers are treated respectfully and with dignity.
- Seniors and relative care givers of all economic circumstances are served.

CORE VALUES:

- **COMMITMENT** - Commitment to provide quality services, programs, and other initiatives that impact lives both within and outside the department.
- **DIVERSITY** - Respecting and embracing the diverse population of the community we serve.
- **EMPOWERMENT** - Empowering our employees to take initiative in a leadership role to excel.
- **INNOVATION** - The passion to implement new, creative ideas that have the potential to change the face of aging.
- **FUN** - Having fun and celebrating small successes in our journey to achieve our goals and objectives.

Plan Development and Approach

In the development of this plan, Senior Services employed the services of Kevin Monroe of X Factor Consulting to facilitate the strategic planning process. Kevin Monroe worked with the Senior Services Director to identify a Strategy Development Steering Committee (Steering Committee). This group consisted of four key leaders and staff members with direct oversight of the strategic planning process. The Steering Committee frequently met between Strategy Development Team (SDT) meetings to review all data collected as part of the planning process, validate and vet any new ideas for programs and services, and refine elements to be included in the final draft of the new strategic plan.

Kevin Monroe and Senior Services utilized an approach grounded in the principles of Appreciative Inquiry and Asset-Based Community Development. Both of these are strength-based approaches that provide a strong foundation for organizational growth and advancement. Appreciative Inquiry is a four-phase process that begins with the *discovery* of assets and resources – the best of what currently is – in the organization and community about programs and services for aging and older adults. In the *dream phase*, the Strategy Development Team imagined what could be. Then, they built on the strengths and assets and considered, if anything were possible, what would they do and how would that impact the quality of life in Clayton County? During the *design phase*, the Strategy Development Team co-created elements included in this plan. They took into consideration strengths and assets of the organization and community. The final phase, *deliver*, included the development of the plan and presenting the plan to the Strategy Development Team for approval and adoption. This process has set the course for Clayton County Senior Services to execute on the plan and its objectives successfully.

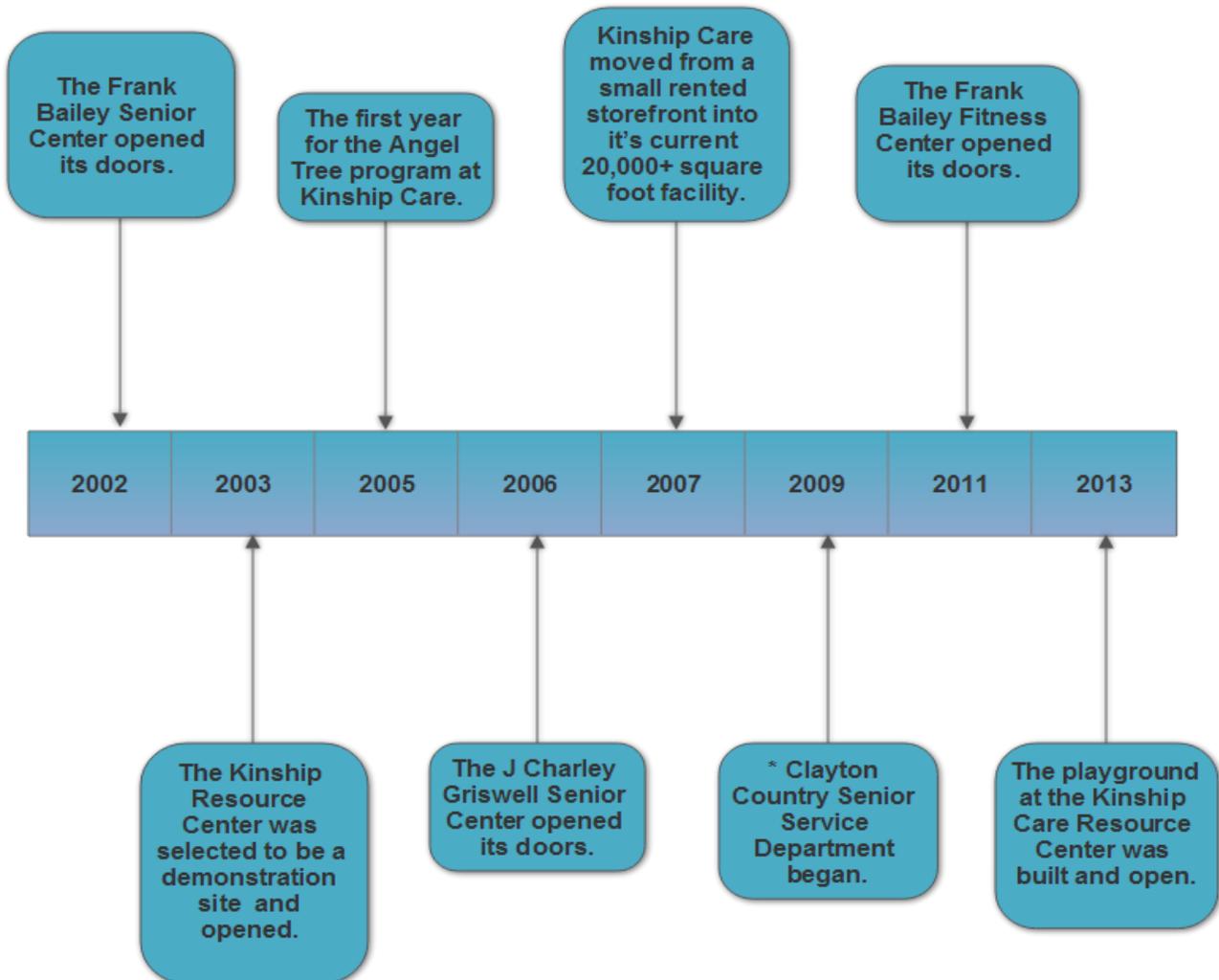


Aging is a community issue. Understanding how a community cares for its aging population impacts the quality of life for everyone in the community. Accordingly, Kevin Monroe encouraged the Steering Committee to identify and recruit a broad range of community members and stakeholders to participate in the Strategy Development Team (SDT). The Steering Committee cast a wide net to include a variety of community partners as part of the planning process to develop a comprehensive strategy. The SDT consisted of up to 34 participants including county and community leaders, Clayton County Aging Program Advisory Board members, staff members, community members, stakeholders, and key volunteers) who met three times during the planning period.

Additionally, during early stages of the planning process with the Strategy Development Team, it was determined that a key goal of this plan was to bring alignment between the Clayton County Board of Commissioners (BOC) and the Clayton County Senior Services Department goals and objectives. The Board of Commissioners has identified and established six pillar goal focus areas to drive evaluation and success of the county's ability to deliver quality programs and services organizationally and operationally. As a result, each of the four strategic focus areas outlined in this plan, have been thoughtfully considered to align with one of the six pillars. Below are the Six Pillars Goals defined by the BOC.

Board of Commissioners Six Pillars: Priorities and Goals	
1) Growth Management	Reduce inefficiencies in key government operations across all departments and services.
2) Economic Opportunity	Increase opportunities for economic development and sustained growth.
3) Communication and Image	Reshape Clayton County's positive public image.
4) Fiscal Management	Ensure wise management of the County's finances.
5) Quality of Life	Create conditions that increase quality of life for all communities.
6) Governance	Provide responsive and responsible governmental services.

DEPARTMENT AND LOCATION TIMELINE



**Prior to the creation of Senior Services as its own department, senior centers and activities were included with Parks and Recreation.*

STAFF LEADERSHIP COMPOSITION

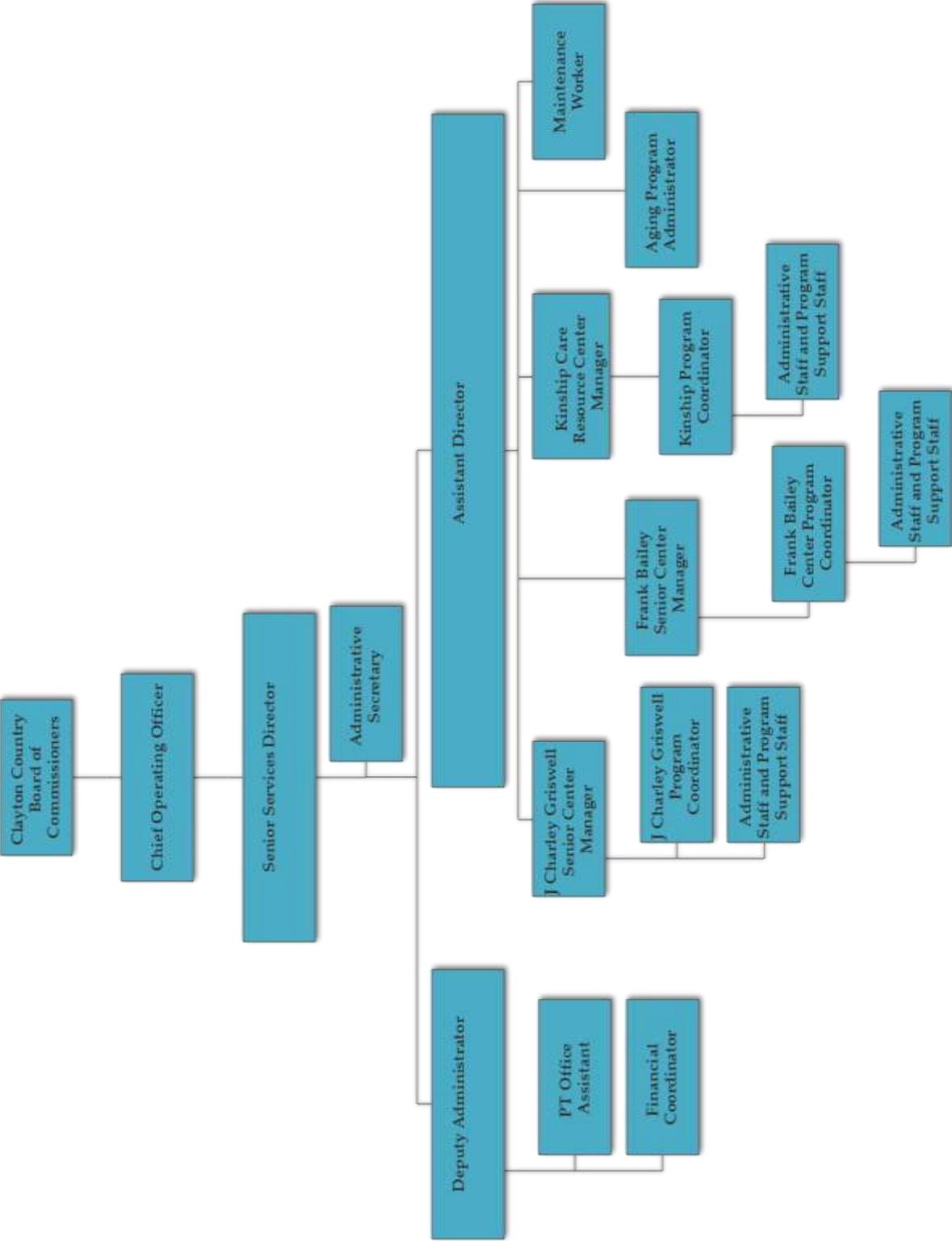
Clayton County Senior Services is comprised of a dedicated, highly trained, caring, and special group of personnel. Department leadership is composed of an Administrative Team and Management Team. The Administrative Team is led by the Senior Services Director, Tori Strawter-Tanks who is responsible for the overall management and oversight of the department.



Top, Administrative Team (Left to Right) : Director - Tori Strawter-Tanks, Assistant Director - Mario Henson, Deputy Administrator - Chris Blackwell , Administrative Secretary - Tonette White.

Bottom, Management Team (Left to Right): J. Charley Griswell Senior Center Manager - Linda McKenzie, Kinship Care Resource Center - Angie Burda, Aging Program Administrator - Jamie Carlington, Frank Bailey Senior Center Manager - Elaine Jackson

ORGANIZATIONAL CHART



LOCATIONS AND PRIMARY SERVICE DELIVERY OFFERINGS

Below are the different senior center locations under the Senior Services Department.

Senior Center Location Name	Location Address	Primary Staff	Primary Service Delivery Offerings
Administration	6701 Highway 85 Riverdale, GA 30274	<ul style="list-style-type: none"> • Tori Strawter-Tanks, Director • Mario Henson, Assistant Director • Deputy Administrator - Chris Blackwell • Tonette White - Administrative Secretary 	<ul style="list-style-type: none"> • Administrative Team • Infrastructure and Administrative Services • Personnel Operations • Budget, grant, and contract administration • Inventory and maintenance of physical assets
Aging Program	877 Battle Creek Road Jonesboro, GA 30236	<ul style="list-style-type: none"> • Jamie Carlington, Aging Program Administrator 	<ul style="list-style-type: none"> • In Home Services and Referrals including Meals on Wheels and Personal Care • Case Management • Medical Transportation • Respite Care
Kinship Care Resource Center	849 Battle Creek Road Jonesboro, GA 30236	<ul style="list-style-type: none"> • Angela Burda, Manager • Joy Hutcherson, Program Coordinator 	<ul style="list-style-type: none"> • Adult and Family Programming • Support Groups • Teen and Youth Programs • State and Federal Grant Compliance • Fitness, Health, and Wellness Programs • Cultural and Life Skills Programs • Trips and Special Events
Frank Bailey Senior Center	6213 Riverdale Road, Riverdale, GA 30274	<ul style="list-style-type: none"> • Elaine Jackson, Manager • Adah Silver, Program Coordinator 	<ul style="list-style-type: none"> • Educational Programs • Fitness, Health, and Wellness Programs • Cultural and Life Skills Programs • Trips and Special Events • Senior Nutrition Program
J. Charley Griswell Senior Center	2300 Highway 138 SE, Jonesboro, GA 30236	<ul style="list-style-type: none"> • Linda McKenzie, Manager • Melissa Myers-Bristol, Program Coordinator 	<ul style="list-style-type: none"> • Educational Programs • Fitness, Health, and Wellness Programs • Cultural and Life Skills Programs • Trips and Special Events

PROGRAM AND SERVICE OVERVIEW

Clayton County provides a wide variety of programs and services through the Aging Program, Senior Centers, and Kinship Resource Center. Services strive to meet seniors through education, recreation and leisure, transportation, physical health, and in-home services. Information about current senior services are listed below.

Clayton County Aging Program

Aging is funded through a Federal grant that is administered through the Atlanta Regional Commission (ARC). Congress passed the Older Americans Act (OAA) in 1965 in response to concern by policymakers about a lack of community social services for older persons, and reauthorized in 2016. The law also established the Administration on Aging (AoA) to administer the newly created grant programs to address the special needs of older Americans.

The Aging Program is comprised of In-Home Services and the Clayton Senior Adult Program. The Clayton Senior Adult Program has a wide array of classes, special events, and trips for their program participants. Classes include the following topic areas: life skills, technology, education, nutrition, health and wellness, fitness and recreation, and leisure.

- **In Home Services:**

Information & Referral Specialists are the first point of contact and gateway to community resources for potential clients. The specialist refers callers to services both within and outside of Clayton County while responding to direct requests from individuals. Our specialists also assess the individual's long and short-term needs, identifying resources to meet those needs, providing a referral to identified resources, and, when appropriate, following up to ensure that the individual's needs have been achieved.

Community Referrals Include:

- Dental Referrals
- General Referrals
- Municipal Referrals
- Transportation Services
- Legal Referrals
- Food Pantry
- Care Transitions
- Care Management
- Alzheimer's Respite Care
- Centenarian Club
- Disability Referrals
- Home Delivered Meals

Home Delivered Meals (Meals on Wheels) currently partners with Program Open Hands who brings chilled meals for both MOW clients and frozen lunches for Clayton Senior Adult Program participants at the Frank Bailey Senior Center. In the 2015 - 2016 fiscal year, Meals on Wheels provided over 3,000 meals each month.

Kinship Care

The mission of the Kinship Care Resource Center is to enable grandparents/relative caregiver headed families to maintain stability, security, and safety in the home, by offering services that assist caregivers meet their emotional, educational, financial, and recreational needs for themselves and the children they are raising. The program was created in 2003 to address the needs of this specialized population after the Federal Administration of Children and Families and Federal Administration of Aging championed the cause of meeting the needs of grandparents raising grandchildren. Clayton County Kinship Care program is the model program for the state of Georgia, and since opening in 2003 has served over 4,000, families in need.

Grandparents and other relative caregivers often have fewer resources available to them and face many challenges when raising their kin. Caregivers are often less financially secure, in poorer health, and less likely to be informed of services they qualify for than foster parents. The children in their care usually need special services, which are not easy to access. Children living with relatives have already experience one placement disruption, as they are not living with their family of origin. As a result of this demonstrated need, the Center strives daily to support the strengthening of relative care placements with the goal of keeping children with family whenever possible and avoiding children placed into State custody. Through a collaborative process with center staff and families, an individualized case plan is developed to gain knowledge to parent a second generation successfully. The Center offers direct and referral services for adults, teens, and youth including case management, tutoring, financial and educational workshops, computer training, overnight and day trips, Christmas Angel Tree, and other services designed to strengthen and stabilize relative care families.

Community Resources include, but are not limited to the following agencies:

- Department of Family and Children Services - Payee TANF, Medicaid, Food Stamps & Childcare
- Community Services Authority
- Juvenile Courts CASA Program - Custody
- Lutheran Services of Georgia - Adoption
- Clayton County Probate Courts - Guardianship
- Atlanta Legal Aid Relative Caregiver Project -
- Parks and Recreation
- Mental Health - Counseling Services
- Board of Health - Immunizations/WIC/Nutrition and Sex Education
- Board of Education - Adult Education
- Extension Service - Educational Programs
- Jonesboro Housing Authority
- The Riley Clinic - Free Medical Clinic
- Samaritans Together - Emergency Financial Aid

Since 2003 the center has gained a reputation for being a leading expert in innovative service delivery and one-stop-shop for this specialized population. The center regularly hosts other kinship care providers across the South east region of the United States to train and share practical information on effective programming.

Senior Centers

The Frank Bailey Senior Center - The Frank Bailey Senior Center opened April 25, 2002 giving senior adults a place for learning, exercising and interaction in the Riverdale area. Endless opportunities for learning include health lectures, computer training, as well as aquatic programs in the indoor, heated therapy pool. The center employs both staff and volunteers to ensure that classes, programs, recreational activities are facilities effectively and efficiently. During the 2015-2016 fiscal year, the Frank Bailey Senior Center served 1,544 members with a participation composition of 68% female and 32% male.

Additionally, the Senior Nutrition Program is available to qualifying members only at the Frank Bailey Senior Center. The Senior Nutrition Program is offered for the purpose of promoting a healthy lifestyle to seniors 62 and older through health and wellness programming and to provide nutritious, low cost meals in a congregate setting for senior citizens (sixty years and over). Special eligibility requirements apply for anyone under sixty. A participant who is not eligible must pay the full cost of the meal. This includes all Senior Center Staff, volunteers, relatives of participants, as well as Senior Center Guests. Full payment must be collected for Nutrition Program meals from persons under sixty before meals are provided. Qualifying seniors are asked to pay a suggested donation for their meals.

The J. Charley Griswell Senior Center - The J. Charley Griswell Senior center opened its doors August 2006 and offers similar programming as the Frank Bailey Senior Center location. This location invites seniors 55 and older to participate in a variety of programs for socialization, learning and entertainment. Many programs are designed with an emphasis on health and wellness which include health screenings, exercise programs, nutrition, education, and field trips. During the 2015-2016 fiscal year, the J Charley Griswell Senior Center served 1,948 members with a composition of 70% female, and 30% male participation.

Primary Service Delivery Focus Areas for Senior Centers

- Educational Programming
- Fitness and Recreation Classes
- Health and Wellness Programs
- Special Clubs
- Life Skills Programs
- Trips
- Special Events
- Cultural Programs

“Age is whatever you think it is. You are old as you think you are.” - Muhammad Ali

Who We Serve

According to the U.S. Census Bureau the population 65 and over has increased from 36.2 million in 2004 to 46.2 million in 2014 (a 28% increase) and is projected to more than double to 98 million in 2060. The increase in the number of older adults is due primarily to aging baby-boomers, the group of 78 million people born between 1946 and 1964, who began entering their sixties in 2006. Baby boomers represent 28% of the United States population. This means that about one in every seven, or 14.5%, of the population, is an older American. Compared to their parents, baby boomers tend to lead more active and healthy lifestyles, which is expected to result in greater lifespans and increased demand for county services specialized to meet the needs of an older adult population. Persons reaching age 65 have an average life expectancy of an additional 19.3 years (20.5 years for females and 18 years for males). In 2014, it was reported that 554,579 grandparents, aged 65 or more, had the primary responsibility for their grandchildren who lived with them.¹ Clayton County is in line with the rest of the nation's older population growth trends. In 2006 the Atlanta Regional Commission (ARC) reported that 14.5% of Clayton County residents were older adults ages 55+, with a projected growth of 107% by 2030.² This data indicates that the need for accessible and specialized services to assist older adults and their families to achieve optimum health, financial, and educational potential will continue to increase over the next several decades dramatically.

Strategic Goals and Objectives

Through our strategic development initiative, our goal was to identify the essential elements also known as the vital few that are essential to our current and future growth rather. After much discussion, we identified Human Resources, Financial Management, Programs and Services, and Brand Building as the cornerstones of our strategic plan. Focusing on these four cornerstones will establish solid foundations for our department to support our future growth and expansion.

- Attract, grow and retain top talent to serve our seniors and their families with passion, pride, and professionalism.
- Expand resource base while assuring accountability, demonstrating stewardship, and increasing sustainability.
- Assure that all programs are best-in-class, and meet the evolving needs of our citizens and enhance quality of life in our county.
- Maximize awareness and engagement of citizens, stakeholders, and partners to achieve goals and enhance quality of life.

¹ Administration on Aging (AoA), Profile on Older Americans : 2015, http://www.aoa.acl.gov/aging_statistics/Profile/2015/2.aspx

² Atlanta Regional Commission, UGA Carl Vinson Institute, County Profile: Clayton <http://www.atlantaregional.com/aging-resources/demographic-da>

Strategic Focus Area: Human Resources

GOAL: Attract, grow and retain top talent to serve our seniors and their families with passion, pride, and professionalism.

HUMAN RESOURCES			
PILLAR ADDRESSED	STRATEGIC OBJECTIVES	TACTICS	INTENDED OUTCOMES
Growth Management and Governance	1. Conduct a review and further refine all Human Resource Policies and Procedures to achieve desired outcomes for hiring, orientation, and staff retention (2018).	<ul style="list-style-type: none"> Year 1: Conduct thorough review of existing HR Policies and Procedures (including job descriptions) to identify areas for improvement. Year 2: Refine and distribute revised HR Policies & Procedures. Year 3: Monitor policy implementation and assess HR goal attainment. 	<ul style="list-style-type: none"> Increased department effectiveness, accountability, and enhance understanding of the purpose of the department, and role in achieving the mission, vision, and values of Senior Services.
Growth Management and Governance	2. Develop (2018) and implement a department-facing HR Manual to integrate HR and talent development best practices throughout the culture of Clayton County Senior Services staff.	<ul style="list-style-type: none"> Year 1: Create an internal HR Manual that defines new hire orientation, policy and procedure manual, and employee handbook. Year 2: Increase HR practices as a higher priority with assistance from administration. 	
Growth Management and Governance	3. Design and implement a professional development plan, succession plan, and cross-training plan for staff.	<ul style="list-style-type: none"> Year 1 and 2: Design and implement a succession plan and cross-training plan for all staff. 	

Strategic Focus Area: Financial Management

GOAL: Expand resource base while assuring accountability, demonstrating stewardship, and increasing sustainability.

FINANCIAL MANAGEMENT			
PILLAR ADDRESSED	STRATEGIC OBJECTIVES	TACTICS	INTENDED OUTCOMES
Economic Opportunity and Fiscal Management/Responsibility	1) Research (2018), develop (2019) and launch (2020) a 501c3 arm, Friends of Clayton County Senior Services, to expand outreach and funding opportunities not currently available through governmental institutions.	<ul style="list-style-type: none"> Year 1: Select and develop a management committee to oversee the research, model design, and implementation of the Friends of Clayton County Senior Services arm. Year 2: Determine legal, structural, and logistical needs for the Friends of Clayton County Senior Services arm. Year 2: Present nonprofit- model finding for advancing funding opportunities to the Board. Year 2: Begin the legal process to acquire 501c3 status and begin board of directors' recruitment. Year 3: Finalize the legal process, gain 501c3 status, and finalize an initial founding board of directors. 	<ul style="list-style-type: none"> Successful plan implementation will result in meeting senior/ community needs to the best of our ability through expanded partnerships, awareness, and revenue producing opportunities. Successful plan will increase giving strategies and engagement, which will expand greater funding capacity for senior services and programs.
Economic Opportunity and Fiscal Management/Responsibility	2) Engage all Advisory Boards' as active financial partners, maximizing contributions and fundraising capacity.	<ul style="list-style-type: none"> Year 1: Explore opportunities to maximize the structure and participation of existing advisory boards and launch advisory board for the Kinship Program. Year 2: Identify opportunities to increase financial partnerships Year 3: Operationalize the plan and increase partner participation 	
Economic Opportunity and Fiscal Management/Responsibility	3) Develop (2018) and employ (2019) sustainability plans for operational support of the Aging Program and Kinship Care participants to meet necessary community needs.	<ul style="list-style-type: none"> Year 1: Assess the potential for non-grant funding. Year 2: Create budgets for all ancillary services provided through Aging Program and Kinship Care Year 3: Engage community partners 	
Economic Opportunity and Fiscal Management/Responsibility	4) Explore (2018) and develop innovative strategies for program support to engage local community stakeholders and partners.	<ul style="list-style-type: none"> Year 1: Y1: Conduct an opportunity audit to assess potential funding, sponsorship, and scholarship opportunities. Year 1: Develop policies and procedures to allow community partners to fund/support ancillary services Year 2: Identify, approach, and engage community partners in supporting ancillary services of Aging Program and Kinship Care through program sponsorship and scholarships. Year 3: Expand support for ancillary services of Aging Program and Kinship Care and identify ways that Friends of Clayton County Senior Services can assist in securing grants and philanthropic support. 	

Strategic Focus Area: Programs and Services

GOAL: Assure that all programs are best-in-class, and meet the evolving needs of our citizens and enhance quality of life in our county.

PROGRAMS AND SERVICES			
PILLAR ADDRESSED	STRATEGIC OBJECTIVES	TACTICS	INTENDED OUTCOMES
Quality of life	1) Assess (2018) and expand in-home service delivery model to meet the needs of aging adults in Clayton County.	<ul style="list-style-type: none"> Year 1: Conduct community needs assessment for in-home services. Year 2: Prioritize in-home services for expansion. Develop budgets and obtain funding. Year 3: Launch expanded services. 	<ul style="list-style-type: none"> Increased ability to achieve future growth through the creation of new program and service opportunities.
Quality of life	2) Determine and implement consistent data collection and evaluation processes and procedures to improve evidence-based program practices and outcomes. (2018-2019)	<ul style="list-style-type: none"> Year 1: Identify all data collection processes currently used. Year 2: Ensure necessary participant data (pre, mid, and post) are collected for all existing programs. Determine data collection needs, tools, and protocol to be used. Year 3: Implement data collection for all CCSS programs. 	<ul style="list-style-type: none"> Increased information to support good decision making for programming.
Quality of life	Develop and formalize innovative strategies to strengthen quality programming and services to ensure adequate care for all participating seniors. (2018-2019).	<ul style="list-style-type: none"> Year 1: Obtain NCOA Accreditation for both senior centers, and Kinship Care Resource Center. Audit programs and services to ensure Evidence Based Programs are implemented with fidelity. Year 2: Obtain NCOA Accreditation for new senior center. Identify best practice standards for other programs. Year 3: Conduct a quality survey to assess the efficiency and effectiveness of programs and services. 	
Quality of life	Implement a more user friendly cloud-based platform at all facilities.	<ul style="list-style-type: none"> Year 1: Identify the features and benefits needed to serve the senior population Year 2: Conduct pilot implementation of online platform (2019) Year 3: Roll out selected online platform to all locations. 	

Strategic Focus Area: Brand Building

GOAL: Maximize awareness and engagement of citizens, stakeholders, and partners to achieve goals and enhance quality of life.

BRAND BUILDING			
PILLAR ADDRESSED	STRATEGIC OBJECTIVES	TACTICS	INTENDED OUTCOMES
Communication and Image	1) Develop focused marketing and brand strategies to create, enhance, and expand collaborations with community, regional, state, and federal partners. (2018-2019)	Year 1: Convene branding task force. Assess current partnerships. Develop recommendations. Year 2: Obtain support and/or partnerships Year 3: Launch new campaigns.	<ul style="list-style-type: none"> • Successful plan implementation will result in meeting senior/community needs to the best of our ability. • Increased understanding between Senior Services and other identified organizations, departments, and partners resulting in improved relationships and beneficial partnerships.
Communication and Image	2) Evaluate department marketing needs, and develop recommendations to position increased brand consistency and elevate marketing capacity to CCSS. (2018)	<ul style="list-style-type: none"> • Year 1: Conduct brand audit • Year 2: Develop recommendations • Year 3: Implement new marketing campaign. 	<ul style="list-style-type: none"> • Develop an increased community awareness of unmet needs of our customers and Senior Services efforts to address and resolve those barriers.
Communication and Image	3) Increase local program and service visibility through strategic advertising efforts. (2018)	<ul style="list-style-type: none"> • Year 1: Assess community awareness • Year 2: Identify community channels and partners. Develop campaigns • Year 3: Launch new marketing initiative. Monitor and measure success and reach. 	
Communication and Image	4) Develop three-year marketing plan and creative materials to support key strategic programs and services.	<ul style="list-style-type: none"> • Year 1: Conduct an audit of marketing materials used for all CCSS programs. Develop the brand message(s) CCSS will use across all programs to support County marketing initiative(s). • Year 2: Update all marketing materials to ensure brand consistency. • Year 3: Survey partners and key stakeholders to assess marketing effectiveness. 	

This group was convened early in our planning process to: oversee the process, identify a broad range of prospective members for the Strategy Development Team, and provide input:

- Chris Blackwell - Clayton County Senior Services Deputy Administrator
- Mario Henson - Clayton County Senior Services Assistant Director
- Tori Strawter-Tanks - Clayton County Senior Services Director
- Tonette White - Administrative Secretary

The Strategy Development Team

For the purpose of creating a more inclusive strategic planning process, we have been intentional in expanding the set of perspectives at the table as we create our future. We have sought expertise, experience, and wisdom from our community and those who walk alongside our mission. Below are the individuals who have helped us understand our current position and the environment around us, and who have helped us imagine what is possible:

- Yvonne Abraham - Clayton County Aging Program Advisory Board Member
- Joyce Baul - Clayton County Aging Program Advisory Board Member
- Chris Blackwell - Clayton County Senior Services Deputy Administrator
- Gloria Britten - Clayton County Senior Services, Meals on Wheels Coordinator
- Angie Burda - Kinship Care Resource Center, Manager
- Jamie Carlington - Clayton County Aging Program, Aging Administrator
- Dr. Victoria Foster - Clayton State University, Graduate Nursing Program Director
- Felicia Franklin-Warner - Clayton County Board of Commissioners, District III, Commissioner Elect
- Jerome Golden - Frank Bailey Advisory, President
- Tammy Helton - Kaiser Permanente, Director of Medicare Sales
- Mario Henson - Clayton County Senior Services Assistant Director
- Gerrian Hawes - We Are Clayton Magazine, Owner/Publisher
- Joy Hutcherson - Kinship Care Resource Center, Program Coordinator
- Elaine Jackson - Frank Bailey Senior Center, Manager
- Monica Johnson - Southern Regional Hospital, Manager of Volunteer Services

The Strategy Development Team Continued

- Blake Keller - Southern Regional Hospital, Director of Marketing and PR
- Rosalind Lett - Library Services Director
- Dennis McGrotha - First Baptist Church, Thrive Coordinator
- Linda McKenzie - J Charley Griswell Senior Center, Manager
- George McKibben - Frank Bailey Center Advisory Board, Member
- Nancy Meaders - Fayette Senior Services, President and CEO Fayette Seniors Services, Inc.
- Melissa Myers- Bristol - Clayton County Senior Services, Program Coordinator
- Courtney Pogue - Economic Development Department, Director of Economic Development
- Laura Richardson - Clayton Country Fire Department, Battalion Chief
- Adah Silver - Frank Bailey Senior Center, Program Manager
- Detrick Stanford - Clayton County Board of Commissioners, Chief Operating Officer
- Tori Strawter-Tanks - Clayton County Senior Services Director
- Charlotte Swint - Clayton State University, Undergraduate Nursing Program Interim Director
- Jeffrey Turner - Clayton County Board of Commissioners, Chairman
- Debra Wells - Clayton County Senior Services, Information and Referral Specialist
- Connie White - Atlanta Regional Commission, Atlanta Regional Commission HCBS Specialist
- Tonette White - Administrative Secretary
- Charima Young - AARP , Community Outreach Associate State Director

Partnership Acknowledgements

The Clayton County Senior Services Department would like to say thank you to the many organizations and agencies who daily walk alongside the Senior Services mission. We are grateful for the intentional partnership, support, and dedicated advocacy of partnering community and state stakeholders of our mission. It is through these partnerships and collaborations that quality programs and services are delivered, leading to progressively changing the face of aging in Clayton County.



We would like to invite you to learn more about the many opportunities to support and partner with the impactful services and programs Clayton County Senior Services by contacting our Administrative Team at 770-347-0150.